

McDonald's - Building a Pillar of Trust

Cawley NeaTBWA & MediaWorks



AGENCY

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CLIENT



AWARDS

FMCG
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GOLD

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COMPANY PROFILE

The foundations of the **Cawley NeaTBWA Group** were laid in a humble two-roomed office in Dublin's Leeson Street in 1992. The driving vision in the early years was to challenge conventions within advertising and to lead the thinking within the industry. 22 years later and we're still doing just that. In 2002 we joined TBWA one of the world's largest communications networks.

Today the group is an acknowledged thought-leader within the industry, creating innovative and disruptive responses to the challenges and opportunities of the digital age. We pioneered the break out of the traditional siloed departmental systems creating instead specialist OneTeams of planners, creators, technologists and producers working collaboratively across a much broader media canvas.

With consumer insight driving communications ideas, these multidisciplinary teams have the creative and technological capability to create meaningful conversations and powerful brand experiences across the entire media landscape.

You will find Agency.com and TEQUILA Ireland working together also under the Cawley NeaTBWA umbrella in our unique art deco building in Rathmines.

Mediaworks

Mediaworks was launched in 1996 and is part of Core Media, Ireland's largest media buying group.

Our approach has always been to firmly position our clients at the heart of everything we do. We see ourselves as an extension of our clients' marketing department. We don't see our remit as being limited to media planning but as an integral part of the greater communication process.

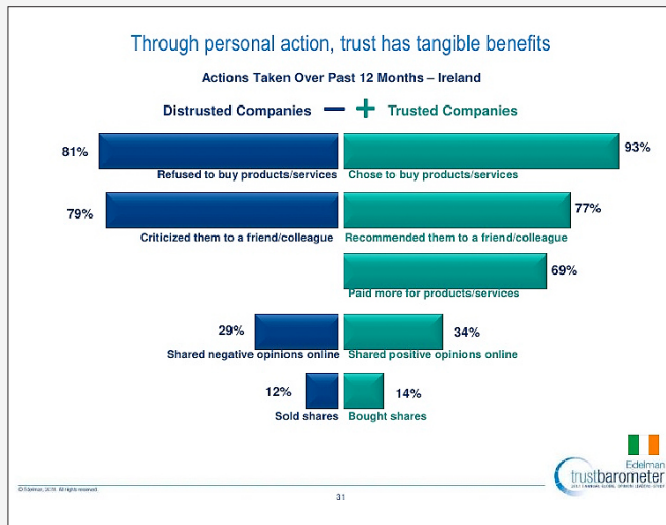
Our positioning is "Forward Thinking". This means being at the forefront in all aspects of marketing communications, not least the constantly evolving media landscape, in order to ensure our clients remain firmly ahead of the competition.

INTRODUCTION & BACKGROUND

If you had just arrived in Ireland 18 months ago you would be forgiven for thinking that it was commonplace for farmers to appear in TV commercials discussing the quality and provenance of food, especially beef. However, this was not the case. What is astonishing is that McDonald's, a QSR (Quick Service Restaurant) dared to discuss such topics as quality and provenance, areas that traditionally no QSR were at that time discussing for fear of opening up Pandora's box to a litany of questions and potential ridicule. In this seminal case, where a real Irish farmer became the face for McDonald's Ireland and kick-started the age of transparency for this sector making amends for the trust deficit that has existed for far too long in Ireland since the recession.

It is also rare that when one writes a case study for advertising effectiveness, that an incident occurs during the timeframe that becomes the ultimate test to prove true effectiveness. An incident that nobody could have predicted its significance and impact, and not just for an entire industry but a Nations reputation and livestock. The incident is of course the 'Horsemeat scandal'. This case study will show clear evidence while the competitive set suffered under its devastating effects, McDonald's performed extremely well showing just how resilient the brand was in the face of adversity.

As always, advertising is but only one element in any communications campaign and the success of this case study, while employing advertising as an important tool, will also show just how powerful fully integrated and deep rooted communication layers can be especially when confronting a potentially risky topic. The success of this campaign has cemented 'trust' as a key pillar for the brand going forward resulting in the next phases of the McDonald's trust roadmap already in advanced development.



MARKETING OBJECTIVES

Although it was accepted that 'Trust' communications, by their very nature take time to embed (Source: UK trust study HPI), there needed to be real signs of advancement in commercial metrics in order to endorse campaigns of this nature in the future.

Clear 'Trust' measures had to be outlined at the very start.

- ▶ The 'Trust' campaign should help halt decline in the IEO sector
- ▶ Increase market share by 0.5%
- ▶ Increase guest counts (number of customers) by 1.5%
- ▶ Increase Total Sales by 2%

1.1 Marketing objective

Our ultimate business and Marketing objective was to change brand perceptions and inject momentum into our trust scores which had shown signs of slipping approaching 2011.

One of the key pieces of research that also influenced our 'Trust' campaign was the Edelman barometer Trust study which isolated a key finding. As the below diagram proves If we could somehow harness brand trust it is statistically more likely that we will get customers to Buy More, Try More and Pay More.

This is not the first time that McDonald's have made a foray into tackling trust but in the past it had been done in a more sporadic fashion and what was felt was needed now was a unifying positioning, a more concerted effort and a framework that would help unite the ambition to gain more trust amongst an audience that were becoming affected by the malaise of recession.

Fast Track/ TNS research had identified a number of key drivers for building trust which all revolved around the importance of increasing 'quality food cues'.

Therefore a key marketing objective became to increase these specific brand drivers through this campaign.

- ▶ Top quality ingredients
- ▶ Taste of Food
- ▶ Concern about safety

MARKETING OBJECTIVES

- ▶ Good quality food
- ▶ Top quality beef

As this campaign is about positively effecting trust scores; we therefore had to increase the brand metric 'company I can trust' and look to create distance between ourselves and direct competition e.g. Burger King.

We were also tasked with the objectives of:

- ▶ Increasing likelihood to visit as a result of this campaign
- ▶ Increasing penetration amongst the female audience – who were seen as a very important segment in order to move trust scores (Source: fast track).

As this campaign was designed to improve food quality cues there was also a clear objective to receive Agreement to statements as follows:

- ▶ McDonald's cares about the ingredients of their food.
- ▶ McDonald's sources its ingredients from Irish suppliers.
- ▶ McDonald's uses high quality beef.

THE TASK

First and foremost the QSR and IEO (Informal Eating Out) markets had witnessed sustained decline in the same period; as Irish consumers disposable income levels dropped in the face of increased taxation and spending cuts in successive Government budgets. Consumers were eating out less, and eating in more.

In this environment to then look to invest marketing spend on an area like trust, which is often considered a 'softer' i.e. less tangible signs of immediate return on investment, could be considered a more discretionary spend or even wasteful. One has to always bear in mind that McDonald's is a franchise business and any spend on marketing must come from a collective franchisee buy in. Would the investment deliver results to their bottom line was a legitimate question that they were concerned about. Surely marketing spend concentrated on increasing footfall and driving guest counts (GC's) would be more beneficial all round.

The competitive set had broadened dramatically and while traditionally Burger King and KFC were the direct competitive set, many others had now joined the set from restaurants offering early birds, convenience stores, coffee chains to the reinvention of the pub concept all gnawing away at the perception of quality and increasing expectations amongst customers what to expect for their hard earned money.

In 2011 The Irish Nation had shown their complete disdain towards institutions when it came to the topic of trust. The Edelman barometer (as already mentioned), a global study had to recalibrate their scoring system for the first time in their 10 year history as Ireland gave alarmingly low scores to banks, financial institutions, NGO's and the media.

"Ireland really is in the grip of a trust crisis. Businesses must begin to engage purposefully in order to gain trust. Government has an even bigger challenge – it must rebuild trust in an entire system. People are sceptical about media but organisations have the chance to become their own media company."

(Source: Edelman trust barometer 2011 Summary)

There was an ever-present air of scepticism when it came to companies claiming trustworthiness in Ireland. Far too many brands were asking to be trusted versus actually proving it; this is where the opportunity lay. However, surely a brand that had been used to criticism in the not too distant past (Supersize me etc) would not sail through unscathed as it chartered into the 'Trust' sea.

THE TASK

We knew from our in TNS fast track research that there were certain signs of trust scores slipping, but by no means alarming indicators. We were therefore aware that by us talking about 'trust' might suggest to the market and customers that we had something to prove in the first place. i.e. are we drawing attention to a thorny topic that while small now could become a bigger issue for us by shining the limelight on it?

Another point worth noting, as we were the only brand within our sector embarking on a trust campaign of this nature, it could allow our competitive set time to sit back and see the reaction in the marketplace to our campaign i.e. watch and learn and gain greater insight from the market before deciding whether it was worth investing in a similar strategy or even follow suit.

We had to be very clear what exactly it was that we were saying when it came to trust and quality and at every juncture have the proof for the inevitable naysayers who would be waiting in the aisles.



Fig 1

THE STRATEGY

Trust scores for McDonald's in Ireland as we approached 2011 were one of the lowest in Europe. In February 2011 McDonald's senior team, the franchisees and agency partners met with approximately 30 customers and spent two days with them understanding the key trends and aspects affecting their lives. This research, called Marketquest, takes place every year and is designed to be the key listening piece with the customer where the learning's are not just captured but they are acted upon and prioritised in order to feed into communications strategy for the following year.

In 2011 it was clear from customers where their priorities lay. A new era of smart, canny shoppers had evolved and they were becoming more empowered themselves as the institutions of trust that had surrounded them for most of their lives had all crumbled in front of their eyes. This new evolved customer had become curious, intuitive, less accepting and more demanding of brands.

Survival Ireland summed up our country and how the occupants were living. Consumers were hurting more than ever before, austerity had kicked in and instead of people hoping that it would soon be over they had become adept at living within a recession.

After talking with customers, one could say that the strategy came straight from the horse's mouth, but obviously that has different connotations in this case study. However, during Marketquest these customers did tell us explicitly what they wanted to see more of from McDonald's.

Provenance – consumers wanted to know not just that it is Irish beef, but where that beef came from, they wanted to know that Irish farming families had produced our ingredients and that now, more than ever, we were safeguarding Irish jobs.

This clear consumer feedback further confirmed to us how a "Trust" campaign must be prioritised and should be at the top of our communication ambition for 2012.

However, 'Trust' is a subjective topic, we therefore needed to see what this word really meant from a McDonald's perspective. A Deep Dive was commissioned into their business through a study called Fast Track (carried out by TNS who are Global McDonald's partners) in order to track key business attributes for McDonald's on a monthly basis. Interestingly it was confirmed that 6 of the top 10 drivers of Trust were food related (see fig 1).

This tracking study also isolated that the greatest potential for changing Trust perceptions was

Dawn Meats Secures €300 Million McDonald's Beef Contract
on 23 May, 2012



THE STRATEGY

between two specific audiences – older adults 35-55 and especially females 35-55.

It was now clear, if McDonald's Ireland wanted to address their Trust deficit, we needed to focus on Food quality whilst changing perceptions among older adults, especially females.

If we could increase our trust scores we could potentially get our customers to come more often, see, taste and most importantly believe that our commitment to quality is second to none.

What is also interesting from a strategic point of view is that we knew early on this was not going to be just about advertising. We knew we had to have a deep layer of support throughout the 'Trust' journey and have the ability to create a much broader set of advocates. To this point we asked ourselves what is the best industry at keeping stakeholders aligned and on board? We were intrigued by how when it came to elections, especially presidential style elections, the most successful ones had the ability to appeal to broader sets of demographics seamlessly. While it sounds a bit bizarre saying it now we did adopt a presidential campaign ethos when it came to 'trust' i.e. learn how to have all key stakeholders from the farmers to the Government on board, from an early stage. This really helped us ensure that we could deliver across so many different levels of opinion formers and unbeknownst to us at the time help insulate us from what was to come down the tracks later.

An example of this in action was when we used certain business partnerships as additional strands to the 'Trust' story e.g. McDonald's Ireland and Dawn Meats (on the 23rd May 2012) announced that Dawn Meats has won a five year €300 million contract to process up to 18,000 tonnes of Irish beef annually for McDonald's. The deal led Dawn Meats to invest €14.5 million in a new purpose built, state of the art, beef processing facility in Carroll's Cross, Co Waterford, creating 65 new jobs. This investment was supported by the Department of Jobs Enterprise and Innovation through Enterprise Ireland. The Minister for Agriculture Simon Coveney T.D. welcomed the deal as an 'enormous boost' to the Irish beef sector. This and similar stories all helped in developing a more robust narrative for McDonald's when it came to the topic of 'Trust'.

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The Strategic 'Trust' Framework



THE IDEA

A strategic Trust framework was devised which would ensure that at every juncture when we focussed on 'Trust' there would be a very simple, compelling and consistent messaging hierarchy.

Public Recognition

Gaining third party endorsement would be key to our trust campaign. This allows us to build our trust roadmap. Starting with 100% beef (Bord Bia) then Dairy (National Dairy Council) then Eggs (Bord Bia/ Quality Assured).

From the Farm

If we can bring our trust story back to local communities / local farms we will gain credibility. We also need to ensure that these suppliers and their peers are speaking positively about McDonald's on our behalf.

Iconic ingredients

We are after all a food company so with everything we do we must link back to our customers' favourite products - Big Mac's, QPC, McFlurry, Irish Milk, and McMuffin's.

100%

Nothing else, pure, real, authentic - Beef / Milk / Eggs

Key Focus:

While we have always been transparent about our food, in this case for the trust campaign we felt it was time to dial it up more and become even more overt, we did after all have a great story to tell.

Fact: McDonald's buy beef from 18,000 Irish family farms, meaning that 1 in 5 hamburgers sold in McDonald's across Europe is of Irish origin.

We are the largest purchaser of Irish beef by volume every year. We purchase 40,000 tonnes of beef which is then exported to other European markets, meaning that every year one in five hamburgers sold in McDonald's in Europe is of Irish origin.

Every McDonald's beef product sold in Ireland is made from 100% pure Irish beef – with just a little salt and pepper added after cooking. That's why we can use the Bord Bia certified member logo on our beef – it shows that the beef has come from one of 18,000 accredited farms across Ireland that

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THE IDEA

supply McDonald's. So, whether you are in one of our restaurants from Aberdeen to Zurich, there's a pretty good chance that the beef you're eating has come from one of our Irish farms.

Wow, who would have known?

Our 'Trust' proposition simply became:

Using our iconic product, the Big Mac, we could reassure our customers that the beef they were eating was 100% Irish, 100% Local from Bord Bia quality assured farms, sourced from local Farmers they knew by name.

We felt that this 'Trust' campaign had the potential to demonstrate 'familiarity' i.e. McDonald's, while ubiquitous in many senses with its global footprint, when it came to Ireland, it was at the heart of many communities (83 restaurants at that time across the entire country).

All we needed now was our hero. Step forward Liam Delaney. Liam became the unlikeliest human mnemonic, a face that quickly turned all our strategic thinking into a single representative being. A real Irish



Trust 2012 : How is the TV ad meant to work?



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THE IDEA

farmer that was one of the dedicated 18,000, who had a committed partnership with McDonald's.

Our 40 "TVC featuring Liam was our key stake in the ground and was intended to work in a clear and simple fashion:

Liam became our 'Trust' representative and crucially didn't just appear on the 40" TVC and on radio but also in store. While tray liners are often a forgotten medium, it was a simple bridge for us to help customers link our campaign containing all the facts about our 100% message.

Music, while all too often playing a wallpaper role in advertising, in this instance it was critical in helping deliver our intended message and reinforcing this 'familiarity' thought, in two ways:

- It represented a nostalgic tug back towards a cult comedy classic Cheers (remember our key audience here was older 35-55.)
- The lyrics 'Where everybody knows your name' helped disrupt the perception that of course not every staff member knew each of the 150,000 customers who visit daily by name but in fact they did know each of the 18,000 farmers.

It was important to bring the message back to our local communities, so each of our restaurant franchisees met with the local farmers in their area who supplied our 100% Irish beef.

Staff and Crew

The value of the McDonald's 4300 crew members to reinforce our message cannot be overstated. To ensure they were fully aware of the campaign and the importance of our Irish food story we produced a number of support materials for them:

Paul is loving it - McDonald's beef

McDonald's Restaurants of Ireland, which employs over 200 people in the south-east, has announced that it grew its exports of Irish produce to €200 million in 2011, up €40 million since 2008. Farmers from Kilkenny including Paul Farrell from Gowran helped create the McDonald's export success story in 2011, when the company grew its exports of Irish beef to €110 million, up from €80 million in 2008, with Ireland also supplying dairy produce and eggs to the McDonald's system.

McDonald's also announced that all of the beef used in McDonald's restaurants, including one in Kilkenny city, is sourced from Bord Bia Quality Assured (QAS) Farms like Farrell's d in Gowran. McDonald's uses 40,000 tonnes of Irish beef every year, meaning that one in every five hamburgers sold



Chris Finn of McDonald's Kilkenny with Gowran farmer, Paul Farrell and Paul's son Jeremy on the Farrell farm in Gowran

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Clare farmers beefing up McDonald's exports

CLARE farmers have played their part in the export success of McDonald's Restaurants of Ireland. The group announced it grew its exports of Irish produce to €200 million in 2011, up 600 million since 2008.

It also stated that farmers from Clare, including Noel Kelly from Spacillill, helped create the McDonald's export success story last year, when the company grew its exports of Irish beef to €110 million, up from €80 million in 2008, with Ireland also supplying dairy produce and eggs to the McDonald's system. McDonald's also announced that all beef used in McDonald's restaurants, including those in Ennis and Shannon, is sourced from Best Beef Quality Assured (BBQA) Farms like the one located in Spacillill.

McDonald's uses 40,000 tonnes of Irish beef every year, meaning that one in every five hamburgers sold across Europe



© Eamon McDermott, Kinsale, McDonald's franchisee in Clare pictured with Spacillill beef farmer and McDonald's supplier, Noel Kelly.

Irish grown Big Macs on the up

McDONALD'S purchased €200million worth of Irish food last year, representing a 20pc increase over the last three years.

The biggest jump occurred in beef, growing from €10m in 2008 to €110m last year.

The world's biggest fast-food chain, which employs nearly 4,000 people in Ireland, is also in the process of hammering out a multi-million-euro deal with Dawn Meats to supply burgers over the coming years. An advertising campaign is starting tomorrow featuring Dawn's Co Limerick-based supplier Liam Delaney.

ADVERTISING
McDonald's uses 40,000t of Irish forequarter and flank every year, meaning that one in every five hamburgers sold across Europe is made from Irish beef. A total of 5,000t is used in Irish outlets, where Best Beef's Certified Member mark for beef has been incorporated into all of the chain's advertising.
The bulk of the other €90m food purchases by the chain



GOING BIG: (From left) Best Beef's director of markets Michael Murphy, McDonald's Adrian Cress and Liam Delaney talk about future prospects on Mr Delaney's farm in Mountmellick, Co Louth. JEFF HURLEY

here are in the dairy and egg production sectors.
Commenting on the development, Adrian Cress, the managing director of McDonald's Restaurants of Ireland, said that increased emphasis on locally sourced ingredients was a key element of the company's evolving strategy.
"We believe that Irish beef is the best in the world and we hope to help grow the McDonald's export market for Irish produce even more significantly in 2012, in our international markets," he said.

THE IDEA

- ▶ Leaflets were sent to every crew person explaining where our food comes from
- ▶ Posters were displayed in all the crew rooms explaining the campaign
- ▶ A communications pack containing the TVC and behind the scenes footage was sent to each restaurant
- ▶ A dedicated section was set up on our internal intranet to support the campaign.
- ▶ They were coached how to reinforce this message with customers whenever the opportunity arose, naturally.

Media Strategy Introduction

Because the primary goal was to make people more trusting of McDonald's, (a global brand) by using the 100% Irish beef messaging, it was not enough to merely build awareness levels by using the conventional multi-media approach.

Instead we needed a media platform that would enhance the messaging and make it memorable. As mentioned, The Edelman Trust Barometer is a highly regarded global survey of trust in institutions covering 25 countries (including Ireland). This annual research study provides insights into how people trust businesses, government and the media. Thus rather than selecting media channels based solely on their ability to reach large audience sizes, using this research we had identified the media channels which could convey a trust message most effectively i.e. media channels which our target audience engages with most frequently.

Research Insights

The Edelman research highlighted that traditional news sources i.e. newspapers, TV, radio and search engines were the most trusted information sources here for our audience. 64% of the Irish panel surveyed said they trusted traditional media for general news/information, in comparison to only 19% who said they trusted social media for general news/information.

Thus, most of our budget was allocated against trusted, traditional media. We had dissected the research which to our surprise, had revealed that 64% of Irish people need to hear something three to five times before they will believe it. This helped our effective frequency planning.

Launch Phase Activation

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THE IDEA

The cornerstone of the launch was a 40 second heavyweight TV campaign running for five weeks from March - April 2012.

As the target for the campaign was adults aged 30 – 55, we up-weighted ratings on the national and older profile terrestrial stations i.e. RTE 1, and TV3 and reduced the share allocated to the younger satellite stations e.g. MTV. As we communicated a “100% Irish beef message”, our TV buying strategy demanded a strong presence in high profile Irish programming including The Late Late Show and Winning Streak. Due to the importance of this campaign, we significantly up-weighted airtime quality levels i.e. first/last in commercial break and peak programming access.

Learning from the Edelman Trust Barometer, we restricted our digital activity to TV station players. Impressions were bought solely on news, current affairs and lifestyle programming.

We used the medium as a message with a strong presence in high profile Irish Programming.

Our press campaign featured a range of sizes including solus adverts to guarantee page 1 positioning and full pages to convey impact.

On radio we bought airtime across a range of national and local stations. Most of the radio budget was allocated to news and current affairs programming in order to credibly articulate our trust message.

The campaign was brought to life very effectively in-store as our farmer appeared on window posters and tray liners in all restaurants. This in-store support effectively added an extra media channel to our plan.

We used outdoor as a leadership medium to focus purely on the “Our beef is 100% Irish, 100% local” message. We used the medium’s capabilities to its fullest extent by buying premium illuminated outdoor sites to convey a delicious and appetising Big Mac.

We maximised campaign coverage and frequency levels by buying 48 sheets and Metropoles (generating impact) and 6 sheets in close proximity to restaurants, which had ultimately helped in considerably driving footfall.

Finally cinema was included, dramatising our landmark commercial to its fullest extent.

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THE IDEA

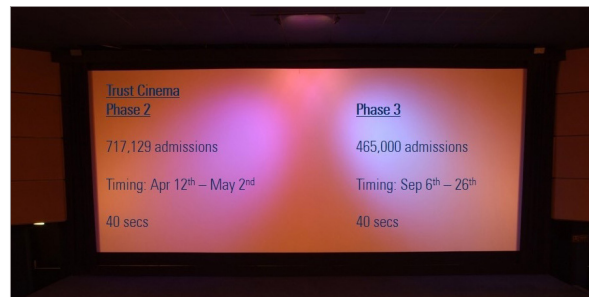
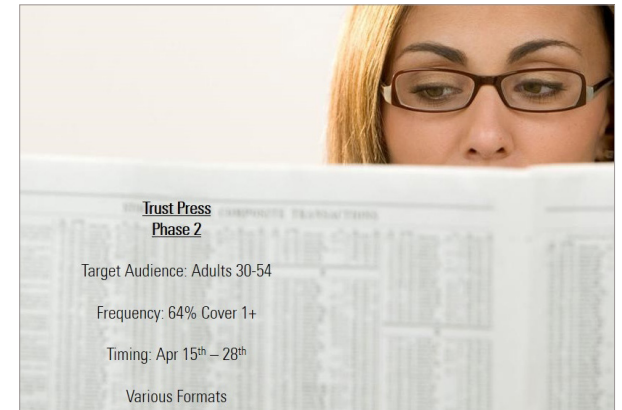
September – October 2012

A second phase of activity followed in September-October 2012 using TV, cinema, online players, outdoor and press with a similar strategy to the first phase.

2013 Activation

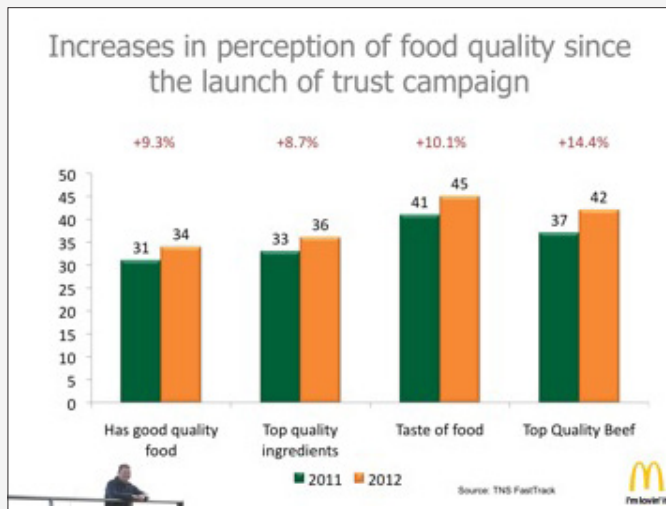
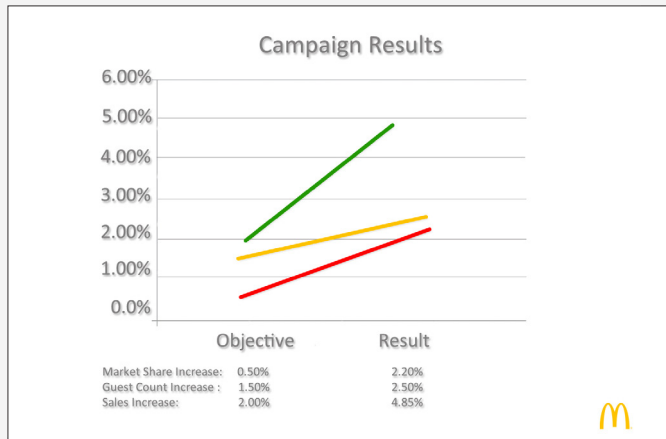
Here, we moved to a more frequent phasing strategy with somewhat lighter weights to cement our campaign message over a longer period of time.

We recommenced activity in January on TV and VOD and subsequent phases followed in April, and September – October using the above media in addition to Cinema, Press and Outdoor.



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THE RESULTS

To say our Trust campaign exceeded expectations is an understatement!

As set out, our three key financial objectives were to increase market share by 0.5%, increase guest counts (number of customers) by 1.5%, and increase total sales by 2.0%. As depicted below we delivered increases of 2.2%, 2.5% and a staggering 4.85% respectively.

These increases have been taken directly from the ROMS data and are attributed directly to the Trust Campaign. This again at a time when the market was at an all time low and facing the greatest beef crisis Ireland had experienced.

We isolated pre campaign that in order to increase Trust for McDonald's (Source: Fast Track/ TNS), we would have to focus on improving food quality cues. In fact we identified a number of key drivers for building trust and in 2012 these drivers all increased beyond expectation:

- ▶ Top quality ingredients +8.7%
- ▶ Taste of Food +10.1%
- ▶ Concern about safety +1.0%
- ▶ Good quality food +9.3%
- ▶ Top quality beef +14.4%

The key brand metric 'A company I can trust' increased by +14.8%

Furthermore, independent HPI Research identified that:

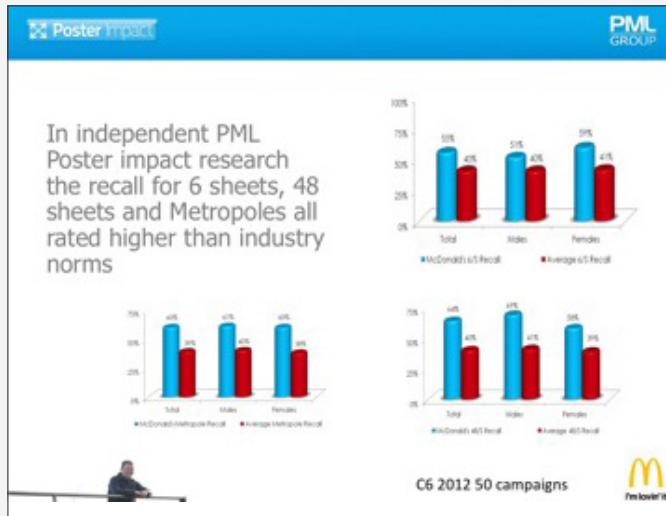
- ▶ 93% of the core audience agreed McDonald's cares about ingredients in its food,
- ▶ 97% agreed McDonald's sources its ingredients from Irish suppliers and
- ▶ 96% agreed McDonald's uses high quality beef.

Competitive advantage:

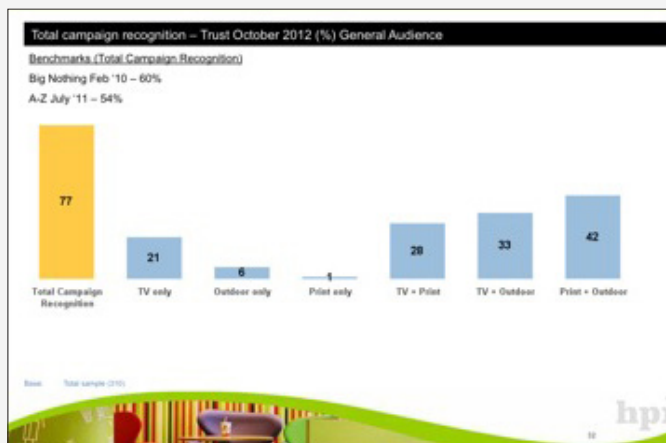
In terms of using our trust campaign to drive a quality wedge between us and our direct competition (N.B. direct beef competition e.g. Burger King), we also succeeded.

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Outdoor research



THE RESULTS

Trust Campaign global comparison Results:

Now, we uniquely have the capability of looking at the independent tracking study carried out by HPI, one of the UK's largest full service independent research agencies. While, we appreciate that there are many slides to follow here, it is rare that such comparison studies are available and it allows us to drill deep into the campaign to see exactly how Ireland's trust campaign fared when compared to the UK norms.

The ad performs well in terms of challenging original perceptions of McDonald's for the better. It is also able to generate positive feelings towards the brand.

Very high cut through. Nearly four out of five people saw at least one aspect of the campaign. The consistent product imagery in the press and outdoor campaigns led to two fifths of the sampling seeing it in both places.

The ad is appreciated for its clarity in the point it is trying to make. Also, the music comes across as a key strength for the ad. The campaign also speaks more directly to a broader audience and resonates with people more than the general audience average.

The message of using local beef in their burgers, working with local farmers and the music all came through as appreciable aspects of the ad.

Just over a quarter of the sample cite the music as something they



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THE RESULTS

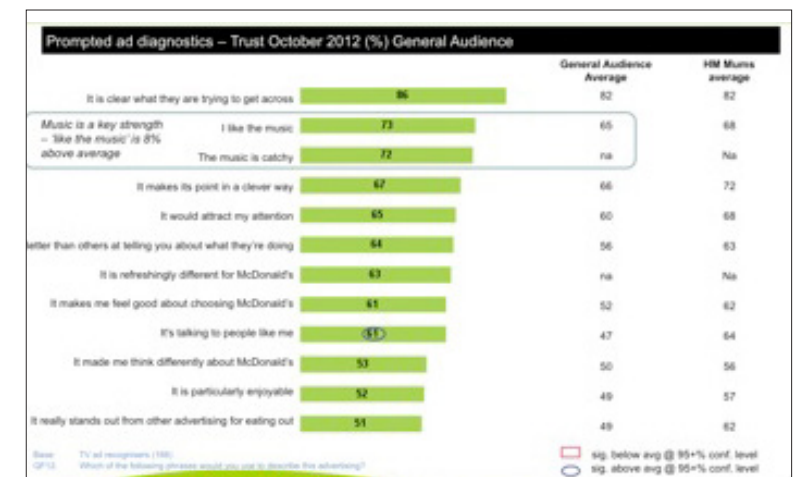
appreciate about the ad. For them, the music seems to fit with the overall message and feel of the ad.

The brand benefit, that McDonald's sources food from Irish farmers is very overt as is the product benefits relating to this. Both significantly exceeding the benchmark for effective communication.

The ad performs well in terms of challenging original perceptions of McDonald's for the better. It is also able to generate positive feelings towards the brand.

The ad has no significant problems in terms of being irritating or annoying. It is also not seen to lack credibility. All negative diagnostics are below the overall Trust benchmark.

The ad is appreciated for its clarity in the point it is trying to make. Also, the music comes across as a key strength for the ad. The campaign also speaks more directly to a broader audience and resonates with people more than the general audience average.



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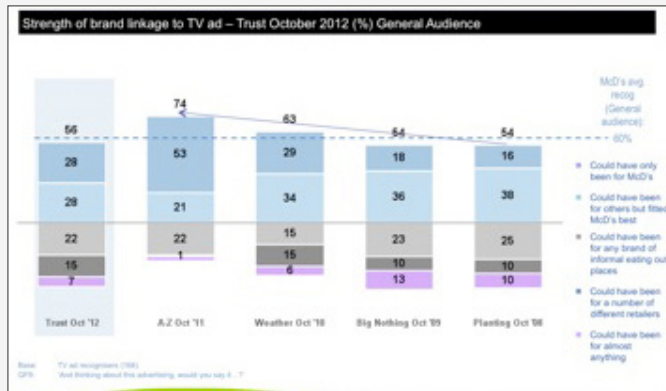
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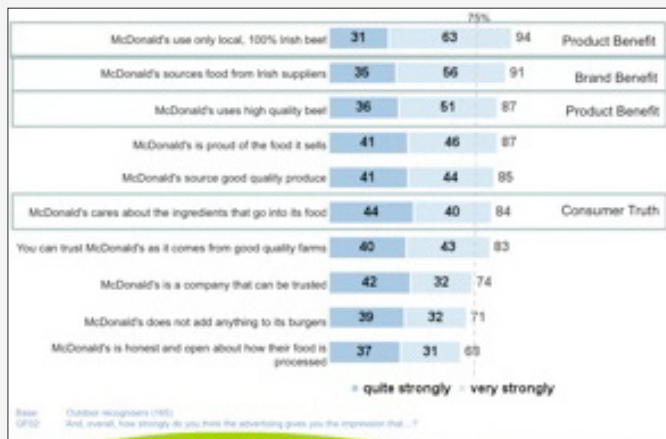
THE RESULTS

Outdoor results:

Outdoor campaigns tend to be highly motivating, and the Trust campaign in Ireland is no exception. The 100% Irish message proving to be a compelling motivator for people.



Outdoor research



Outdoor

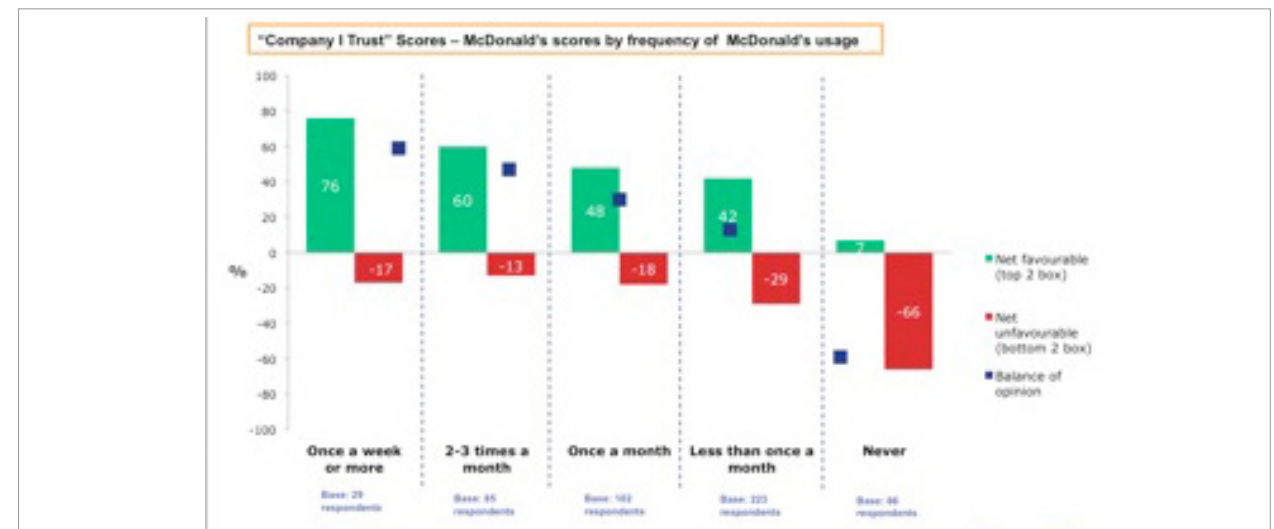
THE IMPACT

We feel that the best way to show true behavioural change is to illustrate the reactions of the marketplace to the crisis that struck our country when the horsemeat scandal became apparent. What follows are the research analysis carried out by TNS in the wake of the horsemeat scandal.

Unsurprisingly, trust scores are much higher amongst more frequent McDonald's users. Scores seriously drop off amongst non-users.

Despite restaurants being less linked to the horsemeat scandal in respondent minds, they suffer more in terms of the effect on future visits. Could this be because restaurants actually produce the food, and are less of just a distributor like Supermarkets are?

Similarly, McDonald's performs strongly in terms of the supply chain for all food.



NEW LEARNINGS

While one should never devise a strategy based on a potential catastrophe striking, developing a campaign like Trust which drew in more stakeholders than most was instrumental in containing an epidemic like the horsemeat scandal.

Sometimes taking off your traditional hat and putting on a different one, which changes your behaviour can have great benefits. In this case, while it seems like a small perspective change treating our campaign planning more like Presidential campaign planning ie very clear and deep stakeholder engagement strategy, allowed us to reach out to both government and farmers alike to show their trusted support for this campaign.

SUMMARY

Trust is a word that has lived a very precarious life in Ireland over the past number of years. We have become, as a Nation, due to the collapse of supposed 'trusted' institutions, very wary of people and companies that start waving that flag too vigorously. When McDonald's in 2011 embarked on a campaign to instill greater 'trust' in their products, especially beef, one could have said that they were very brave. This is the story of how McDonald's not only succeeded beyond all expectations in telling their 'trust' story but did so when facing one of the greatest crisis that the beef industry in Ireland has ever faced, the horsemeat scandal.

McDonald's - Building a Pillar of Trust

Cawley NeaTBWA & MediaWorks



MEDIA GALLERY

CREATIVE

Our beef is 100% Irish, 100% local.

Sourced from farmers we know by name, like Liam Delaney, Laois.

Liam is one of our local Irish beef farmers. In fact, he's one of the 2,500 Irish farmers who supply our restaurants in Ireland with Irish beef from their Bord Bia Quality Assured farms.

Liam knows that Irish people appreciate Irish beef. And so do we. That's why all of our beef is 100% Irish, sourced locally from farmers we know by name.

Bord Bia QUALITY ASSURED MEMBER

All our beef is 100% Irish supplied by certified members of the Bord Bia QAS

Available after 10.30am. ©McDonald's 2012

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Available after 10.30am. ©McDonald's 2012

We know our Irish farmers by name. Meet Liam Delaney.

At McDonald's we like all our beef to be 100% Irish, 100% local. That's why we source our beef from local Irish farmers like Liam. Running his family farm in Portlaoise, along with his dad Jim, he's one of 2,500 Irish farmers who supply us with 100% pure Irish beef.

100% Irish 100% Local

Bord Bia QUALITY ASSURED MEMBER

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Available after 10.30am. ©McDonald's 2012