

E-1614-550

The Wavy Cut

Product

Lay's Gourmet

Category Entered

Best of Europe: Seasonal/Current Events

We are looking forward to seeing your work in this year's competition. As you work on your submission, you may wish to download the **Entry Form template** which can be used as a guide when crafting your submission, allowing for easy collaboration with team members and partner companies. The template outlines the Written Entry Form, along with tips to consider when answering each question. Before submitting your entry, responses to each question must be copied into this entry portal.

ELIGIBILITY.

To be eligible, work must have run in Europe and data must be isolated to the country(ies) in Europe presented in the case. The entered work must have run at some point between 1 January 2023 and 31 March 2025. Work that ran after the cut-off period may not be submitted. Provide results for the eligibility time period, as well as results and data prior to the eligibility time period that will help judges evaluate the success within the time period. In addition, results that fall after the end of the eligibility period that are directly tied to the work submitted are fine to submit through the entry period. Test efforts are not eligible.

Best of Europe - Effie Partner Track: Gold & Grand winners from 2024

Effie programs in the Effie Europe region (see eligible markets in the 2025 Effie Europe Entry Kit) may enter. To enter, case must have run during the 2025 Effie Europe eligibility period and should provide updated work and results for the new eligibility timing.

Best of Europe – non-Effie markets: Markets without an Effie program are welcome to participate. Any effective marketing effort that ran in a country in the Effie Europe region that you can tell a great results story about should be considered. Specifically, any campaign that ran between 1 January 2023 and 31 March 2025 may be submitted.

Review full eligibility information at the **Effie Europe website**.

FORMATTING REQUIREMENTS & REASONS FOR DISQUALIFICATION

- Failing to adhere to the Effie Eligibility rules. Data presented must be isolated to Europe, and the Effie eligibility period is 01/01/24 - 31/03/25. Results that illustrate the effectiveness of the case can be collected outside of the eligibility period but must be tied directly to the marketing activity within the eligibility time frame. Results directly tied to work are eligible throughout the entry season (no date cut-off).
- Entry does not meet category definition requirements.
- Agency names/logos are published in the entry form or in the creative materials. Do not include any agency names in your sources – this includes agency names other than your own.
- Data not sourced.
- Including screen grabs or other images of your creative elements in your written entry form.
- Directing Judges to External Websites.
- Missing Translation.
- Violating Creative Example (Reel, Images) Rules.

TOP TIPS

We are in the business of marketing. Your entry should be written with your audience, Effie judges, in mind. Judges are your industry peers. Address questions they may have within your responses. Entrants are encouraged to ask colleagues who don't work on the brand to review the entry. Limit industry jargon and define all industry terms.

RESOURCES

Review the key resources before starting your entry:

- **ENTRY KIT**
- **EFFECTIVE ENTRY GUIDE**
- **EFFIE EFFECTIVENESS EXPLAINED**
- **CASE STUDIES**
- **MORE RESOURCES**

ENTRY DETAILS

NATIONAL EFFIE PROGRAM (IF APPLICABLE)

List the Effie Program in the Effie Europe region where the campaign won Gold or Grand Effie (if applicable).

ORIGINAL CATEGORY (IF APPLICABLE)

List the original category in which the campaign won a Gold or Grand Effie in.

Brand Name

List the specific brand name here (not the parent company name)

Lays Gourmet

Brand Description

Provide a brief (1-5 words) description of the type of product/service entered. Do not include the brand name. Examples: Airline; Cosmetic, Credit Card; Streaming Service.

potato crisp snack

Dates Effort Ran (Total)

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

Date From	2024-12-15
Date To	2025-01-15

Efforts that are ongoing should leave the end date blank in the Entry Portal.

Dates presented in this case

List the start/end dates for the effort, as it pertains to the data presented in this case.

Date From	2024-12-15
Date To	2025-01-15

Regional Classification

Select all that apply.

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

National

Countries Presented in This Case

Please select only the countries presented in this case.

Spain

Please indicate all countries where this work ran.

Spain

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

MARKET / LOCAL NUANCE BACKGROUND

Please explain any relevant cultural or local trends, unique to your market(s), that generally shape the marketing environment and/or influence audience response to marketing efforts. (For example, if the government controls all the major media outlets, this may mean that the audience regards products/services they see advertised in this media as having some form of government approval.) Be sure to explain why these factors are relevant. You can also use this space to address the competitive landscape in your market(s). This general background will help the judges better understand and

In Spain, crisps are not just a snack. They are an essential part of social and cultural moments. Whether during aperitifs, family get-togethers, or moments of relaxation, they are a familiar and celebrated element of everyday life. Their presence reflects their role in fostering connection and enjoyment, making them a symbolic staple in Spanish social traditions.

And the data backs it up: between 2013 and 2023, per capita consumption of potato chips grew 150%, the largest increase of any food category (Spain National Statistics Institute). In 2023 alone, the crisp segment grew by nearly 11% in value (Alimarket 2024 Report on the potato chips and snacks sector), driven especially by premium products but many of these premium products are just copies trying to differentiate themselves.

Lay's is Spain's favorite crisp. For many years, Lay's has been delivering on its brand purpose: "to fill the world with joy." In 2007, Lay's launched the premium crisp and created the segment with the launch of Lay's Gourmet, built on four essential pillars: an unmistakable crease, an unparalleled crunch, authentic flavor, and a carefully crafted aesthetic. A superior crisp offering an exclusive taste and delicate crunch. Offering a true premium experience. It quickly captured consumer attention, especially among post-family households.

For several years, Lay's Gourmet experienced solid growth being the first premium crisp brand in Spain. However, it soon faced challenges from the proliferation of "me-too" gourmet products. Additionally, the post-COVID inflationary crisis significantly impacted the brand, leading to a notable drop in sales.

evaluate the more specific story you tell in the remainder of your entry.

This question should be crafted with the judges in mind. While judges are European marketers, they may not be familiar with the unique nuances within the market(s) in which your case ran. Provide them with any context that will help them better understand your local challenges and marketplace.

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) Lay's Gourmet faced two challenges: regain market share from private label and to connect a new audience

The Insight:

(Maximum per line: 20 words) At Christmas, Spaniards aim to present their best selves, through home decorations, food they serve, and in clothing and hairstyles

The Strategic Idea/Build:

(Maximum per line: 20 words) What if our Wavy Cut wasn't just a crisp but the season's must have look?

Bringing the Strategy & Idea to Life:

(Maximum per line: One sentence - 20 words)

Turn Lays Gourmet Wavy cut into a cultural phenomenon by orchestrating a 3 phase plan: infiltration, reveal and experience.

The Results:

(Maximum per line: 20 words)

Regained market share since 2020, reaching 1.4M households, with Gourmet Wavy surpassing previous launches by over 40%

Why is this entry an outstanding example of effective marketing in this Effie entry category?

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

The campaign successfully positioned Lay's Gourmet's "wavy crisp" as a Christmas season trend by connecting its signature texture to influencers showcasing a popular wavy hairstyle at Spain's Forqué Awards. This influencer-led approach, supported by an OOH campaign and branded content in Vogue, included organic creator amplification and a pop-up Wavy Cut salon, significantly boosting organic impact to 56%. Reaching 1,4M households (while only innovation reached +40% vs prior launches), the campaign helped regain +5.0 pp market share in Premium segment, deliver over 28% sales growth, generate €3M PR value, and achieve a 13x PR ROI, transforming seasonal trend awareness into tangible product purchases and sales growth.

(Maximum: 150 words)

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.

Please provide the necessary context on your industry category, competitors, and brand/asset 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 for your business? Provide context on the degree of difficulty of this challenge.

(Maximum: 400
words; 3
charts/visuals)

Within this universe, Lay's has established itself as one of the most beloved brands, and its Gourmet range as the flagship in the premium segment. It's not just indulgence. It's a true premium experience.

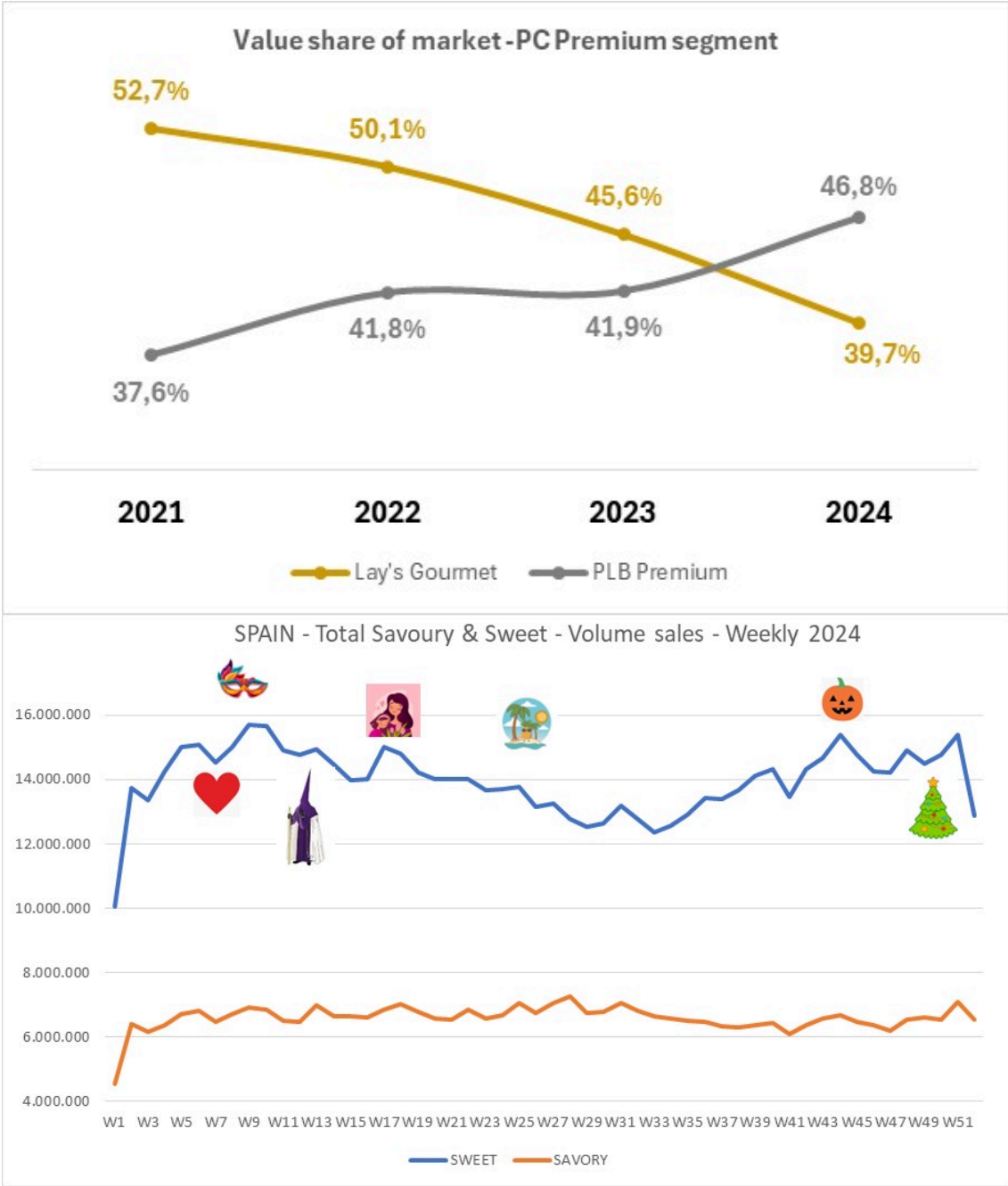
However, since 2020, Lay's Gourmet has been experiencing a significant decline in value market share within Premium segment, losing a total of 14 percentage points whilst losing its captainship, mainly due to the advance of private label brands, which in five years gained more than 11 percentage points of market share and contributed to commoditizing the category, offering premium options at a much lower price, 38% cheaper. The premium segment had lost emotional value, being perceived as functional and lacking differentiation. Therefore, we had to break the consumer perception that "a crisp is just a crisp" and that premium crisps are simply no different.

Furthermore, since the brand launched it had not been attracting key targets such as young people and families who account for 65% of the total volume of salty snacks in Spain (Kantar Worldpanel 2024). This disconnect was due to the fact that we weren't speaking to them in their code, considering that Generation Z doesn't just want to consume products: they want to be part of their culture. According to the Snapchat Culture Report 2024, 80% of Generation Z value brands offering shareable and viral experiences. Furthermore, 54.2% value a brand based on influencer recommendations or user reviews on social media (Factory Study 2025).

Given this scenario, we needed to regain our place in the category and, at the same time, inspire our targets rather than conquer them, restoring the value of the premium experience to Lay's Gourmet.

Launching a new product, Lay's Wavy Cut, within a range like Lay's Gourmet, in the middle of the Christmas season, which is the most competitive time of the year, as brands fiercely battle for share of voice and shelf space. During this time, Salty & Savory snacks often lose prominence to the sweeter categories, making it a challenging environment to maintain visibility and relevance. Plus, in a saturated and undervalued category, was not only a strategic challenge, but also a declaration of intent: to reclaim the value of premium products. We had to break with the category's codes to create an emotional connection that

went beyond the functional and would help us rejuvenate the brand, while also standing out from all the current advertising noise.



1B. WHAT WERE THE BUSINESS, MARKETING AND CAMPAIGN/ACTIVITY OBJECTIVES THAT YOU SET TO ADDRESS YOUR CHALLENGE? WHAT WERE THE KEY PERFORMANCE INDICATORS (KPIs) SET AGAINST EACH OBJECTIVE? PROVIDE SPECIFIC NUMBERS/PERCENTAGES FOR EACH AND BENCHMARKS WHEREVER POSSIBLE.

RESPONSE FORMAT

List each objective individually.

- We have allowed for:

- one key business objective (required)
- up to 3 Marketing (Customer) and Activity (Comms.) objectives (1 required, 3 maximum for both types).
- If you had fewer marketing and activity objectives, that is fine, please leave the fields blank.
- For each objective, provide brief context for why you chose it, state the KPIs and benchmarks.

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

Business Objective

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 - Overview & KPI

State your objective here.

(Max: 30 words)

Grow market share and re establish premium potato crisp leadership for Gourmet platform

Rationale - Why the objective was selected and what is the benchmark?

(Max: 75 words, 3 charts/graphs)

Over the past four years, Gourmet has lost more than 14 percentage points of value market share in the premium potato chip segment, surrendering its leadership to PLB imitations. Benchmark was to recover lost leadership.

Measurement - How did you plan to measure it?

(Maximum: 30 words)

Nielsen Scantrack data

Tagging - What keywords best describe your objective type?

(1 Required. No Maximum)

Revenue (growth/maintenance/easing decline/value share)

Marketing Objectives

Objective - Overview & KPI

State your
objective here.

Boost market penetration after years of decline by revitalizing the brand to attract younger audiences.

(Max: 30 words)

Rationale – Why the objective was selected & what is the benchmark?

(Max: 75 words,
3 charts/graphs)

- Gourmet has been declining in penetration each year, dropping from 12.3% in 2021 to 8.5% in 2024.
- Growth opp: Expand the brand's relevance beyond Post families to reach new, younger audience

Benchmark to overcome previous launch penetration levels to restore the brand's market presence

Measurement - How did you plan to measure it?

(Maximum: 30
words)

Kantar Household Panel

Tagging - What keywords best describe your objective type?

- You may have more than one objective of the same type.

- Unsure which objective type to select?
View guidance here.

Penetration / Acquisition

Activity Objectives

1

Objective - Overview & KPI

State your
objective here.

(Max: 30 words)

To generate buzz and visibility through media attention

Rationale – Why the objective was selected & what is the benchmark?

(Max: 75 words,
3 charts/graphs)

Amplify the campaigns reach and maximise impact

Measurement - How did you plan to measure it?

(Maximum: 30
words)

PR Agency results

Tagging - What keywords best describe your objective type?

- You may have more than one objective of the same type.

- Unsure which objective type to select? View guidance here.

Efficiency (e.g. cost per acquisition)

2

Objective - Overview & KPI

State your
objective here.

To enhance brand perception and drive positive sentiment for Lay's Gourmet through influencer campaigns

(Max: 30 words)

Rationale – Why the objective was selected & what is the benchmark?

(Max: 75 words,
3 charts/graphs)

Launch the first-ever influencer campaigns for Lay's Gourmet, with the goal of surpassing other PepsiCo initiatives in terms of positive sentiment (benchmark 93%)

Measurement - How did you plan to measure it?

(Maximum: 30
words)

By assessing the overall tone of each comment (positive, neutral, negative) based on manual review by our media team.

Tagging - What keywords best describe your objective type?

- You may have more than one objective of the same type.

- Unsure which objective type to select? View guidance here.

Positive Sentiment / Emotional Resonance

Section 1: Sourcing

You must provide a source for all data and facts presented anywhere in the entry form. The below field may only be used to list sources of data

Graph 1 *Source: Nielsen Scantrack - Potato chips Premium segment*

Graph 2 *Nielsen Scantrack, Savoury (Salty*

Snacks+N&S+Cracker+BreaDsticks) and Sweet (Choco, Candies, Cookies)

provided in your responses above, do not include any other information.

Recommended

Format: Use footnotes in your responses above and list each source numerically below. We recommend each source include the following information: Source of Data/Research, Type of Data/Research, Dates Covered. Do not include agency names in your sources. **View detailed guidelines here.**

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. Did your audience change over time? If so, describe how and why.

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

Lays Gourmet is a well-established premium crisp brand that had been facing decline for several years. Historically, the brand was strongly positioned among *post-families* and older consumers, but this limited growth opportunities and made it difficult to stay relevant in the market.

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

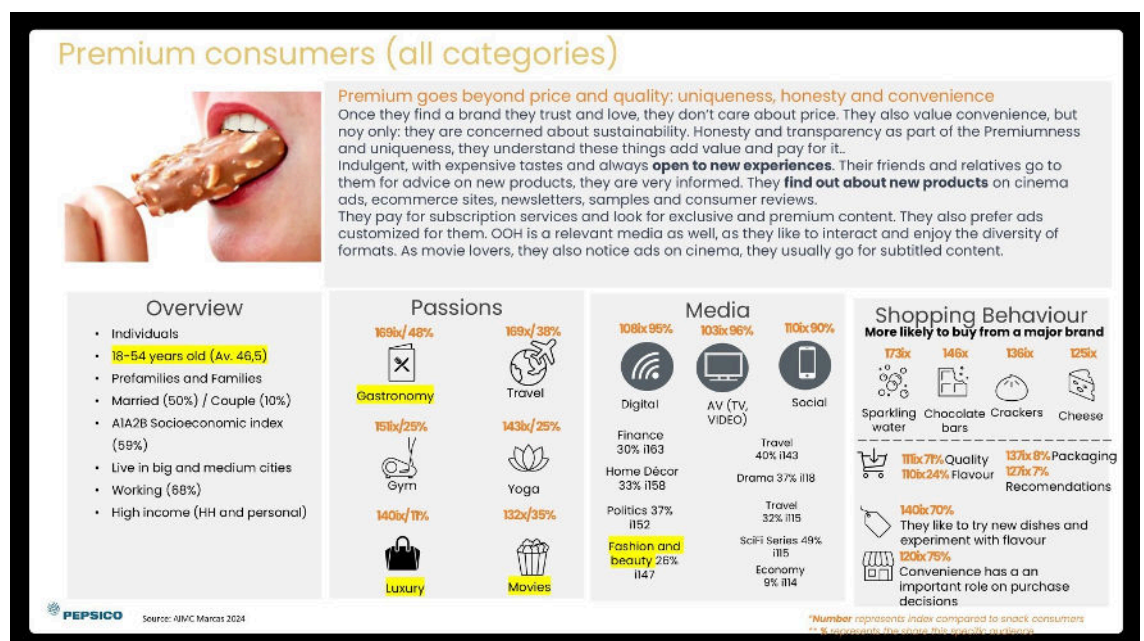
Commerce & Shopper Cases: Be sure to highlight the shopper’s motivations, mindset, behaviors, and shopper occasion. (Maximum: 300 words; 3 charts/visuals)

Our objective was to rejuvenate Gourmet by expanding into *families* and *pre-families*, younger, more dynamic segments that could bring new energy to the brand and who account for 65% of the total volume of salty snacks in Spain (Kantar Worldpanel 2024). Gen Z prioritize quality, experience, and social engagement over conventional advertising. During Christmas, these consumers seek products that allow them to celebrate in style... whether through gourmet foods or trendy hairstyles. Their preferences for premium, indulgent and experience-driven products align with the brand’s goal to introduce a new, stylish snack offering that appeals to their desire for social and memorable celebrations and they are willing to pay for premium moments, making them ideal to reverse decline, boost household penetration, defend against down-trading to private labels, and restore the brand’s emotional value. They are trend-conscious, experience-driven and socially expressive, valuing authenticity and active participation in culture rather than passive consumption. Media habits skew heavily to short-form and visual platforms (TikTok, Instagram Reels, YouTube Shorts, Snapchat) where they discover trends, and they rely on influencers and peer reviews to validate choices (54.2% consider influencer/review input important, Factory Study 2025; 80% of Gen Z value shareable, viral experiences, Snapchat Culture Report 2024). They prioritize quality, novelty and social currency, products that enhance celebrations, create moments to share, and signal taste and style, so our goal was to shift perception from “a crisp is just a crisp” to “Lay’s Gourmet is a stylish, shareable premium moment,” driving trial, household penetration and social amplification during the festive season and beyond.

% Volume	Total Salty Snacks	LAY'S GOURMET
TOTAL	100	100
Pre Families	11	7
Families	54	49
Post Families	35	44

Index vs Salty Snacks	Total Salty Snacks	LAY'S GOURMET
TOTAL	100	100
Pre Families		65
Families		91
Post Families		124

Graph (2):



2B. Explain the thinking that led you to your insight(s). 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)

Beginning with identifying a powerful cultural insight by understanding the broader cultural and behavioral patterns at Christmas. We found out that the majority of Spaniards want to feel special at Christmas time.. People aim to project their best selves through various means from home decor, food, and personal style, especially hairstyles. By analyzing industry and cultural data, we observed that the "Wavy" hairstyle consistently peaks at this time of year (1) and is heavily promoted by fashion and lifestyle media as a key holiday look. This indicated a strong cultural relevance and a desire for style during the festive season.

We recognized the influential role of social media and influencers in shaping trends. Influencers are not just amplifiers but active creators of style and desire, especially during Christmas time when our audience look to influencers for inspiration and latest trends. Building our strategy around this insight meant engaging influencers as cultural gatekeepers, helping us embed the product into the style dialogue in an authentic way.

Top celebrities & life style/fashion Influencers for our target and with highest PR potential						
Celebrities		Fashion personalities			Top life style	
						
Berta Vázquez is a Spanish actress, model, and singer, best known for her role as La Rízos in <i>Vís a Vís</i> (2015-2019). She has appeared in various TV series and films, such as <i>Palmeras en la Nieve</i> (2015) and <i>The Laws of Thermodynamics</i> (2019). Berta is also a model, working with major brands like Hugo Boss and Zara, and has a strong presence on social media.	Elena Furiase is a Spanish actress. Daughter of Lolita Flores and granddaughter of Lola Flores, she gained fame for her role in <i>El Internado</i> (2007-2010). She has since worked in film, theater, and television and is known for her artistic legacy and versatility.	Gala González is top Spanish fashion influencer, blogger, and designer. She has worked with major brands like Chanel and Dior and is recognized for her elegant style and digital influence. She is also the founder of the fashion and lifestyle platform <i>Cala's Box</i> , where she shares fashion tips and lifestyle content.	Marta Lozano is a Spanish influencer, entrepreneur, and model known for her work in fashion and lifestyle. She gained prominence through Instagram, where she shares stylish looks, travel content, and collaborations with top brands. She is also the founder of <i>Glowfitter</i> , a skincare brand, and has participated in major events like Cannes Film Festival.	Juan Betancourt is a model and actor known for his work with major fashion brands like Giorgio Armani and Ralph Lauren, as well as his appearances in Spanish films and TV shows. He gained widespread recognition for his role in the Spanish series <i>El Secreto de Puente Viejo</i> and has built a strong presence on social media.	Violeta Mangriñán is a Spanish television personality and influencer. Known for her open and charismatic personality, she has built a strong following on social media, where she shares content about her daily life, fashion, beauty, and her journey as a mother.	Jessica Golcochea is a Spanish model, fashion designer, and influencer. She gained fame through Instagram, working with brands like Calvin Klein and Victoria's Secret. She also founded her fashion brand, "COI", known for trendy and edgy styles. With millions of followers, Jessica advocates for body positivity and self-love.
 2,2M	 600K	 1,7M	 1M	 385M	 2,4M  1,3M	 1,8M
Audience split <ul style="list-style-type: none"> • 18-24: 46% • 25-34: 43% • 35+: 5% 	Audience split <ul style="list-style-type: none"> • 18-24: 46% • 25-34: 43% • 35+: 5%* <small>High awareness across targets beyond digital</small>	Audience split <ul style="list-style-type: none"> • 18-24: 35% • 25-34: 41% • 35+: 19% 	Audience split <ul style="list-style-type: none"> • 18-24: 54% • 25-34: 26% • 35+: 11% 	Audience split <ul style="list-style-type: none"> • 18-24: 28% • 25-34: 49% • 35+: 20% 	Audience split <ul style="list-style-type: none"> • 18-24: 12% • 25-34: 35% • 35+: 52% 	Audience split <ul style="list-style-type: none"> • 18-24: 32% • 25-34: 47% • 35+: 17%

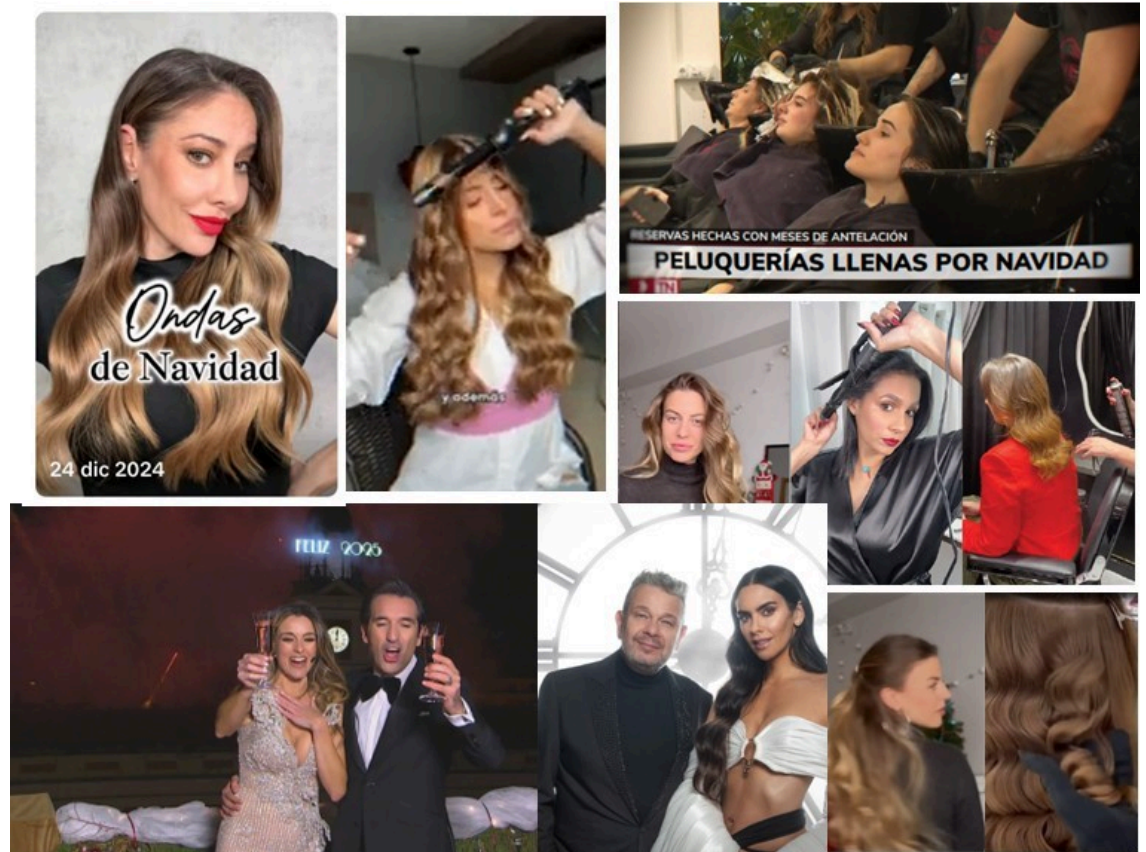
The third was to collaborate with influencers who acted as a "Trojan horse" in a perfect setting: the red carpet at the Forqué Awards, Spain's top movie awards. This channel insight of participating in the Forqué Awards was rooted in the belief that this prestigious event, with its extensive media coverage and focus on the style of red carpet attendees, is perfectly aligned with the values of the Lay's Gourmet brand, namely, quality and sophistication and at the same time resonates with our target audience's media habits. This way we ensure that our presence is noticed and discussed across the channels they engage with most. Being present at this event served multiple purposes beyond gaining visibility, it positioned Lay's Gourmet on a platform where excellence is celebrated and style is paramount.

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: 200 words)

The core idea that transformed our approach was recognizing the parallel between the product's wavy shape and the popular hairstyle trend, and leveraging this connection to elevate Lay's Gourmet Wavy Cut beyond just a snack. We could then reimagine the product as a cultural and stylistic statement that resonated with our younger audience. By aligning the wavy texture with the glamour of high-profile hairstyles seen on red carpets, we created a meaningful, emotional link that turned the Wavy Cut into more than just a snack, it became a symbol of style and celebration. This pivot allowed us to embed the product into cultural conversations about fashion and beauty organically, and positioned Lay's Gourmet Wavy Cut as an essential part of stylish, festive moments. The success of this strategy lay in its ability to connect with our audience's lifestyle and media habits, turning a traditional

product into a cultural movement that stood out amidst the holiday noise and elevated brand relevance through authentic relevance and creative storytelling.



Translation for above image

Ondas de Navidad- Christmas Waves

Peluquerias llenas por Navidad- Hairdressers full for Christmas

Section 2: Sourcing

You must provide a source for all data and facts presented anywhere in the entry form. The below field may only be used to list sources of data provided in your responses above, do not include any other information.

Recommended

Format: Use footnotes in your responses above and list each source numerically below.

(1)

According to Bewe, a platform that monitors more than 1,000 salons in Spain, hair salon bookings increase between 15% and 20% at the end of December, with peaks on Fridays and New Year's Eve, December 31st.

(2)

Audience research (fashion & cinema territory & celebrities/influencers screenings)

We recommend each source include the following information: Source of Data/Research, Type of Data/Research, Dates Covered. Do not include agency names in your sources. **View detailed guidelines here.**

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 optimisation.

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.

3A. Describe the key elements of your plan that activated your strategy. Outline any components that were active in the effort e.g. all integral communications, promotions, CRM program, customer experience, pricing changes, etc. that were a part of your effort.

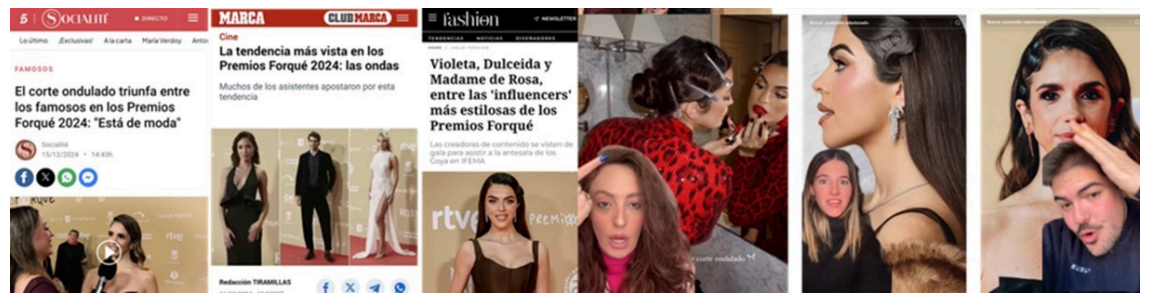
(Maximum: 300 words; 3 charts/visuals)

To turn Lay's Gourmet innovation into a cultural phenomenon, it had to become an aspirational and style symbol, proving to our target objective that “**Wavy cut was on trend**”.

To achieve this, we positioned the brand within lifestyle and fashion territory **by selecting key ambassadors distinguished by their legitimacy in fashion, cinema, and influence, while also being recognized and admired by our target audience: Prefamilies and Families**. The campaign unfolded in three distinct phases, all rooted in influence and aesthetics:

1. Infiltration in the red carpet – The 7 celebrities & influencers appeared at the Forqué Movie Awards sporting the same hairstyle: defined, elegant, festive

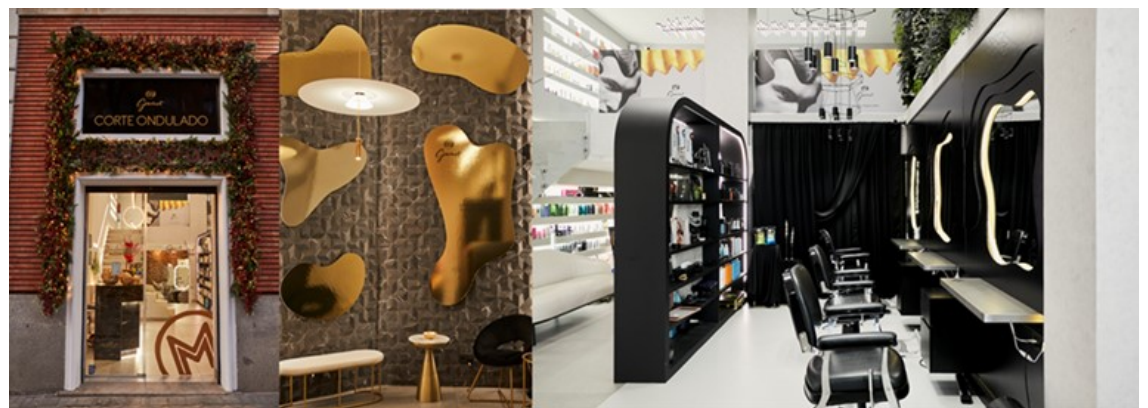
waves. No brand logos, just a 'coincidence' that did not go unnoticed. The next day, the headlines were talking about the trend of the season: 'Is the wavy cut this season's hairstyle?' Immediately, the media and fashion influencers commented on this 'coincidence', generating buzz around the action.



2. Reveal – A few days later, the influencers unveiled that Lay's Gourmet new wavy platform was behind their festive looks, supported by a prominent billboard in Madrid's most exclusive street, where the wavy hairstyle and the new product shared visual prominence. What seemed like a simple aesthetic coincidence on the red carpet, was the visual gesture that turned a product innovation into a cultural trend.



3. Experience and Amplification – We opened a pop-up salon in one of Madrid's exclusive hair salons, where consumers could try out the hairstyle they had seen on influencers for themselves and our delicious innovation. Vogue published editorial content, confirming that what began as a gesture on the red carpet had ended up becoming a lived, desired and shared experience. To maximize awareness, we launched social media content and an out-of-home campaign in the premium circuit of Barcelona and Madrid.



3B. Outline the key building blocks of the creative executions for your main marketing vehicles e.g., endline, call-to-actions and format choices. If relevant, include any important changes that optimised the creative while the activity was running.

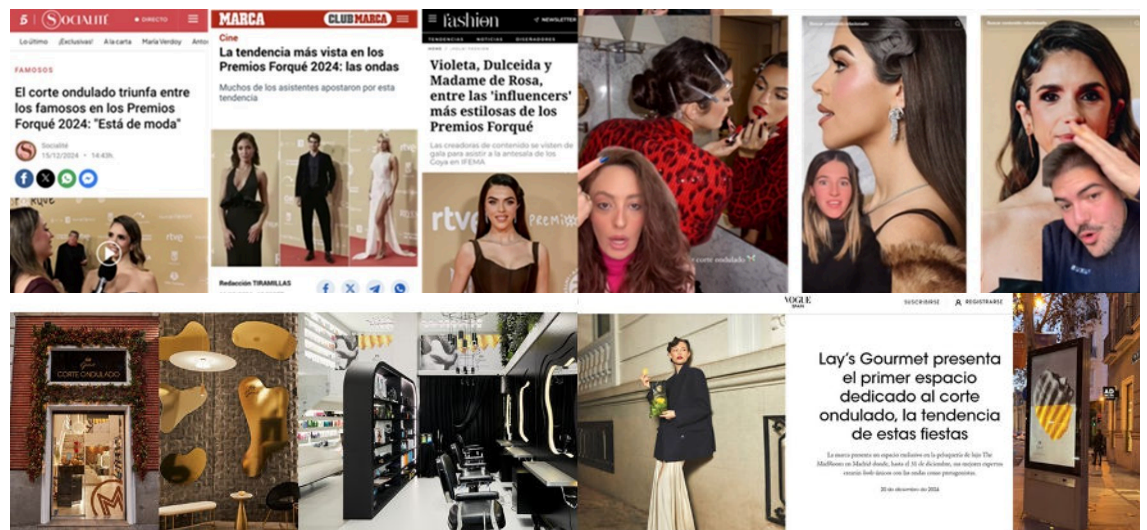
(Maximum: 300 words, 3 charts/visuals)

Slogan: "Wavy cut is on trend"

Creative executions and formats:

- OOH & billboard in more exclusive areas of Madrid & Barcelona.
- Social Media brand and influencer video content: focusing on Instagram (most aspirational aesthetic platform) and TikTok (on trend channel for younger targets). Models, as well as influencers were segmented in each social media based on the age and interest of our target audience.
- Experience at Lay's Gourmet pop up in one of most premium hair saloons in Madrid to invite consumers to experience the wavy cut in all of its forms, and leveraging the cultural trend of going to the hair saloon during Christmas.

Editorial content in Vogue: If something is on trend, it is in Vogue, so we partnered with them to support us on that task. We developed a photoshoot for the digital magazine, as well as content in their social media Instagram account.



3C. Outline the rationale behind your communications strategy, experience 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 optimisation.

(Maximum: 400 words; 3 charts/visuals)

We needed to capture a new target by making Lay's Gourmet a cultural phenomenon during Christmas: the period of most advertising concentration of the year.

In Spain during the festive season the majority of Spaniards want to feel special, and every year, the wavy look establishes itself as one of the most sought-after styles of the season. We saw this as an opportunity to leverage the parallelism between our product texture and an aesthetic trend to give emotional and stylistic meaning to our 'Wavy Cut'; and turn Lay's Gourmet Wavy Cut into a true cultural moment.

We needed to capture a new target by making Lay's Gourmet a cultural phenomenon during Christmas: the period of most advertising concentration of the year.

This was not only a source to build relevance tapping into a cultural insight, but also a way to stand out: We changed the communication codes of our category, landing into a new unexpected territory for a food brand: hair style and beauty.

And so as to, we decided to build the entire strategy around the power of influencers. Not as a tool for amplification, but as a gateway to culture, because today's influencers are not only trendsetters, but also creators of style and desire.

We defined the channel plan putting them at the centre. We collaborated with influencers who acted as a 'Trojan horse' in a perfect context: the red carpet at the Forqué Awards. Participating in the Forqué Awards was a strategic and symbolic decision for Lay's Gourmet, as it is one of the most important cultural and film events of the Christmas season. With strong media coverage and a focus on the style of the red carpet participants, the Forqué Awards represent an environment aligned with the brand's values: quality and sophistication.

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.



Media Plan
OK

Section 3: Sourcing

You must provide a source for all data and facts presented anywhere in the entry form. The below field may only be used to list sources of data provided in your responses above, do not include any other information.

Recommended

Format: Use footnotes in your responses above and list each source numerically below. We recommend each source include the following information:

According to Bewe, a platform that monitors more than 1,000 salons in Spain, hairdressing appointments increase by between 15% and 20% at the end of December, with peaks on Fridays and New Year's Eve, 31 December. At the same time, fashion and lifestyle media outlets such as Vogue, Glamour and Elle fill their pages with headlines about the hottest hairstyles for Christmas and New Year's Eve. The cultural conversation about the Christmas look is well and truly underway.

Source of
Data/Research, Type
of Data/Research,
Dates Covered. Do
not include agency
names in your
sources. **View
detailed guidelines
here.**

SECTION 4: RESULTS - 30% OF TOTAL SCORE

This section relates to your results. Here you need to be able to demonstrate the impact your effort has had on your business/brand/cause objectives - attributable to the activity and its elements and taking into account other factors. You will need to provide a result corresponding to each objective listed in your response to question 1B.

4A. How do you know it worked? 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.

ELIGIBILITY REMINDERS

1. Provide a clear time frame for all data shown – either within your response or via the sources box.
2. All results must be isolated to Europe.
3. Work must have run in the eligibility window of 1 January 2023 and 31 March 2025. Results after 31 March 2025 that are directly related to work that ran in the eligibility window can be included until the entry deadline.
4. All results must correspond to a data source. Include results and data prior to the time period that helps assess effectiveness during the time period.

Results Overview

(Maximum: 350 words, 5 charts/visuals)

This campaign was Lays Gourmet's most successful innovation in six years with an 8% value share in premium potato chips. The activation achieved 206 million impacts, 116 million earned and 90 million paid, delivering €1 million in Earned Media Ad Value (ROI 4) and €3 million in PR value (ROI 13). The campaign successfully reached 2.3 million in organic engagement with 98% positive sentiment, outperforming Pepsico's benchmark of 93%. It shifted consumer behavior, reversed declining trends, and increased penetration by over 1.4 percentage points among households, reaching 1.4 million and exceeding previous launches by over 40%.

Business Objective 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 - Overview & KPI

State your objective here.

Grow market share and re establish premium potato crisp leadership for Gourmet platform

(Max: 30 words)

Rationale - Why the objective was selected and what is the benchmark?

(Max: 75 words, 3 charts/graphs)

Over the past four years, Gourmet has lost more than 14 percentage points of value market share in the premium potato chip segment, surrendering its leadership to PLB imitations. Benchmark was to recover lost leadership.

Measurement - How did you plan to measure it?

(Maximum: 30 words)

Nielsen Scantrack data

Tagging - What keywords best describe your objective type?

(1 Required. No Maximum)

Revenue (growth/maintenance/easing decline/value share)

List Result

(Maximum: 30 Words)

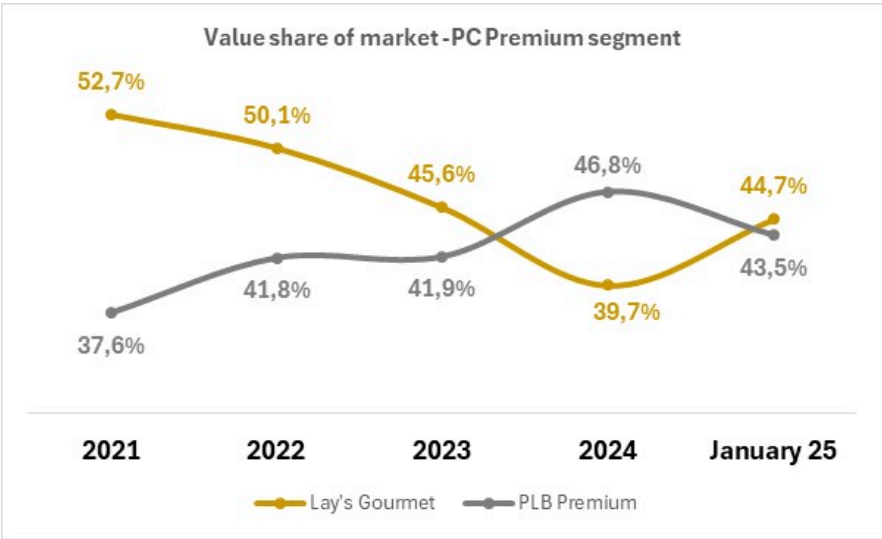
Total Gourmet achieved +5 percentage point increase in value market share, reclaiming segment leadership.

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)

With Wavy campaigns fast turnaround, bringing Total Gourmet back to share gains, enabling it to regain market share after a challenging period of loss (since May 2021) Gourmet Wavy stood out with an 8% value share in premium potato chips becoming Lay's Gourmet most successful innovation in the last six years.



Marketing Objectives Results

-

1

Objective - Overview & KPI

State your objective here.

(Max: 30 words)

Boost market penetration after years of decline by revitalizing the brand to attract younger audiences.

Rationale – Why the objective was selected & what is the benchmark?

(Max: 75 words,
3 charts/graphs)

- Gourmet has been declining in penetration each year, dropping from 12.3% in 2021 to 8.5% in 2024.
- Growth opp: Expand the brand's relevance beyond Post families to reach new, younger audience

Benchmark to overcome previous launch penetration levels to restore the brand's market presence

Measurement - How did you plan to measure it?

(Maximum: 30
words)

Kantar Household Panel

Tagging - What keywords best describe your objective type?

- You may have more than one objective of the same type.

- Unsure which objective type to select?
View guidance here.

Penetration / Acquisition

List Result

State your corresponding result here.

Penetration increased over 1.4 percentage points among pre-family and family households, reaching 1.4 million households, over 40% higher than the previous Lay's Gourmet "Chef recipe" launch.

Context

Explain, with category.

In 2022, we launched a Gourmet Range inspired by Michelin-starred Chef, with his stamp of approval. Despite this, Gourmet Wavy Cut

competitor,
and/or prior year
context, why
these results are
significant for the
brand's business.
(Maximum: 75
words, 3
charts/visuals)

outperformed it in sales, market share, and penetration.

The Wavy campaign successfully reversed four years of decline, shifting consumer behavior and expanding the brand to a new family-oriented audience without losing existing consumers. Post-family segment penetration increased by over 0.9 percentage points, reaching 1.4 million households and revitalizing the brand's positioning for sustained growth.

Activity Objectives Results

1

Objective - Overview & KPI

State your
objective here.

To generate buzz and visibility through media attention

(Max: 30 words)

Rationale – Why the objective was selected & what is the benchmark?

(Max: 75 words,
3 charts/graphs)

Amplify the campaigns reach and maximise impact

Measurement - How did you plan to measure it?

(Maximum: 30
words)

PR Agency results

Tagging - What keywords best describe your objective type?

- You may have more than one objective of the same type.
- Unsure which objective type to

select?

View
guidance
here.

Efficiency (e.g. cost per acquisition)

List Result

State your
corresponding
result here.

The activation generated 116 million earned and 90 million paid impacts.

Earned Media Ad Value of €1 million (ROI of 4)

PR value of €3 million (ROI of 13).

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)*

These results are significant for the brands business as it gave us a ROI: Earned Media Ad Value of €1 million (ROI of 4) and a PR value of €3 million (ROI of 13).

2

Objective - Overview & KPI

State your
objective here.

(Max: 30 words)

To enhance brand perception and drive positive sentiment for Lay's Gourmet through influencer campaigns

Rationale – Why the objective was selected & what is the benchmark?

(Max: 75 words,
3 charts/graphs)

Launch the first-ever influencer campaigns for Lay's Gourmet, with the goal of surpassing other PepsiCo initiatives in terms of positive sentiment (benchmark 93%)

Measurement - How did you plan to measure it?

(Maximum: 30 words)

By assessing the overall tone of each comment (positive, neutral, negative) based on manual review by our media team.

Tagging - What keywords best describe your objective type?

- You may have more than one objective of the same type.
 - Unsure which objective type to select? View guidance here.
- Positive Sentiment / Emotional Resonance

List Result

State your corresponding result here.

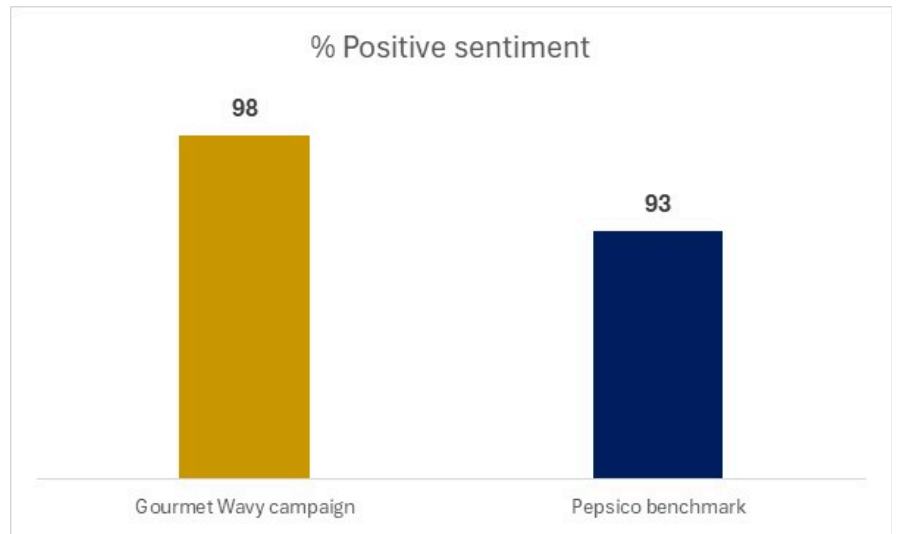
We successfully entered the conversation: the campaign reached 2.3 million in organic engagement, with 98% positive sentiment (vs. Pepsico bench 93%)

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)

Positive Sentiment result graph:



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)

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 (or lack of influence) of these factors in the space provided. We

recognise that attribution can be difficult; however, we're inviting you to provide the broader picture here in making the case for your effectiveness.

Societal or Economic Events (e.g. changes in economic, political, social factors)

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.

Rising inflation (price +3%) has squeezed consumer purchasing power, accelerating a trade-down to PLB alternatives. As a result, in 2024 PLB increased its market value share by 1.2 percentage points in Food & Beverage and 3.1 percentage points in Salty Snacks

(Maximum: 200 words; 3 charts/visuals)

Section 4: Sourcing

You must provide a source for all data and facts presented anywhere in the entry form. The below field may only be used to list sources of data provided in your responses above, do not include any other information.

Penetration growth exceeded 1.4 percentage points among pre-family and family households, while the post-family segment experienced a rise of over 0.9 percentage points. (Kantar Worldpanel 2024).

Recommended

Format: Use footnotes in your

responses above and list each source numerically below. We recommend each source include the following information: Source of Data/Research, Type of Data/Research, Dates Covered. Do not include agency names in your sources. **View detailed guidelines here.**

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 & DONATED MEDIA EXPENDITURES

Select paid & donated media expenditures, not including agency fees or production costs, for the effort described in this entry. If there were no paid media expenditures, please select "Under €50,000" and elaborate below. If there were no donated media expenditures, please select "not applicable" If the case did not run the year prior, select not applicable and provide context in the elaboration area below.

Paid Media Expenditure (Current Year)

Current Year/Time
Period: January 2024 €200-500 Thousand
– March 2025

Paid Media Expenditures (Prior Year)

Campaign Period:

Prior Year

€200-500 Thousand

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

Media 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: 150 words)

Total net paid media investment was €200K. The majority (€144K) was allocated to premium OOH placements in Madrid's most exclusive commercial area during peak festive season, strategically positioned near our new salon to reach consumers preparing for holiday celebrations. The remaining budget was split between paid social media, which amplified influencer content and visual assets, and an editorial partnership with Vogue, offering a luxury-inspired seasonal feature that strengthened brand positioning. This integrated mix of OOH, digital, and premium editorial delivered over 193 million impressions, with more than half generated organically through the campaign's cultural relevance, exceeding expectations.

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 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.

€200–500 Thousand

Elaboration on the Production & Other Non-Media Expenditures

Provide judges with the context to understand the selection outlined above. This is an opportunity to provide further context surrounding your budget, so judges have a clear understanding and do not question the information provided above.

To maximize impact at the prestigious Forqué Awards, we allocated €200K for influencer and celebrity talent fees to secure aspirational red carpet presence. The overall €415K budget was carefully balanced, with €216K dedicated to media (OOH, paid social, Vogue, PR) and €300K to non-media activities (ad production and influencer collaborations). This strategic split ensured high-impact visibility and engagement, prioritizing premium channels and talent

(Maximum: 100 words)

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?

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

(Maximum: 100 words)

Yes : The primary focus and most significant visibility came from celebrity profiles. However, The Wavy Hair Salon served as an owned channel, with its location on a busy Madrid street creating additional visibility during the festive season. While this was not directly measurable, the combination of digital efforts and the physical space helped reinforce the campaign message and increase brand awareness during key consumer moments.

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.

(Maximum: 100 words)

Sponsorships

Select all that apply.

Sponsorship – Talent or Influencer

Elaboration on Sponsorships and Media Partnerships

Provide additional context regarding your sponsorships and media partnerships.

Our branded content with Vogue, including a luxury-inspired photoshoot, was a unique, tailor-made editorial collaboration designed to elevate brand positioning during the festive season.

(Maximum: 100 words)

SOURCES

Investment Overview: Data Sources

You must provide a source for all data and facts presented anywhere in the entry form. The below field may only be used to list sources of data provided in your responses above. Entrants may not include any additional context or information in the below field.

Kantar Media

Facebook Business Manager & DV360

Recommended

Format: Use footnotes in your responses above and list each source numerically below. We recommend each source include the following information: Source of Data/Research, Type of Data/Research, Dates Covered. Do not include agency names in your sources. **View**

detailed guidelines
here.

ALL TOUCHPOINTS AS PART OF YOUR EFFORT

Select all touchpoints used in the effort, based on the options provided in the below chart. Within your response to Question 3, explain which touchpoints from the below list were integral to reaching your audience and why.

On the creative reel, you must show at least one complete example of each touchpoint that was integral to the effort’s success. For example, if you mark 10 boxes below and 8 were key to the driving results and explained as integral in Question 3, those 8 must be featured on the reel.

All Touchpoints

Select all that apply.

- Branded Content – Editorial
- Digital Mktg. – Influencers
- Digital Mktg. – Social: Organic
- Digital Mktg. – Social: Paid
- Digital Mktg. – Video Ads
- OOH – Billboards
- OOH – Other Outdoor

MAIN TOUCHPOINTS

From the list outlined above, select the three most integral touchpoints for your effort. List in order of most integral to least integral.

Main Touchpoint 1

Most integral
touchpoint.

- Digital Mktg. – Influencers

Main Touchpoint 2

#2 Most Integral
Touchpoint

OOH – Billboards

Main Touchpoint 3

#3 Most Integral
Touchpoint

Branded Content – Editorial

SOCIAL MEDIA PLATFORMS

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

Social Media Platforms

Select all that apply, or
select Not Applicable.

Instagram

TikTok

YouTube

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.

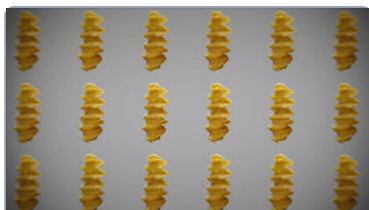
Specific, quantifiable results, agency names/logos, and competitor logos/work may not be included anywhere in the video.

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.



LaysGourmet_TheWavyCut
OK

Creative Examples Presented in the Creative Reel - Select All

Select all that apply.

Branded Content – Editorial

Digital Mktg. – Influencers

Digital Mktg. – Social: Organic

Digital Mktg. – Social: Paid

Digital Mktg. – Video Ads

OOH – Billboards

OOH – Other Outdoor

Raw Creative Examples as Originally Aired - For Research Purpose



Social Video Content
OK

In what language the raw creative example aired?

Spanish

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



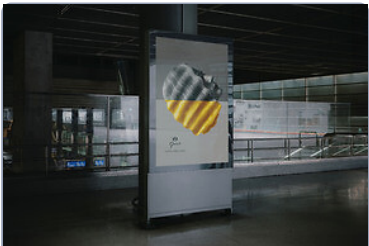
Wavy Hair Salon
OK



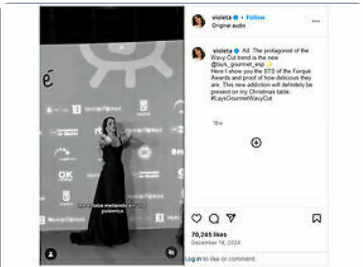
Giant Billboard
OK



Influencers on the red carpet
OK



Out of Home Premium Circuit
OK



Influencer Reveal
OK

Translation of Non-English Creative Work (If Applicable)

If your creative examples include non-English work, you are required to include an

Translation end line social video content:
Estas fiestas se lleva el corte ondulado
These holidays are all about wavy haircuts

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.

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With Print Set JUDGING VIEW - PDF Version of the Written Entry for Judges