



MRS Awards 2022
Sustainability Research
Finalist

Boxclever
Leaseplan

Electric Moments:
Driving through barriers
for a better future

Summary

LeasePlan is an end-to-end fleet leasing services provider, managing c.1.9 million vehicles for B2B clients across 29 countries. LPUK has long sought to reduce its industry's environmental impact; as a founding member of the EV100, it has committed to delivering net-zero emissions by 2030. Before embarking on this campaign, LPUK needed to understand a lot more about their target market and their views on EV's. Research amongst both B2B and B2C audiences was critical to finding this mechanism and developing the campaign. We ran a two-stage approach featuring qualitative exploration before a quantitative validation, exploring the complex decision-making process and emotional barriers / triggers. We learned that we needed to make going electric **emotional** and the emotion and that emotion was **confidence**. The research showed very clearly that those who were driving EVs had peace of mind, but those that didn't were worried about the practicalities of range, charging etc. With this in mind, LPUK built a series of guidance tools, videos, tutorials to underpin the education needed. The research was also crucial to LPUK's development of a multifaceted content marketing strategy that would later be recognised as the most successful marketing campaign in LPUK's history.

Synopsis

Background on LeasePlan

LeasePlan is an end-to-end fleet leasing services provider, managing c.1.9 million vehicles for B2B clients across 29 countries. LPUK has long sought to reduce its industry's environmental impact; as a founding member of the EV100, it has committed to delivering net-zero emissions by 2030.

The challenge

Recovering from COVID-19 whilst achieving net-zero emissions by 2030

Covid-19 decimated the UK fleet leasing market in 2020. While vehicle numbers in the B2B category dropped 2.2% between Q1 and Q4-2020 (source: BVRLA), there was a 0.7% uplift in consumer (B2C) vehicle leasing, with 15% being electric vehicles (EVs).

The challenge, therefore, was to capitalise on the sector opportunities – one that would help LPUK promote EVs, as per the environmental pledge. There was an awareness that when transitioning a fleet to EVs, it would require persuasion of both the driver and the fleet manager. LPUK knew the task could be hard and would require a big, bold campaign underpinned by customer insight.

Getting a really clear view of the target market

Before embarking on this campaign, LPUK needed to understand a lot more about their target market. Research amongst both B2B and B2C audiences was critical to developing the campaign. LPUK could not succeed without:

- Fully understanding the nuances of the decision-making journeys and user experiences – i.e., mapping the B2C and B2B car buying audiences against the Behaviour Change Curve, and understanding how best to engage with consumers at each stage.
- Understanding the current perceptions towards EVs, exploring experiences, underlying attitudes, and potential drivers and barriers to purchase.
- Undertaking a robust evaluation of the campaign messages, understanding which are most likely to resonate with each target audience.

Our approach

We got emotional!

We ran a two-stage approach featuring qualitative exploration before a quantitative validation.

Stage 1: Online immersive 'conflict workshops'

We knew there was a gulf between interest in and consideration of EVs, and the purchasing of one, meaning LPUK's campaign would need to have a considerable impact to effectively increase purchases.

Our qualitative approach was designed to go further than 'hearing' the views of purchasers and considerers. We brought these audiences together to 'collide' their perspectives in pre-tasks '**conflict workshops**', observing which learnings were most powerful in challenging the barriers to consideration.

During the sessions (3x B2B and 2x B2C) stakeholders observed the EV users talk passionately about their EV vehicles. In contrast, our non-users explained what their barriers were and how these might be overcome.

Our stakeholders watched whilst we showed participants several marketing messages designed to boost their interest in EVs before finally feeding back on LPUK and competitor EV video marketing.

We used the feedback from this stage to tweak the ideas and messages and decide which elements needed to be validated quantitatively.

Stage 2: A robust, natrep online survey covering both consumer and business audiences

We learned from the qualitative stage that customers do not neatly jump from thinking about EV vehicles to leasing one, and so LPUK needed to understand these stages to successfully move consumers along.

We went beyond a simple measurement of rejectors vs adopters. Behaviour Change Theory states there are 5 key steps to behaviour change and by measuring where consumers sit on this **Behaviour Change Curve** we were able to develop an understanding of how close they are to purchasing EV in future. We could then develop strategies to move them along the curve.

We covered both B2C and B2B customers in the quantitative sample, with 750 current car owners who had a recently purchased a new vehicle or were considering a new vehicle soon, as well as EV owners. Within the business market we had 400+ fleet decision makers.

Engaging customers in the EV journey

We also used the **EAST model** to identify the key levers to engage consumers at each stage of the journey.

The EAST model categorises the major building blocks for affecting behavioural change. This provided LPUK with a very tangible way of ensuring they could speed up the EV purchasing journey with minimal barriers.

Understanding how to talk to the target market

Finally, we used a **Max Diff exercise** to present respondents with potential comms. messages that could support the upcoming EV campaign and understand which of these were most likely to promote action. On top of this we wanted to demonstrate how these messages could most effectively be layered together to create an optimal mix of messages that would appeal to as broad an audience as possible. We used **TURF analysis** (Total Unduplicated Reach & Frequency) to help us do this.

The commercial outcome

What did LPUK do?

We learned that we needed to make going electric **emotional** and that emotion was **confidence**. The research showed that those who were driving EVs had peace of mind, but those that didn't were worried about the practicalities of range, charging etc. So LPUK built a series of guidance tools, videos, tutorials to underpin the education needed.

On the back of the research, they built **5 tools**, bravely none of these were directly sales led but designed to educate (and address some of the core barriers). They aimed for brand recognition through association and received numerous positive accolades from across the industry.

Exceptional content has been crucial to this and we're talking about **the most successful marketing campaign in LPUK's history** – with highlights including:

- 71k Electric Hub visitors (65k content views; 21,727 tool users).
- 32,800 broker-partner tool user sessions.
- 147,239 video-views (9,362 engagements: 7,931 likes; 1,431 comments).
- 169 pieces of media coverage – including six nationals – 90% featuring at least one backlink. (Total backlinks: 289. Estimated views: 651k. Source:)
- 23 radio interviews, including nine BBC channels. (Estimated listenership: 5.3million.)

These results have resonated with LeasePlan globally, which recognised Electric Moments as its Marketing Campaign of the Year in 2021

Moreover, our campaign tools/resources have been shared with colleagues worldwide, ensuring they too can deliver a 'lightbulb moment' for their customers.

The content was designed to be authentic and address the barriers concerning consumers. For example, the YouTube channel 'Fully Charged' featuring 'People Like Me' (relatable content) showed how real people managed concerns such as range anxiety.

Did the research help get the EV message out there?

In a declining B2B marketplace, it takes a truly game-changing campaign to outstrip targets for marketing-qualified leads (MQLs) and orders, but that's precisely what LPUK has delivered with its Electric Moments campaign.

The research was crucial to LPUK's development of a multifaceted content marketing strategy that would later be recognised as the most successful marketing campaign in LPUK's history:

- Generating 169 pieces of press coverage, across national, regional and trade/business audiences
- Developed an innovative online hub featuring >80 items of multi-channel content
- Partnering with a well-known EV advocate to host a radio day and deliver 10 educational videos
- Created innovative online tools to help people switch to electric, even developing bespoke broker versions
- Won LP marketing campaign of the year, LP commercial team of the year, highly commended for Great British Fleet Awards for EV, CIPR award and highly commended in Green Business Leaders and there's more coming...

Sharing the EV love (and knowledge)

As a global organisation it was important that LPUK did not keep these treasures to themselves. They built tools that meant the richness of understanding around how to engage with consumers on the EV journey could be shared with their colleagues across the globe. A sustainability case study based on this campaign was included in the LeasePlan Annual Report.

Additionally, LPUK built a monthly coaching session for Heads of Marketing across LeasePlan and took them through the research. This was extremely well received with the Head of Marketing in Italy very keen to replicate it.

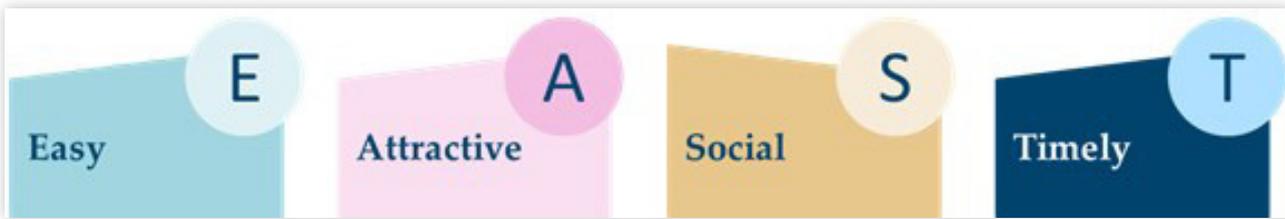
So, the campaign was successful and the knowledge was shared across the globe, but what impact has this made on sustainability?

In a contracting marketplace, success is predicated on a business' ability to secure new orders. Electric Moments has achieved just that:

- Generating 121% of target MQLs in our direct channel – averaging 603 MQLs/month (goal: 500/month) – with corresponding EV orders achieved versus target 122%
- Successfully doubling EV leads in our indirect (broker) channel – from 11% (pre-campaign) to 22% (post-launch) – with corresponding EV orders 138% above target.
- Delivering an ROI of 538% (c.£5.40 for every pound spent) based on an incremental uplift in year-on-year revenue generated through EV orders.

“The research has been so powerful and was the bedrock that our campaign was built on – creating solid foundations to create the education content and guidance tools. We needed to uncover what really mattered for our audience, we need an unflinching warning against simply promoting the benefits of EV and direction on how to address EV reticence head-on. Without the insights, we wouldn't have been able to create such an impactful campaign. I'm very proud of what we've been able to achieve delivering a unique campaign that will help UK organisations transition their vehicle fleets to electric and significantly reduce their emissions.”

(Neill Emmett, Head of Marketing, LeasePlan UK)



The Behaviour Change Curve

