

## BARNARDOS

*Making a difference to every child in Ireland*

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### INTRODUCTION

This case study highlights how a hugely impactful advertising campaign developed for Barnardos helped to make a real difference to the future of children in Ireland. The campaign was designed to provoke debate, affect policy and raise the profile of the Barnardos charity. It achieved these objectives above and beyond all expectations. During the period of the campaign Barnardos public awareness jumped an unprecedented 55 percentage points (from 5% to 59%). The campaign created huge media debate across TV, radio and print, and was hugely influential in gaining political support at government level for the Barnardos cause.

### BACKGROUND

Barnardos is Ireland's leading children's charity, working with over 12,000 children and families who face barriers in reaching their full potential such as poverty, abuse and neglect. Barnardos' mission is to see that all children in Ireland are given the care, support and opportunities they need and deserve. In order to achieve this, Barnardos needs to be top of mind in the league of children's charities.

Despite being Ireland's largest children's charity, Barnardos found themselves in the position where other children's charities, such as the ISPCC, had a higher profile among Irish consumers. Notwithstanding its excellence in delivering its services at grass roots level, Barnardos had neglected to focus on raising the profile of the charity over time. The public's awareness of Barnardos and its role in tackling the key issues facing children in Ireland was as low as 5% in 1999. Those who were aware of

Barnardos tended to associate it with old-fashioned orphanages rather than modern service centres that help children and families cope with issues such as poverty, abuse and neglect.

In circumstances where the charity industry as a whole has become very fragmented and noisy, Barnardos found themselves competing not only with other children's charities, but charities such as Trocaire and Concern to name the most salient. Given that the organisation depends on public and private donations to provide its services, and donations depend on awareness, a communications strategy was needed that would place Barnardos top of mind among children's charities.

### MARKETING OBJECTIVES & TASK

#### The Vision

Cawley Nea\TBWA was commissioned to develop an advertising campaign with the following brief. Barnardos wanted an advocacy campaign, one that would promote debate around key issues rather than eliciting a specific donation response. This should also re-position the organisation in people's minds alongside the major issues affecting children in Ireland today. Simply put, the advertising objectives were to create a highly impactful & challenging campaign that would:

1. Promote debate
2. Influence opinion leaders & policy makers
3. Raise Barnardos profile and general awareness

### THE TARGET AUDIENCE & ADVERTISING OBJECTIVES

The campaign aimed to speak to two separate but interlinked audiences:

1. Policy makers and opinion leaders
2. Adults 30 - 60

The campaign would be designed to provoke debate among the general public and opinion leaders, thereby putting pressure on decision makers to formulate policy with a view to improving children's lives.

### THE STRATEGIC SOLUTION

Identifying the Conventions of the Marketplace A competitive audit was conducted which found that the conventions of children's charity advertising were very much about showing the child in the current high-risk situation and using shock or tear-jerk tactics to illicit the desired response from the consumer, usually a call to donate. In order to differentiate Barnardos from the rest of the market, a disruptive idea was required.

### DIGGING FOR THE INSIGHT

The agency visited Barnardos service centres around the country with the aim of gaining an understanding of the issues that face children in Ireland today. In-depth interviews were held with key figures within the organisation – senior management, fundraisers, front-line service centre staff and, very importantly, the children and families who come to Barnardos' service centres. It emerged

that the most salient issues were deemed to be stress, alcohol/drug abuse and poverty.

### THE KEY INSIGHT

This strategic process led to a powerful insight:

*The experiences you have in childhood stay with you through your adult life.*

This is a universal concept that everyone can relate to and appreciate, no matter what your childhood circumstances. It was also the perfect platform to allow Barnardos to talk about its key issues – stress, alcohol abuse and poverty.

### THE CREATIVE IDEA

From this insight the advertising campaign was born with the following creative thought at its core:-  
 "Every childhood lasts a lifetime"

A suite of creative work was developed around the three key issues, with TV/Cinema, radio and outdoor executions developed for each of the three phases. The first, Parents Under Pressure (Stress), demonstrated how the pressures of modern life could negatively affect the family. Then Families Under the Influence (Alcohol) highlighted the effects that alcohol abuse has on children and families. Finally, Children Living Without (Poverty), examined how poverty curtails the opportunities open to young people.

The executions did not employ shock-tactics, but instead were creatively provocative. Creative concepts were then tested with groups of service centre users to ensure that the issues facing them were represented in a sensitive manner, while remaining as impactful as possible. It was important to Barnardos not to alienate those who come to them for support.

The creative technique was extremely impactful and emotive. It used a simple technique of playing a child's v/o over footage of adults describing childhood memories to dramatically illustrate how such experiences stay with you though your adult life. The production budget was limited to €50,000. Therefore Cawley Nea\TBWA, enrolled the support of the production company, actors and various other third party companies in donating

their time to Barnardos. The result was an outstanding & impactful campaign that included three TV ads, produced to a standard worth five times their original investment, with complimentary print and radio executions.

### THE COMMUNICATION ACTIVITY

The task was to connect with the target audiences on each of the three issues, with maximum impact, on a limited budget. Media partnerships were entered into and generous deals negotiated that would allow Barnardos maximum cut-through for minimum spend.

### MEDIA STRATEGY

The media strategy consisted of three intensive bursts for each issue connected over a two-year period. The key media were TV, radio and outdoor. Media partnerships were leveraged, deals negotiated and discounts availed of. JC Decaux generously donated a large quantity of media space for the campaign. This all resulted in a campaign that was worth €700,000 for a media outlay of only €150,000.

Medium	Quantity	Coverage	OTS/07H
TV (premium spots)	1800	84%	7.8
Radio spots	1500	86%	19.8
Outdoor sites paid & donated	700	85%	36

TV  
& Radio Campaign Achievement

### THE RESULTS

The objectives of the Every Child Matters campaign were three-fold – to promote debate, influence policy makers & opinion leaders and raise the profile and awareness of Barnardos among the general public.

#### 1. Promote Debate.

All three phases of the campaign generated a wealth of media coverage in national & local press, trade magazines and on national radio & television. Public debate ensued, not only about the campaign itself, but also about the key issues of stress, poverty and alcohol abuse.

#### 2. (a) Influence Policy Makers.

The campaign gave Barnardos the credible position of being able to lobby and influence policy by opening the doors to policy makers in government, the opposition and civil service. As a result of the campaign...

a) Barnardos was appointed to the Government Strategic Task Force on Alcohol in March 2003.

b) All political parties signed a pledge to put children's policy ahead of the alcohol industry.

c) Special editions of Childlinks Magazine, focusing on stress, alcohol and poverty, were published by the Children's Resource Centre, one of the key resources for decision makers on children's policy in Ireland.

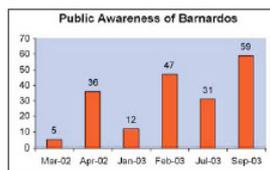
#### (b) Influence Opinion Leaders.

The campaign also provoked personal responses from all of the major political parties and the Minister for Children, Brian Lenihan - *"As Minister of Children may I congratulate Barnardos for the effective campaign it has begun on the issue of alcohol abuse"*

In addition, celebrity figures such as Mary Coughlan and Don Baker became spokespeople for Barnardos on the issues of alcohol abuse and domestic violence.

#### 3. Raise Barnardos Profile & Awareness among the General Public.

Market Research Company Catalyst carried out Pre and Post Campaign quantitative research for all three phases of the advertising campaign.



See Public Awareness Chart:

The following graph illustrates how the three phases of the campaign have consistently built awareness for Barnardos over time, from 5% to 59%.

	Parents Under Pressure	Families Under the Influence	Children Living Without
Research Timing	Pre - March 2002 Post - April 2002	Pre - Jan 2003 Post - Feb 2003	Pre - July 2003 Post - Sept 2003
Unprompted recall of advertising for children's charities - % of respondents who mentioned Barnardos	Pre: 5% Post: 36%	Pre: 12% Post: 47%	Pre: 31% Post: 59%
Recall of 'Every Childhood Lasts a Lifetime' endline	Pre: n/a Post: 44% Of these, 72% specified Barnardos	Pre: n/a Post: 34% Of these, 71% specified Barnardos	Pre: n/a Post: 44% Of these, 81% specified Barnardos
Prompted recall of Poster campaign	58%	69%	63%
Prompted recall of TV campaign	59%	62%	64%
This campaign would encourage me to donate to Barnardos	67%	55%	75%

In addition, despite being an advocacy campaign as opposed to a donation generating campaign, each phase had an impact on the propensity of people to donate to Barnardos, increasing this figure to an incredible 75% of people surveyed (see Fig.3)

### UNEXPECTED RESULTS

Barnardos won several Creative Awards for the Every Child Matters campaign:  
 ICAD 2002 Silver Bell for Campaign  
 ICAD 2002 Silver Bell for 'Parents Under Pressure'  
 ICAD 2002 Bronze Bell for 'Families Under the Influence'  
 ICAD 2002 Bronze Bell for 'Children Living Without'  
 Aer Rianta Do Good Work 2003. (Winner of 3 months free media space in Dublin Airport)

### THE LOGO

Such is the strength of the creative thought "Every Childhood Lasts a Lifetime" that it has now been integrated into the official Barnardos Ireland logo:

*"The advertising campaign has made a major contribution towards moving Barnardos into a position of considerable influence on policy matters in the domain of children, giving a strong platform to make real differences in the lives of the children of Ireland now and in the future"*

Owen Keenan, Chief Executive, Barnardos

### SUMMARY

In 1999 Barnardos was an organisation with the need to dramatically increase its public profile in the charity industry and align itself with the key issues that effect children in Ireland today - stress, alcohol abuse and poverty. A campaign was required that would provoke debate among the opinion leaders and policy makers around these issues, thereby shifting

Barnardos to the credible position of being able to affect policy, while dramatically raising the profile of the charity among the public.

The creative idea, "Every Childhood Lasts a Lifetime", resulted in an award winning campaign that achieved these objectives beyond all expectations. The campaign created massive media debate across all media and was directly influential in gaining political support at government level. As a result, Barnardos was appointed to the Government Strategic Task Force on Alcohol, and all political parties have taken Barnardos pledge regarding children's policy in Ireland.

Throughout all phases of the campaign, advertising recall has been consistently high, between 58 - 69% and resulting in public awareness of Barnardos jumping an unprecedented 55 percentage points, from 5% to 59%. The campaign has enabled Barnardos to make a real difference to the future of Irish children.

THIS IS THE REALITY OF CHILDHOOD

"When Ma and Da are fighting **I pretend** I'm asleep.  
**I'm not scared** because I'm six and a half."

David, Age: six.

[www.barnardos.ie](http://www.barnardos.ie)



THE REALITY OF EVERY CHILDHOOD

"I'm not hungry to succeed,  
I'm just hungry"

Jack age: 12

CHILDREN LIVING WITHOUT

we need your support  
1850 222 300  
[www.barnardos.ie](http://www.barnardos.ie)



"when mammy works late  
she talks different"

Jack age: 5

ALCOHOL. IS YOUR FAMILY UNDER THE INFLUENCE?

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