

FOR PUBLICATION

**Project Title:** Profiling International Customers

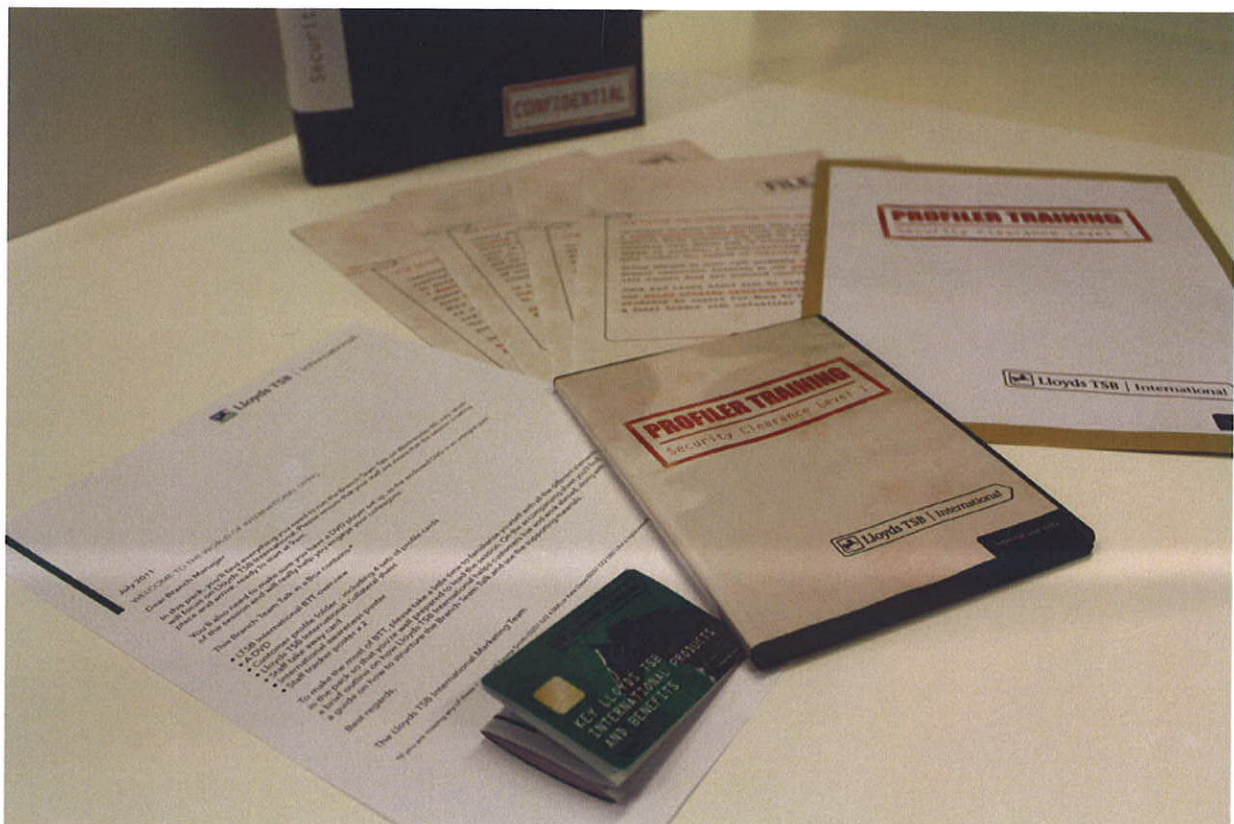
**Category:** 11- Internal Communications

**Sub Category:** n/a

**Client Company:** Lloyds TSB International

**Design Consultancy:** Rufus Leonard

**Date:** 20/07/12



## Executive Summary

Lloyds TSB International is a global banking brand offering a world class array of offshore financial services including:

- International banking in Sterling, US Dollars and Euros
- Offshore savings and investments
- International mortgages

Their primary audience is UK nationals who live either full-time or part-time overseas, or who travel regularly outside the UK. The secondary target audience comprises non-UK nationals who prefer the security of a British bank over those in their country of origin.

Competition from other international banks and local rivals in foreign markets is fierce, and the marketing resources for International are modest, relative to the retail 'punch' of Lloyds TSB in the UK. All of which makes the recruitment of new customers a real challenge.

Although the Lloyds TSB International offering generates high consumer consideration, awareness of the brand itself was low. Surprisingly, awareness among Lloyds TSB's UK branch staff was also low and, having chosen to focus on targeting prospects via the UK branches due to the low cost of owned channels, this presented a significant issue.

The brief was to increase colleague awareness, helping them to identify and refer prospects in branch.

In response, our approach was to ensure that all colleagues could target any potential International customer, by equipping them with the necessary knowledge and confidence.

We created a Hollywood-style 'Spy Kit' with the core idea firmly focussed on encouraging colleagues to spot customers who fit the 'profile'.

**Results have been impressive, exceeding original campaign KPIs by 130%. And, as every colleague now knows about Lloyds TSB International products, referrals rose 46%. Overall ROI was a massive 798%.**

(267 Words)

## Project Overview

Outline of project brief:

Key objectives:

The key objective of the campaign was to drive in-branch customer referrals to Lloyds TSB International by 20% across London branches. Additional objectives of the campaign were:

- To ensure colleagues awareness of the brand's products and services
- To equip colleagues with the knowledge to understand typical customer profiles and needs
- To enable them to have the confidence to refer the prospects to the correct contact
- To enable colleagues to feel motivated and incentivised to refer prospects onwards

Description / Overview of market:

Recruiting new customers is a challenge for Lloyds TSB International due to competition from international and local banks in foreign countries and the marketing budgets for this area of the business being small compared to Lloyds TSB UK retail.

Customer research showed high consideration of the offer but little awareness of the brand. Colleague research showed that branch colleagues also had little awareness of the brand.

Through research it was identified that the key issues were the lack of awareness, comprehension and lack of confidence amongst branch colleagues.

We set out to increase awareness amongst Lloyds TSB colleagues, helping them identify and refer prospects in branch.

Project launch date:

Measurement and planning	April - May 2011
Creative ideas	May 2011
Execution of film	June 2011
Execution of print materials	June 2011
(Print and distribution of all materials)	July 2011
(Live date)	6 July 2011
Measurement and evaluation	July – November 2011

Size of design budget:

Confidential

## Outline of Design Solution

The insight into solving the problem was based on:

- 1) Colleagues engage with people, not products. Lloyds International prospects needed to be central to the creative solution, not a product-pushing campaign.
- 2) Colleagues had existing confidence in talking about retail products, which could be built upon by asking them to think about similar products in the Lloyds International product suite. Therefore we focussed on a current account, called the Premier International Account (PIA).

Through customer and colleague research we had material to base our strategy and tactics on:

- Customer research showed that Lloyds International's offer generates high consideration. However, awareness is low and, resulting in the primary audience tending to choose local banking providers or international banks with local branches

However, colleagues are given lots of complex financial information daily. The biggest challenge was having only one international campaign 'slot' to communicate everything to colleagues. We needed to avoid bombarding them with information, whilst still achieving cut-through and delivering memorable messages.

Ultimately the solution led with the proposition: 'Anyone who walks into your branch could be a potential International customer.'

In order to ensure that branch colleagues were able to achieve the potential of this statement, our strategy was to use a method that made sure that all colleagues:

- Were aware of Lloyds International's products and services
- Understood typical customer profiles and needs
- Knew who to refer prospects to
- Were motivated and incentivised to refer onwards

Branches meet internally every week, so this was identified as the best time to reach all colleagues during one of these sessions.

These sessions are run by Branch Managers who dictate how much time they give to each agenda point and how they present information. The materials sent to the Branch Managers needed to empower them to present confidently, while ensuring a consistent and motivating message was delivered across the board.

Whilst these sessions were focal to the campaign, additional collateral was required to keep the message front of mind, this came in the form of the design solution.

The design solution focussed on getting colleagues to spot leads. Drawing inspiration from the movies, potential customers suddenly became 'targets'. Similarly colleagues were treated as spies and were briefed on their mission through a dramatic but tongue in cheek Hollywood-esque film.

These films were sent to branches as part of a Spy Kit. The Kit arrived at branches in a 'top secret' branded box file, which contained:

- A CSI-style briefing DVD about Lloyds International 'targets'
- A letter to Branch Managers explaining how important their role would be in the session
- A 'top secret' envelope containing profile cards about suspects
- A large spy poster promoting the campaign incentive
- A referrals tracker poster that would document who had spotted the most prospects and encouraged competition between colleagues
- A mini z-card booklet about Lloyds International products

(480 Words)

## Summary of Results

Results of the campaign were measured over the four months post launch.

### Sales:

There was a marked increase in sales and referrals noticed during and after the campaign:

- 46% - uplift in referrals during campaign
- 30% - ongoing uplift in referrals, post campaign\*
- 28% - uplift in Premier International Account sales\*
- 798% - Premier International Account ROI\*

### Improvements in colleague morale

Post campaign research was conducted to measure the awareness, engagement and motivation of colleagues towards Lloyds TSB International. The results clearly show that colleague confidence and knowledge have significantly increased. 100% of respondents now have knowledge of the Premier International Account – a key gateway to the rest of the offering - and the confidence to refer customers on to the team in International.

#### Before

67% of respondents didn't feel that they were able to identify potential prospects very well.

56% of respondents were not very confident at referring internally.

#### After

70% of respondents feel they can spot customers with international needs 'well' to 'very well'.

100% of respondents feel they can refer with more than average confidence, with almost half saying they were very confident about referring.

We also measured how colleagues felt towards the session itself. When asked how much difference the session made to colleague's understanding of Lloyds International, 4 out of 5 was the most popular answer, with 0 being 'none' and 5 being 'much more'.

A further mark of the campaign's success, one branch attracted a customer with a value of £500,000 solely down to the design solution.

Client testimonial:

*"The campaign has been a resounding success delivering real commercial benefit for the business. One of the branches signed up a £500k customer purely on the back of this campaign and several branch staff have told me what a fantastic resource the 'spy kit' has proved to be. It's definitely something to celebrate."*

Catherine Deas, Head of International Marketing- Lloyds Banking Group

#### **Other influencing factors:**

The lack of other influencing factors adds further weight to design helping the campaign to achieve and even exceed initial objectives. As this was an internal communications campaign there was no additional above the line media spend or additional communications that could have impacted the number of sales and new customers achieved as a result.

#### **Research resources:**

- Key stakeholder interviews
- Colleague interviews (qualitative and quantitative)
- Financial income data (sales)