
LOCKOUT LEARNINGS, ACTIVATION ANALYSIS & SPONSOR STRATEGIES



NHL, SPONSORS, AMBUSHERS, EQUIPMENT MAKERS, TEAMS & FANS

ACTIVATIVE

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Introduction: NHL Lockout Learnings > In a lockout, sponsors, team partners, guerrillas and equipment manufacturers need marketers flexible enough to adjust to evolving stories and wise enough to know when to communicate and when not to. Balancing loyalties to rights owners and to fans is key. But doing nothing at all is not an option in today's 'always-on' world.

Bauer: The On-The-Fly Adapter > Showing impressive flexibility to adapt its 'Own The Moment' campaign to evolving real-world events, the hockey equipment manufacturer shifted creative on-the-fly by replacing professional footage with amateur imagery whilst still maintaining its campaign's original theme, message and creative approach.

EA: The Virtual League Simulator > EA (and media partner ESPN) encouraged fans to turn to virtual hockey as they leveraged the launch of its officially licensed NHL 13 game and ran its own 'Simulated Season' within the game. With ESPN's support, the simulation generated digital coverage and some newspaper journalists wrote about it in the sports pages.

Fans: The Consumer-Campaigners > In the social media era consumer-created campaigns are part of the communications mix. Consumers have always had creative talent, but now also have economic access to professional tools and global media platforms, so now their campaigns must be monitored for insights, opportunities, threats and sometimes even responded to.

Kraft: The Grassroots Reinvestor > In November Kraft became the first major NHL sponsor to go public with its decision to cancel its traditional NHL 'Hockeyville' campaign (the biggest initiative in ice hockey) and divert investment away from the elite game by investing \$1m into a grassroots minor hockey volunteer initiative called 'Hockey Goes On'.

Molson: The Alternative Hockey Activator > During the dark lockout days Molson Canadian (the NHL's official beer) sought alternative elite hockey to activate around. Leveraging hockey in other parts of the world has its challenges. For example, for the the World Junior Hockey Championship in Russia Molson met the time-zone issues with a mobile app fan wake-up call.

Nike: The Fan-Protest Guerrilla > Nike's 'Hockey Is Ours' campaign rolled out in December as the brand sought to consolidate its relationship with hockey fans by aligning with their anti-lockout protest campaigns. Not only did it position Nike as the voice of the fans, but it also egged on league and players to put the fans first and cut a deal.

NHL: The Old School Apologiser > It wasn't exactly cutting edge, high-tech, or original, but perhaps the most transparent and honest approach to a mass fan apology is an old school public letter. At least that's what the NHL felt when it took out traditional newspaper print ads in 40 North American hockey market papers to say 'sorry' before the shortened season began.

Teams: The Thank You Gesturers > Once a settlement was reached, most teams ran initiatives to re-engage fans and rebuild trust. many were in partnership with sponsors and most were standard vanilla giveaways and promotions. But some, such as the Toronto Maple Leafs 'Frozen Jerseys', showed a little extra creativity and imagination.

Budweiser: The Well Timed Ambusher > Brands without official sponsorship rights are typically in a better position to avoid the negatives of a lockout and can then react once a deal is done with guerrilla work playing on the new positive mood. Nike did just this with its wi-fi 'Red Lights' initiative leveraging what may benext big trend - "The Internet Of Things".

INTRODUCTION

As well as frustrating the fans (and potentially hurting the league, teams and players), the NHL lockout also affected the brands that activate around the sport. Both during and post lockout, hockey sponsors and partners have been reacting to events and reformulating their strategies as they try to maintain engagement, adjust seasonally and respond tactically to events, as well as reconnect fan loyalties and re-energise consumer enthusiasm for the NHL. Unusual situations like this require low latency responses and flexible marketing. Sometimes they even offer opportunities as well as challenges and can potentially lead to innovative thinking and original creative. For instance, January often sees a marketing lull, but now hockey is back there is a new activation focal point. Furthermore, a shorter season means that all games really do count, so there is enhanced potential to communicate around each and every game. This report explores how brands reacted to the lockout challenges, how they are responding to new opportunities and provides a set of future-facing lockout learnings.

NUMBERS

\$3.3bn

Total value of the NHL hockey revenue pot 2012/13

\$700m

Total NHL hockey revenue at the time of the 1993 lockout

\$64.3m

Salary cap agreed at the end of the 2012/13 lockout

\$8.5m

Five NHL players 2012/13 salaries in excess of this sum

\$1m

Kraft investment in 'Hockey Goes On' volunteer work

\$9

Per person public skate rental covered by Maple Leafs

772,421 > Views

On YouTube for Nike fan-protest 'Hockey Is Ours' webfilm

330,670 > Views

On YouTube of fan-song 'Are You Ever Getting Back Together'

43,400 > Followers

On Twitter for Bauer's 'Own the Moment' brand campaign

21,145 > Likes

On Facebook for the 'Just Drop It' fan protest campaign

2,268 > NHL Games

Lost to labour dispute since '93 (MLB 938/NBA 504, NFL 0)

700 > Players

In the National Hockey League Players Association union

510 > Games

In total cancelled because of the 2012/13 lockout

11 > Billionaires

Among the NHL franchise owners (according to Forbes)

10 > Years

Length of new deal (with opt-out clauses after eight years)

145%

Spike in Twitter volume mentioning NHL on day of deal

50%

Revenue split deal (47% 1st NHL offer / 57% previous deal)

16%

Rise in positive NHL Twitter sentiment on day of the deal

14%

Fall in positive NHL Twitter sentiment post official apology

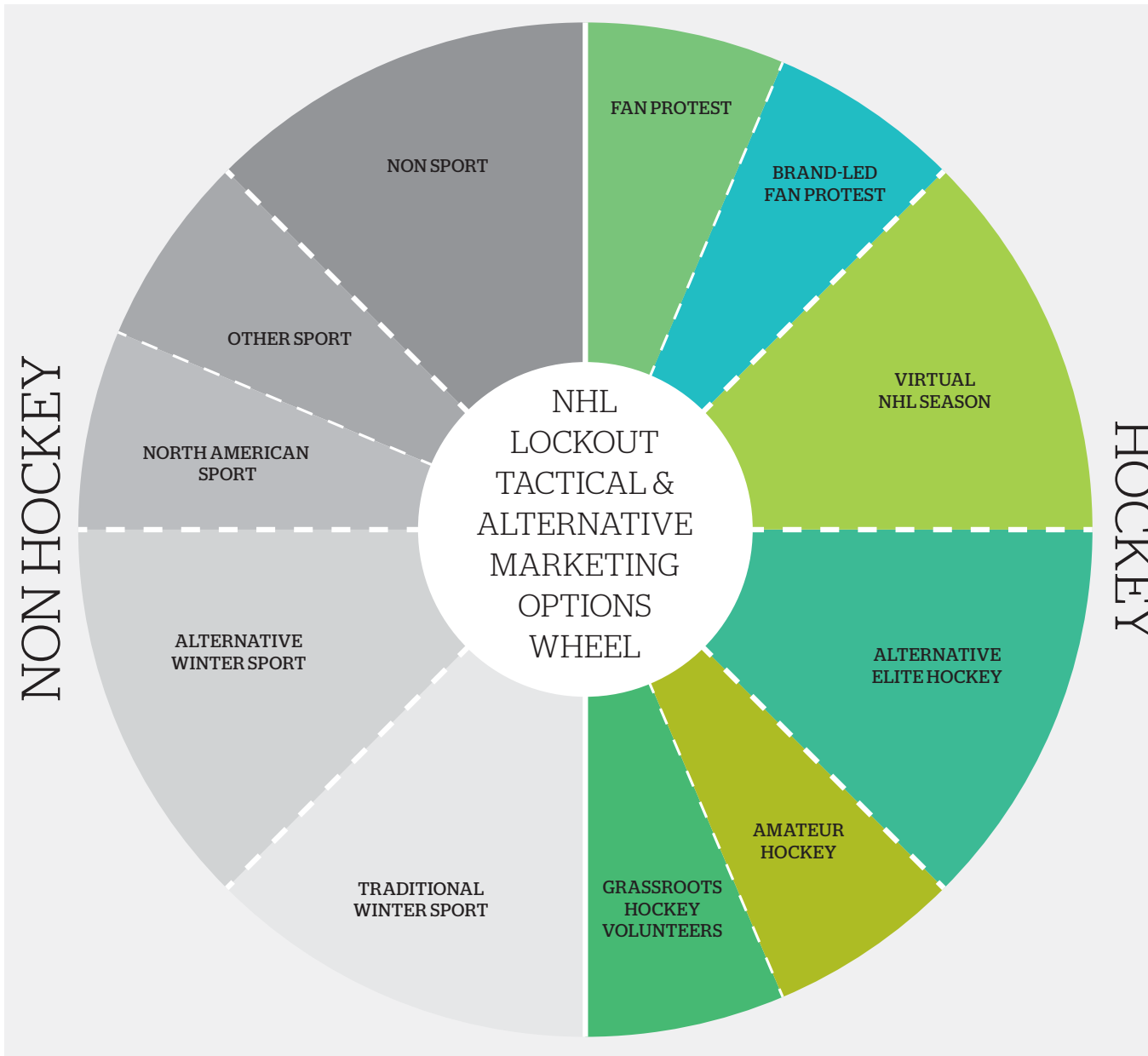
12%

Positive Twitter sentiment to NHL/players in September

1.2%

October fall in Canadian 'Arts, Ents & Recreation' sector

TACTICS WHEEL



Fans > The Consumer Protest Campaigners

'NoLockout', 'Back Together' & 'Things You Wont Hear' > Page 13

Nike > The Brand-Led Fan Protest Campaigner

'Hockey Is Ours' > Page 22

EA (ESPN) > The Virtual League Game Simulator

'NHL 13 Season Simulation' > Page 10

Molson > The Alternative Elite Hockey Activator

'World Junior Wake Up' > Page 18

Bauer > The On-The-Fly Amateur Game Adaptor

'Own The Moment' > Page 6

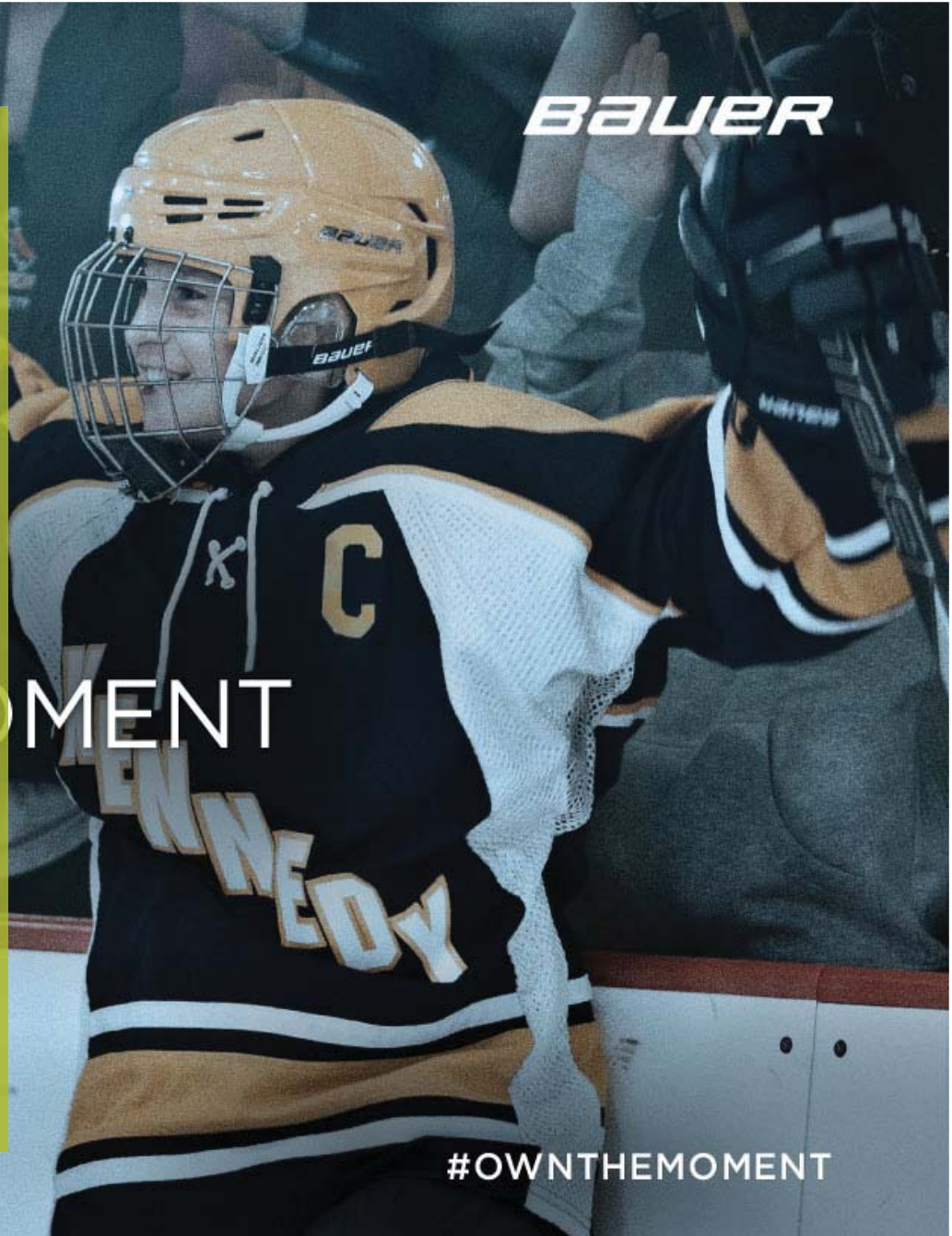
Kraft > The Grassroots Hockey Reinvestor

'Hockey Goes On' > Page 15



Bauer: The On-The-Fly Campaign Adapter

Bauer's low latency approach to its 'Own The Moment' hockey campaign is a fine example of a marketing team flexible enough to adapt to changing circumstances. As the NHL lockout story unfolded, Bauer modified its 2012/13 season work to remain relevant, whilst retaining the original core creative idea and keeping the underlying message and strategic objective intact. The equipment maker (and agency Olsen) showed shrewd intelligence and adaptability to shift strategy on-the-fly as ice hockey events decimated other hockey brand plans.



MOMENT

#OWNTHEMOMENT

Overview > The company's long planned 'Own The Moment' campaign, its first major brand work for 17 years, was adapted as the lockout news story evolved so that the professional player footage was replaced with shots of amateurs.

Originally the creative in 'Own The Moment' heavily featured professionals alongside amateurs and aimed to maximise hockey engagement by rolling out right at the very start of the NHL season.

So during the summer the company had already shot many hours of pro player footage - both with action skating scenes at an ice rink in Atlantic City and off-ice activity filmed at a ballroom transformed into a locker room.

The marketing teams were at the final stages of readying the work to debut for the NHL's mid-October season opener when it became clear the lockout would ensure the 20 players involved in the campaign would never play that first season opener and would remain idle because of the lockout.

So, with the stick, skate and hockey gear maker on the verge of launching its biggest brand campaign for nearly two decades, Bauer used the lockout as an opportunity to switch its tactics and adapted its campaign to refocus on those hockey players traditionally not in the spotlight.

The emotional approach and core focus of the campaign message remained the same. It revolved around the idea that hockey is defined by moments and that hockey players are defined by what they do with those moments: moments to better themselves, moments to come together as a team, moments to shine.

The takeaway being that Bauer has been helping players make each and every moment of the game better and helping them #ownthemoment for over 85 years.

During the pre-campaign phase, Bauer invited consumers to submit videos of their 'moments' for a chance to be featured in the upcoming creative. In addition to website call to action,

Bauer also leveraged social media for its campaign with an official #OWNTHEMOMENT hashtag on Twitter.

And, as hockey fans took to social media to vent their opinions and frustrations during the lockout, Bauer gave them another opportunity to connect and share their voices.

The media plan, as well as the creative, also had to adapt to the changing circumstances.

Bauer initially withheld digital ad buys on NHL.com and NBCSports.com and had to readjust its plan for the axed New Year's Day Winter Classic, but moved ahead with TV work that ranged from airing the TV spot on TSN during the IIHF World Junior Hockey Championship and a regional TV ad buy.

The company then moved ahead with print and digital ads in hockey publications and also made out-of-home purchases in amateur arenas."

Steve Jones, Bauer's director of global marketing, downplayed the NHL's importance for the campaign at its launch: saying that 'it isn't all about the NHL' and also suggesting that NHL content was always meant to be a smaller part of the media mix and also added that Bauer actually grew market share during the last lockout.

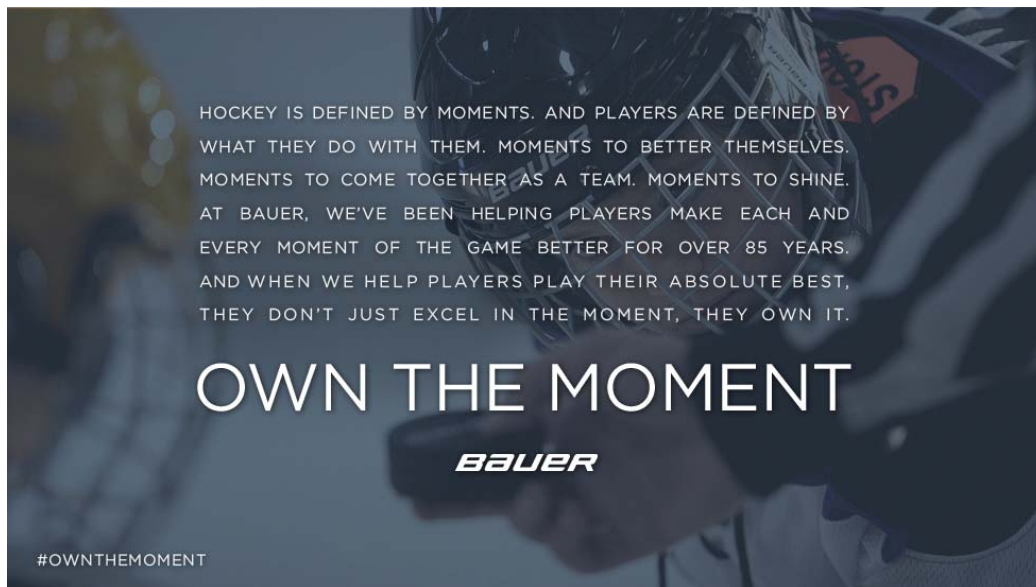
Comment > Some of the stats associated with the campaign suggest that Bauer's strategy could well have been the right one. The campaign's Facebook page has 229,000 'Likes' while its Twitter feed boasts 43,400 'followers'.

A company like Bauer, which is focused on young hockey players buying equipment the early part of the season, the start of the winter is the most critical part of the year and perhaps it had little choice but to push ahead. So this may have been a factor behind its decision to press on with its adjusted campaign right from the get-go.

But it was also flexible enough to adapt its creative and use the lockout as an opportunity to refocus its work around those young people.

Despite a lack of control over the changing news story and the NHL blackout, it still rolled out an integrated international campaign, but one spotlighting young amateur players and focusing on the numerous on- and off-ice moments that make hockey such a unique and special game for so many kids. <





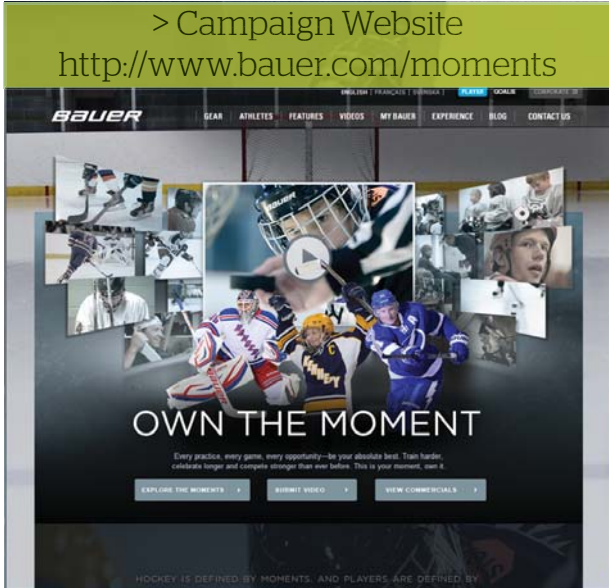
'It has been a challenge, but we actually looked at that challenge and made it positive for us. The lockout gave us the opportunity to dial back from some of the larger NHL properties and focus more on grassroots and social media avenues. At first you're a little frustrated. Obviously from a viability standpoint, you want to have your products on the best players in the world skating up and down the NHL ice. But that's 600 players. There are six million kids playing hockey. They need hockey equipment. So we want to make sure our advertising and marketing message is seen in arenas where kids go five, six or seven days a week. To put a spotlight on those younger kids who aren't usually in the spotlight in marketing campaigns and let those kids talk about their moment.'

Steve Jones
 Director Of Global Marketing
 Bauer



Statistics Snapshot: Bauer 'Own The Moment'

- > **Facebook:** 229,000 Likes
- > **Twitter:** 43,400 Followers
- > **YouTube Channel:** 2,861,371 Views





EA Sports (& ESPN): The Virtual Simulator

With no NHL hockey to watch, Electronic Arts (along with partner ESPN) urged fans to turn to virtual hockey. EA Sports leveraged the NHL lockout from the September launch of its official NHL 13 game (the only game officially licensed by the NHL and the NHL Players Association) right up until the dispute was settled via a faux season. The games maker supported both fans (and arguably the league) by running its own virtual 'Simulated Season' through NHL 13 and a set of supporting online and social sites, to further boost the media support.





> Click text below for links

Website > www.easports.com/nhl

Website > www.espn.go.com/nhl

Overview > Beginning the same week the NHL was scheduled to start its 2012-2013 season, EA developed a weekly simulation series hosted and promoted by ESPN.com that aimed to predict and reflect how the season might transpire.

Together EA and ESPN saw the NHL lockout as a real opportunity to promote their simulations as answers to fan-centred populism: "EA Sports brings you the NHL games, stats and standings that you were supposed to see."

ESPN's branding was prominently featured in the simulation. It also used similar style and approach to the sports media giant's highlight programs: with simulations combining slow motion replays and upbeat narration as they two organisations combined to bring fans the key event and thrilling moments from the virtual season (complete with the week's top performances, box scores for each game, headline news and even injury reports).

Some news journalists even covered the virtual season with articles reporting scores and injuries.

For example, Pat Hickey of The Montreal Gazette covered the virtual season for the Montreal Canadiens just as he would the real one and in some weeks one of his simulated game write ups was reportedly the most-read sports story on the paper's website.

These weren't EA Sports and ESPN's first hockey simulations as they had previously combined on the 2011 /12 Stanley Cups. Also ESPN.com also hosts weekly Madden NFL 13 simulations of EA'S National Football League's games.

Indeed the EA/ESPN partnership dates back to 2005 when EA signed a \$850m 15-year advertising partnership with gave it the exclusive right to use the ESPN brand in games. Since that deal the two companies have allied to build and promote one another's brands and extend their respective reach and share.

When the lockout finally came to an end, EA was the first NHL partner to roll out a 'Hockey Is Back: Start Your Season' campaign. Led by a commercial and online video and backed by heavy use of the hashtag #startyourseason, the ad drives excitement

for the return of real hockey while simultaneously promotes its own NHL 13 product.

Comment > Some see Simulated Season as a therapeutic diversion, others dismiss it as a desperate diversion. But it did give fans a chance to experience NHL action without the expensive tickets, flat beer and bad food of some NHL arenas.

Indeed, many fans jumped at the chance.

First week sales of EA Sports NHL 13 game rose 9% to 484,000 units. Fans also spent more virtual time with the sport, playing more than 3.7 million online games (the equivalent of over 350 games a minute) and created just under 50,000 of their own alternate versions of the NHL through the new GM Connected feature in NHL 13.

They have also seen more action in video game hockey than they would have with real hockey. Players scored almost five million goals in the first week, compared to the 244 goals slapped in during the first week of the real 2011-2012 NHL regular season.

> View On YouTube

SEASON SIMULATION PREVIEW

POWER RANKINGS

> View On YouTube

> View On YouTube

EA SPORTS NHL 13 SEASON SIMULATION

EASTERN CONFERENCE STANDINGS

POS.	TEAM	GP	WINS	LOSS	OTL	POINTS
1	MONTREAL	20	13	6	1	27
2	NY ISLANDERS	20	12	5	3	27
3	WASHINGTON	21	13	7	1	27
4	OTTAWA	20	12	7	1	26
5	CAROLINA	22	11	8	3	25
6	TAMPA BAY	18	10	6	3	23
7	BUFFALO	18	10	5	3	23
8	TORONTO	18	9	6	3	21
9	NY RANGERS	20	10	9	1	21
10	PITTSBURGH	21	8	8	5	21
11	NEW JERSEY	18	9	7	2	20

> View On YouTube

NHL 13

easports.com/nhl

#startYOURseason

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Fans: The Consumer Protest Campaigners

In the social media era it's impossible to ignore the avalanche of consumer-created anti-lockout protest campaigns. These are now part of the wider communications mix. Marketers who ignore them - rights owners, sponsors or equipment manufacturers - do so at their peril. They should be monitored, analysed for insights, opportunities, threats and sometimes even be responded to. Consumers have always had the creative ability, but now also have economic access to professional tools and global media channels to launch their own campaigns.

**DON'T HEAR DURING THE
LOCKOUT**

Overview > One of the most astonishing and successful consumer fan protest campaigns was led by a Finn called Janne Makkonen.

Makkonen ran the 'NoLockout' protest on the www.change.org platform which began a petition to demand a hockey season from the NHL.

Makkonen pushed the petition through social media with the hashtag #NoLockout and it was further supported by her beautifully edited eight-minute webfilm called 'Together We Can'.

The petition gained 35,471 signatures and even more impressively the YouTube film was viewed an astonishing 1.4m times,

Those are campaign statistics that any marketer would be proud of. As are the 21,145 Facebook 'Likes' for the 'Just Drop It' fan campaign.

Fan-created anti-lockout work was varied in quality, but they certainly gained public attention and some images and films racked up millions of hits and views.

Humour-led consumer videos were one trend - such as the 'Things You Won't Hear During The Lockout' YouTube series.

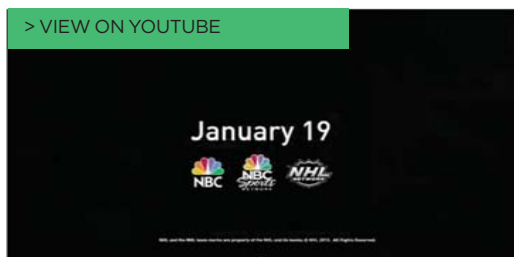
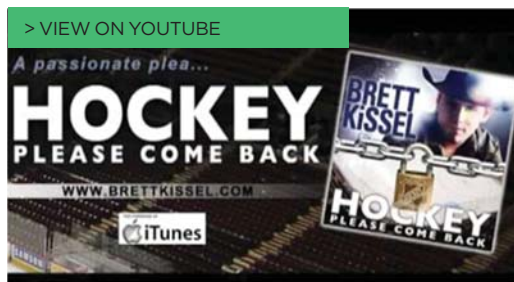
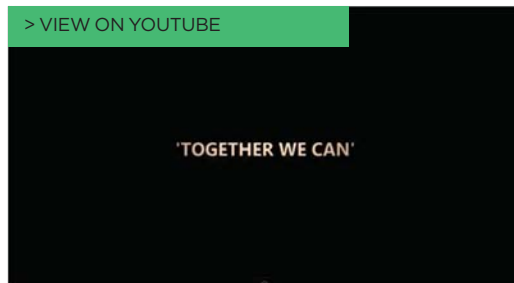
Consumer-related music video-style protest songs - shot in bedrooms and malls across North America - were another stand out trend.

For example, Vicki Shae's 'Are You Ever Getting Back Together' boasts 330,670 YouTube views, while Brett Kissel's 'Hockey Please Come Back' (available for download via iTunes) gained 68,000 YouTube views.

Comment > Whether creatively original or generic, stylish or clumsy, certainly both reflected and influenced hockey fan opinion and gained a great deal of media coverage and eyeballs.

Sponsors and rights owners must be aware of this new reality and need to monitor consumer-created activity to understand fan feelings. Sometimes they will even need to respond.

Indeed, the NHL itself even responded to the consumer trend for posting anti-lockout music video songs on YouTube and MySpace, by launching their own music video featuring One Republic's 'Feel Again' as part of its #HockeyIsBack campaign. <



> LINK TO WEBSITE

Search Login or Sign Up

Petitioned Gary Bettman

Gary Bettman & the NHL: Save the hockey season - #NoLockout

Petition by Janne Makkonen, Espoo, Finland

Petition Closed
with 35,471 supporters
35,471 signatures

Supporters are signing:

- Archdiocese of Philadelphia: Stop discrimination - change the football rule to allow girls to play
- Boy Scouts of America: Reinstate Cub Scout leader who was removed for being gay
- Victoria's Secret: Make "Survivor Bras" to help breast cancer survivors feel beautiful

Recent signatures

chris glasscock	LOUISVILLE, KY	32d
Patrick Meredith	CALGARY, CA	32d

Gary Bettman and the NHL owners have locked out the players yet again. We will not stand by while they ignore us, the fans.

I got so pissed off when I heard Gary Bettman say that he plans to lockout the players for the third time on September 15 unless there is a new agreement with the players. I created a YouTube video to tell other angry fans to raise their voices and demand the season starts on time. Over 1,250,000 people have already watched my video!

I made a new video to raise awareness. Sign and spread the petition and end the lockout!

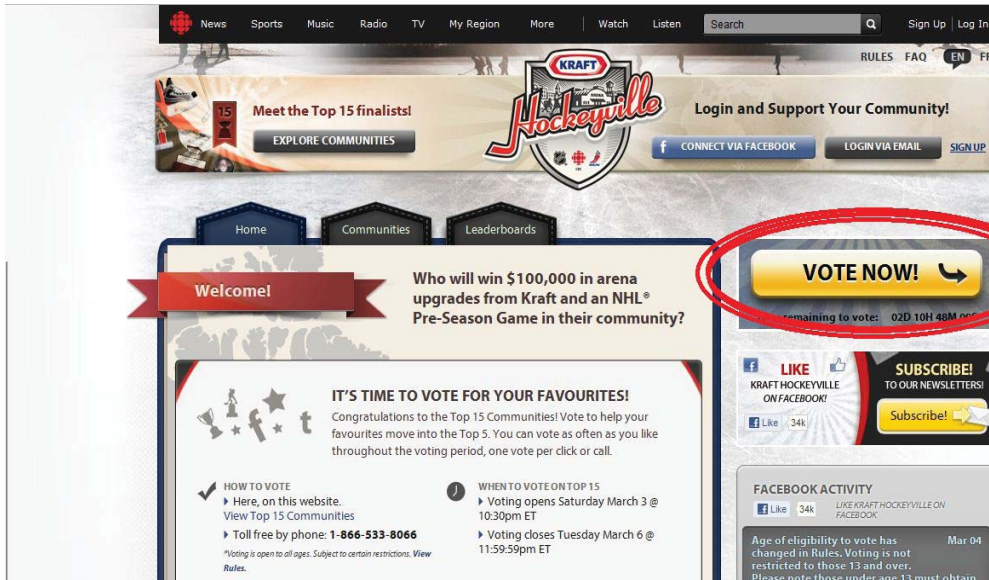




Kraft: The Grass Roots Reinvestor

In November 2012, Kraft was the first major 2012-13 NHL season sponsor to go public with the cancellation of its planned NHL 'Hockeyville' campaign and instead divert some of the marketing dollars earmarked for NHL activation to a grassroots initiative called 'Hockey Goes On'. Thus Kraft adopted what could be described as a 'dump and divert' strategy that saw the food and beverage giant refocus away from elite professionals and invest \$1m in a programme backing local minor hockey volunteer programmes across Canada.





Overview > The cancellation of the popular and award-winning 'Hockeyville' programme, which has been running since 2006, was a significant marketing decision. Not least because it is both Kraft Canada's biggest marketing initiative and also the largest activation staged by any single NHL corporate sponsor.

Kraft was clear when it announced its decision to cancel this year's Hockeyville programme, which revolves around a community focused competition to stage an annual NHL exhibition game in a small Canadian town, that it would be repopulated in 2014 as per the company's agreement with the league.

'Hockey Goes On' will see a whopping \$1m investment programme backing local minor hockey volunteer programmes across Canada. The initiative was built on the back of an online survey, commissioned by Kraft, which found that 77% of Canadians felt that local hockey programs wouldn't exist without dedicated volunteers.

The campaign is being promoted through a multiplatform marketing campaign spearheaded by TV ads and revolving around a bespoke website and the brand's Facebook page.

The money will be filtered down through Hockey Canada to the 38 affiliated minor hockey associations. There are five volunteers that will be recognised with \$100,000 and they will award that to their minor hockey association. There will also be 20 secondary volunteer prizes that will also go to minor hockey associations. Furthermore, \$100,000 will also be donated to Hockey Canada through the 'Learn to Skate' program.

The minor associations will be able to use this money to fund ice time, buy equipment and enable those kids not able to afford to play the game to take to the ice.

Between 21 January and 8 March, hockey fans and Kraft consumers are invited to log-on to the brand's Facebook page or go to the website and nominate local hockey volunteers in their community and make their case for those volunteers to win.

The nominations will then be narrowed down by an expert panel and then there will be a Canadian public vote on who wins.

Comment > The objective is to encourage consumers and hockey fans to help the brand celebrate and recognise the best of minor hockey. Furthermore, this move dovetails with the previous programme as the foundation for Hockeyville and the Kraft Celebration Tour is based on a consumer grassroots level and community success.

Which is vital as Kraft's marketing team measures itself against consumer survey generated equity scores that show whether people sees the company as supporting their local communities.

'Hockeyville is important to us from a consumer and community standpoint, and it's also important for our employees, because it keeps them engaged in communities throughout the country. [But] the logistics are such that we ran out of time. The lockout is top of mind right now with everybody. When we actually announced that we're going to take the monies and reinvest them against communities, we knew that news was going to spark immediately.'

Jack Hewitt
VP Marketing
Kraft Canada



Kraft

HOCKEY GOES ON.

KRAFT HOCKEY GOES ON is celebrating and recognizing local hockey volunteers and providing them with a way to give back within their community. Through HOCKEY GOES ON, Kraft will award

\$1 MILLION

to Hockey Canada affiliated minor hockey associations coast to coast.

4,000,000 VOLUNTEERS CONTRIBUTE TO HOCKEY IN CANADA EACH YEAR¹

32,000 REFEREES & OFFICIALS¹

100,000 VOLUNTEER COACHES¹

6,900 ARENAS & ICE PADS¹

Communities can nominate local hockey volunteers starting January to March 2013, with winning communities announced end of March. Visit www.facebook.com/KraftHockeyGoesOn for more information

KRAFT HOCKEY GOES ON PROVIDES A MILLION THANKS

Kraft Facebook.com/KraftHockeyGoesOn

\$500K

TOP 5 COMMUNITIES WILL EACH RECEIVE \$100,000

\$400K

20 COMMUNITIES WILL EACH RECEIVE \$20,000

\$100K

TO HOCKEY CANADA TO SUPPORT LEARN TO SKATE PROGRAMS AT A LOCAL LEVEL

77% OF CANADIANS BELIEVE VOLUNTEERS ARE KEY TO THE SUCCESS OF AMATEUR AND LOCAL HOCKEY.²

SOURCE:
1. Hockey Canada
2. Kraft Hockey Goes On 2012 Survey

But when this long-time top-six NHL/NHL-PA partner cancelled the campaign it certainly brought a sharp focus to how the NHL's sponsorship business would react to the lockout.

It definitely carried a major message to the league, the owners and the players – get a deal done.

Indeed, at the time Kraft Canada Marketing VP Jack Hewitt knew the decision would peak media and marketing interest. While he didn't go in to any details about Kraft's long-standing relationship with the NHL and the NHL Players' Association, he did say the food giant's contracts include clauses that will require the owners and players to give back some money.

Hewitt also noted that broadcaster CBC, which originally came up with the idea for Hockeyville and pitched it to the company, will also take a hit. After all, Kraft is also major sponsor of CBC's flagship show Hockey Night in Canada.

Neither Kraft nor CBC have put a dollar figure on losses related to the lockout. But it'll certainly be interesting to chart the medium and long term affect of the lockout and the switch to 'Hockey Goes On' on Kraft's sponsorship. Particularly when it comes to re-evaluate its NHL deal after 2014. <

> View TVC1 On YouTube

> Campaign Website
www.krafthockeygoeson.ca/en/

...BECAUSE OF YOU.

WE'RE AWARDING \$1 MILLION TO LOCAL MINOR HOCKEY ASSOCIATIONS. IMAGINE HOW MUCH HOCKEY EQUIPMENT, ICE TIME, TOURNAMENTS AND UPGRADES YOUR MINOR HOCKEY ASSOCIATION CAN GET WITH THAT!

WATCH NOW

HOW IT WORKS 187 NOMINATIONS SUBMITTED

- NOMINATIONS**
It's simple. Nominate someone who you feel dedicates their time and effort to ensure hockey goes on within your community. In a minimum of 250 characters and a maximum of 2,000 characters, tell us how this person has made a difference in your hockey community and how they inspire others to give back.

Kraft

HOCKEY GOES ON

...BECAUSE OF YOU.

> Molson: The Alternative Hockey Activator

Back in late 2012 and early 2013, during the dark lockout days, Molson Canadian (the official and exclusive beer brand of the NHL) worked hard to find alternative hockey spaces to shift its attention to and activate around. It looked to other leagues and other tournaments around the world. But this brought its own particular and peculiar marketing challenges. After all, while some of its alternative hockey was fairly local (like the American Hockey League), other action was found in far flung and distant lands - like Russia.



The image shows a mobile application interface for Molson Canadian. At the top, there is a banner featuring a Molson Canadian beer bottle, a glass of beer, and a red alarm clock displaying '4:00 PM'. Below the banner is a form with the text '2 JUST DROP US YOUR MOBILE NUMBER:' followed by a text input field containing '2898280995' and a green 'SUBMIT' button. Below the form is a list of hockey games with the following details:

Date	Game Type	Time (EST)	Checkmark
WED - JANUARY 3	SEMIFINAL GAMES	4:00am EST	<input checked="" type="checkbox"/>
THU - JANUARY 4	RELEGATION GAMES	4:00am EST	<input checked="" type="checkbox"/>
FRI - JANUARY 5	BRONZE	4:00am EST	<input checked="" type="checkbox"/>
SAT - JANUARY 5	GOLD	8:00am EST	<input checked="" type="checkbox"/>

At the bottom of the app interface, there is a link that says 'Visit TSN for the full broadcast schedule of games' with a right-pointing arrow icon. The TSN logo and the text 'Visit MolsonCanadian.ca' are also visible at the bottom right.

Overview > The International Ice Hockey Federation's annual World Junior Hockey Championship kicked off on Boxing Day in Ufa, Russia and hungry hockey fans across Canada were particularly keen to support Team Canada and watch their favourite young players compete.

But the 11 hour time difference meant that broadcast time in Canada was at around 4am - resulting in something of a wake up challenge for deprived Canadian hockey fans in the heart of the winter.

So Molson Canadian decided to help consumers and fans get a dose of hockey amidst the NHL blackout by offering a free wake up call to fans.

The NHL's beer brand teamed up with host broadcaster TSN, which showed the games live and re-broadcast Team Canada games noon and 7.30pm, so the wake up calls themselves were from TSN hosts Jay Onrait and Dan O'Toole before every game.

So Canadians who didn't want to rely on their alarm clocks, simply had to sign up online on the Molson Canadian campaign website, select the games they wanted to be woken for, enter the mobile number they wanted the alert sent to and then fall asleep with the confidence that they'd receive the branded complimentary wake-up call and thus wouldn't miss any action on the ice.

The initiative was developed in tandem with agency Rethink, Canada, with media by MEC and PR from Harbinger.

For TSN, activating around the tournament made sense as it was a major platform for the organisation. After all, it was the first time TSN has acted as host broadcaster for an event in Russia and the network had a crew of 50 in Ufa covering the tournament, plus another 50 working on the broadcasts in Toronto.

For Molson Canadian finding some hockey action to activate around was possibly even more important. Not least because the brewer was discovering that Canadian hockey fans weren't drinking to drown their NHL hockey blackout sorrows.

Indeed, Molson Coors went public about

its frustration with the lockout's affect on sales, saying that while the financial impact of the NHL labour dispute was difficult to tabulate, but admitting that losing its key cold-weather driver of sales had hurt sales.

Molson CEO Peter Swinburn was clear in the media that once the lockout was over Molson Coors would indeed seek financial compensation from the league over the negative impact that a lack of NHL games has had on the hockey league sponsor.

Comment > This campaign was both personal and useful on an individual basis. It also added extra value for fans in desperate need for hockey.

A similar approach has been used by other sponsors backing teams and events played out on the other side of the world in awkward time zones. O2 offered wake up calls and breakfast for England fans during the last Rugby World Cup in New Zealand

Molson is a brand that has a track record of activating through hockey lockouts. For example, during the previous 2004/5 season blackout the beer brand ran 'Bring Hockey Back' TV spots featuring fans pleading for the return of the game and singing along to pop songs such as Culture Club's 'Do you really want to hurt me?' and 'What a feeling'.

Now that the lockout is over, Molson Canadian (the official and exclusive beer brand of the NHL) is back running regular NHL activation such as its 'Pro For A Day' competition which offers fans a chance of a lifetime to experience the NHL hockey players lifestyle.

Simply by registering for the Molson Insider programme online, consumers are in with a chance of a truly unique hockey day.

This prize includes practice, autograph, picture and Q&A sessions with current and former pro players, arena and locker room tours at Toronto's Air Canada Centre or Hockey Canada's WinSport HQ in Calgary, plus a meeting with the team's nutritionists and trainers, an actual game in front of friends and family as well as food and drink. <

'Whether it is about people not actually physically going to the venues and consuming there, consuming in venues around the outlet before that, or indeed having NFL parties at home - all off those occasions have disappeared off the map and you can't replicate them.'

'There will be some redress for us as a result of this. I can't quantify that and I don't know because I don't know the scale and I don't know how long the lockout is going to last.'

**Peter Swinburn
CEO
Molson Coors**



> Campaign Website
<http://wakeup.molsoncanadian.ca/>

DON'T MISS OUR JUNIORS IN ACTION
GET A WAKE UP CALL FROM JAY ONRAIT AND DAN O'TOOLE BEFORE EVERY GAME.
This year, the World Juniors take place in Ufa, Russia. Depending on where you live, your time for games is either 1am - 7am. Don't worry, Molson Canadian is looking out for you with a free wake up call before every game.

1 WHICH GAMES DO YOU WANT A WAKE UP CALL TEXT? **2 JUST DROP US YOUR MOBILE NUMBER: 2898280995** **SUBMIT**

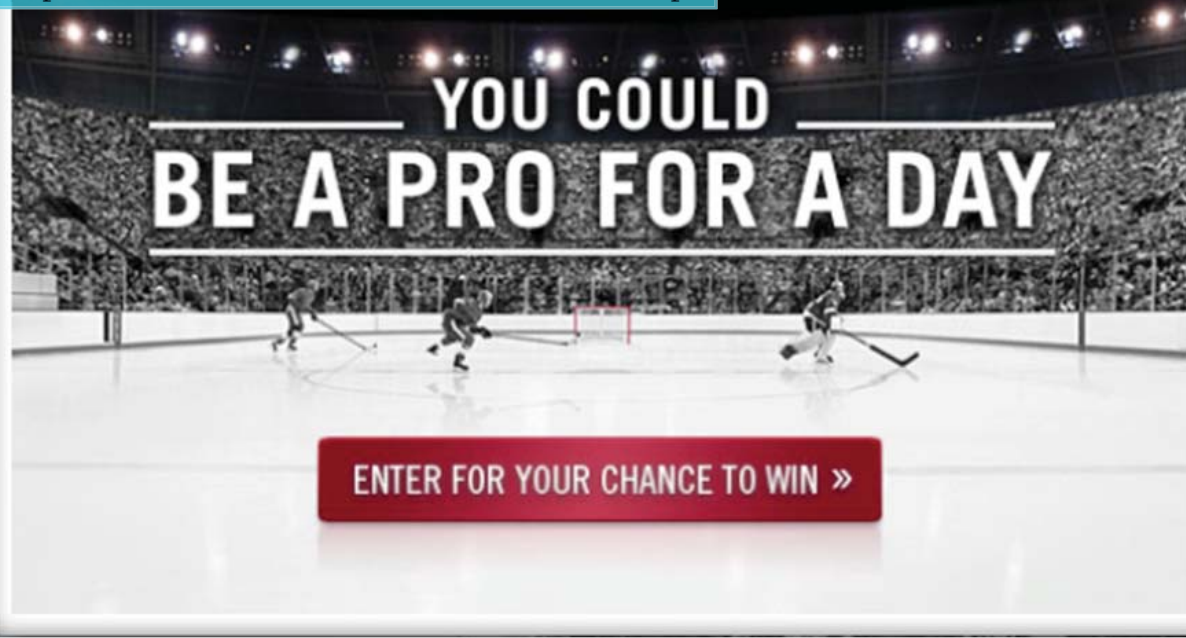
WED - DECEMBER 26 CANADA VS GERMANY 4:00am EST	THUR - JANUARY 3 SEMIFINAL GAMES 4:00am EST
FRI - DECEMBER 26 CANADA VS SLOVAKIA 4:00am EST	FRI - JANUARY 4 RELEGATION GAMES 4:00am EST
SUN - DECEMBER 30 CANADA VS USA 4:00am EST	SAT - JANUARY 5 BRONZE 4:00am EST
MON - DECEMBER 31 CANADA VS RUSSIA 4:00am EST	SAT - JANUARY 5 GOLD 4:00am EST
WED - JANUARY 2 QUARTERFINAL GAMES 4:00am EST	

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TSN Visit MolsonCanada.ca

> Campaign Website

<http://www.molsoncanadian.ca/en/Index.aspx>



Official beer sponsor of the



Alternative Elite Hockey Activation

'We all miss the NHL, but right now we're focusing a lot of our sponsorship attention on other levels of hockey,' said Gavin Thompson, Senior Director Public Affairs at Molson Coors.

Molson Coors ramped up its in-game promotions and arena advertising around the American Hockey League's Toronto Marlies franchise.

The brand also ran contests during Ryerson University men's hockey games that promote responsible drinking - called the Responsible Ram of the Night.

Other Sports Property Activation

'We do have other properties that we're able to leverage during [the NHL lockout] and maybe even give them a bit of extra attention,' explained Thompson.

Molson Coors has also shifted some focus away from the ice, boosting marketing activities around the National Basketball Association's Toronto Raptors and the 100th Grey Cup celebrations.




'We are also very aware that there are a lot of other great ways to connect with our Canadian beer drinkers outside of hockey, such as the Canadian Football League'

**Gavin Thompson, Senior Director Of Public Affairs
Molson Coors**



Nike: The Fan Guerrilla Campaigner

Nike's 'Hockey Is Ours' campaign rolled out in December 2012. While the league itself chose to run a simple, old fashioned NHL apology letter in newspapers across Canada and the US to say sorry and bid for fan loyalty, Nike took an altogether more creatively engaging approach to consolidate its relationship with ice hockey lovers. The campaign was led by Wieden + Kennedy New York's TV ad, and also included traditional and non traditional executions across multiple platforms, to spearhead a campaign that aims to both consolidate loyalty between bereft hockey fans and the Nike brand as well as egging the league and players to put fans first and cut a deal.

LEARNING
TO WALK IS
JUST A
SIDE EFFECT
OF LEARNING
TO SKATE.
#HOCKEYISOURS 



Overview > The underlying narrative focuses on the idea that hockey fans were fed up with the lockout and salary cap dispute and that it is important for all those involved in the dispute to be aware that the sport itself and its fans don't actually need the NHL to survive. After all, the game will be played on rinks and lakes around the world regardless of whether the top league's professionals ever lace up their NGHL skates again.

The creative film shows faces and voices of frustrated fans, amateur players and old pros reclaiming the heart and soul of the sport from the owners and players.

Nike is trying to be the platform that facilitates the fans in their attempt to remind the league, the owners and players who is really in charge of the sport's future.

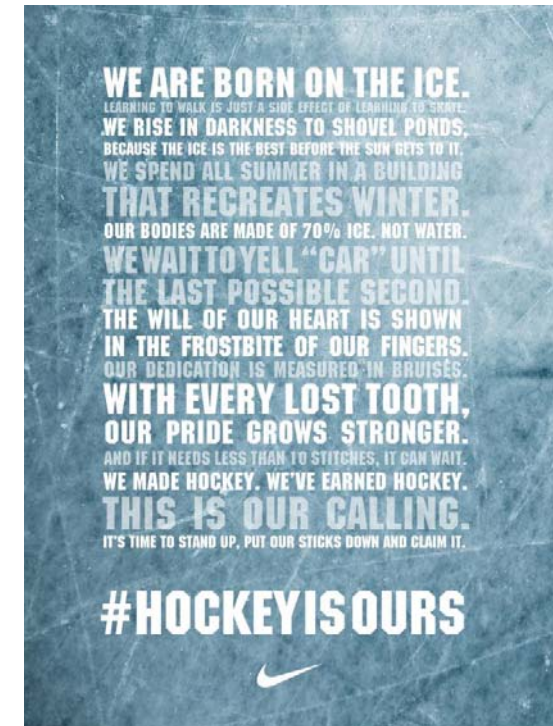
It even references the ultimate threat to North American professional hockey, that of the die-hard elite hockey players going to play in Russia.

Comment > Of course, between the lines most hockey fans understand that Nike has a vested interest in getting the players back on the ice. After all, it has several big money endorsement deals with star players and no hockey action means less player promotion for the Nike brand.

For a brand that is almost as famous for its big name athlete endorsement deals as it is for the actual equipment it makes, Nike's more fan-focused affinity has ramped up in the recent months - not least through its more grass roots and populist 'Find Your Greatness' London 2012 ambush Olympic work.

This initiative sees Nike attempt to leverage the resentment of fans at yet another delayed season. Of course, it's easier for non-sponsors to take sides. This campaign is a plea to both the powers of the NHL to resolve the dispute and an attempt to stir the hockey die-hards.

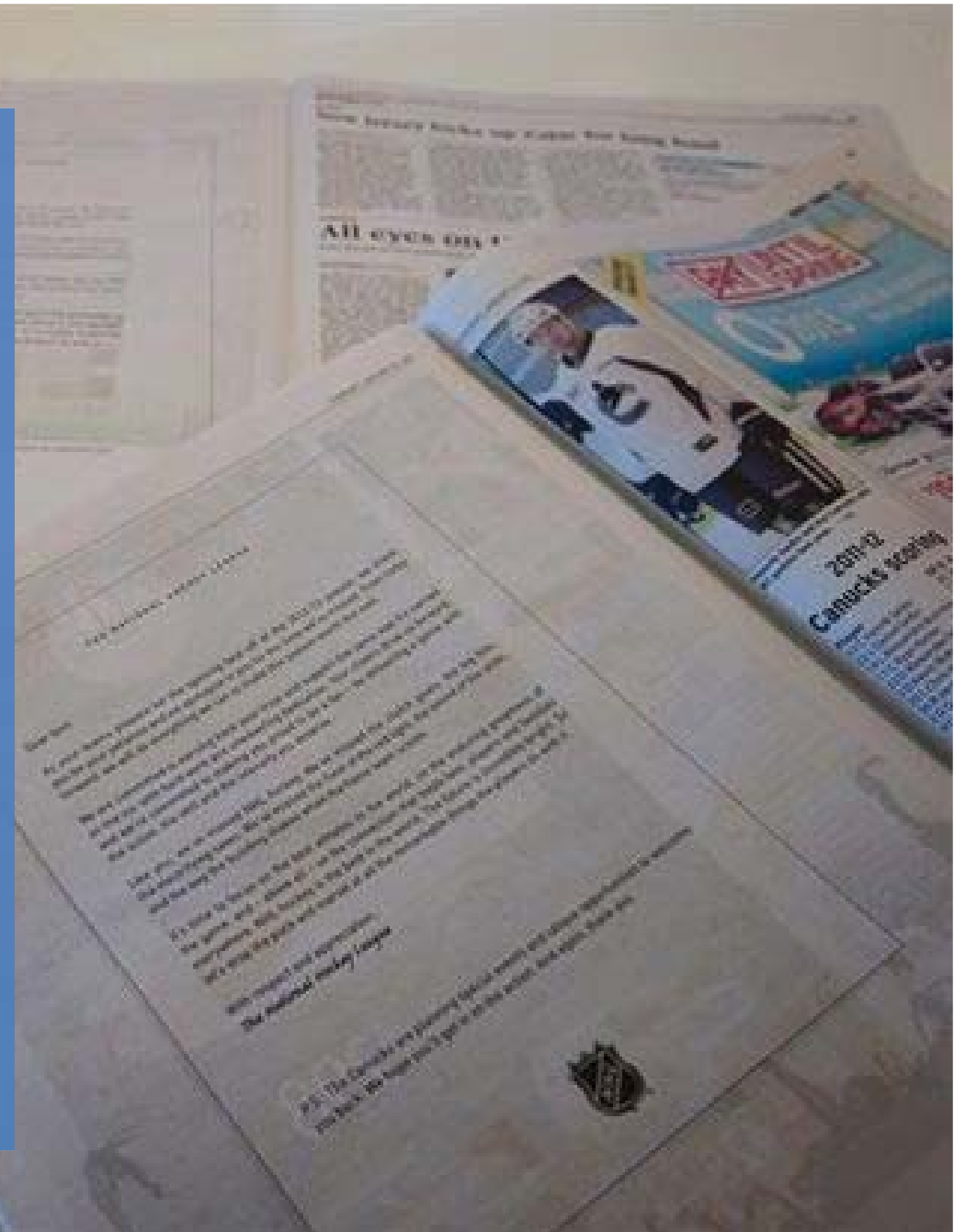
Nike (also with Wieden + Kennedy) also produced a similar campaign during the last 2011 NBA basketball stoppage called 'Basketball Never Stops'. <





NHL: The Old School Apologiser

It may not be cutting edge, original or high-tech, but perhaps the most transparent and honest approach to offering a genuine apology is the old fashioned letter. At least that's what the National Hockey League believes after the NHL takes out newspaper ads to say sorry for the delayed season. After the lockout standoff between league, owners and players finally came to an end and ice hockey returned for the start of a 48-game season (half of a full schedule), the NHL took out full page newspaper ads in 40 of North America's major media and hockey franchise markets to run its 'sorry' letter.



Overview > It appears in at least one paper in each of the NHL's 30 team markets, plus a few of Canada and the USA's biggest national papers.

This simple letter, on a mostly white page, with a silhouette of a crowded arena at the bottom, promises the league will make it up to fans and is signed by commissioner Gary Bettman.

The league then followed the letter up with a more positive approach based around a simple three-word slogan 'Hockey Is Back'.

The NHL rolled out a 'Hockey Is Back' video promoting the return of the elite professional game.

The film was seeded digitally and the objective was to appeal to fans through an emotional connection to the sport in a webfilm that was not too dissimilar from Nike own's 'Hockey Is Ours' webfilm.

This was further supported by the league's heavy use of its official #hockeyisback hashtag, which its official partners, sponsors and broadcast rights holders began using in their own communications too.

Several broadcasters, ranging from NBC to CBC also picked up and used the hashtag on video ontages that aped the same simple, emotive approach.

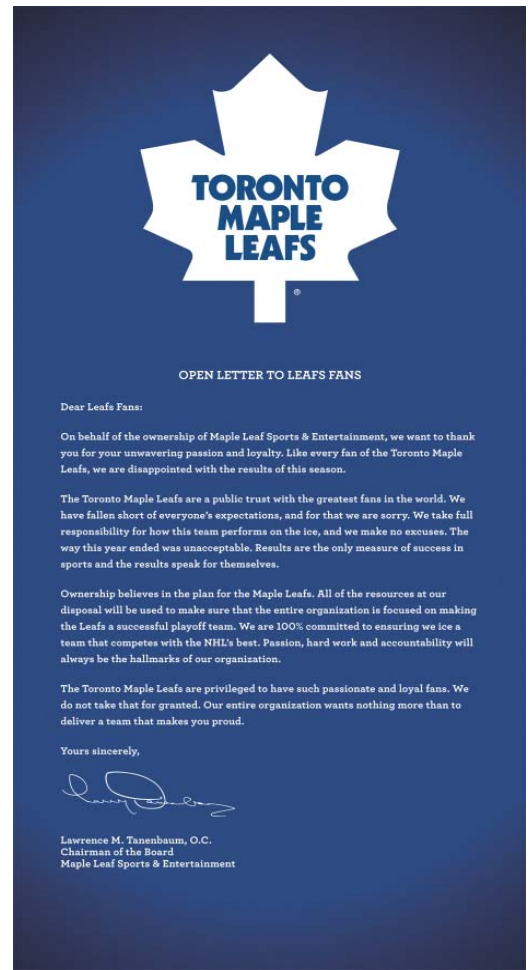
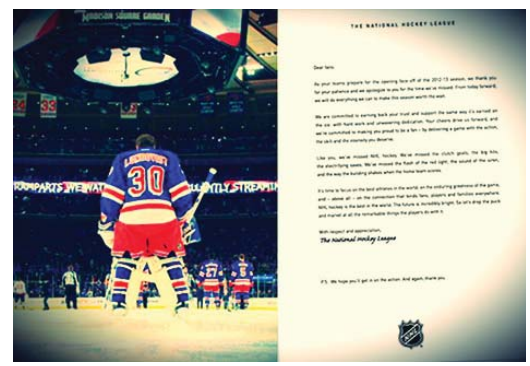
Comment > The early signs are encouraging, but it will be fascinating to see just how loyal the NHL's fans have staid to the league now the season is finally cranking in to gear.

Especially as many fans feel that this was a dispute that could easily have been settled many months ago had both sides been willing to compromise and put the fans first.

The umbrella approach was to keep the communication emotively simple and then hope that fans might put aside what they had recently been through and get lost in a stirring, slightly sentimental video and a celebratory tagline.

The fact that social media is such a powerful platform now and provides hockey brands with tools they didn't have during the last NHL lockout in 2005 means it is supring an old-style letter and print ad was the NHL's preferred medium.

After all, the NHL itself has more than 1.6m



THE NATIONAL HOCKEY LEAGUE

Dear fans:

As your teams prepare for the opening face-off of the 2012-13 season, we thank you for your patience and we apologize to you for the time we've missed. From today forward, we will do everything we can to make this season worth the wait.

We are committed to earning back your trust and support the same way it's earned on the ice: with hard work and unwavering dedication. Your cheers drive us forward, and we're committed to making you proud to be a fan - by delivering a game with the action, the skill and the intensity you deserve.

Like you, we've missed NHL hockey. We've missed the clutch goals, the big hits, the electrifying saves. We've missed the flash of the red light, the sound of the siren, and the way the building shakes when the home team scores.

It's time to focus on the best athletes in the world, on the enduring greatness of the game, and - above all - on the connection that binds fans, players and families everywhere. NHL hockey is the best in the world. The future is incredibly bright. So let's drop the puck and marvel at all the remarkable things the players do with it.

With respect and appreciation,
The National Hockey League

P.S. The teams are planning special events and unique opportunities to welcome you back. We hope you'll get in on the action. And again, thank you.



#hockeyisback

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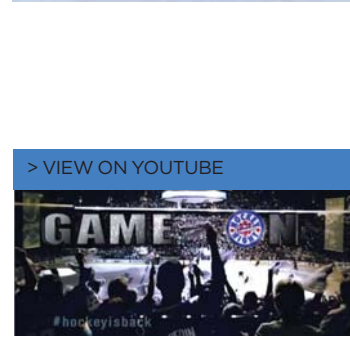
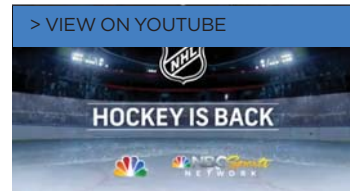
followers on Twitter and more than 2.6 million "likes" on Facebook, plus 191,000 subscribers to its YouTube channel. These offer valuable paths to reconnect with fans on a one-to-one basis, to engage via direct involvement and interaction.

Perhaps the old fashioned, traditional letter is still seen to be the most sincere and transparent medium for an apology. It might be considered to have more gravitas and as more lasting and heartfelt statement than the newer and perhaps more transitory nature of social media and other digital platforms.

Even the Maple Leafs themselves have used the letter to apologise to its fans.

Furthermore, the NHL's wasn't actually the least sincere apology of that sporting week. That came from Lance Armstrong on the entertainment-led, showbiz-style Oprah TV show.

But surely there is something more the league, the teams and the players can give back to the patient, loyal fans to enhance their experience and reward their loyalty than a printed letter? Something that might personally enhance their hockey experience. <





Teams: The Thank You Gesturers

During the lead-in to the NHL's return to the ice on 6 January, most teams launched some form of initiative to restore their own supporters' passion for the game. Club campaigns aimed to re-engage with fans, build excitement, rebuild trust and reward loyalty. Many of them were activated in partnership with team sponsors, as clubs and brands say thank you for fan loyalty. Some of these were fairly vanilla promotions, standard simple giveaways and small gestures such as free food, or free entry. But one of the more imaginative initiatives was the Toronto Maple Leafs 'Frozen Jerseys' city centre stunt.



Overview > Most NHL teams turned to the usual, vanilla (sometimes cheap and cheerful) short-term tactics to woo fans back to the rink: from open practices and goody bags, to half price beer or free popcorn.

The Chicago Blackhawks gave away 1,000 autographed jerseys, the San Jose Sharks offered fans the chance to drop the puck, the Ottawa Senators let kids in for free with each adult ticket and the Colorado Avalanche turned to the classic BOGOF, while the Columbus Blue Jackets axed booking fees and the Calgary Flames' enticed with a minimum \$50,000 winning payout at its 50-50 draw.

But some teams were a little more innovative altogether.

To leverage the excitement of home team fans at the return of the players to the ice after the lockout, the Toronto Maple Leafs not only gave away 1,000 tickets to a home game against Buffalo, but also covered the cost of the public's skate rentals at the Nathan Phillips Square outdoor rink that day.

Perhaps more interesting still was an initiative that saw Maple Leaf Sports and Entertainment scattered Leafs jerseys frozen in blocks of ice around the city.

Carved into the frozen ice below each jersey was the team's tagline: 'The passion that unites us all.'

The creative stunt was carefully timed to maximise the build-up to the team's first post-lockout match.

The Leafs' marketers scattered around 25 new uniforms across the centre of the city after midnight on Thursday 3 January, with NHL hockey finally returning at the weekend.

Indeed, earlier in the day the Maple Leafs announced it would give away 1,000 free tickets to its home opener the following Monday evening. Furthermore, all Leafs season-ticket holders were told that their seats to Monday's game would be complimentary.

Fans were encouraged to take pictures of themselves beside the frozen jerseys and share them with the friends and fellow hockey lov-

ers over their social media networks and mobile phones.

When one fan asked the Leafs, via Twitter, whether he could keep the jersey if he could crack the ice, the team tweeted back "Yup!"

Cue crowds of Leafs fans rushing around Toronto city centre with ice picks and blow torches.

The objective was not just to erect physical symbols in prominent places around Toronto, but also to influence positive consumer conversations online through social sharing.

Another objective was to further encourage mainstream media to build excitement about the shortened season-opener.

Comment > The idea to freeze jerseys in blocks of ice and put them in public places actually first came from the previous season's All-Star Game in Ottawa (Canada).

The organisers individually froze a jersey from each of the 30 NHL teams and lined them along the Rideau Canal.

In what must have been a salute to the team's (some might say 'long suffering' sponsors), the Toronto Star reported that the ice encased jerseys were actually placed outside the offices of Maple Leaf Sports Entertainment official partners and sponsors.

There were a slew of other team season-opener gestures and campaigns. For example, several franchises held open practices the week before the season restarted - thus offering their supporters a free and early taste of hockey before the tournament began.

The Ottawa Senators teamed up with Molson Coors to offer one free 14-ounce Molson Canadian draft beer to each and every adult fan at the Senators' first game of the season. Those under legal drinking age were offered a free cola fountain drink instead.

Of course, while such programmes can be planned in advance, it is hard to judge the consumer mood until the lockout is actually over. Thus timing becomes a key factor in such end of strike engagement campaigns. <





Budweiser: The Perfect Timing Ambusher

Swerving the lockout controversy and then returning with a bang only once the league was fully up-and-running again is the prerogative of the ambusher. Particularly one that has recently lost a legal battle over sponsorship with the NHL and its biggest rival. Budweiser did an intriguing job of this when it used a Super Bowl ad spot to launch its innovative 'Red Light's initiative. Leveraging the emotive power of the goal-scoring moment, this is part marketing campaign, part Budweiser product and part branded-utility. A fascinating example of the much trumpeted future trend 'The Internet Of Things'.



AV Budweiser > The Perfect Timing Ambusher > 'Red Lights'

Overview > A red glow is emitted from windows of homes across Canada, but its 'ice' not 'vice' that's putting on red lights across the country.

Budweiser's 'Red Lights' initiative, sees the beer brand use the Super Bowl as the launch platforms for a marketing programme based around wi-fi enabled replica ice hockey goal lights.

These red lights are iconic to North American ice hockey lovers as they feature behind goals in hockey rinks and they spin and flash (accompanied by a celebratory horn) whenever the home team scores.

The Budweiser campaign, launched with a 60-second TV spot running in Canada during the Super Bowl broadcast and subsequently supported by 30-second cut-downs, offers fans the chance to have a replica light in their own home.

The 'Perfect Timing' commercial was developed by agency Anomaly and features a group of fans anxiously watching the game at home and Budweiser employees packing up the light, driving to the house and installing it just in time for the game-winning goal.

It also introduces a new Budweiser character, Ron Kovacs, a fictional and fanatical hockey fan who is credited with creating the Red Light. Kovacs life story is unveiled via a series of webfilms hosted on Budweiser's Facebook page and told across Twitter at @BudRedLights.

Linked via wi-fi to live hockey games, fans activate the light through a free mobile app (for iPhone and Android), choose their favourite NHL team and the light will sit sleeping in your house and will flash and spin and the horn will sound whenever each individual's favourite team sticks the puck in the net.

The app also delivers a 'five minutes to game time' alert to users.

Technically, since Budweiser is not an official NHL partner, fans actually choose the name of a city rather than an actual franchise name in order to comply with non-sponsor legal technicalities.

The beer brand, which not so long ago lost a legal battle with the league and rival Molson Coors over NHL hockey rights, is selling the lights for \$149 through the campaign's website.

'We're not in this to make money off Red Lights,' said Budweiser marketing director Kyle Norrington. 'We're in the game of elevating the experience for hockey-loving fans across the country. We are not a sponsor of the NHL, but we are a super-fan of hockey and we support hockey at multiple levels.'

The idea is simple - these lights are an iconic part of the emotional goal scoring moment for hockey fans and the brand wanted to attach itself to these crucial moments and leverage the positive feelings they create.

Initially only available in Toronto area, the first round of devices sold out fast and the second round is now rolling out across the country. P that will ship in May, in time for the play-offs in June.

According to Norrington this is just the core launch strand of the initiative and that a broader initiative around goals will evolve in the future.

Comment > As 2013 drew closer most Canadians wondered if there was going to be any hockey at all this season.

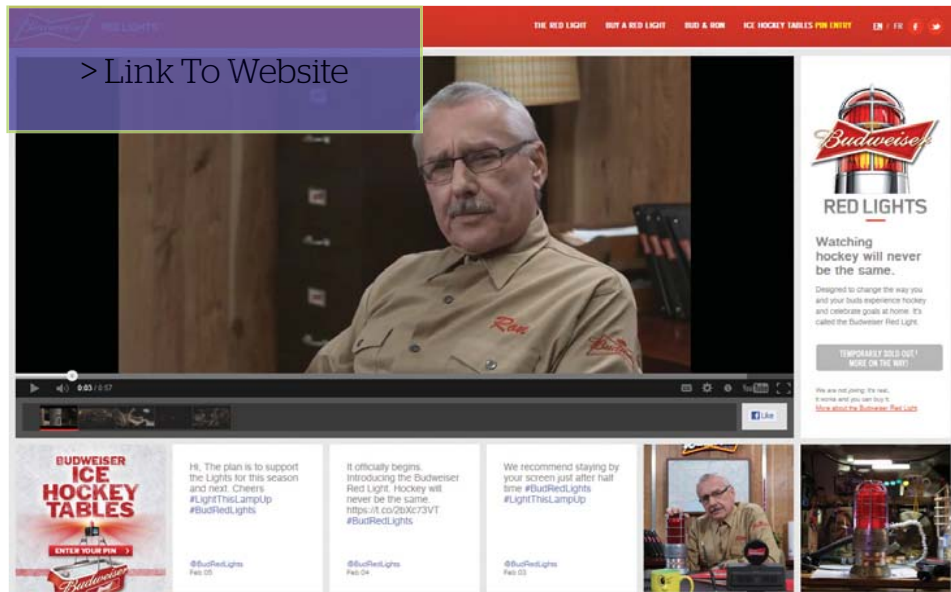
By February, even ambushers with no NHL rights were bringing the game live into their very homes.

A marketing campaign, a Budweiser product, a branded-utility - however the device is labelled, it is a fascinating example of the much trumpeted future trend 'The Internet Of Things'.

This device is powered by Electric Imp - a start-up tech outfit that makes SD-card-like chips that boast both wi-fi and embedded processors. This all-in-one approach fits the very concept of connecting physical things to the internet.

This movement towards connecting objects (rather than people or computers/phones) to the internet could end in a landscape where almost everything is connected to the web and can interact with one another.

This scenario is, of course, a long way off, but small steps towards it are appearing everywhere from the connected fridge and the driverless car, to wi-fi-enabled trainers and mobile controlled home heating. <



LEARNINGS

What can we learn from these campaigns and what can we takeaway for next time?

- > Bauer: Be flexible and adaptable enough to match your work to the evolving story
- > EA: If you simulate your own content then a media partner can magnify your reach
- > Fans: Consumer-created campaigns can't be ignored, fan-work attracts big numbers
- > Kraft: If you axe existing campaigns, then do it early so you properly plan reinvestment
- > Molson: Help solve any consumer challenges that arise from your alternative actions
- > Nike: If you do choose sides in a dispute, then always side with the fans/consumers
- > NHL: Traditional, old-school letter is the honest, transparent option for a simple 'Sorry'
- > Team Re-engagement > Vanilla promotions/giveaways don't cut through the clutter
- > Budweiser: When the controversy's over, leverage/ambush emotional feel good factor



1/6/13

THE DAY HOCKEY CAME BACK.

ACTIVATIVE

The activation of sponsorship rights is now more creatively and strategically complex than ever – but the potential rewards are far greater too. The challenge for sponsorship marketers is to keep up with the most relevant ways of maximising value and to keep ahead of the competition.

Activative provides intelligence and insights services that help our clients – rights owners, brands, agencies and professional services – stay at the forefront of this evolving landscape. We focus on emerging strategies and tactics, original and innovative ideas, future facing media and new technologies across the sponsorship community – from sports, music, arts and culture, to education, ecology, cause and corporate social responsibility.

Our role is to advise, analyse, explore, filter and stimulate marketers across the entire space – from traditional sponsorships, to brand tie-ins, strategic collaborations and commercial partnerships. Activative provides clients and subscribers with trends insights, activation stimulus, creative idea generation, competitor/sector analysis and strategic planning. Through our interactive trends, reports and showcases, publishing, online monitoring source and our research and consultancy we guide sponsorship professionals through this changing space.

The old sponsorship model, based on one directional brand-biased claims, vanilla hospitality, badging brands with logos, eye-ball metrics, cost per thousand, reach and frequency, is being replaced by one based on authenticity, customisation, dialogue, interactivity and permissive engagement. Sponsorship is flourishing in this new communications environment as brands seek symbiotic passionate platforms around which to build consumer conversations.

So Activative looks beyond the sponsorship stalwarts of logo rights, arena billboards, shirt sponsorship, celebrity spokespeople, on-pack ticket promotions and traditional above-the-line advertising, and focuses on original ideas and fresh initiatives that leverage new technologies and trends, including: ambush and guerrilla work, branded content and entertainment, blogs and social media, consumer creation and generation, experiential and interactive, gaming and video, utilities, word of mouth and relationship marketing.

We seek out the unconventional, champion daring ideas and analyse breakthrough thinking. The team is committed to innovative thinking. We are not a mouthpiece for the profession, the rights holders or the sponsors themselves. The real value in our work lies in linking trends and making connections, exploring new ideas and identifying original approaches. We offer independent research and objective analysis and use this to make directional insights and actionable recommendations. <

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ACTIVATIVE