

NSAC
NATIONAL ^{AAUW} STUDENT
ADVERTISING
COMPETITION

Walmart 



**Case Study &
Policies and
Procedures**

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2013 NSAC Case Study: Glidden

The Challenge

The challenge for the 2013 NSAC is to help build awareness and consideration for the Glidden paint brand within US Walmart stores by developing an integrated and multi-platform marketing effort for three different customer segments. The campaign will run from May 2014 through September 2014 and will be supported by a \$10 million budget. At that level of investment, all components must work together seamlessly and in an efficient manner to influence behaviors and drive point-of-sale results beyond the indicated promotional period. The campaign should address the following:

- **Walmart as a paint retailer.** The first part of the challenge is to build awareness that Walmart sells paint in 3,500 stores across the US. Today, only 66% of do-it-yourself (DIY) consumers are aware that Walmart actually sells paint; home improvement centers are in the low 90% range. How do we close the gap and get consumers to consider Walmart as a viable outlet to buy paint?
- **Hone in on the target market.** An in-depth understanding of the Walmart paint shopper is critical. Page 11 outlines three defined segments that you should be addressing in your campaign.
 - Note that the painting occasion at Walmart is different than those found at home improvement retailers like The Home Depot and Lowe's. The Walmart shopper who considers purchasing paint is more focused on simple, do-it-yourself home décor projects and room makeovers, whereas the home improvement centers cater to a DIY homeowner working on larger projects like renovations and remodeling (see Figure 3). How do you create awareness amongst the target home décor Walmart shopper and drive them to the paint department as a destination?
- **Strategy must be insight-generated.** How did your insights into the home décor Walmart shopper contribute toward the development of a single, strategic marketing idea from which your campaign was constructed? Why do consumers shop Walmart for home décor projects? More importantly, how do we tap into that base to draw more shoppers to the paint desk to pick up a gallon of Glidden paint?
- **Media & creative platform.** What is the tactical approach that will deliver your strategy? A heavier emphasis should be placed on social/PR/digital/promotions and other non-traditional elements versus broadcast media buys. Also, don't forget to consider in-store activities to drive traffic and consideration within the paint department.
- **Be true to the Glidden brand.** As the country's most widely distributed paint brand, Glidden is available virtually everywhere paint is sold. The brand has a distinct voice in that it doesn't necessarily subscribe to traditional marketing conventions found in the category.

How will your messaging and creative within Walmart not only be true to the home décor shopper, but also complement the national Glidden brand building efforts that are in place?

- **Don't get swallowed up in the enormity that is Walmart.** Walmart is a huge entity: 3,500 US stores, 200 million shoppers a week, 1.4 million employees in the US. A \$10 million dollar budget will require an extremely targeted campaign and breakthrough in-store activation to attract the home décor shoppers to the paint department.
- **Measures of success:** The ultimate gauge of success will be increasing paint awareness and consideration within Walmart. Awareness is at 66% today; consideration at 23% (see Figure 6).

About the US Paint and Primer Market

The US represents approximately 25% of the global paint market, but has declined about 30% in both value and volume (see Figure 1) since 2007 as a result of the housing market meltdown and economic recession.

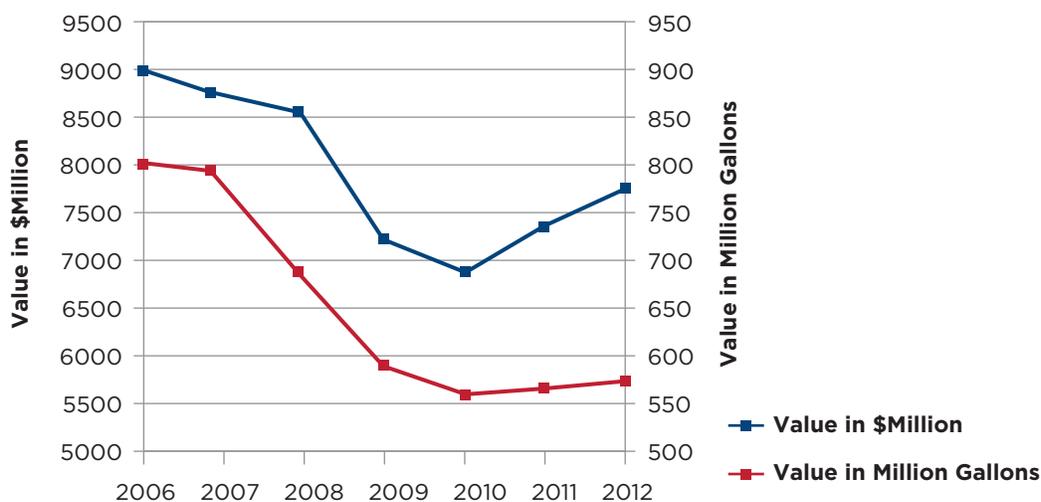


Figure 1: Size of US paint and primer market; source: AkzoNobel internal estimates

Paint sales are categorized by the type of user. DIYers comprise an estimated 45% of all paint sales; the Pro/Trade segment represents 55%. The Pro/Trade segment includes contractors as well as handymen who work primarily in residential homes on repainting projects. The Pro business favors company-owned stores and independent dealers as a destination to purchase their paint, whereas the DIY business favors “big box” home centers. The market composition and shares are depicted in Figures 2 and 3.¹ Additional market data is provided in the appendix.

¹ In some of the marketing data presented in this case, Glidden Paint's parent company, AkzoNobel, is referenced. Within its North American Paints business, AkzoNobel produces a portfolio of well-respected brands, including Glidden®, Glidden Professional™, Dulux®/Bétonel®, CIL®, Sico®, Ralph Lauren® and Devoe® paints; Flood®, Sikkens® and Synteko® wood care products; plus Liquid Nails® adhesives and Mulco® adhesives and caulks.

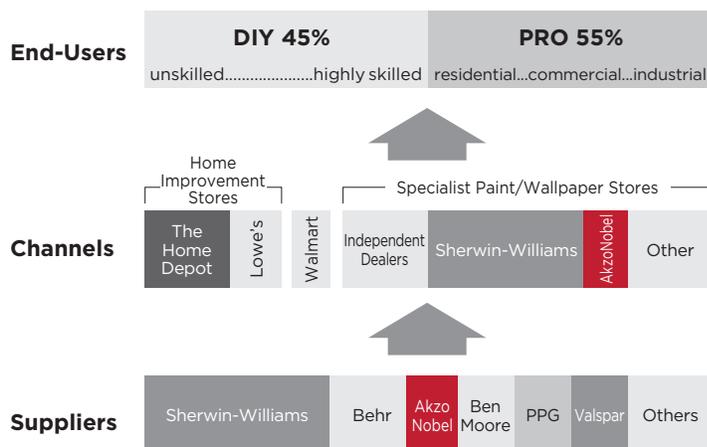


Figure 2: Composition of US paint and primer market; source: AkzoNobel internal estimates

Channels to Market

Traditionally, paint is bought in either hardware/home improvement outlets or in specialty stores that sell primarily paint and wallpaper. Some paint manufacturers have their own retail footprint—often referred to as “company-owned stores” (Sherwin-Williams), while others (Benjamin Moore) focus only on partnerships with regional specialty stores. Glidden plays in each of these distribution outlets as well as in Walmart, which is categorized as a general mass merchant. We offer each type of retailer an exclusive sub-brand; quality levels are comparable:

- Glidden Premium is sold at The Home Depot
- Glidden Spred is sold at specialty and independent stores
- Glidden Professional is sold at a network of 300+ company-owned Glidden Professional Paint Centers
- Glidden Brilliance Collection and Better Homes and Garden by Glidden are sold at Walmart

Because Walmart is not perceived as a destination for large-scale DIY home improvement projects or in-depth paint expertise, the opportunity for Glidden at Walmart is to think of ways to inspire its existing shopper base with décor-oriented painting projects rather than try to lure shoppers away from the other channels. Below is a chart that outlines DIY channel dynamics, shoppers’ needs and where Glidden’s key competitors are playing.

Channel	Mass General Stores	Hardware/Home Improvement Stores	Specialist Paint/Wallpaper Stores
Channel Offering	One stop shopping for everything from apparel to home décor to groceries and beyond	Primarily tools and supplies for home improvement and home décor projects	Wall covering supplies and services like design assistance
Examples			Independent distributors
Consumer Needs	Inspiration to do simple, one-day projects to spruce up their home's décor	Help getting started and project navigation	Personalized guidance from knowledgeable experts
Consumer Benefits	Have the confidence to update the look of your home easily, with high-quality/high-value results	Have the confidence to achieve a look that will last	Have the confidence you are using the right product for your project and to achieve a look that you love and that will last
Glidden Offering			
Competitors			

Figure 3: Where paint is purchased—a channel comparison

Competitive Landscape

From a marketing perspective, many of Glidden’s main competitors focus on color inspiration. In recent years, brands have been trying to carve out a unique niche for themselves through both new product introductions and new advertising campaigns. Here are some highlights from the 2012 paint season:

- **Behr** Behr’s campaign sits in a rational, pragmatic space. For the past few years, Behr has refreshed the same utilitarian campaign showing conventional paint demonstration. The latest work touts a reformulated product, Stain-Blocking Paint & Primer in One.
- **Valspar** The brand has been going through some major changes in the past few years, shifting from a quiet, pastoral feel to one that has more energy. In 2012, Valspar launched the category’s first “Love Your Color Guarantee” which provides a rebate to buy more paint if you don’t like the result.
- **Sherwin-Williams** Not only does Sherwin-Williams compete with other paint brands, but as a paint retailer, Sherwin-Williams also competes with The Home Depot and Lowe’s. As a result, it divides its communications among brand-building (“Animated Chips”), product messaging (HGTV Home, Emerald) and price promotions.

- **Benjamin Moore** Benjamin Moore has many fans in the interior design and architecture communities. In 2012, Benjamin Moore introduced a new advertising campaign called “Transform” which seems to be targeting younger female DIYers and connecting painting with affinity areas such as fashion and make-up.
- **Olympic** In 2011, Olympic launched its paint-and-primer product Olympic One with a dedicated campaign focused on a value message that is a direct threat to Glidden. The Olympic paint brand is manufactured by Pittsburgh Paint & Glass (PPG).
- **Clark+Kensington** Newest to the scene, Clark+Kensington launched very early in the 2012 paint season (March) with a creative approach that related dating/matchmaking to color selection. This brand is an exclusive label to Ace Hardware stores nationwide. Mainly pushed out in the social space due to a limited media budget, the brand also drove trial and awareness of the product through multiple free paint giveaways at Ace Hardware.

DIY Paint Project Cycle

Peak painting season tends to be from May to October and there is a lot of retailer discounting and promotional activity in the run up to holiday weekends like Memorial Day, July 4th, Labor Day and Columbus Day. At a retailer like Walmart, where paint isn’t yet a major driver of foot traffic to the store, there may be opportunity for inspiring painting occasions around its key promotional periods (e.g., Holiday, Back-to-School, etc.)

The average length of time between room updates/refreshes is about 5 years. And it’s no wonder that every “DIY weekend paint project” inevitably takes longer than a weekend. Once inspired to paint, there’s color selection, sheen selection (flat, semi-gloss, etc.), paint purchase and room prep (taping, moving furniture, etc.). And all that happens before even opening the can. After painting walls, and sometimes trim, you have to clean it all up before you can enjoy your transformed room.



Figure 4: DIY paint project cycle

- **Inspiration:** This is the fun part—it’s all about imagining the possibilities. Many DIYers think about the project first, though color also can inspire the desire to do a painting project. Ideas are often sought or stumbled upon in print publications, social platforms like Pinterest and on DIY programs/blogs. Additionally, lifestyle changes and life stage events are major motivators for painting projects, such as moving, having a baby or even just buying new furniture or linens.
- **Consideration:** After deciding on a project, consumers will typically explore online and with color apps. However, the virtual experience can only get them so far as the color representation is not always accurate, so consumers then go to stores (sometimes visiting 2-3 different retailers) to pick up swatches and paint samples to experiment with and help them land on a color. For many people, this is the part where the project can shift from fun to a daunting task as color selection can drag on for months as they weigh the many options and seek validation from family and friends.
- **Buying Paint:** Color choice typically informs brand choice. So, if a person falls in love with a color, that’s often the brand she buys. Unlike most other packaged goods, a shopper cannot pick up a gallon of paint, put it in her cart and go to the register. For paint, the store associate must tint the paint to your desired color. So, after deciding on the color and the finish (flat, semi-gloss, etc.), the associate does the tinting process which takes a few minutes. In specialty stores and hardware stores, this process operates like a well-oiled machine and wait time is only dependent on how many other shoppers are ahead of you. In a store like Walmart, finding a skilled associate may add to the wait time.
 - Also, keep in mind that when a person is buying paint, they’ll also be picking up other necessary accessories if they don’t already have them at home such as rollers, tape, brushes, trays and the like.
- **Painting:** If they haven’t already felt overwhelmed by the painting process by this point, they are very likely now wishing they had hired someone to do it for them. Prepping the room requires removing all the wall décor and light fixtures, covering and moving furniture and patching any holes, cracks or blemishes on the walls. Applying the paint usually requires two coats for best results, but largely depends on whether or not they’ve primed first (or are using a self-priming paint) and on how dark a color they are painting over. Once everything dries, they can start to put the room back together and (hopefully) enjoy their newly transformed space.

About the Glidden Paint Brand

Since its founding by Francis H. Glidden in 1875, Glidden paint has been a mainstay American paint brand with a “do it yourself” legacy. The brand has a history of innovation – introducing the first water-borne interior latex paint in the 1940s, the first environmentally friendly low-odor (“VOC-free”) paint in the 1990s and the first to invent ceiling paint that goes on pink and dries bright white to ensure that you never miss a spot.

As good as things were in the early days for Glidden, marketing and product neglect had eroded the brand's equity and the impact in-market was impossible to ignore. From 2003 to 2008, Glidden market share declined 40% and although the category was softening during that period, other brands capitalized on Glidden's weakened state to steal share by investing in advertising at ten times Glidden's levels. The biggest wakeup call was declining sales at The Home Depot, the number-one paint retailer in the US, which historically represented the lion's share of Glidden's distribution and volume.

Turnaround: 2009

In danger of being delisted by key retailers, the brand launched a reinvention effort. The major hurdle was perception. Not only was Glidden seen as the faded wallflower – a brand that stood for “my grandpa's paint” and an “old-fashioned color palette” – but it was also perceived as being poor quality by both store associates and consumers.

In 2009, we scrapped everything but the name and re-examined all aspects of the brand usage and shopping experience. After giving the product in the can a necessary upgrade, we gave it a sleek, modern packaging design that not only conveyed quality, but also introduced a labelling system that made product selection easier for store associates and consumers.

Since most paint projects begin with color selection, we wanted to make it easy for consumers to choose Glidden. We:

- **Simplified the color center.** The color center was transformed from a kaleidoscope of 1,000 colors into an oasis of color simplicity with 282 of the right colors. We made it more intuitive by grouping colors by family (reds, yellows, etc.) instead of the spectral rainbow offered by the category. And, to make “one-stop shopping” easier, we:
 - Offered ready-mixed testers with a built-in brush in every color** that made sampling more like picking out a nail polish color.
 - Produced free, XXL paint chips with coordinating colors on the back** that made it easy for people to not just pick a color, but also pick accents that went perfectly with their choice.
 - Developed Top 10 brochures** that provide one more step of color confidence by further curating options. We rotated the theme of the Top 10 brochures on a regular basis to add a sense of news and to give us the opportunity to be relevant to the context (connected to season, life-stage milestones, trends, etc.). Examples include: Top 10 accent colors, Top 10 man cave colors, Top 10 kitchen colors and Top 10 baby room colors.
- **Coordinated a mass media push.** All that work would have been for naught if people didn't know about it, so we re-positioned the outdated Glidden brand with its first mass-media campaign in years. The campaign, “You Don't Have To Be A Painter To Love Glidden,” showcased unexpected painters whose lives have been brightened by painting because Glidden made it easy to get started. The tone was witty and fun to provide levity against the stilted nature of the category.

Still being outspent by our competitors, the re-launch campaign was fueled not just by advertising, but by contextually relevant activation:

- **The Glidden National Free Paint Giveaway.** This was an introduction of the brand's belief that everybody should have the opportunity to live in color and was an especially important and meaningful brand gesture at the height of the housing crisis. For one week, consumers were able to get a free quart of paint in any color they desired delivered directly to their doorstep to experience Glidden's new formula first-hand.
- **Paint chip distribution in magazines.** Since our target often gets ideas when flipping through magazines, and we wanted to ensure they fell in love with a Glidden color before going to the store, we created card stock inserts of three actual-size chips.
- **Mini color centers.** Portable color centers moved through high-profile pedestrian locations in New York City. Staffed with brand ambassadors and stocked with Top 10 palettes and XXL paint chips, the color centers were placed close enough to The Home Depot to drive traffic and Glidden brand insistence.

Glidden Today: New Opportunities, New Threats

The effort exceeded re-launch goals within a few months and the marketing effort won the Gold Effie for marketing effectiveness (no pressure!). However, more importantly, the faith of key distributors had been restored. Glidden was back.

- **New opportunities.** Within one year of re-launch we inked a deal in 2010 to be the exclusive paint manufacturing partner of mega-retailer Walmart, ousting incumbent Sherwin-Williams. Glidden was arriving at the nation's number-one retailer just as it was revitalizing its home décor offerings through a partnership with Better Homes & Gardens.
- **New threats.** Since the Glidden re-launch and Walmart partnership, competition has intensified. Nearly every brand added the innovative 2-in-1 (paint + primer) to its portfolio and has since introduced new advertising campaigns (refer to competitive section on page 4). Additionally, many of the exciting and differentiated color selection tools that we introduced have since been copied by competitors—such as reduced color palettes and larger chips. A once-sleepy category is now very active.
- **Ongoing Glidden National Campaign.** Although this case is focused on selling Glidden at Walmart, the brand does benefit from a national advertising program that promotes its attributes.

Glidden Brand Voice

Painting can be a great way to brighten our lives. It lifts our moods. It adds color to the world. Painting brings us together. And starting today, we all can paint. Because Glidden makes it easy to turn inspiration into action. Glidden provides the tools to choose color with confidence and match

trim like a designer. And, Glidden makes sure you have fun every step of the way. Ready to make a change for the better? Glidden Gets You Going®.

In working with the brand assets we’ve provided to bring your ideas to life, please keep in mind the following guidance for every touchpoint of the brand experience:

<p>Glidden strives to be:</p> <ul style="list-style-type: none"> • Easy & uncomplicated • Bold & modern (simple, clean and well organized art direction) • Fresh and unexpected where appropriate • Fun & friendly (the voice of the everyday, non-painter) 	<p>Glidden avoids being:</p> <ul style="list-style-type: none"> • Abstract (consumer shouldn’t have to work hard to understand) • Cliché, generic or expected • Inaccessible (not high-end style yet still an aspiration) • Different for different’s sake
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Additionally, it’s critical to leverage contextual relevance to engage with consumers in surprising, delightful and useful ways. For example, we had a lot of success with a “Top 10 Growing Up Colors” rich media web banner that we ran on parenting websites.

How DIYers Approach the Paint Category

When approaching a paint project, DIYers have different needs, ambitions and comfort levels with the task ahead of them. The x-axis on the below market map identifies the type of project a person may take on—which ranges from the more functional, maintenance type projects where a person is keeping the same color scheme, to the more aesthetically ambitious projects that involve a more dramatic color shift. The y-axis refers to a person’s skill set and comfort level in taking on that type of project—on the top you have those who are confident and at the bottom are those who are open to help in completing the job.

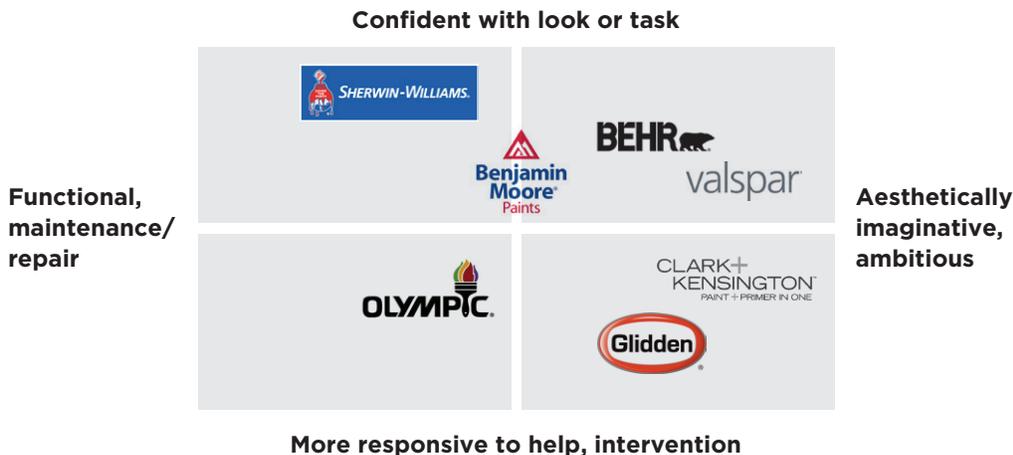


Figure 5: DIY segmentation; how DIYers approach the paint category

The primary Glidden target consumer—and the one that all our marketing continues to be directed toward—is the DIYer located in the lower right quadrant of Figure 5 (above). Competitive paint brands are plotted elsewhere on the grid.

About Walmart

The company was founded in 1962 when Sam Walton opened the first Walmart discount store in Rogers, Arkansas. Saving people money to help them live better was his original mission he envisioned when he opened the doors 50 years ago—and to this day, the purpose remains unchanged.

Over the years, the company grew to 276 stores in 11 states by the end of the 1960s. In 1983, the company opened its first Sam’s Club membership warehouse and in 1988 opened the first supercenter—now the company’s dominant format—featuring a complete grocery in addition to general merchandise. Walmart became an international company in 1991 when it opened its first Sam’s Club near Mexico City.

Today, Walmart is the world’s largest retailer serving 200 million customers per week at more than 10,130 retail units in 27 countries. With fiscal year 2012 sales of approximately \$444 billion, Walmart employs more than 2 million associates worldwide, 1.4 million in the US.

Walmart and its Paint Department

Although two-thirds of DIYers are aware of Walmart as a paint retailer, this awareness has not converted to higher levels of consideration, which impact other downstream elements of the purchase funnel as shown below. This is a stark difference when compared to the home improvement channels like The Home Depot or Lowe’s.

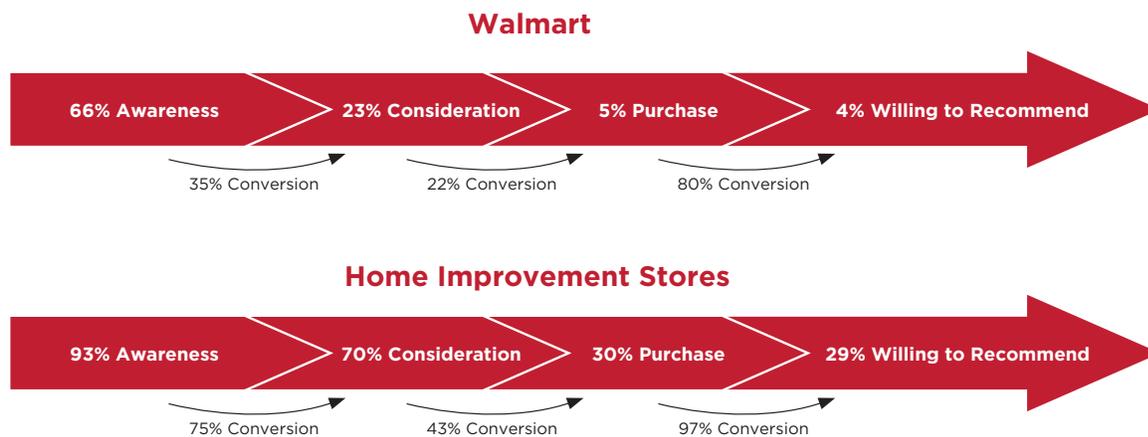


Figure 6: Purchase funnel—Walmart vs home center conversion rates; source: AkzoNobel proprietary research

As Figure 7 illustrates, DIYers appreciate Walmart’s convenience and affordability, but large perceptual gaps in quality, knowledge and service are significant barriers to consideration and purchase. As a result, Walmart has a relatively low market share: 9% for interior and exterior paint.² One key to increasing share with Walmart is to raise awareness and drive consideration.

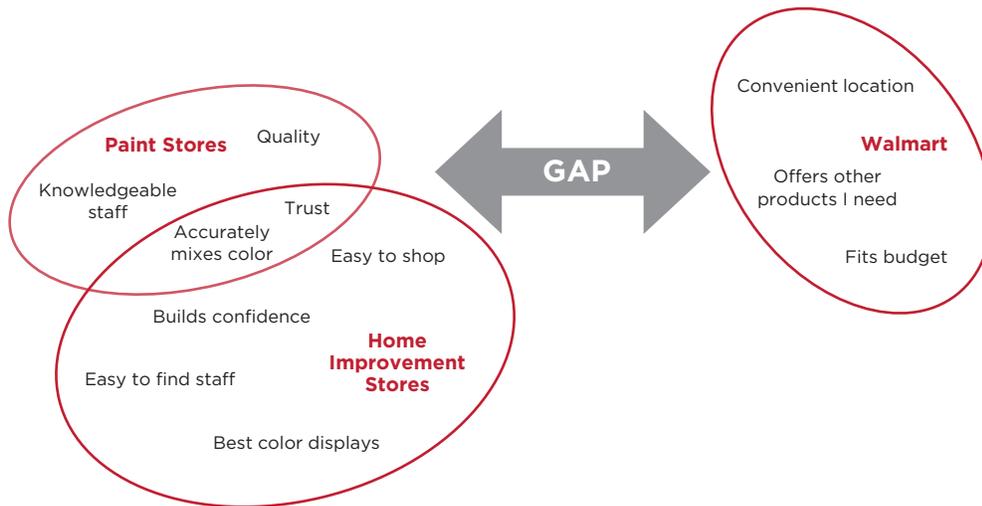


Figure 7: DIYers’ perceptions of paint retailers; source: AkzoNobel proprietary research

Understanding the Walmart Shopper

Despite these challenges, the opportunity at Walmart is substantial given the number of people, including DIYers, that walk through their doors every day. Figure 8 illustrates the three segments identified as our target audience for the paint business within Walmart (shown in circle). As a whole, these three segments need simple solutions to painting and decorating that meet their lifestyle and budget needs—hence the name, Simple Solution DIYers. Each of the three segments are described in more detail below.



Figure 8: Walmart paint department targets—Simple Solution DIYers

² Q1 2012 DIY North America TraqLine Study

³ This represents the total number of Walmart shoppers that enter a store.

⁴ “Hardlines” is defined as Walmart’s hardware, paint and automotive departments within a store.

Segment 1: Renting DIYer Shoppers—Make it My Own

These shoppers are female Millennials who shop the store for many products including home. While they are eager to put their own stamp on their rentals, they are the least experienced in painting and the most budget constrained. Despite their eagerness, their lack of experience means they are less confident, so they often rely on more traditional paint retailers like home centers and paint stores for better service and knowledgeable associates. They need simple projects that are more self service, build their confidence and offer rental friendly solutions.

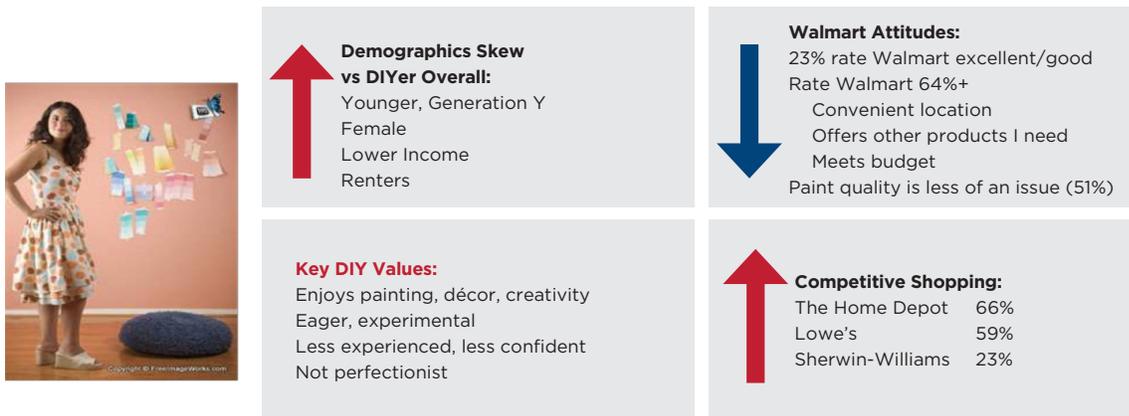


Figure 9a: Profile of a Renting DIYer Shopper. An “up” arrow depicts a characteristic that skews significantly above a typical DIY paint consumer; a “down” arrow represents significantly below a typical DIY paint consumer.

Segment 2: Current Walmart Paint Shoppers—Family Focused

Current Walmart paint shoppers are already loyal, with 72% buying Walmart paint most often, so painting frequency is key to increasing sales. As young families with lower incomes, simple and affordable decorating projects with a family emphasis should be the focus. This would include children’s room redos and one day projects that have a big impact, such as an accent wall or furniture makeovers.

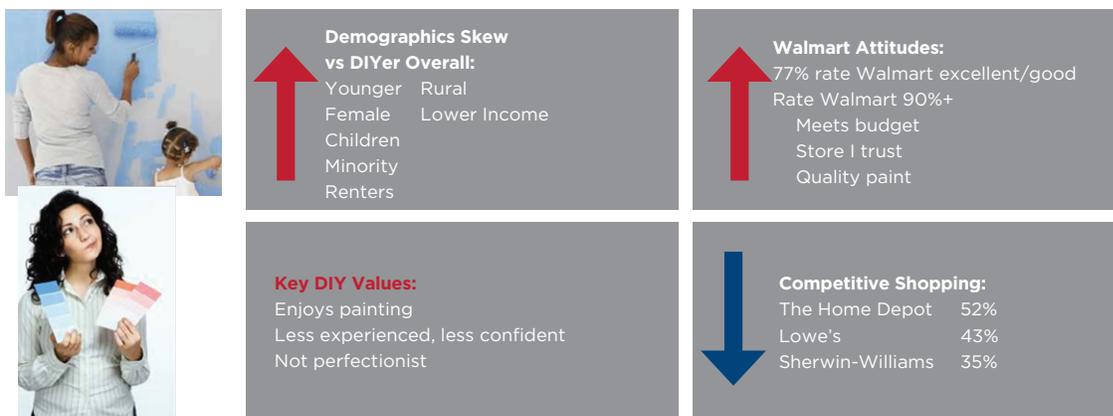


Figure 9b: Profile of a current Walmart Paint Shopper. An “up” arrow depicts a characteristic that skews significantly above a typical DIY paint consumer; a “down” arrow represents significantly below a typical DIY paint consumer.

Segment 3: DIYers Shopping Walmart Home, but not Paint—Routine Maintenance and Décor

These older shoppers appreciate the convenience and value Walmart offers. However, as experienced painters who paint for more functional vs aesthetic reasons, they need to be assured that Walmart offers a national brand with good quality that will last. They have two paths to painting projects; one is maintenance that can be activated with messages around getting it done quicker and clean/refresh payoffs. The second is simple and affordable decorating with Walmart as your one stop for home goods and paint for a quick home refresh.

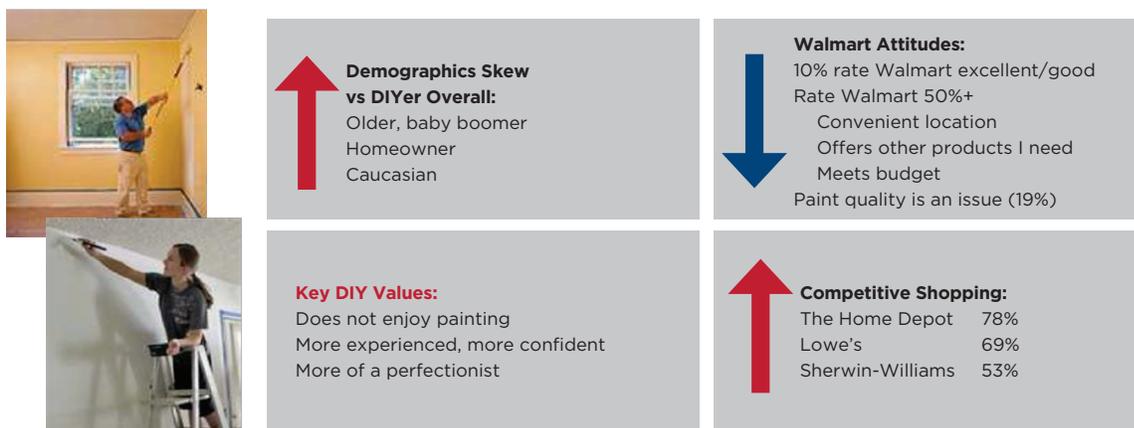


Figure 9c: Profile of a Walmart Home customer that currently doesn't consider buying paint. An “up” arrow depicts a characteristic that skews significantly above a typical DIY paint consumer; a “down” arrow represents significantly below a typical DIY paint consumer.

Walmart Paint Portfolio

Paint brands sold within 3,500 Walmart stores are positioned in a “good, better, best” scenario with Glidden Brilliance Collection as best, Better Homes and Garden by Glidden paint as the mid-tier “better” brand and the proprietary ColorPlace as the private label, opening price point product positioned as the “good” product. This new paint line-up and re-energized paint department at Walmart was launched in 2011.

- The Glidden Brilliance Collection product is a high performing paint and primer-in-one product that tests extremely well for performance attributes against like competition, but retails for nearly half the price as others. The Glidden Brilliance Collection offers products for both interior and exterior use, in over 300 colors as well as a unique ceiling paint that applies pink and dries white. Glidden Brilliance Collection offers the same extra large paint chips with coordinating colors as the Glidden that is sold in other retailers. The key differentiation of this Walmart-exclusive Glidden line is the full range of high quality paint and primer-in-one products. The Glidden Brilliance Collection retails between \$23-\$29 range per gallon, depending on paint sheen (i.e. flat, eggshell, semi-gloss) and store location.
- The Better Homes and Gardens product is an interior paint line that carries the Glidden logo as an endorser. This is done to leverage the strength of two brands: the quality of

Glidden coupled with the well known Better Homes and Gardens brand that focuses on its own color palette. The Better Homes and Gardens color palette offers 180 colors in store as well as an inspirational merchandising unit in some stores. This licensed paint brand is sold only at Walmart; it retails between \$16 and \$19 per gallon.

- As the “good” alternative in the portfolio, ColorPlace represents 60% of Walmart’s paint sales and retails between \$10 and \$13 per gallon. Our goal is to migrate more of these sales toward the Glidden portion of the portfolio, which today represents 40% of Walmart’s paint sales. ColorPlace is available in 882 colors.

For additional market data, see Appendix A.

NSAC Policies & Procedures

Preface

In addition to hands-on advertising experience, the American Advertising Federation's National Student Advertising Competition (NSAC) gives you an opportunity to relate your strong, personal values to your chosen career. When you enter the NSAC, you become part of a select group of faculty and students who are fiercely competitive but aspire to the highest principles of conduct.

Purpose

This competition provides undergraduate advertising students with a realistic problem that can be solved through team effort, knowledge and creativity. It is intended to demonstrate the effectiveness of advertising education. The purpose of these Policies and Procedures is to ensure, to the greatest extent possible, a fair and equal competition experience for all students.

Ethics

Ethics—those high principles—are more than rules. These high principles tell each of us what we should or should not do. For example, the NSAC rules say that all concepts must be the work of students. Although the judges might never know you broke this rule, your own sense of right and wrong tells you that you should not borrow someone else's idea and represent it as your own. It is a matter of personal integrity. The competition relies on participants for a deep commitment to what is right. That commitment to fair play is essential in preparing the campaign and in presenting it, and it is just as important after the scores are tallied and the winners are announced. Adherence to high principles is imperative in the classroom and later in the advertising marketplace. The NSAC puts you in competition with talented students from colleges and universities across the United States. But, just as importantly, the NSAC puts you on your honor.

Suggestions for Writing a Powerful Plans Book

- Be succinct and keep long sentences to a minimum. Advertising/marketing reports are often written in a bulleted format.
- Avoid using a small typeface.
- Avoid anything that makes your plans book difficult to read.
- Avoid repeating major sections of information from the case study and repeating previously stated ideas.
- Remember that strategic thinking is critical. Avoid writing only about tactics, as good tactics flow from strong strategies.

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Important Dates

January 18, 2013	Intent to Participate Form due to AAF headquarters
February 1, 2013	Clarification Questions due
February 15, 2013	Clarification Memo distributed
March 22, 2013	Plans books, Reminder sheets and Student Conduct Forms mailed to AAF headquarters and District Coordinator and uploaded to an AAF electronic platform (plans book only)
April 1, 2013	Names of all students participating, including presenters, submitted online to AAF headquarters only. No exceptions
April 5, 2013	Presenter membership dues paid to AAF, if applicable
April 2013	District competitions held. Must be completed by April 30, 2013
May 13, 2013	Notification of Wild Card team
May 13, 2013	AAF headquarters contacts district winners regarding travel to ADMERICA! 2013 AAF's National Conference
June 3-4, 2012	NSAC Finals in Phoenix, Arizona

Competition Rules, Penalties and Procedures

These rules, penalties and procedures cover the 2013 competition. Any rules, penalties and procedures from previous years do not necessarily apply.

Part 1: Disqualifying Rules

1.01: Students must not receive advice, critiques or additional assistance in the development of the project or the presentation from any professional. All layouts, storyboards, sales promotion pieces, public relations pieces, retail displays, package designs, television commercials, radio commercials, print advertisements and other creative work must be conceptualized, designed and executed by students. Students may use any existing client's creative in the creative part of their presentation. Students may also use any existing professional clip art, music, photos and video in any part of their presentation, including the creative section. Any part of your presentation may be recorded using audio or videotape. You may use any recording and A/V engineering facilities.

1.02: Graduate students or students who already have a four-year college degree in any discipline must not work on this project unless they are enrolled in a class using the project as a class assignment; however, students who have earned a four-year degree of any kind must not be members of your presentation team.

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1.03: At both the district and national competitions, each presentation team must have no more than five undergraduate students who are enrolled in school in spring 2013. Only a member of your student presentation team may speak or operate visual equipment, lights and/or displays during the campaign presentation. Technicians may handle audio boards at district and national competitions. Even if a student does nothing except operate equipment or handle displays, that student **MUST** be counted as one of the five presentation team members. Students who are not on the presentation team may not signal and/or speak individually or as part of a group, such as a school cheer, move around the presentation room, or wear costumes during the presentation or the question and answer session.

1.04: Students must be dues-paid 2012-13 AAF college chapter members by April 5, 2013 to be on a presentation team. AAF student memberships are not transferable or refundable.

1.05: One (1) printed copy of your plans book must be sent to AAF Education Services at AAF headquarters in Washington, D.C. Additionally, you will be instructed to upload a digital copy of your Plans book to an AAF electronic platform; the NSAC Program Manager will notify faculty advisors by Feb. 15, 2013 of the details. Six (6) printed copies must be sent to your District Coordinator. All six printed copies of your plans books must be received via courier and your book must be uploaded by 5 p.m. ET on Friday, March 22, 2013. No exceptions. Hand deliveries will only be accepted from commercial delivery services. All copies (both print and digital) of the plans book must be identical.

1.06: Each university or college entering the competition must have an AAF college chapter. To facilitate the district competitions, teams must declare their participation by submitting the online Intent to Participate Form to AAF headquarters by 5:00 p.m. ET Friday, January 18, 2013. No exceptions. This form is located on the AAF member portal under National Student Advertising Competition (membership.aaf.org). Teams should print a copy of the confirmation page to verify that AAF headquarters received the Intent to Participate Form by the stated deadline.

1.07: If you are the wild card team going to the national competition, you must produce and send two (2) additional plans books to AAF headquarters. These extra books must be received within five business days of having been notified. These copies must be identical to the ones sent to your District Coordinator and to AAF Education Services on March 22, 2013.

1.08: All presenters must use microphones at the national competition. All presenters in districts that require microphones must also use them.

1.09: Teams who advance to the national competition must not make any changes or add to their presentation or collateral materials. One exception to this rule is if your team is presenting a creative concept and you want to customize it to the current panel of judges (i.e. judges' names) but it must **NOT** change the concept itself.

Part 2: Consequences

If the following rules are not adhered to, the consequences are stated; however, no points will be subtracted from your team's score.

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2.01: Your plans book is limited to 20 pages of 8.5x11-inch paper (e.g. 20 pages one side, 10 pages both sides or any mix of no more than 20 sides). All inside pages must be numbered. Your plans book cannot include any additional electronic pages. Consequence: If you include a URL to additional online content outside of the 20-page plan book limit, your District Coordinator will remove that page. If you don't number the pages, your District Coordinator will number them. Any pages beyond the allotted 20 will be removed. The plans book covers can be up to 9x12 inches, but foldout, half sheets or odd-sized covers will be removed.

2.02: Plans book pages must be 8.5x11 inches; foldout, half sheets or odd-size pages are not allowed. No items (e.g., post-it notes, CDs, promotional items, plans book boxes or 3-D item of any kind) may be included in the plans book except the pages themselves. Consequence: Anything other than 8.5x11-inch pages will be removed from the book. Please see the plans book score sheet for suggested content, including an executive summary. The plans book can be prepared and copied by any method. Color may be used with any available process for color reproduction.

2.03: Plans books must have a front and back cover with your college/university's entire, unabbreviated name and the NSAC logo on the front cover. If your college/university has multiple campuses, you must indicate this on the front cover as well. Teams may substitute a college/university logo only if that logo contains the school's entire, unabbreviated name. Consequence: If you do not include your school's complete name, your District Coordinator will write it on the cover of all of your books. If you do not include the NSAC logo, your District Coordinator will write the NSAC logo on the cover of all books. You may put anything you want on the inside and the outside of the front and back covers. Covers do not count as part of the 20-page limit. You may bind your plans book using any method, but if you use a ring binder, please use one that has a spine that is no more than one-inch wide.

2.04: Because each client is a separate competition, do not list in your plans book or mention in your presentation at the district and national levels any of your outstanding graduates or past NSAC accomplishments. Consequence: If included, this section of your plans book will be removed.

2.05: At district and national competitions, each school should provide one copy of a reminder sheet for the judges. This reminder sheet should be flat and one-sided, 8.5x11 inches. The reminder sheet must and will only include the following: name of your school, a photo of your team's presenters (with a caption clearly listing team members' names), and your team's campaign tagline. Your team will mail a copy of the reminder sheet along with the plans books to your District Coordinator and AAF headquarters to be provided to judges at district and national competition. Do not give the judges your reminder sheet before, during or after your presentation. Consequence: Your team will lose the opportunity to remind the judges of your team.

Part 3: Competition Structure

3.01: District competitions vary. Some competitions are held in conjunction with a professional district meeting while others are not. Some districts may only have a few teams and others will have more than 20. Some districts have competitions that last two days. Others are held for only one day. Some district competitions move from city to city around the district and others are always held in the same city. Regardless of how the competitions are held, the same procedures will apply to all competitions.

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Each AAF district holds a competition among the schools in its area, and the judges choose a first-place team to compete in the national finals. Your team must compete at the district level to be eligible for national competition. If a district only has one team that intends to compete at the district level, no district competition will be held, and that team will be eligible for the wild card position. District competitions must be completed by April 30, 2013.

Mega-districts that have 18 or more teams by the Intent to Participate Form deadline will follow either of two options to hold their competition. In option one, schools are evenly divided into two randomly selected sub-districts with two different competitions, including two separate panels of judges. First-place winners from both sub-districts will compete at nationals. In order for second-place winners to qualify for the wildcard position, at least 10 schools must compete in the sub-district.

In option two, mega-districts hold one competition, use one panel of judges and send the first- and second-place winners to compete at nationals. In order for the third-place winner to qualify for the wild card, at least 20 schools must compete in the mega-district.

3.02: At district competitions each team provides its own transportation, food and lodging expenses. Local AAF clubs or federations are encouraged to help.

3.03: In district or sub-district competitions that have 10 or more teams competing, the team placing second will be eligible for a wild card position. In order for your district or sub-district to be eligible for the wild card, at least 10 schools must submit a plans book and make a presentation. Schools that only submit books cannot be counted as having competed. Those second-place teams will have their plans books scored by a set of judges different from their judges at the district competition and different from the judges who will be at the national level. The judges will use the NSAC plans book score sheet to determine the winner. The team receiving the highest score in this wild card judging will advance to the national competition. The NSAC wild card team will be announced by May 13, 2013.

3.04: At district and national competitions, each school must bring a CD or USB drive containing the team's A/V presentation. At district competitions, the District Coordinator will collect the CDs or USB drives. At the national competition, the CD or USB drives will be collected during registration. These items will not be returned.

3.05: For district and national competitions, all NSAC participating team members must sign the Student Conduct Form and send a copy to the District Coordinator and AAF headquarters along with the plans books on March 22, 2013. Student Conduct Forms are available on the AAF member portal under NSAC Resources.

3.06: The national finals will be held June 3-4 as part of ADMERICA! AAF's National Conference in Phoenix, Arizona. Teams must present on the specified competition days.

3.07: If a team wins at district, the AAF distributes funds from the client sponsorship to subsidize round-trip transportation and hotel expenses for the national competition for each student member of the presentation team and only one faculty advisor during the AAF ADMERICA! National Conference dates. The client's sponsorship provides free registration to all conference events for each member of the presentation team plus one advisor. The AAF will contact district winners and the wild card team regarding travel to ADMERICA! AAF's National Conference by May 13, 2013.

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3:08: One faculty person, who will be your advisor of record, must accompany your team to the district and, if you win at district, to the national competition.

3:09: During the preparation of the campaign, if you have questions of any nature about the rules or about the case study, please direct them to AAF Education Services. All questions regarding the case study must be submitted via e-mail to education@aaf.org. Telephone calls will NOT be accepted. Questions regarding Policies and Procedures will be handled directly with the individual school. No school official or any AAF district or local official may make a rule or case study interpretation to apply on the local, district or national level except the District Coordinator at their district competition or the NSAC Program Manager at the national competition.

3:10: Practitioners in advertising, other disciplines in marketing, media, research or some combination will judge district and national competitions. No person whose core occupation is in education will judge. Individuals from the sponsoring company may also judge the district and national competitions. District judges will be chosen, when possible, from outside the district. In no case will a district judge have a tie, past or present, or any relationship that could be construed as a tie with any competing school he or she is judging. No individual will be invited to judge the same district competition two years in succession. Judges are prohibited from evaluating more than one district competition in the same calendar year.

3:11: During the judges' caucus, the panel considers the final plans book and presentation score sheets, reflects on the work of all of the teams to determine first- through fourth-place winners.

Part 4: Competition Eligibility

4.01: Only one team from each school may enter. If your university has two or more campuses, teams from all campuses can compete as long as their campuses have separate student bodies, faculties, geographic locations and separate AAF college chapters.

4.02: Students who are not members of your AAF college chapter but are enrolled in a class within your school using the project as a class assignment may work on the project.

Part 5: Outside Sources

5.01: Students must not contact the sponsoring company, its advertising agency or any companies specifically highlighted by the sponsor.

5.02: You may conduct primary research anywhere you wish. However, you should adhere to your university's guidelines regarding conducting primary research with human subjects. Remember that schools are not allowed to have professionals critique their work. However, contacting media companies and/or agencies for research to understand the audience and/or product is allowed.

5.03: Mechanical reproduction or use of copyrights and trademarks of the AAF, NSAC and the client logos is permissible. The AAF will provide the NSAC and the client's logos. Students and advisors are encouraged to become familiar with copyright laws and avoid any infractions. Citations must be captured in your plans book using either Chicago or APA formats.

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5.04: You may use any music (live, recorded, original songs, jingles, etc.) you wish in any part of your presentation. Costs associated with the use of copyrighted music should be included in your budget.

5.05: If you need sound effects for your presentation or advertising, you may use any prerecorded material.

Part 6: Campaign Presentation

6.01: Presentations at both district and national competitions will be limited to exactly 20 minutes. This 20-minute limit means that your school must not display any of your creative (e.g. t-shirts with your creative theme, door hangers in the hotel, QR codes on bathroom mirrors, etc.) before your presentation. Official time keepers at both district and national competitions will start the timing when music begins, when the first slide (other than a school's logo) appears or when a presenter begins speaking, and will stop you when you reach the 20-minute mark, no matter where you are in your presentation. Additionally, if your team moves from the audience, the back of the stage or up the aisle, your 20-minute time will begin when your team begins moving.

Your first slide must only include your school's name and/or logo and the name of your agency (if you have one). No creative theme should be shown on the first slide, and your boards or any other supplementary materials must be covered or out of sight before your 20-minute presentation begins.

The time keeper is the official keeper of time, and no other record of time will be acknowledged. Team members may request the time keeper to give them a one- or two-minute warning. The time keeper is the only person who may signal the official time remaining during the presentation.

Time lost for medical reasons or during repair of any equipment failure will not be charged against your team. This applies whether it is your equipment or equipment furnished at the district or national competition. Only a member of the presentation team may call a time-out and only for equipment failure or a medical emergency. The limit for timeouts will be 15 minutes, after which time the presentation may be rescheduled as long as it still occurs within the course of the current competition being held.

6.02: Starting this year, the screen and projector equipment provided at the district and national competition will change from the 4:3 to 16:9 format—now a common specification of today's technology requirements. All on-screen content (i.e. PowerPoint, Keynote, videos) should be designed and created with this technological upgrade in mind.

6.03: Your faculty advisor or any student from your team may assist you in setting up before your presentation. At both the district and national competitions, professional suppliers may help set up equipment, but they cannot operate your equipment during your presentation. During a called time-out due to A/V failure, anyone may assist the professional A/V technician if s/he wishes. No one, except for audiovisual technicians, AAF photographer or videographer may enter or leave the presentation room once the actual presentation has begun.

6.04: At district and nationals, all schools will be allowed 30 minutes without the audience's presence to set up for their presentations. If you are the first school in the room on the day of competition, you will be allowed 15 extra minutes. Only students, their relatives and people associated with the schools

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will be allowed in the presentation rooms during set-up. Five to 10 minutes before each presentation, the presentation rooms will be opened for audience members to enter. The time allowed for people to enter depends on the number of schools and the number of people.

6:05: Anyone may observe the presentations at both the district and national levels. However, they should remain silent throughout the presentation. No one, except the audiovisual technicians, AAF photographer or videographer may enter the competition room once the doors have been closed for the presentation to begin.

6:06: No video or audio recording or still photography of presentations will be permitted during the district or national competitions unless AAF headquarters or the client is taping the presentation.

6:07: Prior to your district competition, your campaign presentation may not be made to any group or individual other than your own school's faculty and students. Except for concept testing, no portion of your campaign should be posted on the internet. After your testing is completed, your campaign should be taken off the internet.

6:08: If you win at district, you may make presentations to AAF groups and other organizations. However, before you make any presentation, you should notify AAF Education Services or by e-mail at least 48 hours before the presentation. Please include the date and place of your presentation, the name of the organization to which you are presenting and indicate that you will neither seek nor accept any advice. If you do not win at district, you may make presentations to any organizations.

6:09: Because your materials from district competition are NOT forwarded to the national competition, if you are going to nationals, please remember the following:

- Bring a copy of your presentation on a CD or USB drive.
- You will be prohibited from moving the screen, judges' table and other technical equipment.
- Coaching, advising or feedback from anyone other than students and faculty is strictly prohibited.
- The team must notify AAF Education Services in writing at least 48 hours before making any presentations.
- Using a formula based on the travel costs from the school's location to the national competition, the AAF will assist teams in the cost of air travel for the presentation team and the faculty advisor.
- The team must check in at nationals before the advisor/student orientation meeting. If your team has a co-advisor and that person will be checking in for the advisor, please send that person's name to AAF headquarters.

Part 7: Question and Answer Session

7.01: After your presentation at both district and national competitions, there will be a 10-minute question and answer (Q&A) Session. Official time keepers at both district and national competitions will stop you at the 10-minute mark. During the Q&A, only the presenting team members and the judges may enter the discussion. Only the five presenters may call on other team members to answer

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questions, but only students may answer questions. No one should signal any student or assist in answering questions. At the discretion of your team's faculty advisor and the District Coordinator, anyone connected to the school of the team being questioned and corporate and agency recruiters may sit in on the Q&A but may not participate in any way. All other individuals must leave the room. You may audiotape your Q&A if you so desire. Your Q&A supplements your presentation; therefore, no additional creative or supplementary materials, such as a costume character, can be introduced during this period. See Rule 1.03.

7.02: If you hand anything to the judges during your presentation, you must collect it after your Q&A. If you do not collect your materials, they will be thrown away.

Part 8: Equipment

8.01: At district, you will be provided with the following:

- One front-projection screen (16:9 format)
- Lecterns
- Tables and chairs
- Six easels
- Computer projection equipment and interface cables (16:9 format)

At district competition, students will have to bring their own computer equipment (hardware and software). District will provide one computer projection device that will be Macintosh and IBM compatible given a standard video port. You may use your own projection equipment and interface cables. Students may also bring other equipment, a CD and a DVD player, for example. At some districts, the screen, judges' tables, the stage (if any) and the AV/equipment table may be moved. Your District Coordinator will contact you about the layout of the room; however, all presentation rooms will have the students facing the audience with the judges' backs to the audience. If your team wants an internet connection, you should contact your District Coordinator; however, you will be responsible for all charges. You should use the facilities' internet connection at your own risk.

8.02: At the national competition, you will be provided with the following:

- One front-projection screen (16:9 format)
- Lecterns
- Tables and chairs
- Six easels
- Computer projection equipment and interface cables (16:9 format)
- Five microphones

At the national level, students will have to bring their own computer equipment (hardware and software). The AAF will provide one computer projection device that will be Macintosh and IBM compatible given a standard video port. All teams will be alerted to the model and make of the projector prior to the competition. If a team needs additional equipment to ensure that the projector

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will work with their computer, it is the team's responsibility to provide this equipment. At nationals, the placement of the screen, judges' tables, the stage and the AV/equipment table may not be moved. If your team wants an internet connection, you should contact AAF headquarters; however, you will be responsible for all charges. You should use the facilities' internet connection at your own risk.

Part 9: Scoring

9.01: When considering the areas to develop in your campaign, read the case study and score sheets carefully for specific guidance. The case assignment will be clearly reflected in the score sheets.

9.02: Score sheets for the competition are prepared by the AAF Academic Division in consultation with the client and are distributed by AAF Education Services. You should refer to the score sheets for guidance on how the different parts of your campaign will be weighted.

9.03: At national and district competitions, points awarded each campaign are based on a combination of plans book, presentation and Q&A.

9.04: At district competition, District Coordinators will return a copy of your team's scores and judges' comments to your faculty advisor within one week of the day of presentation. Also, your advisor will be informed of your team's ranking and will also be told the total number of points awarded to the other competing teams. You will receive the print-out of the individual judges' scores for your school, but at Nationals you will not receive the original score sheets.

Part 10: Awards and Compensation Release

10.01: At district competitions, all students will receive certificates for participation and may receive plaques or other prizes (e.g., first- through fourth-place team awards). Students should not expect to receive any "goodies bags" from the clients at district competitions. In some districts, the award ceremony and wrap-up sessions will be separate. The announcement of winners at district will be made in person. The wrap-up session provides the judges with an opportunity to share their general observations about the competition and gives students an educational opportunity. These session(s) should be professional. It is important that the advisors not allow students to act in an unprofessional manner. Schools that do not adhere may be asked not to participate in the NSAC the following year.

10.02: Following the national competition, first-, second-, third- and fourth-place teams are announced. These top four teams will receive awards for their schools. All participating teams will receive a cash award: first-place: \$3,500; second place: \$2,500; third-place: \$2,000 and fourth-place: \$1,000.

10.03: Additional prizes and awards may be given at the discretion of the sponsoring company.

10.04: By entering a district or national competition, all participants, students and advisors agree that all ideas expressed in written or presentation form become the property of the sponsoring company for any use whatsoever, without compensation of any sort to any person.

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Contacting Us

All NSAC related materials are uploaded to the AAF member portal under National Student Advertising (membership.aaf.org). It also announces our most up-to-date deadlines and messages regarding the competition. If you are a current AAF member and do not have a log-in, please send a message to AAF Education Services at education@aaf.org.

AAF Education Services
Attn: NSAC Program Manager
1101 Vermont Avenue NW, Suite 500
Washington, DC 20005

Appendix A: Additional Market Data

Consumer market shares are shown in Figures 10 and 11 below (based on consumer recall). The Home Depot is the leading retailer in the DIY paint market, representing about one third of all sales. The Home Depot's paint brand line-up includes Behr, which they position as their premium offering, and Glidden, positioned as their entry and mid-tier paint. Lowe's lags The Home Depot, but has a strong number two position. Lowe's sells Valspar as their premium paint brand, while Olympic occupies the mid-tier positioning.

Walmart represents just over 5% of DIY paint sales, and share has been declining over time.

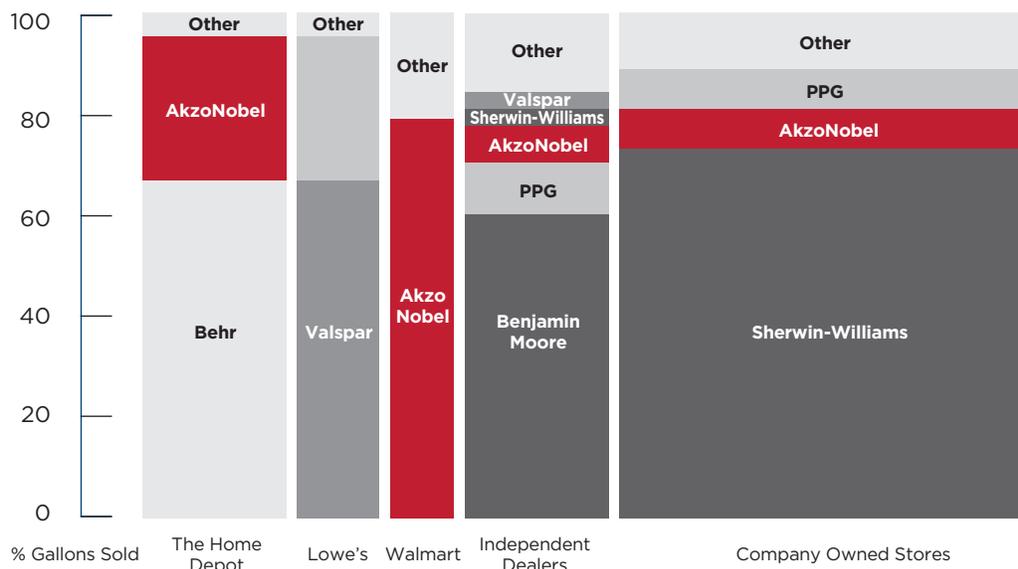
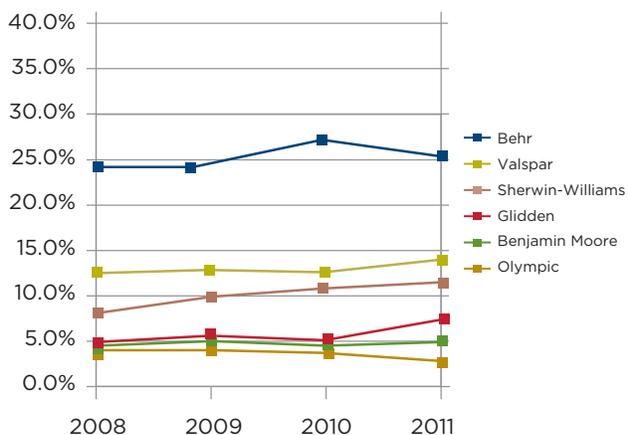


Figure 10: Market share by channel: source: AkzoNobel internal 2011 estimates⁵

DIY Market Dollar Shares by Brand



DIY Market Dollar Shares by Channel

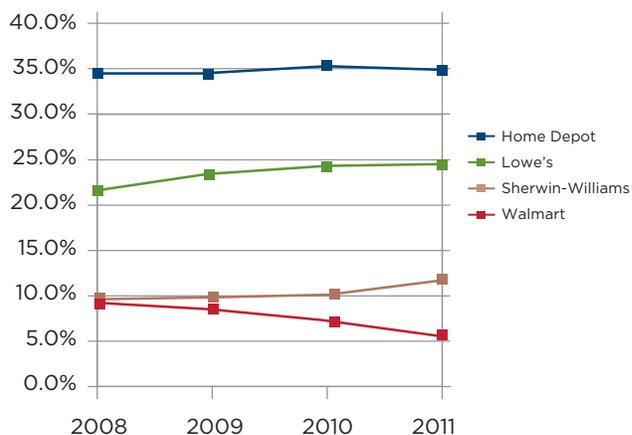


Figure 11: DIY market dollar shares; source: TraQline 2008-2011

⁵ AkzoNobel sells multiple brands into all channels. For this case, it can be assumed that a large portion of gallons sold is the Glidden brand versus any other AkzoNobel paint brand.

Plans Book Score Sheet



School: _____ Judge: _____

Date: _____ Location: _____

Judges: Write your scores in this column.

9-10 = Superior

7-8 = Very Good

5-6 = Satisfactory

3-4 = Unsatisfactory

1-2 = Unacceptable

Judges

Please look for the following achievements. Score each section from 1-10 with 10 being the highest. Write your scores in the right column. Write any comments on the reverse side of this page only. Constructive comments are encouraged; they help the students. PLEASE DO NOT WRITE COMMENTS ON THIS SIDE BECAUSE TEAMS WILL NOT SEE THEM.

Strategy & Integration (25% of plans book score) _____

- Effectively addresses the three Walmart shoppers
- Emphasizes creative ideas and thinking that utilize both traditional and non-traditional (i.e. digital, sponsorship, event, guerilla, mobile) marketing elements.
- Demonstrates an effective and synergistic blending of advertising, digital and non-traditional efforts.
- Suggests how the recommended strategy can extend beyond 2014

Research (20% of plans book score) _____

- Includes both primary and secondary research sources
- Covers the target market (demographic, psychographic, behavioral, etc.), industry specific information, etc
- Is clearly cited and documented throughout the book in either footnotes or an appendix
- The campaign recommendation clearly derives from research insights and the case study challenge

Creative Messaging (20% of plans book score) _____

- Effectively addresses target audience and objectives of the challenge
- Is distinct yet fits within the scope of the Glidden brand and voice
- Is applicable/flexible across multiple media platforms
- Demonstrates a thoughtful process and is substantiated by research
- Innovative, meaning it does not necessarily play by the paint category norms

Media Plan (15% of plans book score) _____

- Effective, efficient, targeted and creative use of budget
- Encompasses consumer touch points across traditional and non-traditional media
- Substantiated by research and applicable to target audience
- Flexible enough to live beyond a five-month effort
- Provides rationale and illustrates use of media choices

Measurement & Evaluation (10% of plans book score) _____

- Makes recommendations to monitor plan performance
- Clearly represents key performance indicators, benchmarks, and additional implications
- Recognizes potential pitfalls in media and marketing and recommends optimizations

Quality of the Plans Book (10% of plans book score) _____

- Professional appearance/ability to serve as a selling tool: logical and clear writing
- Creative in design
- Clarity and quality of communication; readability
- Free of translation, grammatical, spelling, and syntax errors

Plans Book Score Sheet



School: _____ Judge: _____

Date: _____ Location: _____

Comments:

Presentation Score Sheet



School: _____ Judge: _____

Date: _____ Location: _____

Judges: Write your scores in this column.

9-10 = Superior

7-8 = Very Good

5-6 = Satisfactory

3-4 = Unsatisfactory

1-2 = Unacceptable

Judges

Please look for the following achievements. Score each section from 1-10 with 10 being the highest. Write your scores in the right column. Write any comments on the reverse side of this page only. Constructive comments are encouraged; they help the students. PLEASE DO NOT WRITE COMMENTS ON THIS SIDE BECAUSE TEAMS WILL NOT SEE THEM.

Quality of Presentation (25% of presentation score) _____

- Convincing approaches to satisfying the objective
- Professional in appearance and delivery, engaging, and convincing
- Unique, highlighting individual approach to provide distinction from other groups
- Demonstrates understanding of case study, challenge, and plan recommendations
- Ability to think on your feet and effectively answer judges questions
- Follows a logical order

Creative Messaging (25% of presentation score) _____

- Is conceptually strong over a five-month integrated campaign
- Emphasizes use of traditional and non-traditional platforms
- Takes into account current advertising trends
- Is distinctive from key competitors and other agencies (groups) pitching for business

Media Plan (20% of presentation score) _____

- Demonstrates effective and efficient use of budget
- Combines creativity and research
- Applicable to target audience
- Incorporates multiplatform media, both traditional and non-traditional
- Provides rationale and illustrates use of media choices

Strategy & Execution (15% of presentation score) _____

- Demonstrates understanding of the case study and effectively addresses the challenge
- Conceptually strong and flexible over a five-month campaign
- Ability to be effective against the target market(s) and their diverse demographic and psychographic makeup
- Demonstrates integration of sponsorships and strategic alliances

Research (10% of presentation score) _____

- Quality and applicability of research to the challenge and recommended strategies
- Balance of primary and secondary research
- Maintains focus of the target audience and industry
- Clearly supports the plan's positioning statement

Measurement & Evaluation (5% of presentation score) _____

- Effectively demonstrates methods to monitor plan performance
- Clearly represents key performance indicators, benchmarks, and additional implications
- Explains implementation of ongoing measurement

Presentation Score Sheet



School: _____ Judge: _____

Date: _____ Location: _____

Comments: