



2012 Jay Chiat Awards for Strategic Excellence

SUMMARY

Chipotle is known for its burritos, but few know that Chipotle has radically changed fast food: from cooking food fresh daily, to building a supply chain of 7,000+ farmers, to sourcing more local produce and sustainably raised meat than anyone, anywhere. All while becoming the most profitable restaurant concept of our time.

Chipotle asked us to find a way to tell this story and to inspire a broad audience to care about their food. Believing that the more people know Chipotle is a business doing good, the more likely they will become passionate and loyal customers. So we created the platform “Cultivate” to celebrate the people changing food culture and invite customers to join that journey. And launched it with a thought provoking statement on the state of the food industry called, “Back To The Start.”



BACKGROUND

Led by its visionary founder and CEO Steve Ells, Chipotle has worked for years to become a leader in sustainable food practices. As the largest purchaser of naturally raised meats in the world, Chipotle has proven that fast food can be fresh, unprocessed, sustainable, and accessible to everyone at a reasonable price.



THE CHALLENGE

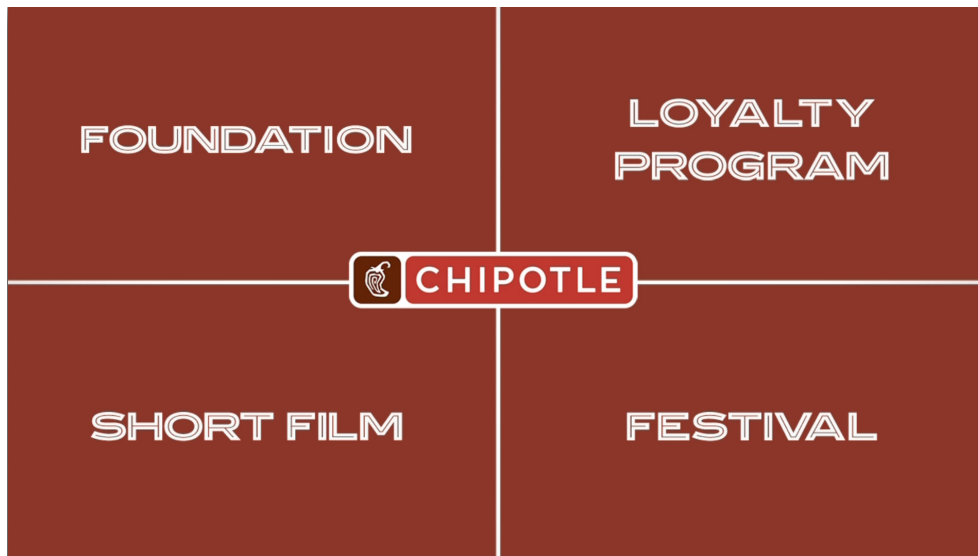
But consumer awareness of their efforts needed a boost. Their tagline to explain the philosophy – ‘Food With Integrity’ – did not sufficiently tell the story. It was passive and complex, with no emotion behind it. Most importantly, it didn’t engage the consumer to be a participant.



STRATEGY: CULTIVATE A BETTER WORLD

Ultimately, people like to feel good about the decisions they make. Chipotle believed that if consumers were better educated in general about where their food came from, they would reject their processed food competition and choose Chipotle. The solution: a new platform – not a tagline – called Cultivate A Better World.

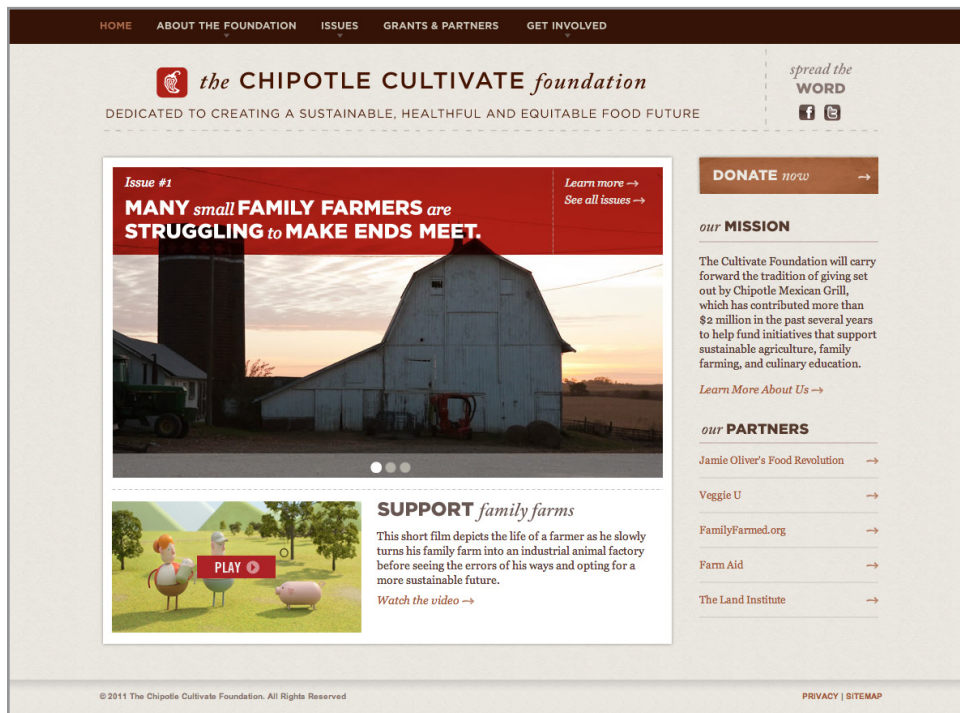
“Cultivate” powerfully communicates the change that Chipotle is actively creating in the world and connects it to the larger sustainable food movement. Cultivate engages with consumers on an emotional level by inviting and inspiring them to join Chipotle on this journey towards “a better world.” Cultivate changed Chipotle’s message from being about product to a shared lifestyle.



THE PLATFORM

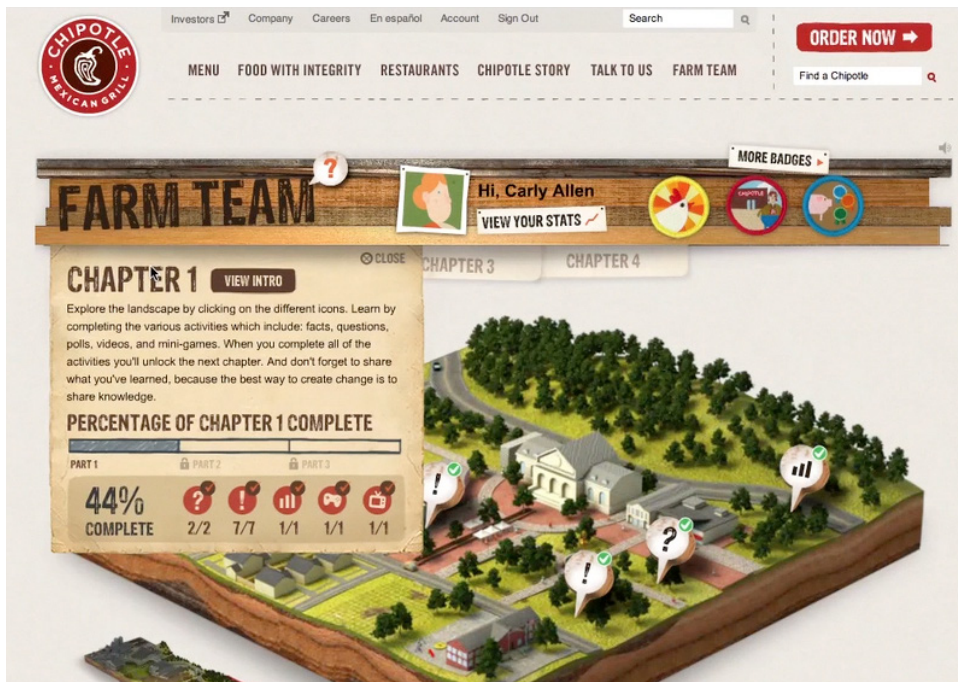
The journey toward a better food system is complicated. Therefore, the messages Chipotle wants to communicate about its role in leading the movement for sustainable farming don't lend themselves easily to billboards or thirty second radio spots.

Instead, Chipotle chose to spread their message through a content platform. Each individual touchpoint of the Cultivate platform (foundation, music, film, events, etc.) has its own unique experience, medium, and distribution plan, but each one connects back to the overall theme of the campaign: celebrating the people (including the consumer) cultivating a better world.



FOUNDATION THE CULTIVATE FOUNDATION

First, Chipotle established the Cultivate Foundation, which is dedicated to creating a sustainable, healthy, and equitable food future. Everything we do and create can now have a charitable component that connects back to the foundation. The foundation also allows Chipotle to extend their message beyond the customer experience at their stores and creates a call to action for consumers to get involved in a meaningful way once they've been converted to Chipotle's sustainable practices.



LOYALTY PROGRAM THE FARM TEAM

Next Chipotle reinvented the loyalty program with an interactive gaming platform called, “The Farm Team”, which rewards customers for learning more about Chipotle’s mission and the issues facing our food system rather than eating more of their food. Members learned, shared, played and watched their way to rewards, including a limited edition “Farm Team” collectible, which reminds our fans “What your food eats, you eat.”





FESTIVAL **CULTIVATE: FOOD, IDEAS, MUSIC**

Then came the Cultivate Festival - a free, all-day, food, music and ideas celebration, held in the heart of downtown Chicago. Cultivate Chicago is the first festival of its kind to incorporate nationally recognized celebrity chefs, artisanal food and wine producers, and top musical acts as a way to raise awareness of the impact that food has on society.

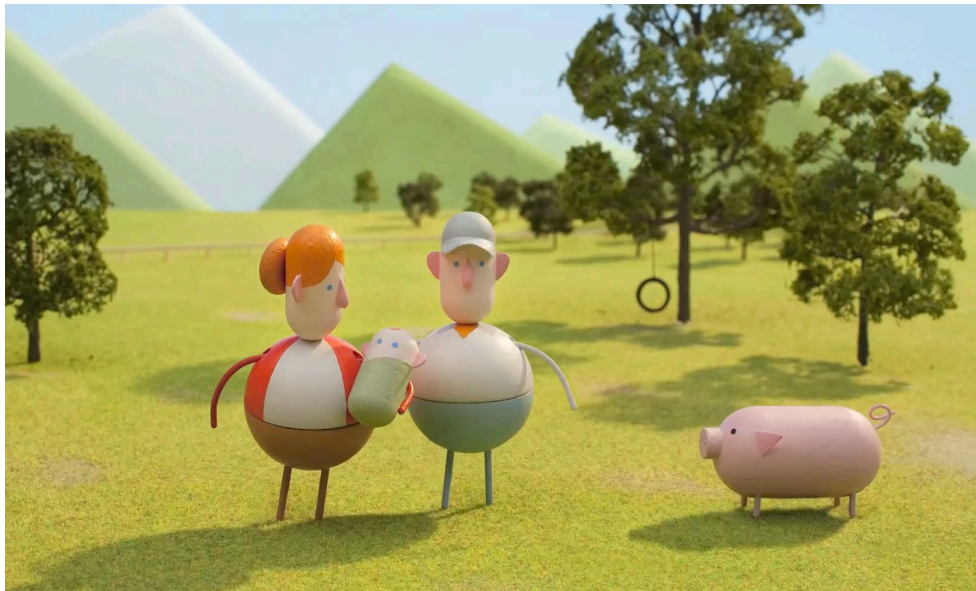
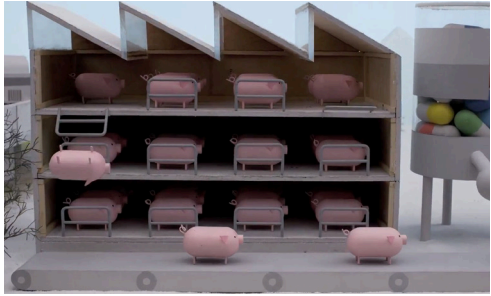


FESTIVAL **CULTIVATE** (CONT'D)

At the festival celebrity chefs Richard Blais (The Spence), Michael Chiarello (Bottega), Amanda Freitag (Food Network), and Jonathan Waxman (Barbuto), as well as Chicago favorites Paul Kahan (Blackbird), Tony Mantuano (Spiaggia), Bruce Sherman (North Pond), and Paul Virant (Perennial Viran) demonstrated cooking techniques and shared their knowledge and love of sustainable food. Throughout the day bands like Calxico, Mayer Hawthorne & The County, White Rabbits, The Rural Alberta Advantage and The Cave Singers performed on the music stage.

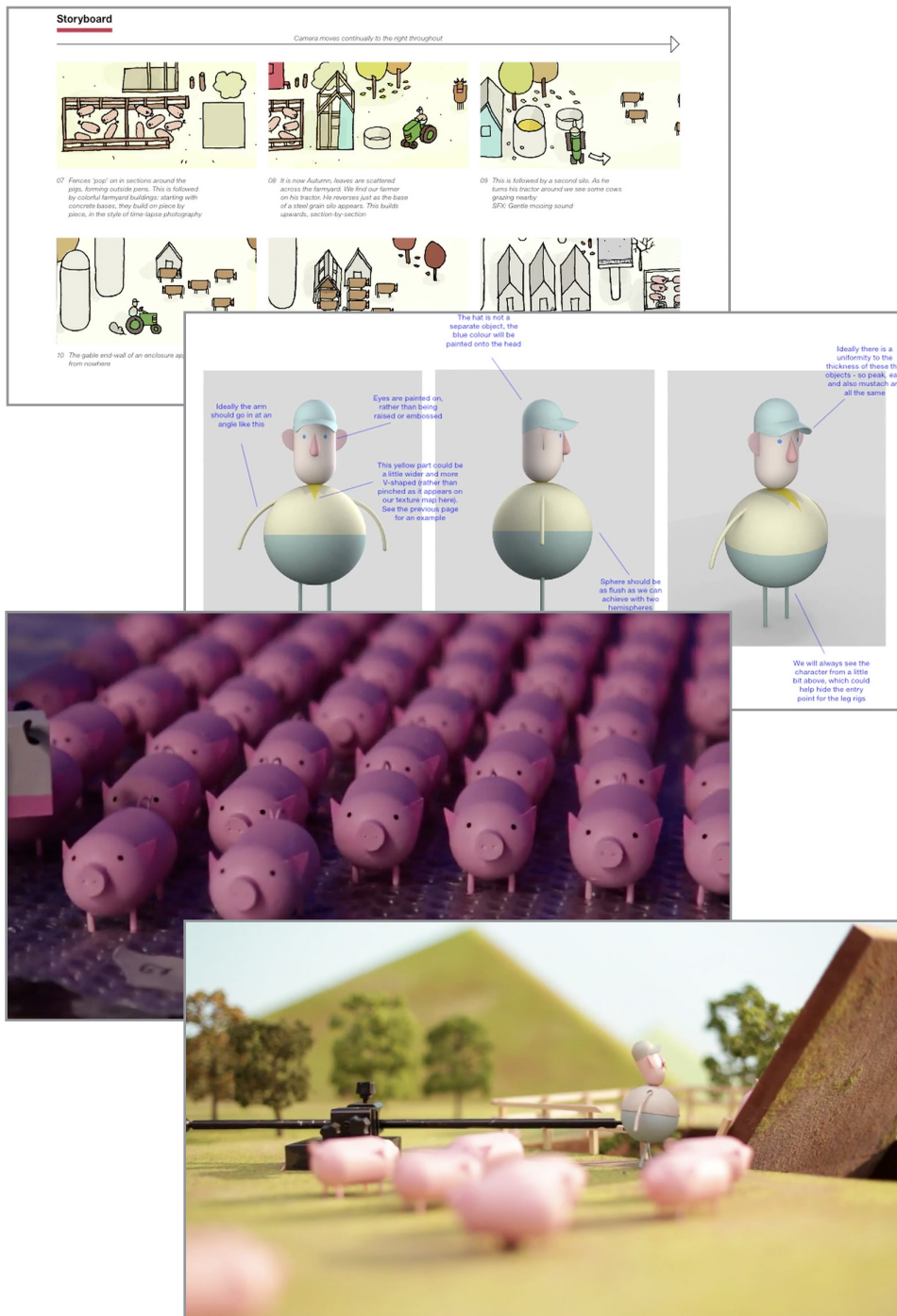
Promoted in Chipotle's Stores and to their 1.5MM Facebook Fans, and supported by local paid media - an audience of over 17,000 people enjoyed the Cultivate Festival. Additionally, proceeds of the specially created Chipotle menu benefited FamilyFarmed.org, a Chicago-based organization expands the production, marketing, and distribution of locally grown and responsibly produced food.

Cultivate festivals will continue to roll out nationally in 2012 & 2013.



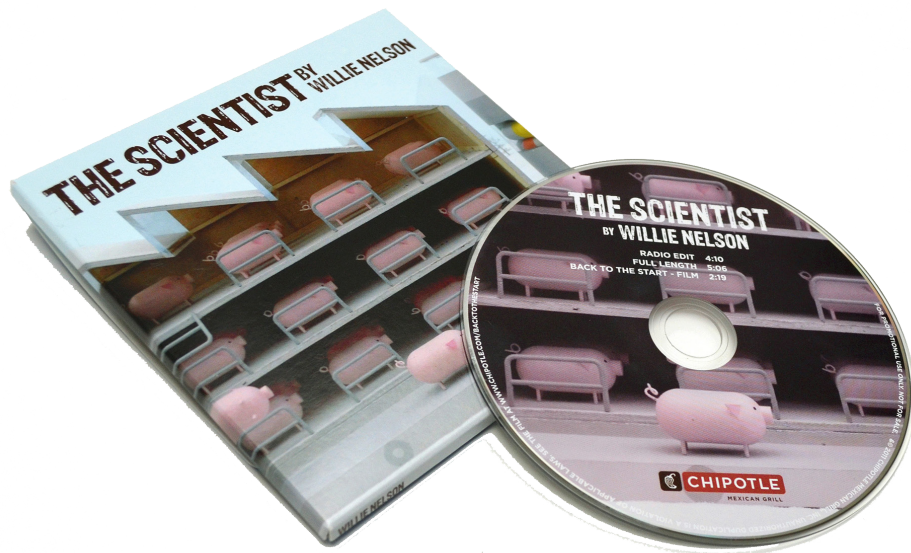
SHORT FILM **BACK TO THE START**

The final piece of Cultivate was its campaign centerpiece, “Back To The Start” – an animated short film on the state of the fast food industry. Working with filmmaker Johnny Kelly of Nexus Productions, Back To The Start depicts the life of a farmer as he slowly turns his family farm into an industrial animal factory before seeing the errors of his ways and opting for a more sustainable future.



SHORT FILM BACK TO THE START (CONT'D)

The hand crafted stop-motion film was shot over a 22-day period, building a world that was representative of Chipotle's passion for their food. The issues addressed in Back To The Start are emotional and complex including animal confinement, environmental pollution, and chemical usage. The design challenge was how to make these issues approachable for a broad audience without losing their impact. Simultaneously, the goal was to create a style that mirrored the care that Chipotle and its partners have in creating responsibly raised food.



SHORT FILM **BACK TO THE START** (CONT'D)

The soundtrack of the short film is Coldplay's haunting classic "The Scientist" as performed by country music legend Willie Nelson commissioned by Chipotle for the film. Made exclusively for Chipotle, "The Scientist," was played on radio and sold on iTunes, with all proceeds supporting the Cultivate Foundation.



RESULTS

Distributed online and on 10,000 movie screens, the film ignited a national conversation in mainstream news and across social media. In only nine days, the film had 5,071 relevant mentions across blogs, twitter, news, forums, Facebook and earned 11,024,870 impressions via Twitter alone. With each stage awareness and engagement grew as fans viewed and shared the film, making Chipotle the “#4 Most Buzzed about Ad Online” and “#1 for Positive Brand Sentiment” according to NYTimes/Zeta.

The New York Times Business Day
Media & Advertising

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ADVERTISING

An Animated Ad With a Plot Line and a Moral

Chipotle's first national commercial presents its food philosophy in a short film.

By ELIZABETH OLSON
 Published: February 9, 2012

WHEN [Chipotle Mexican Grill](#), the fast-food marketer, began thinking about ways to promote improvements to the country's food supply, it decided to skip the graphic photos of jampacked chicken coops and other unsettling farm practices.

Instead, Chipotle took a more upbeat approach, creating an animated film with puppets to show a family farmer

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Willie Nelson Covers Coldplay

Like 15 | Tweet 14 | +1 1

Willie Nelson has always been a friend to family farmers. Remember Farm Aid?

Now the country icon once again raises his voice for the family farm in a new animated short film critical of factory farming – this time covering Coldplay's haunting classic “The Scientist.”

The two-minute stop-motion film, called “Back to the Start,” depicts a farmer's journey as he slowly turns his family farm into an industrial animal factory before seeing the error of his ways and opting for a more sustainable future. Both the film, by London-based director Johnny Kelly, and the soundtrack by Nelson were commissioned by fast food burrito giant Chipotle, whose tag line is “food with integrity.”

Chipotle Is Using This Unconventional Marketing Strategy To Take The Nation By Storm

Kim Bhasin | Mar. 12, 2012, 11:24 AM | 6,530 | 12

Recommend 21 | Share 35 | Tweet 98 | +1 1 | Email | A A A

In fast food, big brands like McDonald's and Burger King spend tons of money on national campaigns, constantly bombarding consumers with their messages.

Chipotle, in contrast, works with a much smaller budget, barely advertises on TV and does its work in-house.

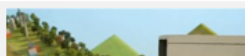
Forbes

CMO NETWORK | 2/24/2012 @ 3:11PM | 976 views

Chipotle's First National Ad is a Grammy Hit

[+ Comment now](#)

Quality scores for Chipotle improved significantly after the launch of its first national advertisement



RESULTS

Back To the Start took Chipotle on its first foray into television, as the entire two-minutes and fifteen-seconds of the film, aired during the 54th annual Grammy Awards - immediately following Coldplay's live performance.

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Chipotle Commercial Nearly Steals the Show at Grammys

By Melissa Knowles | [Trending Now](#) - Mon, Feb 13, 2012

iTunes			
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Top Country Songs			
▲	Name	Artist	Album
1	The Scientist	Willie Nelson	The Scientist - Single
2	Mean	Taylor Swift	Speak Now
3	If I Die Young	The Band Perry	The Band Perry
4	Red Solo Cup	Toby Keith	Clancy's Tavern (Deluxe Edition)
5	I Don't Want This Night to End	Luke Bryan	Tailgates & Tanlines
6	Don't You Wanna Stay (with Kelly Clarkson)	Jason Aldean	My Kinda Party
7	A Woman Like You	Lee Brice	A Woman Like You - Single
8	Ours	Taylor Swift	Ours - Single
9	All Your Life	The Band Perry	The Band Perry
10	Just a Kiss	Lady Antebellum	Own the Night
11	God Gave Me You	Blake Shelton	Red River Blue (Deluxe Version)
12	Home	Dierks Bentley	Home
13	Over You	Miranda Lambert	Four the Record (Deluxe Edition)
14	Alone With You	Jake Owen	Barefoot Blue Jean Night
15	We Owned the Night	Lady Antebellum	Own the Night

RESULTS

The Grammy audience of over 40MM viewers catapulted our song to the #1 Country song on iTunes, with each download raising funds for the Chipotle foundation, actively engaging customers in change.

McDonald's To Phase Out Pig Crates 11 Years After Chipotle

By Leslie Patton - Feb 13, 2012 1:46 PM PT



0 COMMENTS

QUEUE



[McDonald's Corp. \(MCD\)](#), the world's largest restaurant chain, will require its pork suppliers to get rid of gestation pens that animal-rights groups have long deemed cruel to pigs.

"There are alternatives that we think are better for the welfare of sows," Dan Gorsky, McDonald's senior vice president of North America supply-chain management, said in a statement today, released with the [Humane Society](#) of the United States.

Enlarge image



The company, which uses pork in sausage McMuffins, breakfast platters and McRib sandwiches, will require its suppliers to submit plans by May to phase out the metal cages.



Michael Pollan ✓

@michaelpollan

Follow

Don't miss the Chipotle video, too. It has already made important waves. p2.to/1is6

Reply Retweet Favorite

3:12 PM - 23 Feb 12 via Publish2 · Embed this Tweet

RESULTS

To date, the film has been view over 6.5MM times on YouTube and earned 300MM+ media impressions. While the response for this first phase has been extremely positive, Cultivate platform is a long term play for Chipotle as it continues to lead the larger movement for changing where our food comes from. Indeed, the best result so far may be the effect the campaign has had on the competition: the day after "Back to the Start" aired on the Grammys, McDonald's announced that it was ending an inhumane fast-food practice.

THANK YOU