

Marketing Society Awards 2014  
Category P: Cause-related marketing  
Client: Pedigree  
Authors: Pedigree & AMVBBDO



**How doing good helped Pedigree  
do good business in 2013**

Word count: 1804



# This paper in a paragraph

This is a story about good business coming from doing good.

Whilst CSR has become a fundamental pillar for many big brands, too often 'good works' exist on the periphery of main marketing activities, divorced from business as usual. This is often because the cause is not linked to the brand's core benefit.

This case shows what can happen when a brand puts its 'noble purpose' at the heart of its commercial activities. It shows how centring all marketing activity around Pedigree's long-term partnership with dog rescue charities helped it build its business, despite a lack of product innovation with which to tempt the trade. By living up to its vision of '*making the world a better place for all dogs*', Pedigree has been able to deliver against its penetration objective, increasing revenue across its entire portfolio whilst at the same time, working with consumers to donate over 2 million meals to rescue dogs.

Pedigree's 'Feeding brighter futures' campaign puts good nutrition at the heart of how the brand makes the world better for all dogs. The campaign has integrated all media channels to share real rescue dog stories with the nation's dog owners, culminating in a nationwide '*Buy one feed one*' promotion. The TV element of the campaign alone has delivered incremental value across the whole Pedigree portfolio, paying back a TVROI of £0.91 (well above Nielsen's TV benchmark of 0.75) and delivering £3.2m incremental retail sales. The campaign has also generated more merchandising opportunities, more powerful trade relations, more internal staff positivity and most importantly, more positive outcomes for thousands of rescue dogs nationwide.

Proof that good can come from a shaggy dog story.

**Executive  
summary:  
276 words**

**ROI and  
retail sales  
data for  
judges  
eyes only**



# Pedigree: A traditional dog food brand in a changing world



A legacy of dog expertise and famous advertising (including the long-running '*Top breeders recommend it*' campaign), had helped Pedigree become the UK's leading dog food brand.

But dog ownership patterns were changing: People were moving away from pedigree dog ownership to embrace less traditional, mixed breed pets and rescue dogs.

The market was also changing shape, with resurgent competitors, new super-premium entrants and own-label offerings each creating different commercial pressures.

Pedigree struggled to respond to these changes effectively and its communications were not strong enough to maintain its historical position.

Its long-held dominance was under threat.





# Big targets, but little conventional ammunition



The brand had another big problem.

2013 was a year with little new product innovation available for launch. This lack of 'new news' meant nothing to shape compelling strategies and trade negotiations around.

Unable to rely on huge product launches to win back the minds and shopping baskets of the nation's dog owners (a whopping 25% of all UK households), the team needed a different solution to the commercial imperative to grow penetration



# Pedigree needed to find a different way to re-connect with dog owners



Dog owners were increasingly looking to other brands for engagement and nutritional expertise.

So the team explored different directions in parallel, to try and find insights that would work together to build a compelling brand story:

## 1. Mining dog owner psychology:

Watch UK owners out dog-walking and you quickly see a common trait. Whatever the dog (small, big, sleek, hairy), it's perfectly normal for random strangers to stop and chat about the one thing they have in common – their dogs.

Exploration showed that this friendly behaviour wasn't just 'real world': dog owners are similarly inclusive and open digitally – sharing their own pet pictures, and comments, but also happily passing on unrelated dog stories (re-homing requests, lost notices etc.) to their networks too.

This highlighted an opportunity to both unite and galvanise dog owners, by offering them relevant and compelling 'dog stories' to enjoy and share.

## 2. Combing through brand assets for hooks:

The emotional conviction seen in dog owners chimed with Pedigree's own global brand vision: *To make the world a better place for all dogs.*

For 7 years, Pedigree had been quietly running a successful CSR programme: The Pedigree Adoption Drive.

This initiative, divorced from Pedigree's daily UK business, offered rescue dog shelters nationwide financial and nutritional support in a bid to get more rescue dogs adopted.

The team saw potential in bringing this activity onto the public radar by putting it at the heart of Pedigree's business, as evidence of the brand's values in action.

## 3. Re-purposing Pedigree's brand heritage of nutritional excellence:

Pedigree had decades of nutritional expertise, but was struggling to find a contemporary way to bring this to life.

Rescue dogs offered a perfect platform: If Pedigree food could be shown to help even the most vulnerable of dogs, then its credentials as food for millions of British pets would be in no doubt.

Using rescue dogs would provide Pedigree with perfect case studies of its expertise and credentials to share with the country's dog owners.





# The team distilled these learnings into a clear strategy:

**Objective:** Build penetration and consumer engagement

**By:** Leveraging Pedigree's partnership with rescue centres, to create emotionally compelling dog stories that showcase the brand's nutritional expertise.

**And:** Creating a mechanic that would enable dog owners to be part of the good news story for rescue dogs themselves

**To:** Create consumer and retailer interest in the face of little new product news



# The idea:

## The 'Feeding Brighter Futures' campaign

The campaign was built around a single compelling idea:

*'The right nutrition is the first step to a brighter future for all dogs'.*

The campaign would follow stories of real rescue dogs in real time, showing the role of food in their journeys back to full health and new lives.





# An integrated campaign plan with a budget of ██████m divided into 3 key phases of cumulative activity



(confidential budget data, for judges only)

	Phase 1 'Announce': 21/4-18/5/13 Drive brand impact and reach	Phase 2 'Engage': 26/5-15/9/13 Build nutritional expertise	Phase 3 'Involve': 15/9 – 13/10/13 Maximise consumer 'membership'
<b>TV</b> (AMVBBDO)	<p>Mars media laws demand mass reach, so TV would be the plan lynchpin, with other activities cascading support:</p> <p>A dramatic launch ad showed rescue dog Mojo nursed back to good health with the right food and care.</p> <p>This ad was designed to establish the link between Pedigree, rescue dogs and good nutrition. Instead of trying to 'sell' product, it sold the brand's ambition:</p> <p><b><u>To feed one million rescue dogs in 2013</u></b></p>	<p>4 product-focused TV ads complemented the launch ad. They showed specific products playing different nutritional roles in the recovery of 4 different rescue dogs.</p> <p>The launch ad continued to be pulsed in parallel, for campaign consistency.</p>	<p>This was about converting energy into action. A nationwide 'Buy One, Feed One' promotion invited consumers to help Pedigree deliver its ambition:</p> <p>A promotional ad showcased the 'Buy One, Feed One' promotion message: With every pack of Pedigree bought by dog owners, Pedigree would donate a meal to a rescue dog</p>
<b>Sponsorship</b> (Zenith)	<p>Concurrently, Pedigree also sponsored award-winning ITV show 'For the Love of Dogs', filmed at Battersea Dogs Home with Paul O'Grady.</p>	<p>Sponsorship continued, with bespoke idents linking to both social content and product ads</p>	
<b>PR</b> (Freud)	<p>Paul O'Grady became campaign figurehead, creating a great PR hook which gained valuable extra column inches. The scale of the 'one million meals' ambition also captured attention.</p>		<p>This activation was an important second campaign PR 'hook', enabling Pedigree to jump back into media visibility.</p>
<b>Digital/ Social/ Content</b> (Naked)	<p>Mojo launched 2 days early to existing Pedigree Facebook fans and ran on YouTube pre-launch, getting 100,000 views</p> <p>Other digital activity converged social buzz around the brand, sponsorship and rescue centres to build a strong base for future activity.</p>	<p>Documentary-style content was filmed around the 4 dogs used. Fed into the ever-growing Pedigree community, it enabled followers to share and receive updates on social / digital platforms. Fresh footage responded to the interests and 'flow' of community conversation.</p> <p>Digital platforms also hosted nutrition-specific activities, like Expert Q&amp;A sessions around key dog topics and a 'Pedigree Feeding Programme', where consumers could sign up to month-long trial of Pedigree products.</p>	<p>A Slingshot initiative enabled people to buy packs digitally via Facebook as well as in-store.</p> <p>A 'million meal' digital totaliser tracked progress and people who bought promotional packs were encouraged to share photos of their own dogs</p>
<b>In-store</b> (Juice)	<p>Retailers supported the 'Feeding brighter futures' launch in-store, focusing on the 'food as a first step' angle.</p>		<p>Custom POS highlighted limited-edition packs and customised merchandising and events around the 'Buy One, Feed One' promotion gained Pedigree additional exposure in-store, including off-shelf features.</p>



# The creative approach

Cinematic qualities with a 'real' tone were used to tell truly emotional stories.

Documentary experts within the same production team filmed the additional content footage

The tone was designed to complement the sponsored ITV show, '*For the Love of Dogs*' and bridge into expert discussions hosted online.

The team positioned Pedigree as part of a bigger solution, not a simplistic answer.

Each piece of activity was carefully designed to be credible and complement the others.





Social Media



TV



<http://bit.ly/MgcdxV>

In Store

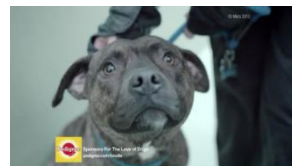


Website

Sponsorship



<http://bit.ly/loqwrUw>



Feeding Programme



TV



<http://bit.ly/1eXsC56>



Announce

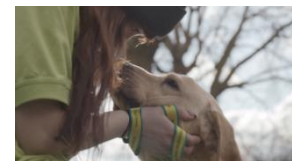
Engage

Involve

PR



TV



One example - <http://bit.ly/1bPlnGZ>

Facebook Q&A

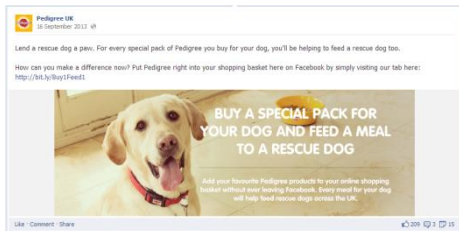


Help us feed 1 million meals to rescue dogs



In Store & On Pack

Social Media

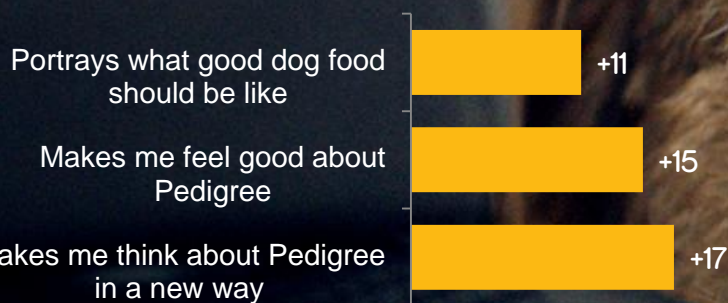




# TV brought the idea alive for consumers



## Ppt difference vs UK pet food norm (Ad ratings)



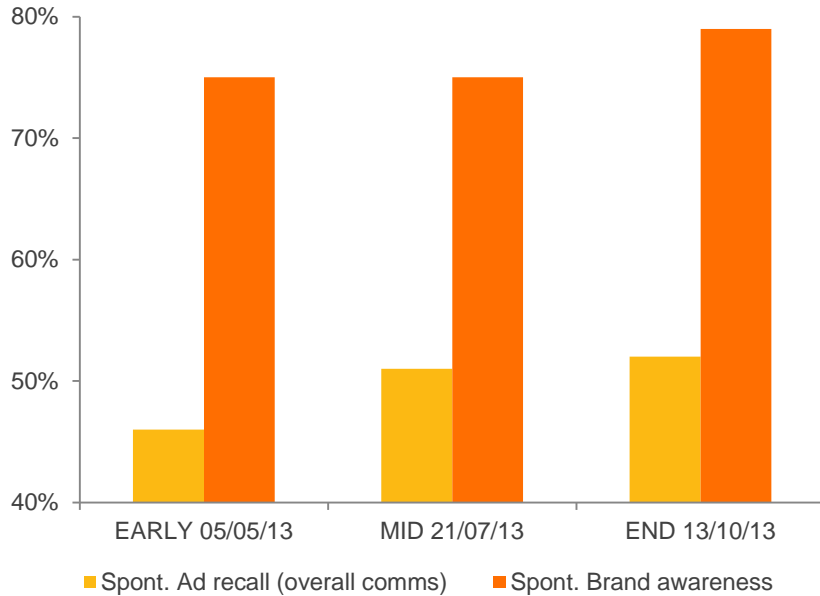
## Ppt difference vs control cell (those not exposed to ad) (Image perceptions)



Pre-testing saw Pedigree's TV copy land in the top 25% for impact and persuasion of all copies tested by Ipsos in Western Europe since 2010

Pre-testing showed double digit percentage point improvement across key messages

# It generated impact across channels



Key ad and brand measures improved over the campaign

**million** online  
reach worth **m**

It quadrupled Pedigree's previous social reach.

Product interest increased as rich testimonials boosted website dwell time from 14 seconds to 1:43.



Other key 'impact' stats:

**m**:

Earned PR value across the campaign

**584,320**:

Reach of Paul O'Grady's Launch Q&A on Facebook

**812%**:

Increase in Twitter mentions (vs. pre-campaign period)





It also improved Pedigree brand perceptions

Data Source:  
Mars Brand & Ad  
Tracker (DOG) – UK  
(8 week rolled)

# The campaign drove penetration rises across the whole Pedigree portfolio



The campaign attracted new customers to Pedigree. It boosted penetration █████ (MAT Oct. 2013) supporting █████ NSV growth.

The 'Buy one, feed one' promotion delivered a disproportionately strong penetration boost of █████ (vs. non activation period)

Analysis of TV impact shows the campaign delivered growth across all formats:

Overall, this equalled an incremental retail sales value from TV of █████ m.



RSV uplift as % total RSV pre campaign vs previous equivalent period

WET	█████
DRY	█████
ORALCARE	█████
CARE & TREATS	█████

Data evidences TV impact only, not whole campaign impact (which will be significantly more)

NSV/ RSV data for judges eyes only

MAT, Penetration, NSV, RSV data source: Mars  
 Definition of NSV: Net Sales Value equals Gross Sales less Total Trade Expenditures  
 RSV: Retail sales value

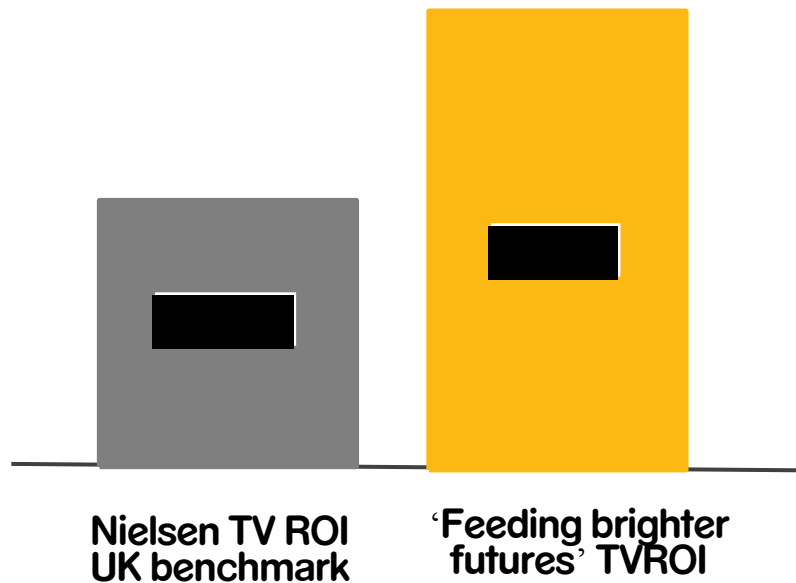


# Whilst overall campaign analysis is unfinished, TVROI is way above average



Integrated campaign analysis is still underway, so the only ROI available currently is only TV based.

**A TV ROI of [REDACTED] is 21% higher than Nielsen's UK benchmark**



Nielsen estimates that TV advertising accounts for only c.6% of total sales over the past year, with promotion and display much bigger influencers.

**Once these are factored in, total campaign ROI is expected to rise further.**

**NB: ROI figures for judges eyes only**



# The campaign also generated enormous retailer interest, despite little new product innovation

The campaign's total 'Points of interruption\*' (POI) nearly tripled: from 21,245 in 2012 to 60,315 in 2013.

It also helped Pedigree to negotiate shallower discounts in key accounts and allowed the team to step-change retailer engagement, moving Mars Petcare from #6 to #3 in the Trade Attitude Survey



\*Mars definition of POI: A piece of branded material designed to interrupt the shopper and increase purchase propensity through winning the '1-second decision' e.g. shelf barker, free standing display unit, aisle fin etc.



# Customer teams really enjoyed getting behind the idea



*“The UK retail landscape is littered with deep deal, value degrading promotions that rarely support brand message or campaign objectives. However, there was so much engagement with Pedigree’s fantastic cause, that retailers gave us access to far better feature space, at lower promotional discount than we could reasonably expect.*

*They were really happy with the high quality, through-the-line support that allowed them be a part of helping rescue dogs. The campaign was so compelling that the whole of our Sales Team got behind it in an unprecedented way. They were all so proud to support such a worthy cause with a brand that they are truly proud of.”*

**David Minton**

**Customer Marketing & Category Leadership Director**



# This desire to get involved was true of internal audiences too



*"A great example of how Mars Petcare can do the best for dogs, get everyone to stop and take notice and do what is right for the benefit of external stakeholders and the business."*

Richard Cox, Regional Account Manager

*"Best campaign I've worked on at Mars"*

Alex Wilson, Customer Development Executive





# But most importantly, the campaign delivered on its promise to rescue dogs



A screenshot of the Pedigree website's "Feeding Brighter Futures" campaign page. The page has a yellow background. At the top left is the Pedigree logo and the text "Feeding Brighter Futures". To the right are social media icons for Facebook, Twitter, and YouTube, and the WALTHAM logo. Below this is a navigation menu with links: Home, Feeding Brighter Futures, Food &amp; Treats, Dog &amp; Puppy Finder, Blog, Feeding A Dog, Breeders Club, and Puppy. A search bar is on the right. On the left side, there is a vertical menu with links: HOME, ONE MILLION MEALS, DOG STORIES, NUTRITION PLAN, TESTIMONIALS, HOW CAN I HELP?, and BALANCED NUTRITION. The main content area features a large banner with a photo of a dog's paws and a yellow Pedigree bowl. The text on the banner reads: "WE'RE DONATING OVER TWO MILLION MEALS TO RESCUE DOGS NATIONWIDE". Below this text is a button that says "Find out more about the campaign". On the bowl, there is a digital counter displaying "2,035,000".

Consumer interest and involvement smashed Pedigree's '1 million meals' ambition, with over 2 million meals donated during the campaign.

# A result which was seen and felt in rescue centres across the country



*"By helping us to save costs, Pedigree has enabled us to take in and care for a much larger number of dogs whilst still being able to offer them good quality nutrition. This is something that would have financially unviable if we didn't receive the free meals, so many more local dogs would still be homeless."*



*"Without this food, we would have to rely on public donations or switching between cheap low quality options that can sometimes create more problems for our dogs as their stomachs cannot settle on a regular high quality diet like Pedigree offers."*



**MAYFLOWER SANCTUARY**  
Offering an umbrella of hope

*Having food provided by Pedigree means that we can give our dogs a consistent, high quality and nutritious diet that helps aid their recovery in all areas. We notice the dogs are calmer, less stressed and better behaved, increasing their chances of rehoming when new owners look around "*



*"Since being part of the Pedigree feeding programme, we have seen a big difference in dog health and behaviour. We now have 80% less stomach issues in the dogs at the centre which is a direct result of the good quality nutrition that the consistent meal plan from Pedigrees offers us."*

**HULA Animal Rescue**  
Home for Unwanted and Lost Animals





# Proof indeed that good business can come from doing good



The *'Feeding brighter futures'* campaign achieved these results without substantial new product launches.

This shows that when used effectively, CSR based ideas can deliver powerful commercial, engagement and brand benefits in the absence of more conventional 'new news'

*"Pedigree's 'Feeding brighter futures' campaign shows how cause-related ideas can build both business and brand health. By using Pedigree's nutritional expertise to help change futures for vulnerable animals, we have in turn forged stronger links with UK dog owners about their own dogs. This campaign evidences how doing good has been good for our business"*

**Miranda Sambles**  
Marketing Director, Mars UK Petcare



Miranda with her own dog, Lottie



# The happy ending?

By securing a brighter future for thousands of rescue dogs in 2013, Pedigree has in turn secured a brighter, healthier future for itself.



Thanks to all the organisations who have helped make this shaggy dog story come true:  
Our ADCH friends and partners at rescue centres nationwide  
Our colleagues across the Mars Petcare business and all our customers, large and small  
Our agency collaborators from AMVBBDO, Freud, Naked, Zenith and Juice