



2022 APAC Effie® Awards Winner

NOT JUST A CADBURY AD 2.0

Categories:

Seasonal Marketing (Gold/ Grand Effie)
Crisis Response /Critical Pivot - Products (Gold)
Engaged Community (Gold)

Product/Service Classification: Food

Brand: Cadbury Celebrations

Client: Mondelez India

Lead Agency: Ogilvy India

Contributing Agency: Wavemaker Mumbai

Original Version

Executive Summary

How does a brand become a lighthouse for its battered franchise with action, not just ads?

For Cadbury India, gifting brand Celebrations, the breakthrough was to turn its campaign and budget into the most unlikely Diwali gift.

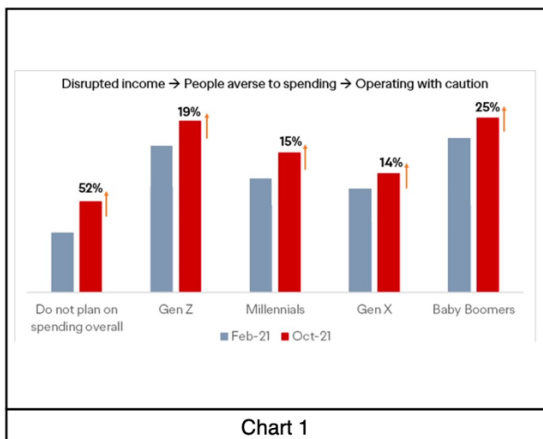
Faced with Covid-third wave, dampened Diwali festivities and sales, the 'NotJustaCadburyAd 2.0' platform brought together the star power of Shah Rukh Khan (SRK) and hyper-personalization martech, creating a world-first in shared value marketing. It enabled thousands of small retailers to create personalized ads with SRK as their ambassador, driving a 7.3% uplift in brand consideration and an unlikely 35% sales growth.

Market Background

(1A) AFTERMATH OF A DEADLY SECOND WAVE

April to August 2021 was unlike anything in living memory. It triggered a chain reaction of negativity.

- The uncertain lockdowns led to an overall increase in input cost resulting in high inflation*.
- Unemployment rate increased to a staggering 15%, (highest ever in the country)*.
- Around 84% households experienced a drop in their monthly income*.
- Which made people averse to spending money* Refer to CHART 1



AS ONLINE GOLIATHS GOT BIGGER, TRADITIONAL SMALL BUSINESSES CAME UNDER INTENSE STRESS Hygiene and convenience brought by delivery aggregators had accelerated the shift to online shopping. This coupled with deep discounts fuelled by deep pockets of venture capital was affecting business offline and adding to their stress*.

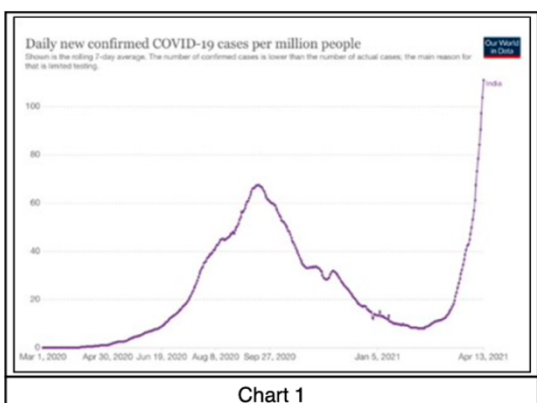
A 3RD COVID WAVE WAS ANTICIPATED WHICH DAMPENED SENTIMENTS FURTHER.

Distributors were likely to have a hard time convincing stressed shop owners to stock when the consumer sentiment was down*.

State of the Marketplace & Brand's Business/Strategic Communication Challenge

(1B) After the first lockdown in 2020, nobody believed it could get any worse.

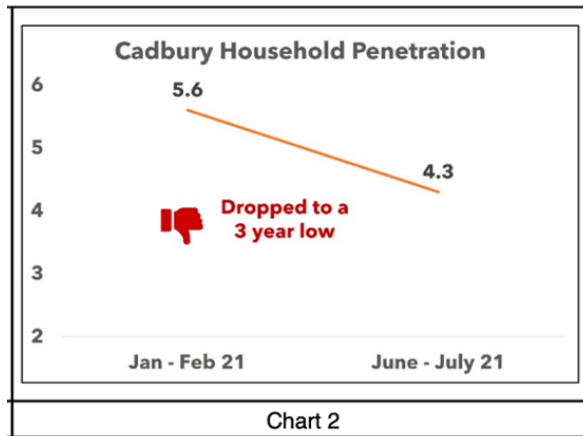
But little did anyone know that beginning of Q2 2021 would show what worse looked like*.



The second wave was devastating, it made India the world's Covid-19 hotspot. It was arguably India's worst tragedy since the partition with four hundred thousand deaths officially and hundreds of thousands more according to unofficial media estimates.

Needless to say business and consumer sentiment was in deep red.

The economic impact of the second wave was painfully evident. High inflation, fewer jobs, lower pays coupled with the rise of online retail was having a disastrous impact on business*.



However, seasonal festive gifting led by Diwali was critical for business recovery across categories especially chocolate gifting (with accounts for 50% of Cadbury Celebration's annual sales*).

'Cadbury Celebrations' is unlike other chocolate brands which are driven by impulse. The 'chocolate gifting' business is a limited window opportunity that depends on seasonal demand for sweet gifting during festivals. It is primarily sold through traditional small local retailers or mom-n-pop stores. Over 70% of Cadbury's gifting inventory is held by these countless small traders (the unit economics of online marketplaces is non-conducive for Celebrations).

Naturally, Diwali business for Cadbury Celebrations picks up only if the small business do well.

If Diwali gifting did not take off for a second year in succession it would be ruinous for these small retailers and consequently us.

The single minded challenge: How do we rescue the Diwali season?

Objectives & KPIs

HOW DO WE MAKE THE MOST OF THIS SEASON?

(1C) Our job is to prime retail channels to stock Cadbury Celebrations chocolate gift boxes for both shopping cycles. We do this by bringing them into confidence about our efforts to generate demand through marketing.

Leading to more shops stocking our boxes, and each shop stocking for more value. This depended on both shopping windows -

1. The planning stage and
2. The last-minute shopping.

But this year, Diwali was a lot different. It wasn't just about getting the consumers to consider a box of Cadbury Celebration for gifting but also getting them to consider buying it from traditional retail.

HENCE THE OBJECTIVES

1. GROWTH IN SALES

2020 wasn't a useful benchmark. So based on 2019 numbers, client estimate suggested growth would be down at over 10% if not more.

Objective: Prevent the sales decline and save our business.

KPI: Deliver as much as 2019 pre-covid Diwali sales.

2. GROWTH IN CONSIDERATION FOR CHOCOLATE GIFTING

Consumer had to think of us as the gift of choice during Diwali.

Objective: Prevent gifting consideration for Cadbury Celebrations from dropping.

KPI: Sustain critical brand parameters for Cadbury Celebrations during Diwali.

(Brand I like gifting others at 81%, makes me smile at 81%, gets people together at 58%).

3. GROWTH IN PHYSICAL AVAILABILITY

Distribution had shrunk due to the lockdowns. The retailers had no reason to stock chocolate gift boxes in the prevailing situation. We were expecting a 10% drop in traditional trade distribution over 2019.

4. GROWTH IN MENTAL AVAILABILITY

Consumer sentiment towards Diwali, chocolates and celebrations was at an all-time low Objective: Mental availability: Find a way to engage and uplift our audience.

KPI: Outperform category and our previous benchmarks on engagement.

Sourcing: Section 1

1A.

High Inflation, Unemployment and loss of income - Third Party Inequality Report 2021 (Published). People averse to spending money - Third party consumer pulse survey (Published).

Small business protesting under stress - Report Published in HT Live Mint - June 2021. Anticipation of 3rd wave - Economic Times - June 11, 2021.

1B.

Covid 2nd Wave Case Load Data - Third Party University Data (Q2 2021).

Disastrous Impact on Business - Category Penetration reducing to a 3 year low. (Mondelez Internal Business Data). Diwali accounts for 50% of Celebrations business - Mondelez Internal Business Analytics.

Traditional Trade accounts for over 70% of Celebrations business - Mondelez Channel Distribution.

1C.

Growth in Sales - Mondelez Internal Sales Data.

Growth in Chocolate Gifting Consideration - Commissioned Third Party Research for Brand Health. Growth in Physical Availability - Mondelez Internal Channel Data.

Growth in Mental Availability - Media Platforms Tracking Data.

Audience

(2A) EVERYONE CELEBRATES DIWALI, BUT ADULTS BETWEEN 24-40 PICK THE GIFTS*

Diwali for them marks the social event of the year and a chance to value their relationships with their family and friends. Decorating their houses, visiting others with gifts and hosting people are the core activities alongside the rituals, and traditions.

Besides the customary purchase of gold for prosperity and wealth, for most it is tradition to visit local markets to buy sweets, lanterns, décor, new clothes, and other festive things.

But things in Diwali 2021 looked the same as 2020. Many families had seen friends, family and people in their community suffer in one way or another. People who were experiencing the pandemic fatigue were trying to change their environment through travelling and staycations, but the overall mood remained sombre*. People were unsure about celebrations even if they felt like it.

IF PEOPLE DIDN'T FEEL LIKE CELEBRATING, IF THEY DIDN'T FEEL A SENSE OF COMMUNITY, THEN WHAT MIGHT INSPIRE GIFTING IN SUCH A TIME?

Insight

(2B) Small retailers were critical to our success but facing tough times.*

They were desperately trying everything to stop losing customers to the convenience and novelty of online shopping.*

Things were so dire, they were even pleading with people who shopped with them to avoid shopping online. However they were no match for the big discounts, big advertising campaigns and sophisticated marketing of online retailers.

THE STRATEGY

Embracing shared value. Grow Cadbury Celebrations by helping them grow.

BUT HOW COULD WE HELP THEM GROW?

Why would people care about the small retailer?

Why would they choose to help them over the BIG discounts, freebies, convenience and novelty of online retail?

INSIGHT

At the peak of the second wave we saw people help each other face the pandemic, find hospitals, oxygen cylinders, care for the elderly, children etc. Shared pain gave rise to an incredible sense of community.

However, post the second wave this sense of community withered away.

OPPORTUNITY

Restore the sense of community. Use the shared pain of tough times (financial pain) to trigger and enable empathy amongst people. Get them to support their neighbourhood small shops whilst being true to our purpose of inspiring the generous spirit in people.

HENCE THE SEMINAL SHIFT

Instead of advertising Celebrations to gift > > Advertise for the small shops. Ask people to gift them a helping hand by buying from them.

The Big Idea

TURN OUR MARKETING INTO A PLATFORM FOR UNSEASONAL GENEROSITY - enabling thousands of shoppers and small local retailers to create their own star-powered Diwali ads.

Sourcing: Section 2

2A

Adults pick up the gifts - Mondelez Internal Demand Generation Data

Overall mood remained sombre - Newspaper published articles - July - Aug 2021

2B

Small retailers were critical to our success but facing tough times - Reported in HT Mint - June 2021 Emotional Appeal of small traders and merchants - WhatsApp Forwards

Bringing the Idea to Life

BRINGING IT TO LIFE: MAKING IT MATTER

OUR AIM

Involve people in lending a helping hand towards the local shops near them.

THE PLATFORM

Help the countless-nameless local shops who did not have the means to compete with the E-Comm Goliaths by helping them advertise their business and sharing our celebrity brand ambassador and advertising airtime on prime media offline and online with them.

HOW WE INJECTED OFF THE SCALE STAR POWER

We made India's biggest brand ambassador their brand ambassador too. We got India's most loved superstar Shahrukh Khan to become the face for these local shops along with our own.

HOW WE MADE TECH DO STUFF ITS NEVER DONE BEFORE, FOR GOOD

The idea was not to merely get a celebrity to endorse our initiative. We wanted Shah Rukh Khan the superstar to individually promote, endorse each-one-of these local stores by their name. This meant that we needed to create personalized ads for every store - not a dozen, not hundreds but tens and thousands of them. This needed us to fuse the power of data, Voice AI, machine learning and geo-located targeting to create numerous versions of personalized ads for each pin code.

HOW WE ROLLED OUT FOR GREATER EMPATHY AND IMPACT, AT SCALE

We created 4 different avatars of Shahrukh Khan, one for each of the 4 categories of local stores - Fashion, Footwear, General and Electronics in the Cadbury distribution network.

Each category led video featured Shahrukh Khan taking the name of the store from that pin code and asking the viewers to consider them for their festive shopping.

Similarly for the other categories, the voice AI synced SRK's voice and lips to take name of the respective stores for each viewer as per their geo-location.

HOW WE CAPTURED LOCAL RETAILER DATA ACROSS PIN CODES

Cadbury's sales team along with their on-ground partners were mobilized to collect and sign up retailers across categories who were willing to promote their stores. The team ended up gathering quality data covering over 500 pin codes.

HOW WE EMPOWERED AND AMPLIFIED

It wasn't possible to collect retailer data across the length and breadth of the country. So we gave the power to the people by creating microsite for them where they could create, download and share their own versions of #NotJustACadburyAd in their network, thereby, involving them to make their festivities sweet when it matters the most.

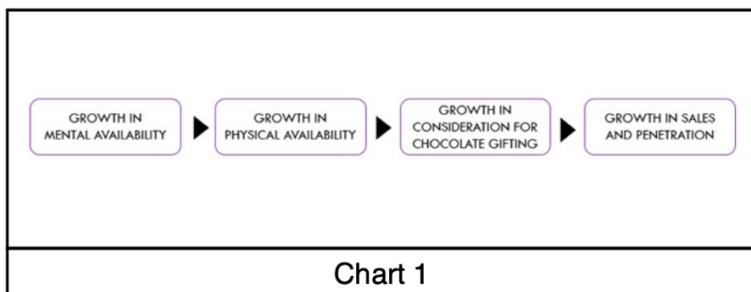
Sourcing: Section 3

N/A

Results

Success for this campaign was clearly linked to people involvement, improving overall retailer sentiment especially towards Cadbury gifting and as a result topline for Cadbury. But it went beyond that and proved to be yet another use case of purposeful and effective modern marketing.

Here is how the campaign created a desired chain of events. The campaign moved people to lend a helping hand to the local shops in their community which improved overall sentiment in traditional trade resulting in mental and physical availability going up.



1. GROWTH IN MENTAL AVAILABILITY

KPI - Outperform category benchmarks on engagement

Result

The launch of Not Just A Cadbury Ad's instantly became the most talked about event across the globe. News channels and publications went on to broadcast it, social media enhanced its spread further and it spread like wildfire on dark social platforms like WhatsApp as for the first-time people were witnessing an ad where Shahrukh Khan was taking the names of the local stores around them. More so they could even make these ads for the stores they knew and help them.

- A total of 130K unique videos were generated by people of the Not Just A Cadbury Ad for individual retail stores.

- Campaign set new benchmarks of engagements as it scored 60% higher engagement on YouTube and 90% higher on Facebook.
- The buzz created was evident from the humongous earned media valued at \$6mm through conversations where even Bollywood celebrities and online influencers promoted it for free, or talked about it at length as one the coolest things during Diwali.

2. GROWTH IN PHYSICAL AVAILABILITY

KPI - Create trade pull - prevent distribution from falling amongst core trade clusters.

Result

- The campaign grew distribution by 41% i.e., the number of stores stocking Cadbury Celebrations went up from 248K stores in 2020 to 353K stores in 2021.
- Per dealer off take that is the value of boxes bought by a dealer on an average went up by 30%.
- We exceeded our target of retaining the 2019 business numbers. Especially at the traditional trade which was expected to reduce by 10%, instead recorded 42% growth.

3. GROWTH IN CONSIDERATION FOR GIFTING

KPI- Improve critical brand parameters post Rakhi shopping cycle in August.

Result

- The campaign did just what it needed to do - improved consideration for chocolate gifting by 7.3% led by Cadbury Celebrations from 41% in Aug to 44% in November.
- And grew equity defining scores for Cadbury - a clear case of improvement in relevance.

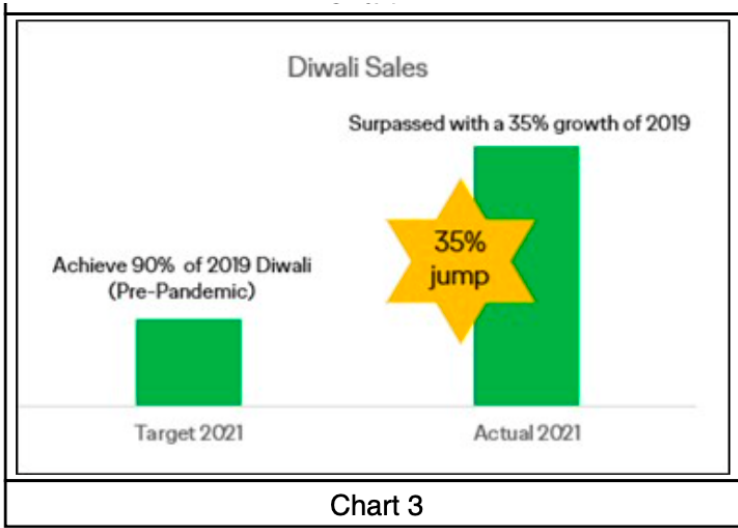
CATEGORY ENTRY POINT	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21
To share with family/ friends/ colleagues	32	32	34	35	35
To uplift and improve mood	18	17	19	20	20
IMAGERY	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21
Is a brand you trust	25	26	29	29	30
Is good for special occasions	34	37	38	38	37
Is relevant to you	18	18	20	22	23
Offers a pleasurable experience	21	22	23	23	24

Chart 2

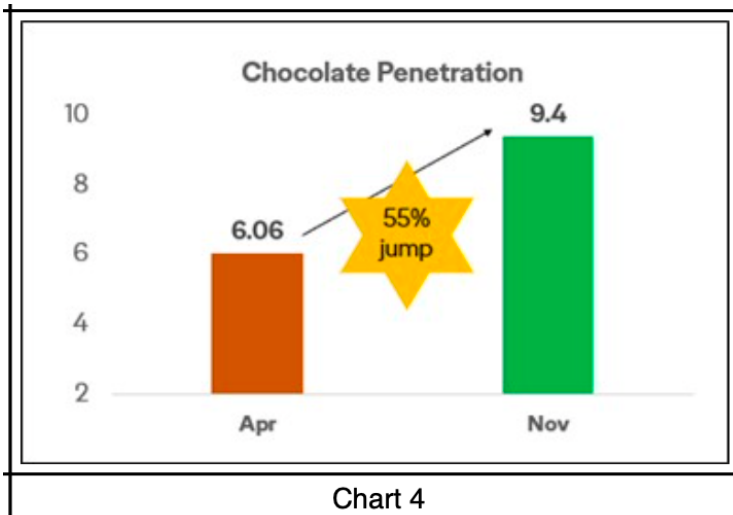
4. GROWTH IN SALES

KPI - Deliver at least 90% of pre-pandemic sales (Diwali 2019)

The campaign created tremendous demand that led to a sale of 33 million gift boxes of Cadbury Celebrations which was spectacular. Business grew 35% over 2019 Diwali against a target of achieving 90% of 2019.



Gifting sales helped improve household penetration to a 3 year high.



Mondelez is planning to roll out the campaign in newer markets where traditional trade plays a crucial role in the gifting business.

Additional Marketing Components

	Couponsing		Leveraging Distribution
	CRM/Loyalty Programs		Other Marketing for the Brand running at the same time as this effort.
✓	Economic Factors		Other
	Giveaways/Samplings		

Other Contributing Factors

The 3rd wave as anticipated didn't kick in fortunately which helped avoid extreme lockdowns and allowed people movement with time-bound conditions.

Sourcing: Section 4

GROWTH IN MENTAL AVAILABILITY

Viewership and engagement scores reported by social media post campaign performance analysis. Engagement Rate reported by post campaign platform analysis. PR Value collated and calculated by Mondelez Corporate Communication Team.

GROWTH IN PHYSICAL AVAILABILITY Reported by Internal Channel Data

GROWTH IN CONSIDERATION AND IMAGERY Mondelez Brand Health Track Q2-Q3-Q4 2021

GROWTH IN SALES AND PENETRATION Mondelez Internal Sales and Penetration Data Q4 2021

Investment Overview

Paid Media Expenditures (USD)

Current Year: 2021	Year Prior: 2020
1M - under 5M	1M - under 5M
Compared to other competitors in this category, this budget is:	More
Compared to overall spend on the brand in the prior year, the brand's overall budget this year is:	More

Budget Elaboration

Our marketing intent was not just to promote our own business but to promote thousands of small local businesses. Our budgets were more than last year but overall in line with this intent. Over 95% were paid media from Cadbury handles to create an immersive experience with a celebrity.

The novelty of the idea was a breakthrough for the brand and generated a lot of organic interest from tech, mainstream news media, marketing besides interest from influencers, KOLs and people through WhatsApp forwards. The outcome? Earned media value soared creating a strong halo around the brand and enhancing our ROI.

Owned Media

Cadbury's social media handles (YouTube, Facebook, Instagram) along with a microsite for people to create their own ads (NotjustaCadburyAd.com)

Sponsorships

Cadbury was one of the title sponsor of prime TV show - Kaun Banega Crorepati (India's version of Who wants to be a billionaire?)

Communications Touchpoints

	Branded Content - Editoria		Digital Mktg. - SEM		Print - Magazine
	Branded Content - Product Placement		Digital Mktg. - SEO		Print - Newspaper
	Cinema	✓	Digital Mktg. - Short Video (:15-3 min.)	✓	Public Relations
	Contests	✓	Digital Mktg. - Social: Organic		Radio
	Digital Mktg. - Affiliate	✓	Digital Mktg. - Social: Paid		Retail Experience: Digital
	Digital Mktg. - Audio Ads	✓	Digital Mktg. - Video Ads		Retail Experience: In Store
	Digital Mktg. - Content Promotion		Direct Mail		Sales Promotion, Couponing & Distribution
✓	Digital Mktg. - Display Ads		Events		Sampling/Trial
	Digital Mktg. - Email/Chatbots/Text/Messaging		Health Offices / Point of Care		Sponsorships - Entertainment
	Digital Mktg. - Gaming	✓	Influencer / Key Opinion Leader		Sponsorships - Sports
✓	Digital Mktg. - Influencers	✓	Interactive / Website / Apps		Sponsorships - Unique Opportunity
✓	Digital Mktg. - Location based		Internal/In-Office Marketing		Street Mktg.
	Digital Mktg. - Long Video (3+ min.)		Loyalty Programs		Trade Shows, Trade Communications, Professional Engagement
	Digital Mktg. - Marketplace Ads		OOH - Billboards		TV
	Digital Mktg. - Mobile		OOH - Other Outdoor		User Generated Content & Reviews
	Digital Mktg. - Product Placement		OOH - Transportation		Other:
	Digital Mktg. - Programmatic Display Ads		Packaging & Product Design		
	Digital Mktg. - Programmatic Video Ads		Print - Custom Publication		