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## CASE STUDY

# How McDonald's Is Using a Former Superhero to Raise Awareness and Sales of Its Dollar Menu

Often we look at campaigns after they've concluded, in a case study format. This week we're taking a different approach, examining a pilot program to see how a **McDonald's** campaign comes to life.

Beginning last month with a pilot in Houston, the effort known as "¡Sígueme los Buenos!" (Good guys, follow my lead!) aimed to drive traffic and lift sales in the Hispanic market around the company's new Dollar Menu, which features items at \$1, \$2 and \$3.

### AN UNUSUAL ISSUE

While most case studies begin with a difficulty—the brand is a startup in a saturated market and needs to get its product in front of the public, for example—the situation is different here.

McDonald's considers itself "the No. 1 fast-food choice among Hispanic consumers," Jano Cabrera, SVP, corporate relations at McDonald's, says. Still, it "never takes that position for granted," he adds. A campaign for the new menu aims to do what McDonald's strives for routinely: "to surprise and delight our guests in ways that resonate with them," Cabrera says.

Still, in America, fast food choices seem limitless. Accordingly, McDonald's believes it needs to break through the clutter much as any other brand would try to do.

The Hispanic market is a lucrative segment [see graphic]. To attract it, the brand's communications objective was "to develop culturally relevant strategies that appeal to segment-specific audiences." In this case, the result was a campaign

### The Burgeoning Hispanic Market

**57 million:** The number of Hispanics in the U.S.

**18%:** The percentage of U.S. population that is Hispanic

**60%:** The percentage of millennials in the U.S. Hispanic population

**35 million:** The number of U.S. Hispanics on Facebook

**\$1.5 trillion:** Hispanics' annual purchasing power

**50%:** The amount of U.S. population growth from 2010 to 2015 that came from Hispanics

Source: U.S. Census Bureau/Company reports

that could draw in the Hispanic community across the board, from millennials to parents.

### THE RESPONSE

McDonald's USA's Hispanic-segment PR firm **Boden** developed a brand reputation campaign that tapped into *El Chapulín Colorado*, a well-known, though somewhat flawed superhero character familiar to viewers of Latin American television. The series originated in 1973 and ended in 1979, although it endures through reruns. A key is the character's emotional appeal within the Hispanic community.

Continued on page 2



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## UPCOMING EVENTS AND WEBINARS

**WEBINAR: HOW TO ELEVATE YOUR PITCHES FOR CLICK-HUNGRY JOURNALISTS**  
**FEBRUARY 21, 2018**  
 1:30-3:00PM ET

**THE SOCIAL MEDIA SUMMIT**  
**FEBRUARY 22-23, 2018**  
 HUNTINGTON BEACH, CA

**SPRING AWARDS LUNCHEON (HONORING THE CSR AND NONPROFIT AWARDS)**  
**MARCH 20, 2018**  
 NEW YORK CITY

Continued from page 1

# McDonald's Seeks Emotional Ties

¡Siganme los Buenos! takes its inspiration from a phrase El Chapulín coined during the series. McDonald's' campaign aims to "evoke a genuine emotional and nostalgic connection with the Hispanic consumer" through its use of El Chapulín, the company says. The thinking is that this emotional connection will drive purchase decisions around Dollar Menu items.

## WHAT MCDONALD'S KNOWS



**Jano Cabrera**  
 SVP, Corporate Relations,  
 McDonald's

While campaigns usually require a brand to do intensive research, the situation was a bit different here. While there was much research done for ¡Siganme los Buenos!, McDonald's' experience with the Hispanic market meant it had much prior knowledge.

For example, "We learned that our Hispanic consumer wants more value and quality ingredients," the company says. In addition, the Hispanic consumer is more likely to purchase from a brand that invests in them.

Besides the Dollar Menu, the brand feels it's addressed the value and quality ingredients issues through the introduction of all-day breakfast in 2016 and removing artificial preservatives from several items. The brand's signature crafted recipes and additional espresso offerings provide more value and choice with quality ingredients, the company says.

The brand also invests in Hispanic students' education through scholarships as part of its HACER program. It also has a program that gives its restaurant employees an opportunity to learn English as a second language and secure tuition assistance to advance their education.

## CULTURE COUNTS

More lessons: A McDonald's official says "it's crucial to speak both in-culture and in-language." The official points to a survey conducted by Think with Google that showed 70% of respondents believe it's important for content to be culturally relevant when they're gathering information about a purchase.

Last, the official says, there is "an enormous opportunity to build creative executions for specific segments, but it's just as important to always ladder up to a larger, national brand narrative."

This thinking explains the fact that "¡Siganme los Buenos!" is planned to be a local and



Generational Pull: Can ¡Siganme los Buenos! pull young and older segments of the Hispanic market to McDonald's Dollar Menu?  
 Source: McDonald's/Boden/M. Malakoff

national campaign. On a national level, McDonald's plans to engage with national stakeholder groups. Locally it activated a stakeholders campaign, a grassroots effort and in-store events. The goals include showing McDonald's' commitment to the U.S. Hispanic market and driving traffic to its restaurants.



**Natalie Asorey**  
 Supervisor, Boden

## LOCATION AND DATA

It was decided the Houston market would be the pilot for the effort. Why? The answer is based in data. Boden analyzed sales trends in highly dense Hispanic markets across the country and cross-referenced them with revenues in Hispanic-designated restaurants. Research showed a large opportunity in Houston with its significant Hispanic market.

The potential for increased growth was large and because the demographic is nearly 50% Hispanic, it was decided this market would give the best indications of whether a campaign like this could work nationally.

Additional research included media analy-



Emotional 6 Pack: The scene outside a Houston McDonald's last month during a takeover by Hispanic TV character El Chapulín Colorado. McDonald's hopes its campaign will forge a personal and emotional tie with Hispanics of all ages.

Source: McDonald's/Boden

sis, as well as a Google Trends search, that showed El Chapulín Colorado was highly popular and relevant year-round in the U.S.

## TACTICS

Plans called for the the pilot to be integrated, including social media elements, grassroots initiatives and stakeholder engagement, McDonald's says. Similar to many of McDonald's' campaigns, this one will feature limited-edition games centered on El Chapulín Colorado and the Dollar Menu. In addition, late last month there was a Chapulín takeover of a Houston McDonald's (see photo above), as well as a media tour with Roberto Gómez Fernández, son of the actor who played the original Chapulín character.

## LESSONS

McDonald's hopes to learn the following from the pilot in Houston: how much will the influence of cultural relevance, emotional connection and nostalgia drive purchase decisions? Will a hyperlocal campaign engage the broader Hispanic market? And how much will sales benefit from such efforts?

## THE PROCESS

Unlike some case studies, where results and lessons learned often are at the center of an article, in this case we're focusing on process and reporting structure.

It took about four months to make this pilot happen, beginning in October 2017 when Boden developed what it felt was a highly emotional Hispanic consumer market brief for the Dollar Menu product. The pilot in Houston launched in January 2018. First up was a teaser campaign, which was followed by a local media tour, grassroots initiatives and a national stakeholder effort. There were in-store events and giveaways at participating McDonald's restaurants late in January. The social media effort began at roughly the same time.

Once the pilot began, communication between McDonald's and Boden, which also oversaw execution, included daily emails and weekly calls. Several other partners also were involved in these communications.

For real-time approvals once the pilot was launched a **What's App** group was set up, says Boden's Natalie Asorey, a senior executive. Success will be measured by analyzing earned media, including message pull-through as well as social media content performance, Asorey says. Houston McDonald's outlets also are being watched closely to gage the percentage increase in foot traffic and sales pre- and post-campaign.

Plans call for metrics to be reported in a PowerPoint presentation, presented over the phone or in person. Boden's recap will include result highlights, a high-level look at percentage message pull-through, as well as sales lift as these are the campaign's key KPIs. There also will be a follow-up with an analysis of social media content performance, media coverage and in-store traffic drivers.

KPIs for the campaign are planned to include: sales and guest count lift at participating restaurants; earned media coverage, both national and local; and key message pull-through focused on the Dollar Menu.

Preliminary results indicate the pilot brought more traffic and sales to the Houston-area restaurant where the takeover was held. It also garnered significant national and local press coverage. ■

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# Financial Brands Maintained Strong Consumer Engagement in '17 Despite 15% Drop in Content

The below table continues our review of 2017 consumer engagement that we began in our January 9, 2018, edition, which looked at B2C brands, courtesy of data supplied to PR News exclusively by data partner **Shareablee**. Subsequent editions of PR News looked at B2B (Jan. 16) and nonprofits (Jan. 23). Our previous edition examined top business-sector influencers.

This week we return to brands, with a ranking of most-consumer-engaged finance companies in 2017. The trend toward efficiency seen in earlier editions continues here.

Finance brands generated a very healthy 58 million consumer interactions, called actions on this chart, last year across **Facebook**, **Twitter** and **Instagram**. This despite a 15% drop in the amount of content posted (vs. 2016).

Consumer engagement with posts rose 0.6% year over and growth in actions per post was up 18%, indicating that the growth could be directly attributed to the increase in audience or the quality of content, Shareablee's Ron Lee says.

In terms of platform usage, Facebook accounted for 89% of total consumer engagement for the financial brands, with Instagram and Twitter far behind at 4.5% and 6.5%, respectively, Lee says.

In addition, the top 4-ranked brands stayed the same in '16 and '17, Lee says. As you can see, nobody is even close to **Western Union's** 17 million consumer actions in 2017.

On the other hand, note **Allianz**, at number 6. The Munich-based company cracks the top 15 for the first time. It also grew consumer engagement the most among the top 15, generating 1.6 million actions along with an astounding 507% growth in consumer

actions compared to 2016. It also grew audience 1224%. How did Allianz do all this? "By putting the customer at the heart of everything that we do," Emil Janssens, head of marketing & communications, Allianz Global Corporate & Specialty, tells us. ■

Shareablee

SOCIAL SCORECARD

## TOP FINANCE BRANDS – 2017

Based on Total Actions (likes, comments and shares)  
Data provided exclusively to PR News by Shareablee.

Sources:   

Rank	Brand		Total Actions	Total Content	Actions per Content	Total Audience
1	 Western Union		16,929,387	2,171	7,798	8,084,048
2	 AXA People Protectors		10,312,156	144	71,612	2,016,754
3	 Citi		3,794,671	1,436	2,643	2,016,163
4	 Samsung Pay		1,881,253	222	8,474	1,006,228
5	 RushCard		1,633,618	557	2,933	429,939
6	 Allianz		1,631,647	1,151	1,418	1,069,236
7	 Nasdaq		1,123,573	9,844	114	1,205,747
8	 Intuit QuickBooks		1,051,563	1,337	787	815,263
9	 Voya		801,574	723	1,109	282,377
10	 Esurance		746,796	735	1,016	708,410
11	 New York Stock Exchange		687,005	3,516	195	1,794,399
12	 MoneyGram		659,497	235	2,806	1,037,529
13	 Prudential		638,375	547	1,167	653,687
14	 Bank of America		638,108	1,062	601	3,264,401
15	 Capital One		494,874	370	1,337	4,442,557

# Getting Old: Facebook's User Totals Still Impress, Yet Youngsters Aren't Powering Its Growth

As storytellers we know there are two sides to every story. It's the same when you're telling stories with numbers. The **Statista** chart below emphasizes **Facebook's** daily active users, and comparing them to **Snapchat's** at similar stages. This dumped water on Snap's 72% revenue jump, noted February 6, during its best-ever financial report.

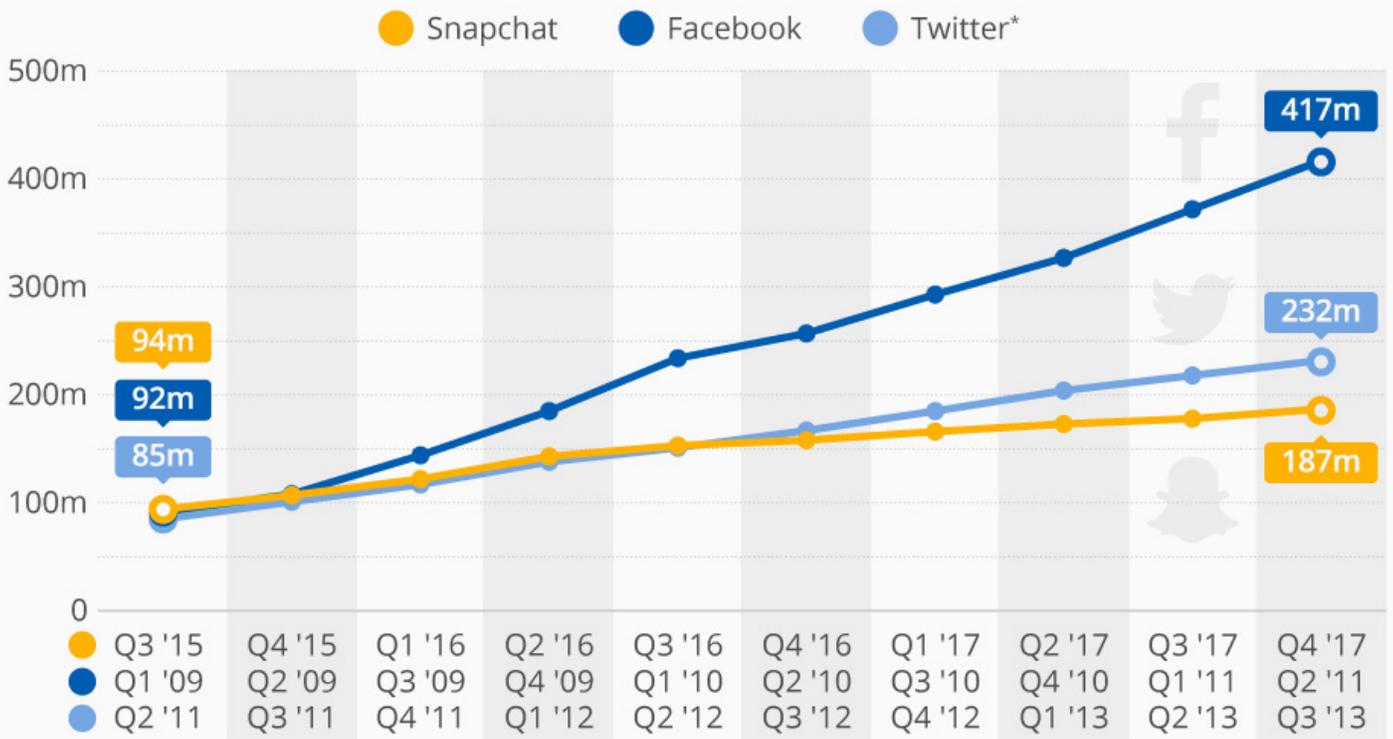
**eMarketer** returned serve February 12 pointing out older people are powering Facebook's modest growth, which jumps 1% in 2018 in the U.S., eMarketer estimates. While Face-

book's U.S. users will reach 169.5 million (105 million for Instagram, up 13.1%, and 86.5 million for Snapchat, up 9.3%), the leading social platform will lose 2 million users aged 24 and younger in 2018, eMarketer expects. Snapchat will gain 1.9 million in that age group, it says.

In addition, Facebook users 12 to 17 and 18 to 24 will decrease by 5.6% and 5.8%, respectively, eMarketer estimates. This is the first time it has predicted a drop in the number of U.S. Facebook users in those groups. ■

## Snapchat's Growth Resembles Twitter's, Not Facebook's

Snapchat's daily active user growth compared to Facebook's and Twitter's at similar stages



Source: Company Filings, Statista Chart



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# Unilever Wants to Clean More Than the 'Net as It Erects 28-Ft Pile of Soiled Clothes at 9/11 Site

As we know, Americans love big. They also love unusual. And how many studies must we cite to know they, particularly millennials, prefer brands that are socially aware? That was the thinking behind an effort last summer from **Kind Snacks**, makers of Kind Bars: it dumped 50,000 pounds of sugar in NY City's Times Square.

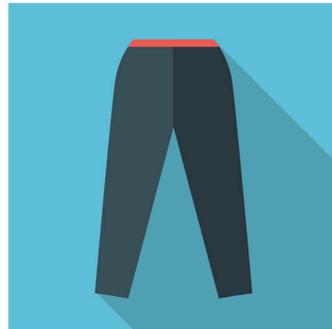
The sugar dump highlighted U.S. kids ingest nearly 5 billion pounds of added sugar yearly, enough to cover 1,800 football fields. The 3-story-high display represented the amount of sugar U.S. kids are eating every five minutes, Kind says. It also was an opportunity for Kind to introduce its fruit and nut bars, which naturally are devoid of added sugar.



**46%**  
Percentage of N Americans who say they have "way too much stuff"



**10.5 million tons**  
Amount of clothing discarded yearly



**26 billion pounds**  
The weight of clothing and textiles that end up in landfills annually



**81 pounds**  
The average amount of clothing each North American threw away last year



**95%**  
The percentage of discarded clothing that can be reused or recycled

**75%**  
The percentage of people who believe they can't donate torn or soiled clothing



**Millennials will toss out 300 million pieces of clothing over a lifetime due to white marks or yellow stains**



Source: Unilever and Savers/PR News infographic, 2018

**Unilever's** CMO Keith Weed made headlines with a strategically brilliant pre-release of his February 12 speech where he threatens to remove ads from platforms like **Facebook** and **Google** unless they clean up their act. The world's #2 advertiser is considering pulling its ads if big Internet channels fail to tighten policies on news (and fake news), protect children from unseemly content and build unity rather than divisions in society. We should have seen this coming.

Just days before Weed's clean-up call, in NY City's Oculus Center, the gorgeous train station aside the 9/11 site, Unilever and **Savers**, a global thrift retailer, erected the Stain-Less, Waste-Less Installation (see photo). It's a 28-foot-high pile of repurposed clothes intended to highlight the points about reusing and discarding clothing contained in our infographic at left. The installation was displayed February 6 and 7.

Like the Kind sugar dump, this cause-marketing effort wasn't devoid of product awareness. Signs at the display note a slew of Unilever deodorant, detergent and body wash brands help fight stains, allowing consumers to use their garments longer or donate them sans stains. Free samples of **Degree**, **Dove** and **AXE**, among other products, were provided to the 250,000+ commuters who pass through the Oculus

daily. There also were collection bins for commuters who wanted to donate used clothing during this iteration of the duo's *I Give a Sh!rt* effort. ■



Dressed Down: A mannequin atop 28 feet of old clothes urges commuters at NY's Oculus to recycle garments. The Electric Coffin-built installation was part of Unilever's and Savers' out-of-home, cause-marketing display, Feb. 6-7. Source: Unilever/Getty Images

## THE WEEK IN PR

**1. Atta, boy, Anthony:** In Boston in early October, just before **Anthony D'Angelo** began his tenure as **PRSA** chairperson, we asked what he wanted the centerpieces of his leadership to be. After promoting continuous learning and the role of PR pros as strategic managers, he next mentioned the importance of ethics (*PRN*, Oct. 10, 2017).



Anthony D'Angelo,  
Chairman, PRSA

Playing devil's advocate, he flippantly turned his answer around and asked, "But wait a minute. Haven't we entered the era of flimsy truth, with the president and members of the executive branch spewing untruths daily?" D'Angelo, who appears to be an approachable and amiable sort, seemed to fume a bit on hearing that question. Ethics is an "absolutely critical" element of PR, he responded. "If you breach that [ethical] trust [with media or the public] your career is toast," he

said that rainy October day. He added, "With the ground shifting beneath our feet...it's good to have touchstones that say fairness, truth and accuracy...remain important."

D'Angelo has held his ground, blasting ideas contained toward the bottom of a Feb. 2 *L.A. Times* op-ed by **Virginia Heffernan**. One suggested the alleged behavior of White House

director of communications **Hope Hicks**—Heffernan writes Hicks promised to suppress **Donald Trump Jr.**'s email chain about his infamous summer 2016 meeting with Russian representatives; came up with an idea to obfuscate the reason for the meeting; and helped **President Trump** craft an allegedly misleading press release about the whole thing—was not only obstruction of justice but "may double as a referendum on the whole thorny practice of public relations."

### A BLOTCH ON PR'S REPUTATION

[You might recall the meeting's alleged broker was British PR man **Rob Goldstone**, whose emails to Donald Trump Jr. promised the Russian representatives could offer dirt on Hillary Clinton. Contrary to Ms. Hicks' promise, word of the emails between Donald Trump Jr. and Goldstone spread and to avoid having them released via the media, Donald Trump Jr. released them himself.]

Back to the Heffernan column, "We know it's a crime to lie to the FBI," Heffernan writes. "We know it's a crime to lie to [special counsel **Robert**] **Mueller**. But, as Hope Hicks knows...lying to the media is traditionally called PR."

In a note to PRSA members, D'Angelo displayed the anger and deep respect for the highest moral standards of the profession that we witnessed in Boston. "Be assured," he wrote, "PRSA isn't having any of that." He understands the criticism of Hicks given that "she is a public figure who works for a controversial president." What angered him was Heffernan's broad criticism of public relations professionals, as she de-

*Continued on page 8*

scribed PR's "moral flexibility, callousness and charm," and claimed, "Lying to the media is traditionally called PR."

In a separate retort, sent by the PRSA chief as a letter to the editor of the L.A. Times, he writes, "To claim 'lying to the media is traditionally called PR' is inaccurate (in reality, lying is traditionally called unethical) as well as insulting to the more than 21,000 members [of PRSA] who pledge to uphold a detailed Code of Ethics...Every profession can have bad actors, or good people who make mistakes, and calling them out is a journalistic responsibility worthy of public respect. Smearing an entire profession in the process of criticizing an individual practitioner is akin to equating Ms. Heffernan's work and the standards of the *Los Angeles Times* with those of the *National Enquirer*. It's the kind of cheap shot that gives unfortunate credibility to cries of fake news! There is actual evidence to suggest that the majority of journalism and public relations professionals are better than that."

**Our take:** props to D'Angelo for following in the wake of his predecessor **Jane Dvorak**, who bravely blasted fake news just days into the Trump administration after presidential counselor **Kellyanne Conway** praised then-White House press secretary **Sean Spicer's** "alternative facts" regarding the size of the crowd at the presidential inauguration. In January 2017 Dvorak wrote, in part, "PRSA strongly objects to any effort to deliberately misrepresent information. Honest, ethical professionals never spin, mislead or alter facts. We applaud our colleagues and professional journalists who work hard to find and report the truth."

Props also to D'Angelo for taking the high road with his criticism of the article, which took several unjustified jabs at the entire PR industry and at women. D'Angelo could have waded into the Heffernan's mud, but he did not.

A question: Will all these words matter? Will PRSA and PR pros *proactively* do anything to dispel the image of PR as a profession that deliberately lies to the media? If you agree that PR pros don't lie, what about communicators who remain silent when they fail to respond to reporters' questions via phone or email? And what about on-

line newsrooms where reporters are invited to submit questions yet often hear nary a word in return? That's not lying, of course, but is it in the best traditions of PR? We invite D'Angelo to describe his plan of action in a future edition of *PR News*.

**[Note to Subscribers:** Heffernan's op-ed and D'Angelo's response are housed in the *For The Record* section of *PR News's* Essentials Page at: <http://bit.ly/2nX9qiw>]



Scott Blackmun, CEO, USOC

**2. Degree of Difficulty:** Sometimes timing is your friend in PR. Would **U.S. Olympic Committee** chief **Scott Blackmun** still have a job had the spotlight not switched from the **Nassar-gymnastics** scandal to the Winter Olympics in Pyeongchang (*PRN*, Feb. 6)? As it was, Blackmun was not in S. Korea when the games opened. Reports had him stateside receiving treatment for prostate cancer. In his stead, USOC chair **Larry Probst** was in charge. During a Feb. 8 news conference, he defended USOC and Blackmun for being inert, yet he seemed to equivocate. "We think that we did what we were supposed to," he said, according to media reports. "Could we have done more? Of course. You can always do more." An internal USOC investigation is underway and Probst says the organization will abide by its findings. Congress also is investigating. Meanwhile the *NY Times* introduced another wrinkle to the story with sports psychologist **Steven Ungerleider**, who said his firm interviewed 18 of Nassar's accusers well before the scandal broke last year. As a result, Ungerleider says, he urged Blackmun to resign more than one year ago and speak out about Nassar's abuses.

Blackmun's response, according to Ungerleider: USOC lawyers told him and board members to "keep our heads low and our mouths shut."

**3. Platform Prater: Facebook** will roll out tools March 1 to help publishers establish more meaningful relationships with readers on News Feed, the *Hollywood Reporter* says. A paywall tool will direct readers to a publisher's website after they access five stories. "We are, for the first time... taking a step in trying to define what quality news looks like and try[ing] to give that a boost," says **Campbell Brown** (p.1, picture 3), head of news partnerships. – Keep this on your radar. First **Rupert Murdoch** says **Facebook** and **Google** should pay a fee to news publishers who create the "trusted news" content digital channels carry (*PRN*, Jan. 30). Now *BuzzFeed* CEO **Jonah Peretti** says Facebook should share revenue from News Feed with publishers. This would help Facebook insure quality content, he tell's *Recode's* Code Media event. – **Google** unveiled technology that lets publishers create visual stories that are mobile-friendly, similar to what's available on **Snapchat** and **Instagram**, the *Wall St Journal* reports. These stories eventually will incorporate ads, too.

**4. People:** Former **Honeywell** global biz comms leader **Greg Zimprich** will lead finance communications for **Medtronic**, a new role. – **WE Communications** named **Stephanie Worrell** SVP and GM of its Boston office. – Congrats to **CBD Marketing** of Chicago as the women-owned agency celebrates 30 years in business. – **PRSA**



Stephanie Worrell SVP/GM, WE Communications

elected **Clairemont Communications** CEO **Dana Phelps Hughens** chair of its counselors academy. **Chuck Norman**, owner/principal of **S&A Communications**, was elected chair of the academy's executive committee. – **MAPRagency** of CO named veteran PR exec **Bill Rigler** VP. ■

# PRNews' Platinum Awards 2018

ENTRY DEADLINE: **May 4, 2018** | LATE DEADLINE: **May 11, 2018**

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PR News' Platinum PR Awards salute the year's most outstanding communications initiatives and programs in the highly competitive and dynamic PR arena. The coveted awards set the industry benchmark for excellence across all areas of PR. The winners of the Platinum PR Awards are from corporations, agencies and nonprofits large and small that took chances, made tremendous strides and understand the power of public relations. Your hard work is done – now it's time for you and your team to get recognized for it!

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- Anniversary
- Annual Report
- Blog
- Branding
- Cause-Related Marketing
- Community Relations
- Content Marketing
- Crisis Management
- Customer Service Campaign
- Data Insights
- Digital Communications
- Employee Relations
- Event Marketing
- External Publication  
(print or online)
- Facebook Communications
- Financial/Investor Relations
- Global PR Campaign
- Healthcare Communications
- Influencer Communications
- Instagram Campaign
- Internal Publication  
(print or online)

- Large PR Firm of the Year
- Live Streaming
- Marketing Communications
- Measurement
- Media Event
- Media Relations
- Midsize PR Firm of the Year
- Mobile Marketing Campaign
- Multicultural Campaign
- On a Shoestring Campaign
- Online Press Room/Media Center
- Podcast
- Press Release
- Pro Bono Campaign
- Product Launch
- Product Launch – B2B
- Promotion for Professional Services Firm
- PSA
- Public Affairs
- Re-Branding/Re-positioning
- Satellite Media Tours
- Single Video
- Social Good Campaign
- Social Media Campaign
- Small PR Firm of the Year

- Snapchat Campaign
- Speech/Series of Speeches
- Trade Show/Event PR
- Tumblr Campaign
- Twitter Campaign
- University: Education
- Video Program
- Website Marketing
- Visual Storytelling Campaign
- YouTube
- Word of Mouth Marketing
- WOW! Award

### **Top People and Teams:**

- CEO of the Year
- Educator of the Year
- Marketing Team of the Year
- PR Professional of the Year
- PR Team of the Year
- Boutique Firm (5 or fewer employees)

### **Top Firm of the Year:**

- Small
- Midsize
- Large

Questions? Contact Mary-Lou French at [mfrench@accessintel.com](mailto:mfrench@accessintel.com)

ENTER ONLINE: [prnew.se/platinum-18](http://prnew.se/platinum-18)