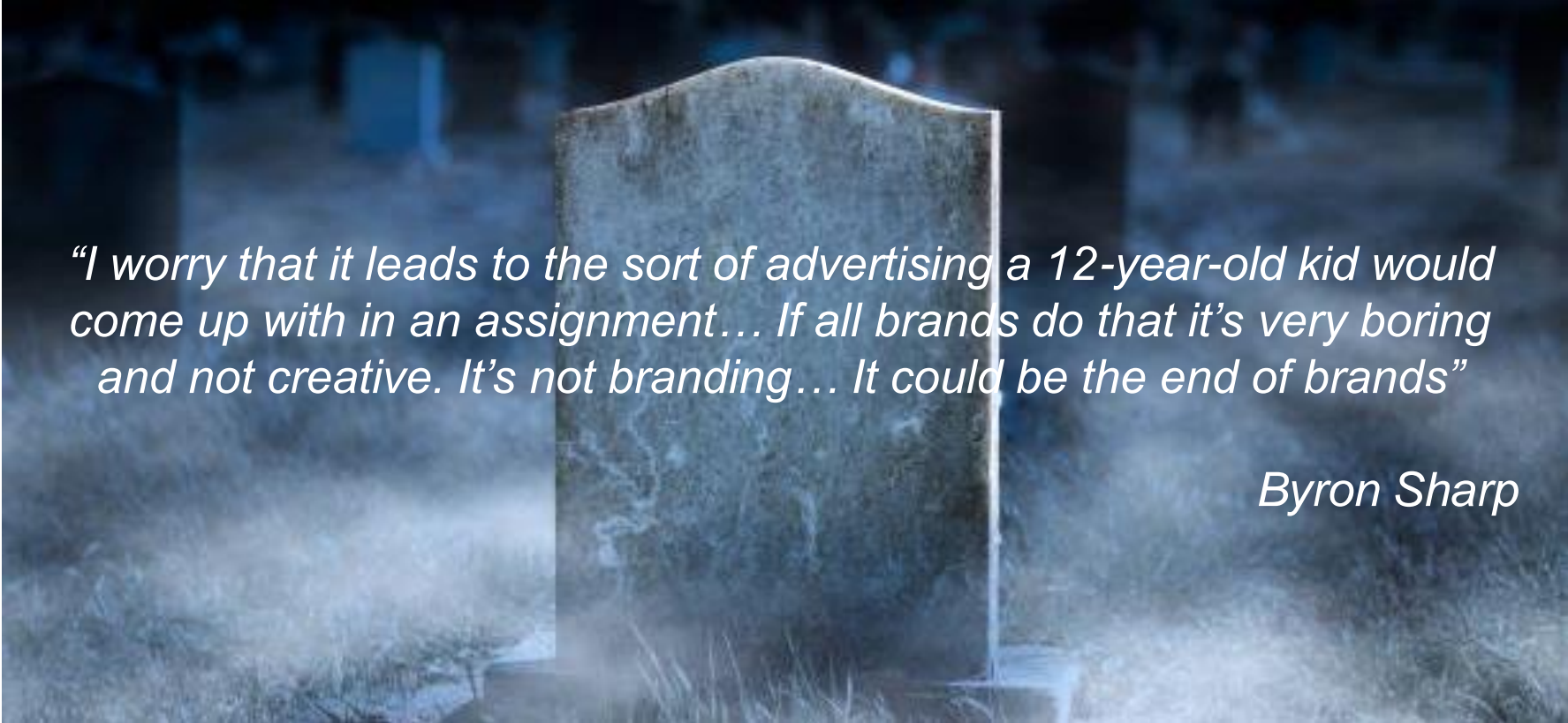


**Fit for purpose:**

*Providing consumer meaning  
to a corporate vision*



# Could purpose be the death of brands?

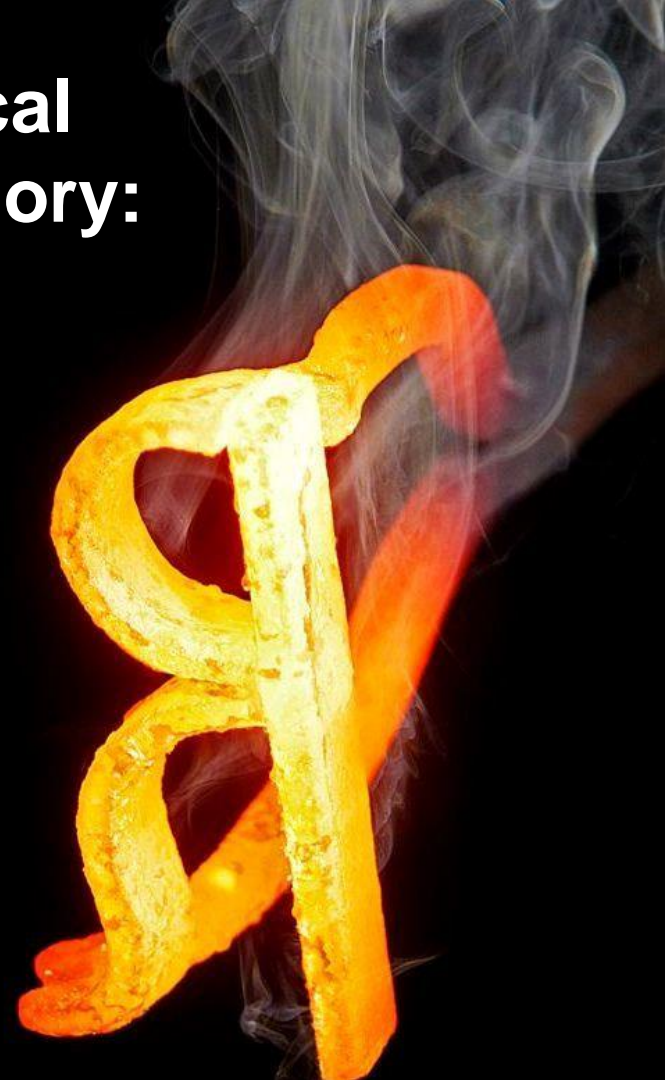


*"I worry that it leads to the sort of advertising a 12-year-old kid would come up with in an assignment... If all brands do that it's very boring and not creative. It's not branding... It could be the end of brands"*

*Byron Sharp*

# We know being brand-led is critical to driving preference in the category:

	% of decisions Brand-led	vs	% of decisions Price-led
Luxury Cars	55%		25%
Banks	53.9%		37.9%
Comms Providers	46.2%		54.2%
Insurance	44.9%		48%
Airlines	40.3%		52.4%
Grocery	34.5%		42.8%



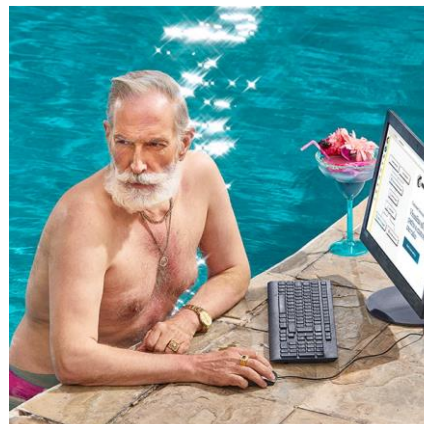
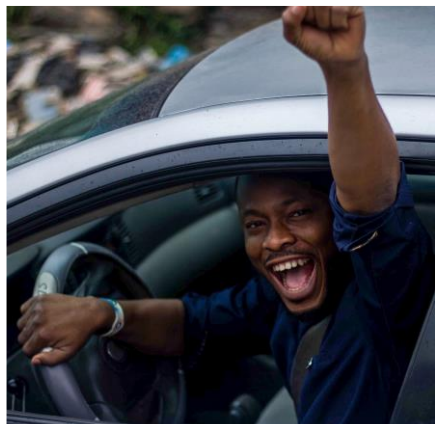
# MEANINGFUL DIFFERENTIATION





# Santander want to help people live a more prosperous life

But what does prosperity *actually* mean?



& what actions are required to deliver on this brand purpose?

# **Three key questions underpinned the brand purpose goal**

**Who are  
our target  
customers?**

**What does  
prosperity  
mean to them?**

**How can we  
connect with  
them?**

**We needed a multi-stage research programme to define prosperity and add meaning to the brand purpose**





# We started with culture rather than our category

## RESIDUAL

Wealth, Greed, Hyper-capitalism



## DOMINANT

Emotional Prosperity,  
Experiential, Beyond  
Individualism, Wellbeing



## EMERGENT

True Grit/Resilience, Networks,  
Clarity of vision and mind/Learning,  
Radical Transformation



---

**Shocks:**

The Global Economic Crash

Cultural Closure


COVID-19



# We assessed whether Santander already had powerful assets that spoke to prosperity



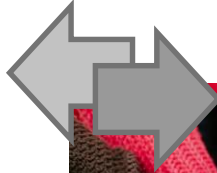
*You can't just say  
these things, you live  
them, so that others  
will say them about you*



# Segmentation



Attitudes around family, a good job, relationships, learning and growth are universally accepted signifiers of prosperity



Attitudes around the individual vs. community and wider society proved more polarising



While attitudes around status, wealth and living in the moment appeared more niche exemplars of prosperity

# Personal prosperity goals show just how divorced from wealth prosperity is

← % top 5 prosperity goals →



Quality time with  
family/friends

60%



Experience true  
love

46%



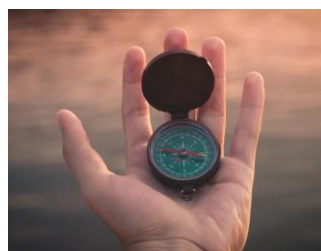
Be completely  
free of debt

45%



Give children a  
great start in life

43%



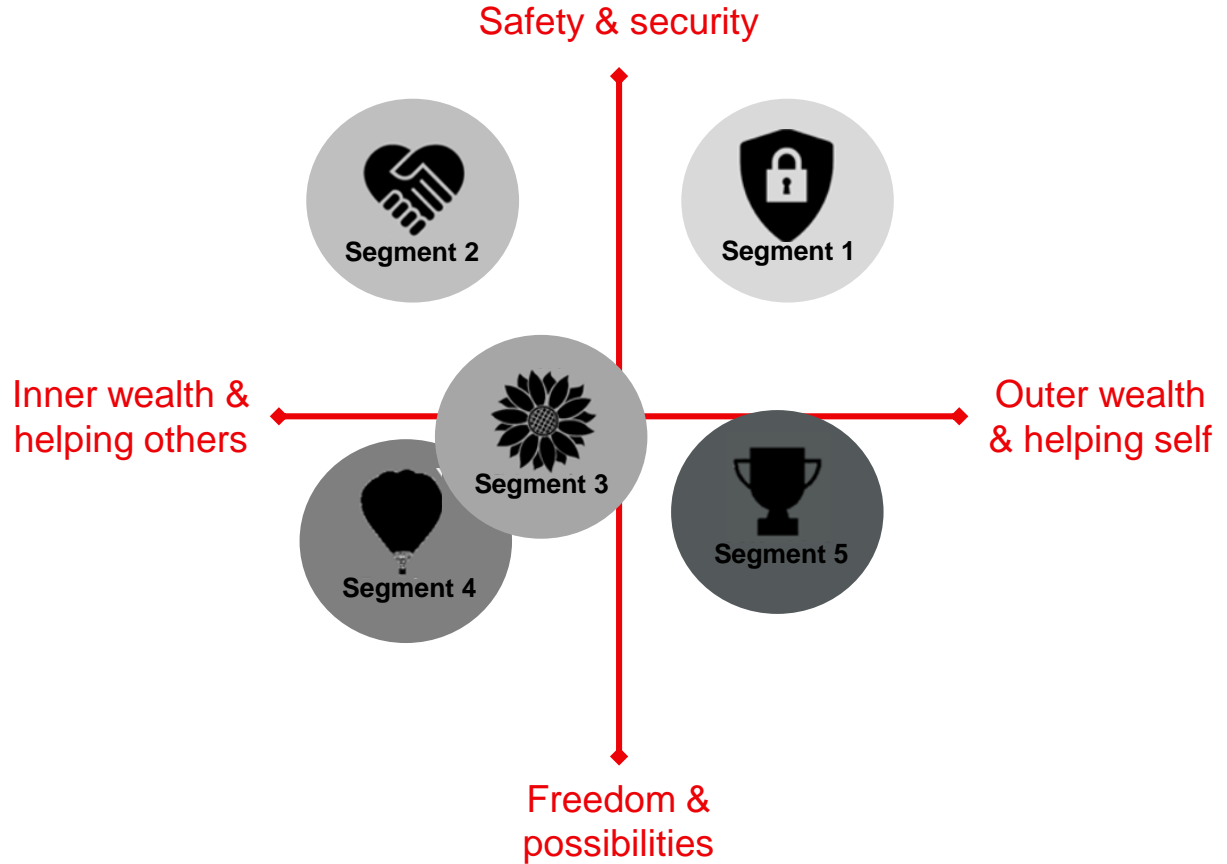
Have a sense of  
purpose

42%



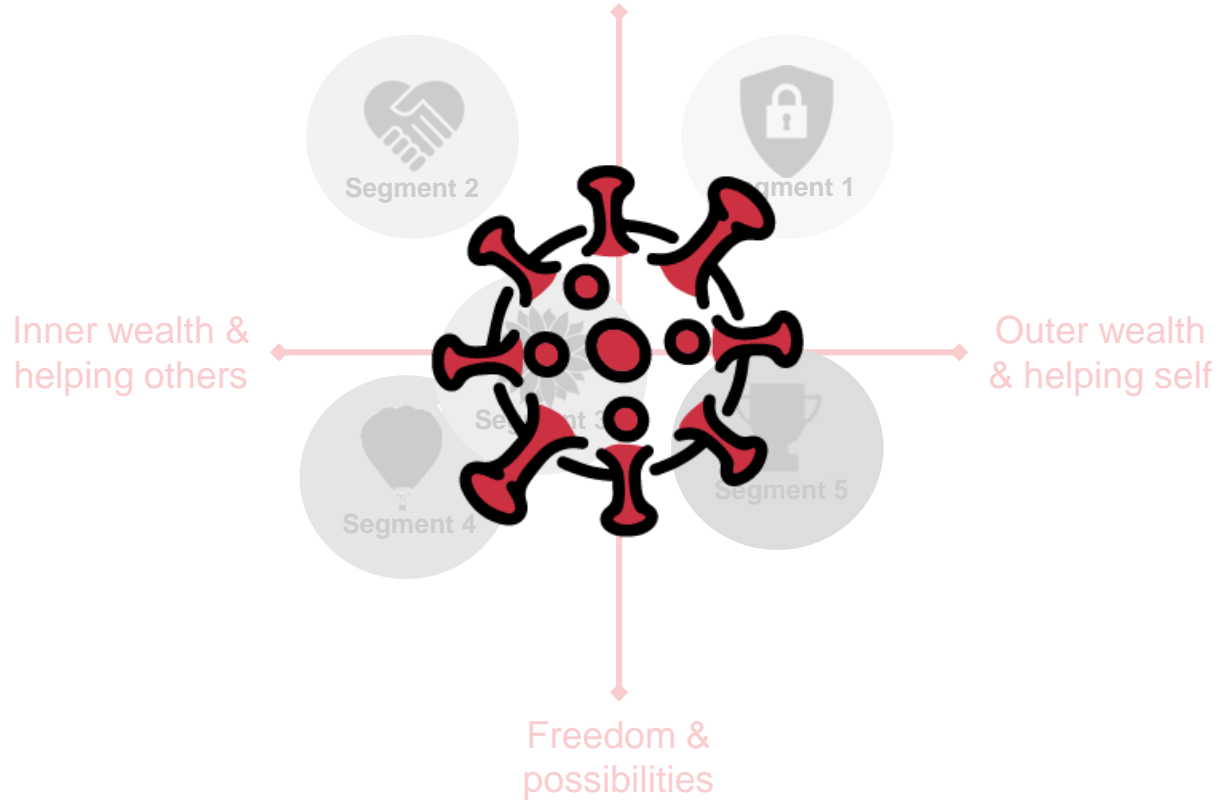


**5 segments  
identified,  
defined by  
2 key  
attitudinal  
dimensions**

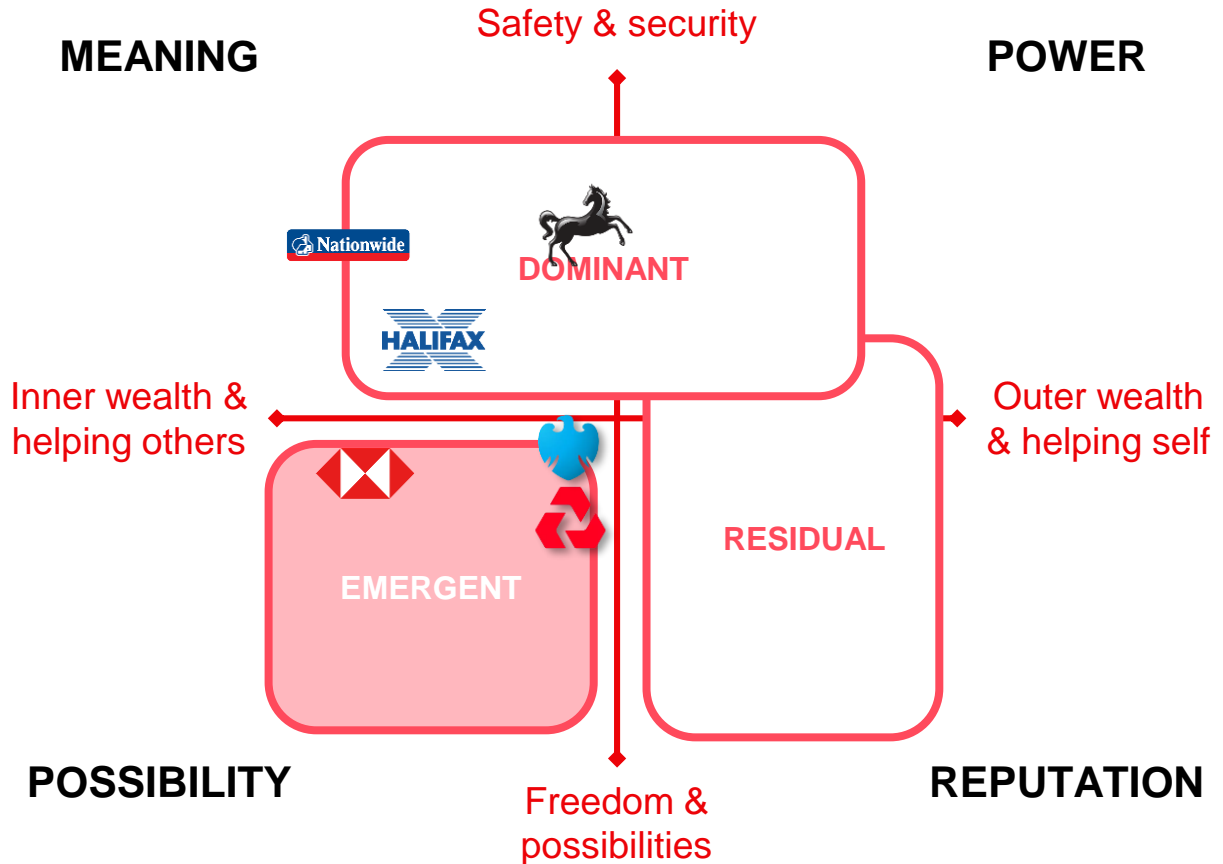


# Impact of Covid-19

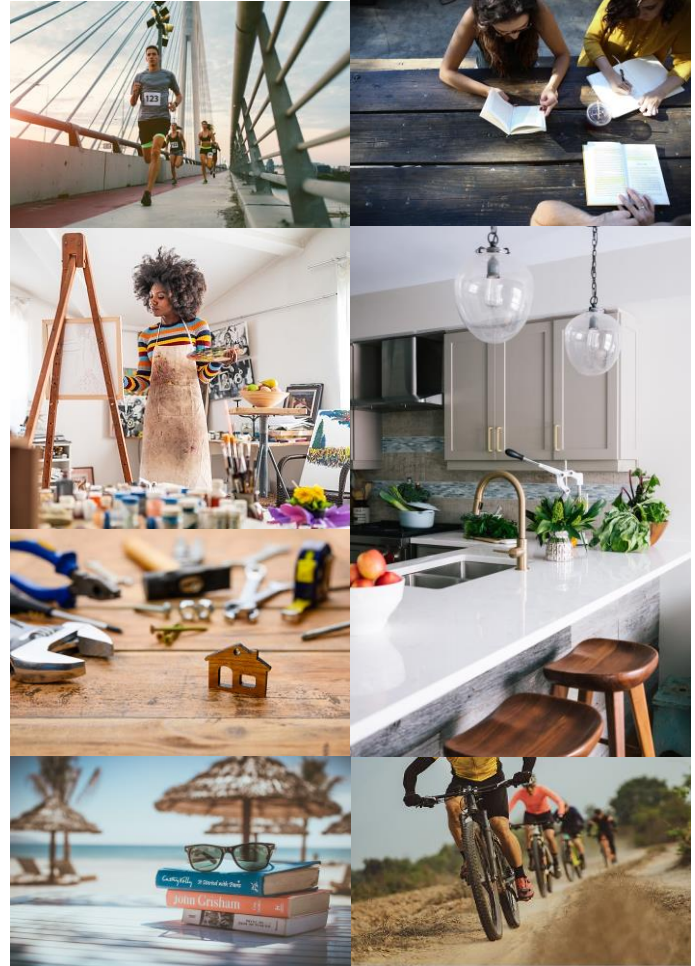
**5 segments  
identified,  
defined by  
2 key  
attitudinal  
dimensions**



**Possibility  
quadrant is a  
territory that  
can be both  
differentiated  
and distinct**

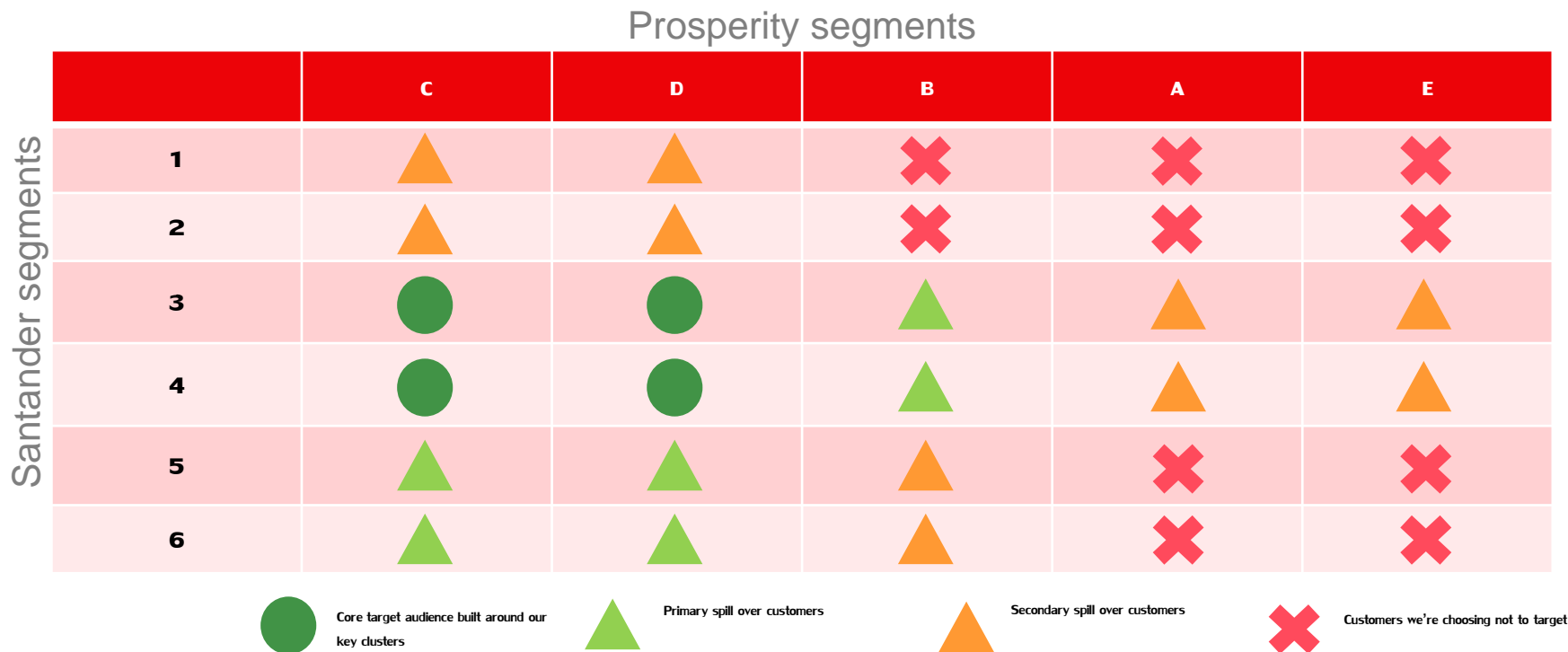


*“Prosperity is the ability to imagine and create change for yourself and those around you”.*





# Fresco helped bring together two segmentations to allow targeting



# Jobs to be done

**Building up long term savings**



**Managing living expenses and bills**



**Saving to support my family's future**

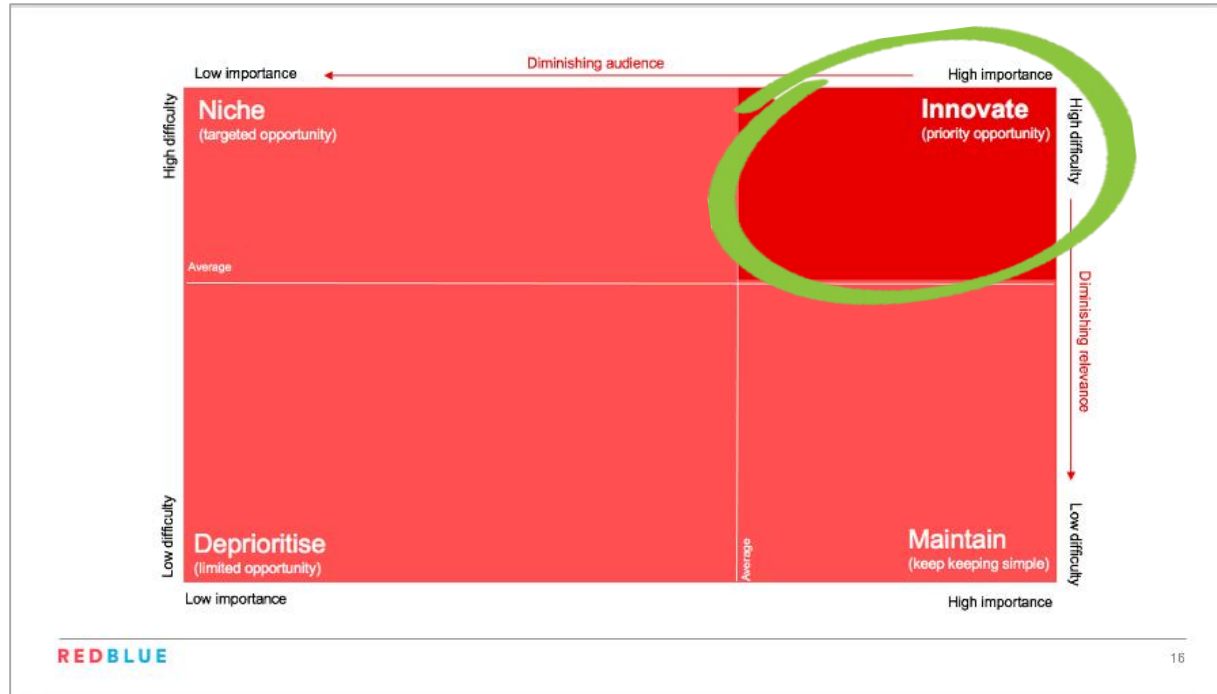


**Funding life experiences and opportunities**



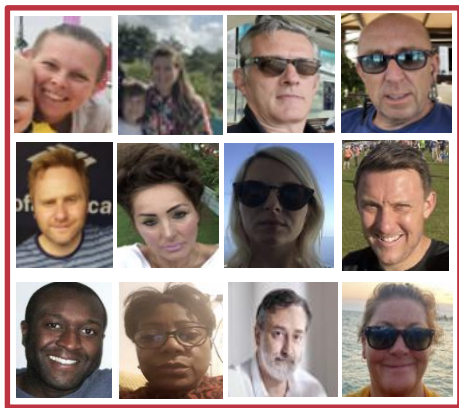
Identified financial needs and how banks can meet them

# Prioritising JTBD identified opportunities for Santander

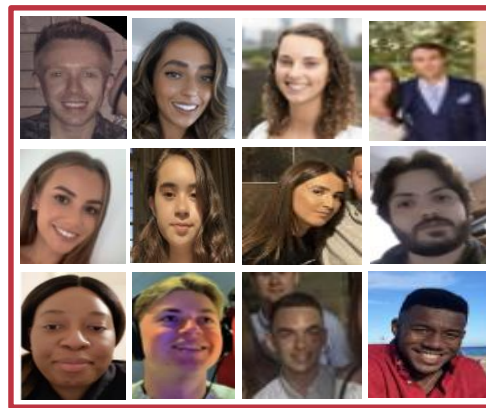


# Digital ethnography

24 participants / two months



Flourishing families



Young high-fliers

We needed to bring target segments to life, helping stakeholders understand how to help customers live a more prosperous life



# Behavioural insight brought segments to life across their life goal journeys



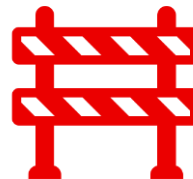
Ambition



Motivation



Support



Barriers



Achievement

Unearthed where and how Santander can better support key customer segments

# Why a two-month digital ethnography?



**Holistic customer  
view**



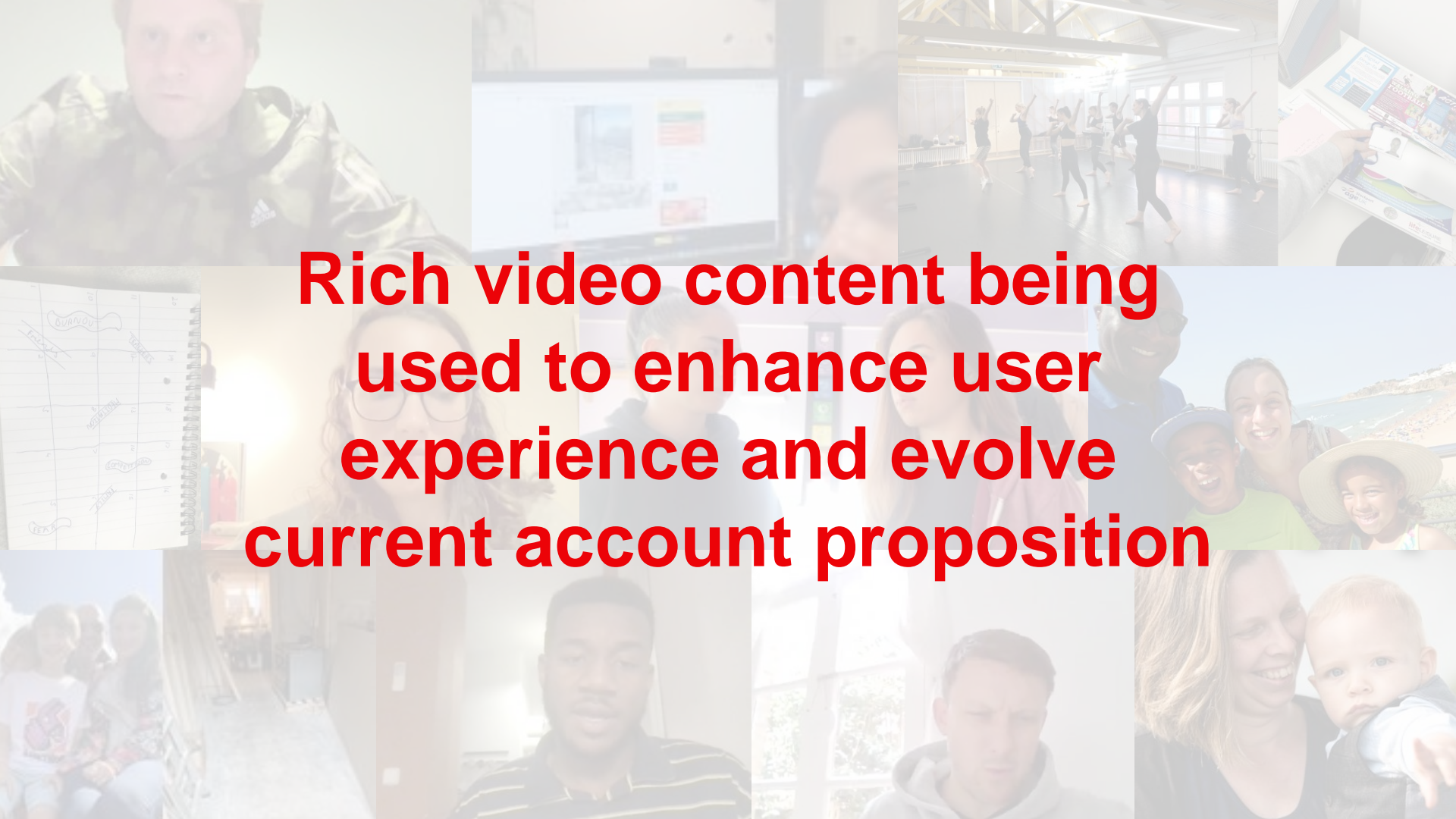
**Experience  
highs and  
lows in real  
time**



**Flexible with  
opportunities for  
open and honest  
answers**



**Content that  
brings the goals  
to life**



**Rich video content being  
used to enhance user  
experience and evolve  
current account proposition**

A silhouette of a person standing on a rock with their arms raised in a 'V' shape, set against a vibrant sunset sky with streaks of orange, red, and purple. The person is positioned on the left side of the frame. The text 'Embedding brand purpose across Santander' is overlaid on the right side of the image in a white, sans-serif font.

# Embedding brand purpose across Santander



Build deeper, connections,  
driving NPS and affinity



Understand what responsible  
banking means to customers



Develop props that tap into  
key customer journeys



Talk to customers in the  
right way (e.g. CRM / ATL)



Inform an aligned and  
collaborative working culture



Enhance customer experience  
(e.g. branch / digital design)



1) Expecting advertising to do all the heavy lifting is a recipe for failure

2) The purpose first needs to be relatable to customers and then employees

3) You have to walk in the customer's shoes – get under their skin

4) The purpose must then be delivered throughout the marketing mix