

TITLE OF CASE STUDY: Every Canadian Community wants to be a “**KRAFT HOCKEYVILLE**”

From Toronto, Ontario to Terrace, British Columbia, there's one thing EVERY Canadian community wants to be – and that is “Kraft Hockeyville!” Kraft Hockeyville is the personification of a Canadian marketing success story. By understanding Canadian's passion for food, passion for hockey, and passion for their communities this program was born. Since it's early and instantly successful inception; smart, creative, and actionable consumer research along with marketplace understanding has kept the program exciting, innovative and evolving. This is one of the most recognized and rewarded 360 degree sports promotions in Canadian history. Consumer understanding is at the heart of this program and has been instrumental in keeping it fresh and exciting each year.

PROGRAM BACKGROUND

Kraft Canada partnered with the NHL (National Hockey League), the CBC (Canadian Broadcasting Corporation), and the NHL PA (Players Association) and Canadian consumers & retailers, to build a consumer promotion like no other. The “Kraft Hockeyville” promotion, which launched November (2009), and ended the following September (2010), was built from a program initially launched in 2006. This case study, is the story of how research, marketplace learnings, and analytics took a small scalable idea, and built it into a national, award winning, highly engaging consumer promotion. At the heart of the program is Kraft Canada supporting local skating rinks and community centres. It connects friends and family through their passion for hockey and promotes physical activity and lifestyle through sport.

What is Kraft Hockeyville?

The program invites communities across Canada to nominate their hockey community to be “Kraft Hockeyville” – which is “the place where hockey lives in Canada”. After a national competition with hundreds of Canadian communities, Canadian's VOTE to select who will be the next Kraft Hockeyville. The prize is huge. The winning community wins a \$100,000 arena upgrade from Kraft Canada, and then the honour of hosting an actual NHL pre season hockey game in their local arena. Kraft Hockeyville is a co-promotion between Kraft, the CBC, NHL and NHLPA and continues to be successful each year with thousands of Canadian communities vying for the title of Kraft Hockeyville. Now in its 6th year of partnership (with the launch of Kraft Hockeyville 2011), this program leverages the power of Kraft's brands, our retail customers, NHL players, the #1 sports property (Hockey Night in Canada) and the CBC (broadcaster). Kraft Canada has created a platform for 360° integration, ensuring consumer engagement through television, retail stores, our What's Cooking magazine, social media vehicles (You Tube, Facebook), and of course the Kraft brands they enjoy.

PROGRAM OBJECTIVES

The objectives of Kraft Hockeyville are :

1. **Increase Kraft brand loyalty** by integrating Canada's favourite food company with Canada's favourite pastime - hockey.
2. **Showcase community/social responsibility** by connecting Canadians in urban and rural communities with a grassroots program that aligns Kraft with hockey families.

3. **Drive Kraft consumption and create retail excitement** by encouraging shoppers to purchase multiple Kraft products through providing simple food solutions.
4. **Access event/program content** that can be leveraged in-store by creating high-impact messaging at the point of purchase.
5. **Increase social media awareness/visibility** through creating a community online to drive buzz on Kraft Hockeyville.

RESEARCH STORY:

Research has played a pivotal role in the evolution of Kraft Hockeyville and was instrumental in the development of the initial program back in 2006. But this nomination is about utilizing research from 2007 through to 2010 to innovate, create and enhance this consumer promotion to what it is today. It is now considered one of Canada's premier marketing properties.

1. IPSOS Consumer Tracking & Attitudes Study (2007-2010)

1. Interviewing Canadian consumers annually, this research highlighted the need for **improved Kraft branding** while preserving the message of community spirit. Based on this insight, the program URL was renamed from Hockeyville to www.krafthockeyville.ca, thus strengthening Kraft familiarity and ad recall. The logo for the program since has been refined to better reflect Kraft branding.
2. The 2007 Kraft Hockeyville tracking **research indicated that hockey arenas in Canadian communities tend to be severely under-funded**. For what is traditionally Canada's most beloved sport, research suggested the single most preferred prize would be a cash reward for "Arena Upgrade" of the winning community. This recommendation was implemented and has become one of the critical highlights of the program.
3. The tracking research also indicated a sizable portion of Canadians who were not as fully engaged in hockey as other communities in the country, and also the underprivileged communities – with less than optimal facilities. The research **enabled the planning team to enhance their media efforts in these areas to help increase the engagement for hockey through exciting them about Kraft Hockeyville.**

2. IPSOS In-store Shopper Intercepts (2009/2010)

1. In store intercepts research lead to **new retail customers coming on board with the program** by leveraging the learning from this work. The intercept research highlighted that consumers who were aware of Kraft Hockeyville felt very favourable about the retailer supporting this program (positive impact on the community). The program helped build equity and association to community hockey for the retailer who was supporting it. The team then shared these learning with non participating retailers, and as a result, the program expanded to include new customers.
2. Research also indicated that there would be a stronger ROI on the program if there was heavier traditional back-to-school retail programming to remind consumers about Kraft Hockeyville.
3. This phase of the study further helped to optimize point of purchase (POP) display investment. The study pointed out the need to focus on the mix of featured products, on those that would embody the spirit of Hockey and/or Hockeyville. As nutritious, tasty snacks to provide fuel (or hydration) for hockey families –Kraft Dinner and Oreo to become the flagship brands.

4. The study also indicated the need to better leverage the Kraft Canada What's Cooking mini-magazine (in-store), and informed duration, quality of display & location within the store – again further optimizing ROI.

3. **IPSOS Kraft Brand Equity Tracking (2006-2010)**

1. There is a long gap (6 months) between when the “winning” community is announced, and when the NHL game is played. The brand equity tracking work indicated the ‘buzz’ surrounding Kraft Hockeyville comes to an abrupt end during this time. The impact is a quick build in attributes like "Kraft shares great community spirit" and "Kraft cares and support my community" during the program, and then a decline after the winner is announced. The recommendation was for Kraft to continue to create stories and engagement about Kraft Hockeyville by implementing a more extended celebration with the winners & communities and also revisit winner communities of the past to showcase their success stories – leaving much less of a gap, and improving Kraft equity more consistently through the year.
2. The brand equity tracking work also pointed out opportunities within social media space to create further ‘buzz’ for the KHV program, and these were implemented as well.

4. **Market Mix Modeling (Nielsen Company of Canada (2008-2009))**

Market Mix modeling work focused on impact of short term sales of participating Kraft brands within the retail during the KHV program. Analysis indicated a positive lift in baseline sales with contributions specifically coming from key Kraft brands.

5. **Store by Store Nielsen matched panel analysis (2009-2010)**

In 2010, a slightly different approach was taken. A test and control matched panel store level analysis was conducted to offset all the noise led by other in-store activities during the same period to arrive at a pure sales impact of the KHV program. The results were very clear, a significant increase in baseline sales were recorded in the test store suggesting a successful execution of the KHV in 2010. Key contribution came from Kraft Dinner and Oreo cookies.

CAMPAIGN DESCRIPTION

Kraft Hockeyville is a fully-integrated property and is promoted online, on TV, and in-store to reach the consumers at multiple touch points. The heart of the promotion lay with the broadcaster CBC, and 2009 and 2010 broadcast elements included:

1. November 2009 – there are 6 Kraft Hockeyville branded promotional spots that run on the CBC to lead consumers through the program, from nominations to voting and the winner announcement.
2. Communities then enter on-line through Kraft Hockeyville.ca, which also contains all promotion information, past winners, and other branded content.
3. Facebook and You Tube pages are created and populated by consumers and Kraft.
4. Throughout the nomination process, during NHL games and Hockey Night in Canada, the announcers (Ron McLean) remind and encourage nominations on live television.

5. Storyline integration within the Canadian television show “Little Mosque on the Prairie” – including product integration, storyline, digital assets, Hockey Night in Canada cross-promotion
6. There are also produced “Looking Back” segments celebrating past winners and the legacy of Kraft Hockeyville that air during live television broadcasts.
7. Once the top 12 communities are announced, there is a “live” 1-hour Kraft Hockeyville Top 12 show that airs on CBC television.
8. Canada votes to reveal the “Top 5” – and Hockey Night in Canada broadcasts “live” from each community television, leading the crowning of the winner – by Gary Bettman (Commissioner of the NHL).
9. Throughout this entire media and PR frenzy, there is strong and visible in-store engagement rounding out the 360 degree program. There has been constant adaptation to the ins-tore vehicles including Kraft What's Cooking mini-magazine, Zamboni displayer, header cards, mini-magazine holders, bunker cards, base wrap and Kraft recipe tear pads. In-store elements reinforced retail properties including recipes, food solutions and nutrition tips for the busy hockey season.
10. Once the winning community is announced, media coverage continues, including the presentation of the \$100,000 cheque for arena upgrades, and the lead up to the NHL game in the community.

Kraft Hockeyville Winner 2010 --- Dundas, Ontario

Kraft Hockeyville has created an amazing experience for the fans in the winning communities, as well as for the NHLPA members who have participated in the many events, including:

- **NHL Pre-season Game Played** – Buffalo Sabre and Ottawa Senators played in Dundas, Ontario, local arena in Sept 2010 and broadcast on TSN (The Sports Network). Fans (1000 people) fill the small, local arena for a once in a lifetime experience.
- **Stanley Cup Jamboree** – Fans swarmed the streets to get a glimpse of the Stanley Cup.
- **NHL Alumni Hockey Clinics** – Lucky youngsters got a chance to improve their skills with tips from legendary greats.
- **NHL Officials Clinic** – NHL Officials gave some important instruction to aspiring referees!
- **Open NHL Practices** – While in Dundas in 2010, the Buffalo Sabres and Ottawa Senators gave spectators the chance to watch an NHL team prepare for game day by allowing the town to attend the pre-game skate.
- **Player Visits** – Each year, NHL players give back to the community by visiting local schools, hospitals, and youth homes.

In addition, the four runner-up communities each won \$25,000 for upgrades to their local arena and a CBC Hockey Night in Canada short broadcast from their communities.

BUSINESS RESULTS

The 2010 in-store program included elements such as a customized

Shattering all previous records, a staggering **12,000+** new community stories were realized in 2010 (up 81% from 2009) and 500+ community profiles were received (up 6% from 450+ in 2009).

Kraft Hockeyville 2010 received over **5.6 million votes** (phone, text, and online).

Awards Won

In late November 2010, Kraft Hockeyville was awarded a Gemini Award in the Sports Promotions Category. (This is the equivalent of an Emmy Award in the United States). It is the first time a branded promotion has won a Gemini, with Kraft & the CBC receiving the award. Kraft Hockeyville emerged a winner despite the heavy competition in with the Winter Olympic coverage and promotions also being nominated. Kraft Hockeyville was also recently awarded a Global Promotions Award.

Awareness

Kraft Hockeyville is now the **4th most recognized national program** supporting local communities! In just five years it has reached heights of other programs with much greater tenure, including CIBC Run for the Cure and Kids Help Phone. This is a testament to the power of Kraft Hockeyville in transcending a typical marketing program.

Kraft Equity Strong & Growing

Further, the Ipsos Reid research confirms that Kraft is seen as a “big company giving back” which is critical to the company’s long-term success. With the Kraft Hockeyville program, consumer perceptions of Kraft as a company indexes high on attributes such as “actively cares and supports my community” and “shares my passion for hockey”.

In-store

In-store results for Kraft Hockeyville are stellar. According to a Nielsen store sales analysis, grocery stores that supported Kraft Hockeyville saw an average **sales lift on Kraft featured products**. This sales lift (*nearly doubled in three years*) is a testament to research insights put to action to deliver results!

In-store results continue to be excellent from both a consumer engagement standpoint as well as customer support. Each year, store managers use the in-store merchandising as a rallying point for consumers to demonstrate support for their community. The program continues to deliver 100% customer acceptance and receive nationwide accolades from Kraft customers (Loblaws, Sobeys, Regional Accounts, etc.).

Web

Kraft Hockeyville remains the number-one CBC show website each year, with over 11 million views. The official 2010 Kraft Hockeyville website featured interactive tools that were engaging including: the bilingual contest website, interactive map of Canada, interactive campaign tools, online community, video player, widget, NHL pictures and quotes, CBC personalities blog, online story and photo submission.

PR

From a PR standpoint, the coverage of Kraft Hockeyville is massive and generates significant brand awareness. A total of **187 million** media impressions were generated across print, broadcast and online in 2010! This included 1,069 media hits across all forms of major media in North America - New York Times, Toronto Star, Globe & Mail, National Post, Ottawa Citizen, Calgary Herald, Canada AM and more. Further, coverage in numerous sports blogs from across North America strengthened the program’s legitimacy amongst hockey loyalists.

Social Media

Facebook has become a key tool for both Kraft and participating communities. Over 6,000 consumers have become fans of Kraft Hockeyville on Facebook, becoming an instant outreach

for news. Over 130,000 views of Kraft Hockeyville videos were viewed on YouTube, augmenting the audience reached through traditional broadcast. Participating communities actively created Facebook pages and Tweeted to gather support for their own bids.

Kraft scored a hat trick with Kraft Hockeyville --- Consumers win, Customers (retailers) win, and Kraft wins!

Glossary:

*CBC Sports programming provides Canadians with unparalleled coverage of both amateur and professional sports, while also reflecting Canada and its communities and contributing to a shared national identity and consciousness. The National Hockey League (NHL), founded in 1917, is the second oldest of the four major professional team sports leagues in North America. Today, the NHL consists of 30 Member Clubs, each reflecting the League's international makeup, with players from more than 20 countries represented on team rosters.

*The National Hockey League Players' Association (NHLPA) is a labour organization whose members are the players in the NHL. The NHLPA works on behalf of the players in varied disciplines such as labour relations, product licensing, marketing, international hockey and community relations, all in furtherance of its efforts to promote its members