

CASE STUDY

REFERENCE GUIDE

Introduction

IAPI, the professional body for the commercial creativity and communications industry in Ireland, joined the Effie network in 2019, to expand its celebration of Irish creative and marketing effectiveness onto a global stage.

Founded over 50 years ago, Effie is a global symbol of achievement within the industry. Its mission is to lead, inspire and champion marketing effectiveness globally.

With this goal in mind, we are thrilled to publish this, our second collection of Effie Awards Ireland winning case studies. The previous case study booklet from 2021 is available on effie.org/ireland.

The following case studies provide you with the public information that the **2023 Effie Awards Ireland winners** put together for their case entries. Some information/results have been redacted for confidentiality reasons.

IAPI would like to thank all the entrants for their participation, and for allowing IAPI to publish this comprehensive body of work, demonstrating the very best of creative effectiveness within the Irish market.

Our thanks also to the Effie Awards Ireland Steering Group for their support and advocacy in shaping these prestigious awards for the Irish market:

- Dael Wood, Head of Consulting, dentsu
- Damian Hanley, Creative Director, F&B Huskies
- David Cullen, CEO, Opinions Research
- Margaret Gilsonan, Chief Strategy Officer, Boys + Girls
- Mark Brennan, Head of Marketing, Allianz
- Nicky Doran, Marketing Strategist
- Nichola Mullen, Fundraising Director, Pieta House
- Shane Lynch, Head of Marketing, Musgrave Group
- Charley Stoney, CEO, IAPI
- Katherine Ryan, Programme Director, IAPI

This year's awards are now open for entry. For more information, visit www.effie.org/ireland or email katherine@iapi.com.

"Effie Worldwide stands for effectiveness in marketing, spotlighting ideas that work and encouraging thoughtful dialogue about the drivers of marketing effectiveness.

Why is it good for Irish brands? It's the only Internationally recognised awards programme in the Irish market, providing us with a standardised global benchmark for marketing effectiveness and a valuable opportunity for Irish brands and agencies to pitch themselves against their international peers in Global & European Best of the Best awards.

The focus on Marketing Effectiveness must be consistent and omnipresent in marketing departments and agencies in order to build brands and contribute to the growth of the Irish economy."

Tom Kinsella,
Managing Director,
Homes at AIB Group &
Effie Awards Ireland
Jury Chair

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Unfair City – Using AI to hijack the news

Entered by

BBDO DUBLIN

LOKO



For Dublin Simon Community

Category: Public Service & Government

GOLD

Start Date: 21st March 2023
End Date: 4th April 2023
Industry Sector: Non-Profit
Industry Situation: In Decline

EXECUTIVE SUMMARY

THE STRATEGIC BIG IDEA

Hijack the conversation about Artificial Intelligence to highlight the real problem of homelessness.

THE INSIGHT

Dublin is a tech-capital that talks about Artificial Intelligence but has become apathetic to its homelessness crisis.

THE CHALLENGE

Dublin Simon Community's donor base is aging fast and shrinking as a consequence. They quickly needed to recruit younger donors.

BRINGING THE IDEA TO LIFE

Use AI for good, using the controversial AI tools this tech-obsessed city is talking about to gatecrash the news agenda.

THE RESULT

Monthly revenue grew 259.13%, 64% increase in 18-24 donors, 45% increase in 25-34.

WHY IS THIS CASE WORTHY OF AN AWARD FOR MARKETING EFFECTIVENESS?

Against a backdrop of an aging (and therefore declining) donor base, this case demonstrates how Dublin Simon Community hijacked the news cycle with a creatively stunning film created made with controversial AI technology to drive results.

This film not only delivered on its brief to recruit new, younger donors (our 18-24 donors increased 64%), but also drove amazing increases in donations (monthly revenue grew 259% in a declining donation landscape) as well as increasing overall transactions 135%.

In two weeks, this ground-breaking creative initiative generated 12.3 million impressions and €114,000 in earned-media – almost twice our annual media budget.

SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

Before your effort began, what was the state of the brand’s business and the overall category in which it competes? What was the strategic challenge that stemmed from this business situation and the degree of difficulty of this challenge? How did it change overtime?

CUT-THROUGH COMPOUNDED BY APATHY:

Getting audiences to hear and care about your messages is increasingly difficult for all marketers, but when you’re a homeless charity in a city which is growing apathetic towards its own widespread homelessness crisis, it’s harder still.

Homelessness in Ireland reached a historic high in 2023, but homelessness doesn’t only equate to a lack of shelter. It also contributes to growth in addiction, mental and physical health issues, and lower life expectancy. The COVID eviction ban that kept homelessness figures from soaring even further was about to be lifted, putting yet more pressure on Dublin Simon Community’s already-stretched resources. Unfortunately, as homelessness grows, so too does apathy. Ireland has dropped from 5th in 2019 to 11th on the World-Giving-Index, and just 22% of remaining donations go to homelessness charities. This small slice of a smaller pie is then split across 5 large charities and hundreds of local support groups. At the same time, media spend has risen in Ireland. As competition for attention increases, charities like Dublin Simon are pushed to the periphery of public attention.

THE BLESSING AND CURSE OF BEING A TRADITIONAL CHARITY

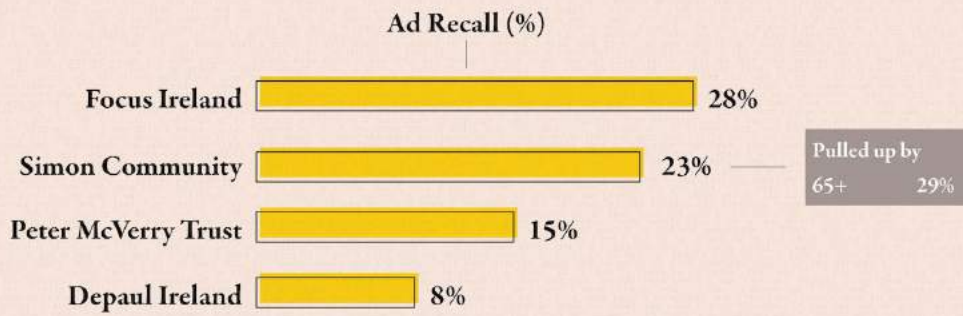
Dublin Simon Community is a well-established charity. In collaboration with a handful of other homeless charities, they proudly offer a very effective service that provides indispensable support.

But their heritage also means that almost half of our donors are over 50, and traditionally Dublin Simon’s Ad Recall performs best with over-65s. As their base ages it begins to shrink naturally over time, putting fundamental aspects of their services at risk.

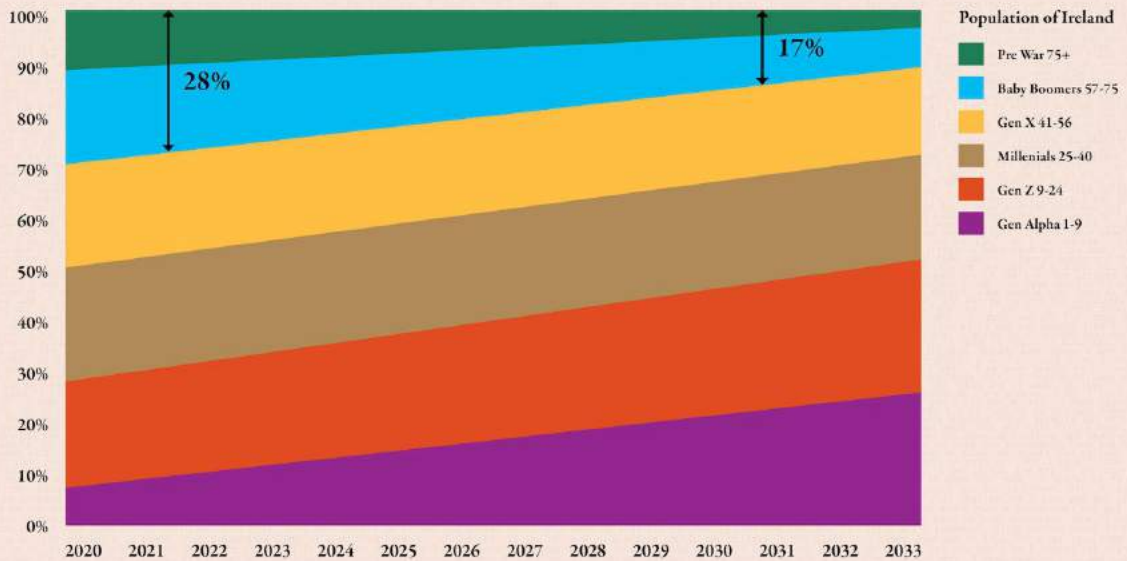
Accordingly, Dublin Simon needed a way to recruit younger donors.

SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

Ad Recall Better On 65+
Awareness Better On 50+



**Our Core Base Will Shrink
Over 10% In This Decade**



SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

What were the business, marketing and campaign/activity objectives that you set to address your challenge? What were the Key Performance Indicators (KPIs) set against each objective? How did they change over time?

Business Objective: Ensure an immediate increase in financial support for essential services, while rejuvenating the base with younger donors to ensure an ongoing provision of supports into the future.

Dublin Simon's aging base means Simon can expect to lose over 10% of core-donors in this decade.

This is a worrying fact in normal times, but these are not normal times. Despite Ireland's GDP increasing by 95% since 2014, the number of people accessing emergency overnight accommodation has increased by over 350%.

Securing a sustainable, long-term share of Ireland's prosperity is vital enabler of Simon's efforts to protect the most vulnerable amongst us.

Marketing Objective: Achieve cut-through with Dublin's 20 to 40 year olds - a much younger audience that Dublin Simon's traditional 50+ base.

Young Dubliners are actively engaged in a wide range of issues concerning social justice and the environment. In recent years, the housing crisis has become a lightning rod for debate and discussion about how the Dublin (and Ireland) supports its citizens.

Despite homelessness being directly connected to the crisis, it's an issue that remains hidden in plain sight when compared to factors such as the price of rent and inequities in the property market.

Activity Objective: Generate earned-media exposure in mediums consumed by affluent, Dublin-based and tech-obsessed professionals under aged 20-40.

Dublin Simon simply does not have the resources to reach this audience using paid channels.

Without the ability to buy share-of-voice, earned-media becomes a mission-critical metric - particularly as there are strong correlations between Dublin Simon's presence in the media and donations. Making the headlines is an important way for Dublin Simon to punch above its weight and achieve cut-through in Dublin's highly cluttered media landscape - much of which is focused on under 30s.

SECTION 2: INSIGHTS, STRATEGY & STRATEGIC IDEA

Define the target audience(s) you were trying to reach and explain why it was/ they were relevant to the brand and the challenge. Did your audience evolve overtime? If so, describe how and why.

Young, university-educated professionals aged between 20 to 40, living and working in Dublin or commuting from Wicklow. Many work in tech (or a tech-adjacent field), and most have a strong interest in tech. They're comfortably off, earning above average wages in an affluent city. Despite this, many of this cohort are adversely affected by the city's housing crisis.

FOR THEM, HOMELESS BECAME PART OF THE FURNITURE OF THE CITY

They grew up seeing more and more homeless people on the streets almost every day. While they of course possess an intuitive empathy for those in need, homelessness has become part of the fabric of the city. Rather than being a social absurdity that needs their support, homelessness remains an issue hidden in plain sight.

DUBLIN SIMON IS NOT ON THEIR RADAR

This audience are significantly less aware of Simon Community than older generations. While Simon's advertising recall peaks on 65+, these people are not seeing and/or paying attention to us at all.

This means the first battle is not for their hearts, but for their attention.

SECTION 2: INSIGHTS, STRATEGY & STRATEGIC IDEA

**Explain the thinking that led you to your insight(s).
Clearly state your insight(s) here.**

DUBLIN: THE HOMELESSNESS CAPITAL

Dublin is home to over 8,000 homeless people; 72% of all people experiencing homelessness in Ireland.

Dublin Simon's communications had been aimed at an older audience using media assets donated by media owners. These were typically placements such as pages in the Irish Times, and therefore not an appropriate means with which to reach younger recruits.

Doing what Simon had always done would, therefore, do little to address the issue of an aging base. Equally, they were increasingly aware of a growing apathy towards homelessness. Dubliners – rarely hesitant to voice their displeasure – had grown so used to the crisis on the streets that they had become almost resigned to it. Accordingly, news outlets had reduced their coverage of the crisis.

DUBLIN: THE TECH CAPITAL

Dublin is home the world's biggest tech companies and thousands of tech minds. This audience of well-paid professionals skewed younger than our current donor base.

In early 2023, Artificial Intelligence was firmly established as the hot topic within the tech community. Specifically, generative AI and its ability to create stories, images and music sat at the epicentre of the discussion. Strong debates raged about the technology as a productivity and creativity tool, and as a potential threat to intellectual property and the artistic community. In short, AI already had the attention of Dublin Simon's audience.

This gave us our insight:

Dublin is a tech-capital that's obsessed by Artificial Intelligence, but has become apathetic to its homelessness crisis.

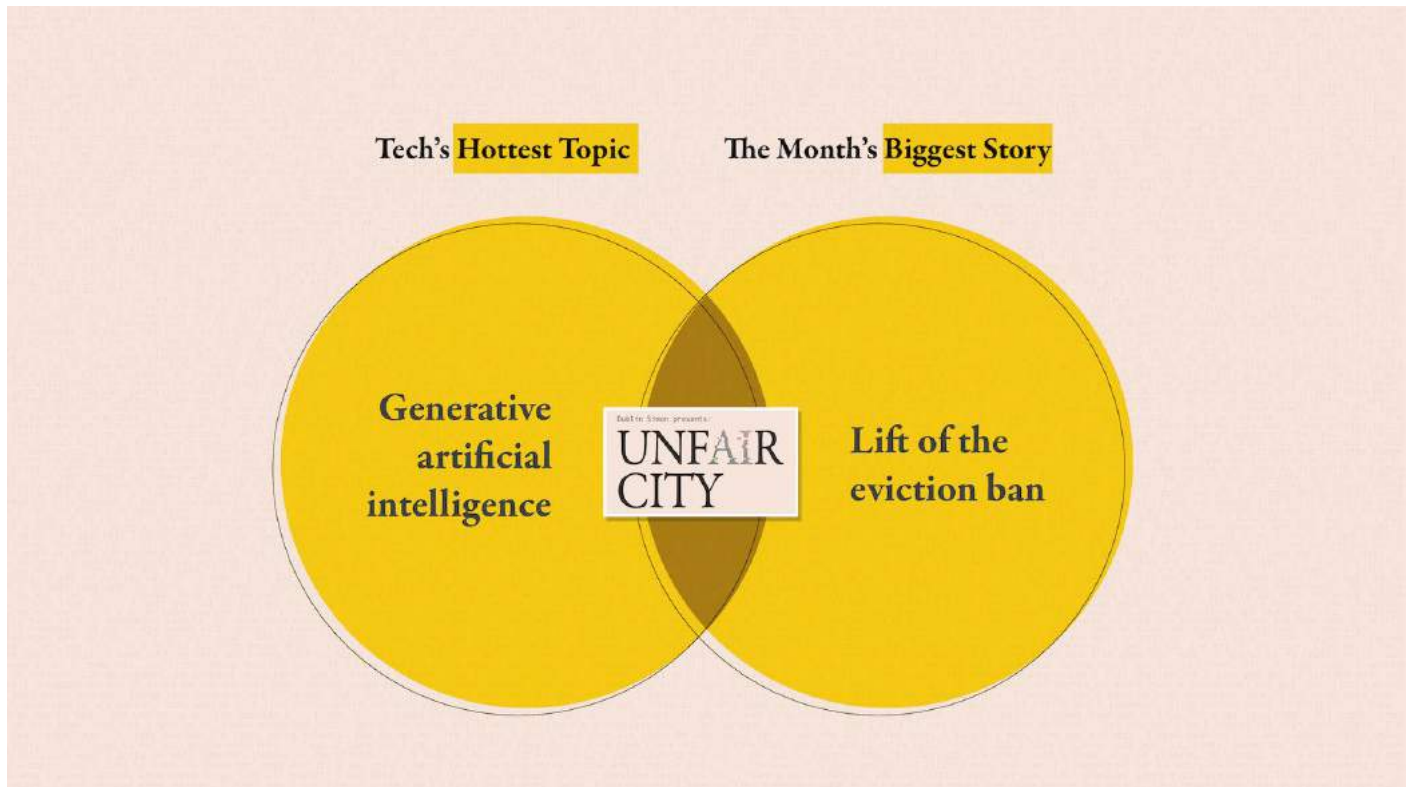
By leveraging the animated discussion around AI, Simon could bend the narrative back in their favour and redirect the attention of young professionals to the single most serious crisis in the country – homelessness. In doing so, they could overcome the apathy at the core of the insight.

What was the core idea or strategic build you arrived at using your insight(s) that enabled you to pivot from challenge to solution for your brand and customer?

Hijack the conversation and harness the energy around Artificial Intelligence to highlight the real problem of homelessness.

SECTION 3: BRINGING THE IDEA TO LIFE

Describe the key elements of your plan that activated your strategy. Outline any components that were active in the effort e.g. all integral communications, promotions, CRM program, customer experience, pricing changes, etc. that were a part of your effort.



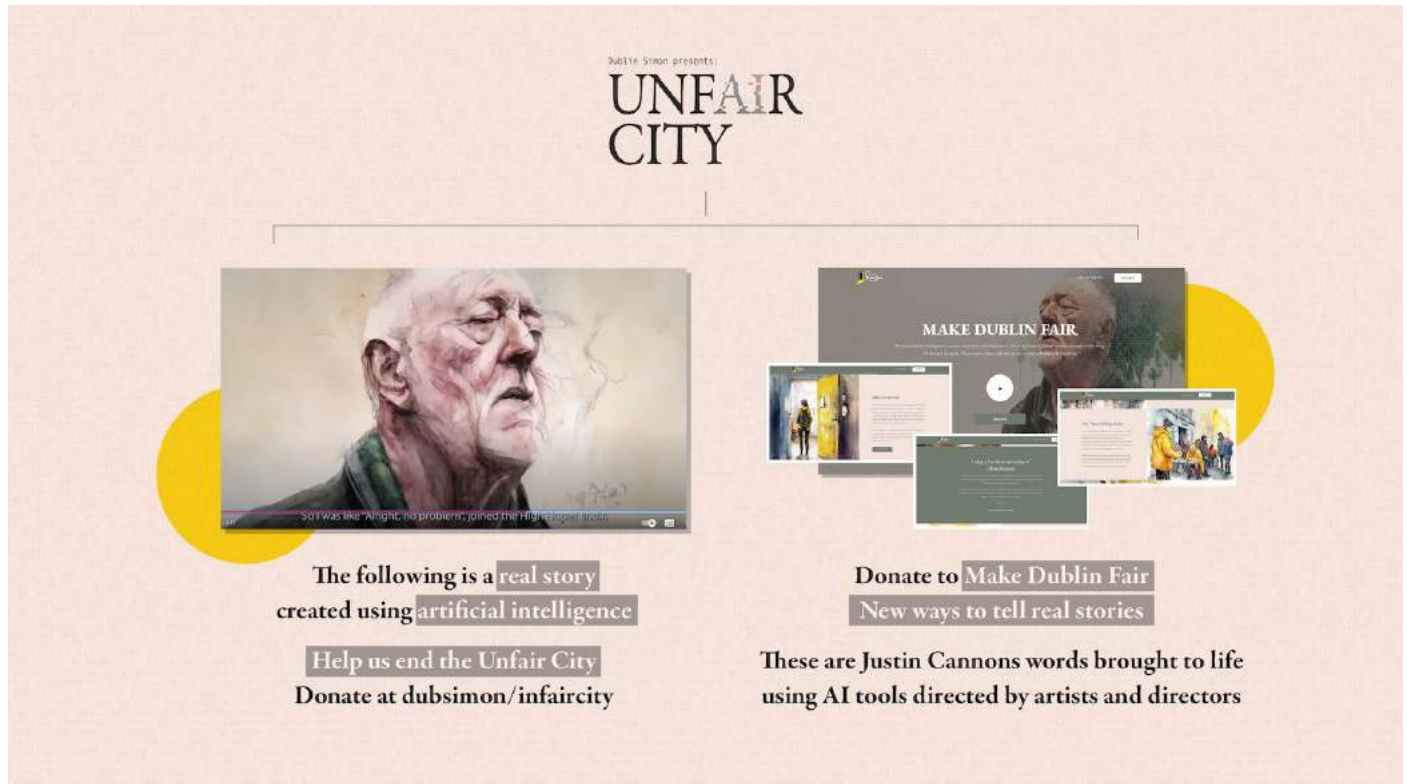
Without the ability to buy reach, Simon needed to capture the tech-driven media narrative to earn organic coverage.

While AI is somewhat ubiquitous at time of writing, the technology still sat at an infection point in March 2023. This was Ireland's first AI brand film, and the only the second of its type in the world - a fact that this audience couldn't possibly ignore.

The launch was timed to coincide with the lifting of the COVID-era eviction ban, giving Simon a tech-led story in a tech-obsessed city, underpinned by a message that resonated powerfully with that month's biggest story.

SECTION 3: BRINGING THE IDEA TO LIFE

Outline the key building blocks of the creative executions for your main marketing vehicles e.g., endline, call-to actions and format choices. If relevant, include any important changes that optimized the creative while the activity was running.



Unfair City’s amazing success story is based on two key-assets; a groundbreaking AI film and a website.

Unfair City: A short- film

Unfair City tells the story of Justin Cannon. Formerly homeless, Justin now advocates and volunteers for Simon. Justin was interviewed and his story animated using AI image generators. In this sense, the imagery was created by Justin’s own words.

Unfair City Website

At UnfairCity.ie people could find out more about the project, how dozens of artists and professionals collaborated in its creation (countering the assumption that this technology requires no humans), as well as ways to donate and contribute.

SECTION 3: BRINGING THE IDEA TO LIFE

Outline the rationale behind your communications strategy, experience strategy and channel plan. Explain how the integral elements worked together to drive results. Throughout your response, address any changes made overtime. If relevant, explain how you changed your spend across channels as part of your campaign optimization.

The power of the Unfair City initiative was in its simplicity. The below 4 simple points define the Unfair City approach;

1. BE HARD TO IGNORE

The Unfair City short film combines the hottest topic in tech and a contemporary social issue that dominated the headlines due to the end of the eviction ban. News editors are naturally sympathetic about homelessness charities, but find it hard to maintain their readers' interest in the topic. Dublin Simon solved that problem for them.

2. PR IS KING – AIM FOR THE HEADLINES

Without media investment, we had to be both intriguing and interesting for tech-obsessed 20-40-year-olds who search out the latest developments in tech every day.

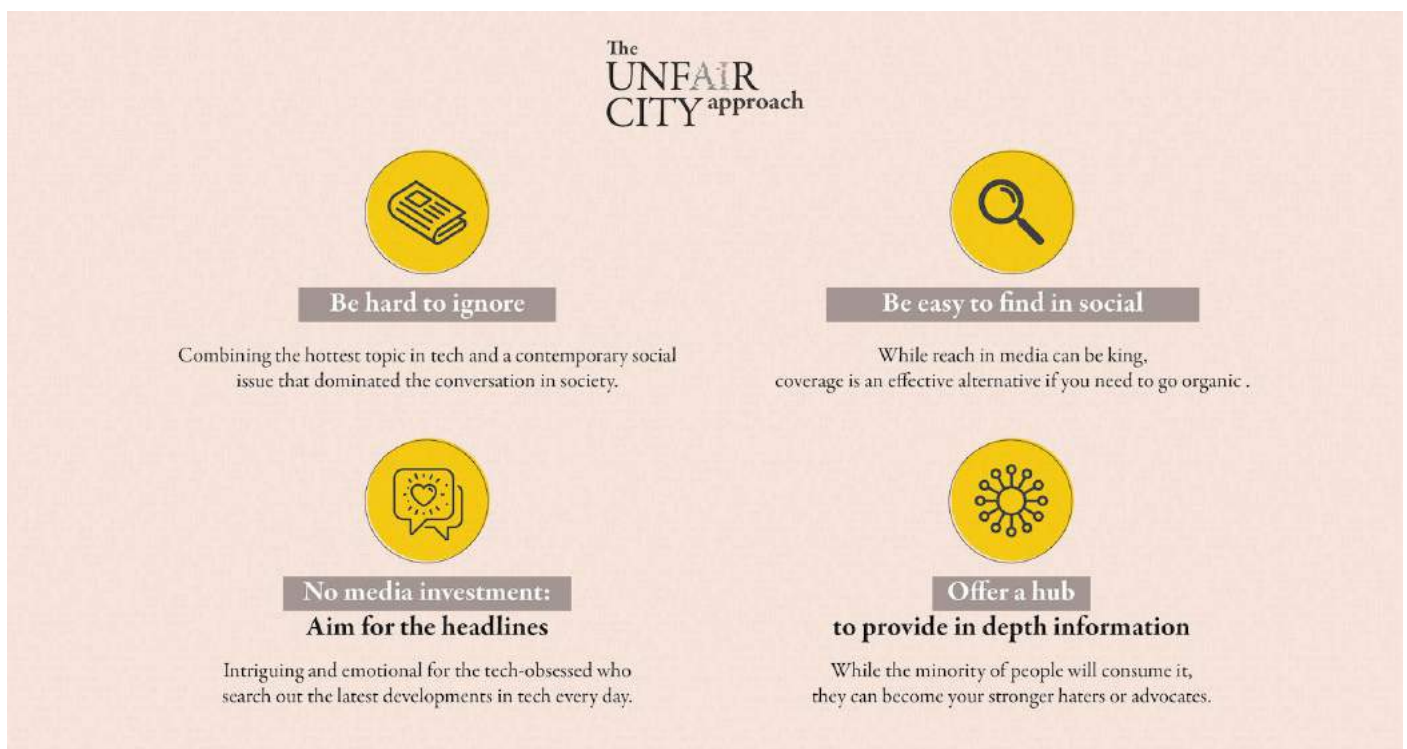
3. BE EASY TO FIND IF YOU CAN'T BUY SOCIAL-MEDIA EXPOSURE

Social posts perform approximately 2x better than ad campaigns in generating donations among younger age groups.

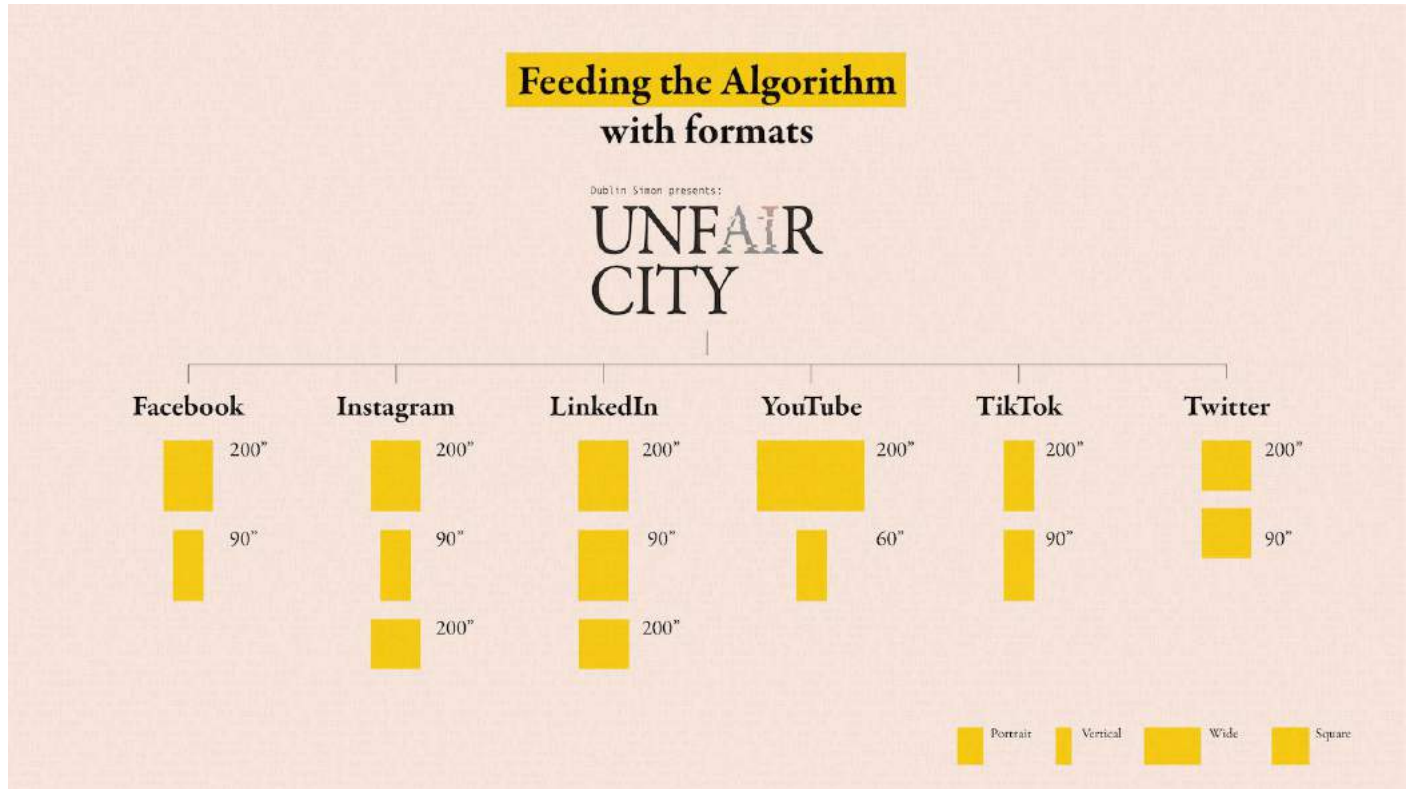
To explore all that organic social could offer, we repurposed Unfair City into dozens of formats and lengths that fed the algorithm to maximum effect.

4. OFFER A HUB FOR POTENTIAL ADVOCATES

It's important for a charity to both push people forward on the donation path and also offer in-depth information for those who are interested. We used our hub to clarify ethical use AI and turn potential rejection and backlash into empathy and support.



SECTION 3: BRINGING THE IDEA TO LIFE



SECTION 4: RESULTS

Over the time period of your case, how do you know it worked? Explain, with category, competitor and/or prior year context, why these results are significant for the brand's business. Results must relate back to your specific audience, objectives, and KPIs.

Against a backdrop of an aging (and therefore declining) donor base, this case demonstrates how Dublin Simon Community hijacked the news cycle with a creatively stunning film created with controversial AI technology to drive unprecedented results.

This film not only delivered on its brief to recruit new, younger donors but also drove amazing increases in donations.

Business Results

259% growth in monthly revenue in a declining donation landscape
129% growth compared to March 2022
135% increase in transactions

Marketing Results

64% increase in 18-24 donors 45% increase in 25-34 donors 44% increase in 35-44 donors

Communications Results

€114.000 generated in earned-media in two weeks.

Business Objective: Ensure an immediate increase in financial support for essential services, while rejuvenating the base with younger donors to ensure an ongoing provision of supports into the future.

Revenue:

259% growth in monthly revenue in a declining donation landscape
129% growth compared to March 2022
135% increase in transactions

Supporters were now donating more often and in higher quantities.

Marketing Objective: Achieve cut-through with Dublin's 20 to 40 year olds - a much younger audience that Dublin Simon's traditional 50+ base.

Rejuvenation of donor base

64% increase in 18-24 donors
45% increase in 25-34 donors
44% increase in 35-44 donors

Simon managed drastically increase participation of younger cohorts in donations without compromising support from existing donors.

SECTION 4: RESULTS

Activity Objective: Generate earned-media exposure in mediums consumed by affluent, Dublin-based and tech-obsessed professionals under aged 20-40.

Earned-media:

€114.000 generated in earned-media.

Unfair City reached beyond the frontiers of Ireland and was featured in publication across 7 different countries.

Major Irish publications such as The Irish Independent, RTÉ, Newstalk, Tech Central, Dublin Live, 30 others showcased articles about it.

Irish and International influential social media profiles such as Layer Lemonade, tech journalist Brian O'Donovan and business leader Nicolas Babin and Abinav Jain shared the initiative.

The AVE is a conservative estimation by Olytico.

ADDITIONAL RESULTS

What else in the marketplace could have affected the results of this case - positive or negative?

Key Factors: Societal or Economic Events

The lift of the eviction ban gave us the opportunity to time the launch of Unfair City and time it to a moment when both news outlets and readers would be more susceptible to our message.

CREATIVE WORK



[**CLICK HERE TO SEE THE CREATIVE REEL >>**](#)

Making a Big Difference With a Little Budget

Entered by

core[™]



For Breast Cancer Ireland

Category: Positive Change – Brands, NFP – Environmental or Social Good

GOLD

Start Date: 4th October 2021
End Date: 19th November 2021
Industry Sector: Non-Profit
Industry Situation: Flat

EXECUTIVE SUMMARY

THE STRATEGIC BIG IDEA

With 23% of diagnosis being women under 50, we needed to show that breast cancer affects women of all ages.

THE INSIGHT

Breast cancer was seen as an over 50s issue, so younger women were 27% less likely to check for it.

THE CHALLENGE

Early diagnosis through monthly self-checks for breast cancer saves lives, unfortunately only 128,000 women in Ireland were doing so.

BRINGING THE IDEA TO LIFE

Show a mother and daughter dealing with a diagnosis, but with a twist; it wasn't the mother who'd been diagnosed.

THE RESULT

Monthly checkers increased by 31%. That's 40,000 additional women checking for breast cancer every single month. With very little spend.

WHY IS THIS CASE WORTHY OF AN AWARD FOR MARKETING EFFECTIVENESS?

With a total budget of under €50,000, the easiest thing for us to do would have been to create yet another "signs and symptoms" health education video. But that's not what we did...

Instead we conducted proper research into the issue. We identified that the real challenge was encouraging younger women to check. We created a powerful film to shake them out of complacency. And we leveraged our scale to have this film promoted across TV, Cinema, and Social Media.

We did what was right, not easy. And that has changed the lives of 40,000 women for the better.

SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

Before your effort began, what was the state of the brand's business and the overall category in which it competes? What was the strategic challenge that stemmed from this business situation and the degree of difficulty of this challenge? How did it change overtime?

Breast cancer is one of the most insidious and most common diseases affecting the women (and in some cases, men) of Ireland. 3,700 new cases are diagnosed annually in Ireland alone. 1 in 9 women in this country will be affected by it in their lifetime. And while the survival rate is slowly improving, for too many it is still a death sentence.

The most important factor in surviving breast cancer, is early diagnosis. The sooner the breast cancer is found, the less serious it will be, the easier it will be to treat, and the greater the chance of a full recovery being made.

Unfortunately, early diagnosis is dependent on women performing regular monthly self-checks for breast cancer, something which our research revealed only 7% of women in Ireland were doing. To make matters worse, incidence of self-checking was 27% lower amongst women under 50, despite this group accounting for 23% of all breast cancer diagnoses.

Convincing women, especially younger women, to regularly self-check for something they don't even like thinking about was going to take more than the usual educational health-information campaign. It was going to take something with real emotional impact, something that would jolt them out of complacency and into action.

And we would have to achieve this with a total budget of less than €50,000. To put that into context, the average HSE (Health Service Executive) screening campaign with similar objectives to ours would have an average media budget of between €250,000 and €500,000; five to ten times what we had to work with in total.

SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

What were the business, marketing and campaign/activity objectives that you set to address your challenge? What were the Key Performance Indicators (KPIs) set against each objective? How did they change over time?

Business Objective: Increase the number of women performing monthly self-checks by 15%.

The ultimate objective of Breast Cancer Ireland is to increase the survival rate for breast cancer to 100%. A big part of improving the survival rate is increasing early detection of breast cancer. And the best way to increase early detection is through more women performing monthly self-checks. This ambitious target equated to changing the behaviour of 20,000 women, with very little spend.

Marketing Objective: Women under 50 are 27% less likely than older women to regularly check for breast cancer, this campaign aimed to close this gap.

As stated previously, younger women under 50 represented the biggest challenge in terms of changing self-check behaviour. They were the least likely to be checking for breast cancer at all, primarily because they perceived breast cancer as something that only affects older women. But 23% of diagnoses occur in under 50s, so in reality you are never actually too young to check.

Activity Objective: At least 90% of women who see the ad must agree that breast cancer affects women of all ages.

Key to persuading more women to regularly check their breasts would be changing attitudes around breast cancer being a disease that affects women of all ages, not just those over 50. With limited media spend, we knew we needed every exposure to the ad to count. Which is why we aimed for a very ambitious 90% agreement rate with the "affects women of all ages" message.

SECTION 2: INSIGHTS, STRATEGY & STRATEGIC IDEA

Define the target audience(s) you were trying to reach and explain why it was/they were relevant to the brand and the challenge. Did your audience evolve overtime? If so, describe how and why.

The primary objective of this campaign was increasing the incidence of monthly self-checking. This meant that we needed it to reach as many women as possible, therefore our primary target audience was all adult women. However, having identified the particular challenge of changing self-checking behaviour with younger women, women under 50 were defined as a secondary bullseye audience for this campaign.

We knew from our pre-campaign research with this target audience that the usual educational health-infomercial style approach around signs and symptoms etc. would not move the dial here. 95% of women already knew at least some of the signs and symptoms. No, the problem we faced was one of motivation. Of women who weren't checking, nearly 50% simply weren't motivated to think about checking, nearly 20% felt it was something only a professional should check, and a smaller but significant percent felt they were simply too young to need to check.

To successfully change self-check behaviour on a meaningful scale, we would need to change these attitudes and misperceptions and develop creative that would resonate on a more emotional level and really motivate our target audience to take action.

**Explain the thinking that led you to your insight(s).
Clearly state your insight(s) here.**

With limited budget for creative, production, and media we knew we would have to be extremely focused in identifying the point of greatest return in terms of changing self-check behaviour. Through our pre-campaign research it became clear to us that speaking specifically to the group where self-checking was least common represented the biggest opportunity for change.

Key Insight: Breast cancer was seen as an over 50s issue, so younger women under 50 were 27% less likely to check for it.

However, as we learned from research into who is actually affected by breast cancer this is a serious misperception, one that is likely costing people their health and their lives. In reality, 23% of all breast cancer diagnoses are from women aged under 50.

The misperception that breast cancer only affects women over 50 is driven partly by the fact that the national breast cancer screening program is only for over 50s, but also by how breast cancer is portrayed in communications. As you can see from the images below, most communications around breast cancer include older looking women which reinforces the misperception.

With younger women neglecting to regularly check, many cases of breast cancer that could have been diagnosed earlier (and treated more easily) are being missed. And a late diagnosis could very well be a death sentence. This is where we could have a real impact. This is where we could focus our limited resources to maximise our impact. This is what our efforts set out to change.

SECTION 2: INSIGHTS, STRATEGY & STRATEGIC IDEA

Sample of Breast Cancer Imagery Used by News Media, Charities, & Healthcare Providers in Ireland



Irish Cancer Society
Cancer screening | Irish Cancer Society



Irish Mirror
Brave breast cancer survivor proudly ...



Irish Cancer Society
Breast cancer | Irish Cancer Society



Irish Cancer Society
Symptoms of breast cancer ...



Irish Life Health
Checking for Breast Cancer and Reduci...



Irish Cancer Society
Screening for breast cancer | Irish ...

What was the core idea or strategic build you arrived at using your insight(s) that enabled you to pivot from challenge to solution for your brand and customer?

With 23% of diagnosis being women under 50, we needed to show that breast cancer affects women of all ages.

SECTION 3: BRINGING THE IDEA TO LIFE

Describe the key elements of your plan that activated your strategy. Outline any components that were active in the effort e.g. all integral communications, promotions, CRM program, customer experience, pricing changes, etc. that were a part of your effort.

Due to the limited budgets this activity had to work with, we were limited to one creative video asset. Originally this was only planned to run for two weeks on TV. However, we so strongly believed in the power of the creative we had developed that we leveraged our scale to have the spot aired in cinemas across the country for four weeks as well, greatly increasing the reach and impact of the work. It was also amplified through the client's social media channels, where it was very positively received.

Outline the key building blocks of the creative executions for your main marketing vehicles e.g., endline, call-to actions and format choices. If relevant, include any important changes that optimized the creative while the activity was running.

We created a 50" film and a 30" cutdown of a mother and daughter dealing with a diagnosis. The spot opens on the pair receiving the bad news in a doctor's office. The viewer is left to assume it was the mother being diagnosed, because of the misperceptions that breast cancer is an older woman's disease. After several scenes showing the pair dealing with the diagnosis, the final scene reveals it was the daughter who was diagnosed as she receives chemotherapy. The film resolves stating "breast cancer affects women of all ages" and prompting viewers to make time to check.

SECTION 3: BRINGING THE IDEA TO LIFE

Outline the rationale behind your communications strategy, experience strategy and channel plan. Explain how the integral elements worked together to drive results. Throughout your response, address any changes made overtime. If relevant, explain how you changed your spend across channels as part of your campaign optimization.

Despite being limited, our media and communications plan worked hard to maximise the reach and impact of our activity across high impact channels including TV, Cinema, and Social Media.

The reason the ad worked so well and was so impactful was because it took people’s assumptions (that breast cancer is an older woman’s disease – the very assumption we were trying to break) and it turned them on their heads. It did so in a surprising and emotionally impactful way, while still ending on a hopeful note. It’s quite clear based on the results achieved (as you will see in the next section) that when women see the ad, it changes their attitudes towards breast cancer and it also changes their behaviour when it comes to regularly checking. And with very little wear out after the first airing, this activity has the potential to do a lot more good through future bursts.

Key Scenes & Story Beats from “The Diagnosis” Advert



Opening scenes lead viewers to assume the mother has been diagnosed with breast cancer.



After several scenes showing the pair dealing with the news, our final scene reveals the surprising twist that it was the daughter that was diagnosed.



The ad resolves by reinforcing our key message that “breast cancer affects women of all ages”.

SECTION 4: RESULTS

Over the time period of your case, how do you know it worked? Explain, with category, competitor and/or prior year context, why these results are significant for the brand's business. Results must relate back to your specific audience, objectives, and KPIs.

The following results are proof that with a lot of creativity, and a little media spend, you can still create activity that has massive and positive impact for your clients, for your audience, and for society at large. We are very proud of the difference this little campaign has made.

Business Objective: Increase the number of women performing monthly self-checks by 15%.

Result: The number of women performing monthly self-checks increased by 31%, more than double the increase we were aiming for.

This 31% increase equates to an additional 40,000 women self checking for breast cancer every single month. That's nearly enough women to fill the Aviva stadium. This represents a massive scale of behaviour change for a campaign of this size and budget to have achieved. Behaviour change that in time will lead to many more early diagnoses and ultimately more lives saved.

Marketing Objective: Women under 50 are 27% less likely than older women to regularly check for breast cancer, this campaign aimed to close this gap.

Result: Women under 50 are now only 12% less likely than older women to be checking for breast cancer, successfully cutting the gap in behaviour based on age in half.

While the ultimate goal for us is that women under 50 are just as likely to check for breast cancer as older women, this will take time to achieve given the embedded cultural view of breast cancer being something that only affects older women. Nevertheless, cutting this gap by more than half with a campaign of this scale is an impressive start.

Activity Objective: At least 90% of women who see the ad must agree that breast cancer affects women of all ages.

Result: 96% of women who saw the ad agreed that breast cancer effects women of all ages.

We set ourselves a target of 90% agreeing that breast cancer affects women of all ages. This was ambitious, but we knew with such a limited media budget we had to make every exposure count. But our creative was so impactful that very nearly every single woman who saw the ad (96% to be precise) agreed that breast cancer affects women of all ages.

ADDITIONAL RESULTS

Breast cancer is an emotional subject that has affected and is currently affecting many people in Ireland. It was important for the agency and Breast Cancer Ireland that this activity handled the tricky subject matter in a way that was respectful and would resonate with those impacted. Based on the comments made about the ad on social media, we achieved this important goal. The comments on the ad were overwhelmingly positive and encouraging, as can be seen below.



What else in the marketplace could have affected the results of this case – positive or negative?

Key Factors: Societal or Economic Events

This activity ran in October, which is breast cancer awareness month. It is possible that the other activity running during this time from Breast Cancer Ireland and other charities contributed to the results listed above. However, the client was clear in pointing out that this is the first breast cancer awareness month where they've tracked such a sizeable change in behaviour and they believe that is largely down to the influence of "The Diagnosis" film we created for them. The results reported above which show how impactful the creative was also support this hypothesis. Furthermore, the fact that the biggest change in attitudes and behaviours occurred in our bullseye target of younger women is strong evidence that the results reported were primarily driven by this campaign.

CREATIVE WORK

BREAST CANCER AFFECTS WOMEN OF ALL AGES

Source: National Cancer Registry of Ireland



[CLICK HERE TO SEE THE CREATIVE REEL >>](#)

From Members to Monsters



Entered by

coreTM

For Irish League of Credit Unions

Category: Sustained Effectiveness

GOLD

Start Date: 3rd February 2020

End Date: Ongoing

Industry Sector: Financial
Services & Banking

Industry Situation: In Decline

EXECUTIVE SUMMARY

THE STRATEGIC BIG IDEA

Show that the Credit Union offers larger loans of all shapes and sizes, for people from all walks of life.

THE INSIGHT

Because of the Credit Unions 'savings and small loans' heritage, people were defaulting to the bigger banks for larger loans.

THE CHALLENGE

Between 2011 and 2019 Ireland lost 165 Credit Unions. To survive, the movement desperately needed to grow their loan book.

BRINGING THE IDEA TO LIFE

We created a cast of Credit Union 'brand monsters' to demonstrate that anyone can apply for our monster sized loans.

THE RESULT

The Monster Loans campaign smashed our targets, generating €1.3billion incremental enquiries and increasing our market share from 32% to 40%

WHY IS THIS CASE WORTHY OF AN AWARD FOR MARKETING EFFECTIVENESS?

With Irish Credit Unions in decline, and much larger competitors drowning out our 5% share-of-voice, we knew we'd have to be bravely different to save the movement.

Strategically, we convinced a member-owned organisation to focus on loans over membership. We evolved our media approach to maximise reach and recency and target our audience in more contextually relevant ways. And creatively, we eschewed category norms through our use of brand mascots over real people.

Each of these decisions to embrace change were inherently risky. But our bravery was rewarded with what has become the Credit Union's most successful campaign ever.

SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

Before your effort began, what was the state of the brand’s business and the overall category in which it competes? What was the strategic challenge that stemmed from this business situation and the degree of difficulty of this challenge? How did it change overtime?

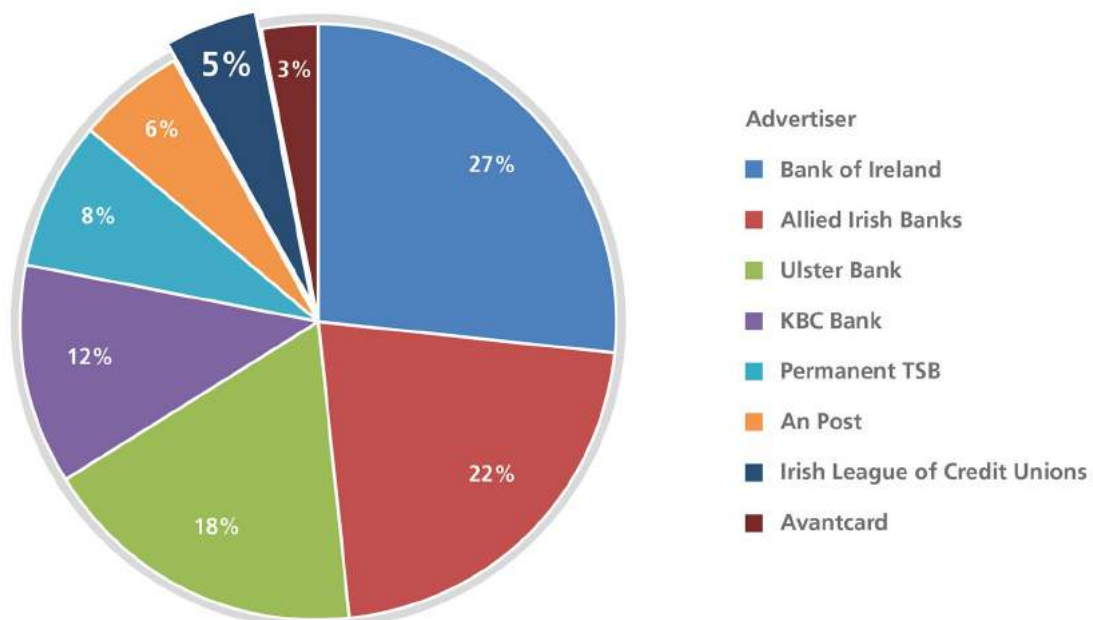
Often viewed as the David to the monstrous Goliath of the commercial banks, Credit Unions play a vital role in the economy, with 375 million members globally who turn to them for their financial needs. Here, the Irish League of Credit Unions (ILCU) exists to allow Credit Unions to work together and allow lending at a fair rate to their membership. They exist only for this function, not the generation of profit. This valuable role however has been increasingly under threat.

Aggressive marketing from commercial banking in Ireland in the last decade has squeezed Credit Unions, with 165 Credit Unions closing or restructuring between 2011 and 2019. But while this pressure has been significant, the entry of another trusted local institution An Post (Ireland’s National Postal Service) into the market represented an existential threat. The Credit Union provides a counterpoint to the banks, but now one of the few brands with perhaps greater trust from the community would be competing directly with them in those very same local communities. With six times the branches and already 20% more budget, David would struggle to fight a monster of this magnitude.

Compounding the problem was the Credit Union’s history. Understandably, as a membership organisation, since launching 63 years ago, it has focused most of its efforts on recruiting members. But repeating the past would not guarantee its future. Instead, the Credit Union needed to increase its loan book, both in value and volume, to give it a sound financial base for the next 60 years. It would have to change its marketing focus from membership to loans. For David to survive he would need to exchange Members for Monsters (larger loans).

With such a big job to do and very limited resources with which to do it, we had to be laser focused in terms of objectives. We needed to grow the loan book to secure the future of the movement. That meant increasing our market share of personal lending, by driving more loan enquiries than ever before, by convincing more people to apply for larger (or monster) loans with the Credit Union.

2019 Spend

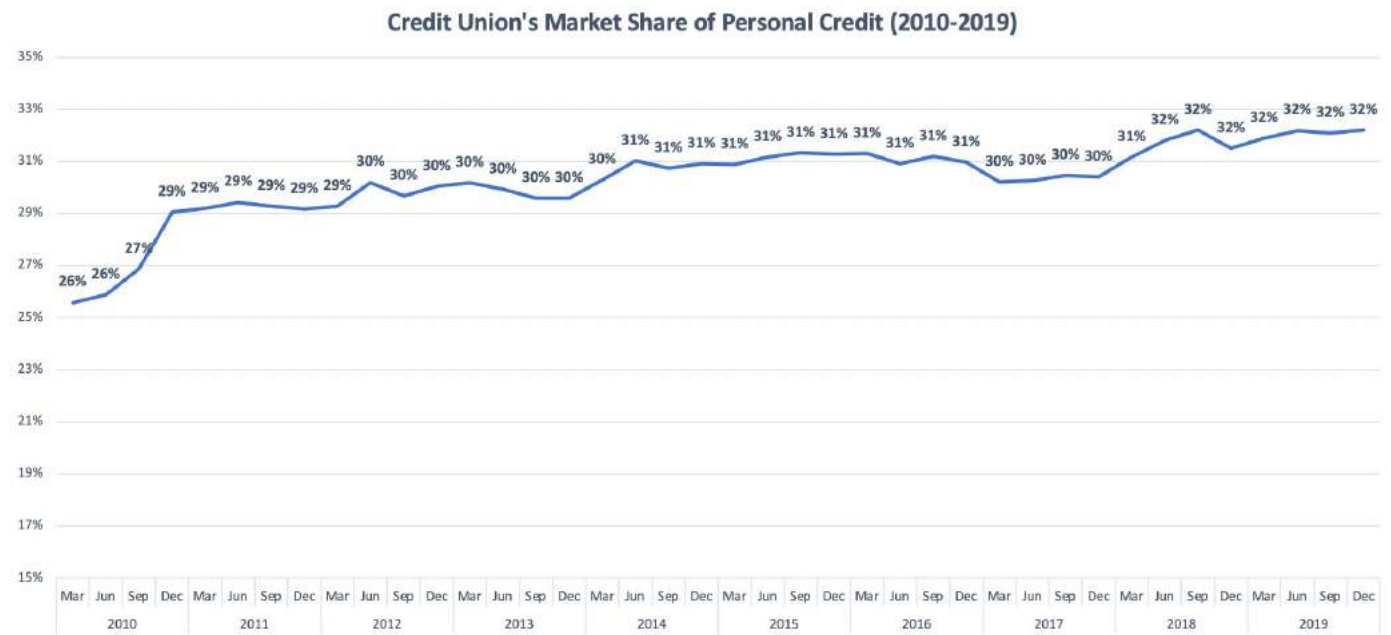


SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

What were the business, marketing and campaign/activity objectives that you set to address your challenge? What were the Key Performance Indicators (KPIs) set against each objective? How did they change over time?

Business Objective: Increase the Credit Union's share of the personal lending market from 32% to 35% by 2023.

In order to survive, the Credit Union needed growth in loans. A simple objective, but by no means an easy one to achieve. Growing by 3 percentage points market share is an ambitious objective for any brand. But even more so for a brand who's market share had been stagnant for the best part of the preceding decade, and who's much larger competitors were outspending them by a factor of 20:1

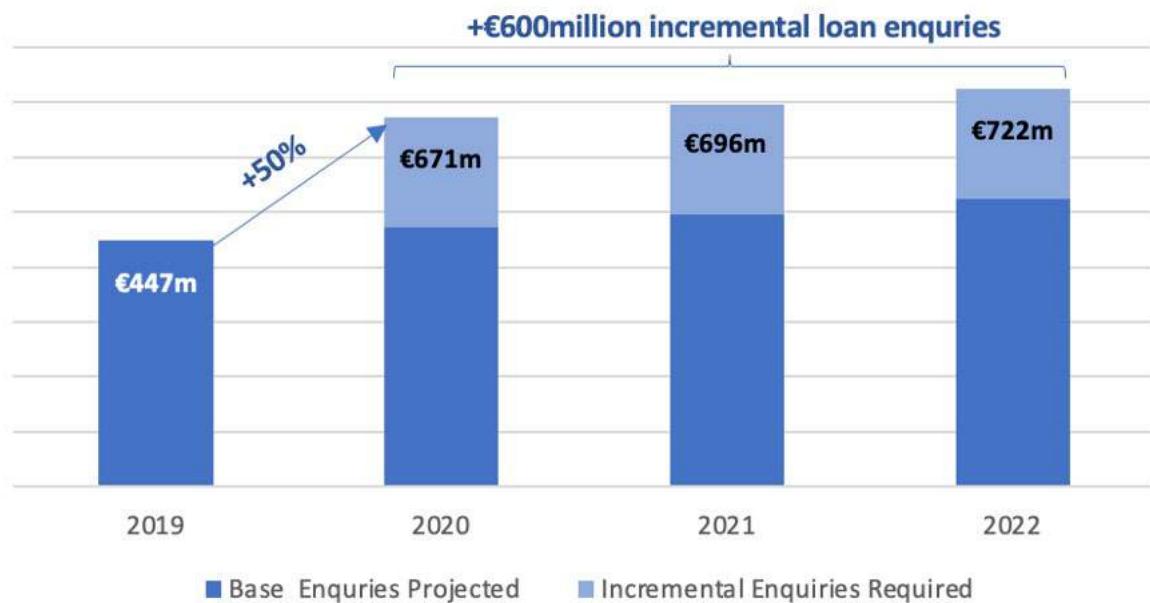


SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

Marketing Objective: Generate incremental loan enquiries of €600 million for the Credit Union over the next three years.

In order to achieve our Business Objective of a 3% increase in market share, it was calculated (based on proprietary conversion rates of loan enquiry to actual loans) that our campaign needed to drive €600million in incremental loan enquiries for the Credit Union over the next three years. This meant yearly enquiries would have to increase +50% over 2019 levels, with virtually all that growth coming from incremental campaign enquiries and not from base increases.

Loan Enquiries Target 2020-2022



SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

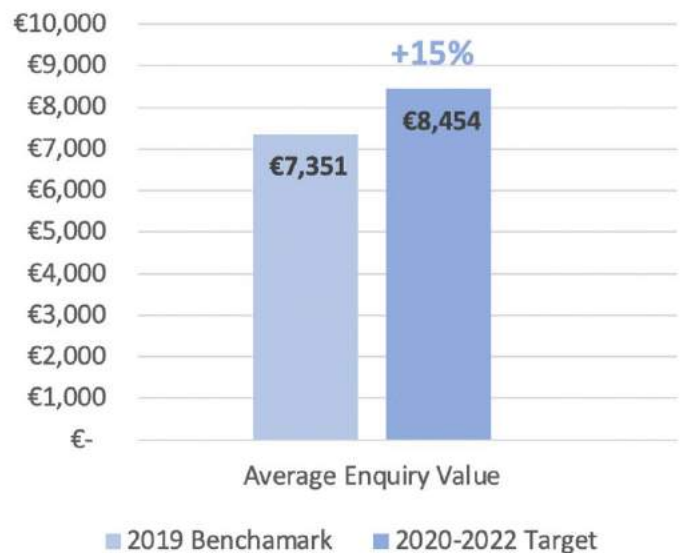
Activity Objective: Convince more people to apply for larger loans with the Credit Union. Increase the volume of yearly loan enquiries received by 25% and the average loan enquiry value by 15%.

The national average loan size in 2019 was €8,558, but the average loan enquiry value for the Credit Union was only €7,351. That's a 15% shortfall. To close this gap we needed our activity to convince more people to apply for more larger loans with us. To hit our overall loan enquiry target, we needed to increase yearly enquiry volumes by 25% while increasing the average enquiry value by 15%.

Enquiry Volume Target



Enquiry Value Target



SECTION 2: INSIGHTS, STRATEGY & STRATEGIC IDEA

Define the target audience(s) you were trying to reach and explain why it was/ they were relevant to the brand and the challenge. Did your audience evolve overtime? If so, describe how and why.

The Credit Union is a mass market brand because it is present in so many communities around the country. Everyone is welcome in their local Credit Union. In many respects Credit Unions were originally set up to ensure there was a lending option for those that banks were more reluctant to deal with, so the inclusion of all in the community has always been part of the brand's role. Where this audience understanding differed from previous campaigns for the Credit Union was less in the who, and more in the what. Previous campaigns had focused on acquiring new members and ensuring the difference that the Credit Union represented from banks was evident. These campaigns had successfully built the trust the brand enjoys. However, the current situation required a different focus. With 3.6 million members across Ireland, the Credit Union did not need to push membership, it needed to increase loan applications from its existing base. This is because of what the Credit Union had come to represent in terms of lending: small loans for incidental things. This perception needed to change.

**Explain the thinking that led you to your insight(s).
Clearly state your insight(s) here.**

People borrow money for specific things. Analysis of Credit Union loan enquiry data showed that people applied to the Credit Union for smaller amounts because the reasons for applying were not tied to bigger ticket items. We realised a simple but powerful reality. People go to banks for loans of note; for cars, home improvements, life changes. They go to the Credit Union for smaller incidental needs. People assumed that banks are for big loans and Credit Unions are for smaller ones. The thing you want the loan for tends to define where you go. We needed to unlock the larger loans market for the Credit Union if we were to achieve our ambitious growth objectives and save the movement.

What was the core idea or strategic build you arrived at using your insight(s) that enabled you to pivot from challenge to solution for your brand and customer?

Show that the Credit Union offers larger loans of all shapes and sizes, for people from all walks of life.

SECTION 3: BRINGING THE IDEA TO LIFE

Describe the key elements of your plan that activated your strategy. Outline any components that were active in the effort e.g. all integral communications, promotions, CRM program, customer experience, pricing changes, etc. that were a part of your effort.

The campaign needed to disproportionately stand out, especially given the Credit Union's much lower share of voice than the pillar bank brands. The key element in doing this was creativity. The Credit Union had a simple message and could behave in a way that the pillar banks never could, with directness and creativity. Key to this campaign was the creation of fluent devices which would allow the campaign to stand out with much lower share-of-voice, be very distinct from the banks, and deliver a hard working message in a charming way.

Outline the key building blocks of the creative executions for your main marketing vehicles e.g., endline, call-to actions and format choices. If relevant, include any important changes that optimized the creative while the activity was running.

The best way to say something is directly. We wanted people to apply to Credit Unions for bigger loans; monster sized loans. So that is what we told them. We created a suite of animated monsters, existing in a live action world, who were intent on acquiring specific "big ticket" things (cars, home improvements, once in a lifetime holidays, college costs, and weddings) for which they needed large loans, or monster loans. The creation of these fluent devices allowed us to tie media channels together with a simple single message that stood out massively from the rest of the sector.

SECTION 3: BRINGING THE IDEA TO LIFE

Outline the rationale behind your communications strategy, experience strategy and channel plan. Explain how the integral elements worked together to drive results. Throughout your response, address any changes made overtime. If relevant, explain how you changed your spend across channels as part of your campaign optimization.

Fluent devices are defined as fictitious characters (humans or creatures) or situations created by the brand and repeatedly used as the primary vehicle for the drama across a campaign. They have huge benefit in that they allow a brand to stand out creatively in a category. They can ensure distinctiveness and attribution, and they can tie different channels together and link messaging from brand building channels (like TV) to conversion channels (like digital and in-store collateral). The creation of the monsters for the Credit Union allowed us to tell a much depicted and perhaps tired story (customer gets loan for specific purpose) in a new, interesting, entertaining and distinctive way.

Each character was given a specific look and feel, but also reason for needing a loan: a car, a growing family, home improvements, a student loan etc. This allowed the emphasis to be put on different lending reasons at different times and locations. It allowed the simple overarching message of “monster loans” to come across in an entertaining way. It also allowed the brand to compete for the loan types traditional banks were getting, but via communications that a bank could never mimic.

The campaign was established primarily using TV, but the fluent devices then also allowed us to be very effective with VOD, display and social and connect the advertising activity to in-store collateral.

The use of specific music, a rhyming style of copy, and a distinctive voice over also allowed us to extend the campaign into radio and digital audio. This extension into audio also allowed higher frequency placement at a lower cost point. Through clever media planning, and a constantly optimised media-mix, we were able to gradually evolve the campaign to become more and more “always-on” over time. Despite our share-of-voice being just 7% across the campaign period.

SECTION 4: RESULTS

Over the time period of your case, how do you know it worked? Explain, with category, competitor and/or prior year context, why these results are significant for the brand’s business. Results must relate back to your specific audience, objectives, and KPIs.

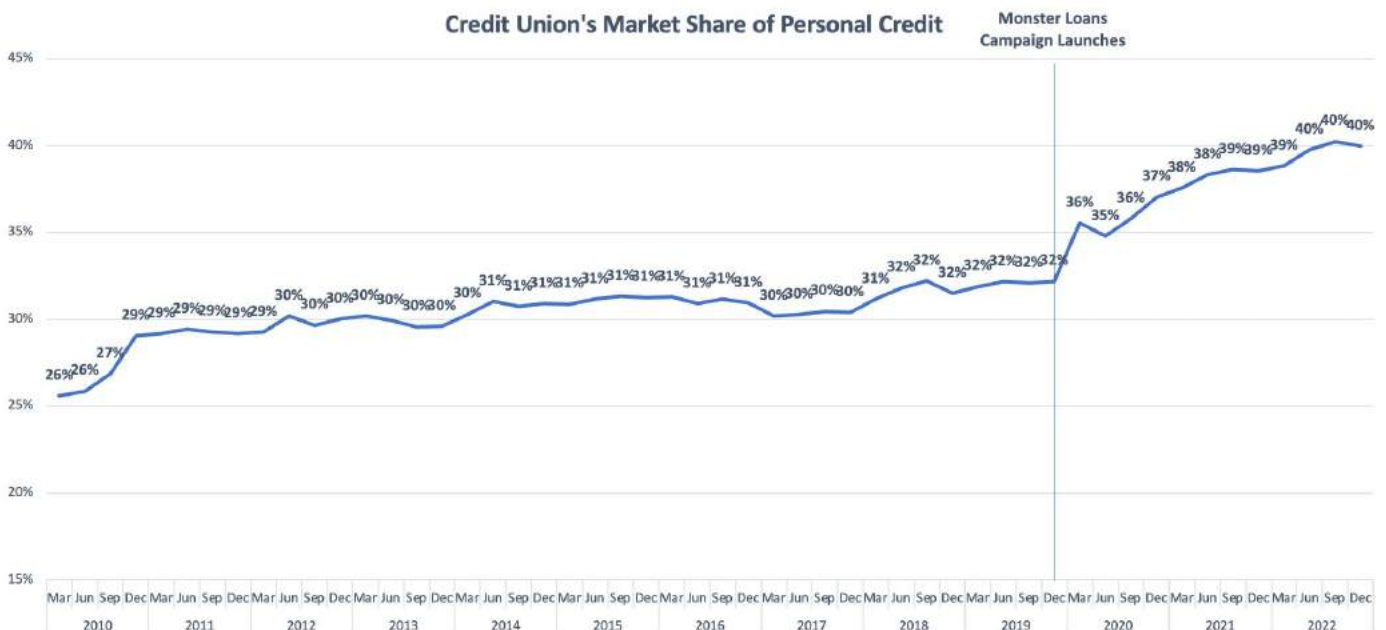
The Credit Union Monster Loans campaign is a great example of how Market Building Creativity (as defined in Effie’s Crossing the Chasm Creative Effectiveness report) can be the most impactful when it comes to long-term effectiveness. By focusing all our creative efforts, and very limited resources, on unlocking the previously inaccessible larger loans market for the Credit Union, we transformed the fortunes of an iconic and important Irish brand.

As you will have seen, the objectives we set ourselves for this campaign were ambitious – they had to be to save the movement. But not only did we meet these ambitious objectives, we absolutely smashed them. And we did it with just 7% share-of-voice and despite the impact of Covid-19. In this instance, David didn’t just beat Goliath, he demolished him. And it wasn’t even close. All thanks to the combined power of sharp strategic thinking and single-minded Market Building Creativity.

Business Objective: Increase the Credit Union’s share of the personal lending market from 32% to 35% by 2023.

Result: We increased the Credit Union’s share of personal lending from 32% to 40% in just 3 years.

Our original target for market share growth was 3 percentage points, and even then the odds were stacked against us based on historic trends and increased competitive pressures. But not only did we achieve that target, we absolutely smashed it. Most encouragingly, the biggest quarterly jump in market share (a whopping 4%) came immediately after the launch of the Monster Loans campaign, followed by consistent growth over the next three years, reaching a monstrous 40% market share by the end of 2022. Not bad for a brand with just 7% share-of-voice.



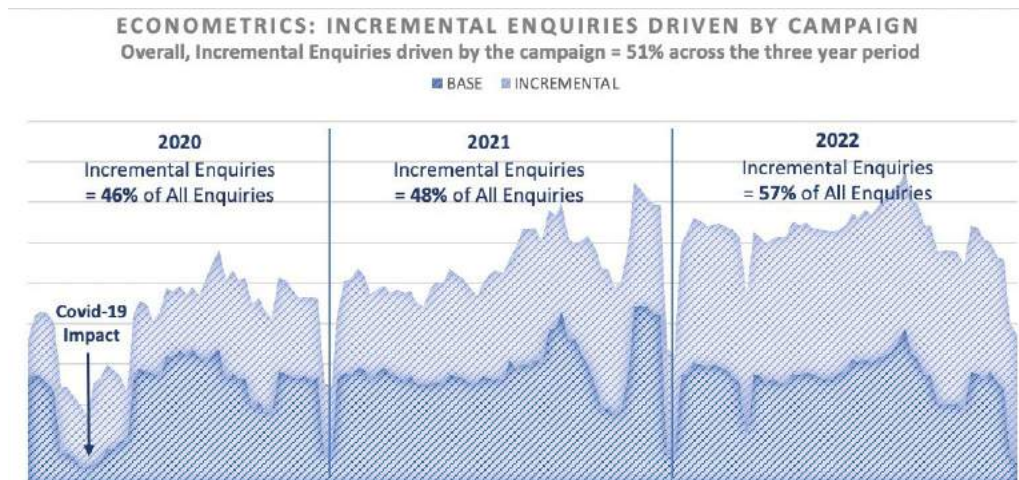
SECTION 4: RESULTS

Marketing Objective: Generate incremental loan enquiries of €600 million for the Credit Union over the next three years.

Result: In the three years from 2020–2022, the Monster Loans campaign drove 1.3billion in incremental loan enquiries for the Credit Union . More than double its already ambitious target.

In order to hit our 3% market share growth target, we were tasked with driving €600million in incremental loan enquiries between 2020–2022. That’s €200million per year. And it’s another target we absolutely smashed. In 2020 alone, we drove €317million incremental enquiries, which meant that even though Covid-19 caused a collapse in demand for consumer credit we still hit our overall pre-Covid target. This increased to €417million incremental enquiries in 2021. And a staggering €568million incremental enquiries in 2022. The fact that we far surpassed our enquiry target and drove €1.3billion in incremental enquiries is what led to us overachieving on our market share target.

In the two charts below first you will see the econometrics model used to calculate the incremental enquiries driven by the campaign versus base enquiries each year, and second how the results we achieved compare to the original enquiry targets set for the Monster Loans campaign.



Loan Enquiry Results vs Targets
+€1.3 billion in incremental loan enquiries (vs 600m target)



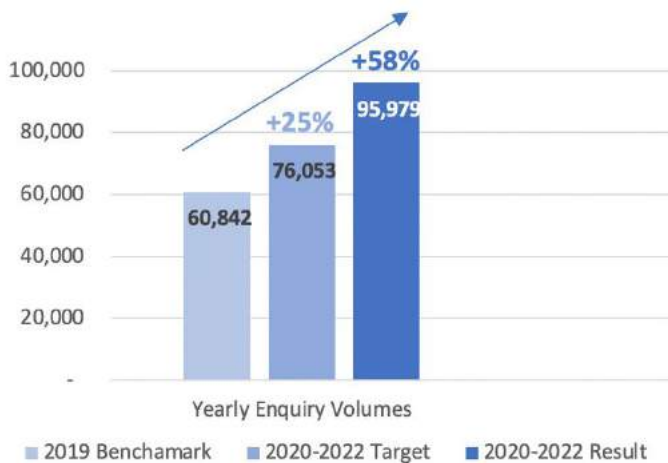
SECTION 4: RESULTS

Activity Objective: Convince more people to apply for larger loans with the Credit Union. Increase the volume of yearly loan enquiries received by 25% and the average loan enquiry value by 15%.

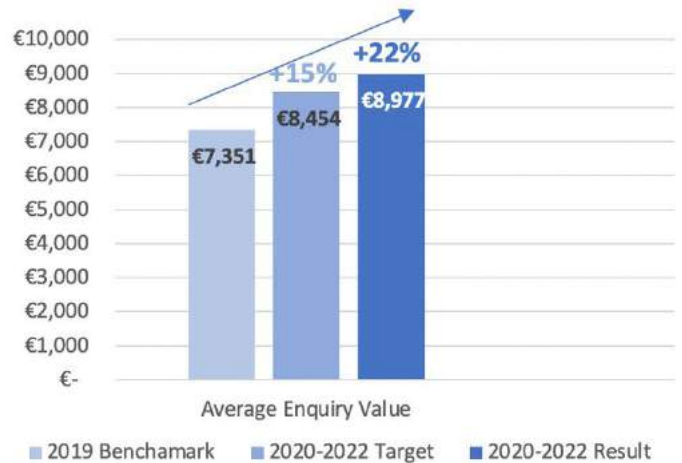
Result: Our Monster Loans campaign increased the volume of loan enquiries received per year by 58% and the average loan enquiry value by 22%.

In order to hit our Marketing Objective of driving €600million in incremental loan enquiries, we knew our campaign would have to increase yearly loan volumes by 25% and average enquiry value by 15%. As with both previous objectives we blew past both targets set for us. We increased yearly loan volumes by an impressive 58%, despite the negative impact of Covid on demand for consumer credit. Perhaps much more impressively though, we increased average enquiry value by a huge 22%. That's an increase of over €1,600 per enquiry, which may not sound like much, but multiply that by tens of thousands of loan enquiries and it really begins to add up!

Enquiry Volume Results



Enquiry Value Results



ADDITIONAL RESULTS

Credit Unions are not-for-profit organisations. They exist to serve their members needs, not to profit from them. Because of this it is difficult, and perhaps misguided, to attempt to calculate a profit based return on investment for this campaign. However, we can calculate its social return on investment (SROI). According to research conducted by Dr Martin Quinn (Queens University Belfast) and Dr Peter Cleary (UCC) the SROI of every euro lent out by a Credit Union is 10.51:1. That, is for every €1 lent out by Credit Unions €10.51 worth of positive social impact is generated throughout society and communities across the country.

Based on this finding, and conservative estimates of how much incremental lending the Monster Loans campaign drove (calculated using proprietary loan enquiry to loan conversion rates), we can reasonably infer that Monster Loans has generated approximately €9.9billion worth of social good.

This represents a real fulfilment of the Credit Union's original not-for-profit purpose, and it is something we're all incredibly proud of.

What else in the marketplace could have affected the results of this case - positive or negative?

Key Factors: Natural Events, Societal or Economic Events

The biggest factor influencing our campaign and the results it achieved was the Covid-19 crisis, and this had an overall negative impact on the category. It decreased demand for consumer credit significantly in 2020, and the sector only returned to pre-Covid levels of demand by 2022.

We can also rule out any potentially beneficial extenuating factors. Our media spend did not significantly increase. Our share-of-voice did increase marginally (by 2 percentage points), but this would in no way account for an 8 percentage point increase in market share. The number of Credit Union branches did not increase. Average Credit Union interest rates did not change significantly. The brand's digital touchpoints weren't upgraded. And the movement launched no new personal lending products during this period. All available data indicates that our campaign was directly responsible for the results listed above.

CREATIVE WORK



CLICK HERE TO SEE THE CREATIVE REEL >>

World's Strongest Women

Entered by



essence**mediacom**

For Allianz

Category: Media Content & Partnership/
Sponsorship Effectiveness



GRAND
WINNER

Start Date: 29th November 2021
End Date: 1st December 2022
Industry Sector: Insurance
Industry Situation: Growing

EXECUTIVE SUMMARY

THE STRATEGIC BIG IDEA

Allianz launched a 3-year partnership with Women's Aid to restore brand-trust and demonstrate our purpose; securing customers' future.

THE INSIGHT

Concurrently, domestic abuse rates soared. Allianz was protecting Irish homes, but no-one was protecting the women inside them.

THE CHALLENGE

When category controversy caused Allianz's trust scores to drop, we needed to give people a reason to trust us again.

BRINGING THE IDEA TO LIFE

'The World's Strongest Women' campaign empowered survivors to seek help by showing them that they are stronger than they think.

THE RESULT

From the lowest to highest reputation and trust scores in the category. While contact with Women's Aid increased by 302%.

WHY IS THIS CASE WORTHY OF AN AWARD FOR MARKETING EFFECTIVENESS?

In an industry where trust and reputation are critical for success, Allianz's scores were the lowest of all our competitors. By showing, instead of saying, we protect people - Allianz managed to create a differentiated brand position that set us apart from other insurers and restored brand scores to a 5-year high [RepTrak 2022]. We've always protected people's homes, but by partnering with Women's Aid we helped protect the people inside them too. 'The World's Strongest Women' campaign challenged the prevailing narrative on domestic abuse and empowered tens of thousands of women to contact Women's Aid to start life-saving conversations.

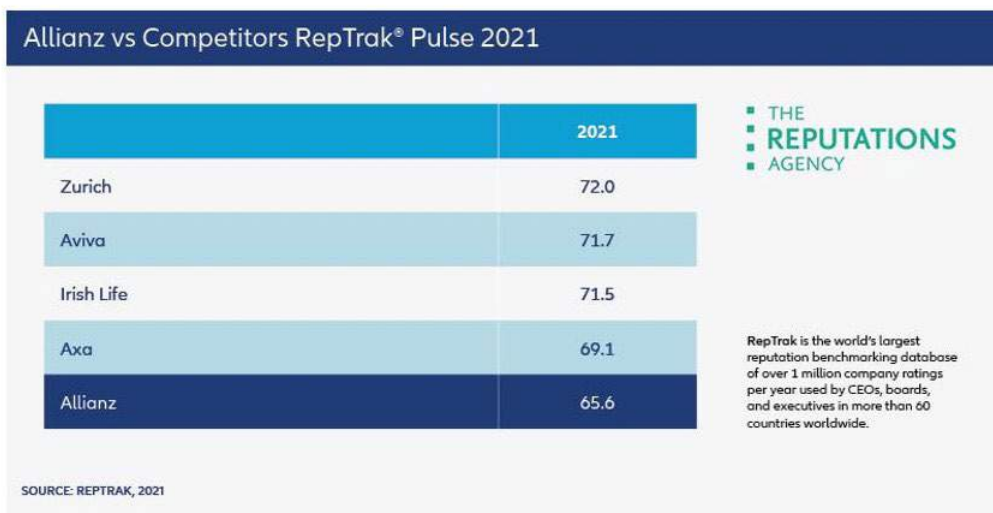
SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

Before your effort began, what was the state of the brand’s business and the overall category in which it competes? What was the strategic challenge that stemmed from this business situation and the degree of difficulty of this challenge? How did it change overtime?

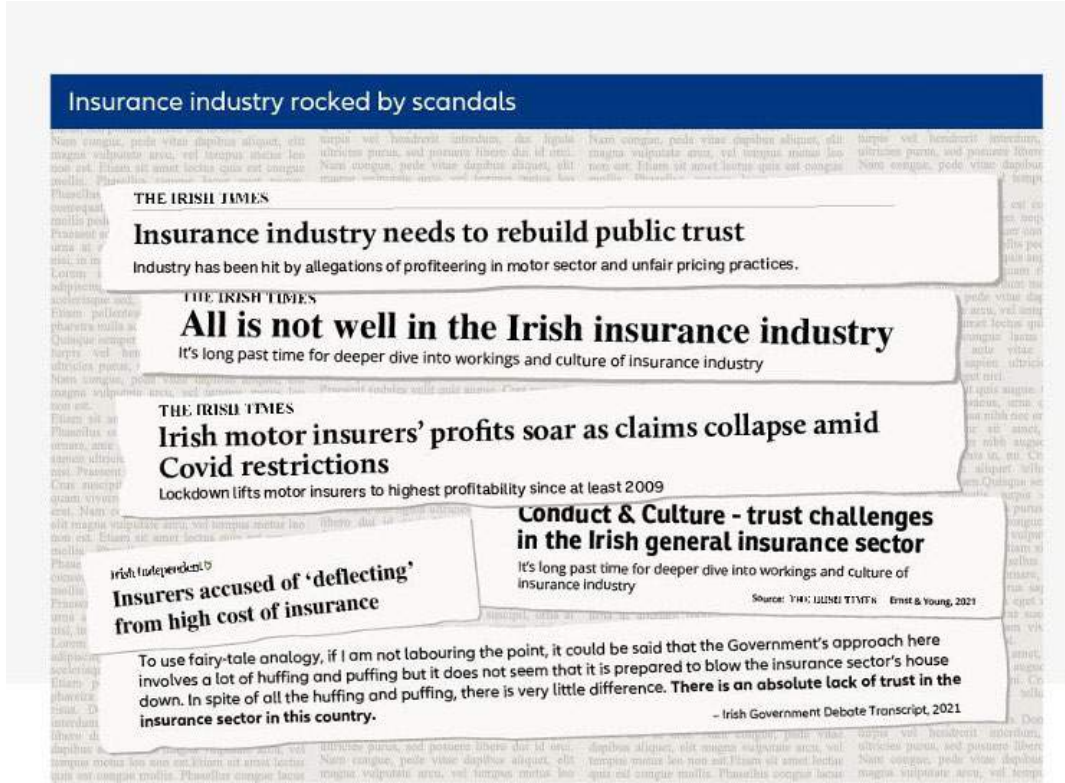
In 2021, a negative spotlight that focused on high insurance costs left trust in the Irish insurance industry at an all-time low. According to RepTrak’s assessment of the sector - Allianz’s reputation took the brunt of it as it fell to the lowest in the category. The insurance industry is built on trust. Policyholders hand over their money to insurance companies and trust them to pay out in their moments of need. But the industry had taken a hit with allegations of profiteering and iniquitous pricing practices making the headlines all too frequently.

Customer advocacy groups were campaigning about price, competitiveness and insurance availability and the Government and the regulator, (Central Bank of Ireland) were seeking substantive change in how the sector operates. But most importantly, the industry needed to earn back the trust of its stakeholders.

Allianz has been operating in Ireland for over 100 years. Our purpose is to secure customers’ futures, and it’s a role we take very seriously. Fuelled by these low trust scores – we had an uphill battle on our hands. We knew we needed to demonstrate why Allianz was worth choosing, so we decided to protect what mattered most to Irish people.



SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES



Insurance industry rocked by scandals

THE IRISH TIMES
Insurance industry needs to rebuild public trust
Industry has been hit by allegations of profiteering in motor sector and unfair pricing practices.

THE IRISH TIMES
All is not well in the Irish insurance industry
It's long past time for deeper dive into workings and culture of insurance industry

THE IRISH TIMES
Irish motor insurers' profits soar as claims collapse amid Covid restrictions
Lockdown lifts motor insurers to highest profitability since at least 2009

Irish Independent
Insurers accused of 'deflecting' from high cost of insurance

To use fairy-tale analogy, if I am not labouring the point, it could be said that the Government's approach here involves a lot of huffing and puffing but it does not seem that it is prepared to blow the insurance sector's house down. In spite of all the huffing and puffing, there is very little difference. **There is an absolute lack of trust in the insurance sector in this country.**

Conduct & Culture - trust challenges in the Irish general insurance sector
It's long past time for deeper dive into workings and culture of insurance industry
Source: THE IRISH TIMES, Ernst & Young, 2021

- Irish Government Debate Transcript, 2021

SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

What were the business, marketing and campaign/activity objectives that you set to address your challenge? What were the Key Performance Indicators (KPIs) set against each objective? How did they change over time?

Business Objective: To grow Allianz's brand-trust and brand-reputation to be within the top three brands in category, significantly improving our RepTrak pulse score from 65.6 to 71.5.

In 2021, the Irish public ranked Allianz lowest in the category on trust and reputation scores (RepTrak Report, The Reputations Agency). If people didn't trust Allianz, why would they choose us to protect them? To drive profitable growth, we set about focusing our strategy on the long-term needs of customers, employees and society. Reputation was key to building trust amongst our most important stakeholders, which we knew was a critical driver of brand-consideration.

Marketing Objective 1: Position Allianz as a good corporate citizen that has a positive influence on the community it serves.

Embracing long-term sustainable growth, with an emphasis on stakeholders, society and sustainability, is a strategic imperative for Allianz. That is how we previously earned our reputation in the marketplace and how we planned to restore lost trust with stakeholders. As part of Allianz's commitment to sustainability, we wanted to work alongside organisations that make a meaningful difference for society, employees, and the communities we serve.

Marketing Objective 2: Increase spontaneous awareness of Allianz in comparison to competitors.

Insurance is a low involvement category. When consumers look for an insurance policy, they get quotes from brands that are top of mind. As a result, spontaneous awareness is one of Allianz's main KPIs.

SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

What were the business, marketing and campaign/activity objectives that you set to address your challenge? What were the Key Performance Indicators (KPIs) set against each objective? How did they change over time?

Activity Objective 1: Drive awareness of the charity partnership between Allianz and Women's Aid, particularly among Irish women.

At Allianz, we wanted to demonstrate our trustworthiness by making a real difference to an important cause. As a result, driving our charity partners' key objectives were just as important as our business goals. This was critical especially with women who were the target audience for the partnership campaign.

Activity Objective 2: To break down the social barriers that prevent women who have been subjected to domestic abuse from speaking up about their situation and asking for help.

Allianz and Women's Aid had a shared ambition: to help women

suffering in silence to start life-saving conversations. To do this, we needed to break the stigma associated with domestic abuse that silences them. A stigma which results in 1/3 of women subjected to domestic abuse never telling anyone about their experiences. Our goal was to break down these barriers and empower these women to speak up for themselves.

Activity Objective 3: Drive internal awareness and engagement of the partnership with Allianz employees.

In addition to a public-facing communications campaign, employee wellbeing and safety was also a critical dimension of this partnership.

As such, internal communications and engagement with the partnership was a fundamental pillar for it.

SECTION 2: INSIGHTS, STRATEGY & STRATEGIC IDEA

Define the target audience(s) you were trying to reach and explain why it was/ they were relevant to the brand and the challenge. Did your audience evolve overtime? If so, describe how and why.

Rebuilding trust with our key audience; women, was crucial.

Women are the key decision-makers when it comes to insurance in Ireland, whether it be for home insurance or car insurance for themselves or their children. As such, Allianz needed to find a way to specifically rebuild their trust, after it had waned. We wanted to speak to current, potential and future customers, in order to future-proof our reputation. As a result, the key target audience for this campaign was women in the Republic of Ireland (18+).

For these women, insurance is typically a low involvement category, where price often serves as the most notable differentiator. However, we knew that if we wanted to rebuild trust, it could not be bought; it must be earned. We couldn't just tell the women of Ireland that we protect the things that matter - we needed to demonstrate it.

Research into this audience provided insight into what qualities were needed to achieve this:

- We needed to be reassuring: to make customers feel confident throughout their customer journey that Allianz is looking out for their best interests.
- We needed to be genuine: honesty and decency are highly valued by our potential audience. *We needed to be upstanding*: customers want to feel like Allianz has it all under control, and most importantly, we will do the right thing.

SECTION 2: INSIGHTS, STRATEGY & STRATEGIC IDEA

**Explain the thinking that led you to your insight(s).
Clearly state your insight(s) here.**

Allianz chose an innovative approach to rebuilding trust and reputation that helped deliver our commitment to sustainability in the process; an ambitious 3-year charity partnership.

Customer research was carried out across five societal causes to determine what kind of partner they needed. The research, conducted online by RED C, determined that domestic abuse was the cause with the least brand support and the most opportunities for differentiation.

At the time, incidences of domestic abuse had soared by 43% in Ireland. Yet, considering 1 in 3 women never speak up about their experiences, Allianz knew this figure was just the tip of the iceberg. Many more women were likely suffering in silence.

Our key insight became clear: while Allianz were protecting Irish homes, no one was protecting the women inside them.

We partnered with Women's Aid - an organisation living up to Allianz's purpose, to secure the future survival of thousands of Irish women every year. Our shared ambition was to help more women start life-saving conversations. Working together, we conducted focus groups with survivors and expert interviews, and discovered a reason why 1/3 of women won't speak up about their experiences: the shame of being seen as a victim.

However, the portrayal of domestic abuse in culture did not alleviate this fear, it reinforced it. It focused on the physical effects of domestic violence and encouraged audiences to pity these weak 'victims'. However, the survivor testimonials revealed quite the opposite. While these women's experiences differed greatly, the common bond they all possessed was their undeniable strength in survival.

To help women realise their strength and empower them to take action when their confidence was at rock bottom, we needed to show them that they were not victims. They were The World's Strongest Women.

What was the core idea or strategic build you arrived at using your insight(s) that enabled you to pivot from challenge to solution for your brand and customer?

Allianz launched a 3-year partnership with Women's Aid to restore brand trust and demonstrate our purpose; securing customers' future.

SECTION 3: BRINGING THE IDEA TO LIFE

Describe the key elements of your plan that activated your strategy. Outline any components that were active in the effort e.g. all integral communications, promotions, CRM program, customer experience, pricing changes, etc. that were a part of your effort.

The partnership was designed to empower women to speak up by redefining what strength really is. Our hero campaign element was film. In it, we borrowed from a world renowned for strength: sport. We feature women completing every-day exercises, before revealing that each move is actually an incredible act of survival. That squat against the door keeps a violent perpetrator out. The sprint is to comfort a terrified child.

The partnership spanned across Allianz’s business, their customers and the public. Every aspect included a message to survivors to remind them that they’re stronger than they think.

Outline the key building blocks of the creative executions for your main marketing vehicles e.g., endline, call-to actions and format choices. If relevant, include any important changes that optimized the creative while the activity was running.

Our work needed to be emotionally engaging and impactful. Using TV, VOD, radio, PR and digital, we used sport to draw people in, before revealing that the exercises involved were about survival, transforming these women from victims to ‘The World’s Strongest Women’.

On International Women’s Day, we partnered with lifestyle/fitness influencer, Niamh Cullen, to create a strength workout on Instagram that revealed hidden signs of abuse.

We also partnered with Stellar magazine to run a front cover of one of our brave survivors, Jordan Sheridan who instead of lifting weights is lifting suitcases.



SECTION 3: BRINGING THE IDEA TO LIFE

Outline the rationale behind your communications strategy, experience strategy and channel plan. Explain how the integral elements worked together to drive results. Throughout your response, address any changes made overtime. If relevant, explain how you changed your spend across channels as part of your campaign optimization.

Reinforcing a message of strength at every touchpoint.

At Allianz, our core brand principles are to Shape, Care and Deliver for the communities we're part of - which served as guidelines for the partnership.

- Care for communities: shining a light on this widespread, yet unspoken, issue.
- Shape the narrative of domestic abuse to empower survivors to start life-saving conversations.
- Deliver on this ambition by raising public awareness and engagement; driving community action; and employee wellbeing and engagement.

From a media perspective, a proprietary channel selection tool called EM Planner allocated our activity. EM Planner's investment is optimised to deliver against business outcomes rather than reach alone. For Women's Aid, we needed to raise awareness and encourage action; Planner enabled us to select the most effective channels to achieve this.

Against a target audience of Women aged 20 - 65, EM Planner ranked TV as the lead channel that could deliver awareness, engagement and most importantly, action. BVOD ran alongside to extend broadcast reach. TV delivered mass reach quickly at key times, such as Christmas, where spikes in domestic abuse often occur.

Radio gave us the ability to reach a high rate of our audience at key moments and deliver our message in a safe, one-to-one environment.

Facebook, YouTube, Instagram and Google display helped drive awareness and action to Women's Aid services. The digital strategy targeted; women 18-65 (this audience consisting of victims and bystanders) and men 18-65 (bystanders). Each audience had messaging tailored to them while conditional delivery tactics were employed across digital to ensure the right message was getting to the right people at the right time.

The campaign also partnered with influencer Niamh Cullen and Stellar magazine to create activations for International Women's Day to drive further reach of the message. The campaign ran from both Allianz and Women's Aid channels from a social media perspective.

PR further extended reach, featuring on RTE Chat Show, the press, magazines, influencers and social channels, it was shared organically and even the Minister for Justice showed her support for the campaign.

Internally, staff communications have been ongoing throughout the partnership, led by the CEO and management board. Allianz also introduced an internal domestic violence policy to support any member of staff subjected to domestic abuse. In addition to this, training was rolled out to ensure key staff members could recognise the signs and have the skills to support any staff member who may make a disclosure.

SECTION 4: RESULTS

Over the time period of your case, how do you know it worked? Explain, with category, competitor and/or prior year context, why these results are significant for the brand's business. Results must relate back to your specific audience, objectives, and KPIs.

Women spoke up and reputation scores soared.

Insurance has always been a grudge purchase category. But in 2021, distrust in the sector further compounded this. Trust and reputational scores [RepTrak 2022] for Allianz were the lowest of all in the category. Faced with brand challenges, the temptation in a low involvement category is to shout for people's attention. But trust cannot be bought, it must be earned. Going against category norms, we turned back to our original purpose to secure our customers' futures. We chose to connect with key customers on a genuine, deeper, more empathetic level through a strategic long term charity partner: Women's Aid.

Our World's Strongest Women campaign, seen by millions, raised the level of discourse around domestic abuse and drove massive spikes in contact with Women's Aid. It redefined strength and empowered women to speak up, while challenging society's views on domestic abuse.

- Evidenced through the headlines and earned media achieved
- Connected with, and inspired survivors who felt seen for the first time to speak up
- Fuelled cultural-change by breaking the silence around domestic violence, and secured government attention

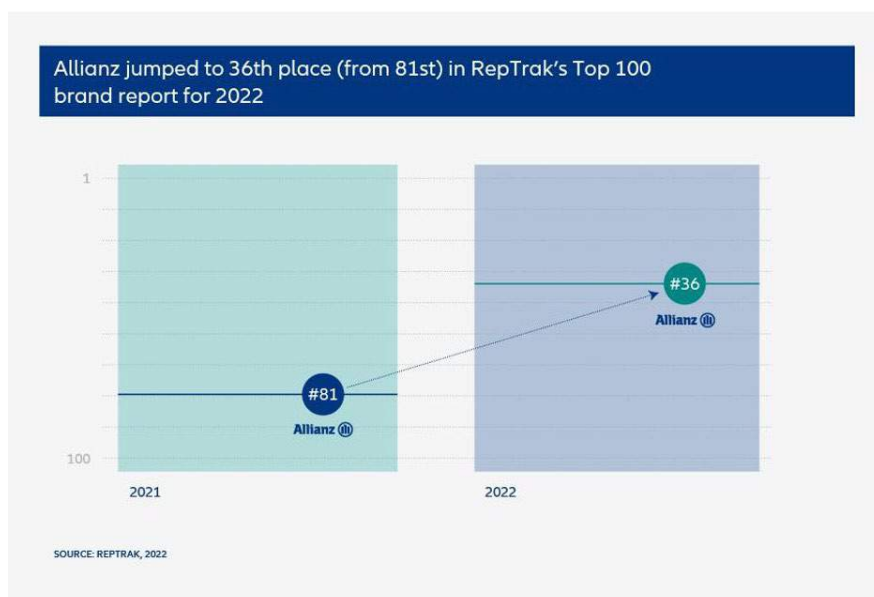
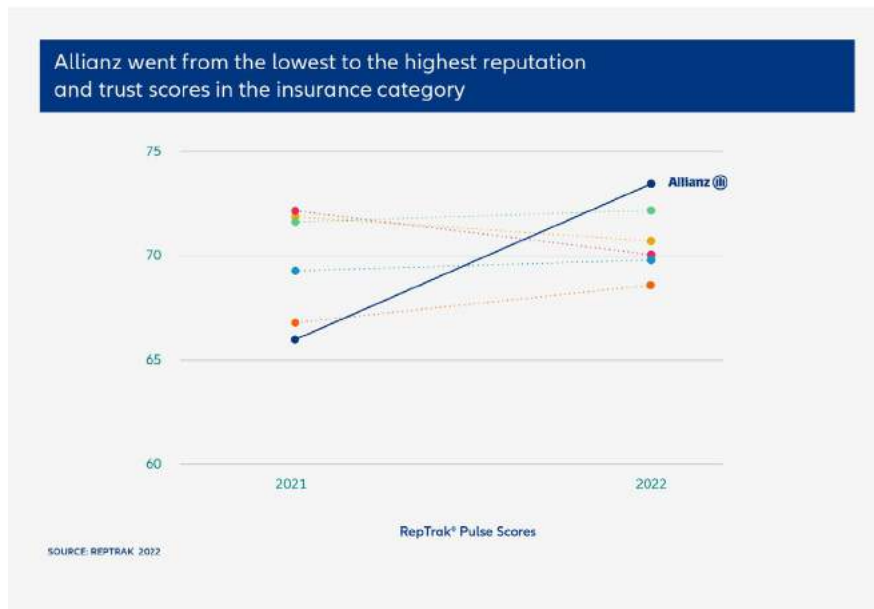
The campaign significantly moved marketing and business metrics. In a slow-moving category, with a difficult background awash with negative media coverage of the industry as a whole, Allianz restored its reputation and substantially improved brand drivers. By acting, instead of simply saying, we protect people, we managed to create a differentiated brand position that sets us apart from other insurers. And internally the partnership has inspired all Allianz employees, instilling pride in everyone from top to bottom of the business to continue our pursuit of lasting and meaningful change.

SECTION 4: RESULTS

Business Objective: To grow Allianz’s brand-trust and brand-reputation to be within the top three brands in category, significantly improving our RepTrak pulse score from 65.6 to 71.5.

Result: Allianz exceeded our KPI by 130% and went from the brand with the lowest to the highest reputation and trust scores in our category.

- Allianz’s pulse score grew by 11.7% to 73.3 in the national RepTrak survey.
- Allianz jumped to 36th place (up from 81st) in RepTrak’s top 100 brand report for 2022.
- 3 in 5 perceive Allianz more positively due to this partnership.
- Since Q1 2021, Allianz’s Reputation scores have improved across all seven dimensions, increasing them by an average of 6.2 points.



SECTION 4: RESULTS

Marketing Objective 1: Position Allianz as a good corporate citizen that has a positive influence on the community it serves.

Result:

- **Up 36 places to #28 in 2022 Top 100 Companies in Reptrak Sustainability Report.**
- **Allianz is seen to support local communities (54%) and being a quality brand (42%).**
- Brand-perception scores grew by 14.6% ('Behaving ethically'); 12.7% ('Having a positive influence on society'); and 11.2% ('Supporting good causes')

Reputation Dashboard – Allianz Development			
	Allianz Q1 2021	Allianz Q1 2022	Q1 2021 – Q1 2022
RepTrak® Pulse	65.6	73.3	7.7
Products & Services	68.5	74.8	6.3
High quality	72.4	76.6	4.2
Value for money	61.0	69.9	8.9
Stands behind products	71.5	77.2	5.7
Meets customers needs	69.1	75.9	6.8
Innovation	63.6	73.2	9.6
Innovative	65.5	76.2	10.7
First to market	58.4	69.1	10.7
Adapts quickly	66.9	75.2	8.3
Workplace	72.0	73.5	1.5
Offers equal opportunities	76.5	75.1	-1.4
Rewards employees fairly	71.1	72.9	1.8
Employee well-being	68.7	74.1	5.4
Conduct	62.4	72.0	9.6
Fair in the way it does business	64.1	74.2	10.1
Behaves ethically	63.6	72.8	9.2
Open and transparent	59.3	69.5	10.2
Citizenship	64.8	73.5	8.7
Environmentally responsible	61.8	72.3	10.5
Positive influence on society	63.3	71.4	8.1
Supports good causes	69.6	77.4	7.8
Leadership	69.5	74.4	4.9
Well Organised	74.5	78.0	3.5
Appealing leader	62.6	73.4	10.8
Excellent managers	67.8	67.9	0.1
Clear vision for its future	72.9	78.7	5.8
Performance	74.9	78.3	3.4
Profitable	81.4	82.8	1.4
Strong growth prospects	74.4	79.0	4.6
Better results than expected	68.7	73.1	4.4

COLOUR KEY: Poor 0-39, Weak 40-59, Average 60-69, Strong 70-79, Excellent 80+

SOURCE: REPTRAK, 2022

RepTrak is the world's largest reputation benchmarking database of over 1 million company ratings per year used by CEOs, boards, and executives in more than 60 countries worldwide.

Marketing Objective 2: Increase spontaneous awareness of Allianz in comparison to competitors.

Result: Spontaneous awareness of Allianz increased (42 vs 39)

Allianz achieves the highest level of spontaneous awareness in the last 5 quarters, moving into the top three brands in the market, moving ahead of a number of competitors. In February 2022, Allianz recorded its highest level of spontaneous awareness since May 2021.

SECTION 4: RESULTS

Activity Objective 1: Drive awareness of the charity partnership between Allianz and Women’s Aid, particularly among Irish women.

Result: The campaign had a huge impact, reaching 70% of the population and 1 in 4 people in Ireland engaged with the campaign.

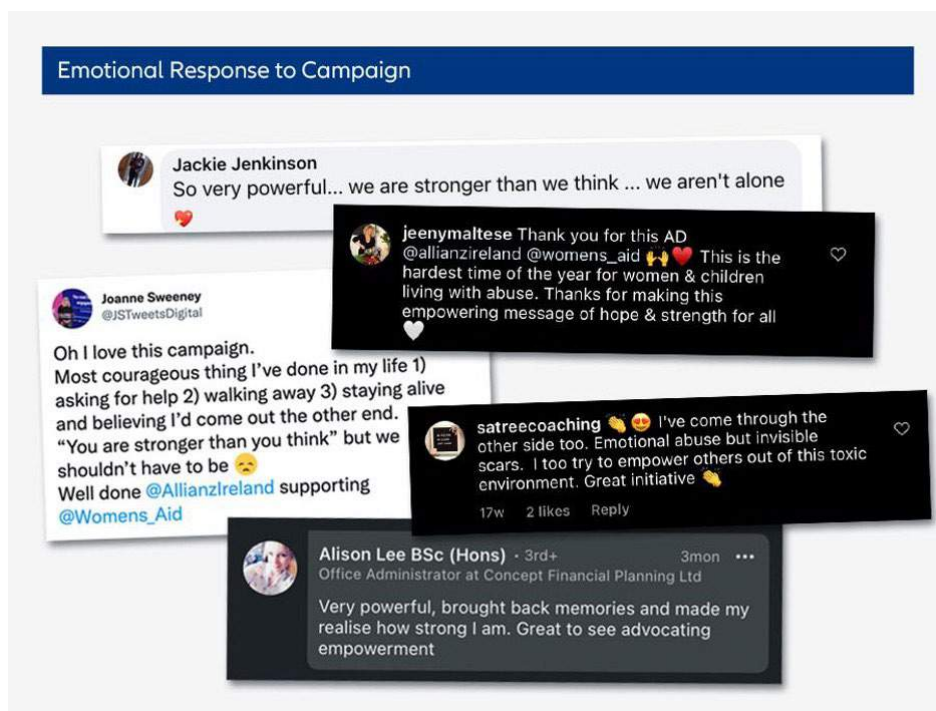
- 1 in 6 people spontaneously associated Allianz with Women’s Aid 1 in 5 people when prompted, even higher for women at 23%
- Very high cut through when measured against other insurance TV ads
- 2,054,338 total PR reach
- 1,449,535 people reached through social media
- 1,352,616 video views across social platforms
- 1,402,228 engagements on social media

Employee awareness of the partnership – 100%

Activity Objective 2: To break down the social barriers that prevent women who have been subjected to domestic abuse from speaking up about their situation and asking for help.

Result: Contact with Women’s Aid increased 302% over the duration of the campaign. That’s an additional 94,754 women who found the courage to come forward.

The campaign had a hugely emotional reaction from the public. The campaign garnered over 1.4 million engagements. However, the potentially most profound response was from survivors themselves, saying it was the first time that they felt truly seen.




SECTION 4: RESULTS

Media coverage of the campaign

THE IRISH TIMES

Allianz launches ad campaign as part of Women's Aid partnership
Employees will receive training on how to respond to domestic violence situations



Supports
Domestic abuse during the past few decades - ad

READ MORE

Allianz said the fit with the rest of the world is the intention of the business to fit in.

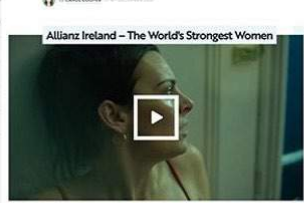
shots

Strong and not silent

This powerful film announcing Allianz Ireland's partnership with Women's Aid highlights the strength of women battling domestic abuse.

Allianz Ireland – The World's Strongest Women

ne in four women in Ireland who've been in a relationship have experienced domestic abuse and the situation has only worsened during the pandemic.



her

Almost 30,000 calls made to Women's Aid during the pandemic

The number of disclosures of domestic violence has increased by 43% since 2019.

The pandemic has seen a huge increase in calls made to the domestic abuse support organisation Women's Aid.

According to the charity, the issue of domestic abuse became more prevalent in 2020, with Women's Aid being contacted over 27,000 times while they received over 30,000 disclosures of domestic abuse, which can take both violent and non-violent forms.

The amount of disclosures in 2020 increased by 43% compared to the previous year.

Earlier this week, the charity announced that they would be partnering with Allianz Insurance to tackle domestic abuse.


The three-year partnership, which is worth €1 million, will see all internal managers at the insurance company receive training, the implementation of a domestic abuse support policy, a public awareness campaign and financial support for Women's Aid.

The campaign will target bystanders such as friends, family and neighbours and will educate them on the forms domestic violence can take as well as ways to support victims.

The Business Post

Allianz teams up with Women's Aid to help tackle domestic abuse
World's Strongest Women campaign highlights the resilience, strength and courage of women who are living with abusers

EVA SHORT | DECEMBER 12, 2021



The campaign aimed to offer a more nuanced portrait of what strength looks like during domestic abuse situations.

A desire to take a more strategic approach to a charity sponsorship prompted Allianz, the insurance firm, to enter into a three-year partnership with Women's Aid.

"Rather than just making a financial donation, we wanted to give a charity visibility that enables them to take on specific pieces of work, as opposed to just addressing cashflow," Valerie Bredin, marketing communications manager at Allianz, told the Business Post.

Allianz set up a number of internal busi...

SECTION 4: RESULTS

Activity Objective 3: Drive internal awareness and engagement of the partnership with Allianz employees.

Result:

- 100% employee awareness of the partnership
- Domestic violence policy created supporting any staff subjected to domestic abuse, created with Women’s Aid and reviewed annually
- 124 employees completed training to date including Board of management, HR, executive and people managers to ensure understanding, recognising the signs and having the skills to support staff who may make a disclosure
- 99% employee pride in the partnership

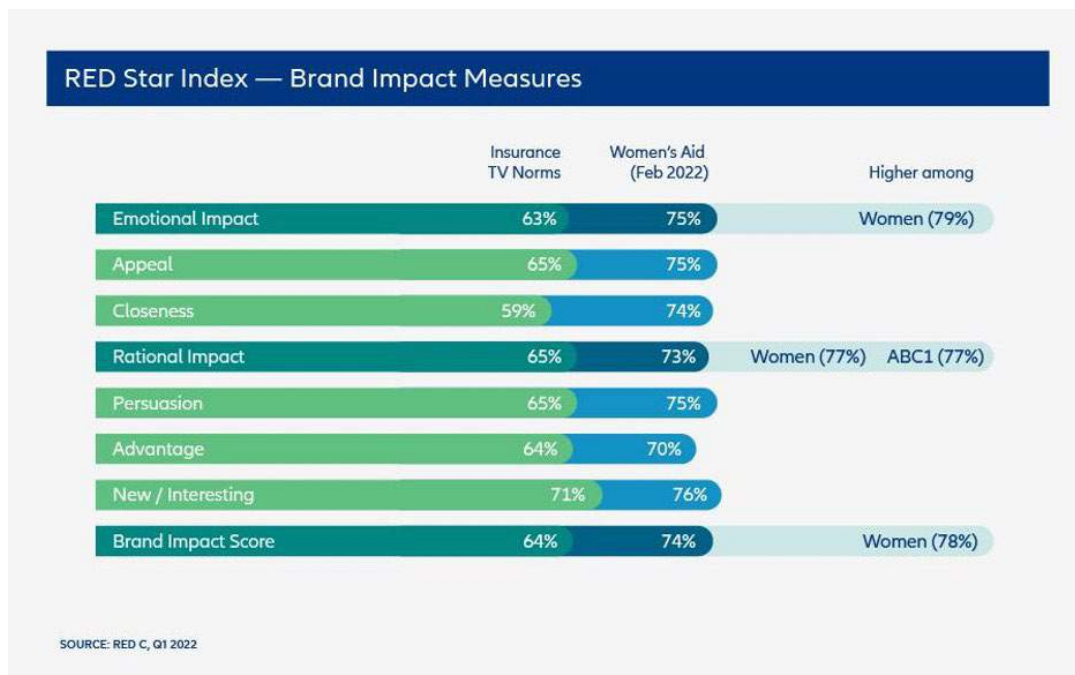


ADDITIONAL RESULTS

The campaign over-indexes on all brand impact metrics, rational and emotional. It remains to have the strongest impact on women, with emotional impact, appeal, persuasion and new/interesting in particular.

Allianz remains substantially ahead of competition on financial security and above competitor average on all other key metrics, particularly in supporting communities & good causes, having further extended the gap between competitors vs. the previous period.

The campaign had a hugely emotional reaction from the public. PR extended the reach, it featured on national TV and radio chat shows, press, magazines, influencers and social channels, it was shared organically, garnered over 1.4million engagements and even the Minister for Justice showed her support for the campaign. However, potentially the most profound response was from survivors themselves, who described the partnership with massive support, saying it was the first time that they had felt truly seen.



What else in the marketplace could have affected the results of this case - positive or negative?

Key Factors: Business Events, Internal Company Events, Other marketing for the brand running at the same time as this effort, Societal or Economic Events, Public Relations

Communications: This was the only new brand campaign to go live from Allianz, during the period Q4 2021 - Q1 2022, in which all of the above results are related to, except for brand-trust scores. The brand trust report is done on a yearly basis so it is impossible for us to narrow it down to quarter-on-quarter. All other comms that ran Q1 2022 were direct-response or product-related, not brand building. While there may be other factors that have helped increase the overall brand-reputation and trust scores, Allianz have seen a significant increase since Q1 2021, particularly based on behaving ethically, having a positive influence on society and supporting good causes - all scores that would be attributed to sustainability and CSR initiatives; the Women's Aid partnership.

Marketing Investment: The media spend for this period was comparable to previous years with no significant increase.

Working from Home: Some increase in contacts to Women's Aid may have been a result of the extended amount of time that perpetrators and survivors were spending at home.

CREATIVE WORK



In 2020, Covid-19 was the pandemic we were all most scared of. We adapted to wearing masks, using hand sanitiser and socially distancing, and our collective efforts helped to fight against the disease. But as cases skyrocketed, so did another darker, hidden pandemic. Domestic abuse soared by 43% on our shores.

Domestic abuse includes physical, sexual, financial, emotional or psychological abuse. It can affect any woman, it's the most democratic of all crimes. Sarah Benson, CEO of Women's Aid states: 'We know from research that a third of women will never tell anyone, and the reasons are complex. There's fear - of the abuser, of people knowing, but there's also shame', she continues.

Our cover star and domestic abuse survivor, Jordan Sheridan, says: 'For me, it was the fear of being locked down on or as a victim. Like 'poor you'. I didn't want that.'

She says that, 'people always ask, 'why didn't you leave?' and this is the worst question you can ask a woman who's experienced this. It's so upsetting, as it puts the blame on you. People don't realise the control you're under at the time.'

Sarah Benson says, 'this stigma tells us that as a society, we're still giving a very unfair message to these women that they somehow should feel shame for something that somebody else is doing to them.'

Jordan believes that mainstream media has also reinforced common tropes about domestic abuse. While storylines on the topic appear on tv shows and films, it's always physical, and only affecting older women. 'You very rarely see a young person. Especially in my situation, which was emotional abuse', she says.

While every story of domestic abuse is different, there is a common theme in every one - the strength of these women. 'The World's Strongest Women' - a powerful new campaign by Allianz Insurance in partnership with Women's Aid really leans into that, with Jordan revealing that it was the first time 'I saw someone like me represented me on TV'.

The film very cleverly starts by borrowing from a world that's synonymous with strength - sports. We see women of all different ages and backgrounds squat and stretch with ease. And then the rug is pulled, revealing that these seemingly simple moves are actually incredible acts of strength and survival. A door squat is keeping an abuser out. Another woman is in fact hiding money in a financially abusive relationship.

For Allianz, this charity partnership with Women's Aid was the perfect fit for their business, which is built on protection. Sarah Benson states 'we're very excited to be working with Allianz in such a collaborative and meaningful way. We share a lot of the same values and it's important to see brands take a stance on such an important issue'. The film is just the beginning for this three year partnership.

For women who are currently experiencing domestic abuse, Jordan wanted to share a message. 'Don't be afraid to talk to people around you. It's terrifying at first, but you are stronger than you think'. She continues, 'and if you feel like a friend or family member is being abused, just voice that you're here when they need you. And give them Women's Aid's number.'



If you or someone you know needs help, visit womensaid.ie or call the Freephone Helpline on 1800 341 900. Or for more information on Allianz's partnership with Women's Aid, visit allianz.ie/womensaid

Allianz  Women's Aid 

CLICK HERE TO SEE THE CREATIVE REEL >>

World's Strongest Women

Entered by



For Allianz

Category: Finance & Insurance Services



GOLD

Start Date: 29th November 2021
End Date: 1st December 2022
Industry Sector: Insurance
Industry Situation: Growing

EXECUTIVE SUMMARY

THE STRATEGIC BIG IDEA

Allianz launched a 3-year partnership with Women's Aid to ensure they were protecting those most vulnerable in Irish society.

THE INSIGHT

Concurrently, domestic abuse rates soared. Allianz was protecting Irish homes, but no-one was protecting the women inside them.

THE CHALLENGE

When category controversy caused Allianz's trust scores to drop, they needed to give people a reason to trust them again.

BRINGING THE IDEA TO LIFE

Partnering with Women's Aid, Allianz launched 'The World's Strongest Women' campaign, empowering survivors to seek help by showcasing their strength

THE RESULT

From the lowest to highest reputation and trust scores in the category. While contact with Women's Aid increased by 302%.

WHY IS THIS CASE WORTHY OF AN AWARD FOR MARKETING EFFECTIVENESS?

In an industry where trust and reputation are critical for success, Allianz's scores were the lowest of all our competitors. By showing, instead of simply saying, they protect people - Allianz managed to create a differentiated brand position that set us apart from other insurers and restored brand scores to a 5-year high. We've always protected people's homes, but by partnering with Women's Aid we helped protect the people inside them too. **'The World's Strongest Women'** campaign challenged the prevailing narrative on domestic abuse and empowered tens of thousands of women to contact Women's Aid to start life-saving conversations.

SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

Before your effort began, what was the state of the brand’s business and the overall category in which it competes? What was the strategic challenge that stemmed from this business situation and the degree of difficulty of this challenge? How did it change overtime?

In 2021, a negative spotlight that focused on high insurance costs left trust in the Irish insurance industry at an all-time low. This trust was then further damaged by the media narrative around the category. According to RepTrak’s assessment of the sector – Allianz’s reputation took the brunt of it as it fell to the lowest in the category. The insurance industry is built on trust. Policyholders hand over their money to insurance companies and trust them to pay out in their moments of need. But the industry had taken a hit with allegations of profiteering and iniquitous pricing practices making the headlines all too frequently.

Customer advocacy groups were campaigning about price, competitiveness, and insurance availability, and the Government and Central Bank of Ireland (CBI) were seeking substantive change in how the sector operates. But most importantly, the industry needed to earn back the trust of its stakeholders.

Allianz has been operating in Ireland for over 100 years. Our purpose is to secure customers’ futures, and it’s a role we take very seriously. Fuelled by these low trust scores – we had an uphill battle on our hands. We knew we needed to demonstrate why Allianz was worth choosing, so we decided to protect what mattered most to Irish people.



SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

Insurance industry rocked by scandals

THE IRISH TIMES

Insurance industry needs to rebuild public trust

Industry has been hit by allegations of profiteering in motor sector and unfair pricing practices.

THE IRISH TIMES

All is not well in the Irish insurance industry

It's long past time for deeper dive into workings and culture of insurance industry

THE IRISH TIMES

Irish motor insurers' profits soar as claims collapse amid Covid restrictions

Lockdown lifts motor insurers to highest profitability since at least 2009

Conduct & Culture - trust challenges in the Irish general insurance sector

It's long past time for deeper dive into workings and culture of insurance industry

Source: THE IRISH TIMES, Ernst & Young, 2021

Irish Independent

Insurers accused of 'deflecting' from high cost of insurance

To use fairy-tale analogy, if I am not labouring the point, it could be said that the Government's approach here involves a lot of huffing and puffing but it does not seem that it is prepared to blow the insurance sector's house down. In spite of all the huffing and puffing, there is very little difference. **There is an absolute lack of trust in the insurance sector in this country.**

- Irish Government Debate Transcript, 2021

SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

What were the business, marketing and campaign/activity objectives that you set to address your challenge? What were the Key Performance Indicators (KPIs) set against each objective? How did they change over time?

Business Objective: To grow Allianz's brand trust and brand reputation to be within the top three brands in category, significantly improving our RepTrak pulse score from 65.6 to 71.5.

In 2021, The Irish public ranked Allianz lowest in the category for their trust and reputation scores (RepTrak Report, The Reputations Agency). If people didn't trust us, why would they choose us to protect them? To drive profitable growth, Allianz set about focusing our strategy on the long-term needs of customers, employees and society. Reputation was key to building trust amongst our most important stakeholders, which we knew was a critical driver of brand consideration.

Marketing Objective 1: Drive perception of Allianz as a good corporate citizen that has a positive influence on the communities we serve.

Embracing long-term sustainable growth, with an emphasis on stakeholders, society and sustainability, is a strategic imperative for Allianz. That is how we previously earned our reputation in the marketplace and how we planned to restore lost trust with stakeholders. As part of Allianz's commitment to sustainability, we wanted to work alongside organisations that make a meaningful difference for society, our employees and the communities we serve.

Marketing Objective 2: Increase spontaneous awareness of Allianz.

Insurance is a low involvement category. When consumers look for an insurance policy, they get quotes from brands that are top of mind. As a result, spontaneous awareness is one of Allianz's main KPIs.

SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

What were the business, marketing and campaign/activity objectives that you set to address your challenge? What were the Key Performance Indicators (KPIs) set against each objective? How did they change over time?

Activity Objective 1: Drive awareness of the charity partnership between Allianz and Women's Aid, particularly among Irish women.

Allianz wanted to demonstrate our trustworthiness by making a real difference to an important cause. As a result, driving our charity partner's key objectives was just as important as our business goals. This was critical, especially with women who were the target audience for our partnership campaign.

Activity Objective 2: To break down the social barriers that prevent women who have been subjected to domestic abuse from speaking up about their situation and asking for help.

Allianz and Women's Aid had a shared ambition: to help women suffering in silence to start life-saving conversations. To do this, we needed to break the stigma associated with domestic abuse that silences them. A stigma which results in 1/3 of women subjected to domestic abuse never telling anyone about their experiences. Our goal was to break down these barriers and empower these women to speak up for themselves.

Activity Objective 3: Drive internal awareness and engagement of the partnership with Allianz employees.

In addition to a public-facing communications campaign, employee wellbeing and safety was also a critical dimension of this partnership. As such, internal communications and engagement with the partnership was a fundamental pillar for it.

SECTION 2: INSIGHTS, STRATEGY & STRATEGIC IDEA

Define the target audience(s) you were trying to reach and explain why it was/ they were relevant to the brand and the challenge. Did your audience evolve overtime? If so, describe how and why.

Rebuilding trust with our key audience; women, was crucial.

Women are the key decision-makers when it comes to insurance in Ireland, whether it be for home insurance or car insurance, either for themselves or their children. As such, Allianz needed to find a way to specifically rebuild their trust, after it had waned. We wanted to speak to current, potential and future customers, in order to future-proof our reputation. As a result, the key target audience for this campaign were women in the Republic of Ireland (18+).

For these women, insurance is typically a low involvement category, where price often serves as the most notable differentiator. However, Allianz knew that if we wanted to rebuild trust, it could not be bought; it must be earned. We couldn't just tell the women of Ireland that we protect the things that matter - we needed to demonstrate it.

Research into this audience provided insight into what qualities were needed to achieve this:

- We needed to be reassuring: to make customers feel confident throughout their customer journey that Allianz is looking out for their best interests.
- We needed to be genuine: honesty and decency are highly valued by our potential audience.

We needed to be upstanding: customers want to feel like Allianz has it all under control, and most importantly, we will do the right thing.

SECTION 2: INSIGHTS, STRATEGY & STRATEGIC IDEA

**Explain the thinking that led you to your insight(s).
Clearly state your insight(s) here.**

Instead of focusing on product or brand comms, Allianz chose an innovative approach to rebuilding trust and reputation, while also delivering on our sustainable development goals commitment. And embarked on an ambitious 3-year charity partnership.

Customer research was carried out across 5 societal causes to determine what kind of partner we needed. The research, conducted online by RedC, determined that domestic abuse was the cause with the least brand support and the most opportunities for differentiation.

At the time, incidences of domestic abuse had soared by 43%, in Ireland. Yet, considering 1 in 3 women never speak up about their experiences, we knew this figure was just the tip of the iceberg. Many more women were likely suffering in silence.

Our key insight became clear: while Allianz were protecting Irish homes, no one was protecting the women inside them.

Allianz partnered with Women's Aid to help these women start life-saving conversations. Working together, we conducted focus groups with survivors, and expert interviews with research teams. Through this process, we discovered one of the main reasons why 1/3 of women won't speak up about their experiences: the shame of being seen as a victim.

However, the portrayal of domestic abuse in culture didn't alleviate this fear, it reinforced it. It focused on the physical toll of domestic violence and encouraged audiences to pity these weak 'victims'. However, survivor-testimonials revealed quite the opposite. While these women's experiences differed in many ways, the common bond they all possessed was their undeniable strength in survival.

To help women realise their own strength and empower them to take action when their confidence was at rock bottom, we needed to show them that they were not victims. They were The World's Strongest Women.

What was the core idea or strategic build you arrived at using your insight(s) that enabled you to pivot from challenge to solution for your brand and customer?

To prove that Allianz protects what matters most, we helped women subjected to domestic abuse start life-saving conversations.

SECTION 3: BRINGING THE IDEA TO LIFE

Describe the key elements of your plan that activated your strategy. Outline any components that were active in the effort e.g. all integral communications, promotions, CRM program, customer experience, pricing changes, etc. that were a part of your effort.

'The World's Strongest Women' campaign empowered women to speak up by redefining what strength really is. Our hero campaign element was film. In it, we borrowed from a world renowned for strength: sport. We featured women completing every-day exercises, before revealing that each move is actually an incredible act of survival. That squat against the door keeps a violent perpetrator out. The sprint up the stairs is to keep herself safe.

The partnership spanned across Allianz's business, our customers and the public. Every aspect included a message to survivors to remind them that they're stronger than they think.

Outline the key building blocks of the creative executions for your main marketing vehicles e.g., endline, call-to actions and format choices. If relevant, include any important changes that optimized the creative while the activity was running.

Our work needed to be emotionally engaging and impactful. Using TV, VOD, radio, PR and digital, we used sport to draw people in, before revealing that the exercises involved were about survival, transforming these women from victims to 'The World's Strongest Women'.

On International Women's Day, we partnered with lifestyle/fitness influencer, Niamh Cullen, to create a strength workout on Instagram that revealed hidden signs of abuse.

We also partnered with Stellar magazine to run a front cover of one of our brave survivors, Jordan Sheridan, who instead of lifting weights is lifting suitcases.

SECTION 3: BRINGING THE IDEA TO LIFE

Outline the rationale behind your communications strategy, experience strategy and channel plan. Explain how the integral elements worked together to drive results. Throughout your response, address any changes made overtime. If relevant, explain how you changed your spend across channels as part of your campaign optimization.

Reinforcing a message of strength at every touchpoint.

Allianz's communications strategy was to empower these women to speak up by challenging the stereotypical views of domestic abuse that shames survivors into silence.

To bring this communications plan to life across media, a proprietary channel selection tool called EM Planner. EM Planner is unique in that investment is optimised to deliver against business outcomes, rather than just reach alone. For Women's Aid, we needed to raise awareness and encourage action, Planner enabled us to select the most effective channels to achieve this.

Against a target audience of women aged 20 – 65, EM Planner ranked TV as the lead-channel that could deliver awareness, engagement and most importantly action. BVOD ran alongside TV to extend broadcast reach. TV also allowed us to deliver mass reach quickly at key-times such as Christmas, where spikes in domestic abuse often occur.

Radio in Ireland is a very strong medium and the genre of Talk radio in particular resonates well with our core audience. The channel also gave us the ability to reach a high rate of our audience at key moments, and deliver our message in a safe, one-to-one environment.

Facebook, YouTube, Instagram and Google display were used to drive awareness and action to Women's Aid services. The digital strategy targeted; women 18-65 (this audience consisting of victims and bystanders) and men 18-65 (bystanders). Each audience had messaging tailored to them and conditional delivery tactics were employed across to digital to ensure the right message was getting to the right people at the right time, driving awareness through to action.

From a branding perspective, assets were purposely very lightly branded Allianz to ensure comprehension of our message and to drive awareness of domestic abuse and encourage survivors to speak up and reach out to Women's Aid for help.

The campaign also partnered with influencer Niamh Cullen and Stellar magazine to create activations for International Women's Day to drive further reach of the message. The campaign ran on both Allianz and Women's Aid channels from a social media perspective. Allianz customer and broker communications, and internal employee training also played an integral role.

PR further extended the reach, with extensive coverage including RTÉ Today Show, the national press, global advertising sites, finance and consumer magazines, influencers and social channels, it was shared organically and even the Irish Minister for Justice showed her support for the campaign.

SECTION 4: RESULTS

Over the time period of your case, how do you know it worked? Explain, with category, competitor and/or prior year context, why these results are significant for the brand's business. Results must relate back to your specific audience, objectives, and KPIs.

Women spoke up and trust levels soared.

Insurance has always been a grudge purchase category. But in 2021, distrust in the sector compounded this further. Reputational scores [RepTrak 2022] for Allianz were the lowest of all in category. Faced with brand challenges, the temptation in a low involvement category is to shout for people's attention. But trust cannot be bought, it must be earned. Going against category norms, we turned back to our purpose to secure our customers' futures. Inspired by this, we chose to connect with key customers on a deeper, more empathetic and genuine level through a strategic long term charity partner.

Our haunting but empowering World's Strongest Women campaign, seen by millions, raised the level of discourse around domestic abuse and drove massive spikes in contact with Women's Aid. It redefined strength and empowered women to speak up, while challenging society's views on domestic abuse.

- Evidenced through the headlines and earned media achieved
- Connected with and inspired survivors who felt seen for the first time to speak up
- Fuelled cultural change by breaking the silence around domestic violence, and secured government attention

The campaign significantly moved marketing and business metrics. In a slow-moving category, with a difficult background market awash with negative coverage we restored our reputation and substantially improved brand - drivers to five-year high. By acting, instead of simply saying "we protect people", we managed to create a differentiated brand position that sets us apart from other insurers.

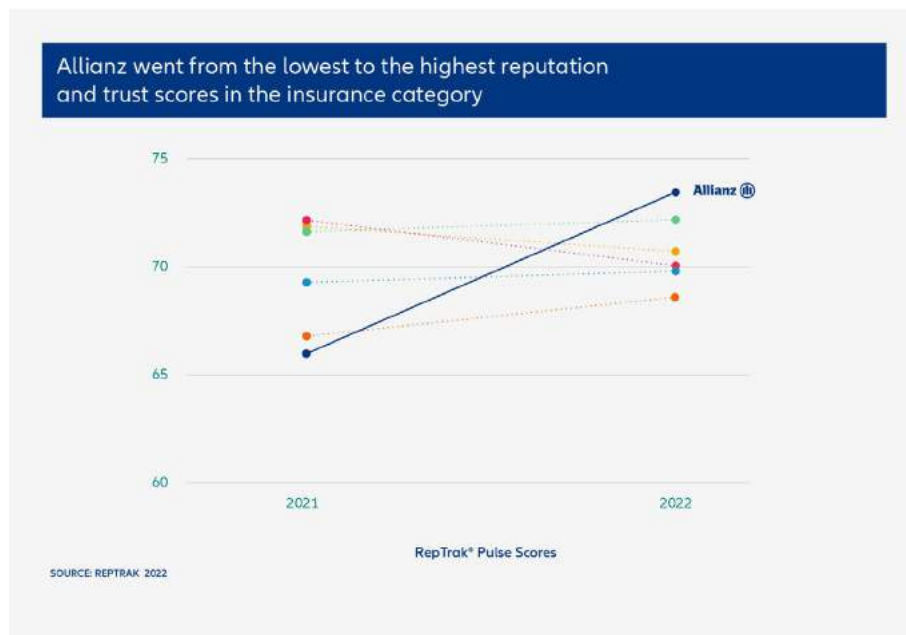
Internally, the campaign has inspired all Allianz employees, as measured by engagement surveys, instilling pride in everyone from the top to bottom of the business, to continue our pursuit of lasting and meaningful change.

SECTION 4: RESULTS

Business Objective: To grow Allianz’s brand trust and brand reputation to be within the top three brands in category, significantly improving our RepTrak pulse score from 65.6 to 71.5.

Result: Allianz exceeded our KPI by 130% and went from the brand with the lowest to the highest reputation and trust scores in our category.

- Allianz’s pulse score grew by 11.7% to 73.3, a 5 year high, in the national RepTrak survey.
- Allianz jumped to 36th place (from 81st) in RepTrak’s top 100 brand report for 2022.
- 3 in 5 perceive Allianz more positively due to this partnership
- Since Q1 2021, Allianz’s Reputation scores have improved across all seven dimensions, increasing them by an average of 6.2 points.

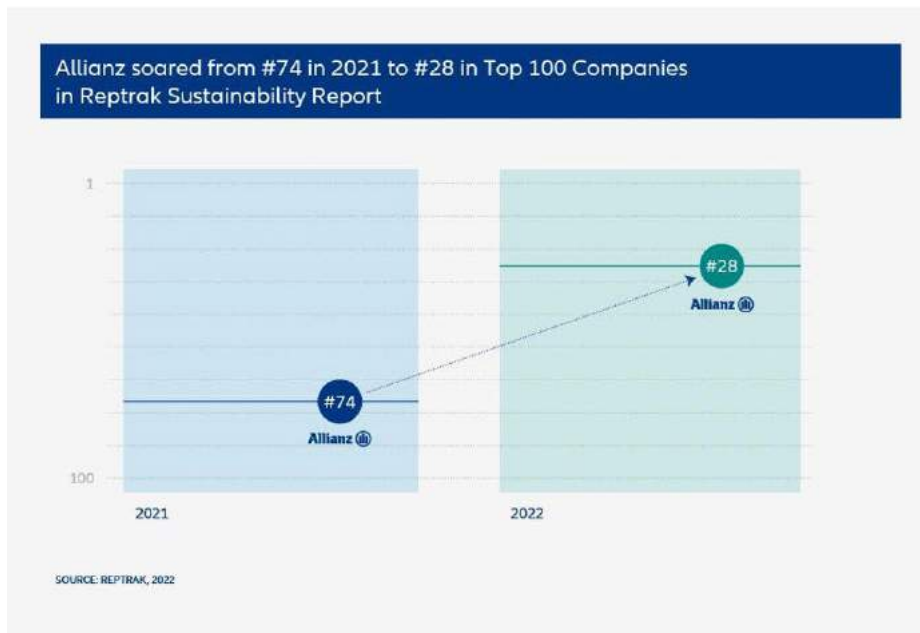


SECTION 4: RESULTS

Marketing Objective 1: Drive perception of Allianz as a good corporate citizen that has a positive influence on the communities we serve.

Result:

- **Up 36 places to #28 in 2022 Top 100 Companies in RepTrak Sustainability Report.**
- **Allianz is seen to support local communities (54%) and being a quality brand (42%)**
- Brand-perception scores grew by 14.6% ('Behaving ethically'); 12.7% ('Having a positive influence on society'); and 11.2% ('Supporting good causes')



Reputation Dashboard – Allianz Development

	Allianz Q1 2021	Allianz Q1 2022	Q1 2021 – Q1 2022
RepTrak® Pulse	65.6	73.3	7.7
Products & Services	68.5	74.8	6.3
High quality	72.4	76.6	4.2
Value for money	61.0	69.9	8.9
Stands behind products	71.5	77.2	5.7
Meets customers needs	69.1	75.9	6.8
Innovation	63.6	73.2	9.6
Innovative	65.5	76.2	10.7
First to market	58.4	69.1	10.7
Adapts quickly	66.9	75.2	8.3
Workplace	72.0	73.5	1.5
Offers equal opportunities	76.5	75.1	-1.4
Rewards employees fairly	71.1	72.9	1.8
Employee well-being	68.7	74.1	5.4
Conduct	62.4	72.0	9.6
Fair in the way it does business	64.1	74.2	10.1
Behaves ethically	63.6	72.8	9.2
Open and transparent	59.3	69.5	10.2
Citizenship	64.8	73.5	8.7
Environmentally responsible	61.8	72.3	10.5
Positive influence on society	63.3	71.4	8.1
Supports good causes	69.6	77.4	7.8
Leadership	69.5	74.4	4.9

SECTION 4: RESULTS

Marketing Objective 2: Increase spontaneous awareness of Allianz.

Allianz achieved our highest level of spontaneous awareness in the last 5 quarters. We moved into the top three brands in the market, moving ahead of a number of competitors. In February 2022, we recorded our highest level of spontaneous awareness since May 2021. This is a key result, as when consumers look for an insurance policy, they typically get quotes only from brands that are top of mind.

SECTION 4: RESULTS

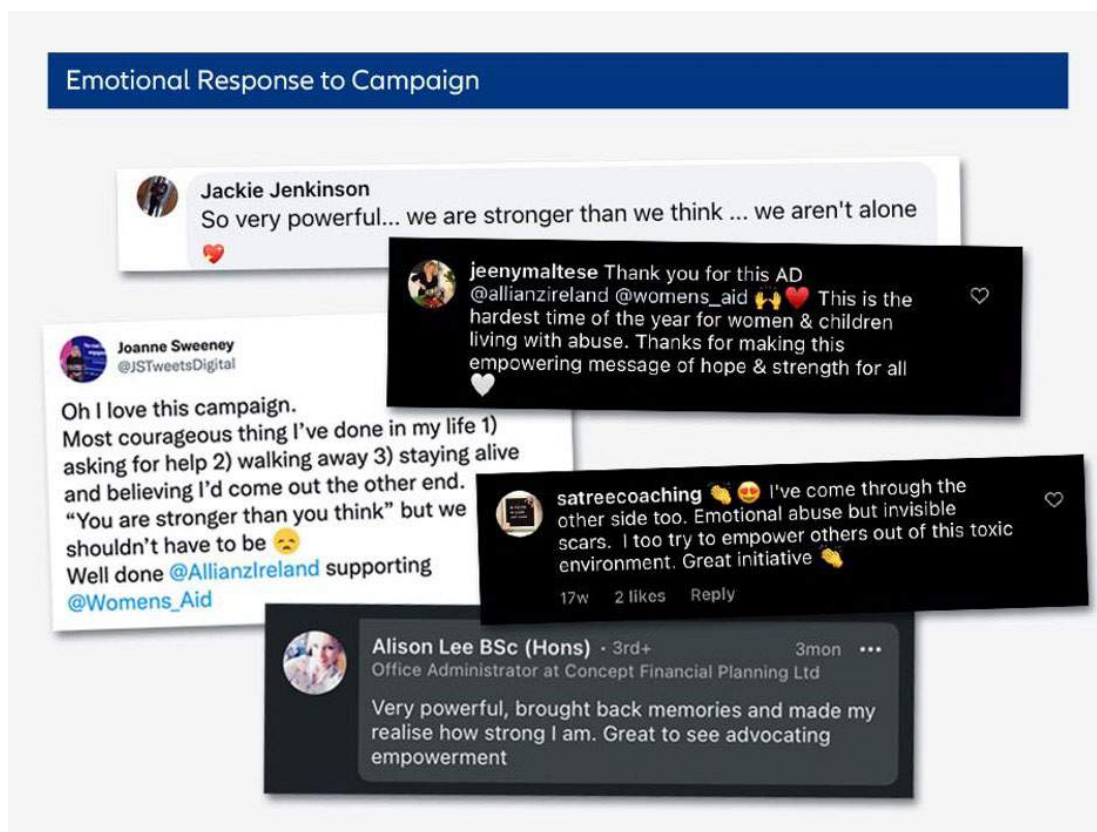
Activity Objective 1: Drive awareness of the charity partnership between Allianz and Women’s Aid, particularly among Irish women.

1 in 6 people spontaneously associated Allianz with Women’s Aid.
 1 in 5 people when prompted, even higher for women at 23%.
 Very high cut through when measured against other insurance TV ads 2,054,338 total PR reach
 1,449,535 people reached through social media
 1,352,616 video views across social platforms
 1,402,228 engagements on social media
 Employee awareness of the partnership – 100%
 Employee pride in the partnership – 98%

Activity Objective 2: To break down the social barriers that prevent women who have been subjected to domestic abuse from speaking up about their situation and asking for help.

Result: Contact with Women’s Aid increased 302% over the duration of the campaign. That’s an additional 94,754 women who found the courage to come forward.

The campaign had a hugely emotional reaction from the public. The campaign garnered over 1.4 million engagements. However, the potentially most profound response was from survivors themselves, saying it was the first time that they felt truly seen.



SECTION 4: RESULTS

Activity Objective 3: Drive internal awareness and engagement of the partnership with Allianz employees.

Result:

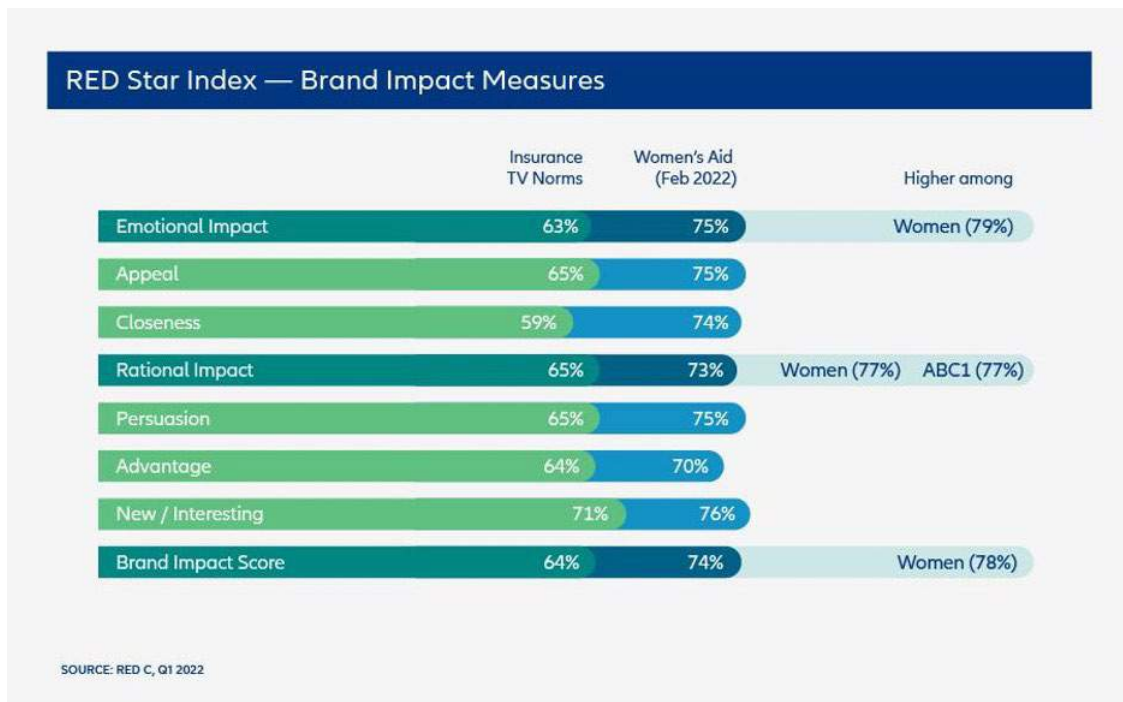
- **100% employee awareness of the partnership**
- **Domestic violence policy created supporting any member of staff subjected to domestic abuse, created with Women's Aid and reviewed annually**
- 124 employees completed training to date including Board of management, HR, executive and people managers to ensure understanding, recognising the signs and having the skills to support staff who may make a disclosure
- 99% employee pride in the partnership

ADDITIONAL RESULTS

The campaign over-indexes on all brand impact metrics, rational and emotional. It had the strongest impact on women, with emotional impact, appeal, persuasion and new/interesting in particular.

Allianz remains substantially ahead of competition on financial security and above competitor average on other key metrics, particularly in supporting communities & good causes, having further extended the gap between Allianz and competitors vs. the previous period.

The campaign had a hugely emotional reaction from the public. PR further extended the reach, featuring on national TV and radio chat shows, coverage in press, magazines, influencers and social channels, and was shared organically, garnered over 1.4 million engagements with even the Minister for Justice showing her support for the campaign. However, the most important response was from survivors, who described the partnership with massive support, saying it was the first time that they felt truly seen.



What else in the marketplace could have affected the results of this case - positive or negative?

Key Factors: Business Events, Internal Company Events, Other marketing for the brand running at the same time as this effort, Societal or Economic Events, Public Relations

Communications: This was the only new brand campaign to go live from Allianz, during the period Q4 2021 - Q1 2022, in which all of the above results are related to, except for brand-trust scores. The brand trust report is done on a yearly basis so it is impossible for us to narrow it down to quarter-on-quarter. All other comms that ran Q1 2022 were direct-response or product-related, not brand building. While there may be other factors that have helped increase the overall brand-reputation and trust scores, Allianz have seen a significant increase since Q1 2021, particularly based on behaving ethically, having a positive influence on society and supporting good causes - all scores that would be attributed to sustainability and CSR initiatives; the Women's Aid partnership.

Marketing Investment: The media spend for this period was comparable to previous years with no significant increase.

Working from Home: Some increase in contacts to Women's Aid may have been a result of the extended amount of time that perpetrators and survivors were spending at home

CREATIVE WORK



In 2020, Covid-19 was the pandemic we were all most scared of. We adapted to wearing masks, using hand sanitiser and socially distancing, and our collective efforts helped to fight against the disease. But as cases skyrocketed, so did another darker, hidden pandemic. Domestic abuse soared by 43% on our shores.

Domestic abuse includes physical, sexual, financial, emotional or psychological abuse. It can affect any woman, it's the most democratic of all crimes. Sarah Benson, CEO of Women's Aid states: 'We know from research that a third of women will never tell anyone, and the reasons are complex. There's fear - of the abuser, of people knowing, but there's also shame', she continues.

Our cover star and domestic abuse survivor, Jordan Sheridan, says, 'For me, it was the fear of being locked down on or as a victim. Like 'poor you' - I didn't want that.'

She says that, 'people always ask, 'why didn't you leave?' and this is the worst question you can ask a woman who's experienced this. It's so upsetting, as it puts the blame on you. People don't realise the control you're under at the time.'

Sarah Benson says, 'this stigma tells us that as a society, we're still giving a very unfair message to these women that they somehow should feel shame for something that somebody else is doing to them.'

Jordan believes that mainstream media has also reinforced common tropes about domestic abuse. While storylines on the topic appear on TV shows and films, it's always physical, and only affecting older women. 'You very rarely see a young person. Especially in my situation, which was emotional abuse', she says.

While every story of domestic abuse is different, there's a common theme in every one - the strength of these women. 'The World's Strongest Women' - a powerful new campaign by Allianz Insurance in partnership with Women's Aid really leans into this, with Jordan revealing that it was the first time 'I saw someone' like me 'represented me on TV.'

The film very cleverly starts by borrowing from a world that's synonymous with strength - sports. We see women of all different ages and backgrounds squat and stretch with ease. And then the rug is pulled, revealing that these seemingly simple moves are actually incredible acts of strength and survival. A door squat is keeping an abuser out. Another woman is in fact hiding money in a financially abusive relationship.

For Allianz, this charity partnership with Women's Aid was the perfect fit for their business, which is built on protection. Sarah Benson states 'we're very excited to be working with Allianz in such a collaborative and meaningful way. We share a lot of the same values and it's important to see brands take a stance on such an important issue. The film is just the beginning for this three year partnership.'

For women who are currently experiencing domestic abuse, Jordan wanted to share a message. 'Don't be afraid to talk to people around you. It's terrifying at first, but you are stronger than you think.' She continues, 'and if you feel like a friend or family member is being abused, just voice that you're here when they need you. And give them Women's Aid's number.'



If you or someone you know needs help, visit womensaid.ie or call the Freephone Helpline on 1800 341 900. Or for more information on Allianz's partnership with Women's Aid, visit allianz.ie/womensaid



CLICK HERE TO SEE THE CREATIVE REEL >>

How EPIC reframed how the world sees the Irish

Entered by

**THE
PØBLIC
HOUSE**



For EPIC The Irish Emigration Museum

Category: Domestic Brands
(Irish based goods or services)

GOLD

Start Date: 18th July 2020
End Date: 30th September 2020
Industry Sector: Travel & Tourism
Industry Situation: Growing

EXECUTIVE SUMMARY

THE STRATEGIC BIG IDEA

As a museum that tells Ireland's story, we know how far from the truth these stereotypes are.

THE INSIGHT

Negative and damaging stereotypes found in predictive search results suggest the world still doesn't understand the Irish.

THE CHALLENGE

EPIC needed to grow in a stunted post-pandemic tourist market with significantly lower brand awareness than competitors.

BRINGING THE IDEA TO LIFE

This Is Not Us – challenging damaging stereotypes by visualising them in the form of an unsettling CGI character.

THE RESULT

Busiest visitor month ever, biggest jump in brand awareness versus competitors, defying industry predictions with higher than pre-pandemic visitor numbers.

WHY IS THIS CASE WORTHY OF AN AWARD FOR MARKETING EFFECTIVENESS?

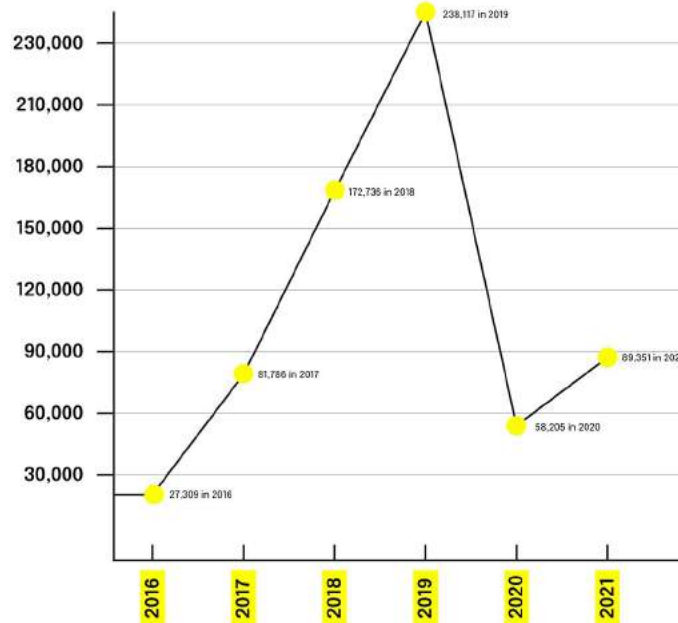
This is a story about proudly marketing not just an Irish business, but Ireland and its people to both domestic and international audiences. It is centred on challenging harmful and damaging stereotypes about the Irish in an effort to generate discussion and promote EPIC as a place to go to really understand our people. The results defy all industry predictions of recovery and allowed EPIC to bounce back to better-than-pre-pandemic numbers.

SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

Before your effort began, what was the state of the brand’s business and the overall category in which it competes? What was the strategic challenge that stemmed from this business situation and the degree of difficulty of this challenge? How did it change overtime?

The pandemic effect on the tourism industry was particularly devastating. EPIC The Irish Emigration Museum was forced to close for 48 weeks between 2020 and 2021, losing approximately €5.7 million in revenue.

EPIC visitor numbers
Source: EPIC internal data



By early 2022, the world was finally starting to get back to normal. However, recovery would be far from simple for EPIC. Covid restrictions would not be fully lifted for U.S. travellers (a key target for EPIC) until April 2022, making forward planning and booking holidays difficult.

Added to this, reluctance to travel to Europe due to the Ukraine war further tempered expectations of tourism industry recovery. A poll conducted in February 2022 amongst 4,500 Americans reported that 47% were waiting to see how the situation in Ukraine evolves before making plans to visit Europe. Locally, The Irish Tourism Industry Confederation (ITIC) predicted that visitor numbers to Ireland would be at 70% levels of tourism in 2019, which would prove to be accurate.

With a smaller pool of tourists to begin with and most only visiting on average 2.2 attractions during their visit to Dublin, EPIC needed to get onto the itinerary.

Putting aside the already challenging circumstances surrounding the international tourist market, EPIC also faced a barrier in attracting domestic visitors. At the end of 2021, EPIC’s brand awareness sat at 38% nationally, which was significantly lower than other attractions in Dublin.

With government support ending in May, EPIC desperately needed to bring visitors back in and begin the post-pandemic recovery process.

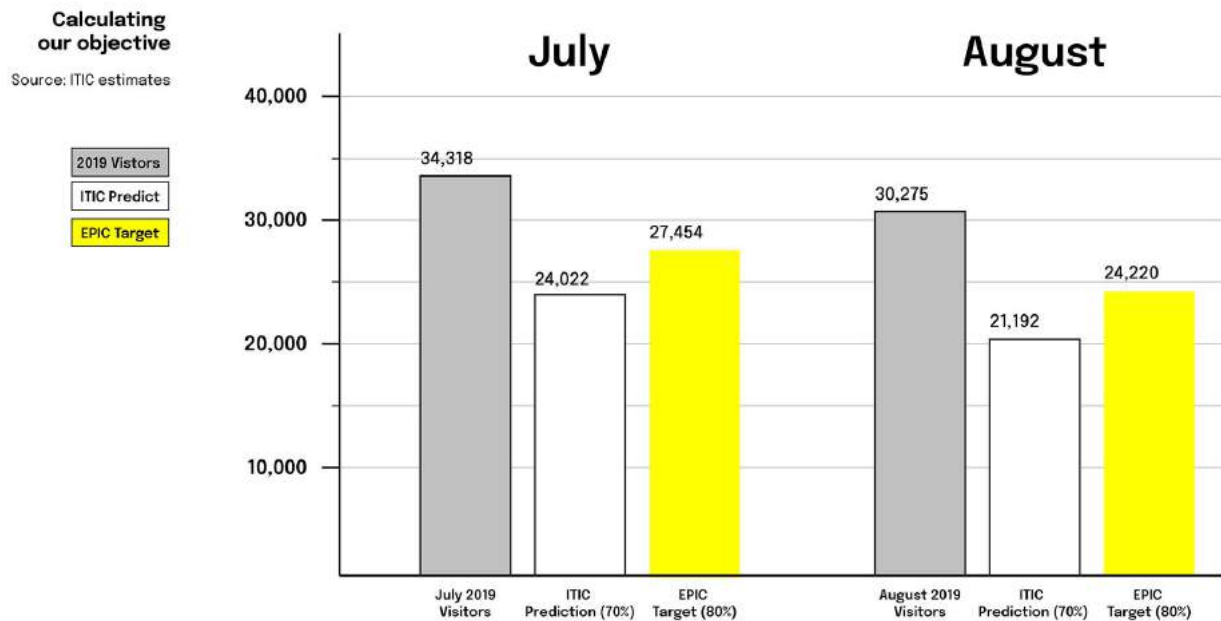
SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

What were the business, marketing and campaign/activity objectives that you set to address your challenge? What were the Key Performance Indicators (KPIs) set against each objective? How did they change over time?

Business Objective: To bring in 27,500 visitors in July and 24,200 visitors in August. These figures represent 80% of pre-pandemic (2019) visitor numbers.

The Irish Tourism Industry Confederation (ITIC) predicted that Ireland would at best reach 70% of 2019 levels of tourism in 2022. Although our marketing budget was lower in 2022 than 2019, we wanted to set ourselves an ambitious stretch target.

So, aiming slightly higher than the ITIC's prediction, our goal was to hit 80% of our 2019 numbers for the months of July and August (the busiest months for Dublin tourism).



SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

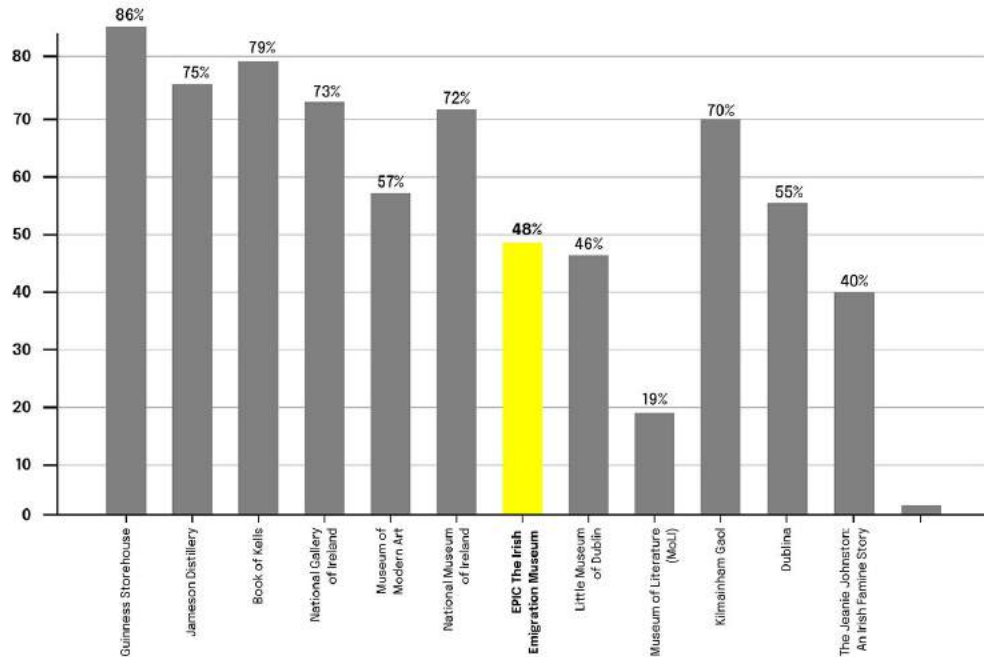
Marketing Objective 1: Increase brand awareness amongst those in Dublin from 48% to 55%.

We focused our efforts on building brand awareness amongst those in Dublin in order to capture both tourists (who would be actively looking for attractions to visit) as well as Dubliners and ‘staycationers’ looking for ways to spend their weekends.

We ran a pre and post campaign tracking survey amongst people who were ‘in Dublin’ (whether living there or visiting). 48% were aware of EPIC pre-campaign, a significantly lower score than competitors.

Brand awareness pre-campaign (Dublin) July 2022

Source: Bounce Insights



Marketing Objective 2: 70,000 website sessions for each of the months of July and August and an average advertising click-through rate of 5% for Google Ads.

Generating brand awareness was important, but it would mean nothing if we couldn't convert ‘lookers’ into ‘bookers’. Driving traffic to the website so that people could learn more about EPIC and book a visit was crucial to success.

Average monthly sessions for the first half of 2022 (Jan - June) was approx. 64k, so we aimed for 70k.

The industry benchmark for “Travel & Hospitality” click-through-rates for Google Ads is 4.7%. We aimed for 5%.

SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

What were the business, marketing and campaign/activity objectives that you set to address your challenge? What were the Key Performance Indicators (KPIs) set against each objective? How did they change over time?

Activity Objective 1: Social media engagement.

Given our limited budget and uncertainty around tourism numbers, we wanted not only to drive brand awareness but to generate brand fame for EPIC as well.

We wanted to stir conversation and get people talking about the brand. Seeing this play out on social media would be the sign of a win for us.

Activity Objective 2: Unprompted advertising recall - from 18% to 25%.

We had been running entirely tactical advertising throughout the pandemic and up until the summer of 2022. However, we now needed a greater return on investment through creative that could get EPIC noticed and remembered.

In our pre-campaign tracking poll among people in Dublin, 18% recalled seeing any advertising or comms from EPIC - likely remembering our tactical comms, although most couldn't put their finger on exactly what they had seen.

Activity Objective 3: Press coverage.

Along with generating brand awareness, we wanted to create brand fame too and get people talking about EPIC. The press would be a key touchpoint to get this shared as widely as possible.

SECTION 2: INSIGHTS, STRATEGY & STRATEGIC IDEA

Define the target audience(s) you were trying to reach and explain why it was/ they were relevant to the brand and the challenge. Did your audience evolve overtime? If so, describe how and why.

Even with tourism to Ireland expected to be lower throughout 2022, international visitors remained our key target, typically making up the majority of visitors to EPIC during the summer months (generally 85% International vs 15% Domestic).

These 'Culturally Curious' tourists want to "discover the hidden stories and get under the skin of a destination". They would likely hit 1 or 2 'must see' tourist attractions during their trip to Dublin, they didn't just want the expected tourist itinerary. We wanted visitors to see EPIC as the place for that deeper connection with Ireland and to truly understand its people.

Culturally Curious profile
Fáilte Ireland visitor segmentation

What are they seeking from a holiday in Ireland?

Ireland features highly on their list of places to visit behind destinations such as Italy (Tuscany, Rome, Venice) and parts of the USA (New York, California) and ahead of England and the Scottish Highlands due to their diverse and renowned cultural offering.

City breaks to one or more cities, along with a rural holiday are cited as among the most popular holidays in Ireland for the Culturally Curious. They will base themselves in a town or city and tour around or explore the area by hiking, walking or biking.

Culturally Curious are curious to learn about local Irish culture, traditions and interesting historical stories, with a desire to meet the local Irish people, to learn about their lives and hear their stories. They are most likely to visit built heritage i.e. castles, ancient sites, stately homes and historic houses but will enjoy getting the insider perspective through meeting locals, hearing stories or reliving history in a personal way and watching stories brought to life through re-enactments.

They place high value on the environment and enjoy immersing themselves in the Irish landscapes and seascapes through activities such as walking, cycling, boat trips to rugged islands off the West Coast, dolphin watching etc. They like to be active but nothing too strenuous; enjoying the beauty of the natural landscape is the most important thing.

Culturally Curious are explorers and seek to venture off the beaten track, avoiding usual tourist spots and opting to sight-see independently and in a more relaxed manner.




However, we would not hit our ambitious objectives by targeting international tourists alone. We needed domestic visitors too, whether living in Dublin or "staycating" there. While international visitors would be more open to tourist experiences, 'locals' weren't actively searching for a better understanding of Ireland and would be reluctant to visit a 'tourist attraction'.

Unfortunately, the domestic audience would also be evasive, as after 2+ years of travel restrictions, 40% of people in Ireland intended on taking an overseas holiday and by April international trips overtook staycations for the first time since the pandemic.

We needed to draw from a smaller pool of both domestic and international visitors and find a way to appeal to their different motivations.

SECTION 2: INSIGHTS, STRATEGY & STRATEGIC IDEA

**Intent to travel abroad,
domestic audience**

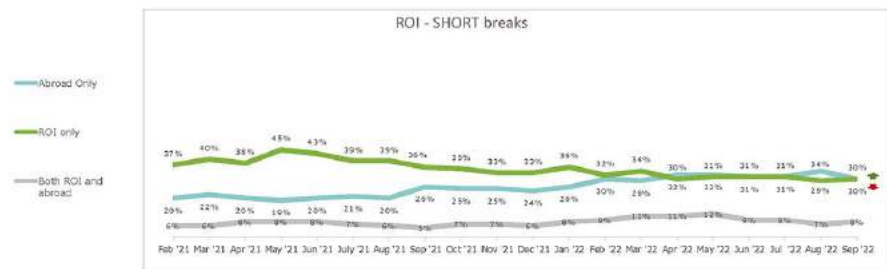
Source: Fáilte Ireland
Domestic Tracker, 2022

consumer insights
planning &

**As overseas travel opened up the proportion of consumers
intending on taking trips abroad only has increased steadily**



INTENT – Six month intent crossover (short breaks)



Source: Fáilte Ireland, Domestic Tracker
Base: Totalsample (n=1300 per month)

▲ Significant increase: year-on-year
▲ Significant increase: month-on-month
▼ Significant Decrease: year-on-year
▼ Significant Decrease: month-on-month

31

We needed to draw from a smaller pool of both domestic and international visitors and find a way to appeal to their different motivations.

**Explain the thinking that led you to your insight(s).
Clearly state your insight(s) here.**

We already had a strong and enduring brand positioning for EPIC based on its unique ability to provide a deeper understanding of Ireland and its people. But our domestic audience didn't believe they needed a deeper understanding of Ireland, and tourists might opt for the more well known attractions instead of visiting EPIC.

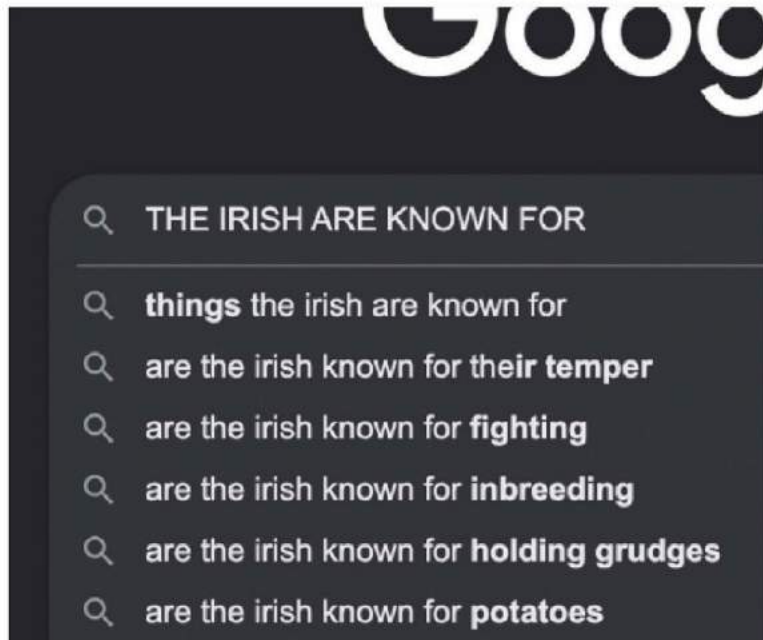
In order to get EPIC on the itinerary, we needed to provoke our target and demonstrate why this experience (of all options available to them in Dublin) was essential.

While conducting research for the campaign, we casually typed "the Irish are known for..." into Google. Before even hitting 'Enter', the autofilled predictive search results that appeared left us speechless.

The Irish are known for 'drinking' was the most popular suggestion, with 158,000,000 search results. This was followed by 'fighting' (178,000,000 results), 'having a temper' (7,280,000 results), 'potatoes' (67,300,000 results) and holding grudges (725,000 results). The list went on and the results didn't get any better.

SECTION 2: INSIGHTS, STRATEGY & STRATEGIC IDEA

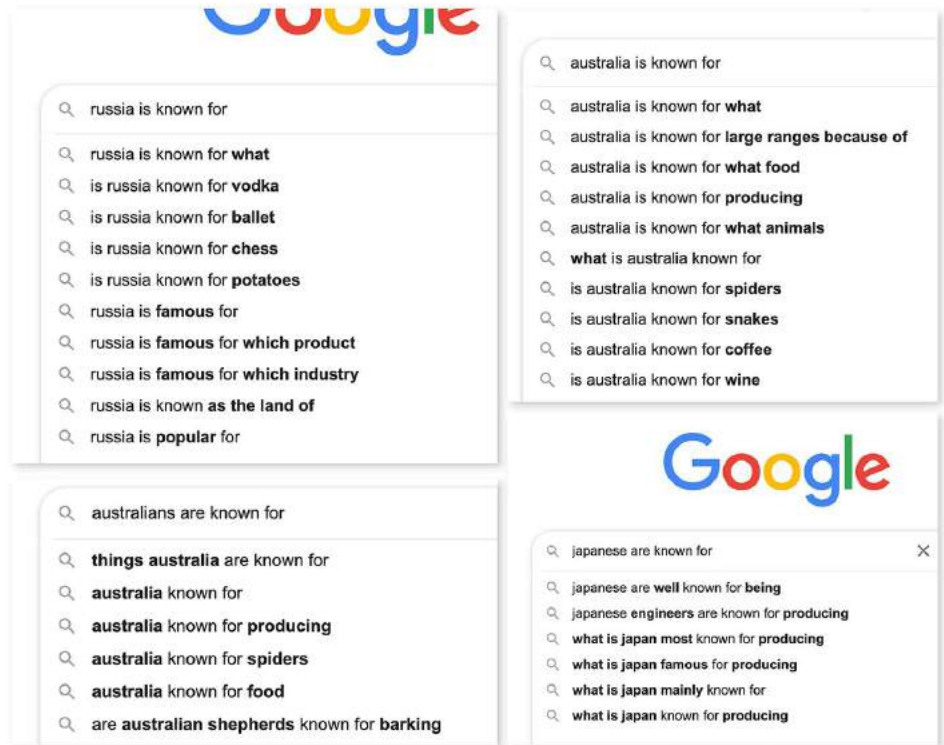
Google search results for "what the Irish are known for."



Not wanting to prove the temper stereotype true, we calmed down before checking to see if negative predictive search stereotypes were an Irish issue, or if it burdened other nationalities too. A similar search for Canadians, Brits, French, Japanese and others showed a more balanced and favourable portrayal of their generalisations. This seemed to be a unique problem for the Irish.

SECTION 2: INSIGHTS, STRATEGY & STRATEGIC IDEA

Google search results for what other countries are known for



It was clear to us that as the museum that helps people better understand the Irish, we were one of the few brands who could take up this fight, challenge these stereotypes and promote a deeper understanding of the Irish.

Our insight, that in fact, negative, damaging and completely incorrect stereotypes about the Irish still exist today in surprisingly public forums allowed us to position EPIC as the antidote to this problem.

What was the core idea or strategic build you arrived at using your insight(s) that enabled you to pivot from challenge to solution for your brand and customer?

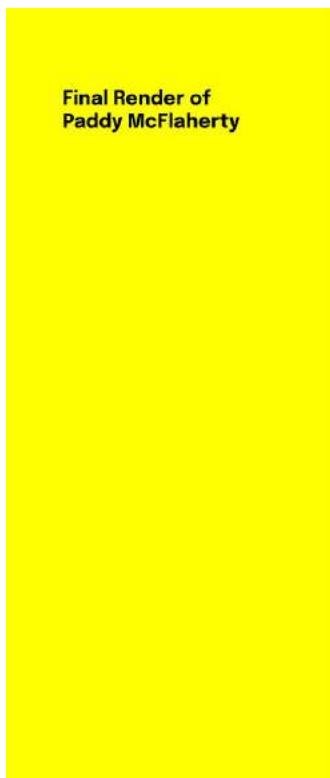
Challenge the damaging preconceptions Google publishes and position EPIC as the antidote.

SECTION 3: BRINGING THE IDEA TO LIFE

Describe the key elements of your plan that activated your strategy. Outline any components that were active in the effort e.g. all integral communications, promotions, CRM program, customer experience, pricing changes, etc. that were a part of your effort.

Data in its raw form can only command so much attention and can lack emotional impact. It's one thing to illuminate the public to these search terms, but we knew that evoking a true emotional response needed another creative layer.

Using the predictive search data terms we had found as our starting point, we set out to create a striking physical embodiment and visualisation of what that would look like. Working closely with a skilled CGI artist, we created the fictional character "Paddy McFlaherty": a data-shaped CGI personification of all the damaging predictive search outputs we had found.

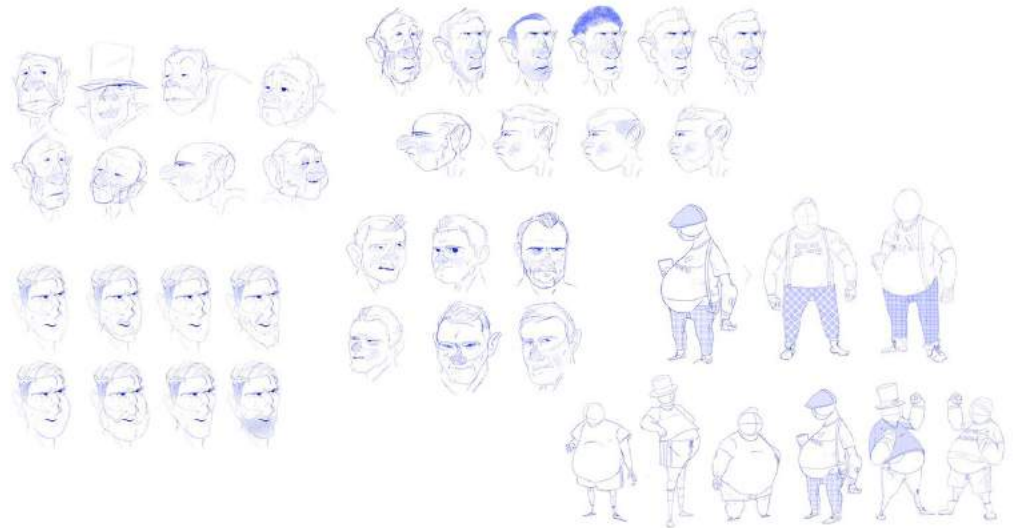


Outline the key building blocks of the creative executions for your main marketing vehicles e.g., endline, call-to actions and format choices. If relevant, include any important changes that optimized the creative while the activity was running.

Iterations of Paddy were developed to ensure each feature tied back to a predictive search term. We were able to capture all of the undesirable qualities through appearance, expressions, body language, and clothing. It was key to strike a balance between confronting and provocative while still somewhat realistic.

SECTION 3: BRINGING THE IDEA TO LIFE

Scamps of Paddy



Scamps of Paddy



All creative led with a simple but hard-hitting line: "THIS IS NOT US" - a clear and confident statement that firmly established our point of view on the issue. Sub - copy read 'Find out who the Irish really are at Europe's Leading Tourist Attraction' giving our target an immediate call to action.

SECTION 3: BRINGING THE IDEA TO LIFE

Outline the rationale behind your communications strategy, experience strategy and channel plan. Explain how the integral elements worked together to drive results. Throughout your response, address any changes made overtime. If relevant, explain how you changed your spend across channels as part of your campaign optimization.

There weren't many things that united our broad target (international and domestic visitors), but we could count on both cohorts spending time in Dublin city centre. We knew most tourists don't make bookings until they arrive at a destination, so prompting them while they explored the city allowed us to optimise our media budget.

Our primary channel was Outdoor media, heavily targeted to city centre locations. City Tour 'Hop-on-Hop-off' buses allowed us to hyper-target locations frequented by tourists, while Dublin Bus placements helped extend reach slightly beyond the city centre. Belly bins and 48 sheet placements were focused on the areas with highest footfall and nearby competitor attractions.

The campaign also ran on social and digital media. A film explaining how Paddy McFlaherty came to be allowed us to tell the story in more detail.

We secured coverage across various outlets, including online, offline, print, and broadcast media through a strong media relations plan. The aim was to spark conversations and debates about Irish identity and culture on both traditional media and social media platforms. We encouraged well-known Irish change-makers, celebrities, and the diaspora to participate in the conversation.

We also aimed to secure coverage across national media outlets to maximise exposure and campaign awareness. We developed a comprehensive approach that involved creating a target media list for Ireland and abroad, encompassing journalists, Irish celebrities, and the diaspora who could be approached through social media. We partnered with content creators on TikTok and Instagram who gave their own take on the campaign.

By week six, there was still so much attention, debate and buzz surrounding the campaign that we decided to capitalise on it to convert 'lookers' into 'bookers'. To optimise our funnel and focus on our most promising prospects, we employed a retargeting strategy, reaching individuals who had shown strong engagement by watching at least 75% of the videos. By prioritising this warm audience, who were already familiar with Paddy and the campaign, we ensured a concentrated effort on driving conversions.

For these comms, we decided to focus more on who the Irish really are - so we flipped the line to 'This Is Us'. This time, instead of featuring incorrect stereotypes, we hero-ed some of our best traits, sourced from the thousands of stories covered in the EPIC experience. These comms proved that the Irish are in fact writers, thinkers, performers and so much more.

SECTION 4: RESULTS

Over the time period of your case, how do you know it worked? Explain, with category, competitor and/or prior year context, why these results are significant for the brand’s business. Results must relate back to your specific audience, objectives, and KPIs.

Every single metric you will see in our results far exceeds both our targets and EPIC’s 2019 performance - which by all accounts was the strongest year for the brand up until that point.

Although we all experienced a certain return to ‘normal’ in 2022, it cannot be underestimated how challenged the tourism category still was at this time. Visitor numbers to Ireland ended up being approx. 80% of their 2019 levels during July and August, meaning we should have been performing at -20% our 2019 numbers.

In actual fact, we performed at an average of +8% across July and August versus 2019. This resulted in record levels of visitors, hitting a peak in July with the busiest *ever* month in the history of the museum. Clearly, we were winning a much higher share of the pool of prospective visitors in Dublin.

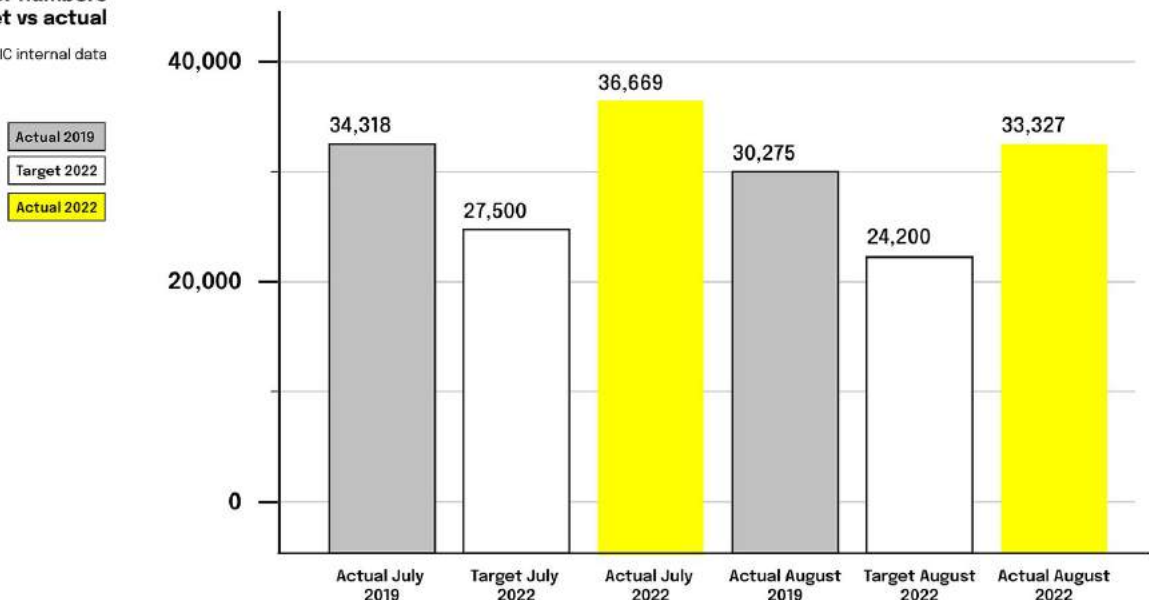
The boost in EPIC’s brand awareness was nothing short of remarkable - experiencing a massive +20% jump from 48% to 68% during a short 12 week window. Meanwhile, the average increase in brand awareness for our competitors during the same time period was just +9% - a full 11 percentage points behind EPIC’s performance.

One of the most rewarding results was witnessing the frenzy of conversation that took place in the press and on social media, with celebrities like Chris O’Dowd and Donie O’Sullivan getting involved in the debate and some even creating their own content in reaction to the campaign on TikTok. Lengthy discussions were had on Ireland AM and with Ryan Tubridy on RTÉ, allowing for a more nuanced debate to emerge about what the Irish are known for, what the source of certain stereotypes is and what we should do to set the record straight.

Ultimately, these results prove the power of strong brand positioning, sharp insight and a challenger brand mentality.

EPIC visitor numbers
target vs actual

Source: EPIC internal data

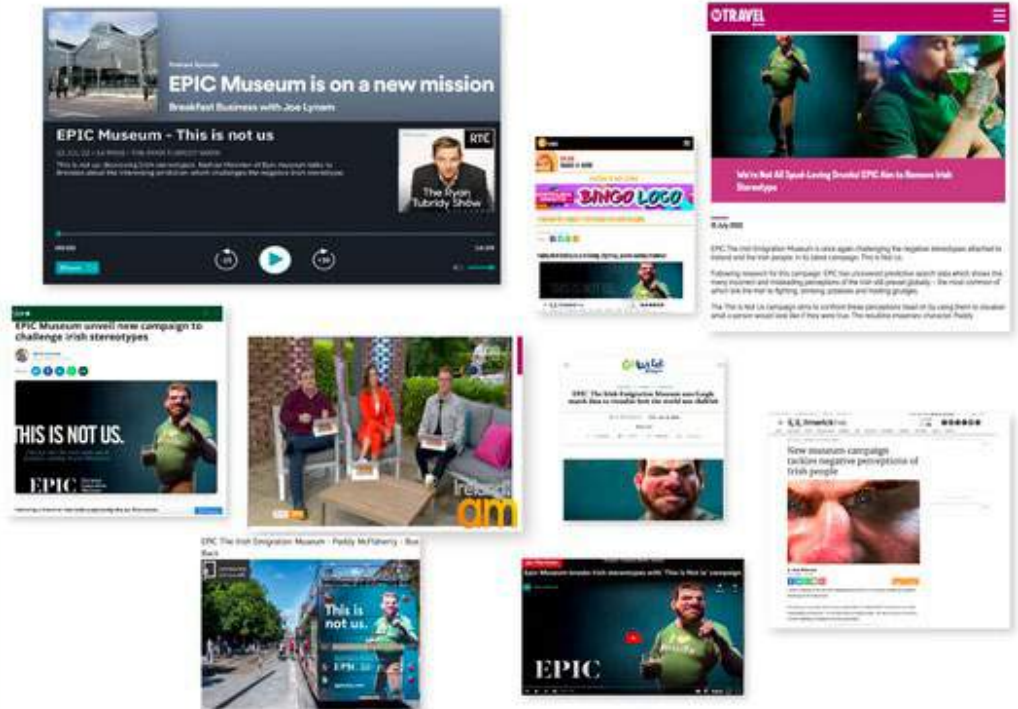


SECTION 4: RESULTS

This is not Us.
Key Tweets/social
engagement



This is not Us.
Press Coverage



SECTION 4: RESULTS

Business Objective: To bring in 27,500 visitors in July and 24,200 visitors in August. These figures represent 80% of pre-pandemic (2019) visitor numbers.

Result: July 2022: 36,669 visitors. 35.8% higher than our target. August 2022: 33,327 visitors. 37.7% higher than our target.

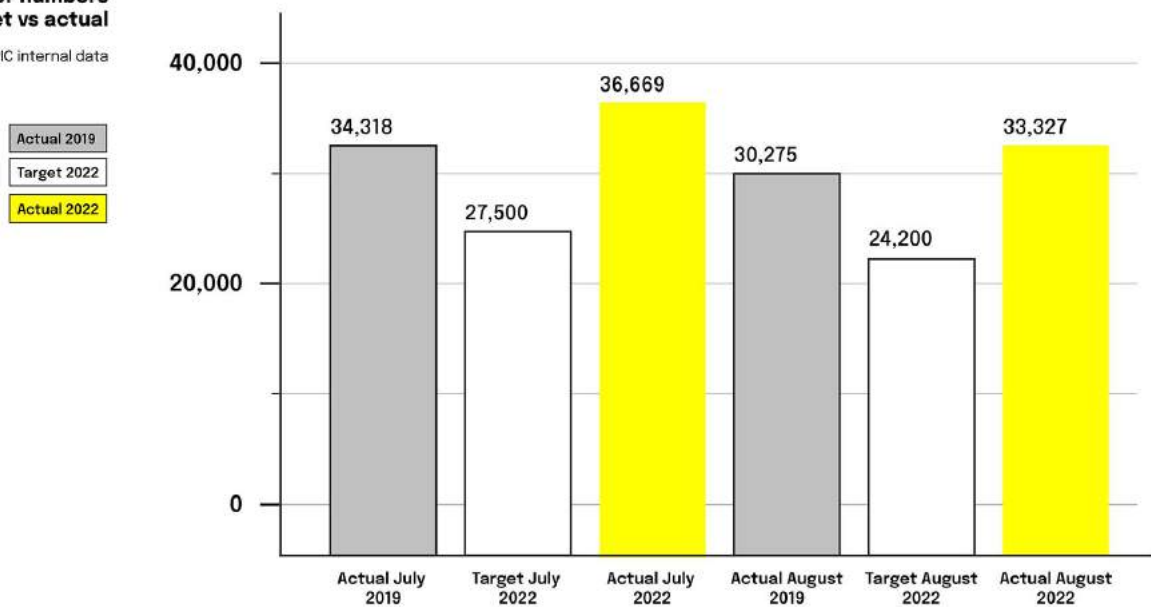
“We not only bounced back to 2019 numbers, but far exceeded them with an increase of +7.65% on July 2019 and +9.74% on August 2019 visitor numbers.

In fact, July was EPIC’s busiest month ever for visitors.

These results also defied both the ITIC’s initial predictions and actual visitor numbers for 2022 which ended up being 80% of pre-pandemic numbers for July and 82% for August.”

EPIC visitor numbers target vs actual

Source: EPIC internal data



SECTION 4: RESULTS

Marketing Objective 1: Increase brand awareness amongst those in Dublin from 48% to 55%.

Result: Brand awareness amongst those in Dublin jumped by +20%, from 48% before the campaign (8th July 2022) to 68% post-campaign (26th Sept 2022). A massive 13 percentage points above target.

This awareness increase was significantly higher than the average increase of +9% amongst the competitive set.

The gap in awareness between The Guinness Storehouse (the most well known attraction) and EPIC reduced from 38% to 24%.

By comparison, The Guinness Storehouse only increased by +6% during the same time period even with investment in an Above The Line campaign with heavy Outdoor media and airport posters targeting visitors as they arrived in Dublin.

SECTION 4: RESULTS

Marketing Objective 2: 70,000 website sessions for each of the months of July and August and an average advertising click-through rate of 5% for Google Ads.

Result:

July website sessions: 76,822 (+67.98% on 2019)

August website sessions: 114,622 (+135% on 2019)

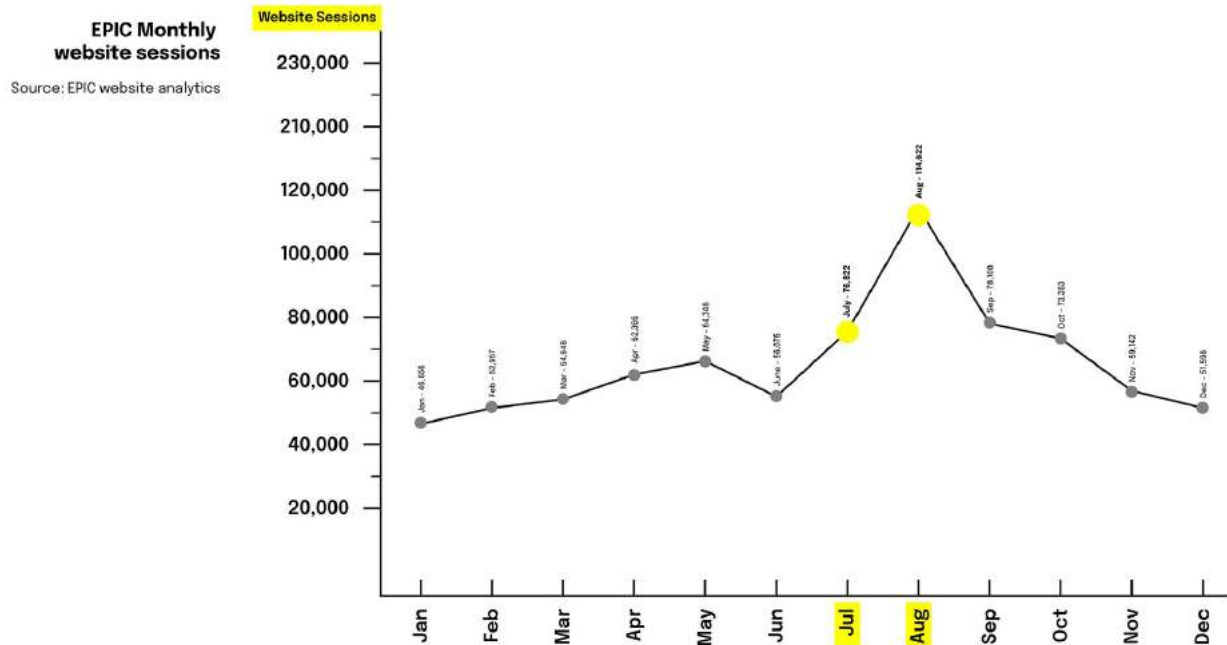
July Click through rates: 5.51%

August Click-through rates: 9.96%

Website sessions rose from approx. 56k visits in June (pre-campaign) to 76k in July and 114k in August. July saw +55% more sessions than July 2019, and August +119% more.

Click-through-rates beat the industry benchmark of 4.7% and activity held through September as well (CTR: 16.37%).

Google Ads brought 50k users to the website, creating almost 2.5k bookings - a conversion rate of 4.9% (vs 3.4% across the full year 2022).



SECTION 4: RESULTS

Activity Objective 1: Social media engagement.

Result: Twitter engagement rate was approximately 12%—three times higher than the account’s overall average of 3.98% - resulting in 29,000 sessions from 16,600 users during the campaign period.

Social not only drove conversation but conversion too, with Twitter alone driving a 859% increase in users to the website, a 865% increase in new users, and an approximate 1,400% surge in sessions compared with the campaign period from the previous year. There were 75,000 engagements on Twitter (including from Chris O’Dowd and Donie O’Sullivan) during the campaign period, with an engagement rate of approximately 12%—three times higher than the account’s overall average of 3.98%.

This is not Us.
Key Tweets/social
engagement



SECTION 4: RESULTS

Activity Objective 2: Unprompted advertising recall - from 18% to 25%.

Result: Advertising recall was 34% post-campaign amongst those in Dublin - an increase of 16 percentage points.

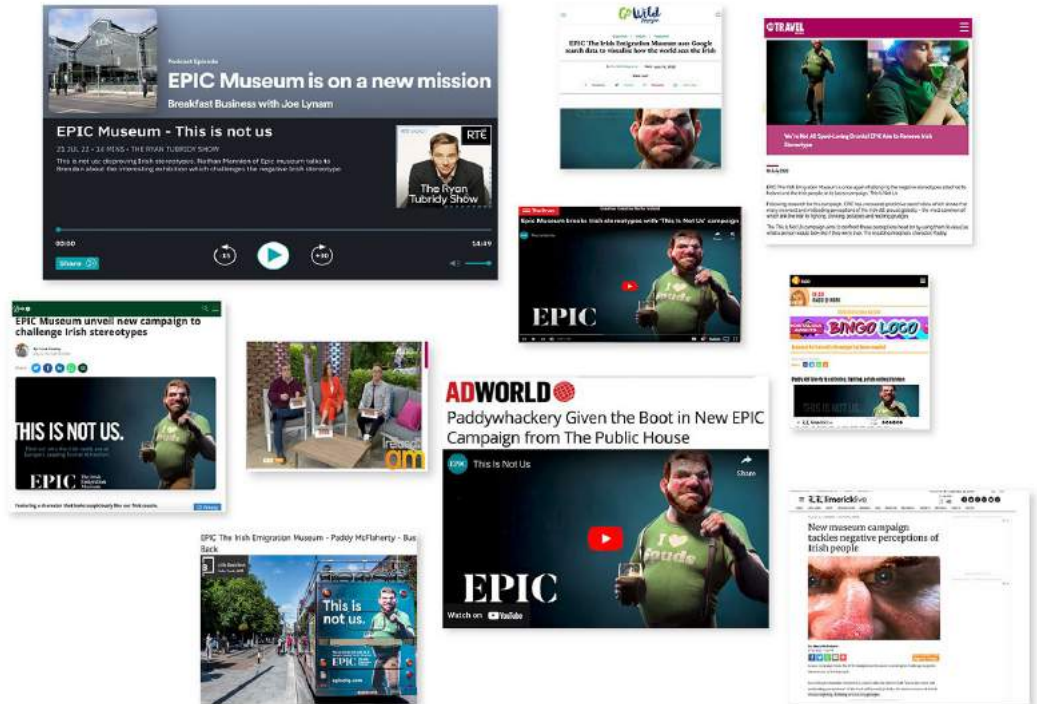
We exceeded our target by 9%. It's important to note that this figure refers to unprompted advertising recall - in other words, whether people remembered seeing any advertising for EPIC at all without being prompted with campaign imagery.

Activity Objective 3: Press coverage.

Result: The coverage generated by the campaign equated to €109,290.22 in advertising value and created a reach of 4,985,671.

We secured a huge amount of positive coverage across local and national media - in print, broadcast and online. 70 pieces of coverage were secured including local media coverage from all websites in the Iconic News group, national media coverage from RTE Radio One, Today FM, Virgin Media One and Newstalk FM and numerous online outlets including Lovin.ie, BusinessPost.ie, IrishExaminer.com and TheJournal.ie.

**This is not Us.
Press Coverage**



ADDITIONAL RESULTS

The growth experienced during the summer was sustained long after the campaign ended, with visitor numbers remaining above 2019 levels ever since.

What else in the marketplace could have affected the results of this case - positive or negative?

Key Factors: Internal Company Events, Societal or Economic Events

Societal or Economic Events: Although visitor numbers ended up being slightly higher than predicted, the tourism industry did not make a full recovery in 2022. Overseas tourists rebounded to 73% of 2019 levels for the year, rising to 80% and 82% for July and August respectively. This makes EPIC's recovery to better-than-pre-pandemic numbers even more impressive.

Internal Company Events: All of this was achieved with a €1 ticket price rise (in line with inflation) from €16.50 to €17.50 (online) and from €17.50 to €18.50 (walk-ins) as of 1st April 2022.

CREATIVE WORK



[CLICK HERE TO SEE THE CREATIVE REEL >>](#)

Lovely Day for a Guinness

Entered by

AMV BBDO

phd

For Diageo

Category: Alcoholic Beverages



SILVER

Start Date: 10th June 2022
End Date: 18th Spetember 2022
Industry Sector: Alcoholic Beverages
Industry Situation: In Decline

EXECUTIVE SUMMARY

THE STRATEGIC BIG IDEA

The Irish go to extreme lengths to make the most of summer. It's always a 'Lovely Day for a Guinness'.

THE INSIGHT

Summer is as much a mindset as a season. With the right attitude, even the weather can't hold you back.

THE CHALLENGE

To grow share and penetration, Guinness needed to challenge the perception it was a winter drink, not relevant in summer.

BRINGING THE IDEA TO LIFE

A large-scale campaign across AV, radio, outdoor, events and partnerships made Guinness unmissable, culturally and contextually relevant in summer.

THE RESULT

The campaign surpassed all targets, including value share growth, penetration growth amongst 18-34s and shifting long-held attitudes towards the brand.

WHY IS THIS CASE WORTHY OF AN AWARD FOR MARKETING EFFECTIVENESS?

Guinness is the biggest beer brand in Ireland, with a rich marketing history.

But the brand had a problem. Its share of beer sales declined every summer, due to perceptions about Guinness being better suited to colder weather, indoor environments and other occasions, like Christmas and St. Patrick's Day.

This case study shows how marketing changed this long-standing 'summer problem'.

On-trade and off-trade share grew significantly (+4.3 ppts and +2.1 ppts, respectively), penetration amongst 18-34 year olds grew by 4.1 ppts, (to 21.8 ppts), and all five critical brand associations improved, strengthening the brand's relevance in summer.

SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

Before your effort began, what was the state of the brand’s business and the overall category in which it competes? What was the strategic challenge that stemmed from this business situation and the degree of difficulty of this challenge? How did it change overtime?

Covid-19 created significant challenges for the beer industry in Ireland, with hundreds of pubs permanently closing during the pandemic and socialising put on hold for extended periods. Despite this, Guinness was able to grow value and volume share in 2020 and 2021, as pubs partially reopened. The brand had disproportionately benefitted in the on trade when pubs partially re-opened, as consumers savoured drinks that were not easily replicated at home, but this advantage would not be sustainable longer-term as restrictions eased.

To maintain this momentum in 2022, Guinness needed to address its long-standing summer problem. Selling a perceived dark, heavy liquid in summer was a huge challenge, which the brand had never successfully tackled. In Ireland, beer sales were higher in summer (+14% higher than in other months), but Guinness’s share of these sales always dropped compared to the colder months.

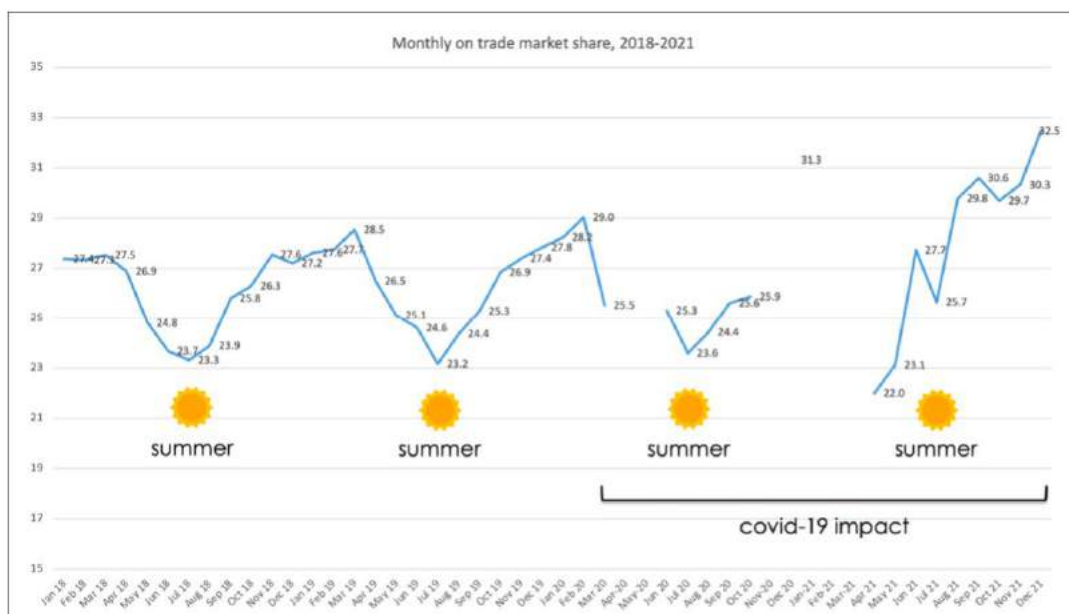
Guinness lacked summer and outdoor associations, compared to cider and lager brands. In fact, we had contributed to this image ourselves, by investing more heavily in colder months, with high investment at Christmas and around the Six Nations rugby tournament every February–March.

Research in May 2022 showed that only 19% of people thought that Guinness was a ‘great brand for summer occasions’, compared to 47% for Bulmers/Magners and 37% for Heineken.

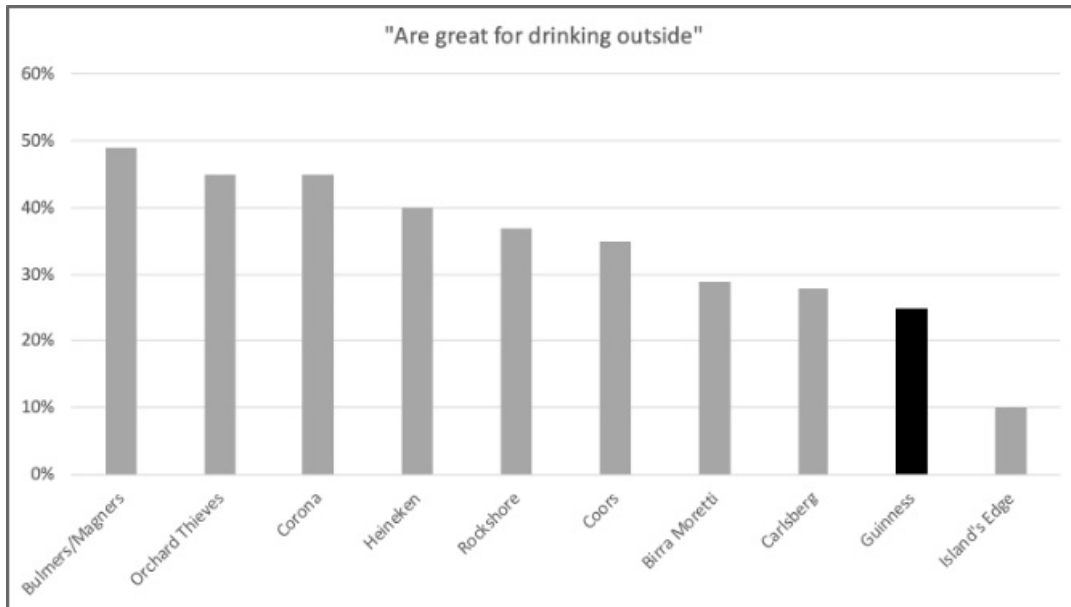
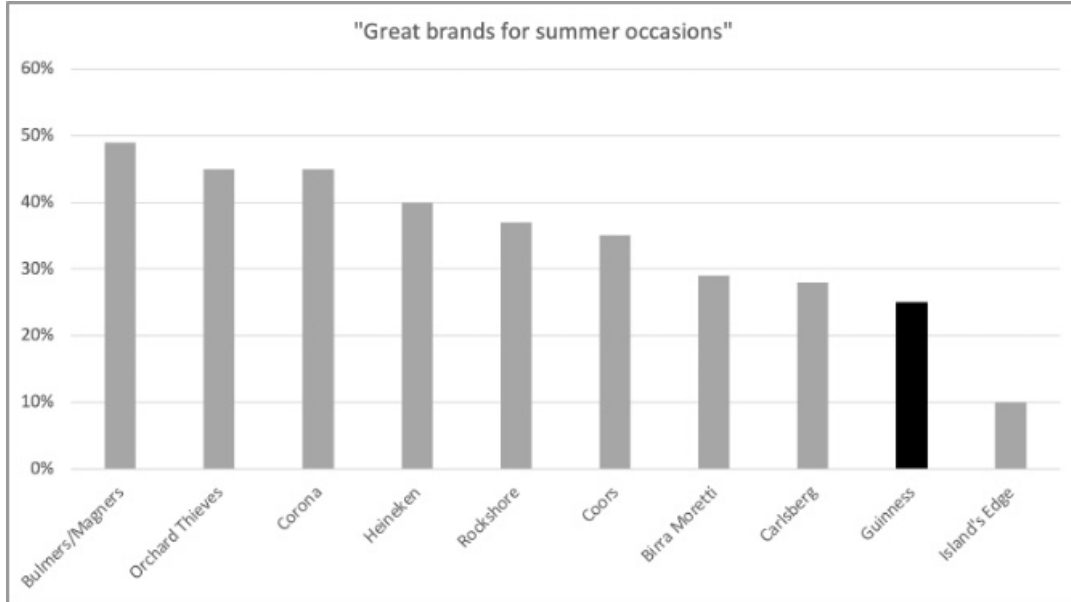
Only 25% thought Guinness was ‘great for drinking outside’, compared to 49% for Bulmers/Magners and 40% for Heineken.

For both important metrics, Guinness ranked 9th out of the 10 brands tested.

We needed to build stronger associations between the brand and summer and challenge the traditional perceptions holding us back; taking Guinness out of ‘the snug’ and into the sunshine.



SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

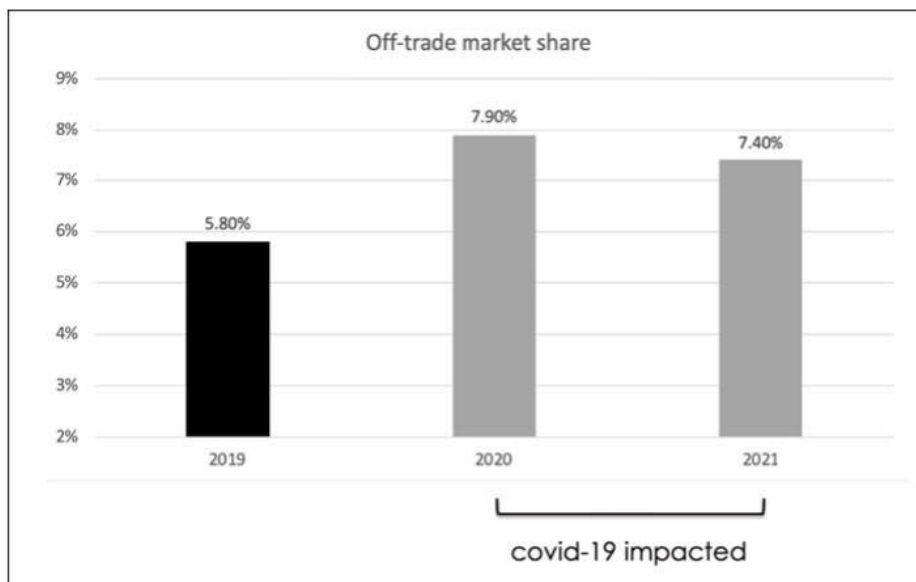
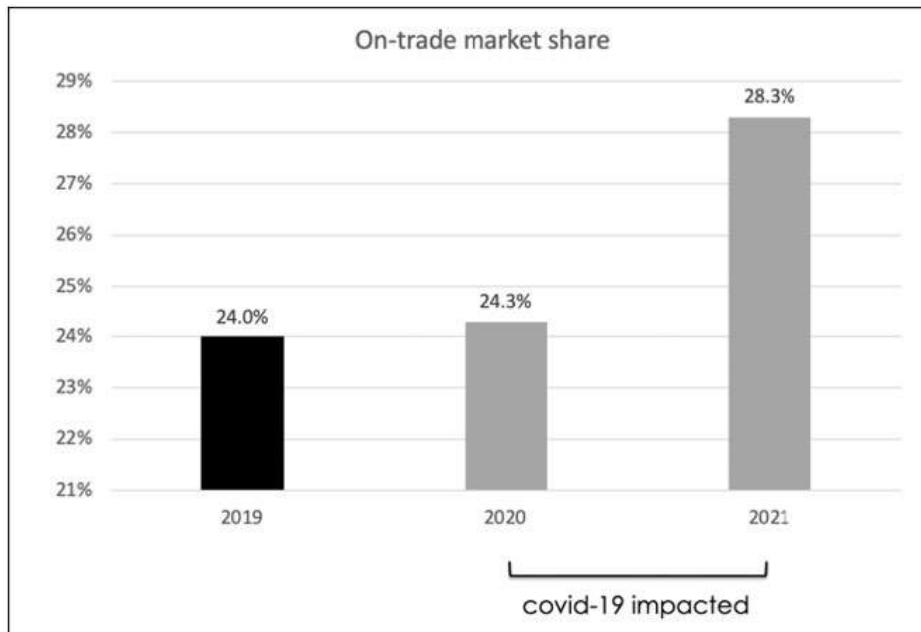


SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

What were the business, marketing and campaign/activity objectives that you set to address your challenge? What were the Key Performance Indicators (KPIs) set against each objective? How did they change over time?

Business Objective: Comparing to the last pre-covid summer (2019), we wanted to see significant growth for both on-trade and off-trade value share.

Given the unusual context of covid-19 and lockdowns in the previous two years, we saw value share as the clearest indication of brand performance, relative to the beer category. The 2019 benchmarks for Guinness were 24.0% for on-trade value share and 5.8% for off-trade value share.

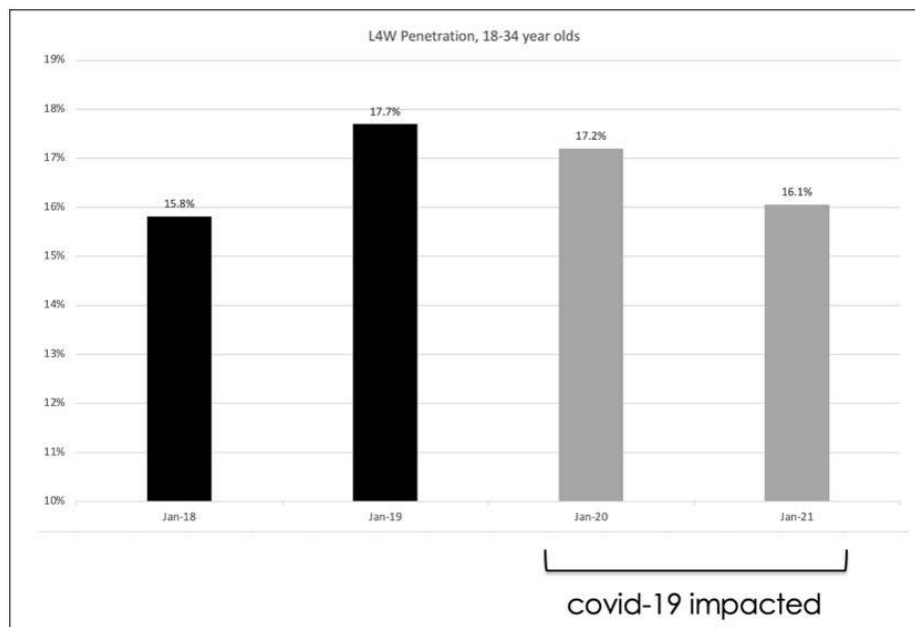


SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

Marketing Objective 1: Penetration – We wanted Guinness to be the number one recruiting beer brand for 18–34 year olds in summer 2022. This audience would be crucial for the brand’s long-term growth.

This objective would show that we were persuading people who would normally drink other beer brands to choose Guinness in summer. Increasing penetration and doing so more than our key competitors would be critical to delivering our business objective.

The benchmark from summer 2019 was 17.7%. During the covid-19 hit years of 2020 and 2021, this dropped to 16.1%.



Marketing Objective 2: Improving perceptions of Guinness in summer: ‘Great brand for summer occasions’, ‘Great for drinking outside’, ‘Great for daytime occasions’, ‘You would associate with music festivals/events’, ‘Has a refreshing taste’

We needed to change attitudes in order to change behaviour.

The pre-campaign benchmarks were:

‘(Guinness is a) Great brand for summer occasions’ – 19% agree

‘(Guinness is) Great for drinking outside’ – 25% agree

‘(Guinness is) Great for daytime occasions’ – 28% agree

‘You would associate (Guinness) with music festivals / events’ – 35% agree

‘(Guinness) Has a refreshing taste’ – 20% agree

We would also compare perception shifts to Heineken and Bulmers/Magners.

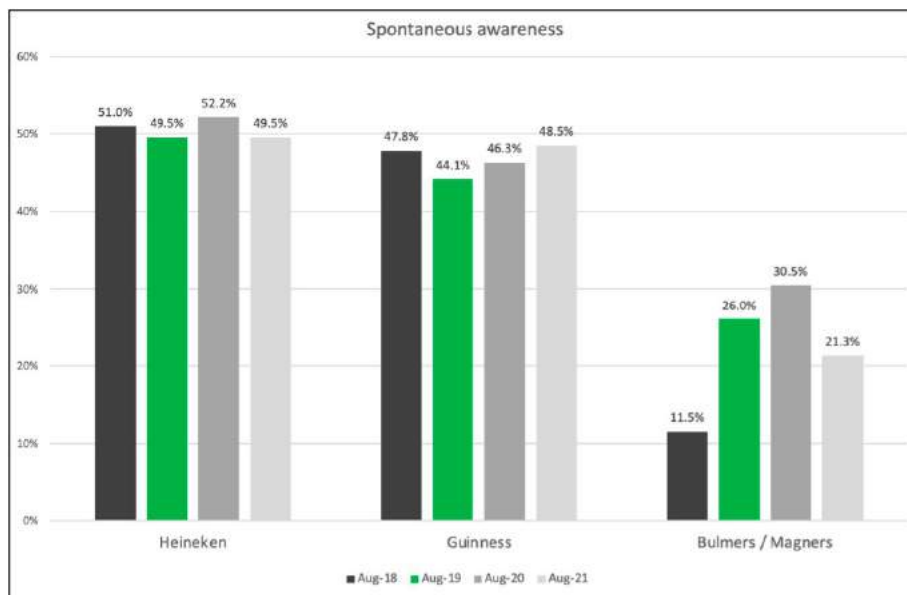
SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

Marketing Objective 3: Increase spontaneous awareness of Guinness in summer, amongst 18–34 year olds in Ireland.

Despite being the highest selling beer in Ireland, spontaneous awareness of Guinness in summer trailed key competitor Heineken. We were also seeing growth from cider brands such as Bulmers. These two competitors would provide relevant benchmarks for Guinness.

The pre-pandemic benchmarks for spontaneous awareness (August 2019) were:

Guinness: 44.1%
Heineken: 49.5%
Bulmers / Magners: 26.0%



Activity Objective: Recall – We wanted Guinness to be the number one beer brand recalled for advertising around summer 2022 in Ireland.

The brand’s media spend was traditionally focused on colder months and key occasions such as Christmas and St. Patrick’s Day (17th March). We wanted to measure whether the increased investment in summer 2022 was being noticed and recalled by our target audience.

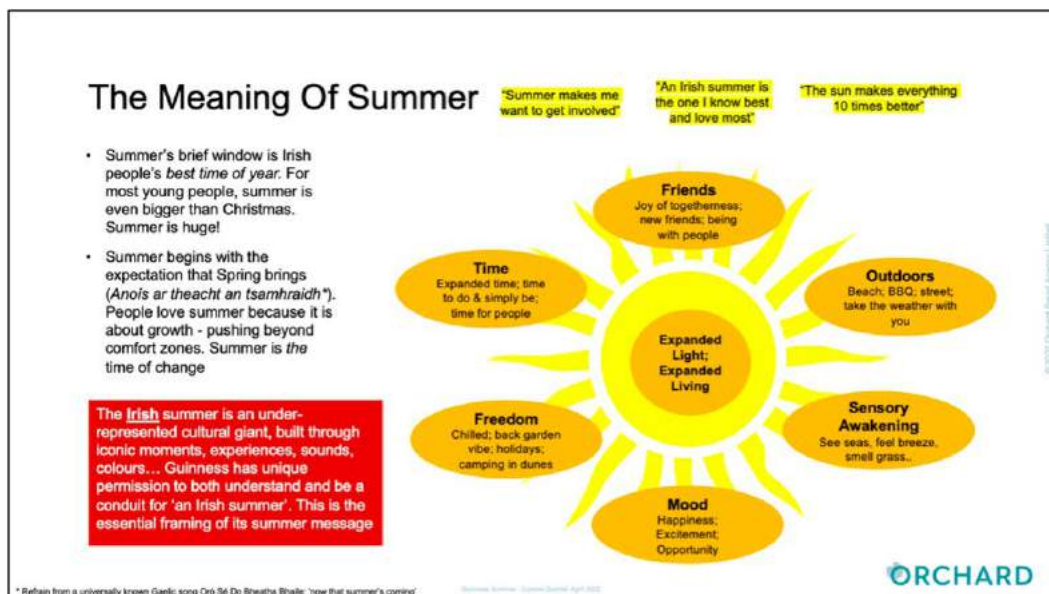
SECTION 2: INSIGHTS, STRATEGY & STRATEGIC IDEA

Define the target audience(s) you were trying to reach and explain why it was/ they were relevant to the brand and the challenge. Did your audience evolve overtime? If so, describe how and why.

Our core target audience for the campaign was 18-34, both male and female. We were particularly interested in those who would drink Guinness at other times of the year (Christmas, St. Patrick’s Day or when watching international rugby tournaments such as the 6 Nations or Autumn Internationals), but weren’t choosing Guinness in summer.

We had some specific occasions and spaces in mind, including music festivals and beer gardens, and a broader ambition to ‘deformalise the pint’. Smaller formats like bottles and mixed drinks could be seen as a better fit with summer than pints of Guinness, when drinking outside in the sunshine. We had to work hard to challenge this audience’s perception that Guinness didn’t match this environment.

Consumer research helped us to better understand the attitudes of this group towards summer and Guinness. Socialising in different contexts was central to their enjoyment of summer, with outdoors activities being particularly important. One clear theme we heard that influenced our marketing campaign was the ability of people to “see the bright side” of summer in Ireland.



A chart from the consumer research conducted in 2022.

SECTION 2: INSIGHTS, STRATEGY & STRATEGIC IDEA

Explain the thinking that led you to your insight(s).
Clearly state your insight(s) here.

There were three main insights that informed the creative idea and media approach:

1. The Irish summer: blink and you'll miss it

Through consumer research and social listening, we found that the Irish have a unique relationship with summer. Countless jokes and memes captured the notion that summer in Ireland can often be underwhelming, with uninterrupted sunshine in short supply.

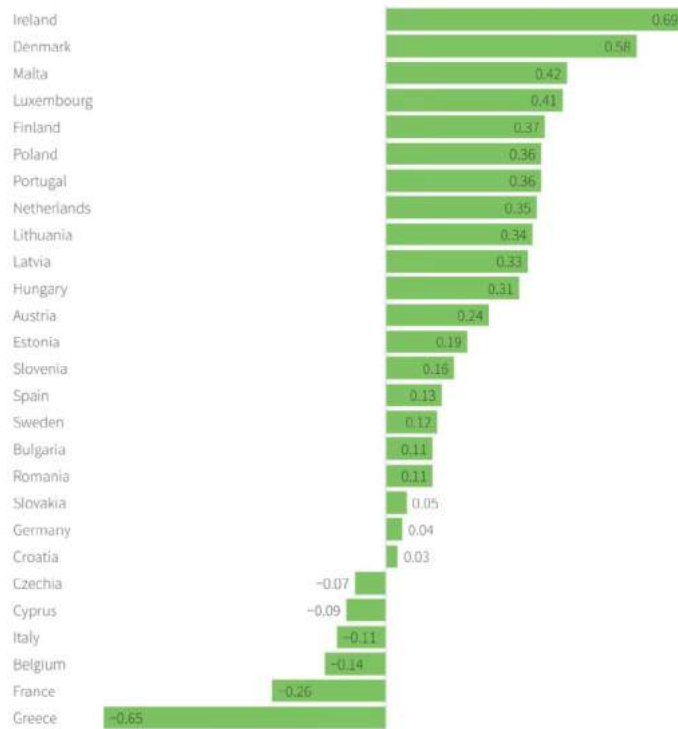


2. The Irish attitude: optimistic & self-deprecating

Despite the realities of the Irish summer, most people approach the season with anticipation and optimism. Summed up by the phrase "It'll be grand." In fact, we learned that Ireland was the most optimistic country in the EU.

SECTION 2: INSIGHTS, STRATEGY & STRATEGIC IDEA

Social Optimism Index scores (mean) by EU Member State



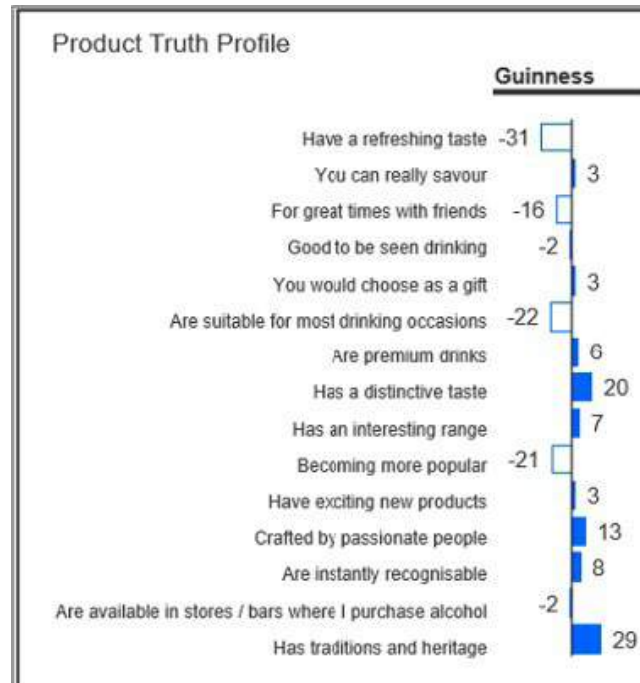
The weather became an important part of the conversation, but rarely a barrier to having fun. Consumer research in 2022 confirmed that the Irish see summer as a mindset as much as a season. A time when people wanted to be the best version of themselves and had permission to seek out new experiences, often outdoors and with groups of people, from festivals to road trips.

3. The brand challenge: Guinness struggling for broad relevance

Consumer research told us that, compared to other alcohol brands, Guinness was viewed very narrowly. Despite being the biggest selling beer brand in Ireland, Guinness under-indexed (-22) for 'suitable for most drinking occasions'. We suspected this was linked to the perception that Guinness was not as refreshing as other beers or alternatives like cider. Guinness under-indexed (-31) for 'has a refreshing taste'.

We needed to build a connection between Guinness and summer, to challenge this idea that the brand wasn't a good fit for warmer weather, outdoors or more spontaneous moments.

SECTION 2: INSIGHTS, STRATEGY & STRATEGIC IDEA



Combining these insights - the reality of Irish summer, the uniquely Irish optimism and the brand barriers - led to our campaign idea and media strategy.

What was the core idea or strategic build you arrived at using your insight(s) that enabled you to pivot from challenge to solution for your brand and customer?

LOVELY DAY FOR A GUINNESS

If you face Irish summertime with optimism and imagination, the weather can't hold you back.

Describe the key elements of your plan that activated your strategy. Outline any components that were active in the effort e.g. all integral communications, promotions, CRM program, customer experience, pricing changes, etc. that were a part of your effort.

Every campaign touchpoint was aimed at communicating that any day and indeed (summer) moment is lovely for a Guinness. The plan had 4 key tenets:

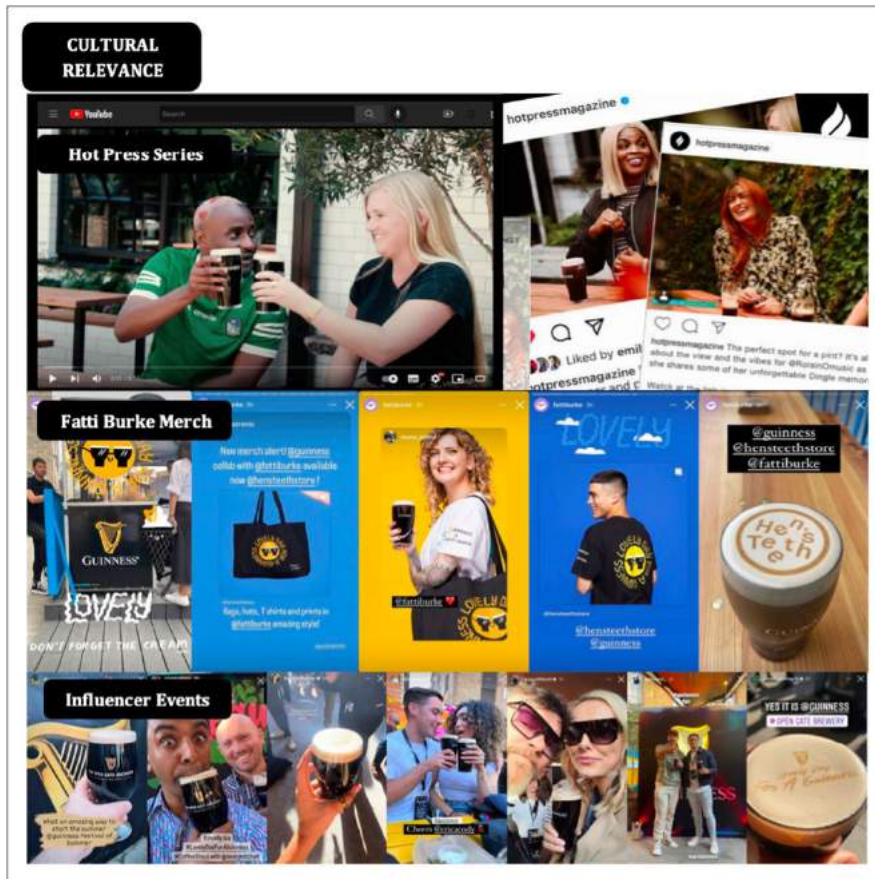
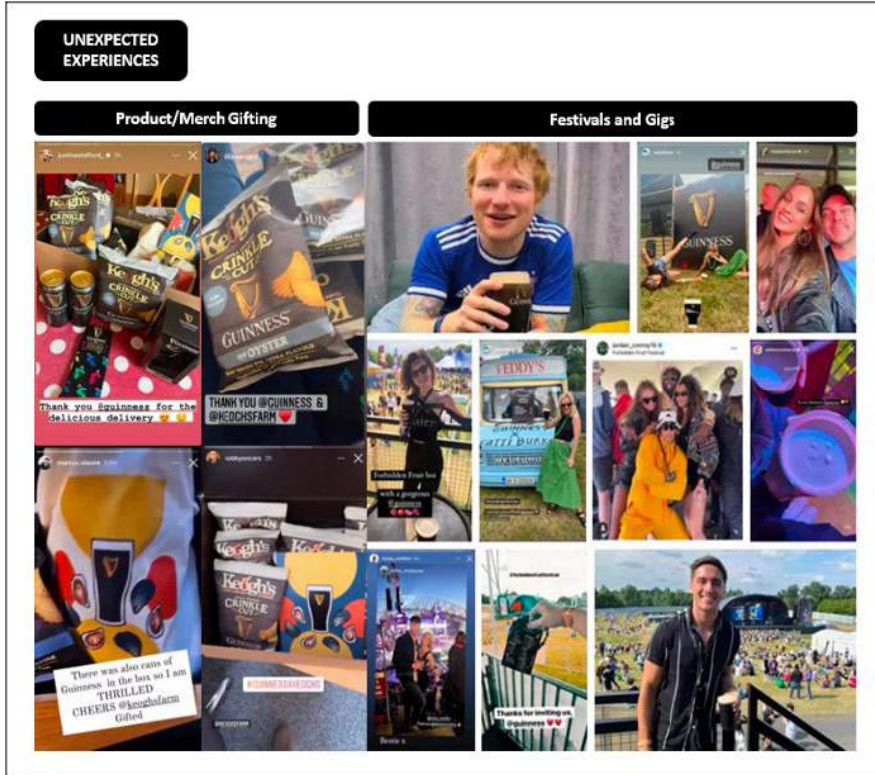
Scale of message – ensuring consumers were visually and aurally engaged with the core campaign message via high-reaching outdoor, AV and radio.

Unexpected experiences – showing up at the best summer events, becoming part of the experience.

Cultural Relevance – creating bespoke publisher and influencer partnerships to place Guinness at the heart of summer conversations.

Contextual relevance – using dynamically triggered audio, OOH and digital to adapt our message to the weather or moment.

SECTION 3: BRINGING THE IDEA TO LIFE



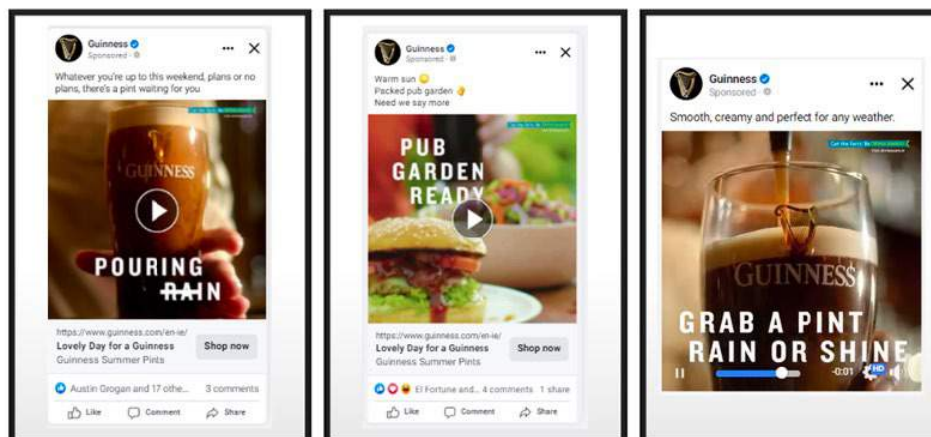
SECTION 3: BRINGING THE IDEA TO LIFE

Outline the key building blocks of the creative executions for your main marketing vehicles e.g., endline, call-to actions and format choices. If relevant, include any important changes that optimized the creative while the activity was running.

Our creative approach saw an evolution of the traditional Guinness world (rich & dark), into a more light, vibrant, and colourful territory. But we remained true to the spirit and feeling of Guinness. In summertime, Guinness typically hides in plain sight, but in 2022 we brought Guinness out of the snug in the pub and into the light.



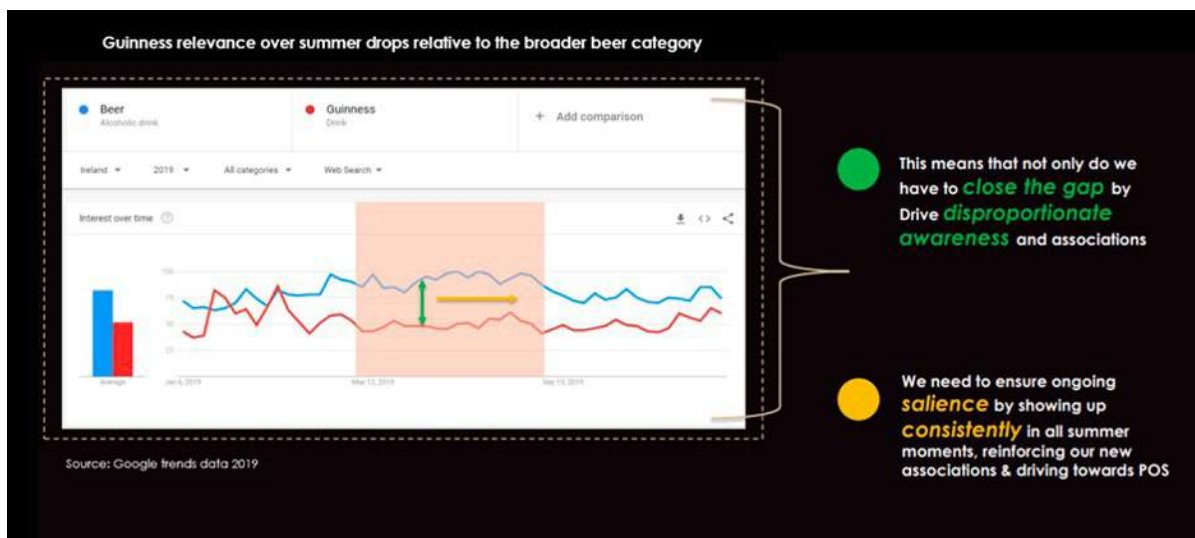
We didn't just surprise audiences with brighter creative executions, we also knew that summer in Ireland is a time of optimism (even with unpredictable weather). We used dynamic formats leveraging triggers to deliver the most appropriate message.



SECTION 3: BRINGING THE IDEA TO LIFE

Outline the rationale behind your communications strategy, experience strategy and channel plan. Explain how the integral elements worked together to drive results. Throughout your response, address any changes made overtime. If relevant, explain how you changed your spend across channels as part of your campaign optimization.

Guinness is well known for sparking moments of meaningful connection during the winter months. However, our opportunity to extend these moments into summer 2022 meant changing perceptions of not only the liquid, but the relevance of Guinness within all occasions that make an Irish summer.



Recognising that more light drinkers are out in the summer months, presented the perfect opportunity for us to drive penetration and recruit more 18-34s into the brand.

Our creative springboard was developed from the understanding that The Irish go to extreme lengths to make the most of the summer, so we encouraged people to embrace it with optimism. The key was in making every summer day a 'Lovely Day for a Guinness' - a classic Guinness line, reinterpreted to show that Guinness is the perfect drink, whatever the weather.

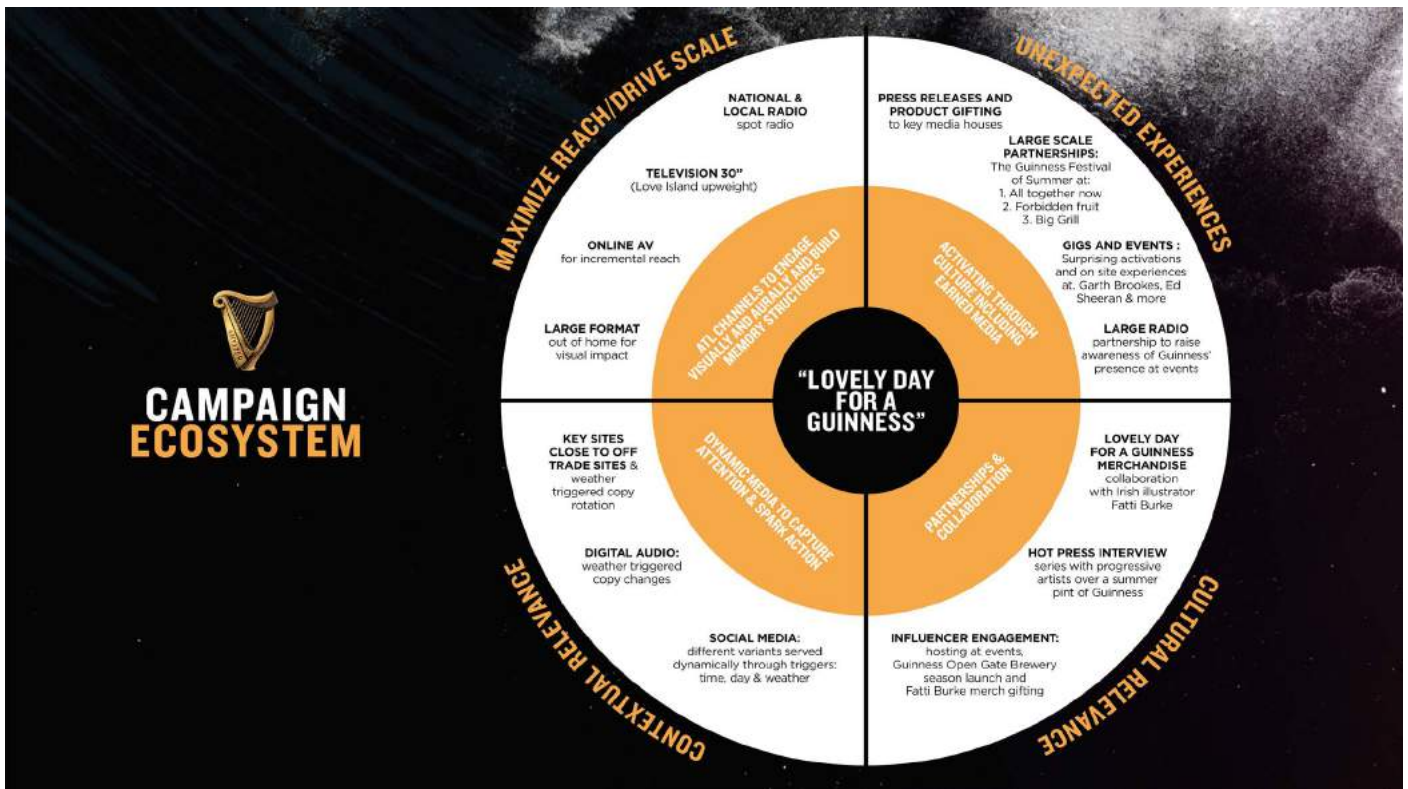
We also had to be tactical, activating where we weren't expected (on-trade / beer gardens / outdoor 3 spaces), and expanding in spaces where we've always been (BBQs).

We scaled and amplified Guinness' largest festival partnerships (All Together Now, Forbidden Fruit, Live at the Marquee), by collaborating with key media partners and culturally relevant influencers and artists (e.g. Fatti Burke), building relevance within new summer contexts.

To drive penetration amongst our audience we used broadcast channels and large canvas mediums. AV is proven to build memory structures at scale, so we delivered our 'Lovely Day for a Guinness' message across TV, VOD, and Love Island packages (a surprising space for Guinness to show up). Impactful OOH amplified our key visual bringing our message to life, and it also demonstrated a product in culture ritual, "The Tilt". A moment seen and reflected in sociability that connects people through the pint experience while also cueing quality and refreshment. Heavy-weighted radio then added reach.

SECTION 3: BRINGING THE IDEA TO LIFE

To drive action with messaging that was not a natural fit for Guinness in the eyes of our audience, we utilised dynamic messaging including weather triggers across digital audio, changing creative based on whether it was sunny vs raining. The message was that every day is ‘A Lovely day for a Guinness’, whatever the weather. The same weather trigger was applied across our dynamic social messaging, with the addition of day of week (weekday vs. weekend pints). Dynamic OOH creative changes were also triggered by weather, but to heighten relevance (“good for drinking outside”) we used beer garden creative during sunny conditions.



SECTION 4: RESULTS

Over the time period of your case, how do you know it worked? Explain, with category, competitor and/or prior year context, why these results are significant for the brand's business. Results must relate back to your specific audience, objectives, and KPIs.

The Lovely Day for a Guinness campaign achieved all business, marketing and activity objectives. As Ireland emerged from the covid-19 pandemic and the beer industry began its recovery, we were able to outperform the category and surpass pre-pandemic benchmarks.

Marketing directly helped Guinness address its long-term 'summer problem', through a creative and media approach that challenged the perceptions holding us back and showed Guinness in a new light, to new drinkers.

By comparing to 2019 levels (before the covid-19 pandemic), we can discount the impact of covid-19 as a key factor in the brand's sustained growth.

By comparing sales, penetration and perception improvements to the wider category and key competitors, we can be confident that there was no rising tide lifting all boats.

This case study shows how Guinness alone conquered summer.

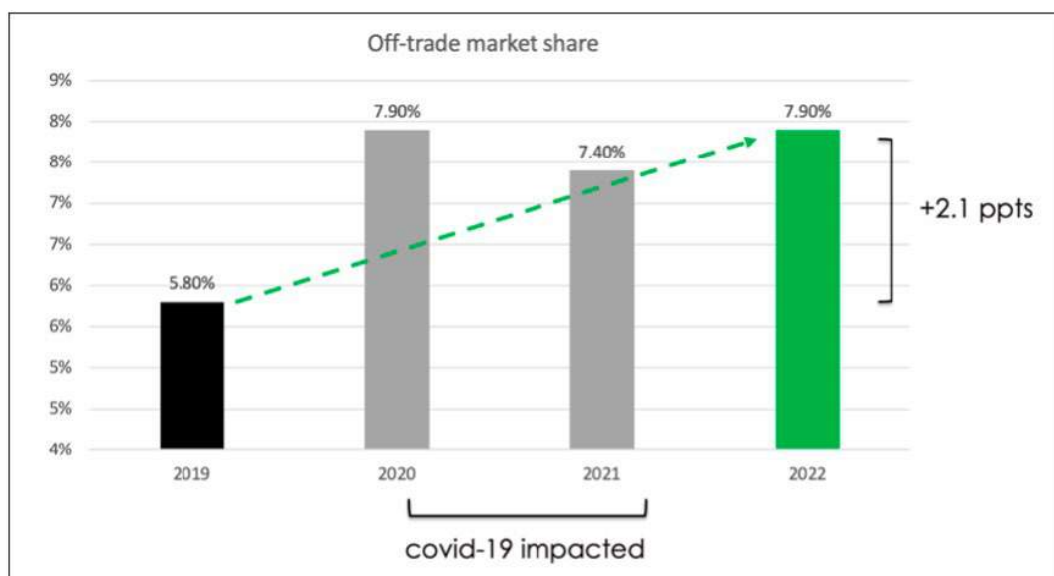
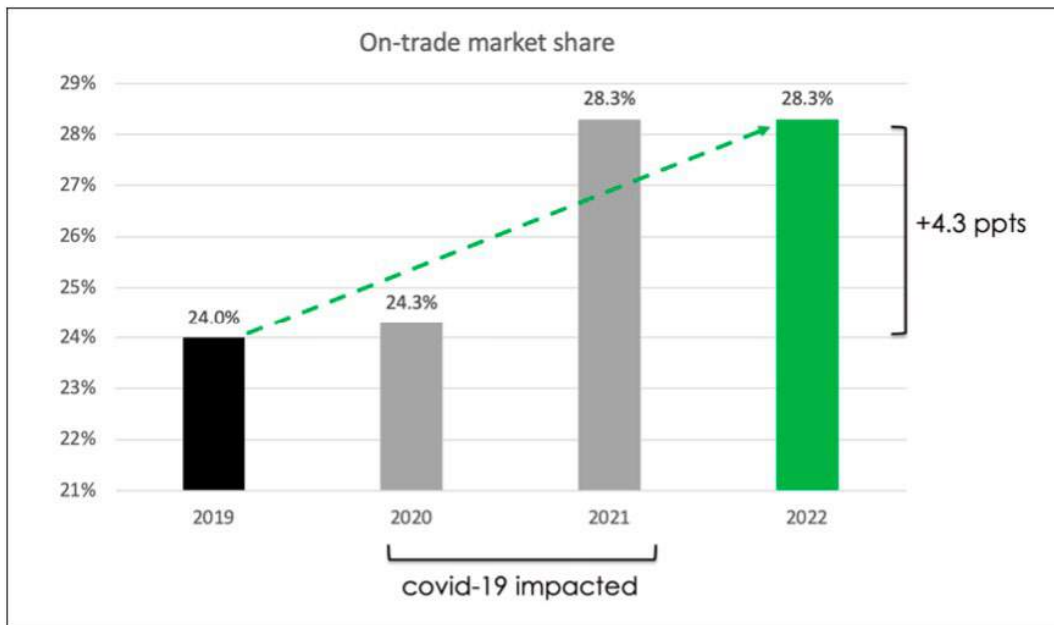
SECTION 4: RESULTS

Business Objective: Comparing to the last pre-covid summer (2019), we wanted to see significant growth for both on-trade and off-trade value share.

Result: On-trade value share reached 28.3% in summer 2022, a 4.3 ppts increase vs summer 2019. Off-trade value share reached 7.9% in summer 2022, a 2.1ppts increase vs summer 2019.

Because 2020 and 2021 were so affected by the impact of covid-19, the key comparison is with the previous summer of 2019. Comparing 2022 to 2019, we see significant growth in both the on-trade and off-trade.

To put the results in context, 4.3 ppts is by far the highest summer share growth recorded over a comparable period in the past 20 years.



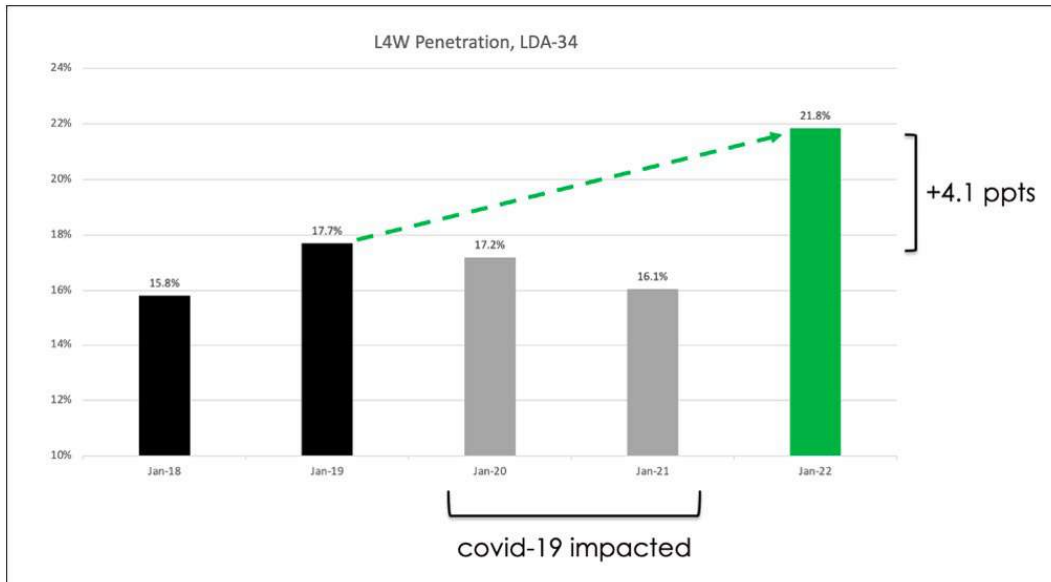
SECTION 4: RESULTS

Marketing Objective 1: Penetration – We wanted Guinness to be the number one recruiting beer brand for 18–34 year olds in summer 2022. This audience would be crucial for the brand’s long-term growth.

Result: Penetration amongst 18–34 year old drinkers increased from 17.7% in summer 2019 to 21.8% in summer 2022, a 4.1 ppt increase.

Guinness was #1 recruiting beer brand for this age-group.

Penetration amongst 18–34 year olds increased significantly in 2022, as illustrated by the chart below. This helped to reduce the average age of the brand’s drinkers too. By 2022, 35% of Guinness drinkers were aged 18–34, compared to just 29% pre-covid.



SECTION 4: RESULTS

Marketing Objective 2: Improving perceptions of Guinness in summer: 'Great brand for summer occasions', 'Great for drinking outside', 'Great for daytime occasions', 'You would associate with music festivals/events', 'Has a refreshing taste'

Result: Guinness perceptions improved across all five measures, with increases between 3 and 7 percentage points. Perceptions also increased relative to key competitors.

Perception shifts (source: Kantar):

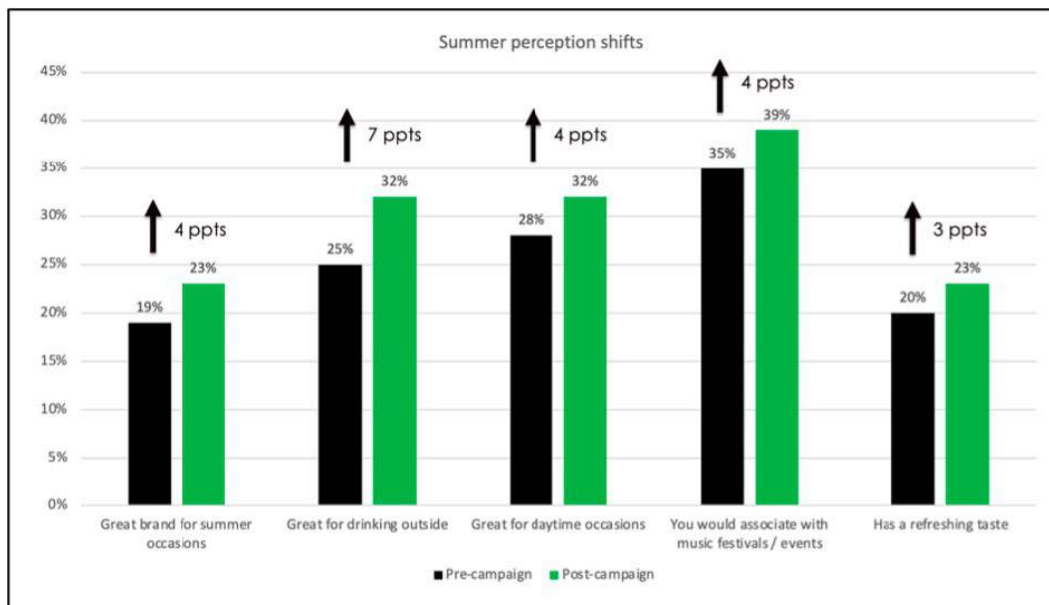
'Great brand for summer occasions' = +4

'Great for drinking outside' = +7

'Great for daytime occasions' = +4

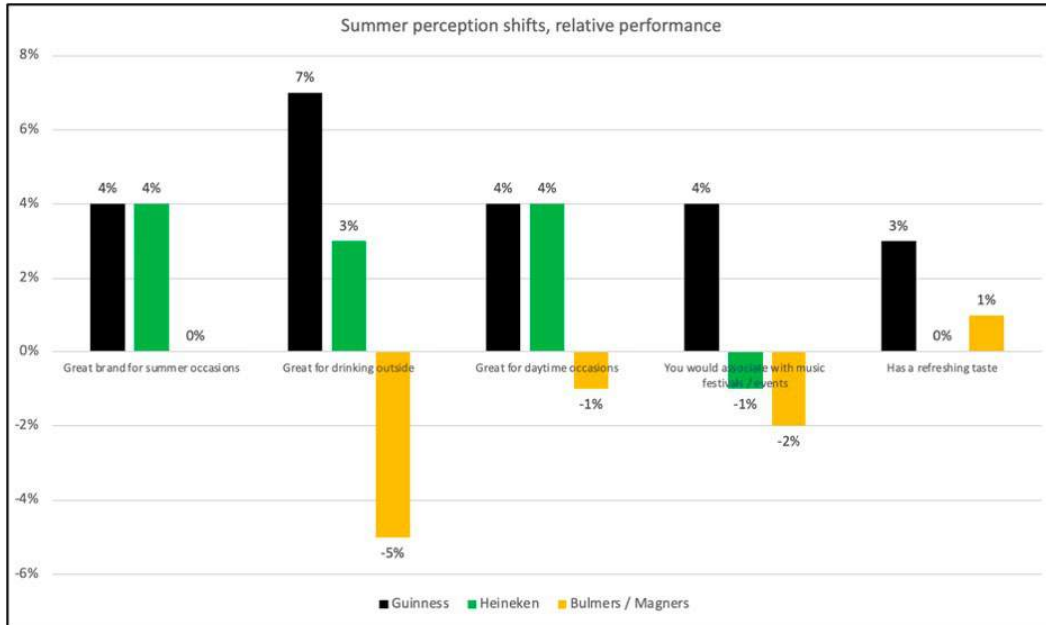
'You would associate with music festivals / events' = +4

'Has a refreshing taste' = +3



Comparing to competitors during the same period shows that this was not simply a category effect or seasonal effect. Guinness outperformed Bulmers /Magners on all statements and Heineken on three of the five.

SECTION 4: RESULTS



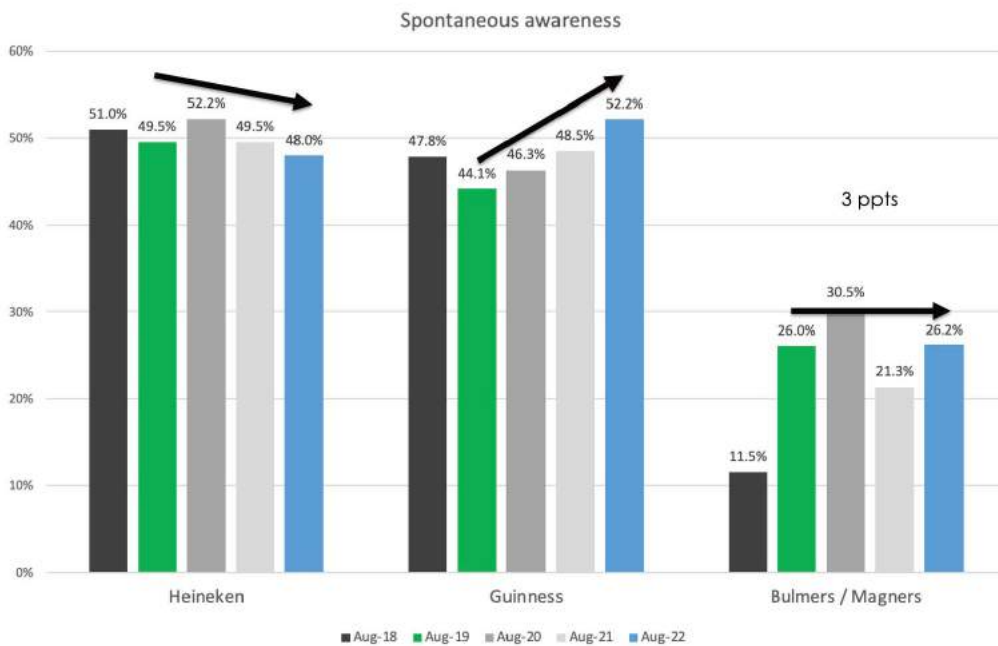
SECTION 4: RESULTS

Marketing Objective 3: Increase spontaneous awareness of Guinness in summer, amongst 18–34 year olds in Ireland.

Result: Spontaneous awareness of Guinness in summer increased from 44.1% in August 2019 to 52.2% by August 2022, overtaking Heineken as the top beer brand for this metric.

By August 2022, Guinness had the strongest spontaneous awareness of any beer brand in Ireland in summer, overtaking Heineken. There was no broader category effect, as awareness of Heineken declined and awareness of Bulmers /Magners remained flat over the same period.

This was clear evidence that marketing was changing how relevant and front-of-mind Guinness was during summer.



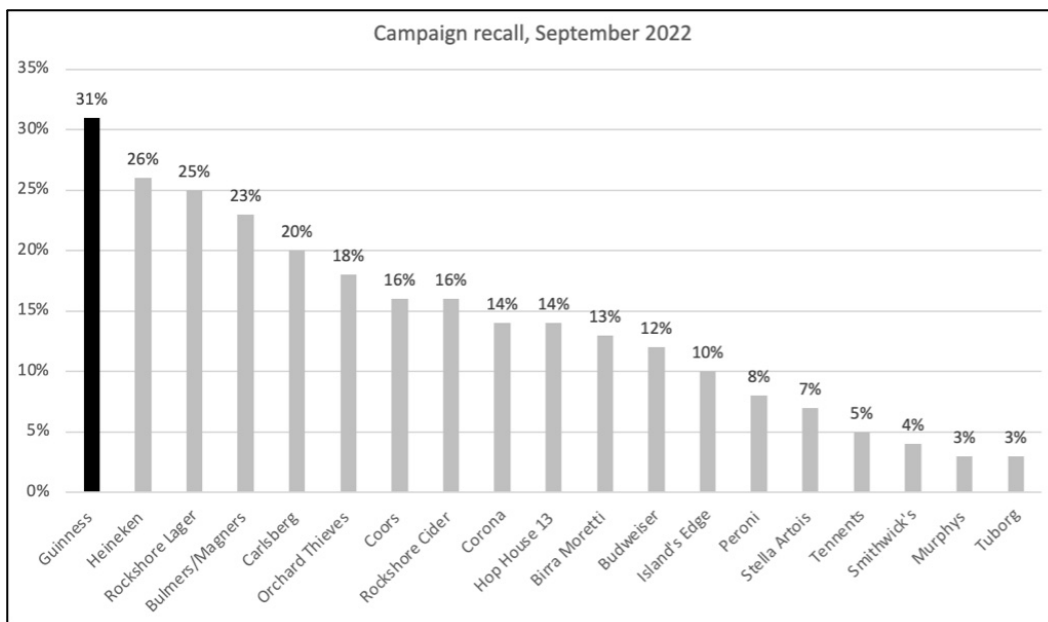
SECTION 4: RESULTS

Activity Objective 1: Recall – We wanted Guinness to be the number one beer brand recalled for advertising around summer 2022 in Ireland.

Result: Campaign recall for Guinness was 31% amongst the total audience sample of 1,000 consumers. This was significantly higher than the nearest competitor (Heineken, 26%) and all others tracked.

The specific question asked was: ‘Thinking about all the advertising you have seen from alcohol brands over the summer period, which of the following brands, if any, do you remember specifically advertising around summer/summer occasions?’

Recall was also higher (35%) amongst 18-34 year olds, our key growth audience for summer.



ADDITIONAL RESULTS

What else in the marketplace could have affected the results of this case - positive or negative?

Key Factors: Societal or Economic Events, Business Events

Innovation affecting off-trade value share

Two innovations were launched during this period and would have contributed to the off-trade share growth. These were Guinness NITROSURGE (a device that enables a smoother pour from Guinness cans) and Guinness 0.0 (the brand's 0% alcohol beer).

The contribution of these innovations towards off-trade share growth could in theory have been as high as 1.4% (1.4 ppts of the 2.1 ppts increase). But this would be to not take into account the role the brand's summer communications would have contributed to the sales of both NITROSURGE and Guinness 0.0.

The impact of covid-19 and changing behaviours

Covid-19 undoubtedly affected consumer behaviour and beer sales during the period covered. But by comparing 2022 data to 2019 data and by looking at share rather than sales, we have sought to isolate its effects as much as possible.

In many ways, covid-19 should have negatively impacted the brand. Guinness relied more than most competitors on pub / bar sales (rather than off-trade sales) and many venues closed permanently between 2020 and 2021. In March 2020, there were 7,137 licensed pubs across Ireland. By October 2021, 349 pubs across 25 counties had closed.

CREATIVE WORK



CLICK HERE TO SEE THE CREATIVE REEL >>

Putting Northern Ireland on the Holiday Map and Driving GIANT Growth



Entered by

BBDO DUBLIN

For Tourism Northern Ireland

Category: Leisure, Media, Sport, Travel & Gaming

SILVER

Start Date: 1st January 2021
End Date: Ongoing
Industry Sector: Travel & Tourism
Industry Situation: In Decline

EXECUTIVE SUMMARY

THE STRATEGIC BIG IDEA

Make Northern Ireland feel irresistibly close – **“A Small Step to a Giant Adventure”**.

THE INSIGHT

Northern Ireland feels emotionally, geographically and culturally remote; a **“unwelcoming”**, **“unknown”** and **“complicated”** proposition.

THE CHALLENGE

A significant mental barrier prevented most Republic of Ireland residents from putting Northern Ireland on their holiday map.

BRINGING THE IDEA TO LIFE

Bring people mentally closer to Northern Ireland by speaking **the real language of holidays**, not the language of tourism marketing.

THE RESULT

2022 = **+51% increase in visitors and +65% increase in visitor spend** vs 2019 (previous highest year.)

WHY IS THIS CASE WORTHY OF AN AWARD FOR MARKETING EFFECTIVENESS?

Tourism marketing effectiveness is measured not in awareness and consideration, but in real numbers: the people who actually **VISIT** and how much they actually **SPEND** while they're there.

Attracting first-time visitors is also important because the experience itself becomes the most powerful form of marketing.

What do you do, though, when history has conspired to keep you off the 'holiday map', and present-day challenges shut down your industry overnight?

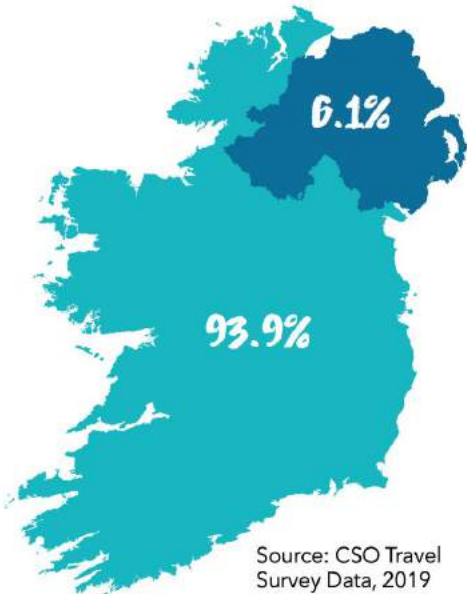
In this entry we'll show you how **Tourism Northern Ireland overcame legacy and contemporary challenges to increase visitor volume and value WAY beyond expectations, creating a catalyst for long term growth.**

SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

Before your effort began, what was the state of the brand’s business and the overall category in which it competes? What was the strategic challenge that stemmed from this business situation and the degree of difficulty of this challenge? How did it change overtime?

Selling Northern Ireland to the Republic of Ireland for short-breaks has always been tricky. From history to politics, culture-clashes to a lack of knowledge, the reasons NOT to visit Northern Ireland have always loomed large. The effect? Northern Ireland had just a 6.1% share of overnight stays from ROI residents.

Northern Ireland Share of ROI leisure stay market.



In fact, qualitative research carried out by the Royal Irish and Keogh-Naughton Institutes estimated that nearly half of ROI residents had never been North, expressing comments like “it’s as familiar as Siberia” and “I wouldn’t go there if you paid for it”.

However, with tourism and hospitality worth £1bn to the local economy, employing 1 in 11 people in communities across Northern Ireland, simply accepting that people in the South don’t want to come North was not an option.

So, to get NI on the holiday map we needed to:

- Take on a competitor (Failte Ireland) with 3x our marketing budget, whose main goal is to keep people from the South IN the South for short breaks.
- Cut through the noise of a news cycle that prioritises bad stories about Northern Ireland rather than good news, reinforcing apprehension about travelling there.
- Reassure people that Brexit was not making travel to NI more difficult.
- Rebuild confidence in an entire industry that had been shut down overnight by a pandemic that took holidays off the table completely.

SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

What were the business, marketing and campaign/activity objectives that you set to address your challenge? What were the Key Performance Indicators (KPIs) set against each objective? How did they change over time?

Business Objective:

- Deliver a 25% increase in visitor NUMBERS from the RoI market (vs 2019)
- Deliver a 30% increase in visitor SPEND from the RoI market (vs 2019)

As a publicly funded body, Tourism NI need to show how their marketing investment translates into direct economic benefit - via increased visitor numbers and revenue.

This KPI was set in 2019 as part of a 10 year tourism strategy which identified the Republic of Ireland as a strategic growth market that would help deliver a doubling of total visitor value (from all markets) by 2030.

Marketing Objective 1: A 20% increase in the number of first time short-break visitors to Northern Ireland from the Republic of Ireland market.

Attracting new visitors to Northern Ireland is key. Research highlights that the quality of the visitor experience in NI was leading to repeat visits and strong word-of-mouth recommendation. Winning new visitors would help us build a strong pipeline of repeat visitors and advocates, helping with longer term growth.

Marketing Objective 2: Increase yearly Return on Marketing Investment (ROMI) attributable to the marketing activity to above £1 : £50 by 2025.

Tourism NI is a government-funded body reporting directly to the Department for the Economy in Northern Ireland. With public finances under pressure –particularly during the Covid 19 emergency response – it was critical that we demonstrated clear return on investment from our marketing activity.

Average Return on Marketing Investment in 2019 from the RoI market was £1 :£43.40

The goal was to increase this to above £1 : £50 by 2025.

Activity Objective: Consideration of a short break in Northern Ireland as a direct result of seeing the campaign creative (target min. 50% of respondents.)

Linked to our need to demonstrate campaign effectiveness and Return on Marketing Investment we also measured the audience's response to our campaign creative and likelihood to consider and plan a short-break in Northern Ireland as a result.

SECTION 2: INSIGHTS, STRATEGY & STRATEGIC IDEA

Define the target audience(s) you were trying to reach and explain why it was/ they were relevant to the brand and the challenge. Did your audience evolve overtime? If so, describe how and why.

An in-depth review of the ROI market in 2019 had identified three priority growth segments:

Priority Segment	Size of market	Profile
Active Maximizers	33%	Young families and singles/couples who crave excitement and spontaneity.
Open Minded Explorers	15%	Culturally curious and seeking to connect with a place and its people.
Indulgent Relaxers	11%	Looking for luxury and premium experiences.

Source: ROI Market Review Segmentation - Feb' 2021

What united these segments was a desire to explore new places in a way that is easy and hassle-free.

However, they also shared a common mindset that would be a barrier to attracting them to visit.

Unlike other tourist destinations, Northern Ireland's challenges go deeper than share of voice and segment expectations.

For decades, a history of division and divergence between North and South –from politics to culture, social issues to education – had built up a significant mental barrier that had proven difficult to shift. The reasons are complex and multi-faceted, so we commissioned in-depth qualitative research to reach an unvarnished view of what the segments REALLY thought of Northern Ireland.

<p>"Sometimes you just feel that you wouldn't be welcome if you had a southern accent" Female, 24, Tipperary</p>	<p>"Brexit would be the strongest association I have at the minute" Male, 30, Dublin</p>	<p>"I feel like there's nothing new there really beyond maybe the Giant's Causeway." Male 54, Mayo</p>	<p>"I don't want to change to the Pound... when I could just go to Kerry" Female, 29, Offaly</p>
<p>"I obviously think of the troubles, the anger. I feel like some of the politics up there doesn't match how we feel down here." Female, 25, Cork</p>	<p>"I have seen some of the pictures and it does look good but there are other places I'd like to go to first." Female 47, Waterford</p>	<p>"I'd be worried about where I'd park my car with a Southern reg or if I walked in the wrong area." Male: 42, Dublin</p>	<p>"I guess it just feels very far away. I don't really know what I'd do up there" Female, 34, Cork</p>

SECTION 2: INSIGHTS, STRATEGY & STRATEGIC IDEA

Define the target audience(s) you were trying to reach and explain why it was/ they were relevant to the brand and the challenge. Did your audience evolve overtime? If so, describe how and why.

Three themes emerged, backed up by quantitative research:

1. Northern Ireland is 'unwelcoming' (over half thought they wouldn't feel welcome or "at ease" in NI.)
2. Northern Ireland is 'complicated' (over half thought Brexit had made travel to NI more difficult.)
3. Northern Ireland is 'unknown' (only 1 in 5 people could identify key geographical locations in NI.)

Analysis of news coverage showed that **almost 70% of news stories about Northern Ireland were negative**, from legacy issue of the Troubles to Brexit and to NI's handling of Covid.

As well as people's inbuilt muscle memory and lack of real knowledge about the place, a negative news cycle was still favoring bad stories about Northern Ireland over good.

All of this reinforced the idea that Northern Ireland was not a good place for a holiday to the point that it wasn't even making the consideration list.

In order to **bridge this 'mental gap'** we would have to **remove the barriers** that were keeping people away and **dial up the motivators** that would convince them.

Explain the thinking that led you to your insight(s).
Clearly state your insight(s) here.

Northern Ireland feels emotionally, geographically and culturally remote; a "unwelcoming", "unknown" and "complicated" proposition.

Let's face it, "unwelcoming" and "complicated" are not ingredients for a great holiday and when you don't really know much about a place, a mental distance establishes itself in your mind.

This was the root of the problem:

The significant barrier in people's heads had rendered Northern Ireland "too complex" and "too unknown" for a short break.

So, ROI residents were doing what they had always done – they were opting for familiar destinations closer to home: "We go to Dungarvan", "We have a place in Brittas", "We always head West." In short, we go anywhere but Northern Ireland.

But, we knew that NI—with its world-class visitor experiences and unique culture—matched what our segments really wanted from a staycation: escape, adventure, fun and something / somewhere new to explore.

This rang particularly true during Covid when people were craving safety, escape, fun and relaxation. It was also true that Northern Ireland is geographically closer than most people think. It takes longer to get from Dublin to Kerry than it does to get to the Giants Causeway or Derry. **The distance was very much in the mind, not in the car or train.**

SECTION 2: INSIGHTS, STRATEGY & STRATEGIC IDEA

So, we set out to 'bridge the mental gap' that existed between perception and reality.

Using HOLIDAY FUN as our secret weapon we would disarm people's minds and shift Northern Ireland:

FROM:

A place that is "too different and difficult" for a short-break.

TO:

The ultimate fun-filled escape that's right under your nose.

"A Small Step" (easy and effortless) to a "Giant Adventure" (epic fun.)

This formula would help us to unlock the drivers that would get people to come while knocking down the barriers that were keeping them away.



What was the core idea or strategic build you arrived at using your insight(s) that enabled you to pivot from challenge to solution for your brand and customer?

Northern Ireland is epic fun AND easy and effortless to enjoy.

It's just "A SMALL STEP TO A GIANT ADVENTURE."

SECTION 3: BRINGING THE IDEA TO LIFE

Describe the key elements of your plan that activated your strategy. Outline any components that were active in the effort e.g. all integral communications, promotions, CRM program, customer experience, pricing changes, etc. that were a part of your effort.

Our TTL marketing plan made breaks in NI look and feel easy and effortless by:



Including:

- Seasonal campaigns depicting **REAL FAMILIES HAVING REAL HOLIDAY FUN ONLY UP THE ROAD.**
- **FAMILIARISING TIPS** in social and CRM about must-see locations and hidden gems.
- A website with an **ITINERARY BUILDER** and integrated **BOOKING ENGINE.**
- PR plans highlighting **POSITIVE DIFFERENCES** between NI and ROI – food, drink, culture.
- Influencer marketing with **TRUSTED FACES** enjoying NI.
- Competitions incentivising visitors to **SHARE PHOTOS OF HOLIDAY FUN** with one another.
- A **STORY-TELLING** pod-cast series featuring famous voices.
- “We’re Good to Go” – a Covid-19 **VISITOR SAFETY** campaign.

Outline the key building blocks of the creative executions for your main marketing vehicles e.g., endline, call-to actions and format choices. If relevant, include any important changes that optimized the creative while the activity was running.

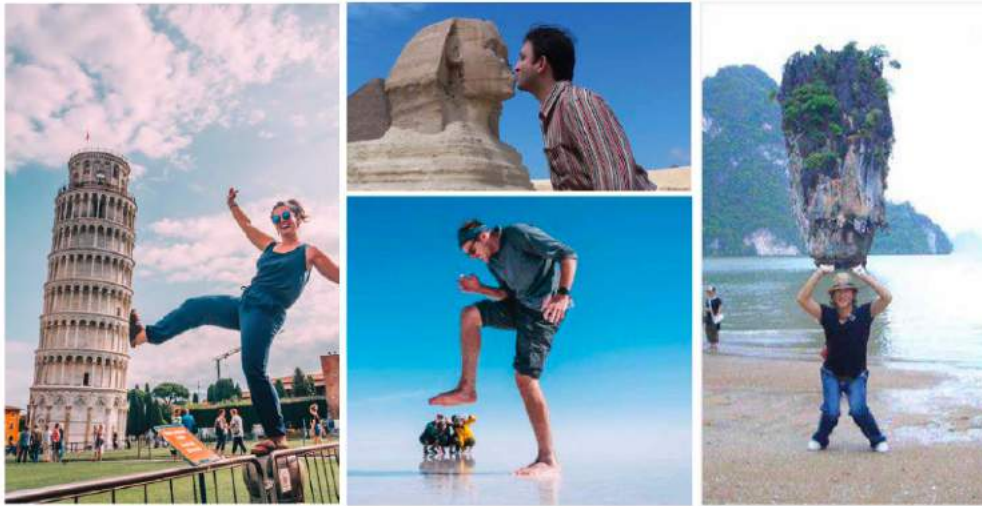
In need of a REAL holiday?

Northern Ireland had been trying to overcome its perception problem using typical tropes of tourism marketing.

This approach works fine if you’re Spain. It’s not so effective if you’re a small region with an image problem.

Using social media insight tools we noticed that most people’s holiday photos look nothing like tourism marketing campaigns. Instead they look fun, playful, unexpected and often shot from the visitor’s point of view.

SECTION 3: BRINGING THE IDEA TO LIFE



This led to our creative insight.

Creative insight

In order to close the mental gap in people's minds we need to 'normalise' holidays in Northern Ireland.

The best way to do this is to portray holidays as real people see them, not marketers.

1) Always speak the **REAL** language of holidays, not the legacy language of tourism.

2) Always make it look like **EPIC FUN**.

3) Always make it look really, really **EASY**.

SECTION 3: BRINGING THE IDEA TO LIFE

Real People, Real Reactions	We featured real people (families, couples, friends) - capturing their visceral reactions as they experienced the fun.
A Visitor-Eye View	We used the visitor's point of view as much as possible – not tourist drone footage – to bring the viewer literally closer to the action.
“As easy as.....”	We included “easy decision” triggers – emphasizing how easy it is to get to the fun going and keep it going.
Only up the road.	We celebrated proximity – all the fun is on your doorstep.
Raising the Table Stakes	We featured short-break fundamentals like great food and comfortable accommodation.
High-energy, Big Fun	We used contemporary soundtracks and dynamic editing to bring the excitement.

We then developed **6 RULES OF EASY & EPIC FUN** to bring people closer to a Northern Ireland short-break.

Outline the rationale behind your communications strategy, experience strategy and channel plan. Explain how the integral elements worked together to drive results. Throughout your response, address any changes made overtime. If relevant, explain how you changed your spend across channels as part of your campaign optimization.

Sharing the Fun

Our Communications Plan was structured around the Visitor Journey cycle.



SECTION 3: BRINGING THE IDEA TO LIFE

EXPERIENCING AND SHARING was a vital tactic in the Plan.

DREAMING OF FUN

Communications Goal: “Bring all the fun” of NI to life.

Channels Used

- Film/video
- Broadcast partnerships Digital audio and broadcast radio.
- High impact digital, social and online video
- Out of Home
- Influencer Content / PR

Role of Channels

- Grab attention, create excitement and generate interest.

PLANNING AND BOOKING THE FUN

Communications Goal: Help people plan and book the ultimate fun getaway.

Channels Used

- Long form print/press content / articles.
- Broadcast partnerships and travelogue series.
- Influencer travel content – matched with interest-based visitor experiences (eg. Culture, food, spas and relaxation, style, sports.)
- Website content and online planning / booking tools.
- e-CRM and digital re-marketing.
- Search engine marketing

Role of Channels

- Showcase the range of visitor experiences on offer targeted to each segment and their interests.
- Give practical information to help people confidently plan and book.
- Re-engage with people that had shown an interest in a short break in NI and try to convert them.
- Capture people that were searching for short-break ideas and direct them to ways to plan and book a trip in NI.

EXPERIENCING AND SHARING THE FUN

Communications Goal: Encourage people having fun to share it with others.

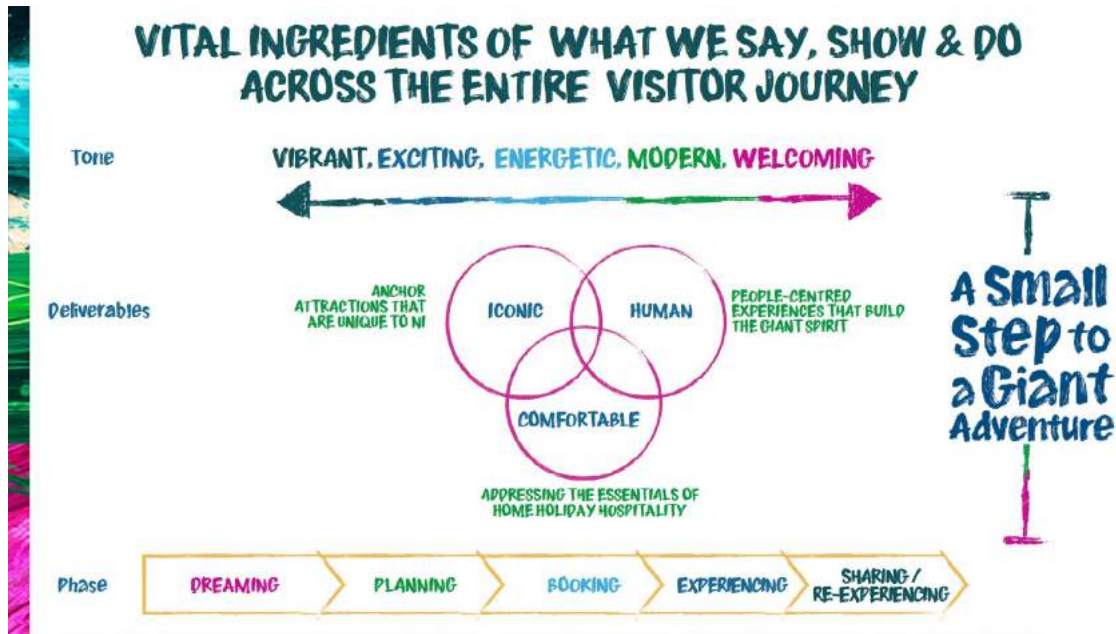
Channels Used

- Influencer partnerships and peer-to-peer content
- Media partnerships and competitions
- Online user-generated content
- Prompts at Visitor Information centres and key visitor locations.

Role of Channels

- Inspire and incentivise visitor to emulate influencers by capturing and sharing their holiday adventure with one another.
- Reward people for sharing their holiday experiences
- Grab people’s attention ‘in the moment’ and remind them to share their holiday fun.

SECTION 3: BRINGING THE IDEA TO LIFE



Always Ready for Fun.

The Dreaming and Planning stages were key because even when travel restrictions were in place **people were still DREAMING OF THE FUN** they wanted to have when they finally could get away.

By “keeping the lights on” in media, people were primed and ready to book a short-break for when restrictions were lifted.



“A Small Step to a Giant Adventure.”



SECTION 4: RESULTS

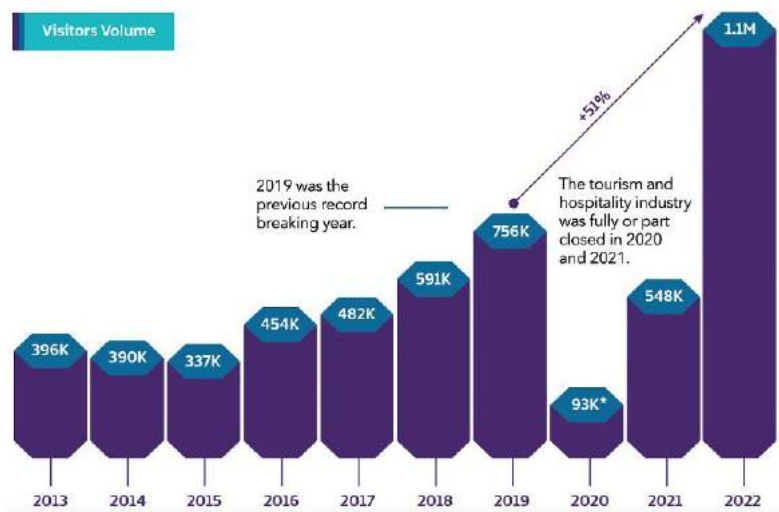
Over the time period of your case, how do you know it worked? Explain, with category, competitor and/or prior year context, why these results are significant for the brand’s business. Results must relate back to your specific audience, objectives, and KPIs.

Headline: 2022 = +51% increase in visits and +65% increase in visitor spend (on previous highest year.)

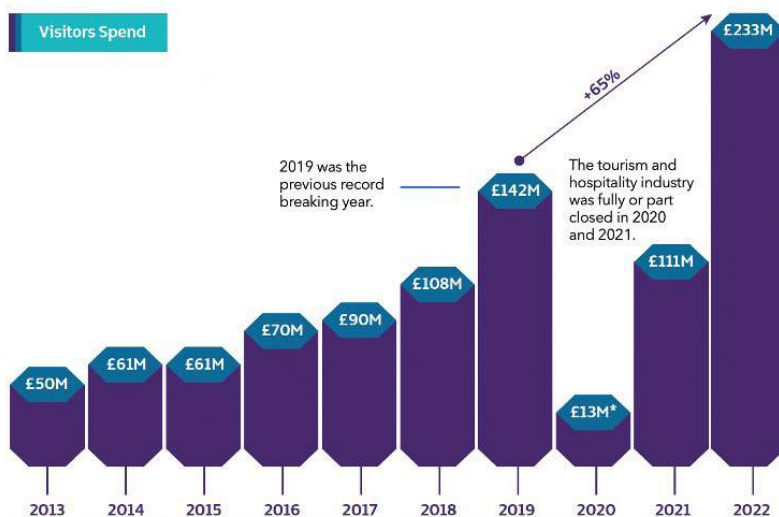
With “A Small Step to a Giant Adventure” **we replaced the negative emotions too-often associated with Northern Ireland** (worry, apprehension, fear, mistrust) **with emotions that people go on holiday to experience** (excitement, joy, confidence, relaxation) and we made it look effortlessly easy.

It has resulted in more people eschewing their default choice of holidaying in the Republic of Ireland and actively choosing to holiday in Northern Ireland instead.

Northern Ireland has massively surpassed even its previous record-breaking year in terms of both visitor numbers AND visitor spend from the RoI market and indications are this is continuing in 2023.



Source: CSO Travel Survey Data, 2013 - 2023



Source: CSO Travel Survey Data, 2013 - 2023

SECTION 4: RESULTS

Fun Beats Fear

These results are remarkable because even with the clouds of Covid lifted a challenging socio-political backdrop still existed throughout 2022 that threatened to push people away and **(Failte Ireland) was still outspending us at a ratio of 3:1.**



Portrush over Westport, or indeed Portugal.

Northern Ireland was also able to take on European city breaks and sun destinations even when Ryan Air and Aer Lingus were heavily promoting reintroduced routes and special offers.

In 2022, Dublin Airport Authority returned to 85% recovery of 2019 passenger levels and while **Northern Ireland grew its visitor numbers significantly (+51%), the Republic of Ireland experienced a much smaller increase in domestic short-breaks of just +14%.**

ROI to NI	Jan-Dec 2019	Jan-Dec 2022	% Change	ROI Domestic	Jan-Dec 2019	Jan-Dec 2022	% Change
Trips	755,795	1,138,00	+51%	Trips	11,620,000	13,275,000	+14%
Nights	1,858,509	2,631,000	+42%	Nights	29,470,000	34,236,000	+16%
Spend (£)	141,736,824	233,355,133	+65%	Spend (£)	1,891,946,994	2,502,553,497	+32%

Source: CSO Travel Survey Data, NI & ROI April-2023

In order to maintain growth we also needed to attract first time visitors and turn them into repeat visitors.

- 52% of visitor from ROI in 2022 were **FIRST TIME VISITORS.**
- Of those ROI visitors that choose NI for the first time 60% say they **INTEND TO RETURN** in 2023.
- **83%** of recent visitors say they **HAVE RECOMMENDED Northern Ireland to a friend.**

And when we look at the emotional impact of the campaign we see that **it was our creative approach that was cutting through the negativity and leading to visits.**

SECTION 4: RESULTS

	<p>"Likely or very likely to consider a short break in Northern Ireland as a result of seeing the campaign."</p>	Young families (Active Maximizers)	78%
		Older families (Active Maximizers)	74%
		Young singles/couples (Active Maximizers / Indulgent Relaxers)	72%
		Older couples (Open Minded Explorers / Indulgent Relaxers)	53%
	<p>Principle emotions felt as a result of seeing the campaign.</p>	Fun and excitement	48%
		Interesting	44%
		Optimistic	41%

Source: ROI Market Barometer Study - Sept' 2022

So at every level **our campaign broke down the mental barriers that made Northern Ireland feel 'far away' and convinced more people to embrace Northern Ireland's epic fun.**

Business Objective:

- Deliver a 25% increase in visitor NUMBERS from the ROI market (vs 2019)
- Deliver a 30% increase in visitor SPEND from the ROI market (vs 2019)

Result: GROWTH IN VISITS from ROI in 2022 versus 2019 (previous record-breaking year.)
+51% in 2022 (versus 2019)

Growth in **VISITOR SPEND:**
+65% in 2022 (versus 2019)

Our marketing activity needed to translate into **direct economic benefit so visitor volume and spend** was our primary metric.

The increases seen in 2022 far exceed even the previous record-breaking year of 2019 which had coincided with NI hosting The 148th Open Golf Championship.

SECTION 4: RESULTS

Marketing Objective 1: A 20% increase in the number of first time short-break visitors to Northern Ireland from the Republic of Ireland market.

Result: 52% of visitors from the Republic of Ireland in 2022 were first time visitors. DOUBLE the original target set.

We needed to “crack” the **RoI market** and attract new visitors that had never taken a short-trip in Northern Ireland.

We needed to **win first time visitors** at significant scale to **build a robust return-visitor pipeline**.

With 1 in 2 visitors from ROI in 2022 being first timers – and 60% saying that they intend to return again in 2023 – we have built a very strong foundation for long term growth.

Marketing Objective 2: Increase yearly Return on Marketing Investment (ROMI) attributable to the marketing activity to above £1 : £50 by 2025.

Result: ROMI above £50 was recorded in 2022 (£1 : £50.30) 3 years ahead of the target date.

With public finances under pressure – particularly during the Covid 19 emergency response – **it was critical that we demonstrated clear return on investment for all activity.**

It was also important to demonstrate stronger ROMI versus previous years as it is evidence that investment in the new brand and creative platform was key in driving growth.

Reaching our ROMI target 2 years earlier than planned is significant given the scale of the challenges we faced.

SECTION 4: RESULTS

Activity Objective: Consideration of a short break in Northern Ireland as a direct result of seeing the campaign creative (target min. 50% of respondents.)

**Result: Over 70% - Active Maxmizers / Indulgent Relaxers Over 50% - Open Minded Explorers.
Principle emotional responses:**

1. "fun and excitement" (48%)
2. "interesting" (44%)
3. "optimistic" (41%).

For the campaign to work we needed to dial up the motivators that would encourage people to visit Northern Ireland while removing the barriers that kept people away.

We replaced the negative emotions too-often associated with Northern Ireland (worry, apprehension, fear, mistrust) with emotions that people go on holiday to experience (excitement, joy, confidence, relaxation) and we made it all look effortlessly easy.

The campaign activity delivered this on all fronts.

ADDITIONAL RESULTS

In January 2023 we went back to people that had visited Northern Ireland in the previous 2 years and asked them about their visit.

In 2020, 57% of non-visitors were concerned “they would not feel welcome / at ease in Northern Ireland.”

In 2022, 70% of recent visitors rated the welcome and hospitality they received as “excellent” or “very good” and one of the main reasons they would return again – along with quality of accommodation, food and drinks and range of things to see and do.

These results confirm our hypotheses – that when actual positive reality replaces perceived negative reality the effect is very powerful.

As a result Northern Ireland’s net NPS (Net Promoter Score) averages around 30 – an incredibly high score leading to strong visitor to visitor advocacy that will help us build a pipeline of advocates and both new and repeat visitors in the future.

What else in the marketplace could have affected the results of this case – positive or negative?

Key Factors: Business Events, Natural Events, Other marketing for the brand, running at the same time as this effort, Societal or Economic Events, Public Relations

Business Events

Covid-19 created operational challenges that made business growth more difficult:

- Many experiences had restricted capacity and opening hours making it difficult to operate at pre-pandemic levels.
- Recruitment challenges in the sector during and post-Covid affected service levels and visitor capacity.
- Supply chain issues sometimes made delivery more challenging.

Societal & Economic Events / Public Relations

- Ongoing Brexit negotiations, protests over the Northern Ireland Protocol, the collapse of the NI assembly and threats made to Irish politicians negatively impacted perception of NI in the ROI market.
- Uncertainty over travel restrictions from ROI into NI for non-EU nationals affected visitor confidence.
- Although Northern Ireland benefitted from a very fast vaccine rollout over 50% of people in ROI still believed Northern Ireland handled the Covid response less well than the Republic of Ireland, affecting confidence to travel there.

Other Marketing for the Brand

As well as activating our campaign we also needed to establish awareness and recognition of Northern Ireland’s new visitor destination brand “Embrace a Giant Spirit.” including applying the look and feel, tone of voice. This put further pressure on already stretched marketing budgets.

CREATIVE WORK



CREATIVE WORK



[CLICK HERE TO SEE THE CREATIVE REEL >>](#)

Launching the KFC Chicken Fillet Roll

Entered by

coreTM



For KFC Ireland

Category: New Product or Service Introduction

SILVER

Start Date: 7th June 2021
End Date: 31st July 2021
Industry Sector: Food &
Beverages (Non-Alcoholic)
Industry Situation: Growing

EXECUTIVE SUMMARY

THE STRATEGIC BIG IDEA

Demonstrate commitment to Ireland by creating a disruptive cultural connection between Ireland and KFC.

THE INSIGHT

KFC was failing to remember Ireland, and Ireland was failing to remember KFC.

THE CHALLENGE

KFC's sales and cultural relevance in Ireland were in a fierce spiral of decline.

BRINGING THE IDEA TO LIFE

Introducing a National Treasure the Chicken Fillet Roll to KFC the Chicken Experts, launching the first ever Irish NPD.

THE RESULT

We sold so many CFRs, this limited time offer became a permanent and iconic fixture of the KFC Ireland menu.

WHY IS THIS CASE WORTHY OF AN AWARD FOR MARKETING EFFECTIVENESS?

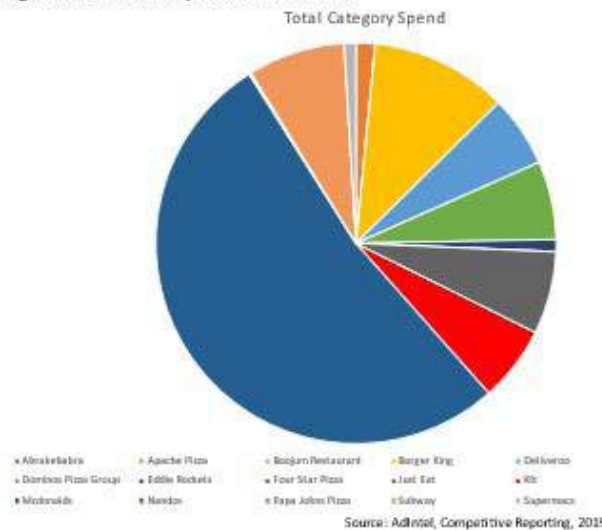
A great creative idea is not always an over-the-top tv commercial...sometimes its' a sandwich. The creation and launch of KFC's Chicken Fillet Roll demonstrates the power of creativity beyond advertising. It shows how important it is to invest in local creativity; plus, it demonstrates how injecting creativity into every aspect of a brand (in this case, from ads to the menu) with little budget has disproportionate positive results. CFR has been the catalyst for sustainable return to growth after years of decline. By putting the Chicken Fillet Roll on the menu, we put KFC back on the map for Ireland.

SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

Before your effort began, what was the state of the brand’s business and the overall category in which it competes? What was the strategic challenge that stemmed from this business situation and the degree of difficulty of this challenge? How did it change overtime?

KFC was the first iconic fast-food brand to launch in Ireland back in 1971 and it’s ‘All Americana’ glamour was well received. Over the next decade, the others followed with McDonald’s opening their first restaurant in 1977 and Burger King in 1981. Since then, the Quick Service Restaurant (QSR) category has become one of the fiercest competitive categories.

Figure 1.1
Fiercely Competitive Category; KFC operating with 6% of total and a tenth of the budget of its main competitor McDonalds



By 2019, KFC had fallen well behind their competitors, especially its main adversary. While McDonald’s had kept themselves both top-of-mind and relevant by repositioning their brand appealing to a more modern Irish consumer.

Figure 1.2
A Growing Category: Industry Size and Growth 2015 -2019



Source: Bord Bia, Irish Food Service Markets & Consumer Insights Report, 2015 -2022

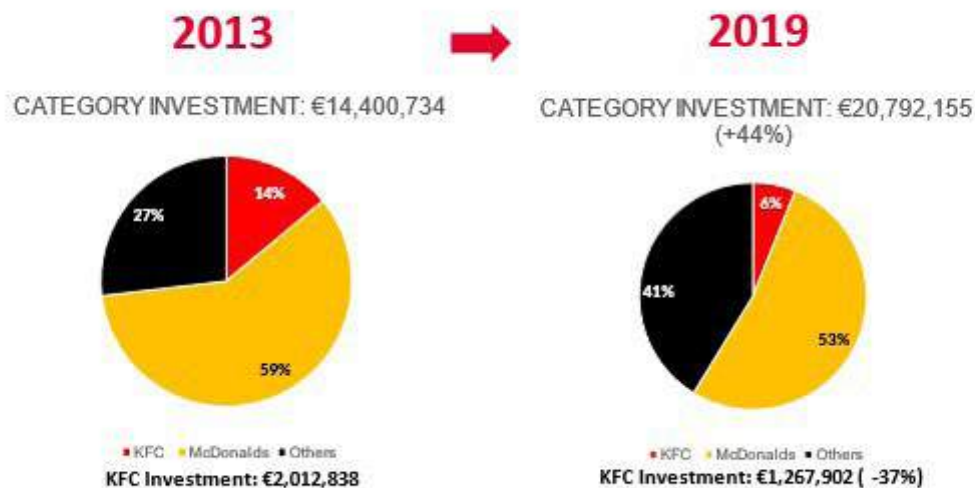
SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

KFC was facing only loss in Ireland:

- Losing sales transactions:** By the end of 2019, KFC's sales were at a record low
- Losing brand relevancy:** At the start of 2021, KFC's relevance score was also at its lowest point, registering just 23%. This brought KFC to the bottom of the consideration list compared to the top five category competitors.
- Losing further marketing investment:** Its share-of-voice (SOV) had dropped to its lowest of 6% while their largest competitor, McDonald's, were dominating, commanding a 53% share-of-voice (SOV) – that's almost ten times what KFC were investing in communications.

Figure 1.3

Increasingly competitive category, combined with a declining brand investment delivering 50% less SOV



Source: Neilson, Adintel Competitive Tracking, 201209

As a result, the business experienced seven consecutive years of declining sales.

All of this was happening at a time when the overall category (excluding 2020/Covid) was growing by an average of 5% y.o.y.

The brand lost its way and Ireland clearly began to lose its appetite for the brand they once loved. To return to growth, KFC had to clearly demonstrate it had a real hunger for Ireland.

SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

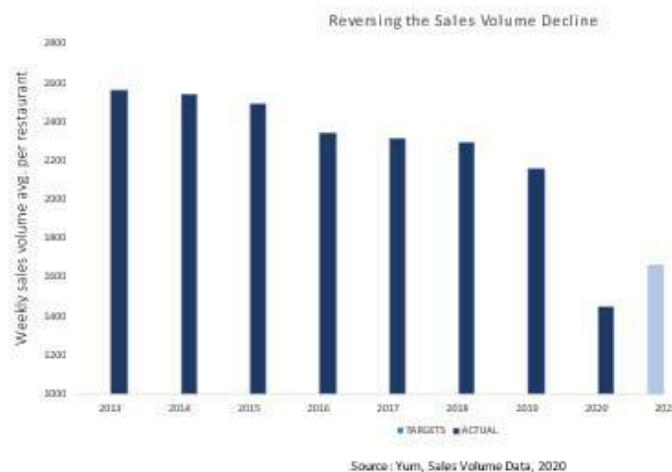
What were the business, marketing and campaign/activity objectives that you set to address your challenge? What were the Key Performance Indicators (KPIs) set against each objective? How did they change over time?

Business Objective: Kickstart a return to growth for KFC in Ireland, by driving a short-term sales gain that could provide the building block for long term growth.

Sales were the primary 'hard' metric for success. KFC is a franchisee model and the business owners were suffering, if KFC were to remain in Ireland it was imperative that business find a way to kickstart reversing that seven year decline.

As the category was growing on average by 5% per annum while KFC were simultaneously declining on average by 5% year on year, a growth target of 15% for 2021 was set.

Figure 1.4
KFC Sales: Seven Years of Sales Volume Decline & Growth Targets for 2021 - 2023



SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

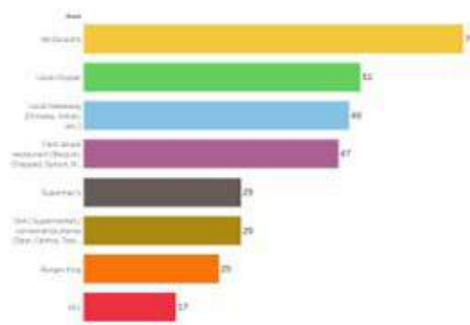
Marketing Objective: Increase relevance of the brand at key category entry points, and in particular, lunch where the brand was underperforming.

KFC's menu had lost relevance; many Irish customers weren't even sure if we were available here! The answer to getting ourselves back on Irish customers' menu wasn't an ad it was a sandwich – available on a Limited Time Offer (LTO).

Previous LTO's had a proven track record of driving sales, delivering an average 7% incremental sales in a promotional period, but this would be the first time there had ever been an Irish LTO!

Figure 1.5
Consideration across Category Entry Points

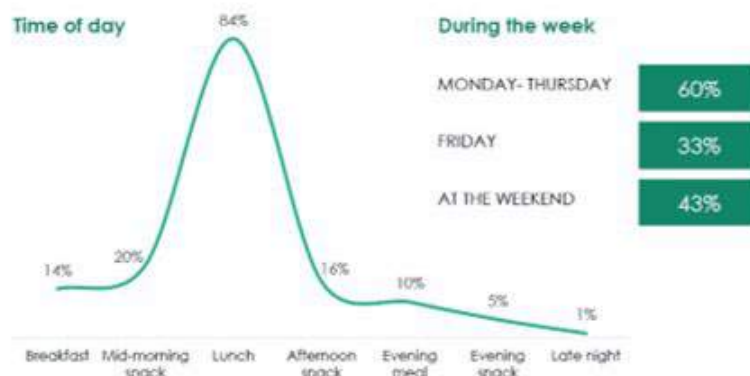
KFC IRELAND IS NOT CURRENTLY BEING CONSIDERED FOR MOST CATEGORY ENTRY POINTS



Source: Third Party Agency Research, KFC Ireland Category Entry Point Growth Study, 2020

Figure 1.6
Chicken Fillet Roll is most often consumed at Lunchtime, a key product opportunity alignment for KFC

Q. When do you eat chicken fillet rolls?



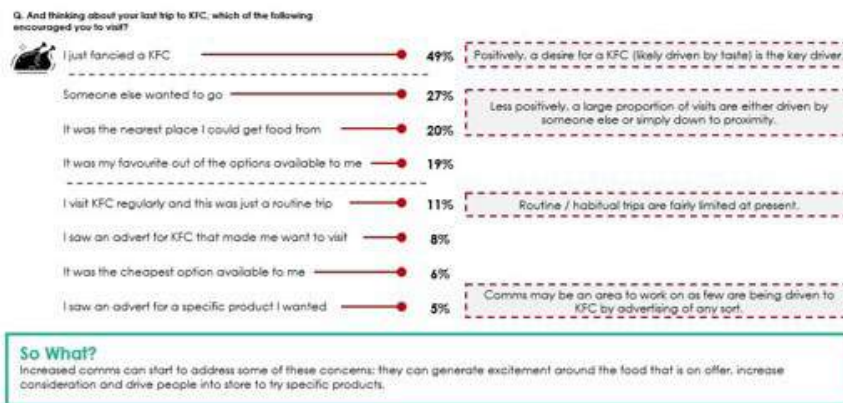
SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

Activity Objective: Create brand fame and a cultural connection with Irish audiences, re-establishing KFCs position in the hearts and stomach of Irish consumers.

Over the past seven years comms had been inconsistent. Irish consumers didn't know what the brand stood for, simply dubbing over a UK asset wouldn't work. Solving this Irish problem for the brand would require a uniquely Irish answer. We need to launch a new product with a distinctly Irish Voice, and in a way that would punch above our 350K of media investment to show up in the newsfeed and deliver earned media.

Figure 1.7

Advertising in 2019 for KFC was failing to drive footfall into restaurant in anyway.



Source: Research Agency Client Study Market Behaviours and Analysis, 2019

Figure 1.8

Inconsistent UK creative was failing to cut-through and was disregarded by Irish Audiences as irrelevant

- 1 KFC'S PROBLEM IS SALIENCE – NOT VALUE OR QUALITY
- 2 THE UK CREATIVE IS TOO INCONSISTENT (AND IT DOESN'T CONNECT)
 - “The ads don't feel like they're for Irish people”
 - Focus Group #2, Dublin

Source: Research Agency Qual Focus Group Study, Market and Brand, February 2020

SECTION 2: INSIGHTS, STRATEGY & STRATEGIC IDEA

Define the target audience(s) you were trying to reach and explain why it was/ they were relevant to the brand and the challenge. Did your audience evolve overtime? If so, describe how and why.

“KFC is just stuck in the middle of the road”.

“Can you get KFC in Ireland?”

Who?

Light category buyers who had completely forgotten about KFC or didn't think KFC was a brand relevant for them. If the business was to get back to growth, we needed to win more light category buyers. Research showed that 34% of QSR eaters intended to eat less with KFC – the biggest decline of our competitive set.

Figure 2.1

The QSR Category in Ireland is becoming more and more competitive with “Healthier” options in growth, but KFC brand shows the largest intention of decline among QSR customers



Source: Research Agency, Quare Market Analysis - KFC Ireland Category Entry Point Growth Study February 2020

Why?

- KFC was disappearing out of sight and out of mind**, driving low mental availability: These buyers weren't even sure KFC was available in the Irish Market. When we examined the relevant Category Entry Points (CEP's), we experienced unprecedented declines across all of them.
- 18-34s were key to unlocking growth**; they make up the single largest demographic population in the QSR Light Buyers category (40%)³ and we were failing to recruit them to the brand.
- Poor Brand Health**: Our qualitative research told us that they saw KFC as irrelevant, a brand lacking any cultural cache. Audiences didn't think about it us, and when they were asked to, they didn't know what we stood for, and often the response was a negative one.

SECTION 2: INSIGHTS, STRATEGY & STRATEGIC IDEA

Figure 2.2

2019 Quant research showed a lack of love for the KFC brand in Ireland



Source: Research Agency, Quant Market & Brand Analysis, 2019

4. A largely unknown menu: Non buyers didn't know the KFC menu beyond bucket

Figure 2.3

KFC's lack of relevance .

KFC IS VAGUE

“ [If I was breaking up with KFC, I'd say] you weren't around enough. You're not trying hard enough. *I just don't know who you are anymore.* You're stuck in the past, you're mediocre, *you don't have an identity.* At least McDonald's knows what it's good at and shoves it in your face. KFC is just stuck in the middle of the road. ”

- Focus Group #2, Dublin

KFC ISN'T TOP OF MIND

“ If someone mentions KFC, I would go. It just doesn't come up top of mind. ”

- Focus Group #3, Dublin

I forget it's there as an option.

- Focus Group #3, Dublin

Is there a KFC in Dublin?

- Focus Group #1, Dublin

KFC's meals aren't in your head. I think we'd all be hard -pressed to know what's on their menu.”

- Focus Group #3, Dublin

Source: Research Agency, Focus Group Qual Research, 2020

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The KFC marketing team is UK based and in 2021 many of them had never stepped foot in Ireland, it was our job to uncover cultural insights and opportunities that could connect KFC with Ireland and grow these audiences beyond the impact of just an ad campaign. Irish audiences wanted a brand that could connect with a new and modern Ireland, it was our role to identify the right cultural opportunity that could connect audiences and overcome these challenges.

SECTION 2: INSIGHTS, STRATEGY & STRATEGIC IDEA

Explain the thinking that led you to your insight(s).
Clearly state your insight(s) here.

It was clear from sales data and research, our menu wasn't relevant and neither was our brand. We needed to reconnect with Irish Audiences, in particular 18-34s and overcome these challenges. We knew the best way to reconnect with Irish audiences was to demonstrate we truly got them in a way many global brands fail to do. For too long, KFC had treated Ireland like a forgotten cousin, and as a result Ireland had forgotten KFC.

Our two key insights:

1. The opportunity lay at the intersection of winning both hearts and stomachs. To return the brand and business to growth we needed both the emotional connection and also a product the Irish would enjoy eating.
2. Creativity had to leap from beyond ads and into the menu. Traditional communications would help but would not be enough to kickstart the journey of reversing the loss.

Rather than just creating an ad campaign with Irish accents, we believed that we needed to go beyond badging by demonstrating KFC's commitment to Ireland in a way no other competitor had done before. This wasn't about greenwashing with a shamrock shake, it was about delivering something true to our Brand DNA that would connect with Irish Culture.

This led to our "Proper Chicken, No Notions" thinking.

1. Proper Chicken – meant finding the right product that would elevate KFC Chicken and demonstrate our quality and taste credentials.
2. No Notions – meant finding a product that tapped into culture and delivering the communications in a No Notion way that would build cultural relevance.

Figure 2.4
KFC's quality credentials and "proper chicken" stands out in vs main competitor McDonalds.

SINCE FIRST ARRIVING IN IRELAND, KFC HAS BEEN KNOWN AS PROPER FOOD, BETTER THAN ANY OTHER CHICKEN AVAILABLE IN THE MARKET



“ KFC is proper chicken. ”

- Focus Group #5, Galway



They love the chicken – the tasty, indulgent, delicious Kentucky Fried Chicken

Research © William Saund, KFC Ireland Category D&A by Phindip with Bodo, Ltd (2022), February 2022

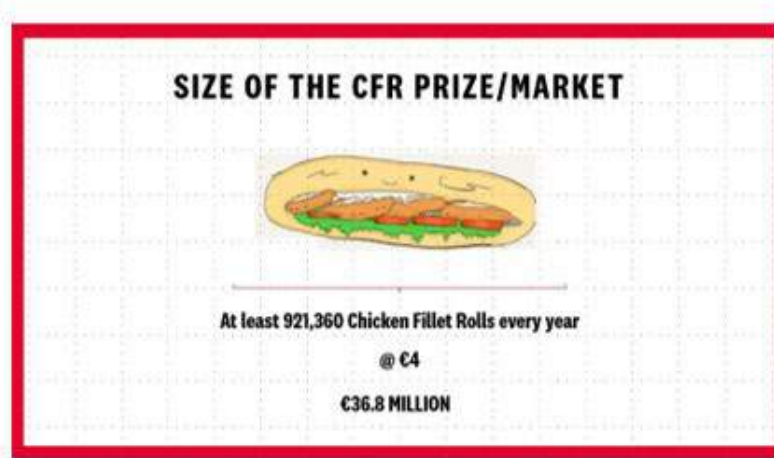
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SECTION 2: INSIGHTS, STRATEGY & STRATEGIC IDEA

Enter the Chicken Fillet Roll

It inspires passion, provokes debate and unites people of all ages, classes and culinary persuasions. Its product makeup was perfect for KFC, and it had all the potential we needed to create the buzz and relevance KFC craved.

Figure 2.5
The popularity of Chicken Fillet Roll in Ireland - Size of the CFR Market



Source: Agency, Market Projections, 2021

What was the core idea or strategic build you arrived at using your insight(s) that enabled you to pivot from challenge to solution for your brand and customer?

Demonstrate commitment to Ireland by creating a disruptive cultural connection between Ireland and KFC.

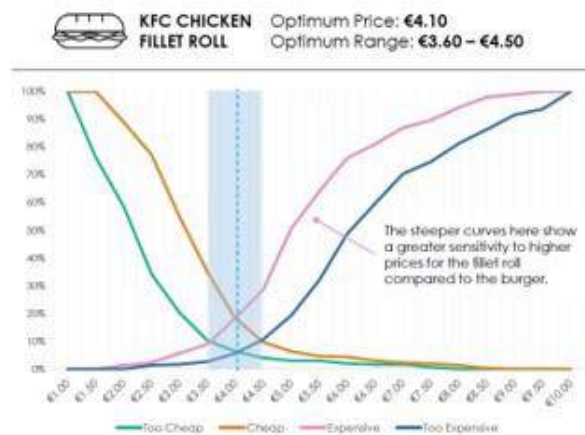
SECTION 3: BRINGING THE IDEA TO LIFE

Describe the key elements of your plan that activated your strategy. Outline any components that were active in the effort e.g. all integral communications, promotions, CRM program, customer experience, pricing changes, etc. that were a part of your effort.

Product Creation: After working with the KFC NPD team, and much testing, in Jun 2021, KFC launched their version of the Chicken Fillet Roll to begin to win over their hearts & stomachs of Irish customers!

Product Pricing: Pricing was contentious when it came to the CFR we needed to make sure we had a comparable price point to the Deli competitors.

Figure 3.1
Pricing for Chicken Fillet Roll is highly sensitive, research informed optimum product price point



Source: Research Agency – Chicken Fillet Roll Consumer Research and Pricing Study, Jun 2021

Comms Launch: Our campaign was driven by the idea that some things just go together and building hype by focusing on showing up customers news feed and dramatizing the limited time availability of the product.

Outline the key building blocks of the creative executions for your main marketing vehicles e.g., endline, call-to actions and format choices. If relevant, include any important changes that optimized the creative while the activity was running.

Our comms strategy was designed to build excitement, leverage social influence, and create that FOMO feeling to drive sales.

To launch our CFR, our creative platform became “Some Things Just Go Together” – a concept that told the country just what a great combo we had created using distinctly Irish cultural references, carefully chosen influencer collaborations, and geo-targeted creative that talked to our audience on a county-by-county level. The creative allowed us to have fun with distinctly Irish cultural references, tailored to specific media channels and locations, while also telling people just what a great idea a KFC CFR is.

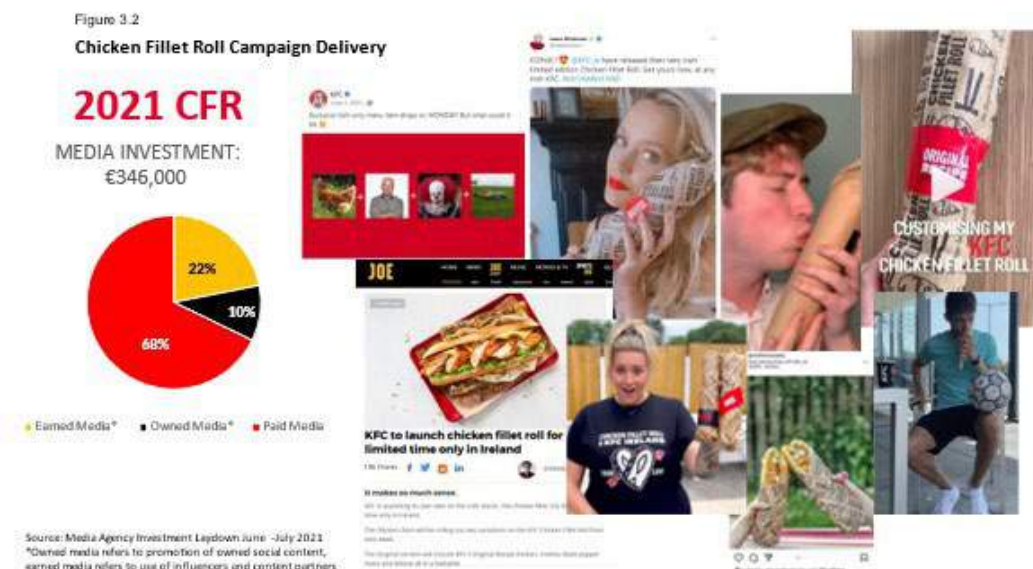
SECTION 3: BRINGING THE IDEA TO LIFE

Outline the rationale behind your communications strategy, experience strategy and channel plan. Explain how the integral elements worked together to drive results. Throughout your response, address any changes made overtime. If relevant, explain how you changed your spend across channels as part of your campaign optimization.

There are certain things in life that just go together. People, places, or objects we cannot imagine without thinking of the other – like Ted & Dougal, Paddy’s Day & parades, or Temple Bar & tourists. We quickly realised – KFC & the Chicken Fillet Roll should be one of those things. After all, KFC are the chicken experts, and the CFR (Chicken Fillet Roll) is Ireland’s favourite chicken dish. Putting the two things together just made sense, and our strategy was designed to make sure everyone knew it!

With very little media budget, some very big objectives and a category spending in excess of €17mn , we needed to maximise our €346K of budget to create that FOMO feeling and ensure we showed up in the newsfeed:

1. **Built Hype with the Love Factor Launch:** From previous campaign analysis, we knew how important the first week of a launch was, so we boldly allocated 65% of our budget to it. The objective was to build awareness of the new product by launching with scale. Audience analysis in section 2 identified the key channels and moments we needed to show-up in to maximise our small budget. To make our launch unmissable though – we needed to ensure we showed up in the newsfeed. What better way to launch our new product, than with a Lover of the CFR, and host of the most popular 18–34 programme on-air, queen of Love Island Laura Whitmore? Throughout the campaign, we collaborated with a raft of Irish influencers, big and small, to maximise audience interests across Food, Entertainment and Sport. Allowing these influencers to spread the word in their own unique and fun styles also helped reinforce the cheeky Irish tone of voice we had mapped out in our initial strategy. This earned media approach was supported with Large Format OOH showcasing the product in all its glory.
2. **Sustained Engagement:** The aim was to disrupt our audience at key times throughout their day and create opportunities for engagement. We followed the launch week with Digital Outdoor, Audio and Digital assets that captured our audience in different need states. These included geo-targeted county-specific social ads, small-format OOH and digital creative directing people to their nearest KFC restaurant and delivery-focused creative that caught people at optimum mealtimes.



SECTION 3: BRINGING THE IDEA TO LIFE



SECTION 4: RESULTS

Over the time period of your case, how do you know it worked? Explain, with category, competitor and/or prior year context, why these results are significant for the brand's business. Results must relate back to your specific audience, objectives, and KPIs.

After a prolonged period of sales decline in Ireland, the creation and launch of KFC Chicken Fillet Roll changed the course of the business and returned KFC to growth. This creative idea/product outperformed business targets by +300% and surpassed KFC's best performing limited time offer by +240%. In only eight weeks, it delivered an impressive sales uplift of +17% incremental sales versus a +7% target. Every single KFC restaurant in Ireland sold out of this product in its first week. The product, launched with a fraction of the budget of KFC's main competitor, exceeded every single media metric, outperforming all the previous KFC media campaigns. It created local hype delivering a third of its impressions as earned media. As a result, KFC's Chicken Fillet Roll became a permanent menu fixture and it is now recognised as Ireland's (and the UK's!) best performing limited offer in the history of KFC.

All results listed above can be found in the charts and sources sited in the list results for each objective in section 4.

SECTION 4: RESULTS

Business Objective: Kickstart a return to growth for KFC in Ireland, by driving a short-term sales gain that could provide the building block for long term growth.

Result: 66,000 Chicken Fillet Rolls sold in just 8 weeks, and delivered 77,000 incremental sales in the Limited Time Offer Sales Window.

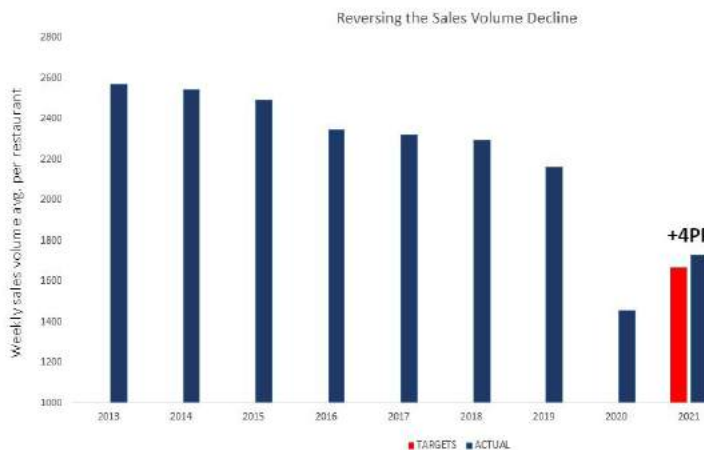
At the launch of KFC's CFR in 2021 we were still very much in the midst of Covid. KFC's franchisees were disproportionately affected by closures to their retail footprint. The launch of the CFR was a huge risk but one that paid off in buckets, and provided some much needed light at the end of the tunnel!

Figure 4.1
Chicken Fillet Roll outperformed targets set by 300%, and outperformed previous best performing ITO by 240%.



Source: Yum Unit Sales Targets and Performance Tracking. CFR relates to June - July 8 week ITO period 2021.

Figure 4.2
Chicken Fillet Roll surpassed all unit sales objectives and kickstarted growth in 2021, contributing to 4PP increase versus target, in a backdrop of Covid & declining media investment



Source: Yum Sales Volume Data 2013-2021.

SECTION 4: RESULTS

Marketing Objective: Increase relevance of the brand at key category entry points, and in particular, lunch where the brand was underperforming.

Result: The 8 week Limited Time Offer of the CFR, exceeded objectives set delivering 17% incremental sales uplift vs 7% target. Ireland’s best selling LTO ever became a permanent menu item.

Rather than an ad campaign promoting KFC at lunch, we took Ireland’s most loved lunch and put it on the menu. It offered the opportunity to create cultural relevance through menu in a way an ad campaign never could. It was so popular every single restaurant sold out of product in the first week and it is now the 5th best selling item on the menu.

Figure 4.3
CFR improved KFC performance in key CEP of Lunch, and well ahead of target.

CFR DROVE +9% LUNCHTIME SALES VOLUME					
Total	10:30 – 11:59	12:00- 13:59	14:00- 16:59	17:00- 19:59	After 8pm
Total CFR units	4%	30%	36%	23%	6%
Total Sales	3%	21%	35%	32%	9%
		+9%			

Source: Yum Unit Sales Data by Daypart and Format for CFR during LTO period

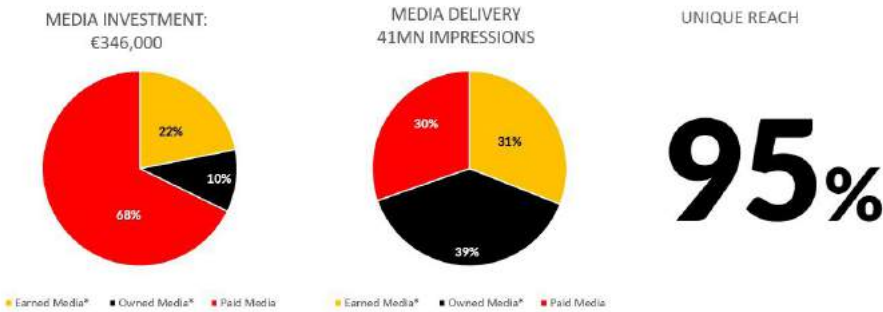
SECTION 4: RESULTS

Activity Objective: Create brand fame and a cultural connection with Irish audiences, re-establishing KFCs position in the hearts and stomach of Irish consumers.

Result: Over 41mn media impressions delivered, almost a third of those were earned media. We created so much hype in the first week that we delayed paid media to slow demand!

With a small media investment of less than €350,000 we needed to deliver a campaign that could punch above it's weight and demonstrate a uniquely Irish TOV. Our influencer strategy combined with our campaign platform allowed us to bring the idea to life in a way that connected with Irish Audiences. Every media metric from cost per reach, engagement and view exceeded previous KFC campaign benchmarks.

Figure 4.4
Media Performance exceeded all key benchmarks



Media KPI	Target	Actual
Cost Per Engagement	€0.05	€0.03
VTR	85%	87%
Earned Media Target	22%	31%

Source: Media Agency Campaign Reporting Data and Performance

ADDITIONAL RESULTS

What else in the marketplace could have affected the results of this case – positive or negative?

1. Did the number of stores/distribution increase? No, distribution remained exactly the same and KFC doesn't have restaurants located in some of the premium locations KFC's competitors do.
2. Were there longer opening hours? No, opening hours of KFC restaurants did not change so this wasn't a contributing factor of growth.
3. Did anything else change on the menu? No, except for Chicken Fillet Roll which we created with KFC as part of this campaign.
4. Were there price changes on the products? No. Chicken Fillet Roll was a new product at a new price point.
5. Did COVID help? No, in fact it meant KFC restaurants closed for many months during the pandemic, reducing physical and mental availability.
6. Did the number of competitors decrease? No, KFC's key competitors remained unchanged, active and continued to invest heavily in the category.
7. Were the gains driven by promotions? During the 8 week period, Chicken Fillet Roll was the only product live, we tested a discount code with media partner LadBible, but redemption rate was too low to have an impact. For the remainder of 2021 there were no additional promotions beyond KFC standard approach to the year.

CREATIVE WORK



[CLICK HERE TO SEE THE CREATIVE REEL >>](#)

100 Cyclists' Heartbeats Fuel WHOOP Growth

Entered by

core[™]

For WHOOP



Category: Media Content & Partnership/
Sponsorship Effectiveness

SILVER

Start Date: 1st May 2022
End Date: 31st May 2022
Industry Sector: Electronics
Industry Situation: Flat

EXECUTIVE SUMMARY

THE STRATEGIC BIG IDEA

100 cyclists wore a WHOOP as they raced; their live heart/muscle strain data was incorporated into Eurosport's Giro D'Italia coverage.

THE INSIGHT

Use cyclists' bodies whilst competing in the grueling Giro D'Italia as a media channel to prove the power of WHOOP.

THE CHALLENGE

WHOOP faced a big challenge in European markets: low awareness of just 2%. People did not understand what it did.

BRINGING THE IDEA TO LIFE

WHOOP's data integration with Eurosport transformed Giro D'Italia coverage, shifting WHOOP's presence from interruption to captivating content for cycling fans.

THE RESULT

WHOOP membership grew 50% MoM. Site traffic increased 40% MoM. Eurosport recorded its highest viewership figures for the Giro D'Italia.

WHY IS THIS CASE WORTHY OF AN AWARD FOR MARKETING EFFECTIVENESS?

'It's like a Fitbit, but a bit better, right?'

'Whoop is a great fitness tracker, but it's [features] don't stand out against the competition'

Data is crucial in sport, but people don't care about data. They care about the story it tells and the emotions it evokes. We harnessed WHOOP data from 100+ Giro D'Italia cyclists to connect cycling fans more deeply to the race and to WHOOP. Through a pioneering partnership with Eurosport, WHOOP brilliantly reinforced their brand truth, surpassed campaign targets and drove sustainable growth.

But getting that data on screen was not as straightforward as it might seem.

SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

Before your effort began, what was the state of the brand's business and the overall category in which it competes? What was the strategic challenge that stemmed from this business situation and the degree of difficulty of this challenge? How did it change overtime?

WHOOP has become **essential kit for elite athletes like LeBron James, Michael Phelps, and Virgil Van Dijk**. Champion golfer **Rory McIlroy** and NFL quarterback **Patrick Mahomes** have even become investors.

Surely this would be enough star power to propel WHOOP to the top of the wearable's charts. Well, it has created some awareness, but crucially **not enough product understanding**.

The difficulty is that there isn't much to see if you're not an elite athlete and are looking in from the outside. **WHOOP is missing nearly all the features' people expect from wearables**. It doesn't track steps, stairs climbed, or active minutes. It doesn't do notifications either. There isn't even a screen. It can't tell you the time. You can't make contactless payments. And there are no mindfulness reminders either!

WHOOP is a window inside your body. It makes the invisible visible. It's data insights are unmatched. It is simply the most advanced fitness and health wearable ever created. That's why elite athletes love it. They get to know their bodies better, so they can focus on readiness and recovery, pushing the boundaries of human performance.

Elite athletes aren't a large enough market to sustain a brand. Therefore, the challenge was to come from effectively nowhere (in Europe at least) and convince people to purchase a relatively unknown premium device at a premium price point. **We needed to convince all those who are passionate about unlocking their own performance, whatever that looks like for them, that WHOOP was worth it.**

This could only happen by demonstrating that **what makes WHOOP different, is what makes it better**. WHOOP is a considered purchase. We needed awareness with understanding.

SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

What were the business, marketing and campaign/activity objectives that you set to address your challenge? What were the Key Performance Indicators (KPIs) set against each objective? How did they change over time?

Business Objective: Increase membership, driving business revenue.

WHOOP, a pre-IPO company, is funded through private investors. They scrutinise both commercial health fundamentals and growth prospects to ensure their investment is secure. A key metric they review is membership, which remained disappointingly low in Europe. Our goal was to increase membership by 10%.

Marketing Objective: WHOOP is a considered purchase and the brand had low awareness. Consideration of the product only comes from understanding it. Therefore, our activity was focused on building awareness with understanding.

We faced a significant challenge in key markets, Ireland, UK and Germany: frightening low awareness of just 2%. Our goal was to double our European brand awareness and to increase consideration by driving 10% more traffic to site – the only sales channel.

Previous activity showed that awareness alone wasn't enough to drive sales/members. The sales breakthrough came when we demonstrated the value proposition of the product through the power of data story telling.

Activity Objective: To build awareness with understanding (and ultimately drive sales), the activity needed to demonstrate the power of our USP, WHOOP data, to the most receptive audience – cycling enthusiasts.

People are not interested in data. They are interested in stories. Sports data is all about the stories it can tell. The more data you have the better your story. With WHOOP data it is like the athlete is made of glass and you can see inside. This creates compelling narratives on athlete performance.

And the evidence suggested when WHOOP ran these stories, they generated sales. It was time to test this theory at scale.

SECTION 2: INSIGHTS, STRATEGY & STRATEGIC IDEA

Define the target audience(s) you were trying to reach and explain why it was/ they were relevant to the brand and the challenge. Did your audience evolve overtime? If so, describe how and why.

The activity needed to be consistent across all markets – Ireland, UK and Germany. Elite athletes make up less than 1% of the population, not enough to sustain any brand. **Therefore we needed to market to the next level down – amateur athletes** who take their sport and performance seriously.

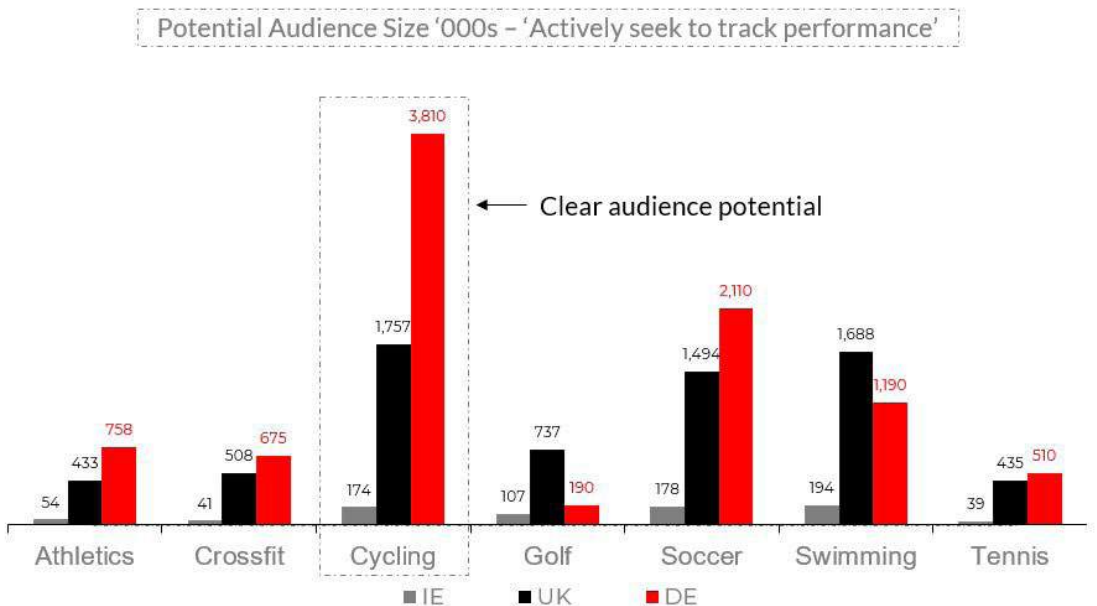
A **sports assessment framework** was used to compare the suitability of the audience across each market using six different criteria. Cycling enthusiasts emerged as the winner, as explained under each of the following criteria headings.

- 1. Addressable Market:** Cycling was the most promising opportunity due to its popularity and participation levels across all markets.
- 2. Purchase Power:** Cyclists are willing to invest in the latest equipment.
- 3. Product/Market Fit:** Our product aligns well with the road cyclist market, appealing to tech-savvy, data-driven individuals.
- 4. Competitors:** Our competitors were focused on other sports leaving room for ownership of cycling.
- 5. Barriers to Entry:** WHOOP already had well-established links within cycling, including a pro-cyclist on the WHOOP team.
- 6. Ecosystem Strength:** There is an established and influential cycling media ecosystem, including magazines, websites, podcasts, social media, as well as large scale televised events (Giro D'Italia, Tour de France), which shape opinions and engage with the cycling community.

This audience is the perfect fit for WHOOP. They are more likely to invest in premium products, they are active, and they are tech driven. If we could demonstrate to them, through stories powered by our data, that becoming a WHOOP member would enhance their performance and bring them closer to their cycling heroes, then membership sales would surely follow.

FIG.1 SPONSORSHIP FRAMEWORK: AUDIENCE SIZE

While football enjoys a larger overall audience, it can't compete with the numbers of ordinary cycling enthusiasts who actively seek to track their performance

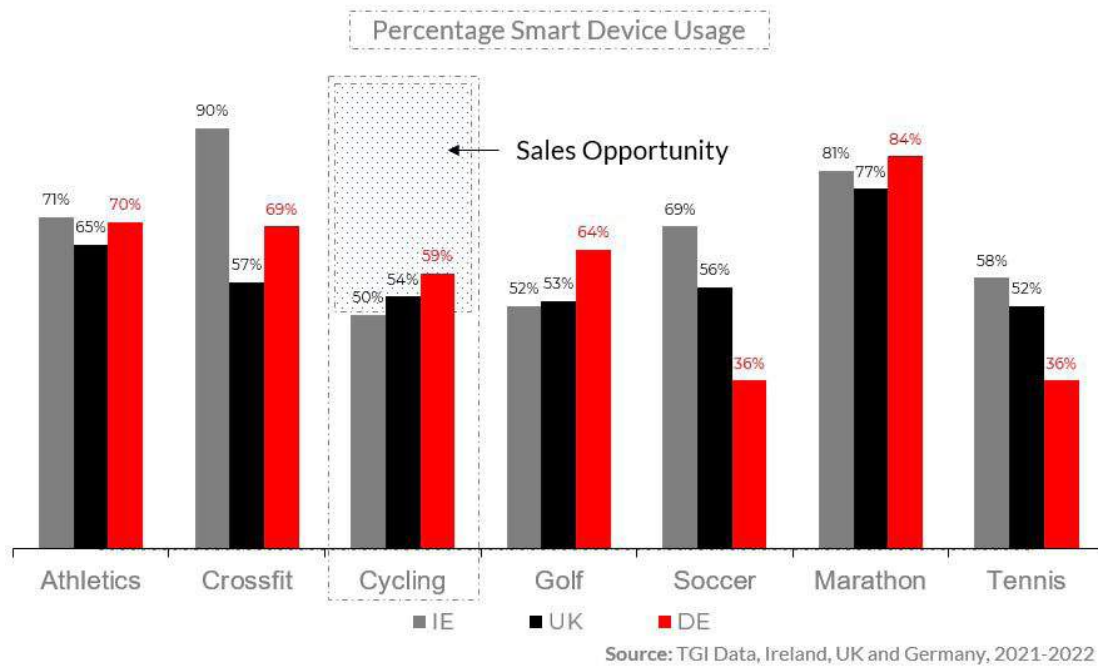


Source: TGI Data, Ireland, UK and Germany, 2021-2022

SECTION 2: INSIGHTS, STRATEGY & STRATEGIC IDEA

FIG.2 SPONSORSHIP FRAMEWORK: COMPETITORS

Our competitors were focused on other sports leaving room for ownership of cycling



Explain the thinking that led you to your insight(s).
Clearly state your insight(s) here.

It's easy to poke fun at amateur road cyclists. Sure, we even created an acronym for them: MAMILs (middle-aged men in Lycra).

But this lazy shorthand couldn't be further from the truth. While often in midlife they've recast the sport to suit themselves. They view it as a 'serious leisure' activity, but rather than getting hung up on beating others, their focus is on self-improvement and personal performance. Part of the reason road cycling is so popular among midlife, middle-class people is that it helps them confirm to themselves that they can still be as active as they used to be in their youth, albeit in a lower impact sport. They need to know that they've still got it!

Research revealed **most cyclists are motivated to improve their fitness and become faster**. They also like to splash the cash on high-quality gear. **What sets road cycling apart from most other sports is how quickly advancements at elite level filter down to amateur cyclists**. From one-piece skinsuits to Aerodynamic helmets that make you look like Darth Vader, amateurs wholeheartedly embrace these products because they want to reach their full potential. And ultimately, they want and can afford ALL the gear to be just like the best of the best. This makes them feel good about themselves.

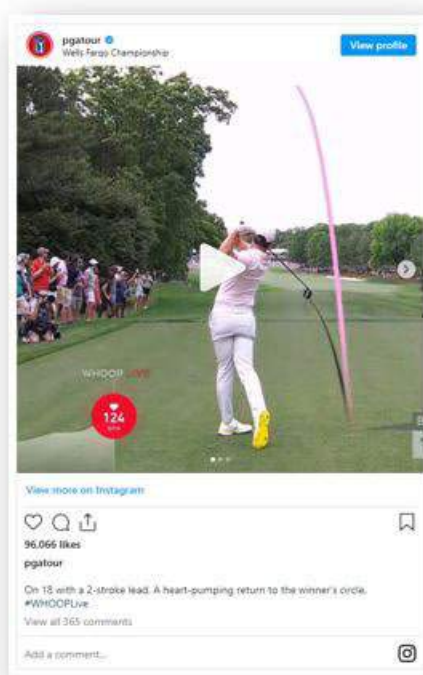
The endorsement of cycling superstars using the product in global events, when it really matters, would be important, but we knew we could supercharge brand understanding by demonstrating the power of WHOOP data to improve performance. This would make WHOOP irresistible to our audience.

SECTION 2: INSIGHTS, STRATEGY & STRATEGIC IDEA

WHOOOP had seen clear evidence of this in golf, when they released fascinating stories around Rory McIlroy's rest, recovery and heart rate metrics during the Masters and Ryder Cup. Each time membership increased. It was time to test this approach at scale.

FIG.3 RORY'S HEART RATE

WHOOOP's McIlroy focus during PGA drove engagement



"Next to the ball tracer, this has been the best TV feature to be added"

"This is awesome! Loved seeing the heart rate once the 'Rory' chants start"

Source: Golf Magic, May 2021

What was the core idea or strategic build you arrived at using your insight(s) that enabled you to pivot from challenge to solution for your brand and customer?

Create a window into pro-cyclists' bodies during Eurosport's Giro D'Italia coverage, to enhance viewer experience using WHOOP data in real-time.

SECTION 3: BRINGING THE IDEA TO LIFE

Describe the key elements of your plan that activated your strategy. Outline any components that were active in the effort e.g. all integral communications, promotions, CRM program, customer experience, pricing changes, etc. that were a part of your effort.

WHOOOP created an extensive partnership with Eurosport completely transforming their coverage of the Giro D'Italia. **This shifted from interrupting something cycling fans are interested in, to becoming what they're interested in.**

The partnership would address the problem we faced - driving product awareness with understanding.

WHOOOP surrounded the coverage with advertising, sponsorship stings and native articles. While Eurosport used live WHOOOP data from Giro cyclists to run in-race and in-studio integrations, showing heart rate and strain. These elements boosted awareness. **This data would then also inform pre- and post-show coverage and in race commentator conversation which significantly drove product understanding.**

Outline the key building blocks of the creative executions for your main marketing vehicles e.g., endline, call-to actions and format choices. If relevant, include any important changes that optimized the creative while the activity was running.

We could only prove how valuable WHOOOP can be by bringing the data to life through stories. We went beyond just heartrates on screen and provided TV presenters with richer data analytics for more compelling race storytelling. Cycling fans got to understand just how grueling this race is on the pro-cyclists bodies. It was as if the riders' bodies were glass and you could see what was happening inside. Pre and post-race analysis was a big part of adding to the narrative and 'trojan horsing' the event. These stories were then shared through a myriad of influential cycling platform partnerships.



SECTION 3: BRINGING THE IDEA TO LIFE

Outline the rationale behind your communications strategy, experience strategy and channel plan. Explain how the integral elements worked together to drive results. Throughout your response, address any changes made overtime. If relevant, explain how you changed your spend across channels as part of your campaign optimization.

In January 2022, we launched a comprehensive media campaign in Ireland, the UK, and Germany. By **March, we were behind targets:**

- 10% behind our site traffic target.
- 65% behind on membership target.

Advertising in sport content featuring predominantly US-based elite sportspeople wasn't resonating with European audiences.

Analysis of Q1 data showed the path forward: when we used creative featuring European ambassador Rory McIlroy and how his WHOOP insights improved his performance, then something interesting happened. We delivered sales growth.

We'd found our model for success - building awareness with understating. Next we identified the best sport for the growth and we set about replicating these conditions on a larger scale, going a step further by integrating the understanding into post race analysis. This meant we had to upskill all the presenters on understanding and interpreting WHOOP data. And they smashed it!

We gave fans a peak inside the bodies of 100+ Giro D'Italia participants, live on screen during the racing coverage, revolutionising the way fans experienced live cycling. Too often sports data is about outside metrics like steps, meters run or revolutions of the wheel. Our data stories were richer and deeper. They told the story of how last night's sleep had affected one rider's performance, or how the mental load of the Maglia Rosa (leaders jersey) affected Mathieu van der Poel. These stories fascinated fans, motivating them to find out more, thus building the crucial understanding.

The integral elements included:

1. Tech

Although WHOOP technology was well-established, displaying real-time data on screen is far more complex than its simple execution suggests. The technology was developed with engineering partners, enabling the transmission of Heart Rate and Strain data from 100 professional cyclists during the 21 stages of the Giro back to Eurosport for seamless integration into the broadcast.

2. Eurosport partnership

Eurosport ran over 500 brand spots, 500 sponsorship stings, and digital articles ensuring we built awareness. While WHOOP data appearing in-race twice hourly, with real-time data on screen and race commentators explaining it for viewers, built the understanding. This was further complemented by Pre and Post race highlights shows with WHOOP data as the central narrative. It was a true partnership, mutually beneficial and a first of its kind.

SECTION 3: BRINGING THE IDEA TO LIFE

3. Cycling specialist media

Momentum continued through an extensive content campaign leveraging the riders data and using paid performance media and social content, across a plethora of dedicated cycling publishers.



SECTION 4: RESULTS

Over the time period of your case, how do you know it worked? Explain, with category, competitor and/or prior year context, why these results are significant for the brand's business. Results must relate back to your specific audience, objectives, and KPIs.

In a ground-breaking collaboration with Eurosport and 100+ Giro D'Italia participants, WHOOP and their media agency achieved unprecedented growth through the creation of an immersive experience for Giro D'Italia fans.

Through cutting-edge technology, we provided real-time strain and heart rate data during the race, transforming the way fans engaged with live racing. This innovative approach not only reinforced WHOOP's brand truth, but it also smashed campaign targets, resulting in sustainable growth across their three major European markets: Ireland, UK and Germany.

Increased membership sales

Membership sales grew by 50% MoM (500% above target of 10%)

Increased overall brand consideration

Brand awareness increased by 4% YoY (200% above target of 2%)

Brand search increased to 80% MoM (1600% above target of 5%), with brand search spiking during unexpected race moments.

Site traffic was up by 40% MoM (400% above target of 10%)

Revolutionised cycling fans experience of the Giro D'Italia

Eurosport beat their average viewer numbers for the Giro. Eurosport delivered 118 million Sponsorship, 32.2 million TV and 1.2 million Digital Impacts.

Before this project, data integration into broadcasts had been extremely limited. This pioneering partnership changed that. The overwhelming success of the partnership is that it changed the way cycling fans consume live racing, improving their experience. It allowed cycling fans to understand the power of WHOOP live data and how it could help cyclists of all levels, including them, maximise their performance.

SECTION 4: RESULTS

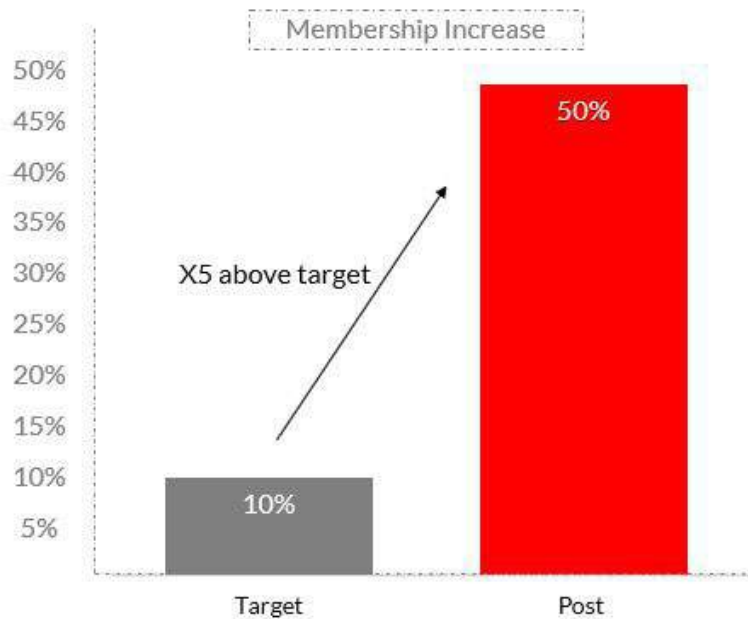
Business Objective: Increase membership, driving business revenue.

Result: Membership sales grew by 50% MoM (500% above target of 10%).

Membership numbers exceeded expectations, beating our target by a staggering 500%. Providing fans with a glimpse into the physical demands experienced by pro-cyclists during the Giro D'Italia allowed us to demonstrate the immense value of WHOOP to them. We effectively "trojan horsed" the Giro D'Italia, captivating audiences and solidifying cycling as the most logged activity on the platform.

FIG.4 EUROPEAN MEMBERSHIP TARGET

Increase membership, driving business revenue



Source: WHOOP, 2021-2022

SECTION 4: RESULTS

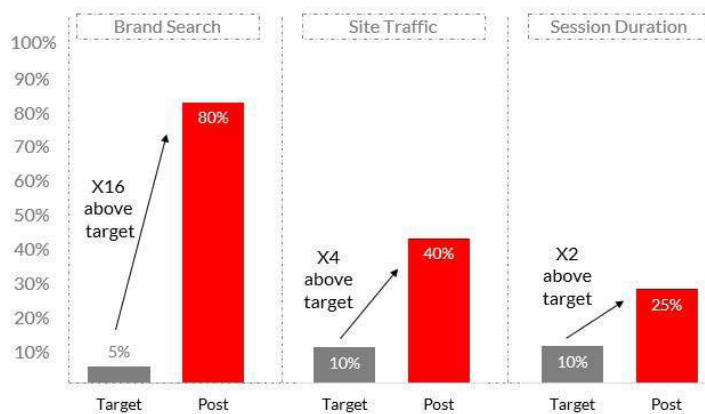
Marketing Objective: WHOOP is a considered purchase and the brand had low awareness. Consideration of the product only comes from understanding it. Therefore, our activity was focused on building awareness with understanding.

Result: Brand search increased to 80% MoM (1600% above target of 5%), with brand search spiking during unexpected race moments. Site traffic increased by 40% MoM (400% above target of 10%).

By demonstrating that WHOOP could bring cycling enthusiast closer to their cycling heroes during the Giro D'Italia, through stories powered by our data, we witnessed a significant increase in interest and consideration. This led to a remarkable 35% increase in site sessions MoM, as fans eagerly explored how becoming a WHOOP member could elevate their own performance. Bounce rate dropped by 25%.

FIG.5 EUROPEAN CONSIDERATION TARGET

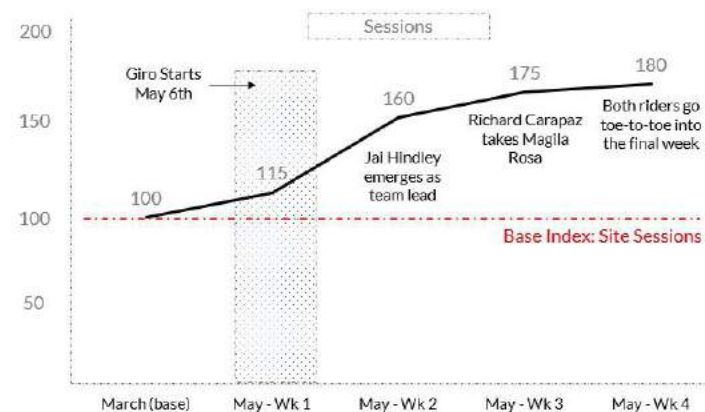
Measured via branded search volumes, site traffic and time spent on whoop.com



Source: WHOOP, 2021-2022

FIG.6 SITE SESSION GROWTH DURING GIRO D'ITALIA

A significant step up in site sessions, in line with launch of Giro D'Italia campaign



Source: WHOOP GA, 2021-2022

SECTION 4: RESULTS

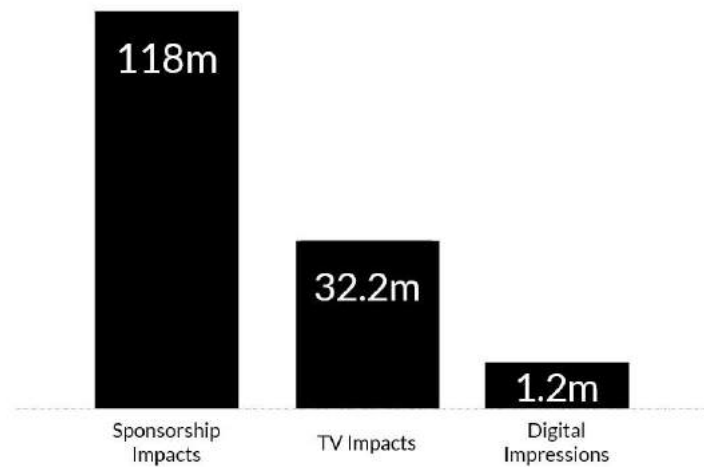
Activity Objective: To build awareness with understanding (and ultimately drive sales), the activity needed to demonstrate the power of our USP, WHOOP data, to the most receptive audience – cycling enthusiasts.

Result: Eurosport beat their average viewer numbers for the Giro. Eurosport delivered 118 million Sponsorship, 32.2 million TV and 1.2 million Digital Impacts.

Eurosport made the right call by adding WHOOP to their peloton of international cycling talent lineup for the Giro D'Italia 2022. WHOOP data played a vital role in their live and post-stage coverage. Presenters enthusiastically used WHOOP data 100+ competitors to help audiences understand what was going on inside the bodies of riders, providing real-time insights and analysis during crucial stage moments. This enhanced the reporting experience, enabling viewers worldwide to gain valuable race insights.

FIG.7 EUROSPOURT BEAT THEIR AVERAGE VIEWER NUMBERS

Which further enhanced WHOOPs overall campaign reach



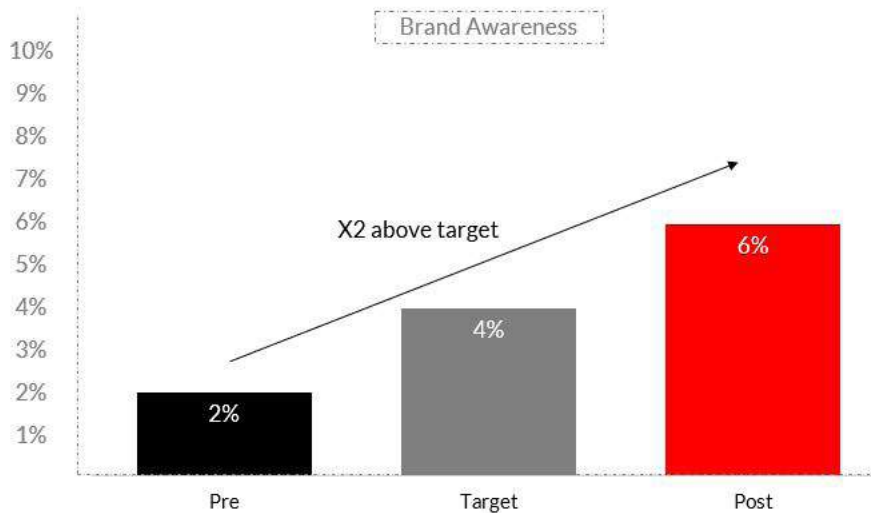
Source: Eurosport, 2022

ADDITIONAL RESULTS

Brand awareness increased by 4% YoY (200% above expectation of 2%)

FIG.8 EUROPEAN BRAND AWARENESS

Brand awareness was 200% above target



Source: WHOOP, 2021-2022

What else in the marketplace could have affected the results of this case - positive or negative?

Key Factors: No Other Factors

All marketing efforts were focused on the Giro D'Italia partnership across all channels. Other activity was paused. This allowed us to accurately measure the partnership's impact during this period.

CREATIVE WORK

MODERNE TRAININGSPARAMETER FÜR FITNESS



Jonas Rutsch, Profi bei EF Education-EasyPost, nutzt das Whoop-Band seit über einem Jahr.



„Einer meiner Kunden musste einen Mitarbeiter entlassen und war dabei so angespannt, dass Whoop das Meeting als Workout erkannt hat!“

Dr. Kevin Sprouse, Teamarzt EF Education EasyPost

Schlaf & Stress

Rund um die Uhr getragen, bieten Wearable-Technologien wie Whoop einen Einblick in die Reaktion des Körpers auf das Training – sowie auf sonstige Herausforderungen des Alltags.

„Radsportler generieren im Training viele Daten“, erklärt Dr. Kevin Sprouse, Teamarzt im WorldTour-Rennstall EF Education-EasyPost. „Das Problem bislang: Wir schienen bei den Profis aus 4-6 Stunden Training darauf, wie er oder sie am nächsten Tag performen wird. Dabei lassen wir die übrigen 18-20 Stunden völlig außer Acht.“ Bei Hobbysportlern ist dieses Missverhältnis sogar noch größer. Deshalb nutzt der US-Rennstall seit über einem Jahr Whoop. Das Armband wird rund um die Uhr getragen und misst Parameter wie die Herzfrequenz oder die Sauerstoff sättigung und erkennt Schlafzeit und -qualität. Diese Daten werden an das Smartphone übermittelt, wo die zugehörige App die Belastung während und außerhalb des Trainings quantifiziert macht. „Ein Kunde von mir musste einen Mitarbeiter entlassen – und war dabei so angespannt, dass

Whoop ein Workout erkannt hat“, berichtet Dr. Sprouse. Das zeigt, welche „Kräfte“ abseits des Rades auf die körperliche Verfassung wirken können – und so die Regeneration und Bereitschaft für das nächste Workout beeinflussen. Jeden Morgen nach dem Aufwachen berechnet Whoop einen Regenerationswert, der besagt, wie bereit der Körper für eine Belastung ist. Selbst der erfahrenere Mediziner erhielt dadurch neue Einblicke in die Körper seiner Fahrer: „Ich war beeindruckt, wie gut diese

Top-Athleten regenerieren und nach den Etappen in den Erholungsmodus schalten. Selbst in der dritten Tour-Woche habe ich Regenerationswerte von über 90 Prozent gesehen.“ Zwar sollen die Tageswerte nicht immer auf die Goldwaage gelegt werden, wenn das Körpergefühl etwas anderes sagt. „Aber wenn die Werte mehrere Tage in Folge niedrig sind, wird auch die Performance leiden“, weiß Dr. Sprouse. Dann ist es Zeit für einen Ruhetag, weniger Alltagsstress – oder früheres Zubettgehen.

Zweck	Erfassung von Schlaf und Belastungen im Alltag
Parameter	Herzfrequenz, Schlafphasen, Sauerstoffsättigung
Equipment	Whoop-Armband & Smartphone-App
Kosten	30 Euro pro Monat oder 288 Euro pro Jahr

ROADBIKE

Körpergefühl!

So gut viele Daten auch ein Bild des eigenen Zustands zeichnen – für körperliches und mentales Wohl gibt es keinen Parameter. Deshalb bleibt das Reinhorchen des Sportlers in sich selbst ein Erfolgsfaktor.

Dass ein Workout mal abgebrochen oder verschoben werden muss, passiert auch den Profis. „Es kommt zwar sehr selten vor, aber wenn ich mich morgens schon richtig schlecht fühle, dann verschiebe ich auch mal ein Intervall-Workout“, gesteht Lisa Klein. „Oder ich fange die Einheit an und beobachte, wie ich mich fühle. Dem komischerweise sind die Zahlen manchmal trotz des schlappen Gefühls gut – dann pushe ich mich auch weiter. Wenn die Qualität des Trainings aber nicht passt, dann breche ich das Workout ab, um mich nicht zu überlasten oder womöglich krank zu werden.“ Dazu gehört bei den Profis eine gute Kommunikation mit den Trainern, bei Hobbysportlern das ehrliche Feedback an sich selbst. „Mein Trainer hat nur den Trainingsplan, aber wir Athleten müssen jedes Mal abschätzen, wie wir uns fühlen, ob wir uns belasten sollten“, erklärt Lisa Klein. „Deshalb kommt es auf die Zusammenarbeit an – sprich: Zahlen und Körpergefühl zusammenbringen und davon ausgehend das Training steuern.“ Mario Schmidt-Wendling formuliert es noch drastischer: „Manche glauben, der Körper funktioniert nach Algorithmen – das ist aber Wunschdenken“, sagt der Sportwissenschaftler. „Gesundheit ist das wichtigste Gut, erst recht für einen Sportler. Die sollte man nicht für ein paar Zahlen auf Spiel setzen.“ Dr. Kevin Sprouse schlägt ähnliche Töne an: „Zahlen können niemals das subjektive Gefühl eines Sportlers ersetzen. Zudem können Daten auch mal fehlerhaft sein – ob durch einen falsch kalibrierten Powermeter oder einen banalen Messfehler.“ Das subjektive Empfinden ist daher eine wichtige Ergänzung zu den Trainingsdaten und gehört neben Watt, Puls und Kilometer auch immer mit ins Trainingstagebuch. Zudem bietet das weniger zahlenbasierte Training weitere Vorteile: „Es ist auch mal genial, einfach nur zu fahren“, erzählt Lisa Klein. „Ohne Daten, ohne Stress, nur nach Körpergefühl. Für den Kopf kann das enorm wichtig sein.“

Bei aller Zahlenliebe: Fühlt sich der Körper schlagig, ist ein Ruhetag das beste „Training“!




!? **Profitieren auch Hobbysportler von den neuen Technologien?**

„Einfach gesagt: natürlich“, erklärt Dr. Kevin Sprouse. Und ergänzt: „Es hängt jedoch immer vom Anspruch des Einzelnen ab. Wer strukturiert trainiert und sportliche Ziele verfolgt, profitiert natürlich stärker als ein Gelegenheitsportler, der nur am Wochenende fährt.“ Der Zugang zu den modernen Sensoren steht allen offen, die Technologien der Profis sind auf dem freien Markt erhältlich. „Es braucht immer ein bisschen Zeit, ehe sich die Wissenschaft der Profisportler bei den Jedermann durchsetzt“, weiß Mario Schmidt-Wendling. „Allerdings geben Hobbysportlern oft viel Geld für teils unnützes Equipment aus – hier jedoch investiert man in die eigene Leistungsfähigkeit.“ Dieses „Investment“ geht natürlich ins Geld – und verlangt, sich mit den Daten auch auseinanderzusetzen. Zudem braucht es je nach eigenem sportwissenschaftlichem Hintergrund die zusätzliche Expertise eines Trainers oder Ernährungsberaters, um die Werte richtig zu deuten. „Die Daten sind immer sehr individuell, deshalb braucht es zunächst Zeit, um die richtigen Schlüsse daraus zu ziehen“, sagt auch Lisa Klein. Einen Coach ersetzen die neuen Sensoren nicht – dennoch helfen sie auch ambitionierten Hobbysportlern, ihr Training besser zu steuern.

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How physically demanding is a Grand Tour?

By James Witts published May 25, 2022

We investigate the physical and mental challenge of racing for three very long weeks

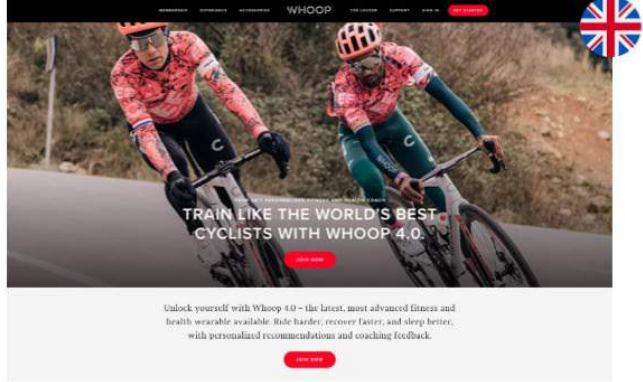
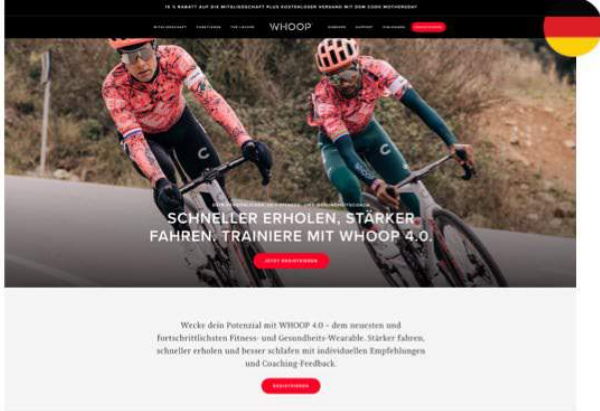
f t y p o



Jan Hirt (Intermarché-Wanty Gobert) Madrasau after winning stage 16 of the Giro d'Italia 2022. (Image credit: Getty Images Sport)

The Giro d'Italia's into its third week. It's a time of division where dreams will either turn into reality or a nightmare. But one thing unites: fatigue.

CREATIVE WORK



DETAILLIERTES FITNESS- UND GESUNDHEITS-FEEDBACK

WHOOP überwacht deine Vitalität, deinen Schlaf und deinen Trainingseffizienzen, um dir zu helfen, dich zu erholen und deine Leistung zu verbessern.

RECHNUNG ABLEITEN

WHOOP analysiert deine Daten und liefert dir personalisierte Empfehlungen, um deine Leistung zu verbessern.

WISSEN ERWEITERN

WHOOP liefert dir personalisierte Empfehlungen, um deine Leistung zu verbessern.

WISSEN ERWEITERN

WHOOP liefert dir personalisierte Empfehlungen, um deine Leistung zu verbessern.

THE MOST IN-DEPTH FITNESS & HEALTH FEEDBACK

WHOOP überwacht deine Vitalität, deinen Schlaf und deinen Trainingseffizienzen, um dir zu helfen, dich zu erholen und deine Leistung zu verbessern.

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PROFISPORTLER ÜBER WHOOP

ROVAL CARTHY

Member of the GB Mountain Biker

MEHRAD KAZIAN

Member of the GB Mountain Biker

ALEX POWER

Member of the GB Mountain Biker

HEAR WHAT THE PROS ARE SAYING

ROVAL CARTHY

GB Mountain Biker - Royal Park Pro Cycles

MEHRAD KAZIAN

GB Mountain Biker - Royal Park Pro Cycles

ALEX POWER

GB Mountain Biker - Royal Park Pro Cycles

WÄHLE DEINE MITGLIEDSCHAFT

Das WHOOP 4.0-Band ist in vier Mitgliedschaftsoptionen erhältlich. Die Preise sind auf dem Bild zu sehen. WHOOP liefert dir personalisierte Empfehlungen, um deine Leistung zu verbessern.

24 MONTH MITGLIEDSCHAFT 20 € <small>PRO BAND</small> <small>PAY 20€ x 12 MONTHS</small>	JAHRES MITGLIEDSCHAFT 24 € <small>PRO BAND</small> <small>PAY 24€ x ANNUALLY</small>	MONATLICHE MITGLIEDSCHAFT 30 € <small>PRO BAND</small> <small>12 MONTHS MEMBERSHIP</small>
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SELECT YOUR MEMBERSHIP

Das WHOOP 4.0-Band ist in vier Mitgliedschaftsoptionen erhältlich. Die Preise sind auf dem Bild zu sehen. WHOOP liefert dir personalisierte Empfehlungen, um deine Leistung zu verbessern.

24 MONTH MEMBERSHIP 20 € <small>PRO BAND</small> <small>PAY 20€ x 12 MONTHS</small>	ANNUAL MEMBERSHIP 25 € <small>PRO BAND</small> <small>PAY 25€ x ANNUALLY</small>	MONTHLY MEMBERSHIP 30 € <small>PRO BAND</small> <small>12 MONTH MEMBERSHIP</small>
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UNZÄHLIGE FARBKOMBINATIONEN

Personalisiere dein WHOOP 4.0-Band mit der Wahl von Farbe, Material und Bandbreite. WHOOP liefert dir personalisierte Empfehlungen, um deine Leistung zu verbessern.

ARCTIC GOLD

IVY GREEN

ONYX BLACK GOLD

COUNTLESS COLOR COMBINATIONS.

Personalisiere dein WHOOP 4.0-Band mit der Wahl von Farbe, Material und Bandbreite. WHOOP liefert dir personalisierte Empfehlungen, um deine Leistung zu verbessern.

ARCTIC GOLD

IVY GREEN

ONYX BLACK GOLD

MEMBERSHIP	CONTACT	JOIN US	WHOOP FOR TEAMS	PARTNER	LEGAL
24 MONTH ANNUAL MONTHLY	CONTACT SUPPORT FAQ	JOIN US BLOG CONTACT SUPPORT FAQ	WHOOP FOR TEAMS CONTACT FAQ	PARTNER CONTACT FAQ	LEGAL TERMS OF USE PRIVACY POLICY CONTACT US

MEMBERSHIP	CONTACT	JOIN US	WHOOP FOR TEAMS	PARTNER	LEGAL
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Category: Public Service & Government

SILVER

Start Date: 1st October 2022
End Date: 31st December 2022
Industry Sector: Public Service & Government
Industry Situation: In Decline

EXECUTIVE SUMMARY

THE STRATEGIC BIG IDEA

Show the high emotional impact of postal mail to the receiver that justifies the effort of the sender.

THE INSIGHT

Postal mail is the most personal form of communication and symbolic way of saying "You matter to me".

THE CHALLENGE

In the context of continued YOY decline in stamp sales, reinvigorate Christmas stamp sales and sending.

BRINGING THE IDEA TO LIFE

'Send From The Heart' TTL campaign frames post as the most meaningful form of communication for those that matter most.

THE RESULT

+4.9% in Christmas stamp booklet sales: achieved record breaking revenue in years, +10% revenue of largest Christmas stamp SKU.

WHY IS THIS CASE WORTHY OF AN AWARD FOR MARKETING EFFECTIVENESS?

While a Christmas fixture, An Post was experiencing reduced YOY figures for Christmas stamps against a wider cultural sending decline. The business invested in a campaign to reinvigorate the behaviour of sending love at Christmas and champion its largest, and most commercially critical, Christmas stamp product. The campaign emotionally connected with the Irish public, reigniting the behaviour of sending love via post at Christmas to deliver the highest Christmas booklet stamp sales revenue in years. One letter to a tin man inspired a nation to send love to those who mattered most to them.

SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

Before your effort began, what was the state of the brand’s business and the overall category in which it competes? What was the strategic challenge that stemmed from this business situation and the degree of difficulty of this challenge? How did it change overtime?

PROTECT & GROW AN POST’S MOST CRITICAL STAMP SALES PERIOD

Our campaign ensured Christmas stamp booklet revenue broke records for the first time in years. More impressively it achieved this through increasing sales of it’s largest and most expensive Christmas stamp SKU – the €20 stamp booklet. For context, sales of €20 stamp booklets were up +6.8% in December 2022 compared to year prior. In short: the 2022 Christmas campaign secured greater revenue, even outperforming Christmas 2020 metrics which were positively bolstered by a national lockdown, selling their most expensive stamp booklet, all within a year when price was cited as a primary deterrent to send less/no cards by consumers, see Fig. 4A.

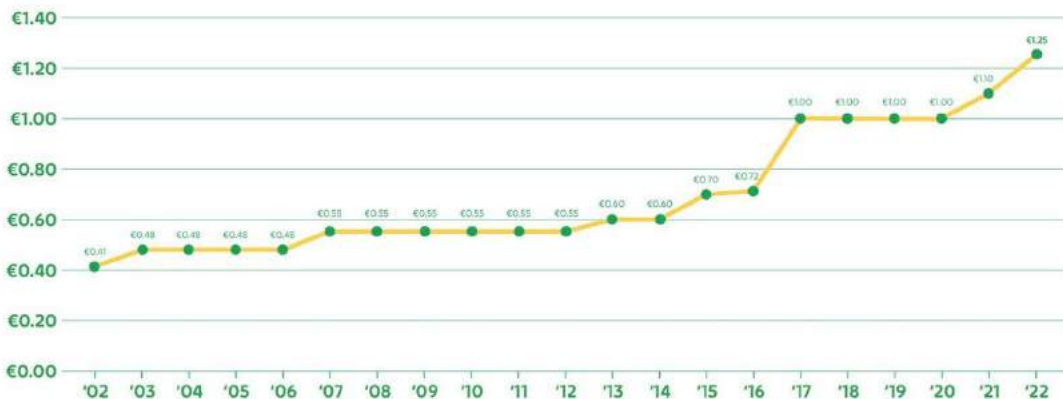


Fig. 1A: Unit price of Irish domestic stamps YOY, 2002–2022

Business Challenge

Christmas is a key sales period for An Post, accounting for 20% of their annual stamp sales . Between 2020 and 2021, sales for €20 stamp booklets, An Post’s largest Christmas stamp SKU, dropped by -4.2%. This was critical as sales for this product directly inform the revenue trend for overall Christmas stamp products of that respective year, as seen in Fig. 1B. The tradition of sending Christmas cards was deteriorating at pace post Covid.

Strategic Challenge

Coming into Christmas 2022, An Post needed to revive the tradition of sending mail but were faced with a declining behaviour and increased unit prices. We needed to demonstrate the impact postal mail can have, placing a higher value on sending mail to revitalise the seasonal tradition.

SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

What were the business, marketing and campaign/activity objectives that you set to address your challenge? What were the Key Performance Indicators (KPIs) set against each objective? How did they change over time?

Business Objective: Stem decline of Christmas stamp booklet sales - Increase YOY Christmas stamp booklet sales revenue +2%. Increase sales revenue of largest SKU (€20) of stamp booklets by 5%.

Overall Christmas stamp booklet sales were down -1.3% for Christmas 2021. As the most expensive product, growing the sales volume of €20 stamp booklets (-4.2% in 2021), would deliver prioritised product revenue along with greater overall Christmas stamp sales revenue. Both targets were set to be slightly higher than 2020 figures - one of the strongest performing Christmas trading periods of the brand in recent years.

Marketing Objective: Connect emotionally with Christmas campaign - outperform Christmas creative benchmark of 25. Achieve recall of hero TVC creative +43%.

To revitalise the behaviour of sending mail at Christmas, the campaign needed to achieve cut-through. By measuring against other campaigns in market at the same time we would be able to identify if the campaign connected emotionally and had an impact. The Christmas benchmark across standardised metrics is an average of 25 The recall benchmark of TV is 43%.

Activity Objective: Decrease social media CPA of largest Christmas Stamp SKU, €20 booklets, by 10% YOY.

The social media CPA of €20 Christmas stamp booklets in 2021 was €12.81. Recognising the commercial performance of this product directly informs the overall revenue of Christmas stamp sales, by reducing the social media CPA of €20 stamp booklets we could achieve a greater ROI by driving efficiencies while achieving positive commercial results.


SECTION 2: INSIGHTS, STRATEGY & STRATEGIC IDEA

Define the target audience(s) you were trying to reach and explain why it was/ they were relevant to the brand and the challenge. Did your audience evolve overtime? If so, describe how and why.

As part of a brand repositioning project in early 2022, we refreshed and updated the key segments of the current audience that were most important to the futures success of An Post– ‘Astutes’ and ‘Strivers’, seen in Figs. 2A. & 2B.

MEET

The Astutes



Everything is all go for our family target, with kids between 5-18, mum, dad, grandparents nearby and the most important member of the family ‘the dog’, it all makes for a fun, multi-generational dynamic that always keeps things interesting.

While they make a decent living, at the moment it feels like they are just keeping their heads above water, from grocery expenses to yearly GAA fees to school trips to unexpected appliance breakdowns, they are eager to gain more control of their household and finances.

New working styles be it remote or hybrid are hugely appealing, anything that allows more time to live life strikes a chord with this audience, Covid-19 taught them to slow down a bit and appreciate what matter most.

Technology is central to their homes - laptops, ipads, phones, smart TV, gaming - while it can tough to manage with older children, it’s largely a positive.

When it comes to sustainability, their children are bringing them on the journey, green schools and protests are now influencing some behaviours in the home - mainly recycling, fashion choices, food consumption & waste.

I need solutions that allow me to sustain a good quality of life





Fig. 2A: Pen Portrait of An Post Core Audience Segment – Astutes

SECTION 2: INSIGHTS, STRATEGY & STRATEGIC IDEA

MEET

The Strivers



They are ambitious and goal-orientated but don't take life too seriously, they like to enjoy themselves too.

At the end of the day family and friends always come first.

They are incredibly frustrated by housing and renting crisis in Ireland, many live in shared accommodation or even still at home, and they feel totally let down by this, given how hard they worked to do well in life.

Nature, fitness, health and wellbeing are hugely important, they love dogs, plants & coffee, things that bring them comfort and escape in an uncertain world.

Life is full-on so they don't have time for added stresses, they preference brands, products and services that are totally seamless, apps and gadgets that they know can support them day-to-day.

While they care about sustainability and climate change, this does not impact their purchasing decisions, convenience and cost trumps all.

I need solutions that allow me to sustain a good quality of life

Fig. 2B: Pen Portrait of An Post Core Audience Segment – Strivers

Beyond demographics and life stage, there were drivers that were common to both groups that overlapped to create our bullseye persona profile, 'Ciara & Ciaran.

Ciara & Ciaran seen in Fig. 2C., are aged between 35–45, C1C2, are both working full time and paying for childcare with one kid under 3. Ambitious and goal orientated people. Their lives are “full on” and they don't have time for unnecessary or added stress. At the heart of everything, their family and friends always come first. Currently they find themselves trying to balance:

- a newfound prioritization for themselves with
- a set of deeper relationships with loved ones and
- a lifestyle that is currently kicking back into third gear.

SECTION 2: INSIGHTS, STRATEGY & STRATEGIC IDEA

CIARA & CIARAN

Bullseye Headlines



INTRODUCTION

- Aged 35-45
- Both working full time and paying for childcare
- C1C2
- With one kid under 3
- Responsible for caring for elderly parent

“I work hard, I deserve a good life”

Attitudes to life

- Out-going, sociable, caring people who live for their family & friends
- Eager to find a better balance between work, play and life
- Want more from life but feel like they're constantly chasing their tail
- With the world in flux, they have been forced to think in the short-term

Frustrations

- They are disillusioned with modern living in Ireland, feeling the system no longer works
- Cost of living has taken over as their main concern
- Housing stability is consistently coming into question
- The blueprint for their future has had many rewrites over the last few years

Behaviours

- Want to find ways to beat the system, and are open to alternatives if they can better meet their needs
- They are becoming more risk averse and therefore look for products and services that are stable, reliable and reassuring
- They want brand experiences to be frictionless, and tend to preference the easy, more immediate option, even if it's slightly pricier, anything that removes everyday stressors

Fig. 2C: Pen Portrait of An Post Bullseye Audience

They are open and welcoming to ways that optimise, enable and demonstrate meaningful connections with those that matter most. In today's modern and accessible ecosystem of communication, the physical effort of sending post at Christmas seems overly complicated and inconvenient to them.

SECTION 2: INSIGHTS, STRATEGY & STRATEGIC IDEA

**Explain the thinking that led you to your insight(s).
Clearly state your insight(s) here.**

We were aware that postal mail was in direct competition with other forms of communication for the attention of our target audience. In comparison, postal mail is: slower, more of a physical and time commitment, more expensive and requires planning. In an era of voice-notes and memes, postal mail was considered a time consuming and long winded form of communication.

To circumvent these negative perceptions and amplify the solution we asked the question: *"If mail is such an inherently complicated, slow and complicated form of communication, why would anyone use it?"* We arrived at the simple conclusion that the impact of receiving postal mail is far greater than any other form of communication. All of the barriers that are inhibitive of this form of communication make the impact of receiving it that much greater. What's more, postal mail is not a mass form of communication. It is incredibly personal and reserved for the few, given the effort required to send. This line of thinking ultimately led us to our core insight:

Post is the most personal form of communication and symbolic way of saying "You matter to me"

We recognised that while postal mail could not compete in terms of ease, speed or accessibility in comparison to other forms of communication, it delivered unrivalled impact and what's more it was reserved for those who mattered the most to the sender. As the national postal service, An Post was positioned as the only provider that would allow our target audience of Ciara & Ciaran to have this unique impact. We knew Ciara & Ciaran were welcoming to ways that optimise, enable and demonstrate meaningful connections with those that matter most. We needed to frame Christmas postal mail as unique form of communication that would enable them to achieve this.

What was the core idea or strategic build you arrived at using your insight(s) that enabled you to pivot from challenge to solution for your brand and customer?

This Christmas for those that matter most, send post - deeper connections deserve deeper forms of communication.

SECTION 3: BRINGING THE IDEA TO LIFE

Describe the key elements of your plan that activated your strategy. Outline any components that were active in the effort e.g. all integral communications, promotions, CRM program, customer experience, pricing changes, etc. that were a part of your effort.

To revive the tradition of sending mail at Christmas and communicate the unique impact only postal mail can achieve, we created a new TTL campaign "Send From The Heart", imbuing the magical quality of Christmas with the emotional and impactful human experience only unlocked by receiving postal mail. The campaign centred around the tin man, a character universally understood to be in need of love, who receives a letter at Christmas. This central character acted as a proxy for our audience demonstrating the impact they could have on someone they care for by sending post at Christmas.



SECTION 3: BRINGING THE IDEA TO LIFE

Outline the key building blocks of the creative executions for your main marketing vehicles e.g., endline, call-to actions and format choices. If relevant, include any important changes that optimized the creative while the activity was running.

The hero asset of the campaign was an 60" TVC telling the story of the tin man. The spot dramatized the impact this character experienced upon receiving post. The verbal call-to action was "Send from the heart this Christmas. Send love with An Post". Accompanying this was a product shot of the 20 stamp booklet along with copy that read "Buy now, in post office, in app and online". The spot combined the USP of postal mail and the hero stamp product we wanted to prioritise. This central creative was the thread across all campaign touchpoints, as seen in OOH below.



SECTION 3: BRINGING THE IDEA TO LIFE

Outline the rationale behind your communications strategy, experience strategy and channel plan. Explain how the integral elements worked together to drive results. Throughout your response, address any changes made overtime. If relevant, explain how you changed your spend across channels as part of your campaign optimization.

Communications Strategy

Our communications strategy consisted of a three layered messaging framework:

1. *Dream* – Inspire the audience with the big idea: What is “sending love” at Christmas?

The human impact of receiving post had to be clear. By dramatizing the impact and reinforcing it through the end line “Send From The Heart”, we created a clear emotional benefit that could only be achieved through Christmas post.

2. *Discover* – Prompt consideration among prospective senders: Will you send love this Christmas? The exchange of mail between central characters demonstrated to the audience that sending love at Christmas is something people do for their nearest and dearest, therefore it is not a big undertaking but a considered act for those you love.

3. *Do* – Drive urgency to purchase stamp booklets: How can I send love this Christmas?

As consideration and belief in sending post had been established, a layer of urgency messages were utilised to prompt purchase. These messages centred around “Last Day Of Post” or explicit CTAs to buy immediately.

Every campaign asset included the message “Send from the heart” accompanied by either the €20 stamp booklet or an online channel where stamp products could be bought. This sought to convert the generated awareness from the full TTL campaign at every touchpoint.

Channel Strategy

To share our tin man story with the country, inspiring and inviting the public to send love this Christmas an AV-led channel strategy, seen in Fig. 3A, was designed. This strategy ensured the brand shared in all the big family emotive moments; carefully matching the message, with medium and moment.

SECTION 3: BRINGING THE IDEA TO LIFE

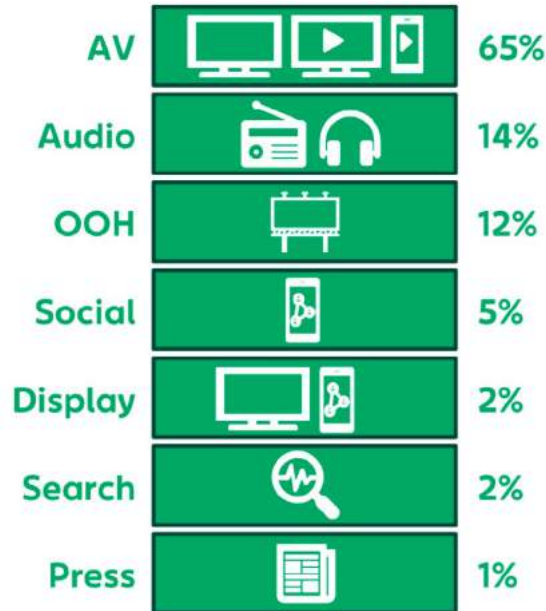
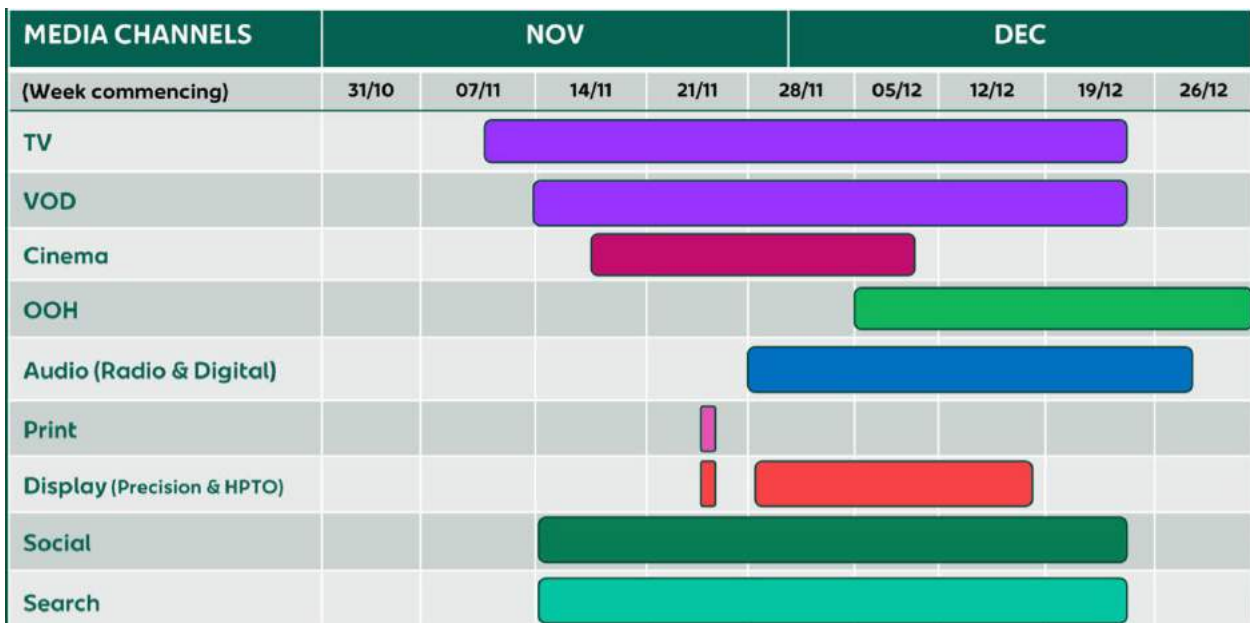


Fig. 3A: An Post 2022 Christmas Campaign Channel Strategy Investment Breakdown

For the 'Dream' phase of the communications plan, we soft launched the hero TVC on prime time television, the Late Late show before our bonfire launch of the TVC during the Late Late Toy Show, consecutive viewership of 1.5m, the highest viewed programme in Ireland for 2023.

To support the 'Discover' & 'Do' phases channels such as OOH, DOOH, social, search, display, digital audio, radio and print were utilised. A title sponsorship with Christmas FM complimented this. To drive purchase, central campaign assets were utilised across An Post's retail network featuring the hero campaign creative in An Post's national door drops, delivering to every home in Ireland.



SECTION 4: RESULTS

Over the time period of your case, how do you know it worked? Explain, with category, competitor and/or prior year context, why these results are significant for the brand's business. Results must relate back to your specific audience, objectives, and KPIs.

PROTECT & GROW AN POST'S MOST CRITICAL STAMP SALES PERIOD

Our campaign ensured Christmas stamp booklet revenue broke new records for the first time in years. More impressively it achieved this through increasing sales of its largest and most expensive Christmas stamp SKU – the €20 stamp booklet. For context, sales of €20 stamp booklets were up +6.8% in December 2022 compared to year prior. In short: the 2022 Christmas campaign secured greater revenue, even outperforming Christmas 2020 metrics which were positively bolstered by a national lockdown, selling their most expensive stamp booklet, all within a year when price was cited as a primary deterrent to send less/no cards by consumers, see Fig. 4A.

SECTION 4: RESULTS

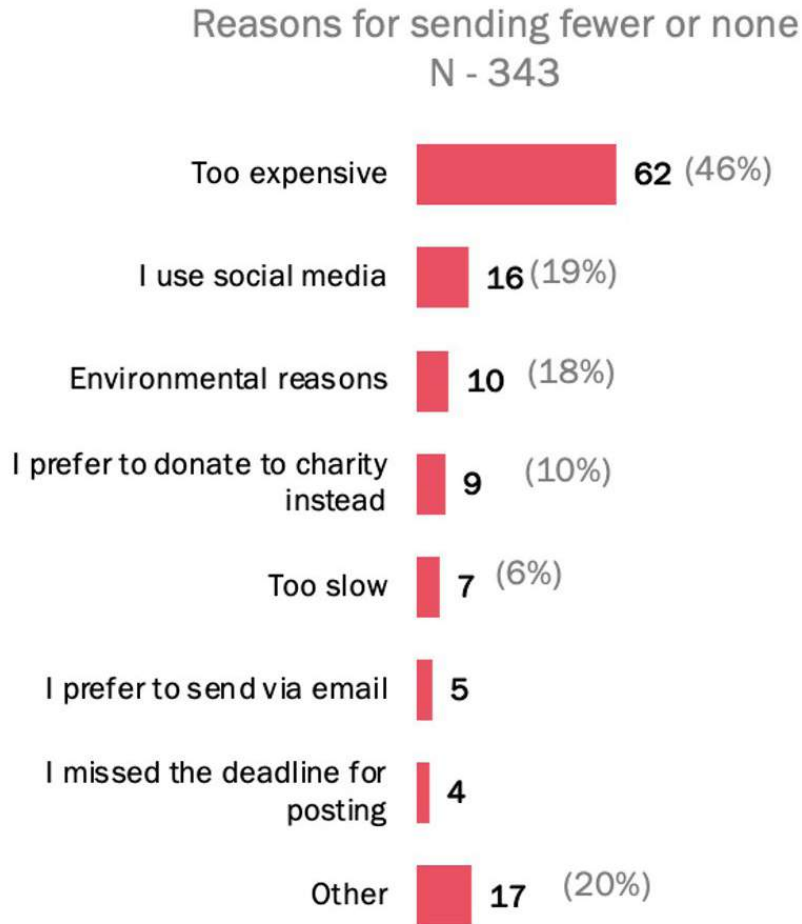


Fig. 4A: Behaviour & Attitudes, Christmas Campaign Analysis, Q. Are you planning to or have you posted more, less or about the same number of Christmas cards compared to last year? Why?

STAND OUT AT CHRISTMAS TO REMIND IRELAND THAT POST IS FOR THOSE THAT MATTER MOST

Standing out among the brand noise at Christmas is no easy feat, but for a tin man? No problem. Over 2 in 3 adults recalled at least one format from the campaign. What's more, they liked it. The hero creative scored higher against Christmas benchmarks for likeability, persuasion, involvement, top of class, staying power and fame in B&A's Adeffect tracking model. A likeable Christmas campaign that delivered fame and business results – the best Christmas present!

DRIVE EFFICIENCY WHILE DRIVING GROWTH

Recognising that commercial success of Christmas would be won or lost on the success of the €20 stamp booklet, we committed to the framing and promotion of this product in a way that balanced brand building with conversion. To achieve record-breaking revenue figures through a hero product with it's best performing social media CPA of the product to date¹⁶ is a testament to the efficacy of the campaign.

SECTION 4: RESULTS

Business Objective: Stem decline of Christmas stamp booklet sales – Increase YOY Christmas stamp booklet sales revenue +2%. Increase sales revenue of largest SKU (€20) of stamp booklets by 5%.

Result: Record Christmas stamp sales were achieved growing by +4.9% – the largest percentage increase in revenue informed by the +10% in sales of the largest Christmas stamp SKU.

KPI for Christmas stamp booklet sales was surpassed

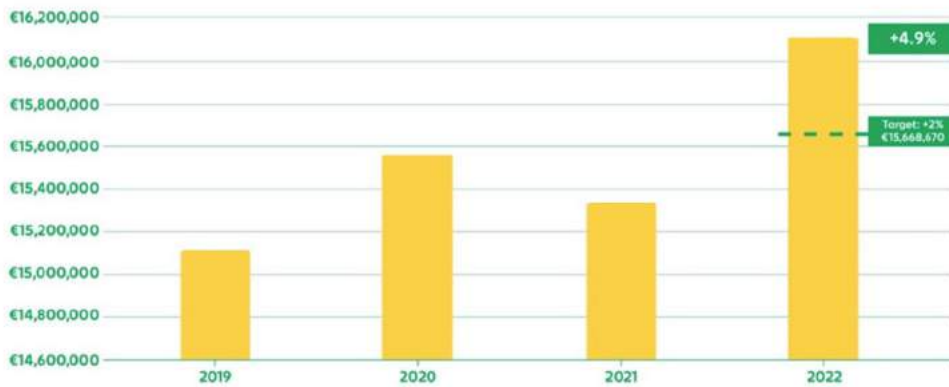


Fig. 4B: An Post Annual Christmas Stamp Booklet Sales Revenue (2019-2022)

Sales Revenue KPI of Largest Christmas Stamp SKU was surpassed

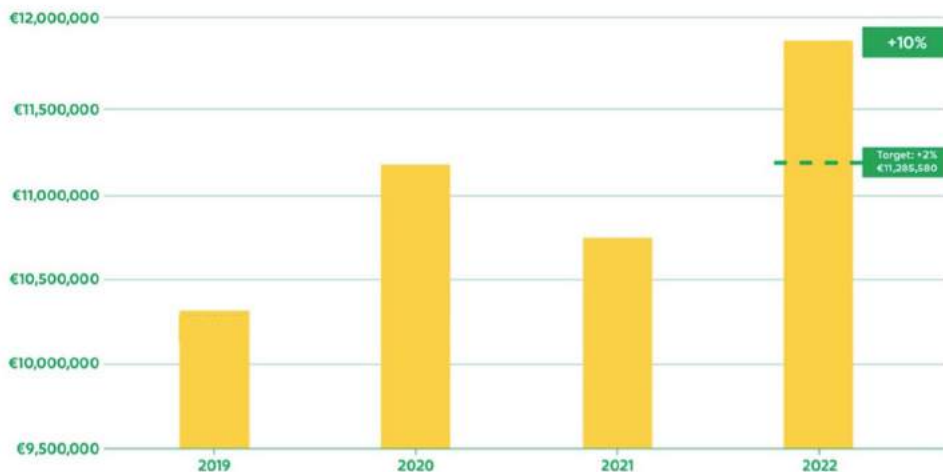


Fig. 4C: An Post Annual Sales Revenue of Largest Christmas Stamp SKU (2019-2022)

SECTION 4: RESULTS

Marketing Objective: Connect emotionally with Christmas campaign - outperform Christmas creative benchmark of 25. Achieve recall of hero TVC creative +43%.

Result: The hero creative scored an average of 32 in B&A's tracking model AdEffect. Hero TVC achieved recall of 62% compared to TV norms of 35% & utilities norms of 43%.



Fig. 4D: B&A Adtracker Christmas Benchmark Comparison of An Post 2022 Christmas Creative

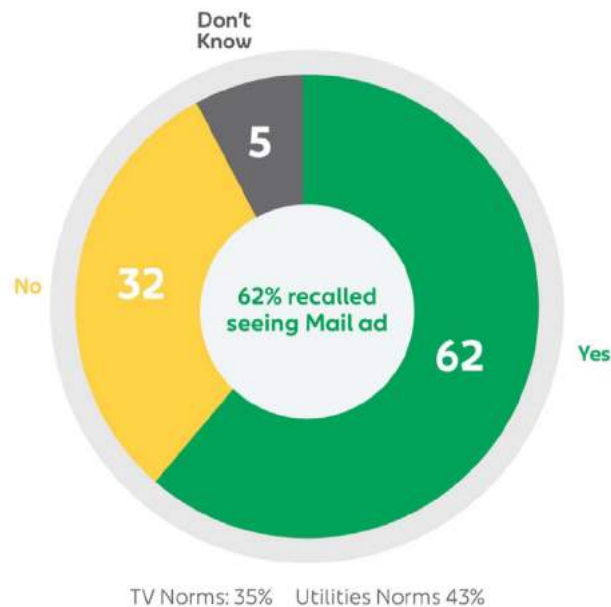


Fig. 4E: Behaviour & Attitudes Recall Analysis of An Post 2022 Christmas Creative

Activity Objective: Decrease social media CPA of largest Christmas Stamp SKU, €20 booklets, by 10% YOY.

Result: Target of reducing CPA of e €20 stamp booklets by 10% was eclipsed by achieving a 22% reduction demonstrating strong performance and further driving efficacy.

ADDITIONAL RESULTS

Research agency RED C, tested all major Christmas ads on air in Ireland in 2022 with the RED Star effectiveness tool, ranking the top performing ads. An Post's "Send From The Heart" placed 2 overall, see in Fig. 4F, beating Christmas regulars like John Lewis, McDonalds and National Lottery. It was the highest scoring Irish campaign featured in the report.

Online sales of €20 stamp booklets saw +90.9% uplift. The prioritisation of this product in campaign creative coupled with a media plan that optimised online sales of Christmas stamp booklets reaped dividends, and established a future growth channel for An Post.

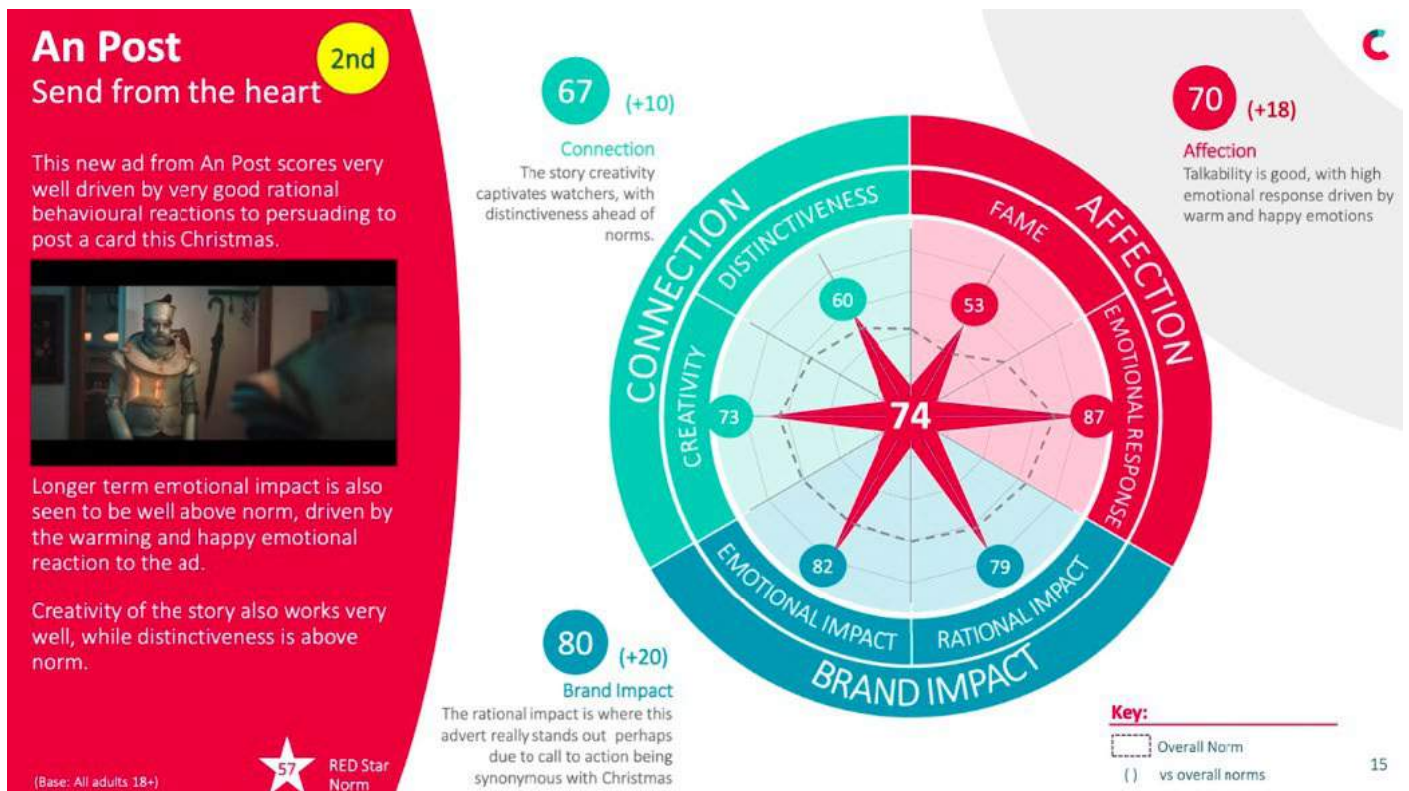


Fig. 4F: RED C Research Agency, RED Star Ad Effectiveness Christmas 2022 Report, 2022

ADDITIONAL RESULTS

What else in the marketplace could have affected the results of this case - positive or negative?

Key Factors: Business Events, Societal or Economic Events

Negatively Influenced: *Cost of Living*

2022 CSO real income figures (adjusted for inflation using Consumer Price Index data) showed a decrease of 1.2% in mean household income. Through the Christmas campaign analysis conducted by B&A we learned that the top reason cited for sending fewer or no letters at Christmas was cost. During a period of price sensitivity and a product that annually increases in price, consumer propensity to buy stamps was lower than ever before.

Positively Influenced: *Unit Price Increase of Lesser Value Stamp Booklets*

A price increase across two of the three Christmas stamp booklets YOY sold by An Post assisted in contributing to overall Christmas stamp booklet revenue however, €20 stamp booklet sales accounted for 73.4% of overall stamp booklet revenue achieved in 2022, up from 69.8% the year prior. Regardless of other Christmas stamp booklet price increases, €20 stamp booklets sold a greater volume and were critical in the overall commercial success of the campaign.

CREATIVE WORK



[CLICK HERE TO SEE THE CREATIVE REEL >>](#)

Art flourishes in spite of adversity

Entered by



*A tragic
accident confined
frida Kahlo
to hospital,
it couldn't confine
her spirit.*



Brought to you by



ART FLOURISHES IN SPITE OF ADVERSITY.

And it's flourishing now for you to enjoy with family and friends
in villages, in towns, in cities, all over Ireland - live and online.

Explore and enjoy.

For The Arts Council

Category: Culture & the Arts

BRONZE

Start Date: 3rd June 2021
End Date: 19th September 2021
Industry Sector: Entertainment,
News, Sports & The Arts
Industry Situation: In Decline

EXECUTIVE SUMMARY

THE STRATEGIC BIG IDEA

The Arts flourish in spite of adversity

THE INSIGHT

The Arts are resilient and have survived much worse than a pandemic.

THE CHALLENGE

To rekindle positive sentiment about the Arts among Uber Arts lovers in a time of uncertainty and adversity.

BRINGING THE IDEA TO LIFE

An inspirational creative campaign coupled with an outstanding media partnership deal to amplify it and effectively inspire the target audience.

THE RESULT

Positive sentiment towards the Arts rebounded amongst the target Uber arts group.

WHY IS THIS CASE WORTHY OF AN AWARD FOR MARKETING EFFECTIVENESS?

This campaign demonstrates how an effective advertising campaign can rekindle positive sentiment towards the Arts and inspire consideration amongst the target audience of people who really love the Arts, in the face of national and global uncertainty as brought about by the Covid 19 pandemic. It further demonstrates the positive power of partnerships in helping this campaign overcome its budgetary limitations and enabling it to gain proper nation-wide reach and frequency with its audience of Uber arts lovers.

SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

Before your effort began, what was the state of the brand’s business and the overall category in which it competes? What was the strategic challenge that stemmed from this business situation and the degree of difficulty of this challenge? How did it change overtime?

Cast of characters:

The Arts: A wide range of creative disciplines including cinema, theatre, traditional music, art exhibitions, street spectacle, ballet and much, much more.

The Arts Council (AKA: The Council): A government agency for the development the arts. They work in partnership with artists, arts organisations, public policy makers and others to build a central place for the arts in Irish life.

Aficionados: A group of people who really, really love the arts.

Regulars: A group of people who really love the arts

Uber Arts Group (AKA: the Ubers): A union of Aficionados and Regulars

ACT 1 SCENE 1

In 2019 research revealed that 59% of Irish adults had attended an arts event (of a type traditionally funded by the Arts Council) in the previous 12 months.

They went to have fun and enjoy themselves (entertainment) as well as spending time with family or friends (socialising). When asked to evaluate the overall experience a whopping 90% of them were either extremely satisfied or satisfied.

Then in 2020 the Covid 19 pandemic erupted and all of the theatres, music venues, arts centres, cinemas and galleries were closed.

The Ubers turned to television, online and radio for their arts fix. But it just wasn’t the same. They had an arts shaped hole in their lives. Further research revealed that the percentage of them expressing positive sentiment towards the arts declined. As the Ubers were so important to the health of the arts in Ireland, the Arts Council grew alarmed. What could they do to reverse this trend?

SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

What were the business, marketing and campaign/activity objectives that you set to address your challenge? What were the Key Performance Indicators (KPIs) set against each objective? How did they change over time?

Business Objective: Act 1–Scene 2

The percentage of Ubers expressing positive sentiment was in freefall. To protect the arts the Council had to reverse this decline and restore it to 2019 levels.

The Ubers accounted for 81% of the attendances at arts events. If the percentage of them expressing positive sentiment continued to slip, then this could mean trouble for the Arts and the Council.

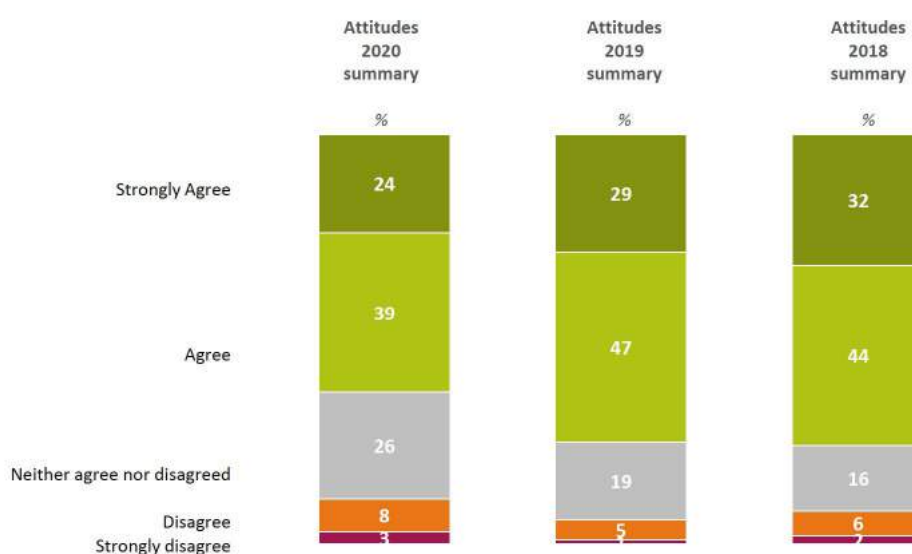
The annual “Arts Insight” survey of the Ubers sentiment recorded the alarming decline as:

Year	2018	2019	2020
Percentage	76	76	63

Agree and strongly agree

Attitudes towards the Arts : Summary

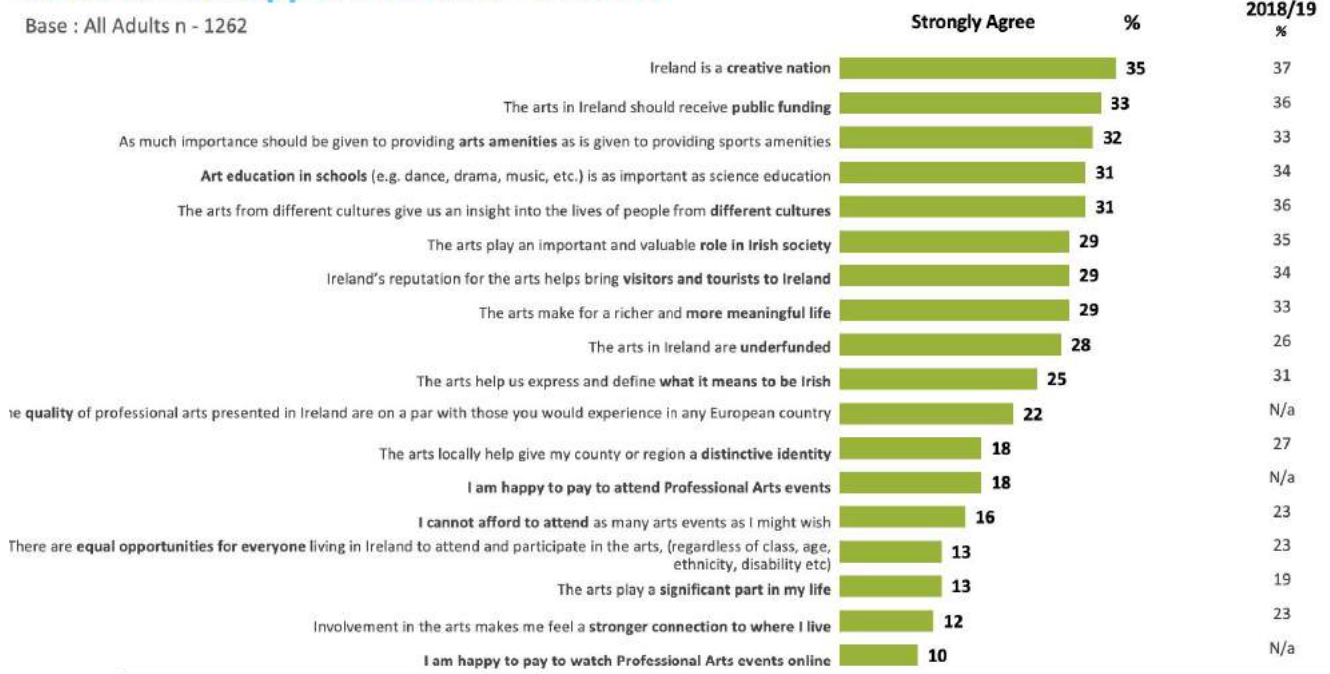
Base: Adults aged 16+ n – 1,183



SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

Attitudinal support declines in 2020

Base : All Adults n - 1262



In this exceptional year, positive attitudes towards the arts have declined: from a 'strongly agree' average of 31% previously to 24% in 2020. This weaker attitude shows a strong consistency across all demographic groups

SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

Marketing Objective: Act 1 Scene 3

To encourage the Ubers to re-engage with the Arts as the Covid 19 pandemic subsided and the arts re-opened.

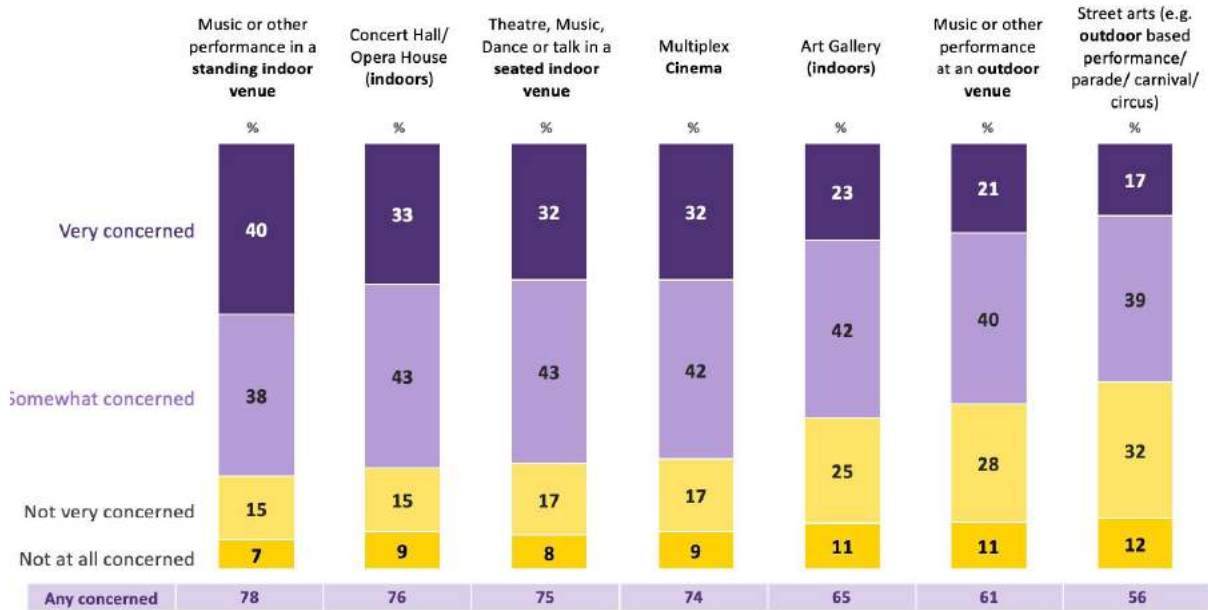
The average Uber was more likely to be from an older cohort (35-64). They expressed higher levels of concern about the Covid 19 pandemic and were more cautious. At this point in our story the theatres, venues and playhouses were re-opening but with strict social distancing and other measures in place.

Therefore our benchmark would be the intention to book a ticket and attend an arts event

Level of concern with attending arts events/ venues (June 2020)



Base: Adults aged 16+ n – 999



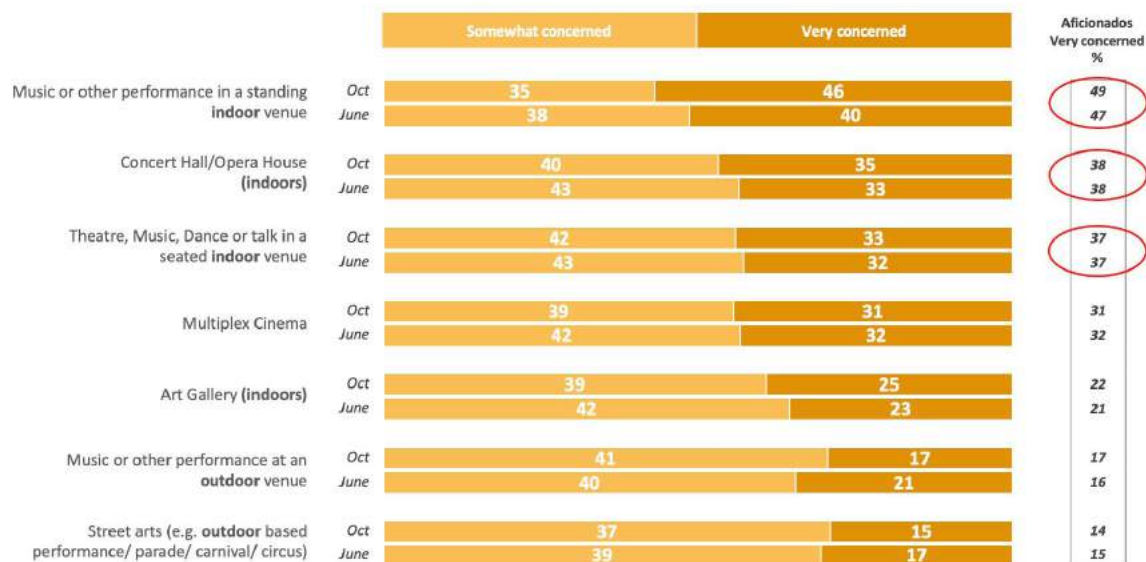
As of June 2020, there is widespread concern at attending live arts events – the key distinction however is between indoor and outdoor venues. Attendees, especially the earliest returners, will clearly need extensive reassurances.

1 ? Q.2 How concerned are you about attending an arts event in the following venues ...

SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

Aficionados are typically the most concerned with attending indoor arts events

Base: All adults aged 16+ n – 1, 043



Our general levels of concern attending indoor venues in particular remain very high; however levels can show a slight decline since June.

Activity Objective: Act 1 Scene 4

The Council's budget was limited so the objective was to procure an effective amount of media space to achieve sufficient campaign recall and consideration amongst Ubers.

Naturally, Campaign recall and consideration are essential for the communications process to occur as it precedes all the other steps. Without recall, no other communication effects can follow. The Council's media budget was not enough to achieve national effective recall. Therefore we needed to secure more media through other means.

SECTION 2: INSIGHTS, STRATEGY & STRATEGIC IDEA

Define the target audience(s) you were trying to reach and explain why it was/ they were relevant to the brand and the challenge. Did your audience evolve overtime? If so, describe how and why.

Act 2 Scene 1

Every year since 2018 the Council conducts an annual survey called "Arts Insights" to measure public attendance, participation and engagement with the arts in Ireland.

They discovered that 59% of the adult population attended an arts event that was funded by the Council in 2019. The main reasons they attended events were to have fun and enjoy themselves (entertainment) as well as spending time with family or friends (socialising). A whopping 90% of them were either very satisfied or satisfied with the experience. Also 25% participated in the arts while 25% have supported the arts through donations and volunteer work.

Most Irish adults agreed that Ireland is a creative nation (87%) and that the arts play an important and valuable role in a modern society such as Ireland. A majority of them also agreed that overall, the arts in Ireland are of high quality and that they make for a richer and more meaningful life.

The research categorized them based on their annual engagement:

Occasionals: 1-2 arts types/ 4+ events = 22% of pop (19% share of attendance)

Regulars: 3 - 4 arts types/ 9+ events = 16% of pop (30% share of attendance)

Afficionados: 5+ arts types / 20+ events = 13% of pop (51% share of attendance)

Films only: = 13%

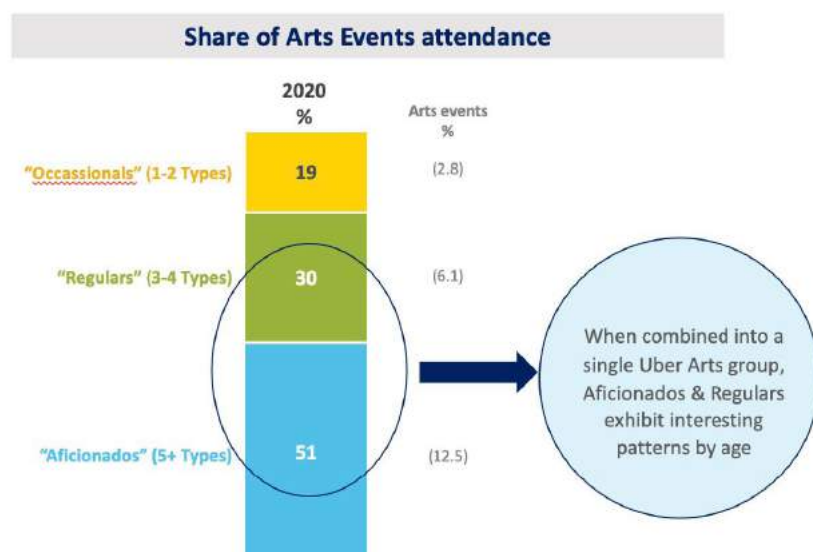
None = 36%

Together the Regulars and Afficionados accounted for 81% share of attendance and formed the Uber Arts Group or the Ubers.

They tend to be female aged 35- 64, ABC1, living in an urban area

Afficionados & Regulars - an Uber Arts Group

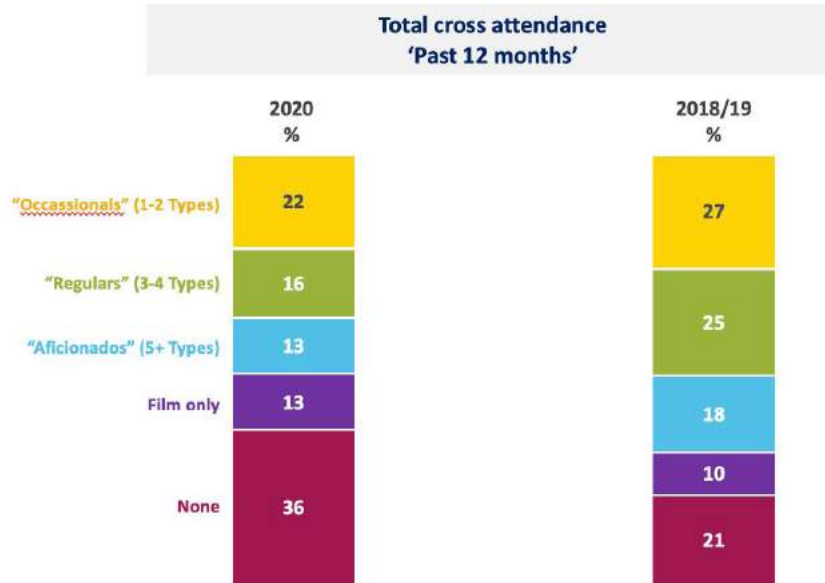
Base : All Adults aged 16+ n- 1,262



SECTION 2: INSIGHTS, STRATEGY & STRATEGIC IDEA

The importance of Aficionados

Base : All Adults aged 16+ n- 1,262



The incidence of Aficionados has declined to 13% in 2020

27 ? Q.2 in the past 12 months, have you been to any of these events?

To gain direction and aid a better understanding of the Ubers' media consumption habits, attitudes, motivations, beliefs, and other consumer behaviours, we also built a look-a-like group based on data e.g. over 37% of Ubers/Art Lovers read a newspaper for more than 1 hour per week.

Art Lovers - Newspapers		LEISURE: Any Agree: I consider myself interested in the Arts	
Survey : TGI ROI 2020	Elements	TOTAL	
TOTAL	Sample (000)	3,135	1,191
	Vert%	100.0%	100.0%
	Horz%	100.0%	34.5%
	Index	100	100
	Sample (000)	3,839	1,323
NEWSPAPERS: Total hours per week: 1-2 hours	Sample (000)	723	285
	Vert%	23.4%	24.3%
	Horz%	100.0%	35.8%
	Index	100	104
	Sample (000)	899	321
NEWSPAPERS: Total hours per week: 2-3 hours	Sample (000)	189	81
	Vert%	6.11%	6.89%
	Horz%	100.0%	38.8%
	Index	100	113
	Sample (000)	235	91
NEWSPAPERS: Total hours per week: 3-4 hours	Sample (000)	135	66
	Vert%	4.82%	6.44%
	Horz%	100.0%	46.0%
	Index	100	133
	Sample (000)	185	85

SECTION 2: INSIGHTS, STRATEGY & STRATEGIC IDEA

**Explain the thinking that led you to your insight(s).
Clearly state your insight(s) here.**

Act 2 Scene 2

Insight number 1: The Arts will never die. They are resilient and historically they have survived much more adverse events than the Covid 19 pandemic. The Arts have seen off many plagues, wars and famines.

Insight number 2: Many great works of art were created (a) during previous adverse events (for example Shakespeare's theatre was closed on a number of occasions by the plague and afforded him time to write) or (b) as a result of or response to an adverse event (for example Samuel Beckett and the Second World War)

Insight number 3: The Ubers can tell their Shakespeare from the Shaughraun. They are likely to have a strong knowledge of the arts. They like discussing it with other Ubers.

Insight number 4: If many great works of art were created during times of adversity in the past and we were now coming out of a time of adversity - then we are potentially facing into a golden era for the Arts.

Strategy

Get: The Ubers

To: re-engage with the Arts

By: reminding them of the great works of art created in previous times of adversity

A challenge: As the Council supports many artists across the country it could not focus or promote one particular show or event. Therefore all communication had to be about the arts in general.

What was the core idea or strategic build you arrived at using your insight(s) that enabled you to pivot from challenge to solution for your brand and customer?

The arts flourish in spite of adversity. They are flourishing now across the country for you to enjoy.

SECTION 3: BRINGING THE IDEA TO LIFE

Describe the key elements of your plan that activated your strategy. Outline any components that were active in the effort e.g. all integral communications, promotions, CRM program, customer experience, pricing changes, etc. that were a part of your effort.

Act 3 Scene 1

To reach all of the Ubers across the county with our challenging budget we needed some assistance. Enter Newsbrands Ireland – the representative body of all the national newspapers both in print and online.

Newsbrands Ireland wanted to support the campaign because:

1. The coverage of the arts was traditionally a key element of national newspaper content and advertising revenue. Therefore it was also in their interest to see the arts recover and the Ubers re-engage.
2. They truly valued case studies/sales tools to demonstrate the effective reach and targeted capabilities of their members' print and online editions.

Outline the key building blocks of the creative executions for your main marketing vehicles e.g., endline, call-to actions and format choices. If relevant, include any important changes that optimized the creative while the activity was running.

Our key building blocks were the stories of great artists who flourished in spite of adversity, such as William Shakespeare, Samuel Beckett and Nina Simone. In print ads they all followed the same structure:

1. The headline sets the scene
2. The sub headline communicates the core message in response
3. The body copy provides further detail.
4. The "call to action" invites the Ubers to re-engage.
5. The Covid 19 information reassures.

Digital display provided an animated version of the above. While video brought further stories to life. All creative assets used the same distinctive "Water colour" style.

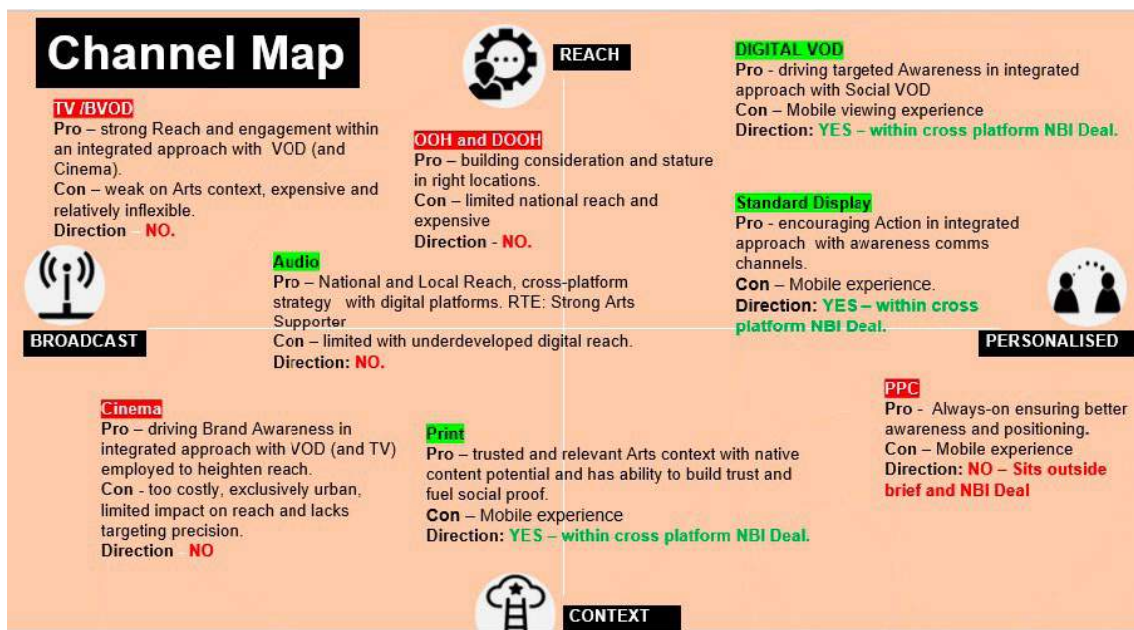
SECTION 3: BRINGING THE IDEA TO LIFE

Outline the rationale behind your communications strategy, experience strategy and channel plan. Explain how the integral elements worked together to drive results. Throughout your response, address any changes made overtime. If relevant, explain how you changed your spend across channels as part of your campaign optimization.

Rationale: We knew we could supercharge the effectiveness of the campaign by applying rigour and inventiveness across all implementational disciplines including negotiation and pricing. Through a real cross-platform partnership forged by collaboration, we could reach our objectives and deliver, with a low budget, pronounced added media value.

We structured the media supplier selection using 4 criteria:

- 1. Channel Mapping** - Illustrating the reach, relevance and engagement capabilities of each channel. We were conscious of the media consumption habits of the Ubers and saw both physical and digital channels playing a significant part.



SECTION 3: BRINGING THE IDEA TO LIFE

2. **Investment Emphasis** – Allocating investment and ad format type in line with the 3 Roles of Media i.e. Awareness, Participation and Consideration. In addition, the mix and the ability of our comms need to stimulate social activation / Word of Mouth in addition to editorial/commentary.

Defining the Media Direction and Channel Selection		
Task	Channel	Media Owner
Create awareness of The Arts whilst reminding Ubers of the great works of art created in previous times of adversity.	<ul style="list-style-type: none"> • Large format print – Full/Half Page • Video • Native, Journalists/Bloggers/Influencers etc. • Entertainment Section Takeovers. • Audio 	<ul style="list-style-type: none"> • All NBI titles • For Example: • Video - DMG, Independent, Irish Times • Evoke Article Native • Irish Times Group Podcasts
Stimulate Participation, Debate and promote Word of Mouth	<ul style="list-style-type: none"> • Editorial /Audio • Audience participation – competitions • Social Uplift 	<ul style="list-style-type: none"> • All NBI titles • For Example: • Sunday Business Post Bespoke Email • Newsletter Evoke - Competition • Irish Independent 12-page supplement (Tabloid)
Gain Consideration i.e. Intent to attend a live arts event this year or book or attend an arts event	<ul style="list-style-type: none"> • Smaller format print • Standard Display – MPU, Billboard, Double MPU 	<ul style="list-style-type: none"> • All NBI titles • For Example: • Weekly Sunday Times Culture 20 x 3

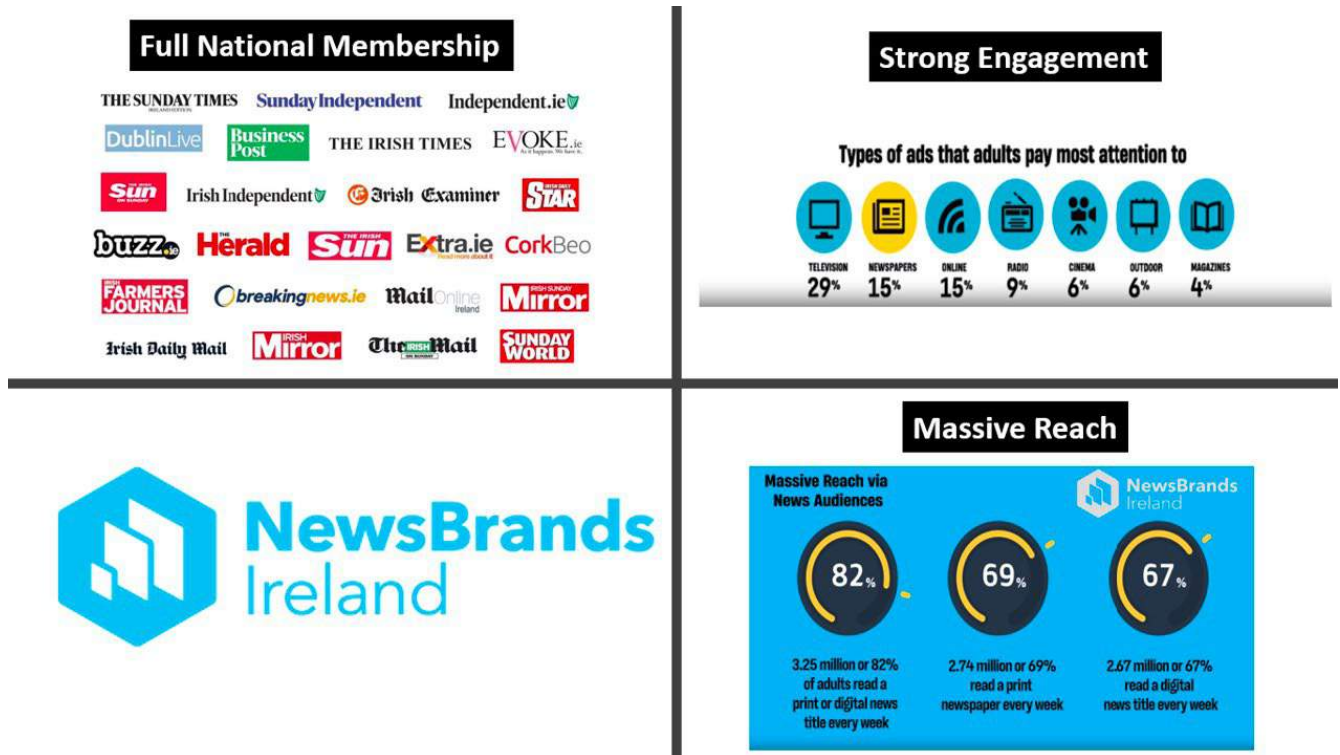
3. **Commercial Context** – Due to the pandemic, the advertising market was hit hard in 2020 and estimated overall spends fell by 14.2% to €903.1 million for the full year. This was a far better outcome than was expected earlier in the year when marketing activity was decimated; in Q2 and Q3 2020, spends declined by circa 48% and 29% respectively compared with the same quarter in the previous year.

Critically, whilst our forecasts of advertising spend in Ireland predicted growth of circa 9% in 2021 to €985 million, as with previous years, online would deliver the growth in the market, while print media would see a fourth consecutive year of decline, with overall spend falling around 5%.

Any dynamics like this, create opportunities for creative approaches to trading.... and ultimately, value.

SECTION 3: BRINGING THE IDEA TO LIFE

4. **Partnership Development** – after considering RTE, we isolated Newsbrands Ireland (NBI) as the perfect target for Cross-platform partners.



Media Partnerships – we were confident that we could form a partnership that married together advertising space, sponsorship, editorial, video (short form), social, competitions, promotions, and marketing science/data analysis.

We opened discussions/negotiations using 4 levers:

- A guarantee to polarise our investment exclusively.
- A commitment to deliver a case study, showcasing the Power of Press and endorsed by Maureen Kennelly, Director, Arts Council Ireland.
- Full cooperation with a research company to provide the associated, independent effectiveness study.
- A promise to enhance the NBI Brand Positioning by carrying the tag, Newsbrands Ireland, Performing for the Arts, on all creative executions.

SECTION 3: BRINGING THE IDEA TO LIFE



SECTION 4: RESULTS

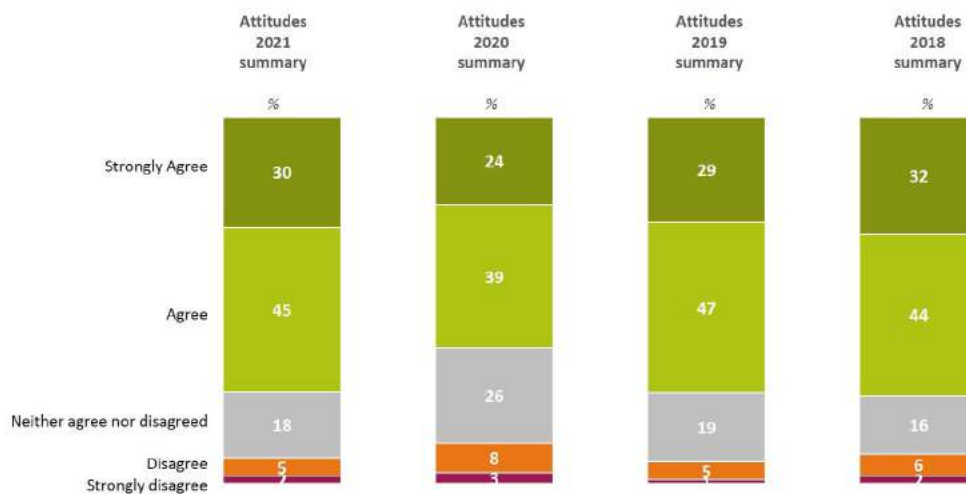
Over the time period of your case, how do you know it worked? Explain, with category, competitor and/or prior year context, why these results are significant for the brand’s business. Results must relate back to your specific audience, objectives, and KPIs.

In the context of uncertainty that characterised the reopening of the country and in particular the arts sector during the summer and autumn of 2021, this campaign was a big success. It outperformed all of its key metrics, particularly amongst the tightly defined Uber Arts Group of Aficionados and Regulars. It must be recalled that the Arts market in Ireland is very lopsided. A relatively small group of fanatical customers or “fans” account for over 80% of the ticket sales. It is no wonder that a further slip in positive sentiment amongst this group as well as the challenge of the pandemic set off alarm bells at the Council.

Let us look at each of our metrics individually. The 2021 “Arts Insights” Annual Survey of the Arts recorded an increase in positive sentiment amongst the Ubers in their Attitudes towards the Arts. The summary of Attitudes show that it had increased to pre-covid levels with 75% of them agreeing or strongly agreeing. Up from 63% in 2020.

Attitudes towards the Arts 2021: Summary

Base: Adults aged 16+ n – 1,183



In summary terms, attitudes towards the Arts have strengthened and are comparable with pre-covid levels.

Secondly, campaign research conducted both during and after the campaign to measure consideration amongst the target audience found that 43% of them booked or attended an arts event as a direct result of the campaign and that 63% of them were more likely to attend an arts event this year as a direct result of the campaign.

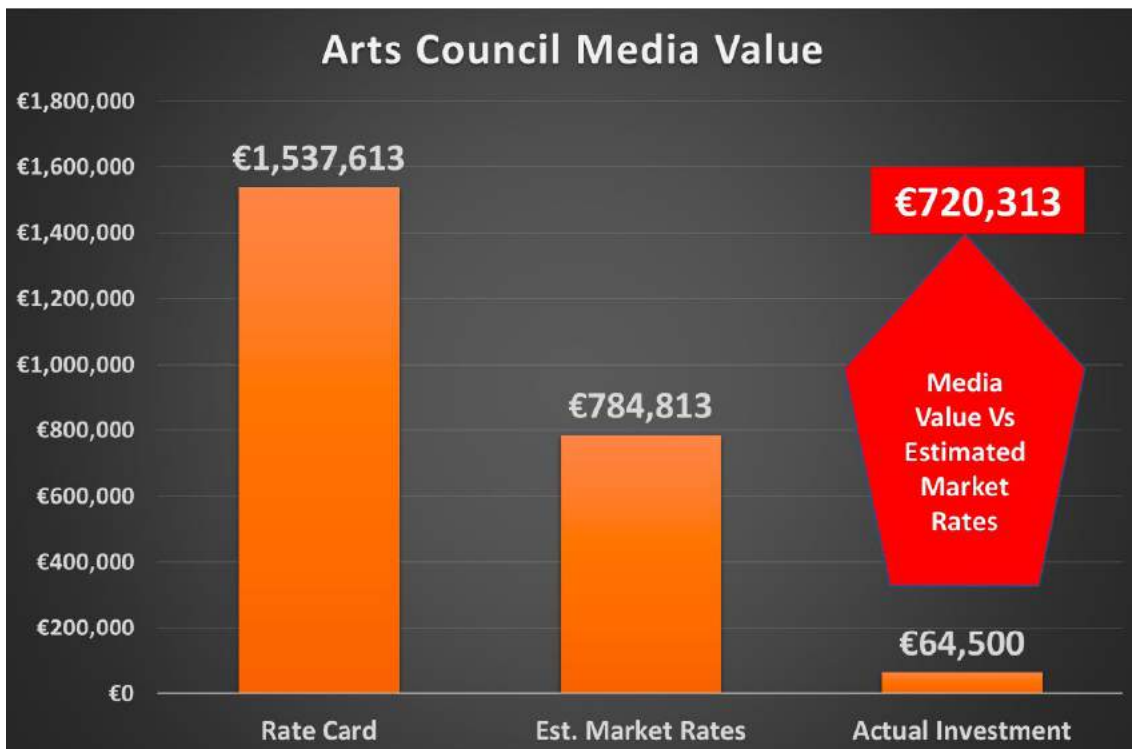
SECTION 4: RESULTS

ACTION TAKEN AS A DIRECT RESULT OF THE CAMPAIGN (Afficionados)



The Recall and Likelihood of Attending an Event results exceeded our original target by over 42% with an inferred total contribution to the Arts Sector Market of €79,521,750 i.e. an extra €23,834,250 based on the EY Analysis.

Thirdly the campaign achieved spectacular media value. With a media budget of €64,500 and through our partnership with NewsBrands Ireland we delivered a campaign to the value of €784,813. at the Market Rates. This means we delivered an additional value of €720,313



SECTION 4: RESULTS

Audience Delivery

In addition the total number of Readership/Digital Impressions was 24.4M with a CPM @ €2.65. This delivered an estimated National Adult Reach of 82% @ Average Frequency of 7.4

Business Objective: Act 1–Scene 2

The percentage of Ubers expressing positive sentiment was in freefall. To protect the arts the Council had to reverse this decline and restore it to 2019 levels.

Result: The 2021 “Arts Insights” Annual Survey of the Arts recorded positive sentiment at % amongst the Ubers in their Attitudes towards the Arts up from 63% in 2020

This was during the late summer and early autumn of 2021 as the Covid 19 vaccination programme was being rolled out. There was a lot of uncertainty in the air. Arts venues were allowed to operate with social distancing guidelines in place. This meant that many venues could only sell approximately 20% of their seats. Venues were locked down again later that year as the Omicron variant took hold.

Marketing Objective: Act 1 Scene 3

To encourage the Ubers to re-engage with the Arts as the Covid 19 pandemic subsided and the arts re-opened.

Result: Research showed 43% of Ubers booked or attended an arts event and 63% of them were more likely to attend an arts event as a direct result of the campaign.

This was during the late summer and early autumn of the 2021 as the Covid 19 vaccination programme was being rolled out. There was a lot of uncertainty in the air. Arts venues were allowed to operate with strict social distancing guidelines in place. This meant that many venues could only sell approx 20% of their seats. Venues were locked down again later that year as the Omicron variant looks hold.

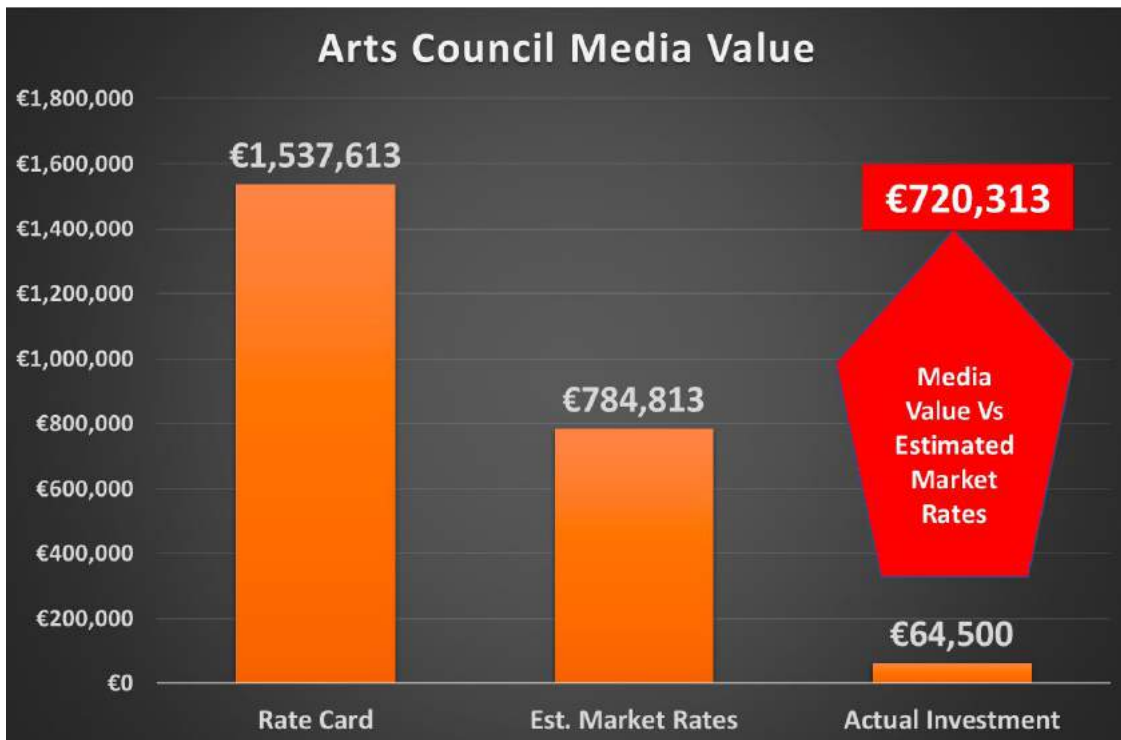
SECTION 4: RESULTS

Activity Objective: Act 1 Scene 4

The Council’s budget was limited so the objective was to procure an effective amount of media space to achieve sufficient campaign recall and consideration amongst Ubers.

Result: Through our partnership with Newsbrands Ireland we delivered €1,537,613 (rate card) or €784,813 (Govt rates) media space on a spend of €64,500. That is €720,313 added value (vs Govt Rate)

The Media Results were spectacular:



Audience Delivery:

- The total number of Readership/Digital Impressions was 24.4M with a CPM @€2.65
- This delivered an estimated National Adult Reach of 82% @ Average Frequency of 7.4

ADDITIONAL RESULTS

As stated, the Ubers are very important people. While they make up circa 29% (1.162m) of the adult population, they purchase 81% of all tickets i.e., their contribution over-indexes @ 279. They are the Arts market.

Research measured their annual individual spend as €319 and their overall contribution to the Arts Market as 371M (see table below) so we needed to convince them to re-engage using a combination of campaign recall and Consideration/Action or Commitment to attend an Arts event.

The results from campaign showed 21.4% of Ubers (249k) acted as a direct consequence of our campaign i.e., 34% Campaign Recall of which 63% were more likely to attend a live arts event.

Therefore, the estimated contribution of the campaign was a massive €79,521,750.

	National Adult Universe		Estimated Arts Sector Market Value		Contribution per Capita	Ubers Contribution	Ubers Contribution per Capita
	All Adults aged 16+	4,010,000	Share of Arts Events attendance	€458,333,333			
Occasionals	22%	882,200	19%	€87,083,333	€99		
Regulars	16%	641,600	30%	€137,500,000	€214	€371,250,000	€319
Aficionados	13%	521,300	51%	€233,750,000	€448		
Film Only	13%	521,300	0%	€0			
None	36%	1,443,600	0%	€0			
Campaign Result @ 21.4% i.e. 63% more likely to attend a live arts event of 34% Campaign Recall			1,162,900			249,093	€79,521,750

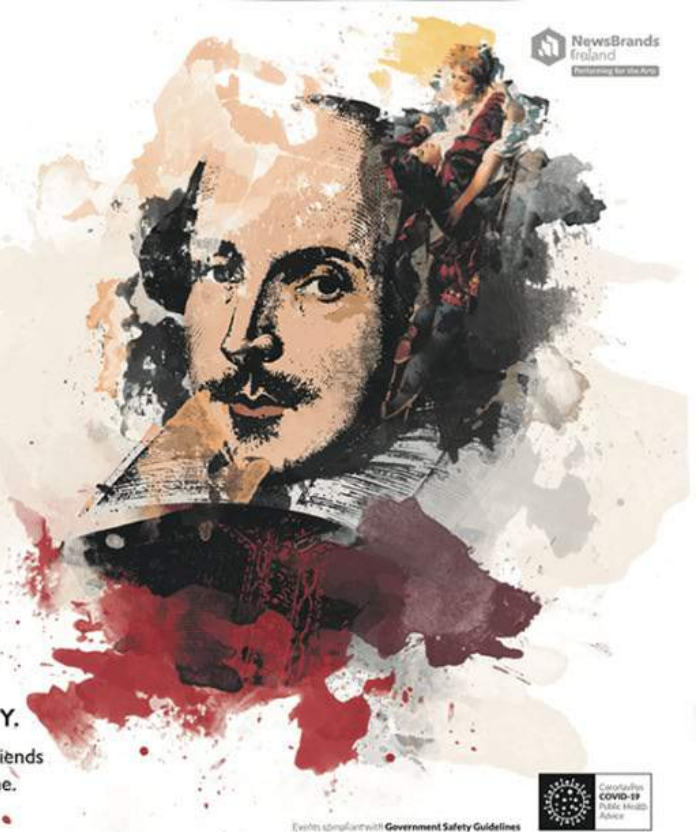
What else in the marketplace could have affected the results of this case - positive or negative?

Key Factors: Societal or Economic Events

The mood music during the summer and early autumn of 2021 was dictated by the Covid 19 pandemic. The nationwide vaccination programme got underway in the late spring that year and the uptake rates in Ireland were high when compared to other countries. This allowed the Government to permit the re-opening of the country gradually. Bars, restaurants and other public spaces were allowed to re-open but with strict social distancing protocols in place. Some arts events were allowed to open. Some theatres and arts centres mounted limited capacity outdoor events. While other venues opened their indoor auditoriums with strict social distancing in place. This meant enforcing a 2 metres distance between individual members of the audience. In practice this meant that on average only one in five seats could be sold in the larger, roomier venues. Thus reducing capacity to 20%. Many smaller venues took the decision not to open at all during this period as it was too uneconomical despite government supports. All of the big crowd events such outdoor concerts and festivals were cancelled or postponed that year. All of this created an atmosphere of great uncertainty for the arts and the Ubers.

CREATIVE WORK

A plague
couldn't stop
Shakespeare's
Romeo & Juliet from
falling in love



NewsBrands
Ireland
Performing for the Arts

Brought to you by



ART FLOURISHES IN SPITE OF ADVERSITY.

And it's flourishing now for you to enjoy with family and friends in villages, in towns, in cities, all over Ireland - live and online.

Explore and enjoy.

Events compliant with Government Safety Guidelines



the dramatic events
in post-war Europe
couldn't stop a
play in which
nothing happens
- twice



NewsBrands
Ireland
Performing for the Arts

Brought to you by



ART FLOURISHES IN SPITE OF ADVERSITY.

And it's flourishing now for you to enjoy with family and friends in villages, in towns, in cities, all over Ireland - live and online.

Explore and enjoy.

Events compliant with Government Safety Guidelines



CREATIVE WORK

The
Great War
couldn't stop
Joyce's
greatest
work



NewsBrands
Ireland
Performing for the Arts

Brought to you by



ART FLOURISHES IN SPITE OF ADVERSITY.

And it's flourishing now for you to enjoy with family and friends in villages, in towns, in cities, all over Ireland - live and online.

Explore and enjoy.



Events compliant with Government Safety Guidelines

Segregation
couldn't separate
Nina Simone
from her music



NewsBrands
Ireland
Performing for the Arts

Brought to you by



ART FLOURISHES IN SPITE OF ADVERSITY.

And it's flourishing now for you to enjoy with family and friends in villages, in towns, in cities, all over Ireland - live and online.

Explore and enjoy.



Events compliant with Government Safety Guidelines

CREATIVE WORK

The dark 80's
couldn't stop
the **Diceman**
lighting up the
streets of Dublin



Brought to you by



ART FLOURISHES IN SPITE OF ADVERSITY.

And it's flourishing now for you to enjoy with family and friends
in villages, in towns, in cities, all over Ireland - live and online.

Explore and enjoy.

Events compliant with **Government Safety Guidelines**



CLICK HERE TO SEE THE CREATIVE REEL >>

Bringing Connected Living to Life

Entered by



coreTM



For Three

Category: IT, Telecoms & Utilities

BRONZE

Start Date: 1st September 2021
End Date: 30th May 2023
Industry Sector: Internet & Telecom
Industry Situation: Growing

EXECUTIVE SUMMARY

THE STRATEGIC BIG IDEA

A Better Connected Life

THE INSIGHT

What if technology could actually make life better?

THE CHALLENGE

Reposition Three Mobile in the Irish market from a mobile data and network provider to the home of Connected Living.

BRINGING THE IDEA TO LIFE

Ignite people's curiosity around what they might be missing by showing them that life is better when it's connected.

THE RESULT

Three's new positioning has delivered the companies largest ever Market Share and highest ever Brand Health score.

WHY IS THIS CASE WORTHY OF AN AWARD FOR MARKETING EFFECTIVENESS?

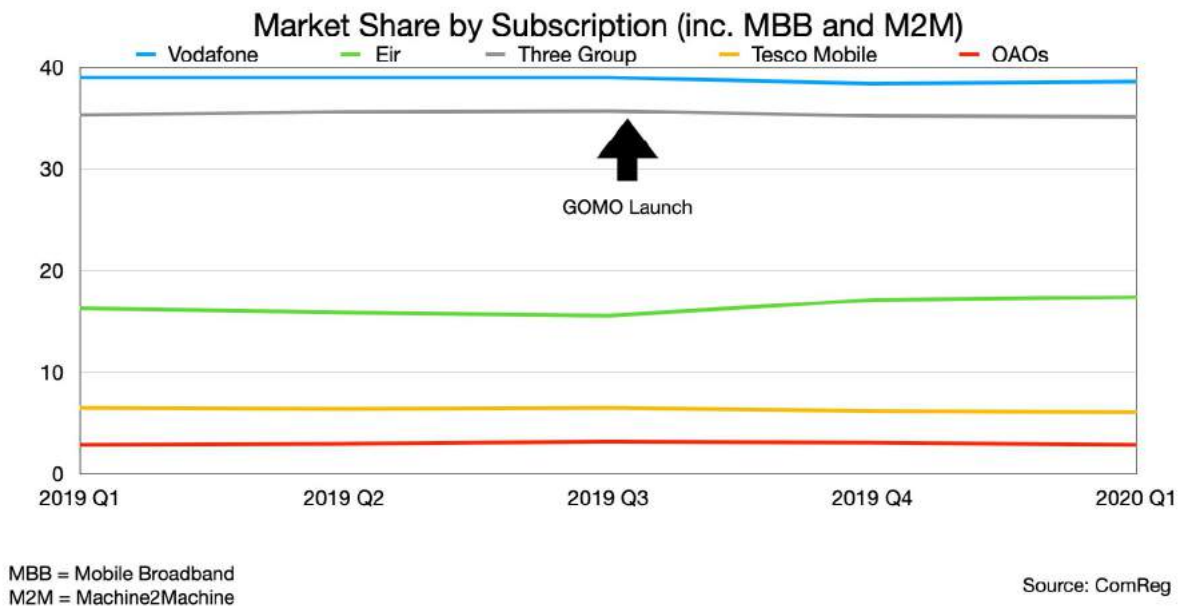
'For a Better Connected Life' has successfully repositioned Three away from being any other Telco brand flogging phones and data plans to being known as the home of Connected Living in Ireland. The platform as enabled the brand to speak to the rational and emotional reasons why consumers should believe in Connected Living and has reenergized Three's long-held belief that life is better when it's connected. Since launch, this new brand platform has delivered the brands largest ever market share and brand health score.

SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

Before your effort began, what was the state of the brand’s business and the overall category in which it competes? What was the strategic challenge that stemmed from this business situation and the degree of difficulty of this challenge? How did it change overtime?

In 2021 Three was at a crossroads, these factors brought us there:

- Once a category of few players, when challenger brands such as GOMO entered the market our market share growth had stalled.



- The rate of adoption of new handsets began to slow down. It became harder for consumers to see the difference between an iPhone 10 or 11 so were choosing to hold on to their handsets for longer, willingly accept a hand me down or opt for a refurbished handset.
- These factors meant it felt as if our products were becoming commoditized, now competing on price it we were all in a race to the bottom.

SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

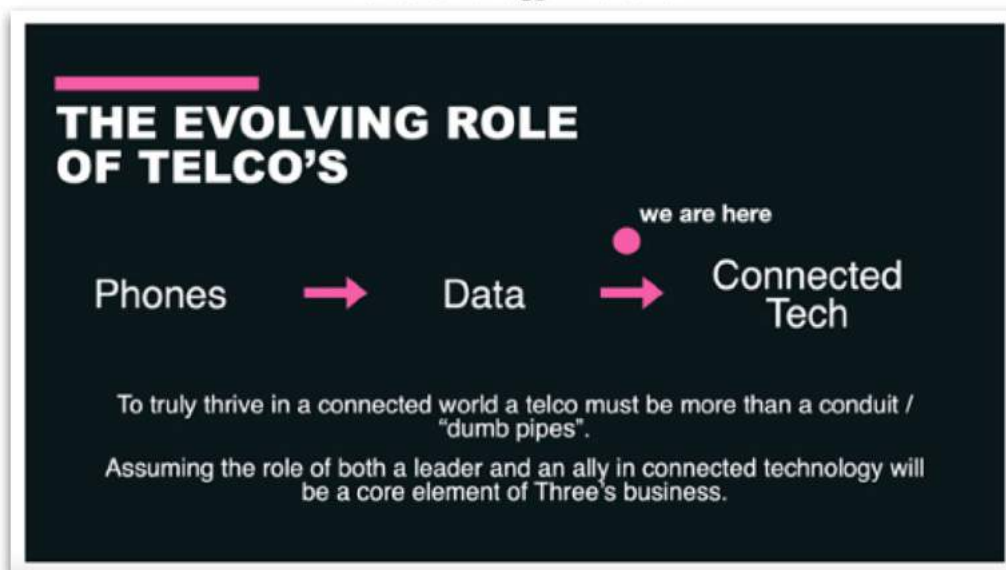
Three & Competitor Discount & Offers Examples



We could continue in that direction and become another utility brand or choose an alternative. While handsets and data plans would always be the core of our business, we needed to offer consumers something that would excite them again.

Simultaneously, the Internet of Things (IoT) continued to grow in Ireland. People were opting for self-operating hoovers and Google homes to play their music. Three recognized the need for a powerful network to keep consumers connected to these devices. They called it 'Connected Living'.

Brand Strategy Evolution



It was a natural step for Three to stock connected technology products, however we needed to do more in order to protect our market share and differentiate ourselves from the rest of the category. Three needed to become experts in Connected Living, Three needed to educate people on the benefits of it and Three needed to fundamentally change what their company was about.

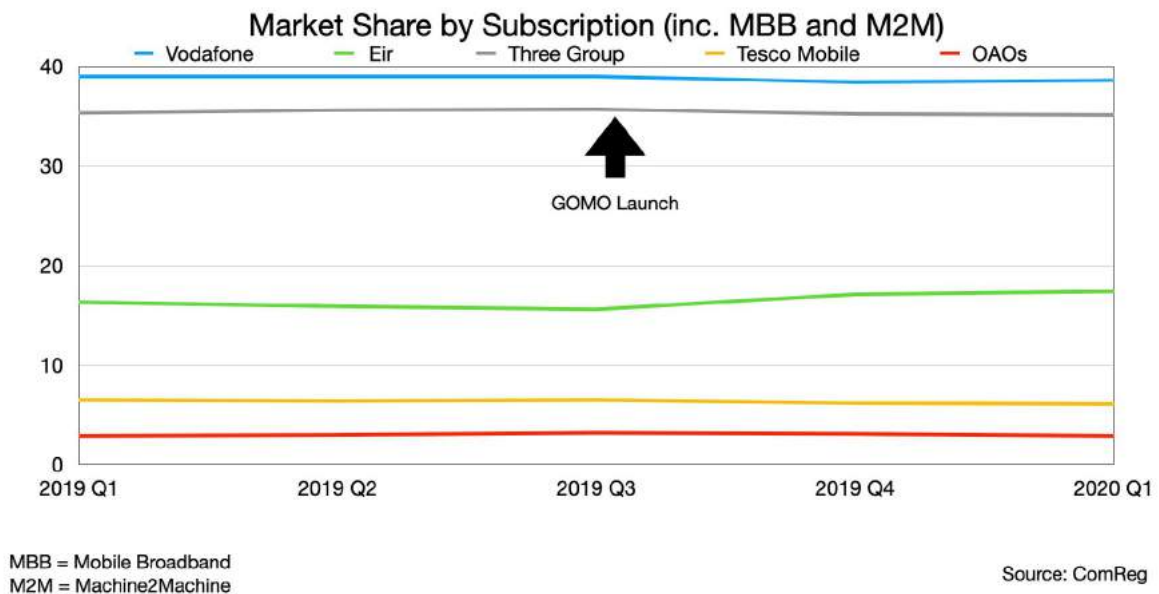
Our challenge was to help Three become the Home of Connected Living.

SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

What were the business, marketing and campaign/activity objectives that you set to address your challenge? What were the Key Performance Indicators (KPIs) set against each objective? How did they change over time?

Business Objective: Deliver consistent market share growth YOY of 2%

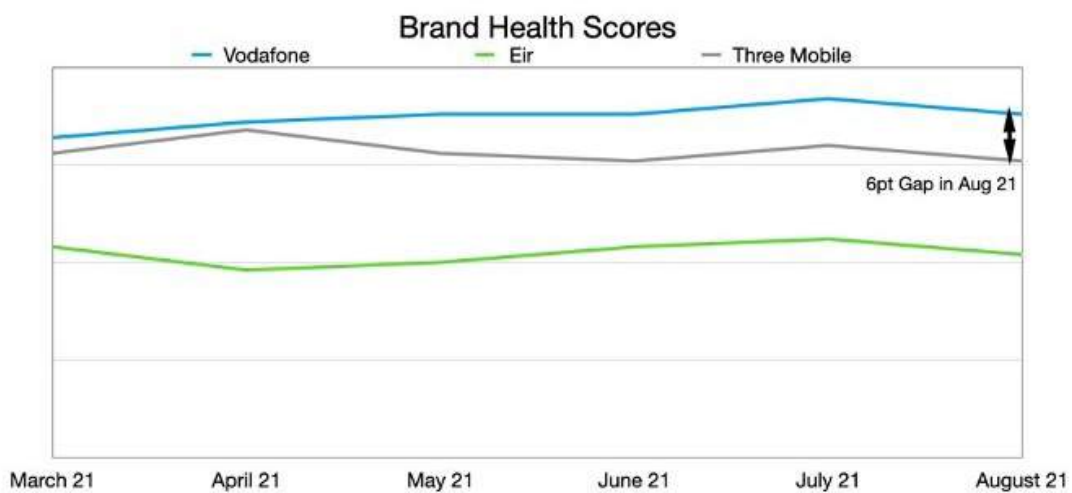
Prior to the repositioning of Three we had achieved an average of .8% market share growth across the previous three years. The entry of GOMO in Q3 of 2019 saw our previous 12 months of market share growth halt at 35.7%, dropping to 35.1% in Q1 of 2020. We wanted to reclaim our share that new entrants had taken and deliver consistent market share growth for the brand.



SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

Marketing Objective 1: Achieve an agreed brand health score that would allow us to close the gap with Vodafone our nearest competitors

Brand health is our single most important brand metric that we use. In the past we had struggled to maintain our peak scores for more than one month, we wanted to grow our score above that level and maintain it.



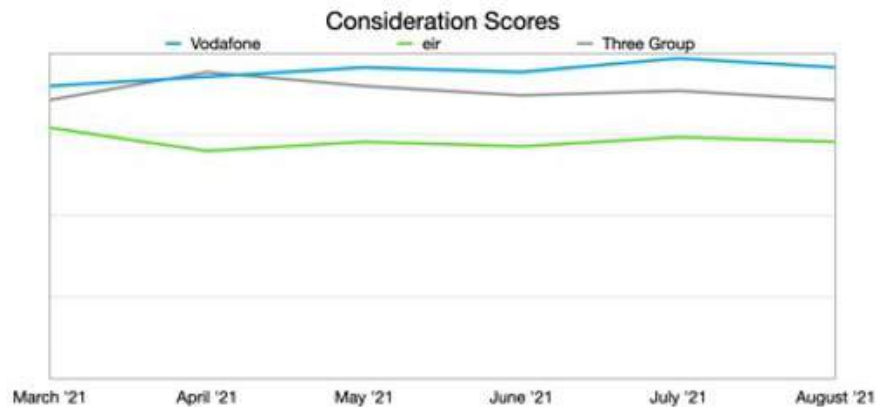
Also, previous research conducted has suggested that with each %pt increase in brand health it is worth considerable incremental sales, so it is imperative that we continue to grow it.



SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

Marketing Objective 2: Stop the decline on consideration. In the three months pre launch our consideration score had slumped.

Having dropped back in the previous 4 months, as the biggest contributor of Brand Health it was imperative that our new positioning also drove consideration for the brand.



Marketing Objective 3: Grow our Connected Living Score to by 25%.

This score was developed with our research partner in order to gauge if Connected Living was resonating with consumers. This score is measure off the following factors:

Trust: 'Has expertise in connected products'

Leadership: 'Has a great choice of connected products available to me'

Value: 'Provides value for connected products'

Caring: 'Understands my needs for mobile and connectivity'

Brand: 'Is more than a mobile provider' & 'Is a brand that helps me discover new things'

Activity Objective 1: Increase visitors to our Connected Living Stores by 5% when compared to our traditional scores

Seeing is Believing - We didn't want to just tell people customers we had changed, we wanted them to experience it for themselves. We wanted to inspire them to engage with the new range of technology Three had on offer beyond handsets and data plans.

SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

Activity Objective 2: Deliver a positive return on investment with our creative work

In 2022 Three undertook an econometrics study for the first time to measure the effectiveness of their creative work, therefore we did not have a benchmark to compare it to prior to the study taking place however old work would be included in the modelling so we would have a comparison post the study being completed.

Activity Objective 3: Maintain Three’s level of creative excellence by delivering above norm creative executions

You are only as good as your last ad as they say and there is always a risk when repositioning a new brand that we could damage our history of delivering above norm creative work. We did not want to jeopardize great creative in order to educate consumers on what Connected Living was. From the beginning we wanted our Connected Living to be able to do both, educate and perform well creatively.

= Above Norm
= On Norm
= Below Norm

Creative Performance - Pre Connected Living

Creative Work	Connection Score	Affection Score	Brand Impact	Red Star Score
Monster Hunter TVC				

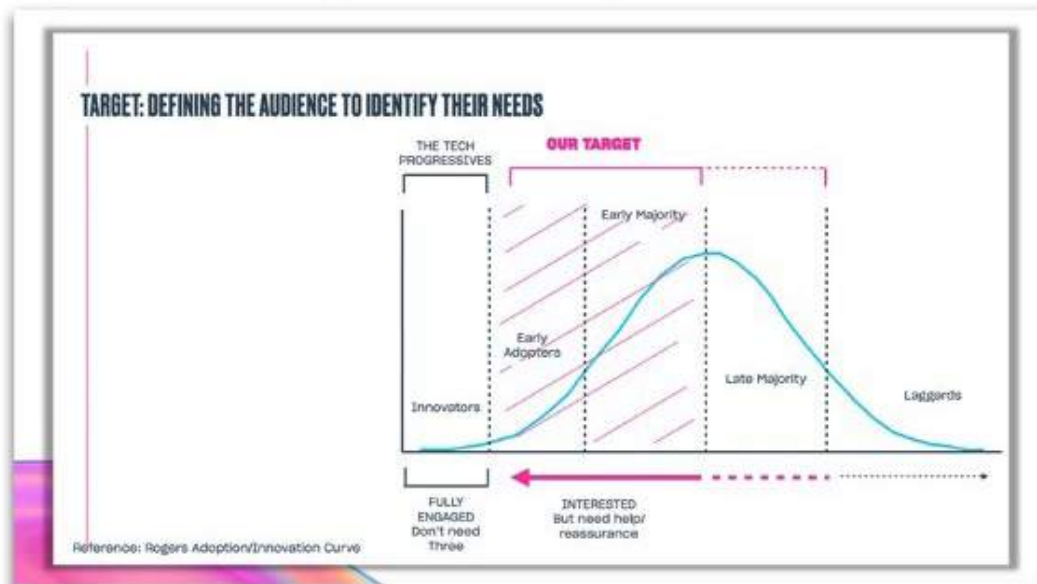
SECTION 2: INSIGHTS, STRATEGY & STRATEGIC IDEA

Define the target audience(s) you were trying to reach and explain why it was/ they were relevant to the brand and the challenge. Did your audience evolve overtime? If so, describe how and why.

Three was Ireland’s second largest Telco brand! at this time and therefore our target audience is naturally all of Ireland, well all those old enough to have a phone. This wasn’t going to help us for this brief. We needed to identify a cohort of people by mindset, something that united people.

We knew there would be a cohort of people, the ‘Innovators’, who would already have been engaging with Connected Living technology but we were conscious of those who would follow, those you were interested but wouldn’t be the first to act. We needed to understand what was holding them back.

Target Audience Identification



We identified a demographic target we called Considered Enhancers.

They are curious and ambitious by nature, embracing new habits and brands they feel would improve their lives. They are interested in making positive changes to their lives. They keep their eyes and ears open to what is going on around them, what others are up to, and are considered about what they decide to adopt and reject. **They are fast followers rather than first adopters.**

They fully appreciated the access digital innovation & tech has given them to each other, to information & knowledge and to entertainment. But despite this appreciation, **they still had a healthy scepticism about tech.** They are conscious of the negative press, and it’s making them worried that too much or the wrong choices might actually make their lives worse rather than better, that tech will take over. We needed to find a way to overcome this healthy scepticism, to find a way to appeal to the part of them that genuinely did believe that technology could enhance their life.

SECTION 2: INSIGHTS, STRATEGY & STRATEGIC IDEA

Explain the thinking that led you to your insight(s).
Clearly state your insight(s) here.

"I want to use the online world to serve my needs rather than being a slave to technology. This is a constant challenge!"

- Considered Enhancer, Dawn Watts, Blanchardstown

This is what it boiled down to with our considered enhancers, the meeting point of desire and scepticism.
Insight: As humans, we are all used to what we are used to, it's only natural to be nervous to around new technology. But *what if* it could actually make life better?

The 'what if' was our in, it opened the door for us to speak to Considered Enhancers and scratch their curious itch when it came to connected technology. But we needed to meet this curiosity with reassurance, that they can use connected technology to make their life better, not worse. As a brand with a purpose centred around connecting people, **"To help life mean more through connecting"**, we knew that connection was the real benefit of any technology and Three's purpose was to facilitate that connection, however, wherever and with whomever or whatever they wished.

Brand Strategy - How to meet Skepticism with Inspiration



We knew what we had to do:

Get: Considered Enhancers

To: Swap their scepticism for curiosity and trust that Three will steer them to connected choices that truly make their lives better

By: Sparking their curiosity by showing them what they might be missing

What was the core idea or strategic build you arrived at using your insight(s) that enabled you to pivot from challenge to solution for your brand and customer?

We want to inspire people about the endless possibilities that connected living can bring.

SECTION 3: BRINGING THE IDEA TO LIFE

Describe the key elements of your plan that activated your strategy. Outline any components that were active in the effort e.g. all integral communications, promotions, CRM program, customer experience, pricing changes, etc. that were a part of your effort.

Before the launch of our new positioning we developed a road map that would inform communications for the coming years.

Launch – Inform the public of our new positioning and what connected Living means

- Connection is the Answer TVC
- Connected Christmas TVC
- New Store Promotions (always on)
- Tactical Promotions (always on)

Land – Then we could move on to the emotional benefits of Connected Living

- Jeff’s World TVC – illustrates the freedom of Connected Living

Leverage (Coming next) – We begin to leverage ‘A better Connected Life’ to promote core services

- Jeff Rocks Our – promoting Broadband (May 2023)

Outline the key building blocks of the creative executions for your main marketing vehicles e.g., endline, call-to actions and format choices. If relevant, include any important changes that optimized the creative while the activity was running.

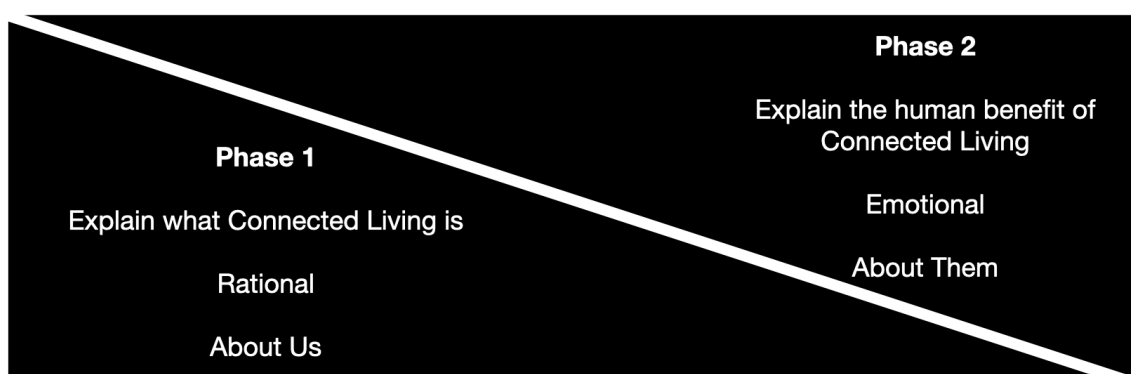
Starting with Rational – People + Products

We launched our ‘For a better connected life’ proposition with a TVC that showed people of all ages utilizing connected life products. The endline was rational, ‘For a better connected Life’.

Moving to Emotional – People + Products = Human Benefit

We moved to stories about people (and animals) enjoying the benefits of connected living. Our first iteration focused on ‘freedom’ and this was incorporated into endline, ‘Enjoy the freedom of a connected life’ which was the beginning of the evolution of our endline that could house all the benefits of Connected Living.

For a Better Connected Life - Messaging Development



SECTION 3: BRINGING THE IDEA TO LIFE

Outline the rationale behind your communications strategy, experience strategy and channel plan. Explain how the integral elements worked together to drive results. Throughout your response, address any changes made overtime. If relevant, explain how you changed your spend across channels as part of your campaign optimization.

Over the course of the campaign our comms strategy has evolved, partly by design, and partly through learning what was most successful.

The launch phase of the campaign focused on explaining the proposition to potential customers. Our stores underwent a re-fit, and the product range evolved from phones and phone accessories, into a much wider suite of connected technology for homes, for fitness, and for life in general.

As the country emerged from lockdown, these new stores presented the perfect way to let potential customers experience for themselves the full breadth of what a connected life has to offer. Our comms in the launch phase focused on a rational broadcast message, supported by local and social activity driving customers into the stores.

But the pivot from phone brand to Connected Living brand wasn't without its missteps and learning opportunities. Two in particular would change how our campaign evolved into phase two; landing the message.

First, we under-estimated the Irish public's level of understanding of the benefits of a connected life. Our early thinking suggested we would need to whet the appetite and explain in detail the true potential of our new product range.

We piloted a content series distributed through social media to document the experiences of micro-influencers exploring their own connected life with a full suite of Three products. It was long form content, designed to move people down the purchase funnel. But the reach and completion rates were low, and econometric analysis showed no return on investment.

Second, the explosion in e-commerce seemed like a guilt-edged opportunity. We tested ecommerce and shopping formats across a short list of products with limited success. Quickly we learned that supporting the full range of our new product suite with dedicated performance marketing budgets would cost more than it would return. But there were still opportunities, mainly at key gifting times of year like Fathers Day and Christmas.

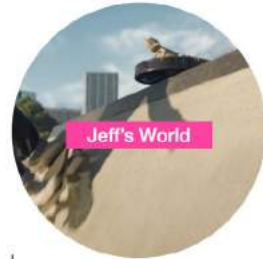
Testing results streamlined the "land" phase to focus on a burst approach. We prioritized video, but down weighted TV and upweighted digital channels. To improve return on investment, we shifted away from the Connected Life products, and instead focused on its emotional promise – delivered through Jeff. And we restricted our hard sell messages to priority gifting periods in the lead up to Christmas and Fathers Day.

SECTION 3: BRINGING THE IDEA TO LIFE

Bringing the Idea to Life - Summary

Phase 1 - Rational

Phase 2 - Emotional



For a Better Connected Life

**Enjoy the Freedom
of a Better
Connected Life**

SECTION 4: RESULTS

Over the time period of your case, how do you know it worked? Explain, with category, competitor and/or prior year context, why these results are significant for the brand’s business. Results must relate back to your specific audience, objectives, and KPIs.

Three’s decision to refuse to join other brands in the race to the bottom has been a worthwhile one. Our Connected Living positioning is clearly resonating with consumers and the results of which have been felt far and wide throughout the business. Since launching our ‘For a Better Connected Life’ positioning in September 21 the company has gained it’s largest ever market share position with 42.8%. And in March of 2023 we saw Three reach their highest ever and most sustained Brand Health scores.

Through our research partner we have also began tracking a Connected Life Score which is created based off of scores relating to questions such as whether Three is ‘more than a mobile provider’ and ‘understands my needs for mobile and connectivity’, we’re proud to have reached our highest result to date in March 23.

Our Connected Living stores are bringing more customers and non-customers in store compared to our traditional Three stores. Our Connected Life work has also set a high stand for effectiveness and creative excellence. Through an Econometrics study we found that our launch TVC, Connection is the answer was 85% more effective at driving consideration than previous work from Three. And all of the TVC’s we have created are performing above norm as per our research partner.

And while we are only 1.5 years into our journey of becoming the Home of Connected Living in Ireland, these results further our belief that we have set right the foundations for success long into the future.

Business Objective: Deliver consistent market share growth YOY of 2%

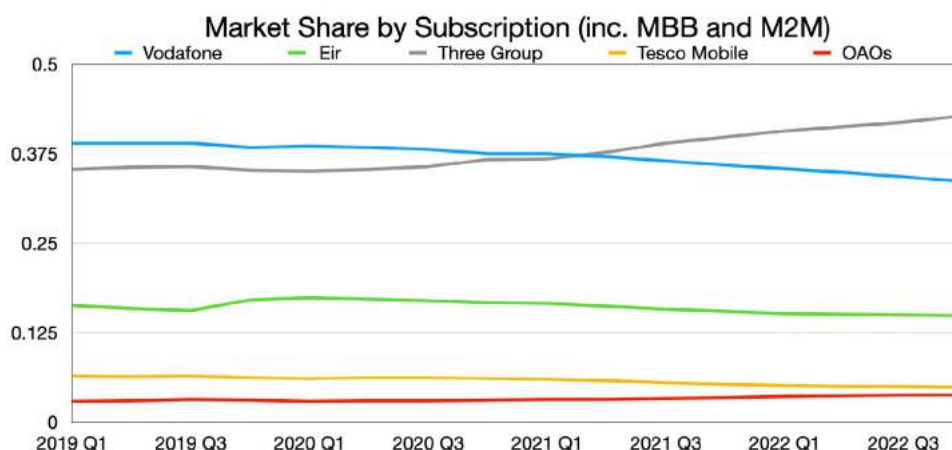
Result: Market Share:

Q2 2021: 37.7%

Q4 2022: 42.8%

We delivered 3% growth in 2021 and 2.8% Growth in 2022, resulting in a share of 42.8%, our largest ever.

We were able to successfully return Three to Market share growth and exceed our ambition of 2% YoY growth. While our nearest competitors Vodafone and eir have been in decline.

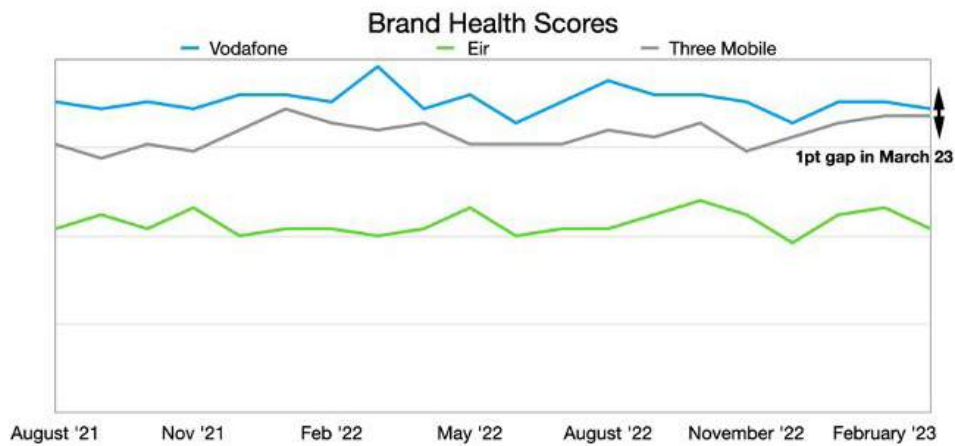


SECTION 4: RESULTS

Marketing Objective 1: Achieve an agreed brand health score that would allow us to close the gap with Vodafone our nearest competitors

Result: We have grown our brand health by +14% to our best ever score.

Over the course of the past 1.5 years we have grown brand health to it's highest ever score and for are now just 1pt behind our nearest competitors, Vodafone. Between December 22-April 23 we maintained our high Brand Health score for 5 months, the first time ever and since January 23 have also been at that level, closing our competitor gap.



Marketing Objective 2: Stop the decline on consideration. In the three months pre launch our consideration score had slumped.

Result: Consideration Score

From August 21 to March 23, consideration scores grew by +4%pts.

We have successfully reversed the trend with our consideration scores and in both March '22 and January '23 we reached a consideration high of 67%.



SECTION 4: RESULTS

Marketing Objective 3: Grow our Connected Living Score to by 25%.

**Result: Connected Life Score:
Aug 21 to March 23: +13%pts.**

From December 2021 to December 2022, the score grew by 33% and that score has been maintained for 4 months.

Activity Objective 1: Increase visitors to our Connected Living Stores by 5% when compared to our traditional scores

Result: +11.7% increase in football in Lifestyle stores compared to stores that were still in the traditional Three format

Our Connected Living stores have brought more people in-store when compared to our traditional stores and more non-customers are coming in-store than ever before. We've also seen the following positive results:

- +10% increase in non-Three customers coming into stores vs. 2019
- 2 in 3 visitors to our lifestyle stores agreed that the store experience demonstrates the life enhancing benefits of connectivity

Activity Objective 2: Deliver a positive return on investment with our creative work

Result: Connection is the Answer Launch TVC was 85% more effective per TVC than other historic activity at driving consideration

Modelled on Econometrics, Our Connection is the Answer TVC has brought great returns back to the brand and continues to drive consideration above and beyond previous activity. (Jeff's World is yet to be modelled by econometrics)

SECTION 4: RESULTS

Activity Objective 3: Maintain Three’s level of creative excellence by delivering above norm creative executions.

Result: Connection is the Answer : +7pts above norm
Connected Christmas TVC: +6pts above norm
Jeffs World TVC: Red Star Index Score +9 pts above norm

Our TVC’s, whether they are utilizing rational or emotional messaging are performing above norm. Our aim is to be able to continue creating work on this platform that is performs way and above the TV norm.

- = Above Norm
- = On Norm
- = Below Norm

Creative Performance - Connected Living

Creative Work	Connection Score	Affection Score	Brand Impact	Red Star Score
Connection is the Answer TVC				
Connected Christmas TVC				
Jeff's World TVC				

ADDITIONAL RESULTS

What else in the marketplace could have affected the results of this case - positive or negative?

Key Factors: Other marketing for the brand, running at the same time as this effort

Coverage – We also had a strong campaign focusing on Three’s coverage credentials running over the same time period to Connected Life. While that campaign has been very successful in driving our coverage credentials and consideration amongst non-Three customers it does not sit under technically sit under the Connected Life platform, nor does it use any of endlines, ie. ‘For a Better Connected Life’ in it’s work. It is also a focused campaign with limited creative, ie. Regional OOH and one TVC, therefore we would not expect it be responsible for the gains in market share or brand health that we have seen.

CREATIVE WORK



New Three store. 110 Patrick's Street.

CLICK HERE TO SEE THE CREATIVE REEL >>

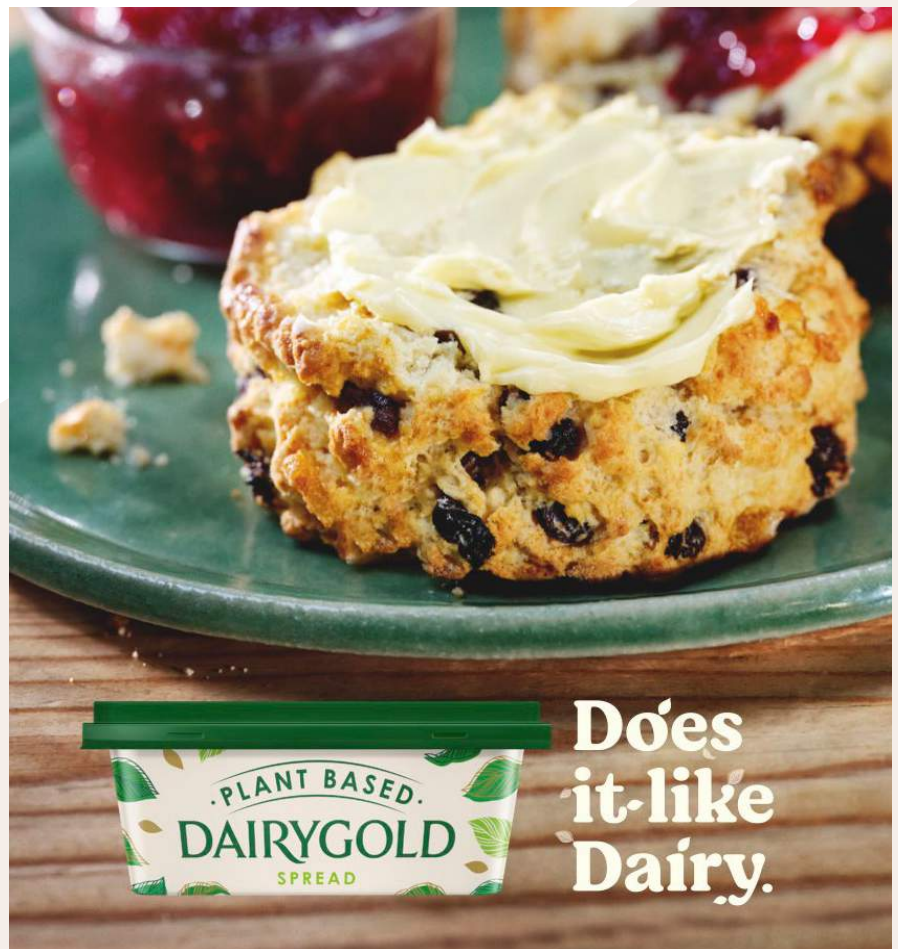
Building a plant-based range from Dairy DNA

Entered by

dro5a

For Dairygold

Category: FMCG, Petcare & Homewares & Consumer Electronics



BRONZE

Start Date: 18th June 2022
End Date: 31st January 2023
Industry Sector: Food & Beverages (Non-Alcoholic)
Industry Situation: In Decline

EXECUTIVE SUMMARY

THE STRATEGIC BIG IDEA

For Dairy Reducers Dairygold's dairy DNA was something to appreciate, not apologise for

THE INSIGHT

Swaps that take the good out of my meals take the good out of reducing my dairy intake

THE CHALLENGE

Win new customers with a new, unfamiliar range from a brand synonymous with products the target wanted less of

BRINGING THE IDEA TO LIFE

Only Dairygold with 35 years of experience in dairy could create a plant-based range that truly "Does it like Dairy".

THE RESULT

A plant-based paradox revived a flagging brand, helping Dairygold to its best brand penetration in 5 years

WHY IS THIS CASE WORTHY OF AN AWARD FOR MARKETING EFFECTIVENESS?

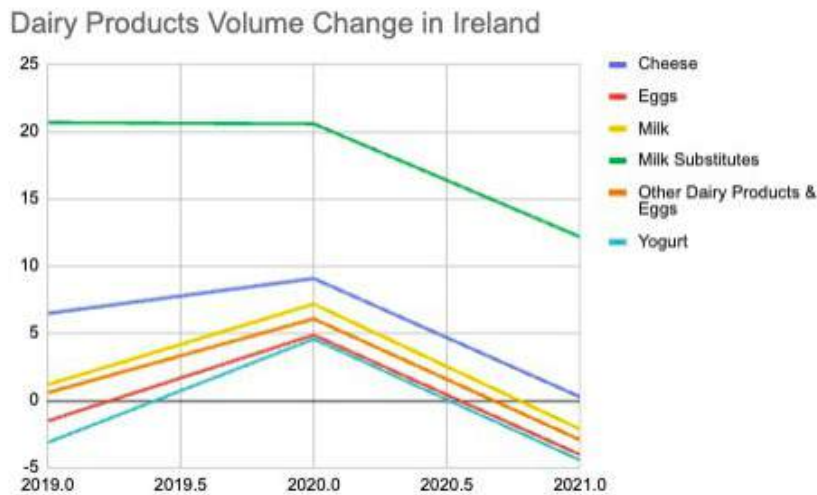
In most markets fewer than 30% of brand extensions succeed. Few of those have to overcome an inherent contradiction between the product and the brand's DNA: like plant-based vs dairy heritage. Fewer still have to engage a new segment and reboot their comms model to connect to them. This marketing effort helped a line extension not only stand on its own two feet, it offset declining penetration for the masterbrand by drastically exceeding sales and repeat purchase KPIs through a dynamic comms model that provides a playbook for modernising the master brand.

SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

Before your effort began, what was the state of the brand’s business and the overall category in which it competes? What was the strategic challenge that stemmed from this business situation and the degree of difficulty of this challenge? How did it change overtime?

DAIRYGOLD NEEDED TO LOOK BEYOND ITS DAIRY HEARTLAND TO FUTURE PROOF ITSELF

The dairy category was in decline, and Dairygold were increasingly reliant on an ageing shopper profile as the brand significantly under-indexed with younger shopper



IOI CORE BRAND UNDER PRESSURE

BSM CATEORY IN MARGINAL VOLUME DECLINE YOY **-0.4%**

93% BRAND VALUE FROM THROUGH ORIGINAL RANGE

CORE SHOPPER PROFILE **45+ & OLDER DEPENDANTS** –
UNDERINDEX WITH YOUNGER SHOPPER PROFILE

SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

Before your effort began, what was the state of the brand’s business and the overall category in which it competes? What was the strategic challenge that stemmed from this business situation and the degree of difficulty of this challenge? How did it change overtime?

A business decision was made to revive brand penetration through a line extension spanning plant-based milk, cheese and spreads to appeal to a younger cohort.

THIS WAS A COMPLICATED LINE EXTENSION JOB

This plant-based dairy-free world wasn’t for Dairygold’s die-hard fans, and to Dairy Reducers (non-vegans exploring dairy-free alternatives) the brand was entrenched in the world they were trying to move away from.

Making Plant-based Dairygold for someone wasn’t going to be easy.

“Plant-based Dairygold” was a derivative brand with an inherent contradiction in its name, especially in comparison to slews of well established and new age brands with absolutely plant-based DNA, and more creative wiggle room to establish brand:target fit without diminishing a master brand.

THE CRUX OF THE CHALLENGE

To lift the entire Dairygold business through this tricky line extension challenge this campaign needed to find the best way to make a virtue of dairy DNA to a target that was trying to reduce dairy intake, and whose mindset and media behaviours gave the marketing team new ground to navigate.

What’s more, this had to do much more than a flash-in-the-pan announcement job, to drive repeat usage the team had to underline the use cases for an untried and untested range, all without cannibalising the core range.

SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

What were the business, marketing and campaign/activity objectives that you set to address your challenge? What were the Key Performance Indicators (KPIs) set against each objective? How did they change over time?

Business Objective: Sell 10 tonnes of product per week across the plant-based range

This line extension was devised to offset flagging commercial results elsewhere in the portfolio. Because we were looking to build something to last, this wasn't a 'launch' KPI, we were looking to drive sustained sales.

Marketing Objective 1: Increase Dairygold brand penetration 1% from 29.8% to 30.8%

This was about future proofing the brand rather than exploring a line extension in isolation. The overall portfolio effect had to be considered throughout.

This needed to widen the total customer base rather than cannibalise. To achieve brand growth Dairygold needed to welcome new consumers to the brand while preserving the existing audience for the Dairygold core range of spreads. This would enable Dairygold to increase market share, and increase profits.

Marketing Objective 2: Repeat purchase of the Dairygold plant-based range. KPI: 10%.

All new line extensions need to 'secure a beach-head' with a large enough customer base to support & drive advocacy for the product.

Trial was an obvious and urgent indicator of the work's impact, but to build something to last this work needed to drive repeat usage.

Early repeat purchase would also indicate customer satisfaction and loyalty, which in turn foster brand advocacy, word-of-mouth recommendations, and positive brand perception, all fueling sustained revenue growth.

SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

Activity Objective: Drive brand awareness by maximising reach, ensuring the target audience is exposed to our message.

Awareness through high reach was crucial for several reasons.

First, this new line extension needed to be established as a viable option for Dairy Reducers. From there, the campaign could generate interest, curiosity & consideration among potential customers.

Additionally, a strong focus on reach sets the foundation for subsequent campaign goals, enabling effective audience targeting and nurturing.

Ultimately, this objective establishes a strong foothold for Plant-based Dairygold, maximising its potential for long-term growth and success.

SECTION 2: INSIGHTS, STRATEGY & STRATEGIC IDEA

Define the target audience(s) you were trying to reach and explain why it was/ they were relevant to the brand and the challenge. Did your audience evolve overtime? If so, describe how and why.

IRONIC AS IT SOUNDS, THE FUTURE GROWTH OF DAIRYGOLD LAY WITH DAIRY REDUCERS

Dairygold's base was ageing. To drive brand penetration this line extension had to attract a younger audience of 18-35 year olds who weren't engaging with the master brand, but it had to do so astutely.

Dairygold could have focused this effort towards the vegans or vegetarians amongst this younger audience. But, for them Dairygold's dairy heritage made them an incongruous choice.

Careful segmentation identified a better target for Plant-Based Dairygold. 'Dairy Reducers' - these were 18-35 year olds who were limiting their dairy intake, or who had tried a plant-based alternative in the last 12 months. They weren't so strident that a rich dairy heritage was anything to apologise for.

Actually, it was something Dairygold could make a virtue of. Research showed they weren't finding the act of reducing so straightforward.

"It's not easy to find plant-based dairy alternatives where I don't have to compromise on taste & functionality"

Although the essence of this derivative brand 'Plant-based Dairygold' would deter the dairy-free hardcore, based on this insight it would uniquely qualify it to serve Dairy Reducers' needs. 'Like-dairy' was good news.

Through a deep dive into shopper behaviours we got a more textured view of the Dairy Reducer mindset. The number one reason for reducing dairy - for 59% - was "just trying to be healthier". This healthy aspiration was reflected throughout their shopping, but their definition of "Healthy" was nicely balanced.

They weren't holding themselves hostage to militant change. They wanted to make good choices that felt good.

While the product: target fit was clear, it was equally clear this group had unique media and shopping behaviours that would challenge the brand to show up in new ways throughout the consumer journey.

SECTION 2: INSIGHTS, STRATEGY & STRATEGIC IDEA

REGIONS

Dairy Reducer

28% of the population

Audience Size: 1 million people

58% FEMALE 42% MALE

8 in 10 Dairy Reducers claim "I prefer to buy non-dairy substitutes for butter, cheese and milk from brands I know and trust"

Key Dietary Behaviours:

- 50% of Dairy Reducers describe themselves as **health conscious**
- 54% of Dairy Reducers are **reducing meat regularly**
- 50% more likely to buy healthy option ranges
- 58% more likely to buy protein enriched foods (99% more likely for DR's 18-34)
- 64% of Dairy Reducers like to try out new recipes

Reasons for reducing dairy:

- Just trying to feel healthier: 50%
- I am trying to lose weight: 28%
- Better for environment: 28%
- Dairy-free alternatives are tastier: 25%
- For animal welfare reasons: 21%
- My GP told me to: 12%
- I am trying to look better: 11%

Participating in plant based conversations online:

55.0% Male 45.0% Female

Key Media Behaviours

- 24% say their mobile is their main source of entertainment
- 39% using TikTok at least once a day
- Instagram is their favourite social media platform, over-index 172
- 65% using Instagram more than once a day
- 29% have watch a vlog/influencer video
- 2 hours 36 minutes spent on social media daily
- 60% more likely to find themselves easily swayed by other people's views online
- 47% agree that OOH makes their journeys more interesting
- 24% have ordered groceries online
- 53% say they notice what is advertised on posters/digital screens they pass regularly

Dairy Reducer CONSUMER JOURNEY

LIVING

Consumers make quick & intuitive dairy product decisions.

While consumers are not always focussed on doing their grocery shopping they are always planning when they will go to the grocery store and what they need to buy.

45% more people are making lists and planning out more purposeful, multi-stop trips in an attempt to be more efficient.

Tracking of calories, macros, and fitness has increased the amount of time people are willing to spend cooking.

LOOKING

Minimal time is spent exploring options as the majority of consumers are brand loyal.

Once seen as guilty treats, takeaways have become staples of the home as eating out and ordering takeaway becomes part of their healthy lifestyle.

Food and drink discovery is shifting away from being a primarily out-of-home experience, with many people now beginning their search online.

Milk is a "comfort purchase" and often triggered as a result of running out.

Social media and online recommendations are a massive driver of what occasions bring what brands to mind in-store.

BUYING

The in-store experience is habitual, routine and non thinking.

What they buy isn't limited to what's on their lists, temptation in store, on apps and online has a huge influence on what goes into their trolley.

90% of plant milk buyers still buying dairy products such as cheese and ice cream, people are far from going off dairy.

26% of Dairy reducers purchased groceries digitally over the latest 12 weeks.

The shift to the online aisles, means the digital storefront is a new place for consumers to navigate through to your products. Rewards and Offers are increasingly important to this audience before they checkout.

USING

Consumers increasingly enjoy talking about their dairy/ non-dairy purchases and informing their friends on good options.

They want simple recipes that allow them use your products exactly how they used to just without dairy.

Consumers want to be inspired and turn to online channels like influencers, TikTok, Google to find ways to incorporate products into their recipes.

Reducing dairy brings a mindset of trying new things but not every trial is going to be a success and so they make their old favourites substituting in dairy alternatives.

30+ second TikTok recipes and influencers are changing how they interact with recipes. Simple recipes are driving meal-time decisions.

SECTION 2: INSIGHTS, STRATEGY & STRATEGIC IDEA

**Explain the thinking that led you to your insight(s).
Clearly state your insight(s) here.**

Our insight was informed by four key truths across Product, Category, Culture and Audience. Our review of findings across these themes was steered by the bigger challenge of recruiting a whole new audience to a product that is a contradiction to the DNA of the heritage brand – and not wanting to cannibalise the original audience.

PRODUCT TRUTH

Our trusted dairy heritage ensures that the Dairygold Plant Based range provides the same deliciously creamy taste of dairy from a brand people know and trust.

CATEGORY TRUTH

In a new category dominated by brands focussing on the rational reasons for reducing dairy, no one is focussing on the enjoyment of eating these products, regardless of what they're made from.

CULTURAL TRUTH

What it means to be 'healthy' is no longer so black and white, it's becoming less about being limited by predefined rules or expectations, and increasingly about doing whatever works best for you and your lifestyle.

AUDIENCE TRUTH

Dairy Reducers want to live a balanced lifestyle on their terms but reducing dairy feels like the 'right' thing to do, not the tasty thing to do.

INSIGHT:

Swaps that take the good out of my meals take the good out of reducing my dairy intake. For all their good intentions, this segment wasn't so militant about change that they were prepared to suffer compromises on taste and functionality. Working from this insight provided a way-in based on food superiority rather than "me-too" plant-based imitation.

What was the core idea or strategic build you arrived at using your insight(s) that enabled you to pivot from challenge to solution for your brand and customer?

For Dairy Reducers, Dairygold's dairy DNA was something to appreciate, not apologise for

SECTION 3: BRINGING THE IDEA TO LIFE

Describe the key elements of your plan that activated your strategy. Outline any components that were active in the effort e.g. all integral communications, promotions, CRM program, customer experience, pricing changes, etc. that were a part of your effort.

Everything was guided by the thought that only Dairygold with 35 years of experience in dairy could create a plant-based range that truly *“Does it like Dairy”*

Activity was spread to achieve top-of-mind awareness & relevance (Love Island TV ads, T-Sides, influencer content), functional salience (mobile & social advertising that emphasised product performance), and emotional relevance through (Veganuary comms + an Afternoon Tea themed competition).

Phase 1: Launch (18/7/2022- 31/10/2022)

Campaign activity paused in Oct - Dec to enable budget to go further outside a competitive window for FMCG reach

Phase 2: Veganuary (1/1/2023 - 31/1/2023)

Outline the key building blocks of the creative executions for your main marketing vehicles e.g., endline, call-to actions and format choices. If relevant, include any important changes that optimized the creative while the activity was running.

The line *“Does it like dairy”* was built to help Dairy Reducers find their way in this sub-category.

Dairygold wanted to win on food superiority, and developed an ecosystem to help signal and prove it.

ATL assets (Love Island TV and T-side OOH) helped establish top of mind awareness and relevance. Harder-working social & digital assets proved the range tasted, spread and grated like Dairy Reducers wanted, all through a ‘food-porn’ aesthetic. Influencer partnerships gave the range further legitimacy and social proof, while also inspiring different kinds of use cases.

Everything was designed to set up a ‘try now’ CTA.

SECTION 3: BRINGING THE IDEA TO LIFE

Outline the rationale behind your communications strategy, experience strategy and channel plan. Explain how the integral elements worked together to drive results. Throughout your response, address any changes made overtime. If relevant, explain how you changed your spend across channels as part of your campaign optimization.

Before going plant-based, a tried & tested formula served Dairygold well. TV, OOH, and Radio were effective levers for staying top of mind, while quite straightforward Social & Display creative yielded strong results in nudging shoppers that bit further.

Our challenge meant we needed a new way to engage a new crowd. A new comms structure was created that followed a different kind of rhythm to engage a new segment, mindset, and behaviours.

Firstly, Linear TV wasn't a pillar of the Dairy Reducers media diet. VOD was the place to find them, but behaviours within that behaviour were inconsistent. Ironic as it sounds, the best blend of brand safety, GRPs, and 'leaned-in' viewing, was found in Love Island. It was 'appointment viewing' and massively over indexed with this target. Given the challenges of establishing this line extension as being for someone, this consistent window of exposure was vital.

Great as the Love Island opportunity was, this effort required more than a few big beats. T-Sides were selected as another tool to get top of mind consistently as the target over-indexed for daily commuting.

Social media provided the connective tissue needed to really engage this audience. Research showed browsing social media was the primary behaviour while commuting. So, it was a great reach platform for 'harder-working' assets that would further establish the range and demonstrate that it performed like dairy, but it was also the perfect space to engage passive consideration with content that went deeper.

Our deep dive into Dairy Reducers showed TikTok and Instagram were a must have. There were endless content consumption patterns to tap into. Most notably, the target over-indexed for engagement with influencers. Their power to give the range the social proof was ideal. Dairygold carefully selected influencers- curious foodies, not militant vegans or vegetarians- to participate in challenges e.g #nodairyjanuary across Instagram & Tiktok. TikTok ads were still in their infancy, so with that Dairygold made its TikTok debut through influencers.

A branded filter also helped Dairy Reducers to explore recipe options across the range.

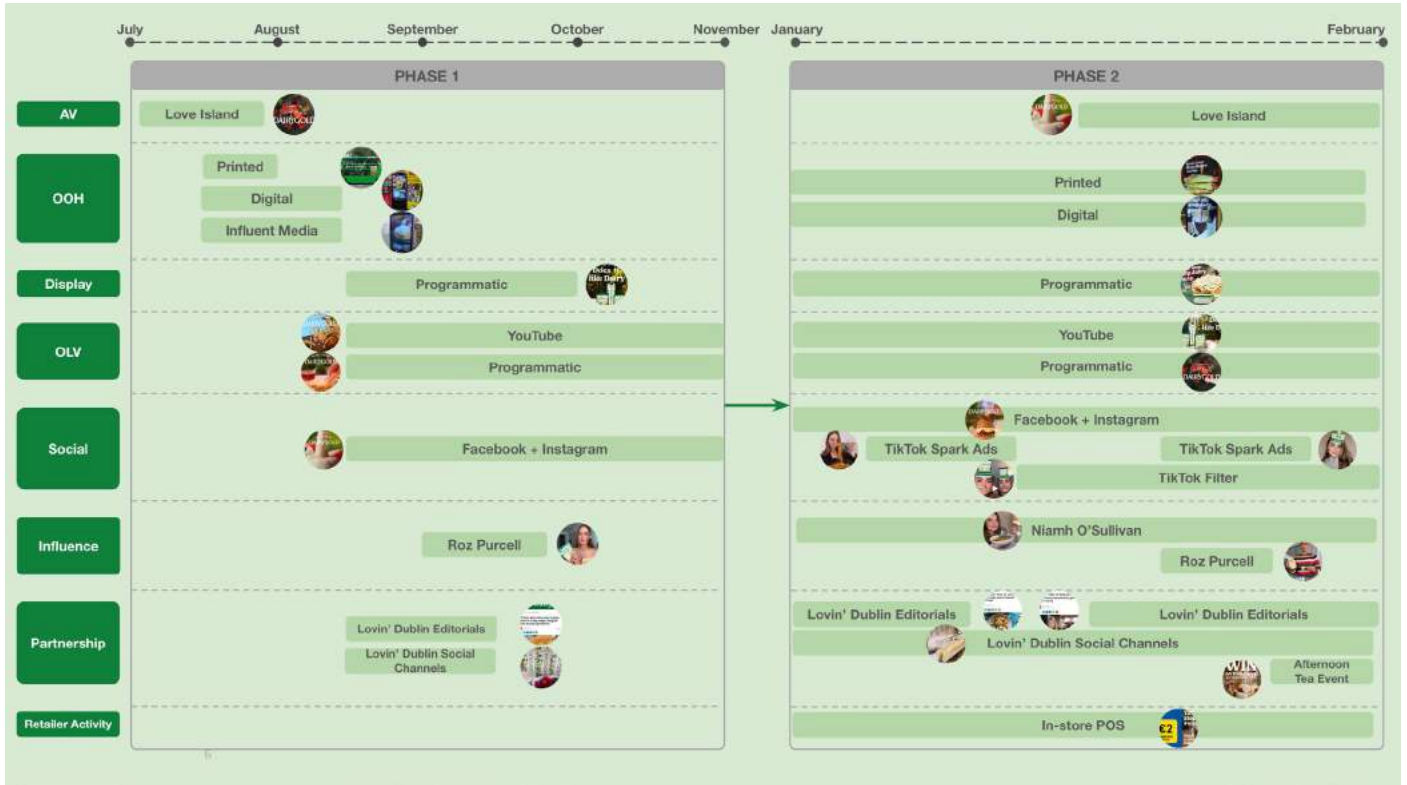
Activity was staggered across two phases to stretch budgets outside a busy window for FMCG products: Christmas. Across campaign phases activity was spread as follows:

Phase 1 - Instagram: Paid Social, Influencer - Roz Purcell, Partnership - Lovin Dublin

Love Island VOD, OOH

Phase 2 - Instagram & TikTok - Influencer - Niamh O'Sullivan was challenged to try #nodairyjanuary

SECTION 3: BRINGING THE IDEA TO LIFE



SECTION 4: RESULTS

Over the time period of your case, how do you know it worked? Explain, with category, competitor and/or prior year context, why these results are significant for the brand’s business. Results must relate back to your specific audience, objectives, and KPIs.

This was a huge success for the marketing team and the business.

First, the marketing team successfully engaged a new target by adopting a totally different engagement model. The plant-based range has brought young, urban spenders (135 over index) into the brand. (9) This is a segment which Dairygold has struggled to engage, with huge overlap with the ‘Dairy Reducer’ profile.

This was achieved through excellent media delivery and engagement across the campaign:

- Total planned impressions: 39,790,379
 - ◊ Delivered impressions: 52,413,289 (25.4% above)
- Total planned reach: 4,775,865
 - ◊ Actual reach: 5,519,752 (14.5% above)
- Lovin Dublin partnership received engagement rate of 5.12%, which is well beyond the Lovin Dublin commercial benchmark of 0.85% for IG posts
 - ◊ Dwell time of 3 mins 9 secs, x2 the benchmark of 1 min 32 secs

Phase 1:

- 53.01% more ThruPlays than planned which resulted in over 1.4M ThruPlays.
- Users saw the ads on average 13.10 times (vs 9 planned) over the campaign.
- Dairygold reached 34% of the audience with the campaign, compared to the 20% which had been planned for

Reach Phase	Reach	Audience Size	Coverage	Impressions	Frequency	CPM	Thru Plays	CPTP
Planned	570,065	2,909,700	20%	11,335,878	9	€2.50	944,656	€0.03
Actual	1,406,968	4,100,000	34%	18,425,228	13.10	€1.54	1,445,376	€0.02
Difference	146.81%	40.91%	+70% more coverage	62.54%	45.56%	-38.4%	53.01%	-33.33%

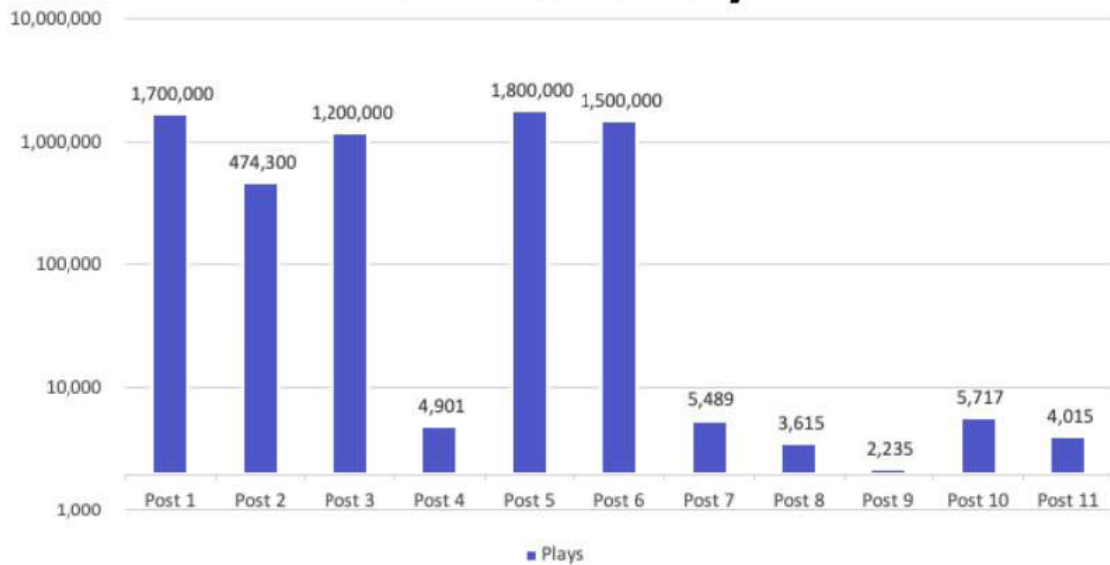
Phase 2:

- TikTok overreached at 325%, achieving 539,833 6 sec video views (3051% above target)
- The Recipe Roulette filter achieved over 3 million views and was tried by users over 34,000 times.

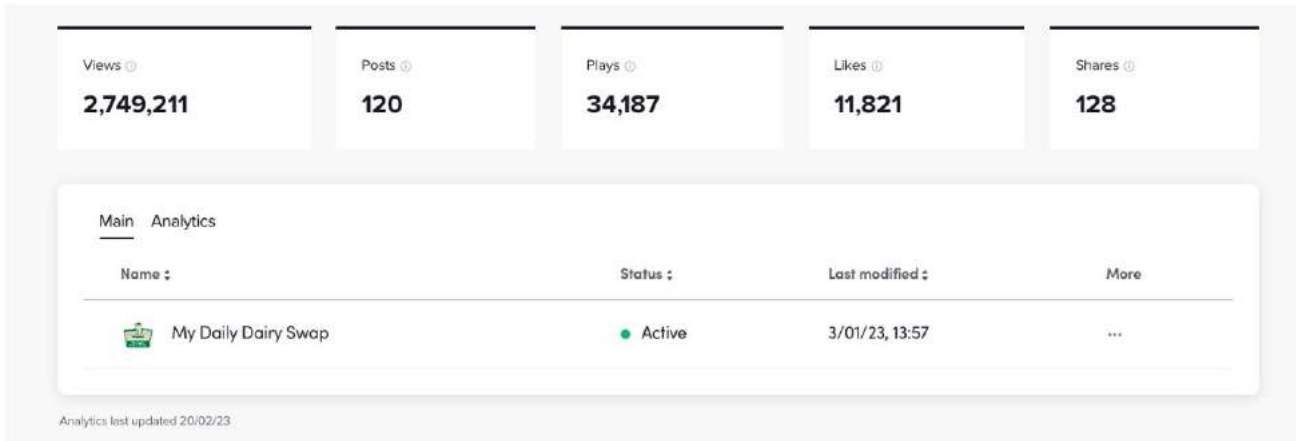
SECTION 4: RESULTS

Campaign	Platform	Objective	Impressions	Reach	6-Sec VV	Frequency
Influencer boosted post 1	TikTok	Reach	1,837,685	673,550	174,427	2.73
Influencer boosted post 2	TikTok	Reach	1,790,953	647,465	93,608	2.77
Influencer boosted post 3	TikTok	Reach	1,884,360	649,308	196,946	2.9
Influencer boosted post 4	TikTok	Reach	1,628,465	537,506	74,852	3.03
TikTok Total			7,141,463	840,560	539,833	8.5
Planned Metric			3,500,000	800,000	17,133	2.0
Difference			104%	5%	3051%	325%

TikTok Video Plays



SECTION 4: RESULTS



Based on the success of this new engagement model we achieved sales 15% above target (11.5 tonnes per week vs 10), which in turn boosted brand penetration by almost twice our target (+1.6% vs 1%).

There was no cannibalisation of portfolio sales here. That boost to total brand penetration was achieved without stealing from the core Dairygold range, and it reversed a long-term downward trend.

There was also no flash in the pan here either. Within just a short initial measurement window, 20% of those who trialled the range repeated their purchase.

Business Objective: Sell 10 tonnes of product per week across the plant-based range

Result: Average sales per tonne from phase 1 launch- end of phase 2: 11.5 tonnes per week

This result was especially satisfying considering the delayed launch of Dairygold’s plant-based ‘milk’- a more familiar product to Dairy reducers than a plant-based cheese. With this delay, there was greater pressure to move units of spreads and cheese.

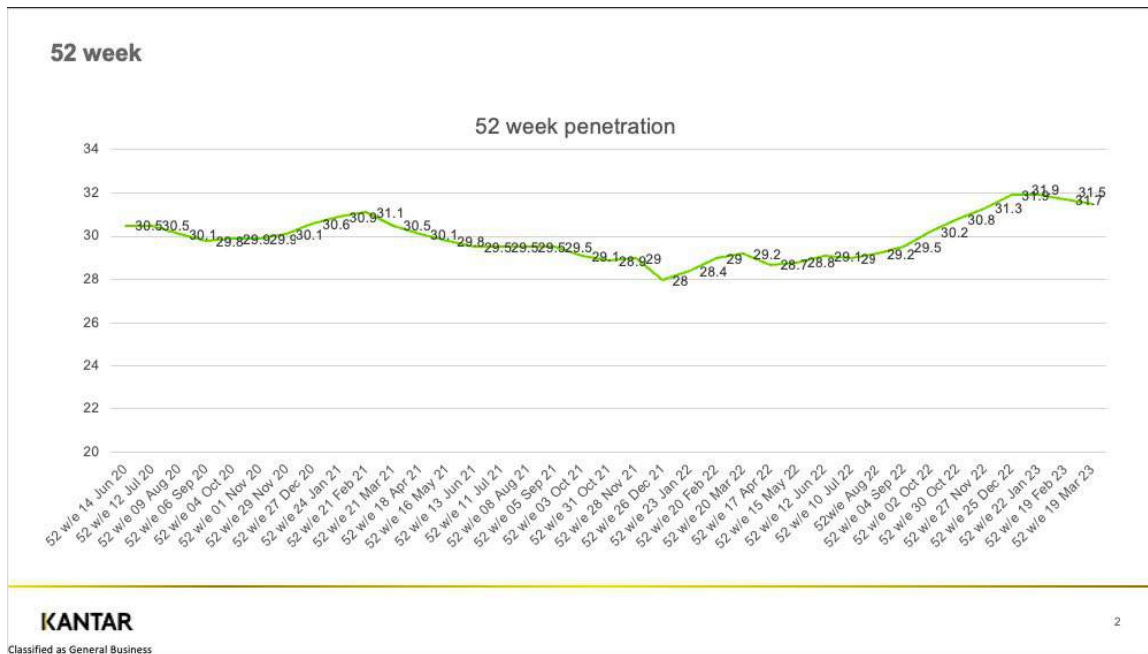
Pre-campaign research identified dairy reduction via cheese as a newer behaviour that required even more proof of product function. Over the course of the campaign we averaged sales of 13 tonnes of cheese per week.

SECTION 4: RESULTS

Marketing Objective 1: Increase Dairygold brand penetration 1% from 29.8% to 30.8%

Result: Brand penetration increased by 1.6% and the plant-based range over-indexed with younger shoppers, a profile the master brand had struggled with.

The increase in brand penetration was achieved without cannibalising sales of the core range: this line extension bolstered the portfolio by engaging a new target, as evidenced by Dunhumby's data on shopper profiles welcoming over 48,000 new households to the Dairygold brand.



Marketing Objective 2: Repeat purchase of the Dairygold plant-based range. KPI: 10%.

Result: Dunhumby data revealed Dairygold's plant-based repeat purchase exceeded the initial KPI of 10%, hitting 26% proving advocacy had been achieved.

This was an excellent result in such a short measurement window. A new line extension is already becoming a go-to for Dairy Reducers.

SECTION 4: RESULTS

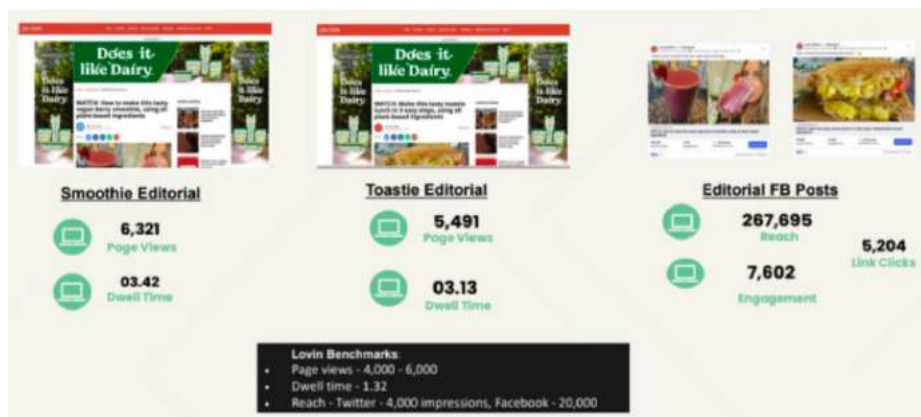
Activity Objective: Drive brand awareness by maximising reach, ensuring the target audience is exposed to our message.

Result: We exceeded targets for impressions across platforms, resulting in a total target audience reach of 34% vs the 20% planned for.

This was an incredible result for Dairygold, effectively connecting with Dairy Reducers in the right channels and the right time grew brand awareness.

	Adset	Objective	Impressions	Reach
Planned	Dairy Reducers Prospecting	Video Views	6,860,537	1,715,134
Actual			5,956,962	678,914
Difference			-13%	-60%
Planned	Dairy Reducers Retargeting	Reach	2,200,000	733,333
Actual			2,220,755	1,049,332
Difference			1%	43%
Planned	Afternoon Tea	Reach	1,200,000	733,333
Actual			1,777,053	870,147
Difference			48%	19%
Planned	Afternoon Tea Story Poll	Reach	300,000	200,000
Actual			448,958	406,136
Difference			50%	103%
Facebook/Instagram Total			10,403,728	1,419,007

Campaign	Platform	Objective	Impressions	Reach	6-Sec VV	Frequency
Influencer boosted post 1	TikTok	Reach	1,837,685	673,550	174,427	2.73
Influencer boosted post 2	TikTok	Reach	1,790,953	647,465	93,608	2.77
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Planned Metric			3,500,000	800,000	17,133	2.0
Difference			104%	5%	3051%	325%



The image shows three columns of editorial content performance metrics. Each column includes a screenshot of the content and a list of key metrics.

- Smoothie Editorial:** 6,321 Page Views, 03.42 Dwell Time
- Toastie Editorial:** 5,491 Page Views, 03.13 Dwell Time
- Editorial FB Posts:** 267,695 Reach, 7,602 Engagement, 5,204 Link Clicks

Lovin Benchmarks:

- Page views - 4,000 - 6,000
- Dwell time - 1.32
- Reach - Twitter - 4,000 impressions, Facebook - 20,000

ADDITIONAL RESULTS

What else in the marketplace could have affected the results of this case – positive or negative?

Key Factors: Societal or Economic Events, Research and Development

Dairygold Core products were not advertised during the time period of the Dairygold plant-based campaign. The following factors could have had a damaging effect on success but even with these factors at play, the brand achieved and exceeded KPI's.

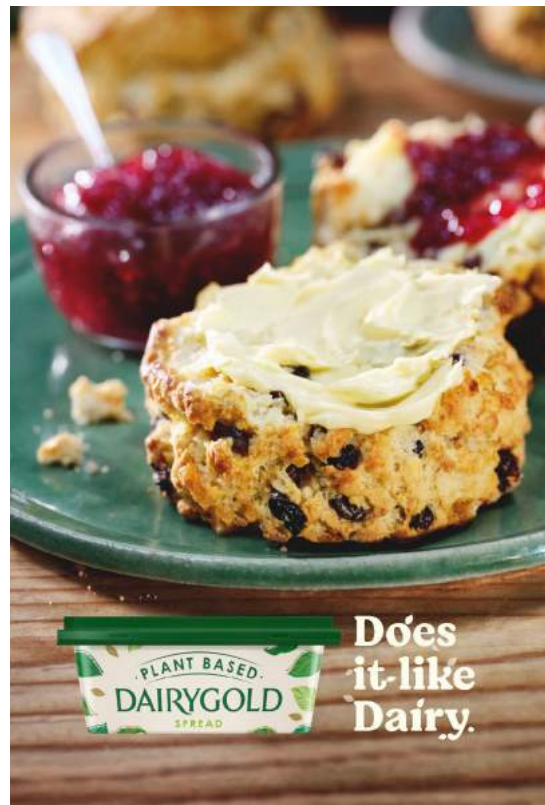
Societal or Economic Events

The war in Ukraine and resulting commodity price crisis affected a number of supply chain variables including production of packing and sourcing and pricing of ingredients. This resulted in a delayed launch of the full product range, shortening our timeframe to meet the performance targets.

Other: Research and Development

Issues in product development (R&D) delayed the launch of the Milk product in the range resulting in a staggered go-live of the campaign with the full range only available 4 weeks after launch.

CREATIVE WORK



CLICK HERE TO SEE THE CREATIVE REEL >>

World's Strongest Women

Entered by



For Allianz

Category: Positive Change – Brands, NFP –
Environmental or Social Good



BRONZE

Start Date: 29th November 2021
End Date: 1st December 2022
Industry Sector: Insurance
Industry Situation: Growing

EXECUTIVE SUMMARY

THE STRATEGIC BIG IDEA

With a brand purpose to secure people's future, Allianz partnered with Women's Aid, to protect those most vulnerable in society.

THE INSIGHT

Concurrently, domestic abuse rates soared. Allianz was protecting Irish homes, but no-one was protecting the women inside them.

THE CHALLENGE

When insurance industry controversy damaged Allianz's reputation, we needed to give people a reason to trust us again.

BRINGING THE IDEA TO LIFE

Partnering with Women's Aid, Allianz launched 'The World's Strongest Women' campaign, empowering survivors to seek help by showcasing their strength.

THE RESULT

Contact with Women's Aid increased by 302% and Allianz's reputation scores soared to the highest in the category.

WHY IS THIS CASE WORTHY OF AN AWARD FOR MARKETING EFFECTIVENESS?

In 2021, Irish women went through an invisible pandemic as domestic abuse soared by 43%. At the same time, a spotlight was placed on the insurance sector, damaging industry trust. Trust is the product for insurers, so we needed to rebuild it authentically to our purpose: securing people's futures. By entering a 3-year partnership with Women's Aid, and launching '**The World's Strongest Women**' campaign, we made a real difference to the lives of our main consumers - women, empowering 94,754 survivors to speak up, catapulting Allianz from the insurer with the lowest to the one with the highest reputation scores.

SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

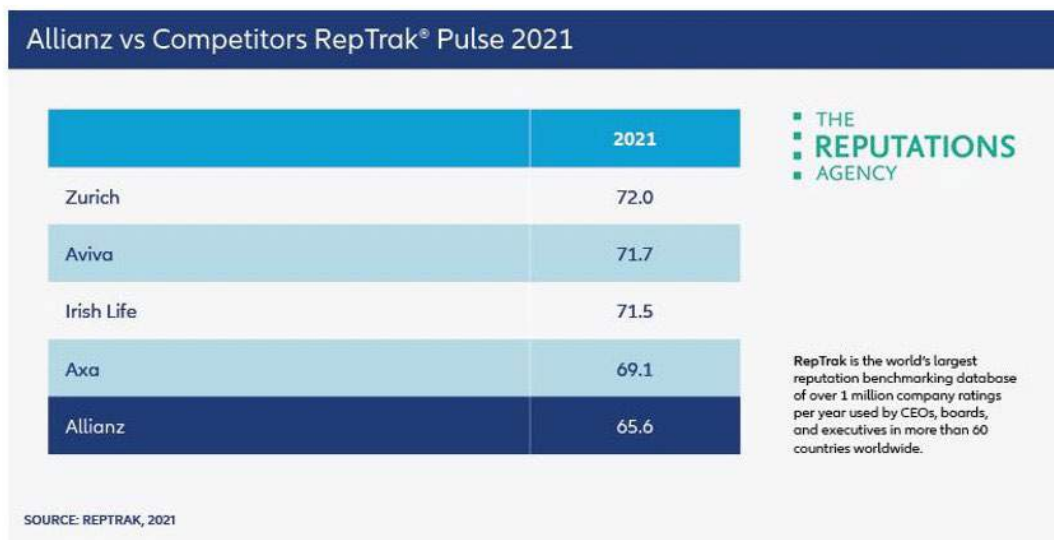
Before your effort began, what was the state of the brand’s business and the overall category in which it competes? What was the strategic challenge that stemmed from this business situation and the degree of difficulty of this challenge? How did it change overtime?

While trust in the insurance sector plummeted, domestic abuse was soaring.

In 2021, a negative spotlight that focused on high insurance costs left trust in the Irish insurance industry at an all-time low. According to RepTrak’s assessment of the sector – Allianz’s reputation took the brunt of it, falling to the lowest in the category. The insurance industry is built on trust. Policyholders hand over their money to insurance companies and trust them to pay out in moments of need. But the industry foundation took a hit with negative coverage frequently making headlines.

During COVID-19, Domestic violence against women soared by 43%. While Ireland has come a long way, there’s still a shameful culture of gender-based violence against women in the home that, before COVID, remained the same level for over 30 years. 1 in 4 women experience abuse, yet there’s a history of silence around it. The stigma around abuse stops 1 in 3 women from speaking up. But this is just the tip of the iceberg.

Our purpose at Allianz is to secure our customers’ futures and give them confidence for what’s ahead. Fuelled by low trust scores – we knew we had an uphill battle on our hands. We needed to earn back the trust of stakeholders and demonstrate why we’re worth choosing, by protecting what mattered to Irish people.



SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES



Insurance industry rocked by scandals

THE IRISH TIMES
Insurance industry needs to rebuild public trust
Industry has been hit by allegations of profiteering in motor sector and unfair pricing practices.

THE IRISH TIMES
All is not well in the Irish insurance industry
It's long past time for deeper dive into workings and culture of insurance industry

THE IRISH TIMES
Irish motor insurers' profits soar as claims collapse amid Covid restrictions
Lockdown lifts motor insurers to highest profitability since at least 2009

Conduct & Culture - trust challenges in the Irish general insurance sector
It's long past time for deeper dive into workings and culture of insurance industry
Source: THE IRISH TIMES | Ernst & Young, 2021

Insurers accused of 'deflecting' from high cost of insurance
To use fairy-tale analogy, if I am not labouring the point, it could be said that the Government's approach here involves a lot of huffing and puffing but it does not seem that it is prepared to blow the insurance sector's house down. In spite of all the huffing and puffing, there is very little difference. **There is an absolute lack of trust in the insurance sector in this country.**
- Irish Government Debate Transcript, 2021

SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

What were the business, marketing and campaign/activity objectives that you set to address your challenge? What were the Key Performance Indicators (KPIs) set against each objective? How did they change over time?

Business Objective: To grow Allianz' brand trust and brand reputation to be within the top three brands in category, significantly improving our RepTrak pulse score from 65.6 to 71.5.

In 2021, The Irish public ranked Allianz lowest in category for trust and reputation scores. If people didn't trust our brand, why would they choose us to protect them? To drive profitable growth, Allianz set about focusing our strategy on the long-term needs of customers, employees and society. Reputation was key to building trust amongst our most important stakeholders, which Allianz knew was a critical driver of brand consideration.

Marketing Objective 1: Drive perception of Allianz as a good corporate citizen that has a positive influence on the communities we serve.

Embracing long-term sustainable growth, with an emphasis on stakeholders, society and sustainability, is a strategic imperative for Allianz. That is how we previously earned our reputation in the marketplace and how we planned to restore lost trust with stakeholders. As part of Allianz's commitment to sustainability, we wanted to work alongside organisations that make a meaningful difference for society, employees and the communities we serve.

Marketing Objective 2: Increase spontaneous awareness of Allianz.

Insurance is a low involvement category. When consumers look for an insurance policy, they get quotes from brands that are top of mind. As a result, spontaneous awareness is one of Allianz's main KPIs.

SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

Activity Objective 1: Drive awareness of the charity partnership between Allianz and Women's Aid, particularly among Irish women.

At Allianz, we wanted to demonstrate our trustworthiness by making a real difference to an important cause. As a result, driving our charity partners' key objectives were just as important as our business goals. This was critical, especially with women who were the target audience for the partnership campaign.

Activity Objective 2: To break down the social barriers that prevent women who have been subjected to domestic abuse from speaking up about their situation and asking for help.

Allianz and Women's Aid had a shared ambition: to help women.

suffering in silence to start life-saving conversations. To do this, we needed to break the stigma associated with domestic abuse that silences them. A stigma which results in 1/3 of women subjected to domestic abuse never telling anyone about their experiences. Our goal was to break down these barriers and empower these women to speak up for themselves.

Activity Objective 3: Drive internal awareness and engagement of the partnership with Allianz employees.

In addition to a public-facing communications campaign, employee wellbeing and safety was also a critical dimension of this partnership.

As such, internal communications and engagement with the partnership was a fundamental pillar for it.

SECTION 2: INSIGHTS, STRATEGY & STRATEGIC IDEA

Define the target audience(s) you were trying to reach and explain why it was/ they were relevant to the brand and the challenge. Did your audience evolve overtime? If so, describe how and why.

Rebuilding trust with our key audience; women, was crucial.

Women are the key decision-makers when it comes to insurance in Ireland, whether it be for home insurance, or car insurance for themselves or their children. As such, Allianz needed to find a way to specifically rebuild their trust, after it had waned. We wanted to speak to current, potential and future customers, in order to future-proof our reputation. As a result, the key target audience for this campaign were women in the Republic of Ireland (18+).

For these women, insurance is typically a low involvement category, where price often serves as the most notable differentiator. However, we knew that if we wanted to rebuild trust, it could not be bought; it must be earned. We couldn't just tell the women of Ireland that we protect the things that matter - we needed to *demonstrate* it.

Research into this audience provided insight into what qualities were needed to achieve this:

- *We needed to be reassuring:* to make customers feel confident throughout their customer journey that Allianz is looking out for their best interests.
- *We needed to be genuine:* honesty and decency are highly valued by our potential audience.
- *We needed to be upstanding:* customers want to feel like Allianz has it all under control, and most importantly, we will do the right thing.

This coincided with Women's Aid's audience, as the sad fact is that domestic abuse can happen to any woman, in any home, at any stage in her life. In Ireland, **1 in 4 women** experience emotional, physical, sexual or financial abuse from a partner or ex.

SECTION 2: INSIGHTS, STRATEGY & STRATEGIC IDEA

**Explain the thinking that led you to your insight(s).
Clearly state your insight(s) here.**

Allianz chose an innovative approach to rebuilding trust and reputation 10, while also delivering on our sustainable development goals commitment. And embarked on an ambitious 3-year charity partnership.

Customer research undertaken across 5 societal causes determined what kind of partner we needed, and which cause needed most support. The research determined domestic abuse was the cause with the least brand support and the most opportunities for differentiation.

At the time, incidences of domestic abuse had soared by 43% in Ireland. Yet, considering 1 in 3 women never speak up about their experiences, we knew this was just the tip of the iceberg. Many more women were likely suffering in silence. While Ireland has come a long way, there's still a deep-rooted, shameful culture of gender-based violence against Irish women with 1 in 4 women experiencing it in their lifetime.

Our key insight became clear: while Allianz were protecting Irish homes, *no one was protecting the women inside them.*

Allianz partnered with Women's Aid, helping these women start life-saving conversations. Women's Aid complemented Allianz's purpose, helping to secure the future survival of thousands of women in Ireland every year. Working together, we discovered one of the main reasons why 1/3 of women won't speak up about their experiences: the shame of being seen as a victim.

However, the portrayal of domestic abuse in culture did not alleviate this fear, it reinforced it. It focused on the physical toll of domestic violence and encouraged audiences to pity these weak 'victims'. However, survivor testimonials revealed the opposite. While women's experiences differed, the common bond they all possessed was their undeniable strength.

To help women realise their strength and empower them to take action, Allianz needed to show them that they were not victims. They were The World's Strongest Women.

What was the core idea or strategic build you arrived at using your insight(s) that enabled you to pivot from challenge to solution for your brand and customer?

To demonstrate that Allianz protects what matters most, they partnered with Women's Aid to help women start life saving conversations.

SECTION 3: BRINGING THE IDEA TO LIFE

Describe the key elements of your plan that activated your strategy. Outline any components that were active in the effort e.g. all integral communications, promotions, CRM program, customer experience, pricing changes, etc. that were a part of your effort.

'The World's Strongest Women' campaign was designed to empower women to speak up by redefining what strength really is. Our hero campaign element was film. In it, we borrowed from a world renowned for strength: sport. We featured women completing every-day exercises, before revealing that each move is actually an incredible act of survival. That squat against the door keeps a violent perpetrator out. The sprint is to comfort a terrified child.

The partnership spanned across all Allianz's business, customers and the public. Every aspect included a message to survivors to remind them they're stronger than they think.

Outline the key building blocks of the creative executions for your main marketing vehicles e.g., endline, call-to actions and format choices. If relevant, include any important changes that optimized the creative while the activity was running.

Our work needed to be emotionally engaging and impactful. Using TV, VOD, radio, PR and digital, we used sport to draw people in, before revealing that the exercises involved were about survival, transforming these women from victims to 'The World's Strongest Women'.

On International Women's Day, we partnered with lifestyle/fitness influencer, Niamh Cullen, to create a strength workout on Instagram that revealed hidden signs of abuse.

We also partnered with Stellar magazine to run a front cover of one of our brave survivors, Jordan Sheridan, who instead of lifting weights is lifting suitcases.

SECTION 3: BRINGING THE IDEA TO LIFE

Outline the rationale behind your communications strategy, experience strategy and channel plan. Explain how the integral elements worked together to drive results. Throughout your response, address any changes made overtime. If relevant, explain how you changed your spend across channels as part of your campaign optimization.

Reinforcing a message of strength at every touchpoint.

Allianz's communications strategy was to empower these women to speak up by challenging the stereotypical views of domestic abuse that shames survivors into silence.

To bring this communications plan to life across media, a proprietary channel selection tool called EM Planner allocated media activity. EM Planner is unique in that investment is optimised to deliver against business outcomes, rather than just reach alone. For Women's Aid, we needed to raise awareness and encourage action, EM Planner enabled us to select the most effective channels to achieve this.

Against a target audience of women aged 20 – 65, EM Planner ranked TV as the lead-channel that could deliver awareness, engagement and most importantly, action. BVOD ran alongside TV to extend broadcast reach. TV also allowed us to deliver mass reach quickly at key-times such as Christmas, where spikes in domestic abuse often occur.

Radio gave us the ability to reach a high rate of our audience at key moments, and deliver our message in a safe, one-to-one environment.

Facebook, YouTube, Instagram and Google display were also used to drive awareness and action to Women's Aid services. The digital strategy targeted; women 18-65 (this audience consisting of victims and bystanders) and men 18-65 (bystanders). Each audience had messaging tailored to them while conditional delivery tactics were employed across digital to ensure the right message was getting to the right people at the right time, driving awareness through to action.

The campaign also partnered with influencer Niamh Cullen and Stellar magazine to create activations for International Women's Day to drive further reach of the message. The campaign ran from both Allianz and Women's Aid channels from a social media perspective.

PR further extended the reach, with an interview on RTÉ Today Show, extensive coverage in the press, magazines, influencers and social channels, it was shared organically and even the Minister for Justice showed her support for the campaign.

From an internal engagement perspective, communications were led by Allianz's CEO and board of management. A domestic abuse policy was also put in place to support any staff-member subjected to domestic abuse. All management, from executive down, completed three hours of intensive domestic abuse training with Women's Aid.

SECTION 3: BRINGING THE IDEA TO LIFE

Allianz Internal Comms

Stand Strong, Get Involved and Donate!

As a brand, we know the cost of our work is high. It's why we partner with Women's Aid, an Irish charity, to support their work. We're proud to be a part of the Stand Strong campaign. The goal of the campaign is to raise €100k for the charity. We're proud to be a part of the Stand Strong campaign. We're proud to be a part of the Stand Strong campaign.

GET READY TO STAND STRONG 06 FEB 2023

The link you can get involved:

1. Visit [standstrong.ie](#)
2. On Monday 6th Feb, sign up to the online quiz, which offers you the chance to win a prize worth €1000. It's a chance to win a prize worth €1000. It's a chance to win a prize worth €1000.
3. To enter the #StandStrong movement on your own, you can also visit [standstrong.ie](#) to share one of the 1000+ photos of women who are the strongest.

As an ally to the Stand Strong event on Monday 6th February, our new Irish website is live. It's a chance to win a prize worth €1000. It's a chance to win a prize worth €1000.

What will happen at the event?

- A quiz for the 1000 people who registered to take part.
- A chance to win a prize worth €1000.
- A chance to win a prize worth €1000.

We hope you will all stand strong, donate, attend and show your support for all those subjects to stand strong. We hope you will all stand strong, donate, attend and show your support for all those subjects to stand strong.

Allianz + Women's Aid

Celebrating International Women's Day

In conversation with Women's Aid

Forget everything you think you know about strength

Thursday 21 February, the Irish actor appeared in a new campaign for Women's Aid. The campaign is a chance to win a prize worth €1000. It's a chance to win a prize worth €1000.

The month of February is a time to give a platform to the issue of domestic abuse and to raise awareness. It's a chance to win a prize worth €1000. It's a chance to win a prize worth €1000.

With over 95,000 people across the country being impacted each month, it's a great opportunity to raise awareness. It's a chance to win a prize worth €1000. It's a chance to win a prize worth €1000.

For more information, contact [Allianz Ireland](#).

Important: If you are a woman experiencing domestic abuse, or if you are concerned on behalf of someone else, please contact Women's Aid (National Freephone Helpline) on 1800 341 100.

If you are a man experiencing domestic abuse there are also services available. Please contact the National Male Advice Line on 1800 616 600.

Allianz proudly supporting the world's strongest women

Allianz + Women's Aid



SECTION 4: RESULTS

Over the time period of your case, how do you know it worked? Explain, with category, competitor and/or prior year context, why these results are significant for the brand's business. Results must relate back to your specific audience, objectives, and KPIs.

Women spoke up and trust levels transformed.

Insurance has always been a grudge purchase category. But in 2021, distrust in the sector compounded this further. Reputational scores [RepTrak 2022] for Allianz were the lowest of all in category. Faced with brand challenges, the temptation in a low involvement category is to shout for people's attention. But trust cannot be bought, it must be earned. Going against category norms, we turned back to our purpose to secure our customers' futures. Inspired by this, we chose to connect with key customers on a deeper, more empathetic and genuine level through a strategic long term charity partner.

Our haunting but empowering World's Strongest Women campaign, seen by millions, raised the level of discourse around domestic abuse and drove massive spikes in contact with Women's Aid as it redefined strength and empowered women to speak up, while challenging society's views on domestic abuse.

- Evidenced through the headlines and earned media achieved
- Connected with and inspired survivors who felt seen for the first time to speak up
- Fuelled cultural-change by breaking the silence around domestic violence, and secured government attention

The campaign significantly moved marketing and business metrics. In a slow-moving category plagued by criticism, Allianz restored our reputation and substantially improved brand drivers across the board.

By acting, instead of simply saying 'we protect people', we managed to create a differentiated brand position that sets us apart from other insurers all while helping some of the most vulnerable members of society to find their voice.

Internally, the campaign has inspired all Allianz employees, instilling pride in everyone from top to bottom of the business to continue our pursuit of lasting and meaningful change.

SECTION 4: RESULTS

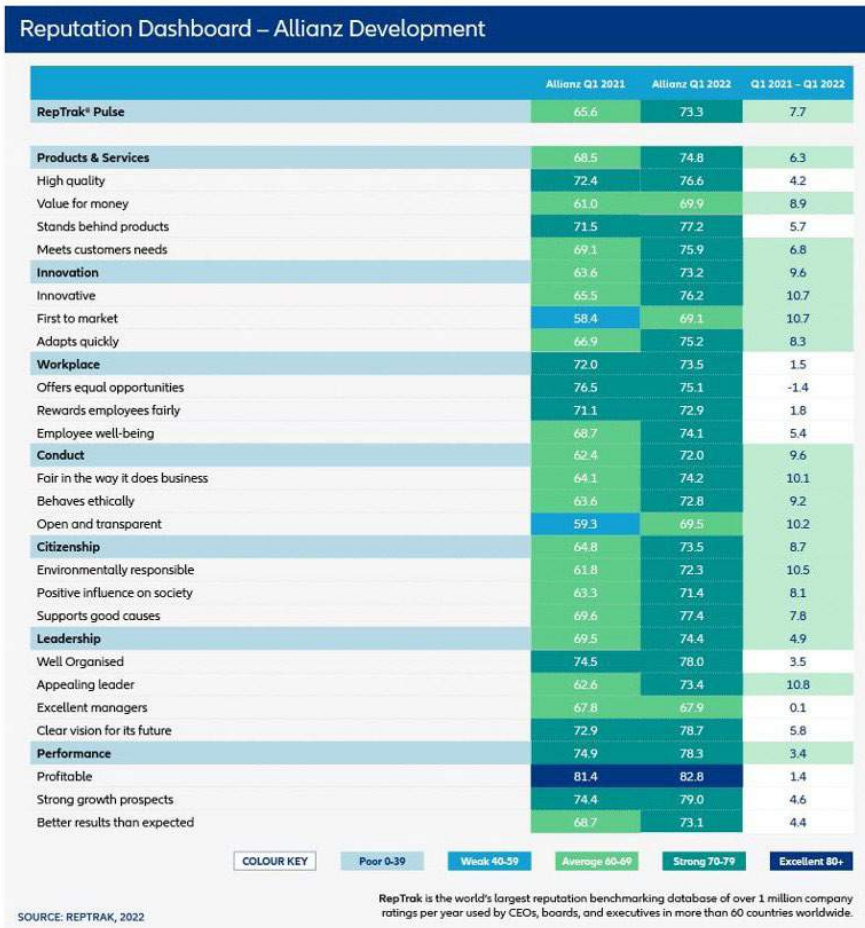
Business Objective: To grow Allianz' brand trust and brand reputation to be within the top three brands in category, significantly improving our RepTrak pulse score from 65.6 to 71.5.

Result: Allianz exceeded our KPI by 130% and went from the brand with the lowest to the highest reputation and trust scores in their category.

- Allianz's pulse score grew by 11.7% to 73.3, a 5-year high, in the national RepTrak survey.
- Allianz jumped to 36th place (from 81st) in RepTrak's top 100 brand report for 2022.
- 3 in 5 perceive Allianz more positively due to this partnership Since Q1 2021, Allianz's Reputation scores have improved across all seven dimensions, increasing them by an average of 6.2 points.



SECTION 4: RESULTS



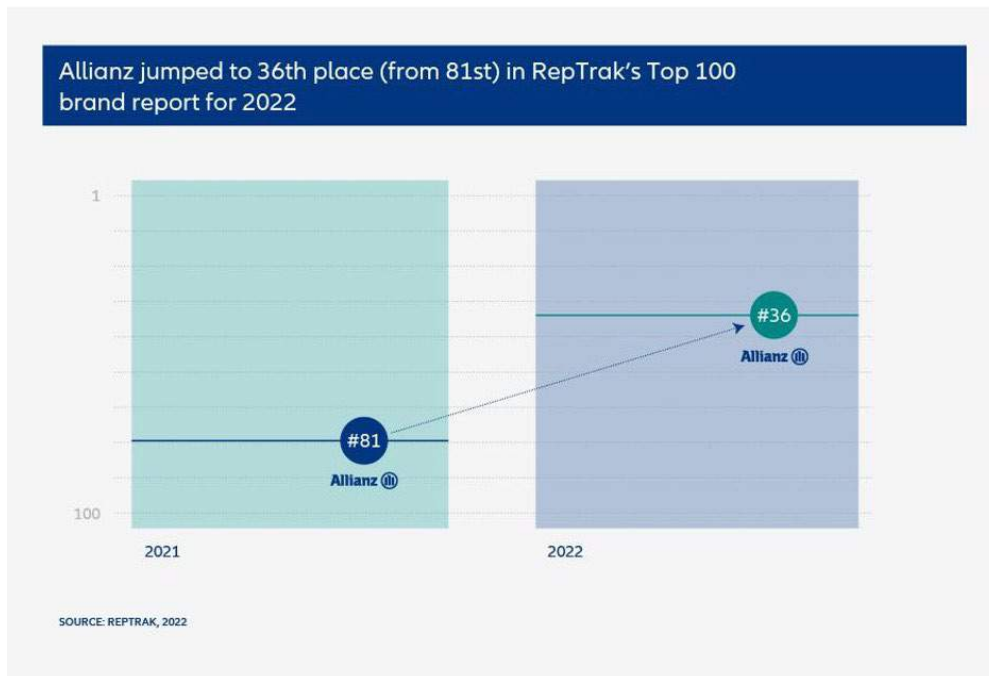
SECTION 4: RESULTS

Marketing Objective 1: Drive perception of Allianz as a good corporate citizen that has a positive influence on the communities we serve.

Result:

- **Up 36 places to #28 in 2021 Top 100 Companies in RepTrak Sustainability Report.**
- **Allianz is seen to support local communities (54%) and being a quality brand (42%).**

Brand-perception scores grew by 14.6% ('Behaving ethically'); 12.7% ('Having a positive influence on society'); and 11.2% ('Supporting good causes')



Marketing Objective 2: Increase spontaneous awareness of Allianz.

Result: Spontaneous awareness of Allianz increased (42 vs 39)

Allianz achieves the highest level of spontaneous awareness in the last 5 quarters. In February 2022, we recorded our highest level of spontaneous awareness since May 2021.

SECTION 4: RESULTS

Activity Objective 1: Drive awareness of the charity partnership between Allianz and Women’s Aid, particularly among Irish women.

Result: The campaign had a huge impact, reaching 70% of the population and 1 in 4 people in Ireland engaged with the campaign.

- 1 in 6 people spontaneously associated Allianz with Women’s Aid 1 in 5 people when prompted, even higher for women at 23%
- Very high cut through when measured against other insurance TV ads
- 2,054,338 total PR reach
- 1,449,535 people reached through social media
- 1,352,616 video views across social platforms
- 1,402,228 engagements on social media

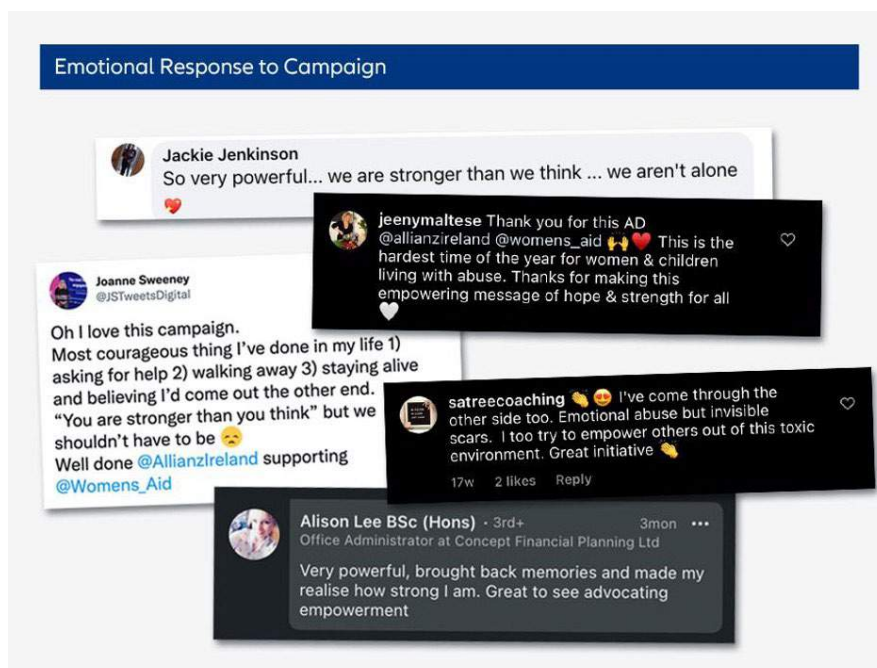
Employee awareness of the partnership – 100%

Employee pride in the partnership – 98%

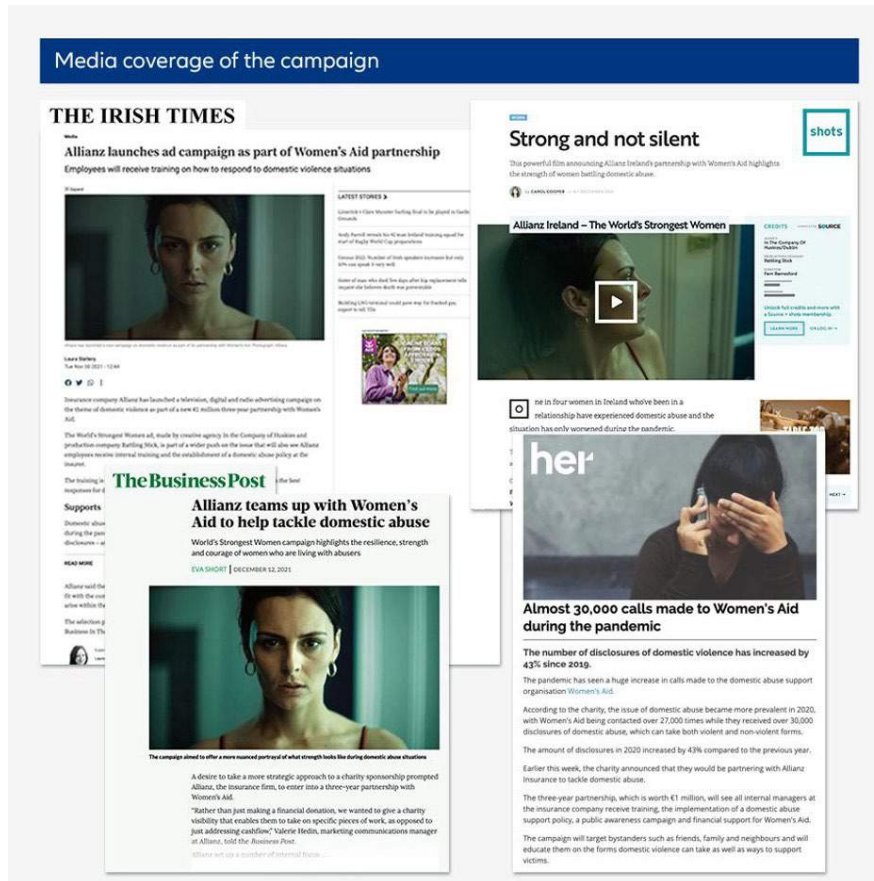
Activity Objective 2: To break down the social barriers that prevent women who have been subjected to domestic abuse from speaking up about their situation and asking for help.

Result: Contact with Women’s Aid increased 302% over the duration of the campaign. That’s an additional 94,754 women who found the courage to come forward.

The campaign had a hugely emotional reaction from the public. The campaign garnered over 1.4 million engagements. However, the potentially most profound response was from survivors themselves, saying it was the first time that they felt truly seen.



SECTION 4: RESULTS



Activity Objective 3: Drive internal awareness and engagement of the partnership with Allianz employees.

Result:

- 100% employee awareness of the partnership
- Domestic violence policy created supporting any staff subjected to domestic abuse, created with Women's Aid and reviewed annually
- 124 employees completed training to date including Board of management, HR, executive and people managers to ensure understanding, recognising the signs and having the skills to support staff who may make a disclosure
- 99% employee pride in the partnership

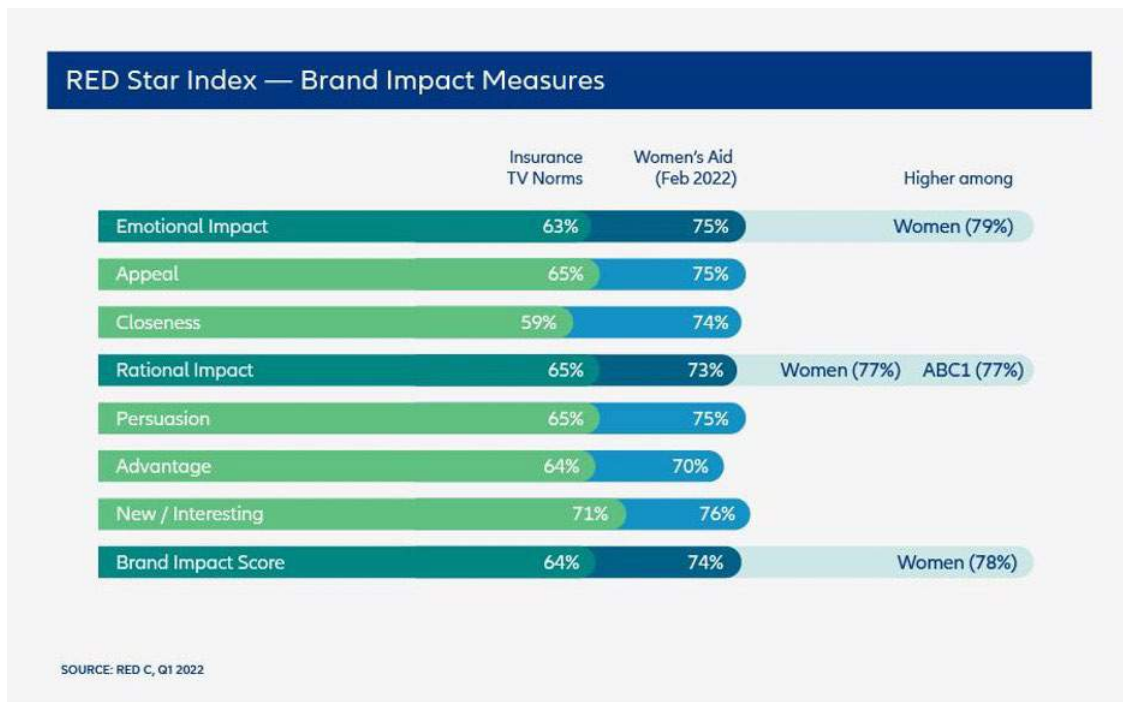
The campaign had a hugely emotional reaction from the public. The campaign garnered over 1.4 million engagements. However, the potentially most profound response was from survivors themselves, saying it was the first time that they felt truly seen.

ADDITIONAL RESULTS

The campaign over-indexes on all brand impact metrics, rational and emotional. It had the strongest impact on women, with emotional impact, appeal, persuasion and new/interesting in particular.

Allianz remains substantially ahead of competition on financial security and above competitor average on other key metrics, particularly in supporting communities & good causes, having further extended the gap between Allianz and competitors vs. the previous period.

PR further extended the reach of the campaign, with an interview on national TV and radio chat shows, extensive coverage in the press, magazines, influencers, and social channels, was shared organically, garnered over 1.4 million engagements and even the Minister for Justice showed her support for the campaign, all helping to raise the debate about domestic violence and initiate thousands of potentially life-saving conversations.



What else in the marketplace could have affected the results of this case - positive or negative?

Key Factors: Business Events, Internal Company Events, Other marketing for the brand, running at the same time as this effort, Societal or Economic Events, Public Relations

- **Communications:** This was the only new brand campaign to go live from Allianz, during the period Q4 2021 - Q1 2022, in which all of the above results are related to, except for brand-trust scores. This report is done on a yearly basis so it is impossible for us to narrow it down to quarter-on-quarter. All other comms that ran Q1 2022 were direct-response or product-related. While there may be other factors that have helped increase the overall brand-reputation and trust scores, we have seen a significant increase since Q1 2021, particularly based on behaving ethically, having a positive influence on society and supporting good causes - all scores that would be attributed to sustainability and CSR initiatives; the Women's Aid partnership.
- **Marketing Investment:** The media spend for this period was comparable to previous years with no significant increase.
- **Working from Home:** Some increase in contacts to Women's Aid may have been a result of the extended amount of time that perpetrators and survivors were spending at home.

CREATIVE WORK



In 2020, Covid-19 was the pandemic we were all most scared of. We adapted to wearing masks, using hand sanitiser and socially distancing, and our collective efforts helped to fight against the disease. But as cases skyrocketed, so did another darker, hidden pandemic. Domestic abuse soared by 43% on our shores.

Domestic abuse includes physical, sexual, financial, emotional or psychological abuse. It can affect any woman, it's the most democratic of all crimes. Sarah Benson, CEO of Women's Aid states: 'We know from research that a third of women will never tell anyone, and the reasons are complex. There's fear - of the abuser, of people knowing, but there's also shame', she continues.

Our cover star and domestic abuse survivor, Jordan Sheridan, says, 'For me, it was the fear of being locked down on or as a victim. Like 'poor you'. I didn't want that.'

She says that, 'people always ask, 'why didn't you leave?' and this is the worst question you can ask a woman who's experienced this. It's so upsetting, as it puts the blame on you. People don't realise the control you're under at the time.'

Sarah Benson says, 'this stigma tells us that as a society, we're still giving a very unfair message to these women that they somehow should feel shame for something that somebody else is doing to them.'

Jordan believes that mainstream media has also reinforced common tropes about domestic abuse. While storylines on the topic appear on TV shows and films, it's always physical, and only affecting older women. 'You very rarely see a young person. Especially in my situation, which was emotional abuse', she says.

While every story of domestic abuse is different, there's a common theme in every one - the strength of these women. 'The World's Strongest Women' - a powerful new campaign by Allianz Insurance in partnership with Women's Aid really leans into this, with Jordan revealing that it was the first time 'I saw someone' like me 'represented me on TV.'

The film very cleverly starts by borrowing from a world that's synonymous with strength - sports. We see women of all different ages and backgrounds squat and stretch with ease. And then the rug is pulled, revealing that these seemingly simple moves are actually incredible acts of strength and survival. A door squat is keeping an abuser out. Another woman is in fact hiding money in a financially abusive relationship.

For Allianz, this charity partnership with Women's Aid was the perfect fit for their business, which is built on protection. Sarah Benson states 'we're very excited to be working with Allianz in such a collaborative and meaningful way. We share a lot of the same values and it's important to see brands take a stance on such an important issue.' The film is just the beginning for this three year partnership.

For women who are currently experiencing domestic abuse, Jordan wanted to share a message. 'Don't be afraid to talk to people around you. It's terrifying at first, but you are stronger than you think.' She continues, 'and if you feel like a friend or family member is being abused, just voice that you're here when they need you. And give them Women's Aid's number.'



If you or someone you know needs help, visit womensaid.ie or call the Freephone Helpline on 1800 341 900. Or for more information on Allianz's partnership with Women's Aid, visit allianz.ie/womensaid



CLICK HERE TO SEE THE CREATIVE REEL >>

How Vodafone awakened a new category behaviour

Entered by



For Vodafone

Category: IT, Telecoms & Utilities

BRONZE

Start Date: 22nd August 2022
End Date: 12th February 2023
Industry Sector: Internet & Telecom
Industry Situation: Growing

EXECUTIVE SUMMARY

THE STRATEGIC BIG IDEA

'Home of Trade In' – Where unused smartphones come to do good for the planet and customers' pockets

THE INSIGHT

People compare the size of the phone to the size of the problem, unaware of its huge environmental footprint

THE CHALLENGE

People across Ireland are hoarding unused smartphones, preventing precious metals from being recycled and repurposed

BRINGING THE IDEA TO LIFE

A social norming campaign designed to trigger positive behaviour change at scale

THE RESULT

Drove a tenfold increase of new devices/upgrades purchased trading in their old smartphone in just 6 months

WHY IS THIS CASE WORTHY OF AN AWARD FOR MARKETING EFFECTIVENESS?

In one of Ireland's most inert categories, Vodafone successfully breathed new life into mobile. With the staggering numbers of phones unrecycled in Ireland, Vodafone invested in a campaign to change mobile buying behaviours and redefine value for consumers. We established mass awareness for the behaviour as well as actual change; a ten-fold increase in trade-ins as well as increase in mobile upgrades, new customers, and brand consideration as a result of the campaign.

SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

Before your effort began, what was the state of the brand’s business and the overall category in which it competes? What was the strategic challenge that stemmed from this business situation and the degree of difficulty of this challenge? How did it change overtime?

CATEGORY CONTEXT

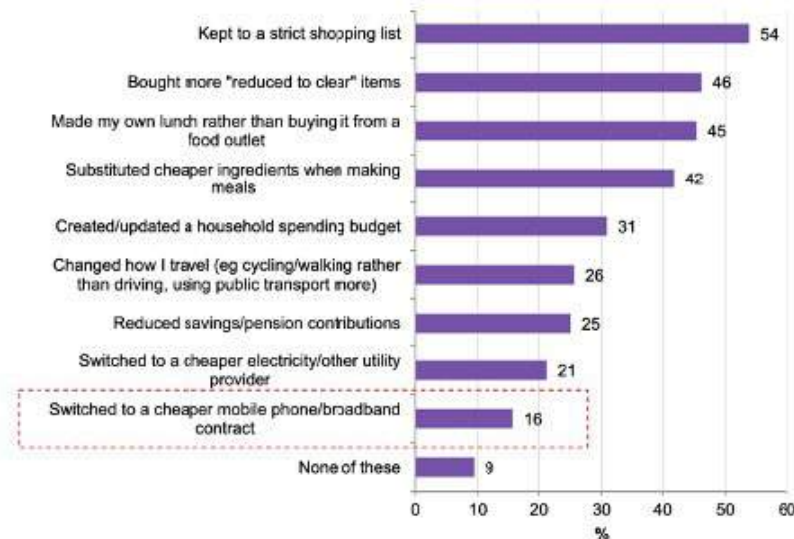
The mobile category’s growth had slowed to just 0.22% between 2021 and 2022. This meant gains are won solely by stealing from others. For many years Vodafone competed with network and device superiority but in recent years competitors have achieved perceived parity of network performance and device range. As a brand that is on average 30% more expensive than its competitors, Vodafone needed a new way to demonstrate value to consumers.

CULTURAL CONTEXT

2022 saw Ireland reach the highest inflation levels in 42 years. Ireland’s Consumer Price Index experienced an annual increase of 7.7% in the 12 months to March 2023, exasperating people’s concerns over the cost of living. As seen in (Fig 1.2) , people began switching mobile providers to access cheaper monthly bills. More than half of Irish consumers (52%) were delaying large purchases due to financial concerns such as a new smartphone. Price and value became the word on everyone’s lips.

(Fig 1.2)

FIGURE 7: COST-SAVING MEASURES ADOPTED BY IRISH CONSUMERS IN THE LAST 2 MONTHS, ICI, 2022



SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

Before your effort began, what was the state of the brand’s business and the overall category in which it competes? What was the strategic challenge that stemmed from this business situation and the degree of difficulty of this challenge? How did it change overtime?

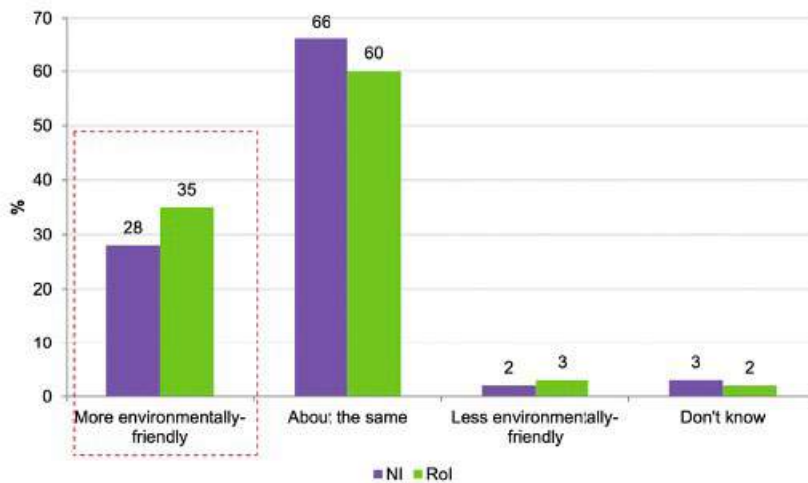
CONSUMER CONTEXT

Research showed that 35% of Irish consumers were increasingly trying to live more sustainable lifestyles (Fig 1.3) and across all age groups, environmental concerns were growing when it came to buying a new mobile phone. With a growing appetite for sustainable choices and an existing proposition that rewards positive consumer behaviour, an opportunity to redefine value in the mobile category emerged.

(Fig 1.3)

FIGURE 48: IF CONSUMERS FEEL THEIR LIFESTYLES ARE MORE ENVIRONMENTALLY FRIENDLY NOW COMPARED TO 12 MONTHS PREVIOUSLY, NI AND ROI, 2022

Base: 650 NI and 1,350 ROI internet users aged 16+



THE CHALLENGE

1 in 5 consumers in Ireland have at least two unused devices at home and are currently unaware of the environmental and financial benefits of trading them in. If addressed, Vodafone stood to introduce a new type of value to the mobile category.

SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

What were the business, marketing and campaign/activity objectives that you set to address your challenge? What were the Key Performance Indicators (KPIs) set against each objective? How did they change over time?

Business Objective: Establish a new buying behaviour in the category by increasing purchase attachment rate.

An increase in this number indicates that we have been successful in establishing a new buying behaviour – one that creates a value exchange in the category that not only lowers the cost of new technology and upgrades for customers but benefits the planet too.

Marketing Objective 1: Let people know about this initiative – Increase Awareness of Vodafone’s Trade In Service +15%.

To change any behaviour, people first need to know about what’s on offer. To ensure that we achieve our business objective, we needed to generate a high level of awareness at a national level.

Marketing Objective 2: Increase value perceptions of the brand among customers aware of trade-in (average +5%)

With the cost of living crisis increasing switching behaviours and price dominating decision making, this Trade-service and campaign presented a major opportunity to strengthen the Vodafone brand’s value perceptions in the market making the brand stickier with customers at a critical time.

Marketing Objective 3: Improve Consideration of Vodafone among those aware of Trade-in as a result of the campaign +5%

Vodafone’s overall consideration had been on a decline over the calendar year 2021–22. With a focus on communicating value through Trade In, gains in consideration amongst those aware of the campaign would hopefully contribute to a steady reversal in decline over time.

Activity Objective: Peak people’s interest – Drive exploration of Trade In Digital Platform – 80% of visits to explore trade in value of phone in app

SECTION 2: INSIGHTS, STRATEGY & STRATEGIC IDEA

Define the target audience(s) you were trying to reach and explain why it was/ they were relevant to the brand and the challenge. Did your audience evolve overtime? If so, describe how and why.

In order to achieve a **category wide behaviour change** it was crucial that we identify a consumer strategy that would allow us **to capture the imaginations of the mobile market at large.**

Extensive research helped to shape **our volume heartland, our 18-55 year old mobile market** that is highly motivated by key benefits Trade-in can offer -convenience, value and importantly good for the planet.

While motivated by each individually it became quickly apparent that consumers expectation is that they typically must compromise one for the other. Sustainable behaviours are seen as inherently difficult to achieve and therefore require inconveniences, sustainable products and services are seen as more expensive something you pay a premium for, rather than something you might be paid to do - **consumers ultimately see sacrifice as a cornerstone of sustainability.**

Along with the immediate behavioural effort and financial implications associated with sustainability, the **Telco category itself had little to no association with environmental issues.**

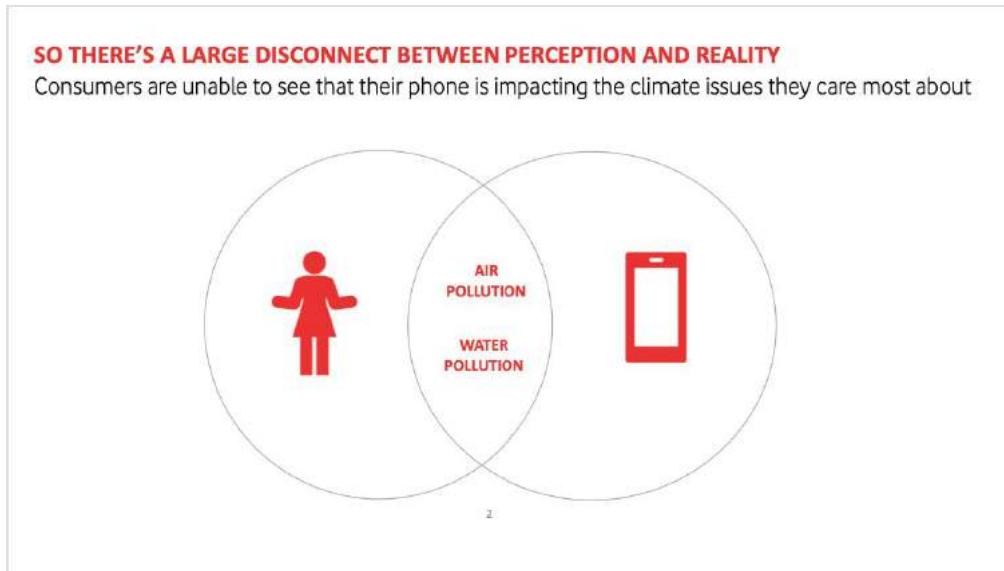
Interestingly while people in Ireland reported high levels of concern for issues of water pollution (81%), air pollution (70%) they had simply not made the leap and connected it with the growing problem of e-waste.

Fig 2.1



SECTION 2: INSIGHTS, STRATEGY & STRATEGIC IDEA

Fig 2.2



Outside of the critical awareness and behavioural barriers, the cultural context surrounding climate change was one of overwhelming 'doom and gloom' with predominantly negative media narratives driving inertia, leaving consumers feeling that their actions are too insignificant to impact change.

To both create awareness and motivate mobile consumers across Ireland to start trading-in, an opportunity emerged to **turn expected compromises into catalysts for behaviour change**, showing that sustainable action can be convenient, financially rewarding and importantly genuinely contribute to positive change.

Explain the thinking that led you to your insight(s). Clearly state your insight(s) here.

The key insight we unearthed is that people compare the size of the phone to the size of the problem, not realising that while small, a smartphone is actually of huge value to the planet.

It quickly became clear that this is why mobile consumers, therefore, did not see old smartphones lying around the house as a problem. The behaviour of chucking it in a drawer or keeping **an box of old smartphones was the norm**.

This critical finding led to the ambitious strategy to **seed a new norm in the Telco category**, one that makes Vodafone the home for unused smartphones rather than sock drawers and shoeboxes under the bed, and **re-positions an unused smartphone as something of significant value to both people and the planet**.

In order to put some real power behind this strategy we looked to **the world of behavioural science for strategies that could influence pro-environmental behaviours**, identifying three key nudges that could motivate real action:

1. **Social Proof:** Social proof is a successful mechanism for normalising new behaviours at scale. It works by tapping into the basic human instinct to follow and copy the actions of others.
2. **Reward:** As the Trade-in programme already has a built-in monetary reward it was designed with a powerful motivator we could leverage. Rewards are hugely beneficial in disrupting bad habits & incentivising new ones.

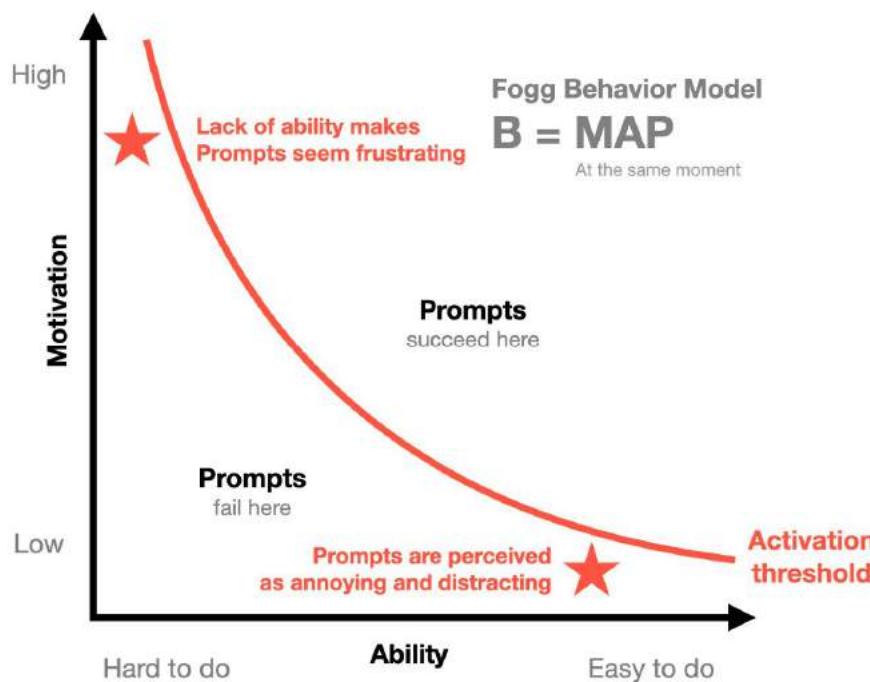
SECTION 2: INSIGHTS, STRATEGY & STRATEGIC IDEA

Fig 2.3



3. **Simplicity:** Ease and convenience are critical to widespread behaviour change. The easier an action is to do the less motivation you need to do it, and with the new app, online journey and ability to trade in in-store designed to remove hassle and make the process as convenient as possible, this was the third key element that the campaign could utilise to drive action.

(Fig 2.4)



What was the core idea or strategic build you arrived at using your insight(s) that enabled you to pivot from challenge to solution for your brand and customer?

Position Vodafone as the new home for unused smartphones, a place that rewards customers for doing good for the planet

SECTION 3: BRINGING THE IDEA TO LIFE

Describe the key elements of your plan that activated your strategy. Outline any components that were active in the effort e.g. all integral communications, promotions, CRM program, customer experience, pricing changes, etc. that were a part of your effort.

To create awareness and instigate a movement of positive change, we created a new TTL campaign, **'Home of Trade In'**, that firmly cements Vodafone's position as a place where consumers can get rewarded for trading in their used smartphones and doing their part for the planet.

Leveraging social proof, the campaign features across Ireland people searching high and low for smartphones, often hidden in hard to reach but typical places. Each person is filled with relief upon finding their phone, knowing they too can get rewarded for being part of the move towards a more sustainable future.

Outline the key building blocks of the creative executions for your main marketing vehicles e.g., endline, call-to actions and format choices. If relevant, include any important changes that optimized the creative while the activity was running.

The big campaign idea 'Home of Trade-in' is ultimately designed to act as an invitation for all of Ireland to get involved with the endline 'So where's yours?' immediately imploring consumers to join the hunt and bring their used smartphone to its rightful home; Vodafone.

Use of the song 'Look around (and you'll find me there)' by Al Martino in the TVC allowed the music to almost become a narrator with lyrical themes such as 'finding', 'looking' 'searching' married with people rummaging around for their unused smartphone, building momentum, and creating the sense a movement is taking off.

SECTION 3: BRINGING THE IDEA TO LIFE

Outline the rationale behind your communications strategy, experience strategy and channel plan. Explain how the integral elements worked together to drive results. Throughout your response, address any changes made overtime. If relevant, explain how you changed your spend across channels as part of your campaign optimization.

To execute with maximum impact our communications strategy looked to strategically balance our key primary proof point messages good for your planet and good for your pocket with the functional win of ease and convenience:

Planet impact: We know that people are disillusioned with ability to create any real impact so we needed to really land that each smartphone will do its part for the planet, highlighting Vodafone's commitment to recycling and repurposing each one.

Real Value: In order to squash any potential scepticism around the monetary rewards we used every opportunity to highlight the significant average value that people could receive, thus further instigating action with the promise of real gains.

Product Ease: This final pillar highlighted the ease of Trade-ing in with Vodafone's new digital app and tool that can instantly calculate the potential value of the smartphone.

The experience strategy was designed to prompt immediate action, with a QR code embedded across creative driving instant engagement with the digital tool and calculator, along with highlighting the ability to trade in online or in-store, further reiterating the accessibility and ease of trading in.

Our media strategy focused on two main objectives : a) let people know and b) trigger action. To achieve awareness, we invested in TV & OOH, seeking a presence in 90% of the top programming during the campaign and large formats to clearly state the offer and benefit.

Digital, social and audio helped us build our benefit story, creating a sense of urgency and triggered people to act, using planet, convenience and value messages in relevant channels.

We leveraged social to amplify the problem of e-waste, collaborating with influencers well-established in the sustainability space to highlight the importance of recycling and trading in mobile phones.

Phase 2 of the campaign rolled out in January 2023 during the cost of living crisis and after a busy period of heavy spending for consumers. To grow relevance and give back to consumers when they need it most, we optimised the campaign to really amplify value and reward messaging, highlighting the potential monetary range to garner interest while still landing secondary planet and convenience messaging.

SECTION 4: RESULTS

Over the time period of your case, how do you know it worked? Explain, with category, competitor and/or prior year context, why these results are significant for the brand's business. Results must relate back to your specific audience, objectives, and KPIs.

VODAFONE ESTABLISHED AS 'HOME OF TRADE IN'

This campaign did an excellent job of establishing Vodafone as the home of trade in. Within just six months of launching, 33% of Irish people are aware of Trade in. By comparison, another product launched by Vodafone in 2021 took over a year to reach the same rate of awareness with a similar level of spend; showing us that this campaign resonated with audiences. Of equal importance was the impact this campaign had on Vodafone as a brand, we exceeded our marketing KPI's - Those who were aware of the campaign were 22% more likely to consider Vodafone than those unaware, and 33% more likely to see us offering value in the category; critical in a cost of living crisis.

CONSUMER INTEREST CAPTURED AND CONVERTED

With high levels of awareness created, critical to triggering action was motivating people to see how much their used smartphone was worth. The campaign successfully drove a high level of digital engagement. This behaviour was a good indication of the audience's intent to trade in.

LEADING TO REMARKABLE BUSINESS EFFECTS

Trade in was transformed from being a proposition that few people knew about or used to being a key driver of increased revenue and a key differentiator in the category.

Business Objective: Establish a new buying behaviour in the category by increasing purchase attachment rate.

Result: Ten fold increase in purchase attachment rate

We established an entirely new category buying behaviour, creating a new form of value for customers

Marketing Objective 1: Let people know about this initiative - Increase Awareness of Vodafone's Trade In Service +15%.

Result: Hit 33% awareness of Trade-in service within first 6 months of launch

As a category first in Ireland, Trade-in became a talking point **garnering attention across national and regional media, achieving nearly double the awareness target.**

SECTION 4: RESULTS

Marketing Objective 2: Increase value perceptions of the brand among customers aware of trade-in (average +5%)

Result: Increased 'Charges a Fair price' (+11) & 'Worth what you pay for' (+3) for Vodafone Customers Aware of Trade-in

A **significant jump in value metrics clearly demonstrated this campaign's success** in really strengthening value perceptions, enabling the brand to flex to compete in a competitive market while retaining its premium position and benefitting the planet.

Marketing Objective 3: Improve Consideration of Vodafone among those aware of Trade-in as a result of the campaign +5%

Result: Improved Consideration of Vodafone among those aware of Trade-in as a result of the campaign +5%

Those aware of the campaign are **22% more likely to consider Vodafone than those unaware**. This was significant given the context of the category at the time in which total consideration was in decline, attributed to the cost of living crisis in which audiences felt Vodafone was more expensive than others. Trade-in created a new sense of value in which consumers reacted positively to.

Activity Objective: Peak people's interest – Drive exploration of Trade In Digital Platform – 80% of visits to explore trade in value of phone in app

Result: Drove high numbers of visitors to the app with majority investigating the value of their phone

For an entirely new service and behaviour this amount of people exploring the value of their phone indicates that the communications did a brilliant job at generating interest and driving engagement.

ADDITIONAL RESULTS

This first to category service and sustainability leadership inspired others to act too, with Three Ireland following suit and launching their own Trade in service in March of 2023, creating **more momentum behind a category-wide sustainable behaviour change.**

What else in the marketplace could have affected the results of this case - positive or negative?

Key Factors: Societal or Economic Events

With the hangover of Covid-19 and the subsequent Cost of Living crisis dominating the cultural context, climate concerns were waning, creating a challenging environment for cut-through and relevance with this campaign.

This context helped to shape the more practical, behaviour change led approach of this campaign, amplifying the ease and action of trading in, really leaning into the solution to tackling smartphone e-waste rather than overly dramatizing the problem with a view to using a positively framed message to spur action rather than potentially overwhelming people with the problem which could further inertia.

The campaign instead balanced value and planet messaging in way that demonstrated the deserved win for people for doing good, positioning sustainable behaviours as something rewarding rather than another sacrifice.

CREATIVE WORK



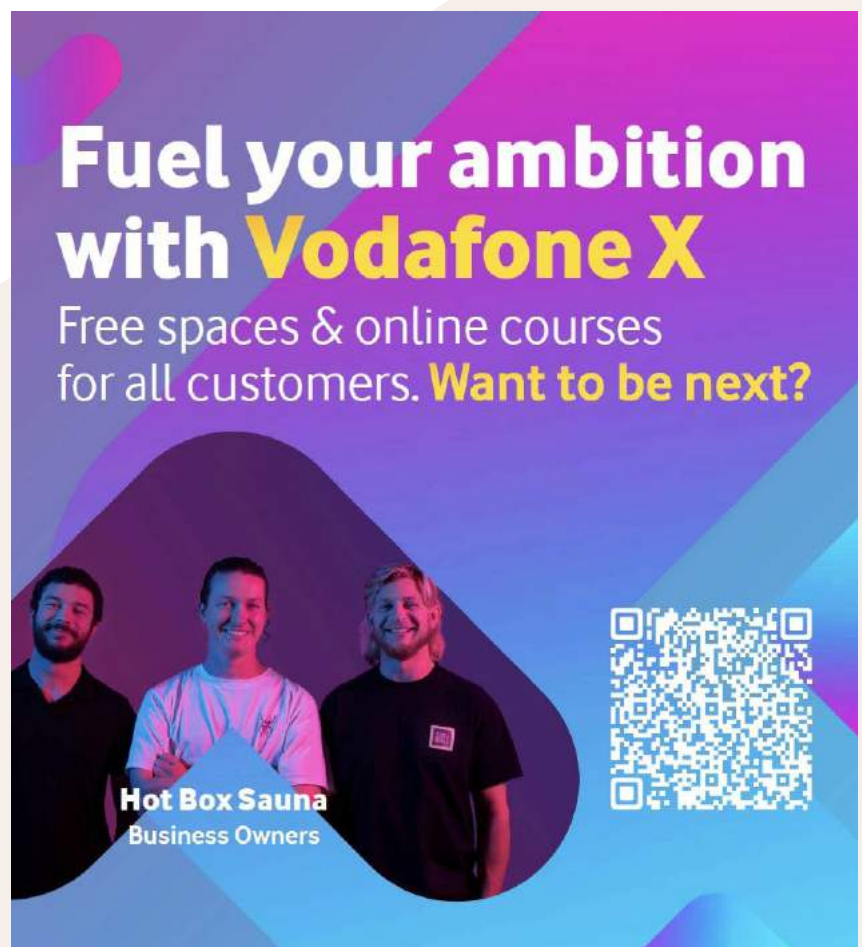
CLICK HERE TO SEE THE CREATIVE REEL >>

How the pandemic ushered in a new era of efficiency for Vodafone X

Entered by



For Vodafone X



Category: Crisis Response / Critical Pivot

BRONZE

Start Date: 6th June 2022
End Date: 26th March 2023
Industry Sector: Internet & Telecom
Industry Situation: In Decline

EXECUTIVE SUMMARY

THE STRATEGIC BIG IDEA

Stop communicating what we do, communicate our impact – Showcase the power of Vodafone X network in helping youth progress

THE INSIGHT

To an ambitious generation hungry for progress, Vodafone X's platform and network is only as powerful as those using it.

THE CHALLENGE

Sustain YOY growth of Vodafone X in a declining mobile segment, with less budget and a decimated acquisition channel

BRINGING THE IDEA TO LIFE

'Spotlight Series' – A peer-led campaign, showcasing how youth are using Vodafone X in powerful way to progress their future.

THE RESULT

Doubled our growth KPI with most efficient CPA ever, a 25% increase in consideration, achieved #1 ranking in category affinity.

WHY IS THIS CASE WORTHY OF AN AWARD FOR MARKETING EFFECTIVENESS?

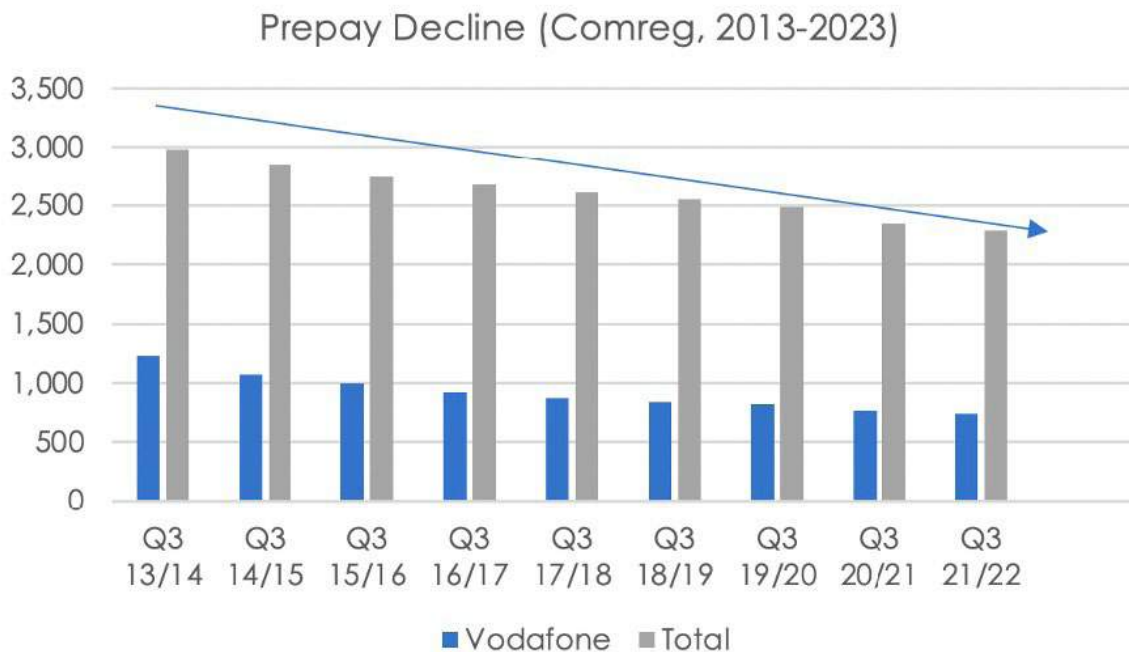
Pre-pandemic, university campus tours were core to Vodafone X's strategy, spending roughly 20% of the brand's investment each year. Communications were focused on awareness and then using tactical offers and freebies when it met students face to face to convert. It worked *but it was expensive*.

However, two years of Covid-19 with zero access to campus and no sign of students returning post-pandemic, we were forced to pivot to what became our most efficient strategy. ever. With less budget, we halved our CPA, grew consideration by 25%, became #1 for affinity and most importantly, business growth in a declining segment.

SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

Before your effort began, what was the state of the brand’s business and the overall category in which it competes? What was the strategic challenge that stemmed from this business situation and the degree of difficulty of this challenge? How did it change overtime?

Since its launch in 2017, Vodafone X experienced YOY growth. However, it was part of a declining segment; Pay As You Go - see Fig 1.1- The segment is down 21% vs 10 years ago with a 6% decline in the last 5 years alone. We were fighting against a change in how people were buying mobile.



AGGRESSIVE PRICE COMPETITION

Vodafone X faces aggressive price competition; it’s two biggest rivals who target the same demographic cost roughly 40% less than Vodafone X with GOMO @€14.99 and 48 @ €12.99. Pre Covid-19, a huge part of Vodafone X’s acquisition strategy was driven by campus tours where we offered a high value promotional gift to ‘sweeten the deal’ like headphones etc. Without these deal sweeteners, convincing an already cash strapped audience to choose us was a challenge.

LOST A KEY CATEGORY BATTLEGROUND

Covid-19 decimated campus footfall and eradicated the channel. In 2021 it was clear a return ‘back to normal’ was highly unlikely given its positive impact, see Fig 1.2. This was a challenge as it had been a key differentiator for years – our competitors didn’t invest here. It was our battleground to fight against price.

SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

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Students want recorded lectures to continue when campuses reopen, survey shows



FORCED IMPROVEMENT IN EFFICIENCY

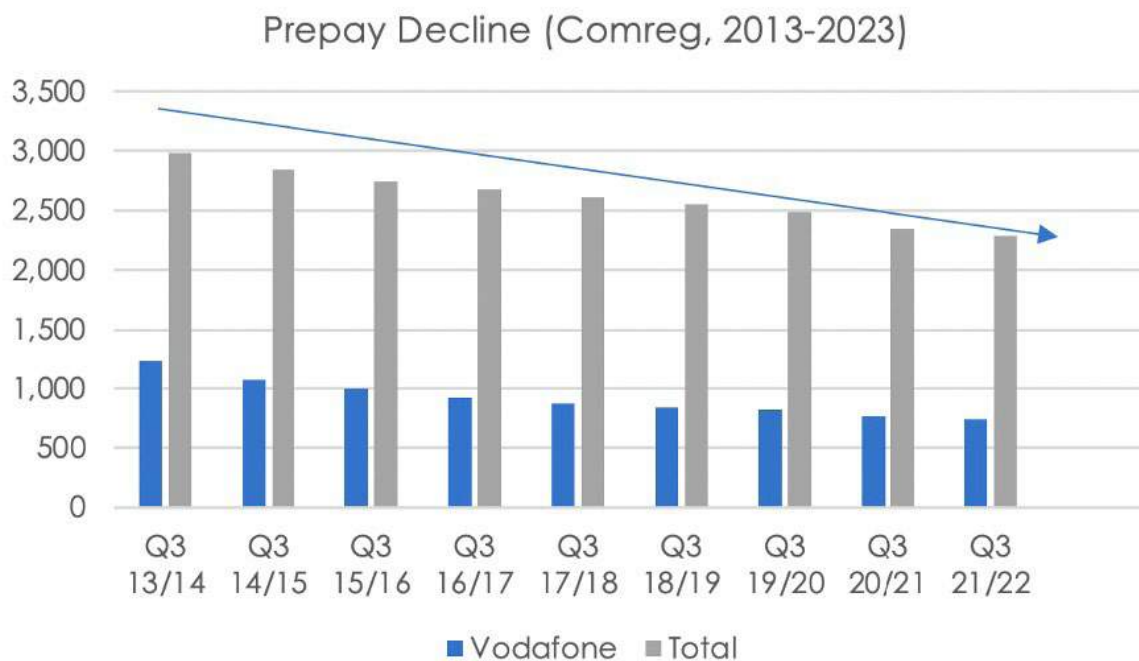
The pandemic's effect forced upon us a change in thinking as early as 2020. As we scrambled to drive acquisition without campus tours, we digitised the campus tour experience. While still very tactical, it improved our CPA – we realised that it was in fact possible to drive more efficient acquisition. When we accepted campus would never return and our budget decreased by 23%, we decided to fully embrace this new reality.

SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

What were the business, marketing and campaign/activity objectives that you set to address your challenge? What were the Key Performance Indicators (KPIs) set against each objective? How did they change over time?

Business Objective: Sustain YOY Growth of Vodafone X base

Vodafone X experienced a consistent average base growth YOY which we were expected to maintain despite a decrease in total investment. In a declining Pay as You Go segment, the Vodafone business relied on Vodafone X to deliver the growth in PAYG to offset the major shifts happening in the mobile category.



Marketing Objective 1: Increase consideration of Vodafone X among 16-24 year olds by 5%.

Key to improving efficiency was converting the awareness built up over previous years into a more meaningful indicator of the audience's intent to choose Vodafone X in the future. A larger group open to Vodafone X was a larger group unlocked to convert.

To date, consideration had fluctuated but hadn't experienced consistent uplifts. With a pivot in our strategy, this was a chance to move the dial considerably.

SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

Marketing Objective 2: Become #1 for Brand Affinity [a brand for people like me]

A key driver of brand consideration beyond network and price was affinity, 'a brand for people like me'. As pictured, 45% of Under 24s chose their network because 'my friends and family are mostly on this network'.

	Total	Age				
		18-24	25-34	35-49	50-64	65+
Base:	2959	236	397	873	760	693
	%	%	%	%	%	%
My friends or family are mostly on this network	37	45	40	32	36	38
Good reputation	36	33	36	35	40	36
The price of the calls/texts/data allowances	24	30	30	24	20	16
Heard that there is good coverage/signal quality in this area	17	21	16	17	14	18
Trusted brand/mobile network provider	16	11	16	17	20	13

Pre-Campaign, the benchmark we sat in second place behind Three Mobile @ 47%.5

Activity Objective: Maintain existing CPA of Vodafone X

With 23% less budget and one less channel, maintaining cost per acquisition was critical to prove that this forced pivot had not disimproved Vodafone X's appeal or future growth. While our CPA had been declining, with less budget, we hoped to maintain this rate of efficiency and avoid any sharp increases despite a change in strategy.

SECTION 2: INSIGHTS, STRATEGY & STRATEGIC IDEA

Define the target audience(s) you were trying to reach and explain why it was/ they were relevant to the brand and the challenge. Did your audience evolve overtime? If so, describe how and why.

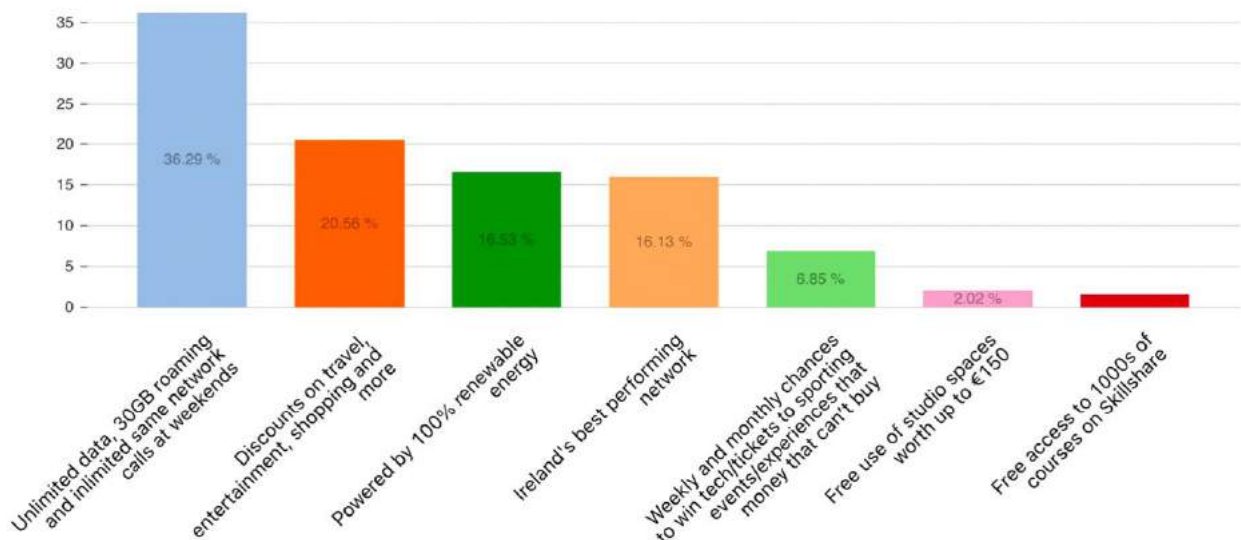
Vodafone X is designed for Irish youth, 16–24 year olds. When the brand and proposition was established in 2017, Vodafone tapped into the insight that this age is a critical time for this audience in which they are exploring who they are, what they’re passionate about and ultimately discovering what their future will look like. To connect, Vodafone X went beyond ‘just data’ and through its communications and propositions [Pictured], offering support as they figured out their future. [Pictured]



FROM SHORT TERM CONVERSIONS TO LONG TERM GROWTH CONSIDERATION

Given the much needed shift in our strategy, it was time to truly interrogate what the audience **really wanted** – what would make them consider us.

So we tested. We listed everything Vodafone X had to offer this audience and asked them to choose what was the most compelling to inspire them to consider us. After years of being about ‘more than just data’, Ireland’s youth made it clear – our network and data is the most interesting thing about us (with some added rewards on the side!) [Pictured]



SECTION 2: INSIGHTS, STRATEGY & STRATEGIC IDEA

What was of equal importance to this audience was the importance of closeness and familiarity. The #1 reason [Pictured] to choose a mobile provider is 'my friends and family are mostly on this network' of which Ireland's 16-24 year olds agree most. To drive consideration and grow this base, this required a reimagining of our creative strategy – for many years we had added value through our 'added extras' in the proposition and communicating those.

Now we had to show the **value of our network** and make it feel like that was of importance to **people just like our target audience**.

**Explain the thinking that led you to your insight(s).
Clearly state your insight(s) here.**

FROM 'WHAT' TO 'WHY'

The existing Vodafone X platform, 'Discover You' represents Vodafone's commitment to helping youth discover what their future could be through access to global learning platforms, collaborative spaces and unlimited data on Ireland's best network. Our story to date was 'Here's what we offer as Vodafone X'. However, given what we'd learnt through our research about consideration drivers; we needed to focus more pointedly on our network and connect in a more emotional and credible way that showed this audience this was a network for people like them.

YOUTH'S REALITY

2022 signified a particularly interesting point of time for this audience; they were emerging from a pandemic and finally in a position to put into play all the experiences, plans and dreams they put on pause for two years. 66% claimed to have a new perspective on life and 37% felt optimistic about what's to come. They were wholly focused on themselves and those around them with 75% being influenced by their peers when it comes to what they spend their time doing.

We realised they care less about our network and more about what people like them use it for and what they could be inspired to use it for in the future. We hoped this move away from the functional and into an emotional territory would give this audience the 'why' they needed to consider Vodafone X.

For an audience ready to press play on life again, we decided to tap into the excitement for their future to commence and evolve our 'Discover You' platform to showcase how our network is powering people just like them to discover their potential.

THE INSIGHT: To an ambitious generation hungry for progress, Vodafone X is only as powerful as those that use it.

What was the core idea or strategic build you arrived at using your insight(s) that enabled you to pivot from challenge to solution for your brand and customer?

'Spotlight Series' – A peer-led campaign, showcasing how youth are using Vodafone X in powerful way to progress their future

SECTION 3: BRINGING THE IDEA TO LIFE

Describe the key elements of your plan that activated your strategy. Outline any components that were active in the effort e.g. all integral communications, promotions, CRM program, customer experience, pricing changes, etc. that were a part of your effort.

We chose 10 youth creators to 'Spotlight' – giving 50% of the brand's media spend to platform their unique ideas, businesses or work. We promoted these unknown faces and their projects across VOD, TikTok, Snapchat, Digital Audio and Twitch – the audience's most relevant and highly used platforms.

We created a digital hub where each young talent and their projects were platformed – young individuals who spanned industries from gaming, fashion, music, entrepreneurship, and design with a modest online following.

We then created a suite of tactical assets that explained our tariff and rewards to drive conversion.

Outline the key building blocks of the creative executions for your main marketing vehicles e.g., endline, call-to actions and format choices. If relevant, include any important changes that optimized the creative while the activity was running.

Peer Driven – By putting our network story in the hands of youth, we began to present our narrative in an entirely new way – we were no longer a brand trying to edge into youth's conversation, we were the conversation.

Channel first – With efficiency a top priority, our starting point for all production was examining every channel, how the audience engage with content and built our production plan accordingly.

Collaboration – This was a true partnership with creators – They went beyond paid advertising and organically advocated for the brand, further improving the campaign's performance.

SECTION 3: BRINGING THE IDEA TO LIFE

Outline the rationale behind your communications strategy, experience strategy and channel plan. Explain how the integral elements worked together to drive results. Throughout your response, address any changes made overtime. If relevant, explain how you changed your spend across channels as part of your campaign optimization.

A pivot in our objectives required a pivot in our messaging. Previously, we aimed to showcase what we offer – affording us the luxury of telling our story, our way. However, now we were communicating what impact our offering has – we focused on messaging prioritisation and the channels that allowed us the time, space and formats to facilitate a storytelling approach to ensure we delivered consideration while we re-examined the channels that are our most efficient for conversion to maintain efficiency.

Communications Strategy:

Our strategy and investment reflect our objectives:

Building Consideration: Show what future is possible when brilliant people use a brilliant network

The core of our content, the Spotlight Series, became our consideration driver. Through each creator, we told the story of how their talent, idea, passion or business was powered by the Vodafone X network and platform and the impact it has had on their future. We worked with each creator to shape their story, their way to ensure it felt credible and native to them and their own audience.

Driving Efficient Conversion: Discover what your future could be with Vodafone X

Through this content, we had the opportunity to warm up a broad audience that we followed up with using tactical assets, focusing on targeting them with complimentary messaging that connected with what they had already seen and expanded on the more functional aspects of our network message; *Unlimited Data, best performing mobile network, powered on 100% renewable electricity and with access to 1000's of spaces and courses.* We also did this at key times in the calendar that reflected the campus tour schedule – a time when we know they are open and attune to new brands.

Channel Planning

We focused on the channels where Ireland's 16-24 year olds spend their most time with the intention of capturing their attention for as long as possible and truly engage them in our storytelling efforts.

Focusing on channel behaviours: We explored how our audience react differently to their peers content than they do branded content – two things became clear – be video first and tap into content trends, acting as native and as unbranded as possible.

Leveraging previous efficiency learnings: Re-examine our Covid-19 learnings to identify the most effective channels for conversion that allow us to maintain our CPA, despite not having campus tours.

SECTION 3: BRINGING THE IDEA TO LIFE

Laydown

	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Love Island	06 th Jun – 31 st Jul							30 th Jan – 26 th Mar		
VOD					10 th Oct – 6 th Nov				06 th Feb – 5 th Mar	
YouTube				9 th –29 th Sep	10 th Oct – 6 th Nov				06 th Feb – 5 th Mar	
Digital Audio					10 th Oct – 6 th Nov					
TikTok	20 th Jun – 31 st Jul			9 th –29 th Sep	10 th Oct – 6 th Nov				06 th Feb – 5 th Mar	
Snapchat				9 th –29 th Sep	10 th Oct – 6 th Nov				06 th Feb – 5 th Mar	
Twitch					10 th Oct – 6 th Nov				06 th Feb – 5 th Mar	
OOH									13 th Feb – 26 th Mar	
Partnership Entertainment.ie									06 th Feb – 19 th Mar	
Display	Always On									

SECTION 4: RESULTS

Over the time period of your case, how do you know it worked? Explain, with category, competitor and/or prior year context, why these results are significant for the brand's business. Results must relate back to your specific audience, objectives, and KPIs.

While the pandemic is a cultural black mark on the last number of years, what it forced upon Vodafone X brought about a new way of driving growth and a pivot in strategy that will long continue into the future. Within the context of one less channel, 23% less budget and the position as youth's most expensive option, Vodafone X exceeded every metric in 2022, doing so in our most efficient approach ever.

EFFICIENCY

In a year with less budget, our commitment to truly understanding what would drive connection and conversion with our audience really paid off. We listened to what our audience wanted, who they trusted and where they spent their time; resulting in a highly efficient balance of brand building & conversion investment that dramatically lowered our cost per acquisition, cutting it in half and reducing our yearly CPA by 50%.

BRAND GROWTH

With the loss of a powerful conversion channel in campus tours, critical to the success of this pivot in strategy was building consideration and having to rely less on freebies and tactical offers – we needed to establish 'why Vodafone' long before this audience were in market for a new provider. Taking a peer led approach, focusing on our network and highlighting the benefits of our platform resulted in a 21% increase in Consideration, by 3% over the course of the campaign. The brand also grew affinity with this audience, peaking in our 3rd quarter and eventually reaching joint 1st place with category leader amongst this audience; Three mobile.

BUSINESS GROWTH

With a more 'always on' approach to our investment and less focus on our tactical conversion moments, Vodafone X sustained a level of consistent acquisition across the year, growing new ports by 26%, far exceeding the original KPI of 10% growth. This growth is significant in a segment of Vodafone which is in decline. This growth gives the business a lever with which to stem decline.

Business Objective: Sustain YOY Growth of Vodafone X base

Result: From March 2022 – March 2023 the Vodafone X base grew by 26%

This year's performance far outpaced Vodafone X's annual growth KPI. This strategy allowed Vodafone X to compete against aggressive price competition, in a cost of living crisis, with less media investment than ever before and grow an important, valuable base; Vodafone X customers bring in 10% higher average revenue per user versus the rest of Vodafone's Pay As You Go base. They also boast a lower churn rate by nearly 3% pts.

SECTION 4: RESULTS

Marketing Objective 1: Increase consideration of Vodafone X among 16-24 year olds by 5%.

Result: Vodafone X Consideration grew by +3%

This growth in Consideration, far exceeds our original KPI. It also shows a significant increase on our average Consideration up until this point - a more sustainable indicator of success. This campaign increased our average across the entire year. This consistent growth across 2022 shows a significant increase in sustained interest in Vodafone X, a signifier that this new strategy had worked.

Marketing Objective 2: Become #1 for Brand Affinity [a brand for people like me]

Result: Vodafone X achieved joint 1st place for Affinity.

We achieved consistent growth across 2022, reaching our peak Affinity in the third quarter. While not an outright leader, this shared #1 spot was significant and again testament to our strategy that we drove an increase in people seeing Vodafone X 'as a brand for people like them'. As established in our objectives, this is the #1 reason why people chose their current provider. Moving this dial was core to driving acquisition efficiency.

Activity Objective: Maintain existing CPA of Vodafone X

Result: We experienced our most efficient year ever, reducing our yearly CPA by 50%

Halving our CPA was both a performance and a business success. In a year with less budget, our commitment to understanding what would drive connection and conversion and embracing a new strategy paid off. With a goal of maintaining our existing CPA, improving it was a big win. In a declining segment, being able to achieve an improved level of efficiency with a high value audience is of huge gains to the Vodafone business.

ADDITIONAL RESULTS

What else in the marketplace could have affected the results of this case – positive or negative?

Key Factors: Societal or Economic Events

The growth achieved outlined in the results was successful in spite of Ireland's Cost of Living Crisis in which Ireland saw the highest inflation levels in 42 years. During the key campaign periods, Ireland's Consumer Price Index experienced an annual increase of 7.7% in the 12 months to March 2023.

During this time, these realities were of major concern for Irish youth. 52% of Irish people under 34 saw the rising cost of living as the as one of the most important issues facing Ireland today. Almost 1 in 2 were struggling to make ends meet.

Despite Vodafone X's price being 40% more expensive than it's closest competitors, we managed to rise above our audiences financial anxieties and justify our more expensive premium.

CREATIVE WORK



CLICK HERE TO SEE THE CREATIVE REEL >>

From selling products to creating a meaningful Masterbrand

Entered by



coreTM

For Irish Life

Category: Sustained Effectiveness



BRONZE

Start Date: 15th April 2019
End Date: Ongoing
Industry Sector: Insurance
Industry Situation: Growing

EXECUTIVE SUMMARY

THE STRATEGIC BIG IDEA

Irish Life can ready you for the future – so you can embrace change instead of fearing it.

THE INSIGHT

Irish people want to feel more secure and in control of their life but fear the unknown the future holds.

THE CHALLENGE

Elevate Irish Life beyond the categories we're famous for; become famous for helping Irish people live better lives

BRINGING THE IDEA TO LIFE

Show that you don't have to catastrophise about the future when you're as well prepared as an Irish Life customer.

THE RESULT

Inspired 100k more people to consider Irish Life across all 4 categories; both legacy and emerging.

WHY IS THIS CASE WORTHY OF AN AWARD FOR MARKETING EFFECTIVENESS?

Adopting a consistent but agile Masterbrand approach has helped Irish Life successfully elevate itself out of the world of product, across both its existing wealth business and its new health business, and into people's hearts and minds – while also having a much lower SOV than its competitors. A clear focus on emotional connection, distinctiveness, and media effectiveness drove consistent and sustainable brand and business growth; over four years, and inspired 100,000 more people to consider Irish Life across all 4 categories.

SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

Before your effort began, what was the state of the brand's business and the overall category in which it competes? What was the strategic challenge that stemmed from this business situation and the degree of difficulty of this challenge? How did it change overtime?

BOTH LEGACY LEADER AND CATEGORY CHALLENGER

Since 1939, Irish Life had a track record in providing Life Insurance, Pensions and Investments to Ireland. In 2016 we decided to enter the Health insurance market as Irish Life Health, becoming last to market with two strong incumbents in VHI and Laya. While Irish Life was a trusted brand name, it had no health associations or credentials. It was going to be difficult to steal share from two highly experienced operators with a track record, brand fame and higher SOV already on their side.

While a leader in Life & Pensions, Investments was also a challenge. Despite being Ireland's biggest asset manager, consumers didn't see us a market leader; we were 3rd in terms of consideration. With no-one really leading the category, there was an opportunity to lead, with the right campaign.

DRIVING EFFICIENT GROWTH WITH LOWEST SOV

Outspending them wasn't an option because Irish Life had to continue to support its wealth business against increasing competition, from other pensions providers like Zurich and Aviva, and other mass market investment providers like AIB and Bank of Ireland. VHI had also just entered the life insurance market, two years after Laya did. So now Irish Life had health insurance competitors looking for a piece of its wealth business too.

Irish Life had to find a way of growing its market share of these two businesses on a combined budget that was less than the budgets of any one of its biggest competitors in health and wealth.

A COMPLEX AUDIENCE MIX

With less SOV, this task was made harder by the fact that...

- Customers of the wealth business are typically older than people entering the health market.
- Majority of Irish Life wealth products are distributed by brokers or advisors. However a lot of people don't have one. So they may assume Irish Life is not for them.

OUR BRAND REALITY:

We couldn't afford to be all things to all people. We couldn't afford to invest evenly across all categories.

Our strategic challenge: **How do we move for being known for only certain categories to be being better for people's lives?**

HOW THIS CHALLENGE EVOLVED:

Over time we were required to leverage our new brand idea to 'sell' products, find a way to strike the balance between connecting emotionally at a brand level and show how we improve lives, while also landing our product messaging and converting efficiently.

SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

What were the business, marketing and campaign/activity objectives that you set to address your challenge? What were the Key Performance Indicators (KPIs) set against each objective? How did they change over time?

Business Objective: Grow total customer base across Health & Wealth business

Marketing Objective 1: Grow 1 choice consideration for Irish Life from benchmark of 20% in Q1 2019 across all four categories

For a brand like Irish Life being consistently top of mind at scale is critical to success. However 1st choice consideration is the best proxy to predict likely conversion of that saliency into sales and is critical to achieving our business objective of growing our base.

Marketing Objective 2: Establish a distinctive Masterbrand idea in Irish public's mind, growing brand positioning associations YOY.

Having a unique Masterbrand is key to sustainably and cost effectively growing Irish Life's market share over time, especially in areas it's less known for like Health and Investments. The stronger the Irish Life Masterbrand, the more of a halo effect it can have across all 4 categories. Brand Differentiation accounts for 45% of Irish Life's Consideration score so achieving this was critical to moving our overall marketing objective.

Marketing Objective 3: Drive Masterbrand image associations – a trusted brand with the expertise to support modern Irish Life, growing YOY

Across each of Irish Life's categories, our brand's mission was to be a trusted advisor to our customers, providing products and services relevant to modern Irish life so they can feel supported and understood. This brand fundamental was core to our Masterbrand positioning and therefore, critical to track. Brand Image also accounts for 35% of our Consideration.

Benchmarks:

- Expertise 38% Q1 2019
- Support 22% Q1 2019
- Relevance 22% Q1 2019

SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

Activity Objective: Make ads with impact – Overachieve in emotional connection measures in all ad testing by 5%

With a move towards a Masterbrand campaign, critical to our success was our advertising connecting emotionally with the audiences it was designed for. With a commitment to develop a set of distinctive and memorable assets to be used across the brand and the goal of connecting emotionally, we set a KPI of achieving +5% above the norm benchmark. 20% of our Consideration Score is driven from emotion. The benchmark of Research Agency Ad Rating is 57. Therefore, all ads tested needed to achieve a score of 60 or above.

SECTION 2: INSIGHTS, STRATEGY & STRATEGIC IDEA

Define the target audience(s) you were trying to reach and explain why it was/ they were relevant to the brand and the challenge. Did your audience evolve overtime? If so, describe how and why.

The target audience for Irish Life is mass market, i.e. anyone aged 18-65.

AN AGEING BASE

In 2019 Irish Life was associated with life and pensions – products that people postpone engaging with until circumstances force them to, either because they join a corporate pension scheme or they reach a time in their lives when providing for their own future becomes a priority.

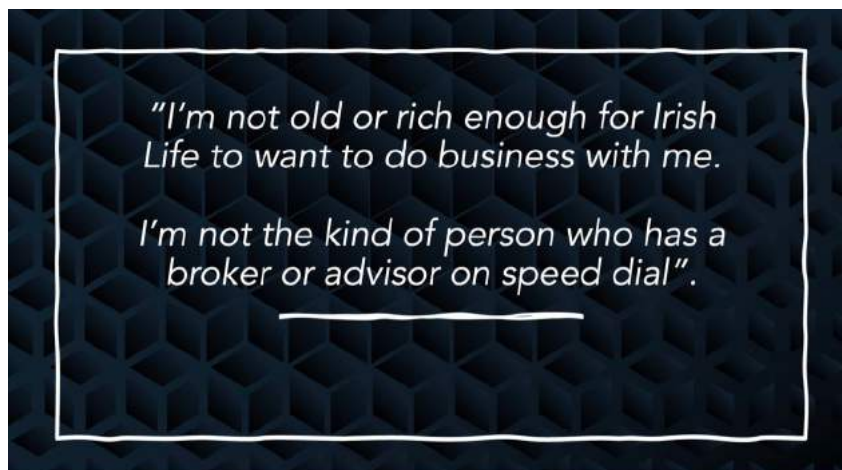
In order to maximise lifetime value, the sooner people become a customer, the better, but in 2019 Irish Life was struggling to enrol people under 35.

As a brand we had to become more relevant to 25-44 year olds.

TRUSTED? YES. RELEVANT? NO.

What we discovered through research¹ is that Irish Life also had to become more accessible to our existing audience of 30 to 65 year olds, who trusted Irish Life but didn't feel that it was a brand for them.

One research respondent summed up what others were feeling when she said:



STRIKING THE BALANCE

Irish Life generates leads for intermediaries in its advertising. The message and tone of Irish Life advertising is designed to pre-dispose end customers to choosing them over other options their broker or advisor might present them with.

We needed to strike the right balance with two audiences; connect emotionally and meaningfully with consumers beyond products while maintaining confidence amongst brokers that we were **creating demand for** products.

SECTION 2: INSIGHTS, STRATEGY & STRATEGIC IDEA

**Explain the thinking that led you to your insight(s).
Clearly state your insight(s) here.**

We needed to get to an insight that balanced our own reality – Irish Life’s Wealth business was about future protection but Irish Life Health was all about keeping you healthy today, not just caring when you’re unwell. We needed to forge a connection with people who had no relationship with Irish Life, showing how we are relevant at different stages of their lives.

We arrived at our insight by understanding the cultural context at play in 2018 and by asking ourselves what the bulk of consumers in Ireland needed.

It became clear to us from our desk research that we’re living through an era of unprecedented change. Two of the things we had long taken for granted were unravelling – democracy was in question in the era of Trump and Brexit and the rise of populism, terrorist attacks and anti-immigrant racism were symptoms of deeper economic and political instability. For the third year in a row, money topped the list of worries for the people of Ireland.

Psychology tells us that whilst change feels uncomfortable whilst we’re going through it, once we’ve made the transition, we tend to look back on it as a positive and rewarding experience. This was a powerful truth for a brand seeking to connect regarding people’s futures.

We concluded:

- the people of Ireland want to feel more secure and in control of their life but fear the future and the change it ushers in
- Our expertise in health and wealth could prepare them for whatever life throws at them – so they feel more confident and therefore able to embrace the change ahead.

THE INSIGHT: Irish people need a partner to help them feel more secure and in control of their life today so they’re ready for the change tomorrow brings.

What was the core idea or strategic build you arrived at using your insight(s) that enabled you to pivot from challenge to solution for your brand and customer?

You don’t have to catastrophise about the future when you’re as well prepared as an Irish Life customer.

SECTION 3: BRINGING THE IDEA TO LIFE

Describe the key elements of your plan that activated your strategy. Outline any components that were active in the effort e.g. all integral communications, promotions, CRM program, customer experience, pricing changes, etc. that were a part of your effort.

We focused on executing a tried and tested brand building approach, connect emotionally, doing it in a distinctive way and show your relevance in people's lives.

1. EMOTIONALLY & DISTINCTIVE CAMPAIGN

Titled "Embracing Change" this campaign sought to bring our idea to life, focusing on under-represented moments in life that capture a need for expertise in a warm, humorous, and distinctive way:

- **Masterbrand:** setting up general premise of "embracing change" with buying your kid's first big shoes as a harbinger of what's to come.
- **Wealth:** Offering guidance through one of life's biggest and under-supported transitions, retirement.
- **Health:** Providing mental health support during the stress of returning to work after maternity leave.

2. FOCUS ON SHOWCASING RELEVANCY– INNOVATIVE SOLUTIONS THAT PREPARE PEOPLE TODAY FOR TOMORROW:

Within our brand world, we invested in amplifying our distinctive health and wealth propositions, helping people see how we prepare them today for tomorrow's unknowns.

Outline the key building blocks of the creative executions for your main marketing vehicles e.g., endline, call-to actions and format choices. If relevant, include any important changes that optimized the creative while the activity was running.

Success for this strategy relied heavily on creating a clear step change in our communications – moving from being tactical and product focused for a specific audience, to being a brand everyone could connect with, ensuring creative consistency in every category.

Brand Pneumonic | We focused on creating distinctive aural devices -establishing a new brand sound and voice over that was to exist across all brand communications.

Warm, humorous yet reassuring tone | We took a light-hearted, at times humorous approach when talking about the future, conveying a confidence that no matter what audiences thought about a future issue, we could see a way to solve it.

Being Real | Our advertising focused on consumer's worlds, not our own to ensure we maximised relevance. In 2022, we evolved this to strike a balance when speaking about sustainability as this is a future often catastrophised.

SECTION 3: BRINGING THE IDEA TO LIFE

Outline the rationale behind your communications strategy, experience strategy and channel plan. Explain how the integral elements worked together to drive results. Throughout your response, address any changes made overtime. If relevant, explain how you changed your spend across channels as part of your campaign optimization.

With a new era of creative consistency established, we focused on building reach in such a way that we could maximise efficiency, when SOV was significantly less than competitors.

The challenge for channel planning was that everyone's moments are different and can happen at any time during the year. We knew that we couldn't always target everyone's individual moments through media, but we could be present throughout the year when their moment occurred and when they would need us.

To maximise our brand building efforts, we invested in cut down edits of our main brand TVCs with products featured, drilling into the benefits and offers available. We concentrated money into AV and digital, taking a strategic approach to media selection - changing from a regimented product and burst led phasing to an integrated "always-on" plan, where product and brand ads were planned to maximise their halo effect.

To be "always on" we built a continuous AV plan that allowed us to maximise weeks on air at a sustained level of reach. Out of home and display were reduced to allow us to focus on maximising weeks and reach via AV. We increased the % of our budget going into AV. We increased our volume of TVRs by 23% and increased the number of weeks on air. We shifted from a regimented product by product campaign approach to a cohesive and fluid approach, where individual product edits and our brand ad could overlap and support each other.

This strategy was used across AV, Audio, and Digital channels. By doing so, we were able to achieve on average 14 more weeks on air each year as TVRs could be balanced in weeks. We could also balance our monthly reach ensuring that it never dropped below 40% to have consistency in our media.

To support our TV strategy, we developed a custom VOD strategy that was up-weighted towards Youtube and less on BVOD, and ensured we have the most appropriate copy length on the most appropriate screen. We also upweighted delivery against Connected TVs to ensure that we captured attention on the largest screen in homes.

We optimised the remainder of our media mix, identifying through testing, including econometrics, which channels were driving demand - AV, Radio, Social -and divested from media channels not delivering incremental reach such as outdoor, and branded search.

With brand activity driving interest in our Products, our SEO campaigns ensured that we captured users showing intent or about to take on a life change moment and looking for a trusted piece of advice, encouraging them to click through and engage with Irish Life's extensive owned digital solutions.

Over the 4 year period, Irish Life's media investment did not increase. Instead, we continuously optimised our spend in line with quarterly brand tracking results and focused on building the Irish Life Masterbrand while maintaining a sustainable rate of business growth.

SECTION 4: RESULTS

Over the time period of your case, how do you know it worked? Explain, with category, competitor and/or prior year context, why these results are significant for the brand’s business. Results must relate back to your specific audience, objectives, and KPIs.

From 2019 until now, Irish Life has consistently sustained growth in business and brand objectives, a result of an efficient and effective Masterbrand strategy.

CONSISTENT CONSIDERATION GROWTH

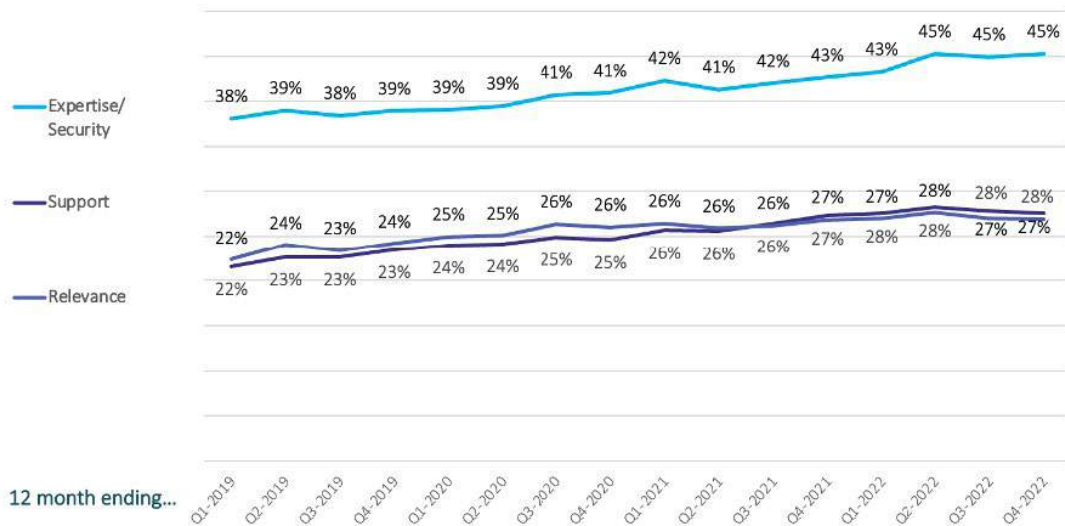
We have consistently grown 1st Choice Consideration across every category since 2019, proving we have successfully connected at both a brand and a category level. Specifically, in Investment and Health we made significant gains.

ESTABLISHED A BRAND STORY

We have carved out a unique idea of what we stand for. Across the association ‘a brand that helps you prepare for changes in your life when they happen’, we have consistently grown; from 40% in 2019 to 54% in 2022.

Equally, we have consistently grown our core image scores; Expertise, Support and Relevance across all four years.

Master Brand Pillar Image – 18 – 65 year olds



DRIVEN BY ADVERTISING

Econometric modelling confirms the impact of advertising across the years since the Masterbrand strategy was introduced. It correlates with our overall sales growth, proving that advertising has uniquely contributed to this success.

Advertising Effectiveness Testing completed on our suite of ads by System 1 shows that Irish Life ads score in the Top 10% of over 1,400 ads tested across the Insurance & Banking Categories across Ireland and UK – with 4 out of 6 ads tested falling within the Top 5. This further validates what we’re also seeing from business results and econometrics, that our advertising is helping drive our business growth.

SECTION 4: RESULTS

Business Objective: Grow total customer base across Health & Wealth business

Result: Grew customer base, exceeding the KPI.

Brands that have higher mental availability have more customers and greater market share. However, customer numbers is a competitive metric and painfully slow to move. In 65% of effectiveness cases, consideration forms the closest link to base sales, where growth in consideration causes growth in the base. An industry wide guide is that a 1%pt increase in consideration can be expected to drive a 0.5 – 2% increase in base sales.

As outlined in our marketing objective results, we grew 1st choice consideration across all our products. This corresponds with our base growth over 4 years.

Marketing Objective 1: Grow 1 choice consideration for Irish Life from benchmark of 20% in Q1 2019 across all four categories

Result: Successfully drove an uplift in 1 choice consideration across all four categories – Average 1st choice consideration uplift for 4 categories 25% 2022 vs 20% 2019.

Consideration is notoriously hard to increase over time, especially when you're a brand like Irish Life with such a wide category portfolio to support and a lower SOV versus its main competitors in any one of these product categories. We saw uplifts across all four categories, significantly so in our target problem areas; Health and Investments.

Perhaps the best summary of the progress we've made is the impact we've delivered amongst our base and the public. Between 2019 and 2022, more Irish people consider us for all four product categories.

Marketing Objective 2: Establish a distinctive Masterbrand idea in Irish public's mind, growing brand positioning associations YOY.

Result: 54% now associate Irish Life with "helping prepare for change", up 14% since 2019 and +32% points clear of competitors' average score on the same measure.

Before 2019, Irish Life had invested its efforts separately within each category, relying on our products and services to establish a core 'thought' in consumer's minds about the brand. This resulted in inconsistencies in messaging, inefficiencies and waste in media investment. We were missing out on what lasting benefits that true master-brand strategy and implementation could bring.

The decision to move to a Masterbrand strategy was hard fought given that so much of our business relied on intermediaries to grow, with many believing that being 'experts' in each discipline was sufficient to sell. However, as established in our objectives, our budgets did not stretch to such ideals. To establish one thought and grow this consistently over time has been an enormous win and an excellent tool in further evolving this strategy in the future. This growth occurred with flat marketing investment YOY.

SECTION 4: RESULTS

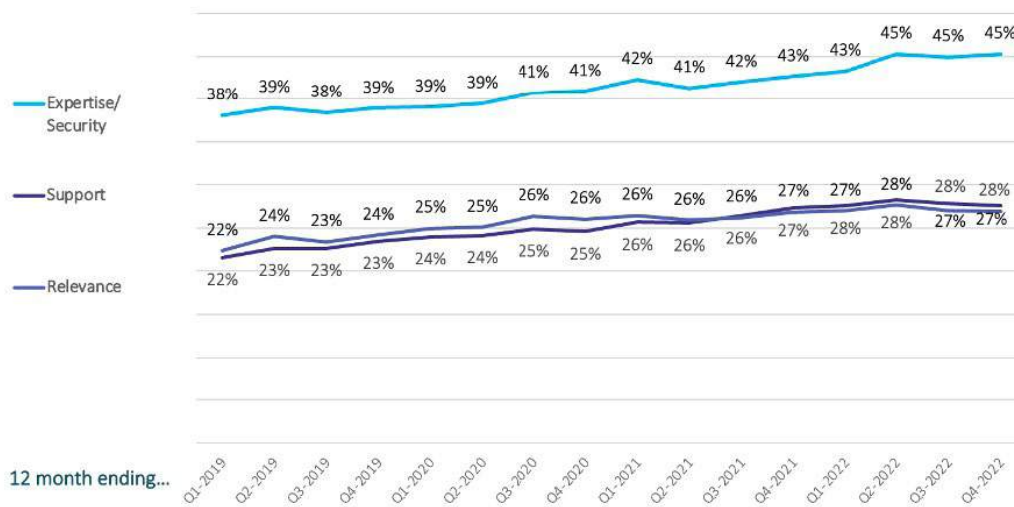
Marketing Objective 3: Drive Masterbrand image associations – a trusted brand with the expertise to support modern Irish Life, growing YOY

Result: We sustained growth across all key metrics since 2019, with each metric growing an average of +6%pts over four years, exceeding our KPI.

As a departure away from pursuing ‘expert’ status in each category, it was critical that our Masterbrand strategy sustained growth in these key brand associations, proving that our message was delivering the brand’s key strengths as well as connecting emotionally.

As a complex business with many stakeholders, not everyone will understand ‘what the advertising is delivering’. However, being able to prove that our core competencies as an advisor for people’s futures was in growth provided enormous reassurance in this new way of communicating and ensured we remained fully aligned on strategy and could optimise our results over the time period.

Master Brand Pillar Image – 18 – 65 year olds



Activity Objective: Make ads with impact – Overachieve in emotional connection measures in all ad testing by 5%

Result: All Irish Life ads between 2019 – 2022 out-performed Research Agency’s Rating Benchmark by at least 9% with the highest overachieving the KPI by 21%, exceeding original KPI of 5%.

As outlined in 3B, critical to our success at a Masterbrand level was building a new world for the Irish Life brand that could connect emotionally and deliver a level of consistency – leading to efficiency as a brand with a lower SOV. Testing was critical to ensure we were staying true to this new strategy, keeping us honest and accountable to our teams and allowing us to track our progress overtime. This also validated our approach which allowed us to define a recipe for success, making our overall ways of working more efficient across internal teams and with our agencies.

In testing, **all ads exceeded the benchmark.**

ADDITIONAL RESULTS

What else in the marketplace could have affected the results of this case – positive or negative?

Key Factors: Natural Events, Other marketing for the brand, running at the same time as this effort, Societal or Economic Events, Public Relations

Natural Events like the Pandemic had an immediate adverse effect on Irish Life's profitability and growth. It lost €10.6m in the first three months of 2020 (compared with €25m a profit for same period in 2019) as fee income declined and churn increased. Health had to rebate its customers when the private hospitals were nationalised during the height of Covid.

Societal events as in new EU legislation mandating Master Trusts has helped all larger providers like Irish Life offer a new type of service to trustees of smaller pension schemes that are now unable to keep up with ongoing regulatory changes. Being 'in the news' could have positively impacted scores.

Public Relations on Irish Life's sponsorship on the Dublin City Marathon have presumably helped associate Irish Life with health but public awareness of it is still very low at just 7%.

The only **other marketing running for the brand** not mentioned is a tactical Benefit campaign that has been running for Health at key renewal times of the year. However, this was <10% of total media spend over the last three years. While small, it may have positively influenced outcomes.

CREATIVE WORK



Irish Life
We know Irish life. We are Irish Life.

A MORE REWARDING WAY TO
embrace
A HEALTHIER LIFESTYLE

DOWNLOAD
MyLife

Available on the Google Play and the App Store.

Provided by Irish Life Financial Services.

App download data charges may apply. Terms and conditions apply. The Apple logo is a trademark of Apple Inc., registered in the U.S. and other countries and regions. App Store is a service mark of Apple Inc. Google Play and the Google Play logo are trademarks of Google LLC.



Irish Life

CREATIVE WORK



CLICK HERE TO SEE THE CREATIVE REEL >>

How your pension could help save our planet

Entered by



coreTM

For Irish Life

Category: Finance & Insurance Services



BRONZE

Start Date: 29th August 2022
End Date: Ongoing
Industry Sector: Financial Services & Banking
Industry Situation: Growing

EXECUTIVE SUMMARY

THE STRATEGIC BIG IDEA

Show the people of Ireland that it's possible to **do right by their money and the planet.**

THE INSIGHT

The easiest and most impactful way to combat climate change is by ensuring your pension fund is responsibly invested.

THE CHALLENGE

Arrest pension market share erosion and return to growth by making Irish Life's responsible pensions motivating to the mainstream.

BRINGING THE IDEA TO LIFE

A national campaign full of firsts that demonstrated the potential good that pensions can do.

THE RESULT

Increased brand connection and advantage scores and delivered increase in market share.

WHY IS THIS CASE WORTHY OF AN AWARD FOR MARKETING EFFECTIVENESS?

This entry is the perfect example of marketing creating growth. With almost 9 in 10 people concerned about climate change but 7 in 10 struggling to live more sustainably, the marketing team spotted an opportunity to link climate change to "Responsible Pensions", leveraging the brand's ESG investment leadership to create a real brand advantage.

We made people understand that with an Irish Life pension they could do right by their money AND the planet, and this in turn did right by the brand. A worrying trend in market share decile was reversed into a situation of share growth.

SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

Before your effort began, what was the state of the brand’s business and the overall category in which it competes? What was the strategic challenge that stemmed from this business situation and the degree of difficulty of this challenge? How did it change overtime?

We had a problem.

We had a business issue. After years of steady growth in sales and market share, sales had plateaued in 2020 and 2021. We were losing very significant market share in a growing market. The possibility that we could lose our dominant leadership position was unthinkable for a brand that for decades has been synonymous with pensions in Ireland! We needed to take action that would clearly re-establish our category and brand leadership to the market and to the public in general.

The business objective was to stop the loss of any more market share and to start a recovery that would reaffirm our leadership of the category.

We had an opportunity.

As a brand with the purpose of creating better futures, Irish Life had made sustainable finance one of its priorities and therefore had become leaders in Environmental, Social, Governance (ESG) investing. Consumers did not link sustainability with their pension, but we could drive advantage by being the first people in the market to widely communicate this connection.

The marketing and communication objective was to connect pensions (seen as intangible and having a pay-back in 20 or 30 years’ time), with one the biggest challenges we’re all facing right now – to show how an Irish Life pension you could do right by your money now and in the future

We had a challenge.

We knew from experience how hard it is to engage under 50’s with pension communications. To them pensions are confusing and something for the back burner.

We were going to have to work hard to get them thinking of pensions in a whole new way.

SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

What were the business, marketing and campaign/activity objectives that you set to address your challenge? What were the Key Performance Indicators (KPIs) set against each objective? How did they change over time?

Business Objective: Reverse the sales and market share decline trend – deliver an increase in pensions market share through leveraging Irish Life’s responsible pension investment advantage.

We couldn’t let a YoY decline continue and hope to maintain our position as market No.1. We set the goal of regaining our lost share over 3 years. Given we were the first to promote doing right by the planet with your pension, with the assumption that, as more people understood the offering, we could capitalise further on growth in years two and three.

Marketing Objective: Use Responsible Pensions to bolster Irish Life’s positive image associations with 25-44s – the most important growth audience for pensions.

We wanted our Responsible Pensions campaign to improve Irish Life’s key image associations with our bullseye 25-44s cohort. This age group are the biggest growth potential audience but traditionally pay low attention to pension messaging. They were not thinking right now about funding their retirement, they were more concerned about other current and future threats, such as climate change.

Activity Objective 1: Create an effective comms campaign that engaged and explained a new way of thinking about Irish Life pensions and performed above and beyond advertising norms.

It was essential that we leverage our pioneer advantage in responsible pensions through our communications. Creative accounts for 49% of driving ROI. The most globally renowned way to test the creative impact of an advertising idea (and therefore predictor of its commercial impact) is through System 1 testing. We set out to significantly beat System 1’s category benchmarks with our advertising.

Activity Objective 2: Reach all existing and prospective pension holders in Ireland to educate about the power of their pension to help the planet at no cost/inconvenience to themselves.

Consumer research had highlighted a low level of consumer understanding of the existence and impact of responsible funds. Educating on the impact of responsible investing in ESG funds would benefit the reputation of the brand as well as empowering the pension holders of Ireland.

SECTION 2: INSIGHTS, STRATEGY & STRATEGIC IDEA

Define the target audience(s) you were trying to reach and explain why it was/ they were relevant to the brand and the challenge. Did your audience evolve overtime? If so, describe how and why.

Our bullseye was those aged 25-44. This is the audience of most future potential value but also the most unengaged with the thought of pensions. We identified a number of challenges we would need to address to gain traction with this audience.

Challenge 1: Pensions are for 'later'.

The human condition is to focus on immediate needs and not a pension stage of life that might be 20-30 years away.

Challenge 2: Pensions are confusing

People don't see themselves as investors. Their pension pot is more like a tax free form of saving that is invested on their behalf with little or no input from them. Most gave little thought to how it's being invested.

Challenge 3: Low emotional connection

The environment matters. Climate change matters. It's on their minds often. However, our audience don't talk about pensions, they are not seen as interesting or part of the things that matter most now.

Challenge 4: Sustainability trade off

When we spoke with consumers in research about ESG invested pensions they assumed that would mean a lesser return for them – a doing good penalty.

Opportunity

Despite the challenges we faced, our research also highlighted how much potential there was if we could communicate ESG pensions in the right way to this audience. Over half of our research respondents said if they'd known their pension wasn't invested responsibly they'd contact their adviser to switch provider and those people with pensions said if they knew their pension was being invested responsibly that they'd pay more into iton average an extra €50 a month! This showed the power for the brand in owning this responsible pensions space.

SECTION 2: INSIGHTS, STRATEGY & STRATEGIC IDEA

**Explain the thinking that led you to your insight(s).
Clearly state your insight(s) here.**

Our communications needed to tackle each challenge.

1. Later – we needed to emphasise that you can make a difference now for both the planet and your pension
2. Confusing – we needed to cut through the complexity of pension funds –showing how your money was going towards the companies doing good and away from those doing damage
3. Low emotional connection –people worried about climate change so we needed to emphasise the power they had to do good on an issue they cared about
4. Trade off – we had to reassure them that doing good wouldn't impact returns

We had to find a simpler way of talking about investing in ESG funds. In research “Responsible Investing” performed best so we chose to talk about “Responsible Pensions”.

The real insight came when we realised that compared to many of the other actions consumers are being asked to do to be more sustainable like, eating less meat, driving/flying less often, **ensuring that your pension is responsibly invested is the easiest and most impactful way for anyone to combat climate change.**

Instead of having to repeat a series of sustainable behaviours to feel like they're doing their bit to combat climate change, here was one thing they could do on a once-off basis that would keep paying dividends to the planet over their working lives.

Check that your pension is being invested responsibly.

And Irish Life pension customers don't have to do anything at all because their funds are automatically invested responsibly and one of the big benefits of ESG funds is that they reduce long-term risk. So to optimise pension fund performance, responsible investing increases exposure to “good” companies and reduces exposure to “bad” ones.

What was the core idea or strategic build you arrived at using your insight(s) that enabled you to pivot from challenge to solution for your brand and customer?

Show the people of Ireland that it's possible to do right by their money and the planet.

SECTION 3: BRINGING THE IDEA TO LIFE

Describe the key elements of your plan that activated your strategy. Outline any components that were active in the effort e.g. all integral communications, promotions, CRM program, customer experience, pricing changes, etc. that were a part of your effort.

- **TV/VOD**– created in a sustainable shoot working alongside a verified partner to support emissions offsetting.
- **Outdoor – Ireland’s first solar powered billboard.**
- **Radio & digital audio**– including a bespoke Irish Life Responsible Pensions episode on The David McWilliams Podcast.
- **Social Media** – including using TikTok for the first time
- **Digital Display/Search** – using trusted publishers such as RTE/Irish Times/Journal & Independent.
- **Innovative Carbon Impact Calculator created** – consumers needed some practical evidence of the difference our funds make – our nifty new tool was mentioned in all communications.

Outline the key building blocks of the creative executions for your main marketing vehicles e.g., endline, call-to actions and format choices. If relevant, include any important changes that optimized the creative while the activity was running.

Using ‘Roisin’ (lead character) as the voice of the consumer, we showed that we got that pensions are seen as uninteresting and not usually related to climate change in people’s minds...before showing how easy it is to unlock the positive power of their pension to help the planet.

Our message “you can do right by your money and the planet”, ‘Roisin’, and our music, were used to great effect across all formats.

For social we used video with a fun gameshow style format and we designed key visual vignettes of Roisin interacting with climate icons to aid memorability and cut-through.

SECTION 3: BRINGING THE IDEA TO LIFE

Outline the rationale behind your communications strategy, experience strategy and channel plan. Explain how the integral elements worked together to drive results. Throughout your response, address any changes made overtime. If relevant, explain how you changed your spend across channels as part of your campaign optimization.

Traditional levers for driving action within the pensions category are big life-style triggers (starting a family, career changes). Media opportunities around these moments are limited. Our challenge - how to get people to engage with their pension outside of these big moments?

Most people will put off engaging with their pension and thinking about the future. Our idea was to link the decisions we make about our pension with one of the most pressing issues facing us all right now, climate change.

To ensure our campaign had maximum impact we developed a strategy that would:

Get our target audience.

To engage with their pensions' potential to do good.

By linking the decisions, they make about their pension with climate sustainability.

That action was to encourage them to contact Irish Life to learn more about responsible pensions and ultimately take out a pension with Irish Life, and for existing customers to feel even happier that they made the right choice and to increase their contributions.

We chose media environments, times and contexts where our audience would be thinking about the environment/ climate change. At the same time, we would have to walk the walk. Like the Responsible Pension we needed to reduce the environmental impact of our activity. Media activity has a carbon footprint and we needed to minimise ours.

We chose programming and contexts where the environment was present, and channels/formats were selected to minimise their carbon footprint. We prioritised reach over frequency. With less frequency and therefore repetition we could buy less advertising overall and reduce the carbon footprint.

Our campaign consisted of an 8-week AV burst across TV & VOD running Ireland's first Carbon Neutral TVC; heavy weighted at launch to drive maximum attention and awareness. We supported this with a 4-week Audio burst running across all major national and local stations and supported with digital audio to drive further contextually relevant reach amongst lighter listeners.

We needed a statement piece that would demonstrate the potential good pensions can do. In collaboration with PML we developed Ireland's First Social Power OOH unit. A lit-up globe special build that was powered by solar powered batteries.

In addition, Irish Life ran their first TikTok campaign to reach our audience on a new platform and partnered with the David McWilliams Podcast, including a custom episode to explain pensions and responsible investing in depth from a trusted voice for our audience.

SECTION 4: RESULTS

Over the time period of your case, how do you know it worked? Explain, with category, competitor and/or prior year context, why these results are significant for the brand's business. Results must relate back to your specific audience, objectives, and KPIs.

At its core our Responsible Investments campaign was about thinking differently. At Irish Life we were thinking differently to solve a business challenge. Our message to the consumer was to think differently and see the power they had to do good for the planet through their pension provider choice. Our media behaviours were all about thinking different and delivering firsts that reinforced the power of doing right by the world.

These bold moves paid off with powerful results. We got the message out wide, it cut-through and motivated, the activity increased brand affinity and it drove a dramatic increase in the business bottom line in both sales and share gain.

Business Objective: Reverse the sales and market share decline trend – deliver an increase in pensions market share through leveraging Irish Life's responsible pension investment advantage.

Result: Doubling the KPI set we delivered market share growth, increased sales by +28% and outperformed the market by X 3.51

What our advertising did was cut through the tedium and apathy the people of Ireland typically display towards this topic. It increased pension traffic and sales to our website which in turn generated more consultations with Pension Advisors. So we're clear on how advertising contributed directly to that market share growth.

Marketing Objective: Use Responsible Pensions to bolster Irish Life's positive image associations with 25-44s – the most important growth audience for pensions.

Result: We significantly improved our key brand image associations, resulting in a better emotional connection with consumers.

Our tracker showed a positive impact quarter on quarter with our activity building associations of safety, expertise and caring for customers. The cumulative positive impact of the campaign was shown in how these metrics continued to grow, showing a campaign idea that would continue to build brand affinity with more exposure.

SECTION 4: RESULTS

Activity Objective 1: Create an effective comms campaign that engaged and explained a new way of thinking about Irish Life pensions and performed above and beyond advertising norms.

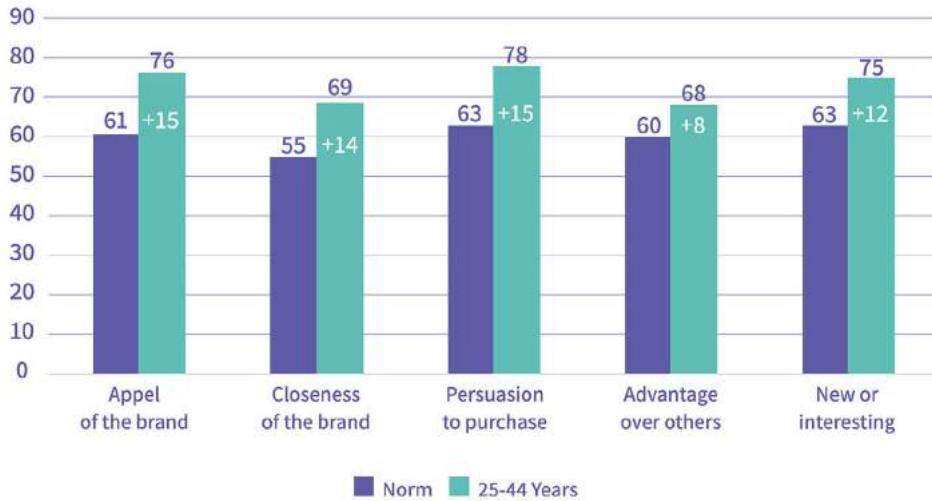
Result: Our ad scored in the top of +1,400 financial & insurance ads tested by System 1 and well above norms in Red C testing with our bullseye 25-44 audience.

Our System 1 Star score was 2.3 versus the category norm 1.8 and the Spike (highest moment of consumer engagement) scored 1.25 against category benchmark of 1.04. In Red C's Red Star Ad Effectiveness testing the ad also proved its efficacy. Traditionally the 25-44-year-old cohort score below the norm for the brand due to their lack of engagement with pensions, but with this ad we smashed norms by double-digits for appeal, closeness, persuasion and newness.



SECTION 4: RESULTS

Creative Testing versus Norms by audience



Red C creative testing verbatims



SECTION 4: RESULTS

Activity Objective 2: Reach all existing and prospective pension holders in Ireland to educate about the power of their pension to help the planet at no cost/inconvenience to themselves.

Result:

- **1.3 million saw our TV advert**
- **+3 million YouTube unique device views**
- **9 in 10 adults heard our radio**
- **3 in 4 adults saw display ads with a trusted publisher**

We delivered a level of cut through that was remarkable given a relatively low SOV in a low involvement category. We even cut through in more intimate channels, where the minimum threshold for engagement is already high.

1 in 4 heard adverts on digital audio, such as podcasts
850,000 people reached on social with message

Q1 2023 tracking shows how the campaign continues to gain traction in spontaneous mentions well above the category.

ADDITIONAL RESULTS

What else in the marketplace could have affected the results of this case – positive or negative?

Key Factors: Business Events, Societal or Economic Events

Our product itself was not new, (it was about using ESG strengths to reframe an existing offering) and we had no new pricing or offer active to drive our business success. However, there were other factors of influence.

Societal and economic:

The cost of living crisis was the dominating theme of 2022 and consumers disposable incomes shrank so the economic context was not of benefit to growing the pensions market.

Business events:

1. Distribution: With the exit from the marketplace in 2022 of KBC and Ulster Bank we had the negative impact of reduced distribution channels for our pensions products
2. Regulatory changes: There has been some media coverage of a couple of upcoming pension industry changes. There is a change coming into force in 2023 for how company pensions will be administered (IORPS). And the Government is bringing forwards its plans to introduce Auto Enrolment of employees in company pension plans next year. These regulatory changes have generated some media coverage of these issues and pensions in general.

CREATIVE WORK



[CLICK HERE TO SEE THE CREATIVE REEL >>](#)

The First Poster To Catch Lung Cancer

Entered by

**BRILL
BUILDING**



For Marie Keating Foundation

Category: Media Innovation

BRONZE

Start Date: 1st November 2022
End Date: 30th November 2022
Industry Sector: Non-Profit
Industry Situation: Growing

EXECUTIVE SUMMARY

THE STRATEGIC BIG IDEA

We needed a strategic and disruptive intervention - one that reached patients at risk and caught the attention of government

THE INSIGHT

Without a national lung screening programme, the patient's own identification of symptoms and self-referral is the powerful tool we have.

THE CHALLENGE

For Lung Cancer Awareness month, November, how could we bring down the lung cancer death rate for Ireland's deadliest cancer?

BRINGING THE IDEA TO LIFE

We created THE FIRST POSTER TO CATCH LUNG CANCER, a radical innovation to bring down lung cancer deaths

THE RESULT

Caught the attention of the target and government, prompting a lung screening trial to be put on the national agenda

WHY IS THIS CASE WORTHY OF AN AWARD FOR MARKETING EFFECTIVENESS?

The First Poster To Catch Lung Cancer is a marketing innovation that has and will save lives. By creating an audio-activated poster that only revealed its message for a cough, we were able to reach 1000 activations a day for the time the poster was live - and reach the nation through clever targeting, PR and online film reach. However, by combining the activation with a petition we were able to use our innovation to get government to commit their own - a review of a national lung screening trial - potentially saving thousands of lives in the future.

SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

Before your effort began, what was the state of the brand’s business and the overall category in which it competes? What was the strategic challenge that stemmed from this business situation and the degree of difficulty of this challenge? How did it change overtime?

The charity sector is fiercely competitive. There are almost 10,000 registered charities and a further 20,000+ organisations in Ireland’s wider non-profit sector. The sector has a combined annual turnover of over €14.5bn (ref: The Wheel, Ireland’s national association of charities and social enterprises, 2018)

There is constant need the engage the public’s attention and empathy against multiple worthy causes. Though cancer is an issue that touches almost everyone’s lives, there are several much larger players, with significant historical presence and sizeable marketing budgets.

The Marie Keating Foundation had both a funding and a brand challenge. In 2021, they had experienced a significant drop in funding, understood to be a factor of simply being drowned out by the efforts of bigger players and all the many causes the public are asked to contribute to.

Charity Income	Expenditure on project and programme costs
2021 - €1,769,485	€1,356,327 or 76 %
2020 - €1,967,801	€1,005,555 or 51%
2019- €1,522,778	€1,345,288 or 87%
2018- €1,544,621	€1,199,724 of 78%
2017- €1,443,043	€1,144,585 or 79%

Source: Marie Keating Foundation Annual Report 2021

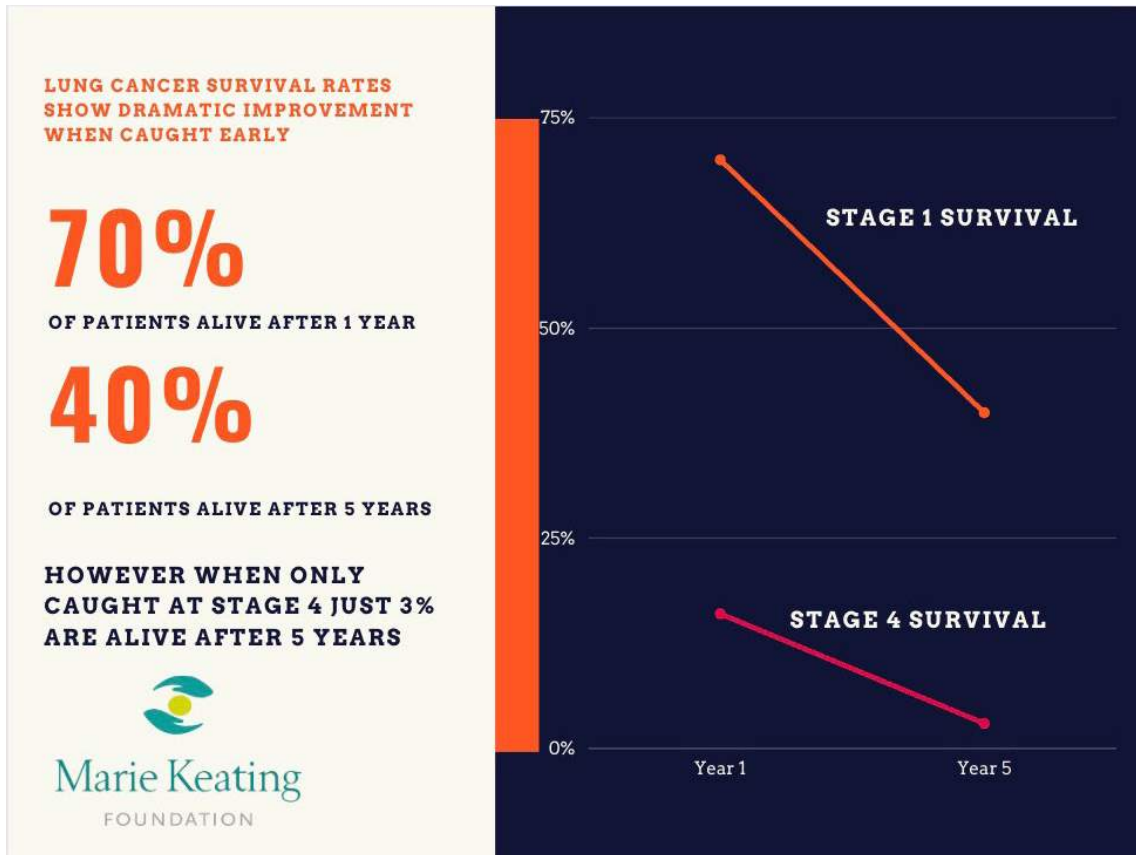
In addition, while they are associated strongly with the breast cancer that killed Marie Keating, after whom the foundation was named, that association was limiting their ability to reach audiences beyond the breast cancer audience –even though their work in cancer awareness and survivor support helps those with many cancers.

The strategic challenge:

- To create a broader, fresher and more impactful brand presence at national level for the charity
- To transition the organisation from a charity working in the cancer space to a campaigner for early diagnosis and treatment for all cancers, not just breast cancer

Lung cancer awareness month in November offered the best opportunity to effect that change – lung cancer kills more people than any other, mostly because it’s caught too late for new treatments to be effective.

SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES



What were the business, marketing and campaign/activity objectives that you set to address your challenge? What were the Key Performance Indicators (KPIs) set against each objective? How did they change over time?

Business Objective: Target Awareness: To bring greater awareness of lung cancer symptoms and treatments to the target audience (Men, Lower socio-economic demographic aged 45-65)

WE WANTED TO GRAB THE ATTENTION OF THE TARGET AUDIENCE IN A WAY THEY COULDN'T IGNORE

Our communications challenge: To engage those most at risk with a message that would feel personal AND NON-JUDGEMENTAL — To catch them in a way that they couldn't ignore.

SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES

What were the business, marketing and campaign/activity objectives that you set to address your challenge? What were the Key Performance Indicators (KPIs) set against each objective? How did they change over time?

Marketing Objective 1: Objective moved to activity section

Objective moved to activity section

Marketing Objective 2: Issue Awareness: We needed to reach Ireland with the message that lung cancer deaths can be reduced by a two prong attack: greater self-referral and a lung screening trial

In Ireland, lung cancer is the leading cause of death with just 20% of people diagnosed with the disease surviving beyond five years, following a lung cancer diagnosis. The good news for patients is that many countries throughout Europe have improved the management of lung cancer through better risk reduction strategies (including the introduction of lung screening), diagnosis and treatment.

Activity Objective: ACTION and BRAND SALIENCE: For government to engage with the charity and the issue of earlier lung cancer diagnosis, specifically the urgent need for a national lung screening trial

WE WANTED TO REPOSITION THE BRAND AS A TRUE CAMPAIGNER CALLING FOR REAL ACTION ON LUNG CANCER DEATHS

WE WOULD SHOW WE WERE PREPARED TO CONSIDER NEW SOLUTIONS AND CALL ON GOVERNMENT TO DO THE SAME

Patient awareness can only identify the disease when symptoms appear, but lung screening can identify the disease earlier again, improving survival rates further by getting patients treatment when it is most effective

SECTION 2: INSIGHTS, STRATEGY & STRATEGIC IDEA

Define the target audience(s) you were trying to reach and explain why it was/ they were relevant to the brand and the challenge. Did your audience evolve overtime? If so, describe how and why.

The target audience for any lung cancer campaign is smokers or ex smokers – but since smoking and the attached stigma is not how most identify themselves we had to use a different measure of those most at risk demographically: Male, 45–65, Lower socio-economic demographic

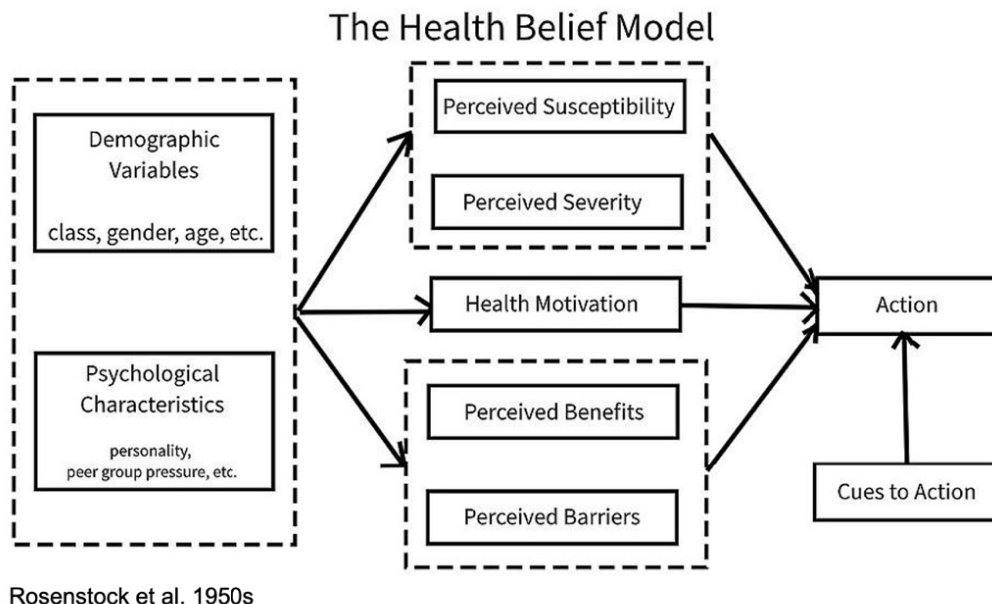
They are more likely to be unemployed or semi-employed, using public transport and living in regions with a high incidence of lung cancer or lower living standards.

Explain the thinking that led you to your insight(s). Clearly state your insight(s) here.

Far and away the most important tool in the fight against lung cancer is the patient’s own instincts that something may be wrong. However, research conducted by National Cancer Control Programme¹ found that those most at risk are least likely to seek a consultation, often because they fear “bad news”.

To ensure our insights were based on the wealth of medical and patient analysis that has gone before, we worked with two key patient understanding models:

The Health Belief Model and the Theory of Planned Behaviour.



SECTION 2: INSIGHTS, STRATEGY & STRATEGIC IDEA

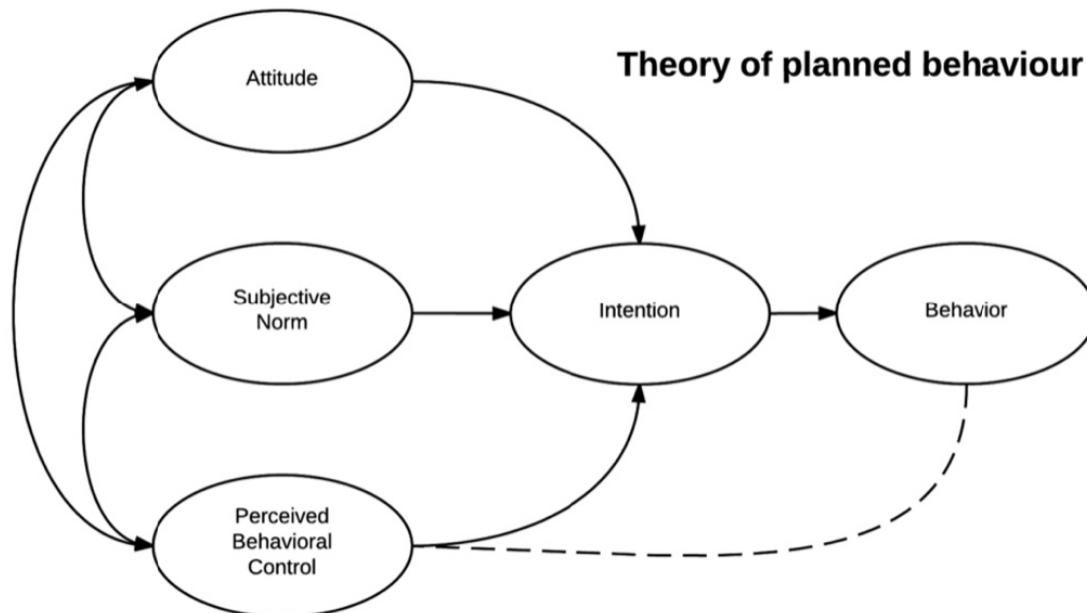
KEY TAKEAWAY FROM HEALTH BELIEF MODEL:

“Confidence in one’s ability to effect change in outcomes was a key component of health behaviour change”

Our learning:

For the patient or person with symptoms (our key target) the tension point is in Perceived Benefits / Perceived Barriers - a successful intervention would need to engage both, overriding the barrier - their inclination to ‘screen out’ traditional public awareness messages while conveying the benefits of early diagnosis.

A successful message must engage both



KEY TAKEAWAY FROM THEORY OF PLANNED BEHAVIOUR:

“Theory of reasoned action dictates...if people evaluate the suggested behaviour as positive (attitude), and if they think their significant other wants them to perform the behaviour (subjective) this results in a higher intention (motivation)”

Our learning:

A conversation that engages loved ones as influencers is essential

A successful campaign must engage beyond the immediate target audience

What was the core idea or strategic build you arrived at using your insight(s) that enabled you to pivot from challenge to solution for your brand and customer?

We would create a world first media innovation - a message that only revealed itself to those with a cough.

SECTION 3: BRINGING THE IDEA TO LIFE

Describe the key elements of your plan that activated your strategy. Outline any components that were active in the effort e.g. all integral communications, promotions, CRM program, customer experience, pricing changes, etc. that were a part of your effort.

We considered where smokers and ex-smokers were likely to be - outside. Either smoking or vaping as recovered smokers. We needed an OOH activation.

Factoring in lower socio-economic status as an additional risk factor, it needed to be an OOH poster at a bus stop.

Using the budget in the smartest way possible, we filmed the poster in action, combining it with powerful patient testimony that new treatments were pro-longing their life.

Tactical online media and radio buys targeted the areas where incidence of lung cancer is highest - lower urban socio-economic areas and some rural outliers.

Outline the key building blocks of the creative executions for your main marketing vehicles e.g., endline, call-to actions and format choices. If relevant, include any important changes that optimized the creative while the activity was running.

How the poster worked:

- The shelter was fitted with a digital screen, a 'short throw' microphone and was loaded with sound analysis software
- Only coughs could trigger the copy change on screen and not ambient noise such as talking or laughing.
- The software was configured to only capture short sharp sounds characteristic of a cough
- Once a cough was detected, an audio switch was triggered and the image on the digital screen changed.
- It played a poignant and impactful call to action consistent with the other campaign messages: If that cough has become part of your life, get it checked

Outline the rationale behind your communications strategy, experience strategy and channel plan. Explain how the integral elements worked together to drive results. Throughout your response, address any changes made overtime. If relevant, explain how you changed your spend across channels as part of your campaign optimization.

We considered where smokers and ex-smokers were likely to be - outside. Either smoking or vaping as recovered smokers. We needed an OOH activation.

Factoring in lower socio-economic status as an additional risk factor, it needed to be an OOH poster at a bus stop.

Using bespoke technology we created an OOH special - a poster than only reveals itself to those who cough. The innovative approach seeks to encourage those with a long-standing cough to get it checked, and to reach them in the most targeted way possible.

SECTION 3: BRINGING THE IDEA TO LIFE

Using the budget in the smartest way possible, we filmed the poster in action, combining it with powerful patient testimony that new treatments were pro-longing their life.

Tactical online media and radio buys targeted the areas where incidence of lung cancer is highest - lower urban socio-economic areas and some rural outliers.

A poster that only revealed itself for one person at a time - and then only for those with a cough meant the media strategy was as targeted, precise and effective at scale as the new medications that are now available to beat the disease.

A petition designed to secure just 2,690 signatures - the same number as those that die each year from lung cancer - called on the Irish Government to match our innovation with real action on a lung screening programme: to catch the lung cancer before symptoms appear.

Print executions of the hero creative, PR securing editorial on survivor stories and longer form video of survivor stories completed the suite.

The primary spend was on the OOH special. By creating a film of the poster in action and putting online video spend behind this, we were able to cost effectively share the magic of the message across the nation where it would have been hundreds of thousands of euro that could otherwise go to the organisations patient care to replicate the poster in multiple locations.

ONE SPECIAL TO SPEAK TO THE NATION



SECTION 4: RESULTS

Over the time period of your case, how do you know it worked? Explain, with category, competitor and/or prior year context, why these results are significant for the brand's business. Results must relate back to your specific audience, objectives, and KPIs.

The First Poster To Catch Lung Cancer will save lives now and in the future.

1,000 activations over the week it was live

10,000 views of the activation film in the first week alone

150,000 social engagements

PR Reach 4.5M

Visits to the Marie Keating Foundation Lung Cancer page increased by 124.3% over previous month
59% of those surveyed through Ireland's Men's Sheds (Those most at risk of lung cancer are men 40-65) said they were more likely to get a cough checked having seen the film

Cancer charities around the world have been in touch to ask how they can use the technology of The First Poster To Catch Lung Cancer.

A ONE MONTH NOVEMBER CAMPAIGN HAS SPRING-BOARDED A 12 MONTH NATIONAL CONVERSATION

A petition designed to secure just 2,690 signatures - the same number as those that die each year from lung cancer - called on the Irish Government to match our innovation with real action on a lung screening programme: to catch the lung cancer before symptoms appear.

The long term results of our campaigning stance?

FOR THE FIRST TIME THE MARIE KEATING FOUNDATION WERE INVITED INTO GOVERNMENT - TO A DAIL AND SEANAD ROUND TABLE

OUR INNOVATION HAS PROMPTED GOVERNMENT TO CONSIDER A MAJOR INNOVATION - A REVIEW FOR THE FIRST TIME OF A NATIONAL LUNG SCREENING TRIAL ON THE NATIONAL AGENDA

20 APPLICATIONS FOR TRIAL ARE ALREADY SITTING WITH GOVERNMENT

WE ARE CLOSER THAN EVER TO NO LONGER NEEDING A POSTER TO CATCH LUNG CANCER IN THE FUTURE

Business Objective: Target Awareness: To bring greater awareness of lung cancer symptoms and treatments to the target audience (Men, Lower socio-economic demographic aged 45-65)

Result: 59% OF TARGET AUDIENCE (MEN, 40-65) SURVEYED SAID THEY WERE MORE LIKELY TO GET A COUGH CHECKED AFTER SEEING THE POSTER IN ACTION IN THE FILM OF THE ACTIVATION

Working with Ireland's Men's Sheds we had the perfect audience to do in-campaign testing.
Source: Ireland Men's Shed and Survey Monkey survey November 2023

SECTION 4: RESULTS

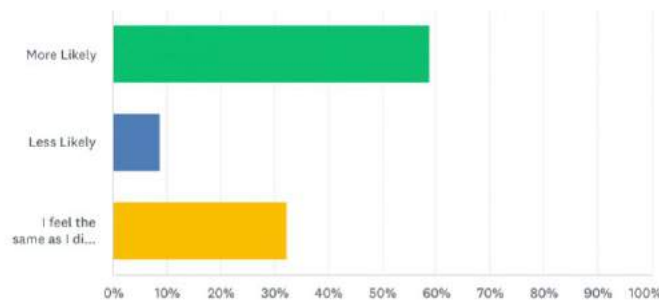
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Source: Ireland Men’s Shed and Survey Monkey survey November 2023

After watching the film, if you had a cough how would you rate your likelihood to get it checked with a GP

Answered: 250 Skipped: 0



ANSWER CHOICES	RESPONSES
More Likely	58.80% 147
Less Likely	8.80% 22
I feel the same as I did before watching the film	32.40% 81
TOTAL	250

Marketing Objective 1: Objective moved to activity section

Result moved to correspond

SECTION 4: RESULTS

Marketing Objective 2: Issue Awareness: We needed to reach Ireland with the message that lung cancer deaths can be reduced by a two prong attack: greater self-referral and a lung screening trial

Result:

PR Reach – 4,500,971
POSTER ACTIVATIONS – 1000 (150/DAY)
10,000 VIEWS OF VIDEO IN FIRST WEEK
Organic social media reach – 150,000
LUNG CANCER AWARENESS PAGE VISITS UP 123.6%

Source PR reach: PR agency
Source Poster Activations: Media agency and media owner
Source Video views, organic reach and website traffic: Marie Keating Foundation

Traffic to the MKF website increased overall during the campaign, but what was most significant was traffic to the lung cancer signs and symptoms page. This was driven by click through engagement on the online film, but also organic engagement driven through the publicity around the petition and poster

Source: Marie Keating Foundation

1.	/cancer-information/lung-cancer/		
	Oct 30, 2022 - Dec 1, 2022	677	35.21%
	Sep 27, 2022 - Oct 29, 2022	179	20.81%
2.	/cancer-information/lung-cancer/facts-lung-cancer/		
	Oct 30, 2022 - Dec 1, 2022	226	11.75%
	Sep 27, 2022 - Oct 29, 2022	206	23.95%
3.	/cancer-information/lung-cancer/symptoms-risk-factors/		
	Oct 30, 2022 - Dec 1, 2022	173	9.00%
	Sep 27, 2022 - Oct 29, 2022	46	5.35%

Activity Objective: ACTION and BRAND SALIENCE: For government to engage with the charity and the issue of earlier lung cancer diagnosis, specifically the urgent need for a national lung screening trial

Result: FOR THE FIRST TIME EVER, IN LATE 2022 THE MARIE KEATING FOUNDATION WERE INVITED INTO GOVERNMENT TO DISCUSS LUNG CANCER SCREENING

Not only were the organisation invited into government for round table discussions in the Dail and the Seanad, they agreed to a review of lung screening trials

20 lung screening trial applications have now been filed across Ireland in the expectation they will be granted in 2023/2024

Source: Marie Keating Foundation & National Cancer Control Programme

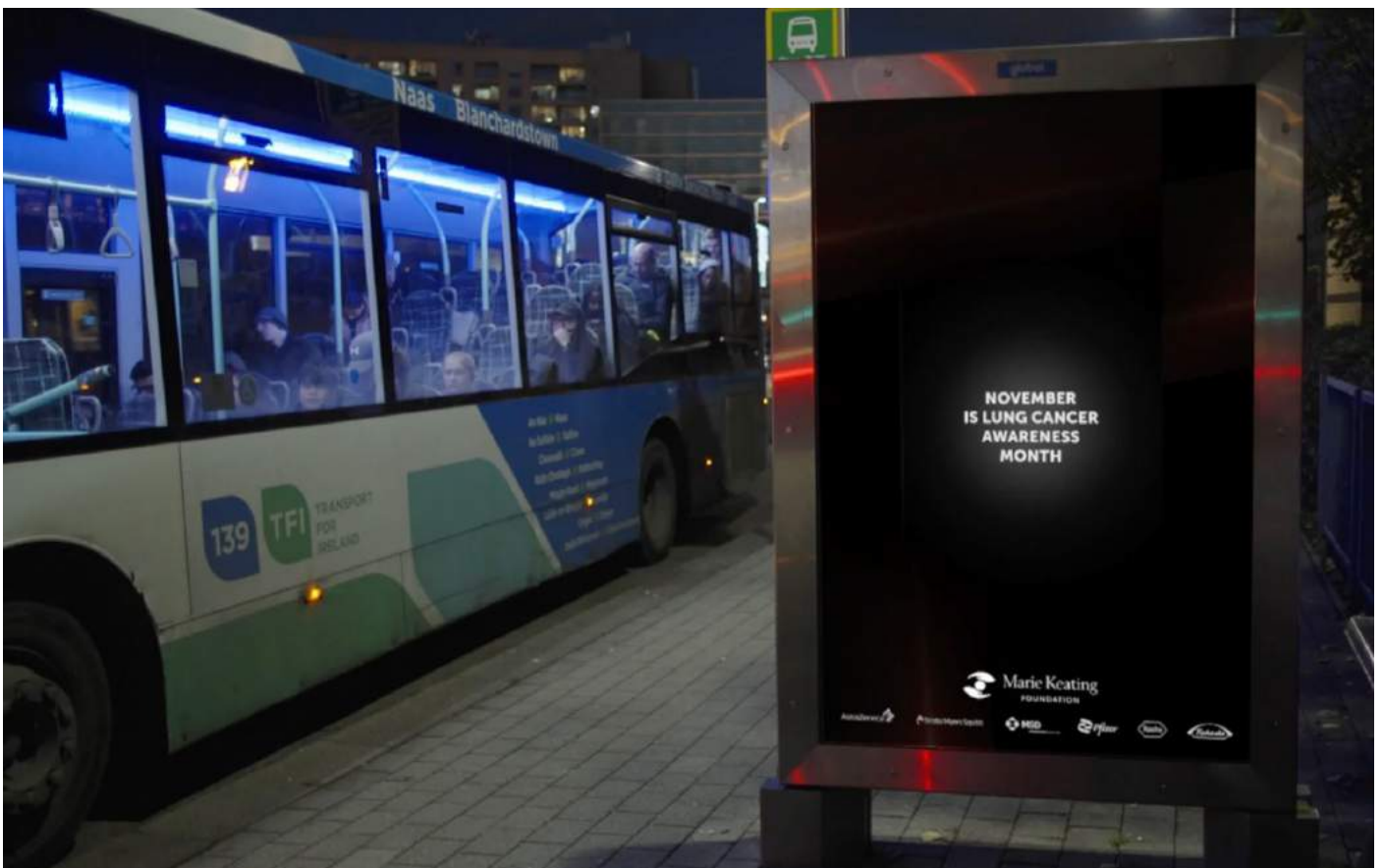
ADDITIONAL RESULTS

What else in the marketplace could have affected the results of this case - positive or negative?

Key Factors: Societal or Economic Events

November is international Lung Cancer Awareness Month. This means there is a media interest in stories related to lung cancer, but that equally there is competition for share of voice - the Marie Keating Foundation does not have a monopoly on the story, and must present the most interesting narrative to get attention

CREATIVE WORK



[CLICK HERE TO SEE THE CREATIVE REEL >>](#)

The logo for the effie Awards Ireland 2023. It features a stylized gold hand icon to the left of the text. The word 'effie' is in a bold, lowercase sans-serif font, followed by 'Awards' in a regular weight. Below this, 'Ireland' is written in a smaller font, and '2023' is in a large, bold font.

effieAwards
Ireland **2023**

For more information,
visit www.effie.org/ireland
or email katherine@iapi.com

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