



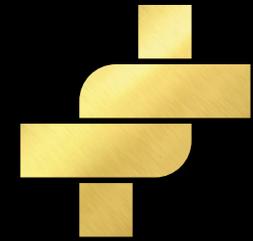
DEDICATION TO
EFFECTIVENESS



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ADFX
AWARDS
2018

Pharmaceutical, Healthcare, Cosmetics & Toiletries |
New Launch

VHI - Let's Talk Fertility

PHD Ireland & Publicis



Company Profile

PHD Ireland

PHD is a media and communications agency that has been built on a culture of thought leadership, creativity and innovation. PHD is committed to delivering dynamic communication solutions with effectiveness at the heart of everything we do. Quite simply, we produce integrated communication solutions that are accountable. PHD is responsible for looking after some of the largest and most prominent brands in Ireland.



Publicis Dublin

One of the largest and most awarded communications agencies in Ireland, Publicis Dublin is an affiliated agency of Publicis, the world's second largest network. We are a multidisciplinary agency constantly evolving to release the full value of our clients' business and brands. We plan seamless customer journeys. Tell great stories. Build compelling experiences.



Introduction and Background

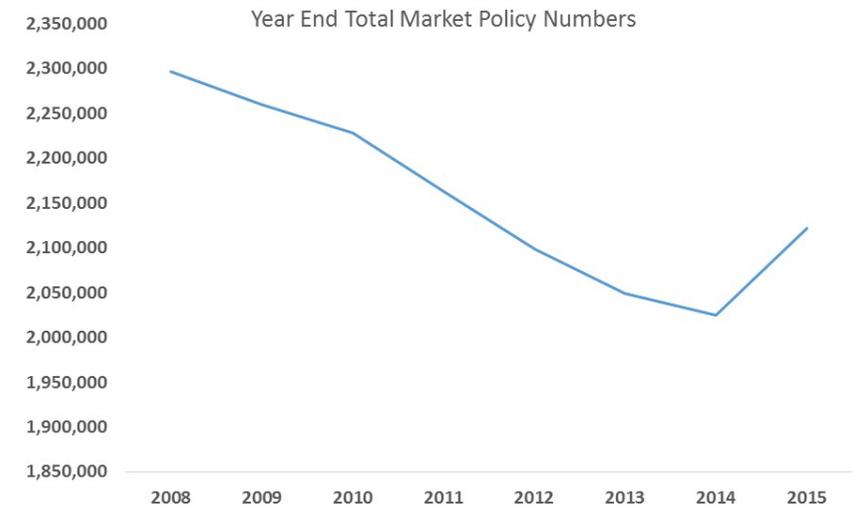
'A business in 20 years' time without a purpose-optimised strategy will be as unthinkable as a business today without a mobile-optimised website' - Sam Conniff, Social Entrepreneur

Private medical insurance is a big deal in Ireland. The latest published statistics (Source: Millward Brown & Kantar - A review of Private Health Insurance in Ireland, 2017) showed that 43% of people in the Republic of Ireland take out private health insurance. This is vastly higher than many other European markets, for example, the equivalent figure in the UK is just 11% (Source - *Guardian 2017*).

Vhi Healthcare (Vhi) launched in 1957 and is the market leader and the most premium brand in terms of product offering. However, the market has become increasingly challenging and complex over the years.

Figure 1 shows the rapid decline in the number of people taking out policies since the start of the recession.

Figure 1



Source – Health Insurance Authority

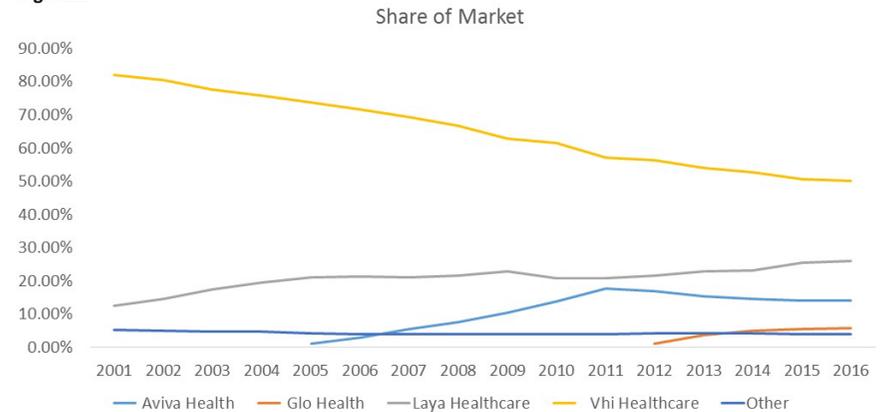
Introduction and Background

The lift in 2014 was due to the introduction of the Lifetime Community Rating which meant that anyone who didn't have health insurance by the age of 35 would pay a loading fee for each year after when they did sign up. However, even this initiative did not bring customer numbers back to anywhere near what the industry had seen previously.

A smaller total customer base has been compounded by increasing competition in the market place, offering cheaper policies to seduce a more money conscious audience and taking from Vhi's market share (see Figure 2).

Vhi clearly has an important job to do in terms of future proofing their company commercially. However, they also have a passionate belief in their ability to truly lead and impact healthcare in Ireland. Their company vision was to move from 'health insurer' to 'healthcare partner' and this is centred around showing genuine leadership behaviour through their product offering. 2016 was a pivotal year for Vhi as they were ready to go to market with their first physical proof point of moving towards this vision.

Figure 2



Source – Health Insurance Authority

Introduction and Background

This proof point was the launch of a fertility benefits package that truly was differentiated and market leading:

This is the story of how research driven consumer insights guided the creation of a campaign so powerful that this new launch of benefits for Vhi was impactful in its greater purpose of revolutionising health, while also driving effective and significant business results.

Figure 3

What We Cover

We contribute towards the cost of various treatments at Vhi participating Fertility Treatment Centers. Fertility benefits are available to current Vhi members on applicable plans from 1st November 2016.

The treatments covered can include

- €100 discount on initial consultation
- €100 discount on **semen analysis** and AMH (hormone) test – subject to having completed initial consultation with a Vhi participating fertility treatment centre
- €450 towards **one cycle** of IUI treatment (female only)
- €1,000 towards **two cycles** of IVF or ICSI (female only)
- **Fertility counselling** and information from **Vhi experts**
- **Holistic therapies**, such as dieticians and acupuncturists

Source – www.vhi.ie/fertility

Marketing Objectives

(i) Commercial objectives

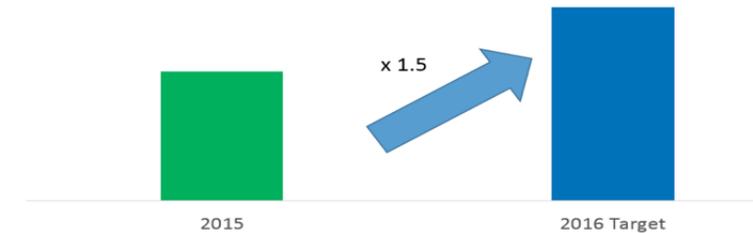
Like all Vhi campaigns, the overall commercial objective was to increase sales of policies. However, this was no ordinary Vhi campaign. This was the first time that Vhi had advertised a benefits package; previously their communications had been focused on either value offers or general Private Medical Insurance via their testimonials campaigns. This product was incredibly important for the long-term vision of the company, so the business' focus was on long-term rather than short-term results.

We as agencies know the importance of balancing the long-term and short-term focus, to ensure overall long-term brand performance. However, for any client this is a big step, being willing to invest in the long-term even though there is no guarantee of short-term business results that a tried and tested price offer would usually deliver.

However, the short-term aim was understandably to increase sales of the policies that the fertility package would feature on, as that would be a proof point that this package of benefits would make a difference to consideration of Vhi. Vhi looked at the number of relevant policies (those that fertility would be added onto) sold over a month in 2015 and set a target of a 50% increase across the same period in 2016, as demonstrated in Figure 4.

Figure 4

Sales 21st Nov - 31st Dec 2015 and 2016 target for the same period



Source – Vhi provided data

Marketing Objectives

(ii) Marketing Objectives

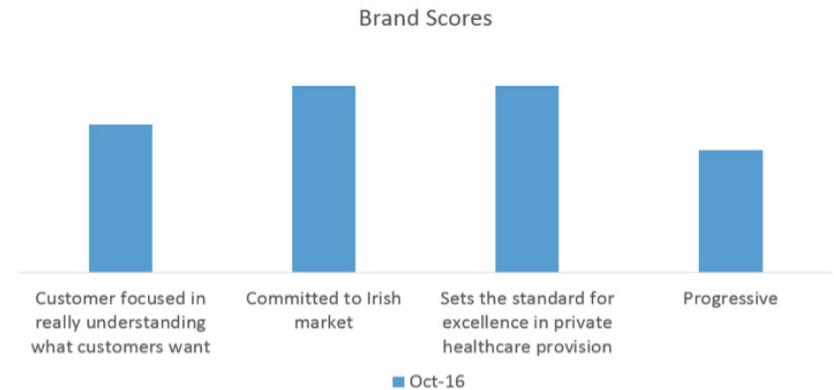
From a marketing perspective, the KPI was about proving that the campaign was setting Vhi on the right path to being seen as a progressive, innovative leader in the insurance space, offering genuine value for customers beyond the obsession with price.

Figure 5 shows the brand scores that Vhi set out to improve, the objective was to move each of the scores by at least 2 percentage points by the next wave (April 2017).

(iii) Role of communications

Our role of communications was determined at the early planning stages, agreed between media agency, creative agency and client. Our instinct and desk research told us is that fertility is not an issue that people want to think about or face up to. We knew that we'd be talking to an audience about something they don't want to consider and would need to deliver a very explicit message about a brand that at best people would have an average level of interest in.

Figure 5

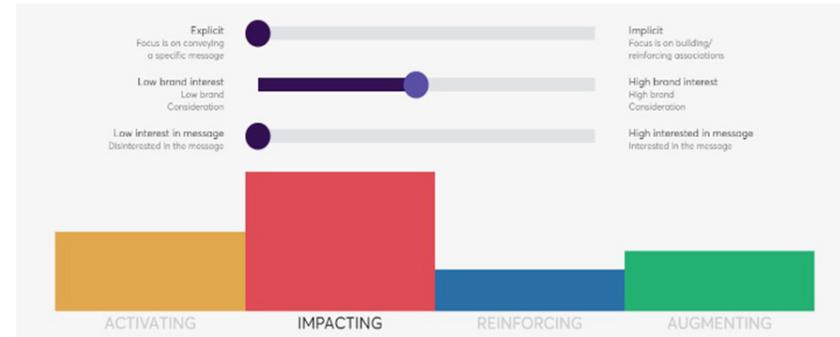


Source – B & A Communications Tracker, 2017

Marketing Objectives

PHD's planning system SOURCE helped us identify (see Figure 6) that our role of communications was **IMPACTING** - This is where the priority is delivering information to an audience that has a low probability to be interested. The focus is achieving cut-through and getting the audience to sit up and pay attention.

Figure 6



Source – PHD SOURCE System

The Task

There were several challenges that made achieving our objectives anything but easy:

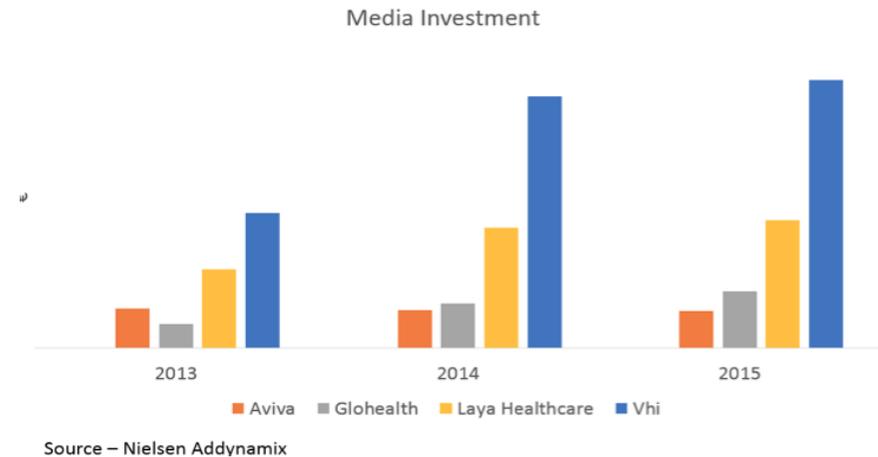
(i) SOV was not stemming the SOM decline

Vhi have not been shy in investing in order to try and tackle their business challenges but there were elements that were not working. In fact, their SOV had been increasing over the last few years, as shown in Figure 7. Whilst we were increasingly bringing in more of the valuable family audience, the volume of investment was not enough to overcome the competitor's cheaper packages at a macro level. Large budgets would not guarantee that this campaign would perform or capture consumers' hearts and minds.

(ii) Innovation scores were seen to be declining

Vhi have been paving the way in innovative offerings for several years, regularly being first to market with their innovative benefits, one example being the Vhi Swiftcare Clinics.

Figure 7



The Task

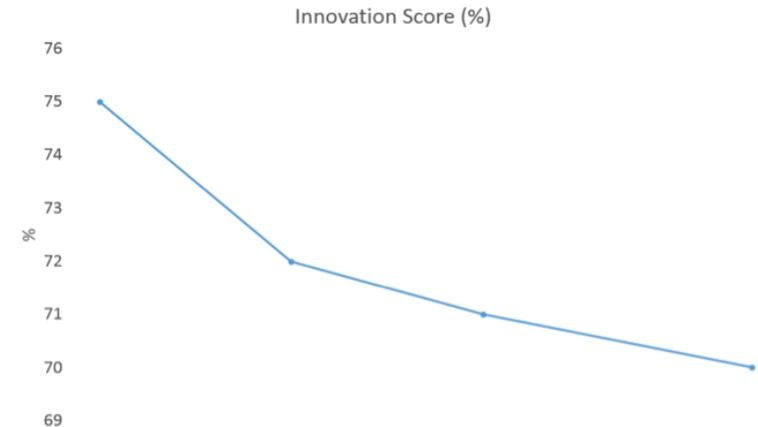
However, this hasn't been perceived by customers, which the innovation scores in Figure 8 prove. To increase their key KPI score of Innovation, they had a lot of ground to make up.

(iii) Appealing to families/people of child bearing age was not a strength of the brand:

In order to sell policies containing the fertility package, Vhi would of course need to bring in people of child-bearing age. However, this was not the strength of Vhi as a brand, as figure 9 shows, they massively under-indexed in the 18-44 age group which was being dominated by Laya and Irish Life, who were more desirable from a price perspective to the younger cohort. If we couldn't deliver a campaign compelling enough to make them re-consider Vhi, all the work and effort going into designing such a strong benefits package would be wasted.

(iv) There was a real chance that people would block out or ignore the campaign

Figure 8



Source – B & A Communications Tracker 2017

Figure 9

Indicies by Age Demographic			
Age	Laya	VHI	Irish Life
18-34	122	77	113
35-44	104	85	163
45-54	96	96	125
55-64	115	92	94
65+	70	133	50

Source – Millward Brown – A Review of Private Health Insurance in Ireland, 2017

The Task

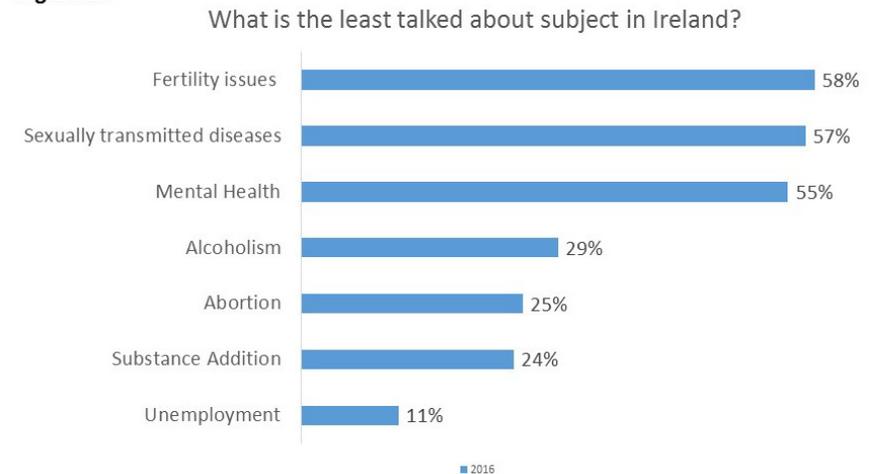
We knew that fertility was a sensitive and often private issue, but we were not prepared for the scale of the problem in terms of discussion. We conducted initial quantitative research of 400 people to educate ourselves as to what we were up against. We found out that of a list of incredibly sensitive and controversial subjects, fertility was the LEAST discussed, even less so than the taboo subjects of mental Health and Sexually Transmitted diseases, as shown in Figure 10. This was a huge surprise to us.

If we could not get people to connect and engage with this campaign, we had no hope of delivering either business results or positive societal change.

(v) Timing of the campaign added additional problems

Vhi were keen to promote the new benefits package as soon as it was available which meant that the campaign launched in November. Launching at a time when people are inundated with Christmas messages, would make it even harder to cut through and get people to engage with such a serious subject.

Figure 10



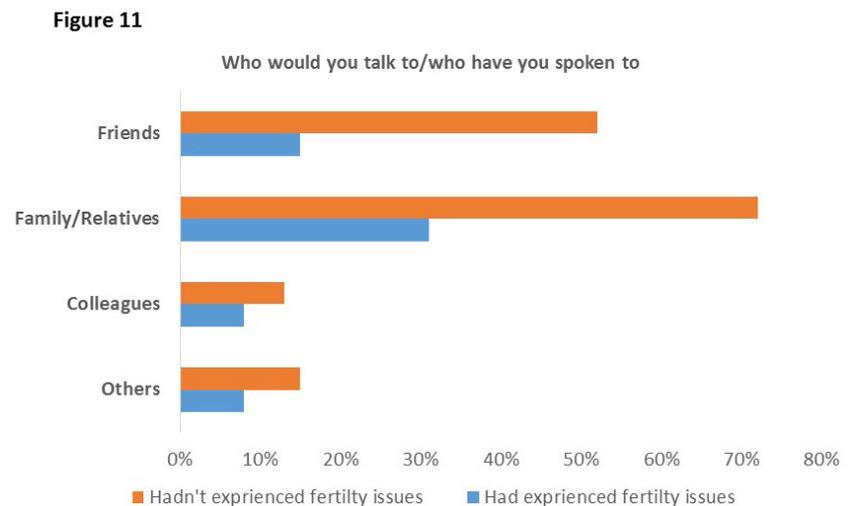
Source – PHD Snapshots 2016 and 2018 powered by Opinions.ie
Survey Question - In your view, which of these topics are the least openly spoken of in Ireland right now?
(Please select up to three)

The Strategy

We realised that for this campaign to have the best chance of success that we needed to immerse ourselves in the subject and ensure complete understanding of where Ireland was at in terms of the discussion and understanding of Fertility. To do this PHD commissioned a quantitative piece of research, interviewing over 400 25-50 year olds, nationally representative in terms of demographics and geographics.

The results were powerful and insightful and painted a clear picture of the issue. Summary of key findings:

- **52% of people in Ireland believe there is a stigma attached to people with fertility difficulties in Ireland**
- **63% of people knew someone who had been through fertility treatments**
- **Fertility issues were accompanied by feelings of shame, fear and a sense of failure**
- **Men in particular aren't talking about it. When we asked men who hadn't experienced fertility issues they thought they would talk about it but in reality they were not, as shown by figure 11**



Source – PHD Snapshots 2016 powered by Opinions.ie
Survey Question - For those who have experienced fertility problems: 'who did you speak to about it apart from the experts'
For those who HAD NOT experienced fertility problems – 'who do you think you would speak to apart from the experts'

The Strategy

We also asked questions to understand the level of understanding and education about fertility and some of the results were very concerning, shown in Figure 12.

Further desk research showed us that compounding the misinformation and ignorance around fertility in Ireland was that there was no clear authoritative voice that people could turn to:

Insight - This campaign was bigger than the product, there was a huge opportunity to open a conversation which would raise the level of **education, engagement** and **empathy**.

Our strategic thoughtleader was **'Use media to create a conversation around fertility'**.

We created a campaign architecture that gave the campaign 3 clear stages, each with a corresponding target audience:

Figure 12

Question	Correct Answer	% Who got it right
What % chance does a healthy woman aged 25 have of conceiving each month	16%	11%
At what age does a man's fertility start to decline?	40-49	27%
When trying to make healthy changes to improve sperm quality, how long should you expect it to take for a man's sperm to completely regenerate?	72 days	8%

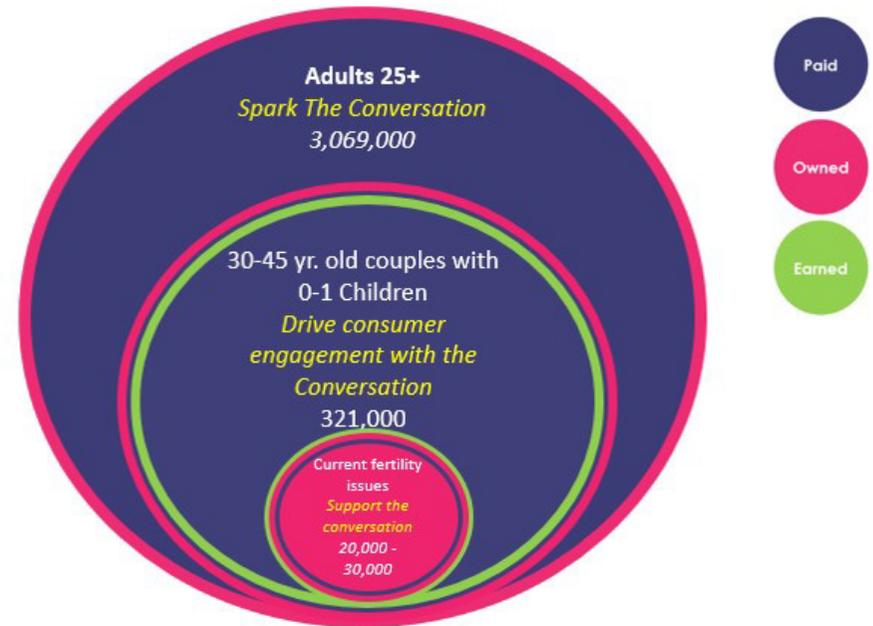
Source - PHD Snapshots 2016 powered by Opinions.ie

The Strategy

Spark the conversation - This stage was about talking to Ireland at scale, regardless of their life-stage and thus involving everyone in the conversation.

Engage the conversation - This stage was about moving us from passive to active, using engaging and interactive formats to harness conversation about fertility on Vhi owned platforms.

Support the conversation - This was about targeted and optimised media choices to ensure that whenever people were discussing fertility and looking for an authoritative voice, Vhi's message was available, offering people the chance to find out more.



Communications Architecture

The Idea

Creative Strategy and Use of Channels

The campaign launched in mid November 2016 and ran for 5 weeks.

We have broken down our creative strategy and use of channels into the three campaign stages:

(1) Spark the Conversation

Creative Strategy:

We had to ensure that the take out from any creative was that Vhi was seen as empathetic and reassuring (in line with the overall brand strategy), not someone who had all of the answers, particularly with the delicate subject matter at hand.

A lot of consideration was given to the target audience to depict in the creative. The core target audience was defined as those experiencing problems, but depicting those who were currently experiencing problems wouldn't work as the Vhi benefit wouldn't be as relevant to them due to practicalities like waiting periods. This ruled out a testimonial route, something that had been effectively used by the brand to promote other products and benefits.



The Idea

The creative instead focussed on promoting the product benefit through engaging a much wider audience through highlighting some common misconceptions around fertility. The above the line campaign featured real couples, who had yet to start thinking about or trying for a family, portraying them discussing their hopes and expectations for their future family with their partner- the number of children they'd have, and the possible gender mix etc. What we had found in our initial research was borne out in their comments - younger people who had yet to start trying for their family just expected that everything would go smoothly, they'd have the family of their dreams - 'two kids, a boy and a girl'. We then informed them (off camera) about some statistics around fertility, the key one being that one in six couples experience a diagnosis of infertility, and filmed their reactions. They realised that they 'expect it to happen naturally and really easily' and a statistic like 1 in 6 brought it home that they themselves may experience problems down the line. The film and radio literally sparked the conversation through a provocative take on an audience truth.

Use of Channels

Before expecting customers to engage with the conversation we needed to ensure that on mass, people have been introduced to the subject of the conversation. We launched our campaign with TV, VOD, social, and with a YouTube masthead to drive 1+ reach.

The Idea

To ensure a fully integrated launch, we recommended a search call to action to be incorporated into all media assets and “Search Vhi Fertility” was included on all copy across all of the various channels. By targeting this key-phrase, we were able to capture demand generated across all of our media and direct them to the relevant landing page on the Vhi website. By implementing negative keywords across our other branded campaigns to make sure that this was the only campaign triggering the ads, we were able to control spend and ensure that we maintained a majority impression share for this very specific campaign and ensure that we were not cannibalising other brand campaigns or budgets. This meant that we could be confident that anyone searching for Vhi Fertility on Google was served the correct ad and brought through to the most relevant landing page.

(2) Engage the Conversation

Creative Strategy

With our second phase, to convert the conversation triggered by the spark stage, we sought to move our audience from passive to active engagement. As our insight dictated; we needed to educate people on the issue of fertility. Our challenge lay in breaking through the knowledge barrier on a topic that is typically perceived as taboo.

The Idea

Latest trends showed us that in recent years there has been an upwards trend in free online courses in varying topics; people are keen to learn more about their bodies. So in leveraging this appetite we developed our innovation digital led concept: Fertility IQ. This was a multifaceted roaming digital education unit we commissioned that sought to rally the nation to increase their knowledge, share their results and get their friends on board. This innovative unit gave us a live barometer of the nation's knowledge and allowed us to create content based on the results of the quiz, giving people the exact information we knew they needed. Within the unit were 7 questions, the form and answer of which had been taken directly from our previously mentioned qualitative research.

Use of Channels

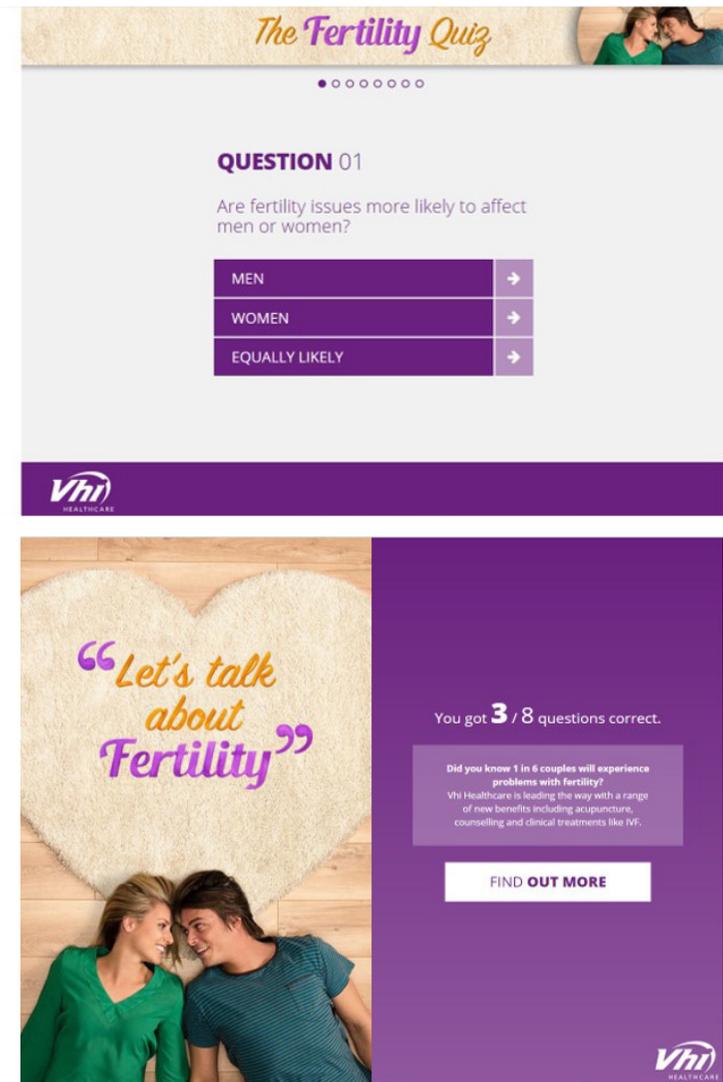
Our Fertility IQ was embedded within display formats, both Mobile and Desktop, within our native content and within each of our social posts.

We also rolled out a layered and intelligent partnership with The Irish Times. The partnership was heroed by our lead influencer, Maia Dunphy who featured in native content across print and digital and led a live Irish Times Woman's Podcast to discuss fertility in Ireland and share stories, featuring experts including Declan Keane, a fertility specialist associated with Vhi Healthcare.

The Idea

Overall the content served to deliver infertility and medical information in a digestible, relatable manner, while our two podcasts, the second of which was live, allowed us to once again put a human voice to a topic that can often be clinical. This was the first global sponsored native content on a podcast, an outstanding achievement for Vhi.

To further engage and give warmth to the campaign we recruited other key influencers such as Lottie Ryan, Alison Canavan and Darren Kennedy to encourage Ireland to read content and take part in the Fertility Quiz. We ensured a diverse range of influencers who would have an impact on people at different life stages. It was vital that the content pushed from each influencer was unforced and authentic, so we (PHD) hosted a breakfast morning with the influencers to both brief them and showcase the Fertility IQ platform. With a bespoke "Fertility" menu and a short briefing session, this integrated morning ensured that all of our Influencers were equipped with the language and knowledge to speak to the public.



The Idea

At this stage of the campaign it was important we used search to help further generate awareness of the conversation. This meant that we were bidding on a very broad range of generic keywords and willing to pay more than usual for higher position on the page. This is essentially using AdWords as a tool for awareness rather than for sales or revenue and as such, we did not report on transactions but focused on audience and engagement metrics that we pulled from linking the AdWords and Google Analytics platforms.

(3) Support the Conversation

Creative Strategy

This was the direct response element of the campaign, where we sought to maximise conversion of the consideration driven by the Spark and Engage phases. The creative followed the same theme, 'Let's talk about Fertility', but with a more direct call to action to bring consumers to the information on the Vhi website.

Use of Channels

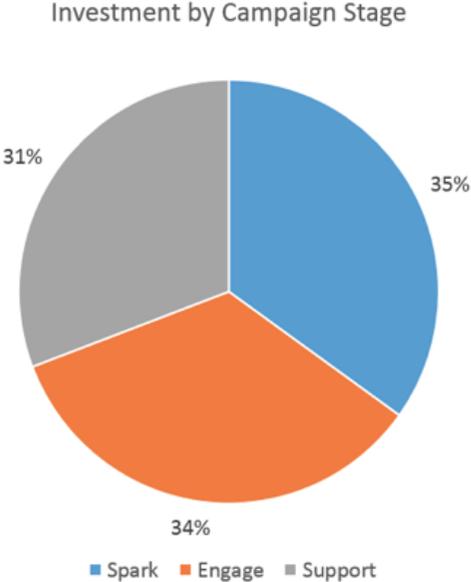
We used nationwide radio to deliver frequency and a strong call to action and supported this with search and programmatic digital. Re-targeting within Google and programmatic allowed us to serve a more product focused message to those who had engaged at the spark or engage phase, to push them towards conversion.

The Idea

Media Investment Split

We were careful to ensure the split of budget was fairly even across the campaign stages as each had an important role to play (shown in Figure 13).

Figure 13



Source – PHD Reconciled Spend Data

The Results

Campaign Performance

Engagement with the campaign proved to us that we had achieved our role of communications of IMPACTING - we had successfully got people to sit up and pay attention to fertility and positively engage with the issues:

- 37,397 (unduplicated) people took our Fertility quiz, surpassing our target by 68% and over 94% of those people shared their data with Vhi, providing valuable leads.
- There was over 3 minutes average dwell time across all native content, demonstrating the level of engagement and interest.
- #vhifertility trended across social channels during the campaign
- Our Irish Times partnership enabled us to create meaningful dialogue with consumers. Over 12,000 people listened to the podcasts in full, and over 112,000 read our articles.

“From a professional perspective the Vhi Fertility campaign was one of the more meaningful projects that Content Studio have been engaged with. It had resonance and impact for the reader that many other native advertising projects often struggle to achieve. The challenge for us as a publisher was to ensure we maintained our ethical and moral responsibility around the very important issues involved. We were helped in large part by the fact that Vhi’s ethical position was very similar to our own and reflected a company ethos which was stronger than one related simply to selling a product. Fertility, as a health issue, mattered to Vhi and so we were able to reflect that in a very personal way in the stories that we told.”

Gary Quinn, Editor, Irish Times

The Results

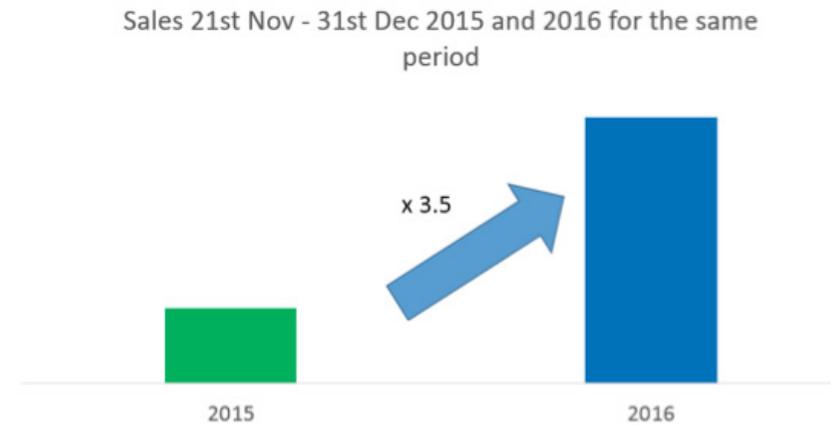
Two of the articles made it into the 'most read' box on the homepage, which had never been achieved by any paid article on the Irish Times before. The Irish Times Content Editor sums up the genuine sense of purpose that he believes drove the success of this partnership.

- The quality of The Irish Times partnership was globally recognised with the publisher winning an award at the Global Media Awards in 2017, the first time that an Irish publisher had been awarded in this competition.
- Search delivered an engaged audience to the Vhi website - they consumed an average of 4 pages and 68% of unique users were brand new to the Vhi website.

Business Performance

The immediate impact of fertility on sales shows the positive impact that the campaign had on consideration and conversion of new customers; we had drawn in that all important family audience and this is shown in Figure 14:

Figure 14



Source – Vhi provided data

The Results

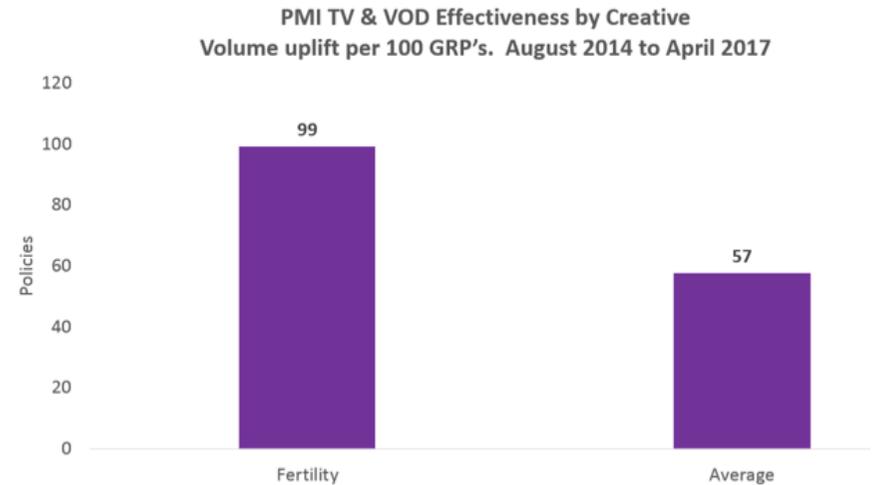
To pinpoint a more robust calculation of the fertility campaign's specific contribution to business results we looked at econometric data. In 2017 we ran a 3 year Media Mix Modelling econometrics project through PHD's Annalect division.

The project showed that of all private medical insurance AV ads over the last 3 years, fertility was the **most effective** in terms of driving incremental policy sales. Figure 15 shows the volume uplift in policies per 100 GRPs delivered.

This shows that the fertility AV campaign was **76 % more effective** than the average Vhi campaign.

To calculate a return on media investment (ROMI) for the launch period we calculated 100% of media investment. Radio and TV ran a second burst in 2017 so for the production costs and fees relating to these we attributed 50% to 2016. For all other media channels, 100% of production cost and fee was included.

Figure 15



Source – PHD Annalect Econometrics Project – August 2017

The Results

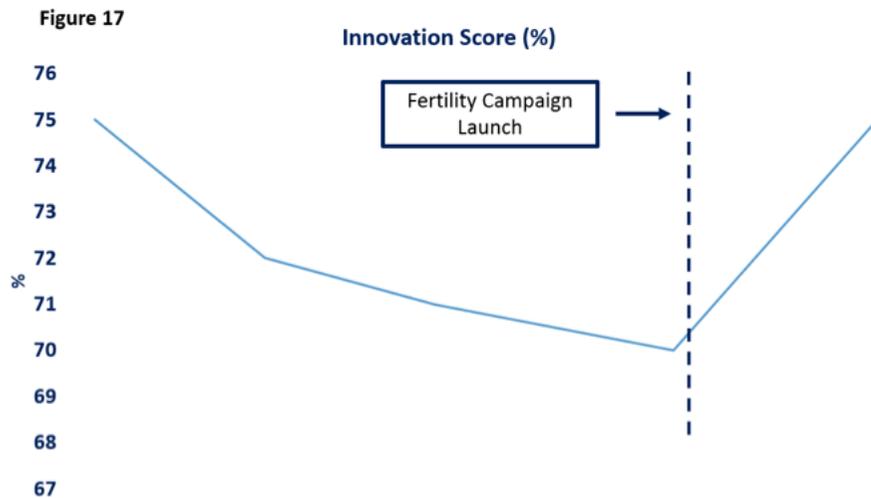
These calculations and attributed sales figures (figure 16 outlining the calculations has been excluded due to sensitivity of data) gave us a ROMI of €1: €1.58

For a campaign that was focused on the long- term vision of the brand, a healthy short term ROMI of €1.58 for every €1 invested is something that both ourselves and the client were very happy with.

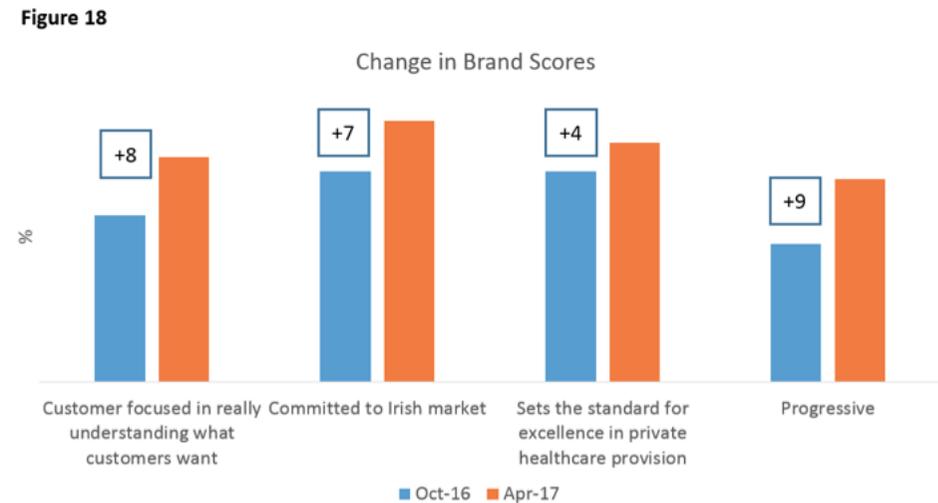
The Impact

Impact on Brand Perceptions

The objective was to increase innovation, and other brand scores by 2 percentage points. Figure 17 shows that we increased innovation by 5 points and Figure 18 showed we over-achieved in other scores. Apart from fertility, other campaigns that ran during this period were testimonial and offer activities that were not new news so we are confident that these scores were driven by the fertility campaign:



Source – B & A Communications Tracker 2017



Source – B & A Communications Tracker, 2017

The Impact

Impact on Vhi employees

The campaign also had a very positive impact on Vhi employees, several quotes demonstrate the passion and the belief that they had in the product:

"This is the campaign I am proudest of after 13 years of working for the brand"
Marie Collier, Marketing Manager, Vhi

"Two people who have been through fertility issues approached us. One who said they have kept things very quiet for a very long time but have thought about it and would like to help with the campaign in any way. Another who really liked the ad and was speaking from experience of numerous failed IVF's – they said it was great to see such an honest, open and informative approach."
Call centre staff member, Vhi

"This is fantastic, love the approach, style of the ad and quiz.. Well done to all involved.. Exciting times ahead!"
Call centre staff member, Vhi

"You have changed the perceptions of the Vhi healthcare brand amongst the staff at Vhi healthcare"
Adam Bacon, Head of Marketing, Vhi

The Impact

Impact on Ireland

Feedback from Maia Dunphy suggested that we had done something quite special with this campaign, she believed it so powerful that it could bring about some real societal change.

We re-ran our initial question to see if the lever had moved in terms of the extent of which fertility is viewed as taboo, and the number of people who stated that fertility was the least talked about subject had dropped by 13%.

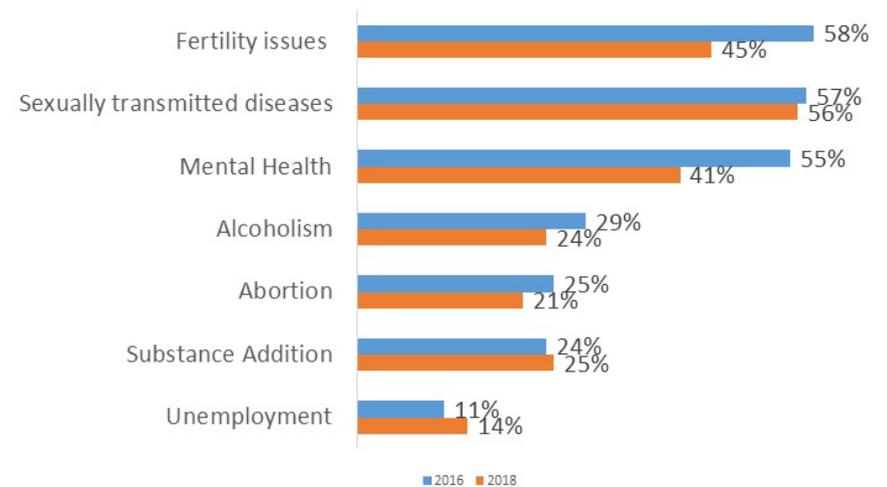
Whilst we don't suggest that our campaign was the sole driver of this change in behaviour, we do believe it got the ball rolling and did 'spark' that conversation so any contribution we did make is one to be proud of.

"I hope projects and series such as this one will help break down the taboo of infertility. I have enjoyed meeting so many articulate, interesting and formidable people over the last month whilst working on this project. Meeting people who want to make you change things or start doing things for the better is always a good thing"

Maia Dunphy, Producer, Broadcaster and Writer

Figure 19

What is the least talked about subject in Ireland?



Source – PHD Snapshots 2016 and 2018 powered by Opinions.ie
Survey Question - In your view, which of these topics are the least openly spoken of in Ireland right now? (Please select up to three)

New Learnings

This campaign demonstrates that even in this post-recession, price conscious world that it is important and beneficial to run campaigns that demonstrate and focus on the long-term vision of the brand. This was our first demonstration of this for Vhi and a powerful one that will impact our communications moving forward.

Another key learning is that when a brand acts with a purpose and not solely from a commercial viewpoint, it is hugely beneficial to both the brand and society as a whole and is much more meaningful in the long term for brands, helping them future proof their business.

Summary

As Ireland's largest health insurer, Vhi have a strong sense of purpose and vision, to move from health insurer to healthcare partner. Their first proof point of this was the launch of a differentiated fertility benefits package that sought to help customers from a physical and mental health perspective. Bespoke research drove insights that allowed PHD and Publicis to create a campaign so powerful that this new product launch campaign delivered both on brand scores to demonstrate long term vision and on short term business results. There is evidence that the campaign changed society's perceptions and understanding of fertility, which is really quite special.