



2018 APAC Effie® Awards Gold Winner

“Valentine's Joy for the Heartbroken”

Categories:

Social Media Marketing (Gold)

Asia Pacific Brands (Gold)

Restaurants (Silver)

Seasonal Marketing (Bronze)

Small Budget – Products (Bronze)

Product/Service Classification: Food

Brand: Jollibee

Client: Jollibee Foods Corporation

Lead Agency: McCann Worldgroup Philippines

Original Version

Executive Summary

Jollibee is the Philippines' leading fast food restaurant. Except on Valentine's. Because Jollibee is not top of mind for a romantic meal. Neither is it associated with the season.

So how do we get Filipinos to visit Jollibee during Valentine's with a campaign that captured social media by storm? While everyone was celebrating romance, we found an irresistible reason for people to crave the comfort of fast food – heartbreak.

The result? Jollibee's best Valentine's ever. Sales of the featured products soared, and with them, so did store sales.

Market Background

The Philippines: A Country Obsessed with Love

Paris may be the city of love but the Philippines is arguably the country of love.

It's the country where everyone, single or attached, is a hopeless romantic; where 9 out of 15 highest grossing films are love stories, and 47 out of 50 most streamed songs are love songs²; where love is among the top 10 sources of happiness, ranked even higher than income; where people say "I love you" and share a kiss more times in a day anywhere in Asia.

Valentine's season is great for business. Just not as good for fast food.

The national obsession with love peaks during Valentine's season. Restaurants, flower shops, chocolates, jewelry all do crazy business.

But because fast food is not immediately associated with romance, its sales do not enjoy the spikes other restaurants get during Valentine's.

State of the Marketplace & Brand's Business/Strategic Communication Challenge

Jollibee's Market Dominance Masks Its Challenges

Jollibee is one of the most well-loved brands in the Philippines. It is famous for its Filipino-style burgers, spaghetti and fried chicken. It is also a cultural icon in the Philippines - its name and mascot, a jolly bee, have become synonymous with Filipino joy. No wonder Jollibee has been market leader for over 40 years. Today, Jollibee dominates the market with 61% market share and 5x the annual net revenue of its closest competitor, McDonald's.

A closer look reveals two challenges however.

1. Jollibee is seen as a kiddie brand; It is not as strong among Young Adults

Young adults make up 32% of Jollibee's business. And while they love the food in Jollibee, their affections are with McDonald's. They like the stores of McDonald's better. And they think Jollibee is a brand for children, not for people like them.

It's easy to understand why. Over the years, Jollibee has built a reputation as a place for families and children. A reputation reinforced by its marketing, and by the presence of families and children in its stores. In contrast, McDonald's has used this reputation to its advantage, positioning itself as a youthful, fun brand more appropriate to older teenagers and young adults.

2. Jollibee's business does not spike up during Valentine's

During Valentine's season, Jollibee does not benefit from the spikes in restaurant sales that normally come with the season. This is in contrast with other seasons during the year when Jollibee experiences some spikes. While the brand's sales don't decline during Valentine's season, Valentine's season is a (currently) missed opportunity to grow Jollibee's business.

Challenge: Making Jollibee a more popular choice for Filipinos to visit during Valentine's season

Jollibee is at a disadvantage; Because while all fast food restaurants underperform during Valentine's, Jollibee also has to contend with the perception it is not ideal for young adults. All during a season that it is not traditionally associated with.

Audience

“Emotional Eaters”

Filipinos enjoy eating. In fact, they enjoy it so much they eat as much as five to seven times a day.

But Filipinos don't eat just for sustenance. They often eat for emotional reasons.

Every Filipino is an “Emotional Eater”. When Filipinos feel happy, they celebrate with food. When feeling sad, Filipinos cheer themselves up with their favorite food. When feeling bad, food helps Filipinos feel better, even for a moment. When going through grief, food gives Filipinos solace. These emotional reasons to eat are doubly important for a people considered as the most emotional people in the world.

Knowing this, we knew that Jollibee had a very clear role to play: It was comfort food for emotional eaters.

What we needed to do was find the right emotion that would drive Filipinos to Jollibee during Valentine's season.

Objectives & KPIs

Because Valentine's season in February is a period of steady sales for fast food restaurants, our objective was to increase Jollibee total store sales during Valentine's season by 5%.

While the number appears modest, a 5% increase in store sales actually translates to significant additional revenue for a dominant market leader like Jollibee which has 1,000 stores in the Philippines.

Sourcing: Section 1

[1] Philippines box office receipts, 2007-2017; ABS-CBN News

[2] Philippines Top Tracks 2017, Spotify

[3] Philippines Happiness Index, National Statistics Coordination Board, 2010

[4] Relationship Index global study, Pru Life UK, 2017

[5] Jollibee internal sales data; Jollibee brand health tracking data, Kantar Worldpanel, October 2017 [6] Jollibee brand health tracking data, Kantar Worldpanel, October 2017 [7] Jollibee internal data

[8] Value Share Contribution %, Jollibee brand health tracking data, Kantar Worldpanel, October 2017 [9] Jollibee internal sales data

[10] Agency research, qualitative and quantitative, 2016

[11] Gallup Emotional State of the World Survey, 2013

Insight

Cultural Context: More Failed Relationships than Happy Endings

Valentine's is a time for celebrating love. But in reality, young adults are worried if they will find a partner. And not without reason: marriage in the Philippines is declining, separation and annulments are on the rise. This collective anxiety gave rise to the pop culture phenomenon of #WalangForever (No Forever). #WalangForever started as a meme and became an everyday expression, a light but loaded reminder for hopeless romantics that there are more broken hearts than happy ever-afters.

Insight: Nothing makes Filipinos crave for comfort food like a broken heart

When love fails, Filipinos crave for comfort food. Because there's no pain like heartache, and no greater comfort for it like food. Something memorably brought to life in the film “Bridget Jones' Diary” where protagonist Bridget Jones nurses a heartache with the help of a large tub of Haagen Dazs ice cream.

We knew it was the same for emotional Filipinos obsessed with romance and who ate for emotional reasons.

Breaking the heart was the fastest way to the stomach.

Perfect opportunity for Jollibee, an icon of joy and Filipinos' favourite comfort food

No other brand brings joy to Filipinos quite like Jollibee. Jollibee's Filipino-style burgers, chicken and spaghetti have a distinct taste that Filipinos love. It's also a cultural icon synonymous with joy. Only Jollibee could credibly serve up joy, even after love stories that don't have a happy ending.

The Big Idea

Get Filipinos to crave for Jollibee's comfort food through National Heartbreak during The Season of Hearts.

Bringing the Idea to Life

Execution: Breaking Hearts on Valentine's Season

In the Philippines, love stories are so ubiquitous we see and hear them everywhere and anywhere – more so leading up to February 14. To stand out, we needed to do the opposite. We needed to break hearts.

How: Real Stories Featuring Real Comfort Food

The idea came to life through Jollibee Stories of Heartbreak. Three heart-breaking stories inspired by real stories of Jollibee customers that were brought to life as three short films. Each story seamlessly featured a Jollibee food item into its narrative: Chickenjoy, Yum Burger, and Pineapple Juice.

The First Step: Build Anticipation

To break hearts is serious business, and we needed allies. A press preview with key influencers built hype for the films. Teaser photos 'leaked' online; the Internet buzzed with anticipation. But no was prepared for what happened next.

Media Strategy: Hit Where and When It Hurts the Most

With massive hype surrounding the films, they needed to be launched at the perfect time. Facebook Insights showed that peak reach tends to occur during midweek, and during "Facebook Hours" of 7-9am, 12nn to 1pm (lunchtime for many Filipinos, and when it isn't blocked at work), and 5-8pm² which has become the Philippines' "new primetime", as massive traffic jams are brought about with everyone heading home, resulting in extended travel times. With Filipinos on social media about 4.3 hours daily, these 'new primetime hours' were the perfect window for content that could explode and be shared.

Films Were Deliberately Released During "The New Primetime"

5-8pm is the Philippines' "new primetime", as massive traffic jams are brought about with everyone heading home. For entertainment, commuters turned to Facebook – a captive audience hungry for entertaining content. We targeted this audience by releasing the first film at 5PM.

Fuel The Fire With 2 More Films

People knew there were three films; "When?" was the question. With so many people 'indicating interest' on Jollibee, plus the engagement⁴ on such lengthy content, the release of Film #2 ensured Facebook's algorithm delivered it to the feeds of millions of people. 6 hours after the first one – and with the platform on our side – virality was in the books.

After Heartbreak, Jollibee Brought Comfort And Joy

Tears flowed freely and publicly as the Jollibee stories showed a different side to love⁶. One that didn't always come with a happy ending. People needed comfort after the heartbreak. Jollibee made comfort and joy available within everyone's reach as people were triggered to order the food items featured in the films. And they could easily do it on the way home, from Jollibee's nearly 1,000 branches nationwide.

Results

Our goal was to increase Jollibee total store sales during Valentine's season by 5%. This campaign delivered so much more than this.

It broke the bank.

During Valentine's season, which is the first two weeks of February, total store sales grew +11.3% vs the same period of the previous year.

A closer look at the numbers indicates that these results were largely driven by the campaign. Because during the 2 weeks that the campaign was running:

- Rolling Base Sales growth (a measure of the upward or downward momentum of store sales) tripled vs the same period previous year, moving from +2% to +7%. This jump is incredible for a dominant, established brand like Jollibee which has 1,000 stores nationwide.

The increase in store sales was driven by dramatic sales increases of the menu items featured in the campaign:

- Burger sales grew +321% vs their average levels in the weeks before the campaign. Burger sales also grew +11% vs the same period last year.
- Chicken sales grew +196% vs their average levels in the weeks before the campaign. Chicken sales also grew +14% vs the same period last year.
- Pineapple juice was sold out for 2 full weeks.

It broke the internet

These results would not have been possible if not for the rapid and incredible response to the Jollibee stories of heartbreak. An emotional outpouring that drove people to Jollibee stores, pining for the comfort of Jollibee's food.

The internet's response was resounding:

- The films reached 78 million people and were viewed 46 million times in just 5 days.
- The films were shared 1.3 million times and generated \$3.65 million in earned media from just \$9,500 in media spend.
- Filipinos were sharing the films and their feelings online. Social media exploded with thousands of crying selfies, reaction videos, memes, and personal heartbreak stories.
- It triggered reactions from around the world. Foreigners who had never heard of Jollibee but heard about the series posted their own reaction videos, and craved for Jollibee too. • As a result, #Jollibee became a global trending topic that week on Twitter

It became breaking news for a week in the Philippines

The phenomenal local and global response to the Jollibee Stories of Heartbreak captivated the public imagination, becoming national news for a full week. Different media outlets rushed to do features on the campaign, with CNN Philippines doing a weeklong series about it.

Brand advertising rarely becomes news in the Philippines, but this one became so. A tale of how one fast food brand told stories of unrequited love. And how it uplifted a heartbroken nation, by giving them joy and comfort though food.

Additional Marketing Components

<input type="checkbox"/> Couponing	<input checked="" type="checkbox"/> Other marketing for the brand, running at the same time as this effort
<input type="checkbox"/> CRM/Loyalty Programmes	<input type="checkbox"/> Pricing Changes
<input type="checkbox"/> Economic Factors	<input type="checkbox"/> Weather
<input type="checkbox"/> Giveaways/Sampling	<input type="checkbox"/> None
<input type="checkbox"/> Leveraging Distribution	<input type="checkbox"/> Other:

Other Contributing Factors

There were three product campaigns running in the month of February:

1. A Drive-Thru scratch to win promotion encouraging visits to Jollibee's Drive-Thru facility (February 1 - April 30)
2. A Jollibee Burger Steak campaign promoting a specific product not featured in the Valentine's campaign (February 12 - April 12)
3. A Jollisavers campaign promoting low-cost menu items. These menu items were also not featured in the Valentine's campaign. (February 26 - May 26)

The marketing expenditure behind these product campaigns are at the same levels as the previous year. The only change to their marketing calendar was the launch of this campaign specifically for Valentine's season.

Sourcing: Section 4

[1] Jollibee system-wide sales data, February 1-17, 2017

[2] Jollibee sales data, February 1-17, 2017

[3] Jollibee average daily sales data, February 1-17, 2017

[4] Jollibee average daily sales data, February 1-17, 2017

[5] Jollibee average daily sales data, February 1-17, 2017

[6] Jollibee Facebook page and YouTube channel data

[7] Jollibee Facebook page and YouTube channel data; Media agency estimates based on Facebook and YouTube data [8] Twitter trending topics, February 9-11, 2017

MEDIA ADDENDUM

Paid Media Expenditures

Current Year: 2017		Year Prior: 2016	
<input checked="" type="checkbox"/> Under \$100K	<input type="checkbox"/> \$1M - under \$5M	<input checked="" type="checkbox"/> Not Applicable	<input type="checkbox"/> \$1M - under \$5M
<input type="checkbox"/> \$100K - under \$250K	<input type="checkbox"/> \$5M - under \$10M	<input type="checkbox"/> Under \$100K	<input type="checkbox"/> \$5M - under \$10M
<input type="checkbox"/> \$250K - under \$500K	<input type="checkbox"/> \$10M - under \$20M	<input type="checkbox"/> \$100K - under \$250K	<input type="checkbox"/> \$10M - under \$20M
<input type="checkbox"/> \$500K - under \$1M	<input type="checkbox"/> \$20M and over	<input type="checkbox"/> \$250K - under \$500K	<input type="checkbox"/> \$20M and over
		<input type="checkbox"/> \$500K - under \$1M	

Compared to other competitors in this category, this budget is:

- Less About the same More

Compared to overall spend on the brand in prior year, the budget this year is:

- Less About the same More Not Applicable

Because the campaign was an experiment to see if Jollibee could actually gain from increased consumer spending during Valentine’s season and there was no precedent for such an effort, the budget allocated for the campaign was modest. Given the modest budget, we focused on digital platforms in order to maximize production and media money.

Owned Media

The Jollibee Facebook page was the primary channel of the campaign, because of its wide reach and the amount of time Filipinos spent each day on the platform. Facebook was where the films were uploaded and where we could interact with people touched by the films.

The films were also uploaded on Jollibee’s YouTube channel.
This was supported by a modest amount of merchandising inside selected Jollibee stores.

Sponsorships

NA

Communication Touch Points

<input type="checkbox"/> Branded Content	<input type="checkbox"/> Mobile/Tablet	<input type="checkbox"/> Product Design
<input type="checkbox"/> Cinema	<input type="checkbox"/> App	<input type="checkbox"/> Professional Engagement
<input type="checkbox"/> Consumer Involvement/ User Generated	<input type="checkbox"/> Display Ad	<input type="checkbox"/> Closed Loop Marketing (CLM)
<input type="checkbox"/> Consumer Generated	<input type="checkbox"/> In-App or In-Game Ad	<input type="checkbox"/> Congresses
<input checked="" type="checkbox"/> Viral	<input type="checkbox"/> Location-based Communications/Real Time Marketing	<input type="checkbox"/> Continuing Engagement
<input type="checkbox"/> WOM	<input type="checkbox"/> Messaging/Editorial/Content	<input type="checkbox"/> Detail/E-Detail/Interactive Visual Aids (IVAs)
<input type="checkbox"/> Direct	<input type="checkbox"/> Other	<input type="checkbox"/> Informational/Documentary Video
<input type="checkbox"/> Email	<input type="checkbox"/> OOH	<input type="checkbox"/> In-Office
<input type="checkbox"/> Mail	<input type="checkbox"/> Airport	<input type="checkbox"/> Radio
<input type="checkbox"/> Ecommerce	<input type="checkbox"/> Billboard	<input type="checkbox"/> Merchandising
<input type="checkbox"/> Events	<input type="checkbox"/> Place-Based	<input type="checkbox"/> Program/Content
<input type="checkbox"/> Guerilla	<input type="checkbox"/> Transit	<input type="checkbox"/> Spots
<input type="checkbox"/> Ambient Media	<input type="checkbox"/> Other	<input type="checkbox"/> Retail Experience
<input type="checkbox"/> Buzz Marketing	<input type="checkbox"/> Packaging	<input checked="" type="checkbox"/> In-Store Merchandising
<input type="checkbox"/> Sampling/Trial	<input type="checkbox"/> Point of Care (POC)	<input type="checkbox"/> In-Store Video
<input type="checkbox"/> Street Teams	<input type="checkbox"/> Brochures	<input type="checkbox"/> Pharmacy
<input type="checkbox"/> Tagging	<input type="checkbox"/> Coverwraps	<input type="checkbox"/> POP
<input type="checkbox"/> Wraps	<input type="checkbox"/> Electronic Check-In	<input type="checkbox"/> Retailtainment
<input type="checkbox"/> Interactive/Online	<input type="checkbox"/> Video (HAN, Accent Health)	<input type="checkbox"/> Store within a Store
<input type="checkbox"/> Brand Website/Microsite	<input type="checkbox"/> Wallboards	<input type="checkbox"/> Other
<input type="checkbox"/> Contests	<input type="checkbox"/> Other	<input type="checkbox"/> Sales Promotion
<input checked="" type="checkbox"/> Digital Video	<input checked="" type="checkbox"/> PR	<input type="checkbox"/> Search Engine Marketing (SEM/SEO)
<input type="checkbox"/> Display Ads	<input type="checkbox"/> Print	<input checked="" type="checkbox"/> Social Media
<input type="checkbox"/> Gaming	<input type="checkbox"/> Custom Publication	<input type="checkbox"/> Sponsorship
<input type="checkbox"/> Geo-based Ads	<input type="checkbox"/> Magazine - Digital	<input type="checkbox"/> Trade Shows
<input type="checkbox"/> Mobile/Tablet Optimised Website	<input type="checkbox"/> Magazine - Print	<input type="checkbox"/> TV
<input type="checkbox"/> Podcasts	<input type="checkbox"/> Newspaper - Digital	<input type="checkbox"/> Branded Content
<input type="checkbox"/> Video Skins/Bugs	<input type="checkbox"/> Newspaper - Print	<input type="checkbox"/> Interactive TV/Video on Demand
<input type="checkbox"/> Other	<input type="checkbox"/> Trade/Professional	<input type="checkbox"/> Product Placement
<input type="checkbox"/> Internal Marketing		<input type="checkbox"/> Sponsorship
		<input type="checkbox"/> Spots
Other:		