





The generation of Lindsay Lohan, Jersey Shore, and flip-flops as appropriate office footwear

Why did we decide to look at Millennials?

There's so much written in the press and online, it got us, as an agency, thinking...

What makes this generation so interesting? Why so much press? And are they really a generation of Lindsay Lohan, Jersey Shore and flip flops in the office?

We also wanted to expand our horizons and keep one eye on the future...



Who are the Millennial generation?

They are the generation following Generation X; (imaginatively) often referred to as Generation Y. The *Millennial* label originates from the fact that they have spent their adult lives in the 21st Century (aged 18-30, or born after 1982).

This means they won't remember iconic events from the 80's:

- Margaret Thatcher as Prime Minister (1979-1990)
- UK Miners strike (84-85)
- 'Challenger' space shuttle explosion (1986)
- Invention of the WWW



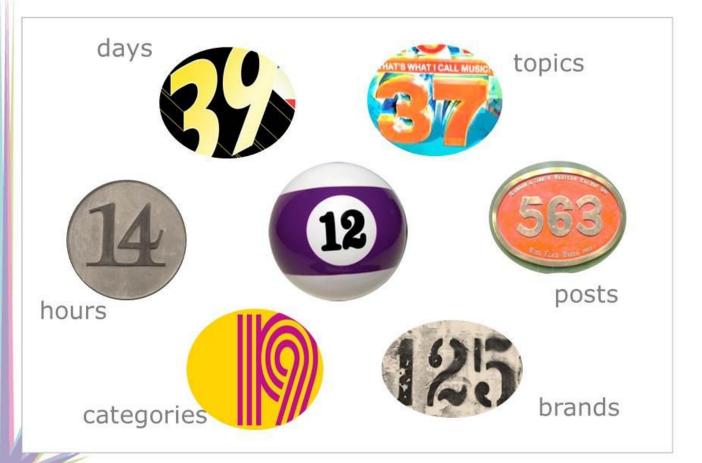
How did we engage with this young audience?

...in an environment they feel most at home: online. During a 6 week period from the middle of May we ran an online community with 12 Millennials. Alongside that community we followed their social media activity on Facebook, Twitter and Blogs.

Importantly, we focussed our study the at younger end of age range (18-24 rather than 18-30). This was in order to gain a stark contrast to Generation X, the generation we already do a lot of research with.

Within this age-group, we recruited an equal split of males and females, a good geographical spread across the UK, including a mix of urban and rural dwellers, as well as both those who were working full time and those who were studying. We also recruited respondents who were actively contributing content online, e.g. writing blogs and participating in forums, to ensure they had a point of view and would contribute to our community...but actually found that these were common traits of 18-24 year olds anyway!





What did we do with our 12 Millennials?

...we started the project with telephone depths with the, totalling 14 hours (partly as an additional level of screening to make sure they had a point of view and were articulate) but also to really get to know them in advance of them joining our community.

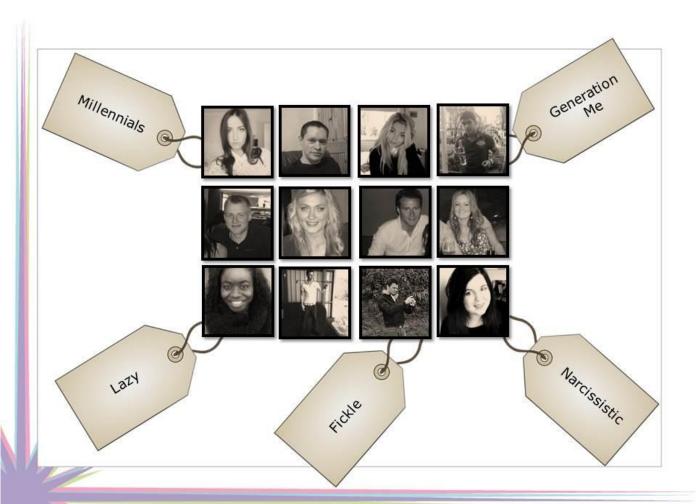
Then over the next 39 days of the community...

We posted 37 topics (comprising blogs, polls and forums)...

...Which generated 563 individual posts

...prompting debates about 125 different brands

...and those brands were across 19 categories (ranging from finance to fashion and food brands)



What do we already know about them?

We've learnt from everything we've read about them: they are liberal, ambitious, politically astute and (not surprisingly) hugely tech savvy.

However, they are much maligned by many who have studied them (as we saw from Time magazine front cover earlier): being called lazy, entitled, fickle and narcissistic - been come to be known as ('Generation Me')

We'd like to paint a rather more positive picture...



Olivia, 22, Studying History of Art



David, 24, Sales Executive



Elizabeth, 19, Studying clinical psychiatry

Our Millennial respondents...



Dean, 23, Primary School Teacher



Hannah, 23, Designer



Shivan, 19, Studying Economics



Louise, 24, Events Co-ordinator



Joanna, 21,
Studying for her
Teaching
Qualification



Dan, 23, Account Manager



Danielle, 22, Studying Law



Ross, 20, Studying Hispanic Studies



Charlie, 20, Film maker



What does the Millennial's world look like?

Firstly the social context, which has implications for their attitudes and behaviours.

This is a generation who have spent much of their lives with UK armed forces at war (following the 9/11 terrorist attacks and subsequent invasions of Afghanistan & Iraq).

The global financial crisis and the credit crunch and recession that followed, has also meant a backdrop of economic doom as far back as they can remember, and they have yet to experience (or remember in any case) and boom times.

They've certainly grown up in a volatile world.



The implications of the economic context extend far beyond this...

Changes in the housing market have meant it's increasingly difficult for first time buyers to get on the property ladder, as well as student debts lingering for years after graduation, and savings being harder to build up...

...as a result this generation have also been called 'The Boomerang generation', due to the fact that they are more likely than generations preceding them to return to their parents house as adults. This is changing dynamics of many families...a point, and impact of which, we return to later.

Buying a house is not the only thing Millennials are doing later than previous generations – the so called 'Peter Pan Generation' are delaying many of the rites of passage of adulthood such as settling down with a partner, marriage and starting a family.

Priorities for those in their twenties nowadays have changed



And we have been able to see the effect this social and economic context has had on them.

In a time when prospects are not positive; far from being lazy and entitled, we see this generation as ambitious go-getters who are eager to make something of themselves...and importantly do this off their own back (having seen what the credit crunch has done to the jobs market). A generation of self-starters has emerged...

Our community included two self-made entrepreneurs...

Hannah – a designer, who was recently awarded funding of £10,000 by 'O2 think big commission' to develop a website and app and which encourages children to get outdoors.

Charlie – left school at 16 and set up his own film production company after following his interest in film-making & photography... he is now working with musicians and companies in his local area. We also spoke to two Millennials who were supporting their income and paving the way for their future...

Ross – hispanic studies student, earning £35 an hour teaching Spanish to children in his spare time

Louise – an 'online money maker' using sites such as Ebay / Squidoo / QuidCO to generate some extra income

...quite a smart and ambitious lot!



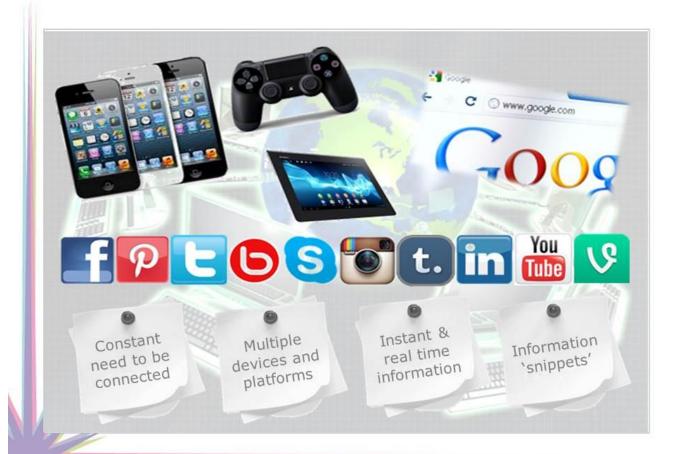
During our initial conversation we asked our Millennials who their role models were... surprisingly there were no mentions of X-Factor winners, Hollywood actors or Premier league Football players and very few celebrities at all in fact....

Business entrepreneurs emerge as the most inspirational figures...

- Karren Brady: respected for her determination, professionalism and success in a male-dominated industry.
- Richard Branson: for his innovation, creativity and preparedness to take risks (rather like Sir Alan!)
- Beatrix Potter: Admired for following her dreams of illustrating and writing about nature (against what was socially expected of her during that time in society), and for giving something back to society when she died, by leaving her properties to the National Trust

Alongside these mentions of people in the public eye – we also saw mentions of parents as role models, for their strong work ethic and managing to focus on both their careers and family while they were growing up.

All this highlights their determination to succeed in life and the importance of their careers.



Not only are there huge economic and social influences that have affected this Millennial generation, but of course the one key defining characteristic of this generation is that they are the first to have grown up in a truly digital age. For them there is no memory of life without internet, Google or mobile phones and that has far-reaching implications on how they conduct their lives:

- The Constant need to be connected gone are the days of 9-5; 5am-9pm is more the case (reinforced by some of the ungodly times that our respondents posted on the community!)
- The array of devices and platforms they have to hand in order to stay in touch has created a need for them to be constantly in the know, and importantly first to be in the know. They crave instant and real time information. We saw this demonstrated by the number of news sources and apps that were used when news of the Woolwich attack broke out (during the timeframe of the community). Millennials are using a plethora of information sources to piece together almost every aspect of their lives
- And importantly they want short snippets of information, a result of them piecing together a multitude of different information sources.



The implication of both the social and digital context is that they are one of the most influential generations to come of age.

The fact that our Millennials are 'boomeranging' back home means they are exerting a social influence on their family in ways not seen previously...they don't see themselves as back home temporarily ...they're taking on an independent role within the household, cooking and shopping for groceries and therefore introducing the family to new FMCG brands.

The influence on their immediate family is therefore more pronounced than ever before. For those not boomeranging back home, they're choosing to save money by house sharing, which means the impact on their immediate social circle is also more pronounced than generations gone by.

The digital context has led to a change in the interactions and conversations that are being had with a much broader social network... with the emergence of sites like Facebook and Twitter, the potential influence they have sharing links and virals is huge, and not only that, just by having conversations in these public spaces, means their views and opinions are being seen by a extraordinary number of people in their extended network. Their spheres of influence don't stop there, in a world of blog sites, forums, photo apps and review sites, everyone can be a writer, a blogger, a photographer and an editor. More and more they're influencing people outside of their usual social circles and across demographics and our Millennials are actively getting engaged in those conversations (within our community alone we had respondents blogging and participating in forums about cars, religion & philosophy, computer games and fashion). As a result they are influencing people they'd never before have ordinarily met. So even if your brand is not actively targeting Millennials, it is important to recognise them as a powerful source of influence

I think business leaders, writers and Fortune 500

companies need to Stop thinking so much

about how 'Millennials are lazy' and think more about how they, as Baby Boomers, can

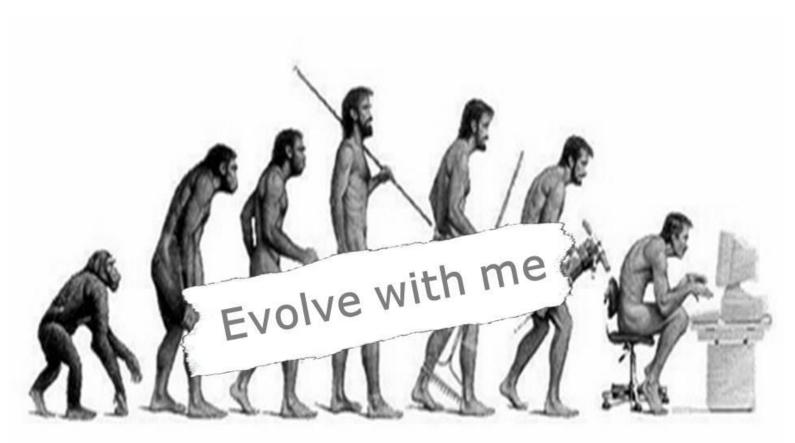
exploit the millennial generation's natural talent for social connectedness, technology, ambition, and creativity

Hannah





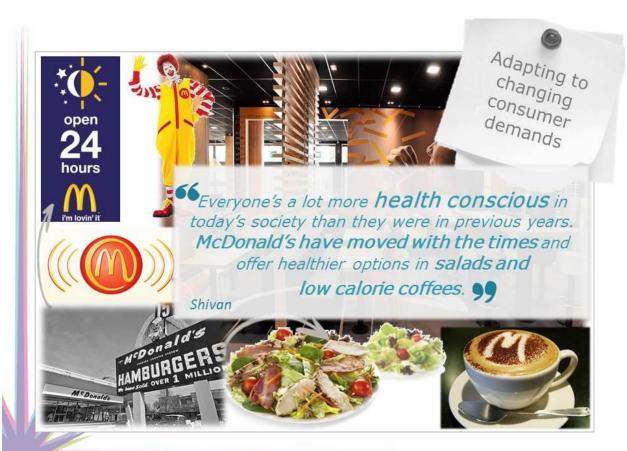
Millenials are clearly a generation to keep an eye on – whether you're targeting them or not. Here are the key themes and trends which emerged from our research – our 5 brand rules of engagement...



The first theme is the importance of brand evolution...

Even for such a young audience, moving with the times and adapting to changing consumer demands is driving brand engagement.

The most successful fast food franchise has this sussed... and their evolution strongly contributes to an affinity Millennials have for the brand.



The "Golden Arches" have come a long way...

It's not that long ago that MCDonald's was just burgers, fries and shakes... Ronald now serves up salads and low calorie options, responding to consumers' demands and social trends - healthy eating and fresh foods.

Way before the horsemeat scandal, they were working the 'provenance' trend to their advantage, with overt communication about the quality and heritage of their beef, reassuring a cynical and highly informed public.

Millienials have come of age in a 'café culture' society, and find it unthinkable that there wasn't always a Costa on every high street, McDonald's have expanded their offer to meet this trend with McCafé - cappuccinos, frappuccinos... any other type coffee you might fancy.

Whilst historically these may have been trends capturing the eye of primarily female consumers, it's interesting to note these are trends appealing to our males as well as our females, as Shivan points out...

It doesn't end there - Millennials' need and expectation for round the clock access to services, and their incessant need for connectivity has been responded to with the launch of 24/7 drive-throughs and WiFi in their restaurants.

It's perhaps surprising to see sense of evolution is so prevalent, as this audience is still so young, but they still indulge in nostalgia... The iconic Happy Meal has engaged them from a young age, and this demonstrates that holding onto defining characteristics of brand identity can be key. Mcdonald's have childhood imprinting and continuous evolution successfully covered.



Sony is another example of a brand where evolution is key – and specifically to continued loyalty to the PS brand.

This is a group who have grown up with sophisticated and collaborative gaming (a far cry from Ataris and Spectrums that Generation X grew up with), and have been familiar with PlayStation since its infancy – their appreciation of this brand and what it offers them starts with nostalgic view of the PS1 – the console they cut their gaming teeth on.

This means they have a fondness for the brand, but also a strong understanding of how and – importantly – why the PS brand has evolved.

This is not evolution for the sake of it, or to 'keep up with the Joneses'. This is evolution with the gamer clearly at the heart of the strategy. This is of course all very topical, as there's so much in the news about the new Xbox and PS4 launches. It only goes to demonstrate how Sony have got it right, and Xbox got it so very wrong. Sony have made technological advances to improve the experience for the gamer, and are offering a superior product, one thing our Millennials highlight is that they truly believe Sony is evolving to genuinely improve their experience and therefore enhance their lives.



I've always been a **Sony fan** - I had a PS1, then a PS2 so naturally I bought a PS3 at launch.

Microsoft have absolutely lost their minds, and they're just taking advantage of fans.

Once again Sony have won - the PS4 is more powerful,

prettier, cheaper but best of all it's designed with

the gamer in mind. Sony have focussed on what matters. I'll certainly be

buying a PS4 as it's better in every way, and I love how much

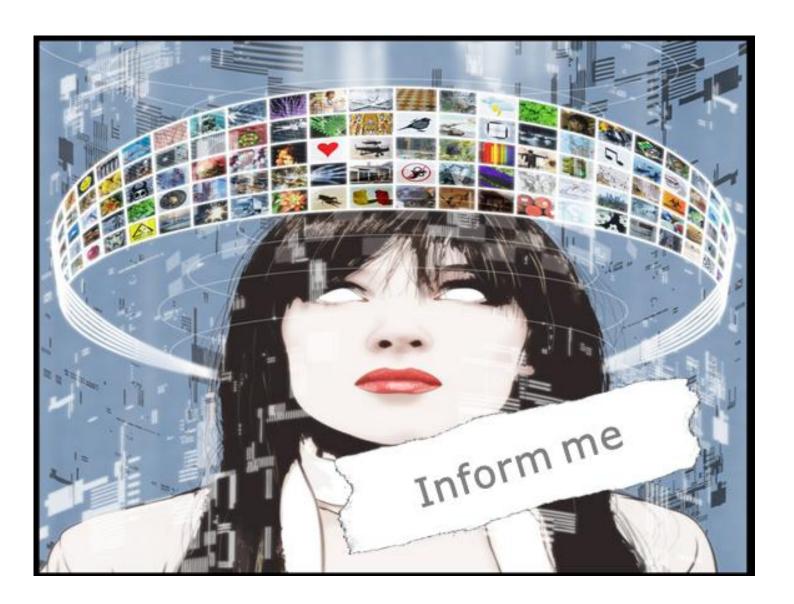
Sony Value me as a gamer

Daniel



Daniel – who owns both an Xbox and PS3, sums this up nicely.

These two case studies confirm how evolution is so important for this generation – who are fickle, and can easily move on to 'the next big thing' but if the consumer is truly at the heart of the changes, long term loyalty can be cemented.



Our second rule of engagement all about information:

It's perhaps unsurprising - for this ultra-connected, always on generation, a key trend is a desire to be informed.

Information overload is something we can all identify with, but for this generation, much more to it than this.

With large networks of friends, family and colleagues; information has a key role in social interaction – it's a form of social currency – driven by the need to be first to know, but also a desire to have a different angle to talk about and to share, but vocally and digitally.



I always keep up with what's going on. I have the Guardian app and the Daily Mail and other news blogs on my phone and bookmarked on my laptop.

That's how I keep informed.

I enjoy reading the different political and social perspectives of each broadcast, so I like to read from different websites. I like

following what's going on through the live updates on both guardian and BBC news

websites - Twitter is also good for public reactions

Olivia

"

This quote from Olivia really demonstrates this – and she's not alone.

Whilst they're not sitting down to watch the six o clock news, they are informed in a very 21st century way. Earlier we mentioned that Millennials like 'snippets' of information, and piecing things together. But one brand is doing this very well all on its own, and thus paving the way to long term brand loyalty...



When the Woolwich murder happened, near the outset of our project, we weren't surprised that Millennials turned to social media and plethora of apps to find out what was going on.

Initial information was gleaned from Twitter, Digg, Facebook and Flipboard, but this was underpinned, and validated, by information from Sky more so than any other mainstream provider.

Digging deeper it was surprising to uncover quite an affinity for the brand...



Our Millennials see Sky as a brand they can rely on -

The news content is trusted and genuine, and completely up to date.

This taps into the desire to be 'first' with the news, and when that comes from a credible source, all the better.

In a world where everything is sensationalised and dramatized, Sky is using this to its advantage to engage.

Where the BBC is staid and traditional, Sky news brings feeling of drama and adds layers of detail, as well as adding a light-hearted touch: e.g. a video of PCSOs being reprimanded for doing the Harlem Shake alongside breaking news of Zara Phillips' pregnancy.

Warmth towards the brand goes beyond Sky News though – frequently used touchpoints include the website, mobile apps Sky GO and the twitter feed. The multi channel, thoroughly joined-up approach, offering information in bite-sized chunks resonates, and fits perfectly into their lives. In providing not only the content, but the delivery channel too (through satellite and broadband), it's easy to see why Sky is so relevant for information-hungry group. Beyond the functional, Sky underpin the offer with brand building activity – their heavy involvement in cycling (via Team SKY) has nothing to do with this desire for information, but brings an added level of interest and personality, retaining top of mind awareness, and ensuring its status as first port of call can be retained.



The information craved by Millennials is not all about current affairs - as you'd expect, they're also interested in important things in life... Like what to wear on a Saturday night out.

Topshop are doing a fantastic job at informing our Millennials – they're doing this through social media, using Facebook in a way this generation can identify with - getting involved with social conversations and interactions, and this style of informing is gaining cut through.

Topshop are using a simple 2-way dialogue with consumers through Facebook and Twitter and they update their feeds and status regularly, feeding the hunger for continuous, round-the-clock information.

Importantly – this is not just any old information - this fashion-conscious cohort love 'hot off the press' updates – the latest fashions, hottest trends and style icons... news that feels relevant to the brand, and the audience, and therefore it engages them. Most importantly, it's information that gives them the oh-so important social currency among their immediate social circle. Topshop build on relevance by tying in their communication with relevant and timely events, demonstrated by a screen grab that Hannah shared with us on father's day. And with the renowned high levels of stock rotation, when announcing new stock, Topshop use these channels to create a frenzy through scarcity marketing.



Our next rule of engagement is ensuring your brand provides clarity and consistency around its identity, in order to create long term brand loyalty by generating a deeper understanding of what your brand stands for.



This is something that Google have established incredibly well and something our Millennials really admire... in the words of one of our panel, Google is a 'way of life, not just a brand'... a brand they demonstrated a real affinity and connection with.

As far as Millennials are concerned, Google have built a very clear positioning around providing for all their digital needs – evolving from being a search engine, to providing email, translation, maps and social networking.

Google have been described by our Millennials as 'brave', 'innovative', 'open', 'honest' and 'friendly', and real sense of personality is so apparent.

Importantly – they understand what Google is all about. Millennials love Google because they innovate, they admire Google because they are not afraid to try new things, they respect Google because they are not afraid to admit when they've got it wrong. Take Google Wave which shut down in April 2012 after less than 3 years, and the closing of iGoogle. Google's confidence in its own brand is palpable in that it's not afraid to venture outside of typical "brand guidelines." Allowing their logo to be "remixed", adds to their brand strength instead of diluting it. Google, the employer, go above and beyond, a wellregarded attribute among our careerdriven Millennials...

Their cool offices and bean bag-filled meeting rooms and free drinks provide an additional layer of brand communication that hasn't gone unnoticed, as evidenced by Danielle...



You just know what Google is all about, don't you. It has a real personality about it, and they don't brush it under the carpet when they've got something wrong.

It's well known now for its imaginative

WORKSpace and recognising the importance of

a work/life balance. It just **fits so well** with them as a brand. I think companies like this will automatically attract **continuous custom**.

Danielle





Another brand which caught the eye of our Millennials for their clear and compelling positioning is Three.

They recognise that Three have carved out a position for itself in the mobile market, as a fun, playful brand, and a consistent approach has paid off –in terms of brand perceptions. As a network, 3 prides itself on being built for mobile internet, in eyes of Millennials, they have worked on their 'business basics', improving their service and connection speeds, and are now leveraging this through their marketing activity – reminding consumers to 'keep internetting'.

They are living and breathing their strategy by 'internetting' actively themselves, with heavy use of social media.

The most memorable example of this is the dancing pony – truly bringing the strapline of 'silly stuff – it matters' to life, but giving consumers the opportunity to create and share content, and generating great talkability- something which is key for this group.

This marketing-savvy group recognised that Three is not just a 'one trick pony'. Not only does their brand personality and positioning shine through their ATL and in social media, the consistent approach is carried through all their customer communications – the design of their statements, the look and feel of their app and the design of the website. With a consistent and compelling approach, Millennials feel Three is a brand they really understand and can identify with.

Through both of these case studies, we see how important clarity is. And whilst this has always been the case, it shows we need to be mindful of how future generations' understanding of brands goes far beyond TV and print ads, and consistency in everything you do is key.



Something we saw time and time again during the 6 week project was desire from our Millennials to be rewarded and incentivised by brands. This is a generation for whom the promotions and deals in store is the norm, and they have come to expect there to be 'something in it for me' when it comes to brand choices.



Brand owners often turn to Facebook as an easy platform to execute this strategy – often with high value rewards, via a 'like the page for the chance to win' mechanic...

This activity is something our Millenials see a lot of, and whilst this tempts them, it certainly doesn't engage them, and there is a lot of cynicism around brand activity on Facebook in general:



Elizabeth sums up this cynisism,...

But we can see how fast times have changed, and how social media has moved on.

When we were researching Facebook for our first lunch and learn, brand presence on Facebook was much lower, and many people were still dabbling with adding brands as their 'friends' or liking brand pages.

In the 3 years since this, consumers now expect to find brands on Facebook, but the context in which they're operating has changed. No longer is your brand's Facebook page competing with your competitor's Facebook page for space on the timeline, brands are competing with cake shops, body building pages, the local hairdressers and even planking associations for space on Millennials' timelines.

With over 1000 'likes' between our panel, even if the 'incentive' tempted them in, the benefit to the brand of a regular presence on the timeline is diluted. So reward in a very literal sense is not generating genuine affinity with brands – but one brand has demonstrated a way to reward their consumers with a campaign that has really resonated with Millennials.



That brand is Coke... This is an example of a brand that is rewarding and incentivising consumers through their 'share a coke activity' and their personalised bottles.

The community demonstrated an incredible amount of engagement for the campaign, (even from non-Coke drinkers) and the emotional reward of finding a bottle with your name on it and the satisfaction of sharing a bottle with your friend's name on taps into sociability, and cleverly encourages talkability via social media, as highlighted by this Facebook post and comment... and this demonstrates Coke's success at rewarding consumers in a unique way.

It's interesting that despite being savvy to marketing tactics and techniques, Coke have managed to engage Millennials in a way that few other brands have.

Coke have done incredibly well in personalising such a global brand, and their accompanying national tour, (70 locations including festivals), makes the campaign even more pertinent... and they were certainly in the right place to catch our Millennials, with quite a few of them spending a weekend under canvas at Glastonbury. The phased approach to launching names has also been incredibly clever at keeping interest sustained and maintaining excitement in seeking out more unusual names. This is a campaign which offers a reward true to the essence of the brand.

Olivia demonstrates for us here how this campaign has engaged...This just goes to demonstrate an example of consumer reward where it's clear for consumers what's in it for them, but that end reward is an emotional pay off rather than physical or functional, and that's what's making it cut through over and above the standard offers and promotions.



People have become **excited** by finding their names and **sharing** their photos of coke bottles, so it has **succeeded** in heightening the visibility of the brand, and giving you a **new** reason to buy it. Coke as a brand is huge and I guess it's a new **innovative** way of

personalising their brand and it

has seen their brand being discussed all over social networking sites

Olivia





It may be that the brand you're responsible for might not necessarily be targeting this age group of Millennials... But our final case study gives some food for thought, as it demonstrates a brand that is engaging consumers beyond their natural core target audience.



This was first brought to light by Joanna – a sports fan, but one who has never placed a bet, but feels she has an affinity with the Paddy Power brand – as shown by her quote.

Paddy Power introduce their tweet deck with the phase 'Betting news and banter served with a side of mischief by Paddy and team', undoubtedly engaging their core betting target audience, but as they are tweeting all sorts of interesting content, this extends beyond their core target – paving the way for future growth.

Paddy and the team are genius - creating content that's engaging and funny, keeping followers in the know about sports news, results, and the latest odds. But they also post opinions - more social currency and armoury for Millennials.

Look at what they tweeted during the wimbledon final - factual content (Andy Murray takes first set 6-4), irreverant comments (Novak Djokovich throwing his toys out of the pram), a nod to their marketing activity (large payouts should Murray win) and concluding their coverage with odds for next year. This 'little and often' approach meets their need for snippets of information that are easily and quickly digestible among plethora of other information they're gleaning online, and they remain true to the brand by interspersing betting odds – and whilst this hasn't tempted Joanna yet - what's to say it won't in the future. This shows us is that human values work on every level. Millennials are not a stand-alone tribe - and this activity is laving foundations for the future.





A powerful cohort, with a more pronounced sphere of influence than generations before

Millennials can be powerful brand advocates

Behaviour learned in a digital space is applied across all media touch points...

With snippets of information being pieced together, consistency in communication is key





Fundamental principles still apply – don't reinvent the marketing wheel...

Innovation should be grounded in consumer truth, and brand clarity is paramount

What does this all mean for you and your brand?

Some of our case studies are from big global brands with big global budgets to match, but the trends and themes hold true for all brands, and here are our key take outs:

We've come to realise that Millennials are a powerful bunch – they are living their lives in a different way from previous generations – both in the social context they live in, and the digital context in which they operate, and this means they have a far reaching influence on other generations.

As they've grown up in a digital age, they have grown up expecting to operate with multiple, always-available information sources, and are prepared to 'join the dots' to make a brand story work for them. Whilst this behaviour stems from a digital environment, they apply this way of processing information to other media outside the digital space, meaning consistency across all touch points is key.

And finally, whilst this is a generation with some unique traits, we all need to remember that some basic principles still hold true and shouldn't be ignored. In this fast paced world, innovation really is key but it really must be grounded in consumer truth, and genuinely improve their lives. In a world where your brand is competing in such a cluttered landscape, clarity of positioning and communication is what will set you apart from your competitors.

