



Oops (we did it again) - another Brand Extension story from O2

Executive Summary: The Story of Oops

This is the story of how a proposition and communication idea born of a simple, untapped insight into people's emotional relationships with their phones drove exceptional results.

In the lead up to the all important iPhone launch, the market was increasingly competitive and O2's most distinctive products were being aped.

This is the story of how O2 created something unique that helped them stand out from the crowd and punch above its weight.

**As we neared the middle of 2017,
O2 faced a big challenge...**






Market conditions were tougher than ever with increasing competition from old & new players

It had been a tough few years for O2 in the telecommunications market.

However, halfway through 2017, competition had reached boiling point in the form of old and new players.

O2 was fighting off aggressive new competition from Sky (the UK's largest advertiser) who launched Sky Mobile in January 2017, as well as increased pressure from existing competitors like BT (who had increased their spend by about 20% YOY), Vodafone & EE.

As a result, O2's SOV had slipped to 5th place.

		2017 SOV		2016 LFL SOV
1st		22%	↓	- 6%
2nd		18%	↑	+ 5%
3rd		17%	↑	+ 4%
4th		13%	↑	+ 13%
5th		12%	↓	- 6%

Source: Ebiquity H1 2017 (Jan '17-June '17 6month spend vs same period spend in 2016)

The competition were encroaching on our space

Category challenger Three had recently started attacking O2's Priority stronghold with the launch of 'Wuntu' - a rewards app promising *'A range of exclusive rewards, money-saving offers and one-off experiences'*.

The brand had also doubled down on making itself famous for data (the number one reason to switch provider) - with a punchy new campaign, *'Go Roam'* & *'Go Binge'*.

Even smaller operators, Virgin and Tesco, had adopted and started talking about products that had always been O2's differentiators. Products like O2's 'Refresh', 'Recycle' and the 'Yearly Upgrade Programme' were becoming the norm.



O2's most critical trading period of the year was looming - the latest iPhone release.

With every new iPhone launch there's a lot to gain (new customers), and just as much to lose (existing customers coming out of contract).

O2 needed to cut through and give people a really good reason to choose O2 versus any other brand.

But it wasn't going to be easy...



To set the business up for a positive commercial result in the second half of 2017 we had to do something different than we had done before.

We had to create something that would redefine the category and (in doing so) allow the brand to punch above its weight.



We needed a bold solution that would...

Prime the brand and the business for the launch of the new iPhone(s) and increase YOY revenue

Drive brand attractiveness & consideration, particularly amongst higher value, iPhone customers & prospects

Use our new product to communicate O2's value story under the promise of *More for You*; elevating O2 above the competition



People needed to see & feel the inherent value in being with O2



**Identifying
our opportunity**

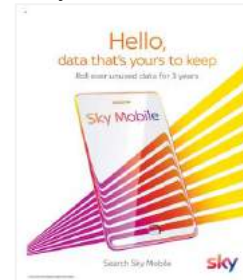
The category was making lots of noise, but everything they were offering was very category specific

Telco advertising was filled with reassurance on network (EE, Vodafone); packages on data (Three); 'impartial' advice and service (Carphone Warehouse); opportunities to upgrade (Sky).

Vodafone



Sky



EE



Three



Sky



But it struck us that no one was acknowledging the incredibly personal, intimate relationship that we all have with our phones



Given the *More for You* brand positioning (rooted in a compelling insight: *'Your phone is more than just a phone, it's an extension of you'*) if any brand in the market had a right to talk about this heightened relationship customers had with their phones, it was O2.



To make a big impact, we had to
find a universal truth that
everyone could connect with...

The universal horror of a smashed phone

The Secret Shame of the Cracked iPhone

The owner of the phone with a shattered screen is one of society's most disgraced citizens. Why do we care so deeply about these ever-ubiquitous possessions? And what does the damage say about us?

By Molly McHugh | Mar 29, 2017, 10:30am EDT



People with Cracked iPhone Screens are Actually Geniuses

This time, crack isn't wack.



Image: iStockphoto.com/Photo

24 Of The Dumbest Ways People Have Broken Their Phone

"I got drunk and repeatedly hit my phone with a bread knife..."

Posted on February 15, 2015, at 7:54 p.m.



ljswell • Follow

OMG I HATE MYSELF SO ***** LAUGH RN OMG LOOK WHAT THE **** JUST HAPPENED TO MY NEW PHONE. 🤦🏻🤦🏻🤦🏻 I'M SOBORN ***** CRY RN I'M SO MAD. 🤦🏻🤦🏻🤦🏻 #fml #pissed #brokenphonescreen #imstuprd #trippedmyphone #imgonacry #womanytechtips #pchanger/youtube

changeproductions..._nedythememe..._a_guy_named_kein..._futurecomicbookartist and andrea_perez like this

NOVEMBER 16, 2017

Add a comment...

GIZMODO Your Most Crushing Stories About Smashing Your Phones

Shock. That moment your phone hits the ground and you just stare at it for a good 30 seconds trying to process what just happened. OMG, please don't be cracked!

Denial. Maybe if you try turning it off and back on it'll help. OK the screen's super cracked but it's not that bad, right? There's no way it's completely broken. Maybe if you plug it into the charger it'll work. There are probably a ton of YouTube vids on fixing a broken phone. It's probably super easy.

Inconceivable. It's official. It's broken. What is life??? WHAT IS LIFE??? How can you possibly exist without a phone?! And why doesn't anyone understand that this is a big deal, and no, you can't wait a few days to get it fixed! You were mid-text with your crush and now you will have to hit him up on Messenger!



The 9 Emotional Stages You Go Through After Breaking Your Phone

BY ARIEL NAGI JAN 21, 2015



gr3gnemath • Follow

gr3gnemath #brokenphonescreen #loveiswhatitkeepsakick #molew/apper

14 likes

JUNE 28, 2017

Add a comment...



Initial desk research backed up this observation

More than a **1/3** of people the UK had experienced a cracked smartphone screen



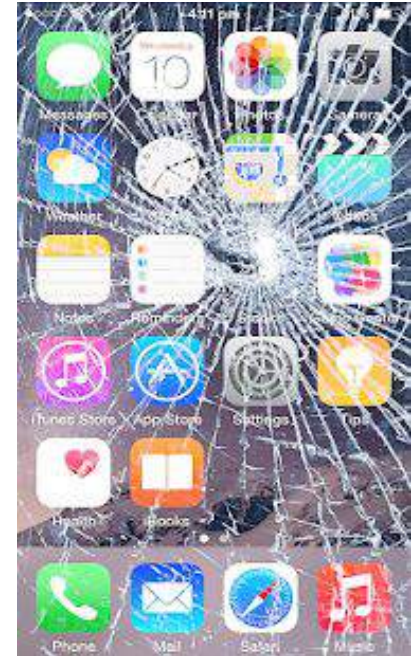
This usually happened in the most mundane way – *‘grip and slip, pocket drop & lap launch’*. Over a quarter had continued using their phones (even after cutting their fingers!); In fact, just under a third were still walking around with a smashed phone screen; And nearly half felt that the expense of fixing it was not worth it...so they just didn't bother; A LOT of people were wandering around with a smashed phone screen, suffering the [sometimes bloody] consequences, yet wary of the expense of fixing it.

Quantitative research revealed a 'Free Screen Replacement' would be a stand-out offer

Quantitative research revealed that:

- A free screen replacement from O2 would be seen as particularly appealing - customers trusted that it was a good deal and that it *would provide a sense of security*.
- It was seen as a compelling driver to upgrade to the latest Android phone.
- It provided a clear single message with a very tangible benefit.

And, importantly, it also revealed that we were able to offer people the reassurance and peace of mind that insurance providers couldn't.



Research also proved its universality

Highlighting that there was mental availability for 'Free Screen Replacement' (as the need was there), and so the benefit sang through.

All respondents...

... could picture the moment of horror at dropping a phone

... knew you can 'limp' on with damaged screens but it's a consistent annoyance

... knew screens are expensive to fix

... knew 'cheaper solutions' were fraught with danger

Importantly, research also helped us get to our breakthrough insight

INSIGHT:

People didn't necessarily always want the latest phone, but they did want their phones to look and feel new for as long as possible



What we had was potential gold-dust

A truly universal insight that nobody was tapping into; a clear gap in the market; and a very compelling offer that could genuinely reclaim the brand's leadership positioning.

To dramatise the universality of the proposition we focused the emotional impact of the phone being smashed.

HUMAN TRUTH

The universal horror (& uber stressful moment) of cracking your phone screen

MARKET TRUTH

A moment that was largely ignored by competitors & inadequately supported by insurance

BRAND TRUTH

A unique, highly resonant offer. A free screen replacement for cracked phone screens

But what was the best way to take it to market?

To help capture the iPhone market, O2 decided to focus the free screen replacement offer primarily on the new iPhone 8 and iPhone X*.

While the 'Free Screen Replacement' would ultimately be delivered as a big brand shout, the new iPhone(s) would be the primary beneficiaries. Specifically, the Free Screen Replacement would be:

Offered to all customers
(old & new) purchasing the
new iPhone 8 or X

On a 20GB tariff or higher
(the 'Oops Tariff')

Available from 8th
September to 22nd
December 2017

Launching our campaign

To achieve our objectives, there were two key components to the campaign

1

We needed people to connect quickly and emotionally with our insight



We needed to find a way to really capture and dramatise that visceral feeling - the shock, horror and heightened moment of stress - of cracking your phone screen

2

We needed to stand out



We had an amazing offer for O2 customers. So really wanted to give our campaign a bit of swagger, with a creative signature that would dramatise our message

With this in mind, we adopted a simple, visually iconic style of a cracked screen over O2's signature blue grad that was able to translate across multiple media formats...

Oops

Free screen replacement on the latest phones.
Available 8 September.

Search O₂ screen repair

more
for you O₂

We kicked off with OOH - building initial awareness, buzz and national reach ahead of our TV launch

Oops was everywhere – from D6s, 46 and 98 sheets, Digital OOH and in some iconic sites, including Cromination in London, the Waterloo Motion, the Birmingham Eye and TfL escalators.



Bespoke
creative for
Waterloo
Motion



Free screen replacement when you buy the latest phones.
Available 8 September.

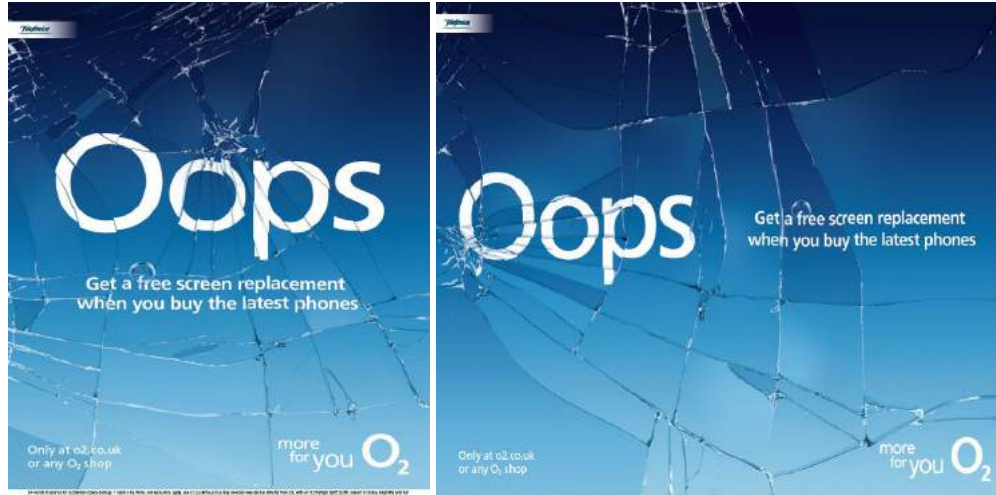
more for you **O₂**

Search Co. screen repair

Special builds enabled us to emphasise our point and create additional noise...



Print gave us high dwell time and high impact, including double page spreads and a translucent Metro cover wrap (a first for Metro)



Print (press & OOH) also offered fantastic dual creative opportunities with the launch of iPhone...



TV did an elegant job at showing a range of different people, delivering universality and breadth of moments in a lighthearted way with which people could connect



A 30" contained multiple vignettes and cut downs to 10" on TV, while VOD built reach and frequency by targeting customers to 'upgrade' or non-customers to 'buy', all underscored by Ella Fitzgerald's 'Oops.'

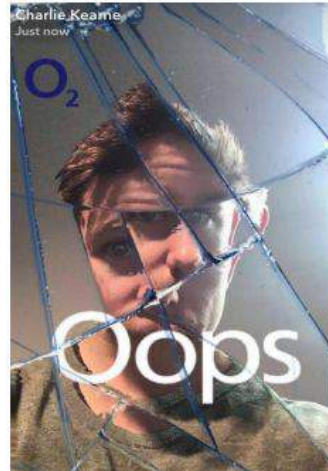
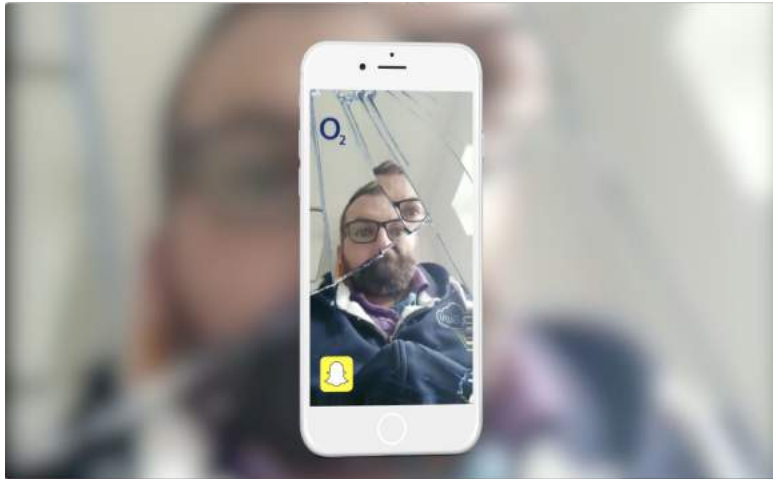
Social boosted awareness and highlighted the multitude of ways in which we all break our screens



To extend reach, we used Boomerangs and 3D GIFs to target different audience pools - we tailored the creative to appeal to the following audiences: Business, Sport, Music and Family.

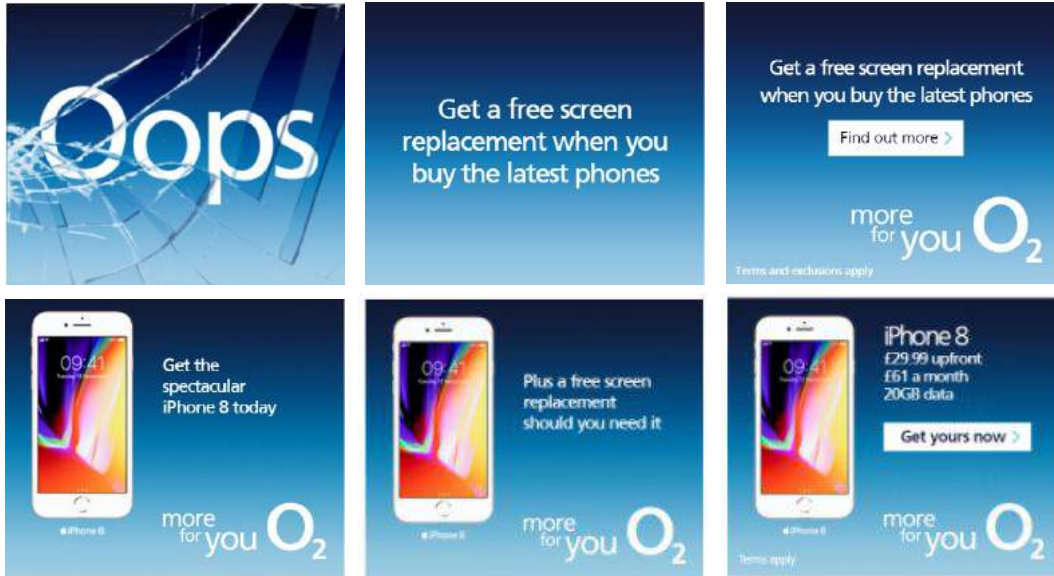
We injected a layer of interactivity to the campaign

We spotted an opportunity to play on people's superstitions surrounding Friday 13th. We worked with Snapchat to develop a bespoke branded lens giving the impression of a smashed phone - our lens was shared over 400,000 times.



Driving greater efficiencies by ensuring the message met the right people at the right time

Whilst the Oops message was deliberately mass, we used Programmatic VOD, Precision and PPC to retarget the active and interested audiences with our iPhone specific trading messages to get them over the line.



In storefronts, we used 3D special builds and lenticular posters to disrupt and add visual interest



We developed lenticular posters that 'repaired' themselves as well 3D Oops models which went from cracked to fixed as you walked by.

A high impact integrated roll out



Campaign launches with high impact, high profile OOH & retail presence. Digital and social targets active customers.

All other channels - TVC, 10" VOD, DOOH, High Impact Press (*Metro Cover*), social, digital - kick in

iPhone 8 goes on sale



(mini burst)
Proximity Mobile and Bus sides only

Mini Burst ends

28th August

8th September

10th September

15th September

30th September

13th October

23rd October

3rd November

11th November



Oops OOH stops

Film comes off TV, continues on VOD until the 13th October

Tactical/ Friday 13th Snapchat filter



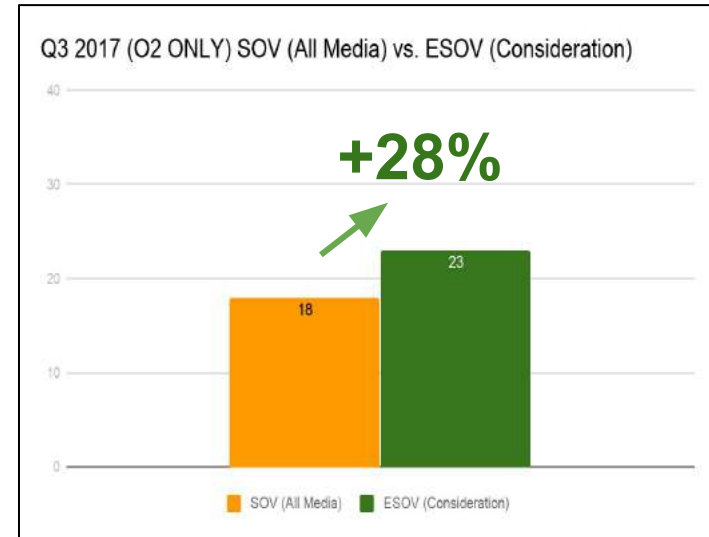
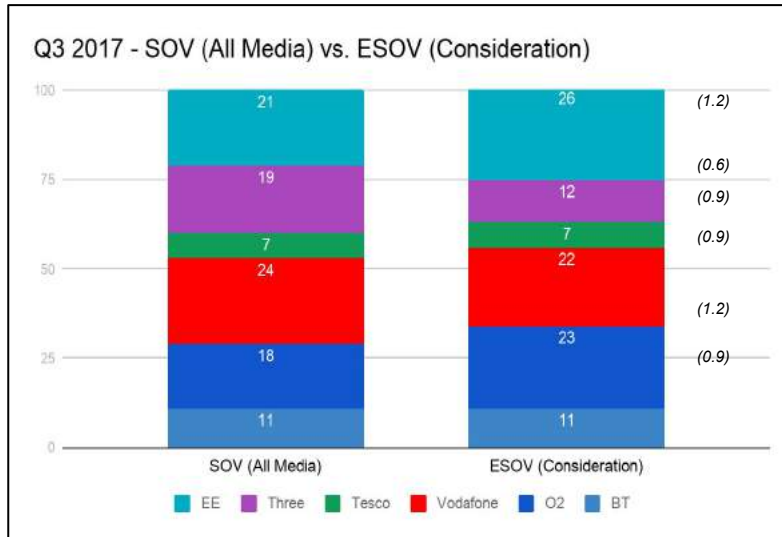
iPhone X goes on sale



So what effect did it have?

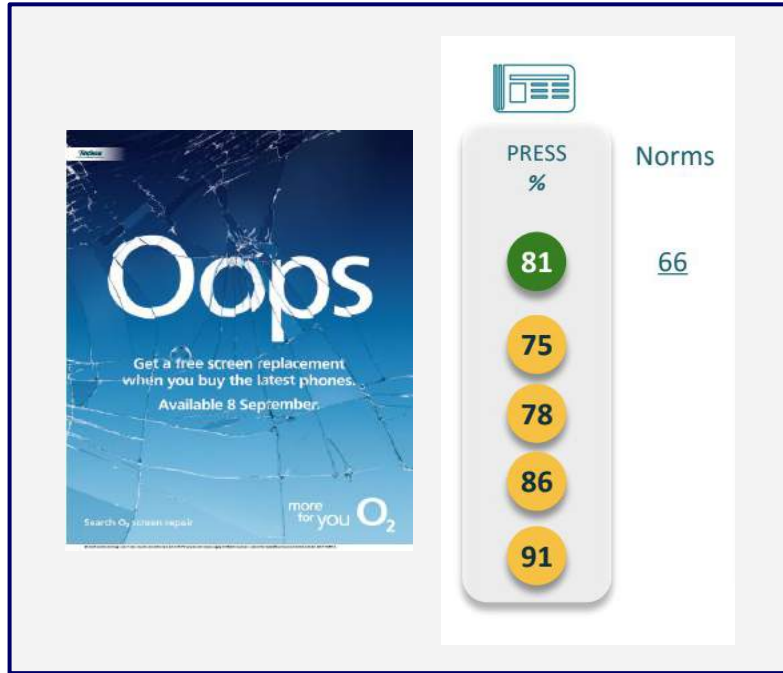
The campaign cut through

The Oops campaign punched above its weight, despite O2 being outspent by its top 3 competitors. O2's *Effective Share of Voice* was demonstrably higher than its *Share of Voice* for Q3 2017 - i.e. the campaign was highly effective at generating consideration.



(x) Effectiveness Ratio: ESOV/ SOV

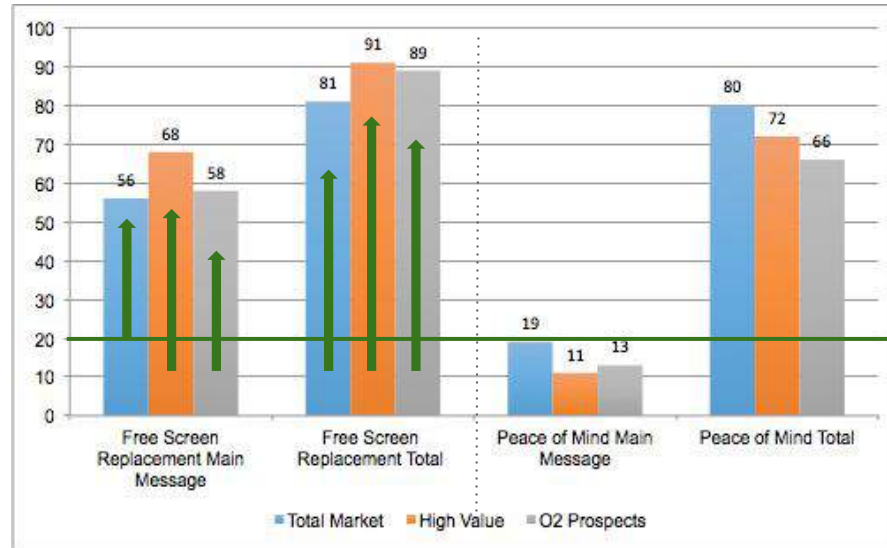
Branding was especially strong in press and OOH



The key message was clearly understood, particularly amongst High Value customers

The secondary takeout of 'peace of mind' demonstrated how the campaign resonated on a deeper, emotional level

Norm Main Take Out = 20



"I can relate to it and it's good to know that O2 have my back when this happens." - iPhone owner, High Data User, Early upgrader

The campaign generated buzz & talkability...

The campaign generated 190M earned reach in social media (six times greater than the earned reach achieved in the same trading period in 2016)

Kieran Smith @kieransmith869
Smart campaign @O2

Charlotte Boss @CharlotteApr3
Love this @O2

James Cracknell @Jolt
Irony at its absolute fine

Wiggy @Femmetten - Aug 30
Replying to @Jolt
Here's another one they did

Wiggy @Femmetten - Aug 30
Replying to @Jolt
Here's another one they did

James Cracknell @Jolt
Irony at its absolute finest today in St James Street #Walthamstow

Rapicam Media Drones @RapicamMedia
Oops #o2 #accident #billboard

O2 in the UK @O2 - 19h
Replying to @CharlotteApr3
Oops! What's happened there!!

Andy Sylvester @AndyDoveWords - 19h
Replying to @Jolt
Have a sneaking suspicion that this may have been set up, to heighten the drama.

Yoka Koopman @YokaKoopman - 21h
Replying to @Jolt
Very funny!

Ask A Conservator @AskAConservator - Aug 30
Replying to @Jolt
Guessing no one was hurt. Potential for that would have been high.

Bruno DG @BrunoAdg - Aug 29
Replying to @kieransmith869 @O2
@O2 how do current customers get this deal/offer?

Wiggy @Femmetten - Aug 30
Replying to @Jolt
Here's another one they did

Jops - Oops indeed. This @O2 billboard is etty appropriate

...and even a little controversy



8. Telefonica (O2). 125 complaints. Not upheld.

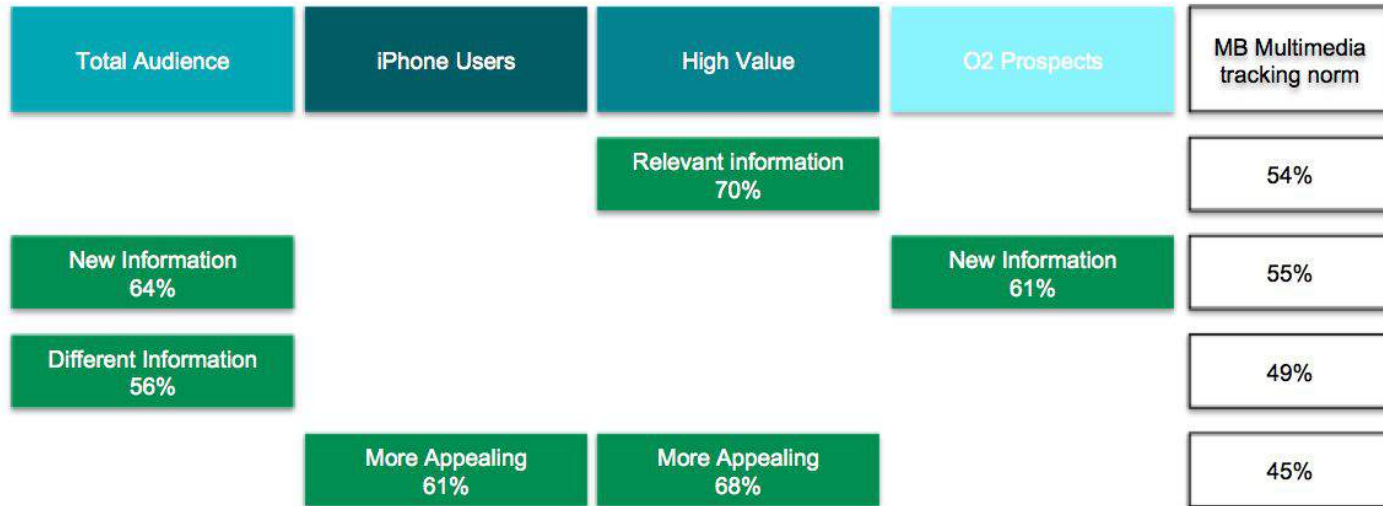


O2's ad about free screen replacements attracted complaints when it featured two men kissing and breaking one of the couple's phone screens when he was pressed on to a table by the other man. Complainants believed it was too sexually explicit and scheduled inappropriately at times when children were likely to be watching. Some also felt the portrayal of a same-sex relationship was offensive to their religious beliefs.

The ASA said the scene in question was brief and did not contain any graphic or overly sexual imagery, ruling that it did not require a scheduling restriction and the depiction of a gay couple would not cause serious or widespread offence.

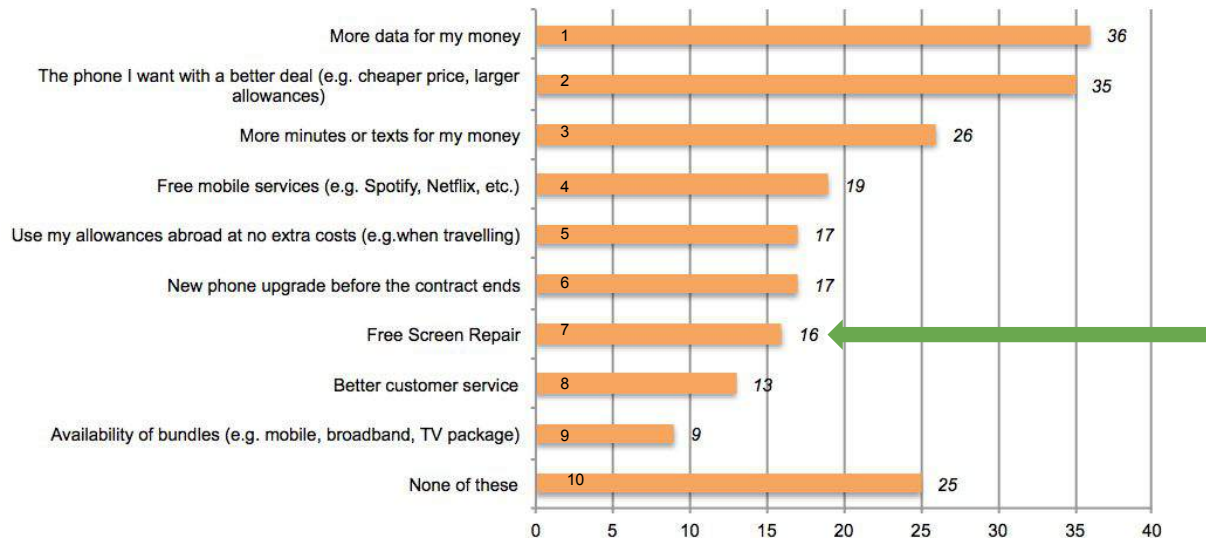
The campaign conveyed new news in a sea of same

And was most relevant & appealing to its intended targets of High Value & iPhone users



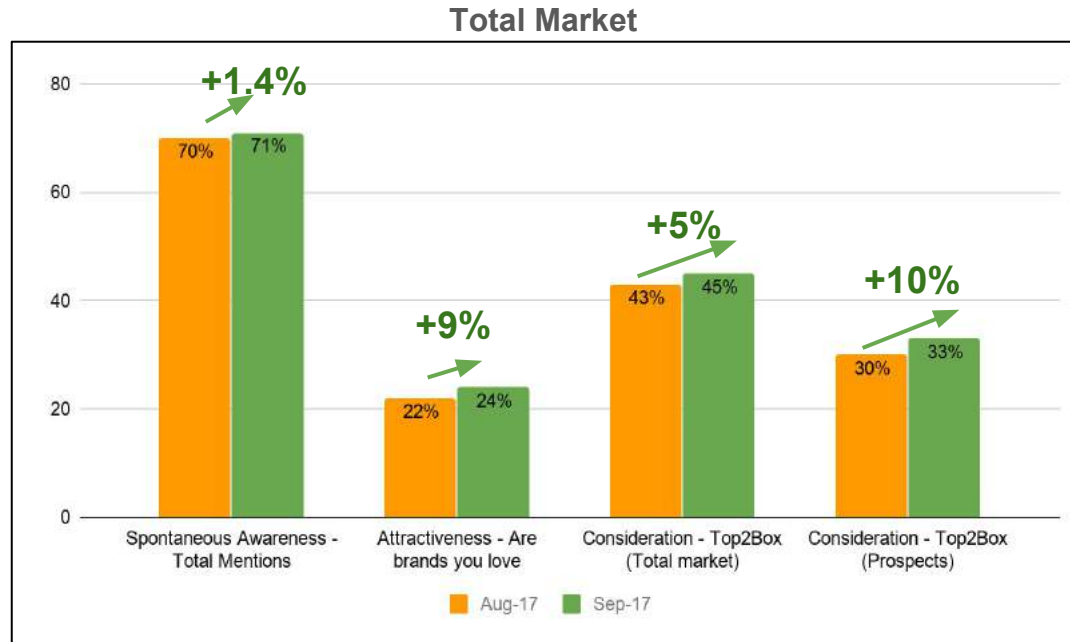
And significantly raised customer expectations in the category

Amazingly, post campaign, Mintel now sees 'free screen replacement' as the number 7 driver of choice when it comes to choosing a network provider (*from zero presence the year before.*)

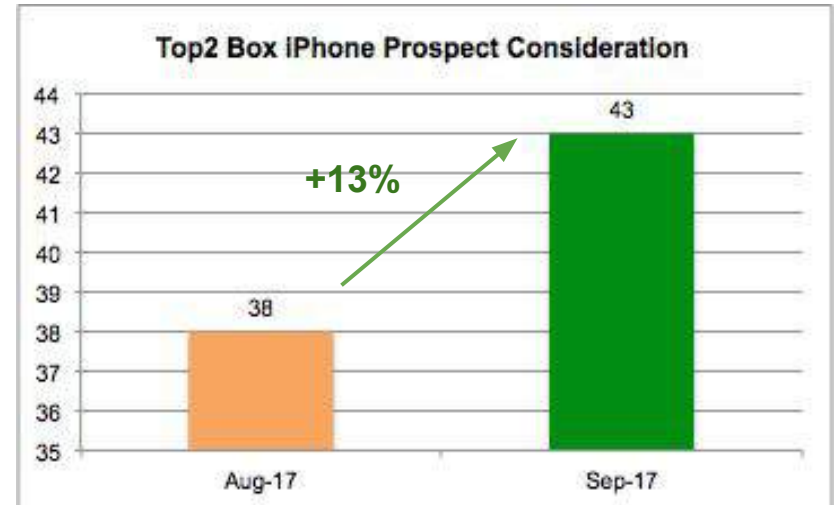
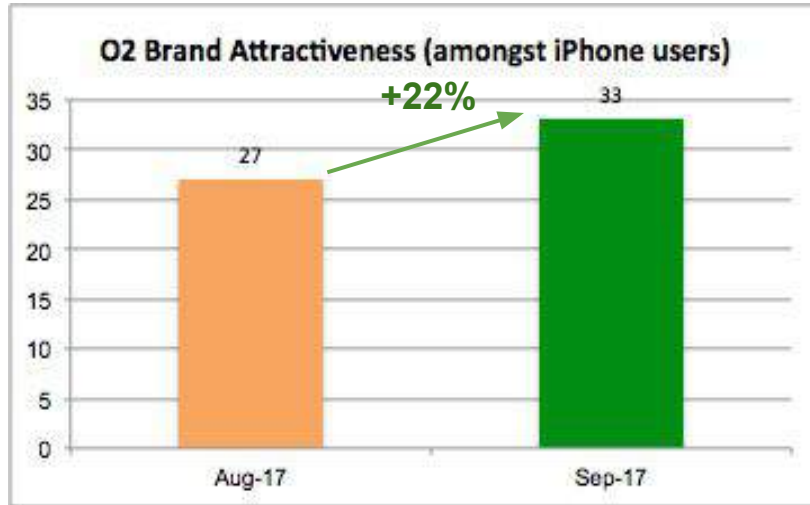


Key brand measures improved

Whilst the campaign had a positive effect on all key brand metrics, the biggest shifts were seen for attractiveness and Top2Box consideration (total market and prospects)

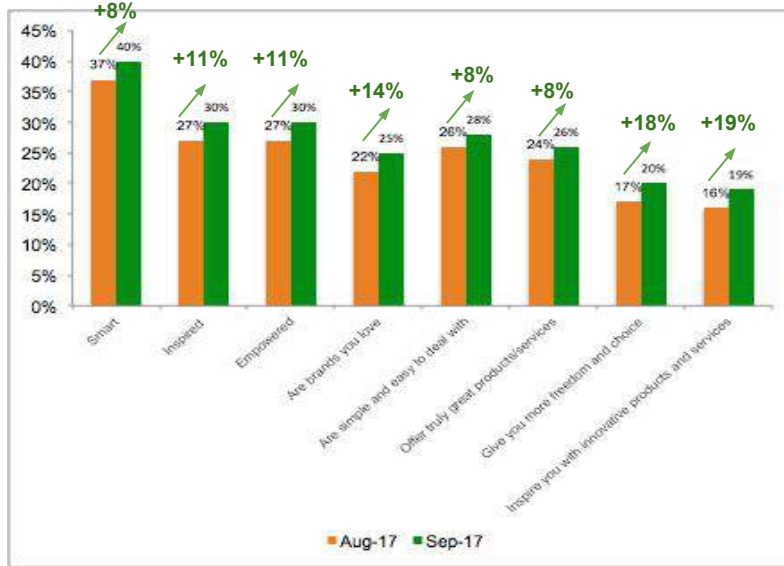


These shifts were most pronounced amongst iPhone users

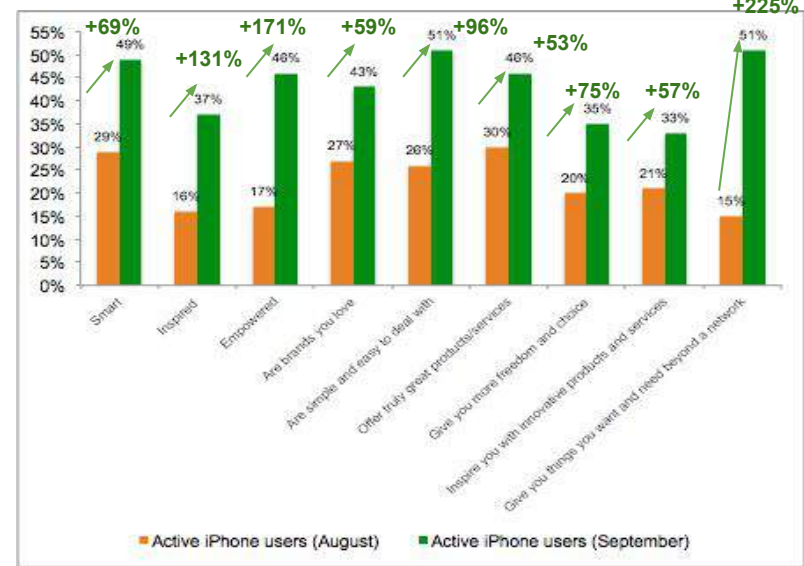


We also significantly improved brand perception

Perceptions of O2 - total market



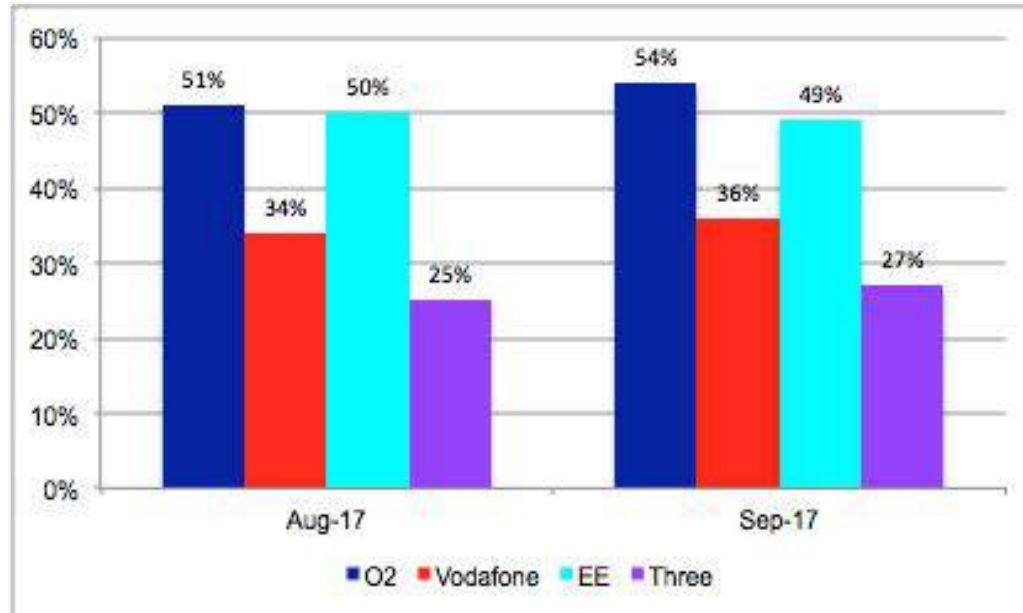
Perceptions of O2 - Active iPhone users



O2 widened the gap versus its competitors with the most high value customers

Consideration amongst its Medium & High Value PAYM users saw a 6% uplift versus EE

Top2 Box Consideration - PAYM/ HV Customers
(total market)

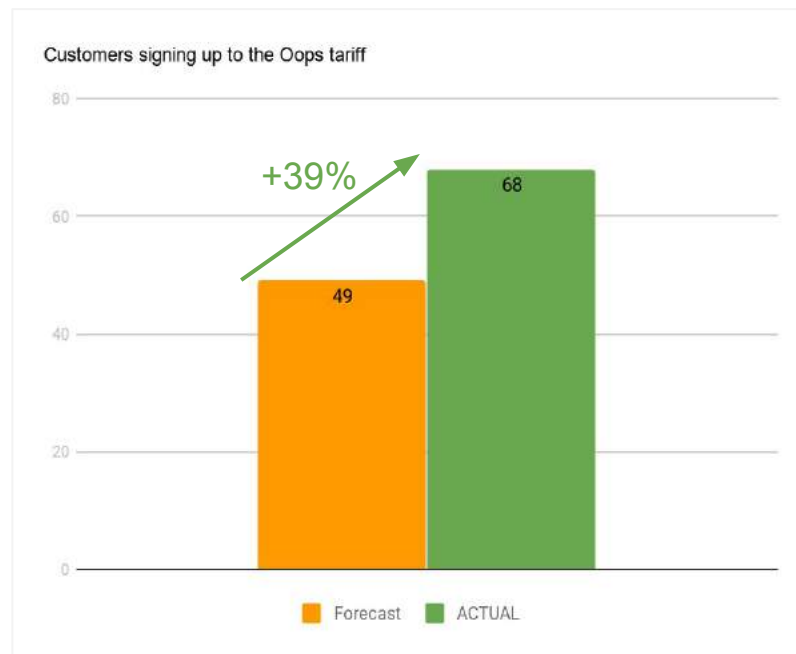


**But what did this all mean for
the business?**

An astounding 39% more customers signed up than forecast

This meant that 68% of iPhone 8/X customers opted into having the 'Free Screen Replacement' (against a target of 49%).

To put this in numbers, 42k more customers signed up than forecast (170k actual versus target of 128k).

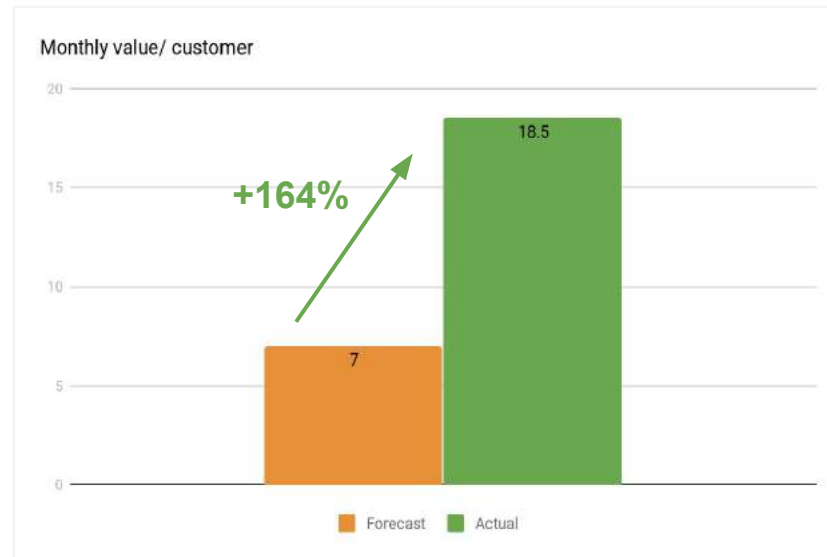


Customers were prepared to trade up to get a 'Free Screen Replacement'

This led to a significant increase in customer value per month.

Against a forecast of 7% uplift in monthly customer value, we deliver an 18.5% uplift which translated into a £4.15 uplift per customer per month.

Compared to the previous iPhone 7 launch, we drove value up by 16.5% (£4.37 Y.O.Y. = £26.62 vs £22.25.)



This delivered an additional

£17M

in revenue YOY

(compared to iPhone 7 in 2016.)

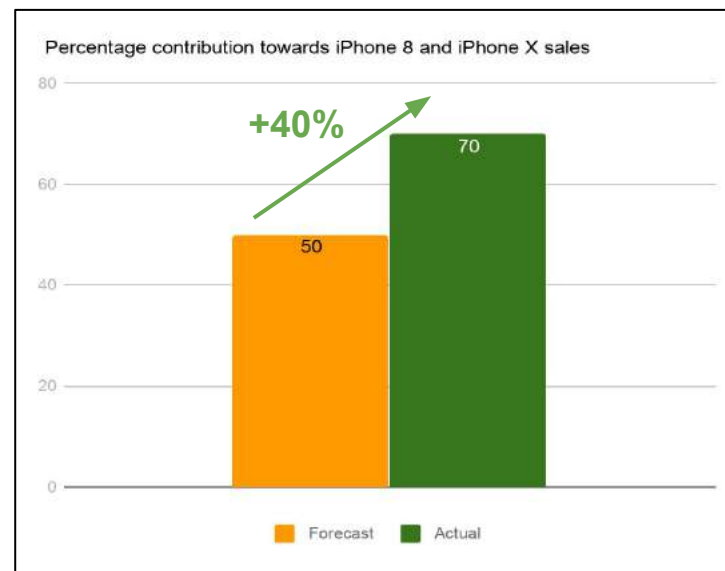
It also delivered an additional

£13.6M

against business target

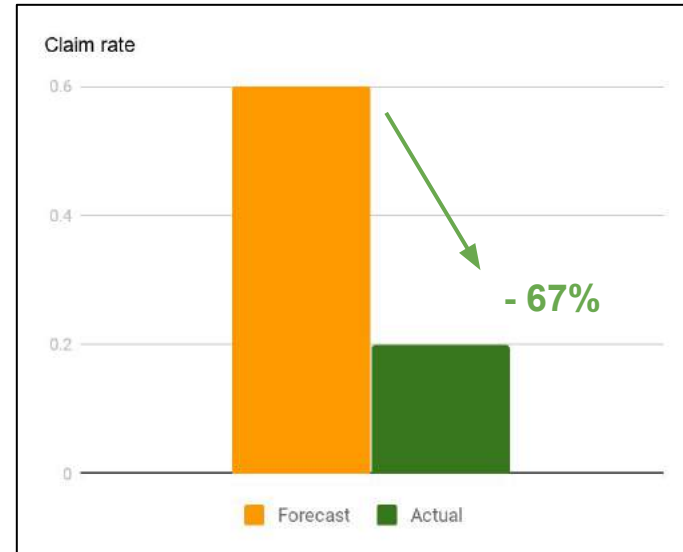
'Free Screen Replacement' massively over-delivered in its contribution towards sales of the iPhone 8 and iPhone X

'Free Screen Replacement' was forecast to contribute to 50% of sales, but ended up contributing 70% of sales of the iPhone 8 and iPhone X.



And the number of customers making a claim is significantly lower than forecast

It is costing O2 less money than they thought since only 25% of the total number of customers forecast to claim have actually done so (*to date*)



This is the story of how a simple insight and unmet human need gave way to a cracking campaign to great effect



To summarise...

O2's 'Free Screen Replacement' was a groundbreaking proposition that translated into an impactful campaign and delivered for both the brand and business at a critical time.