

# Cadbury: “There’s a glass & a half in everyone” – how intrinsic purpose can transform a brand’s fortunes

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Institute of Practitioners in Advertising, IPA Effectiveness Awards, Grand Prix & Best Demonstration of Purpose (For-Profit), 2022

## Summary

**Cadbury Dairy Milk (CDM), the chocolate brand, championed its historical spirit of generosity through a new brand platform to grow market share and sales in the UK.**

- Cadbury's takeover by Kraft had built a negative narrative around the brand, while an onslaught of new products diluted the intrinsic qualities of Cadbury and brand communications had become generic in the category.
- The brand chose to focus on the product at its core, Cadbury Dairy Milk, and its distinctive feature – championed in decades of advertising – is that it contains a glass and a half of milk.
- The platform 'there is goodness in everyone' was executed through multiple formats that encouraged tangible giving, giving the gift of time, and giving monetary proceeds from product sales.
- Annual value sales have risen 22% since the campaign launched, considerably above the original 9% target, in the process generating £261m additional revenue per year.



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0:00

26:12



## Campaign details

**Brand:** Cadbury

**Advertiser:** Mondelez International

**Entrant:** VCCP London

**Category:** Single Market

**Principal authors:** Alana King, VCCP; Ollie Gilmore, VCCP; Andy Nicholls, VCCP; Lloyd Scott, VCCP

**Contributing authors:** Grace Kite, Magic Numbers; Clare Hutchinson, VCCP; Hannah Martin, VCCP

## Summary

This paper details the turnaround of one of the UK's most iconic brands, Cadbury. After years of decline precipitated by a hostile takeover and exacerbated by a loss of focus on its core product Dairy Milk, Cadbury reoriented around its intrinsic purpose - generosity. The resulting campaign - 'There's a glass & a half in everyone' - has re-established love for Dairy Milk, rebuilt the Cadbury brand, and has inspired the generosity of millions of Britons. In turn, annual value sales have risen 22% since the campaign launched - considerably above the original 9% target - in the process generating £261m additional revenue per year.

## Editor’s comment

This paper is a fantastic demonstration of how a purpose anchored in truth about the product can be used effectively in marketing. It is particularly powerful in this case that the purpose was used to generate renewed love for a heritage brand. Judges highlighted the innovative multimedia integration over a long-term period. This simple and expertly executed strategy is an excellent example of brand resuscitation through clever marketing.

## Client comment

**Benazir Barlet-Batada, Senior Marketing Director, Mondelēz; Gemma Flanigan, Associate Marketing Director Cadbury Brand Equity, UK&I, Mondelēz International**

Aligning Cadbury behind a clear brand purpose – generous instinct – has been transformative for our brand. It’s given the team a north star to guide decisions. ‘Is it generous?’ is now a question we ask at every stage – when we’re briefing, when we’re evaluating new creative work, and also when developing new products and operational initiatives. It’s a spirit that runs throughout the company

– there are many proud, previous winners of our ‘Glass & a half’ award for showing kindness and generosity.

At the same time, the campaign has led to a renewed focus on effectiveness within Mondelēz and partner agencies. We have redesigned our tracking reports to more closely reflect the generosity strategy; we have embedded new meetings – such as our post-campaign analysis sessions – to understand what is working, why, and the lessons to take forward. We have also established regular reviews of the campaign’s overall success to get the ‘long-term perspective’. This focus on numbers and effectiveness has fed into day-to-day working practices, with teams making increased use of data and research to inform decision-making.

In a large organisation like ours, there is often a wealth of information available. The challenge is to give visibility to that data, so that the right people can learn from it and build on it. To help with this, we have established a ‘Purple Collective’ – an internal community of people from marketing, research and development, and all our agency partners, that shares effectiveness expertise from across markets.

Similarly, we reward teams internally for their commitment to effectiveness. Our Marketing Excellence Awards are highly sought-after, and crucially, require demonstrable commercial impact to win.

These various aspects of our effectiveness culture – alongside the comms itself – lie behind the success of ‘There’s a glass & a half in everyone’.

## Introduction

This is a story of a brand’s fortunes being transformed by its *intrinsic purpose*. A purpose that isn’t bolted-on or attached to any topical bandwagon, but born from the core product and the roots of the organisation.

Specifically, it’s the story of how we reoriented UK chocolate manufacturer Cadbury around the brand’s *generous instinct*, after a hostile takeover left British people feeling disconnected from this once-beloved institution.

The results have been dramatic. Annual value sales are up 22% since the campaign launched – considerably above the 9% target that was originally set. In the process, generating £261m additional revenue per year versus pre-campaign.<sup>1</sup>

Cadbury Dairy Milk – our core product – is achieving its highest penetration levels on record, while Cadbury is now officially Britain’s fastest growing grocery brand – worth over £1.4 billion per year.<sup>2</sup> This is therefore a case that contributes to the industry debate about the circumstances under which purpose can deliver commercial results. How purpose that is overtly connected to brand *and* product can drive affinity, equity and sales.

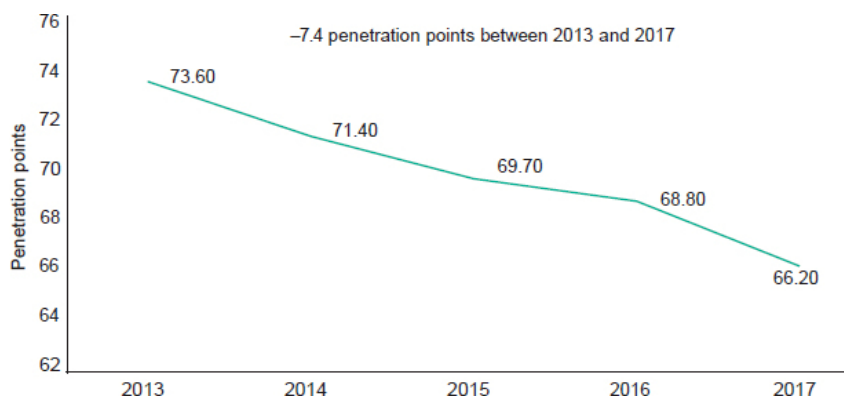
But we’re getting ahead of ourselves. Let’s go back to 2017, to the commercial backdrop and the reason for our turn to purpose for Cadbury.

## Background context

### A national treasure in decline

Cadbury is a quintessentially British brand, born in Birmingham in 1824 and historically loved by millions of Brits. But in 2017, this national treasure was in decline. Cadbury’s Dairy Milk – our core product, which accounts for approximately 45% of total Cadbury sales – had seen penetration fall from 74% to 66% in just over five years. In other words, two million households had stopped buying our key product even once a year (Figure 1).

**Figure 1: Two million British households had stopped buying Cadbury Dairy**



Source: Nielsen

In turn, revenue growth of Cadbury’s Dairy Milk was on a downward trend and into ever deeper year-on-year decline (Figure 2).

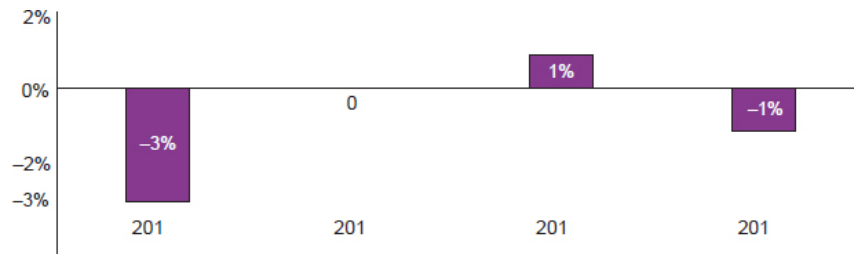
**Figure 2: Revenue from Dairy Milk had flipped from growth to decline**



Cadbury Dairy Milk YoY value sales growth. Source: Nielsen

Similarly, for Cadbury as a whole, year-on-year declines in annual revenue had become the norm, and by 2017 the brand was 3% down versus 2013 – equivalent to more than £41 million in annual sales (Figure 3).

**Figure 3: Total Cadbury revenue was declining year on year in most years**



Total Cadbury YoY value sales growth. Source: Nielsen

This was not a category-wide chocolate problem: Cadbury’s market share specifically was falling (Figure 4).

Declines of any sort are a problem, but the reasons behind these falls were seriously worrying.

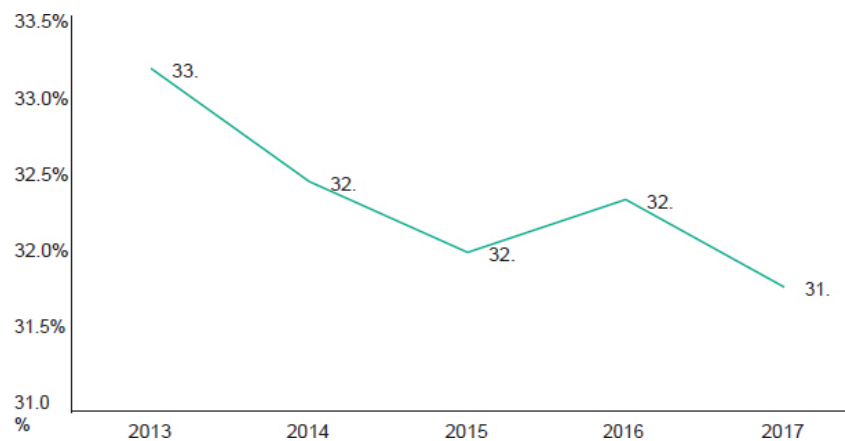
### The sources of Cadbury’s problems were significant

Cadbury had three problems: corporate, product, and brand-related. First, the corporate issue.

*The takeover by Kraft built a negative narrative around the brand*

In 2010, after a protracted hostile bid, American corporation Kraft took over this fabric-of-the-nation brand.

**Figure 4: Cadbury market share was slowly falling**



Cadbury market share (%). Source: Nielsen

The takeover triggered a slew of bad press, which would continue in the years after, with critical coverage of job cuts, factory closures and of key Kraft personnel. In the media’s eyes, Cadbury was a prized national institution that was being destroyed by the takeover (Figure 5).

Notably, it was even claimed that the Cadbury Dairy Milk recipe had been changed. While this rumour was false, it spoke to fears that the takeover had changed the company, its ethos, and its products.

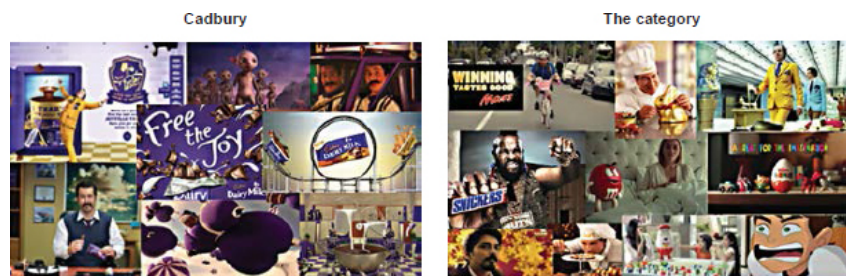
**Figure 5: Cadbury in the press**





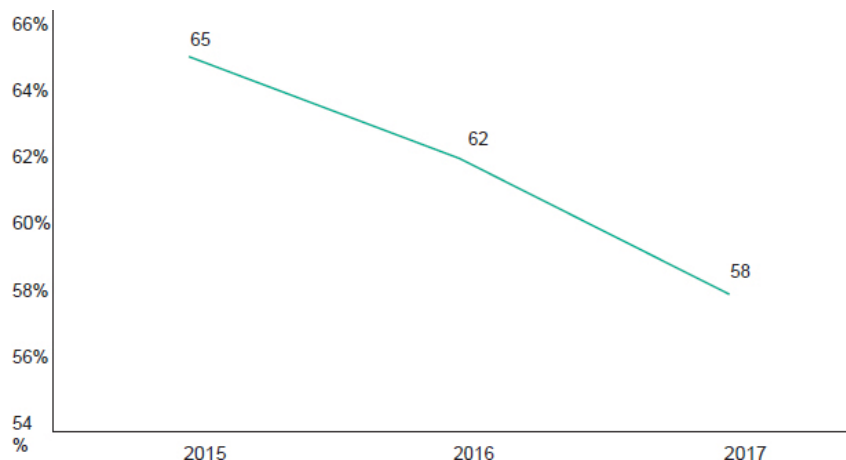
Gorilla's sheer creative power was truly one of a kind. And that, in a nutshell, was the problem. In the years that followed, the brand attempted to recreate the pure, unexpected joy of the initial ad, but by 2017, it had exhausted all such avenues, and felt increasingly wacky and detached. Indeed, the hyperbolic tone of later 'joy' executions made the brand seem more like the confectionery category in general (Figure 8).

**Figure 8: A hyperbolic brand in a hyperbolic category**



In sum: at corporate, product, and communications levels, Cadbury had stopped being the organisation it once was. And the connection between the nation, and one of its national treasures, seemed to be disintegrating. Tracking showed brand 'closeness' was in clear decline (Figure 9).<sup>3</sup>

**Figure 9: The nation was losing connection with the Cadbury brand**



Question: 'How close do you feel to the brand?' Source: IPSOS, top 3 agreement on a 10-point scale (%)

In the qualitative research commissioned to investigate the problem, one respondent summed it up nicely:



'Cadbury just doesn't feel like Cadbury anymore'.

## Strategy

### Getting to the core of Cadbury: A glass & a half of distinctiveness

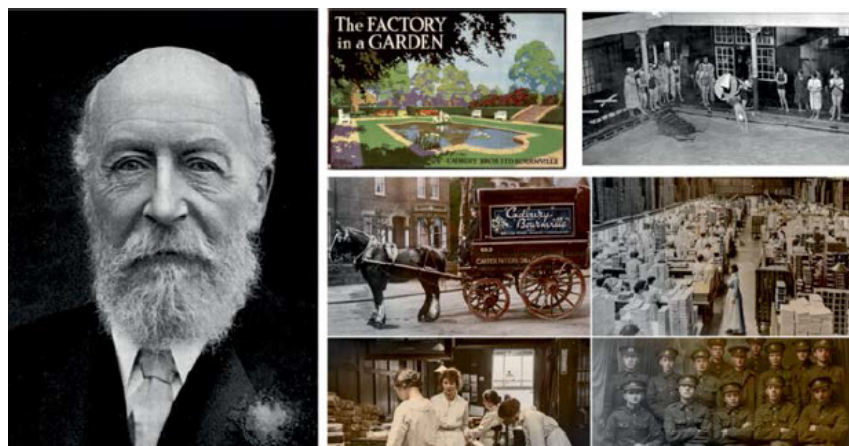
In order to respond and restore this national treasure, we chose to focus on the product at its core: Cadbury Dairy Milk. and the distinctive feature of Dairy Milk – heroed in decades of advertising – is that it contains *a glass & a half of milk*

#### Figure 10: Decades of advertising



This product feature has a long history, dating back to the early days of Cadbury advertising (Figure 11). More broadly, the suggestion of good ingredients in generous helpings points to the brand's beginning.

#### Figure 11: Cadbury heritage



Cadbury was founded upon deeply held Quaker values by John Cadbury in 1824. From building Bournville to give its workers a better quality of life, to sending Cadbury care packages to frontline soldiers in the First World War, its history is rich with genuinely purposeful behaviour.

That behaviour seemed to us to stem from the same truth that the glass & a half of milk in every bar points to: *generosity*.

In 2017, when we were developing the strategy, it felt like the nation was in serious need of generosity. A year in which we suffered terrorism attacks including the Manchester bombings, the shock and sadness of Grenfell and a second election in two years. This was further compounded by the bleak sense of humanity reflected in the news:

self-obsessed celebrities, social-media culture, the global rise of isolationism in politics (Figure 12).

**Figure 12: Social-media celebrities**



And yet, at the same time, we saw small but meaningful acts of generosity being played out all the time, every day. The kind of gestures that are offered without asking for anything in return: a kind word, a helping hand, neighbourly support. Surely the world could do with a little more of that spirit in tough times?

### **The breakthrough: rediscovering Cadbury's intrinsic purpose**

In a world where the bad news shouts loudest, Cadbury rediscovered its roots by shining a light on the *generous instinct* in people and relating it to the generous glass & a half of milk in every bar. In short: Cadbury's purpose would be to inspire more generosity in the world, by showing that *there's a glass & a half in everyone*. We summed this up as follows (Figure 13):

**Figure 13: Strategic summary**





This *intrinsic purpose* – born from Cadbury’s core product and its roots as an organisation – would give the brand new momentum. Unlike ‘bolted-on’ versions of purpose sometimes seen in marketing today, this approach was not born of a contemporary issue, nor made a ‘with us or against us’ stance on a divisive societal issue. Quite the opposite: Cadbury was, and would become again, *a brand that brings people together*. We make these distinctions clear in the Table 1.

**Table 1: Bolt-on purpose vs. intrinsic purpose**

Bolt-on purpose	Intrinsic purpose
Divisive issues	Universal values
Transient	Timeless
Political	Personal
Driven by audient conversation	Merges audience, brand and purpose
Finds points of difference amongst people	Finds what brings people together

## The role for communications and related objectives

### The target: 9% growth

Having identified the fundamental role of Cadbury’s intrinsic purpose, we then defined the commercial, marketing and comms objectives of the campaign, all oriented around the key target of growing annual value sales 9% within five years (Table 2). As we go on to show, this target has been considerably surpassed.

**Table 2: Campaign objectives**

Comms objectives	Make emotionally engaging comms that re-establish Cadbury as a fabric-of-the-nation brand
Marketing objective	Re-establish Dairy Milk as a much-loved taste of the nation Rebuild love for the broader Cadbury brand
Commercial objective	Reverse decline in market share Grow annual value sales by 9% within five years

## Communications

The campaign launched in January 2018. As referenced above, we focused the campaign on Dairy Milk as the hero product: a product that encapsulates the heart of Cadburyness. These campaigns were the bedrock of the brand and received the vast majority of spend. To really embed generosity as our purpose we decided to do two things:

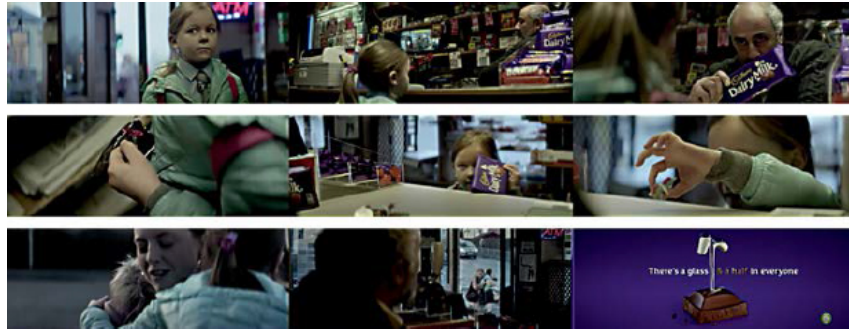
1. Storytelling: emotionally engaging stories, primarily on TV, of everyday Britons using Cadbury’s Dairy Milk to demonstrate generosity to each other.
2. Storydoing: emotionally engaging Cadbury initiatives that inspire all of us to show generosity to each other.

### Storytelling

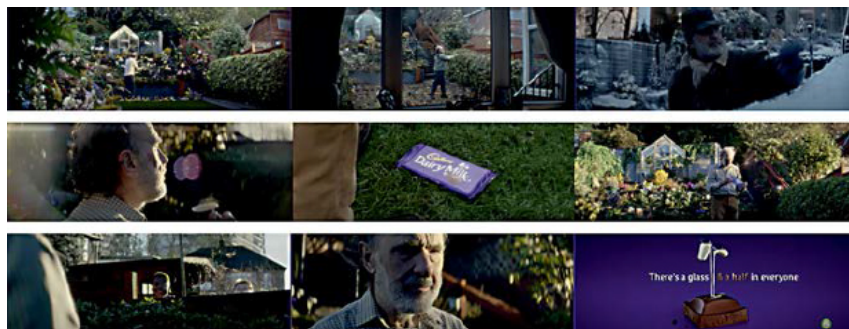
The first execution was ‘Mum’s Birthday’, featuring a young girl tentatively buying a birthday bar of Dairy Milk for her mum in a newsagent, using her precious toy buttons and a unicorn (Figure 14).

This was followed by 'Fence' – where two young boys surprise their elderly neighbour with a Dairy Milk bar after he repeatedly returns their errant toys (Figure 15) – and 'Bus', where a young boy proves surprisingly generous by offering to share his bar with an upset teenage girl (Figure 16).

**Figure 14: 'Mum's birthday'**



**Figure 15: 'Fence'**

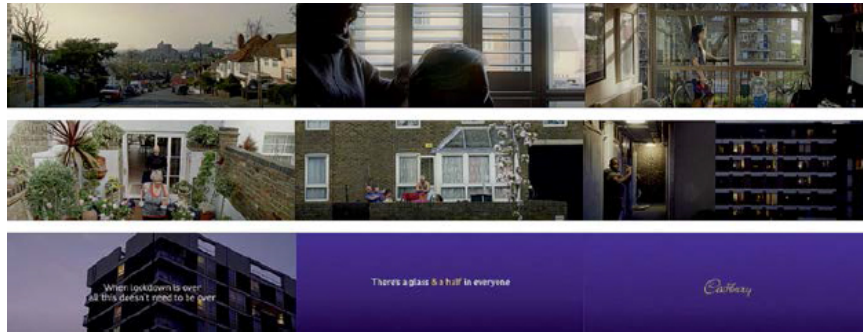


**Figure 16: 'Bus'**



These dramatisations of generosity were supplemented at a time when the nation's generous instinct felt more relevant than ever. During lockdown in 2020, Cadbury shone a light on the real moments of generosity that were happening all across the country (Figure 17).

**Figure 17: 'When this is over'**



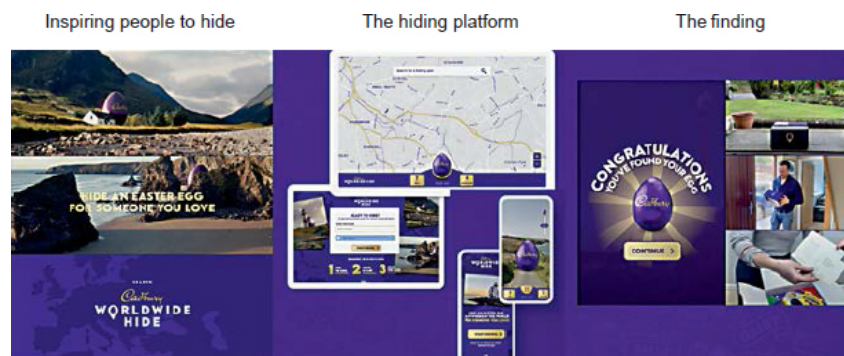
*Storydoing*

Then, to *truly* bring people together and give our purpose integrity, we sought to actively spread generosity in the real world.

During the commercially crucial Christmas and Easter seasons we created repeatable branded properties that facilitated peoples' generosity towards their loved ones, using our chocolate.

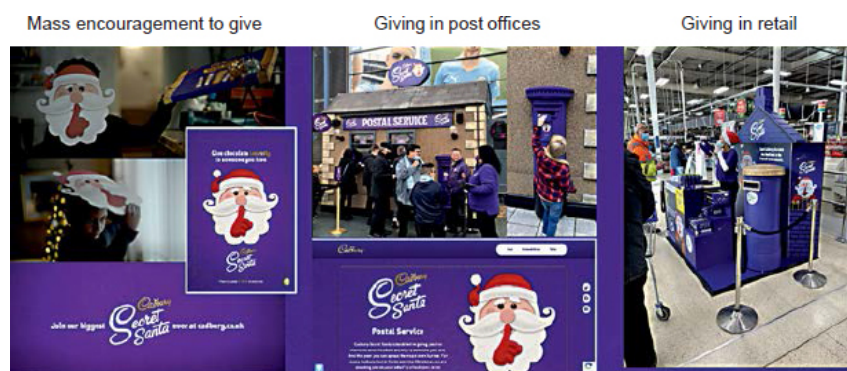
- The Cadbury Worldwide Hide – a digital platform where people could virtually hide an Easter Egg anywhere in the world for a loved one (Figure 18).

**Figure 18: 'Worldwide hide'**



- The Cadbury Secret Santa – a digital platform and physical installations that enabled people to send chocolate secretly to a loved one (Figure 19).

**Figure 19: 'Secret Santa'**



Both activations were a step-change for Cadbury in the still relatively fledgling world of D2C eCommerce for mass-market FMCG food brands.



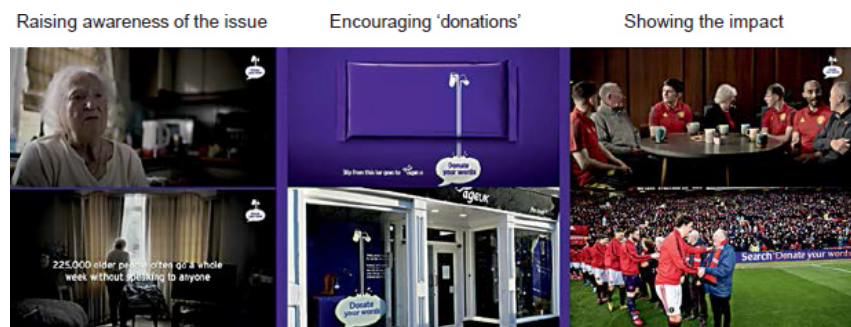
## Storydoing – generosity at national scale

To truly prove that there was a generous instinct in *everyone*, we also tackled an issue of national importance in which personal generosity could make a real difference.

Partnering with Age UK, the two-year ‘Donate your words’ initiative asked people to donate their time – and conversation – to the 1.4m older people in the UK who experience loneliness (Figure 20).

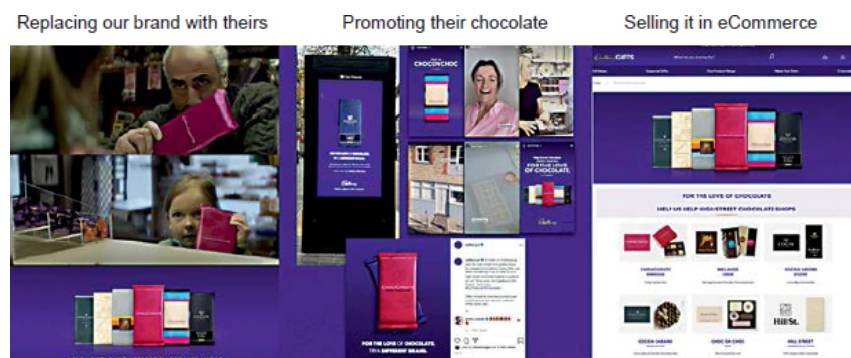
One million bars of Dairy Milk hit shelves with the words removed or ‘donated’ – along with a 30p donation to Age UK, with the campaign supported by a range of fabric-of-the-nation partners – from Gogglebox to Manchester United.

**Figure 20: ‘Donate your words’**



Finally, with small high-street businesses struggling after more than a year of lockdowns, we supported independent chocolate shops – reminiscent of the one John Cadbury had launched on Bull Street in Birmingham, almost 200 years ago. On our eCommerce platform, our social channels, and even in a revised version of ‘Mum’s birthday’ featuring a small brand’s bars, we urged people to forgo Cadbury and buy from their local chocolate shop instead, ‘For the love of chocolate’ (Figure 21).

**Figure 21: ‘For the love of chocolate’**

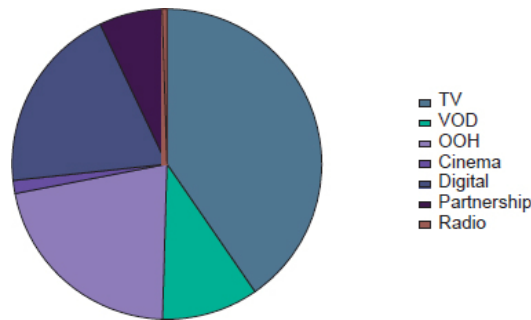


## Media – emotional stories and experiences, bringing people together

To re-establish the nation’s love of Cadbury, and to drive penetration, it was important for us to reach and engage a mass audience. We also believed that generosity was contagious. That is, the more generous the world around people appeared, the more their generous instinct would come out.

For both storytelling and storydoing, this meant that our media strategy was to bring people together through emotional stories and experiences, placing heavy emphasis on broadcast channels such as TV, VOD and OOH. Proving *there is a glass & a half in everyone*, to everyone in Britain (Figure 22).

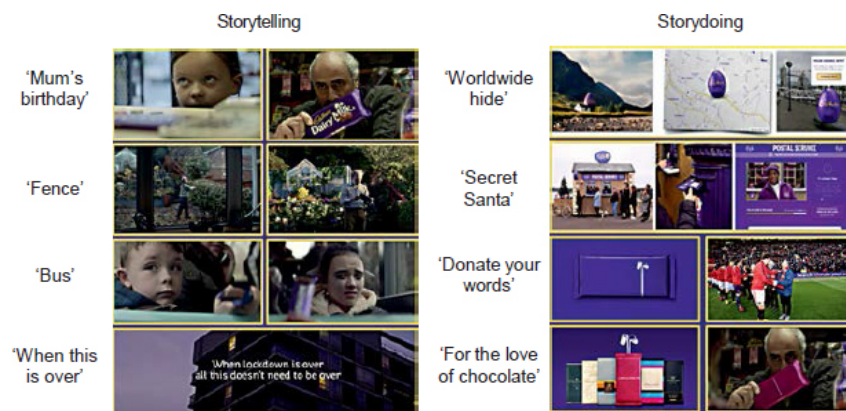
**Figure 22: A media mix designed to bring people together**



This was supported with digital activity that helped spread generosity on a more personal level, something particularly crucial when it came to our storydoing activations.

This activity from 2018-2021 is summarised in Figure 23.

**Figure 23: 'There's a glass & a half in everyone'**



**Results**

We will now show the scale of change when this approach launched in January 2018. In line with our objectives outlined above, we will show that the comms has been emotionally engaging, love for the brand – and appreciation of its taste – have both grown and most importantly: value sales and market share have seen dramatic uplifts.

Furthermore, we'll show that the campaign has paid back way over and above what is normal for an FMCG.

Note: Cadbury changed data providers over the course of the campaign period, both for brand tracking (2018 and 2021) and econometrics (2020). Some commercial data is available from 2014, but a more comprehensive picture is available from 2016. Brand data (from YouGov) has been used from 2016 onwards. Preparing this results section has therefore had its challenges, but we believe the overall picture is clear: a decline in key metrics before, and an increase in similar key metrics following the introduction of the 'Generosity' campaign.

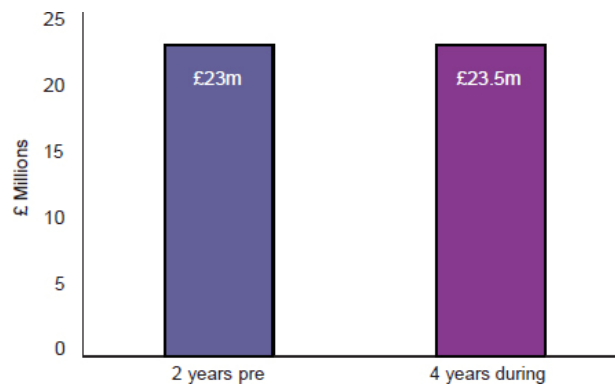
**Communications**

*People saw it, discussed it, and got involved in their millions*



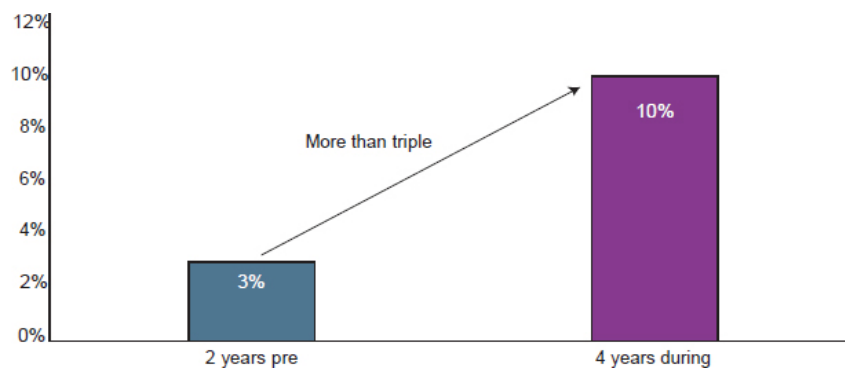
Our objective was to make emotionally engaging comms that re-established Cadbury as a fabric of the nation brand. It's worth noting that the media spend to achieve this stayed pretty much identical with previous years (Figure 24).

**Figure 24: Annual media budget has stayed broadly the same**



Despite this, the number of people who said they'd heard something positive from the brand – or about the brand – tripled from 3% in the two years before the launch, to 10% afterwards (Figure 25).

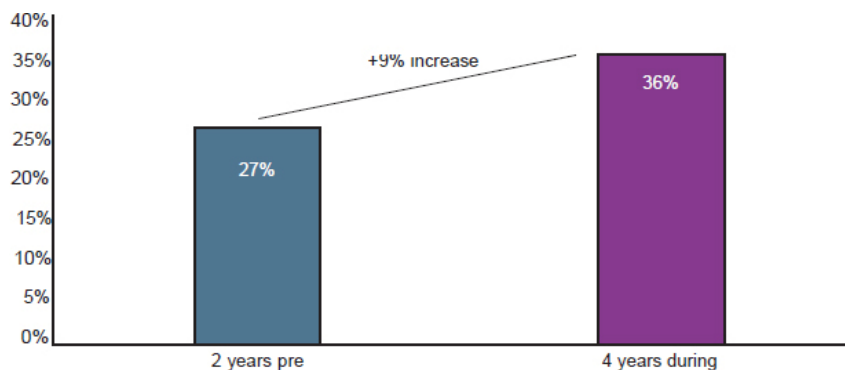
**Figure 25: Three times as many people said they'd heard something positive about Cadbury from ads, friends or family**



Cadbury 'Buzz' scores (%). Source: YouGov Brand Index

People consequently shared positive perspectives on the brand. There was a 36% increase in people's willingness to recommend Cadbury to their friends, family and colleagues (Figure 26).

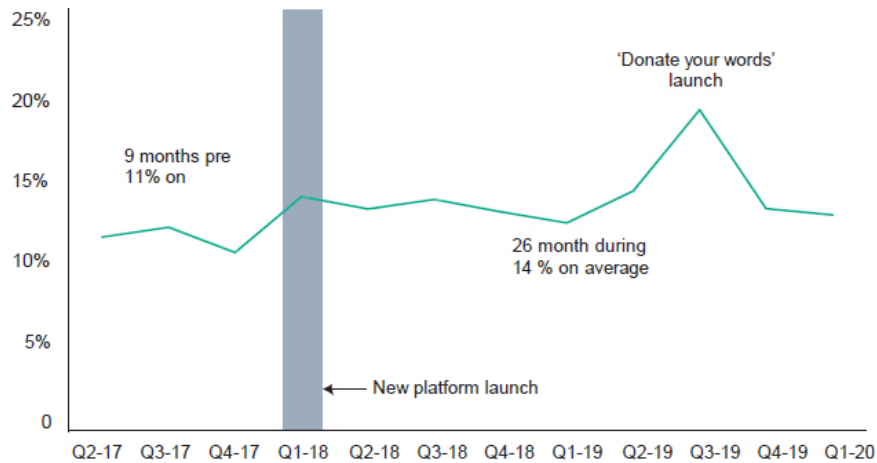
**Figure 26: Increase in willingness to recommend Cadbury**



Cadbury Recommendation (%) scores. Source: YouGov Brand Index

Since the campaign launched, people are searching online for Cadbury more – and importantly, more than chocolate competitors – with average share of category search rising from 11% to 14% (Figure 27). Sizeable uplifts also happened around key campaign moments – the launch of the campaign in Q1 2018 and the launch of ‘Donate your words’ in Q3 2019.

**Figure 27: A significant step up in share of search, with peaks around key campaigns**



Share of category brand search (%). Source: Google Trends

Furthermore, when looking at the specifics of individual campaigns, we get a sense of how engaging comms have been, as large numbers of people responded to the invitation to be generous and get involved (Table 3).

**Table 3: High levels of interaction with campaigns**

'Worldwide hide'	809,000 virtual eggs were hidden
'Secret Santa'	363,982 people have become Secret Santas
'Donate your words'	900,423 participants donated their words

Looking beyond the statistics on participation, there’s a clear sense of these campaigns populating culture and capturing the public’s imagination (Figures 28–30).

**Figure 28: Reactions to the campaign in the press**



**Figure 29: Reactions to the campaign on social media**

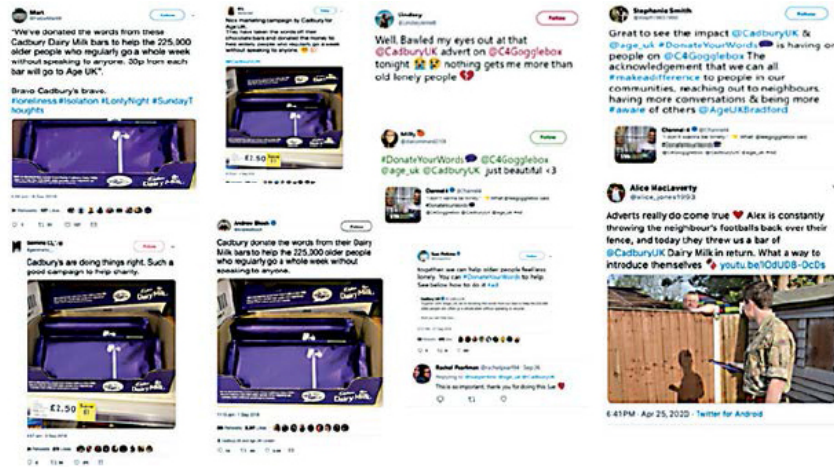
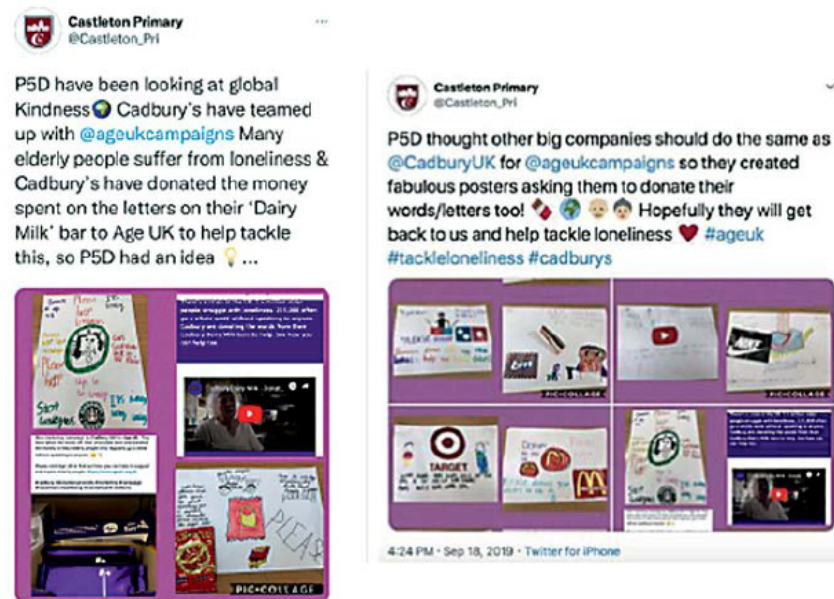


Figure 30: More press reactions to the campaign



One primary school class was even inspired by 'Donate your words' to create posters imploring other brands to get involved and drop the words from their packaging, too (Figure 31).

Figure 31: One primary school's suggestion



The generosity message landed, and people were truly moved in the process. In highlighting the generous instinct in people, the advertising set out to position Cadbury as a brand that brings people together while appealing to consumers’ emotions.

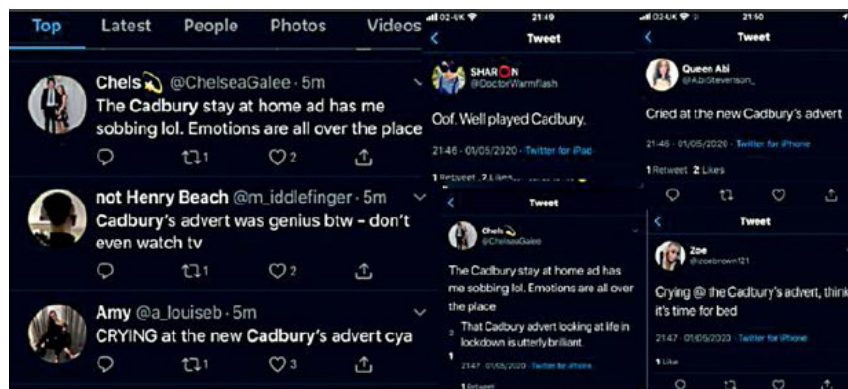
And the films scored very highly wherever they were tested: ‘Mum’s birthday’ ranked in the top 1% most emotionally engaging ads in the Kantar database. ‘Fence’ became System1’s second most emotionally engaging ad of 2019, out of almost 15,000 tested, second only to the John Lewis’ Christmas ad.<sup>5</sup> Our storytelling films all score above Kantar’s benchmark for ‘Love/Hate’ scores, and these results have improved over time (Table 4).

**Table 4: Kantar Love/Hate scores**

	Benchmark	‘Mum’s birthday’	‘Fence’	‘Bus’
Hate it – 0				
Love it –100	68	75	80	97

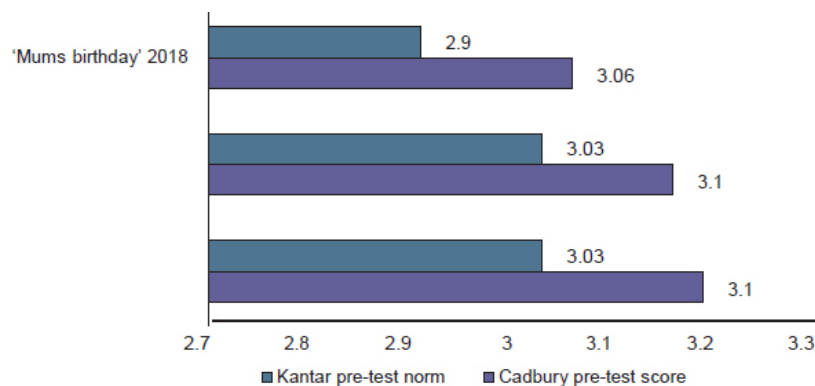
Our COVID-19-related film ‘When this is over’ wasn’t tracked in the same way as other TV executions, but a sample of responses on social shows this ad brought many people to tears (in a good way), perfectly capturing the mood of spring 2020 (Figure 32).

**Figure 32: Reactions to ‘When this is over’**



Importantly, this activity also scored highly on togetherness. On this metric, the storytelling films consistently outperformed Kantar’s norms for key message take-out, and as Cadbury’s turn to purpose became more established, performance on this measure has increased (Figure 33).

**Figure 33: All three films outperformed Kantar’s norms for a ‘brand that brings people together’**



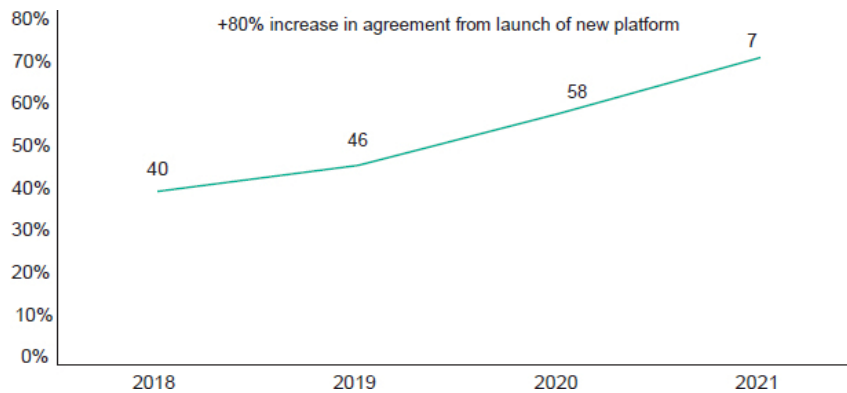
Source: Kantar



## Brand shifts

The comms conveyed the right messages, drove mass participation when possible, and moved people emotionally in the process. Did this affect overall perceptions of the Cadbury brand? First, agreement that Cadbury stands for togetherness in the population has increased rapidly – from 40% when tracking on this measure began in 2018 to 71% in 2021 (Figure 34).<sup>6</sup>

**Figure 34: Agreement with 'a brand that brings people together' increased rapidly**



Kantar/Metrixlab

Qualitative research showed the campaign going a long way to getting Cadbury 'back in the good books of the British public',<sup>7</sup> reversing the damage done during the Kraft takeover (Figure 35).

**Figure 35: Qualitative response to campaigns in testing: 2018-2020**



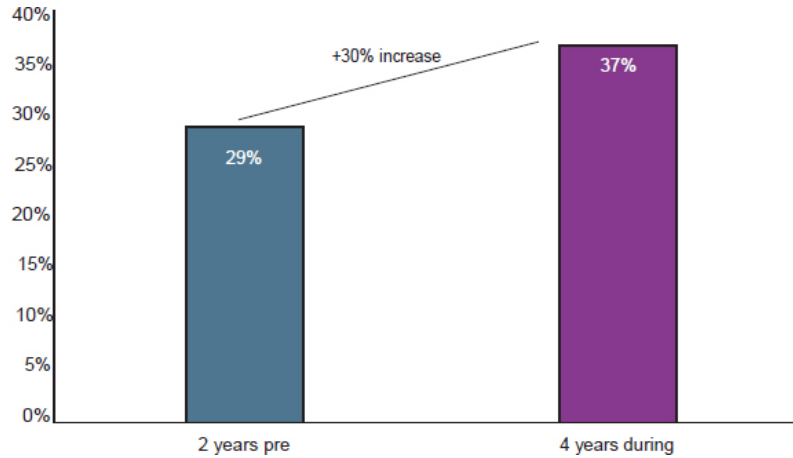
Source: Pre- and in-market testing 2018–2022 – 'Mums birthday', 'Fence', 'Donate your word', 'Bus'

## The campaign revived the love for Cadbury Dairy Milk

The 'Generosity' campaign has changed how people felt about our product. Since the launch of the turn to purpose, there were no longer rumours about the recipe changing for the worse. Instead, more people agreed that the product was high quality, and love for the taste of Cadbury chocolate consistently increased (Figures 36 and 37).<sup>8</sup>

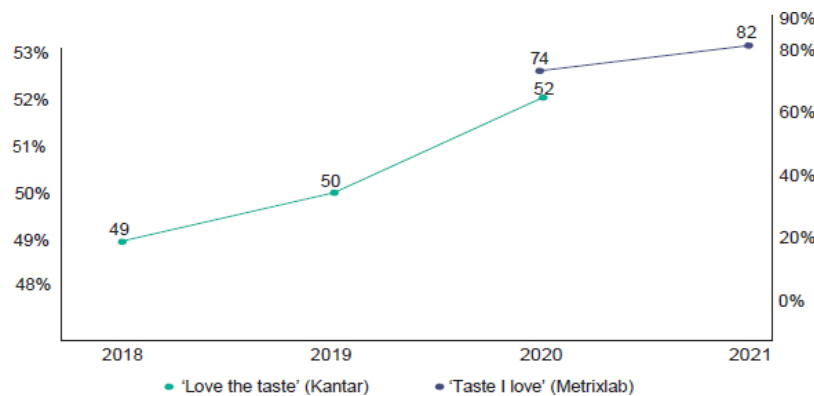
**Figure 36: Agreement that the product is high quality**





Quality perceptions Cadbury (%). Source: YouGov Brand Index

**Figure 37: 'Love the taste of Cadbury Dairy Milk' increase throughout the campaign**



Source: Kantar/Metrixlab. Calibration in 2020 from Kantar to Metrixlab

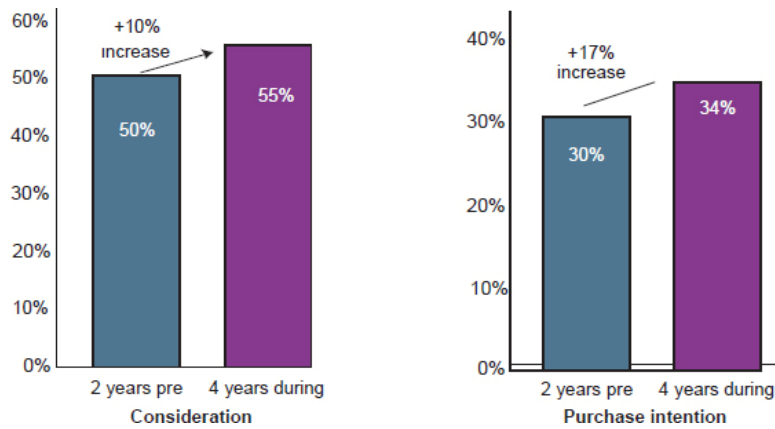
And the newfound love was not only about the taste. Savanta lists the 100 most generally loved brands in the UK every year. Cadbury has gone from not being mentioned at all in the years before the campaign to becoming the UK's third most loved brand, and the second most loved amongst 16-24-year-olds in 2021 (Figure 38).

**Figure 38: Savanta most-loved brands 2021**

Most loved brands in the UK				Most loved brands, 16–24 year-olds			
1		Netflix	Media	1		YouTube	
2		Amazon	e-commerce	2		Cadbury	
3		Cadbury	Confectionery	3		Magnum	
4		Walkers	Crisps and snacks	4		Amazon	
5		Coca-Cola	NON-alcoholic	5		McDonalds	
6		Samsung	Tech	6		Nintendo	
?		Apple	Tech	?		TikTok	
8		YouTube	Media	8		Apple	
9		Google	Tech	9		Paypal	
10		Lindt	Confectionery	10		Pringles	

But it wasn't just a warm chocolatey feeling that the ads inspired. More people reported being willing to consider and to purchase Cadbury chocolate (Figure 39).

**Figure 39: Consideration and intention to purchase increased**



Source: YouGov Brand Index

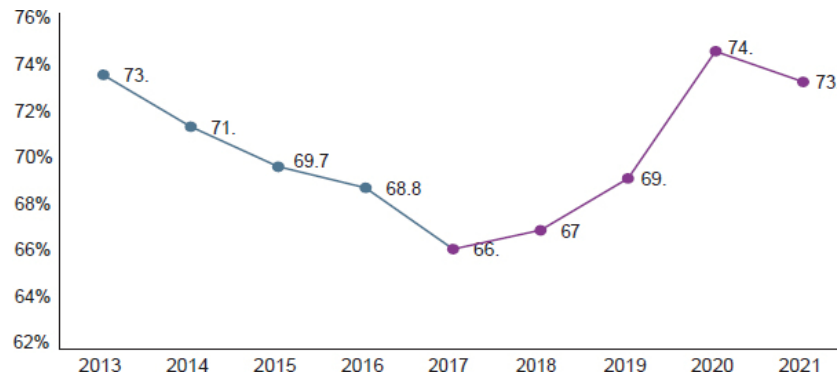
**Commercial results**

**People bought more chocolate, and Cadbury’s fortunes turned around**

Our aims were to reverse the decline in market share and grow annual value sales by 9% within five years. We show that this was clearly achieved, leading to a significant ROI.

First: Cadbury's Dairy Milk, the core product at the centre of the advertising and essentially our 'brand bellwether', experienced a clear turnaround. Penetration swung dramatically upwards (Figure 40).

**Figure 40: Declines in penetration were reversed with 75% of British households buying Cadbury Dairy Milk again**

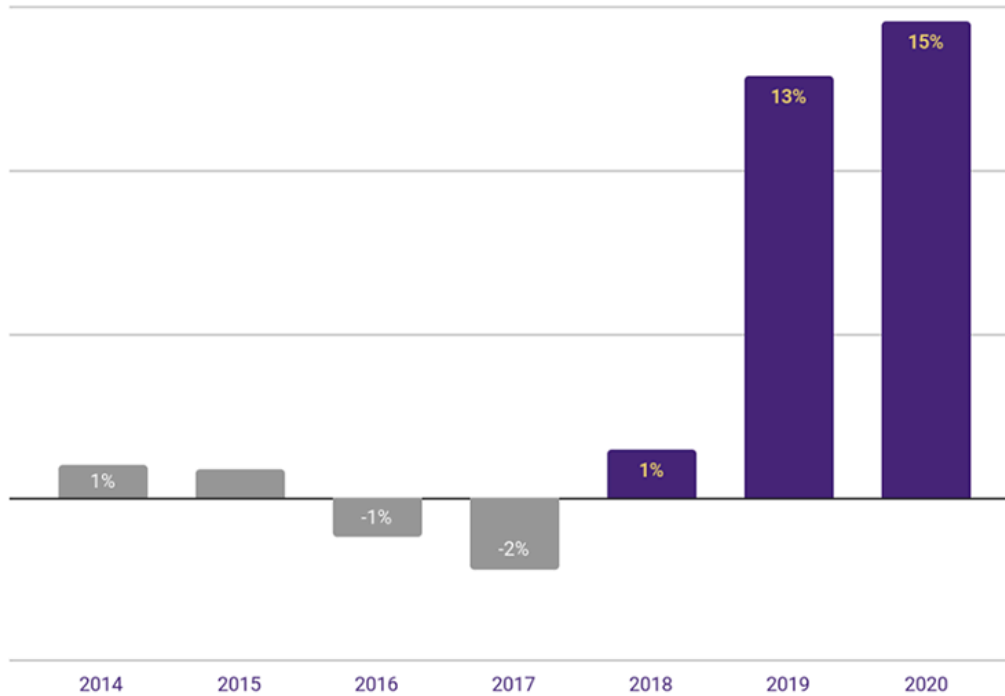


Source: Kantar

Similarly, where revenues had been declining, they are now growing (Figure 41).

**Figure 41: The declining trend of Cadbury Dairy Milk value sales reversed**

## THE DECLINING TREND IN DAIRY MILK VALUE SALES REVERSED



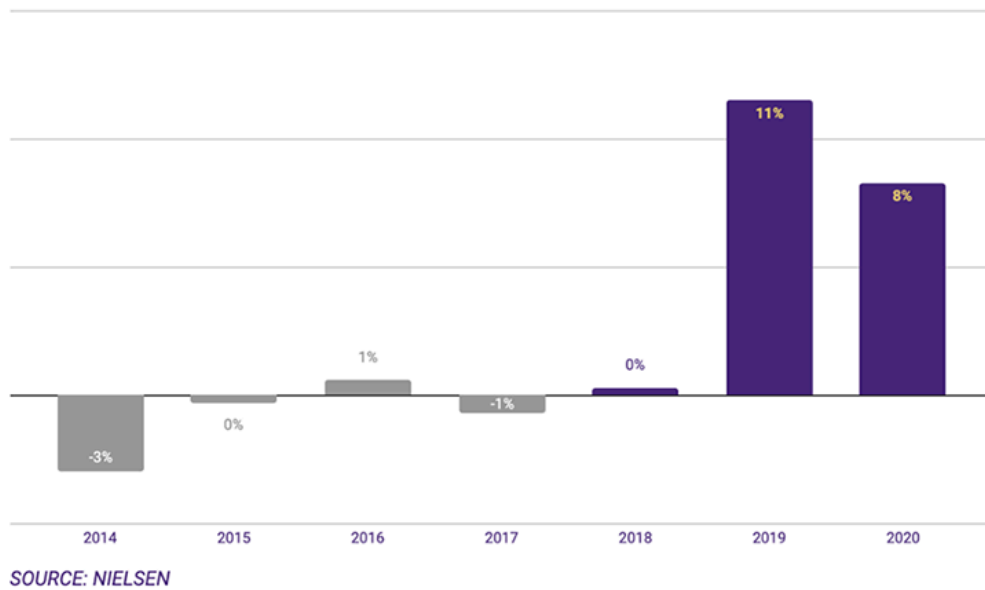
SOURCE: NIELSEN

Source: Nielsen

Simultaneously, total Cadbury also shows a clear return to growth (Figure 42).

**Figure 42: Total Cadbury value sales began to grow, with two outstanding years in 2019 and 2020**

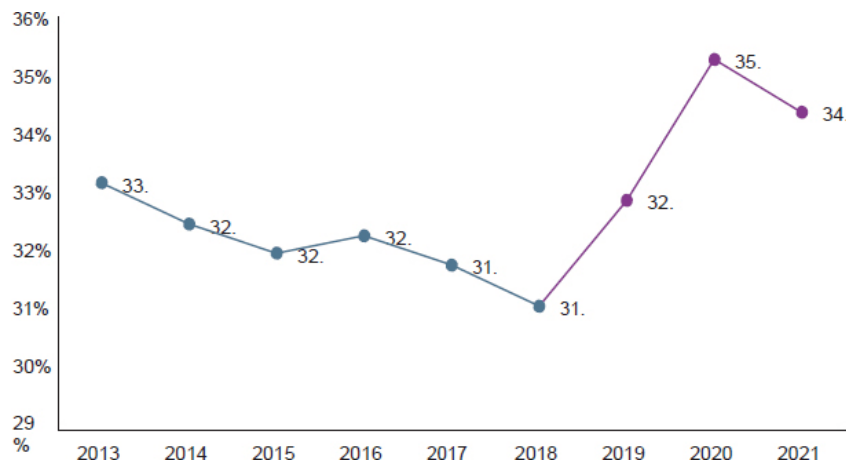
**TOTAL CADBURY VALUE SALES BEGAN TO RELIABLY GROW - WITH TWO OUTSTANDING YEARS IN 2019 & 2020**



Source: Nielsen

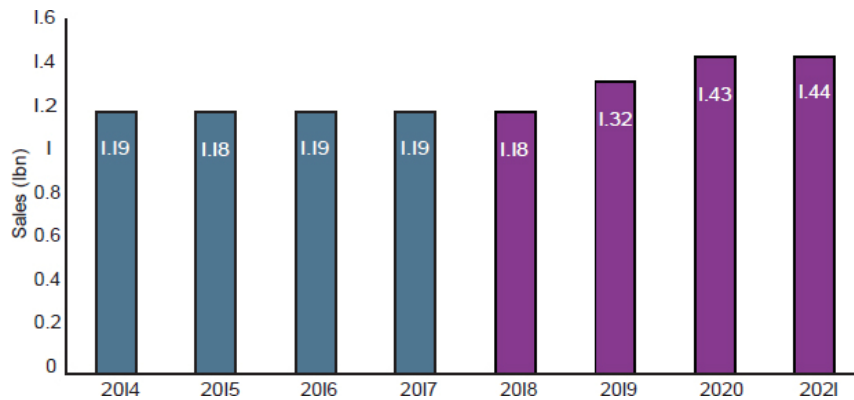
Similarly transformed is Cadbury's market share. Not only have previous declines been reversed – the initial objective – Cadbury's market share has grown rapidly (Figure 43).

**Figure 43: Market share improved considerably**



Source: Nielsen

More fundamentally – and perhaps most satisfyingly – if we look at the raw figures behind these uplifts, it is evident that the initial target of growing annual value sales by 9% within five years was greatly surpassed. By 2021, annual value sales were in fact 22% above the pre-campaign level – equivalent to £261 million extra value sales per year versus 2017, and £155 million above the 9% target (Figure 44).

**Figure 44: Total Cadbury value sales topped £1.4bn by 2021**

Source: Nielsen

In sum, 'There's a glass & a half in everyone' has delivered 'results & a half' for Cadbury, exceeding our campaign objectives significantly (Table 5).

**Table 5: How we exceeded campaign objectives**

<b>Comms objective</b>	Make emotionally engaging comms that re-establish Cadbury as a fabric-of-the-nation brand.	Comms in top 1% of emotionally engaging ads in Kantar database 80% increase in agreement that Cadbury brings people together.
<b>Marketing objective</b>	Re-establish Dairy Milk as a much-loved taste of the nation Rebuild love for the broader Cadbury brand.	30% increase in perceived product quality/significant increase in 'taste I love'. Now third most-loved brand in UK.
<b>Commercial objective</b>	Reverse decline in market share Grow annual value sales by 9% within five years.	4.2 percentage point increase in market share. 22% value sales growth – equivalent to £261m per year.

## Discounting other factors

We can be confident that these improving fortunes were the result of the turn to purpose and the 'Generosity' campaign, because there were no other factors to explain it during this period.<sup>9</sup>

## Category growth

The category did grow over the campaign launch period, but Cadbury grew faster, as shown by the increasing market share in Table 5.

## Recipe changes

The recipe of Dairy Milk – or other existing products – did not change over the campaign period. Therefore, success wasn't because the product was tastier.

## Innovation



The number of innovations during the generosity period was consistent with the period preceding it, so cannot account for the increase in revenue or market share.

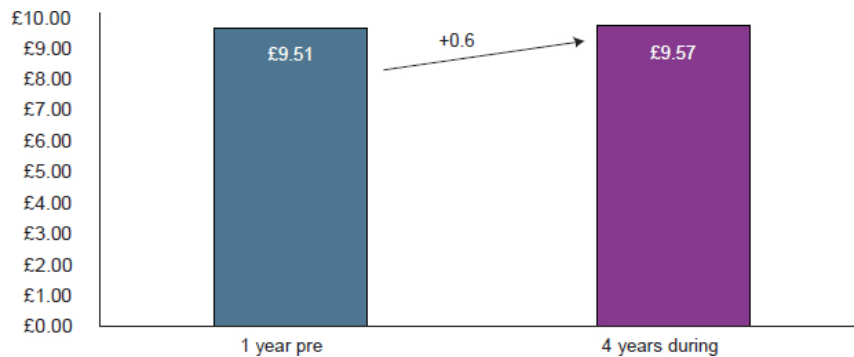
### Packaging

Some packaging was redesigned to better reflect our new brand world. However, this didn’t launch until 2021, three years after the campaign launched and when success had already begun.

### Price

Average price per kilogram of Cadbury products was 0.6% higher during the campaign period versus the preceding year, so prices can’t explain this success (Figure 45).

**Figure 45: Cadbury average price per kilogram increased slightly during the campaign**

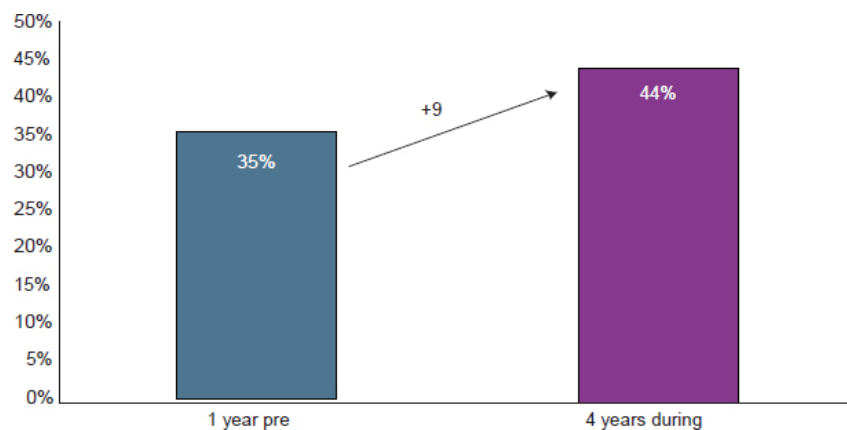


Source: Nielsen

### Promotions

Again, this couldn’t be the driver, Cadbury’s percentage sold at full price went up by 9 percentage points after the campaign launched (Figure 46).

**Figure 46: The percentage sold at full price increase by 9% during the campaign**



Source: Nielsen

### COVID-19

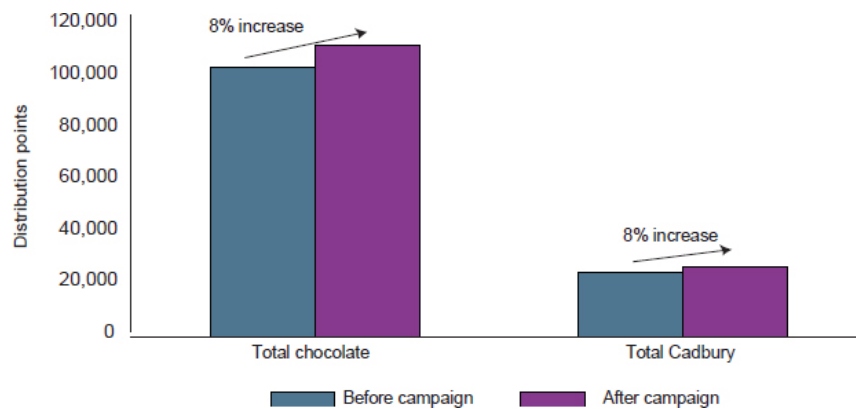
Chocolate brands as a whole benefited from COVID-19 as people turned to comfort foods during the pandemic and related lockdowns. However, Cadbury’s growth in market share shows it considerably outperformed this category effect.

We also saw in the results section above that Cadbury’s improved performance started in 2018 and 2019 well before COVID-19.

### Distribution

Total distribution points for Cadbury were 8% higher in the four years of the campaign compared to 2017, but Cadbury didn’t outperform the category on this, so distribution can’t explain the market share turnaround (Figure 47).

**Figure 47: Total distribution points for Cadbury grew in line with the category**

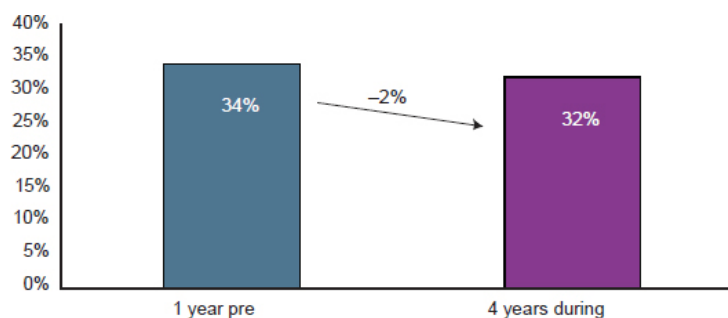


Source: Nielsen

### Share of voice/competitor spend

Cadbury’s share of voice was two percentage points lower during the four years of the campaign vs 2017, showing that this wasn’t the driver of Cadbury’s success (Figure 48).

**Figure 48: Share of voice was two percentage points lower during the campaign**



Source: Carat/Nielsen

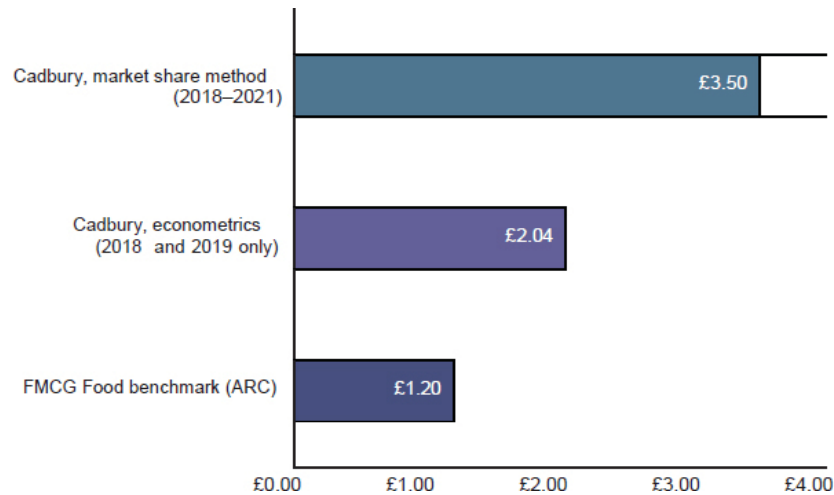
### Competitor availability

The Mars factory in Slough experienced a breakdown in March 2020 causing shortages of some products (including Galaxy and Maltesers). However, this was relatively short-lived and occurred more than two years after the campaign launched.

## The investment paid back, with ROI well above benchmark

To quantify payback, we have used two approaches: the first without econometrics and covering the full four years of the 'Generosity' campaign, and the second using econometrics to analyse the campaign's effect in its first two years, 2018 and 2019. Both approaches show a clear positive return on investment far in excess of appropriate FMCG benchmarks (Figure 49).

**Figure 49: Return on investment was well above the benchmark**

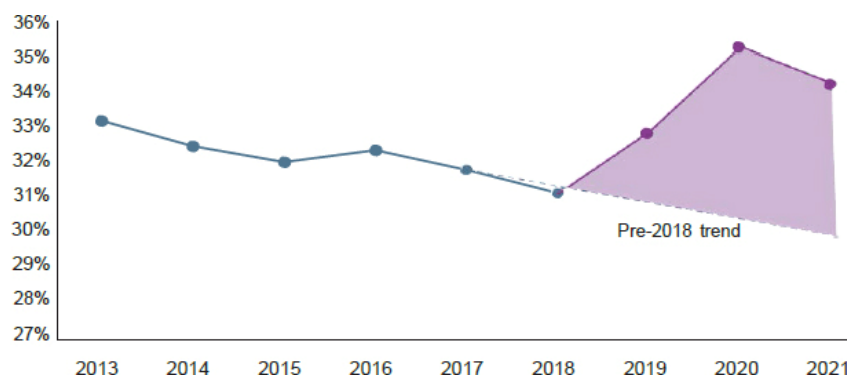


### Approach 1: Covering full campaign period

Unfortunately, we don't have consistent econometrics for the full four years of the campaign. So, to get an estimate of payback in that period, we've compared actual market share of Cadbury with what sales would have been if market share had continued its downward trajectory of the five years before the campaign.

On average, in the four years between 2018 and 2021, market share would have been 2.5 percentage points lower. With each percentage point being worth in the region of £40m of value sales, revenue would've been £410m lower (Figure 50).

**Figure 50: Without the campaign, market share would have been lower**



Source: Nielsen

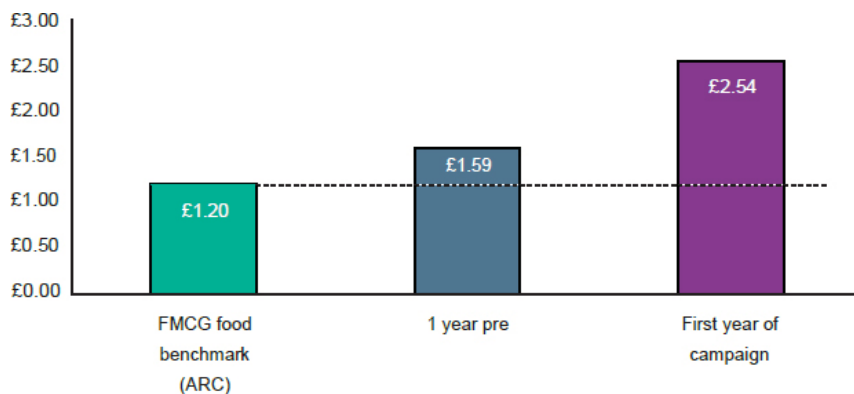
Comparing that to the total cost of the campaign – £117.3m – yields an estimated revenue return on investment of £3.50 per £1 spent.

**Approach 2: Covering two years pre- and post-campaign using econometrics**

Econometric modelling is a much more robust way to untangle the effect of the campaign from other drivers, and Cadbury carried out consistent evaluations in the two years before and after launch.

This work shows that there was a considerable step up in return on investment at the time of the campaign’s launch, even after controlling for all other possible drivers of sales (Figure 51).

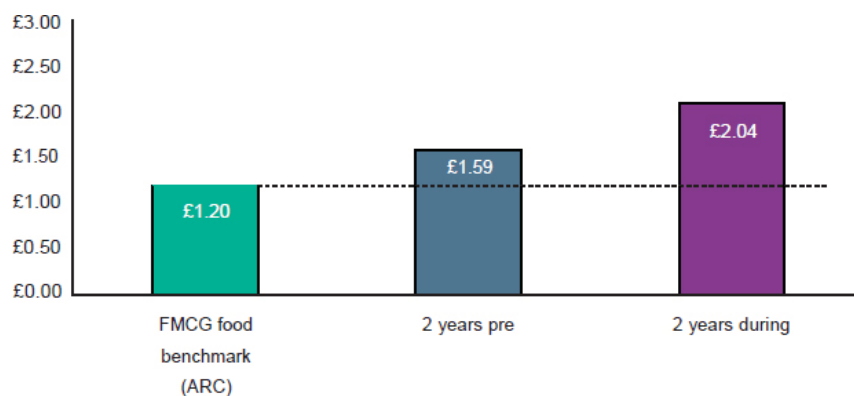
**Figure 51: Econometrics ROI rose when ‘Generosity’ launched, and paid back double of what is expected for FCMG food in the first year**



Source: Nielsen

And the higher payback persisted for the whole period that the econometrics covered, with revenue returned over double the money spent (Figure 52).

**Figure 52: Econometrics ROI remained well above the category benchmark of the first two year of ‘Generosity’**



Source: Nielsen

Unfortunately, a change of econometrics provider and confidentiality prevents econometrics being available for 2020-21.

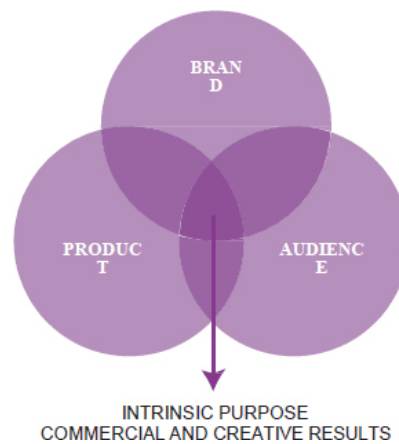
## Conclusion

Brand purpose is one of our industry’s most fervently debated topics. Does it, as Byron Sharp says with provocative verve, lead to ‘the sort of advertising a 12-year-old kid would come up with in a high school assignment’ that will eventually ‘be the end of brands’?<sup>10</sup> Or is it, in Peter Field’s more sober assessment, a strategy that can be ‘incredibly effective’ if it’s executed well.<sup>11</sup>

We feel our experience on Cadbury offers a valuable addition to this debate – especially as it relates to large brands with high penetration that rely on high proportions of the population remembering and buying their products.

This model – what we’ve called *intrinsic purpose* – works by clearly connecting the brand’s purpose to the core product truth, to provide a unifying idea for creative advertising and for actions in the real world. This case shows how connecting purpose not just to an audience need, and a brand truth, but also, critically, to a product truth, means that it is more likely to drive sales and deliver a commercial benefit (Figure 53).

**Figure 53: Intrinsic purpose**



In our case, the ‘Glass & a half’ of generosity in everyone, was inextricably linked to generosity of the Glass & a half of milk in every bar (Figure 54).

**Figure 54: There’s a glass & a half in everyone**





This led us to an approach where purpose is more personal than political; focused on what is timeless more than transient. And most significantly, away from finding points of difference amongst people with 'wedge issues', but rather finding what brings people closer together. As we've shown, the results have been dramatic. Annual value sales have risen 22% since the campaign launched – considerably above the 9% target that was originally set. In the process, generating £261m additional revenue per year versus pre-campaign.<sup>12</sup>

Purpose doesn't just have to be about doing the right thing in the world, it can also be about doing the right thing for your business.

## Notes

1. This is based on comparing 2021 sales versus 2017 – the year before the campaign launched.
2. Sources: Kantar provide historic penetration data; fastest-growing grocery brand cited in The Grocer, April 2021; Cadbury commercial target set in 2017 was to achieve 9% growth in annual sales within five years. Annual sales in 2021 considerably exceeded this, 22% higher than 2017 figure.
3. Source: Ipsos. Note we only have three years of data for this measure due to a change in data provider – see note in Results section.
4. VCCP qualitative research, 2017.
5. Sources: Kantar, 2017; System 1, 2019.
6. Note: Cadbury changed brand tracking providers in 2021 from Kantar to Metrixlab, including a calibration exercise. Though the absolute values here differ, the upwards trend across both providers is clear.
7. Source: Rebecca Wynberg Research.
8. Note: Cadbury changed brand tracking providers in 2021 from Kantar to Metrixlab, including a calibration exercise. Though the absolute values here differ, the upwards trend across both providers is clear.
9. For much of this section, data was only available back to 2017, providing just one year pre-campaign as comparison. Nonetheless, there is clear evidence that these various other factors could not have generated such success.
10. <https://www.marketingweek.com/byron-sharp-purpose-death> (<https://www.marketingweek.com/byron-sharp-purpose-death>).
11. <https://ipa.co.uk/news/power-of-brand-purpose> (<https://ipa.co.uk/news/power-of-brand-purpose>).
12. Based on comparing 2021 sales versus 2017 – the year before the campaign launched.

## Topics

**Confectionery** (<http://www.warc.com/search/Food?l3=Confectionery>) | **United Kingdom** (<http://www.warc.com/search/Europe?l3=United%20Kingdom>) | **Strategy** (<http://www.warc.com/search/strategy-pillar?l3=Strategy>)

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## Domino’s UK: Yodel – The mighty call for pizza, resounding in mountainous sales

(<http://www.warc.com/content/article/warc-awards-effectiveness/dominos-uk-yodel-the-mighty-call-for-pizza-resounding-in-mountainous-sales/150775>).

Dominos Pizza, a fast-food retail business, launched its new alpine yodel in the UK, "DOMIN-OH-HOO-HOO", to pursue penetration, and increase market share and order count.

(<http://www.warc.com/content/article/cannes/cadbury-dairy-milk/146554>)

Cadbury chocolate brand ran a long-term campaign in the United Kingdom to grow penetration, market share and value sales by 9% over five years and to boost brand health indicators.

## Cadbury: Giving the people their chocolate back

(<http://www.warc.com/content/article/warc-ladder-campaign/cadbury-giving-the-people-their-chocolate-back/141352>)

Confectioner Cadbury grew sales of its core Dairy Milk bar in the UK through a multiplatform campaign that reinvented its brand purpose based on the Quaker principles of its founder.

## Cadbury: Giving the people their chocolate back

(<http://www.warc.com/content/article/warc-awards-effectiveness/cadbury-giving-the-people-their-chocolate-back/136534>)

Confectioner Cadbury grew sales of its core Dairy Milk bar in the UK through a multiplatform campaign that reinvented its brand purpose based on the Quaker principles of its founder.

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