AN EXPLORATION INTO THE USE OF EXPERIENTIAL MARKETING IN IRELAND

Àine Doherty

July 2011

This dissertation is submitted in partial fulfilment of the requirements for the Degree of MSc in Marketing Practice, Letterkenny Institute of Technology.

Presented to Vicky O'Rourke

Department of Business

School of Business

Letterkenny Institute of Technology

Disclaimer 1

I hereby certify that this material, which I now submit in partial fulfilment of the requirements of the Degree of Master of Science in Marketing practice, is entirely my own work and has not been obtained from the work of any other, except any work that has been citied and acknowledged within the text of my work.

Signed:

Disclaimer 2

I agree that this thesis may be used by Letterkenny Institute of Technology for teaching purposes on future Masters Programmes.

Signed:

Disclaimer 3

I hereby declare that this dissertation has a word count of 13,186 words.

Signed:

Abstract

Experiential marketing has an important role to play in the marketing communications strategy. This thesis explores the use of experiential marketing in Ireland by discussing Irish brands commitment to it and by investigating how they deliver and measure their campaigns. A review of relevant literature examines topical areas including; the experience economy, who uses experiential marketing, a move away from traditional marketing, traditional marketing versus experiential marketing mediums and the measurement of experiential marketing.

An exploratory research design is employed; data is collected using a judgment sampling technique from eight in-depth interviews with Irish brand or marketing managers, who have each engaged in an experiential marketing campaign. Four of the brands are from the service sector and four are product providers.

The findings indicate a good level of understanding about experiential marketing amongst participants and the benefits it provides. While some differences exist between the services and product industries use of experiential marketing, the research has clearly identified that experiential marketing does not just differ by industry or product it also differs with each brand- it is flexible and its success is dependent on how creative a brand is and how engaging they want to be. The importance of integrated campaigns is highlighted, as are stringent planning processes and measuring the effectiveness of campaigns.

A number of key criteria for the successful implementation of experiential marketing are identified in the primary research and consequently an experiential marketing score card model is developed and presented to an industry expert, whose feedback validates and supports the proposed model.

Acknowledgements

I would like to thank my research supervisor, Vicky O'Rourke, whose help and guidance was invaluable. Her words of encouragement and advice helped me to focus and to progress my research capabilities.

I would like to thank my family and friends for their support and patience during the last year…"It'll be worth it in the end".

I would like to sincerely thank all the companies who took part in the research, without your participation this research would not have been possible. I would especially like to thank Gavin Downes for his feedback.

I would also like to thank all my lecturers and the library staff at Letterkenny Institute of Technology for all their support and assistance throughout the year.

Finally, I would like to thank my past employers at Pareto 3D, now known as eightytwenty/4D, for initially exposing me to the intriguing world of experiential marketing.

Table of Contents

List of Figures and Tables

<p style="text-align:center">Chapter One</p>

<p style="text-align:center">INTRODUCTION</p>

1.1   Introduction

'Tell me and I'll forget. Show and I may remember. Involve me and I'll understand'. Confucius, Chinese Philosopher, 551-479 BC.

Young (2009, p24) suggests while there is no universally accepted definition of experiential marketing it includes any 'live interaction that uses consumers' insights and emotions to connect them with a brand'. It is this moment of interaction that will create a lasting memory or impression on the consumer so that when faced with the decision to purchase either your product or your competitors, that consumer will remember their experience and choose it.

Lodish *et al* (2007) explain that the importance of marketing is to make an impact on how a product is perceived by the target market and so organisations of all sizes use experiential marketing to differentiate themselves from their competitors. Experiential marketing allows an organisation to communicate their brand message across a broad range of demographics by targeting those profiles individually and creating an emotional and unique experience that brings their brand to life.

1.2   Research Objectives

The aim of this research is to amplify the exposure of experiential marketing by exploring the key success factors of its use in Ireland. Since its introduction in 1998 by Pine and Gilmore, experiential marketing has outgrown its event based roots (Young, 2009) and has grown into a type of marketing which not only, offers return on investment (ROI), but return on effectiveness too (ID Live Brand Experience, 2005a; Koremans 2007; Young, 2009). The researcher aims to develop a model for the successful implementation of an experiential marketing campaign by discussing Irish brands' commitment to it and explore how they deliver and measure it.

The research objectives are to:
1. Explore the success associated with the use of experiential marketing across a number of Irish brands.
2. Propose an experiential marketing best practice score card model; which can be applied to any organisations' marketing campaign.
3. Authenticate the best practice model proposed by seeking quality reassurance from an experiential marketing expert.

The research sub-objectives are:
1. To understand the factors influencing the execution of an experiential marketing campaign.
2. To discover if experiential marketing campaigns are managed appropriately.
3. To explore which mediums are most effective at delivering experiential marketing.
4. To discuss the metrics used to measure the success of an experiential marketing campaign.
5. To discuss the key components of a successful campaign.

1.3   Value of the Study

The area of experiential marketing is of particular interest to the researcher because of time spent within the industry both as an account manager and business development executive. This experience provides the access and knowledge necessary to write a dissertation on the use of experiential marketing in Ireland through qualitative research.

Mc Cole (2004) believes that there is a lack of academic writing which reflects contemporary marketing practices; this combined with the need to educate senior marketers as to how they can innovatively connect with their consumers (ID Live Brand Experience, 2005a) suggests a need for research in this area.

While initially this research presented challenges around gaining access to some of Ireland's leading marketing and brand managers, the researcher believes these participants presented the best opportunity to answer the research objectives.

<div align="center">

Chapter Two

LITERATURE REVIEW

</div>

2.1   Introduction

Webster and Watson (2002) maintain that a review of relevant literature is an essential feature of any academic. Research conducted for this literature review has been gathered from academic journals, books and through the internet. The areas chosen for exploration include: the experience economy, who uses experiential marketing, a move away from traditional marketing, traditional marketing versus experiential marketing mediums and the measurement of experiential marketing.

Experiential marketing is defined by Smilansky (2009) as 'a process of identifying [and] satisfying customer needs and aspirations, profitably, by engaging them through two-way communications that bring brand personalities to life and add value to the target audience's experience'.

2.2   The Experience Economy

In order to research the use of experiential marketing in Ireland it is necessary to examine the origin of experiential marketing; the experience economy. Pine and Gilmore (1998) outlined that the experience economy changes an event or usage into a memorable and pleasant phenomenon. Schmitt (1999) agrees that as services become commoditised, experiences have become the next big step in the progression of economic value and that the next competitive battleground lies in staging experiences. They recognise that customer needs have changed and the days of the service economy are gone. Pine and Gilmore's (1998) general idea is that the global economy has moved from an agrarian economy to an industrial economy to a service economy, it is now changing into the experience economy.

To answer the question, when and how should a company enter the emerging experience economy, Pine and Gilmore (1998) look at the characteristics of experiences and have proposed the four realms of the experience model (see figure

Institiúid Teicneolaíochta Leitir Ceanainn
Letterkenny Institute of Technology

2.1). They identify two dimensions, the active passive dimension and the absorption-immersion aspect. These highlight the depth of an experience that is required by the consumer; the level of depth should be based on the customers' relationship with the brand and also on the experience location. They conclude that four different contexts can be suggested for consumption, which include educational, entertainment, aesthetic and escapist. Every customer may be looking for a different type of experience; to learn about a product, to be entertained or to escape from their daily life. Therefore it is the organisations' responsibility to ensure they deliver the correct experience to each individual.

Figure 2.1   The Four Realms of Experience (Pine and Gilmore, 1998)
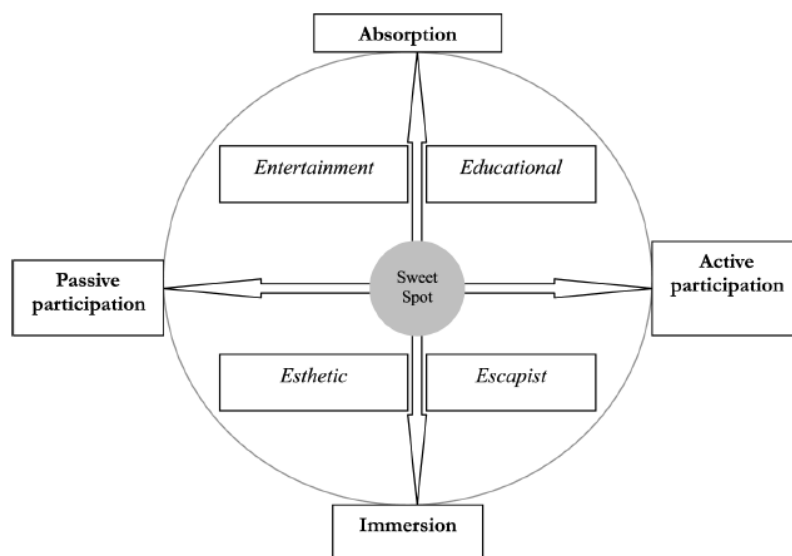
Source: Adapted from Pine and Gilmore (1998)

Pine and Gilmore (1998) use examples such as Walt Disney amusement park, Hard Rock Cafes and stores such as Niketown to demonstrate how interactive experiences have always been at the heart of the entertainment business. One of the most famous experiential campaigns known today was the Pepsi Challenge, (cited by ID Live Brand Experience, 2005b), 'it was all based on an invitation to experience the brand', so one could say, that while some think experiential marketing is a new phenomenon, it is in fact everywhere (Schmitt, 1999) and has been for some time.

In order for communication to be memorable or compelling, Pine and Gilmore (1998) say there must be a theme which should be engaging and rich. They highlight that our

desire as humans for experiences is to make a change and transform ourselves into something different, thus customising an experiential marketing campaign will help the consumer with their transformation. Lenderman (2006) explains how Special K cereal transformed the 'toy in the cereal box' idea into a positive experience for adults. They placed 800,000 pedometers into Special K boxes and encouraged customers to clip them on to calculate their physical activity levels. They then asked them to donate their steps online to a national organisation whose aim was to fight obesity; therefore Special K played a role in increasing their consumers' personal health and that of the country.

Schmitt and Simonson (1997) point out that consumers pick brands because they fit into their lifestyle. Therefore organisations must adapt their marketing to also fit into consumers' lifestyles and present them with a new, desirable experience in a place where they are likely to be responsive to the brand message. Nike has sought to differentiate themselves and their experiences with their consumers by creating their own experiential space in the form of 'Nike Town'. Their success with Nike Town comes by leaving traditional marketing behind and differentiating themselves through aesthetic experiences (Pine and Gilmore, 1998).

Denny's (2010) 'Home is' award winning campaign in Ireland helps to illustrate the role aesthetics plays in creating a memorable brand experience. Denny toured Ireland with a 'Home on Wheels' and created special homes on main retail streets, consumers were invited into the Denny home for tea, bacon and sausage sandwiches and a comfortable seat. Whilst there, they were asked to tell the Denny brand ambassadors what 'home is' by illustrating their thoughts on a postcard. Comments were posted online and Denny donated €1 for every contribution to the Simon Community. Denny went on to win the Best Brand Campaign at Ireland's most prestigious marketing award ceremony (Denny, 2010).

2.3   Who uses Experiential Marketing?

Mullins (2005) explains that every organisation is concerned with being effective, but the criteria for measuring success may differ from one type of organisation to another. They also write that the function of marketing has varying levels of importance in

different types of organisations. Smilansky (2009) argues that experiential marketing can be implemented across all sectors, from financial services to fast moving consumer goods (FMCG), from drinks to music, from technology to leisure. No one single sector (product or service) is more or less appropriate for experiential marketing, because the inspiration for experiential marketing ideas comes from the brand personalities and the target audiences. Gautier (2003) highlights that low involvement products or services are however, more challenging for experiential marketing. However, Hauser and Lenderman (2008) point out that it is easier to create inspiring brand experiences with brands that bring out emotional connotations or connections like cars, music, film or fashion. Physical products also lend themselves well to experiential campaigns because of the hands on engagement they provide.

During a series of interviews with some of the leading experts in experiential marketing worldwide Smilansky (2009) asked 'is experiential marketing effective across different sectors?' each of the eight experts answered 'yes', some indicating that the campaign must be appropriate to the sector and should be executed effectively with the particular target audience always in mind.

A Jack Morton (2005) study 'opened a lot of eyes in the marketing world' according to Lenderman (2006) when its key findings suggested that experiential marketing played a critical role in driving purchase and consideration across age, gender and ethnicity in over 70 per cent of consumers. The research revealed that eight in 10 consumers who had participated in experiential marketing had told others about it and 57 per cent said participation would result in a quicker purchase. Nine in 10 consumers said most importantly they wanted information from marketers about the product and this is provided by experiential marketing and it is more effective than TV, radio, the internet or mail.

Targeting opinion leaders is an important aspect of an experiential campaign. It is hoped that those who are engaged will go on to tell others about the brand through word of mouth. However the costs of targeting and of the overall experiential marketing campaign must too be considered, these include; agency fees, production, staffing, behind the scenes crew, staff training, logistics, transport, stock control,

space hire, staff/crew expenses and finally amplification channels used. The cost of undertaking such a campaign can often be underestimated and this is where brands fall into the lower of Gautier's (2003) five levels (see figure 2.2) by not fully committing to the use of such a technique.

When planning an experiential campaign an organisation usually considers hiring a specialist agency to plan and manage their activity. Smilansky (2009) highlights that it is important to use those who are experts in the field, because they have experience in the planning stages and a great deal of knowledge of footfall, demographics and infrastructure. Agencies usually have their own experienced promotional staff and a trained management team to oversee the smooth running of activity.

How much a company actually spends on experiential marketing is a debatable subject, because experiential marketing crosses over so many mediums and categories it is difficult to calculate. Smilansky's (2009) leading experts were asked about experiential marketing budgets and over half pointed out that there is no general rule of thumb as to how its budget is calculated and observed that movement within the experiential area meant it was 'a little bit scattered' now. It is therefore important to decide on the size of a campaign and its budget at the early stages of planning. Outlining how much can be spent will ensure a campaign is designed in accordance with the budget and will not waste time with excessive pitches from external agencies (Smilansky, 2009).

2.4   A Move Away From Traditional Marketing

The Chartered Institute of Marketing (CIM) define marketing as 'the management process responsible for identifying, anticipating and satisfying customer requirements profitably' (CIM, 2010). Traditional marketing's core ideas include the marketing mix four P's, namely: product, price, place and promotion. Kashani (2005) identifies that this discipline continues to be product centred and has difficulty integrating services into its core concepts.

Schmitt (1999) cited by Grundley (2008) identifies that the shift towards experiential marketing is because of developments in technology, which now provide a two way

communication model and also because of the strength of brands today, products are no longer just functional, they provide a means to enhance customer experiences. The core functions of marketing still remain important; however, Medcalf (2004) reports that people are exposed to anything between 500 and 3000 messages every day. This illustrates the challenge faced by organisations today to stand out amongst their competition, to get the attention of their target market and then to keep it.

A landmark survey published by Yankelovich Partners in 2004 found that 65 per cent of consumers feel that more regulations and limits should be imposed on marketing because 'they are constantly bombarded with too much advertising' and 61 per cent feel that advertising is 'out of control'. Lenderman (2006) points out that if consumers are cynical about our messages and put up ever higher barriers, then marketers need more extreme efforts to cut through. Lenderman (2006) also highlights a Dublin based research study which revealed that in Europe, 58 per cent of consumers do not trust corporations and therefore rely on the 'relative credibility, honesty and impartiality of word of mouth'.

Lenderman (2006) suggests that the need to break through the clutter of current advertising and counteract the ineffectiveness of mass marketing has led to the rise of experiential marketing and it is a result of the consumers desire to be connected to brands through memorable communication. Traditional media creates awareness (Gautier, 2003) but it does not allow for a relationship to be built between a brand and its consumers. Gautier (2003) cites a Brandweek survey in the US which reveals that none of the ten brands that were most heavily advertised in 2002 were recognised as being among the top 100 quality brands. The same survey commented that a peak time TV ad in 1985 could have reached over 40 per cent of the population but in 2003 it would have only reached 15 per cent. Godin (2002) also discusses the growing ineffectiveness of newspapers, magazines and especially TV, whose industrial complex lasted over half a century.

Kashani (2005) suggests that if marketing is to remain central it must keep up to speed. Moving on from mass marketing in the late 1990's, Pine and Gilmore (2000) reported how companies like Dell and Ford were tailoring their products to meet the

unique needs of individual customers and highlighted that a new form of marketing was developing; one that recognised every individual customer as a market of one.

ID Live Brand Experience (2005c) claim that the old marketing formula is not effective enough in delivering results and that consumers are harder to reach and increasingly turned off by traditional marketing. The Media Post, cited by Lenderman (2006) reported that 51 per cent of TV watchers regularly channel surf, 32 per cent of them leave the room and 24 per cent press mute when an ad comes on TV. ID Live Brand Experience (2005c), claim that experiential marketing delivers relevant communications directly to individual consumers where and when they are most responsive. They summarise that while experiential marketing appears to be an expensive way of reaching a small audience relative to the cost of TV, press or poster advertising, there is comparatively little wastage and the quality of communication is far in advance of that which is achieved by passive media, therefore the effect and not just reach should be taken into account when making comparisons.

Experiential marketing is more focused on establishing a higher level of intimacy than traditional marketing (Lenderman, 2006). Smilansky (2009) proposes that where possible a live brand experience should be used to generate the big idea for the overall marketing communications strategy. More recently traditional media's central theme is becoming dependent on experiences; they are exploiting their customers' experiences in order to promote themselves and to show their engagement with their communities. VHI Healthcare in Ireland illustrate their members experience with them on TV through a narrated cartoon style ad, the customer describes an accident or incident and explains how VHI Healthcare then looked after him, each ad ends with 'My name is …., and I'm glad I'm with VHI Healthcare' (Advertising Standard Authority Ireland (ASAI), 2011).

Lenderman (2006) highlights that defining experiential marketing was not clear cut at the beginning, that it was often confused with event, guerrilla and mobile marketing, anything that was alternative was being categorised as experiential. While there are a number of common themes, the core of the experiential marketing definition is that the marketing message must be as beneficial to the consumer as the product or service itself.

2.5   Traditional Marketing versus Experiential Marketing Mediums

Mc Cole (2004) argues that experiential marketing mediums are characterised by ingenuity, creativity and innovativeness to deliver the essence of a brand. Comparing experiential events, digital, online and word of mouth marketing touch points with traditional marketing media allows the importance of integrated marketing to be acknowledged.

Shaw and Ivens (2002, p6) write that 'the customer experience is a blend of a company's physical performance and the emotions evoked, intuitively measured against customer expectations across all moments of contact' which include telesales, direct mail, customer events, PR, advertising, accounts and many more. To build great customer experiences they must be consistent across all moments of contact, Shaw and Ivens (2002) point out that our customer's main point of contact will change during the buying process and so the marketing programme must be tailored for each point of contact.

Experiential marketing events are referred to as 'live brand experiences' and traditionally have taken the form of sampling and event marketing, as face to face engagement provides an opportunity to bring a brand to life (Lenderman 2006). The setting for such events is usually part of a retail environment where large volumes of the brand's target market will already be such as; shopping centres, festivals, sporting games, concerts and conferences.

Allied Domecq executes over 15,000 events every year, traditionally they were focused heavily on sheer numbers, however Event Marketer (2010) explains that more recently they have started focusing on the quality of what they are trying to bring to life. Instead of pushing customers towards their brand, they have implemented campaigns that instead pull their target market (Hunt 2010, cited in Event Marketer 2010). Instead of putting a model in a branded outfit and hand out 100 drinks in every venue, Allied Domecq are creating events like the mobile 'It Girl' Midori tour, which took a beauty salon on wheels to clubs offering free makeovers for ladies at night, a mini photo shoot and then posted the images online. This builds a unique identity for their brand that lasts longer than one drink.

Experiential marketing is reliant on word of mouth, but this medium will only work and be fully utilised if the experience itself is positive and relevant, therefore content must be buzz worthy. Using brand ambassadors to deliver a positive brand message is an effective way to communicate with customers (Lenderman, 2006). Creating customer excitement rather than maintaining satisfaction gets customers talking about brands according to a report written by Mc Kinsey (2011) cited in Warc (2011). The impact of word of mouth is often stronger than traditional marketing methods because it has a wider reach and better influence, however the effectiveness can vary for individual brands. Tourism Irelands Flashmob of Irish dancers in Sydney Central station on Saint Patrick's day 2011 was deemed one of the worlds top branded viral videos by 'Contagious' marketing magazine. (Business and Leadership, 2011). The video was viewed by almost 740,000 people and shows a large group of Irish dancers bringing the entire station to a standstill while they performed for over three minutes. The video generated word of mouth across all social media platforms and illustrates an example of a buzz worthy viral campaign.

The Digital experience is very relevant in today's society and Lenderman (2010) predicts that the next phase of marketing and advertising will be focused on the bridge between physical and digital experiences. They use the example of how Forever 21, a clothing brand, are now using billboards, which are traditionally a one way media, experientially. They are creating a live interaction as a way to connect with their consumers, by using live in store videoing and giving consumers the chance to see themselves publicly on a billboard, they are engaging directly and generating a brand buzz.

Mobile marketing is also used as a medium to connect directly with customers. Lenderman (2006) reports that 90 per cent of Britons have a mobile phone, they refer to a Diageo campaign in which they sent out SMS messages to participants in its Guinness promotion to get them out drinking on a quiet Tuesday night with an address of a pub where a free pint was waiting for them as soon as they showed the barkeeper their message. Brands have also experimented with Bluetooth marketing, Unilever Ireland's most successful Lynx campaign was 'Click', in 2006 it used Bluetooth to send messages and videos to over 67,000 of their target market in venues and locations across major cities (Eightytwenty, 2011).

The internet has revolutionised marketing; people now have access to information instantly and organisations such as Procter and Gamble and now use their websites to turn a simple information search into an experiential one. The role of the consumer has changed from isolated to connected, from unaware to informed, from passive to active (Lenderman, 2006). L'Orèal have identified that consumers today want to be part of the conversation and that it is a brand's responsibility to engage them in ways that are meaningful and relevant. They recognise how technologically aware customers of today are. In order to keep up with their consumers, L'Orèal are driving their digital revolution by ensuring that every marketer will also be a digital marketer through training and development thus allowing their brand to reach users at different points in the purchase funnel (Forrester cited by Warc, 2011).

The growth in social marketing has been vast; however the number of brands that are actually using Facebook and Twitter as an effective part of their strategy is questionable. Rensburg (2009) writes that companies who use Facebook advantageously include Coca-cola and Red Bull. These brands have handed over responsibility to their fans and whilst making the odd contribution they find that allowing fans to interact with each other works well for them. Whereas Pringle has found its consumers enjoy comedy and so promote themselves using viral comedy videos on Facebook. If an experiential campaign can incorporate social media websites then a brand is talking to its consumers at yet another touch point.

Empathica (2011) cited in Warc (2011) states that consumers prefer buying products in-store as opposed to doing so online because in-store experiences are typically better than online ones. However, this does not mean that the internet can be ignored, 80 per cent of Hyundai customers go online to do their research and choose their vehicle before they even visit a showroom (Hauser and Lenderman, 2008). This is a key reason why brands are moving their marketing spend from traditional mediums to online.

Mc Partlin (2011) warns against writing off the so called 'old media' as the world sees the mass adoption of digital and social media into communications strategies over the last few years. They highlight a vast amount of evidence that suggests the death of traditional media has been exaggerated somewhat. AC Neilson and Irish TAM panels

show that over the past five years the level of adult TV viewing has risen by 10 per cent (Mc Partlin, 2011). Godin (2002) remarks that TV ads do work, just not as cost effectively, because marketing efforts are completely untargeted. Mc Partlin (2011) continues to discuss the 16.5 million cinema admissions in 2010 in Ireland which ranks Ireland second in the league of cinema visits per capita. They illustrate that the level of radio listening is higher than ever in Ireland with JNLR data showing that Irish adults listen to over four hours of radio per day. Press leadership is also holding up, with figures from Millward Brown Lansdowne showing that over half of adults read a daily paper and 70 per cent still read a Sunday one. They conclude that while new mediums are growing it does not need to be at the expense of traditional media, instead brands need to consider how they customise their media and communication strategy to ensure all channels are integrated.

Gautier (2003) explains that TV and traditional media are now being used as a constant reminder of a brands existence, rather than a means of developing a rich relationship. They highlight that the roles of media are reversing as consumers are evolving and that experiential marketing will create the emotional link to brands while other media drive sales. Mc Nickel (2004) agrees that just as television did not replace radio, experiential marketing does not replace other media, they believe that it merely alters the way they are used.

Ideally an experiential marketing campaign should integrate traditional above and below the line mediums; a campaign should begin with one big idea then use all the communication channels to amplify the message. A Jack Morton (2005) study revealed that 75 per cent of consumers who participated in experiential marketing are more receptive to that brands advertising, 68 per cent also said they would be more receptive to the brand's overall marketing efforts. Integrating amplification channels means ensuring that the same message is delivered across everything a brand does.

Brands that can integrate social media with experiential campaigns are now using technology to get consumers where they want to be. The Event Marketing Institute (EMI) (2011) research highlights that consumers want to be further engaged after an event, they want a continued conversation either through a website, email, promotions, or upcoming event invitations. If a brand can build in reasons to

reconnect with the consumer, the layers of conversation will deepen and touch points will increase.

Whiteling (2009) cited by Smilansky (2009) argues that if experiential marketing has been chosen as the right way to deliver a campaign then other disciplines should be looked at in respect to how they can best support and enhance the core experiential strategy. Hauser and Lenderman (2008) also argue that the consumer experience should be the centrepiece of an overall brand strategy, where experiential marketing is the overarching strategy throughout all campaigns and communications.

Casey (2010) describes a sample top line experiential marketing campaign idea for a make up brand whose target audience is females ages 20-35. It incorporates the recruitment of the target audience by sending brand scouts out to a targeted venue taking Polaroid pictures of consumers directing the participants to a specially set up microsite. Once there they give their email address in return for an invitation to a special event. Digital ads are displayed on fashion websites also directing people to the microsite, where they can forward invites to friends too. A mini outdoor make over stage is then created for the live brand experience which is attended by female celebrities who encourage press to attend a photo call opportunity. The entire process is filmed and broadcasted on a targeted TV channel and YouTube, the event is social marketed through Twitter and culminates in applicants entering a competition for a trip to New York with a friend-whose contact details must also be submitted. Casey (2010) explains a live brand experience such as this generates advocacy, word of mouth and brand evangelism.

2.6   The Measurement of Experiential Marketing

The measurement of experiential marketing is a topical issue with many debates around how successful it is and what impact it has on consumers. Koremans (2007) says that experiential marketing faces an uncertain future, unless agencies start placing greater emphasis on ROI measures for their clients. However, an Experiential Marketing Forum (EMF) and IMI International (2011) report found that experiential marketing was second to digital for forecasted marketing spend growth in a study conducted with agencies and clients across the world. Witthaus (2004) (cited by

Williams, 2006) states the growth in experiential marketing is because it achieves measurable results by offering innovative ways for brands to communicate with customers, leading to a better ROI. Several brand associations, have either tried to, or are currently, addressing the need to develop industry measures that agencies can use to prove their activity is working. In the absence of any industry standard, agencies and academics are developing their own models in order to progress and to achieve competitive advantage (Bashford, 2006).

Establishing your customers' expectations and setting them correctly will play a big role in how experiential marketing is measured and the results analysed. Peter Scott of T-Mobile (cited by Shaw and Ivens, 2002) says that perceptions are built up by the brand, so once the level is set 'we have to meet and exceed that expectation through the customer experience itself'. Mc Nickel (2004) advises that clarity of a brand essence is essential before developing an experiential marketing plan as the concepts identified will need to deliver the very essence of the brand to its consumers.

Gautier (2003) and Marketing Magazine commissioned an experiential marketing champion agency to undertake research for their article which revealed that companies who engage in true experiential marketing take a brand essence and bring it to life, giving consumers a sensory experience through the use of non traditional communications. This engagement has been identified as level one in their development of five levels of experiential marketing (figure 2.2); they warned that only limited gains could be made at lower levels (four and five). The adoption of experiential marketing as merely another piece of the marketing mix or an overarching strategy helps to identify what level a campaign is at, as well as their commitment to this type of strategy and ability to communicate the brands essence.

In order to understand the value of experiential marketing the organisation must decide what their objectives are, such as to drive word of mouth, to raise awareness, to capture data, to drive traffic to a website, to reposition a brand or ultimately to increase sales. Smilansky (2009) argues that these objectives cannot be measured if experiential marketing is not part of the overall marketing communications strategy and that simply implementing live experiential events as a tactical after thought, will not give the desired results. They argue that there must be systems and mechanisms

in place which are tailored to the experiential objectives during the planning of the campaign. For example if the experiential objective was to increase sales in a store during the experiential live brand experience, Smilansky's (2009) mechanism would be to ask the store manager to provide data that shows the sales for the product in the store for one month prior to the brand experience and the same data for the product during the live brand experience. They recommend comparing these results and measuring any direct increase in sales while the brand experience was live.

Figure 2.2   Five Levels of Experiential Marketing (Gautier, 2003)

Level One:	**True Experiential Marketing**
Organisation understands and is committed to marketing the essence of the brand and gives consumers a sensory experience through the use of non traditional communication	
Level Two:	**Good Bolt-on Experiential Marketing**
Organisation understands the importance of communicating the essence through non traditional communication, but where this is simply another piece of the marketing mix	
Level Three:	**Bad Bolt-on Experiential Marketing**
Organisation sees the power of non traditional communication as part of the marketing mix but fails to communicate the essence	
Level Four:	**An Experience as a Tactical Launch Tool**
Hit and run tactics to raise awareness at launch, or as a growth tool. No ongoing commitment.	
Level Five:	**Genetically Modified Experiential Marketing-when a good idea turns bad**
Organisations stray from the brand essence completely- the experience can mutate into something new and potentially dangerous for the brand.	

Smilansky (2009) lists the common experiential marketing objectives and then aligns systems and mechanisms that measure if they have been achieved or not (see table 2.1). They recommend that each system should be tailored for individual live brand experiences to enable them to be built in seamlessly without interrupting the flow of the experience.

IMI International (2003) queried more than 1700 customers and found that in the twelve months after the survey, 77 per cent of participants bought a product after experiencing, sampling or trying it. In line with the Jack Morton (2005) study, local events, in-store programs, and shopping centres were found to be ideal locations to stage an event marketing campaign.

Lenderman (2006) discusses that advertising to date has been measured by the number of eyes that have seen it, this measurement leant itself to the internet at the beginning with the number of impressions a site or banner ad received. Smilansky (2009) indicates that a major criticism of the experiential marketing industry is that there is a lack of suitable and consistent methods for its evaluation, so often it is measured using similar metrics to traditional marketing which are far from suitable. Lenderman (2006) points out that the number of eyes formula is rejected by experiential marketing and an impression instead means a personal interaction between a consumer and a brand to create a memorable experience. If the success was measured according to its unique benefits then marketers would find that it is hugely successful in impacting large numbers of people (Smilansky, 2009).

Table 2.1   Experiential Objectives and KPI's (Smilansky, 2009)

Code	Experiential Objective	System or Mechanism for Measurement
A	Conduct Market Research	1. Note relevant customer feedback, questions etc 2. Administer survey with participants, with relevant questions
B	Drive Word of Mouth	Number of Interactions (Y)
C	Raise Awareness	1. Opportunity to See (OTS) 2. Distribution Data
D	Drive Product Trial	Number of Product Trials
E	Demonstrate a Products Features and Benefits	Number of product demonstrations
F	Capture Data	Number of data entries captured
G	Drive Word of Mouth	1. Word of Mouth Reach (Y x 17) + Y 2. Monitor number of referrals from brand experience schemes
H	Drive Traffic to Website	1. Number of hits to website (compare to previous hits) 2. Number of hits to microsite, and from microsite to main site
I	Drive word-of-web	Number of people forwarding the online experiential element to a friend
J	Increase Sales	1. Number of items sold 2. Number of sales promotion vouchers/codes redeemed
K	Increase Footfall into Store	Compare activity with footfall into store during and after activity
L	Increase Customer Loyalty/Strengthen Brand Relationships with Target Audience	1. Monitor consumer behaviour long term through loyalty schemes 2. Contact participants subsequently
M	Create a Long Lasting Memorable Experience	1. Monitor consumer behaviour long term through loyalty schemes 2. Contact participants subsequently
N	Bring the Brand Personality to Life	Survey non participants and compare the results with participants
O	Communicate Complex Brand Messages	Survey non participants and compare the results with participants
P	Gain Credibility with Target Audience x	1. Survey non participants and compare the results with participants 2. Analyse customer demographics prior to live brand experience and then at specific intervals during and after ongoing activity and note any changes
Q	Position the Brand as x	Survey non participants and compare the results with participants

In the US in late 2003, Toyota launched a new brand without any mass advertising. Despite this, Toyota sold 99,259 cars that first year. They targeted their exact market at youthful lifestyle events and venues such as nightclubs, DJ nights, urban film festivals, college campuses and trendy magazine launches. Instead of the standard sales pitch, one car was parked outside each event, if customers expressed an interest in the car they were taken for a quick test drive. This created word of mouth buzz in the strategically selected niche geographical location (California) before it was rolled out across the US. Afterwards an awareness survey was conducted, the results showed that awareness was at 55 per cent nationally and 75 per cent in California. They ranked how people had heard about the new brand, at the top of this ranking was seeing it on the street or at an event (Lenderman 2006).

More recently agencies across the world have been conducting their own research and developing their own mechanisms for measuring activations for their clients so that they can push measurability and drive growth and trust in experiential marketing. Research conducted by EMI (2008) shows those who measure and track attendance at events anticipate a 67 per cent increase in their marketing budget allocations and 34 per cent of respondents found event marketing gives them the highest ROI. Another report by EMI (2011) identifies five reasons why consumers choose to engage with a brand at an event, these include free giveaways, a connection to the brand/product, a visually engaging experience, an interesting product demonstration and the event location being near the consumer. Ensuring an experiential campaign offers one or more of these five reasons for engagement will therefore increase the chance of customer interest. The EMI (2008) report interestingly highlights that by mixing qualitative and quantitative metrics, marketers can more easily compare and analyse their results from various parts of the marketing mix thus promoting integration of not only the campaign itself but also of its measurement.

Chapter Three

METHODOLOGY

3.1   Research Philosophy

The researcher has adopted an interpretive research philosophy for this study. Creswell (2003) explains that this philosophy holds that individuals seek an understanding of the world in which they live and work, and so by exploiting qualitative research methods, the researcher seeks to understand Ireland's use of experiential marketing (Mason, 2009).

An interpretive approach calls on the 'insider view' (Blakie, 2000, cited by Mason, 2009) to understand a phenomenon and its complexity, consequently the use of qualitative research methods were appropriate in order to explore those factors which affect experiential marketing's success or failure.   This coincides with problem identification research which is research undertaken to identify problems that are not yet apparent (Malhotra, 2009).

Creswell (2003) indicates that qualitative research is exploratory and that it is useful when the researcher is unsure what the important variables to examine are. It tends to be an inductive approach so an understanding of the area emerges as data is produced, therefore interviewing eight brand managers allowed for insights to be developed as the research became more in-depth across multiple industries.

3.2   Research Design

Malhotra (2009) maintains that understanding buyer behaviour can provide valuable insights into existing problems and therefore studying buyer behaviour in the context of experiential marketing would provide key insights.   However, it is extremely difficult in this type of study for a researcher to monitor and measure buyer behaviour, because the impact of experiential marketing is not always immediately apparent. Experiential marketing is often undertaken to build brand awareness therefore using a

qualitative method to obtain data from brand managers about campaigns which they previously conducted overcomes this limitation.

3.2.1   Data Collection Methods

An exploratory research design was employed, the data collection method utilised was in-depth interviews which allow the researcher to get a closer understanding and to uncover those factors which affect its success or failure. While other traditional exploratory research frameworks were considered, this method was deemed most appropriate so that the researcher could effectively answer the research objectives.

The research has been completed in two sections. Section one seen data collected from eight in-depth interviews with Irish brand or marketing managers, who have engaged in an experiential marketing campaign (see appendix A). These took place at each of their premises in Ireland or over the telephone for those who could not commit to a face to face meeting. Malhotra (2009) defines an in-depth interview as an unstructured, direct, personal interview with just one respondent who is questioned by a highly skilled interviewer to uncover underlying motivations, beliefs, attitudes and feelings on a topic which may be more difficult to obtain in a group setting.

Unstructured observations were not deemed appropriate for this research, because the way that brand or marketing managers interact within their own organisations does not have any influence on their use of experiential marketing considering the brand ambassadors used in experiential marketing are mostly outsourced to agencies. The case study method was also considered inappropriate for this research because its findings would be confined to just one organisation and therefore would not allow for others to be considered in the development of a model.   Focus groups were considered; however they cannot provide the in depth information only an interview can and the researcher wanted to avoid the generalisation of results (Robson, 2002).

In-depth interviews are often appropriate for interviewing executives and their managerial activity that do not have a lot of time to offer researchers. This type of interview also means that an understanding of complicated decision making patterns or behaviours can be explored, which is not easy to do in a group format or in a

structured questionnaire. There is no pressure on the respondent to conform to a group response and a direct engagement and rapport between the researcher and respondent is achieved which helps to build empathy.

3.2.2 Measurement techniques

Interviews are the main source of information in section one, the purpose of the interviews was to find out about the usage of experiential marketing within Ireland, such topics for conversation included; why this technique was chosen over another or alongside others; how campaigns are managed; which mediums are used to deliver experiential marketing and is success is measured. With a theme sheet (see appendix C) used to facilitate the discussion; the data was obtained using a series of questions and also a set of probes to assist the interviewer should the interviewee have required to be prompted. The theme sheet was divided into five topics which corresponded directly with the research sub objectives.

A pilot interview was conducted on 26th March 2011 at 1pm with the marketing manager of Irish software company Singularity in order to identify any problems with the theme sheet questions, wording or sequence. Some issues arose concerning the understanding of some questions, so amendments were made before the primary research was conducted.

The interviews began informally with a casual discussion about the research to build trust and once they begun the researcher relied on the respondents memory recall to produce answers. Critical listening helped to improve the quality of the interview and occasionally the interviewee required a higher level of engagement to produce results.

The interviews were conducted between March and July 2011, thus allowing the researcher time to adequately prepare for the interview after a full literature review was complete. Each interview was recorded with a Dictaphone, with granted permission (see appendix B); this aided the interviewer's critical thinking process and facilitated concentration on what was being said rather than spending time taking notes, which can be a slow and unreliable way of recording data (Arksey and Knight,

1999).   Audio recording also demonstrated to the interviewees that their responses were important and would be a key attribute to the research.

3.2.3   Sampling techniques

The population for this research was defined as Irish brand or marketing managers who had engaged in experiential marketing activity in Ireland. Andreasen (2002) claims that it is often more desirable to seek particular respondents because their answers give a good indication of what the general population would say, therefore a non probability, judgement sampling technique was adopted for this research. The sampling elements or respondents, have been sampled directly, thus they make up the sampling unit for this research because no alternative list or database was used. Non probability sampling is suitable for exploratory research because it does not seek to describe the characteristics of a population and therefore it requires the researcher to use their subjective judgement by drawing on academic theory and practice.

This research aimed to explore experiential marketing using eight brands as an adequate sample size as proven in similar pieces of research which include Campbell, Bennett and Stephens (2009), Stokes and Bergin (2006) and Carr (2008). Judgement sampling was employed to select the sample for this research either through the researchers own industry network or through a direct email requesting participation. Of the eight brands chosen half are service providers and half are product brands, this equal division presented a balance in the analysis of the use of experiential marketing across a number of varied industries. While non-probability sampling is perceived as being subject to bias because it may not be representative, it is commonly used in exploratory research and in this case the researcher believes those selected respondents are representative of the target sample and have provided useful information to answer the research objectives. Yates (1953) cited by Chisnall (2005) points to five criteria that are useful in evaluating sampling frames: adequacy, completeness, no duplication, accuracy and convenience. Chisnall (2005) says that no sampling frame is likely to satisfy all those requirements, but it provides a good standard on which to judge a frame and the researcher believes in this case, the frame passes Yates' criteria.

Section two of the primary research saw the evaluation of the findings of section one, upon which, the findings and an experiential marketing score card model were presented to an experiential marketing industry expert to critique and offer advice. A judgement sampling technique was adopted here; the industry expert chosen, Gavin Downes, is the Irish representative member of the EMF advisory board 2011-2012 and is also a Strategic Planner at Modern Green marketing agency based in Dublin. The quality assurance took place in the form of an email and telephone call and was conducted in July 2011 after critical analysis and evaluation of the findings from section one (see appendix E). The purpose of this phase of the research was to confirm that the findings were accurate and also to give strength to the model developed. The industry expert provided the researcher with an objective view, having more experience in the industry. Due to the market size it was inevitable that any industry expert would have prior experience with the brands explored during phase one of the primary research.

3.3   Presentation of Findings

The findings from the interviews conducted in section one and two of the research have been documented, summarised and analysed in terms of the themes explored during the interview or those which arose during it. The researcher has applied Kvale's six steps of analysis (1996) as a framework, this allowed for the interview text to be organised, for its meaning to be condensed and also it permitted the researcher to work out any implicit meanings. This framework was chosen because it is appropriate for qualitative research and is flexible enough to allow overlap or for some steps to be revisited, examples include Campbell, Bennett and Stephens (2009) and Fullerton, McGettigan and Stephens (2010). The areas highlighted in the theme sheet provided the basis for new themes to be uncovered during analysis.

The findings are presented using a narrative structuring style (Kvale, 1996), which entails the social organisation of text to bring out its meaning. It focuses on the stories told during interviews and works out their structure and plots because this reduces the interview text and allows for expansion on the possible interpretations of those topics discussed during the interview. An example of this style can be seen by Carr (2008) and Campbell, Bennett and Stephens (2009).

Chapter Four

FINDINGS AND ANALYSIS

4.1 Introduction

The findings and analysis of the research are highlighted in the following chapter and are presented based on the themes explored during the eight in-depth interviews; these themes are aligned with the researchers sub objectives.

4.2 Experiential Marketing Execution

Lenderman (2006) explained that defining experiential marketing was not clear cut at the beginning; accordingly during the early stages of each interview many respondents, without prompting, felt the need to give their own definition of experiential marketing. It was described as a 'buzz word' which had become popular in the last number of years and that brands had already been using it before it was commonly referred to as experiential marketing. While internal phrases used to describe experiential marketing varied from 'activation' to 'brand experience', the heart of the definition laid in that it 'brings a whole brand to life in a way that is good for the brand but also engages consumers'….'by appealing to their emotions and thought processes'.   Each of the managers had a very clear understanding of what experiential marketing could do for their own brand and also appreciated that its application varied across different products and services, recognising that what works for one brand may not for another.

The blue chip companies explained their use of experiential marketing has been for approximately the past six years, these managers and one other had heard of the term prior to that period. Two other companies however were introduced to experiential marketing through their agencies and have both been using it as a part of their strategy for three years. Recent adoption of experiential marketing over the past two years has been seen at two companies, whose use of experiential is used in a more 'natural' way. One interviewee explained that it had grown organically for them because of their overall strategy and brand personality and another similarly described that

delivering the brand through experience was the obvious way for them to influence their consumers in recent years.

None of the brands interviewed solely use experiential marketing as their only method for reaching their consumers. They have all continued to use a combination of above and below the line mediums, simultaneously pointing out that 'integrated approaches are how every successful marketing campaigns are done'. Interestingly the group of respondents were spilt evenly in their opinions towards question 12, which asked if they seen experiential marketing as merely another channel for engaging consumers or as a whole new model for marketing communications. Three of the four brands who viewed it as merely another channel were the product providers and three of the four brands who seen it as a whole new model were service providers, the differences falling within those whose use of experiential has only been in recent years. When discussing their definitions of experiential marketing the service providers identified that it is often easier for brands with a physical product, because they can sample their consumers, Hauser and Lenderman (2008) also pointed out this is because of the hands on engagement they provide. If this is correct and the service provider's use of experiential marketing is more difficult, this could explain why there is a leniency to view it as a whole new model for marketing communications, therefore it must become a part of everything they do and is not merely just another channel for sampling consumers.

In satisfying the researchers sub objective to understand the factors influencing the execution of an experiential marketing campaign, only one participant highlighted their use of experiential marketing was purely tactical and this coincided with their view of it as just another marketing channel. The remainder of respondents either use experiential marketing strategically or use it both tactically and strategically, recognising that flexibility is needed in order to respond to last minute opportunities.

A number of brand managers discussed the 'changing media landscape' in Ireland and the need to interact with consumers in real time, in a way that fits into their lifestyle. All the brands confirmed their products and services require a high level of customer engagement and that experiential marketing allows them to engage with consumers on their terms. The researcher interprets it is for those reasons why three quarters of

participants have expressed their desire to see their experiential marketing activity and budgets increase in the coming years.

The literature identified that experiential marketing budgets are 'scattered' and that there is no general rule of thumb as to how a budget is calculated (Smilansky, 2009). Consequently only one respondent was in a position to give a precise experiential marketing budget figure, two could not discuss figures and the others indicated that it was allocated between 10 and 50 per cent of their overall marketing budget. Three quarters of respondents pointed out that this allocation had increased over the past three to five years and the same respondents anticipated the figure would continue to increase in the coming three to five years.

All respondents are consistent in integrating their marketing message across all mediums, while some are campaign led; others have the same brand message which is used regardless of the campaign. Both Shaw and Ivens (2002) and Mc Partlin (2011) highlight in the literature review that the customer experience must be consistent across all moments of contact and that brands must integrate all of their channels to do this. One interviewee pointed out that if marketing messages are not integrated then experiential campaigns often exist in their own 'silo', away from the rest of the campaign, they insisted that if you are going to invest in experiential marketing then it should be linked up to the rest of the marketing plan as opposed to sitting it to one side.

4.3   Campaign Management

In response to the researchers second sub objective it has been identified that while some organisations have stringent planning processes, such a 'Decision Process', going from stage one to stage four incorporating ideas and objectives, pitch, campaign and analysis. Other organisations look at what they did last year and try to make improvements rather than reinvent a new concept. One company described in detail what they call their 'Brand Marketing Planning Process'; define the job, six P's, define root issue, pick activity, set measurable marketing objectives, define the brief, decide on the activity schedule, conduct agency meetings, conduct joint agency meetings and finally bring everything together to ensure a '360 degree activation

which incorporates all elements'. The researcher believes that those organisations with stringent planning processes in place understand the critical importance of the planning stages of an experiential campaign and therefore may experience considerably more benefits.

All of the brand managers set experiential marketing objectives before the campaign begins, one explained how each channel they use has its own set of objectives which come directly from the overall communications ones, and these are led from the strategic objectives for their brand. Another brand manager pointed out that objectives must also be linked to finance and turnover, 'because at the end of the day you only get marketing and advertising investment as a result if you generate turnover'. Mullins (2005) explained that the function of marketing has varying levels of importance in different organisations, one company explained that their finance director sees marketing as a cost rather than a means to take an income which illustrates the 'uphill battle' marketers are met with everyday in constantly having to prove their ROI. The researcher feels that if it is the case-that marketers are challenged everyday in proving all of their chosen activity, then it does not bode well for experiential marketing which faces its own additional ROI challenges.

Table 4.1 illustrates the types of objectives set by participants in this research, which are in accordance with those presented by Smilansky (2009) in table 2.1 of the literature review. All respondents recognised the relationship between their expectations and objectives; the evaluation of objectives enables continuous learning year on year, so while objectives may not always be met one brand manager argues 'as long as you are learning from them' then it is worthwhile. Most brands believe that their campaigns almost always lived up to expectations, identifying that 'force majeure' is completely out of their hands. In contrast, one interviewee argued that in general 'experiential probably promises more than it actually delivers…marketers put so much emphasis on getting all the different elements right and the end consumers reaction is simply, yes thanks I'll have one of those, that can be disappointing'. This coincides with discussions in some interviews that often, distributing a physical sample can often cloud the message the brand is trying to convey to a consumer and points towards the need to come up with a better enticement for consumers using

ingenuity, creativity and innovativeness to deliver the essence of a brand as described by Mc Cole (2004) in the review of literature.

Table 4.1   Experiential Marketing Objectives

Footfall	Number of Referrals
Number of redemptions	Education
Number of interactions	Awareness
Turnover	Samples
Volume Share	Retention
Market Share	Brand Scorecard
Penetration	PR Value
Average Rate of Purchase	Social Buzz
Generate Trial	Number of Entries
Satisfaction Measurement	

All of the brands said that their experiential marketing campaigns were designed and executed collaboratively by both their external agencies and internal marketing teams. Three of the respondents, all product providers, indicated that often they are provided with their creative assets from their global head office, and then with their agencies they try to add a level of localisation, to ensure their strategy fits their own market dynamics correctly. Participants often give a selection of agencies the opportunity to pitch their ideas for an experiential campaign based on a brief written for them. While some brands have their preference of agencies already selected, others are open to working with any.

4.4   Experiential Marketing Mediums

The literature identified that experiential marketing is chiefly delivered through events and sampling (Lenderman, 2006) and the results of this research indicate that no difference lies within the Irish market as all respondents have pointed out that they rely on events to deliver their experiential marketing message. Brand managers also listed other effective mediums such as sponsorship, digital, Bluetooth, in-store, concerts, tram domination and on street as forums which they have used in the past as part of their live brand experience. While sometimes they do not set out to deliver their message virally, often it just happens if the experience accidentally generates PR or becomes 'buzz worthy'. One brand manager suggested that experiential marketing

lends itself better to events and sampling because it is hard to get it wrong. They comment that digitally, if you invade the consumers' space you can become annoying.

Great care is taken by each of the brands interviewed in choosing the correct medium through which to channel their message, over half the respondents choose particular mediums because of a recommendation made by their experiential marketing agency. The research highlights agencies as 'experts', because of their experience, they offer sound advice in what then often becomes a collaborative decision to pursue. Most believed that the mediums they use are effective in delivering their brand message and at achieving their objectives. One interviewee commented that events help them to make an impact and have an influence on how their brand is perceived among their target market. Another argued that as long as your activity amplifies your message and connects you emotively to your consumer then it is suitable, they highlighted that some mediums however, are better at doing this than others. Additionally one manager commented that 'experiential, you could argue is aimed at younger people' so while their mediums are relatively successful for the large part of their audience 'there will be some resistance from the older demograph, but as generations move on it will become more acceptable'.

There appears to be a clear link between some of the key mediums used by participants, therefore choosing one best medium to deliver your brands message may not always be the case. Some brand managers have indicated that they use sponsorship or a key national event in order to leverage their experiential marketing campaign and give them direct access to consumers. If the activity is notable, PR is often gained from the event and from that, a viral, or word of mouth drive can often begin digitally. The literature review discussed an integrated live brand experience recommended by Casey (2010), this link up between mediums can happen accidently or it can be researched and planned to ensure all mediums are utilised.

When asked if they receive feedback from consumers to confirm their thoughts that the mediums used were effective, respondents gave mixed answers which indicate that the documentation of consumer feedback varies from unstructured to highly structured processes across the eight participating brands. Only one brand explained their use of ground, walk out, random, mystery shopping and online research, which is

not only done after the live brand experience, but before the campaign is rolled out and during the experience too. Despite literature which states experiential marketing achieves measurable results (Witthaus, 2004), two of the product brands reported they rely solely on untracked anecdotal feedback, one stating that 'well I know it kind of works, so I'm happy enough with that'. Other brands record consumer feedback during the post campaign evaluation stage, where feedback from social media, customer care lines, emails and word of mouth are recorded and evaluated. Five out of eight interviewed confirmed their receipt of agency reports at the end of a campaign, however one brand manager commented on the reliability of these reports stating that 'an agency will always have an agenda' they indicated that the results would never be shown in a negative light, because the agency will be aiming to secure more business with the client.

Five brand managers admitted they had tried a new medium in the past only to find that it was ineffective, however they were mostly unwilling to discuss these failures. One respondent discussed that taking a risk does not necessarily always work, they explained a campaign which required taking a huge risk and believes that it worked because it was directly linked to their objectives and the medium had the right brand fitting. Two service providers admitted to being risk adverse, they both believe in waiting until a forum has proven its success and then adopting it. When discussing failed experiential campaigns the most cited reason for a live brand experience to be labelled a 'failure' is related to its attendance figures. The interviewees discussed that a campaign can be perfectly planned and have all the right elements but if nobody shows up on the day then it has failed. One brand manager argued however that if an adequate amount of research into the idea had taken place, this would not happen.

The digital space was unanimously cited as the medium respondents wanted to delve into in the future, while some brands have made efforts at incorporating digital into their experiential marketing campaigns, others feel like they are only 'getting to grips' with its basic concept and the opportunity it offers marketers. Amongst 'digital' key words mentioned included social media, apps, mobile marketing, building projections and wireless. The risk adverse service providers both mentioned their desire to engage with consumers via augmented reality, but their safe nature indicates they may be slow to embrace it.

4.5   The Measurement of Experiential Marketing

Six of the eight brand managers interviewed during this research have demonstrated that they actively measure the effectiveness of their experiential marketing campaigns. Of those who do not measure its effectiveness, one manager said it is not because they are unaware of the methods in place to do so, but because there are 'too many variables and it is too much hassle versus the end reward of knowing the exact percentage'. The other manager indicated that time is a lacking resource and that 'if there was a package you could take off the shelf and use [they would] love it'. One brand manager highlighted that 'you can never really get a scientific type scenario [in experiential marketing] where you could monitor it properly [because] you never operate in perfect markets'. However the researcher has noted that other brands who do actively measure, are also aware that they do not operate in a perfect market type scenario, so instead when evaluating their campaigns they allow for some degree of external factors which are out of their control. One brand manager discussed a campaign they ran when it was snowing, when evaluating it they deemed keeping sales at the same level as last year a success when the weather was taken into consideration.

Five of those interviewed outlined that they measure and track their campaign effectiveness both during and after the experience. Of these five, two also conduct research before a campaign begins to ensure their ideas are the right ones. One service provider manager explained the importance of measuring and tracking your numbers during a campaign, 'if its not returning what I wanted and I can't see it tripling in numbers by the end…I'm a firm believer in killing it…if its not going to be detrimental to the campaign'. Effectiveness is measured by respondents using internal research and insight teams and agencies. It is conducted via face to face interviews with consumers, phone and online surveys, video clips and sound bites.

The metrics measured are closely aligned with the objectives illustrated in table 4.1 with all six brands who actively measure their campaigns effectiveness agreeing that they are interlinked. The literature identified that there is criticism around a lack of suitable and consistent methods for the evaluation of experiential marketing (Smilansky, 2009); however, all the managers indicated they are happy with the

metrics that they use. Some went on to discuss further that the opportunity to unearth more of consumers thoughts would be welcomed, one interviewee said while they were 'covering the bases' they would like to see this area evolve without impeding the activity itself. Another comparatively said that metrics are 'constantly evolving, we're constantly fine tuning…so that we can better reform ourselves to achieve our targets'. One manager mentioned that UK agencies were doing 'exciting and interesting stuff' with regards to measuring experiential marketing, in line with Koremans (2007) and Bashford (2006) the researcher therefore suggests that Irish agencies should begin affiliating and networking with UK agencies to ensure they stay afloat of emerging trends.

Two service providers use experiential marketing to sell a story, therefore in measuring the effectiveness of their campaigns, facts and figures are not prevalent. Both of these brands commented that the ability to measure experiential marketing does not make it difficult for them to justify using it. One highlighted that they had never considered it to be a barrier; they firmly believe they can measure the effectiveness of their activity and therefore it is not an issue. Similarly the other manager identified that 'we're not like an FMCG…it's easy for us…we're talking about an important social issue of concern to people'. In contrast over 60 per cent of brands believe the complexity of measuring their experiential marketing campaign makes it difficult to justify using it. One respondent commented that some of their campaigns have been difficult to measure and that 'there's a lot of gut feeling and goodwill [involved], at the same time, we don't do things just for the sake of doing them', experiential marketing helps them to differentiate themselves from other brands. In contrast to the Jack Morton (2005) study which revealed that 57 per cent of respondents said participation in an experiential campaign would result in a quicker purchase, one brand manager commented that while there are lots of metrics available 'knowing if experiential marketing changes buyer behaviour is what's actually hard to measure' and if you cannot quantify, another manager says 'the effect is that it becomes discretionary spend [and therefore a] gamble'. A brand manager criticised that experiential marketing was seen as 'very fluffy and hard to track' but as budgets and focus have tightened over the past few years activity has to be validated, so not being able to accurately track and measure experiential makes it very difficult to justify its use. Another interviewee interestingly suggested that it is dependent on

what exactly you are trying to do with the live brand experience and how often you are using experiential marketing to deliver a message. If experiential marketing is being used annually for brand awareness then perhaps it will work, but if a brand is looking at cost per ROI on a campaign that takes place quarterly then that's a different agenda. This brand manager insists that the ability to justify using experiential marketing completely depends on what your objectives are.

4.6   The Key Components of Experiential Marketing

Such a plethora of terminology was used in the final section of the researchers questioning that it was deemed appropriate to use a table (see table 4.2) to illustrate the passion in interviewees responses to questions regarding the key benefits of experiential marketing for both the brand and consumers and also regarding the disadvantages in running such a campaign.

Table 4.2   Experiential Marketing Benefits and Disadvantages Terminology

Key Benefits for the Brand	Disadvantages of running a campaign	Main Benefits for Consumers
Brand affinity	Compensation	Brand affinity
Brand equity	Control	Education
Brand Immersion	Difficult to analyse	Emotional connection to brand
Contemporary	Expensive	Fun experience
Differentiate	Failure	Get to know the brand
Emotional benefits	High customer expectations	Interaction on a new level
Emotional connection	If no effort is put in	Loyalty
Engage	Justifying the cost	Not pushy
Fun	Measurement	Reward for custom
Integrates the campaign	Media saturation	Subtle
Interaction	No one turns up	Taste & experience a brand
Local edge	Over subscription	Trust & love the brand
Ownership	Questionable ROI	Try before you buy
Personalised	Reliance on agency	Understand the brand
Relevancy	Technical hitches	
Understand consumers	Time consuming	
Uniqueness	Uncontrollable factors	

Almost unanimously the respondents agreed that experiential marketing offers them the opportunity to differentiate their brand from their competitors and to engage with their consumers in a way that is relevant and creates an emotional bond. In accordance with Smilansky (2009), Bashford (2006) and Koremans (2007) the overriding disadvantages to running an experiential marketing campaign are lack of concrete measurement tools, the time and expense and the risk associated with a live brand experience failing. To overcome this it has been noted that the 'promise and delivery' must be equal; therefore realistic objectives should be set to avoid disappointment.

Half of respondents highlighted that experiential marketing campaigns should always be evolving, that ideas should constantly be reinvented and that changes should be consistent to ensure the brand is ahead of its competition. One brand manager commented that 'there are only so many balls you can kick through a hoop…it's a matter of trying to freshen up with a little bit of a twist' to avoid people 'switching off' marketers must strive to do things better every time. Other brand managers identified planning processes they will adhere to, sampling and encouraging sales through samples as elements they will continue to use as part of their campaigns.

Integrating digital marketing into their experiential strategies and having a solid set of metrics are the two key elements Irish brand managers indicated they would like to do differently in the future. One manager indicated that a wider 'appreciation of the importance of experiential marketing would be something I would love to see going forward' and similarly another company aspires for more resources to be allocated to their brand strategy. The literature suggests that experiential marketing faces an uncertain future unless agencies place a greater emphasis on ROI measure (Koremans, 2007), accordingly the brands who had engaged in experiential marketing for a longer period of time pointed towards agencies being in control of the growth of experiential marketing in Ireland. One interviewee noted that Irish agencies need to come up with novel ideas to support its growth, they mentioned a recent pitch by an agency offering to run a campaign on a paid for performance scenario, this they highlighted would mean the agency has to be able to effectively measure and track the effectiveness of a campaign and therefore passes the measurement issue onto the agency, who will only

get paid if they meet a particular set of objectives, creating what would seem a win-win situation.

Chapter Five

CONCLUSION AND RECOMMENDATIONS

5.1   Conclusions

The research has proven effective in its objectives to explore the use of experiential marketing in Ireland. The researcher believes that Irish organisations have a good level of understanding about experiential marketing and the benefits it provides. Those who have been implementing it for longer have an extended appreciation of experiential marketing and are now brand ambassadors for the model itself. While some differences exist between the services and product industries use of experiential marketing, the research has clearly identified that experiential marketing does not just differ by industry or product it also differs with each brand- it is flexible and its success is dependent on how creative a brand is and how engaging they want to be.

The interviewees regularly commented on the changing media landscape today in Ireland and the importance of integrated campaigns because we can no longer rely on one medium to deliver a message to an entire target market, therefore experiential marketing cannot stand alone. The literature indicates that traditionally experiential marketing began with sampling and event marketing (Lenderman, 2006), since then we have seen sponsorship and technologies such as Bluetooth being used to leverage campaigns. Today we see a movement towards integrating the digital realm as part of the experiential marketing model, so perhaps as new mediums grow and evolve, experiential marketing should be adopted as an overarching communications model, through which everything else is integrated. Brand managers initially defined that experiential marketing is different for each individual brand therefore it can be adapted to any medium, the key point made by the respondents is that as long as it delivers a message to consumers in an engaging and memorable way, then it will work.

The research has indicated a positive outlook for experiential marketing; however its success has been pointed towards the responsibility of its agencies. If experiential marketing agencies can continue to develop new models and promote its

effectiveness, then brand managers may be able to secure additional resources. During recessionary times, as marketing budgets get tighter, management must be able to see in black and white that experiential marketing does truly work. Therefore the entire experiential marketing industry must work closer together to promote and publicise what it can offer.

5.2   Recommendations

In accordance with Smilansky (2009) and Hauser and Lenderman (2008), the research indicates that for experiential marketing to really work for a brand it should be encompassed as an overriding model for the entire communications strategy. The research has shown that when experiential marketing fails it is due to a lack of planning, it being used as a last minute tactic, or if the brand does not really understand their target audience and consequently it was delivered through the wrong medium. Therefore for a campaign to succeed it must be implemented correctly and tick all the right boxes.

In response to the researchers second research objective they have developed the Experiential Marketing Score Card Model (see appendix D) which allows marketing managers to ensure they are using experiential marketing correctly and to rate themselves on the degree of their success. 12 criteria have been identified from the primary research which an organisation must rate itself on, out of the available 10 marks (1 equalling weak and 10, strong). Some leading questions are provided to aid the appropriate scoring of the brands campaign. The criteria have been developed based on their expressed importance during this research by all eight respondents. The final score generated will be out of 120 and permits comparison of campaigns both internally and against competitors, this subsequently offers one consistent model for the industry. For this model to work it requires complete integrity in the self rating system, the researcher suggests that someone within the organisation who is not immediately associated with the marketing department acts as a gatekeeper. By scoring each of the criteria separately it allows the organisation to identify which areas of their experiential marketing model need to be improved on; those which scored lowly.

While Smilansky (2009) also proposes an experiential score card, it is primarily focused on the systems and mechanisms used for measuring experiential objectives rather than looking at the overall campaign. The researcher strongly recommends that further research is conducted in order to validate the proposed model. Should the model be validated, they aim to provide guidance to companies taking their final score into consideration, using Gautier's (2003) five levels of experiential marketing (figure 2.2) as a framework.

5.2.1 Industry Expert Feedback

After analysing the findings of this research and reflecting on the proposed model, Gavin Downes, the Irish representative member of the EMF advisory board 2011-2012 and Strategic Planner at Modern Green marketing agency based in Dublin, presented the researcher with feedback and comments (see appendix E). Some key points identified by Downes' include; a comprehensive literature review, great references to measurement and the importance of clients knowing good experiential marketing campaigns take a long time to plan. In relation to the proposed model, Downes commented;

'This covers all the right areas and acts as a good general scorecard for reflection. Continuous development and improvement is so important for the field of experiential marketing - suggest all experiential marketing practitioners to use something like this. While all questions are important; allocation of budget, definition of KPI's/objectives, premium activation, 360 degree integration, planning, and evaluation are key. Without a model like this, experiential marketing will not be able to be judged and measured under client and agency review - one consistent best practice scorecard is very valuable' (Gavin Downes, 2011).

The feedback obtained has fulfilled the researchers' third and final research objective to authenticate the best practice model proposed by seeking quality reassurance from an experiential marketing expert. Downes' support of the model and research findings provides reassurance to both the reader and the author of its relevance and importance.

5.3   Research reflections

Initially this research presented challenges around gaining access to some of Ireland's leading marketing and brand managers; after this was overcome the restriction of time became the biggest limitation. Had more time been available the researcher would have increased the sample size of the research to gain an even broader perspective of the industry in Ireland.

A number of areas have been identified for further research, these include: the validation of the proposed Experiential Marketing Score Card Model; how Irish agencies can influence the growth of experiential marketing; the development of an experiential marketing metric benchmark guide; the adoption of experiential marketing by company directors and senior management and how the experiential marketing model can be integrated across all mediums with a particular focus on the growth of digital.

REFERENCES

Advertising Standard Authority Ireland (ASAI) (2011), [online], (cited 14 June 2011) Available from <URL:http:// http://www.asai.ie/>.

Andreasen, A.R. (2002), *Marketing Research that won't break the bank*, Second Edition, Jossey-Bass, San Francisco.

Arksey, H. and Knight, P. (1999), *Interviewing for Social Scientists*, Sage Publications, UK.

Bashford, S. (2006), 'Events by Numbers', *Marketing*, November, [online] (cited 14 December 2010) Available from <URL:http://www.ebscohost.com>.

Business and Leadership (2011), [online] (cited 14 June 2011) Available from <URL:http://www.businessand leadership.com>.

Campbell, K., B. Bennett and S. Stephens (2009), Utilising minority language to develop brand identity: an evaluation of current practice using the Irish language. *Irish Marketing Review*, Vol. 20, No. 1 pp. 67-72.

Carr, H.M. (2008), The Use of Branding within SME's in Donegal, MSc Thesis, Letterkenny Institute of Technology.

Casey, C. (2010), The Benefits of Experiential Marketing [online] (cited 10 June 2011) Available from <URL:http://www.xomba.com>.

Chartered Institute of Marketing (2010), [online] (cited 14 December 2010) Available from <URL: http://www.cim.co.uk>.

Chisnall, P.M. (2005), *Marketing Research*, Seventh Edition, McGraw-Hill Publishing Company, England.

Creswell, J.W. (2003), *Research Design- Qualitative, Quantitative and Mixed Methods Approaches*, Second Edition, Sage Publications, California.

Denny, (2010), '€50,000 Raised to support people who are homeless', [online] (cited 21 April 2011) Available from <URL:http://www.denny.ie>.

Eightytwenty (2011), [online] (Cited 14 June 2011) Available from <URL:http://www.eightytwenty.ie/project/lynx_click>.

Event Marketing Institute (2008), 'Measuring Events in the Marketing Mix' [online] (cited 10 February 2011) Available from <URL:http//www.eventmarketing.com>.

Event Marketing Institute (2011), 'Connecting with Gen Y' [online] (cited 10 February 2011) Available from <URL:http//www.eventmarketing.com>.

Event Marketer (2010), 'COVER STORY: Below the Line' [online] (cited 03 March 2011) Available from <URL:http//www.eventmarketer.com>.

Experiential Marketing Forum and IMI International (2011), 2011 Global Experiential Marketing Research Industry Trend Report, [online] (cited 27 February 2011) Available from <URL:http//www.experientialforum.com>.

Forrester. (2011), 'L'Orèal adopts new approach' [online] (cited 31 March 2011) Available from <URL:http//www.warc.com>.

Fullerton, L. K. McGettigan and S. Stephens (2010), Integrating management and marketing strategies at heritage sites. *International Journal of Culture, Tourism and Hospitality Research*, Vol. 5, No. 2, pp. 108-117.

Gautier, A., (2003), 'Think Again Why Experiential Marketing is the Next Big Thing' [online] (cited 07 June 2011) Available from <URL:http//www.marketingmag.co.nz>.

Godin, S. (2002), *Purple Cow: Transform Your Business by Being Remarkable*, Penguin Books, London.

Grundley, D., (2008), 'Experiential Marketing vs. Traditional Marketing: Creating Rational and Emotional Liaisons with Consumers', *The Romanian Economic Journal*, Year XI, no. 29, 133-151.

Hauser, E. and Lenderman, M., (2008), 'Experiential Marketing' [online] (cited 10 February 2011) Available from <URL:http//www.experientialforum.com>.

ID Live Brand Experience (2005a), 'Experiential Marketing-in the context of other marketing activities and relative cost-effectiveness' [online] (cited 29 November 2010) Available from <URL:http://www.idexperienital.co.uk>.

ID Live Brand Experience (2005b), 'Experiential Marketing-the future of marketing' [online] (cited 29 November 2010) Available from <URL:http://www.idexperienital.co.uk>.

ID Live Brand Experience (2005c), 'Experiential Marketing-what consumers really think' [online] (cited 29 November 2010) Available from <URL:http://www.idexperienital.co.uk>.

Jack Morton Worldwide (2005), 'Experiential Marketing: A Survey of Consumer Response' [online] (cited 10 February 2011) Available from <URL:http://www.jackmorton.com>.

Kashani, K. (2005), *Beyond Traditional Marketing-Innovations in Marketing Practice*, John Wiley & Sons, England.

Koremans, S. (2007), 'Experiential need ROI focus', [online] (cited 14 December 2010) Available from <URL:http://www.ebscohost.com>.

Kvale, S. (1996), *Interviews: An introduction to qualitative research interviewing*, Thousand Oaks, CA, Sage.

Lenderman, M. (2006), *Experience the Message, How Experiential Marketing is Changing the Brand World*, Carroll & Graf Publishers, New York.

Lenderman (2010), [online] (cited 28 February 2011) Available from <URL:http://www.experiencethemessage.com>

Lodish, L.M., Morgan, H.L. and Archambeau, S. (2007), *Marketing that works*, Pearson Education Published as Wharton School Publishing, New Jersey.

Malhotra, N.K. (2009), *Marketing Research-An applied orientation*, Sixth Edition, Prentice Hall International, New Jersey.

Mason, J. (2009), *Qualitative Researching*, Second Edition, Sage Publications, Great Britain.

Mc Cole, P. (2004), Refocusing marketing to reflect practice, *Marketing Intelligence & Planning*, Vol 22, No. 5, pp 531-539, [online] (cited 26 October 2010) Available on <URL:http://www.emeraldinsight.com>.

Mc Kinsey. (2011), 'Excitement builds brands' [online] (cited 15 February 2011) Available from <URL:http//www.warc.com>.

Mc Nickel. D., (2004), 'Experiential Marketing: What it is, why it works and how you can do it' [online] (cited 09 June 2011) Available from <URL:http//www.marketingmag.co.nz>.

Mc Partlin, P. (2011), 'Custom-made Media' [online] (cited 14 June 2011) Available from <URL:http://www.businessandleadership.com/marketing/item/29214-custom-made-media>.

Medcalf, P. (2004), *Marketing Communications- An Irish Perspective*, Gill & Macmillan, Dublin.

Mullins, L. (2005), *Management and Organisational Behaviour*, Seventh Edition, Financial Times Pitman Publishing, London.

Pine B.J. and Gilmore J.H. (1998), Welcome to the experience economy, *Harvard Business Review*, July/August, pp97-105.

Pine B.J. and Gilmore J.H. (2000), *Markets of One*, A Harvard Business Review Book, Boston.

Rensburg, Y.J. (2009), '5 Companies Using Facebook Fan Pages Well' [online] (cited 21 April 2011) Available from <URL:http://www.ideate.co.za>.

Robson, C. (2002), *Real World Research*, Second Edition, Blackwell Publishers, Oxford.

Shaw, C. and Ivens, J. (2002), *Building Great Customer Experiences*, Palgrave Macmillan, Hampshire.

Schmitt, B.H. (1999), Experiential Marketing, *Journal of Marketing Management*, Vol 15, pp 53-67.

Schmitt, B.H. and Simonson, A. (1997), *Marketing Aesthetics- The Strategic Management of Brands, Identity and Image*, The Free Press, New York.

Unilever Ireland [online] (cited 26 October 2010) Available from <URL: http://www.unilever.co.uk>.

Smilansky, S., (2009), *Experiential Marketing: a practical guide to interactive brand experiences*, Kogan Page, London.

Stokes, D. and Bergin, R. (2006), "Methodology or Methodaltry?" An evaluation of focus groups and depth interviews, *Qualitative Research: An International Journal*, Vol 9, Iss 1, pp 26-37.

Webster, J. and Watson, R.T. (2002), Analyzing the past to prepare for the future: Writing a literature review, *MIS Quarterly*, Vol 26, No 2, pp xiii-xxiii.

Williams, A. (2006), Tourism and hospitality marketing: fantasy, feeling and fun, *International Journal of Contemporary Hospitality Management*, Vol 18, No. 6, pp 482-495.

Young, L. (2009), The Measurement Conundrum, *Marketing Magazine*, Vol 114, Issue 11, pp24-27, [online] (cited 14 December 2010) Available from <URL:http://www.ebscohost.com>.

APPENDICES

Appendix A

List of companies who participated in research

Colgate, 6th April 2011, 10am

Derry City Council, 3rd July 2011, 1pm

GAA, 7th April 2011, 4pm

Innocent, 13th May 2011, 11am

Irish Road Safety Authority (RSA), 13th June 2011, 2.30pm

Jameson, 6th April 2011, 2pm

O2 Ireland, 7th April 2011, 12pm

Unilever, 3rd May 2011, 2pm

Appendix B

Interview Consent Form

<div align="right">
Research Author:

Aine Doherty

MSc in Marketing

School of Business

Letterkenny Institute of Technology

Port Road, Letterkenny
</div>

Thesis Title:

A case study to explore the use of Experiential Marketing in Ireland

1. I agree to be interviewed for the purposes of the thesis named above.
2. The purpose and nature of the interview has been explained to me, and I have read the assignment and/or information sheet as provided by the student.
3. I agree that the interview may be electronically recorded.
4. Choose a), b) **or** c):

   A. I agree that my name may be used for the purposes of the assignment only and not for publication.

      OR

   B. I understand that the student may wish to pursue publication at a later date and my name may be used.

      OR

   C. I do not wish my name to be used or cited, or my identity otherwise disclosed, in the assignment.

Name of interviewee_____

Signature of interviewee_____

Date_____

Appendix C

Interview Theme Sheet

Introduce myself- tell them about my background in experiential marketing

Explain the purpose of my thesis, confidentiality and Dictaphone recording

Ask how long they have been working with this brand/company

Objective One: To understand the factors influencing the execution of an experiential marketing campaign.

1. How did you first hear about experiential marketing?

2. When did your brand first use experiential marketing?

    (Timeframe 1-2 years, 2-3 years etc)

3. What methods have you continued to use alongside experiential marketing?

    (TV, radio, print, sampling, online)

4. Are these other tools still working for you in your market?

    (Are you noticing them become more redundant?)

5. Why did you decide to implement experiential marketing into your campaign?

    (Inherited from previous brand manager, research in the area, competitors, brand fit)

6. Does your product/service typically demand a high level of customer engagement? Is this an influencing factor in your choice of experiential marketing?

7. Was it a tactical or strategic move?

      (Last minute or planned & integrated with the entire marketing campaign)

8. Is your marketing message integrated across all mediums?

      (The same message across TV, print, radio, ExM, online)

9. What percentage of your marketing budget is allocated to experiential marketing?

      (</> 10, 20, 30, 40%)

10. Has this increased in the latest 3-5 years?

11 Do you anticipate this figure will increase or decrease in the next 3-5years?

12. Do you see experiential marketing merely as another channel for engaging consumers? (promotions/sampling/events etc) or do you see it as a whole new model for marketing communications?

Objective Two: To discover if experiential marketing campaigns are managed appropriately.

13. Ask them to talk through how they plan their experiential campaign from the beginning? Then comment on each stage by asking the below questions.

OR just ask these questions…

14. Do you set objectives before undertaking your experiential marketing campaign?

15. What are they?

> (what do you set out to achieve; increased sales, awareness, drive to your website, trial, coupon redemption, interaction, word of mouth, data collection, brand repositioning)

16. Do campaigns always live up to expectations?

17. Do expectations form the basis for your objectives?

> (Are the two interlinked?)

18. Who designs and executes the campaign?

> (Agency or internally)

Objective Three: To explore which mediums are most effective at delivering experiential marketing.

19. In what ways have you delivered experiential marketing during your campaigns?
(Events, sampling, digital-online (web, mobile, Bluetooth), word of mouth)

20. Why were these mediums chosen?
(Recommendation by agency, competitor's success)

21. What was your brand message?

22. Were they effective in delivering your brand message?
(Were they effective, was the message given directly to the consumer? Or was the message overlooked…was the message clear?)

23. Thinking of your objectives of your campaign, were the mediums used effective in achieving those objectives?
(Do you have results to prove objectives were met? Which worked the best from their answer?)

24. Why?

25. Have you received any feedback from customers to confirm your thoughts?
(I.e. online, during the campaign?)

26. Have you received any proof from agency feedback or reports to reiterate the above?

27. Have you ever tried a new medium only to find it was ineffective? Why was it?

28. Are there any other mediums you would like to try in the future?

Objective Four: To discuss the metrics used to measure the success of an experiential marketing campaign.

29. Do you actively measure the effectiveness of your experiential marketing campaigns?

30. At what point during the campaign do you measure or track effectiveness? How?

     (Is it done at every event, daily, weekly, monthly, or end of campaign. Does the agency give you feedback?)

31. What is measured i.e. what are the metrics?

     (*sales*-no of items sold, *awareness*-opportunity to see, *website traffic*-no. of visitors, *trial*-no of trials, *footfall*-compare activity before during and after, *interactions*-no of interactions, *word of mouth*- wom of mouth reach x 17, *data collection*-no of data entries captured, *create a memorable experience*-monitor consumer behaviour/contact participants, *communicate a brand message*-survey non/participants)

32. How do you do this? Who does it?

     (Agency? Contact consumers afterwards? Survey, face to face questions?)

33. Do your metrics directly come from your objectives?

     (Are they linked to what you set out to do? i.e. increase sales, then do you measure sales in that area after the event?)

34. Are you happy with the metrics that you use?

35. Does the ability to measure experiential marketing make it difficult for you to justify using it?

     (With reference to articles that often refer to this being the reason for slowed growth in the area of ExM)

36. If you don't measure, why not? (cost, or you didn't know you could measure it?)

37. Are you aware of the different methods for measuring your experiential marketing campaigns?

Objective Five: To discuss the key components of a successful campaign.

38. What are the key benefits of an experiential marketing campaign for your brand?

(Direct contact with consumers-one to one, trial, awareness, measurement of effectiveness, brand fit etc)

39. Are there any disadvantages in running such a campaign?

40. What are the main benefits for the consumers of the experiential marketing campaign?

41. Describe your best campaign for me and why it was the best?

42. What parts will you replicate from past campaigns again?

43. Is there anything you would do differently going forward?

(What new aspects would you like to see included?)

(Integration, use more or less mediums, measure it more effectively?)

Ask for any additional comments or thoughts we have not covered that you think are relevant.

Thank you for your time.

If you have any questions feel free to contact me.

Appendix D

Experiential Marketing Score Card Model

Experiential Marketing Score Card Model

Rate your experiential marketing campaign on the scale 1 -10 based on each of the 12 criteria
Higher scores identify stronger campaigns

Budget
Was is clearly defined? Did you allocate appropriately?
| 1 Weak | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 Strong | |

Key Message
Was it defined?
Was the same key message delivered at every touch point?
| 1 Weak | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 Strong | |

Target Market
Did you define your target market? Did you truly understand it?
Did you adequately research your market?
| 1 Weak | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 Strong | |

Idea Research
Was your campaign original?
Was it differentiated from past campaigns and competitors?
| 1 Weak | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 Strong | |

Expectations & Objectives
Did you meet expectations? Did you satisfy your objectives?
Were your objectives realistic?
| 1 Weak | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 Strong | |

Defined Metrics
Did you measure exactly what you sought out to?
Did you adequately plan how your metrics would be measured?
| 1 Weak | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 Strong | |

Market Testing
Did you test your idea on your target market?
Did you adapt your learnings?
| 1 Weak | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 Strong | |

Activation
Was it engaging? Did you bring the brand to life?
Did everything go to plan?
| 1 Weak | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 Strong | |

360 Degree Integration
Was your message integrated?
Did you use all touch points available to you?
| 1 Weak | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 Strong | |

Continuous Research
Did you monitor feedback throughout the campaign? Did you respond to feedback by implementing changes as and when necessary?
| 1 Weak | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 Strong | |

Evaluation
Did you adequately measure the campaigns effectiveness?
How reliable is your feedback?
| 1 Weak | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 Strong | |

Learnings
Did you learn anything from your campaign?
Will you take your learnings forward?
| 1 Weak | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 Strong | |

Final Score ☐ /120

lyit | **Institiúid Teicneolaíochta Leitir Ceanainn**
Letterkenny Institute of Technology

Appendix E

Industry Expert Feedback

28/07/2011

Hey Aine,

Looks great - really great!!

A lot of work put in and I'd say you've edited a few times as it reads well.

Overall - some notes:

* Love the Confucius quote at beginning - spot on!

* Literature review very comprehensive and think it nails all the right areas and authors.

* May have missed it but might be worth mentioning the XM (experiential marketing) shift from tactical to strategic - only recently in Ireland have Directors & Heads of really started to embrace XM.

* While you mention agencies lead the charge in promoting XM, I think you will see that change in coming years with more and more clients putting their weight behind - following success, good measurement models, and smart objectives linked to biz goals.

* Measurement is so key, which is why all references to this are great and agreed that UK agencies can show the way to measure, but clients are hesitant to invest - which seems ludicrous, given the amount of money they waste on traditional research.

* Also worth mentioning that the marketing KPI model of awareness to consideration to consumption/use to recommendation is apt for XM - as it can do one or all of these - dependent upon objectives.

* Also, on the planning, completely agree that two weeks to plan an XM campaign is just wrong - it can be done - but agencies need to let clients know that it takes as long if not longer to plan a good XM campaign than a TV ad.

* One thing that we always say in Modern Green is that we use XM to get people to not only buy from a brand, but also buy into it…using the emotional experience to create a long term bond.

Some notes below on the scorecard:

* Covers all the right areas and acts as a good general scorecard for reflection.

* Continuous development & improvement is so important for the field of XM - suggest all XM practitioners to use something like this.

* While all questions are important - allocation of budget, definition of KPI's/objectives, premium activation, 360 degree integration, planning, and evaluation are key.

* Without a model like this - XM will not be able to be judged and measured under client & agency review - one consistent best practice scorecard is very valuable.

Thanks,
Gavin Downes

Appendix F

Abbreviations

ASAI - Advertising Standard Authority Ireland

CIM - The Chartered Institute of Marketing

EMF - Experiential Marketing Forum

EMI - Event Marketing Institute

FMCG - Fast Moving Consumer Goods

KPI - Key Performance Indicator

ROI - Return on Investment

XM – Experiential Marketing