



2008 Gold Effie Winner

“Whiteboard”

Category: **Delivery Products and Services**

Client: **UPS**

Primary Agency: **The Martin Agency**

Contributing Agency: **IQ Interactive**

Strategic Challenge

Re-energizing UPS: discovering a new voice for the most successful advertising campaign in UPS's history while deepening its relevance amongst target audiences.

For the past five years the “What Can Brown Do For You?” campaign has been expanding consumer perceptions of UPS from a shipping company to one that synchronizes global commerce. In the next phase of the campaign we needed to progress the story to demonstrate the depth of UPS's services and explain some of its more surprising products.

With the entry of DHL into the market in 2003, maintaining share of voice became more difficult. On top of this we were faced with a shrinking advertising budget which made achieving high levels of brand differentiation even harder.

Objectives

1. Drive brand differentiation – We needed to continue building on the brand momentum of the BROWN idea, that UPS is more than a reliable shipping company but a dynamic, forward thinking and global business partner. We also needed to maintain and grow the high brand awareness metrics “What Can Brown Do For You?” generated.

2. Increase sales of specific UPS services – UPS had targeted a specific suite of services to receive emphasis in sales and marketing. The advertising had to support those products and contribute to sales results.

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3. Enhance brand interaction – The power of the Whiteboard idea lies in its ability to solve complex problems with simple solutions. This idea gets the most traction when consumers experience it firsthand. Therefore all our communications drove customers to a microsite where they could learn more and directly interact with the Whiteboard idea.

The Big Idea

When UPS simplifies the complex, you can do more.

UPS had shifted its communication strategy to drive sales of specific products and services. We needed to explain these seemingly complicated offerings in a simple, straightforward way. Each of UPS's products became proof points of how its organizational capabilities enable customers to have greater control in their shipping and business. The Whiteboard idea gave us the platform to break down any of UPS's services into simple business solutions.

Bringing the Idea to Life

Utter simplicity – While UPS's products are internally very complex, to the customer they are remarkably simple to use. The communications had to bring "simplicity" to life in a compelling and rewarding way. The "problem" was diagrammed on the whiteboard and the Whiteboard Guy transformed the drawing into the UPS solution.

Personal connection – People have a strong emotional connection with UPS and we wanted our communications to feel intimate and personal, one-to-one. The copy was very conversational as if the Whiteboard Guy was speaking directly to you.

Engaging interactions – We needed our communications to work on several levels. We wanted them to be:

Educational – to inform about the products and services UPS offers.

Inspirational – to encourage reassessment of what role UPS can play in your success.

Entertaining – to stand out and be worth paying attention to.

Unmistakably Brown – The campaign embodies UPS with its no-nonsense approach, respectful tone and calming confidence. With Brown on your side, you simply can do more. Each spot ended with the familiar tagline as if to say, "We've just showed you how UPS's product can solve a business problem, now how can we help you?"

Media integration – We faced three key challenges in executing the Whiteboard campaign. First, we needed to find an effective way to launch a very visually focused campaign. Second, we needed to achieve launch-level brand awareness objectives with a reduced YoY budget. Third, we needed to demonstrate the effectiveness of the media spend in terms of contributing to brand interaction and ROI.

To leverage the transformational property behind the Whiteboard idea/campaign, we focused on visual media with high conviction placement. Our media plan centered on television and online media since video is the strongest platform for the Whiteboard idea as it can clearly demonstrate the desired transformation.

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In print, we looked for alternate space that would allow the whiteboard to be used to its full potential. The video component of Whiteboard has a strong reveal moment when the solution provided by UPS is unveiled to the consumer. To achieve this same feel in print, we looked for alternate space such as bookend units in the *Wall Street Journal*, flap pages in *Inc.* and consecutive half-page spreads in *BusinessWeek* that could provide a similar reveal to the audience.

In order to provide a quick accumulation of awareness, we focused our media spend in the first 100 days of the annual campaign. To kick things off we gave key media contacts a sneak peak at the campaign by sending out branded UPS whiteboards. We selected very targeted high-reach vehicles that were designed to surprise our business targets by communicating to them in ways UPS had not in years past. Examples include station dominations in NY, 3-D billboards on commuter arteries and online roadblocks.

In order to stimulate engagement with UPS, we made a considerable shift in our media mix toward digital media (+57% spend YoY). We assigned points to every potential action on ups.com/whiteboard, and thus were able to track post-click effectiveness. By prioritizing actions that were associated to higher ROI, we were able to optimize the plans in a way that had tangible business results. The results of these media strategies were very positive. Awareness not only grew, but eroded much more slowly than expected once the flight was over, showing that our strategies did indeed make an impact. Microsite traffic exceeded UPS's expectations, with thousands of actions taken on the site.

Above and beyond these quantitative objectives, we also had the goal of bringing the Whiteboard strategy into the lexicon. By leveraging our media buys, we were able to align UPS with the concept of "solution" via Whiteboarding in various content areas. We found synergistic opportunities with our vendors that were meaningful to our audiences, for example:

- Sportscasters Whiteboarding complicated plays on TV
- Financial analysts using a whiteboard to analyze the market
- Networks creating animated Whiteboard intros and summaries of TV programs

Executions like these took Whiteboard (and UPS) outside of traditional advertising to cement the cultural relevance of the campaign.

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Communications Touch Points

TV

- Spots
- Branded Content
- Sponsorship
- Product placement

Radio

- Spots
- Merchandising
- Program/content

Print

- Trade/Professional
- Newspaper
- Consumer Magazine
- Print partnership

Direct

- Mail
- Email

PR

Events

Packaging

Product Design

Cinema

Interactive

- Online Ads
- Web site
- Viral video
- Video skins/bugs
- Social Networking sites
- Podcasts
- Gaming
- Mobile Phone
- Other _____

OOH

- Airport
- Transit
- Billboard
- Place Based
- Other _____

Trade Shows

Sponsorship

Retail Experience

- POP
- Video
- In-Store Merchandizing
- Sales Promotion
- Retailtainment

Guerrilla

- Street Teams
- Tagging
- Wraps
- Buzz Marketing
- Ambient Media
- Sampling/Trial

Consumer Involvement

- WOM
- Consumer Generated
- Viral
- Other

Reach: National

Total Media Expenditure: Over \$40 Million

Results

Our goal was to re-energize the UPS brand and to build on the positive momentum generated by the "What Can Brown Do For You?" campaign. By all accounts, we were successful.

1. Drive brand differentiation

In the first 75 days, unaided ad awareness raised 30%. (DRI Tracking Study)

The Whiteboard campaign has given UPS its highest levels of unaided advertising awareness ever recorded (67.6%). This percentage was recorded five times during the Whiteboard campaign. Prior to Whiteboard, the highest UAA was 62.1%, which was recorded in 1/29/06. (DRI Tracking Study)

The Whiteboard Campaign also helped UPS lead the *category* in unaided ad awareness.

At the end of the first quarter of 2007, UAA for UPS and its competitors was: UPS - 63.3%, FedEx - 43.9%, DHL - 13.6%, USPS - 7.6%. (DRI Tracking Study)

UPS has also led the category in unaided brand awareness. At the end of the first quarter of 2007, UBA for UPS and its competitors was: UPS - 90.9%, FedEx - 62.1%, DHL - 25.8%, USPS - 22.7%. (DRI Tracking Study)

Perception of UPS as a "flexible" company has increased by 6% since the launch of the campaign. (DRI Tracking Study)

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2. Increase sales of specific UPS services

Revenue and volume from International Shipping were both up at the end of the second quarter of 2007 compared with the same quarter in 2006. Volume was up 9.1% and revenue was up 10.3%. (UPS provided sales data) Volume for Delivery Intercept, a new product for UPS, was 35% above projections at the end of the second quarter of 2007. (UPS provided sales data) Revenue for Freight services was up 14% in April of 2007 as compared to the same time in 2006. (UPS provided sales data) Among companies that ship freight, the percentage that responded "UPS is the best in the field or is better than most" increased by 274% after the launch of the Freight work in the campaign. (DRI Tracking Study)

3. Enhance brand interaction

Online media drove over 1.3 million visits to ups.com/whiteboard, eclipsing our goal of 800,000. This led to 400+ case study views, 4,100+ Open Account page visits and 2,700+ product demo views. UPS registered 26,019,485 online advertising interactions, 3 billion+ ad impressions, 75,000+ create-your-own Whiteboard emails sent and 17,000+ views of the television commercials online. (Webtrends data)

Anything else going on that might have helped drive results?

Real-life Business Integration: UPS account executives have been called on by clients and new prospects to "Whiteboard" problems. The term is being used as shorthand by companies trying to find better ways to operate using UPS's products and services. It is exciting to see that not only has the campaign entered the vernacular, but the way it's being used reflects the intent of the campaign. "Whiteboarding" owns a higher-level business problem where UPS's organizational strengths can shine and where it can offer a full range of products where its margins are highest.

Pop Culture Integration: The simple, iconic look of the Whiteboard campaign has taken hold in popular culture as seen in several consumer-created spoofs of the work. YouTube has 25 parodies of the campaign created by viewers.

The Whiteboard spokesman has also become somewhat of an iconic advertising figure. He has been asked to speak at an ANA conference and host the Obies. He has also been embraced by the internal UPS audience - over 400,000 employees. The Whiteboard Guy has created many internal UPS videos and attended events for the company's 100 year anniversary.

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