

# MARKETING TRANSFORMATION 2021

LESSONS FROM THE MARKETING SOCIETY'S AWARDS

BROUGHT TO YOU BY



**Accenture** Interactive

# TRANSFORMING MARKETING



Accenture Interactive is proud to be a partner of The Marketing Society Awards which recognises and celebrates marketing excellence.

Despite our challenging times, brands continue to astound us with their resilience and creativity, proving how vital marketing is for business.

As the judges poured over the entries from the 2020 Awards, they spotted three defining themes common across the winners:

- Driving and embracing change
- Using technology to enhance customer experience
- Adopting a challenger mindset.

The adoption of these helped brands succeed where others didn't. We are delighted to see the synergy with our own purpose at Accenture Interactive: To deliver on the promise of technology and human ingenuity, and our new focus on helping companies change their approach to marketing.

We have all witnessed the demand for digital experiences soaring, with companies that lead in customer experience outperforming others by nearly 80%. COVID-19 has increased that demand, leaving many marketers and companies struggling to keep pace.

As marketers our roles have become more complex; embracing change, being agile and harnessing technology

are key to adapting to new global realities. Pressure for marketers to seamlessly deliver relevant experiences, is greater than ever.

The Marketing Society Awards shows that for sustained success, businesses need to change how they interact with consumers, offer relevant experiences and continuously become more efficient - all while budgets are shrinking.

Our team at Accenture Interactive strives to help businesses and brands transform marketing by reimagining brand experiences, unlocking efficiencies and driving performance on a scale never seen before.

We specialise in creating value and differentiation across the customer journey, transforming how marketers work together and with technology, as well as activating insights and talent to drive the very best experiences. All of which will be more important than ever in 2021.

**Michele McGrath, Managing Director, Accenture Interactive and Co-CEO, Brand Learning**

4	<b>2021: The year we become changemakers</b> An introduction from The Marketing Society's CEO, Sophie Devonshire	14	<b>Driving change case study - The Illegal Blood Bank</b> LADbible created a new blood screening process changing legislation	26	<b>Chapter three: Adopting a challenger mindset</b> Adam Morgan outlines how to adopt a challenger mindset
6	<b>Executive summary</b> Three core insights to guide your Marketing Transformation journey in 2021	18	<b>Chapter two: Using tech to enhance customer experience</b> Digital transformation acceleration creates opportunities to improve CX	28	<b>Acting like a challenger brand case study - Gordon's Gin</b> Gordon's Gin, a legacy brand, challenged the market in a crowded category
10	<b>Chapter one: Driving change</b> Managing, embracing and driving change for business and society	20	<b>Using tech to enhance customer experience case study - Chelsea FC</b> The football club's 5th Stand united a global fanbase	30	<b>Acting like a challenger brand case study - ITV</b> The disruptive 'Keep Britain Talking' campaign boosted ITV's relevance
12	<b>Driving change case study - Guinness Clear</b> During the Six Nations, Guinness dared to tell everyone to drink water	22	<b>Using tech to enhance customer experience case study - Boost</b> Boost's Winter Wallet empowered low-income consumers to save	32	<b>Five Tips</b> A word from our head of judges, Syl Saller
				34	<b>Seven trends for 2021</b> Fjord Trends to inform your thinking and strategies

## INTRODUCTION

# 2021: THE YEAR WE ALL BECOME CHANGEMAKERS



Sophie Devonshire, CEO, The Marketing Society shares three new insights from The Marketing Society Awards to empower marketers to lead positive change across our industry and beyond

2020 was a year like no other, for the world, for the marketing industry and for each of us as marketers. It was a year where we discovered what was possible under pressure. It was a time full of challenges and of learning. And it was a time when in many ways we discovered the power of community, of collaboration and of the importance of coming together – of being braver together.

We all know that 2021 will be a critical year for marketers. We need to innovate and evolve, to lead businesses to help them thrive, to step up to the challenges our economies and our industry face and to be the ones who lead the positive changes that will need to happen as the world and the world of marketing move and transform.

From adversity comes the chance to push ourselves in new and unexpected ways.

### Sharing marketing excellence

In these challenging times, it's essential to remind business that marketing is a valuable driver of growth - building brands and attracting and retaining customers. And we're here to help you do this, in our Marketing Transformation white paper, distilling strategic guidance, best practice examples and critical business evidence.

For the last 35 years, The Marketing Society Awards has been setting the standard for marketing excellence, providing evidence of effectiveness through its emphasis on business results. And it is this best-practice evidence that can empower all marketers in the boardroom and beyond.

The Marketing Society Awards aren't just about marketing excellence. They're about celebrating the huge contribution that we, as marketers, make to business and the brave new solutions that keep our industry innovative and relevant. Now, more than ever the ability to be creative and commercial as well as to make things happen is needed in order for business and the world to thrive.

So what can marketers learn from the best in class

in 2020 to inform their strategies over the coming year? Looking through all the entries, the winners, the commended white papers, and the judge's comments, it became clear that there were three key insights that we can all learn from.

We believe these three strategic insights can provide inspiration and guidance for marketers in 2021 as they work hard to ensure their brands stay relevant and buoyant during challenging times.

### THE MARKETING TRANSFORMATION TRIANGLE



Adopt a challenger mindset

We'll be exploring these three insights in detail throughout the white paper.

### Do good and do well

The economy needs great marketing leaders to drive business resilience and recovery, to lead commercial success and consumer confidence, to help businesses do well in an important year. And we believe those great marketing leaders have an important role to play in the transforming nature of business too; to help it play a positive force in society and in the world – to do good in business and to help business do good.

As economist, Mark Carney said, "Value will change in the post-covid world. On one level, that's obvious: valuations in global financial markets have imploded, with

many suffering their sharpest declines in decades. More fundamentally, the traditional drivers of value have been shaken, new ones will gain prominence, and there's a possibility that the gulf between what markets value and what people value will close".

To do that we need to be the changemakers; those with the courage to shape the future and drive impact and effectiveness. When we are united, we can do more. Together, we have an amplified power to shape positive change and action in our industry and our businesses. This is the year to make that happen.

In 2021 The Marketing Society is committed to helping accelerate the success of individuals and of our industry by giving access to inspiration and ideas (world-class events and content) and facilitating the connections and conversations which will make it easier and more enjoyable for marketers to do well in their businesses in 2021. Since 1959 we've been supporting today's best marketing leaders and we'll never stop supporting and nurturing the leaders of tomorrow.

### Shaping the change

And the thing is, marketers have always been changemakers within business. We are the ones at the boardroom table who speak up for the customer, look outside the organisation at the world at large and create change in behaviour. One of our superpowers is the way we can drive business forward by connecting what consumers want with what the business needs to do. And today, our role as changemakers is more important than ever.

So, in 2021 we are a Society for the changemakers, those who want to make an impact and make a difference. We will unite as a community and as an industry to work together to help each other do well in our careers and our lives and do good in our businesses and the economy – and to help each other feel good about the marketing industry as we unite to make 2021 a positive year for each other, for our businesses and for the world.

# THREE INSIGHTS TO GUIDE YOUR MARKETING TRANSFORMATION JOURNEY

## THE MARKETING TRANSFORMATION TRIANGLE



Adopt a challenger mindset

## MANAGING, EMBRACING AND DRIVING CHANGE

Embrace and drive change to seize fresh opportunities in challenging times.

1. How can your brand change behaviour and make the world a better place?
2. How can you as a marketer do good: improving and promoting the positive impact of marketing on businesses and society?
3. Why do you do what you do?



"Legacy is built year by year, action by action - all the things you are working on now, create your legacy... and trust me the years will go by faster that you can ever imagine. Knowing the kind of leader you want to be - not the perfect leader, not someone who has all the latest skills - but the leader who makes a difference as only

YOU can, with all your genius and all your flaws - is, I think, critical, to a life well lived."

Syl Saller, former CMO, Diageo

## USING TECHNOLOGY TO ENHANCE CUSTOMER EXPERIENCE

Embrace technology to enhance and enrich customer experience driving deeper engagement.

1. How might your brand use technology to empower consumers?
2. What changes in long-term consumer behaviour can your brand embrace through technology?
3. What company and customer data and insights can you mine to enhance customer experience?



"Observe and listen. Look at what the market is doing; not just in your vertical, but leaders in all verticals. Listen to what your customers are telling you, either directly by asking them or through observing their digital behaviours. Your product roadmaps can be informed simply by listening well and translating what you are hearing into innovative products that people want."

Ian Kennedy, Head of Digital, Product & Performance Marketing at Chelsea Football Club

## ADOPTING A CHALLENGER MINDSET

Challenger brands zig when the world zags.

1. How can you disrupt your market and create something of value for consumers?
2. What are the barriers within your business and industry stalling you from being more agile?
3. What stretching audacious objective can you set to transform your brand and change the market?



"Growth and resilience in this testing new world will in part lie in the ability for a business to flex between two very different mindsets - the leader mindset and a challenger mindset. Those companies who found their entire business model threatened by Covid must challenge themselves to discover what their real product/experience is, and find new ways to deliver their brands. Those companies who thrived in a global pandemic must challenge themselves to ensure success can be sustained over and above convenience, security and familiarity."

Adam Morgan, Partner, eatbigfish

# CHAPTER ONE

# DRIVING AND EMBRACING CHANGE

# DRIVING AND EMBRACING CHANGE

"MARKETERS MAKE THINGS BETTER BY MAKING CHANGE HAPPEN."

Seth Godin

As entire sectors are battered by the pandemic and serial lockdowns, as consumers' needs, wants, expectations and behaviour transforms, as digital acceleration continues at a pace, we don't need to tell you that managing change is something we all have to do on a daily basis.

Riding these turbulent waves of change and embracing the challenge is one issue for marketers. But the space to create brand opportunities and strengthen consumer relationships through driving change and transformation will continue to be a critical differentiator in the marketing industry in 2021.

What's good for society is also good for business. At The Marketing Society's APAC conference in November 2020, Aline Santos, global exec, VP marketing, Unilever pointed out that 80% of people want brands to solve society's problems. Moreover, the FMCG company discovered that progressive advertising produced 37% more brand impact and 28% more purchasing tension.

In 2019, the Business Roundtable, an association of chief executives in the US, released a statement signed by 181 CEOs stating that serving shareholders can no longer be the main purpose of a corporation; rather, it needs to be about serving society, through innovation, commitment to a healthy environment and economic opportunity for all.

The times we live in has encouraged many brands to play a role in serving society. As for Ken Muench, CMO, Yum! Brands, revealed at our Brave Get Together in 2020, when explaining how his restaurants played a key role distributing food to medical workers in Wuhan during the peak of lockdown. "In times of crisis trust that humans know how to react in the moment. First, do the right thing. Second, act tactically rather than think strategically."

## Changing consumer behaviour

A bold campaign to encourage more rugby fans to drink tap water as well as Guinness while watching a match, was awarded the Grand Prix in The Marketing Society

"I WOULD ENCOURAGE LEADERS OF OTHER LONG-ESTABLISHED BRANDS TO LOOK AT WHAT MAKES THEIR BRAND DIFFERENT, AND IS TRUE TO THE VERY CORE OF THE BRAND, AND TO BUILD THEIR PROPOSITION FROM THOSE FOUNDATIONS"

Mark Sandys, global head of Beers, Baileys, Smirnoff and Captain Morgan at Diageo

Awards. Guinness Clear created a template for responsible marketing, effectively setting the agenda for responsible drinking in sport.

By rebranding ordinary tap water as a cool new product, Guinness Clear squashed the stigma of drinking water in pubs. Moreover, Guinness Clear contributed to a 5-7% volume uplift proving that what's good for society is also good for business.

Mark Sandys, global head of Beers, Baileys, Smirnoff and Captain Morgan at Diageo reveals that on every brief, they write the acronym, OGCD, which stands for 'Only Guinness Can Do.' "Because if we are making work that could be done by a different brand, then it is not good enough. So I would encourage leaders of other long-established brands to look at what makes their brand different, and is true to the very core of the brand, and to build their proposition from those foundations. (See Acting like a challenger, page 26)

The judges were impressed with the way Diageo addressed a serious topic with charm and excellent marketing, awarding Guinness Clear for both Brand Communication and The Grand Prix. "It was a fully integrated 360 degree idea that delivered for the brand and changed attitudes. This campaign fully embodies the

meaning of marketing in totality." said Michele McGrath, Managing Director, Accenture Interactive and co-CEO, Brand Learning.

## Driving new legislation

LADbible took the concept of driving change to a new level with the Illegal Blood Bank, the world's first blood bank for gay and bi men. It raised awareness of an outdated discriminatory law that meant sexually active gay and bi men were not allowed to donate blood, even if their blood is safe to use.

LADbible's campaign changed people's minds and critically changed government policy. On 14 December 2020, the UK Government announced a landmark change to blood donation criteria enabling men who have sex with men in a long-term relationship to donate blood in England.

LADbible won the Not for Profit Marketing Award with its ambition in making the world a better place. "LADbible was provocative, a clear winner. It scored well on impact, results and breaking boundaries," said Aedamar Howlett, GB and Ireland marketing director, Coca-Cola.

## CORE INSIGHT

Embrace and drive change to seize fresh opportunities in challenging times.

1. How can your brand change behaviour and make the world a better place?
2. How can you as a marketer do good: improving and promoting the positive impact of marketing on businesses and society?
3. Why do you do what you do?

## NUMBERS ON STANDING FOR SOMETHING

8 IN 10

global consumers say purpose is at least as important to them as customer experience.

>50%

of Gen Y and Z consumers compared to 37% of other consumers, have shifted a portion of their spend away when a company disappointed them due to its words or actions on a social issue.

60%

of outperforming companies [double the % of other respondents] acknowledge the need to stand for something bigger than the products and services they sell.

# MAKE IT A NIGHT TO REMEMBER

**68M** IMPRESSIONS ON SOCIAL MEDIA IN UK AND IRELAND

**82%** OF GB RUGBY FANS AGREED GUINNESS CLEAR MADE IT ACCEPTABLE TO DRINK WATER IN A PUB

## CASE STUDY – GUINNESS

Brand Guinness Clear  
Agencies AMV BBDO  
Market GB and Ireland

### Award: Grand Prix and Brand Communication

During the first year of its Six Nations sponsorship, Guinness dared to tell everyone to drink water setting the agenda for responsible drinking in sport. By rebranding ordinary tap water as a cool new product, Guinness Clear squashed the stigma of drinking water in pubs. Moreover, Guinness Clear contributed to a 5-7% volume uplift proving that responsible drinking campaigns are worthy of investment.

### What happened?

On securing the elusive Six Nations sponsorship in 2018, Guinness had an opportunity to reassert its relationship with rugby while taking a leadership position around responsible drinking.

Research showed that men especially are embarrassed about ordering anything other than alcohol at a bar, especially during sporting events when revelry is high.

Using wit and humour to override consumer cynicism, Guinness Clear was treated akin to a new product launch with its own provenance story, list of ingredients (100% H2O) and Master Brewer. There were celebrity endorsements, product extensions - extra cold with ice, and instructions on mastering the Guinness Clear two-part pour on social - find a glass, turn on the tap... They even replaced the River Liffey with Guinness Clear on St Patrick's Day.

Guinness also had to enable rugby fans to drink more water as well as tell them to do so. Product sampling through hydration stations were provided at the games as well as home brew kits for fans watching from the comfort of their sofas.

Diageo rebranded ordinary tap water as an exciting new drink: Guinness Clear, helping to remove the stigma of ordering water.

### Results

Guinness Clear provided the highest PROI of any Guinness Rugby campaign in GB and Ireland, contributing to 5-7% volume uplift across GB and Ireland, proving that responsible drinking campaigns are worthy of investment.

- 68m impressions on social media in UK and Ireland.
- 74% increase in positive sentiment toward Guinness across social media
- 80% in GB and 82% in Ireland agreed that Guinness Clear contributed to behaviour change by moderating their alcohol intake
- 78% in GB and 73% in Ireland agreed that rugby is more enjoyable for everyone when you moderate your drinking
- 82% of GB rugby fans and 56% Irish rugby fans agreed Guinness Clear made it acceptable to drink water in a pub

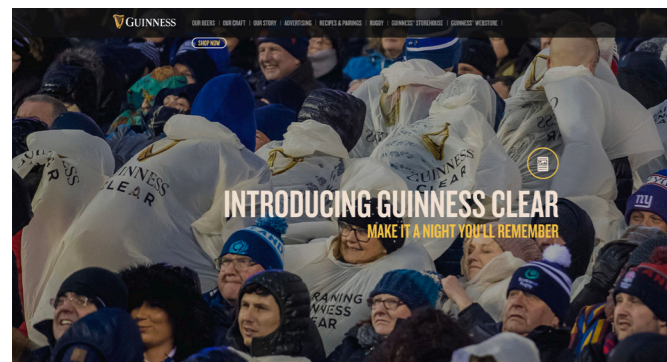


### Learnings

- Brave marketing that does good for society can also do good for brands' business.
- Doing the right thing for customers strengthens relationships with your brand
- Responsibility should be executed at the centre rather than the edges

In every channel and touchpoint, Diageo treated Guinness Clear as if they were launching a new product, even with a master brewer.

**GUINNESS CLEAR PROVIDED THE HIGHEST PROI OF ANY GUINNESS RUGBY CAMPAIGN IN GB AND IRELAND, CONTRIBUTING TO 5-7% VOLUME UPLIFT ACROSS GB AND IRELAND**



## DRIVING AND EMBRACING CHANGE

# THE ILLEGAL BLOODBANK

**10.9M** IMPRESSIONS AND  
900,000 VIDEO VIEWS  
ON SOCIAL MEDIA IN THE UK

**62%** OF THOSE WHO SAW THE  
CAMPAIGN WERE 'EXTREMELY  
IN FAVOUR' OF CHANGING THE POLICY

## CASE STUDY – LADBIBLE

Brand LADbible Group  
Agencies Elvis  
Partner Freedom to Donate  
Market England

### Award: Not for Profit Marketing

One in four of us will depend on donated blood to stay alive, yet an outdated discriminatory law meant that sexually active gay and bi men were not allowed to donate blood, even if their blood is safe to use. The Illegal Blood Bank, the world's first blood bank for gay and bi men, raised awareness, created a new fair and safe blood screening process and critically changed government policy. By Summer 2021, gay and bi men in long-term relationships will be able to donate blood in the UK.

### What happened?

LADbible, a media platform that reaches 60% of Facebook users, used its scale to raise awareness about discrimination in blood donation, a topic that lay under the radar. In the UK, any man who has had sex with another man in the past three months is banned from donating blood. It's a complex topic defined by different laws in different countries across the world, and the fear-led narrative around blood safety stems largely from outdated discrimination around the AIDS crisis in the eighties.

Working with FreedomtoDonate, LADbible opened the world's first blood donation clinic for gay and bi men - The Illegal Blood Bank. Donors were recruited using hard-hitting content across UNILAD's social channels, encouraging gay and bi men to donate a real pint of their own blood in protest. Celebrity activist Keegan Hirst, the first rugby league player to come out as gay, acted as the campaign ambassador.

Using a pioneering individualised risk assessment screening process, they collected enough blood to save 78 lives in one day, prompting a response from the NHS to rethink their policies. Those who couldn't donate on the day pledged a digital pint, and allies to the cause showed their support by signing a Change.org petition and using #BloodWithoutBias across social media.

On the day of the official opening of the country's new parliament following the General Election, LADbible displayed physical pints of real blood around Westminster and throughout the streets of London to boost awareness.

### Results

LADbible's campaign changed people's minds and critically changed government policy. On 14 December 2020, the UK Government announced a landmark change to blood donation criteria enabling men who have sex with men in a long-term relationship to donate blood in England.

- 10.9m impressions and 900,000 video views on social media in the UK.
- Headline coverage on the BBC and ITV news in primetime
- On launch day, conversation about blood donation on social increased by 140%
- 62% of those who saw the campaign were 'extremely in favour' of changing the policy vs 46% in the control group.
- 4976 digital pints of blood pledged on the campaign microsite
- 61,000 signatures on the Change.org petition
- Piloted a new, safer, fairer blood screening process collecting enough blood in one day to save 78 lives.



### Learnings

- An action-focused approach can solve society's problems AND achieve a brand's objectives
- Social media can be used as a force for good, giving youth a voice to drive change
- Mainstream brands don't have to be mainstream all the time. Find something small that matters and bring it to the masses.

On the official opening of the country's new parliament, physical pints of real blood were displayed around Westminster.



AN ACTION-FOCUSED APPROACH CAN  
SOLVE SOCIETY'S PROBLEMS AND  
ACHIEVE A BRAND'S OBJECTIVES



# CHAPTER TWO

# USING TECHNOLOGY TO ENHANCE CUSTOMER EXPERIENCE

# USING TECHNOLOGY TO ENHANCE CUSTOMER EXPERIENCE

**"COVID-19 HAS CREATED THE CONDITIONS FOR A NEW TYPE OF HUMAN EXPERIENCE TO EMERGE. ONE WHERE PHYSICAL AND DIGITAL DIMENSIONS BLEND IN A WAY THAT WILL TRANSFORM OUR JOURNEYS WITH OTHER PEOPLE FOREVER."**

Richard Bordenav, CEO, BVA Nudge Unit, Singapore

**T**echnology has been empowering marketers to enhance customer experience for some time. However, the global pandemic accelerated digital transformation, forcing business to operate and experiment with new ways to stay in touch with customers.

A rapid acceleration in digital transformation is evident in most, if not all, industries. Accenture Strategy estimates that the pandemic will shift up to US\$2 trillion of global economic output to technology-focused sectors by 2022, with high tech (38%) and communications (22%) set to see the largest gains.

Even before the pandemic, demand for digital experiences has been accelerating for years, with companies that lead in customer experience now outperforming laggards by nearly 80%. Ever-growing complexity across the marketing ecosystem makes exceeding consumer expectations more difficult than ever.

The number of channels, platforms and tools has grown exponentially, from 150 martech companies in 2011 to more than 8,000 today, and the inability to act with agility was a key barrier for executives reacting to Covid-19.

The pressure is on marketers to seamlessly deliver relevant experiences across this increasingly fragmented ecosystem, but the majority (55%) don't have access to the data and resources needed to effectively personalise customer experiences, according to Accenture, Marketing Transformation.

## Tech enriches customer experience

In a world where there are more apps than phone storage, it's tempting for many brands to presume that tech innovation is not their area of expertise or differentiation. However, savvy brands understand that technology will enrich customer experience driving loyalty, retention and boosting engagement.

Chelsea Football Club, the winner of The Marketing Society Digital Marketing award, understood early on that its

**"CHELSEA FC REDEFINED MEASUREMENT AND WERE SMART IN THE WAY THEY ANALYSED NUMBERS BEHIND CUSTOMER BEHAVIOUR. HERE WAS A TEAM ALIGNED BEHIND UNDERSTANDING THEIR CUSTOMERS, CREATING CLEAR OBJECTIVES AND CREATING INTRICATE WORK WITH EXCELLENT EXECUTION"**

Mark Given, CMO Sainsbury's, Argos, Nectar & Tu

competitors were not other clubs but digital behemoths like Google, Facebook, Twitter, Instagram, We Chat and YouTube.

The 5th Stand, a mobile app to unite 100 million fans across the world, offered exclusive live content and new interactive app features to drive impact and win support. It swiftly grew to become the club's most important digital channel. Chelsea FC impressed the judges by innovating in a market that was already innovative.

"Yes, Chelsea FC is another football app but how they understood their market, looked at their target audience and created innovative content in an area that already had innovative content was impressive. They also redefined measurement and were smart in the way they analysed numbers behind customer behaviour. Here was the sense of a team aligned behind understanding their customers, creating clear objectives and creating intricate work with excellent execution," said Mark Given, CMO Sainsbury's, Argos, Nectar & Tu.

## Tech addresses inequality

The pandemic has also accelerated inequality with more than 70% of people living in a country with growing

inequality. This challenge has been amplified by the pandemic. The first month of the crisis led to an 82% income decline for workers in the informal workforce (who lack security of employment and social protection).

Boost, the innovative energy proposition from OVO Energy set to address inequality using technology with its Winter Wallet serving the needs of low-income customers in the UK. The idea to empower low-income customers to save for their winter fuel bills proved that a tech enhancement strategy doesn't just serve the wealthy. The winner of Enhancing the Customer Experience, Boost impressed the judges with a tech innovation that both drove commercial profit while supporting customers through challenging times. (Read case study page 22.)

"We were impressed with its level of customer insight and the balance it struck between driving commercial profit and supporting customers through challenging times. Using AB testing and behavioural economics, Boost was able to identify a deep understanding of its customer base to great effect," said Leila Woodington, marketing director, Northern Europe, Facebook.

## CORE INSIGHT

Embrace technology to enhance and enrich customer experience driving deeper engagement.

1. How might your brand use technology to empower consumers?
2. What changes in long-term consumer behaviour can your brand embrace through technology?
3. What company and customer data and insights can you mine to enhance customer experience?

## A GIANT LEAP IN CUSTOMER EXPERIENCE

# 80%

Companies that lead in customer experience outperform laggards by nearly 80%

## AND A GIANT LEAP IN COMPLEXITY

# 55%

of marketers don't feel they have sufficient customer data to implement effective personalization

## REQUIRES A GIANT LEAP IN HOW WE WORK

# 67%

of CEOs agree that their company will fundamentally change the way it engages and interacts with its customers

## USING TECHNOLOGY TO ENHANCE CUSTOMER EXPERIENCE

# THE 5TH STAND

**1M** DOWNLOADS OF THE APP WITHIN SIX MONTHS OF LAUNCH

**92%** OF FANS AGREED THAT "AS A CHELSEA FAN YOU HAVE TO HAVE THE 5TH STAND APP"

### CASE STUDY – CHELSEA FC

Brand Chelsea Football Club  
Market UK

#### Award: Digital Marketing

Chelsea Football Club wanted to unite its global fanbase through a brand-new tech platform - an app, the 5th Stand. A strategy that would set itself up in competition against broadcasters, social media platforms and Chelsea's own existing online content. With a focus on offering high quality, differentiated content for fans, the 5th Stand has become known as the heartbeat of Chelsea Football Club, becoming the most downloaded app of 2019.

#### What happened

With over 100 million fans across social channels but the capacity for just 42,000 in its stadium, Chelsea Football Club wanted to create a fifth stand for global fans to get closer to the action of their favourite club.

Chelsea's fan base is not only global but spans a broad range of demographics, age and levels of fandom - from life-long season ticket holders to more casual followers. In addition to enriching fans' match day experience, the club wanted to engage with fans beyond match day encouraging a deeper level of engagement that would be less reliant on success on the pitch.

But the 5th Stand joined an already cluttered market. For Chelsea content - the Chelsea FC website and social channels were well-established. For match updates, apps from Sky Sports and BBC Sport offered comprehensive

content and rights holders could also release highlights before The 5th Stand.

Providing a point of difference was critical for the app's success. Product features including the first ever match chat in the Premier League, the first place for lineups on match day, exclusive live video stream for match previews and reaction, all helped to drive cut-through, loyalty and stickiness in a saturated market. To combat cannibalisation from existing online Chelsea, content, an app-first publishing strategy included 'Ask Frank' - a chance to interact with Chelsea's manager, Frank Lampard, exclusive live streams and breaking news.

Moreover, in 2019, subscription TV service, Chelsea TV closed down moving to a video on demand model on the app. By turning the video business model on its head, video views increased by 53%.



The 5th Stand had a simple objective: to help global fans get closer to the action.



#### Results

Since launch, the growth of the 5th Stand continues to accelerate with lifetime downloads reaching 4 million making it the fourth biggest football club app in the world.

- Within six months of launch, there were **1 million** downloads
- Within nine months of launch there were **500,000** returning active monthly users to the app
- According to a fan survey, **92%** users strongly agreed that, "as a Chelsea fan you have to have the 5th Stand app."
- **2.7m** downloads in 2019
- The most downloaded app of 2019
- **1m** monthly active users.

The 5th Stand enriches fans' match day experience, engages with fans outside of match day and encourages a deeper level of engagement that's less reliant on success on the pitch.

THE CLUB WANTED TO ENGAGE WITH FANS BEYOND MATCH DAY ENCOURAGING A DEEPER LEVEL OF ENGAGEMENT THAT WOULD BE LESS RELIANT ON SUCCESS ON THE PITCH

# WINTER WALLET

**£4.4m** SAVED BY LOW INCOME FAMILIES ON THEIR WINTER ENERGY COSTS

**21%** BETTER RETENTION FOR WINTER WALLET USERS VS NON-USERS

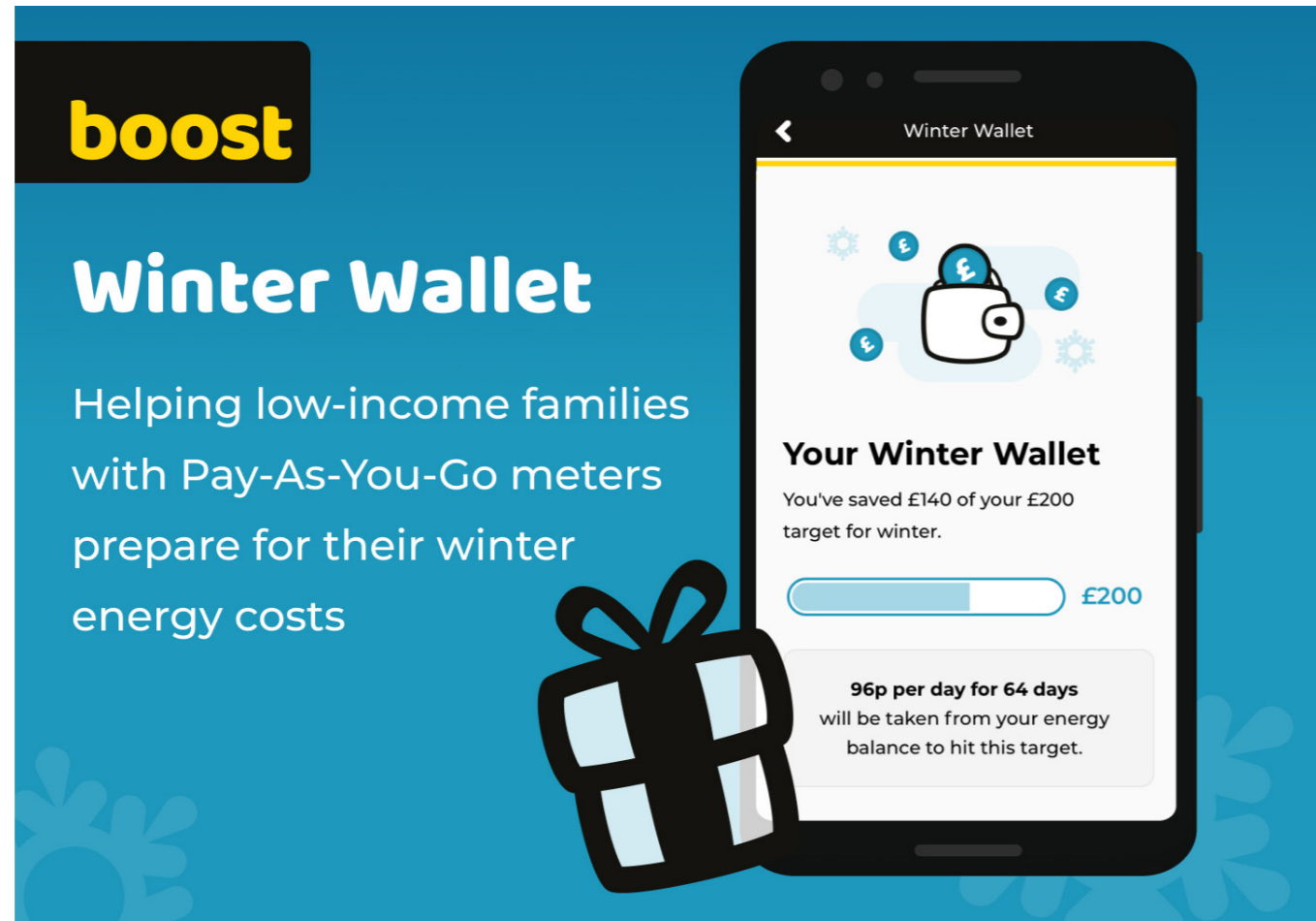
## CASE STUDY – BOOST ENERGY

Brand Boost  
Market UK

Award: Enhancing the Customer Experience

Energy provider Boost serves low-income families with Pay-As-You-Go energy meters. An earlier innovation empowering customers to top-up energy using smart phones was adopted by the rest of the market and customer retention declined. Boost's new focus through Winter Wallet empowered low income families to save money for their winter fuel bills encouraged with a monthly prize draw. Motivated customers saved £4.4m towards their winter energy and customer retention and satisfaction was boosted in the process.

Research revealed low-income customers were forced to choose between heating and eating.



### What happened?

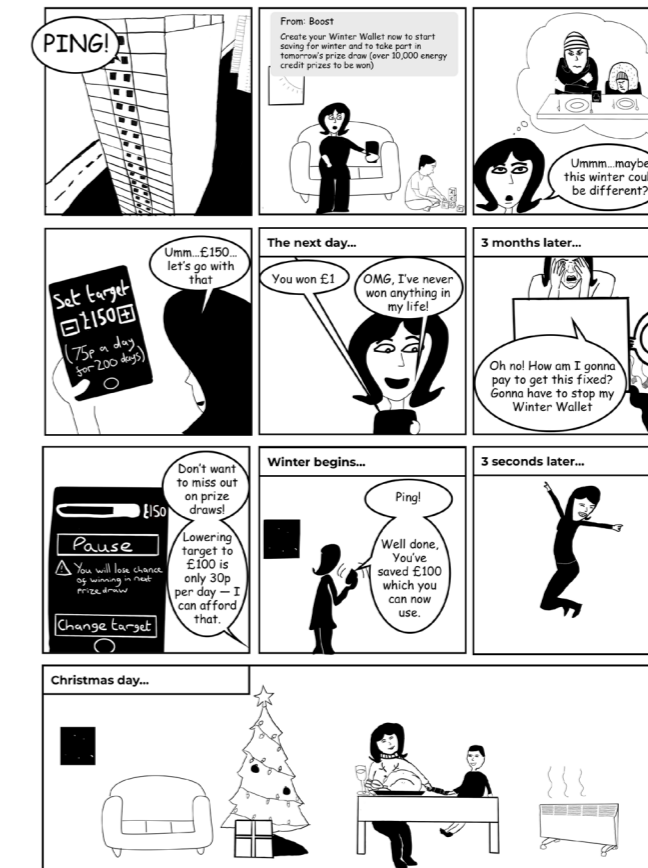
Boost disrupted the Pay-As-You-Go (PAYG) energy market in 2017, empowering customers to top up energy on their smart phones. However, rival suppliers caught up making the Boost offer undifferentiated in terms of both price and offer. Customer retention declined.

Research revealed a massive pain point for customers who were frequently forced to choose between 'heating and eating' as winter fuel costs spiralled. With PAYG customers paying for energy before they use it, they were spending three times more on average in January than July and it was often unaffordable. While higher income customers often have monthly plans that make it easier to budget, there was no in-built budgeting system for PAYG who struggled the most financially.

The idea for Winter Wallet was born - an industry-first solution that would empower low-income families to save for their winter energy in manageable chunks. A controlled trial to test and learn using behavioural economic experiments to boost opt-ins, helped the brand understand the most effective way to encourage customers to both use Winter Wallet and save enough for their winter fuel.

It became clear that customers needed a different incentive beyond the offered 5% bonus to both start and continue saving for their energy. A monthly prize draw made the difference boosting sign-ups and encouraging those who find saving challenging. Indeed changing from the trial's bonus incentive to the prize draw incentive resulted in 34% more people saving money compared to the earlier trial.

### Customer experience with the Winter Wallet



### Results

The Winter Wallet empowered low income families to save **£4.4m** towards their winter energy, boosting customer retention and satisfaction in a cluttered market.

- 21% better retention for Winter Wallet users vs non-users (April - December 2019)
- 10% reduction in energy disconnections vs control group
- 27% increase in Trustpilot score (5.9 during May 19 vs. 7.5 during August 19)
- 36% increase in NPS promoters from customers who saved with Winter Wallet vs/ non-Winter Wallet customers.

**THERE WAS NO IN-BUILT BUDGETING SYSTEM FOR PAYG CUSTOMERS WHO STRUGGLED THE MOST FINANCIALLY**

Insights from behavioural science and a trial informed the redesign of Winter Wallet boosting customer satisfaction and retention.

# CHAPTER THREE

# ADOPTING A CHALLENGER MINDSET

# ADOPTING A CHALLENGER MINDSET

Four steps for established brands to adopt the challenger mindset in a K-shaped recession

**"BEING A CHALLENGER BRAND TODAY IS MORE OFTEN ABOUT CHALLENGING SOMETHING - THE CURRENT CRITERIA FOR CHOICE, THE PREVALENT CATEGORY CODES OR DOMINANT CULTURAL NORMS - THAN SOMEONE."**

Adam Morgan



## How to adopt the challenger mindset by Adam Morgan

If you take the view that many countries are in a K-shaped recession and recovery, there are two different scenarios where the challenger mindset is critically relevant today. Brands on the downward stroke of the K, from sectors like airlines and high-street retailers, are having to reinvent themselves and their customer relationships, while brands on the upward stroke in industries like pharma, packaged goods and e-commerce are working hard to sustain the momentum of an upward spiral following the global pandemic.

Growth and resilience in this testing new world will in part lie in the ability for a business to flex between two very different mindsets - the leader mindset and a challenger mindset.

Those companies who found their entire business model threatened by Covid must challenge themselves to discover what their real product/experience is, and find new ways to deliver their brands. Collaboration may be key to making this financially sustainable, and more of an 'Ampersand approach' - pub&, theatre&, shop& - may become critical.

Those companies who thrived in a global pandemic must

challenge themselves to ensure success can be sustained over and above convenience, security and familiarity. They must rebuild the brand's experience with the customer to be in tune with post-Covid aspirations, looking to other dynamic categories for inspiration.

### Be a chemist, not a physicist

There's a common misconception that for a challenger the primary challenge is outward-facing, that it's about identifying something or someone external to fight. Often, though, the more important initial challenge is inward. Even if your brand is thriving, it's essential to adopt the challenger mindset and prepare for future unknowns.

The biggest obstacle for a historic leader to adopt the challenger mindset is the institutionalised fixation on organisational best practice and the push for financial efficiency. This creates an environment where it's difficult for leaders to step back and understand that transformational changes in the way an organisation thinks and behaves can make the difference.

I liked retail expert Mary Portas' observation, when talking about the death of high-street retailers, about the distinction between physics and chemistry. The businesses that are going bust, she argued, are those that thought success was all about physics - a focus on logistics, practicalities and driving efficiencies. The ones that succeed will instead be the ones that obsess about chemistry - developing a deeper understanding of customers in order to create memorable and distinctive brand experience.

Here are four steps for established brands to adopt the challenger mindset.

#### 1. Recognise that challenger is a mindset, not a state of market

Whether or not you want to call yourself a challenger to the outside world, there will be times in your life as a business

where it will be valuable to adopt more of a challenger mindset to your situation and your future planning. This is almost certainly one of them. If you currently think of yourself as a leader, you need to help your organisation learn how to flex between a leader and challenger mindset. Become bilingual.

#### 2. Identify the big fish

Identify what will 'eat you' post-Covid if you don't eat it first. Is it the changing nature of your customer relationships? New competitors? A change in consumer behaviour? My bet is that in reality it won't be an external threat, but an internal one. Once you have defined this, challenge all your existing practices within this context. Challenge every assumption around your business model and customer model.

#### 3. Find the challengers within

Part of the answer to your future almost certainly already lies somewhere within your company. Someone, somewhere in your organisation is already using a challenger mindset, whether they call it that or not. Find them and learn - see what the broader learnings for your team or company are. To work, the challenger mindset always needs to mesh successfully with the nature of the leadership and company culture. It must seem appropriate and necessary - even if uncomfortable - not alien.

#### 4. Learn from challengers in other categories

Covid has almost certainly redefined your brand neighbourhood. Look at new brands and thriving businesses post-Covid and see what you can learn from them. They almost certainly won't be in your own category. Set up meetings every Monday morning for three months

where you ask your team to come and share what they've learned from an entirely different category over the previous week. You'll be surprised at what simple but powerful ideas they come back with.

Adam Morgan is a Partner in eatbigfish, an international consultancy specialising in bringing a challenger mindset to strategy and culture.

**THE WORK I'VE DONE OVER THE LAST TWENTY YEARS ESTABLISHES QUITE CLEARLY THAT CHALLENGER THINKING IS HOW BRANDS DRIVE GROWTH. IT MAKES HUGE BUSINESS SENSE,"**

Peter Field, marketing consultant

## CORE INSIGHT

Challenger brands zig when the world zags.

1. How can you disrupt your market and create something of value for consumers?
2. What are the barriers within your business and industry stalling you from being more agile?
3. What stretching audacious objective can you set to transform your brand and change the market?

## ADOPTING A CHALLENGER MINDSET

# SHALL WE?

**1<sup>ST</sup>** MARKET LEADERSHIP WAS MAINTAINED DESPITE 702 NEW BRANDS ENTERING THE CATEGORY

**+62.9%** GROWTH OF THE BRAND IN 2018 COMPARED TO THE MARKET GROWTH RATE OF +47%

### CASE STUDY – GORDON'S GIN

**Brand** Gordon's  
**Agencies** Carat, Data2Decisions, CGA, Anomaly, Kantar Market UK

#### Award: Brand Revitalisation

When Gordon's, a successful 250-year-old gin in a crowded category decided to act like a challenger, it doubled the size of the brand. Gordon's was a legacy brand facing an onslaught of competition in a rapidly changing market. It would be easy to rest on its laurels but with an additional 702 brands entering the market in the last three years, Gordon's brand team took action. The brand was reinvented - new packaging, new advertising and a bold new product - Gordon's Pink.

**THE RELAUNCH TRIGGERED UNPRECEDENTED SALES GROWTH AND DOUBLED THE SIZE OF THE BRAND**

#### What happened?

In 2016, Gordon's was leading the gin market and on the surface everything seemed to be fine. But looming on the horizon there were hundreds of new gin brands launching and a premiumisation of the market. While stories of complex botanicals were king among competition, the Gordon's team decided to do something completely different instead and act like a challenger brand.

A new simple creative direction for Gordon's was born - Shall We.....- tapping into the idea that drinking Gin was a social occasion, a time to catch up with friends. This was a stark contrast to competing narratives about ingredients. Shall We.... also became a witty TV campaign voiced by Fleabag's Phoebe Waller-Bridge.

Driven by the belief that it was possible to further grow the gin market by attracting a new group of people to gin, the brand team worked on a new Gordon's product. It was targeted towards women who say gin is too bitter and prefer wine on a girls' night out.

An idea was born. To create a berry-based gin that tasted delicious and looked fabulously Instagram-able. Gordon's Premium Pink Distilled Gin was launched in July 2017, with its signature serve in a stunning 'copa' glass.

Gordon's Pink has been the biggest launch in the on-trade in the last 10 years.

If Gordon's Pink was a brand in its own right, it would be the No.2 brand in the total market behind Gordon's London Dry.

#### Results

By acting like a challenger brand, Gordon's Gin defied expectations. The relaunch triggered unprecedented sales growth and doubled the size of the brand (+151%) in a competitive market.

- Gordon's has more than **doubled** in value in the 3 years since the relaunch (+151%)
- Market leadership was maintained despite an additional 702 brands entering the category .
- Gordon's Premium Pink Distilled Gin has been the biggest launch in the on- trade in the last 10 years
- If Gordon's Pink was a brand in its own right, it would be the No.2 brand in the market behind Gordon's London Dry .
- Gordon's grew substantially faster than the market, growing **+62.9%** in 2018 vs the market growth rate of +47% .
- The advertising campaign has been a significant driver of growth and has an impressive profit ROI of 2.13



#### Learnings

- Zig when others zag. Mainstream, established brands can act like challengers too
- Innovate with a small pot to test and learn. Success will encourage more investment.
- Carefully balance investment between brand and NPd. Don't neglect the core. The balance of 60 /40 worked well for Gordon's - 60% behind the brand, 40% for new Gordon's Premium Pink Distilled Gin.

The launch of Gordon's Pink, a berry-based gin targeted women who prefer wine on a night out.



## ADOPTING A CHALLENGER MINDSET

# BRITAIN GET TALKING

**4.5M** PEOPLE SAY THEY ARE GOING TO PRIORITISE TALKING AND LISTENING AS A RESULT

**38%** OF PARENTS TOOK DAILY ACTION TO LOOK AFTER THEIR CHILD'S MENTAL HEALTH POST CAMPAIGN

### CASE STUDY – ITV

Brand ITV  
Partners Mind and Young Mind  
Agencies Uncommon  
Market UK

#### Award: Transforming Corporate Culture

ITV is working hard to stay relevant in a changing world. With the TV landscape shifting dramatically with global streaming services, Netflix, Amazon and Apple investing billions and billions into new productions, changing the way we watch TV. Drawing on its new brand purpose and strategy, 'More than TV', ITV launched a bold mental health campaign targeting young people, disrupting prime-time TV in the process, encouraging conversations and leading 4.5m people to say they would prioritise talking and listening as a result of the campaign

**ITV RAN 'BRITAIN GET TALKING' PROMOTIONS FOR A WHOLE MONTH WITH OVER 20 DIFFERENT ADS FEATURING STARS FROM EVERY GENRE**

#### What happened?

With a new CEO, Dame Carolyn McCall and a new strategy - 'More than TV' - ITV was taking steps to respond to a rapidly changing world with new wealthy, disruptive competitors and a big change in consumer behaviour and the way that audiences watched telly. ITV was to become a creative force that would make a difference to British culture in a way that global competitors could not.

With an ambitious commitment to get 10 million people to take action to improve their mental and physical health by 2023, ITV decided to focus on tackling the mental health of young people. Building on the idea that TV can be a great conversation starter and a way for families to spend wholesome, connected time together.

Taking a big risk to encourage families to talk to one another as they watched TV, ITV disrupted prime-time TV. During the final of ITV's biggest entertainment show, Britain's Got Talent, the show was paused with hosts, Ant and Dec directly addressing the home audience with a message on mental wellbeing for British children. The show fell silent while cameras broadcast shots of crew holding up cards which read, "Use our silence to talk to one another."

This was followed with the UK's first silent ad break. Starting with ITV's 'Britain Get Talking' silent ad, followed by five more silent ads from Oral-B, Gillette, SEAT, Dunelm, Network Rail who all invested £500k+ on media for ads which said, "Use this moment of silence to talk to your family, loved ones or even text a friend."

ITV ran 'Britain Get Talking' promotions for a whole month with over 20 different ads featuring stars from every genre. ITV also persuaded stars and shows to pause their social on World Mental Health Day, so people could tune back into their own conversations.

Internally, ITV introduced new mental health awareness and resilience workshops, which all colleagues were encouraged to attend.

ITV's social purpose campaign was integrated across the whole channel and activated internally with mental health workshops.

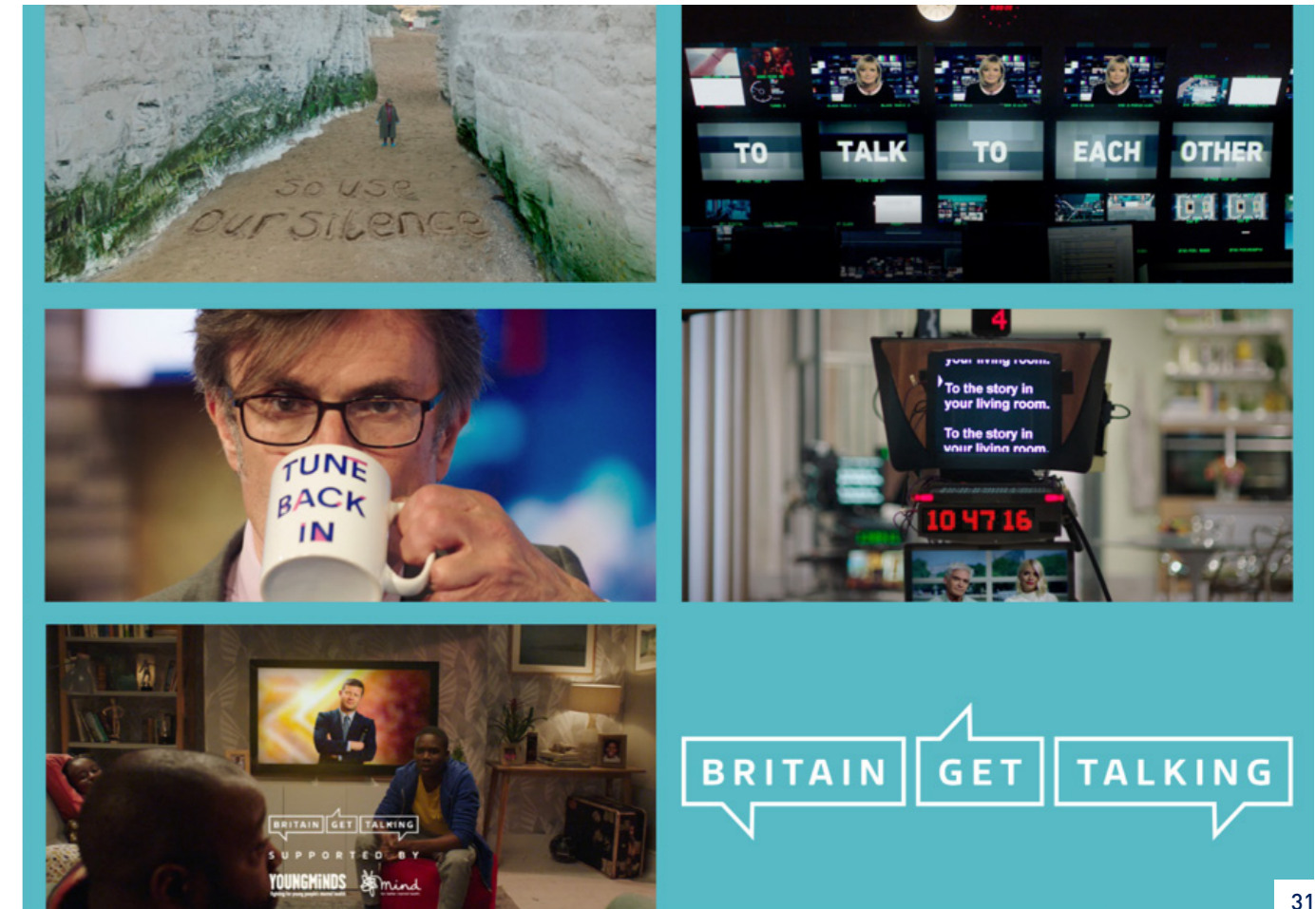


#### Results

ITV took a risk. The broadcaster picked the biggest talent, the biggest show and the most disruptive approach to communicate its message. And people appreciated that with 2.78m adults said they took an action to improve their mental well-being as a result of the campaign.

- 55% who saw the campaign said it resulted in them understanding the importance of talking and listening to help mental well-being
- 4.5m people say they are going to prioritise talking and listening as a result of the campaign
- Post campaign, 92% of parents said it's important for children's mental health to talk more and have a proper conversation
- 1 in 3 have an improved opinion of ITV following the campaign.
- At 36% awareness, it is the most recognized mental health campaign in the country – 20.17M people had heard of the stunt, ad or both
- Post campaign, 38% of parents took daily action to look after child's mental health from (up from 23%)
- Post campaign 56% said they've noticed people talking more about their mental health in the last month

ITV disrupted its biggest family entertainment show Britain's Got Talent giving its family audience space to talk.





## FIVE TIPS

# A NOTE FROM OUR 2021 CHAIR OF JUDGES FOR THE MARKETING SOCIETY AWARDS



Syl Saller, President of The Marketing Society and former CMO, Diageo offers five tips for marketers looking to enter this year's awards.

I'd like to encourage you all to enter the 2021 Marketing Society Awards.

Writing awards allows teams to step back and have pride in all they've achieved, and helps codify their learning, which is invaluable.

And for those who win or are short-listed, it's a massive morale boost – tremendous recognition for all their hard work which we know is much needed just now.

And as you have seen from this report, you are contributing to a body of knowledge that makes our profession better.

Here are five tips to help you and your teams write your award-winning papers:

### 1. Read

Winning is not a dark art - there's lots of information to help you get this right. If you are a Marketing Society member – and if you're not, why not – you can review the winners from previous years.

See how others have told their story, used their data – and emulate the best of the best. Read the entire awards website, watch the videos and imagine your teams in the winner circle. And if you have questions – contact the fabulous Siobhan who runs our awards – her email is on the website.

### 2. Regale

Tell your story in a captivating way. Think about judges reading through many, many entries – what's going to stand out? John Allert, former CMO, McLaren captured it well with his comments on the awards website when he was a judge. He called for: brevity, clarity, relevance, evidence... often less is more, so long as the less is faultless.

### 3. Rigour

I can't tell you how important this is. We have a group of judges who can see through the BS and know what great results look like. Don't call sales uplifts return on investment – they're not the same and it's just annoying. We know that small companies don't have the same kind of econometrics that big companies do, and we allow for this. Simple and strong numbers that tell the story work.

### 4. Reuse

Yes, you can enter multiple categories because there may be many things that contribute to a success story – insight, media plans, creative work. But don't just submit the same case – adapt it to meet the criteria of the particular category. My favourite category is Bravest Team – and we didn't get many entries last year. That's just nuts – there was bravery behind all of these stories and that only comes from brave teams. Shine a light on your people.

### 5. Right team

It really is worth the small investment of time it takes to write an entry. Just put the right people on it and that is often about client and agency working together. Pick just a few people who will help tell the story well and have it reviewed by someone who knows what they are doing.

So those are my five tips. I hope they help.

But my big message is this.

A learning organisation is a winning organisation. Look at this as a huge opportunity to consolidate what you've learned. It will help you internally to understand the keys to success. And you just might win one of these very prestigious awards.

## MARKETING SOCIETY AWARDS 2021 JUDGES

Raj Kumar, group director, reputation & brand governance, Aviva

Trevor Johnson, head of marketing, GBS, Europe, TikTok

Rory Sutherland, vice-chairman, Ogilvy UK

Natalie Truong, CMO, Mercer

Rebecca Dibb-Simkin, CMO, Octopus

Keith Moor, CMO, Camelot

Sara Holt, UK sales and marketing director, Merlin Entertainment

Martin George, customer director, Waitrose

Mahmood Ahmed, COO, Marketing, HSBC

Christopher MacLeod, director, customer and revenue, TfL

Steve Challouma, managing director, Bird's Eye UK

Tamara Rogers, global CMO, Consumer Healthcare, GSK

Sophie Devonshire, CEO, The Marketing Society

Kathleen Sexton, EVP and MD, Medialink

Peter Fisk, business futurist, GeniusWorks

Nathan Ansell, marketing director, Marks & Spencer

<https://awards.marketingsociety.com>

# AND FINALLY... TRENDS 2021

Throughout history, after a global crisis, a new era of thinking has begun. This year will be no different. Read on for seven trends to inform your own thinking and strategies for 2021 from Fjord Trends, part of Accenture Interactive.

## 1. COLLECTIVE DISPLACEMENT

In 2020, the world collectively came to know what displacement feels like. How and where we experience things changed, leaving us feeling disconnected from familiar comforts both big and small. While work to eliminate Covid-19 continues, organisations must find new ways to reach and communicate with people, and to deliver brand experiences at a distance, in a different spatial and social context.

The big question:

How to help people find their place again with the right experience?

64%

of leading consumer brands are inspired to invest in AR, VR, 3D content and 360-degree video.

## 2. DO IT YOURSELF INNOVATION

For years, innovation has been driven by technology and devices. It still is, but now, it's also driven by people's ingenuity in challenging circumstances. There's a pressing need for organizations to rebalance their innovation approach in response — to offer tools rather than prescribe solutions, and to enable people to get more creative with how they live.

The big question:

How to enable people to get creative with the way they live?

80%

the increase in "DIY" searches on Google since March 2020.

## 3. SWEET TEAMS ARE MADE OF THIS

A reframing of our relationship with work, working hours and workspace has been underway for some time, driven by technology. This shift accelerated in 2020, creating a need for organisations to rethink not just the employee experience but the reciprocal employer/ employee contract.

The big question:

How to reshape your employees' experience for a post-pandemic world?

44M

the number of daily users of Microsoft Teams saw during the early weeks of the pandemic.

## 4. INTERACTION WANDERLUST

The vast majority of us have been spending much more time on screens to interact with the world — and even with our neighbours. Consequently, people have noticed a certain sameness caused by templated design in digital. Organisations should reconsider design, content, audience and the interaction between them to inject greater excitement, joy and serendipity into screen experiences.

The big question:

How to bring joy and serendipity from the real world to the screen?

US\$31M

the number raised by Mmhmm, the next generation of videoconferencing, pre-launch.

## 5. LIQUID INFRASTRUCTURE

How people experience and get hold of products and services was changed in 2020 by collective displacement. Now, supply chains are under unprecedented pressure in recent history to meet new demands, placing stress on business models. Organisations should rethink their physical assets and refocus on points of delight in the last few feet before purchase.

The big question:

How to redesign your infrastructure to delight customers from the first moment to the last?

5G

could play an important role in enabling deployment of immersive technologies to create a next generation of brand experiences.

## 6. EMPATHY CHALLENGE

Awareness and concern about inequality in all its forms grew rapidly in 2020. This poses a challenge for organisations as they try to respond: how should they manage the narratives they use to shape their brands? Companies may need a new approach that blends pragmatism with empathy, and that ensures they are seen to follow through on their intentions to do good.

The big question:

How to shape the right brand narratives in a world of expectation and scrutiny?

80%

of the 1.1 million workers who dropped out of the US workforce in September were women.

## 7. RITUALS LOST AND FOUND

The rituals that form the framework and coping strategies of everyday life have changed, disrupting the strong emotional ties associated with many of them. As people adjust, organisations must identify where they sit within this new context and how they can help build new ways for people to cope and reconnect.

The big question:

How to help people create meaningful narratives in their new circumstances?

75%

of US customers tried different stores, websites or brands during the pandemic. 60% of those expect to integrate new brands or stores into their post-pandemic lives.



# THE MARKETING SOCIETY AWARDS 2021

Recognising and rewarding marketing excellence that makes a difference

The Marketing Society Awards provides best-practice evidence to take into the boardroom, empower our industry, and remind business that marketing drives growth.

This year we have added new categories to reflect the times such as:

- Innovative use of technology
- Strategy: Springboard to success
- Response to the global pandemic

Deadline for entries is 26 February 2021

<https://awards.marketingsociety.com/>

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