

2017 ENTRY FORM

(Note: word count 2,500)

Entry ID:	01901
Entry Title:	Nudging Towards a New Normal
Client:	Maritime New Zealand
Product:	Boating Safety
First Media Appearance Date:	1 st January 2014
Category:	Q – Sustained success
Category Description:	<p>Products or services that have experienced sustained success for a period of at least 36 months. Entries must have a common objective and utilised the same strategy throughout the length of the campaign. They may have done so using different executions, but still deliver to the core insight and idea. The current year's results must be included and be shown to build on the previous results. This award recognises strategy and creative platforms that are 'built to last' and demonstrate effectiveness over time. Judges will be looking for proof around the scale of challenge, where the strategy came from, where it's going and how it continued to deliver results for the client over a sustained period of time.</p>

Sustained Success Eligibility Requirements & Guidelines

- Campaigns that ran for at least 36 months between 1 January 2014 and 15 June 2017 are eligible for entry. Campaigns may have been introduced earlier but must have run during this period and have data relative to the qualifying time up to close of entry on August 15th 2017.
- The campaign must be able to demonstrate sustained effective results for 36 months or more. Judges will be looking for evidence from each year in question to show that the results were consistently good across all years and campaign executions.
- The entry must be for one campaign throughout the period. The campaign can show some evolution or refinement in focus, execution and media use, but it must clearly be one campaign. Multiple campaigns for a brand or different product or variants over the period are not permitted.

Title	Nudging Towards a New Normal
Client	Maritime New Zealand
Product	Boating Safety

1. Case Summary (0%)

Please write a brief summary of the case study and results not exceeding 90 words.

Maritime NZ's job?

Save lives, by getting boaties to wear lifejackets.

But you can't "tell" boaties to "do" anything. Especially not the 'government'.

Instead we created a long-term strategy using likeable metaphors and subtle messaging: 'nudging' boaties, throughout their journey to the water. We sustained success by adding nudges, year on year, right out onto boats – the ultimate behaviour-change moment.

With more boaties in lifejackets than ever before (80% now saying they're wearing one) it's changed from being a 'decision', to being a normal part of boating.

2. What was the challenge and what were the objectives? (10%)

What was the market context, what was the strategic challenge the client faced, what was the creative challenge the agency was set, and what were the short and long-term objectives that were set for the campaign?

In NZ, there's no compulsory national requirement to wear lifejackets. But Maritime NZ knows that if worn, lifejackets could prevent two thirds of all boatie deaths¹.

Increasing the number of recreational boaties who wear lifejackets, not just carry them, has been their safety campaign objective since 2010.

By 2013 their first effort – the 'Don't Be a Clown' campaign – had run for two years. Well known and understood, it had helped increased lifejacket carrying to 88% – but only 29%² of boaties agreed it'd make them more likely to wear one.

It only takes a moment without a lifejacket for disaster to strike, so entering summer 2014 we were **tasked with getting more boaties to actually wear lifejackets on the water.**

Our objective for the next three years: make lifejacket wearing habitual, measured via:

1. **More boaties wearing a lifejacket on the water (2013 = 60%³ wearing)**
2. **More boaties ensuring their adult passengers wear lifejackets on the water (2013 = 55%³)**

Why weren't they wearing them?

Boaties told us they knew lifejackets save lives⁴, but their reasons for not putting them on seemed irrational, "they restrict me", "it's too hot" and "I'm a great swimmer"⁵.

For an explanation, we turned to behavioural economics and the science of choice. There we found that an **irrational and emotional bias exists towards the status quo.**

It doesn't matter if the alternative is better for you, it will always seem like a loss compared to doing what is 'normal'.

Our simple insight: Even though boaties rationally knew it could save their lives, having to wear a lifejacket just wasn't 'normal'.

A simple insight, but a tough challenge. With limited budget and a highly resistant audience, we needed to create a new 'normal' and **make wearing a lifejacket the new status quo.**

3. What was the strategic thinking that inspired your big idea? (15%)

What was the insight or insights identified as key to unlocking the solution? How and why did the strategic thinking address the objectives set?

A new normal wasn't going to happen overnight, not with this audience.

How could we create a lasting solution?

¹ Keith Manch, Director of Maritime NZ

² ResearchNZ, 2013

³ IPSOS NZ Recreational Boating Survey 2013 (n=760)

⁴ IPSOS NZ Recreational Boating Survey 2013 (n=760)

⁵ IPSOS NZ Recreational Boating Survey 2013 (n=760)

We couldn't force it: Boating is about freedom; boaties can be sceptical, resentful of government messaging. Trying to 'tell' them would backfire and undermine our message⁶. The previous campaign had shown 'telling' boaties "Don't Be a Clown" was not translating into wearing.

We couldn't fake it: To create the perception that wearing lifejackets was normal, it needed to be as ubiquitous as non-lifejacket wearing.

We had to look for a subtler, sustainable approach that could influence behaviour change more effortlessly over time.

Behavioural economics helped identify the problem – and informed a solution: delivering simple and salient cues regularly can – often unknowingly – influence behaviour.

"Smaller, multiple, subtle prompts ("nudges") can be more powerful than big, explicit shouts"

This inspired our new communications strategy.

We would integrate lifejacket "nudges" right across the boating occasion – subtly and repeatedly, year after year – so that putting on a lifejacket wouldn't be a 'decision'; it'd eventually be seen as a normal part of boating: the new normal.

Whilst this nudge strategy sounded fine on paper, the very essence of a nudge is it doesn't jar with the moment. To be accepted into boating occasions for the next three years we'd need to earn our right to be there. Message and tone would be crucial.

The way through:

Boaties think they're better than lifejackets. But it's not about how good you or your mates are – accidents happen to the best of them. They're unexpected and it's not possible to grab anything that's not immediately to hand. Those lifejackets stowed inside the cabin... useless.

We'd create a rational proposition impossible to argue with:

It's normal to wear lifejackets because they must be worn to be useful – it has nothing to do with how good you are; **it's simply how lifejackets work.**

Given our insights we knew we couldn't 'force it', so – in keeping with our nudging strategy – our creative solution to deliver this proposition would also need to rely on subtlety. We had to find a way for our rational government message to be accepted.

4. What was your big idea? (10%)

State in one sentence. What was your core idea that drove your effort? Consider 'idea' in the broadest sense, ie., ranging from communication-based to the creation of a new service or resource. The idea should not be your execution or tagline.

⁶ MaritimeNZ, Synovate Research, 2011

Smuggle safety messages into the boating community using an analogy with other protection they liked and respected.

5. What was the creative execution and how did it bring the big idea to life? (15%)

Describe the creative work that delivered the big idea. What was the launch creative, and how did the work evolve over subsequent years and executions?

Miami vice, lethal weapon, guns, action scenes: genres our Kiwi baby boomer boating blokes loved and related to. But how ridiculous would it be if these action heroes were carrying their bulletproof vest, rather than wearing it?

Not wearing a lifejacket is as silly as not wearing a bulletproof vest.

Using a metaphor, we'd demonstrate just having a lifejacket on board wouldn't save you or your mates when things got ugly. *You have to wear it.*

Establishing our proposition and likeable characters via a TVC

We introduced two strong and capable characters: Joey and Brandon. A kick-arse crime-fighting duo. Joey is sensible and smart, reinforcing the right behaviour by wearing his bulletproof vest. Brandon is the loose cannon, he's impulsive, rash and he's not wearing his vest. He's carrying it around with him, holding it out to his side at an awkward angle. While it strikes us as ridiculous, Brandon is dead serious. He's got it close by and that's good enough, until he's hit by an unexpected bullet. It's heartbreaking for Joey and the viewer, he tries to get Brandon's jacket on at the last minute – but it's too late, and Joey's lost his best mate.

The message: Get it on or it's no good.

This execution showed the consequence of not wearing a lifejacket, but the over-the top scenario tempered the message, nudging it under the radar – helping our audience like it, understand the logic, without it being too authoritarian.

Once established, hero Joe-Bro nudged pearls of wisdom into boating occasions

The basis of our nudge strategy: contextual messaging.

With likeable headlines to nudge behaviour change – e.g. *"That salty smell? It's liquid danger"* and *"A stowed lifejacket ain't saving diddly-squat"*, Joe-Bro delivered our messaging across everything from weather checks through to boat ramps (see communications strategy).

This layer grounded the metaphor in reality, bringing 'Get It On Or It's No Good' right into everyday boating scenarios.

By year 3, Joe-Bro was 'one of the guys' with a Kiwi sense of humour – perfect to deliver a more direct nudge

Separate from a government message, Joe-Bro could now deliver a direct nudge into the boating moment itself – the ultimate behaviour change moment – without turning people off.

Replicating the boating and fishing pictures they were so familiar with, we integrated Joe-Bro into the social newsfeeds on our boaties' mobiles.

Then we delivered a personalised message talking to what they were doing right then.

Other creative effectively demonstrated *why* lifejackets were important. We now persuaded this audience that lifejackets were important **for them**. Our 'on-water' layer was intentionally direct, confronting and urgent:

"I see you're bobbin' on the big blue. You best buckle up pronto, 'cos mama nature don't mess around."

6. What was the communications strategy? (10%)

Outline the media and communications thinking and strategy that brought the creative solution to life in the most powerful and relevant way for the target audience. How did the media thinking evolve over subsequent years?

For 4 years we've consistently executed our 'nudge' strategy throughout summer, across 3 steps that typified most trips:

1. Planning the trip: inspiration, organising gear 1-3 days out
2. Setting out: weather checks, getting ready on the day
3. On the Water: our critical behaviour change moment

Year One: Establishing our characters, laying the groundwork with hundreds of nudges (Jan- Mar 2014)

A few examples:

1. Planning the Trip

- Inspiration: Highly targeted TV buy into end of the week in weather & fishing shows featuring our likeable story.
- Equipment: Partnered with TradeMe integrating "lifejackets" on checklists in boat listings, directing to "lifejackets for sale" section.
- Weather: Created a new "Boating Forecast" within TVOne's Fri/ Sat 6pm News, with presenters reminding people to wear their lifejackets.

2. Setting Out

- Weather check: 2,400+ adilbs on local radio marine forecasts in holiday hot spots
- Filling up: Time-targeted TV at 85 coastal service stations
- Buying supplies: Static clings featuring Jo-Bro on ice and bait freezers across coastal service stations.
- Launching the boat: Static clings distributed to Coastguards / Harbour Masters for use at boat ramps / marinas.

3. On the Water:

- Fishing: Integrated messaging onto Penguin bait bags.
- Phones: Created 30,000 free, branded waterproof mobile phone bags distributed through coastal Service stations/Coastguard/Harbour Masters.

Year Two: Maintain a comprehensive base of "nudges", and get closer to the moment (Oct 14 – Mar 15)

Research suggested our best chance to reach boaties in the moment was through mobile, but coastal coverage had been hit and miss. Network updates in 2015 meant we finally had a channel strong enough to work with:

- Partnered with MetService to co-create the “MetService Marine” app, providing up-to-the minute, marine weather warnings etc. integrating lifejacket “nudges” throughout.
- NZ’s highly changeable conditions meant this information was highly relevant, checked multiple times on the water.
-

Year Three: Be everywhere on the water (Oct 15 – Mar 16)

Evolve the campaign to take mobile to the next level, developing a world-first system to serve “nudges” to people we knew were out on the water:

- Location-mapped every major boat ramp in NZ, targeting mobile display to within a 15km radius.
- Built on this by targeting the water around NZ’s entire coastline: set up over 140 markers to create a proprietary geo-targeting zone around the whole country.
- Activated this across 24 different ad networks including Facebook, Instagram, Google Display Network.
- Maximised nudging at top 300 fishing spots through Made Media partnership, cross-checking GPS data from fishing websites against common boating accident areas.
- By October 2015, we’d effectively created an always-on “Virtual CoastWatch” system ring-fencing the entire country, serving “nudges” to people on the water anywhere around NZ’s 14,000km coastline.

Year 4: With a third of the prior year’s budget, continue ‘on the water’ focus (Oct 16 – Mar 17)

- Continued the successful Virtual Coastwatch
- Introduced TradeMe “boatie” segmentation to further optimise targeting
- Decals at key marinas reminding boaties ‘Nobody’s faster than disaster’

List all consumer communications touch points used in this campaign.

Year 1:	TV VOD Print Radio Ambient
Year 2:	As above +App
Year 3:	As above +Digital/Mobile
Year 4	Video Ambient



	App Digital/Mobile
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7. What was the \$ spend? (0%)

Outline the media and production spend on the campaign. Use actual spend rather than rate card. In the case of donated media please list the rate card value separately from the bought media spend.

Year 1 Media Spend:

Year 2 Media Spend:

Year 3 Media Spend:

Year 4 Media Spend:

Outline the media spend in relation to competition and versus last year:

While there is no direct competition, we were competing for headspace in a sea of social marketing safety messages across this time period.

Jan '14 – Mar '17

Maritime NZ	\$1,983,229
NZ Fire Service	\$11,469,662
NZ Transport Agency	\$84,165,709
HPA (Health Promotion Agency)	\$38,280,254

Year 1 Creative Production Spend:

Year 2 Creative Production Spend:

Year 3 Creative Production Spend:

Year 4 Creative Production Spend

8. What other marketing efforts were used in conjunction with this campaign? (0%)

List all other marketing or communications programmes not considered part of this campaign, that also affected the results e.g. coupons, sales promotion, planned PR, sampling, direct response, point-of-purchase, etc.

Indicate the extent to which any revised pricing, distribution or promotion programmes also affected the results.

Any marketing communications that contributed significantly to delivering an integrated campaign strategy and results should be described elsewhere in the entry form and any relevant contributing partners acknowledged in credits separate to the entry form.

Each summer, Maritime writes media releases around safety boating messages, high-profile boating accidents and fatalities.

More than 23 other organisations including Coastguard NZ and Water Safety NZ are involved with water and boat safety, but Maritime NZ is the only organisation actively campaigning on habitual lifejacket wearing.

9. What were the results? (40%)

Outline the results achieved by the campaign against the objectives set, provide conclusive proof that it was the campaign that drove the results and outline the return on investment.

Be sure to show results for at least three year's performance of the campaign.

In this section the judges will be looking to see a clear cause and effect between the communication activity and business performance over time, and why it is a stand out example of sustained achievement where advertising has played a crucial role in the organisation's success. They will be awarding points on the following basis:

Overall achievement against objectives (15%)

Convincing proof that the results were a direct consequence of your campaign (15%)

Return on investment. This should be measured ideally in terms of additional profit earned or revenue generated. (10%)

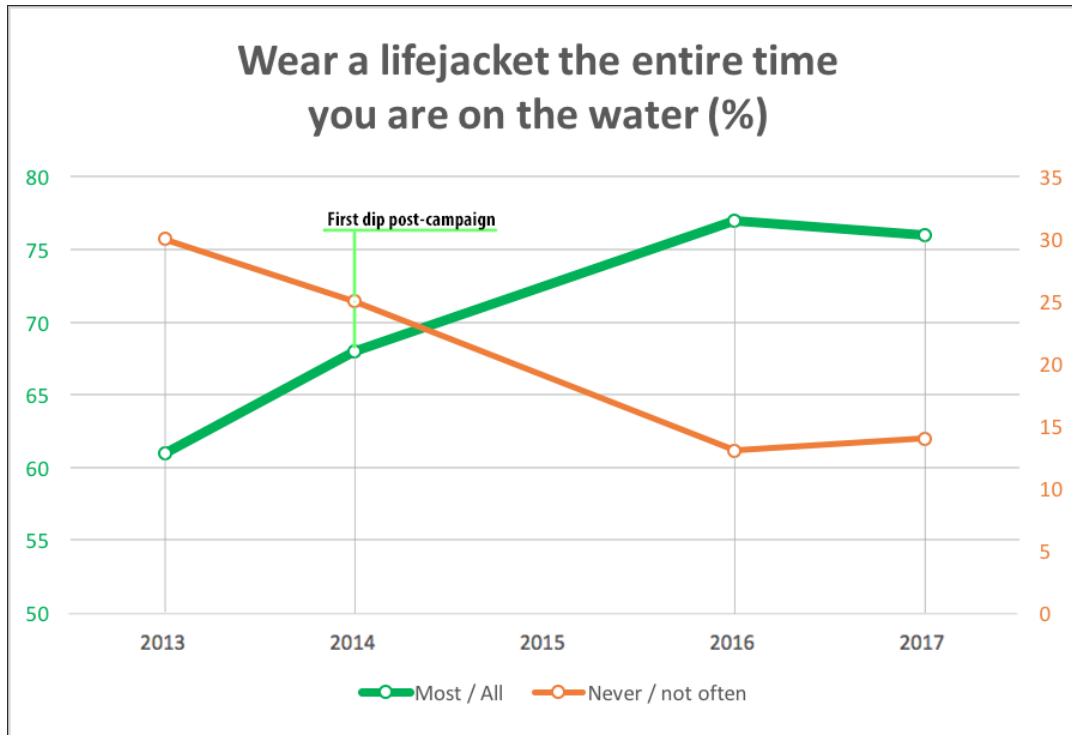
“Three years ago, we launched a brave new strategic approach that has changed life jacket wearing behaviour. Innovation and new technology has consistently taken this approach to new heights with results improving year after year. Safety organisation's here and overseas are interested in picking up our strategies which is further testament to our approach”

- Pania Shingleton, Education and Communications Manager, Maritime New Zealand

Results in more detail:

Objective 1: Increase the number of recreational boaties wearing a lifejacket on the water –

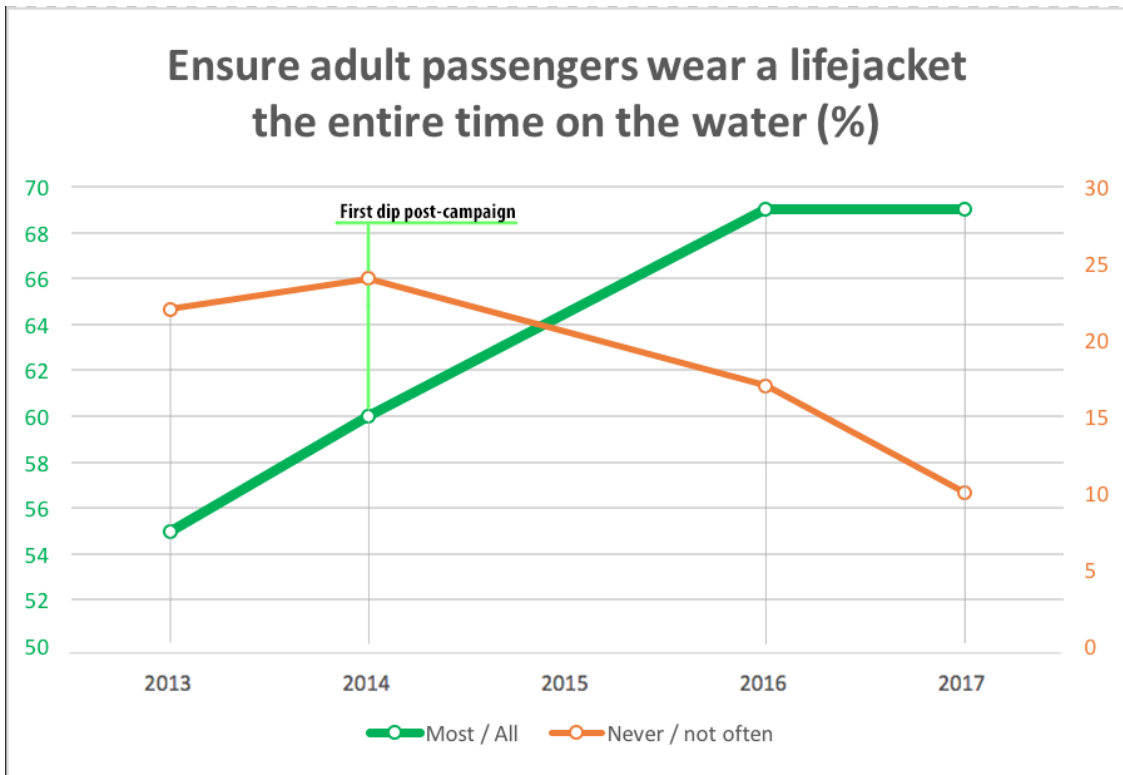
ACHIEVED AND SUSTAINED⁷



Note: there is a missing data point in 2015 when a different research provider, sample size and question were used. Although it would've have made the trend line higher, we've omitted this point as it wasn't consistent reporting. This is the same for the passenger graph (below).

Objective 2: Increase the number of recreational boaties ensuring adult passengers wear a lifejacket on the water – ACHIEVED, AND SUSTAINED⁸

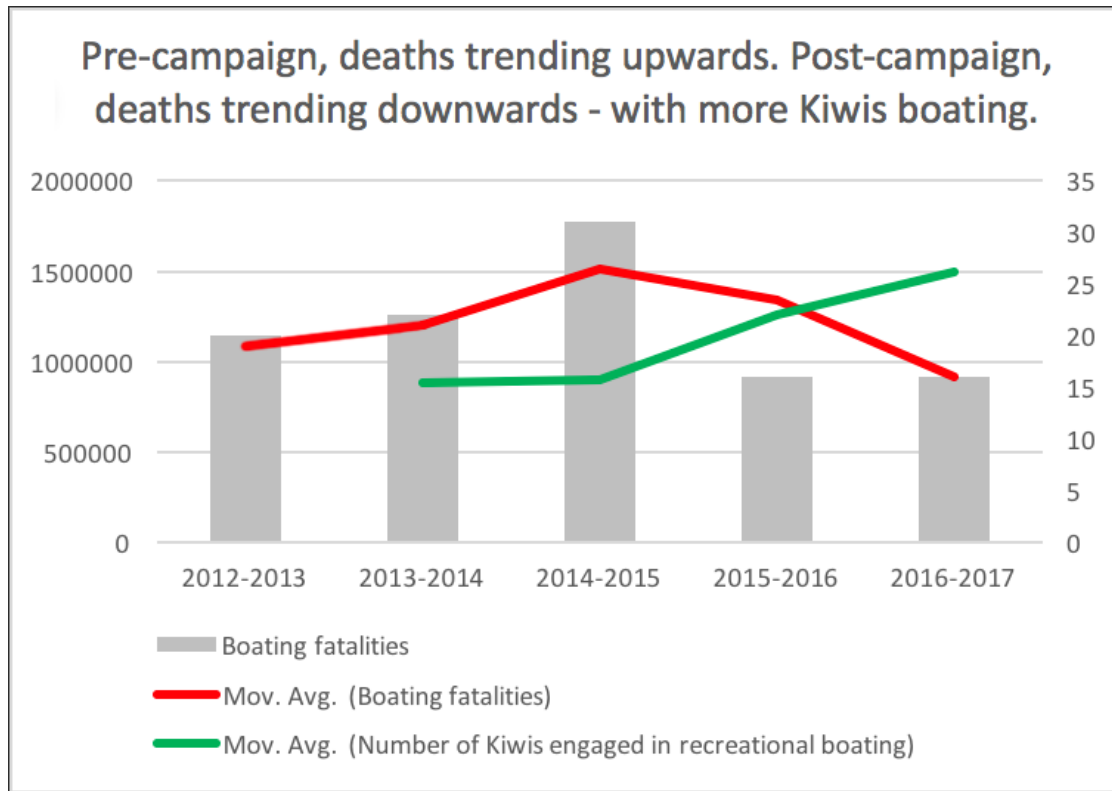
⁷ IPSOS NZ recreational boating survey 2017 (2013 n = 760, 2014 n=738, 2016 n=706, 2017 n=902)



Objective 3: Reduce vessel-related fatalities

Sustained effects take time. Prior to our campaign you can see boating fatalities in the grey bars trending up. Recent years show a trend downward. This is despite the boating population growing (green line, below)⁸.

⁸ IPSOS NZ recreational boating survey 2017 (2013 n = 760, 2014 n=738, 2016 n=706, 2017 n=902)



Maritime NZ's view: "It is highly likely that [the increase in lifejacket usage] is contributing to the decreasing fatality rate. **While more and more Kiwis take to the water in recreational craft, the number of recreational boating fatalities has not increased.**"⁹

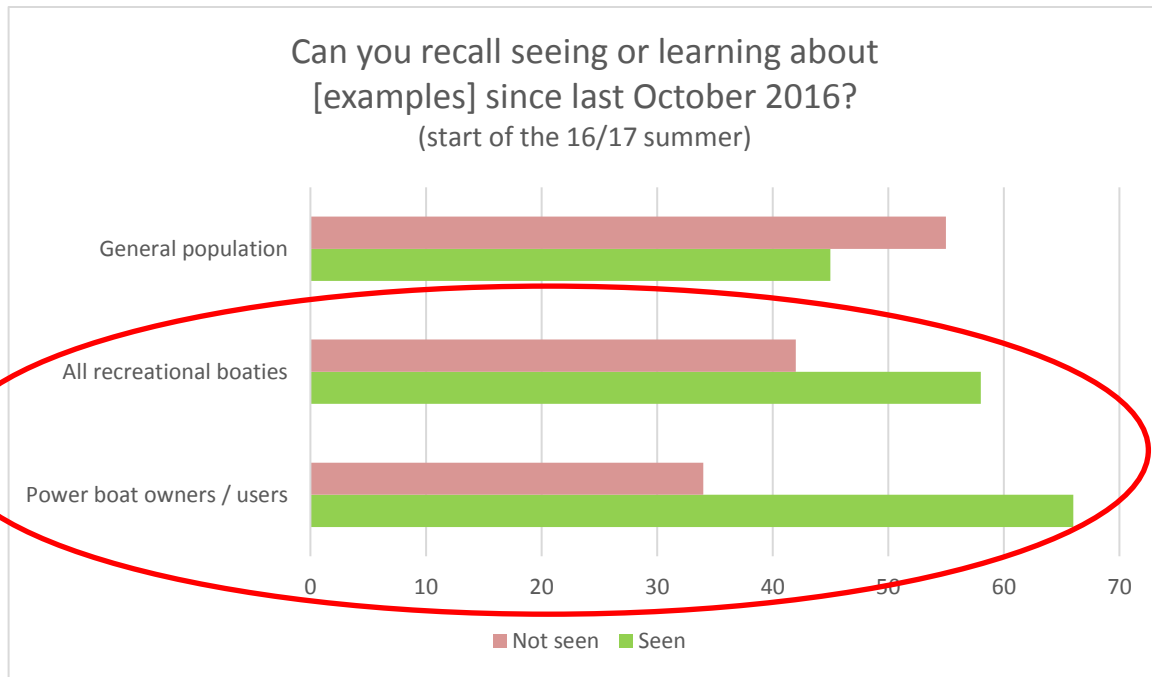
How do we know it was our campaign that drove this?

- Communication was effective. Ad effect isn't consistently measured but a dip¹⁰ 16 months post-launch showed we were heading in the right direction:
 - 72% agreed 'they liked the advertising they had seen'
 - 76% agreed 'they were different to other advertising about safety'
 - 68% said they did something as a result of the advertising
- After 4 years of nudging and despite reducing media budgets, communication had nearly 60% recall against all boaties and nearly 70% recall by powerboat owners/users, which also includes the smaller more at risk boats¹¹

⁹ <https://www.maritimenz.govt.nz/public/news/media-releases-2017/20170726a.asp>

¹⁰ IPSOS NZ Recreational boating survey May 2015

¹¹ IPSOS NZ recreational boating survey 2017



- We also measured specific actions and attitudes related to the campaign’s evolution:
 - Our “Virtual CoastWatch” has delivered a total 7,500,000¹² lifejacket “nudges” – directed to phones on the water – with click-through rates 5x higher on the water than on land¹³
 - A Stuff.co.nz survey of 4,558 readers asked whether they found the initiative a) a waste of time, b) invasive, or c) a great idea. 80% of respondents declared it c) – “a fantastic way of getting the message out”.¹⁴
 - Our Metservice marine app is being used 827,125¹⁵ times a month (Jan 2017)

- Discounting other factors
 - There’s no national law to make life jacket wearing compulsory at all times. It’s ultimately up to the skipper to decide or in times of perceived heightened risk
 - Success wasn’t due to fewer boaties - the graph under objective 3 shows there were more boaties on the water

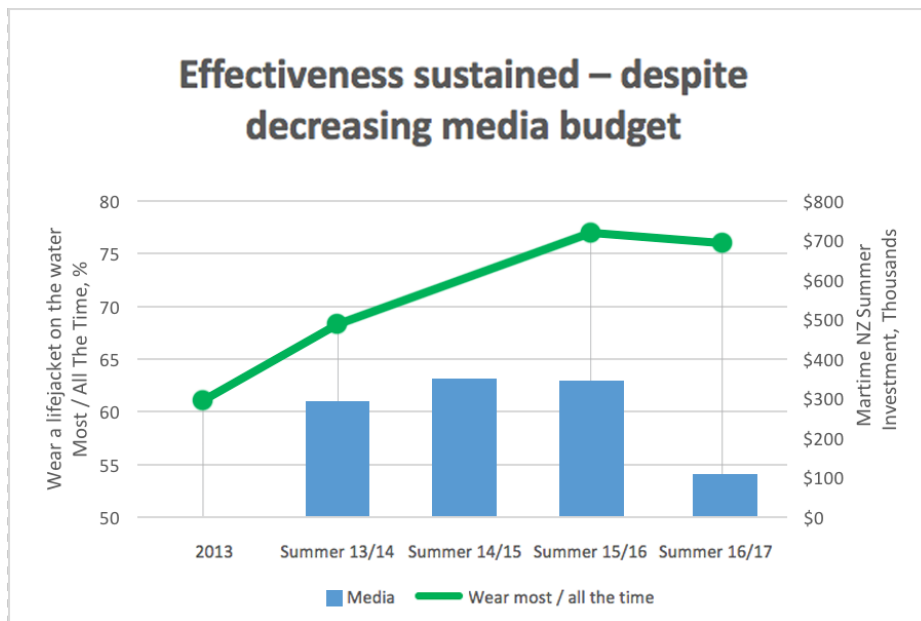
¹² Google double click impressions across total campaign period

¹³ Double click measurement and attribution

¹⁴ Stuff.co.nz, ‘Maritime NZ partners with Google to build world’s largest geofence for lifejacket ads’, June 28 2016

¹⁵ Metservice app data

- This wasn't due to increased media coverage. In periods with higher fatalities, increased press coverage can help keep boating safety top-of-mind – but reducing fatalities most likely saw less coverage.
- Sustained effectiveness was not because of increased media budget¹⁶. The below graph shows media budget declining. Our long-term approach set up the groundwork so as budgets reduced, our nudges could become more focussed – without compromising effectiveness.



OI: Was it worth the nudge?

The World Health Organisation calculates the statistical value of a life lost to drowning as 70x GDP per capita¹⁷, or around NZ\$4.03million (reflecting the Ministry of Transport's \$4.06 million estimate of a life lost in a car crash¹⁸).

¹⁶ Graph plots summer media budgets against lifejacket wearing from IPSOS
¹⁷ World Health Organisation, Estimating the global economic cost of drowning, May 2015
¹⁸ Ministry of Transport, Social cost of road crashes and injuries 2015, 27 May 2016

- Based on this formula, in 2014/15 the economic cost to NZ of 31 recreational boating fatalities was \$125.86m.
- A trend towards much higher reported lifejacket wearing coincided with much lower numbers of people drowning
- In 2015/2016, just 16 deaths x \$4.06m = \$64.96m – a reduction of \$60.9m
- In 2016/2017 this was sustained = maintaining another \$60.9m reduction
- That's a reduction of \$121.8m

Sustained effects take time. We've included the total campaign investment across 3 years but only included the savings across the last two now that drownings are being sustained.

The campaign delivered an **ROI of 69:1**

This can't estimate the emotional value of a life, but gives an indication of the impact of saving even a single person from drowning.

TOTAL WORD COUNT (count only words you insert in answer boxes 1 - 9):

2468