



adam&eveDDB[®]

Marketing Society Awards 2015
Marketing for Sustainable Consumption

Spreading Good

FLORA pro-activ[®]

Executive Summary

Objective

In 2010, Unilever CEO Paul Polman introduced the Unilever Sustainable Living Plan, declaring 'embedding sustainability into our business is a top priority'.

One ambitious goal of the 10 year plan was 'to improve the health and well-being of 1 billion people'.

This is a story about a unique global social experiment - succeeding where governments and health authorities have time and again failed – to change people's behaviour and improve health and life expectancy.

Scale of the task

High cholesterol is a key risk factor for the world's number 1 killer - coronary heart disease - because cholesterol deposits lead to the narrowing of vital arteries.

Around 40% of adults across the globe suffer from high cholesterol.

Flora pro.activ launched in Australia in 1999, then rolled out to 20 countries round the world. Pro.activ contains plant sterols which, when eaten daily, can actively reduce cholesterol levels by up to 10% in 21 days. But human behaviour is very hard to change. Earlier pro.activ comms campaigns had failed to inspire people to change their behaviour and sales had stalled.

A new approach

Starting in Spain, "It Takes A Village" is a real-life social experiment - take a village, help them to lower their cholesterol with the help of Flora pro.activ and then use their successes to create content for a multi-media campaign to inspire others to change their behaviour and lower their cholesterol too.

Results

We have created a perfect circle. Social success i.e. individuals making healthy lasting behaviour changes for themselves, translating into powerful business success for the Flora pro.activ brand.

Long-term sales and share declines have been halted and reversed in participating countries all round the world. Most importantly, thousands of people are being inspired through this initiative to improve their health and change their lives.

Truly a brand that is spreading good.



Introduction

In 2010, Unilever CEO Paul Polman introduced the Unilever Sustainable Living Plan, declaring 'embedding sustainability into our business is a top priority'.

One ambitious goal of this 10 year plan was to 'improve the health and well-being of 1 billion people'.

Polman's philosophy recognises the importance of reconnecting business to a sense of purpose beyond just making money.

"Business should serve society."

This is a story that dramatically demonstrates the power of this philosophy.

For Flora pro.activ, a unique global social experiment is succeeding where governments and health authorities have time and again failed – in changing people's behaviour and transforming health and life expectancy.

It's also a story which proves that doing good is good business.



Background

Flora pro.activ is a Unilever brand with social purpose 'baked in'. The spread, launched in Australia in 1999, contains concentrated amounts of plant sterols.

Plant sterols are naturally occurring substances. When about 2 grams of these sterols are consumed each day (the equivalent of about 6 teaspoons of pro.activ), cholesterol absorption is reduced by 30-40%, resulting in less cholesterol entering the blood.

As a result, when eaten regularly, pro.activ is proven to reduce cholesterol levels by up to 10% in just 3 weeks.



The potential societal impact of pro.activ

This brand therefore has huge potential for social good.

High cholesterol is a key risk factor for the world's number 1 killer - coronary heart disease - because cholesterol deposits lead to the narrowing of vital arteries.

Around 40% of adults across the globe suffer from high cholesterol.

You can't tell from looking at someone whether they have high cholesterol. Many people aren't aware they have raised levels.

Even when they do know, people find it very hard to make, and keep up, the necessary changes to lower cholesterol - like eating less saturated fat and taking more exercise.

Taking statins (cholesterol-lowering medication) will reduce cholesterol for you. But they can lead to unpleasant side effects. So most people prefer if possible not to embark on a lifetime of medication.



Pro.activ business background

Following its Australian launch, Flora pro.activ spread rolled out globally. (NB In some countries it is branded Becel pro.activ).

In selected countries, yoghurt drinks and milk are available too, but the spread dominates sales - 90% of volume globally.

Pro.activ sells at a significant premium to 'standard' Flora, so plays an important role within the Unilever spreads portfolio.



Pro.activ launch advertising

Functional products have traditionally been promoted by a 'men in white coats' approach. But with trust in these 'experts' waning, pro.activ launch campaigns featured the results of real people who had used pro.activ.

They were simple 'does what it says on the tin' testimonial ads - featuring healthy, active 50+ year olds, who spoke to camera about how pro.activ had worked for them to lower their cholesterol.

Meet Christine.
Four weeks ago, her cholesterol was 5.3. Now look at it.

People like you have lowered their cholesterol using clinically proven Flora pro.activ. Find out how you can too.
floraproactiv.co.uk

4.9

No other food lowers cholesterol more.

Flora pro.activ contains plant sterols. A daily consumption of 1.5 – 2.4g of plant sterols can lower cholesterol by 7-10% in 2-3 weeks as part of a healthy diet and lifestyle. Individual results may vary.

Meet Monica.
Four weeks ago, her cholesterol was 6.0. Now look at it.

People like you have lowered their cholesterol using clinically proven Flora pro.activ. Find out how you can too. floraproactiv.com/kit

5.1

Actively lowers cholesterol

ORDER YOUR FREE CHOLESTEROL LOWERING STARTER KIT.
Contains all you need to help lower your cholesterol and keep it low
floraproactiv.com/kit

Flora pro.activ contains plant sterols. Plant sterols have been shown to lower blood cholesterol. High cholesterol is a risk factor in the development of coronary heart disease. Consuming 1.5-2.4g of plant sterols per day can lower cholesterol by 7-10% in 2-3 weeks when consumed as part of a healthy diet and lifestyle.

Hän on Jukka Helsingistä.
Kolme viikkoa sitten hänen kolesteroliarvonsa oli 6,3. Nyt se on paljon matalampi.

Monet kaltaiset ihmiset ovat alentaneet kolesteroliarvojaan käyttämällä Becel pro.activ -tuotteita, joiden teho on tieteellisesti osoitettu. Ota selvää miten myös sinä voit sen tehdä.

becelproactiv.fi

Alentaa aktiivisesti kolesterolia.

Becel pro.activ -tuotteiden käyttöä yhdistellen on tilastollisesti osoitettu alentavan kolesterolia 7-10% 2-3 viikon aikana. Tuotteen vaikutus saavutetaan nauttimalla päivittäin 1,5-2,4 g kasviesteroleja. Beceel pro.activ -tuotteita ei saa korvata muilla eläinperäisillä kolesterolilääkkeillä.

Research showed that these campaigns communicated pro.activ's efficacy message very well.

But:

- Whilst the pro.activ users in the ads were real and believable, real people also tend frankly to be a little dull. People didn't find these testimonial ads particularly appealing or involving. The ads rationally explained and informed well, but they didn't emotionally inspire.
- People were becoming more sceptical about 'silver bullet' functional foods, preferring to tackle health issues in more holistic ways. Our 'just eat pro.activ' ads were becoming less appealing and less convincing.
- On top of these, there is a long-term problem with the whole spreads sector. Butter is enjoying a resurgence, and bread volumes are declining as breakfasts at home and toast eating decline everywhere. This results in spreads volumes declining round the world.



The result for Flora pro.activ?

Pro.activ sales and share were stalling in every market.
Global sales volume was declining at an average of 7% per year.

This brand, with so much potential to help so many people around the world was unfortunately going nowhere.

We needed a new approach to unleash the good in pro.activ - both socially and commercially.



A new approach – It Takes A Village

Our breakthrough came in 2012, courtesy of a small community living in the idyllic sun-baked Spanish village of Reduena.

We called it 'It Takes A Village'.

Originally conceived as just a one-off PR idea for Spain, this cholesterol-lowering social experiment has since gathered momentum. It now is rolling out globally as a pioneering behaviour change campaign: inspiring life-changing health benefits for participants, who lower their cholesterol, then inspire the millions who watch and share their success to do the same.

But for now, back to that idyllic Spanish village...



The Idea behind 'It Takes A Village': Could we inspire a nation by showing the success of a community?

Here's how it works

- Flora pro.activ visits a community.
- We test the cholesterol levels of villagers.
- We then inspire and support those villagers with raised cholesterol to join in the 'pro.activ 3 week challenge'. We help them change behaviour in small ways to lower their cholesterol over 3 weeks by eating pro.activ, simple swaps of unhealthy food for healthier alternatives and taking more exercise.
- During this time the brand's role is not to sell product, but to inspire people to make lasting changes for themselves.
- We provide nutritional advice, organise community dog walks and bike rides, hold healthy cooking classes and provide pro.activ products.
- A documentary film crew follow the villagers' progress over the 3 weeks - filming them at home with their families, and following their ups and downs. Nothing is scripted. The stories are raw and real.
- Finally, and most importantly, the film crew are there at the moment of truth - witnessing the villager's triumph when they're re-tested and have lowered their cholesterol.
- The villagers' experiences then become content for a 360 degree behaviour change communication programme; from TV ads featuring the stories of the villagers' cholesterol-lowering success, through to PR, print, digital and in-store. Everyone inspired to get started can download a pro.activ Cholesterol Lowering Starter Kit.



Spain: the results

The results from Spain showed us we'd stumbled on something remarkably powerful.

Social benefits

80% of villagers who took part in the 21 day challenge successfully lowered their cholesterol.

Business results

The campaign captured the imagination of Spain. It was featured across TV, radio, print and blogs and translated into a dramatic vsales response.

Penetration more than doubled in 2 years.

Value share increased + 9% in a year.

And sales have continued to grow.



What was working so well?

We'd learnt a number of lessons

- Don't just tell people facts. Inspire them with human stories.
- Don't make 'ads'. Instead create experiences where real people do it for real - then use this to inspire others.
- Keep it authentic. Show real people's lives in an intimate, personal way. We see framed photos of loved ones on their shelves, and people cuddling grandchildren.
- Everyone loves a story of personal triumph. It's hugely inspiring to see real people's journeys; from their concern and vulnerability when learning of their raised cholesterol levels, to their triumph when they succeed in making changes they didn't think they were capable of.
- There is power in community - people pulling together, supporting each other and sharing each other's triumph.
- Tonal we were spot on. Not sentimental or scaremongering, but inspiring and empowering.

If they can do it so can I.

This was how to change people's behaviour.



Rolling out the idea

Our 'It Takes A Village' programme is now rolling out round the world - villagers from Greece, to Australia, Germany, South Africa and recently Rutland in the UK have taken the challenge.

Brazil, Belgium and Netherlands have followed in 2015, with more to come - this is a truly global social initiative and a truly global campaign.



Results

Social results

We are so proud of what this campaign is achieving.

3500 people round the world have now been tested in our 'It Takes A Village' programmes.

580 have taken up the 3 week challenge.

85% on average have lowered their cholesterol in just 3 weeks.

And these people are not just changing their behaviour for 3 weeks. They're keeping up their new healthier ways.



We regularly visit the villagers in Rutland who took part in our UK ITAV programme to find out what has happened since their 3 week challenge. We are chuffed to bits to see how they are keeping up the healthier changes inspired by pro.activ. This initiative is having lasting effects on their health.



Janet and Ivor see a lot of their children and grandchildren.
Janet lowered her cholesterol from 6 to 4.3 and Ivor from 7 to 4.1.

"We'd just got sloppy, eating lots of cakes and biscuits in the evenings round the TV!" It was great to feel that I had got back in control - we'd let things slip and we won't again."



Steve, 54 painter. Lowered his cholesterol from 5.6 to 4.8.

"I was surprised how easy it was to stop my bad habits and eat a bit healthier!

I go to the gym now for an hour twice/week, I've cut out bread and cut down on sweets and chocolate! I'm proud of myself actually"



As if this wasn't enough, these individual successes have been harnessed in turn to inspire many millions of others like them round the world.

53 million people have now been reached through PR alone from the ITAV initiatives.

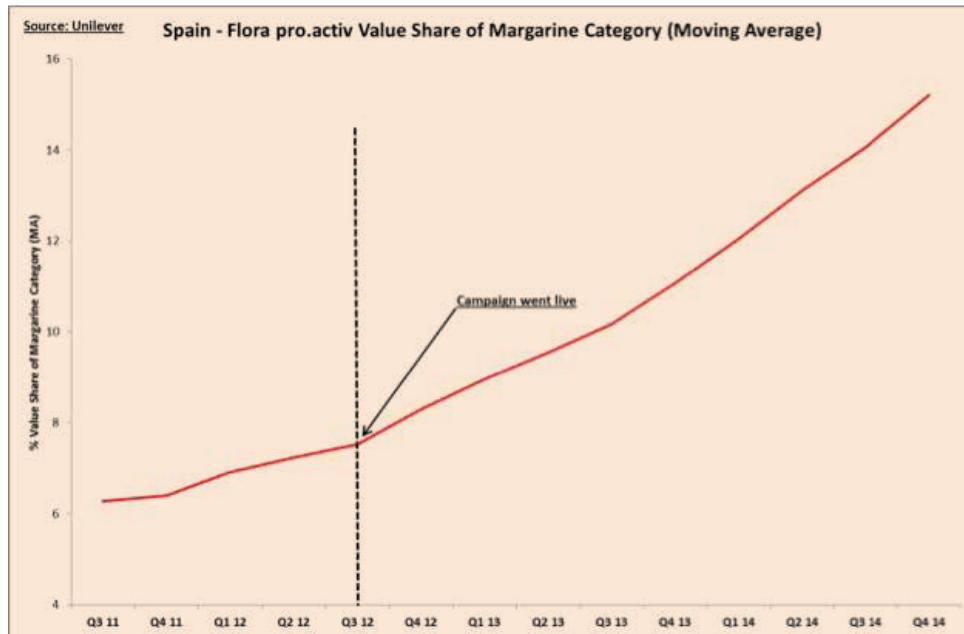
And many millions more through the TV and press campaigns documenting our villagers' stories.



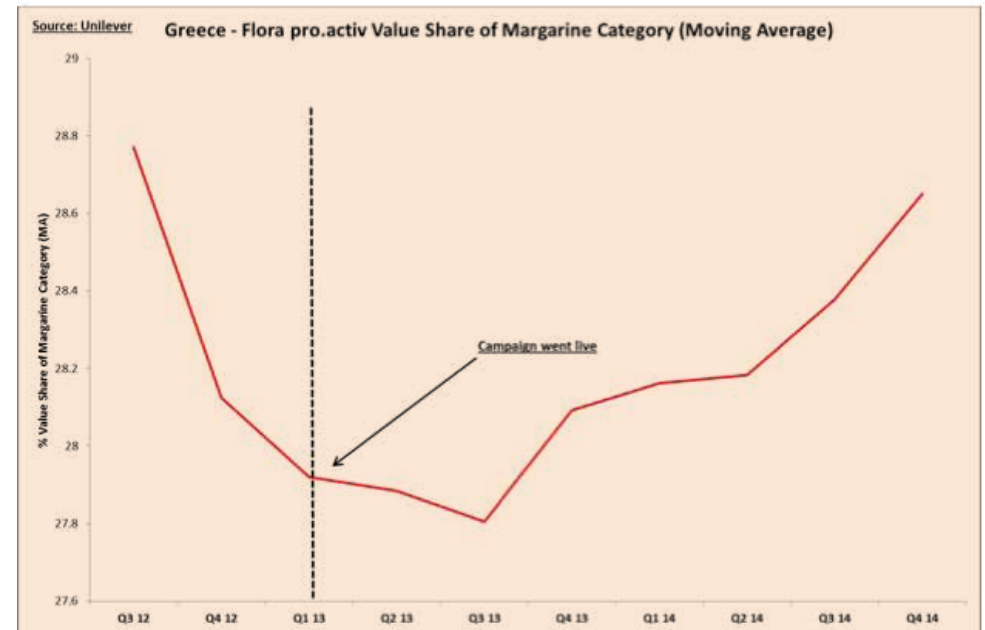
Business Results

We have created a perfect circle. Social success i.e. individuals making healthy lasting behaviour changes for themselves, translating into powerful business success for the brand. In country after country, 'It Takes A Village' is transforming the pro.activ business - halting and reversing long-term share declines and accelerating growth.

In Spain 'It Takes A Village' doubled the brand's growth rate.

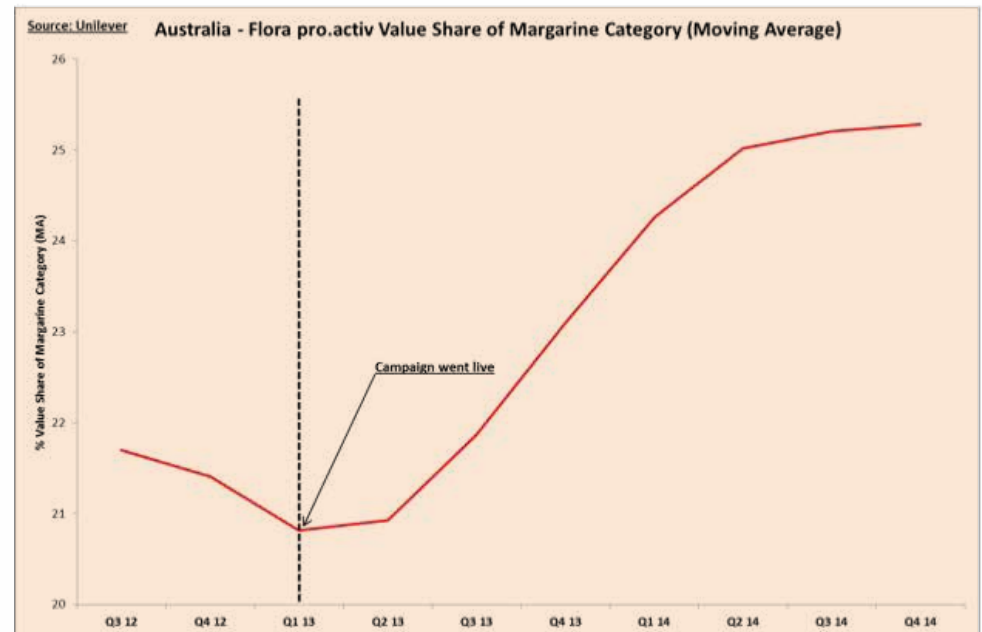
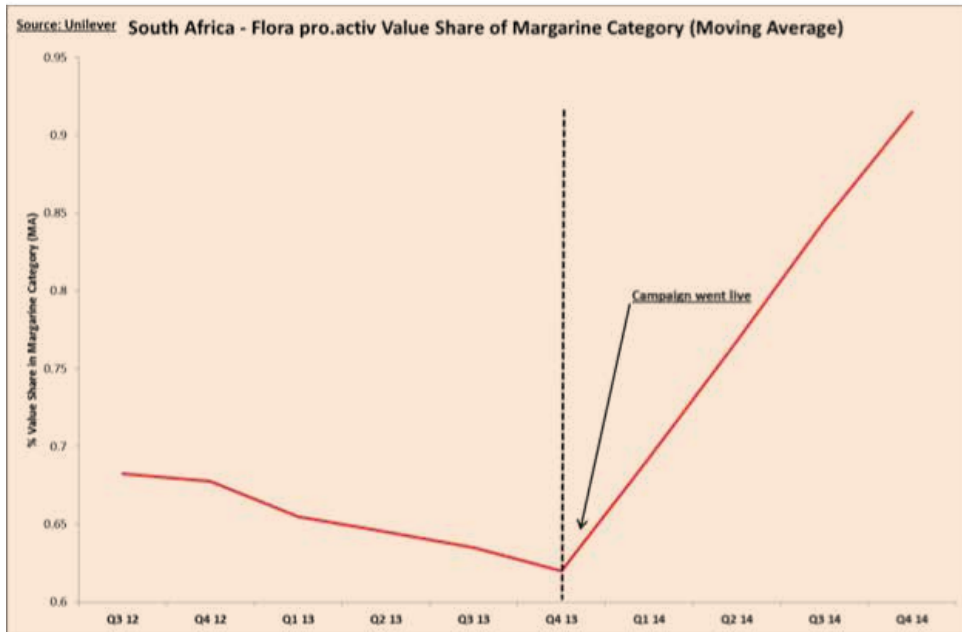


While in Greece, we completely reversed the brand's decline.

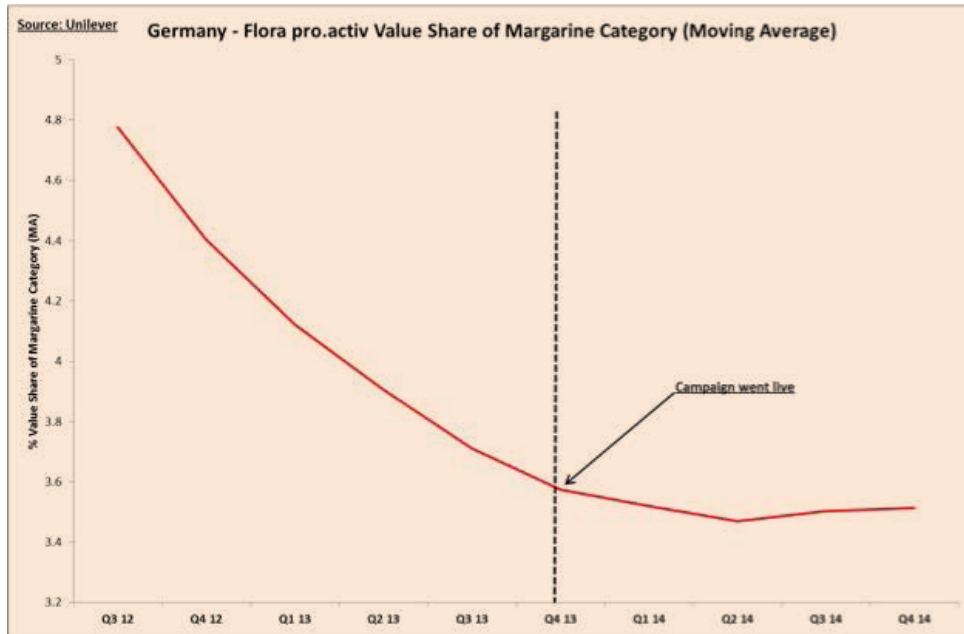


Even more spectacular results were achieved when we rolled out to South Africa

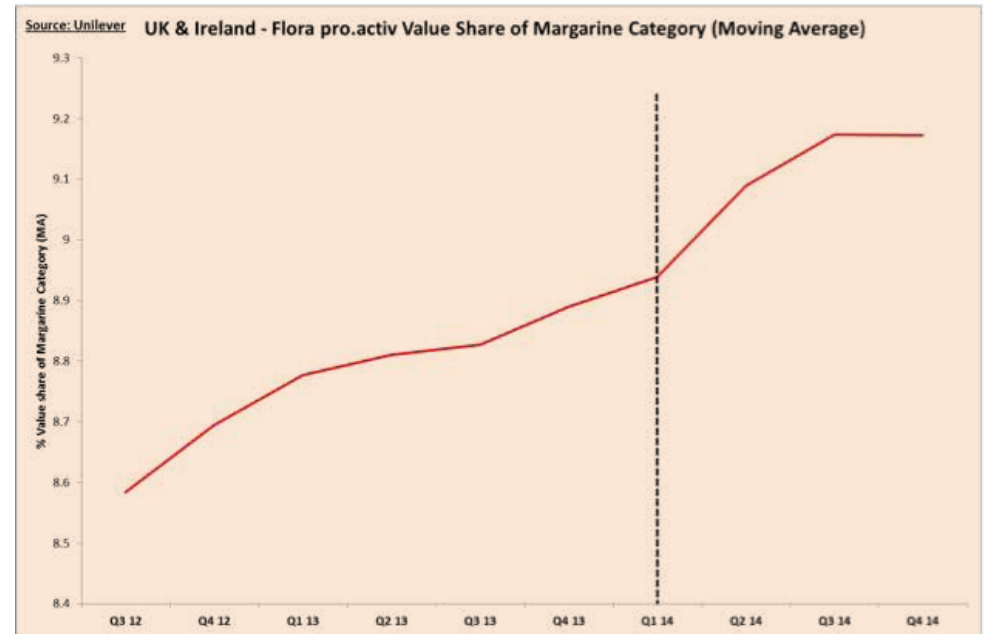
...and Australia.



Germany was a tougher challenge, but we have begun to reverse a long term decline.



And in the UK and Ireland we have dramatically accelerated the rate of growth.



Conclusion

Some brands adopt a social purpose.

But Flora pro.activ is a brand with social purpose 'baked in'.

In 'It Takes A Village' we've found a pioneering way to unlock the power in this purpose – transforming this brand from effective cholesterol-lowering spread to an agent of profound social change - giving real people around the world the inspiration and tools to improve their lives in the most amazing way - by giving them longer lives.

With even more countries 'taking a village' this year, we are well on our way to our objective of helping make high cholesterol history.

Pro.activ is truly a brand now that is spreading good.

And proof if ever it were needed that 'doing good is good business'.

Word count: 1804

