

# MARKETING TRANSFORMATION 2022

LESSONS FROM THE MARKETING SOCIETY'S AWARDS

BROUGHT TO YOU BY



**Accenture** Interactive

# MARKETING'S TRANSFORMATION STORY

Accenture Interactive is passionate about raising the bar for marketing and we're delighted to be supporting The Marketing Society Awards again this year. It's especially rewarding to be able to celebrate marketing excellence after such a challenging year of COVID-19 lockdowns and restrictions.

The pace of digital transformation has been unprecedented to the extent that, today, every business is a technology business. Our lives have been turned upside down during the global pandemic, and marketing teams across all sectors have boldly stepped up and risen to the challenge of reimagining experiences for their customers.

Brands have had to be agile, responding to customers' new, often unmet, and constantly evolving needs: making lives more convenient, healthier, safer, greener, more rewarding and more productive. It was this 'customer-obsessed' approach that caught the attention of the judges in the entries for the 2021 Awards.

The entries that shone through for the judges were those which successfully elevated their brand experience, embedding it at the heart of their entire business strategy. Successful brands realised that to build loyalty and win market share, they need to do more than just deliver great products. They need to bring joy, and design exceptional experiences for their customers no matter the circumstances.

Research conducted by Accenture Interactive and Adweek reveals that 80% of brands think they deliver a superior customer experience but only 8% of their customers agree. In addition, a study by Oracle found that while 86% of buyers will pay more for a better brand experience, only 1% feel that companies consistently meet expectations.

These missed expectations impact the bottom line, equating to reduced profits, market share and customer loyalty, whereas brands that provide stand-out experiences reap huge rewards.

The strong calibre of shortlisted entries in this year's Awards truly validates our belief that great marketing closes the gap between consumers' expectations and brands' ability to deliver.

The Marketing Society Awards highlight that, when marketing talent can make sense of the complexities of delivering outstanding experiences and respond to new trends with agility and speed, sustainable growth is achieved and recognised. Our team at Accenture Interactive is dedicated to supporting this great platform as we are passionate about creating powerful, new experiences from scratch and then scaling these rapidly through smart, digital operations.

As marketers in an unpredictable world, we must continue to embrace change. We must experiment,

reimagine customer experiences and be bold in transforming them.

As we begin to plan for 2022, the marketing that will matter most will combine deep human and business insights with the creativity that technology can unlock. It's our hope that you will be inspired to constantly innovate to deliver memorable experiences and keep your customers at the core of your organisation's strategy to achieve sustainable growth. Until then, we continue to celebrate the phenomenal marketing talent being recognised this year and we look forward to seeing the great work you and your teams submit to The Marketing Society Awards in 2022.



Michele McGrath,  
Managing Director,  
Accenture Interactive

- 4 **2022: The year we press fast forward**  
An introduction from The Marketing Society's CEO, Sophie Devonshire
- 6 **Executive summary**  
Three core insights to guide your marketing transformation journey
- 8 **Chapter one: Embrace DNA while managing and driving change**  
Managing, embracing and driving change is also about fixing foundations
- 12 **Embrace DNA while managing and driving change case study – The National Lottery**  
Camelot's brand revitalisation strategy looked to the past to fix the future

- 14 **Embrace DNA while managing and driving change case study – TENA**  
TENA challenged taboos about older women, sex and incontinence
- 16 **Chapter two: Create exceptional customer experience enabled by tech and data**  
Rapid acceleration of digital transformation creates opportunities
- 20 **Create exceptional customer experience enabled by tech and data case study – HKOW**  
Hong Kong's iconic harbour brought to life through augmented reality
- 22 **Create exceptional customer experience enabled by tech and data case study – Heinz to Home**  
Heinz transformed its distribution during the pandemic

- 24 **Chapter three: Adopt a challenger mindset**  
Five ways for established brands to adopt the challenger mindset
- 28 **Adopt a challenger mindset case study – Starling**  
Starling bank disrupted the market with its B2B offering
- 30 **Adopt a challenger mindset case study – Anusol**  
Category leader Anusol's bravery transformed customer behaviour
- 32 **Three benefits**  
A word from our president and head of judges, Syl Saller

## INTRODUCTION

# 2022: THE YEAR WE PRESS 'FAST FORWARD'



Sophie Devonshire, CEO, The Marketing Society celebrates the daily slog as well as flashes of genius from this year's Marketing Society Awards winners and offers three insights to empower marketers in the year ahead.

The Ancient Greeks had two words for the concept of time. 'Chronos' was for time as we know it; the 'chronological' implications of ticking clocks and passing days. The second word 'kairos' connotes the right, significant point for action; the opportune moment when everything comes together.

Great commercial leaders have always known that in business (as in comedy), timing is everything. Marketers are now facing into a significant inflection point in history, in the economy and in our businesses. This is our moment; this is where the CMO or the smart marketer can make an impact and make a difference, to lead what happens next.

Whatever the impact on your particular industry, sector or business, there are opportunities (and challenges) ahead where the role of the marketing leader will be pivotal. Smart marketers will drive the ability for companies to reshape businesses post-Covid. And a reshaping will be needed, whatever your sector.

### Sharing excellence

So what can marketers learn from the best in class in 2021 to inform their strategies over the coming year? Analysing all the entries, the winners, the commended papers, the shortlist and the judge's comments there are three core insights that we can all learn from:

- Embrace DNA while managing and driving change
- Create exceptional customer experience enabled by tech and data
- Adopt a challenger mindset

Successful global organisations are acting fast to manage change. They are developing recombinant innovations (matching up different ideas from different places) which is typical challenger mindset behaviour. They are stepchanging convenience and experience with technological springboards to enhance customer insight.

Our marketing transformation triangle remains essential

with its three core insights on driving change, adopting a challenger mindset and creating outstanding customer experience through tech. But the need to embrace the core DNA of our brands must always be at the heart of everything we do.

### Building marketing transformation



### Adopt a challenger mindset

The transformational effect of embracing your brand's core DNA can be seen in The National Lottery's brand revitalisation. This year our most prestigious prize, The Marketing Society's Grand Prix was awarded to Camelot's team for its steadfast determination and careful strategic work to recharge and re-energise the brand. This is estimated to have contributed £2.6bn of additional sales and returned over £500m to good causes.

As Mark Ritson called out in his Marketing Week column after our awards, the National Lottery's brand revitalisation strategy was about going back to the brand's roots to fix foundations but it was also about managing change. Because as he said, "[one of the] core paradoxes of branding is that consistency demands change."

We believe it's important to recognise the hard, daily slog of marketing leadership - that's also what our awards are

about. Marketers need to address the fundamental questions like how to hang on to your core brand DNA while adapting to change. The National Lottery's work contained flashes of genius - product innovations, brand-led communications - underpinned by world-class marketing work. This is the careful, thorough stuff that happens every day and isn't always shouted about.

And of course, this is the reality of marketing leadership. Behind every glittering award ceremony, every heart-thumping piece of communication is a team of dedicated, determined marketers putting the work in, day in, day out. And that's what The Marketing Society Awards recognises and applauds.

### Our Kairos moment

This is the moment in time for marketers to be proud of what we do. This is our Kairos moment. Marketers have always been the changemakers, changing opinions, behaviours, and markets. We can now help shape businesses that are not just responsive (to changing times) but also responsible (in a world with a changing view of capitalism and the role of business).

That 'pause' button that's been pressed for so many months needs to be replaced; great marketing leaders should help organisations have the courage to press 'play' now, to ignite ambition and support not just the recovery and a reshaping but something even more. It's time for a renaissance; a rebirth of business which should happen alongside a recognition of what great marketing can achieve.

Let us seize this moment and progress with pride and a thrill of excitement. This is our moment. Our time to lead. Perhaps even pressing 'play' now is not enough. It is the CMO right now who can galvanise silos and unite the inside of the organisation behind a consumer-focused vision to give confidence in pressing 'fast forward' towards a new marketing renaissance. And as The Marketing Society, we're here to support, champion and celebrate all of you leading the way.

# THREE INSIGHTS TO GUIDE YOUR MARKETING TRANSFORMATION JOURNEY

## BUILDING MARKETING TRANSFORMATION



## EMBRACE DNA WHILE MANAGING AND DRIVING CHANGE

Embrace DNA while driving change to seize fresh opportunities in challenging times.

1. Understand and isolate what made your brand successful in the past.
2. How can your brand change behaviour and make the world a better place?
3. How can you reshape your business to be responsive and responsible in changing times?



“It’s time for a renaissance; a rebirth of business which should happen alongside a recognition of what great marketing can achieve.”

Sophie Devonshire, CEO, The Marketing Society

## CREATE EXCEPTIONAL CUSTOMER EXPERIENCES THROUGH TECH

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

1. Are you mining your customer data and insights to enhance customer experience?
2. How are you unlocking agility to improve customer experience and performance?
3. Consider how physical and virtual worlds integrate to create a seamless brand experience.



“Reimagine what exceptional customer experiences might look like with the insight, speed and agility that technology and data can unlock. Design joy for customers no matter what.”

Michele McGrath, Managing Director, Accenture Interactive

## ADOPT 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 inventive ways will give you access to additional resources?
3. What inspiration can you take from outside your world and apply it to your own category?



“We can no longer characterise a challenger brand as being simply about ‘little player vs big player’. 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. Taking a challenger mindset will increasingly be a defensive necessity.”

Adam Morgan, Partner, eatbigfish

# CHAPTER ONE

# EMBRACE DNA WHILE MANAGING AND DRIVING CHANGE



# EMBRACE DNA WHILE MANAGING AND DRIVING CHANGE

**“ALTHOUGH YOU DON’T CHANGE THE DNA OF A BRAND WHEN YOU REVITALISE IT, YOU DO HAVE TO ACKNOWLEDGE ONE OF THE CORE PARADOXES OF BRANDING: CONSISTENCY DEMANDS CHANGE.”**

Mark Ritson

**B**rilliant marketers know that some things never change. Yet, the pandemic accelerated digital adoption and transformed consumer behaviour and expectations. And with change comes opportunity.

Accenture Interactive’s recent survey of more than 25,000 consumers across 22 countries bears this out. Half of consumers say that the pandemic caused them to rethink their personal purpose and re-evaluate what’s important to them in life. These consumers —called the “Reimagined”—are changing their buying habits accordingly across all 14 industries covered by Accenture Interactive. “In doing so, they’re creating enormous opportunities for companies that respond by resetting strategies and setting new standards for meeting and exceeding their expectations,” said the report.

While price and quality remain dominant motivations for consumers choice, they have lessened in influence. Among the Reimagined, 66% said they now expect brands to take more responsibility in motivating them to live by their values and to make them feel more relevant in the world, versus 16% of traditional consumers.

## Embrace DNA

This year, in acknowledgement of the fundamental challenge that many established brands face in holding onto their brand DNA while adapting with the times, we’ve noted that knowing what you stand for must happen alongside driving and embracing change.

Being a changemaker is also about returning to the core DNA of a brand and going back in order to move forward. For as Mark Ritson notes, “one of the core paradoxes of branding is that consistency demands change.”

A notable example of both the challenge and the rewards of embracing DNA was illustrated with the impressive turnaround of Camelot. The National Lottery, launched a quarter of a century ago, was the well-deserving winner of The Marketing Society’s

**“TENA FACED A CLEAR BRAND IMAGE CHALLENGE VERSUS THE COMPETITION. IT IDENTIFIED A CHALLENGE IN SOCIETY OF THEIR TARGET AUDIENCE AND TACKLED IT IN A BRAVE, BEAUTIFUL, REAL WAY.”**

Nuria Antoja,  
Sales Director,  
Mondelez International

Grand Prix as well as Brand Revitalisation award.

In 2017, the brand was in bad shape. Sales had plummeted by £600m to £6.9bn and funding for good causes was at risk. The marketing and branding team returned to what had made the brand brilliant to start with and set themselves two core goals: to turnaround falling brand positivity and to grow ticket sales again. Four years on and The National Lottery’s revitalisation strategy is estimated to have contributed £2.6bn of additional sales to date. But most importantly, it’s contributed over £500m to good causes.

In his Marketing Week column, Mark Ritson highlighted the key learnings from the Camelot story. “It is easy for brands to forget themselves and – over time – lose track of what makes them special. When this happens and sales suddenly start to flag, do not jump toward the unlikely, aggressive approaches of repositioning or rebranding. Be more respectful and sensitive to the brand that employs you. Step back, understand it again, and then step forward with a brand-new version of the past.”

## Championing diversity and smashing taboos

TENA’s provocative Ageless campaign was the worthy winner of The Marketing Society Award for Championing Diversity and Equality and Most Inspirational Story. Despite offering highly effective products, the TENA brand’s success was hindered by negative associations from the stigma of incontinence. In a crowded news agenda during the pandemic, the Ageless campaign sparked conversation, pioneered positive media portrayal of older women and bravely challenged perceptions of the brand.

“This was boundary pushing,” said Mahmood Ahmed, COO, Marketing, HSBC. Fellow Marketing Society judge, Nuria Antoja, Sales Director, Mondelez International agreed. “TENA faced a clear brand image challenge versus the competition. It identified a challenge in society of their target audience and tackled it in a brave, beautiful, real way.”

## CORE INSIGHT

Embrace and drive change to seize fresh opportunities in challenging times

1. Can you understand and isolate what made your brand successful in the past?
2. How can you reshape your business to be responsive and responsible in changing times?
3. What role will you play in the new marketing renaissance?

## THE REIMAGINED CONSUMERS

50%

consumers say that the pandemic caused them to rethink their personal purpose and re-evaluate what’s important to them in life.

72%

of the Reimagined expect companies they’re doing business with to understand and address how their needs and objectives change during times of disruption—versus 27% of the Traditional.

66%

of the Reimagined said they now expect brands to take more responsibility in motivating them to live by their values and to make them feel more relevant in the world, versus 16% of traditional consumers.

Source: Accenture Interactive. (Accenture researched more than 25,000 consumers across 22 countries, with follow-up focus groups in five countries.)

## EMBRACE DNA WHILE MANAGING AND DRIVING CHANGE

# THE TWO BILLION POUND TURNAROUND

**9.7%** GROWTH IN GROSS TICKET SALES TO £7.9BN IN 2019/2020

**51.5%** BRAND POSITIVITY IN APRIL 2020

### CASE STUDY – THE NATIONAL LOTTERY

**Brand** The National Lottery/Camelot  
**Agencies** Adam&Eve/DDB, Vizeum  
**Market** UK

#### Award: The Grand Prix, Brand Revitalisation

In 2017, The National Lottery brand was in bad shape. Sales had plummeted by £600m to £6.9bn and funding for good causes was at risk. The brand was perceived as irrelevant or even greedy by the public. And in the background, new lotteries were nipping at the heels of a category it once had to itself. A brand revitalisation strategy focused on four initiatives - to reposition the brand, make its products more compelling, create positivity through distinctive brand assets and maximise media effectiveness. This new strategy led to an impressive turnaround - four years of business growth and more.

#### What happened?

Twenty years from the National Lottery's launch and public affection and appetite for the brand was waning. This was bad news for the brand and the many different good causes it funded, from Olympic champions to food banks and mental health support. The revitalisation strategy had two clear goals: to reverse the business decline and improve brand positivity.

First, the brand was repositioned to make a clear link between play and purpose with the idea, "Making the extraordinary happen for everyone." This gave the brand a new story beyond promoting the next prize giving the British public an emotional reason to play.

Second, the brand re-examined its existing games to make them more compelling and launched a new product to appeal to the under 30s, who were less motivated by big jackpots. Instead, Set for Life offered a prize of £10,000 every month for 30 years.

Third, building on the work from the Ehrenberg-Bass institute, National Lottery created a suite of distinctive brand assets to be used consistently across all consumer touchpoints from advertising to products and retail.

Fourth, the brand reexamined its media strategy, boosting investment in brand advertising on TV to enhance effectiveness. By 2020, average weekly media reach had increased by 8% to 79%.

Through dedicated, careful and strategic marketing revitalisation work, the National Lottery brand is recharged and re-energised. It solved brand reputational

challenges that had dragged down the National Lottery's commercial potential. By fixing the foundations - listening and reconnecting with players through new games and an emotive brand message, investing in consistent brand assets and effective media, the National Lottery is back to its winning formula.

#### Results

The National Lottery's revitalisation strategy is estimated to have contributed £2.6bn of additional sales to date. But most importantly, it's returned over £500m more to good causes.

- YouGov named The National Lottery the UK's second most improved brand in 2020, after Netflix.
- Four consecutive years of growth, the last financial year (FY 2019/20) closed with gross ticket sales growing by 9.7% to £7.90bn and thus reversing the business decline.
- Brand positivity growth reaching 47.1% on a 12-month rolling average. It hit a historic high of 51.5% in April 2020.
- Increased media effectiveness ROI on masterbrand and game marketing. Game media effectiveness improved by 23% and masterbrand ROI was over 20 times more effective, alongside an increased media budget.

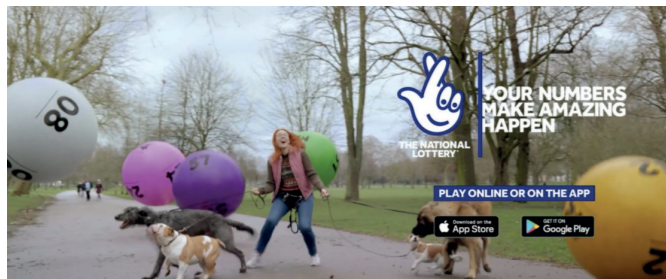


#### Learnings

- Look to your brand's roots and history. Isolate what made it great.
- Brand revitalisation is tough but it's cost-effective. Consider it first before repositioning or rebranding.
- Ensure your marketing investment includes brand-based comms.

Camelot linked play with purpose and gave the public an emotional reason to play the lottery

**"THE REVITALISATION STRATEGY HAD TWO CLEAR GOALS: TO REVERSE THE BUSINESS DECLINE AND IMPROVE BRAND POSITIVITY."**





# # AGELESS

65% SAID GETTING OLDER IS SOMETHING TO EMBRACE, RATHER THAN WORRY ABOUT VS 39% NORM.

152.6M REACH ACROSS PRINT, ONLINE AND BROADCAST

## CASE STUDY – TENA

Brand TENA, Essity  
Agencies AMV BBDO  
Market UK and Italy

**Award: Championing Diversity and Equality, Most Inspirational Story**

Although one in three women have incontinence, it's a condition shrouded in shame and stigma. Despite offering highly effective products, the TENA brand's success was hindered by these negative associations. A provocative campaign that challenged perceptions of what it means to be a woman living with incontinence sparked debate and revolutionised representation of older women. This group makes up one fifth of the UK population, and half its spending power. We'd do well not to forget them.

“USING THE CENTRAL MESSAGE, ‘OUR BODIES CHANGE, BUT WHY SHOULD WE?’, TENA SET OUT TO DISMANTLE SOME TABOOS.”



### What happened?

Research shows that the stigma surrounding incontinence is so widespread and ingrained that the condition is harder to discuss than depression. Well over half of sufferers are reluctant to seek help due to embarrassment. This can have devastating consequences on mental health, with 30% of women with incontinence



TENA's provocative campaign challenged perceptions of what it means to be an older woman

also suffering from depression. This is three times higher than the general population.

TENA's growth was stymied by these associations with the general public viewing the products as overly medical and old-fashioned. The brand was also losing out to Always Discreet, a brand that women were used to buying as a period product.

Using the central message, 'Our bodies change, but why should we?', TENA set out to dismantle some taboos. Yorgas Lanthimos, The Favourite director created a film, Ageless, about intimacy, ageing and all it involves, including incontinence.

The film launched on TV with a social and PR push. TENA partnered with The Guardian to offer advice and support, and distributed an educational 'Wellbeing pack' to influencers in partnership with femtech brands Je Joue and HANX. In Italy, the illustrator, BADI helped create a graphic novel depicting older women with incontinence.

Partnering with the Geena Davis Institute on Gender in Media, TENA created and published The Ageless Test, a groundbreaking analysis of the depiction of 50+ women in movies. The results were sobering. Just one in four tested films passed the criteria to have a 50+ female character significant to the plot presented honestly and emphatically. And no women in this age group were cast in any leading roles.

Despite a crowded news agenda during the pandemic, the TENA Ageless campaign sparked conversation, pioneered positive portrayal of older women in the media and bravely challenged perceptions of the TENA brand.

### Results

The Ageless campaign was a resounding success, smashing taboos, driving reappraisal of the TENA brand and stimulating conversations about female incontinence.

- The campaign significantly increased interest in the brand, above norm and above that of our key competitor Always Discreet (27% vs 22% AD)
- It drove perceptions of TENA as a 'modern and contemporary brand for me' (23% uplift versus those who hadn't seen the ad)
- Strong agreement that TENA talks in a straightforward, honest and relevant way (74% agreed compared to 30% for our closest competitor)
- In Italy, Ageless was recognised by D of Repubblica, a national magazine, as a campaign that changed 2020.
- Achieved a total reach of 152.6m across print, online and broadcast. The Ageless film was viewed over 25 million times.

### Learnings

- What would happen if you addressed a taboo surrounding your brand head on?
- How can you support customers beyond your product?
- How could your brand be more provocative?



# CHAPTER TWO

**CREATE EXCEPTIONAL  
CUSTOMER EXPERIENCES  
ENABLED BY TECH AND DATA**

# CREATE EXCEPTIONAL CUSTOMER EXPERIENCES ENABLED BY TECH AND DATA

**“53% OF LEADING COMPANIES SAY THAT CUSTOMERS EXPECT THEM TO CONTINUOUSLY INNOVATE WITH MORE RELEVANT PRODUCTS, SERVICES AND EXPERIENCES THAT ADAPT TO THEIR NEEDS AND SET NEW STANDARDS.”**

Accenture Interactive

**W**ith the pandemic and lockdown came a rapid acceleration of digital transformation as people sought to continue their lives from the confines of their home. These digital experiences saw consumers embrace and experiment with virtual experiences that they may have previously rejected.

Indeed, the pandemic has pushed societies to an inflection point where embracing technology is no longer an option but a necessity. And there is a pressing need for businesses and government to adapt.

As a result, growth in digital products and services have increased since the start of the pandemic, 60% of consumer interactions with companies have been digital, compared to 42% pre-pandemic according to a report from Salesforce. An Accenture Interactive report reveals 49% of consumers are ready to switch to another provider if they provide virtual try-out tools and/or shopping advisory services via digital channels, suggesting shifts in consumer behaviour and demands are here to stay.

In today's reality of a pandemic world, brands are built through experiences. Experiences that can make lives easier, healthier, safer, more productive and rewarding. Accenture Interactive calls this 'the business of experience' and predicts that 70% of customer interactions will involve emerging tech in 2022, versus just 15% in 2018. In fact, 77% of CEOs said their company will fundamentally change the way it engages and interacts with its customers.

Accenture Interactive research shows that leading companies are far more likely to do four things in the business of experience enabling them to consistently outperform peers who don't.

1. Obsess about customer needs – and use that as your compass.
2. Make experience innovation an everyday habit.
3. Expand the experience remit across your organization.
4. Sync the tech, data and human agendas.

**"A BOLD TECHNICAL AMBITION FOR AN AR APP. IT OFFERED AN INSIGHTFUL LINK TO THE HISTORY OF HONG KONG - ESPECIALLY IN THE CURRENT TIMES."**

Nishma Patel Robb,  
Marketing Director,  
Google

As physical and virtual worlds collide and integrate, it is likely that virtual worlds will become increasingly realistic.

The winner of The Marketing Society Award for Innovative Use of Technology, The Hong Kong Observation Wheel (HKOW) used virtual and augmented reality to enhance its customer experience. It created an augmented reality app transporting users back in time to the rich history of Hong Kong's iconic harbour. Working alongside its sponsor, AIA, an insurance company, this innovation enhanced customer experience for locals and visitors.

Michael Inpong, judge and Strategy and Marketing director, Muller UK and Ireland was impressed. "This is the first time AR and VR has been used for an attraction and activated while moving around the wheel. It's an innovative way to engage visitors in the history of the area. It will be interesting to see how they continue to evolve the tech over time."

Similarly, Nishma Patel Robb, judge and Marketing Director, Google said it was, "A bold technical ambition for an AR app that combines the usual movements with a rotating wheel. It offered an insightful link to the history of

Hong Kong - especially in the current times."

The Marketing Society Awards judges were also impressed with the Heinz to Home story as the FMCG manufacturer rethought its distribution strategy to ensure key workers and shielding customers could receive its products.

As Chris MacLeod, judge and Director, Customer and Revenue, Transport for London said, "It was a strong story with a great insight, well executed with agility during difficult times. The link to charity and the NHS is well appreciated as part of the work."

Within less than three weeks of lockdown Heinz launched a direct to consumer retail proposition, distributing meals and product bundles to consumers at a time when they needed it the most. Even though the Heinz to Home platform was built out of necessity, with a focus on bundles at the beginning, category innovations through personalised products, gifting and subscription service made it into a longer term branded engagement platform.

## CORE INSIGHT

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

1. Are you mining your customer data and insights to enhance customer experience?
2. How are you unlocking agility to improve customer experience and performance?
3. Consider how physical and virtual worlds integrate to create a seamless brand experience.

## DIGITAL TRANSFORMATION

**86%**

of consumers would pay a premium for a better experience

**70%**

by 2022 vs. 15% in 2018 - percentage of customer interactions involving emerging technologies

**77%**

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

Source: Accenture Interactive

# REINVENTING THE WHEEL

1,811+ APP INSTALLS

1,700+ HOURS OF APP USER ENGAGEMENT

## CASE STUDY – HKOW

Brand Hong Kong Observation Wheel  
Agencies: AIA, Agenda Consulting  
Market Hong Kong

### Award: Innovative use of technology

The Hong Kong Observation Wheel (HKOW) is an iconic and prominent landmark in Hong Kong’s harbour and skyline. Working alongside its sponsor, AIA, an insurance company, HKOW wanted to enhance its customer experience for locals and visitors. A new augmented reality app transported users back in time connected them to the rich history of Hong Kong’s harbour leading to over 1811 app installations.

“THE APP CREATED AN IMMERSIVE, EDUCATIONAL EXPERIENCE THAT TRANSPORTED USERS BACK IN TIME TRANSFORMING STATIC BUILDINGS INTO DYNAMIC MEDIA.”

### What happened

Following the successful relaunch of HKOW in 2017, which included the AIA Vitality Park offering free fitness and wellness classes for all, the challenge was set to maintain momentum for a popular local attraction. How could they boost high attendance and engagement especially among local visitors?

The creation of augmented reality app was planned to transform the landmark wheel from a one-visit attraction into a socially interactive destination for family fun. It was hoped the app would deepen customer engagement with an enhanced experience that connected visitors to the rich cultural history surrounding them in the harbour. The app created an immersive, educational experience that transported users back in time transforming static buildings into dynamic media set against a real-time backdrop of the city.

Using global experts in augmented reality, visual reality, visual immersion, gaming and 360 degree technology, the app creation faced additional technical challenges because of its rotating platform. Bespoke code ensured that as the user travels higher on the HKOW the sea below moves further away and as the carriage travels closer to the ground the boats become bigger. This allows the user to be truly immersed in the virtual experience.

Working with local historians and online communities, the app painstakingly recreated pictures of Hong Kong’s past from both 1890-1920 and 1960-1980 using over 1400 paintings and images. To complete the immersive

experience, detailed animations were added so that boats, and planes could be seen moving.

### Results

The HKOW augmented reality app was the first of its kind to be created for a continuously rotating platform, a creative and technical feat. Just 13 days after the app launched, lockdown forced the Hong Kong Observation Wheel to close. It reopened in February 2021.

- 1,811+ app installs
- 1,700+ hours of app user engagement
- 2 times more visitors compared to the year’s weekly average
- 267 million+ marketing and media reach
- 2.3 times increase in unique website visitors vs. 2020 weekly average.



### Learnings

- How can the digital world enhance your brand experience?
- How can technology boost customer engagement?
- What did the pandemic world teach you about digital experiences and what will you build on?

The Hong Kong Observation Wheel is a prominent landmark in Hong Kong’s harbour





# MAKING IT BETTER

41,155 **ORDERS DELIVERED**

£600,000 **IN SALES**

## CASE STUDY – HEINZ

**Brand** Heinz

**Agencies** BBH, Starcom, Wonderland, Clements and Good Growth

**Market** UK

**Award:** Enhancing the Customer Experience

During the early part of the pandemic, panic buying and stockpiling emptied the supermarkets' shelves leaving hardworking NHS workers unable to get the food they needed after a long shift. For hundreds of years, FMCG brands have operated on the basis that they make their products available to potential customers through the major retailers. But the unprecedented first months of Covid-19 put this tried and tested route-to-market under incredible pressure, especially for the most vulnerable in our society. Within less than three weeks of lockdown Heinz launched a direct to consumer retail proposition Heinz to Home, distributing meals and product bundles to consumers at a time when they needed it the most.

**WITH THE PANDEMIC MAKING IT DIFFICULT FOR CUSTOMERS TO BUY HEINZ PRODUCTS THROUGH TRADITIONAL CHANNELS, HEINZ HAD TO RETHINK ITS STRATEGY.**



### What happened?

With the pandemic making it difficult for customers to buy Heinz products through traditional channels, Heinz had to rethink its distribution strategy. Many of the most vulnerable people in the UK felt worried about their ability to get the food they needed. Crucially for Heinz, the beans and canned vegetable category was the most affected.

Heinz's founder, Henry J Heinz created the brand over 150 years ago with a mission to bring food to the masses. He often provided free meals to those who needed it most. Today, his ethos is seen in the brand idea that, "Heinz makes it better."

Working on a three-week deadline, Heinz and an inter-agency team created a DTC platform, Heinz to Home, on Shopify Plus to get to market quickly. Collaborating with Blue Light Card to reach NHS and 1.9m frontline workers, Heinz pledged to cover the cost of P&P for these workers.

Heinz to Home curated a selection of bundles for infants and students and then subsequently offered personalised gift options for families to send food parcels to loved ones. The personalised gifts were launched in June 2020, with more than 13,000 users viewing the gift collection page.

Closer to Christmas, Heinz launched festive products on the new platform, including Heinz Tomato Ketchup Crackers, Heinz Baubles and personalised festive versions. Similarly, the Heinz Christmas jumper raised funds for Magic Breakfast, providing breakfasts for children.

Even though the Heinz to Home platform was built out

of necessity, with a focus on bundles at the beginning, category innovations through personalised products, gifting and subscription service made it into a longer term branded engagement platform.

### Results

The dystopian days of Covid-19 made it possible for Heinz to create a completely new route to market. In the short term, it enabled Heinz to deliver their products to those most in need. And in the long term, the model offered the ability to create a better customer experience through the acquisition of consumer data.

- Sold more than **60,000** bundles and had more than **800,000** visits to Heinz toHome sessions
- Activated a partnership with Blue Light Card to reach **1.9million** NHS KeyWorkers, and waiving the cost of P&P for any orders
- The work has been replicated across other countries, including Australia and Ireland.
- Delivered **41,155** orders - amounting to more than **£600,000** in sales and an average order value of **£14.99**.
- During launch week, Blue Light Card holders accounted for **37%** of transactions, highlighting how effective the campaign was in reaching and engaging the UK's NHS staff and other key workers during difficult times.

### Learnings

- Look to other categories and see if you can learn from their distribution strategies
- What happens when you set an audacious goal with a time constraint like Heinz-to-Home's three-week deadline?
- How can you offer added value to your consumers who are most at need?

Heinz curated bundles that people could send to loved ones during lockdown



# CHAPTER THREE

# ADOPT A CHALLENGER MINDSET

# ADOPT A CHALLENGER MINDSET

Five ways for established brands to adopt the challenger mindset to grow and defend

**“WE CAN NO LONGER CHARACTERISE A CHALLENGER BRAND AS BEING SIMPLY ABOUT ‘LITTLE PLAYER VS BIG PLAYER’. 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. TAKING A CHALLENGER MINDSET WILL INCREASINGLY BE A DEFENSIVE NECESSITY.**

Adam Morgan

It is 22 years since the concept of challenger brands was introduced in Adam Morgan’s seminal book, *Eating the Big Fish*. The idea has not only endured but grown in resonance. Indeed, a BCG study in 2017 showed that \$22bn in value moved from bigger brands to smaller challengers over a five-year period in both the US and Europe. Taking a challenger mindset will increasingly be a defensive necessity for many brands.

A challenger brand is defined, primarily, by a mindset – it has business ambitions bigger than its conventional resources, and is prepared to do something bold, usually against the existing conventions or codes of the category, to break through.

And this was the case in The Marketing Society Awards 2021, where Anusol, an established brand and category leader adopted a challenger mindset to change behaviour in the healthcare sector. Winner of the Effective Use of Data and Insight in The Marketing Society Awards, judges were impressed with how its brave change of tone led to increased share and penetration.

“As a market leader and with a consolidated image and position, Anusol took the risk to challenge a taboo” said Marketing Society Awards judge, Nuria Antoja, sales director, Mondelez International. Similarly, Nathan Ansell, Marketing Director, Marks & Spencer valued Anusol’s, “... fresh approach in a market not known for its distinctiveness, delivering stellar results.”

In contrast, Starling, the startup digital bank, was a typical David. It charged into business banking and overthrew the rules of the category supporting entrepreneurs when they needed it most in the time of Covid-19. Starling won The Marketing Society Business to Business award, impressing the judges Chris Macleod, Director, Customer and Revenue, Transport for London and Michele McGrath, Managing Director, Accenture Interactive with its story. “Starling is a true challenger from conception,” said Macleod. “They have been true to this challenger positioning and based their approach on strong insights setting a new benchmark for B2B marketing and comms.”

**“WE’RE NOT LIKE MOST COMPANIES WHERE CHANGE IS SEEN AS A RISK. TO US THE BIGGEST RISK IS STANDING STILL AND NOT CHANGING.”**

Anne Boden, Founder, Starling Bank

Here are five ways to adopt the challenger mindset.

## 1. Find your monster

All good stories need a hero and monster. What is the central challenge your brand wants to overcome? This will give you strategic clarity on positioning, culture, and communications behaviour. Beware of focusing on the wrong stuff - the new shiny things rather than the core elements of strategy to drive competitive differentiation.

## 2. Look outside for inspiration

Eatbigfish calls this ‘outlooking.’ It’s the idea of looking outside a usual frame of reference. Look at other categories, other consumers, different competition and other brands. Take things that work in other categories and territories and see what it would look like with your brand.

## 3. Question everything

Leaders with the challenger mindset question everything, not simply to agitate but to drive improvement and progress. Keep asking why? Keep asking what if? As Apple’s Jonathan Ive said, “If something is going to be better, it’s new. And if it’s new you’re confronting problems

and challenges you don’t have references for. To address these requires remarkable focus. There’s a sense of being inquisitive and optimistic.”

## 4. Be dramatic - make the invisible visible

For as Adam Morgan says, “the biggest danger you can face being a challenger isn’t rejection, it’s indifference”. Challenger brands make fame a key metric. That can be about dramatic and surprising communications, but it’s also about making the invisible good stuff, visible to the consumer. Like a reworked supply chain.

## 5. Be inventive - make more with less

The challenger mindset finds inventive ways to access additional resources so brands can achieve more from less. This might include innovative brand partnerships and collaboration. Learn from the fashion and music industries where collaboration is integral to a brand’s growth.

## 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 inventive ways will give you access to additional resources?
3. What inspiration can you take from outside your world and apply it to your own category?

## HOW TO COMPETE

Eating the Big Fish outlined three criteria for a challenger brand:

# 1 State of market

challengers are not the number one brands, nor are they niche

# 2 State of mind

challengers’ mindsets have both ambitions that exceed their conventional resources alongside a preparedness to close the implications of that gap

# 3 Rate of success

challenger brands enjoy significant and sustained growth through their marketing actions.



## ADOPT A CHALLENGER MINDSET

# BREAKING THE BANKS

**63%** BRAND AWARENESS UP FROM 49% BETWEEN H2 2019 AND H1 2020.

**1M** NEW ACCOUNTS, DOUBLING THE SIZE OF THE BRAND

### CASE STUDY – STARLING BANK

**Brand** Starling Bank  
**Agencies** Wonderhood Studios  
**Market** UK

#### Award: Business to business

Starling Bank launched with the challenger mindset. As founder and CEO Anne Boden said, "We're not like most companies where change is seen as a risk. To us the biggest risk is standing still and not changing." Its 2018 launch of an award-winning business account was less successful, with low awareness and low trust. An emotional, above the line ad campaign targeted at the mainstream put heart back into the category. And with the challenge of Covid-19 came an opportunity to re-engage SMEs. Starling expanded its share of voice, as competitor banks withdrew advertising, growing awareness and trust.

**"WE'RE NOT LIKE MOST COMPANIES WHERE CHANGE IS SEEN AS A RISK. TO US THE BIGGEST RISK IS STANDING STILL AND NOT CHANGING."**

#### What happened?

Four years from launch, Starling Bank launched its business account. With a 10-minute setup, no monthly cost and no overseas fees, it was a revolutionary piece of financial tech, voted the UK's best business account in 2019 and 2020. The problem was few people knew about it and, as a new 'digital' entrant, even fewer trusted it.

With consumer banking spend over six times more than its less sexy B2B relative, Starling spotted a creative opportunity in the category to reach a high share of voice with a relatively low media investment.

Tapping into the insight that starting and running a small business is highly emotional, Starling aimed to position itself as a digital bank with substance and heart. The 'Helping Business Fly' campaign, launched in February 2020, a month before the country went into lockdown. It offered a message of support when the nations SME's needed support so badly.

Starling was rapid in its response to Covid-19, scaling up to lend over £1.9bn in 2020, up from just £100m in 2019. They launched a second, secure debit card attached to the customer's account for use by trusted friends, family, or carers, to help those self-isolating to get supplies. The launch of cheque imaging allowed customers to pay in cheques from home. They now process more than 30,000 cheques a month.

Thanks to its challenger mindset and nimble action, Starling was the fastest growing business bank in Europe by August 2020.

#### Results

Starling's challenger heart coupled with the growth opportunity from the government's coronavirus business loans propelled Starling's business base as tens of thousands of SMEs turned to them for help. This B2B success had a halo effect on Starling's consumer bank doubling the size of the brand with 1 million new accounts.

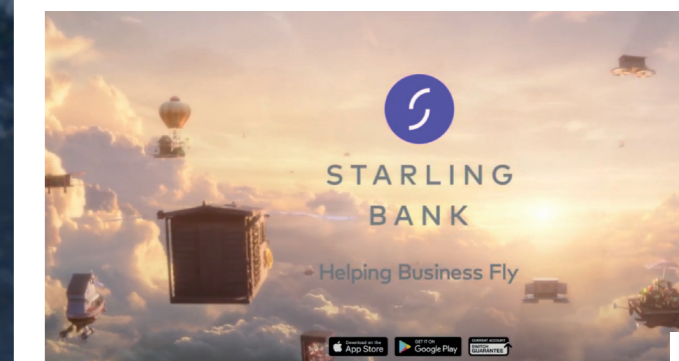
- Total brand awareness jumped from **49%** to **63%** between H2 2019 and H1 2020.
- By the end of 2020 Starling was adding a new account every 35 seconds. In total over **1m** new accounts, doubling the size of the brand.
- Starling's share of the Business market went from less than **0.5%** of the market in 2019 to **4.4%** in Feb 2021.
- Awareness amongst business decision makers jumped from **57%** to **70%** population. Meaning for the first time, more people were aware of Starling than they were Monzo.
- Ad awareness amongst key decision makers doubled to **14%**, in H1 2020.



#### Learnings

- Zig when others zag. Invest in branding and advertising when competitors step back.
- Business decisions can be emotional decisions too.
- Make the most of luck. Starling's creative perfectly matched the mood and experience of the nation. Luck happens when preparation meets opportunity.

#### Stills from the Starling TVC





## ADOPT A CHALLENGER MINDSET

# ARE YOU SITTING COMFORTABLY?

**+6%** UPLIFT IN SUPERMARKETS

**22%** GROWTH YEAR ON YEAR FROM UK CAMPAIGN

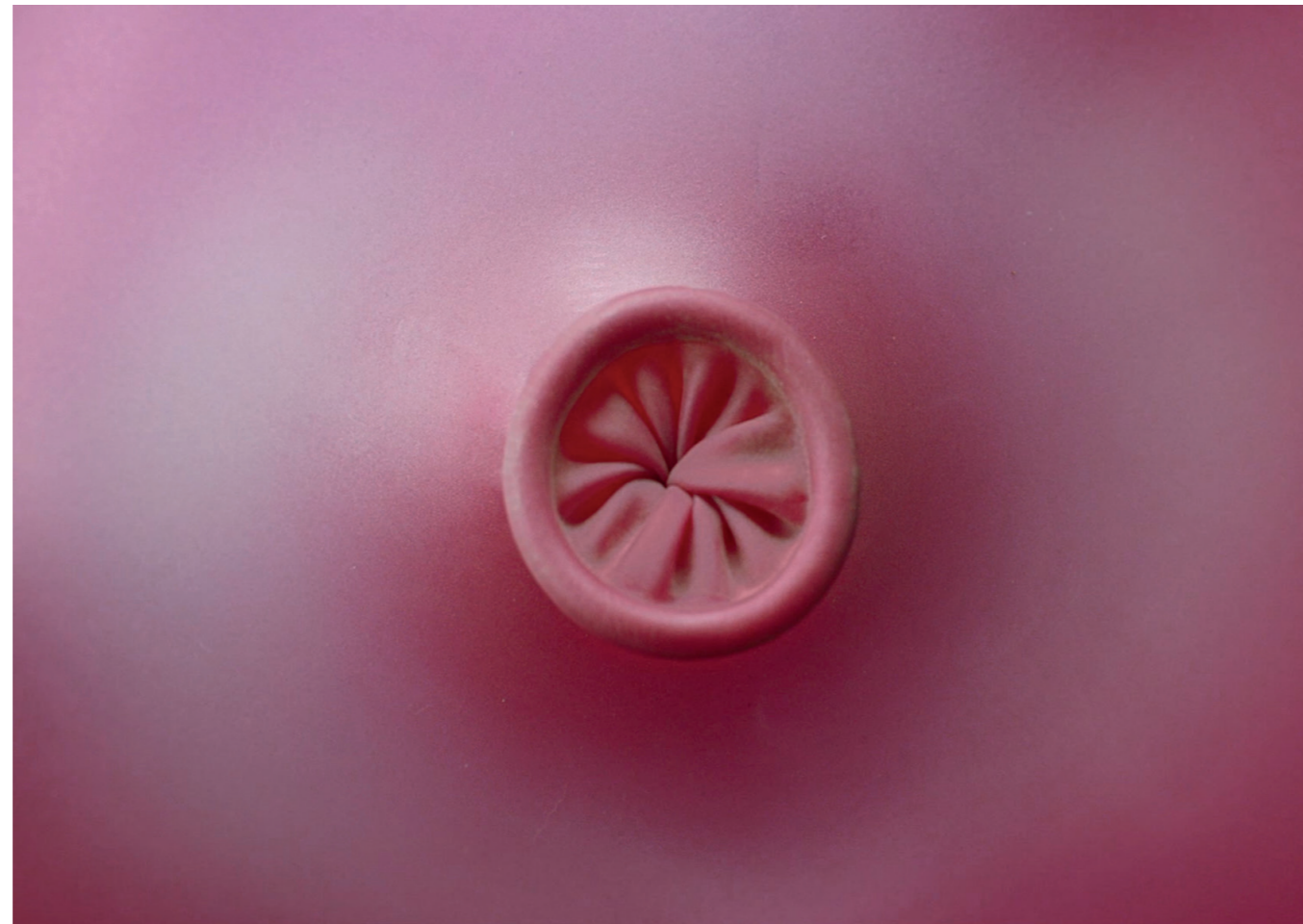
### CASE STUDY – ANUSOL

Brand Anusol  
Agencies MSQ Partners  
Market UK

#### Award: Effective use of insight and data

Anusol, as category leader, spotted an opportunity to normalise haemorrhoids. By taking on the ignorance and shame surrounding the condition and smashing taboos on primetime media, Anusol transformed its marketing and grew its brand, driving 22% growth year-on-year. And by making a serious clinical brand embrace its playful side, it even put an anus on teatime telly, breaking category norms. Crucially, the brand changed behaviour – persuading people to buy Anusol at the supermarket instead of the chemist, showing that they felt less embarrassed about it.

**ANUSOL, AS CATEGORY LEADER, SPOTTED AN OPPORTUNITY TO NORMALISE HAEMORRHOIDS BY EMBRACING ITS PLAYFUL SIDE.**



#### What happened?

Despite affecting one in two people, haemorrhoids or piles, are a crippling taboo. The condition isn't discussed among friends, families, partners or in the media and many people know nothing about them until they suffer from the condition. Indeed, 52% of frequent sufferers don't treat the condition at all, preferring to live with discomfort rather than seek treatment.

Anusol's advertising heritage was clinical and rational. But the humour in Amazon reviews of Anusol showed how humour could help the category leader tackle taboos in a direct and unashamed way. Pre-testing the campaign using facial coding rather than quant validated the creative.

A new cheeky TV ad voiced by Miriam Margolyes aimed to replicate a diagnosis using the visuals of a doughnut and pink balloon knot to represent the anus. The 20-second film aimed to feel like a relaxed conversation with someone you trusted normalising the condition.

The ad aired on primetime TV during programmes including Good Morning Britain, Emmerdale and Jamie Cooks Italy. The Cheeky Diagnosis is the first and so far only time an anus has been depicted in advertising, let alone on primetime telly. During the campaign, two comedians, David Walliams and Josh Weller delivered huge reach as unplanned brand ambassadors.

Thanks to its challenger behaviour and bravery to tackle taboos head on, Anusol pushed boundaries and normalised a common health condition.

#### Results

Anusol's taboo-busting approach breathed new life into an old brand. When a serious and steady market leader behaved like a cheeky challenger it drove record growth, encouraging people to pop Anusol into their supermarket trolley.

- The UK campaign drove **22%** growth year on year
- After its UK success, the campaign was rolled out internationally to Canada, South Africa, Ireland, and Australia.
- The campaign tackled taboos, encouraging consumers to buy Anusol in a more public environment, with a sales uplift of **+6%** in supermarkets and a reduction of **-7%** in pharmacies, compared to pre-campaign.
- The ad campaign had a halo effect on quality, trust, efficacy and range perceptions, even though the products were the same and the range had not been extended

#### Learnings

- A powerful insight can change the fortunes of a brand.
- Behaving like a cheeky challenger in a highly regulated, low interest category like healthcare can have real impact
- What happens when a serious brand embraces its playful side?



Anusol's cheeky diagnosis ad was clear not crude to reduce stigma

## THREE BENEFITS

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



Syl Saller CBE, President of The Marketing Society, Executive Coach and former CMO Diageo

The Marketing Society exists to celebrate the very best in marketing practice, to support our members and ensure they have the recognition and credibility they deserve. The Annual Marketing Society Awards are an important way we do this.

And this year it felt more important than ever.

This is a time of new beginnings, and these awards demonstrate how we can overcome the most difficult circumstances if we pull together, think creatively, and are passionate about what we're doing. These award-winning entries show there is nothing we cannot achieve. As marketers, we are a resilient, creative, and optimistic bunch.

I see such a bright future for marketing leaders and have many hopes. I hope we are all grabbing the opportunities to reshape our businesses for the next decade, not the next quarter. I hope we are all asking ourselves how can I make the greatest difference to my company, my colleagues, my friends and family. I hope we all feel the power of what we can do collectively as a Society.

I've chatted to a number of CMOs who entered the awards to understand what they got out of it. Let me share just three of the many benefits they named, as a means of encouraging everyone to enter the 2022 Awards.

### 1. Helps guide future strategy

First, simply by writing the entry, teams had the chance to step back, codify and take pride in their work. The companies who entered now have a library of case studies that can help guide future strategies in terms of knowing what really works.

### 2. Supports partner recognition

It was an enormous source of pride and recognition for agencies, many of whom submitted their own entries.

Most clients do look at agencies' award-winning work when considering our roster so why not support our valued partners getting the recognition they need to drive their business.

### 3. Boosts team morale

The external recognition from these prestigious awards was a huge morale boost to the team and further increased our credibility internally for delivering robust results.

I could go on... but the core message is... It's not difficult to enter, and the benefits are many. Your case will be judged by people at the cutting edge of marketing, and I promise you and your teams will learn a lot.

To me, growth for our business and brands is inextricably tied to growth in our learning and there's no better way than codifying your experience into an award entry. A learning organisation is a winning organisation. Look at this as a huge opportunity to consolidate what you've learned and recognise your teams' hard work. And you just might win! I hope you'll rally your teams and agencies to apply to the 2022 Marketing Society Awards.

**"I SEE SUCH A BRIGHT FUTURE FOR MARKETING LEADERS AND HAVE MANY HOPES. I HOPE WE ARE ALL GRABBING THE OPPORTUNITIES TO RESHAPE OUR BUSINESSES FOR THE NEXT DECADE, NOT THE NEXT QUARTER."**

## MARKETING SOCIETY AWARDS 2021 JUDGES

Lindsay Clay	CEO, Thinkbox
Michael Inpong	Strategy and Marketing Director, Muller UK and Ireland
Radha Davies	Director, Communications and Creative, Sainsbury's, Argos, Habitat and Tu
Michele McGrath	Managing Director, Accenture Interactive
Nishma Robb	Marketing Director, Google
Nuria Antoja	Sales Director, Mondelez International
Andy Daly	VP, Global Pampers Upstream Innovation, P&G
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





# 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 businesses that marketing drives growth.

Deadline for entries is 4 March 2022

<https://awards.marketingsociety.com>