



adam&eveDDB<sup>®</sup>

Manning Gottlieb | 

Marketing Society Awards 2017  
Long Term Marketing Excellence

John Lewis

## EXECUTIVE SUMMARY

This paper tells the story of how, from 2012-2015, John Lewis created a series of Christmas campaigns that delivered outstanding return on investment.

It's a story about giving and sharing. John Lewis gave the public heart-warming stories they could share. And when the nation gave John Lewis their business, they shared the profits with their staff.

Based on business, brand and customer insights, John Lewis' Christmas strategy is to be the home of 'thoughtful gifting'. Each year, that strategy is brought to life through emotive stories, supported by a media strategy that builds anticipation, awareness and immersion through technology and instore experiences.

The result was Britain's most famous advertising campaign.

People loved the stories and they got everyone talking. Campaign launches became a national event. People increasingly sought out the advertising online leading to 78m views online.

Suppliers began to fund the campaign. Charities partnered with us to raise support for their causes. The public and other brands jumped on the bandwagon with parodies.

Crucially, this virtuous circle of fame had an incredible effect on John Lewis.

Advertising awareness surpassed every other retailer, brand perceptions improved, and British mums voted John Lewis their favourite brand.

John Lewis recruited record numbers of customers, who visited more often and spent more.

Campaign merchandise sold out and returned millions in sales revenue.

Web traffic increased 63% and footfall increased 55% since 2013. Sales hit record levels, increasing 33% over the last four Christmases, allowing John Lewis to beat its rivals seven years running.

John Lewis grew much faster than the market and market share increased to 29.6%, its highest level ever.

Econometrics proved that advertising delivered over £8 of profit for every £1 spent, with an incremental £177m in profit over four Christmases - an exceptional result in a tough retail environment.

## INTRODUCTION

This paper tells the story of how, from 2012-2015, John Lewis created a series of Christmas campaigns that delivered outstanding return on investment.

It's a story about the power of fame. It's a story about the immersive power of modern media. It's a masterclass in how to build brands in the 21st Century to drive long term marketing excellence.

But more than that, it's a story about giving and sharing. John Lewis gave the public heart-warming stories that they could share. And when the nation gave John Lewis their business, they shared the profits with their staff.

## BACKGROUND

Founded in 1864, John Lewis now has 45 shops and a thriving e-commerce business, putting it at the forefront of British retailing.

The John Lewis Partnership is mutually owned, making it the UK's largest employee co-operative.

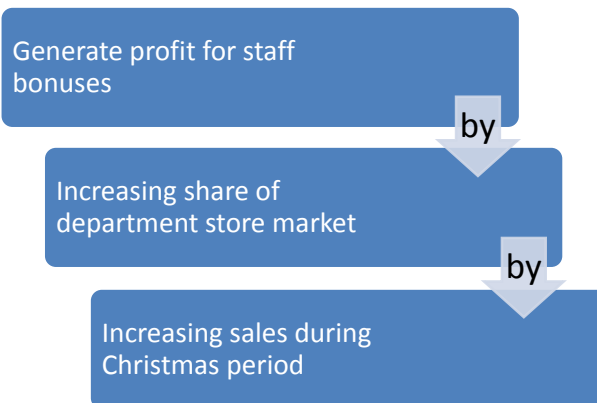
Every year, the board awards a bonus to employees (“Partners”), depending on profits. Christmas is vital for generating bonuses as it accounts for around 40% of profits.

UK retail is fiercely competitive, and never more so than at Christmas.

## OBJECTIVES

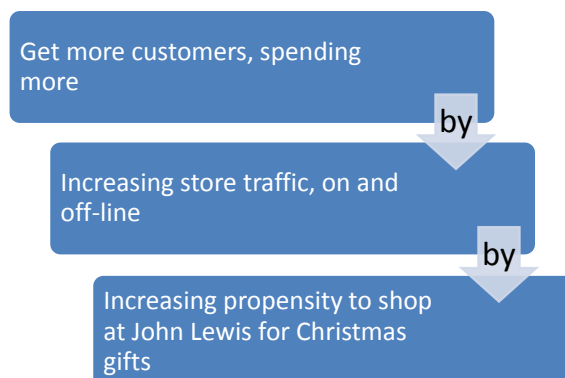
John Lewis set the following commercial objectives:

### Commercial Objectives



The key to sales is traffic, so the marketing objectives were:

### Marketing Objectives



As well as being top-of-mind in the Christmas rush, we aimed to create an emotional connection and make each campaign more famous than the last. We set the following communications objectives:

## Communications Objectives

Increase brand salience  
and deepen emotional  
connection

by

Creating Britain's most  
watched, loved and  
talked about Christmas  
advertising

### “THOUGHTFUL GIFTING” STRATEGY

John Lewis' Christmas strategy is based on three insights<sup>1</sup>:

#### **Business insight**

John Lewis has more products than any other high-street retailer. So no matter who you are buying for, you will find the perfect gift.

#### **Brand insight**

John Lewis is a calm, understated brand in all that it does. The shopping experience is quiet and unruffled. At a time of glitz, celebrities and cliché, John Lewis is considered and thoughtful.

#### **Customer Insight**

John Lewis appeals to an affluent and educated customer base (typically ABC1 aged 25-55). When it comes to buying presents, they think more carefully and choose more thoughtfully.

Based on these insights, John Lewis' strategy is to be the home of 'thoughtful gifting'. Each year, John Lewis bring that strategy to life with emotive stories of thoughtful gifting.

Our media strategy aims to make those stories famous. We build anticipation; maximise awareness at launch; and embrace new media and technology solutions to immerse people in the stories.

### THE CHRISTMAS FILMS

Each year, the core of the campaign is an emotive story of thoughtful gifting. In 2012, we followed a Snowman's epic journey to find the perfect Christmas gift for his Snowwoman:

<sup>1</sup> Source: adam&eveDDB qualitative research



In 2013, a Hare thoughtfully gave his friend, a hibernating Bear, an alarm clock, so he wouldn't miss Christmas:



In 2014, our tale involved a boy and his toy penguin, Monty. Seen through the eyes of the child, Monty comes to life. But Monty wants someone to love, so the boy gives him a companion for Christmas.



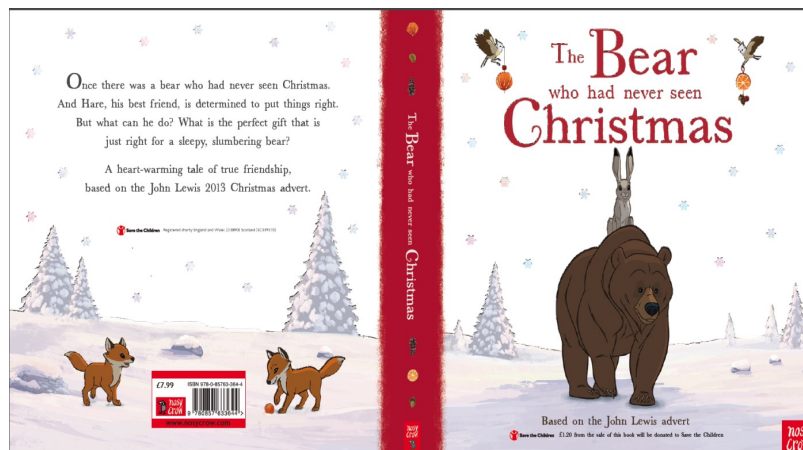
In 2015, we told a story of loneliness. A little girl spies an old man, living on his own on the moon. Her thoughtful Christmas gift is a telescope, so that he can see he's not alone.

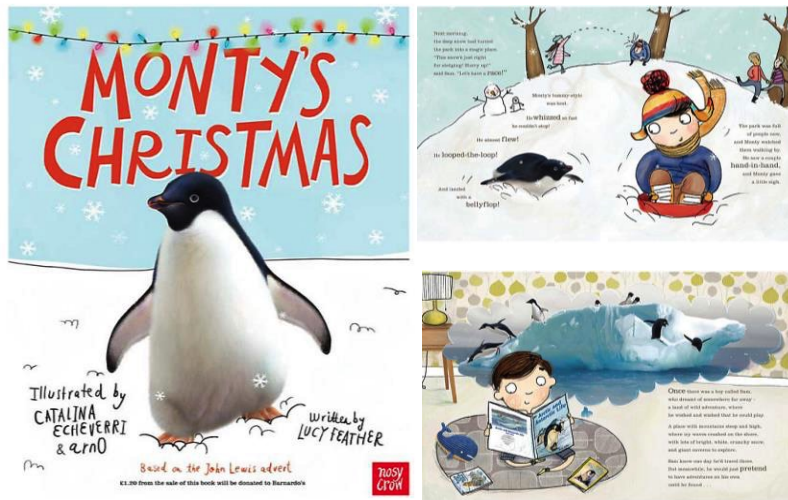


Each year, we immersed the public in the story with an integrated approach, including in-store experiences and technology partnerships:

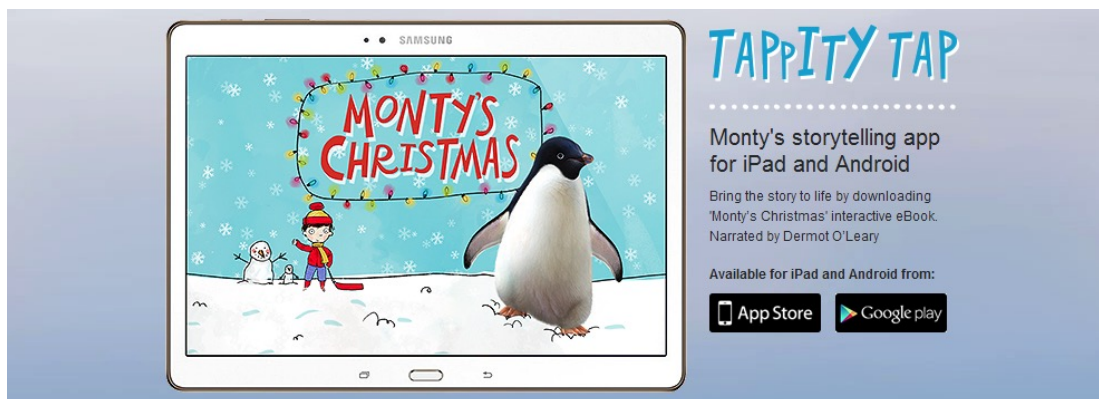


We created story-books for children:



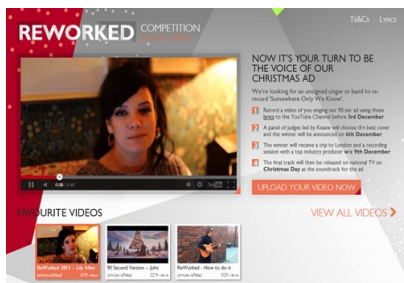


We designed apps which made the stories interactive:





We encouraged the public to create their own art and music:



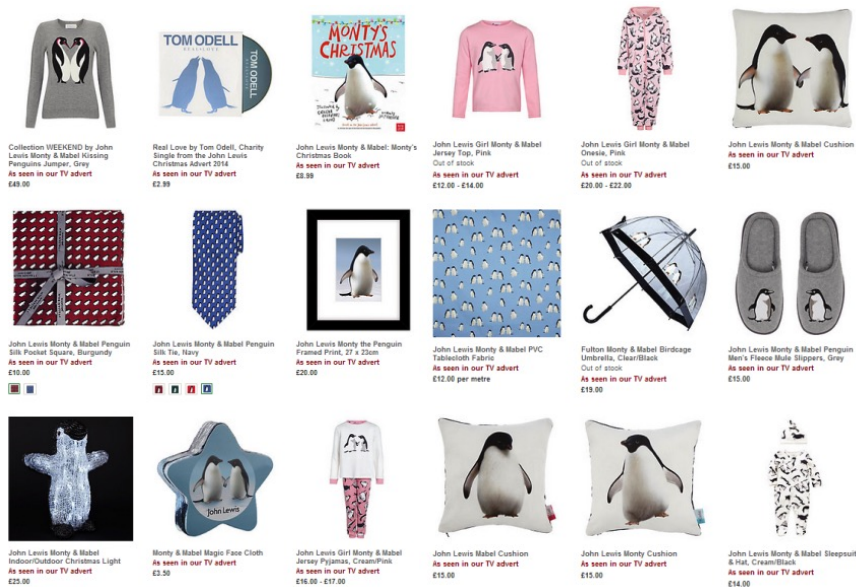
In 2014, the public could follow Monty and Mabel's romance on Twitter:



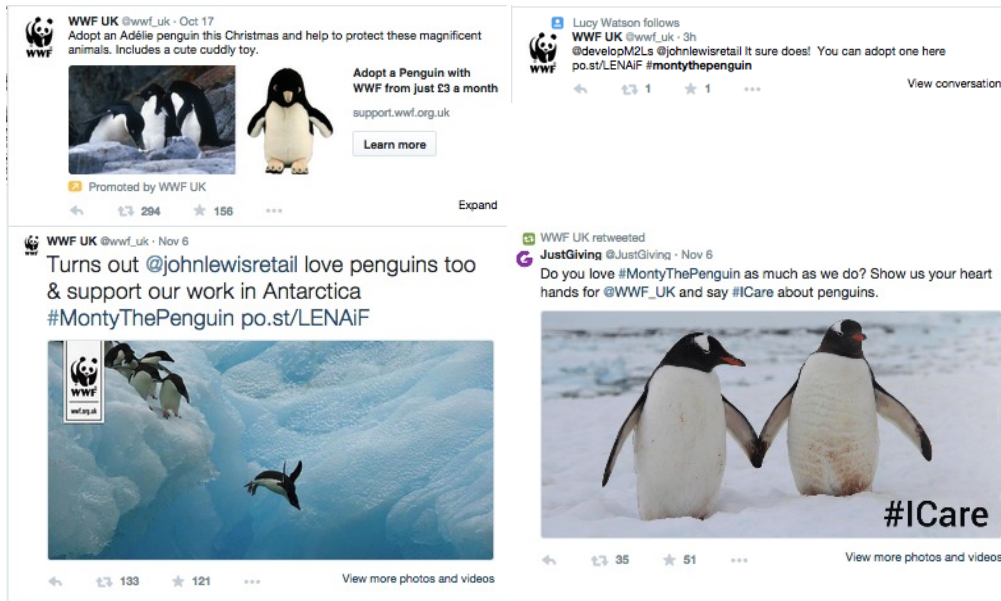
In 2013, customers could enjoy the story at home with “Bear and Hare” merchandise:



This proved so successful, we produced a bigger range in 2014 (including soft toys!)



We used the growing influence of our stories for social good. In 2014, we partnered with WWF to encourage people to sponsor a penguin:



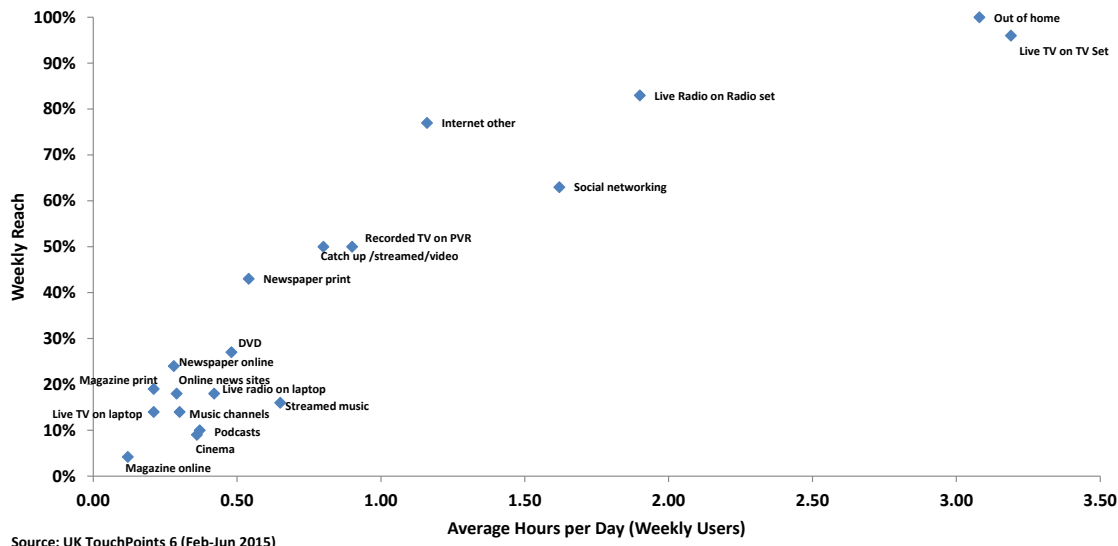
In 2015, we partnered with Age UK to tackle loneliness at Christmas with the message “show someone they’re loved this Christmas”. We made a second TV ad with Age UK, to raise awareness of the issue.



## MEDIA EXECUTION

TV became our core media channel, because it can deliver storytelling at scale.

### UK media consumption in 2015



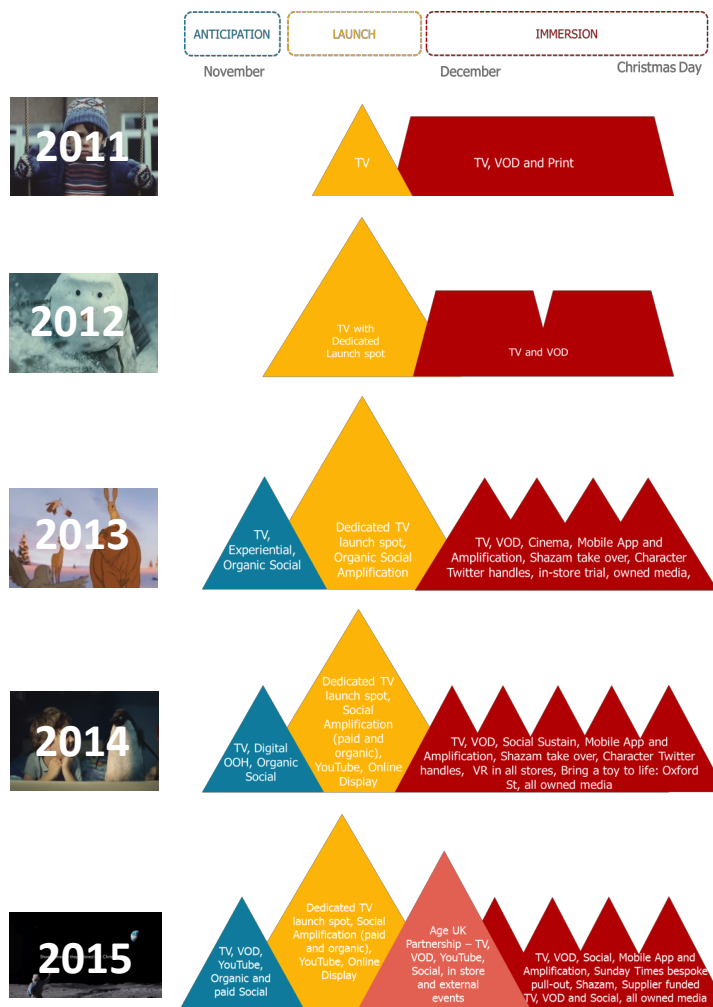
Online video makes TV work harder, reaching light viewers and allowing ads to ‘go viral’.

### Christmas media expenditure

	2012	2013	2014	2015
TV	£3,722,746	£4,391,301	£4,080,862	£3,711,987
VOD	£171,994	£205,976	£141,354	£129,476
Cinema		£261,845		£0
Press				£159,292
Social		£48,036	£131,725	£129,107
YouTube			£64,768	£107,092
Mobile		£56,265	£30,627	£42,983
Online Display			£66,000	
OOH		£96,800	£205,000	
<b>TOTAL</b>	<b>£3,894,740</b>	<b>£5,060,224</b>	<b>£4,384,337</b>	<b>£4,279,937</b>

Spend by John Lewis on Christmas brand campaign  
 Source: Manning Gottlieb OMD

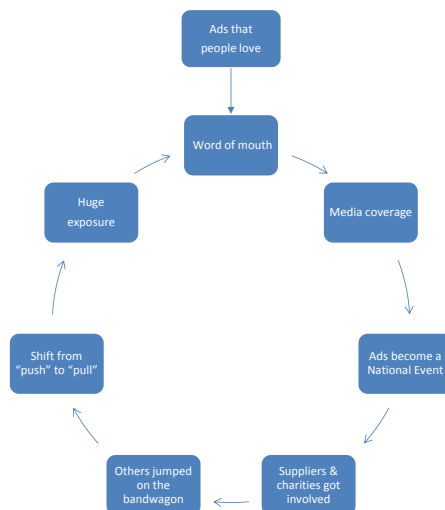
We devised a three phase approach: create anticipation, launch in spectacular fashion, then immerse the public in our story. Each year our media plan evolved to embrace a more diverse array of channels.



## RESULTS PART ONE: BRITAIN'S MOST FAMOUS ADVERTISING

Our aim was to create the most famous advertising in Britain, and this is how it worked:

### Fame: the gift that keeps on giving

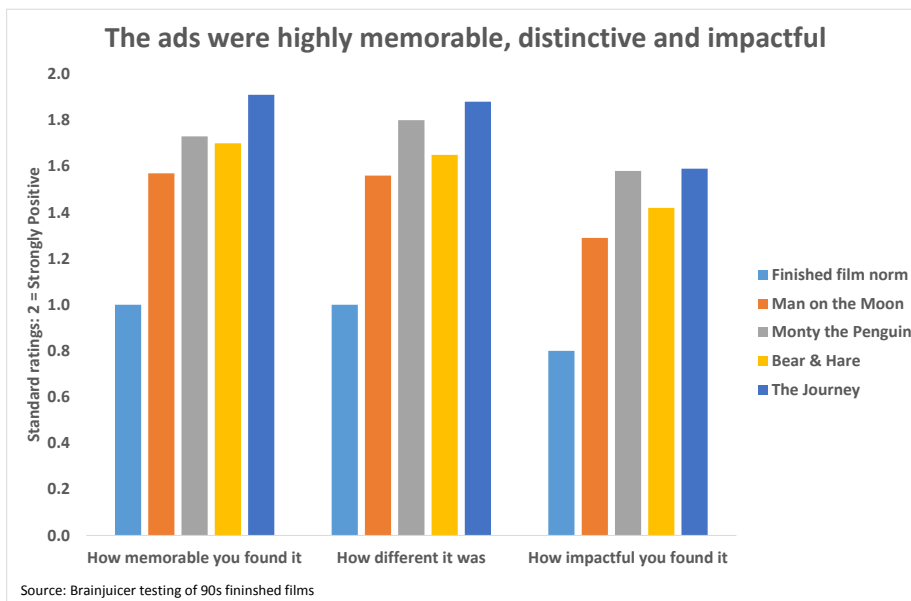


## People loved the ads

Five years on, it is easy to forget how ground-breaking these ads were. Most clients used advertising to showcase products and persuade people with reasons to buy.

We took a different approach with no overt selling messages. Instead, we gave the public a Christmas present each year: a story of thoughtful giving.

As a result, people rated our ads as different, impactful and memorable:



Emotion lay at the heart of our stories. We literally reduced people to tears:

**BuzzFeed** News Videos Quizzes Food DIY More

**BuzzFeed NEWS** From Lima to London – global news, no matter where you are

### The John Lewis Christmas Ad Has Resulted In A Lot Of People Being A Sobbing Mess Again

Did you cry at the John Lewis Christmas advert?

I am destroyed.

I have a little something in my eye.

Nope. NOPE.

[VIEW RESULTS](#)

**Twitter Reactions:**

- Olivia Grace: Awwww here come the tears. B.O! and John Lewis, you've cracked me. #ManOnTheMoon
- Rosie: Bloody hell, @johnlewisretail, I'm crying on the bus #ManOnTheMoon
- Marty Ewart: Awww. If you don't cry at this then you've got a heart of stone. Haha. #ManOnTheMoon
- Megan McGowan: Love the Christmas @johnlewisretail advert! Never fails to get the emotions running! #ManOnTheMoon #JohnLewisXmasAd
- Candice: I'm sorry, I can't come in today, I'm too busy scraping my heart off the floor after watching the John Lewis ad
- yasemin: #ManOnTheMoon has filled me with all these emotions I feel like I need a nice pie and a mulled wine to recover
- Catherine: Well done @johnlewisretail - once again you have thawed my icy heart. #ManOnTheMoon

**Facebook Comments:**

- I cried so much arthur was like
- Haha bella too
- The tear at the end
- I know!
- So sad X
- I thought he was gonna be father Christmas.
- Haha no, just the lonely man on the moon
- Hope he's ok
- Me too. Gonna try and send him a package with some balloons on. Invite him round.

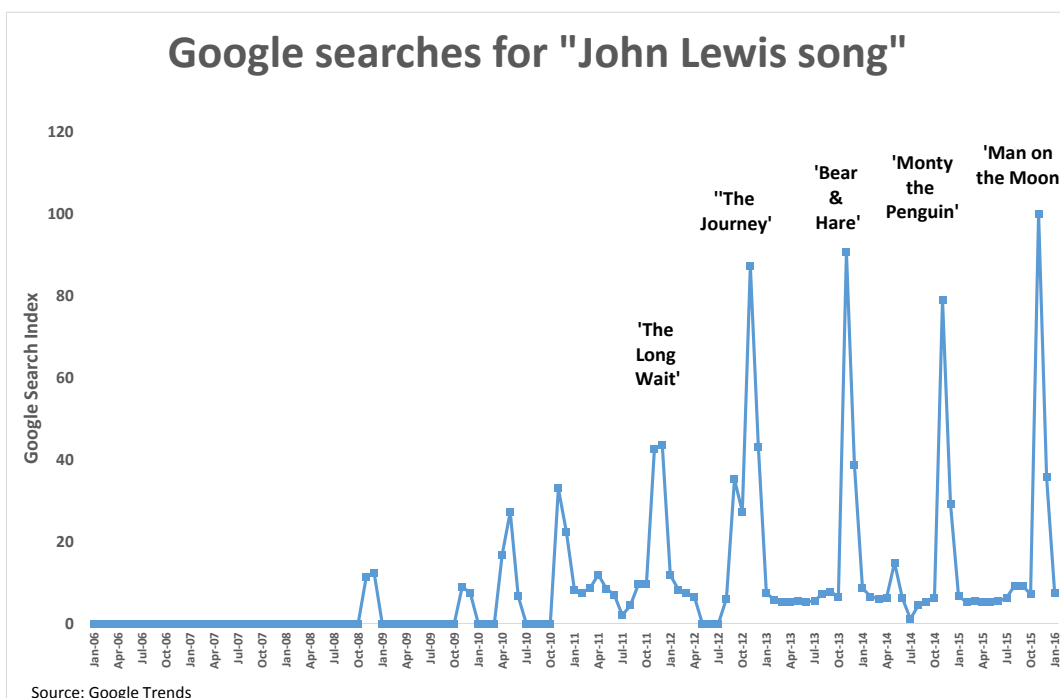
Our ads were more emotional than other retailers:

## Most emotive Christmas ads UK retailers, 2013-2015

Rank	Brand	Ad	Year	Emotion into Action Score	Star Rating
1	John Lewis	Monty the Penguin	2014	83	5
2	John Lewis	Bear & Hare	2013	79	4
3	M&S	Adventures in Surprises	2015	78	4
4	Sainsbury's	Mog the Cat	2015	77	3
5	Boots	Special Because	2014	77	3
Category Median	-	-	2013-2015	73	3

Source: Brainjuicer "Feelmore 50"  
Database of 402 ads tested from 2013 to 2015

People loved the music and it added to our stories as "musical handwriting". People rushed to find out what the song was.



We have regularly topped the "Most Shazamed Ads" chart. The songs have all gone on to become chart successes, including two Christmas number ones.

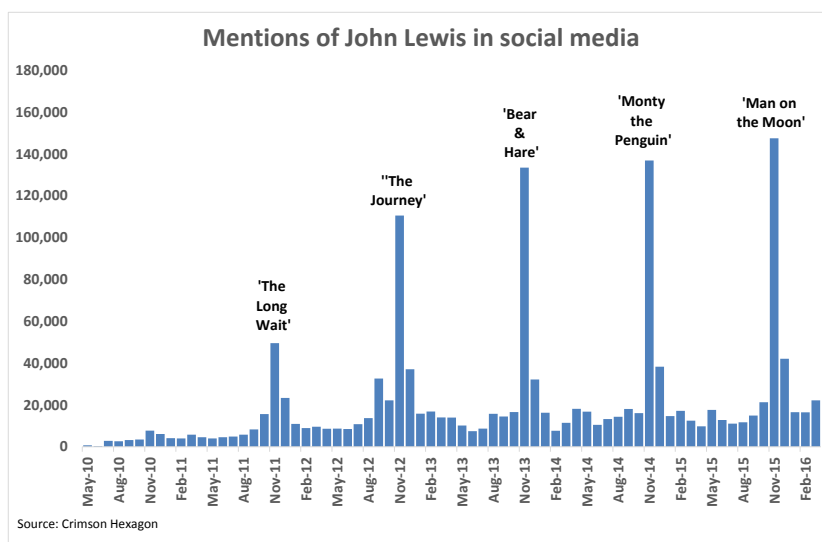
### Each song was a chart success

John Lewis advert	First aired	Featured song	Artist	Weeks in UK charts	Peak position
The Journey	Xmas 2012	The Power of Love	Gabrielle Aplin	14	1
Bear and Hare	Xmas 2013	Somewhere Only We Know	Lilly Allen	15	1
Monty the Penguin	Xmas 2014	Real Love	Tom Odell	14	7
Man on the Moon	Xmas 2015	Half the World Away	Aurora	8	11

Source: Official Charts Company

### The ads got everybody talking

Social mentions of John Lewis have increased relentlessly every year, many of which have been notable for people’s emotional reaction.



**Karl Pilkington** @Ashleybrewer 15 Nov  
The Christmas **John Lewis advert**....still,a better love story than twilight  
Expand

**Jay Short** @JayShort\_ 15 Nov  
The **John Lewis advert** is the best **advert** like ever  
Expand

**JoshCally** @\_JoshCally 15 Nov  
the **john lewis advert** is so cute  
Expand

**Lauren Aquilina** @laurenaquilina 15 Nov  
Hey that girl from the **John Lewis advert** just curled my hair  
Expand

**princess siân** @k0nichwa69 15 Nov  
the **john lewis advert** is probably the best **advert** I've ever seen  
Expand

**@1directioners** 14 Nov  
the **john lewis** christmas **advert** takes u on an emotional rollercoaster yet it's about fkn snowmen  
Expand

**Lucy Pinder** @LPinderOfficial 14 Nov  
**John Lewis**'s Christmas **advert** is adorable ♥ x  
Expand

**Chanelle Hayes** @chanellejhayes 14 Nov  
Love the new **John Lewis advert**. I want to find a snowman like that!  
#perfectsnowman  
Expand

**Kristian Kardashian** @KRISTIANTATE 11h  
The christmas **john lewis advert**, is one of the best christmas adverts ever  
Expand

**JORD** @\_Jord18 11h  
In love with the **John Lewis advert**  
Expand

**The Christmas Truck** @Coca\_ColaTruck 11h  
**John Lewis advert** is beautiful and stunning. #ChristmasAds  
Expand

**Zoe** @ZoeBo 12h  
The **John Lewis advert** just gave me goosebumps (and not because of the amount of snow) It's so cute!  
Expand

**Paige Turley** @OfficialPaigeT 12h  
The **John Lewis**, snowman **advert** is the best **advert** I've seen in ages!! So cute #poweroflove  
Expand

**RATCHET** @HausOfStephan08 17 Nov  
The **John Lewis advert** is a better love story than Twilight  
Retweeted 284 times  
Expand

**Genna Banks** @GennaBanks 1h  
I seriously ♥ the **John Lewis advert** ☺☺☺



**Jessica-May Knight** @JessieMay33  
I love the John Lewis Christmas advert puts a lil smile on my face and gets me in the Christmas spirit 😊  
2:29 PM - 4 Dec 2013

**Annabelle Hawkes** @annabellemayh  
I know this is a bit late but I just love the John Lewis Christmas advert it's so cute my heart just gets so sad and then so happy.  
6:40 PM - 4 Dec 2013

**Lauren Brain** @brainal1  
The John Lewis advert is definitely my favourite!!  
#cute #bearandhare  
9:20 PM - 2 Dec 2013

**BECCA** @goodoldglens  
Awwwwwww I love that John Lewis Christmas advert with the rabbit and the bear its so cute ahh  
9:59 PM - 2 Dec 2013

**Leah Rees** @Leaahrees  
#bearandhare advert by john lewis is heart warming! always do cute adverts!  
8:39 PM - 1 Dec 2013

**shan\*** @Shannon\_Leech  
Proper love the john lewis advert, awwwww #cute  
8:21 PM - 1 Dec 2013

**Katie Dougan-Hyde** @KHHyde  
Good grief, I just cried over an imaginary penguin getting an imaginary penguin girlfriend. #montythepenguin  
12:43 PM - 6 Nov 2014

**J** @jogregs  
OF COURSE I bawled watching the John Lewis advert. It's the one occasion each year I allow myself to feel emotion.  
8:45 AM - 6 Nov 2014

**Janet Snakehole** @Jessica\_Hornert  
Th Christmas @johnlewisretail advert just destroyed me  
12:55 PM - 6 Nov 2014

**Sarah Maerz** @sarahmaerz1  
The new John Lewis advert makes me want a pet penguin  
12:47 PM - 6 Nov 2014

**George Greenlees** @GreenleesGeorge  
Have to admit the John Lewis Ad warmed even my stony heart but only because it has a penguin  
8:20 AM - 6 Nov 2014

**Dan Matthews** @danmatthews35 · 4m  
9 in the morning sat in the client's cafe and I'm here sobbing over a damn toy penguin. #montythepenguin johnlewis.com/christmas-adve...

**becauseNIK** 2 minutes ago  
I knew it would be tough to beat but I think they've done it

**Jerry Daykin** via Google+ 46 minutes ago  
It's here!! And it's unbelievably cute... John Lewis' 2014 Christmas Advert #MontyThePenguin

**DisaidraGaming** 7 minutes ago  
I didn't think they could ever beat last years with the bear and the hare, but this is the first year a john lewis ad has actually managed to make me cry, and I very rarely cry happy tears like this. I don't think these adverts actually ever make me do more shopping at John Lewis, but they always manage to get me in the festive mood even if it is over a month before.

**Charlotte Tutton** @Char\_Tutton · 23m  
The John Lewis Christmas advert got me weeping 🥹🥰🥳🥳🥳🥳  
#manonthemoon #JohnLewisXmasAd #JohnLewis

**Rhiannon Valdambri** 1 hr · Metro · 🇬🇧  
Blubbing more than at last year's, so cuute

**Josie Chapman-Ward** 3 hrs · YouTube · 🇬🇧  
It's that time of year again! 🎄 I hope you all cry into your breakfasts as I almost did... 🥹

There are two types of people in this world:

1. People who cried at The John Lewis Advert
2. Liars

**Rue H Sinyoz** 3 hrs · 🇬🇧

**Metro** 1 hr · 🇬🇧  
\*Sob\*

**Marina Ashbourne** 41 mins · 🇬🇧  
They do it every year

**Emma Harris** @MeTheManAndKids · 3h  
Thoughts? #manonthemoon #JohnLewisXmasAd \*wipes tear away\*

**Daniel, never Dan.** @HomoSocialist · 37m  
Inspired by #OnTheMoon I've volunteered to help at an event for people living with dementia on Xmas Day.

As a result, John Lewis has been voted the most talked-about British retailer every year.

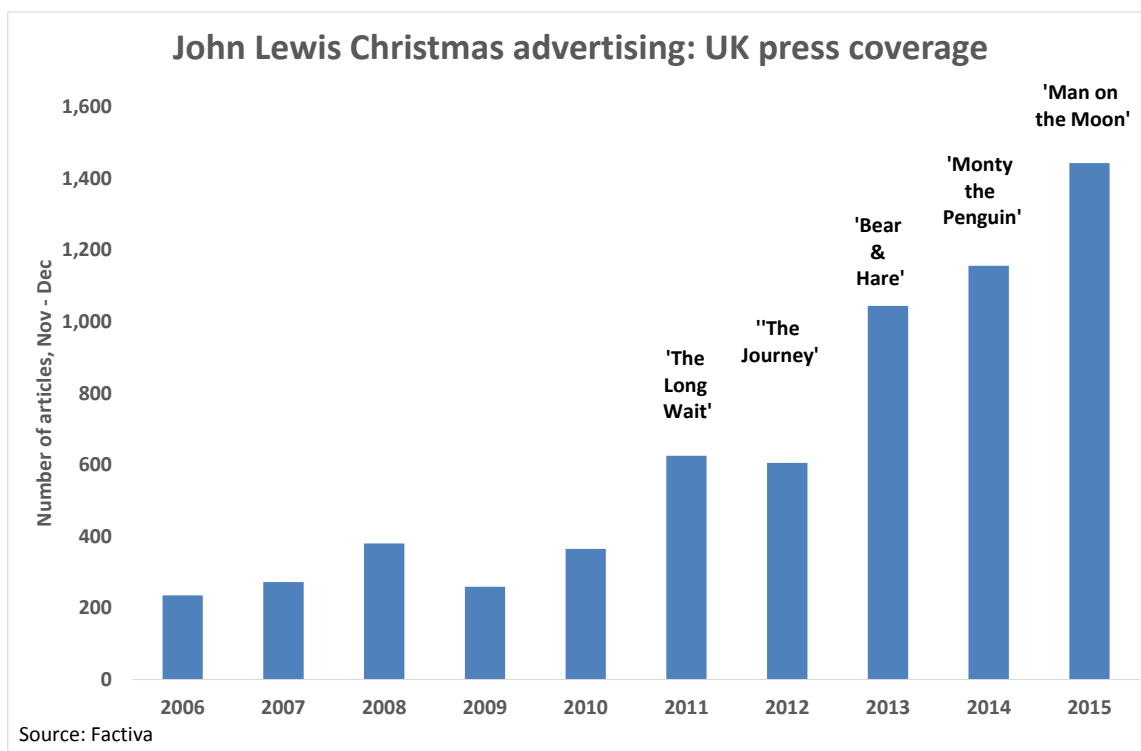
### YouGov: most talked about high street retailers

Rank	2013	2014	2015
1	John Lewis	John Lewis	John Lewis
2	Marks & Spencer	Marks & Spencer	Marks & Spencer
3	Boots	Boots	B & M Bargains
4	Debenhams	Poundland	Boots
5	Lakeland	Lakeland	Home Bargains

Source: YouGov BrandIndex 2013-2015

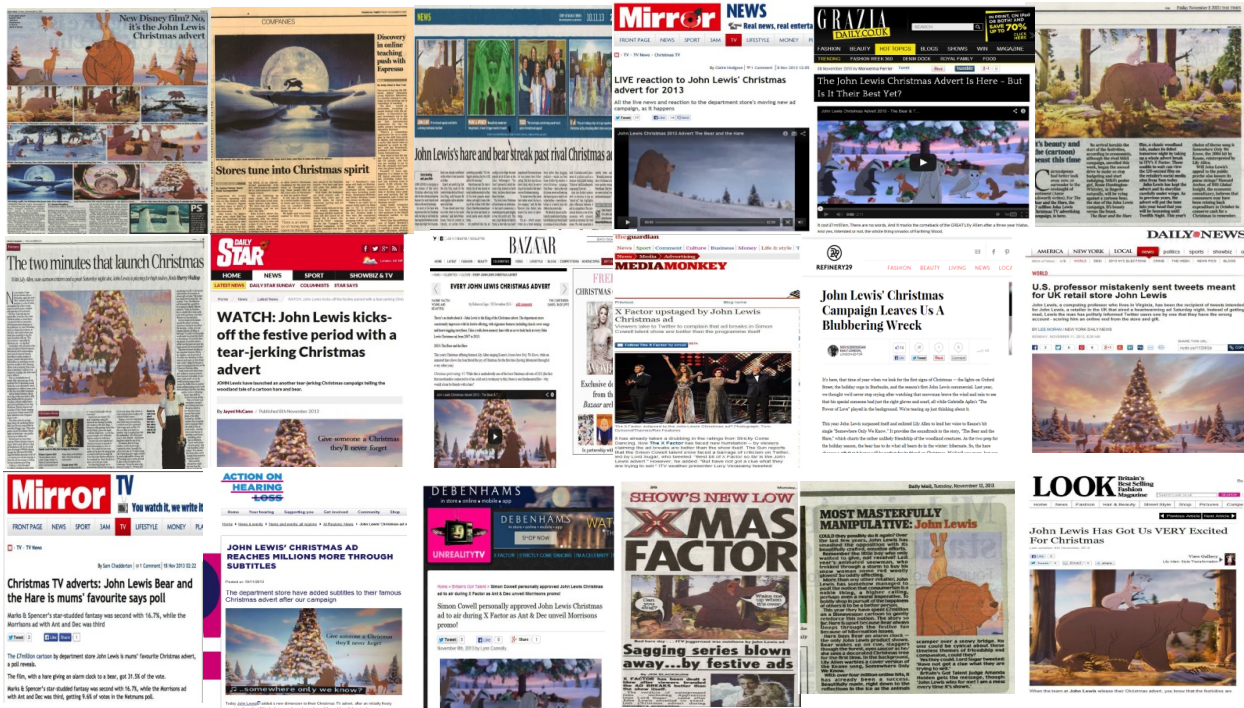
### Media coverage gave us free publicity

Christmas 2015 saw over 1,400 articles in the press, plus numerous references on TV. Mentions in the top-selling dailies delivered **458 million impressions** over the last four Christmases<sup>2</sup>.



<sup>2</sup> Based on ABC daily circulations quoted by Newsworks for print editions of The Sun, The Daily Mail, The Daily Mirror, The Daily Telegraph, The Daily Express, The Times and The Guardian. Coverage in online editions will take the true total even higher. The power of news brands to deliver mass audiences is clearly alive and well.

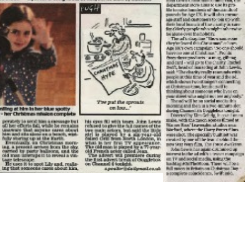
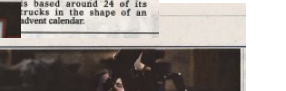
In an age of cynicism about advertising, the coverage has been extremely positive:





**Big boys do cry (but only at penguins)**

By Ren Macheil  
 Heard about the new John Lewis Christmas advert? It's because there was this rumour going round about how Chris and Robert are both going to be in the middle of the office. They're clearly elsewhere, say brand and colleague Robert Macheil. Chris and Robert are both going to be in the middle of the office. They're clearly elsewhere, say brand and colleague Robert Macheil.



## Creating a National Event

In 2013, we created teaser ads, leading up to a special “X-Factor” ad break takeover:

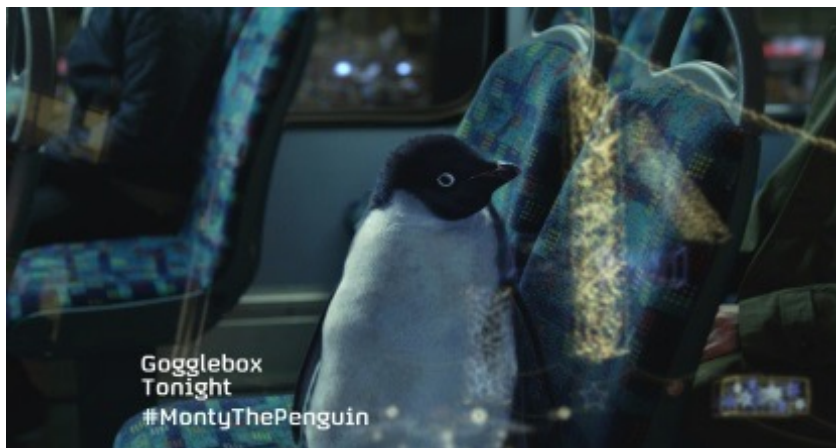


The ad trended globally on Twitter. “Bear and Hare” became the most shared ad in the world, with press coverage +73% YOY. “Gogglebox” devoted an entire section of the show to people watching our ad.

As early as September 2014, people were speculating about the next ad:



Once again, we teased them. Monty the Penguin first featured unbranded on mini-trailers in C4 'idents' and on digital outdoor:



The teaser ads triggered conversations on Twitter, with 1.5 million people overhearing them:

**Maisie McCabe** @MaiseMcCabe  
#montythepenguin at Vauxhall

**Phil Morrison** @PhilMorrison04  
Seeing #MontyThePenguin all over town. Is it something to do with the @johnlewisretail Christmas advert @SamanthaJane147?

**William Yates** @r0bb1t1963  
#montythepenguin 🐧 seen at west quay today. Is this a teaser for an advert?

**Florenca locca** @Florenca\_locca · 15h  
Wanting to find out what #montythepenguin is about, really cute!! Does anyone know? :)

**Jenny Atkinson** @JennyKAtkinson · 16h  
#montythepenguin is too cute, think this could maybe a teaser for the new John Lewis Christmas #advert

**Bethany.** @IAmBethanHope\_ · 16h  
So the John Lewis Christmas advert this year is on a penguin called Monty!! This has made my day!! Christmas and penguins my two fav things!

**Lee March** @leemarch · 16h  
Is #montythepenguin the@johnlewisretail christmas ad???? #JL150

**James Branchley** @JamesBranchley · 18h  
#MontyThePenguin obviously this years John Lewis Christmas ad

**Dinky Parties** @DinkyParties · 18h  
Halloween is over...so...Christmas?! @johnlewisretail is getting ready #montythepenguin

**Katie Bennett** @kagga1 · 2h  
@DavidBarnet Channel 4 Monty The Penguin teaser you:be/9W7H00F28g  
YouTube

**Channel 4 Monty The Penguin teaser**  
As seen during an advert break of Sunday Brunch this teaser for an upcoming advert shows Monty the penguin looking at some special Christmas lights in the sh...

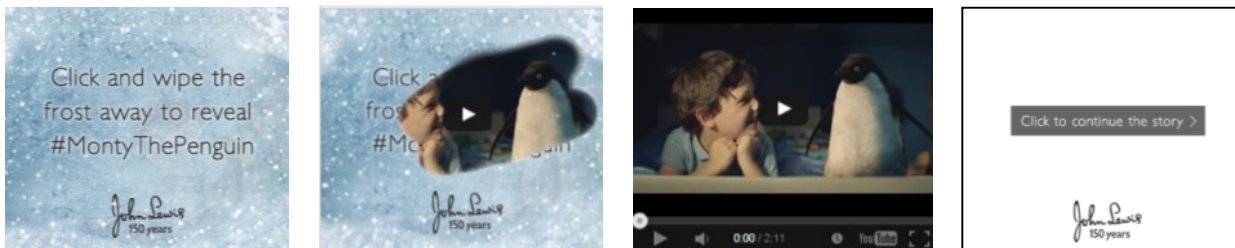
**Tina Fegert** @tinafegert · 10h  
Anyone catch the C4 trailer for #montythepenguin ad in this Friday's #gogglebox - John Lewis build up? 🐧

**plale** @plavhemad · 11h  
Just seen #montythepenguin hope he's to do with the John Lewis Xmas advert

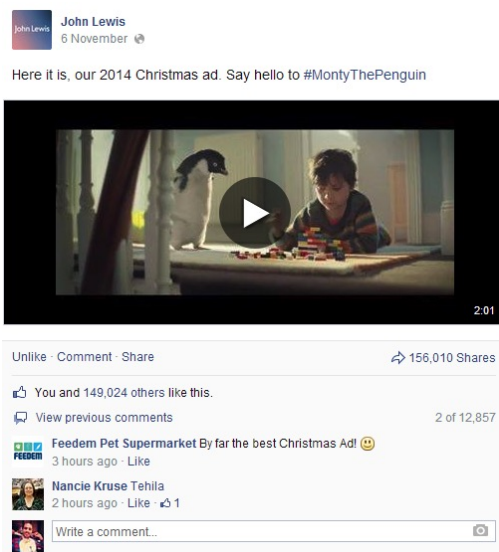
**Mudger** @mudguy · 11h  
Who's this #montythepenguin then? Super curious but super oute too

**Ed Morris** @edmorris · 11h  
Freddie Mercury @Mainstream\_Kid · 11h  
Just saw #montythepenguin and rumour has it...

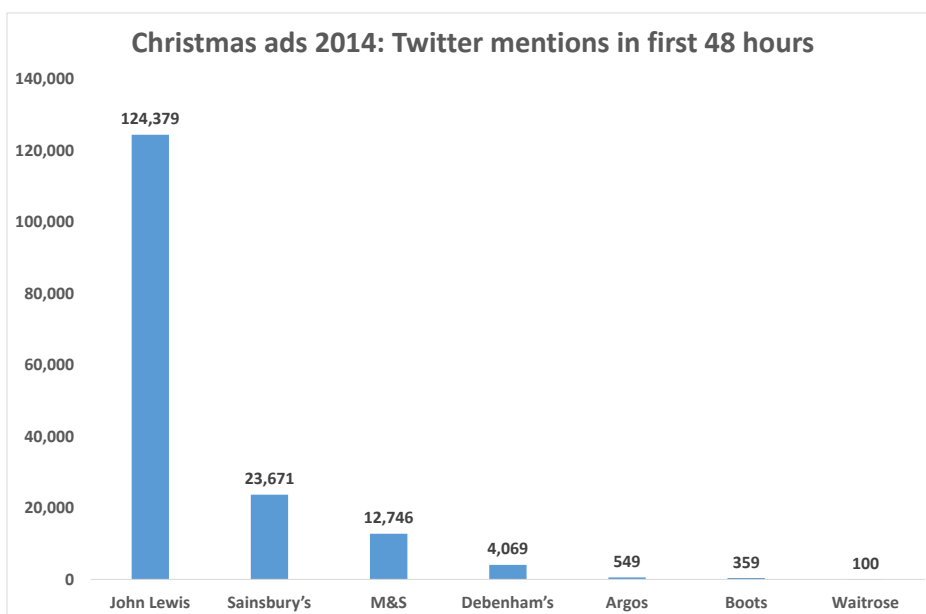
The campaign launched in social media 24 hours before it aired on TV, giving fans a sneak preview.



facebook.



Within an hour, Monty was trending #1 globally on Twitter. Within 48 hours, Monty got 124,000 Tweets, five times more than our nearest rival:



Source: Twitter

In all, there were 212,000 tweets, plus 165,000 shares on Facebook, delivering **568 million impressions**:

By 2015, the launch of our ad had become a National Event, signalling the start of Christmas for many. Teaser videos branded #OnTheMoon, sparked speculation:



By now, the press were practically doing our job for us. The Telegraph ran a Countdown Clock:

soon to hit your screens...

14 Comments

The pinnacle of the festive season is almost upon us. No, not Christmas, but the airing of the John Lewis Christmas advert.

Selfridges may have **launched its Christmas shop in early August**, giving Santa a full 143 days to stock up on gifts, but the John Lewis advert heralds the beginning of the retail industry's end-of-year assault on our pockets (via our hearts).

**When can I see the John Lewis advert?**

The **countdown to Christmas begins in earnest** next week when the new John Lewis advert is unveiled online at 8am on Friday, November 6.

**The John Lewis advert will be unveiled in**

**7 : 20 : 54 : 27**

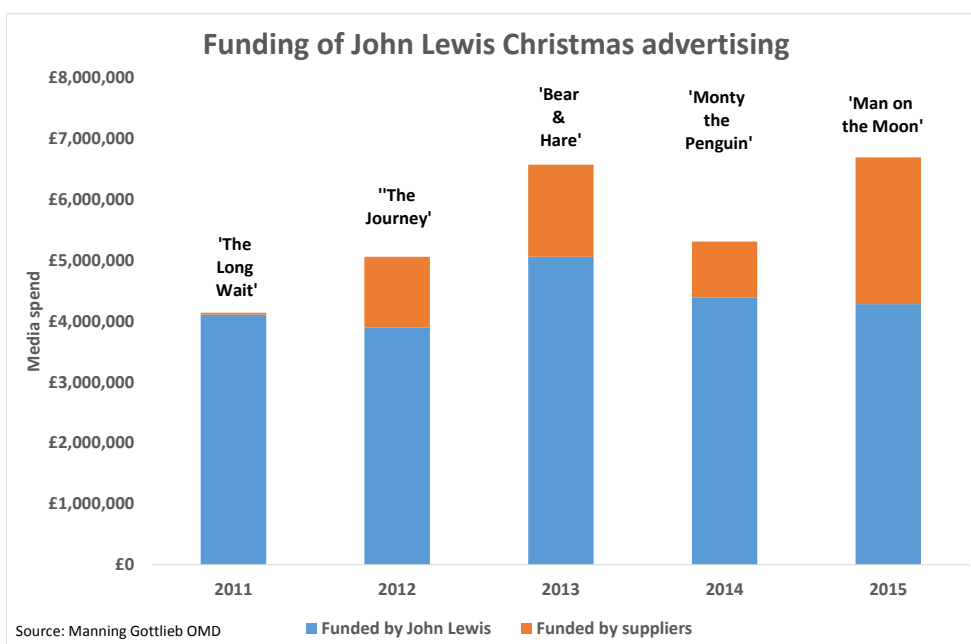
Days Hrs Mins Secs

**So I still have to wait another week?**

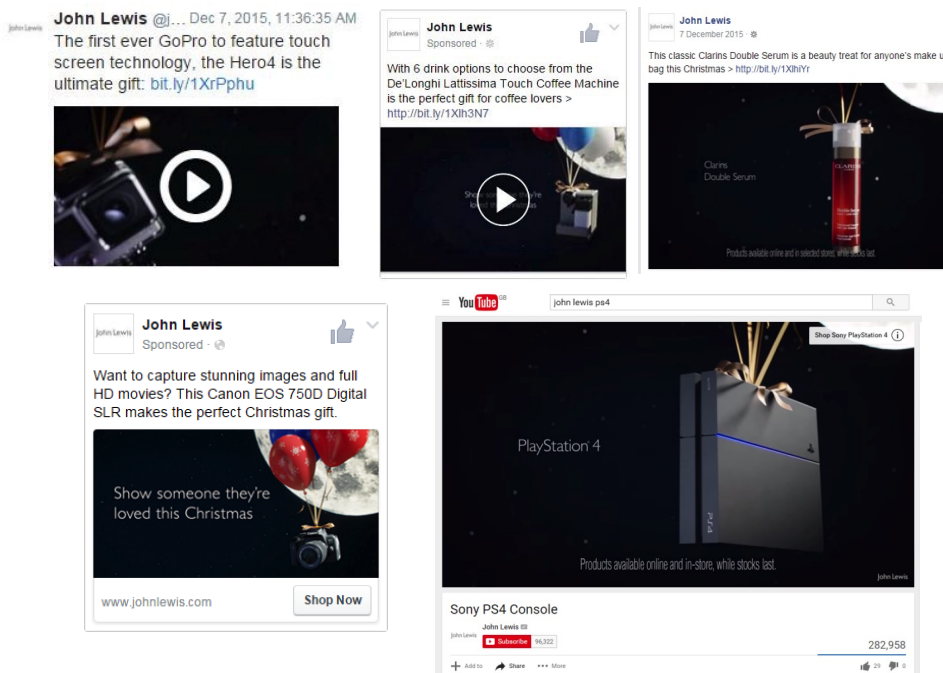
We trended globally on Twitter before launch, hitting no. 1 within 40 minutes of launch. We got more social mentions, more searches, more shares and more PR than ever before.

### Suppliers got more involved

Suppliers became increasingly keen to fund advertising linking their products to the campaign:



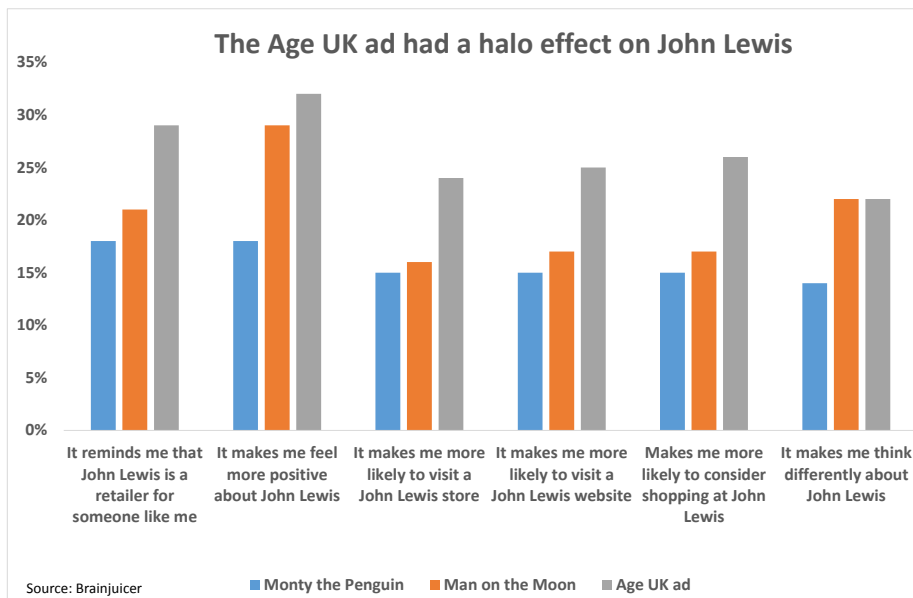
By 2015, the Christmas budget was split almost exactly 60:40 between John Lewis brand advertising and supplier-funded activation, in line with best practise<sup>3</sup>.



### Charities got more involved too

In 2014, we teamed up with the WWF and increased the number of Britons sponsoring penguins by **600%**.

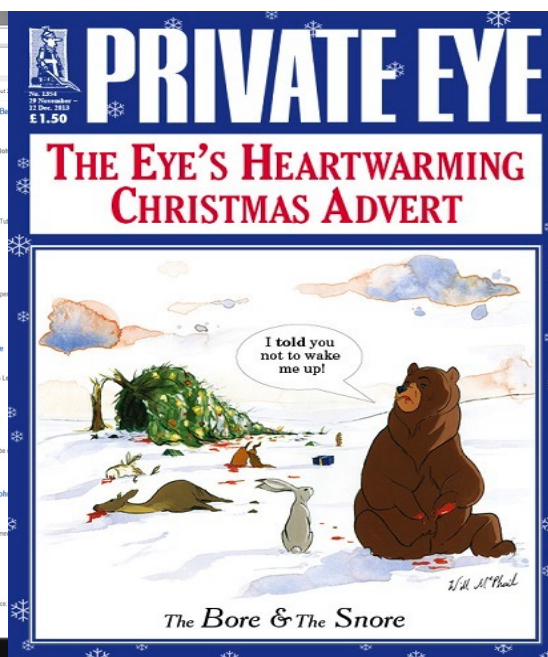
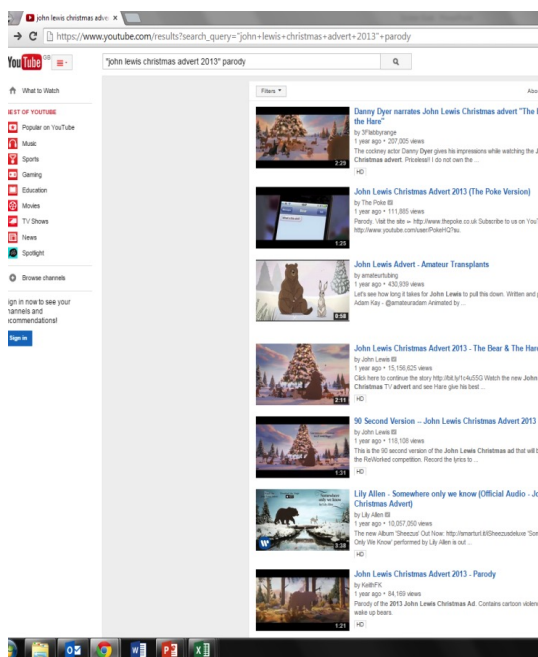
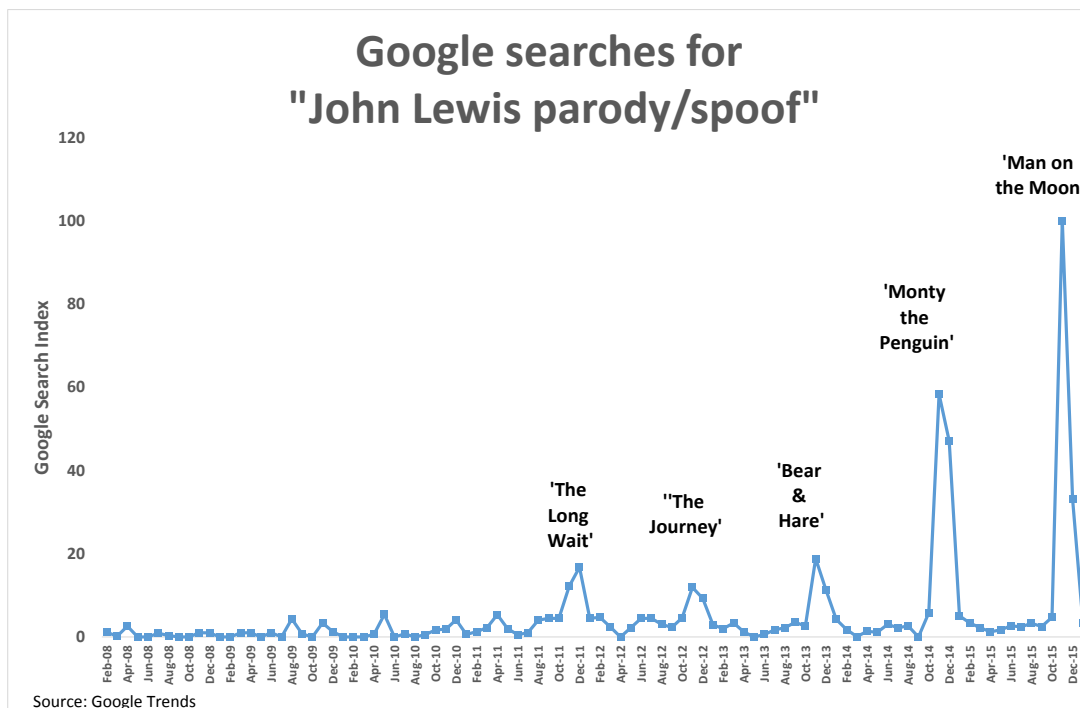
In 2015, we partnered with Age UK, inspiring over 12,000 volunteers for the cause. The adverts bravely stirred sadder and darker emotions, which is not obviously a good way to sell toasters. However, the campaign had an even more positive effect on brand perceptions, and the specific Age UK ad had a halo effect on John Lewis:

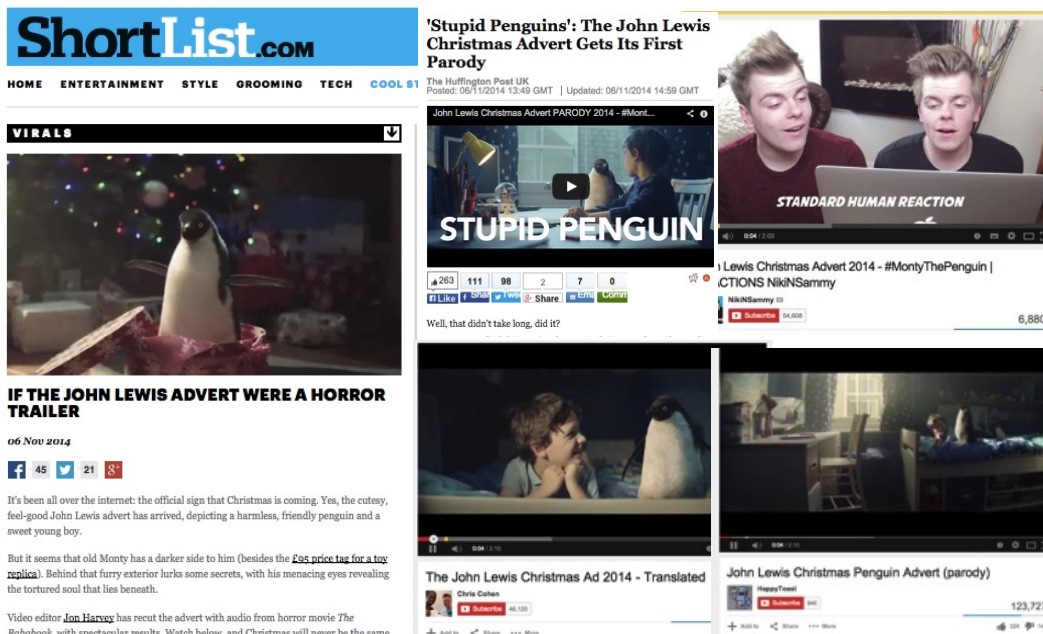


<sup>3</sup> See "The Long and the Short of It" by Binet and Field. A cracking good read, and very reasonably priced.

## Others jumped on the bandwagon

Online parodies became increasingly popular:





**ShortList.com**  
HOME ENTERTAINMENT STYLE GROOMING TECH COOL ST

**'Stupid Penguins': The John Lewis Christmas Advert Gets Its First Parody**  
The Huffington Post UK  
Posted: 06/11/2014 13:49 GMT | Updated: 06/11/2014 14:59 GMT

**IF THE JOHN LEWIS ADVERT WERE A HORROR TRAILER**  
06 Nov 2014

It's been all over the internet: the official sign that Christmas is coming. Yes, the cutesy, feel-good John Lewis advert has arrived, depicting a harmless, friendly penguin and a sweet young boy.

But it seems that old Monty has a darker side to him (besides the £65 price tag for a top replica). Behind that furry exterior lurks some secrets, with his menacing eyes revealing the tortured soul that lies beneath.

Video editor Jon Harvey has recut the advert with audio from horror movie The Babadook, with spectacular results. Watch below, and Christmas will never be the same.

**STUPID PENGUIN**  
John Lewis Christmas Advert PARODY 2014 - #MontyThePenguin | CTIONS NikiNSammy  
263 111 98 2 7 0  
Well, that didn't take long, did it?  
6,880

**STANDARD HUMAN REACTION**  
John Lewis Christmas Penguin Advert (parody)  
123,727



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**UK's John Lewis Christmas ad spawns host of parodies**  
By Omar Oakes on Nov 10, 2015 (7 hours ago)  
Filed under Advertising, Global

The funniest and strangest #MontyThePenguin spoofs so far

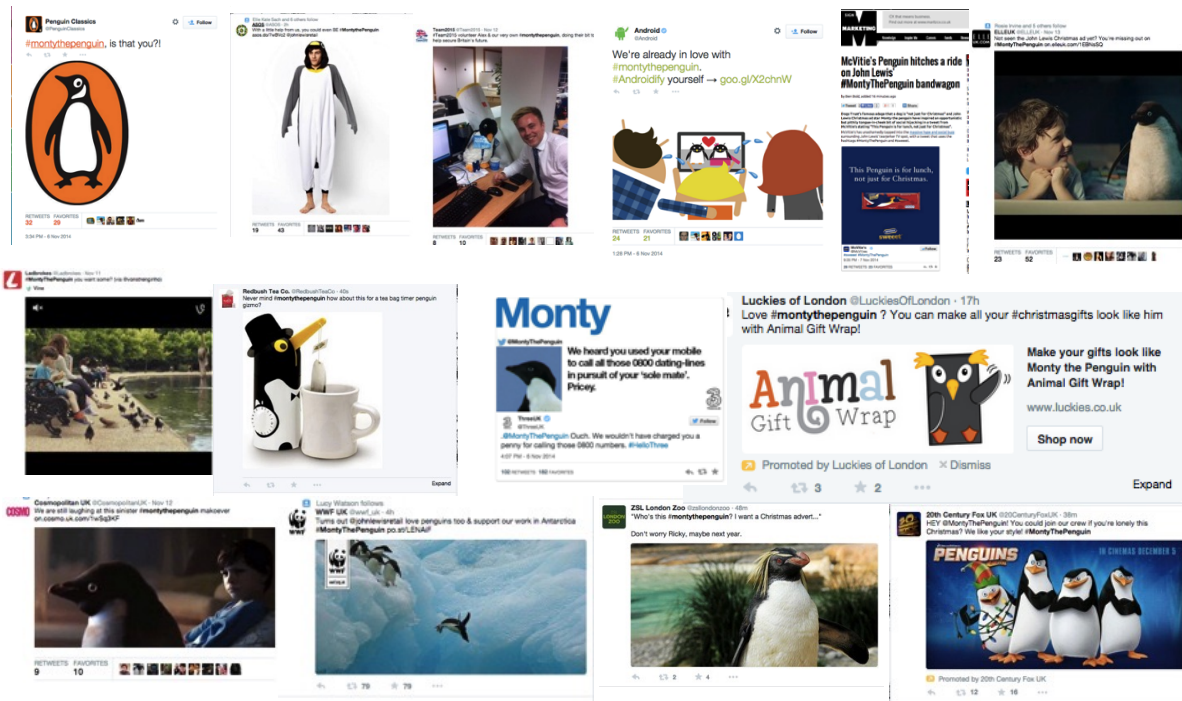
**KEYWORDS**  
john lewis, advertising in the uk, christmas ads, twitter ads, parodies, monty on the moon

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• Why artificial intelligence will not create more engaging ads  
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• Chief Worldwide SW Anka Dillings in Saurabh Mathur as a novice VP

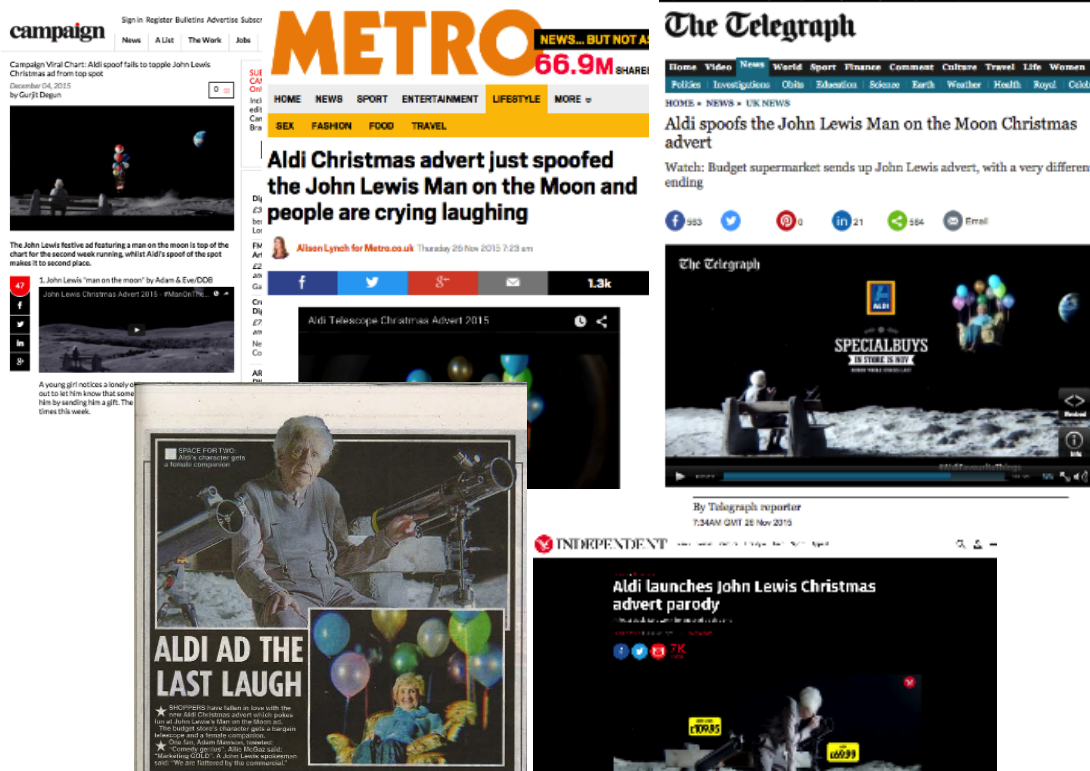
This year's highly anticipated Christmas ad from UK department store chain John Lewis, which broke on TV and online on Friday, has spawned an array of spoofs and parodies.

At the last count, YouTube hosted **81,200 John Lewis parodies**. The top ten gathered +7m views, more than most official Christmas ads.

Other brands jumped on the bandwagon:

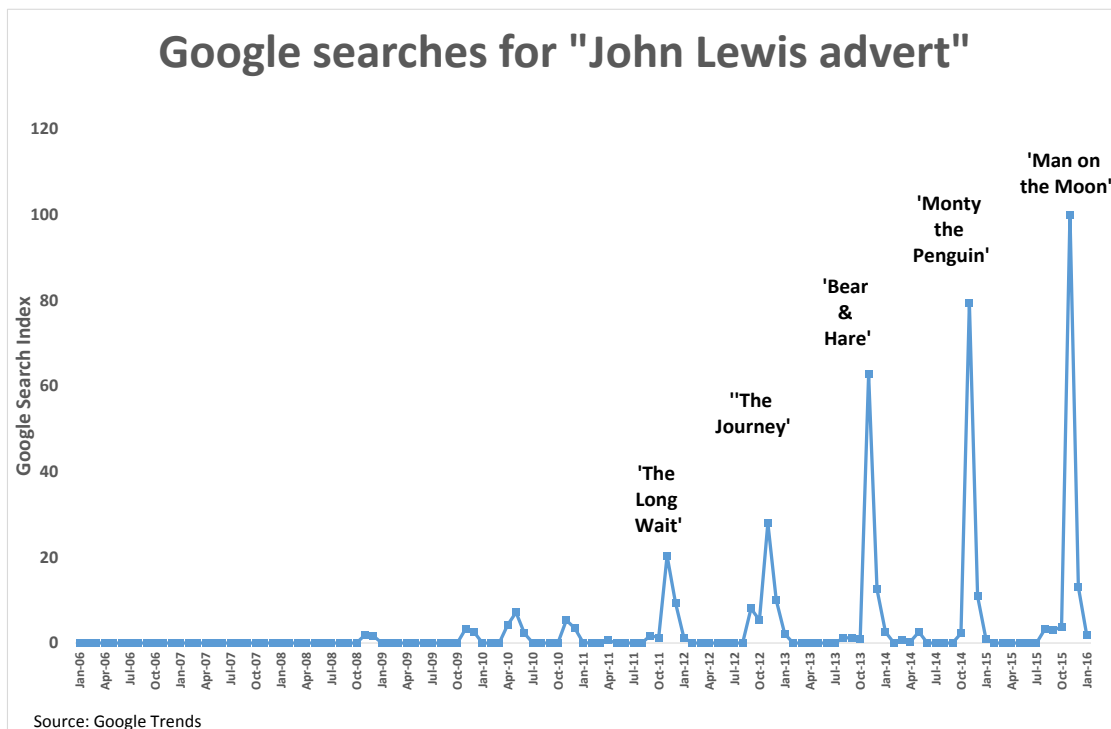


Aldi even created their own parody of “Man on the Moon” as their Christmas ad.



## From “push” to “pull”

As the buzz has grown, people increasingly seek the ads out online:



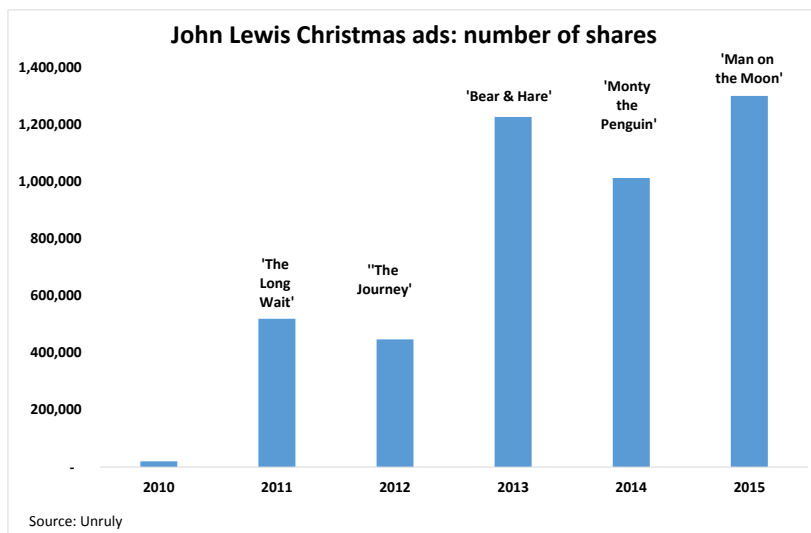
According to a 2015 poll<sup>4</sup>, four of the ten most shared Christmas ads in the world were ours.

## The 10 most shared Christmas ads in the world

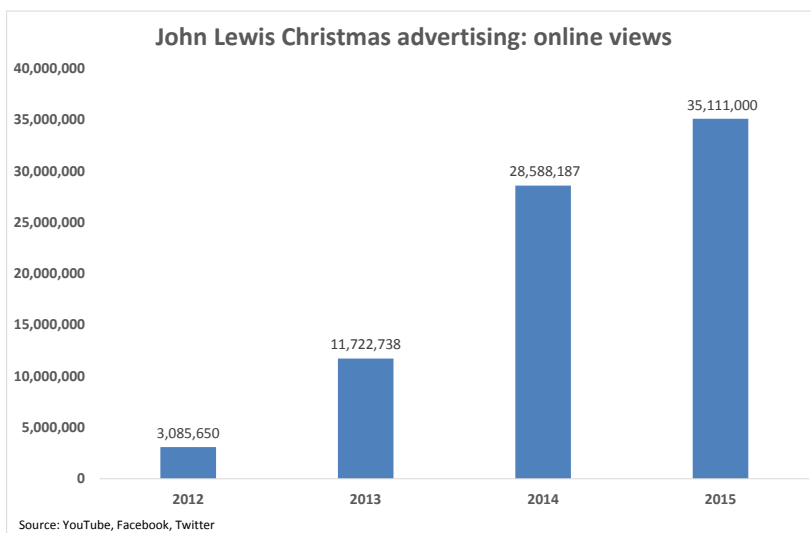
Rank	Brand	Ad	Year	Country
1	Universal	Minions Go Caroling	2014	USA
2	<b>John Lewis</b>	<b>Bear &amp; Hare</b>	<b>2013</b>	<b>UK</b>
3	<b>John Lewis</b>	<b>Monty the Penguin</b>	<b>2014</b>	<b>UK</b>
4	Sainsbury's	Christmas is for sharing	2014	UK
5	<b>John Lewis</b>	<b>Long Wait</b>	<b>2011</b>	<b>UK</b>
6	<b>John Lewis</b>	<b>Journey</b>	<b>2012</b>	<b>UK</b>
7	Burberry	From London with Love	2014	UK
8	M&S	Magic and Sparkle	2013	UK
9	Cartier	Winter Tale	2013	France
10	Three	Pony at Christmas	2013	UK

Source: The Drum / Unruly, 6<sup>th</sup> Nov 2015

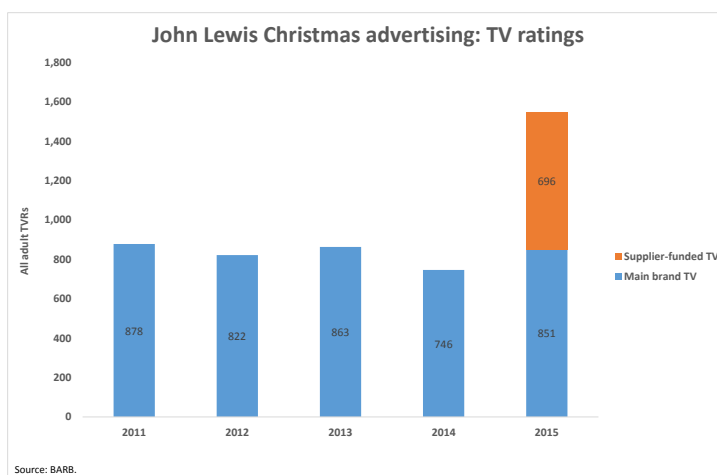
<sup>4</sup> Conducted just before the launch of “Man on the Moon”



We got massive amounts of extra exposure. Over the last four Christmases, we've had **78 million views online**:



Meanwhile, supplier-funded advertising increased our presence on TV:



As a result we got huge exposure at low cost. Over four years, we got an astonishing **2.5 billion views**<sup>5</sup>:

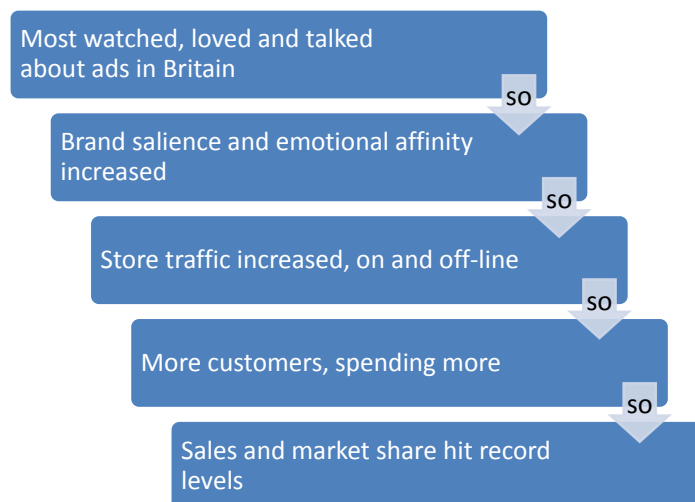
## Media effectiveness and efficiency

Xmas	TV views	Online Views	Total views	John Lewis spend	Cost per view
2012	403m	3m	406m	£3.9m	1.0 pence
2013	426m	12m	437m	£4.6m	1.1 pence
2014	371m	29m	400m	£3.9m	1.0 pence
2015	1,175m	35m	1,210m	£4.1m	0.3 pence
Total	2,375m	79m	2,453m	£16.5m	0.7 pence

All adult views for Christmas video advertising.  
 Sources: BARB, YouTube, Facebook, Twitter, Manning Gottlieb OMD  
 TV views include supplier funded ads.

## RESULTS PART TWO: THE EFFECT ON JOHN LEWIS

### The effect on John Lewis

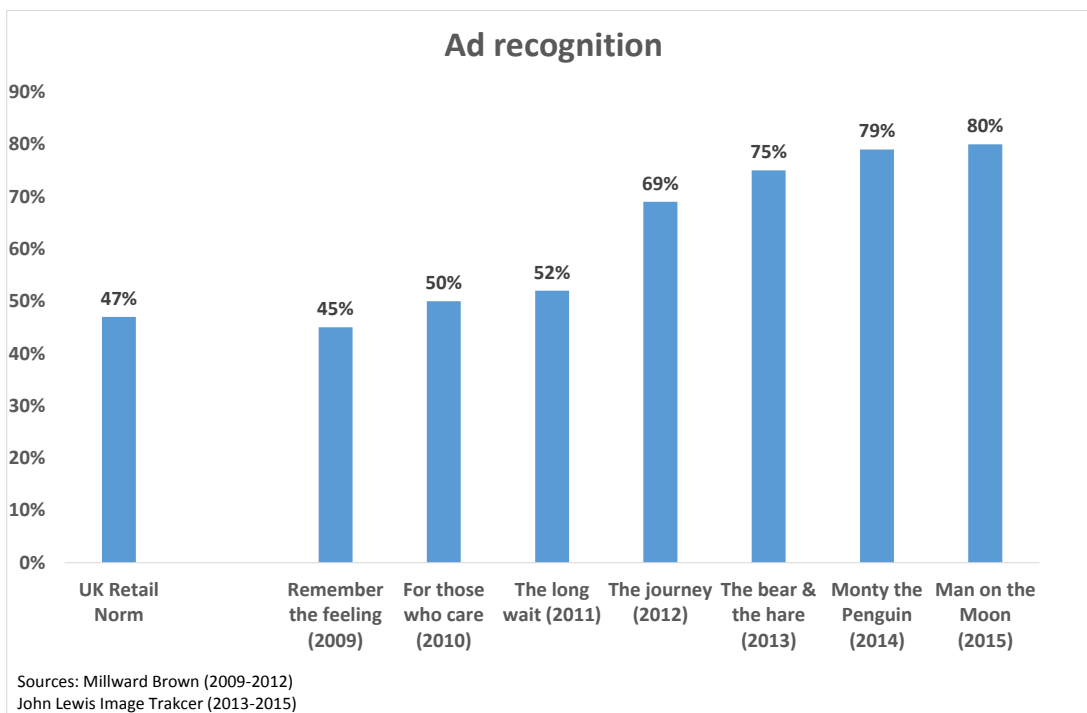


<sup>5</sup> To put that in context, that's almost as many views as the most watched video ever on YouTube, "Gangnam Style", has achieved globally since it was released in November 2012 (2.55 billion views). For a British department store to rival a "global internet phenomenon" seems rather impressive.

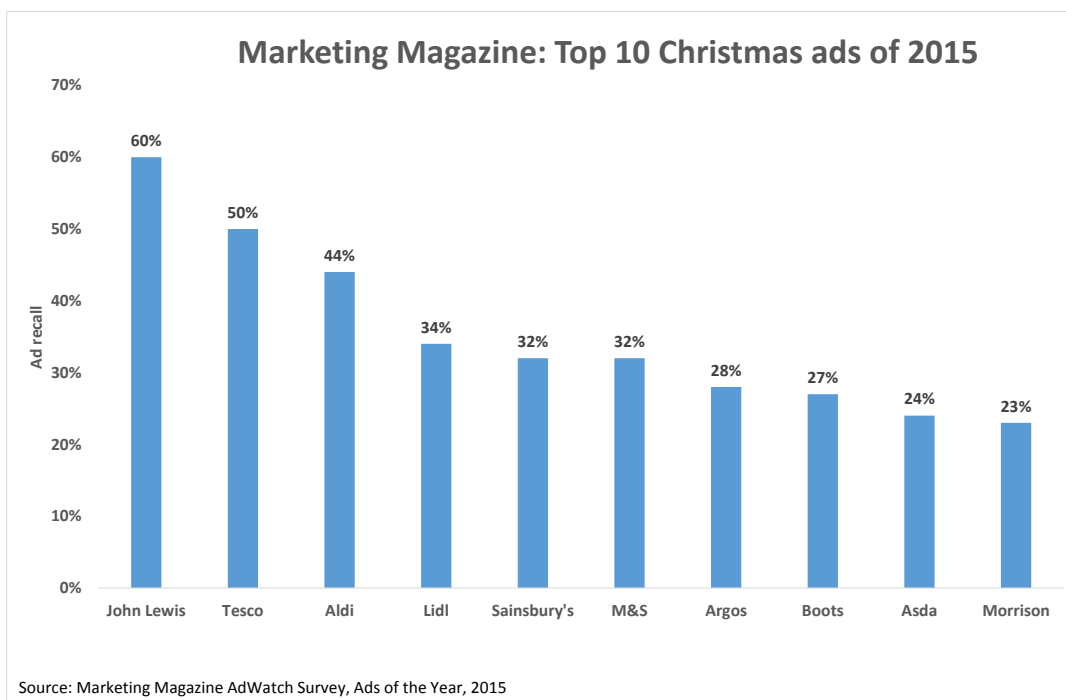


### Advertising awareness increased driving brand perceptions

Our ads were distinctive, impactful and memorable, and with increased exposure, ad awareness increased:



We soon had higher ad awareness than any other retailer<sup>6</sup>:



<sup>6</sup> Also note that no 3. in that chart is Aldi, with their parody of "Man in the Moon"

We made favourable brand perceptions *more top-of-mind*. When we measured this “emotional priming” effect, respondents were quick to associate John Lewis with quality, difference and distinctiveness, in line with our “thoughtful gifting” strategy:

## Implicit characteristics test: key brand health metrics

Time pressured agreement	UK Finished Film Norm	Man on the Moon 90" (160)	Monty the Penguin 90" (178)	The Bear & The Hare 90" (150)	The Journey 90" (150)
Famous Brand	82%	93% (+13%)	90% (+9%)	85% (+4%)	83% (+1%)
High quality	76%	86% (+13%)	87% (+14%)	86% (+14%)	86% (+13%)
Trustworthy	78%	87% (+12%)	83% (+7%)	83% (+7%)	90% (+15%)
Distinctive	69%	78% (+13%)	78% (+12%)	73% (+6%)	79% (+14%)
Different	61%	75% (+23%)	73% (+20%)	72% (+18%)	64% (+5%)

Q: *In this section we're going to show you a series of words in quick succession. All you need to do is tell us whether you feel the words describe [advertised brand] by saying 'yes' or 'no'... but be quick, you only have 3 seconds to make your choice!*

Source: Brainjuicer Implicit Characteristics Test  
Figures in brackets show deviation from norm.

This is perhaps one reason why British mums voted us their favourite brand in 2014:

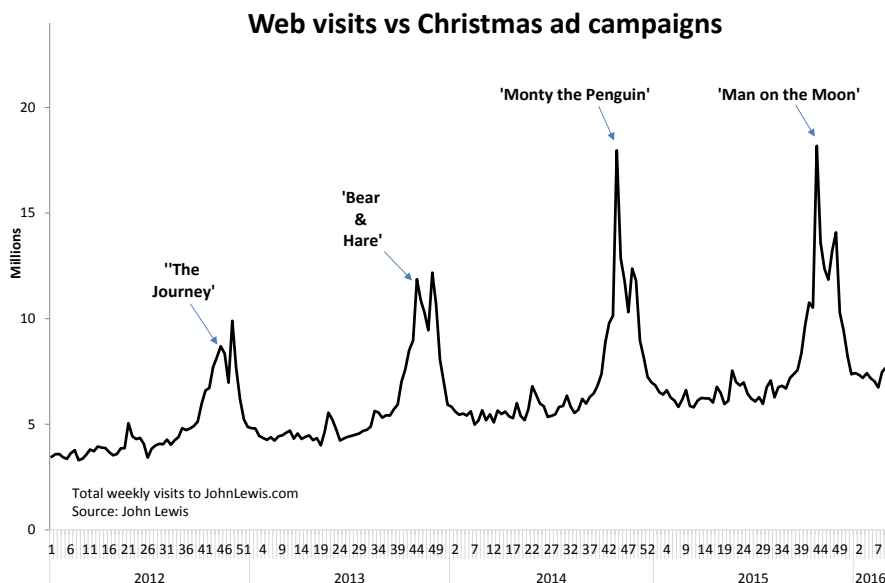
## Mumsnet: mums' favourite brands

Rank	Brand
1	John Lewis
2	Waitrose
3	Amazon
4	Apple
5	M&S
6	Lego
7	Sainsbury's
8	Cadbury
9	Ocado
10	Next

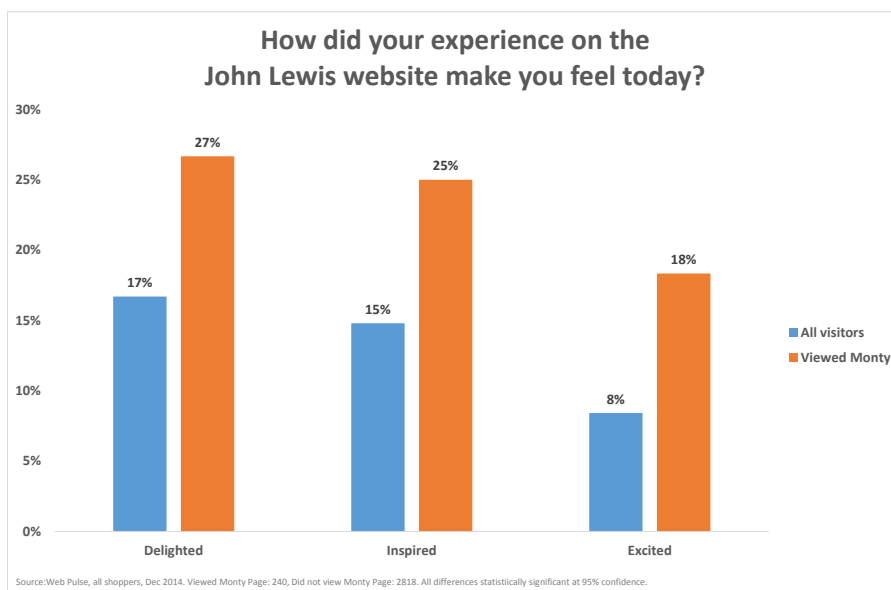
Source: Mumsnet Survey of 1,000 mums, Nov 13 – Jan 14

### The ads increased web traffic

Millions of people clicked through to start Christmas shopping. From 2013-15 web traffic increased 63%<sup>7</sup>. People now visit earlier, at the same time as we launch our ads:



Our activity made people feel more positive about their online shopping experience:



### The ads increased footfall in-store

<sup>7</sup> Calendar 2014 vs calendar 2012 (earliest data available). Source: John Lewis.

People pouring into John Lewis's shops with footfall increasing 55% since 2013.

## Footfall increased 55%

	Dec 2013	Dec 2014	Dec 2015
Footfall	926,429	1,473,425	1,442,603

Source: John Lewis (All stores with cameras installed for all 3 years):

## We got more customers, spending more

John Lewis recruited record numbers of customers, on and offline, who visited more often and spent more:

## More customers, spending more

	2009	2010	2011	2012	2013	2014	2015
Number of customers	100	105	106	115	118	123	126
Average spend per customer	100	106	110	117	121	125	127
Total sales	100	112	117	134	144	154	160

Source: John Lewis GCI Detailed Customer Dashboard Indexed (2009 = 100)

## The ads created new revenue streams

Merchandise from the campaigns sold out quickly, and were soon selling on eBay.



**John Lewis Runs Out Of Bear and Hare Gifts**

The department store sells out of merchandise linked to its £7m TV advert as people put the gifts on eBay for twice the price.

The two-minute advert cost £7m

John Lewis Bear and Hare goods are up for auction on eBay for as much as twice the price after selling out in store with a month still to go until Christmas.

Much of merchandise linked to the retail chain's £7m Christmas advert, including the alarm clock, the cuddly toys and the bear onesie, has sold out and will not be available again.

The campaign was largely targeted at children and in several stores the toy bear and hare sold out in the first weekend.

The toys, now marked as out of stock on the department store website, are now selling for more than £35 on eBay, significantly more than the original £12 price.

**TESCO direct**

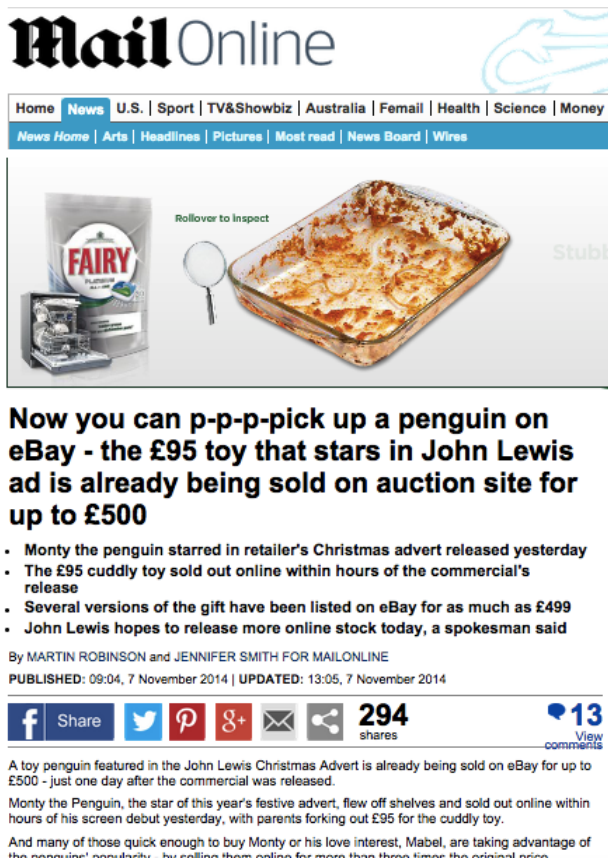
£20.00 View

£119.00 View

**Top Stories**

- Businessman Guilty Of Murdering Entire Family
- Man Guilty Of Throwing Fences Off Balcony
- 'Bedroom Tax' Leaves Disabled Fearing Eviction
- TV Cook: Nigella Lawson Called 'Habitual Criminal'
- Police Hunt For Lothbrok's Star's 'Victims'
- PM Under Fire Over Migrant Benefits Clampdown

“Monty” sold **£2.5m worth of merchandise**, including 48,000 soft toys. Some stores sold out of penguins in a day, and soon they were selling for £500 on eBay:



**Now you can p-p-p-pick up a penguin on eBay - the £95 toy that stars in John Lewis ad is already being sold on auction site for up to £500**

- Monty the penguin starred in retailer's Christmas advert released yesterday
- The £95 cuddly toy sold out online within hours of the commercial's release
- Several versions of the gift have been listed on eBay for as much as £499
- John Lewis hopes to release more online stock today, a spokesman said

By MARTIN ROBINSON and JENNIFER SMITH FOR MAILONLINE  
 PUBLISHED: 09:04, 7 November 2014 | UPDATED: 13:05, 7 November 2014

294 shares | 13 comments

A toy penguin featured in the John Lewis Christmas Advert is already being sold on eBay for up to £500 - just one day after the commercial was released.

Monty the Penguin, the star of this year's festive advert, flew off shelves and sold out online within hours of his screen debut yesterday, with parents forking out £95 for the cuddly toy.

And many of those quick enough to buy Monty or his love interest, Mabel, are taking advantage of the commercial's popularity by selling them online for more than three times the original price.

### Sales and market share increased to record levels

Sales hit record levels, increasing 33% over the last four Christmases, allowing John Lewis to beat its rivals seven years in a row:

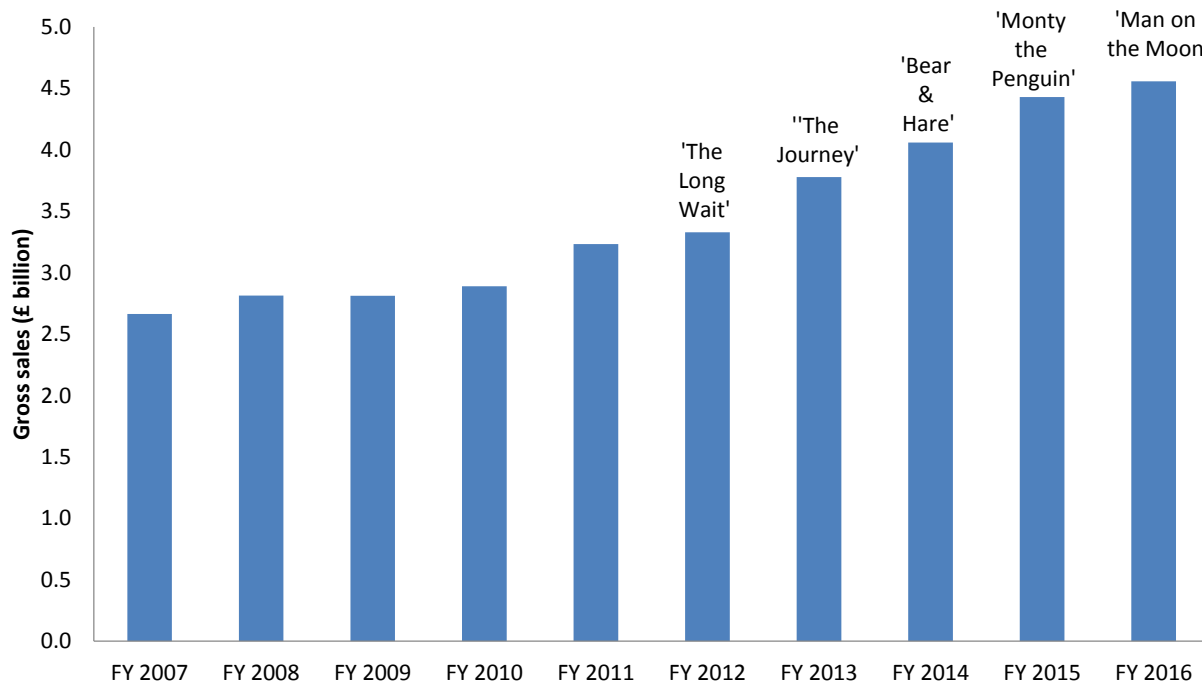
## Christmas sales, year-on-year

	2009	2010	2011	2012	2013	2014	2015
<b>John Lewis</b>	<b>+12.7%</b>	<b>+7.6%</b>	<b>+6.2%</b>	<b>+13.0%</b>	<b>+6.9%</b>	<b>+4.8%</b>	<b>+5.1%</b>
M&S	+1.2%	+3.8%	-1.8%	-3.8%	-2.1%	-5.8%	-5.8%
Debenhams	+0.1%	-1.3%	0.0%	+5.0%	+1.5%	+2.4%	+1.8%
Argos	+0.1%	-4.9%	-8.8%	+2.7%	+3.8%	+0.1%	-2.2%
Comet	-3.9%	-7.3%	-14.5%	CLOSED	CLOSED	CLOSED	CLOSED
Mothercare	n/a	n/a	-3.0%	-5.9%	-4.0%	+1.1%	+4.2%

Like-for-like sales, Christmas period (non-food), year on year  
 Sources: Published financial information

This contributed to a spectacular run, with gross sales increasing 37% over four years.

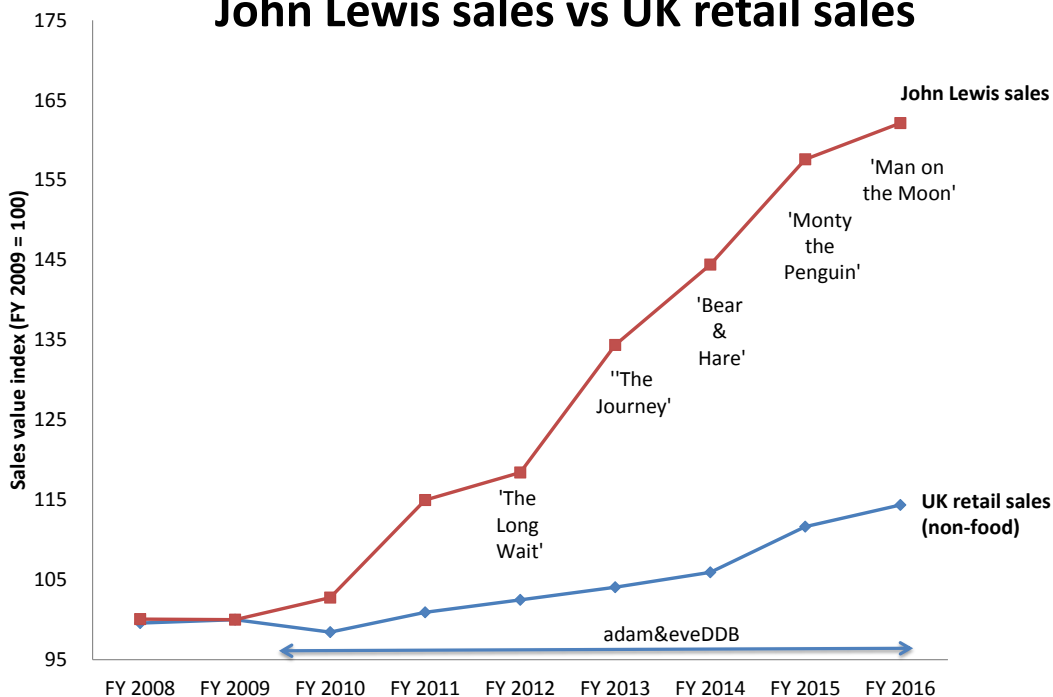
### John Lewis full year sales



Source: John Lewis financial reports

John Lewis grew much faster than the market:

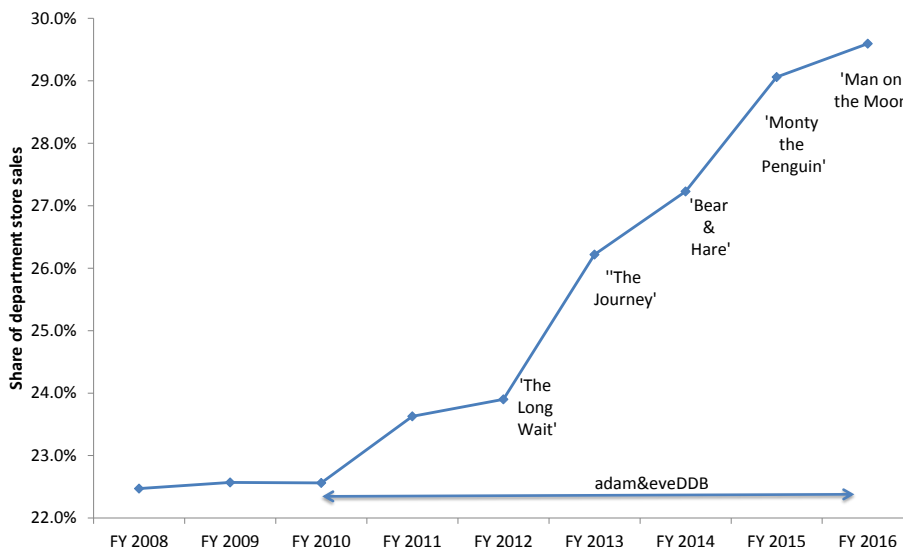
### John Lewis sales vs UK retail sales



Sources: John Lewis, Office for National Statistics

John Lewis' market share increased to 29.6%, its highest level ever.

### John Lewis market share

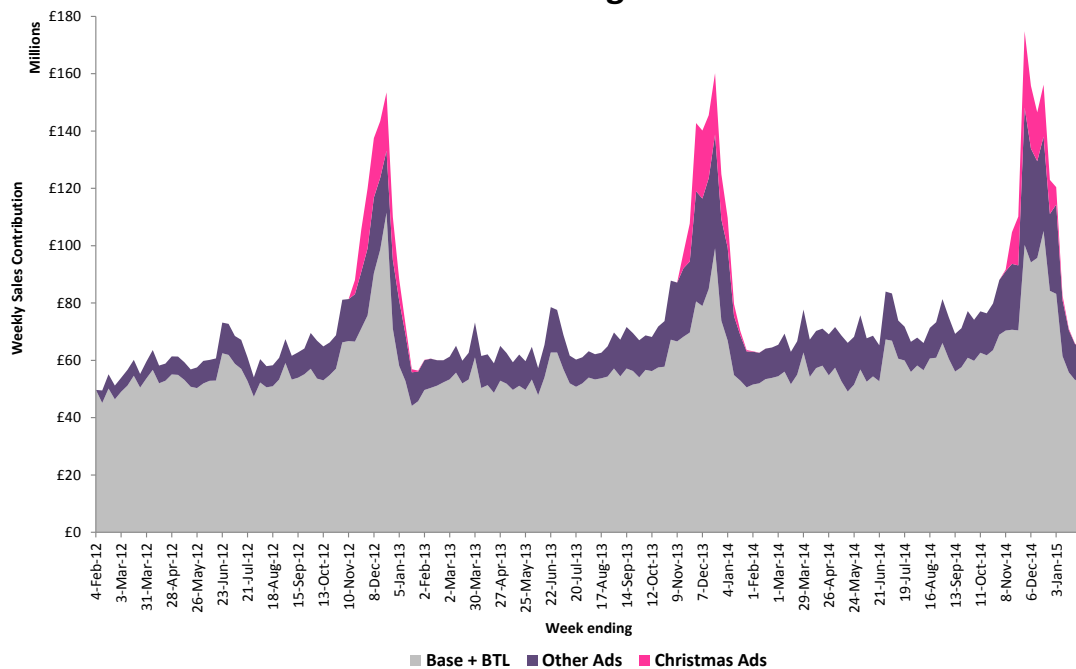


Sources: John Lewis, Mintel

## ISOLATING THE CONTRIBUTION OF ADVERTISING

Econometrics shows that advertising has played a huge role, especially Christmas advertising, which increases sales during the festive season by 16% on average.

### Contribution of Advertising to John Lewis Sales

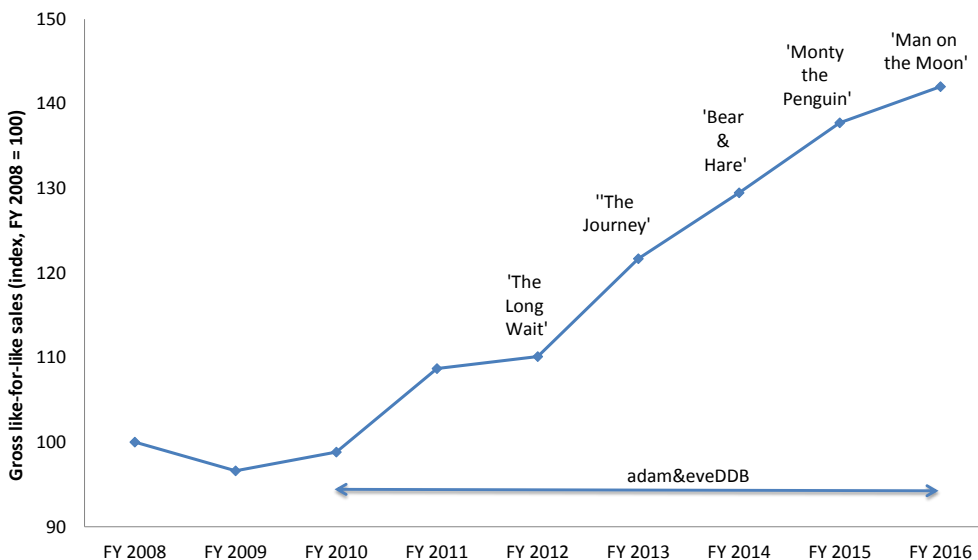


Source: MarketShare Econometric Models

Economic growth has helped in recent years, but John Lewis grew faster than the market. Econometrics shows that the contribution of market factors has been modest, and was actually negative last Christmas<sup>8</sup>.

New stores can't explain our success as econometric models are based on like-for-like sales.

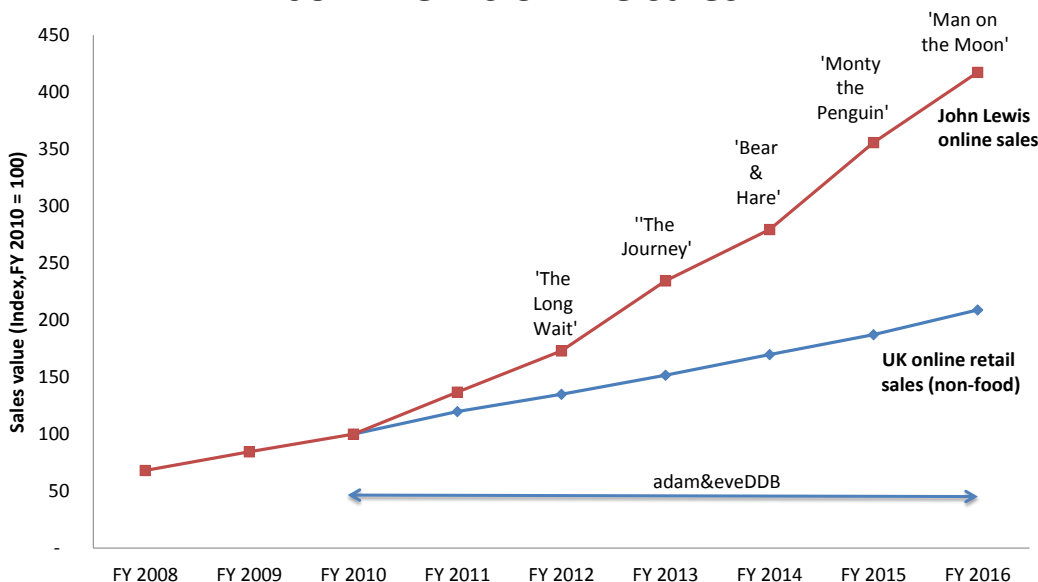
### John Lewis like-for-like sales



Source: John Lewis financial reports

Advertising drove online sales too. Although the rise of internet shopping has helped, JohnLewis.com grew much faster than the market:

### John Lewis online sales



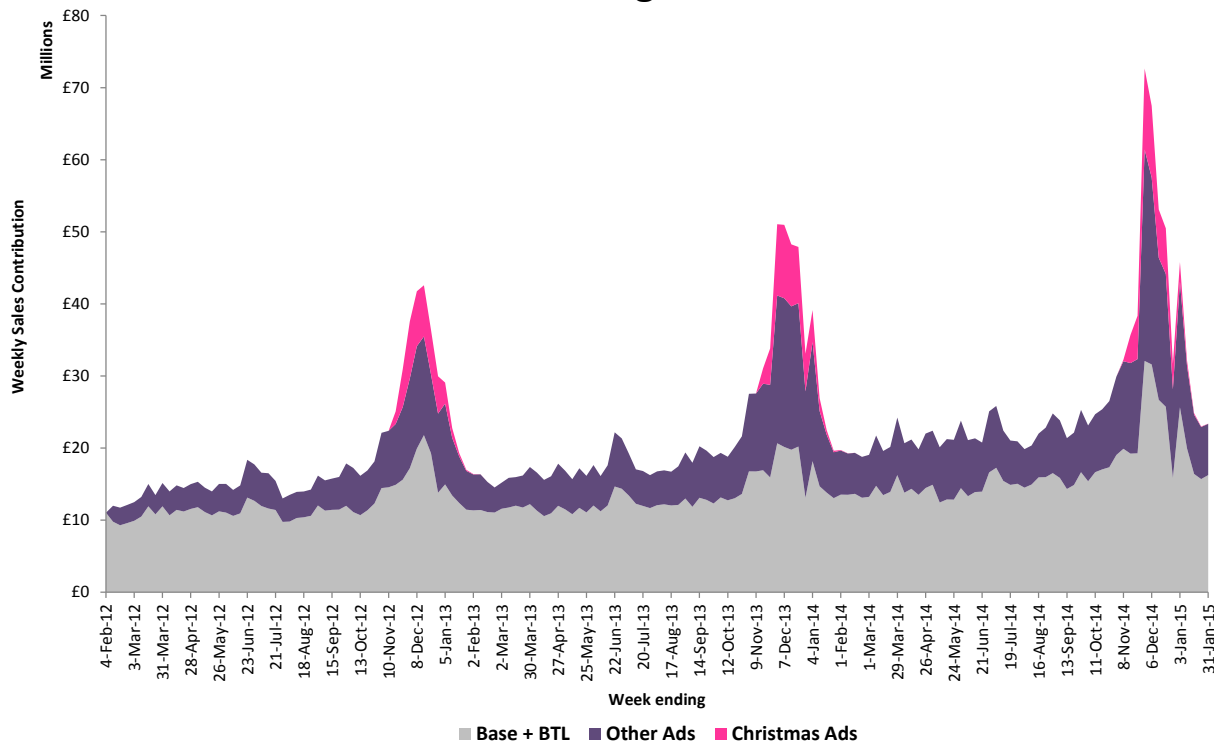
Sources: John Lewis Company Reports, Office for National Statistics

<sup>8</sup> Retail sales were down 1.8% year-on-year Christmas 2015, according to the latest data from the Office for National Statistics.



Econometrics shows that online sales are even more responsive to advertising than branch sales. Our Christmas ads boosted sales during the festive season by 19%, on average.

### Contribution of Advertising to John Lewis Online Sales

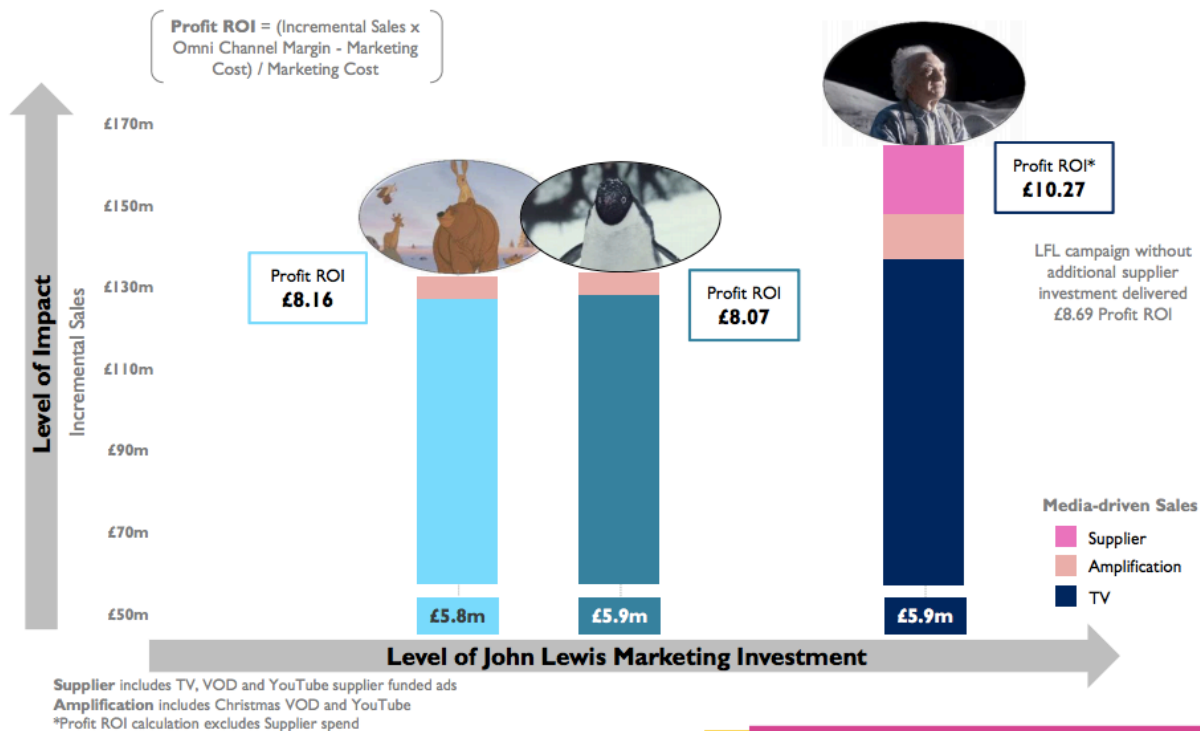


Source: MarketShare Econometric Models

Econometrics has investigated the impact of many other factors that might affect sales. None was sufficient to explain the extraordinary increase in sales and market share.

### RETURN ON INVESTMENT

The advertising delivered **over £8 of profit for every £1 spent** which is an exceptional result in retail.



Source: MarketShare Econometric Models

This was achieved in a tough retail environment. Nearly 8,500 stores have gone bust in the last four years, and things seem to be getting worse, not better<sup>9</sup>:

### UK retail failures

Year	Companies Failing	Stores Affected	Employees Affected
2016 (to March)	12	670	8,290
2015 (12 months)	25	728	6,845
2014 (12 months)	43	1,314	12,335
2013 (12 months)	49	2,500	25,140
2012 (12 months)	54	3,951	48,142
2011 (12 months)	31	2,469	24,025
2010 (12 months)	26	944	10,930
2009 (12 months)	37	6,536	26,688
2008 (12 months)	54	5,793	74,539
2007 (12 months)	25	2,600	14,083

Source: Centre for Retail Research

We achieved all of our campaign objectives, but our ultimate aim was to make the Partners happy. Whilst money isn't the route of all happiness, a healthy annual bonus goes some way to achieving this goal.

According to the econometrics, our Christmas advertising generated £177m of extra profit from 2012-2015<sup>10</sup>, which meant more bonus income for partners and their families.

<sup>9</sup> Centre for Retail Research (2016). The figures for Q1 2015 suggest that the rate at which retailers are closing has doubled recently, probably in response to the market contraction the previous Christmas. This makes John Lewis's recent success all the more impressive.

<sup>10</sup> See ROMI calculations above. Profit figures for 2015 are not yet available.