Case Studies from the DMA 2009 Annual Awards

Case Study 1 — Ogilvyone and IBM

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Journal of Direct, Data and Digital Marketing Practice (2010) **12**, 174–178. doi:10.1057/dddmp.2010.32

Introduction

In the DMA's Annual Awards for 2009, the Gold Medal in the IT/Telecommunications section was won by *Ogilvyone* and their client *IBM*.

Background

IBM and Wimbledon

IBM has a long association with the Wimbledon Tennis Championships, having been the main provider of data and match analysis services since 1990. Every year since then, IBM has logged and managed the data required to record, and serve broadcasters with, statistics, and to host and maintain the Wimbledon.org website that receives tens of millions of hits during the tournament. And every year the company invites a handpicked group of high-level business executives — Captains of Industry — to the tournament, supplying tickets and hospitality. This is one of the best chances IBM has to forge new leads and relationships with this hard-to-reach group of potential customers.

The problem

Talk smart vs show smart

From research, the company knew that traditional methods were providing diminishing returns with this élite group. In terms of specific IBM communications, simply talking about a 'smarter planet' only went so far in carrying conviction. IBM needed to do more than just *talk* smart: this audience needed to be *shown* smart. Moreover, IBM wanted to reach and influence other audiences besides to-day's business leaders, and to include a younger audience as well.

Objectives

To widen the traditional IBM audience at this tournament.

To demonstrate via mobile technologies the wider problem-solving capabilities of IBM, using the Wimbledon Championships as a showcase.

To sell IBM Solutions to customers who didn't realize IBM could have the answer to their business problems.

To increase engagement in the IBM brand by inventing and demonstrating a new IBM product.

To increase awareness of IBM's commitment to making the world work better.

Strategy

A wider audience

In a marked departure from previous years, IBM's 2009 invited audience was extended to include other opinion-forming groups in society, from students to technology bloggers. The company then set out to expose this audience to a brand-new IBM mobile application geared to the Wimbledon event, linking this application also into online social networking sites.

Implementation

'Seer': a mobile app

IBM created a mobile app called 'Seer' — a ground-breaking ultra-smart device that enabled punters simply to point a G1 mobile phone at almost anything happening in Wimbledon in order to see a detailed image of it, while also getting live Twitter feeds on every aspect of the tournament. All Twitter feeds on Wimbledon were fed into one user app: feeds including Wimbledon tweets, tennis fan sites, player tweets and live scores were consolidated.

IBM staff handed out Android G1 mobile phones, loaded with the Seer app, to selected VIPs when they arrived at the tournament. These phones were handed back when guests left, but they were then given a branded USB stick with a video of Seer in action, and other details (which doubled as a press pack for press articles and blogs).

In this way IBM's guests were enabled to see, for example, the number of people in the Pimms tent at any moment, or the availability of seats on any particular court, thus avoiding queues. In addition to their enhanced enjoyment of the tournament, IBM's guests received a very impressive demonstration of cutting-edge technology allied to social media activity.

Tie-in with social media

The Seer film was deliberately produced to look raw and unfinished, giving viewers the sense that they were experiencing something still in beta testing, giving further stimulus to the blogosphere to discuss and comment. Seeding strategy included Twitter seeding with the key leaders in the field, broader social media (blogs) and more formal editorial communications to the press. Regular in-use demo updates live from Wimbledon to flickr.com, YouTube, etc were used to encourage viral and social networking activity.

In addition, IBM staff at the event updated over 400 points of interest at Wimbledon daily via Twitter, to bring a true experience of Wimbledon to all those following on mobile via Seer or online.

Results

Through new leads, and converting enquiries into confirmed sales, IBM obtained £26m in revenue, at a campaign cost of £171 thousand — equating to an ROI of 152:1.

The Seer video was watched on YouTube by tens of thousands, and there was widespread blogging about it everywhere from the USA to Japan.

There was extensive press coverage in the UK press — particularly the marketing press — and in the *Washington Post*.

Conclusion

This is not a case study that readers can readily replicate in their own companies. But it does give an indication of the myriad niches — or avenues — that recent technology has opened up to ingenious creativity.

Case Study 2 — Lida and MINI

Introduction

The winner of the Gold medal in the Automotive section of the DMA Awards for 2009 was *Lida*, for its client *MINI*.

Background

From Mini to MINI

The New MINI, or BMW MINI, is the successor to the iconic Mini designed in 1959 by Sir Alec Issigonis for the British Motor Corporation. By 1994, the Mini was part of the Rover Group, which came under the control of BMW in that year. When production of the classic Mini ceased in 2000, BMW (the new owner of the brand) announced the successor to the Mini. The brand name for the new car is MINI (written in capital letters), and it is commonly called the ‘BMW MINI’ or the ‘New MINI’.

The New MINI is much larger than the original Mini. It is around 58 cm (23 in) longer, 50 cm (20 in) wider, 7 cm (2.8 in) higher and weighs around 1,050 kg (2,315 lb) rather than 650 kg (1,433 lb). It is now classified as a compact car. It keeps, however, many of the features of its predecessor.

On 3 April 2007, the one millionth MINI rolled out of the Oxford Plant after 6 years of production, just 1 month longer than it took the classic Mini to reach the same total in March 1965.

Objectives

Loyalty, participation, feedback ...

To create loyalty communications with a smile with MINI owners, involving participation and feedback; to have these communications passed on, by word of mouse, to MINI prospects; to increase repurchase rates.

... and fun ...**Strategy**

This was based on the apprehension that MINI owners are different from other car owners: they are cheeky, confident, irrepressible and fun. The aim was to break away from boring routine daily, weekly or monthly CRM comms and produce a series of irregular surprises — to remind owners that driving a MINI is a whole lot of fun, by creating messages that were also fun, and inviting participation, feedback and viral activity.

... and games**Implementation**

A series of three email messages were designed, each incorporating a game to be played by the recipient. First, 'Roulette' invited recipients to spin a roulette wheel, whereupon a MINI image would land on a number, producing a snippet of fun providing driving inspiration. Secondly, 'Fast Food' allowed owners to pick a dish from a three-course menu and watch the MINI passenger tuck in as his car moved along at slow speed. Owners could then make life a little messier for the passenger by hitting the 'mess things up' button and speeding up the car. They could also enter a prize draw and win an Urban Chillbox by reporting what they thought of the email. Finally, HONK-A-LONG coincided with MINI's 50th birthday: with a screen full of MINIs, owners were invited to click on each car as its headlamps flashed. Each car honked a note and, if you kept up, the MINIs played 'Happy Birthday'. Players also got the chance to buy tickets to the MINI birthday party — MINI United — and the opportunity to go back and pick a new tune, or create their own.

Results

Email open rates were as high as 35.3 per cent, with click rates reaching 54.7 per cent. Games were played multiple times: Fast Food played 2.3 times on average, with up to eight plays in some cases; Roulette averaged 3.4 goes from each visitor, for almost 2 min each.

Case Study 3 — Publicis Dialog and Zurich Financial Services

Introduction

The winner of the DMA Gold Award for the best direct response TV or radio advertising in 2009 was Publicis Dialog with its client Zurich Financial Services.

A commoditised market

Background

There are over 100 players in the UK car insurance market, spending £329m every year on advertising the same product in a low-interest category. This market has long been commoditized and obsessed with price; the advent of price-comparison sites, which now grab 25 per cent of voice, has aggravated this situation.

Quality vs price

The problem

Zurich has a reputation for quality; this has meant that most potential customers have dismissed them as too expensive in this market. Zurich wished to overcome this perception with a pan-European campaign building on its existing strengths.

Objectives

To launch a new direct brand — Zurich Connect in the UK; to follow up by supporting key local markets in launching across Europe; to challenge the market's perceptions on price; to build on Zurich's reputation for quality; to achieve in five months 147,000 sales — 121 per cent higher than the whole 2008 marketing plan; to increase prompted awareness and consideration; to lead the second-tier insurance players by the end of 2009.

Pan-European campaign

Strategy

TV was recognized as the crucial battlefield, with 30-second direct response ads as the ideal length to maximize impact. A sustained online presence was also clearly important, and radio played a vital role in building awareness and influencing, while press drove online traffic. The need for a pan-European campaign (including Italy, Spain and Switzerland) demanded an easily adaptable idea.

Price for consideration and quality to close the sale

Implementation

The agency created a two-character double act, with characters identified as Orange and Blue. Orange is a loud and cheeky character, who hogs the limelight and talks about price; he is funny and full of life. Blue represents quality; he's responsible, and even a little pompous. In essence, a good price is essential to get into the game, but the promise of quality is what closes the sale. Accordingly, the last word, or look at the camera, always goes to Blue: the message is a great price and high-quality cover.

Results

In the launch month, calls and website visits doubled, with record sales (114 per cent of plan) and Gross Written Premiums (112 per cent of plan). Clicks were rising by 235 per cent and sales by 400 per cent month on month; sales for July 2009 were 198 per cent ahead of plan.