

RECROWNING THE KING:

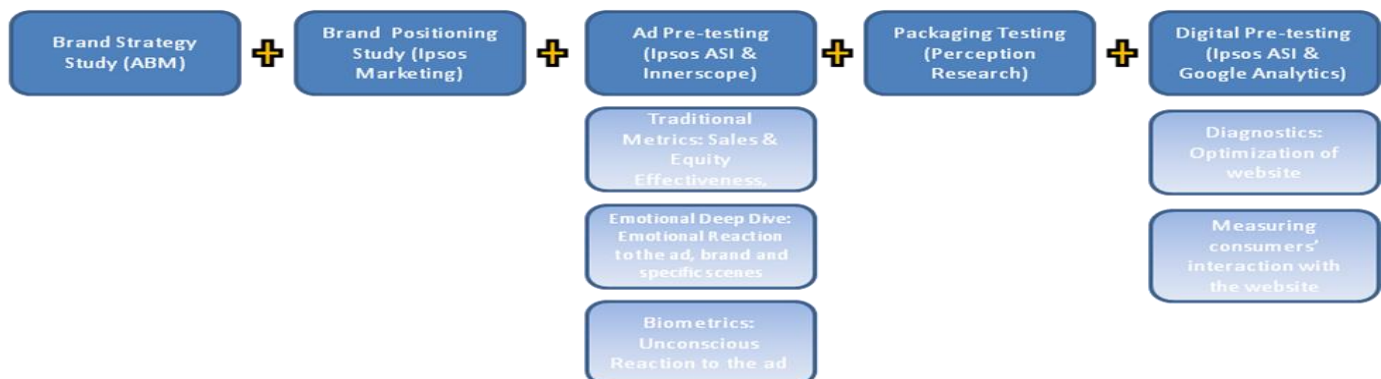
BUDWEISER'S STORY OF REGAINING HOME TURF AND TRANSCENDING BORDERS

Business Opportunity and Objectives

Budweiser's dream is to become the world's first truly global beer brand. In order to achieve this, it was determined that the brand needed a unified global positioning to support stabilization in its home market of the U.S., while supporting growth in other markets around the world. While Budweiser is a leading beer brand in the U.S. and is recognized worldwide, it can present both challenges and opportunities. Anheuser-Busch InBev needed an advertising strategy that would create awareness, desire and need for the brand in a variety of markets around the world.

The research story behind campaign development

Research was a cornerstone for all decisions made and laid the groundwork for the actions required to successfully drive reappraisal in the US and launch or grow the brand in other markets. Research techniques ranged from qualitative studies such as brand strategy work conducted with ABM Research, Ipsos brand positioning work executed across several countries, Ipsos global copy testing (including traditional metrics of sales and equity effectiveness and conscious and unconscious emotional reaction), package testing as well as digital pretesting to understand effectiveness of a website on the brand and using key metrics from Google Analytics.



To better understand Budweiser's home market, AB InBev conducted a brand strategy study in the US with ABM Research, which included conducting various focus groups and one on one interviews with several key segments, from current users to lapsed users in order to understand the key drivers for the decline in Budweiser's **imagery and consideration**.

Concurrent to this research, global positioning work was conducted with Ipsos Marketing to identify the most effective universal strategy for Budweiser across markets. The scope for this research was key markets including the US, Canada, UK, Russia, China, Brazil, and Argentina. Insights from the research allowed us to understand how Budweiser could best leverage a universal message. The global positioning study revealed that the area of "Celebration & Optimism" showed the strongest potential to gain traction globally and were considered to be most relevant by consumers across markets.

After identifying the global platform on which to position Budweiser, the brand team copy tested over 50 executions under one creative idea to pre qualify an ad campaign that would resonate with consumers in the US, Budweiser's primary market. This effort was extended to bringing in a new creative agency in the hope of lending a fresh perspective to the brand's communication in the US.

Sales Effectiveness	Equity Effectiveness	Key Message
 Sales Effect Index: A combination of reach and persuasion potential of an ad, which predicts ability to drive sales for the brand.	Equity Effect Index: A combination of reach and equity potential of an ad to predict ad's effectiveness to positively influence perceived equity.	Key Message: Ad's ability to reinforce pre-identified brand message to make sure it delivers on strategy



This extensive pre testing was evaluated through the rigorous action standards set by AB InBev, which requires all ads to not only cut through the clutter, but also to drive sales in market for the brand and positively influence the brand's perceived equity. In addition to these requirements, advertising is also evaluated on the ability to deliver the intended creative message. Based on the

ad's performance on these key inputs, the ad is placed into one of the following four categories:

AB InBev's Action Standards Categorizations & Definition				
Categorizations	Air As Is	Optimize	Rework	Do Not Pursue
Definitions	The ad is effective in reaching both objectives and can be aired without modifications.	The ad could be made more effective by making some changes based on learnings. The ad does not need to be retested.	The ad requires multiple modifications. Once the changes have been made, the ad should be retested.	The ad should not be aired or brought to modification.

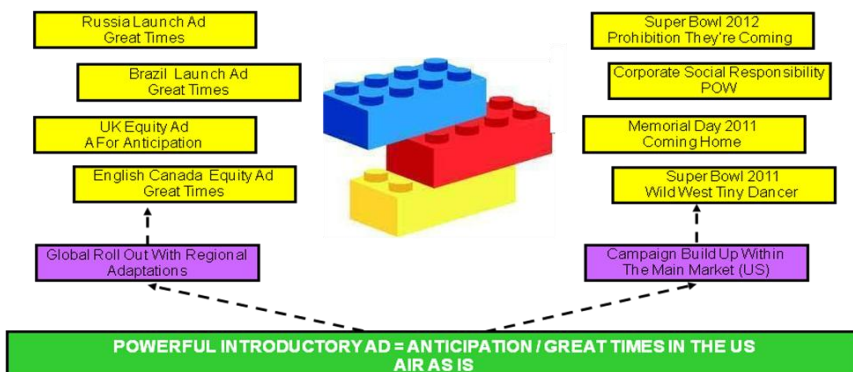
This meticulous research approach led to identifying the most effective introductory ad titled "Anticipation: The Great Times" for launching this new campaign.

Measure	Anticipation: The Great Times
Sales Effect Index	Above Average
Equity Effect Index	High Average
Key Message (on strategy)	Above Average
Overall Classification	Air As Is

"Anticipation: The Great Times" proved to be a solid commercial for Budweiser on all fronts in the US. The ad resonated with consumers on an emotional level by reinforcing the brand's American heritage as well as driving nostalgia and relevance by showing a combination of traditional images of a baseball game with more "modern" or "current" images of barbeques, etc.

The ad was also able to reinforce Budweiser's imagery, particularly its American roots, taste as well as its social benefits of enjoying Budweiser. Following on the success of the initial ad, all potential advertising ideas continued to be put through this rigorous testing process. This work allowed for AB InBev to weed out low performing creative and concentrate on those that either met the stringent ONE Action Standards. Insights from the copy

test were then used to fuel improvements and optimization for those ads that tested well. Various tools within the Ipsos copy tests were used including measuring emotional engagement via Biometrics. Ads with significant changes from the copy test work were also re-tested to make sure that performance improved.



The campaign continued to flourish with solid pre testing scores. The several ads that were tested on the same principle of Anticipation were very well received by consumers in the US and were beginning to turn the tide in terms of the brand's perceived image.

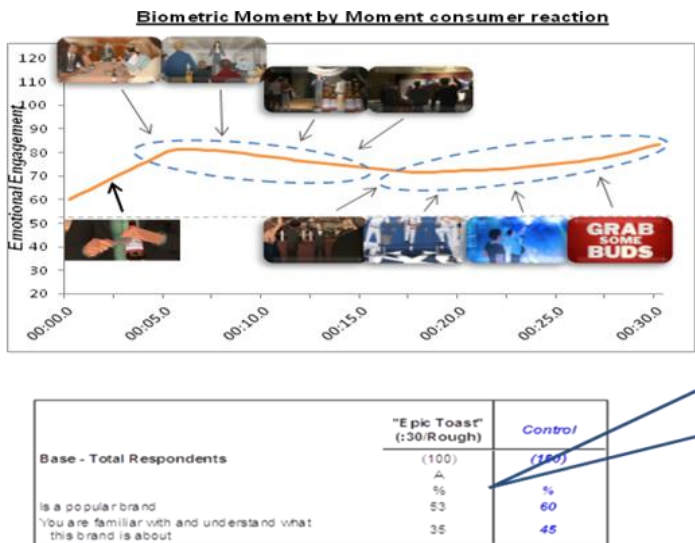
While this campaign continued to build across varied messages, including sponsorships and corporate responsibility in the US, it was being simultaneously rolled out globally. Prior to launching the campaign in other markets, all

ads were put through the same rigorous testing procedure. Based on their performance for AB InBev’s action standards, they were either launched in these markets or were modified based on the diagnostic learnings to make them more relevant to consumers in those regions.



Although the campaign rests on the universal emotion of “anticipation of good times”, some creative had to be tweaked to make it more relevant to consumers in different markets. Through copy test, AB InBev adopted more local relevant scenes and environment (e.g. football) to be more effective among UK consumers. A similar approach was adopted prior to launching the campaign in other markets, including Canada, China, Russia, Spain and Ukraine. Extensive testing in the initial phase of the campaign resulted in a deep dive analysis that helped AB InBev understand the strengths and weaknesses of

the campaign, which guided us as the campaign evolved into its second phase. This phase also witnessed solid performance in ads titled Epic Toast and Eternal Optimism, the latter having aired during Super Bowl XLVI. Research during this phase expanded from traditional copy testing to include measuring unconscious consumer reactions via biometrics. Consumers’ unconscious reaction on a moment by moment basis combined with traditional diagnostics has helped identify areas of optimization for these ads. An example here shows how a dip in unconscious reaction between 5 and 10 seconds of an ad titled Epic Toast and the conscious claimed reaction to the images shown during those seconds helped us to understand what was limiting perceived popularity. Based on this insight, the team tweaked the finished version of the ad to address this.



Images that generated a slight decline	Strongest emotions expressed for each image	%
	Curious / Interested	15
	Apathetic / Unmoved	10
	Curious / Interested	12
	Apathetic / Unmoved	11
	Happy	14
	At Peace / Normal	10
	Inspired	15
	Pleased	14

While AB InBev continues to forge ahead with creating ads in this vein, we have also been building the brand by launching new packaging and a digital connection program on the mobile platform that allows beer drinkers to be aware of the care and craftsmanship that goes into brewing the brand, once again driving reappraisal. Both these initiatives underwent careful pre-testing with Ipsos ASI to understand their impact on the target audience. The digital connection program proved to a very effective tool that had very strong potential to make consumers think of the brand in a more positive light. It reinforced Budweiser’s quality and heritage and demonstrated the potential to fuel a positive change in their perceptions of Budweiser. To quote a few consumers, “I thought it was a cheap beer, but the website showed me how much effort and time to make the beer”, “It showed me exactly how much Budweiser cares about making a high-quality, great tasting beer. I think the perception is that since

*Bud is everywhere and it affordable, it is not high-quality. This site does a good job of debunking that theory.”
“It made me feel good because Budweiser is taking extra efforts to bring the history behind the bottle of beer I'm drinking and that's amazing.”*

Campaign description

Budweiser's "Anticipation" campaign works on a universal emotion and motivates consumers to "Grab Some Buds" by inspiring action and motivating consumers with the idea of great times to come. The campaign makes people "feel the tingle" by putting consumers in the ad with experiences and excitement they can relate and aspire to. This universal emotion connects with consumers across markets, thus creating the foundation for Bud's Global brand strategy.

Proof of business results

The disciplined research approach that AB InBev adopted to understand and address factors hindering Budweiser's growth in the US as well as build or introduce the brand in other markets helped them achieve strong in-market performance globally. In addition, the brand is now successfully developing a universal positioning, which in itself is a near impossible task for any brand, particularly within the beer category.

Launching the Anticipation campaign in the US resulted in a positive change in consumers' imagery perceptions of Budweiser between 2010 and 2011, particularly surrounding its rich tradition and heritage, as well as its sociability benefits of being a beer that is for drinking with friends, is for optimistic people as well as a beer that helps one make a good impression. Similar to the US, introduction of this campaign in Russia also led to strengthening Budweiser's image with respect to its heritage and its role in consumers' social life. Significant improvements were observed on several attributes, including tradition and heritage, makes me part of a group, is for drinking with friends and is for optimistic people, in the tracking data for Budweiser. This campaign was also able to touch a chord with consumers in the UK, where an increase was noticed on the very same attributes as well.

Reintroducing Budweiser in this optimistic light has aided in generating a universal positive impression of Budweiser among consumers globally. Not only has it improved consumers' perceptions of the brand, but has also helped curb the over two decade decline in sales in Bud's home market (US) as well as has fueled growth in international markets, making it truly the first successful Global beer brand.

AB InBev is well on its way in accomplishing a significant turn-around for Budweiser. Not only is the Anticipation campaign working to halt historical declines by driving reappraisal for the brand in the US, it is also making significant progress towards our dream of establishing Budweiser as the world's first truly global beer brand. A meticulous approach to brand building and respect for strongly rooted research has been the fuel for a powerful campaign built on a universal emotion.