

AGENCIES



CLIENT



AWARDS

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NEW LAUNCH
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COMPANY PROFILE

Rothco's philosophy is best captured in our company mantra: 'Ideas that grow business'. It is this philosophy that has seen Rothco grow over the past 18 years to what we believe is now the best collective of advertising talent in this marketplace. We are a thoughtful, curious, commercially astute and creative organisation. We bring a high level of passion to everything we do.

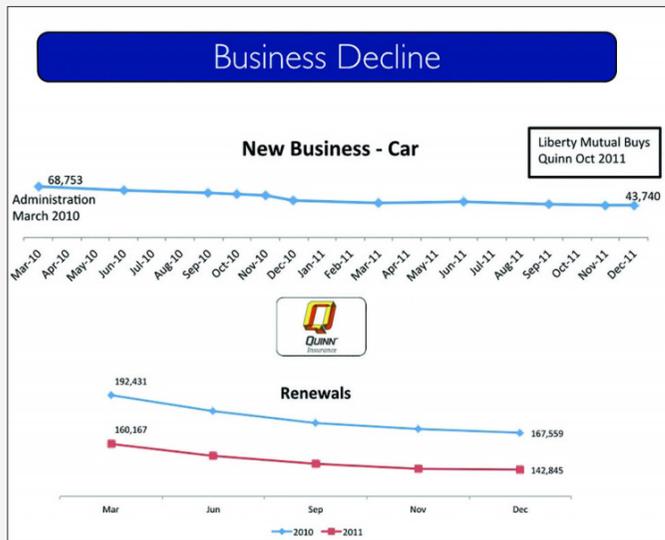
We have become one of Ireland's largest and most successful advertising agencies, established with the vision of providing a truly integrated approach to communications.

We are 106 people who come to work every day to deliver 'Ideas that grow business' for our clients. Every day is a chance to affect our clients' business. Every brief is unique and each client challenge is very real. Finding a true, compelling idea powerful enough to inspire great creative and simple enough to get noticed is how we deliver on our mantra.

Mediaworks was launched in 1996 and is part of Core Media, Ireland's largest media buying group.

Our approach has always been to firmly position our clients at the heart of everything we do. We see ourselves as an extension of our clients' marketing department. We don't see our remit as being limited to media planning but as an integral part of the greater communication process.

Our positioning is "Forward Thinking". This means being at the forefront in all aspects of marketing communications, not least the constantly evolving media landscape, in order to ensure our clients remain firmly ahead of the competition.



Competitor Market Share

| | 2007 | 2009 | 2010 | 2011 |
|--------------------------------|-------|-------|-------|-------|
| Aviva | 19.9% | 16.1% | 16% | 15.5% |
| RSA | 10.4% | 11.1% | 12.3% | 14.7% |
| FBD | 10% | 10.7% | 11.8% | 12.2% |
| AXA | 10% | 10.7% | 11.5% | 11.6% |
| Quinn/ Liberty Insurance | 12.2% | 10.4% | 8.5% | 6.2% |

Source: I.I.F. Statistics 2000-2011

INTRODUCTION & BACKGROUND

New business car insurance sales for Quinn fell from 68.7k in March 2010 (the month Quinn went into administration) to 43.7k in December 2011 (when Liberty Mutual took over) - a loss of 37% in the space of over a year and a half.

The Irish public voted with their feet. Quinn's share of the total insurance business halved from its 2007 high of 12.2% to just 6.2% in 2011.

In December 2011, Liberty Mutual Insurance, an unknown US based mutual, purchased the motor and home customer base of Quinn Insurance.

MARKETING OBJECTIVES

The advertising account was put out for pitch to appoint a new agency. Rothco won this pitch at the end of January 2012 and were tasked with launching Liberty Insurance into the Irish market.

Commercial Objectives

ARREST THE DECLINE! The overarching commercial objective was to stabilise the customer base, halt customer defection and start recruiting customers again - FAST!

The rapid and systematic erosion of the Quinn Insurance brand and the subsequent defection of customers over the period from 2010 to January 2012, resulted in company revenue and profit sinking. The longer that situation remained, the harder the turnaround would be.

Achieving a shift in both brand and business performance was of equal commercial importance. This needed to happen quickly and simultaneously.

Marketing Objectives

The marketing objectives were to:

- ▶ Launch and rebrand the existing Quinn Insurance business under a new name.
 - Increase consideration from 2% to 10%.
 - Achieve brand awareness of 73% by December 2012.
 - Increase share of quotes by 10% by December 2012.
- ▶ Arrest defection and grow customer acquisition.
 - Stop slide in share decline.

The Role for Communications

- ▶ Provide a rally call and reason to believe for internal stakeholders enabling them to break free and move on from a difficult past.

In order to re-ignite and align all departments and employees, a clean break was needed from the turbulence of administration, the reputational damage to the organisation and the loss of customers.

MARKETING OBJECTIVES

- ▶ Create a compelling story for the insurance buying public that could restore their faith in the insurance category.

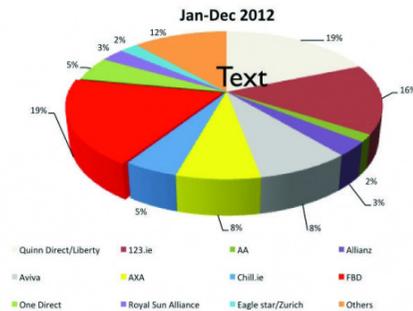
Research identified that the Irish insurance consumer had lost faith in the integrity of the core insurance product, believing that all insurance providers were self serving, particularly when it came to paying out claims. Customers cited the lack of transparency over terms and conditions and red tape, most believed they were used by providers to wriggle out of their responsibilities to pay out claims.(Genesis, W5 report 2011).

They paid their premium but they did not receive the 'peace of mind' that is implicit in that contract. They did not believe that any insurance company had their best interests at heart. There was little evidence from any of the providers for them to believe otherwise.

Media: Share of Voice

Quinn Direct share of voice 19% in 2009, 21% 2010 and 17% 2011

Liberty's share of voice for 2012 was 19% similar to the spend of Quinn Direct in the period prior to and during administration.



THE TASK

1. All elements to remain the same.

Over the course of the launch we would utilise the same people, the same products and the same price (no introductory offers), however we were required to deliver an utterly different brand message.

2. Limited Spend:

We couldn't outspend our nearest rivals. We had a total of 19% share of voice in a very noisy market.

3. Consumer antipathy towards financial services

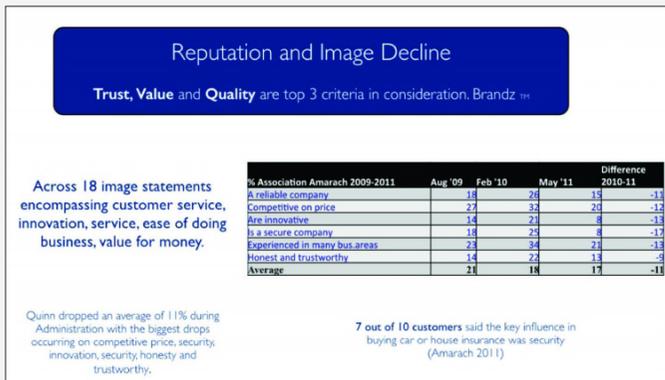
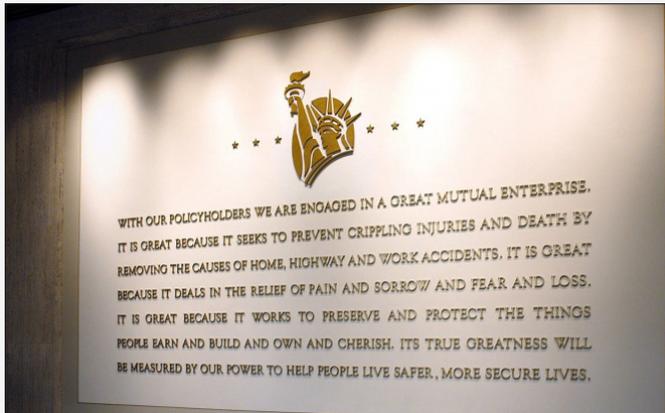
By the end of 2011 the endless and ongoing economic drone had resulted in an even more fed-up and hostile consumer. Insurance is something that consumers wish they didn't have to buy. There was a prevailing distrust of 'big financials, their recently exposed total disregard for customers and their money had left no brand with a shred of credibility, least of all Quinn Insurance.

4. No marketing function & a fragile workforce

There was no marketing heritage within the organization. The success of any new brand promise would be dependent on embedding the new brand values across the organization and getting employee buy-in. Quinn Insurance was located in three separate geographic locations across the country. Out of the 1500 employees, 1000 had been with the company for over 5 years. They had been through a very turbulent and stressful 18-month administration period. The idea had to be powerful enough to help build company relationships and motivate employees to deliver a new brand promise.

5. Armed only with advertising

Advertising had to lead the brand and business turnaround. DM and BTL are commonly employed in the sector as they can prove more flexible in accommodating regulatory information. No Direct Mail/BTL/loyalty, Contact or Broker programmes were utilised due to lack of time and resources. We wouldn't have this additional effective support.



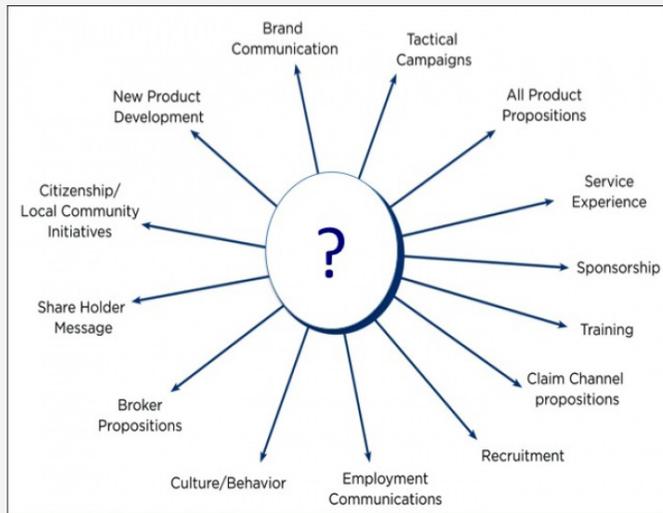
THE TASK

6. Chalk and Cheese

The Liberty brand philosophy was in stark contrast to the reputation of the Quinn Insurance brand at the time of launch. An organisation of real integrity, genuinely committed to putting customers first, Liberty had lived by its firmly held beliefs for almost 100 years.

The impact of strong brand credentials in a seemingly commoditised market cannot be underestimated. The insurance market is typified by limited brand loyalty and low involvement. So what impact does branding have in the world of insurance? The brand is shorthand for trust, value for money and quality expectations which are the top 3 criteria in the consideration set. All key brand scores for Quinn had tumbled from February 2010.

The commercial & communications objectives were challenging and time was short: We only had three weeks from winning the pitch to launch date of phase one of the campaign in print, radio and online and a further 3 weeks to create and produce a 60' launch TVC. Unlike many brand campaigns, this one required fast and dramatic results. The campaign had to stem the rapid decline of customer acquisition rates, revenue and profit. In this scenario, time really was money.



THE STRATEGY

Our course of action was to “Burn the Boats”

In 1519, Hernando Cortez set sail from Cuba to the shores of the Yucatan to take the world’s greatest treasure. When he and his company arrived, Cortez told them to “Burn the boats.”

Cortez stated they would conquer the Yucatan army, gain their fortune and take the Yucatan’s boats home. To create a new organisation and new brand for Liberty, we couldn’t look back to go forward.

Much more than an advertising line was required to change attitudes and behaviours within the organisation. The idea had to work beyond communications. We developed a Brand Mantra; one singular thought that could unify a ‘new’ organisation. This was our ambition: to give purpose, direction and clarity to the organisation.

The Opportunity:

Irish consumers did not believe that the insurance company had their best interests at heart. They believed they were actively out to get them when making a claim. Clearly, this was not the way insurance should be. The customer need for protection and genuine peace-of-mind was not being met.

Liberty Mutual’s global brand positioning was based around ‘mutual responsibility’, requiring both consumer and insurer to behave in a responsible manner. We believed Irish consumers would wholeheartedly reject any idea from a corporate financial that prescribed their behaviour in any way or placed any expectations on them. We were a long way off an equal relationship of trust between the category and consumer.

However the Liberty Mutual brand and company did have heritage to credibly talk about ‘trust’ and ‘integrity’. Founded over 100 years ago in Boston, USA, it was known in the US as an organisation of real integrity, genuinely committed to customers. Its ethos was ‘to preserve and protect the things people earn and build and own and cherish’ and ‘to help people live safer, more secure lives’. It had earned a reputation of being a responsible insurer. It had a strong reputation as a good corporate citizen and a prosperous player in the insurance space, ranking on the Fortune 100 list of largest corporations in the U.S, with 900 offices worldwide.

THE STRATEGY

We believed there was an opportunity to present the Irish insurance consumer with an alternative. A provider of insurance that they could believe in, that was capable of restoring their faith in the core insurance contract – payment of a premium in exchange for protection and peace of mind.

Insight

Most insurance companies hide behind the small print and you never know what you're covered for until you make a claim. What is meant to be reassuring protection often ends up being a battle in order to get what's rightfully yours.

The Liberty proposition and key brand benefit was encapsulated as:
'We do the right thing by you.'

THE IDEA

Translating A Solid Strategy into a Gripping Campaign

Strategically, the proposition of 'We do the right thing by you' was solid: it was differentiating - positioning the brand around an unclaimed territory that customers really craved and meeting customers' pain points and needs in a better way.

We set about creating a brand that would stand for truly unique values in this category. A provider of fair and square insurance cover that delivered reassurance and responsible protection for Irish consumers. Integrity, decency, fairness and transparency lay at the heart of the idea.

The Liberty Insurance Brand Idea became:

'Insurance The Way it Should Be'

A statement that encapsulated the Liberty philosophy

More than just an advertising idea.

- ▶ It was a rally call to the entire organisation.
- ▶ It was a unique statement of purpose for Irish consumers.
- ▶ It was credible, distinctive and brave.
- ▶ It would require organisational buy in to achieve success and therefore bring about change.
- ▶ It was upfront and customer centric, it could restore consumers faith in Insurance.
- ▶ It had the power to unite everything the organization did going forward.
- ▶ It was a container for 'responsibility', the basis for the parent brand positioning.

Creatively, the challenge was to anchor this proposition in credentials that were going to persuade people that Liberty Insurance was a brand and company with great heritage, that was significant, proven and had trust. However, a brand has to earn trust, not tell people to 'trust it'.

We knew we had to create a new narrative, by being meaningful, credible and highly distinctive.

THE IDEA

The creative idea had to be capable of overcoming a series of challenges:

- ▶ Liberty's Heritage in Ireland was non-existent
While the Liberty Mutual Corporation and brand had great credentials to build from - it was an unknown brand in Ireland.
- ▶ 'Trust' and 'Integrity' for financial institutions was at an all-time low in Ireland
Following the fallout from the bank bailouts and the distrust of banks and large financial institutions generally - was it credible or wise to centre a new insurance brand around 'trust' and 'integrity' alone?
- ▶ Engagement
'Trust' stories relying on proof can be notoriously dull. Creatively, the idea had to really grab people and be capable of engaging them on an emotional level to break through. This is notoriously difficult in financial services, particularly in a low involvement category like insurance where the consumer is only considering the product for 4 to 6 weeks of the year.

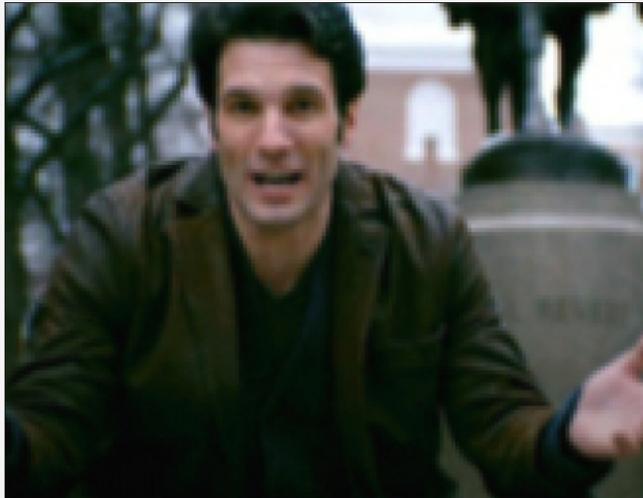
Creative Strategy:

We strongly believed that Liberty's American roots would lend weight to the credibility of the brand idea. Due to many high profile white-collar incarcerations in the US. (Enron, Lehman Brothers, Bear Sterns etc.) we could benefit from Ireland's implied understanding of higher standards of US corporate governance by highlighting Liberty's American heritage & financial credentials.

The message could only be based on a consumer truth. Insurance companies are responsible for upholding their side of the deal by providing fair and square insurance. Providers had long been using 'peace of mind' as the emotional smoke screen by which to appear sincere, human and customer focused. We set about creating a genuine brand purpose that all competitors lacked.

Eureka! Face the problem head on! Use the insight as a creative springboard; Irish consumers did not believe that insurance companies had their best interests at heart.

Enable the brand idea "Insurance the way it should be" to be delivered as the core message and make it distinctive. This idea formed the tagline of the campaign and shaped the articulation of the new



THE IDEA

Liberty brand. The idea had to imbue the brand traits of: Fairness, Decency and Transparency.

Creating an appropriate 'messenger' was key to our success. We discounted many tried and tested approaches.

- ▶ Staff – Not consistent with 'Burn the Boats' strategy.
- ▶ Customers – Not credible from a new arrival.
- ▶ Humour – Our message didn't lend itself to being trivialised
- ▶ Personality – They could have overpowered the new brand idea and dominated the message.

Creative Idea

Create a 'people's champion' to present the customer perspective rather than the company's. We had a compelling idea, now we needed a delivery vehicle for it. The authenticity of the delivery was crucial. After a forensic and extensive casting process in New York and Massachusetts, we found the homegrown hero we had been looking for.

Meet Bobby!

Authentic – US, Boston, reinforces the brands roots.

Believable – represents 'every man'. Does not feel like a paid spokesman.

Likeable – cannot be overstated.

Distinctive – vital for a new brand.

An openly optimistic, fresh-faced, straight-talking, 'all-American' guy in the persona of 'a people's champion' instantly resonated with a public hungry for change, optimism and confidence. Men

THE IDEA

wanted to have a pint with him and women wanted to marry him!

A 60" TVC 'Manifesto' commercial launched the brand idea of 'Insurance the way it should be'.

'Manifesto' was written to connect on an emotional level. A company opening themselves up, declaring their point of view and purpose. The idea of 'Insurance the way it should be' was developed to act as a powerful counterpoint to all the insurance communication noise in the market.

Shot in over 19 locations, the commercial took the viewer on a journey from Boston, showcasing Liberty's century old roots whilst explaining the brand philosophy. Each location was carefully chosen including Harvard, Irish South Boston alongside residential and industrial areas, concluding in Dublin with Liberty's arrival message.

Here's a taster of the production:

The landscape, the New England landmarks and Bobby's distinctive delivery were appropriated by the brand, which bolstered the credibility of the message.

Ireland has a long, positive history and relationship with America: nowhere is that more apparent than in a city like Boston - home to many Irish Americans and a familiar, nostalgic port-of-call to thousands of Irish J1 students.

Both 'Bobby' and Boston anchored the Liberty brand story in a way that was from far enough away to be trusted, while also 'familiar within Ireland' to appeal and be relevant.

Media Strategy & Campaign Rollout

The launch strategy was developed using two central approaches:

- ▶ **MEET YOUR NEW NEIGHBOUR STRATEGY:** Trust, sense of community and "would you invite this personality to your home?" were key questions we asked ourselves. The purpose was designed to introduce Liberty Insurance as you would a new neighbour. The media strategy was anchored in advertising in the most trusted media, in order to align the arrival of Liberty Insurance with the most influential media in Ireland.



THE IDEA

- ▶ **BLUE BLANKET STRATEGY:** To effectively “Burn the Boats” we had to ensure that our media coverage became a conversation point. The strategy was to build coverage, impact and brand awareness as quickly as possible.

PHASE 1 – HELLO CAMPAIGN

February 19th to March 12th- OUTDOOR, PRESS, RADIO STINGS & ONLINE. (On developed by In the Company of Huskies)

A high frequency strategy played an important role in our objective to firmly demonstrate the arrival of Liberty Insurance. We had to ensure that the message was delivered repeatedly over a short number of weeks. It was therefore key to find media vehicles that could deliver on all fronts.

Outdoor: Make a simple, confident statement of arrival and establish the key visual identity of the brand. We literally painted the town blue. How you say something is as important as what you say. Maximum visibility outdoor became the perfect media to clearly introduce ourselves, drive brand recognition and demonstrate Liberty’s commitment to entering the Irish Market.

Sponsorship: Radio weather stings and the ‘Late Late’ sponsorship TV stings all worked to the same creative construct with supporting messages of the brand’s heritage, values and arrival in Ireland. Sponsorship across TV and Radio were used to cement trust using our neighbour approach.

Press: Enabled a longer story to be told, highlighting some key elements of the heritage and value behind the brand.

PHASE 2 – MANIFESTO TV & LATE LATE STINGS – March 12th

Manifesto TV was a clear declaration of the brand purpose and our stated intention as a new player in the Irish Market. It served to communicate Liberty’s new Brand Mantra of ‘Insurance the way it should be’.

New Late Late Show Stings were replaced with brand messages from Bobby.

THE IDEA



“ We're Liberty Insurance.

We've just arrived in Ireland so we thought we'd introduce ourselves.

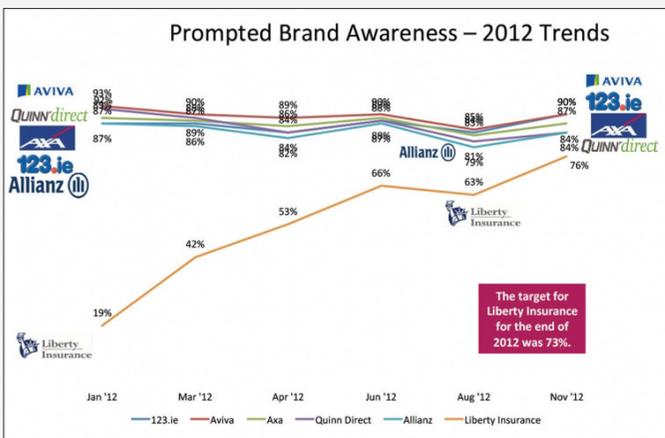
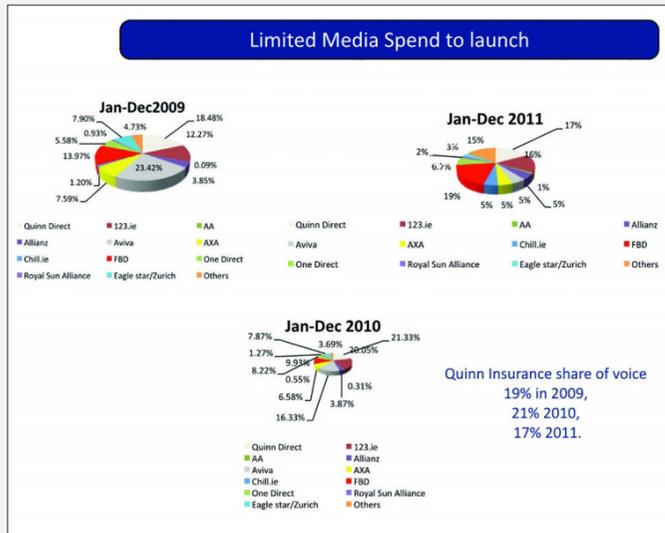
We come from Boston and we were set up 100 years ago this year to help our customers live safer, more secure lives by protecting what matters most to them. We have a simple philosophy focused on doing the right thing.

Over the last century we've been putting this into action - sponsoring road education in schools during the 1940s and campaigning for seat belts in the 1950s. And, for more than half a century, the Liberty Mutual Research Institute for Safety has helped to improve the health and safety of workers worldwide.

Doing the right thing has led to us becoming one of the biggest insurers in the world.

Now - in motor, home and commercial insurance - we're bringing that philosophy to Ireland. So visit our website or pick up the phone to Liberty Insurance.

And say hello. ”



THE RESULTS

The impact was immediate. The Liberty Brand Mantra of ‘Insurance the way it should be’ communicated through Bobby, as the ‘people’s champion’ succeeded in achieving widespread awareness and successfully translated this into consideration, quotes and sales.

It also did this very quickly. Liberty’s media spend and share of voice in 2012 remained consistent with the previous two years in line with competitor levels. No extra media budget was invested despite the re-launch. For 2012, Liberty’s share of voice was 19% vs 19% for FBD, 16% for 123.ie.

Brand Scores Performance

Brand awareness jumped following the ‘Manifesto’ campaign launch as is evident from this chart which shows a steady rise from February 2012 - the month the campaign launched.

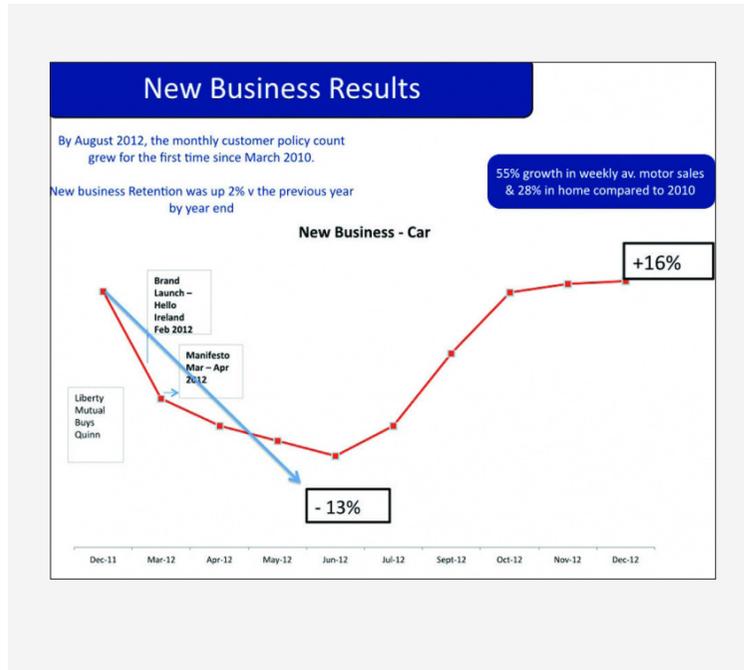
- ▶ Prompted brand awareness, all adults, rose from 29% in January 2012 to 76% in November 2012 - a jump of 45% just nine months into the campaign.
- ▶ Our ‘Burn the Boats’ strategy had worked. As spontaneous brand awareness of Liberty Insurance grew from 0% in January 2012 to 28% by December, Quinn Insurance scores fell from 48% to 14%.
- ▶ Brand consideration for Liberty rose from 2% to 24% over the year from January 2012 to December 2012. Liberty was now in the top 3 brands for insurance consideration.

New Business Performance

At the end of 2012, business performance in motor had been transformed from a -26% decline in 2010 to +10% growth.

| Growth/ Decline year on year | 2010 | 2011 | 2012 |
|------------------------------|------|------|------|
| New Business | -26% | -8% | 10% |

- ▶
- ▶
- ▶ Six months after campaign launch, by August 2012, the monthly motor policy count grew for the first time since March 2010 as customer acquisition grew.
- ▶ New business motor sales increased by 16% in Q4 of 2012.
- ▶



THE RESULTS

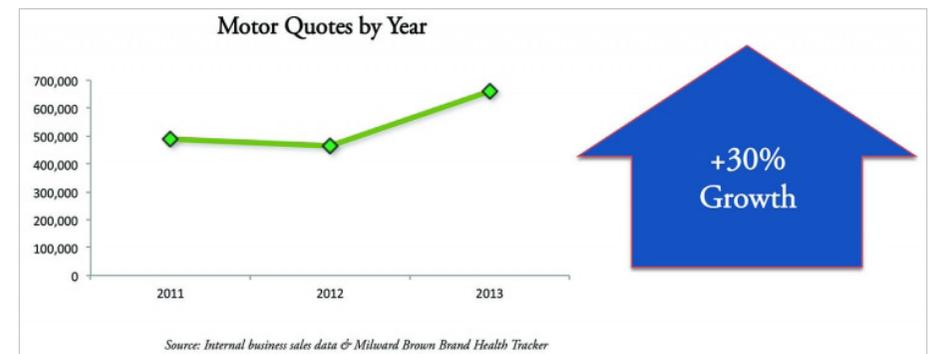
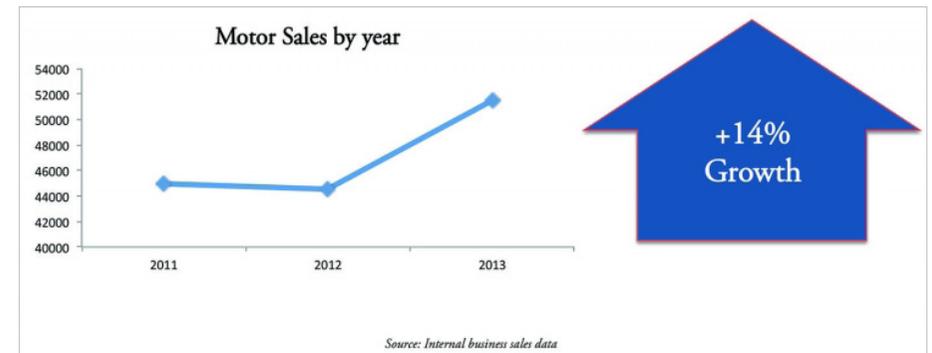
There was a 55% growth in weekly average motor sales and 28% growth in home compared with 2010.

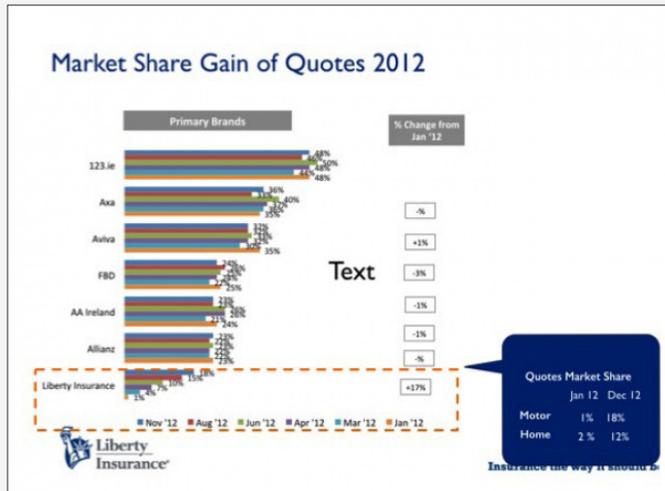
By the year ending 2012, the customer base had grown by 8.4% and retention was up +2% growth - following years of defection and decline.

Growth in Sales

Motor policy sales grew by 14% over the 10-month period.

Growth in Brand Share:





THE RESULTS

Growth in Brand Share:

The motor customer base accounts for 90% of the total business. By the end of 2012, the rebranded Liberty business had grown market share.

| Brand Share % | Jan 2012 | Dec 2012 | % Change |
|---------------|----------|----------|----------|
| Motor | 8.9% | 10.4% | 16.7% |
| Home | 3.27% | 4% | 18.25% |

Source: IIF Non-life Members' Gross Written Premium Quarterly Data 2005-2012.

ROMI

A complex calculation

The exact APRU of an insurance customer is impossible to predict in year one. You can't estimate the value of a customer when they sign up, because their value is only released if they don't claim or renew their policy.

Actuaries forecasted that if the organisation's 2010 and 2011 rate of decline continued, it would cease trading by late 2013. The commercial projections for 2012 and 2013 were to report losses in both years.

Profitability target surpassed

The parent company Liberty Mutual set a breakeven target of December 2015 for Ireland. Liberty Insurance will break even at the end of 2014, 12 months ahead of their global target.

By November 2013, Liberty Insurance generated a total income of €224m. This is compared to an

THE RESULTS

income of €27.5m for the period between November 2010 and December 31 2011.

(Liberty published Annual Report 2013)

Turning revenue into profit

The profit ratio of business benefited hugely from the new brand idea. We moved from a high customer base of young drivers to a higher proportion of high value lower risk older drivers. Whilst younger drivers generate revenue through higher premiums, older safer lower risk drivers deliver higher profitability.

Revenue growth in declining market

Liberty Insurance achieved the strongest revenue growth in the industry in 2012. Revenue increased by 6% in a sector that was down 3% in value and 6% in volume. (IIF report)



THE IMPACT

The power of a Brand Mantra

Appealed to more segments, driver profitability and growth.

The credibility and uniqueness of the brand idea and creative approach proved to have far reaching appeal. Although not a youth brand, the Quinn Insurance book was heavily skewed towards younger drivers, as it mainly competed on price. Liberty's brand idea of 'insurance the way it should be' and the 'Manifesto' campaign had universal appeal, thus attracting a wider base of customers.

The result was a substantial increase in better risk profile customers and therefore more profitable in the long term. Over the launch period there was a 35% growth in full 'no claims bonus' lower risk, high value drivers.

Amplifying the brand.

In early 2013, Liberty agreed the take over of the sponsorship of the GAA All Ireland Senior Hurling Championships. Alongside this they also chose to sponsor the Camogie Championships. This GAA and Camogie Association partnership was a first, embracing gender equality for both sides of Ireland's oldest field game. Why? Because that's the way it should be. This positioning and subsequent communication of the sponsorship celebrated Liberty and the GAA's shared core values of integrity, decency and fairness.

Had the brand idea not been established in the unique way it was, would a new American brand be palatable for the die-hard GAA fans? The Brand Mantra guided this unique sponsorship positioning. 51% of all adults felt it demonstrated Liberty's commitment to the Irish market, whilst 50% of all adults agreed that it reinforced the brand's understanding of Irish people's passion for the GAA and sport. It delivered brand consideration of 40% among those aware of the sponsorship.

NEW LEARNINGS

Advertising Works: Big Problems need Big Ideas

Many marketers faced with this challenge would argue that it is not realistic to expect a business and brand to transform its fate with advertising alone. This case shows how a big brand idea and creative campaign, anchored around a proposition that answered the insight directly turned around the business.

What is also striking about this case is the speed at which a TV-led campaign achieved the business and brand turnaround - in ten months - proving that there are times when no medium works as effectively as TV to emotionally connect and achieve big attitude and behaviour shifts.

Placing their new Brand Mantra at the heart of the organization has resulted in 'Insurance the way it should be' being represented throughout all aspects of the organisation. It now steers the behavior, associations, service, product, operational procedures and strategic decisions within the company.

SUMMARY

This case proves how a differentiated and brave idea enabled advertising to be Liberty's most powerful commercial tool. Great ideas work and can not only transform the fate of a business, but also become an organisational mantra to guide and unify.

Within ten months the brand formerly known as Quinn Insurance, broke with the past, stemmed the loss of customers and established itself as a leading player in the highly competitive Irish insurance market by launching under a new name - Liberty Insurance.

What makes this case truly remarkable is that only the skin of the organisation would change. The same people, same product, same price and channels were all in play.

"The outcome achieved from our launch advertising has proved to be one of our greatest commercial successes. The outstanding results helped stabilise the business and place the brand on a robust strategic and creative footing. Through our new mantra of "Insurance the way it should be" we set a new tone of confidence and optimism that had been lacking for some time. It has essentially set a benchmark for the organisation and all employees to aspire to, from product through to sales and customer service. This statement of intent in our advertising imbued confidence externally and internally. We've even brought this thinking through to our sponsorship of the GAA. We continue to benefit from the ROMI from this campaign."

John McDonagh, Head of Marketing, Direct Sales & Corporate Communications, Liberty Insurance

"We had a decision to make as we entered the Irish market. Do we try and retain some old brand values from the former business or do we start afresh? With a new agency team we set our selves one of the biggest challenges in the category. Launch an unheard of brand with NO heritage and without any mention of Irish credentials. The team set about carefully crafting a journey based on the truth of our organisation from Boston to Ireland. The result was outstanding. We took over the country with our 'Hello Ireland' outdoor. Our spokesman 'Bobby' from our TV campaign became one of the most recognisable faces within months. And much more importantly we quickly established the trust of our

SUMMARY

existing customers and the interest of a whole new body of shoppers. The process was breakneck, but one that left no stone unturned, which gave us the confidence to push every aspect of the business forward at the same time. To do that from a standing start with a financial brand took courage and determination. Thankfully we had both. The brand is now one of the most well established in the sector and the campaign continues to deliver ROI to this day.”

Annette Ní Dhathlaoi, Head of Marketing, Liberty Insurance

MEDIA GALLERY

CREATIVE

