



## Packaged Goods Gold Winner      Wrigley's 5 Gum

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### **Campaign Objective**

Our campaign objective was to break the rules of a crowded category to capture the hearts and minds of an increasingly indifferent audience of teens.

### **Business Situation**

#### **Gum sales among teens were in decline.**

Teens and youth and young adults are the lifeblood of the gum category and critical to Wrigley's future growth, but past-week gum usage among this crucial segment had dropped from 2003–2006. When asked about brands in the category, teens recited an expected and generic list of category attributes, like breath-freshening or flavor duration, to describe them. Only Orbit, which has created a unique style and quirky humorous personality to engage teens, has built sustained emotional relevance with them. But overall, the category is populated by brands that have mostly failed to create affinity with teens.

#### **Brands from categories other than confections had captured their hearts.**

Meanwhile, teens and young adults raved about a few treasured brands. Our aspiration was to create a brand that could live among these highly coveted brands; brands that stand for excellence but also provide an outlet for self-expression. We wanted our new brand to have true badge value and be worthy of existing alongside teens' iPods, Wiis, cell phones, jeans, shoes, etc. The battle was to regain share of heart, not just share of wallet. It was time for a wake-up call.

#### **We wanted them back.**

To make them take notice, Wrigley created 5 gum, with a brand and communications designed specifically for this target. The stakes were high: re-engaging only 1% of those lost youth consumers was worth tens of millions of packs of gum annually.

#### **So we created 5 to be more than "just gum."**

With the launch of 5, we strove to break out of the constraints of the gum category to build a brand that our target would recognize as a legitimate and relevant part of their lives; a brand they would be proud to be seen with and share. Our mission was *not* to build a powerful "gum brand." We wanted to build a Power Brand. Period. No disclaimers necessary.

### **Business and Marketing Objectives**

**We needed to create magnetic attraction with our young target in order to construct a power brand capable of driving significant gum sales. Specific success metrics we defined included:**

#### **Teen + Young Adult Metrics (to achieve within 12 months of launch):**

1. Above-norm Total Brand Awareness
2. Above-norm Usage Trial

3. We wanted our communication to challenge conventions in this low-involvement category and get noticed (as measured by an in-market ad awareness study):
  - Ad Breakthrough above category-norm “saw ads,” and
  - Brand Linkage of our ads above category-norm “Brand ID”
4. And, we wanted to go beyond the ordinary expectations for gum brands to connect with our teen audience and become a reflection of their values, as measured by our ownership of key identified Brand Perception Attributes from a brand tracking study.

**Overall General Market Metrics (to achieve within 12 months of launch):**

1. Capture a viable dollar share of the gum category.
2. Sell a lot of gum!

**Research Story**

**An upstream nugget of gold**

During concept development for 5, Wrigley commissioned a consulting firm to conduct a custom insight and semiotics study. Our research partner executed a multidisciplinary design, including expert interviews and online forums, “me diaries” with leading-edge and mainstream youth across four U.S. cities, and a deep analysis of the semiotic messaging of category- and target-specific messaging in the U.S.

We discovered that teens and young adults, in their quest for autonomy and independence, submit themselves to a series of self-challenges to overthrow first the established structures of power and then their own personal nemeses blocking the path to adult-level confidence and social certainty. This research revealed also that teens and young adults are compelled to discover, understand, and know the world around them. And that they are not satisfied with surface understanding. They are driven by a cognitive need for understanding complexity beyond the obvious. For this target, intrigue is an obsession.

Exploring the unknown, exploring to go beyond, exploring to better know oneself is the upstream nugget of gold that set the stage for all that followed. We saw it in the next stage of research when we dug deeper to study the behavior and passions of this target. We saw it again manifest in the advertising we created for 5.

**Feeding the creative “gut”**

Then, when developing the marketing for 5, we didn’t passively sit behind two-way mirrors listening to teens, we challenged ourselves to go beyond in this learning phase, too. Consumer co-creation was a fundamental element of our research approach. 5 was a brand made by and for teens and young adults. Every member of the Client/Agency core team on the project spent days and days with the teenagers we were building this new gum for. We wanted to form a rock-solid, intuitive (we called it “gut level”) understanding of who they are and the lives they lead. In fact, we recruited a dedicated group of teens and young adults onto our development team. They were our “wingmen,” right there by our side, experimenting, building, exploring, and playing. We got 5 off the runway together.

As we worked alongside our teen and young adult team members, we learned a lot about how to connect with them. They were more than willing to share their thoughts, feelings, and desires. So, we learned about:

**How to connect with an “Experience Junkie”**

Teens and young adults are *experience junkies*; they are addicted to collecting new experiences. For them, the only thing better than a new experience is sharing that experience with friends. They connect with each other by telling the story of their experiences so they can gain social capital with their peers.

### **How to go beyond the usual chewing benefits**

We quickly learned that any new version of a standard category benefit was a nonstarter with these teens. It was clear they wanted a bigger, fresher experience from a new brand.

From there, we had our idea. 5 would be the first gum in the category that could be experienced rather than merely chewed, and the brand would embody and encourage this experiential state of mind.

### **Campaign Description**

**For consumers to embrace 5 as a brand, we needed to:**

#### **Establish a fresh brand personality**

In a category filled with expected functional benefits, humor, and cliché sexual attraction, we set out to create a completely different and completely fresh brand personality. Guided by our research, we set out to create communication that would inspire teens to think more expansively and less logically about the category.

#### **A Quiet Introduction**

Bucking category conventions, we introduced 5 to teens quietly. Our first marketing effort was to place the product and offer samples in fashion boutiques, trendy hair salons, music stores, and gaming centers. Our goal was to surprise teens in these nontraditional venues. This placement piqued teens' interest, rewarded some teens with first access to something new, and bolstered our unique and premium positioning. In this realm, we were also able to capture the tastemakers and influencers of this status-conscious group. These teen influencers spread 5 among their peer groups, and this peer-to-peer, word-of-mouth endorsement bolstered the credibility of the brand.

#### **Leverage our powerful consumer insights and revolutionary new pack design**

Consumers were drawn to the new sleek black packaging and viewed it as innovative, modern, and slightly mysterious. Ultimately, 5's journey was born from a combination of the look and feel of the pack, our Stimulation Junkie's desire to experience new things, and our desire to create a world of storytelling and shared experiences. What our team developed is a dark, mysterious, almost sci-fi playground, where teens could experiment with a new gum that would stimulate them.

#### **Build mass awareness and trial quickly**

A major objective of the overall 5 plan was to build distribution in the key channels (food, drug, and C-store) very quickly. It was critical that the marketing create immediate awareness to drive trial so that retailers would continue to be enthused and supportive of the brand. Thus, the communication plan, developed by a cross-functional team, emphasized mass media (TV, Print, and Digital) at the launch. To drive trial, we needed to create intrigue about the brand and interest in the three new flavors: Rain, Cobalt, and Flare.

#### **Produce epic films for TV and cinema**

Through a series of mysterious, sci-fi-like experiments, we visually dramatized the experience of the brand on a massive scale. TV executions feature an explorer who chooses to embark on a journey and then guides the viewer through an experiment unique to each flavor experience. The futuristic look, the dark palette, the epic and movie-like quality of the film, and the hyperbolic demonstration of the product experience make the work unlike any other. For the Cinema program, we created a :45 version of our Rain spot, complete with full Dolby 5.1 surround sound processing so that moviegoers would feel as if they were having the same experience as our protagonist.

### **Develop flavor-specific print**

The dark, futuristic treatment of the TV translated well to Print. The work created for this media featured the new pack prominently and invited teens to try these uniquely stimulating new flavor experiences.

### **Digital that lived the brand promise**

But our mission had to result in more than just powerful communications. To make teens truly feel the brand, we needed to deliver on the promise in our tagline—“Stimulate Your Senses.” Saying it is one thing, but to compel real belief in 5 we had to prove it. So, we developed a media strategy to get the job done. In addition to the mass media needed to build Awareness and Trial, we set out to deliver tangible, physical experiences.

- Gaming: 5 was integrated into Guitar Hero 3 so that teens could experience the brand
- Digital: At 5gum.com, we created a real-time, multiplayer online game that took rock-paper-scissors to a whole new level

### **Experiential sampling events**

We partnered with Live Nation to develop a “5 Lounge” integrated in their concert venues so that teens could take their music immersion to a totally new level, all while experiencing 5 gum for the very first time.

### **And high-impact in-store media**

To help generate trial, we created :15 spots that highlighted the experience and unique pack design of each flavor of 5. Sampling was also conducted within this experiential environment.

These efforts were evidence to a cynical and indifferent audience that 5 is more than just gum. In the end, our TV, Print, and Digital advertising efforts worked to generate mass awareness of the brand and its unique personality, while our integrated marketing program worked to build a relationship with our core target.

### **Business Results**

#### **Teen + Young Adult Metrics (among 12–24 year olds):**

1. Total Brand Awareness exceeded norms in April 2008, meeting our in-going year one objective in only three-quarters of a year.
2. Usage Trial exceeded norms, besting our in-going objective by 6 percentage points.
3. In-market, our communication was striking a chord with our target, as evidenced by these data points from an in-market study:
  - Ad Breakthrough (“ever saw”) scores were all significantly higher than norm.
  - Brand Linkage scores were very solid in that those who saw the ads were able to identify the Brand above the category-norm Brand ID rate.
4. When compared to the category average, 5 has really connected with and captured the fascination of teens, as measured by these Brand Perception Attributes:

	<b>Index vs. Category Average</b>
Brand Attribute A	<b>172</b>
Brand Attribute B	<b>191</b>
Brand Attribute C	<b>161</b>

5. Another data source supports our success with teens: When asked which single gum brand has the “coolest advertising, right now,” teens and young adults chose 5, making the advertising for 5 the coolest judged by this target.

**Overall General Market Metrics:**

1. We met our entire year-one dollar share objective in only months. As we write this, 5 is the fastest rising brand in the teen/young adult space.
2. The dollar velocities for two of the flavors are currently the #1 and #2 in the gum category.
3. And we’re certain marketing communications played a significant role in our success because there was a big jump in velocity immediately after we launched our campaign. As this new item tracking data in Graph 1 [attached appendix] demonstrates, the dollar velocities for the three flavors of 5 made a dramatic spike with the start of marketing activities in period four.
4. These marketing efforts translated to big revenue. Year one net sales bested our in-going objective by tens of millions of dollars.
  - Again, we’re confident that marketing communications helped drive these results as the volume and dollar sales for 5 were about twice that of our nearest competitor at a comparable point in time in their launch year. [See Table 1.]

**More than just gum... an emerging icon**

5 stood out as a brand worthy of name-dropping, as teens described the details of their daily lives on blogs and social networking sites. Very few brands, and certainly fewer confections brands, can claim this distinction.

We have evidence as well that it was our communication that compelled this engagement, because some claimed to want to experience the sensations viewed in 5 advertising and others wrote to report that they had tried the gum “because of the advertising.” Teens and young adults staged and posted their own experiments in the style of our advertising, used the foil wrappers to decorate their personal items, and repurposed the packs as cases for their iPods.

We’re thrilled by this level of personal engagement. To us, this is evidence that the research we conducted revealed the insights necessary to help 5 go beyond the ordinary and reclaim lost teen gum consumption for Wrigley.

**Table 1**

	<b>In-market performance — month five from launch</b>	
	<b>Volume</b>	<b>Dollar Sales</b>
Index vs. Nearest Competitor	+170%	+232%

Graph 1

