

## At the touch of a finger

How innovating to differentiate a brand can drive a real business benefit

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### Introduction & Background

Think Beyond is Bord Gáis Energy brand idea. Thinking beyond is about new ideas. It's about knowing what customers need today and anticipating what they will need tomorrow. It's about staying one step ahead of the game and constantly striving to do things differently and better.

It's not just talk. It's real action and real behaviour. It's about innovation.

But sometimes a new idea comes before the customer realises they need it. So how do you convince a customer that they need this now, that this is something that will really benefit them today?

Until late 2009, the iPhone was only available to O2 customers in Ireland. It was relatively expensive both to buy and run. But when O2 exclusivity deal with Apple came to an end, Bord Gáis Energy realised there could be an opportunity for the brand. With all mobile operators being able to offer the iPhone, there was now competition for customers and with that, the iPhone became more affordable to the mass market.

Bord Gáis Energy also knew, from their own research and speaking to customers that estimated bills were a real source of irritation.

And so an idea was born. An iPhone app that would allow customers to manage their accounts and submit up-to-date gas meter readings, and thus say goodbye to estimated billing forever.

So, a great idea. But would it reap the rewards on this investment? This case study will show how we managed to identify the correct potential target market and garner over 2/3 of them in less than 4 months on a very limited budget by having the right customer insight, communicating the right customer benefit and by understanding and using the best online and offline channel mix.

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Corporate, Finance & Services

Silver

Judges Awards

Best New Learning



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### Marketing Objectives

While a key reason for creating the app was to divert calls from the call centre (and thus reduce costs), ultimately, the campaign's success was to be measured on one simple metric: downloads of Bord Gáis Energy's 'Think Beyond' app.

But what did success look like? No other energy provider in the market offered anything even remotely similar. Apps that fell under the description in its strictest sense were few and far between. As a starting point, we looked at brands in other categories who had launched free apps and discovered that download figures at the time were relatively modest:

<b>O2 Account</b> (One of Ireland's Largest mobile Operators)	40,000	n/a	Available to all +250,000 O2 Customers
<b>Daft.ie</b> (Ireland's biggest property sites)	31,000	9 months after launch	Available to all Irish iPhone users
<b>Today FM</b> (One of Ireland's top national radio broadcasters)	10,000	6 months after launch	Available to all Irish iPhone users
<b>MyHome.ie</b> (One of Ireland's largest website brands)	9,000	5 months after launch	Available to all Irish iPhone users

Then we looked at the customer

This is what we knew:

- ▶ 2.3 million people were the main bill-payers in their home.
- ▶ Of these homes, 644,000 were gas customers.

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### Company Profile

The DDFH&B Group consists of DDFH&B Advertising, Mindshare Media, RMG, Goosebump and BespokewithDirection - the largest Irish companies in creative advertising, media buying, below-the-line and digital marketing.

Together, we provide channel-neutral, integrated marketing communications campaigns that deliver real, measurable results. We achieve this level of integration by working in a number of small, multidiscipline teams - we call this FUNSIZING. We continue to be one of the most successful agencies in Ireland and are happy to continue to work with great clients such as The National Lottery, Bord Gáis and Fáilte Ireland as well as new clients including SuperValu, Littlewoods, Lucozade and eircom.

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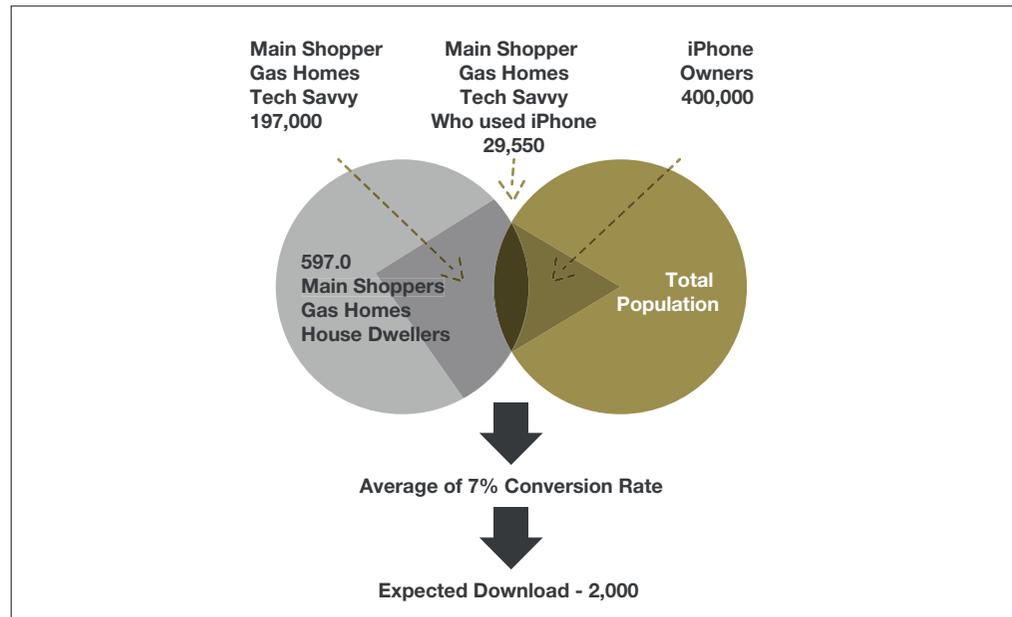
### Marketing Objectives

- ▶ Of these, 597,000 homes were houses with easy access to their gas meters (unlike apartments, many of whom did not have easy access to their gas meters).
- ▶ There were now approximately 400,000 iPhone owners in Ireland (equating to approximately 15% of the 25+ population in Ireland).

But we didn't know who these iPhone customers were, whether they were the main shopper or bill payer in their home or whether they were Bord Gáis Energy customers. The market was too young for there to be any reliable data. And we also knew the bias of our gas customers was towards an older demographic.

So we dug further into TGI data to understand how many gas customers were interested in technology and found approximately 1/3 were. We cross referenced this with the 15% of the adult population who owned iPhones and concluded that our potential market was less than 30,000. 29,550 to be precise.

From the benchmarks we had analysed, we knew that an average conversion rate of 7% was to be expected.



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### Marketing Objectives

So did this mean we should expect only 2,000 downloads? Too easy!! So we decided, let's double the total and round up to a target of 5,000 by the end of the year. In other words, let's try to do what none of our benchmarks achieved and get 1/6 of our potential market in 4 months.

Beyond downloads, two additional marketing objectives were set:

1. To positively affect the brand's innovation scores in three key areas that were being tracked for a number of years:
  - ▶ Anticipates customer needs to improve product and service
  - ▶ Offers something different to other brands
  - ▶ Is always coming up with new ideas
2. And although ambitious, to make an impact on the App charts by getting into the Top 10 free downloads

### The Task

On the surface, the task could appear dangerously straightforward get downloads. But before we could even begin to decide how to get them, we had to acknowledge the substantial challenges we were faced with.

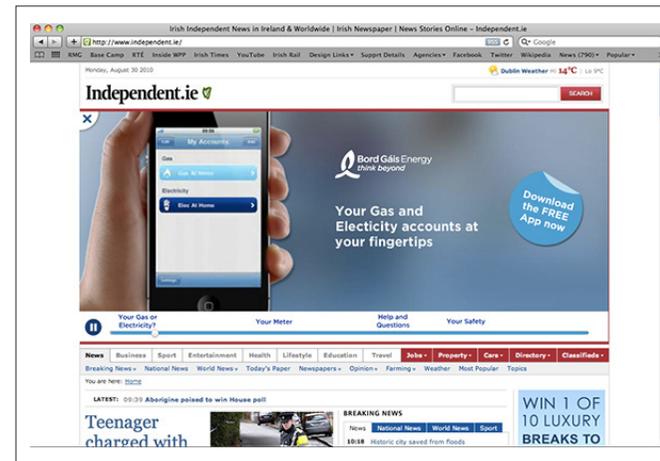
#### Challenge 1:

For starters, launching the Think Beyond App was doing something that had never been done in Ireland before the union of the energy market with mobile technology. To many, this felt like an awkward juxtaposition, bringing what could be considered a low involvement, slow moving giant, i.e. the energy category, into what was a high involvement, constantly moving, continuously progressing and rapidly growing mobile market. How do you marry the two? And how could we persuade customers they needed something they didn't realise they needed?

#### Challenge 2:

Bord Gáis Energy have both gas and electricity customers. Both groups of customers could download and use the app to monitor their account; but only gas customers could submit meter readings. (At this point, electricity meter readings were still managed by ESB Networks.) However, being able to submit your meter reading, and thus get

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### The Task

accurate billing, was the single biggest benefit of this app. To communicate this benefit to gas customers without alienating electricity customers was surely going to be problematic.

#### Challenge 3:

We then took a look at the competitive environment. The other players in the energy market were not active in this area. While it was helpful that we didn't have to compete against our usual energy competitors, this threw up two further hurdles:

- ▶ We had a broader education job to do. Our message couldn't simply be "Choose our App". It had to explain why you would need an energy utility app in the first place.
- ▶ And our competitive playing field was suddenly much larger. We were competing against every app for Share of Voice and Share of Phone! Our offering was quite functional, although useful and innovative. But apps from other brands were offering entertainment, up to the minute news, gaming, gossip, sports... How could we compete with that?

#### Challenge 4:

And the elephant in the room our tiny pool of potential customers. How can we effectively reach them.

### The Strategy

Our first step was to go back to the customer. We realised we knew quite a lot.

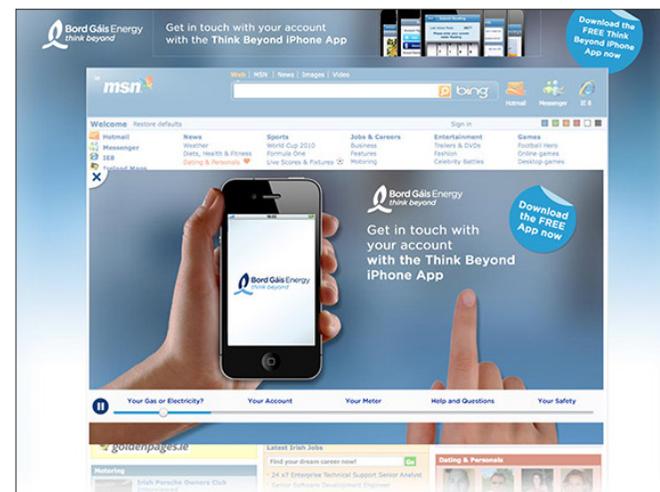
#### What did we understand?

- ▶ Estimated bills were an irritation. They wanted accurate billing.
- ▶ In a world where technology was developing at a faster rate than ever before, they needed simple, and more importantly, useful solutions.

#### Who were they?

- ▶ 30% male / 70% female
- ▶ Predominantly 25-39 years old
- ▶ ABC1s and in employment
- ▶ Either single, co-habiting or with a very young family
- ▶ They lived in a house, in an urban area and led a busy working and social life

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### The Strategy

Where would we reach them?

- ▶ They were heavy internet users
- ▶ Spent a significant amount of time commuting every day
- ▶ And kept up with the news every day

What made them tick?

- ▶ The challenging economic climate made keeping on top of their finances all the more crucial.
- ▶ And busy lives meant they had less time to do the things they wanted to, never mind the things they needed to.

But ultimately, in the midst of the hectic lives they lived, they all shared one thing in common. They wanted to keep in touch. Keep in touch with friends, with what's going on in work, with what time the bus leaves, with their finances, with the news...

So by having a clear understanding of the customer, the agency team were able to make a clear recommendation that we lead with the message "Get in touch with your account" with the supporting benefit being that you could enjoy accurate billing. And that we would "touch" these customers at those points we knew media channels touched their lives.

However, the innovative nature of the offering was not to be forgotten and we felt it was equally important to surprise our customers by using innovative media and creative to enrich their experience of the brand and its message.

### The Idea & Communication Activity

Our idea was about "Getting in touch". The idea was inspired by both the touch screen technology afforded by the iPhone and the human truth that people simply want to keep in touch.

The creative execution featured a fingerprint into which the Bord Gáis Energy logo was incorporated, almost as though the brand formed part of its DNA. The look and feel was fresh and contemporary and reflective of the innovative nature of the Bord Gáis Energy brand. The accompanying copy was clear and direct, encouraging customers to 'Get in touch with your Account'.

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### The Idea & Communication Activity

The 'Get in Touch' idea also drove media choice, the most surprising of which was our Interactive Shopfront. This entailed taking over a complete shop on Grafton Street (Dublin's premier shopping street), branding the whole front and incorporating into the windows two giant sized touch screen phones which replicated the functionality of the Think Beyond app. Customers could then interact with the app and understand how it would benefit them. Through the large format touch screen technology, customers were able to navigate their way through the different aspects of the app and were rewarded with the chance of winning their own iPhone and thus be able to keep in touch with their energy accounts themselves!!

Advertising within other iPhone apps, and sponsoring the MyHome app, formed a very significant part of this campaign. Not only did it further extend the 'touch' idea, it also directly targeted iPhone users. Creatively, these were designed to let you 'touch-through' to immediately download the app onto your iPhone.

Our media mix had to provide reach and drive uptake as well. Almost like two ends of a see-saw, our media recommendations fell into two broad categories:

- ▶ Drive broad awareness by the use of more traditional ATL Channels (press and outdoor)
- ▶ Drive direct response by the use of digital and below-the-line channels

Both sides of the see-saw worked in tandem. Whilst the primary function of the press and outdoor was to create awareness and communicate the benefits, we recommended the incorporation of QR codes into the creative to re-enforce the innovative nature of the Think Beyond app and also to act as a strong call to action to drive downloads as iPhone users could immediately scan and download.

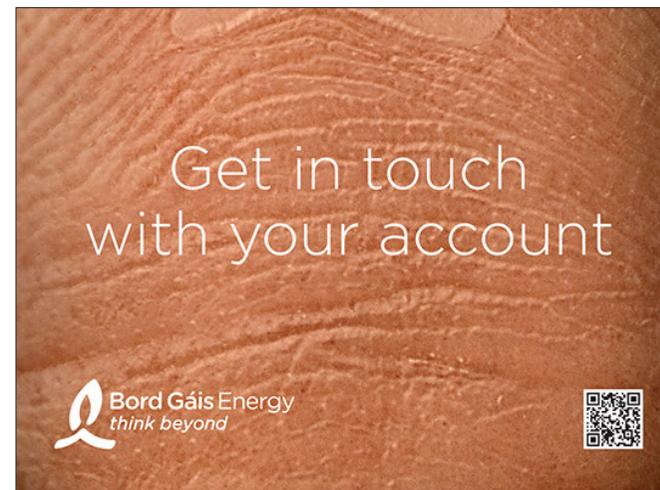
Digital channels on the other hand were recommended with direct response in mind. In order to demonstrate the apps functionality, rich media display provided a key strategic role in the media mix, allowing for click-throughs to immediately download the app.

We also targeted gas customers with bespoke mail inserts.

#### Maximising launch day bang:

With the overall campaign agreed, we felt we had made a good step towards achieving our goals, but how could we guarantee getting in to the Top 10 charts in the app store? This wasn't about vanity. Being in the Top 10 gives you more exposure to people browsing for apps.

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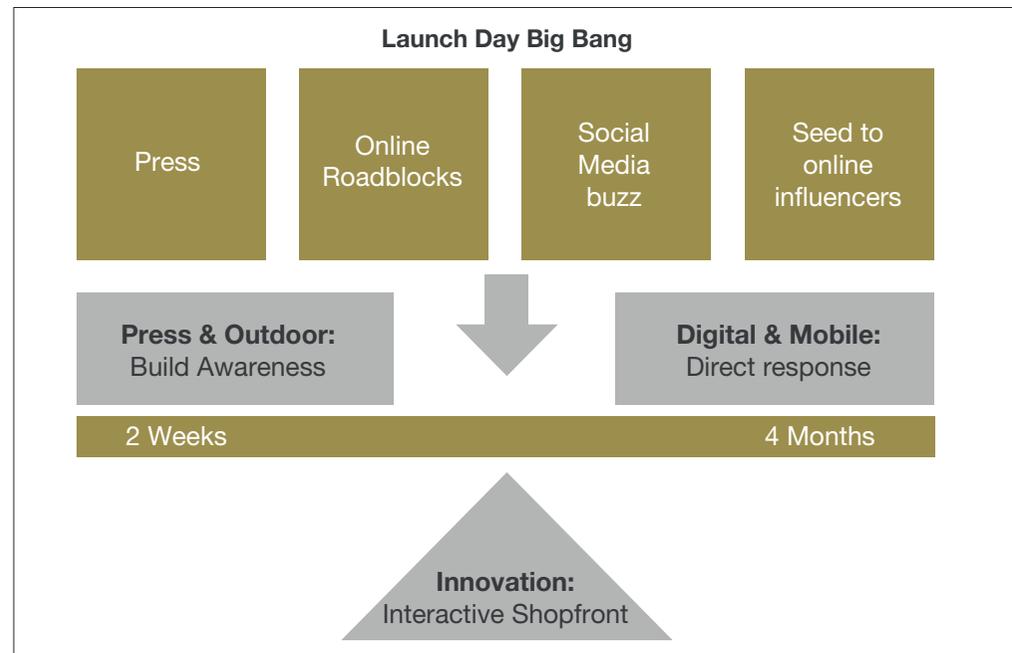
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### The Idea & Communication Activity

To this end, we decided to frontload our launch day communications to really maximise the big bang effect. As well as dominating press on the day, a number of initiatives were put in place online to create excitement and engagement online:

Online roadblocks on high profile websites (MSN.com, YouTube.com, Facebook.com, Independent.ie) with heavy traffic allowed us to position the app as an important news story while using property websites gave us relevance amongst home-owners. Not only did the roadblocks give us 100% share-of-voice on the day, they also gave us the creative freedom to utilise video, visuals and interactivity on a wider canvas leading to greater impact.

We also ran an innovative one day social media promotion with the goal of generating buzz and conversation on the day of launch while also getting the 'Think Beyond' name out there.



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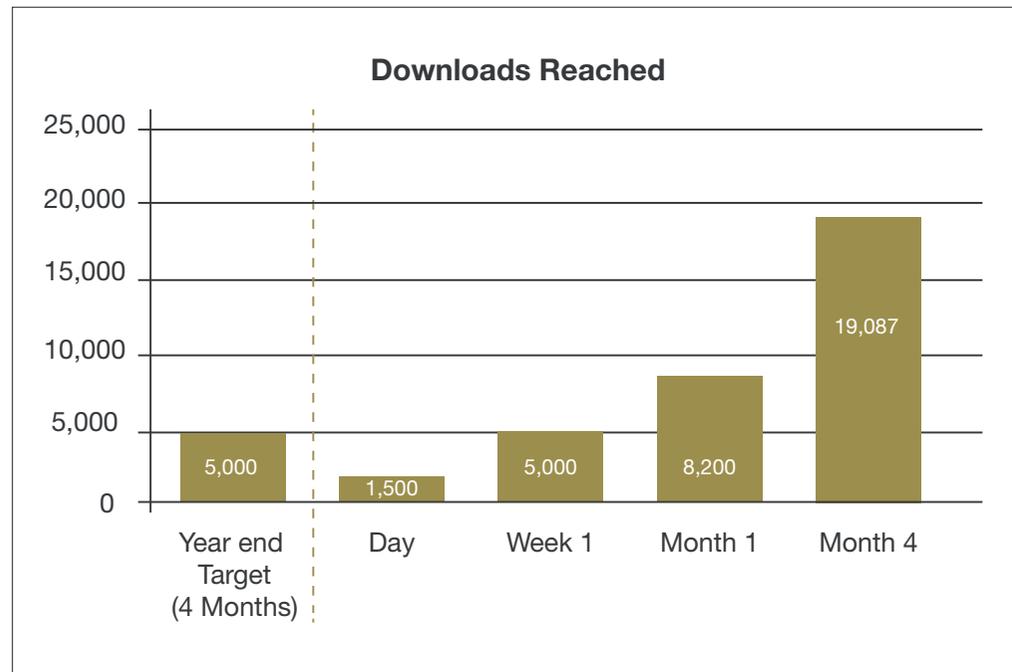
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### The Results

Our key metric for measuring the success of this campaign was number of downloads. We had set a yearend target of 5,000 downloads, which we felt was ambitious given the app download benchmarks we had analysed. But to our delight, not only did our tactic of maximising launch day buzz result in 1,500 downloads, but the yearend target was reached in a week. Our actual year end results showed we had reached almost 20,000 downloads which equates to 2/3 of the potential target market we had identified.



But did the campaign drive the downloads? It's stating the obvious, but no awareness of the app could have occurred without communicating its existence. But the success of the campaign, i.e. choosing the right message to go into the right media channels, can be clearly seen in a simple overlay of media and download numbers.

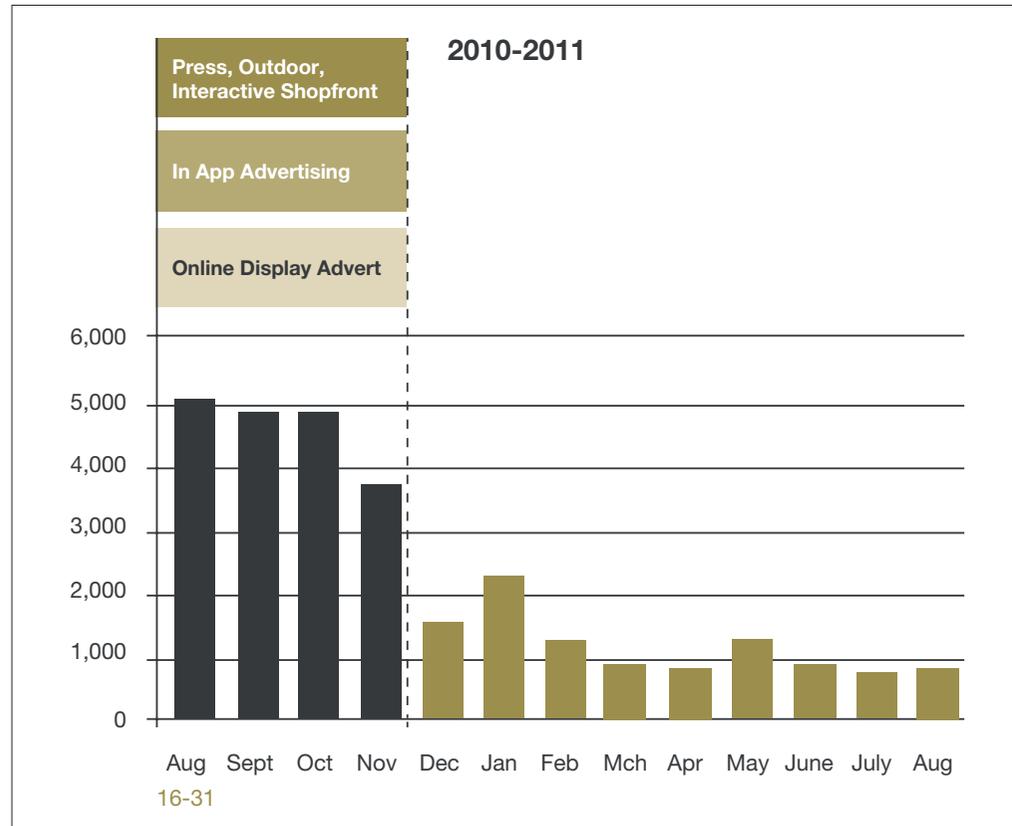
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### The Results



Additionally we aimed to move brand tracking scores on three key metrics:

- ▶ Anticipates customer needs to improve product and service
- ▶ Offers something different to other brands
- ▶ Is always coming up with new ideas

Once again, we were delighted to see a very positive shift in all three metrics, especially when you consider that the media spend for this campaign was only €159,347 which equates to only 4% share of voice in the overall energy sector advertising in 2010.

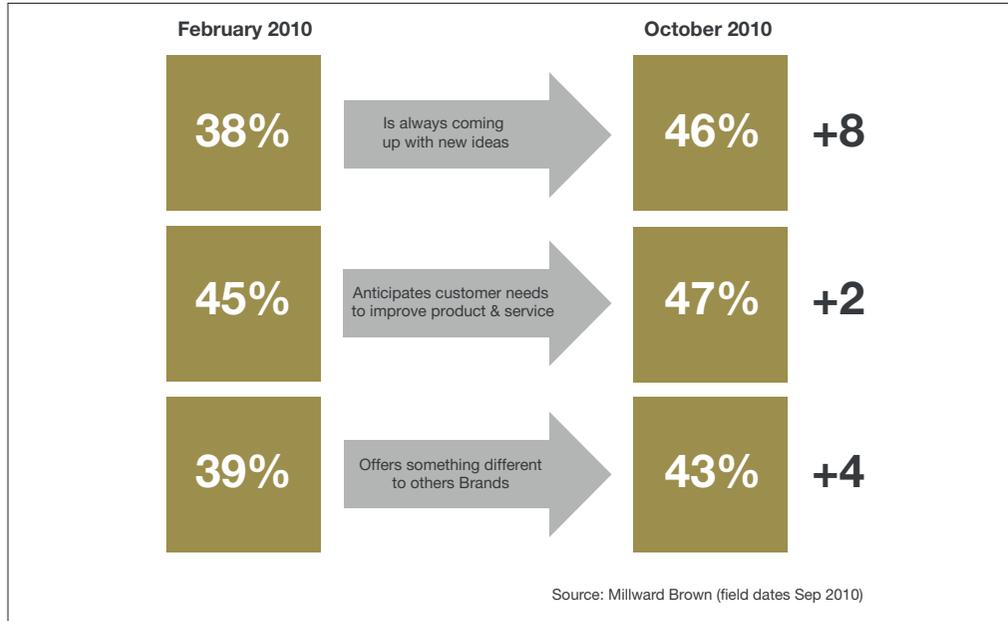
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### The Results



We also wanted to reach the Top 10 download charts. Happily we reached No 5! And we reached No 1 in the “Utility” charts twice!! Not only that, the Think Beyond app also featured in the New & Noteworthy section of the iTunes App Store.

Additionally...

- ▶ The digital campaign delivered over 20 million impressions resulting in 19,000 click-throughs.
- ▶ Twitter was abuzz with #ThinkBeyond trending in Ireland on the launch day
- ▶ The instructional video demonstrating the key features of the app received 4,000 hits on YouTube
- ▶ We saw over 10,000 visits to the [bordgaisenergy.ie](http://bordgaisenergy.ie) app page during the lifetime of the campaign
- ▶ An average of 100 people per day interacted with our interactive storefront

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### The Results

- ▶ On Facebook, Bord Gáis Energy received over 100 entries in their user generated content competition which asked customers to either create their own image of the App name, Think Beyond or a photo of themselves with the advertising creative
- ▶ And perhaps most importantly, people didn't just download the app.
- ▶ They used it. By year end (4 months after the campaign launched,) almost 130,000 individual interactions with the app were recorded.

### Impact On Behavioural Attitude & Payback

The campaign clearly delivered great results, over-achieving the download target by 400%. And impact on behaviour was seen by the 30,000 individual interactions per month. But how did these fantastic figures impact on the BGE business? Let's break it down.

At the end of 2011, 16 months after the campaign had launched, the performance of both the campaign and the app itself was analysed. Both investment and savings were measured:

#### 1. Investment into the app development:

Overall spend on the campaign for the app, including media and production	€171,018
Operational costs for running the app over the 16 month period	€12,202
Total investment after 16 months	€183,220

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### Impact On Behavioural Attitude & Payback

#### 2. Savings to the Bord Gáis Energy business

Driving savings for Bord Gáis Energy's business was a key driver for both the development and marketing of the Think Beyond app. By communicating the benefits of the app and encouraging its usage, Bord Gáis Energy hoped that savings could be made by reducing inbound calls to their call centre in two key areas:

- ▶ Reduce inbound customer care/ general account query calls
- ▶ Reducing inbound meter reading calls

#### Saving 1:

Diverting meter readings from call centre to app:

By the end of 2011, several thousand meter readings, had been through the app. That represented a saving of €26,200 in operational costs to Bord Gáis Energy.

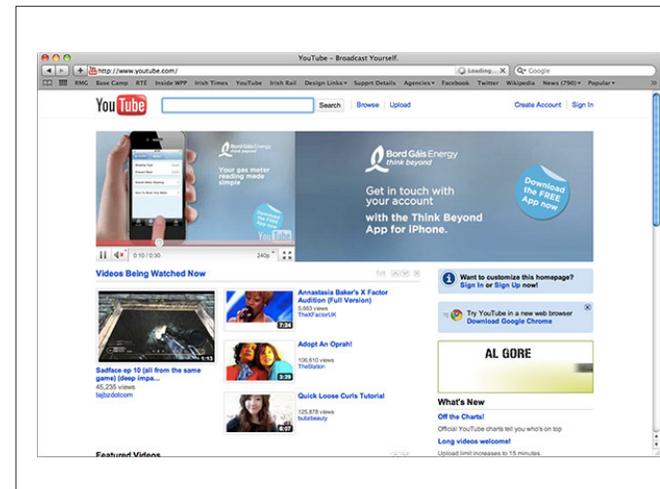
#### Saving 2:

Diverting customer care queries from call centre to app:

Additionally, savings were made by diverting customer care queries away from the customer care line by using the app instead. As it is impossible to know how many customer care interactions made through the app would have gone into the call centre instead, we have calculated the savings at a number of different levels:

- ▶ If 10% of customer care interactions made on the app had gone to call centre instead, this would have cost BGE €190,152
  - ▶ This translates into a projected return on marketing investment of 111% by end 2012
- ▶ If 20% of customer care interactions made on the app had gone to call centre instead, this would have cost BGE €559,035
  - ▶ This translates into a projected return on marketing investment of 327% by end 2012

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### Summary

New ideas can often be the most challenging to communicate as, not only do customers have no awareness of them, they don't perceive a need for the new idea.

The launch of the Bord Gáis Energy 'Think Beyond' iPhone app in 2010 was into a market with no truly comparable propositions, making the challenges twofold driving awareness of the app and its benefits, and driving downloads of the app with the ultimate ambition of creating savings for the Bord Gáis Energy business.

The success of the campaign was to be measured by number of downloads and a shift in brand innovation perceptions. With a relatively small pool for a potential target market, the download targets were ambitious. Having a small target market but a challenge to effect brand tracking scores in itself presented more challenges when creating an effective and efficient campaign.

Three key agencies from the DDFH&B Group, DDFH&B Advertising, MindShare and RMG, created an integrated communications approach which resulted in achieving year end targets within one week and managed to substantially and positively shift brand tracking scores, which was all the more impressive considering the relatively small budget.

The campaign idea was about Getting in Touch, an idea inspired by both the touch screen technology you experience when interacting with the app and also the human truth that people want to keep in touch. This thought drove much of the media selection, which included an interactive shopfront into which two giant phones were built, allowing people to interact with a true-to-life replication of the apps functionality.

Messaging in different media was then tailored to maximise the strength of each channel with above-the-line driving awareness, online rich media driving direct response and explaining the app functionality. Meanwhile advertising in other iPhone apps directly targeted iPhone users and allowed them to download the app onto their phone immediately. Frontloading media and creating a big bang on launch day created buzz and excitement in social media and helped get the App into Top 5 free app charts and the 'Think Beyond' app name trending on Twitter.

This case study demonstrates how an integrated strategic approach combined with strong planning and a clear consumer benefit helped to create very positive impacts on Bord Gáis Energy's brand and drive savings for its business.

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