

# MARKETING TRANSFORMATION 2023

LESSONS FROM  
THE MARKETING  
SOCIETY AWARDS

BROUGHT TO YOU BY:  THE MARKETING  
SOCIETY

Accenture Song

SUPPORTED BY WARC

# MARKETING'S TRANSFORMATION JOURNEY

**A**ccenture Song is delighted to be a part of The Marketing Society Awards once again, building on our long-standing partnership with The Marketing Society. Contemplating the year gone by, we cannot turn a blind eye to the formidable challenges that have confronted us from the ongoing conflict in Ukraine to the escalating cost of living and the pressing issues surrounding sustainability. Yet despite all this we, as a community, have exhibited remarkable resilience—evolving, adapting, and forging ahead.

In our roles as marketers, there's an urgency, like never before, to comprehend the way our customers are navigating this change. Our ability to grasp and adapt to their evolving needs determines our capacity to remain pertinent for all – a core ethos embodied by Accenture Song and The Marketing Society.

Amidst this evolving landscape, we have witnessed a surge of emerging technologies, empowering our customers, and driving transformative outcomes for

businesses and individuals alike. The rise of Generative AI, a topic that sparks diverse opinions, undoubtedly holds considerable sway. As marketers, it is our prerogative to discern how we distinguish ourselves amidst the sea of AI-generated content and capitalise on innovative AI tools to accelerate originality.

Data retains its pivotal role but despite our unceasing quest for advancement, let us not overlook the cornerstone of creativity. The magic mix of technology and creativity coupled with an emphasis on sustainability, has the power to help brands, businesses and even nations reinvent themselves to remain relevant to their customers and the world in which we live.

As marketers, understanding our customers' changing behaviours cannot be overstated. Communities assume a paramount role as individuals seek spaces where they feel a sense of belonging. These communities, pivotal in nurturing an expanding customer base, enrich our journey as marketers, providing a platform to exchange insights and experiences that propel us ever forward.

This year, the array of entries demonstrated the power of insight in delivering outstanding results. It's why we – Accenture Song – continue to partner with The Marketing Society and the Awards, celebrating the game-changing work that has been delivered over the last 12 months in our collective pursuit of authenticity and relevance.

So, as we forge ahead, we must continue embracing a world in perpetual motion, united in our endeavours to drive growth for our customers, our businesses, ourselves as individuals, and our interconnected community.



Nina Holdaway,  
Managing Director,  
Accenture Song

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# THE IMPORTANCE OF CELEBRATING BRILLIANT MARKETING



Sophie Devonshire,  
CEO, The Marketing Society

It's not really surprising that the butterfly has become such a popular symbol of transformation, used so often that it's almost a cliché. The ugly, hairy caterpillar has absolutely no cellular relationship to the beautiful creature of flight that emerges post-chrysalis. It is a total and complete change.

What I find fascinating about this metamorphosis, though, is not the results, but the story of where it all starts. When a caterpillar is born, it already has the cells that are the blueprint for what it will become, the code for elegant flight. Many years ago, these cells were identified by biologists and rather brilliantly named. They are called Imaginal Cells.

The transformation inside the chrysalis, like most changes in business and the world, does not happen without difficulty and conflict. As the caterpillar starts to change, these imaginal cells are attacked by the other cells – as they are different. Gradually, these

cells figure out that they are not alone. They connect, they communicate – and they come together to cluster and unite, enabling them to lead an incredible transformation. The multi-legged, six-eyed insect becomes a transparent-winged creature of flight, thanks to these imaginal cells which are so different initially, communicating, collaborating, and working together.

### Connecting 'the Changemakers'

The Marketing Society has been celebrating the best in marketing with its Awards for over 38 years. It's part of our overall commitment to connect the stories and experiences of those who are leading the way in marketing. We know that the changemakers in our community can go further and faster when they learn together, help each other, and champion what the best looks like. The 'imaginal' connections between people who want to make things better, to make things happen, and to

create positive change in their businesses and in society remind us of what's possible and that we are not alone.

Our Awards report this year provides some analysis and insight into just a few of the great stories from this year's success, to help inspire others to do more and to show what's possible even in challenging times. We know that together we can achieve more than alone, and by connecting those who are the changemakers in marketing, we have the combined strength and inspiration to do more.

#### **A framework for success**

This year's analysis of the winners highlights four key insights that provide a helpful structure for those aiming for excellence. with their brands and in their marketing leadership. Want to win an Award? Winning is a great feeling, gaining industry recognition for your teams and their work. However, our Awards analysis is not just about helping you win awards, it's about helping you structure your thinking and galvanizing your approach, so that you can drive your marketing to win in other areas too: more customers and clients, more growth (however that is defined for your business), more brand awareness or appreciation, and for our profession to continue evolving our skills, creating success stories and demonstrating what great marketing can achieve.

#### **Marketing Matters**

At The Marketing Society, we have been championing marketing for over 64 years now, and our not-for-profit global community exists to help good marketers become great leaders. It's part of our DNA. We want to help you succeed, to accelerate your careers and achievements and do good within your businesses, the economy, and the world. Along the way, it's great to help all of us feel good as well, to feel good about what great 'imaginal' leadership can accomplish and to feel proud of what brilliant marketing looks like.

**Sharing success stories can ignite our collective courage and inspire us to be more audacious and ambitious with our plans for tomorrow. They present an opportunity for us to demonstrate that marketing matters and can make a real difference. By connecting and collaborating as a profession to champion great marketing, we can continue to lead positive change and achieve beautiful, incredible, 'imaginal' transformation.**

Awards matter because firstly, they recognise hard work which boosts team morale, and secondly, they help us tell stories that demonstrate how great strategy, creativity, execution, and leadership truly impact businesses – that marketing matters.

Our Awards celebrate our industry's unique creativity, smart insights, and true innovation alongside our ability to drive positive change. We can lead the conversation in a changing business world and evolving society. We know that we can deliver real, tangible commercial impact with what we do, driving growth in businesses and building long-term brand and business strength. These Award's stories showcase this, and the analysis is a simple framework to illuminate the way for others.

There is a huge amount of work that goes into entering, organising, and judging Awards. Our panel of judges are all impressive and thoughtful marketing leaders themselves who take the responsibility of judging very seriously. They know that it's important to be able to share, recognise and showcase examples of our profession at its best.

Sharing success stories can ignite our collective courage and inspire us to be more audacious and ambitious with our plans for tomorrow. They present an opportunity for us to demonstrate that marketing matters and can make a real difference. By connecting and collaborating as a profession to champion great marketing, we can continue to lead positive change and achieve beautiful, incredible, 'imaginal' transformation.

I hope you enjoy reading the stories of winners, and the analysis around them. We'd love to hear your thoughts – do share your perspectives on The Marketing Society Coffeehouse on Guild or with me at [sophie@marketingsociety.com](mailto:sophie@marketingsociety.com). How can you help? I would love it if you can help us by spreading the word about next year's Awards. By encouraging more people to enter, we can share more insight and illumination to keep showing others what great marketing can achieve.

Together we can achieve so much more than alone.

# FOUR INSIGHTS TO GUIDE YOUR MARKETING



Visionary growth led marketing is underpinned by four interconnected considerations with the power to transform brands for a future that is both profitable for society and business. We are witnessing a rising impatience to move beyond rhetoric, with customer appetite to see brands tangibly driving behavioural, [organisational and societal shifts](#). Diversity means thinking about all customers, embracing equity and understanding a broad range of lived experiences with minority groups now recognised as the '[global majority](#)', their voices no longer on the fringes. At the same time, it's important not to let go of long-term marketing fundamentals, while staying authentically relevant to what is happening in the world right now. It's a lot of ground for brands to cover.

Nevertheless, so many of this year's entries rose to the challenge, working hard across multiple pillars, giving themselves a greater chance of achieving marketing transformation.

ITVX proved it is possible to embrace change and be fresh while also delivering long term brand consistency.

O2 showed us how to support marginalised groups but deliver universal appeal.

And Yorkshire Tea demonstrated that whilst reaching all customers and playing the long game can be expensive, you can do both and deliver ROI.

In this report - a collaboration between The Marketing Society, Accenture Song and WARC, - four key themes emerged:

## BE A CHANGEMAKER

With change comes opportunity and as the world moves on, marketers must transform their brands and shape their businesses to the changing needs and demands of customers.

- Work to challenge existing stereotypes
- Disrupt structural inequalities to undermine their influence
- Harness status quo bias to accelerate change

"Change is hard work. All the theories on behaviour change underline this. Award winning work is often fuelled by brilliant understanding, but it also needs commitment and rigorous deployment. Taking theory into practice is the hallmark of a real changemaker."



Sophie Devonshire, CEO, The Marketing Society



## REALISE RELEVANCE

Achieve authentic connections because brands that are meaningful to customers' lives are stronger.

- Invest time and money in deep customer insight
- Educate yourself on what's relevant to your customer base
- Root creative ideas and tonality in a sound understanding of insight

“As marketers, it's more important than ever that we understand how our customers are adapting and evolving, so we can meet their ever-changing needs and priorities, staying relevant and creating value for all.”

Nina Holdaway,  
Managing Director, Accenture Song



## PLAY THE LONG GAME

Amidst the myriad of short-term pressures and changes –political, financial, technological - the core truths of marketing remain the same.

- Harness the power of the metrics that matter
- Develop systems and processes that contribute to an effectiveness culture
- Collaborate beyond marketing to diffuse effectiveness across the business

“For creative effectiveness to work you have to have two critical things. You have to have a system that enables it. But the main thing you need is culture.”

WARC, *Building A Culture of Creative Effectiveness*,  
June 2023



## CHAMPION ALL CUSTOMERS

Be inclusive in every decision you make, from the data you choose to analyse, to the media, content, and creative choices you make.

- Work to understand all lived experiences and represent them positively
- Ensure inclusivity is applied internally as much as it is externally
- Harness the power of your media choices to deliver on inclusivity

“Understanding our customers' changing behaviours cannot be overstated. As individuals seek places where they can feel belonging, communities are key and pivotal in nurturing a growing customer base, providing a platform for exchanging insights and experiences that propel us ever forward.”

Nina Holdaway, Managing Director, Accenture Song



# CHAPTER ONE



**BE A CHANGEMAKER**

# BE A CHANGEMAKER

It's widely acknowledged that the collision of global, political, economic, and technological forces, in addition to Brexit, a pandemic and war in Ukraine have accelerated huge change, while culturally #BlackLivesMatter and the #MeToo campaign have also contributed to a growing impatience for transformation.

Furthermore, with the cost-of-living crisis and the gap between rich and poor widening, it's no longer good enough for brands to simply reflect changing attitudes, they need to tangibly contribute to driving behaviour change in society and in their businesses.

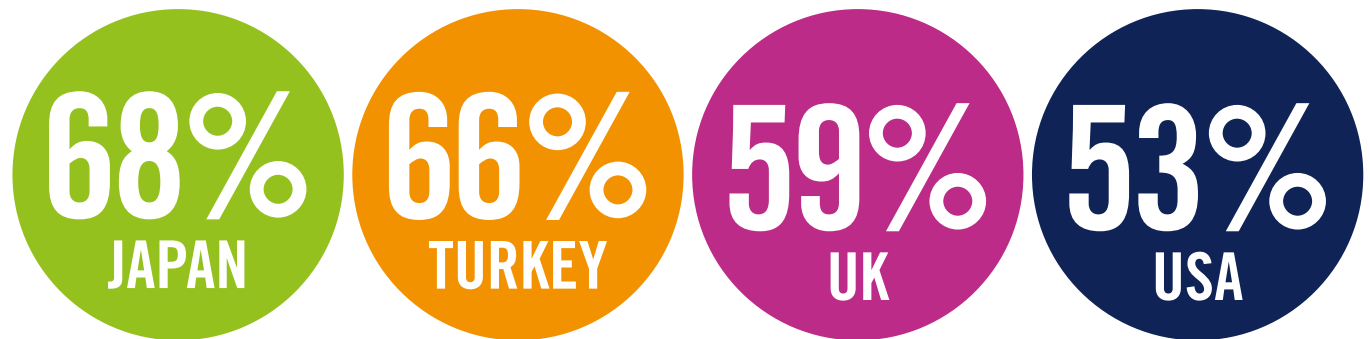
But the reality is that behaviour change is hard work and can take a long time - much longer than a single campaign. Brands that want to contribute and drive change need to think big and focus on tackling these three key biases to drive real change.

## Barrier 1: Stereotype bias

As individuals, we hold stereotypes about those perceived to be different. It's a simple mechanism our brains use to help us organise information about people, according to Henri Tajfel's 'social identity' theory.

For better or worse, advertising has played a significant role in this phenomenon by creating and reinforcing [stereotypes](#). For example, the 'Beyond Gender' report

## I RARELY SEE MYSELF IN ADVERTISING



While there were significant differences in each country in the reactions to advertising, the measure of feeling under-represented in advertising was held by most respondents in all countries

by the Unstereotype Alliance, published by WARC, reveals that many customers don't feel advertising reflects them.

In Accenture Song's research exploring the [human paradox](#), we see that oversimplifying segmentation and underestimating the impact of life forces on behaviour have led to a growing disconnect between what companies think their customers want and what customers actually want. To bridge the gap, businesses

need to widen their aperture to see their customers as they see themselves: multifaceted, complex, and doing their best to adapt to unpredictable life circumstances out of their control.

Some of this year's award entries demonstrate game changing best practice in this space. The Mayor of London's campaign to reverse the shocking statistics of male violence against women demonstrated an understanding of the role of stereotype bias.

**Change is hard work. All the theories on behaviour change underline this. Award winning work is often fuelled by brilliant understanding, but it also needs commitment and rigorous deployment. Taking theory into practice is the hallmark of a real changemaker.”**

**Sophie Devonshire, CEO, The Marketing Society**

While CALM challenged the stereotype of suicide victims, showcasing the beaming faces of those sadly lost to suicide instead of focusing on more typical images of mental health, the team challenged the stereotypical ‘face’ of suicide, thus underlining that this could be anyone.

#### **Barrier 2: Structural bias**

Considering structural biases means acknowledging the ways society and organisations have historically favoured certain groups of people. Many of our campaigns from our award entries worked hard to disrupt these structural inequalities.

The London Mayor’s campaign against sexual violence ‘Have a word with yourself, then your mates’ took this essential message into new spaces. Recognising that it’s usually women’s bathrooms that are full of safety advice, they took over men’s bathrooms instead using simple mirror decals. This was a true behavioural intervention at the very moment of possible reflection.

O2 recognised that charities are under-resourced with commercial odds stacked against them, so they pivoted from being a charity partner simply offering support, to

an active contributor delivering the data donations directly to those in data poverty.

#### **Barrier 3: Status quo bias**

Our natural behavioural biases favour existing ways of thinking and what we know because it’s easier whereas changing behaviour is hard.

Analysis by WARC shows that marketers need to **clearly define the behavioural response** required by the customer, and to identify potential behavioural barriers. This impacts everything from communications strategy to distribution and pricing. Organisations can use these tools to ‘nudge’ customers towards the ideal outcome.

Several outstanding award entries took on status-quo bias successfully to encourage behaviour change.

For example, for those in data poverty, O2’s activity overcame resistance to help with the creative idea of giving data as a gift to those in need instead of expecting them to seek out charity themselves. As part of Virgin Atlantic’s ‘See The World Differently’ campaign, a switch to gender-neutral uniforms for their cabin crew had a domino effect on the industry, shifting the status quo.

### **THREE RULES FOR DRIVING SUSTAINABLE BEHAVIOUR CHANGE**

**1** Be aware of stereotypes and understand how a brand’s creative and media choices can work to reduce bias. Be proactive across the entire customer journey and bring in experts if required.

**2** Consider the frameworks and processes the brand operates under and challenge them. If there are typical ways of working, how can these be evolved to enable long-term change?

**3** Identify patterns of behaviour or ‘status quo biases’ to challenge or use to your advantage. Understand if you are working with the grain of behaviour, or against it, and allocate resources accordingly.

# TURNING BYSTANDERS INTO WOMEN'S ALLIES



## CASE STUDY 1: HAVE A WORD TURNING BYSTANDERS INTO WOMEN'S ALLIES AGAINST MALE VIOLENCE IN LONDON FROM THE MAYOR OF LONDON AND OGLIVY UK

### The Challenge

Male violence against women and girls is an epidemic in the UK. The statistics make for shocking reading. According to the Office for National Statistics 97% of women have been sexually harassed and 1 in 4 women have been raped. (Source: 1 Office for National Statistics (ONS) - March 2020 | 2 Office for National Statistics (ONS) - March 2020) And according to the Femicide census a woman is killed by a man every 3 days. (Source: Femicide Census 2009-2018)

Research shows that most violent crimes start with low level misogyny such as 'harmless' WhatsApp 'banter' or an inappropriate comment to a woman on the street or in the pub. Men remain passive bystanders, acts of misogyny are met with silence at best, an awkward laugh at worst. Banter culture creates the conditions that allow violence against women and girls to take place. Whilst there have been campaigns to help women feel safer, most of them talked to women - putting the pressure and responsibility on women alone.

# 85%

## OF MEN WHO SAW THE CAMPAIGN SAID THEY WOULD NOW CALL OUT MISOGYNY IF THEY SAW IT.

The Mayor of London, Sadiq Khan identified a new challenge: to hold men accountable. Shifting men's role from passive spectators in a bystander culture to allies of women was personal for him after he had watched public faith in the Metropolitan police disseminated in recent years. This was an ambitious goal with a big risk - with the rise of internet incel voices - alienating men was a very real potential outcome.

### The Activity

What started as a PR brief became a campaign that ran on social media, cinemas, pubs, restaurants, Premier League football games and anywhere harassment is commonplace.

The team used their deep knowledge in behaviour change to make this advertising work much harder and ultimately drive significant change in behaviour for men.

The creative narrative used a story of 'a friend going too far' and a scenario most men had witnessed before. It was unflinchingly relatable. The misogynistic language reflected the language men were either likely to use themselves or stand by and watch other men use. The camera lens then flips from a scene where the language could be construed as playful, before building to the female perspective of someone who feels intimidated and threatened.

The ambition was to make men feel uncomfortable witnessing misogynistic behaviour and encourage them to



break their own inertia to act against it. The creative used a clever mirror device that asked men to 'have a word with yourself, then your mates'. It works to activate an ego threat and what psychologists call 'cognitive dissonance'.

Alongside its creative power the team took the campaign into male spaces which flipped the typical messaging on its head. Instead of advising women how to stay safe it advised men to no longer be bystanders, but active allies.

### The Results

The campaign had a significant impact on the audience it targeted. 85% of men who saw the campaign said they would now call out misogyny if they saw it.

Critically, given the risk the campaign took and fears around alienating men, 65% of the social commentary was from men, of which 77% was positive.

It was far reaching in its effects, spreading beyond London and even the U.K. It was shared internationally by large organisations such as FIFA, the UN, universities, NGOs, celebrity sports stars and influencers, reaching France, Italy, Sweden, Australia, Singapore, America Brazil and more.

Most significantly this campaign created a legacy of long-term change with a domino effect.

The UN included the campaign in training materials and over 3.250 schools across London added the campaign to their curriculum, educating over 9 million children. As a result of the campaign, the mayor invested an additional £18m in funding to support schools, ensuring every young male across London would see the campaign.

# FROM ADVERTISER TO ACTIVIST

## CASE STUDY 2: FROM ADVERTISER TO ACTIVIST THE O2 CHRISTMAS SIM CARD FROM VIRGIN MEDIA O2 AND VCCP

### The Challenge

Across the UK, millions of people are experiencing data poverty: a form of social inequality resulting in little or no internet access. It's an often-overlooked form of poverty but one that disconnects people from the world around them.

In 2021, O2 became a founding partner of the digital inclusion charity 'Good Things Foundation', which was set up to start a National Databank - a first-of-its kind service - operating like a food bank but instead offering free mobile data, texts and calls to people in need.

With a looming cost-of-living crisis, what had begun as a charity initiative targeting the most vulnerable in society, was now more relevant to the British public.

However, to much surprise, O2 discovered that only 0.25% of the previous year's data donation had been claimed. O2 realised that burdening a charity partner with struggling resource to distribute the data was not the most effective solution. This is when O2 decided to



switch its strategy from brand purpose to activism. Instead of simply donating data O2 would get involved in supporting distribution.

Of course, this activity needed to have a commercial value too. To ensure this O2 defined two target audiences. The first audience was those in digital poverty. The second was O2's existing or prospective customers who were predisposed to favour responsible, ethical businesses.

### The Activity

O2 took their activity from awareness to action. They had gained the insight that people were more willing to accept a gift from a friend or loved one - especially at Christmas - than accept a charity donation. O2 thus became the data bank for the festive period.

To move from donating data to actively delivering free data to those in need, O2 needed to recalibrate the role of marketing in the business. It was a huge undertaking involving collaboration across IT, security, fraud, legal, commercial, customer services, eCommerce, and retail to ensure internal processes and supporting technology was:

- Simple - those in data poverty tend to have lower levels of data literacy

# 7%

## INCREASE IN PERCEPTIONS THAT O2 IS DIFFERENT TO OTHER NETWORKS

- **Accessible** - those in data poverty experience more access issues to web pages
- **Safe and scalable** - it needed to process huge amount of data safely and without repeat redemptions

The associated campaign focused on gifting and generosity rather than poverty or charity. It led with a Christmas card, but with a difference. The cards carried 7GB (the average UK monthly usage) of embedded data, which could be redeemed by the receiver indiscriminately.

This concept was supported by a fully integrated through-the-line campaign with paid media across TV, BVOD, OVOD, cinema, OOH, social and audio that asked customers to 'give the gift of data' through a Christmas card.

The idea was made famous by a hero TV spot that told an emotionally powerful story of a 'Snowgran' made frosty by her isolation and disconnection. When the little girl next door spots her, she hatches a plan to help. The advert ends with Snowgran reconnected with her family thanks to a Christmas SIM card.

### The Results

The campaign delivered against the two identified audiences, demonstrating that social value can also deliver commercial results.



For those facing hardship, O2 donated over 193,000 GB of free data to Brits in need, more than had been donated in the entire 15 months since the National Databank's launch.

For existing and potential customers, 63% of O2 customers were more likely to stay with the network and 48% of non-O2 customers were more likely to consider the network because of the campaign.

Crucially for a sector that can be seen as a utility, there was a 27% increase in perceptions that O2 is different to other networks.

In terms of harder metrics, sales of handsets (new & upgrading) and SIMs saw an uptick, beginning when the campaign launched and peaking during the height of the activity. ROI for the quarter indicated increased payback compared to the first National Databank campaign.

O2 also stole a march on EE, exceeding total market consideration for November by 3% and taking the lead.

# CHAPTER TWO



**REALISE RELEVANCE**

# REALISE RELEVANCE

**R**elevance is a much sought after brand goal that regularly populates marketing briefs. Accenture Song, the world's largest tech-powered creative group, is helping clients rewire their businesses for customer relevance by owning the unknown.

To connect with today's customers, Accenture Song believes that businesses need to take a broader view to achieve relevance, seeing customers in their full lives and adapting to their ever-changing needs and priorities. Companies gaining momentum are not using strategies that are product-centric, or customer-centric—they are becoming **'life-centric'**.

These companies that can adapt their businesses around understanding their customers as multidimensional individuals who constantly evolve in response to unpredictable external forces (whether economic, social, cultural, or beyond) are finding ways to respond at speed and create value for all. They are widening their strategic aperture and transforming in ways that **position them to drive new growth**. Companies with life-centric strategies are willing to make bold, creative changes to the heart of what they do, whether that means upending business models and internal operations or reimagining who their customers are.

Creating **meaningful difference**, both real and perceived, is key to growth. Meaningful difference is what drives perceptions of a product or service being worth a premium price point, and that's what allows for higher margins, improved profit, and more cut-through.

With audiences fragmenting like never before and the advertising talent pool not keeping up with its self-imposed **diversity targets**, it's easy to see why cultural relevance can fall flat.

Today's speed of change means that brands must constantly have their finger on the pulse of customers by **adopting an 'always-on' approach** writes Phil Ahad for WARC. The pursuit of 'being cool' can come across as clumsy or even offensive if not grounded in real-life experiences so authenticity matters and borrowing cues from other cultures only works if the brand can build a genuine connection to the relevant communities of interest.

Among this year's entries, several brands successfully achieved relevance via their authenticity and attention to detail.

**In particular they were successful because:**

- **The activity was based on genuine customer insight**
- **The creative idea was rooted in product / service truth**
- **The tone of voice was spot on, i.e. use of **humour****
- **The use of influencers was done with credibility**



**Brands getting it right:**

**British Army**

**Successful recruitment campaigns** for the British Army are critical to the nation's defence. With a shrinking and increasingly disengaged audience of 16-24's this is a significant challenge. To achieve the annually increasing application targets, the British Army had to go beyond attracting their core 'thrill seeking' audience to drive consideration with a broader and less engaged audience. Through interviews with young people, cultural analysis, and most importantly ethnography with serving army recruits a meaningful and compelling insight was unlocked.

**As marketers, it's more important than ever that we understand how our customers are adapting and evolving, so we can meet their ever-changing needs and priorities, staying relevant and creating value for all.**

Nina Holdaway, Managing Director, Accenture Song

An insight that ran deep through the British Army, from medics to infantry soldiers, through the mess halls to the training exercises, from the newest recruit to veterans. A unique and unfiltered insight, that was meaningful to soldiers and motivating for young people, that defined a new strategic platform - Belonging. A sense of belonging that allowed Soldiers to 'be their best'. This strategic platform was the anchor for the first campaign in 2017, with soldiers showing emotion, singing on training ops or having a cuppa. Presenting a softer side to the Army, challenging preconceptions, and stirring up debate. Since then, it has continued to be the foundation of Army recruitment campaigns, each year showing the tangible and hyper-relevant benefit of Belonging for new recruits.

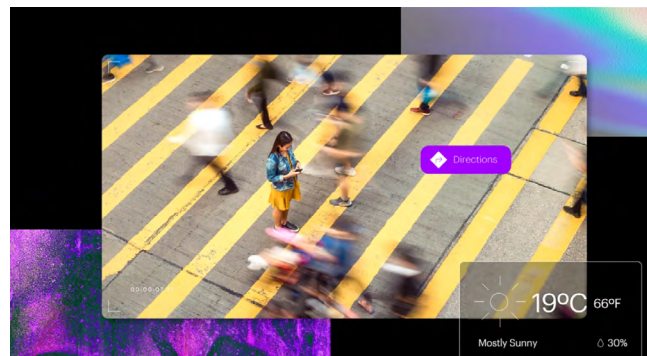
#### Madri Excepcional

Madri Excepcional, a brand born from the partnership between Molson Coors and up-and-coming Spanish brewery La Sagra shook up the lager category with their relevant advertising. Coors invested in advertising that truly celebrated the distinct identity of Madrid creating the 'red door', or 'Door Roja', which they used on packaging and as part of their TV and outdoor campaign, as a powerful

way to transport their audience to the streets of Madrid. This device was an invitation to discover something new and exciting about Madrid and its unique culture.

#### Durex

Durex also took a partnership approach to their activity collaborating with Romanian comedy team Ceva Maruntbut. It was the tonality of this campaign that really allowed it to connect with new audiences, taking a detailed understanding of Romanian humour to cut through and change behaviours.



### REINVENTING FOR RELEVANCE

**95%** of executives are saying customers are changing faster than they can keep up.

Life-centric businesses understand people in their full lives and adapt to evolving needs and are...

<b>3x</b>	<b>5x</b>	<b>+9</b>
more likely to outperform their peers on speed to market	more likely to outperform on customer lifetime value	percentage points ahead of peers in growth rate

# IMPROVING RELEVANCE AMONG YOUNG AUDIENCES

## CASE STUDY 3: THE LIL JIF PROJECT FROM JIF AND ZENITH MEDIA

### The Challenge

After decades of growth and sales success, America's favourite peanut butter hit tough times. Jif was increasingly seen as a family brand no longer relevant to youth. It had been undermined by private label imitators and heavily outspent in its marketing by a resurgent number two brand. Aggressively priced private label alternatives were driving prices down across the market. Jif was forced to respond, and this was hurting its profitability. At the same time Jif's largest branded competitor dramatically increased its marketing budget. Over the course of a year, Skippy spent on average 78% more than Jif. Jif was losing sales and losing share.

Private Label and Skippy collectively increased their share of the category by one point between November 2018 and 2020 at Jif's expense. This equated to \$18.2 million in lost revenue in 2019. The commercial objective was set to win back \$18.2 million and increase market share by 1%.

### The Activity

Activity in this category is traditionally targeted at families. However, many nut butter households have no

children. Research revealed that for many younger adults Jif was increasingly seen as something from their childhood. It was friendly, familiar, and reliable. But it was also a brand from the past rather than something on-trend or relevant to their life or interests.

**In their quest to improve relevance amongst youth audiences, the brand team asked themselves the following questions:**

- **What kind of cutting-edge cultural relevance feels right for reaching young adults**
- **...without unnecessarily alienating the family audience**
- **...and is somehow rooted in Jif's product?**

In search of a creative leap the team immersed themselves in youth music culture. They discovered that 49% of all streams by the target audience are from just two genres: hip hop and R&B. Delving deeper they unpicked rivalries between sub genres: fans of old-school rap, for whom it's all about the words, competing with a new school of rap focused on rhythm and beat, using understated lyrics that can sound mumbled and indecipherable.

In this cultural milieu and deep into social listening analysis, the team stumbled across an exciting

connection to the product. One comment kept coming up repeatedly: old-school rap fans frequently criticised younger rappers for not enunciating properly, and for sounding like they had something in their mouths. One tweet even suggested it might be peanut butter!

This deeply mined insight led to a campaign that brought together two sides of the rap cultural fault line, with Jif at the heart. They recruited old-school lyrical rapper Ludacris, notable for the clarity and inventiveness of his wordplay. Then got him to record a new song – his first in six years. But there was a twist. He mumbled his song in the new-school style, like he had a mouthful of Jif peanut butter.

**The subsequent campaign had three stages, each layered with interactivity and authenticity.**

- **Release Ludacris' song before revealing any brand involvement.**
- **Wait until the controversy starts, then reveal Jif was behind Luda's new sound.**
- **Invite fans to participate.**

The final stage involved #JifRapChallenge on TikTok inviting all to duet, and to encourage even more people to develop their own Jif-inspired sound.

**SOCIAL SHARE OF VOICE  
INCREASED FROM**

**37% TO 55%**



#### **The Results**

Jif needed to reclaim market share lost to Skippy and own brands. By the end of 2021 Jif's volume and dollar share reached a 10-year high. The aim was to sell 8 million more tubs. US customers ended up buying over 23 million more.

The business objective was to increase revenue by 1% (\$18.2 million). Jif beat that target more than three times over with a 3.4% increase in market share (\$55.2 million). All of this in a category that actually declined over the campaign period.

The increased interest changed attitudes and drove brand consideration. Social share of voice increased from 37% to 55% and Jif became one of the most talked about brands. The activity also prompted a surge in branded search and web traffic. A 41% increase in organic website traffic was recorded because of the new TV campaign. There was also a 25% uptick for Amazon organic search vs. campaign pre-launch.

# MARKETERS FIGHTING TOGETHER FOR TALENT

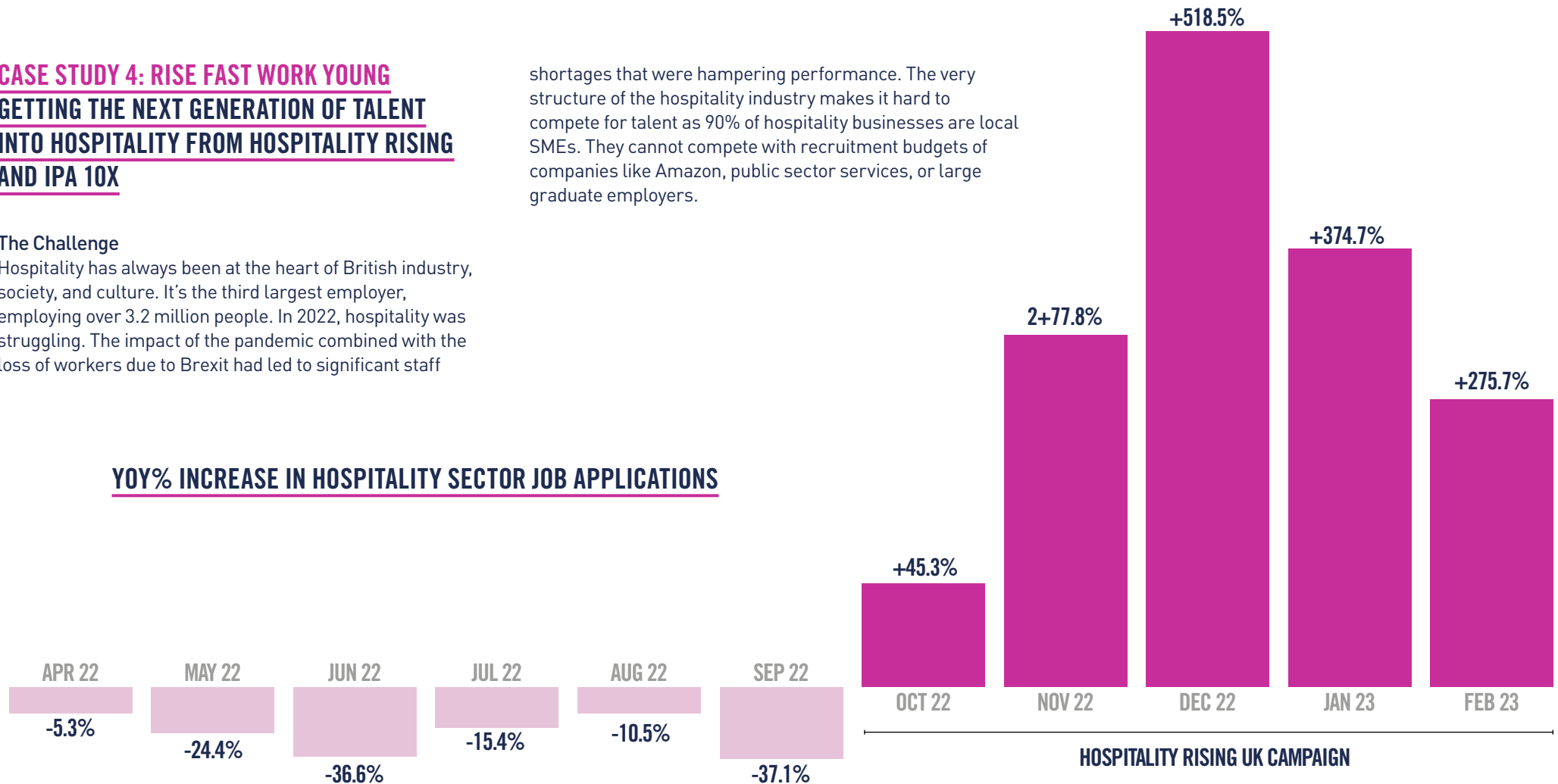
## **CASE STUDY 4: RISE FAST WORK YOUNG GETTING THE NEXT GENERATION OF TALENT INTO HOSPITALITY FROM HOSPITALITY RISING AND IPA 10X**

### **The Challenge**

Hospitality has always been at the heart of British industry, society, and culture. It's the third largest employer, employing over 3.2 million people. In 2022, hospitality was struggling. The impact of the pandemic combined with the loss of workers due to Brexit had led to significant staff

shortages that were hampering performance. The very structure of the hospitality industry makes it hard to compete for talent as 90% of hospitality businesses are local SMEs. They cannot compete with recruitment budgets of companies like Amazon, public sector services, or large graduate employers.

### **YOY% INCREASE IN HOSPITALITY SECTOR JOB APPLICATIONS**



# 87,151

## THE CAMPAIGN GENERATED 87,151 JOB APPLICATIONS IN 5 MONTHS.

This is the story of how a group of rival hospitality marketers and agency folk took the biggest risk of all. They decided not to fight for themselves, but to fight together.

The 'agency' was not an agency. It was a team of individuals from competing agencies recruited by the IPA's 10X scheme, set up to help British industries. The 'client' was not a client, it was Hospitality Rising UK (HRUK), an umbrella organisation with no budget, but an ambition to create an industry wide fight for talent.

### The Activity

The team behind the brief decided it should be audience led from the start. To unearth authentic insight the team spoke to young people, calling them between shifts at bars, hotels, and restaurants.

### They asked:

- What made hospitality better than other jobs you've had before?
- What did you like about it that you didn't expect?

The universal feedback was that hospitality was fun. The team also learned from those at the top of the industry that it was a career that offered flat structure and fast progression.

The two insights combined led to a meaningful and motivating positioning that would resonate with youth audiences.

'A place where you can rise fast and have fun.'

The creative executions took the authenticity one step further with a brief to deliver on inclusivity in a fun way.

They created a suite of vibrant characters which they kept faceless to help audiences see themselves in each role; these were then art directed so it looked more like a magazine cover shoot than an ad. They paired characters with messaging that positioned alternative careers (office jobs, retail, supermarkets) as boring. Slogans like 'work on the frontline of fun,' and '9-5'ers wouldn't get it,' went directly against the competition, and emphasised what made hospitality different.

It was a creatively bold campaign that looked a million miles from traditional recruitment advertising. With this level of cultural relevance, it was important to get into the right spaces too. TikTok is rarely used by employers but its influence with youth audiences made it a great fit. Hospitality Rising bravely put their message in the hands of TikTok creators, partnering with Mico, Mid and other hero influencers to amplify the message.

### The Results

The KPI at the start was always to generate job applications. A microsite was set up where candidates could search jobs and quickly apply. This meant they were able to show a direct impact of the campaign. The data revealed the campaign generated 87,151 job applications in 5 months.

Hospitality Rising asked investors to fund them based on an ambitious £10 per employee, with the hope that they could deliver a job application for every £10 spent. In the end they delivered one application for every £7.88 spent.

The campaign brought many new recruits to the hospitality sector as Monster.com analysis shows. Candidates were transferred to Monster.co.uk's platform to submit the final application. A look at Monster.co.uk's hospitality sector application data highlights the significant contribution the campaign made to the sector.

Media coverage helped secure high-profile investors and captured the imagination of hospitality brands of all sizes who made financial commitments to play their part. Hospitality Rising are now backed by some of the biggest names in the UK including Whitbread, Pret, Welcome Break, Hilton, Soho House, Prezzo, Revolution Bars Group, Parkdean Resorts, Claridge's, J W Lees and The Pig.

# CHAPTER THREE



**PLAY THE LONG GAME**

# PLAY THE LONG GAME

**M**uch has been written about the balancing act of **long term** brand objectives and short-term 'performance' marketing. Expert voices such as **Les Binet and Peter Field** have provided evidence of the importance of long-term brand building objectives, especially in a world where short-term metrics can give marketers a false sense of security.

Successful long term brand growth requires organisational commitment, C-suite buy-in and an internal **business culture** that reinforces the importance of marketing effectiveness and long-term brand health.

## Building a culture of creative effectiveness

The first stage involves convincing the C-suite of the value of long-term investment in driving effectiveness, and thus, strong financial outcomes. For this, marketing leaders need a compelling vision, backed with key **business metrics** which can help promote a new language around effectiveness and shared values or create frameworks, systems and processes.

It's also essential to spread a culture of marketing effectiveness into other functions, partners, and markets, to ensure it stands the test of time. As UM's Chris Skinner **writes for WARC**, agency partners will

have to ensure teams are highly trained, continually developing, share a common purpose, have clear communications and support to avoid being 'sucked into an ever-widening maelstrom of non-stop optimisation.'

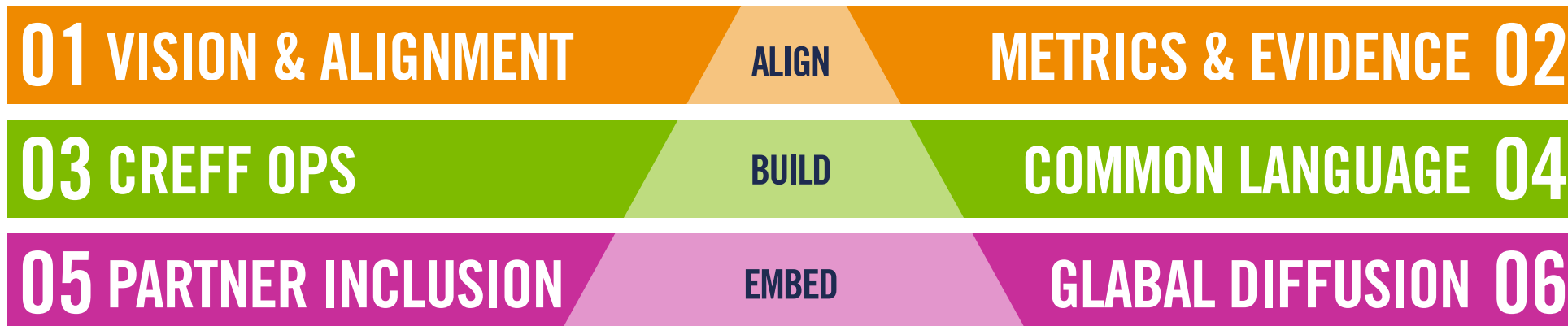
A new report from WARC, '**Building a culture of creative effectiveness**', provides a helpful framework.

Many of our award entries this year provided lots of practical inspiration for winning the argument.

## Hearts, minds, and metrics

ITVX won over their colleagues in a compelling business

## A REPORT FROM WARC IN ASSOCIATION WITH CANNES LIONS PROVIDES A USEFUL FRAMEWORK



**For creative effectiveness to work you have to have two critical things. You have to have a system that enables it. But the main thing you need is culture.”**

WARC, 'Building A Culture of Creative Effectiveness, June 2023

case that revealed audience and product truths backed up by sound data. They commissioned two studies, the first looked at the VOD landscape and ITVs place within it, making the case for product innovation clear. The second study was a segmentation project which identified the key target audience and the volume opportunity.

McDonald's achieved the backing of their board by rigorously evolving their strategic frameworks and metrics. They even went as far as restructuring their marketing department around each pillar by giving each team a budget.

#### **Craft a compelling narrative**

The National Lottery marketers used existing research but honed the story, persuading its Board that FY23/24 would be the year to make The National Lottery relevant and unmissable. A focus on celebrating 'moments that matter' to their customers, brought to life a brand narrative that would show that 'it's amazing what the National Lottery does for people'.

By creating a clear mission statement, Hospitality Rising helped the industry put aside competitive barriers to come together as an industry collective. This helped a fragmented industry compete with big budget traditional recruiters and drive employee engagement, thus resolving a recruitment crisis.

#### **Speaking the language of the C-suite**

Crucially, as well as generating new metrics and commissioning research, it is vital that there is hard evidence linked to [business outcomes](#). This is the only way to secure long term commitment from the Board. A number of the entries this year included [econometric analysis](#) in their submissions, notably McDonald's, Yorkshire Tea and O2.

#### **Implementing a vision everyone understands**

We also saw brands worked hard to develop common language and processes across their businesses. Yorkshire Tea was able to leverage existing language and give it renewed relevance to achieve a cultural shift. Yorkshire Tea had always been known for 'doing things proper'. It prides itself on offering a genuinely better product, thanks to a unique manufacturing approach with no shortcuts. The application of 'doing things proper' to all elements of creative and communications is what led to brilliant business results and long-term impact.

To truly embed long-term thinking, it needs to be adopted beyond the marketing team and into the whole business. It's here that O2 excelled with their decision to shift from donating data to those in poverty to delivering the data involved the collaboration of multiple departments including IT, security, legal and commercial.

### **THREE PRAGMATIC RULES FOR DELIVERING A CULTURE OF LONG-TERM EFFECTIVENESS:**

**1** Invest time and money in metrics that build your case to convince the board of the value of long term-investment. Understanding the language of the C-suite is essential.

**2** Cultivate a culture of effectiveness via shared language, processes, and frameworks. Transparency and communication are key, especially in a large or global team.

**3** Think beyond marketing and your market to create a common vision everyone understands. Embed a culture of effectiveness across the broader business to orient the whole company toward maximum long-term success.

# LONG TERM BRAND BUILDING, DONE PROPER

## CASE STUDY 5: LONG-TERM BRAND BUILDING 'DONE PROPER' FROM YORKSHIRE TEA AND LUCKY GENERALS

### The Challenge

Yorkshire Tea was created in 1977 by the family-run business Betty's and Taylors of Harrogate. It was originally a regional blend to suit the water of Yorkshire. Its success has long since spread far beyond the Yorkshire Dales. By 2017 it was the number 3 brand in the U.K, but still some distance behind category leaders PG Tips and Tetley which had both built up significant brand equity through some of the most iconic and long running advertising campaigns in the U.K. It would be a big hill to climb but Yorkshire tea had a long-held ambition: to become the number one selling tea in the country.

Tea buying in the UK is enormously habitual with people automatically choosing the brand their parents raised them on. Furthermore, the standard black tea market is in decline. This meant that to grow the brand, Yorkshire Tea needed to convert its competitors' customers.

### The Activity

Driving growth meant chipping away at the decades-old perception that 'my tea is the best tea', and that meant convincing tea drinkers that Yorkshire Tea made a better

brew. Thanks to a manufacturing approach that took no shortcuts from sourcing to blending to packing, Yorkshire Tea believed they did have a genuinely better product. Nevertheless, they knew a lesson on tea production wouldn't cut it.

The seed of an idea came from recognising that Yorkshire's philosophy of 'doing things proper' had spilled over from the factory floor into the rest of the business. This led to the creative platform: 'Yorkshire Tea - a place where everything's done proper'. This was then used to inform every aspect of the brand's communication, year after year. Six 'proper' consistent TV ads, and integrated brand variant communications followed.

They created a formula for highly distinctive, repeatable Yorkshire Tea brand ads. The formula was simple: hire famously talented celebrities to do everyday jobs around the Yorkshire Tea HQ, thus proving their commitment to 'doing everything proper'. Sean Bean's rousing speech as Yorkshire Tea's 'head of inductions' exceeded all their tracking measures. To ensure consistency the campaign was shot in the real Yorkshire Tea HQ and kept the tone true to Yorkshire's own down-to-earth humour.

This 'proper' approach extended to media decisions. This involved identifying 'proper switchers', the tea buyers who weren't yet purchasing Yorkshire Tea but were happily



paying for quality in other categories. It also meant protecting media investment from budget pressures, maintaining high levels of media investment over time. This decision allowed them to maintain excess share of voice (around 60% SOV vs a market share of half that level) for the last six years. Yorkshire Tea committed to proper long term advertising investment.

### The Results

In a challenging, habitual category Yorkshire Tea has steadily grown its volume share to become the brand selling the

**YORKSHIRE TEA'S VOLUME SHARE  
OF STANDARD BLACK TEA ROSE  
FROM 18% TO 26% OVER 6 YEARS**

# 18% TO 26%



most tea in the UK. It is the only brand to have consistently grown volume share in an own-label resurgence fuelled by the cost-of-living crisis. Crucially, Yorkshire Tea has NOT created this volume growth by giving away margin (dropping its price or running constant promotions).

This proper approach created long-term growth. Between 2017 and 2023 Yorkshire Tea's volume share of standard black tea rose from 18% to 26%.

This is a classic benefit of long-term brand building – you can charge more for your product. The campaign has dramatically improved perceptions of Yorkshire Tea. Every tracking statement has shown double-digit increase since launch, creating a significant change in 'top 2 box' preference for Yorkshire Tea.

Brand salience is high. Recognition of the individual executions has grown over time. The start points for new executions have become higher as familiarity with the concept has built.

The campaign generated a short-term ROI of £1.22 (for every pound spent, Yorkshire made an extra £22p) which is strong for FMCG where short-term payback is rare. Most importantly, Yorkshire finally knocked the mighty PG Tips off the top spot to become Britain's biggest selling brand of tea.

# GETTING CUSTOMERS LOVIN' IT

## CASE STUDY 6: GETTING CUSTOMERS LOVIN' IT AGAIN, AND KEEPING THEM LOVIN' IT. NO MATTER WHAT FROM MCDONALD'S AND LEO BURNETT

### **The Challenge**

McDonald's is a cultural institution, considered as 'British as fish and chips' and a retail power brand serving 2.3 million customers a day. However, 16 years ago, things were very different. McDonald's was more 'national pariah' than 'national treasure'.

This is the story of how McDonald's not only rebuilt its brand, but then continued to evolve it, ensuring an unparalleled period of growth. It shows how ceaseless commitment to brand building pays off.

In 2006 there was a 'McCrisis.' Half a decade of cultural outrage had taken its toll and, for the first time in its UK history, visits were falling and sales revenue stagnating.

This prompted a new mandate to revive sales but with a twist. Historically, growth had been fuelled by restaurant openings. With no plans to grow the retail estate, this time growth needed to come from existing restaurants.

An ambitious target was set - increase sales revenue per restaurant by 30%, within 5 years.



# X3

## OVER 16 YEARS, MCDONALD'S SALES REVENUE HAS MORE THAN TRIPLED

This was particularly challenging given the cultural context of the American documentary film 'Super Size Me' and celebrity chef's personal crusades against a fast-food nation. Public goodwill for McDonald's was at an all-time low with brand trust metrics in long term decline.

McDonald's UK had previously used advertising as a promotional tool; now it recognised the need for something different: emotional brand building communications.

However, this was 7 years before 'The long and short of it' so the board took some convincing.

### The Activity

McDonald's overhauled their communications framework. The business had previously invested in two strands of promotional advertising: value and variety. They now added two new strands of brand building: favourites (i.e., love and trust). The pillars were made brutally simple - ensuring crystal-clear focus and instant usability. Crucially they restructured the marketing department, with each pillar given its own team and budget.

To tackle the 'McCrisis', the brand shifted its tone. Recognising that each PR disaster had fuelled a defensive approach, the brand shifted to a more proactive 'confidently humble' tone. This meant taking on negative food quality rumours by embracing the naked truth.

To re-earn McDonald's place in the hearts of the nation they chose to fuel emotional brand communications with deep human insight. The hallmarks of this were: 'hearts not smarts' - a focus on real people, 'universal to British life' and zoning in on the surrounding McDonald's culture with 'of the brand'.

Post Covid whilst many of their competitors resorted to promotions to bring customers back, McDonald's stuck to their brand building strategy and launched a campaign showing real customers being joyously reunited with their 'Maccies'.

### The Results

This very long-term strategy has been a resounding success. McDonald's love & trust metrics have not just rebounded, but remained in almost constant growth, more than doubling since 2007.

In 2006, the challenge was laid down to achieve growth within the estate; specifically, increasing sales revenue per restaurant by 30% within five years. By 2011, they had beaten their targets, achieving 50% growth in sales revenue per restaurant. They went on to beat subsequent targets, over the next two periods meaning that over 16 years total sales-per-restaurant increased by a remarkable 227%.

Or put another way, over 16 years, McDonald's sales revenue has more than tripled.

This happened at a time when category growth was in decline. Driving visits has therefore meant stealing market share from competitors.

Interestingly, this growth cannot be explained by product extensions such as coffee. The lion's share of McDonald's growth has come from the menu's unchanging staples.

It was their advertising approach that drove continuous incremental sales growth. McDonald's has become one of the UK's biggest advertising spenders. And despite the level of spend to deliver substantial commercial returns, what's remarkable is how incremental returns have increased, despite SOV remaining roughly constant at around 30%.

In fact, these returns have risen from just £16m in 2007, to eventually reach £518m in 2022. In total advertising has contributed a remarkable £4 billion in incremental net revenue. Considering that brand building also drives long term sales, this means these effects have contributed a further 40% to sales, beyond short-term ROI. So, along with the £4 billion the approach delivered a further £1.4 billion in long-term sales, resulting in a total contribution to sales of £5.4 billion over 16 years.

# IT'S WHAT'S INSIDE THAT COUNTS



David Tiltman SVP of Content at WARC takes a look at the evidence behind the effectiveness of taking a longer term perspective in marketing.

**A**t WARC, we love case studies. Our marketing effectiveness platform was built around examples of advertising and marketing effectiveness - so much so we now have a database of 25,000 of them from around the world.

The Marketing Society Awards are a really powerful part of that database. This year's crop is no exception - at a time when all the buzz is around artificial intelligence or TikTok, how refreshing to read the story of Yorkshire Tea, a powerful example of strong strategy, smart media, and excellent creative. The case taps into so much of the best marketing science that we know powers effective marketing: investing in brand-building, balancing long term and short-term objectives, the power of distinctiveness, and setting up a strong foundation for future iterations of work. Yorkshire Tea has shown the vision and courage to make a big difference for the brand, and it's one that other marketers can learn from.

Or the story of McDonald's - a brand that five years ago seemed out of touch with its core audience but now is held up as an example of marketing transformation with a clear view of how to use creativity effectively. One only needs to look at the growth trajectory of that company - a legacy brand if there ever was one - to see that hard work pays off when it comes to marketing strategy.

It's easy to think of effectiveness case studies as simple narratives of challenge/solution/results. But what these



examples highlight is that the success story starts much earlier. It starts with the culture in an organization. In other words, the decisions to invest in creative marketing, to drive excellence from agency partners, and to build results over time, start with a culture in which the marketing team is trusted and enabled to make those calls.

How many times over the past couple of years have we heard that the CFO wants cuts to marketing? Or that the CEO doesn't believe in brand-building? It's a common refrain - especially in a challenging economic climate when marketers are under even more pressure to demonstrate the value of every dollar spent.

At the Cannes Lions International Festival of Creativity in June, WARC launched a white paper that looks at how marketing teams at some of the world's biggest brands have countered that pressure, with insights from the likes of Procter and Gamble, PZ Cussons and McDonald's.

Our research interviewed marketing effectiveness leaders at a dozen different brands from around the world, many of whom are top performers in the WARC Rankings. The insights were remarkably stark and consistent, regardless of the brand's size, budget, or market. We found that the most successful marketing teams have done three things: they have secured alignment within the C-suite for an ambitious marketing agenda; they have built the right internal organisations and frameworks to execute on that agenda; and then -

**It's easy to think of effectiveness case studies as simple narratives of challenge – solution – results. But what these examples highlight is that the success story starts much earlier.**

most importantly - they have embedded that belief throughout the marketing organisation, so that even as marketing or C-suite leaders come and go, the core principles of effective communication live on in the brand's marketing strategy, and the whole organisation understands the importance of marketing investment.

The team at McDonald's, for example, found it had to prove to the CFO that building brands could unlock growth. But once they had done so, they had the permission to transform their approach. In challenging economic times, the ability to translate the importance of marketing invest to long-term growth is even more essential.

This is true also of investment focused on social change rather than commercial impact. The role of brands in making social change has long been debated in the industry, but many marketers strongly believe that the way a brand shows up in the world should reflect changing attitudes, and that marketing activity can tangibly contribute to driving behaviour change in society and in their businesses.

Several cases in The Marketing Society Awards showed a clear line between clever marketing and making a difference on some of society's thorniest social issues - such as violence against women, tackling poverty, and overcoming stigma and stereotypes - while also keeping their campaigns clearly aligned to the mission and product offerings of the brand. O2's data poverty campaign is a great example of a brand using its products to serve a wider purpose.

What's the takeaway here? For us, it's that culture - how a company operates - is the missing link in effectiveness research. What's clear from The Marketing Society Awards is that entrants understand and have embraced that, turning marketing into a driver of growth and - in some cases - a change in the world.

And that's why the examples from The Marketing Society Awards are so powerful: they help us see the bigger picture behind the marketing - not just the advertising - that matters.

# CHAPTER FOUR

**CHAMPION ALL  
CUSTOMERS**

# CHAMPION ALL CUSTOMERS

**Understanding our customers' changing behaviours cannot be overstated. As individuals seek places where they can feel belonging, communities are key. Communities are pivotal in nurturing a growing customer base and provide a platform for exchanging insights and experiences that propel us ever forward.**

**Nina Holdaway, Managing Director, Accenture Song**

Inclusivity is now a priority for all marketers and brands. 82% of respondents to WARC's global Marketer's Toolkit survey said it is important to their 2023 marketing strategies. Research by Ipsos for the Unstereotype Alliance found that brands which create content with diverse representations of people in terms of race, ethnicity, creed, body size, sexual orientation, gender, ability and more, in roles that defy traditional stereotypes are best positioned to [strengthen business performance](#) and meet customer expectations.

Brands should [embed diversity and inclusion](#) throughout the planning process, rather than regarding it as a tick-box exercise, writes BBDO's Melanie Norris for WARC. Increasingly this means thinking about all customers, ensuring the rich blend of different lived experiences is reflected, both internally and externally in its marketing communications and key partners such as advertising agencies.

## **Equity matters**

The evidence is building that inclusive practices deliver commercial benefits. According to a report from Kantar and Affectiva, brands that portray under-represented groups in their advertising in a positive way see long-term brand impact and short-term sales. They underline the need for a positive portrayal: simply including diverse audiences is not enough. This means acknowledging that

to achieve a level playing field, underprivileged and under-resourced groups will likely need additional support that addresses the disadvantages of their lived experience and personal circumstances.

Long-term commitment and authenticity is key and it's important to [look inside the business](#) at staff, stakeholders, and partners as well. As Vanaja Pillai notes in her article for WARC, [only a fraction of women hold](#)

**The 'imaginal' connections between people who want to make things better, to make things happen, and to create positive change in their businesses and in society remind us of what's possible and that we are not alone.**

[leadership roles in ad agencies](#), even in 2023. The most successful teams plan ahead and deliver against inclusivity objectives in all parts of the marketing supply chain. Brands should ask themselves if their efforts are driven by self-serving motives or [if they're genuinely committed](#) to selflessness. Purpose-washing, just paying lip service to a cause, can backfire as most customers can see through superficiality.

#### Diversity and media investment

It's not just about creative and content choices, inclusivity needs to expand to [media too](#). Organisations such as [CAN](#), (the Conscious Advertising Network) and GARM (the Global Alliance for Responsible Media) are working to encourage the industry to invest in inclusive media and [stop funding misinformation and hate speech](#).

On the other hand, it's critical to work with DE&I experts on programmatic tools which can inadvertently defund quality journalism, when it is engaging in these topics. This happens when instruments such as [keyword block](#) lists are too bluntly applied. With artificial intelligence on the rise, brands need to become smarter in tackling biases, including misinformation and racism. As Emma Lacey writes for WARC, a deeper understanding of the [psychology of misinformation](#) could be valuable for stopping its spread, in turn minimising bias, customers vulnerability and maximising the impact of ad spend.

## FOUR RULES FOR AUTHENTIC AND EFFECTIVE INCLUSIVITY

- 1 Understand all your customers in terms of the breadth of their lived experience. Focus on how you not only include them but also showcase a positive portrayal.
- 2 Ensure consistency between your external messaging and your internal organisation. Is your business a reflection of all the customers you target?
- 3 Recognise how to deliver inclusivity with commercial impact. This means scrutinising your media supply chain and working with partners who support inclusive media.
- 4 Appreciate that to achieve a level playing field you will need to better support underrepresented groups - this is true equity.

# FROM STATISTICS TO MEANINGFUL STORIES

## CASE STUDY 3: THE LAST PHOTO: CHANGING THE FACE OF SUICIDE AWARENESS FROM CAMPAIGN AGAINST LIVING MISERABLY AND ADAM&EVEDDB

### The Challenge

'Project 84': a landmark suicide prevention initiative instigated by the Campaign Against Living Miserably (CALM) captured the attention of the country and started the first national conversation about suicide.

The 84 statues, perched on top of a huge grey building on London's South Bank represented the 84 men lost to suicide every week. Photos flooded Instagram. Chatter ricocheted around Twitter. Stories filled papers.

Plans were hatched for a follow-up. But then the pandemic hit. Charitable donations fell through the floor. And CALM faced a 2-year fight to stay afloat and maintain its life-saving services. Campaigning had to be paused.

By 2022, it was clear something had to be done.

The ONS' annual release of suicide data revealed some devastating shifts:

1. The weekly number of male deaths by suicide had increased from 84 to 94.

2. The total weekly number of suicides had increased from 112 to 125.

3. Suicides amongst teenage girls and young women under 24 showed the biggest increase since records began in 1981.

CALM has historically been heavily male orientated in its messaging and service provision. But it was clear from the data that suicide was no longer an explicitly 'male' issue.

### The Activity

With the shift in data and the Covid backdrop CALM pivoted their strategy.

From 'men to 'the masses: they widened the focus, away from men and towards anyone and everyone who might be affected.

From 'statistics' to 'stories': Project 84 had been powerful, but the public had reached saturation point with statistics. After two years of weekly Covid fatality updates they needed a fresh approach. This prompted a shift away from statistics towards the human stories of suicide.

They hoped stories might travel further and help de-stigmatise.

So, they went in search of the stories behind the statistics. They spoke to the friends, families, parents,

children, husbands, and wives of people who had died by suicide. Over and over, they heard the same six life-shattering words: 'we just never saw it coming'.

The bereaved weren't just united in grief, but in astonishment and regret. Astonishment that a loved-one felt suicidal. Regret that they'd 'failed' to spot signs. There was a common misbelief that there were tell-tale clues. The reality was totally different. Those six words were almost always accompanied by: 'they seemed so happy'. Time and again they heard stories of outwardly happy, silly, funny, vivacious people. None of whom 'appeared' suicidal.

This provided the insight - suicide doesn't look suicidal. Instead, suicide hides behind a smile.

This led to a campaign that featured a week-long exhibition on the Southbank. The Last Photo: the final photos of 50 suicide victims, striking portraits that highlighted that 'suicidal does not look suicidal.' Every portrait was scannable allowing viewers to discover the story of the person behind the portrait. The loved ones who participated had to re-confront the trauma, so they, along with the campaign team, were of course supported from a mental health perspective.

Beyond the PR which inevitably followed the exhibition, CALM embraced traditional media to extend the reach.

# +9%

## PROPENSITY TO TALK WITH FRIENDS AND FAMILY ABOUT SUICIDE INCREASED BY 9%.

The activity included a 90' film on TV and in cinemas nationwide, with media donated by ITV.

### The Results

The Last Photo reignited a national conversation about suicide, heightening people's awareness of suicide and simultaneously lessening its stigma.

The campaign became the number one topic on UK Reddit and generated a total of 5,934,538 social conversations – a 960% increase versus CALM's 6-monthly average.

It encouraged people to talk, pre/post-testing found that exposure to The Last Photo increased propensity to talk with friends and family about suicide by 9%.

Brand tracking suggested that people understood the message, with 60% of those exposed agreeing that 'the signs of suicide aren't always obvious.'

The Last Photo created a groundswell of new supporters for CALM. CALM's website saw a significant increase in visits: 101,887 users visited The Last Photo campaign and resources, 8 in 10 of whom were new users – a 13% increase on the benchmark for charity websites.

Most importantly, The Last Photo directly saved people's lives with an increase in the number of users accessing



CALM's life-saving services. In the 6 months following the campaign's launch CALM was able to prevent 161 suicides – a 17% uplift versus the 6 months before The Last Photo.

CHAMPION ALL CUSTOMERS

# A NATIONAL SECRET SANTA



## CASE STUDY 4: STOP WEEPING ON THE SOFA, START GIFTING WITH A POSTER FROM CADBURY AND VCCP

### The Challenge

Going into Christmas 2022 Cadbury was facing an increasingly tough legislative (HFSS) and economic climate. Despite this the brand's ambition was to grow seasonal sales and build brand equity.

Christmas is a key period - it contributes approximately 19% of annual sales. Following the October launch of High Fat Salt and Sugar (HFSS) restrictions on in-store placements there was an emphasis on retail relationships. The Cadbury team were committed to creating Christmas activity that retailers would be enthusiastic about.

In this climate Cadbury set themselves incredibly high targets - sales growth of 2.5% and 90% retail sell through. To achieve this in the context of dramatic price increase - driven by energy and raw material cost pressures was going to be tough.

Furthermore, chocolate volumes had already fallen



# 120,000

## ALL 120,000 FREE CHOCOLATE BARS WERE GIFTED ANONYMOUSLY

3.8% since the pandemic peak of comfort eating had subsided, and the brand was expecting customers to rein in spending as a result of the cost-of-living crisis.

The media context was competitive too, media costs were rising, and Cadbury competitors had outspent them the previous two years. Despite being a big brand Cadbury anticipated that its share of voice in terms of media spend would put them in a position more akin to a challenger brand.

### The Activity

Faced with these challenges Cadbury resolved to use media very differently. Whilst Christmas activity is dominated by emotionally powerful TV adverts, Cadbury decided it wanted to uplift people in other ways by inspiring interaction, not just emotion.

In keeping with Cadbury brand values of generosity and inclusivity, the team sought to understand what the most generous gesture someone could make. Research revealed that true giving is anonymous giving. This led to the idea of Cadbury's Secret Santa - a campaign to invite the UK to send chocolate secretly, for free, to someone special. It became a massive, unprecedented activation of nationwide scale. Cadbury turned hundreds of the UK's OOH sites into interactive post offices and drove interaction with them through all media (including TV).

Cadbury gave away a whopping 120,000 110g bars, significantly more than Mondelez had ever done before.

Comments left by recipients show just how powerfully this activity resonated with shoppers. The activity cemented Cadbury in the nation's hearts at a time when many customers were facing a cost-of-living crisis.

### The Results

According to Kantar, Cadbury's Secret Santa was reported as the most distinctive, affinity-building, and feel-good TV ad of any brand at Christmas for the last three years. Crucially, recognition of Cadbury as a generous brand was significantly strengthened.

All 120,000 free bars were snapped up and gifted. This led to thousands of photos of happy recipients being uploaded onto social media, organically spreading the reach of the campaign.

From a retail perspective the activity also led to a record 96% sell through of Cadbury seasonal products.

Ultimately this campaign helped Cadbury beat its target, sales grew by 5.3% YoY in an otherwise flat category (with growth of 0.5%), meaning that Cadbury outperformed the category by a factor of 10.

**It was innovative and it was brave, because this brand put all of their all of their pounds into this one idea. They bet big and it was really impactful.**



Syl Saller CBE, President  
of The Marketing Society,  
Executive Coach and Mentor

# A NOTE FROM THE 2023 CHAIR OF JUDGES FOR THE MARKETING SOCIETY AWARDS

**T**he Marketing Society Awards are about celebrating the best of our craft, but they are also about inspiring us all to exceed our perceived limitations.

When we are inspired, we engage our minds, our hearts – and see possibilities we could not have imagined. We accomplish more than we ever thought we could. We bring people together to achieve something truly great and create career-defining moments.

So, let's take a moment to think about this. Who or what inspires you? And how might you kindle the same fire in others?

I very much doubt we go around thinking of ourselves as inspirational. I describe myself as an 'inspirational leader' in my Executive Coaching bio, but do I really think of myself that way? No, I'm just me, frequently doing ridiculous things my kids laugh at. But the truth is, most of us underestimate our ability to inspire others.

I share this because my guess is very few people who entered the awards set out to be inspirational. But all of them most certainly are. The truth is it is often only in hindsight that we see the brilliance of what we have accomplished.

The debate on judging day was spirited to put it mildly, and every submission carefully considered. I would like to thank our esteemed panel of judges for their wisdom and insight. And for really listening to each other. You are all industry luminaries, but there was no ego in the room that day. Just a stellar group of leaders, entirely focused on getting to thoughtful decisions.

Thanks also to all the teams and agencies who entered. You shine a light on the power of exceptional marketing. You did it in a time of great stress and many demands – and with true executional excellence. The bar this year was so high, that even making the shortlist this year is a

substantial achievement. This means if you were highly commended, you are most certainly a winner too.

I know that being a marketing leader can be a tough gig. Many of us shoulder significant responsibilities without all the authority or resources we need to make them happen. We are used to dealing with entire senior management teams thinking they are expert marketers who make 'helpful suggestions.' We struggle with a media and technology landscape changing faster than we can keep up with. We are asked to measure our magic, and balance both short and long-term results.

And yet – most of us love what we do. Leading that powerful combination of rigour, creativity, and technology. Embracing the adrenaline rush, the demands of being the engine of growth, the driver of the new, and an inspiration to others.

All of us have the power to be inspirational. Ironically, it requires us to focus on others, not ourselves. It means we must learn to both lead a team and contribute to its success. And above all, it means we need to care, really care, about others, and making a difference.

But inspiration is within us all, of that, I am sure. So, let me close this article with one question embodied in one of my favourite quotes, 'If not you, who? If not now, when?'

Think about that tomorrow when you wake up, and the day after that, and the next day.

What will you do to ensure your work is meaningful to your company, your brand, and most importantly to yourself?

Remember, The Marketing Society exists to support you to be a leader, a Changemaker and to thrive in your career. It is an absolute honour to serve as your President.

<https://awards.marketingsociety.com>

## THE MARKETING SOCIETY AWARDS 2023 JUDGES

**Arjoon**  
International Head  
of Creative &  
Growth ideas  
General Mills

**Clare**  
Advisory Board  
Member  
Beyond

**Becky**  
Global  
Commercial,  
Marketing &  
Innovation Director  
Costa Coffee

**Dom**  
Marketing Director  
Taylors of  
Harrogate

**Craig**  
Executive Vice-  
President, Global  
Brand & Integrated  
Marketing  
Sage

**Emma**  
Group Marketing  
Communications  
Director  
Tesco

**Giles**  
Global Consumer  
Planning Director  
Diageo

**Jessica**  
CMO  
The Very Group

**Karl**  
SVP, Strategic  
Advisory EMEA  
Medialink

**Lindsey**  
Chief Executive  
Thinkbox

**Mark**  
Marketing &  
Communications  
Director  
Nationwide

**Matt**  
Chief Marketing  
Officer  
Britvic

**Munnawar**  
Marketing Director  
GB  
Britvic

**Nina**  
Managing Director  
Accenture Song

**Paul**  
CEO  
WARC

**Rachel**  
CMO & Chief  
Customer Officer  
Morrisons

**Rebecca**  
CMO  
EY UK

**Sarah**  
CMO  
Dominos

**Simonetta**  
Group CMO  
Evelyn Partners

**Syl**  
Chair of Judges  
The Marketing  
Society

**Tamara**  
Global Customer  
Director  
Premier Inn

**Sophie**  
CEO  
The Marketing  
Society

**Siobhan**  
Global  
Transformation  
Lead  
The Marketing  
Society

**Marnie**  
Event Co-Ordinator  
The Marketing  
Society



# THE MARKETING SOCIETY AWARDS

Recognising and rewarding marketing excellence that makes a difference

The Marketing Society Awards provides best-practice evidence to take into the boardroom, empower our industry, and remind business that marketing drives growth.

2024 AWARDS: **ENTRIES OPEN NOVEMBER 2023**