

# THE CLARITYBLUE MARKETING STRATEGY OF THE YEAR AWARD



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**CLOSING DATE FOR ENTRIES**  
**24<sup>th</sup> July 2006 (Noon)**

## ENTRY CRITERIA

The judges will make the Award to a specific marketing campaign in the period 1<sup>st</sup> Jan 2005 to 31<sup>st</sup> May 2006 that has achieved high levels of commercial success for the relevant product or service. The judges will look for innovation and a clearly expressed and articulated objective led campaign strategy leading to measurable and verifiable business results.

**This Category is open to public and private sector organisations**

## GUIDELINES FOR SUBMISSION

If you wish to submit type written answers to your questions, or you require additional space to complete your answers, please attach by staple or paper clip any additional continuation sheets, clearly indicating to which question the response relates.

Entrant Details	
First name	David <span style="float: right;">Mr <input type="checkbox"/> Mrs <input type="checkbox"/> Ms <input type="checkbox"/> Miss <input type="checkbox"/> Dr <input type="checkbox"/> Other _____</span>
Last name	Murphy
Job title	Head of Marketing
Contact address	Dept for Transport
	Great Minster House
	76 Marsham St, London <span style="float: right;">Postcode SW1P 4DR</span>
Work Phone	020 7944 4623 <span style="float: right;">Work fax</span>
Mobile	
Email	David.murphy@dft.gsi.gov.uk
Company Details	
Please complete these details as you wish them to appear on all publicity and literature	
Full company name	As above
Address	
	<span style="float: right;">Postcode</span>
Website	www.thinkroadsafety.gov.uk
Type of Company	PLC <input type="checkbox"/> Ltd <input type="checkbox"/> Partnership <input type="checkbox"/> Sole Trader <input type="checkbox"/> Public Sector <input checked="" type="checkbox"/> Ltd by Guarantee <input type="checkbox"/> Other
Nature of Business	Government <span style="float: right;">Sector</span>
Annual Turnover	£ Multi million <span style="float: right;">Date of year end 30/ 03 /</span>
No. of employees	1000+

**1. Please describe your business and the sector in which it operates in no more than 50 words.**

The Department for Transport's objective is to oversee the delivery of a reliable, safe and secure transport system that responds efficiently to the needs of individuals and business whilst safeguarding our environment. The DfT sets the broad overall strategy. Delivery is mainly through our Executive Agencies such as Driver and Vehicle Licensing and the Highways Agency who look after major roads.

NB - figures requested below not relevant to Government.

**2. Please provide the following information about your company.**

	Previous Year	Last Year	Current Year	Forecast Next Year
Turnover				
Profit				
Sales Growth %				
Market Share %				

**Note:** Turnover, profit and sales growth for the last and previous year should be based on audited accounts. Current and forecast numbers should be supplied using the same auditing formulas, rules and precedents and be based on budgets submitted. Market share growth should be supported by evidence, preferably independent. A copy of the organisation's last annual report or audited accounts should be included with the application form. Public Sector entrants need only complete the top line "turnover".

**3. In no more than 250 words please describe why the organisation should receive 'The ClarityBlue Marketing Strategy of the Year Award' in The National Business Awards.**

**Engaging Teenagers**

The award seeks insight, innovation and demonstrable results. In developing our THINK! road safety communication aimed at teenagers we used both research insight extensively; we innovated creatively and in our use of media; and we produced clear results.

We're claiming **a world first** in two advertising innovations:

- filming the first 30 second TV ad through a mobile phone camera.
- using un-scripted footage taken by teenagers on a camera phone to create the ad.

**"Brilliant, devastating, a work of genius"** - was the industry reaction to our new campaign (see Campaign magazine 9 Sept 2005)

Yet such reaction to our world first in advertising was the result of nine months interaction with teenagers, using evidence based research and insight to produce a communication that truly engaged teens.

We wanted to overcome teen complacency. We feel we have.

Please look at [www.thinkroadsafety.gov.uk/campaigns/teenagers](http://www.thinkroadsafety.gov.uk/campaigns/teenagers) to see the creative approach that lies behind this paper.

**4. What was the market situation that created the need for this campaign? What were the objectives and strategy behind the campaign? Include brand, sales, positioning and market share information if relevant.**

**The problem**

Put simply, traffic is the single biggest killer of 12-16 year olds in this country. Each year 1400 teens are killed or seriously injured on our roads.

Despite the fact that 6 out of 10 teens say they have been in an accident/near miss, teens don't take road safety seriously. Probe their insights and they'll tell you "it's juvenile", "we know it already,"

What's more, research demonstrates that most feel that 'just after school' is when they have most freedom and control. Teens speak about after school as 'their time.' They are elated and feel least at risk.

Unfortunately, evidence shows that "after school" is when most accidents occur, when teens are easily distracted travelling in small groups. Effectively they're on 'autopilot'

**Objectives**

In light of this insight, our communication objectives were to develop a communication campaign that would:

- Engage teenagers and challenge their complacency
- Speak to them on their own terms and in their style avoiding nanny state hectoring.
- Reduce teenage accidents

Our strategy was to take road risk into teens' personalised world and trigger behavioural change. Insight on the cause of accidents, risk taking, street actions and communications, led us to:

- Use the powerful influence of friendship groups.
- Tap into the post school mood.
- Give teens more insight into what they can do to make themselves safer on the roads.
- Focus on the dangers of distraction.

Our positioning was one of teenagers' friend, operating arms length of government.

**5. In devising your marketing strategy, what evidence were you able to draw on for the inspiration, for the strategy, or to back up your belief that your strategy was the best for your business? Please describe the information sources, such as your customer database, any market research etc. that played a part in providing the intelligence behind your marketing strategy.**

In moving our strategy forward, we knew from accident statistics when teen pedestrian accidents occur. But to develop our communication approach, we wanted greater insight into why they occurred. So we looked at evidence based research, commissioned strategic research and re-engaged with teenagers to gain new insights into the teens' market.

Evidence based research gave us real in real insight into the major causes of teen accidents - less developed road skills, cursory glances, overestimating their ability and distraction

Research to gain insight into teens' attitude to risk, identified key road behaviours and demonstrated that this attitude to risk carried through to street actions. Distraction stood out as a key road safety issue.

We also probed teens' attitudes to communications and how we could engage with them. Not surprisingly teens feel bombarded with safety messages and as a result suffer from a heightened sense of risk. But they receive so many safety messages, that they screen many out.

Positively, research highlighted some key opportunities for effective communication using the emotional power of friendship groups:

- Teens have very strong emotional attachments to the group, even if they change frequently. Threats to the group are highly feared.
- Teens individually and collectively within groups cannot relate easily to the concept of their own mortality, but showing them how their death or serious injury could impact on close friends and family is highly emotive.

## **6. Please describe what is particularly innovative about the organisation's marketing strategy.**

Our key innovation - based on extensive insight with teenagers - was to recognise that we couldn't talk effectively to them. So we let them talk to each other. We gave them mobile phones rather than actors to create the ad. The advertising created by our agency Leo Burnett - tested first in creative research - creates a typical walk home from school with friends. Our aim was to convey genuine friendships and the distraction that being with friends can entail.

Another innovation to cut through media clutter and teens' filtering of safety messages was to use a "must have" device for teenagers. We needed an approach that had standout and would engage. We developed a highly innovative idea centred on:

- a crucial teenage accessory;
- a highly popular teenage fashion; and
- a common source of teenage distraction.

In short a mobile phone and the ad - see [www.thinkroadsafety.gov.uk/campaigns/teenagers](http://www.thinkroadsafety.gov.uk/campaigns/teenagers) - has a unique, raw, intimate first-person feel - shot by teenagers, for teenagers.

We then innovated by producing an unbranded version - we had the confidence not to promote our brand - which we seeded on the Internet - see channels below.

## **7. Please explain which marketing channels were used, and how they created an integrated campaign which addressed the objectives of the strategy. Please explain why each element was included.**

We carefully selected media - again based on insight. Prior to campaign launch, to reach the early adopters and those who most influence teen friendship groups, we seeded an unbranded version of the ad on the web.

Staggeringly within two weeks, over 200,000 teens had viewed the ad. Teen chat sites were alive with discussion about whether the ad was real.

Thereafter we launched a branded version in TV and cinema and reinforced our messages via PR, radio promotions using prominent DJs and the Internet - both advertising and news promotions - using the news hook of our advertising first and our use of street teens rather than actors.

All media -developed in partnership with Carat - was carefully selected ensuring we chose programmes that teens engaged with and talked about. Media investment for launch was £2 million. (The total THINK! budget each year is £14m covering drink drive, speed, motorcycling etc)

We also innovated further using sequential photography to film outdoor advertising positioned in and around schools focussing on distraction and showing how a teen is hurtled into the air in an accident with the stark imagery reinforced by the stark message that " *Each week 55 teens wished they'd given the road their full attention*". Local road safety officers also visited schools and gave presentations reinforcing our messages. They also reinforced our activity buying local media and speaking to local radio.

Unlike most of Government, DfT is an extensive user of cinema. We account for 50% of Government spend. Cinema stands out in our campaign tracking and is a key medium for us in reaching and engaging with teens and young men.

**8. Internally, how was the campaign/marketing strategy communicated to the rest of the organisation and explain, if relevant, how the marketing strategy tied in with any other initiatives within the organisation.**

Our employees are motorists and pedestrians. We use a range of internal tools to communicate - intranet, electronic news screens and a staff magazine. Regular THINK! promotions are run with our teen activity featuring as the front cover story of our staff magazine. We also run presentations to keep people up to date. THINK! is regarded as the jewel in the DfT's presentational crown and there's always considerable staff interest in what we do.

**9. Please describe the performance monitoring and measurement systems of the campaign and the results achieved.**

We use evidence based research, strategic research and creative testing to inform our approach. We use monthly tracking to measure our impact on attitudes and calimed behaviours, although ultimately we are measured by the number of people killed or seriously injured.

Our tracking research of teens after launch of our new ad shows we achieved:

- 79% prompted recall of the commercial
- 95% said that the ad made them think again about road safety
- 93% said it made them realise it could happen to them

And crucially the numbers of teenagers killed or seriously injured continues to fall. In 2004, 1,464 teenage pedestrians aged 11-16 were killed or seriously injured. In 2005, this fell to 1,319.

#### **10. What impact has the marketing strategy had on the financial performance of the product/service in terms of sales, market share and profit growth?**

Not strictly relevant as we are not selling, but each death or injury has a huge financial cost and the overall costs to the taxpayer of deaths and injuries is some £20 billion each year. The deep psychological cost to families who have lost a loved one is immense.

We cannot directly attribute savings to THINK! although we know we have influenced attitudes and claimed behaviour. That has had a positive impact on casualties. The overall THINK! campaign was launched in 2000. Then, some 3,600 people died on our roads and some 35,000 were seriously injured. Today deaths are 11% lower. Serious injuries are down 34%. Sometime, somewhere, someone has taken a moment to THINK! That moment -perhaps campaign inspired - could well have saved their life.

#### **11. Please state the three key drivers of the growth you have achieved and explain how each was identified and exploited to the organisation's advantage.**

Our key drivers are our road safety casualty reduction targets.

We have made a public commitment that by 2010 (compared to 2000) the average number of deaths and serious injuries will have:

- declined by 40% for adults;and
- by 50% for children.

We are on course to meet those targets.

#### **12. Please summarise the organisation's approach to corporate responsibility, making reference to any policies, strategies or procedures in relation to customers, environmental impact, stakeholder relations and role in the community.**

Our duty is to inform and educate. We do that in partnership - stakeholder engagement, third party reinforcement is crucial to us, as too is our roles in the community where we are represented by road safety officers.

Effective partnership and liaison was crucial in developing our teen ad. Summarising our approach, our keys to success were a highly strategic approach based on evidence and insight; a highly creative approach and precise targeting of media that teens enjoy. We basically:

- segmented by key life transitions and exploited 'triggers' of different lifestyle and behaviour choices
- understood the issues which concern this group today - coming of age/ entering the consumer markets etc; and
- produced an effective/engaging communication campaign.

**13. Please provide the following information:**

<b>Chief Executive</b> (name only)	David Rowlands
<b>Managing Director</b> (name only)	Jeremy Mooney
<b>Press/PR</b> (name and contact no)	David Murphy (020 7944 4623)

**DECLARATION**

I hereby certify that the information given in this entry form is correct.

Name: David Murphy	Position: Head of Marketing
Signed:	Date:

**RULES OF ENTRY**

1. Each entry must be submitted on a fully completed application form (or copy thereof). (Please note: additional pages and supporting documents may also be attached, but the organisers take no responsibility for their safe-keeping and cannot return submissions).
2. The judges' decision will be final and no correspondence will be entered into before or after the judging.
3. If you have elected feedback, no further correspondence can be entered into after you have received feedback as the judges do not reconvene at any time.
4. The entry must be received at the offices of Quest Media by the closing date of Noon on Monday 24<sup>th</sup> July 2006.
5. Quest Media is not liable for any costs incurred by applicants during their judging process.
6. Once a company is announced as a finalist, it cannot withdraw from the competition.

**All entries should be sent to:**

The National Business Awards Entries  
Quest Media Limited  
9 The Leathermarket  
Weston Street  
London SE1 3ER

Or by email to: -

[nbaentries@questmedia.com](mailto:nbaentries@questmedia.com)

**The Awards Ceremony & Gala Dinner will be held on the 7<sup>th</sup> November 2006 at The Marriott Grosvenor House Hotel, Park Lane, London.**

For further details of this event and table enquiries, please call the Entries Team on 020 7378 1188.

Quest Media will keep you up to date with our own products, exhibitions and offers including The National Business Awards. If you do not wish to receive this information please write to the Marketing Manager at the address given. Please tick here if you do not wish to receive relevant business information from other carefully selected companies: X

## **ENTRY & JUDGING PROCEDURE**

The completed entry form with any supporting evidence should be sent to the organisers at the address above. Each entry will be read and evaluated by a panel of judges, collective scores will be combined and the top ten entries will go through to the following round where judges will re-score the entries and shortlist five finalists. The five finalists will be asked to attend a judging session, at which they will be required to make a presentation to and answer questions from a panel of judges. The five finalists from the national programme will join the five winners from the National Business Awards Regional Programme 2006 to make a total of ten finalists per category. One representative from each finalist company will be invited to the AWARDS PRESENTATION DINNER, as guests of the Award Sponsor on the date listed above.

**Please note:**

## **JUDGING DATE AND TIME**

The ClarityBlue Marketing Strategy of the Year Award will be judged on **Monday 2nd October 2006** from **9.00am - 5.30pm**.

If your entry is successful and you are featured as a finalist, you will be invited to present in front of a carefully selected, high level judging panel on the date shown above. This panel will see all the finalists in this category on the same day to deliberate and make their decision. Whilst the organisers will endeavour to accommodate the most appropriate time for your presentations, times are allocated on a first come first served basis. Unfortunately under no circumstances can the date of the presentations be changed. As soon as you are notified of your status as finalist, please phone to book your favoured time slot, check the diaries of the key participants for both the judging and attendance at the Awards ceremony itself.