

MARKETING EXCELLENCE 2



Pedigree

Making the brand a
dog's best friend

MARKETING
SOCIETY

AWARDS FOR
EXCELLENCE

in association with
Marketing

About The Marketing Society



INSPIRING BOLDER MARKETING LEADERSHIP

The Marketing Society is a not-for-profit organisation owned by its members, with over 2500 senior marketers. Over the past 50 years it has emerged as one of the most influential drivers of marketing in the UK business community.

The Society challenges its members to think differently and to be bolder marketing leaders by supporting the development of leading-edge thinking, and promoting the evidence of effective marketing. The Society does this through the Marketing Society Awards for Excellence; its publications Market Leader, Our Week and rich online Knowledge Zone; a national programme of world-class events; innovative professional development, such as the annual Marketing Leaders Programme; and extensive on-and-offline networking opportunities.

www.marketing-society.org.uk

Foreword

By Roisin Donnelly,
President of The Marketing Society

What is marketing excellence?



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Corporate Marketing
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Gamble UK and Ireland

Marketing excellence can drive breakthrough business results for the short and long term. Marketing excellence requires great strategic thinking, great creative thinking and perfect execution.

But how do we assess *marketing* excellence? First we choose brilliant industry judges who are all experienced and successful practitioners of excellence and we ask them to pick out the cases which they see as remarkable. We ask them to look for two key qualities from our winners: creativity and effectiveness.

But marketing continuously changes and evolves, as consumers become more sophisticated and demanding and the media for communicating with them ever more diverse. So the standards for marketing excellence change and in turn become more demanding.

We believe that The Marketing Society Awards for Excellence in association with *Marketing* set the standard of marketing excellence in the UK. They have established this reputation over a period of

more than 25 years, and they have always been based on the principle of searching out the best examples of different marketing techniques in action, that showcase great strategic thinking, great creativity and perfect execution.

In order to be a winner of one of the Society's Awards, marketers have to demonstrate that what they have done is outstanding in comparison with marketing in all industries not just their own particular sector.

If a marketing story has been good enough to impress our judges, then all marketers can learn from it – however senior they have become. The collection of case histories brought together in this book is the best of the best from the past four years of our Awards, and I am confident that it truly demonstrates *marketing excellence*. I have been truly inspired by these case studies and I hope you will be too.

Pedigree

Making the brand a dog's best friend

Snapshot

A thoughtful and heart-warming campaign put Pedigree at the forefront of helping homeless dogs.

Key insights

- Love of dogs is at the heart of the Pedigree brand so it had to be integral to its marketing strategy.
- The resulting corporate social responsibility (CSR) campaign which focused on helping homeless dogs was a perfect fit for the brand's promise.
- Not only did it help dogs find homes, but it brought consumer attention to the problem and had huge impact on brand perception.

home. Furthermore, a donation for every Pedigree product sold during the campaign went to rescue charities to help them continue their great work.

The multi-channel campaign included a six-part TV series with ITV. Dog lovers responded enthusiastically, with almost £500,000 raised for homeless dogs. The brand benefited as well: sales increased, while there was a eight-point increase in those who believed that Pedigree had the well-being of dogs at its heart.

Summary

Pedigree is part of global food manufacturer Mars. In the UK, it wanted to demonstrate that love of dogs is at the heart of the brand by backing up its beliefs with action. In January 2008 it launched a major CSR initiative as a key part of its marketing, 'The Pedigree Adoption Drive', to help charities re-home over 100,000 dogs found abandoned each year in the UK.

The campaign encouraged responsible dog ownership and also raised awareness of dogs in need of a loving

Bringing the heart of the brand to life

Pedigree has always believed that dogs make our lives better. In 2005 it made that belief tangible by launching a manifesto campaign to convey its core promise — that everything it does is for love of dogs, and that every dog deserves to be fed well and have a loving home.

If dog love was the core of the brand, then caring for dogs had to be at the core of the marketing activity. CSR would not simply be an add-on but would complete the brand promise to consumers, the wider public and staff.

What's at stake

The scale of the problem is daunting. Every year more than 100,000 dogs are found stray or abandoned in the UK which puts immense strain on rescue centres. These charities receive no government funding, relying entirely on charitable donations to keep doing their vital work and depending on volunteers giving their time.

It costs a huge amount of money every year to provide and maintain the level of veterinary care, food and shelter these dogs need. For example, it costs more than £10 million every year to run Battersea Dogs and Cats Home, one of the largest shelters in the UK. In 2007 Battersea cared for 9,262 dogs and 3,069 cats. And Battersea is just one among many shelters in the UK.

In 2008 Pedigree launched The Pedigree Adoption Drive to support the charities that care for dogs. The company decided to create a fund to offer financial assistance to shelters. 1p from every Pedigree product sold over a three-month period would be put into a dedicated fund for charities and shelters with projects that helped abandoned dogs.

Applications to the fund were to be considered by the trustees of The Kennel Club Charitable Trust, along with a representative from Pedigree, Suzy Roffey and Clarissa Baldwin, the chairman of the Association of Dogs & Cats Homes. This board would operate as an impartial expert body familiar with the needs and requirements of rescue centres.

By working with The Kennel Club the company ensured that 100% of the funds donated reached charities, as the Trust's administration costs were funded by The Kennel Club. Each grant would also be followed up by a case study to guarantee that 100% of the funds helped homeless dogs directly.

The campaign also aimed to inspire Pedigree consumers, retailers and the wider dog-loving public to help this worthy cause by raising awareness of the situation of homeless dogs in this country and then giving people a variety of ways to help. This could range from simply buying Pedigree products through to visiting a rescue centre to checking their suitability for adopting a dog.

Calling all dog lovers

The campaign had two core aims:

1. Educate:

- Make people aware of the situation of homeless dogs in the UK and show them how essential the work of dog re-homing centres is.

2. Inspire:

- Pedigree consumers, staff and the greater dog-loving British public to help homeless dogs by showing them how easy it is to make a difference, from buying Pedigree, and/or volunteering at a centre, to going all the way and adopting a dog.

The resulting campaign was integrated across a number of channels.

Digital

To achieve its aims Pedigree focused on the key audience: dog lovers. The website would be crucial to the campaign because it would be the primary source of in-depth information about the Pedigree Adoption Drive and would also include information about responsible dog ownership and how and where to adopt dogs. The website would also feature the stories of the homeless dogs featured in the advertising.

People could sign up to receive regular updates about the adoption drive and further information about adopting dogs. There was also an area for charities to apply for grants. Traffic was driven to the site through advertising and public relations (PR), sending out targeted emails and sponsoring takeovers of the Yahoo home page. The results exceeded expectations:

- In the first quarter of 2008 the website had 150,000 visits and 760,000 page views.

- 62% of these visits were direct, not from searching: i.e. consumers typing in www.pedigreeadoptiondrive.com.
- People viewed on average 5.07 pages per visit and spent an average two minutes 42 seconds on the site.
- In the first week of the campaign the Pedigree Adoption Drive site was channelling more than 50% of the traffic of all Pedigree sites combined.

Above-the-line advertising

The company decided to use only real homeless dogs and their stories to tell the adoption drive story. Each of the 12 dogs featured in the campaign was a homeless dog from Battersea (Figure 1) and every one of them was then adopted. Being able to tell real stories about real dogs added honesty, credibility and strength to the campaign, which was created with TBWA London with the TV produced by Juice Creative.

Isaac (Figure 2) was the hero of the TV work. After being adopted he began training as a mountain rescue dog, which was a great example of the potential every homeless dog has. The national TV campaign featuring Isaac and other dogs was voiced by the actor Neil Morrissey, chosen as spokesman because he had a shelter dog, Tiggy.

Advertising-funded programming

One of the central aims of the Pedigree Adoption Drive was to increase awareness of the great work done by charities 'behind the scenes' helping abandoned dogs. Through the media agency Mediacom, Pedigree contacted ITV with an idea for a TV show showing the work of the people who saved abandoned dogs and the charities that homed them. Mediacom and ITV went on to develop Dog Rescue, a series with six-30 minute shows, with branded sponsorship bumpers created by TBWA.

The show was seen by 9.6 million individuals across the series. On average, 15% more viewers joined the show whenever it was aired, gathering real momentum. Those who had seen the show identified more strongly with Pedigree (10% more identification with the brand) and felt the brand was meaningfully differentiated (+11% 'the brand fits with my pet's needs').

PR coverage

The company received a staggering amount of PR coverage for the adoption drive campaign. Managed by Jackie Cooper PR, the main event of the campaign was the 'big walk' through Battersea. The spokesman Neil Morrissey and his adopted dog Tiggy joined hundreds of local residents, Battersea volunteers and Pedigree staff for a walk through Battersea park to raise the profile of the campaign.

Neil and Tiggy featured on BBC News 24 and also appeared on Loose Women and This Morning talking about the Pedigree Adoption Drive. The story ran in the *Daily Mail* among other leading publications and also appeared on many blog sites. For example, there were:

- 218 pieces of branded coverage.
- Campaign MBR: 7.49 million.
- Campaign reach: 180 million branded media impressions.
- Campaign cost per impact: 0.04 p.
- Campaign return on investment : 25:1.

On-pack and in-store

In-store support for the campaign was crucial, given that donations were generated from every Pedigree pack purchased. There was information about the adoption drive on the pack along with branded food donation points at point-of-sale (POS).

The Pedigree Adoption Drive
because every dog deserves a loving home

We're for abandoned dogs.
The big ones and the little ones.
The Terriers, Collies and Greyhounds.
The rare breeds, the pure breeds and the mutts.
We're for all dogs who need loving homes.
Regardless of size, shape or breed.
Because no matter what dogs' home they're in,
they all deserve to be somewhere else.
And we're committed to helping them get there.
Because, at PEDIGREE
we're for the abandoned dogs
and when you buy PEDIGREE we make
a donation to help them find loving homes.
Support The PEDIGREE Adoption Drive
and help us help dogs.

Pedigree
We're for dogs

www.pedigreeadoptiondrive.com
All dogs featured are cared for by Battersea Dogs & Cats Home

Figure 1. The campaign



Pick me

I'm Isaac. I was left to fend for myself on the streets of London when I was just 3 months old. Luckily Battersea Dogs & Cats Home rescued me. I can't wait to share my love with a family. I'm an active dog and like to be busy, I want to follow you around, play by your feet and be your loyal friend.

Every Pedigree pack sold helps a homeless dog

 **The Pedigree Adoption Drive**
because every dog deserves a loving home
www.pedigreeadoptiondrive.com

 **Pedigree**
We're for dogs

Figure 2. Isaac

Donated food was given to rescue centres local to the store. These arrangements were made between the individual supermarket managers and their local charities. Pedigree supplied them with the POS materials and received excellent feedback from the charities who were delighted to create relationships with the local retailers.

There was wholehearted support from the major supermarkets, including Morrison's and Asda. Specialist pet food retailers got fully behind the campaign as well: staff at some stores even wore branded shirts during the campaign. This level of staff engagement among retailers was a valuable asset.

A good result for dogs

The campaign had a huge impact on the fortunes of homeless dogs, not only by raising money for the charities that look after them, but by helping to increase awareness of the problem through the campaign messages. It reached millions of people around the UK. The results speak for themselves:

- £489,000 donated to help homeless dogs.
- The company received over 160 requests for grants from charities around the country, over 150 of which were granted. Many of these were small organisations, so the grants were of huge value to them.
- An estimated 43 million people encountered the campaign.

Sales uplift

The campaign contributed strongly to a year-on-year value sales increase of 6% over 2007-8, with a clear increase in incremental sales over the period of the campaign compared to 2007 (Figure 3).

Boosting the brand attributes

The campaign also had a very positive impact on perceptions of the brand. The IPSOS/MORI Brand Equity Tracker showed phenomenal results when comparing the fourth quarter of 2007 with the first quarter of 2008. Each of the following scores shifted significantly in measurement:

- Motivation increased from 50 to 61. 'This brand fits with my needs and my pet's needs, it is relevant to me'.
- Trust 74 to 80. 'I have confidence in this brand and I trust it'.
- Identification 54 to 63. 'I have something in common with this brand. If this brand were a person I would like them'.
- Quality 67 to 74. 'This is a brand that stands for quality'.
- Dog well-being 58-66. 'This brand has dog well-being in its heart'.

This was the ideal CSR campaign for Pedigree. It enhanced the brand, grew the business and helped vulnerable dogs. The company continued the campaign in 2009, this time donating 2p from the profits of every product

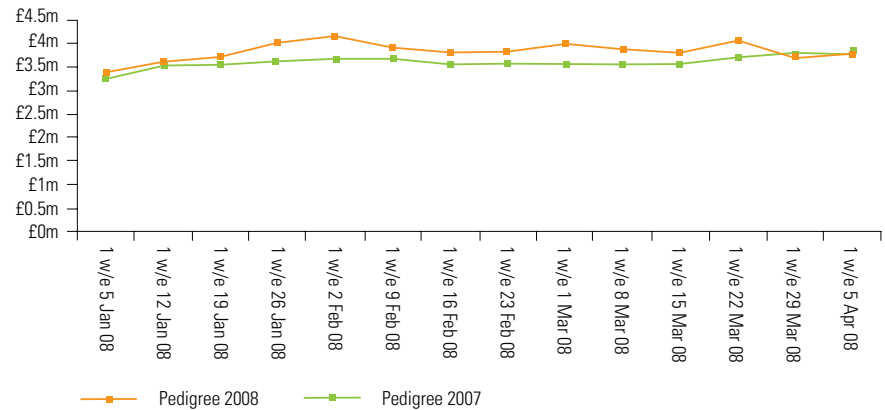


Figure 3. Total brand sales results

Sponsors

Aviva - 300 Years of Insight

We're the world's sixth-largest insurance group and the biggest in the UK, with 46,000 employees that everyday serve 53 million customers worldwide.

We are committed to delivering one distinctive experience for our customers. Wherever they are, we want them each to feel that "no one recognises me like Aviva". Our global consumer research reveals that most of our competitors are particularly bad at recognising people's individual significance. This research also tells us that small human touches can make a huge difference to a customer's experience. Our aim is to make recognition the familiar quality that distinguishes Aviva from our competitors - just as Apple means user-friendliness and FedEx means reliability.

BT operates in over 170 countries and is one of the world's leading communications services companies. BT is a major supplier of networked IT services to government departments and multinational companies. It's the UK's largest communications service provider to consumer and business markets and is made up primarily of four customer-facing lines of business: BT Retail, BT Global Services, Openreach, and BT Wholesale.

BT operates in a thriving, multi-trillion pound industry that spans the whole world. In recent years the global communications market has been focused on convergence, whereby the boundaries between telcos, IT companies, software businesses, hardware manufacturers and broadcasters have become intertwined to create a new communications industry.

BT has evolved from being a supplier of telephony services to become a



"We know insurance isn't just about policies' and pensions; it's about people. That's why we're making our customers the big picture, putting a spotlight on them and our people. Putting customers at the heart of everything not only makes sense for them, it makes good commercial sense too." (Amanda Mackenzie, Aviva's chief marketing and communications officer)

We are working hard every day to build the company around what our customers want from us. That's why Aviva now ranks among the UK's top ten most valuable brands, according to the 2010 Brand Finance Global 500 survey and that success is something we are looking to replicate across the world.



leading provider of innovative communications products, services, solutions and entertainment products. BT's business customers range from multinational, multi-site corporations to SMEs and start-ups.

More than 80 per cent of the FTSE 100 and 40 per cent of Fortune 500 companies rely on BT for networking, applications and system integration. The National Health Service, Procter & Gamble, PepsiCo, BMW, Emirates, Fiat, Microsoft, Philips, and Unilever are just some of the organisations working with BT.

BT has been a driving force behind the success of 'Broadband Britain'. Thanks to the company's investment, nearly every home in Britain now has access to broadband and in September 2009, BT announced plans to more than double the availability of its fastest fibre broadband service.

MARKETING EXCELLENCE 2

“A treasure trove of examples covering the whole waterfront, from launching new brands to revitalising, sustaining and extending established ones, and from insights to advertising and sustainability. Whatever your business, it should make you proud to be a marketer, shake up your thinking and inspire you to go the extra mile.”

Professor Patrick Barwise, London Business School, Chairman of Which?

“This exciting book demonstrates how great marketing can solve the most difficult problems, through analysis, teamwork and creativity.

It contains 34 fascinating case studies, selected from hundreds of high quality entries to The Marketing Society Awards for Excellence. Those involved had the determination to win, and the courage to think differently. An inspiring read.”

Professor Hugh Davidson, Co-Founder, Oxford Strategic Marketing

“This is the textbook, the toolkit and the manual for marketing excellence.”

Cilla Snowball, Chairman, AMV BBDO

“These cases are a great source to stimulate your thinking. Some will stimulate new thoughts, some will unlock ideas from the back of your memory. All of them however are great fuel for growth.”

Keith Weed, Chief Marketing and Communication Officer, Unilever

Featuring 34 award-winning case studies from some of the world’s leading brands:

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