Realia Marketing

FINALIST 2014
B2B AWARDS

Category number: 19

Category name: Best internal audience campaign

Programme/initiative name: Red Pants

Agency: Realia Marketing

Client: Polygon Norway

Word Count: 972/1,000

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Summary

In 2013 Polygon Norway lost an estimated 8.67m NOK in possible revenue as a result of its field based technicians failing to bill for disposable items and buying fuel when it was most expensive. In addition, it was suffering from one of the lowest levels of employee satisfaction in the Group. Often feeling isolated, technicians felt they were being emailed too much with too much English business jargon.



We had to do something different to halt the decline in revenues and satisfaction – we had to take risks.

The 'Wearing pants; it's a habit. Let's make registering every item a habit too!' campaign was different from anything anyone had seen before and was a big risk for the client to take. It had an immediate impact in terms of awareness of the issue and, critically on revenues; in just three months gross revenues per technician increased by 38%, whilst at the same time the costs associated with vehicles reduced by 60%. There has been a dramatic impact on Employee Satisfaction too – improving from 68 points to 85 points. "*The registrations campaign was of vital importance to our business and the results so far have been staggering - we are hitting the jackpot.*"





Word Count: 200

About the client

Polygon is an international provider of property damage restoration – they are the guys that clean-up and restore a property after fire or flood. Whilst the industries in which they operate are diverse, 50% of all sales come from insurance companies where margins are being constantly eroded.

The business operates in 13 countries, including Norway, which is the second largest business unit in the organisation. Founded 40 years ago as Munters MCS, the business underwent a re-brand in 2010 managed by Realia Marketing, as a result of its sale to private equity investment firm, Triton.

Strategy – broader business issues the company is facing

Whilst the Norwegian business unit has historically demonstrated strong sales, it has also featured one of the lowest gross margins in the Group. This was partly due to the fact that the busy technicians – who often attend up to seven properties each day – did not register all of the 'disposable' items such as protective gloves they used on each project, despite the fact that these items should be legitimately billed to the insurance company.

Other costs that were not being invoiced included toll road charges, while petrol was being purchased at times when it was most expensive (after 10am).

In addition, Polygon Norway was suffering from one of the lowest levels of employee satisfaction, with a number of technicians demotivated and disinterested in the business, which demonstrably contributed to the failure to maximise revenues.

Campaign Objectives

1. Improve company gross margin by increasing levels of billable items
2. Ensure the registration strategy is front of mind
3. Maintain momentum towards achieving the goals
4. Contribute to a 'family' culture where technicians feel valued.

The target audience

From qualitative research conducted with technicians we knew they felt they had far too much information sent to them already and too little time to read it. These guys are on the road every day – working long hours in often very unhappy circumstances, dealing with policyholders whose properties have been badly damaged. Mostly alone apart from weekly meetings, technicians can often feel isolated from the business.

Polygon's communication is very corporate, sent via email and presented in English. For the technicians local language was important. The tone and simplicity of language was also crucial to engagement – they were looking for positive, motivating messages, without business jargon.

Media, channels or techniques used

Posters were deployed in all depots, with the 'Wearing pants; it's a habit. Let's make registering every item a habit too!' proposition. Cheap to produce, they also broadcast a very 'public' declaration of intent that was risky and different from anything anyone had seen before.



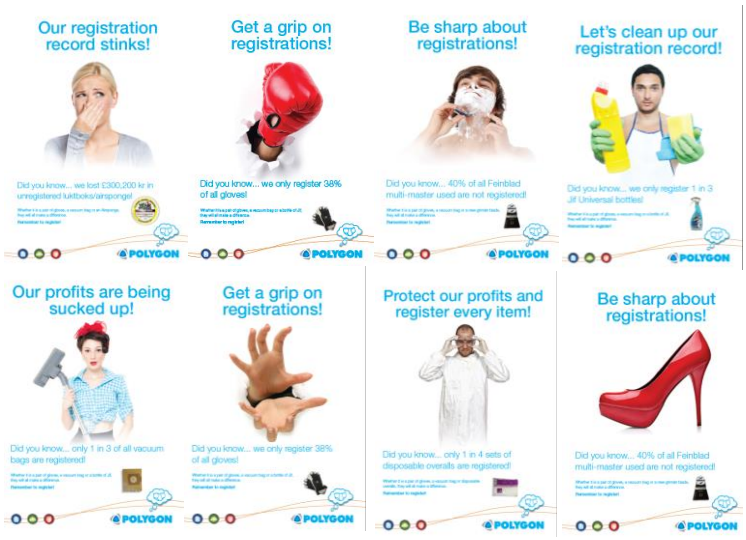


The campaign was supported by electronic media such as desktop wallpapers and ongoing email reminders.



The ‘Red Pants’ poster was quickly followed by a number of specific posters targeting the registration of disposable products that were not being billed. All of the communications carry the ‘pants’ sign off.

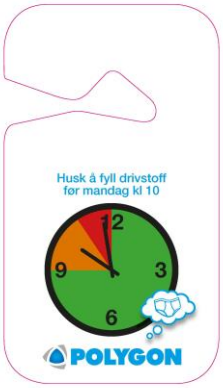




“So far the posters have been 100% successful! Several of those that walked by my office stopped and walked back to look again. Results so far are that we are registering more items and our margins are getting better and better every day.” Thomas Espolin-Kahrs, Regional Manager.

Another core issue facing the business was the failure to invoice for toll road charges, while technicians also tended to fill on a Monday when petrol is at its most expensive. We developed ambient media such as rear view mirror hangers and stickers (placed near the petrol gauge and fuel cap) to remind technicians to register mileage and to fill up when fuel is cheapest.













Rewarding performance

It was important that the campaign was reinforced through reward too, particularly given the low levels of Employee Satisfaction at the time. The inaugural Technician Awards were delivered in March 2014 to recognise employees that delivered best in class service and made the greatest contribution to the registration campaign. Winners received a certificate, real gold winners' badges and commemorative work-wear.











Campaign timescale

	2013		2014					
Activity	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Research and planning								
Red pants launch								
Product specific campaigns								
Ambient media								
Campaign results								
Technician Awards								

Budget

These details were provided to judges in the original submission but are commercially sensitive and therefore confidential.

Results

These details were provided to judges in the original submission but are commercially sensitive and therefore confidential.

Client testimonial

"The relationship between Realia and Polygon Norway is highly valued at every level of our organisation. They understand our business intimately, listen intently and provide clear guidance based on the facts. Having worked closely together to create the 'Red Pants' solution we valued their bravery, creativity and agility. The registrations campaign was of vital importance to our business and the results so far have been staggering. This campaign has not only improved our revenues, it has created a momentum in the business – we needed people to change and we are leading the way when it comes to better information and a better culture. People in the hallways are saying it is a new Polygon wind blowing. This brave campaign has been the catalyst for more equally strong internal campaigns and is being adopted by a number of other business units."
Thomas Espolin-Kahrs, Regional Manager.