



Football Activation Diary

March 13, 2006

Idorenyen Enang

Preamble

My marketing career has been a great journey. A journey full of life and excitement and which I can infer to as bold equally. I have been inspired by the confidence my principals, managers and mentors have bestowed on me and this has fueled a deep conviction that collectively we can create anything we desire.

Further, it also has been a journey of highest aspiration ever since I joined The Coca-Cola Company nine years ago.

As you will find in the next couple of chapters, Football activation and management has been a core element in my brand management experience. The foundation for this journey started eight years ago when The Coca-Cola Company brought the FIFA World Cup to Lagos- Nigeria for the very first time, this first for me represented the beginning of the journey you are about to read about.

During the period in review, my accountabilities were centred on:

1. Managing key stakeholders : for the World Cup activations, it involved interaction and coordinating the FIFA representatives, KO Corporate staff, the media, Local Organising Committee reps and of course our Bottling Partners
2. Playing a primary contact and driving relationship management
3. Consultation with Senior Management of the System and optimizing the resources allocated for the events and achieving the set objectives
4. Budget management and expense control with a mandate to drive appropriate supplier account management processes especially around 'product sales', vending, contractual elements of the media activation to maximize every dollar spent.

Personally this journey as in no small way helped develop my skills and competencies in Project management and Planning, strong organizational, effective communication and interpersonal skills which have become my core strengths.

I have outlined the following projects for review:

- 2002 Korea/Japan FIFA World Cup Activation - Kenya
- Coca-Cola Soccer Challenge - Kenya
- 2002 Africa Cup of Nations Activation - Kenya
- 2000 Africa Cup of Nations Activation - Ghana/Nigeria
- Coca-Cola FA Cup - Nigeria
- FIFA World Cup Trophy Tour - Lagos, Nigeria

PROJECT 1: 2002 KOREA/JAPAN FIFA WORLD CUP ACTIVATION - KENYA

My Role: Country Marketing Manager - Kenya

Key Responsibilities:

- Developed a communication strategy and activation plan themed **ONE GAME, ONE CROWD, ONE REFRESHMENT** that awakened the association of Coca-Cola, football and the fans
- Stakeholder management (bottlers, agencies and the media)

Timing: May - July 2002

Rationale for Involvement & Strategic Drive

- To break through the advertising and promotional clutter by marrying the magic of the world's most popular sport/event to the world's most popular drink through a fully integrated marketing program
- Emphasis and focus on Advertising, Consumer Initiatives, POS and Event Activations

Activation Elements:

Pre-WC	During WC	Post-WC
<ul style="list-style-type: none">• Advertising• Media• Consumer Activation• POP activation• Marketing PR• Consumer Promotion	<ul style="list-style-type: none">• Advertising• Media• Consumer Activation• Consumer Promotion• POP/Outlet Activation• Marketing PR	<ul style="list-style-type: none">• Advertising• Consumer Activation• Consumer Promotion• Marketing PR

Advertising: Phase 1 Campaign

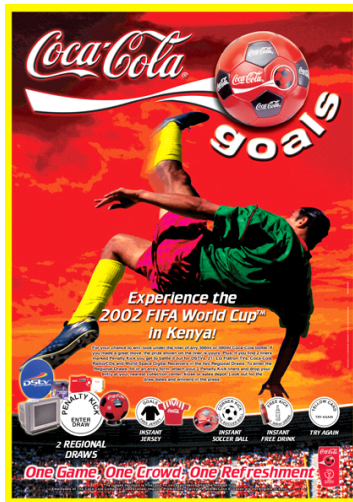


Advertising: Phase 2 Campaign



Consumer Activation

1. Coca-Cola Goals promotion



- Concept - UTC
- Coverage
 - National - all plant territories
- Duration
 - 10 weeks (Start Date: May 18th)
- Product/Packages
 - Coca-Cola
 - 300ml and 500ml
- Results
 - Brand Coke grew 7% vs Plan
 - No cannibalisation on core brands

2. SMS Activation

- Our sms activation received 225,953 hits from 0722 subscribers during the 1 month activation



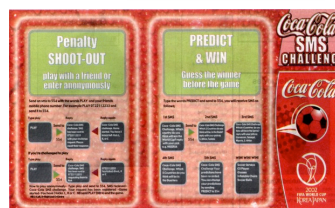
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Coca-Cola to treat Safaricom users

NAIROBI Coca-Cola has activated a Short Message Service (SMS) that will allow football fans to receive live updates during the 2002 World Cup in South Korea and Japan. Upon dialling 554 on the 0722 mobile service provider, subscribers will in addition, have a chance to enter soccer games, soccer trivia quizzes and World Cup predictions. According to Coca-Cola marketing manager, Idy Enang, the SMS service will offer football fans who will not have had a chance to watch the matches live on television an opportunity to receive updates and follow the World Cup. "Kenya is passionate about football. We have found it appropriate to respond to this passion by providing an alternative avenue for fans to stay in

Fans to receive soccer updates

Soccer fans with mobile phones will be able to receive live updates during the World Cup. The Short Message Service (SMS) sponsored by Coca-Cola, will be available to Safaricom subscribers. Upon dialling 554, subscribers will, also be able to participate in competitions involving soccer trivia quizzes and World Cup predictions.

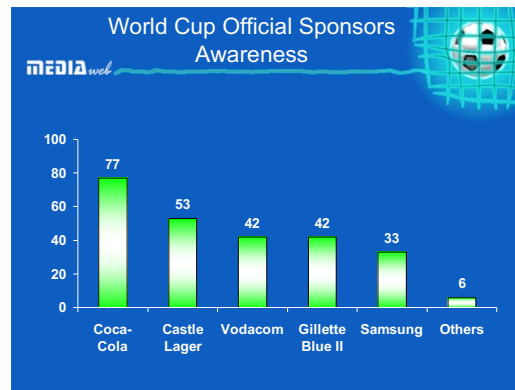
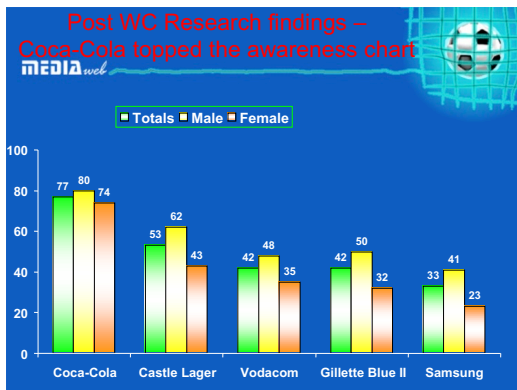


The Launch



Mike North (Franchise Director – EAT), and Idy Enang (Marketing Manager–Kenya) presenting the star prize at the launch to a lucky winner at the Goals launch in Kenya

The Results



PROJECT 2: COCA-COLA SOCCER CHALLENGE - KENYA



My Role: Country Marketing Manager

Timing: May - July 2002

Rationale for Involvement & Strategic Drive

- Intent was to develop a grassroots tournament to drive affinity and connection with a core target for Brand Coke
- Prizes to schools were in the form of Sports equipment to build Community relationship and partnerships
- Partnered with grassroots sports organizations and government, local FA to pioneer Female football in Kenya

The Results



- The 2002 Soccer Challenge attracted over 293 schools nationally and connected with 2,280 high schools students, both males and females aspiring soccer players
- Total prizes worth close to 1 million shillings will be awarded to schools all over the country
- Consumer Takeaway: Coca-Cola is building the soccer potential amongst the youth of Kenya



PROJECT 3: 2002 AFRICA CUP OF NATIONS (ACN) ACTIVATION - KENYA

SCORE with Coca-Cola

AFRICA CUP OF NATIONS BROADCAST LIVE

1. Buy a Coke. Get an entry form.
2. Guess the score for today's match.
3. Hand in your entry before half time.
4. At the end of the match, all those with correct scores will win an instant prize.
5. Every correct entry will also be placed on the "Score with Coca-Cola" board.
6. For every three correct entries you will receive a FREE entry form for the Grand Final Draw.
7. The Winner will receive a Coca-Cola Hi-Fi Music System, a meal for 4 at Kengeles and a Kengeles Shirt. And there are other great prizes up for grabs.
8. Enter as many times as you like.
9. Remember, the more Coca-Cola you enjoy the more chances to win!

Life tastes good with Coca-Cola

My Role: Country Marketing Manager

Timing: Jan- February 2002

Rationale for Involvement & Strategic Drive

- Objective was to utilise the ACN as a lever to increase brand relevance, selection and use among the core target for Coca-Cola
- Linkage to emotional refreshment well explored.

The Result

- Consumer patronage at the outlets increased by 100% and in outlet sales grew by 200% due to the activation

PROJECT 4: 2000 AFRICA CUP OF NATIONS - GHANA/NIGERIA

My Role: Project Coordinator. Responsibilities included coordinating the Venue Managers, liaison with the FIFA Marketing Agents (ISL) and interfacing with Corporate and Bottler.

Timing: Jan- March 2000

Rationale for Involvement & Strategic Drive

- Focus on brand Coca-Cola by leveraging, but not bonding with the event to refresh the Fans of CAN 2000
- Strategy of “Not too much, not too little” support
- Brand Focus: Sponsor (official Soft drink); not Organiser of the event

Activation Dimensions

- Market Dressing
 - Implemented Market Impact Team two weeks to event
 - Focused on Airport, Stadia and FIFA Hotels
 - Placed new signs and trade equipment
 - Merchandised Key outlets and high visibility areas
- Public Relations - Utilised as springboard to:
 - Define Coca-Cola’s role as ‘sponsor not organiser’
 - Announce our support for the Local Organising Committee
 - Increase preference for brand Coca-Cola
- Team Support
 - Proprietary marketing rights over the national football team
 - Kitting of the National team with ceremonial attires - blazers T-Shirts
 - Donation of about \$10k to team + Supply of Drinks
- Product Sale
 - Use of Hawkers with trays and cups inside the Mainbowl
 - Sale by the bottle at concessionary points
 - Case sale within the stadium complex through appointed distributors

What worked!

- Clear/focused activation plan
 - Pre-event role sort
 - Well Documented execution guidelines
 - Appointment/training of staff
- Good System alignment
 - Central Co-ordination Team (3 KO staff + 2 Bottler Staff)
 - Venue Management Team (1 KO staff + 1 Bottler Staff)

- Utilisation of Media Partners as PR agents
- Product sale in stadia (with the challenge of managing glass in a returnable glass only market)
- Cold Drinks Availability: Stadia
- V. I. K. - delivery of products and water directly to Teams, FIFA, ISL and LOC officials

The Results/Benefits

- Incremental volume of +8% in CAN Venues
- High media exposure
 - \$200k worth of un-paid media
- LOC/FIFA acknowledgement of Coca-Cola's support through V.I.K.
- Perceived improvement in brand relevance to the fans

What could have been done differently!

- Manage Ambush Marketers
 - Exclusivity Enforcement
 - *ISL to lengthen the exclusivity time to 10 days prior to event - no competitive billboards or signs*
 - *Disseminate our rights and privileges through the LOC to all*
 - LOC Management - Communication of rights and roles
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PROJECT 5: COCA-COLA FA CUP

My Role: As Brand Manager Coca-Cola, I was responsible for developing the entire football strategy (which involved the communication, implementation plans) and driving the execution with the KO Field Managers and the Bottler.

Scope: Pan-Nigeria initiative that spanned 18 plant territories.

Timing: August - October 1999



Rationale for involvement:

- Proprietary football assets had been built around the World Cup and African Cup of Nations and this provided an opportunity to drive high emotional connection and critical mass with Nigerians given the pedigree of the Challenge Cup
- Reignite the passion for the erstwhile Challenge Cup which was the biggest football tournament in Nigeria
 - *Challenge Cup was a talking point in every urban household*

What worked

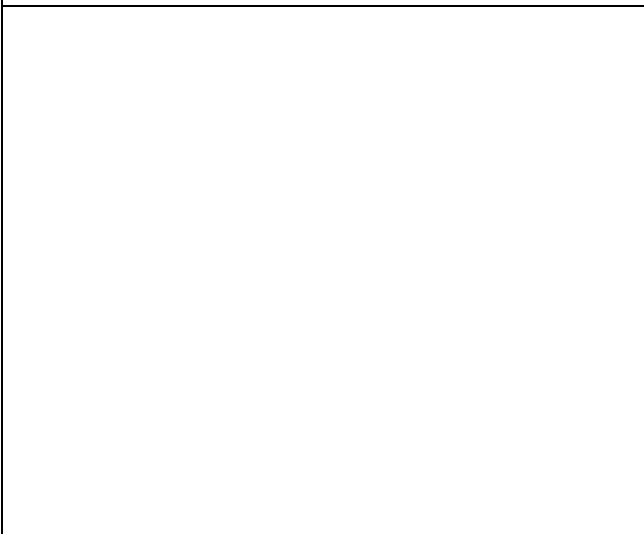
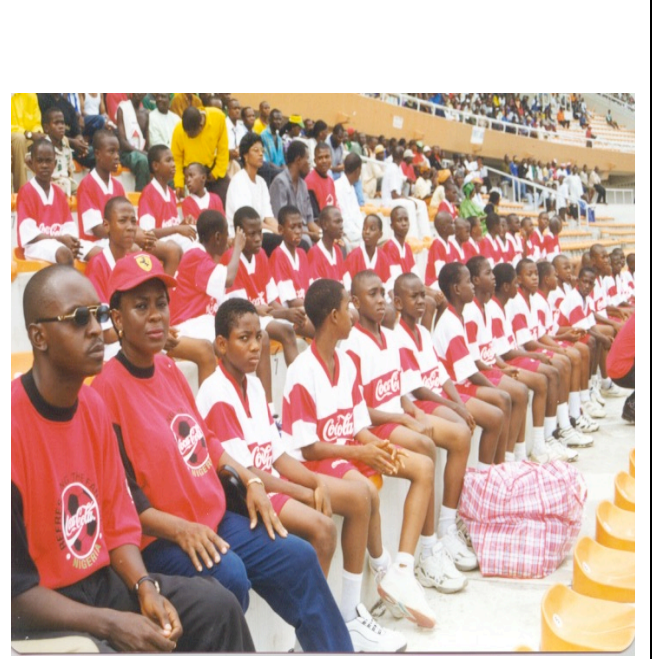
- We had clear objectives and alignment with the Bottler
- Excellent tie-in with the brand
- Activation elements were well connected to drive value
 - *Media tie (utilized unpaid media - over \$100k worth)*
 - *Ticket Optimisation using key channels*
- Good message management with Media facilitated endorsements from government, players, officials & fans
- Proper management of 'Ambush Marketers'
- Heavy media and publicity
 - *Handbills, Radio Hypes and Trophy Parade*
- Innovation around the use of *Player escorts* - this was a first in Nigeria

The Results

- Favorite Brand Rating of the core target of brand Coca-Cola in Lagos (Males 20-29) moved up 7% points from 43% in August to 50% in October
- Leveraged media partnership with a media value of N9m (\$89K) for print and N3m (\$30k) for electronic media respectively

Key Learnings

- VIK Management - very key as a lever to drive sampling
- Stadium selling - opportunity for one way packaging was enormous
- Prompt feedback from Regions/ Plants
- Local (Plant) Management ownership was critical to the success of the event



- Pic 1 - VIK sampling being administered to Teams/VIPS
Pic 2 - Player Escort activation
Pic 3 - Press photographers clad in Coke attire/Background is the grandstand
Pic 4 - Selling Operations within stadium

PROJECT 6: FIFA WORLD CUP TROPHY TOUR - 1998

My Role: Member of the Project Team. Key responsibility was to manage the consumer activation (paw & pass) and the stadium activation, liaison with the Bottler

Timing: March - April 1998

Scope: Lagos




Rationale for Involvement & Strategic Drive

- Strong premise to build equity for brand Coca-Cola in Nigeria
- Objective was to leverage Nigerians strong passion for Football
 - Given the National Teams' qualification for the WC
 - Fans believed the Super Eagles could win the WC, this was a 'dress rehearsal' to the Real thing

Activation Dimensions

- Pre-Event
 - Held World Press Conference and utilised Media partners to drive unpaid media in excess of \$100k
- The Event - combination of both Mobile and Static events:
 - Mass Roadshows along the streets of Lagos with the Trophy(experiential)
 - 'Paw & Pass' Stadium activation: 1000 fans had a chance to take photos with the trophy





Key Learnings

- Stadium activation should have been planned as a media event
- PR professional to focus exclusively on the media
- Activation alienated the female franchise

The Results

- FBR moved up 3% points amongst the Males (integrated campaign for 9 months)
- Memory point in lives of the Consumers - 'I saw, I touched', reinforced Brand's Authenticity ratings.