

Wall's Ice Cream

# Goodbye Serious: How social sold Wall's Ice Cream

Agencies: adam&eve DDB,  
TMW Unlimited, PHD, Mindshare UK

The first cross-industry collaboration between



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## Market context

Everyone loves ice cream, right? So it ought to be easy to sell Wall's much loved classics – Twisters, Soleros, Cornettos and Funny Feet to the UK, even in the middle of a somewhat soggy British summer. However, through years of increased competition from so many other snacks, Wall's had lost its relevance - and market share.

Wall's is the leading ice cream brand in the UK and looked on with fond nostalgia by many. Over the past few years, other confectionery brands have been bounding ahead, having more fun and being more relevant.

Wall's Classics were in danger of being forgotten, as chocolate and other snacks experienced double-digit growth. The result was that Wall's ice creams were eaten on average just once over each summer.

To give the brand a chance of standing out, we knew we had to overhaul our complete comms model – to move away from generic imagery and a focus on traditional media, towards something that would keep Wall's ice cream top of mind all summer long.

## Business/marketing objectives

Our brief was to:

- Increase salience for Wall's impulse products
- Reinvigorate Wall's tired brand personality
- Grow frequency of Wall's ice cream purchase

## Channel choice/strategy

For communications ideas to have resonance today, we believe they have to have a 'tension' - to resolve a disconnect that consumers experience with modern life.

Our insight for Wall's was that, unlike other snacks, ice cream melts straight away, and therefore demands a complete focus on the here and now. Whilst you eat it, your cares melt away and you're forced to say goodbye to adult seriousness.

We believed our comms idea, 'Goodbye Serious', would have genuine resonance on social channels, especially as consumers used their smartphones for exactly the same reason: to say goodbye to serious for a moment and get some relief from the stressful, busy world around them.

We launched our pilot in summer 2013, and it took almost a year of testing to get our articulation right.

Month in, month out, we published posts on Facebook across 22 markets from around the world, including for sister brands, Kibon in Brazil and Algida in Italy. We also studied interaction metrics to understand the themes, ideas and executions that would get traction.

In truth, during the pilot we struggled to get the balance right. The posts we thought best communicated 'Goodbye Serious' were too conceptual for smartphones, and there was too much focus on the 'serious'.

The posts that performed better were simple product shots that harked back to our generic recent past.

The breakthrough came when we realised that the posts that best answered our brief were the ones that were contextual – that commented on current events with a mischievous tone of voice.



Fig 1: Examples of 'Goodbye Serious' creative.

As a result of the pilot findings, we knew for the UK and Ireland launch of the campaign in summer 2014, we had to deliver expressions of 'Goodbye Serious' that:

- Had genuine cultural resonance in the here and now
- Commented on the context – the location or timing
- Featured the ice creams front and centre
- Were simple enough to be 'thumb friendly', and arresting

We needed to create work that was noticed, remembered and, most importantly, drove our audience to buy ice creams.

## Creative/media implementation

The result was 'Talking Ice Creams'. We'd take summer moments, both good and bad, identify their 'serious' side and then melt away frustrations by offering the brand's distinctively mischievous take.

The campaign would be planned to create maximum salience – to be the modern equivalent of an ice cream van, reminding consumers to have an ice cream when people were out and about.

We knew best practice thinking from Facebook was to focus on the correlation between reach and sales-driving impact rather than on engagement, so we concentrated on content designed to be seen rather than engaged with. In effect, the ice creams were doing the commenting so our consumers didn't have to.

Eighty per cent of our media spend was tied to hot weather, so whenever the sun was out we had something to say about it, and high temperatures triggered paid-for media support, such as outdoor ads.



Fig 2: Sample warm weather creative.

We had material ready for cultural moments that allowed us to express our mischievousness.





Fig 3: Creative commenting on topical events.



Fig 4: Outdoor executions of the 'Goodbye Serious' campaign.

Over the course of the campaign, we created over 60 different treatments, so the outdoor and Facebook ads were always contextual and always timely.

Finally, our presence on Twitter allowed us to take part in the conversation – not just reacting quickly and easily to cultural events, but also engaging in 'banter' with followers and other brands and celebrities alike.



Fig 5: The campaign's Twitter activity including a celebrity element.

The campaign that we evolved on social gave us the best of both worlds – the chance to get involved in the conversation and cultural fabric of a British summer, whilst walking consumers through busy city streets into a store to buy an ice cream.

## Results

Because we wanted this campaign to be an efficient sales driver, we focused on reach-based metrics, at the expense of sharing or virality.

So over the entire campaign we reached 78% of UK men and women aged 18-45 on Facebook, with a unique reach of 18.6m and a frequency of 6 – a total of 120m impressions.

Nevertheless, our activity was also a strong driver of interactions. The Grocer, a UK trade publication, ran an analysis saying that our post of 17th July drove the second highest number of interactions within the ice cream sector for the summer period. (Source: The Grocer)

For the first time, Wall's used econometrics to analyse and isolate the effect of individual channels' activity.

The econometric modelling took account of any potential changes that may have occurred as a result of other factors, e.g. pricing, short term promotional offers, or distribution strategy. We also ensured that these results were not the effect of good weather alone. Wall's has many years experience of accounting for the effect of weather on sales.

Our campaign, that was built and evolved on Facebook, ended up being hugely effective and efficient on that channel above all others.

The study showed that our new 'Goodbye Serious' campaign directly sold an additional 2.8 million ice creams over the summer of 2014.

Out of this gain, social generated nearly half of all incremental sales – 1.2m ice creams – despite our overall spend in that channel being only 17% that of total media spend. (Source: DDB Matrix)

### Total incremental Wall's sales units generated Summer 2014

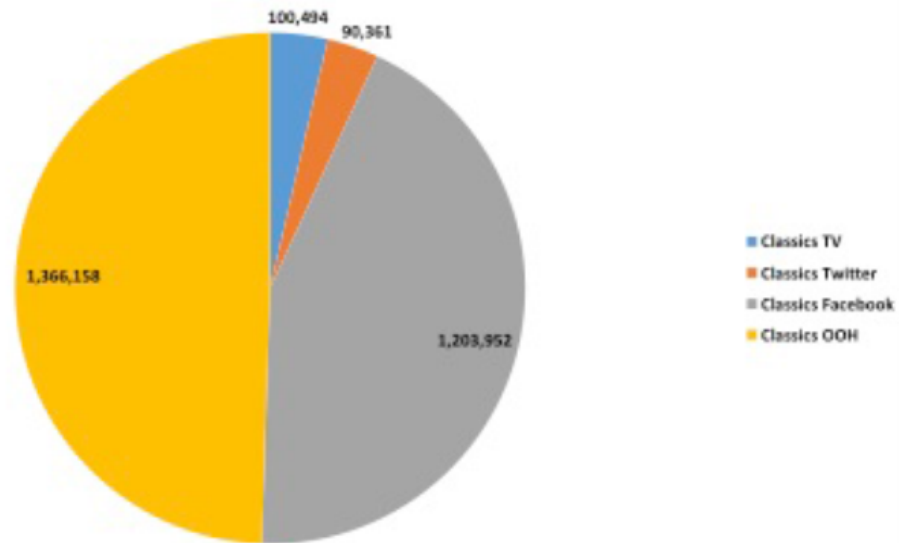


Fig 6: Breakdown of sales added by channel.

As a result, Wall's UK value share increased, with our new campaign directly responsible for 70% of this share growth. (Source: DDB Matrix Econometrics. Total Wall's hand held sales value, grocery and impulse, as % of market)

### Effect of the "Goodbye Serious" campaign on value share

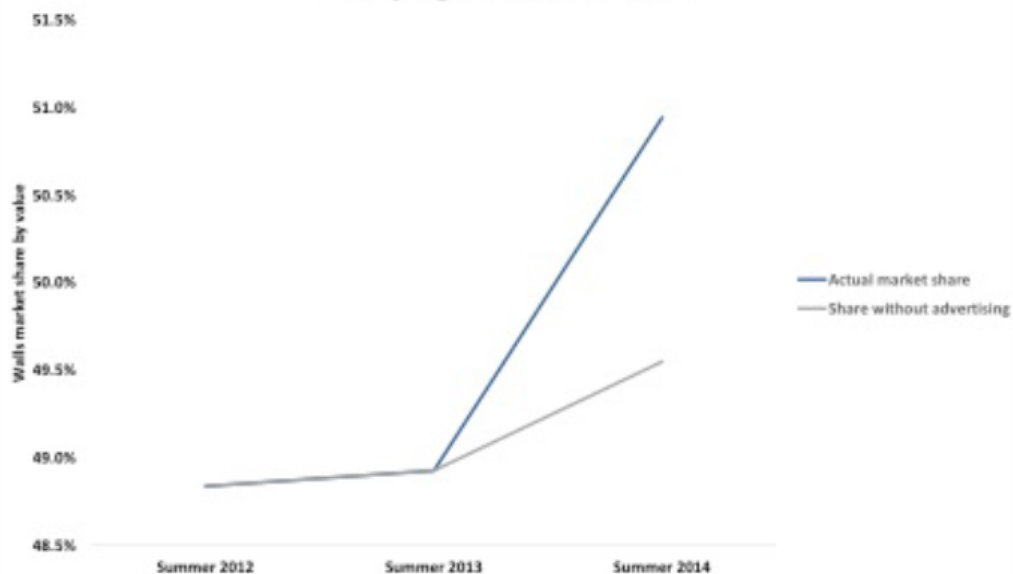


Fig 7: Impact of campaign on the value share of Wall's.

Also, thanks to our new 'Goodbye Serious' campaign, Wall's reclaimed its status as a culturally relevant (and brilliantly British) summer icon, reconnecting with a new generation of young adults.

% unprompted brand awareness		
	Wall's	FMCG Norm
All respondents	89%	63%
Core target (15-24 year-olds)	93%	64%

% agreeing ads 'made Wall's more appealing'		
	Wall's Campaign	FMCG Norm
All respondents	92%	81%
Core target (15-24 year-olds)	97%	81%

% agreeing 'I saw the ad and intend to buy one'		
	Wall's Campaign	FMCG Norm
All respondents	56%	45%
Core target (15-24 year-olds)	62%	43%

Fig 8: Research scores for awareness and intent improved.

And our brand was clearly seen very differently now. According to research, Wall's now seemed 'quirky,' 'funny,' 'cheeky,' and even 'sexy'. (Source: Millward Brown)

## Key learnings

Our sales-driving, brand refreshing, socialising campaign was built from the ground up in a very different way from the traditional route of TV scripts and pre-testing.

We used Facebook as our global testing ground, evolving our executional messaging and style until it was perfectly formed to be experienced on the move.

Then when we executed the campaign, we planned a contextual presence close to retailers that minimised the use of TV and instead relied on Facebook and outdoor.

This 'originated on social' approach has driven proven sales success – contributing nearly half of all incremental sales whilst taking 17% of the media budget. And it's a model that's now being rolled out in 14 Wall's markets around the world in 2015.

## Author credit:

Primary agencies: adam&eveDDB, TMW Unlimited  
 Secondary agencies: : PHD, Mindshare UK  
 Author: Rob Isaacs, Head of Social Strategy, adam&eveDDB

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# The Steering Group

Celina Burnett,	Gain Theory	Olesya Moosman,	Twitter
Jenny Burns,	RSA	Renaben Patel,	LinkedIn
Fran Cassidy,	Cassidy Media P'ship	Jake Steadman,	Twitter
James Devon,	MBA	Matt Taylor,	Twitter
Simeon Duckworth,	Mindshare	Christian Walsh,	MRS
Nigel Gwilliam,	IPA	Christopher Wellbelove,	BT
Sandra Hughes,	Facebook	Sarah Woodley,	The Marketing Society
Janet Hull,	IPA	Leila Woodington,	Facebook
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### Contact

- [nigel@ipa.co.uk](mailto:nigel@ipa.co.uk)  
- [sarahw@marketingsociety.co.uk](mailto:sarahw@marketingsociety.co.uk)  
- [christian.walsh@mrs.org.uk](mailto:christian.walsh@mrs.org.uk)

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