

SERIOUSLY SOCIAL 2016

Peter Field



WV

Contents

Four things to take from this report	3
Executive Summary	4
About the Prize	6
2016 Judging Panel	7
Lessons Learned in Social	8
1. The state of social	11
2. The fight for organic social	17
3. Less money, more content	20
4. Social share of budget	26
5. The conflict between short-termism and social success	29
6. Drivers of social success	33
7. Social strategy and Big Data	39
8. Winning case studies	41
Grand Prix	42
Gold	43
Silver	46
Bronze	51

ABOUT THE AUTHOR



Peter Field spent 15 years as a strategic planner in advertising and has been a marketing consultant for the past 19 years. Effectiveness case study analysis underpins much of his work, which includes a number of important marketing and advertising texts: *Marketing in the Era of Accountability*, *The Long & The Short of it*, *Brand Immortality*, *The Link Between Creativity and Effectiveness* and a chapter of the *Sage Handbook of Advertising*. Peter writes and speaks regularly about marketing effectiveness. He is an honorary Fellow of the UK Institute of Practitioners in Advertising.

Four things to take from this report



SOCIAL EVOLVES AS A BROADCAST PLATFORM

This year's Warc Prize for Social Strategy witnessed a marked increase in the use of content in social campaigns with video dominating: 79% of entrants used content in their social strategy in 2016, compared with 41% in 2015 and just 22% in 2014. Nearly three-quarters – 73% – of entrants used video as a key part of their social strategy.

1

A SHIFT TO 'TOP-DOWN' SOCIAL STRATEGY

There has been a palpable shift away from 'bottom-up' strategies, mirroring the changing models of social marketing. The lion's share of this year's winning case studies relied on top-down, brand story content strategies. These are essentially time-honoured 'tell and sell' campaigns with a social twist. They are easier to deliver and to link to commercial outcomes and are more popular with brands than bottom-up or cause-driven campaigns that characterised previous Prizes.

2

SHORT-TERM TACTICS DOMINATE SOCIAL

Social campaigns constrained to work over short timescales are unable to deliver the same benefits as long-term ones: both longer-term business effects (such as market share movements or new customer acquisition) and sales activation effects were considerably lower for short-term campaigns.

3

BIG DATA IS MORE PREVALENT IN SOCIAL STRATEGY

83% of campaigns entered into the competition made some use of big data, with many winning papers demonstrating a good use of data to generate insights (56%) and improve targeting (59%). There is a growing maturity in how agencies are combining data with social strategy, yet there is still a lack of robust data in evaluating effectiveness. This was particularly the case for non-shortlisted papers.

4

The most prevalent theme to emerge from this year's Warc Prize for Social Strategy is the migration towards content, with video playing a lead role in a social strategy. More than three-quarters of entrants – 79% – used content in their social strategy in 2016. Increasingly, social is used as a broadcast channel: 73% of entrants used video as a primary form of content. Organic social media is often ably assisting the reach of these video-led campaigns, particularly where there is a powerful piece of hero content.

Nearly two thirds – 64% – of entrants to the Warc Prize for Social Strategy reported that organic social played a dominant role in their campaign. Non-shortlisted campaigns were more than likely to fail to deliver any significant organic reach (15%).

While the 2015 *Seriously Social* report documented that more brands were investing in paid social, the rise in video use by social strategists has seen

organic enjoy a resurgence. Many powerful and often highly emotive social ideas benefitted from the exposure synonymous with organic reach – for instance, Coca-Cola's 'Remove Labels' campaign which ran during Ramadan in the Middle East.

It is also interesting to note the change in the type of content that is featuring in social campaigns. There has been a dramatic shift towards 'top-down' and brand story-led campaigns and away from 'bottom-up'. Top-down now accounts for 86% of shortlisted cases and 93% of winners, while brand story now accounts for 83% of these cases and 86% of winning papers.

Short-termism prevails

Following in-depth analysis of the metadata from this year's entrants, it is clear that long-term business effects are being sacrificed in the pursuit of short-term sales activation in many social strategies. Budgetary constraints were very much in evidence: there was a significant drop in budgets from 2015 to 2016 – the average budget fell

by \$0.8m, from \$2.3m in 2015 to \$1.5m in 2016. This drop, combined with the ongoing challenge of achieving organic reach, has meant that short-termism is having a detrimental impact on the effectiveness of social campaigns.

Organic reach benefits from more budget and long-term thinking, and, as already stated, there is a clear link between organic reach and business success, with a significant number of winning papers having a successful organic element in their campaign.

As pointed out in this report: "The inevitable consequence of short-term measurement is a drift to strategies that deliver better in the short term. Unfortunately, these tend to deliver poorer long-term performance and so short-termism ultimately undermines long-term effectiveness."

Combining social with other media

Echoing the 2015 Warc Prize for Social Strategy, the most powerful organic effects emerged when social was combined

with traditional broad-reach channels. Campaigns achieving little or no organic reach used conspicuously fewer non-social channels (2.4) than those achieving moderate or large / total organic reach (3.9 and 3.8, respectively). Yet an issue that emerged from judging sessions was how 'social' many campaigns in fact were: one judge suggested experimenting to see if the campaign would have worked equally well without appearing on social platforms. This was an interesting exercise to see if shortlisted entrants under consideration fulfilled the Prize's key criterion of being 'social by design'.



Coca-Cola: powerful content

Big data was a key theme of the Prize, with 83% of entrants making use of it. Many winning papers demonstrated sophistication in how data is used to inform insights and improve targeting in social strategies. However, there remains a lack of robust data in evaluating the effectiveness of social campaigns.

Background to the research

This report looks at all entries to this year's Warc Prize for Social Strategy as a single body of work. It considers features of those entries and compares trends to analysis of the 2014 and 2015 Prize, analysing the drivers of social effectiveness.

It is based on data collected from a survey sent to all 92 entrants and based on the answers received from the 60 replies. Additionally, it uses the tagging data applied by Warc to all of the case studies when they were published on warc.com, plus extra analysis by Field. Entries came from 20 different markets around the world, and from a mix of creative

agencies, media networks, digital and social specialists. The US supplied the largest number of entries (23), ahead of the UK (18) and India (13).

The first step in analysing the cases was to develop different 'models' of social strategy that could be applied to the campaigns in the competition.

The cases were segmented in two ways:

- Whether they were top-down (based on brand-generated content) or bottom-up (based on consumer-generated content).
- Whether the nature of the content was cause-driven (linking the brand to worthy social outcomes) or brand-driven (telling an engaging story about the brand).

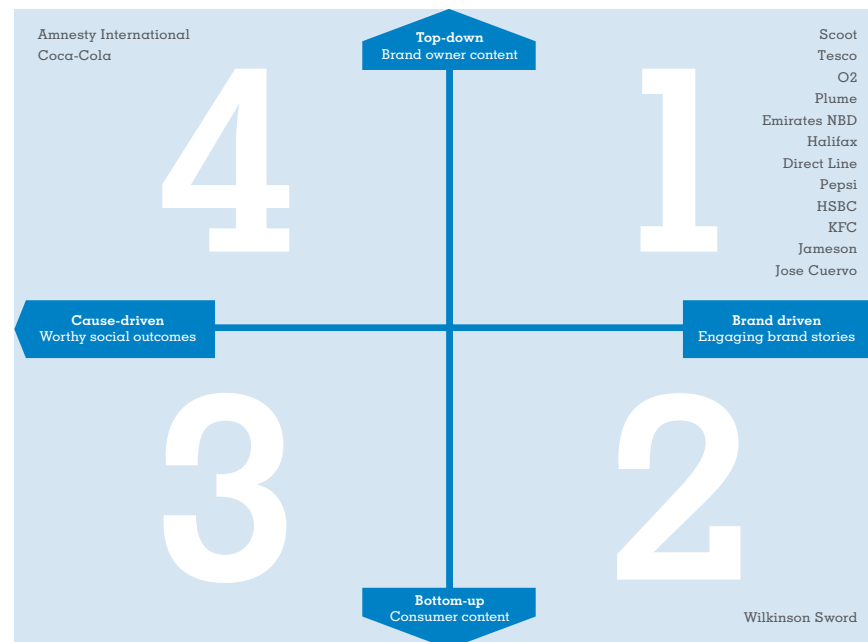
This allowed the creation of four 'quadrants' (see chart below).

Since the 2015 Warc Prize for Social Strategy, there has been a clear shift away from bottom-up consumer content and cause-driven social strategies towards top-down content-driven strategies. This continues the trend from 2015 which hinted at the start of this shift among the Prize's shortlisted entries.

In 2014, the first year of the Warc Prize for Social Strategy, the winning papers were top-down cases linked to a bigger cause.

It only takes a quick glance at the 2016 quadrant to notice the evolution of social as a content platform. This was particularly clear in this year's entrants' use of paid social, the rise of video, the overlap of social and content programmes, and the rise of mobile and social as branded content distribution tools.

It was clear from this year's entries that brands were investing in producing shareable content as opposed to paying for social display ads. Social is being deployed to distribute online content as well as for amplifying multichannel ads.



About the Prize



The 2016 Warc Prize for Social Strategy was a case study competition organised by Warc to demonstrate the effective use of social media for marketing efforts. The objective of the Prize was to reward social strategy that leads to positive business results.

14 winners

30 on the shortlist

92 entries

2016 marked the third year of the Prize which prides itself on being a global search for marketing programmes that are 'social by design' and that have made a significant impact on brand performance or influenced consumer behaviour. It is free to enter and there is a \$10,000 prize fund which is split between the Grand Prix (\$5,000) and the winners of the Special Awards (\$1,000 each). This year, Special Awards were given to individual entries that had demonstrated excellence in understanding the path to purchase (The Customer Journey Award); that had built a social strategy on a budget of under £500,000 (The Low Budget Award); that had used socially-driven content in a strategic way (The Social Content Award) and that had delivered sustained success for a brand (The Long-Term Idea Award). Judges were unanimous that no one single entry was robust enough to qualify for The Analytics Award for use of data to demonstrate effectiveness.

This year's contest, which received a record number of

submissions – 92 – attracted a broad range of creativity across many elements of a particular social campaign. The submissions were rated by 21 judges from all over the globe according to five criteria:

- Insight and strategic thinking (20%)
- Implementation (10%)
- Social effects (15%)
- Business effects (45%)
- Can other marketers learn from this effort? (10%)

Warc announced the winners on 21 September 2016 at an evening event at We Are Social in London.

Gian Fulgoni, Co-Founder and Executive Chairman Emeritus of comScore Inc and chair of the 2016 Warc Prize for Social Strategy judging panel, said: "The Warc Social Prize has brought to light some terrific social media campaigns that feature impressive levels of creativity. The winners demonstrate that social media has become an indispensable part of the marketing mix for successful brands."

"The Prize prides itself on being a global search for marketing programmes that are 'social by design' and that have made a significant impact on brand performance or influenced consumer behaviour'."



2016 Judging Panel



Chair of the judges:
Gian Fulgoni

Co-Founder and Executive
Chairman Emeritus of comScore, Inc.



Elizabeth Cleveland

VP, Planning Director,
The Martin Agency



Lee Maicon

Chief Strategy Officer,
360i



Matheus Barros

Founder & Global CSO /
CEO NY, FLAGCX



Kimberly Doebereiner

Director, Brand Building Integrated
Communication, Procter & Gamble



Mobbie Nazir

Chief Strategy Officer,
We Are Social



Vivek Bellore

Director of Digital, Social Media
and Analytics at Anomaly New York



Toto Ellis

Chief Strategy Officer,
Droga5 London



Gareth Price

Head of Insight,
The Social Partners



Rob Blackie

Director of Social,
OgilvyOne



Adam Ferrier

Global Chief Strategy Officer,
cummins&partners



Ben Shaw

Head,
BBH Live



Dom Boyd

Group Director of Strategy,
adam&eveDDB



Daniel Hagmeijer

Head of Strategy,
Mirum Jakarta



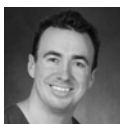
Jake Steadman

Director of International
Research, Twitter



Lex Bradshaw-Zanger

Regional Director,
MEA, L'Oréal



Quinn Kilbury

Senior Brand Director,
Heineken US



Jeremy Webb

National Director,
Social@Ogilvy China



Celina Burnett

Marketing Analytics,
ASOS.com



Astrid Kowalczyk

Digital Strategist,
DDB Stockholm



Tania Yuki

Founder and CEO,
Shareablee



Gian Fulgoni is Co-Founder and Executive Chairman Emeritus of comScore, Inc., the leading cross-platform measurement company that precisely measures audiences, brands and consumer behaviour. comScore has over 3,200 clients in more than 75 countries.

Gian, who received a lifetime achievement award from the ARF in 2014, has judged the Warc Prize for Social Strategy for two consecutive years and this year chaired the judging panel. With his colleague, Andrew Lipsman, VP, Marketing & Insights at comScore, he casts an analytical eye over this year's winners and highlights four key themes.

It was quite a challenge to determine the winning submissions because so many were deserving of accolades. But ultimately a selection of winners was chosen, with Halifax taking home the Grand Prix for its submission. Coca-Cola, Scoot Airlines, and Wilkinson were the runners-up and gold medal recipients.

In assessing the numerous submissions, we asked ourselves if there was any silver bullet in determining the success of a social campaign. However, given the broad array of creative strategies that were employed, it was clear that no one single tactic was the root cause of

whether or not a campaign worked. Nevertheless, there was one unifying theme across the best campaigns that I believe represents an important learning for any marketer attempting to replicate their success. Social marketing is all about using brand amplification to achieve a specific objective or business result, and all the award-winning campaigns in this contest took advantage of the social multiplier effect to achieve that end.

The Social Multiplier Effect

The ultimate reach and impact of any social campaign is influenced by three levers. The first lever is the quality of the social marketing creative to resonate with the audience it reaches in the first place. The second lever is the ability to maximise the exposure to the creative through earned media, such as social sharing. The third lever is how smartly this information is leveraged to maximise any corresponding paid marketing efforts to reach additional audiences with whom the content might resonate.

Any social campaign has a cost in time and resource to execute, but how well the campaign performs depends considerably on how well these levers are activated. What the winning submissions had in common is that they not only executed particularly well on at least one of these dimensions, but they multiplied the impact of the overall campaign by successfully using at least one of the other levers.

Social Creative

Among the winning submissions, perhaps the best example of outstanding social creative came from Coca-Cola, an iconic brand already known for its award-winning creative. The specific campaign, set in the Middle East during the holy month of Ramadan, was based on a meeting of six strangers invited to sit down together for an Iftar, the traditional Ramadan meal to break the fast each day at dusk. These strangers shared their meal in the dark, unable to see each other's faces, learning about one another without the ability to

assign a label. When the lights were turned on, each stranger could see how their counterparts really looked and compare or contrast that with their preconceived expectations. The participants were finally asked to reach under their chairs, where they found a red gift-wrapped box containing the world's first label-less cans of Coca-Cola.

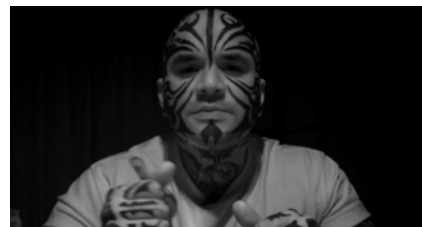
The video sent a powerful message of unity and a desire for the world to see past labels to the common humanity in one another. Coca-Cola significantly amplified the effects of the campaign through the effective use of earned media. The film went viral and attracted more than 18 million views, ranking as the second most viewed Coca-Cola film ever and the second most viral ad globally for 2015.

What also worked well with this campaign is that it was uniquely social. The goal of bringing people together for discussion and confrontation of very real socio-political issues is something that simply could not be achieved at a similar level through non-interactive

media like TV or print. The sharing of this content on social platforms specifically engenders community interaction and discussion.

Earned Media

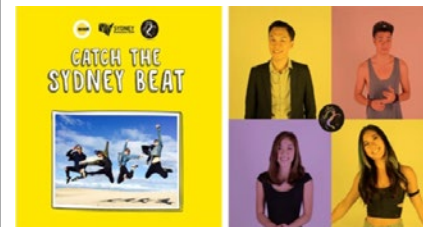
If Coca-Cola mastered the art of leveraging earned media, then Scoot Airlines mastered the science of it. Scoot's gold-winning submission was based on the low-cost carrier's clever campaign to maximise ticket sales through earned media exposure on Facebook despite the social network's newsfeed algorithm tweak that effectively demoted organic brand content. If this uphill climb wasn't already steep enough, Scoot's social media team had their paid media budget cut by 24% while still being asked to



Coca-Cola: 'uniquely social'

deliver the same social-driven sales as the previous year.

Scoot developed an ingenious plan to make its earned media work smarter, since it could no longer simply turn up the volume on these efforts. The airline leveraged user experience research to combine traveller profiles with other social behavioural data to create the Scoot Social Matrix. This, in turn, ensured more targeted delivery of social media content that aligned with user preferences and interests. Additionally, Scoot was tactical, cleverly tapping into culturally relevant stories to achieve real-time social marketing success. Scoot developed a smart earned media strategy while leveraging strong creative elements to achieve this multiplier effect.



Scoot: 'an ingenious plan'

Paid Amplification

British shaving brand Wilkinson Sword also used the power of earned media through the use of micro-influencers, but particularly succeeded on the dimension of amplification through paid media. Wilkinson's campaign sought to drive share gains in a product category dominated by Gillette while facing the market headwinds of young men increasingly opting for facial hair. Wilkinson cleverly designed its social campaign to target not its primary target of young males, but rather their partners, who heavily influenced their grooming decisions. Wilkinson released an app on Facebook that allowed them to upload their partners' photos showing them trying a new look, and targeted 1,000 influencers.



Wilkinson: 'exceeded objective'

Using the best user-generated submissions as the central creative for the campaign, Wilkinson then amplified this message to lookalike audiences using 20 million paid media impressions. This tactic helped deliver targeted reach for the campaign and assisted the brand in exceeding its market share objective.

Putting it All Together: Grand Prix Winner Halifax

The Grand Prix-winning submission for the 2016 Warc Prize was for the UK bank Halifax. One of the elements that made this submission stand out is that banking is not where one might expect to see social media marketing work especially well since it is traditionally a low-interest category. Where most banks zigged in aligning themselves with social causes as a way of getting brand traction on social media, Halifax zagged and decided to stick to their wheelhouse and become relevant on the topics of banking and finance.

The social media campaign

began with several consumer insights around the topic of banking, that showed perhaps it was a low-interest category because it was not easy to understand, not relevant, and not easy to talk about. The campaign strategy revolved around a core proposition of how Halifax made financial issues extra easy, and then developed specialised tactics around jargon busters, easy news and friendly reminders that were tailored to specific social channels best equipped to carry and amplify those messages.

With a strong backbone for the campaign, the creative execution opted for a lighter, simpler and more approachable tone than is typically seen in banking. Thirty-second video spots were set in familiar settings around the home and used simple language and analogies to make relevant financial concepts easier to understand. This strong creative stood out for both meeting the customer at eye-level and for avoiding the typical trappings of bank-related social and creative content.



Halifax: 'strong creative'

Halifax maximised the earned media component of its campaign by using GIFs and other socially relevant and shareable content forms, and by engaging in timely seeding of real-time campaigns that aligned with topical news stories. At the same time, recognising the implicit constraints of shareability in a category like banking, Halifax also heavily activated its paid media strategy, targeting both non-customers and non-fans/followers on social channels, in addition to supplementing reach through paid TV spots.

Over an 18-month period, the campaign delivered 13.5 million total impressions, including 9 million video views, and

became Halifax's most effective social marketing effort to date. Audiences were also highly engaged with the content, which significantly over-indexed on its video retention rate, managing to triple its typical share rate on social.

The Social Multiplier Effect

The Halifax campaign nailed the trifecta in establishing excellent creative, smartly seeding the content to maximise earned media impact, and supplemented that strategy with paid advertising on multiple channels to further amplify its impact.

Winning in social is not easy, and must be rooted in both sound marketing strategy and a deep appreciation of the social medium itself. By tailoring the creative to work in this environment, engaging users so they will amplify its message, and supporting it with well-targeted paid media support, marketers and agencies can take advantage of the social multiplier effect to drive superior return-on-investment.

1: The state of social



1. The state of social

Social media remains a rapidly evolving space. Changes are driven both from above – as the social networking landscape changes – and from below – in the form of evolving consumer behaviour.

Speaking at the awards ceremony for the 2016 Warc Prize for Social Strategy, Mobbie Nazir, Chief Strategy Officer at We Are Social and a judge for the 2016 Prize, said: “Over the course of the judging period the social media landscape has changed entirely; it’s almost unrecognisable from what it was.” She pointed to three key drivers of change:

- New platforms – in the form of platforms such as Snapchat or services such as Periscope.
- New features – examples include Facebook Live or Instagram Stories .
- New behaviours – in particular the shift from public to private messaging and the related rise of mobile chat apps.

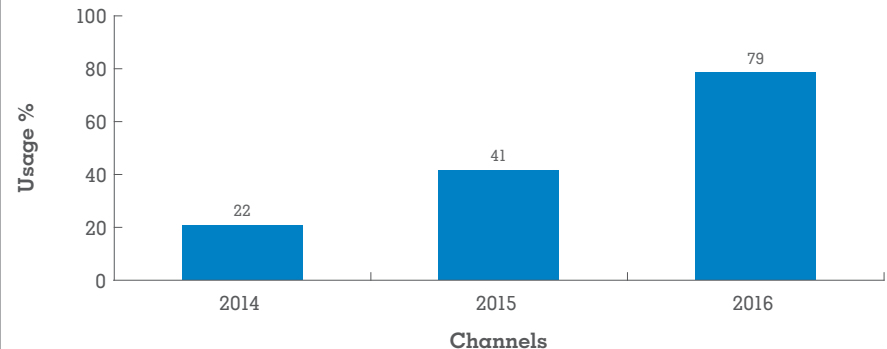


“Over the course of the judging period the social media landscape has changed entirely.”

Mobbie Nazir,
Chief Strategy Officer,
We Are Social



The leap in content marketing – key changes to channel usage



So how do the entries to the 2016 Warc Prize for Social Strategy reflect these changes? The data compiled for this report – using both the tagging information applied to the case studies by Warc and the results of a survey of entrants – illustrate these trends in a couple of ways.

First, the rise of content is clear. In the 2014 Prize, just 22% of social strategies had a formal content element; in 2016 it was 79%.

Second, it is also now clear how important video is to current social practice. Used by 73% of cases, video is by a long way the dominant content format

for social campaigns and is increasingly the key determinant of social channel choice.

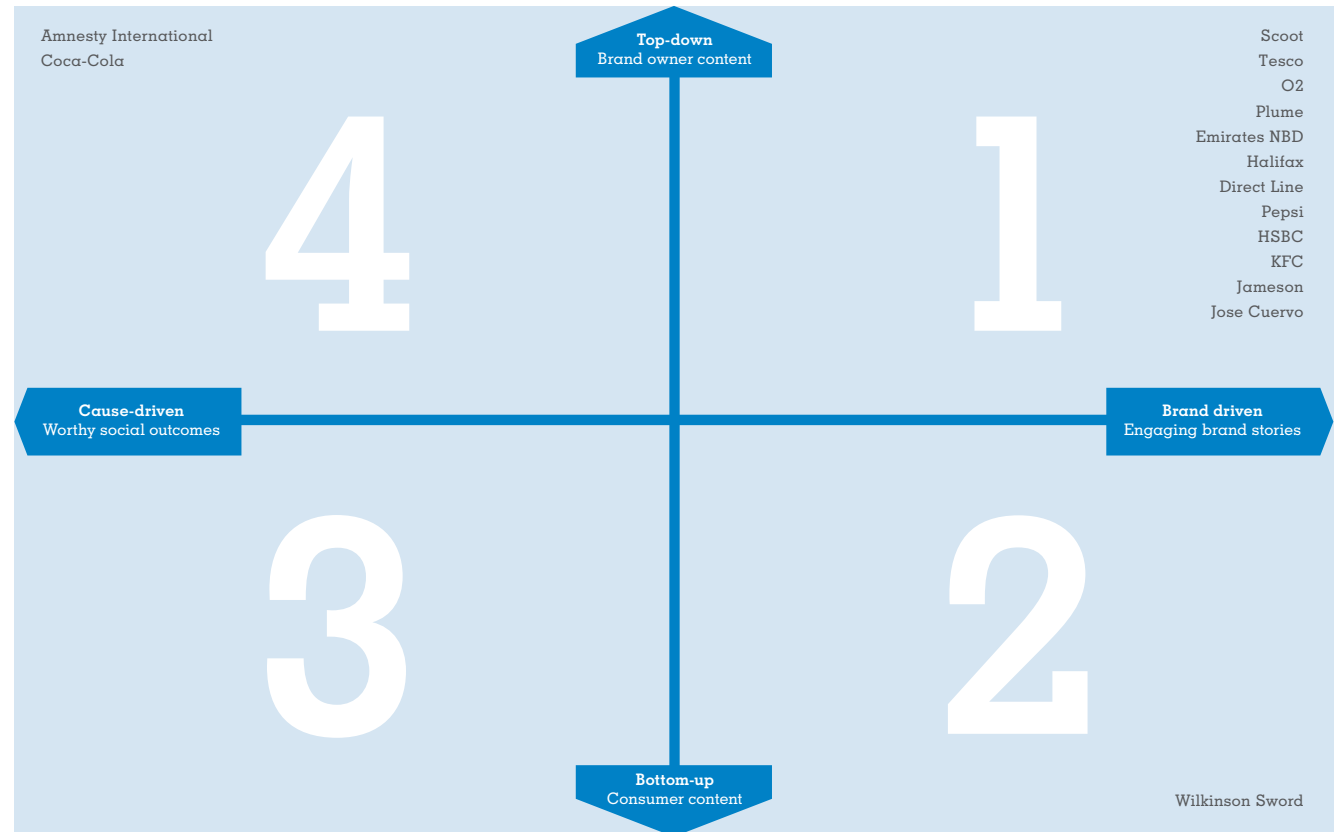
It is interesting to note how these developments have affected the types of strategy brands adopt on social.

Over the three years in which the Prize has been run, there has been a gradual abandonment of bottom-up and cause-driven strategies. Every year we have plotted the shortlisted case studies against two axes: top-down versus bottom-up, and cause-driven versus brand story-driven. The resulting quadrants, and where this year’s shortlist sit on them, can be seen overleaf.

Various pressures on social strategy have led to the continuing abandonment of bottom-up and cause-driven strategies as advertisers focus more closely on Quadrant 1 strategies (conventional top-down, brand-story campaigns). These are essentially time-honoured 'tell and sell' campaigns with a social twist that are easier to deliver and to link to commercial outcomes.

The limited data for bottom-up campaigns suggests that they have lost business effectiveness as the organic benefits they used to deliver dwindle (due to changes in the algorithms of social sites that have depressed organic reach). Another theory is that a general trend towards short-termism in marketing (see Chapter 5) has reduced the willingness of marketers to wait for the slower effects of some of these alternate strategies to manifest themselves.

How the winning cases fit on the strategy map



The focus is even tighter for commercial (for profit) campaigns as Chart 4 shows. Quadrant 1

now accounts for 76% of commercial campaigns and 79% of winners in the competition. Quadrant 1

completely dominates – to the extent that meaningful analysis of other approaches is impossible.

Chart 1. The dominance of Quadrant 1 (top-down brand story campaigns) grows

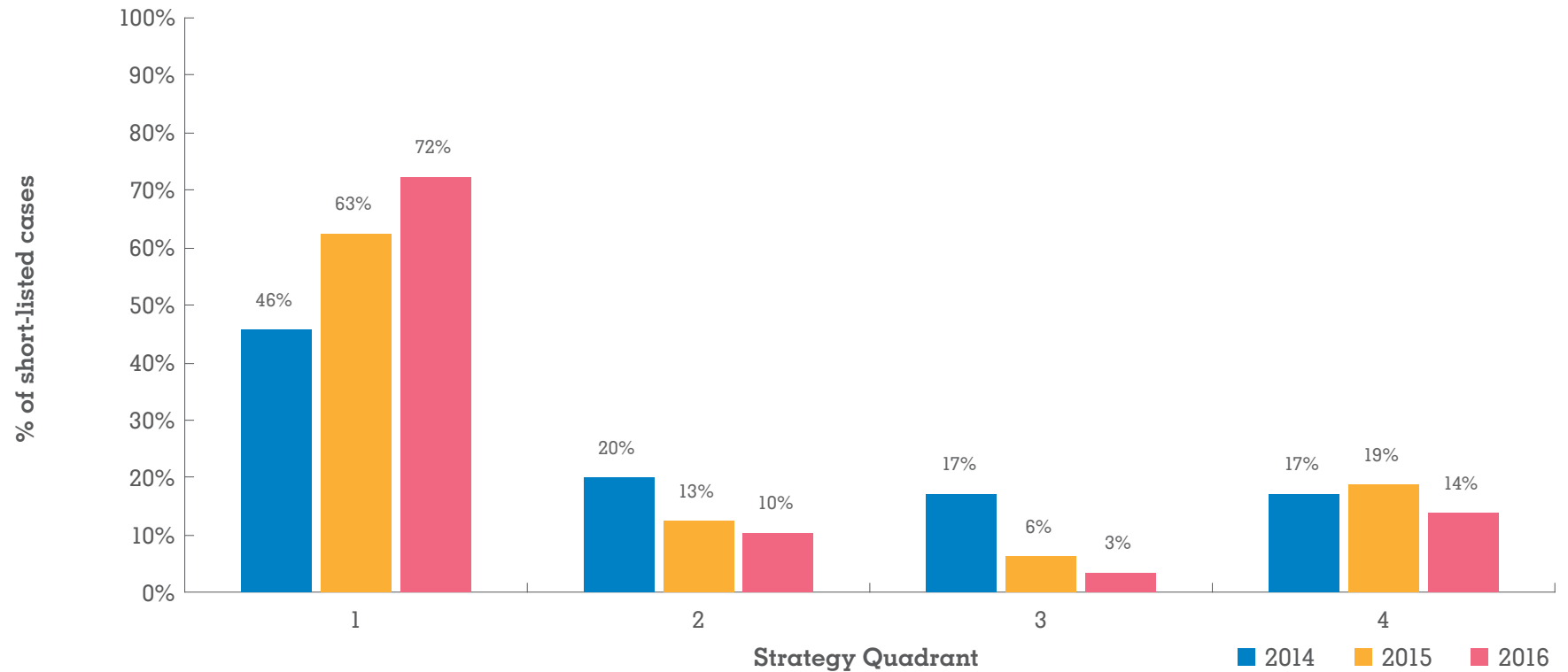
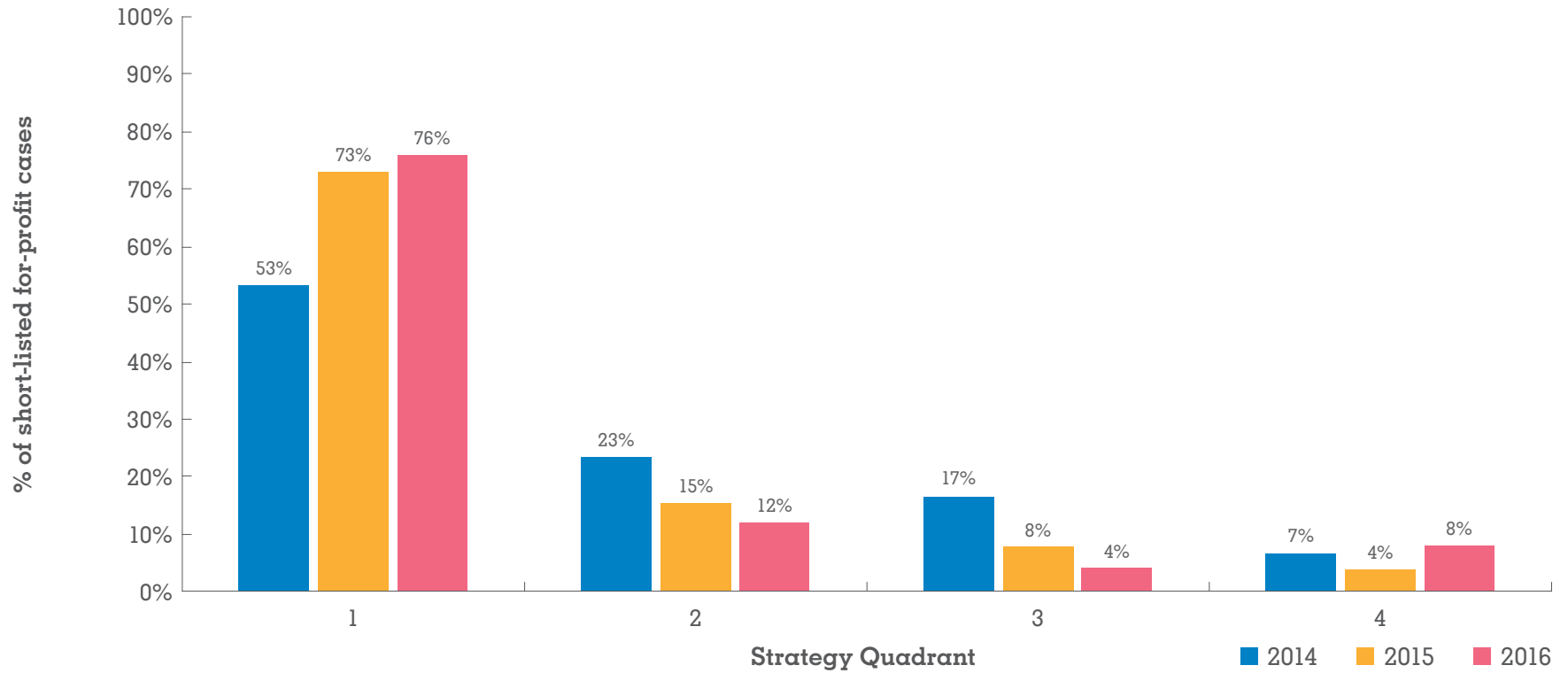


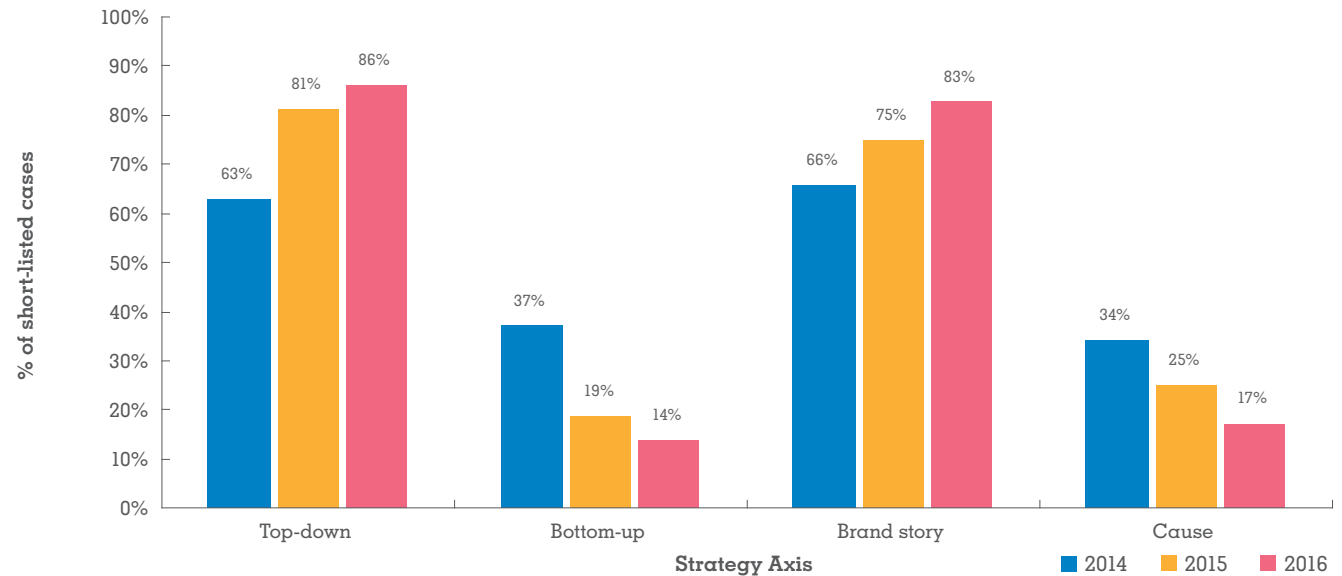
Chart 2. The overwhelming dominance of Quadrant 1 (top-down brand story campaigns) for commercial



The trends for campaign strategy towards top-down and brand-story-led are very clear when the quadrants are grouped by strategy axis. Top-down now accounts for 86% of shortlisted cases (and 93% of competition winners), while brand story now accounts for 83% of these cases (and 86% of competition winners).

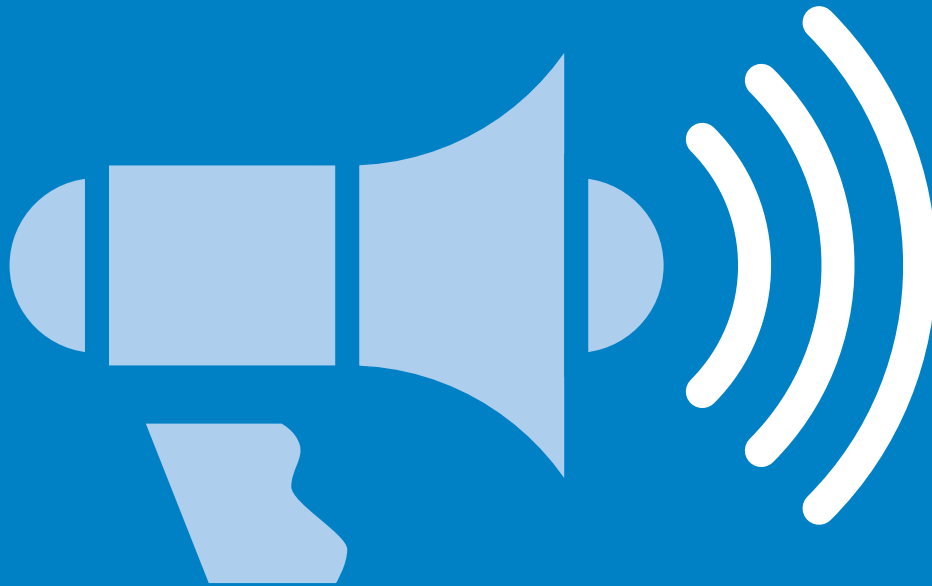
The move to top-down strategy does not mean a complete abandonment of bottom-up elements. A number of the essentially top-down campaigns used an element of consumer-generated content, either as a sales activation tool (e.g. Jameson Irish Whiskey, KFC, HSBC) or as an organic reach generator (e.g. Halifax's 'friendly reminders' service and Emirates NBD).

Chart 3. Top-down and brand story strategies dominance grow



l-r: Jameson, KFC and HSBC – top-down campaigns with a consumer-generated element

2. The fight for organic social



2. The fight for organic social

The immediate impression gained from the 2016 entrants to the Warc Prize for Social Strategy is that last year's *Seriously Social* report prematurely mourned the death of organic social. Brands have come out fighting with combinations of innovative strategy and channel usage to defy the social media algorithm clampdown on unpaid organic reach. It is clearly tougher than ever, but the determination and inventiveness of agencies are combining to rise to the challenge.

Only 12% of entrants to the Warc Prize for Social Strategy reported that organic social played little or no part in their campaign, with 64% reporting a large or total role for organic. So, clearly, it can still be done as the following case study extracts reveal, albeit with a few acknowledgements of the importance of using paid social alongside organic.

"...over 50% organic views."
Emirates NBD

"18 million+ views (over 70% organic views vs. 30% bought views; the highest organic

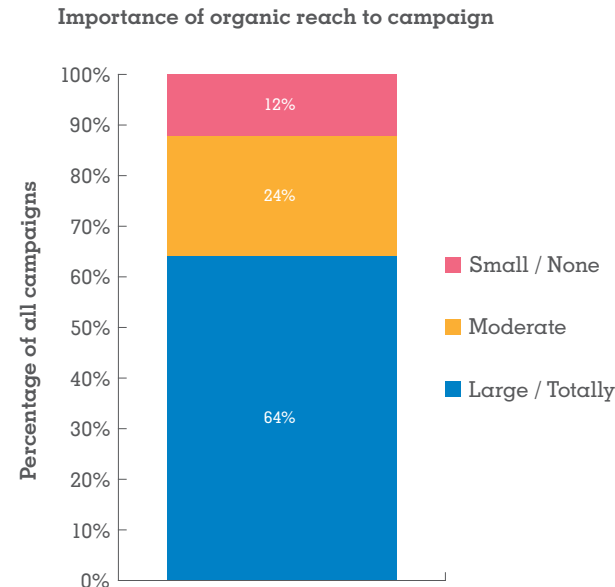
views ratio for a brand in the Middle East ever)." Coca-Cola

"The campaign achieved a 10x increase in organic (unpaid) reach making it the best-performing campaign since Facebook changed its organic (unpaid) reach algorithm."
Scoot (Garang for Singapore)

"There is no magic formula for determining which campaign will go viral and which won't. For example, our Stuart Pearce football campaign enjoyed phenomenal viral success – attracting more than one million organic views. Our paid activations then helped to take our activity to new levels, raising the total number of views to 3.8million. Without paid media we could not have hoped to achieve anything like that kind of reach." Direct Line

"250k organic social mentions for #WearTheRose. And 21,400,000 reach with (paid) celebrity influencer #WearTheRose messages." O2

Chart 1. Organic social reach is still attainable

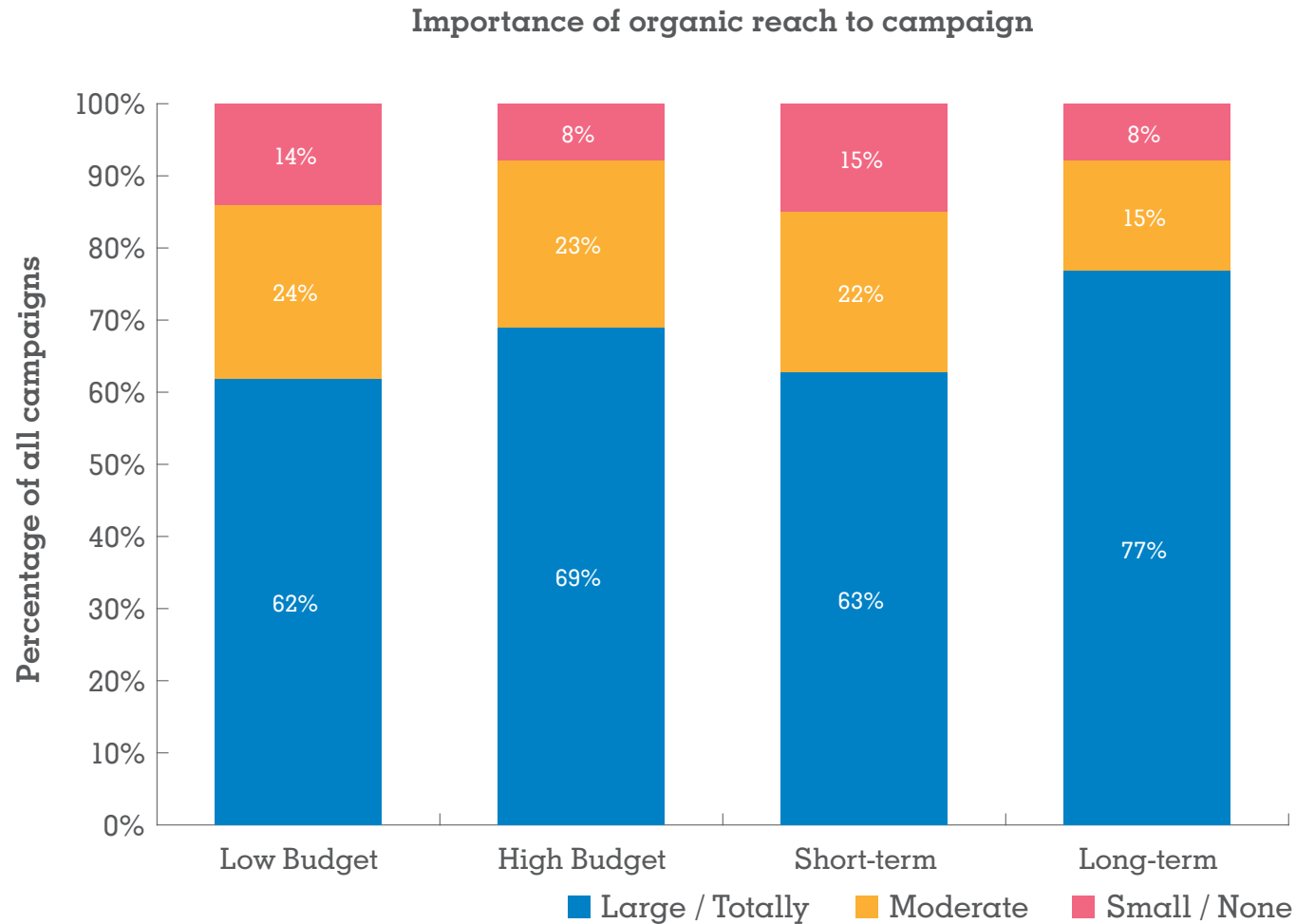


As the chart above and these case study extracts show, few brands have given up entirely on organic and are as determined as ever to make their social money go further. But many also demonstrate the need to use some paid social. Curiously, this is especially the case with low-budget campaigns (less than \$500k equivalent) and with short-term campaigns (fewer

than six months in duration) that are in a hurry for results and so miss out on the long-term organic benefits of powerful social ideas.

So organic takes ideas, budget and patience – all of which are in short supply in marketing. It is notable that non-shortlisted cases were more likely to fail to deliver any significant organic reach (15% vs 7%).

Chart 2. Organic reach benefits from budget and long-term thinking



3. Less money, more content



3. Less money, more content

One notable finding from the 2016 entries comes from the campaign budget data (Chart 1). There has been a significant drop in the campaign budgets of the social-led work in the competition – from \$2.3m in 2015 to \$1.5m in 2016. (These figures refer to the total campaign budget, not the proportion of it spent on social media.) This may reflect the changing way social is

being used. As Mobbie Nazir of We Are Social pointed out, more campaigns are using social as a broadcast medium to substitute for established media. The result may be that there are more low-budget content-led campaigns among the entries, versus previous years when social was primarily being used to amplify the impact of, or activate sales for, big-budget multichannel

work. Another factor, linked to the rise of short-termism, is likely to be the diversion of budgets into non-social conventional digital sales activity (e.g. SEO and PPC).

Budget pressure has meant a tighter focus on social media channels (Chart 2) – the number of other channels falling from 6.9 to 4.5 among shortlisted cases.

The detailed channel usage data (Chart 3) reveals that much

of the reduction in the number of channels used has come from traditional channels: use of TV fell from 47% to 21%, outdoor from 41% to 28% and cinema from 16% to 3%. Email marketing usage also fell, from 16% to 3%.

Set against this was a huge rise in content marketing and a lesser rise in ambient media. Usage of social, including online video sharing, remained universal.

Chart 1. Campaign budgets declined dramatically in 2016

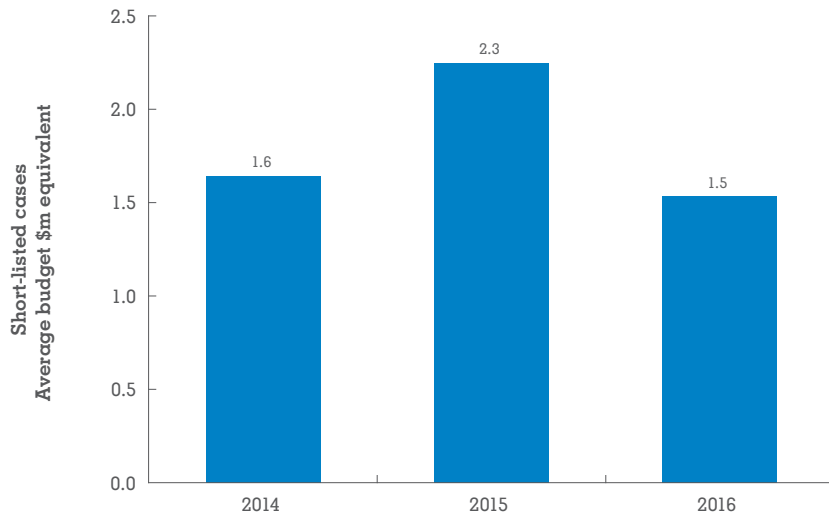


Chart 2. Other channels used alongside social declined in number

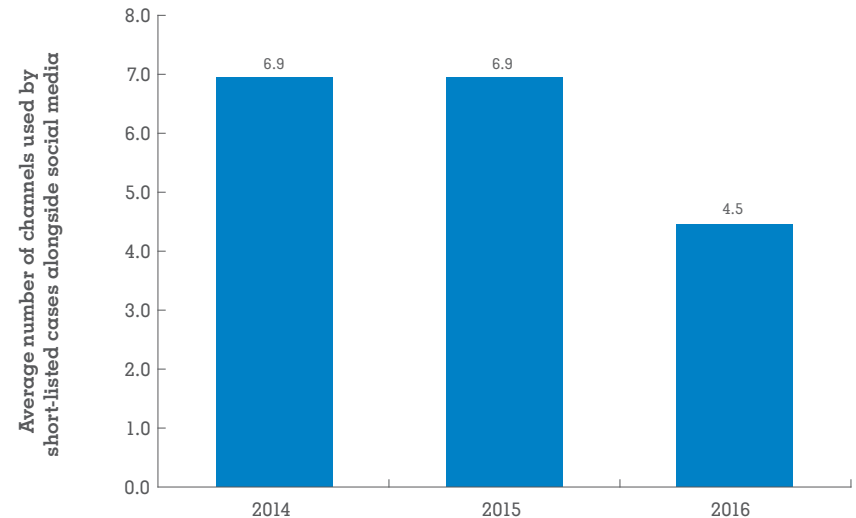
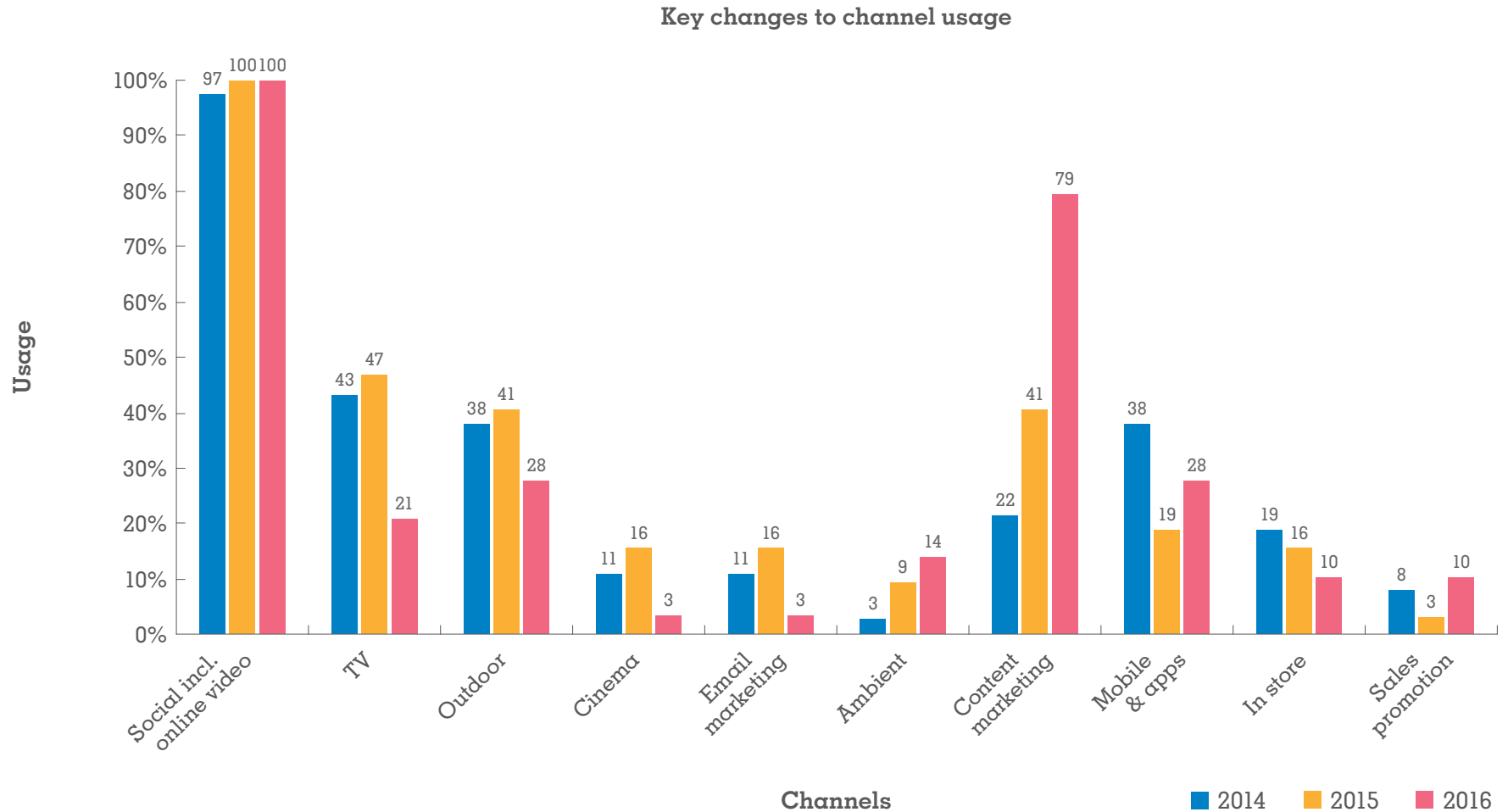


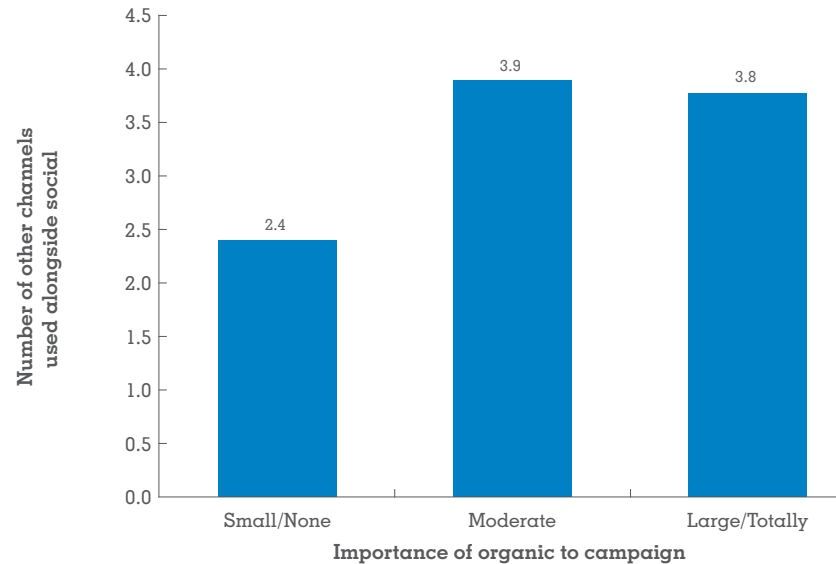
Chart 3. Traditional channels bore the brunt of declining channel usage



This is misguided because, although the data suggests only a small benefit in effectiveness terms to the use of more channels, it reveals a fairly marked benefit in terms of the achievement of organic reach (Chart 4). Campaigns achieving little or no organic reach used conspicuously fewer non-social channels (just 2.4) than those achieving moderate or large/total organic reach (3.9 and 3.8 respectively). As many case studies show (e.g. Direct Line and Amnesty International), the combination of social with traditional broad-reach channels often leads to powerful organic effects.

More established social media channels felt the pinch in 2016 (Chart 5). Use appears to have fallen across the range of social media channels, with Facebook falling from 91% to 76% of shortlisted cases, Twitter down from 88% to 62% and YouTube down from 72% to 59%. Only Snapchat and Vine grew their penetration among shortlisted cases.

Chart 4. Strong organic reach is associated with wider channel usage



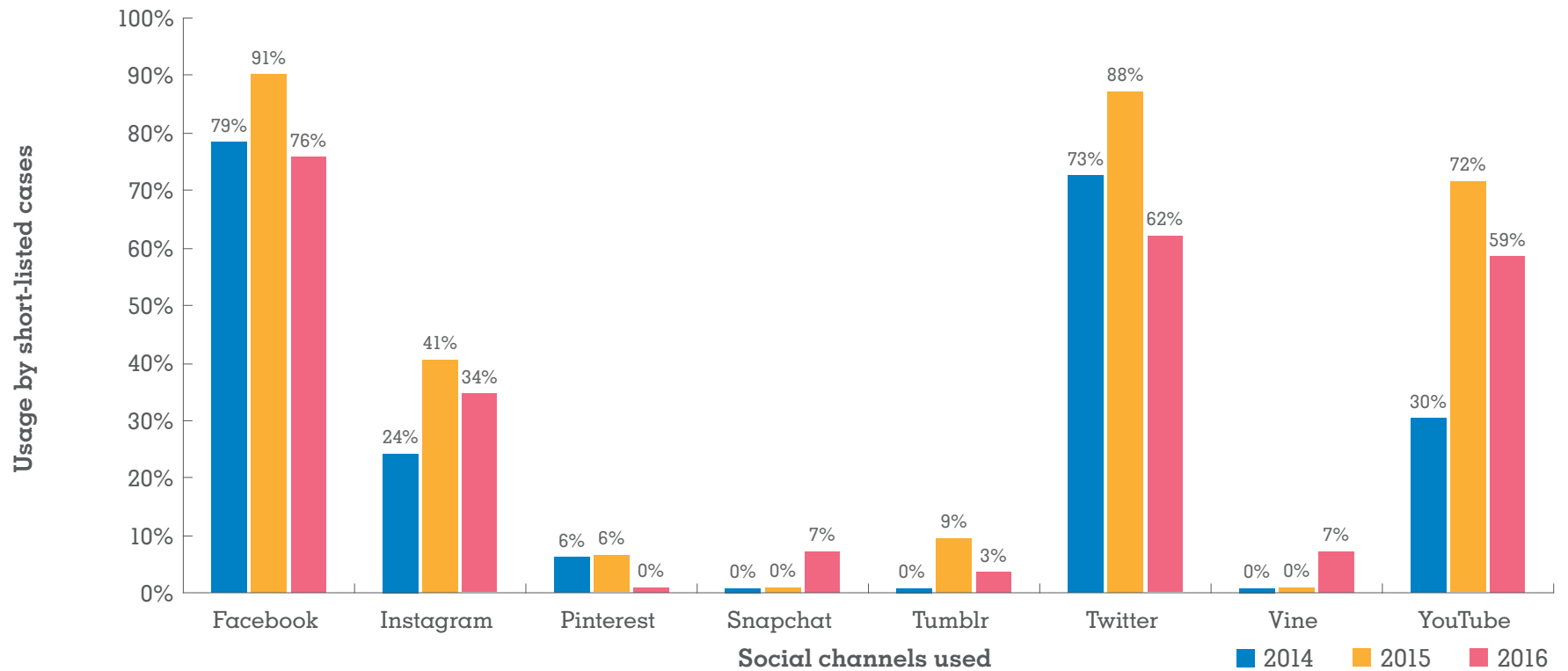
“The combination of social with traditional broad-reach channels often leads to powerful organic effects.”



Direct Line and Amnesty International: powerful organic effects



Chart 5. Use of many social media channels was reduced in 2016

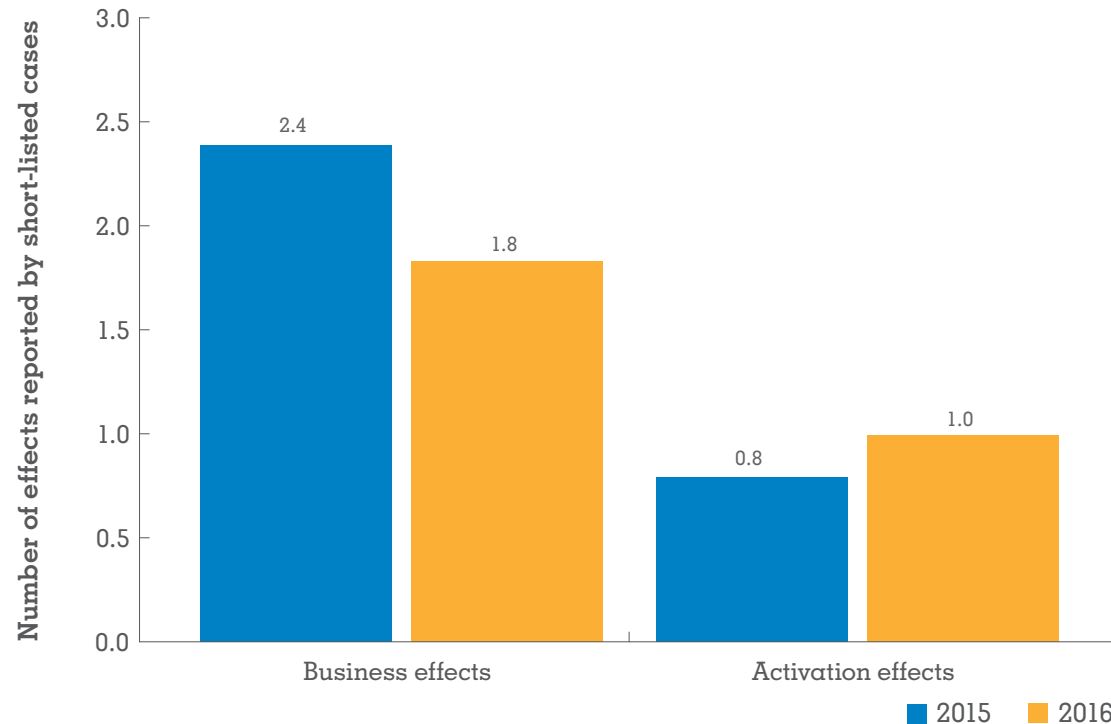


Lower budgets also have an impact on social strategy as will be shown later in this report. Reduced budget denies campaigns access to some social strategies that are strongly associated with social success (see Chapter 5).

So an inevitable consequence of lower budgets is lower business effectiveness (Chart 6). This is measured as the number of considerable improvements reported across a range of seven long-term business metrics, such as market share and customer acquisition. The chart also shows how long-term business effects are being sacrificed in the pursuit of short-term sales activation. Sales activation is measured as the number of considerable improvements that were reported to two activation metrics.

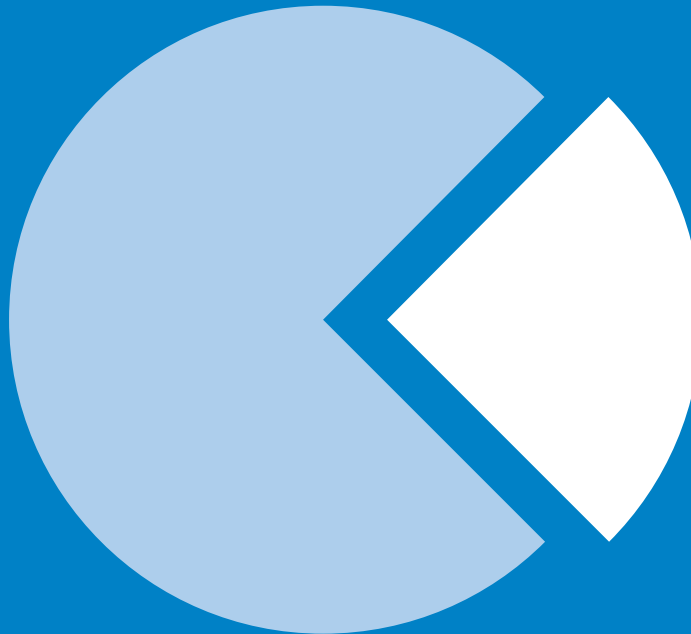
It would appear that the financial pressures on social campaign budgets coupled with short-termism and the difficulty of achieving organic reach are having a detrimental impact on the effectiveness of social campaigns.

Chart 6. Long-term business effectiveness has fallen while short-term activation grows



“The financial pressures on social campaign budgets, coupled with short-termism and the difficulty of achieving organic reach, are having a detrimental impact on the effectiveness of social campaigns.”

4. Social share of budget

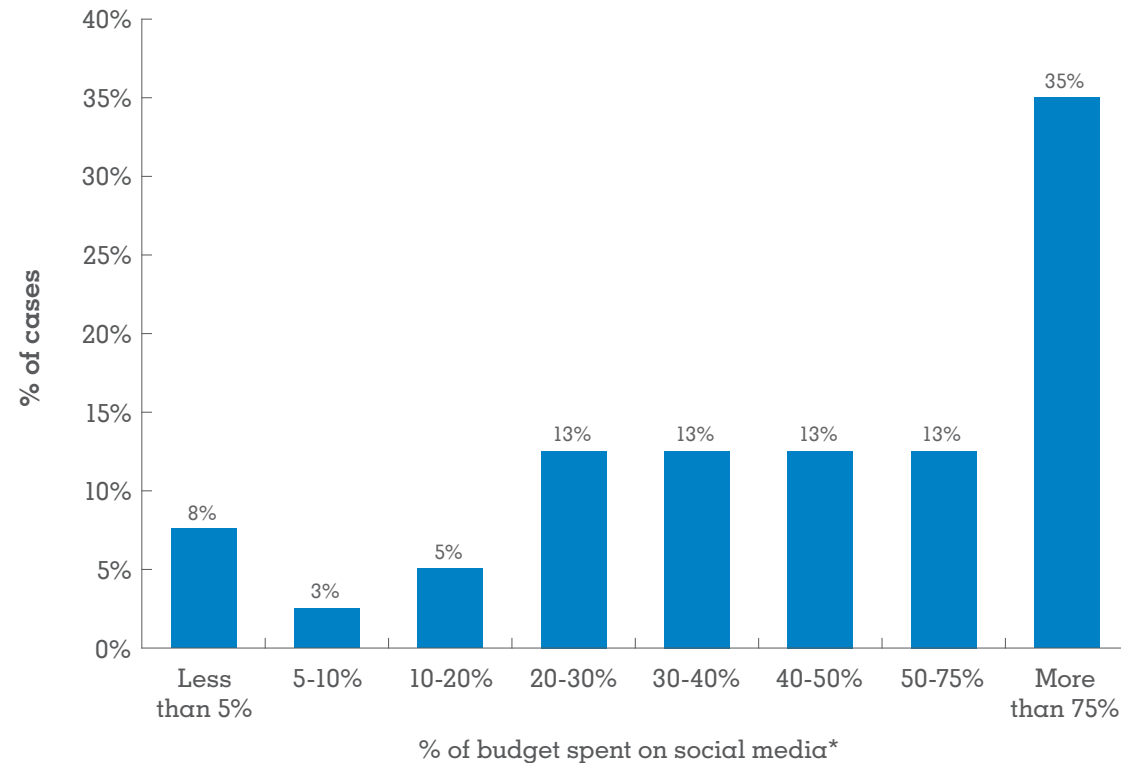


4. Social share of budget

The new 2016 data examines the percentage of the total campaign budget that was spent on social media (including content-sharing services such as YouTube). This reveals a wide spread of levels of commitment to these media. The top quartile of heaviest users of social media (more than 75% of budget) is the largest at 35%, but otherwise the distribution is broadly flat with 50% of users spending less than 50% of their budget on social, and 50% spending more than 50%.

Interestingly, there is very little difference between the levels of effectiveness (in business, brand or activation terms) between the heavy users of social (more than 50% of budget) and light users (less than 50% of budget). Though this hides another covert impact of short-termism revealed in Chart 2 (overleaf): with short-term campaigns, heavy users of social are more effective in business terms than light users (2.1 vs. 1.0 business effects), but, over the long term, the reverse is true (2.3 vs. 3.3). It appears that the much-discussed benefit of social media as potential 'always-on'

Chart 1. The proportion of campaign budget spent on social



*including content sharing services

communications vehicles does bring short-term effectiveness advantages, but the practical and financial challenges of

sustaining long-term impact with social media alone ultimately limit the value of trying to do so. Case studies do not always

acknowledge the personnel cost of 'listen-and-respond' campaigns seeking to sustain being 'always on'.

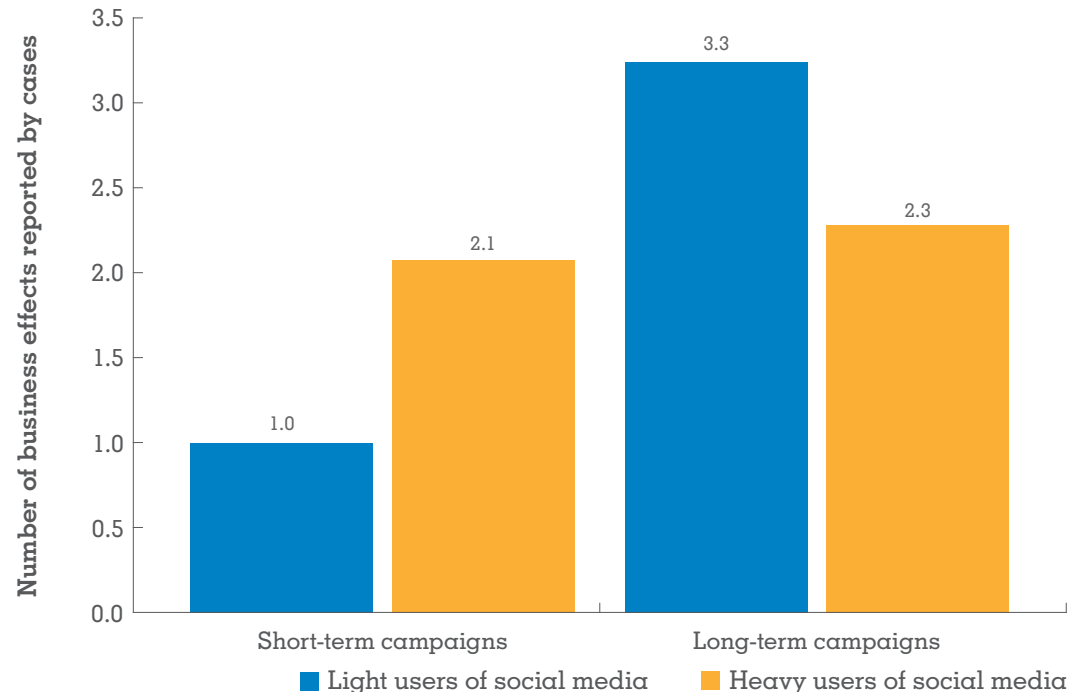
Generally speaking, as Chart 2 shows, what matters much more to effectiveness is whether the budget was deployed over the long term or short term. This is despite the fact that 95% of case study authors described social as the key driver of reach for their campaigns.

In fact, social media do not have a monopoly on effectiveness with social campaigns – not only because of the powerful roles played by traditional channels and offline, but also because of the significant social impact of other ways of sharing campaigns online. These (including email and text) are collectively referred to by a number of case studies as ‘dark social’.

Social share of budget appears to have a modest impact on choice of social channel: light users are more likely to use Instagram, Twitter and YouTube, and less likely to use Facebook and Vine, but the number of social channels used is almost identical.

Light and heavy users of social media are approximately equally likely to distribute video as the primary content type. Used in

Chart 2. Long-term campaigns yield more business results



73% of cases, video is by a long way the dominant content format for social campaigns and is increasingly the key determinant of social channel choice. There is good reason for this: video content, along with audio content, is a key driver of social effects.

“Video is by a long way the dominant content format for social campaigns and is increasingly the key determinant of social channel choice.”



5. The conflict between short-termism and social success



5. The conflict between short-termism and social success

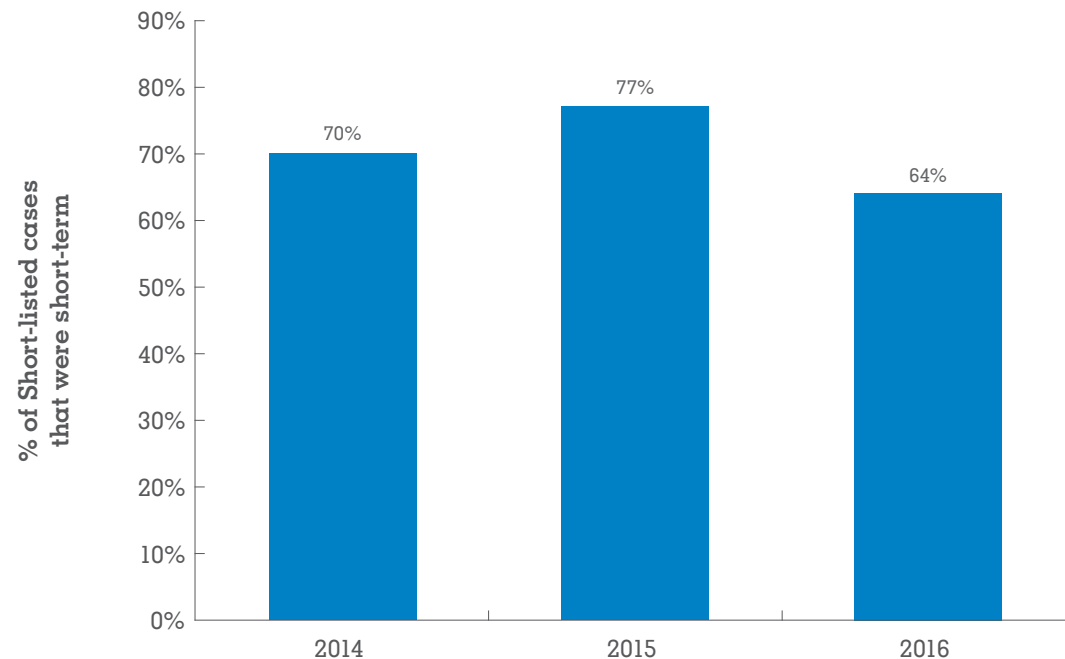
The 2016 data shows that pursuit of activation effects has not meant that the proportion of cases that are short-term (i.e. less than six months in duration) has grown – in fact, it has fallen slightly.

The inevitable result of short-term measurement is a drift to strategies that deliver better in the short term. These deliver poorer long-term performance and so short-termism ultimately undermines long-term effectiveness.

Short-termism has been driven by many factors in marketing, such as shortening measurement cycles in companies and the heavy promotion of short-term digital metrics, such as likes, impressions, clicks, views and other 'engagement' metrics. These metrics are widely used in social case studies – much more so than long-term metrics – and this in turn helps to focus marketing eyes on short-term effects rather than sustained purchasing effects or brand metrics.

Another factor is the squeeze on budgets – lower budgets are associated inevitably with

Chart 1. Short-termism has moderated slightly



short-term campaigns, though the difference is not as great as might be imagined.

Short-term campaigns have on average around two-thirds the budget of long-term ones, but on average that money is spent over one-sixth the length of time (2.3 months vs. 13.6 months).

Like fireworks, they create bright but brief bursts of activity. But consumer behaviour usually takes longer to shift permanently and embed. So their business effects are transient, but when measured over short periods of time can look impressive and generate

respectable short-term returns on investment.

This is just one of many deceptions that short-term measurement and evaluation can create: in fact, short-termism is very unhelpful to social success, as Chart 3 shows.

Across the metrics, long-term campaigns outperform short-term ones. An important part of the value of successful social campaigns is the impact they have on the strength of the brand. But brand-building effects need to be sustained to create momentum.

So social campaigns constrained to work over short timescales are unable to deliver the same benefits as long-term ones: both longer-term business effects (such as market share movements or new customer acquisition) and sales activation effects show a marked reduction for short-term campaigns.

A deception of short-termism is the perspective it creates on targeting. The 2016 data includes new information on the targeting of campaigns. Case study authors were asked two questions:

- Did the campaign aim to distribute content as widely as possible or did it aim to build and manage a community of followers?
- On a five-point scale, how broad was the targeting (from very tight to very broad)?

"Short-termism is very unhelpful to social success."



Chart 3. Short-termism undermines social success

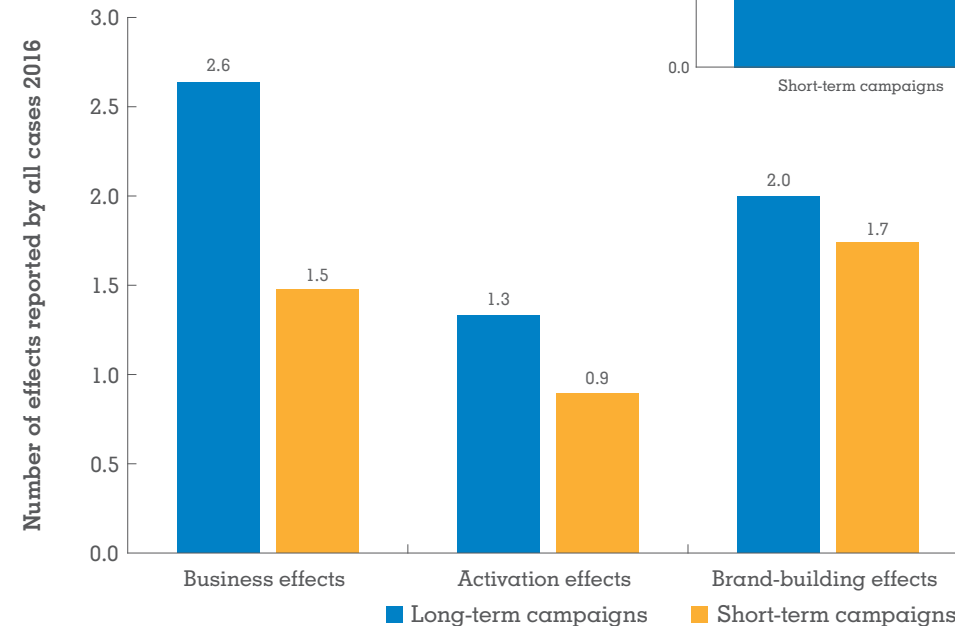
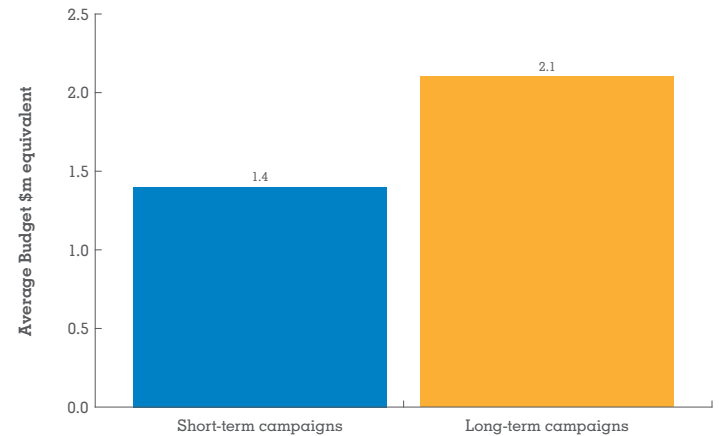


Chart 2. Short-term campaigns are associated with lower budgets



Across entrants there were a range of targeting strategies and the data reveals the impact these have on effectiveness. It turns out that it all depends on timescale.

Of the two social strategies, distributing content as widely as possible implies a broader approach to targeting compared with building and managing a community of followers. The work of the Ehrenberg-Bass Institute would suggest that the former is the most effective strategy

for driving sales and this is generally true for all cases (over all periods), as Chart 4 shows. But the chart also shows that, over the short term, this is not so: targeting a community of followers activates short-term sales more powerfully, but not over the long term. In fact, among long-term cases, there were none that drove considerable sales increases by building and managing a community of followers.

The same observation emerges

from analysis of the broader business effects of tight targeting versus broad targeting (from the second targeting question) – as seen in Chart 5. Tight targeting is associated with stronger business success over the short term but weaker business success over the long term. On account of the preponderance of short-term cases, the general impression among all cases is that tight targeting is better.

A dangerous self-fulfilling

prophecy emerges in which tight targeting favours short-term metrics and strategies, which, in turn, favour tight targeting. By favouring metrics and strategies that perform most strongly over the short term, short-termism undermines the long-term potential of social campaigns because different approaches work better over the long term. So short-termism poses a threat to social campaigns, just as it does to conventional campaigns.

Chart 4. Short-term sales metrics promote tight targeting

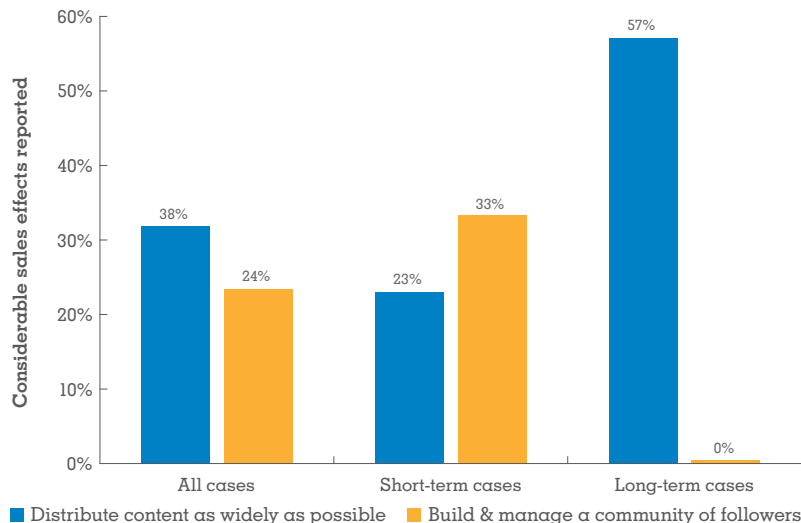
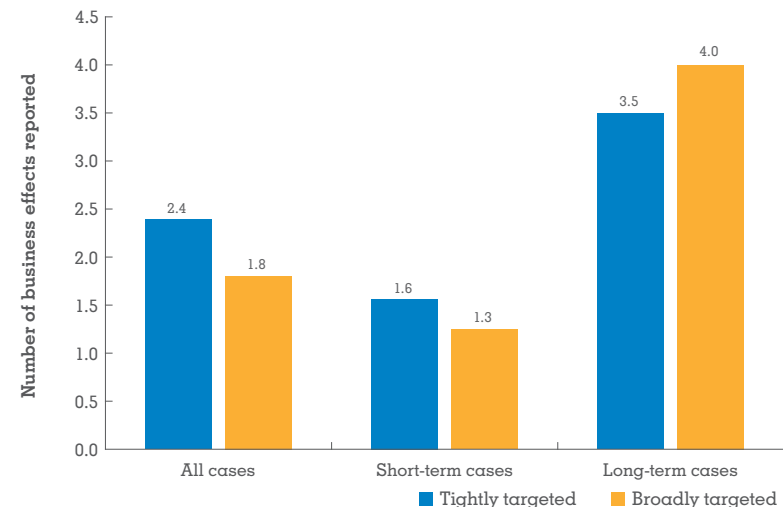


Chart 5. Short-term reporting promotes tight targeting



6. Drivers of social success



6. Drivers of social success

The quest for organic reach clearly influences the drivers of social success: drivers that are most strongly linked to sharing inevitably come to the fore. So, as with the 2015 case studies, originality remains by a long way the most important driver of social effects – in fact, it has strengthened its grip and is now regarded as a key driver by 87% of shortlisted cases. Original ideas (i.e. creativity) will always be more shareable because there is social currency in novelty.

But also rising dramatically in importance to second place is an element of user-generated content, now a key social driver for 60% of shortlisted campaigns. As discussed earlier, this is not driven by the growth of fully bottom-up strategy (it has declined) but is often

an additional element to an essentially top-down campaign, designed to generate additional organic reach for the campaign.

So the shift away from bottom-up strategy hides a trend to more limited consumer involvement, heavily curated or fully brand controlled. Those who once advocated ‘losing control’ of your brand as a prerequisite for success in the social era appear to have been confounded by the practical requirements of effectiveness.

Remaining in third place is association with a worthwhile cause. But, again, this is rarely the core of the strategy but, instead, usually an additional element designed to boost organic reach (e.g. Plume Labs pollution alerts). Among the for-profit winners, only one

campaign (Coca Cola – ‘Remove Labels’) can be said to be truly cause driven.

Incorporating a useful product or service message has fallen back slightly in importance and is now in fourth place, but in fact remains firmly in second place among low-budget campaigns.

Many other drivers have

“Rising dramatically in importance is an element of user-generated content, now a key social driver for shortlisted campaigns.”



Coca-Cola: only for-profit winner that was cause-driven



Plume Labs: pollution alerts boosted organic reach

remained at similar levels of importance with two important exceptions: promotional incentives and prizes, both of which feature much more strongly in social success in 2016. This is unfortunate: buying interactions with incentives is something of a Pyrrhic victory for brands, as it can undermine pricing and hence profitability. The true test of social success (as with marketing in general) is the ability to drive growth without effectively reducing prices.

Budget levels inevitably lead some drivers to become more important and others less. Given reduced budgets in 2016, it is useful to review how this affects the picture. Chart 2 shows the drivers that change in importance most significantly at lower budget levels.

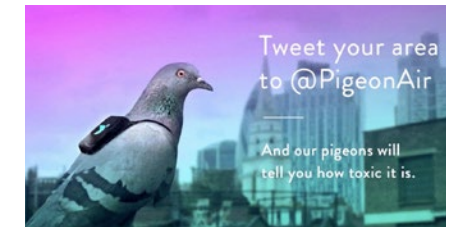


Chart 1. The drivers of social success have evolved as organic becomes more elusive

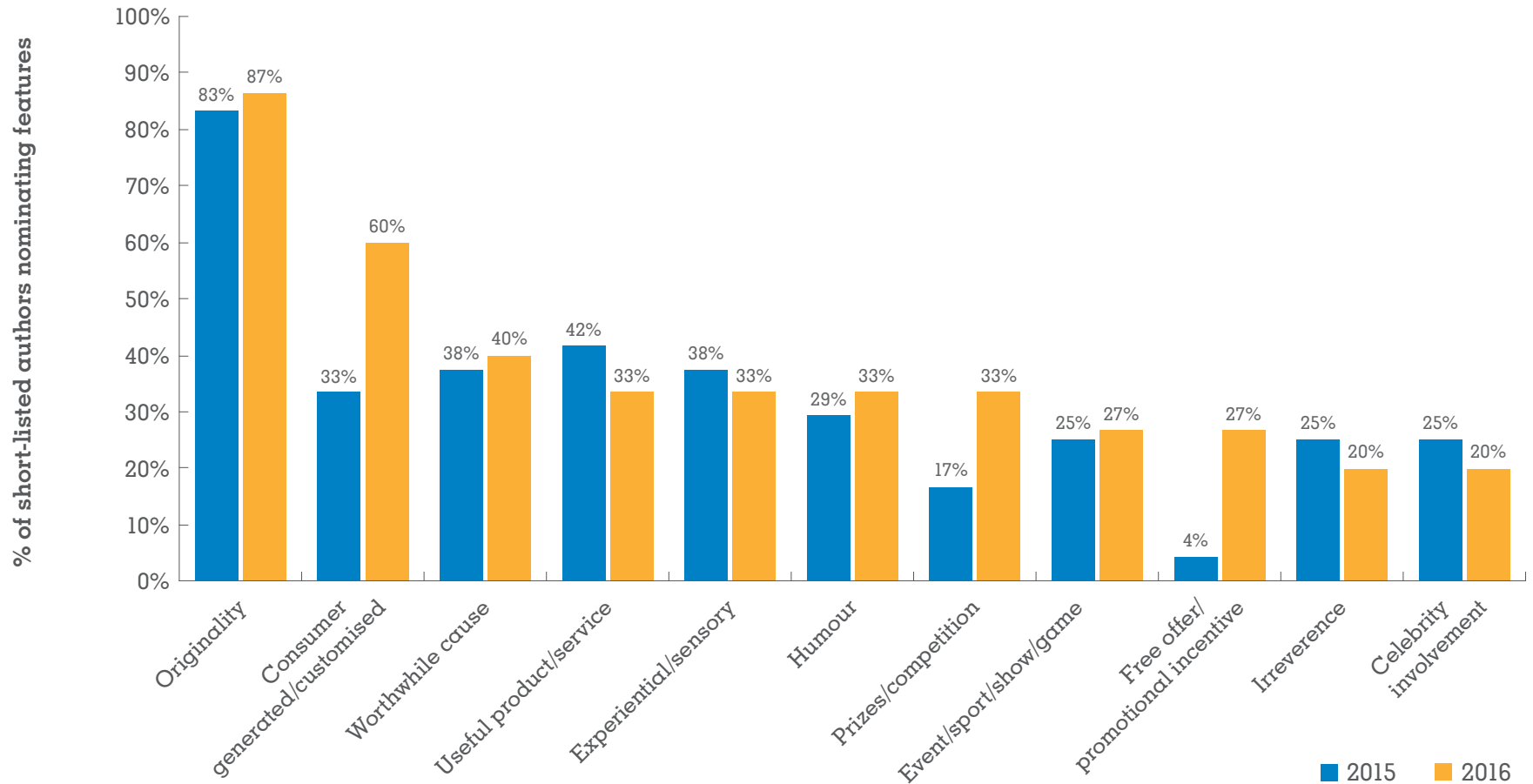
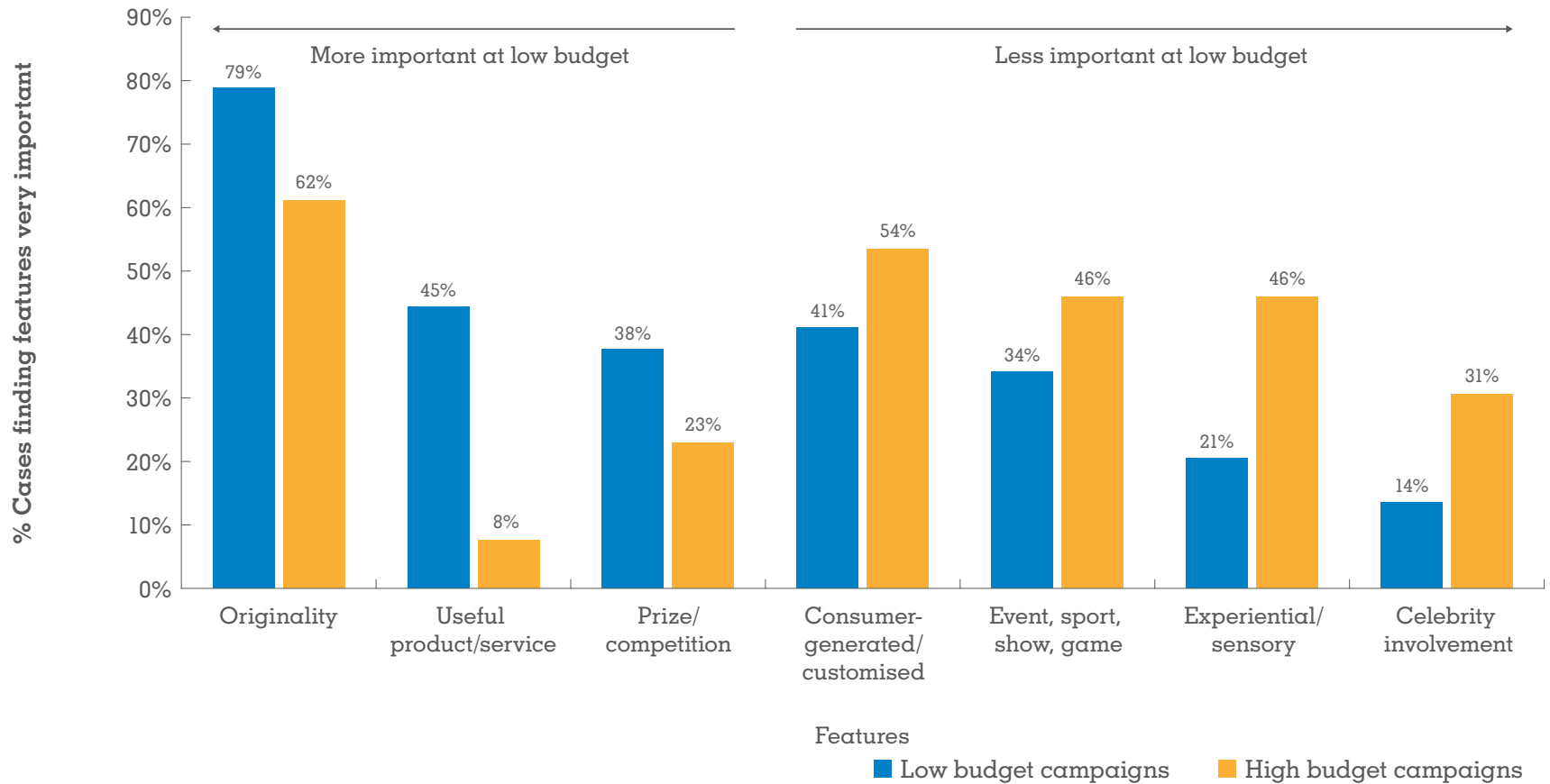


Chart 2. How budget affects social success drivers



Originality is more important at low budget as creativity in communications is associated with making budgets work harder.

Similarly, the development of a useful product or service amplifies the effectiveness of most communications, and so assumes more importance for low budget campaigns. And prizes and competitions can be a low-cost but effective activation tool, so can also assume greater importance to social success. Due to their prohibitive cost, activities such as sport/event or celebrity associations and experiential activity tend to be

less of a feature of low-budget campaigns.

The most revealing development is consumer-generated content increasingly becoming the preserve of higher-budget campaigns. Once a tool for low-budget campaigns, the cost of curating and managing consumer content for effectiveness is perhaps pricing the strategy out of their reach. Thanks in part to the monetisation of social media, social campaign success is increasingly determined by the level of investment behind it, just like conventional campaigns.



Amnesty International: originality is more important for low-budget campaigns



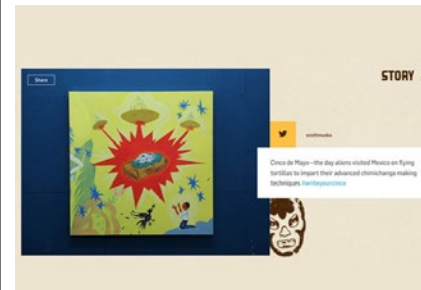
Chart 3 reveals the key drivers affected by short-termism.

Originality brings fewer benefits in the short term, but remains the primary success driver for short-term campaigns. Associations with causes and events/sports also become less

"Originality brings fewer benefits in the short term, but remains the primary success driver for short-term campaigns."



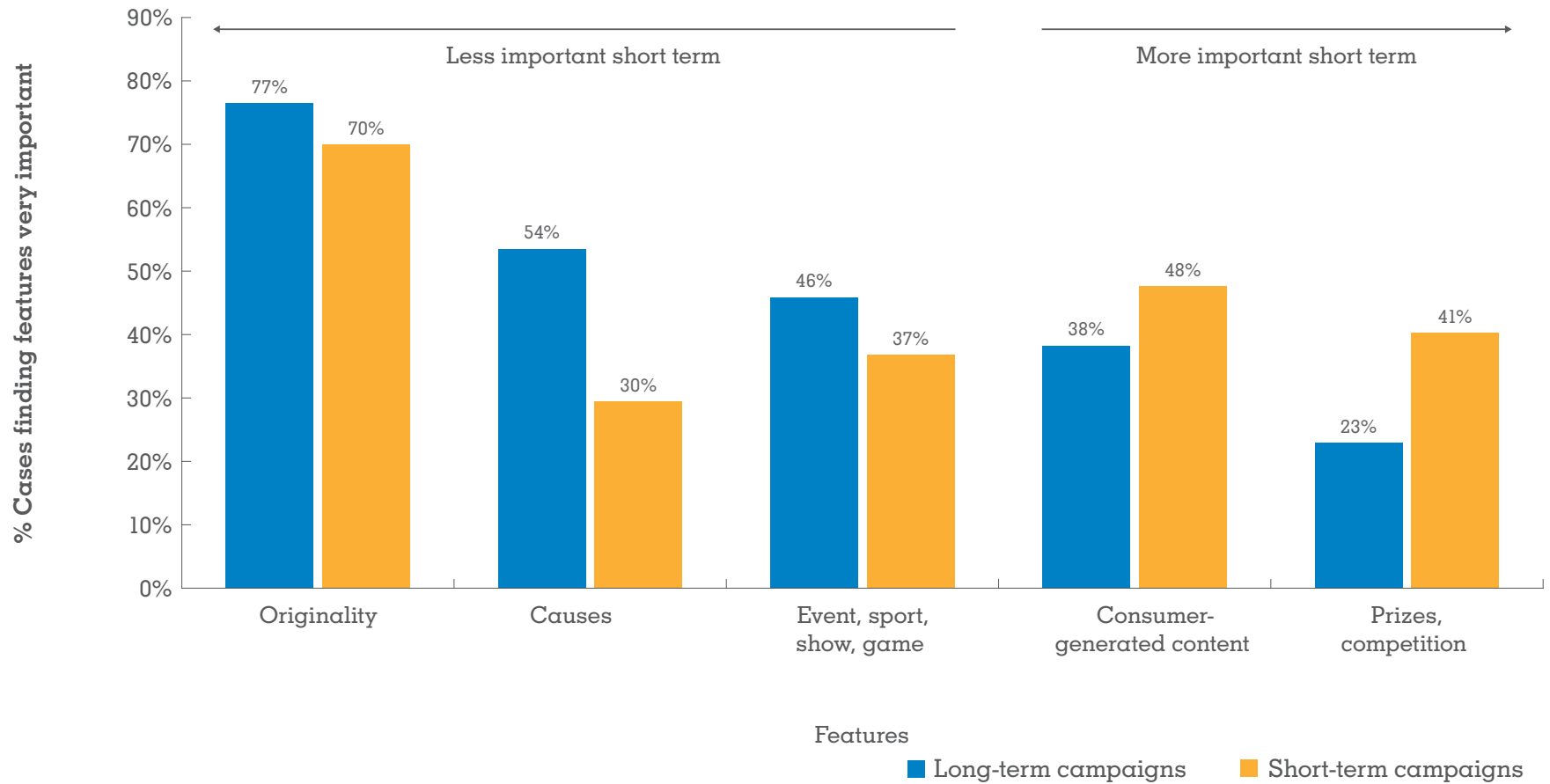
important because it takes time to set up and realise benefits from doing so. Both are highly important to long-term campaign success, but less so in the short term. In the case of consumer-generated content and competitions, the reverse is true. These can be quick to activate and are often difficult to sustain as long-term drivers, so they assume greater importance for brands in a hurry. Again the cost of this is compromising long-term effects. To a degree, the impact of short-termism can be seen in some of the time trends observed earlier in the importance of social success drivers.



Jose Cuervo: consumer-generated content is the preserve of higher-budget campaigns



Chart 3. How short-termism affects social success drivers



7. Social strategy and big data



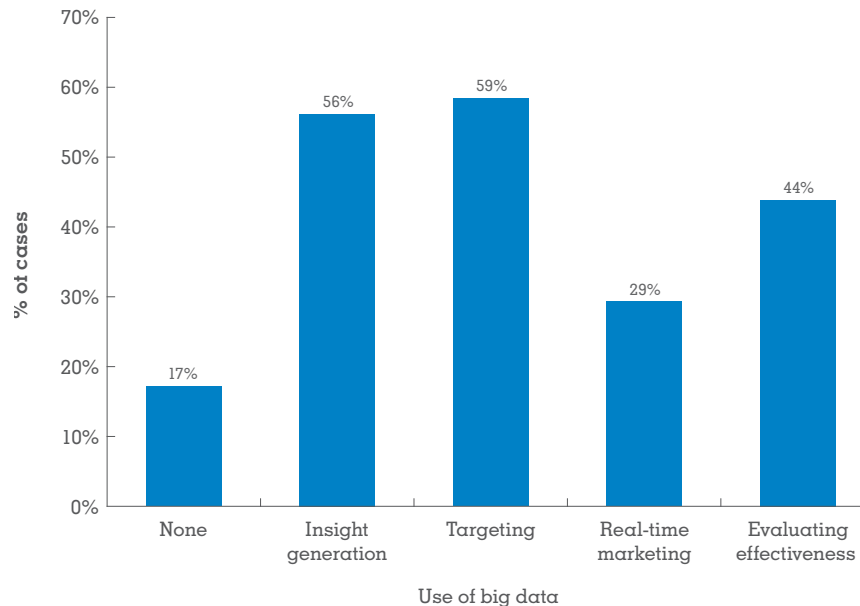
7. Social strategy and big data

Case study authors were asked whether their campaign made use of big data and, if so, how. Chart 1 reveals how widespread the use of big data is among social campaigns.

In total, 83% of cases made some use of big data. The most common uses were for targeting and insight generation. Insight generation is clearly a powerful use for big data that does not appear to have any potential downside (as the MasterCard, Direct Line, Lean Cuisine, OGX, and Halifax cases testify). But the use of big data for targeting is strongly associated with tight targeting (71% of tightly targeted campaigns used it for this purpose) – and this brings with it the implication of short-termism and the compromising of long-term success.

Big data opens up potentially powerful new tools for evaluating the effectiveness of campaigns, as 44% of cases have shown (e.g. Scoot Airlines used Facebook data to demonstrate the reach of its targeted messages across traveller profiles in Australia; and Mastercard developed a

Chart 1. The use of big data in social campaigns



tool for targeting messages and offers to Asia-Pacific customers and measuring the effects of this; while Direct Line references pioneering work to link social metrics to brand metrics). Of these, perhaps the most forward-looking is the latter. One of the great dangers of big data is its use to focus even greater attention on short-term results.

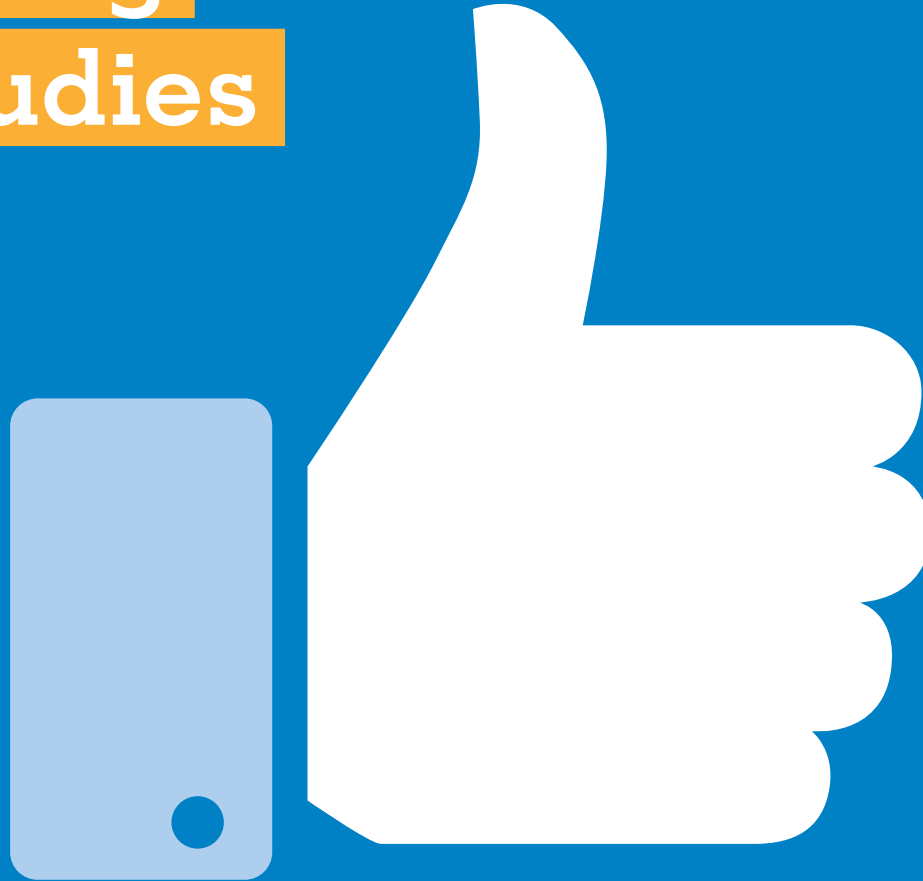
Only by also examining the long-term impacts of social (as brand metrics will do) can a balanced assessment of the effectiveness of a campaign be made. In this context, the use of big data for real-time marketing (as 29% of cases did) is potentially dangerous as it bakes short-termism into decision-making.

There are many good

examples of the use of data to evaluate effectiveness among the shortlisted entrants for the Warc Prize for Social Strategy. However, non-shortlisted cases reveal the continuing widespread use of less robust metrics and ROI calculations. Most unwise of all is the use of 'equivalent media value' (i.e. what it would have cost the brand to buy the organic exposure achieved) as the basis of ROI – few chief financial officers would attach any value to this. Vague and undefined references to engagement metrics are also common – and these have little value unless clearly defined. They do not constitute a financial return but, if clearly defined, can provide good evidence of social effects.

The 2016 data shows that commercial success is associated with the adoption of hard business objectives for the campaign – especially market share, profit and new customer acquisition targets. These metrics should form the basis of the evaluation of social campaigns, but rarely do. Hopefully, future entrants will remedy this omission.

8. Winning case studies



Halifax: Making Money Extra Easy



GRAND PRIX MAKING MONEY EXTRA EASY

Advertiser: Lloyds
Banking Group

Agency: adam&eveDDB

Market: United Kingdom

The social strategy of UK bank Halifax centred around a series of helpful bite-sized videos explaining financial products.



CHALLENGE

Most consumers are not interested in anything to do with banking and social media strategies for campaigns by banks often meet with disapproval. At the same time, research on drivers of customer consideration showed that 'easy to bank with' was the most important metric that affected customer engagement. Halifax felt it was the right time to invest in a bold social and content strategy.

SOLUTION

Halifax wanted to maximise reach and consumer engagement while reinforcing its image as being the 'easy to bank with' brand. The campaign focused on the experience of the bank's customers with bank messaging, such as impenetrable jargon or hard-to-follow news, and their own financial issues such as debt. Halifax used a three-part campaign. First, bite-sized videos in a domestic setting to explain financial concepts – for example, using a coffee pot to demonstrate balance transfers. Second, topical tweets linked to



relevant financial articles and, third, humorous GIFs about debt – most notably about how to get back money owed to you by a friend. The campaign used social media and YouTube to spread the bulk of its content, amplifying the message through media partnerships, digital banners and a TVC.

RESULTS

This was the biggest piece of social-media activity Halifax has run to date. The campaign

gained 13.5 million impressions, with nearly nine million of those being video views. Video content alone was cited for the 23% increase in consumer perception of Halifax as a bank that 'Makes money easy to understand'. The campaign increased brand exposure by 200%, demonstrating that the bank and its products had successfully captured the attention of consumers.

[Read the full case study on Warc](#)

Wilkinson Sword: Facebook Couples



GOLD FACEBOOK COUPLES

Advertiser: Wilkinson Sword
Agency: The Social Partners
Market: United Kingdom

Wilkinson Sword devised a Facebook-based competition to encourage consumers to try its new razor by appealing to the main influencers of male customers – their female partners.

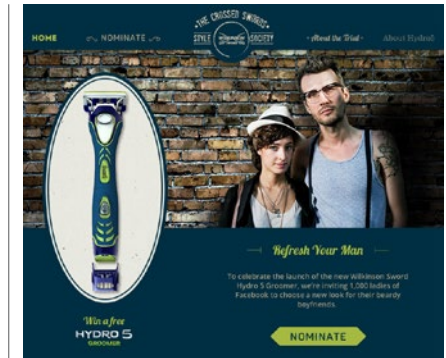
CHALLENGE

In a declining market dominated by Gillette and where achieving stand-out is tough, persuading people to try Wilkinson Sword's new product was a challenge. What's more, informal dress codes and an increase in home-working has seen the number of men going clean shaven fall by 3% – with 30% of British men now sporting facial hair. Despite this, the brand set sights on generating trial and advocacy among 18- to

30-year-old men, converting 50% of first-time users and achieving a 9% market share.

SOLUTION

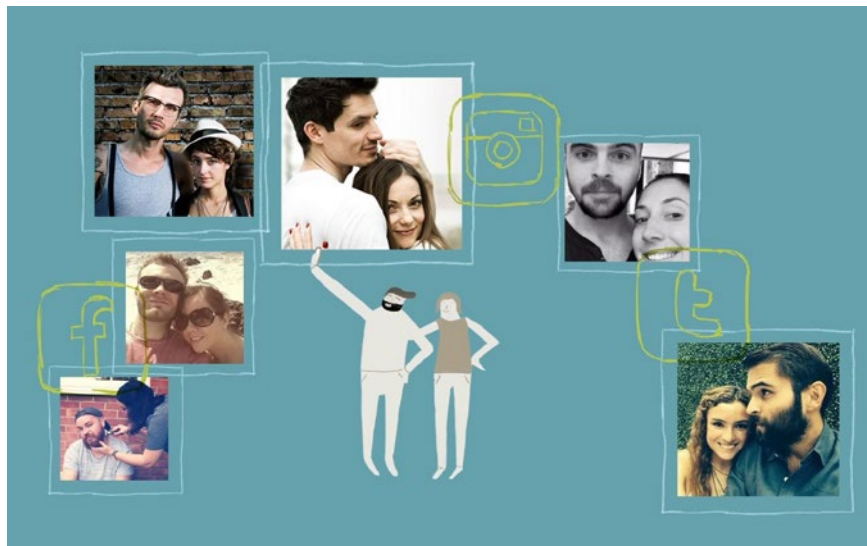
As a reflection of the growing fragmentation of media and declining linear TV viewing among millennials, Wilkinson Sword wanted to use social media to launch its new razor. The campaign used Facebook to invite consumers to take part in a competition to win a £2,000 makeover for those sporting a new facial hairstyle. However, instead of addressing male consumers directly, the campaign appealed to their female partners instead by including these micro-influencers in the prize promotions. This also widened the campaign's reach. Highly-targeted Facebook ads were created and an application survey helped Wilkinson Sword to determine the influencers who would successfully spread the brand message. As the entries poured in, the brand used each post as a promotion directed at potential entrants, building campaign buzz.



RESULTS

Following the campaign, the Wilkinson Sword's value share achieved a record high of 9.2%, with paid media impressions nearing 20 million. By the end of the campaign, 90% of trialists who previously used Gillette said they planned to switch to Wilkinson Sword – almost twice the brand's conversion target of 50%.

[Read the full case study on Warc](#)



Scoot Airlines: The Scoot Social Matrix



GOLD THE SCOOT SOCIAL MATRIX

Advertiser: Scoot Airlines
Agency: Publicis Singapore
Market: Singapore

Scoot Airlines, the low-cost carrier, increased sales in Singapore by using in-depth data research and social mapping.

CHALLENGE

As a challenger brand that could not compete with carriers such as AirAsia and its larger marketing budget, Scoot Airlines instead relied on social media to increase its marketing reach and user engagement. But key social platforms had reset their algorithms, making it virtually impossible for brands to maintain their content reach without increasing media spend. So Scoot needed to tailor and target campaigns more precisely.

SOLUTION

Through findings gathered from an extensive qualitative

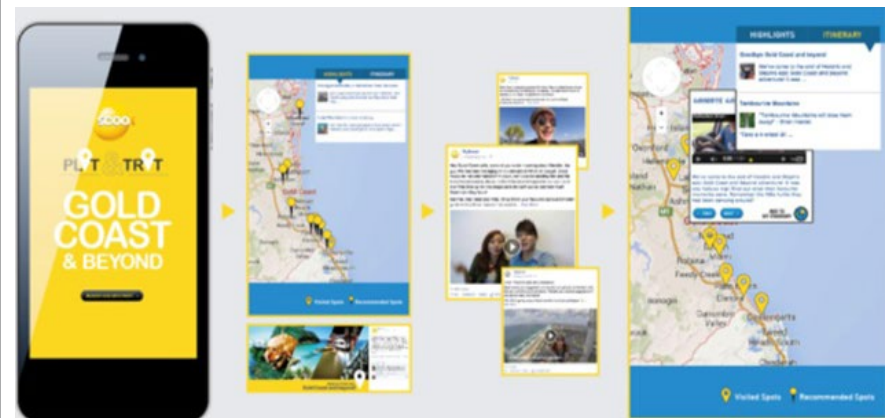
user-experience study, the airline created the Scoot Social Matrix, an intersection map of traveller profiles and social behavioural data mined from Scoot's social platforms. The matrix made it easier to identify and target specific audiences on social with lower media wastage because content was designed to appeal to specific groups and was released when they would be most receptive to the messaging. For example, a campaign to raise awareness of routes to destinations such as Queensland and Sydney, which were underperforming at the time, saw a 157%

increase in sales. The Scoot Matrix aligned content about these destinations using messages that were appealing to its audience – for instance, wildlife adventures.

RESULTS

Despite fierce competition and the relatively small marketing budget, the Scoot Matrix drove a 360% improvement in the brand's social sales conversion rate and a 91% increase in sales generated through social content and Facebook promotions.

[Read the full case study on Warc](#)



Coca-Cola: Remove Labels



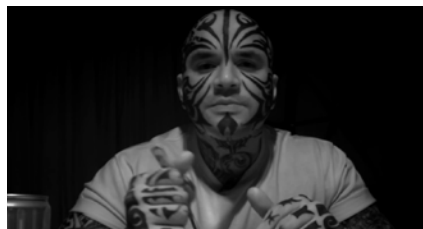
GOLD REMOVE LABELS

Advertiser: The Coca-Cola Company

Agency: FP7/DXB
(Part of McCann Worldgroup)

Market: UAE

Soft drinks giant Coca-Cola earned mass media support during Ramadan by devising an anti-prejudice campaign that ran across the Middle East.



CHALLENGE

With its political, economic and cultural uncertainties and anxieties, the Middle East is one of the most divided regions in the world. Along with the many nationalities, classes, castes, sects, attires and languages, it is also one of the most prejudiced regions in the world, as people create further divides by labelling and stereotyping each other. As an iconic brand looking to grow in the Middle East, Coca-Cola wanted to inspire and encourage people to look beyond their differences during Ramadan's prime-time TV showcases.

SOLUTION

To battle prejudice, Coca-Cola took the simple notion of what characterises a societal 'us' – a human trait that allows everyone to work together, care for each other and establish bonds. As human beings, the way a person looks is usually the first thing people notice, which leads them to form a judgment, trigger a latent prejudice or create a label. Allowing people



to meet without seeing each other helps remove these labels. Coca-Cola created a film that featured six leading social-media influencers breaking their fasts at a traditional iftar feast, sharing their experiences and stories while the lights were turned off. When the lights were switched on and the room illuminated, their misconceptions about each other were revealed. The film was promoted through Coca-Cola's YouTube and social media channels, and

limited-edition cans were released with no branding.

RESULTS

The campaign generated more than 18 million views. It became the second-most-viewed Coca-Cola film globally ever. It achieved more than \$30 million in earned media, while brand love grew 15%, brand equity increased by 39% and Coca-Cola consumption levels grew by 51%.

[Read the full case study on Warc](#)

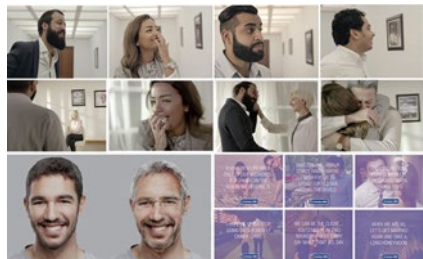
Emirates NBD: The Beautiful After



SILVER THE BEAUTIFUL AFTER

Advertiser: Emirates NBD
Agency: FP7/DXB
(Part of McCann Worldgroup)
Market: UAE

Emirates NBD, one of the largest banking groups in the Middle East, tackled cultural perceptions towards retirement savings with a live event and social media campaign in the UAE.



CHALLENGE

Emirates NBD faced the problem that young people are less interested in saving for retirement than their older counterparts, preferring instead to save for tangible things such as buying a house. With rising living costs, retirement planning is no longer a priority and, currently, 64% of UAE residents do not save for their retirement. For the bank, retirement planning products are a profitable source of business but had not been heavily promoted

as an important step towards people securing their futures.

SOLUTION

In looking to increase sales of retirement plans by 10%, the bank built a live experience where customers could see their own faces age 30 years as a prompt to make them consider how they will live in the future. Participants then called their spouses and invited them to a surprise location. As they entered the space and crossed a hall filled with their shared memories,

and spoke to the camera about their hopes and aspirations, they reached their spouses, only to find them looking decades older. Alongside the campaign film, this live-ageing feature was filmed and promoted on social media. The same ageing feature was posted on Facebook, so people could generate pictures of their own future-selves and share them across their social-media platforms. A retirement calculator, devised to help couples estimate the amount of savings they would need to live comfortably in the future, was also shared on Facebook and featured on the bank's website.

RESULTS

Emirates NBD experienced a 15% increase in the number of retirement plans sold, a 22% increase in value over average monthly sales and an improvement in its brand scores. The campaign became the most-talked-about financial advertising idea in the Middle East for the year.

[Read the full case study on Warc](#)

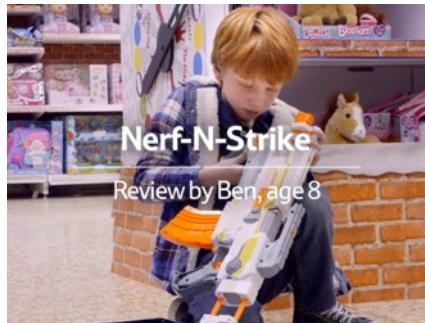
Tesco: Toy Testers



SILVER & THE CUSTOMER JOURNEY SPECIAL AWARD TOY TESTERS

Advertiser: Tesco
Agency: BBH London
Country: United Kingdom

UK supermarket group Tesco created films featuring children reviewing toys stocked in-store to raise company's profile as a toy retailer in the run-up to Christmas.



CHALLENGE

With Christmas approaching, Tesco wanted to increase its sales and visibility as a toy retailer. The campaign aimed to encourage adults to do both their food and gift shopping all under one roof at Christmas by highlighting the substantial children's toy offering at Tesco.

SOLUTION

Tesco's aim was to be the retailer that consumers selected when needing help during

the Christmas period, and all communications were timed and targeted towards aspects of Christmas preparations, including gift-buying. The supermarket created a 'hero' film and four 'help' films to educate adults on what the must-have toys were that Christmas. The hero film showed children in a Tesco toy department, picking up toys and reacting to them. The four help films showed individual children reviewing their chosen toy and revealing

why they liked it, tapping into the considerable influence of YouTube user-review videos. The campaign mostly used Facebook, Twitter and YouTube. A toy carousel showcased the featured toys in Tesco stores.

RESULTS

With all the films set in-store, brand recall was unusually high, ensuring the increased awareness of Tesco's toy offering. Tesco sales grew by 1.3% following the campaign.

[Read the full case study on Warc](#)



Direct Line: #DirectFix



SILVER #DIRECTFIX

Advertiser: Direct Line Group
Agencies: Unity, MediaCom, Saatchi & Saatchi UK
Country: United Kingdom

Direct Line, the insurance company, increased user engagement, brand equity and sales in the UK by creating a direct-response campaign using social media.

CHALLENGE

Direct Line was suffering from a year-on-year revenue decline, due in part to the dominance of price-comparison sites in the insurance sector. The company conducted research and discovered that, above all else, consumers wanted an insurer to fix problems. In an attempt to reverse its dwindling revenues, Direct Line decided to respond to this customer need with a campaign that would make the brand available to them at all times.

SOLUTION

Using *Pulp Fiction*'s Winston 'The Wolf' Wolfe character, the brand took responsibility for fixing its users' problems. Customer queries and complaints were addressed in three ways: first,



by meeting consumers to fix real problems; second, by providing virtual fixes when users tweeted the brand's #directfix tag; and, third, through written content and video distributed through social channels, its own unique online platform or by its own social media customer experience team. Media partnerships introduced targeted content, which was linked to specific trending articles. Partners included Global Radio, celebrities and Longford FC, an underperforming football team.

RESULTS

The seasonal iteration of #directfix, #merryfixmas, resulted in 20.4 million impressions and an engagement rate of 4.1%. Meanwhile, the Longford FC activity generated a total of 856,062 impressions. Paid support behind a conversational tweet received 3.2 million impressions, an engagement rate of 6.6% and 1.35 million people reached. Direct Line was the first insurance brand to trend on Twitter.

[Read the full case study on Warc](#)

Jameson Irish Whiskey: St Patrick's Day



SILVER & THE SOCIAL CONTENT SPECIAL AWARD ST PATRICK'S DAY SOCIAL CAMPAIGN

Advertiser: Pernod Ricard
Agency: 360i
Country: United States

Irish whiskey Jameson increased sales and brand equity by celebrating bartenders in the US – among the brand's most valuable ambassadors.



CHALLENGE

The proliferation of craft and small-batch brands had made the whisky category ever more competitive, so it was crucial that Jameson rectified its slowing sales growth and maintained its brand relevance. The ideal time for brand activity for it would be during the St Patrick's Day celebrations – the single biggest event for Jameson in the US.

SOLUTION

Jameson needed to communicate its brand message at the neighbourhood as well as at the national level, so the brand set out to 'own' St Patrick's Day by

celebrating not only bartenders but also the preferred drinking format of Jameson fans: the shot. A multi-tiered campaign was initiated, beginning with a teaser video distributed through owned and paid social channels. This was followed by local activation, with content co-created with key influencers distributed through social and native advertising platforms. A 3D ad launched on social platforms while an activation campaign called for consumers to share images of them raising their Jameson shot glasses to bartenders and local drinking venues. This resulted in user-generated

content that could be reused after St Patrick's Day to celebrate bartenders and customers that were the most engaged throughout the initiative.

RESULTS

The campaign was considered an instant success, with more than 10.5 million engagements in total and a nearly 400% increase in Instagram followers in the five days leading up to St Patrick's Day. The activity contributed towards Jameson seeing its sales increase by more than 20% for three consecutive months.

[Read the full case study on Warc](#)



Pepsi: Longthroat



SILVER LONGTHROAT

Advertiser: PepsiCo Nigeria,
Seven Up Bottling Company
Nigeria

Agency: Insight Publicis

Market: Nigeria

Soft drinks brand Pepsi generated a deeper affinity within its Nigerian audience by devising a campaign that tapped into its cultural identity.



CHALLENGE

In the world of carbonated soft drinks there have always been two front runners: Coca-Cola, the heavyweight market leader, and Pepsi, the underdog. With increasing competition from new brands entering the market, Pepsi's market share was falling. The brand needed to adapt to a changing market and consumer base.

SOLUTION

Pepsi developed a new 60cl PET bottled product, which it sold for the price of 50cl, but the brand needed an emotional



hook – something much bigger and thought-provoking to drive conversation, loyalty and buzz around the product and the brand as a whole. That hook was found in Nigeria's youthful population and its shared aspirations. Nigerians are very aspirational and the younger generation shares a growing sense of national and cultural pride. Hence, Pepsi took a common Nigerian slang phrase for 'longing for more' – Longthroat – and linked it to its new offer of more Pepsi for

the same price. To bring it to life, Pepsi partnered with three local celebrities who featured in a TVC. The campaign also included radio, out-of-home, online, PR, events and a social media strategy, using the #ThingsILongThroatFor hashtag.

RESULTS

Pepsi's Nigerian Twitter following grew to 40,000, overtaking Coca-Cola's, and sales increased by 60%.

[Read the full case study on Warc](#)

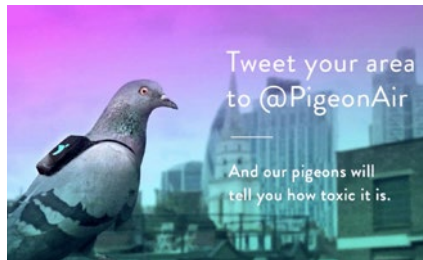
Plume Labs: Pigeon Air Patrol



BRONZE PIGEON AIR PATROL

Advertiser: Plume Labs
Agency: DigitasLBi
Country: United Kingdom

Plume Labs, a predictive technologies start-up, raised awareness of air pollution in London through an inventive social media campaign.



CHALLENGE

Because air pollution is almost invisible, people cannot easily see when they are exposed to it, and, in London, deaths related to air pollution were on the rise. To raise awareness of air pollution ahead of the launch of its personal environmental tracker, Plume Labs paired with a not-so-popular London resident – the pigeon – and turned around not only air pollution perceptions but increased Londoners' love for pigeons as well.

SOLUTION

The key creative idea was to employ highly trained homing pigeons as pollution-data gatherers. The Pigeon Air Patrol flew around London with Plume Labs' miniature air-pollution sensors, monitoring air quality in real time and sharing the results live on Twitter. Anyone tweeting @PigeonAir received an instant update on the air pollution in their local area. A range of possible tweets were crafted during the preparation phase, alongside a variety of shareable creative assets, to



ensure that the campaign's tone of voice remained consistent – and authentically 'pigeonesque'. Finally, towards the end of the campaign, Plume Labs gave all engaged users the ability to become part of the Air Patrol team by contributing to the brand's crowdfunding campaign. The campaign used TV, print, radio and institutional partnerships to increase its awareness, and developed digital video and a dedicated website

to introduce and continue the brand and product messages.

RESULTS

More than 2,000 news outlets covered the story globally and the crowdfunding campaign goal of £10,000 was exceeded in three days. The campaign delivered nearly 40,000 #PigeonAir mentions and was a trending topic on Facebook.

[Read the full case study on Warc](#)

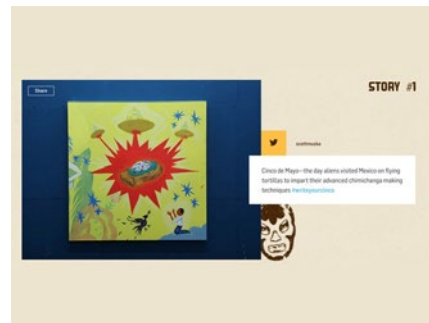
Jose Cuervo: Write your Cinco



BRONZE WRITE YOUR CINCO

Advertiser: Jose Cuervo
Agency: McCann New York
Country: United States

Tequila brand Jose Cuervo engaged a wider US audience to join the Cinco de Mayo celebration of Mexican-American culture through a video content campaign.



CHALLENGE

Jose Cuervo is the world's leading tequila brand in a crowded category, but was best known as the preferred choice of married women in their 40s – better known as the 'Margarita Mamas'. Jose Cuervo wanted to change its brand image and increase its appeal among a younger audience. Males aged 25-34 make up the largest demographic on social media, so the campaign needed to target this group. With Cinco de Mayo as the prime opportunity to engage consumers and increase tequila sales, Jose Cuervo launched a campaign that would include consumers, and bring the brand to the streets and into people's minds.



SOLUTION

Jose Cuervo targeted people who were already celebrating Cinco de Mayo. The strategy was to tap into the absurdity of the American celebration of the holiday – as many have no idea what they are actually celebrating. To draw attention to the fact that Cinco de Mayo is a Mexican holiday that is only celebrated in the US, Jose Cuervo hired famed Puerto Rican actor Luis Guzman to feature in the campaign film, giving his own inaccurate version of the origins of the Cinco de Mayo celebrations. The actor called for those viewing the film to submit their own

stories, from which he would narrate his favourites. At the same time, a famed Tijuana artist painted a mural inspired by the funniest stories, and the artworks were later sent to the authors after the campaign ended. The video and mural content were shared online and on social media channels.

RESULTS

The month-long campaign generated more than 94 million impressions on social media and led to a sales increase of 9% and year-on-year net brand sentiment growth of 10%.

[Read the full case study on Warc](#)

Amnesty International: Taking on the UK Government



BRONZE & THE LOW-BUDGET SPECIAL AWARD HOW AMNESTY INTERNATIONAL TOOK ON THE UK GOVERNMENT AND WON

Advertiser: Amnesty International

Agencies: VCCP, Forward Media

Country: United Kingdom

Amnesty International, the human rights group, successfully changed European law on arms trading in the UK through a revealing social media campaign.

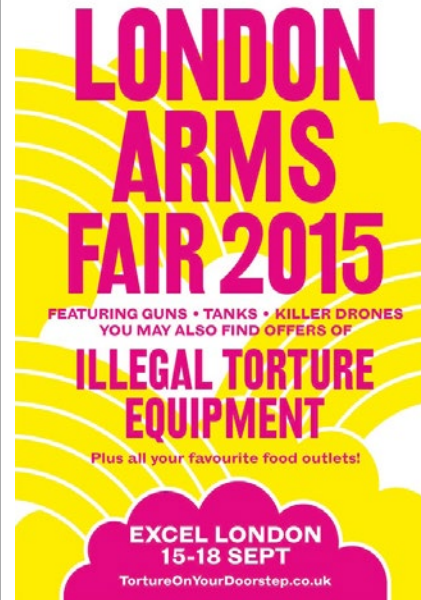


CHALLENGE

Every two years, the London Arms Fair at the ExCeL exhibition centre trades everything from machine guns to killer drones. However, recent fairs had revealed a more disturbing development. Torture equipment and other illegal weapons such as cluster bombs were being advertised for sale, all due to UK government inaction and an open loophole in European Union law. Despite previous lobbying efforts, the UK government had failed to take steps to close the loophole.

SOLUTION

With a limited budget, it was decided early on that the campaign would be distributed via social media. After previous campaigns, which set out to shock the audience by being explicit about torture and abuse, Amnesty International took a different approach by making it local and personal to Londoners and UK citizens. Since the London Arms Fair adopts a low profile, Amnesty decided to openly advertise it, using the marketing



methods more familiar to high-profile trade shows. Stylistically, the creative had to be as bold and brash as possible, so graphic artist Anthony Burrill was brought in to produce vivid designs. Posters that could work in outdoor, press and other static media, together with an online film, were launched the day before the show opened across London with the aim of generating the maximum buzz on

social media. On the day of the event, volunteers took to London's streets to raise awareness of Amnesty International's petition against the event.

RESULTS

The campaign reached three million people on Facebook alone, with total views across social media of 628,000, and 23,000 people were sent an email action. This was 53.3% more than the average for previous campaigns. Amnesty succeeded in closing the loophole in EU law and the campaign contributed to a 42.6% increase in signatories to further petitions.

[Read the full case study on Warc](#)



KFC: The Friendship Bucket Test



BRONZE THE FRIENDSHIP BUCKET TEST

Advertiser: YUM

Agency: BBH London

Market: United Kingdom

KFC, the fast-food restaurant chain, focused on friendship rather than family for its Christmas campaign, creating its own brand role during the festive period and increasing its UK sales.



CHALLENGE

Christmas is when the high street is at its busiest, so the potential for sales or a fast-food restaurant is huge. The plateauing fast-food market is constantly under threat from delivery aggregators, so KFC needed to find a way to get ahead. Without a role on Christmas Day itself, the brand focused on how KFC could make an impact in the lead-up to the big day, when people are out Christmas shopping with their friends. This meant side-stepping the usual conversations around family that tend to typify Christmas ads and, instead, presenting the brand as one that helps friends to connect.



SOLUTION

The campaign celebrated friendships by persuading people to take The Friendship Bucket Test. In a campaign film, people were shown being rewarded with pieces of chicken for answering questions about their best friends. The public could also play an online version of the game and take the test in a number of KFC stores around the UK. The best quiz results would win chicken

vouchers that were redeemable in-store. The campaign film was used on TV, Facebook, Twitter and YouTube, while the game toured the country and celebrities joined in the fun.

RESULTS

The campaign engaged 53,700 players online, a 38% increase on the projected target, and reached 45 million impressions.

[Read the full case study on Warc](#)

HSBC: The people you meet at Uni will shape your life



BRONZE & THE LONG-TERM IDEA SPECIAL AWARD THE PEOPLE YOU MEET AT UNI WILL SHAPE YOUR LIFE

Advertiser: HSBC

Agency: We Are Social

Market: United Kingdom

HSBC successfully connected with UK students, encouraging them to open new bank accounts via a social media campaign.



CHALLENGE

Students aren't typically a profitable market for banks, but once they graduate and migrate to standard bank accounts they accrue significant lifetime value, particularly as very few graduates then switch their account to another bank. Looking to differentiate itself in a cluttered, incentive-dominated category, HSBC needed a strategy that showed it understood students' needs and helped them to reach their goals.



SOLUTION

HSBC positioned itself as an enabler in helping students through their university years. With 87% of 18- to 24-year-olds looking for brands to entertain, inform and inspire them, the campaign portrayed the bank as helping students prepare for the experiences they would have and the people they would meet, assisting them with the first steps of their life journey. Relevant cultural icons were used to showcase the value of building up a good network during university years. This reinforced HSBC's credibility as a partner in helping people to achieve their ambitions. The brand partnered with influencers, including drum & bass DJ duo Sigma and tech innovators and founders of Divida Bill Jon & Patch, who offered relatable stories that students would be interested in hearing. These stories were made into campaign films and distributed via Facebook, Twitter, influencers' channels and HSBC's platforms. A BuzzFeed partnership was also created alongside the #FaceToWatch

competition, which gave students the chance to win £3,000 by sharing a picture of themselves with what they dreamed of achieving. User-generated content was later shared through the brand's platform.

RESULTS

The campaign was HSBC's most successful student campaign in more than a decade, with acquisition targets beaten by 25% and applications for student bank accounts through digital channels growing by 83% year on year.

[Read the full case study on Warc](#)



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