

NANYANG TECHNOLOGICAL UNIVERSITY, SINGAPORE



CAMPAIGN PORTFOLIO REPORT

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EXECUTIVE SUMMARY

Switzerland has been hit by the financial crisis, also known as the crisis of confidence, like many other countries too. While the banks, soon after the worst was over, started to rebuild trust in their business, nobody cared about the bad reputation of the banks employees who are lump together although they're very diverse and value driven. It's time to change this. This campaign's and Swiss bank's employee association's (sbpv) goal is to make the Swiss public start looking at the Swiss bankers differently again and see who they really are and what they do: a normal job which is needed. To achieve this goal the campaign is designed very personal. The bankers themselves have the word and speak to their audience. To emphasize this personal touch a different perspective of photos are used: Selfies. Swiss bankers are asked to take pictures of themselves within their office and write their name, job description and core value. Together with the pictures the messages show how diverse the jobs and people within banks are. Although diversity is the focus of the campaign, the campaign itself has to look consistent. The design of the campaign is therefore a sensitive point. To achieve recognition among the different posters, a template has been created readopt the design of the sbpv's logo of the two colored balls. The blue and red balls have the same color as the logo and function as eye-catcher but also as frames for the pictures and the message while being the repetition and recognition factor of the campaign that therefore looks more consistent. The campaign is further designed for posters that are published within Switzerland's public transportation vehicles and in the most popular Swiss newspapers for 3-4 week before public holidays in summer to address the target audience: the Swiss German-speaking public. The narrowed target audience and the fact that the campaign is conducted as a poster campaign keeps the budget under control and offers the opportunity to further develop the campaign if the evaluation (consistent of media review and interviews) gives a positive feedback. Hence, it is obvious that there will have to be a follow-up to ensure a better image of the Swiss bankers.

SITUATION ANALYSIS

Since 2007 the worst financial crisis since the Great Depression is shaken the world with its devastating social and economic effects (Ötcher-Robe & Podipiera, 2013) whereas the impact of the crisis varied among countries (Berkmen, Gelos, Rennhack, & Walsh, 2011). Switzerland as a player in the global financial industry was also hit by the crisis (Höhener, 2009). As the two big Swiss banks, namely UBS and Credit Suisse, are generating 12% of the Swiss GDP and employing about 6% of the total workforce in Switzerland (Höhener, 2009) (Federal Department of Foreign Affairs, 2013) the crisis became a real issue when it became clear that the two banks invested in the American mortgages. The Swiss government had to help UBS and lend her 6 \$ billion (Höhener, 2009) whereas the Swiss National Bank (SNB) had to increase the amount of lending money by 20% while decreasing the interest rate on this lendings (Höhener, 2009).

The financial crisis of 2007/2008 is also known as crisis of confidence (Höhener, 2009) as the trust in banks and its employees decreased rapidly. Therefore the financial crisis did not just have an effect on thousands of bank accounts, mortgages and the financial situation of many different countries and its people but also on the reputation of insurances, consulting firms, banks, rating agencies, etc.. The affected banks started campaigns shortly after they endured the worst to (re-)obtain their clients and make sure they survive the crisis (Newman, 2014). Also UBS started with an offensive strategy and launched several reputation campaigns (Wyss, 2008) (Bart, 2010). But while the banks started to work on their reputation the employees have been forgotten. In Switzerland, a big discussion started about bankers and that for the time being ended in two public votes about the Popular Initiative Against Abusive Executive Compensation (*Abzockerinitiative*) and the Initiative concerning restricted salaries (*1:12 Initiative*). The Swiss media forced the bad reputation of bankers when writing about bankers as people who lost touch with reality and are greedy for money (finews.ch, 2009). But when considering the theory of Niklaus Luhmann it would be wrong to just blame the media as the media acts only as the big social mirror, reflecting what people think and experience (Eisenegger & Künster, 2012). The banker

became the national bogeyman for the disaster or how ex-Investment Banker Rainer Voss told in an interview: "Their image is slightly better than the image of a child abuser." (Voss, 2013). But nobody intends to take care of this bad reputation and how bankers have to suffer emotionally and physically from it (Chervet, 2013). Not even their employers.

GOAL AND OBJECTIVES

The financial industry is still the least trusted industry globally whereas the Europeans have the least trust (only 50% trust the banks and up to 83% think that the banks perform very badly) (Edelman, 2013). It seems to be the time to change this numbers and build trust again in the banks but most of all in the bankers what will hopefully also lead to the fact that more students are considering a banking career again (Deloitte, 2013). The main goal of the campaign is therefore to **correct the image of a banker and revise the Swiss banker's reputation.**

When reading articles about bankers they usually speak of investment bankers, their high salaries, bonuses and luxury lifestyle. But bank offers more than just jobs in the investment departments. There are teams working in the internal post or printing service, communication experts, web designers, researchers, relationship managers, etc. To show the complexity of a banks business and the innocence of most banking employees on the financial crisis it is important to show the diversity of jobs. To achieve the campaigns goal the following objectives can be formulated:

- *Show the diversity of jobs within the banking industry.*
- *Bankers are normal employees as employees in any other industry.*

TARGETED AUDIENCE

When the Swiss people have no trust in its bankers then who should have? The campaign will therefore be launched in Switzerland wherefore the main targeted audience will be the Swiss public. The audience won't be limited to gender, nationality or education but to age and region. The targeted

audience should be able to read and understand what the content of the campaign is. Therefore the targeted audience will be Swiss adults. Before spreading the campaign to all Swiss language regions the campaign will first be launched only German-speaking part of Switzerland as this is the biggest part of the country and the home of the financial centers like Zurich, Zug or Lucerne. This claims that the campaign will be published in German. In a further step and only if the campaign is successful it could be also launched in the Italian-speaking and French-speaking part of Switzerland. A further but more secondary target audience would be the journalists. But as the media acts as a mirror of the society it can be assumed that the primary audience (Swiss public) will have a positive effect on the media.

STRATEGY

Strategizing



Figure 1 UBS Reputation Campaign

themselves. Tell them who they really are and what they do. A good example is the campaign of UBS (Wyss, 2008), published after the bank was saved by the Swiss government in 2008. In this campaign it won't be the clients who talk but the bankers.

■ What do they need to hear?

■ How to achieve the set goal and objectives?

To achieve the formulated goal and therefore change the image of Swiss bank employees from the greedy for money-people to ethical correct employees it is important to speak to the public in a direct manner. No media. No spokespersons. No politicians. The affected persons (Swiss bankers) should have the word and talk to the public

Edelman published a study in 2013 examining the attributes that (re-)build trust into companies again (Edelman, 2013). The study says that the most important attributes to build trust are the followings (Edelman, 2013):

- *Listens to customers needs and feedback*
- *Responsible action to address issues/crisis*
- *Transparent and open business practices*
- *Has ethical business practices*

The campaign should give answers to the ongoing discussions by letting the bankers explain to the public that they are working ethical correct, show their business practices by pointing out that not every banker works in the department of investment is responsible for what happened.

■ *Who do they need to hear it from?*

In their study Edelman found out that it has an impact who is going to tell the message and that it does depend on the topic. For example people want to hear the messages concerning the business practices, its leadership style or also the business working conditions from the employees but the financial earnings or efforts for new products from the CEO or the management of the company. Considering this it will be best if the employees start to speak for themselves and make the job as a banker transparent and comprehensible. However, the campaign will be with the banks employees and therefore also with some of the management.

- *How do we get them to hear it?*

The question here is what works better: facts or emotions? As the discussion is already quite emotionally (Voss, 2013) it makes more sense to work with both, facts and emotions. To prevent negative reactions the text will consist of facts whereas photos will communicate on the emotional level. The photos will be the focal point of the campaign with the aim that the public is able to identify themselves with the bankers. The text will emphasize this identification and gives food for thought.

■ *How do we do it?*

The question is how to achieve as many people as possible in Switzerland. Which channel is the most effective one? As Switzerland has the highest penetration of public transportation user in Europe it makes sense to launch the campaign as posters in the public transportation. The poster can be placed

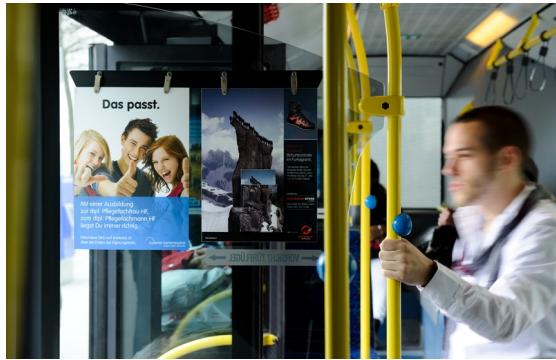


Figure 2 Public Transportation advertisement

within buses, trams and trains in every German-speaking region in Switzerland. To ensure even more attention the campaign can further be added to the most popular Swiss newspapers. Although many Swiss use the Internet to inform themselves, the newspapers (especially the free ones e.g. 20 Minuten, Blick am Abend) have still high amount of daily readers (20 Minuten, 2013).

The big idea of this campaign is to show a realistic picture of Swiss bank employees and make the public start looking differently at them. It will be different from any other financial industry campaign as it's personal: from the people to the people. The campaign will show the different values of the bankers and just how common sense they actually are.

Conceptualizing

Design Concept

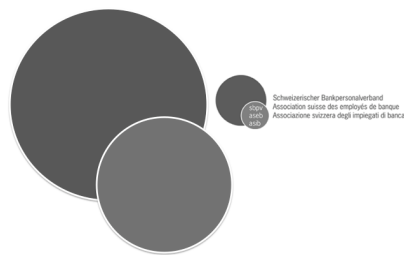


Figure 3 sbpv logo with one-color application

As the campaign is ambassadored by the Swiss Bank's employees association (sbpv) and the association already has a well-known logo it makes sense to use this logo in the campaign too and strengthen its recognition. The logo of sbpv consists of two balls of different size in two colors (blue and red) as well as the name of the association in the three main national languages. The balls as focal point of the logo, are easy to use as graphics of the campaign when enlarged. Like in the logo itself, the balls are on the left side on top of the poster.

Pictures

The concept of the poster's design has to be eye catching and therefore something different. Normally campaigns with bank employees are always very serious with the customer friendly smile and the light colors. As this campaign comes from a different perspective namely the bankers perspective it has to stand out of among all the other banks campaigns to attract attention. This can be done by a different choice of image. As photographs are the most "credible type of imagery" (Yeoh, 2014) and "viewers can identify with a [...] human emotions on that matter" (Yeoh, 2014) pictures are used to attract the viewers attention. To strengthen the emotional and personal effect of the campaign a new sort of perspective is used: the selfie-perspective. Selfies have become a global trend since the first selfie has been posted in January 2011 (National Geographic, 2014). Since then over 73 million selfies have been posted globally on the Internet (National Geographic, 2014). Selfies are taken mostly with a smartphone, by the "models" themselves, from different angles and with a smile showing that the person who's taken the photo is not taken it too seriously (Day, 2013). In addition to the angle of the photo also the soft light is very typical for the selfie.

For this campaign bankers are ask to submit their personal selfies when working in their offices. The guidelines are that the photo has to be a selfie, in landscape format, with the office in the background. There is no rule about the clothes they have to wear as the diversity has to be seen.

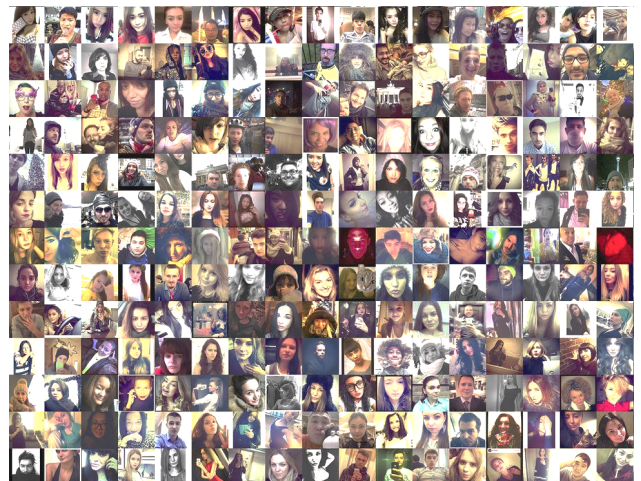


Figure 4 Selfie-Collection (National Geographic, 2013)



Figure 5 Banker's selfies

Colors

As all the pictures look different and are taken with a different background there would hardly be recognition if the text would just be written within the pictures. Therefore a template with textboxes is created. The colors for the template are chosen carefully as the campaign can't be too colorful: after all the campaign is about bankers and should build trust in them again. Further, as the logo of the Swiss Bank Employees Association (sbpv) is going to be on the campaign too (as ambassador of the campaign) it wouldn't be appropriate to use too many other colors. Since the colors of sbpv's logo are



Figure 6 sbpv logo

differentiated from the Swiss banks, as they're not using a similar color to a Swiss bank's corporate color, and appropriate to the banking industry (strong complementary colors but not gaudy), it makes sense to use the same colors of the logo for the poster to further use the element of repetition as well as to be aligned with the sbpv's brand strategy. The brand awareness that causes the use of these corporate colors is further emphasized what functions as an additional plus.

The colors are distinctive and while they're complementary colors they attract attention. These complementary dark blue and pink red emphasize the diversity among bankers and their job description what is exactly what the campaign tries to communicate. Additionally the red in combination with white letters has a positive connotation with the target audience (Swiss) as these are the national colors

whereas the dark blue has no generally known negative connotation. Nevertheless the colors would work on a white background, to darken the colors a bit and make them warmer, light beige is used as background. The colors should then also work when using a one-color application such as a fax.

Typefaces

When using the corporate colors of sbpv it makes sense also to use their typeface to complete the recognition. As these typefaces are very plain without sherifs, small apertures but no ligatures. As the campaign is meant to be personal, this typeface is not the perfect match for the message. To give the message this personal touch and more feminine and personal typeface is used. Handwriting is therefore a good solution but it has to be easy to read even the viewer is not very focused on it.

Apple Chancery	Brush Script MT	Chalkduster	Handwriting
Mein Name ist Diego und ich arbeite seit drei Jahren bei der Bank als Entwickler von neuen IT Applikationen ¹	Mein Name ist Diego und ich arbeite seit drei Jahren bei der Bank als Entwickler von neuen IT Applikationen	Mein Name ist Diego, ich arbeite seit drei Jahren bei der Bank als Entwickler von neuen IT Applikationen	Mein Name ist Diego, ich arbeite seit drei Jahren bei der Bank als Entwickler von neuen IT Applikationen

Figure 7 Typefaces

As the Chalkduster typeface is a good to read handwriting font it's optimal to use for what the testimonials have to say. The message itself "Die Arbeit bei einer Bank ist genauso vielfältig wie die Menschen die für sie arbeiten. Werfen Sie nicht alle in einen Topf"² is written in the corporate typeface of sbpv to prevent confusion by too many typefaces but makes the poster more consistent.

¹ In English: „My name is Diego and for three years I develop new IT applications for the bank.“

² In English: „The work at a bank is as diverse as the people working for the bank. Don't paint everyone with the same brush.“

Hence, the first font attracts the viewer's attention and gives the poster the characteristic flair and personal touch it needs to have for the message. The second font is less fancy or artistic and has smaller letters. It becomes more functional and is written at second sight.

Applying

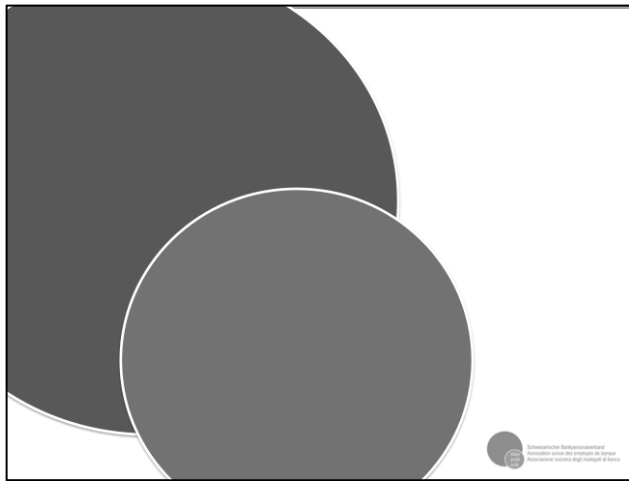


Figure 8 Applying Step 1

To make all the posters look the same and therefore build recognition among the campaign's different posters, a template is created. In a first step two balls that function as eye-catcher are placed on the left side on top of the poster. The size of the balls is much bigger than in the actual logo what allows to use them as frame for the pictures as well as the text of the testimonials. In addition, the logo itself is placed on the right corner on the

bottom in the same angle like the big balls to ensure the repetition as well as recognition. The balls build some sort the campaign's identity.

In the second step of creating the campaign's poster the chosen colors are used for the balls. The colors are the same as in the logo what strengthen the consistency as well as repetition. Like in the logo the two balls have a thin white line that stresses the form of the balls. The logo is also colored. As the blue ball is bigger than the red and as the photo is a focal point of the poster, the pictures are inserted into the blue ball. The red ball instead acts as frame for the message the testimonial

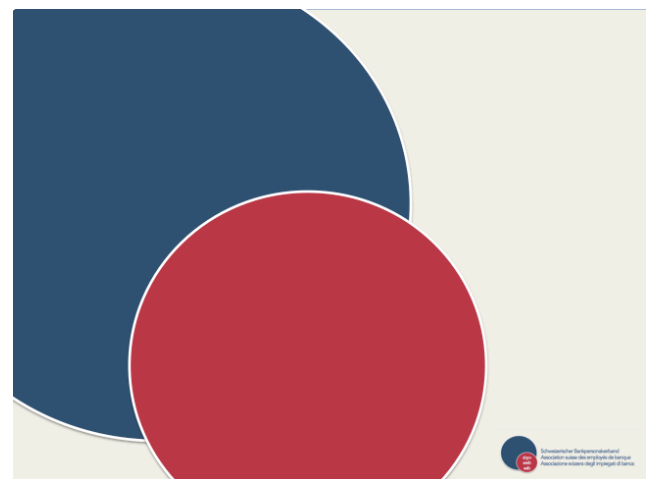
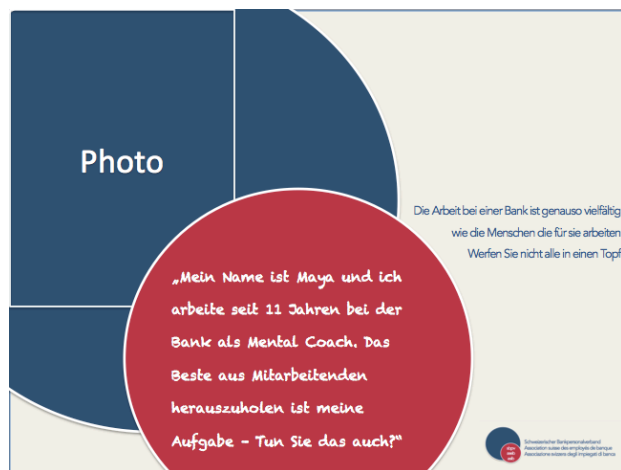


Figure 9 Applying Step 2

is writing. Like in the logo the font is white what is a nice contrast to the red as well as a neutral color with a positive connotations as one of Switzerland's national colors.

The core message is placed next to the two balls on the right side. The sentences are formed like the red balls. This gives the poster a complete in the way that the sentences belong to the big picture. Further, to make the overall look a bit warmer, the background is held in a light beige.



As a final step of the poster the chosen pictures are inserted and cropped to the correct size. All the pictures have the same size and show the persons from their “selfie”-angle. It is important that the viewer can see that the photo is a selfie and it's taken in the office. In the photos only the person is sharps whereas the background of the photo is blurred. This emphasized the personal touch

Figure 10 Applying Step 3

of the campaign what has already been underlined by the personal note/message of the testimonial. The campaigns language is therefore a personal language.



Figure 11 Final Poste

TIMELINE

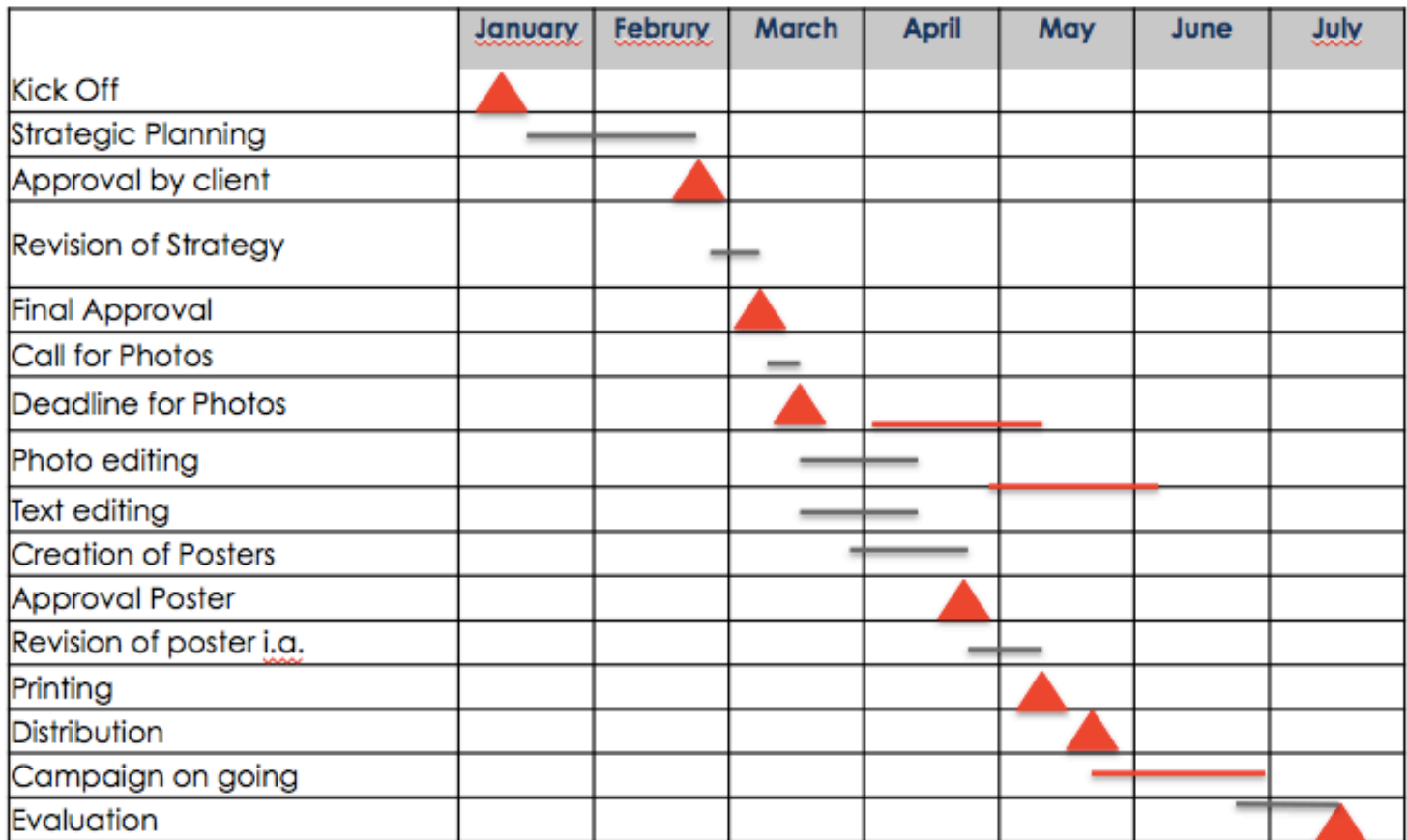


Figure 12 Timetable

BUDGET

	Details	Costs	Costs
Planning			
	Design	460.-	460.-
	Text	320.-	320.-
	Coordination	600.-	600.-
Print			
	6200 copies for Bus and Tram		
	<i>Jobfactory Print:</i>		
	25x35 cm; one-		
	sided, colored, 4/0		
	colored, digital		
	printing, offset		
	paper, 340 g/m2		
	per 2000 copies	2'099.-	14'833.-
Publishing			
	Public Transportation		
	entire Switzerland		
	public		
	transportation for 3		
	weeks (APG/SGA		
	Traffic)	167'102.80	167'102.80
	Newspaper		
	20 Mintuen		

4x 1 per week	9'380.-	37'520.-
Blick am Abend		
4x1 per week	6'300.-	25'200.-
Tagesanzeiger		24'000.-
4x 1 per week	14'102.-	
NZZ		25'000.-
4x1 per week	6'000.-	
Blick		
4x1 per week	6'250.-	25'000.-
<hr/>		
sub-total		320'035.80
GDP 8%		25'602.86
<hr/>		
Total		345'638.66

EVALUATION

To evaluate the campaign two different methods are suggested. As the media acts as mirror of the society it makes sense to first observe the reactions on the campaign in the media. What do they write about it (positively and negatively)? How often do they write about it? What are the comments of such articles or TV/Radio contribution by the media consumers? This can be done by a simple media content analysis starting before and ending a month after the actual campaign. The content analysis can be executed by a group of working students from the media studies in order to stay within the budget.

An additional method would be interviews on the street in front of the posters asking passersby what they think of the message and if it somehow changes their attitude towards bankers. As this method would only deliver the reaction right after seeing the poster and because it could conduct social desirability bias that would distort the results. Therefore it is suggested to use the method of interviews as additional source of information.

CONCLUSION

The campaign's goal is to make the Swiss public start looking at their bankers differently and make them realize that these people are as value driven as every other employee too. Further the public should be meant to realize how diverse bankers and their responsibilities are and therefore can't be lumped together. To achieve this goal the campaign is set very personal what is done by a special photo perspective: Selfie. Beside this very close and personal form of photo, the testimonials (who are real bank employees) address the viewers by a handwritten statement about who they are, what they do and what values count in their work. The campaign, whose ambassador is the Swiss bank's employee association, further is a design wise consistent and recognizable reputation campaign that will be launched in the Swiss public transportation vehicles as well as in the most popular Swiss newspapers. As the campaign is planned to be published only in the German-speaking part of Switzerland it is recommended to spread it to the rest of Switzerland (upon success). Nevertheless, it is obvious that a lot has to be done and therefore further campaigns should be planned to fix the bad reputation of Swiss bankers.

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Appendix



Figure 13 Poster Maya³

³ In English: „My name is Maya and for 11 years I'm working for the bank as mental coach. It is my goal to bring the best out of our employees – Are you doing the same?“

Figure 14 Poster Hugo⁴

⁴ In English: „My name is Hugo and for 23 years I'm working for the bank as project manager. Forward-looking is the alpha and omega in this job – Are you forward-looking?“

Figure 15 Poster Malea⁵

⁵ In English: „My name is Malea and for 2 years I'm working for the bank as communications expert. Transparency is our philosophy – Are you transparent?“

Figure 16 Poster Martin⁶

⁶ In English: „My name is Martin and for 8 years I'm working for the bank as a developer of IT applications. It's my duty to learn out of mistakes – Do you also learn out of them?“

Figure 17 Poster Lara⁷

⁷ In English: „My name is Lara and for 5 years I'm working for the bank as investment consultant. To make the right decisions is my obligation – Are you always making the right decisions?“



Figure 18 Poster Alberto⁸

⁸ In English: „My name is Alberto and for 31 years I'm working for the bank as a lawyer. To act compliant is premise of my work – Do you always act compliant?“