



2013 Gold Effie Winner

“Cultivate A Better World”

Category: David vs. Goliath
Brand/Client: Chipotle
Lead Agency: Creative Artists Agency

State of The Brand’s Business

When Chipotle chose to make sustainable food its business, it took on the entire fast food industry.

In 1999, founder Steve Eells learned about the impact of industrialized farming on animal welfare, the environment, and family farms. Chipotle was still a regional chain, and Eells swore that his company’s growth would embrace sustainable and ethically raised food. Sustainability became Chipotle’s business, but their competition, many orders of magnitude larger, dominated food culture. Chipotle was in for an uphill battle.

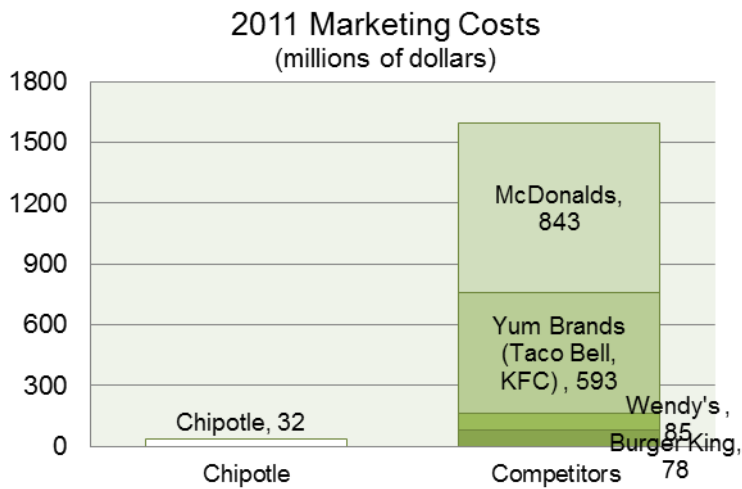
Strategic Challenge

Chipotle’s sustainable food mission placed them in direct economic competition with fast food giants who used highly processed globally sourced foods, backed by the biggest marketing budgets in the restaurant industry.

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By 2011 the competition outspent Chipotle on media by more than 50-to-1, and outnumbered Chipotle's restaurants by more than 70-to-1¹.



Source: 2011 annual reports of listed competition

Chipotle represented the only sustainable fast dining option for consumers and believed sustainability was its competitive advantage.

But when outspent 50-1, traditional advertising could not be the answer. Chipotle had to tell people its story in a way that cut through 98.6%² of fast food marketing dollars, without vilifying industrial farms or relying on shocking imagery. And, somehow, they had to make learning about the perils of confinement pig farming and bovine waste lagoons *fun*...and even appetizing.

Objectives

Tell Chipotle's sustainability story.

Our primary goal was to drive customer loyalty by creating fans of local, sustainable farming who shared Chipotle's mission.

Our second objective was to position Chipotle as the thought leader of the sustainable food movement, and take back the dialogue on food culture from dominant competitors that were far less sustainable.

We would measure effectiveness through perception polling, event attendance, social media impact, and earned media impressions from events and messaging.

¹ agency research on 2011 annual reports of listed competition

² *ibid.*

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Insight

In an industry dominated by price and "menu innovation," we would tell an emotional brand story.

To bypass the competition's billions of dollars in traditional advertising, we would engage customers with Chipotle's story on more emotional and experiential levels. This would also allow us to reach populations less influenced by traditional media, including people interested in sustainability who did not already know about Chipotle's mission. If Chipotle's customers believed their burrito represented a choice for local produce and sustainably raised meat, they would become as loyal to the Chipotle philosophy as to the brand and product.

We would use the world's best storytellers to gather audiences, show how their food connects them to the world, and empower them to join Chipotle's mission of a more sustainable world.

The Big Idea

Inspire people to Cultivate a Better World.

Bringing the Idea to Life

We eschewed traditional marketing media to tell our story, as a story.

The Cultivate A Better World strategy had to reach beyond traditional media to deliver the grace and power of a great story. So we designed a content driven marketing platform with a digital-first distribution strategy:

- Our story was told in film: "Back to the Start" an animated short film directed by Johnny Kelly, depicted the life of a farmer as he slowly turned his family farm into an industrial animal factory before seeing the error of his ways and opting for a more sustainable future.
- Our story had an anthem: Willie Nelson covered Coldplay's "The Scientist," which would lever Chipotle, Willie Nelson, and Coldplay's combined 21MM Facebook fans to spread across social and traditional media, with proceeds from the song's sales on iTunes benefiting the Cultivate Foundation.
- Our story gave back: Chipotle established the Cultivate Foundation to support family farmers, raise awareness for animal welfare & the environment, and promote health & education alongside partnered charities as the platform's charitable component.
- Our story rewarded evangelists: we reinvented the loyalty program with the Farm Team, which rewarded customers for learning more about Chipotle's mission instead of just eating

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more food.

- Our story was told live and in person: the Cultivate Festival, a free all-day celebration of food, music, and ideas brought farmers, famous chefs, and popular bands to the people of Chicago. We showed how a sustainable supply of wholesome food cultivates a better world, while raising money for FamilyFarmed.org, a Cultivate Foundation partner.
- Our story had more than one chapter: "Abandoned" a short film directed by David Altobelli, illustrated the impact of industrialized agriculture on family farms. We distributed it exclusively through social media to reach an audience unresponsive to traditional messaging and raise awareness for Boorito 2011, Chipotle's annual Halloween fundraiser for Farm Aid, a Cultivate Foundation partner.

Communications Touch Points

<ul style="list-style-type: none"> <input checked="" type="checkbox"/> TV <ul style="list-style-type: none"> <input type="checkbox"/> Spots <input checked="" type="checkbox"/> Branded Content <input type="checkbox"/> Sponsorship <input type="checkbox"/> Product placement <input type="checkbox"/> Interactive TV/Video On Demand <input checked="" type="checkbox"/> Radio <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Spots <input type="checkbox"/> Merchandising <input checked="" type="checkbox"/> Program/content <input type="checkbox"/> Print <ul style="list-style-type: none"> <input type="checkbox"/> Trade/Professional <input type="checkbox"/> Newspaper - print <input type="checkbox"/> Newspaper - digital <input type="checkbox"/> Magazine - print <input type="checkbox"/> Magazine - digital <input type="checkbox"/> Custom Publication <input checked="" type="checkbox"/> Direct <ul style="list-style-type: none"> <input type="checkbox"/> Mail <input checked="" type="checkbox"/> Email <input checked="" type="checkbox"/> PR <input checked="" type="checkbox"/> Guerrilla <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Street Teams <input type="checkbox"/> Tagging <input type="checkbox"/> Wraps <input type="checkbox"/> Buzz Marketing <input type="checkbox"/> Ambient Media <input checked="" type="checkbox"/> Sampling/Trial <input checked="" type="checkbox"/> Events <input checked="" type="checkbox"/> Cinema 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Interactive/Online <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Display Ads <input checked="" type="checkbox"/> Brand website/microsite <input checked="" type="checkbox"/> Developed Branded content for another website <input type="checkbox"/> Mobile/Tablet Optimized Website <input checked="" type="checkbox"/> Digital video <input type="checkbox"/> Video skins/bugs <input type="checkbox"/> Podcasts <input checked="" type="checkbox"/> Gaming <input checked="" type="checkbox"/> Contests <input type="checkbox"/> Search Engine Mktg. (SEM/SEO) <input checked="" type="checkbox"/> Geo-based ads <input type="checkbox"/> Other _____ <input checked="" type="checkbox"/> Social Networking Sites/Applications <input checked="" type="checkbox"/> Mobile/Tablet <ul style="list-style-type: none"> <input type="checkbox"/> App <input type="checkbox"/> In-App or In-Game Ad <input checked="" type="checkbox"/> Messaging/Editorial/Content <input checked="" type="checkbox"/> Display Ad <input checked="" type="checkbox"/> Other <u>Forsquare Activation</u> <input checked="" type="checkbox"/> Consumer Involvement <ul style="list-style-type: none"> <input type="checkbox"/> WOM <input type="checkbox"/> Consumer Generated <input checked="" type="checkbox"/> Viral <input checked="" type="checkbox"/> OOH <ul style="list-style-type: none"> <input type="checkbox"/> Airport <input type="checkbox"/> Transit <input checked="" type="checkbox"/> Billboard <input type="checkbox"/> Place Based <input type="checkbox"/> Other _____ 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Packaging <input checked="" type="checkbox"/> Product Design <input type="checkbox"/> Trade Shows <input type="checkbox"/> Sponsorship <input checked="" type="checkbox"/> Retail Experience <ul style="list-style-type: none"> <input checked="" type="checkbox"/> POP <input type="checkbox"/> In-Store Video <input type="checkbox"/> In-Store Merchandising <input type="checkbox"/> Retailtainment <input type="checkbox"/> Store within a Store <input type="checkbox"/> Pharmacy <input type="checkbox"/> Other _____ <input type="checkbox"/> Sales Promotion <input type="checkbox"/> Professional Engagement <ul style="list-style-type: none"> <input type="checkbox"/> In-Office <input type="checkbox"/> Congresses <input type="checkbox"/> Detail/E-Detail/Interactive Visual Aids (IVAs) <input type="checkbox"/> Closed Loop Marketing (CLM) <input type="checkbox"/> Continuing Engagement <input type="checkbox"/> Informational/Documentary Video <input type="checkbox"/> Point of Care (POC) <ul style="list-style-type: none"> <input type="checkbox"/> Wallboards <input type="checkbox"/> Video (HAN, Accent Health) <input type="checkbox"/> Brochures <input type="checkbox"/> Coverwraps <input type="checkbox"/> Electronic Check-In <input type="checkbox"/> Other _____ <input type="checkbox"/> Other _____
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Media Expenditures

Sept 2011 – Aug 2012*

- Under \$500 thousand
 \$500 - 999 thousand
 \$1 - 2 million
 \$2 - 5 million
 \$5 - 10 million
- \$10 - 20 million
 \$20 - 40 million
 \$40 - 60 million
 \$60 - 80 million
 \$80 million and over

YEAR PRIOR: Sept 2010 – Aug 2011*

- Not Applicable
 Under \$500 thousand
 \$500 - 999 thousand
 \$1 - 2 million
 \$2 - 5 million
 \$5 - 10 million
- \$10 - 20 million
 \$20 - 40 million
 \$40 - 60 million
 \$60 - 80 million
 \$80 million and over

By your estimates, compared to other competitors in this category, this budget is: Less About the same More
Compared to prior year spend on the brand overall, is the budget this year: Less About the same More

Owned Media Sponsorship

Corporate Website, Corporate Social Media, Talent Social Media, In-Store POP

Additional Marketing Components:

- None
 Pricing Changes
 Couponing
 Leveraging Distribution
 CRM/Loyalty Programs
 Giveaways/Sampling
 Other marketing for the brand running at the same time as the entered effort/campaign

Results

Cultivate A Better World was a call to action, and customers responded by joining Chipotle's mission.

Cultivate cut through the noise of traditional fast food marketing and made sustainable food a movement in popular culture. This turned Chipotle's customers into advocates, enabling Chipotle to overcome its vastly larger competition and become America's sustainable food leader.

Beyond traditional effectiveness metrics, industry metrics showed improved customer loyalty and Chipotle's new role as America's sustainable food thought leader. Within months of Cultivate's launch, Chipotle became America's favorite restaurant in its segment³, Steve Ells was named "America's Most Inspiring CEO" by *Esquire*, and "Back to the Start" was called "the ultimate Ad Worth Spreading" by

³ MarketForce, August 1012

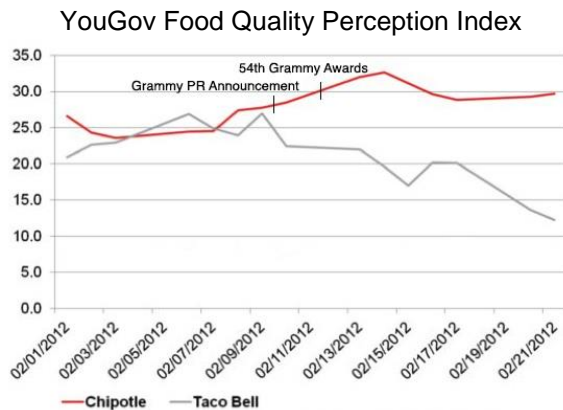
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TED's Dan Pink and Ari Kuschner⁴.

Our loyalty campaign even drove business growth. Waves of social media from the Cultivate campaign contributed to Chipotle's 23.2% increase in revenue during the first half of 2012⁵.

- "Back to the Start" became a pop culture event, appearing online and at 10,000 movie theaters nationwide before playing in its entirety during the 2012 Grammys, to an audience of 44MM. The video gathered 6.9MM of the 7.9MM views on Chipotle's YouTube channel, making more than 400MM earned media impressions⁶, becoming the #4 most buzzed-about ad online, and making Chipotle #1 for positive brand sentiment⁷. Within days, standard industry metrics even reported that Chipotle's food even tasted better (and Taco Bell's worse), though the company changed nothing about the menu⁸



Source: YouGov BrandIndex, February 2012

- Willie Nelson's "The Scientist" catapulted to #1 on the iTunes country chart after stealing the show during the Grammys with "Back to the Start". Its debut garnered more than 10,000 tweets⁹, earned airtime on 44 radio stations across the US¹⁰, and best of all funneled its proceeds back to the Cultivate Foundation.
- The Farm Team loyalty program bred 6,000 Chipotle evangelists, who earned rewards for learning about sustainable food instead of just eating more burritos.
- The inaugural Cultivate Chicago Festival welcomed 17,000 people to experience Chipotle and its

⁴ TED Ads Worth Spreading 2011/12 Report

⁵ NPD Group, 15 August 2012

⁶ Edelman PR, 2012

⁷ NY Times/Zeta, 2012

⁸ YouGov BrandIndex, 2012

⁹ Yahoo! News

¹⁰ agency research, 2012

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mission. Among the 99% of festival goers who reported a more positive brand perception of Chipotle, 66% became more interested in Chipotle's mission and nearly all planned to attend the festival again in 2012¹¹. Beyond the high attendance, the event garnered 1.5M Facebook fans and made 35MM earned media impressions across key cultural influencers and media outlets¹².

- The Cultivate Foundation became a focal point of sustainable food charity, raising more than \$2MM to support Chipotle's charitable mission.
- "Abandoned" succeeded in achieving the \$1M goal of Chipotle's Boorito 2011 fundraiser, while making over 50MM earned media impressions without a dime spent on paid media¹³.

Cultivate captured a movement, and changed how the fast food giants do business.

In the wake of the Cultivate campaign, top pork purchasers including McDonalds are ending the use of several inhumane pig farming practices, and Yum Brands' Taco Bell has emulated Chipotle's style with its Cantina Bell menu.

Cultivate seized the food culture initiative from the towering competition of fast food. Chipotle is now at the reins of the sustainable food movement, but the movement faces pressure from the worst recession and drought since the Great Depression¹⁴. Family farmers will need more help than ever to stay afloat, but with Cultivate Festivals planned across America through 2013 and another short film in production, Chipotle and its customers can beat the odds again and cultivate a better world.

¹¹ Greenberg Inc., 2011

¹² agency research, 2011

¹³ ibid.

¹⁴ Bloomberg, 19 April 2012

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