

## **CASE NINETEEN**

### **Tiger Beer: Crafting a Winning Ad Campaign**

These teaching notes were prepared by Cherie Tan Yi Wen and Lau Geok Theng.

#### **Case Objectives**

- To understand the importance of advertising and marketing communications.
- To explore the concept of marketing communications and advertising to meet marketing objectives.

#### **Case Synopsis**

- Tiger Beer was launched in October 1932. It was Singapore's first locally brewed beer. It is the flagship brand of Asia Pacific Breweries – a joint venture between well-known Dutch brewery Heineken and Singapore's major soft-drink manufacturer Fraser and Neave.
- In 1990, Tiger Beer decided to consolidate its position in the Singapore and Malaysian markets before making a concerted effort to venture overseas. This was a three-phase operation which led to the brand being embraced as the leading imported premium brew from the Far East in the Western market and holding leading positions in the Asia Pacific markets.
- In 2003, Tiger Beer was ranked joint third with Tiger Balm in the Singapore Brand Awards organized by International Enterprises (IE) Singapore. Tiger Beer has also won over 40 international beer awards.

#### **Case Questions and Answers**

##### *Question 1*

*What do you think have been the marketing communications and advertising objectives of Asia Pacific Breweries for Tiger Beer from 1932 to 2008? What should be the appropriate marketing communications and advertising objectives from 2008 onwards? Why?*

- Asia Pacific Breweries aims to communicate the Tiger Beer brand clearly and consistently to the consumers through as many touch points as possible. To do this, they must first increase the consumers' awareness and interest for the brand.

- From Tiger Beer's first launch in 1932, Asia Pacific Breweries main marketing communications and advertising objective was to increase consumer's awareness to the brand. Locally, traditional media like newspaper features and television does this.
- Where beer advertising is restricted, Tiger Beer had to come up with other alternatives to increase their brand awareness. This was done through sponsoring of the Tiger Cup, live telecast of the English Premier League and two top teams' supporters clubhouses in Singapore and other countries. They also formed a football club, Tiger FC, and a platform to recognize emerging artists, filmmakers, designers and the like, called Tiger Translate, in 2005.
- In December 2006, Asia Pacific Breweries unveiled Tiger Live, housed in the entertainment complex of St. James Power Station in Singapore to help audiences understand the origin and legacy of Tiger Beer, such as the brewing process of Tiger Beer and its growth from a local beer to an international icon, to name a few. This is done mainly to increase the interest that consumers have for the brand, and is a shift from the original marketing communications and advertising objective of increasing awareness of the brand to consumers.
- From 2008 onwards, Asia Pacific Breweries should focus their marketing communications and advertising objectives on trial, adoption and repeats. By now, Tiger Beer is already an international icon and consumers are already aware of the brand hence there is a need to change Asia Pacific Breweries' objectives to entice new consumers to try their brand and adopt their brand, to build brand loyalty to Tiger Beer.

### *Question 2*

*Who are the target customers of Tiger Beer? What do they look for in a beer? How would that affect Tiger Beer's advertising messages?*

- The target customers of Tiger Beer are the local beer consumers and the higher end consumers in the international market.
- They look for great taste in a beer. As beer is a social drink, the association of the beer with like-minded social groups such as those interested in soccer or those who view themselves as successful or achievers is also desirable to customers.
- Understanding what the target customers want and look for in a product essentially shapes the advertising message. Taste is an important element in the advertising message by Tiger. Association with successful people and high achievers under the "Winning" theme is also an integral part of the message. By knowing that western glamour appeals to the Asians and Asian mystique

appeals to the Western consumers, Asia Pacific Breweries is able to design their advertising messages in accordance to what appeals to which kind of audience.

### *Question 3*

*What advertising appeals, themes and executive styles have been used in Tiger Beer commercials? Should these be continued in the future? Why?*

- The general underlying theme for Tiger Beer's advertisements have been that Tiger Beer is a beer for Winners. This theme has been used for the past 3 decades and should be continued to ensure consistent brand image.
- Advertising appeals used in Tiger Beer commercials have been mostly ego enhancement due to the underlying Winners message in most of their commercials.
- The executive styles have mostly been fantasy, whereby a guy saves a damsel in distress (in the Spanish bull and skydiving advertisements), or they have imaginary settings like "The Quest", "Reincarnation" and "Unshakable", to name a few. Similarly, these advertising appeals and executive styles should continue in the future as the theme is kept constant so as to project a coherent brand image. The advertising appeals and executive styles should come together to complement each other and the general underlying theme.

### *Question 4*

*What media has Tiger Beer mainly been using for its marketing communications and advertising messages? What are the reasons for its choice of media? What other media, do you think, should be used in future? Why?* Tiger Beer has mainly been using traditional media like newspapers and television.

- Television and newspapers have a large reach and high frequency. Newspapers are also relatively cheap with excellent coverage of the local market. The motion and sound effects from television advertisements can also create dramatic effects and create an impact on consumers.
- In less developed countries, outdoor advertisements with high visibility and low cost are used to create awareness of Tiger Beer.
- In the future, electronic and mobile media can supplement the traditional media in order to reach out to younger and more tech-savvy customers.