Assessment 1
Old Spice: Case Study

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Case Study: Old Spice

**Problem Statement**
Old Spice wants to create an advertising campaign to effectively appeal to a new psychographic of their younger target audience. The success of their previous Swagger deodorant campaign provided a high benchmark as it revitalized the masculinity and youthfulness of the brand as well as increased its sales position within the market. Old Spice’s creative partners, Wieden+Kennedy understand the importance to continue their advertising momentum, as the focus is now on increasing market share and brand awareness.

Old Spice’s planning strategy was temporarily disrupted by a bold move from competitor Unilever, which announced its Dove for Men (DFM) line would advertise during the Super Bowl. DFM’s emphasis on body wash supports market research of a growing trend of young males using body wash as opposed to bar soap and therefore threatens the growth of Old Spice. **As Old Spice’s progression rests heavily on this campaign, the team is unsure of the best positioning and media strategy to ensure continued growth within the target market.** The entry of DFM is imminent; therefore the positioning and media strategy must also take into consideration whether Old Spice should defend its market position.
Problem Analysis

Old Spice does not have any clear market positioning or media strategy with a number of critical factors that can impact overall brand success. These critical factors include:

<table>
<thead>
<tr>
<th>Fact/Evidence</th>
<th>Relevance to Problem</th>
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<tbody>
<tr>
<td>Old Spice focuses their advertisements to specially appeal to a male consumer insight</td>
<td>This factor has established a masculine and youth brand personality. With 60% of men’s body wash purchases being made by females this will signify an ineffectiveness to reach the facilitator of purchase.</td>
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<td>Old Spice’s social media campaigns have been proven to be more successful than traditional media efforts</td>
<td>Social media is a popular platform for the target market. This strategy has proven its success before, as during the Swagger campaign sales grew by 55% above traditional media efforts. The chosen media strategy needs to ensure both male and female groups are consuming the media together to appeal to their path to purchase. The Super Bowl appeals to this need as the audience roughly consists of 56% male and 44% female.</td>
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<td>The trend of the target audience is favouring body wash</td>
<td>Body wash represent 20% of Old Spice’s total sales. Old Spice has not solely dedicated an advertising campaign to promote the attributes of Old Spice body wash. As a result there is a possibility that the brand is not meeting the needs of their target market. Old Spice’s strategy to remain youthful cannot be limited to advertising to the unmet psychographic consumer desires. It must also include on trend products such as body wash to ensure continuous growth.</td>
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<tr>
<td>Directly competing with DFM may undermine growth of Old Spice</td>
<td>Previously Old Spice had sales momentum with their previous campaign Swagger tapping into an unmet psychographic of confidence. Now that there is direct competition that utilises the female insight, Old Spice needs to target a common psychographic that appeals to both male and female facilitators. As DFM has a high budget, there is greater risk of Old Spice being out spent during the Super Bowl. This will result in Old Spice’s share of voice within the market to diminish as they will enter a positioning war the brand cannot afford.</td>
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Alternatives
There are a number of alternatives that will allow Old Spice to remain competitive in the changing market. These are to:

1. Continue to promote Swagger products. Swagger has sales momentum and with ongoing advertising has the opportunity to continue growth and secure its position within the market.

2. Rebrand Showtime deodorant to appeal to a new male psychographic/demographic. Place more advertising focus of the promotion of ‘Showtime’ via Old Spice’s NASCAR affiliation. As well focus the consumer psychographic to appeal for their need for action.

3. Advertise the Old Spice brand rather than an individual product to ensure high brand recall

4. Shift primary advertising focus to body wash, with particular emphasis on Swagger, to meet a growing trend

5. Respond to the competitive threat of Dove for Men (DFM) through strategic Super Bowl advertisements for Showtime products
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**Evaluation of Alternatives**

<table>
<thead>
<tr>
<th>Solution</th>
<th>Advantages</th>
<th>Disadvantages</th>
</tr>
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</table>
| 1 Continue to promote Swagger products | Opportunity to continue an increased rate of sales with the Swagger fragrance and overall portfolio  
Associated brand recall will remain high  
Allows the Old Spice team remain ahead of the market | Continuing campaign may result in diminishing return  
Potential for Old Spice’s advertising to be a ‘one hit wonder’ |
| 2 Rebrand ‘Showtime’ deodorant to appeal to a new male psychographic/demographic | The name of scent has relevant positioning paths that appeal to the target audience  
Opportunity to execute an creative advertisement with similar results to Swagger’s success  
Opportunity to further expand market share with target market and increase overall sales of portfolio  
Opportunity to promote Showtime through NASCAR affiliation- this is ensure optimum reach of target market | Cost vs profit may not be beneficial to brand as the deodorant sector is a saturated market  
Potential alienation of Swagger products as Showtime has a similar consumer psychographic |
| 3 Advertise the Old Spice umbrella brand | Ability to foster specific associations with sent to ensure high brand recall from consumers  
Opportunity to build brand equity  
Ability to capture a wider audience to increase market share and share of voice | This alternative has been tried before and was not as successful as previous campaigns  
Perception of brand to be only for old guys if advertising strategy is pushed too far  
Undoing successful advertising campaigns to appeal specifically to a younger male audience |
| 4 Shift primary advertising focus to body wash | Trending market with has demonstrated consistent growth  
Appeals to the needs of the target audience  
Ability to increase market share | Path to purchase is facilitated by females and may dilute the advertising message of masculinity  
Risk of over-spending on a smaller part of the total business  
Competition is high as trend has been recognized by Unilever and P&G |
| 5 | Respond to the competitive threat of Dove for Men (DFM) through strategic Super Bowl advertisements | Super Bowl provides an enormous reach for males and females
Advertisements receive earnt media which contributes to brand integrity and growth
Consumers actively engage with advertisements as they are re-watched, shared and favorited on YouTube | DFM has a high advertising budget that Old Spice cannot compete with
DFM have a loyalist female following who facilitate 60% of personal care purchases—persuading them to purchase Old Spice through one advertisement is difficult.
Invites too much overt comparison which may confuse consumers |
**Recommended Course of Action**

Based on the analysis provided above, it is recommended that Old Spice implement a strategic Super Bowl advertising strategy to ‘indirectly’ respond to DFM. This eliminates the concern of overt comparison and over spending. The advertisements are to be placed on a variety of traditional and non-traditional platforms 1-2 days before and after the Super Bowl. The intent of the schedule is to create buzz on Old Spice before the Super Bowl and to reinforce the rate of brand recall directly after. This ensures that Old Spice has a competitive advantage over DFM as their high reach and high frequency strategy is more cost effective than just one expensive Super Bowl ad.

Due to the nature of the Super Bowl, Old Spice’s product Showtime combines male and female psychographics as the terminology ‘Showtime’ underpins the essence of the event. This strategy will also expand that market share of Old Spice as it is an original advertisement which is based upon a novel insight. Due to market trends and the need for Old Spice to remain youthful, it is also recommended that Old Spice place advertising emphasis on Showtime body wash. This recommendation caters to a growing trend as 58% of 18-34 year olds prefer using body wash over bar soap.

Social media was a catalyst for growth in the previous Swagger campaign therefore it is essential to emulate this factor to ensure competitive advantage and brand consistency. In order for this recommendation to work effectively, the advertisement must tap into the existing online behaviours as it is common for the target market to search, share and re-watch Super Bowl advertisements. YouTube will provide the correct platform to portray the message effectively and provide scope. YouTube commenting systems also provide a way to interact with consumers directly. Key words such as ‘Super Bowl’ and ‘Super Bowl advertisements’ should be tied to the content as it provides optimum reach and frequency.

DFM may have a strong female following however as Old Spice will be the ‘first mover’ to advertise, emotional connections will already be made. It is the intent for DFM to be perceived as ‘too little, too late’ as Old Spice will have already flooded the market.