

2017 ENTRY FORM

(Note: word count 2,500)

Entry ID:	01797
Entry Title:	CHILD REPLACEMENT PROGRAM
Client:	MARS NZ LTD
Product:	PEDIGREE
First Media Appearance Date:	March 6 th 2017
Category:	J – Most effective integrated campaign
Category Description:	<p>Here we're looking for where the power of a really big idea allowed a campaign to translate across all the relevant channels to deliver an exceptional result. This is not about simply listing multiple channels and executions. Judges are looking for evidence that the integration was a consequence of an idea so big that it broke out of the category and resulted in a combination of traditional, innovative and unexpected activities creating enduring value for business. Judges will be expecting to see measures proving the link between the communication idea and the resulting integration; this will be critical to proving the effectiveness of the campaign. Entrants will need to show that each channel or activity was deliberately selected to enhance the idea and that the core strategic and creative thinking was adapted appropriately for each component, that components were designed to coordinate with each other, and that each component played a significant role in delivering the results.</p>

Title:	CHILD REPLACEMENT PROGRAM
Client:	MARS NZ LTD
Product:	PEDIGREE

1. Case Summary (0%)

Please write a brief summary of the case study and results not exceeding 90 words.

5,000 shelter dogs are euthanised in NZ each year.

PEDIGREE believes that dogs, in their joyful innocence, bring out the best in people, which makes this stat hard to stomach. So, in 2017 they created a campaign designed to drive dog adoption enquiries and increase PEDIGREE sales.

The campaign, 'The PEDIGREE Child Replacement Program' led to a 16% uplift in sales, an 824% increase in adoption enquiries and helped PEDIGREE take the no.1 spot in dry dog food from their biggest competitor.

Sit.

Stay.

Read this paper.

Good dog.

2. What was the challenge and what were the objectives? (10%)

What was the market context, what was the strategic challenge the client faced, what was the creative challenge the agency was set. What were the short and long-term objectives that were set for the campaign and what time frame they were to be achieved in.

PEDIGREE's brand purpose is a simple one; to make the world a better place for dogs.

They believe that dogs, in their joyful innocence, provide happiness and bring out the best in people. This core belief guides everything PEDIGREE does; from making dog nutrition products that fuel happy and healthy dogs to all brand partnerships and initiatives.

To action this belief, PEDIGREE has 3 areas of focus.

- 1. Produce high-quality, leading nutrition that brings out the best in dogs.**
- 2. Drive relevant initiatives that make the world a better place for dogs.**
- 3. Find ways to bring people and dogs together to bring happiness into as many lives as possible.**

In 2015 and 2016, PEDIGREE's annual brand campaign revolved around the second area of focus; initiatives that make the world a better place for dogs. These brand campaigns, as with nearly every campaign dating back to 2013, provided a 4%-6% increase in sales¹. This sales spike had become predictable so in 2017 we wanted to create a campaign that drastically disrupted it.

BUSINESS OBJECTIVE

PEDIGREE sells products that provide nutrition for heathy dogs. If more people become dog owners it means PEDIGREE sells more dog food. This makes the third area of focus, 'bringing dogs and people together', very important to PEDIGREE's business.

INCREASING ADOPTION

One of the best ways to bring dogs and people together is through dog adoption. This is a global focus for PEDIGREE. PEDIGREE focuses on driving adoption enquires, raising donations and finding dog shelter volunteers. Globally, since 2008, PEDIGREE has donated over \$6m towards helping dogs in need find their forever home².

PEDIGREE New Zealand supports local dog adoption through the PEDIGREE Adoption Drive Trust. The Trust partners with numerous charities and shelters around the country to raise awareness, raise money

¹ Client data

² <https://www3.thedatabank.com/dpg/561/spdf.asp?formid=Donate2015>

and find loving homes for shelter dogs. But each year 5,000 shelter dogs are still euthanized in NZ because there are not enough suitable or willing homes³.

Increasing dog adoption enquiries is a way for PEDIGREE to save dogs' lives while also increasing sales by creating more dog owners. Increased sales also creates more funding for dog shelters because PEDIGREE donates a portion of every product sold, to the Trust. This means, increasing PEDIGREE sales has a direct impact on the funding the dog shelters receive.

THE CHALLENGE

Our challenge this year was to create a brand campaign that significantly increased adoptions and exceeded the usual 4% - 6% increase in sales. To really disrupt this traditional sales bump, we needed to create new dog owners through adoption and also drive PEDIGREE's brand salience and sales with existing dog owners.

BRIEF

Drive an increase in dog adoption enquiries with local shelters while exceeding previous PEDIGREE brand campaigns in both sales and brand salience.

SPECIFIC OBJECTIVES

1. ADOPTION OBJECTIVE:

Increase dog adoption enquiries by 50% at the shelters connected to the Pet Rescue adoption website (set up and funded by the PEDIGREE Adoption Drive Trust) during the campaign.

2. SALES OBJECTIVE:

Increase sales of PEDIGREE by more than 6% (the increase traditionally seen during past brand campaigns).

3. BRAND OBJECTIVE:

Generate Brand fame and PR for PEDIGREE as relevance is a key focus for MARS' brands due to their belief that salience is the biggest driver of growth. Target: 5m impressions.

³ Pet Rescue Data

3. What was the strategic thinking that inspired your big idea? (15%)

What was the insight or insights identified as key to unlocking the solution? How and why did the strategic thinking address the objectives set?

Dogs are so cute! People love Dogs! I love dogs! How hard is it to drive adoption?

Turns out, it's more challenging than you'd think.

THE CHALLENGE

64% of NZ households already own a pet, the second highest pet ownership rate in the world⁴. What's more, current dog adoption levels are stable year on year⁵ so to achieve our objectives we needed to shake up the status quo.

ACTING DIFFERENTLY THAN THE COMPETITION

We began by looking at previous dog adoption campaigns. Like many other charity campaigns, they often took a melancholy and earnest approach. This approach invariably exists to guilt or shock you into action, which didn't feel right for PEDIGREE. PEDIGREE believes in the power of a dog's joyful and infectious energy. Not their power to guilt you into taking them for a walk by whimpering quietly at the front door. We needed to find a positive approach to ensure this campaign stood out from the expected charity troupes and wasn't ignored.

FINDING THE RIGHT TARGET

But not everyone wants a dog. Dogs are a commitment (albeit a cute one that loves you unconditionally). If the audience didn't want, or wasn't in the position, to get a dog, let alone adopt one, our message would be ignored. We needed to be smart about who we targeted. We needed to find the people in the best position to adopt a dog and then connect with them in the right way.

Current NZ dog ownership statistics showed that 78% of households with children aged 9-17 already had a dog⁶. However, when it came to people over the age of 50, the number dropped to just over half, the lowest dog ownership rate of any age group.⁷

⁴ http://www.nzherald.co.nz/lifestyle/news/article.cfm?c_id=6&objectid=11694903

⁵ NZ Companion Animals Council Report 2016

⁶ NZ Companion Animals Council Report 2016

⁷ NZ Companion Animals Council Report 2016

What's more, many of these older New Zealanders are entering a new stage of life: post kids. After raising children for so many years, the adjustment once their children move out can often be hard.

This is known as **Empty Nest Syndrome**:

“Empty nest syndrome is a feeling of grief and loneliness parents may feel when their children leave home for the first time, such as to live on their own or to attend a college or university.

This can result in depression and a loss of purpose for parents, since the departure of their children from “the nest” leads to adjustments in parents’ lives.⁸”

We didn't want to add any more gloom and depression to an already challenging situation for our Empty Nesters. Instead we needed to find a way to turn Empty Nest Syndrome into a positive and do so in an optimistic way that was true to PEDIGREE.

And truth be told, there are a lot of Empty Nesters. Like many developing countries, NZ has an aging population⁹. So not only had we identified a growing audience with low rates of pet ownership, we had identified one with time, with money and that still had sufficient energy to care for a dog. Empty Nesters are used to running around after someone and would benefit as much from having a dog as the dog would benefit from having them for companionship.

We also figured Empty Nesters were more likely to choose an older dog over a new puppy because, while they missed their children, it's safe to assume they didn't miss toilet training them when they were young.

4. What was your big idea? (10%)

State in one sentence. What was your core idea that drove your effort? Consider 'idea' in the broadest sense, ie., ranging from communication-based to the creation of a new service or resource. The idea should not be your execution or tagline.

The PEDIGREE Child Replacement Program – a campaign that encouraged Empty Nesters to replace the child-sized hole in their life with an adopted dog.

⁸ https://en.wikipedia.org/wiki/Empty_nest_syndrome

⁹ http://www.stats.govt.nz/browse_for_stats/people_and_communities/older_people/pop-ageing-in-nz.aspx

5. What was the creative execution and how did it bring the big idea to life? (15%)

Describe how the creative work helped the idea break out of the category and resulted in unexpected activities.

We created a fun and cheeky platform called the PEDIGREE Child Replacement Program, to reach Empty Nesters with the message: "When they move out, move on."

The campaign revolved around a web experience designed to make it fun and easy for Empty Nesters to find a rescue dog that matched the characteristics of their child who had moved out. We encouraged them to choose characteristics that matched their child, like: lazy or energetic? A light or big eaters? Sociable or shy? Thus, making sure that the dog would be the perfect replacement for their child and cause the least upheaval to their lifestyle.

We created a national through-the-line campaign to create as much awareness of the program as possible, because while not everyone has an empty nest, almost everyone will know someone who does and could relate to the idea of replacing a child. Funny and disarming film, tongue-in-cheek print, surprisingly fun promotions and humourous radio sought out Empty Nesters and tugged on their heart strings while entertaining everyone else.

While talking to parents, the beauty of The Child Replacement Program was that it also spoke to the children who had left – increasing our audience. We wanted them to see their own family situation, depicted in a humourous way, in our ads and share it with their parents. Our ads reminisced on their childhood memories of seeking their father's approval, being desperate to sleep in their parent's bed when there was a storm and building a treehouse together, only to see that the dog effortlessly replaced them in their parent's lives.

Three print executions used old childhood photos, recreated with the children now replaced by dogs in the current day. Radio dramatised the loneliness of Empty Nesters in insightfully funny ways.

In order to drive direct response through all of our digital and social channels, we built on the campaign by running a promotion that offered to turn any of an Empty Nester's kid's old things into dog things. Like their kid's old jacket into a dog jacket, or their old race car duvet into a dog bed.

The PEDIGREE Child Replacement Program. When they move out, move on.

6. What was the communications strategy? (10%)

Outline the media and communications thinking and strategy that brought the creative solution to life in the most powerful and relevant way for the target audience. Be sure to describe how the big idea was integrated into different aspects of the campaign eg., for different target audiences, products or other applications.

The PEDIGREE Child Replacement Program had three clear objectives:

1. Drive Adoption Enquiries
2. Increase PEDIGREE Sales
3. Create fame for PEDIGREE

If people were as excited and entertained by the work as we were, we knew fame would come, so the specific focus of our comms strategy was to ensure we drove adoption enquiries and PEDIGREE sales by using both targeted and mass-reach media.

Adoption Inquiries – Targeted media

To affect adoption enquiries and get Empty Nesters thinking about replacing their children, we had to find the most effective ways of not just reaching them, but also reaching those who were about to become Empty Nesters themselves. We used media where the audience over-indexed in Kiwis aged 50+ and then tailored our creative specifically to those mediums, ensuring that it was as impactful as possible.

This included:

- Promoted social posts targeting those in our Empty Nester age group
- Banner and display advertising on sites they frequented
- Airport advertising targeting parents who were dropping off their kids, and
- Print and Radio

Increasing PEDIGREE Sales – Mass Reach media

While Empty Nesters were the focus of adoption enquiries, the second layer of our comms strategy was designed to reach as many New Zealanders as possible and use the fun and cheeky tone of the campaign to get them talking about our initiative. As PEDIGREE believes that drives brand love and sales, we wanted as many people as possible to see, interact with and share the campaign.

This layer included:

- Broadcast TV
- Digital video channels
- Social posts (promoted and organic)
- OOH, and
- Print

PR was also an important focus. It was crucial to the organic spread of our campaign. It delivered a huge amount of earned reach through being featured on top-rating TV shows, 'Breakfast' and 'The Project', as well as featuring in numerous other national and local publications. This included NZ's largest newspaper, The NZ Herald.

While these outlets have broad appeal and mass reach, many of them also index highly with Empty Nesters.

List all consumer communications touch points used in this campaign.

TV/Digital Video/Print/Radio/Website/Digital Banners/Social/PR/OOH

7. What was the \$ spend? (0%)

Outline the media and production spend on the campaign. Use actual spend rather than rate card. In the case of donated media please list the rate card value separately from the bought media spend.

Media Spend:	\$200,000
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Outline the media spend in relation to competition and versus last year:

2016 spend: \$420,000

Creative Production Spend:	\$340,000
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8. What other marketing efforts were used in conjunction with this campaign? (0%)

List all other marketing or communications programmes not considered part of this campaign, that also affected the results e.g. coupons, sales promotion, planned PR, sampling, direct response, point-of-purchase, etc.

Indicate the extent to which any revised pricing, distribution or promotion programmes also affected the results.

Any marketing communications that contributed significantly to delivering an integrated campaign strategy and results should be described elsewhere in the entry form and any relevant contributing partners acknowledged in credits separate to the entry form.

There were no other campaigns present in market besides PEDIGREE's standard broadcast presence which was exactly the same as 2016 in both copy and reach.

9. What were the results? (40%)

Outline the results achieved by the campaign against the short and long-term objectives set, provide conclusive proof that it was the campaign that drove the results and outline the return on investment.

In this section the judges will be looking to see a clear cause and effect between this integrated campaign and business performance over time and that it was only because of this style of campaign the claimed business result could have been achieved. They will be awarding points on the following basis:

Overall achievement against objectives (10%)

A clear demonstration of long term success beyond 6 months (5%)

Convincing proof that the results were a direct consequence of your campaign (15%)

Return on investment. This should be measured ideally in terms of additional profit earned or revenue generated. (10%)

We exceeded all expectations. In the first 12 weeks of the campaign, PEDIGREE gained 0.8 market share points and for the first time in the brand's history, took the no.1 spot in dry dog food from our biggest competitor, TUCS¹⁰.

How did the campaign perform against our specific campaign KPIs?

1. ADOPTION OBJECTIVE:

Increase dog adoption enquiries across the shelters connected to the Pet Rescue adoption website (set up and funded by the PEDIGREE Adoption Drive Trust) by 50%.

RESULT: EXCEEDED. The Child Replacement Program has become PEDIGREE's most successful Adoption Drive campaign. The campaign lead to an **824% increase in dog adoption enquiries** across all shelters connected with the Adoption Drive compared to last year¹¹. This equates to more individually completed enquiries than the previous 2 years combined¹².

The campaign generated so much interest around dog adoption that PEDIGREE had dog shelters not connected to the adoption drive make contact to ask to have their dogs added to the Child Replacement Program database.

2. SALES OBJECTIVE:

Increase sales of PEDIGREE products by more than 5% during the campaign.

RESULT: EXCEEDED. Simply put, we smashed our target. During the campaign period, with no other contributing factors in market, **PEDIGREE saw a 16% sales increase**¹³, the highest performing period in

¹⁰ Scan Track Data

¹¹ Pet Rescue Adoption web data and calls

¹² Pet Rescue Adoption web data and calls

¹³ Scan Track Data

the last 18 months¹⁴. This increase was even higher than previous months where PEDIGREE products were on promotion and priced lower. Since the campaign ended, PEDIGREE's baseline weekly sales average has remained **10.7% above the pre-campaign period**¹⁵.

3. BRAND OBJECTIVE:

Generate Brand fame and PR for PEDIGREE as relevance is a key focus for MARS' brands due to their belief that salience is the biggest driver of growth. Target: 5m impressions

RESULT: EXCEEDED. The earned PR coverage of The Child Replacement Program on TV, in digital and even traditional print publications lead to **9,952,810 impressions**¹⁶ in a country of only 4.5m people (these 9.9 million impressions generated \$367,961¹⁷ in earned media, but this figured has been excluded from our ROI calculation).

RETURN ON INVESTMENT

Due to the confidential nature of the sales figures used to calculate ROI, these figures have been removed. But with a total budget (media and creative production) of just \$540,000, The Child Replacement Program lead to an **ROI of 4.5:1**

The PEDIGREE Child Replacement Program. When they move out, move on.

TOTAL WORD COUNT (count only words you insert in answer boxes 1 - 9):

2393

¹⁴ Scan Track Data

¹⁵ Scan Track Data

¹⁶ Media tracking data

¹⁷ Media tracking data