

5 Truth or Dare

A Universal Idea, Locally Imagined

Executive Summary

In 2013 the 5 Gum brand was declining and teens were a big reason why. ***So how did we get teens to think of our product differently and buy more 5 Gum? We dared them.***

We transformed our gum packs into a social game of Truth or Dare. But we didn't stop there. We re-engaged teens with the brand by challenging them to play 5 Truth or Dare with the people they love most – their friends and major social celebrities in each country. 5 Truth or Dare proved to be a universal idea that markets built locally based on their local budget, local media environment, and most importantly...local youth culture. The game launched in 10 countries over a two-year period and, as a result, we jumpstarted sales growth, increased our household penetration and achieved the highest social engagement rates in the brand's history.

BACKGROUND

5 Gum was launched in 2007 to powerfully engage teens around the world. Early on, 5 Gum was successful, growing to a half-billion dollar global brand by 2010.

But while it had incredible success in its early years, the brand began to slowly lose momentum with teens in 2012. And by 2013, the global brand had slipped into decline.

5 Gum was not the only brand suffering, the entire gum category was down (-4.0% vs. YA) due, in part, to teens' losing interest in gum. Even larger global brands like Extra, Orbit, Trident and Doublemint were taking a hit. But in the end, this category dynamic was particularly problematic for 5 Gum since it was built *for* teens and *by* teens.

** Sources: Global Nielsen Dollar Sales 2012-16, Historical Wrigley Use & Purchase Studies, Historical Nielsen Household Panel Data, TNS Brand Monitor 2008*

OUR CHALLENGE

We had high-quality product and distribution in place, but we were losing teens' attention. We needed a way to bring them back to 5 Gum that didn't rely on expensive product changes.

Challenge 1: 5 Gum was a smaller brand, typically Wrigley's third or fourth priority in each region, so local support would be limited. We wouldn't be able to rely on quick fixes like increasing our annual media support or blanketing the market with TV advertising.

Challenge 2: Teens had been straying from 5 Gum for the past several years, so we weren't going to get them all back overnight. And, we needed to recapture their attention in a media environment that was much more fragmented than when the brand first launched.

Challenge 3: Teens themselves. While teens around the world have similar needs and desires, youth culture is different in countries like China, the U.S., Canada & Australia.

OUR WAY FORWARD

We needed a global idea that could be locally imagined without major product changes. The core idea needed to be globally relevant so we could leverage efficiencies across markets. But the idea needed to be flexible so markets could build it in a way that made sense given their local budget, local media landscape and local youth culture.

OUR KEY OBJECTIVES

We needed a universal idea that could jumpstart 5 Gum with teens and address the following objectives:

- (1) Reverse declines and grow dollar sales year on year**
- (2) Grow penetration**
- (3) Powerfully re-engage youth culture via social media**

While beginning to grow dollar sales in the short term was critical, household penetration is a much stronger indicator of the future health of your brand and the category at large. While we didn't have the tools to measure penetration lifts in all countries, we did have the ability to measure penetration in larger countries like China and the U.S.

STRATEGY & PLANNING

INFORMING STRATEGY WITH A TEEN TRUTH

Truth: Teens have always pushed boundaries to find out what they're made of. It's what defines them.

But our ongoing teen research told us that these experiences were no longer personal – they were shared. In fact, if teens couldn't share it...it didn't happen. Their experiences are social currency, and it communicates whether they are daring, adventurous, timid or shy.

If we could give teens a way to push past their comfort zone *and* share these experiences online...we might be able to recapture their attention.

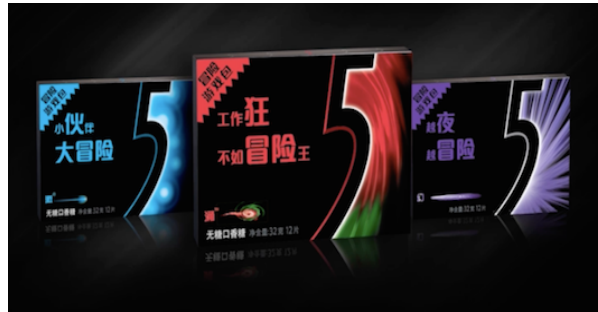
** Sources: Annual BBDO consumer immersions with teens from 2011-2015, Xanobia Archetypal Research 2012-14, Brainstorm: The Teenage Brain from the Inside Out by Daniel J. Siegel, Global Cassandra Report 2014*

THE INSIGHT

Teens love to push past their comfort zone — it's a game for them. But testing your personal boundaries isn't any fun if you can't share it.

OUR IDEA

Let's transform packs of 5 Gum into a game of Truth or Dare and challenge them to play with their friends and major influencers in their culture.



BRINGING THE IDEA TO LIFE

No matter where Truth or Dare launched, we wanted it to be a social game so we could tap into teens to help us amplify the effort and maximize its impact.

First, we brought the idea to life by transforming our packs of 5 Gum into a social game of Truth or Dare. Truths and dares were printed on the individual gum foils inside packs. An in-pack call-to-action, for example #5TruthorDare in English speaking countries like Canada and the US, maximized our impression potential by further encouraging teens to broadcast their in-pack experience on social media.

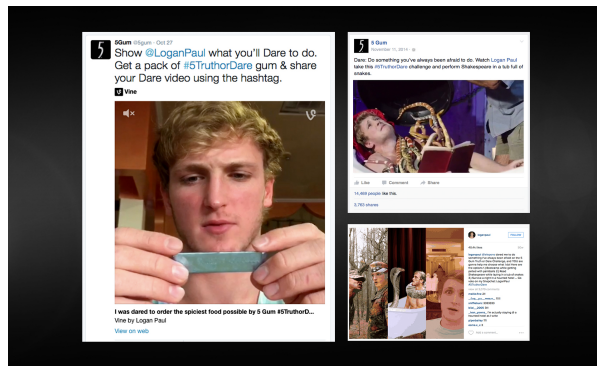
Next, we created entertaining content and experiences that dared people to play 5 Truth or Dare with their friends and social celebrities, also ensuring our program was highly visible. We knew from global Truth or Dare research that teens weren't interested in playing Truth or Dare with a brand. They wanted to play with friends and those they admired, particularly social influencers. So each country identified local, teen-relevant social influencers to kick off game play.

Finally, we engineered our entire media strategy to fuel social gameplay and sharing. This allowed us to leverage teens and their social networks to amplify broad reach and buzz around the game. Each country identified 2-3 media vehicles with mass reach that would allow them to jump start social gameplay (the pack, social and, in most cases, TV).

** Source: 2014 Global Truth or Dare Qualitative in U.S., China & Europe, Lifesights Company*



In China, we challenged Aarif Lee (one of China's hottest musician/actors among teens) to take on dares and challenge his Weibo fans to play as part of a live PR event.



<https://www.youtube.com/watch?v=ZiaAq1kB-pc>

In the U.S., we launched with massive teen celebrity Austin Mahone asking fans to play the 5 Gum Truth or Dare Challenge with him via social media to determine how he would arrive at the *MTV VMAs*. Our packs were also integrated into vignettes for teen-relevant TV shows and were part of a two-week game across SnapChat, Vine, Instagram, Twitter, Facebook and YouTube with social celebrity, Logan Paul.



<https://www.youtube.com/watch?v=N5R464MWddo>

In Canada, we challenged Olympian snowboarders Mark and Craig McMorris to play Truth or

Dare with us throughout the summer. Each week we released a new Dare Video or Truth Video featuring the McMorris brothers completing an in-pack truth or dare. This content was promoted on our owned social channels as well as the brothers' channels across Facebook, Twitter, Instagram and YouTube.

In Australia, we partnered with well-known MTVu correspondents and had them challenge students on the streets of college campuses to spontaneously play 5 Truth or Dare with them. Gameplay was filmed, featured on MTVu.com and promoted on Facebook.



<https://www.tubebooks.com/5GUMIANZ/000/10103/0/45295040>

We also took it one step further by challenging people to the ultimate game of 5 Truth or Dare – in front of people they've never met before – using 16 hidden cameras and directional Soundblazer speakers.

APPLYING A UNIVERSAL IDEA TO LOCAL MARKETS

The core idea of 5 Truth or Dare is a universal one. It is a game that exists all over the world. So while many things evolved over the years, this core idea was the constant.

The effort launched first in China, but as it experienced success in market, we decided to expand 5 Truth or Dare around the world. We extended the game to other regions over the course of two years in 10 countries, which allowed us to learn and refine along the way.

As the universal idea rolled out globally, three main elements evolved:

The truths and dares used during game play

Qualitative research taught us that the purpose of the game is the same around the world - to push past your comfort zone and have fun in the process. That said, people in different countries challenge their friends with very different types of truths or dares. In China, truths &

dares were inspired by the three major places where gameplay takes place (school, work and clubs) and were cheekier in nature. In the U.S./Canada/Australia, we leaned towards more romantic and thrill-seeking dares that teens would readily share online.

The local execution

5 Truth or Dare is a universal idea, but each country executed it with content that tapped into the current cultural conversation in their region. Instead of being forced to run the same work everywhere, each country was empowered to build the program with teen-relevant channels and social influencers in that country.

Our belief in the power of social

5's media budget was smaller in comparison to most brands vying for teen's attention, so we had to embrace social and be scrappy. Wrigley didn't have much precedent in this space, so we were hesitant to invest heavily at first. But with each new country launch we experimented more with social and used our learning to improve future efforts. Canada & Australia ended up using social as the primary media vehicle...and their robust social efforts experienced the greatest success.

** Source: 2014 Global Truth or Dare Qualitative in U.S., China & Europe, Lifesights Company*

WHAT WERE OUR RESULTS?

Objective 1: Did we help reverse brand declines and grow dollar sales?

We were able to jumpstart brand growth in all four regions.

After 3 months in China, the Truth or Dare effort contributed to a dollar sales velocity lifts, surpassing our original goal by over three times.

In the US, we saw a turnaround in brand declines during the effort. We successfully returned the brand to growth and experienced dollar sales velocity lifts while in market.

In Canada, we reversed declining dollar sales, growing the brand during the effort. The campaign achieved dollar sales growth during the effort.

In Australia, the two-month digital/social effort helped stem the brand declines it had been experiencing. Dollar sales vs. YA were up during the effort.

**Sources: Nielsen 2013- 2015, Nielsen Household Panel Data 2013-2014*

Objective 2: Were we able to grow penetration?

In China, we increased household penetration during the effort. *(Nielsen Household Panel Data 2013/14)*

In the US, base 5 Gum usage in households with 13-17 year-olds was up during the core 12 weeks of the effort. *(Nielsen Household Panel Data 2014)*

Objective 3: Did we powerfully re-engage youth culture via social media?

In China, we increased our social engagement rates (re-tweets and comments) increased by six times during the launch. Following Aarif Lee's efforts on Weibo, mentions of 5 Gum increased by 642% to be exact.

In the US, social engagement with the 5 Gum brand quadrupled during the effort timeframe and #5TruthorDare trended four times in the U.S *(Radian 6 Social Listening Study & Twitter Analytics 2014)*

In Canada, we exceeded norm social engagement rates particularly on McMorris Brothers content. The click-through rate on our social content was ten times higher than predicted. *(Crimson Hexagon, YouTube & Facebook Analytics 2015)*

In Australia, we significantly exceed the category norm for social engagement rates across digital/social/mobile efforts (through shares, likes, comments, etc.). The long-form video of the social experiment was viewed 8.2MM times on YouTube and 4.4MM times on Facebook. *(YouTube & Facebook Analytics 2015)*

CONCLUSION

Rather than approach our challenge in the same way we always had – with a new product launch and new advertising - we decided to reframe how people thought of 5 Gum instead. We made it more than just a product, and made it an experience - one that could be shared socially among teens and turn social action into evangelism. In the end, we drove sales and changed conversation around 5 Gum.

Word Count (including headings + Executive Summary): **2,129**