

AGENCIES



CLIENT



AWARDS

FMCG
Sponsored by RTE MEDIA SALES

Bronze

RTE media sales

COMPANY PROFILE

Publicis Dublin

One of the largest and most awarded creative advertising agencies in Ireland, Publicis Dublin is an affiliated agency of Publicis, the world's third largest and fastest growing advertising network.

We want our Client's brands and business to prosper and creativity is our tool. At Publicis our definition of creativity extends beyond the winning of creative awards, to the development of new ideas, products, brands and business solutions.

We embrace the recession induced challenges our clients face and provide innovative solutions.

We have Irish Advertising's most creative culture so we attract Ireland's most creative minds to work on our client's brands. At Publicis we believe creativity and effectiveness go hand in hand.

PHD

PHD is a media and communications agency that has been built on a culture of thought leadership, creativity and innovation. PHD is committed to delivering dynamic communication solutions with effectiveness at the heart of everything we do. Quite simply, we produce integrated communication solutions that are accountable. PHD is responsible for looking after some of the largest and most prominent brands in Ireland. Our client list includes: Fáilte Ireland, Mondelez, The Irish Times, Permanent TSB, Dublin Airport Authority, Warner, Topaz, Canon, Sage, Citroen, Dr. Oetker, Garmin, Kerrygold, Mothercare and countless others.

INTRODUCTION & BACKGROUND

In the end, it's extra effort that separates a winner from second place. But winning takes a lot more than that, too. It starts with complete command of the fundamentals. Then it takes desire, determination, discipline, and self-sacrifice. And finally, it takes a great deal of love, fairness and respect for your fellow man. Put all these together, and even if you don't win, how can you lose?"

Jesse Owens.

When we first discussed this strategy with a colleague, they burst out laughing. This was followed by the kind of look that tells you that they are beginning to question one's mental faculties. This is not a traditional ADFX entry. This is a story about intended and unintended consequences. A tale of circumstance, luck and the application of common sense. It challenges some of our commonly held assumptions but reassuringly, it will confirm some of our long-held prejudices; i.e. that respecting your audience and giving them something back through a great idea, beautifully executed we can deliver for everyone: For the audience, for the public, for the business and for the brand.

Cadbury chocolate has been made and sold in Ireland for 85 years. It's the market leader by a significant margin with an overall market share in the mid-40s (Nielsen ScanTrack November 2013), which compares very favourably with other Mondeléz markets. This means what happens in Ireland means more to Cadbury than the relative size might warrant. With this success comes attention.

In 2010 our client, were told that Cadbury had secured the rights as an official sponsor for London 2012. Great news...if you're Cadbury UK. One of the world's most prestigious sponsorship properties, happening on home soil where British athletes were expected to excel. Cadbury UK grasped the opportunity with both hands and developed a 'Keep GB Pumped' platform. Wonderful... apart from a few things: we're not 'GB', we weren't expected to feature heavily in the medals and we still see GB as the 'auld enemy' - thankfully now - mainly in sporting terms. So, the option to 'lift and drop' the UK communication assets was never really on the cards. Cadbury Ireland had inherited an, admittedly valuable, sponsorship property without a clear idea of how it could contribute to the commercial and marketing imperatives of the company.

MARKETING OBJECTIVES

That commercial situation was challenging. In June 2012, the brand was in rude health with consumers (See fig 1) following significant investment and innovation from the client particularly over the previous 24 months (see ADFX 2012 winning entry) and the competition was on the run. However, value was



Awareness and Usage

Awareness and Usage



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under constant pressure, particularly in the impulse channel. Consumers were migrating to multipacks bought in multiples. In other words, they were buying Cadbury chocolate with their heads (pre-planned

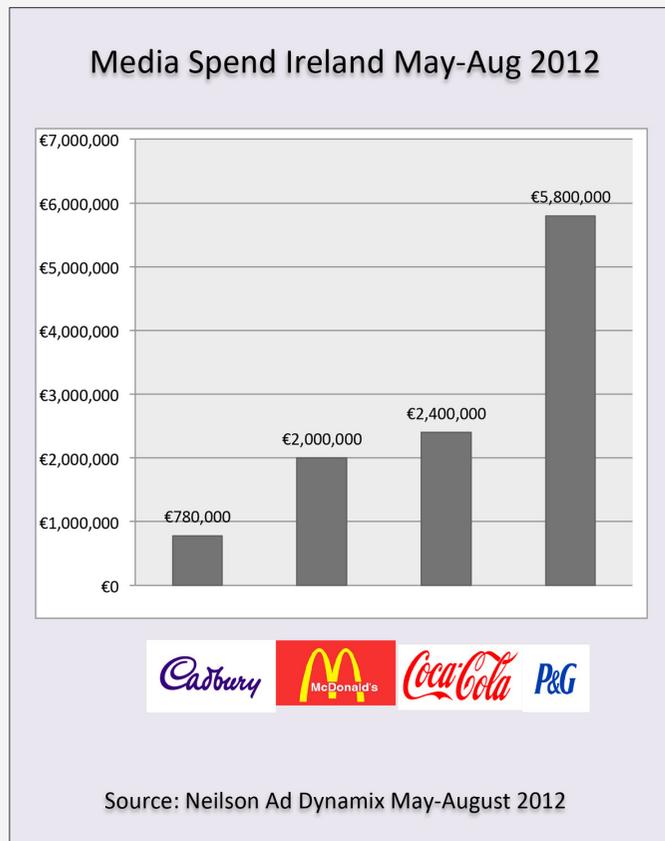


Fig 2

MARKETING OBJECTIVES

for future consumption) and not their hearts (impulse for immediate consumption) and this was impacting margin and therefore profitability. For a high-cost domestic manufacturing base, high rate of sale at decent margin is imperative. We had to protect these ratios and we had to work out a way to use the Olympics to help do it.

i. The commercial objectives for the activity were for the sponsorship to pay for itself by the end of August 2012 with a ROMI of at least 1:1. This represented a challenge as sponsorships are mainly measured over the long term as increased affinity translates into more robust market share. This type of more measured, incremental return builds over time. However, because an Olympics usually only stays on the public radar for the duration, there was little opportunity to leverage it after the torch was extinguished.

We needed a commercial return, fast.

ii. The Marketing objectives were clear. Build brand love quickly and convert as we go. The commercial objectives could be delivered by a 100bps rise in Overall Market Share (Source: Mondelez) with corresponding increases in the impulse channel and the take home channel. This clarity helped us realize that, although we were a tier two sponsor we had to cut through like a tier one sponsor. That meant being up there with the likes of P&G, McDonald's and Coke using a fraction of their resources. (See Nielsen Adynamix Fig 2)

iii. The role for communications too, was ambitious. What could we do to bring people closer to Cadbury is they weren't even close to the Olympics? The activity of the Tier 1 sponsors provided both a challenge and an opportunity: A challenge because they would largely be using high quality international copy. However, this was also an opportunity as - at times - this could compound the 'relevance' issue for audiences. This offered us the chance to connect well with the Irish public by using locally originated copy.

With everything else that was going on sporting-wise that summer, we knew that the role of our communications was to bring Irish people closer to the games, and, by association, bring them closer to Cadbury. As a team, after much debate, we agreed that we couldn't possibly achieve the latter without achieving the former.

THE TASK

Given this approach, our task was twofold. Firstly, we had to deliver an immediate sales uplift in the run up to the games. This would satisfy our reports and keep the heat off our 'Gamestime' strategy. So we ran a promotion and achieved this. Secondly, and being honest, our primary objective (and the subject of this entry), we wanted Irish people to enjoy the games more. This was not something we talked around, this was something we talked about obsessively and decided to measure.

Much of the meaning of the Olympics is about national identity. You have to remember that Ireland, and our people, had endured a comprehensive kicking in the four years since the last games. When our athletes went to Beijing in the summer of 2008, we were the envy of the developed world. We had full employment, the highest per capita income in Europe and we were pretty damn pleased with ourselves. Contrast to the summer of 2012; our boom was bust, we had 15% unemployment and we were enduring the national humiliation of an IMF intervention. The consumer sentiment index had us at our lowest point in 16 years.

The cynic in one might ask the question: What's the angle? This is where it gets a little bit fluffy and, if you're to buy this case study, you're going to have to buy this argument:

Companies have a moral responsibility to the society they operate within. In Ireland, good companies have always known this: Guinness recognizes it (Arthur Guinness Projects), SuperValu recognizes this (SuperValu Tidy Towns) and since 1933, Cadbury has been an exemplar for this behaviour. Civic contribution has become an integral part of their brand equity. And like all elements of brand equity, it must be genuine and it must be invested in.

Our hypothesis was that, if Cadbury eschewed that overtly commercial approach of a cluttered sponsorship landscape surrounding London 2012, and created a campaign that would be of benefit to the nation as a whole, the universe would conspire to make the activity successful for everyone: The public, the athletes, the Olympics and the advertiser. Simply put, our strategy was to help Irish people enjoy Olympic moments more. To a judging committee, this may sound incongruous. To make the case to our colleagues, you can imagine the argument we would have. So we didn't. We agreed to position the activity as a straight brand equity play coming off the back of a strong, Olympics related promotion. This garnered us enough skeptical support to pursue our strategy.

THE STRATEGY

With an inherited property like the Olympics sponsorship we found ourselves in an unusual situation. Bizarrely, we actually worked with our clients to determine the objective. It was a case having a great property and deciding what was the best way to use it. So, after a bit of work, we whittled down the options as follows:

- ▶ Minimise our financial exposure: This may sound cynical but if you'd seen the research, you may have been tempted. There was very little interest in the Olympics in Ireland when compared to the 'Euros', which were also happening that summer.
- ▶ Use borrowed interest to build brand equity: The traditional use of a sponsorship property. This was an obvious strategy but, given the short period of time we had to make it work, we felt we would be missing a trick.
- ▶ Use the sponsorship to celebrate Team Ireland's participation in the Olympics. This final option had a depth we liked. To understand the motivation you have to understand the heritage of Cadbury in Ireland and the behaviour of the business leading to this point. Cadbury has a proud 85-year history of looking beyond immediate commercial gain and investing in wider societal benefits. Ultimately, you had to believe that this approach would have a commercial payback (we had masters with calculators in Zurich) but to say that we were certain that our alchemic approach would work would be an exaggeration.

So, our strategy was to find ways we could make the Irish public's Olympic experience better. Could we help the athletes? Could we help the supporters? Could we help the team above and beyond our contractual obligations? We had some credibility here as, being a long-term sponsor of the Team Ireland, we had made a tangible impact on their preparations for the game. The money Cadbury provided was used for training expenses, funding athletes and providing better equipment. In order to go further, we met with athletes to find out what else could be done. For example, could we support their supporters; their families and friends who made huge sacrifices for them to pursue their passion for sporting excellence and pride in their country.

THE IDEA

Sport, at its essence, is about moments. Split seconds, euphoria punctuated by prolonged heartache and longing, the very best of human endeavour: Longer, faster, higher. These moments punctuate our lives. We recall summers by the tournaments that dominated them. The great moments; the Packer Bonner save at Italia '90, Ciaran Fitzgerald's 'Where's your f**king pride?' in the '85 Triple Crown and ultimately, Katie Taylor with her 'Come-On' victory cry from the top ropes. They can reduce grown adults to tears and inspire a youngster to greatness. They are the emotional power of sport captured. We decided that best thing that Cadbury can do is to be an enabler; to remind the Irish public of what sport means to them and to, God willing, bring them more of these moments. There is an obvious parallel in eating chocolate but we decided, as is the case is all great sponsorships, to concentrate on the magic of the event

Our briefing meetings with the athletes were humbling. Young, determined, immensely talented individuals and teams that put everything they had into their sport. Paul Hession, a sprinter, has the dubious honour of being the ninth fastest man on earth. If you consider that an Olympic final has eight runners with athletes like Usain Bolt and Yohan Blake competing for blocks, you can imagine the strength of character it takes to put a medical career on hold for 10 years to pursue this Olympic dream. The character to get up at 5am on a February morning to run alone, in icy rain, in Santry Stadium for an outside chance of the eighth starting place. Our client arranged for the creative briefing to be in Santry Stadium, with Paul. It's there that we decided that this is the kind of sacrifice that needed to be recognized and celebrated and that Cadbury could play a small part.

In short, our idea was to get people excited about London 2012 by reminding people about the magic of great sporting moments and to heighten the expectation for more of these moments with Team Ireland.

To be an idea, it needed to be expressed in the message, the medium and the moment.

The message: The message was summarised in the line 'Enjoy the Moment'. Heightened sporting moments transport the spectator to a better place where the worries of the world fade away.

THE IDEA

As brands involvement in sport becomes more prolific, the public grows more wary: we felt that, with the clutter that surrounds major sporting events, we'd have to do something pure to stand out.

We developed cutting-edge motion capture vignettes evoking Ireland's past glorious Olympic moments.

The main thrust of the activity consisted of material supporting a media sponsorship with RTÉ, Ireland's national TV network. Much like BBC, RTÉ could provide us with the reach that TV delivers but also, deeper engagement opportunities across their online coverage of the games on RTÉ.ie, the RTÉ Player and various social media presences. The sponsorship included their radio stations that deliver 9 out of the top 10 listened-to programmes in Ireland (JNRS June 2012). Therefore, in one deal we were able to acquire a multi-media, multi-platform campaign that dominated Ireland's media coverage of the Olympics. This included TV and VOD stings, display and branding around digital and social, radio advertising and even print in the RTÉ Guide (listings).

Please creative material in media attachments.

Media Strategy & Insight

Nothing compares to being a spectator of the magical split seconds that make a mark in history. The Games offered us a magical opportunity to see a lifetime of dedication become an achievement of a lifetime. It's the joy and wonder of seeing mankind pushing itself to break boundaries. It's also an exceptional media moment when the entire nation gets behind an individual.

This became firm ground for our media strategy:

Use media to connect the Irish nation capturing a moment in history.

Media activation

We developed an integrated media partnership to become the official sponsor of RTÉ's online and offline coverage of London 2012. It was an exceptional opportunity to own the Olympics across multiple media touch-points on a national platform of unprecedented scale.

THE IDEA

It gave Cadbury:

- i. Ownership of the entire coverage of London 2012 on RTÉ 2 (TV). Dairy Milk had presence in every break across the day for the duration of the Olympics dominating 850 ad-breaks.
- ii. Ownership of the coverage of London 2012 on RTÉ.ie as well as having a dominating presence within Video on Demand.
- iii. Ownership of the first ever multi-live broadcast on RTÉ.ie featuring a simultaneous feed of eleven sports during London 2012.
- iv. Ownership of an entire section on RTÉ.ie encouraging consumers to vote for their favourite Olympic moment in previous Olympic Games, linking with the product promotion at Point-of-Sale.
- v. Ownership of every “Olympic Desk” which ran on Radio across Radio 1 and 2FM.

We built consumer engagement in magical and joyful ways through one main activation: An innovative media platform called “Bytes of Joy” captured live moments of joy as history was being made in Irish sport.

This is how we did it:

- i. As the Games developed, it became clear the nation was yearning for Katie Taylor to win Ireland’s first gold medal. This became our primary focus to activate “Bytes of Joy”.
- ii. As the entire nation gathered to witness this event, PHD camped in RTÉ TV studios and did some media magic.
- iii. In the ad-break before Katie’s final, we broadcast a TV message to the nation. We asked people to use Cadbury’s Twitter and Facebook pages to let us know how they were enjoying this moment in sport history.
- iv. We complemented this with a Twitter Roadblock – the first of its kind in Ireland – as well as an extensive Search campaign driving awareness and traffic to RTE’s and Cadbury’s Social Media pages.



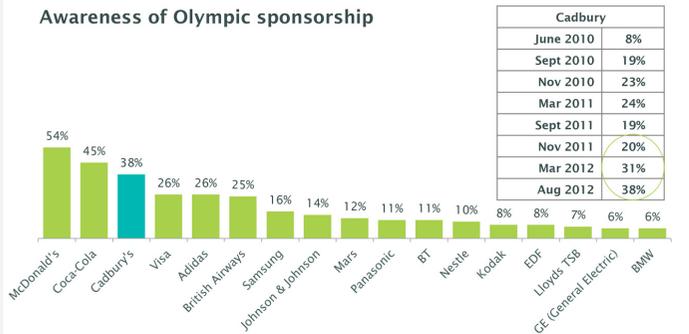
THE IDEA

- v. In seconds, we lifted live tweets and Facebook posts and magically broadcast them to the entire nation on TV in real time. User-generated content from our social media channels became the content of our TV Sponsorship stings. In other words, we captured live “bytes of joy” being generated on social media and catapulted them into the TV stratosphere.

Thousands of tweets and Facebook posts came flooding as Katie fought for her gold medal.

An increase in awareness of most brands around Olympic sponsorship

Awareness of Olympic sponsorship



Cadbury	
June 2010	8%
Sept 2010	19%
Nov 2010	23%
Mar 2011	24%
Sept 2011	19%
Nov 2011	20%
Mar 2012	31%
Aug 2012	38%

Base: Total sample June 2010 (441), Sept 2010 (468), Nov 2010 (478), Mar 2011(450), Sept 2011(468), Nov 2011 (457), Mar 2012 (462)
 SP2. Which of these brands are you aware of sponsoring the London 2012 Olympic and Paralympic Games?

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Fig 3

THE RESULTS

As outlined, our objectives were s follows:

- ▶ Business Objective: Achieve a ROI of at least 1:1 by the end of August 2012.
- ▶ Marketing Objective: Increase market share by 100bps (Overall, in Impulse and in Take-Home).
- ▶ The role of communications: Double the 'Excited by the games' score over the life of the sponsorship.

Let's look at the sponsorship's performance against these objectives in reverse order: People's attitude to the games themselves improved markedly. In January 2012, 30% of the Irish public described themselves as 'excited' about the London 2012. (Hall & Partners September 2012 Post Campaign Analysis) By August, the figure was 68%. Obviously, we're not claiming that this score was delivered by Cadbury's sponsorship (Ireland's first gold medal in 16 years may have helped!), but we do believe that the relationship was mutually beneficial. Cadbury help provide the coverage of the event through its RTÉ sponsorship. The activity was 'Team Ireland' focused using emotion to stimulate the audiences and building anticipation for the events. Also, Cadbury provided tangible assistance to the athletes and their fans. The approach worked with Cadbury coming in third in terms of association (Fig 3 Hall & Partners September 2012 Post Campaign Analysis),

beating out higher spending multi-national, Tier 1 sponsor competitors. In addition, in tracking 57% of people described themselves as feeling 'more positive' to Cadbury in post campaign tracking (Hall & Partners Tracking September 2012) and the majority linking Cadbury to supporting Team Ireland (Fig 4).

Our market share ambitions were also exceeded. For an investment in the sponsorship deal, the production and fees of €1.28 million, we increased our overall market share YoY from 45.7% of total Chocolate in 2011 (Source Nielsen ScanTrack & Nielsen Market Tracking period May to August 2011 vs 2012) to 49.0% for the same period in 2012. We increased our market share in Impulse from 48.0% to 49.0% and in Take Home from 44.1% to 50.2% (Fig 5).

Most recognisers took away the message that Cadbury were supporting Team Ireland

Main messages among recognisers (spontaneous)



Fig 4

We gained 240 bps and grew by 9% in value sales

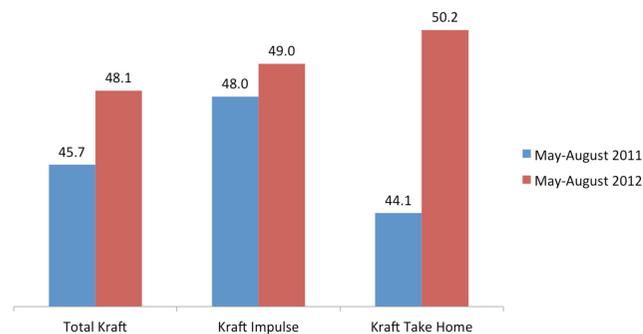


Fig 5

THE RESULTS

This resulted in one of our unintended but welcome outcomes; this growth drove a growth in the overall market of 2.5% for the period. Again, these figures sound modest but chocolate is largely sold outside the summer in Ireland so it was a welcome boost to the annual figures.

All good news but what about the bottom line? The activity delivered an incremental net revenue of €1,655,500 giving a ROMI of 1:1.607 or 61%.

So, the campaign washed its face and sent over €600k to the bottom line in a three month period. But how do we know it wasn't anything else? Let's look at the other variables:

Promotion. A promotion would be normal at this time of year. We did run an Olympic themed promotion in the run up to the period called 'Unwrap Gold'. We discounted this as a factor as it was an instant win mechanic for Olympic tickets. This concluded before the period of measurement

Advertising. There were no other Cadbury campaigns live at the time so it wasn't affected by spend not apportioned in this case.

Competitor activity: The main competitors for Cadbury are Mars and Nestlé. Neither had altered their usual levels of activity around the sponsorship period.

New Product Development: There was no NPD associated with the activity and no major NPD in the market at the time.

The weather: Chocolate sells better in colder weather. 2012 was not a great summer in Ireland. However, neither was Summer 2011. The 2012 July mean was 15.5 degrees whereas in 2011 it was 15.2 degrees (Source: Met Éireann)

Distribution: There were no new channels and distribution is 98% in existing channels.

THE IMPACT

As outlined, our aim of generating positive sentiment around Team Ireland in the Olympics was achieved. This was, of course, driven by our athletes' success. In addition, 57% of respondents stated that they felt 'more positive' towards Cadbury after the games. (Hall & Partners September 2012). Controversially, we'd argue that neither of these attitudinal improvements represents the true success of the activity. What really excited us was the feeling that Cadbury took an opportunity to be true to its brand's heritage and history and that this behaviour will pay dividends, both commercially and - in the wider cosmic scheme of things - in a manner so subtle that we haven't designed the models yet to measure it. We understand that this goes against the hard-nosed criteria of an effectiveness award process. It's hard to explain to a non-expert; it's hard to digest for a finance director but that's fine. It's not their field. We, as marketing experts, know that not all things of value in marketing can be measured in a simplistic way but that does not make them any less powerful. Marketing, and advertising within that discipline, is the most powerful engine for improving business performance and, yes, it can be frustratingly opaque. But trust the experts and your brand, and your business, will be just fine.

NEW LEARNINGS

Our learning is that you need not stick to the accepted wisdom that different channels have defined roles and should not step outside these. Channels and communications assets are now much more flexible and arguably more engaging with the increased degree of consumer interaction. We proved that a Sponsorship could deliver commercial objectives in the short term. We also proved that the consumer would respond to strong communication that brings them into the equation and rewards them for indulging the selling message. A lesson for us all perhaps...

SUMMARY

Cadbury capitalized on an inherited sponsorship opportunity for the 2012 London Olympics. By using a brave, innovative strategy we were able to deliver on the brand's commercial objectives. By looking beyond the brand and by concentrating on bringing a better Olympic experience to the audience, we were able to be true to the brand's heritage and deliver joy to millions of embattled Irish people.

Publicis Dublin

MEDIA GALLERY

CREATIVE

