Case Study

2014 BRONZE GLOBAL EFFIE AWARD WINNER

“EVIAN BABY&ME”

In 2009, the evian Rollerbabies became the most viewed ad ever on YouTube (certified by the Guinness Book of Records), turning evian into an iconic digital brand. In 2013, the evian babies are back inviting each one to meet his inner baby through a delightful and engaging campaign: an entertaining and exhilarating film which sheds new light on the Youth benefit, in a more explicit and personal way; and a digital app that allows consumers to meet their inner baby and play with it in real life.
Market Selection Criteria

As a global brand, evian faces very different challenges on its various markets across the globe. The 4 chosen countries are meant to reflect this diversity: from a mainstream position in historical European markets (France, UK) where the brand fights for category leadership to a very premium positioning on exported markets where evian is considered as a luxury good (US, Russia).

France
- Historical market: born in the French Alps, evian water was originally sold in drugstores and recommended for babies for its utmost purity and mineral balance. As the brand enlarged its positions to wider targets, it has been one of the main players in establishing the bottle water category in France.
- Today the brand fights hard to maintain its leadership in front of growing tap water consumption and competitors that play a tough price war (hard sale promotions and access positioning).
- Largest media spent for evian worldwide.
- Key challenge: justify higher price and build closeness to drive frequency.

UK
- Evian entered UK market in the 90s as part of an internationalisation strategy.
- It is today the #1 bottled water (unflavoured still water) in the UK, fighting against local brands claiming their British origin (Highland Spring, Buxton Nestlé) and tap water which benefits from a very positive image.
- British bottled water market is also strongly price-driven, with low price standing as significantly the most likely factor driving purchase among users (62%) *, followed by promotions (34%) *.
- Despite its advertising investments dipping slightly in 2012, evian continues to be a notable investor in the bottled water market. It is among top 5 largest media spent for the brand on a global scale.
- Key challenge: justify higher price and build closeness to drive frequency.

* MINTEL Bottled_Water_-_UK_-_March_2013

US
- Introduced on US market in the 80s, evian quickly became a hip and trendy brand in the 90s. But weak media investments and growing competition of other premium brands gradually lowered its position over past years.
- At the beginning of 2000s, the category suffered strong attacks on plastic bottles. Some States even banned selling bottled water. Today it is dominated by local brands and processed waters.
- Very low media budget while facing strong established brands belonging to major soft drinks players (PepsiCo and Coca Cola).
- Key challenge: build strong badge value and drive penetration within a very limited budget.

RUSSIA
- Evian started official shipments in Russia in 2001.
Over the last 10 years, the brand has managed to take leadership on the premium brand market (41% of market share) **

- Despite every low media, the brand has achieved great results promoting premium activation with focus on high value touch points (outdoor, cinema).
- Key challenge: build strong badge value and drive penetration, within a very limited budget.

** Danone internal data. Premium market is main players: evian, Badoit, Volvic, Perrier, Vittel, AquaPanna, SanPellegrino.

Strategic Communications Challenge

In 2009, Rollerbabies became the most viewed ad ever on Youtube (certified by The Guinness Book of Records). Ten years after the success of babies’ ballet, the brand decided to put back Youth message at the core of its brand platform and, for the first time, established a same communication platform in all geographies. As people turned the campaign into a global success, evian became a global and digital brand, showing the immense power of social media.

Four years after, the evian babies are back...

Baby&me campaign was launched with the global ambition to tackle a triple strategic communications challenge:

- Reconnect the youth platform that was now 15 years old with all of its international audiences
  - How do we create around Evian a conversation that stems people?
- Create a maximum amount of earned media from a very low media budget to maximize the reach of our message
  - How do we engage people and have them endorse our Live young message?
- And always: justify the brand utility, to give consumers a good reason to pay the price for water that flows freely on tap, in times of recession.
  - How to create value for the brand to justify a higher price?

On top of those global challenges, the campaign was also meant to address more specific challenges on the different markets.

- For mainstream countries (France and UK): build closeness and increase purchase frequency among potential evian consumers
- For premium markets (US and Russia): build strong badge value and drive penetration.

And to do so within a ridiculous media budget: in France, the total media investments of Danone Eaux France (evian + Volvic + Badoit) represents 16 millions euros while Coca-Cola has invested 125.8 millions d’euros in 2012 (source e-marketing).

State of the Marketplace & Brand’s Business

- **Evian, the water icon**
  An international leadership: 1st brand of mineral water sold in the world, despite a very limited media budget
  A universal brand:
  - In most countries, evian is established as a mineral water icon, a premium and/or trendy brand which embodies a vision of French Luxury.
  - In France, the historic market, evian is considered as a patrimonial brand.
  - In the UK, evian is positioned as a mainstream brand and ranked number 1 in market shares.
  - In the US and in Russia, evian is expensive exported water considered as a premium brand.

A brand which belongs to worldwide pop-culture:

- With the Rollerbabies and even more the Baby Inside campaign, the brand made a breakthrough in a category still focused on traditional tv-promo mix.
- The last communications contribute to build an engaging, trendy and social brand with a strong badge value.

- **Bottled water, a trivialized and price-driven category**
- The market continues to struggle to convince of its differentiation from tap water. Most people do not really differentiate waters from a rational standpoint. They tend to share the common belief that “all waters are equal”.

In the UK, only half of users thinking that bottled water is purer than tap water while the same share think that there is no difference in taste between the two. (MINTEL Bottled_Water-_UK-_March_2013)

- Since 2010, competitors have been fighting in a raging price war; promotion has become a key driver of the category.
- In France, over 18% of mineral natural water volumes sold under promotion.
- In an economic recession context, challenges on purchasing power make consumers more reluctant to buy bottled 3 times more expensive than tap water.

In the UK, 50% users of bottled water users view it as an unnecessary expense at the current time, reflecting the cost pressures on consumers. (MINTEL Bottled_Water-_UK-_March_2013)

- In parallel, the category has suffered an increasing pressure from sustainable KOLs. Some even question on the mere existence of the category: bottled water is a commodity – and buying it turns you into a bad citizen.

In the US, the bottled water segment has rebounded from recessionary declines shown in 2008-09 (sales declines of 2.8% in 2008 and 5.4% in 2009) as well as negative perceptions about its possible environmental effects. However, consumers are not returning in droves due to increased price-consciousness that has encouraged ongoing tap water consumption.
Overall, after a few years of recession, the market growth is now flat or slightly growing. This moderated rebound is mainly driven by flavoured and carbonated waters more profitable than still water, often de-prioritized in the portfolio of non-alcoholic beverages groups. In this context, to keep justifying its premium price, evian needs to break free from the category rules.

(Source: Havas Prosumers study, 2012)

Objectives & KPIs
To answer the strategic challenges listed above, the campaign was set up with 3 global objectives:

- Create a new event on the brand
- Reinforce the youth message and build proximity to keep filling brand preference and bonding
- Increase penetration in premium markets & frequency in mainstream ones

To measure the efficiency, the following KPIs were defined globally:

- Earned media & virality: be bigger and better than the 2009 Roller Babies Launch
- Image: Boost on youth and closeness items
- Business: Generate additional volume sales

No specific KPIs set up per country.

Insight
In 2009, Rollerbabies was the opportunity to put back the youth at the core of our brand platform 10 years after the success of babies’ ballet and establish evian as a global digital brand. Building on this success, baby&me enables the brand to reconnect on the in-depth meaning of the youth for evian and, for the first time, gives consumers the opportunity to experience it.

• Youth, a universal, aspirational ... and meaningful insight for evian
As life expectancy lengthens, youth has become one of the strongest stirring aspirations for people. They not only expect to live longer, but want to live better.

  Conviction 1 = Reconnect the baby metaphor with the people: involve each and every one, so they can engage and interact, starting with their own self. For the first time, youth was not expressed by a metaphor: the objective was to craft an experience, and therefore it starts from the people.

• Target audience insight
People feel the need to be empowered, to be at the center of things.
  - 55% of people think they can change things by themselves.
  - 61% think Social Media gives younger generations a new power.
  (Data: Havas Prosumers study, 2012)

Conviction 2 = Harness the power of social
In 2009, it was about virality. In 2011, it was about co-creation.
Today, it is about brand content and sheer entertainment.

• Category insight
Break free from the water category rules and act like a big, loveable, and exciting soft drink brand.
Stop considering evian as a water brand and think about it as a soft drink, challenged as it can be, in automatic dispensers, by such brands as Coca Cola or Orangina. This lead the brand to really push forward the playfulfulness of its communication system: soft drinks these days are all about entertainment.

Conviction 3 = Surprise and reengage people
  - Release an entertainment content that touches people, makes them feel concerned and gives them the desire to share.
  - Let everyone experience the power of youth by engaging people in a playful experience.

The Big Idea
Meet your inner baby. evian baby&me stages the encountering of adults with their reflections as babies: a symbolic way to invite each of us to express the child part he has in him.
Evolution of the Big Idea

Since 2009, the brand has built its equity on one single global platform which concentrates most of the brand communication investments and is rolled out on all geographies. Though this strategy raised a lot of challenges in markets that did not reach the same level of maturity, evian has managed to create global campaigns on the brand year after year: Rollerbabies, Baby Inside (the T-shirt campaign) and today Baby&Me.

For this last campaign, more than ever, contents were centrally developed to make the most of low advertising investments, and then consistently activated locally thanks to a preestablished and global activation plan.

Once again, Youth was placed back at the core of the brand platform but this time we went further by introducing the idea of enabling people to meet their inner baby and offering them a playful and interactive experience of the big idea:

- **Baby&me campaign connects with the essence and the in-depth meaning of Youth insight.**
  
  => The previous copies celebrated youth in general, through the iconic babies. For the first time in the history of the evian youth platform, the brand found a way to allow people to interact with a powerful symbol of their own youth.

- **The execution was very innovative too: this is the most experiential evian campaign so far.**

  => The film is an authentically entertaining experience, the app allows everyone to live the experience described in the film, the OOH allowed people to interact with the campaign by being in the midst of the encounter between our models and their baby replica.

Bringing the Idea to Life

evian baby&me stages the encountering of adults with their reflections as babies: a symbolic way to invite each of us to express the child part he has in him. The creative and media strategy have been closely and consistently elaborated to ensure the best efficiency of the campaign.

The campaign contents

➤ An integrated plan concentrating all our investments on one very single-minded idea:

THE ENCOUNTER WITH YOUR INNER YOUTH

The film

Thought as a music video, the film stages the encounter between adults and their inner baby in real life in an entertaining and exhilarating piece of content. It was released (Digital, TV & Cinema).

The music of the film was sold on iTunes. “Here Comes the Hotstepper”, one of the most popular hit of the 90s, has been remixed by Yuksek, a French influent music producer.

OOH campaign

The outdoor campaign constitutes in a gallery of astonished adults facing their baby reflection, an engaging way to play the universality of the “Live young” message. A face to face activation of visuals allowed people to interact with the campaign by being in the midst of the encounter between our adults and their inner babies.

As part of evian Tennis & golf sponsorship, Maria Sharapova & Melissa Reid joined the campaign.

The app

Simple and playful, the application enables everyone to meet his inner baby... and present him to the world by sharing with friends and on social networks!

The app was also plugged in Baby booths enabling “In Real Life” deployments, so everyone, everywhere can meet his inner baby! In malls, in POS, during sport events and street event.

The app was available in French, English, Russian, Arabic and German.

Point of sale and away from home activation

Dedicated labels design and a special limited edition bottle were activated in stores to link the “Live young” effect to the product. A Trade kit including a goodie was also developed to boost sales on POS.

The media activation

Evian became a social brand because of its low communication budget. In 2009, with Rollerbabies, the brand decided to put all its budget in a high quality and spectacular film, betting on the social power of people: if they like it, they will share it or talk about it.

Today, the brand still don’t have big media investments and its media strategy was driven by 3 levers:

- **Leverage the social power of people:**
  - Firstly target the brand’s fans, clients & friends as they are the brand advocates
  - Launch the film and the app as a hot topic, through blogs, to fuel people’s conversation
  - Don’t push the media at the launch just let people share it
  - The integration of “local” share buttons in the seeding plan connected to local social networks.

- **Prioritize eventful activation and maximize the quality of the brand experience:**
  - Put the app at the core of the platform,
  - Favor the quality of contacts: prefer long formats of the film, select social TV programmes or airing in cinemas
  - Select outdoor face to face activation.

- **Push but don’t impose:**
  - A necessary but “surfer-friendly” push media, with expand format with click, skipable
  - A “share logic” rather than a mass media pressure with a hour by hour check up to prepare the stop of the push
Global phasing of the campaign:

**STEP 1. Prelaunch: teasing towards journalists, influencers and brand fans to engage as early as possible with key relays of influence**
- Engaging PR: we babyfied every single journalist & blogger to announce the launch of the campaign
- Beginning of April: release of a ‘teaser’

**STEP 2. Launch of the film: maximizing shareability to get a boost of visibility.**
- April 21st: Global D-day digital activation of the film
  - True view on YouTube
  - Seeding plan on blogs

**End of April/beg. of May: media activation**
- TV copy launched 2 weeks after the digital launch in France, Russia, Belgium and Switzerland
- The copy was also aired in cinemas in many countries: UK, Russia, Switzerland, China, Poland…

**STEP 3. Rebounds with the app launch, the outdoor campaign and events, to keep filling the conversation between the brand and its fans**
- Beg. of May: global launch of the app on Facebook and app stores
- May-June: Eventful outdoor campaigns in France, Russia, UK, Latvia, …
- Release of Maria Sharapova and Melissa Reid’s print visuals and push of the making of on the celebrities fan pages
- IRL events (baby booth with the app) in the streets, on sports events (Wimbledon, The US Open, The evian championship) and on POS. Activated in France, UK, US, Russia, Belgium and Switzerland.

---

### Communication Touch Points

### Additional Marketing Components

### Owned Media & Sponsorship

As mentioned above, the campaign was rolled out on the following owned medias:
- Facebook pages (FR, UK, US, Russia) and local twitter accounts (UK, US), including posts on Maria Sharapova fan page
- Packaging: labels & limited editions (FR, UK, US, Russia)
- Baby booths at brand sponsored events:
  - France (Cannes film festival, evian Championship), UK (Wimbledon tennis tournament), US (US Open)
- Direct mailing to internal data bases (all countries)

---

### Results

**KPIs**
- **Earned media & virality:** be bigger and better than the 2009 Roller Babies Launch
- **Image:** Increase ratings on youth and closeness items
- **Business:** Generate additional volume sales

1.) **EARNED MEDIA & VIRALITY :**
90% of the views to date were generated through shares of the video across various social channels and networks.
- A successful launch supported by the social engagement of the consumers
  - At the launch, BB&Me was Nº1 shared videos -all categories- on Viral Video Chart
  - In less than a month, it broke the best social ads record!
The campaign counted more than 20 million views in 2 days without any media push (it took 2.5 months to Roller Babies to reach the same level). 30 millions in 3 days.

- The film: we break our own record!

Global results (end of October):
- 130 million views with only 9 million were paid ones
- 6.4 million shares
- More than 350 copycats which generated more than 20 million views *

*We call copycats Baby&Me videos that are reuploaded on social platforms. Views and shares of these videos are not included in our official video. Copycats are a classic internet phenomenon that prove our content virality. Indeed, Baby & Me video is always watched and shared, even without paid media support.

Per countries (end of October):
- FR: 4.5M (official YT views)
- UK: 5.2M (official YT views)
- US: 75M views (including YT and copycats)
- Russia: 4.3M views (incl 1M views on vk.com)

An adhesion which crosses borders:
- 35, 3 million views in China
- The campaign has been seen in 228 countries and get impressive views in countries where the brand is barely distributed and in which we
had 0 media push: Brazil: +2.3M views, Germany +3M views, Spain: +1.6M views, India: +1.5M, Italie: 1.3M, ....

- The app
  - 4.5 million downloads of the app
  - 1st downloaded App on the Apple store in the entertainment category during 2 weeks
  - 500 and 1000 sides by sides generated every minute at the launch
  - 24 million generated babies
  - 4,5 millions of babies shared on social networks
  - 100 000 tweets around the campaign, 99.9% positive sentiments

Split per app version (end of October):
- French version: 1M downloads
- English version: 5M downloads
- Russian version: 1.6M downloads

- The campaign has been massively covered by the media...
  More than 500 press releases, 300 digital releases and about 10 TV release worldwide.
  We even gain free airing on our campaign because people loved it:
    - France: Les enfants de la TV
      Free airing of the copy at prime time in a very popular TV show in France.
      Endorsed by very famous local actors
    - France: Outdoor at L’Olympia
      The famous concert hall decided to prolong freely the campaign on its walls for 1 month
      Belgium Channel
      VTM, the famous Belgian TV channel, spontaneously offered to broadcast the 60 seconds version of the for free.

- The campaign was also massively relied and echoed by the consumers

The outdoor campaign
Even the Outdoor campaign generated a real craze on Twitter, FB & Instagram

In the UK
The spot was aired only once on TV but on Britons Got Talent, the highest viewing TV programme currently airing in the UK. During the programme, tweets were averaging 1,100 per hour and evian was actually trending at one point.

Remixes and memes
Beyond advertising, the campaign became part of a social conversation generated dozens of meme and video remixes.

Music
The evian remix generated 30 000 sales on iTunes.

2. IMAGE
The BB&Me campaign created an event on the brand, reinforced the youth message and built proximity.

3.) BUSINESS
The campaign also had a significant impact on the business.

Other Contributing Factors
NA

All Countries Effort Ran In
FRANCE, UK, US, RUSSIA, BELGIUM, SWITZERLAND, GERMANY, UKRAINE, POLAND, LETTONIE, MEXICO, CANADA, UNITED ARABIAN EMIRATES, CHINA, KOREA, JAPAN

The campaign has been seen in 228 countries and get impressive views in countries where the brand is barely distributed and in which we had 0 media push:
Brazil: +2.3M views, Spain: +1.6M views, India: +1.5M, Italie: 1.3M, ....