



Benjamin Moore®

Paint like no other.™



Summary

Benjamin Moore makes incredible paints. The problem is, paint has become a commodity. Great for value brands; not great for premium-priced paint brands like Benjamin Moore. People also shop for paint at big-box stores, and Benjamin Moore only sells through independent paint and hardware stores. That's a well-established consumer behavior we had to break.

And we had to get our retailers excited because without their buy-in, Benjamin Moore products don't even make it onto the shelves.

By reworking the strategy on the most unassuming of briefs, we unlocked a massive idea — proving Benjamin Moore was Red Sox Nation's biggest fan.

We turned what was a single page ad in the program into a multimedia campaign promoting a line of paint we conceived for the assignment (with packaging we designed).

And it worked. Retailers got excited. Red Sox Nation got excited.

This is the story of how a strategic pivot flipped the switch.



Background

Benjamin Moore is one of the country's leading manufacturers of premium residential, commercial and industrial paints. They've built their brand on high-quality paint, sold by independent paint and hardware retailers.

This story begins with better understanding of two key audiences:

1. Homeowners



2. Benjamin Moore's Independent Retailers



Homeowners had come to believe paint is paint

Over the past decade, the paint category has gone through a radical transformation. With seemingly endless DIY shows romancing the notion of paint as an easy and inexpensive way to transform a room, big-box retail giants have capitalized, using their distribution and massive media spend to turn their value brands into the go-to choice for paint (as well as all things home).

The result? **Most people have come to believe “paint is paint.”** Just find whatever color you like, at any store, and take it to get color-matched at the nearest big-box store for half the price.

This left Benjamin Moore at loggerheads with the prevailing trends of culture and the category — offering high-quality products at premium prices and sold in stand-alone paint stores.

We needed to get consumers to care enough about a perceived commodity and to willingly seek out our paint at an authorized retailer AND pay a premium.



Benjamin Moore's fortunes rest on their independent retailers

Benjamin Moore takes pride in selling through the independent channel. Doing so, however, complicates things exponentially because many of its retailers own one or two outlets — which means Benjamin Moore needs to sell-in new products and programs one roof at a time across the 5,000 doors where it's sold. **But without broad retailer support, programs and products die on the vine.**

Retailers also demand traffic-driving ideas that generate unique store trips and minimize trading-down. They respond best to price promotions, which we're reluctant to do since these quickly cheapen our premium brand.

***It's essential to create programs retailers want to be a part of** — because if they're excited, they'll stock their shelves and move product. But effective programs where all parties walk away feeling great are exceedingly rare.*



A simple assignment is reframed

Benjamin Moore is sold nationally, with Boston and New York being two critical markets. They have sponsorships in these key markets, including being an official sponsor of the Boston Red Sox.

Historically, this sponsorship was activated by the sales force, who would use tickets to treat retailers to games. The main marketing component was a full-page ad in the game program.

Our brief was clear (but not very exciting) — create the program ad, letting people know Benjamin Moore is an official sponsor of the Red Sox.

We saw a massive opportunity. One that would get Red Sox Nation to care deeply about Benjamin Moore paint and give local retailers a traffic-driving program (that wasn't a price promotion) they'd have a hard time turning down.



Red Sox Nation

Some baseball teams have fans; the Red Sox have the faithful. They're truly fanatical. Passionate. Opinionated. Emotionally vested. They can tell you exactly where they were when they "reversed the curse."

The Sox play at Fenway Park, one of the most historic ballparks with one of the true icons in all of sport, the Green Monster — the intimidating thirty-seven foot, two-inch high left field wall.

Knowing we had access to this remarkable environment, we began to wonder how we could capitalize on this massive passion point. How could Benjamin Moore play a more active and meaningful role in the lives of Sox fans?

It began by reframing the strategy on the brief:

FROM:

Letting fans know Benjamin Moore is a sponsor of the Red Sox

TO:

Showing Benjamin Moore is Red Sox Nation's biggest fan.

**This flipped
a switch.**

Together with our clients, we used it to completely redefine the opportunity and how we activated it.

We began feeding off one another and things quickly snowballed. Especially when we discovered Benjamin Moore paint is used to paint Fenway and everything in it. Including the Green Monster. Turns out, Benjamin Moore had never talked about it before. **Here was a massive, untapped asset at the heart of Sox fanaticism that was unique, ownable and *paint-centric*.**



The Fenway Collection is born

We wanted to make Benjamin Moore the official paint of Red Sox Nation. And we collectively agreed that just letting people know we make the paint was missing the real opportunity. **To show we were Red Sox Nation's biggest fan, we'd have to give fans the opportunity to bring their home field, home. To buy the actual paint and colors that grace Fenway.** For many, this borders on a religious experience.



Our creative team, working in collaboration with our clients, **created a new line of pre-mixed paints that came in collectable cans (which we also designed)**. It was called The Fenway Collection and would be made available only in New England.

New England retailers loved it, since not only were many of them members of Sox Nation, but they knew Sox fans were going to want it.

It was an opportunity to drive new, incremental trips to their stores for a premium-priced product. Additionally, they knew this would halo over their entire Benjamin Moore inventory.

Monster Everywhere

We developed the “Monster Everywhere” campaign to let the world know about the new collection. It was a multimedia campaign that drove to monstereverywhere.com — where visitors could find additional content, post their own Fenway Collection content, and access a store locator to find the paint.

As Red Sox Nation’s biggest fan, we figured it was only appropriate to give fans the stage to talk about what the team and Fenway means to them. The stories they told amazed us. We turned this content into a TV spot and online videos that drove to monstereverywhere.com. The track “Dirty Water,” heard in all these assets, is played at Fenway after every winning home game.

To prove to people in dramatic fashion they truly could take the Monster Everywhere, we took it to the backyard of the Sox’s biggest rival, the New York Yankees. We built a Green Monster *in downtown Manhattan* and cast Lenny Clarke, a well-known Boston comedian who possesses a classic Boston accent, as its voice. He stood behind the wall, heckling New Yorkers in real time. Footage from this event was turned into video content, released online and also drove to monstereverywhere.com. Proving we hit a sports chord, it was included in SportsCenter’s “Weekly Top 10.”

It was important to us and our clients to connect this effort to Benjamin Moore’s desire to be a force for good in the communities where its products are sold. We worked together and **created a promotion where a portion of the proceeds from every can of the collection went to clean up and refurbish Little League fields around Boston using the collection.**



More than an ad campaign

An unexpected but tectonic outcome of this strategy and story is that it impacted the way Benjamin Moore brought products to market.

Marketing and product development collaborated more closely than ever before to make the Fenway Collection a reality.

It's impossible to calculate the positive impact this has made and will continue to make in Benjamin Moore's marketing and product development efforts moving forward.



Results

Retailer sell-in was exceptional.

We drove sales.

Reception from Sox Nation was tremendous.

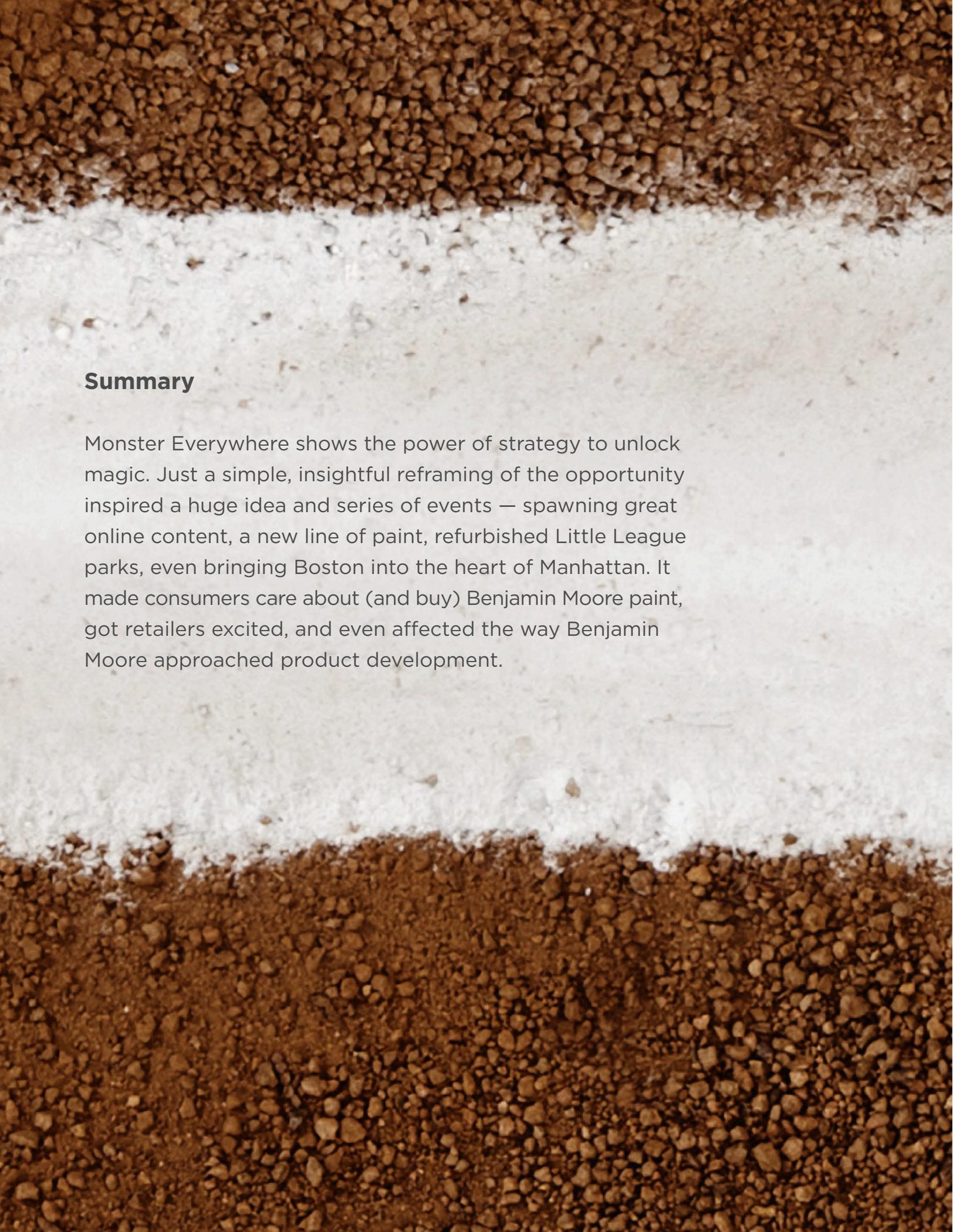
Fans voraciously shared the social content we created.

In addition, the Monster Everywhere site engaged users, demonstrated by an amazingly low bounce rate. And importantly, they came to the site for the paint because the most common action on the site was clicking the “Buy the Paint” tab.

The advertising industry took notice.

Awarded Silver Titanium and Integrated Lion at Cannes.





Summary

Monster Everywhere shows the power of strategy to unlock magic. Just a simple, insightful reframing of the opportunity inspired a huge idea and series of events — spawning great online content, a new line of paint, refurbished Little League parks, even bringing Boston into the heart of Manhattan. It made consumers care about (and buy) Benjamin Moore paint, got retailers excited, and even affected the way Benjamin Moore approached product development.