SILVER, Fashion, Beauty & Home
Campaign Title: Clean is Just the Beginning
Year the campaign took place: 2017



Brand: Clorox
Creative Agency: FCB West
Media Company/Agency: OMD, AKQA, Ketchum
Research Companies: Lieberman Research Worldwide, Market Vision, IPSOS, QRC, Ketchum Global Research & Analytics

Summary of the marketing challenge, methodology, insight discovered, creative execution and business impact.

The marketing challenge was to increase brand penetration & relevancy of a 100-year old brand. To do this, the brand needed to develop both a purpose-driven Masterbrand Idea, then scale this idea across four sub-segments (wipes, sprays, bleach, toilet). Several research methods were used for this venture: segmentation & target ethnography, cultural trends analysis, brand equity drivers, cross-portfolio equity drivers, behavioral studies, creative territory quals & idea labs, biometric validation, and advanced marketing-mix analysis. First, research lead to the insight that engaged cleaners are emotionally motivated by the pay-off AFTER the clean. A clean environment truly transforms feelings of stress & anxiety into calm & happiness. Indeed, cleaning is truly a transformative force that creates a welcoming environment that enables

human potential. By focusing more on what comes AFTER, Clorox can change the script for why cleaning is relevant. Clorox galvanized around its new purpose, "Clorox Champions a cleaner world where people thrive". This led to the Masterbrand big-organizing idea (BOI), *Clean is just the beginning.* This idea was scaled across the entire portfolio via segment-specific stories, including a manifesto film, *Clean Matters,* and *Caregivers (bleach-based cleaners).*Using authentic, documentary-like film style, the creative is an honest, uplifting glimpse into the diverse lives of people affected by cleaning. It changed the conversation from "what was" (a task, a job) to "what can be." Also, this led to philanthropic partnerships, PR & social executions, which included biometric validation of the emotional effect of clean. Result are outstanding for both the brand & the business: Sales +4% in first quarter and beyond, 2x engagement & 1B impressions with social tactics & website engagement, $/buyer +6%, Media ROI increased double-digits, HHP greater than leading cleaning, beverage, and tech brands, & superior equity ranking & differentiation. We can continue to manage these results using a proprietary "halo" attribution model that proves the scaled ROI and profit for the new campaigns across the multi-segment portfolio. And overall, the simplified demand plan significantly improved operational efficiency of the multi-segment brand.

CONSUMER INSIGHT

Cleaning has the transformative power to calm the senses & the soul, and help people move forward – to whatever comes next.

For most consumers, cleaning is not just a task – it's about life that happens after they're finished cleaning. And during these very culturally-turbulent times, a clean home & community can be like a clean slate – a new beginning. Indeed, cleaning has the transformative power to calm the senses & the soul, and help people move forward. Clean helps people THRIVE.

MARKETING CHALLENGE

The marketing challenge was to transform a 100-year old brand via purpose-driven positioning that can be scaled efficiently across multiple product lines.

The Cleaning category was a sea of sameness, cluttered with functional brands and product-solution communications. Clorox communication had been a cluttered collection functional campaigns across disparate sub-segments – they lacked unified & purposeful brand expression. The Clorox Co passionately believes that cleaning is as elemental to human needs as nourishment and safety. Today consumers expect brands to stand for more than function or fashion – brands need to elevate their purpose and meaning.

So the brand aspired to use its passion for purpose & Clorox's trusted values to transform its expression into a relevant force for brand and category growth. To do this, the brand needed to declare its purpose and new positioning, then craft an emotional & financially-rewarding creative idea. And to maximize operational efficiency, the marketing plan needed cross-portfolio scale, maximizing coverage of multiple segments with just a few stories.

METHODOLOGY

In order to design a new Masterbrand purpose, positioning, and cross-portfolio scale, the brand needed fresh, human-centered insights about consumers and its own equity. First, Clorox uncovered a large contingent of emotionally engaged cleaners by **quantitatively segmenting** the attitudes, needs, and behaviors of the general market & Hispanics. **Ethnography** uncovered the category, life, & meta needs, leading to the searing insight that consumers clean to help their families thrive. Indeed, cleaning is not just about "how", it's about what comes next - cleaning provides a deeply emotional reset that sets the stage for life and possibilities.

Next, Clorox tested the strength of this insight against the brand's differentiated equity attributes and the cultural influences surrounding us all, via **brand equity health drivers and cultural trends analysis**. Cross-portfolio **Bayesian equity drivers analysis** of loyalty drivers for Masterbrand and segments, the brand identified the most parsimonious solution of scaled multi-product platforms that could deliver maximum loyalty for the Masterbrand. The ROI of this plan was validated via **Marketing-mix meta-analysis** of previous attempts at Masterbrand campaigns from the last 7 years.

At this point, Clorox galvanized around its new purpose - "Clorox champions a cleaner world where people thrive". Clorox developed its first-ever Masterbrand film manifesto - *Clean Matters*. This work was shaped by **territory quals**. This lead to the new BOI (Big organizing idea) , *Clean is just the beginning/What comes next*, which delivers the most compassionate, human-centered moments where people thrive AFTER cleaning – a far cry from the hard-hitting, functional, claims-based messaging that dominated the category. Soon after launch, Clorox needed to prove that clean matters more publicly, via the PR campaign, "Clean & the Human Psyche". Leveraging **quantitative predictive modeling & biometric measurement**, the brand proved the neurological and emotional correlation between a clean environment and personal happiness, empathy, and reduced stress.

Later, a second story, *Clean Matters,* was developed to support the Clorox's flagship brand, Clorox Bleach, and other bleach-based cleaners. *Caregivers* was designed to improved consumer relevance for bleach, while maintaining the equity strengths that differentiate Clorox from rest of market. **Idea labs** shaped the tone & storyline for the *Caregiver* idea, and the resulting creative was a successful replacement for what was in market at the time.

Finally, Clorox used an innovative approach to measure ROI attribution of the new scaled plan across the portfolio using **advanced marketing mix analysis.** To be measurable, Masterbrand-level campaign data had to be

developed and tagged appropriately across agency/media partners. Then, using an iterative testing approach across multiple products, the business was able to model ROIs and scale "halo" patterns. These halo patterns help the business understand the ROI- and profitability-per-segment to inform business decisions.

CREATIVE EXECUTION

In a category obsessed with going from dirty to clean, no one had focused on what comes AFTER the clean. With the new brand purpose and transformative creative strategy, the creative team had to break the all the rules. There were no technical reasons to believe, product demonstrations, or forced cleaning scenarios. Instead the creative focused on the importance and impact of a clean environment, across all of Clorox Masterbrand product segments.

The *Clean is just the beginning/What comes next* campaign (and its sub-stories) was an honest and uplifting glimpse into the diverse lives of people affected by cleaning, from subtle to grand, from every day to extraordinary. Authenticity was everything. The creative didn't cast picture-perfect moms in cardigans cleaning an impossibly clean kitchen. It cast real people - real families, friends, lovers, coworkers – captured by documentary film directors. It captured real moments that authentically portrayed the transformative power of clean. The creative intended to change the conversation from "what was" (a task, a job) to "what can be."

The launch of the manifesto brand film, *Clean Matters,* kicked off an awareness-driving phase through high-profile television programming, social media, and cinema activation. Simultaneously, product advertising both domestically and globally was introduced that exemplified the brand's purpose through the "What Comes Next is Everything" tagline. We also leveraged the biometric findings & video to inspire action with the Thrive Collective. Clorox revitalized a local community space and generated a celebrity media day & celebration event.

A second story, *Caregivers,* was launched soon after. This work was designed to change negative perceptions about Clorox Bleach and bleach-based cleaners, while also celebrating bleach's power that drives the Clorox's unique trust and credibility. So, the creative pointed out that bleach is used "when it matters most". We trust experts like nurses, aid workers, and moms to create clean, safe environments. We trust them and they trust bleach. This campaign leaves the cleaning stereotypes behind, we talk about the brand's ongoing heritage of supporting the high stakes "thrive moments" like disaster relief, hospital visits, while also driving the home-based usage and trust. A safe, clean home is protected by bleach, when it matters most. Social creative uniquely broke the 4th wall by exchanging the out-of-home bleach usage to an in-home context.

BUSINESS RESULTS

The Clorox goal was to category transformation from functional to more-human/purpose-driven, to maintain superior equity during this transformation, and to drive value for the business:

Results:

Enhanced category relevance & brand equity drivers

- 2x more social engagement of shares, seconds viewed, and website traffic, 1B impressions
- Increased dollar sales per buyer 6%
- Top equity ranking in cleaning category
- 7% lift in purpose-related equity attributes, and attributed more to Clorox vs competition (vs YAG)
- Clorox attributed to more category-driving equity attributes than nearest competitor

Drive Business results:

- Exceeded our internal, proprietary consumer value measures
- Sales +4% first quarter in market
- Double-digit increase in media ROI
- Simplified the demand plan across fewer stories