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A great team shares values.**

**USAA salutes CE on their 100th anniversary.**

USAA was founded on a commitment to provide the military, veterans who have honorably served and their families with the best financial services in the industry.

Campbell Ewald not only understands our commitment, they share our values.



**We know what it means to serve.®**

Insurance Banking Investments Retirement Advice

# campbell ewald at 100

# A STEP AHEAD

By Julie Liesse

For 100 years, Campbell Ewald has been a step ahead: Pioneering integrated marketing by launching a custom-publishing unit in the 1930s. Driving auto marketers into TV sponsorships in the 1940s. Being the first to try new approaches on TV—live spots, color commercials—in the 1950s. Developing social media campaigns before anyone had heard of Facebook or YouTube.

Time and time again, CE has been ahead of the curve in seeking solutions for its clients' business needs—but quietly and without fanfare. As it begins its second century, CE continues to push the boundaries of what an “advertising agency” means and does.

Phil Guarascio, who worked with CE for 15 years as General Motors Corp.'s VP-corporate advertising & marketing, remembers his first up-close exposure to the agency's work in the mid-1980s. “My first insights and thoughts were that in their world, they were the agency of the future—because the breadth of work they performed for Chevrolet was so wide that it really defined what you'd call the whole egg theory,” Mr. Guarascio says.

CE Chairman-CEO Bill Ludwig says the agency is “a product of our client needs. If you think about the kinds of clients we have, they are complex clients with complex needs—parent brands and subbrands, complex relationships between national marketer and local entities.”

As a key agency for GM since 1919, and until last year agency of record for Chevrolet—for years the largest single advertising account in the nation—CE had the opportunity and the challenge of managing an account that entailed big national image ads, co-op dealer advertising and local retail marketing. Agency founder Henry Ewald actually purchased a Chevy dealership in 1928 to better understand his client.

The experience of managing such a demanding piece of business steered CE into integrated communications long before it became an industry trend. Says former CE Chairman Tony Hopp: “If it hadn't been for our relationship with GM, we would not have home-grown these capabilities—in research, analytics, direct marketing, CRM. It drove us to be what we are today.”

The flip side was that for years, Chevy and the agency's legendary campaigns for the brand defined CE to the world. Just 10 years ago, GM represented 80 percent of the agency's billings. It was then that Mr. Hopp and his team began to diversify.

Michael Roth, chairman-CEO of parent Interpublic, remembers visiting CE's Warren, Mich., headquarters when he assumed his post. “I challenged them to recreate their agency so that they would not be as dependent on one client. They did a remarkable job, bringing in excellent clients.”

By last year, CE's diversification meant that Chevy only represented 25 percent of billings. Says Mr. Roth, “So while the loss of Chevy was not good news, they were positioned to handle it.

“They have also done a remarkable job with digital and social media and developing the other revenue streams that have become so important in this business,” he says. “In a lot of ways I don't think they get enough credit for what they have done.”

For Chief Client Officer Jim Palmer, who has led the agency's diversification push, a “watershed moment” arrived in 2000, when CE pitched the U.S. Army account and came in second to Leo Burnett USA. “As soon as we lost that one, the NAVY account came up for review,” says Mr. Palmer. “We applied the insights we had uncovered and won the NAVY account against a lot of big players.”

The deep and broad capabilities CE brings to the table have helped it develop a client roster of blue-chip companies representing a diverse group of industries—from complex government entities such as the NAVY and the U.S. Postal Service to companies whose products represent serious consumer commitments, including Kaiser Permanente and USAA. Each client, however, came to CE in search of more than clever creative.



Mr. Ludwig says it's about understanding that “it is not about producing ads or commercials, but creating content that engages consumers no matter what the channel. There are great branding agencies and great promotion agencies out there, but we manage the entire process better than anyone.”

Take the breadth of the work CE has done over 11 years as agency of record for the NAVY. In addition to its TV and print ads, CE helped the NAVY create and manage a computerized system that tracks recruits from boot camp until they are placed on duty. The agency also designed NAVYForMoms.com, an interactive community that brings together mothers of NAVY recruits—whose concerns about their children are frequently a key barrier in recruiting efforts. These are not advertising solutions, but business solutions.

CE began making news in social media back in 2006, with several initiatives for Chevrolet. One campaign invited consumers to make their own ads for the Chevy Tahoe and post them online. Inevitably, about 400 submissions were parody ads, poking fun at the Tahoe and the Chevy brand. At the time, Chevy and CE were lambasted for allowing the

negative ads to be seen online. But they held firm and, in an early understanding of the importance of democracy and transparency in social media, let all the submissions stand. Ultimately, the negative ads were drowned out by thousands of other videos—and five years later, marketing experts continue to point to the Tahoe effort as a groundbreaking moment in the development of social media.

Today, social and digital media account for a growing part of CE's staff and work. Its efforts include developing online communities for clients such as the NAVY and GM's On-Star, creating websites and digital tools for USPS and using its social media monitoring team as a primary research tool.

CE does have a portfolio of landmark, innovative advertising as well—stretching from “Capitalist Tool” for Forbes magazine to a long list of memorable Chevrolet campaigns, including “See the U.S.A. in Your Chevrolet” and “Baseball, Hot Dogs, Apple Pie and Chevrolet.”

Chief Creative Officer Mark Simon says, “I don't think there is a CE style of advertising, but there is definitely an approach.”


That approach begins with a search for what CE calls the Quality of Life Insight. Mr. Simon says it's about finding that point where the brand promise—its functional benefit—connects with consumers' emotions. The goal, ultimately, is to provide what Mr. Ludwig calls “a North Star for the business.”

The “Thrive” campaign for Kaiser Permanente has been a North Star for the healthcare provider in unexpected ways. “My target audience is the nonmember consumer,” says Debbie Cantu, VP-brand marketing & advertising for KP. “My expectation was that this work would cause those consumers to take another look at KP and consider signing up for our plans. But I never expected that one of the groups deeply affected by this work would be our employees.”

When the company previewed the “Thrive” campaign for employees, the KP staff stood up to applaud and told the marketing team that the ads expressed their feelings about why they had gone to work in healthcare in the first place. “This campaign has changed how we think about what we do, as well as how we are perceived in the marketplace,” Ms. Cantu says.

CE's own North Star has always been its clients. “We have had, since our founding, a client-first culture,” says Mr. Hopp, who spent his 41-year advertising career at CE. “Our founder, Henry Ewald, said, ‘Put the clients' interests first, last and always, and the rewards will flow back to you.’ That is our culture. We put our clients in the center; that is what we drive toward.”

In the single-minded pursuit of great business results for clients, CE has always thought above the line, below the line and out of the box. Mr. Simon recalls a promotion campaign in the agency's early years. “Frank and Hank,” as he likes to refer to agency founders Campbell and Ewald, “were really innovators. Visionaries,” he says. “They worked to promote a steamship line with what today we'd call a guerilla marketing tactic: They arranged to have a car drive through the ship's steam stack—the point being that the ship was so big you could drive a car through it. It was an amazing way to look at that marketing problem.”

Says Mr. Simon, “I believe that spirit of innovation, risk-taking and client focus still exists in our work today.” 

# Q&A with BILL LUDWIG

Bill Ludwig was named chairman-CEO of Campbell Ewald just over a year ago and has been leading the creative charge at the agency for more than a decade. Reflecting on CE's successes and his vision for the agency going forward, Mr. Ludwig opted for an unusual twist on a traditional question-and-answer session: A few weeks ago he sat down in New York for a conversation with Mike Hughes, his counterpart at Interpublic Group of Cos. sibling The Martin Agency, where Mr. Hughes is president. Segments of their animated, wide-ranging discussion, videotaped by Radical Media, New York, are posted at [brandedcontent.adage.com/campbellwald2011/](http://brandedcontent.adage.com/campbellwald2011/).



**Mike Hughes:** When I think of Campbell Ewald, some things come to mind for me. I hate it when somebody stereotypes my agency, but I stereotype everybody else's. And the first things I think of when I think of your agency are: big, broad-shouldered, all-American advertising. Advertising that's both inspired and inspiring. And I think of Chevrolet. How are you feeling about Chevrolet and General Motors these days?

**Bill Ludwig:** General Motors is still a great client of ours. We have a significant piece of the General Motors' customer relations business. And we're very proud of the work we've done over the years with OnStar. We just launched a new campaign in the fall, OnStar's "LiveOn," and that's doing great. During my tenure on Chevrolet, I think we produced some of the most iconic advertising in automotive history. Having spent much of my career on that account, I'll always love and care for the brand. I wish Chevy its greatest success and, given the product they've got today, I think they will succeed.

**Mr. Hughes:** You talk about iconic advertising ... Campbell Ewald created "See the USA in Your Chevrolet" and "The Heartbeat of America." "Baseball, Hot Dogs, Apple Pie and Chevrolet." But even today, "Thrive" for Kaiser Permanente, "Come and Get Your Love" for Alltel—these are big campaigns. How do you guys do this? How do you keep doing this?

**Mr. Ludwig:** We have a unique agency, and we've built our

agency based on the needs of our clients. Early on we attracted clients that require big purchase decisions—joining the NAVY, buying a car. Package delivery decisions for a small business owner are big. Because of those clients, we've had to wrestle with a lot of complexity—both in the purchase decision process and the complexity between creating that strong emotional bond with a national brand—and then driving it right down to the local markets, activating sales, managing one-to-one communications between a customer and the company. Because of that, I think we attract clients that have big issues to wrestle with.

**Mr. Hughes:** You have a lot of infrastructure to handle things around the country, but you've also had these big retail kinds of jobs. Selling cars, for instance, requires a certain nimbleness. How do you manage to do both of those things?

**Mr. Ludwig:** Retail requires a very, very fast turnaround, so we built the company on that, and more important, we've built a culture around that. When you have a culture like that, when anyone pulls that fire alarm, we spring into action—whether it's to smother a problem or to leap at an opportunity. I think it's healthy to think of yourself as a start-up company, and we surely do. So we're consciously behaving that way. Because of that nimbleness, and because of our breadth of services and our depth of services, we can scale up or scale down, which is

interesting. We can take on a huge client with complex needs and manage them across a breadth of services. But we can also take on clients that need nimbleness, need a smaller group—maybe somebody who wants a CRM program or creating, monitoring and managing a community in a social space—we can handle those projects as well.

**Mr. Hughes:** You've also been a leader in the digital space. Tell me about what you're doing there.

**Mr. Ludwig:** We were early pioneers of the social space and realized that most of our clients need to have one-to-one engagement with their customers. It's built around our belief that the way to truly deliver business-transforming ideas on behalf of our clients is to create fans of the brand and endorsers of the products that will ignite conversations and experiences that can demonstrate how a brand enhances the quality of life to a targeted consumer. We're really handing a megaphone to our fans of brands to have them become advocates on behalf of the brands. That's what branding is about—how can I align the conversation with what we want them to be saying? And how can we create promoters of the brand and reduce the number of detractors out there?

**Mr. Hughes:** Every agency today wants to do, for example, different things that define an era. Back in the '80s, I remember, the hip agencies didn't want taglines and they didn't want to do music. And Campbell Ewald was doing these really big things. It should be that your time has come now, I think, because everybody else is trying to do that now. Do you have any thoughts about that?

**Mr. Ludwig:** I keep wanting to do a great jingle again. Wouldn't it be fun to reinterpret it for the new millennium? We found ourselves creating tools and methodologies that allowed us to gain great consumer insight. We were one of the pioneers of anthropological research in the late '80s. That was a conscious effort that allowed us to strike such a deep emotional chord with "Like a Rock." We ended up branding that process later on, calling it our Quality of Life Insight. It was the belief that the brands that truly endeared themselves to the hearts and minds of their consumers were brands that transcended facts and features. The brands that had this deep bond with their consumer really demonstrate how the brand enhanced the quality of life for their target consumer. Nike is a good example. Nike never talks about air bladders in their shoes. They never talk about the fact that these air bladders allow you to get a certain vertical lift on your jump shot. What they do is say, "If you want to be a superstar in whatever you endeavor to do, just do it." That's a Quality of Life Insight.

The pursuit of this Quality of Life Insight has enabled us to establish a deeper bond with consumers on behalf of our clients' brands. It's the guy who wants to be seen as being like a rock to his friends, family, the guys at work. It's a mom who's wrestling with the fact that her son has just come in and announced that he wants to enlist in the NAVY, and she needs to have a deeper conversation with the people out there also wrestling with this issue. So we send her to NAVY-ForMoms.com, where she can talk to 40,000-plus mothers with children in the NAVY.

**Mr. Hughes:** Let's talk about you for a minute. Why are you still in this business?

**Mr. Ludwig:** You and I have been in this business a long time, and this may be the most exciting time in my career. The rapidity of change in technology right now is just astounding. What I can learn from kids coming out of school is phenomenal. And the ways in which consumers interact with brands, or the potential ways that we can leverage consumers and manage that interaction, has changed so radically. We have our work cut out for us because I don't think that consumers are as loyal to brands as they used to be. And the competitive set has changed. Just a second ago I was talking about scaling up and scaling down. That's great, and we

# always On

Press the OnStar® button, and you're connected to the help you need. When we call CE, it's the same thing. From the brand-defining launch campaign to the iconic Real Calls radio to our Live On campaign, CE always delivers strategic, impactful campaigns. Here's to the next 100 years of big ideas.



live On

should leverage that. But that also means that our competitive set has increased tenfold as well. So it's not always a fun business, but it sure isn't dull.

**Mr. Hughes:** That's true. If Frank Campbell and Henry Ewald could come back to life and visit the very different CE of today, they would be surprised by a lot of things. What do you think they would still like about it?

**Mr. Ludwig:** They had a motto when they started the company: "Advertising Well Directed." That is the kind of agency we grew up to be, but the tools and the technology we may be using today may astound them. I think they'd see, once we explained it to them, that the ways in which we can engage consumers—have that one-to-one conversation—have enabled us to direct that advertising. So that it may be more well directed than it has ever been, and I think they would appreciate that.

Henry had a philosophy that we've adapted to CE over time: Everything we do is in the client's best interest, first, last and always—from advertising to sales activity. And I think what we excel at is just that. We are able to fly the plane at the 40,000-foot level of big branding and create that emotional bond. But we're also able to land the plane in the local markets to activate sales and create that one-to-one engagement.

Henry, for instance, was so passionate about understanding that he bought a car dealership so that he could experiment with sales promotions and advertising within the dealership. So I think he would appreciate the fact that we can manage everything, soup to nuts. I remember a GM executive one time saying, "Everything except for the cars and carpets in the dealerships is designed by Campbell Ewald." I think Henry especially would appreciate that.



**Mr. Hughes:** What surprises new business prospects when they come in?

**Mr. Ludwig:** I think new business prospects are surprised by our depth of thinking—and that's not just strategic thinking, but thinking in all its forms and all its planning—the tools and methodology, the rigor that we go through to drive deep consumer insights. And then they're surprised and impressed by our innovation in all forms of communication.

**Mr. Hughes:** If I asked your clients about CE, what would they tell me?

**Mr. Ludwig:** It's funny because recently we were working on a new business pitch and somebody reached out to one of our clients. I saw the letter, and I was touched by it. The client said that CE makes their clients' business success their business. I'm paraphrasing, but she said, I have not seen this level of dedication or commitment with any other agency I've ever worked with. And what impressed me was she's worked [with] some pretty good agencies.

**Mr. Hughes:** What accounts would CE like to get tomorrow?


**Mr. Ludwig:** I would like a big beer brand and a pet food. So Budweiser, because I think we are great at understanding both mainstream America and Gen Y values. I'm a dog lover, so I guess Purina. I think we could create a strong emotional bond with dogs as well.

**Mr. Hughes:** Detroit has looked at you as a corporate citizen for a long time—tell me about that.

**Mr. Ludwig:** Detroit is our headquarters, and we have offices in San Antonio and Los Angeles, as well. We are passionate about these communities. For example, about five years ago I founded the D Show to celebrate the creative class in Detroit—not just advertising, but design, photography, illustration, etc.—and to bring the community together and to rally around it. It has been a big success. It's a unique city that deserves celebration, and that's why we feel so passionate about it. Spin magazine called it "an enigmatic city fueled by broad creativity." When you're living in Detroit day-to-day, you see it. No other city in the world has contributed more to music—and not just Motown, but hip-hop, garage rock, techno.

The plaque in our lobby has a great quote by Elmore Leonard, who was a copywriter at CE before he was a novelist. It says: "Other cities get by on their good looks alone; Detroit has to work for a living." I think it's true of Detroit and it's true of CE.

**Mr. Hughes:** What are your priorities now going forward for this new century?

**Mr. Ludwig:** My priority is to make CE the most respected and recognized agency in America. I'll settle for America. 

## It only took us eight months to know why you've been around for 100 years.

Our relationship with CE only goes back to June of last year. Since that time, you've continued to impress us with your creativity, intelligence and passion. It's paid off with a true partnership that has reaped profits and helped tell our story to everyone in Detroit and beyond. **MotorCityCasino.com**

*MotorCity*  
CASINO · HOTEL

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**M.D.C.H.** If you bet more than you can afford to lose, you've got a problem. Call 1-800-270-7117 for free, confidential help.

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WHEN YOU REACH  
**100 YEARS**

THERE IS A FINE

==== *Line* =====

BETWEEN *CRAZY*  
& *BRILLIANT*

IN CAMPBELL-EWALD'S CASE

*it's just* **CRAZY**  
**BRILLIANCE**

Congratulations Campbell-Ewald on  
100 years of success.



## making the emotional

# CONNECTION

By Mark Simon

In February 1911, when Frank Campbell and Henry Ewald set up their six-person agency, they had two simple goals: Do effective work and serve each client well. Their success is evident in the history of creativity and innovation that have been hallmarks of the agency for the past 100 years and continue in our ever-evolving business today. Among the many CE firsts: creating the first automotive ad with color—the \$2,000 premium in 1916 would be equivalent to producing a Super Bowl ad today; placing the first live TV commercial in 1946; and producing TV programming such as “The Dinah Shore Show” and “Chevrolet on Broadway” in the 1950s—precursors to today’s branded entertainment.

“See the USA,” “We Earn Our Wings Every Day,” “Heartbeat of America” and “Like a Rock”—these aren’t merely great campaigns, they are arguably some of the most iconic work in the history of advertising. Before you accuse me of agency bias, know that (sadly) I had nothing to do with any of that work.

What these campaigns all had in common was their ability to make a strong emotional connection with people. It transcended what the product did and focused on how it made you feel. It’s what we continue to do every day. CE’s ability to create a strong emotional connection between people and our clients’ brands has been articulated through what has been called the Quality of Life Insight—going beyond the facts and features of a product to demonstrate how the brand enhances the quality of life of the target consumer. It appeals to a deep emotional place that exists in us all.

I call it the “human truth.” Deep down, emotionally, what are people really looking for? Beyond price, beyond convenience, beyond any of the functional benefits, what is it that people really want? “Like a Rock” was about people’s

desire to feel strong and dependable. To be that person that everyone counts on to get the job done, no matter what. Chevy trucks embodied that desire.

The “Thrive” campaign for Kaiser Permanente came from the human truth that when it comes to healthcare, people feel lost. They’re tired of their bodies being treated as profit centers by healthcare providers. They want more than someone to care for them when they’re sick. They want a



partner to help them avoid getting sick in the first place. For USAA, the human truth comes from a deep, personal understanding of military life. Many at USAA have served, so their members know that the service representative they’re talking to “gets me.” The “Take Time to Be a Dad Today” campaign for the Ad Council came from the human truth that most men want to be good fathers, but the pressure to be “superdad” is overwhelming. The reality is that the smallest moments can have the biggest impact on a child’s life, so we encourage dads to simply spend time with their kids.

Today as we create work in an environment that combines traditional and digital advertising, CE’s approach reflects this changing landscape. Advertising has moved from a model based on demographics and impressions to one based on behavior and engagement. The consumer’s experience with the brand drives everything. It’s no longer about one-way communication; rather, it’s about a dialog with the consumer that spans both the physical and virtual environments. It’s why at CE we’ve fostered a culture of collaboration and participation—a place where a diversified collective of inspired minds come together to create remarkable work.

My motto has always been “The best idea wins.” Whether it’s your first day here or you’ve been here 10 years, ideas are the great equalizer. Everyone across the agency can make a contribution, not just those in the creative department. With today’s ever-expanding media landscape, it’s not just about the “Big Idea,” it’s about the 100 little ideas that come together to create business-transforming solutions for our clients.

Our work for the U.S. NAVY is a prime example. The success of the campaign is based on crafting a completely integrated solution that starts with engagement and ends with activation. It’s allowing each channel to do what it does best and having them all work in harmony.

The creative philosophy and approach at CE has evolved over the last century and will continue to do so as we begin our second 100 years. At its core will always be a driving passion to uncover the human truth and develop communications that get people engaged with brands—maintaining the simple goals we started with: to do effective work and serve each client well.

I think Frank and Hank would be proud. 

Mark Simon is chief creative officer of Campbell Ewald.



# 100 YEARS OF CE INGENUITY



1911

## 1910

**1911**—Frank Campbell and Henry Ewald open shop with two clients: D&C Navigation and Hyatt Roller Bearing

**1916**—First auto ad to use color: red taillight for Hyatt Roller Bearing

**1919**—Produces Chevrolet's first ad campaign—an all-type ad placed in 45 newspapers; first ad with art runs in the Saturday Evening Post in 1921

## 1920

**1922**—Wins all GM's ad business, valued at \$6 million; propels CE to the ranks of top 5 U.S. agencies

**1928**—Creates automotive co-op advertising; other automakers adopt the revolutionary technique

**1928**—Mr. Ewald buys a Chevrolet dealership to gain deeper knowledge of client's business

**1928**—Uses color photography to produce first four-color ad of a motor car for Buick

## 1930

**1931**—Becomes first to use gold ink (Saturday Evening Post)

**1934**—Helps Chevy make history with Soap Box Derby, described as the "greatest amateur racing event in the world"

**Late 1930s**—Distributes "minute movies" for Chevrolet to 4,800 movie theaters nationwide

## 1940

**1941**—Becomes one of the first to experiment with TV, trying out the medium for the Hat Style Council in New York

**1946**—Positions Chevrolet as the first auto company to regularly sponsor programs on America's first TV network, DuMont TV

**1946**—Places first live TV commercial

**1948**—Introduces "See the USA in Your Chevrolet"

## 1950

**1950s**—Begins long legacy of branded entertainment with production of variety shows, including "The Dinah Shore Show," "The Garry Moore Show" and "Pat Boone's Chevy Showroom"

**1953**—Henry G. "Ted" Little is named second chairman

**1957**—Becomes first to use color in TV commercials

**1959**—Begins era of "spectacular" TV spots, winning four gold awards in five years at the International Advertising Film Festival for Chevrolet work, including "Family Shopping Trip," "Olympics" and "Magic Ride"

## 1960

**1961**—Helps establish the nation's first college of advertising program at Northwood Institute in Midland, Mich.

**1962**—Creates six-minute Chevy spot integrated with a "Bonanza" episode

**1963**—Wins the Detroit Economic Club's Gold Door Knob for "opening career doors for women"

**1964**—Produces famous Chevrolet ad of Impala perched atop 1,500-foot Castle Rock in Utah

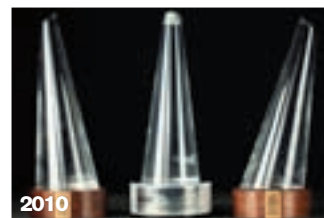
**1964-66**—Undertakes significant diversification with more than 35 new clients, including Forbes magazine, for which it coins the slogan "The Capitalist Tool"

**1966**—Lawrence Nelson is named third chairman

**1968**—Thomas B. Adams becomes fourth chairman



1964



2010



2010

## 1970

**1972**—Acquired by Interpublic Group of Cos. in the largest agency merger in the history of the industry

**1975**—Produces live racing event spots for Goodyear Tire & Rubber Co., landing its largest non-GM client

**1975**—Premieres "Baseball, Hot Dogs, Apple Pie and Chevrolet"

**1978**—Moves from Detroit to Warren, Mich., to occupy its own building

## 1980

**1981**—Wins Eastern Airlines account, pushing its non-Chevrolet business to 45 percent of billings; develops iconic "We Earn Our Wings Every Day" slogan

**1984**—Paul John becomes fifth chairman

**1985**—Dick O'Connor becomes sixth chairman

**1985**—Premieres "The Heartbeat of America," winning more than 400 awards in four years

**1987**—Forms subsidiary CE Communications, an industry pioneer of integrated marketing communications

## 1990

**1991**—Begins 13-year run of iconic "Like a Rock" campaign for Chevy Trucks

**1993**—Establishes consolidated media buying unit for General Motors, "breaking media rate cards"

**1997**—Tony Hopp is named seventh chairman

**1998**—Restructures to consolidate all areas of agency expertise, including CE Communications, under Campbell-Ewald brand

## 2000

**2000-2010**—Diversifies by adding more than 40 new clients, including U.S. NAVY, its first government win, positioning it for additional growth in the category

**2000**—Launches OnStar "Batman" campaign; wins a Gold Effie

**2001-2010**—Develops memorable campaigns:

- "Life, Liberty and the Pursuit of All Who Threaten It," NAVY (2001)
- "Thrive," Kaiser Permanente (2004)
- "American Revolution," Chevrolet (2004)
- "Come and Get Your Love," Alltel (2006)
- "Take Time to Be a Dad Today," Ad Council/Fatherhood (2008)
- "A Simpler Way to Ship," U.S. Postal Service (2009)
- "LiveOn," OnStar (2010)
- "A Global Force for Good," NAVY (2010)

**2004**—Wins Ad Age's "most likeable" Super Bowl spot for Chevy "Soap"

**2007-2009**—Launches industry "firsts" for the NAVY: first click-to-video mobile campaign, first addressable TV test with Cablevision, among first to use animated banner in mobile

**2008**—Becomes first in industry to implement third-party home page takeover; Chevrolet "Yahoo's Digital Domination" draws 800 million impressions in one day

**2009**—Pioneers Integrated Content Development

## 2010

**2010**—Bill Ludwig becomes eighth chairman

**2010**—Becomes first agency to win three Grand Ogilvy awards (2004, 2006, 2010)

**2010**—Wins trifecta of coveted awards for USPS' "Simpler Way to Ship": Grand Ogilvy, Effie, Media Plan of the Year

**2011**—The Next CEntury



1975



1981



1985



1991



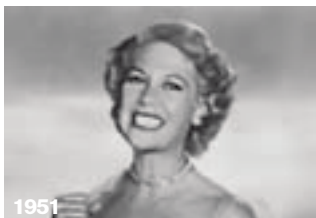
2000



2007



1928



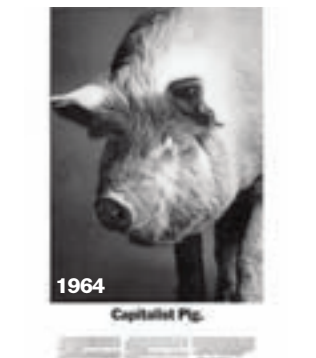
1951



1959



1962



1964

Capitalist Pig.

in profile

# PARTNERS

“We have helped build an iconic brand that’s sold more cars and trucks than any other in history. Let’s take that know-how and apply it to other clients.” Jim Palmer stood up and made that statement at a Campbell Ewald staff meeting 15 years ago. It marked the beginning of a serious effort to expand the agency’s client base beyond its automotive roots—an effort that has produced a roster of blue-chip clients, award-winning creative and distinctive marketing solutions, all driven by CE’s long-standing business philosophy—to serve clients beyond their expectations. Mr. Palmer, now the agency’s chief client officer, has led CE’s new business charge and says the current client lineup “reflects who we are as an agency—clients with complex challenges and considered purchases. It’s a roster we are extremely proud of.” Several of CE’s clients discuss how the agency has taken these complex marketing challenges and activated multilayered creative solutions.



Jim Palmer

## Kaiser Permanente: From industry to cause

When Kaiser Permanente, the nation’s largest not-for-profit healthcare service organization, came to Campbell Ewald in 2004, it was viewed as just another big, uncaring HMO needing to reposition its brand and reverse negative perceptions and declining enrollment.

Today, that has all changed, due in great part to how Kaiser Permanente’s “Thrive” campaign has redirected the public conversation about healthcare.

Kaiser Permanente and its agency faced a big challenge: how to make an emotional connection with consumers and stand out from other insurance providers. Research revealed that while people were interested in their total health for mind, body and spirit, they did not respond to messages about “healthcare” as an industry, which was how providers advertised, talking about co-pays, convenience and access, and quality doctors.

As a brand representing integrated care with a focus on prevention, KP was well-positioned to talk about health and wellness. This became the core of the “Thrive” campaign CE created. The campaign is all about empowering people to be happy and healthy at every stage of life and redefines healthcare not just as an industry, but as a cause.



Ongoing research has indicated that almost all image attributes of KP have improved for all audiences: companies that offer its health plan and those that don’t, as well as KP’s own employees, physicians and current members. Furthermore, KP membership increased, and the positive perception of the brand has strengthened the relationship members have with the company. “Their loyalty has grown over the last seven years,” says Debbie Cantu, Kaiser Permanente VP-brand marketing & advertising, who has shepherded the effort from the beginning.

“This campaign speaks to people in a way that nobody else does in this category,” she adds, noting that it took something that was perceived as unapproachable and made it relevant to individuals.

An important aspect of the campaign was to make sure the “Thrive” message—“We stand for health”—got through to the target audience. This meant that in addition to TV and print, ads were created for transit, airports and stair wraps—even tags on broccoli in grocery stores.

KP also incorporated some fairly uncommon programs, such as a sponsorship of the Los Angeles Dodgers featuring much more than signage at the ballpark. It includes radio shows featuring players talking about healthier eating, joint community events and healthier food sold in the park through Healthy Plate Carts. In a number of cities, KP has opened healthcare campuses, many in inner cities, as well as farmers’ markets to encourage eating fresh food often not otherwise available nearby.

Ms. Cantu credits CE with helping KP “do things that people who had been at Kaiser Permanente a long time never thought could be done. I’ve tried to structure an environment where no idea is a bad idea and we can kick around anything. Incredible ideas have come from it. We’ve changed people here and their pride in this organization. CE has helped us get through hard parts. If it hadn’t been for their courage to tell us how things would play out, we couldn’t have gotten such big rewards.”

—Nancy Giges

## U.S. NAVY: Building trust via social media

For Rear Admiral Craig S. Faller, commander, NAVY Recruiting Command, having a similar set of values with a business partner is critical. That’s why he believes the U.S. NAVY’s partnership with CE is so successful.

“The values we, the NAVY, have as an organization are courage and commitment. I sense a similar set of values with CE people who work on the NAVY account. Sure, I know it’s a job; but it feels like it transcends that. They really get the sacrifice and what it takes to serve. There’s a real connection,” he says.

It also hasn’t hurt that the NAVY has met all its recruiting goals for 10 years running, an accomplishment that the admiral says isn’t easy: “The talent we seek doesn’t just come walking in the door. We have to go hunting for it. The marketing and advertising campaign is a really big piece of that search for talent. It helps us connect; it helps build credibility; it helps us build trust. It helps explain who we are and the opportunity we offer. The way CE is so creative draws people in, and it is so important.”

A key part of the work is in social media. Rear Adm. Faller explains that the NAVY wants to surround its target audience with the best possible mix of media. For this young target audience, that mix happens to be heavily digital. In fact, digital accounts for almost 90 percent of NAVY advertising.

CE has built a presence for the NAVY on a number of key social media sites, including YouTube, Flickr, Twitter, Facebook, MySpace and a website, NAVYForMoms.com.

The number of subscribers, fans, views and clicks has been impressive, but for Rear Adm. Faller, the measure of success is the number of people who join the NAVY every year. “That’s a pretty good metric,” he says, “and we’ve been doing very well.”

One of its most successful sites has been NAVYForMoms.com because it connects with influencers: mothers whose immediate response to a child’s desire to join the NAVY isn’t always enthusiastic. This social community lets moms hear about the experiences of peers who have been there, done that.



With almost 44,000 members, the site has been extremely popular and won numerous awards since its debut in 2008.

Another successful NAVY program was a partnership with Discovery Channel, which created a series of TV shows about the NAVY that began running in 2009. “This was far and away the most integrated program we had ever undertaken in terms of its depth from a content standpoint and its breadth across multiple networks, across multiple platforms,” says Clark Bunting, president-general manager, Discovery Channel.

In addition to running across various Discovery channels, video appeared on YouTube, VOD and NAVY and Discovery properties on the web. CE also created 14 TV spots clearly separate from the Discovery editorial but very much related to the content of the programming.

“It ended up being a huge success for everyone,” Mr. Bunting says.

—Nancy Giges

### OnStar: Driving a brand evolution

Campbell Ewald has been the agency partner on the GM OnStar brand since 1997 when the product became available on a number of GM vehicles. Since then, CE has helped OnStar evolve its brand, as the company added new services while maintaining its core message of safety and security.

“OnStar and Campbell Ewald have been together from our beginning through three phases of great marketing,” OnStar CMO Sam Mancuso says.

“It started with the creation of the ‘Batman’ campaign. OnStar was a new company, a brand with relatively low awareness, and people didn’t have a great understanding of the technology because it was so new,” Mr. Mancuso says. “‘Batman’ catapulted OnStar’s awareness, making it part of the pop-culture vernacular.”

CE followed that auspicious debut with the long-running “Real Calls” radio campaign, using true stories to illustrate OnStar’s Automatic Crash Response and Stolen Vehicle Assistance features. Replaying actual calls received by OnStar advisers, the campaign showcased OnStar as “an authentic and personal brand, further elevating awareness and highlighting the positive difference OnStar was making in the lives of our customers,” says Mr. Mancuso. The effort has been lauded as one of the most recognizable and effective radio campaigns of recent times, he adds.

With the rise of expectations of almost perpetual connectivity, OnStar has advanced its mission to meet customers’ changing needs. In September, the “LiveOn” campaign debuted, portraying OnStar in an expanded light.

“In the past, OnStar was depicted primarily as a safety and security system providing the peace of mind of know-

ing it was there, but not necessarily wanting to have to use it because that meant there was an accident or your car was stolen,” Mr. Mancuso says. “The ‘LiveOn’ campaign maintains that peace of mind but also shows uses of OnStar in everyday circumstances that are bright, energetic, positive and optimistic.”

The “LiveOn” campaign’s message of “safely connecting you in ways you never thought possible” details new customer services such as enhanced navigation with Google Maps and a mobile app for iPhone and Android device users that can unlock a car’s doors, start the car and report diagnostics such as fuel level, tire pressure and oil life.

Mr. Mancuso says the CE partnership has “helped make OnStar the undisputed leader in connected vehicle telematics—and an important element of vehicle purchase consideration. In fact, 80 percent of people buying GM vehicles equipped with OnStar say OnStar was “an important reason in their purchase decision.”



CE will soon roll out the next phase of OnStar marketing, which will take the brand beyond new GM vehicles to the wider driving public. “Campbell Ewald will continue to help us build our brand as we embark on bringing OnStar to tens of millions of non-OnStar-equipped vehicles on the road today by way of a new OnStar product,” Mr. Mancuso says.

—Christine Bunish

### MotorCity Casino Hotel: Local matters

Last year, Campbell Ewald gambled on a pitch to Detroit’s MotorCity Casino Hotel—and both the house and the agency came up winners.

“Detroit is a very unique market,” says Jenny Holaday, senior VP-operations at MotorCity Casino Hotel, a AAA Four Diamond entertainment property and the only locally owned and operated casino in Detroit. “We’ve experienced economic hardship for a long time and, as a result, a strong sense of survival and pride defines us. I’ve lived in quite a few cities, and here, more than others, ‘local’ matters. We wanted to figure out a way to capture that feeling in our advertising.”

Ms. Holaday says she was surprised when she received a bound book from CE containing two advertising concepts. She began looking through it, and even before she got to the second pitch she knew CE’s bet would pay off. “The moment I saw the first concept, I knew we’d found our campaign,” she says. “[MotorCity Casino Hotel owner] Marian Ilitch saw the work that same day and completely agreed. The timing couldn’t have been better.”

MotorCity Casino Hotel engaged the agency last June and launched its “A Million Miles Away. Right Down the

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Street” campaign three months later, producing TV and radio spots, print, outdoor and online ads.

“Campbell Ewald just got it,” says Ms. Holaday. “Great strategic ideas, gorgeous creative and a fast turnaround—and all on budget.”

The outdoor component quickly captured attention in suburban Detroit. “We wanted to connect to the emotional state of escape, but needed to do so in a local and relevant way,” Ms. Holaday says. “We bought 20 billboards and tailored versions of the escape theme to each location. The one in Royal Oak, Mich., for example, says ‘Royal Oak to Royal Flush: 6 miles.’ It says ‘local’ and it says ‘escape’ is just six miles away. It’s brilliant.

“Campbell Ewald took us in a totally different direction with a very high-energy brand spot showing the nongaming amenities of escape: our entertainment, hotel, spa and fine dining,” Ms. Holaday says.

MotorCity’s market share was shrinking prior to the campaign launch but moved to positive territory the very first month. “Our new business is up double digits, and we’re at our highest market share in 20 months,” she says.

“I’ve worked closely with half a dozen agencies in my career,” Ms. Holaday says, “and Campbell Ewald is far and away the best. They understand your strategy and how to convert it into a compelling message that drives business. They’re a very effective, full-service group of strong thinkers and true business partners.”

—Christine Bunish

**USPS: Pushing the interactive envelope**

As it approached the 2010 holiday season, the U.S. Postal Service was looking for a way to continue the success of its



Priority Mail Flat Rate Boxes, which appeal to consumers and business shippers alike for their simplicity and convenience.

A previous campaign by CE had been very successful in debunking a widely held perception that “shipping is complicated.” The effort featured the familiar letter carrier Al providing his simple, sage advice: “If it fits, it ships.” Now, the Postal Service wanted to make it convenient for more consumers to try the boxes.

“We needed to find highly engaging yet useful channels to have the time-pressed target audience learn about and sample Flat Rate Boxes during the holiday period,” says Mark Bellissimo, managing director of Campbell Ewald.

USPS had tried interactive TV before as a way for consumers to request the Flat Rate Box shipping kit. Now another new cable technology was being launched that could make ordering the product even simpler.

The technology from Canoe Ventures, a joint venture of the six largest cable companies in the U.S., allowed USPS to use its existing commercial with an overlay message asking viewers if they would like a free Flat Rate shipping kit delivered to their home. With just two clicks of their cable remote, viewers could indicate “yes.” Since cable companies already know their customers’ home addresses, there was no need to enter any additional information.

USPS was one of the first advertisers to try the new

technology, which will soon be in 20 million households, says Canoe CEO David Verklin. Formed two years ago, Canoe is making cable TV interconnected and interactive across multiple cable operators using standardized platforms, tools and technologies.

“In the case of USPS, other interactive TV measures had proven successful, so we wanted to test the new technology offered by Canoe Ventures,” Mr. Bellissimo says. The commercial was tested on two networks, AMC and Style, as well as on Cablevision Advanced Platforms, and was deemed a success all around.

“Engagement and requests for more information exceeded our expectations,” Mr. Bellissimo says, “and the cost per lead was competitive with other forms of media.”

Mr. Verklin says the results exceeded all expectations. “We had a really great partner in CE,” he says. “This technology takes the best functionality of the Internet but does it within the commercial. People have been talking about this for years, and CE and USPS did it.”

—Nancy Giges

**Ad Council: Touching the heart**

Campbell Ewald has been a partner with the Ad Council since 1946, just four years after the industry’s nonprofit public service agency debuted.

CE’s first work for the Ad Council addressed the housing shortage for returning World War II veterans with headlines such as “Share your home with a veteran.”

Today, the agency works on the “Fatherhood Involvement” campaign for the Department of Health and Human Services’ Administration for Children and Families, Office of Family Assistance and National Responsible Fatherhood

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Clearinghouse. Its involvement stretches back more than a decade. CE has produced a popular series of TV spots and other ads that carry the tagline, "Take time to be a dad today." One of the commercials features a father beside his grade-school daughter, running through her cheerleading routine. That spot has won several awards, including a Bronze Lion in the public awareness messages category at the 2009 Cannes Ad Festival, and is so popular it has its own Facebook page.

"'Cheerleader' reflects the strengths of Campbell Ewald, which is work grounded in great consumer research and strategic insights—work that stands the test of time," says Peggy Conlon, president-CEO of the Ad Council.

CE has supported other Ad Council initiatives as well. After World War II and through the 1950s and 1960s, the agency produced the council's campaign for U.S. Savings Bonds, helping to sell \$160 million in savings bonds.

In the early 2000s, CE produced an award-winning cam-



paign about colon cancer detection and prevention for the American Cancer Society, featuring "Polyp Man" recommending, "Get the test. Get the polyp. Get the cure."

CE has produced "a rich body of work," Ms. Conlon says. "It illustrates how important they consider the outreach work they do. They have the biggest hearts. They get it. They know the social change they can create by putting their best and brightest against these campaigns."

—Julie Liesse

**USAA: Integrating a message of service**

For 90 years, the privately held, member-owned USAA has been serving the financial needs of members of the military. What started as an organization open only to officers has evolved to welcoming enlisted members, veterans and now anyone who has ever served in the U.S. Armed Forces and their children, which essentially doubled the number of eligible Americans to 60 million.

USAA offers insurance, banking, investments and financial and retirement planning designed to meet the unique needs of military families and prides itself on its excellent service in helping keep its members protected financially.

Traditionally relying heavily on word-of-mouth, USAA named CE as its agency two years ago with the idea of focusing on direct and e-mail advertising. But with the expanded market potential, USAA needed national visibility and the ability to reach an audience that hadn't previously received its direct messages. That led to a fully integrated campaign that included TV for the first time.

While the choice of media has changed, the core message remains the same. "All aspects of our advertising and communication reflect that we are proud of the people who have



served the country, and we talk more about them and the fact that we are providing a service to them. It really is the mission that separates us from anyone else that provides financial services," says USAA CMO Roger Adams.

The spots, using the tagline, "We know what it means to serve. Let us serve you," show scenes in the daily lives of military families and encourage viewers to learn more by calling a toll-free number or going to the USAA website.

"We are marketing the fact that we have a higher purpose, and that purpose is we are serving the men and women who are serving the country," Mr. Adams says. "The values that the company subscribes to are best reflected by our top-line member service representatives who take calls from members."

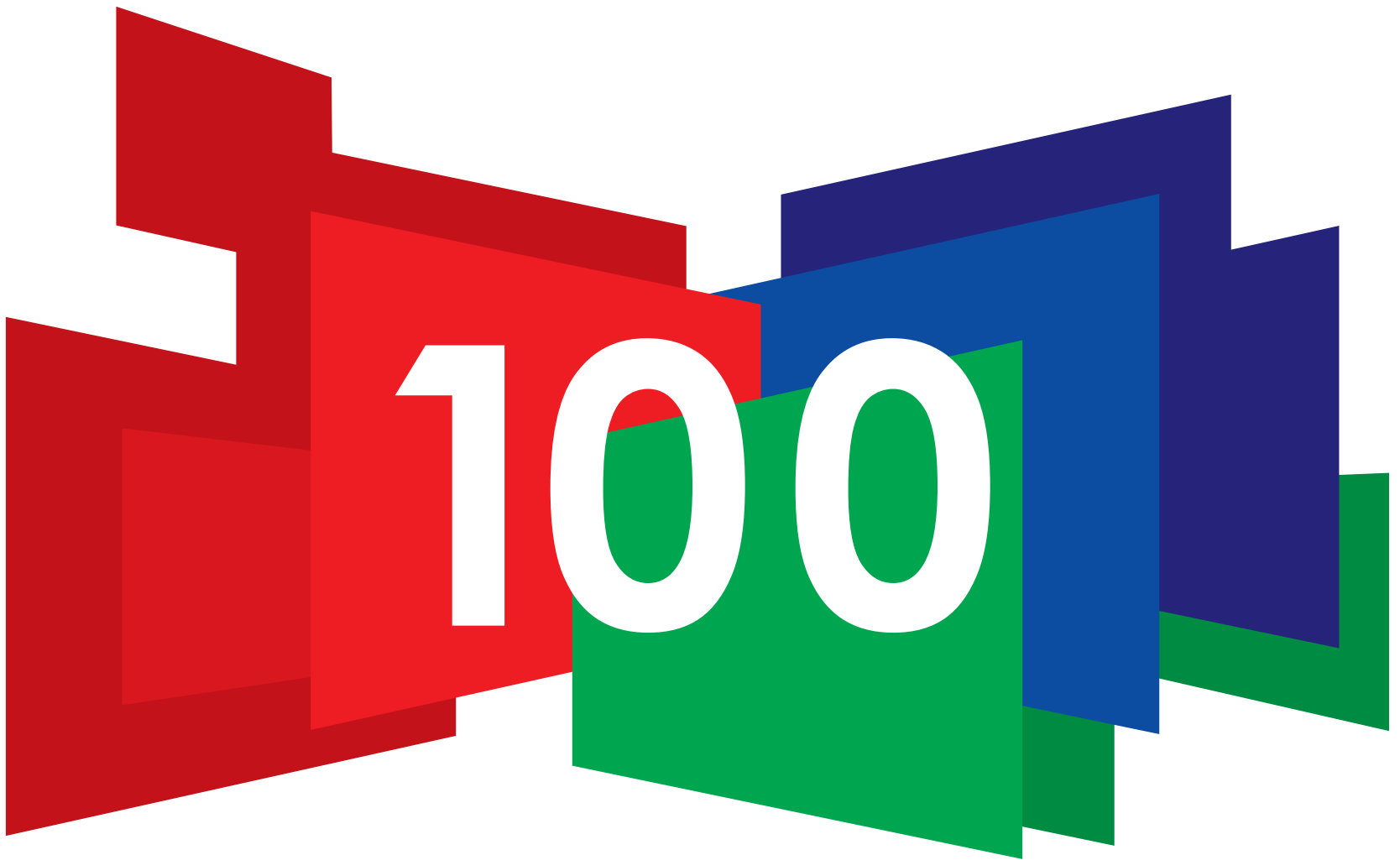
Mr. Adams says that CE has a good understanding of how to articulate a brand to the external market that is consistent with and reflects the way USAA feels about its brand inside the organization. The agency's experience in the military space with the NAVY account helps with that, as does the fact that CE is one of the few fully integrated agencies, he says.

—Nancy Giges

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