

E-767-524

Tender words: using empathy to fuel media strategy

Product Category Entered

Milka Media Strategy & Idea

ENTRY DETAILS

DATES EFFORT RAN (TOTAL)

List the start/end dates of the effort, even if it goes beyond the Effie eligibility period.

Date From 2021 Jan 04

Date To 2021 Apr 30

Efforts that are ongoing should leave the end date blank.

COUNTRIES EFFORT RUN IN

To enter, your case must have run in Europe. List the country(ies) in Europe that you are entering as part of this entry. The data and results provided throughout this form must relate to the country(ies) listed here. Note: You do not need to list here all countries where the effort ran - only the countries you are providing data for in this entry. all that apply.

Belgium

France

Germany

Poland

REGIONAL CLASSIFICATION

Select all that apply.

Multinational

Please note that if your effort is Multinational, your entry must be isolated to adhere to the eligibility parameters for your Effie program.

INDUSTRY SECTOR

Classify your brand/product by one of the available industry sectors, or choose Other.

Food & Beverages (Non-Alcoholic)

INDUSTRY/CATEGORY SITUATION

Select one.

Growing

EXECUTIVE SUMMARY

GIVE THE JUDGES AN UNDERSTANDING OF THE CASE THEY ARE ABOUT TO READ BY PROVIDING A SUMMARY FOR EACH OF THE ITEMS BELOW. A ONE-SENTENCE SUMMARY IS RECOMMENDED FOR EACH LINE.

THE CHALLENGE:

(Maximum per line: 20 words)

Milka had surrendered its position as the most tender chocolate and had lost market share during the Covid-inspired boom.

THE INSIGHT:

(Maximum per line: 20 words)

It takes just a small change of perspective to experience life in a more tender way.

THE STRATEGIC IDEA/BUILD:

(Maximum per line: One sentence - 20 words)

Tender Words

BRINGING THE STRATEGY TO LIFE:

(Maximum per line: One sentence - 20 words)

For Milka, the champion of empathy, we designed a media strategy rooted in empathy at scale.

THE RESULTS:

(Maximum per line: 20 words)

Milka reclaimed tenderness, grew up to five times faster than the market and achieved record share gains.

WHY IS THIS ENTRY AN OUTSTANDING EXAMPLE OF EFFECTIVE MARKETING IN THIS EFFIE ENTRY CATEGORY?

Summarize your case by focusing on how your results related directly back to your challenge and objectives. When entering multiple categories, it is important to customize your response for each category. If judges have questions about your eligibility in this category, they will refer to this response.

(Maximum: 100 words)

The chocolate tablet market boomed during the Covid lockdowns as consumers searched for comfort in chocolate. But what happens when the effects begin to cool off and the market takes a sharp downturn? Milka defied the market, turbo-charged its growth and reversed a decline in market share through an innovative media strategy with empathy at its heart. By reasserting its empathetic positioning as the most tender chocolate, Milka reconnected with its Millennial growth audiences, allowing them to experience the power empathy in small everyday tender acts.

SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES - 23.3% OF TOTAL SCORE

This section covers your strategic business context for your marketing activity, alongside your key business challenge and objectives. Judges will assess the case for both suitability and ambition within the framework of the challenge. Weight will be given to the degree of difficulty and whether the entrant has provided the context to evaluate the case's effectiveness in this section.

Please provide the necessary context on your industry category, competitors, and brand so the judges, including those unfamiliar with your brand/category, can evaluate your entry. Outline why your business challenge was the right opportunity to grow and the degree of ambition represented by your objectives.

1A. BEFORE YOUR EFFORT BEGAN, WHAT WAS THE STATE OF THE BRAND'S BUSINESS AND THE OVERALL CATEGORY IN WHICH IT COMPETES?

What was the strategic challenge that stemmed from this business situation and the degree of difficulty of this challenge?

Context to consider including: characteristics or trends in the market (e.g. government regulations, size of market, societal trends, weather/environmental situations, etc.), competitor spend, position in market, category benchmarks, barriers.

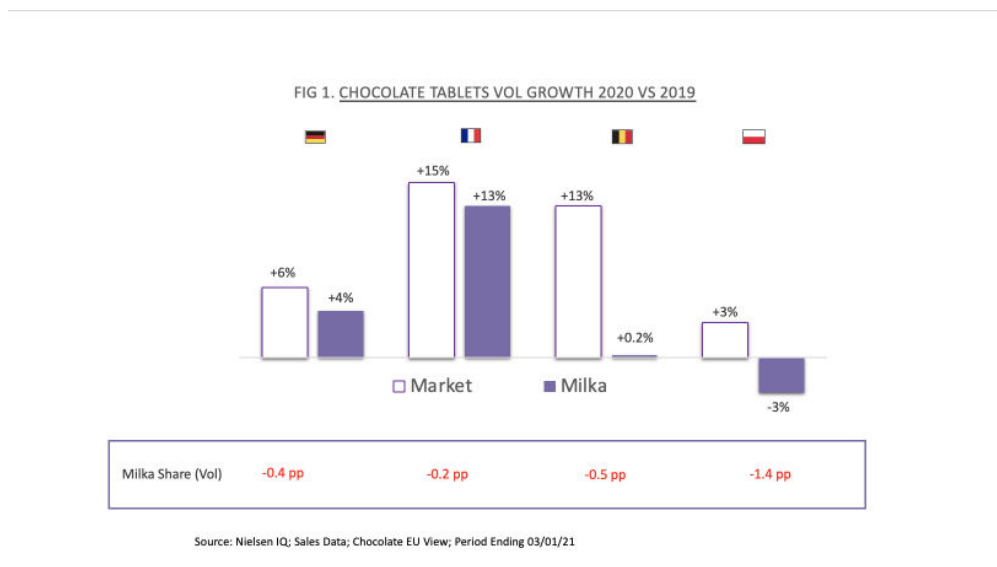
(Maximum: 275 words; 3 charts/visuals)

The chocolate market benefited from Covid

Chocolate is a comfort in tough times. During the Covid pandemic consumer spending on chocolate soared as we sought solace wherever we could. Defying years of low growth, chocolate tablet sales leapt ahead by +15% in France, +13% in Belgium, +6% in Germany, and +3% in Poland.¹

Milka failed to keep up

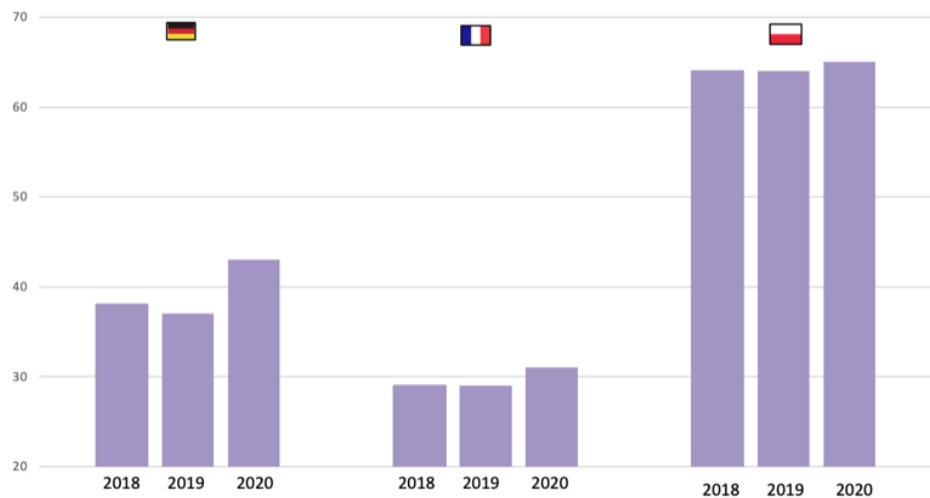
As the leading European chocolate brand, Milka could expect to claim more than its fair share of market growth. In fact, the opposite was true: in 2020 Milka grew slower than the market in Germany, France and Belgium and sales actually **fell** in Poland. Market share declined in all four countries. (Fig 1). While these percentage decreases might appear small, note that each 0.1% of the European tablets market is worth approx. €10.7MM.²



Milka's key growth consumer, Millennials, saw it only as 'the lilac one'

For decades, Milka occupied an iconic place in the hearts of consumers. But the new generation - a vital source of future growth - lacked emotional connection with the brand. Neither the salience of Milka's iconic cow, nor its distinct brand color could stop Milka's penetration stagnation and decline (Fig 2).

FIG 2 . MILKA TABLET PENETRATION (MILLENNIAL GROWTH CONSUMERS)



Source: GfK/Kantar Europanel; Panel data; MAT to Dec 2020. NB. Data unavailable for Belgium.

Our challenge: beat the market in 2021

No one quite knew what to expect in 2021. Most experts were predicting that the Covid-effect would last, and the market would continue to grow.³

A buoyant market would benefit all brands, making Milka's job of recovering lost market share harder.

Our strategic challenge was to reverse Milka's share loss by growing faster than the (growing) market.

We needed to make a radical shift in both our brand and **media strategies** to succeed.

1B. WHAT WERE YOUR MEASURABLE OBJECTIVES? WHAT WERE THE KEY PERFORMANCE INDICATORS (KPIs) AGAINST YOUR OBJECTIVES? PROVIDE SPECIFIC NUMBERS/PERCENTAGES FOR EACH OBJECTIVE AND PRIOR YEAR BENCHMARKS WHEREVER POSSIBLE.

Effie is open to all types of objectives; it is the entrant's responsibility to explain why their objectives are important to the business/organization and challenging to achieve. Provide context, including prior year, competitor, and/or category benchmarks to help the judges understand why these goals were set and how challenging they were. If relevant to your case, explain how these goals relate back to the overall brand or organization's strategy and objectives.

RESPONSE FORMAT

Immediately below, use the provided space to set up your objectives and share any overarching explanation of your objectives & KPIs (maximum of 150 words; 3 charts/visuals).

Then, you will list out each objective individually and select the type of objective. For each objective, provide context, for why the objectives were important for the brand and growth of the business.

- Only one objective is required. Your first objective should be your primary campaign objective, then you may list up to three supporting objectives. Entrants are not expected to use all fields.
- You may have more than one objective of the same type.

- Unsure which objective type to select? [View guidance here.](#)

1B. OBJECTIVES OVERVIEW

Set up your objectives & share any overarching explanation of your objectives & KPIs.

(Max: 100 words, 3 charts/graphs)

The champion of tenderness struggled

For 50 years Milka has championed empathy by being positioned as “the most tender chocolate”. But a recent survey revealed that this positioning was challenged, with Milka’s two closest competitors now more readily associated with tenderness and empathy (Fig 3).

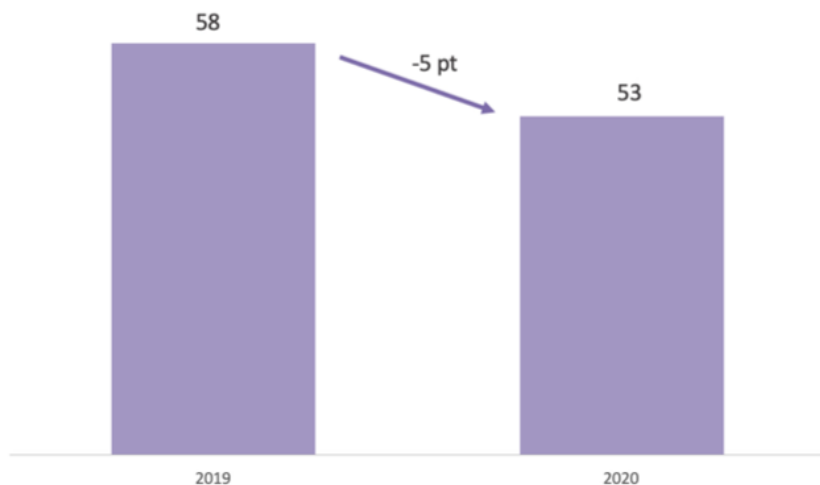
FIG 3. INTUITIVE BRAND ASSOCIATIONS – CHOCOLATE - GERMANY



Source: Kantar BGS, Equity Deep Dive, 2018

As a direct result, Milka’s Difference vs. other brands - a key measure of brand power – was declining. (Fig 4).

FIG 4. BRAND DIFFERENCE: MILKA 2020 VS 2019



Source: Metrix Lab, Equity Tracking, Germany, Jan 2021

Our key objectives were:

- Re-build Milka's association with tenderness and strengthen its sense of Difference
- Increase penetration among the Millennial growth consumers
- Reverse a decline in market share by growing faster than the market

OBJECTIVES

Objective #1 should be your primary campaign objective, then you may list up to three supporting objectives.

For each objective, you may include up to three charts/graphs.

Reference 1

OBJECTIVE TYPE

- You may have more than one objective of the same type.
- Unsure which objective type to select? [View guidance here.](#)

Awareness

STATE OBJECTIVE

State your objective here.

(Max: 25 words)

Increase Milka's association with tenderness and drive brand Difference.

CONTEXT

Provide context, including prior year, competitor, and/or category benchmarks to help the judges understand why these goals were set and how challenging they were.

(Maximum: 75 words; 3 charts/visuals)

Despite 50 years of advertising history, Milka was now no more strongly associated with tenderness than its two closest competitors.

OBJECTIVE TYPE

- You may have more than one objective of the same type.
- Unsure which objective type to select? [View guidance here.](#)

Purchase

STATE OBJECTIVE

State your objective here.

(Max: 25 words)

Increase penetration among Millennial consumers above already Covid-boosted levels.

CONTEXT

Provide context, including prior year, competitor, and/or category benchmarks to help the judges understand why these goals were set and how challenging they were.

(Maximum: 75 words; 3 charts/visuals)

In 2020 Covid resulted in significant penetration gains in all three countries for which data is available: Germany +5pp; France +2pp; Poland +1pp.⁴ Our objective was not just to retain these gains, but to exceed them.

OBJECTIVE TYPE

- You may have more than one

objective of the same type.

- Unsure which objective type to select? [View guidance here.](#)

Purchase

STATE OBJECTIVE

State your objective here.

(Max: 25 words)

Increase market share (volume) by growing faster than the market.

CONTEXT

Provide context, including prior year, competitor, and/or category benchmarks to help the judges understand why these goals were set and how challenging they were.

(Maximum: 75 words; 3 charts/visuals)

Milka's market share declined in 2020: Poland -1.4pp; Belgium -0.5pp; Germany -0.4pp; France -0.2pp. Note that each 0.1% of the European tablets market is worth approx. €10.7MM.⁵

SECTION 1: SOURCING

Provide sourcing for all data provided in Section 1: Challenge, Context & Objectives.

Use superscript in your responses above to link data points and sources.

¹ Nielsen IQ; Sales data; Chocolate EU View, Period ending 03/01/21

² Nielsen IQ; Sales data; Chocolate EU View, Period ending 03/01/21

³ Business Wire: Chocolate Market in Europe analysis highlights the impact of Covid; July 2020

⁴ GfK/Kantar Europanel, Consumer Panel Data; MAT to Dec 2020

⁵ Nielsen IQ; Sales data; Chocolate EU View, Period ending 03/01/21

Include source of data, type of research, time period covered, etc. Do not include ANY agency names as the source of research.

Do not link to external websites or include additional information for judges to review.

Judges encourage third-party data where available.

[SOURCING GUIDELINES](#)

SECTION 2: INSIGHTS & STRATEGY - 23.3% OF TOTAL SCORE

This section covers the key building blocks of your strategy.

Explain to the judges why you chose the audience you did. Outline your key insight(s) and how they led to the strategic idea or build that addressed the business challenge the brand was facing.

2A. DEFINE THE TARGET AUDIENCE(S) YOU WERE TRYING TO REACH AND EXPLAIN WHY IT WAS/THEY WERE RELEVANT TO THE BRAND AND THE CHALLENGE.

Describe your audience(s) using demographics, culture, media behaviors, etc.

Explain if your target was a current audience, a new audience, or both. What perceptions or behaviors are you trying to affect or change?

Commerce & Shopper

Cases: Be sure to highlight the shopper's motivations, mindset, behaviors, and shopper occasion.

(Maximum: 300 words; 3 charts/visuals)

To reverse the decline of Milka, we needed to reach all category buyers. However, we decided to put particular emphasis on our Millennial growth consumers, because their penetration was lower than other age groups.

Growth consumer: Millennial (25-34 yo) male and female without children

They are hard-working achievers, striving to accomplish more in life, and are more likely to say they are very career oriented. At the same time, they are more likely to feel 'Stressed out' (Index 143), 'Depressed' (Index 140) or 'Lonely'. (Index 133).⁶ In fact, 61% of consumers we surveyed believed that their world is less tender than it used to be.⁷

They love technology and the connections it enables: Having the latest tech is very important to them. They are constantly connected online and say they feel more insecure without their mobile phone than their wallet.⁸ At the same time, they are increasingly aware of the risks and threats that the digital world can bring.

Facebook, Instagram, YouTube are their natural habitat.⁹

They are more likely to be light buyers, i.e. purchasing Milka only 1x per year.¹⁰ Instead of Milka they are more likely to consume brands such as Lindt, Ferrero and Kinder¹¹ due to a wide consideration set (3,4 chocolate brands considered).¹²

Our goal was to reconnect with these vital growth consumers who had no emotional connection to Milka and therefore paid it very little attention.

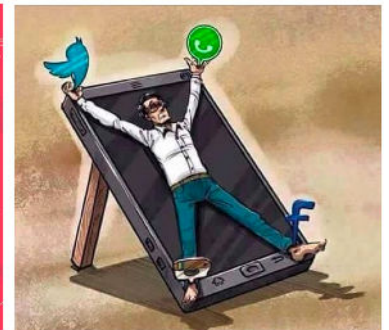
2B. EXPLAIN THE THINKING THAT LED YOU TO YOUR INSIGHT(S). SOME INSIGHTS COME FROM RESEARCH, DATA, AND ANALYTICS. OTHERS COME FROM INSPIRATION. CLEARLY STATE YOUR INSIGHT(S) HERE.

Clarify how the insight(s) were directly tied to your brand, your audience's behaviors and attitudes, your research and/or business situation. How would this unique insight(s) lead to the brand's success and how did it inform your strategic idea.

(Maximum: 300 words; 3 charts/visuals)

The un-tender world of the Internet

For our audiences, the idea of tenderness appeared relevant to explore in the context of their everyday lives and their constant *connection to digital screens*. In fact, the Internet has become a place where the decreasing tenderness in the world is the most visible and where negative interactions have caused tremendous harm including: polarization, digital loneliness, cyber-bullying, and associated mental health issues.¹³



Source: Google Images

The small acts of tenderness

Milka committed to a new purpose: to inspire thousands of acts of tenderness in the least likely tender space – the Internet. Our aim was to inject Difference into the Milka brand by reminding people just how good it feels to be tender and how little it takes to start.

The latest psychology research confirmed that people generally feel good about being tender and 74% would describe themselves as tender.¹⁴ Being kind and considerate towards others has social as well as personal rewards: it doesn't just make us feel good inside, it makes us *look* good too.¹⁵

Interviews with behavioral science experts added the final missing piece of our empathy deep dive and revealed the disproportional impact of empathy.¹⁴

OUR INSIGHT:

EVEN A SMALL ACT OF EMPATHY CAN HAVE A MAJOR IMPACT ON OUR PERCEPTION OF HOW MUCH TENDERNESS THERE IS IN THE WORLD.

When we see more empathy around us and perceive the world to be more tender, it motivates us to interact tenderly with those around us too.



OUR MISSION:

We had to champion the disproportionate impact of empathy in the everyday life of our consumers, and interactions on the Internet became our way in.

2C. WHAT WAS THE CORE IDEA OR STRATEGIC BUILD YOU ARRIVED AT USING YOUR INSIGHT(S) THAT ENABLED YOU TO PIVOT FROM CHALLENGE TO SOLUTION FOR YOUR BRAND AND CUSTOMER?

(Maximum: 20 words)

Tender Words – even a small shift of perspective can make the world more tender.

SECTION 2: SOURCING

Provide sourcing for all data provided in Section 2: Insights & Strategic Idea.

Use superscript in your responses above to link data points and sources.

Include source of data, type of research, time period covered, etc. Do not include ANY agency names as the source of research.

Do not link to external websites or include additional information for judges to review.

Judges encourage third-party data where available.

⁶ MDLZ Europe Segmentation Study – France, Germany, 2020

⁷ OnePoll survey for Milka; 2000 adults aged 18+ across Europe; Nov 2020

⁸ Western European Audience Insights, Google Insights Study for Milka, 2020

⁹ Momentum Research, 2020

¹⁰ Matrix Lab, 2020

¹¹ Momentum Research, 2020

¹² Multiple sources: Quaglio, G., Milla, S.: Potentially negative effects of internet use, European Parliamentary Research, 2020; World Health Organisation: European Framework for Action on Mental Health, 2021

¹³ IPSOS / The Common Cause Foundation; Perceptions Matter Report; 2016

¹⁴ Krznaric, R.: Empathy: Why It Matters, and How to Get It, 2014

¹⁵ Interview with Sam Tatam, author Evolutionary Ideas, Head of Behavioral Science Practice, London 11/2020

[SOURCING GUIDELINES](#)

SECTION 3: BRINGING THE STRATEGY & IDEA TO LIFE - 23.3% OF TOTAL SCORE

This section relates to how you built a compelling creative and channel plan i.e. how and where you brought your strategy to life. And how you tested for ongoing optimization.

Help the judges evaluate your entry by demonstrating how you created work that targeted and motivated customers effectively. Outline how your creative and channels plans worked together to drive results.

The score for this section will be based on your responses to the below questions, your creative work (as presented in the creative reel & images), and the context provided in the Investment Overview. Your responses to all elements of this section should complement one another and tell a cohesive story.

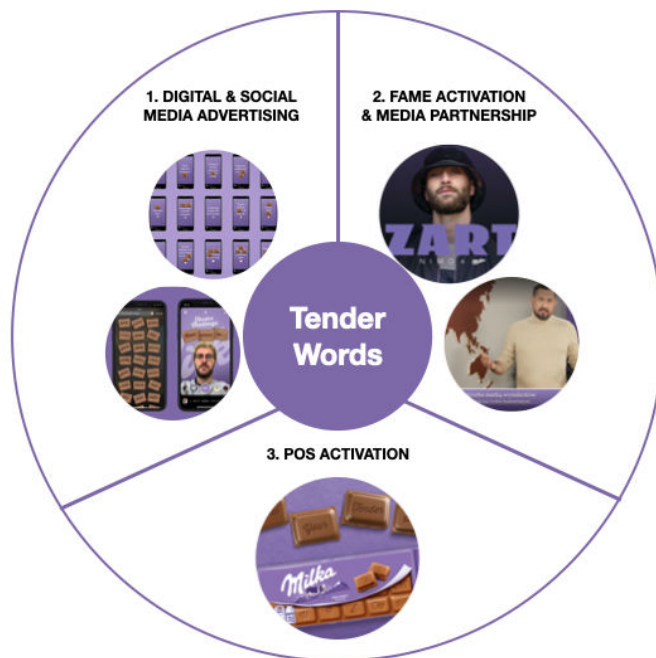
3A. DESCRIBE THE KEY ELEMENTS OF YOUR PLAN THAT ACTIVATED YOUR STRATEGY.

Outline any components that were active in the effort e.g. CRM program, customer experience, pricing changes as well as promotions and communications.

(Maximum: 100 words; 3 charts/visuals)

For a brand that championed empathy, we chose an **empathy-fuelled media approach**. We created a media strategy with tenderness at its heart that consisted of three components:

1. **Digital & Social media advertising:** empathetic tender words personalized the messages to Growth consumers.
2. **Fame activation & media partnership:** influencers connected with pop-culture through tender words.
3. **Point-of-Sale activation:** limited edition Milka tablets with tender words printed onto them were distributed in stores nation-wide throughout France, Germany, Belgium and Poland.



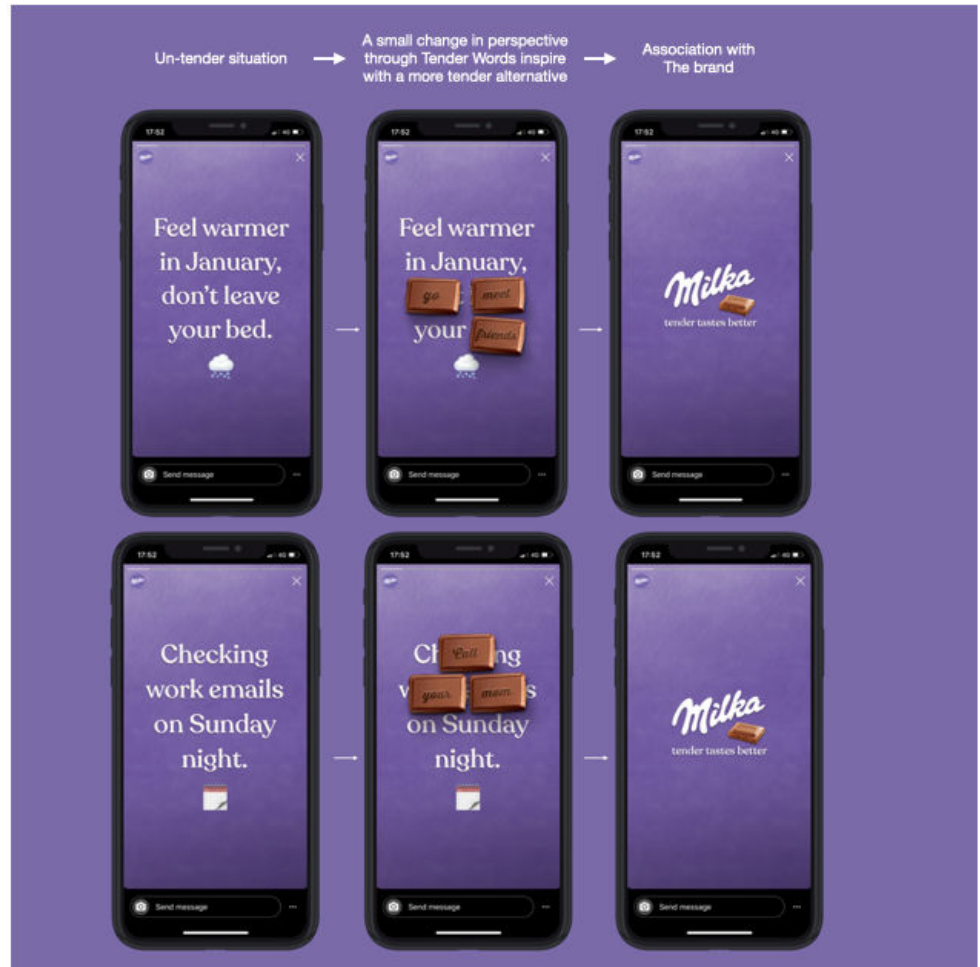
3B. OUTLINE THE KEY BUILDING BLOCKS OF THE CREATIVE EXECUTIONS FOR YOUR MAIN MARKETING VEHICLES E.G. ENDLINE, CALL-TO-ACTIONS AND FORMAT CHOICES. INCLUDE ANY IMPORTANT CHANGES THAT OPTIMISED THE CREATIVE WHILST THE ACTIVITY WAS RUNNING.

Include any important changes that optimized the creative whilst the activity was running.

(Maximum: 100 words; 3 charts/visuals)

Online and on-pack, Tender Words used a selection of empathetic words engraved on pieces of Milka chocolate, to transform a negative situation into a tender one. Consumers and influencers were empowered to express their own interpretation of Tender Words – using this simple device of a piece of Milka chocolate to change their perspective.

EXPLANATION OF THE CREATIVE VEHICLE



Presented in the right context at the right moment to the right people, each block of the campaign tenderized the lives of our vital Millennial growth consumers.

3C. OUTLINE THE RATIONALE BEHIND YOUR COMMUNICATIONS STRATEGY AND CHANNEL PLAN. EXPLAIN HOW THE INTEGRAL ELEMENTS WORKED TOGETHER TO DRIVE RESULTS.

If relevant, explain how you changed your spend across channels as part of your campaign optimization.

(Maximum: 400 words; 3 charts/visuals)

More personal = more empathetic?

In theory, the more empathetic or personal the message is, the more attention it should receive, and the more likely it should be to establish connection. Because our key audiences were online a lot, the straight personalization of communication enabled by online data appeared like the right strategy for our challenge.

But in practice personalization of advertising has often failed to deliver. When focusing too much on technology, data, and just heroic volume of messaging, it neglects a creative idea, and brands often lose critical context of people's behavior.

This tension has been reflected in the industry press.

"Forget personalisation, it's impossible and it doesn't work..."

MarketingWeek

By Peter Weinberg & Jon Lombardo, 05/2022

"Micro-targeting is far less accurate, and far less persuasive, than it's made out to be..."

WIRED

AdTech Could Be The Next Internet Bubble, Wired, 10/2020

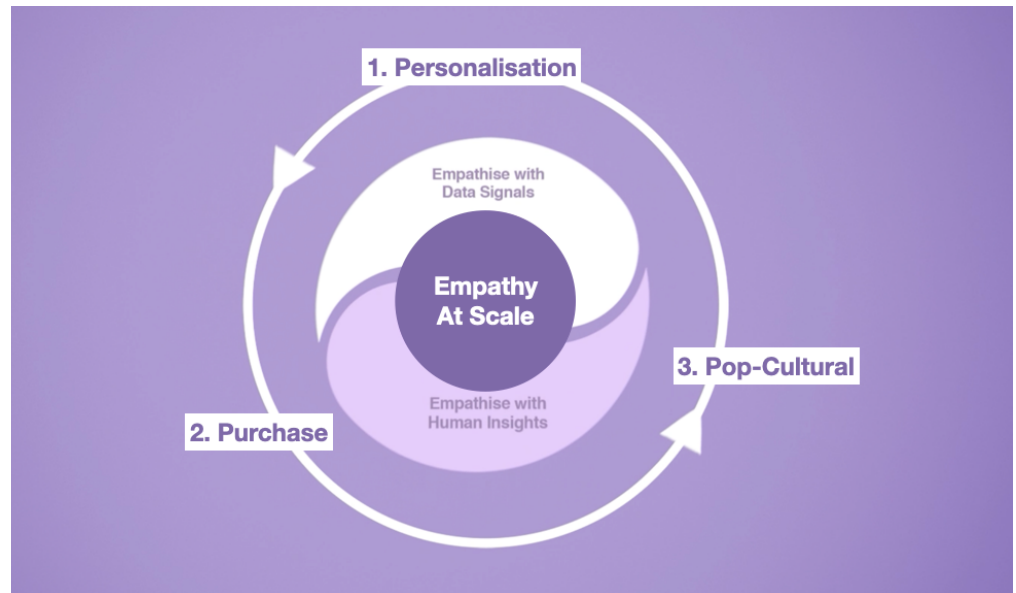
"We spend a tremendous amount of time worrying about media targeting, but not nearly enough to think about how we personalise creative messaging..."

WPP

Mark Read, Global CEO, WPP

Empathy at scale – the right approach for Milka

We therefore developed **an evolved kind of personalisation** that combines data signals with human insights showcasing Milka's empathy for people in highly relevant contexts across Paid, Owned and Earned channels. We called this evolved media strategy approach Empathy at scale and used it to fuel our tender words campaign.



We applied our empathy lens on three levels:

1. EMPATHY ON A PERSONAL LEVEL:

Working with Google and Meta, we identified 30 targetable everyday moments in lives of our audiences, which might spark untender interactions or feelings. Tender Words ads offered an alternative more empathetic perspective to these moments. Our dynamic ads were triggered when certain un-tender situations occurred – such as bad winter weather or a harsh situation in a TV show.

Through Giphy, Instagram stickers and Facebook filters, consumers and influencers could create and share their own tender messages with Tender Words.

2. EMPATHY ON A PURCHASE LEVEL

Through the limited edition of Milka bars engraved with tender words and emojis, we encouraged people and influencers to use these bars to share their own tender messages with friends.

3. EMPATHY ON A POP-CULTURAL LEVEL:

The German millennials love hip-hop (Index 170).¹⁵ We collaborated with the rapper Nimo and launched a song "ZART" using tender words. It sparked a conversation about empathy in a harsh rap scene. ZART gave Milka more meaning and naturally re-connected with our Millennial growth consumers. Overnight Milka became a part of pop culture, organically trending on YouTube, TikTok, and Spotify.

In Poland, we took on the negativity of the evening news in TV. Through a media partnership, we launched a 5min “news-before-the news” programme focused on sharing tender positive stories to compensate for the un-tenderness following in the main news programming.

CHANNEL AND FORMAT OVERVIEW

Milka			
EMPATHY AT SCALE MEDIA STRATEGY			
CHANNELS	1. EMPATHISE ON PERSONAL LEVEL	2. EMPATHISE ON PURCHASE LEVEL	3. EMPATHISE ON POP-CULTURAL LEVEL
PAID	Facebook, Instagram, YouTube: Personalised 6 sec. videos	Point-of-Sale	YouTube, Facebook, Instagram: video, stories, posts
	Display: Dynamic banners	Influencer engagement	Macro-influencer collaboration
	Influencer engagement		Media partnership
OWNED	Milka Facebook, Instagram channels	Milka limited edition bars	Milka Facebook, Instagram channels
EARNED	User and Influencer Generated Content on Facebook, Instagram, Giphy		PR
			TikTok, Spotify, YouTube,
			User Generated Content

KEY VISUAL

You have the option to upload a single image to accompany your explanation in this section to show how you brought your strategy and idea to life. It may be a media plan, a marketing mix visual, a flowchart, a calendar, a storyboard, etc.

You do not need to upload a copy of any of your creative images for judging here, as judges will view those on the creative examples tab.



Empathy at Scale media strategy

SECTION 3: SOURCING

Provide sourcing for all data provided in Section 3: Bringing the Idea to Life.

Use superscript in your responses above to link data points and sources.

¹⁵ Western European Audience Insights, Google Insights Study for Milka, 2020

Include source of data, type of research, time period covered, etc. Do not include ANY agency names as the source of research.

Do not link to external websites or include additional information for judges to review.

Judges encourage third-party data where available.

[SOURCING GUIDELINES](#)

SECTION 4: RESULTS - 30% OF TOTAL SCORE

This section relates to your results. Be sure to provide context (category, prior year) and explain the significance of your results as it relates to your brand's business. Tie results back to the objectives outlined in Section 1 - your response to **OBJECTIVE QUESTION** - objectives will appear above your response to **RESULTS QUESTION** as a reference to judges.

Because Effie has no predetermined definition of effectiveness, it is your job to prove why this case is effective: why the metrics presented are important for your brand and business/organization within the context of the submitted category.

Entrants are encouraged to use charts/graphs to display data whenever possible. Your response to RESULTS QUESTION may contain **up to five charts/graphs**.

As with the rest of the entry form, provide dates and sourcing for all data provided. Do not include results beyond **the eligibility period**; this is grounds for disqualification.

4A. HOW DO YOU KNOW IT WORKED? TIE TOGETHER YOUR STORY AND PROVE YOUR WORK DROVE THE RESULTS. EXPLAIN, WITH CATEGORY, COMPETITOR AND/OR PRIOR YEAR CONTEXT, WHY THESE RESULTS ARE SIGNIFICANT FOR THE BRAND'S BUSINESS.

Results must relate back to your specific audience, objectives, and KPIs.

RESPONSE FORMAT

You have up to 350 words and 5 charts/visuals to set up your results. Then, for each objective provided in Question 1B, you are required to provide a corresponding result. Provide context to prove the importance of these results for the brand.

If you have additional results to report beyond the objectives set up in Question 1B, you may also list those results in the designated space below.

ELIGIBILITY REMINDERS

Failing to follow eligibility rules will result in disqualification.

- Provide a clear time frame for all data shown - either within your response or via the data sources box.
- Do not include data past the end of the eligibility period (**1 January 2021 - 31 March 2022**).
- All results must be isolated to **Europe**.
- It is critical to provide sources for all results provided.

4A. RESULTS OVERVIEW

Results must relate to your specific audience, objectives, and KPIs. Provide a clear time frame for all data shown.

The metrics you provide here are directly relevant to your objectives and audience. Entrants are strongly encouraged to re-state their objectives from section 1 along with their corresponding results.

(Max: 300 Words, 5 charts/graphs)

When the experts get it wrong

As we saw, most experts predicted a buoyant chocolate market in 2021 boosted by continued lockdowns.

In fact, the opposite occurred: as pandemic fatigue wore in, consumers spent less on chocolate and the category began to decline: -5.9% in France; -1.9% in Poland and - 4.4% in Belgium. Only in German did the category continue to grow, but at a slower rate of +1.1%.¹⁶

Milka was faced with the daunting task of growing in a declining market.

Milka defies the odds

Not only did we succeed in growing in a declining market, but we significantly accelerated our rate of growth vs. 2020 and pushed market share to record highs, above pre-pandemic levels. And Tender Words has been the key contributor to the success.

Key results:

- Empathy at scale media approach re-connected with the Millennial growth consumers
- Increased brand Difference
- Increased penetration among Millennial growth consumers
- Increased market share

Our campaign reached the right people and was noticed

- Our campaign achieved 165+MM impressions, earning €5.6+MM worth of free media.¹⁷
- German collaboration with the rapper Nimo had 26+MM views on YouTube and 10MM streams on Spotify.¹⁸
- Polish tender news were among the top3 programs, with total Reach of 9.5M.¹⁹

Our empathetic media approach re-connected Milka with our Millennial growth consumers

Personalized empathetic approach made consumers spend more time with tender words adverts:

- Ad recall lift: +14.2 pp.²⁰
- Interest lift: +2 pp.²¹

Consumers shared tenderness through owned and earned media:

- 50.000 user generated videos on TikTok for Nimo's Zart, trended #1.²²

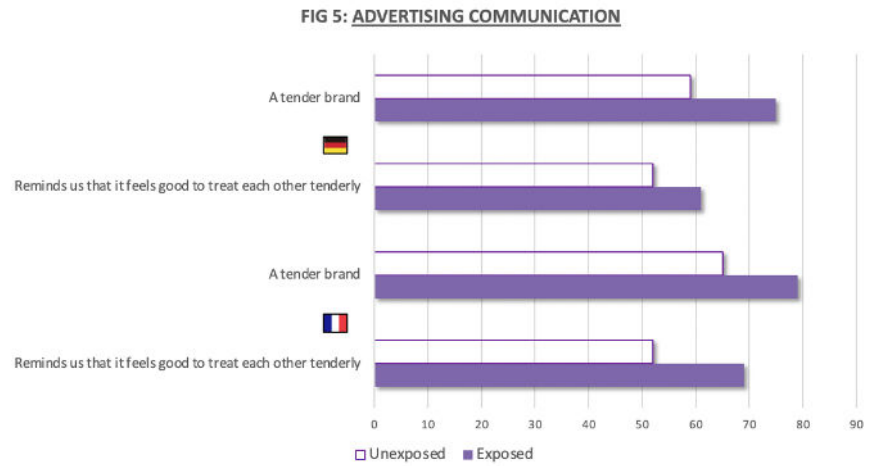
- 52% average view-through-rate of tender news.²³
- 8.3% Influencer content engagement rate.²⁴

POS activation

- All 50,000,000 limited-edition Tender Words bars sold.²⁵

The tenderness message was communicated successfully

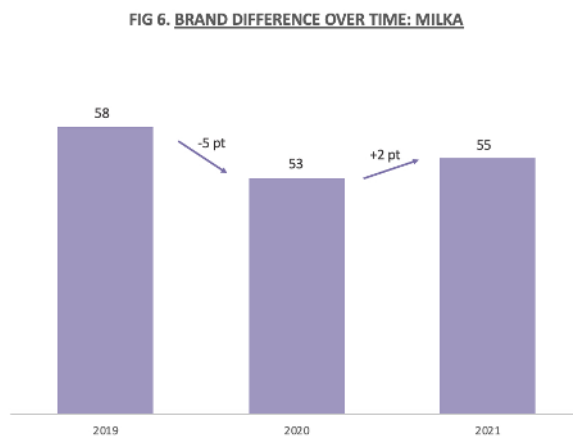
Those who saw our ad were more likely to describe Milka as tender vs. those who didn't (Fig. 5)



Source: MetrixLab Campaign Monitor; Advertising testing (Tender Words and TV); June 2021

Our campaign increased brand Difference

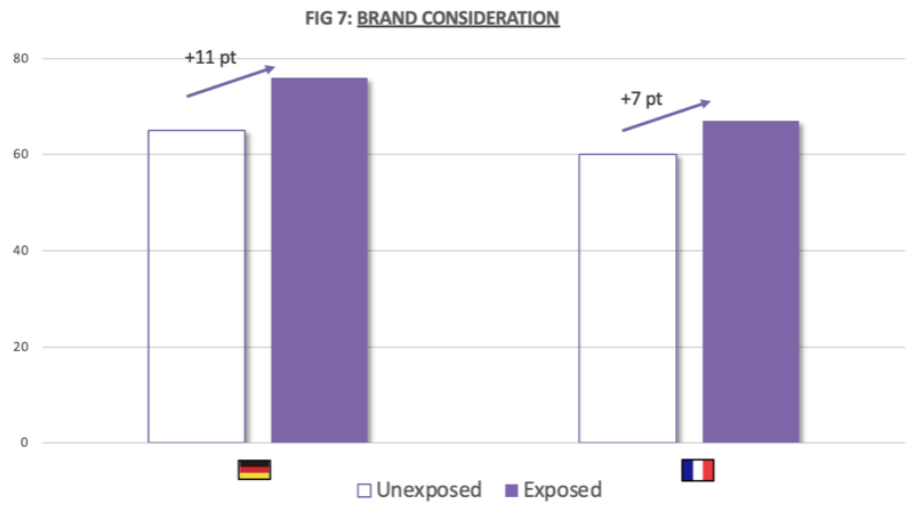
Brand Difference increased by +2 points – a short-term increase that MetrixLab considers meaningful (Fig 6).



Source: Metrix Lab, Campaign Impact Study, July 2021

Our campaign increased consideration

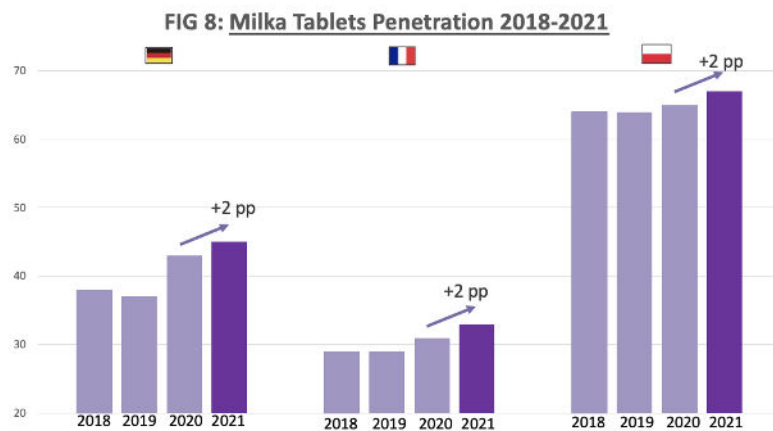
Those exposed to our communications were much more likely to consider buying Milka. (Fig. 7)



Source: MetrixLab Campaign Monitor; Advertising testing (Tender Words and TV); June 2021

Penetration among Millennial consumers increased above already Covid-boosted levels

Penetration increased by +2pp in each of the three markets for which data is available. (Fig. 8)

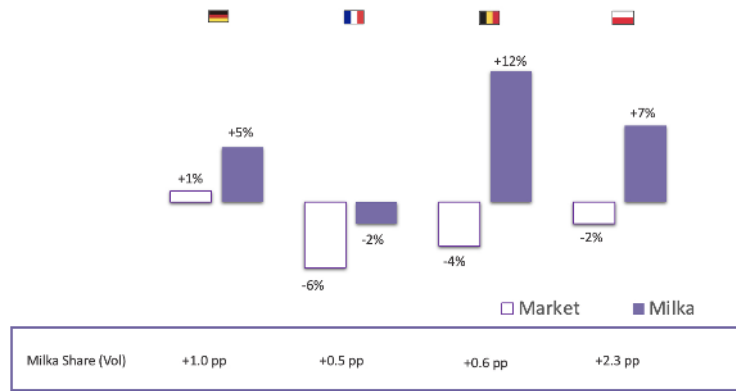


Source: GfK/Kantar Europanel; Panel data; MAT to Dec 2021
NB. Data unavailable for Belgium.

The decline in market share was reversed

Milka grew faster than the market in all four countries (declined less in France) and increased market share by between +0.5pp and +2.3pp. (Fig 9)

FIG 9. CHOCOLATE TABLETS GROWTH 2021 VS 2020



Source: Nielsen IQ; Sales Data; Chocolate EU View; Period Ending 04/01/22

RESULTS

Provide results that correspond to each of your objectives from Question 1C here. You are required to provide a result for each objective.

To re-order the way your objectives/results appear, return to Question 1C and re-order your objectives using the 'nudge' button.

For each result, you may include up to 3 charts/graphs.

1

OBJECTIVE TYPE

Awareness

STATE OBJECTIVE

Increase Milka's association with tenderness and drive brand Difference.

CONTEXT

Despite 50 years of advertising history, Milka was now no more strongly associated with tenderness than its two closest competitors.

STATE RESULT

State your corresponding result here.

Those who saw or engaged were more likely to describe Milka as tender than those who didn't (+14% France; +16% Germany). Brand difference: +2 points

CONTEXT

Explain, with category, competitor,
and/or prior year context, why these
results are significant for the brand's
business.

(Maximum: 75 words, 3 charts/visuals)

Brand difference as a metric is difficult to shift in the short-term. MetrixLab considers +2 points to be a meaningful shift.

2

OBJECTIVE TYPE

Purchase

STATE OBJECTIVE

Increase penetration among Millennial consumers above already Covid-boosted levels.

CONTEXT

In 2020 Covid resulted in significant penetration gains in all three countries for which data is available: Germany +5pp; France +2pp; Poland +1pp.⁴ Our objective was not just to retain these gains, but to exceed them.

STATE RESULT

State your corresponding result here.

Penetration among Millennial consumers increased by +2pp above Covid levels in each of the three countries for which data is available.

CONTEXT

Explain, with category, competitor,
and/or prior year context, why these
results are significant for the brand's
business.

(Maximum: 75 words, 3 charts/visuals)

We attracted an additional 165,000 Millennial households (+2pp) and an additional 358,000 households in total, worth approximately €7.1MM in incremental sales in the advertised period.

3

OBJECTIVE TYPE

Purchase

STATE OBJECTIVE

Increase market share (volume) by growing faster than the market.

CONTEXT

Milka's market share declined in 2020: Poland -1.4pp; Belgium -0.5pp; Germany -0.4pp; France -0.2pp. Note that each 0.1% of the European tablets market is worth approx. €10.7MM.⁵

STATE RESULT

State your corresponding result here.

Milka grew faster than the market: for example, five times faster in Germany. Market share reached new highs in all four countries

CONTEXT

Explain, with category, competitor, and/or prior year context, why these results are significant for the brand's business.

(Maximum: 75 words, 3 charts/visuals)

Contrary to expectations, the positive effect of Covid cooled off in 2021. Three of four markets declined and the rate of growth in Germany slowed, making Milka's job harder. Nevertheless, Milka grew ahead of the market and increased its market share in all four countries.

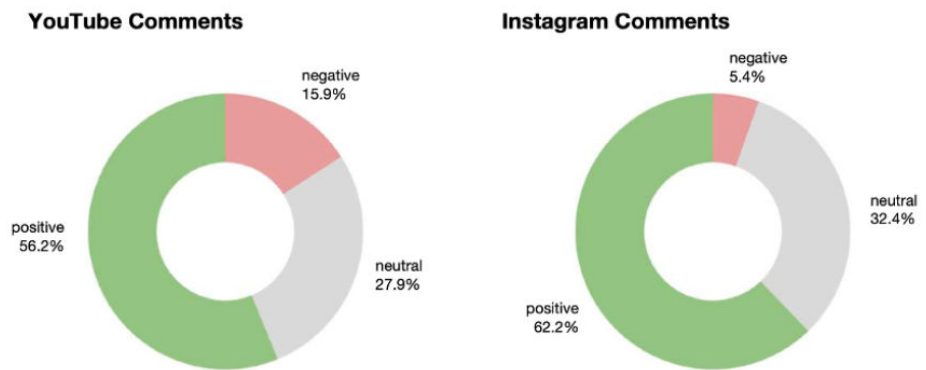
ADDITIONAL RESULTS

You may use this space to provide additional results achieved that you may not have had an initial objective for. This space may only be used for additional results beyond those that align with your listed objectives.

(Maximum: 150 words, 3 charts/graphs)

Nimo's tender intervention in the harsh world of hip hop resonated with positive sentiment, fulfilling the promise of empathy-fuelled strategy (Fig. 10):

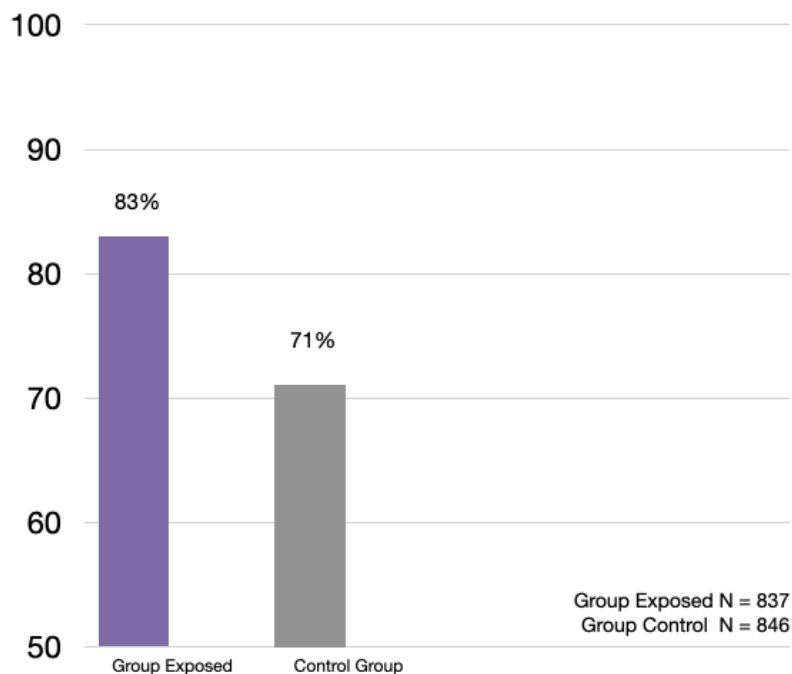
FIG. 10 CONSUMER SENTIMENT OF MILKA'S COLLABORATION WITH NIMO (GERMANY)



Source: Social Listening analysis, Synthesio: Germany 04/2021

Tender News in Poland had a positive impact on the brand among the people who watched the show. The Milka brand would be chosen by 46% of consumers as the first and the most important (versus 29% among the control group), and 83% claimed closer emotional connection with the brand (Fig. 11).

FIG. 11 TENDER NEWS: EMOTIONAL CONNECTION TO MILKA (POLAND)



Source: TVN Media research, 05/2021

4B. MARKETING RARELY WORKS IN ISOLATION. OUTSIDE OF YOUR EFFORT, WHAT ELSE IN THE MARKETPLACE COULD HAVE AFFECTED THE RESULTS OF THIS CASE - POSITIVE OR NEGATIVE?

Select factors from the chart and explain the influence of these factors in the space provided.

Natural Events (e.g. weather, natural phenomenon, etc.)

Other marketing for the brand, running at the same time as this effort

EXPLAIN THE INFLUENCE (OR LACK OF INFLUENCE) OF THE FACTORS YOU SELECTED ABOVE.

The chart provided is a sampling of marketplace activities, but your response is not limited to these factors. We recognize that attribution can be difficult; however, we're inviting you to provide the broader picture here in making the case for your effectiveness.

(Maximum: 200 words; 3 charts/visuals)

The Covid effect, of course, but this has been fully accounted for in this case. When the Covid-boost to the chocolate tablets market cooled off, Milka accelerated its growth and grew well ahead of the market.

There were no significant changes to Milka's distribution or pricing during the advertised period. Some local price promotions ran, but in line with the previous year.

Milka advertised its bakery and pralines ranges, but it is not thought to have benefited the chocolate tablets market specifically. Ditto Milka's sponsorship of German Bundesliga and ski events.

A TV campaign focused on maintaining the overall awareness of Milka's 'most tender chocolate' message complemented our Tender Words campaign. TV was a long-standing part of Milka's media mix every first quarter of the year. During our campaign, it has been activated in approx. similar proportions (budget, reach) as in the previous 3 years and its impact on the outstanding results of the campaign is thought to be limited.

SECTION 4: SOURCING

Provide sourcing for all data provided in Section 4. You may not use this field to add additional content/information aside from sources of data.

Use superscript in your responses above to link data points and sources.

Include source of data, type of research, time period covered, etc. Do not include ANY agency names as the source of research.

¹⁶ Nielsen IQ; Sales data; Chocolate EU View; Period ending 04/01/22

¹⁷ Local media monitoring systems, 2021

¹⁸ Facebook & Google media reporting, 2021

¹⁹ Nielsen Audience Measurement, 2021

²⁰ Display, Google and Local media monitoring systems, 2021.

²¹ Display, Google and Local media monitoring systems, 2021

²² TikTok and Spotify media reporting, 2021

²³ Nielsen Audience Measurement, 2021

²⁴ Local media monitoring systems, 2021

²⁵ Client data

Do not link to external websites or include additional information for judges to review.

Judges encourage third-party data where available.

INVESTMENT OVERVIEW

The Investment Overview is reviewed as part of Section 3: Bringing the Strategy & Idea to Life, along with your creative work, as presented in the Creative Reel and Images for Judging. These elements together account for 23.3% of your total score.

PAID MEDIA EXPENDITURES

Select total paid media expenditures (purchased and donated), not including agency fees or production costs, for the effort described in this entry for the current period (1 January 2021 - 31 March 2022) and prior period.

Given the 'spirit' of this question use your judgment on what constitutes fees, production and the broad span that covers media – from donated space to activation costs. Select one per time frame. Elaborate to provide context around this budget range, if not already addressed in your answers to questions 1-4. For example, explain if your budget has changed significantly, how this range compares to your competitors, etc.

PAID MEDIA EXPENDITURE (CURRENT YEAR)

Campaign Period:

Competition Year

€3-5 Million

PAID MEDIA EXPENDITURES (PRIOR YEAR)

Campaign Period: Prior Year

€3-5 Million

COMPARED TO OTHER COMPETITORS IN THIS CATEGORY, THE BUDGET IS:

Select one.

About the same

COMPARED TO PRIOR YEAR SPEND ON THE BRAND OVERALL, THE BRAND'S OVERALL BUDGET THIS YEAR IS:

Select one.

About the same

BUDGET ELABORATION:

Provide judges with the context to understand your budget.

What was the balance of paid, earned, owned, and shared media? What was your distribution strategy? Did you outperform your media buy?

In addition to providing context around your budget, if you selected Not Applicable to either of the previous two questions, explain why you selected Not Applicable.

(Maximum: 100 words)

Each market has high-spending mainstream competitors (e.g., Kinder, Ritter Sport in Germany; Lindt and Nestlé in France; Côte D'Or in Belgium).

Our Gross reach exceeded the plan by +8%. (Gross reach is measured based on our campaign trackings, referring to the final delivered impressions).²⁶

Approximate media split:

- OLV 43%
- Social 29%
- Display (incl. Google & Specials) 22%
- Influencer engagement 6%

In line with our media strategy, we created many more personalised digital assets than our competitors. By understanding which times of day, locations and situations were the most 'un-tender', we were able to activate hundreds of relevantly contextualised assets.

PRODUCTION & OTHER NON-MEDIA EXPENDITURES

Select a budget range for the key assets you developed to bring your idea to life. This should include hard pre and post productions costs, talent (influencer or celebrity fees), and any activation costs.

PRODUCTION & OTHER NON-MEDIA EXPENDITURES

Select one.

€1-2 Million

ELABORATION ON THE PRODUCTION & OTHER NON-MEDIA EXPENDITURES

Provide judges with the context to understand the expenditures outlined above.

Our budget included the numerous digital and social assets, including personalised assets. We used Dynamic Creative Optimisation (DCO) tools such as Directors Mix to achieve scale and efficiencies. For selected triggered tender words ads, we created a bespoke API to connect live weather data with consumer's location and empathetic tender message.

Our budget also includes the cost of in-market activations and collaborations with Nimo, and the TV stations in Poland for tender news. Our budget encompasses collaboration with influencers and the overall design of Tender Words at POS, however it excludes the cost of manufacturing the limited-edition bar

OWNED MEDIA

Elaborate on owned media (digital or physical company-owned real estate), that acted as communication channels for case content.

(Maximum: 100 words)

WAS OWNED MEDIA A PART OF YOUR EFFORT?

If owned media platforms were selected on the Communications Touchpoints chart, judges will expect to see an explanation of those platforms in your response.

Similarly, any owned media described here must also be selected in the communications touchpoints chart. Make sure answers here relate directly back to the selected choices in the "Communications Touchpoints" chart.

Yes : Website: Our limited edition bar could be ordered and sent on the Milka website. Facebook, YouTube, Instagram: used for multiple parts of the campaign: to empower sharing of tender words-based messages among consumers, to tease and promote our collaborations with Nimo (Germany) and Tender news (Poland).

SPONSORSHIPS AND MEDIA PARTNERSHIPS

Select the types of sponsorships/media partnerships used in your case. Choose all that apply. Then, provide additional context regarding those sponsorships and media partnerships, including timing.

SPONSORSHIPS

Select all that apply.

Sponsorship – Talent or Influencer

Unique Opportunity

ELABORATION ON SPONSORSHIPS AND MEDIA PARTNERSHIPS

Provide additional context regarding your sponsorships and media partnerships.

(Maximum: 100 words)

A collaboration with the rapper Nimo resulted in a Top 20 hit single in Germany in April 2021, although this impacted the Milka brand as a whole and not the chocolate tablets segment specifically.

In Poland, we used a unique opportunity to inject Tender News to the TV programming right before the main TV news on VN, TTV, and TVN7 (through the partner Discovery Media). For 8 weeks, Milka sponsored news were fuelled by the empathetic stories of consumers and served as the antidote to negative un-tender news presented in the regular programming.

SOURCES

INVESTMENT OVERVIEW: DATA SOURCES

Provide sourcing for all data provided in the Investment Overview.

Use superscript in your responses above to link data points and sources.

All media investment and production data supplied by client.

All other sources acknowledged in text e.g. YouTube, Facebook, Spotify, TikTok.

²⁶ Local media monitoring systems, 2021

Include source of data, type of research, time period covered, etc. Do not include ANY agency names as the source of research.

Do not link to external websites or include additional information for judges to review.

Judges encourage third-party data where available.

[SOURCING GUIDELINES.](#)

ALL TOUCHPOINTS AS PART OF YOUR EFFORT

Select ALL touchpoints used in the effort, based on the options provided in the below chart.

COMMUNICATIONS TOUCHPOINTS

Select all that apply.

Digital Mktg. – Display Ads

Digital Mktg. – Influencers

Digital Mktg. – Location based

Digital Mktg. – Mobile

Digital Mktg. – Programmatic Display Ads

Digital Mktg. - Programmatic Video Ads

Digital Mktg. – Social: Organic

Digital Mktg. – Social: Paid

Digital Mktg. – Video Ads

Packaging & Product Design

Retail Experience: In Store

MAIN TOUCHPOINTS

Select the TOP 3 main touchpoints used, ranking them in order of priority 1-3.

Note: Your response to Section 3 should also provide an explanation of these main touchpoints from the below list which were integral to reaching your audience and why.

Note: On the creative reel, you must show at least one complete example of each communication touchpoint that was integral to the effort's success.

If you only used one touchpoint, simply select "Not Applicable" for Main Touchpoints 2 & 3.

MAIN TOUCHPOINT 1

Most integral touchpoint.

Digital Mktg. - Programmatic Video Ads

MAIN TOUCHPOINT 2

#2 Most Integral Touchpoint

Digital Mktg. – Programmatic Display Ads

MAIN TOUCHPOINT 3

#3 Most Integral Touchpoint

Sponsorships – Unique Opportunity

SOCIAL MEDIA PLATFORMS

Select all social media platforms utilized in your effort from the list below.

SOCIAL MEDIA PLATFORMS

Select all that apply, or select Not Applicable.

Facebook

Instagram

Spotify

Twitter

YouTube

TikTok

CREATIVE EXAMPLES

Creative Work is reviewed as part of Scoring Section 3: Bringing the Idea to Life, along with the entrant's response to Question 3 and the Investment Overview. These elements together account for 23.3% of the total score.

CREATIVE REEL

The Creative Reel is the entrant's opportunity to showcase the creative work that ran in front of their audience to the judges. The reel is NOT a video version of the written case. Judges recommend spending at least 70% of the creative reel's time on examples of creative work.

The creative reel is not judged for the production quality of the reel; judges are evaluating only the creative work that ran in the marketplace as it relates to the challenge, insights, audience, and strategy.

Specific, quantifiable results, agency names/logos, and competitor logos/work may not be included anywhere in the video.

The Creative Reel is viewed once the case has been read.

CREATIVE REEL

3 min maximum (4 min for Sustained Success). 250 MB max., mp4 format. High

Resolution: 16:9 at
1920x1080.

Do not include any agency names in the file name or anywhere in the reel. Give each upload file a unique name.



MILKA_TENDER WORDS

CREATIVE EXAMPLES PRESENTED IN THE CREATIVE REEL - SELECT ALL

Digital Mktg. – Influencers

Digital Mktg. – Location based

Digital Mktg. – Programmatic Display Ads

Digital Mktg. - Programmatic Video Ads

Digital Mktg. – Social: Organic

Digital Mktg. – Social: Paid

Digital Mktg. – Video Ads

Packaging & Product Design

Retail Experience: In Store

Sponsorships – Unique Opportunity

IMAGES OF CREATIVE WORK (2 Required, 6 Maximum)

Upload images of your creative work that ran in the marketplace. Communications channels highlighted must have been also featured in your creative reel.

Judges review these images after they read your case and watch your creative reel. Images should complement your reel and help the judges better evaluate the creative elements that ran in front of your audience.

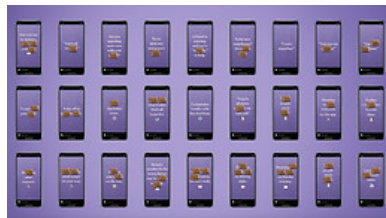
Images for Judging are an opportunity to:

- + Showcase work that is better seen as a still image vs. video format
- + Draw further attention to key creative elements

IMAGES OF CREATIVE WORK

Upload 2-6 images of your creative work that ran in the marketplace. Do not include agency names in the file name or within the images.

Technical Requirements:
jpg/jpeg format



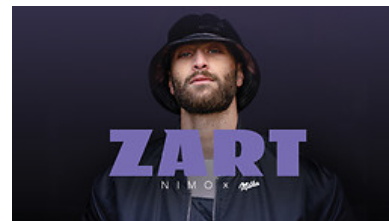
Tender Words Personalisation



Tender News Activation (Poland)



Tender Words limited edition bar



Nimo x Milka: Zart Activation (Germany)



Tender Words user generated



Tender Words - personalised ad example

TRANSLATION OF NON-ENGLISH CREATIVE WORK (IF APPLICABLE)

If your creative examples include non-English work, you are required to include an English translation either via subtitles within the creative OR you may provide a translation in the text box below. This will not be counted towards your entry form page limit.

Tender news Activation (POL): "Goodness is contagious: Fairytale lifts in the children health center"

Tender Words limited edition bar (GER): "Show your tender side"