

Grey Goose

To Finer Things Marketing Plan



Executive Summary

Grey Goose is Bacardi Limited's premium vodka, produced and bottled in France. The product is in its mature lifecycle stage, and has been experiencing stagnant to decreasing sales the past five years. In the recent years, it was marketed as the World's Best Tasting vodka, yet it only has the third largest market share of 6%. Primary competitors include Smirnoff with 25% market share and Absolut with 9% market share. Currently, Grey Goose is struggling to regain sales growth and sustain its popularity with the target market.

As a marketing team, we plan to engage the consumer market and encourage both brand switching as well as trial use of Grey Goose Vodka. This engagement will take place through both traditional and new marketing platforms, and will primarily engage two overlapping markets: Adults ages 21 to 49, and those with a Household Income ranging between \$75,000 and \$150,000. In order to increase our market share, we have detailed three objectives with multiple strategies to achieve them, which are described beginning on page seven. Through the successful execution of these strategies, we expect to increase sales by 3% and develop overwhelmingly positive brand recognition.

Situation Analysis

Current Advertising

Grey Goose's current advertising campaign is the "Fly Beyond" campaign. "Fly Beyond" was said to appeal to "sophisticated consumers" who care a great deal about where the product comes from, the value of the product, the quality, the style the authenticity and craftsmanship, and the story behind the brand. Fly Beyond is supported by television advertisements accompanied by integrated print, outdoor, and digital executions. The television advertisements feature the French founder of Grey Goose, Francois Thibault, and the story behind the product. One of the commercials featuring Thibault shows him being shunned by the French because of his achievements, followed by them eventually see their wrongdoing when New Yorkers aided in turning the vodka into a best seller. The most recent commercial features Grey Goose as a gift for the holiday season, and has a surprisingly less historical focus, as it simply shows the product and tells viewers that Grey Goose is the perfect gift for those who "Fly Beyond." In addition to television spots, Grey Goose has utilized billboards across the United States to display synchronized illusions of geese flying through city centers, as well as a three-story digital storefront in New York's SoHo district to host branding events. Last year, Grey Goose bought a pop-up boulangerie in New York's West Village for four days to serve pastries made from the same wheat they use to create Grey Goose Vodka, including a private space behind the boulangerie for other branded events. Late last year, Grey Goose set up billboards on Times Square that featured consumer pictures submitted through Instagram, Facebook, and Twitter with the hash tag "FlyBeyond." Following the display of the billboard, Grey Goose upped their follower count on Instagram to 17 thousand and Twitter

to 54 thousand. The campaign is an “aspirational take on the brand’s goose mascot...lean[s] heavily on out-of-home and social aspects” (AdWeek.)

In contrast to Grey Goose’s image of perfection and superiority, Smirnoff’s current advertising campaign is titled “Exclusively for Everyone.” The most recent ad stars celebrities Alison Brie from the television-hit show “Community” and Adam Scott from “Parks and Recreation” as they use humor to mock the social exclusivity and pretentiousness that Smirnoff claims has taken over the market. The campaign includes a digital film and several 30-second spots, which follow the two actors as they plan and attend parties. Smirnoff has also partnered with Spotify for a digital contest called “Ultimate House Party,” which asks consumers to submit songs for a house party playlist. On social media, Smirnoff has 38 thousand and 5.8 thousand followers on Twitter and Instagram, respectively. As a result of this campaign, sales so far have grown by 2.3%, or \$309 million, which is less than Smirnoff expected and less compared to the 5.7% growth for the entire product category of spirits.

Absolut’s current advertising campaign is titled “Transform Today.” The campaign aims to inspire and dare young adults to transform their own lives, and “break free from the idea that anything is predetermined” (MediaPost.) It utilizes television spots, online ads, social media, print advertising and promotional events. The campaign was kicked off with Absolut’s “Open Canvas” event in Brooklyn and San Francisco, where emerging artists and the local public collaborated to turn city streets into interactive outdoor exhibitions. The 90-second brand film and 30-second spots feature four young artists aiming to emphasize the transformative power of art that can change the world, and aired on ABC,

NBC, ESPN, Comedy Central, AMC, and FX television networks. On social media, Absolut has 16.4 thousand and 6.5 followers on Twitter and Instagram, respectively. Despite the campaign's efforts, sales volume growth has declined by 1%.

Consumer Behavior

The vodka consumer market consists evenly of male and female consumers, who are currently leaning toward a healthier and eco-friendly lifestyle. Young adults, and especially millennials, are known for being unpredictable, but are typically early adapters and rely heavily on technology for work, school, and personal activities. Their financial picture is transitional as they are optimistic about their future financial situation and, for the most part, already have full-time jobs with a steady income. Purchasing behavior of these individuals relies heavily on word of mouth and personal connections rather than celebrity endorsements. Many product recommendations are shared through social media. Their reference groups include co-workers, friends, and family, because vodka is a product that can be shared in social occasions and consumers tend to want to please all of these reference groups when they gather. Thus, group situations constitute their purchase decisions.

Market Information

The vodka distillery industry is highly competitive, but low in concentration because the top two firms are estimated to only make up 9.2% of revenue in 2014. Total revenue is estimated to be \$2.2 billion, with annual growth from 2009 to 2014 at 0.6%. The Grey Goose produce and services segment, premium vodka, is 29.6% of the market, where the

majority is held by value vodka at 42.5% and the minority is held by ultra-premium vodkas at 17.9%. The industry is in the growth life cycle stage, with heavy regulation and low changes in technology. New products and specializations that have emerged include flavored, low calorie, and regional craft vodkas. The market experiences seasonality trends, with an increase in purchases during the holiday seasons, primarily Christmas and New Years.

Positioning and Market Share

Currently, Grey Goose is positioned towards the higher class who care about the quality of alcohol they consume, as well as the story behind the brand. The brand aims to be synonymous with luxury and perfection. Grey Goose's market share is a slim 6%. On the other side of the spectrum, Smirnoff has taken a "fresh point of view" and positions itself as "great quality vodka for the masses." This positioning targets the college student sector of the market, and those who are younger with little care in reference to quality. Currently, Smirnoff holds 25% of the market share with annual sales for the entire Diageo Company at 1.23 billion. Lastly, Absolut positions itself as a premium-priced vodka that is contemporary, upbeat, creative, stylish, and witty. The shape of the bottle has made Absolut one of the world's most iconic products. Absolut's market share is currently 9%, with annual sales of 561.96 million.

Opportunities

Based on the above analysis, Grey Goose has positioned itself as a premium vodka brand and symbolizes superiority, simplicity, and craftsmanship. This positioning is true to

the product, but does not help Grey Goose stand out because few people are able to tell the difference between the different unflavored premium vodka brands. To increase market share and sales, Grey Goose should consider including an additional claim in its positioning, which currently only focuses on the heritage and quality of the product. There is no need to follow Absolut's and Smirnoff's motion to abide by the new cheap-chic wave, however appealing to audiences that are not as concerned about the story behind the product will increase trial use and potential brand switching. Every consumer who switches to Grey Goose as a loyal consumer also connects his or her network to Grey Goose, as an informal brand ambassador.

Objectives

Objective #1

Our first objective is to change consumer attitudes and increase positive brand recognition of Grey Goose. To be successful, we plan to reach 30% of the target market of men and women ages 21-49 with an advertising brand message over one year, with an average frequency of 5 times or more. The rationale behind this objective is that consumers in the spirits and, more specifically, the vodka market are very brand loyal to the products they purchase. If we can convince the consumers that our brand is in line with their preferences and attitudes, then we can convince the consumer our product is worth purchasing. There is little differentiation in taste between premium-unflavored vodkas, thus the brand image is one of the driving features in the consumer buying decision.

Objective #2

Our second objective is to simulate trial use among 25% of the target market of individuals who have a household income within the range of \$75,000 and \$150,000 over one year. To be successful, we will reach 20% of the target market with a brand message through engagement with an event they share interest in. We chose event sponsorship because our target market consists of those with a steady household income, who still find time to enjoy a drink and socialize. Those with a higher household income will be able to afford attending the event, and will also devote the time outside of their jobs to enjoying the event. In addition, event sponsorship will provide the opportunity to give out samples and initiate trial use, which is vital to entering a consumer's consideration set.

Objective #3

Our final objective is to encourage brand switching by effecting intent of 10% of the total target market to purchase by the end of the year of 2015. We plan to effectively reach 40% of the target market to convey the brand's unique value proposition with an average frequency of 5 times or more. As mentioned previously, the consumers that will contribute to increasing market share already consume spirits, just a different brand of spirits. Therefore, aiming to convert these consumers to Grey Goose is the most feasible option to attain growth of 3% overall, as opposed to directing our message to consumers who do not consume spirits and do not currently contribute to the spirits market.

Strategies & Plans

Overall Strategy

The strategy we aim to employ encompasses the targeting of two primary markets: adults ages 21 to 49, and households with an annual household income ranging from

\$75,000 to \$150,000. We chose these segments because our product is premium vodka, and our main consumer base consists of young adults. To effectively reach these consumers, we plan to use traditional and new marketing platforms. Successful implementation of our plan will lead to brand switching and trial use of the product, Grey Goose Vodka. These goals are not easy to reach in the spirits market, in consideration of the loyalty many consumers feel towards their preferred brands. With this in mind, it is very important for us to engage our consumers and spread our brand message, which is that Grey Goose combines taste with style to create a unique vodka experience. The end result of our proposed strategy will be a 3% increase in sales growth in 2015 and an overwhelmingly positive recognition of the Grey Goose brand.

IMC Objective #1

Our first marketing objective is to elevate consumer attitudes and brand recognition above our competitors during the year 2015. Our first media objective within the plan to make that transition is to reach 30% of one target market, adults aged 21-49, with our brand message over a year, with a frequency of 5 or more. Our second media objective is to encourage communication with Grey Goose social media accounts from a minimum of 200 consumers per month during the year. The combination of these two objectives blends the traditional medium of television with the growing medium of social media. To connect with these consumers, it is prudent to humanize the ideal consumer within this target market. This way, we can understand their motivations and connect with their emotions more effectively. The ideal consumer is a young, successful, urban adult in their late twenties. They enjoy drinking and partying when they aren't working, and they consider

themselves to be fairly stylish, but also aim to be of a higher social status. They seek approval from their peers, and they want to feel like they belong to something when they go out; that is the benefit that Grey Goose provides. Our brand is the vodka consumers can enjoy as a drink as well as a part of their overall style; it will help them make friends and meet people as well as deliver its unparalleled smooth taste.

Media Strategy #1

We plan to use network television advertising to make this transition, because television is still an effective way to reach the consumer market and generate awareness. To increase brand recognition, we need to work hard to actually engage our audience. These television commercials will run in 5 4-week flights throughout the year 2014-2015 at a level of 300 GRPs. To maximize our reach, we'll secure spots within primetime shows our target market is watching. These shows include network shows like NCIS, Dancing With The Stars, and The Walking Dead, as well as sports events like Monday Night Football. Storyboard examples of these commercials can be found in the Appendix. The series of commercials focuses on a young, successful, urban adult in his late twenties and why he drinks Grey Goose now. He looks back at his tumultuous past years – his 21st birthday, for example – and resolves to move on to the next phase of his life, during which he drinks Grey Goose and matures. The flashbacks to his past provide the humor of the commercial, which isn't over-the-top, but is necessary to generate the attention we need to increase brand recognition. When the commercial cuts to the present, the transition between his younger, unsophisticated self and his current self is clear, and one of the most obvious additions to his lifestyle is Grey Goose. In the 21st birthday example, instead of

chugging light beer and making a fool out of himself, he's got a suit on and a glass of Grey Goose in his hand. The last shot of the commercial includes a toast between him and a friend in the background, with a bottle of Grey Goose in the foreground. These commercials connect with our consumer emotionally because it is likely that similar experiences were had by much of our target audience when they were in their early 20's. Our brand can position itself in their minds as the bridge into adulthood and a more sophisticated lifestyle.

Media Strategy #2

Our second objective is to encourage communication with Grey Goose social media accounts from a minimum of 200 consumers a month. These accounts include Twitter, Facebook and Instagram. It is very important for our brand to use social media effectively, given the influence that it has and the growth of the medium. Our target market is paying more and more attention to social media, and for us to improve our brand image and consumer attitudes, we must improve our social media outreach and maximize the spread of our brand message. Currently, posts on the various accounts are very straightforward, promoting the Grey Goose brand with pictures, video and links to relevant company news and information. Consumers don't interact much with the brand, and when they do, they aren't replied to. We plan to revamp this strategy to include interactive social media posts, such as those asking consumers what their favorite Grey Goose recipe is. The account will also reply to consumers who participate, which will lead to more exposure, and a stronger connection with consumers. A prominent feature of our social media campaign will be the slogan "To Finer Things." This slogan will be featured in pictures as well as in the form of a

hashtag (#ToFinerThings) for consumers to use. To connect with younger social media users, we also plan to keep up with trends and keep Grey Goose's posts relevant and interesting. What we want to do is give our online presence a personality consumers can bond with and interact with. These business-customer relationships are invaluable in raising brand recognition and attracting new consumers.

IMC Objective #2

Our second marketing objective is to stimulate trial use within 10% of one of our target markets, households with an income of \$75,000-150,000 over the year of 2015. Since there is so much competition in the alcohol market, especially in the vodka category, brand messages can often get lost in the crowd. Therefore, to reach our objective, we have to communicate our message to new consumers on the right platforms and show them why Grey Goose is the luxury vodka they should be purchasing. The key variable for this objective is the income level our target market encompasses.

Media Strategy #1

Our strategy is to reach 20% of the target with our brand message through engagement with an event they share interest in. We plan to organize, promote, and execute a high-class celebrity golf tournament sponsored by Grey Goose. Our brand has an established connection to the golf world already, being the official spirit of the PGA Tour, and advertising heavily on the Golf Network. Through this established connection, we will be able to coordinate a high-profile event that will attract a lot of attention to our brand. The target consumers we aim to reach likely have an interest in golf, and if their interest isn't that high, the celebrities we plan to involve certainly will. These celebrities

will have experience with the sport and won't have a controversial public image, so as not to turn people off from the event. We want to Justin Timberlake, Matthew McConaughey, Samuel L. Jackson and others. This event will take place over the course of two days and be called the "To Finer Swings" Golf Tournament. It will be televised on the NBC Sports Network as well as the Golf Network. To maximize the effectiveness of this event, we'll need to do some heavy promotion. We will utilize our social media accounts as they grow in followers and communication; we'll tweet back and forth with competing celebrities and get them to retweet our promotional tweets. Followers of the celebrities will notice our brand on their Twitter feed. Similar promotion will be done on Facebook and Instagram, with pictures of the flyer associated the event being posted periodically. The poster can be found in the Appendix. We also plan to run television advertisements for the two weeks preceding the event featuring the celebrities. Side banners will have the Grey Goose logo on them, Grey Goose commercials will run frequently, and the Grey Goose logo will appear on the TV screen periodically. The centerpieces of promotion for this event, however, are the two Grey Goose-sponsored drinking tents on the course. In this tent, we'll have giveaways as well as drinks. Each person over 21 at the tournament will have a voucher for one free drink, which will encourage them to try Grey Goose if they haven't before. This kind of free trial use is sure to lead to repeat, and hopefully loyal, customers for our brand. Outside of the tent, we will have games, and promoters bringing people into the tent called the "Grey Goose Girls," who are young attractive women who have been featured at Grey Goose Promotions in the past. This tournament is a great way to build exposure for Grey Goose, and there is also a high likelihood of cosponsors that are not competitors as well.

IMC Objective #3

Our third marketing objective is to encourage brand switching by affecting intent of 10% of the total market to purchase by the end of the year 2015. We want to attract customers and encourage them to become frequent purchasers of Grey Goose vodka so that our total sales can increase. To do this, we must capture the attention of our target enough to communicate our brand message well enough to lead to purchases.

Media Strategy #1

We want to effectively reach 50% of target market ages 21-49 to convey our brand's USP with average frequency of 5+ over the course of one year. Our Unique Selling Proposition is as follows: Grey Goose is the vodka that adds the most taste and style to your nights out. To reach this volume of consumers, we'll need to generate a lot of attention, and our plan is to utilize the new media of viral video, which is a growing way to reach our target market. We will employ content marketing through use of online video to achieve 10,000,000 impressions across social media over the course of the year 2015. A storyboard detailing the video can be found in the Appendix. The key to the success of our viral video is how well it catches people's attention, so we plan to focus on that aspect of it while also maintaining the Grey Goose message. The video shows a regular looking man in a bar, when a bartender notices him and suggests he order Grey Goose. After drinking the Grey Goose, the man disappears in a cloud of smoke and comes back in the form of a sexy French man. French actor Louis Garrel is someone we can involve with the commercial, or at least use to model the actor from. He immediately catches the attention of the women in the bar, and then he winks to the camera with the Grey Goose in his hand. The simplicity

and short length will help the visibility of the video, while the humor helps it spread. Sex appeal is also evident in the French actor as well as the women in the bar, and this will attract the attention of male and female consumers alike. An important way for us to gain exposure in our video is through influencers. These people have many followers on various social media networks and can influence those followers to support the same brands that they do. We want these influencers to have the audience try Grey Goose. We can pay them, and in turn they will support our brand through their social media networks. Examples of influencers we want to reach out to are model Chrissy Tiegen, rapper Pitbull, and actress Eva Longoria. The exposure gained from the video will help Grey Goose enter the evoked set of vodka brands within consumers and stimulate brand switching.

Media Strategy #2

Our second objective is to create brand exposure by reaching 40% of target market consumers (Adults 21-49) during the purchase process in-store at an average frequency of 5 over the course of the year. To do this, we will employ three POP display campaigns over the year 2015 in 60% of retail locations, the first from January to March, the second from June to August, and the third from October to December. POP displays are effective in drawing attention to the product and encouraging purchases, given their location and appealing features. An example of a POP display to use can be found in the Appendix. The purpose of these displays is to catch a consumer's attention and convey our brand's message. It will prominently display bottles of Grey Goose, as well as a large cardboard cut-out of a Grey Goose bottle. The design of the bottle is one of our brand's greatest strengths, as it is recognizable and represents the brand well: it is simplistic and subtle, but

sophisticated; the silhouettes of high-flying birds connect our brand message of cool elegance to consumers. These displays will encourage brand switching throughout the year to build on our consumer base.

Budget

Overview

In total, we expect to spend \$16.25 million. Originally, our budgeted costs were \$18.25 million, but we decided that spending on print would not result in an increase of sales large enough to make the investment worthwhile. Therefore, we invested a portion of the spending on print into our budget for the Finer Swings Golf Event. Grey Goose's current share of voice is 17.2% with the use of television, print, social media, and sponsorships. Grey Goose's primary competitor's, Smirnoff and Absolut, have shares of voice of 16.8% and 31.7%, respectively. The brands use similar media mixes, with the campaigns mentioned earlier as "Exclusively for Everyone" and "Transform Today." The 2012 marketing expenditures for Grey Goose were 16.7 million, so in spending \$16.25 million, we will not be influencing share of voice very much. We hope that our choice in less expensive marketing platforms, as opposed to traditional print advertising, will still result in the increase of sales we are working for and communicate our messages to the target markets we specified.

Objective #1

The total spending for our first objective, to change consumer attitudes from negative brand recognition to positive brand recognition within the year of 2015, is estimated to cost \$3.5 million, which is 21.5% of our marketing budget. The objective

utilizes television advertising and social media postings, a balance between more expensive traditional media and less expensive new emerging media.

Media Strategy #1

Our total spending to employ network television advertising in 5 4-week flights for a time period of one year costs a total of \$3 million. The first designated task is to reserve the network spots, which we have allocated \$750 thousand for. The second task is to develop and direct production material, which based on similar content to our own, we estimate to cost \$1.5 million. Our product is high quality, and our commercials should not challenge the quality of the product. Therefore, an acclaimed director and talented actor will be necessary, and will cost more. The last task is to analyze the reach and reaction between flights, so we may improve future advertising. The allocation is \$750 thousand for this task, because the work can be done by a small data analytics team with minimal use of expensive software due to the data television already readily provides.

Media Strategy #2

Our total spending to actively communicate with consumers through social media is a slim \$500 thousand. Social media accounts are free in and of themselves, and the only costs we plan to incur is the payment of employees who run the accounts and think of material. The first task is to develop material to post, which we allocated \$250 thousand for. The second task is to post and reply to feedback, which we allocated \$75 thousand for because of the limited amount of time necessary to perform the task. Lastly, the third task is to analyze the feedback and determine successful and unsuccessful content as well as way to improve the product. We allocated \$175 thousand for this task because the analysis

is one of the most important steps in communicating with consumers. Our market is what drives our success, or our failure, and we must listen and act upon what they have to say.

Objective #2

The total spending for our second objective, to stimulate trial use among 25% of the target market (HHI \$75k to \$150k) over the year of 2015, is estimated to cost \$11 million, which is 67.7% of our marketing budget. The objective utilizes event sponsorship, which is our most expensive, but potentially most effective, media mix choice. The target market consists of those who are able to spend more and have more expensive taste, therefore we decided that in order to appeal to the market, we must also spend more and provide and portray the event as high class.

Media Strategy #1

Our total spending to organize, promote, and execute the "To Finer Swings" Golf Tournament is an astounding \$11 million, as stated above. The first task for this strategy is to recruit the celebrities and fellow sponsors, which we have allocated \$1.5 million for. We are not positive if the \$1.5 million will be enough, however we hope the perks, such as free alcohol and publicity, will encourage celebrities to commit. The second task is planning the entirety of the event with media coverage. The media aspect of this task will cost \$2 million, and the production cost of this aspect will cost \$3.5 million, totaling \$5.5 million. The last task, as is expected, is executing the event. The execution is estimated to cost less than the second task, with \$500 thousand allocated for media spending and \$3.5 million allocated for production spending, totaling \$4 million.

Objective #3

The total spending for our last objective, to encourage brand switching by effecting intent of 10% of the total market to purchase by the end of 2015, is estimated to cost \$1.75 million, which is only 10.8% of our marketing budget. The objective utilizes online marketing through the production of a viral video, as well as physical advertisements in the form of point-of-purchase displays.

Media Strategy #1

Our total spending to employ content marketing through the use of online video to achieve 1,000,000 impressions across social media over the course of the year is estimated to be \$250 thousand. The first task in employing the content is to research what videos interest our consumer market. This research is extremely important, and only costs \$50 thousand through our calculations. The second task is to plan and direct the short video, which we expect will cost a total of \$175 thousand with the inclusion of paying creative team employees, hiring a director and actors, and paying for any set and props necessary. The last task is to share the video using multiple media platforms, and responding to consumer responses, which will cost only \$25 million. Viral video production and execution is an inexpensive, yet effective, method for reaching our target audience in a pleasant manner.

Media Strategy #2

Our total spending to employ three point-of-purchase display campaigns over the year of 2015 in 40% of retail locations will cost a total of \$1.5 million. The high spending is explained by the cost of reserving the spots in retail locations, and the cost of materials to make the displays high quality and engaging. The first task, to reserve the spots, has a

budget allocation of \$550 thousand. The second task, to design and manufacture the displays, is estimated to cost \$750 thousand. The last task, to analyze the changes in sales between locations, will cost approximately \$200 thousand, thanks to the availability of data to compare locations with the displays and locations without.

Evaluation

Objective #1 Measurement

With our campaign for Grey Goose, the various media we will utilize to communicate with our customers will, of course, require a varying set of measurements and key performance indicators (KPIs). With our first IMC objective, we plan to elevate our brand's positive recognition within our target customer base. As part of our first media strategy to achieve this objective, we will broadcast TV spots across targeted programs and channels. With this medium, our focus for measurement shifts to the KPI of number of estimated impressions based on individual program viewership and ratings. Additionally, in terms of measuring a potential increase in positive recognition, we will measure overall sales fluctuations following each TV spot flight. With our second media strategy incorporating the use of social media to engage with 200 customers monthly, our KPIs will depend on the specific social media channel. With our Twitter account, we will gauge our customer engagement through increases in following, number of retweets and favorites, as well as the number of uses of our campaign hashtag, #ToFinerThings. These measurements can all be seen within our Twitter account. Facebook engagement will be measured through likes, shares, and number/content of comments. Instagram engagement will be measured through likes, number/content of comments, and followers.

To supplement these KPIs, we will also use Radian6, a social media listening software, in order to better understand what users/customers are talking about. With this software, we will be able to focus our social media engagement efforts to posts that we find intriguing and feel a unique conversation with an individual customer will be effective, useful, and positive to our brand. We know that through measurement of these KPIs, we will understand what posts and activity of ours is seen in a positive way, as well as what is seen negatively.

Objective #2 Measurement

With our second IMC objective, we plan to stimulate trial use among our target customer base who have not purchased Grey Goose before. We plan to spark success with this objective by organizing, hosting, and promoting an exclusive golf tournament event. The first, and most obvious, KPIs we will use to measure success with this objective is event attendance and product sales at the event. Since we plan for this event to act as a tipping point for positive word of mouth to spread from attendees to family, friends, and beyond, we will also measure various social media metrics following the event. As mentioned previously, some of these social media metrics include hashtag use, likes, new followers, shares, and other forms of activity that signify positive brand engagement. We will also listen to what exactly is being said by using Radian6 software.

Objective #3 Measurement

For our third IMC objective, we plan to encourage brand switching across our total target customer base by effecting intent to purchase. This requires persuasive content to change perception and encourage users to experience our brand and our unique vodka.

With online video being our first media strategy to accomplish this objective, our KPIs will again be various online and social media metrics. Our video(s) will be published originally on our Youtube account. For this reason, metrics to measure viewership and initial engagement are video views and channel subscriptions. To better understand and measure whether or not viewers receive our content positively, the ratio between likes and dislikes, as well as individual comments, will be extremely important performance indicators on Youtube. Beyond being posted on Youtube, our online video content will be published across our social media accounts. Once again, KPIs with regard to video on social media will remain as likes, shares, and comments.

Besides online video, we also plan to increase intent to purchase and brand switching at the store level where our customer is at the most crucial part of his or her decision journey. With POP displays, we plan to provide the customer with one last instance of effective persuasion and enticement in order for them to make a purchase. Based on the setting, our primary performance indicator to gauge the success of our POP displays in effective intent to purchase will be in-store sales numbers, compared to sales before and after each seasonal POP campaign. Comparing sales with and without the use of POP displays will measure their effectiveness in a very concrete way.

Appendix

TO FINER SWINGS GOLF TOURNAMENT



Presented by
GREY GOOSE

May 30 & 31, 2015
Shadow Creek Golf Course, Las Vegas

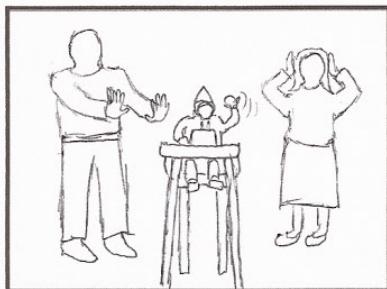
Golf alongside your favorite celebrities • Enjoy a drink under the exclusive Grey Goose tent • Package comes with one-night stay at MGM Mirage Resort

Find out more and register at
www.GreyGoose.com/ToFinerSwingsTournament

@GreyGoose
#ToFinerSwings
#ToFinerThings



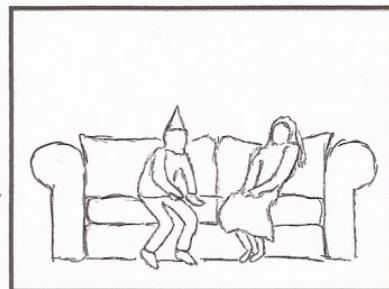
Grey Goose: To Finer Things TV Commercial



Music:
← "Elevator"
type music

Camera: Home video quality, slowly
zooming in

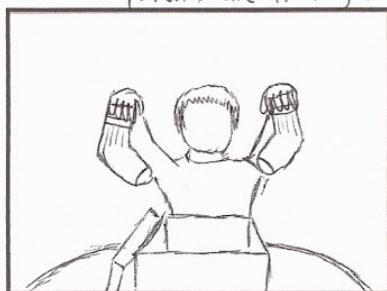
Action: Baby boy in high chair throwing
birthday cake around and on himself,
parents are freaking out



Music:
← (Same)

Camera: Home video quality, slowly
zooming in

Action: Young boy in birthday hat leans in
to kiss a girl at his party, she
leans away



Music:
← (Same)

Camera: Home video quality

Action: Boy, slightly older, opens
birthday present in disappointment
and holds up socks



Music
← Jazz-inspired
upbeat
music

Camera: (transition) Better quality & color
slowly zooming out

Action: Man in suit snaps out of his
daydream



Music:
← (Same)

Camera: zooming out

Action: Man is surrounded by well-dressed
friends at an upscale bar/nightclub
They are cheering and saying
Happy Birthday holding up Grey Goose



Music:
← (Same)
(fades out)

Camera: Steady shot at drinks on bar

CREATIVE BRIEF

Project Team (# and Name)	Date
Team 11- Grey Goose Jennifer Pridemore, Brandon Aksteter, Cait Williams, Pat Mahoney	12/4/14

Brand

What is the name of the brand?

Grey Goose by Bacardi Limited

Product/Service

What is the product called?

Grey Goose Vodka

What does it do?

Grey Goose Vodka provides users with a unique drinking experience from a vodka with great, French-inspired taste. The vodka is priced around \$40.00 per liter and is considered "top-shelf." It's packaging (scene with geese flying over mountains and water) reflects the simple and natural ingredients used in its production, which are wheat and water.

Marketing problem communication must help solve

What is the marketing (sales, mkt. share) purpose for the communication?

In the most recent reported year (2011-2012), Grey Goose experienced a decrease in sales volume of -0.2%.

With this marketing communications campaign, we expect to increase Grey Goose's sales volume by 3% (3,554,530 cases) for the year 2015.

Form

What form(s) will this communication take—print, radio, TV, etc.

This communication will occur through TV spots, sponsored events, online video, and POP displays.

Target Audience:

To whom is/are the communication(s) directed?

The target customer is a man or woman of legal drinking age. This person is a college graduate and is highly concerned with their career, their future, as well as their image. Because of this, this customer enjoys dressing up for nights out at upscale restaurants and bars with friends after a hard day's work in the office. These customers perceive themselves to be hard-working, intelligent, and deserving of a fine, high-quality glass of liquor after the work week.

Communication Objective

What can the communication(s) accomplish to help solve the marketing problem?

Portray the product as an emotional need by reflecting the customer's self-perceptions: hard-working, intelligent, creative, fashionable, trendy, etc. The customer wants to have a good time in an upscale setting with close friends, so the product must be portrayed to belong in this setting.

Competitive Environment:

We're #4, but what are the others offering?

Smirnoff: Exclusively for everyone

Absolut: Transform Today

Svedka: "Svedka is now. It's not in the future or later. It's part of their lives and their socializing," said Ms. Pawlik.

All offered at lower prices in comparison to Grey Goose.

Point of Difference

How exactly is the product/service better than others, from the customer's viewpoint?

Better taste and brand association. Not only will the customer prefer Grey Goose's taste compared to other vodkas, but they will feel better about themselves drinking it because of what the product/brand is portrayed as through our communication in relation to their self-perceptions and values.

Key Insight

Is there one important piece of information or idea about how the brand connects with the customer that will make this/these communication(s) successful?

Grey Goose advertises very heavily through the Golf Network. (Ads, sponsoring shows)

Official spirit of PGA tour, featured in tour events and client functions.

Most golfers and fans of golf tend to indulge in other forms of what is considered to be a luxurious lifestyle (clothing choice, other hobbies, choice of car, etc.)

Because of this, Grey Goose appeals to the luxurious side of life. - comes from France, event marketing at popular clubs, high prices, the best quality vodka.

Positioning Claim

Complete: To (target customer), (client's product/service) is the (competitive frame) that delivers (benefits).

To hard working urbanites, Grey Goose is the premium vodka that delivers the best flavor and highest quality to perfectly pair with an indulgent, hard-working, and fast-moving lifestyle.

Support

What specific facts and perceptions support the positioning claim? Prioritize as key messages.

- Produced from only two ingredients:
- 1. Soft winter wheat grown by three local farming cooperatives in the Picardy region of France. Only the highest quality wheat is selected, the same wheat used in the finest French breads and pastries.
- 2. Spring water from an exclusive well in Gensac-La-Pallue, in the Cognac Arrondissement region, where the water is naturally filtered through limestone.
- In its first year of production, Grey Goose was hailed as "The World's Best Tasting Vodka" by the Chicago Beverage Testing Institute and was also awarded a Platinum medal at the World Spirits Championship in San Francisco, California.
- From field to bottle, Francois Thibault (Maitre de Chai) oversees every step in creation, from selecting the finest ingredients to designing a process that ensures that their natural characteristics are captured in the final spirit.
- Grey Goose is distilled only once using a continuous-column distillation process, which ensures the quality of the wheat remains.
- Each batch of Grey Goose undergoes more than 550 daily quality control checks, including personal tasting and approval by Francois Thibault.

Francois Thibault (Grey Goose Maitre de Chai):

- "I didn't approach this as stripping out impurities - I never let them get in there in the first place."
- "Get the best out of the very best ingredients, and let the quality speak for itself."
- "Even with today's advances in technology, there is no machine capable of replicating the human qualities intrinsic to the creation of Grey Goose."

Communication Tone/Personality

What tone/look should the communication(s) have to be effective? What personality?

Serious, but witty and suave as well. The personality of a city socialite who knows what he/she is saying and is reliable to make the right choices. Someone who knows how to have a good time and commands the attention of the room.

Consumer Action

What can we expect the target customer to think/do if the communication(s) are successful?

If the communications are successful, we can expect our target customer to order a Grey Goose at their social outings. We expect our target customer to associate Grey Goose with the lifestyle they have or wish to have for a more positive brand perception.

Measurement

How will we know if the communication(s) is/are successful? Any objective measurements?

If the communications are successful, we can expect to not only see an increase in cases sold, but greater engagement and mentions of the brand across social media. Our consumers are those that enjoy sharing all aspects of what they are doing and who they are across social media platforms. If we can successfully increase positive brand recognition, social media engagement with our brand will increase as well.

Related Communication

What communication has been done in this or other media for this product/service?

There have been several campaigns that have launched including the most recent "Fly Beyond" campaign. There was also the "Discerning Taste" several years ago when Grey Goose was first released.

Executional Mandatories

Specs, logos, tag lines, colors, phone numbers, email addresses, website addresses, etc.

Taglines: "To Finer Things."

Logos:



World's Best Tasting Vodka



Colors: Blue, white, grey, black, red

Website: www.GreyGoose.com

Executive Summary

As a marketing team, we plan to engage the consumer market and encourage both brand switching as well as trial use of Grey Goose Vodka. This engagement will take place through both traditional and new marketing platforms, and will primarily engage two overlapping markets: Adults ages 21 to 49, and those with a Household Income between \$75,000-\$150,000. Once we succeed, we expect sales growth of 3% and an overwhelmingly positive recognition of our brand.

The Facts

What is the marketing objective?

In the years 2011-2012, our growth was -.2% in sales volume, resulting in a loss for the company. Our objective for 2015-2016 is to increase sales volume by 3% from 2012, resulting in sales of over 3.5 million cases during the year (3,554,530 cases to be exact.)

The Competition

Please fill out the table to the best of your ability. PLEASE, INCLUDE YOUR OWN BRAND IN THE TABLE.

Competitor	Market Share	Share of Voice	What's in the Media Mix	What's Noteworthy
Grey Goose	6%	17.2%	TV, print, minimal sponsorships and use of social media	Fly Beyond campaign
Smirnoff	25%	16.8%	TV, print, sponsorships, social media	Exclusively for Everyone
Absolut	9%	31.7%	TV, print, sponsorships, social media	Transform Today

Target Markets

What are your target markets? How large are they?

Targets	Size of Target Markets (000)
Adults 21-49	~120 million
College Graduates	~1.6 million
HHI 75,000 – 149,999	~20 million (households)

Geography

In our campaign, we will be marketing exclusively to the United States population. With this in mind, our marketing efforts will highlight the culture present in America and will not attempt to translate to any languages other than English. Translating to Spanish was a consideration, but it would take more effort and money than is available.

Seasonality

There is an increase in purchases during the holiday season because Bacardi, Grey Goose's parent company, comes out with a yearly holiday punch recipe every winter.

IMC & Media Objectives & Strategies

IMC Objective #1:

Change consumer attitudes from negative brand recognition to positive brand recognition within the year of 2014 - 2015.

Challenges

- Reaching target market effectively
- Transitioning from general awareness of brand to positive brand awareness/intent to purchase

- Retaining consumer interest in the brand with the high levels of competition and substitution present in the wine and spirits market

Media Objective #1:

Reach 30% of the target market aged 21-49 with advertising brand message over one year, with average frequency of 5+

Rationale for Objective:

By increasing reach and frequency, especially towards our untapped adult female market, brand awareness can increase, along with ensuring a positive stigma.

Media Strategy #1:

Employ network television advertising in 5 4-week flights for a time period of one year at a level of 300 GRPs. Sample programs: Real Housewives, 30-Rock, New Girl, Modern Family, the Mindy Project

Approximate Media Cost:

\$3 million

Media Objective #2

Encourage communication with Grey Goose Social Media accounts from a minimum of 200 consumers per month during the year of 2015.

Rationale for Objective:

Today, social media is one of the primary drivers in determining what products we have a positive image of and what products we dislike entirely. If Grey Goose can engage their consumers through these platforms, the likelihood that positive brand recognition will be present is high.

Media Strategy #1:

Grey Goose accounts will post at least one post a day, whether the platform be Twitter, Instagram, or Facebook, and will attempt to engage followers in a two way conversation based on the Grey Goose product and/or current events. All interactions should be positive.

Approximate Media Cost:

\$500,000

IMC Objective #2:

Stimulate trial use among 10% of the target market (HHI \$75k-\$149k) over one year (2015-2016.)

Challenges

- Encouraging brand switching; alcohol consumers can be very loyal to brands they have a higher frequency of purchase with.
- Communicating our message (luxury vodka) on the right platforms, and reaching new consumers who have yet to try the product

Media Objective #1:

Reach 20% of target market (HHI \$75k – 149k) with brand message through engagement with an event they share interest in.

Rationale for Objective:

The more of the target market that our message reaches, the more likelihood we have of generating first time purchases and (ideally) repeat purchases.

Media Strategy #1:

Organize, promote, and execute a high-class celebrity golf tournament sponsored by Grey Goose. These celebrities will have experience with the sport and minimal negative publicity. There is also a high likelihood of cosponsors that are not competitors as well as giveaways.

Approximate Media Cost:

\$11 million

IMC Objective #3:

Challenges

- Effectively conveying our USP to customers of competing brands
- Persuading 10% of the target market while keeping within a budget

Media Objective #1:

Effectively reach 50% of target market ages 21-49 to convey brand's USP with average frequency of 5+ over the course of one year.

Rationale for Objective:

When target customers are repeatedly reminded of the benefit of drinking Grey Goose over other brands, they will be more likely to purchase it. With the quality of our product in mind, these new purchasers will be more likely to now become brand loyal customers.

Media Strategy #1:

Employ content marketing through use of online video to achieve 10,000,000 impressions across social media over the course of the year.

Approximate Media Cost:

\$250,000

Media Objective #2

Create brand exposure by reaching 40% of target market consumers (Adults 21-49) during the purchase process in-store at an average frequency of 5 over the course of the year.

Rationale for Objective:

Disrupting consumers' relatively habitual purchasing journey for liquor with effective in-store advertising and promotion has a large ability to encourage product trial, which can lead to brand switching and loyalty.

Media Strategy #1:

Employ three POP display campaigns over the year (2015-2016) in 60% of retail locations, the first from January to March, the second from June to August, and the third from October to December.

Approximate Media Cost:

\$1.5 million

Recap

Total planned media spending:

Approximately \$16.25 million

Approximate share of voice:

17.5%

How does that compare to LY?

Last year's share of voice was 17.2%

Reach and Frequency (Traditional Media)

Target	Reach	Frequency
Adults 21-49	POP displays	5+
	Television ads	5+
HII \$75k-\$149k	POP displays	7+

Engagement (New Media)

Target	# Engaged	What media
Adults 21-49	200 people per month / 2400 people per year	Social Media
Adults 21-49	1 million	Viral Video
HII \$75k-\$149k	20 million	Event Sponsorship

Briefly describe your use of each of these media types:

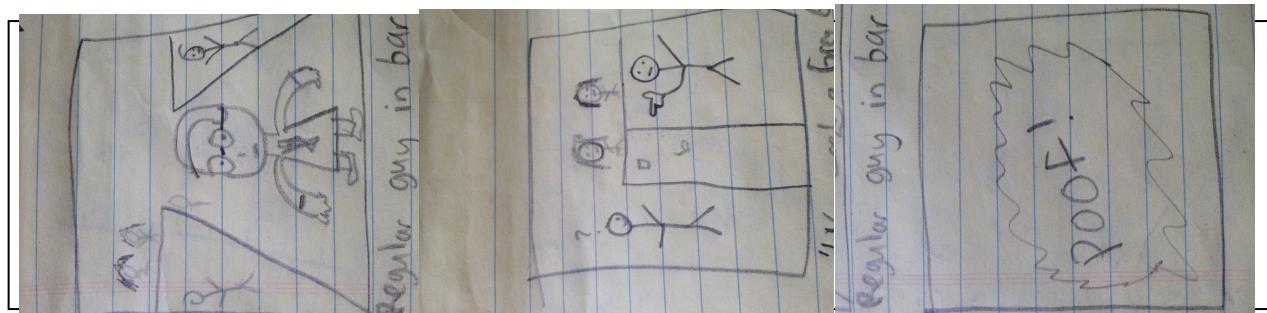
Media Type	Description	Media Cost (x000)	% of total Media	Rationale
TV	Flighted advertising on channels/shows that have	\$3,000,000	16%	High reach and frequency, especially towards adult women, can increase

	high viewership from our target market.			brand awareness and ensure a positive stigma.
Radio				
Outdoor				
Internet Display				
Internet Search				
Social Media	All Grey Goose social media accounts will work to keep up with current events and engage consumers and followers through two-way conversations and potentially creating trending hashtags	\$500,000	3%	Today's market of consumers from 18-49 utilize social media constantly and, through the use of communication with these platforms, the Grey Goose brand will be able to more effectively reach their target audience and promote positive brand awareness
Content Marketing (video, etc.)	Online video advertising to produce a viral campaign in excess of 1 million total views.	\$250,000	2%	Spreads awareness of the brand among our core consumers.
Sales Promotion				
Point-of-Purchase	Three separate POP campaigns over the year to employ new promotional tactics that account for seasonality and ensure consumers stay attentive to the displays.	\$1,500,00	9%	Disrupts habitual purchase journeys to increase brand exposure and encourage trial use, leading to brand switching and loyalty
Events/Ambient Media	A celebrity golf tournament sponsored by Grey Goose and potentially another complimentary brand	\$11,000,000	48%	A great deal of our higher class consumer market enjoys golfing, and a great way to keep them engaged and to engage new consumers is to host an event centered around one of their favorite pastimes. In addition, the golfing culture supports our brand image of luxury
Other				

Viral Video STORYBOARD

Advertiser: Team 11
 Agency:
 Product: Grey Goose Vodka

Title: Instant Sophistication
 Format: Viral Video
 Length: 40 seconds



A regular guy enters the bar, wearing a grey or tan suite. Unappealing. Bland music plays.

As he approaches the bar, the bar tender looks up and down and says "You need Grey Goose"

He takes the shot, and POOF, smoke appears around him, exciting sophisticated music



The smoke clears, and behold! A very attractive, sexy, sophisticated French man appears

To add humor, he can have an odd French accent as well

Ladies appear, and swoon over him



He turns to the camera, winks, and says "Drink Grey Goose"

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