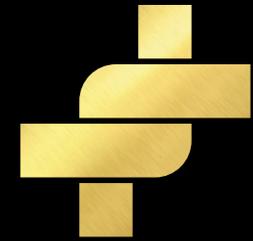




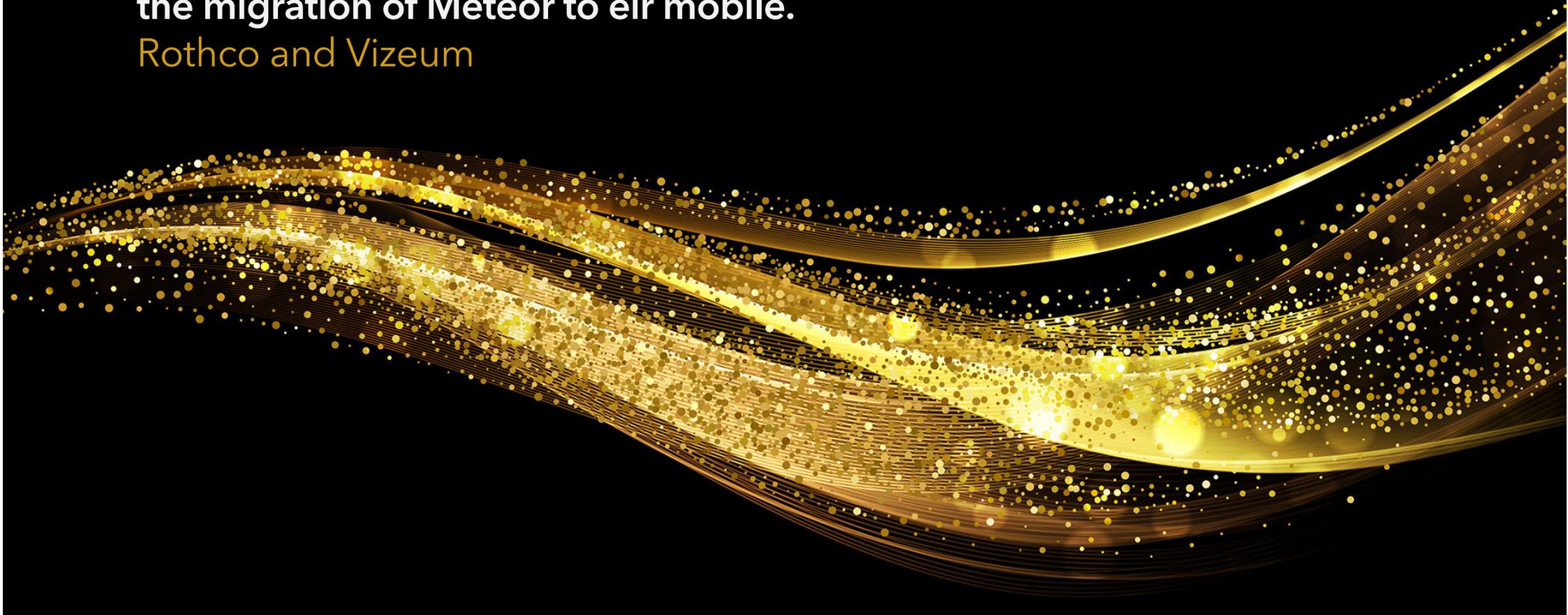
BRONZE

IT/Telecommunications and Digital
**Eir Mobile - 'Speak now or forever hold your peace' -
the odd couple union that went off without an objection,
the migration of Meteor to eir mobile.**

Rothco and Vizeum



ADFX
AWARDS
2018



Company Profile

Rothco

Rothco is a multi-award winning creative agency that is part of the Accenture Interactive network. We are passionate about ideas that solve commercial problems with creative solutions. We are 160 people changing the fate and fortunes of global and local clients.

Vizeum

Vizeum was set up in 2004, and in March 2013 became a wholly owned subsidiary of Dentsu Aegis Network Ireland Limited (DAN). The fastest growing agency for a number of consecutive years, Vizeum have most recently evolved again, bringing a fresh approach to the areas of converting in-market audiences and delivering exciting brand experiences.

The agency sits in a unique place in the marketplace, offering an unmatched understanding of data, technology and how media can tangibly deliver business growth. Vizeum has won at all major advertising awards over the last 10 years and is a multi-award-winning agency in delivering data driven media solutions.



Introduction and Background

Dearly beloved, we are gathered here today to talk about the successful bringing together of Meteor and eir Mobile – two mobile brands that couldn't have been more unlike.

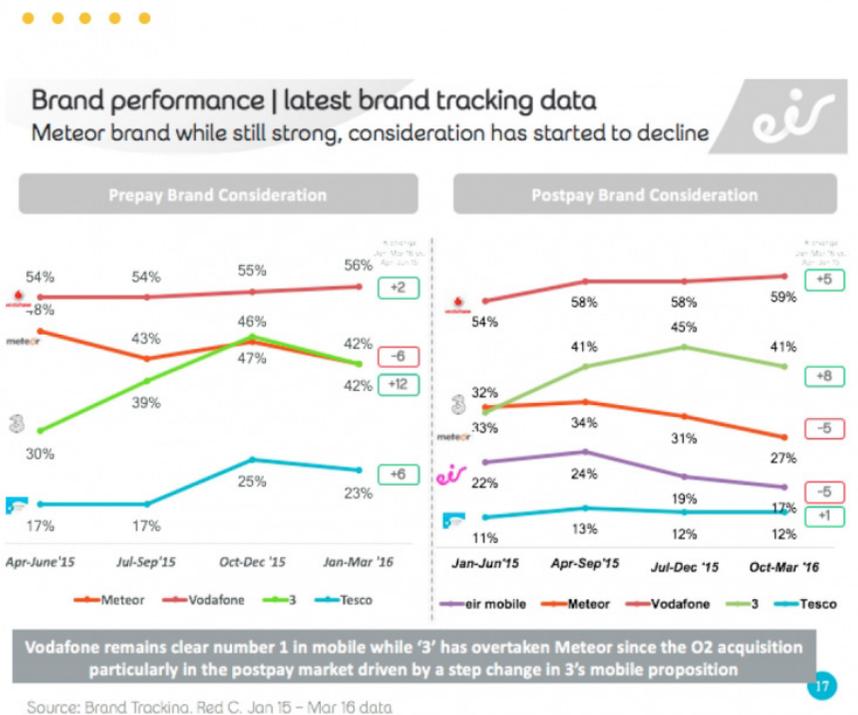
There was Meteor - the irreverent joker and original value challenger, No. 3 player with 18% market share.

Then there was eir Mobile - quiet, vanilla, 4% market share.

Both brands were owned by eir, Ireland's largest telecommunications provider but kept separate because they spoke to such different audiences. However in 2017, it was decided to retire the much larger Meteor brand for two key reasons:

1. Meteor had been losing share with its youth heartland. Prepay were moving to Three for their All You Can Eat Data proposition, and bill pay were turning to Vodafone as the most trusted mobile network. (Figure 1).

Figure 1: Brand Tracking, Red C, Jan- March 2016



Introduction and Background

2. Consumers were slowly shifting towards combined service providers. (Figure 2). Vodafone had expanded from mobile into TV/ broadband and conversely Virgin had entered into mobile. Eir was market leader in broadband, but its weak mobile brand was holding back consideration of it as a combined service provider.

The business future lay in the higher revenue that would come from combined services or 'bundled' customers. To reach the long-term goal, we were braced for a short-term fall. The vast majority of Meteor customers were not tied into a contract, and eir Mobile was 6th on the list of mobile brands they would consider (Figure 3). The big threat was this arranged marriage would not please them. Our task was damage limitation. We had 9 weeks to build up credibility in the eir Mobile brand before Meteor became eir and the floodgates were opened for consumers to turn into runaway brides.

Figure 2: Comreg Irish Communications Market Quarterly Key Data Report - Q3 2017

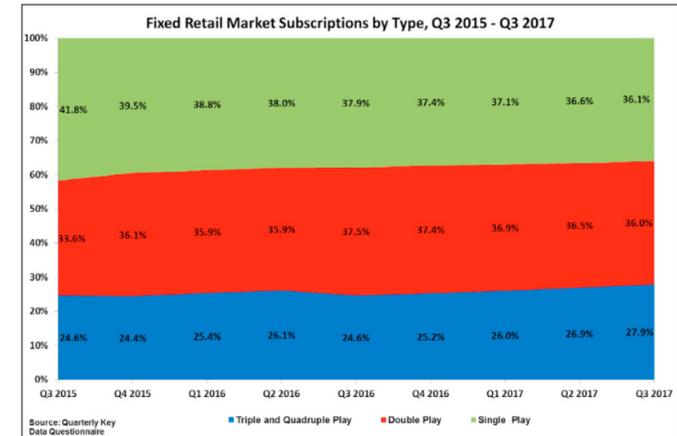
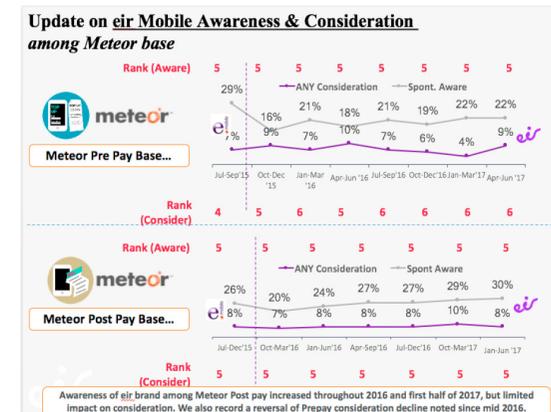


Figure 3: Brand Tracking, Red C, April- June 2017



Marketing Objectives

Meteor would cease to be on the 8th of September 2017. We had just July and August to build up credibility in the eir mobile brand before we announced the merger with a bang in September. In that time, we needed to convince as many of the Meteor customers as possible to stay with us. This was a critical starting step of a longer-term business strategy of evolving eir mobile into a top 3 player in the mobile market.

a. Commercial objectives

We were rolling a bigger mobile brand into a brand with significantly less consideration, so we were braced for the negative impact of that decision on revenue for the second half of 2017. The likely business impact was analysed given previous acquisition and retention trends, and offsetting against the assumed positive impact of any campaign activity. The projection was a 10% loss of our net Meteor customers across both prepaid and bill pay by the end of 2017. *(Table 1 value of this loss excluded from public version)*

To contextualise this loss projection, in 2015 when O2 migrated to Three they lost 0.6% revenue market share in the 6 months' post-merger, a value of -€2,374,014. *(Source Comreg Q4 2015).*

Marketing Objectives

Given the gradual share decline of Meteor prior to migration, and the high number of customers we had not locked into a contract, we had a much larger hill to climb and expected the fallout to match.

- Our commercial objective was to minimise revenue loss by year-end.
(Table 1 value of this loss excluded from public version)

b. Marketing and communications objectives

To avoid repetition, we have combined the marketing and communications objectives together.

The marketing and communications goal was, in essence, damage limitation. We had a short window of time to heighten eir Mobile's brand credibility (through promoting our network power, bill pay proposition and Wi-Fi calling innovation) before we announced the Meteor migration and promoted our prepay proposition. What we told people, and how we told them would determine our success. Very few people had direct experience of eir Mobile to reasonably judge network efficacy or speeds, so brand perception would lead consideration for most consumers. Would Meteor customers believe that eir Mobile was as good as what they had before, and would it appeal as much to switchers in the market?

Marketing Objectives

Our communications needed to answer these concerns and thus our objectives were threefold by year-end:

- Drive awareness and consideration of eir Mobile through network, innovation and proposition advertising. Our target was a +15% increase in spontaneous awareness and +10% increase in "Any consideration".
- Drive mass awareness of Meteor becoming eir - a can't be missed announcement to the world of prepay that eir Mobile was now open for business for them. Our target was 55% awareness of the migration.
- Communicate in a way that would connect the eir Mobile brand with a younger audience and drive positive brand perceptions with the previous Meteor customer base.

The Task

In merging these two very different brands, our biggest threat was how easy it was for most former Meteor customers to use the changeover as a prompt to switch to any of the other more popular mobile brands in the market. Prepay customers are by their very nature easily turned, not tied to contracts so they can leave if something better comes by. We were fighting to convince Meteor customers to stay with us (even though we were such a different brand to the one they had bought into) and to attract new customers to join.

Above and beyond this, we were faced with some additional massive challenges:

1. Starting from a very low base - **spontaneous brand awareness** for eir Mobile was just 26%, and ad awareness 15%. "Any consideration" was at 10% and "First choice consideration" a mere 4%. This was dramatically below Meteor scores and even further behind our main competitors (*Table 2*), the top 2 of which held 72.8% share of the mobile market (*Source Comreg Q2 2017*).

Table 2: Brand Tracking, Red C, April – June 2017



	Spontaneous ad awareness all adults	Any consideration all adults	First choice all adults
Meteor	49%	34%	18%
Eir Mobile	15%	10%	4%
Vodafone	72%	52%	34%
Three	39%	40%	21%

The Task

2. No natural Meteor/ eir Mobile relationship - even more alarming was that **consideration scores were even lower amongst the existing Meteor base.** While all adults had “Any Consideration” of eir mobile at 10%, Meteor prepay customers were at 9% and bill pay dropped to 8%.
3. **No killer proposition** - Three had the best data deal for the prepay sector with an unlimited usage proposition that we couldn’t match. With an expected squeeze on revenue, the business could not subsidize a market-leading offer that could buy us our retention or acquisition targets. We had no killer handset, content license, or price point to lure consumers out of their current consideration hierarchy.
4. **Time poor** - perceptions can be changed over time but this was a luxury we didn’t have, with only a 9-week gap for us to build up the brand before migration.
5. **Network negativity** - Qualitative research had shown Meteor was perceived as network with poor quality coverage. (*Figure 4*). This was a perception that we needed distance eir Mobile from when the brands merged.

The Task

6. No pot of gold- throwing endless budget into generating awareness was not going to be an option. In fact, our **SOV was 1% lower than the previous year.**

So, we had only a few weeks and limited budget to organise the big day, most guests hadn't RSVP'd and we had no entertainers booked, the bride and groom couldn't have been more different to one another and some guests had threatened to object at the crucial moment. A challenging task indeed.

Figure 4: MCCP Qualitative Research, June 2016



Brand Performance | Meteor brand perception U35's
Meteor is still perceived as a starter network, strong on value but low on network quality

- Starter network** - The Meteor brand is remembered nostalgically by people aged 25+. It is seen as a starter brand for younger people.
- Not relevant** - Many remember it as the brand they had their first mobile phone with but it no longer holds relevance for them as they've moved to a 'grown up' network.
- Value perception declining** - Meteor no longer perceived as value for money but is seen as cheap driven by '3' who have set new standard with AYCE data.
- Unreliable with bad coverage** - There is also a lack of faith in Meteor's coverage. This creates a barrier for customers and non customers as constant connection / instant data has become more prevalent.

Investment in building network credibility and value would be required to revitalise Meteor

Source: MCCP Qualitative Research, June 2016

The Strategy

Bridging function and emotion

Our job was to rapidly inject some personality and meaning into the eir Mobile brand. With awareness so low, the brand was a blank canvas that needed to be filled with things that people wanted to see and that would make the brand relevant to them.

Qualitative and quantitative research underlined how important it was to establish that the eir Mobile network had the power and reach people needed for modern living. In addition, we would need to accommodate promoting different prepay and bill pay offers over the 3 months of the campaign. So, lots of rational messaging to be communicated. However, rational alone was not going to be enough. These were mere hygiene factors in the category, and we needed to start to give the brand meaning above the functional to carve out a bigger space for it in a category of well-established leading brands.

We needed an idea that would bridge the massive gulf between two disparate brands, an idea that would resonate with a younger pre-pay audience while not alienating older, existing customers. With this sort of stretch, it had to be an idea that came from a universal consumer truth.

The Strategy

Diving deeper for a unifying insight

Through qualitative research, we untangled the emotional needs that lay beneath the functional when it came to mobile phone usage. People lived their lives on their phones- work, social, entertainment; administration- it all happened on their mobile. From the big things to the minutiae of daily life, their mobile was a tool that let them keep doing what they wanted to do. If their provider's coverage, speed or tariff limits let them down, they felt the huge frustration of unfairly being held back. The recession had put the country on pause for a decade. In the aftermath, consumers felt anything that hindered their progress even more keenly, and riled against it. They wanted nothing to stand in the way of their doing.

We wanted to show them that eir understood that it wasn't about bytes and towers, but what people went on to do on their mobile that was so amazing. Our network, with 99% population coverage and 96% 4G coverage, was a network that would allow them to make incredible things possible wherever they were in Ireland and would let them keep on doing with abandon. Our proposition was that eir Mobile was the 'Powerful Everywhere Network'.

The Idea

Creative Strategy

We needed to communicate in a way that made a younger audience tune into the “grown up” eir brand, while avoiding alienating existing or potential bill pay customers. We needed to deliver a network power message that would cut through in a category where this claim had been done to death. Offend no one and build rational credentials- ingredients that could easily be turned into bland and forgettable creative that would not connect us with a new audience. So how do we put a spin on the familiar, connect while being rational, and marry the earnest eir and the irreverent Meteor?

Our creative strategy was to take the rational fact of eir’s powerful mobile coverage in every village, town, city and county in Ireland, and translate that into something relatable and human - a story of the incredible things people were using that coverage to make possible everyday across the length and breadth of the country, and the infinite possibilities that a truly powerful network allows.

Our idea - the Anything, Anywhere network

Our idea was to celebrate what can happen when you are free to do anything, anywhere. Our creative was a colourful and energetic homage to the diverse ‘doers’ of Ireland.

The Idea

The idea launched with a 40 second TV film. In this ad, 12 quick scenes played out featuring a cast of genuine, interesting and unique individuals from all around the country who use eir's network to make amazing things possible - from Panti Bliss to a fisherman, from a Special Olympics medal winner to a robotics engineer. These scenes showed a myriad of people from different backgrounds, ethnicities, and regions singing the song "Anything You Can Do I can do Better".

The familiar category trope in communicating network power is to show a myriad of remote landscape shots. We showed our network power through incredible people rather than just incredible places.

Key campaign elements

We used colour, music and a joyous tone to create a distinct look and feel for eir Mobile and to convey a brand full of energy. Through colour we created a kind of "heightened reality" which helped lift the campaign from familiar "real people" executions, and gave it real cut through.

In terms of music, the choice of track was a critical unifying device across the campaign.

The Idea

“Anything you can do, I can do better” was both a celebration of our cast of characters, but also a statement of intent from eir to their competitors - a desire to go further and to challenge the market leaders. It was rerecorded in a contemporary style to give the brand a modern energy and sense of dynamism.

Campaign breadth

The TV launch execution was accompanied by numerous cut downs with the ability to flex to accommodate various hero handsets, tariffs and our Wi-Fi calling innovation. It was also supported across social where we told the stories of our cast of characters in greater detail, and gave the brand a greater sense of depth. Most importantly, the key idea was carried into the announcement TV that Meteor is now eir - a joyous cacophony of “Yes I can’s”.

The bright colour motif and hero characters were used in all our print materials, and our music was the constant thread of all audio formats.

All the elements of the campaign combined to convey a brand full of energy, a brand with an optimistic view of the world, a brand with a powerful network that would give you the freedom to do anything, anywhere.

The Idea



The Idea

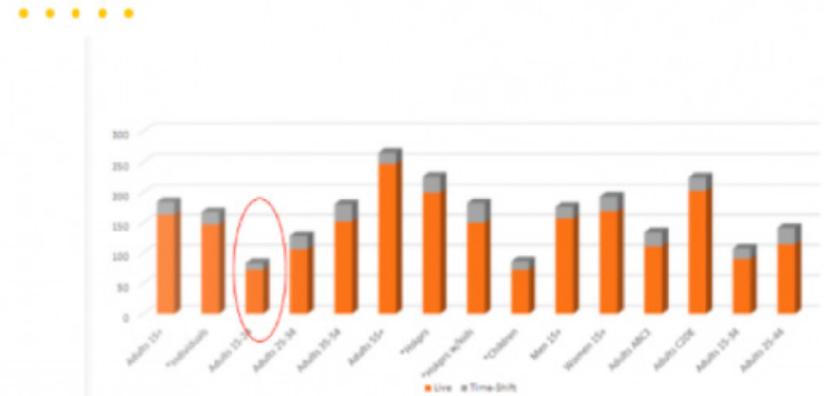
Use of channels

AV

Our media channels needed to reflect the change in target audience. Traditionally, our target audience are older and stronger viewers of TV. However, it was a younger audience we wanted to attract, and their viewing habits had changed dramatically in recent years. Overall TV viewership was down 15% YOY, and consumption was moving away from linear, live TV viewing to a range of catch up and online channels (*Figure 5*).

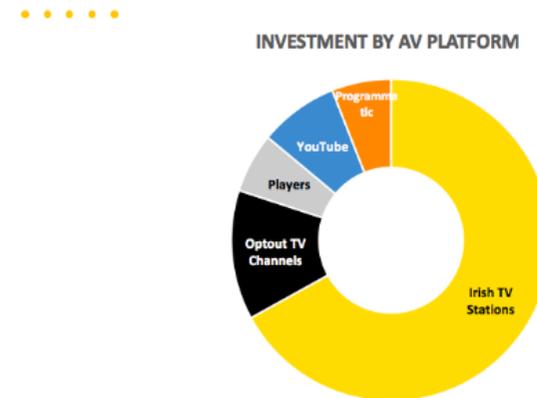
Analysing viewing patterns, our AV strategy evolved and we moved into non-traditional AV channels, including Broadcast Players, short form platforms such as YouTube, and Programmatic video channels (*Figure 6*). This mix was weighted to ensure we invested the optimal percentage into online channels for our younger audience.

Figure 5: Average minutes viewed Daily – September 2017



Source: TAM Ireland Ltd / Nielsen TAM / AV Mini, Total TV, Consolidated, National

Figure 6: AV Investment Mix



Source: Vizeum Ireland

The Idea

Tailoring our creative message to AV channels also ensured that we were listening to what our audience expect from an online platform. On YouTube, a platform where viewers are quick to skip, we ran 6 second Bumper ads ahead of engaging content for maximum brand exposure. On Broadcast players, where viewers cannot skip ads, we ensured that our shorter lengths ran to cause minimal disruption to the audience, while also ensuring we were getting our brand message across. On TV, we launched with longer creative lengths to educate our target around choosing eir as a prepay provider, only reducing to shorter tactical lengths once we had reached sufficient awareness of our brand message.

Digital

Creating a balance between upper funnel Brand tactics, and lower funnel sales tactics was a priority across our digital channels. We needed to manage conversation around the merger of Meteor and eir, while also maintaining sales targets at an extremely challenging and volatile time.

To deliver on brand tactics on a limited budget, we needed to focus on key timings for any high impact activity.

The Idea

This meant focusing our first burst around our initial launch in July, communicating our Everywhere Powerful Network proposition. A second burst of brand activity focused on the switchover date on September 8th. With brand safety and viewability as a priority in planning, we ensured all high impact formats ran with trusted digital partners (Figure 7).

Performance tactics focused on driving our audience right through from awareness to sale, highlighting a seamless process. In order to ensure we were talking to the right people, we used 1st and 3rd party data to identify potential switchover customers. We looked to consumers who were signalling an intent to switch mobile providers from Meteor, remarketing to them at critical times around switchover highlighting our brand values and network proposition, to ensure high conversion.

Figure 7: Digital Display



The Idea

Outdoor

Outdoor provided us with a key medium in which to target our younger demographic, with our target spending above average time outdoors, in urban areas and with proximity to city centre formats. Large format outdoor at launch and switchover allowed us to amplify our Network messaging, while smaller formats allowed us to tactically convey a mix of offer-based messages (*Figure 8*).

Radio

Radio allowed us to be agile across the duration of the campaign. While only a small proportion of our budget, varied creative on radio allowed us to tell the mobile network story, while tactical creative highlighted the many different offers. Our radio station mix shifted to a more urban station mix to fit our prepay profile audience. On our switchover day, September 8th, we ran a roadblock format across all key radio stations for our audience - a 3 minute ad that ran at 8.20am, ensuring we reached as many of our audience as possible with our message.

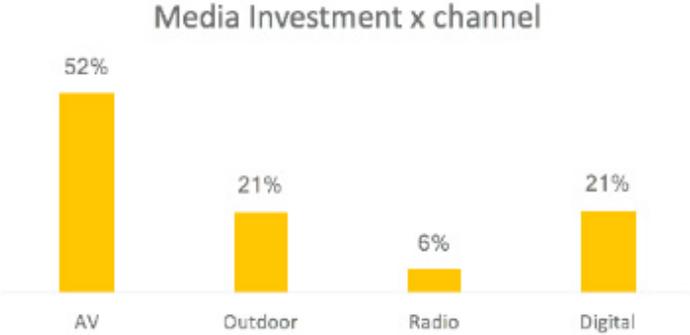
Figure 8: OOH Brand activity – 96 sheet



The Idea

Overall our media approach evolved to reach a new audience by embracing a less traditional media mix. With a new audience who consume media on their own terms, ensuring that our messaging was tailor-made for each platform was paramount. For a full breakout of Media investment by channel see Figure 9.

Figure 9: Media Investment by channel



The Results

A big joyous idea that celebrated possibilities is all well and good, but we needed to deliver real results to make this a happy marriage. We had had 2 months of activity before Meteor became eir on September 8th. So, by the end of the year how much had we made possible?

a. Commercial results

(i) Expectation: -10% drop in our net Meteor customers.

Outcome: a less than -2% drop in our pre-pay base and a more than +1% increase in bill pay customers. So we increased the total number of our most valuable of customers -bill pay have an Average Revenue Per User (ARPU) per month of €24.79 more than that of a prepay customer. (Source: Comreg Quarterly report Q4 2017).

(ii) Expectation: minimise revenue loss. (Value of this excluded from public version)

Outcome: Market Share Revenue increased +0.6%. During the same period Vodafone's dropped by 0.1% and Three's by -1.1%. This share increase was to the value of **€2,391,750**. (Source: Comreg Q4)

The Results

b. Marketing and communication results

(Source: Brand Tracking, Red C, Oct - Dec 2017)

i. Drive awareness and consideration of eir Mobile

- 63% awareness of eir Mobile Network TV, +13% above category norms
- +20% increase in spontaneous awareness from June to December, 5% above target
- Prompted brand awareness reached an all-time brand high of 84%.
- +5% increase on the statement eir mobile has good quality voice network for calls
- +18% increase in "any consideration", 8% above target
- +10% increase in "1st choice consideration"

ii. Drive mass awareness of Meteor becoming eir

- Meteor is now eir TV scored 66% awareness, +16% higher than category norms

The Results

- Within the first month, 60% of all adults were aware of the migration, climbing to 85% of eir mobile customers and 95% ex Meteor customers. By December, that had climbed to 64% (9% above our target), 99% and 99% respectively.

iii. Connect the eir Mobile brand with a younger audience and drive positive brand perceptions with the previous Meteor customer base

- eir Mobile brand image associations had improved by across the board by October, with +10 jump in Trust, Affinity and Network power scores. (Figures 10 & 11).
- +16.9% increase in positive sentiment for eir on social media

Figure 10: Brand Tracker, Red C, December 2017

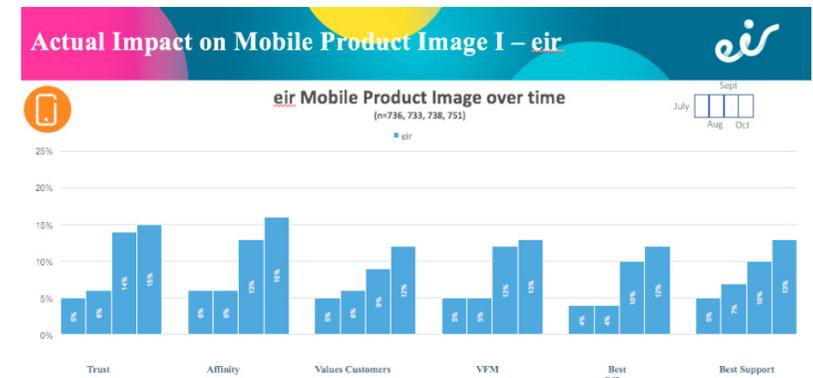


Figure 11: Brand Tracker, Red C, December 2017



The Results

In addition, we saw an increase in positivity across a number of key brand statements relating to brand affinity for both existing Meteor customers and a younger audience, see Table 3.

Discounting factors:

- Did we spend our way to success?
No, our SOV over the 2nd half 2017 was 1% lower than the same period in 2016 when we were supporting both Meteor and eir Mobile. In contrast, when O2 merged into Three in Q1 2015, their SOV almost doubled, jumping from 7-13% YOY.
- Did we have a new means of distribution?
No, Meteor retail stores were just rebranded to eir and total number of stores remained static.
- Did we have a market-changing proposition?
Tariffs available did not change during this period versus what was available prior to campaign, and the pre-pay offering that existed under Meteor remained

Table 3- Source : Brand Tracking, Red C, oct- Dec 2017

Statement	Agreement
I have no concerns or are willing to give eir a go and see what happens	88% of ex Meteor customers
eir is a brand for people like me	+10% increase for 16-24 year olds +11% increase for previous Meteor customers
eir offers a real advantage to me over others	+11% increase for previous Meteor customers
eir is a brand I feel close to	+8% increase for 16-24 year olds +15% increase for previous Meteor customers

The Results

which was still involved a limited data structure in contrast to Three's All You Can Eat data proposition. Handsets offered on deal matched but did not exceed market expectations.

- Did we have a loyalty incentive to keep Meteor customers?
There was no monetary credit or extra content given to Meteor customers to incentivise remaining with eir after the move. We did have customer competitions to celebrate the move, but no universal boon.
- Did we have any innovation?
Yes, as part of this campaign we launched Wi-Fi calling - allowing customers to use their smartphone to call or text over a Wi-Fi connection. This was another driver of consideration, but not in of itself a market changer.

Advertising effect

We set out to change minds through advertising, to start the climb up the consideration list. We didn't have exclusive handsets or tariffs to get people to bump us up that list so our advertising needed to do the heavy lifting.

The Results

We created work that people were aware of, work that made them feel closer to the brand and pushed the brand up the consideration list. And consideration converted into action as we retained and acquired customers well beyond expectations, translating a projected loss into a revenue gain.

The Impact

We needed to strengthen the eir Mobile brand for the long-term objective - driving consideration of eir as a provider of combined mobile, broadband and TV services. It is as a combined services provider that both the business and the consumer benefit the most. For the consumer, combined services offer the best value, and for the business, combined service customers deliver the highest lifetime value.

For consumers, mobile was the 2nd most important factor after broadband in determining combined services or "bundle" consideration (Figure 12). Prior to this campaign, mobile had been the weak link for eir. When asking consumers about the products they would consider offered in a bundle, mobile was the lowest scoring. (Figure 13).

Since the eir Mobile campaign aired, we have seen a positive impact on the attraction of combining services with eir. (Source: Brand Tracking, Red C, Oct - Dec 2017).

Figure 12: Brand Tracker, Red C, December 2017

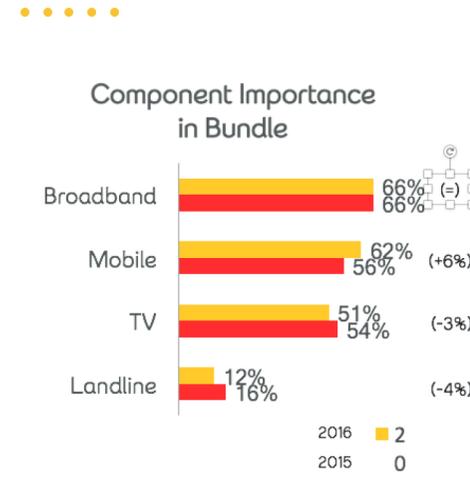
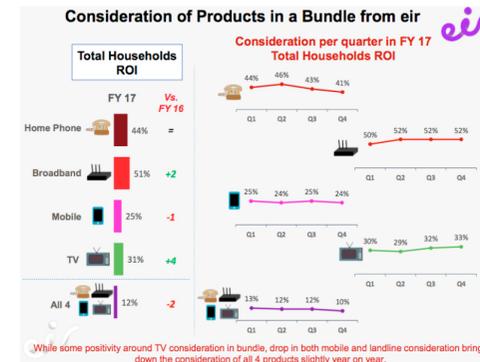


Figure 13: Brand Tracker, Red C, June 2017



The Impact

- Increase of +3% in agreement with the bundle statement “Has the mobile coverage I need for voice and mobile internet”
- Increase of +4% for the statement “is a provider I can bundle all the products and services I need with”.
- “First choice consideration” for eir bundle has increased + 5% overall and +8% amongst previous Meteor customers
- eir has become no 2 in the market for “first choice consideration” when bundling with 23% of respondents claiming it as 1st choice and a further 19% having eir as their second choice

And these positive statements are in line with the business results with the number of customers adding mobile to their fixed bundle increasing in Q3 and Q4.

Our eir Mobile communications have lifted perceptions of the mobile product, making it more attractive to avail of eir “bundle” packages, delivering customers better value and the business better life time value and more loyal customers.

New Learnings

Through this work, we found out just how much appetite there is in post-recession Ireland for positivity. In creative pre-testing, what came out loud and clear was the emotional appeal of showcasing diversity and having a shamelessly upbeat tone in our creative work. Across different focus groups, regardless of age, gender or region, there were positive reactions to depicting a 'new' Ireland - an Ireland with room to celebrate differences. Similarly, the confident tone of the music track and the bright colours used resonated with a national mood that was lifted - ready for overt optimism and expressing a 'can do' attitude.

Summary

This case is a testament to how advertising can impact on consideration, consumer action and the bottom line. Advertising was pivotal in bringing together two hugely different mobile brands - successfully shepherding customers over to a brand that had been 5th or 6th on their consideration list when they could have easily switched over to one of the market leaders. It's a case where retention and acquisition targets exceeded expectations so much that a long-term investment started paying back straight away. It's a story of retiring one brand and breathing new life into another and setting ourselves up for our happy ever after.