Case Study - Pampers

2002 IDM Business Performance Award - Bronze Award Winner

Background
- UK market valued at £480 million per year
- Innovative rival, Huggies, gained 30% of the market by 2000
- Huggies built relationships with mothers using interactive marketing
- Mothers showing greater independence in decision making

Projected Market Share Graph

The Objectives
- To rebuild the brand and gain greater market share
- To develop stronger relationships with mothers in order to re-establish trust and increase loyalty

Customer Research
- Huggies brand perceived as the market leader in focus group research
- Proliferation of information channels, including the Internet
- Traditional advice from parents being replaced by other sources leading to brand switching

Communication Strategy
- One-to-One approach
- Targeted mailings using Bounty data
- Creative message ‘See the world through a baby’s eyes’
- Direct mail - three packs pre-birth, five packs post-birth
Direct Mail Pack

- Collectable information booklets compiled by baby care experts and non-competing baby product information
- Two CDs
- Samples and money-off coupons

Direct Mail

Online Strategy

- 40% of mothers online
- Online communication ideally suited to the needs of mothers - control and convenience
- A vast library of information can be delivered in a personalised way
- The information is supplied by experts and checked for reliability

Online Strategy (2)

- Pampers.com is structured into three main areas; playing, learning and sharing
- Information quality has established Pampers.com as a main channel of choice among parents
- Personalisation encourages registration
- Optional monthly newsletter

Online Communications

Interactive TV - Trend Analysis Projection

- Interactive TV - Trend Analysis Projection
- Sky Digital: 0%, 5%
- Cable Digital: 10%, 15%
- ITV Digital: 20%, 25%
- Total Digital: 30%, 35%
Interactive TV Channel

- Research identifies this channel as the preferred interactive device in the home, now and in the future.
- iTV combines the emotive strength of TV advertising with the depth and personalisation available through the Internet.

Interactive TV Channel (2)

- Profiled newsletters
- 20% overlap with Internet users
- Data collection and registration in exchange for regular newsletters
- Interactive quality exploited - the baby gallery and a video area.

Results

- Turnaround in brand perception
- Market share has increased
- Clear market leadership has been established
- Focus group research returned positive feedback regarding iTV experience
- Loyalty increase demonstrated

Market Share Analysis

Key Points

- How the strengths of direct and interactive communications can be harnessed to reverse brand decline
- The challenges posed by multiple media channels for a traditional mass market company
- The importance of knowing your target market

Key Points (2)

- The value of information in relationship building
- Why time and timing are critical factors in direct communication
- The Internet’s strengths as a communication channel
- The effectiveness of interactive TV as a communication channel, now and for the future