

Institution: Bournemouth University		
Unit of Assessment: 34		
Title of case study: Transforming advertising and the commuter journey on the Transport for London network		
Period when the underpinning research was undertaken: 2010 - 2017		
Details of staff conducting the underpinning research from the submitting unit:		
Name(s):	Role(s) (e.g. job title):	Period(s) employed by submitting HEI:
Dr Janice Denegri-Knott	Associate Professor in Consumer Culture & Behaviour	2001 – current
Dr Rebecca Jenkins	Principal Academic in Marketing Communications	2010 – current
Dr Mike Molesworth	Senior Lecturer in Consumer Culture and Behaviour and Interactive Media	1996 – 2014
Dr Elizabeth Nixon	Lecturer in Consumer Behaviour	01/03/2011 – 31/07/2011
Period when the claimed impact occurred: 2016 - 2020		
Is this case study continued from a case study submitted in 2014? No		
1. Summary of the impact (indicative maximum 100 words) <p>Metrics to measure advertising effectiveness were undervaluing the engagement potential of digital and other formats in the Transport for London (TfL) network. Research at Bournemouth University (BU) demonstrating the significance of digital media and advertising in engaging consumers' imagination has transformed advertising in the TfL and Out of Home (OOH) advertising by:</p> <ul style="list-style-type: none"> • Securing Exterior Media a GBP2,000,000,000 contract to manage the TfL advertising estate, • Enhancing advertising in the TfL estate and increasing revenues, • Shaping the digital transformation of TfL and OOH advertising, • Making advertising during travel journeys more relevant and enjoyable for 1,300,000,000 TfL users annually and reinvesting increased revenues to improve the transport network. <p>The research findings resulted in companies enhancing advertising effectiveness by optimising creative messaging and targeting by format and time, generating more audience-led advertising (relevance) and active passenger engagement.</p>		
2. Underpinning research (indicative maximum 500 words) <p>In collaboration with COG and Exterior Media, Jenkins and Denegri-Knott led 'The Engagement Zone', the world's largest study into consumers' responses to OOH advertising. In 2015 Exterior Media commissioned the study in a bid to renew a contract to manage TfL's advertising real estate. The bidding process required that Exterior Media propose a novel approach to better understand how people actually engaged with and experienced OOH in the TfL.</p>		

The novel approach which underpinned the Engagement Zone study is based on the concept of the 'consumer imagination', a unique approach to advertising reception based on R1 and R2, led by Jenkins, and closely related to research led by Denegri-Knott which mapped the role that external sources—particularly digital media—play in imaginative thinking. The imagination is where the desire for goods and experiences originates, and is therefore considered to drive contemporary consumption; the need to actualise pleasurable imagined scenarios, or avoid negative ones, motivates consumption.

The key finding of the body of research led by Jenkins' and Denegri-Knott is that employing the 'consumer imagination' shifts attention to the consumer mindset—the context of advertising reception and its role in triggering the imaginative daydreaming that drives consumption. This differs from conventional strategies measuring advertising effectiveness based on changes after message exposure via surveys or copy-based experiments—a limited approach that does not show how advertising is experienced in everyday contexts, nor explain why consumers engage with advertising or identify the conditions that prompt engagement. Employing the concept of the 'consumer imagination' however, provides understanding of how and why consumers engage with advertising, and how this engagement is triggered.

R1 highlights that imagining shapes everyday thinking, and the role of consumer culture in shaping positive or negative daydreams related to life goals. A comprehensive model of the imagination in R2 [drawing on R1, R3, R4, R5] identified key elements of consumption in the imagination:

- roles (decision making, learning, escape),
- types (daydream, anticipation, worry, reminisce),
- positions (central, peripheral),
- triggers (external stimuli such as advertising),
- outcomes (consumption, behaviour change) of imagining.

R3, R4 and R5 demonstrated that consumers sought external resources to stimulate imagination and produce positive emotional responses. R1, R4 and R5 established the importance of mindsets associated with ongoing life goals and immediate context, demonstrating that during transitional moments such as commutes between home and work, and work and leisure, people are more prone to engage in imaginative thinking.

The underpinning research directly fed into the formulation of research objectives and the methodological design by drawing attention to contextual information about the passengers' mindset (underlying goals), the context (the commute as transitional time between home and work) and how this linked to engagement with advertising and emotional responses. Based on this approach and working in conjunction with COG Research and Exterior Media, Bournemouth University designed a multifaceted study that included measurement of physiological responses to advertising using eye tracking glasses (ETG) and skin conductance recorders (SCR) with 100 passengers during a typical tube journey and 54 follow-up interviews, over two weeks in January 2016. Passengers' physiological responses were measured, including attention and reaction data; psycho-physiological data of unconscious awareness and emotional responses to advertising. Qualitative interviews overlaid physiological data to understand the interaction between commuters' mindsets and OOH advertising in the London Underground, noting the underlying goals driving attention to advertising, the associated emotions, and the degree of imagining elicited.

The quality and innovation of the research was recognised with two prestigious industry prizes, the MRS Media Research Award (2016) and MRG Best Research Initiative Award (2016).

3. References to the research (indicative maximum of six references)

All five publications have been through rigorous, double blind peer review systems and published in journals regarded as leading in their field. In addition, R1 was selected as one

of the 'Editor's Choice Collection' in the *Journal of Consumer Culture*, highlighted as one of eleven 'most noteworthy manuscripts' published since 2001. R2 is listed as one of the most cited, viewed and downloaded papers in the last three years on the journal's website (*Marketing Theory*). R3 was awarded 'Best Paper' and 'Most Downloaded Paper' prizes in *Consumption, Markets & Culture* (2011). R5 was selected as 'Editor's Choice List' for digital consumption in the *Journal of Marketing Management* (2016).

R1. Jenkins, R., Nixon, E., & Molesworth, M. (2011). 'Just normal and homely': The presence, absence and othering of consumer culture in everyday imagining. *Journal Of Consumer Culture*, 11(2), 261. DOI: [10.1177/1469540511402446](https://doi.org/10.1177/1469540511402446)

R2. Jenkins, R. & Molesworth, M.R., (2017). Conceptualizing consumption in the imagination: Relationships and movements between imaginative forms and the marketplace. *Marketing Theory*. DOI: [10.1177/1470593117740753](https://doi.org/10.1177/1470593117740753)

R3. Denegri-Knott, J., & Molesworth, M. (2010). Concepts and practices of digital virtual consumption. *Consumption, Markets & Culture*, 13, 109-132. DOI: [10.1080/10253860903562130](https://doi.org/10.1080/10253860903562130)

R4. Denegri-Knott, J., & Zwick, D. (2011). Tracking Prosumption Work on eBay: Reproduction of Desire and the Challenge of Slow Re-McDonaldization. *American Behavioral Scientist*, 56(4), 439-458. DOI: [10.1177/0002764211429360](https://doi.org/10.1177/0002764211429360)

R5. Denegri-Knott, J., & Molesworth, M. (2013). Redistributed consumer desire in digital virtual worlds of consumption. *Journal of Marketing Management*, 29(13-14), 1561-1579. DOI: [10.1080/0267257X.2013.821420](https://doi.org/10.1080/0267257X.2013.821420)

4. Details of the impact (indicative maximum 750 words)

The findings of Jenkins' and Denegri-Knott's research, and the results of The Engagement Zone study informed and transformed advertising in the TfL network and OOH advertising and improved consumers' travel experiences.

Economic impact for Exterior Media

As a result of the study underpinned by research by Jenkins [R1, R2] and Denegri-Knott [R3, R4, R5], Exterior Media secured a contract to manage TfL's advertising real estate, worth GBP2,000,000,000 over eight years. This is the world's largest OOH advertising contract [E1]. According to Exterior's Head of Research: "The findings from the research were used to inform Exterior Media's bid for the Transport for London's advertising contract" [E2]. The success of the project contributed to Global buying Exterior Media in 2018 [E3] and is worth GBP150,000,000 per year to the outdoor media owner [E4]. For the Director of COG, "if the project had not been carried out, it is plausible that the contract would not have been awarded" [E5].

Additionally, insights generated have equipped the sale of advertising in a challenging market for ad sales in the UK and enabled Exterior "to charge higher prices for advertising on new digital screens, and to justify investment in further infrastructure to deliver full motion video on platforms across the network" [E5]. The improvements in infrastructure have increased advertising revenues with income generated from commercial advertising from GBP114,900,000 in 2015/2016 to GBP154,000,000 in 2019/20, which has all been invested back into the transport network [E6]. This transformation is estimated to help maximise revenues for TfL to GBP1,100,000,000 by 2023 [E7].

Improved campaign messaging and targeting

Based on the mapping out of imagination needs (information-inspiration) across the passenger journey enabled by BU's approach, advertisers have improved their campaign effectiveness by format, location and time. For example, in March and April 2017, Fujifilm and John Lewis ran campaigns on the iconic digital screens at Canary Wharf. Exterior Media measured the impact

of the campaigns over a period of two weeks. 80% of respondents recalled the Fujifilm campaign (average OOH recall ranges from 40-67%), while over 72% of commuters who recalled the John Lewis ads said that the ads made them want to engage with the John Lewis brand (compared to 56% for any other advertisements). During these two weeks, 62% of all commuters at this site interacted with the John Lewis brand either in-store or online [E8]. Iconic digital screens, particularly at Canary Wharf, have proved successful for numerous brands. In 2019 Fujifilm ran a campaign designed to broaden perceptions of the company and promote Fujifilm as a healthcare technology brand. In March-April 2019, Exterior Media measured the impact of the campaign through interviews; results showed that 80% of respondents recalled the campaign, of whom 79% would interact with the brand over the following 4 weeks [E8].

Digital transformation of advertising in TfL and OOH advertising

Findings gathered by the Engagement Zone study underpinned the digital transformation of advertising in TfL, with insights measuring the relative effectiveness of digital and classic formats guiding the upgrading of digital displays and the expansion of digital footprint [E2]. The Media Research Manager at Exterior Media confirms that “evidence of differing need states at different journey times can now be exploited as digital ads allow for time-relevant creative to be shown” [E5]. This change offers greater flexibility and agility that allows advertisers to create more contextual and relevant campaigns for consumers via tailored content based on real time updates. The Managing Director of Exterior Media confirms that this makes OOH advertising more impactful and accountable [E1, E2]. In accounting for different mindsets during passengers’ journeys, the ‘consumer imagination’ approach [R1, R2, R3, R5] has enabled updates to TfL’s advertising estate. This led to decluttering of advertising space across TfL stations and innovative formats including large digital displays - D12 premium landscape displays in locations with best sight lines and DX3 next generation cross track projections with high quality displays.

Improved travel journeys for up to 1,300,000,000 TfL users each year

Digital infrastructure and decluttering resulting from the transformation of the advertising estate continues to contribute to creating a more attractive environment, benefitting up to 1,300,000,000 TfL users each year. Passengers also benefit from more enjoyable, relevant, personalised and ‘audience led’ advertising made possible as a result of insights generated by the research. Investments in the network, resulting from greater advertising revenue resulting from changes shaped by this research, will also lead to improvements to travel journeys and environment [E1, E9]. For Exterior Media’s Research Director, “the research demonstrates that almost all Tube travellers are favourable to London Underground advertising” and that this finding “was also able to provide Exterior with proof that advertising on London Underground is more engaging than online video advertising and as engaging as TV advertising” [E2].

The reach and significance of the research continues to develop

The engagement results of the study will be used by Exterior Media as a new metric for measuring OOH advertising [E2]. Hello London has changed the OOH advertising industry’s focus from media assets to audience engagement, and is building on the findings of this research in executing a complete digitalisation of OOH advertising to leverage data collection, analysis, implementation and evaluation [E10].

5. Sources to corroborate the impact (indicative maximum of 10 references)

E1. Transport for London. (2016). *TfL selects Exterior Media as its media partner for the world’s largest rail advertising contract*. [Press release]. 17 March.

E2. Exterior Media. (2019). Testimonial letter, 12 February.

E3. Pidgeon, D. (2018). ‘Global to buy Exterior Media’. *Mediatel*. 12 October.

E4. Cotterrell, J. (2016). ‘The Great Outdoors: Why OOH is Set to be Adworld’s Strongest Contender in 2017’. *HUFFPOST*. 14 November.

- E5.** COG Research. (2019). Testimonial letter, 20 February.
- E6.** King, D. (2017). 'Q&A: Dave King, Exterior Media'. *The Guardian*. 20 March.
- E7.** WARC. (2017). *Exterior Media: Immerse and Engage on the London Underground*. [Press release].
- E8a.** Global. (2017). *iconic digital screens at canary wharf drove commuters to interact with john lewis*. Available at: <https://outdoor.global.com/uk/insight-and-data/our-case-studies/client-case-studies/john-lewis#>. (Accessed: 24 February 2021).
- E8b.** Global. (2019). *lu and dlr campaign drove future consideration of fujifilm as a healthcare technology brand within the business target audience*. Available at: <https://outdoor.global.com/uk/insight-and-data/our-case-studies/client-case-studies/fujifilm#>. (Accessed: 24 February 2021).
- E9.** Connelly, T. (2016). 'Exterior Media and TfL detail how Hello London partnership will 'change the media landscape''. *The Drum*. 07 October.
- E10.** Oakes, O. (2016). 'Exterior to launch ultra-HD screens and new escalator ad formats across TfL stations'. *Campaign*. 06 October.