

YouTube Works For Brands 2017

BBH/BBH LIVE - TESCO

HOW EVERY LITTLE HERO HUB AND HYGIENE CONTENT HELPED TESCO

EXECUTIVE SUMMARY

In 2015, Tesco was a business in trouble. Trust levels had dropped to the lowest levels in four years; a result of several high profile news stories. Sales were following closely behind.

Tesco's core problem was that it was now the least differentiated player. Customers were trading up or down and Tesco was left sitting in the comparatively unappealing 'Middle'.

We needed to re-energise "Every Little Helps" - something that was not only known throughout UK households, but also had perfect synergy with content. It allowed us to display our helpfulness through more relevant, hyper-targeted 'helps'.

Whilst the majority of social platforms have used this to promote short-form, sound-off video formats, which restrict storytelling to less than 10 seconds, Youtube bucked this trend. It was a destination for video, meaning longer watchtime - and importantly did not restrict audio.

We've seen successes within individual campaigns, including campaigns that have delivered significant shifts in brand favourability versus the industry benchmark. Importantly though, our econometrics tracking were able to show that for every £1 spent on Youtube, we were generating £0.47 in profit.

ENTRY


The Challenge:

In 2015, Tesco was in trouble. Trust had dropped to its lowest level in four years; a result of several high profile news stories. Sales were following closely behind.

The grocery market was fragmenting, with consumers spreading their budgets more and more widely across a range of grocery retailers¹. This worked in favour of M&S and Waitrose, whose conveniently

¹ Tesco insights - customers spreading their wallet across broad range of players

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placed, smaller store formats helped drive 'top-ups' from the more affluent post-family shoppers². While the rise of discounters, including Aldi and Lidl, was putting added pressure on Tesco at the other end of the spectrum.

2014 saw the entry of a new CEO, Dave Lewis, who instantly recognised the need to simultaneously carry out both business and brand cardiology.

As he put it, "you can't advertise your way out a problem you behaved your way into"³.

We needed to put the meaning back into Every Little Helps; a line known throughout UK households. However, in this climate of considerable price competition, customers were understanding 'Every Little Helps' in a price context only. We needed to turn it back into a genuinely customer-centric proposition again. We needed to live it, not just say it.

Through a new communication model we committed to 'Help serve Britain's shoppers, a little better, every day.'

This was a brand strategy that had a perfect synergy with content: it allowed us to display our genuine helpfulness through more relevant, targeted 'helps', delivered in a more personalised way.


Objectives:

- Drive belief that Tesco is Britain's most helpful retailer - something that we knew we were falling behind on versus the rest of the competitor set:

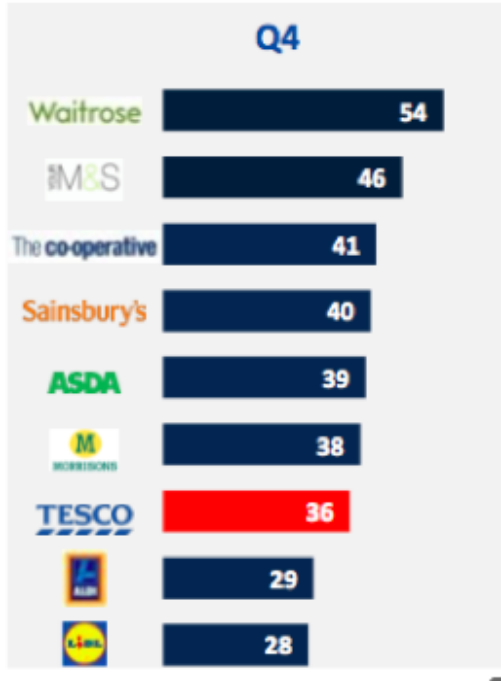
² Tesco insights - M&S and Waitrose getting big share of top ups from post family

³ Dave Lewis, Annual Lecture, Marketing Society 'Inspiring Bolder Marketing Leadership', Mar 2016

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Retailer Is Helpful



- Have an impact on trade (contribute to sales)
- Contribute to an overall increase in consumer and colleague trust

The start of our branded content story:

We created a calendar of key cultural events, that aligned with Tesco's trading priorities, but still resonated with our customers. Tesco's internal insight team, combined with search and social insights, helped us prioritise these moments throughout the year.

Why we looked to YouTube:

Youtube presented a particularly interesting opportunity for two reasons. Firstly, optimising creative in conjunction with Google search insights meant we could create content based on genuine customer needs.

Secondly, using the classic 'hero, hub, hygiene' model allowed us to create effective, multi-layered campaigns. We hypothesised that these layers would help us tackle the key areas of the business that needed particular attention:


Hero: allow us to cut through against our competitor set

Hub: provide 'helpfulness' and/or the trade piece of the puzzle

Hygiene: bring consistency and ensure we identify the change in customers' feelings towards Tesco on a long-term basis, generating brand uplift.

⁴ Millward Brown Brand Tracker primary shoppers (Confidential).

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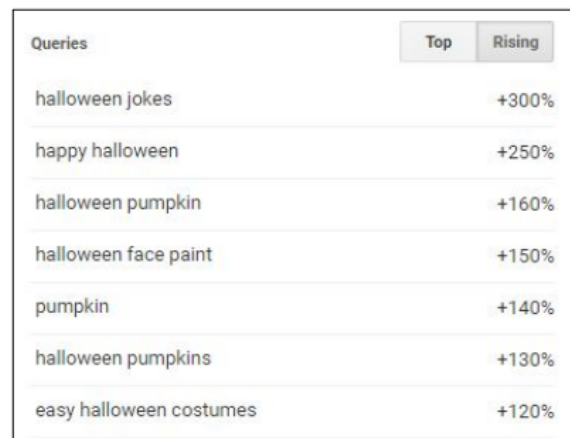
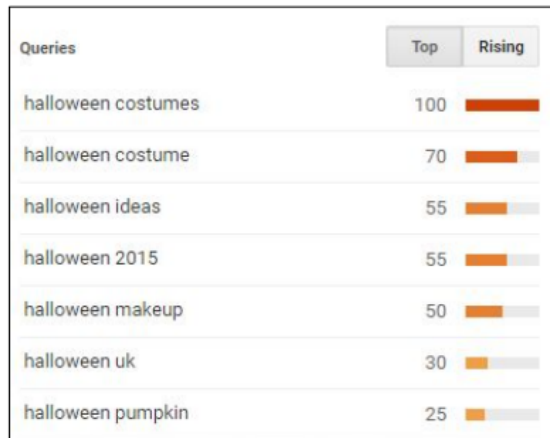
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Additionally, whilst the majority of social platforms have used this to promote short-form, sound-off video formats, which restrict storytelling to less than 10 seconds, Youtube bucked this trend. It was a destination for video, meaning longer watchtime - and importantly without restricting audio.

Halloween - the start of an effective hero / hub model

With other supermarkets focusing on key products such as costumes, we needed to delve deeper to understand how Tesco could stand out by being genuinely helpful, gaining cut-through in a notoriously overcrowded space.

People were increasingly searching for ideas and inspiration for Halloween:



We had also noted a growing trend towards 'spook' films. Catching people by surprise and capturing their reactions appeared to be very popular YouTube currency⁵.


Our strategy was to leverage this style of content as a way of inspiring our customer's Halloween celebrations, combining entertainment, humour and surprise (known attributes for effectively capturing and sustaining interest). This would then be supported with more practical help and launched in time for Halloween weekend.

Creative solution:

'Spookermarket', was a content series that demonstrated how 'spooky' and 'fun' a halloween celebration at home could be, with a plethora of pranks fit for an authentic party, all filmed from the point of view of a hidden camera.

⁵ <http://mashable.com/2014/11/18/viral-pranks-2014/#TA8JRDbrzaq4>

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The hero film showed unsuspecting customers as they were given a friendly fright in a Tesco store. The store was transformed into a spooky supermarket rigged with pranks, such as 'severed heads' behind the toilet paper and a 'poltergeist' controlled trolley. This experience was captured in one, fun-filled hero film, designed to both entertain and cut through.

Once we had captured their attention, our audience was primed for 'helpfulness'. That role was assigned to the hub films⁶ - four pieces of how-to content that were re-targeted to those who had seen the hero film.

In addition to retargeting through TrueView instream, we also used info and end cards to link the hero film straight through to the hub films, ensuring we made the clear jump to helpfulness:


Our films utilised Youtube's targeting to reach a broad audience including topic targeting around Halloween, in-market for Halloween decor and costumes, as well as our more traditional, parent audience.

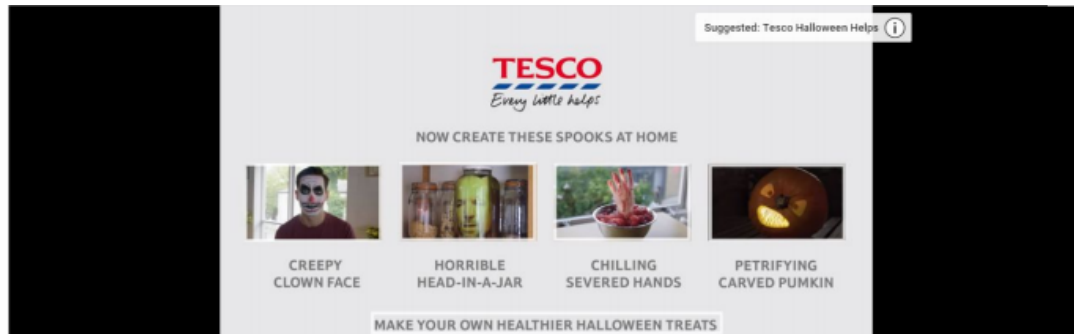


⁶ <http://bit.ly/2n3PN8V>
<http://bit.ly/2mU6TFH>
<http://bit.ly/2m6rBmW>
<http://bit.ly/2n3QnDO>

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Results:

Our first attempt at this content model got off to a strong start. It reached the top 10 most popular YouTube advertising videos of 2015⁷


Importantly, our social metrics provided an initial indicator that it was gaining traction with our audience - with an impressive view duration of 1 min 20 (of a 1 min 35 film), versus 15 seconds across other platforms.

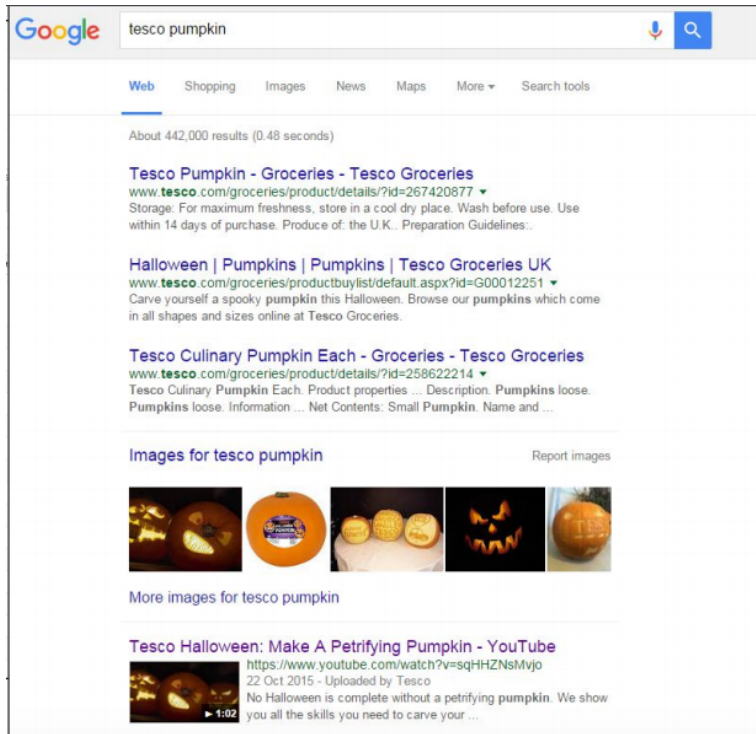
The retargeting aspect of the model also showed promise, with view through rate (VTR) increasing from 24% for the hero video, to 42% for the hub videos. This equated to 96% of each hub video being watched. This again proved our hypothesis, that YouTube allowed us to create longer-form content.

The popularity of the video, also increased efficiency by generating earned reach through both search and suggested video:

⁷ <http://www.netimperative.com/2016/01/most-popular-uk-youtube-ads-of-2015-revealed/>

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In fact, the model worked so well, we used it again with our Spooktacular film in 2016, which not only had a hero film, but also a new format. We created a **360° video** that allowed users to immerse themselves in a spooky room filled with Tesco's products. This allowed us to showcase them in a real life setting, whilst also cutting through the usual Halloween noise with an innovative format.

This time around, not only did it gain traction in terms of on-platform metrics, we also implemented brand-lift surveys, which showed a 29.1% uplift in ad recall (shifting to 66% when looking at consumers who had completed the video) and 5.3% uplift in consideration (shifting to 15% when looking at consumers who had completed the video).

Importantly, it also provided us with a practical model for Tesco. One we deployed a number of times for the following calendar events (in 2015 and 2016): for [Christmas](#)⁸, [Valentine's Day](#)⁹ and [Father's Day](#)¹⁰

Toy Testers - From Hero to Hygiene content

In 2015 we successfully launched a campaign that saw young kids reviewing that year's top Christmas toys, offering real insight to the adults buying for their own kids and genuine helpfulness in the process¹¹.

Like Spookermarket, this was inspired by the analysis of successful films on YouTube and, in this case, the particularly strong rise in kids toy reviews on YouTube¹².

⁸ <https://www.youtube.com/watch?v=ynQrY1gvgyl&t=3s>


⁹ https://www.youtube.com/watch?v=-TV5e_9Pfe4&t=11s

¹⁰ <https://www.youtube.com/watch?v=jiEo1-uzP5U&t=12s>

¹¹ <http://bit.ly/2kwRr16>, <http://bit.ly/2nvQ99g>, <http://bit.ly/2mD0yfy>, <http://bit.ly/2n6BU9V>, <http://bit.ly/2nvWKAT>

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This time around, Youtube was used alongside other media spaces (print and banners) to trade on six key toy products.

For the first time, we used the Shoppable Trueview ads, with the aim of driving sales and proving the commercial impact of our content model.

Despite not having the tracking on the Tesco Direct site to allow us full purchase data, results were promising. Those that were exposed to the Shoppable TrueView ads (viewers vs skippers) saw a 9% uplift in purchase intent, which was cited as best in class vs YouTube average.

Summary of overall impact:

Throughout the rest of 2015, and 2016 we ran a number of other content campaigns, including January Health, Valentine's Day & Easter Helps to name a few.

We've seen equally successful results with these campaigns, with Mother's Day achieving best in class results versus the rest of the category in terms of ad recall (+35%) and favourability (+17%).

Using this approach for our more service led messages, such as Brand Guarantee, has also produced positive shifts - with 45% Ad Recall and 18% shift in favourability.

Aside from individual campaigns, econometrics have also measured the impact of our overall branded content efforts. We were able to prove that Youtube delivered £0.47 profit for every £1 spent. This showed we could help shift brand perception, whilst also successfully driving trade.

All of this contributed to what became a whole business turnaround, that saw Tesco go from suffering its biggest ever loss in 2015, to a pre-tax profit in 2016.

This was cemented by CEO, Dave Lewis, highlighting the use of smartly targeting content as a reason for the success:

"If you look at some of the things on social and direct, we've done things in a very much more customised way. We have very much put our money into a more personalised way of communication." ¹³

¹² <http://tubularinsights.com/toy-reviews-youtube-views/>

¹³ Digital Marketing Magazine, 2016, "Personalisation helps Tesco sales rise again."