



ENTRY FORM

THE AOTEAROA EFFIE AWARDS IN ASSOCIATION WITH TVNZ – ENTRY FORM

ENTRY ID

ENTRY TITLE

Tina from Turners Turns Three

CLIENT

Turners Auto Retail

PRODUCT

Cars! Cars! Cars!

FIRST MEDIA APPEARANCE DATE

April 2021

CAMPAIGN START DATE

April 2021

CAMPAIGN FINISH DATE

On going

CATEGORY

B13. – Sustained Success

CATEGORY DESCRIPTION

Products or services that have experienced sustained success for a period of at least 36 months. Entries must have a common objective and utilised the same strategy throughout the length of the campaign. They may have done so using different executions, but still deliver to the core insight and idea. The current year's results must be included and be shown to build on the previous results. This award recognises strategy and creative platforms that are 'built to last' and demonstrate effectiveness over time. Judges will be looking for proof around the scale of challenge, where the strategy came from, where it's going and how it continued to deliver results for the client over a sustained period of time.

- Campaigns that ran for at least 36 months between 1 June 2021 and 30 June 2024 are eligible for entry. Campaigns may have been introduced earlier but must have run during this period and have data relative to the qualifying time up to close of entry in July 2023.
- The campaign must be able to demonstrate sustained effective results for 36 months or more. Judges will be looking for evidence from each year in question to show that the results were consistently good across all years and campaign executions.
- The entry must be for one campaign throughout the period. The campaign can show some evolution or refinement in focus, execution, and media use, but it must clearly be one campaign. Multiple campaigns for a brand or different product or variants over the period are not permitted.

WORD COUNT: 3000 MAX

EXECUTIVE SUMMARY [0%]

Give the judges an understanding of the case they are about to read by providing a brief summary for each of the items below. A one-sentence summary is recommended for each line.

(Maximum: 100 words in total – not included in total word count)

The Challenge:	Tell NZ that Turners had transformed from an Auction House to a Retail Dealership.
The Insight:	Lack of trust and therefore anxiety is the norm for second-hand car buyers.
The Strategic Idea/Build:	What if Turners could be positioned as the place to sell your car, rather than buy your car. ie a service provider for a problem. This would build confidence and trust in customers.
Bringing the Strategy & Idea to Life:	Create the character of a very likeable, passionate Kiwi woman that loved cars, (all kinds of cars!) and works for Turners. Tina from Turners was born.
The Results:	A 53-year-old company doubled its profit within 3 years. And ROI actually increased.
Why is this entry an outstanding example for effective marketing in this Effie entry category?	
(Maximum 90 words – this is not included in total word count)	
By transforming the company in the years prior to Tina, Turners had got the other 3 P's' sorted. The business and the team were ready - they just needed the tap to be turned on.	
And boy did Tina turn it on!	
The huge lift across all metrics began the day that Tina launched and that growth has been sustained over a three year period – ultimately delivering a doubling of profit in less than three years.	

01.	<p>Challenge, Context & Objectives [20%]</p> <p>This section covers your strategic business context for your marketing activity, alongside your key business challenge and objectives.</p> <p>Please provide the necessary context on your industry category, competitors, and brand so the judges, including those unfamiliar with your brand/category, can evaluate your entry. Outline the degree of ambition represented by your objectives. Including historical data may be useful here to provide judges with a clear picture of the situation the brand or organisation found itself in.</p>
01A	<p>Before your effort began, what was the state of the brand's/organisation's business and the overall category in which it competes? What was the strategic challenge that stemmed from this business situation? Provide context on the degree of difficulty of this challenge.</p>
<p>By 2020 Turners had almost completed a successful journey to transform the business from Turners Auctions (a wholesale auction house that predominantly sold cars to dealers, B2B), to Turners Auto Retail (a used car dealership that predominantly sold cars via retail to the general public, B2C).</p> <p>Why transform? More margin could be had selling via retail direct to the end user. And these customers also required Finance and Car Insurance. Even more yield on the table!</p> <p>Turners had transformed the business operations and the customer experience – just in the nick of time as market conditions were about to worsen dramatically with COVID.</p> <p>Challenges:</p> <ol style="list-style-type: none"> 1. In 2020, public perceptions of the 53-year-old company lagged. Many still thought of 'Turners Auctions', and a very different buying process. Many young people didn't think of Turners at all. 2. The rise of Trade Me as the default 'go to' for buying a second-hand car. And roughly 40% of sales in NZ were people buying and selling to each other. 3. Turners, with a large and growing footprint, was already New Zealand's biggest dealer network. But with the market fragmented into numerous small independent players, this was achieved with less than 5.7% share of total dealership sales to public. The biggest – but not dominant. 4. Research clearly showed that used car buyers started with the car they wanted – not a Dealership brand – if they were even interested in buying from a Dealer at all. <p>The answer: Turners needed to strengthen awareness of their own distinct brand and direct-to-customer channels – online and offline.</p> <p>The previous Turners campaign used largely functional messages to position the brand on Trust. Production and Media spend were low and while it drove sales, the team knew that much more could be achieved.</p>	

Perhaps a more distinctive, long-term creative platform with a decent media spend would further boost consumer awareness, drive emotional engagement and trust, and accelerate growth?

The team committed to the strategy and the campaign for a minimum of 3 years – and most importantly to hold the increase in spend. Once the results started pouring in, increased spend was approved each year. And incredibly, despite an increase in Y3, ROI actually increased from 6.7 to 7.9.

01B

What were the objectives you set to address your challenge? For each objective, include: KPI, benchmarks, previous outcomes and the rationale for why it was selected.

Please outline one business/organisational objective and a maximum of 3 marketing and 3 advertising/comms objectives.

Given the long-term nature of your campaign, illustrate how your objectives evolved over time.

1. Create an impactful, long-lasting, fame-building campaign. (No measure set.)
2. Grow brand awareness from FY21 90% (No measure set.)
3. Grow market share, from 5.8% for FY21 (No measure set.)
4. Help increase profit.

02.

Insights & Strategy [25%]

This section covers the key building blocks of your strategy. Explain to the judges how you arrived at your strategy and clearly articulate that strategy. Focus on the thinking or insight(s) that unlocked your solution and tied it to successfully addressing your objectives.

02A.

Explain the thinking that led you to your strategy. Explain how any insights discovered were directly tied to your brand, your audiences behaviours and attitudes, your research and/or business situation.

Audience insight:

Low confidence in their own ‘car’ knowledge and wide-spread distrust of ‘dodgy car dealers’ combined with the relatively large price means buying a car causes anxiety in most people.

The largest segment identified, ‘Sensible Sarah’, had the least automotive knowledge and confidence. ‘Sarah’ was less likely to be a male car-enthusiast and more likely to be a practical-minded, busy mum struggling with both time and budgets.

In Sarah’s mind the used car salesman had all the knowledge, experience and power. He was an adversary. And not to be trusted.

Business insight:

Sourcing cars to sell was becoming harder. Stink bugs, exchange rates and legislative changes made importing (new and used) more difficult. Sourcing cars locally from the public had become the only reliable option. (When COVID hit this got even harder).

And cars sourced from the public delivered 2 to 3 times the margin.

The Opportunity: get Sarah to *sell us her car*.

What if Turners could be positioned as the place to sell your car, rather than buy your car. ie a service provider for a problem. Not a place to just 'anxiously' buy something.

For busy Sarah, getting rid of her old car was just one more worry - another task that had to be done.

There was a conflict to resolve. A DIY mentality pushed her to sell privately and make a little more money. But that takes time and brings further anxiety.

If only someone they liked could make it easy. And this would build confidence in customers around Turners – and gain their trust.

'Turners takes the pain out of *selling your car*'.

Most dealer advertising, including Turners' previous campaign, occasionally includes a message about sourcing cars. The bold strategic decision here was to build the entire long-term campaign around it.

It was counter-intuitive, but it changed everything.

Dodging the dodgy car salesman.

Turners aspired to becoming an iconic Kiwi brand. The advertising strategy included creating a consistent and ownable device or character that would last for years.

Focusing on Turners' role as a buyer, rather than a seller, made it immediately easier to create something less adversarial, and more likeable and relatable.

A fresh dramatic tension

The campaign would highlight the contrast between selling privately – with its time-wasters, no-shows, weirdos and hagglers – and the no-hassle, time-saving, *trusted* Turners option.

It would be fresh creative territory – insightful, entertaining and memorable.

While you're thinking about selling Turners your car, you might just buy one too.

The brand campaign barely mentioned this, but Turners was betting on this secondary effect. Buying more cars from the public might improve margins *and* sales.

02B.	What was the Core Idea or strategic build that enabled you to reach your solution? (Be succinct. A maximum of 50 words.)
'Tina from Turners' enthusiastically demonstrates how easy it is to sell your car to Turners.	

03.	Bringing the Strategy & Idea to Life [20%]
03A.	Describe the creative solution. What was the launch creative, and how did the work evolve over subsequent years and executions?
<p>It was decided that we needed a very likeable, passionate Kiwi woman that loved cars, (all kinds of cars!) that worked for Turners and wore the blue uniform. (There's brand attribution sorted.)</p> <p>The boldness of a strategic focus on just buying cars was cemented with the brand campaign line; 'We love buying cars.'</p> <p>'Tina from Turners' was ready to launch. With the distinctive, loveable character at its heart, the campaign worked easily across all channels from TV and radio to outdoor and short-form online video to social media and Turner's own website.</p> <p>The campaign was designed to send customers to either the website or straight into branch. The adverts showed both ways to engage with Turners in an appealing light. Customers were encouraged to 'book online' but the branch experience – through the ads being shot in-branch and Tina's likeability – was also portrayed as being very welcoming. The result was that almost half of these customers booked online and half rocked up to directly to the branches to have their cars appraised.</p> <p>In the first TV execution Tina introduced herself and declared her love for all sorts of cars, before explaining how easy it is to sell yours to Turners. That ease was summed up in true Tina fashion, with a catch-phrase even the business media are now echoing; "Boom... money in the bank!".</p> <p>A second TVC showed Tina explaining, with humorous simplicity, how selling your car the quick and easy way started by going online and booking a time to see Turners. One had a frog in it. Another just sang what has become the Tina anthem – Cars! Cars! Cars!</p> <p>Yet another one showed a private seller realising the elderly couple who took his car for a test drive weren't coming back. Tina awkwardly points out that he should have come and seen her first.</p> <p>The new ads all featured the independent stamp of approval at the end – Turners' consecutive 'Trusted Brand' awards. (Which were updated to 4 wins by 2024)</p>	

In short-form videos, Tina's love for cars had her affectionately naming each of them. In another she sang their brand names. Her distinctive image and wit worked perfectly in digital channels, and she soon gained a large fanbase on social media.

Customers visiting dealerships started asking if they could see Tina.

Aside from the popularity of the character, it was very clear that New Zealand had no trouble remembering what Tina was saying, and which brand she was saying it for.

Over the 3 years, the core TV creative remained the same (to let the ads 'wear-in') but digital content was consistently refreshed and added to – and remained focused on the central theme of 'we love buying cars'.

OOH was added in Y2 and again in Y3 to lift performance in specific metros – both times driving lifts in awareness and leads. In Y2 a series of ads were created specifically for the more 'entertainment channels' – TikTok and reels on FB and Insta. Tina singing songs and dancing accompanied by a ukulele. "Hilarious" stated one verbose follower. These garnered literally millions of views. To say nothing of the many unauthorised (but welcomed) memes involving Tina and the number of stories/reels where people used Tina's songs.

In Y3 Tina went racing at Hampton Downs with (Turners sponsored) Liam Lawson, a future F1 driver. This blend of two likeable characters reached millions in NZ and worldwide.

The radio ads were also refreshed in Y3 with a 90 second song sung by Tina. Referencing some of the cultural icons she has been compared to – and of course entreated Kiwis to 'sell us your car!' The anecdotal feedback on the song has been phenomenal. And our lead volume lifted again.

An advertising icon was born in 2021, and by 2024 Tina had matured into a star.

03B.

WHAT WAS THE COMMUNICATIONS STRATEGY?

This section relates to the media and communications thinking and strategy that brought the creative solution to life in the most powerful and relevant way for the target audience. Include all significant touchpoints and channels in this section.

Outline the rationale behind your communications strategy. Explain how the key elements worked together to drive results. How did the media thinking evolve over subsequent years?

The team used expert evidence-based opinion and contemporary case-studies to develop a strategy but were largely guided by Byron Sharp's concepts of Mental and Physical Availability. Turners aimed to make it easy for customers to remember them, find them and engage with them.

1. Turners needed stronger 'salience' – meaning they would immediately come to mind for customers thinking about second-hand cars. Or, as per the strategy, *selling* a second-hand car. Even better for long-term success would be 'fame'; being thought about, and talked about, by those not even in the market.

2. Turners enjoyed nationwide coverage (20 branches) and a very good website designed to funnel leads to the branches. Turners would get the ROI of a big nationwide mass reach campaign. And thanks to the efforts of the previous years, provide a good customer experience both online and in-branch.

Launch communications strategy:

1. Introduce Tina from Turners to the nation and embed her into the mindset of Kiwis. To do this we utilised broad reaching video channels with a focus on local platforms that would assist in addressing the lack of trust associated with the category.
2. Sustain presence in market after launch at 'recency' (or always on) weights to ensure we were prominent when people were entering the used car purchase cycle.
3. Extend Tina's personality using audio channels which also allowed us to intercept key moments of evaluation while Kiwis were in their cars.
4. Remarketing strategy: to positively engage with customers by delivering clear added value with all communications. Whether in return for contact details or when using that information to retarget via email, text and digital advertising.

Despite not being a direct response campaign, the immediate results suggested that both the creative execution and the channels where it was being delivered were delivering beyond what was initially expected validating both for the business.

Turners owned channels improved, media channel spend was optimised and some new media were added – but overall activation was fairly consistent and results continued to improve.

Using their own tech platform and data, Turners were able to react in real time as applicants completed a form to have their car appraised. The customers were then 'guided' to branch with a series of email and texts with reminders and helpful information. Customer data was then aggregated and used to find others with similar user profiles and serve them Tina ads on various digital platforms or to exclude audiences that had already engaged with Turners.

Optimisation didn't stop there. If a customer declined Turners' cash offer for their vehicle, a follow-up call was scheduled based on the consultant's assessment of the customer's selling urgency. This triggered a Tina email to be automatically sent the day before that call.

A key driver of decision-making processes was the tracking capabilities created internally at Turners. Based around a single customer view (using a CDP) the team created an always on series of reports and dashboards that allowed a clear view of business outcomes from online activity and in-branch activity and ultimately business outcomes. While not 'attribution' this data did enable optimisation of the media mix.

For the next two years, the key focus was to progressively deliver incremental reach for Tina, whilst maintaining a consistent presence across previously utilised channels. Due to the range of creative executions available, the campaign continued to 'bed in' and continued to build momentum.

By Y3 the weight of spend had begun to move even more towards TV, BVOD, Radio and Youtube as understanding of the overall impact of the advertising improved and Turners started using the attention focused research from Amplified Intelligence when selecting media channels.

- An MMM model was implemented in Y3 which gave a strong pass mark to the new mix.

Turners has seen that a broad reach-based strategy to drive awareness combined with the fame achieved across all media channels continues to deliver growth in leads and business outcomes. The Turners owned channels of website, branch network and database emailing have been the most effective tools in consideration and conversion.

List all supplementary communications touch points used in this campaign (the touchpoints that were not central to the campaign).

Year 1	<ul style="list-style-type: none"> • Branch signage, posters
Year 2	<ul style="list-style-type: none"> • Digital Out of Home (Christchurch only) • Branch signage, posters
Year 3	<ul style="list-style-type: none"> • Digital Out of Home (Auckland only) • Branch signage, posters

What was the \$ Spend? Outline the media and production spend on the campaign within the campaign period. Use actual spend rather than ratecard. In the case of donated media please list the rate card value separately from the paid media spend.

Year 1 Media Spend	
Year 2 Media Spend	
Year 3 Media Spend	
Outline the media spend in relation to competition over the course of the campaign:	
Year 1 Creative Production Spend	
Year 2 Creative Production Spend	
Year 3 Creative Production Spend	

04. WHAT WERE THE RESULTS? [20% for 4A and 15% for 4B].
 Outline the results achieved by the campaign against the short and long-term objectives set, provide conclusive proof that it was the campaign that drove the results.

	<p>In this section, the judges will be looking to see a clear cause and effect between the communication activity and business performance over time. Show the compelling evidence that will convince even the most cynical finance director.</p> <p>Please Note: All results must be sourced to be judged; any unsourced results will not be considered by judges.</p>
<p>04A</p>	<p>Overall achievement against objectives [20%].</p> <p>Clear proof that the objectives established in section one have been achieved. Judges will be seeking quantified results. Successful entries ensure that results can easily be aligned against objectives established in section one.</p> <p>Note: Please ensure all data is sourced, and is specific to the results period outlined in the Call for Entry, and geographically isolated to Aotearoa.</p>
<p>1. Create an impactful, long-lasting, fame-building campaign. (No measure set.) Achieved.</p> <p>A fast start. May 2021: Colmar Brunton awarded Tina the Ad Impact of the Month commenting “This ad proved both highly enjoyable as well as informative and persuasive.” It went on to win second place for the entire year, scoring 93 for impact, 98 for branding, and 83 for enjoyment.</p> <p>Huge volumes of positive comments flooded Turners social pages and both the Customer Support Team and the branches reported customers asking to speak to Tina!</p> <p>Tina entered TRA’s Top 10 Favourite ads list in Nov 2022 at #7. In March 2024, Tina sits at #3.</p> <p>Then, with the sad passing of Tina Turner on May 24th 2023, Turners became truly aware of just how strongly the NZ public had taken to Tina. The NZ public rose up in their droves concerned that ‘their Tina’ had died and wanting reassurance. Turners social pages came alive with teachers and parents reporting kids crying and radio shows set about reassuring their listeners. Later articles were written including one entitled “No Tina from Turners didn’t die”.</p> <p>The same (non-sponsored!) Spinoff article also stated:</p> <p>“Tina from Turners has successfully cemented her place on our TV ad Mount Rushmore, alongside The Briscoes Lady, Big Save Lily and Goldstein from ASB. It’s the law that New Zealanders must shout “CARS!” every time they see a Tina from Turners ad.”</p> <p>“Tina is an attitude, a way of life. She is an icon. She is a hero. She is Tina from fucking Turners, and long may she reign.”</p>	

2. Grow brand awareness from 90%. Dec 2020. (No measure set.) Achieved.

The brand was 54-years-old. Not the new kid on the block. However, in the first year of the campaign, awareness grew to 93% and in Dec 2023 had reached 94%*.

* Reader Digest Survey, Catalyst Research Dec 2020 and Dec 2023.

3. Grow market share, from 5.8% for FY21 (Y0). Achieved.

This growth was driven by Turners selling 130% more cars to the public in Y3 than in the year prior to the campaign launching (Y0). That’s a share growth of 46%.

4. Help increase profit. Achieved.

Turners’ Profit Y3 vs Y0 increased by ████████ or 122%.

Return on investment

ROI over the whole three years (7.9) actually improved on Y1 (6.7). A great testament to the long-term vision for the strategy and the campaign.

ROI calculations:

$$\frac{\text{Gross Profit (GP) from campaign} - \text{Cost of Campaign}}{\text{Cost of Campaign}} = \text{Campaign ROI}$$

$$\frac{\text{GP from extra cars bought over 3 years} - \text{Extra spend over 3 years}}{\text{Extra spend over 3 years}} = \text{Campaign ROI}$$

04B

Convincing proof that the results were a direct result of your campaign [15%].

Outline other external factors that could account for the results outlined in 04A and provide compelling evidence and rationale for why these did not contribute significantly to those results. There are almost always other factors that could have affected your results, such as product changes, pricing, distribution, stock levels, competitive activity, weather, etc. You need to convince the judges that these factors were not responsible for your results, or estimate their contribution and/or demonstrate how they needed the campaign to amplify their impacts.

1. Timing.

Cars sold increased +20% in the first month of the campaign, with no other relevant changes in circumstances.

2. Over the past 3 years the market declined by 10% and Turners grew at 31%. The growth is not category driven.
3. The campaign message focused on *buying* cars from the public. (Y3 vs Y0)
 - Visitors to 'Ways to sell your car' pages on Turners' website increased by 191%.
 - Appraisal bookings increased by 126%
 - Turners *bought* +64% more cars from the public in Y1. In Y3 Turners bought 130% more cars than in Y0 (+130%).
4. Increase in lead volume in both Sourcing and Selling channels.
 - 192% increase in Sourcing Leads Y3 vs Y0 directly led to 130% increase in cars purchased. And despite it not being the primary aim of the campaign, Selling leads increased by 78% with a resulting big lift in Cars sold.
5. The final piece of proof could be the most convincing. Each year the Exec and the Board readily agreed a Tina campaign budget increase. Convincing a Board to spend more is never simple and rightly so – however with clear data Turners were able to show that the more that was spent, the more leads grew, and the more cars that were purchased (and sold!).

	Guidance Notes
	Please refer to the guidance notes below, to ensure your entry conforms to eligibility criteria.
	<p>Eligibility: Campaigns that ran for at least 36 months between 1 June 2021 and 30 June 2024 are eligible for entry. Campaigns may have been introduced earlier but must have run during this period and have data relative to the qualifying time. Results may be included up to 23 July 2024.</p> <p>Data Sources: All data referenced in the entry requires sources (recommended as footnotes on the page referenced or at the end of the entry).</p> <p>Charts and Graphs: Entrants are encouraged to display data via charts & graphs within the limits allocated in each question. Sources required for all data including charts and graphs.</p> <p>Agency names: No agencies, of any kind, are to be included in the entry.</p>