



# Case Study

## 2020 EFFIE AWARDS UNITED STATES GOLD WINNER

### "ROLL BY GOODYEAR"

The way we buy and install tires hasn't changed in decades, which results in a frustrating experience, especially for Goodyear's key target: Millennial women. Roll by Goodyear makes tire-buying and installation a more modern and enjoyable experience for female consumers. Inviting storefronts located near shopping destinations simulate a showroom experience. Both women and men found the selection, purchase, and installation process easier, faster, more convenient, and friendlier. Our Women's Net Promoter Scores jumped by 30% and we saw 3X the adoption rate of mobile installation compared to other properties.

**Competition:**  
Effie United States

**Ran in:**  
United States

**Category:**  
Commerce & Shopper:  
Brand Experience

**Brand/Client:**  
Goodyear/Goodyear Tire and  
Rubber Company

**Lead Agency:**  
Digitas

**Product/Service:**  
Motor & Auto

**Classification:**  
Regional

**Dates Effort Ran:**  
October 1, 2018 - ongoing

**Category Situation:**  
Flat

**Program Origin:**  
Retailer Driven

**Credits:**  
James Alleman  
Joe Auriemma  
Bethany Bayer  
Howard Blazzard  
Chris Campbell  
Mike Dauberman  
Sue DeSilva  
Brett Eveleth  
Katie Garland  
Ken Kleve  
Seth Klugherz  
Annelie Koller  
Austin Myerson  
Ashley Postif  
Diana Pun  
Atit Shah  
Andy Shaw  
Brooke Talbot  
Fred Thomas  
Craig Zito



## Executive Summary

### The Challenge

The legacy tire-shopping and-buying experience can be disappointing to customers whose expectations were being reset beyond the industry.

### The Insight

An oft-dreaded purchase does not need to be a dreaded experience.

### The Idea

Roll by Goodyear: a reimagined, omni-channel shopping experience... for tires.

### Bringing the Idea to Life

A new brand, new stores, and a completely new experience that radically transforms the way everyone shops for tires.

### The Results

Among those who shopped Roll, the positive perception of Goodyear skyrocketed, increasing mobile installation adoption.

## Effie Awards Category Context

Despite e-commerce transformation, the way we buy and install tires hasn't changed in decades. Especially for one of Goodyear's key targets: Millennial women. Roll by Goodyear brings modern retail to the tire category. Inviting storefronts located near shopping destinations simulate a showroom, and service is done in off-site Roll by Goodyear garages via mobile installation at customer's homes. Friendly sales associates assist customers in navigating tire selection, and installation options include pickup and drop-off service, so customers can spend less time waiting and more time doing what they love. The entire shopping and buying process is also available online.

# State of the Marketplace & Brand’s Business

## Increased Competition:

Goodyear was the first major tire manufacturer to create an ecommerce-enabled website in 2015, but over the last 3 to 4 years there has been increased competition as others have been ramping up their own efforts to provide more options for buying tires online.

## Bridging a Knowledge and Trust Gap:

Our research revealed that despite consumers’ lack of specific knowledge regarding the buying of tires, they often don’t want to lean on salespeople or mechanics for support because they fear being sold something they don’t need. Some consumers believe salespeople and the mechanics who install tires are just trying to make money as opposed to providing them with the right solution. In fact, 83% of consumers continue to “feel” overcharged in the auto repair process.<sup>1</sup> This is due in large part to the fact that very few consumers think about or even care about their tires until there is something wrong with them.<sup>2</sup>

## Installation:

Having tires installed, regardless of who does it, sometimes takes hours and involves sitting in a waiting room or having to arrange transportation for drop-off and pickup. It is not an easy or simple process, and it does not respect the consumer’s time, which is a precious commodity.

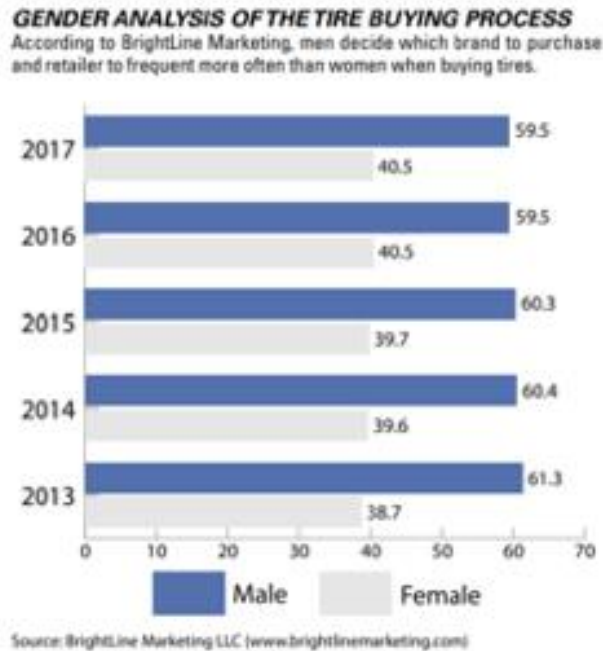
It was evident to Goodyear that a transformation was needed in the category. Consumers needed a modern and more customer-friendly way of selecting tires and having them installed. Goodyear believed that it could deliver this to consumers, thereby revolutionizing the standard auto service experience.

# Audience

Even though female shoppers make or influence 65% of tire and car purchases, three quarters of them say they feel misunderstood by car marketers.<sup>3</sup> They dread going to a car repair shop for tire service or any other, considering it on par with going to the dentist.<sup>4</sup>



And although a larger percentage of men make the decision as to which brand of tire to buy and retailer to visit, the share of women making those decisions has been slowly starting to grow.



The growth in household incomes among young adults has been driven in part by millennial women, who are working more – and being paid more – than young women were in previous years.<sup>5</sup> This would be our sweet spot. 68% were spending between one and three hours purchasing tires and having them installed.<sup>6</sup> With 40% of them reporting having less than an hour a day of “me time” (50% of moms),<sup>7</sup> we wanted to give some of that precious time back.

We set out to design an omni-channel shopping experience that would capture the growing share of millennial women entering the market and satisfy their unique needs and high expectations about the modern retail experience.

## Objectives & KPIs

Our main objectives were:

### **Objective 1: Drive increased satisfaction among women with the new pilot Roll by Goodyear locations over existing Goodyear retail locations in the same market.**

- Drive increased satisfaction with the entire tire-buying and -installation process for women who were being underserved by the existing options.

### **Objective 2: Increase the percentage of mobile installations at point of sale.**

- If we could increase the percentage of installations that were made via mobile relative to those made on-site, it would indicate a shift in behavior and allow these women to do more important things with their precious time, creating a better overall brand experience and fostering brand loyalty.

### **Sourcing**

1. “Women would rather go to the dentist than the auto repair service center,” Automd.com study, 2014.
2. Goodyear research.
3. “Women Tire Buyers Really Want to be Educated,” study conducted by Real Simple magazine in partnership with Goodyear and featured in tirereview.com.
4. “Women would rather go to the dentist than the auto repair service center,” Automd.com study, 2014.
5. “Young adult households are earning more than most older Americans did at the same age,” Pew Research Center, 2018.
6. “Women Tire Buyers Really Want to be Educated,” study conducted by Real Simple magazine in partnership with Goodyear and featured in tirereview.com.
7. “Women Tire Buyers Really Want to be Educated,” study conducted by Real Simple magazine in partnership with Goodyear and featured in tirereview.com.

# Insight

## **A dreaded purchase does not need to be an unpleasant experience.**

A tire purchase is an unavoidable nuisance if you want to own and drive a car. No significant changes have occurred in the retail tire and installation category in decades. After qualitative research with younger women, we realized it wasn't enough to make a marginal improvement in the environment or process but that we needed a new way of thinking about the entire category so that they could shop for tires the same way that they shop in any other category. There was not just one thing wrong with the tire-shopping and -installation process – the whole thing needed an overhaul.<sup>1</sup>

We took inspiration from other category disrupters. Carvana was taking the pain out of car buying by delivering cars to your door. Casper reinvented the mattress category. What if we could provide female buyers a shopping experience from end to end that was less painful, more modern, more transparent, and more convenient, so it wasn't as dreaded as a trip to the dentist?<sup>2</sup>

### **Sourcing**

1. *Qualitative research conducted by Goodyear.*
2. *"Women would rather go to the dentist than the auto repair service center," Automd.com study, 2014.*

# The Big Idea

## **Roll by Goodyear makes tire-buying and -installation a more modern and enjoyable experience for female consumers.**

# Bringing the Idea to Life

To bring the idea to life, we took everything we knew about the tire-buying and -installation process and flipped it on its head. The pilot Roll by Goodyear stores are small-format storefronts located in modern residential/retail areas, where our audience lives, works, and shops. They feature a shoppable tire wall that displays the treads available, making for easy comparison. Installation is completed at centralized hubs, with a network of shuttle drivers taking care of a customer's vehicle from beginning to end, so the customer can grab a bite, hit the gym, or simply get on with their lives. This is different from traditional tire-buying locations, which are typically located in more industrial areas and have larger footprints to accommodate both the shopping and installation on-site. Alternatively, the customer could choose to buy the tires in the store or online and have them installed at their home by a mobile van.

### **Branding**

We wanted to lean into the equity of the Goodyear brand while also incorporating a modern look and feel: softer fonts, more expressive iconography, and an expanded color palette. Taking inspiration from brands we knew our target consumer was engaging with, we transformed "tire speak" into more conversational language across the experience.

### **Consumer Experience**

Traditionally, auto service retailers leave consumers in the cold with uncomfortable, impersonal waiting rooms. By reducing the total footprint and creating a friendlier environment, our Roll by Goodyear stores invited consumers to engage with the brand in a more meaningful way, with interactive elements such as the tire wall. We added functional furniture and removed the traditional checkout counter to give the space a more upscale and personal feel. Our mobile-friendly website was optimized for a tailored in-store experience and designed to match the ease and comfort of the in-store experience with a simplified step-by-step shopping, purchasing, scheduling, and installation process.

### **Service Design**

Consumers met face-to-face with sales associates rather than mechanics to personally guide them through the Roll by Goodyear store experience. Each interaction was designed to ensure that it was personalized in a way that helps ease the customer through the process, from name tags to highlighting real associates on the website to creating a new tire categorization that makes them easier to sort.

## Pricing

Research revealed that price was often the top consideration for consumers when purchasing tires, and that they feared the additional “secret costs” they often faced during tire installation.<sup>1</sup> So we reduced this sticker shock and increased consumer confidence by providing transparent all-in pricing that comprised taxes, fees, and installation costs.

### Sourcing

1. “Women would rather go to the dentist than the auto repair service center,” Automd.com study, 2014.

## Investment Overview

### Budget

- Compared to other competitors in this category, this budget is about the same.
- Roll by Goodyear was a pilot launched in two markets. The pilot started with 12 stores. No spending had been made in the “Roll” brand name prior to the launch of the test markets.

### Owned Media

Owned media channels included new retail storefronts (12 in 2 markets) that offered a custom tire wall featuring our products; branded Roll by Goodyear mobile installation vans; cross-promotion on Goodyear’s digital properties (i.e., goodyear.com); dedicated Facebook, Twitter, and IG channels; Roll-branded uniforms; and a responsive website that was customized by location and doubled as the retail POS.

### Sourcing

Goodyear provided investment sources.

## Communications Touchpoints

### Ecommerce (During/Post)

#### Interactive/Online (During/Post)

- Brand Website/Microsite
- Manufacturer/Retailer Website

#### OOH (Pre/During)

- Other

### Point of Care (POC) (Pre/During)

- Brochures

### Retail Experience (During/Post)

- In-Store Merchandising
- In-Store Video/Kiosk
- POP
- Other

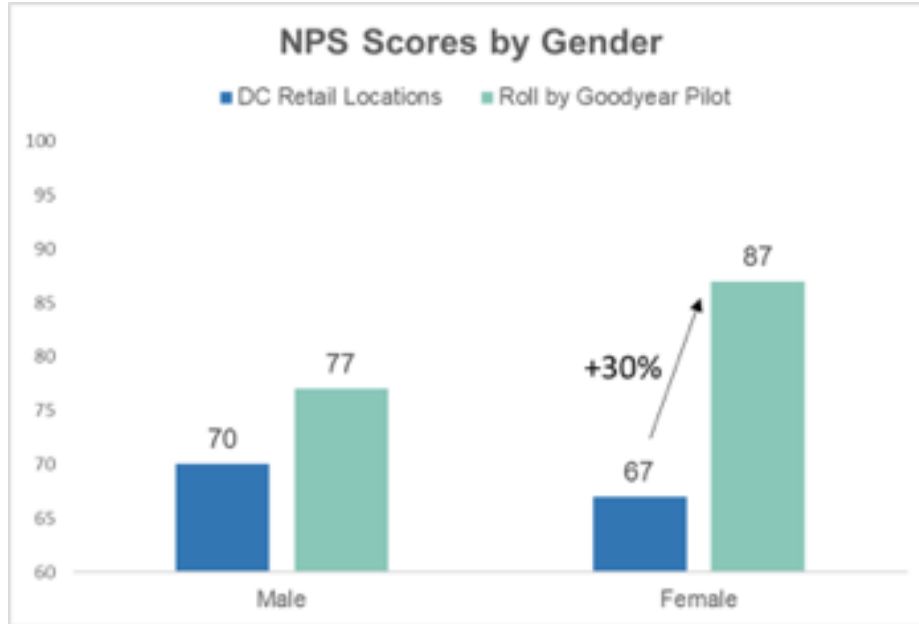
### Search Engine Marketing (SEM/SEO) (Pre/During/Post)

#### Social Media (During)

## Results

### Objective 1: Drive increased satisfaction and loyalty among women with the new pilot Roll by Goodyear locations over existing Goodyear retail locations in the same market.

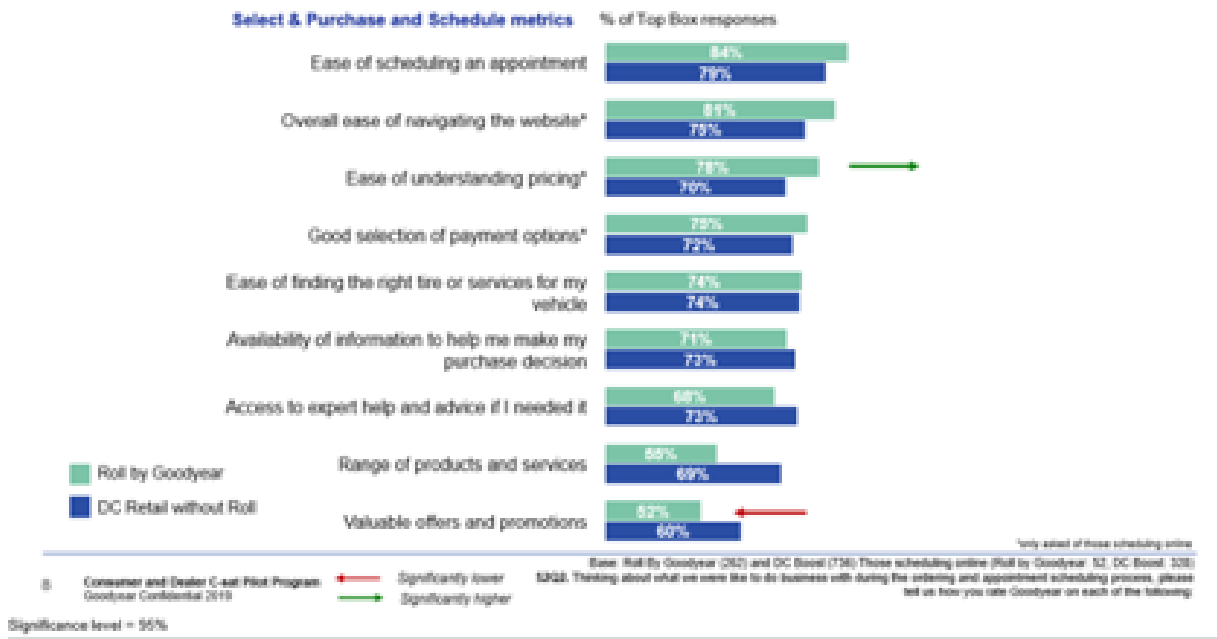
Women's Net Promoter Scores jumped to 87 for Roll by Goodyear over the DC retail women's score of 67. We know that higher Net Promoter Scores (NPS) is an indicator of loyalty and repeat business.



Source: Goodyear Study, Consumer and Dealer c-Sat Pilot Program; Retail sample October '18 to May '19 and Roll by Goodyear sample covers November '18 and May '19.

And overall, both women and men found the selection, purchase, and installation process easier, faster, more convenient, and friendlier.

**Roll by Goodyear performs ahead of DC Retail on Ease metrics** 




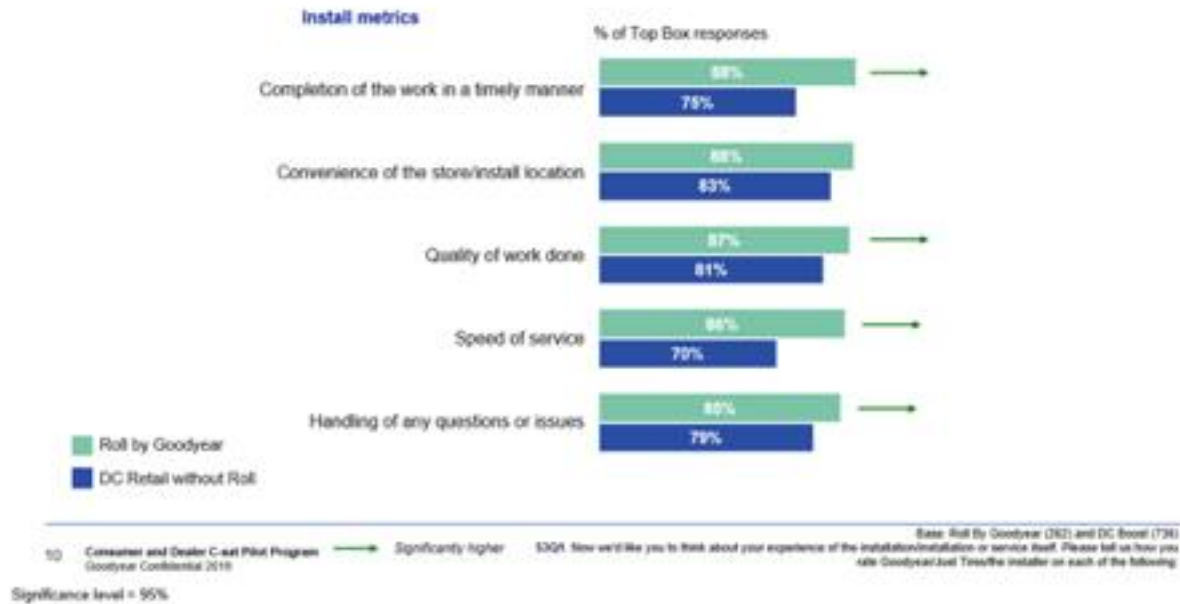
Source: Goodyear Study, Consumer and Dealer c-Sat Pilot Program; Retail sample October '18 to May '19 and Roll by Goodyear sample covers November '18 and May '19.

Customers had a lot of great things to say, reinforcing our belief that we had succeeded in meeting our objectives. "With my work schedule, it worked out well. I did not have to take off from work or leave home, which was a huge help."



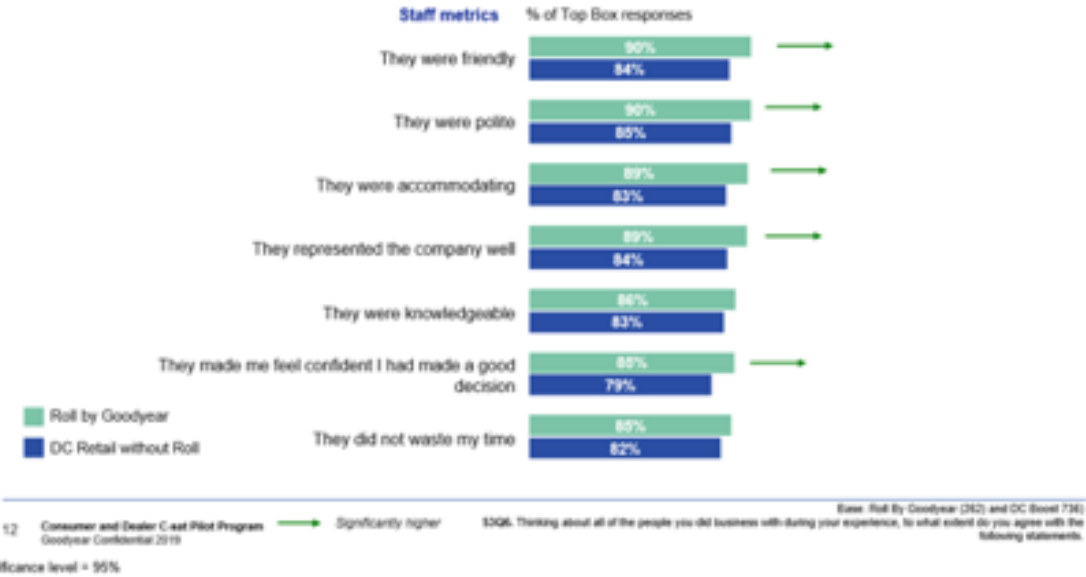
Promoter, Van installation

**the Install experience is delighting our Roll by Goodyear consumers** 



Source: Goodyear Study, Consumer and Dealer c-Sat Pilot Program; Retail sample October '18 to May '19 and Roll by Goodyear sample covers November '18 and May '19.

**Roll outperforms Retail across all Staff metrics** **GOODYEAR**

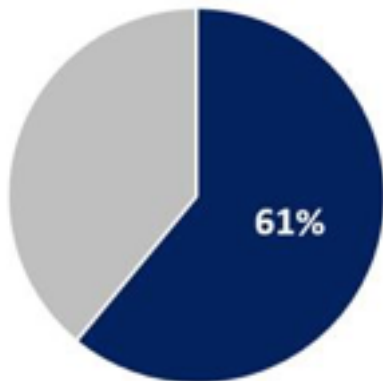


Source: Goodyear Study, Consumer and Dealer c-sat Pilot Program; Retail sample October '18 to May '19 and Roll by Goodyear sample covers November '18 and May '19.

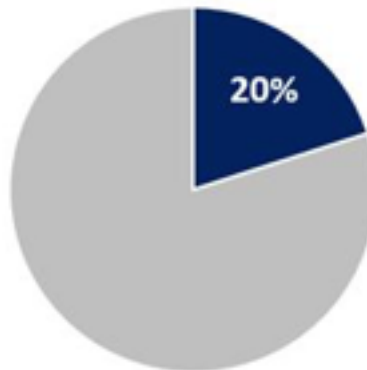
**Objective 2: Increase the percentage of mobile installations at point of sale.**

The mobile installation adoption rate is 3X stronger on RollbyGoodyear.com than it is on Goodyear.com. Although both Goodyear.com and RollbyGoodyear.com allow mobile installation, Roll shoppers adopted mobile installation at a higher rate owing to the revamped shopping experience.




**Roll Mobile Install Adoption Rate**



**GY.com Mobile Install Adoption Rate**



## Other Contributing Factors

-  Couponing
-  Economic Factors
-  Leveraging Distribution

The largest force in the category and marketplace is the behavioral change that consumers would need to make for this to be successful. Going to a tire-installation garage is an ingrained habit, and we had to overcome a trust hurdle with consumers so that they would allow us to change their tires from a mobile van or drive their vehicle to an installation location. The very fact that this was a new type of service offering was a market force in and of itself.

### **Sourcing**

*All data in sources: Goodyear Study, Consumer and Dealer c-Sat Pilot Program; Retail sample October '18 to May '19 and Roll by Goodyear sample covers November '18 and May '19.*



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