



1. **Brand Name:** CROCS
2. **Product Type or Description:** CASUAL FOOTWEAR
3. **Campaign Title:** 'Take a Closer Look'
- 4a. **Category for this Entry:** FASHION/STYLE
- 4b. **Classification** Check all that apply.

Local Regional National Multinational Non-English

You have up to seven pages to tell your story (including this page). You may use as much or as little space as you wish for each question, so long as your total written case does not exceed seven pages. Directions that appear with each question are not to be deleted from the completed case, they are to serve as a guide for both entrants and judges. All text must be 10-point font or higher and all data must include a specific, verifiable source. Refer to the Effie Instruction Kit for guidelines on properly sourcing your data. Do not include any Agency names (Ad, Media, Other) anywhere in the entry form.

5a. What was the strategic communications challenge?

Define success in your category. What was going on? Provide the information on the category, the marketplace, the company, the competitive environment, the target and/or the product /service that created your challenge and your response to it.

Crocs faced four large communication challenges, ranging from marketplace matters through to internal start-up company struggles:

Competitive Environment

The casual/lifestyle footwear market is dominated by established global brands such as Nike, Skechers, Adidas, Converse, etc., – companies that are proven with retailers and have strong brand followings. Crocs were still the new kids on the block!

Crocs were being hugely outspent in advertising media in the marketplace, the top ten players having 'above the line' media spend in excess of \$400 million annually. Crocs share of voice was not even 1% of this media spend.¹

Essentially a Start-up Company

Crocs, as a company, is only five years old, having begun 2002.² This youthfulness brought a number of associated challenges from brand/product awareness to retailer confidence to simple budgets constraints, to name but a few.

Primarily a One-Product Company

Crocs – the company name – was also the name of the shoe, a brightly-colored clog. This meant that the company was known in the marketplace for this one shoe style only. Crocs' challenge was to communicate to the market their new shoe styles and colors, and to broaden their brand appeal.

Rip-offs

The introduction of Crocs prompted the market to respond with rip-offs that were considerably cheaper. The communication challenge around this was to educate the market on the key benefits of why Crocs (the real thing) were better, while at the same time not taking spend away from communication aimed at growing sales.

¹ Media Intelligence Agency - MI Competitor Report (Annual Expenditure)

² Company Incorporation Documents



Given the above challenges, success for Crocs was defined as follows:

1. Continued Sales Growth

Wall Street and the market were constantly touting Crocs as a 'fad'. Crocs, therefore, needed continued sales growth to dispel these market fears.

2. High impact creative that would be loved by customers and embraced by retailers

Given Crocs relatively small media budgets, the creative employed needed to be high impact and original to be noticed. In particular, the material needed to speak to the 'personal discovery' psyche of existing Crocs' classic customers, as well as appeal to retailers to encourage them to display the POP material in-store.

3. Sales growth in new shoe styles other than the classic clog

Success was seen as an increase in the percentage of new shoe styles and colors being sold. Again, Crocs needed to dispel Wall Street and general retailer fears of being a one-product, short-term fad by successfully extending their product offering and widening the perception and the appeal of their brand.

4. Increased awareness of the benefits of Croslite™ – Crocs' patented shoe material

The launch of Crocs created a new category in the footwear market. This resulted in competitors producing rip-offs which, in some cases, were almost exact reproductions of the original Crocs classic clog, but at considerably lower prices. Therefore, success was to be measured on how successfully the campaign incorporated and educated the market on the benefits of Croslite™, Crocs' patented material, which offers wearers the benefits of being super light weight, non-smelly, waterproof, etc., without dedicating advertising funds solely for this purpose; in other words, successfully incorporating Croslite™ messaging into sales communication, without pulling attention away from the promotion of new shoes styles and colors.

5b. What were your campaign objectives? State specific goals.

Your entry may have one or all of the following objectives: A. Quantifiable, B. Behavioral, C. Perceptual/ Attitudinal. Give specific goals for all of these if all apply to your campaign. Provide a % or # for all goals. If you do not have quantifiable goals, state this in the entry form and explain why. Provide benchmark and context for your goals versus year prior and in context of competitive landscape. Explain: What was the behavioral or perceptual/ attitudinal response you were looking for in the context of your competition and category? Examples: to meet a concrete share or sales target; to obtain a specific behavioral response, to modify existing brand perceptions, to establish new product awareness.

The campaign's objectives ranged from specific company sales related goals to more attitudinal and behavioral goals, particularly in relation to distribution and retailer acceptance.

BEHAVIORAL

- To increase the number of retailers who stock Crocs shoes by 60%.
- To get as many retailers as possible to adopt the creative in-store.

QUANTIFIABLE

- To grow sales of Crocs' new shoe styles (not just the classic clog) to 55% of total shoe sales, i.e.: a 14% increase on the same period last year. This was a difficult task given Crocs was essentially a one-product company in the previous year.
- While growing new shoe styles, maintain sales of Crocs' classic shoe styles to at least 30% of sales. Crocs were conscious they did not want to cannibalize sales in their core product line.
- To grow the total number of shoes sold from 10.5 million units to 15 million units.



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PERCEPTUAL/ATTITUDINAL

- To modify existing brand perceptions that Crocs stands only for unusual-looking, brightly-colored clogs, through the introduction of new styles and colors.

5c. Total Media Expenditures

Include value of donated media & non-traditional paid media. Check one.

- | | |
|---|--|
| <input type="checkbox"/> Under \$500 thousand | <input type="checkbox"/> \$5 - 10 million |
| <input type="checkbox"/> \$500 - 999 thousand | <input type="checkbox"/> \$10 - 20 million |
| <input type="checkbox"/> \$1 - 2 million | <input type="checkbox"/> \$20 - 40 million |
| <input checked="" type="checkbox"/> \$2 - 5 million | <input type="checkbox"/> \$40 million and over |

6a. What was your big idea?

What was the idea that drove your campaign? The idea should not be your execution or tagline. State in **one sentence**.

"DISCOVER CROCS"

Based on a consumer insight that Crocs shoe wearers enjoy the discovery aspect, and comfort surprise factor associated with finding and trying on Crocs.³ (Not to mention the hidden benefits of Croslite™..... comfortable, waterproof, non-smelly etc., all not immediately apparent on first inspection!) The big idea for this campaign was uncovered - *discover crocs*.

“Take a closer look, there's more to the brand and the shoe than you think!”

6b. How did you arrive at the big idea?

Was your idea driven by a consumer insight or channel insight or marketplace / brand opportunity? Explain how it originated and how the big idea addressed the challenge.

Origination of our Big Idea

The secret behind Crocs' initial success in the marketplace was the superior comfort that customers discovered (to their surprise!) when they tried on the shoes. This alone was enough for customers to overlook the shoes' unusual appearance and, in many cases, to proclaim a great love for the product. (There are currently more than one million entries on the web for "I love my Crocs".)⁴ It was also well recognized within Crocs that Crocs' wearers like to be seen as slightly non-conformist and have a desire for self-expression, thus their shoe color and style choice.

It was this consumer insight around the enjoyment of discovery among Crocs' wearers and their desire for personal expression, along with their fervent advocacy, that led us to our big idea, "Discover Crocs".

Addressing the Challenge

The challenge was to come up with a highly original creative execution of this idea which met the objectives as previously outlined, but still held an aspect of discovery and subtly about it.

³ Company Questionnaire - Selection of Crocs Customers

⁴ Agency Source - Based on extensive web based searches



Creative strategy

The creative strategy was to partially hide the shoes as part of beautiful and interesting images – an oxymoron given Crocs' visual appearance – combined with minimalist copy linked to the benefits of Croslite™, as well as brightly-colored panoramas that mixed classic and new shoe style options. The result was communication which, on closer inspection, offers more than you initially think, like the shoes.

Media Strategy

The media strategy involved a two pronged approach, targeted initially at trade to grow distribution of the product, followed by a mixture of consumer magazine and direct marketing to generate interest among new and existing customers.

7a. How did you bring the idea to life?

Describe and provide rationale for your communications **strategy** to bring the idea to life, as born from the insights and strategic challenge described above. How did your creative and media strategies work together?

Describe the channels you selected/why selected, justify the work and demonstrate how your idea addresses your challenge. How did the channels work together? All creative materials submitted on the 4-minute creative reel should exemplify the rationale described in this section.

Given the unusual appearance of Crocs we knew that the creative chosen for the 'Take a Closer Look' campaign needed to be unique and eye-popping to support the non-conforming look of the product.

We had to play up the "oddness" and the fact that Crocs do not really look like traditional shoes, to generate continued curiosity among both trade and consumer audiences.

We were also aware that we needed to target our messaging to two quite different markets: trade, an imperative to grow distribution and reach sales targets; and, of course, the consumer, to broaden our brand appeal and to create a market for the new style Crocs.

Given the comparative size of our media budget, our channel approach was tightly targeted and carefully timed to generate the biggest return for our investment. We began by launching our new shoe styles to the market through key industry tradeshows, targeting buyers and industry leaders. The creative was center-front on the tradeshow booths and carried through into advertising in related trade publications and catalogs promoting new shoe styles. Buyers who visited our booth had the opportunity to view new shoe style prototypes and, subject to brand fit, could sign up to become distributors for Crocs.

At the same time as new shoe styles began to be delivered to market, targeted consumer magazines began running print advertisements promoting new shoe styles and colors for the season. Creative was carefully chosen to fit the nature of the title. For example, beautiful flowers were chosen for the more feminine titles such as *Blueprint* and *Everyday with Rachael Ray*, whereas the more fun fishbowl and jellybeans creatives were chosen for other magazine like *Outdoor* and *Cookie*. It was around this same time that we also began targeting our existing Crocs' customers through direct mail, with 'look books' promoting new shoe styles and colorways and encouraging them to purchase online.

In an effort to keep enthusiasm for our shoes high among retailers during the selling season, eye-popping posters, header cards, videos and other POP were distributed to our retailers to heighten our retail presence.

The overall effect was a highly integrated campaign from the first time that retailers viewed the product at trade through to POP, one-on-one communication with the consumer, and, ultimately, online purchasing.



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7b. How did you bring it to life? (communications touch points) Check all that apply.

Indicate below **all** consumer communications touch points used in this campaign. You must detail in your written case and show on the 4-minute video at least one example of each communication touch point marked below which was integral to the campaign's success.

- | | | |
|---|---|---|
| <input type="checkbox"/> TV
<input type="checkbox"/> Spots
<input type="checkbox"/> Branded Content
<input type="checkbox"/> Sponsorship
<input type="checkbox"/> Product placement | <input type="checkbox"/> Product Design
<input type="checkbox"/> Cinema
<input checked="" type="checkbox"/> Interactive
<input type="checkbox"/> Online Ads
<input checked="" type="checkbox"/> Web site
<input type="checkbox"/> Viral video
<input type="checkbox"/> Video skins/bugs
<input type="checkbox"/> Social Networking sites
<input type="checkbox"/> Podcasts
<input type="checkbox"/> Gaming
<input type="checkbox"/> Mobile Phone
<input type="checkbox"/> Other _____ | <input checked="" type="checkbox"/> Retail Experience
<input checked="" type="checkbox"/> POP
<input checked="" type="checkbox"/> Video
<input checked="" type="checkbox"/> In-Store Merchandizing
<input type="checkbox"/> Sales Promotion
<input type="checkbox"/> Retailtainment |
| <input type="checkbox"/> Radio
<input type="checkbox"/> Spots
<input type="checkbox"/> Merchandising
<input type="checkbox"/> Program/content | <input type="checkbox"/> OOH
<input type="checkbox"/> Airport
<input type="checkbox"/> Transit
<input type="checkbox"/> Billboard
<input type="checkbox"/> Place Based
<input type="checkbox"/> Other _____ | <input type="checkbox"/> Guerrilla
<input type="checkbox"/> Street Teams
<input type="checkbox"/> Tagging
<input type="checkbox"/> Wraps
<input type="checkbox"/> Buzz Marketing
<input type="checkbox"/> Ambient Media
<input type="checkbox"/> Sampling/Trial |
| <input checked="" type="checkbox"/> Print
<input checked="" type="checkbox"/> Trade/Professional
<input type="checkbox"/> Newspaper
<input checked="" type="checkbox"/> Consumer Magazine
<input type="checkbox"/> Print partnership | <input checked="" type="checkbox"/> Trade Shows
<input type="checkbox"/> Sponsorship | <input type="checkbox"/> Consumer Involvement
<input type="checkbox"/> WOM
<input type="checkbox"/> Consumer Generated
<input type="checkbox"/> Viral |
| <input type="checkbox"/> Direct
<input checked="" type="checkbox"/> Mail
<input type="checkbox"/> Email | | <input type="checkbox"/> Other _____ |
| <input type="checkbox"/> PR
<input type="checkbox"/> Events
<input type="checkbox"/> Packaging | | |

7c. List all other marketing components used in this campaign.

You must explain in your entry the effect of these:

- None
- Pricing Changes
- Couponing
- Leveraging Distribution – Use of sales teams
- Other

Sales teams within Crocs were used to follow up on retail/trade leads made at tradeshow events to help facilitate retailers stocking Crocs shoes.

8. How do you know it worked?

Detail why you consider your effort a success. Refer to your objectives and demonstrate how you met or exceeded the objectives using quantitative and behavioral metrics. Did your campaign drive business? Did it drive awareness / consumer behavior? Use charts/data whenever possible. Results must relate directly to your campaign objectives. You must source all data or your campaign will be disqualified. Refer to the Effie Instruction Kit regarding how to properly source data.



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The 'Take a Closer Look' campaign has been enormously successful. In all metrics, the results achieved are considerably higher than those targeted. The following findings illustrate results achieved as against objectives set.

BEHAVIORAL

Target: To increase the number of retailers who stock Crocs shoes by 60%.

Actual: A 127% increase in the number of retailers who stock Crocs.⁵

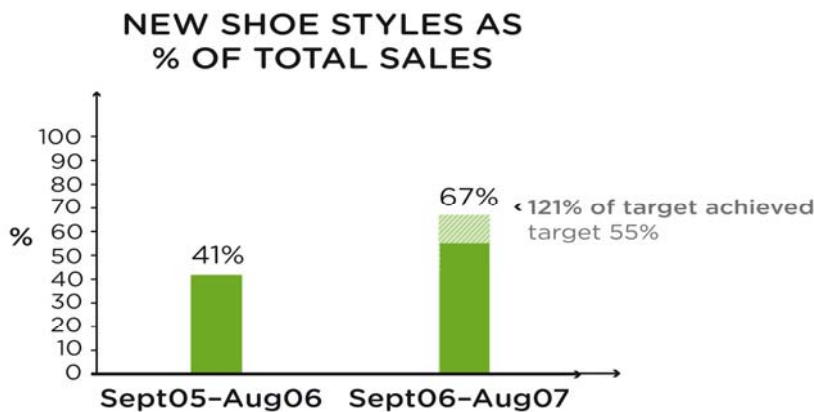
Target: To get as many retailers as possible to adopt the creative in-store.

Actual: Unfortunately, audits were not taken of all retailers to establish if they were displaying creative on the floor. However, 12,500 retailers indicated that they wanted the creative and, of these, over 20 large retailers loved the 'Take a Closer Look' campaign so much that they asked for custom artwork to be created for them under this same creative theme.⁶

QUANTIFIABLE

Target: To grow sales of Crocs' new shoe styles (not just the classic clog) to 55% of total shoe sales, i.e.: 14% growth on the same period last year.

Actual: New shoe styles sold as a percentage of total sales increased to 67%, i.e.: a 26% increase on the same period last year. Given that many of the new shoe styles are priced \$10 - \$30 more expensive than the traditional classic clog, this was an outstanding result.⁷



Target: While growing new shoe styles, to maintain sales of Crocs' classic shoes to at least 30% of sales

Actual: Again, we exceeded this target, keeping Crocs' classic shoe styles to 33% of sales.⁸

⁵ Company Source - Crocs Analytics System

⁶ Company Source - Crocs Merchandising Department (Statistics)

⁷ Company Source - Crocs Analytics System

⁸ Company Source - Crocs Analytics System



Target: To grow total number of shoes sold from 10.5 million units to 15 million units.

Actual: The 'Take a Closer Look' campaign blew this target completely out of the water with the total number of shoes sold growing to 19 million units. We nearly doubled our targeted numbers, with 180% of target achieved. We sold four million more shoes than required.⁹



PERCEPTUAL/ATTITUDINAL

Target: To modify existing brand perceptions that Crocs stands only for unusual-looking, brightly-colored clogs, by highlighting new styles and colors.

Actual: Crocs does not currently track brand perceptions via any formal market research. However, the huge increase in percentage of new shoe styles sold, as per the results above, strongly supports the view that the 'Take a Closer Look' campaign went a long way to growing understanding of Crocs other styles and broader brand offering.

9. Anything else going on (whether or not you were involved) that might have helped drive results?

Describe all other factors in the marketplace. Judges are industry executives. Entries that omit pertinent information will be disqualified.

Crocs undertook several ad hoc events on a regional basis where shoes are sold at the venue.

⁹ Company Source - Crocs Analytics System