

JAGUAR F-TYPE: DRIVING DESIRE

EXECUTIVE SUMMARY

With fading sales, Jaguar needed the F-TYPE convertible to revitalise the brand; creating desire for the entire range amongst a new generation of buyers.

Taking a bold approach as they entered the sports car segment for the first time in 40 years, Jaguar issued a seductive invitation with intriguing content, celebrity PR, impactful communications and targeted media. This allowed Jaguar to exceed their goals; total volume growth of over 50% in China and 15% in the UK, the USA, and Germany, double online configurations and double test drive requests. The success in context shows Jaguar outpaced average competitive sales in every market by at least 50% with 10% or less share of voice. The impact of the campaign not only met business targets but it also lifted employee morale at Jaguar and within their retail networks.

The groundswell of positive engagement and sales sets the stage for Jaguar to come out of the shadows and assert itself as a volume player in the premium automotive segment.



THE JAGUAR F-TYPE: DRIVING DESIRE



INTRODUCTION

Jaguar faced enormous challenges and great expectations heading up to the launch of the F-TYPE convertible, their first true sports car in over 40 years. A small player in the luxury automotive category, Jaguar needed the F-TYPE to win in its own segment, and lift the range. Focusing their efforts on their top four markets China, Germany, the UK, and the USA; Jaguar needed this campaign to create unprecedented desire for the brand and category-beating sales growth for the entire business.

This is the story of how an integrated global marketing effort set out to enter a new segment, reach new audiences, lift Jaguar sales, change perceptions, and completely revitalise a brand that had been stagnating; all with limited funds.



THE ROUGH ROAD

After a series of owners, Tata Group bought Jaguar from Ford in 2008. Good products were introduced but inadequate plans meant that while new models were praised by the industry, sales disappointed. In fact with the exception of China, Jaguar's four-year average sales were down in key markets.

Poor sales meant poor morale for employees, but also critically for the network of retailers. Losing confidence, retailers pushed staff, investment, and prospective buyers towards other brands.

Drivers had lost touch with the brand. In western markets, Jaguar's image had decayed since the 60s when Jaguar and the E-TYPE model embodied cool. People still knew Jaguar's name, but not its current positioning or models. In China, where the brand was less than a decade old, awareness was also high but consideration low. Global research showed that despite awards for quality and solid industry reviews, poor product quality perceptions persisted.¹ It also revealed that people generally perceived Jaguar as simply 'an old man's car'. This irrelevant image shut out new buyers, further aging the driver base and worsening the problem.

¹Jaguar Bi-Annual Brand Health, MM-EYE 2010-2013

THE GREAT VISION

Defiantly, Jaguar still believed it could reclaim a place as a high volume premium automotive player. They made a brave decision to start brand transformation, not with a volume sedan, but a convertible sports car. On paper it makes no sense, but Jaguar believed the F-TYPE could be the catalyst for changing perceptions, channelling past glory to inject modernity and emotion into the brand. A now or never moment, Jaguar set huge goals across the range in order to force new methods and thinking from marketing.

1. **Business** - Use the F-TYPE as a halo to increase overall global sales volume outpacing the category in each country, specifically looking for 50% growth in China and 15% each in Germany, the USA, and the UK.
2. **Behavioural & Attitudinal** - Intrigue sufficient numbers to fill the top-funnel metrics for future Jaguar consideration.
 - a. Increase engagement with Jaguar websites with three metrics.
 - i. Increase overall unique visits. Specifically, China needed to double its volume, Germany by +30%, the USA +20% and the UK +5% (home market traffic was already strong).
 - ii. All markets to increase online car configurations by 50%.
 - iii. All markets to double online test-drive requests.
 - b. Get Jaguar into the conversation; make the brand relevant through PR, events, and social activity. Different budgets meant unique goals.
 - i. China: Press reach of 3M.
 - ii. Germany: Press reach of 3M and get 5,000 registered users on F-TYPE Circle, a social/CRM digital program.
 - iii. UK: Press reach of 25M and rank in the top 5 brands for Facebook Post engagement rates.
 - iv. USA: Press reach of 750M impressions and reach 1M Facebook likes.



THE INSIGHT

An analysis of both primary and secondary research, including numerous in-market product clinics and focus groups, revealed the biggest barrier to purchase was permission to buy. People had latent goodwill for Jaguar, and when directly confronted with the current brand and products, both younger audiences and those in new markets found the British design, performance, and innovation appealing compared to the dominant German brands. But even if they liked the cars, Jaguar remained a 'risky' choice that would need justifying to friends and colleagues; the exact opposite of what a luxury buyer seeks.^{2,3}

So, not only did Jaguar have to drive specific demand among prospects, it had to significantly reduce the risk of purchase. Jaguar had to become a desirable icon among a wider audience to influence and confirm purchases.

THE HARSH REALITY

Jaguar is a small player in the luxury automotive category; total sales volume in 2012 was less than 5% of either BMW or Mercedes. To outpace the predicted category growth meant taking share from well-established competitors who invested hundreds of millions in marketing every year and enjoyed significant share of voice. In comparison to Audi, BMW, Mercedes-Benz and Lexus, Jaguar's share of voice for this campaign was 4% in China, 5% in Germany, 10% in the UK, and 6% in the USA.⁴

Having been ignored for years, Jaguar had to find a way to get its voice heard in this crowded landscape. This would require compelling messages over time, delivered in all the right channels, to the right people, and amplified through social sharing and word-of-mouth. This would be the only way Jaguar could punch above its limited media weight.

² Jaguar Brand Positioning Research, Auton & Co. April 2011

³ Jaguar Marketability Clinics F-TYPE, Jaguar 2011-2012

⁴ Ebiquity, Oct 2012-Sept 2013 and Automotive News 2011-2013



THE NEW JAGUAR F-TYPE. YOUR TURN.

Step into the new Jaguar F-TYPE. Experience everything we've ever learnt about making legendary sports cars. Now it's your turn.

JAGUAR.COM



HOW ALIVE ARE YOU?



Fuel consumption in l/100km (mpg) urban XX.X (XX.X) - extra urban X.X (XX.X) combined X.X (XX.X); CO₂ emissions XXXg/km

THE MASTER PLAN

Marketing had to make it clear that it was a new generation's turn to be seduced by Jaguar. The strategy was to get people to buy into Jaguar emotionally, intellectually and financially through breakthrough content and cultural buzz.

The idea was to create irresistible desire for the brand using the F-TYPE as an open invitation to experience a modern Jaguar. Put simply, it was "Your turn" to experience the sex appeal and drama of a Jaguar.

To create permission to buy amongst influencers we had to create a desirable image and make the "Your Turn" invitation compelling through engaging content with mass reach.

Two owned pieces of content were created around a theme of desire. Jaguar commissioned the song "Burning Desire" from Lana Del Rey, a hugely popular global artist with a growing fan base and seductive style similar to Jaguar. And Jaguar partnered with Ridley Scott productions and Damien Lewis, rising British star of Homeland, to create a short film. Using film industry style PR this "Desire" film reached influencers in entertainment, lifestyle, and broadcast channels.

Additionally, each market identified local celebrity ambassadors to create rich social content that would appeal to their own fans and grow engagement with Jaguar.

THE INTEGRATED STORY

The campaign for F-TYPE unfolded over three phases. The communication strategy was to create "Disruptive Seduction" at each phase, creating emotional appeal and maximum impact for the invitation to drive.

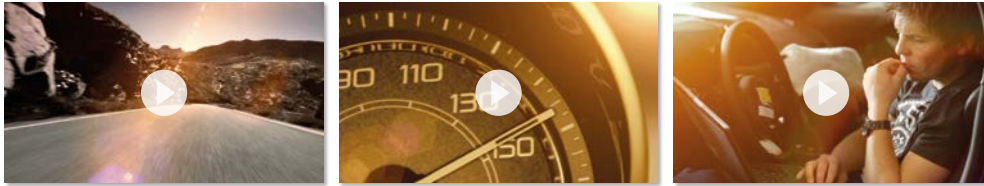
AWAKEN DESIRE

SEDUCED BY DESIRE

GIVE IN TO DESIRE



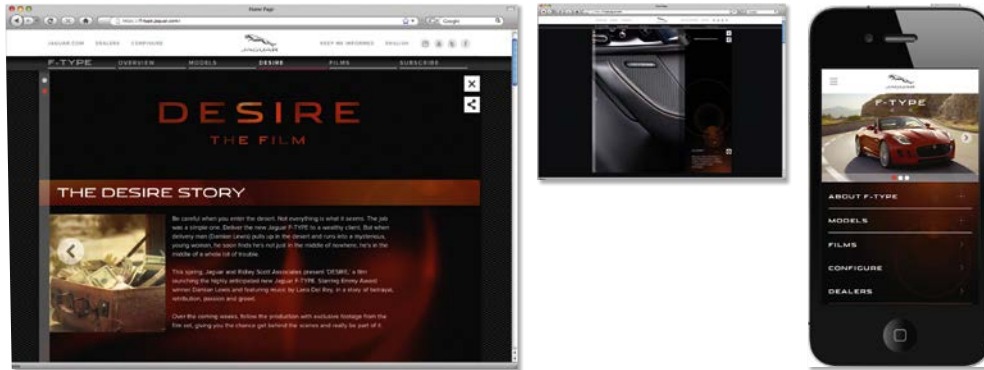
F - Films



Trailer



F-TYPE.com



PR



PHASE 1:
AWAKEN DESIRE: SEPTEMBER - DECEMBER 2012

The F-TYPE was revealed at the Paris Motor show. Lana Del Rey performed the new Jaguar song, which was streamed across global media channels. Trade and lifestyle press quickly amplified the impact. Intrigued prospects were encouraged to register their interest on Jaguar's digital channels.

To entice automotive fans, enthusiast press began to run 'spy shots' of final F-TYPE prototypes wrapped in campaign camouflage. As people registered, they were rewarded with an advanced online configurator and monthly "F-TYPE" videos such as "Future", "Focused", "Fearless", and "Fierce" each detailing a seductive aspect of the car.

It had been years since Jaguar got headlines in a publication like Hollywood Reporter, but the release of the "Desire" film trailer created positive buzz from the entertainment industry, creating intrigue about the new image to new audiences.



CRM



**PHASE 2:
SEDUCED BY DESIRE: JANUARY - APRIL 2013**

The campaign continued to create desire and drive people to Jaguar's online content. CRM began in earnest to encourage pre-registration and future test drives.

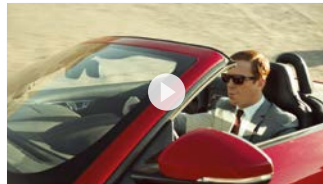
Further PR resulted in global front-page headlines. On Valentine's Day Jaguar released a music video for "Burning Desire" which received 13 million views. In March, the full 13-minute "Desire" short film was released, generating 200 articles and over £2 million in PR value.

Interested parties could now download a stunning iPad app created with Road Inc. showcasing F-TYPE with historic automotive greats.

Road Inc. App



'Desire' Film



Music video



PR



Print



TVC



Digital



Events



Social



**PHASE 3:
GIVE IN TO DESIRE: MAY - AUGUST 2013**

The F-TYPE goes on sale, and it is officially “Your Turn” to drive it. The three main markets, Germany, UK, US - received significant support in television, print and outdoor. In China, the primary way to reach this audience was consumer auto shows, where Jaguar showed F-TYPE as a modern classic.

Major social media programmes were launched to give new audiences the chance to experience Jaguar’s cars for themselves. These social activities, especially those with built-in local celebrity fan bases, created valuable brand content and earned media. But most importantly they demonstrated the modern Jaguar message and placed the brand into everyday conversation.



THE RESULTS

Beating the Business Goals:

By October of 2013, Jaguar had exceeded all sales goals. In each of the four markets, sales far exceeded objectives, outpacing the average growth of its main rivals Audi, BMW, Lexus, and Mercedes-Benz.⁵

SALES VOLUME GROWTH 12 MONTHS NOV - OCT

	11-12 ACTUAL	12-13 OBJECTIVE	12-13 ACTUAL	YOY INCREASE
CHINA				
Competitive Set	941,208	NA	1,110,686	18%
Jaguar	8,102	50%	14,168	75%
GERMANY				
Competitive Set	807,761	NA	783,392	-3%
Jaguar	3,193	15%	4,151	30%
UNITED KINGDOM				
Competitive Set	349,035	NA	387,170	11%
Jaguar	13,721	15%	16,325	19%
UNITED STATES				
Competitive Set	881,985	NA	1,019,374	16%
Jaguar	12,140	15%	15,160	25%

Source: Polk IHS

Competitive Set: Lexus, Audi, Mercedes-Benz, BMW combined

The home market of the UK had set itself an additional goal of outselling the iconic Porsche convertibles over the spring/summer period. The F-TYPE, priced right between the Porsche Boxster and 911 beat all expectations, outselling 911 convertibles by 3:1 and Boxster by 20%.⁶

⁵ Polk IHS 2011-2013

⁶ Polk IHS 2013 April-October



THE RESULTS

Beating the Behaviour and Attitudinal Goals:

The first objective of increasing unique visitors was exceeded in each market.

TOTAL UNIQUE VISITORS 12 MONTHS SEPT - AUG				
	11-12 ACTUAL	13 OBJECTIVE	12-13 ACTUAL	YOY INCREASE
CHINA	6.2M	100%	13M	107%
GERMANY	.86M	30%	1.3M	47%
UNITED KINGDOM	4.1M	5%	4.4M	7%
UNITED STATES	5.4M	20%	6.8M	26%

Source: Jaguar web analytics

Online test drive request met goal of doubling for the YOY period of September-August. The UK actually tripled from 2,020 to 6,381 requests, Germany doubled from 524 to 1,131, China showed an astonishing 10x increase from 205 to 2,583, and the US jumped from 2,095 to 4,926.⁷

The clear push from content to the online experience allowed each market to achieve their individual goals of increasing online car configurations across the range by 50%, with the USA up 87%, the UK 83%, Germany 230%, and China 125%.

PR and social media goals were also exceeded in all four markets.

China: The press reach goal of 3 million impressions was exceeded, with 3.8 million impressions and coverage on major news networks.⁸ The digital films featuring local celebrities helped to grow Jaguar social credibility and presence.

Germany: The press reach goal of 3 million was achieved, and PR sentiment was overwhelmingly positive.⁹ This was a huge breakthrough for a British brand in the homeland of our main competition. Additionally, a dedicated social portal for F-TYPE events exceeded the prospect goal by 400, registering 5,400 users.¹⁰

UK: Press reach exceeded the goal of 25 million, reaching almost 30 million.⁹ On Facebook, the UK hit its highest-ever post engagement during the main social summer push, ranking 2nd in June and 3rd in August on engagement for all brands in the UK.¹¹

USA: Jaguar hit its goal of one million likes on Facebook by September 2013 and more than doubled the Press impression goal, gaining over 2 billion impressions.¹²

Lastly, the success of the campaign and its visibility amongst a wide audience had a massive impact on employee and retailer morale injecting new life into the brand and creating a sense of momentum to drive the brand forward.

⁷ Jaguar Web Analytic Data and Shift Digital

⁸ Jaguar internal PR tracking

⁹ Cision Research and Brandwatch

¹⁰ Jaguar web analytics

¹¹ SocialBakers.com

¹² ASG Renaissance PR



THE CONCLUSION

The campaign was an overwhelming success. It reached new audiences with a new car in a new segment. It grew overall brand sales to outpace the category, increased interactions with the brand both in social channels and in real life test-drives. The extension of the brand revitalised Jaguar's fortunes. By creating desire and permission to buy, Jaguar ignited a new generation of buyers setting the stage for more great things to come. Watch this space.

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