

A young boy stands in a room filled with colorful balloons (blue, green, orange, yellow) hanging from the ceiling. He is looking upwards with a joyful expression. The room has a window in the background and some furniture. The overall atmosphere is festive and celebratory.

Creating an experience-led strategy
and proof points for 02

Paul Phillips, Consulting to 02 with a growing brief..

Initial Brief:
to lead the strategic planning for 02's
annual comms plan.

In the course of reviewing O2's position in the market it became clear to me that the brand would benefit from a refreshed positioning:-

one that would help differentiate and make O2 relevant again in the new world of converged connected services;

one that answered the challenge of new entrants and consolidation in the market;

and that would position the brand for growth.

I convinced the core senior team - the chief marketing director and her fellow board members, the department directors and their internal stakeholders as well as the leaders of their main agencies - including VCCP, who had been brand guardians of 02 since launch - of the need for a new overall brand experience strategy for 02.

My Approach.

As part of my planning process, I designed and ran workshops with the internal marketing and strategy teams and their agencies to understand the challenges facing the brand. It became clear that a new purpose to drive the business was required. I built specific sessions to develop this collaboratively, and to unify the key stakeholders around a new brand promise - one supported by a new experience-led strategy.

It was important to ensure that this was underpinned by the 'truths' facing the business and its customers across the four dimensions - see diagram opposite - that were in play, planned or likely to happen in the market.

This led to the development and launch of the new and current O2 strap line '**More for You**' and a new creative expression moving away **from** the 'Be more Dog' strap line and the cat as the umbrella creative vehicle, **to a more personal and human centric expression** to support the connected experience-led strategy:

Having established myself in the business I was made a member of the overall market planning team responsible for delivering the annual plan and budget.



The O2 logo, consisting of a white circle containing a dark blue circle, with the number '2' positioned below it.

more for you

The Telefonica logo, written in a white, cursive, italicized font.

Co-Developed the annual Marketing Plan

In conjunction with developing the new brand experience strategy, I worked as part of the core team to develop the annual consumer plan.

Involving many working sessions to build a 3 year view of the customer segments and future propositions to deliver future value and underpin their considerable revenue growth ambitions.

We developed scenarios for the future market to underpin the plan.

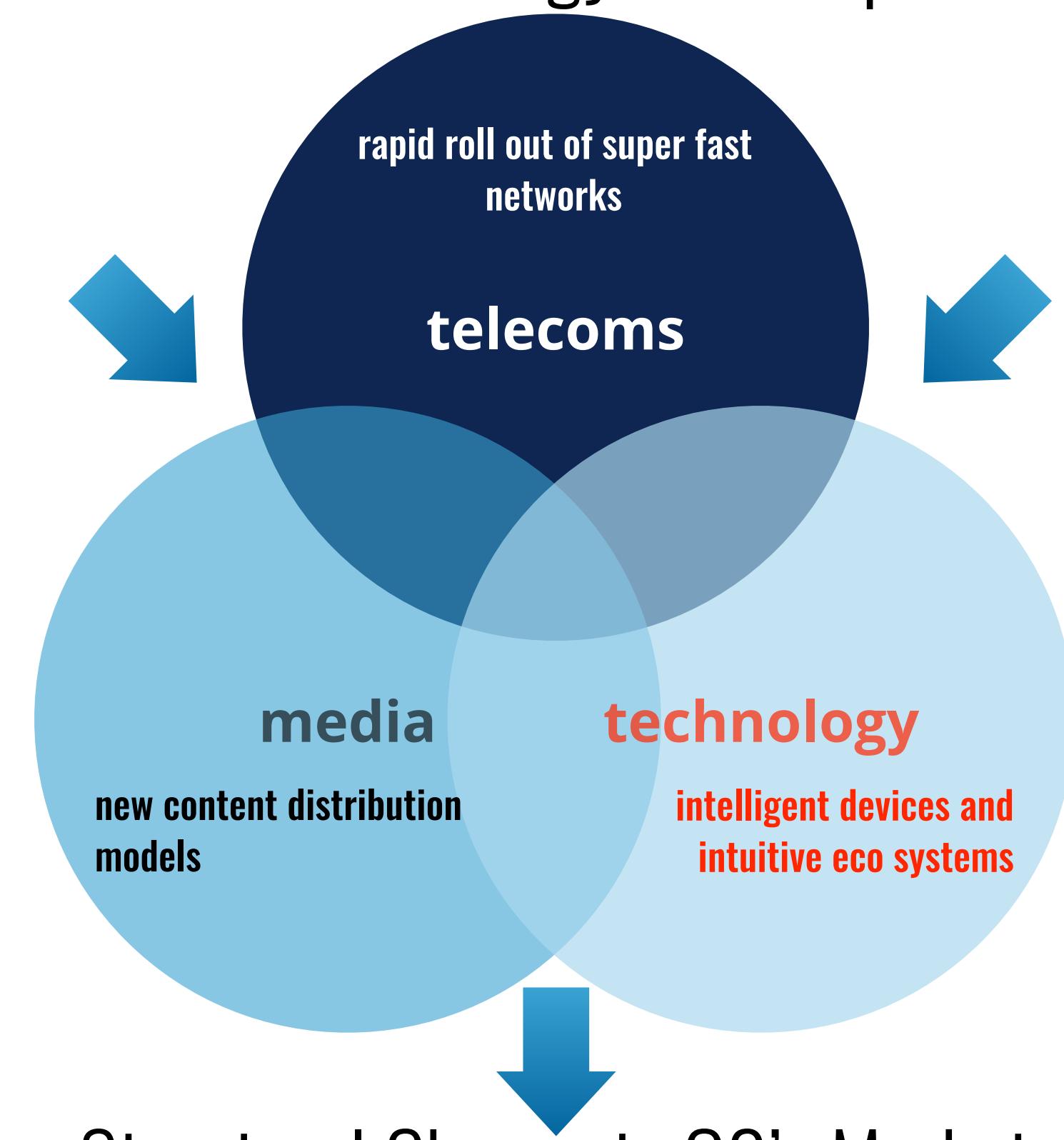
Particularly note was given to the impact of:-

- BT's acquisition of EE on the competitive landscape.
- Fixed convergence on the addressable market for mobile only operators like O2.
- Opportunities for growth in adjacent market segments in the digital services areas (IOT).

We agreed that the new brand strategy would help support the delivery of a superior customer experience, build deeper relationships to mitigate against risks from disintermediation whilst allowing market expansion into new high growth areas. We also looked to build on some of O2's strongest assets - notably its big investment in personalisation.

Our plan prioritised delivering more reasons to choose and stay with O2, growing the value of those relationships, future-proofing the business model and developing customer experience differentiation enablers.

Rapid change across Telecoms, Media and Technology Landscape



Structural Change in O2's Market

I helped develop O2's first econometric model for their marketing communications.

I began to think about how the business plan was going to deliver against the new experience-led brand promise, and about how we could measure the success of the marketing plan and budget.

I then worked across the whole Business Consumer Marketing team to ensure they understood how each product was going to support the brand promise across the year and how they would develop to support the business and its commercial ambitions.

I helped to develop the first econometric model for communications at O2, together with the commercial teams, finance, Accenture and the Forward media agency (Havas). This is now in use across O2.

Working with the finance and strategy teams I delivered the target sales assumptions that would feed the econometric model. Then with the media agency and internal communications teams to validate the assumptions on media spend for both the historical market place and future market incorporating the predicted spend from new mobile entrant and big spender BT. This delivered the final econometric predicted spend. We then compared this spend with the traditional model based on share of voice - a predicted saving of over 10% .

I then made the recommendation for the final communications budget for the year.

Econometrics in a nutshell:-

Econometrics is a quantitative analysis – turning masses of data into actionable information

Econometrics can separate out the effects of many activities taking place in the same time period

It can then quantify the individual effects – identifying key factors influencing sales and evaluating advertising campaigns

Impacts of other influences can also be measured e.g. price, promotions, macro- economics factors, weather etc

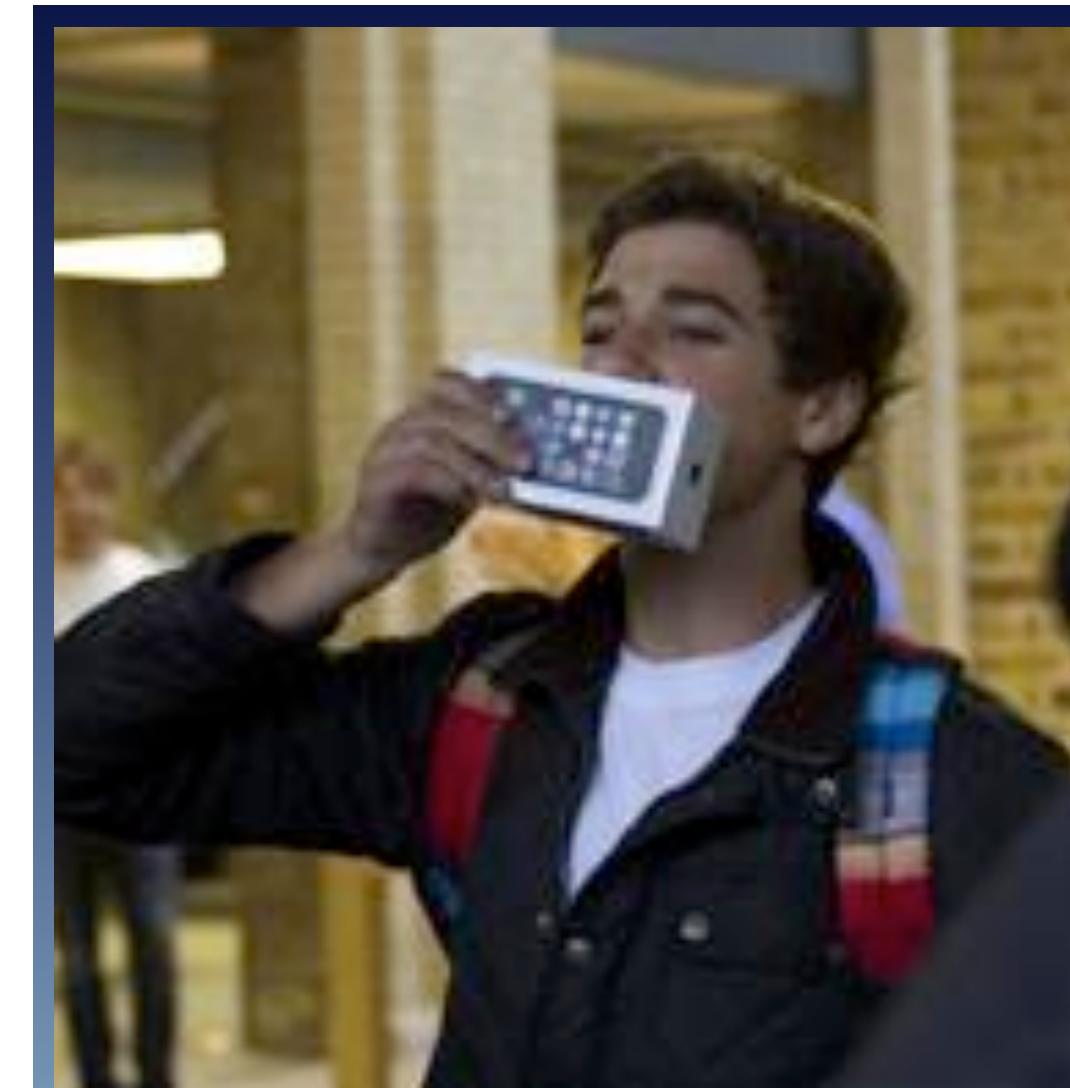
Finally, I helped launch 2 new services O2 Drive and O2 Home for the consumer 'internet of things' markets.

I worked with the Customer Experience team to apply the new brand promise across the product portfolio, developing personas (see right) and detailed customer journeys for two new consumer service propositions in the 'Internet of Things' space - O2Drive and O2Home.

We developed touchpoint planning for the experiences across multiple channels. I also contributed to the ongoing development of O2's music experience offering.

We collaborated to build launch plans including internal and external soft launch and final launch propositions to support the business targets.

These soft launch trials ensured that the business was ready for the final launch and gave all the various parts of the business and their partners time to test and iterate the service design so it was fit for final launch. These services are now live - see links above.



Fans: Global shipments of Nest: 50,000 / month (3)

'I want an O2 Smart Home because it's the latest tech... I want to brag about it'

Digital Natives High Fliers

Improvers: 67,000 new UK mortgages approved per month (1)

I want an O2 Smart Home because it's an upgrade for my home...

Traditionalists Creative Communities
Playful Hectics

Smart Home offering targets two types of customers; Fans and Improvers...

O2 Drive

Car insurance from O2. Insuring you for who you are and how you drive.



Insure your car. Get exclusive perks. And let us take care of your car, with Car Assistant.

Get a quote



O2 Drive and O2 Home now launched

O2 Smart Home

Stay close to home when you're away. Control your cameras, heating, lights, locks and more with your phone.

- We make it easy: our experts install and we support you all year round.
- Our secure technology makes O2 Home the safest home system of its kind.
- A set monthly cost, no upfront fee and no hidden charges.

Get O2 Home

