



## Building the Johnnie Walker Brand

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This case was prepared by Nina Paavola, Research Associate at INSEAD, under the supervision of Amitava Chattopadhyay, the L'Oréal Chaired Professor of Marketing-Innovation and Creativity at INSEAD, as the basis for class discussion rather than to illustrate either effective or ineffective handling of an administrative situation.

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Stephen Morley, Global Brand Director for Johnnie Walker, sat staring at the overcast afternoon outside his office in the outskirts of Amsterdam. Johnnie Walker was a flagship brand in Diageo's portfolio, a portfolio that included major alcoholic beverage brands like Guinness, J&B, Smirnoff, Baileys, Malibu and Tanqueray. The portfolio gave Diageo the distinction of being the biggest player in the alcoholic beverage market worldwide. Morley had been grappling for the past several months with the question of how best to position the Johnnie Walker brand portfolio, as this would be a key step in meeting the stretch targets the board had set for the brand. The task weighed heavily on his mind as despite the whisky's popularity and sales, it was far from being a power brand. Radical changes were required to take the brand to the prestigious position it had once enjoyed. The stakes were high as, notwithstanding the recent decline in sales, Johnnie Walker was a jewel in Diageo's crown, representing almost 25% of the total company gross profit. That equated to more than J&B and Smirnoff combined.

### **Water of Life from Humble Beginnings**

The story of Johnnie Walker begins back in 1820. At that time whiskies were sold as single-malts, but because the quality was inconsistent and the taste often harsh, John Walker started to mix whiskies at his mother's grocery shop, in Kilmarnock, Scotland, to deliver a consistent, higher-quality taste. Word of Walker's quality drink travelled fast and his business blossomed, spurred on by advances in distilling techniques that made it possible to distil larger volumes. Walker's son, Alexander, inherited the company in 1857 at the age of 20, and a few years later took the first steps towards turning it into an international brand. He began blending grain and malt whiskies together, copyrighted the name "Walker's Old Highland Whisky", created the square bottle and slanted label, and opened an office in London in 1880. From there, he shipped his family's product all around the world.

The next generation of Walkers, George and Alexander II, added new whiskies to the portfolio, and the names "Johnnie Walker Red Label" and "Johnnie Walker Black Label" found their places on the bottles. George and Alexander II also launched the first consumer advertising campaign in 1906, and Alexander II, who was keen on introducing a picture of his grandfather into the advertising, held a competition among a number of leading artists to come up with a suitable representation. The Striding Man figure was created by Tom Browne in 1908 and symbolised not only John Walker, but also the entrepreneurial spirit of the company. By the 1920s, the business had grown into a worldwide enterprise in more than 120 markets. The decades that followed brought successes and failures for the Johnnie Walker brand, but the years after 1997 were particularly challenging and marked a period of fundamental change in Johnnie Walker's history.



In 1997, Johnnie Walker's market share volumes dropped for the first time in more than a decade. This was due in part to the Asian crisis and weakening performance in key European markets, but also because the whisky industry as a whole had come up against tough times. In

the beginning of the 1990s, consumers began developing tastes for different drinks. They bought less whisky and opted instead for other alcoholic beverages, such as wine, champagne, vodka, tequila and what are known as “ready-to-drink” beverages, e.g., Smirnoff Ice. As consumers’ tastes drove increased demand for other spirits, such as wines and champagne, whisky consumers either scaled up to premium Scotches or chose value-based products. The drink that lost out the most was standard Scotch.<sup>1</sup>

By mid-decade, whisky’s share of wines and spirits had fallen to less than 3% from more than 4%. A steady 1% decline continued year after year throughout the ’90s, as whisky’s place slipped among the younger constituency of legal-drinking-age consumers. In 1997 whisky sales, including Scotch, Irish, Canadian and American whiskies, totalled 178 million nine-litre cases. Scotch took a 40% share of the whisky category, or 72 million cases, which was down 0.2% from the previous year.

Top major international brands (million 9-litre cases) <sup>2</sup>	Volume 1996
Bacardi	20.2
Smirnoff	14.6
Ricard	7.5
Johnnie Walker Red Label	7.1
J&B	6.0
Jim Beam	5.3
Absolut	5.2
Jack Daniels	5.1
Ballantine’s	5.2
Grant’s	3.7
Chivas Regal	3.7
Johnnie Walker Black Label	3.5

It was at this time that Diageo’s board challenged Johnnie Walker to grow large enough to rival Bacardi and Smirnoff in terms of volume, and become one of the largest spirit brands in the world. The business goals set for Johnnie Walker by the Diageo board included growing volumes at +7% CAGR<sup>3</sup> (more than triple the predicted Scotch growth) to 15 million cases, achieving a 19% share of the Scotch market (up from about 11%), and doubling profit contribution. Considering the market trends, Diageo’s volume growth projections for Johnnie Walker seemed impossible.

Nevertheless, the brand team, at the time led by Alice Avis, took on the challenge. They recognised the need to reinforce Johnnie Walker Red Label’s position as the number-one standard Scotch and the potential to re-establish Johnnie Walker Black Label as the leading premium Scotch. They also wanted to create a platform for growth of the Johnnie Walker brand franchise, including the acceleration of Johnnie Walker Super Deluxe and the Pure Malt brands (see Exhibit 1 for the JW brand portfolio). Avis’ first step was to try to get a better handle on what Johnnie Walker stood for, and she launched a comprehensive brand review.

## Review Results

### Brand Performance

The Interbrand Powerbrand study declared that Johnnie Walker was the “strongest” spirit brand in the world, a brand with a history of achieving awards for quality and innovation. Johnnie Walker was also a potential engine for value growth in Diageo, the company’s

<sup>1</sup> The Scotch market is segmented by super premium, premium, malts, standard and low-price. The standard Scotch in the Johnnie Walker portfolio is Red Label. See Exhibit 3 for more details.

<sup>2</sup> IWSR (2006)

<sup>3</sup> Compound Annual Growth Rate

leading brand in terms of gross profit. At 68% of Johnnie Walker volume, Red Label delivered 45% of profitability, whilst at 30% of volume Black Label represented 46% of profitability. The remaining profit came from Johnnie Walker Super Deluxe (Gold and Blue Label) and Johnnie Walker Pure Malt.

Although Johnnie Walker was still the biggest-selling Scotch in the world, volumes declined again in 1998 and contribution after A&P was down more than £3 million, year-on-year. Compared to Bacardi, Smirnoff and category stars such as Absolut vodka (with 8% growth), Johnnie Walker's growth rate of 3% to 4% showed room for improvement.

### **Marketplace and Consumers**

The Johnnie Walker team developed a categorisation of its markets as mature, developing or emerging. Emerging markets included Brazil and Thailand, for example, where there was underdeveloped trade and distribution, whereas developing markets included Spain and Portugal, where the cost of doing business was rising along with the retail power (full listings of markets and countries are provided in Exhibit 2). The brand evaluation revealed that Johnnie Walker's position was being eroded in its emerging and developing markets due to increased competition from new spirits, beer, premium wine and champagne, as well as the growing cost of doing business, such as duty increases, counterfeiting and distributor issues. Intense competition and a general decline in alcohol consumption contributed to the decline in key mature markets. Add in the aforementioned changing consumer tastes across the industry and the overall shrinking numbers of whisky drinkers, and Johnnie Walker saw itself depending mostly on an aging consumer base.

Consumers also failed to perceive the difference between Scotch brands. The value of standard and deluxe blended whiskies was undermined thanks mostly to growth in super-premium and malts, which led to a lack of differentiation in the standard and deluxe whisky markets. This perpetuated a consumer notion that "Scotch is Scotch", and consumers bought based on price rather than brand. Because its product portfolio relied on standard and deluxe whiskies, Johnnie Walker suffered, and its problems were exaggerated by aggressive pricing and price promotion.

The review also revealed that a lack of focus and market prioritisation led to overstretched resources and high costs. It became clear, for example, that 20 markets provided 67% of Red Label volumes and 70% of Black Label volumes. From country to country, Johnnie Walker was marketed differently, which meant there was no clear positioning for Red Label and Black Label. Advertising was often shackled by conventional whisky industry images, such as glossy photos of bottles and glasses of Scotch being poured, Scottish landscapes and middle-aged men with young women on their arms (see Exhibit 3). An overall lack of consumer relevance and excitement was fed by such uninspired imagery, as well as marked underinvestment in brand building. The absence of on-trade strategy resulted in an inconsistent presence and impact at the point of purchase.

### **Competition**

Chivas Regal was, and remains, the main competitor for Johnnie Walker in the premium Scotch category. In the standard category, Johnnie Walker faced competition from a number of others, including Ballantine's, Dewar's and Famous Grouse. All three had price parity with

Johnnie Walker Red Label, with few specific differences among them (see Exhibit 4 for market shares).

With about 8% share of Scotch, Ballantine's had a strong position in Europe, although it was somewhat reliant on France and Spain. It tended to drive volumes with promotional pricing and enjoyed high brand awareness despite a lack of clear positioning. With about 6% market share, Dewar's had a loyal but aging US consumer base. Sixty-six percent of volume derived from the US and Spain. Although it was capable of leveraging the Bacardi distribution network, Famous Grouse, with about 5% market share, had comparatively low awareness and trial levels, despite having a motivating positioning and successful advertising.

### **Decisions Based on the Review**

With the review results in hand, Alice Avis and the Johnnie Walker marketing team agreed on a five-year plan that aimed to drive accelerated top-line growth by recruiting new drinkers and identifying new and increased occasions to use the product. As for loyal consumers, the plan was to strengthen their relationship with Johnnie Walker by reinforcing the brand's credentials. BBH, the agency handling Johnnie Walker, was briefed accordingly with a mandate to develop strong, competitive advertising campaigns for Red and Black Label, as well as an on-trade strategy that would influence consumer behaviour at the point of purchase (see Exhibits 5 and 6 for the advertising brief).

The five-year plan also included prioritising markets to focus on the biggest growth opportunities and maximising cost efficiencies along the value chain by rethinking the number of SKUs and reducing distribution costs. For example, in an effort to reduce counterfeiting, a packaging plan re-engineered Johnnie Walker bottle tops and expected to deliver £2.6 million in savings over five years on Black Label. But even after trimming dead weight along the value chain, the changes were not enough to achieve the board's growth targets.

### **The Next Step of the Journey**

In 1999 Avis left the Global Brand Team (GBT) and Stephen Morley was appointed Global Brand Director. At the same time significant changes to the way Diageo managed its global brands were underway. These changes were to have a fundamental impact on the Johnnie Walker brand. The Diageo executive was aware of the need within the company to cut across market and regional differences to ensure a consistent, powerful global brand. Their solution was to introduce an executive team (Global Brand Executive, or GBE) for each of the global brands. These teams consisted of the general managers, marketing or commercial directors from the brand's four or five key regions or markets, and the global brand director. They were charged with guiding the global brand strategy and unblocking obstacles to the brand's international growth. While the GBT along with individual marketing teams in each market remained accountable for the execution of brand activities and meeting volume and profit targets, the GBE were accountable for global strategy, for resourcing significant opportunities and for removing obstacles to growth in order to achieve volume, net sales value and equity targets. Importantly, the GBE ensured that global ideas could be introduced and signed up to by all major markets and that these ideas could then be shared rapidly across the worldwide marketing teams (see Exhibit 7).

For Johnnie Walker, the GBE established a clear vision, identified the priority initiatives to achieve the vision and allocated responsibilities and resources. It set several critical projects into motion, and it was committed to developing and establishing the product's credentials.

### **Walking the Talk**

Leadership and innovation were the cornerstones of the GBE's vision for Johnnie Walker. An Interbrand valuation study of some 2,500 brands throughout the world confirmed that the most important factor in generating long-term value is leadership: "This is a brand's ability to lead and exceed expectations, to take people into new territories and new areas of product, service and even social philosophy at the right time. It is also a brand's ability to be restless about self-renewal."<sup>4</sup>

The following quotes, among many, featured in presentations to the Johnnie Walker team during the first half of 1999. The first highlights the importance of strong leadership:

*"Great brands espouse inner confidence which usually breeds on these peculiar virtues: truth to one's origins, leadership in the face of a contemporary public, and determination never to be out-manoeuvred by a competitor."*

Chris MacRae<sup>5</sup>

The second highlights the importance of demand focus:

*"Without focus the whole brand is at risk. ... [U]ltimately we determined that we wanted Nike to be the world's best sports and fitness company. ... [O]nce you say that, you have focus and you can automatically rule out certain options. Without focus you end up doing loafers and wing tips and sponsoring the next Rolling Stones world tour."*

Phil Knight<sup>6</sup>

And the third argues for a clear understanding of what your brand stands for:

*"Apple opposes; IBM solves; Nike exhorts; Virgin enlightens; Sony dreams; Benetton protests."*

Jean-Marie Dru<sup>7</sup>

### **Positioning**

For the new Johnnie Walker GBT and GBE, first up for consideration and change was the positioning of Johnnie Walker. Prior to the spring of 1999, the product was marketed as separate variants, narrowly defined by product credentials (see Exhibit 8). For example, it was

<sup>4</sup> Interbrand Powerbrand Study

<sup>5</sup> MacRae, Chris. World Class Brands. Addison-Wesley Publishing Company, 1991.

<sup>6</sup> Knight, Phil, and Geraldine E. Willigan. "High-Performance Marketing: An Interview with Nike's Phil Knight." Harvard Business Review, July 1, 1992.

<sup>7</sup> Dru, Jean-Marie. Beyond Disruption: Changing the Rules in the Marketplace. Wiley, 1996.



largely sold as the world’s most awarded Scotch. Other selling lines used by Johnnie Walker included that it was a whisky with full flavour, deep colour, and rich taste; a challenging spirit; a spirit that rewards men of substance; and a whisky from the untamed highlands.

An alternative to this tried model included appealing to consumers on a higher, more emotional and more personal level. However, a big leap had to be made to move beyond product or service attributes and tap in to human motivation. The brand team asked themselves, “What makes power brands like Nike, Coca-Cola and Apple so strong and pervasive, and what makes their products so meaningful to consumers? How can our whisky do the same thing?” It recognised in March 1999 that to truly change the way the brand is portrayed and perceived, team leaders needed to change “ways of thinking and behaviour beyond the spirits straitjacket”.

### Strides in Positioning Johnnie Walker

The Johnnie Walker marketing team went back to the fundamental truths about the brand. Johnnie Walker had a best-selling reputation and a unique square bottle, but perhaps most important, it had a strong heritage (see Exhibit 8). With a brand so steeped in history, the marketing team knew its past should still play an important role (see Exhibit 9 for Johnnie Walker advertising from the early years). Consumer research showed that Johnnie Walker was associated in consumers’ minds with distinct brand values, such as substance, excellence and masculinity, all of which are relevant to men at different stages in their lives.

The findings of one particular Research International study about the changing role of men across the world became significant. The study’s goal was to gain a better understanding of men’s lifestyles, expectations, concerns, motivations, values and aspirations. It looked at how men view their roles in life, as well as the way they are portrayed. Conducted between September and December 1997, the study covered 46 countries across Europe, North and South America, Asia Pacific, Africa and the Middle East. Results came from interviews with men from urban areas, middle and middle-upper socioeconomic classes, and a broad range of ages. Professionals from different fields were also interviewed to provide an expert view, and several female groups were also solicited.

The study found that cutting across countries and cultures men can be seen as progressing through three life stages, with each characterised by certain needs and developmental tasks (see the table below for a thumbnail sketch and Exhibit 10 for details).

Life Stage	1: Aged 20–22	2: Aged 26-32	3: Aged 37-43
Characteristics	Exploration/self-discovery	Assertion/achievement	Maturity/responsibility
Professional	Studying/part-time job	Full-time/career	Established profession
Interaction	Sociable	Sociable	Less sociable
Family status	Thinking about the future	Single/recently married	Marriage/children
Peer groups	Heavy influence	Less dependent	Family takes greater importance

It should be noted that age does not always correspond to life stage. Some men who have extended the first or second life stages can be classified as “older boys”, whilst others, who have brought forward the third life stage, can be seen as “younger men”. Marriage or

cohabitation is a powerful influence on developmental stage, with those who have married and had children tending to move to the third life stage sooner, whilst those who have remained single stay longer in the first or second stage. Those who become single again after divorce or separation can regress to the outlook and behaviour of an earlier stage.

The study also showed that masculinity has always been about archetypes — such as the provider, the leader, the protector — as well as about physical and biological differences. The archetypes have not changed, but their expression has. In the past traditional masculinity meant something along the lines of “absolute authority”, the “sole provider” or the “right to control women’s behaviour”.

The changing role of women, as more women have financial power, status and authority, has led to demands for greater equality. As a result, gender roles and ideas of men’s and women’s equality are changing. Masculinity today has a different expression and relevance. It incorporates softer, more human values of friendship, vulnerability and consideration, especially in Northern and Western Europe, North America and Australia. The study indicated that the man of the future will have a new role and identity with more humane characteristics.

Pondering the results of the masculinity study, Stephen Morley wondered if it would be better to have a common positioning for the Johnnie Walker brand, instead of today’s separate positioning for Johnnie Walker Red Label, Johnnie Walker Black Label and the Super Deluxe Malts? Further, he wondered, which elements of the long-standing associations and icons linked to Johnnie Walker could be best leveraged to build a positioning platform? What insights could be garnered from the masculinity study and the key findings around the universality of a man’s progression through life stages on the one hand and his progression towards a more humane interpretation of masculinity on the other? Could the historic associations and icons linked to Johnnie Walker be melded together with the insights from the masculinity study to create a sharply focused, differentiated, broadly implementable and sustainable positioning platform for Johnnie Walker? These questions needed an urgent answer, as the foundation of all Diageo brand strategies was the identification of ‘the key brand benefit’: the single most powerful asset the brand had in meeting the consumer’s need.



**Exhibit 1****Johnnie Walker Brand Portfolio**

The Johnnie Walker portfolio is described by Diageo as below:

**Johnnie Walker Red Label** with its distinctive and exuberant flavour was created to be drunk as a long drink — a favourite choice for celebrating every day. It was originally known as Extra Special Old Highland Whisky, and was introduced as Red Label in 1909 to suit a new generation of whisky drinkers. Red Label is a powerful combination of spicy, smoky malts, such as Talisker, and lingering, lighter grains. Red Label is in the standard Scotch category.



**Johnnie Walker Black Label** has a deep and complex flavour which is also an unquestionable mark of power and refinement. It is a luxury blend and a luxury brand, with a completely individual personality. As many as 40 whiskies, each aged 12 years or more, make up this satisfyingly complex blend. Black Label is in the premium Scotch category.

**Johnnie Walker Gold Label** is exceptionally smooth, creamy and delicate — the ultimate whisky pleasure. A skilful fusion of rare aged whiskies inspired by the notes originally kept by Sir Alexander Walker, and crafted from only a small number of Scotland's most renowned distilleries each matured for a minimum of 18 years. Gold Label is in the super-premium Scotch category.

**Johnnie Walker Blue Label** is our rarest blend. It's challenging and an acquired taste, but like the finest rewards in life is worth it. Created from the rarest and most expensive whiskies in the world, Blue Label has the authentic character and flavour of a traditional nineteenth-century blend, just like those that John Walker and his son Alexander developed for their most valued customers. Each

bottle is individually numbered. Blue Label is in the malt category.

**Johnnie Walker Green Label** (previously known as Johnnie Walker Pure Malt) is sold in just a limited number of countries and has been named "Best Blended Malt" by international judges. It is blended only from single malts, which include its four signature malts Talisker, Cragganmore, Linkwood and Caol Ila. Green Label is in the malt category.

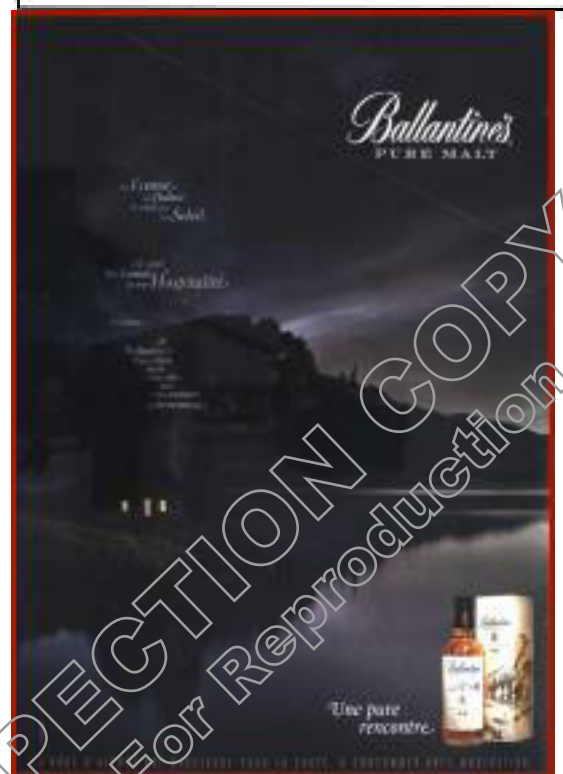
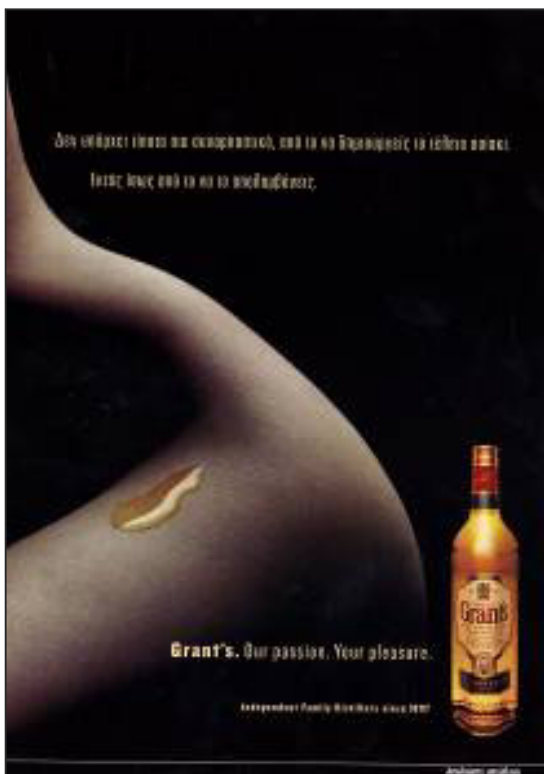
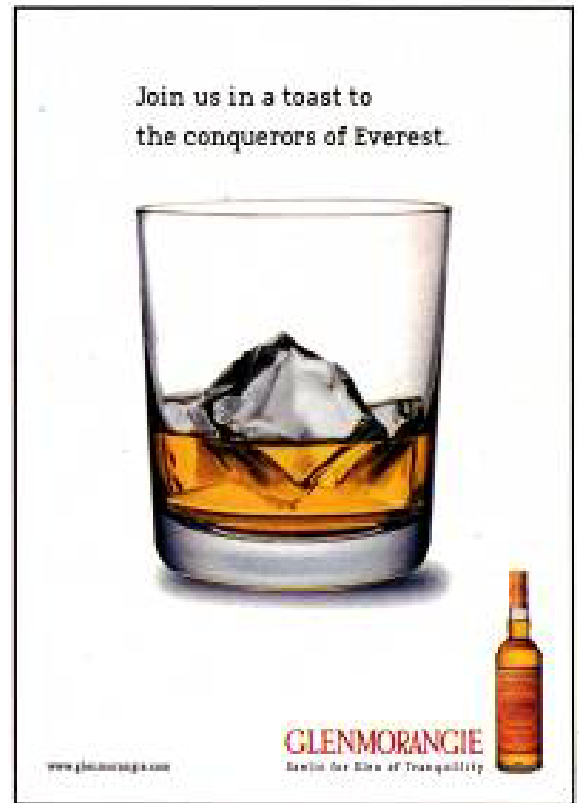
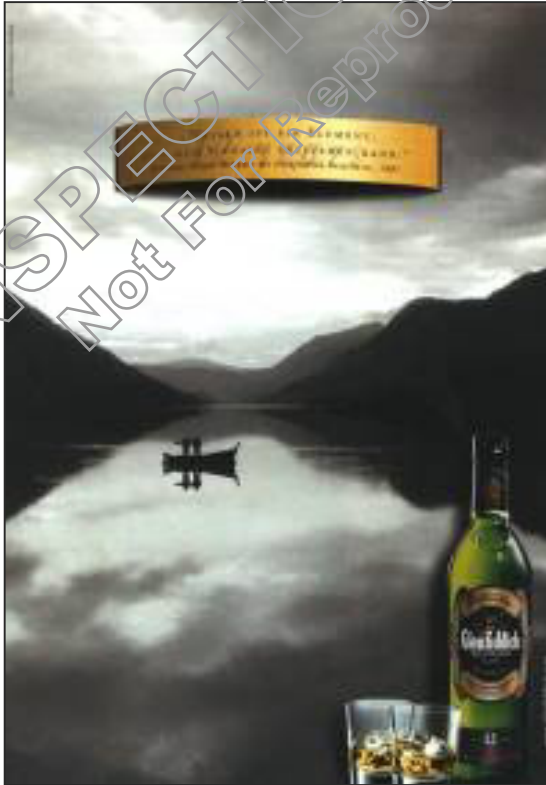
Source: Diageo

**Exhibit 2**  
*Johnnie Walker Market Classification for 1997–1998*

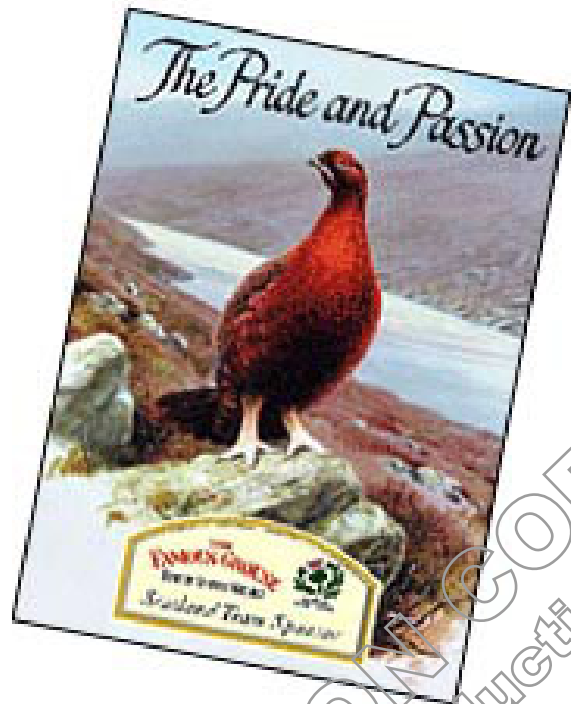
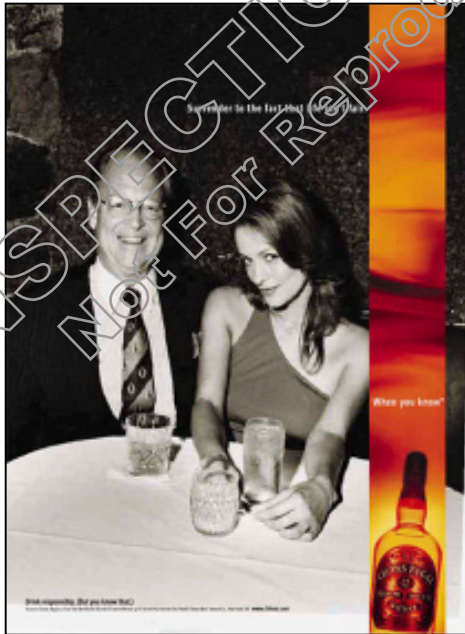
<b>Classification</b>	<b>Mature</b>	<b>Developing</b>	<b>Emerging</b>
<b>Volume contribution</b>	50%	30%	20%
<b>Markets</b>	US, GB, France, Japan, Italy, Austria, Germany	Spain, Greece, Portugal, South Korea, Czech Republic, Venezuela, Mexico	Brazil, Colombia, Thailand, Turkey, Taiwan, Poland, Indonesia, Russia, Chile
<b>Character</b>	<ul style="list-style-type: none"> <li>• Declining, stagnant</li> <li>• Brand proliferation</li> <li>• Price sensitive</li> <li>• Strong retail power</li> <li>• High investment required for advertising and promotional activity</li> <li>• Off-trade* skew</li> </ul>	<ul style="list-style-type: none"> <li>• Growing yet unstable economies</li> <li>• Increased competition</li> <li>• Increasing cost of doing business</li> <li>• Growing retailer power</li> </ul>	<ul style="list-style-type: none"> <li>• Volatile economies</li> <li>• Underdeveloped trade and distribution</li> <li>• Grey channel issues</li> </ul>

\* Off-trade is the sale of alcoholic beverages for consumption in places other than licensed premises.

**Exhibit 3**  
*Whisky Advertising from the 1990s*

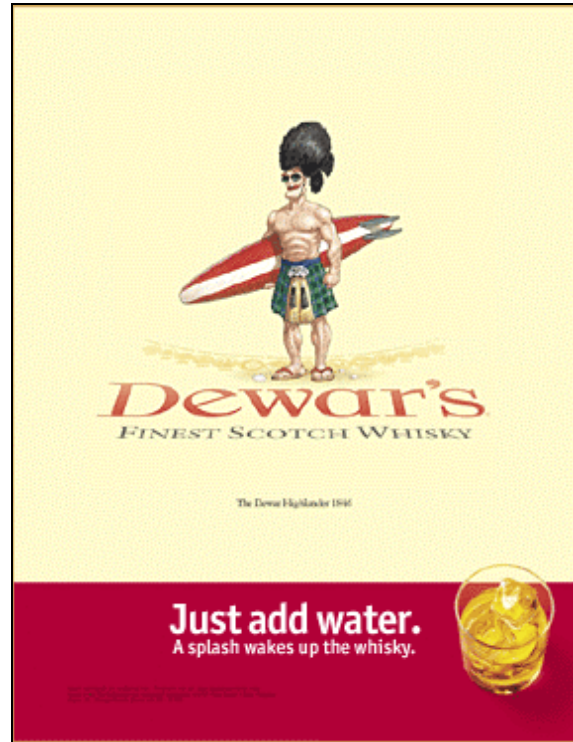


**Exhibit 3 (continued)**  
*Whisky Advertising from the 1990s*



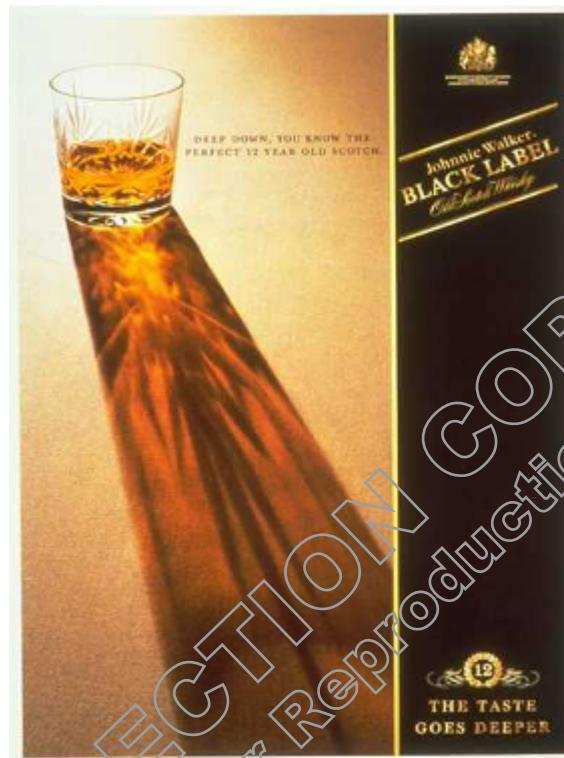
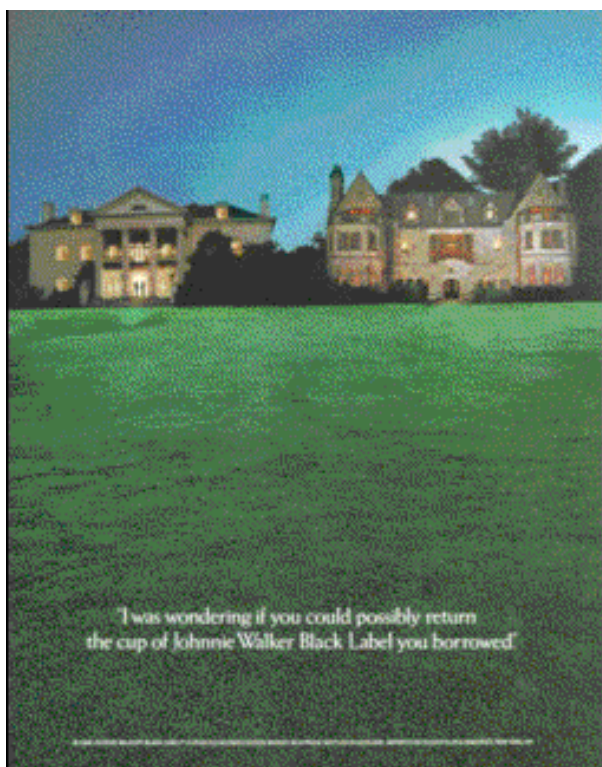


**Exhibit 3 (continued)**  
*Whisky Advertising from the 1990s*



**Exhibit 3 (continued)**

*Whisky Advertising from the 1990s*



**Exhibit 4**  
*Competitive Volume 1996–1997*

<b>Brand Name</b>	<b>Vol. 1996<sup>1</sup></b>	<b>Vol. 1997</b>
<b>Johnnie Walker Total</b>	<b>10,829.48</b>	<b>10,993.98</b>
<b>Johnnie Walker Red</b>	<b>7,111.01</b>	<b>7,287.11</b>
<b>Johnnie Walker Black</b>	<b>3,514.84</b>	<b>3,488.64</b>
<b>Jack Daniels</b>	<b>5,130.55</b>	<b>5,391.87</b>
<b>Ballantine's</b>	<b>5,184.15</b>	<b>5,158.26</b>
<b>J&amp;B</b>	<b>6,030.68</b>	<b>6,199.72</b>
<b>Jim Beam</b>	<b>5,260.47</b>	<b>5,283.70</b>
<b>Grant's Scotch</b>	<b>3,687.41</b>	<b>3,824.56</b>
<b>Chivas Regal</b>	<b>3,674.28</b>	<b>3,503.06</b>
<b>Richard Wild Irish Rose</b>	<b>3,025.00</b>	<b>2,900.00</b>

<sup>1</sup> In thousands of 9-litre cases.

Source: the IWSR (2006)



**Exhibit 5**

*Creative Brief for Johnnie Walker Red Label (JWRL)*

**The role of advertising: What do we want people to do as a result of seeing this advertising?**

- To view JWRL as the only whisky they should consider when drinking whisky.

**How do we believe the advertising will work to achieve this?**

- By demonstrating JWRL's genuine whisky credentials in a contemporary way.

**Who are we talking to?**

- 25–30-year-old men around the world. They will probably be working and in a relationship although not necessarily married. They drink whisky when bonding with male friends. They use it as a signal (to themselves and their friends) of some success in life, and drinking it is an opportunity to sit and reflect on what they have achieved so far. They may view whisky as a bit boring, either an older man's drink or a businessman's drink — a bit pompous (whisky is *Frasier* whilst they are in *Cheers*). They will be aware of Johnnie Walker and either drink it mainly through force of habit or drink something that is younger/more contemporary such as J&B or Grouse.

**What is the single most important thing this advertising should convey?**

- Johnnie Walker Red Label sets the standards in Scotch/whisky.

**Why should people believe this?**

- Definitive taste
- Heritage/authenticity
- Instantly recognisable

**What practical considerations are there?**

- Idea must work in across all media and markets (poster treatment or treatments will be required for initial presentation).

**Exhibit 6**

**Creative Brief for Johnnie Walker Black Label (JWBL)**

**The role of advertising: What do we want people to do as a result of seeing this advertising?**

- Choose JWBL over *any* other deluxe Scotch (Chivas and Dimple are main competitors).
- If they drink JWBL, to trade up to JW Black either as they “grow up” or on “special occasions”.

**How do we believe the advertising will work to achieve this?**

- Differentiating JWBL from the rest of the deluxe Scotch category.
- Communicating that JWBL = *the* best deluxe whisky: it is of unrivalled quality.
- Debunking any misconceptions that deluxe Scotch is a drink for conservative, pompous businessmen or your dad.
- Positioning JWBL as the contemporary benchmark in the deluxe Scotch market.
- Building JWBL into an iconic brand, not just an iconic drinks brand.

**Who are we talking to?**

- “Modern men”, 30–35 years old, who share:
  - A sense of having already done loads with their life and that there’s plenty more to come (both emotionally and materially). They are achievers.
  - Enjoyment of both their own company and that of their peers; at both times a drink of deluxe whisky commemorates the “occasion”.
  - Charisma, intelligence and class, but they’re *not* “up themselves”, nor flashy. ... They don’t have to impress, can laugh at themselves, and have a “twinkle in their eye”!

**What is the single most important thing this advertising should convey?**

- Explore the depth of Black.

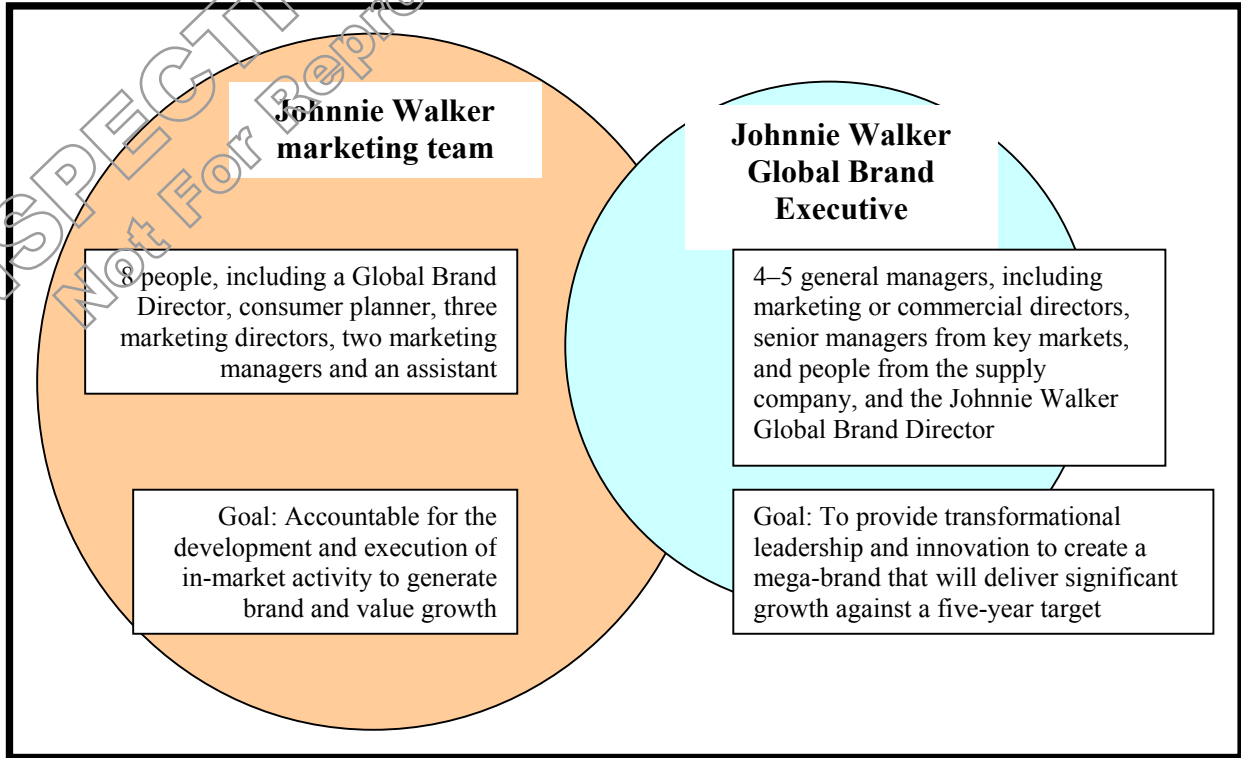
**Why should people believe this?**

- It is a blend of over 40 whiskies, giving it a multi-dimensional, deeper taste than any other 12-year-old deluxe Scotch. ... It “involves the whole mouth”.
- Black as a colour symbolises unfathomable, invisible and mysterious depths.
- As most men who have got somewhere in life, their journey has been a varied one. ... The Black drinkers are an unknown quantity ... rich, deep, but elusive ... somewhat of an enigma.

**What practical considerations are there?**

- We need a simple, big idea that will work in all media, but **primarily print** and across the world (initial focus is on Latin America, Greece and Spain).
- It should break the norms of whisky advertising, e.g., luxury lifestyle imagery = social and business status, Scottish history lessons and talking at people.
- A sense of modernity should come not just from what we say but also from how we say it, e.g., sense of humour, irreverence, simple styling, media mix.

**Exhibit 7**  
*Global Brand Management Structure*



**Exhibit 8**

*Johnnie Walker Positioning in 1999*

**Johnnie Walker Red Label**

- Core brand values: Passionate, masculine, progression
- Brand proposition: Red Label drinkers relish life's challenges
- Consumer group: Life stage 2 (aged 25 to 34), making confident choices, motivated to make the most of life, emerging sense of shaping the future, mainstream and upmarket
- Advertising idea: Red Label empowers you to follow your chosen path, as it is a full-flavoured, challenging spirit.
- Execution: Different expressions; "Taste life" TV and print from UK.

**Johnnie Walker Black Label**

- Core brand values: Discerning, masculine, substance
- Brand proposition: Black Label, the substantial Scotch, for the substantial man
- Consumer Group: Life stage 3 (aged 35 and older), successful in career and personal lives, mature, responsible, strong sense of honesty and personal integrity allowing them the freedom to make choices, seen as accomplished.
- Advertising idea: The deep rich taste of Black Label is a rewarding experience for men of substance.
- Execution: Different campaigns across markets.

**Exhibit 9**  
*Johnnie Walker Fundamentals*

Heritage	Quality	Global	Iconic
<p>“Born in 1820 and still going strong”</p> <p>Created by family passion ...                      Mission “to make our whisky of such quality that nothing in the market shall come before it”</p> <p>Same ingredients as when first made</p> <p>Born in Kilmarnock, still rooted in Kilmarnock</p>	<p>Identified in blind taste tests as the definitive whisky</p> <p>Experts’ choice</p> <p>Robust, fiery, challenging taste — a depth of flavour</p> <p>Blend of 35 whiskies from 6 regions of Scotland and her islands</p> <p>Over 100 years of blending experience in every bottle</p>	<p>In 120 markets before Coke left America — the world’s first global brand</p> <p>Walker family ≈ whisky evangelists converting many countries</p> <p>World’s most popular whisky, now in over 200 countries</p>	<p>Square bottle (1870)</p> <p>Slanting label</p> <p>Striding man</p> <p>“J. Walker” signature</p> <p>First-name terms: “My Johnnie”</p> <p>Red Label</p> <p>“Born in 1820, still going strong”</p> <p>Golf</p>

**Exhibit 10**  
*History of Johnnie Walker Advertising*

**From the days of the primitive velocipede, the slow, careful methods of producing **JOHNNIE WALKER** have never been altered**

Everything about Johnnie Walker seems as sturdy today as it did in 1840—except the taste. The experience of sixty years has taught us the better way of obtaining superior Scotch whisky—the selection of the lightest selected Scotch whisky—especially prepared by a special method—and the slow process of maturing in age-casks.

This experience, with sixty years of unbroken public recognition, and the highest award honors of every Scotch Whisky in the world, makes possible the Johnnie Walker guarantee shown alongside.

**JOHNNIE WALKER "White Label"** is guaranteed pure 4 years old.  
**JOHNNIE WALKER "Red Label"** is guaranteed pure 10 years old.  
**JOHNNIE WALKER "Black Label"** is guaranteed pure 12 years old.

If you look from the label—  
 JOHN WALKER & SONS, LTD., DISTILLERS, GLASGOW & LONDON.  
 JOHN WALKER & SONS, LTD., DISTILLERS, GLASGOW & LONDON.

PUNCH ON THE LONDON CHARITABLE.—ANNONCE EL. 1874.

Year 1825—  
 Still going strong.

INSPECTOR: "We should like to christen it after you."  
 JOHNNIE WALKER: "How's that?"  
 INSPECTOR: "Why, because it cannot be improved!"

JOHN WALKER & SONS, LTD., Scotch Whisky Distillers, KILMARNOCK.

From George the Third  
 To George the Fifth  
 Our Scotch whisky has  
 kept its name—its quality—its strength.

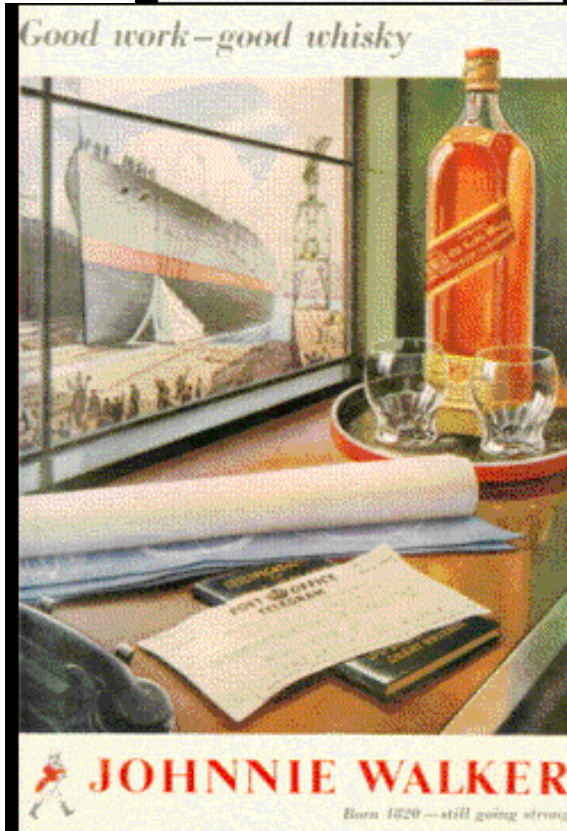
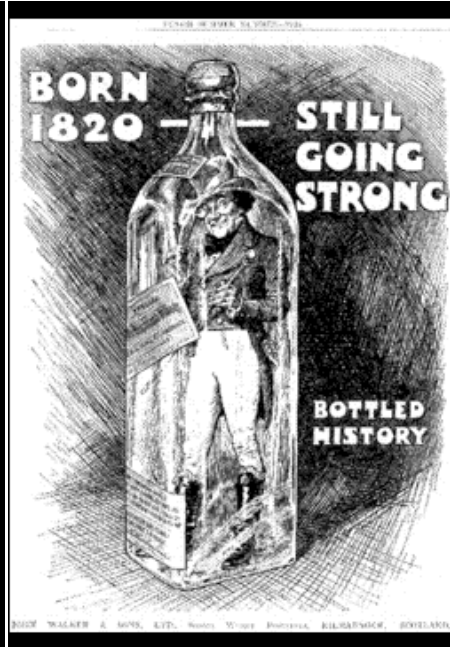
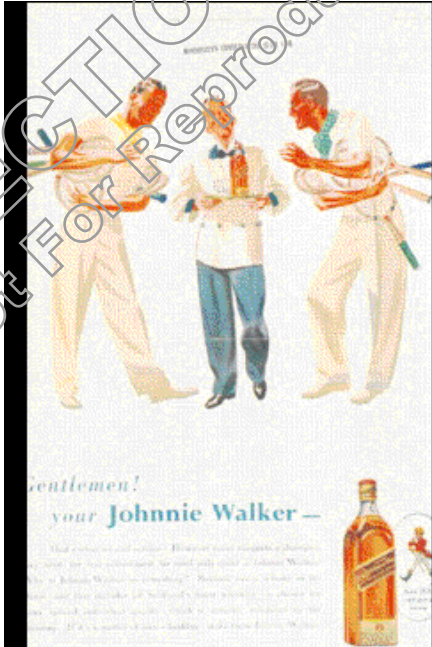
JOHNNIE WALKER: "That is fine Scotch—I couldn't drink any Scotch because of the taste."  
 TOWNY: "One for every year of your life!"

**Guaranteed same quality all over the world.**

JOHN WALKER & SONS, LTD., Scotch Whisky Distillers, GLASGOW & LONDON.



**Exhibit 10 (continued)**  
*History of Johnnie Walker Advertising*





**Exhibit 10 (continued)**  
*History of Johnnie Walker Advertising*



## **Exhibit 11**

### ***Global Masculinity Study Findings<sup>8</sup>***

#### **Life Stages**

##### **Life Stage 1 (20–22)**

The first life stage is characterised by searching for identity, moving towards independence and laying down the foundations for a future career through education. It is also the time when fun and socialising are at their peak and male bonding is intense.

Most men in the first life stage were still studying, with a university or college education becoming the norm amongst middle-class men worldwide. There is a global concern with educational success as this is deemed to have a major influence on life chances. There is anxiety about work prospects on graduation. Most of the youngest men are still dependent on their parents, living at home and relying on financial support. If they do work it is usually only part time, and if they live away from home it is most likely to be to attend college or university.

There is worldwide interest in sports, especially football and basketball but also tennis, swimming, cycling and skiing. Daredevil activities such as mountain climbing, hang-gliding and canoeing also appeal at this life stage. Most activities are shared with friends and have strong elements of play and competition. They are also a way of releasing the stress commonly experienced as a result of intense pressure to succeed academically.

The globalisation of culture can be seen in the worldwide appeal to the young of pubs, bars, cinema, shopping malls and fast food restaurants. International fast food restaurant brands such as McDonald's, Pizza Hut and Hard Rock Cafe are now familiar to young men worldwide. Many hobbies also have universal appeal, including watching TV, travelling, photography, drawing and painting.

##### **Life Stage 2 (26–32)**

By this time men have started to seek a more established life and are making commitments to careers and relationships. Most men achieve independence from parents at this stage, and there is a universal quest for a partner. Success becomes a key concern as men seek to establish themselves materially and win recognition from others. There is a universal desire to buy a house and car, and most acquire these, or are on the way to doing so, during the second life stage.

The search for success, and the consequent devotion of time and effort to careers, means that, for most men, work takes up an enormous amount of their time and energy, and there is less time available for hobbies and activities. Leisure time is now more focused on the girlfriend or wife and young family.

##### **Life Stage 3 (37–43)**

The majority have now been married for a number of years and become increasingly home-centred during this age. There is a desire for security and stability, and the achievement of these goals is often equated with financial success. By the third life stage, most men have settled down in one career after a period of experimentation and change. Anxiety and stress are often reported in relation to work. Men are concerned about future prospects and fear that younger, better-skilled colleagues may overtake them.

For most men the time available for leisure activities has decreased even more by the third life stage due to the demands of the family, and there is increasing compression of leisure activities into the

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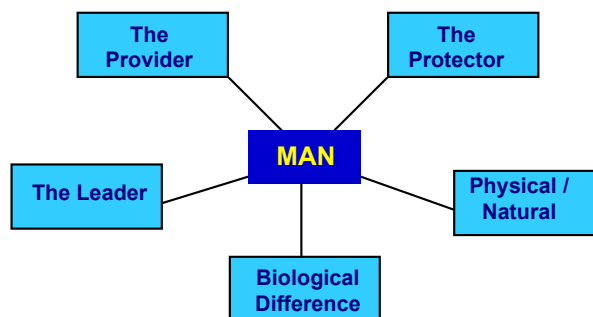
<sup>8</sup> Abstracted from the Global Masculinity Study, Research International (1997)

weekend. The worldwide trend towards greater urbanisation, with longer journeys to work and traffic jams, means that several hours a day is often used in commuting. Time not spent at work is mainly passed in the company of wife and children; the family is now of key importance for the man's sense of identity and happiness.

There is a tendency for men to develop hobbies at the third life stage; these include gardening, DIY, painting and collecting. Sometimes there is a long-held dream such as building a boat or restoring a car, but time constraints may mean that the man has to wait until retirement for its fulfilment.

## Masculinity and Role

There have been major changes in the expression of masculine identity and in men's roles. Men's associations with masculinity show that the sense of masculinity comprises clearly defined and enduring elements. These elements may be seen as constituting the masculine archetype.



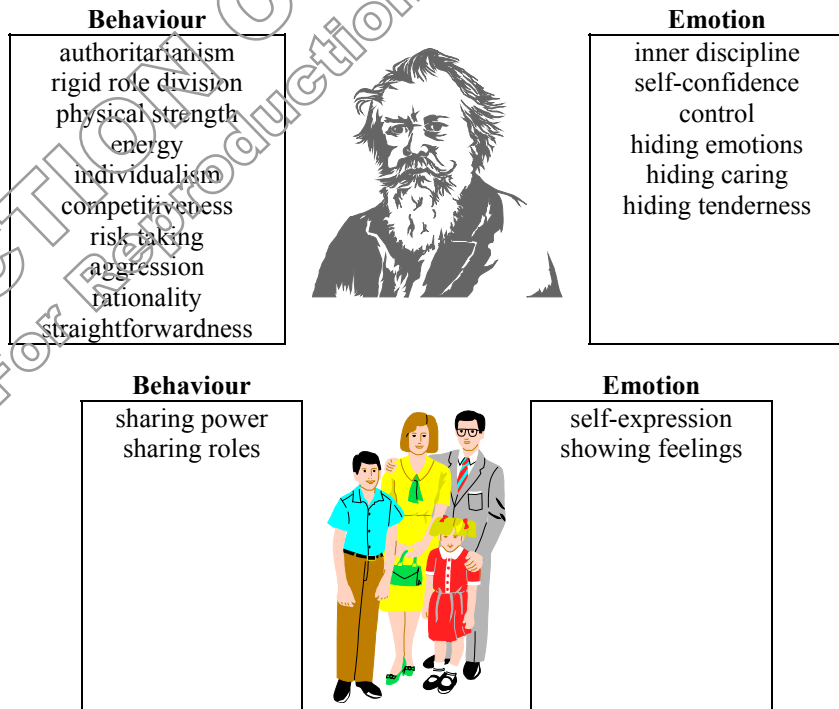
The concept of masculinity is extremely important to men worldwide and provides the cornerstone of individual identity. The changes have occurred in the expression of the archetype rather than in the archetype itself.

## Traditional Masculinity

Traditional masculinity defined the man as the provider and protector of the family with absolute authority. It emphasised physical strength, power and dominance while demanding repression of the emotional side of the character. Emotions were seen as the province of women, who were perceived not only as more emotional but also as more irrational, less intelligent and biologically and socially inferior. In this context, emotional expression threatened and contradicted the notion of masculinity.

## Masculinity Today

Men today still have a very strong sense of the masculine archetype, and their sense of masculinity is rooted in this. The theme of leadership continues to be expressed through emphasis on achievement at work and the themes of being a provider and protector through emphasis on responsibility for the family. The awareness of biological and physical masculinity is expressed through identification with symbols of sporting and sexual activity. There is, however, more compromise and sharing in the way the archetype is expressed.



For today’s man, softer, “more human” values such as friendship, vulnerability, empathy and consideration are now being incorporated into the notion of masculinity.

The inclusion of these values does not, however, imply a weakening of the male archetype, and men at all life stages continue to value the stereotypical traits of masculinity. A reduction in expression of the archetypal male qualities is associated with criticism and contempt.

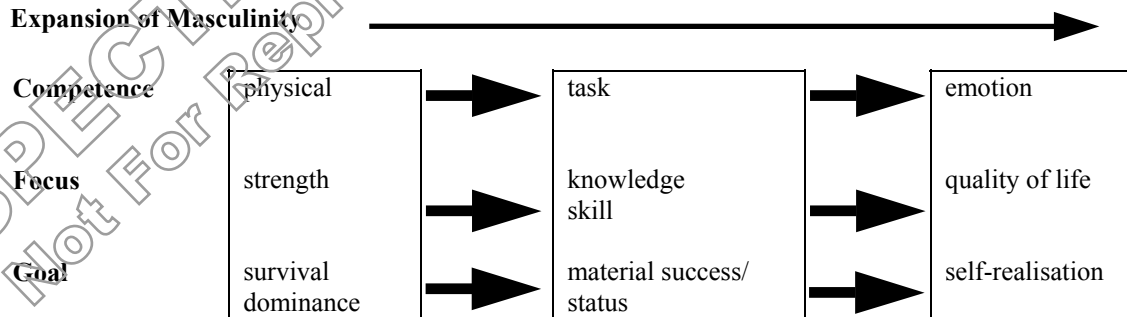
Certain values can be defined as universal in nature in that they are recognised as being the most important values by men irrespective of nationality.

These universal values can be categorised as rational or emotional:

Rational Values	Emotional Values
success/ achievement responsibility independence security	love friendship family freedom fun honesty

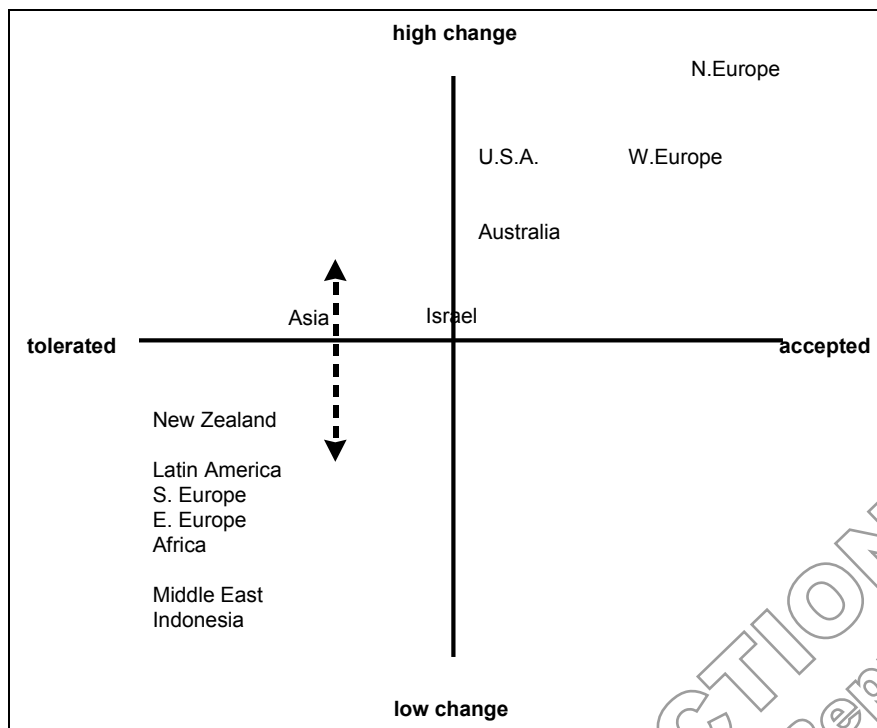
Rational values are those that epitomise the more tough-minded side of masculinity and focus on the qualities a man needs to succeed in the work environment and as financial provider. In contrast, the emotional values characterise a man’s needs in relationships with others. It is interesting to note that “emotional” as well as rational values are of universal importance to men, though they are likely to be suppressed to a greater extent in more traditional societies. Using universal values in communication provides a strong underpinning for communication to men in general. Men are progressing from a definition of success based on physical superiority to one based on task competence, and one that encompasses emotional fulfilment and happiness. This progression can be seen as having a cumulative nature, with men retaining the previous means of expressing achievement but the balance of importance shifting. Today’s man, in valuing emotional success, still sees task competence as important but not at the expense of his own identity. The notion of physical competence is less important overall but is still expressed through sport and “adventure” hobbies.

Understanding the emotional rewards of particular values is particularly useful as this assists with the construction of advertising messages that can convey the essence of particular values in different and indirect ways. An appreciation of the nuances of values assists in the creation of messages that meet the need for subtle and original, rather than obvious communication.



### Regional Variations

Regions can be compared on both the amount of change that has occurred and on the degree to which men have accepted this change. In some societies a fairly high degree of change occurred but was seen as “forced”, resented by men and grudgingly tolerated in order to benefit from women’s financial contribution to the home. In other societies there is a greater degree of commitment to the change and the principle of sharing and equality of men and women.



**Masculinity in the Future**

There is variation in men’s expectations of masculinity in the future, depending on the state of change in a particular society, but certain broad themes are apparent.

Women’s views show considerable agreement globally on the characteristics they hope for in a man of the future.

Man of the Future	
Women’s Hopes	Men’s Expectations
Successful	Successful
Responsible	Being a provider
Involved with family	Family orientated
Well groomed	Individual
More sophisticated	Well educated
Gentle	Adventurous
Hardworking	Emotionally expressive
Displaying leadership	Being a strong companion
Caring	Well groomed
Understanding	Open-minded
Having a healthy body	Caring
	Modern (but without abandoning national values)

**Communicating with Men**

**Style and Tone of Advertising Messages**

It is evident that men worldwide are becoming more sophisticated in their reactions to advertising. In most countries, there is growing appreciation of more subtle, multi-layered advertising styles. Greater complexity is appreciated — especially the showing of men in multi-dimensional roles, e.g., father, companion, provider rather than a uni-dimensional portrayal related to the product sector, e.g., a man simply showing off physical strength.

There is also growing appreciation of communication that is involving and draws the audience into a certain mood or experience. Emotion is an important element as long as this is portrayed as having sincerity and depth. Sentimentality or overstated emotion is rejected by men as, while they now enjoy and want more opportunity to express their feelings, excessive emotional display can still be seen as “feminine” or weak. There is a desire for experiences and situations that while aspirational, seem realistic and not based on exaggerated or “plastic stereotypes”.

Men today tend to reject advertisements that seem to be trying to make up their minds for them, lack entertainment or do not talk to them on their own level. In contrast, lifestyle advertising that suggests product and brand benefits is well received. Communication with men can also trade on values expressed by international or local values.

Style preference is also influenced by age, with a more playful, direct communication style being liked by the youngest men, with this reflecting the tone of interaction of their peer group. Older men respond best to more intelligent and sophisticated advertising messages and less well to the playful approach liked by younger men.

Overall, men react most positively to advertising that entertains them and utilises storylines or scenarios that are exciting and interesting in their own right. Originality and good production values



are demanded, and there is increasing expectation, especially on the part of younger men, that special effects will be used to create difference and impact. There is criticism of clichéd advertising formats based on product type.

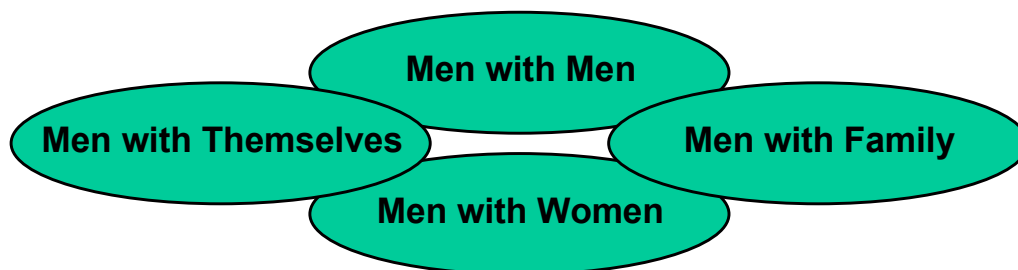
The use of humour is an especially powerful way to communicate with “today’s man”.

Besides enjoying the entertainment value of humour, men in all age groups relate to its use in advertising communication, as humour has an important communication function for them in their own social interactions. It often allows more subtle, sophisticated approaches to be deployed and involves the consumer in that it invites him to get the joke. Humour also enables unusual or sensitive elements to be introduced without seeming inappropriate.

### **Projected Values in Advertising**

The growing wish for more sophisticated advertising that portrays aspirational lifestyles and messages implies the need for the development of advertising that accurately reflects men’s changing values and expectations. The requirement for images with depth and credibility, and their dislike of falsity and obvious stereotypes means that an understanding of values that allows communication to be as finely tuned as possible to the nature of its particular audience will be of considerable benefit.

Men’s relationships can be depicted as multi-dimensional, with four main spheres being identified in the research. Each of these spheres brings out a different aspect of “self” that is associated with particular values.



#### **Men with Men**

This type of interaction is important to men in every country. Certain key values operate in men’s social relationships with other men:

- Competition
- Camaraderie
- Strength
- Individualism
- Toughness.

This is a sphere in which a man identifies himself as “one of the boys”. Interaction in this sphere takes place in a variety of contexts where the man is in the company of his male friends, e.g., sport, work, pub or gym.

#### **Men with Family**

Interaction of men with the family is characterised by:

- Providing



- Protecting
- Caring
- Sensitivity.

Many of the changes and conflicts that have taken place are manifested in this sphere. This sphere is of great importance to men worldwide, and the changes in masculine identity (greater emotional expressiveness) and men's roles (more sharing of domestic tasks) have served to bring men into closer contact with their families and make the family central to their sense of fulfilment and identity.

### **Men with Women**

Men's interaction with women occurs in the context of close personal relationships but also in platonic friendships and work situations. In terms of the male-female dynamic this sphere embodies four distinct aspects of the self:

- Archetypal masculine values
- Emotional values
- Eroticism values
- Physical attractiveness values.

Archetypal masculine values such as strength, power, dynamism and rationality are important to men, and it was also important to women that men should possess them. Emotional values such as tenderness, sensitivity, care and tolerance are becoming more important to today's man, and they constitute the basis of closer and more enriching relationships between men and women. Values relating to eroticism, in particular the ability to create feelings of passion, sensuality and sexuality, are an innate part of men's values in relationship with women. Finally, values relating to looks are also highly relevant to this sphere and are reflected in concerns with appearance and a desire to project well-groomed sophistication.

### **Men with Themselves**

This sphere is characterised by:

- Self-identity
- Understanding
- Self-expression.

Men's relationships with themselves involve values relating to self-identity and role. In this sphere, the fundamental questions of "who am I?" and "what should I be doing?" arise. It is evident that men are acquiring an altered self-perception, with the rigid, traditional parameters of male identity being replaced with more flexible, open means of definition. There is a growing desire for knowledge of the true self and for self-understanding and expression. The relationship with the self is characterised by a much greater degree of open-mindedness and a willingness to consider new ideas.

The changes in this sphere have considerable implications for marketing and advertising. As men seem to be more open to new ideas and more likely to consider possibilities according to the needs of the self rather than according to their fit with the dictates of traditional masculinity, messages can be addressed more directly to the realm of the emotional. Previously, such an approach would have been likely to lead to such messages being "shut out" due to the feeling that emotional expression and concern did not fit with being a man.

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