

Guinness: Made of More

AMV BBDO



Summary

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We present planning as perfection

Strategists like to present what we do in a Stepford-wives-esque, picture perfect way.

We've all done it.

We write the paper that fills you with envy of how planning started something great, with an example of a single, phenomenal, ground breaking strategic breakthrough that led to award-winning creative work.



But planning really works like this

It's chaotic.

Though awards like to hero planning creating a single moment that lead to a great creative idea, there is little attention or appreciation for the work of planners who have evolved brands through constant tenacity and the intelligent evolution of a big idea over time leading to a string of consistent phenomenal, awarded work, rather than a 'one hit wonder' proposition and creative solution.

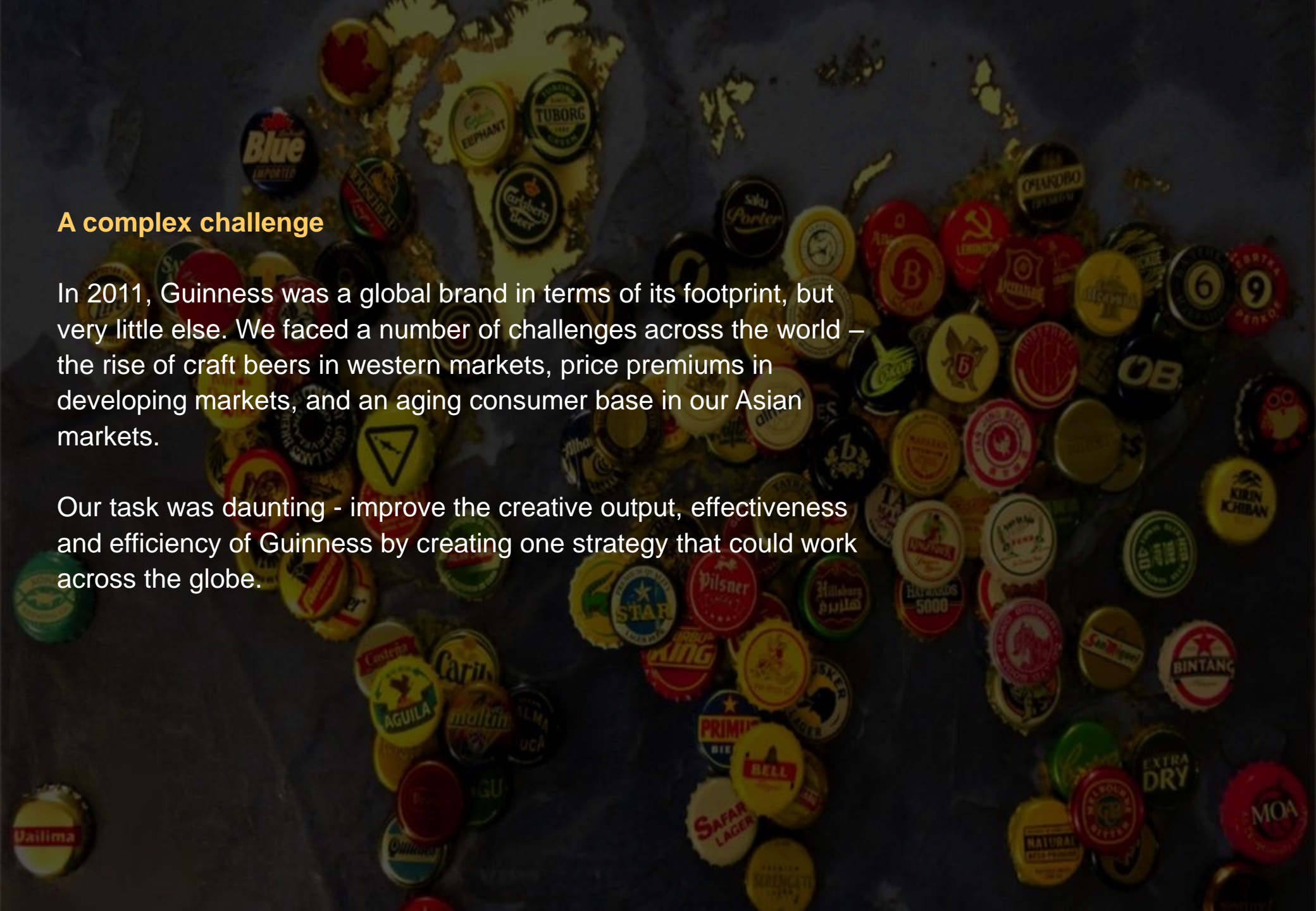
This paper reflects the real environment that strategists operate in, detailing the creation, iteration and success of the global creative idea for Guinness¹.

¹ Guinness is a famous Irish Stout Beer that is exported to countries all over the globe including Africa, Asia, North America and throughout Europe.

The strategic idea

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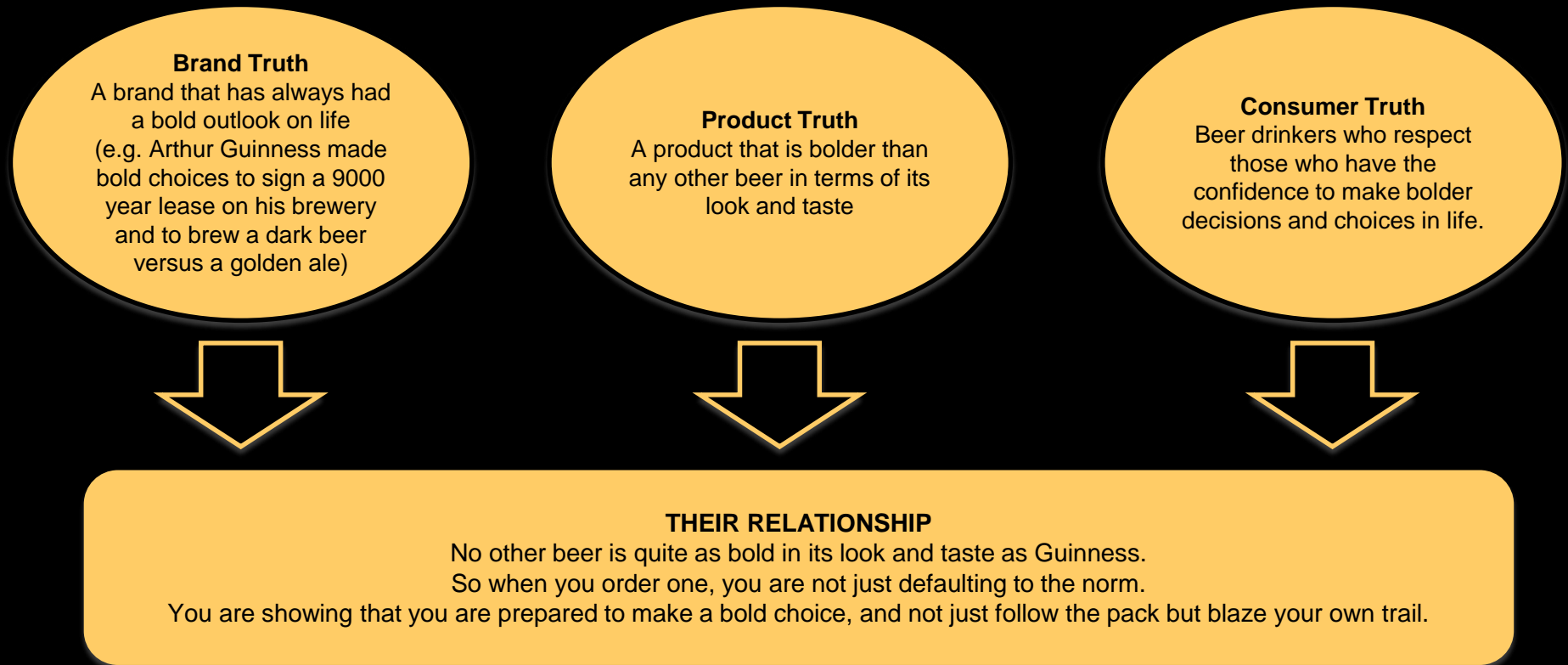
A complex challenge

In 2011, Guinness was a global brand in terms of its footprint, but very little else. We faced a number of challenges across the world – the rise of craft beers in western markets, price premiums in developing markets, and an aging consumer base in our Asian markets.


Our task was daunting - improve the creative output, effectiveness and efficiency of Guinness by creating one strategy that could work across the globe.

The creation of 'Made of More'

The core of the strategic and creative idea was built by understanding the relationship between the Guinness brand, product and drinker.



This led us to the strategic platform 'Guinness celebrates those with the confidence to carve their own path', expressed creatively with the end line 'Guinness: Made of More'.

The background of the slide is a photograph of the Guinness St. James's Gate. It shows a dark, cobblestone-paved path leading towards a large, arched stone gateway. The gateway is illuminated from within, casting a warm glow. Above the gateway, the Guinness logo (a harp) and the text "GUINNESS" and "ST. JAMES'S GATE" are visible. In the background, beyond the wall, the Dublin skyline is visible at dusk, featuring several tall chimneys and the Leaning Tower of Helix.

The brevity in which we have described the strategic idea might feel jarring in an awards paper. But whilst many papers celebrate the part where we get a bunch of people in a room to agree on the final strategic words on a page, this was the simplest part of our journey.

The real thrust of this paper is what happened once the strategic and creative idea was released into the real world.

And that's where things got interesting.

Made of More OS 1.0

Our first iteration of our strategic idea wasn't unlike the first iPhone operating system.

Novel, innovative but not perfect.

Strategically, the work was designed to establish the Guinness *Made of More* brand belief that making a bolder choice can have extraordinary consequences.

We launched the *Made of More* platform with two films called 'Cloud' and 'Clock'. These were stories that followed inanimate objects that choose to break the constraints of what is expected of them.



Creative Work

‘Cloud’



https://www.youtube.com/watch?v=d4_kkWJIDtE

‘Clock’



<https://www.youtube.com/watch?v=4AEGIPuLwTA>

We were running before we could walk

Once they had aired we received the news every planner has nightmares about – research that confirmed that the idea was not the unmitigated success we'd hoped for.

It showed that we'd succeeded in captivating our audience to a certain extent. People thought the films were interesting. We even saw a decent PROI.

But there were one flaw that we hadn't envisaged.

Though we had landed the thought of *Made of More* with some, most were unclear as to why Guinness had chosen to talk about being *Made of More*.

We could have dumped the strategic platform

Thankfully we didn't.

Research had shown that the strategic thinking behind *Made of More* still held true – we had just missed a step.

If we really wanted to inspire consumers to carve their own path and make bold choices in life, we ought to back that up with our own intrinsic story of why Guinness is in fact a bold beer.



Made of More OS 2.0

Strategically we revisited the product truth that had helped lead to *Made of More*.

Guinness is unquestionably a unique and bold drink.

As it is being poured, nitrogen bubbles slowly and gracefully ripple through the pint, leaving the drink with a brown surge.

The boldness of the surge gives it more character, more taste, more depth and more soul than other beers.

Strategy set a clear new direction – if Guinness wanted to inspire others to be *Made of More*, our next round of work needed to demonstrate the unique characteristics that made Guinness *Made of More*.



The creative idea 'Surge' established the distinctiveness of Guinness in a way that had not been seen before, using the waves of the ocean to reflect the unique surge in every glass.

In short, we successfully demonstrated how the philosophy Guinness celebrated in life is apparent within every single pint of Guinness.

Creative Work

'Surge' ran in outdoor (see right) and on television (see below left). A branded content documentary was also created that captured the story of the making of the work that became a viral success with only a small amount of paid media support (below right).



<https://www.youtube.com/watch?v=x8BRLP0aNMI>



<https://www.youtube.com/watch?v=sQEMBrdtqfc>

A step closer to success

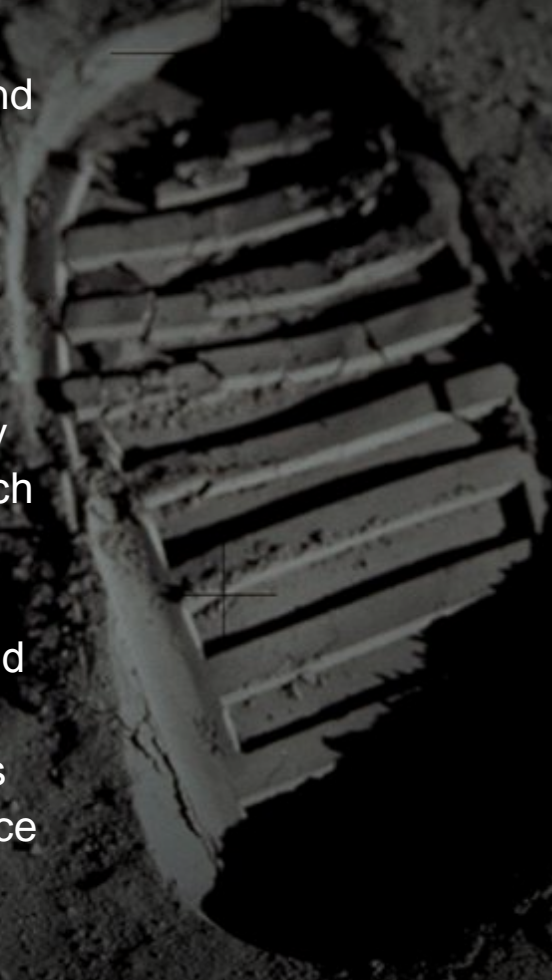
From 'Surge' came good news - consumers understood and liked the work, and comprehension around *Made of More* had improved.

We were making progress.

But consumers felt there was still something missing. They couldn't initially articulate their issue, but projective research techniques uncovered the problem.

All our initial iterations of *Made of More* ('Clock', 'Cloud' and 'Surge') had used inanimate objects and metaphors to explain our idea. Our research found that these metaphors were bereft of certain Guinness characteristics our audience had come to expect such as humanity, character and communion.

To take our work from good to great, our next iteration of *Made of More* would need a greater injection of Guinness' soul and spirit.

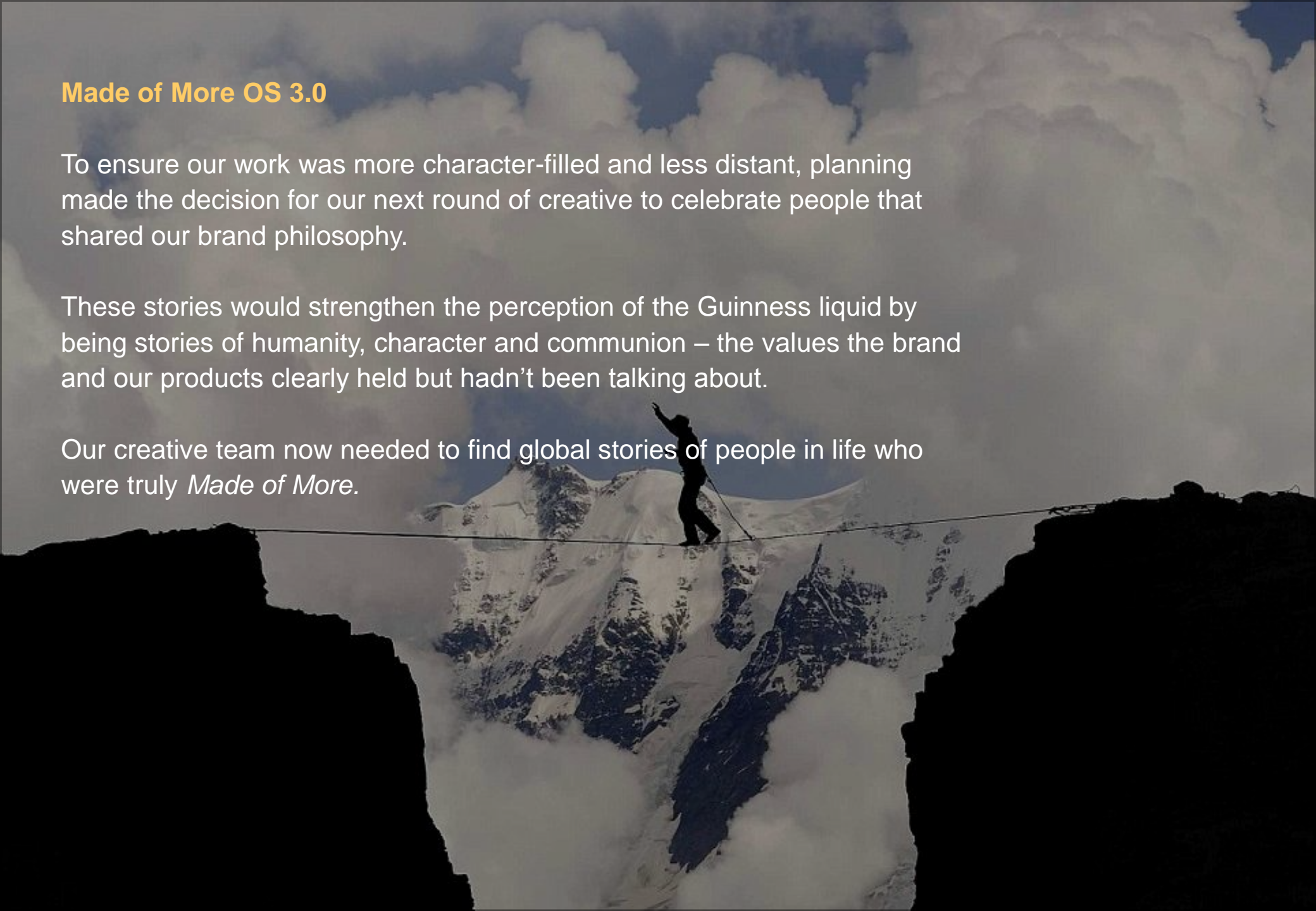


Made of More OS 3.0

To ensure our work was more character-filled and less distant, planning made the decision for our next round of creative to celebrate people that shared our brand philosophy.

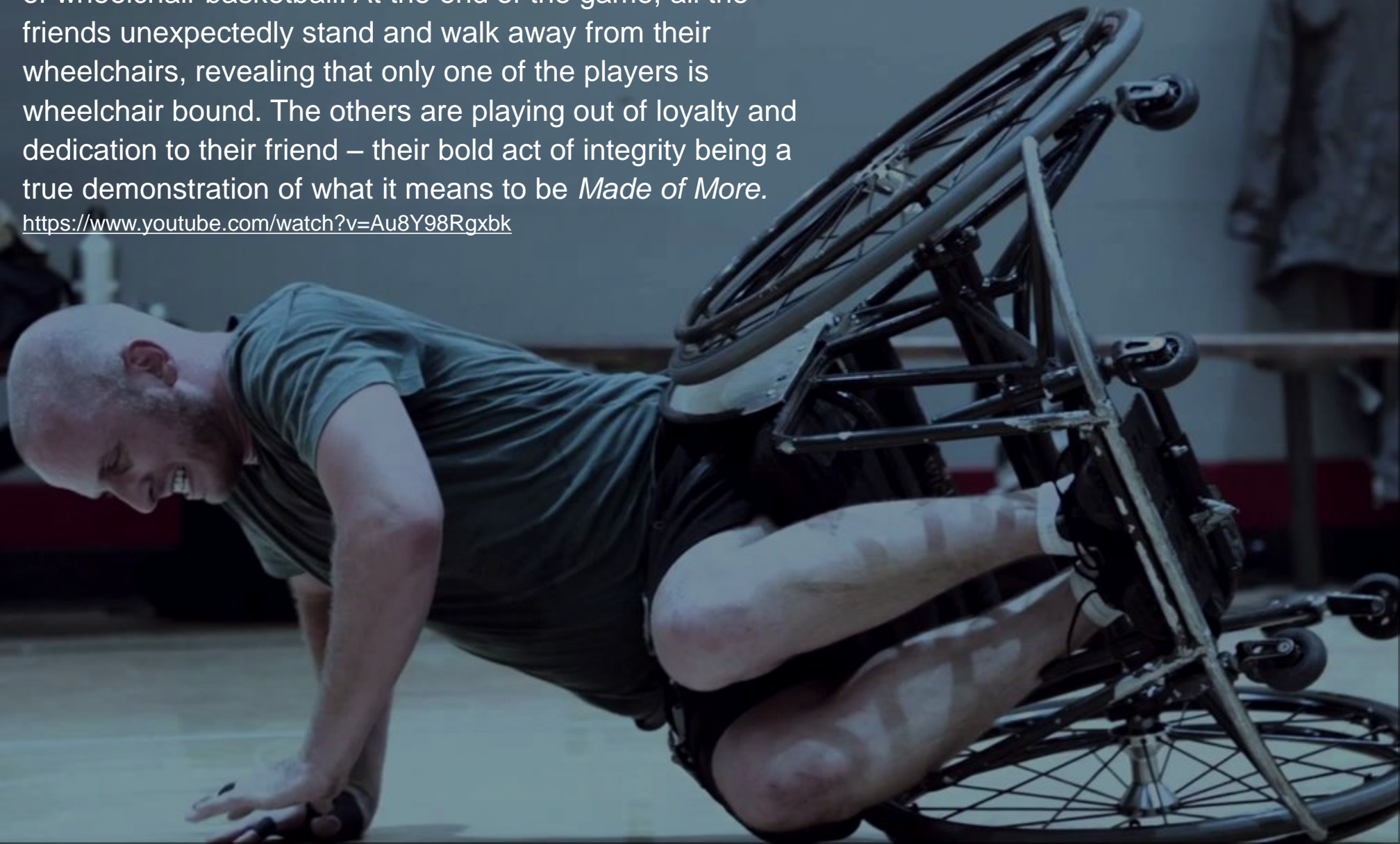
These stories would strengthen the perception of the Guinness liquid by being stories of humanity, character and communion – the values the brand and our products clearly held but hadn't been talking about.

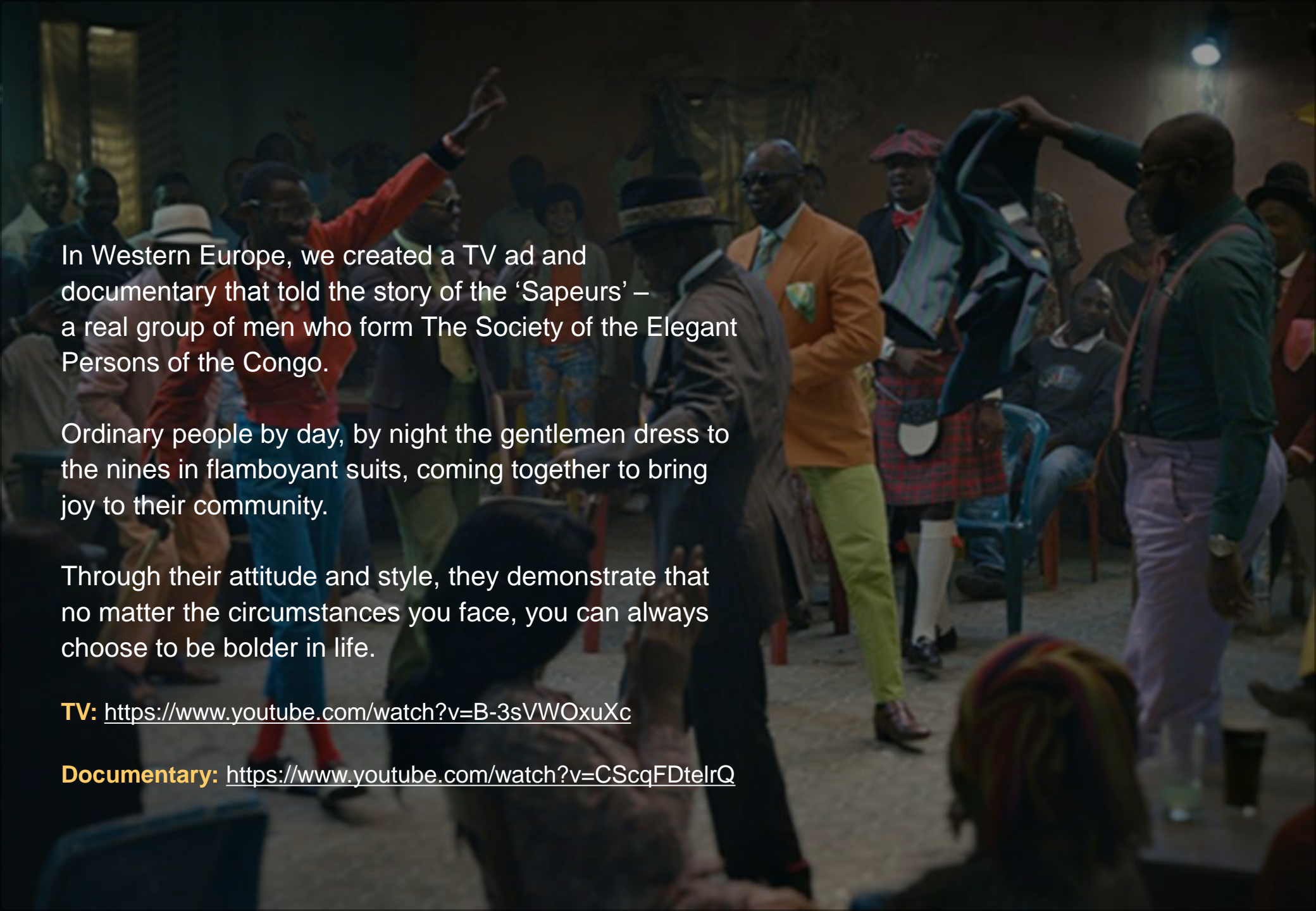
Our creative team now needed to find global stories of people in life who were truly *Made of More*.



In North America, we found a real group of friends and created a film that told a story about their weekly, energy-packed game of wheelchair basketball. At the end of the game, all the friends unexpectedly stand and walk away from their wheelchairs, revealing that only one of the players is wheelchair bound. The others are playing out of loyalty and dedication to their friend – their bold act of integrity being a true demonstration of what it means to be *Made of More*.

<https://www.youtube.com/watch?v=Au8Y98Rgxbk>



A group of men in vibrant, flamboyant suits and hats are dancing at night. One man in a red jacket and blue pants is in the foreground, pointing upwards. Another man in an orange jacket and green pants is in the center. A man in a green shirt and white pants is on the right, holding a blue jacket. The background is dark with some lights visible.

In Western Europe, we created a TV ad and documentary that told the story of the 'Sapeurs' – a real group of men who form The Society of the Elegant Persons of the Congo.

Ordinary people by day, by night the gentlemen dress to the nines in flamboyant suits, coming together to bring joy to their community.

Through their attitude and style, they demonstrate that no matter the circumstances you face, you can always choose to be bolder in life.

TV: <https://www.youtube.com/watch?v=B-3sVWOxuXc>

Documentary: <https://www.youtube.com/watch?v=CSqFDtelrQ>

We had nailed it

Creatively, both were hugely successful
(‘Sapeurs’ alone has won over 70 creative awards).

Culturally, both were a viral success
(‘Basketball’ had 7 million views in the first weekend).

Commercially, both delivered the best PROI’s that
Guinness had seen in years.

But just when we thought we’d nailed something and
fully understood the idea and how it best works...

BAM!

We were thrown a curve ball.

Made of More OS 4.0: Entering uncharted waters

At this stage in our journey, whilst *Made of More* was a global idea, but BBDO didn't do the work for the African market. We pitched for the African business.

Would the newfound understanding of our idea stretch to a foreign market and audience, where the perception of Guinness and the products sold were vastly differently to what we were used to? ²

Our strategic learnings of how best to execute our platform idea taught us that ideally we would have something more rooted in the product truth to bring greater meaning to *Made of More*.

At the same time, our brand attitude and creative idea were best expressed through real people who embody the spirit of *Made of More*.

But we only had the time and money to launch with one ad, not two...

² Guinness is brewed in Nigeria to service the African market and has little association with Ireland. It is served in bottles, has a different taste to Guinness draught, and is called Foreign Extra Stout

Made of Black

'Made of Black' is an idea that makes a virtue of the fact that Guinness is the world's blackest beer.

And at a time when many young black Africans are looking to make their mark on the world, we identified 'blackness' as a uniquely ownable, shared attitude between the drink and the drinker. It is an attitude that says those who have the confidence to be bold in life and express their ideas and imagination are truly 'Made of Black'.

And so our brave and audacious African campaign was born, featuring real people who embody the *Made of More* spirit. On the first day alone, the campaign became a worldwide trending topic.

Creative Work

**BLACK IS NOT
A COLOUR**

A close-up photograph of two red parrots, possibly macaws, facing each other. The text 'BLACK IS NOT A COLOUR' is overlaid in large, bold, white capital letters. The word 'COLOUR' is slightly offset to the right.

#MADEOFBLACK

The hashtag '#MADEOFBLACK' is displayed in large, bold, white capital letters. The background is a dark, textured surface with a grid of small, glowing white dots, giving it a digital or pixelated appearance.

Launch Film: <https://www.youtube.com/watch?v=OoglZ1WRDiI>

A dynamic action shot of a rugby player in a red jersey diving horizontally through the air to catch a white and red striped rugby ball. The player's face is lit with a smile, and his hands are firmly gripping the ball. The background is a blurred stadium filled with spectators, suggesting a high-stakes match. The overall tone is energetic and celebratory.

Made of More OS 5.0

Guinness' next major project was to create comms for their sponsorship of Six Nations Rugby.

Our African campaign ended up being a surprising influence.

'Made of Black' demonstrated that tapping into the pride of Africans was a powerful way of engaging people with our idea – what would happen if we took the approach of tapping into national pride with Rugby?

We developed four films, one for each of the participating home nations.

Creative Work



England

<https://www.youtube.com/watch?v=mjMho7lsb2s>



Wales

<https://www.youtube.com/watch?v=z4MpaUdd2Ec>



Ireland

<https://www.youtube.com/watch?v=JyE56rF6mU8>



Scotland

<https://www.youtube.com/watch?v=OgpMyuILYFg>

Going from strength to strength

People simply loved the films.

We had the highest levels of engagement we had seen in Millward Brown to date.

And the Irish Munster film even inspired a print run on a book about the game.

South Wales Evening Post

New Guinness ad tells the story of Welsh rugby legend Shane Williams's determination to prove the doubters wrong

By South Wales Evening Post | Posted: November 04, 2014



Belfast Telegraph

Video: Are these the best Guinness adverts yet?

Heroic rugby exploits of Ireland, England, Scotland and Wales championed

0 Comments | 194 Recommendations | 22 Tweets | 2 Google+ | 3 Shares



Outcomes

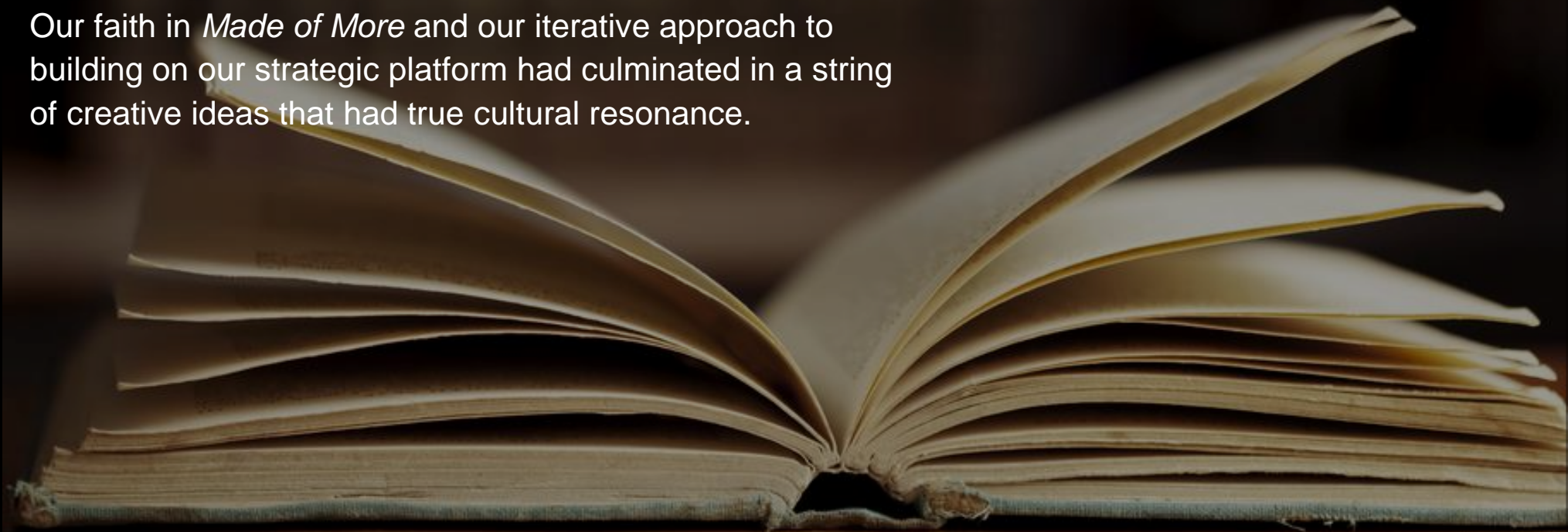
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The strength of conviction in our platform idea

Prior to *Made of More*, Guinness had over 15 global endlines, stemming from five different strategic platforms. We now have one global strategy and idea that has delivered an impressive PROI of £7.29 to date³, won over 100 creative awards and has built widespread, cultural traction for the brand.

Our faith in *Made of More* and our iterative approach to building on our strategic platform had culminated in a string of creative ideas that had true cultural resonance.



Learnings

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1. There's strength in committing to a platform idea

Having a single, strategic platform idea that planning, our clients and our creatives had ultimate faith in (i.e. 'Guinness is a bold beer for those who like to make bold choices in life') meant that

we spent most of our time debating how to make this better, rather than starting from scratch with each new brief..

As a strategy with global resonance means there are efficiencies on all fronts - learnings can be speedily gathered and applied across the globe.

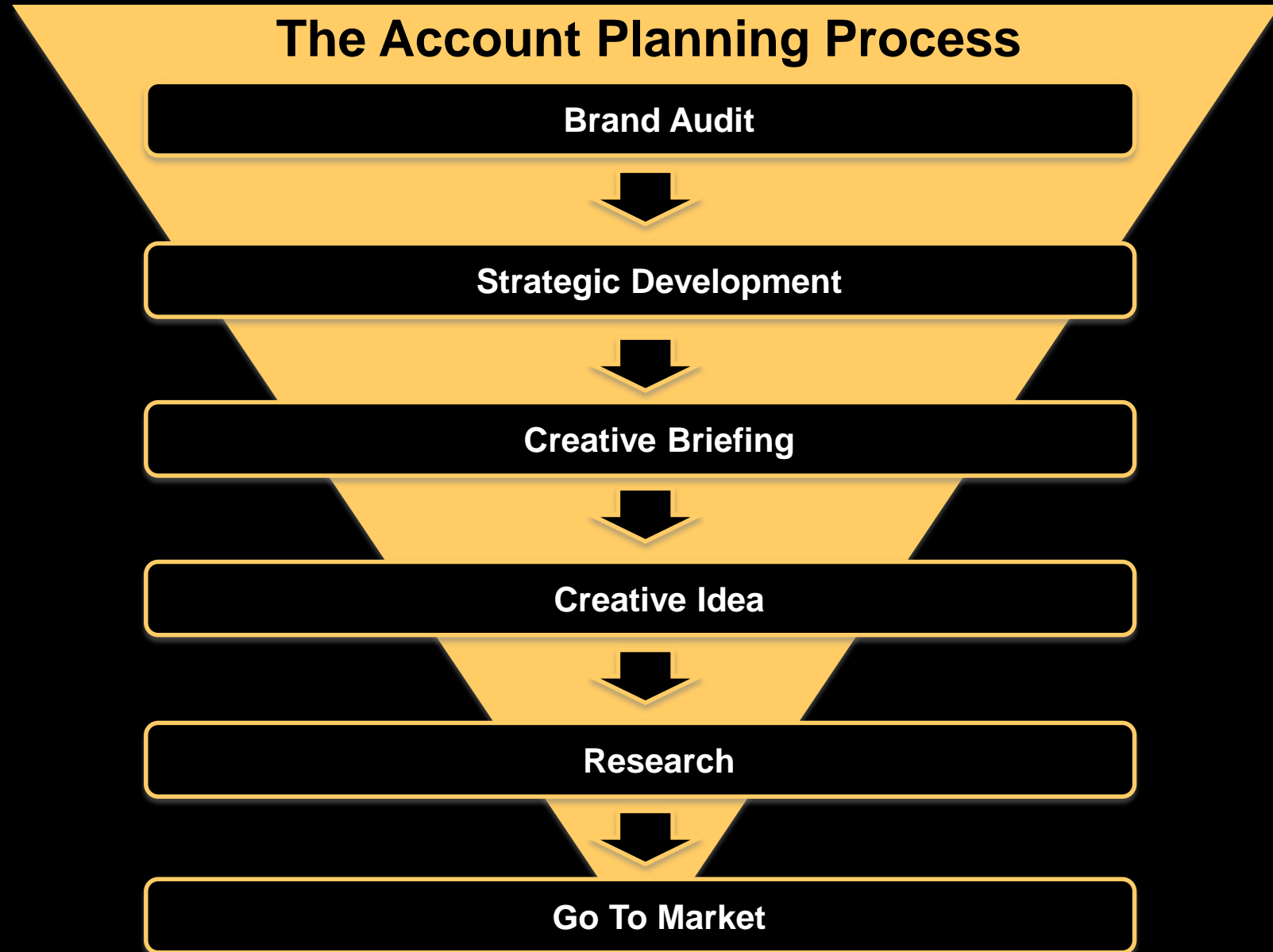
2. Embrace the iterative world of strategy and ideas

Most awards papers articulate the role that planning has had at the start of the creative process. But from our journey we affirm that a planner's role is equally important after an idea is launched as it is before.

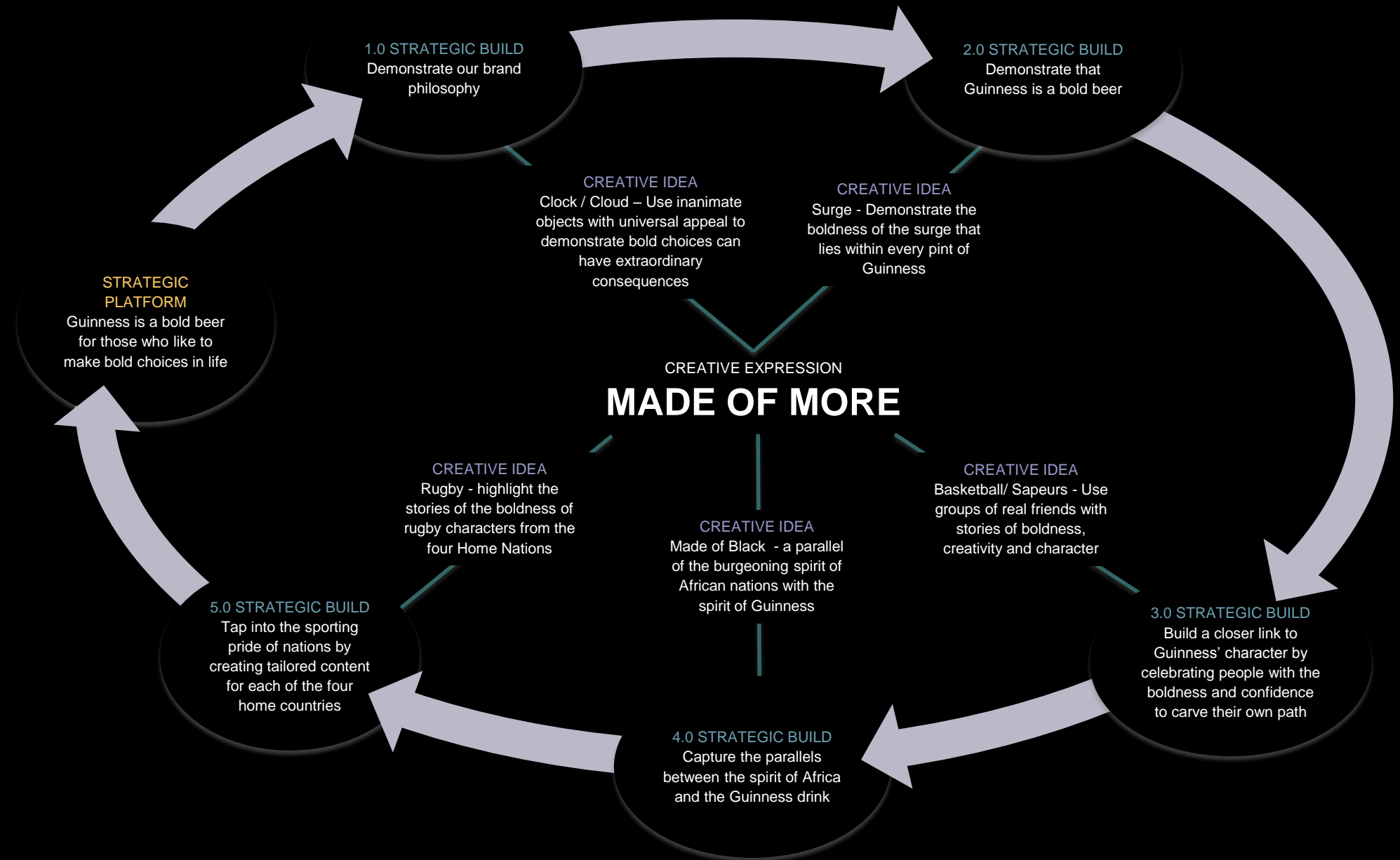
We believe that some of the most powerful strategies are not born through a linear process, but one that is in constant evolution.

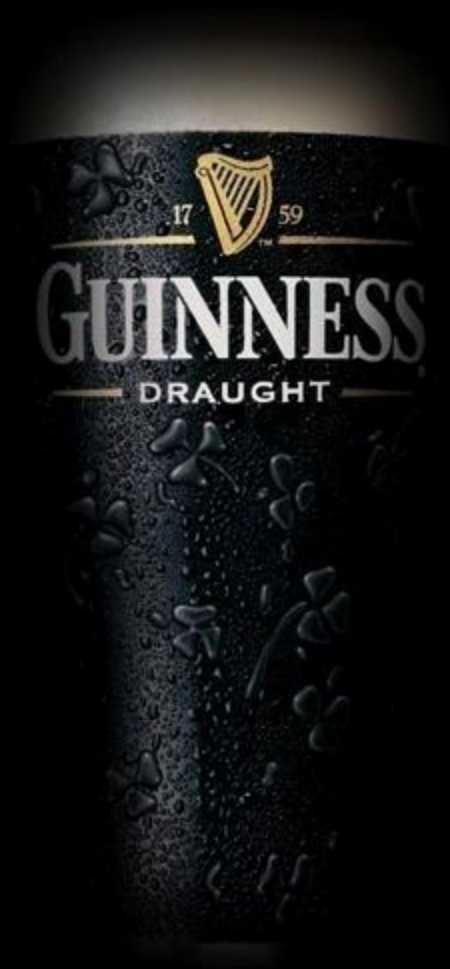


The world of planning is often seen through the lens of a linear process...



...but going forward we believe there is a need to embrace a more iterative way of thinking





And so ends our story, but not our adventure

We hope that the success and joy we have found in embracing an iterative mindset inspires and influences many others to do the same.



TO BE CONTINUED...