



Case Study

2018 BRONZE NORTH AMERICAN EFFIE AWARD WINNER

"DOVE: IGNITING A NEW VISION IN AN OLD CATEGORY"

DOVE Chocolate had always been rooted in female insight. Yet, as women's notions of femininity and pleasure evolved over the years, DOVE hadn't evolved with them. The brand found itself with an antiquated image and household penetration that was on the decline. It was critical to re-ignite a modernized vision of the idea at the heart of the brand: that pleasure is a woman's fundamental right. The campaign achieved unprecedented success, driving a 17% lift in household penetration among this younger target and catapulting into the top-10 of category share.

Competition:
North American Effie Awards

Ran in:
USA

Category:
Snacks & Desserts

Brand/Client:
DOVE Chocolate/Mars, Inc.

Lead Agency:
BBDO New York

Contributing Companies:
The Integer Group
Weber Shandwick
MediaCom
Starcom

Product/Service:
Chocolate

Classification:
National

Dates Effort Ran:
August 22, 2016 – Ongoing

Category Situation:
Flat

Credits:
Kerry Cavanaugh
Alaina Crystal
Berta De Pablos-Barbier
Ashley Gill
Susan Golkin
Melinda Kanipe
Susannah Keller
Annemarie Norris
Crystal Rix
Christina Stoddard



**Thank you for entering.
#DOVEPROMISES**

Executive Summary

The Challenge

DOVE was at risk of being left behind by an entire generation of women if it couldn't express a more contemporary vision of the brand.

The Insight

Pleasure isn't a weakness women submit to; it's a choice of strength they should feel uninhibited to pursue.

The Idea

Pleasure is essential to a life lived fully, with no regrets.

Bringing the Idea to Life

DOVE's campaign broke category convention with a modernized aesthetic and an unapologetic celebration of women's everyday pursuit of pleasure — and thus chocolate.

The Results

After years of struggle, DOVE achieved unprecedented success, including significant household penetration lift with a new target and breaking into the top-10 in category share.

Effie Awards Category Context

DOVE Chocolate had always been rooted in female insight. Yet, as women's notions of femininity and pleasure evolved over the years, DOVE hadn't evolved with them. The brand found itself with an antiquated image it needed to shake. DOVE had lost relevance, with household penetration steadily declining among young women. It was critical to re-ignite a modernized vision of the idea that had always been at the heart of the Brand: that pleasure is a woman's fundamental

right. The resulting campaign successfully connected with a new generation of women, catapulting DOVE into the top-10 in category dollar share.

State of the Marketplace & Brand's Business

DOVE was at risk of being left behind by an entire generation of women. Its user base was growing older¹, and today's young women saw the brand as traditional and matronly².

For seven years DOVE had tried to contemporize its brand image and find a voice that would appeal to today's modern woman. It hadn't worked, and time was running out. The brand was rapidly losing relevance, with household penetration among millennials in decline for the third straight year³.

While DOVE ranked 3rd among chocolate brands in top-of-mind awareness, it struggled to convert awareness to purchase, dropping to 7th in past month consumption⁴, and 11th in category dollar share⁵. It was imperative that DOVE do something transformational to build fresh meaning behind its brand story and connect with a new generation of young women. DOVE would need to accomplish this amidst a challenging competitive landscape.

CROWDED COMPETITION IN STAGNANT CATEGORY: With growing emphasis on health, Americans were buying less chocolate, less often⁶. Thus category growth was stagnating, with 2016 unit sales of chocolate in the US falling at a compound annual rate of -1%⁷. That left the crowd of 68 chocolate competitors battling fiercely for every chocolate purchase.

| UNAIDED AWARENESS ^(a) | | PAST MONTH CONSUMPTION ^(a) | |
|----------------------------------|----|---------------------------------------|----|
| HERSHEY'S | 72 | M&M | 50 |
| SNICKERS | 28 | HERSHEY'S | 46 |
| DOVE | 19 | SNICKERS | 38 |
| M&M | 19 | REESE'S | 38 |
| REESE'S | 17 | TWIX | 28 |
| MILKYWAY | 14 | MILKYWAY | 26 |
| TWIX | 13 | DOVE | 21 |

NO COMPETITIVE ADVANTAGE: Top category competitors were outspending DOVE significantly⁹, and many were bringing innovation and novelty to the category. DOVE had no new news to showcase. The campaign would need to punch above its weight to re-ignite the core business — all within a competitive category that was losing momentum.

Audience

The new generation of American women.

DOVE chocolate had always focused broadly on women. However, the next generation of young women was decidedly different¹⁰. As this new audience became increasingly important to the business, it became imperative that the brand dig deeper to understand them. Using qualitative workshops and an audit of cultural semiotics, DOVE pinpointed cultural shifts shaping these young women's lives and sense of identity.

This new audience has a fresh, multidimensional view on what it means to be feminine in the modern world. These women believe strength and confidence to be intrinsically connected to their new definition of femininity¹¹. And, most importantly,

in terms of DOVE and the chocolate category, they have a very different perspective on the role of pleasure in their lives — one that contrasted with traditional notions of “indulgence” that the chocolate category relied upon for years¹². The clichés and aesthetic of the category simply didn’t resonate with this generation’s progressive mind set. It would be critical that DOVE deploy a more modern vision of the role pleasure — and thus chocolate — played in the lives of modern women.

Objectives & KPI’s

Our ultimate goal was to establish a contemporary POV for DOVE that would solidify the brand’s identity and unlock the modern woman’s desire for DOVE. Specifically, this meant working towards three measurable objectives:

Reclaim relevance, as measured through:

- Increase in Consideration of the DOVE chocolate brand during on-air time period (vs. time period prior to campaign launch)
- Increase HHP penetration +1pt, among under age 35 demographic

Drive sales, as measured through:

- Sales lift
- Velocity lift

Grow our share, as measured through:

- Dollar share growth in the category, with an aggressive goal of increasing share by .5%

Sourcing:

1. Nielsen All Outlet Household Panel data, 2014-Aug 2017
2. Qualitative Research commissioned by Mars, (including consumer workshops and semiotics mapping), 2015-2016
3. Nielsen All Outlet Household Panel data, 2014-Aug 2017
4. MARS Internal Brand Tracking data, Dec 2016
5. Nielsen All Outlet Household Panel data, 2015
6. Mintel, “US Chocolate Confectionery”, March 2016
7. Euromonitor, “Chocolate Confectionery in the US”, July 2016
8. MARS Internal Brand Tracking data, Dec 2016
9. Media Agency Category Analysis, 2016-Aug 2017
10. Qualitative Research commissioned by Mars: Semiotics Mapping & Consumer Qualitative Workshops, 2015-2016
11. Qualitative Research commissioned by Mars: Semiotics Mapping & Consumer Qualitative Workshops, 2015-2016
12. Qualitative Research commissioned by Mars: Semiotics Mapping & Consumer Qualitative Workshops, 2015-2016

Insight

Pleasure isn’t a weakness women submit to; it’s a choice of strength they should feel uninhibited to pursue.

Pleasure had always been core to the DOVE brand proposition. After all, DOVE believes chocolate to be one of life’s true pleasures — one our product delivers in a lasting way. However, research revealed that the chocolate category was perpetuating an antiquated vision of pleasure, one steeped in regressive gender clichés¹.

Why was the pleasure of chocolate depicted as a weakness women submit to? Why was chocolate consumed in contexts that were dark and hidden away? Should women apologize for “indulging?”

These notions were in direct conflict with the beliefs of modern women; this new generation viewed pleasure as part of self-love ± intrinsic to their pursuit of self-fulfilment². For them, pleasure had meaning that was lasting and integral to living life on their own terms³.

While this contemporized view of pleasure had started to take hold, women still felt conflict about prioritizing pleasure in their lives⁴. The notion that pleasure equaled giving in to weakness was hard to shake. It was time for DOVE to breakthrough with a POV that prioritized pleasure, reclaiming its role as fundamental to a full life.

The Big Idea

Pleasure is essential to a life lived fully, with no regrets.

Sourcing:

1. *Qualitative Research commissioned by Mars: Semiotics Mapping & Consumer Qualitative Workshops, 2015-2016*
2. *Qualitative Research commissioned by Mars: Semiotics Mapping & Consumer Qualitative Workshops, 2015-2016*
3. *Qualitative Research commissioned by Mars: Semiotics Mapping & Consumer Qualitative Workshops, 2015-2016*
4. *Qualitative Research commissioned by Mars: Semiotics Mapping & Consumer Qualitative Workshops, 2015-2016*

Bringing the Idea to Life

DOVE’s campaign broke category convention with a modernized aesthetic and an unapologetic celebration of women’s everyday pursuit of pleasure — and thus chocolate.

Out with weak indulgence moments, and in with a fresh, provocative take on feminine pleasure. The launch of “Each & Every Day,” as a :30 TV spot and a longer-form online film, established a bold, new voice and striking, modern aesthetic for the Brand. To the soundtrack of Edith Piaf’s “Je ne regrette rien” [“I Do Not Regret Anything”], it follows a lively heroine as she exuberantly and confidently pursues pleasure in every moment of her day — a day in which she wakes up as a child, goes to bed as a silver-haired woman... and wakes up with the opportunity to do it all over again.

Of course, we didn’t want women to simply witness this new vision. We wanted women to participate in it — to claim pleasure for themselves through every facet of the brand experience.

- DOVE’s socially driven UGC program invited women to craft messages about what inspires their own personal pursuits of pleasure. These would then be submitted to be featured on the foil wrappers of real Promise packaging. This marked the first time ever that consumers could contribute their voice to these iconic foil messages.
- DOVE galvanized the voices of strong, female social influencers to help share our new POV on pleasure and articulate the personal meaning it had within their own lives. By carefully working with the influencers on content curation, as well as different strategic content themes (like Valentine’s Day, spring and birthdays), DOVE was able to elevate its social presence in a way that further deepened the relevance of the brand point of view, while also feeling authentic to the channel. The content developed by these influencers is still in rotation today.
- Lastly, DOVE created moments of pleasure for women to experience, with surprising activations at high-profile events and festivals. Women could actively seek pleasure right from the Brand’s booth, with virtual-reality headsets that transported

participants to fantastic destinations. DOVE also surprised women with unprecedented moments of real-world pleasure, like the chance to announce their favorite band onto the festival stage.

Communication Touch Points

Consumer Involvement/User Generated

- Consumer Generated

Events

Guerilla

- Sampling/Trial

Interactive/Online

- Digital Video

PR

Radio

- Spots

Search Engine Marketing (SEM/SEO)

Social Media

Sponsorship

TV

Paid Media Expenditures

Current Year: September 2016 – August 2017

- \$10-20 million

Year Prior: September 2015 – August 2016

- Under \$500 thousand

Budget

- Less than other competitors.
- About the same as prior year's budget.

Overall media spend year-on-year remained relatively flat. However, the budgetary levels provided here represent a change in how the brand allocated dollars, shifting support in favor of core campaign initiatives over product innovation, which was previously the entirety of DOVE's plan.

Still, DOVE was significantly outspent by top competitors, and would need to reach a young female audience who hadn't heard from the brand in some time. We skewed the Media Mix heavier in digital (online video and social) versus year prior, which was more TV heavy (84% vs 62%). Additionally, we introduced Hispanic media, given they over index Millennial.

Owned Media & Sponsorship

DOVE's owned social channels aimed to target Millennial females throughout the year using an "always on" mentality, with carefully curated and regularly updated content that exemplifies the lifestyle of our "DOVE women." DOVE accomplished this in three different ways: First, DOVE launched its Instagram channel in late December 2016 as a way to reach Millennial women with visually arresting and inspirational content at key times of the year. Secondly, DOVE cultivated partnerships with influencers who aligned with the brand and their target's values. These influencers developed recipes and content inspired by a DOVE PROMISES message that was shared on their social channels, as well as DOVE's owned channels. Lastly, DOVE used a UGC campaign to encourage the audience to submit their inspirational words online, which would be potentially used as DOVE PROMISES messages. The campaign was primarily run through Facebook, and was very successful in drawing over 1,000 user submissions.

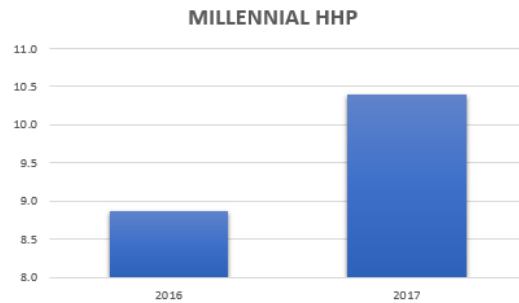
DOVE was a sponsor at the 2017 BottleRock festival — an event in Napa Valley, focused on great food, music and wine. At the festival, DOVE gave one lucky fan the opportunity to abandon her weekend plans and choose pleasure by introducing her favorite band, St. Lucia, on stage. This resulted in a social video of the once-in-a-lifetime experience. DOVE was also a sponsor at the 2016 Life is Beautiful event, through a partnership with Pandora, as well as Vidcon in 2017. In addition to on-site physical activation at the events with

a virtual-reality experience, influencer integration and sampling, DOVE launched Snapchat ads that were geo-targeted and served to users in the Vidcon space.

Results

1. WE RECLAIMED RELEVANCE:

DOVE achieved a 17% lift in household penetration among its new millennial target¹, an important turnaround after losing penetration among this audience for three straight years².



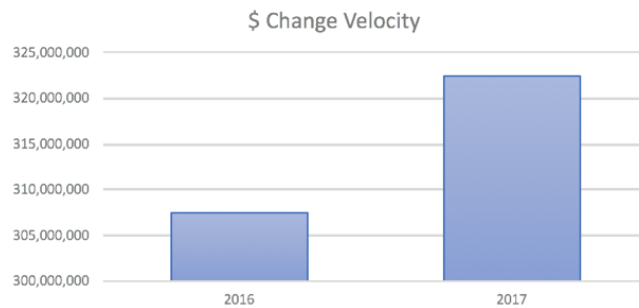
MILLENNIAL HH PENETRATION

SINCE 2016 ↑ **17%**

DOVE achieved a 3% lift in Brand Consideration when comparing DOVE's average consideration pre-campaign versus average consideration during campaign key periods: 8/22/16 (launch)-4/25/17³.

2. WE DROVE UNPRECEDENTED SALES:

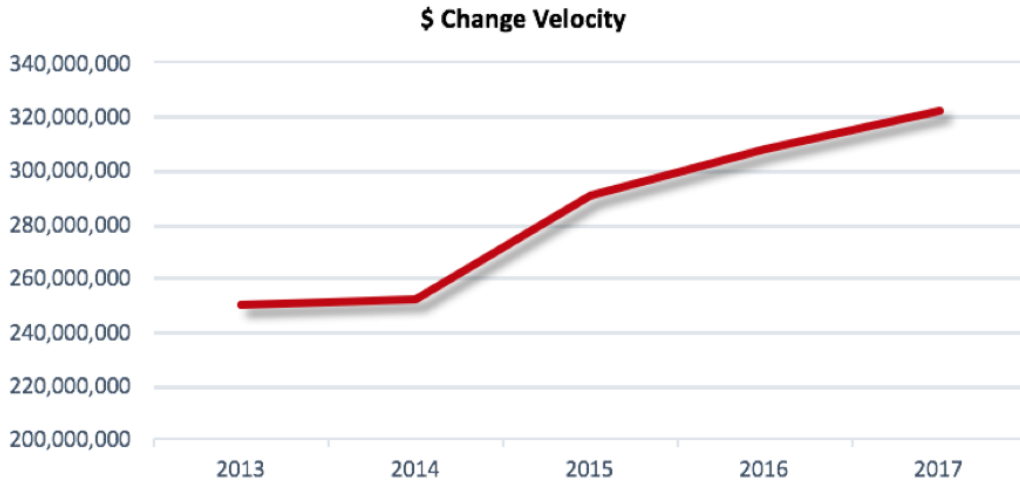
After a Fall 2016 launch, the campaign hit peak velocity in 2017 with 45% growth year-over-year⁴.



v. 2016

SALES ↑ **5%** GROWTH YOY ↑ **45%** PEAK VELOCITY **2017**
 + **14.8MM** + **7.8MM**

Velocity levels in 2017 were unprecedented for the brand, with a 28% sales lift from 2013/2014 levels⁵.



DOVE’s core “PROMISES” product, which were specifically featured in communications, hit 65% of offtake, +11.3% vs. year ago, at 52 weeks 2017⁶.

DOVE’s advertising was a proven driver of these sales results. Mars uses a proprietary research method to measure the impact advertising has on actual purchase, via Nielsen Catalina Solutions. This methodology measures the difference between a control group’s purchases when served our TV spot in their home, versus a group who were not. Our :15 spot achieved three out of four stars,⁷ meaning the spot alone drove up to 8% of the brand’s annualized volume⁸. As a benchmark, that’s in the second highest percentile of performance when compared to 3000+ single-source measurements ascertained in the last 10 years⁹.

3. WE DROVE SHARE GROWTH IN A CATEGORY THAT WASN’T GROWING.

For the first time ever, DOVE Dollar Share cracked the category top 10, at 2.3% dollar share, up +.1pt vs. year ago¹⁰. Thus, DOVE progressed from #13 in the category in 2014, to the #10 spot by 2017¹¹.

Additionally, we achieved notoriety outside the category. DOVE chocolate was ranked #16 on The Condé Nast and Goldman Sachs 2017 “Food Love List.”¹² This was conducted among 7,555 consumers, with a subset of 564 Millennial food-enthusiasts.

| MILLENNIAL FOOD ENTHUSIASTS: | | | |
|------------------------------|-----|---------------------------|-----|
| 1. San Pellegrino | 81% | 11. Ferrero Rocher | 60% |
| 2. Angie’s | 77% | 12. Justin’s Nut Butters | 59% |
| 3. Haribo | 71% | 13. Coca-Cola | 59% |
| 4. Duncan Hines | 70% | 14. International Delight | 57% |
| 5. Bertolli Frozen | 67% | 15. Kashi | 57% |
| 6. Nespresso | 67% | ★ 16. Dove Chocolate | 56% |
| 7. Poland Spring | 67% | 17. Pillsbury | 55% |
| 8. Starbucks | 67% | 18. Clif | 55% |
| 9. Yoplait | 67% | 19. Cheez-It | 53% |
| 10. Noosa | 64% | 20. Fage | 52% |

Other Contributing Factors

- Other marketing for the brand, running at the same time as this effort

The business results and media support reported in this case are all specific to the core campaign initiative.

That said, during this period, DOVE did also have minimal print and social support behind its DOVE Fruit & Nut product, which had launched in 2015. However, given the poor business results of this offering, which has displayed steady decline in 2017 (dollar sales down -77% vs year ago at last 52 weeks)¹³, we do not believe Fruit & Nut communications had a positive impact on the core business.

Sourcing:

1. Nielsen All Outlet Household Panel data, Millennial HHP % change L52W (July 2016-July 2017)
2. Nielsen All Outlet Household Panel data, Millennial HHP % change L52W (2013-July 2017)
3. YouGov Brand Index Score, DOVE Consideration, All Ages, All Ages (01/01/2016-04/25/2017)
4. Nielsen All Outlet Household Panel data, Velocity change, L52W (August 2016-August 2017)
5. Nielsen All Outlet Household Panel data, Velocity change, L52W (August 2016-August 2017)
6. Nielsen All Outlet Household Panel data, Non-Seasonal Promises Offtake, % change L52W (August 2016-August 2017)
7. AVI Single Source analysis, August 2017, Mars internal research, in partnership with Nielsen Catalina Solutions
8. AVI Single Source analysis, August 2017, Mars internal research, in partnership with Nielsen Catalina Solutions
9. AVI Single Source analysis, August 2017, Mars internal research, in partnership with Nielsen Catalina Solutions
10. Nielsen All Outlet Household Panel data, Category Share Growth, % dollar share change (2014-July 2017)
11. Nielsen All Outlet Household Panel data, Category Share Growth, % dollar share change (2014-July 2017)
12. Condé Nast and Goldman Sachs 2017 Food Love List
13. Nielsen All Outlet Household Panel data, Millennial HHP % change L52W (July 2016-July 2017)



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