2014 ARF DAVID OGILVY AWARDS

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CASE STUDY: **"Let's Go Crazy!" Building Immersive Campaigns with Coca-Cola**

Executive Summary:

As companies like Coca-Cola continue to push the envelope on creating immersive campaign experiences, the way research influences and measures these experiences must evolve. Latin America's 'Let's Go Crazy' campaign for brand Coke presents new questions – and answers – illustrating how research:

- Helps brands move beyond *associations* to true change-agents in consumers' lives.
- Helps build and adapt regional campaigns to *transcend* borders.
- Uncovers the push-pull relationships between media to highlight the best exposure paths for more meaningful consumer connections.

The campaign's success proves that even in today's media landscape, the relationship between research and creative is more important than ever before.

Business Situation and Campaign Objectives:

The "Let's Go Crazy" campaign is the third iteration of the Coca-Cola Company's larger "Cultural Relevance" initiative, which drives a highly emotional brand-consumer objective designed to increase brand love. While Coca-Cola's central brand message of happiness has streamed across multiple campaigns and promotional activities for decades, the cultural relevance initiative specifically looks to tap into universal values to deepen the connection between the happiness message and the brand.

The campaign seeks to portray Coca-Cola as a brand that is not only *associated* with happiness but an actual *provocateur* of these emotions. Through the interactive elements of the campaign, the brand also looks to further differentiate itself and heighten its image and attractiveness to the consumer audience, particularly teens and moms.

The Happy Side of Life

'Let's Go Crazy' builds off the foundation of the first two iterations of the cultural relevance initiative. In the first stages of the strategy, Coca-Cola's highly regarded television spot 'Chorus' – which received honors at Cannes in 2011 – laid the framework for the reasons to be happy, focusing on highly relatable happy moments that could counter the negative issues of the world. In this case, Coca-Cola presented a counter to negativity through the belief that while there are many reasons in this world to be sad, afraid, and angry, there are just as many reasons to be happy, joyful, and thankful each day.

In the second stages, the brand looked to bring its message closer to everyday experiences, with a campaign centered on the inner-kindness of people around the world and the strength of everyday "heroes" – like parents. In the campaign, Coca-Cola sought out these examples existing in the world and brought them to light.

Closer to Reality

However, what was still missing from the initiative was accessibility – an avenue for the consumer to create and share personal examples. Through its three-phased approach, the 'Let's Go Crazy' campaign builds interest with its own illustration of simple, happy moments and behaviors. The brand then invites the consumer to share individual examples and to create happiness within the community.

This latest iteration gives consumers a *reason* why Coca-Cola equals happiness by showing how the brand provokes positive emotions through real-life experiences. As a further step, the brand then gives consumers an avenue for sharing and creating their own examples, allowing for a shared journey with the brand.

The 'Let's Go Crazy' campaign represents a "new generation" of the cultural relevance strategy, creating a more accessible route for consumers to connect happiness with Coca-Cola.

Emotional Attachment

The platform strikes an emotional cord by directly addressing the "social fears" of consumers today. As the Coca-Cola Company expresses, "Brands like Coca-Cola *are* culture. Giving a social point of view is not an option; it is a responsibility." By continuing its focus on "cultural relevance" and providing a counter point-of-view to the issues of today, the company seeks to serve as a change-agent in consumers' lives.

Building this deep, emotional relationship plays into an ultimate business objective - maintaining the steady growth seen in key performance metrics (volume, transactions, revenue, operating profit, and share of mouth) since the induction of the cultural relevance platform in 2011. Likewise, since the inception of the initiative, the company has seen increases in specific equity attributes, which correlate with strengthening brand love. Continuing that momentum with a refreshed campaign (i.e. "Let's Go Crazy") has been a top priority for the flagship brand.

Research Story:

Research fueled three key areas through campaign development to launch:

- Qualitative uncovered the foundation for later story development, tapping into the "universal truths" on which to build a globally relevant platform.
- Facial coding combined with quantitative copy testing highlighted the scenes and images that delivered the strongest emotional impact; these components were then amplified as key creative elements across the campaign.
    - Diagnostics from copy testing were also used to guide local adaptations as the campaign moved beyond Latin America.
- An new research approach shed light on the potential relationships between media across channels, giving Coca-Cola a first time look at the interplay within a "Liquid and Linked" campaign and diagnosing the campaign's strengths and challenges across the "Pick It Up, Play With It, Pass It On" framework.

1. Uncovering "Universal Truths" Through Qualitative

As a first step, qualitative exploration provided by BMC in Argentina helped "unlock" the accessibility of happiness – bringing the campaign to the consumer level. This was key in surpassing the previous work's more utopian, global feel. From this research, Coca-Cola then built brand-inspired stories to illustrate the universal values of happiness, sharing, kindness, etc. via individually relevant examples.

These stories were then spread across a variety of media and representations, including television, digital activations and mobile apps, out-of-home, retail and package, radio, journals and documentaries, social initiatives, and special events.

2. Capturing Smiles Through Facial Coding and Copy Testing

As the campaign evolved, research contributed most strongly to the completion of the flagship television spot, which would serve as the anchor point of the campaign. Millward Brown's enhanced copy testing solution (Link™), which included the implicit monitoring of emotional expressions via Affectiva's facial coding technology, helped fine tune the creative and dial up the most relevant representations of happiness (initially completed in Mexico and later used globally for ad revisions). This research pinpointed moments within the ad that most strongly resonated with consumers (eliciting smiles that grew with each ad viewing). From there, the research team assessed the ad's ability to connect these critical emotive scenes with the brand and provided recommendations on how to optimize this connection.

Copy testing results influenced final production, scene revisions for shortened versions, and local adaptations. In Latin America, where the ad originated, the tested spot hit within **the top 5% of all ads ever tested for Coke**. As Millward Brown evaluated the 'Let's Go Crazy' television spots around the world, scores consistently hit within the top 15% of the global Coca-Cola database – a difficult feat for a regionally developed spot as it travels beyond its borders. Copy testing diagnostics illustrated how the "universal truths" on which the concept builds contributed to this success, leading to a highly enjoyable, engaging, and *relevant* creative experience.

The most relevant scenes identified in the copy testing work were also amplified in other media and became cornerstones for non-traditional/interactive elements. As a prime example, the television spot features swings tied to various structures in a city; as this element elicited a strong emotional response, actual swings were placed throughout communities as a physical (and branded) reminder of the activation. These swings naturally inspired viral activity and served as a key illustration of how Coca-Cola provokes happy moments.

3. Discovering How Media Play Together

As the campaign featured an intertwined media strategy building across three phases and multiple touch points, the need to understand the synergies between the elements was paramount.

As such, campaign pre-testing which only looked at performance of the campaign when seen in total simply would not work. The campaign called for a test that could evaluate the strength of different media combinations. What happened when consumers only saw the TV spot? What if the television ad was missed altogether? How did the out-of-home and app-based elements work together?

Coca-Cola and Millward Brown utilized an innovative research approach that allowed for the efficient modeling of hundreds of potential exposure combinations via a factorial sample design. The analysis demonstrated the incremental contribution (or loss) as each campaign element layered with another. When paired with known factors like reach or channel quality by target, this type of learning leads to more efficient media strategies and more meaningful consumer connections.

Additionally, the method produced a mathematical model for diagnosing the campaign's potential drive "Pick It Up," "Play With It," and "Pass It On" objectives – both when seen in total and in fragmentation.

Millward Brown's research approach, which leads the industry in providing insight on the interactions between media, highlighted the elements best suited to drive each objective. The results uncovered strengths in the initial "Pick It Up" phase and a need to amplify more elements in the later "Play With It" and "Pass It On" phases. A key learning from the research illustrated how the television spot contributed to all three objectives, particularly when paired with media from other channels. As a result, the initial media plan (in which the television spot only appeared in the campaign's first few months) was adapted to keep the film in rotation throughout the year, ultimately driving higher awareness and engagement with supporting elements.

Tracking Success

Post launch, in-market ad tracking data illustrated the ultimate strength of the campaign in driving awareness and lifting brand love. The total campaign - and especially the television spot - exceeded Coca-Cola and Millward Brown tracking benchmarks across targets. Additionally, consumers recalled the quality of the campaign, remembering it as highly enjoyable, engaging, appealing, different, and persuasive (tracking data significantly above Coca-Cola and Millward Brown databases).

Campaign Description:

Initially developed and aired in Mexico, the 'Let's Go Crazy' campaign covered the full scope of 2013, utilizing a unique three- phased launch approach crossing multiple channels and targeting teens, moms, and a general population audience. The campaign, which features "people doing crazy things" in an effort to bring happiness to others, continues to air across the globe as one of the company's key communication platforms for the Coca-Cola brand.

Introducing a New Framework

Building off the Coca-Cola Company's "Liquid and Linked" media philosophy, the media strategy focused on layering consumer outcomes as the campaign built overtime. The phases speak directly to the company's three-pronged approach to building immersive campaign experiences – with each piece of the work inspiring consumers to *Pick It Up*, *Play With It*, and *Pass It On*.

Phase I

In the initial phases of the campaign (primarily spanning the end of December 2012 through March 2013), initiatives focused heavily on inspiring consumer interest (i.e. to "Pick It Up") with highly engaging brand-centric material including the anthem television spot that would lay the foundation for the rest of the campaign. Multiple out-of-home elements as well as the initial launch of digital and application-based components rounded out the first phase.

Phase II
Second phase media (which covered the later spring and summer months of the year) pushed to inspire a deeper connection with the consumer and the call-to-action, provoking personal exploration and engagement (i.e. "Play With It"). The continued focus on the digital application (which invited consumers to share their examples moments of happiness and connection) laid the framework for a continued brand message built off consumer inputs. In addition to these documented stories shared by consumers (and later pushed by the brand), traditional branded elements as well as other interactive components helped build campaign awareness, funneling more consumers into the 'Let's Go Crazy' journey.

Phase III
Lastly, the third phase (which covered the remaining autumn and winter months) sought to inspire viral behavior – a method of celebrating happy moments and sharing the message with others (i.e. "Pass It On"). This phase centered on digital material – primarily web films or "documentaries" - highlighting the most memorable consumer and brand led activity and "Special Days" for community-based activations (spanning both phase two and three).

Global Spread
From its initial launch in Mexico and Argentina, the campaign spread across multiple regions and continues to air in 2014. The overarching creative approach and key engagement elements (like the swings featured in the television spot) have been used across the globe, with copy testing data contributing to local adaptations in order to boost relevance.

Campaign Business Result:
'Let's Go Crazy' performs along the same high benchmark as other activations within the cultural relevance strategy, which on average consistently outperforms other Coca-Cola advertising worldwide. On average, the campaign consistently falls within the top percentiles (top 15-5% of all Coke ads tested globally), and as such, has been highly recalled among targets, with campaign recall exceeding both Coca-Cola and Millward Brown tracking benchmarks.

The television spot continues to hold as the most relevant and memorable touch point across audiences (recall of this specific element in tracking significantly outperforms Millward Brown and Coca-Cola benchmarks across targets), inspiring further engagement with the campaign and viral behavior via the campaign's digital 'Let's Go Crazy' app, Facebook, and Twitter feeds. Diagnostics from copy testing have allowed for multiple ad-lengths and local adaptations, leading a rich video-library for use across channels and regions.

The campaign continues to air globally with strong results. In-market tracking of the creative has shown the campaign's ability to drive its key message – Coca-Cola is a brand that provokes happiness, with at least 65% associating the brand with this message. Results show lifts in the brand's attractiveness and differentiation among targets (teens, moms, and general population).

Purchase consideration and consumption over time have seen significant gains among recallers (over non-recallers). Most importantly, the campaign has driven increases in brand love for Coca-Cola – a key business objective of the campaign.