

The objective

PricewaterhouseCoopers' advertising was traditionally business-to-business. For Q3 2007, PwC launched a consumer-focused campaign to build awareness among the AB level audience and position PwC as leaders in change.

The message was that by making change personal to those it affects, PwC's change management happens faster and sticks. The campaign needed to be provocative, to engage with the audience, to generate a "halo effect" and to create competitive stand-out.

The big idea

PwC decided to ask people about change, rather than simply tell them about it. They also wanted to reach the audience when they had time to absorb and respond to a message. The result was a user-generated content website, Whatwouldyouchange.com, where the public could say what they would like to change.

Making it happen

To drive engagement with this website, the Financial Times created a ground-breaking editorial partnership with PwC. Eight of the FT's most senior journalists wrote an essay "What I would like to change", which ran once a week in the FT Weekend Magazine and on FT.com.

Asking our readers to contribute their own manifestos for change, we undertook to publish the best entry as a 9th essay. A senior panel of FT journalists judged the essay competition and the winning entry was published as a validation of PwC's engagement strategy.

During the campaign PwC used support media (including digital screens on station platforms, airport advertising and taxi media) to build a link between PwC and the "What would you like to change?" messaging.

Internally, PwC launched 'walls of change' across 35 of their UK offices, encouraging all employees to display their suggestions on the walls and participate in "change" debates.

The results

Provocative: The PwC "What would you change" website and the FT columns generated heated debate, including a letter to the FT's editor from Mayor Ken Livingstone.

Engaging: The FT received 167 high-quality entries from business leaders, doctorate students and even a Liberal Democrat peer. Online, the click-through rate on PwC ads was seven times the expected average and drove extensive engagement with PwC's site.

Halo effect: PwC has adopted the UK campaign across their global network. They "lived" the campaign through targeted initiatives to help the environment and work in the community. 100 PwC partners produced personalised statements outlining what they would like to change.

Competitive stand-out: As a result of the campaign, PwC has the highest spontaneous awareness in the category – a dramatic increase from 11% in 2006 to 59%.