



2014 APAC Effie® Awards Gold

“Getting John West to Change Its Tuna”

Category: **David vs Goliath**
Brand/ Client: **Greenpeace**
Lead Agency: **Saatchi & Saatchi Sydney**

Market Background

John West is Australia's largest and most well known supplier of canned fish products. Part of the Simplot organization, it is available in all supermarkets and convenience stores across the country and is the most popular brand of canned tuna in Australia.

Greenpeace has for many years actively pushed for John West to adopt more sustainable fishing practices for its products in Australia, but with little change, decided it was time to take the fight to John West.

State of Brand's Business

In 2012 John West, Australia's largest supplier of canned tuna, still continued to use unsustainable fishing methods to source their tuna catch.

The facts were simple: John West kills roughly 1kg of marine life for every 10kg of tuna they catch, including Manta Rays, Dolphins, Sharks and Turtles. That's 10% of everything they catch, which is a total of 1 million kilograms of marine life needlessly killed every year.

Despite years of direct lobbying from Greenpeace aimed at John West to change their fishing practices, they still needlessly slaughtered marine life in every catch they took.

Greenpeace decided that it was time to take the fight to another level by shaming John West and their fishing practices to the public, influential food people and John West themselves.

Strategic Challenge

Our challenge was simple yet incredibly difficult: we wanted to force John West to change the way they catch their tuna.

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Not an easy task given John West's market dominance, their media spend, their in-store presence at the canned fish shelf, and the fact that their advertising is historical well loved through their famous 'It's the fish he rejects that makes John West the best'.

Even harder given our very limited production budget of \$15,000AUD and no money for paid media.

We knew that it was going to be a real David vs. Goliath battle... but everyone was committed to finally forcing a change.

Objectives

Our core objective was behavioural in nature: we wanted to force a large corporation to change their fishing practices.

Globally, Greenpeace has a vision to drive the increased use in sustainability standards through the global tuna fishing industry.

With John West the biggest Australian tuna manufacturer still using unsustainable practices, we had one clear, quantifiable and single-minded objective: force John West to stop the way they currently fish for tuna and adopt more sustainable fishing methods.

Specifically, we were looking for a commitment that John West will phase out the use of highly destructive and wasteful Fish Aggregating Devices (FADs) used with purse seine nets by 2015.

Insight

We didn't feel that there was a compelling consumer insight to leverage. Whilst we wanted all consumers who buy John West tuna to see our campaign and get on board in pressuring John West to change their behaviour, our numerous messages to them in the past had failed to result in a change of behaviour.

We knew that we had a compelling statistic that would catch people's attention: the fact that 1kg of marine life including turtles, stingrays and sharks was being killed for every 10kg of tuna John West were catching - 10% of all John West's tuna fishing. But in Australia people have numbers, figures and statistics thrown at them everything, from car accidents to smoking statistics to news about the economy. So we didn't believe that a great statistic was enough in itself.

So instead, we looked at the behaviour of John West, particularly their media habits. Again, whilst nothing compelling stood out, it did spark a thought for us... what if we took the media channels that John West would use themselves and use those same channels against them?

This sparked another thought: what if we not only used the same channels they used, but used the same language as well... only with a twist that leveraged the most compelling fact we had: that 10% of all John West's tuna catch was killing endangered turtles, blue whales, stingrays and baby tuna.

The Big Idea

A John West retail campaign designed to REDUCE sales of John West tuna.

Bringing the Idea to Life

We put ourselves in the shoes of John West and asked, 'If we had the power to hijack John West's creative and media for a day, what message would we send out from John West?' What if we took the traditional 'It's the fish John West Rejects that makes it the best' tagline and turned it upside down? What if we asked people instead to 'Reject John West'?

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We set about creating a traditional John West retail campaign that flipped the famous John West tagline on its head and actively encouraged people to take the opportunity to buy less John West.

And we targeted the same core path-to-purchase and media channels that John West themselves used to ensure we were hitting John West buyers where they least expected it... along with a few other channels to make sure we got noticed!

We started with a simple thought in catalogue and print media: an ad with an image of a John West can of tuna in a pool of blood with the headline 'COSTS 10% MORE'. We carried this through a host of traditional supermarket media where you'd expect a brand like John West to be advertising: discount coupons, catalogues, path-to-purchase and shopper dockets.

We supported this with billboards and shopper panels outside shopping centres, along with classified ads, banner ads and TV style retail spots delivered online only.

We pushed the idea into radio, asking customers to 'Get in quick as we're clearing out stock of endangered turtles, blue whales and baby tuna. At John West we're clearing out marine life for good so you can buy the best'.

And we created an online game playable in facebook and on the streets of Sydney called 'Ocean Apocalypse' that asked players: can you wipe out more marine life than John West?

A limited edition Direct Mail tuna can was also created, in the shape of an endangered. The can was sent to influential Australian journalists, celebrities, chefs and supermarket owners, planting an idea of what the cans should really look like, and get them asking the question to John West directly.

Everything led people to the website www.rejectjohnwest.com where they could 'do 10% more': either through donating money, donating their facebook status, donating their time to send a complaint email to John West or through donating 10% of their tweets.

Communications Touch Points

Consumer Touch Points	Country
TV (Spots, branded content, sponsorship on TV, product placement, Interactive TV/Video on Demand)	
Radio (Spots, merchandising, programme/content)	AUSTRALIA
Print (Trade/professional, newspaper - print, newspaper - digital, magazine - print, magazine- digital, custom publication)	AUSTRALIA
Direct (Mail, Email)	AUSTRALIA
PR	AUSTRALIA
Guerrilla (Street teams, tagging, wraps, buzz marketing, ambient media, sampling/trial)	AUSTRALIA
Events	
Cinema	
Interactive/Online (Display ads, brand website/microsite, developed brand content for another website, mobile/tablet optimised website, digital video, video skins/bugs, podcasts, gaming, contests, search engine marketing (SEM/SEO), Geo-based ads, etc.)	AUSTRALIA
Social Networking Sites/Applications	AUSTRALIA
Mobile/Tablet (App, in-app or in-game app, messaging/editorial/content, display ad, location-based communication)	
Consumer Involvement (WOM, consumer-generated, viral)	AUSTRALIA
OOH (Airport, transit, billboard, place-based)	
Packaging	AUSTRALIA
Product Design	
Trade Shows	
Sponsorship	

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Retail Experience (POP, in-store video, in-store merchandising, retailtainment, store within a store, pharmacy)	
Sales Promotion	
Professional Engagement (In-office, Congresses, detail/e-tail/interactive visual aids (IVAs), closed loop marketing (CLM), continuing engagement, informational/documentary video)	
Point of Care (POC) (Wallboards, video [HAN, Accent Health], brochures, coverwraps, electronic check-in)	
Other - _____	

Paid Media Expenditures

All amounts in USD

Under \$100K \$100K - under \$250K **\$250K - under \$500K** \$500K - under \$1M
 \$1M - under \$5M \$5M -under \$10M \$10M -under \$20M \$20M and over

Paid Media Expenditures	Country
Total Budget Range for this case from Jan 01, 2012 – Sep 30, 2013	AUSTRALIA
Average annual budget for this case in the prior year (enter NA if not applicable)	N/A
By your estimates, compared to other competitors in this category, this budget is:	<input checked="" type="checkbox"/> Less <input type="checkbox"/> About the same <input type="checkbox"/> More

The total cost of production was \$15,000AUD. Of course given the nature of the organization a lot of donated time of people was involved in taking the campaign to the streets and getting it into people's view.

There was also a number of donated media that we knew we had initially (about \$100,000AUD worth of media initially donated), but which through the power of the idea led to a number of further donations – with our TOTAL number of donated media finishing at under \$400,000AUD.

Owned Media and Sponsorship

All media was donated for this campaign through media partners, with a fair amount of 'Guerilla' style activity involving the agency and client teams in order to ensure we got noticed and our message hit as many people as possible.

Other Marketing Components

Marketing Components	Country
None	N/A
Couponing	N/A
CRM / Loyalty Programmes	N/A
Giveaways / Sampling	N/A
Leveraging Distribution	N/A
Other marketing for the brand running at the same time as the entered effort/campaign	N/A
Pricing Changes	N/A
Other - _____	N/A

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Results

As a direct result of the campaign John West agreed to remove all non-sustainable fishing from its practices by 2015, including the use of highly destructive and wasteful Fish Aggregating Devices.

Within a few days of the campaign launching thousands of outraged comments flooded John West's facebook and twitter feed, and both local and international media picked up on the story. John West initially responded by blocking international facebook users from its facebook page, stripping down billboards, and pulling videos from youtube. Within six weeks we had 20,000 complaints collected on the website.

With so much bad publicity as a direct result of the campaign, John West bowed to public pressure and released an official statement on December 4th 2012 which said:

Following recent proactive engagement with Greenpeace we have sought to clarify our current commitment to the sustainable sourcing of tuna, as follows:

By 2015 John West will end sourcing tuna from fisheries using methods that current science shows to be unsustainable such as the use of FAD-associated purse seine caught tuna and will only sell tuna caught using environmentally responsible methods, currently defined to include pole & line and un-associated purse seine.

New fishing technologies, processes or practices that are developed must be shown through independent, peer-reviewed research to have an equal or lower level of by-catch and/or habitat damage and/or ecosystem impacts and/or impact on CPUE data collection as those methods mentioned above before being considered as sustainable alternatives."

Further, two weeks after the launch of the campaign Coles, Australia's largest supermarket chain, announced that they would only supply tuna caught using sustainable methods.

All proving that taking a retail approach to disrupting a retail brand can help a little team make changes take place at a huge multi-national.

The context for us was that with a very limited budget, we were trying to get the largest canned fish maker in Australia to change the way they fish. Whilst our own Greenpeace brand stands out and helps us get noticed, it was still a significant challenge on an almost non-existent budget. Greenpeace had for many years tried other ways to make this change take place, yet it hadn't. Forcing enough people to change their deep-seated behaviour, and forcing a large multi-national to change the way they run their business, are not small tasks.

But this campaign worked where others had failed before.

For this campaign ROI was measured in gaining a successful change in behaviour from John West. With an incredibly small budget and media begged, borrowed and stolen, the total cost of the campaign to Greenpeace was under \$15,000, and if you include donated and gifted media the total budget was under \$400k.

Yet we managed to force one of Australia's largest fishing manufacturers and the supplier of Australia's favourite canned tuna to change the way they operate... a great story of a little team with big ambitions being able to stop a huge multi-national in its tracks.

Other Factors That Drove Results

This was the only campaign Greenpeace created targeting John West.

There were no other campaigns from other organisations targeting John West to change their fishing behaviour.

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The statement from John West stated: *“Following recent proactive engagement with Greenpeace we have sought to clarify our current commitment to the sustainable sourcing of tuna...”* – a direct result of the campaign itself.

Country Case Ran In

AUSTRALIA