



BUSINESS-TO-BUSINESS GOLD WINNER New Day, New Office – Launch of Microsoft Office 2007

1) Research Framed Pursuit of The Business Opportunity

How do you convince highly satisfied product users that they **need** a new version of the product that promises to be even better? The answer lies in words spoken over 2,400 years ago:

*I forget what I **hear**, I remember what I **see**, I learn what I **do**!*
Confucius, Chinese philosopher

Unexpectedly, this insight was revealed in exploratory communication development research for the Microsoft Office 2007 product launch. This research revealed that product descriptions tended to heighten anxiety about having to learn a new version and screenshots were ineffective motivators of excitement and interest about the new product. However, users became visibly excited after seeing the product in action. Without experiential communication, they were apathetic about needing Microsoft Office 2007 and tended to be skeptical that it was really a redesign – not another incremental update. Based on this insight, a campaign with experiences at its core was born.

However, traditional Microsoft campaigns relied heavily on “seeing” ads, not seeing the product. And although the internet was an element of prior campaigns, the challenge of creating an experiential campaign turned the use of marketing tactics on its head and required a predominantly online campaign. Indeed a new mix of ad formats was needed to drive content as an immediate experience and as a richer experience on the campaign website.

2) Positioning and Messaging Research: Ensuring Experiential Impact

“New Day New Office” was the global Microsoft Office 2007 product launch campaign. It built on and extended the New World of Work story told by previous Microsoft Office campaigns. The campaign spanned 12 markets (US, Canada, Mexico, UK, France, Germany, Italy, Netherlands, Brazil, Japan, India, and Australia), kicked off in the US in April 2007, and ran through March 2008.

The primary objective of the New Day New Office campaign was to create a “need” for Microsoft Office 2007. Our exploratory research revealed that this need would be created by first making people aware of a new version of Microsoft Office and then driving experiences to elicit the desired response: *“The new version of Microsoft Office seems really different and can make it easier to get my work done.”* As such, the campaign had three goals built around the following equation:

AWARENESS + EXPERIENCE = PERSUASION

Specific Campaign Goals

1. Drive a 35% lift in the number of target audience who say that they “need Microsoft Office 2007.”
2. Drive a 91% lift in the number of target audience who are aware of the Microsoft Office 2007.
3. Drive 12.5 million hands-on product experiences.

The Target Audience

The campaign focused heavily on business professionals possessing various combinations of three factors:

- Are problem solving information workers
- Have a high interest in software and technology
- Have the ability to influence or are in control of IT decision making in their company

Although professionals who don't actually buy software for their companies were part of the target audience, purchase process research had shown that many had influence on the decision makers who approve the budgets.

The Media Plan

While online media tactics that drove experiences were a key engagement component of the campaign, offline media tactics, such as print and out-of-home, were symbiotic to online tactics as they were to motivated professionals to experience Office 2007. As such, these offline tactics required intriguing creating and a compelling call-to-action.

Various experiences were available across the online tactics, including:

- Video demonstrations
- Interactive “references”, to see the old features converted into new functionality
- Interactive quizzes and e-learning courses
- Test drive, trial downloads

3) Positioning and Messaging Research: Ensuring Experiential Impact

The New Day New Office campaign was grounded in three phases of strategic positioning and messaging research.

- Phase I research first validated existing pain points with business productivity software. Understanding pain points helped identify the most appealing features and the associated benefits.
- Phase II research consisted of qualitative positioning research based on feature-benefit-need linkage.
- Phase III research tested specific messages for positioning alignment, benefit articulation, and the ability to shift key perceptions.

This preliminary research produced the following key communication learning:

- Problems with business process and workflow, communication, and the time it takes to get basic tasks done with current office productivity software could be addressed with Microsoft Office 2007
- The ease of learning and ease of use of a new version of Microsoft Office would be critical to adoption
- Seeing is believing... people wanted to SEE how the new version of Microsoft Office makes things easier/better

The results were incredibly valuable as they helped the team identify the following aspects of Microsoft Office 2007 that overcome skepticism toward the new product and experientially showcase the “wow” of new features:

- New streamlined user interface simplifies the way users work. Users can more quickly click to options, without hunting through pull-down menus.
- Updated SmartArt™ graphics capabilities enhance presentation visuals in one click.
- Redesigned Outlook enables viewing of emails, task lists, calendars and voicemails on one screen.
- Integration with Microsoft Office SharePoint Servers streamlines document management and improves collaboration.

4) Research contributed to developing and strengthening the advertising

Initially, the advertising agency developed a 3-layer campaign approach consisting of:

- An awareness and intrigue building launch layer for print and out-of-home
- An awareness and intrigue building sustain layer for print and out-of-home that brought specific value propositions to life
- An online layer that would do the heavy lifting, creating excitement as it allowed users to “experience” the product.

Qualitative concept refinement research and quantitative copy testing helped evaluate the effectiveness of each layer as well as highlight refinements that could be made to maximize the impact of the advertising.

Launch Layer Hits the Mark. Research showed that the launch layer concepts (see pictures 1 and 2 in Appendix) very clearly announced the arrival of a new version of Microsoft Office and created a sense of intrigue around product. The ads provided just enough information and had such an optimistic tone that respondents were eager to see what was coming in the new Microsoft Office version.

Sustain Layer – It’s Rise & Fall. The sustain layer concepts (see pictures 3 and 4 in Appendix) expected to communicate more of the value proposition struggled through the research. Specifically, initial sustain layer visuals and headlines were too ambiguous and made people work too hard decode the communication. In addition, the calendar device, that worked beautifully to announce the arrival of the new version of Office, created complexity for this layer as respondents were unsure what they were to take away from it.

Based on these results the advertising agency went back to the creative well and drew up completely fresh ideas for the sustain advertising. A new idea that leveraged stills of dramatic and humorous web films that highlighted key value propositions of the new product emerged (see pictures 4 and 5 in Appendix). These print and out-of-home were to drive people to the campaign landing page where the full web films could be viewed to drive deeper, hands on engagement with the product.

Unfortunately, research showed that the audience often missed the point of the advertising – that they could learn more about the story by visiting the website. And those who understood weren’t particularly motivated to go to the campaign landing page to see the full films.

Based on all the copy test research it was clear that the drive to experience, the core campaign strategy, was best delivered by the launch advertising. As such, we eliminated the sustain print and Out-Of-Home advertising and focused more energy on developing the online advertising. This would be the key to capturing attention and driving people to engage in product experiences.

Online Layer – Delivers Full Experience. Our research showed that the online experiential layer conveyed clear benefits and was laser focused on the right product features to engage people and motivate them to want to visit the

campaign web site. Indeed, we were again encouraged we were on the right track when we saw people's reaction to the rich media units. As the ease and simplicity with which they could do things in the new version of Microsoft Office became apparent, their excitement grew. Over 90% of respondents indicated they wanted to see more after their initial interaction with the product through online advertising units.

1) How Research Contributed to Evaluating the Campaign In-market

Web Site Evaluation Research

A critical component of this experiential campaign was the Office2007.com web site. The site had to broaden and deepen the conversation that started with the advertising. Importantly, the site had to be built with two key principles in mind:

- Seeing is believing
- Different people require different engagement and experiences

We created a variety of engagement points to experience the product that would allow people to see the magic in the new version of Microsoft Office at a depth with which they were comfortable. In doing so, we considered the expertise of the audience and the depth of experience desired by the audience with the goal of driving deeper engagement and, ultimately, to create a need for the new version. The experiences consisted of:

- Web films – short, fun films depicting product benefits
- Product demonstrations – 2 minute product overviews (consisted of an overview demonstration as well as demonstrations for key new features of several Office products) revealing features providing solutions to common pain points
- Test Drive – A browser based version of the product that allowed people to experience the product without downloading
- Downloadable Trial – A near full feature downloadable trial version of the product

The breadth of these experiences gave people in every phase of the explore-consider-purchase process a way to meet their individual needs.

During the campaign we surveyed visitors of the Office2007.com site to understand (1) how exposure to the various experiences impacted (1) key perceptions and (2) satisfaction with the web site to determine how we could optimize the site for engagement and impact. Several key findings emerged from this research:

- Product demonstrations had the greatest impact on key perceptions and overall site satisfaction
- Seeing one product demonstration had almost the same impact on perceptions as seeing multiple product demonstrations
- Web films grounded in key value propositions were more liked and more effective at changing perceptions than web films that were dramatic/humorous but lacked specific product benefits
- The Test Drive was the least liked experience and led to minimal increases in perception
- The downloadable trial had a very positive impact on some audiences but a detrimental impact on others. As expertise with and use of Microsoft Office increased, so too did the positive reaction to the downloadable trial

Based on these findings, site optimizations were made to focus on the elements that furthered engagement with the product and drove the greatest impact.

Experience Testing

During the campaign we conducted controlled experiments to understand the impact of various experiences on key perceptions to optimize both the web site and our online media to obtain maximum impact. We divided the target audience into several test cells as indicated below (see descriptions in Appendix):

Control	Web Film 1	Web Film 2	Short Web Film 2	2 Minute Demo	30 Second Demo	Extended Demo	Interactive Media
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Results revealed very important insights that fundamentally shifted our go to market strategy mid-campaign:

- A thirty second product demonstration yields similar perception shift as a two minute product demonstration
- Engaging but long videos (i.e., the extended demo) that contain product demonstration are very effective perception change vehicles. This type of video also showed strong viral marketing potential
- Rich media online ads that allowed interaction with the product is a very efficient way to change perceptions
- Engaging/humorous videos that do not tie to product value propositions do very little to change perceptions

As a result of this research, the campaign shifted from a pull strategy to a push strategy. Specifically, the results opened the use of online advertising media for short “pushed demos” and deeper interactive banners. Now, rather than interrupt the web surfing of a prospect to pull them to the campaign web site, we could embed product demonstrations into their current web experience. This research essentially broke us out of the “drive to web page to engage the target audience” box. By “pushing” experiences, we could dramatically improve our campaign experience reach.

We also conducted awareness and perception survey research and marcom effectiveness survey research to determine campaign outcomes. Prior to campaign launch in April, baselines were set on key awareness and perception metrics among the campaign target audience. Post-launch follow-up waves were conducted in April, July, November, and March. Results revealed that the campaign easily surpassed the goals that were set as follows:

Primary Goal: Drive a 35% lift in the number of people in our target who say that they “need the new 2007 version of Microsoft Office.” Past launch marketing efforts for Office 2003 and Office XP showed very little change in this metric beyond a committed baseline. Given the high satisfaction among previous version product users, moving this metric by 35% was definitely a challenge. Indeed, leveraging the “awareness + experiences” drives perception equation, the team actually moved this metric by 47%.

Secondary Goal: Drive a 91% lift in the number of people in our target that are aware of the new 2007 version. Past ad efforts yielded small increases due to audience inattention and apathy. Indeed, previous versions of Office have had unaided awareness levels in the mid-30% range after more than two years in market. This campaign not only hit the goal of a 91% increase in unaided awareness but actually yielded a 518% increase in unaided awareness. This broke all previous records for Office marketing campaigns.

Tactical goal: Drive 12.5 million hands-on product experiences. The campaign exceeded expectations on the number of experience it could deliver. Over 23.5 million demos, videos, test drives, and trials were completed.

2) Conclusion

The Microsoft Office 2007 campaign not only changed the ingrained attitudes of users (unprecedented in the history of the brand), its success has re-architected Microsoft's playbook for product advertising, shaping the future of billions of dollars of ad spend.

New Metrics: Experiential engagement as a key ingredient of driving change in attitude and perception is now baked into the strategic blue print for product marketing. Response and engagement metrics, and the measurement and optimization tactics that go with them, were once the domain of RM and lead generation programs. They are now an integral part of large awareness and perception change campaigns, blurring the line between "above-the-line" and "below-the-line" and forging new team structures and processes designed for integration.

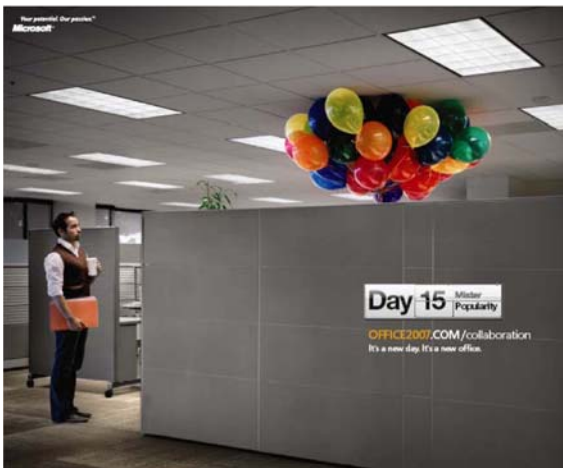
New Creative Development Model: Content and advertising are no longer separate domains. Ad messaging and engaging content are woven together into multi-media programs, with the web at their core. The campaign development process is not about the look and feel and messaging of ads, it's about an interconnected experience across multiple media types and interactions, with rich content serving as both a pay-off and a lead-in to messaging.

New Media Strategies: Capturing eyeballs and driving traffic is no longer sufficient for campaigns built around content and engagement. Taking the cue from Office, part of Microsoft's US media spend is now always channeled toward custom programs with publishers and other marketing partners designed to distribute and promote content and drive engagement across the fragmented media landscape.

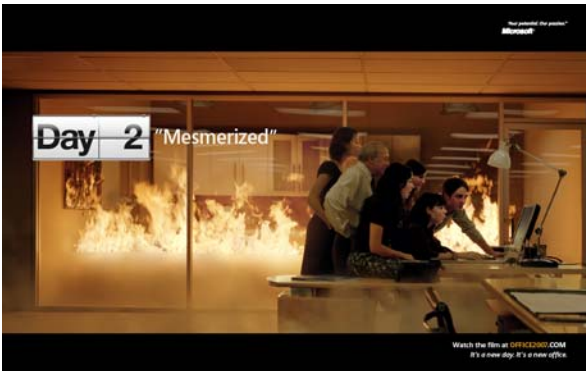
APPENDIX



Pictures 1 and 2: Day 1 Launch



Pictures 3 and 4: Sustain Round 1



Pictures 5 and 6: Sustain Round 2



Online Experience Cell Definitions

Control – Not exposed

Web Film 1 – Exposed to engaging two minute web film with weak tie to core product value proposition

Web Film 2 – Exposed to engaging two minute web film with strong tie to core product value proposition

Short Web Film 2 – Exposed to engaging thirty second web film with strong tie to core product value proposition

2 Minute Demo – Exposed to two minute product demonstration

30 Second Demo – Exposed to thirty seconds product demonstration (cut down from same two minute product demonstration)

Extended Demo – Exposed to five minute humorous web film/product demonstration (Amy Sedaris running a small business)

Interactive Rich Media – Interactive banner that allowed people to “play” with limited functionality of the new version of Office