

MARKETING EXCELLENCE 2



British
Heart Foundation

The power of an online game
to influence behaviour

MARKETING
SOCIETY

AWARDS FOR
EXCELLENCE

in association with
Marketing

About The Marketing Society



INSPIRING BOLDER MARKETING LEADERSHIP

The Marketing Society is a not-for-profit organisation owned by its members, with over 2500 senior marketers. Over the past 50 years it has emerged as one of the most influential drivers of marketing in the UK business community.

The Society challenges its members to think differently and to be bolder marketing leaders by supporting the development of leading-edge thinking, and promoting the evidence of effective marketing. The Society does this through the Marketing Society Awards for Excellence; its publications Market Leader, Our Week and rich online Knowledge Zone; a national programme of world-class events; innovative professional development, such as the annual Marketing Leaders Programme; and extensive on-and-offline networking opportunities.

www.marketing-society.org.uk

Foreword

By Roisin Donnelly,
President of The Marketing Society

What is marketing excellence?



Roisin Donnelly
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Corporate Marketing
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Marketing excellence can drive breakthrough business results for the short and long term. Marketing excellence requires great strategic thinking, great creative thinking and perfect execution.

But how do we assess *marketing* excellence? First we choose brilliant industry judges who are all experienced and successful practitioners of excellence and we ask them to pick out the cases which they see as remarkable. We ask them to look for two key qualities from our winners: creativity and effectiveness.

But marketing continuously changes and evolves, as consumers become more sophisticated and demanding and the media for communicating with them ever more diverse. So the standards for marketing excellence change and in turn become more demanding.

We believe that The Marketing Society Awards for Excellence in association with *Marketing* set the standard of marketing excellence in the UK. They have established this reputation over a period of

more than 25 years, and they have always been based on the principle of searching out the best examples of different marketing techniques in action, that showcase great strategic thinking, great creativity and perfect execution.

In order to be a winner of one of the Society's Awards, marketers have to demonstrate that what they have done is outstanding in comparison with marketing in all industries not just their own particular sector.

If a marketing story has been good enough to impress our judges, then all marketers can learn from it – however senior they have become. The collection of case histories brought together in this book is the best of the best from the past four years of our Awards, and I am confident that it truly demonstrates *marketing excellence*. I have been truly inspired by these case studies and I hope you will be too.

British Heart Foundation

The power of an online game to influence behaviour

Snapshot

An entertaining online game encouraged children to fight the flab by making it fun to equate what they eat with their health.

Key insights

- The British Heart Foundation (BHF) mounted a major campaign to tackle the growing childhood obesity crisis based on a clever insight: children like to learn through play.
- The result was an unconventional online game Yoobot which engaged the target audience of 11-13 year-olds while at the same time subtly educating them about the impact of healthy lifestyles.
- The Yoobot game had a major impact on this hard-to-reach young target audience, with 85% of users saying that it had made them think more about eating better and doing more to keep healthy.

1961 by a group of medical professionals who were concerned about the increasing death rate from cardiovascular disease. In 1986, the BHF became more involved in public education, and in 1990 moved into rehabilitation.

One of its main campaigns has been the Food4Thought initiative, designed to help tackle the UK's obesity crisis in children. As part of this programme it decided to try and engage with children directly.

The result was an entertaining online game called Yoobot, which allowed children to create a miniature version of themselves that they could then play games with, feed and watch it grow older. Showing the direct connection between food and health worked: 85% of the game's audience said that Yoobot made them think more about what they ate while almost three-quarters said they would eat more healthily.

Summary

The British Heart Foundation (BHF) was founded in

Tackling a national problem

The current obesity crisis is likely to cost the National Health Service (NHS) £50 billion by 2050, according to a 2008 report by Foresight. Currently, one in three children are obese or overweight and if the trend continues, it is predicted that a staggering 90% of today's children will be overweight or obese by 2050. An unhealthy diet and/or being obese increases the risk of type-2 diabetes, high blood pressure and coronary heart disease — the UK's single biggest killer. The resulting increase in life-threatening diseases is predicted to cost the NHS a crippling £50 billion a year.

In 2005 the British Heart Foundation (BHF) set up its Food4Thought initiative, which aims to tackle this through giving children the tools and information they need to make healthier, more informed food choices from an early age and thereby reducing their risk in later life. In 2008 it decided to mount a campaign to encourage 11-13 year old children to take greater responsibility for their own health by:

1. Engaging them with the issue.
2. Educating them about the future consequences of their current food choices in a personal, relevant way.
3. Empowering them to take control of their diet and make healthier dietary and lifestyle choices.

Getting the attention of an indifferent audience

Faced with a limited budget, the BHF had to be selective about which children to target. It decided on 11-13 year olds, who, having just entered secondary school, were starting to express freedom of choice in both their dietary habits and wider lifestyles. This life stage represented the ideal opportunity to influence and shape their long-term attitudes towards food.

However, several factors made 11-13 year olds an extremely difficult group to educate about health. Firstly, regardless of age, children tend to live in the moment. This means threats to their adult health feel remote — for now, they feel invincible. Secondly, linked to this, is the common misconception that 'if you're healthy on the outside, you're healthy on the inside.' So, although most of them know junk food is bad for them, they eat it anyway.

The need was thus to find a way to engage with these children for long enough to absorb and act upon the key messages. An invaluable insight pointed to the solution: that children tend to avoid anything that looks or feels like 'education'. Many health education messages are built on 'single-minded propositions' ('eat 5-a-Day', 'smoking causes cancer') based on adult-imposed rules and so fall into this trap. But this isn't how children like to learn. Instead, they like to play, explore and experiment with the world, learning rules and how to interact. In other words, they want to discover problems and solutions on their own terms.

With this in mind, the BHF set itself two key strategic principles for the eventual solution:

- To help children learn, it had to encourage in-depth engagement and exploration.
- It had to feel like it was theirs, rather than something created and imposed by adults.

By this point it was obvious the answer couldn't be conventional. Whatever the channel, traditional advertising relies on single-mindedness and authority to deliver its message. The BHF strategic principles demanded complexity and co-ownership.

The solution: no adults allowed!

The need for an immersive environment where 11-13 year olds felt at home led naturally online. Children of 11-13 are digital natives — they feel online is their domain as they begin to use it for homework and social networking. And the natural genre within the online world is gaming. If a game was used for education, the lesson could be naughty, mischievous, funny, irreverent and free from the didacticism of the adult world. Online gaming is a channel where kids genuinely play and engage with content, and have ‘ownership’ of it. This made it the ideal medium for exploration, discovery and learning.

The resulting game, called Yoobot, was launched in November 2008. It allowed children to create a free digital, mini-version of themselves at www.yoobot.co.uk. Personalisation was key to make the exercise engaging and relevant, so they could upload a photo and give their Yoobot their own face. Users were further able to recreate their world, customising room decorations, clothes and hairstyles (Figures 1 and 2).

As the game had to be entertaining and playful,

Yoobots would burp, snore, fart, break-dance, grimace and wave as well as send funny poems, one-liners, complaints and virtual birthday gifts to users by SMS and email. This gave the Yoobot a sense of personality and life that the user could relate to.

Most importantly, children could experiment on their Yoobot by setting its diet and activity routines, learning which foods were healthy or unhealthy. In particular, game play was accelerated to bring future problems into the immediate world, with one human day equating to three Yoobot years. Kids could rapidly see over the course of days the real impact of their food and lifestyle choices to their short, medium and long-term health.

For example, Yoobots could develop both internal and external health problems including weight gain, heart disease, diabetes, and high cholesterol and blood pressure, with daily health alerts. These health problems could be explored further in ‘The Lab’, where children were given the opportunity to change their lifestyles – or not – and continue to watch the future unfold before their eyes. Effectively, children



Figure 1. The Yoobot site



Figure 2. The Yoobot site

were given the chance to create an educational experience as complex as they desired. Once their Yoobot died, the game featured an ‘autopsy’, allowing kids to see the effects of the lifestyle they chose. They could then investigate healthy recipes or lifestyle tips via bhf.org.uk, and were encouraged to play again.

Getting the children’s attention

Beyond the appeal of Yoobot itself, success largely hinged on the ability of the communications mix to tell children about it and create a real desire to have their own Yoobot. The media strategy was thus informed by two additional research insights:

- Children are true connectors when it comes to discussing things they like. They are indiscriminate about their sources of recommendations, happily accepting/passing them on to peers.
- Yoobot could not expect instant credibility as entertainment prior to release because it wasn’t a recognised game or genre from a known games manufacturer.

The strategic platform was therefore to ‘provoke desire for Yoobot by making it a subject for playground banter’ through:

- Creating credibility pre-launch.
- Launching with a bang.
- Enabling sharing and discussion.

A multi-channel, multi-phased approach was used to reach children in their most common environments: online, at school and in front of children’s television. Highly-targeted digital media in ‘kids only’ channels was employed to drive traffic, specifically targeting areas where children would be looking for entertainment/games.

A high-profile offline campaign helped to generate ‘banter’. Elements were deliberately complex and multi-faceted, showing a wide range of features within the game and providing talking points. This included:

- School six-sheet posters delivered to 1,200 schools nationwide (Figure 3).
- Launch-day direct marketing packs, distributed to the desks of one million school children.
- In particular, television advertising on popular kids’ channel Nickelodeon was employed to add a sense of scale, intrigue and credibility.

Playing a winning game

The original objectives were to engage, educate and empower. It fulfilled all three successfully.

Objective 1: Engage

More than one million Yoobots were created in just two months exceeding the initial target of 150,000 by 550%. Approximately 400,000 of these registrations were in the target age range (about 19% of the 2.16 million 11-13 year olds) while about 90% were under 14.



Figure 3. School poster

This strong result was in part due to the highly-targeted media strategy, which resulted in 40% of the 11-13 target being aware of Yoobot. This high awareness fuelled playground banter, with Yoobot becoming a ‘must have’ game in the run-up to Christmas:

- 68% of users talked about it with friends, family or in chat rooms.
- Yoobot was the third fastest growing UK search term at launch (just above Britney Spears).

It proved so popular, in fact, that were it a commercial game it would have joined the elite group of 11 games that have achieved ‘Diamond’ status (selling one million units in the UK) and the 48 that have achieved ‘Double Platinum’ (600,000 units).

The success as an entertainment property was due to the fact that children enjoyed playing the game:

- 76% thought Yoobot was brilliant/very good and well worth their time.
- 68% of users logged in at least once every couple of days, 85% at least once a week.
- The average site visit lasted six minutes.

This means 68% of users actively engaged with an educational message for roughly 20 minutes a week. But did they actually absorb and act upon the key messages?

Objective 2: Educate

Yoobot definitely made kids think more about their diets. 85% of users said the game had “made me think more about the food I eat and do more to keep healthy” — 24% higher than the previous Food4Thought Junkmonkeys campaign. It also helped children realise that their current diet had an important effect on their future health.

- There was a 14-point increase in the kids who understood that “At my age the things I eat are

important and can have an impact on my health and my long term health”.

- There was a significant uplift in those feeling that their diet and health was something they should be thinking about now (Figure 4). Children even learned about the specific diseases linked to obesity (Figure 5).

Objective 3: Empower

Success at engagement and education made the issue important to children:

- 72% of the target now said they “think about my diet a lot, it’s important to me” — a 25 point increase pre-to-post (from 47%).
- 63% claimed they wished they ate more healthily — up 22 points from 41% pre-wave.

This, in turn, led to all-important behavioural changes: 70% of users said Yoobot had made them eat more healthily. This implied that of the one million+ registrations, 730,000 had already taken steps to eat more healthily (Figure 6).

As a result there has been a significant uplift in those feeling their diet and health is something they should be thinking about now (not seen for previous campaign)

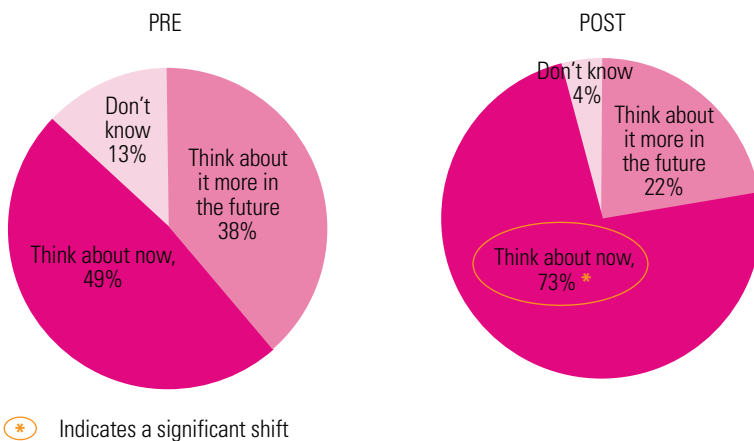


Figure 4. Concern about health and diet - now vs future

And this is underpinned by greater understanding of what the health consequences are.

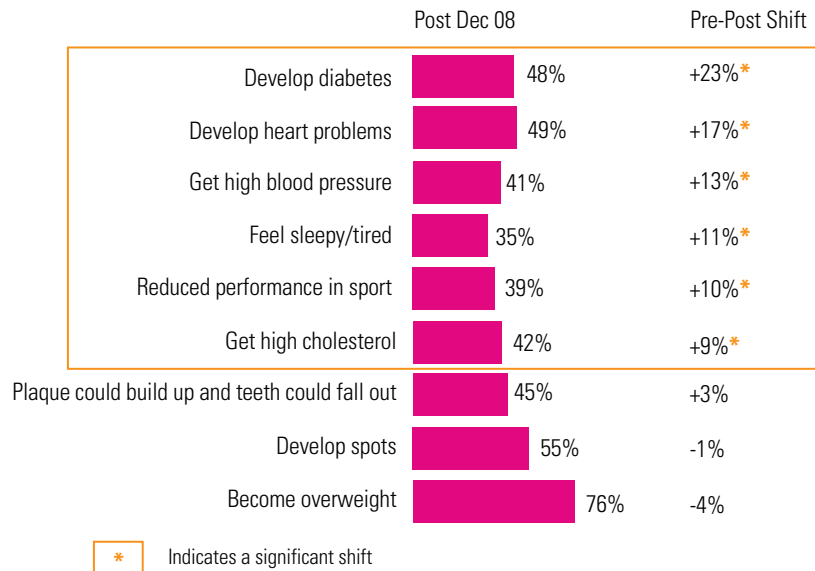


Figure 5. Long term consequences of eating unhealthy food
Source: Hall & Partners Europe

These changes in attitudes have followed through to behaviour with 70% claiming to eat more healthily, reduce their junk food consumption or ask their parents for healthier food.

	Eat healthier food*	Speak to my friends/family about health	Forward the Yoobot game to friends	Continue playing the game	Reduce the amount of junk food I buy or eat*	Ask my parents to give me healthier food*	Do more exercise
Yoobot	51%*	45%*	45%	44%	43%*	43%*	41%
Previous Campaign	28%	28%	n/a	n/a	28%	21%	30%

*Total 'Eat more healthily' = 70%
(Previous campaign 42%)

* Indicates a significant difference from F4T3

Figure 6. Behaviour: already done - Yoobot vs previous campaign
Source: Hall & Partners Europe

A pronounced return on investment

This Yoobot campaign was also very cost-effective. At a cost of £1.85 for each of the 730,000 children who reported changing their diet, Yoobot was cheaper than other intervention methods. For example:

- School initiatives, such as free school meals, cost hundreds per child per year.
- Restricting junk food advertising is estimated to cost £3.20 per child, per extra year of good health. Even if Yoobot was repeated annually, this still equates to at least a 42% saving over restriction.

Furthermore, the financial savings from Yoobot during 2015-2050 could be estimated using obesity prevalence/cost projections:

- NHS costs of obesity alone: £5,800 per person.
- Total wider costs of elevated body mass index: £40,600 per person.

It follows that to break even the campaign would need to change the long-term behaviour of just:

- 33 people based on NHS costs.
- 233 people based on wider costs.

It would therefore require just 1% of the 730,000 to convert their dietary improvements into long-term healthy habits for the 2008 campaign to pay for itself 30 times over.

Building on success

By 2009 the BHF decided to mount an even more ambitious campaign by promoting a new game, Ultimate Dodgeball, to get children to be more physically active. Pre-launch the BHF again reached out to teachers through a compelling direct mailing, offering them a pack which contained lots of suggestions for fun, including cool dance moves and interesting recipes, along with everything the school would need to play a Dodgeball game or tournament.

It also introduced a new personality to the Yoobot site: the Yoonot, which acted as the Yoobot's alter ego, encouraging it to eat junk food and be lazy. The user could only defeat the Yoonot in an online game of Ultimate Dodgeball. The campaign culminated with National Yoobot Day on December 21, 2009, where children were given the opportunity to 'make their Yoobot famous' by entering a competition where they could win the chance for their Yoobot to appear on Nickelodeon.

The results of this second campaign were equally impressive.

By February 2010:

- 40% of those using Yoobot had returned from last year.
- 60% of children said Yoobot made them want to exercise more regularly.
- 63% of children said Yoobot made them want to eat healthier food.
- 72% said Yoobot was excellent/ very good.
- 28% had played Dodgeball either at home or at school.
- 60% enjoyed playing Dodgeball and would do so again and 88% had something positive to say about Dodgeball.

- One in six went on the Yheart website after seeing Yoobot. Yheart is the young people's site at the British Heart Foundation.
- The Yoobot site received almost a million visits in the two months after campaign launch.
- Half a million Yoobots were created in the first four months after the launch of Food4Thought5.

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We are committed to delivering one distinctive experience for our customers. Wherever they are, we want them each to feel that "no one recognises me like Aviva". Our global consumer research reveals that most of our competitors are particularly bad at recognising people's individual significance. This research also tells us that small human touches can make a huge difference to a customer's experience. Our aim is to make recognition the familiar quality that distinguishes Aviva from our competitors - just as Apple means user-friendliness and FedEx means reliability.

BT operates in over 170 countries and is one of the world's leading communications services companies. BT is a major supplier of networked IT services to government departments and multinational companies. It's the UK's largest communications service provider to consumer and business markets and is made up primarily of four customer-facing lines of business: BT Retail, BT Global Services, Openreach, and BT Wholesale.

BT operates in a thriving, multi-trillion pound industry that spans the whole world. In recent years the global communications market has been focused on convergence, whereby the boundaries between telcos, IT companies, software businesses, hardware manufacturers and broadcasters have become intertwined to create a new communications industry.

BT has evolved from being a supplier of telephony services to become a



"We know insurance isn't just about policies' and pensions; it's about people. That's why we're making our customers the big picture, putting a spotlight on them and our people. Putting customers at the heart of everything not only makes sense for them, it makes good commercial sense too." (Amanda Mackenzie, Aviva's chief marketing and communications officer)

We are working hard every day to build the company around what our customers want from us. That's why Aviva now ranks among the UK's top ten most valuable brands, according to the 2010 Brand Finance Global 500 survey and that success is something we are looking to replicate across the world.



leading provider of innovative communications products, services, solutions and entertainment products. BT's business customers range from multinational, multi-site corporations to SMEs and start-ups.

More than 80 per cent of the FTSE 100 and 40 per cent of Fortune 500 companies rely on BT for networking, applications and system integration. The National Health Service, Procter & Gamble, PepsiCo, BMW, Emirates, Fiat, Microsoft, Philips, and Unilever are just some of the organisations working with BT.

BT has been a driving force behind the success of 'Broadband Britain'. Thanks to the company's investment, nearly every home in Britain now has access to broadband and in September 2009, BT announced plans to more than double the availability of its fastest fibre broadband service.

MARKETING EXCELLENCE 2

“A treasure trove of examples covering the whole waterfront, from launching new brands to revitalising, sustaining and extending established ones, and from insights to advertising and sustainability. Whatever your business, it should make you proud to be a marketer, shake up your thinking and inspire you to go the extra mile.”

Professor Patrick Barwise, London Business School, Chairman of Which?

“This exciting book demonstrates how great marketing can solve the most difficult problems, through analysis, teamwork and creativity.

It contains 34 fascinating case studies, selected from hundreds of high quality entries to The Marketing Society Awards for Excellence. Those involved had the determination to win, and the courage to think differently. An inspiring read.”

Professor Hugh Davidson, Co-Founder, Oxford Strategic Marketing

“This is the textbook, the toolkit and the manual for marketing excellence.”

Cilla Snowball, Chairman, AMV BBDO

“These cases are a great source to stimulate your thinking. Some will stimulate new thoughts, some will unlock ideas from the back of your memory. All of them however are great fuel for growth.”

Keith Weed, Chief Marketing and Communication Officer, Unilever

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