

# Embrace the Perma Crisis: Empathy and pragmatism as tools for effectiveness



# Foreword



When all is said and done, effectiveness is simply success quantified and writ large for the world to see. Whether driving revenue, or successfully campaigning to amend a law, all of the cases featured in this report prove marketing's ability to drive tangible growth and change.

This year we've analysed the very best ideas that work from the UK and around the world.

Effie runs competitions in over 125 markets and we've cherry picked some of the finalists from our Global Best of the Best competition to illustrate wider trends apparent in our home-grown winners.

An important part of our mission at Effie is to help marketers and their brands grow. Contained within each and every one of our featured cases are little slices of relevant learning and inspiration you can use to meet the challenges your brands' face right now.

With huge thanks to the brilliant team at Ipsos for working with us to make this report happen.

**JULIET HAYGARTH**  
Managing Director Effie UK



At Ipsos we are committed to helping our clients and their agencies develop the most creative and effective advertising to deliver brand growth. As such it is an absolute pleasure to partner with Effie to bring you inspiration from the 2022 awards for your future campaigns.

I don't know about you but for me the past few years have really brought it home that both in our wider lives and at work we are always in the midst of one crisis or another. There is however one constant through the turbulence and that is that creativity thrives on the constraints and challenges that a crisis throws up. Year after year we see in the awards themselves the brilliantly thought through and inspiring work that delivers effectiveness for the brands that are willing to engage and build in a crisis.

This year we have included both homegrown case studies from the UK Effie Winners and further afield from the Global Best of the Best Effie awards. We have paired these cases so that you have learnings that feel familiar to our market context but also illustrations of how similar challenges have been overcome around the world.

While I can't promise that there will be no more turmoil in the year ahead I can hand on heart say that you will find this report useful for getting through it.

**ELEANOR THORNTON-FIRKIN**  
UK Head Creative Excellence, Ipsos



# EXECUTIVE SUMMARY

1

## Challenge, Context, Objectives

Crisis is now a permanent fixture in our lives. Whether these are Societal, Market or Brand crises they are not a reason to panic. If brands focus and see the opportunity rather than the threat then crises can be a catalyst for change and growth

2

## Strategy, Insight(s) and Strategic Idea

Typically a crisis has external as well as internal forces at play. Our Winners show the benefit of analysing the wider macro context as well as the competitive landscape and going deep to uncover audience insights. Armed with this total understanding our Winners deploy campaigns that are: empathetic to audience needs and pragmatic in their execution delivering high levels of ROI against objectives

3

## Bringing the Strategy and Idea to Life

The new news we saw from this year's winners was the power of OOH to deliver in a hyper targeted way, and the increasing use of TikTok within the overall Social Media Mix

4

## Results

Effie Winners are more likely to have stated revenue as their primary objective and therefore it is no surprise that Winners also go on to prove this

However with Twenty percent of our Winners in the Positive Change category this years results show the potential of marketing to both deliver business growth and social good

## CHAPTER 1

# Challenge, Context, Objectives

The past few years have most certainly been challenging times for people, brands and agencies. So much so that a new word has been coined...

**Permacrisis:** An extended period of instability and insecurity, especially one resulting from a series of catastrophic events

Collins English Dictionary – Word of the year 2022

# The challenges thrown up by a Permacrisis are reflected by a change in profile of the Effie Winners this year...

Category:  
Sustained success

The Winners in this category don't all have the same crisis as their root cause but they all show that once you are in a period of crisis it is rare to resolve that issue within the year.

47%

of winners

Category:  
Positive Change: Social Good

Societal crisis has been at the forefront of our minds – the Pandemic, Diversity and Inclusion, Inequality and the Environment have all been in the news and at the heart of some of the most positive effectiveness stories as showcased in the awards this year.

20%

of winners

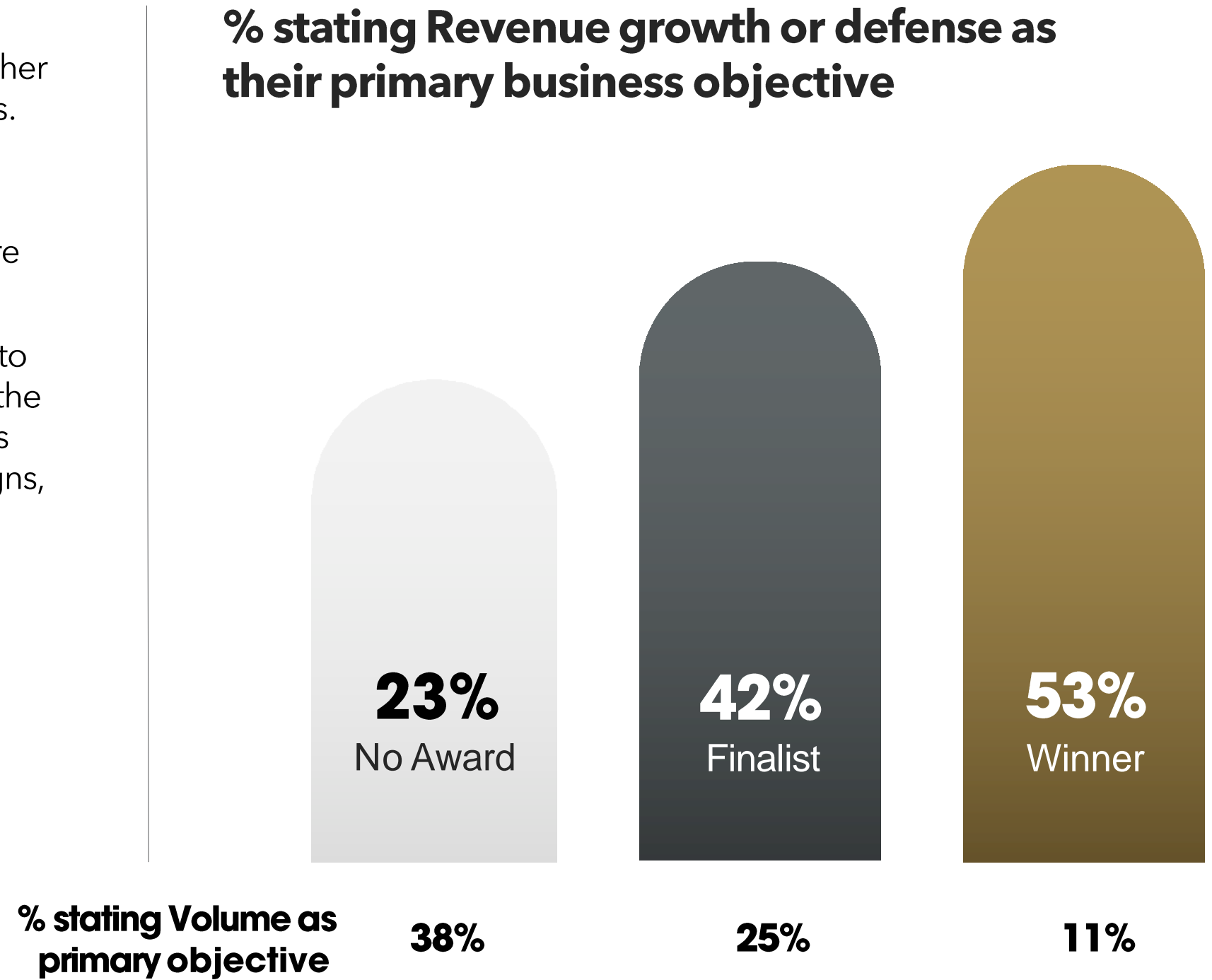
# Whatever the impetus for the campaign, when it comes to business objectives, revenue was the main focus for Winners

Marketers will agree that every campaign, regardless of success, should have clear objectives and that effectiveness is defined (either in part or completely) by the ability to deliver on these objectives.

When we look at the type of Business Objectives stated by our cases this year, maintaining or growing revenue was the most prominent amongst winners and finalists, while entrants were more focused on volume.

Given the amount of debate over the past few years on whether to keep spending on marketing campaigns through difficult years, the Winners this year show the clear benefit of continuing campaigns through this period. Well planned, creatively executed campaigns, focussed on growth do reward those who keep spending...

## % stating Revenue growth or defense as their primary business objective



# A perennial challenge is a crisis of trust in a well established brand that can damage it in the short term but presents a long term opportunity for growth

**For these crises, longer more sustained brand led campaigns which flex to the phase of reputational rebuild is needed...**

For Tesco, it was overcoming a poly-crisis that kicked off six years ago triggered by competition, price wars, decreased marketing investment and self-inflicted bad press. They needed to repair their food credentials and win back consumer trust.

To do this they needed to put the empathy back into their advertising, concentrating on the human story of connection through food. The approach flexed through its lifetime to respond to the macro context but always kept long term creative consistency allowing each story to build from the one before it.

It was a similar story for McDonald's, kicking off with a catastrophic PR crisis, followed by a period of intense category evolution and a proliferation of competitors and finally in their case a period when they had to close their operations.

As with Tesco, the strategy to bring back love and trust for the brand was based on long term brand building communication with deep human insight at the core. The insights could then be reflected back through advertising to cement McDonald's position in the life of the Nation and grow the customer base.





# Effie Case Study: Tesco: Six years of Food Love Stories (and counting)

**Example of wearing in not wearing out with a consistent campaign**

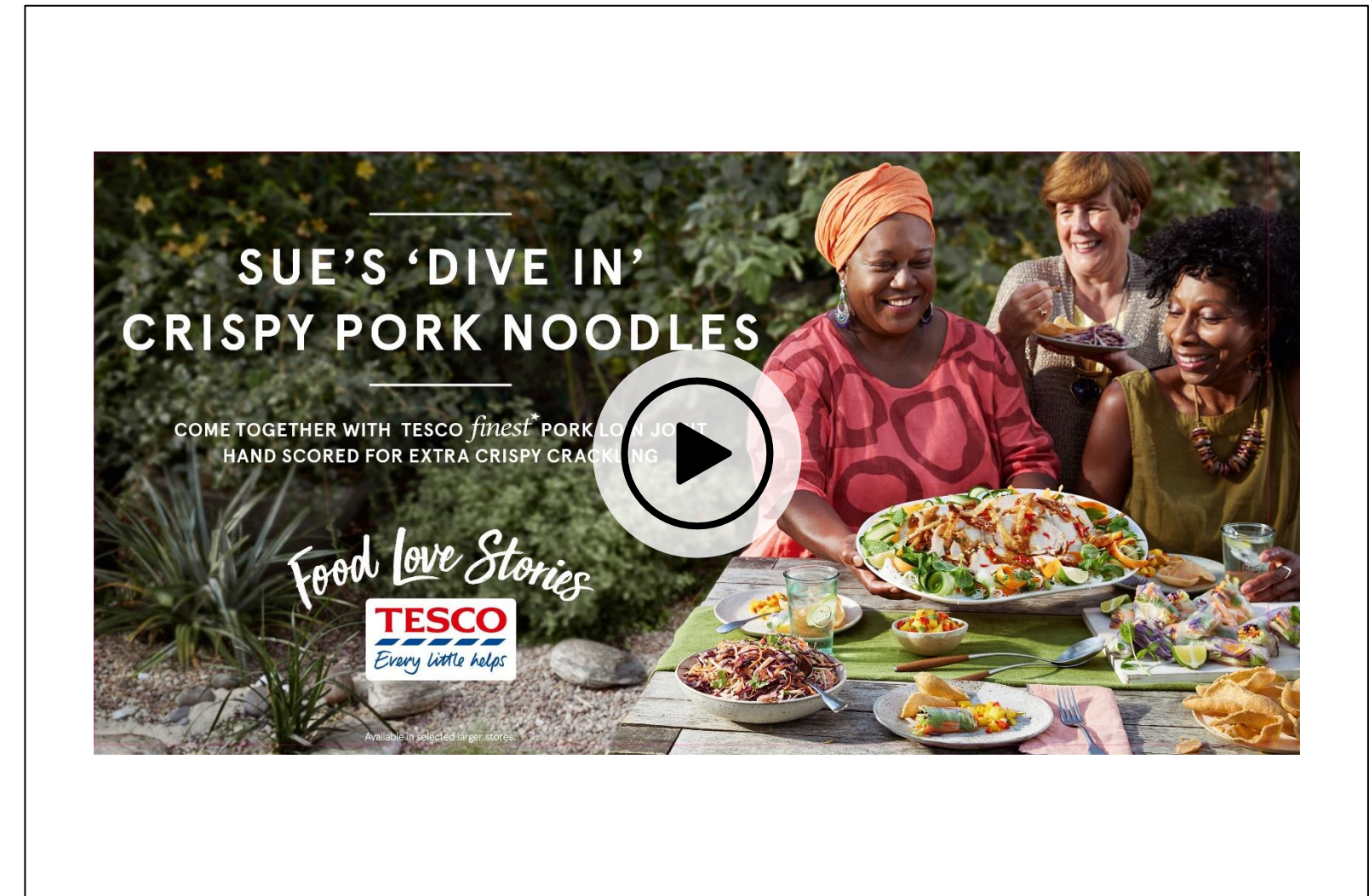
**Brand/Client: Tesco (United Kingdom)**

**Lead Agency: BBH**

**Contributing Agency: MediaCom**

“ In an industry that fetishises ‘new’ and short-termism, this is a story about doing the opposite through a big, enduring idea – Food Love Stories. How six years of careful stewardship helped that idea become more successful than ever, transforming the nation’s biggest grocer from faltering to flourishing. How an unwavering belief in the power of long-term brand building paid off, even when Tesco found itself caught in a history-defining pandemic. When other brands react to changing headwinds by starting anew, this is a story of bravery in committing to what’s worked before.

Watch the Case Video: [here](#)



# Effie Case Study: How We Got Customers Lovin' It And Kept Them Lovin' It, No Matter What

**Example of brand building with people at the heart of the comms**

## Brand/Client: McDonald's

Lead Agency: Leo Burnett

Contributing Agency: **OMD**

“ This is the story of how, over 15 years, brand-building has taken McDonald's UK from national pariah to national treasure. It brings to life how this unique approach to communications was established, expanded and elevated to re-earn McDonald's place in the hearts of the nation, and never let it go. And it proves how this has driven an extraordinary 54 quarters of continuous growth and delivered £4.7bn of additional revenue, despite a catastrophic PR crisis, category fragmentation, and Covid-19. This is the story of how brand-building got customers Lovin' It again, and kept them Lovin' It, no matter what.

Watch the Case Video: [here](#)



# CHAPTER 1

## Challenge, Context, Objectives

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### KEY FINDING

## **Crisis as Catalyst for growth:**

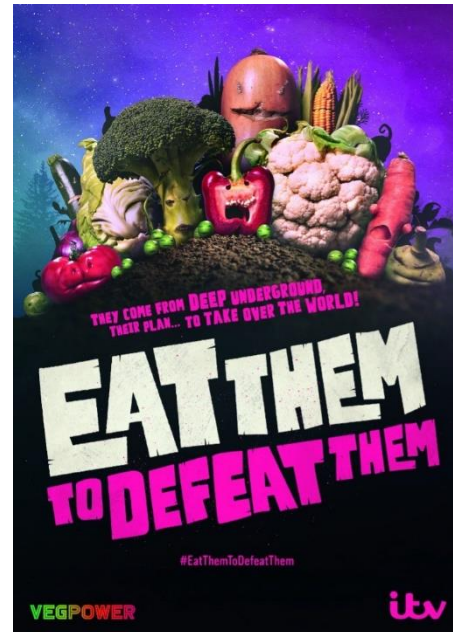
Long term brand building campaigns with empathy at the heart can overcome even the worst PR crises given time

# Societal crises are a key challenge of our times. The debate on whether and how brands should be involved still rages...

These two case studies clearly show the positive impact brands can have on the future when they marshal their resources to work for good

The first is ITV's campaign to encourage children to eat more veg. The government in 2016 had declared childhood obesity as a 'national emergency', central to solving this problem was encouraging a healthy diet of which eating vegetables is a core component. But kids hate vegetables and 80% of them were failing to eat the recommended daily intake.

On the next page you can click through to see the creative solution they came up with that convinced children to eat more vegetables. But this case goes further and shows how the campaign could only happen because ITV brought together a coalition of brands, media owners, influencers and schools to work together to start to change behaviour that may alleviate one of the ticking time bombs of our society.



The second is the Iridium winning best of the best example, Crayola shows the power of inclusion to make a real change to the way that people, particularly children perceive themselves. Their product innovation and communications understood the human need to belong and that you cannot be who you cannot see - a theme that ITV have also in the past touched upon in their own.

The centre piece of the #TrueSelfie campaign is the childhood self-portrait, utilising PR, influencers and user generated content this campaign finally gave Teachers, Parents and Children the tools to portray themselves in the world.



# Effie Case Study: Eat Them to Defeat Them by ITV and VegPower: How a big, silly idea solved a big, serious problem

Example of how reframing the challenge can deliver behaviour change for positive societal outcomes

## Brand/Client: ITV

Lead Agency: adam&eveDDB

Contributing Agency: Goodstuff, Essence

“ This is the story of how a big, silly idea can solve a big serious problem. It's the story of Eat Them To Defeat Them: a 3 year-long effort to succeed where the efforts of government and parents had so often failed: get kids eating more vegetables. By choice.

It's a story of flipping conventional wisdom, getting people to do the right thing for the wrong reason and, above all, the disproportionate power of a brilliantly counter-intuitive creative idea to create positive behaviour change. Most importantly, it's a story about getting kids to eat 981 million extra portions of veg.

Watch the Case Video: [here](#)



 **GOLD:**  
Positive  
Change: Social  
Good Brands

# Global Best of the Best: Crayola: Color Yourself Into The World

**Example of how product and comms truly deliver on inclusion**

## **Brand/Client: Crayola**

**Lead Agency:** Dentsu Creative, Golin PR

**Contributing Agency:** Subvoyant

“ Humans are genetically driven to belong, yet since the inception of the U.S., skin tone has continually & wrongly been a deciding factor for who gets to “belong”. As a result, countless have been left out. This is particularly damaging for children, who feel invisible when they grow up in a world where they are not represented. With the Colors of the World (COTW) launch and #TrueSelfie campaign, we enabled children to access a power they had long been denied - the ability to accurately color themselves into the world.

Watch the Case Video: [here](#)



**Iridium:**  
Product Service  
Launch

# CHAPTER 1

## Challenge, Context, Objectives

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### KEY FINDING

**Societal Challenges:** Brands do have the power to change behaviour that impacts society for good. Aligning the campaign with existing brand attributes is key

# The crisis of the Pandemic provided us with many award winning cases as brands rose to meet the challenge of disrupted lives and markets

**While it seemed that the pandemic would defeat companies whose operations were curtailed or completely shut down these cases show how to use communications to overcome the challenge**

Lockdown meant that fewer people were getting in their cars and certainly were not using them to go and see the places and people that they had pre pandemic. If you weren't driving and times were tough, then clearly stopping payments to the AA might be one of the ways to cut down on expenses.

While there was a pause in spending while they took stock of the situation, previous data had told the AA that stopping spending would mean less business. Plus, as we saw in last years report, discounted media provided a oneoff opportunity to drive disproportionately high SOV for many brands. Couple this with a core insight into their target audience uncovered through research - people simply miss the act of driving itself, and a fun campaign illustrating the joy of driving was the result.



As with so many companies during the pandemic, falabella had to immediately close all its physical stores. For many employees this would have meant no job and no wages for the duration of the lockdown but for falabella's Colombian employees this was not the case.

Instead, the company repurposed falabella.com giving each and everyone of their employees their own personal page and more importantly the skills to promote what in essence became their own micro business. The employees earned commission on their own personal falabella page to give them an income through lockdown and the company found a new revenue stream. This is a great example of how creative thinking around a problem delivers genuine effectiveness.





# Effie Case Study: The AA: unprecedented returns in unprecedented times

**An example of why spending during a crisis can deliver competitive advantage**

## Brand/Client: The AA

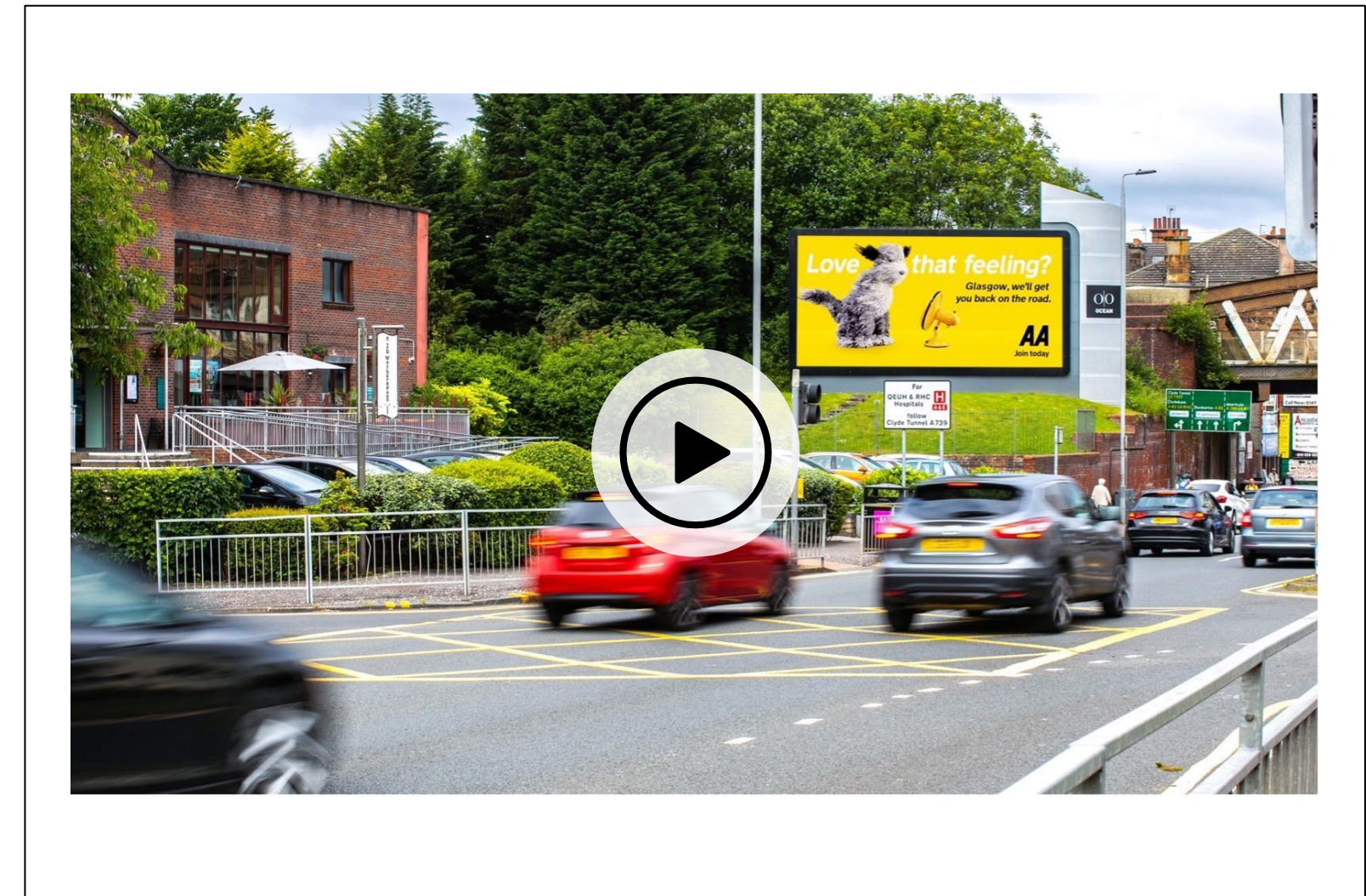
Lead Agency: adam&eveDDB

Contributing Agency: Goodstuff

“ In March 2020 the AA was at the top of its game. Over half a decade of continued brand investment had paid back in spades. It would have been easy to take our foot off the pedal, but we pushed down harder, determined to reach constant improvement with every campaign.

This is the story of how we achieved our best ever returns in the most challenging year the AA has ever faced. Through an unwavering commitment to marketing science and outstanding creativity, we delivered 171K sales and £47.7m profit back to the business, at our best ever ROI of £4.33.

Watch the Case Video: [here](#)



**BRONZE:**  
Finance

# Global Best of the Best: 3362falabella.com

Example of how to transform a business to beat the immediate crisis

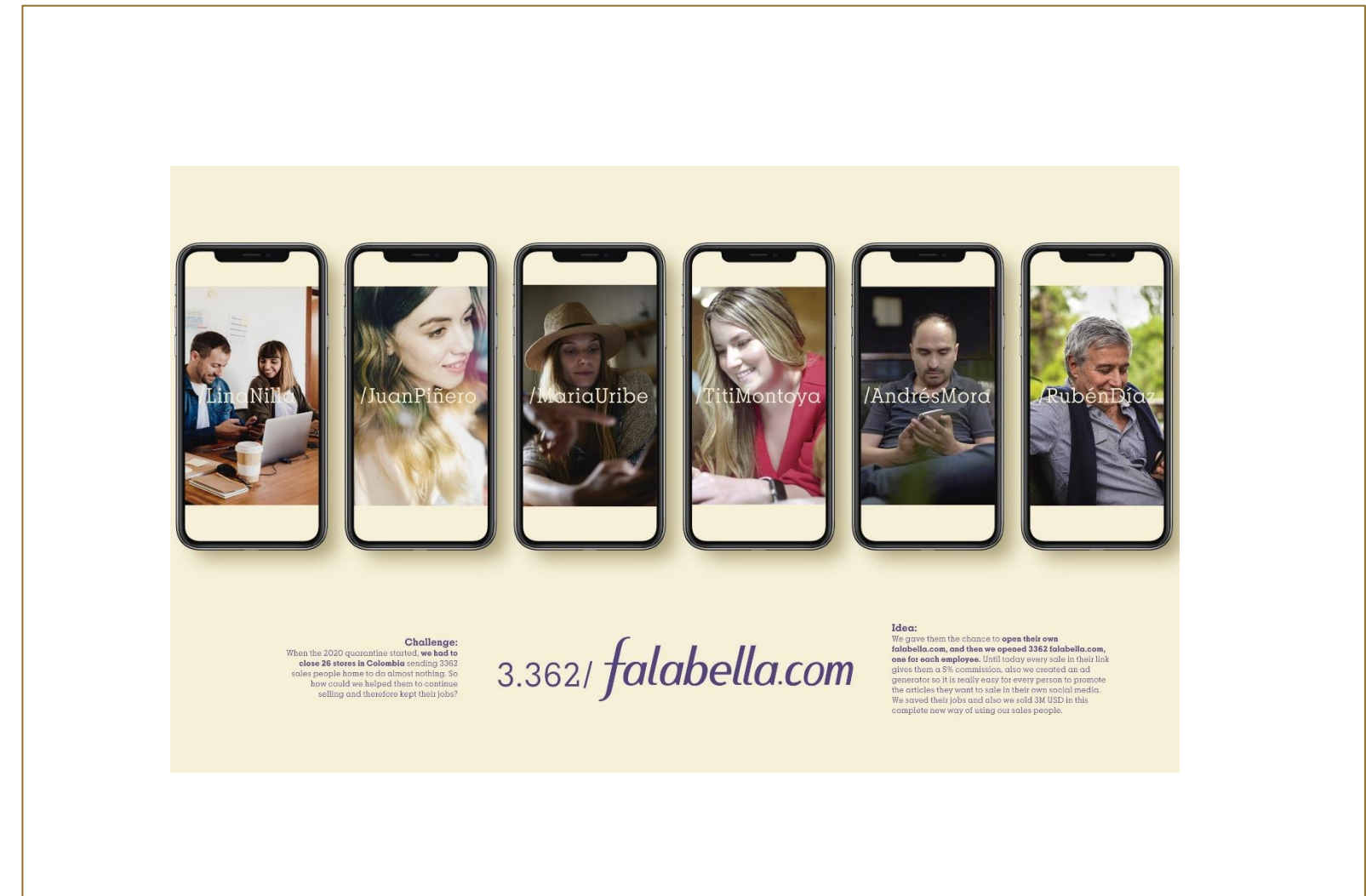
## Brand/Client: Falabella

Lead Agency: Dentsu Creative, Golin PR

Contributing Agency: Subvoyant

“ When the 2020 quarantine started, we had to close 26 stores in Colombia, sending 3362 sales people home to do almost nothing. So how could we help them to continue selling and therefore keep their jobs?

We gave them the chance to open their own falabella.com, and then we opened 3362 falabella.com, one for each employee, and for every sale made on their link they earn a 5% commission. We saved their jobs and also sold 3M USD in this completely new way of using our salespeople.



Best of the best:  
Retail

# CHAPTER 1

## Challenge, Context, Objectives

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 KEY FINDING

**Macro Context:** Immediate disruption can be overcome through a judicious combination of data and creativity

## CHAPTER 2

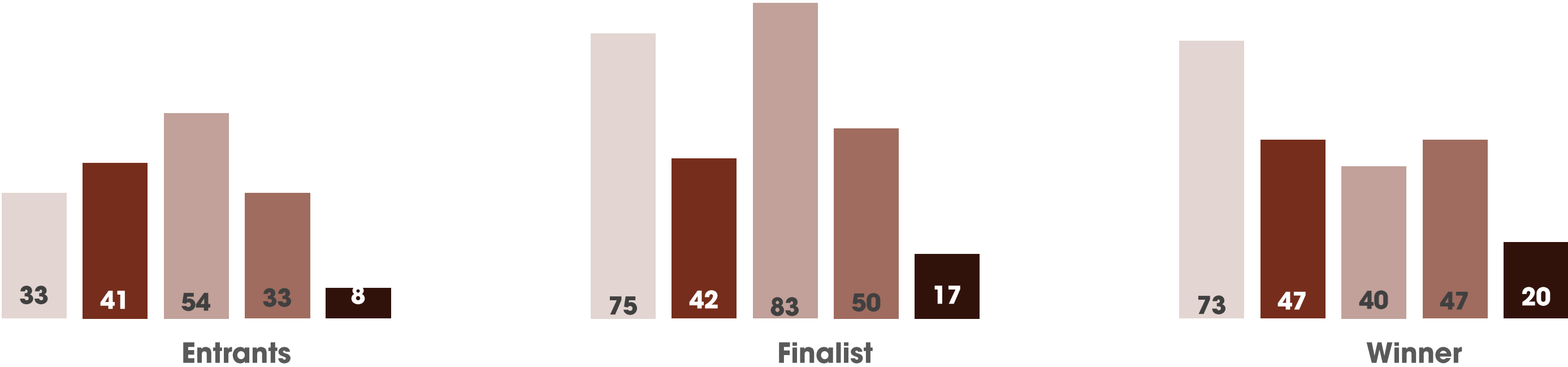
# Strategy, Insight(s) and Strategic Ideas

# Doing the right research is important: Finalists and Winners both use research to a greater extent than Entrants

**In general**, having a continuous learning cycle from early research into tracking and back round again allows Marketers and Agencies to flag and identify brand issues, understand the whys from qualitative research, and inform creative development through early exploration of ideas. Closing the circle in tracking can be used alongside business metrics to understand performance of the campaign.

## All Research Conducted

Tracking   Focus Groups   Strategic   Positioning   Copy testing



# Permanent price wars and discounting can be overcome by brand building initiatives rooted in what is most important to people

The cases on the following pages show how increasing revenue and volume while improving price elasticity is achievable with a long term commitment to emotive brand story telling

The whole of the family history category was suffering from a long term decline in interest and with Ancestry the leader of the category this was no less true for them. Add to that persistent discounting that led to people switching but no growth in the category then the time was ripe for a new strategy – the task was to reinvigorate the brand and supercharge audience connection.

But how to connect a time poor audience with a product that needed a considerable time commitment particularly when there was no new news to tell? The solution was forthcoming when they listened to what had influenced people to sign up to genealogy services in the first place – the actual stories of where their ancestors came from and what they lived through.



From the Best of the Best: Another category that is more often than not locked into price wars and discounting is the retail grocery sector. This was nowhere more true than in France where the grocery chains had been involved in a brutal price war for the 15 years prior to 2016. But consumers were starting to declare that they wanted quality over cheap pricing. Seizing the initiative and moving ahead of French legislation which limited the amount of promotions allowed, Intermarché launched their 'L'amour, L'amour' ad in a 3 minute format on TV disrupting the market. Understanding exactly what quality meant to their customers and then bringing that to life sparked brand consideration reboot among French consumers.



# Effie Case Study: Ancestry: Bringing the family history category back to life

Example of storytelling to drive acquisition and prevent the need for discounted pricing

## Brand/Client: Ancestry

Lead Agency: Anomaly, the7stars

Contributing Agency: Performics

“Facing flat category interest and an audience with declining spare time, ‘Bring Your Backstory to Life’ accelerated Ancestry’s business, putting the brand on the path to long-term growth.

Through emotive brand storytelling that communicates meaningful value, alongside long-term brand-building media strategy, we drove a 20.4% increase in incremental revenue from new customer signups, whilst not only maintaining ROI, but increasing it by 10%.

This campaign provides a powerful case study for the power of brand storytelling over a sustained period, to breathe new life into a flat category and take a brand’s business from strength to strength.

Watch the Case Video: [here](#)



 **Silver:**  
Sustained  
Success -  
Services

# Global Best of the Best: InterMarché, Help French people to eat a bit better everyday

Example of Brand Building to rebuild quality perceptions and defend against continued price erosion

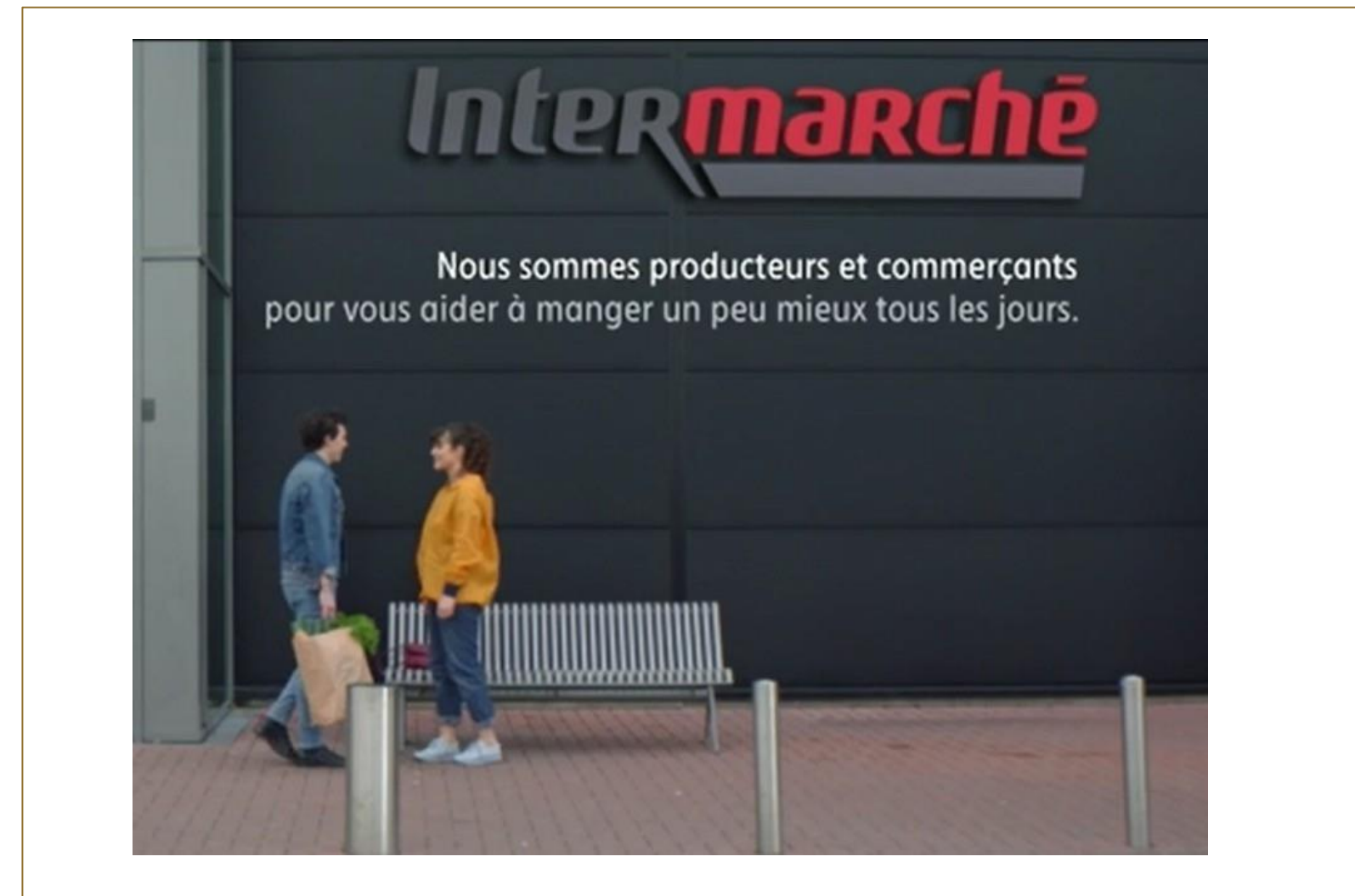
**Brand/Client: Intermarché**

**Lead Agency:**

**Contributing Agency:**

“ The chain lost 345,000 customers between 2014 and 2017. At the end of 2016, for the first time in the French mass food retail sector’s history, the majority of French consumers said that quality was more important than price when making food purchases.

This freed the brand from the 15-year-long brand value-eroding price war to pick up the “Eating Better” gauntlet. They were the first mass food retailer in France to adopt an emotional brand building campaign with the aim of winning back the hearts of French consumers. Just a few weeks after the launch of the new creative concept, Intermarché was back on a path of growth. Over the past 3 years, the chain has experience 44 periods of growth out of a possible 48, as well as being named French consumers’ favourite retail chain.



**Iridium:**  
Product Service  
Launch



# CHAPTER 2

## Strategy, Insight(s) and Strategic Ideas

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 KEY  
FINDING

Brand building campaigns built on relatable insights are an excellent way to defend against category imposed discounting

## CHAPTER 3

# Bringing the Strategy and Idea to Life

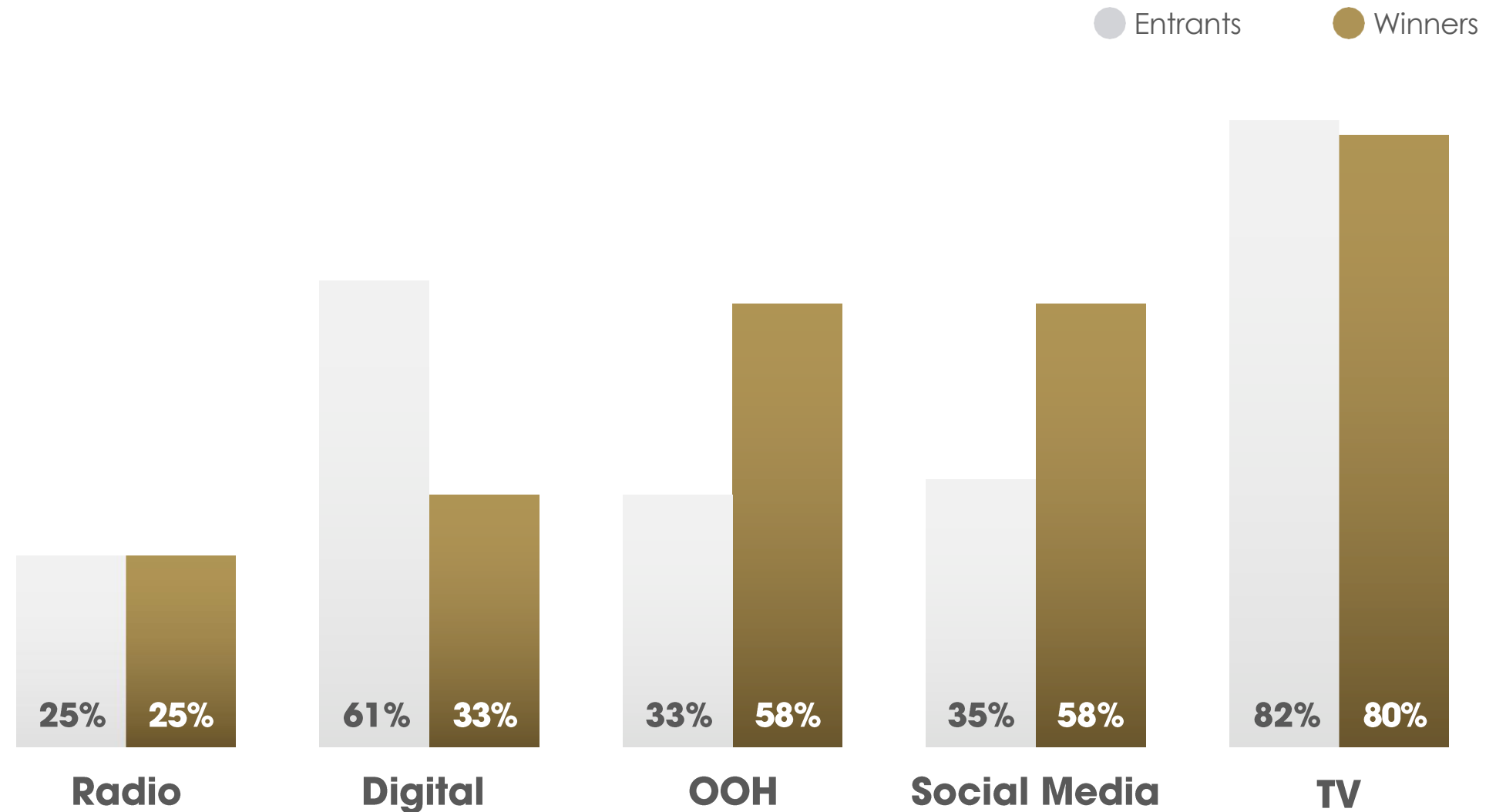
# TV use was prevalent across both Entrants and Winners.

TV as a vital channel for success is **reflective of the overall learnings that we have seen emerge from Effie around the world.** It was heavily used this year by both Entrants and Winners.

TV, with its broad reach has shown time and again in the awards how important it is when brands want to tell emotive brand building stories and to reset people's relationship with the brand.

But what about those more private, intimate taboo subjects? Can you and indeed should you use it for brands in those categories. The case on the next page for Anusol, shows that with the right handling TV absolutely can be used to bring intimate problems that are usually hidden away into the light and by normalizing the issue, in this case through humour, potentially improving the health of all those who currently suffer in silence.

## Main touchpoints used



Data from Effie 2020 Entries, Main Touchpoints utilized

# Effie Case Study: Bum's The Word: How Anusol smashed taboos and unlocked record growth

**Example of how humorous TV can be used even for the most difficult subjects**

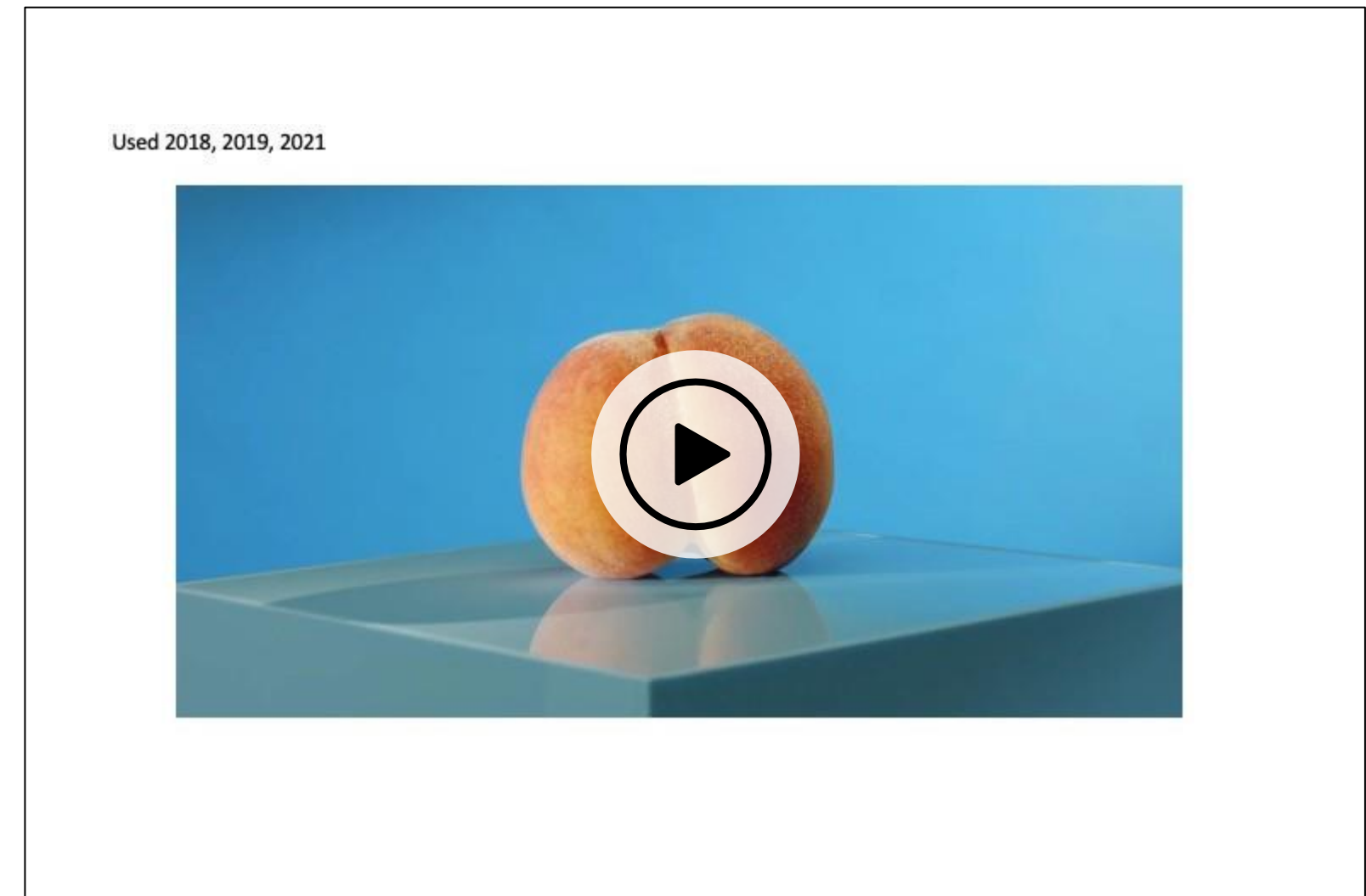
## Brand/Client: The Anusol

Lead Agency: MSQ Partners

Contributing Agency: **Wavemaker**

“ Haemorrhoids were so shrouded in shame that sufferers would rather not be able to sit down than engage with the problem. Despite this, The Cheeky Diagnosis recruited new users, and stole users from competitors – driving a historic share high. It repositioned Anusol from clinical brand to taboo-smasher, driving positive brand perceptions. It demonstrates how bold creativity grants a lasting brand halo, and can support a phenomenally successful new product launch even as marketing spend decreased every year. This is a story of going bold and staying bold.

Watch the Case Video: [here](#)



# CHAPTER 3

## Bringing the Strategy and Idea to Life

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 KEY  
FINDING

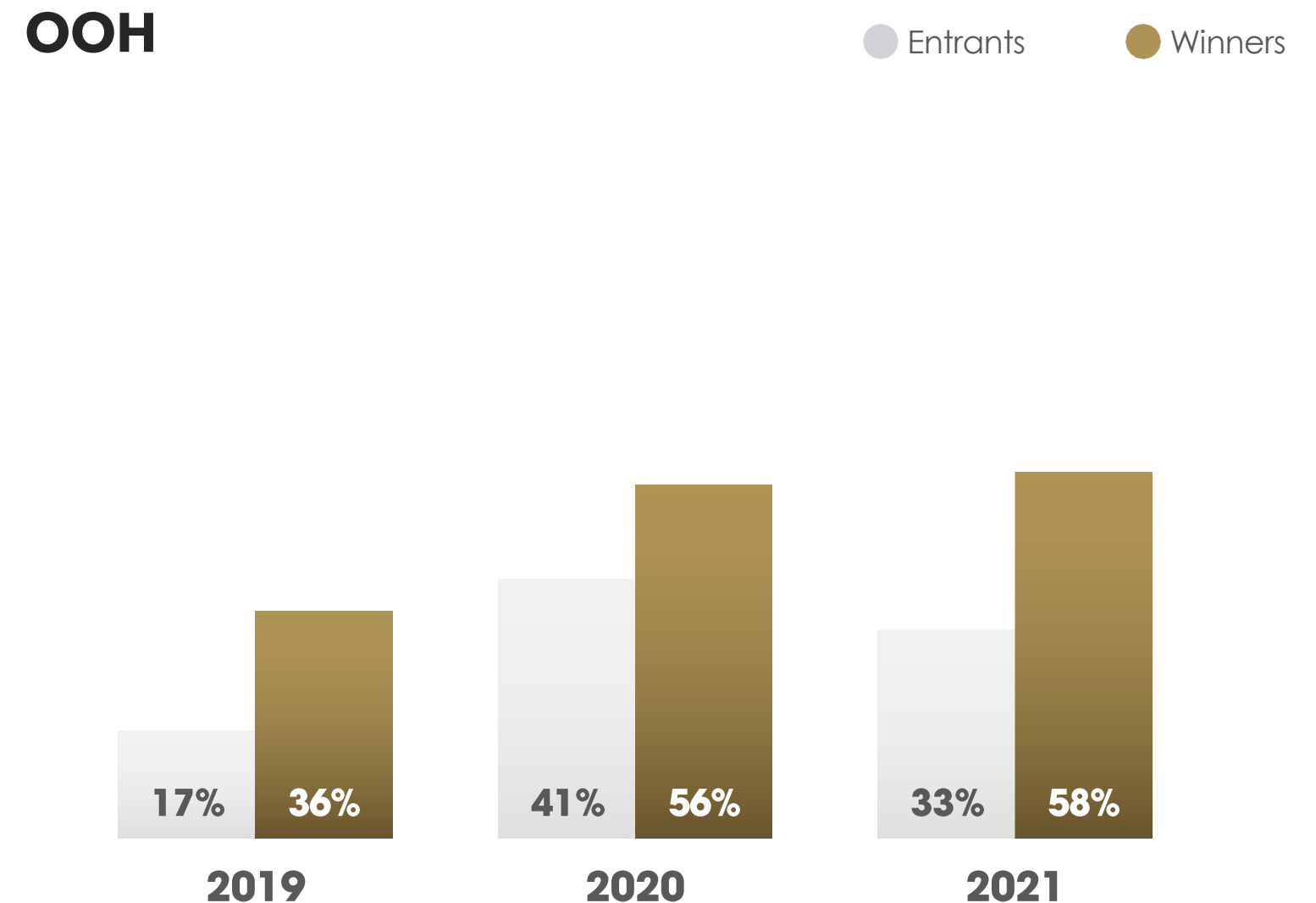
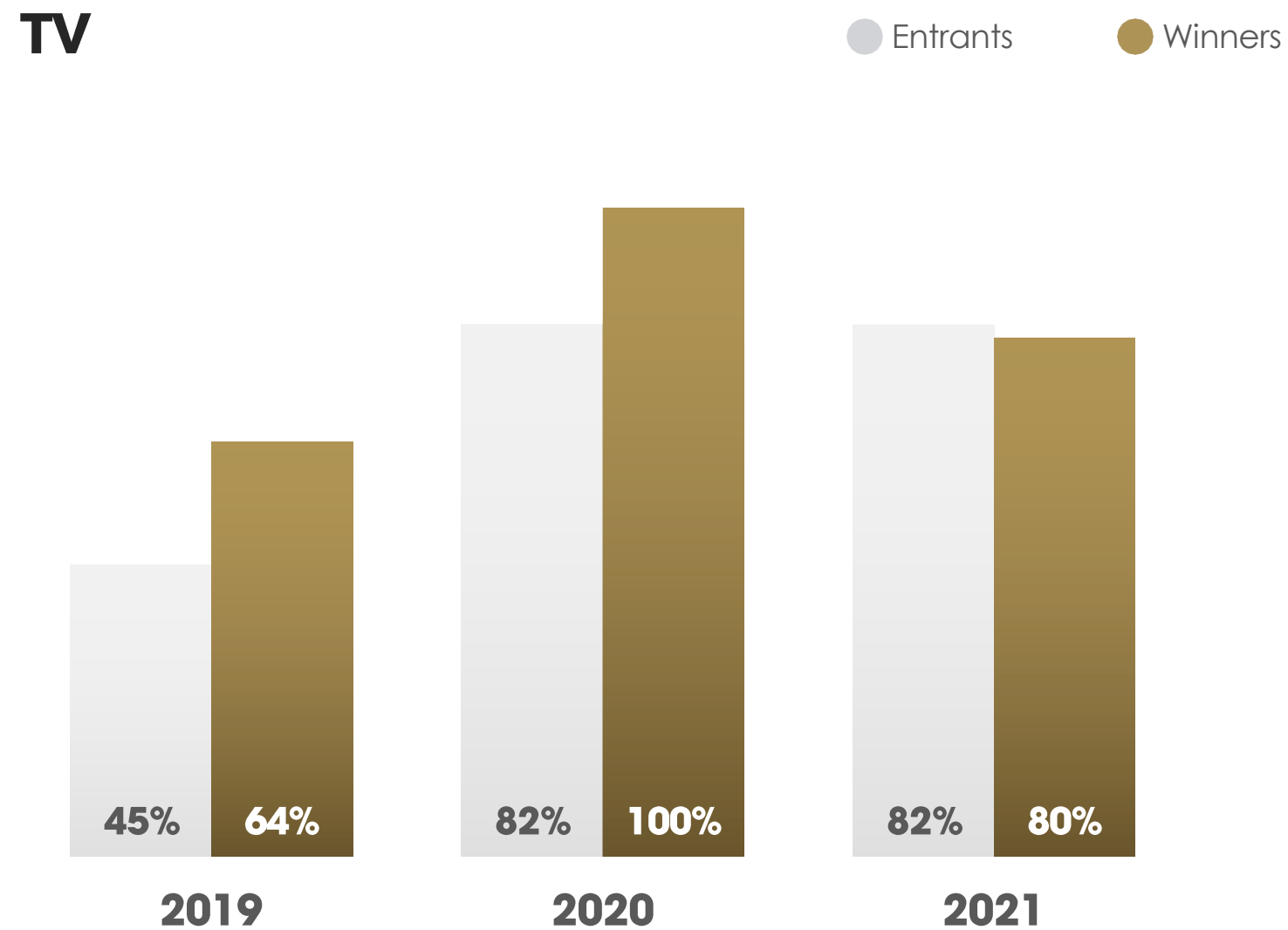
Broad reach channels, TV in particular, still drive effectiveness

 KEY  
FINDING

Taboo subjects can be delivered on TV, particularly if humour can be successfully used

# TV and OOH saw a step up in usage for both Entrants and Winners last year and this has broadly been maintained this year

We have already discussed the role of TV in effective campaigns, for OOH it is its continued ability to be both national and easily localized that has led to its success in the mix for many of the awards in past years. On the next page there is a further and practical use for OOH – the ability for it to be in the right place at the right moment in time, with the right story and message, in this case appealing to drug users to carry Naloxone to save their fellow drug users from overdose...



Data from Effie 2020/2021/2022 Entries, TV used as Main Touchpoint

Data from Effie 2020/2021 Entries, TV used as Main Touchpoint

# Effie Case Study: Ethypharm, The Hidden Lifesavers

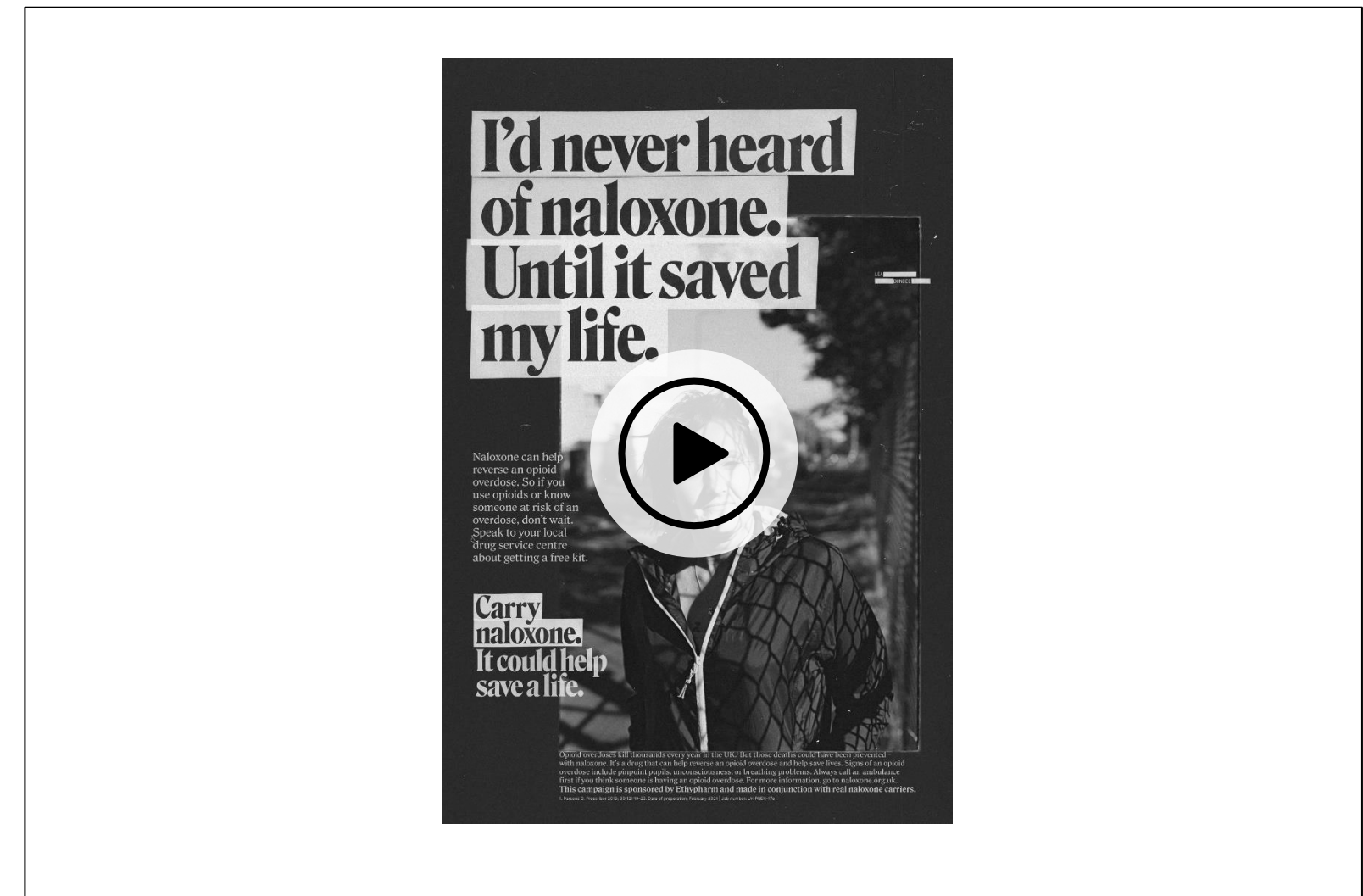
Example of effective use of OOH to affect behaviour at a specific moment in time

**Brand/Client: Ethypharm**

Lead Agency: Havas Lynx Group

“ It’s a rare privilege to create advertising that erodes societal stigma and potentially saves lives. When given in time naloxone dramatically reverses opioid overdose, saving lives. Provision of naloxone kits had been increasing from 2018 through 2020 (CAGR 8.74%). Despite these historic increases in the antidote, year on year opioid-related deaths have been increasing. ~3,500 people in the UK died from opioid overdose in 2020; and 2021 began by tracking below the three previous years and was tracking to finish 16% below target. The Hidden Lifesavers campaign did just that, and with an extremely restricted budget.

Watch the Case Video: [here](#)



 **SILVER:**  
Positive Change -  
Social Good Brands

# CHAPTER 3

## Bringing the Strategy and Idea to Life

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### KEY FINDING

OOH has strength in both broad reach and the ability to be in very specific places at exactly the right moment to deliver powerful behaviour change messages



# Facebook and Instagram are used by the most effective campaigns

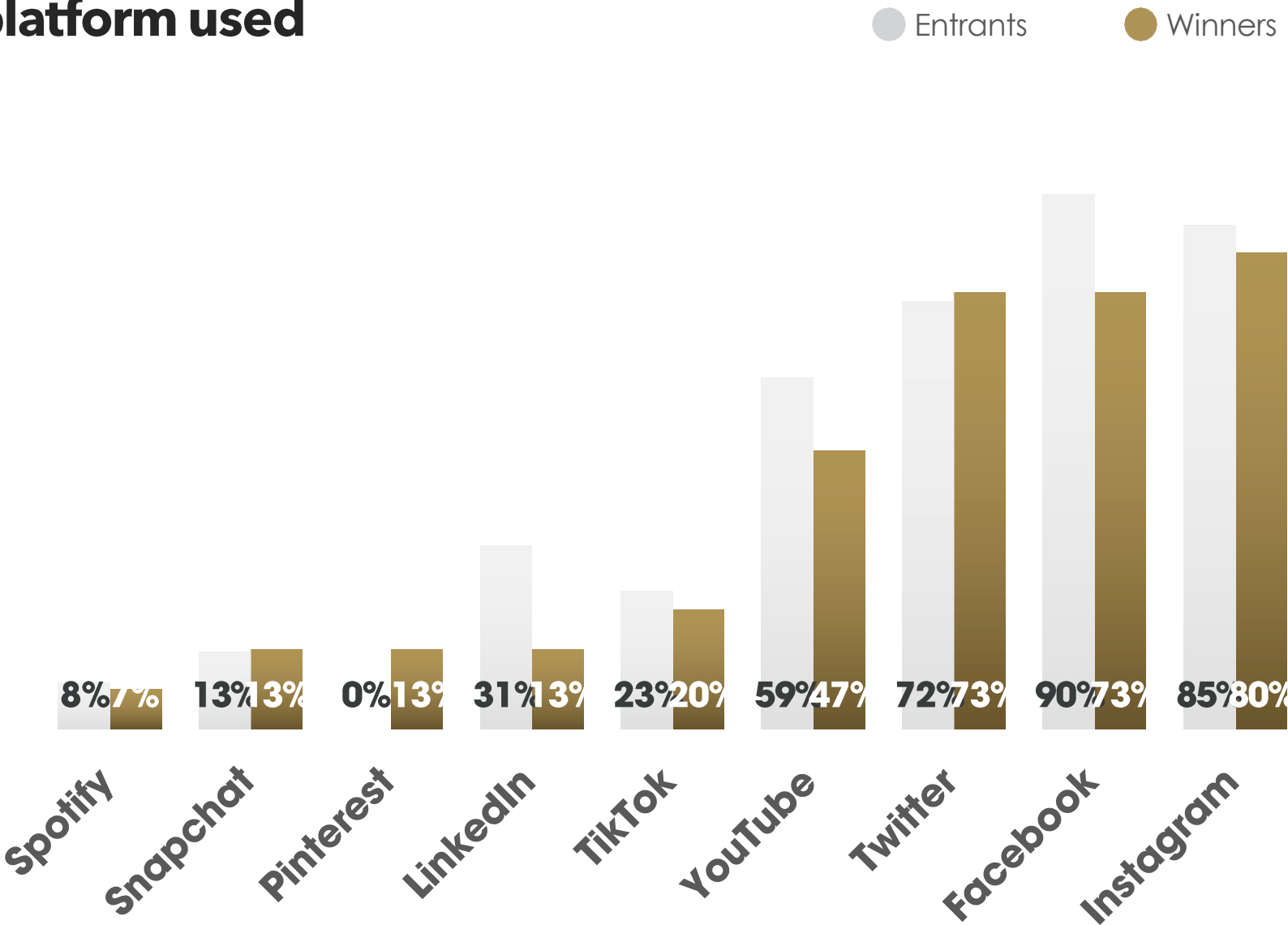
This year both Entrants and Winners use the same number of social media channels as each other - 4.

Facebook, Instagram and Twitter are the most popular choices for all. Twitter, has seen increase usage among Entrants this year vs last where it was the preserve of the Winners. Of course, we will wait to see if that prevalence continues into the 2023 awards with the new ownership of Twitter in place.

TikTok continues to grow with usage doubling among Winners over the last year.

From the award entries it's clear that it is not just the choices that you make that lead to effectiveness, but just as important is using the right tactics for each channel and platform.

## Social platform used



Data from all Effie 2022 Entries, Specific Social Platform used

# CHAPTER 3

## Bringing the Strategy and Idea to Life

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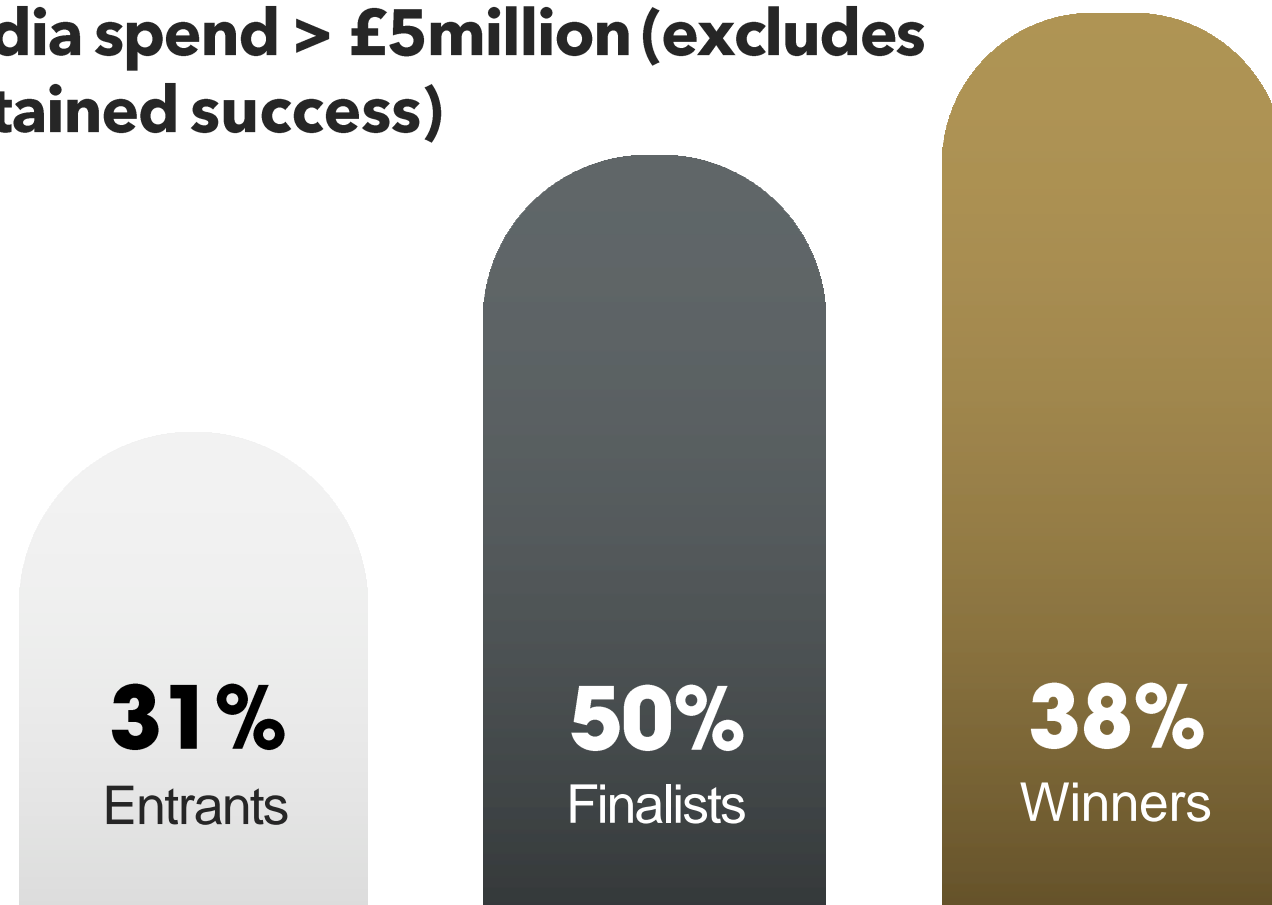
### KEY FINDING

While Social Channels are often secondary touchpoints, carefully thought through specific platform use is a tactic at the heart of effectiveness

# Finalists and Winners tend to spend more overall but big budgets aren't the only key to success

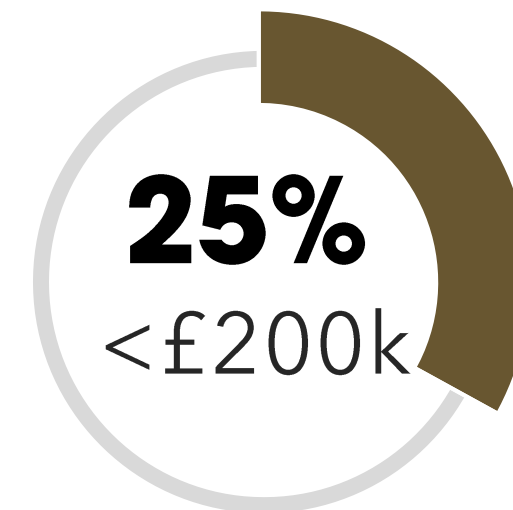
As a result of the channel mix used Winners and Finalists are more likely to spend more on their campaigns when compared to entrants. Entrants tend to have much smaller budgets with 40% spending under £1 million.

## Media spend > £5million (excludes sustained success)



However, twenty five percent of our Winners are proving that effectiveness is achievable with very much smaller budgets as they spend under £200 thousand on their campaigns.

## Winners: Media spend (excludes sustained success)



Data from all Effie 2022 Entries excluding sustained success, claimed media expenditure

# CHAPTER 3

## Bringing the Strategy and Idea to Life

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### KEY FINDING

Highly effective campaigns often have higher levels of spend overall

### KEY FINDING

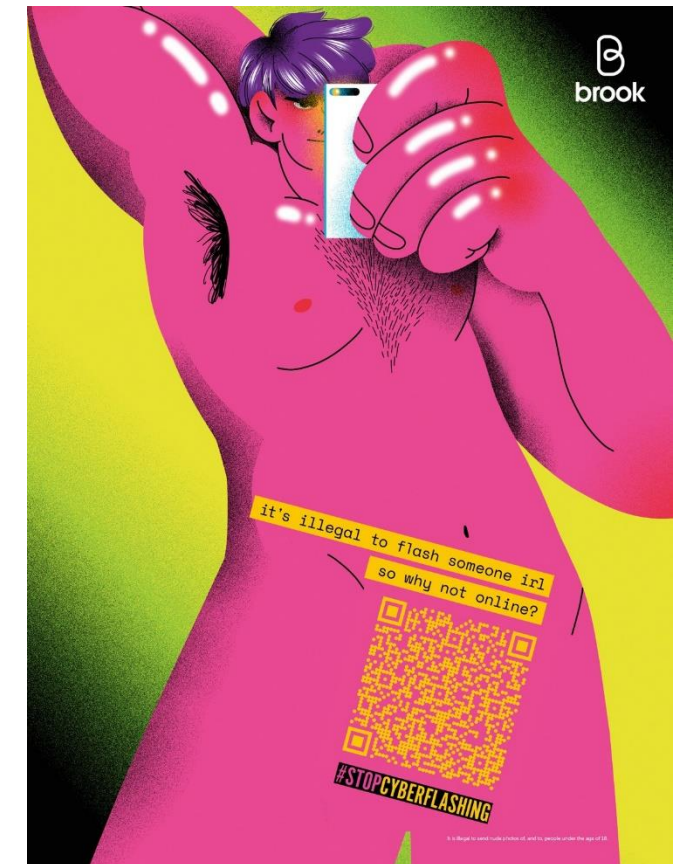
Very small campaigns can be equally effective at achieving their objectives if they are highly creative

# Some crises have only a handful of people that can solve them...

This year we have two cases that demonstrated what happens when you only have a very limited audience you need to talk to and a brief window of opportunity...

For Long Live the Local, it was about prompting successive UK Chancellors to reverse planned increases the beer duty. The beer duty rise was not only a threat to the industry but to pubs, national identity and culture-at-large.

For Never Sent Without Consent: The sending of unsolicited 'intimate' pictures or cyber flashing is a societal crisis putting particularly younger peoples safety and mental health at risk. It's illegal to do it in real life but not yet in the digital sphere. This campaign took a radical and non conforming approach to get an MP onside and get this issue into the Commons and on to the statute books.



# Doing things differently is the key to success whatever your objective but it is absolutely vital when you only have a limited window of opportunity

In this age of clutter, distraction and media overload, a consistent theme to the most effective campaigns (of all spend levels) is their ability to “break” conventions for marketing and communications.

In the previous pages we have seen how some campaigns did this through both their creative choices and through their use of media. As demonstrated by our Effie Entrants, and particularly by our Winners, breaking these ‘rules’ enables campaigns to punch above their weight and to deliver more effectively vs competition.

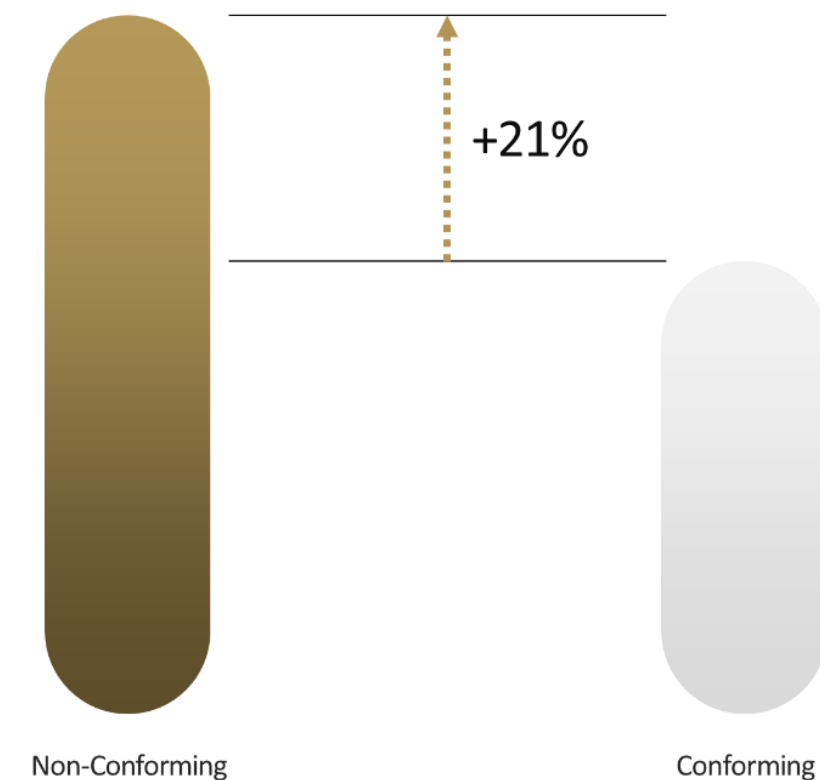
Why does breaking the rules work? People simply do not pay attention to advertising they have already seen, our brains screen them out. People need sufficient novelty to gain their attention.

Going outside established category ‘rules’ is more likely to generate strong Brand Attention and therefore be the cornerstone for effectiveness.

When you have small budgets and only a very limited window of opportunity you absolutely have to get it right creatively which is what the next two case studies nailed.

## Ipsos Best Practices: Breaking category ad conventions creates greater Brand Attention

### Likelihood of top quintile database placement (Branded Attention)



Based on 2015 cases, Ipsos Creative Excellence, Database Meta-Analysis

# Effie Case Study: Long Live the Local: How the many changed the mind of one

Example of how to rally people by tapping into what they care about

**Brand/Client: Long live the local (United Kingdom)**

**Lead Agency: Havas London**

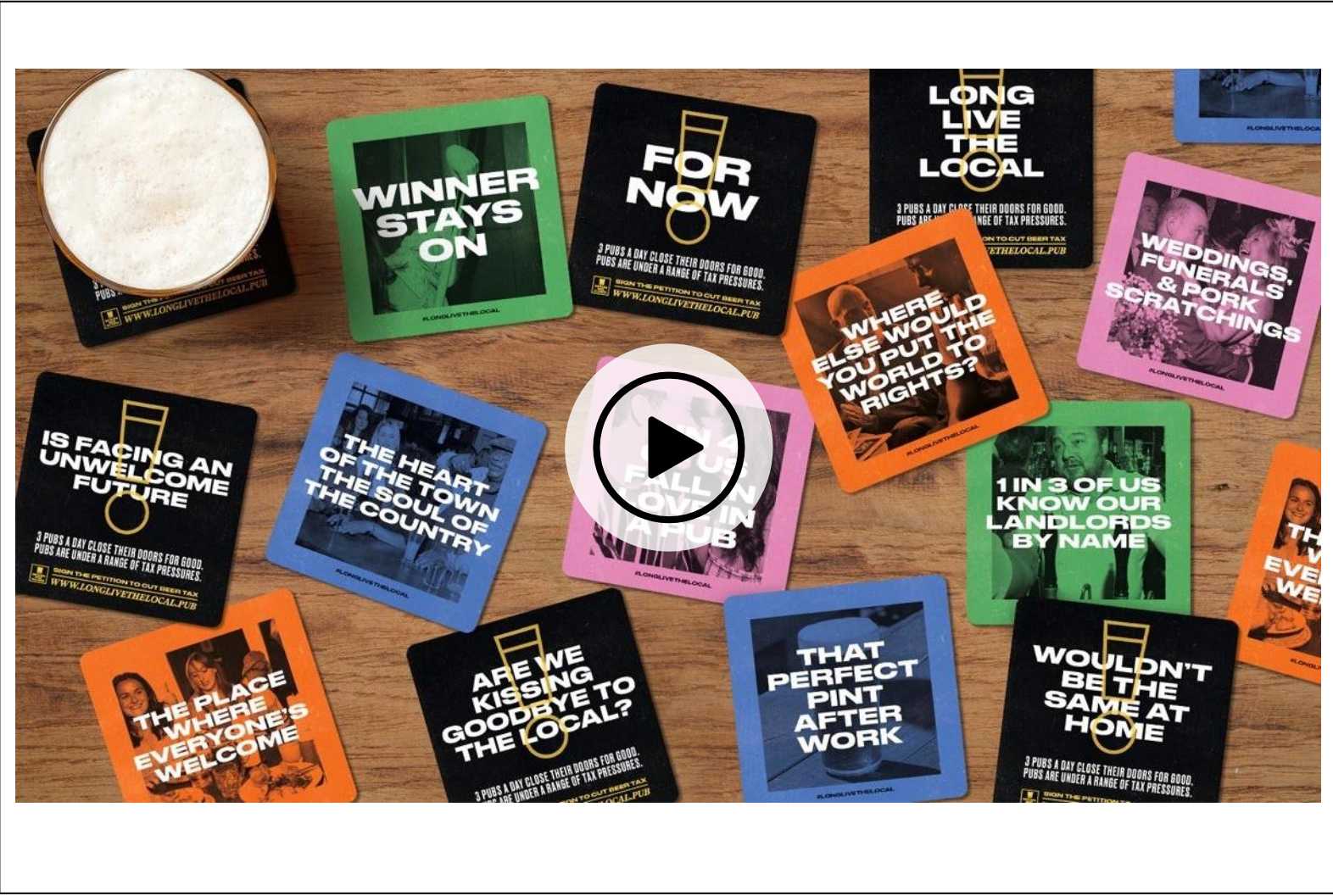
**Contributing Agency: One Green Bean, Ekino, Havas Media**

“ The introduction of Long Live the Local successfully mobilised the nation to change the mind of our ‘audience of one’. It reframed the issue of beer tax and used the Parliamentary process, rather than attack it, to orchestrate a movement that simply couldn’t be ignored.

Over the past four years, we have maintained unprecedented levels of public pressure on MPs and successive Chancellors to support Britain’s pubs and breweries. We made a 180° change in approach to achieve a 180° change in outcomes, to put power back in the hands of the people and save the industry over £2.5billion.



Watch the Case Video: [here](#)



**SILVER:**  
Sustained  
Success -  
Services



# Effie Case Study: Never Sent without Consent

Example of what you can achieve on a very small budget if you take a creative approach

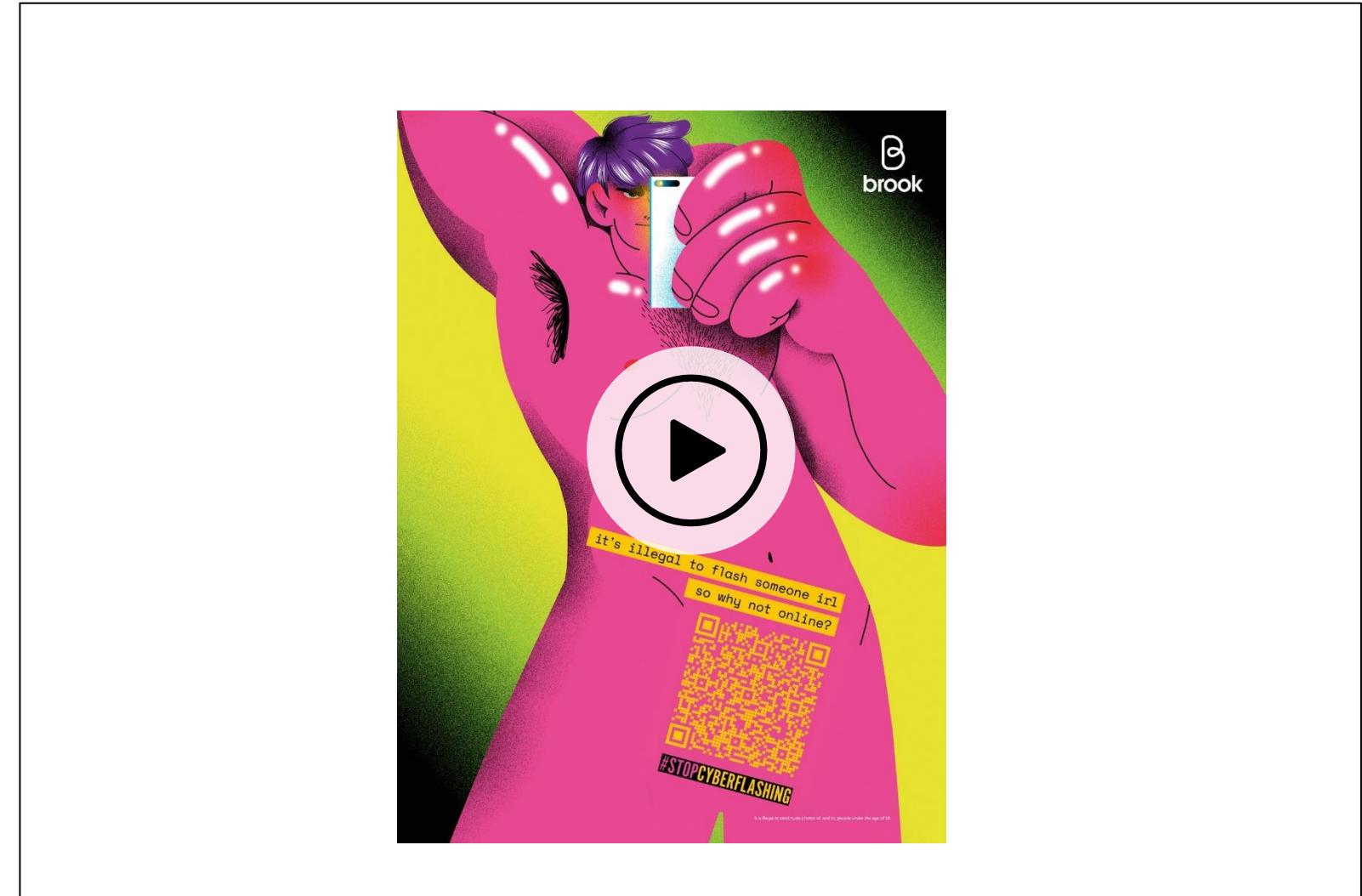
## Brand/Client: Brook

Lead Agency: Grey London

Contributing Agency: Jelly London

“ When you have one shot to change the law, you can't be shy about it. Advertising's role in affecting real change is often questioned, but this is about how an advertising campaign about 'd\*\*ks' helped Brook, a sexual health charity for young people, do something as ambitious as get the UK government to change the law. 'Never sent without consent' is an unorthodox idea designed to trigger action. Its brazen approach was the result of careful strategic and creative consideration for maximum impact to make cyberflashing (the sending of unsolicited nudes or 'dick pics') illegal in Britain once for all.

Watch the Case Video: [here](#)



 **SILVER:**  
Small Budgets



# CHAPTER 3

## Bringing the Strategy and Idea to Life

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### KEY FINDING

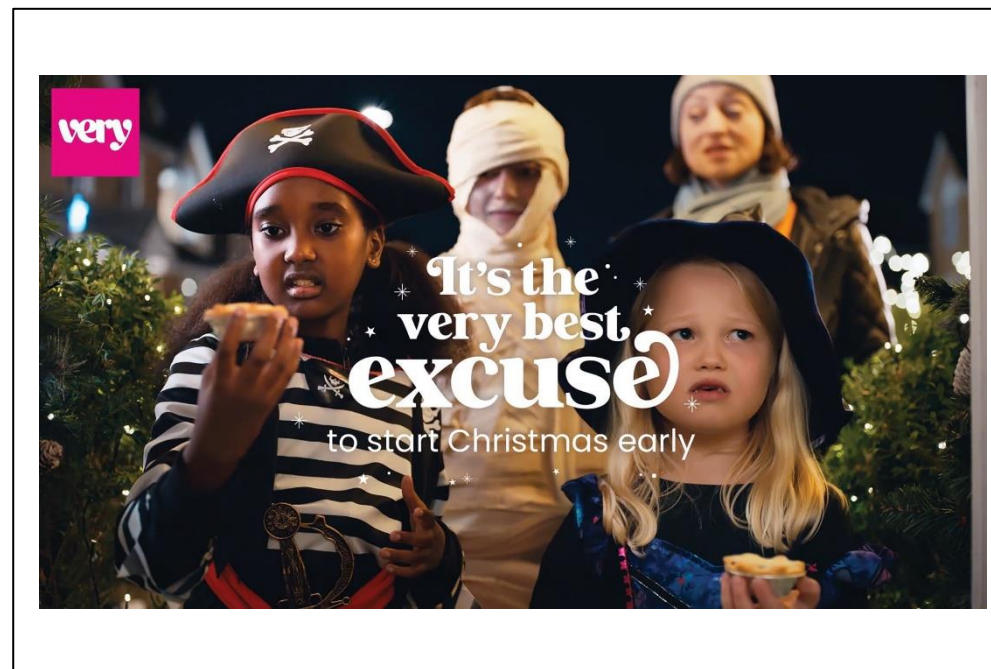
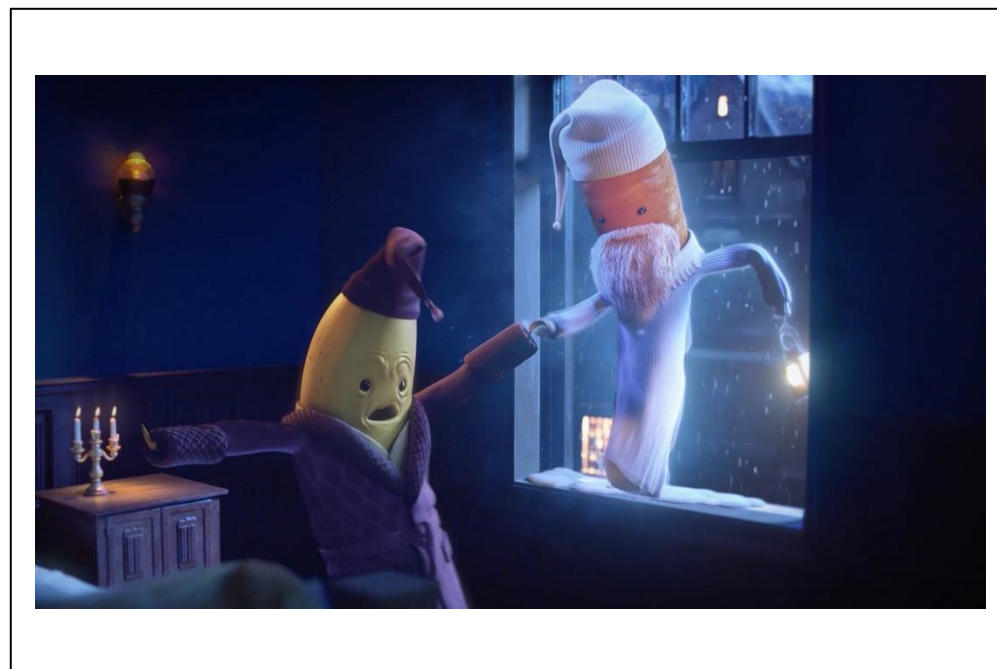
Reframing the issue and then delivering creative against it that defies conventions is important for gaining attention in any campaign but absolutely vital when you are time constrained

# This year we had three Winners who played with the norms of seasonal marketing to their own advantage

For Aldi they needed to establish their credentials at Christmas a period when people often traded up for their food shopping. But with Christmas brands wer pumping out one spectacular ad after another, year in year out new campaigns kept coming. Aldi took a different approach, consistency, building an evolving story with familiar characters coming back year on year to become the Nation's favourite advertising and of course more importantly delivering sales in the crucial Christmas period.

For Very, it was both creative and media that they needed to look at to find a way to win in the cluttered Christmas market. By bringing forward their Christmas campaign they stole a march on the competition allowing them to be heard despite their overall decrease in share of voice.

For home improvement retailers Spring is their Christmas - it's a must win season when shoppers come out in force and successful years are won or lost. For B&Q, they were losing out to specialist garden centres when it came to plant buying. By combining a range message with empathy, in this case peoples desire to emerge from yet another lock down and extending the campaign, ROI more than doubled from previous years.



# Effie Case Study: Kevin versus John - How a humble carrot usurped a national treasure to win the UK's Christmas Ad crown

**Example of creative consistency delivering strong returns over time**

## Brand/Client: Aldi UK Ltd

Lead Agency: McCann Manchester

Contributing Agency: Universal McCann Manchester

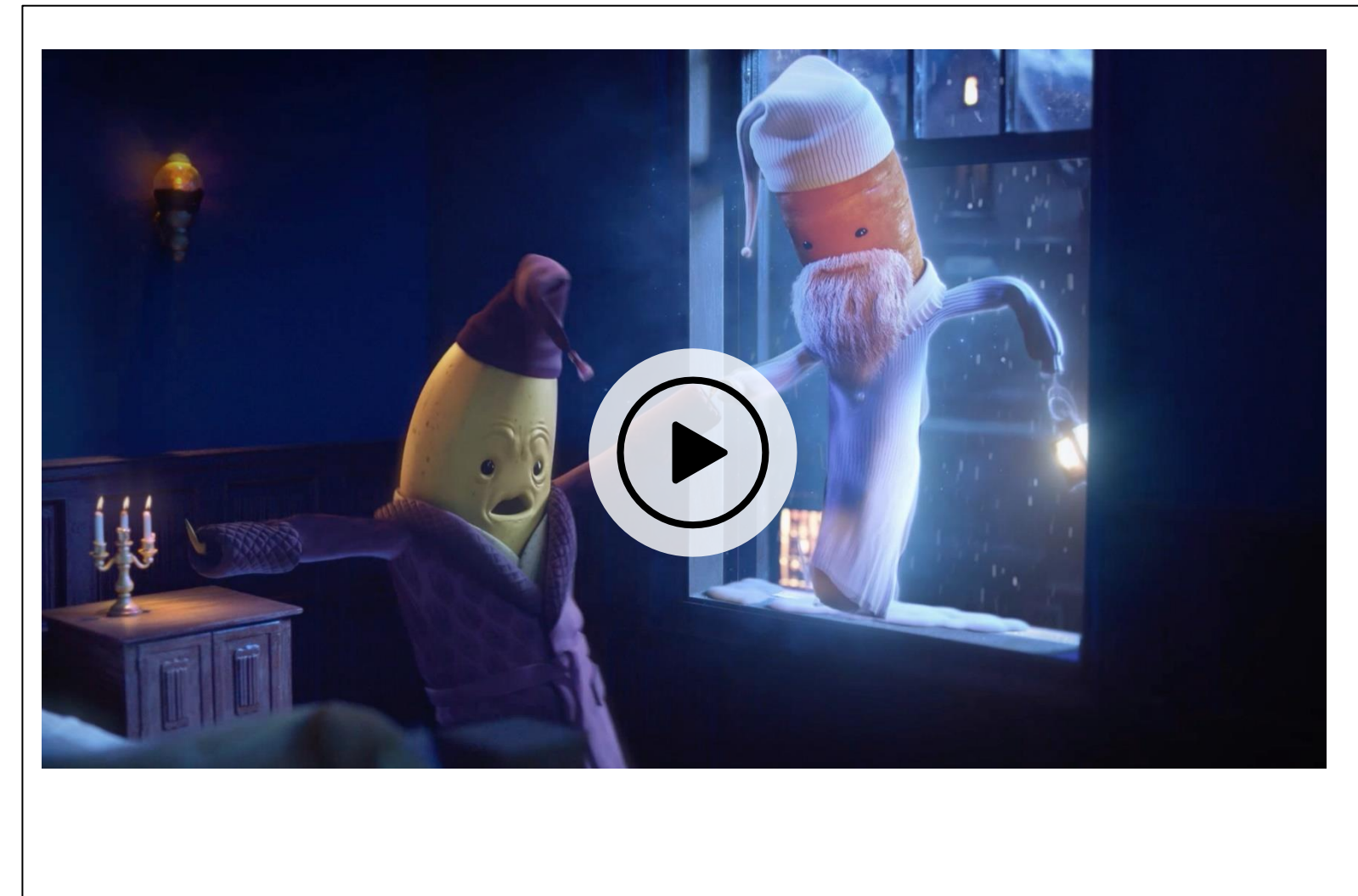
“ By consistently sticking with and investing in Kevin for 6 years, and not being seduced by the desire for novelty and innovation, Aldi took on and beat the giants of Christmas advertising, John Lewis and Coca Cola, to become the UK's most effective and favourite Christmas advertising.

Kevin was declared 'The Nation's Favourite Christmas Ad' in 2020, and again in 2021, even surpassing the iconic 'Coke Truck'. Most importantly Kevin has helped to deliver a 6-year value share growth of 54%, £618m in incremental revenue and an overall ROMI of 241%.

Not bad for a humble vegetable.



Watch the Case Video: [here](#)



# Effie Case Study: A Very different Christmas

**Example of moving the category goalposts to improve your position**

**Brand/Client: Very**

**Lead Agency: Grey London, DentsuX**

“ This is not a story about a big-budget retailer achieving growth by following the usual Christmas playbook and creating a big, tear-jerking Christmas campaign. No, this is a story about how a challenger with a decreasing share of voice defied the unspoken advertising rules of Christmas.

By bringing Christmas forward, Very successfully dodged the post- 2020 retail freefall, maintained gross revenue and delivered a total profit ROI of £9.01 - a return that puts the business in the company of the celebrated big-guns. A perfect example of a creative marketing idea (and related change in media approach) that transformed commercial outcomes.

Watch the Case Video: [here](#)



# Effie Case Study: We Will Grow Again: how B&Q won over the UK's gardeners by making plants matter

Example of reflecting the mood of a nation for brand growth

**Brand/Client: B&Q**

Lead Agency: Uncommon Creative Studio

“ Spring - when the UK gets back outside and starts working on the garden - is the most important seasonal trading period at B&Q. But as March 2021 drew nearer, B&Q had a weakness - many plant shoppers were staying away, preferring specialist garden centres. So it launched We Will Grow Again - B&Q's most ambitious seasonal campaign yet - to grow credibility among sceptical gardeners, and win back those who didn't consider shopping at B&Q for plants. The campaign was a runaway success.

Watch the Case Video: [here](#)



 **SILVER:**  
Seasonal  
Marketing

# CHAPTER 3

## Bringing the Strategy & Idea to Life

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### KEY FINDING

Winning seasonal advertising is often about taking the norms of the season and subverting them for your own advantage

# CHAPTER 4

# Results

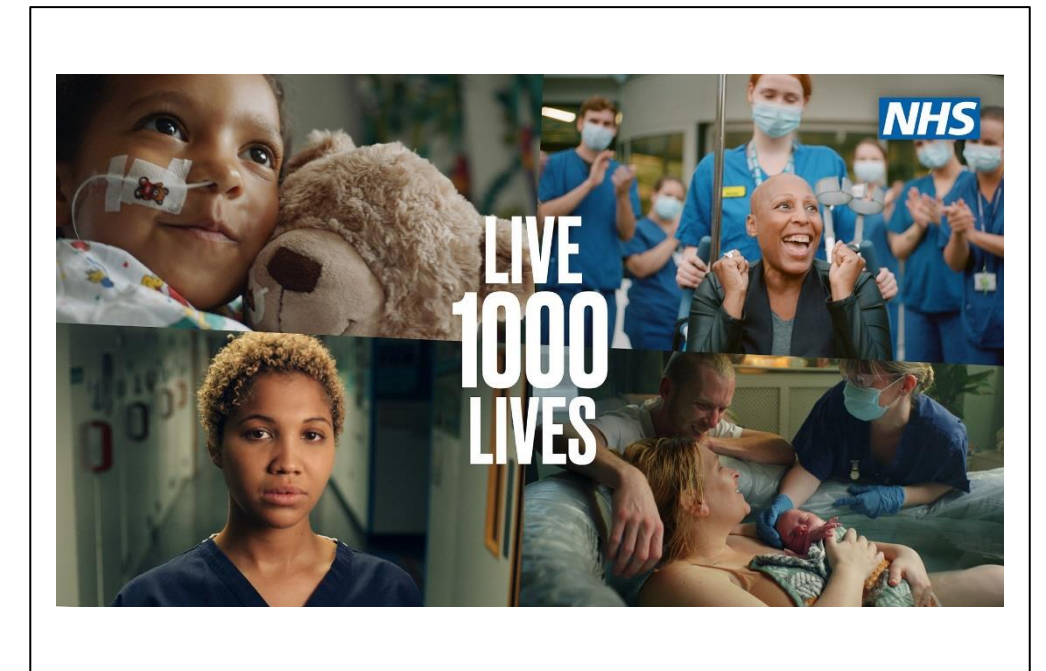
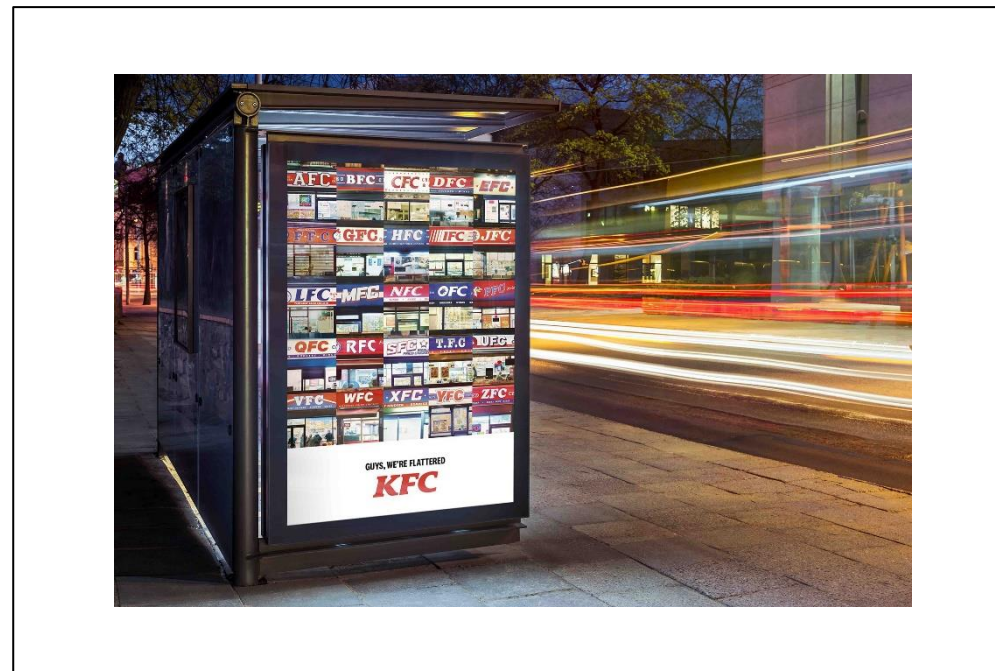
# Our Winners consistently show the power of creativity to drive business growth in the short and long term

These three cases also demonstrate the power of creative to revitalise perceptions and give a new role to brands in our lives

For Mini Cheddars this is a story of David vs Goliath and how through humour and product innovation they could take on the big dominant brands, find a new audience and get back to their rightful share of growth in the category all within 12 months.

For KFC it was a longer term campaign to bring an iconic brand back to relevance and growth.

For the NHS, it was about attracting and retaining staff. The pandemic meant pride in the NHS has never been higher, but negative perceptions of working there had been reinforced. A real shift in the narrative was needed to encourage people in to a career in the NHS.





# Effie Case Study: How a brand of mini stature beat the major players with cheesy humour

Example of going up against the big brands using humour to revive a hidden gem

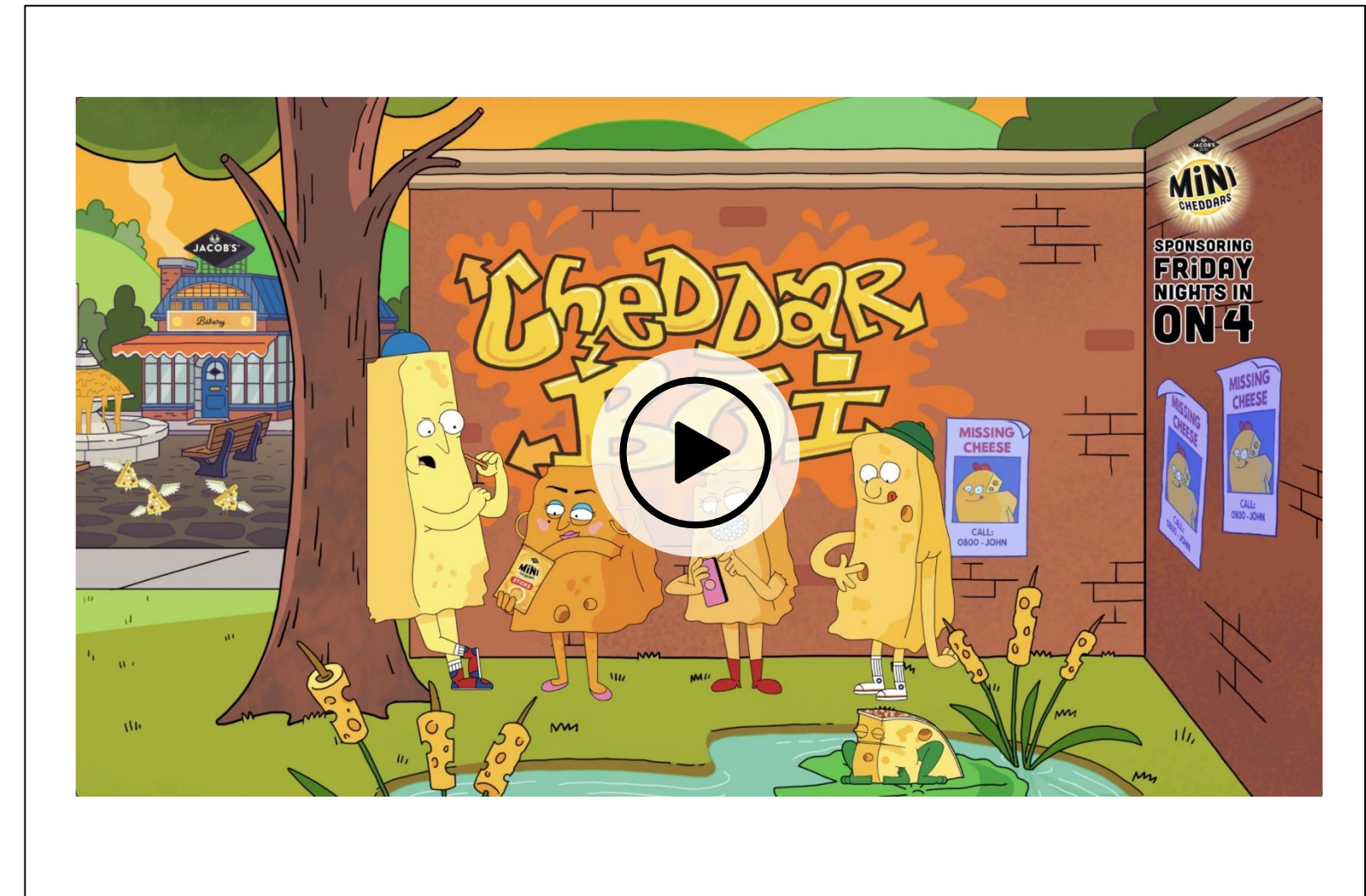
## Brand/Client: Mini Cheddars

Lead Agency: TBWA

Contributing Agency: Manning Gotlieb OMD

“ With just 4.11% share of voice, Mini Cheddars's animated brand world, full of cheesy characters, doubled awareness and increased sales by 21%, outperforming the category.

Watch the Case Video: [here](#)



# Effie Case Study: The Right Way to build a brand

Example of reviving an ailing legend

**Brand/Client: KFC UK & Ireland**

Lead Agency: Mother London

Contributing Agency: **Mindshare UK**

“ KFC had an iconic product and endline, but it was a business and brand in stagnation. This paper shows how the marketing team and agencies created a new strategic platform and communications approach, to fuel a sustained growth. From 2017-2021, “The Right Way” was a north star for the entire business, delivering a brand turnaround (positive brand impression for the first time ever), accelerating revenue growth to over £1bn, and overcoming two of the biggest crises in the business’ history, all on an ROI of £3.81.

Watch the Case Video: [here](#)



# Effie Case Study: We are the NHS: Live 1000 Lives

**Example of campaign to deliver the future of a National Treasure**

**Brand/Client: NHS England (United Kingdom)**

**Lead Agency: Mullen Lowe Group UK**

**Contributing Agency: Freuds, 23Red, Manning Gotlieb OMD, MMC**

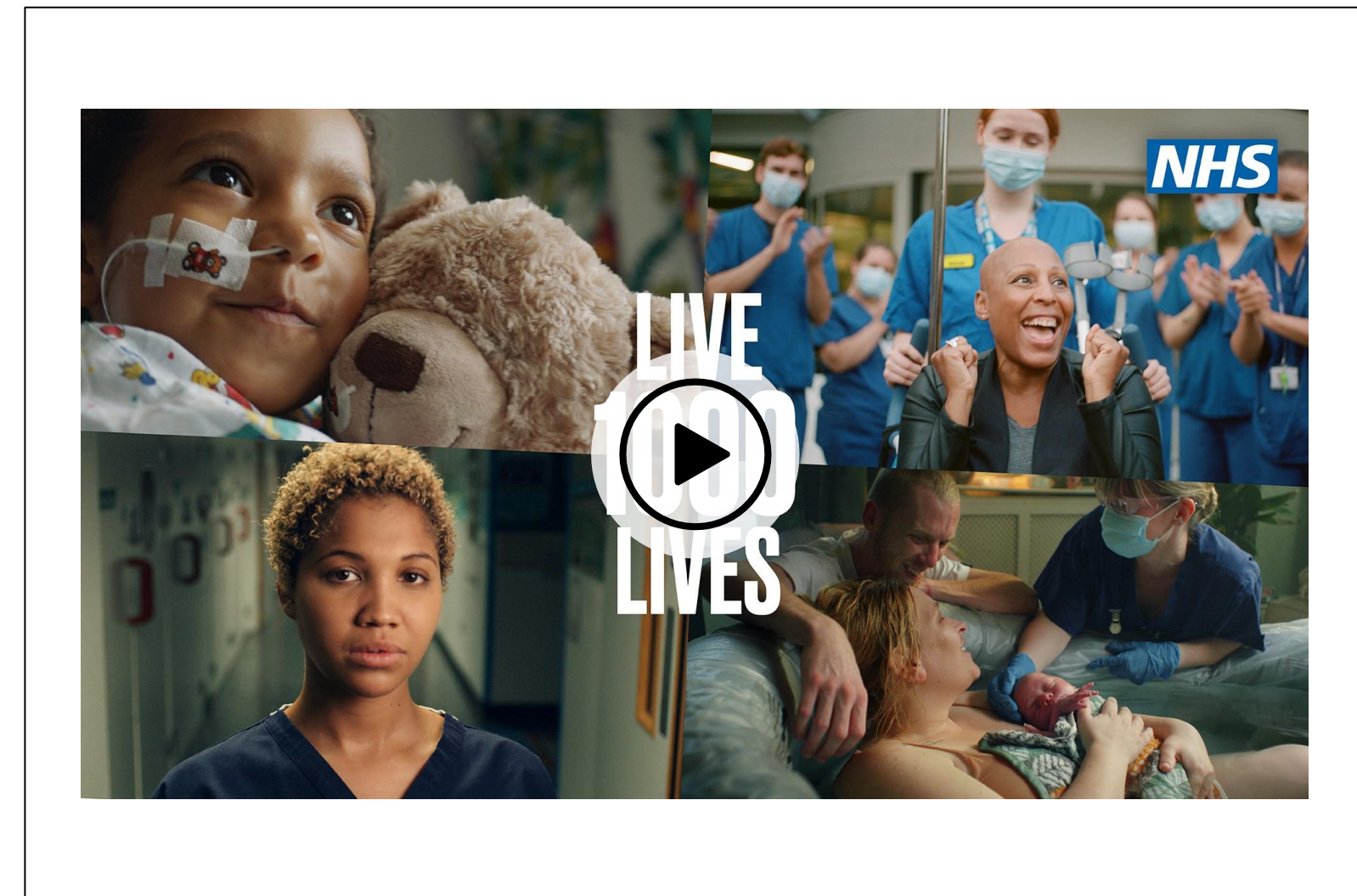
“ The past two COVID-19 years have reminded everyone of the importance of the NHS. However, they have also heightened the belief that working in the NHS is all about sacrifice.

We launched 'Live 1000 Lives' to remind people of the personal benefits of a career in the NHS. It's a career where you experience life in all its richness allowing you to grow and develop like no other career.

We inspired tens of thousands of people to embark on meaningful careers in the NHS, saving millions of pounds in alternative staff costs, delivering the continued protection of the nation's health.



Watch the Case Video: [here](#)



**BRONZE:**  
Positive Change:  
Social Good -  
Non-Profit

# CHAPTER 4

## Results

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 KEY  
FINDING

Effie Winners are *more likely* to  
demonstrate Revenue Growth vs others

# EXECUTIVE SUMMARY

1

## Challenge, Context, Objectives

Crisis is now a permanent fixture in our lives. Whether these are Societal, Market or Brand crises they are not a reason to panic. If brands focus and see the opportunity rather than the threat then crises can be a catalyst for change and growth

2

## Strategy, Insight(s) and Strategic Idea

Typically a crisis has external as well as internal forces at play. Our Winners show the benefit of analysing the wider macro context as well as the competitive landscape and going deep to uncover audience insights. Armed with this total understanding our Winners deploy campaigns that are: empathetic to audience needs and pragmatic in their execution delivering high levels of ROI against objectives

3

## Bringing the Strategy and Idea to Life

The new news we saw from this year's winners was the power of OOH to deliver in a hyper targeted way, and the increasing use of TikTok within the overall Social Media Mix

4

## Results

Effie Winners are more likely to have stated revenue as their primary objective and therefore it is no surprise that Winners also go on to prove this

However with Twenty percent of our Winners in the Positive Change category this years results show the potential of marketing to both deliver business growth and social good

**For more info on the data and findings in this report,  
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