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## Goodwill Toronto

### EXECUTIVE SUMMARY

Goodwill Industries of Toronto collects and sells donated goods through its 30 retail stores in Greater Toronto. Goodwill is a not-for-profit organization, and generates 86% of its financial needs through its own enterprise.

Goodwill launched its first advertising campaign in 1993. This focused on the Goodwill Cycle: goods are donated; the donated goods are sold; the revenues are used to fund job training programs; these help put people back to work. The campaign ran in newspaper, radio, interior transit, poster boards and transit shelters. It was very successful, and continued in 1994 and 1995 (Editor's note: see CASSIES II).

This case is about the evolution of the campaign for 1996 and 1st quarter 1997, in a tough environment. Quite apart from the anaemic economy and the Salvation Army, we had to contend with Value Village – a US resale-for-profit store that had launched in Toronto and was expanding quickly.

Key to success was how we continued and refreshed the Goodwill message, and expanded media from transit to television. The campaign delivered record results, as shown by these highlights of 96 over 95:

- A 27% increase in donors.
- A 35% increase in retail sales.
- A 32 point increment for awareness of training and counselling services.
- A 20 point increment for awareness of temporary employment services.
- A 19 point increase in total advertising awareness.

In 1997, using television for the first time, the campaign continues to build. January is typically the worst month for Goodwill sales, but January 97 has delivered the best results on record.

### SITUATION ANALYSIS

Since launching its first advertising campaign in 1993, Goodwill has had excellent results – with increased donors, retail sales, and job training revenues; and increased awareness of programs, services and advertising.

For 96/97 the competition was stiff. The US resale-for-profit store Value Village had launched in Toronto, and was expanding quickly. The Salvation Army continued to be Goodwill's largest non-profit competitor. And the overall economic picture was not particularly strong.

Value Village was raising the media stakes by going on television. With our total budget of \$550,000 we had a big challenge ahead of us.

### STRATEGY AND EXECUTION

The objective was to educate Torontonians to the Goodwill Cycle; to raise awareness of Goodwill's work training programs; to enhance Goodwill's image; and to increase donations by:

- Telling the Goodwill Cycle story.
- Showing Goodwill as a way to help without necessarily writing a cheque.

- Creating a strong presence with a small budget, via selected media.

But how? Tonality would be crucial, because everywhere people turned they were being asked for donations. We decided to focus on the positive. It feels good to give to Goodwill, and a donation gets immediate results. So:

**We would avoid guilt trips. We would deliver information, but we would be upbeat and fun.** <sup>1,2</sup>

## Creative

Historically, the campaign used witty copy and a distinctive look to deliver its serious message. We maintained and evolved this. We also put a lot of variety into the creative, to appeal to a wide audience, and show as many elements of Goodwill as possible. In early 1997 we introduced TV and a new theme line: 'Today's Goodwill. Goods to Jobs to Futures.' This has since been incorporated in all Goodwill materials.<sup>3</sup> The range of creative, and the corresponding media plan, was as follows.

**TABLE 1: THE RANGE OF CREATIVE, AND THE CORRESPONDING MEDIA PLAN**

Title of Creative	Media Plan
Platform Posters Sportscoat, Toaster, Reincarnation, Tricycle	Platform Posters 17 stations x 2. 8wks: March 4 - April 26 96
Super Interior Cards Blender, Shoes<radio ,Chainsaw, Clothing, Taking off clothing	Super Interior Cards 4 wks: March 25 - April 26 96
Transit Shelters Sportscoat, Toaster, Reincarnation	Transit Shelters 50 daily GRPs. 4 wks: Sep 16 - Oct 13 96
Television 2 : 30 spots: Ties and Radio/Mower	Television 160 weekly GRPs: 3wks Jan 6 - 26 97 140 weekly GRPs: 3 wks Feb 3 - 23 97 130 weekly GRPs: 2 wks Mar 3 - 16 97

## Media

Our mandate was firstly educational, and secondly mass reach – but with the budget, media selection for Toronto was a big challenge. In-car subway had been extremely successful historically, so we repeated it in Spring 96. Having reached saturation underground, we then moved above ground in the Fall, to transit shelters. (see [Figure 1](#))

Television started in early 97, to deliver mass reach.<sup>4</sup>

For television (CITY, CBLT, CFTO) we selected January – March because it is a historically low period for donations, and also low for TV demand. The table shows media campaign dates vs. retail sales by month, and there is a general correlation. Note in particular that January 1997 delivered the highest sales for any January in Goodwill's history.

## RESULTS

There was a significant response for 1996 over 1995, and again for first quarter 97 (the launch of television) over first quarter 96:

**TABLE 2**

	<b>1995</b>	<b>1996</b>	<b>% Increase</b>
Number of Donors	339,119	430,925	+27%
Retail Sales	\$13,702,847	\$18,484,254	+35%
Store Transactions	1,877,672	2,060,274	+10%

**TABLE 3**

	<b>1st Qtr 96</b>	<b>1st Qtr 97</b>	<b>% Increase</b>
Number of Donors	81,247	97,491	+20%
Retail Sales	\$3,786,873	\$4,414,137	+17%
Store Transactions	421,688	534,560	+27%

Awareness and attitude were very strong, as measured by Plunkett Communications Inc., who have tracked Goodwill's efforts since 1993.

**TABLE 4: AWARENESS AND ATTITUDE**

	<b>Dec 95</b>	<b>March 97</b>	<b>Point change</b>
Total Ad awareness	43%	62%	+19 points
Employment services in general	18%	33%	+15 points
Goodwill training and counselling programs	26%	33%	+7 points

**(Respondents were pre-qualified as aware of Goodwill, and having made a donation to at least one of Goodwill, Salvation Army, Daily Bread Food Bank, Second Harvest, March of Dimes.)**

There was noticeably higher awareness of Goodwill's services among those aware of Goodwill's advertising:

**TABLE 5**

	<b>No Recall of Goodwill Ads</b>	<b>Recalled any Goodwill Ads</b>	<b>Incremental point change</b>
Training and counselling program	42%	70%	+32 points
Employment services in general	40%	60%	+20 points
Temporary employment services	24%	41%	+17 points
Shopped at Goodwill	40%	54%	+14 points

The TV spots cut through particularly well for a campaign of just 8 weeks, and 1160 total GRPs:

**TABLE 6**

	<b>Dec 95</b>	<b>March 97</b>	<b>Point change</b>
Recall Radio/Mower	n/a	35%	+35 points
Recall Ties	n/a	31%	+31 points

And those aware of the television advertising had noticeably higher awareness of Goodwill's services:

**TABLE 7**

	<b>No Recall of Goodwill TV</b>	<b>Recall TV Goodwill Ads</b>	<b>Incremental Point change</b>
Work/Training /Employment	31%	47%	+16 points
Sell Goods	49%	57%	+8 points

In terms of the overall impact, note that all media broke through. For those who recalled any Goodwill advertising, 53% recalled transit, even though it had not run since Fall of 96 – and 41% recalled television.

Finally, as confirmation that higher awareness translated into action, 54% of those aware of the advertising had shopped at Goodwill (vs. 40% of those not aware) – a significant difference.

## **ISOLATING ADVERTISING AS THE VARIABLE**

There is a direct correlation between advertising measures and the 'hard' results of donations and sales. This endorses the cause and effect of the advertising. There were no other external factors to contribute to these increases.

## **CONCLUSION**

There must have been a temptation to shift the campaign from its historical roots because of the pressure from Value Village, but the evolutionary approach worked well. Compare this to Molson Canadian and Dove, who did change long-running campaigns under competitive pressure, also with great success.

The media thinking is worth a second look. With a limited budget, the plan has three different 'modules' – in the subway system; in transit shelters; and on television. The Goodwill message cut through with each module, as well as collectively. Brands that feel they can't afford a mixed media plan may have something to consider here.

Finally, this campaign (like many of the winners) does not take itself seriously, even though the subject matter is serious. More grist for the likeability mill.

## ENDNOTES

1. Breaking conventions. Humour in a 'serious' category.
2. Emotional + Rational.
3. Evolving a long-running campaign.
4. Noteworthy media.

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## NOTES & EXHIBITS

**FIGURE 1: MEDIA AND SALES – JANUARY 1996 – MARCH 1997**

