



## AMEC International Communication Effectiveness Awards 2015

**Category:** Best measurement of a business to business campaign

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**Client:** Jaguar Land Rover

**Campaign title:** JLR – a strategic shift to fleet and business

### Objective/Brief:

Jaguar Land Rover (JLR) is the UK's largest automotive manufacturing business, built around two iconic British car brands: Land Rover, the world's leading premium all-terrain vehicle and Jaguar, one of the world's premier luxury sports cars. Under the ownership of India's largest automobile manufacturer—Tata Motors Limited—since 2008, JLR is undergoing transformation to realise the full potential of its brands and deliver profitable results. Sales and profits have risen year on year, with more exciting chapters in the histories of these two classic British brands still to be written.

To continue this success story, Tata Motors embarked on an investment spree, to develop new technologies and launch 50 new models over the next five years. The company invests more in research and development than any other manufacturing company in the UK. This investment has resulted in an all-new, technically-advanced aluminium vehicle architecture and high-tech, ultra-low emission 'Ingenium' engine. This lightweight frame and low emission engine is set to be launched in forthcoming models, beginning with the new Jaguar XE premium sedan and Land Rover Discovery Sport SUV in 2015.

These launches are significant for the brands. The intention is that the XE and Discovery Sport can help it make major inroads into the fleet sector and steal market share from rivals Audi, BMW and Mercedes-Benz. Before this strategic shift, JLR was heavily reliant on retail sales to private customers, with most of its fleet sales at 'boardroom level'. To strengthen and protect the brands, avoiding a fall in sales like that seen in the crash of 2008, it needs to get the attention of fleet and business buyers. Among the key weapons in JLR's armoury are strong residual values predicted by industry valuation experts and whole life running costs which are cheaper than competitors. Ultimately, JLR wants to increase the proportion of global sales from fleets and business by 2020.

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*"These two models will put Jaguar Land Rover onto more fleet and business choice lists than ever thanks to their dynamic design, class-leading technology and low ownership costs. This is the biggest, most important global fleet and business strategy we have ever implemented. It is crucial in order for JLR to grow, as it will see us build on the incredible renaissance of the last six years, most of which has been focused on retail sales."*

Ken Forbes, JLR global fleet & business sales director

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2014 was a critical year for the brands, and there were big expectations for the launch of the new XE and the Discovery Sport. They represent a phenomenal opportunity but huge responsibility to deliver. The launches had to be successful to balance and protect the brand as well as driving future business success.

To support the shift to business, JLR invested in its network of car dealerships and business sales staff. Marketing's role in this story was to build brand appeal, desire and curiosity. JLR invested in digital marketing with a new international fleet and business website to drive traffic and allow the audience to register interest. While marketing worked on brand appeal and driving dynamics, PR communicated the incredible efficiency and technology to put the brands on more company car choice lists than ever before. PR's role was to speak to company car buyers, those looking through a lens of tight pricing and tax brackets. The team needed to expose this fleet and business audience to great product stories, drive them to the new website and online conversation, ultimately encouraging the target audience to register interest in the new models.



As a long-term partner to JLR, PRIME's role was to:

- Provide strategic insight into the best media launch approach for maximum brand exposure
- Facilitate KPI setting strategy to plan gains on key rivals
- Show competitive success against carefully selected rival

models

- Assist JLR's shift to reach new audiences
- Demonstrate success reaching the fleet and business audiences
- Track efficiency messaging penetration throughout 2014 to allow for iterative adjustments
- Demonstrate collective corporate sales brand strategy was supported by earned media
- Link earned media efforts through sales funnel to interest, consideration and intent to buy
- Link key PR successes to JLR's business objectives

### Strategy:

To support JLR at this pivotal strategic juncture, planning began in spring 2014, ahead of the launch of both models in September 2014. PRIME's first role was to recommend the most effective media launch approach to achieve maximum brand exposure for the two models. Based on analysis of historic motor show data, PRIME interpreted which phases the communications strategy should focus on (pre-show, in-show or post show); and which media genres should be given most attention during which show phase. This normative benchmark against historic motor shows allowed the expected media landscape evolution to be fully understood and utilised to achieve maximum exposure for JLR's key launches.

To support JLR in successfully gaining on competitors, PRIME recommended a KPI setting approach based upon benchmarking competitors in each segment. In collaboration with both Jaguar and Land Rover, PRIME used extensive historical sector data to provide earned media KPIs for previous model launches within the respective segments and previous launches. Using these KPIs, the PR teams and PRIME were able to work together to identify realistic stretch targets for both model launches.

PRIME facilitated successful media targeting for the fleet and business sector, highlighting the relevant media on which to focus efforts. By then ring-fencing previous year's fleet media and quantifying year on year changes PRIME would help the PR team to demonstrate a new fleet and business audience focus.

Earned media content analysis would enable PRIME to demonstrate 'efficiency' and 'technology' message penetration to allow for iterative adjustments throughout the year. Another level of data was added providing comparison with JLR's competitors. To demonstrate effective messaging to audience, PRIME Research looked at JLR's share of messaging in fleet media both ahead of and following the launch of JLR's new fleet strategy.

Within earned media content, PRIME analysed dual brand mentions and created a normative benchmark to demonstrate successful joint launch media strategy. This enabled the PR team to successfully echo the corporate sales team presenting themselves as one collective brand, offering both Jaguar and Land Rover products.

PRIME would take data from JLR's recently launched fleet and business microsite and correlate media reaching the target audience with the number of hits on the microsite. To follow this through the marketing funnel towards the ultimate sales goal, PRIME aimed to show correlation between content and those signed up for the "keep me informed" function on the fleet website. Market research data would also be included in the analysis, looking and pre- and post-launch consideration. Within the automotive sector, earned media has been proven to have a significant effect on market share, therefore the final link will be to real fleet sales, continuing this measurement to the release of the key fleet models.

### Execution/Implementation:

#### From outputs to outcomes with a KPI measurement framework

PRIME linked JLR's PR and earned media efforts comprehensively to the business expectations for the launch. A measurement framework was devised and visualized that cascaded JLR's overall business aims through to the role of PR and finally down to well defined, qualitative earned media KPIs that would effectively demonstrate the link between launch content and business outcomes.



### **Data informs successful brand visibility strategy**

PRIME's normative analysis, looking at previous motor show data, had clear findings to influence launch strategy (see Appendix II). These findings were fed into JLR's model launch timing and informed the supporting media strategy. PRIME's in-depth analysis found that:

- Pre-show communications are essential to success. Pre-show coverage accounts for approximately 40% of total show visibility, with a noticeable build up beginning three months in advance to the main event.
- The largest visibility spike occurs within the week of the press days with in-show communications, comprising 25% of total show coverage.
- Post-show reporting provides for 33% of total show coverage with high visibility levels persisting up to two weeks after the show. A second visibility peak, occurring during the second week following the in-show phase, is primarily due to monthly automotive magazines and can be traced back to in-show communications.
- Show phase communication should be adapted to cater to specific media genres according to the show phase.
- Print and online traditionally dominate the pre-show coverage. TV coverage, while playing a relatively limited role in developing visibility in the pre-show phase, becomes a decisive success factor during the in-show phase, comprising approximately 30% of in-show coverage.

### **Competitive KPI setting to achieve sector dominance**

PRIME worked directly with JLR to define key competitor models within the segment from Audi, Mercedes-Benz and BMW, plus previous model launches. Using historical data, PRIME provided key KPIs for each phase of competitor launch, from initial production confirmation, the release of official pictures through to 'media drives' and 'on sale date'. PRIME and JLR used this data to inform realistic stretch targets for both Jaguar and Land Rover's respective launches. These competitive targets were constantly monitored throughout the phases to focus the teams on achievement.

### **Media targeting to reach a new fleet and business audience**

PRIME facilitated successful media targeting for the fleet and business sector. Ring-fencing previous year's fleet media targeting and quantifying year on year changes showed an increased share of voice of all fleet media coverage in the UK in 2015YTD (see Appendix IV). In addition, PRIME demonstrated that this media launch mirrored the corporate sales collective brand strategy; with a 35% increase in stories mentioning the Jaguar and Land Rover brands together since 2013.

### **Earned media analysis informs ongoing message penetration**

With PR's key objective being to communicate the focus on efficiency and technology to this new audience, tracking this messaging throughout the launch phases was crucial. Earned media content analysis enabled PRIME to demonstrate running costs, resale value and technology messaging, especially within fleet media. Messaging success was monitored throughout 2014 to allow for iterative adjustments in media targeting and message communication.

### **Data correlations demonstrate successful outcomes**

In line with business objectives to expand into the fleet sector, and timed to correspond with the launch of XE and Discovery Sport, JLR launched a new Fleet microsite in October 2014. Correlating with the increase in PR activity in fleet publications, fleet site visitors have risen by 35% between October 2014 and December 2014. Market research looking at brand health pre- and post-XE launch, shows that Jaguars' consideration score doubled, compared to no movement for all benchmark competitors.

### **Effectiveness of Assignment:**

This well scoped research and analysis, effectively linked to marketing objectives and business outcomes, clearly demonstrated the significant impact of the PR activity on JLR's launch success.

PRIME highlighted the importance of auto show communications in the three months before the press days [referred to as the 'pre-show' period], with JLR launching both the Jaguar XE and Discovery Sport approximately three weeks in advance of the Paris Auto Show in 2014. Both models were highly successful during their launch period, generating more brand exposure than competitors during their respective launch phases. This allowed PR to demonstrate success internally, and illustrate alignment with the business objective of taking market share from competitors such as Audi, BMW and Mercedes-

Benz who typically dominate the fleet and business sales market. PRIME's KPI setting and competitor insights allowed JLR to set stretch targets to shape PR inputs and efforts throughout the launch phases.

PRIME ensuring JLR audiences in a uplift in fleet and a consequence fleet media engaged with driving



Paris Motor Show 2014: Jaguar goes accessible with the XE

demonstrated PR's role in successfully reached new targeted sector, with a significant business media share of voice. As of this successful outreach new outlets and contacts are now JLR on an ongoing basis, further penetration into this sector.

The earned demonstrated communication to audience, while allowing for iterative adjustments in tactics. The analysis also demonstrated PR's support of the joint media strategy, allowing the team to demonstrate their alignment with business organisation.

media content analysis successful message

Ultimately, this research demonstrated PR's role in driving business outcomes. Earned media efforts were successfully tied to an uplift in fleet and business website visitors and prospective customers signing up to the "Keep me Informed" platform - a key indicator of future sales. Market research has also been tied to the PR efforts, further supporting an increase in consideration for the new models.

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*"In 2014 we launched two crucial vehicles for Jaguar Land Rover, the Jaguar XE and Land Rover Discovery Sport. PRIME's data allowed us to plan our communications strategically based upon best practice, course-correct communications activity where necessary and prove PR's value to the business."*

Andrew Marsh, JLR PR Business Manager

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This robust analysis, based on a deep partnership, allowed JLR to use data insights to form strategy, adjust tactics and successfully link PR efforts to business outcomes. This solid approach to best practice measurement ensured PR's role was fully appreciated internally, leading to an increase in budget assignment for future launches – an excellent outcome

for the team and an endorsement for the effective use of measurement and analysis.

Andrew Marsh, PR Business Manager at Jaguar Land Rover noted:

"It is fundamental to the Jaguar Land Rover PR team that we measure the impact and value of our PR programmes on behalf of our business and its two global, iconic brands. We measure results wherever we can, whether we are dealing with day-to-day coverage or the outcomes of a world-wide vehicle launch spread out over several months.

"PRIME Research provides a detailed and scientific analysis framework so that we can present an objective assessment of our performance, and also deliver effective management information to help the business make decisions and set objectives for future activity. In 2014 we launched two crucial vehicles for Jaguar Land Rover, the Jaguar XE and Land Rover Discovery Sport. PRIME's data allowed us to plan our communications strategically based upon best practice, course-correct communications activity where necessary and prove PR's value to the business; ultimately helping JLR meet the target of increasing the proportion of global sales from fleets and business."