



Entry Number: 235

1. Agency Happy Soldiers  
 2. Advertiser Tontine  
 3. Entry Title Tontine: The first pillow with a 'best-before' date  
 4. Category for this Entry N. Most Original Thinking  
 5. Author Mark Sareff and Sophie Price  
 6. Phone 0411 109901 7. Email [mark@happysoldiers.com.au](mailto:mark@happysoldiers.com.au)

Directions appearing with each question must not be deleted from the completed case; they serve as a guide for both entrants and judges. Complete entry form in - Type face: black font; 10pt minimum. All data must include a specific, verifiable source. Refer to the Effie "How to Enter" booklet for guidelines on properly sourcing your data. Data without a source will result in entry disqualification. Answer every question or indicate "not applicable" and define your target audience in the entry. Any unanswered question will result in entry disqualification.

**8a Total Campaign Expenditure**

Include production and value of donated media and non-traditional paid media. Check one.

- |   |  |
|---|--|
| <input type="checkbox"/> Under \$500K               | <input type="checkbox"/> \$5 - 10 million      |
| <input type="checkbox"/> \$500 - \$1 million        | <input type="checkbox"/> \$10 - 20 million     |
| <input checked="" type="checkbox"/> \$1 - 2 million | <input type="checkbox"/> \$20 - 40 million     |
| <input type="checkbox"/> \$2 - 5 million            | <input type="checkbox"/> \$40 million and over |

**8b What was the strategic communications challenge?**

What was going on in your category? Provide information on the category, marketplace, company, competitive environment, target audience and/or the product /service that created your challenge and your response to it.

Even though Tontine, Australia's biggest pillow manufacturer, had over 50% share of the pillow market they had a dual problem. Their category was stagnant and retailer own label was taking increasingly bigger bites out of their share.

Very little had been done by any of the pillow brands beyond periodic price promotions. The category was increasingly merchandised as an undifferentiated sea of white (worst in Discount Department Stores which account for the bulk of pillows sold). Pillows were becoming more and more commoditised.



Compounding this, people weren't buying pillows as often as they should: They had no way of telling it's time to change their pillow. More than simple inertia, most love their favourite pillow so much they actively resist changing. Even when it's obvious their pillow is disgusting they remain wilfully blind.

**8c What were your objectives? State specific goals.**

Your entry is expected to include compelling data including behavioural objectives and results. Only in rare instances are the judges likely to award an entry that only demonstrates attitudinal changes. Provide a % or # for all goals. If you do not have a specific type of objective (e.g. no quantifiable objectives), state this in the entry form and explain why and why the objectives you do have are significant and challenging in the context of your category, etc. You must provide benchmark and context for your goals versus year prior and in context of



competitive landscape and category.

Happy Soldiers was briefed to develop an October 2010 activation to grow Tontine pillow sales by 30%.

Given Tontine's majority category share, the easy route would have been a big 'you-need-a-new-pillow' campaign. Tontine by rights, could simply have raked in half the category growth. As a team, we had higher ambition - to shake people out of their inertia; stir up the category and provide consumers an 'only-Tontine' solution.

Specifically, we knew we needed to achieve the following:

- Immediate uplift in sales and long term differentiation for the brand
- Energise the category and own the leadership position
- Grow the market and take an unfair share of it
- Trigger purchase and provide the 'reason why' Tontine

**9a What was your strategy – and how did you get there?**

What was your strategy? Was it driven by a consumer insight or channel insight or marketplace / brand opportunity? Explain how it originated and how the strategy addressed the challenge.

The Happy Soldiers way is collaborative and workshop-based. We kicked this assignment off with a workshop to interrogate what we all knew or suspected. We drew on the knowledge of key team members – including Mediacom (media implementation and buying), Zarr Marketing (PR, Activation & POS), Pollinate (research) and Tontine. All were instrumental in getting to the final result.

Previous quantitative research told us that the biggest single reason (Open Mind: 2005) people change their pillows (when they eventually do) is when they became too dirty and grotty to bear. The key question remained: what is too grotty and how is it that people can keep pillows that are grotty at all? Beyond the superficial staining, do they have any idea what's going on inside their pillow a millimetre away from their faces?

*i. Consumer challenge/Insight*

1. We faced real barriers.

Pillows provide 2 kinds of comfort – the physical 'now it's broken in, it's perfect' kind and the emotional 'my constant companion through thick and thin' kind.

People aren't thinking about changing their pillow. And they do anything they can to avoid changing their favourite pillow. Why would they? They don't see a need or any value in changing.

Even though 'grot' and stains are the biggest reason to change pillows, people's love for their favourite pillow is blind. 66% (Galaxy: August 2010) love their pillow so much they're determined to keep it even when the drool stains look like a sepia map of the world. They ignore the obvious, hiding the problem in a pillowcase and avoiding the nasty truth. Besides, they have no signal; no ritual; no convention; no way of knowing when to change their pillow.

Beyond this, no one should underestimate the intimacy of the relationship people have with their pillow – confessing to it; crying into it; hugging it for comfort – and the ensuing emotional bond.

We needed to wake people up to their pillow, break the inertia... give them a reason to question their pillow and their emotional and physical relationship with it.



Simply educating/telling them that the pillow they are happy with might not be suited to them (a possible route discounted early) wouldn't be believed; nor did we have the budget or time to do this kind of a slow education job even if we thought it might change (non) behaviour.

2. Helpful truth:

Things are not what they may seem. There is an ugly side to the pillow you are so intimate with. Over time it grows an entire ecosystem of bugs and fungi. The average pillow can weigh 2-3 times its original weight due to this ecosystem. Over time, the pillow you love turns into something quite nasty.

3. On the plus side:

1. Even the die-hard 66% can be motivated to change their pillow. When told: 'after 2 years of normal use, a pillow contains an entire ecosystem of bugs and fungi', 83% became concerned, 27% 'very concerned' (Galaxy: August 2010).
2. Tontine manufactures locally – using materials that with normal use keep pillows fresh for 2 years – this gives a sustainable strategic advantage against imports where time in the supply chain/product age is harder to control.
3. A fresh bed is a joyful and comforting experience. We all look forward with anticipation to laundry day, fresh sheets on a freshly made bed, fresh pyjamas or the crisp fresh sheets in a good hotel (as an aside: ever wondered what's inside a hotel pillow?)

ii. Strategic Requirement

We needed to create widespread anxiety by exposing the ugly truth and creating a consumer **problem**. And then answer that with an 'only-Tontine' long term **solution**.

We required a Tontine business idea first, and then compelling communication to take it to the world.

**9b What was your big idea?  
What was the idea that drove your effort?**

The idea should not be your execution or tagline. **State in 25 WORDS OR LESS.**

We developed the idea of date-stamping Tontine pillows – a stamp that speaks to the pillow's freshness and informs when it's not fresh any more.



**10 How did you bring the idea to life?**

Describe and provide rationale for your communications **strategy** that brings the idea to life. Explain how your idea addresses your challenge. Describe the channels selected/why selected? How did your **creative and media strategies** work together?

In not more than three A4 pages show sufficient creative examples to enable the judges to understand the campaign. These pages can be additional to the seven A4 page written entry.



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**A business changing idea that’s also a media idea**

We developed the idea of date-stamping Tontine pillows – a bit like ‘best-before’ dates on groceries. The date stamp is immediately and always visible on shelf providing an exclusive and helpful point of difference in what is considered to be a commodity category. More importantly, the date stamp is now visible every time someone changes their pillowcase – a really hard-working solution to encourage repeat purchase.

For the first time ever, a pillow is now also a medium.

But a date stamp alone is not sufficient reason to change your pillow. We needed communication to grab people by their guts; to nauseate them if need be and make it impossible for them to continue sleeping on their current pillow. And then to close the loop with an ‘only-Tontine’ solution (the date stamp).

**Creating the problem in people’s minds.**

To create the maximum sense of urgency and talk, we ran an intense 5-day media blocking campaign to wake people up to their foul pillows and provide the ‘only-Tontine’ solution.

Our channel strategy was inspired by the way a horror movie works – seen at midday it has limited effect, but seen just before bedtime, it’s the stuff of nightmares. So we focused investment in high reaching evening media, close to bedtime. The harder it became to put your head on your pillow, the better the job we had done. Creative messaging was tailored to the time of day and context to create more personal relevance e.g. in prime-time TV copy was tailored to link the ugly truth and the program content (topicality). For CSI: “so you like a bit of crime and nasty goings on do you? Well inside your pillow there are a whole lot of nasties..”

Evening Media	Role of medium/ message
30” TV (post 7pm)	To reveal the ugly truth to the nation via a mass reach TV campaign - creative was tailored to the media environment.
30” Drive time radio	To use the power of this audio medium (the ‘theatre of the mind’) to trigger listeners to conjure up horrible pictures of their old pillows close to bedtime. Radio presenters created additional hype on air.
PR: ACA (Ch 9) Today Tonight (Ch 7)	To alert viewers to the ugly truth in a credible, factual way.
SEM	To direct search traffic to the website (prompted by evening media)

Breakfast media was also used to remind people of what they had experienced the night before (and to acknowledge the poor night’s sleep they probably had as a result.). Aiming to trigger panicked conversation - and purchase - during that day.

Breakfast Media	Role of medium/ message
Breakfast TV (30”)	To remind people of the horrors of the night before in Australia’s high reaching breakfast shows.
Breakfast radio (30” and content)	As above. Plus the Tontine story was integrated with on air content (including phone-ins and live crosses to Tontine events).
PR: Sunrise segment (Ch7)	To alert the public to the ugly truth. This on-air segment tied in with the Pillow Exchange event in Martin Place.
Pillow Exchange events in Sydney and Melbourne	To encourage the public to dump their old pillows and swap them for a new one.
Online (www.news.com homepage takeover and banners)	To leverage the newsworthiness of the story (this was headline news). All banners directed people to the Tontine website.
Newspaper wraps: SMH & The Age	As above. Plus communication directed people to retail and events.
SEM	To funnel consumers through to the Tontine website, and ultimately the amnesty via a massive buy up of key words, across the category and brand.



In ALL communication we purposely chose not to show images of pillow ‘grot’. Rather, we used voice-over and copy to help people paint the picture in their own minds – causing them to ‘own’ the problem as they were forced to imagine the nasty goings on in their own pillows.

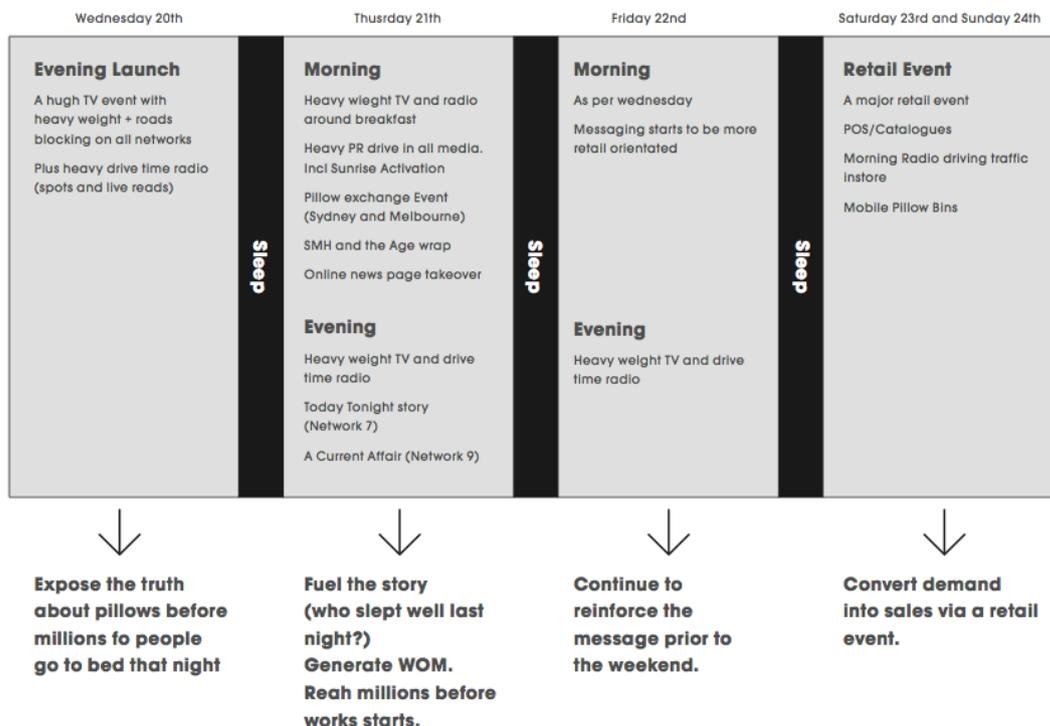
**Ramping up the urgency; fuelling conversation**

All available money was compressed into a 5-day media blocking event which followed the entire path to purchase. The aim was to maximize the sense of urgency and ‘water-cooler’ talk. We deliberately used the combination of concentrated weight and unsettling content to multiply the reach effect of paid media – ‘Have you heard that stuff about what goes on inside your pillow?’

The activation started on the Wednesday evening leading up to the weekend and the peak retail days where Myer, Target, Spotlight and Big W launched an integrated point of sale event - the first of its kind for Tontine, which included catalogue support and widespread POS inventory. Further point of sale was achieved in DJs, Harris Scarfe, Harvey Norman and some independents.

PR was integral to achieving the required impact and driving the credibility and reach of the messaging. We ran quantitative research (Galaxy) to provide a compelling angle for the news and current affairs shows (Channel 7’s Sunrise, A Current Affair and Today Tonight). Radio used live reads, tailored by station/ listenership helping create even greater credibility.

In addition, substantial PR coverage was obtained from the Pillow Exchange events held in Sydney and Melbourne where people were encouraged to dump their old pillows in exchange for new Tontine pillows.





**How did the advertising work?**

We ran helpful development research (Pollinate), which validated decisions we had taken. Here is a précis of key findings:

1. The advertising works because it is helpful and induces ‘good guilt’. Any attempt to ‘close the sale’ or increase the ‘selly’ tone changes the balance from ‘helpful message I’ll respond to’ to ‘I can see what you’re doing, you’re just scaring me to sell me a pillow’.
2. People needed to conclude for themselves, not be told or shown the things directly that we wanted them to take out. This confirmed our deeply-held view that we should not show bugs in pillows. Once consumers play the idea of bugs out in their own imagination – ‘theatre of the mind’, if you like - they own the problem themselves and they conclude for themselves that they should buy a Tontine pillow without being told to buy one. Had we shown bugs in a pillow, research suggests we would have given people wriggle room – ‘that’s your pillow, not mine’.
3. We also confirmed that the advertising should speak like ‘a helpful and knowledgeable friend’; ‘on-side with the consumer’; ‘not preaching or chastising’; ‘ a compelling blend of gentleness and seriousness’ and ‘not bombarding you’. This communication succeeds when it imparts information as a friend would. And would have failed had it adopted the role of salesman – if it had switched from imparting knowledge to attempting to sell.
4. The idea – albeit gently presented – elicits a powerful emotional response. It is discomforting. And it relies on the strength of people’s visceral reaction to succeed. The weaker the reaction, the easier to defer – and people have been doing that for decades.
5. Night time and ‘emotional’ media are key. The harder people find it to sleep at night, the better the job we’ve done. It’s like a good horror movie – seen in the daytime, you can shake it off – but the closer to bedtime you experience it, the harder it is to go to bed. And the more effectively we can get under your skin, into your imagination, the more likely you are to feel your pillow has to go.

**11 How do you know your campaign was successful?**

Detail why you consider your effort a success. **Refer to your objectives** (results must relate directly to your objectives in (8c) – restate them and provide results) and demonstrate how you met or exceeded those objectives using quantitative and behavioural metrics. Did your effort drive business? Did it drive awareness and consumer/business behaviour? Use charts and data whenever possible. Explain what x% means in your category. For confidential information proof of performance may be indexed if desired. Demonstrate the correlation between activity and outcomes.

Make sure you address every objective, whether fully achieved or not. Indicate why the results you have are significant in the context of your category, competition and product / service.

You need to convince the judges that the marketing investment provided a positive financial return – if that was a requirement. Indexing of data is acceptable. Your entry will not be ineligible if you don’t provide any data, but entries that do provide convincing evidence will gain additional marks. (Note that this data can be excluded from the published case on request.)

**The campaign ran for 5 days from 20 October 2010 with immediate effect:**

In the activation week, sales rocketed [REDACTED] an increase on regular sales +345%. And far exceeds the agreed goal of a 30% sales increment.

[REDACTED]

[REDACTED]

Clearly the campaign cut through and generated awareness as referred to in Chart 1.



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Total advertising awareness rose strongly (22%-29%) driven in the main by TV (we suspect some awareness generated by other media may have been attributed in part to TV).

Key brand health metrics rose in concert. We always knew Tontine activity would benefit the entire category but the conversion funnels for Tontine versus the next 5 competitors shows the benefit to Tontine way exceeded that which flowed to the competition (as shown in Chart 2).

And sales followed similarly. There is a pronounced sales gain from October 2010 (campaign commenced 20 October 2010) that is sustained through the Christmas/January sales period. [REDACTED]

There are several key lessons to be shared:

1. the strength of a genuine breakthrough idea,
2. a short term blitz can have longer term effect,
3. the date stamped pillow is self-sustaining.

There are several less obvious results beyond the sales success. Sponsoring this idea has galvanized the Tontine company. It has brought the organisation together, requiring as it did, so many people to pull together to make it possible. It has renewed Tontine's leadership position and strengthened relationships.

### 12 Convince us that the result was not due to other factors.

You must explain in your entry the effect of any other potentially relevant factors such as product changes, pricing changes, distribution changes, competitive activity, press coverage, economic conditions, weather etc. Advertising does not often work in isolation, but the judges need to be convinced that your campaign had a major impact on results.

The key change was, of course, the unprecedented idea of using the product itself as a medium.

We are able to rule out any other external effects that may have contributed to the success of this idea, unconditionally. There are 2 we felt needed to be dealt with explicitly – the effects of category growth and price promotion:

1. Category growth: As expected, the entire category benefited from Tontine. As is clear from the differing conversion rates in the Brand Health funnels above, Tontine benefited most from this activity, rejuvenating the entire pillow category in the process. Tontine caused category growth, not the other way round.
2. Price promotion: Tontine was price promoted through the activation. And it has been price promoted in the past. The simplest way to separate out the effect of the 'date-stamp' idea from price is to compare near-identical price promotions from the past with those that accompanied the campaign. The difference is marked across a number of key retailers [REDACTED]

If anything, external circumstances made it harder, not easier as a key retailer reduced Tontine's presence down to 2 SKUs from previous immediately prior to the activation.

### 13 Executive Summary

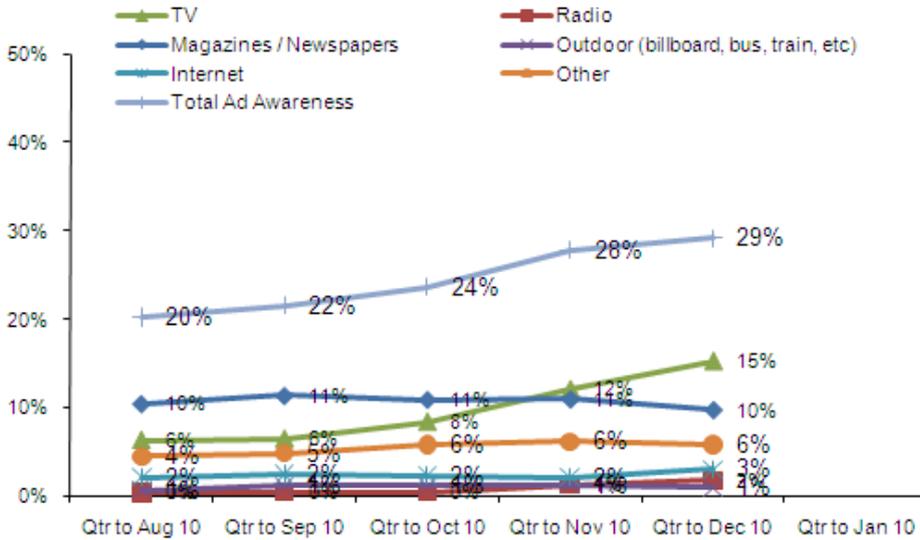
An Executive Summary of no more than 100 words is also required (not included in page count).

#### Making an invisible problem impossible to ignore

Tonight, you'll lay your head on your favourite pillow that probably contains an entire ecosystem made up of your dead skin cells and the things that feed on them. If we've spoiled your sleep, we apologise and suggest you buy a new Tontine pillow – date-stamped so you'll know it's fresh and you'll know when it's not so fresh anymore. This is the story of a world first in pillows – a creative solution to a business problem, amplified through advertising. Setting out to grow Tontine sales by 30% and getting an immediate 345% sales uplift. Sweet dreams indeed.



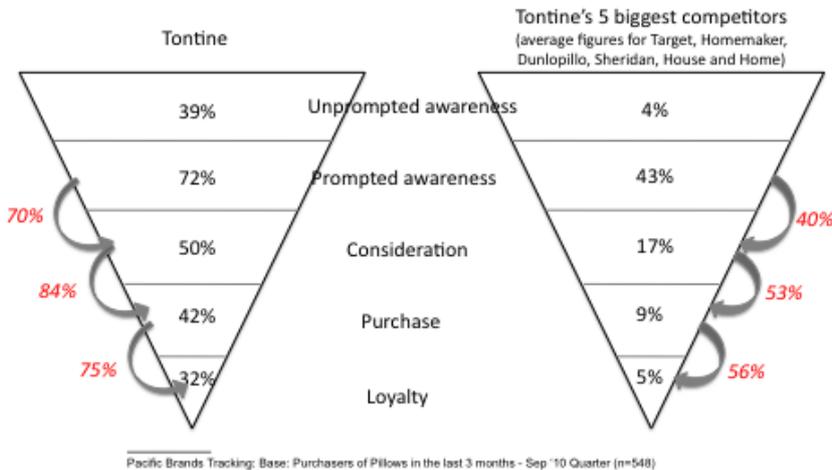
Chart 1 – Advertising Awareness



(NB: this is rolling quarterly data so the dramatic uplift in the month of the activation is somewhat dampened by this methodology)

Chart 2

## Key Brand Health Metrics





The Australian Effie Awards



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Some Charts Removed