

CREATIVE EFFECTIVENESS LIONS

Title:	W.A.L.S. - Women Against Lazy Stubble
Client:	P&G
Product:	Gillette Mach3

Summary

Please submit an overview of the campaign and analysis of its effectiveness in 400 words or less. You should first highlight the creative idea behind the work, then describe how the objectives of the campaign have been successfully met, referring to your verifiable sources.

This will primarily be used after the judging to showcase the winners. However, the judges will also have access to this summary during judging

The creative idea was to create a social movement called “Women Against Lazy Stubble” (W.A.L.S.) – a publicity and controversy generating campaign that for the first time gave women a voice in how they would prefer their men to clean shave. The campaign began as an unbranded facebook page, and ended up as a national news phenomenon.

Our goal was to double market share for Mach3 – Gillette’s top-of-the-range razor.

Our task was to encourage the young trendy men of India’s cities to shave more often, and to shed the prevailing “unshaven look” that was endorsed by virtually every sports star, actor and role model in India.

Analysis told us that to achieve this we would have to create a grassroots “counter movement” that was authentic, engaging and contemporary. This was because our audience rejects commercial advertising, and were more likely to be swayed by shifts of opinion among their contemporaries.

Our strategy was to leverage the (until now, silent) views of their female partners and spouses. Nielsen research revealed 77% of women preferred their husbands to be clean-shaven. By drawing public attention and giving voice to women’s views, we could give them confidence to express their desires, and encourage millions of closed-doors conversations to gently persuade their men to shave more often.

The campaign was 60% more effective in generating attention than previous Gillette campaigns. It generated 4 times the expected amount of earned media and publicity. The campaign tripled market share of Mach3 Razor.

On the back of the success of this campaign, Gillette India was nominated brand of the year by Campaign Asia Pacific. The campaign was recognised by P&G as their most effective of 2009/2010, worldwide. WALs also has won 2 Gold accolades at the India Effie awards, as well as several creative (a Cannes Silver Lion for Best Integrated campaign led by PR) and digital awards.

1. What were the objectives for the creative work

Please distinguish between interim objectives (e.g. awareness, image, attitudes, and behaviour) and sales objectives (e.g. volume, revenue, market share). Be aware that having both will strengthen your entry

Gillette's business model the world over is simple – the more men shave, the more razors and replacement blades Gillette will sell. In India, for the last couple of decades, the propensity of men to shave had been steadily increasing, since a clean-shaven look was associated with desirable hygiene, social status and modernity. All the cultural and social drivers were encouraging men to shave.

Until now.

Stubble was becoming cool. The leading male role-models were sporting stubble, from film stars like Abhishek Bachchan and John Abraham, to sports stars like MS Dhoni & Yuvraj Singh. Young men naturally followed suit. More stubble meant less shaving, and the growth of Mach3 – Gillette's top-of-the-line razor – stagnated.

The client brief was clear – kick-start Gillette Mach3 growth by getting men to shave again.

We couldn't just ask all the role models to change their look. Nor could we advertise our way to a solution – our target audience is allergic to commercial messages, and previous conventional advertising campaigns were not working.

We had to create a counter-movement, which could address these specific challenges:

1/ Get men's attention: we had to find a way to engage our target about the issue of shaving in a credible and authentic way.

2/ Get men engaged in the issue of shaving: we had to create an issue around the need to shave that was sufficiently interesting and newsworthy; something that would get talked about, and encourage them to reappraise their grooming habits.

3/ Get men to shave more often with Mach3: persuade men to sport a clean-shaven look, overcoming the pressure of the most influential celebrities.

Our objectives mirrored our communication challenges:

a/ Get men's attention: A campaign, with the same funds, that would be 20% more effective than our last campaign, i.e. a campaign awareness index of 120 (100 is the norm).

b/ Get men engaged in shaving: Create an issue sufficiently interesting and newsworthy that it would double the amount of "earned-media" i.e. a free media index of 200 (where 100 was the benchmark set by our successful 'To Shave Or Not' campaign of 2008)

c/ Get men to shave more often with Mach3: We needed to improve our key equity parameters (this is a composite of equity scores such as "close shave", "most comfortable shave") by +3 points. Critically, we had a very aggressive growth target, namely to double market-share (market-share Index of 200 Index, where 100 is the pre-campaign level)

2. What was the strategy behind the work?

Be clear about the connection between the objectives, the brief and the final creative work.

It's not easy to persuade a guy to change his look, especially when that means going counter to the norm set by his fashion role-models and heroes.

But we came across some startling research. According to the research conducted among young Indian women by Nielsen, 77% said they preferred their man to be clean-shaven. But their views were rarely taken into consideration.

By drawing public attention and giving voice to their views, we could give women the confidence to express their desires, and encourage millions of closed-doors conversations to gently persuade their men to shave more often.

And there was a news angle to this approach as well. Here was a potential controversy, pitching women's desires against those of their boyfriends and husbands. And as women's views were gaining more influence in the public sphere, a campaign that adopted their perspective would be "in vogue" and therefore attract the attention of the media.

3. What was the creative work?

Detail the creative output in terms of its content, the media channels, and the investment behind it?

The campaign idea was to create a social movement called “Women Against Lazy Stubble” (W.A.L.S.) – a publicity and controversy-generating campaign that for the first time gave women a voice in how they would prefer their men to clean shave.

The movement required a grassroots authority, so we seeded the conversation on facebook, unbranded, where women could express their distaste for stubble on their man. The issue spread virally throughout facebook, and soon hundreds of young women across the country joined the movement.

Meanwhile we tipped off the online media and bloggers who started spreading the story.

The movement amplified when three Hindi film actresses (Neha Dhupia, Minissha Lamba & Mugdha Godse) added their voices to the movement. Within days, the story was picked up by every major television network and newspaper, and fuelling conversations around the country.

Now that we had the nation’s attention, Gillette stepped in, supporting the movement by promoting Mach3 razor at a reduced price in a television campaign, with in-store support.

We set up shaving booths in malls across the country for men to shave (and be shaved by women). The W.A.L.S. movement also created history when we organized the largest mass shaving event.

4. What effect did it have in the world?

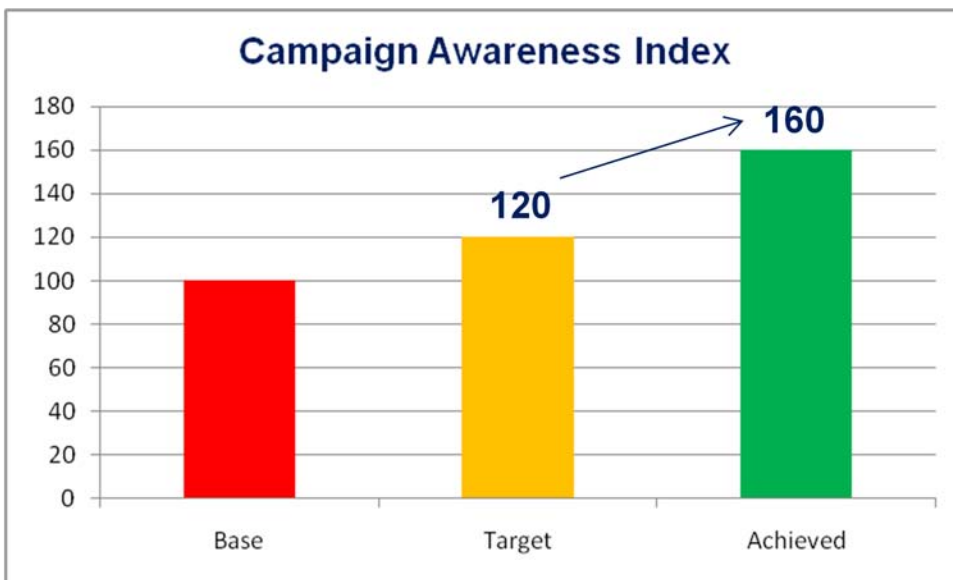
Explain what happened after the work appeared. Again, be aware of the difference between interim and sales effects.

(All figures quoted are Indexed, not actual numbers.)

Source: P&G Gillette Internal Construct based on Nielsen Retail Audit, Media Audit & Pre/Post Research)

a/ Get men’s attention.

With a campaign awareness target of 120 Index (20% increase): we achieved 160 Index, this campaign was 60% more effective than previous campaigns in getting attention. No P&G campaign had achieved comparable results within this timeframe and budget.

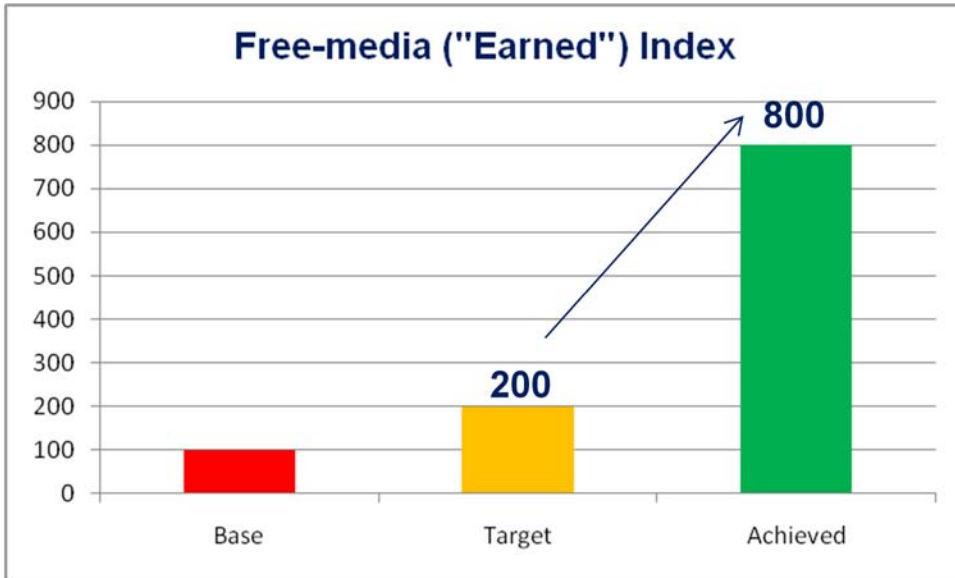


b/ Get men engaged in shaving.

Our “earned-media” target was to double that of Gillette’s previous year’s ‘To Shave Or Not’ initiative (200 Index). We achieved an 800 Index - 8 times more publicity and buzz than we had ever achieved before. We had turned shaving from a non-issue into a genuine national conversation.

The campaign generated the highest-ever free media coverage for any P&G campaign across Asia – earning free media coverage worth \$3.25million. 75+ TV channels & publications covered the WALs movement, including front-page coverage in the leading dailies.

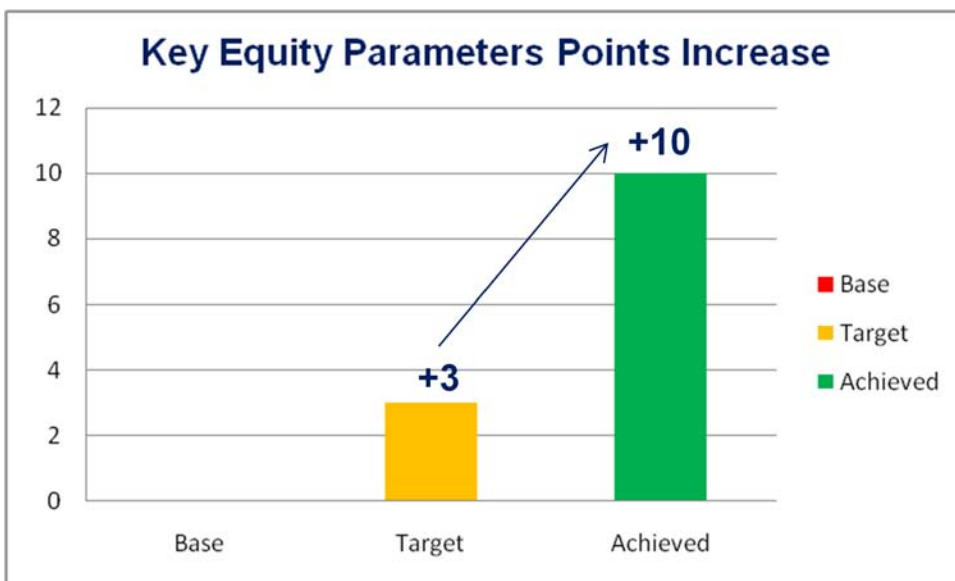
Over 10,000 men queued up to enter our “get-yourself-shaved-by-a-woman” event activation.

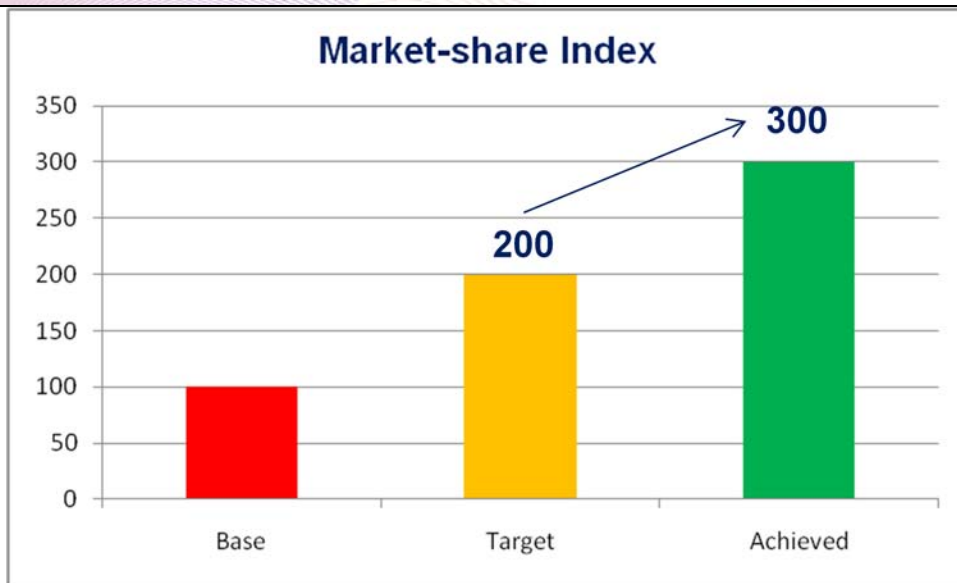


c/ Get them to shave more often with Mach3

We had a key equity parameter target of +3 points: we achieved +10 points, the highest brand imagery scores we had achieved to date.

With a target to double market-share (200 Index), we achieved a 300 Index – which is the highest ever market share that Mach3 has achieved in India.





Additional awards and accolades:

Creative awards

Cannes Silver Lion for Best Integrated Campaign led by PR

Spikes: a Gold & Silver each for Media and a Bronze for Direct & Sales Promotion

Effectiveness awards

EFFIE India: 2 Golds (Integrated Advertising Campaign; Consumer Products - Cosmetics & Toiletries), plus the Uncommon Sense award for innovation and counterintuitive thinking

Company awards

P&G's Global Brand Building Award. These coveted awards scrutinize effectiveness across thousand of campaigns

Marketing awards

Campaign Asia-Pacific's Brand of the Year 2010 was awarded to Gillette on the basis of this campaign's success

Digital awards

Asia Digital Media Awards: a Silver in the Social Media Category

**5. How do you discount the other factors that could have caused some or all of this effect?
 You may use econometrics if you wish but it is not a necessity.**

Gillette dropped the price of Mach3 razors from Rs. 199 to Rs. 125 to support the 'movement'. This is a typical approach that Gillette adopts in supporting a campaign. Whilst this price drop would have no doubt contributed to an increase in sales, based on our previous cases of price promotions, it could only have accounted for a small percentage of the success, not the unprecedented levels we achieved.

6. What was the commercial gain for your Client as result of running the creative work?

Entries will benefit from their ability to isolate a return on investment, not just a picture of sales growth or changes in brand measures.

The program led to increase in brand awareness with generation of free media of approximately 3.25 million USD with an approximate Return On Investment of 1:18.

7. What do you think this case adds to our understanding of how creativity can be effective?

This case clearly demonstrates the power of the key influencer (in this case, women) and the role of social media. If a brand is able to press the right hot-buttons, great creative ideas will engage with consumers and have a life of their own (with minimal marketing investment).

Entry Composition

Please list the different media used throughout and after your campaign (up to 4 March 2011) with an indication of the period. All parts of the campaign may be considered during judging.

Type of Media e.g. TV campaign - 3 spots
Date of 1st Implementation e.g. 8-10 November 2009
Budget/ Media Spend e.g. \$ 100,000 USD

Type of Media	Date of Implementation	Budget / Media Spend
Social Media	12-11-2009	20,000 USD
Press Conference/ Press Release	12-11-2009	20,000 USD
Television Content	15-11-2009	300,000 USD
Mall Activation/ Promotion	15-11-2009	100,000 USD
Outdoor Stunt/ Event	18-12-2009	40,000 USD