

No more POTS: The story of turning a brand around to Live Life on eir



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DDFH&B

The DDFH&B Group consists of DDFH&B Advertising, Goosebump, The Reputations Agency, RMG and Mindshare Media – making it one of the largest Irish companies in creative advertising, media buying and customer relationship/digital marketing. Together, they provide channel-neutral, integrated marketing communications campaigns that deliver real, measurable results. They achieve this level of integration by working in a number of small, multi-disciplined teams, calling it 'fun sizing'. They continue to be one of the most successful agencies in Ireland, working with clients such as Kerry Foods, SuperValu, The National Lottery, eir, Littlewoods, Lucozade and Molson Coors.

Vizeum

In an increasingly convergent world, Vizeum's vision is to deliver fresh and challenging solutions that help our clients win. We achieve this through our guiding principle, 'Simple strategy, brilliantly activated', and through the application of our 70/20/10 model for innovation, to the way we manage our client's media budgets, all of which is underpinned by our bespoke research system, CCS, real-time reporting and market scale. Our position within the unique Dentsu Aegis operating model allows us to integrate best in class digital and outdoor planning, buying performance and technology through our partners in iProspect, PML, Amnet and Isobar. Our clients include eir Group, energia, Irish Distillers, Kerry Foods, IKEA, RTÉ, Burger King, Largo Foods and BMW MINI.

INTRODUCTION & BACKGROUND

“Every so often in a generation you see an ad that comes on TV that you just go, ‘God do you remember that ad’... and we have one, we found one and it has got this extraordinary piece of music and over the past fortnight the soundtrack to this TV ad for eir has captured the ears of everyone who has heard it... it’s magnificent”

Ryan Tubridy, Late Late Show (October 2nd 2015)

On Thursday, September 16th, 2015, the eir brand was launched. The results shown in this paper will demonstrate how this was more than just a name change, it marked both the final step of one journey and the beginning of another. This journey would change the fortunes of an ailing business, its staff, customers and shareholders.

First, let’s go back to 2012; the low point. Ireland was at the height of recession, unemployment was peaking at 14.6%, and Irish people were experiencing the full impact of austerity. Eircom had an older customer base and was failing to recruit younger customers. The business was experiencing revenue declines. At this time, eircom group was placed under examinership. The state’s largest telecoms provider, with a Moodys rating of CCC, sold five times in ten years, hampered by regulatory constraints and operating in an intensely competitive market was losing relevance, consideration and customers. It seemed that eircom was a bellwether for Ireland and its future.

A brave decision was taken: it was to be ‘End of Days’ for eircom. The business was to re-launch under a new brand name, which energised the organisation, engaged the Irish people and helped to transform its prospects.

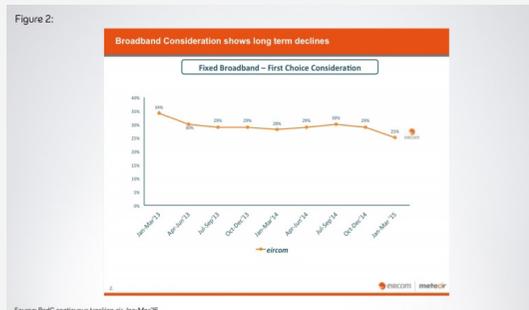
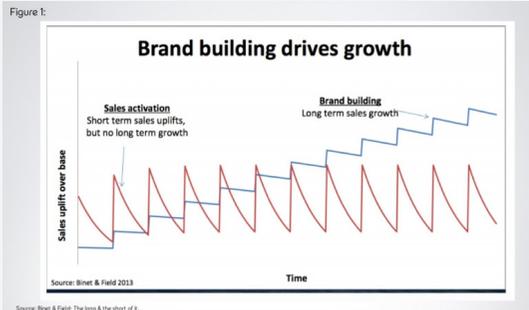
INTRODUCTION & BACKGROUND

This paper does not seek to overstate the role of advertising in changing the fortunes of this organisation, but it will assert that the advertising campaign was an important catalyst in this continuing story of transformation, that it lent credibility to a business claiming it was changing, and that it amplified the impact of this change, creating brand fame and consumer mental availability to its proposition and product set.

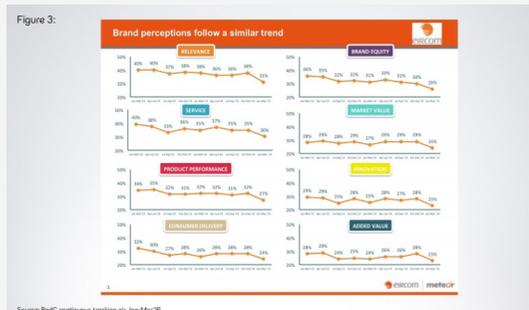
This new advertising campaign didn't just change the conversation about this organisation, the advertising made the organisation the national conversation!

No more POTS: The story of turning a brand around to Live Life on eir

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Source: Red C continuous tracking eir Jan-Mar'15



Source: Red C continuous tracking eir Jan-Mar'15

MARKETING OBJECTIVES

According to Les Binet (Binet & Field) there are two ways in which marketing can affect sales:

Sales activation has a big effect but decays quickly.

Brand building has a smaller effect but decays slowly. Long-term effects always produce short-term effects but the reverse is not true. In fact, while brand building reduces price sensitivity, short-term action increases it. See figure 1.

The fact that rational campaigns can produce more powerful short-term effects can be very seductive for an organisation that is fighting tooth and nail to retain its base of customers in an intensely competitive marketplace.

Hamstrung by the examinership process and facing a tough regulatory environment, eircom was forced to make choices. The business chose to focus on the continuous extension of short-term promotions while it got its “house in order”, building the proof points to justify a brand reposition and launch. This action would take its toll on brand equity and ultimately customer numbers.

BrandZ data corroborated this - eircom’s brand power score lagged behind SKY, Vodafone and UPC*. Eircom had limited power and potential, the brand lacked meaning. Broadband consideration was in long term decline. See Figures 2 & 3.

Yet, perception was out of tune with reality - the business was transforming from the inside out, it reduced staff numbers, launched a TV service, it was the first to roll out super fast fibre broadband and 1gb fibre to the home (FTTH), it launched LTE/4G mobile broadband and it was the first to launch a quadplay bundle. Surprised? This was a dynamic business, full of energy and fit to compete. As the business healed itself, the brand suffered and eircom was less than the sum of its parts.

The challenge now became the very brand itself, as it was holding the business back. It was time to shift focus to the brand and address the problem head on.

MARKETING OBJECTIVES

The objective was to bridge the perceptual gap and communicate that this business was far from the POTS (plain old telephone service) association of eircom. The brand launch was a necessary marker for change and was also essential to support the business strategy of winning in the bundle.

1) Commercial objectives:

- a) Grow Total Revenue by +2% by Q2 2015. This may sound small, but for a market leader which was losing share, it was quite ambitious.
- b) Continue to stabilise EBITDA (Earnings before interest, taxes, depreciation and amortisation).
- c) Grow blended ARPU by 5% through greater penetration of RGU (Revenue generating units), fixed voice, mobile, TV and Broadband.

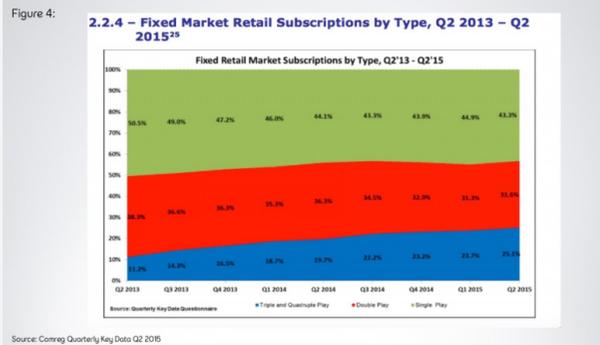
To avoid repetition, we have combined the marketing and communications objectives together.

2) Marketing & Communications Objectives:

- a) Successfully re-launch eircom under new brand name, eir, and position as a modern and contemporary brand.
- b) Improve awareness, consideration and penetration of RGU and bundle.
- c) Generate buzz and galvanise Irish people behind eir; “win the crowd” by creating a sense of event.

No more POTS: The story of turning a brand around to Live Life on eir

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Source: Comreg Quarterly Key Data Q2 2015

MARKETING OBJECTIVES

There is an increasing trend towards bundling in the marketplace (see figure 4). Bundles are getting bigger over time with a continuing shift into triple and quadplay services. Once a customer bundles, they are unlikely to deconstruct the bundle, enjoying the simplicity of one bill and one relationship. A bundled customer is more valuable than a customer with a single RGU (Revenue Generating Unit). This trend towards bundling raises the competitive stakes as there is more to win or lose. While broadband is the most important part of the bundle and its anchor, it is functional and commoditised. TV represents the emotional end of the bundle. Mobile is emotional but personal, so customers don't mind keeping it outside the bundle. SKY has strength in TV, Vodafone has strength in mobile, UPC had positioned itself as Ireland's fastest broadband, and eircom was known for POTS (plain old telephone service).

The brand has an increasingly critical role to play in the world of bundling too. It's an important heuristic for trust and reliability. To succeed, the business needed a strong brand. This new brand launch wasn't an exercise in corporate vanity, it was an essential part of the turnaround strategy. **The new brand was necessary to revitalise and modernise the group and to create mental availability to the breadth of the business offer.**

* See appendix BrandZ data

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THE TASK

Our task was ambitious, to launch eir into a very competitive marketplace, characterised by a number of large and international brands with deep pockets. Distinguish eir from the competition, making it part of a brand set that will come to define a new Ireland. Create unambiguous awareness that eircom is now eir and change perceptions of this business and its potential.

eir had made a significant investment in its new brand identity and we knew from research that it had the potential to pique consumer interest. The rebrand was seen as a big move by the business.

But the deep recession that Ireland had endured had wreaked havoc on its people, forcing them to reassess and ultimately change their attitudes, values and many aspects of their consumption behaviour. We became a nation of scrutinisers and fine-tooth-combers. The Irish people would not be excited or fooled by the new brand in and of itself, although they would be excited by the promise of this new brand; they would look for the rational underpinning or the exciting disruption it was going to deliver. We knew this. We also knew that we would not have such a proposition for launch. The business could not afford to invest in a market-changing proposition. The rebrand and its rollout had sucked the budget. We don't want to pretend that we had a limited budget - that's not true, we had a sizeable budget - but we had a lot to do.

The brand test research also taught us that there was a low level of awareness of the breadth of the offer from eir. Respondents in groups often didn't know that eir would have a credible mobile offering, this is no surprise as eircom had never marketed a mobile service directly. Eircom group owned two mobile brands, Meteor and eMobile (eMobile became a sub brand within eircom) but eircom was not directly associated with mobile. This was reinforced by lower mobile consideration scores. The TV service had been launched under the eVision brand and again, it was often not directly attributed to the business; consequently, there was a low level of consideration for TV. This discovery presented us with both a problem and an opportunity. We now had quite a large market education job to do and the opportunity lay in the fact that this new brand now had some new news and a compelling proposition for launch.

No more POTS: The story of turning a brand around to Live Life on eir



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THE TASK

eir would deliver a full quadplay service, all four services in one bundle. We needed a brand response campaign to deliver the education.

eir was under pressure to make the rebrand pay. It was important that the business hit its target and that the launch was well received. We needed to develop a direct response campaign to convert sales as early as possible and promote the quadplay bundle.

The re-launch needed to land positively with Irish consumers, and we knew we would have one chance to get it right. A failed launch and a badly received brand would deliver untold damage to the business and its future potential. It was important that we read the market correctly and carved out a credible space for eir. The truth was, since the flotation of Telecom Eireann back in 1999, the business had started to lose the crowd and the lack of innovation or brand investment in recent years had meant there was little latent affection to tap into.

Oh, and did we mention that Richard Branson was about to drive his Virgin Media semi truck into the middle of our launch?

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THE STRATEGY

“Don’t throw the baby out with the bathwater”, or in this case we thought maybe we should. Was there really nothing we wanted to bring with us?

In research, our own customers described an eircom party as one with tea and biscuits, you’d wear a suit and it would probably be held in the afternoon. Compare this to SKY’s party - a high-octane affair with real A-list celebrities and a VIP lounge, you’d pay to get in but once you were in, everything would be laid on. We all thought about going to the SKY party! We struggled to see how we could shake off the baggage of old eircom and deliver meaning for this new brand.

We knew this launch would need to create impact and yet isn’t that the role of all advertising - to impact the target consumer and get them to take some action on the back of it, to change how they think, do something new, love us? We needed to be loved.

But where was this love going to come from?

The fact is, both eir and the Irish people share history. eir understood, better than most, what it was to be Irish between 2008 and 2014. eir, like many Irish people, had been to the brink and, like many Irish people, had felt uncertain, at sea, humbled and even ashamed. We needed to align this brand with the experience of the Irish people and demonstrate deep understanding and empathy of what they have been through, because eircom had been through it too. We needed to show that we understood the desire to leave the past behind us and move on.

We recognised that eircom had focused its efforts on building the substance of their business but failed to get due recognition. This was a business that was and is committed to Ireland and its people. It serves only them, its focus is here on this island. It relentlessly pursues “next” and its networks reach more people in more homes than any of its competitors. Yet the changes inside the business weren’t reflected in the brand, and so did not deliver the desired results for the business.

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THE STRATEGY

The communications would need to do a lot of the heavy lifting to create brand fame and get eir the attention it needed to tell its story and be heard.

The real brand truth was eir's Irishness, but we needed to make sense of it and show them its benefit. We needed to reflect a contemporary and innovative Irish brand that is looking forward on our behalf and building out "a network for the nation".

eir understands what it means to be closer to your world and what's important to you better than anyone else, it's why eir gets up in the morning.

Now all we needed to do was take their breath away.

THE IDEA AND COMMUNICATIONS ACTIVITY

The new brand position needed to deliver a creative platform that was as rousing as it was compelling. It needed to elicit an emotional response and go further than just communicating that eir is essential to life in Ireland.

We needed an idea that was emotionally powerful; after all, we knew that eir had the rational reasons to believe, but this had not been enough to drive consideration and convert new customers. The idea also needed to deliver on our brand response and tactical direct response objectives.

eir and the people of Ireland shared quite a lot when you think about it, both had been to the brink of failure and both were working their way back.

- ▶ Both had been exposed and vulnerable, but had demonstrated inner strength and drive.
- ▶ Both took responsibility and action in the face of their challenges.
- ▶ Both were proud and passionate.
- ▶ Both were deeply invested in this land and this place.

eir had “lost the crowd” but we could reconnect by reminding them that **our journey was their journey** and to inspire them to continue their journey together with us.

Speaking of taking their breath away, a word on the music: we knew that we needed to provoke our audience.

From the start, we knew that music was going to be an important part of our communication, a strategic part really. If we needed our campaign to be a rallying touchstone for collective Irish identity (and we are an aural people), then music was an important factor to consider.

The music was a critical element but not an obvious choice, and we fought hard to retain it. It is the musical equivalent of marmite and we feared it would not fare well in qualitative research. The winning moment for music choice was a standing ovation from a focus group of competitive customers.

No more POTS: The story of turning a brand around to Live Life on eir

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THE IDEA AND COMMUNICATIONS ACTIVITY

The idea was captured in the convention “We are...” The points of ellipsis are important because they allow us to convey that we in Ireland are many things and that eir understands that. That understanding uniquely positions eir to be the network for this nation. There was a nervousness about playing the national card but, when played well, it is extremely powerful - remember Riverdance? The campaign issued a grand invitation to come with us and live life on eir.

There were three phases to this campaign:

1. Take their breath away - The brand launch, about inspiration and goosebump generation.
2. Elucidate - The brand response campaign that shone a light on the bundle components, educating the market on the fact that eir had strength across the bundle.
3. Make it irresistible - Pure conversion - make it simple, clear and compelling.

We needed all three phases to deliver on our objectives.

Channel Strategy:

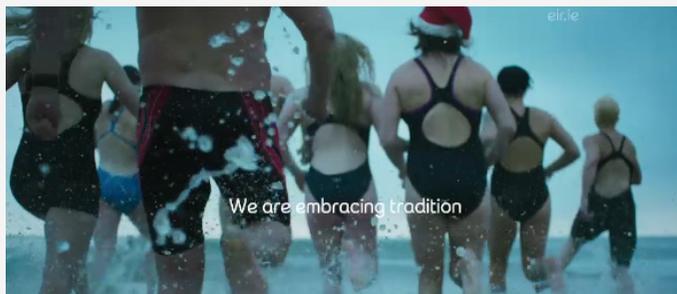
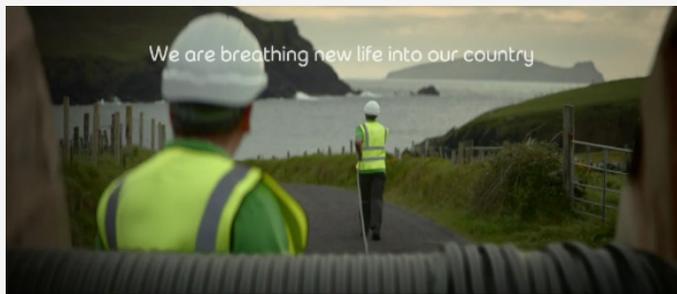
The channel strategy for the launch was designed to deliver the new brand, make it meaningful to consumers and also ensure we continued to deliver weekly business targets. Therefore, there were three clearly defined roles for media:

1. Drive Awareness

A heavyweight, high-impact AV strategy was developed to land the new brand identity quickly with consumers. Sixty-second commercials dominated the key terrestrial TV stations as well as their accompanying players, to ensure we reassured existing eircom consumers but also landed our message with Virgin Media and Sky customers as well.

No more POTS: The story of turning a brand around to Live Life on eir

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THE IDEA AND COMMUNICATIONS ACTIVITY

AV was supported through a comprehensive out-of-home campaign. The activity gave ubiquity to the campaign and ensured we dominated urban centres. A combination of billboards and transport formats achieved significant reach but also the frequency required to launch a new brand and create a big brand feel.

Standout formats in press and home page takeovers on key websites complimented the AV and out-of-home activity, and ensured standout for the new brand very early in the campaign.

Following on from the immediate high-impact launch, we incorporated 40" brand response AV commercials which landed the proof points behind the new brand identity. It ensured we followed up the highly engaging 60" commercial with the reasons to believe, which educated the target consumer and enhanced the brand proposition.

2. Drive Affinity

It wasn't enough to just drive impact - we needed to drive affinity to give greater depth and meaning to the brand launch. In our AV strategy, we dialled up our presence in programmes that our audience have higher engagement levels with, but digital was the best environment for us to drive affinity effectively.

We utilised first party data from eir, with third party audience data to target the most relevant users with the right message. Using various high-impact formats, we owned specific content areas and layered on sequential targeting tactics to tell the brand story seamlessly.

3. Drive Action

Even with the launch of the new brand, it was imperative that the business continued to deliver its targets. The data available to us from working with eir over the years has enabled us to develop a highly effective and cost-efficient direct response strategy that has proven to deliver results.

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THE IDEA AND COMMUNICATIONS ACTIVITY

It was important that the direct response activity did not detract from the impact of the brand activity, nor add confusion. We therefore ran the brand activity in isolation for a number of weeks before overlaying the hard-working direct response media.

Our DR strategy was tailored to work in conjunction with the brand activity and incorporated AV, press inserts, display and radio, as well as performance digital display and search. We deployed retargeting and prospecting tactics to ensure we cross sell an appropriate complementary product to an existing customer, but also recruit new customers with our bundle offering as well.

The launch coincided with the Rugby World Cup and the GAA Championship Final, which culturally aligned with our ambition - these were our “Riverdance” opportunities.

No more POTS: The story of turning a brand around to Live Life on eir

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Figure 5:
PRE CAMPAIGN

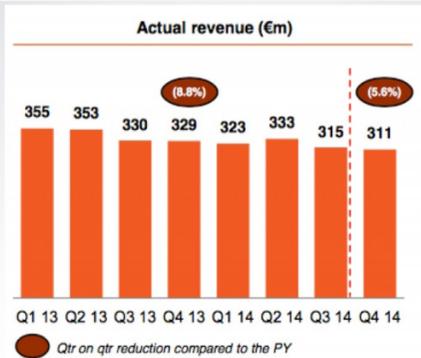


Figure 5: PRE CAMPAIGN

Source: eir Quarterly Trading Data to December 2014

Figure 6:
POST CAMPAIGN



Figure 6: POST CAMPAIGN

Source: eir Quarterly Trading Data to December 2015

RESULTS

The eir brand advertising campaign produced Ireland's biggest brand launch in over a decade. The business recognised the need to deliver on the "sum of the parts" for this organisation and to positively position the new brand in an intensely competitive marketplace. So what happened next?

Did we achieve the commercial objectives as laid out?

Objective 1: Grow total revenue by +2% by Q2 2015.

The actual revenue growth achieved was +4% yoy but there had been a 5% decline the previous year. This represents a very strong performance with a third consecutive quarter of year on year growth. See Figures 5 & 6.

Objective 2: Stabilize EBITDA (Earnings before interest, taxes, depreciation and amortisation).

We saw an uplift of 4% in EBITDA. This was driven by revenue growth across all business units. See Figures 7 & 8.

Figure 7:
PRE CAMPAIGN

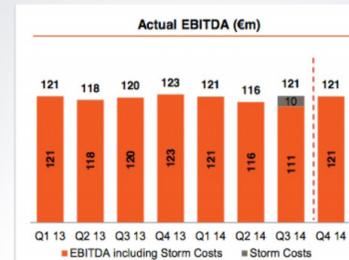


Figure 7: PRE CAMPAIGN

Source: eir Quarterly Trading Data to December 2014

Figure 8:
POST CAMPAIGN



Figure 8: POST CAMPAIGN

Source: eir Quarterly Trading Data to December 2015

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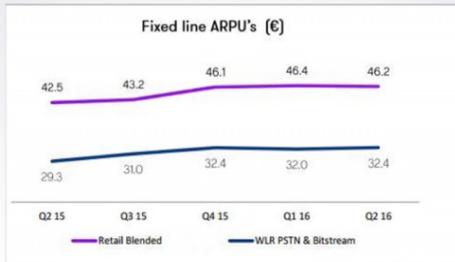


Figure 9: AVERAGE REV. PER USER
Source: eir Quarterly Trading Data to December 2015



Figure 10: HIGH LEVELS OF BRAND SALIENCE ACHIEVED
Source: Red C continuous tracking eir October-December'15



Figure 11: A MORE CONTEMPORARY AND MODERN BRAND
Source: Red C continuous tracking eir October-December'15

RESULTS

Objective 3: Grow blended ARPU (average revenue per user) by 5% through greater penetration of revenue generating units in the bundle.

This was a stretch target. Considering we knew that there was a low level of awareness of the provision of mobile and TV services and a new brand, growing ARPU would require a leap of faith on the part of our target consumer. See Figure 9.

In fact, blended ARPU grew from 42.5 euro to 46.2 euro, representing an increase of +9%. (ARPU includes core voice, access rental and BB rental, less voice and bundle discounts and excluding connection fees and other ancillary revenues.) This exceeds the target by 4%.

2) Marketing & Communications Objectives:

a. Successfully re-launch eircom under the new brand name "eir" and position as a modern and contemporary brand. There was a high level of brand salience achieved. See Figure 10.

Despite significant market activity and competitor spend levels, awareness of the rebrand was very high and positive.

Did we successfully position eir as a more modern and contemporary brand?

Yes. We achieved our branding objectives with regard to modernity and dynamism, things lacking in the previous eircom brand. 55% agree eir will be a more modern and dynamic brand, only 19% disagree. See Figure 11.

Initial reaction to the rebrand has been positive, with both broadband customers (67%) and non broadband customers (53%) agreeing that eir will be a much more dynamic modern brand.

No more POTS: The story of turning a brand around to Live Life on eir

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Figure 12: DRIVE CUSTOMER LOYALTY AND INCREASE RGU'S OVER TIME

Source: Red C continuous tracking eir October-December'15

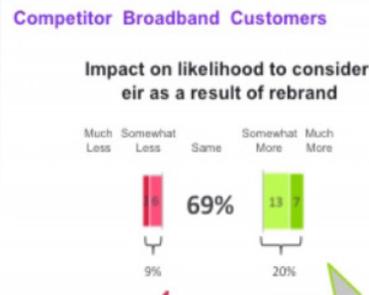


Figure 13: Consideration

Source: Red C continuous tracking eir October-December'15

RESULTS

b. Improve awareness, consideration and penetration of RGU (Revenue Generating Unit) and bundle.

Consideration performance among our base is very positive post launch with the notable improvement of the behavioural dimension “exclusive commitment”, with a positive change versus eircom of +6%. See Figure 12.

The eir rebrand has given us an opportunity to re-engage competitor customers with a 20% increase in consideration score, despite increasingly inherent loyalty to own provider (% exclusively committed to own provider: Virgin +7% and SKY +2%).

- ▶ Awareness of the mobile service amongst non-customers, increases +9%.
- ▶ Awareness of the quadplay service among non-customers rose by +6%.
- ▶ Bundle consideration amongst non-customers was as follows:
 - ▶ Consideration for mobile bundle +6%
 - ▶ Consideration for a TV bundle +2%
 - ▶ Consideration for quadplay bundle +2%

The uplifts were positive and exceeded targets. See Figure 13 above. **In fact, quadplay sales accounted for just 4% of sales pre re-launch and now account for 16% of sales. Quadplay sales through retail outlets increased even further, from 20% of retail sales to 37% of retail sales.**

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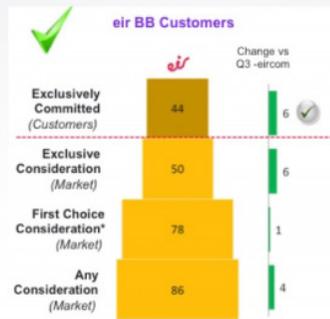


Figure 14: NET PROMOTER SCORE SHIFT
Source: Red C continuous tracking eir Oct-Dec'15

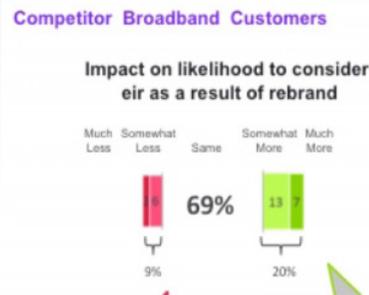


Figure 15: Churn Rate Over Time
Source: eir Quarterly Trading Data to December 2015

RESULTS

Existing eir customers are happier, reflected in a positive shift in NPS of +9%. Churn rate declines can be observed across campaign period. See Figure 15.

A good test of the success of this campaign is the number of inbound calls to the sales channel. Prior to the campaign launch, the average number of inbound sales calls from customers stood at 4,955 per week with a conversion rate of 80%. Post campaign, the number of calls increased to an amazing 6,869 inbound sales calls per week with an increased conversion rate of 85%. This reflects an increase of 38.7%. This increase in the conversion rate points to a more informed caller, a consequence of better education on RGUs. Figure 16.

c. Generate buzz and galvanise Irish people behind eir; “win the crowd” by creating a sense of event

Did we successfully build advertising cut through?

75% of respondents in the advertising evaluation were aware of the TV brand execution, this represents +22% vs the Red Star norm.

The TVC had the highest brand ad cut through on record across 31 brand ads tested by Red C.^[1]

We also clearly communicated that eircom was now eir with **83% of the market aware of the eir re-brand^[2]** as of end December 2015. This was 13% higher than the Virgin Media rebrand awareness over the same period.

We also managed to positively leverage the Irishness of this brand and according to the Red C RED STAR advertising evaluation, “the brand exudes clear modern Ireland linkage” (of Ireland and for Ireland).

No more POTS: The story of turning a brand around to Live Life on eir

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RESULTS

70% of the market want to know more about eir (Red C Brand Tracker, October –December 2015), with no difference between customers and non-customers.

This ad had the highest talkability of any ad tested to date according to the RedStar advertising evaluation (26th Oct-2nd Nov).

With regard to protecting the existing base of customers, 1 in 3 claim to be more likely to stay as a direct result of the brand ad. (Red C Red STAR Advertising Evaluation 26th October-2nd November)

There was a 4% increase in broadband consideration and a 2% increase in TV and quadplay consideration amongst customers (Red C Brand Tracking Oct-Dec '15), affirming that eir was now positioning as a Multi Service Provider.

How about recruitment? Over half (53%) of non broadband customers agree that the rebrand is a move in the right direction (Brand tracker), while only 14% disagree.

54% of non broadband customers agree that eir “can now deliver all my telecoms and entertainment products and services” (Red C Brand Tracker).

The campaign stood out in a market that was described by Red C as “in a state of chassis” - the market was cluttered, Virgin Media had arrived and all players were investing heavily. It was a noisy environment into which this new brand was launched.

The campaign crossed over into popular culture, winning the hearts and minds of the Irish people.

The song “Fionnghuala” from the campaign was performed on the Late Late Show, Ireland’s oldest and biggest night-time talk show, and the song was also released as a single.

No more POTS: The story of turning a brand around to Live Life on eir

DDFH&B and Vizeum

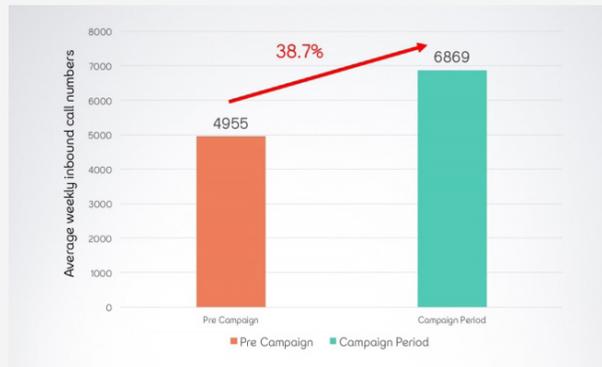


Figure 16
Source: eir Proprietary Inbound Tracked Call report



Figure 17: Twitter Thread
Source: Twitter

RESULTS

The ad was referenced in today FM's Satirical Show "Gift Grub". The advertising was also referenced in two Christmas pantomimes.

The music was even remixed for Copper Face Jacks nightclub, real proof of success?

The launch secured 350 media articles with a PR value of €723,144. The Sunday Times "Broadband Dog Fight" article achieved a PR value of €43,823.

Footfall across retail outlets was 343,102.

The campaign reached 3.9 million radio listeners.

1.2 million through the Ambassador social media.

#eir trended across day.

On Twitter, consumers were calling for the music track to replace the national anthem. See Figure 17.

Social referrals were up 579% vs the average.

The Moodys credit rating for the eircom brand, which was rated CCC in 2012, has now achieved a rating of B2 with potential for B1.

Standard & Poors upgraded eircom from stable to positive, B rating.

The upgrades were attributed to the positive change in eir's revenues and earnings. Eir is consequently well positioned to raise funds for further investment.

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DDFH&B and Vizeum

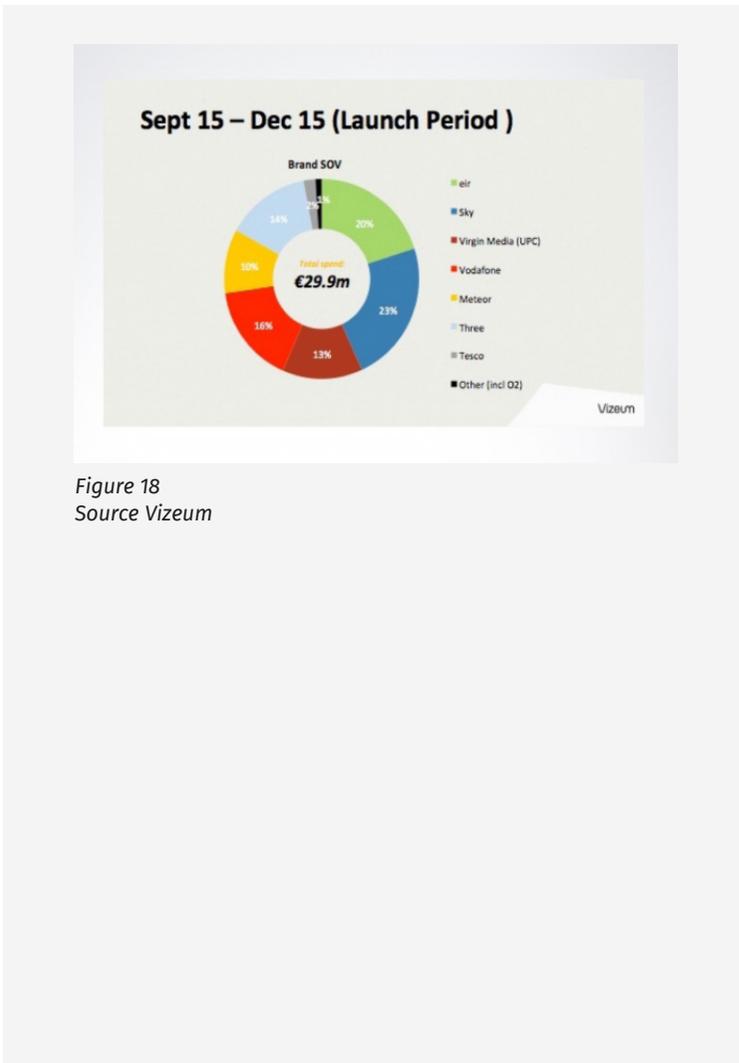


Figure 18
Source Vizeum

RESULTS

eir bought Setanta Sports, a sports broadcaster in Ireland; this is a real marker for genuine brand change. Prior to the rebrand and launch, eircom would not have considered such a deal. This purchase changes again the position of this business in the market as it now becomes a broadcaster and an entertainment company. This will contribute to reassessment, consideration and an increasing ability to compete.

Discounting Factors:

Was our share of voice greater than our competitors? While we increased our investment by a significant amount to support our new brand launch, we were out-shouted by SKY, and were soon to be matched by Virgin Media.

Were we the only brand launching in the market? No. Virgin Media launched into the Irish market, replacing UPC in the same period. It is important to note that Virgin Media is a well-known brand in this market and its arrival was positively anticipated.

Did we launch a market-changing proposition? No. We already provided quadplay services into the Irish market, but we did discount our quadplay bundle for €30.00 for a promotional period of just four months. Virgin Media, who entered the market just behind eir, launched with a generous six months free mobile offer. We did not have the best offer in the market at the time. Also, Irish people had learned to look beyond the promotional period of offers for the actual bundle price, and this was a potential barrier to conversion.

Were we considered to be functionally better in product terms? No. Despite owning, managing and integrating mobile and fixed networks, it was acknowledged that each operator excelled in one aspect of the bundle - Virgin Media and broadband; SKY and TV; Vodafone and Mobile. Eircom's/eir's strength was perceived to be in fixed voice, an increasingly outdated aspect of the bundle.

No more POTS: The story of turning a brand around to Live Life on eir

DDFH&B and Vizeum



RESULTS

A word on ROMI. This was more than an advertising campaign, it was the turning of a tanker, and as such, there was a significant investment made across the business to deliver on the grand ambition. It is well publicised that eir spent €16 million on repositioning the brand, developing a new brand identity and position and rolling that out across all assets from uniforms to retail stores. In fact, only a fraction of that budget was used in the development and support of this campaign. It would be misleading to suggest we have achieved a positive payback on investment at this early stage, just six months into the journey, but the indicators are extremely promising: new brand salience, consideration, penetration, intention to bundle and revenue generation are all moving positively.

Perhaps the clearest way to consider real return on marketing investment in this case is not to consider “the size of the prize” to be won, but to imagine the scale of the damage that would have been wrought in the business had eir not taken this action. eir have invested to safeguard the future of this business and position it for growth. The re-launch has not only stemmed the declines faced by the business but it has stabilised it, establishing it as a relevant Multi Service Provider of and for the people of Ireland.

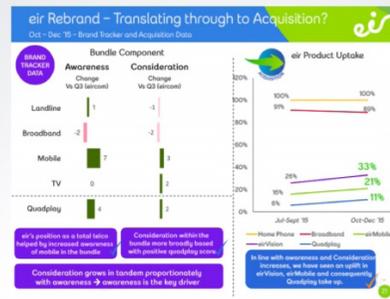
[1] Red C Red STAR Advertising evaluation (26th October-2nd November '15)

[2] RED C Brand Tracker, October-December 2015

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Figure 19



IMPACT ON BEHAVIOURAL ACTIVITY AND PAYBACK

It is clear that the brand launch campaign has successfully shifted consumer perceptions. In the face of intense competition from large international brands, eir successfully increased commitment and loyalty from its own customer base and also managed to appeal to non-customers, driving consideration of the brand and their bundle offering. This tells us two things: the brand was being viewed as a Multi Service Provider and the advertising was effective in driving consideration amongst non-customers for mobile, TV and quadplay bundles.

Consideration grows in tandem proportionately with awareness and awareness is the key driver. Figure 19.

The base composition was also showing early signs of change with positive acquisition amongst the younger segments, Striving Families at +6% and Contemporary Nesters at +6%.

The segment profile shows that the churn base is more likely to be older and more rural. We lose least among younger, more urban segments. In acquisition, we are also attracting a younger customer mix. This is a positive indicator for the future of the business.

We can conclude that both customers and non-customers have positively reacted to the rebrand.

The business also observed an increase in TV and mobile take up, further proof that this brand was no longer considered to be a POTS (plain old telephone service).

Most notably, this brand crossed over into popular culture and became the conversation; the talkability amplified the impact of the communications activity.

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NEW LEARNINGS

We really demonstrated for this brand - and in this category - the importance of building brand fame alongside promotional activity; that it doesn't matter how strong a portfolio of products is in functional performance terms, if there is low consumer love. The fact is that on September 15th, 2015, the day before the launch, eircom was a quadplay provider - in fact, it was the only provider in the market at the time that could offer a bundle with all four services in it. The difference pre and post campaign centered around a more positive feeling towards the brand and a belief in this brand being seen as more dynamic and contemporary.

The second learning corroborates the findings of Byron Sharpe, that brands must talk to all customers in order to achieve growth. We have seen that the brand is now attracting a younger consumer, something eircom struggled to do.

Ultimately, the learning is the power of emotion in business growth and the fact that this campaign made a strong cultural connection with Irish people, reflecting the zeitgeist and delivering the commercial equivalent of a "Riverdance" moment.

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SUMMARY

What eir set out to do was ambitious by any standard - to persuade a market that had almost written them off to re-engage and reconsider their offer; to give this new entity the benefit of the doubt and hear what it has to say. Their actions would change the fortunes of this ailing business and give it a new chance to compete. The launch campaign managed to tap into the Irish culture in a deeper way and forge a more emotional connection, eliciting a response from both brand and consumer that said, "Yes we can".

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MEDIA GALLERY

CREATIVE



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