

MARKETING SOCIETY EXCELLENCE AWARDS 2015

CATEGORY: LONG-TERM MARKETING EXCELLENCE



Macmillan Cancer Support: making sure no one will face cancer alone, today and tomorrow

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Client: Macmillan

EXECUTIVE SUMMARY

In 2010, the number of people living with cancer was 2 million. And that figure was predicted to double by 2030.

But with recession biting, Macmillan Cancer Support was finding it harder to grow at anything like the rate required to help everyone living with or affected by cancer. 900 people a day were being diagnosed, but after 3 years of strong fundraising growth, income grew just 1.6% in 2009: nowhere near enough to fund the services they required.

Over the last 5 years, Macmillan has achieved a step change in the effectiveness of its marketing communications. Across fundraising, brand, engagement and partnerships, it has achieved greater impact, and greater results.

With the launch of Not Alone in 2013, a new urgency was added, and a new level of integration. The brand delivered more effective advertising, more diverse and efficient income driving, deeper digital and social engagement, and more far-reaching partnerships.

As a result, in 2014 Macmillan Cancer Support reached more people than ever before, with 5.5m people affected by cancer helped and supported in some way. What's more, new records of fundraising income were delivered, with growth far in advance of the charity sector as a whole. It's no surprise that Macmillan has been consistently recognized as the UK's Charity Brand of the Year by both Third Sector and YouGov.

But most importantly, Macmillan has built a strong, sustainable position from which it can raise the money to support the ever-increasing numbers of people who will need them in the future. So hopefully, one day, we will truly be able to say that no one will face cancer alone.

WORD COUNT: 304

INTRODUCTION

It's the nature of a paper like this that we focus on success: how, year on year, Macmillan Cancer Support delivered category-breaking income growth, and has continued to be there for people who need them.

But it's sobering to think how different it might have been.

When VCCP first started developing work for Macmillan, one of the ideas that never quite made it into research was "A world without Macmillan." In this campaign, we would dramatise *absence*: the telephone call left hanging, the question unanswered, the nurse visit never made. It would be a provocative "What If?"

The feeling was that, while this would have been a dramatic fundraising mechanism, it wasn't likely to bring much comfort to people affected by cancer today. Walking that tightrope - creating intensity around our fundraising, while projecting hope and comfort for those who need us - has been at the heart of our marketing.

But the idea of a world where Macmillan's support was, if not completely absent, at least damagingly limited, was not entirely a fantasy. A highly successful brand relaunch in 2006, developed to tackle rising rates of people diagnosed and living with cancer, and the increased strain on the healthcare system, suddenly met headlong the deepest sustained hit on disposable incomes in living memory. How could we ask for more, when people had less to give?

Happily, this is the story of how Macmillan Cancer Support has taken on those challenges, and can look to a future where it can truly be able to say that no one will face cancer alone.

I. The challenge

In 2010, there were 2 million people in the UK living with cancer. That figure is expected to double by 2030¹.

This presents an enormous challenge to how cancer care will be delivered: it won't just happen in hospitals, clinics and surgeries, but in homes, high streets and online: we'll all need to get more active in helping each other live with cancer.

And it's Macmillan that occupies what you might call the "living with cancer" space. Cancer Research UK and others research cures and treatments, while Marie Curie and local hospices focus on palliative care (looking after people who are dying). We deal with everything in between. Nurses of course, but also other medical professionals², a helpline, information services, grants and benefits advice, online community, public policy and research, and acting as a critical friend of the NHS, working with multiple services partners to redesign and radically improve the way cancer care is delivered across the UK. And all this 99% funded through voluntary contributions.

It's a diverse, nuanced response to the highly varied challenges facing people living with cancer. And as those lives change, Macmillan needs to change too. For over 100 years, it has provided care and support for people living with cancer and their loved ones. It's testament to the extraordinary commitment of its people that it has become one of the UK's most loved and dependable charities.

But those two characteristics - variety and dependability – present a challenge.

On the surface, Macmillan's objectives are simple:

- Increase the number of people who get the right support for them (calling one of our specialists on the support line, going online, or walking into our information services)
- Increase the number who give support and the value of their donations³
- But also expand what giving can mean: volunteering, campaigning for change, sharing your experience with someone who needs it, being there for someone in your life.⁴

¹ Through a combination of an ageing population, improved diagnosis and treatment, and changing lifestyles. Indeed today, the figure already stands at 2.5m

²Including doctors, radiographers, dietitians, occupational therapists and more

³Through individual spontaneous giving, direct debits, legacy giving, and participation in fundraising events like World's Biggest Coffee Morning

We encapsulate this in the phrase at the core of our brief: *inspire millions to get involved*.

But it's complicated by 4 factors:

1. Macmillan is diverse. The brand has never had an equivalent of "Together we'll beat cancer" to succinctly capture why it exists, why you should give
2. Unlike CRUK, the majority of Macmillan's adspend has focused on *get support*, rather than *give support* messages. And because, particularly through nurses, Macmillan is seen as such a rock, it risks lacking the urgency needed for fundraising
3. To increase urgency, the obvious response is to increase emotional intensity. But we can never let drive for funds result in us frightening or demeaning anyone, or preventing them seeking our help. A harrowing ad might raise money, but at what cost to people living with a diagnosis today? There is a balancing act between touching hearts, but not gratuitously playing on emotions
4. To spend effectively, we need a single campaign that works for both audiences, and both calls to action. It must make people give support. But it must encourage people to get support.

This was the theory.

But by 2010, with recession biting, Macmillan was finding it harder to grow at anything like the rate required. 900 people a day were being diagnosed with cancer, but after 3 years of strong fundraising growth, income grew just 1.6% in 2009. Nowhere near enough to fund the services they required.

And bodies like Charities Aid Foundation were predicting that worse was to come, as people would increasingly cut back on charitable giving.

A step change was needed.

⁴This isn't just a nice to have. In the changing care world outlined above, cancer support needs to be something provided by friends, neighbours, colleagues, family, and concerned strangers, as much as by healthcare professionals

2. The response: the last 5 years marketing

In a brief space, it's hardly possible to do justice to the range of marketing Macmillan has undertaken over the last 5 years. We will touch on four areas:

i) Broadcast communications

In 2010, Good Day brought to life the challenges of living with cancer daily across print, TV and digital:



In 2011 and 2012, we ran Every Step Of The Way, highlighting the range of services Macmillan offer.



FOR CANCER SUPPORT EVERY STEP OF THE WAY



In 2013 we brought new urgency with our Not Alone campaign, based around a new insight:

NO ONE SHOULD FACE CANCER ALONE

Despite the fact that cancer will directly or indirectly affect most of us, too often it can feel like you're facing it alone, whether you are living with a diagnosis or caring for someone who is.

It can be the physical effects of treatment; friends and family finding it hard to talk; missing work or school; having less money to do things you normally would. It can come from feeling treated as a condition rather than a person, or just not knowing where to turn.

We opened with PR around a new research report, *Facing the Fight Alone*, that brought widespread news coverage

Our ATL campaign broke nationally on TV, out of home, and digital



Neither should anyone's son.
Or Grandad. No cousins or nephews.
Not the boys from the rugby club or
the lads from the pub. No boyfriends
or husbands or father-in-laws. Not the
chap from the shop next door or the noisy
lads on the back of the bus. Not your
best mate. Not a single stranger.
No one whatsoever.
No one should face cancer alone.
With your support, no one will.
Text **DAD** to 70550
and donate £5 today.

**WE ARE
MACMILLAN.
CANCER SUPPORT**

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Neither should any daughter.
Or grandma. Or niece or cousin.
No girlfriends, no best friends,
no work friends. Not the girls
at the school gate. Not your
next-door neighbour or the lady
from the corner shop. Not those
girls you've known all your life,
or the ones you've never met.
No one whatsoever.
No one should face cancer alone.
With your support, no one will.
Text **MUM** to 70550
and donate £5 today.

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With your support, they won't.
Text **CHILD** to 70550
and donate £5 today.

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So we've had your test results back from the lab and I'm sorry to have to tell you that, it's not good news. It is cancer.



What we're going to... *(muffled speech)*
In the meantime do you have any questions?



I don't think so.



(music plays)



Today, 889 people will be hit with the news they have cancer. Then it will hit everyone who loves them



No one should face cancer alone.



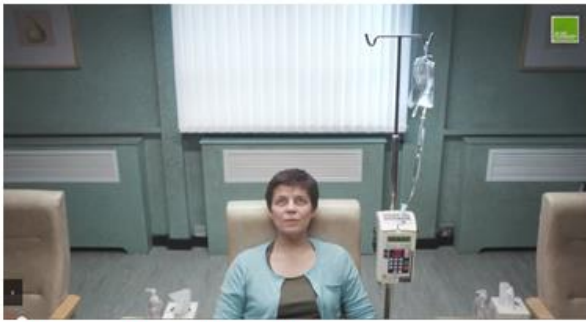
With your support, no one will



**WE ARE
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CANCER SUPPORT**

No one should face cancer alone
macmillan.org.uk

In 2014 we ran Thank You, to inspire millions by showing how their support felt to someone living with cancer



Lights buzzing and machines beeping



"Mum, thank you for not just saying "everything will be ok"



"Mark, thanks for talking with my husband. I hate how hard this is for him."



"Sam Jenkins from Stoke. Thanks for putting change in the bucket this morning."



"And Tim. You're helping so many people"



"Ben. You've been a really brave boy while Mummy's not feeling well."



"Nicki. Thank you for helping me find a way to tell my son I have cancer."



WE ARE MACMILLAN. CANCER SUPPORT
Text FIVE to 70550 to donate £5
No one should face cancer alone but we just can't be there for everyone and urgently need you to support our nurses and other vital services. Please text FIVE to 70550 and donate £5 today.

ii) Fundraising

In Fundraising, we reorganised around what the customer wants and needs, ensuring our investment was built upon what was already working hard, and ensuring we had clear understanding of who our current and prospective supporters are and how they behave.

We followed four principles:

Ask more: in 2012 the Individual Giving team made twice as many asks than 2010

Work as one team around the supporter: cross organisational working is crucial to successfully deliver major events like World's Biggest Coffee Morning

Make it easy and rewarding to get involved: the website is redesigned, making it easier to donate online.

Use intelligence and insight to drive decisions: qual research and data ensures we make incremental, practical improvements continuously

This approach has been applied across our fundraising activity:



Challenge events are growing across the board, with offroad running up 110%, triathlon up 42%, and swimming up 33%, helped by redesigned challenge pages on the website, and a new Regional Challenge Events Team.



Individual Marketing has seen huge growth. Our Christmas appeal told a family's story that really resonated with our supporters. We launched the UK's first text to enter raffle, and now have 100,000 playing the weekly lottery. Not Alone messaging has been integrated into our DM, and has proved our most effective pack to date.



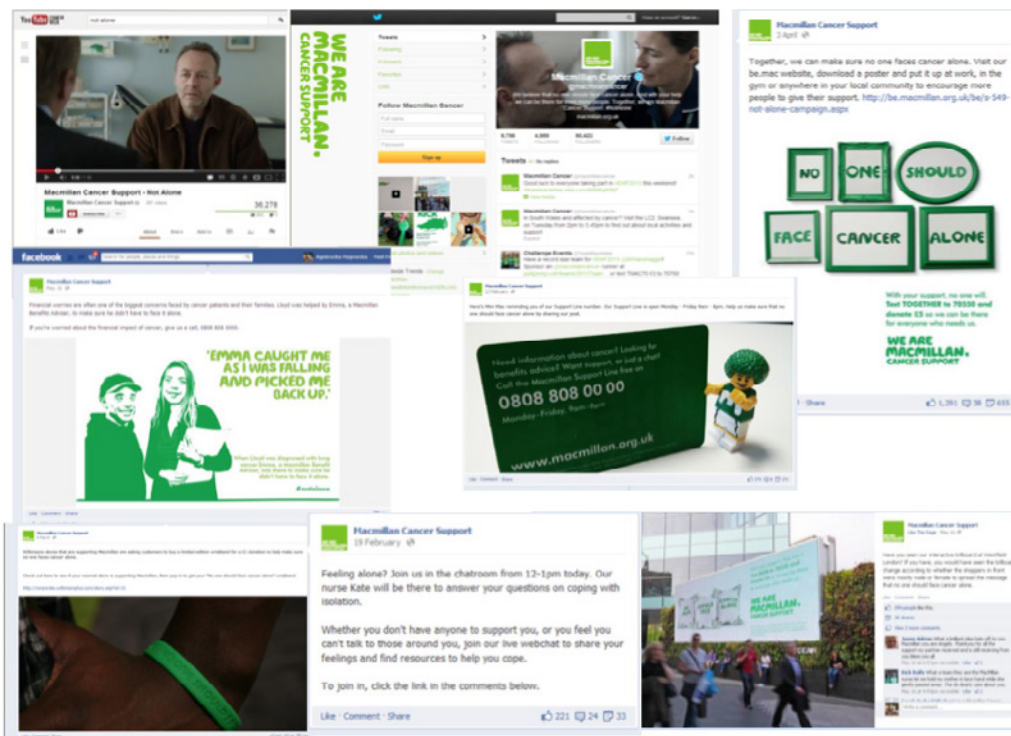
In events, World's Biggest Coffee Morning continues to go from strength to strength, while we've launched successful new events for a new, younger audience, *Night In*, *Go Sober*, *Dress up and Dance* and *Your Walk*

iii) Engagement

Every campaign is now deepened online through powerful case studies, research and information on how to get involved



Social media enables us to share the campaign, and encourage people to talk about their experiences



In December 2014, the idea of Not Alone was translated into a new digital service – The Source – where everyone can share simple tips and advice on helping people affected by cancer.



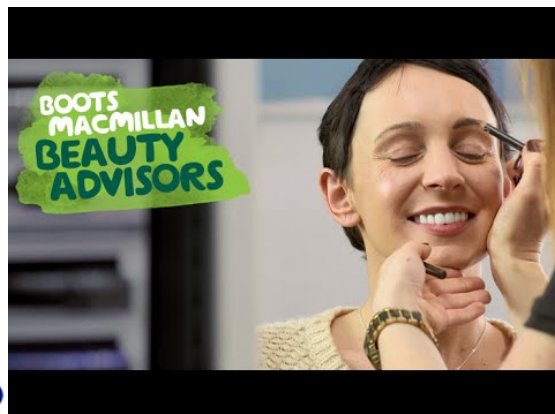
iv) Partnerships

Our partnership with Boots gives us presence across 2,500 high streets, a new opportunity to reach those who need us.



As well as 2,000 specially trained pharmacists, there are now 300 trained Boots Macmillan Beauty advisors, who can help to boost the confidence of those living with cancer.

Cancer information and support. From Macmillan and Boots.



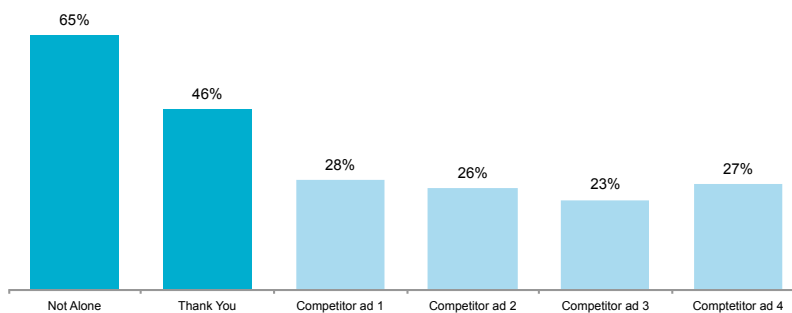
3. The results

A) Our brand

Our broadcast advertising now consistently achieves significantly higher recognition than our major competitors⁵:

More people recognise Macmillan ads than recognise the competitor ads

TV advertising vs. competitors




Q15a Below are some clips from an advert that was on TV recently. Do you remember seeing this ad or one very much like it?
Base: All respondents Not Affected (300 per wave), Affected (400 per wave Jun '10 – Jul '12, c. 800 per wave Nov '12 onwards) Diagnosed 300 per wave




But of course it's not just about impact. We have to make sure our work speaks authentically to people affected by cancer. Comments from social media demonstrate this:

 **Sean Wyatt** 1 year ago
Hi, I was diagnosed with cancer in November 12 and this was exactly how I felt with hearing my diagnosis. I am a 44 year old mans man and this advert had me sobbing like a baby. So powerful and moving.

 **Suki Gallagher** 1 year ago
When I was told I had Cancer it felt like someone had pressed the fast forward button on my life. This is advert captures that feeling and how blessed we are to be able to rely on MacMillan Cancer Support - thank you x

 **K Helen Andrew** 1 year ago
Gosh, This made me cry, Well done MacM, a very honest and moving ad. Thankyou for your continued support. x

 **PeterFullerMusic** 11 months ago
This advert is unbelievably powerful, can't wait to raise money doing the marathon for this fantastic charity

⁵ Source: Nursery Tracking 2014. The competitors included are our direct set: CRUK and Marie Curie



Macmillan Cancer Support

Timeline ▾

Now ▾

Like · Comment · Share

22

39 people like this.

**Harriet Lloyd** Amazing! I am wiping a tear from my eye...

7 minutes ago · Unlike · 1

**Amanda Bringans** oooohhhhhh, I love it, I love i, I love it. crying already. well done team... xxx

6 minutes ago · Unlike · 3

**Carol Dolly Depp-Smith** Very moving. x

6 minutes ago via mobile · Like

**Jo Lavender** Crying as I watch this. Support the Macmillan nurses.

5 minutes ago · Like

**Suzanne French** That actually brought tears to my eyes. I dont have any words to say about it. If this video doesnt provoke some thought then the person must be made of stone.

5 minutes ago via mobile · Like

**Amy Thompson** Very powerful.. Crying now, well done x

5 minutes ago via mobile · Like

**Sally-Anne Labbate** Had me in tears. That's exactly how it feels. It's so powerful, I'm just off to donate some money. Well done

4 minutes ago via mobile · Like

**Claire Packer** amaizin 😊 made me cry x

4 minutes ago · Like

**Anji Mse** Having had cancer thrice in 4 years I most certainly have felt alone at times. If it wasn't for the support of Macmillan & my oncologist Dr David Spooner I would've felt a lot worse.

4 minutes ago · Like

**Anita Watkin Tucker** This is excellent - I think it shows quite clearly how it feels to be diagnosed

4 minutes ago via mobile · Like

**Up All Hours** Wow. Really powerful. Thank you for the amazing work you do x

4 minutes ago · Like

**Jo Özden** Going through it right now with my mum..Great campaign 😊 Thank you

4 minutes ago · Like

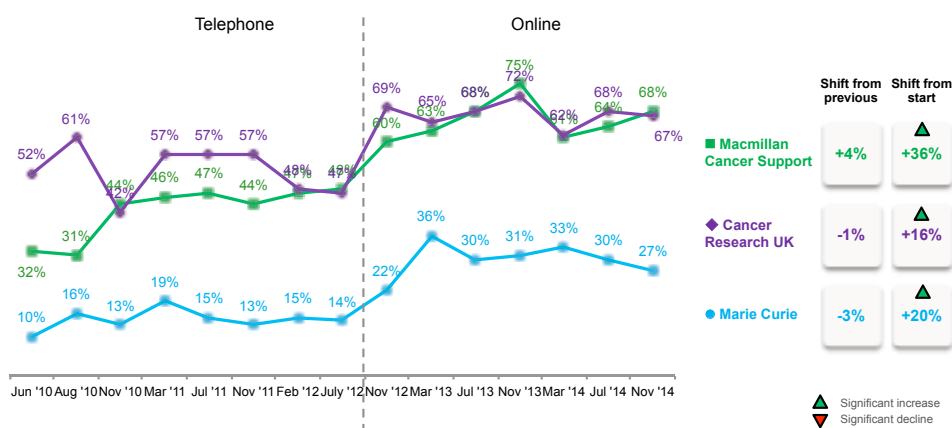


Write a comment...

Spontaneous brand awareness has risen from an average of 37% in 2010 to an average of 54% in 2014, while among those diagnosed with cancer we now have the highest spontaneous awareness amongst national cancer charities, from a 20 percentage point deficit in 2010 compared to Cancer Research UK.⁶

Macmillan now has highest spontaneous awareness among people living with cancer

Spontaneous awareness in 'Cancer': (Diagnosed)



Q1b There are many different areas that national charities work in. For each of the following areas, can you please tell us what charities or groups you can think of?
Base: Diagnosed (c 300 per wave) Telephone methodology Jun '10 – Jul '12, online Nov '12 onwards



The momentum behind the brand can be seen in the fact that Macmillan was YouGov charity brand of the year 2013 and 2014, based on the public's positive perceptions of charities across impression, value, quality, reputation, satisfaction and recommendation metrics.

We were also Third Sector's Brand Index Brand of the Year in 2013 and Marketing Society's Brand of the Year in 2014.

⁶ Source: Nursery tracking 2010 - 2014

B) Our support

In 2014 we helped a record 5.25m people in total, and are reaching dramatically more people than ever before with our telephone and online services:

- Calls to the support line have increased 43% since 2010, with nearly 161,000 people calling Macmillan in 2014
- Website visits have increased from 7.6m in 2010 to 20.9m in 2014, an increase of 275%
- The online community has grown to 1.95m unique visits a year, nearly doubling in the space of just two years
- Facebook is a crucial active source of support for many, and our likes have jumped from 84,000 in 2011 to 548,000 in 2014. The launch of the Not Alone campaign alone increased likes by 36% in a month
- Our Boots partnership has extended our reach. We estimated that in 2013 Boots Macmillan Information Pharmacists reached 41,556 people

C) Our income

[REDACTED]

[REDACTED]

[REDACTED]

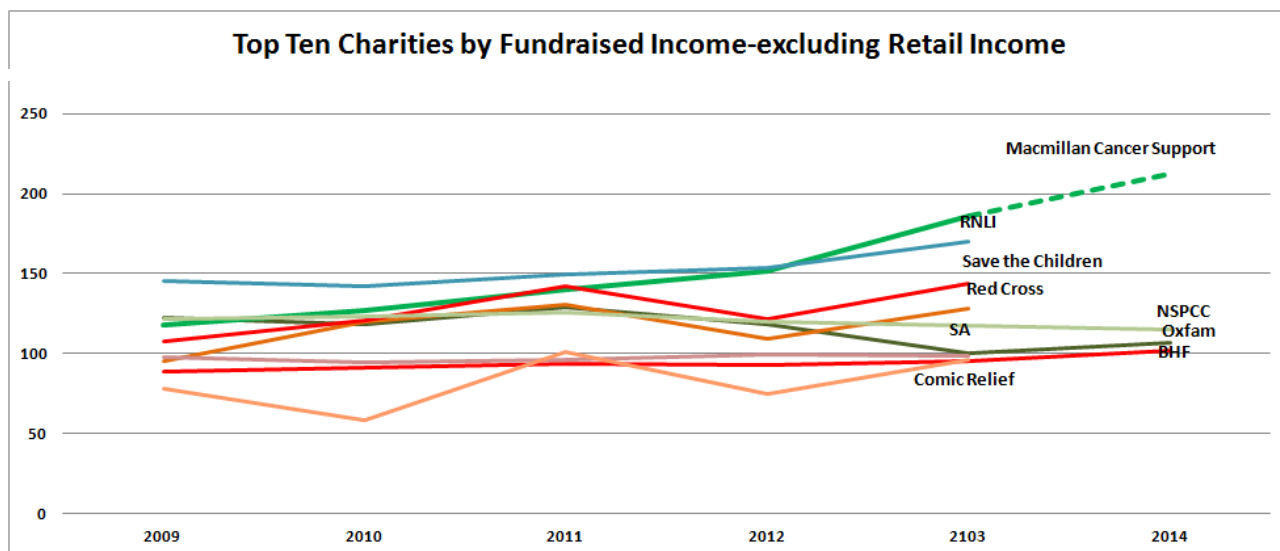
[REDACTED]

[REDACTED] . (judges eyes only)

[REDACTED]

This comes against a background where charitable donations have not risen significantly. While notoriously hard to reach a whole of market figure, latest CAF data suggests that 2012/13 levels of giving were slightly down on 2010.

Certainly, against the pool of charities in a similar income level, Macmillan has delivered remarkable, sustained growth from 2009 levels:



By our reckoning, at the end of 2013, Macmillan Cancer Support had significantly outstripped the UK's other national domestic health and welfare charities in fundraised income⁷:

	Income growth excl. retail 2009-2013
Macmillan Cancer Support	+ 57%
Cancer Research UK	+10%
British Heart Foundation	+7%
NSPCC	-7%
Marie Curie	+16%
Great Ormond Street Hospital	+31%
Salvation Army	+19%

⁷ We've used 2013 figures here since most charities have not yet released official 2014 income data.

Conclusion

Over the last 5 years, Macmillan has delivered outstanding income growth, and helped more people than ever before

In a world where one-off viral fundraising campaigns get the lion's share of publicity, it's still vital for charities to build long-term, predictable revenue to properly invest in the services that people truly need, so that, whatever happens, we will be able to say that no one will face cancer alone.

WORD COUNT = 1983

To view the TV executions please follow the below links and enter the password 'vccp':

<https://vimeo.com/vccpcontentlondon/review/119569453/aa8a0f9ef6>

<https://vimeo.com/vccpcontentlondon/review/119569918/7bfc7d1f0>