

TITLE OF CASE STUDY: Journey Diamond Jewelry

I. Business Situation and Campaign Background

As the agency for the Diamond Trading Company (DTC), our role is to create and maintain programs that generate consumer desire for diamond jewelry. Our goal is to conduct research, develop product strategies, and produce marketing campaigns that will benefit all 50,000+ jewelers that sell diamonds, driving over \$30 billion dollars in retail sales annually.

Our track record was immaculate: 59% sales growth since 1998 fuelled by an image of “the perfect romance,” with perfect couples celebrating perfect occasions. But by 2005, sales of our most recent concept – Past, Present and Future, Three Stone Diamond Jewelry – were beginning to flatten. Signs of consumer complacency were starting to appear, indicated by a 5% drop in the value of diamond gifts among married women.¹

This data led us to believe we had become limited by our past success. Our “perfect relationship” approach had become formulaic; diamond advertising had become boring and predictable. Diamonds were forever, and consumers could wait forever to buy them. We needed an injection of news, a shining new product and a compelling new reason to buy.

Business Objective: Incremental Market Growth

If our new product idea was to be successful, it needed to ignite incremental growth for the entire US diamond jewelry market. With our launch planned for September 2006, our short term goal was to add \$100 million to holiday diamond jewelry sales that year. In the long term, our goal was to add \$1 billion in incremental sales to the US diamond jewelry market by the end of 2007.

Communications Objective: Refresh Romantic Appeal of Diamond Jewelry

The idea needed to be fresh and contemporize the appeal of diamonds; therefore, a critical measure of success would be its ability to establish new messaging around diamonds and increase diamond appeal. We were expecting significant increases in the following statements on the DTC tracking study, among those aware of the campaign:

- Achieve above norm score on “Reminds me why diamonds are so special” and “Diamonds are exciting”
- Establish a new symbolism for diamonds while increasing appeal and purchase intent

Consumer Objective: Stimulate Consideration among Key Consumer

To achieve these aggressive sales targets we had to increase purchase consideration for diamonds by stimulating growth among our most valuable consumers: Heavy Owners, women who own 8+ pieces of diamond jewelry already and love our category. They are key to launching new diamond products. However they find all luxury items appealing, so we must entice them away from a fiercely competitive world of other high-end products and services.

II. Research Story

For years we had been conducting studies on diamonds. We knew why, when and where consumers shopped. We knew that almost 70% of diamonds were given as gifts of love from a man to a

woman, but to launch something new that would have a significant impact on sales, we needed to look at our product in a new way.¹ Love was still our focus, but to deliver growth around the world's oldest emotion, we needed to uncover a new perspective on diamonds and love – one relevant to today's emotional landscape. And we needed to do this without cannibalizing our existing equity and products.

Phase I: Brave New World

For the first part of the research we decided to put diamonds to the side and immerse ourselves in the world of relationships. For three weeks our team traveled around the country listening to couples in a traditional focus group setting talk about the realities of modern relationships. If diamonds were mentioned at all it was a spontaneous comment by respondents. We kept the groups as interactive as possible to allow couples to speak freely. We used games, projective techniques and even created a time-machine where couples described their relationship at different points in the future.

But mainly, we listened. And what we heard were stories. Hours and hours of the most interesting, heart-breaking and fascinating stories. Stories of how they met, and how they fell in love. Rain soaked outdoor weddings, loss of parents, magical anniversaries, cheating spouses, and the miracle child born to a couple told they couldn't conceive. We heard about romance and passion, but also about dirty diapers and impossible schedules. Listening to couples talk about their histories was mind-boggling and humbling.

For the next stage, we moved to a more intimate setting. We arranged in-home groups where a lead respondent invited his or her friends over for a no-holds-barred discussion. We wanted the groups to be informal and care-free for the host, so we catered dinner and brought the wine! The goal was to find out the language of love, how feelings get communicated and what they wish they heard more from their loved one. Both men and women were open to acknowledging the modern day challenges to love, but most believed these challenges strengthened their bond, rather than pull them apart. All relationships were a work-in-progress.

We put major emphasis on the role that gifts play in a relationship. We discovered that gifts were given for several reasons. In a healthy relationship, gifts were sign-posts along the way that communicated a belief in the long-term strength of their commitment.

What we learned

1. We started by trying to find similarities between couples of different ages, nationalities, sexual preferences, and temperaments. We learned that there is danger in over-simplifying a couple's relationship, and it is extremely important to acknowledge that ***every couple's story is unique and special***. Finding a 'universal' theme about love was to miss the points of differences that made each couple's story unique.
2. Because love isn't perfect, what couples need is a signifier that they are still committed to each other and looking forward to the years ahead. Diamonds were not a 'hope' for the future, but a promise for the future. ***Their love will grow stronger over time***.
3. Gifts are given for many occasions, signifying a variety of meanings. While grand gestures can be obvious and expected, ***the most meaningful gifts were often given in quiet, spontaneous moments*** that demonstrated a deep understanding and appreciation for the relationship.

Phase II: A Picture is Worth a Thousand Words

We used these learnings to identify several themes about modern relationships. The next step was to create a physical manifestation of what these themes might look like. We traveled to two cities and screened for people in the world of design: photographers, graphic artists, gardeners, artists. We

asked these people to take the written themes and bring them to life visually, drawing shapes, pictures or sculptures only using key words or phrases. Again, we wanted to stay away from the trappings of our category.

What we learned

The idea that best came to life was that the promise for the future could be visually represented by a ***series of shapes getting bigger and expanding***. Sunrises, winding paths, a beautiful necklace with stones arranged in a pattern from smallest to largest. A-ha! A clear manifestation of an optimistic, playful vision of the future. Little did we know, this would be the start of something big. From this exercise, we worked with free-lance jewelry designers to sketch proto-type diamond jewelry pieces, incorporating the idea of graduated stones.

Phase III: Convincing Our Core Consumer

We created a concept that merged our most resonant themes about relationships from Phase I with the design motif from Phase II, to create a product concept that formed a clear link with diamonds: *As a couple, you are on your own unique journey—two separate lives woven together into an adventure story shaped and strengthened by shared experiences. In Journey Diamond Jewelry, the diamonds are arranged in a setting from smallest to largest to symbolize how your love becomes more intense and meaningful over time.*

We needed to confirm that our core consumers would love the idea as much as we did. We conducted research with Heavy Owners in two phases. For Phase 1, we turned a focus group room into a living room setting and invited Heavy Owners who were currently in the market for their next diamond piece. We wrote many versions of the concept to see which resonated best.

We asked women to explore the idea of a piece of diamond jewelry that spoke a 'language' they wished their husbands could speak. Through these exercises, we heard a word being repeated over and over by many different women, from different parts of the country: ***Journey***. The word conjured up many associations:

1. It's personal and human. Every Journey was different and acknowledged the ups and downs without dwelling on the negative.
2. It celebrates togetherness. This was about a partnership and shared experiences. This would be a gift that was as meaningful to the giver as it was to the recipient.
3. It refers to an everlasting adventure. Consumers said the name Journey not only reflects the past, but celebrates a future that is full of wonder and companionship.

We now had a concept, a name and prototype designs. For Phase 2 of our Heavy Owner exploratory, we conducted a concept quant and market share, to look at key measures such as appeal, newness of concept, design fit with concept, purchase intent and potential market share.

What we learned

Purchase intent was high. 71% of Heavy Owners said they had their heart set on acquiring (eclipsing the score of 59% from the Three Stone Jewelry test). Market share results stated it could have significant traction in year one.²

It was different from other diamond products and would have minimal cannibalization with other products. (76% of Heavy Owners said it looked completely new.²)

Phase IV: Creating the Next Classic

Our objective was to find pieces that could inspire consumer desire, bring to life the concept and drive profit for the trade. With a product guideline of using four or more diamonds, graduated in a

pattern from smallest to largest, we invited all members of the jewelry trade to participate in a design test. Partnering with AC Nielsen's product design group, we created DesignMax, a design tool catered to the needs of our category. Using the EPIC method of evaluation from the AC Nielsen test (empathy, persuasion, impact and communication), over 1,000 consumers scored 200 pieces.

What we learned

The broad design guidelines resulted in the emergence of many different motifs. This was beneficial: if the concept celebrated each couple's unique journey, consumers had to find a piece that best represented their own story. However, we needed to select one design to be the category exemplar. Using a combination of test results and our knowledge of the US consumer, we selected the 'S' curve design. It scored high on consumer appeal, and in one glance, it conjures up a visual representation of a Journey while the growing stones promise a brilliant future together.



IV. Campaign Description

True to our challenge and to our research findings, we didn't want a perfect TV ad, with a perfect couple in a perfect European square full of pigeons. Instead we created a "journey of discovery," an integrated Journey Diamond Jewelry campaign that revealed the product story over time, deepening with each unfolding medium and reaching a broader swath of consumers at each stage. All communications were unified by our tagline "With Every Step, Love Grows."

Heavy Owners are influencers in their communities and thus they were critical for driving word-of-mouth for Journey. Therefore, the early steps in our Journey campaign targeted the fashion-forward magazines and shows we knew they were watching. Over time, our campaign grew broader, reaching affluent women aged 25-54, until eventually it reached men at a critical time of the year: Christmas.

Step one: Buzz

We began seeding the product through PR in late summer 2006, placing dazzling pieces of Journey Diamond Jewelry on up-and-coming celebrities on the Red Carpet – where diamond enthusiasts look for the leading edge of fashion – to introduce it into the cultural vernacular.

Step two: The Product

In mid-August we unveiled the product and its name – Journey Diamond Jewelry – with mouth-watering print ads in fashion influencer dailies and weeklies such as the Style section of the *New York Times* and *New York* magazine, stimulating Heavy Owners' desire.

Step three: The Story

In late August, we partnered with Style.com, the online home of *Vogue* and *W* magazines to reach our affluent target. All communications drove women to a new microsite on adiamondisforever.com that featured a gallery of distinctive Journey designs and gave a sneak peek of our 60-second television spot, "Dandelions." The film introduced the symbolism of the graduated diamond design, using the metaphor of two dandelions buffeting their way through a landscape to conjure the idea of a couple's journey – its ups and its downs – together. The spot culminates in a joyful but simple moment in which a man presents the Journey S curve pendant to his wife, commemorating the love that has grown through their shared journey.

Step four: Ignite Her Desire

"Dandelions" premiered on national television during the Primetime Emmy Awards, running during the Red Carpet pre-show as well as the awards themselves. A :30 version of the spot then ran through September and October, reaching not just diamond enthusiasts but all affluent women aged 25-54, creating awareness and sparking purchase consideration for Journey. To embed the symbolism further, we launched a second print campaign in publications such as *Gourmet*, *InStyle*,

Vanity Fair and Harper's Bazaar magazines, targeting affluent women that – through striking abstract imagery – visually demonstrated the concept of a couple's journey, unique in its own twists and turns.

Step five: Surround Him

Finally, we created a campaign targeting men 25-54 with HHI \$75k+ that launched at the most important time of the year for diamonds: the holiday season. We created a :30 TV spot based on our research findings that the most meaningful gifts are often given in intimate settings at unexpected times. The film, called "Sleeping Beauty," tells the story of a man who cannot wait to give the Journey Diamond Jewelry he has been hiding for weeks. One early morning, he retrieves the S curve pendant from its hiding spot, places it on his sleeping wife, and then pretends to be asleep as his wife awakens and discovers the necklace. Not a perfect couple, not a perfect setting, but incredibly romantic, powerful, and motivating. The spot launched in November 2006, and ran heavily during the holiday season and continued to run in 2007.

V. Business Results: Achieved Market Growth

- **Objective:** Add \$100 million in incremental diamond jewelry sales by the end of 2006 and add \$1 billion to diamond jewelry sales by the end of 2007.
- **Results:**
- Added \$363 million in incremental sales in 2006, and helped produce the best holiday season in five years, with a 9% growth over 2005¹
- By third quarter 2007, we had added over \$1.3 billion in sales of Journey, achieving our goal ahead of schedule (before Christmas, the biggest selling season of the year). *This was the fastest rate of growth for any new product launch in the history of the company.*¹
- Trade adoption to concept was fastest in category history, influencing over \$200 million in retailer and manufacture advertising.⁴

Communications Result: Re-engage consumers

- **Objective:** Re-establish a diamond's appeal and relevance, entice core target, increase consideration and stimulate future desire for diamonds
- **Results:**
- 77% of consumers felt the Journey campaign strongly reminded them why diamonds are so special, beating our diamond norm by 8 points.³
- 54% of consumers felt the Journey campaign reminded them why diamonds are exciting, beating our diamond norm by 11% points³
- 72% of consumers felt the Journey campaign made diamond jewelry more appealing, beating our diamond norm by 9 points³
- 52% of consumers strongly agreed that after seeing the Journey campaign they were more likely to consider buying diamond jewelry, compared to a norm of 45%³
- 1.6 million consumers said they want Journey Diamond Jewelry as their next piece¹

Consumer Results: Engage Core Consumer

- **Objective:** Convince Heavy Owners to purchase
- **Results:**
- 274,000 Heavy Owners acquired in the first three months¹
- 807,000 Heavy Owners have purchased since launch¹
- Journey average price was 17% higher than the average US price for diamond jewelry¹

1 Total Market Survey, DTC proprietary tracking tool run by TNS

2. Concept and Market Share, AC Nielsen

3. Ad Tracking Study, Millward Brown, 4. Strategy Ad Spend Tracking, TNS