



# Finalist

## Award for Communications Strategy Effectiveness

### Red meat, we were meant to eat it

**Researcher:** Julie Dang, Julie Dang and Associates

**Client:** Meat and Livestock Australia

#### The brief

Meat and Livestock Australia wanted to conduct qualitative research to develop the second phase of its nutrition campaign. The campaign would focus on red meat being 'an essential part of a healthy diet'. The first stage of the campaign made consumers 'feel good' about eating red meat. However, it had not convinced 'resistors' to eat red meat more than twice a week. Red Meat needed to take on more of a serious message. Meat and Livestock Australia looked to research to help it evaluate and exploit the potential of the 'We were meant to eat it' strategy. Alla Nock from MLA says that MLA wanted to understand if consumers, regardless of the creative execution, would accept the underlying message. The research also needed to provide guidance about the best way to summarise two million years of evolution into a 30-second television commercial.

#### The solution

Julie Dang and Associates conducted a series of 'mini' focus groups (four to six people) and in-depth interviews with representatives of the key targeted consumer segments. This included mothers who liked red meat but restricted their families to two or three servings per week because they thought it was unhealthy to eat more, along with mums who were a little ambivalent about the benefits of red meat and didn't serve it more than two times per week. On first pass, the strategy proved to be highly challenging and uncomfortable for participants

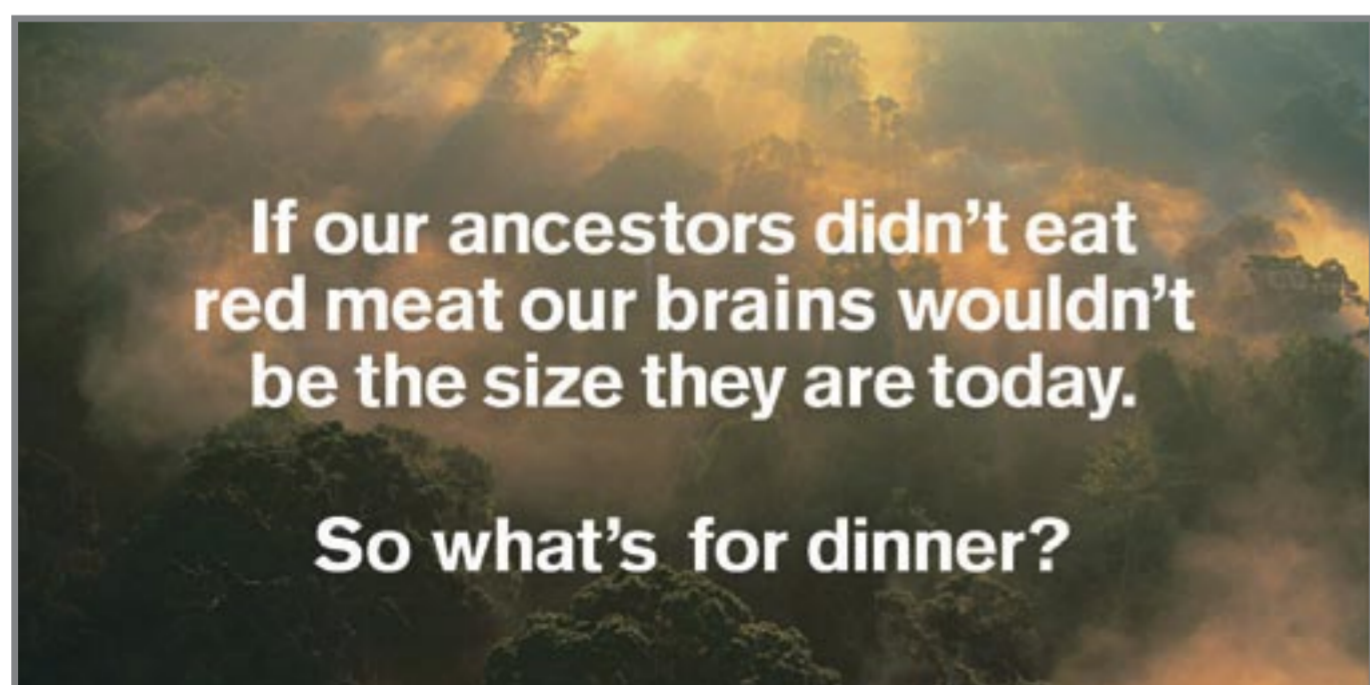


in the research but by digging deeper, Dang was able to identify ways to get mums to reconsider their beliefs and consider changing their behaviour. She says it was very important not to confuse discomfort with message rejection and that a 'highly negative reaction is not necessarily a negative'.

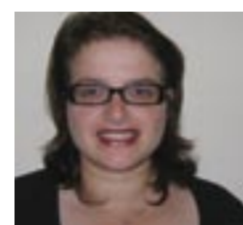
#### The outcome

The research identified which were the critical components needed to build a watertight argument that concluded with 'Red meat, we were meant to eat it.' Dang's research suggested this argument should focus on red meat's role in helping man evolve from apes, about its impressive bundle of nutrients, to its role in children's brain development, and our instinctive craving of red meat. Ultimately, consumers could not reject the evidence that our brains started to develop when we took the giant leap from being herbivores to carnivores. The research also provided a list of criteria for the presenter, which culminated in the selection of Australian actor Sam Neill for a series of television commercials created by Campaign Palace. Tracking data now shows that 87 per cent of consumers believe red meat is an essential part of a healthy diet, that mums are less likely to limit meat consumption (62 per cent of consumers now believe it should be eaten three to four times per week) while, overall, expenditure on beef and lamb has increased from \$8 billion in 2004/05 to \$9 billion in 2006/07.

*Julie Dang, Julie Dang and Associates*



#### From the client



'Julie Dang knows our organisation and our category really well. Her expertise enabled us to tap into broader consumer trends. Importantly, she was able to separate the strategy from the advertising concepts. Given that the underlying idea is unsettling and makes consumers uncomfortable, any other researcher might have said, "forget it". Instead, Julie was able to work closely with us and the advertising agency to make the argument airtight.' *Alla Nock, Meat and Livestock Australia*





# Finalist

## Award for Commercial Excellence

### Valued Customer

**Researcher:** Ken Roberts, Forethought Research

**Client:** ANZ Banking Group

#### The brief

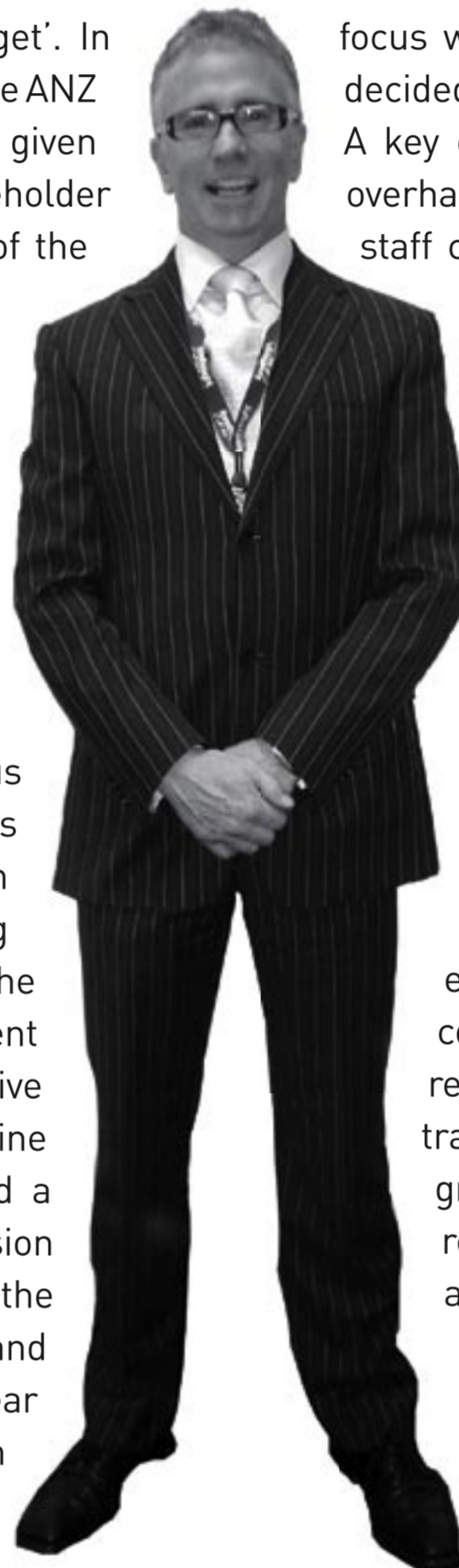
In 2001, ANZ had the smallest market share of the major four banks in Australia and was considered the perennial 'takeover target'. In September of that year, when CEO John McFarlane introduced the ANZ Customer Charter, it was considered a bold and visionary move given that, at the time, its competitors were primarily focused on shareholder wealth. McFarlane wanted to put the customer at the heart of the business and commissioned Forethought Research (known as Roberts Research Group at the time) to help ANZ work out how to do this and how to measure the impact of a customer-centric operation on the bottom line. McFarlane also got the bank's seven managing directors intimately involved in the process.

#### The solution

Over a five-year period, Forethought conducted annual tracking surveys with between 12,000 and 32,000 customers each year. Forethought also ran a pilot with bank employees, along with focus groups with ANZ customers and non-customers and interviews with senior executives. Ken Roberts from Forethought Research presented the findings of the research to the CEO and managing directors of the business not once, but twice. He says a key to the success of the research was the unprecedented level of engagement from executives. Forethought then worked closely with the executive team to translate this data into a number of benchmarks and define the bank's goal of 'valued customer'. Forethought also used a combination of analysis techniques – including multiple regression analysis, customer satisfaction and defection modelling, and the Net Promoter Score – to model acquisition, retention and brand momentum. As ANZ soon discovered in 2003, in the very same year it introduced changes, advocacy drove brand momentum, which in turn drove the acquisition of new customers.

#### The outcome

After the research demonstrated a link between a customer focus with retention and positive word of mouth, the bank decided to aim for being market leader in customer service. A key component of this customer focus was a complete overhaul of its contact centre and branch operations so that staff could help solve customers' problems in one call or visit. This was part of the bank's 'Easy to do business with' series of initiatives. By implementing the 'valued customer' program, modelling predicted ANZ could reduce defection by seven per cent and increase revenue by at least \$7 million a year. In reality, ANZ broke clear from the three other banks when these two performance indicators were measured. In five years, ANZ went from being considered one of the worst in the market to the best in the market when the way it treated its customers was measured. ANZ staff embraced the changes and employee engagement also improved. Also, by solving problems the first time, reducing the number of repeat calls and more effective call scheduling, the cost of running the ANZ contact centre plummeted by 30 per cent. This was reinvested into the centre to offer 24/7 services. In the transaction account segment, ANZ recorded 25 per cent growth in gross acquisitions. Most recently, the bank's retail operation recorded a 21.6 per cent lift in profit after tax to \$709 million for the six months to 31 March 2007. ANZ has recently won a customer service award from the Customer Service Institute of Australia.



*Ken Roberts, Forethought Research*



More Convenient Banking **ANZ NOW**



#### From the client

'The brutality of the research findings was our wake-up call. There was a huge disparity between what customers wanted and what we thought they wanted. Our focus until then had been on speed and quantity rather than quality. But the five-minute teller guarantee was no good if you had to come back again the next day. The research resulted in a long run program of change, along with some immediate improvements. Service standards are just a hygiene factor for us now. We learnt that people are happy to wait if their problem is solved the first time they contact us. We changed our telephone script so customers could reach a real person in one step. We've introduced queue-matics in at least 35 per cent of our branches so customers aren't treated like cattle and can wait in a better environment. Half of the actions came directly out of the research, while the other half came out of us thinking about what we learnt from the research and how it might apply. As a result, ANZ has enjoyed an increase in market share.' *John Harries, managing director, ANZ Banking Products*