Captain Morgan
Advertising campaign

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Executive Summary

This advertising campaign presents a multi-pronged approach with the intention of increasing sales and brand awareness for Captain Morgan. Although this plan specifically focuses on Original Spiced Rum, we anticipate that there will be a spillover effect, increasing sales for other Captain Morgan products as well. While the main tactics have roots in traditional advertising, we have also incorporated some public relations-type of programs, including promotional events and giveaways. When combined with the more traditional tactics of print media and television commercials, this robust advertising campaign will reach our target audience through multiple channels wherever they happen to be.

Situation Analysis

A. Relevant history of the product or brand

Background or history of the brand

In 1944, the Seagram Co. began to produce Captain Morgan rum; now, Captain Morgan rum is produced by Diageo, the former owner of Burger King and Pillsbury and current owner of other spirits, including Baileys, Johnnie Walker and Smirnoff (Admin, 2007; Diageo, 2011). The Captain Morgan brand “takes its name from Captain Henry Morgan, a Welsh-born buccaneer who was appointed Governor of Jamaica in 1680 and was eventually knighted by King James I” (Diageo, 2011). First introduced in 1983, Captain Morgan shipped one million cases of its Original Spiced Rum in just over 10 years.

To make rum, the central stem of sugar cane is sliced into small pieces in sugar mills and crushed between large rollers to extract the sweet juice. Boiling this juice removes the water, leaving behind the sugar for crystallization (Admin, 2007). After separating the crystals, a sweet, black liquid known as molasses remains. This molasses is the raw base material for Captain Morgan rum. After adding yeast and water, the mixture ferments for three weeks and is distilled twice. Caramel is added to enhance color and enrich flavor, then the rum is aged for several years (Admin, 2007). After at least one year of
fermenting, brewers add Caribbean island spices to the rum mixture, giving it a unique taste and special characteristics that make the rum suited for the Captain Morgan brand.

Like other major brands, there are a number of varieties of Captain Morgan rum. These include Original Spiced Rum, Tattoo, 100 Proof Spiced Rum, Lime Bite, Private Stock, Long Island Iced Tea, and Parrot Bay. Original Spiced Rum (70 proof) is a blend of mellow spices enhanced with fruit flavors and a hint of vanilla; Parrot Bay is a white rum that “bring[s] a taste of the tropics to your favorite mixers” (Captain Morgan, 2011). A silver spiced rum, Lime Bite is infused with lime flavoring; Private Stock is a rich, dark and full-bodied rum that blends hints of island spices with a smooth texture, designed only for the Captain and his best mates. Silver Spiced is aged in oak barrels for over a year, with a smooth taste and a well-rounded vanilla character. Tattoo is extra dark rum with fruit flavors described as berry or citrus and competes with Jagermeister for market share; the most recent addition to the brand, 100 Proof is self-explanatory and has the highest alcoholic content. Lastly, Long Island Iced Tea is a mix of rum, vodka, whiskey, gin and triple-sec liqueur available only in the USA (Captain Morgan, 2011).

Past advertising
(See appendix for images)

Over the last 50 years, Captain Morgan advertisements have changed in order to keep up with newer generations. Like Coca-Cola, Captain Morgan needs to monitor the environment; one decade’s popular and attractive advertisement may be offensive or miss the mark for other generations. Originally, Captain Morgan advertisements contained a cartoon version of Captain Morgan. Today, an alcohol advertisement that contains a cartoon image automatically appeals to children and is legally and socially unacceptable. In this ad, the headline is “Captain Morgan Rum” found at the bottom of the page with the label to the left with sub-headlines above and below the headline.
The advertisement from the 1960s contains a large headline that states “Go up to a girl and whisper “Yo-Ho-Ho” and takes up the top half of the page. The image is of a man whispering into the ear of an attractive woman who is holding a bottle of Captain Morgan.

In 1986, Captain Morgan took an alternative route and produced an advertisement not containing any people except for the Captain Morgan image found on the bottle of alcohol. The headline on this ad is “Spiced Rum”.

For their holiday campaign in 2008, Captain Morgan created many advertisements mocking holiday traditions and scenarios. This advertisement depicts a man in an ugly Christmas sweater with the headline “Holiday Miracle or Hammered Hijinks?”

In 2010, Captain Morgan added the “Morganettes” to their advertising campaign. This advertisement shows a beautiful woman wearing very little clothing who is the focus of the advertisement. The headline is still “Captain Morgan” and there are images of the product, but the overall focus is on the woman.

**Patents or technological history**

Captain Morgan’s patents include:

- “Captain Morgan” in 1982
- “Captain Morgan Pirate’s Potion” in 1994
- “Captain Morgan Gold” in 2002
- “Captain Morgan Tattoo” in 2004

**Significant political and legal influences**

Various laws and policies exist to monitor and control the advertising of products that contain alcohol, particularly in order to protect those who are under the legal drinking age. These laws can vary depending on local ordinance and state law, or can be “implemented voluntarily by a business, event or
organization” (University of Minnesota, 2009), so it is essential to examine the laws in each market.

These restrictions can include:

- Banning ads on buses, trains, kiosks, billboards and supermarket carts, as well as in bus shelters, schools and theme parks
- Banning or limiting advertising and sponsorship at community events such as festivals, parties, rodeos, concerts, and sporting events
- Banning advertising in areas surrounding schools, residential areas, faith organizations, etc.
- Restricting or banning TV and/or radio alcohol commercials
- Restricting alcohol advertising in newspapers and/or on the Internet; countering alcohol ads with public service announcements (University of Michigan, 2009)
- Restricting the size and placement of window advertisements in liquor and convenience stores
- Requiring all alcohol ads in the local media to include warnings about the health risks of alcohol consumption
- Setting a maximum for the percentage of total advertising space for alcohol ads
- Reducing number of alcohol billboards in low-income neighborhoods
- Prohibit images and statements that portray or encourage intoxication
- Enforcing existing restrictions on alcohol advertising (University of Minnesota, 2009)

In 2009, Captain Morgan attempted an “ambush marketing” campaign, where they encouraged NFL players to strike a Captain Morgan pose after scoring a touchdown. In return for the touchdown + pose, Captain Morgan volunteered to donate $10,000 to the charity Gridiron Greats. These totals would increase to $25,000 in the playoffs and $100,000 in the Super Bowl. The NFL quickly stepped in
reminding players they are “strictly prohibited under [NFL] policies from wearing, displaying, promoting or otherwise conveying their support of a commercially identified product during a game while they’re on the field” (Leahy, 2009). For this reason, it is imperative that Captain Morgan, and other companies to examine the laws/restrictions for the particular agency with which they are working before beginning a campaign.

**Current problems and opportunities facing the brand**

One current problem facing the Captain Morgan brand is the recent arrest of one of their male promoters. Dressed as the Captain himself, police arrested the promoter for operating a motor vehicle under the influence of alcohol while driving to an event. This resulted in negative public relations for the Captain Morgan brand as well as their distributor, Diageo. Although Diageo already had strict rules about drinking on the job, they have since increased their rules for employees. Under the new rules, Diageo employees cannot drink an alcoholic beverage four hours before a promotion or during a promotion. They also must abstain for two hours after the event is over.

The Captain Morgan brand also has many opportunities available. One such opportunity focuses on on-site promotions at bars in larger markets. These promotions allow non-Captain Morgan drinkers to sample the products while also increasing their fan base and sales. With the nicer weather approaching, they are able to open up their market for promoting in different areas, particularly because there is a noticeable increase in bar attendance during the summer season.

**Major corporate or brand events that are planned**

There are no major corporate or brand events listed on their calendar at this time, but Diageo frequently schedules promotions at local bars in large market areas. A promotion is when 2-4 promoters go to a bar to hand out samples and distribute promotional items like t-shirts, key chains, bottle openers, necklaces and glow sticks. Often, a man dressed in the Captain Morgan costume will come and take pictures with customers.
**Relevant marketing data**

Our market focus is on men ages 21-34. These men are college graduates and belong in a household with an annual income of $60,000-$74,999 a year. They are most likely to be unmarried and work in natural resources, construction and/or maintenance (Fall 2009). More details will follow in the sections about consumer market segmentation.

**B. Product evaluation**

**How does the product compare to the competition?**

Captain Morgan is a brand that likes to combine a night of drinking with responsible ways of getting home. In both print advertisements and television commercials, Captain Morgan uses humor to express the importance of getting home safely. As a result, consumers tend to view Captain Morgan as more fun than other brands. Consumers can also relate better to the brand, as the other brands tend to use advertising that promises drinkers they will go home with the prettiest girl at the bar - who also happens to be out the drinker’s league. Because consumers view Captain Morgan as fun, they are more likely to bring this brand to a party or large social setting. While other brands seem to advertise responsible drinking because they of legal requirements, Captain Morgan recognizes that given the right circumstances, it can be fun to drink - but under no circumstance is it fun to drink and drive.

**What has been added, improved, deleted or dropped in the last few years?**

In December 2009, Captain Morgan introduced a new rum product. Called “Caribbean Rum with Lime and Other Natural Flavors”, Lime Bite was one of the first lime-flavored rums available in the United States. Designed to be eye-catching, the bottle is green and black with a white font. The label on the neck of the bottle has a slice of lime with two swords. The rum itself smells like limes, and the recommended serving suggestions are over ice, with beer or lemon-lime soda. Captain Morgan Lime Bite costs between $16.99-$19.99 for a 1-liter bottle and $23.99-$27.99 for a 1.75-liter bottle. Lime Bite is rated 35 percent alcohol by volume, a standard level for this type of alcohol. Lime Bite is another way for Captain Morgan to target adults in their early-to-mid twenties. (Captain Morgan, 2011).
Also launched in 2009, Captain Morgan Long Island Iced Tea consists of rum, vodka, whisky, gin and triple-sec liquor. This drink is best served over ice and is designed to drink as-is, so partygoers or party hosts do not need to mix it with anything else.

In 2010, Captain Morgan has extended the brand with family-friendly food products. Global Icons and Diageo North America teamed up to present the new line of Captain Morgan sauces, glazes and marinades. There are strong hopes that the new products will be very successful because Captain Morgan is a well-known world brand with a positive image. Since many consumers enjoy a snack while they drink, this seems like a logical next step, especially given the popularity of the Jack Daniels line of similar products. Developing these products should leverage the brand’s flavor and personality in order to attract new consumers while also cementing the brand in the minds of regular consumers.

In September 2010, Diageo launched a new Captain Morgan pack design in travel retail (Pentol, 1). Adopted in over 50 countries that sell Captain Morgan products, the main goal of the “Take your summer spirit with you” campaign was to increase sales in global-travel retail (Pentol, 2). The seasonal campaign incorporated concourse activations, easy serve sampling, promotional recipe cards, strong visuals across advertising, beach bag and other value deals.

The new pack also included a variety of pirate themed elements, including crossed swords, gold coins and a signature from the captain. The image of the captain also received some updating; pre-launch research showed that consumers appreciated the authenticity associated with the new pack (Pentol, 2). The new styling also included helpful information on the back label, including the number of services per bottle and recipes for the brand’s signature “Captain and Cola”.

According to Caroline Lyons, Diego global travel, retail and Middle East Marketing manager, “...the brand carries an exceptionally strong story and a powerful heritage that consumers trust. Our new presentation expresses that heritage while further enhancing Captain Morgan rum’s credentials as an exciting, versatile, and sociable brand that, like its loyal followers, travels well,” (Pentol, 3).
**Are there new uses or new markets for this brand?**

With men and women turning 21 every day, the brand is always expanding their audience; newly legal consumers are always looking to try new brands in different drink combinations. In their print advertisements and television commercials, Captain Morgan should target these now-legal drinkers.

Currently, Captain Morgan is actively promoting the brand on Facebook, Twitter and blogs. The official Captain Morgan Facebook page features photographs of people enjoying a fun night out while drinking Captain Morgan. The Facebook page also includes a hot list, which highlights fan posts and photos, fan recipes, latest promotions, and posts called “What the Captain’s Watching” and “What the Captain’s up to”. In the “Million Poses” section, fans can help the Captain raise money for charity by submitting photos of themselves being “a good first mate” - responsible, helping another and improving the community. Every time a fan submits their photo, Captain Morgan donates a dollar to the First Mate fund. The First Mate fund helps support responsible drinking and related non-profits.

In addition, Facebook and Twitter are interactive mediums. While they allow fans and the brand to interact with each other, they also provide a forum for interaction amongst fans across the world, allowing them to form communities that otherwise might not exist.

**How do consumers perceive the product?**

For consumers, Captain Morgan is a fun brand with a high-perceived value. They drink this in social settings and view it as similar tasting to other brands but more fun to drink with their friends. They like that they can relate to the brand and the realistic messages. Consumers like how clever and humorous the brand is. While other brands promise increased attractiveness by drinking their product, Captain Morgan only promises that consumers will have a fun night out.

**How does the product stack up in terms of value?**

In terms of price, Captain Morgan is a mid-range rum. Because of its reasonable price point, many consumers choose Captain Morgan over other, more expensive brands. The Original Spiced Rum is
not necessarily viewed a “top shelf” rum, but the various brand extensions do allow consumers to choose a higher price point if they need it; in this case, they can choose to buy the Private Stock variety, which is priced slightly higher than the Original Spiced rum.

**What is the distribution for this product?**

The distributor for Captain Morgan is Diageo. Domestically, Captain Morgan is available at bars, online sites such as eBay and Amazon and online sites from beverage distributors. Captain Morgan is also available at beverage distribution centers, some grocery stores and international and wine and spirits stores.

**How do retailers feel about the product?**

Retailers enjoy carrying Captain Morgan. The various sizes and types of rum always seem to sell well. Later sections will discuss this in more detail, but many of the retailers we spoke to said that they have many regulars come in to make Captain Morgan purchases, typically to make rum and Coke drinks. Consumers tend to purchase Captain Morgan when they are having a large party or will be in a large group and want to be social. Retailers also enjoy selling this brand because they have fun with setting up displays and selling merchandise. They also know that this brand will sell so retailers view it is an easy source of income for their stores.

**Evaluate the packaging and labeling**

In sticking with the brand’s overall identity, Captain Morgan has a unique and fun label. The mischievous appeal to this brand is primarily due to the Captain’s portrayal on the label. The label shows the Captain standing in buccaneer pose, with one foot resting on top of the barrel. His sword is on the ground and he has a grin on his face, suggesting that he is up to no good. Updated in 2010, the Captain now has a more rugged and authentic look.
In September 2010, Brandhouse beverages updated the packaging for Captain Morgan Black Label, the imported Jamaican rum, in an effort to bring back the brand’s authenticity, legacy and heritage.

Liam Crause, brand manager for Captain Morgan Black Label, says, “The rebranding is part of a global roll-out plan across the 50 markets where Captain Morgan is sold...The new package design remains tied to the ‘Captain’s personality, which embodies adventure, authenticity, and legendary behavior. While the packaging has changed, the liquid remains the same high quality rum...Our main focus is to elevate the brand to the next phase and solidify the relationship between Captain Morgan and the consumer,” (Brandhouse, 2010).

The new packaging design makes the Captain more dominant than he was before. The new packaging also features useful information for the consumer, including recipes for popular Captain Morgan cocktails. The new design for the packaging is stronger because it features updated typography, stronger visual imagery and more vibrant colors and demonstrates the tradition of the brand while emphasizing the brand personality in an effective manner.

**Do consumers have any problems with the product?**

Consumers do not have a problem with Captain Morgan. They enjoy the brand’s creative safe drinking messages as well as the overall identity of the product. Although it is more of a public relations/image problem for the company itself than for the consumers, we have already discussed the recent arrest of a promoter while on the clock. Potentially, this could cause consumers to view the brand as hypocritical, so Captain Morgan and Diageo must manage this issue carefully before it turns into a problem with consumers.
A. Consumer market segmentation

**Demographic profile**
- Men ages 21-34 who are college educated, never married, work in natural resources, construction and/or maintenance, and have a household income of 60,000-$74,999.
- Men ages 21-34: 115 percent more likely to drink Captain Morgan
- Graduated college: 26 percent more likely to drink Captain Morgan
- Household income of $60,000-$74,999: 38 percent more likely to drink Captain Morgan
- Works in natural resources, construction and/or maintenance: 41 percent more likely to drink Captain Morgan
- Never married: 58 percent more likely to drink Captain Morgan (Fall 2009)

**Psychographic profile**
- These consumers are most interested in sports and video games. They follow these topics through various media outlets such as TV, print and online.
  - Watch Versus: 88 percent more likely to drink Captain Morgan
  - Watch G4: 63 percent more likely to drink Captain Morgan
  - Watch hockey: 158 percent more likely to drink Captain Morgan
  - Watch baseball: 62 percent more likely to drink Captain Morgan
  - Watch college football: 54 percent more likely to drink Captain Morgan
  - Read *Game Informer*: 158 percent more likely to drink Captain Morgan
  - Read *Golf Magazine*: 103 percent more likely to drink Captain Morgan
  - Read *Road and Track*: 109 percent more likely to drink Captain Morgan
  - Visit www.MLB.com: 127 percent more likely to drink Captain Morgan
  - Visit www.CBSSports.com: 124 percent more likely to drink Captain Morgan
  - Visit www.ESPN.com: 115 percent more likely to drink Captain Morgan (Fall 2009)
**Behavior profile**

In order to determine what the behavior profile of Captain Morgan drinkers, we visited a few bars and liquor stores to speak with local bartenders and employees to find out basic demographic information on who was buying Captain Morgan while they were working. The bartenders worked evening shifts while the managers on duty at both Blanchard’s Wines and Spirits and Coolidge Corner worked a combination of day and night shifts. We also visited local beverage distribution businesses in the Coolidge Corner and Jamaica Plain areas to determine buying behaviors of Captain Morgan consumers.

- **Coolidge Corner Wine and Spirits**

  The first beverage center we visited was Coolidge Corner Wine and Spirits located at 1300 Beacon Street in Brookline, Massachusetts. The manager of the store explained that the majority of the consumers were white, educated males in their mid-twenties, who typically came to purchase a bottle in the early evening, after work. She also told us that there was one regular male in his late 50s that came in every week to buy a pint of Captain Morgan Original Spiced Rum. The manager explained that the spiced rum sells extremely well; the other big seller was Bacardi.

- **Blanchard’s Wines and Spirits**

  We visited Blanchard’s Wine and Spirits in Jamaica Plain. The manager said that the typical customers for Captain Morgan were educated males in their 20s. The customers do not necessarily have a particular brand in mind, but often choose Captain Morgan because of the quality and cost of the brand. Customers shopping at Blanchard’s Wines and Spirits typically view Captain Morgan as a fun brand that is good for parties, especially themed pirate parties.

- **Coolidge Corner Clubhouse**
Coolidge Corner Clubhouse is a sports bar in the heart of Coolidge Corner. We spoke to a bartender about the typical buying behaviors of a Captain Morgan drinker. She explained that she worked only on weekends, but that the typical customer buying Captain Morgan was looking for a strong, inexpensive drink. Echoing the other stores, the bartender said that the typical Captain Morgan consumers were educated males in their 20s who had good jobs and lived in the Coolidge Corner area. These Captain Morgan drinkers enjoy watching sports at their neighborhood bar and tend to multi-task, sending text messages and otherwise playing with their cell phones while watching hockey, college football or baseball. Here, most Captain Morgan drinkers stick to simple drinks like rum and Coke. The bartender also mentioned that these customers come to the Clubhouse weekly, usually with a large group of friends.

- Legal Seafood

We visited the location inside the Prudential Center. Here, too, the bartender mentioned that the typical consumer of Captain Morgan was a white, educated male in his early 20s. The bartender explained that many consumers enjoy coming in for a rum and Coke after work, though some enjoy a drink during lunch. The bartender observed that most Captain Morgan drinkers sit by the bar, watching a Bruins, Celtics, Red Sox, Patriots or college football game. Because of the location, many consumers also come in on business, usually for lunch or dinner meetings. Captain Morgan drinkers tend to be energetic and outgoing, talking to other people at the bar.

**Value profile**

Captain Morgan has a reputation for using humor to promote drinking with responsible ways to end the night. Many alcohol companies struggle to balance the modern, in-your-face drink responsibly messages with their dependency on young drinkers to consume large amounts of alcohol in order to make money and achieve brand awareness (Garfield, 1).
In his article, Bob Garfield (2008) discusses the way Captain Morgan’s advertising agency has positioned the brand as the choice of the bold and cheeky. This brand is not reckless and combative, but is simply a slightly smart-assed, sarcastic brand. Captain Morgan has formed the perfect balance in its brand personality, which involves the slogan, “Got a little Captain in you?” Combined with the design of the pirate, the slogan combines creativity and wittiness with responsible drinking.

This is also evident in their advertising campaigns, which show the slogan accompanied by the heroic pirate striking a confident buccaneer pose (Garfield, 2). Recognizing the paradox of promoting drinking but not driving, Captain Morgan’s agency routinely finds creative solutions that encourage consumers to go out and enjoy the evening while also getting a responsible, sober driver to bring them home at the end of the night.

One example of this is a commercial from 2007, which showed two men walking into a pizza parlor after a night of drinking. The order their pizza pie for home delivery, then use the delivery driver as their designated driver. This is a unique way of advertising because the agency is still promoting consumers to drink Captain Morgan, while also encouraging them to make smart choices – without taking away from the fun of a night out. Many consumers feel that these commercials are both realistic and humorous.

Consumers also like that the brand is being honest with them without making false promises, particularly as it pertains to going home with attractive women. In many Captain Morgan commercials, the mischievous males go home alone, with the slogan “Get a little too much Captain in you, and you fail every time” (Garfield, 3). While most alcohol ads center on the same type of bar or party scene, most also claim that (male) drinkers will go home with the most attractive girl available, Captain Morgan’s commercials provide a refreshing, more realistic take on the same situation.
Geographical profile

According to Mediamark Reporter data, these consumers live in the Midwest, medium sized counties, and top media markets.

- Live in the Midwest: 38 percent more likely to drink Captain Morgan
- Live in a county with a population over 40,000: 9 percent more likely to drink Captain Morgan
- Live in a top 10 media market (region where the population can receive the same or similar television and radio station offerings, and may also include other types of media including newspapers and Internet content): 21 percent more likely to drink Captain Morgan (Fall 2009)

A. Competitive analysis

Direct competition

Imported by Diageo, Captain Morgan is the number two rum in the world (Diageo, 2010). Its most direct competitor is Bacardi, the world’s number one rum (Bacardi Limited, 2011). Other rum competitors include Cruzan Black Strap, which took home the “top rum” award at the 2009 New York Spirits Awards (Cohen, 2009). Also competing for shelf space and top-of-mind branding are Admiral Nelson, VooDoo and Sailor Jerry’s Navy (Graham, 2011). These rums all come from different areas of the Caribbean, so they each have their own unique flavor.

The “rum” classification in and of itself is a tricky one, as there are so many varieties and types of the liquor that there are only a few main players in any given classification. In the general “rum” category, Captain Morgan and Bacardi are the two biggest players, and being number two and number one, respectively, they certainly compete against each other. However, the two rums are actually completely different products. As a spiced rum, Captain Morgan is dark in color and gets its flavor from the addition of caramel and other spices; spiced rum also has cooking applications. On the other hand,
Bacardi is a clear or “light” rum. While it is available in fruit flavors, clear rum has little taste besides a general sweetness. While both types of rum are easy to mix in cocktails, clear rums seem to have more in common with vodka than they do with other rums.

Captain’s biggest threats are not necessarily from other rums, but rather other beverages in the larger “spirits” category, including vodkas and whiskeys. According to a 2010 Moodie Report, rum and vodka were the two biggest performers in travel retail. Diageo held nine of the 50 available spots, and the full report suggests that rum will continue to see the same type of growth as it has over the last five years (Ng, 2010; International Wine & Spirit Research, 2010).

Unfortunately, one of Captain Morgan’s biggest threats comes from within - that is, the threat of cannibalization from other Captain Morgan-branded products. In addition to its original spiced rum, the Captain Morgan line includes a range of other rums. The threat here is twofold. First, there is a chance that consumers will try a particular type of Captain Morgan rum and not like it. Instead of turning to another flavor or type within the overall Captain Morgan family, consumers might switch to another rum brand, like Bacardi, completely. The other threat, cannibalization, refers to the fact that the original spiced rum could see its sales number drop as newer rum products and flavors are introduced. While this could potentially work in Captain Morgan’s favor by opening up new or extended markets, new product introductions need careful consideration in order to minimize any harm done to the parent product.

**Strengths or weaknesses of branding**

Like other companies in the alcohol and spirits category, Captain Morgan has branded itself as a fun, unique and entertaining brand. We can infer much of this simply by looking at the label: The Captain is standing in his infamous pose - one foot resting on top of the barrel, his sword and other foot firmly planted on the ground, with a look on his face that says he is simply up to no good. The rum’s tagline is “Calling all captains!”, and in 2009, the company held a pose-off; the person with the “best
pose” would be the ultimate winner, with runners-up all receiving various Captain Morgan-branded prizes.

Also in 2009, the company tried to take its marketing/branding a step further, expanding to the NFL. In this campaign, Captain Morgan encouraged players to strike the Captain’s pose after scoring a touchdown; each pose would result in a donation to a range of charities, including the Gridiron Greats Assistance Fund, which helps retired NFL players. One player’s pose went nearly unnoticed by the general public, but the NFL quickly banned the pose, saying that the campaign is a direct violation of NFL rules and that the company cannot pay the NFL’s players to promote its product on-field (Koopmans, 2009).

As previously mentioned, cannibalization is both a strength and weakness of the branding. It helps the Captain Morgan name by adding to its overall name recognition. However, it can also harm the Captain Morgan brand by negatively affecting sales of the core brand.

**Positioning of the brands**

Based on the International Wine & Spirit Research (2010), rum is most popular amongst “young people”. MRI Reporter data shows men aged 21-34 are clearly the ideal market; they are over 100 percent more likely to drink Captain Morgan’s Spiced Rum specifically. However, women in the same age bracket also enjoy Captain Morgan, as they are 41 percent more likely to drink it (Fall 2009).

Looking at rum in general, men 21-34 were 52 percent more likely to drink, while women were 27 percent more likely to drink rum. Clearly, all of the rum brands have honed in on this key market and excelled at positioning themselves as a drink for young adults (Fall 2009). Although Captain Morgan is number two in terms of sales, the rum brand has obviously done something right; as illustrated by this data, Captain Morgan is the go-to rum beverage for this age group.

Observation alone says that Captain Morgan’s popularity is due to the Captain himself. Legend has it that the Captain was a real pirate. In 1654, Henry Morgan left his Wales home and headed to the
West Indies, where he quickly became Captain Henry Morgan, a legal pirate defending British interests. He earned knighthood soon after, and by 1680, Sir Henry Morgan was the Governor of Jamaica. Although he died in 1688, his legacy went on and he eventually became the figurehead for Captain Morgan rum (Captain Morgan Rum Company, 2011).

While there is no way of knowing how much of the story is fact or fiction, something about the legacy of Captain Morgan resonates with rum’s target market of 18-34 year-old drinkers. Realizing this, the rum company has taken advantage of the mystique and excitement surrounding the Captain, challenging fans to take part in a “pose off” and various other competitions where the winner receives Captain Morgan-branded prizes.

Although Captain Morgan wants its drinkers to have fun, it also wants them to be safe. Out of all of the alcohol companies - including beer, wine and other spirits - Captain Morgan is one of the few who openly promotes safety as much as having fun. In their advertising, most alcohol companies do include safety warnings about drinking and driving, the same way cigarette packs contain warnings about smoking while pregnant. Captain Morgan, however, goes farther, essentially “calling all captains” to have fun with their crew...as long as everyone is responsible. The Captain Morgan website also has a “Responsible Drinking” page, which encourages viewers to drink responsibly. The page also has links to other industry-funded organizations that promote responsible drinking and discourage alcohol abuse and misuse. While other websites have similar “Drink Responsibly” messages, Captain Morgan is the only one whose message runs clear, maintaining the voice and tone of the Captain in its advertising and social media, but taking a serious tone on its corporate website. As much as Diageo and Captain Morgan want consumers to choose their product over the competitor’s product, it becomes a moot point if they ignore the safety of their consumers. By promoting both sides of it, Captain Morgan is positioned as a brand that wants consumers to have fun, but to do it responsibly... that way they can do it all again.
Marketing goals for the brand

A. Marketing objectives – sales, units sold, profit margins
   The total sales for 2010 equaled $21.119 million and that the projected total sales number for 2011 is $22.175 million, which is a 5 percent increase from 2010. The projected marketing budget for 2011 is $2.483 million, or 11.2 percent of total sales for the year. The advertising budget for Captain Morgan should be 9 percent of the total advertising budget for Diageo. The budget breakdown below will go into more detail.

B. Market share objectives
   As stated earlier, Captain Morgan is the number two rum in the world. Its most direct competitor is Bacardi, the world’s number one rum. In order to remain in its current position, Captain Morgan must sustain present customers and attract new customers with aggressive marketing, product samples through bar promotions, sponsored events, and promotional items. Rum is most popular amongst younger people, and they buy products with which they are familiar. If they know Captain Morgan, they will buy it.

C. Marketing strategy used to achieve these objectives
   Captain Morgan needs to remain in the public eye in order to be successful. They should continue their bar promotions in locations frequented by their key demographic (men 21-34). People recognize the captain, and he should continue to be the icon for all advertisements. Advertising in targeted media outlets in print and television (located in the consumer market segmentation section) will attract more consumers in the target demographic. Advertisements with timely topics (holidays, milestones, events) will help keep the product fresh in people’s minds.

   As stated earlier, Captain Morgan actively promotes their brand to consumers on social media sites such as Facebook, Twitter and blogs. Their online presence allows fans to be interactive with the brand
and keep up with the latest promotions. Their current social media campaign is proving to be successful and does not need any changes at this time.

**Budget**

**A. Percent of sales**

In 2009, total sales equaled $20.019 million and $21.119 million for 2010. This represents a 5 percent increase in sales between 2009 and 2010. Based on that, the projected total sales number for 2011 is $22.175 million, a 5 percent increase from the year before. The marketing budget for 2009 was $2.114 million, which is 10.6 percent of total sales.

In 2010, the marketing budget was $2.319 million, 10.9% of total sales. This represents a 0.3 percent increase in the marking budget between 2009 and 2010. Based on this, the projected marketing budget for 2011 is $2.483 million, or 11.2 percent of total sales. This represents a 0.3 percent increase in the marketing budget, in line with the past increases of 2009 and 2010. All of these numbers represent the total advertising budget for Diageo; Captain Morgan is one of many brands under this company. Therefore, the actual budget for Captain Morgan will be a percentage of these totals (Diageo, 2009; Diageo, 2010).

In 2010, Captain Morgan represented 6 percent of the total sales for Diageo; in 2009, the number was 3 percent. Based on this, the advertising budget for only Captain Morgan should be 9 percent of the total advertising budget for Diageo. Because there was a 3 percent increase between 2009 and 2010 and the projection is that the same will occur in 2011. Based on these percentages, our projection is that in 2009, Diageo spent $6.34 million advertising for Captain Morgan and $13.91 million in 2010. Further, we are estimating that in 2011, $22.35 million will go towards Captain Morgan advertising (Diageo 2009; Diageo, 2010).
B. Task – objective
The marketing and advertising budget is for all activities related to the sales and marketing goals of the company. This includes the advertising plan, encompassing television, print, and internet advertisements and promotional activities.

C. Budget of the competition
Captain Morgan’s main competition is Bacardi, which is the world’s number one rum (Bacardi Limited, 2011). Based on the figures from 2007, Bacardi had $5.5 billion in revenue that year. Assuming that the advertising budget is 10 percent of the total revenue, their advertising budget for 2007 would have been around $55 million (Bacardi Limited, 2007). Further, we can assume that the sales revenue rose by 5 percent over the past three years. This would put sales revenue at $5.8 billion, with an advertising budget of $58 million, based on a budget of 10 percent of total revenue. Although their budget is significantly higher than that of Captain Morgan, we based these numbers on the sales revenue of the entirety of Bacardi Limited. However, the budget for Captain Morgan is solely a reflection on the revenue of Captain Morgan. Therefore, it is likely that the advertising budget for Bacardi Rum only, which is Captain Morgan’s main competition, would be far less.

Advertising recommendations

A. Justified by the target market
As noted earlier, the target market for Captain Morgan is 21-34-year-old men who have never been married and have a college education. They enjoy sports and video games. Although the target market for rum is primarily men, it would be wise for Captain Morgan’s advertising to target women in this same age bracket as well. Like the men, these women are also college educated and are likely to work in the same or similar fields. They watch similar television programming - or at least watch the shows together - including major sports games, prime-time situation comedies and award shows. The men and
women in this bracket certainly do not have everything in common, but because they have so many similar interests, it is in Captain Morgan’s best interests to appeal to both groups.

Since both men and women within this group watch a variety of television programming and count themselves as readers of a range of magazines, the best way to reach them is to go where they go. In this case, we are taking a two-pronged approach with television and print advertising. This allows us to get the same or similar messages across in two different forms of media. This will also be a useful approach because it gives us a better chance of reaching the target audience – even if they do not see Captain Morgan in one form, they are likely to see it in another. By remaining consistent with Captain Morgan’s history of humorous ads, we are also relying word of mouth; that is, even if a consumer does not see or hear the original advertisement, the humorous approach will get people talking, increasing the viewership of the commercials on YouTube and the Captain Morgan website.

B. Advertising communication objectives
Because Captain Morgan has established itself as a company that focuses on young adults having fun while also being responsible, it is important that any new advertising campaign continue to focus on both of these objectives. While all alcohol companies want their consumers to imbibe responsibly, Captain Morgan is one of the few companies that appeals to this responsibility on a personal level. If they overdo it, Captain Morgan consumers will not be able to come out and party next time - and the Captain is always down for a party, so he needs consumers to do the right thing for him and for them.

In examining Captain Morgan’s potential audience, we have seen that both men and women ages 21-34 compose the target market. Though men are more likely than women are to drink rum, it is important for advertising to appeal to both audiences. Even if the ad is not a direct appeal to women, it should certainly not alienate them and make them think about drinking something else.

Ideally, the ad would show something that both genders can relate to, like a party or a bar scene. The main character or “life of the party” can certainly be a male character, though it is important to
show young women at the party as well. The ad’s message would include the traditional “calling all captains!” headline, but at least a few of the ads within the overall campaign should also include a responsibility message, perhaps with the additional tagline of “captain’s orders”.

C. Creative strategy justified for both copy and layout
The print advertisement shows different, baseball caps bearing the logos of different Boston and New England-based sports teams. Each hat belongs to a different day of the week, but there is a pirate hat (with a bottle of Captain Morgan Original Spiced Rum) for both Friday and Saturday. The headline for the ad is “Drink up and have a wicked fun weekend. Captain’s orders”. The subheadline at the bottom of the page reads, “Captain Morgan encourages you to drink responsibly”, and includes the URL for the Captain Morgan website.

This advertisement targets the general New England market, specifically Boston and the Greater Boston area. Because of the abundance of college and professional sports teams in the area, it is completely possible for a sport fan to attend a different event every day of the week. On Fridays and Saturdays, however, even the biggest sports fan likes to spend some time with the Captain. The word “wicked” is a New England slang term, which helps the ad relate to our intended audience. Lastly, we chose to include the disclaimer at the bottom because of Captain Morgan’s encouragement to drink responsibly. We directed consumers to the website, because they can find relevant information regarding responsible drinking, all in one place. Further, because Boston is a big city, there is a greater reliance on public transportation. The disclaimer at the bottom serves to remind viewers that in most cases, they do not actually need to drive themselves to the party – they can catch a cab, take the train or designate a sober and responsible friend to bring them home.

The television commercial is a 30-second spot that will air during various programming that our target market watches, including sporting events. The commercial shows a graduation party, the stars of which are the stereotypical people that are always at these types of events – the crier, the hugger,
the reminiscer, etc. At the end of the commercial, we also see the designated driver, who is wearing a pirate hat and is in charge of getting each of his friends home safely. The final shot of the commercial shows a bottle of Captain Morgan Original Spiced Rum, with our pirate announcer telling viewers, “Always designate a driver. Captain’s orders!”

As mentioned earlier, Captain Morgan focuses on getting its consumers to drink responsibly. We chose this advertisement because it would maintain consistency with Captain Morgan’s past advertisements, while also providing a fresh take that would be easily relatable for all viewers. Because the storyline is so general, we can use it in a mass television campaign. We can also tweak it slightly to appeal to older or more specific audiences. We would also be able to make it a regular BBQ-type get together without the graduation references.

D. Executions for each media vehicle selected
See appendix for images and storyboard.

E. Advertising plan timetable
See flight schedule chart.

Media recommendations

A. The key media problem your plan solves
The key media problems Captain Morgan faces ranges from ensuring that we are targeting the correct audience to appeasing agencies and organizations with strict criteria for marketing alcoholic products. Through research, we have found that our target market and audience is men and women between the ages of 21 and 34. Because drinking is illegal for individuals under the age of 21, we need to ensure our marketing does not target that age bracket. Therefore, we will work to make our advertisements less appealing to children and teenagers and ensure they do not appear in children’s and young adult magazines and that our commercials do not run during shows geared for children and young adults.
By purposely avoiding this age group, we will be able to better advertise our product in proper magazines and run commercials at appropriate times. When we target our specific audience, we will reach more current and future consumers, as well as appease organizations like Mothers Against Drunk Driving (MADD) and the Federal Trade Commission (FTC).

Established in 1980, MADD’s goal is to aid “victims of crimes performed by individuals driving under the influence of alcohol or drugs, to aid the families of such victims and to increase public awareness of the problem of drinking and drugged driving” (MADD, 2011).

The FTC, created in 1914, is the only federal agency “with consumer protection and competition jurisdiction in broad sectors of the economy,” (FTC, 2010). The FTC ensures that competitors do not use “unfair methods of competition in commerce as part of the battle to ‘bust the trusts’” (FTC, 2010). This protects businesses from their competitors, but also protects consumers from receiving misconstrued information regarding brands.

When Captain Morgan advertisements appear in magazines geared to the 21-34 year age group and commercials appear in appropriate time slots, these advertisements will appeal to members of the MADD organization because of the strides taken to ensure these advertisements do not reach underage drinkers. Also, they will appreciate the fact that the Captain Morgan advertisements reminds “Captains everywhere” about the importance of not drinking and driving and for partiers to hand over their keys if they have had too many drinks.

B. Media objectives

Prime prospects

Cable: The top cable networks Captain Morgan should place advertisements with are Logo, Fuse, VERSUS, FSC (Fox Soccer Channel), Comedy Central and MTV. These channels have the highest viewership within our market audience and the highest likelihood for our advertising to be effective. According to the MRI report, Logo viewers are 74 percent more affected by Captain Morgan
advertisements along with Fuse (71 percent), VERSUS (57 percent), FSC (53 percent), Comedy Central (36 percent) and MTV (36 percent; Fall 2009).

*Magazine:* Captain Morgan should also use magazine publications to advertise their product due to the high readership that comes from this source. Statistics from the MRI reporter data show that Captain Morgan consumers are mostly likely to read to the following magazines:

- Outside – 104 percent
- Wine Spectator – 82 percent
- Skiing – 74 percent
- Spin - 70 percent
- GQ - 69 percent
- Maxim - 69 percent
- United Hemispheres – 66 percent
- Golf Magazine – 65 percent
- National Geographic Traveler – 65 percent
- Runner’s World – 65 percent
- Penthouse – 63 percent
- Cigar Aficionado – 61 percent
- Arthur Frommer’s Budget Travel – 60 percent
- Men’s Fitness – 60 percent
- W – 60 percent
- Rolling Stone- 59 percent
Budget considerations
The total advertising budget is $22.35 million. Because of the size of the budget, it is possible for the company to pursue a very aggressive advertising strategy. All of our media spending is broken down into charts by category. Please see the appendix for a breakdown of our media spending and allocations.

Reach, frequency, continuity
See appendix.

Flight schedules
See appendix.

C. Media strategy
Media classes selected
See appendix.

Strategy for allocating the budget
See appendix.

Cost-per-thousand standards
See appendix.

Explanation of why a strategy is different from previous ones
This strategy is different from previous Captain Morgan advertisement strategies because of the placement of advertisements. Captain Morgan has never purchased a Super Bowl advertisement, which many believe to be an essential advertising market. Many people who watch the Super Bowl will not leave the room during commercials because this is when new ads are shown and companies display their most creative, funny, sentimental, and/or artistic creative abilities. This strategy sets aside money for the purchase of a Super Bowl advertisement.

This budget has also strategically allocated the advertising funds to purchase times slots and print ads in media where they will be the most highly effective. We purposely established the print
advertising schedule to display the most ads in media geared towards the Captain Morgan market audience. Ads that appear less often appear during months that are more common for “drinking” holidays (May - Cinco de Mayo, September - Labor Day, December - Christmas, Hanukkah, Kwanzaa, New Year’s Eve).

The magazine advertisement budget also allocated one-4th cover advertisement per year. These advertisements will appear in December, if the timing works with the magazine. During holiday events, people gather in larger groups than normal. Many people leave magazines and books out for their guests to flip through, so by targeting the market correctly, there will be more people viewing the advertisement.

Relationship of strategy to that of competitors
This strategy is different from its competitor because Captain Morgan’s budget for advertising ($22.35 million) is significantly lower than Bacardi’s budget ($55 million). Therefore, Captain Morgan needs to be wise with the money distribution, ensuring that each advertisement is as effective as possible. This strategy splits the budget approximately 55 percent TV commercials and 45 percent magazine advertisements.

Proof that vehicles selected are the best of all alternatives
These vehicles are the best options for the Captain Morgan. According to the MRI report, these vehicles have the highest percentages of effectiveness. As previously mentioned, this advertising uses both cable and magazine outlets. The "prime prospects" section covers the percentages for both of these outlets.

Yearly flow chart (or schedule) showing vehicles
See appendix.
Sales promotion recommendations

A. Sales promotion objectives

Hold present customers
Via an aggressive advertising plan targeted towards the target audience as discussed in the demographics section, we will hold present customers. The majority of the advertising plan intends to keep present customers. However, we also will use the plan to get new customers that are also in our target demographic. The advertising plan will be the same for both of those groups.

Introduce a new or improved product
At this time, Captain Morgan will not be introducing new or improved products. Instead, the company will focus on reintroducing the current product to both current customers and a new audience. Captain Morgan currently has several products outside of its original spiced rum: Tattoo, Lime Bite, and Parrot Bay. This advertising campaign focuses on the sale of the Original Spiced Rum, not the other three brands. However, we expect that some of the advertising will carry over to the other varieties of rum, potentially raising the sales of those products as well.

Capitalize on seasonal, geographic or special events
Currently, Captain Morgan has a robust promotions program, which runs in bars as well as at sporting events. In addition to the ongoing work on this program, we would add additional promotions at a larger variety of sporting events. According to the demographic data, the average Captain Morgan drinker has a strong interest in sports; therefore, in addition to holding present customers, a stronger promotional presence at sporting events will bring in new customers.
B. Sales promotion strategy

Consumer sales promotion strategy

Coupons

Because of state legality issues, no coupons will be available for Captain Morgan products. State alcohol laws vary widely on the issue of coupons, so we have decided not to use any form of coupons as part of the marketing and advertising strategy. Diageo is a responsible and law-abiding company, and differences between state alcohol laws makes it too complex to both offer coupons while following all local laws.

Sampling

Initially, we will offer samples of Captain Morgan Original Spiced Rum at the two liquor stores discussed earlier in the paper, Blanchard’s Wine and Spirits and Coolidge Corner Wine and Spirits. Served as straight shots, consumers will also have the option of adding the shots to any of several mixers that the stores have available. After an initial promotional period of the samples, we will re-evaluate the program for potential expansion to other locations. Although it is an extremely low cost marketing tool for the company (Diageo would only have to provide the extra bottles of rum at cost for the sample), it does put an extra burden on the staff of the stores. Because of this, it is worthwhile to do a small test first, in order to see how much sales go up in conjunction with this promotion before rolling it out to a larger group of stores.

We will also make samples available at promotional events at bars and sporting events. These will be samples of Captain Morgan-based mixed drinks to introduce potential new customers to the product. Captain Morgan is currently doing promotions like this with good results; continuing to offer them as well as expanding the number of promotions at sporting events is a good opportunity to expand the customer base and increase brand recognition.

Point-of-purchase materials
Nationwide, we will make point-of-purchase materials available at 20,000 liquor stores. These stores will be in areas where a large number of the target demographic resides. The point-of-purchase materials will be a small cardboard cutout poster with the Captain Morgan captain on it. It will not have any additional copy other than the name of the brand, but will serve as a visual reminder to people who are checking out to purchase Captain Morgan products. We will instruct liquor store managers to place the cutouts near the cash register/checkout lines of their stores. This will literally place the brand at the forefront of the customer’s mind as they are making a purchase. Additionally, many liquor stores keep smaller bottles of hard liquor behind the cash register for safety reasons and customers must ask for them. A Captain Morgan sign at the point of purchase will remind customers to ask for Captain Morgan while they are paying for the rest of their purchase.

**Trade sales promotion strategies**
Captain Morgan will not be using any trade deals or coupons at this time.

C. Sales promotion executions
Sales promotions will be done at bars and sporting events around the country. At these promotions, several women will be dressed in Captain Morgan t-shirts and swag and will pass out shots and mixed drinks using Captain Morgan products. Although the emphasis will be on the Original Spiced Rum, drinks with other Captain Morgan products will also be available. “The Captain” will also appear at some locations, drawing more attention to the promotion and thereby increasing its success. In addition to the free product samples, there will also be other promotional materials, such as t-shirts, key chains, and Mardi gras style beads, all prominently featuring the Captain Morgan logo.

D. Sales promotion plan
As mentioned earlier, these promotions will primarily occur at bars and sporting events. For bars, the promotions will happen on Thursdays-Sundays; we will need to work with the manager or owner of the bars in order to determine a specific schedule with dates and times. Similarly, sporting events will
include baseball, basketball and football games. These are seasonal sports, so Captain Morgan and Diageo will work with the media and public relations departments of local teams in order to determine the best and most appropriate schedule.

**Evaluation**

To evaluate our campaign, we will need to show how our campaign increased awareness of the Captain Morgan brand. An increase in sales of Captain Morgan Spiced Rum by 5 percent will also show an increase in brand awareness. Our campaign can also be evaluated by showing a 5 percent increase in sales of specific Captain Morgan Rum products such as the Captain Morgan Parrot Bay Passion Fruit Rum, Captain Morgan Parrot Bay Rum, and Captain Morgan Parrot Bay Coconut Rum. Another way to evaluate our campaign is by showing an increase in sales of Captain Morgan Private Stock by 3 percent. We will also purchase Neilsen data to measure the viewership of both television and print advertisements.

**Conclusions**

This campaign is a multi-pronged approach designed to increase sales and brand awareness for Captain Morgan. Though we are specifically focusing on Original Spiced Rum, we anticipate that sales for other Captain Morgan products will increase as well. While the main tactics are strictly advertising based, we have also incorporated some public relations-type of programs, including various promotional events and giveaways. When combined with the more traditional advertising aspects, this well-rounded campaign will reach our target audience wherever they happen to be.
Appendix

Past Advertisements

1955:

1960s:
Go up to a girl and whisper 'Yo-Ho-Ho'

Move in very close. And make sure to put it enticingly to your bottle of Captain Morgan Rum.

Ignore her remarks about hairy old men in gambrels and sometime nancies. Pour more Captain Morgan over the ice.

Keep up the patter about Captain Morgan's homeland. You know - the Caribbean, palm trees, suntan lotion bottles and all that jazz. And a lugging jug of warm water. Or dry ginger. Or orange. Or tonic. Or milk. Or milk and water. Or milk and water and milk.

Hand it to her with a smile. When she goes back for more, tell her about Captain Morgan you keep at home.

Captain Morgan Rum. Yo-Ho-Ho!

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1986:

SPICED RUM

For tastier rum drinks.

Captain Morgan Spiced Rum. Good rum... and then some.
Holiday Miracle or Hammered Hijinks?

2010:
**Media spending allocations**

TV Commercials Budget Allocation - $12,472,762

<table>
<thead>
<tr>
<th>Network</th>
<th>Amount Allocated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Super Bowl (CBS)</td>
<td>$3 million</td>
</tr>
<tr>
<td>Logo</td>
<td>$2,841,828</td>
</tr>
<tr>
<td>Fuse</td>
<td>$1,894,552</td>
</tr>
<tr>
<td>VERSUS</td>
<td>$1,420,914</td>
</tr>
<tr>
<td>FSC</td>
<td>$1,420,914</td>
</tr>
<tr>
<td>Comedy Central</td>
<td>$947,276</td>
</tr>
<tr>
<td>MTV</td>
<td>$947,276</td>
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</table>
Magazine Advertisement Budget Allocation - $9,877,238

Ad Runs Nine Times a Year (February, March, April, June, July, August, October, November & December):

<table>
<thead>
<tr>
<th>Magazine Name</th>
<th>Cost per Advertisement</th>
<th>Cost per 4th Cover</th>
<th>CPM Rate Ad/Cover</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outside</td>
<td>$164,102</td>
<td>$105,023</td>
<td>239.05/152.99</td>
</tr>
<tr>
<td>Ski</td>
<td>$4,500</td>
<td>$5,850</td>
<td>14.64/19.03</td>
</tr>
<tr>
<td>GQ</td>
<td>$141,793</td>
<td>$192,648</td>
<td>149.65/203.32</td>
</tr>
<tr>
<td>Maxim</td>
<td>$242,550</td>
<td>$333,175</td>
<td>95/130.66</td>
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</table>
Ad Runs Six Times a Year (February, March, May, July, September & November):

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<thead>
<tr>
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<th>Cost per Advertisement</th>
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<th>CPM Rate Ad/Cover</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wine Spectator</td>
<td>$41,725</td>
<td>$52,156.25</td>
<td>104.08/130.11</td>
</tr>
<tr>
<td>Spin</td>
<td>$54,060</td>
<td>$69,455</td>
<td>113.83/146.25</td>
</tr>
<tr>
<td>United Hemispheres</td>
<td>$62,892</td>
<td>$55,447</td>
<td>157.23/138.62</td>
</tr>
<tr>
<td>Golf</td>
<td>$184,200</td>
<td>$239,400</td>
<td>126.58/164.51</td>
</tr>
<tr>
<td>National Geographic</td>
<td>$71,460</td>
<td>$108,030</td>
<td>92.26/148.54</td>
</tr>
<tr>
<td>Traveler</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Runner’s World</td>
<td>$89,905</td>
<td>$164,350</td>
<td>127.79/233.60</td>
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<tr>
<td>Penthouse</td>
<td>$15,345</td>
<td>$21,505</td>
<td>86.11/120.68</td>
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<td>Cigar Aficionado</td>
<td>$27,450</td>
<td>$34,312.50</td>
<td>118.05/147.56</td>
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</table>
Ad Runs Three Time a Year (May, September & December):

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<tr>
<th>Magazine Name</th>
<th>Cost per Advertisement</th>
<th>Cost per 4th Cover</th>
<th>CPM Rate Ad/Cover</th>
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</thead>
<tbody>
<tr>
<td>Arthur Frommer’s</td>
<td>$57,960</td>
<td>$73,605</td>
<td>85.08/108.04</td>
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<tr>
<td>Budget Travel</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Men’s Fitness</td>
<td>$75,360</td>
<td>$94,280</td>
<td>124.24/155.43</td>
</tr>
<tr>
<td>W</td>
<td>$93,858</td>
<td>$120,957</td>
<td>201.45/259.61</td>
</tr>
<tr>
<td>Rolling Stone</td>
<td>$182,770</td>
<td>$228,463</td>
<td>125.77/157.22</td>
</tr>
</tbody>
</table>
Drink up and have a “Wicked fun Weekend”
Captain’s Orders

Monday  Tuesday  Wednesday  Thursday  Friday and Saturday  Sunday

Captain Morgan encourages you to drink responsibly
http://www.captainmorgan.com
“Captain’s Orders”
Storyboard
30 Second Commercial
**Action:**
Open to a college graduation party in someone’s backyard where loud music is playing, food is cooking on the grill, and people are drinking, dancing, and talking.

**Dialogue:**
Voiceover: “There’s one at every graduation party.”

---

**Action:**
Shoot to a group of friends telling stories about college.

**Dialogue:**
Voiceover: “The designated reminiscer”

Man: “Remember when Jimmy and Carl has that burrito eating contest sophomore year?”
**Action:**
Shoot to a girl walking through the crowd, hugging every person she sees.

**Dialogue:**
Voiceover: “The designated hugger.”

Girl: “I’m going to miss you the most!”
“I’ll miss you so much!”
“I can’t believe this is goodbye!”

**Action:**
Shoot to a man toasting his friend.

**Dialogue:**
Voiceover: “The designated movie quoter.”

Man: “You’re my boy, Blue! You’re my boy.”
**Action:**
Shoot to a girl crying on a friend’s shoulder

**Dialogue:**
Voiceover: “The designated weeper”

Girl: “But I’m not ready to enter the real world!”

---

**Action:**
Shoot to the narrator who is holding up a set of keys.

**Dialogue:**
Narrator: “And me, the designated driver”
**Action:**
The designated driver is wearing a pirate hat and helping his partying friends into the car to drive them home. The designated hugger won’t let go.

**Dialogue:**
Girl: “I’m going to miss you most of all!”
(seeing her friend in the car)
“Jenny! (enters car) “I’m going to miss you so much!”

---

**Action:**
Shoot to image of a Captain Morgan Spiced Rum bottle front and center with message underneath

**Dialogue:**
Voiceover (in pirate voice): “Always designate a driver. Captain’s Orders!”
References

Admin, (2007). Captain Morgan Rum. Retrieved from Wine and Alcohol’s website:


Captain Morgan Rum Company. (2011). Who is Henry Morgan?. Retrieved from:


Ng, Melody. (2010, August 10). Rum and vodka lead travel retail liquor growth. Retrieved from: [link]

Pentol, Andrew. (September 2011)“Diago launches new Captain Morgan packs in travel-retail.” Retrieved from: [link]
