

## Олимпиада для студентов и выпускников вузов – 2014 г.

### Направление «Реклама и связи с общественностью» Профиль: «Интегрированные коммуникации» КОД-310

Время выполнения задания – 180 мин.  
(Максимальное количество баллов - 100)

**Прочитайте текст, иллюстрирующий конкретный кейс проведения коммуникационной кампании.**

**Сделайте критический анализ кейса на русском языке, в том числе придерживаясь уточняющих вопросов к кейсу. Помните, что ваша работа должна представлять собой логически-структурированный текст, раскрывающий знание и понимание предмета анализа. Важно - аргументировать вашу точку зрения.**

#### **OBJECTIVE / BRIEF FROM CLIENT**

So what is Shwopping? As an antidote to the throwaway culture that has dominated high streets in recent years resulting in mountains of clothes rotting in landfill (1.2 million tonnes every year!), Shwopping aims to put a new value on *old* clothes by giving them a future. The consumer ask is simple. *Donate an unwanted item of clothing - even if it's not from M&S - each and every time you buy something new.*

Working with Oxfam, every piece of shwopped clothing goes on to have a new life - being resold, reused or recycled - ensuring nothing goes to waste.

The brief was to work alongside the M&S in-house team to launch this initiative with a bang and start to turn us into a nation of shwoppers not keepers. Specifically to:

- Land the term Shwopping in the vernacular and get people talking about it
- Unveil Joanna Lumley as the new global Plan A/Shwopping ambassador;
- And finally, get people shwopping!

In terms of audience, we needed something to appeal to the broad M&S audience (pretty much everyone!), as well as something special for the alpha influencers that would lead the charge and inspire change in all.

#### **STRATEGY**

Shwopping was going to be a tricky sell. It wasn't something customers would simply encounter at the till, and M&S already had a joint initiative with Oxfam whereby customers were rewarded with an M&S voucher for taking old clothes into Oxfam. Shwopping would hold no financial reward, so we had to ensure we really captured hearts and minds in order to actually drive them to dig out the old.

## Олимпиада для студентов и выпускников вузов – 2014 г.

We felt the key to unlocking this brief lay in celebrating the magic of transformation - the alchemy effect of turning base metal to gold. Shwopping would give new life to old clothes, creating value from waste for people in poverty and for the planet. For us, the heroes of the story were the clothes themselves - so we also felt we should let them do the talking.

### **METHOD DEPLOYED, INCLUDING CREATIVITY / ORIGINALITY**

They say that a picture is worth a 1,000 words. We wondered, could a picture tell 9,513 stories? Using 5 minutes worth of UK clothing waste usually destined for landfill - 9,513 pieces - we looked to transform a London street, to show how M&S planned to give old clothes a future through 'Shwopping'.

The street scene - to remain live for three days, becoming a great piece of experiential marketing - would dramatically highlight the problem of clothes going to landfill but also creatively demonstrate future uses for old clothes, including becoming car insulation and even upholstery stuffing.

- The clothes covered car and furniture would tell the 'recycled' story
- The clothes collection box would point to items being 'resold' through Oxfam,
- An M&S coat made entirely of recycled materials would show how materials could be 'reused'.

A highly complex build, the street scene took weeks of planning and three days to erect. In the days before launch we began to doubt this 'bright' idea, as gale force winds hit London as our team attempted to rig the thousands of items we'd sourced from Oxfam, (including a green mankini - who'd have thought?).

We also had to hold our nerve as the power of the picture took-off prematurely. We feared that we might lose our planned reveal - especially when, amongst others, Joey Essex from The Only Way Is Essex tweeted it. But luckily the buzz remained online and clever staging of the build ensured we didn't lose our controlled picture story.

As the sun (more like rain!) rose on our launch day of 26<sup>th</sup> April - and across the nation Shwopping launched in M&S stores - we added the final items to our street scene. Joining the 1,000s already provided by Oxfam were a final few 'special' items. To ensure we worked social media hard - and to bring on board those all-important influencers - in the weeks before launch we'd contacted various celebrities and industry influencers and invited them to donate pieces for a secret 'M&S/Oxfam initiative'.

## Олимпиада для студентов и выпускников вузов – 2014 г.



## Олимпиада для студентов и выпускников вузов – 2014 г.

By sending them pictures of their items as part of the street scene (see above), as predicated, these influencers went on to share their images on social media, immediately generating thousands of extra online conversations and giving the campaign real social capital. We'd secured pre-shopped items from key fashion editors and bloggers but also from the likes of Alexa Chung, Zandra Rhodes, Daisy Lowe, Caroline Flack, Jo Wood, Livia Firth (she wore her shopped dress to meet President Obama), Erin O'Connor, Gizzi Erskine, Sadie Frost, Lauren Laverne and many more. Channelling our strategy, they would also be turned to gold by eventually being sold in Oxfam.

With the button pushed on social media, our street scene switched roles to become our media backdrop - essentially a giant prop through which Marc Bolland (M&S CEO), and Joanna Lumley could tell the story of shopping. They could use the scene to reveal the scale of the problem, and also to pick-up and point out future uses (our clothed furniture etc).

We then attempted to squeeze out every drop of media value with a photocall and back-to-back interviews, whilst also dealing with the viewing public. TV included Sky News, Daybreak, This Morning, Lorraine, BBC News, CNBC and CNN, and b-roll ensured that even if interviews happened 'on the sofa' our scene still made the cut.

By 9am our first big online national pieces went live, most including multiple pictures of the street scene. We knew we'd scored big with broadcast and online nationals - but would the story make print? By 12noon Shopping was trending on Twitter - looking good!

At 7pm - after a packed day - we all shifted gears as the scene revealed another story. The launch of the Shwop Lab - a collaboration with London College of Fashion's Centre for Sustainable Fashion - set-up to explore the future of fashion over a two-week period.

The Shwop Lab, housed within our street, was our secret weapon for influencer engagement and we kicked it off with a VIP launch party. Joining many of the influencers whose items had already adorned the outside of the building were the likes of Pixie Geldof, Dawn Porter, Sara Cox, Matt Horne, Jade Parfitt, Tali Lennox, VV Brown and Gemma Cairney. The entry 'fee' was - of course - the donation of an item of clothing.

Waking up on the morning of 27<sup>th</sup> an exhausted team whooped with joy. The picture was plastered across the nationals - hitting a broad and varied M&S audience - and Shopping was well and truly launched. We enjoyed a ten minute celebration before getting back to business - with the street scene still live and the Shwop Lab launched - there was still much to do.



## Олимпиада для студентов и выпускников вузов – 2014 г.

The Shwop Lab was an evolving exhibition and workshop space where the celebrity items were displayed next to a growing collection of eco-couture one-off pieces. It gave the public the chance to take a behind-the-scenes look into the world of 21<sup>st</sup> Century fashion. Each day a challenge was set and designers and stylists including Gary Harvey and Dr Noki raced against the clock to create spectacular fashion-forward creations out of shwopped items.

Visitors to the space also got the chance to try their hand at designing and creating their own sustainable fashion items through expert-led master classes. In the evening the space was reconfigured into a lecture theatre style setting where the great and good of the fashion and ethical spheres came together to debate.

Speakers - including Grace Woodward, VV Brown, Lucy Siegle and Christopher Raeburn - tackled current attitudes to consumerism in front of an audience made- up of the public, journalists, bloggers and industry insiders. Everything was filmed and photographed to generate sophisticated content that was amplified across social media.

Over the two weeks in excess of 2,000 influential, fashion-interested, eco-conscious people passed through the lab, inspiring alpha influences to shwop by giving them reason to believe.

### OUTCOME INC FORMAL EVALUATION

- 14 national print pieces - from The Mirror to the FT, 8 broadcast inc. Sky News, Daybreak, This Morning, Lorraine, BBC News, CNBC, CNN Radio
- 5 Live and Radio 2 - You & Yours, 19 national online, 5 national magazines, including Grazia, OK and Hello and 8 international (non UK), with an OTS of 550,751,091 90 pieces featuring our launch image 1 national front page splash, The Times 1 Campaign of the Week - Retail Week By 4pm on launch day - 2,130,000
- Twitter accounts reached, 3,950,00 social impressions, 129,878 accounts delivered a 5+ OTS 3 Twitter trending topics - Joanna Lumley, Marks Spencer and Shwopping
- 52 blog pieces from influential bloggers on launch day alone
- 135 online mentions of 'Shwopping' between 26 April and 10 May
- 363 online mentions of Shwop Lab events / participants between 26 April and 10 May 80 tweets from OUR supporting celebs and designers
- 400 tweets from OTHER notable celebs, influencers and media (e.g Hilary Alexander)
- 500+ twitter posts with Twitpics of launch stunt Post-launch sentiment monitoring of 'Shwopping' overwhelmingly positive. Twitter: 89% favourable, blogs: 90% favourable, news: 100% favourable (410 May 2012)

### RELATION TO OBJECTIVES AND COST- EFFECTIVENESS

The public shwopped in their thousands, with a tally at the end of week one of 36,000 donated items, growing to 100,000 by the end of week three.

## Олимпиада для студентов и выпускников вузов – 2014 г.

But how to differentiate our work from the above-the-line campaign which had run concurrently? We ran a consumer poll that backed-up our hunch that we had a winner on our hands. When specifically asked to exclude any advertising, an impressive 48% of the adult population recalled seeing / hearing / reading about the launch of shwopping. Furthermore, when asked if they planned to shwop, 53.5% said yes or maybe.

Shwopping was launched with a bang.

Consequently, Unity is now the only agency retained to promote Shwopping and seven months after launch an impressive 2.4 items have been shwopped.

### Вопросы:

1. Сформулируйте цель, задачи и основную идею коммуникационной кампании. Можно ли ее назвать примером планирования и реализации интегрированных коммуникаций? Обоснуйте свою позицию, приведите примеры, подтверждающие или опровергающие данное утверждение.
2. Насколько найденные творческие решения, выбранные приемы и медиа каналы соответствуют целям и задачам коммуникационной стратегии?
3. Какие мероприятия/действия, приведенные в кейсе, представляются Вам обоснованными, а какие спорными либо неполными? Обоснуйте свою позицию.
4. Чем, на Ваш взгляд, можно было бы дополнить коммуникационную кампанию? Например, другие «селебрити», другие каналы коммуникаций, иные креативные решения?
5. Какой неологизм вошел в оборот в результате описанной коммуникационной кампании? Раскройте смысл и конструкцию данного неологизма.
6. Оцените результаты кампании. В чем, по Вашему мнению, была наибольшая сложность? Какие выводы можно сделать из данного кейса?
7. Приведите примеры подобных проектов/кампаний в России. Каковы их особенности?