

How social media fatty Reebok trimmed its online presence

2012

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Athletic apparel maker Reebok slims down its bloated social media presence and gains more followers, fans and view counts.

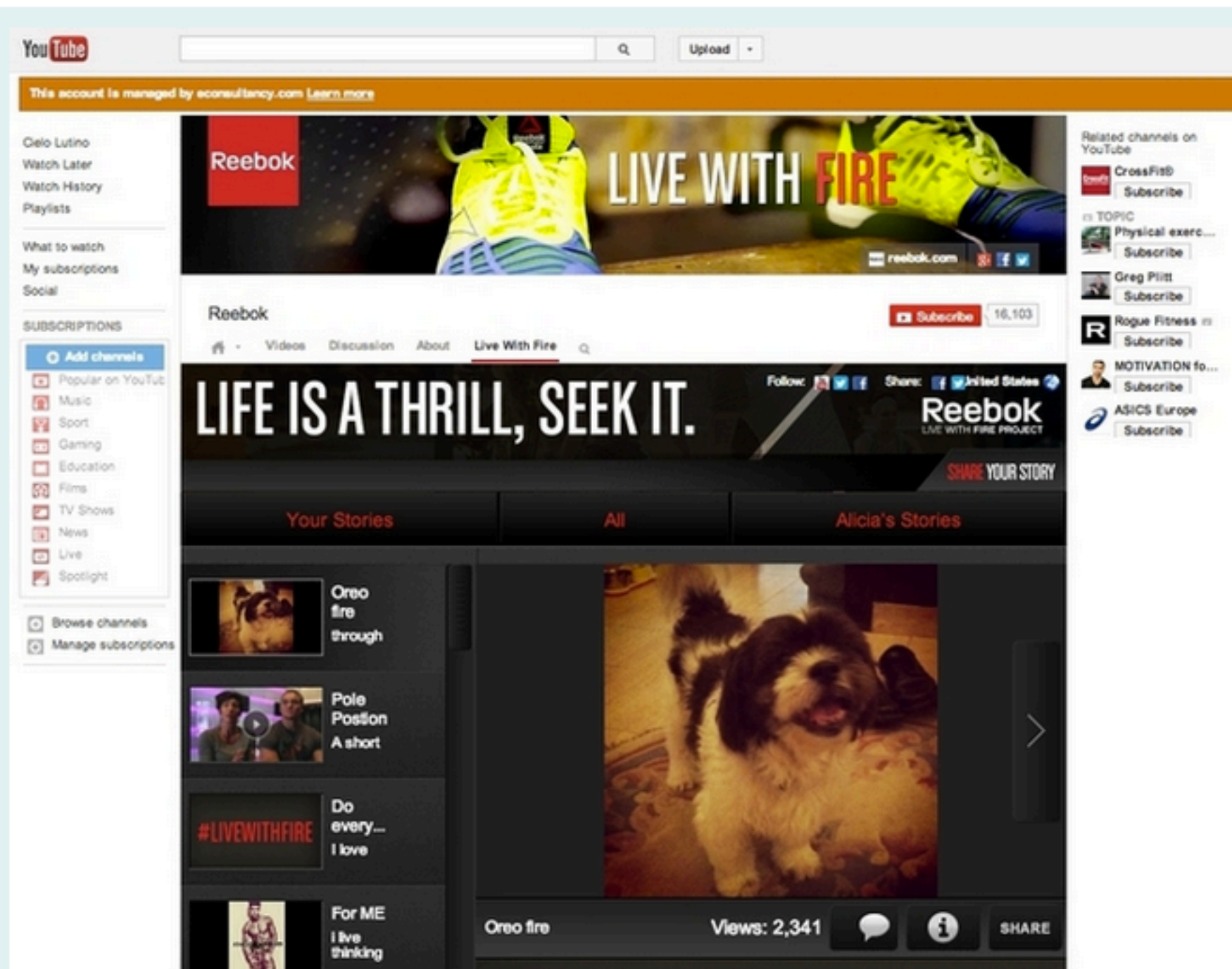
BRAND / COMPANY

Reebok

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Summary

To call Reebok's social media presence fragmented would have been putting it mildly. Prior to 2012, the multinational athletic apparel maker had more than 200 Facebook pages, 100 YouTube channels and 30 Twitter accounts for its brand. The company conducted a two-week in-house brand audit of those accounts to develop an approach that moved Reebok away from a product- and marketing-centric social media strategy to one focused on customer engagement. As a result, the company has increased its number of fans, followers and view counts, as well as strengthened its internal social confidence.

"Many agencies have come and said they can do this for us," Tyler Bahl, former global brand engagement-media manager at Reebok, told *Advertising Age* at the time. "But our social confidence has risen by doing this process ourselves."

Objectives & Aims

Because Reebok had so many social media accounts across so many different platforms before 2012, the company was finding it difficult to create a consistent brand voice. By paring those accounts to more manageable numbers, Reebok's global social media team hoped to better align the brand's online presence and to better track its analytics.

The company still wanted its local teams to be able to post geo-targeted content, but to do so from a central platform.

Finally, because Reebok's budgets for social media were controlled at the local level, the global team aimed to increase social CRM and engagement organically because staff at the global level ultimately couldn't rely on local teams to fund their own social media efforts.

Implementation, Execution & Tactics

In an effort to streamline its unwieldy social media presence prior to 2012, Reebok conducted a two-week in-house brand audit that looked not only at the company's accounts, but at its competitors' social media accounts, allowing Reebok to compare share of voice.

Beyond the quantitative (how many followers etc.), the audit also asked qualitative questions, such as, "Does the page look like it was created by a Reebok employee? Does it look like it has official brand content?"

The global social media team then took the results of the audit and pared its accounts significantly, from 30 Twitter accounts to two, for example, and left fan-generated content untouched. For those anxious about the changes, the global team permitted trial runs, which allowed colleagues in Hong Kong to see how the market there was already gravitating to the global accounts that the audit supported.

The global team was just as flexible with those groups whose efforts required no change. In India, for instance, where the brand is a top-seller, it allowed the team there to keep its own Facebook page, which had, at the end of 2012, almost 2 million likes.

Results

Since committing to a more streamlined social media presence, Reebok has reduced its accounts, from 225 Facebook pages in 2011 to three, consumer-led pages, and noted an up-tick in the number of fans, followers and views. Within a three-month span, for example, its Twitter followers increased by 17%.

The results buoyed the company to conduct a second audit where Reebok learned it had more than 600 social media accounts. Winnowing those down has allowed the company to establish a consistent brand voice and to improve its analytics reporting, which has since become centralized. Reebok learned for instance during the first audit that 48% of its Facebook pages were probably created internally, the others were fan-generated. In the second audit, the brand learned that just 25% of its Facebook pages were likely generated in-house, fans created the rest.

Leading such changes was a more critical shift. Reebok went from a product- and marketing-driven social media focus to one more concerned about consumer engagement. Because its audits were also conducted in-house, staff developed a stronger "social confidence" too.

Nike and the Livestrong Foundation partner together in an inventive integrated campaign

2009

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Nike partners with Livestrong Foundation in a multichannel campaign to raise cancer awareness during the 2009 Tour de France.



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Nike

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AGENCY

Wieden
Kennedy⁺



Summary

In the fall of 2008, world-famous cyclist and cancer survivor Lance Armstrong announced that he would return to professional cycling in 2009. Inspired, global retailer Nike created an inventive integrated campaign in partnership with the athlete's nonprofit Livestrong Foundation to raise cancer awareness and to share messages of hope with those struggling with the disease.

Although the campaign used multiple channels - video, social media, TV, and print - its centerpiece was the Chalkbot, a pneumatic robot designed by DeepLocal to print chalk messages onto the roadways of the Tour de France. The messages were submitted by the public and raised rates of engagement for Livestrong by as much as 95% in some channels. Sales also jumped 46%.

Objectives & Aims

In 1996, cyclist Lance Armstrong was diagnosed with testicular cancer that had spread to his brain and lungs. A year later, after multiple surgeries and extensive chemotherapy, he was declared cancer-free. That same year the athlete founded Livestrong Foundation, a nonprofit that provides support to cancer patients. He also returned to professional cycling, subsequently winning seven Tour de France titles. He retired from the sport in 2005.

In September 2008, Armstrong announced that he would return to cycling to spread Livestrong's mission: "I can guarantee you that the...message will touch all aspects of our society...and...all the different diseases and facets of cancer that need the attention."

Global retailer Nike partnered with Armstrong's charity to raise awareness of Livestrong's mission, using the world-stage of the Tour de France as the catalytic event for an innovative multichannel campaign that raised the nonprofit's sales by 46%.

Implementation, Execution & Tactics

Working with the the Wieden+Kennedy agency, Nike and Livestrong developed the “It’s About You” campaign, which featured short films of cancer survivors and their stories. The films aired throughout the Tour de France and, on the last night of the competition, broadcast on ESPN’s Sportscenter.

The campaign also appeared in print ads, social media (it had its own Facebook page and was part of Livestrong and Armstrong’s Twitter feeds), interactive banners, and a dedicated site (WearYellow.com).

Its centerpiece, however, was Chalkbot, a machine that stenciled messages on roadways. The public was invited to submit 40-character messages of cancer support by text, web banner, or the Nike Livestrong site.

Each message was then sent to the Chalkbot, printed on the Tour de France racecourse, photographed, tagged with GPS coordinates, and then emailed to the contributor. Together with Versus, Nike ensured Chalkbot coverage during the channel’s broadcast of the competition.

Nike later chose select messages to incorporate in a print ad that it ran in the *New York Times* after the competition.

Results

The highly successful campaign elicited high rates of engagement. The Chalkbot received 36,000 messages via Twitter, SMS, web banners, and WearYellow.com. Thousands of those were selected for printing along 13 of the 21 stages that compose the Tour de France.

During the campaign, Livestrong sales increased 46%, and its Facebook community grew by 95%. Its YouTube community also rose by 54%. In addition, more than 64m viewers tuned in to the ESPN airing of the “It’s About You” broadcast. Nike also donated more than \$4m to the charity.

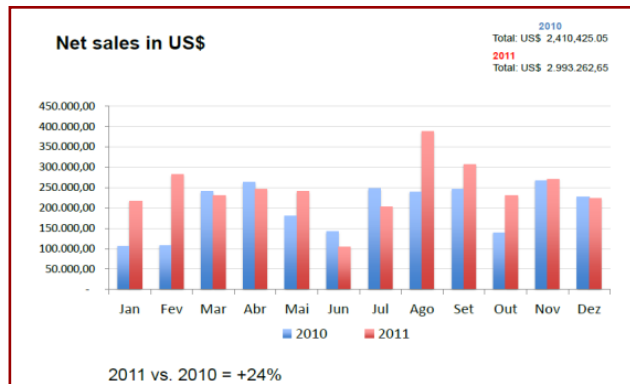
The campaign was awarded the Titanium Integrated Grand Prix at the Cannes Festival in 2010.

Awards

Titanium Integrated Grand Prix (Cannes Festival 2010)

CASE STUDY: Armura eMarketing and Lead Nurturing Program Lifts Sales 24%

OVERVIEW



Increasing in stature on the global stage, Brazil, the world's seventh-largest economy, continues to grapple with high rates of crime, with drivers vulnerable to armed thieves who attack during traffic jams or at stop signs. Armored cars protect the wealthy, but middle-class families are left vulnerable.

DuPont's affordable bulletproof Kevlar fiber and SentryGlas car kit Armura, introduced to Brazil in 2008, aimed to change that, but car dealers, who sold the system as accessories to buyers at the dealership, weren't closing on the leads sent to them by the company's marketers.

Business Objective

Increase sales of Armura car-armoring products in Brazil, using both a third-party dealer network and direct sales.

Marketing Objective

Combine online and offline tactics to raise awareness and generate traffic to a website for lead capture and lead nurturing.

STRATEGY

1. Targeted Online and Offline Promotions to Reach Qualified Prospects

The team had used television advertising, email marketing, search advertising and online display ads to generate leads for car dealers that sold Armura products. But the leads handed over to car dealers were cold – often just unqualified inquiries about the product.

To develop a new lead nurturing strategy, the team continued using many of the same promotional channels, but refined its media mix to reach a more qualified audience:

- The team fine-tuned its Google Adwords campaign for better keyword targeting.
- It developed a better-qualified email database by renting targeted lists and sending qualification

campaigns – such as an armored car test-drive offer – to the existing house list.

- It tested broadcast TV advertisements against more narrowly targeted (and less expensive) cable TV advertisements.

2. Create new Armura Website to Capture Leads

Prior to the 2011 campaign, the Armura website was heavy on technical details but light on marketing engagement. For example, there was no lead capture form on the home page, and only a contact form placed a few clicks away from the homepage within the site.

In 2011, the team developed a new website to highlight the critical information a potential customer needed to evaluate the Armura system. The homepage focused on answering three key questions about the product:

- Why choose DuPont's Armura System? (A list of five key benefits, such as quick installation, no impact on fuel consumption, and three-year warranty)
- What vehicle models is it available for? (A list of nine models)
- How much does it cost? (Pricing for each car model)

Additional links on the homepage allowed prospects to browse more information about the Armura system, including details about the product, answers to frequently asked questions, and videos of vehicles undergoing ballistics tests.

To capture leads, the homepage provided three ways for prospects to request more information:

- A toll-free phone number
- An email contact form, which asked visitors to provide their name, email address, phone number, and preferred car model
- A "request a call" form, which asked visitors to provide their name and phone number to receive a call from a DuPont inside salesperson

The team also put links to the lead capture and "request a call" contact forms on every page on the site, so prospects could enter the marketing funnel anytime during their online research process.

3. Nurture Leads with Email, Telephone Calls and a Free Gift

DuPont marketers engaged with all leads collected through the new website and toll-free number, customizing the nurturing process depending on the prospect's method of contact and the information they requested.

- All leads generated through the online contact form received an email containing information about the Armura system for the specific car model the prospect had selected on the form. The email was further personalized by addressing the prospect by name.

- Nurturing emails encouraged prospects to call the toll-free number or submit their telephone information through the “request a call” form to discuss options further with an Armura representative.
- Prospects that dialed the toll-free number directly were routed to the appropriate representative, who could answer questions about the Armura system, and make suggestions about specific car models (if needed).
- Prospects that submitted their name and phone number through the “request a call” form received a call from DuPont within 24 hours.
- Based on those conversations, the sales team could decide whether to continue nurturing the lead by providing more technical or pricing information, or to engage the prospect in a sales discussion, such as offering to take the prospect on a test-drive of an Armura-armored car or recommending a specific dealership where the prospect could purchase a vehicle.

If the team identified a particularly hot lead – typically based on the level of engagement and types of questions asked (e.g., pricing details) – they mailed the prospect a small gift: A small metal pin in the shape of a shield, branded with the Armura slogan, “Armoring within your reach.”

4. Enable Direct Sales for Owners of Compatible Cars

The campaign included a new direct-sales model for leads that already owned a compatible vehicle.

When DuPont representatives determined during the nurturing process that an owner of a compatible vehicle was ready to buy Armura, they arranged to pick up the car at the prospect's home and take a credit-card payment for the Armura retrofit. Alternatively, they could instruct the lead to visit an Armura-certified installer, where an Armura representative would arrange to meet the customer to take payment.

5. Send Dealers Hot Leads that Needed to Purchase a Car

For prospects that wanted the Armura system but also needed to purchase a car, DuPont representatives would help them identify the exact make and model car they wanted. Then, when the customer was ready to make the purchase, DuPont would forward the lead's contact information to a dealer instruct the dealer to install the Armura system on the precise make and model car the buyer had requested.

6. Test Social Media Awareness Campaign

While running the new lead generation program, the Armura team spotted an opportunity to test a social media awareness campaign.

In December 2011, a popular automotive TV show was scheduled to broadcast a review of the Armura system. The same week, the Armura business unit had arranged to sell a half-priced Armura-armored car on a popular online shopping

site in Brazil. The marketing team decided to use social media to capitalize on the media coverage and build buzz for the sale:

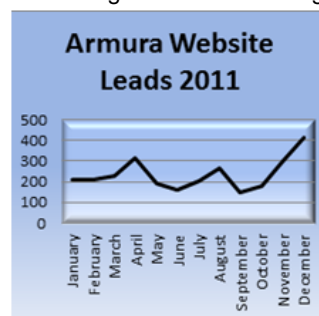
- They developed a campaign that used Twitter and a campaign “teaser” microsite to share information about the Armura system while gradually reveal details about the half-priced car sale. The microsite kept the exact make and model of the car a secret until the day of the sale, but encouraged visitors to come back over the course of five days to get new information.
- The microsite also promoted a Twitter contest, which encouraged consumers to tweet creative answers to the question, “What would you do if you were Armored?” to be entered into a contest to win one of five iPhones with a protective Kevlar case.
- The team created a new Twitter handle – @SouBlindado (“I’m armored”) – to answer questions about the campaign and retweet contest submissions. The handle also was chosen because the Portuguese word Sou sounds like the name of the car being offered, a Kia Soul.
- They partnered with a popular Groupon-like site in Brazil, Oferta Unica, to sell an armored Kia Soul at half price.

There were four major phases to the campaign:

- Teaser phase: Launching the microsite and Twitter profile, but keeping the details about the sale secret
- Dissemination phase: Revealing the car model and using Twitter to engage with the audience, retweet contest entries and share links to blog coverage
- Reveal phase: Announcing the date and time of the sale on Oferta Unica (The car sold 15 seconds after the sale went live on Oferta Unica)
- Follow-up phase: Announcing the sale of the car and the winners of the iPhone giveaways on Twitter and on the Microsite

RESULTS

The Armura marketing team generated high quality leads with its promotion strategy and boosted Armura sales by nurturing leads and allowing for direct sales of the product:



- Armura sales jumped 24% in 2011, from \$2,410,425 to \$2,993,263
- Direct sales accounted for roughly 20% of all revenues in 2011, compared with no direct sales in 2010.
- 133% ROI on sales attributable to eMarketing

activities.

Refining the media mix through more qualified email lists, better search ad targeting, and use of targeted cable TV promotions resulted in more qualified visitors to the Armura website:

- The number of leads increased 57.9% in 2011, despite a 1.8% decrease in total unique visitors compared with 2010.

Analyzing the lead generation results also provided an important lesson about the importance of giving prospects multiple ways to contact the company. Some team members doubted whether prospects would actually use the shorter, "request a call" form – they suspected that most prospects would prefer to initiate a call themselves, or request information by email.

In the end, 35% of all contacts came from the "request a call" form. However, those results may be unique to the Brazil market, where prospects tend to be less willing to fill out longer contact forms, according to the marketers who worked on the campaign. But it's a technique worth testing for other markets.

The team was also pleased with the awareness generated by the social media contest. In five days, the SouBlindado campaign:

- Reached 1 million people directly and indirectly through tweets, retweets, and sharing via Twitter and Facebook
- Collected about 1,000 names through the Twitter contest entry form, which were seen as cold leads for future engagement
- Generated spontaneous blog posts on at least 6 major automotive blogs in Brazil

Applications to future DuPont campaigns

- Use targeted eMarketing (e.g., email, paid search, online display) in tandem with offline promotions to reach a qualified audience.
- Develop lead nurturing programs to turn website inquiries into hot leads ready for sales engagement.
- Control more of the marketing funnel for products sold through distributors or resellers to get visibility into lead quality and pipeline.

Additional takeaways:

- ROI improves with targeted outreach: Qualified email lists, paid search, and cable TV ads generated better traffic and more leads.

- Lead generation websites start the nurturing process by answering questions a prospect needs to evaluate products, such as Armura's website outlining benefits, pricing, and compatible car models. (Price information, in particular, is important to prospects but often held back by marketers who are worried about revealing competitive details. However, prospects will certainly look for pricing information elsewhere if they can't get it from you – and you can't guarantee that the information they find will be accurate.)

- Place links to lead capture forms on every page of your website – you never know exactly which page a prospect will visit on your site, and you want to make it easy for them to raise their

hand and enter the nurturing process.

- Social media can work in tandem with existing lead generation campaigns, but may need to be managed through campaign-specific websites. The team did not host the SouBlindado campaign on the main Armura website because they weren't sure it would work and didn't want to risk damaging their ongoing marketing and lead gen campaigns.

“All the information that's crucial for the buying decision is on the home page, and how to contact us is on every page. So if you decide to go deeper into the site to learn what Armura is made of or watch videos about the product, the contact forms are always available to you.”

— **RICARDO ABELLAN**
*Digital Marketing
Leader – Latin
America
DuPont Brazil*

