



# ***THE JOURNEY TO LIVING FEARLESS***

Category : Marketing Capabilities

Client : SCA

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**AMV BBDO**



# ***THE CHALLENGE***

SCA is a global leader in personal care and has a portfolio of incontinence products, baby diapers and feminine care products.

SCA is the 4th largest global feminine care company. Founded in the nineteen twenties, it has always followed a model of acquiring established local brands to expand their global influence rather than attempt to enter the market as a new brand each time.

Whilst this makes good financial sense in the short term, it does impact global marketing efficiencies because it requires a more federal state marketing model where each established brand has something different to say.

It meant that each market had to spend time and money on their own creative development, production, research and media planning.

**The task was to get local SCA Femcare marketing directors and managers (currently happy with how things were in their own markets) to adopt a single global creative platform, uniting a medley of different brands.**

**And prove it's value by reaching the new and steep sales growth targets implemented under this plan whilst simultaneously making significant time and cost savings for the business.**



# ***SUCCESS WOULD BE...***

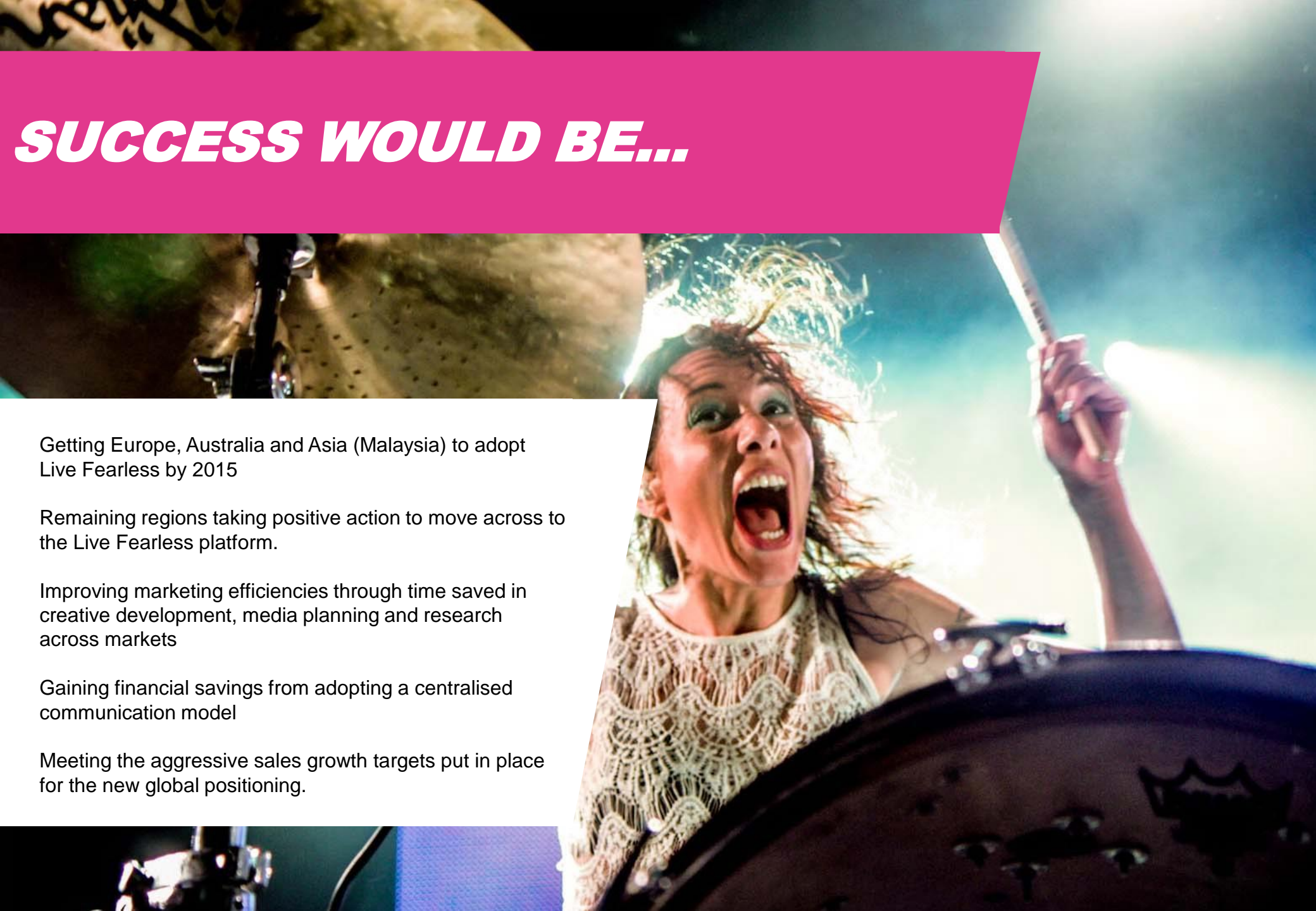
Getting Europe, Australia and Asia (Malaysia) to adopt Live Fearless by 2015

Remaining regions taking positive action to move across to the Live Fearless platform.

Improving marketing efficiencies through time saved in creative development, media planning and research across markets

Gaining financial savings from adopting a centralised communication model

Meeting the aggressive sales growth targets put in place for the new global positioning.



A photograph of five women standing in a bar or restaurant. From left to right: a woman in a patterned top, a woman in a red top, a woman in a patterned top, a woman in a red dress, and a woman in a black and white striped dress. The background features a statue, hanging cigars, and a bar counter.

***GETTING ONE BRAND TO  
ADOPT ONE GLOBAL IDEA IS  
ONE THING, GETTING  
MULTIPLE BRANDS TO  
ADOPT ONE IS ANOTHER  
STORY...***

# ***WE HAD 8 BRANDS SAYING DIFFERENT THINGS***



**Norwegian example:**  
'We know the feeling'



**Colombian example:**  
'For us, Nosotras'



**Mexico example:**  
'Give Saba one of your days'



**France example:**  
'It's something that the others  
don't have.'



**Australia:**  
'Love Libra'



**UK:**  
'We know the feeling'

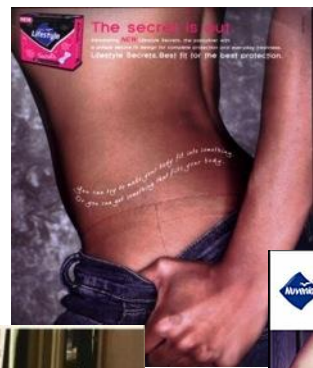
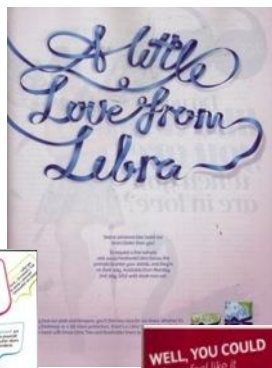
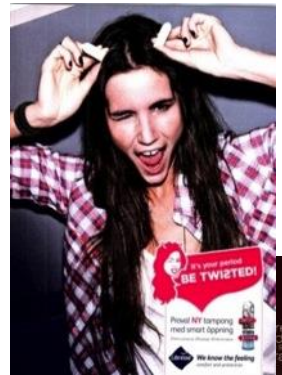


**South Africa:**  
'Best fit for the best protection'



**Italy:**  
'Feeling feminine'

# IN DIFFERENT WAYS



# IN A CATEGORY SHAPED BY CULTURAL DIFFERENCES

From the distinct way women in each market define womanhood, to their religious beliefs, availability of adequate hygiene facilities and even the range in climates meant that local insights for the category varied wildly.



**In Mexico:** 'Being a woman is linked to distinct roles and duties where family and female solidarity play an important part.'



**In Russia:** 'Womanhood is approached as an on-going project, something to be perfected: career, motherhood, being a good partner etc.'



**In Australia:** 'Women are proud of the differences that womanhood brings and have a strong belief in sexual equality.'



# AT A LOCAL LEVEL, THINGS WERE WORKING WELL

#1 in market : Libra (Australia), Nosotras (Colombia), Libresse (Norway) Saba (Mexico)  
#2 - #3 in market : Libresse / Nana / Bodyform / Nuvenia (Europe), Libresse (Malaysia).

Markets with embedded creative vehicles were generating good cut-through & brand affinity.



In Malaysia Libresse was well above brand equity norms. – only 2 brands in 8 achieved this in the category.  
(Source: Brand Equity Deep Dive Report: September 2014)



In France, every point of Nana's loyalty funnel improved YOY.  
(Source: SCA Personal Care Brand & Advertising Tracking)



In the UK spontaneous brand awareness was up YOY.  
(Source: SCA Personal Care Brand & Advertising Tracking)





# ***SO FROM A LOCAL BRAND MANAGER'S POINT OF VIEW, WHY CHANGE?***

At the center it seemed clear to us that sharing a common language and common purpose for the brand would improve things immeasurably over time.

But if we put ourselves in the shoes of the local markets, it was understandable that they felt risk.

This was not a case of coming in to save a series of broken markets, it was the much harder challenge of convincing them that we could help them turn good into great.





# ***WE NEEDED A STRATEGY TO HELP BRING BRAND MANAGERS WITH US***

We knew that to speak to our consumers with a global creative platform we would have to first convince local brand managers. So they became our primary audience.

What we knew about them:

**They knew how their local consumer base ticked.**

so we were going to have to find a truly universal insight to base our creative platform on to guarantee they were comfortable adopting it for their market.

**They were democratic deliberators.**

Lots of discussions, lots of back and forth meant that decision making was slow and rationale pragmatism could unhinge our progress – particularly as their locally established campaigns were working so well. So, as Daniel Kahneman would put it, we had to tap into their *'system 1 mode of decision making, the subconscious, fast, instinctive and emotional.'*

**There was little cross market dialogue.**

Having always worked in silo, local marketing directors and managers were not used to sharing information across borders so we had to devise a way to share the new creative platform across the world to get the attention of each market lead.

*(Source: Thinking, Fast and Slow 2001, Daniel Kahneman)*

A close-up portrait of a young woman with vibrant red hair, freckles, and striking blue eyes. She is looking slightly to the right of the camera with a soft, thoughtful expression. The background is blurred, focusing attention on her face.

# ***FINDING A TRULY UNIVERSAL INSIGHT***

It would have been easy to route our new positioning in a universal product truth or story from the companies history but this wouldn't be being true to what SCA believes in.

It has always been about putting the needs of its consumers first (it's corporate tagline is 'Care of life' after all).

To stay faithful to this belief we knew the answer would need to lie in a universal truth about women.

# A UNIVERSAL FEMALE TRUTH

## Women's own fear, anxieties and worries can hold them back.

There was a wealth of literature from the likes of Sheryl Sandberg who wrote 'Lean In' and Katty Kay and Claire Shipman's 'The Confidence Code' that addresses this very insight.

But what gave us real confidence in this insight was the fact that real women around the world said it rang true, particularly for our core 18-24 year old audience.

|   | Women | 18- 24yr old women |
|---|-------|--------------------|
| I worry about having the confidence to make the most of life's opportunities. | 68%   | 77%                |

(Source: Vision Critical Omnibus 1208 women)

# ***AND LIVE FEARLESS WAS BORN***

Live Fearless, our global creative platform, is a reaction to this truth.

It is an attitude and an approach to life.

It is about being true to yourself, overcoming self-doubt or insecurities, having the belief in your abilities and not letting things get in the way of you doing what you have always wanted to achieve.

***LIVE***

***FEARLESS***

# ***A MESSAGE DESIGNED FOR THE ORGANISATION AND CONSUMER TO SHARE***

Live Fearless was in fact the very message we wanted our local marketing directors and managers to live by.

Something that would encourage them to act and inspire them to bravery.

Something for them to adopt as their own rallying cry.



***BUT EXPLAINING LIVE  
FEARLESS RATIONALLY  
WOULDN'T CUT IT***

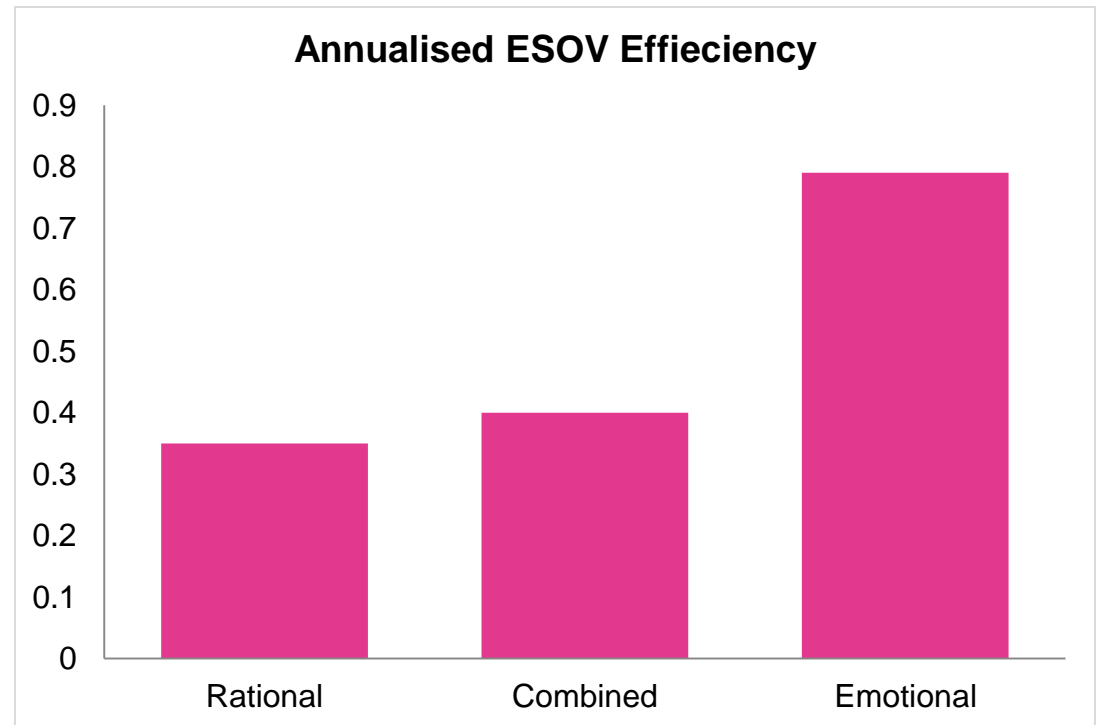
As Maya Angelou once said:

**“People will forget what you said,  
people will forget what you did, but  
people will never forget how you  
made them feel. ”**



# ***AFTER ALL, EMOTIONAL MESSAGING IS THE MORE EFFICIENT MEDIUM***

As Les Binet and Peter Field have proven, using emotion is the more effective way to deliver a message. So we applied this approach to our internal sell.





# ***WE MADE BRAND MANAGERS FEEL LIVE FEARLESS***

We created a film that brought the feisty, energetic and bold attitude of Live Fearless to life.  
(See accompanying film)

It was the perfect way to transport the 'hairs standing on end on the back of your neck' feeling Live Fearless evokes to marketers all over the world.

Something that fired up their 'system 1' (ref. Daniel Kahneman) mode of decision making whilst helping them instantly see its potential in their market.

**“We felt it was so different to anything we had seen before in the feminine category. It was so modern, energetic, filled with so much attitude and personality, it felt like a big shift for both the category and for Bodyform. The music and the visuals gave us an instant understanding of Live Fearless as our new brand positioning, it felt like we were developing a new movement which our target audience could really get behind.”**

*(Source: Traci Baxter - UK SCA Feminine Hygiene Brand Marketing)*



# *(AND THEN REASSURED THEM WITH A SET OF RULES)*

Although Live Fearless is an attitude, we were striving for global consistency to unite our brands so we created a set of guidelines for the idea to live by.

As part of this look and feel toolkit we included a set of 'Is And Is Not' rules.

The purpose being to create a lens for brand managers to evaluate new ideas through in their respective markets.

| <b>Live Fearless is...</b>  | <b>Live Fearless is not...</b>                               |
|---|--|
| Combatting the anxieties, worries and self-doubt you place on yourself. | Breaking through the limitations others impose.              |
| Living your life with optimism and enthusiasm.                          | The ability to always push yourself to the physical extreme. |
| Following through with your own dreams and aspirations.                 | Doing what others tell you is fearless.                      |
| Bringing others with you through your enthusiasm                        | Being bossy, patronizing or directive.                       |
| Living in the present, in the moment.<br>Living for now.                | Hesitating. Deliberating.                                    |
| Celebrating and promoting other women's successes.                      | Fighting against men.  |

# ***WE NEXT TOOK LIVE FEARLESS ON A WORLD TOUR***

It was of course done internally where global BBDO and SCA representatives took Live Fearless to all the key markets to have a face to face with the local brand managers.

But we wanted to show it in action.

At the time we were launching Live Fearless, SCA had sponsored the first all-female team to race in the Volvo Ocean Race.

11 fearless women of different nationalities traveling around the world, visiting our key markets.

**We pounced on this and created a 'Race to Fearlessness' social media campaign used to inspire women all over the world from Tunisia to Norway to Mexico to Live Fearless.**

**Each market was provided with content to post and brand managers were invited to the race stop over parties.**



# THE LIVE FEARESS WORLD TOUR VIA THE SCA SPONSORED VOLVO OCEAN RACE TEAM

**Bodyform**  
December 23, 2014 · 🌐

Sometimes the unexpected will creep up on you. Team SCA talk about how they have embraced those situations throughout their career.




**Libresse Srbija**  
January 20 at 4:25pm · 🌐

Libby, članica SCA Tima, koja se tokom putovanja oslanjala na druge ali i pomagala im, veruje da je za dobru komunikaciju važno biti otvoren i zadržati stalnoženost. #RaceToFearless <http://bit.ly/1oMnhQi>



**Nuvenia**  
Yesterday at 2:00pm · 🌐

Il video ci mostra quanto siano state grandiose le ragazze del Team SCA durante la 3° tappa della Volvo Ocean Race!  
Siete pronte per la 4° tappa? #racetofearless

See Translation

**Leg 3 - The highlights**  
It was 25 days at sea and 4670 miles for Team SCA, they crossed the Leg 3 finish line 13hours and 10minutes behind the leg winners, the closest finish to the...

YOUTUBE.COM



**Libresse Sverige**  
January 3 · 🌐

Det är få grejer så är så motiverande som ett nytt år. OCH en ny deltagning för Team SCA. De siktat på att göra ännu bättre ifrån sig på denna del av seglatsen. Vilka är dina mål för i år?  
See Translation

*"If we have learnt any lessons it is to never give up. We need to keep it with us for the next eight legs and we are honored to take in these lessons and learn from them"*



**Lifestyle** shared Team SCA's photo.  
November 24, 2014 · 🌐

Go girls! You are making us super proud! ❤️❤️❤️

Team SCA

#Raceblog updates: Day 5 - Just like you: What the women of Team SCA show all women, young and old, is that you can go out and achieve your dream—you can follow in our footsteps. - See more at <http://teamsca.com/blog/day-5-just-like-you>  
#teamsca #volvoceanrace2014 #women



**Nana Arabia**  
January 14 at 1:10pm · 🌐

"We're all hunting the leading boat... we push each other to go faster and faster." Nothing spurs @Team SCA on like the thrill of the chase. What spurs you on to reach your goals?  
جميعنا يطارد القارب الأمامي... وجميعنا يدفع بالآخرين إلى الأمام وزيادة السرعة " المحفز الأول" من حماس المتنافسة ما الذي يدفع بك إلى الأمام؟ SCA فريق



# ***RESULTS***



# ***ALL 14 MARKETS IN EUROPE, AUSTRALIA & MALAYSIA RAN LIVE FEARLESS CAMPAIGNS IN 2014***



Europe ran a Live Fearless campaign in 14 markets for three new product innovation launches.



Australia ran their first Live Fearless campaign for one new product innovation.



Malaysia ran 'Live without Limits' (Malaysian translation of Live Fearless) for their core towel offering.



# **REMAINING REGIONS ARE ACTIVELY LOOKING TO MOVE TO LIVE FEARLESS**

## **Central America**

Mexico and Costa Rica have run Live Fearless research in their markets and as a result are currently writing the brief for launch.

(BMC Strategic Innovation qualitative research)

## **Latin America**

Colombia are currently running Live Fearless research to inform the launch brief for Latin America.

(Flamingo Qualitative research)

## **MEIA**

Conversations about the move across are underway, run out of South Africa and Dubai.

# **IMPROVED MARKETING EFFICIENCIES THROUGH TIME SAVED**

**Total amount of time saved: 9,840 hours**

Creative development time saved for Malaysia and Australia as they had the big idea to start with.

**320 hours in total**

(160 hours saved in Australia and Malaysia, respectively)

Creative development

Previously, of the 14 European markets 10 of the smaller ones shared work but still required changes to ensure cultural relevance)

**2,480 hours saved**

1 x campaign rather than 4 x campaigns (480 hours per market across account management, planning and creative) and 10 x campaigns requiring changes to ensure cultural relevance – 200 hours per market)

Creative research

1 x rather than 15 x campaigns (no pre-testing in Malaysia)

**2,220 hours saved**

8 weeks per market for research - (4 weeks animatic development)

Global media planning

**1,470 hours saved**

3 weeks saved per market x 14 European markets (still 1 week needed per market to localise media planning framework)

Production of 3 rather than 6 campaigns and 10 smaller European markets requiring adaptations to be culturally relevant

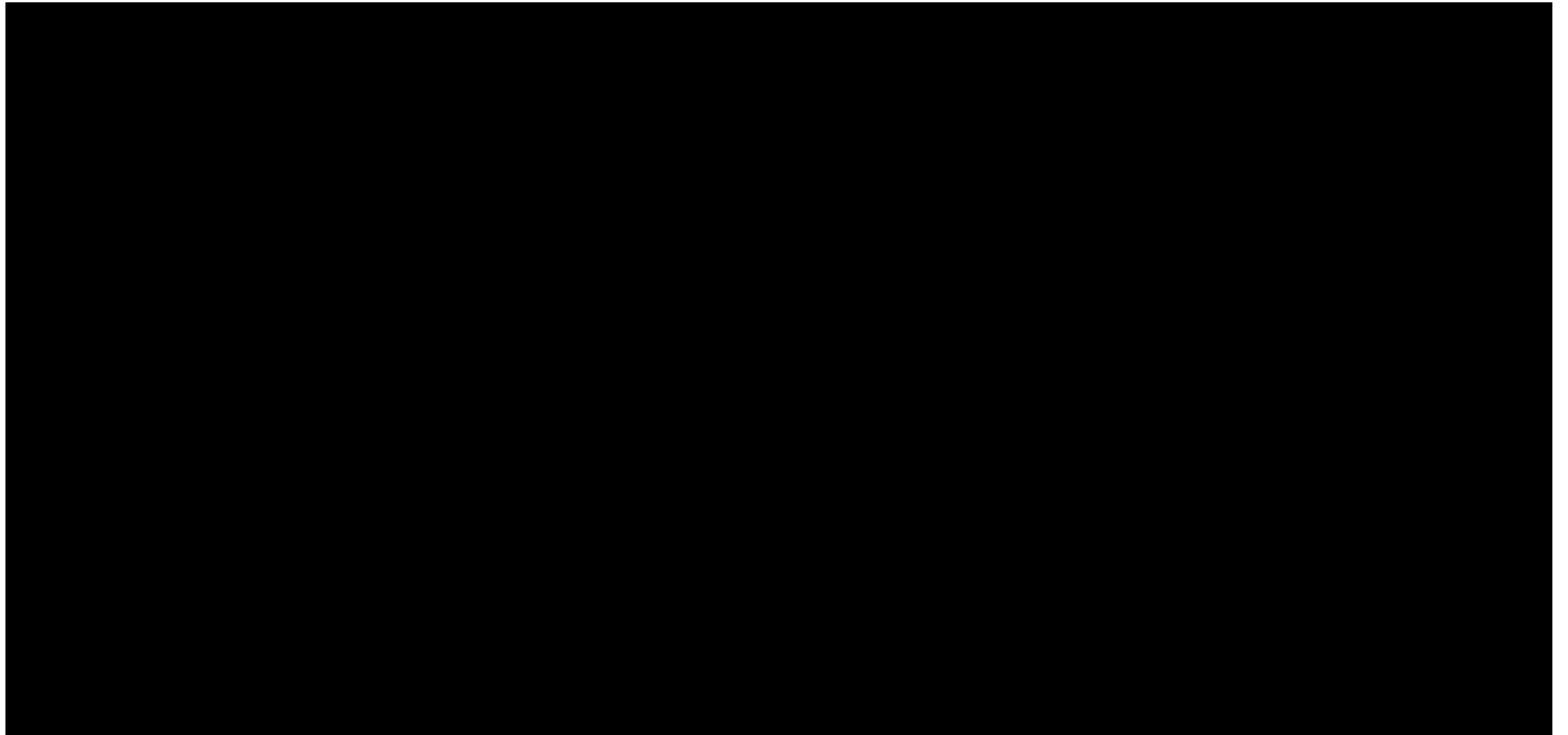
**3,350 hours saved**

3x campaigns (450 hours per market) rather than (6 x 450 hours) + (10 x 200 hours)



# ***FINANCIAL SAVINGS***

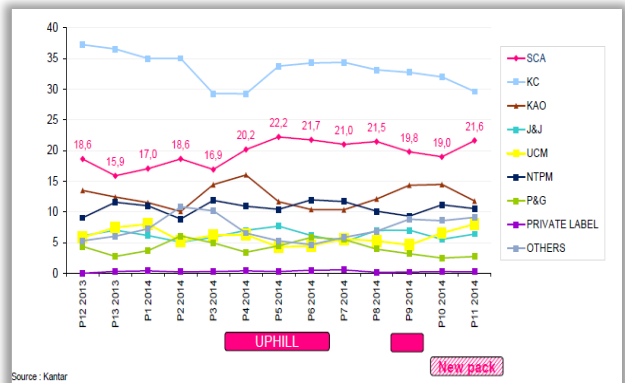
Total financial savings: €4,530,000



# SALES GROWTH WAS NOT DUE TO EXTERNAL FACTORS

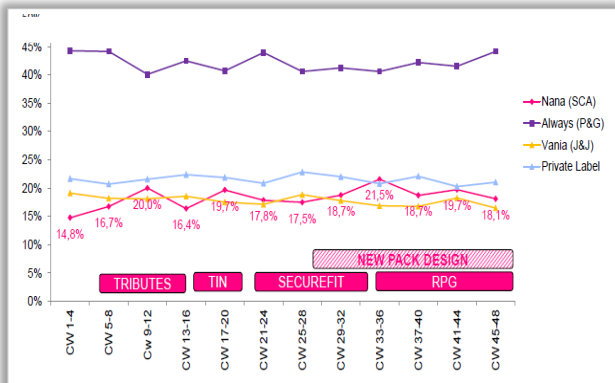
To prove that sales uplift is not due to other external factors, below shows that value share improves in SCA's key markets (Russia, France and Malaysia) , with the introduction of the new Live Fearless campaign.

**Malaysia:**  
16.9% to 21.7% after 1<sup>st</sup> burst



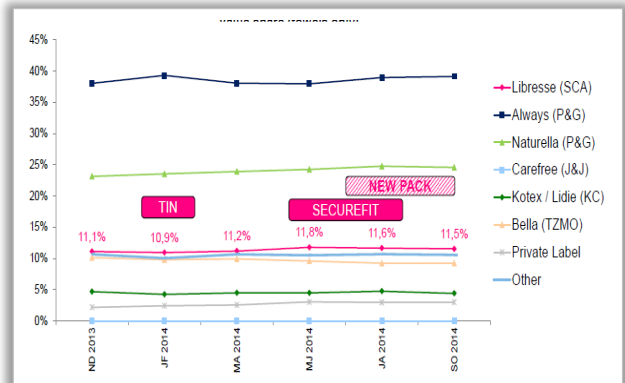
Value share of towels & liners pre and post Live Fearless campaign launch

**France:**  
17.8% to 21.5% after 1<sup>st</sup> burst



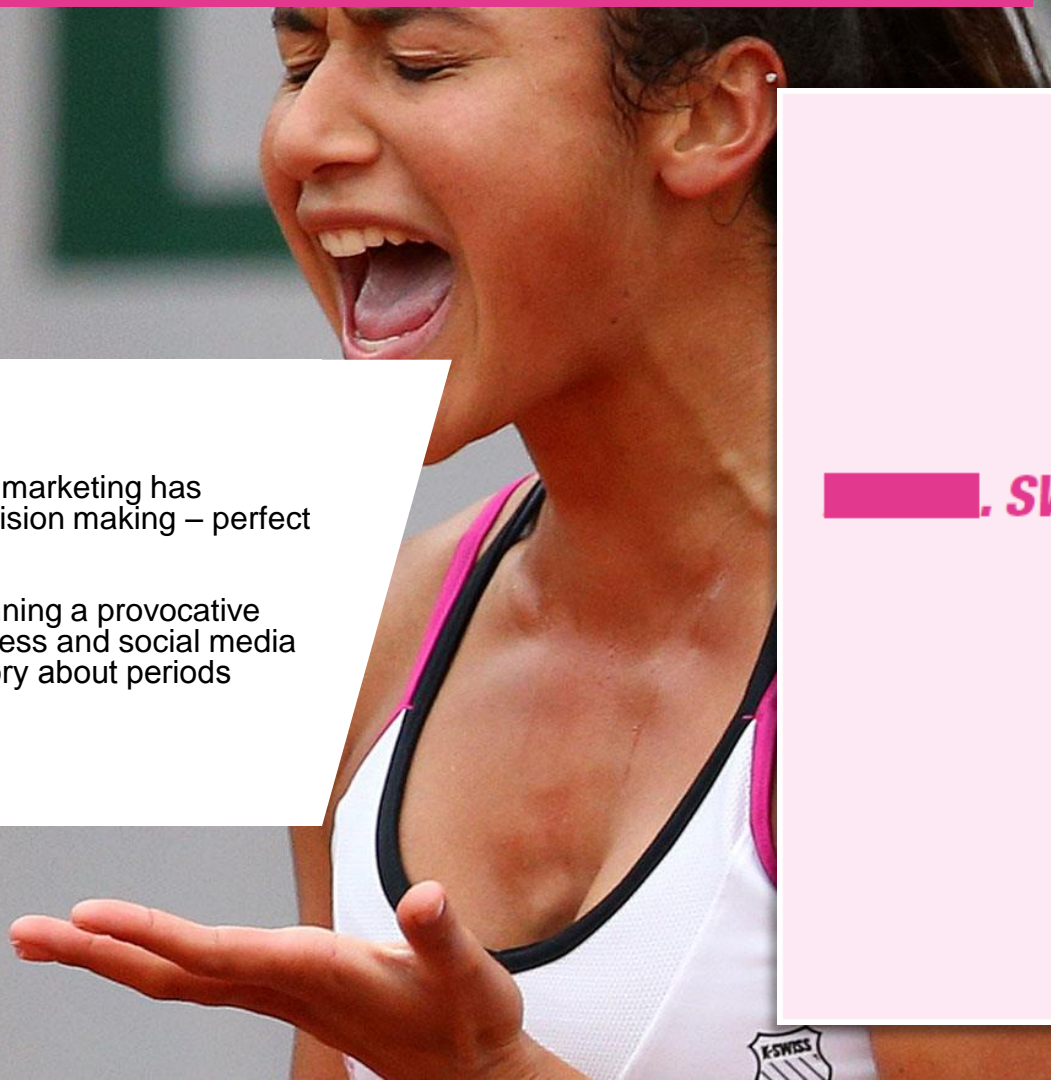
Value share of towels pre and post Live Fearless campaign launch

**Russia:**  
11.2% to 12.5% by Dec 2014



Value share of towels pre and post Live Fearless campaign launch

# **AND IT MADE US FEARLESS IN THE WAY WE APPROACH MARKETING**



Taking the Live Fearless approach to marketing has allowed for nimble and instinctive decision making – perfect for tactical ads such as this one.

As this paper goes to print we are running a provocative tactical campaign in the UK across press and social media in reaction to the Heather Watson's story about periods being a taboo subject in female sport.

**. SWEAT. TEARS.**

It's time to talk about  
sport's #lasttaboo

**LIVE  
FEARLESS**



# CONCLUSION



**By creating a big emotional idea that inspired bravery and action we were able to unite an organisation, reach aggressive sales targets and drive substantial global efficiencies.**

When it comes to adopting a new and global platform, local brand managers can be a tough crowd, especially when things are going well in their markets to start with.

Rather than simply come with a 'numbers' case from research to prove the effectiveness of the idea, we knew we had to win over the hearts of our brand managers – give them something to 'feel' rather than 'evaluate.'

A big emotional idea that they couldn't help but love.

We believe Live Fearless was the perfect vehicle to do this and we exploited it for this very reason.

It became a rallying cry for our marketing directors and managers to live by and bringing it to life in the accessible way we did, made it easy for them to decide to take the leap and adopt it in their markets.

CLICK LINK TO VIEW CAMPAIGN: <https://vimeo.com/119834591>