

NEXTEL

Do. Done. Campaign

Working with Nextel our focus centered on revitalization of the Nextel brand and subsequent roll-out in both mainstream US markets as well as its derivative messaging and strategic translation to tier II and III sub-markets. While his creative vision and leadership skills proved an invaluable asset, our unique reflections on conventions within the wireless category revealed some of the disruptive truths that ultimately led Nextel to its most successful year in business since inception.



Others Talk, We Do

The US based wireless company, Nextel Communications carved out a niche market among small and medium blue-collar businesses,

primarily in the construction, transportation and manufacturing industries. Nextel's innovative walkie-talkie feature provided a competitive advantage in this market space, redefining the way business customers communicated. It also established a fiercely loyal user base for Nextel. However, Verizon, Sprint and AT&T planned to launch their own versions of the walkie-talkie to steal their fair share of Nextel's most valuable customers. Nextel needed to defend its customer base against the imminent threat of walkie-talkie competition and grow business beyond its core small and medium blue-collar customers. The challenge: Nextel had virtually no awareness outside its core business segment. Any awareness it did have tended to be negative. Nextel was seen as the downscale product for construction workers, and not suitable for boardrooms or dinner tables.

Nextel needed an iconic brand positioning, one that would differentiate it from the competition. Nextel's positioning would have to reflect both the company culture and the values of its customers, as well as appeal to new customer segments.



Nextel's distinctiveness sprang from its focus on business customers, and their unique needs. Indeed, Nextel was the only carrier in the category that did not aspire to be all things to all people. This focus was at the heart of every action Nextel took, and manifested itself in the products and services it delivered. Nextel did not offer frivolous features and gratuitous accessories that had no specific business application. This focus stemmed from the company's strong work ethic and "can-do" mentality.



An analysis of conventions in the wireless category revealed that the competition was pre-occupied with talking, with minutes and with rates. Even the brand ideas were rooted in talking: "Can you hear me now?", "plans that fit", "reach out", "get more", "the clear alternative". However, wireless had redefined the way we live and the meaning of "space". No longer confined to a wall with a plug and a cord, wireless users were capable of acting on any thought or impulse whenever or wherever they happened to be. To relegate the wireless phone to an instrument of "blah, blah, blah" was to deny its utility and negate its role in the way our society now functions.

With everyone talking, no one owned "action". Actions speak louder than words and reflects the

American belief that you are only as good as what you produce. In today's fast-paced world, people need to be efficient and productive in all areas of their lives, not just professionally. Indeed, families and social networks are increasingly being "run" like small businesses. They need a company to focus on their needs— a company that stands for action, not talk. A company that builds tools for groups of enterprising people.

The Convention — Talk

The Disruption — Create a category of action

The Vision — Others talk, we do.

The new vision for Nextel became "Others talk, we do." Its creative expression became "Nextel Done." This single message reached "doers" by tapping into their mission-critical mind-set and determining the most relevant and disruptive messages and delivery mechanisms. The effort manifest as an integrated campaign feeding to a first of its kind digital platform in the wireless industry. A place where doers came together around the tools to help them get things done. More importantly, the platform established a gateway between acquisition and retention efforts with a means to facilitate dialogue amongst doers and with Nextel thus deepening their relationship with each other and the brand.

The result was the highest value, lowest churn customers in the category.

Having set the role of communications at each stage, the communications strategy ultimately evolved into both a consideration/engagement

UNLIKELY PLACES CASE MODEL



strategy and an evaluation/conversion strategy. The consideration/engagement strategy focused the communication on the groups and their accomplishments through the use of Nextel products and services. The evaluation/conversion strategy hammered home the power packed into each of Nextel's phones with the explicit benefit of empowering teams to get big things done. In that way, the two strategies were complementary — group accomplishment was the higher order

benefit to the power of Nextel phones.

Results

- Nextel had their best year ever.
- New subscribers exceeded expectations with 553,000 new customers.
- Revenues increased 24% over the previous year.
- Churn levels dropped to 1.6%, an all-time low and half the industry average.
- Nextel led the industry operating margin at 39%

and lifetime value per customer at 64% higher than the nearest competitor.

- Percent of customers who recognized the advertising nearly tripled versus the previous campaign.
- Unaided brand awareness increased 5.8
- Top of mind consideration hit its highest
- Nextel brand perceptions strengthened leadership up 12%, involvement up 13% and persuasion up 9%.

Awards



Nextel, One Show Perfection