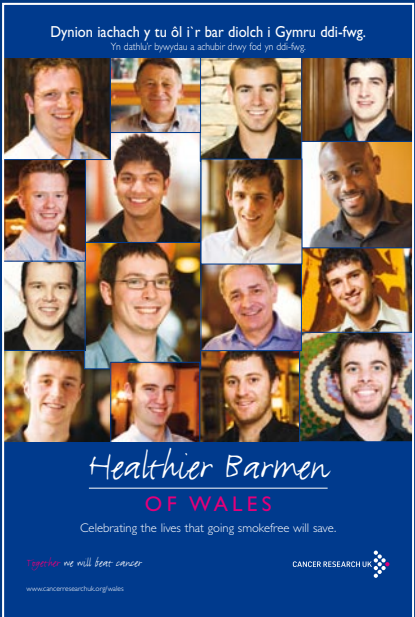


# Strategic Excellence – Cause related and not for profit

## Celebrating Smokefree



**family**



## Precis

This paper tells the story of how family and Cancer Research UK supported the launch of Scotland, Wales and Northern Ireland becoming 'smokefree' and also provided a powerful rally call for celebrating the change. This was achieved through clear strategic thinking, a deep understanding and appreciation of the regional cultures, involvement of the target audience and the development of powerful creative work.

## Executive Summary

In 2005, around a quarter of all UK adults smoked with almost half being exposed to tobacco smoke either at home or at work<sup>1</sup>. Smoking undeniably causes cancer and is linked with 9 out of 10 lung cancer cases<sup>2</sup>. No wonder Cancer Research UK felt a smokefree Scotland, Wales and Northern Ireland was cause for celebration.

It has been estimated that exposure to second-hand smoke causes around 11,200 deaths in the UK, including 617 deaths per year due to exposure to second-hand smoke at work, 54 of which are in the hospitality industry.<sup>3</sup>

CR-UK had actively campaigned for smokefree legislation for a number of years and in 2005 it was announced that Scotland would go smokefree from 26th March 2006. This was followed by Wales & Northern Ireland on 1st and 30th April 2007 respectively and England on 1st July 2007. CR-UK saw an unmissable opportunity to use their position as the most loved charity brand in Britain<sup>4</sup> to their advantage, to develop an approach that would:

1. Talk about the positives of smokefree
2. Position CR-UK as a supporter of the new legislation and thus add to its success

### Why get involved?

The new legislation was potentially divisive. Smokers, civil liberty groups and the hospitality industry were aligning to either water down the legislation or make it unworkable. CR-UK therefore had an important role to play and as a powerful independent voice were well placed to help ensure the successful implementation of the ban.

### Who did we target?

The success of the smoking ban required the support of the people of each nation. However, it was crucial to engage with the core group of C2DE smokers aged 25-44 i.e. those people whose habits and behaviour were being particularly impacted by the new legislation.

<sup>1</sup> Office of National Statistics General Register Office 2005

<sup>2</sup> <http://cancerresearchuk.org/cancerstats/types/lung/smoking/?a=5441>

<sup>3</sup> Ash. 'Essential Information on Second-hand smoke' November 2007

<sup>4</sup> *Intangible Business* January 2007



# Our approach in Scotland

We gathered 2 significant pieces of market intelligence to inform our strategy:

1. Republic of Ireland experience

The ROI introduced smokefree in March 2005. As there are parallels between their culture and that of the Scots, we conducted research there with the objective of predicting the likely response in Scotland. We uncovered an overwhelming sense of national pride. Pride that the Government had introduced smokefree to improve the health of the nation and pride that the Republic was taking a lead as a confident and progressive country at the heart of Europe. This pride was felt amongst even the most hardened smokers.

2. ‘Smokefree Scotland’ research groups

We conducted a series of focus groups in Scotland to understand views about the impending ban and found “preachy” messages were likely to distance people. Indeed, smokers became more hostile and this approach hardened their attitudes against the ban.

## Our strategic insights

We honed our learnings into 3 insights for our marketing strategy.

- I. The fact that Scotland was the first region in the UK to introduce this legislation engendered a strong sense of national pride. It was reaffirming Scotland as having its own place in the world, not dictated to by Westminster in this sphere. This sense of national pride would disarm even the most ardent critic of smokefree.
- II. Both smokers and non-smokers realised that smokefree would have a positive effect on them and appreciated why CR-UK would run a campaign. However, their expectations were that CR-UK would take a hard-hitting, “passive smoking kills” approach. In addition to this, we knew that anti smoking campaigns repeatedly highlight the negative health risks<sup>5</sup>. Our conclusion was therefore that if we did this:

a. There was a good chance the campaign would be seen as another anti-smoking campaign or a continuation of existing CR-UK work, rather than what it truly was – a different message.

b. We would inadvertently stir up those who opposed the new legislation and so start the “passive smoking hasn’t been proven” debate.
- III. If we positioned smokefree as a cause for celebration, the upbeat, positive story would create the cut through and impact required as it would be such an unexpected approach.

Table 1

<sup>5</sup> <http://news.bbc.co.uk/1/hi/uk/4709394.stm>

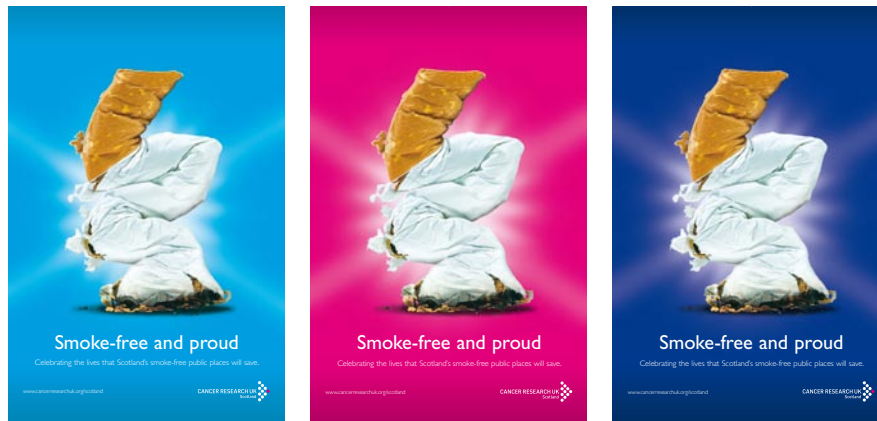


## Executing the strategy

We developed a simple, powerful, visual icon and strapline. This was both patriotic and emotional, capturing a real sense of national pride.

From this stubbed out cigarette icon, our campaign was developed across as many relevant consumer touch-points as possible. Core C2DE media were selected at locations most associated with smoking such as bus stops, pubs, bars and motorway service stations.

The icon was used across all visual media with vibrant colours to emphasise the celebratory feel. Our message was consistent, communicating the simple message that change had arrived and we should all be proud to embrace it.



*Outdoor posters*



*Bus sides*

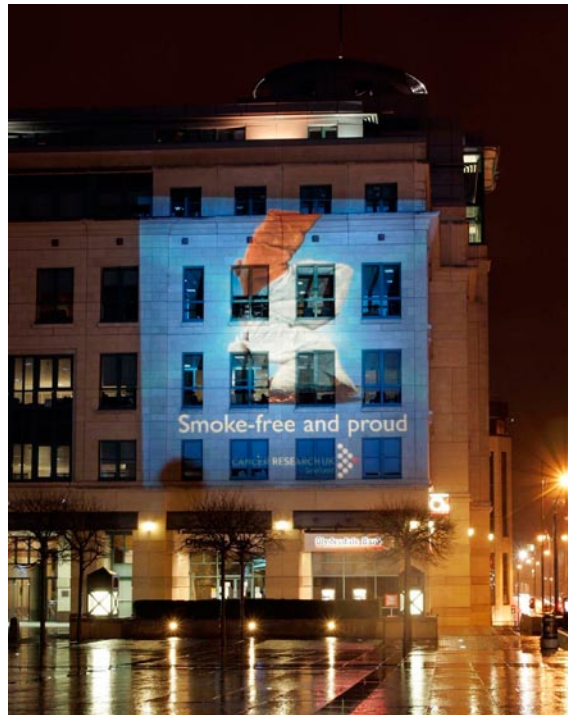


*Bus rears*





*Bus sides*



*Projections*



*Table top*



**Auld Lang Syne ~ Length 30 secs**  
(Ran 28th Dec – 3 Jan)

SFX: Pub atmosphere (clink of glasses, gentle murmur etc)

We hear a man begin to cough, a heavy chesty cough. He continues coughing. As he does so we begin to recognise a tune – it is Auld Lang Syne. The cough begins to improve.

Fade up gentle accordion playing Auld Lang Syne until end of commercial

FVO: (Positive, upbeat) With Scotland going smoke free in March, now is a great time to quit.

At Cancer Research UK, we'll be celebrating the lives saved.

SFX: Accordion finishes.

**Flower of Scotland ~ Length 30 secs**

SFX: Pub atmosphere (clink of glasses, gentle murmur etc)

We hear a man begin to cough, a heavy chesty cough. He continues coughing. As he does so we begin to recognise a tune – it is Flower of Scotland. The cough begins to improve.

Fade up accordion and bagpipes playing Flower of Scotland – it starts slowly but by the end of the commercial it is really stirring and rousing.

MVO: (Positive, upbeat) From March 26th Scotland will be smokefree and proud in enclosed public places.

At Cancer Research UK, we'll be celebrating the lives saved.

SFX: Music finishes.

**My Job ~ Length 40 secs**

SFX: Atmosphere of pub (clink of glasses, gentle murmur etc.)

Kelly: (About 23 years of age, bubbly, optimistic)

I do it 'cos I need the money.

Bar work it is, five nights a week.

Och, most of the punters smoke so it feels like I smoke about 300 cigarettes a night.

(Thoughtful) Yeah, I do wonder what it's doing to me.

SFX: The SFX grind to a sudden halt.

FVO: (Reasoning) Kelly Preston has never touched a cigarette in her life.

Yet she has no choice but to inhale cigarette smoke from others.

(Positive, upbeat) In March Cancer Research UK and people like Kelly, will be celebrating Scotland going smoke-free in enclosed public spaces.

Kelly: I think it's brilliant, I really can't wait.





## Our marketing engagement strategies

Our strategy was to loop our research findings back into the communication and so reinforce the positive benefits of smokefree by building on the respondents' own feelings towards the ban e.g. we commissioned an independent piece of research and actively promoted the results (that 84% of all 18-24 year olds were proud that Scotland was introducing smokefree).

We garnered media support to such an extent that The Sun promoted our research findings highlighting that the ban was about the future, about young people and about their aspirations for a clean-living Scotland – reaching our core target audience and reinforcing the tone/content of the advertising.

## Engaging media partners/PR

We proactively approached media owners to support our celebratory marketing strategy. Supplied with our icon, the media embraced it as THE symbol for a smokefree Scotland. The best examples of which were The Scotsman and The Herald who ran a series (for the week preceding the ban) using our icon on their front pages.

The PR achieved high cut-through because the media embraced the positive, proud attitude of the campaign, a sharp contrast to the gloomy, preachy tone of most anti-smoking advertising.<sup>6</sup>

**Sun SURVEY JOY FOR JACK'S SMOKE CRUSADE**

**47% Ready to quit for March 26**

Will the ban on smoking in public places make you more likely to give up?

**YES: 47%** (Under 25: 55.1%, All: 41.4%, Over 25: 38.7%)

**NO: 53%** (Under 25: 44.9%, All: 58.6%, Over 25: 61.3%)

**84% Young Scots proud of law**

Will the new law make you less likely to go to your local or will there be no change?

**LESS LIKELY: 43%** (Under 25: 39.7%, All: 43.9%, Over 25: 46.7%)

**NO CHANGE: 56%** (Under 25: 60.3%, All: 56.1%, Over 25: 53.3%)

Will smokers obey or disobey the new law?

**OBEY: 78%**

**DISOBEY: 22%**

In your view, should smoking be allowed in private clubs?

**YES: 69.9%** **NO: 30.1%**

**CHARITY MAPS OUT BAN ROUTE**

**THE SCOTSMAN**

MONDAY 27 MARCH 2006

**SMOKING BAN HAILED SUCCESS ON DAY ONE**

PM praises Scots' success - Cherie is open-mouthed

20-PAGE SPORTS PULL-OUT

**The Herald**

MONDAY 27 MARCH 2006

**Scots scientists decode eczema gene**

**Smoke-free and proud**

Young are proud of smoking ban

Young Scots are proud the country is leading the way in introducing a smoking ban. A survey of 1,011 adults, commissioned by Cancer Research UK, found that 84 per cent of 18 to 24-year-olds believe that "a smoke-free Scotland is something to be proud of" compared with 79 per cent of all respondents.

The results were published as Cancer Research launched a poster campaign showing a stubbed-out cigarette into the shape of Scotland, with the phrase "Smoke-free and proud". The image will appear on poster sites, in press, in pubs and on buses ahead of the ban starting on March 26.

**Smoke signals for bar staff**

PUFFED OUT: Our staff are to get guidance about smokers. Picture: Eddie McMillan/Star Features

**SCOTLAND A SMOKING FREE ZONE**

BAR staff will be issued with Scotland's first guide for dealing with aggressive customers trying to break the forthcoming smoking ban in pubs.

Charger City Council and NHS Greater Glasgow have joined forces to publish the document, which will be distributed to more than 300 venues.

The document was written after a survey of Glasgow's bars and other licensed premises revealed that there was growing demand for a step-by-step handbook for dealing with difficult customers.

It also gives step-by-step advice for staff and customers.

The guide will be available to all bars and other licensed premises in Glasgow. We hope that staff, managers and customers will find it useful.

<sup>6</sup> For example the Scottish Executive campaign which ran over the same period with the strapline 'Passive smoking isn't just a nuisance. It's a killer.'



## **Engaging Cancer Research UK shops and supporters**

This campaign needed to engage at grass roots level in order to generate a real rally call so we launched the campaign at one of CR-UK's Edinburgh shops. Campaign posters were available in shops throughout Scotland for people to take away for their homes or workplaces. Advocates and champions of the ban were thus able to get involved and demonstrate their support.

## **Engaging the hospitality industry**

By providing beer mats for the hospitality industry, we encouraged bars and pubs to promote a positive message about the ban within their premises. This proved such a success and generated such a number of requests from the licensed trade for beer mats that supplies ran out!





## So how did the campaign perform?

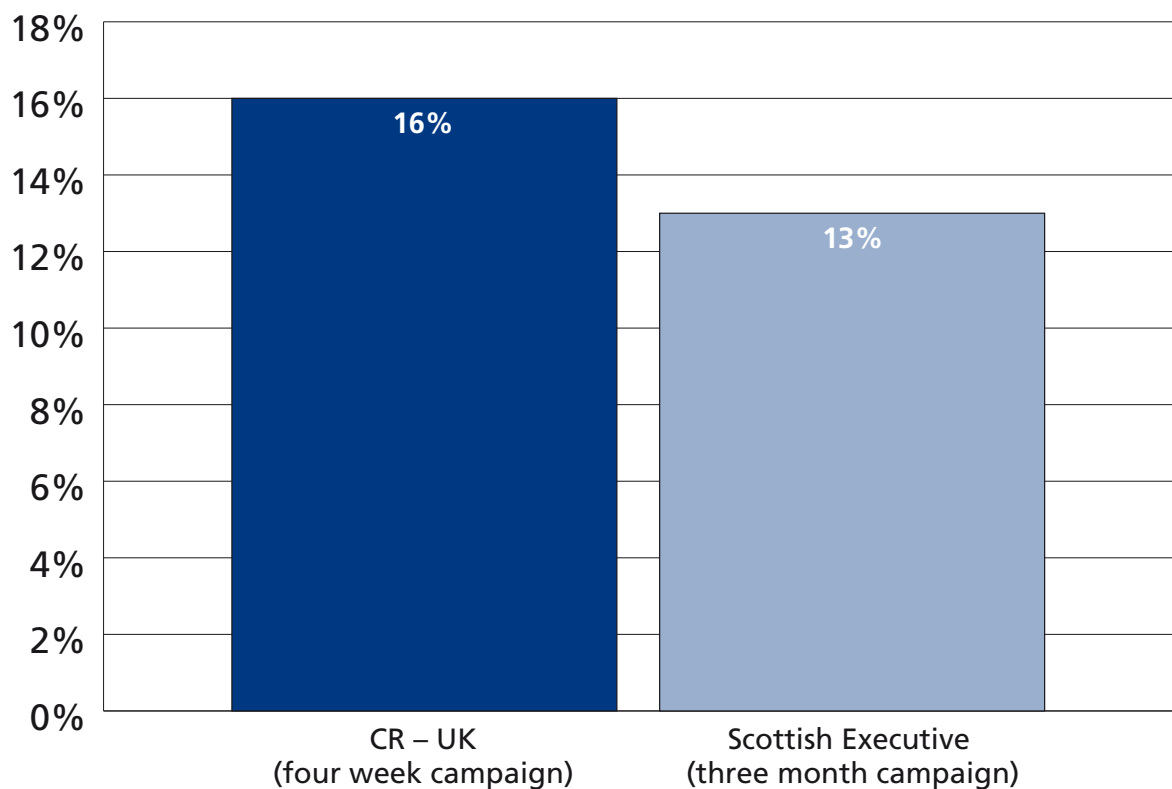
Pre and post-campaign evaluation was undertaken amongst the target audience via independent research<sup>7</sup>. This survey tracked recall, awareness of the campaign, understanding of the key messages, media effectiveness and feelings towards the smoking ban.

In terms of advertising clutter, there was a huge amount of activity around the time of smokefree. The Scottish Executive ran a multi-million pound campaign and nicotine replacement therapy providers were extremely active. There was also heavy press editorial and lots of public debate.

### Our key successes in Scotland include:

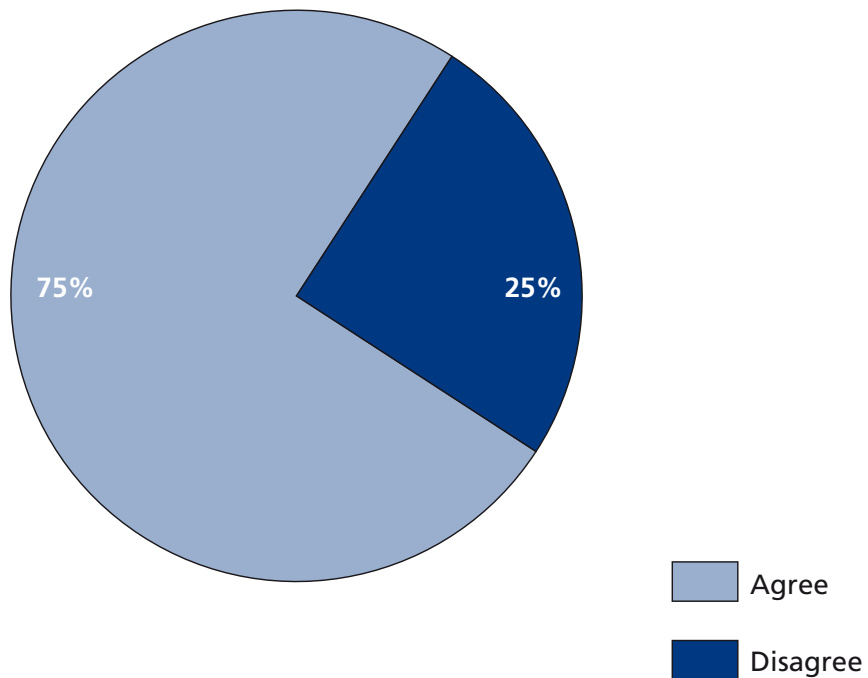
1. Spontaneously, over half of all research respondents saw or heard the CR-UK advertising. This rose to 62% amongst our key audience.
2. 16% specifically recalled our stubbed out cigarette icon which was particularly pleasing when compared to the 13% who recalled the Scottish Executive campaign – despite our spend having been ten times less and our campaign period being one third.

### Specific recall of individual campaigns

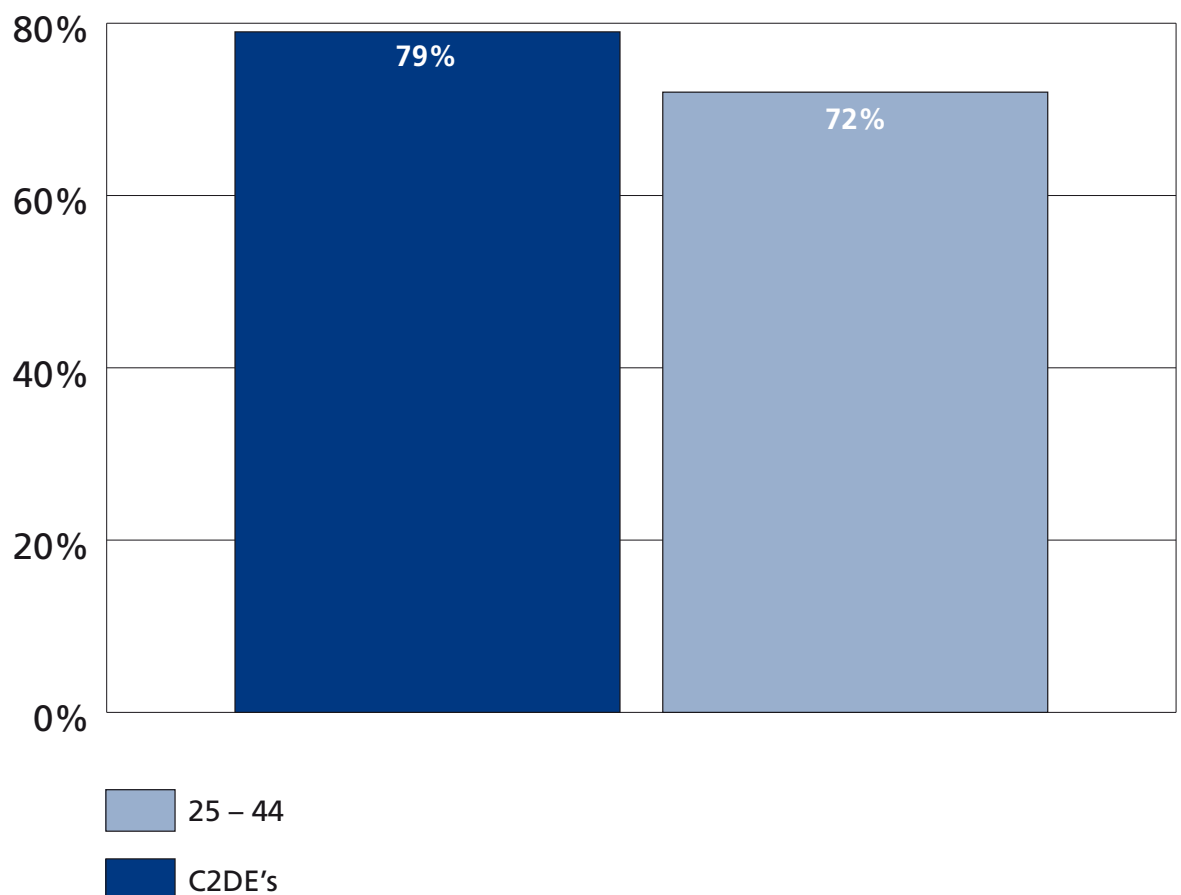




3. 73% of respondents who had seen our advertising believed that it had “drawn attention to the No Smoking Law in Scotland”
4. Amongst those who had seen the advertising 75% agreed that “the advertising focuses on the positive benefits of the No Smoking Law in Scotland”

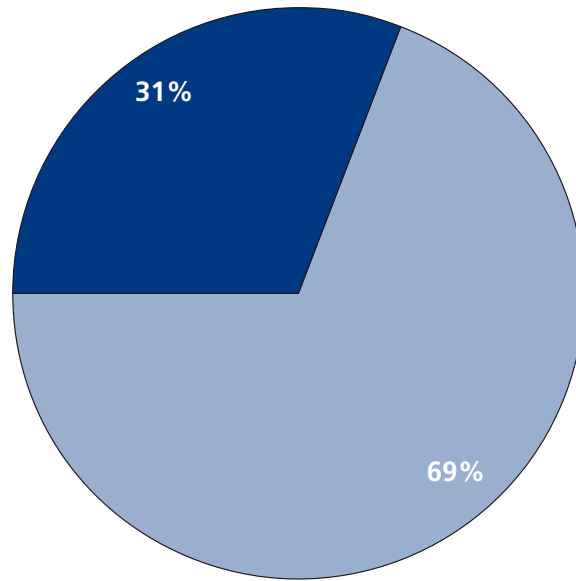


5. Just over 79% of 25-44s and 72% of C2DEs agreed that “Smokefree Scotland is something we should be **proud of**”





6. 69% of respondents stated "I totally support the No Smoking Law in Scotland"



Abigail Brown, Marketing Manager, Tobacco Control, CR-UK  
called our campaign:

**"Without doubt one of the charity's most impactful  
and effective campaigns for years."**



# Influencing the rest of the UK

Following the phenomenal success of the campaign in Scotland, would family and CR-UK be able to replicate the same impact in other regions? Wales and Northern Ireland were next on the agenda.

## Our approach

Applying a similar approach, we set out to understand 3 fundamental things:

- Cultural traits of Wales and Northern Ireland
- An appreciation for the public's attitude towards the imminent bans
- An understanding of what the 'triggerpoint' was for engaging each audience

We conducted further focus groups, gaining feedback on the Scottish campaign icon and radio ads as well as general views on health, smoking and how best to approach the impending ban.

Again, significant strategic insights were generated that were used to shape the campaigns.

## Our strategic insights

- I. In Northern Ireland, there was not such a strong sense of unity or national identity, although the benefits of smokefree were understood and it was positively anticipated.
- II. The sense of pride was diluted in Wales as other parts of the UK had already introduced the ban, or were about to, and heavy smokers here were less convinced that the ban was a good idea than those in Northern Ireland.
- III. Both smokers and non-smokers wanted the benefits of the smoking ban highlighted but, as with Scotland, not in a preachy way.
- IV. Both nations wanted to feel a sense of unity and commitment about smokefree and were looking for a positive message to help celebrate the ban.
- V. Getting the licensed trade, as well as local people, on board with smokefree was vital to ensure it was a success and that the legislation was adhered to.

Table 2

It became clear that one important factor brought both Wales and Northern Ireland together: the value they placed on 'their people'. Northern Ireland was famous for its 'craic' and hospitality, Wales a nurturer of its people. Both nations could connect with CR-UK when they thought of the ban as 'keeping their folks healthier'.

As in Scotland, this message should not be conveyed in a worthy, serious manner as we wanted to create a sense of celebration, and support for the ban.

Given the strong 'pub culture' in both regions and the fact that those most affected by second-hand smoke are hospitality staff, we chose to celebrate the ban through the eyes of local bar staff. Real, recognisable people with whom the public in Wales and Northern Ireland could celebrate.



Dynion iachach y tu ôl i'r bar diolch i Gymru ddi-fwg.  
Yn dathlur bywydau a achubir drwy fod yn ddi-fwg.




*Healthier Barmen*  
**OF WALES**

Celebrating the lives that going smokefree will save.

*Together we will beat cancer* **CANCER RESEARCH UK**

[www.cancerresearchuk.org/wales](http://www.cancerresearchuk.org/wales)

Merched iachach y tu ôl i'r bar diolch i Gymru ddi-fwg.  
Yn dathlur bywydau a achubir drwy fod yn ddi-fwg.




*Healthier Barmaids*  
**OF WALES**

Celebrating the lives that going smokefree will save.

*Together we will beat cancer* **CANCER RESEARCH UK**

[www.cancerresearchuk.org/wales](http://www.cancerresearchuk.org/wales)




*Healthier Barmen*  
**OF NORTHERN IRELAND**

Celebrating the lives that going smokefree will save.

*Together we will beat cancer* **CANCER RESEARCH UK**

[www.cancerresearchuk.org/nireland](http://www.cancerresearchuk.org/nireland)



*Healthier Barmaids*  
**OF NORTHERN IRELAND**

Celebrating the lives that going smokefree will save.

*Together we will beat cancer* **CANCER RESEARCH UK**

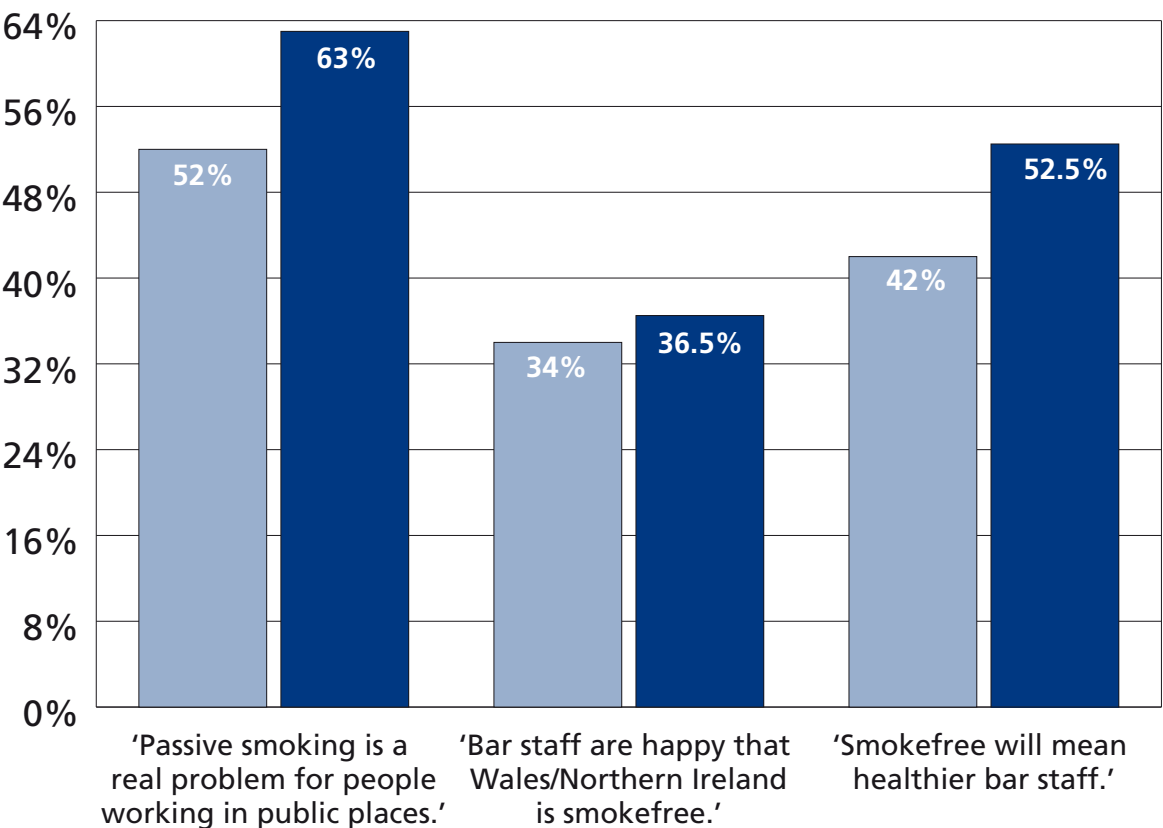
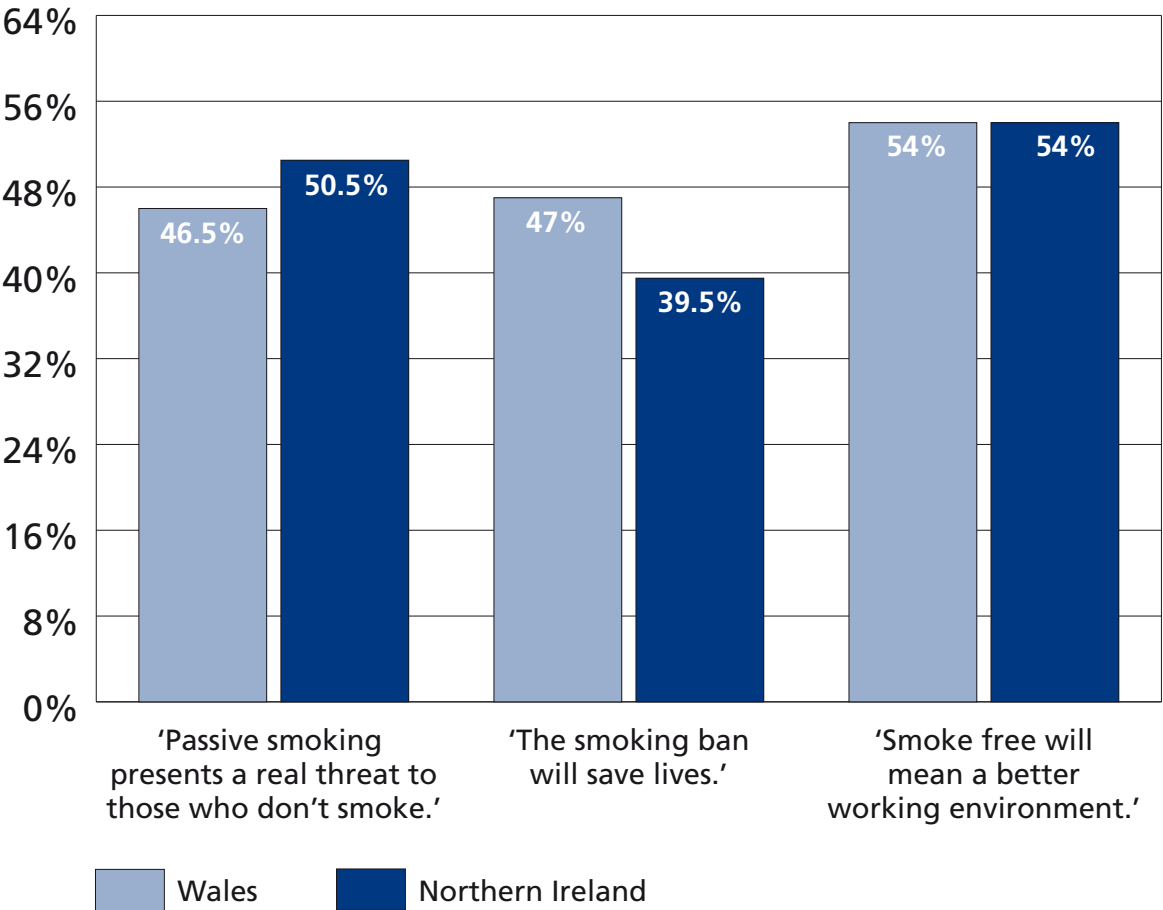
[www.cancerresearchuk.org/nireland](http://www.cancerresearchuk.org/nireland)

This creative was reproduced across 6 sheets, washroom posters, in-bar and press. The radio script 'My Job' used in Scotland was adapted for Wales and Northern Ireland and aired across local radio.



# How did the campaigns perform?

We employed our learnings from the Scottish campaign as well as from our new research in order to successfully engage with our audiences. Again we adopted a positive, celebratory tone of voice to inspire the people of Wales & Northern Ireland to join together, do their bit and support the ban.







PR was utilised to extend the campaign's reach with the media embracing the positive tone of the campaign meaning that extensive coverage was generated, particularly in Northern Ireland.

## Derry people urged to: Spot the healthier bar worker!

**THE people of Derry are being asked to 'spot the healthier bar worker' in a competition launched yesterday by Cancer Research UK to celebrate the lives that will be saved by going smoke-free.**

By recognising and -naming one of the real-life barmaids or barmen from Derry and across the North featured in the charity's new poster campaign, entrants will be in with a chance of winning a weekend for two in smokefree Norway's capital city, Oslo.

With just one week to go before smoke-free legislation comes into effect, Cancer Research UK is running the poster campaign to remind people of the health benefits the new law will bring.

Second-hand smoke causes lung cancer and heart disease and is estimated to kill

most significant health improvements the North has seen in decades. We know from the Republic of Ireland, Scotland and other smoke-free nations, that the legislation will not only protect workers' health, but will also encourage many smokers to quit.

"Going smokefree heralds a healthier Northern Ireland and eventually thousands of lives saved."

"We hope people will join in the smoke-free celebrations by entering our 'spot the barworker' competition online at [www.cancerresearchuk.org/nireland](http://www.cancerresearchuk.org/nireland)."

The winner of the competition will enjoy a weekend for two - including flights and accommodation - to the vibrant and cosmopolitan city of Oslo, which has been smokefree since 2004. Situated at the head of the Oslo Fjord, the city boasts a wealth of shops and museums and several Michelin-starred restaurants.

**'Fresher'**

The weekend trip has been donated by



**W**ITH just over two weeks to go until the smoking ban comes into force in Northern Ireland, preparations are in full swing for the deadline at the end of the month.

From Monday, April 30, at 6am all enclosed public places and work places, including bars and restaurants will become smoke free, protecting employees, customers and visitors from the dangers of second-hand smoke. A smoking ban was implemented in Wales earlier this month.

This follows similar bans in the Republic of Ireland and Scotland in 2004 and 2006 respectively. Despite fears in both those countries that the smoking ban would kill the pub trade and have a negative impact on people's social lives, there has been widespread support for smoke-

which people can smoke in, not just smoking areas," he explained.

"The ban is of course an opportunity."

"This will not have the same impact on us as it did down south. Back then no one knew what to expect and it came as a bit of a shock. But most of our consumers have now experienced smoke free bars, either down south or in Scotland, so they know what to expect."

"And the vast majority of people, smokers included, think it's a good idea."

Adrian McLaughlin from the Merchant Hotel in Belfast's thriving Cathedral Quarter said it was hard to tell what impact the smoking ban would have on the hospitality industry province-wide.

"There's conflicting evidence relating to the ban," he explained.



**Potential impact - Adrian McLaughlin, from the Merchant Hotel, believes the smoking ban will not have a major affect on the business**

**'Six months after Scotland went smoke free, a Cancer Research UK poll revealed that three-quarters of bar staff thought the legislation would improve their health in the long term'**

free environments.

A year after the law was changed in the Republic, a survey found that 93% of people thought it was a good idea, including 80% of smokers. Six months after Scotland went smoke free, a Cancer Research UK poll revealed that three-quarters of bar staff thought the legislation would improve their health in the long term.

Stephen Magorian of Botanic Inns Ltd said he definitely viewed the ban in Northern Ireland as an "opportunity".

"We've already been extending our menus with the intention of attracting more customers in for food, especially families," he said.

"These are people who would've never considered going into a smoky environment before." In terms of practical preparations, Mr Magorian said it very much depended on what was feasible in each of the company's establishments.

That ranges from the construction of a new beer garden outside Derrins in Downpatrick to the innovative plans to lift off part of the roof inside the Bot to create a glass-contained outdoor area, indoors.

"We are trying to create nice outside areas

"There are reports from the Republic that it's affected rural pubs, but then there's counter evidence from Scotland that business has actually gone up."

"I don't think it will affect us too badly."

"If we can enhance the experience for customers we may see our business grow."

The Merchant has constructed outside smoking areas, complete with furniture, heaters and wind breakers, to accommodate people visit-

ing the hotel and adjoining nightclub and bar.

"We are basically trying to make it as comfortable for people who want to smoke," said Mr McLaughlin.

"We have to make sure that smokers don't feel like second-class citizens and make their experience pleasurable, so they will come away saying 'that place looks after its smokers'."

**FACT: A year after the law was changed in the Republic, a survey found that 93% of people thought it was a good idea, including 80% of smokers.**



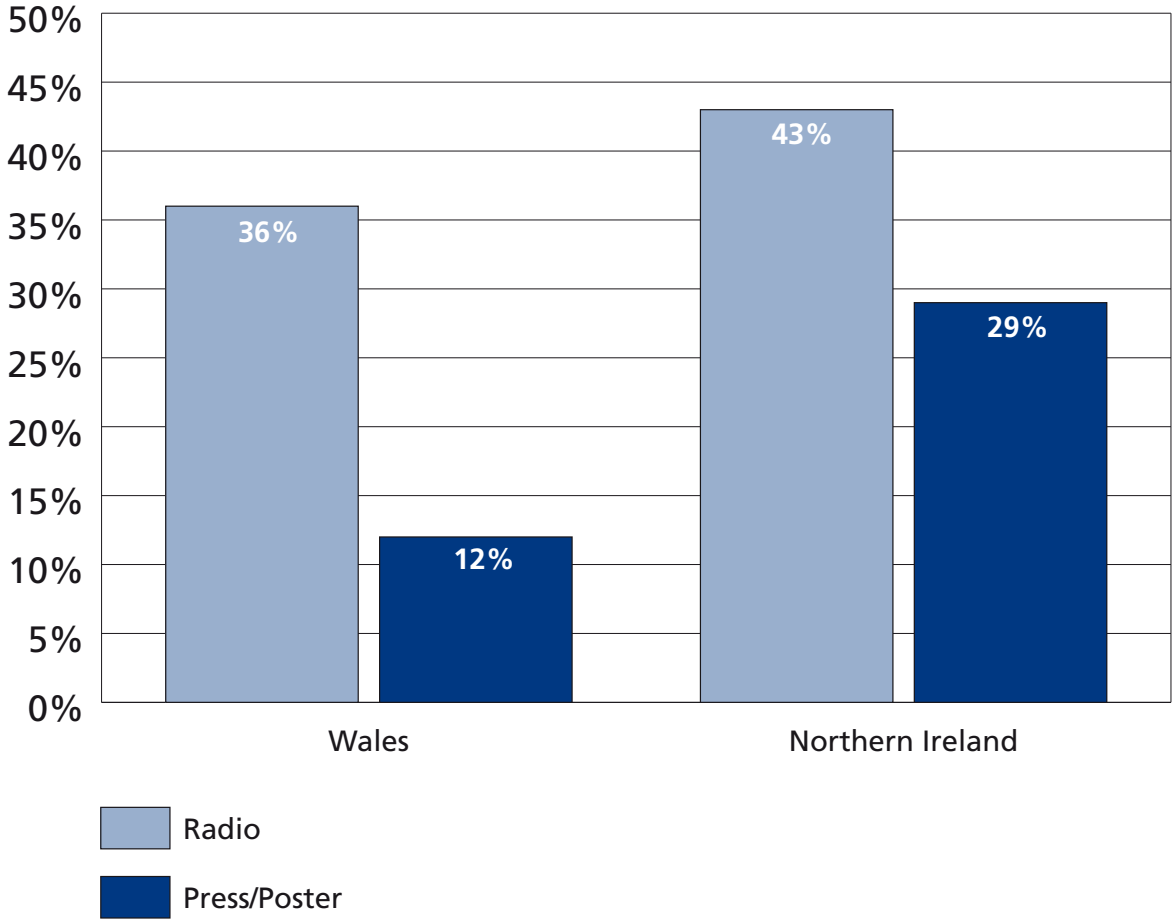
A new addition to the campaign was made in the form of an internet competition encouraging members of the public to identify bar staff featured in campaign posters for the chance to win a holiday to Oslo. The destination linked back in with our strategy of communicating smokefree, Norway having achieved this status on 1st June 2004.

The hospitality industry plays a major role in the economy of both Wales and Northern Ireland, as well as in individual communities within both countries. By championing hospitality staff, we engaged not only the people of Wales and Northern Ireland, but also managed to get the licensed trade on board. Two large on-trade operators (Punch Taverns in Wales and Wetherspoons in Northern Ireland) came on board with our campaign to such a degree that their staff were featured in the campaign posters. No mean feat in the face of what had originally been determined opposition.

**“The Wales and Northern Ireland campaigns were extremely effective in their simplicity which involved using local people, rather than actors. This gave us great PR opportunities and ensured the campaign’s appeal on a number of levels, extending its reach into unpaid for media and thus increasing awareness and recall.”** Abigail Brown, CR-UK

### Our key achievements include:

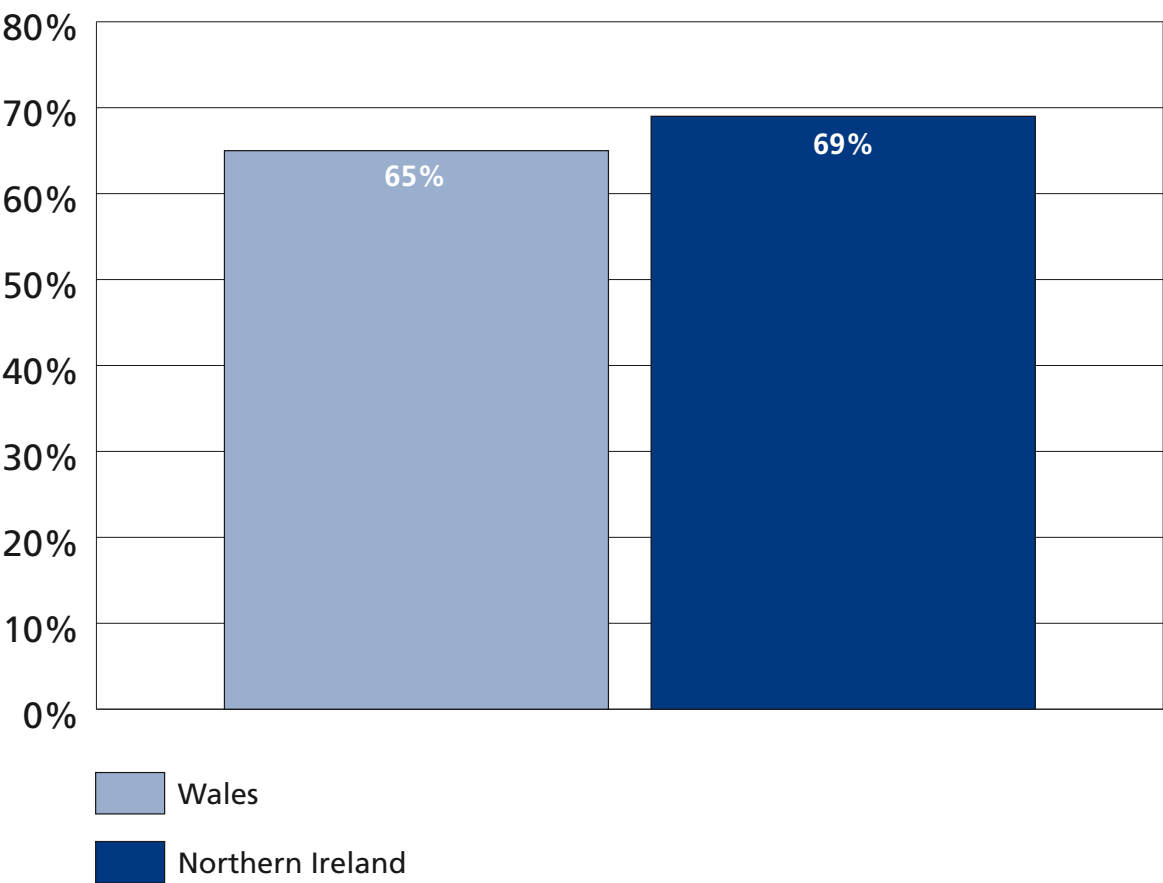
Total prompted recall of CR-UK advertising



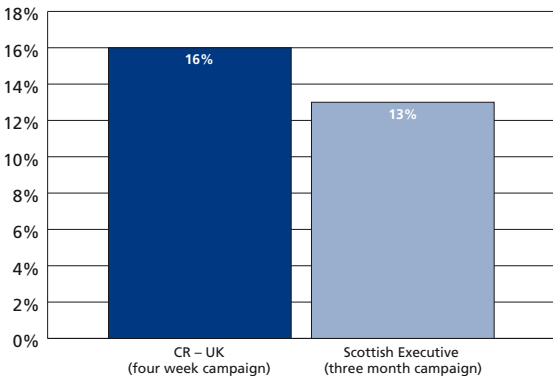




# I totally support the smoking ban

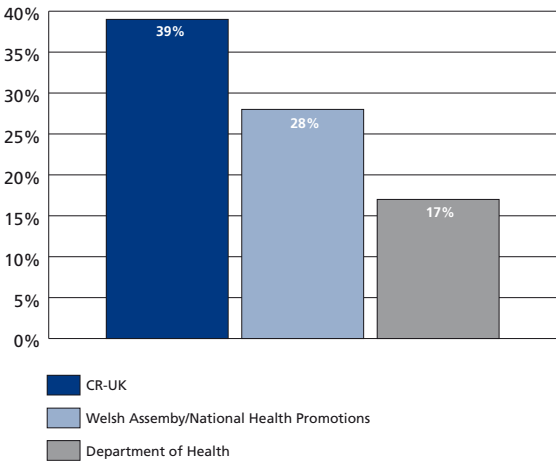


## Specific recall of individual campaigns

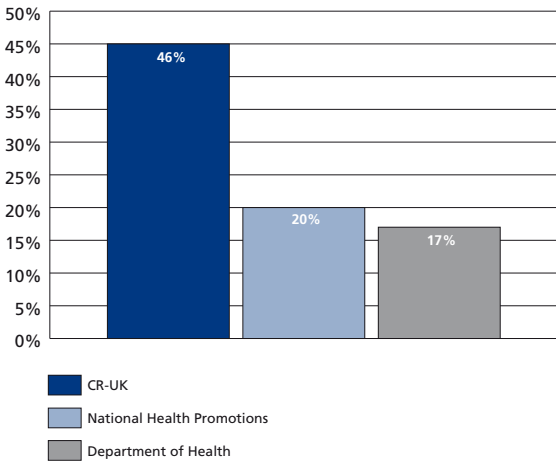


### Scotland

## Prompted awareness of organisation/charity advertising the smoking ban



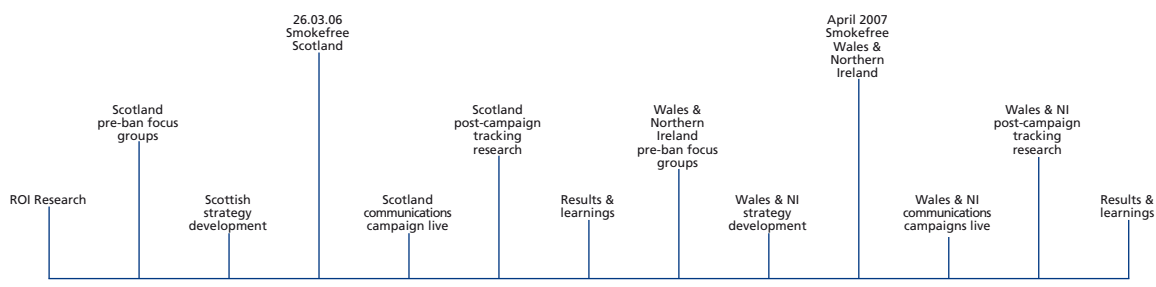
### Wales



### Northern Ireland



## To recap



## Summary/conclusions

'In a noisy arena dominated by various (hard-hitting) TV campaigns, CR-UK was perceived as an important player in terms of the smoking ban launch'<sup>8</sup>.

Since the introduction of smokefree in Scotland, Wales and Northern Ireland, additional campaigns have run in England with tracking research conducted across all campaigns. The campaigns in Scotland, Wales and Northern Ireland significantly outperformed all other campaigns in both awareness and recall, despite being consistently outspent across all 3 regions.<sup>9</sup>

Our campaigns therefore delivered enormous value not only to CR-UK but also to the general public and health boards within Scotland, Wales and Northern Ireland, by highlighting the social and health benefits of 'smokefree'.

## Key achievements

The objectives of CR-UK's marketing activity were to talk about the positives of smokefree and to position CR-UK as a highly credible supporter of the new legislation, thus adding to its success.

In each country, CR-UK's campaigns achieved remarkable results, significantly outperforming other 'smokefree' activity, despite notably lower spend levels and shorter campaign periods. CR-UK successfully positioned themselves as a key supporter and champion of the ban in Scotland, Wales and Northern Ireland, achieving record levels of awareness for the campaign and clear delivery of the desired messages to the specific target audience.

Our messages had translated into more than just campaigns, they had provided a rally call for the people of each nation, successfully encouraging them to celebrate smokefree with Cancer Research UK.

By Ben Leonard & Niki Hutchison

<sup>8</sup> Cancer Research UK 'Tobacco Ban Advertising' tracking results April – July 2007, TNS Media. Due to client confidentiality we cannot disclose the comparative information.  
<sup>9</sup> Ibid