

Double Your Interest

The story behind Bank of Ireland's most successful deposits campaign ever

Irish International

Introduction & Background

On March 31st 2011, in response to the Troika (EC-ECB-IMF) agreement, the Central Bank launched the Financial Measures Report. This was a package of measures designed to place the finances of Irish banks on a more solid footing. One of the key measures contained in this report was a requirement for each bank to meet a liquidity requirement of a target loan-to-deposit target ratio of 122.5% by 2013.

While much of this was to be achieved through a combination of run-off and disposals of non-core assets, it also placed a large responsibility on banks to increase the amount of deposits on their balance sheets. This need to build deposits created competition amongst the banks, resulting in a huge volume of competitive advertising.

This battle for deposits was taking place against a backdrop of very negative consumer sentiment about banks. Consumers had very little trust in the banks and felt that banks served their own interests and not their customers. Significant concerns over sovereign security, bank security and Euro survival placed added pressure on the banks as they sought to retain deposits

All of this prompts a question that goes to the heart of this submission: How did Bank of Ireland deliver their most successful ever deposits campaign against this background of intense competition and consumer apathy? The answer is simple; it all came down to fresh thinking – innovation in product offerings, a refreshing style of communication and a new approach to media strategy.

Marketing Objectives

Binet and Field, in 'Marketing in the Era of Accountability' (their landmark analysis of the factors that make marketing work based on the IPA Effectiveness awards), gave very clear guidelines on the types of objectives that were likely to drive business success. A clear finding from this analysis is that campaigns that are set hard objectives (business or behavioural results) are generally more successful than those working only to intermediate consumer response targets (e.g. attitudes or awareness). On that basis this campaign was set up on very solid foundations with a very clear set of business and behavioural objectives.

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Silver

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Marketing Objectives

The deposits campaign that Bank of Ireland ran in the first half of 2011 had a hard set of objectives in all senses of the word. The key objectives were as follows;

Business Objective:

- ▶ Deliver €600m in new deposit volumes across Q2 2011

Behavioural Objective:

- ▶ Increase Bank of Ireland's penetration in the Deposits market by opening 10,000 new Bank of Ireland lump sum deposit accounts

Communications Objectives:

- ▶ Position Bank of Ireland as a key destination for savers in Ireland
- ▶ Stand out from competitors and adopt a leadership media position
- ▶ Own 'Value' perception in a very competitive and cluttered market
- ▶ Secure funds for a 2 year term by highlighting the unique offer

The Task

Within an intensely competitive market, we knew that we would need to move beyond standard rate-based communication if we truly wanted to cut-through. Permanent TSB had already demonstrated the benefits of innovation by capturing a large share of deposits with their Interest First Deposit Account – an account that met the real and pressing needs of a large group of savers by paying all their interest in the first month.

Bank of Ireland needed to develop a product that would attract savers with large lump sums to invest, while reflecting the standing and stature of the bank. For the first time, a cross-functional team was assembled comprising members of the Deposits and Marketing Communications teams at Bank of Ireland together with representatives from Irish International and Carat.

The task for this group was to develop a new Deposit product that would meet the needs of the Irish savings public in a way that truly arrested their attention.

Our research analysis showed an increased propensity for savings amongst consumers as they sought to pay down debt and make provisions for an uncertain future. We

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Company Profile

Irish International is a member of BBDO Worldwide - the most creatively awarded network in the world - but we exist to produce great communications ideas for ambitious Irish brands and we work for more of those Irish brands than any other agency in the country.

We do so on the back of two key strategic components that we highlight as our point of distinction in our agency mantra 'Insight. Excite'.

'Insight' captures our commitment to digging deep in search of a true nugget, a perspective or a revelation that will allow us to bring our creative firepower to bear in the most meaningful and effective way.

'Excite' makes us remember the need for our work to go beyond visibility or recognition, instead having the power to provoke, to generate a response - a relevant, positive change in behaviour - wherever those ideas are brought to life, whether it's in print, on-air, online or in-trade.

We have the ability to execute with excellence because we're a team of over 90 experts who combine across a range of disciplines including planning, advertising, design, digital, sponsorship, direct mail, retail visibility, consumer promotions and experiential.

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decided that we needed to develop a product that offered a competitive interest rate packaged in a way that would differentiate, grab attention and provide comfort that Bank of Ireland is the 'home of a million savers.' The product would give savers the flexibility to withdraw savings after year one, but a compelling reason for them to leave the deposit.

From this process was born the 'Double Your Interest' account.

Product Features

- ▶ Earn 3% EAR fixed for 1-year term.
- ▶ Withdraw funds as needed at the end of the first 1-year term, or close account, with interest.
- ▶ Earn 6% EAR fixed for any funds left in the account, for a second 1-year term.
- ▶ Single lodgement of between €20,000 and €1 million.

Bank of Ireland also offered both existing and new customers access to this product (match or more) at a time when many competitors only offered products for new funds.

The task for the agency was to bring the 'Double Your Interest' account to life for people in a way that brought to life the innovative nature of the product while also communicating the security, the rate on offer and the saving flexibility. Of course, this was to encourage them to deposit their money with the Bank of Ireland.

The Strategy

Having developed a truly innovative product we decided to maximise the return on our innovation before it was copied by one of our competitors. We aimed to open 10,000 accounts and raise €600m in deposit accounts. We also wanted to create a sense of urgency to maximise the buzz around the unique offer. On that basis we ran the 'Double Your Interest' campaign as a time-bound, limited offer Direct Response campaign, across multiple communication channels from flyers to TV, and online to 270 branches.

While Bank of Ireland was happy to take deposits from anybody who wanted a good home for their savings, we identified a core target audience of Savvy, Lump-Sum Savers. TGI analysis revealed that these customers tend to be aged 45+ and fall into the AB and F social classes. They tend to be in the more senior family life-cycle stages, which affords them a high degree of freedom and control over their free time. Consequently,

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they have time to shop around and compare rates so they tend to be very switched on when it comes to savings products.

In seeking to ensure the communication were as effective as possible we sought to develop a penetrating insight into our target audience. On deeper investigation of the motivations of this audience we realised that, while the rational benefit of achieving a great rate was really important, the emotional benefit of feeling pride in their financial smarts and ability to spot a good deal was as important if not more important. Consequently, the insight we worked to was;

Savvy Lump-Sum Savers are very financially aware and engaged and take pride in getting the best deal in the market for their savings

In bringing the 'Double Your Interest' campaign to life we identified three key communications tasks.

- ▶ Create awareness and desire for the new 'Double Interest' account
- ▶ Drive direct response to the offer
- ▶ Begin to build the reputation of Bank Of Ireland as No.1 Bank for Ireland's savers

The third objective was really important because we wanted to use this piece of innovation to help re-invigorate Bank of Ireland's position in the market and make them the clear market leader for savings.

The Idea and Communications Activity

How do you very quickly explain to the public a very new kind of savings account? As previously stated the majority of advertising for savings and deposits tends to be rather unimaginative, informational and rate-focused. Replicating that formula would not have had the level of cut-through required for the new 'Double Your Interest' account. In order to ensure we got something fresh and exciting we briefed the creative team to develop a campaign that would bring the idea behind the product in an entertaining and imaginative way.

The team's response was to take a very well established savings icon and remodel it to mirror the unique benefits of the account. And so the Bank of Ireland 'Double Your

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The Task

Interest' squirrels were born. One, the smaller one, represented the 3% interest rate and the other, twice as big, represented the 6% rate.



These characters became the icons for the product and helped to bring the idea to life on TV, print, and online display. They drove a consistency of communication that helped to maximise the feeling of scale and importance of this campaign.

All executions in every medium contained a strong call to action and detailed numerous ways for savers to get in contact with the Bank. We ensured that the offer was time-bound and worked to create a real sense of urgency around the offer.

The campaign was initially intended to run for just one four week burst, from 23rd March until 26th April, but proved so successful that the offer was rolled out across three more bursts.

In developing the media strategy, Carat had to walk a fine line between driving the level of Direct Response required to achieve the Bank's deposit revenue targets and delivering the improved stature for Bank of Ireland in the deposits market. They knew the media chosen had to deliver trust and credibility to aid acceptance of the message in order to aid response levels.

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The Strategy

Carat conducted a research study with iReach to test the range of 'media' which people now trust most when seeking recommendations for different products and services. Over 45's tended to cite "personal recommendation from people they know", online search, radio, TV and press advertising as the most trusted sources.

TV, radio and press, as well as being trusted, are the most effective media for reaching those over 45. Carat knew from past experience how different media drive responses. Television is most powerful channel for establishing a new over-arching campaign platform and for driving large DR calls/clicks volumes. It also creates a halo effect, which drives responses from other media - especially search. It was also relatively under-utilised within the deposits market in 2010 (13% of all media spend in TV vs. 60% in press) and is consumed at high levels by the core target audience. So TV was determined to be the lead medium and the fulcrum for the campaign.

The target audience are heavy consumers of press (75% read a newspaper daily, 44% reading the financial pages), which mandated a strong presence across all national titles. Similarly they have a strong consumption of radio which is a cost effective medium for DR and allowed us the ability to up weight specific day-parts/areas with a high frequency of messaging. Online was also an important communications channel, which allowed consumers to find out more about 'Double Your Interest.' Display and search reinforced the key messages and provided more information to the offer.

As they executed the campaign across the four separate bursts, Carat continually reviewed direct response data by execution and re-allocated spend to the most effective media channels.

Throughout the duration of the campaign Irish International, Carat and the client worked very cooperatively to ensure a seamless implementation of the campaign. This was a key factor in its success.

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The Results

The results for the 'Double Your Interest' campaign vastly exceeded expectations to become the most successful deposits campaign that Bank of Ireland has ever run. The specific results achieved are as follows;

- ▶ 17,683 accounts were opened (versus a target of 10,000).
- ▶ Deposit income raised was €1,021m (versus a target of €600m)
- ▶ The net book growth achieved over the duration of the campaign was €670m
- ▶ Bank of Ireland's market share in the deposits market increased by 1.1 percentage points. Total Deposit market was down 4% year on year.

When you consider that these results were achieved against a backdrop of intense competition and negative sentiment towards banks they are absolutely remarkable.

In 2011, savings held in Irish banks fell by c. €6bn. Against this Bank of Ireland, because of the success of the product, pricing, promotion, people, and distribution, managed to grow deposit books due to 'Double Your Interest.' Retail savings hit €15bn for the first time ever and have not dipped below since.

Impact on Behavioural Attitudes & Payback

One of the key success factors for the 'Double Your Interest' account was its ability to tie in deposits for two years. This helped to keep Bank of Ireland's deposit books buoyed up at a time of significant deposit flight from Ireland and reduced the cost to bank for buying funds in the market.

The ability to raise the level of deposits delivered by the Double Your Interest campaign reduced the amount of money Bank of Ireland needed to borrow on the inter-bank market, delivering a significant cost advantage to the business.

Based on a €1.5m media spend, the bank earned a deposit income of €1,021m. For every media euro spent, €680 was deposited with The Bank of Ireland. This success was built on comprising external and internal parties to design a concept ad platform for what would become the most prolific strategy ever executed.

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Impact on Behavioural Attitudes & Payback

Finally, this campaign, along with a number of other initiatives, helped Bank of Ireland to distance itself from the other Irish banks to such an extent they succeeded in attracting private investment from a number of private investors. The deal with investors means that the bank avoided going into Government control – the only Irish bank to maintain a majority shareholding in private hands.

Summary

The Bank of Ireland 'Double Your Interest' account is a stellar example of how innovation and new approaches can vastly alter the fortunes of a brand. In shaking up the deposits market, Bank of Ireland delivered their most successful ever deposit campaign against the most challenging possible set of circumstance. In doing so they showed the merits of having a brave client, a committed team and a couple of lovely squirrels – one small and perfectly formed, one bigger and even more attractive.

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