



“MCorp provided the process, insights and the strategic perspective needed to implement a business-focused brand that brought people and divisions together.”

Success Brief: Integrated Financial Services

MCorpConsulting 

Rebranding across formerly siloed divisions increases employee engagement, drives cross-sell among units, greater revenues across business lines, and boosts loyalty by over 200%.

Challenge: Disconnected brands across three divisions reflect siloed business, impeding value creation.

This NASDAQ-traded financial services company had significant unrealized potential for cross-sell and product development opportunities, between over two million auto loan customers and its \$2 billion bank.

While new management was focused on capturing this potential value, a long history of operating under different brands with siloed management, customer service and operations impeded success.

To effectively leverage this opportunity, the firm needed to define and implement a revitalized brand, bringing employee beliefs and behaviors and customer perceptions into alignment with leadership's vision.

Approach: Map brand perception and customer decision drivers across divisions and segments

Working with the executive leadership team, MCorp Consulting conducted a series of workshops, as well as more than 100 one-on-one internal (management and line staff) and external (prospects, partners and customers) interviews, to quickly define qualitative perceptions of values, market opportunities, strengths, weaknesses and competitive position.

Statistically projectable research was then conducted with the organization's massive customer base—across business units, customer segments and all regions—to confirm key issues and immediate opportunities identified in the qualitative phase.

In addition to prioritizing and validating perceived organizational brand attributes and values, the research was meant to quantify performance gaps, articulate internal and external perceptions of brand in the market, and identify drivers of brand loyalty.

Through MCorp's combined approach of Brand MappingSM and strategic consulting, our client wanted to gain a clear understanding of current perceptions of its brand, as well as specific, defensible recommendations for a research-driven brand platform that would drive opportunity creation, business growth, and resulting financial performance.

Launching the brand internally first—and supporting the launch with training, communications and a commitment from the executive suite—positioned this leading financial services firm to succeed externally as well.

Findings: Isolated market segments without unity or connection still shared common values.

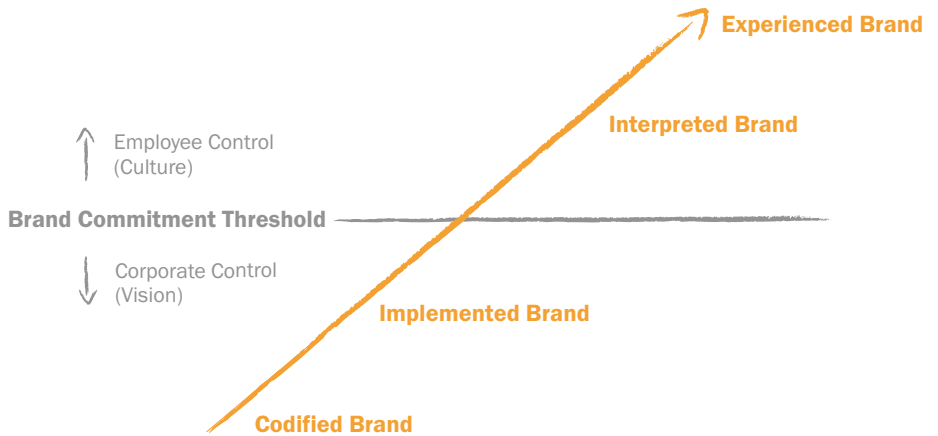
Analysis revealed several issues, as well as potential areas of commonality. Three major findings formed the basis for brand recommendations, pointing the way towards internal adoption and a strategically appropriate brand launch.

First, research showed that the company represented different, conflicting values to key external audiences. On the one hand, it was viewed as a source for hands-on, customized solutions for banking and dealer partners, and on the other, a purely transactional entity—and necessary evil—to loan customers.

Second, market “whitespace” analysis indicated significant opportunity for a differentiated brand supported by market perceptions—provided the company could deliver on the promise of the brand.

Third and most important were internal issues. Across the business, employees felt frustrated and isolated. They had low loyalty and satisfaction, and were skeptical that leadership supported the organization’s publicized values.

Crossing the Brand Commitment Threshold to Drive Brand Experience



Brands are delivered and experienced in three ways; management vision, culture, as experienced by employees and as experienced by customers. To align these perspectives, the brand needed to be defined and codified, and supported throughout the organization. Employee “ownership” leads to delivery of a branded customer experience.

Recommendations: Codify areas of commonality and strengthen from the inside out.

Recognizing that the potential for brand adoption and delivery was impeded by internal attitudes, MCorp recommended an internal year-one launch, with an external launch based on hitting internal adoption and loyalty targets.

In addition to unifying the different groups with a common set of believable values, we recommended restructuring around common customer service and experience delivery. This resulted in actions such as moving the call center from operations to marketing, and implementing ongoing employee and voice-of-the-customer research.

Results: Internal loyalty grows over 200% and brand adoption unites audiences around a shared vision.

By identifying brand gaps and prescribing a clear path to close them, this financial services firm was able to leverage brand to boost employee loyalty from an initial NPS metric of around 20% to a pre-launch score of close to 80%.

A year of improving organizational delivery on the brand promise paved the way for a successful external launch, as the organization moved from internal to external brand control, succeeding financially by consistently delivering on a believable, internally supported and highly relevant brand experience.

MCorp Consulting is a research, brand and strategy consultancy that maps and improves the touchpoints between organizations and their customers, delivering better brand, marketing and customer experiences.

Touchpoint Mapping®, Brand MappingSM and Loyalty Mapping® are proprietary research tools for brand marketers that take the guesswork out of decision making with proven, actionable and accurate data.

How might your organization benefit from working with MCorp Consulting?

Call 866-526-2655 or email insights@mcorgconsulting.com to find out.