

# 12

## Case Studies

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There are six case studies in this chapter. The case studies have been designed so that deeper insight is gained and developed, and to give an opportunity to evidence critical application of theory. These are mini-cases which give an overview of a marketing management and marketing communication(s) problem which has either been resolved or is being evaluated with several options open to marketing managers. In some cases, it may be that the scenario is a review of a campaign which requires you to evaluate it. You should tackle the case by underpinning the scenario with the theoretical concepts drawn from the relevant chapters in this book, and by answering the questions relative to both theory and the practice illustrated in the scenario, and also critically question the case by looking at alternative exemplars to enrich your answer. Note that most of these cases relate to more than one chapter in this book and therefore the chapter references are for guidance only.

Outline answers are available online at:

## 1: 'Dirt is good' – Planning for marketing communications

### Persil's new research says Dirt is good!

"Who would've thought that dirt could be so good", said the researcher on reading the results from the recent consumer feedback. Unilever, which manages Persil/Omo, had just created one of the most noted modern-day brand stories ever developed. The brief had been to not just understand that the brand had a strong connection with the human side of consumers and their relationship with laundry, but to be more meaningful in the space within which the brand existed. Thus, the backbone of being 'humanist and connected' was formed. The value link was between mothers, children and dirt. The creative agency however, made it more value-creating when they pitched it as being not just between mothers, kids and dirt, but also between adventures and experience. This spark of ingenuity came about through research into exploring the link between true emotion and the everyday chore of cleaning laundry. This deep insight was translated from "if you are not free to get dirty, you cannot experience life and grow". The meaning here was that a parent's desire for a 'free' child was relative to the constraints of being clean and not messy. Growing up can be a dirty business indeed! Persil were now able to develop a narrative arc based around the promise that "dirt is good" because without it there would be no experience. On the Persil website they outline the basis of this assurance with the premise that:

"Dirt is the mark of adventure. It's a sign that we're getting stuck in and learning from life. Children don't only learn by being taught. They learn by doing. Hands on experience, discovery, and trial and error are vital to every child's healthy happy development. Laundry might not be fun, but don't worry – Persil will take care of even the toughest of stains, so you can concentrate on the important stuff. Dirt is essential experience of life".

As David Arkwright, the former global brand director for Unilever's laundry business says this is the story "that would shift the banal to the truly meaningful" and live on for a long time. Industry experts view "Dirt is Good" as a best practice illustration in creative development within brand communications, because it resonates by addressing parent's inherent tension between controlling instincts relative to getting too dirty and their desire for a child to grow up through play and being free to do so. Prior to this dirt was seen as the enemy. The big idea here is a game-changer and is disruptive in that it was fairly provocative and generated buzz around the brand. The creative treatment can now be fully developed across multiple media platforms.

Source: Adapted from Hernandez R (2012) [www.millwardbrown.co.uk](http://www.millwardbrown.co.uk) , Arkwright (2014) in [www.marketingmagzine.co.uk](http://www.marketingmagzine.co.uk) and [www.persil.co.uk](http://www.persil.co.uk).

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## Review questions

To help you develop and gain insight, you can draw on Chapters 5 *Planning for Marketing Communications*; 6 *Brands and Brand Communications*; 8 *Creativity in Advertising and Promotion* and 11 *Evaluating Marketing Communications*.

- 1 Discuss what is meant by a creative treatment which is developed to be used across multiple media platforms. What kind of a creative platform is “Dirt is good”?
- 2 What exactly is a brand’s promise and identify the underlining meaning of Persil’s promise that “Dirt is good”?
- 3 How important is the customer value proposition in terms of
  - a) Integrated Marketing Communications (managerial perspective)
  - b) Consumer (the consumer/end-user perspective)
- 4 a) Explain how you would use research in developing brand communications? And,
  - b) How would you expect to use research in evaluating the outcome?