

# All Nippon Airways

Introducing Japan's Largest Airline to the World





All Nippon Airways  
is one of the world's  
largest airlines, but  
is largely unknown  
outside of Japan.

## SUMMARY

To maintain its industry leadership position, ANA challenged us to develop a campaign to raise awareness and usage preference among international business travelers. Through our translation of ANA's brand values, redefinition of the target audience, and study of its competitive landscape, we concluded that ANA needed more than an advertising campaign. It needed an entirely new global brand platform to tell the world who it is, and connect with its refined target through shared values. With this strategic approach, we pushed internal teams to think big and successfully convinced the client to invest in something they didn't realize was needed.

The result is By Design, a global brand platform that extends beyond marketing communications to affect the entire user experience—everything from digital properties, PR activations, and even in-terminal and in-flight displays, packaging and content. Our executions to date, which ran in 14 countries across Asia, Europe and North America have not only resulted in significant lifts in key performance indicators, but have also inspired the client to increase their investment towards the continued global roll out of By Design.

[Word Count: 198]

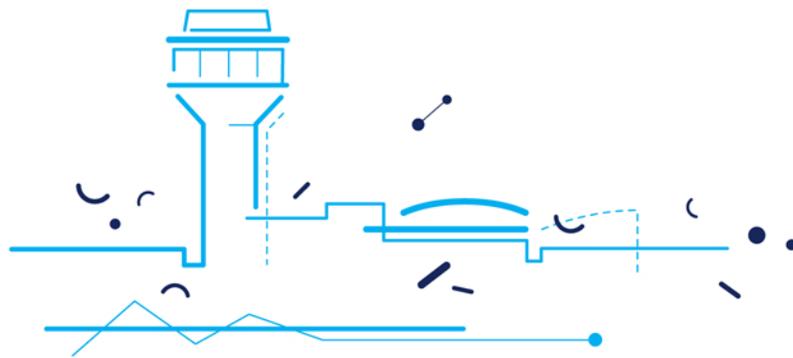
## A SLEEPING GIANT IN JAPAN

All Nippon Airways (ANA) is the largest airline in Japan, operating flights to 49 destinations in Japan and 32 international routes with its fleet of over 200 aircrafts. Its size and global network reach is matched by its commitment to the highest quality of service, recognized by the title of ATW's 2013 Airline of the Year and a 5-Star Airline rating by Skytrax. ANA's national awareness had reached the point of market saturation, with local business gains largely determined by gate ownership. With competitors like Japan Airlines and Singapore Airlines nipping at its heels abroad, ANA saw opportunity in its international flights as the key to maintaining its industry leader position. International business travelers became the most important area of growth for ANA.



## LOST IN TRANSLATION

ANA needed to lift business class usage of foreign visitors to Japan and other parts of Asia. However, there was little to no awareness of the brand outside of Japan. Even New York City cab drivers weren't familiar with it. The brand didn't mean anything to the world, but it was expected to appeal to all the countries where ANA operates. In 2010, ANA launched a new tagline: "Inspiration of Japan." Attempts to bring the line to life leaned too hard on stereotypical elements of Japanese culture—campaigns around yakitori bar culture and geishas not only gave ANA an old-fashioned feel, but was territory already owned by Japan Airlines.



To better connect with its international markets, ANA challenged us to develop a global campaign that would raise awareness and usage preference among business class travelers.

# GETTING AWAY FROM GEISHAS

## Translating ANA's Brand Values

In order to raise awareness of ANA around the world, we first had to define the brand in a relevant way. We had to make "Inspiration of Japan" mean something to business class travelers.

We started by taking a closer look at what defines ANA as a brand. The client's brief described the brand's core values as, "Sparkling, Caring, and Japanese Quality." Using a combination of client-provided literature, past ANA press, social listening, and anthropological analysis, we broke down what sat at the heart of these core values, to translate what they mean for the modern business traveler.

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"Sparkling"	→	Innovation
Caring	→	Service
"Japanese Quality"	→	Attention to Detail

We realized that "Sparkling" was a reflection of ANA's thirst for **Innovation**. With its ultra modern business class seats or its position as the first airline to launch the Boeing 787 Dreamliner, ANA continues to embrace the cutting edge of what's new and better.

ANA customers on social are effusive about the airline's level of customer service, which goes beyond simply making guests feel cared for. ANA's brand of **Service**, which begins with intuition training for its cabin attendants, is driven by **omotenashi**, or knowing what someone needs before they ask.

And while "Japanese Quality" could refer to several things, ANA's high industry ranking in cleanliness, on-time arrival rate, and meticulously arranged meals pointed to an **Attention to Detail** unmatched by most.

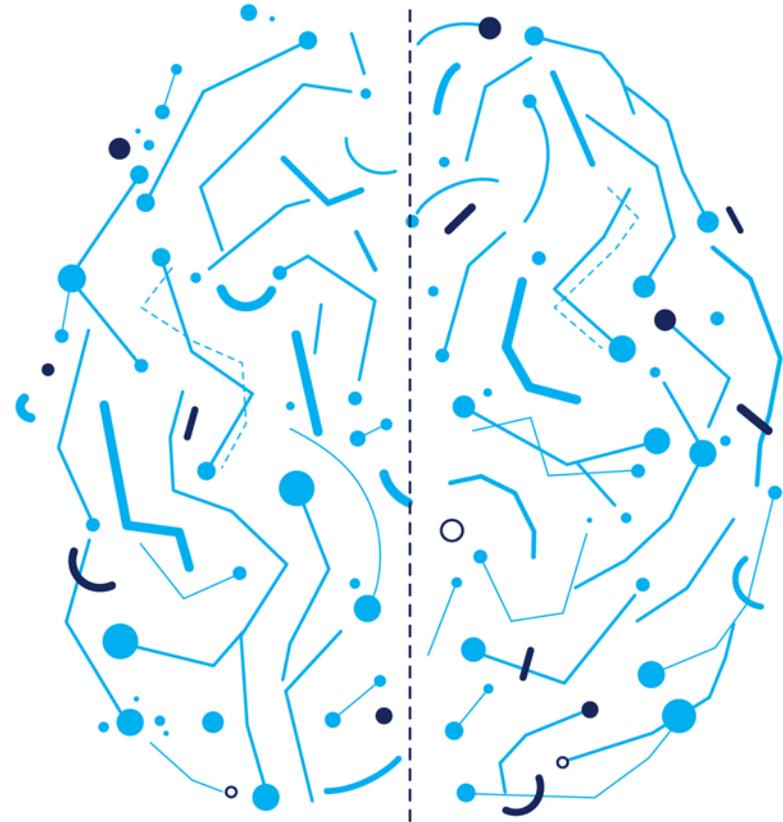
With the brand's values better defined, we gave our creative team a solid springboard to ideate around how best to communicate them.

# GETTING AWAY FROM GEISHAS

## The Target and the Flying Experience

Distillation of industry studies, social listening and target interviews led us to a critical insight: **airline travel involves two sides of the business traveler's brain at different times.**

Dimensions of a business traveler's behavior that occur before the flight, such as planning and booking, are driven by rationality around price, convenience and value. But during and post-flight, the things business travelers talk about are highly emotional—comfort, feeling cared for and overall enjoyment (or lack thereof).



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**Left Brain = Rational**

**PRE-FLIGHT**

Planning, Booking,  
Loyalty

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**Right Brain = Emotional**

**IN-FLIGHT**

Comfort, Service,  
Enjoyment

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# GETTING AWAY FROM GEISHAS

## The Target and the Flying Experience

We realized there was an opportunity to speak to a larger audience than business class travelers as defined by the client—one that balances the rational and the emotional, and shares ANA's core values of innovation, service and attention to detail. We call them the **Global Creative Class**.

Youthful-minded and ambitious, the Global Creative Class favors experience and design in addition to function. They are heavy technology users who are well connected and influential in their networks—a welcome ally for a relatively unknown brand. Most importantly, the things the Global Creative Class values are harmoniously aligned with what ANA stands for. This clearer audience persona ensured that the target at whom we aimed our communications would not only be most receptive to it, but would also help attract others to the brand.



The Global Creative Class

# GETTING AWAY FROM GEISHAS

## The Competitive Landscape

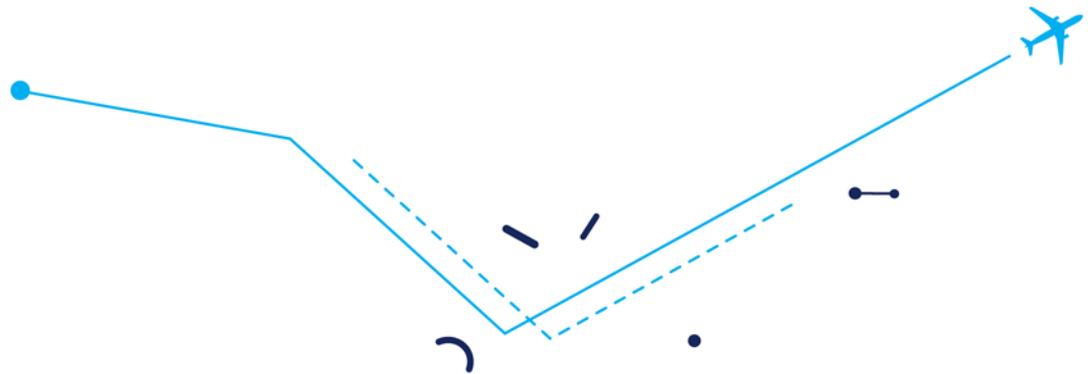
Next, we surveyed the competitive landscape to understand the visual language and positioning of other airlines. We noticed that Asian carriers such as Singapore Airlines, Cathay Pacific and Japan Airlines employed the same tropes, featuring stereotypically submissive female flight attendants in their ads. While this may have appealed to business class fliers in eras past, the Global Creative Class is looking for more than a pretty face to buy into.

The competitors' positioning created a white space for ANA. No one was owning a modern Japanese identity that combined sophisticated service and attention to detail that is forward-thinking, innovative and modern. It was uncharted territory that ANA could authentically claim.

(See diagram on page 8)

Armed with a vocabulary for ANA's philosophy and approach to flight, a redefined target who appreciates and mirrors ANA's core values, and an opportunity to organically differentiate from its competition, our strategic approach was clear.

To effectively connect with the Global Creative Class, ANA needed more than an advertising campaign. It needed an entirely new global brand platform to definitively tell the world who it was and connect with this refined target through its shared values. Our solid strategic reasoning successfully convinced the client to invest in what ANA truly needed, versus what it had simply asked for.







## DEFINING A GLOBAL BRAND PLATFORM

By Design captures ANA's obsession with the little things that make up flying, and a belief that harmony can be engineered. Most importantly, it gives the brand a purpose in everything it says and demonstrates.

Because users experience a brand as a system, we knew that By Design had to govern all consumer touch points to create a recognizable identity. Using the defined platform that stemmed directly from ANA's values, we worked with our creatives to envision a distinct look and feel, as well as an ecosystem of experiences that would work in concert to tell a larger brand narrative:

- Traditional channels such as print, OOH, display media and TVC to drive mass exposure
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- Revamped online and mobile destinations, and digital/social tactics that reach the Global Creative Class where they spend their time, and offer a chance to experience a piece of the brand without actually flying

- Launch activations that build buzz and up ANA's cool factor involve a special exhibit at MoMA, partnerships with influencers of the Global Creative Class, and apps that provide utility and get travelers talking

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In addition to marketing communications, we are applying By Design to reinvent the entire airline experience. From a booking portal redesign, in-terminal kiosks and signage, in-flight displays, content, and packaging, By Design will be felt every step of the way to ensure that it transcends and complements the advertising. Executions feel unified and unforced thanks to the strategic grounding of By Design that guides all creative development.

# EARLY SUCCESS

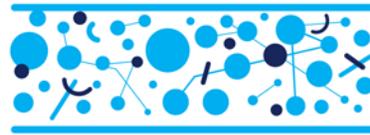
Our first introduction of By Design to the world yielded impressive results in all fourteen countries where creative appeared. The combination of engaging creative and better media targeting, thanks to our honed definition of our target audience, resulted in double and triple digit lifts in key performance indicators. (Please see supplemental creative materials)

## CREATIVE PERFORMANCE

### Display Media

**+110%**

in Click-Thru-Rate vs. 2012

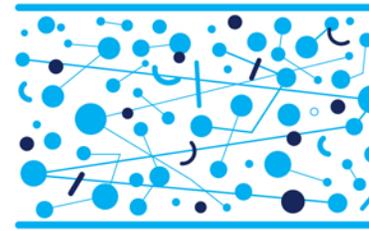


## AWARENESS

### Brand Recognition

**+200%**

among consumers age 35-44  
(exposed vs non-exposed)

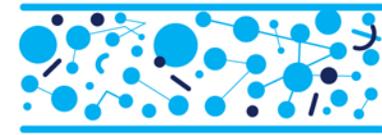


## ACTION

### Search Activity

**+108%**

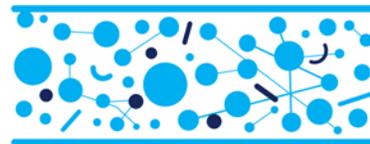
vs. Japan Airlines, Between  
March 2013 & March 2014



### YouTube Pre-roll

**+42%**

in Completion Rate vs. 2012



### Ad Recall

**+53%**

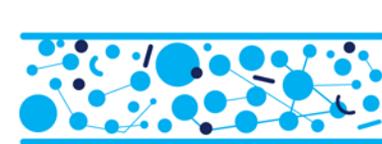
among consumers age 35-44  
(exposed vs non-exposed)



### Purchase Intent

**+17%**

compared to a survey  
pre-campaign





# The Sky's the Limit

Pleased by the results of the work to date, the client has dedicated a larger budget to the global roll-out of By Design in 2014-2015. With it, we will continue to build ANA's online presence through fresh digital/social activations, an in-flight engagement app, and a refresh of our print, display and TVC creative.

Enabled by the trust of the client and a brand platform with firm strategic grounding and creative legs, we can't wait to continue to share By Design with the world.

(Word Count: 1436)