



Old Spice: Repeating Success Case Study Analysis

AMB320 Advantaging Management



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1.0 Problem Statement

In the previous fiscal year 2009-2010, Procter& Gamble's (P&G) Old Spice brand has two significant challenges. Firstly, after a successful rebranding of the Glacial Falls scent into Swagger, result in growth for the entire Old Spice brand. Old Spice's brand team had to determine its next step in advertising aspect. The options could consider include continuing to advertise Swagger, and rebrand or promote to advertising a different scent , advertising the umbrella brand and an emphasis on body wash rather than on deodorant. Based on their recent success, the Old Spice team had built a high bar for themselves, wanting to not been seen as one-hit wonders. Moreover, this decision also involved present both the information and the media purchase for the option choice. Secondly, in conjunction with this issue, the Old Spice team had to decide whether the messaging of its advertising should respond to competitor Unilever's new advertising for Dove for Men which would be the Super Bowl. In addition, Mauricio O'Connell as one of the assistant brand managers of Old Spice, he and his team member think how to position the brand for another big success and effort to respond to a competitive threat.

2.0 Analysis of the Key factors (Problem Analysis)

Key Facts	Why they are relevant to the Problem
<p>Success of Swagger</p>	<p>Through repositioning the scent, Swagger become to the consumers' desire for confident. The improve campaign triumphed expectations when it catapulted the scent from the worst-performing to one of the top three of the brand. This advertising success created a "halo effect", and achieve an increase in growth for the entire Old Spice brand.</p> <p>This was despite Swagger not supporting the broader brand. However, Kieden+Kenny was come up with a new planning and to do a lot of different with brand. Therefore, they had developed three different communication information for the Swagger scent. A successful social media effort "Swaggerize Your Wallet" increased sales by about 55% above the traditional media efforts. The team's repositioning of Swagger became the model within P&G for an</p>

	<p>outstanding turnaround. However, it is a concern of the Old Spice team that the Swagger campaign has reached its climax and its success have an expiry date. It may be time to move on to another challenge.</p>
<p>Dove introducing body wash for men</p>	<p>The Old Spice team's plan the next step it was announced that the Dove for Men(DFM)line would make its United States advertising show in February 2010 with a focus on body wash. Dove brand was make as a feminine. Women made more than 60% of the purchases of men's body wash. However, Dove for Men brand target audience is men, but assistant the women to purchases this product for their partner and family who are male.</p>
<p>Dove for Men(DFM) Super Bowl Advertisement</p>	<p>Unilever as the Old Spice brand's main competitor which announced that its Dove for Men (DFM). DFM has announced plans to advertise during the Super Bowl that has enormous audience of over 100 million users. The advertising campaign would focus on body wash, Old Spice category was considering on promoting before news. Old Spice team should consider whether DFM's launch required them to offset with modification to their own advertising strategy.</p>
<p>Costs of Super Bowl Entry</p>	<p>Old Spice team was the decision to advertise in the Super Bowl. It would be the first time for Old Spice and a rarity for P&G as a company as the heavy entry costs is enough to deter any successful company. A thirty-second appearance would cost about \$3.4 million, a huge sum of money when Old Spice constitutes only 1% of P&G'. DFM's sixty-second advertisement will cost about \$7 million, resulting in DFM use more on its one-month launch than Old Spice spent on its category in a year.</p>

3.0 Development and Evaluation of Alternative Solutions

Alternatives solution have five aspect which include Continue to Promote Swagger, Rebrand or Promote Another Scent, the Umbrella Brand, Emphasis on Body Wash, the Super Bowl Buy.

Solution	Pros(Advantages)	Cons(Disadvantages)
Continue to Promote Swagger	<p>(1)The sales were up 175% and volume was up 270%.</p> <p>(2)Although does not support a wider range of brands, sales of other Old Spice products had continued to maintain steady growth.</p> <p>(3) An opportunity exist to continue to grow and secure consumer's love and loyalty to Swagger.</p> <p>(4)The Old Spice team think it would be a shame if Swagger's growth stalled, as a result of the potentially unnecessary and premature pulling of advertising.</p> <p>(5)Success promoted other Old Spice products sales.</p>	<p>(1)Repetitive advertising.</p> <p>(2) Neglecting other scents.</p> <p>(3)P&G did not like the philosophy of singling out a particular brand.</p> <p>(4) Campaign possibly reached its climax. Remain a one-hit wonder!</p>
Rebrand or Promote Another Scent (Showtime)	<p>(1)Bank of success of Swagger brand</p> <p>(2)The team could choose a new psychographic or demographic target.</p> <p>(3)Opportunity to change brand perception and improve Showtime sales.</p> <p>(4) An opportunity to improve Showtime through Old Spice's NASCAR affiliation.</p> <p>(5) The Old Spice team think that the scent name already carried with it certain associations: The world Showtime could mean the users was</p>	<p>(1)The brand team need consider target and insight which takes research, resources and time.</p> <p>(2)The brand team did not want to use money only to remove the success it had had with the younger male as target audience for Swagger.</p> <p>(3)Decease exposure of other scents.</p>

	ready for a better time.	
Umbrella Brand	<p>(1) Increase in sales leads to improve brand awareness.</p> <p>(2) The objective is keeping consumers aware of the whole brand, rather than to set up equity around the portfolio that ideally would be applied to the all kind of scents associated with Old Spice.</p> <p>(3) Advertising geared towards men of all ages.</p>	<p>(1) Risk of younger audience. Brand previously positioned to represent 'manliness', but it's difficult avoiding confusing consumer's into perceiving the brand for an older generation.</p> <p>(2) Would take resources and time to make an information that would attract to a larger target market who represented the brand's persona.</p> <p>(3) Appealing to a large target market can be risky, the brand information can become too general and unfocused.</p>
An Emphasis on Body Wash	<p>(1) From 2003 to 2009, Old Spice market has grown from \$480 million to \$756 million nationally through bar soap that the preferred means of personal cleansing.</p> <p>(2) The body wash category was quickly growing due to younger generations prefer to use liquid soap rather than bar soap.</p> <p>(3) Body wash attract to younger audience. In target market, 58% of men between 18 to 34 years old using body wash.</p> <p>(4) Saturation of deodorant. The men's deodorant had fully penetrated the market. The body wash presents</p>	<p>(1) Advertising changes was that body wash represent only about 20% of Old spice sales. Therefore, this strategy carried with it the risk of spending advertising resources on a smaller part of the whole business.</p> <p>(2) Devoting attention to one product and neglecting another.</p> <p>(3) Deodorant category appealed three times the dollar volume of body wash.</p>

	opportunities for growth. (5) Mature a small market share to a large one.	
Advertise in the Super Bowl	(1) Super Bowl use technology that was no longer something consumers saw once. (2) Consumer could search Super Bowl advertising online to watch again and share content with others. Using social media platforms to post videos and content. Such as YouTube. (3) Advertising earn a large amount of media coverage. Such as newspaper and news reports.	(1) Advertising in the Super Bowl are up for comparison against each other; which ad was more interesting. (2) Encouraging comparison can possibly confuse the viewer and ultimately sabotage brand growth

4.0 Course of Action Recommendation and Justification

According to the alternative solution and their evaluation analysis and research, it is recommended that Old Spice to place an emphasis on body wash, the objective to announce a campaign before Dove for Men's Super Bowl appearance and February launch.

However, Swagger advertising has concentrated largely and not exclusively on deodorant, but the liquid body wash category had displayed important growth. The market had increased an estimated \$ 276 million (from \$480 million to \$756 million) from 2003 to 2009. Old Spice team needs to change their target and positioning response to the competitive launch in men's person care. Based on populated deodorant category provides a new opportunity for the Old Spice Company to grow. Old Spice products are targeted towards young audience who are beginning to develop their personal care routine. Specifically, consumer insight displays that this consumer group has been brought up using liquid body wash over bar soap, 58% of men ages of 18-34 years old using liquid soap. This provides a perfect market for Old Spice to focus their next campaign on.

The body wash products is highly cost effective compared to purchasing a Super Bowl advertising. In order to avoid a comparison between Old Spice body wash and DFM's

product, it is recommended that Old Spice releases their campaign at least a few months before DFM's Super Bowl advertisement. This gains Old Spice a competitive advantage against Dove for Men by being an induced into the category, this will enable Old Spice to gain superior brand recognition and consumer loyalty without the expenditure of a Super Bowl advertisement.

Finally, the brand team consider media choice, the social media platforms effort was very affordable compared with using television. Old Spice could use social media to improve and develop brand awareness. For example, consumers always use online to watch Super Bowl advertising again, send links with others, and post their favorite content on social media platforms. With the technology quickly development, Old Spice team should consider advertising media choice in order to make consumers easily to watch and understand brand.