

E-1041-635

Transforming H&M’s business by placing search at the heart of the customer experience

Product

H&M

Category Entered

Sustained Success

ENTRY DETAILS

Dates Effort Ran (Total)

List the start/end dates of the effort, even if it goes beyond the Effie eligibility period.

Efforts that are ongoing should leave the end date blank in the Entry Portal.

Date From	2018-04-16
Date To	

Countries Effort Run In

List the countries the effort

Austria
Belgium
Bulgaria
Czechia
Denmark
Finland
France
Germany
Greece
Hungary
Ireland
Italy
Netherlands
Norway
Portugal
Romania
Serbia
Slovakia
Spain

Sweden

Switzerland

Turkiye

United Kingdom

Regional Classification

Select all that apply.

Please note that if your effort is Multinational, your entry must be isolated to adhere to the eligibility parameters for your Effie program.

Multinational

Industry Sector

Classify your brand/product by one of the available industry sectors, or choose Other.

Fashion, Accessories & Jewelry

Industry/Category Situation

Select one.

Growing

EXECUTIVE SUMMARY

GIVE THE JUDGES AN UNDERSTANDING OF THE CASE THEY ARE ABOUT TO READ BY PROVIDING A SUMMARY FOR EACH OF THE ITEMS BELOW. A ONE-SENTENCE SUMMARY IS RECOMMENDED FOR EACH LINE.

The Challenge:

(Maximum per line: 20 words)

H&M was not set up to win in a rapidly growing e-commerce market, putting its market share at risk.

The Insight:

(Maximum per line: 20 words)

Search was a key digital battleground that H&M needed to win to survive the shift to e-commerce.

The Idea:

(Maximum per line: 20 words)

Create a customer-centric digital shopfront putting customer search behaviour at the heart of the experience.

Bringing the Strategy to Life:

(Maximum per line: One sentence - 20 words)

We transformed H&M's online business by putting data at the heart of all decisions, powering a modern commerce engine.

The Results:

(Maximum per line: 20 words)

H&M's new customer-centric online presence delivered £408M incremental organic revenue, with an ROI over 30:1 four years running.

Why is this entry an outstanding example of effective marketing in this Effie entry category?

Summarise your case by focusing on how your results related directly back to your challenge and objectives. When entering multiple categories, it is important to customise your response for each category. If judges have questions about your eligibility in this category, they will refer to this response.

(Maximum: 100 words)

WARNING: This isn't your usual creative award submission. It isn't a story of a single big creative idea and execution. There's no memorable tagline here. No catchy jingle.

Instead this is a story about transformation - about change from the inside. About the power of data and consumer analytics, and how they were harnessed to completely transform a business: its culture, processes, operations, and approach to a channel. About putting quantifiable insight at the centre of everything to deliver huge revenue and unimaginable ROI, securing H&M's place in digital commerce.

This is a story of Effectiveness in the digital age.

SECTION 1: CHALLENGE, CONTEXT & OBJECTIVES - 23.3% OF TOTAL SCORE

This section covers your strategic business context for your marketing activity, alongside your key business challenge and objectives.

Please provide the necessary context on your industry category, competitors, and brand so the judges, including those unfamiliar with your brand/category, can evaluate your entry. Outline why your business challenge was the right opportunity to grow and the degree of ambition represented by your objectives.

1A. Before your effort began, what was the state of the brand's business and the overall category in which it competes? What was the strategic challenge that stemmed from this business situation and the degree of difficulty of this challenge? How did it change over time?

Provide context for the beginning of your effort and over time.

(Maximum: 425 words; 3 charts/visuals)

H&M is a global giant, the second largest in worldwide high street fashion retail in 2018, with a 70-year history (1). But in a world where clothes shopping is increasingly online, it was in danger of being left behind by 'digital natives' (2) like ASOS and Boohoo.

When we engaged in 2018, high-street stores were still their priority, and digital represented a minority of H&M's revenue(2). But online retail was growing exponentially.

H&M was vulnerable. The fashion industry graveyard is littered with companies which failed to make the digital shift: Arcadia, Debenhams, Laura Ashley - the list goes on.

To secure its future, H&M needed to win in digital. Search was a key battleground, where sales journeys start for a huge proportion of consumers(3).

H&M were spending heavily on Paid Search, bringing one-off customers who didn't return. They had to keep spending more to bring in the next batch. It was enormously expensive and not cost effective.(4)

H&M's digital-only rivals, unencumbered by legacy systems and physical stores, focused single-mindedly on digital success and had achieved organic search visibility(5) that built their brands and cost a fraction of what H&M were spending.

H&M urgently needed SEO. But they hadn't prioritised it, and had only just hired their first Head of SEO.

SEO is unique amongst digital channels in that you can't deliver results in isolation. Although H&M's Head of SEO was onboard, we'd need to:

- Overhaul site content, requiring multiple data-driven approaches and diverse stakeholders
- Persuade H&M's stretched development team to provide substantial resources
- Convince existing PR / campaign teams to work in entirely new ways

Challenges for any business. But for a multinational retailer with 120,000 employees(2) and legacy systems and processes, it would be harder still, because:

- Their digital shopfront mirrored physical stores, missing digital search behaviours.
- They had been unable to understand the revenue impact of tech SEO to secure development resource.
- Teams were siloed and critical collaborations were not in place.
- PR and Campaign teams had never even met the SEO team.

Each of these presented critical challenges. But we needed to make change happen, everywhere, at pace, to deliver the step change that H&M needed to win in the rapidly growing online market.

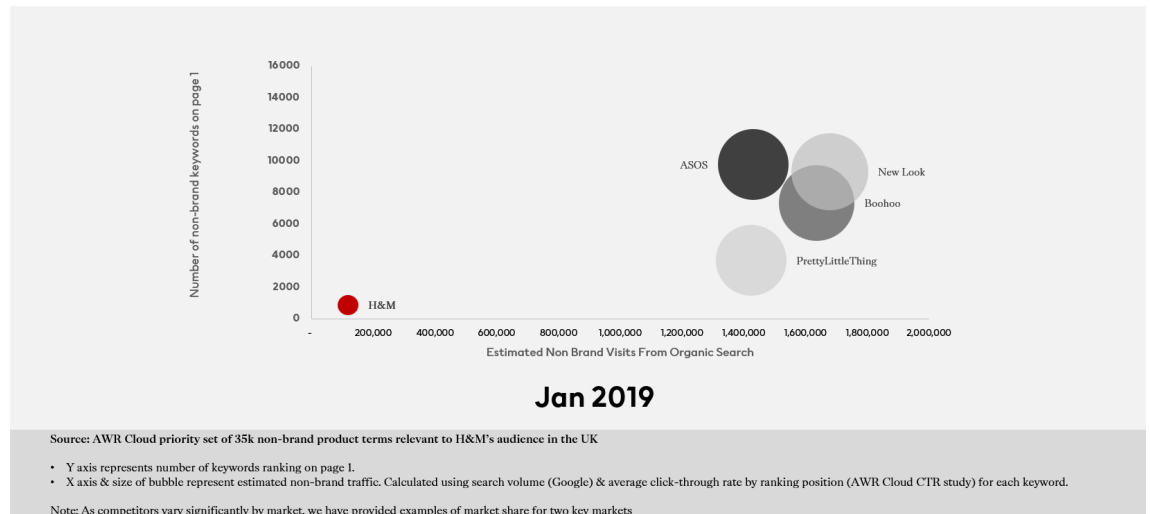
Drastic change was urgently needed. Cultures needed to be transformed. Processes up-ended. Silos smashed.

Today, we'll show you how we transformed H&M in a world increasingly driven by online search... just in time for COVID to up-end ecommerce.

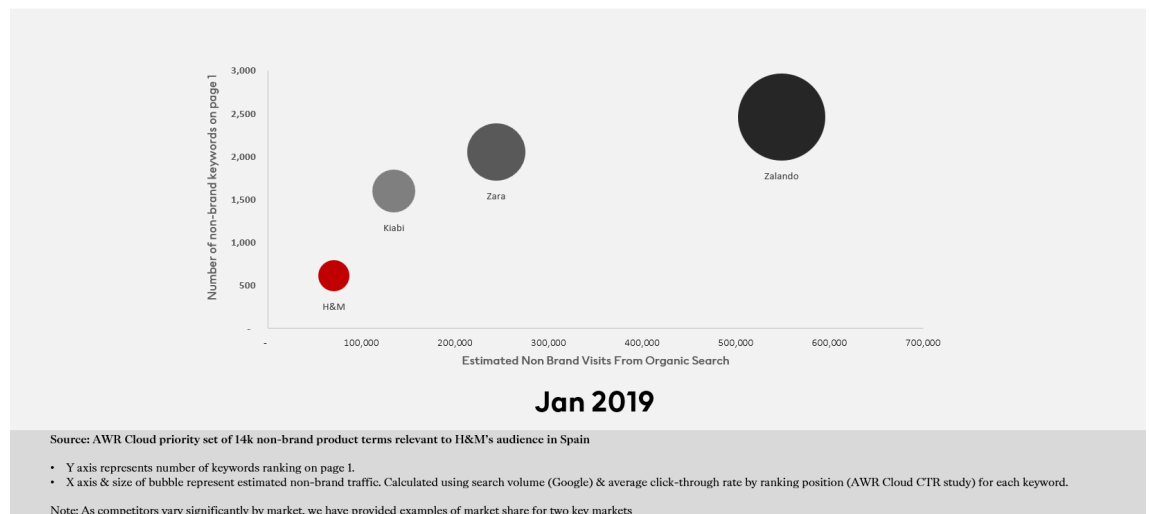
And we're continuing to scale, tapping into automation and neural networks.



H&M were being left behind by digitally native rivals and brands who had heavily invested in SEO



H&M were being left behind by digitally native rivals and brands who had heavily invested in SEO



1B. WHAT WERE THE BUSINESS, MARKETING AND CAMPAIGN/ACTIVITY OBJECTIVES THAT YOU SET TO ADDRESS YOUR CHALLENGE? WHAT WERE THE KEY PERFORMANCE INDICATORS (KPIs) SET AGAINST EACH OBJECTIVE? HOW DID THEY CHANGE OVER TIME? PROVIDE SPECIFIC NUMBERS/PERCENTAGES FOR EACH AND BENCHMARKS WHEREVER POSSIBLE.

RESPONSE FORMAT

List each objective individually. We have allowed for one key business objective (required) and up to 3 Customer (marketing) and Activity (comms) objectives (1 required, 3 maximum for both types). If you had fewer customer and marketing objectives, that is fine, please leave the fields blank. For each objective, provide brief context for why you chose it, state the KPIs and benchmarks.

Unsure which objective type to select? [View guidance here.](#)

Business Objective

Objective #1 should be your

Reference 1

primary campaign objective, then you may list up to three supporting objectives.

For each objective, you may include up to three charts/graphs.

Objective - Overview & KPI

State your objective here.

(Max: 30 words)

Drive £204M incremental revenue from organic search over 4 years.

Measurement - How did you plan to measure it?

(Maximum: 30 words)

Google Analytics 360 - organic sales performance

Our forecasts consider wider factors outside of our control such as brand demand, to give a representative view of incremental SEO revenue (4B).

Rationale - Why the objective was selected and what is the benchmark?

(Maximum: 150 words;
3 charts/visuals)

We mapped out a plan of specific, realistic but ambitious actions that H&M would need to take each year to increase organic visibility and revenue.

We combined this with our opportunity analysis, and the agency worked with H&M to build a forecasting model (see 4B) to set annual revenue targets for growth.

Taken together, the target was set at a combined figure of £204M incremental organic revenue across a period of 4.25 years (Jan 2019 - Mar 2023), across all of their European ecommerce markets.

These ambitious targets then became our business case for transformation - any let up in pace would mean missing both parties forecasts.

Tagging - What keywords best describe your objective type?

(1 Required. No
Maximum)

Brand or Business Transformation

Revenue (growth/maintenance/easing decline/value share)

Marketing Objectives

1

Objective - Overview & KPI

State your objective here.

(Max: 30 words)

Increase non-brand Share of Search (i.e. Share of Voice in search).

KPI: Number of target non-brand keywords ranking on page 1 of Google.

Measurement - How did you plan to measure it?

(Maximum: 30 words)

The agency built a bespoke keyword performance report for H&M providing a granular view of performance across 151K non-brand product terms which H&M's target customers were searching for across Europe.

Rationale - Why the objective was selected & what is the benchmark?

(Maximum: 150 words;
3 charts/visuals)

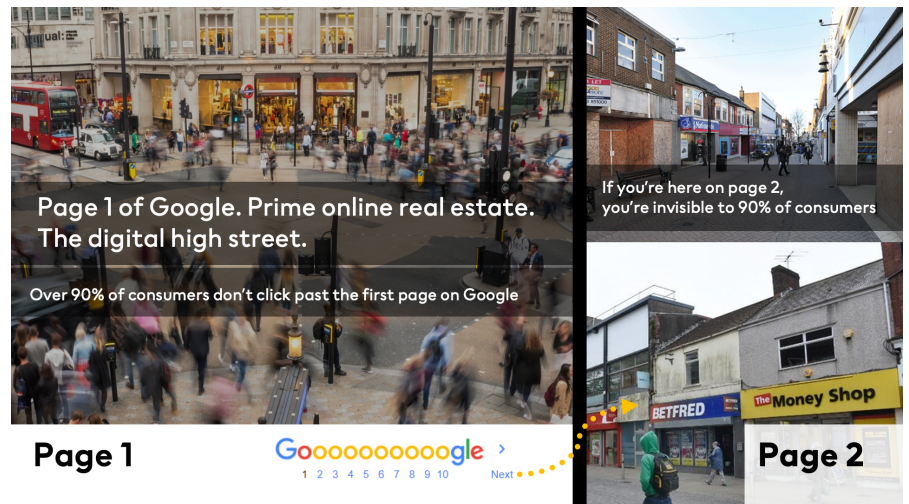
Most consumers are not searching for your brands, they're searching for a specific item like a tennis bracelet or green slip dress.

They're also notoriously impatient, so if your brand doesn't appear on the first page of Google, you've lost them to your competitors.

We know that over 90% of consumers don't go past the first page of search results (6) - if you don't rank on page 1, you're invisible to over 90% of consumers.

So if we wanted to have a storefront on the digital high street and make the most of all the digital footfall, we needed to be on page 1. Anything after that was like being on a dark uninviting sidestreet.

Benchmark: Close the gap in page 1 rankings with key competitors (5).



Tagging - What keywords best describe your objective type?

- You may have more than one objective of the same type.
- Unsure which objective type to select? View guidance here.

Consideration

Conversion

Penetration / Acquisition

Salience / Awareness

New Customer Acquisition

Activity Objectives

1

Objective - Overview & KPI

State your objective here.

(Max: 30 words)

Business transformation:

- Improve speed of new page creation
- Break down silos by increasing number of teams with an established working relationship with SEO
- Improve efficiency through new business processes

Measurement - How did you plan to measure it?

(Maximum: 30 words)

Volume of pages created per year

Tracking working relationships between SEO & Internal H&M teams

Number of new processes established and efficiency improvements

Rationale – Why the objective was selected & what is the benchmark?

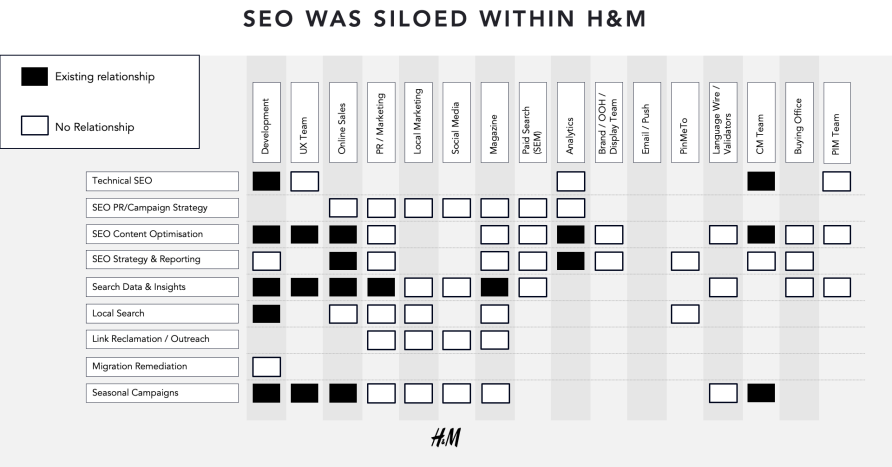
(Maximum: 150 words; 3 charts/visuals)

SEO requires many different specialists across a diverse set of disciplines to work closely together towards a common goal.

At the start of the programme, SEO was undervalued, and many processes lacked SEO input and were disconnected from the business.

To provide exponential growth required to catapult H&M into the big league digitally, we needed to secure buy-in & develop new processes with every one of H&M's internal stakeholders that mattered.

A particularly key set of processes was around the creation of new landing pages, which H&M required to capture consumer demand in search. The existing processes were slow, manual and cumbersome, and it would take decades at the current rate to match their competitors (7). H&M couldn't afford to wait that long - we needed a step change in the entire end to end process and to vastly speed up the process of new page creation.



Tagging - What keywords best describe your objective type?

- You may have more than one objective of the same type.
 - Unsure which objective type to select? View guidance here.
- Efficiency (e.g. cost per acquisition)
- Scalability, Governance

2

Objective - Overview & KPI

State your objective here.

To find new opportunities for H&M to create targeted pages to capture demand from customers searching for H&M products

(Max: 30 words)

KPI: Number of new opportunities identified and search volume

Measurement - How did you plan to measure it?

(Maximum: 30 words)

- Number of opportunities identified & adding together the combined search volume from each of these opportunities
- Secondary metric: Achieving product range expansion based on search insights

Rationale – Why the objective was selected & what is the benchmark?

(Maximum: 150 words;

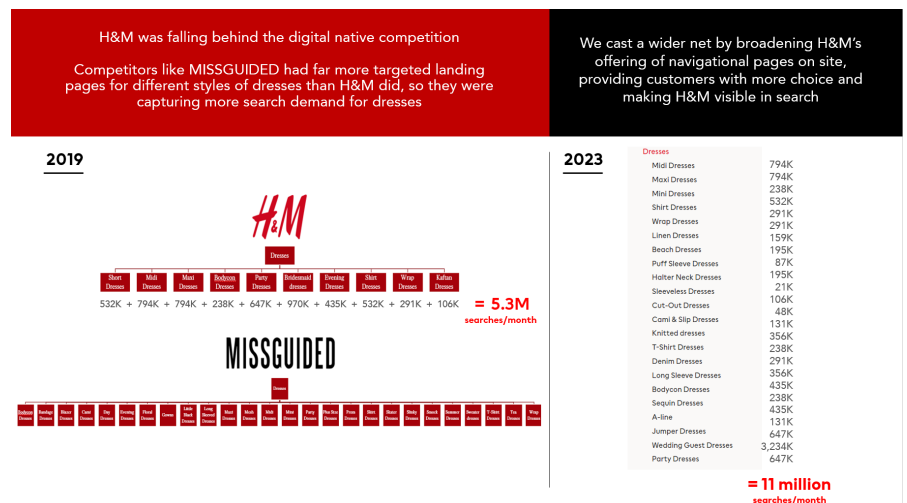
3 charts/visuals)

Having fixed the disconnected teams and built an optimised production line able to build and launch new landing pages at a much faster pace, we then had to work out what pages to create!

And we needed to ensure that this new production line was constantly full of new opportunities - any pause in production was a missed opportunity to catch those customers who would otherwise go to H&M's competitors.

So our next objective was to identify as many of the opportunities to create targeted landing pages as possible in each market and language - to ensure that we would never have a break in production.

But we weren't satisfied with just optimising what H&M had - we went further, and helped H&M to understand what products they were missing, enabling them to expand their product range based on our insights and reach more customers.



Tagging - What keywords best describe your objective type?

- You may have more than one objective of the same type.
- Unsure which objective type to select? View guidance here.

Efficiency (e.g. cost per acquisition)

White Space Opportunity

3

Objective - Overview & KPI

State your objective here.

(Max: 30 words)

Help more undecided consumers find and buy the items they are looking for from H&M, by building more targeted experiences matching their needs.

KPI: Number of target pages created

Measurement - How did you plan to measure it?

(Maximum: 30 words)

Tracked through our 'Living Gap Database', part of our data driven engine, which tracks progress of new page creation.

Rationale – Why the objective was selected & what is the benchmark?

(Maximum: 150 words;
3 charts/visuals)

H&M didn't have a customer-centric online user experience compared to its digitally-native competitors who had invested more heavily in SEO.

In the offline world, if a customer wants a 'long-sleeved white top', they walk into the store and find the rack of tops, and browse to find a suitable product.

In the digital age, this won't cut it - we need to connect that consumer directly with a digital "rack" of products that matches their need - if they land on a generic, store-like navigational experience, this adds extra friction to the journey and will result in consumers (often with little loyalty) leaving to find a store that is better organised and helps fulfil their need.

We need to ensure that that consumer lands on a page only showing long-sleeved white tops - so all they need to do is pick the style they like, and check out.

Tagging - What keywords best describe your objective type?

- You may have more than one objective of the same type.
- Unsure which objective type to select? View guidance here.

Reach (e.g. open rate, shares, views, attendance)

Section 1: Sourcing

You must provide a source for all data and facts presented anywhere in the entry form. The below field may only be used to list sources of data provided in your responses above, do not include any other information.

Recommended Format: Use footnotes in your responses above and list each source numerically below. We recommend each source include the following information: Source of Data/Research, Type of Data/Research, Dates Covered. Do not include agency names in your sources.

1. Source: Tharawat Magazine & Wikipedia: H&M second largest international clothing retailer as of 2018 by revenue:
https://en.wikipedia.org/wiki/H%26M#cite_note-10 & <https://www.tharawat-magazine.com/facts/top-5-largest-fashion-clothing-retailers-world/>
2. Source: H&M Group company reports
3. Source: Klarna Insights study (a partner of Statista), May 2023
<https://ecommercedb.com/insigh...>
4. Source: H&M Internal Paid Search Cost Data
5. Source: AWR Cloud Non-Brand Keyword Ranking Data Set, Jan 2019 (see visuals for examples for key markets)
6. Source: AWR Cloud CTR Data, UK, excluding zero-click searches.
<https://www.advancedwebranking...>
7. Source: Number of landing pages based on website crawl

SECTION 2: INSIGHTS & STRATEGY - 23.3% OF TOTAL SCORE

This section covers the key building blocks of your strategy.

Explain to the judges why you chose the audience you did. Outline your key insight(s) and how they led to the strategic idea or build that addressed the business challenge the brand was facing.

2A. Define the target audience(s) you were trying to reach and explain why it was/they were relevant to the brand and the challenge. Did your audience evolve over time? If so, describe how and why.

Describe your audience(s) using demographics, culture, media behaviors, etc. Explain if your target was a current audience, a new audience, or both. What perceptions or behaviors are you trying to affect or change?

(Maximum: 300 words; 3 charts/visuals)

H&M has a broad audience. Customers are male and female, young and old. Many come for the fashion for which the brand is famous. Others come for homewares, sportswear and beauty products, all of which are available on the H&M website.

If you had to generalise, you'd say that H&M's products are reasonably-priced overall. However, some of the brand's designer collaborations cross over into high-end fashion(8), and H&M customers come from across the income spectrum. They may buy the exact same things, but for different reasons. Take a basic white T-shirt as an example. For some, it's a staple. But equally, some luxury-oriented consumers come looking for an understated item to pair with designer garments costing many times more, to create a personalised look (9).

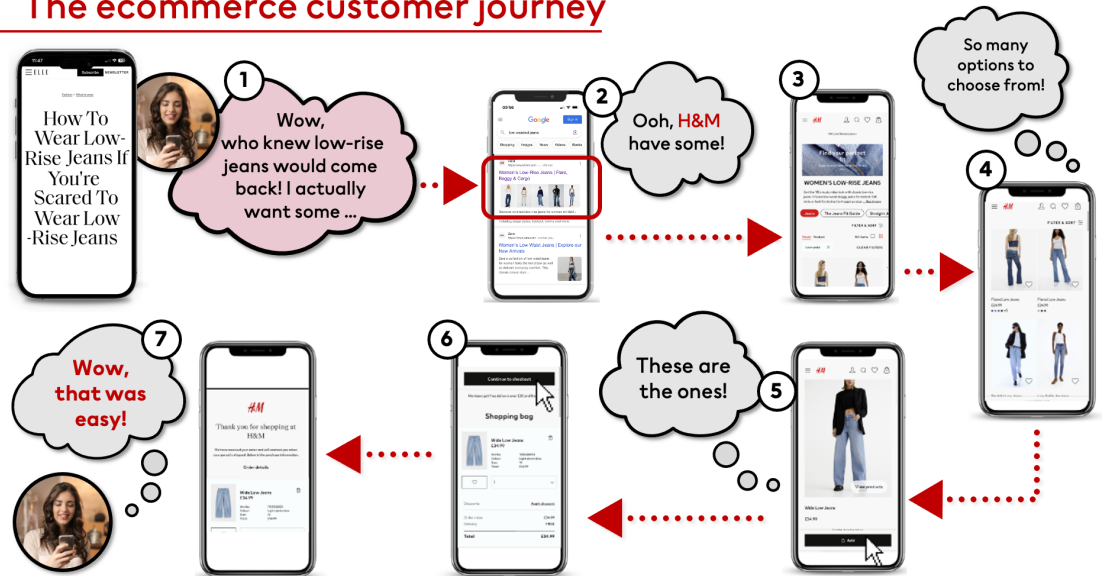
Within marketing and advertising generally, you commonly target consumers by finding common characteristics or segmenting audiences. But this isn't achievable in the world of SEO.

So we took a different approach. Rather than starting with the person, we took as our starting point the products that people were searching for and the specific needs they were expressing, through their search behaviour, at the exact moment they were doing it.

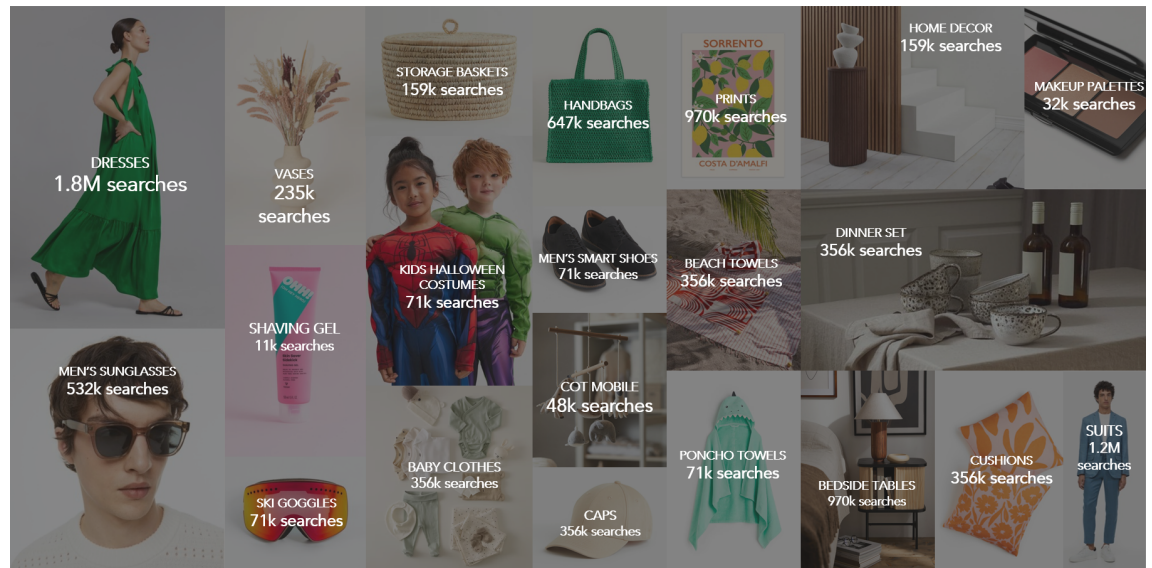
By harnessing SEO, we were able to make H&M visible for those searches, with a landing page full of products directly relevant to that customer's need, right there and then. We didn't need to guess from a customer's demographics that they might be interested in a floral shirt - we knew they were interested, at that very moment, and we could directly respond to their query by providing the relevant page and products on site.

This contextual targeting at enormous scale resulted in thousands of different micro-audiences each receiving the exact product that they were looking for at their point of need.

The ecommerce customer journey



TARGETING AUDIENCES IN THE "I WANT TO BUY MOMENT"



2B. Explain the thinking that led you to your insight(s). Clearly state your insight(s) here.

Clarify how the insight(s) were directly tied to your brand, your audience's behaviors and attitudes, your research and/or business situation. How would this unique insight(s) lead to the brand's success and how did it inform your strategic idea.

(Maximum: 300 words; 3 charts/visuals)

Through audits and research we discovered that, as for many established 'bricks and mortar' brands, H&M's digital evolution was blocked by massive complexity and disconnection, both within the organisation and in understanding consumers' multifaceted needs.

The agency started in 2018 by getting deep under the hood of H&M's business, with extensive brand immersion to map out their complex organisation, identify pain points, and find bottlenecks to growth.

We found that many critical teams in H&M were disconnected, working in silos and without considering the impact of their work on organic search. Furthermore, we identified numerous processes which were slow and cumbersome, hampering H&M's ability to grow.

We undertook a massive keyword research exercise across key markets & languages to understand what their customers wanted to find across their diverse product ranges - from clothing, shoes and accessories to sportswear, trend pieces and more.

We identified hundreds of thousands of relevant keywords representing hundreds of millions of customer searches. By comparing gaps not covered by H&M with their sales data, we identified where customers weren't able to find H&M and the missed revenue opportunity - and the combined potential was enormous (10)!

Lastly, we undertook extensive SEO audits of H&M's site across all key pillars of SEO - from a deep tech review, to identifying where content wasn't customer-centric, to campaigns missing search opportunities, and everything in between.

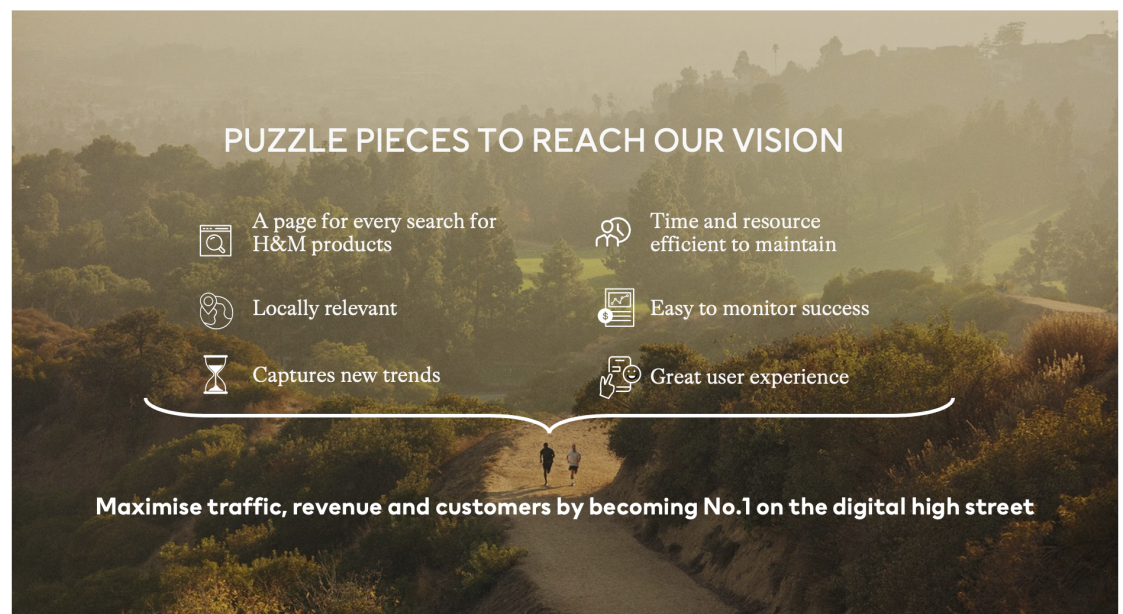
We'd need to stay on top of the dizzying array of new fashion trends. However, our data also showed that there are huge numbers who look for trends from previous years(11). We would need to win for both sets of customers.

We now had a compelling business case to put this at the top of the client's agenda, and a detailed picture of where things weren't working - now we needed a plan.

2C. What was the core idea or strategic build you arrived at using your insight(s) that enabled you to pivot from challenge to solution for your brand and customer?

(Maximum: 20 words)

A customer-centric ecommerce experience built on real search behaviour data, matching potential customers with the right products for every search.



Section 2: Sourcing

You must provide a source for all data and facts presented anywhere in the entry form. The below field may only be used to list sources of data provided in your responses above, do not include any other information.

Recommended Format: Use footnotes in your responses above and list each source numerically below. We recommend each source

8. Source: H&M internal campaign information. See also summary from Vogue: <https://www.vogue.com/article/...>

9. Source: Internal H&M data.

10. Source: Google keyword planner data combined with H&M Analytics Data.

11. Source: Google keyword planner data.

include the following information: Source of Data/Research, Type of Data/Research, Dates Covered. Do not include agency names in your sources. **View detailed guidelines here.**

SECTION 3: BRINGING THE STRATEGY & IDEA TO LIFE - 23.3% OF TOTAL SCORE

This section relates to how you built a compelling creative and channel plan i.e. how and where you brought your strategy to life. And how you tested for ongoing optimisation.

Help the judges evaluate your entry by demonstrating how you created work that targeted and motivated customers effectively. Outline how your creative and channels plans worked together to drive results.

3A. Describe the key elements of your plan that activated your strategy. Outline any components that were active in the effort e.g. all integral communications, promotions, CRM program, customer experience, pricing changes, etc. that were a part of your effort.

(Maximum: 150 words; 3 charts/visuals)

SEO was THE key element. We took it from a peripheral, passive-engagement channel, and gave it a starring role, leading the entire ecommerce content process and orchestrating all relevant teams inside H&M.

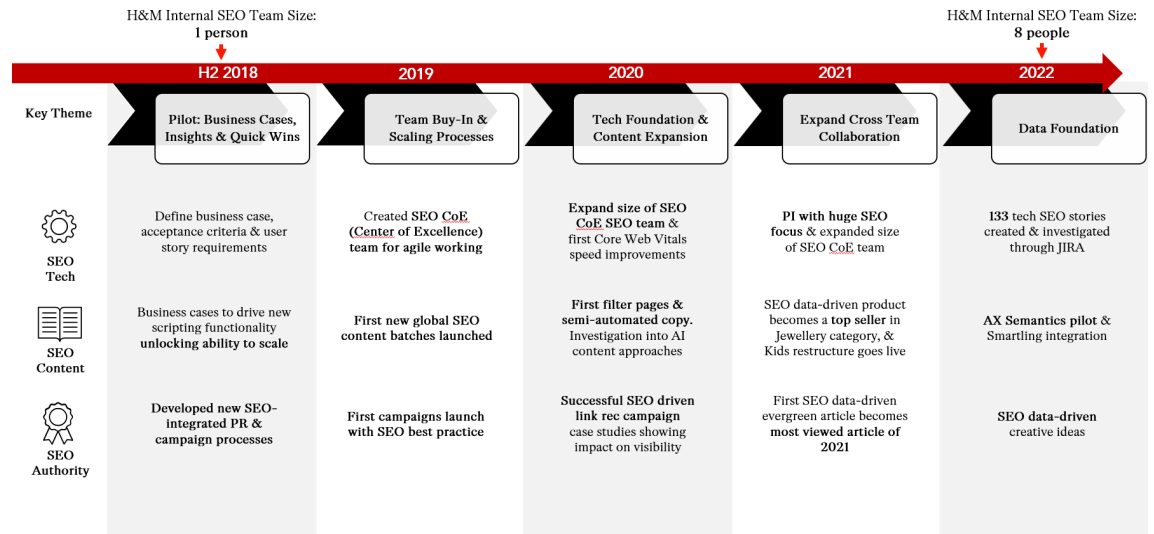
We overhauled page production processes, vastly reducing lead-time to create pages, whilst better matching consumer behaviour. And we drove enhancements to content scripting, unlocking fast content rollout at an enormous scale, reducing resource needed and dramatically cutting implementation time.

The result? More pages, more quickly, capturing more traffic and driving more sales.

The agency embedded SEO specialists directly into H&M's development workstreams, achieving delivery of critical technical enhancements. And we secured buy-in from one of the largest PR teams in the industry, embedding new insights and practices throughout.

Both agency and client teams have grown together as we prove the value driven, and have developed an incredibly close working relationship, functioning as a single joined-up team.

SEO BUSINESS TRANSFORMATION



3B. Outline the key building blocks of the creative executions for your main marketing vehicles e.g., endline, call-to-actions and format choices. If relevant, include any important changes that optimised the creative while the activity was running.

(Maximum: 150 words; 3 charts/visuals)

This isn't your typical Effie candidate, so the building blocks aren't what you might expect.

We used data on consumer online fashion search behaviour to drive business effectiveness at an incredible scale and pace.

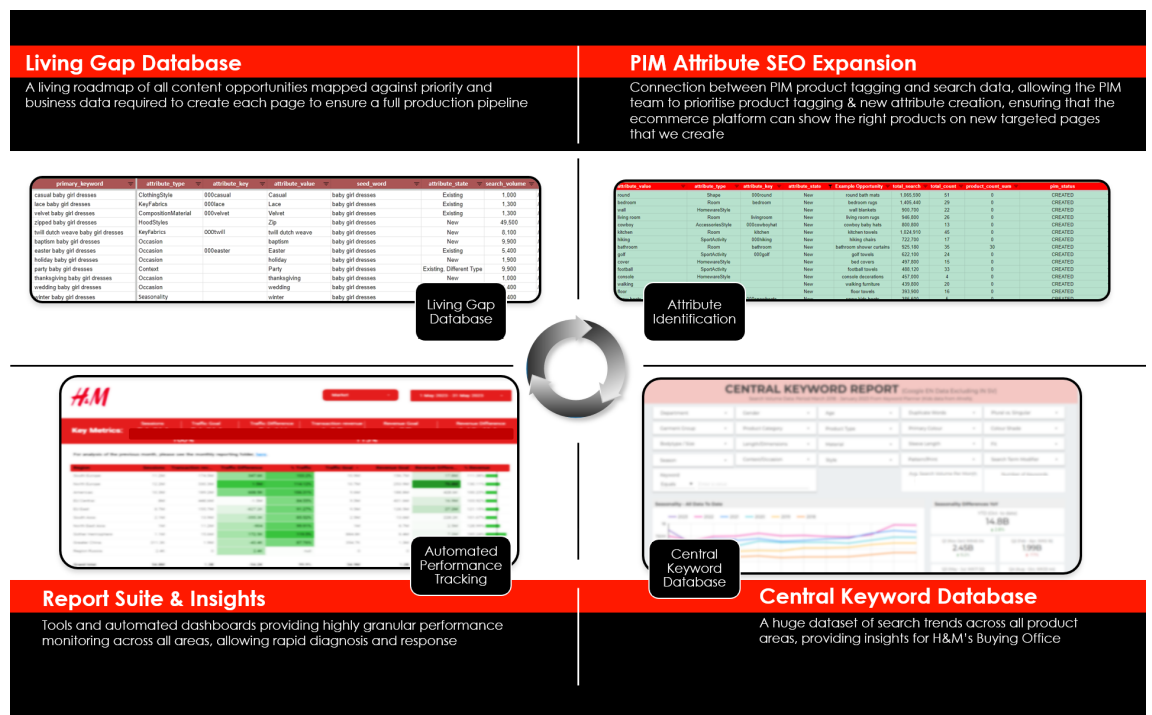
The building blocks were the thousands of new landing pages we created to capture the millions of searches H&M were missing out on(12).

To achieve a flywheel-effect of continuous growth, we built our data-driven engine: a suite of tools, processes, tracking and feedback loops, putting insight at everyone's fingertips.

Our cutting edge 'Living Gap Database' ties together all business data in one place - from revenue potential to stock levels & backend requirements such as PIM attributes, it's an actionable, living roadmap for content rollout.

Our huge search trend dataset(15) provides insights for H&M's Buying Office to plan products based on search demand.

And automated dashboards track all performance areas, completing the customer-centric data loop.



3C. Outline the rationale behind your communications strategy, experience strategy and channel plan. Explain how the integral elements worked together to drive results. Throughout your response, address any changes made over time. If relevant, explain how you changed your spend across channels as part of your campaign optimisation.

(Maximum: 500 words; 3 charts/visuals)

In Search, the needs of consumers and businesses are simple. Customers want to find what they're looking for straightaway. Google wants them to find it. And H&M wants to appear when Google suggests where to buy products the consumer is looking for.

Physical stores have limited space, and can't stock products in every possible size and colour. But in digital, there's no limit.

To be relevant for every search, we'd need a page for every search. This meant scaling the number of ecommerce pages by up to 30x long term(13).

With so many pages to develop, we took a triage process, prioritising opportunities by urgency and effort involved - securing the biggest, quickest wins first.

We then moved to sections which needed overhauling, like the 'Kids & Baby' section, which didn't match how parents actually search(14) for children's clothing.

Scaling Up

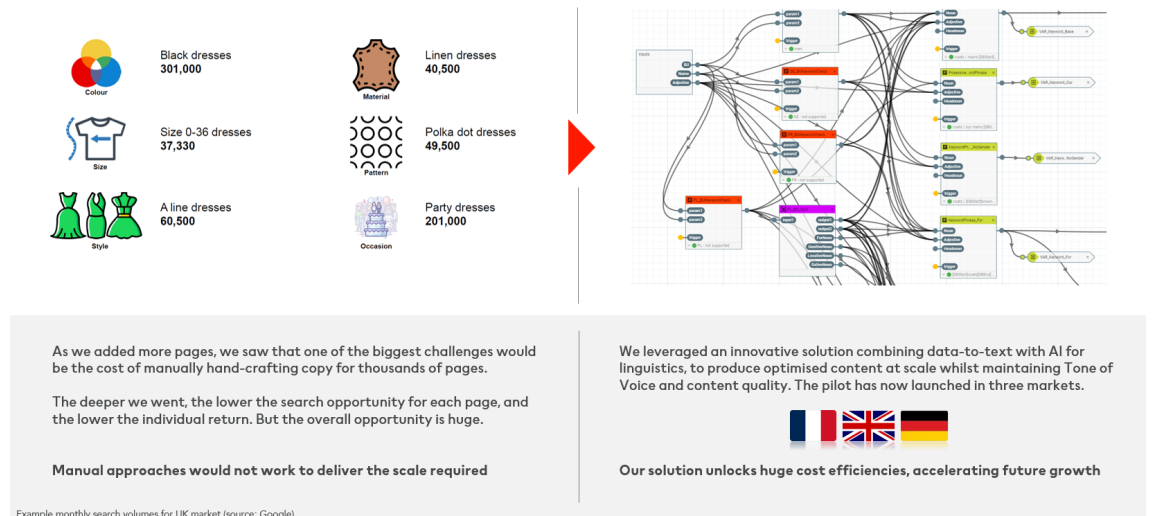
We understood that a key long-term challenge would become the cost of manually hand-crafting optimised copy for thousands of pages. The deeper we'd go, the lower the opportunity per page(15).

But the combined opportunity was enormous(15) - as were pitfalls of poor quality content. To illustrate the potential for things to go wrong, imagine automating text for a page selling men's shirts in black. Simple templates risked scrambling words to something like "black men's shirts."

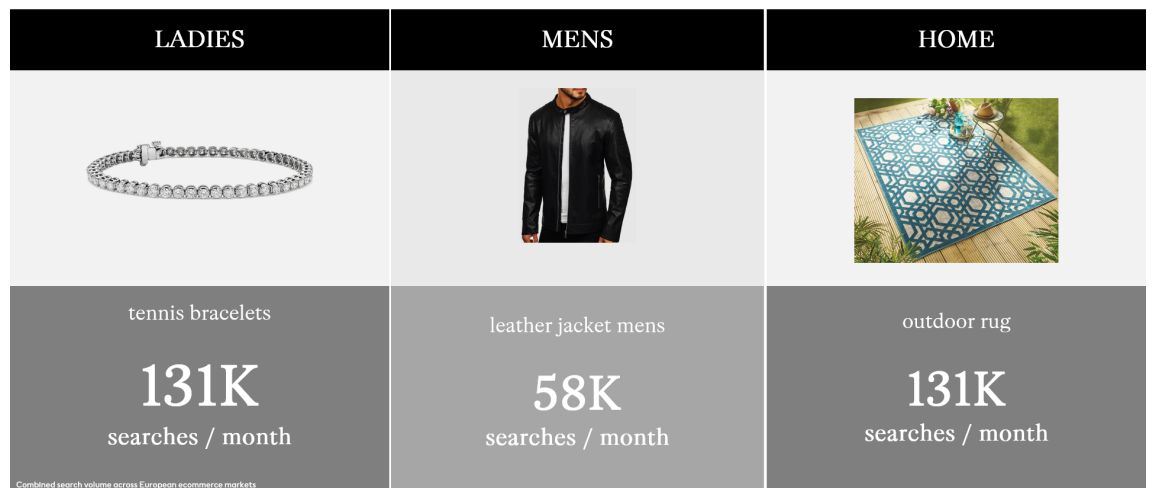
We needed scale AND quality.

In mid-2021, after researching approaches including GPT, we picked an innovative data-to-text solution. Rather than jumping on the GenAI bandwagon, we spotted the critical use case for machine learning, leveraging neural networks for key language components whilst achieving superior quality control compared

ADVANCED CONTENT AUTOMATION TO DELIVER SCALE



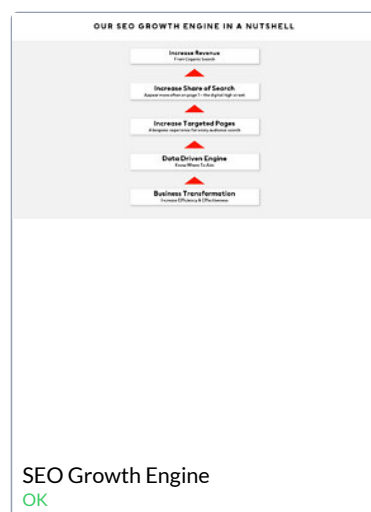
SOME OF THE INITIAL PRODUCT GAPS WE IDENTIFIED



Key Visual

You have the [option](#) to upload a single image to accompany your explanation in this section to show how you brought your strategy and idea to life. It may be a media plan, a marketing mix visual, a flowchart, a calendar, a storyboard, etc.

You do not need to upload a copy of any of your creative images for judging here, as judges will view those on the creative examples tab.



Section 3: Sourcing

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12. Source: Google search data combined with SEO content gap analysis
13. Source: 'Gap Analysis' data vs initial site size of Product Listing Pages (PLPs) from site crawl
14. Source: Analysis of Google search data for Kids & Baby clothing products
15. Source: Based on Google search data
16. Source: Inherent limitation in large language models such as ChatGPT due to output being based on randomly chosen statistical probabilities
17. Source: Google search data combined with product gap analysis
18. Source: CNBC report about impact on store closures on H&M, March 2020
<https://www.cnbc.com/2020/03/2...>
19. Source: YouGov Daily email bulletin, 14 June 2021

SECTION 4: RESULTS - 30% OF TOTAL SCORE

This section relates to your results. Here you need to be able to demonstrate the impact your effort has had on your business/brand/cause objectives - attributable to the activity and its elements and taking into account other factors. You will need to provide a result corresponding to each objective listed in your response to question 1B.

4A. OVER THE TIME PERIOD OF YOUR CASE, HOW DO YOU KNOW IT WORKED? EXPLAIN, WITH CATEGORY, COMPETITOR AND/OR PRIOR YEAR CONTEXT, WHY THESE RESULTS ARE SIGNIFICANT FOR THE BRAND'S BUSINESS. RESULTS MUST RELATE BACK TO YOUR SPECIFIC AUDIENCE, OBJECTIVES, AND KPIS.

You have up to 400 words and 5 charts/visuals to set up your results. Then, for each objective provided in Question 1B, you are required to provide a corresponding result.

4A. Results Overview

(Maximum: 400 words, 5 charts/visuals)

The results were astonishing.

Working with H&M, we set out to drive a total of £204M incremental revenue from organic search(20) over just 4¼ years (2019 - Q1 2023).

It was an incredibly aggressive target.

Yet we smashed it.

We drove an enormous £408M (21) incremental SEO revenue over the period. That's a 100% overdelivery on target.

We achieved this by nothing less than total transformation. Everywhere. All at once. We broke down silos. We restructured and reorchestrated teams to work together. We improved or streamlined 35 different business processes(38).

When we started out, H&M's production pipeline for creating targeted ecommerce landing pages was slow and cumbersome. We are now rolling out new optimised pages nearly twenty times faster(22). We've identified over half-a-million opportunities to create new targeted landing pages across H&M's European ecommerce markets(23), thus ensuring that the production pipeline never ran dry.

We did this not only for products which H&M already sold; our data-driven approach has helped H&M to find opportunities to expand their product range into new categories. One of our recommended new products ended up becoming a top seller in its category(24).

And we've now tapped into the power of automation, to allow us to scale up even faster.

The end result is a transformed customer experience that truly reflects what the audience was looking for. H&M's online shopfront is finally fit for the digital age and no longer a replica of its high-street stores. No matter what fashion consumers search for, H&M has a rack of products to match, giving customers exactly what they want.

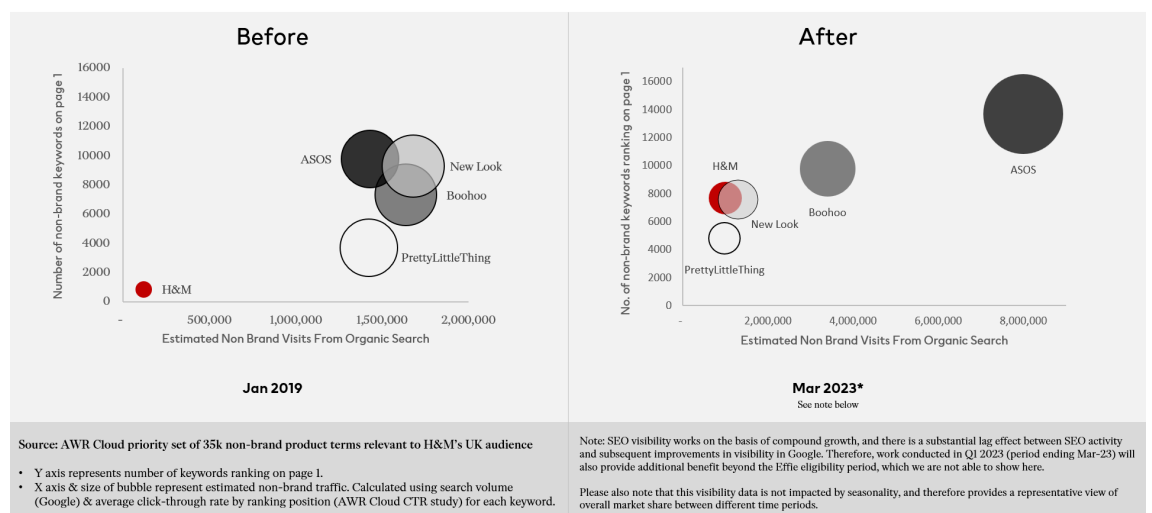
In recognition, Google has rewarded H&M by driving them to the first page for relevant customer searches, achieving a staggering 1,232% increase in the number of target non-brand terms ranking on page 1 since 2019(25). H&M's visibility in Google increased faster than key competitors across numerous European markets, including key markets such as the UK and Spain(26).

So whatever product consumers searched for - a white long-sleeved top, some high-waisted trousers, or an oversized chunky knit cardigan - our work ensured that H&M's online shopfront was front and centre, accessible with a single click and offering a frictionless experience to buy.

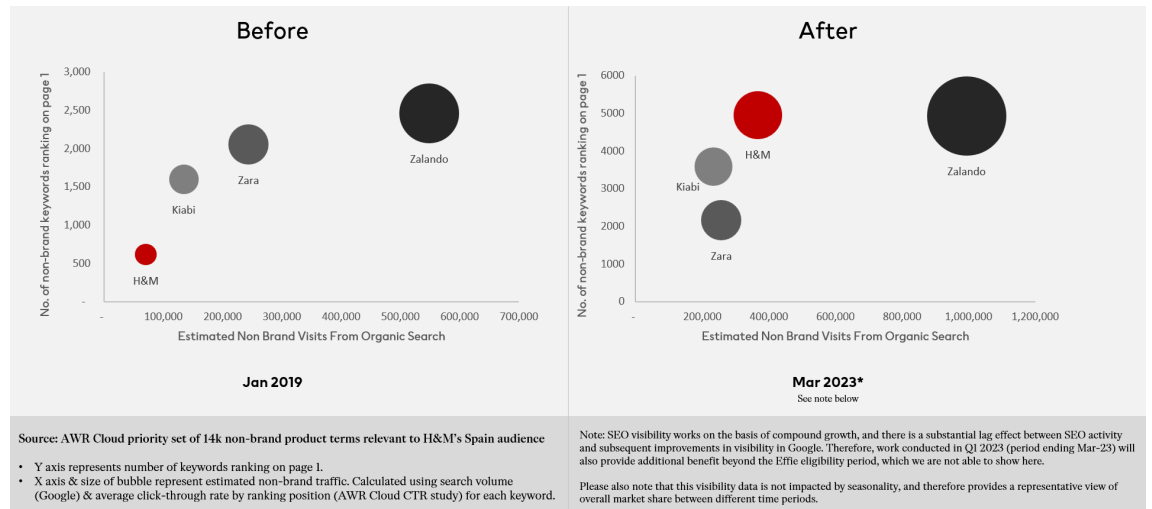
And we've delivered exceptional business returns. The European effort was part of a global programme which drove 30:1 ROI. The ROI for the European portion is estimated to exceed this(27).

Now that's Effectiveness for the modern age.

H&M is now in the same league as the 2019 search market leaders, and had seen the highest sustained growth in page 1 rankings



H&M is now in the same league as the 2019 search market leaders, and had seen the highest sustained growth in page 1 rankings



Business Objective Results

Provide results that correspond to each of your objectives from Question 1C here. You are required to provide a result for each objective.

To re-order the way your objectives/results appear, return to Question 1C and re-order your objectives using the 'nudge' button.

For each result, you may include up to 3 charts/graphs.

1

Objective - Overview & KPI

State your objective here.

(Max: 30 words)

Drive £204M incremental revenue from organic search over 4 years.

Measurement - How did you plan to measure it?

(Maximum: 30 words)

Google Analytics 360 - organic sales performance

Our forecasts consider wider factors outside of our control such as brand demand, to give a representative view of incremental SEO revenue (4B).

Rationale - Why the objective was selected and what is the benchmark?

(Maximum: 150 words; 3 charts/visuals)

We mapped out a plan of specific, realistic but ambitious actions that H&M would need to take each year to increase organic visibility and revenue.

We combined this with our opportunity analysis, and the agency worked with H&M to build a forecasting model (see 4B) to set annual revenue targets for growth.

Taken together, the target was set at a combined figure of £204M incremental organic revenue across a period of 4.25 years (Jan 2019 - Mar 2023), across all of their European ecommerce markets.

These ambitious targets then became our business case for transformation - any let up in pace would mean missing both parties forecasts.

Tagging - What keywords best describe your objective type?

(1 Required. No
Maximum)

Brand or Business Transformation

Revenue (growth/maintenance/easing decline/value share)

List Result

(Maximum: 30 Words)

We drove an enormous £408M in incremental SEO revenue between Q1 2019 and Q1 2023, exceeding our already ambitious overall target by 100%(21).

Context

(Maximum: 150 words;
3 charts/visuals)

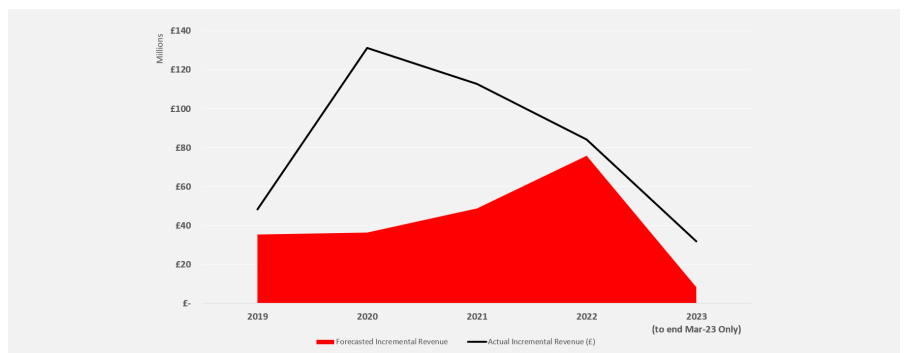
Each year, we collaborated extensively with H&M teams and business controllers to identify what the result would be if H&M did not invest in SEO. We then mapped out an ambitious plan of action, and forecast the incremental value it could drive. Our total target for H&M's European markets was £204M incremental organic revenue across all 4¼ years(20).

We smashed these already incredibly ambitious forecasts, exceeding them by 100% (21).

We would argue that this was a stunning achievement, considering that H&M was so far behind their competitors in the marketplace - they were starting from ground zero. And of course, the market is not static, it's dynamic - it's not as though ASOS or Boohoo were standing still.

WE DROVE AN ENORMOUS £408M INCREMENTAL SEO REVENUE (JAN 2019 - MAR 2023)

Exceeding our already ambitious overall target by +100%



Marketing Objectives Results

-

1

Objective - Overview & KPI

State your objective
here.

(Max: 30 words)

Increase non-brand Share of Search (i.e. Share of Voice in search).

KPI: Number of target non-brand keywords ranking on page 1 of Google.

Measurement - How did you plan to measure it?

(Maximum: 30 words)

The agency built a bespoke keyword performance report for H&M providing a granular view of performance across 151K non-brand product terms which H&M's target customers were searching for across Europe.

Rationale – Why the objective was selected & what is the benchmark?

(Maximum: 150 words;
3 charts/visuals)

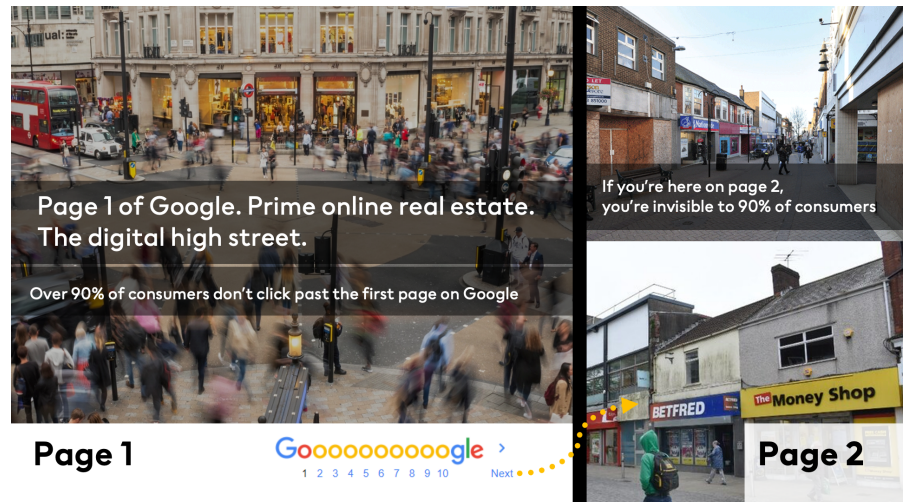
Most consumers are not searching for your brands, they're searching for a specific item like a tennis bracelet or green slip dress.

They're also notoriously impatient, so if your brand doesn't appear on the first page of Google, you've lost them to your competitors.

We know that over 90% of consumers don't go past the first page of search results (6) - if you don't rank on page 1, you're invisible to over 90% of consumers.

So if we wanted to have a storefront on the digital high street and make the most of all the digital footfall, we needed to be on page 1. Anything after that was like being on a dark uninviting sidestreet.

Benchmark: Close the gap in page 1 rankings with key competitors (5).



Tagging - What keywords best describe your objective type?

- You may have more than one objective of the same type.
- Unsure which objective type to select? View guidance here.

Consideration

Conversion

Penetration / Acquisition

Salience / Awareness

New Customer Acquisition

List Result

State your corresponding result here.

H&M saw a staggering increase of +1,232% growth in non-brand keywords ranking on page 1 of Google across Europe, giving them prime position on the digital high-street(26).

Context

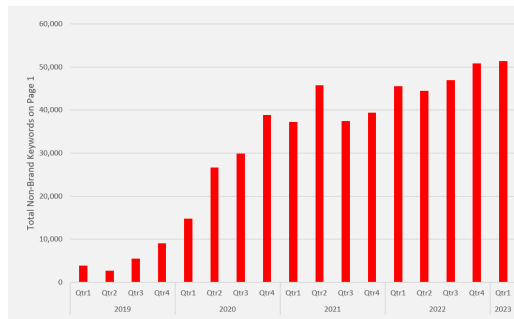
(Maximum: 150 words;
3 charts/visuals)

Our data driven engine tracks visibility across an extensive keyword set of over 151k high priority non-branded product keywords which customers were searching for. This is the digital high street where H&M needed to be visible to capture consumer demand and drive sales.

When we first started tracking in January 2019, H&M only ranked on page 1 for 3,857 of their target keywords.

By the end of March 2023, H&M's targeted product listing pages ranked on the digital high street for over 51,358 key terms, representing a staggering 1,232% increase in page 1 rankings over this period(26)!

+1,232% INCREASE IN PAGE 1 RANKINGS ON GOOGLE



Revenue growth was achieved through a huge +1,232% increase in target non-brand keywords ranking on page 1

This visibility put H&M front and centre on the digital high street

H&M had the fastest growth in non-brand terms ranking on page 1 vs. its competitors in key markets tracked during this period

Source: AWR Cloud priority set of 151k non-brand product terms relevant to H&M's audience

Chart shows total number of page 1 rankings for H&M across all target keywords per quarter across these markets: AT, BE, DK, GB, GR, IT, NL, PL, SE, TR, FR, DE, IE, PT, RO & ES.

Markets added to data set after Jan 2019 (BG, CZ, FI, HU, NO, PT, SK & CH) excluded to show a true view of growth since 2019. Keywords added post 2019 also excluded for true view.

Note: SEO visibility works on the basis of compound growth, and there is a substantial lag effect between SEO activity and subsequent improvements in visibility in Google. Therefore, work conducted in Q1 2023 (period ending Mar-23) will provide additional benefit beyond the Effie eligibility period, which we are not able to show here.

Please also note that this visibility data is not impacted by seasonality, and therefore provides a representative view of overall market share between different time periods.

Activity Objectives Results

1

Objective - Overview & KPI

State your objective here.

(Max: 30 words)

Business transformation:

- Improve speed of new page creation
- Break down silos by increasing number of teams with an established working relationship with SEO
- Improve efficiency through new business processes

Measurement - How did you plan to measure it?

(Maximum: 30 words)

Volume of pages created per year

Tracking working relationships between SEO & Internal H&M teams

Number of new processes established and efficiency improvements

Rationale – Why the objective was selected & what is the benchmark?

(Maximum: 150 words; 3 charts/visuals)

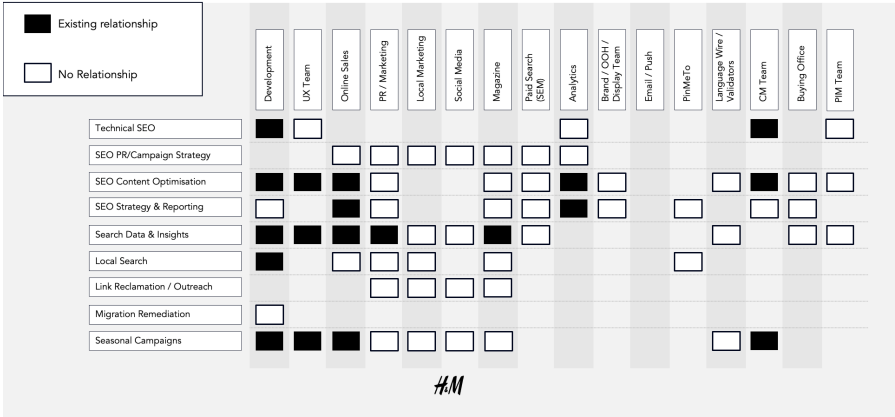
SEO requires many different specialists across a diverse set of disciplines to work closely together towards a common goal.

At the start of the programme, SEO was undervalued, and many processes lacked SEO input and were disconnected from the business.

To provide exponential growth required to catapult H&M into the big league digitally, we needed to secure buy-in & develop new processes with every one of H&M's internal stakeholders that mattered.

A particularly key set of processes was around the creation of new landing pages, which H&M required to capture consumer demand in search. The existing processes were slow, manual and cumbersome, and it would take decades at the current rate to match their competitors (7). H&M couldn't afford to wait that long - we needed a step change in the entire end to end process and to vastly speed up the process of new page creation.

SEO WAS SILOED WITHIN H&M



Tagging - What keywords best describe your objective type?

- You may have more than one objective of the same type.
- Unsure which objective type to select? View guidance here.

Efficiency (e.g. cost per acquisition)

Scalability, Governance

State Result

State your corresponding result here.

Pages are now rolled out 20x faster(22), while also increasing quality. Content is also now locally optimised across all European markets.
Developed 35 new SEO driven business processes(38).

Context

(Maximum: 150 words; 3 charts/visuals)

We've significantly accelerated H&M's digital transformation.

In 2018, H&M took 10 weeks to write, optimise, validate, build, launch and test 10 master English pages, through a labour-intensive process(28).

We now deliver 75 optimised master pages in FOUR WEEKS, whilst improving copy quality and optimisation.

We've also made H&M relevant for customer searches in each local market and language. From "les robes" to "lederhosen", we've expanded keyword targeting from 2 to 24 ecommerce markets, driving visibility for every potential customer.

We broke down silos, establishing connections with 9+ internal teams where no relationship existed, and strengthened collaboration with a further 6 teams(39).

And we introduced 35 new processes(38). One scripting improvement means manual work which previously took days literally takes minutes(29).

Our 2022 data-to-text & AI automation pilot successfully reached production, and we've just rolled out 753 new dynamically optimised pages across UK, France & Germany, targeting 2M more monthly searches(30).

In 2018, H&M's process to launch new landing pages was a slow, labour intensive manual process.

We optimised every stage of the production process, increasing the speed to roll out new targeted landing pages by almost 20x - whilst at the same time improving the quality of the copy and level of optimisation.

SEO Before

- ### SEO After

- ```

graph LR
 A[Project Initiated] --> B[Categories added to Google docs]
 B --> C[Keywords Selected]
 C --> D[Description Written]
 D --> E[Meta Description Written]
 E --> F[Category built in AEM]
 F --> G[Copy Translated]
 G --> H[Translation Validated]
 H --> I[Category Activated]


```



|                             | Development | UX Team  | Online Sales | PR / Marketing | Local Marketing | Social Media | Magazine | Paid Search (SEM) | Analytics | Brand / COH / Display Team | Email / Push | PinMeTo | Language View / Validators | CM Team  | Buying Office | PIM Team |
|-----------------------------|-------------|----------|--------------|----------------|-----------------|--------------|----------|-------------------|-----------|----------------------------|--------------|---------|----------------------------|----------|---------------|----------|
| Technical SEO               | Existing    | New      |              |                |                 |              |          |                   | New       |                            |              |         |                            | Existing |               | New      |
| SEO PR/Campaign Strategy    |             |          | New          | New            |                 |              | New      |                   | New       |                            |              |         |                            | Existing |               |          |
| SEO Content Optimisation    | Existing    | Existing | Existing     | New            |                 |              | New      | Existing          | Existing  | New                        |              |         | New                        | Existing | New           | New      |
| SEO Strategy & Reporting    | New         |          | Existing     |                |                 |              | New      | Existing          | Existing  | New                        |              |         |                            | New      | New           |          |
| Search Data & Insights      | Existing    | Existing | Existing     | Existing       |                 | New          | Existing | New               |           |                            |              |         | New                        |          | New           | New      |
| Local Search                | Existing    |          | New          |                | New             |              |          |                   |           |                            |              | New     |                            |          |               |          |
| Link Reclamation / Outreach |             |          |              |                | New             | New          | New      |                   |           |                            |              |         |                            |          |               |          |
| Migration Remediation       | New         |          |              |                |                 |              |          |                   |           |                            |              |         |                            |          |               |          |
| Seasonal Campaigns          | Existing    | Existing | Existing     | New            |                 |              |          |                   |           |                            |              |         | New                        | Existing |               |          |

## LINGES DE LIT PÊCHE

 UK

 Germany

 France

- Number of opportunities identified & adding together the combined search volume from each of these opportunities
- Secondary metric: Achieving product range expansion based on search insights

## Rationale – Why the objective was selected & what is the benchmark?

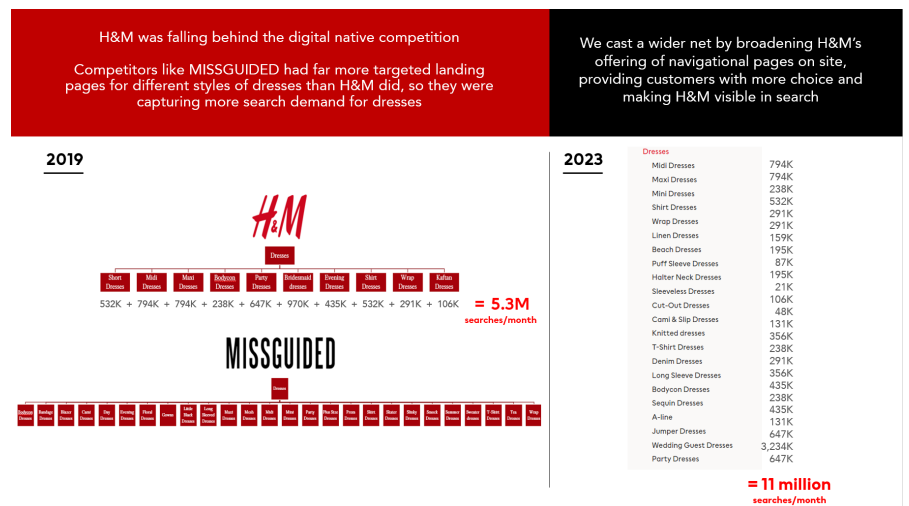
(Maximum: 150 words;  
3 charts/visuals)

Having fixed the disconnected teams and built an optimised production line able to build and launch new landing pages at a much faster pace, we then had to work out what pages to create!

And we needed to ensure that this new production line was constantly full of new opportunities - any pause in production was a missed opportunity to catch those customers who would otherwise go to H&M's competitors.

So our next objective was to identify as many of the opportunities to create targeted landing pages as possible in each market and language - to ensure that we would never have a break in production.

But we weren't satisfied with just optimising what H&M had - we went further, and helped H&M to understand what products they were missing, enabling them to expand their product range based on our insights and reach more customers.



## Tagging - What keywords best describe your objective type?

- You may have more than one objective of the same type.
- Unsure which objective type to select? View guidance here.

Efficiency (e.g. cost per acquisition)

White Space Opportunity

## State Result

State your corresponding result here.

We identified over half-a-million new landing page creation opportunities (around 19k per market).

This gave us the opportunity to target over a billion more non-brand searches per month across Europe.

## Context

(Maximum: 150 words;  
3 charts/visuals)

Our data-driven engine approach continuously identifies opportunities to create new optimised landing pages.

To date we've identified over half-a-million opportunities, allowing us to go after over a billion monthly searches that H&M was previously unable to target(23).

By the time you read this we will have identified many thousands more opportunities to capture many millions more searches.

As a result, we've been able to run our landing-page production line at maximum capacity throughout the entire period, avoiding breaks which would have slowed down progress.

And we went further.

It wasn't enough for us to identify opportunities to appear for customers for products which H&M already had.

We've spotted highly searched-for white-space where H&M didn't previously have any products. H&M has designed and bought in entirely new product lines based on our data and insights. One example is H&M's popular new line of tennis bracelets, which was created on our recommendation.

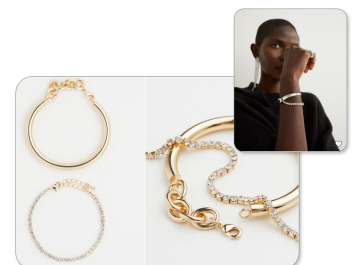
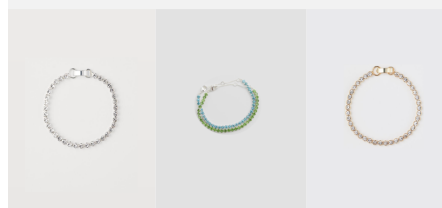


#### H&M PRODUCT EXPANSION BECOMES TOP SELLER

We uncovered highly searched-for white space where H&M did not have any products.

We advised H&M to create a new line of tennis bracelets, a product which they didn't sell before.

It quickly became **one of the top selling products** in H&M's jewellery range.



*Tennis bracelet is now on our top products and articles on jewellery!*

Mathilda, H&M Division Controller

### # 3

#### Objective - Overview & KPI

State your objective here.

(Max: 30 words)

Help more undecided consumers find and buy the items they are looking for from H&M, by building more targeted experiences matching their needs.

KPI: Number of target pages created

Measurement - How did you plan to measure it?



(Maximum: 30 words)

Tracked through our 'Living Gap Database', part of our data driven engine, which tracks progress of new page creation.

## Rationale – Why the objective was selected & what is the benchmark?

(Maximum: 150 words;  
3 charts/visuals)

H&M didn't have a customer-centric online user experience compared to its digitally-native competitors who had invested more heavily in SEO.

In the offline world, if a customer wants a 'long-sleeved white top', they walk into the store and find the rack of tops, and browse to find a suitable product.

In the digital age, this won't cut it - we need to connect that consumer directly with a digital "rack" of products that matches their need - if they land on a generic, store-like navigational experience, this adds extra friction to the journey and will result in consumers (often with little loyalty) leaving to find a store that is better organised and helps fulfil their need.

We need to ensure that that consumer lands on a page only showing long-sleeved white tops - so all they need to do is pick the style they like, and check out.

## Tagging - What keywords best describe your objective type?

- You may have more than one objective of the same type.
- Unsure which objective type to select? View guidance here.

Reach (e.g. open rate, shares, views, attendance)

## State Result

State your corresponding result here.

To date we have created over 68k customer-centric targeted ecommerce landing pages live across European markets, an increase of +344%(31). The numbers continue to grow.

## Context

(Maximum: 150 words;  
3 charts/visuals)

When we started, H&M's online presence across Europe consisted of just 20k pages(31), many of which were poorly optimised.

We increased that to an enormous 88k unique landing pages(31), each targeting a unique micro audience in the exact moment of their customer journey when they were in-market to buy.

Reaching this target would have been impossible without complete transformation. It required a genuine 'one team' culture, blending H&M business experts with agency specialists.

It was a team that didn't settle for incremental improvements - H&M entrusted SEO to rebuild entire departments from the ground up to match consumer needs. Our Kids & Baby restructure was a whopping 17k targeted pages alone!

And when covid threatened H&M's business, we rapidly rolled out hundreds of targeted pages at an accelerated timescale, generating sales at a critical time.

H&M's digital experience now truly matches what its customers want. And we're

still running. Fast.

## Kids & Baby Restructure

The H&M Kids website was not customer-centric, and did not match how parents search

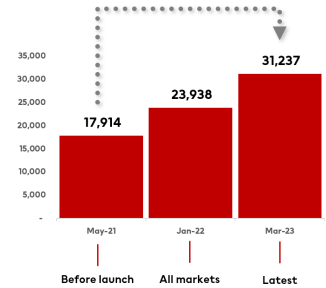
H&M entrusted the agency's SEO team to completely restructure the Kids & Baby department to match consumer search behaviour

We created and optimised 17K pages, and launched the new experience across all European markets throughout 2021

The result?

Google rewarded us by driving a huge **+74% increase** in keywords ranking on page 1

**+74% increase in page 1 rankings**  
(Kids & Baby)



## Pivoting to secure visibility for lockdown trends



Our extensive analysis identified numerous changes in buying patterns due to lockdown

We rapidly changed our focus to optimising for these emerging lockdown trends

## ... and responding when the world opened back up



When everyone could all go out again, consumers wanted to look their best!

We spotted emerging post-lockdown trends, and switched our focus to catch the rising demand

The 'new normal' trends identified included functional outdoor, basics, new dress code, garden parties, and more

## Case study: loungewear

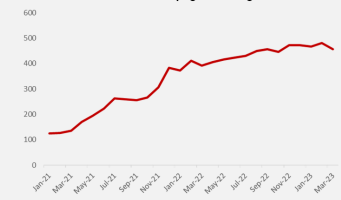
**130% increase in page 1 rankings**



Page 1 rankings for loungewear terms across all European ecommerce Markets

## Case study: post lockdown trends

**262% increase in page 1 rankings**



Page 1 rankings for pages optimised for post-lockdown trends across all European ecommerce Markets

## Results: Dynamic Re-Optimisation

**10% increase in non-brand page 1 rankings**



**136K estimated incremental annual sessions**

**£215K estimated incremental annual revenue**

**230% increase in non-brand page 1 rankings**



**293K estimated incremental annual sessions**

**£1.2M estimated incremental annual revenue**

## Page 1 Rankings: UK 2022



## Page 1 Rankings: Germany 2020/21



## Additional Results

You may use the below space to provide additional results achieved that you did not have had an initial objective for. This space may only be used for additional results beyond those that align with

### Technical SEO

Optimising the technical platform is a key but undervalued component for SEO success.

Before we started, H&M barely picked up SEO requirements(32). Supported by our data-driven business cases, H&M established an entire development team

your listed objectives. It is not required to provide additional results & you may leave this field blank.

(Maximum: 250 words; 3 charts/visuals)

just to build SEO requirements! As a result, we've launched over 70 new technical SEO enhancements per year.

One set of enhancements drove a 314% increase in pages passing Google's Cumulative Layout Shift metric(33), improving both Google Core Web Vitals scores and the end customer experience.

We also introduced technical SEO safeguarding, ensuring no code changes go live without vetting for SEO visibility risk.

## SEO x PR

We conducted workshops to train H&M's PR teams, securing SEO integration into existing processes. SEO is now a crucial consideration in campaigns, from initial concepting to outreach and retirement, amplifying the impact of H&M's already inspiring creative campaigns.

For H&M's UK site, we drove an increase in the authority of value-driving links generated by campaigns by +48% during 2021 and +24% during 2022(34). One campaign for France generated a +54% increase in link value(34).

## Outreach-At-Scale

We identified that many shopping centres containing H&M stores didn't link to H&M. Large-scale outreach across eight European markets resulted in 133 links added or updated.

## Long-form content

Using customer search behaviour, seasonality, and trends, the agency created H&M's first-ever SEO data-driven Magazine article. This targeted piece of long-form content became H&M's most widely read article across Europe since publication in 2021 (35), ranking #1 in the UK for several target keywords(36).



## Driving Technical SEO Delivery At Scale

Before our engagement, SEO requirements were split across different development teams, each with their own priorities and OKRs.

The Agency played a pivotal role in the creation of the SEO CoE (Centre of Excellence).

This new team of developers is dedicated to SEO, working closely with the Agency to prioritise and drive key fixes to increase visibility, and has increased H&M's capacity to implement SEO fixes.

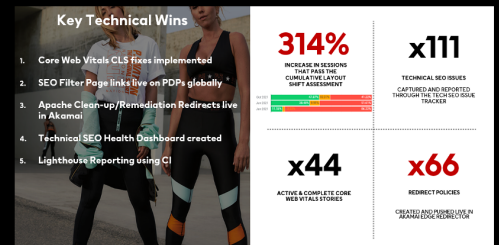
We are one of the most successful teams at securing dev resource, using insights from our data-driven engine to power our business cases, and have launched over 70 technical SEO stories per year.

## Not afraid to challenge

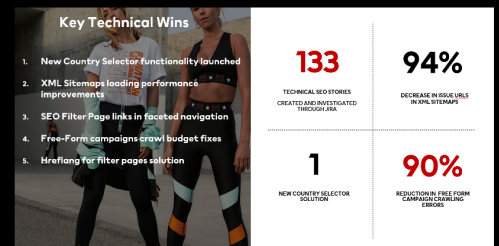
The Agency secured a complex development story which had been blocked for three years by both educating and challenging H&M's development partner.

We reduced the developer's estimate of effort to fix the issue from over **500 man days of effort to just 25**. This enhancement is now live.

## 2021 Technical Wins



## 2022 Technical Wins



## Integrated SEO & PR drove increased SEO value from campaigns

Markets: UK Case Study



**+48%** increase in backlink authority in 2021

**+24%** increase in backlink authority in 2022



**HOW TO WEAR A SWEATER VEST**  
6 Sweater Vest Outfit Ideas & Styling Tips for Spring Summer

We created the first-ever data-driven SEO article for H&M Magazine

It became H&M's most widely read article across their European ecommerce markets

Page views total from launch in 2021 till end March 2023

## Large scale outreach to ensure shopping centres linked to H&M

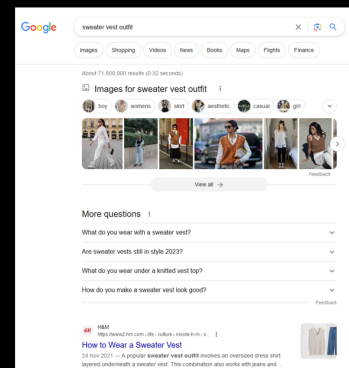
Markets: UK, SE, FR, NL, PL, DE, AT



**400+** outreach emails sent

**133** links added or updated

**1.1 million**  
page views across European  
ecommerce markets



Example search ranking #1 for "sweater vest outfit" in Google UK

4B. Marketing rarely works in isolation. Outside of your effort, what else in the marketplace could have affected the results of this case – positive or negative – over the time period?

Select factors from the chart and explain the influence (or lack of influence) of these factors in the space provided. We recognise that attribution can be difficult; however, we're inviting you to provide the broader picture here in making the case for your effectiveness.

No Other Factors

Explain the influence (or lack of influence) of the factors you selected above.

The chart provided is a sampling of marketplace activities, but your response is not limited to these factors.

This isn't your average Effie entry - many common marketing factors have little relevance in measuring uplift from non-brand SEO.

The agency worked with H&M specialists and business control to develop an advanced data-driven annual forecasting model. Case studies were regularly

We recognize that attribution can be difficult; however, we're inviting you to provide the broader picture here in making the case for your effectiveness.

(Maximum: 200 words; 3 charts/visuals)

undertaken for projects to isolate the impact of SEO and to improve forecasting. Factors considered included(37):

- Other marketing efforts - brand search demand used to measure impact of brand awareness, isolating impact on organic performance.
- Paid search cannibalisation - bidding data factored in to remove cannibalisation impact on non-brand traffic
- Competitors - page 1 ranking is a zero sum game - if you get to page 1, someone else has to drop out.
- Seasonality - previous years' trends used to forecast ahead. Additionally, keyword visibility is unaffected by seasonal factors, and therefore provides a representative share-of-voice metric at any point of time.
- Covid - significant changes to search demand were validated by numerous data sources, including brand search demand and Google Mobility data to isolate their impact.
- Tracking issues - organic measured against other channels to isolate impact on measurement.
- Conversion Rate / AOV - used forecasts from H&M based on planned internal changes.
- All data segmented by market.

## USING MOBILITY DATA TO UNDERSTAND AND STORE FOOTFALL DURING CHANGING COVID RESTRICTIONS

Forecasting the impact that the covid restrictions were having on online sales was difficult, due to regularly changing rules throughout the period.

When customers did not feel safe shopping in store, online demand would increase. And when store footfall increased, online demand would decrease.

We needed to measure whether consumers were returning to the high street to predict the impact on online demand.

However, H&M's store footfall data was not readily available.

The agency identified the opportunity to use Google Mobility Data, a brand new data set provided by Google that provided anonymised customer density in shopping areas, to get these insights faster.



Following this recommendation, the agency and H&M undertook separate analysis comparing mobility data with brand search demand, a key metric used to measure online interest in the brand. Further analysis showed that store traffic was also strongly correlated with mobility data. Insights and data blurred as this is sensitive information.

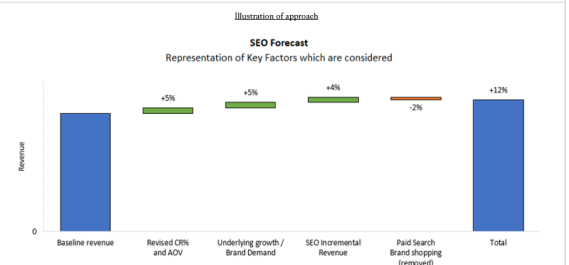
The strong correlation that both teams were able to show between the data sets enabled us to better measure the level of impact that changing covid restrictions was having on organic traffic and revenue, enabling us to get a clearer reflection of incremental revenue from SEO activity alone.

## FORECASTING INCREMENTALITY

H&M business control signs off annual forecasts based on an agreed model:

- 1) Previous year's data is used as the starting baseline
- 2) Adjustments made based on:
  - Underlying / Natural growth (Demand)
  - Conversion Rate (CR%)
  - Average Order Value (AOV)
  - Other Factors
- 3) Forecast incremental SEO contribution
  - Each individual activity is measured to estimate the specific growth it would drive. The combined impact is then added to the forecast.
  - Individual activity forecasts are based on a combination of previous case studies and a number of other considerations
- 4) Cannibalisation
  - Paid search activity is forecast, and the cannibalisation which is forecast is deducted from the overall forecast

Comprehensive model provides robust approach to measuring real incrementality



### Technical Definitions

**'Underlying / Natural growth'(Demand):** Google search data is used to understand search demand trends for the brand, which is then used to forecast future demand.

**Conversion Rate (CR%):** This indicates how well traffic converts to a sale on site. Forecasts include existing data as well as changes predicted by H&M based on their internal team data.

**Average Order Value (AOV):** The average spend of a customer sale. Forecasts include existing data as well as changes predicted by H&M based on their internal team data.

**Other Factors:** A number of other factors were considered in each individual year's forecast, such as covid related adjustments to adjusting historic data to account for past tracking issues.

**'Paid Search Activity':** Paid search includes paid ads which are on search engines. Any changes to paid search bidding strategies are considered. For instance, an increase in paid brand search traffic can cannibalise organic traffic, resulting in a decrease in organic traffic without any change in organic position. This is factored in.

All data is calculated at an individual market level and then combined in the final forecast

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## Section 4: Sourcing

You must provide a source for all data and facts presented anywhere in the entry form. The below field may only be used to list sources of data provided in your responses above, do not include any other information.

**Recommended Format:** Use footnotes in your responses above and list each source numerically below. We recommend each source include the following information: Source of Data/Research, Type of Data/Research, Dates Covered. Do not include agency names in your sources. [View detailed guidelines here.](#)

20. Source: Forecasting model (see visual for 4B)
21. Source: Forecasting model vs. actuals from H&M Analytics
22. Source: Number of pages created divided by time period to deliver, before vs. after
23. Source: Google search data combined with SEO content gap analysis
24. Source: Internal H&M information
25. Source: AWR Cloud Non-Brand Keyword Ranking Data Set (see visual)
26. Source: AWR Cloud Non-Brand Keyword Ranking Data Set - growth vs. Jan 2019
27. Source: Due to confidentiality reasons we cannot reveal the European markets' individual contribution to the overall number, but what we can say is that it's been estimated by H&M that the contribution to this ROI from the European markets collectively exceeded the global return of 30:1 which H&M has estimated for the overall programme across the period
28. Source: H&M internal information
29. Source: H&M internal estimate
30. Opportunity based on Google search data
31. Source: Number of landing pages based on website crawl
32. Source: H&M internal information
33. Source: Google Core Web Vitals tools pre vs post implementation
34. Source: Calculation combining data from tools Ahrefs & Majestic
35. Source: H&M Analytics, from launch of article until end of Effie eligibility period, combining views across all H&M ecommerce European markets
36. Source: AWR Cloud Target Non-Brand Keywords
37. Sources: Brand search demand (Google search data), Paid Search (data from H&M), seasonality (H&M Analytics & Google search data), tracking issues (H&M analytics team), Conversion Rate / AOV (H&M Analytics), mobility data (Google), store footfall data (H&M internal data). Search volumes based on annual average to remove seasonality. Ranking data (AWR) Product Listing Page performance. See visual for more information.
38. Source: List of processes compiled by H&M and agency, validated by H&M
39. Source: H&M SEO Relationship Matrix, status as of end Mar 2023

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## INVESTMENT OVERVIEW

The Investment Overview is reviewed as part of Section 3: Bringing the Strategy & Idea to Life, along with your creative work, as presented in the Creative Reel and Images for Judging. These elements together account for 23.3% of your total score.

## PAID MEDIA EXPENDITURES

Select paid media expenditures (purchased and donated), not including agency fees or production costs, for the effort described in this entry. If there were no paid media expenditures, please select Not Applicable and elaborate below.

You must provide the budget for A) the **initial year**, B) **one interim year**, and C) the **current competition time period: 1/01/22-31/03/23**.

Indicate the percent change for your budget for each year represented compared to the prior year. (e.g. 2% increase, same, etc.). If not known or not applicable, indicate this.

Indicate the Size of your media budget using the following budget ranges:

Paid Media Expenditures (Sustained Success)

Select paid media expenditures.

|                |                |                |                |
|----------------|----------------|----------------|----------------|
| YYYY           | YYYY           | YYYY           | YYYY           |
| Not Applicable | Not Applicable | Not Applicable | Not Applicable |
|                |                |                |                |

Compared to other competitors in this category, the budget is:

Select one.

Not applicable (Requires Elaboration)

Compared to prior year spend on the brand overall, the brand's overall budget this year is:

Select one.

Not applicable (Requires Elaboration)

Media Budget Elaboration:

Provide judges with the context to understand your budget.

No paid media - programme of work is SEO only.

What was the balance of paid, earned, owned, and shared media? What was your distribution strategy? Did you outperform your media buy?

In addition to providing context around your budget, if you selected Not Applicable to either of the previous two questions, explain why you selected Not Applicable.

(Maximum: 100 words)

PRODUCTION & OTHER NON-MEDIA EXPENDITURES

Select a budget range for the key assets you developed to bring your idea to life. This should include hard pre and post productions costs, talent (influencer or celebrity fees), and any activation costs.

## Production & Other Non-Media Expenditures

Select a budget range for the key assets you developed to bring your idea to life. This should include hard pre and post productions costs, talent (influencer or celebrity fees) and any activation costs.

€2–3 Million

## Elaboration on the Production & Other Non-Media Expenditures

Provide judges with the context to understand the selection outlined above. This is an opportunity to provide further context surrounding your budget, so judges have a clear understanding and do not question the information provided above.

*(Maximum: 100 words)*

This work was part of a global programme for H&M's 45 ecommerce markets at a budget for the agency in the range of £2,000,000 - £3,000,000 per year.

H&M has estimated the ROI of the entire global programme at 30:1, a number which importantly factors in their internal costs (primarily resource).

Many activities were shared across markets, and H&M has not provided their breakdown of internal costs for confidentiality. This figure represents our best estimate of both agency and H&M costs for their European ecommerce markets combined over 2019 - Q1 2023.

## OWNED MEDIA

Elaborate on owned media (digital or physical company-owned real estate), that acted as communication channels for case content.

*(Maximum: 100 words)*

## Was owned media a part of your effort?

Elaborate on owned media (digital or physical company-owned real estate), that acted as communication channels for case content.

*(Maximum: 100 words)*

Yes : Website

## SPONSORSHIPS AND MEDIA PARTNERSHIPS

Select the types of sponsorships/media partnerships used in your case. Choose all that apply. Then, provide additional context regarding those sponsorships and media partnerships, including timing.

*(Maximum: 100 words)*

## Sponsorships

Select all that apply.

Not Applicable



Provide additional context regarding your sponsorships and media partnerships.

Where we supported H&M's PR team with their campaigns, this was solely to drive additional SEO value from their existing planned campaigns, and our activity did not incur any additional third party costs.

You must provide a source for all data and facts presented anywhere in the entry form. The below field may only be used to list sources of data provided in your responses above. Entrants may not include any additional context or information in the below field.

Indicate below all communication touchpoints used in this case and the % of the total budget that was used for each touchpoint, which should equal 100% for each year.

You must provide information for A) the initial year, B) 1 interim year, and C), the current competition time period (1/01/22-31/03-23).

Within your response to Question 3, explain which touchpoints from the below list were integral to reaching your audience and why.

Select  
all  
that  
apply

2019  
100.0

2020  
100.0

2021  
100.0

2022 - 2023

|                     | 2019  | 2020  | 2021  | 2022 - 2023 |
|---------------------|-------|-------|-------|-------------|
| Digital Mktg. - SEO | 100   | 100   | 100   | 100         |
|                     | 100.0 | 100.0 | 100.0 | 100.0       |

## MAIN TOUCHPOINTS

From the list outlined above, select the three most integral touchpoints for your effort. List in order of most integral to least integral.

### Main Touchpoint 1

Most integral touchpoint.

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### Main Touchpoint 2

#2 Most Integral Touchpoint

Retail Experience: Digital

### Main Touchpoint 3

#3 Most Integral Touchpoint

Not Applicable

## SOCIAL MEDIA PLATFORMS

Select all social media platforms utilised in your effort from the list below.

### Social Media Platforms

Select all that apply, or select Not Applicable.

Not Applicable

## CREATIVE EXAMPLES

Creative Work is reviewed as part of Scoring Section 3: Bringing the Idea to Life, along with the entrant's response to Question 3 and the Investment Overview. These elements together account for 23.3% of the total score.

## CREATIVE REEL

The Creative Reel is the entrant's opportunity to showcase the creative work that ran in front of their audience to the judges. The reel is NOT a video version of the written case. Judges recommend spending at least 70% of the creative reel's time on examples of creative work.

The creative reel is not judged for the production quality of the reel; judges are evaluating only the creative work that ran in the marketplace as it relates to the challenge, insights, audience, and strategy.

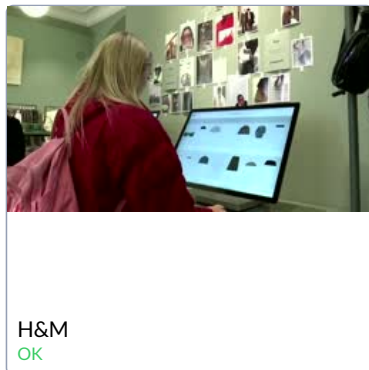
Specific, quantifiable results, agency names/logos, and competitor logos/work may not be included anywhere in the video.

The Creative Reel is viewed once the case has been read.

## Creative Reel

3 min maximum (4 min for Sustained Success). 250 MB max., mp4 format. High Resolution: 16:9 at 1920x1080.

Do not include any agency names in the file name or anywhere in the reel. Give each upload file a unique name.



## Creative Examples Presented in the Creative Reel - Select All

Select all that apply.

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## IMAGES OF CREATIVE WORK (2 Required, 6 Maximum)

Upload images of your creative work that ran in the marketplace. Communications channels highlighted must have been also featured in your creative reel.

Judges review these images after they read your case and watch your creative reel. Images should complement your reel and help the judges better evaluate the creative elements that ran in front of your audience.

Images for Judging are an opportunity to:

- + Showcase work that is better seen as a still image vs. video format
- + Draw further attention to key creative elements

## Images of Creative Work

Upload 2-6 images of your creative work that ran in the marketplace. Do not include agency names in the file name or within the images.

Technical Requirements:  
jpg/jpeg format





If you're feeling stuck between seasons and struggling to dress for transitional weather, a [sweater vest](#) is the perfect addition to your outfit to keep you feeling warm without compromising on style. Try slipping a sweater vest in a neutral tone over the top of a [leot dress](#) to add an extra layer of warmth that compliments your outfit. Amp up your accessories to achieve an effortless boho look. Style with [sandals](#) and some [hair accessories](#) and head out for a day at the shops or for a mid-summer lunch with friends.

Embrace the total approach. Another favourite trend accompanying sweater vests on our feeds this year is the rise of the monochromatic outfit. Marry the two trends together and couple a block coloured sweater vest with a crisp [shirt](#), matched with a pair of [coloured](#) or [high-waisted trousers](#) in the same colour. This outfit works with white trainers for an ideal stay-at-home look that's still polished enough for heading out on the town. Or, dress things up and add a colourful pair of [heels](#).

Three pieces of clothing are displayed against a light gray background. On the left is a long-sleeved, button-down shirt in a dark brown color. In the center is a sleeveless, ribbed sweater in a matching dark brown color. On the right is a pair of dark brown trousers with a visible waistband and belt loops.

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OK

## OK

With Print Set JUDGING VIEW - PDF Version of the Written Entry for Judges