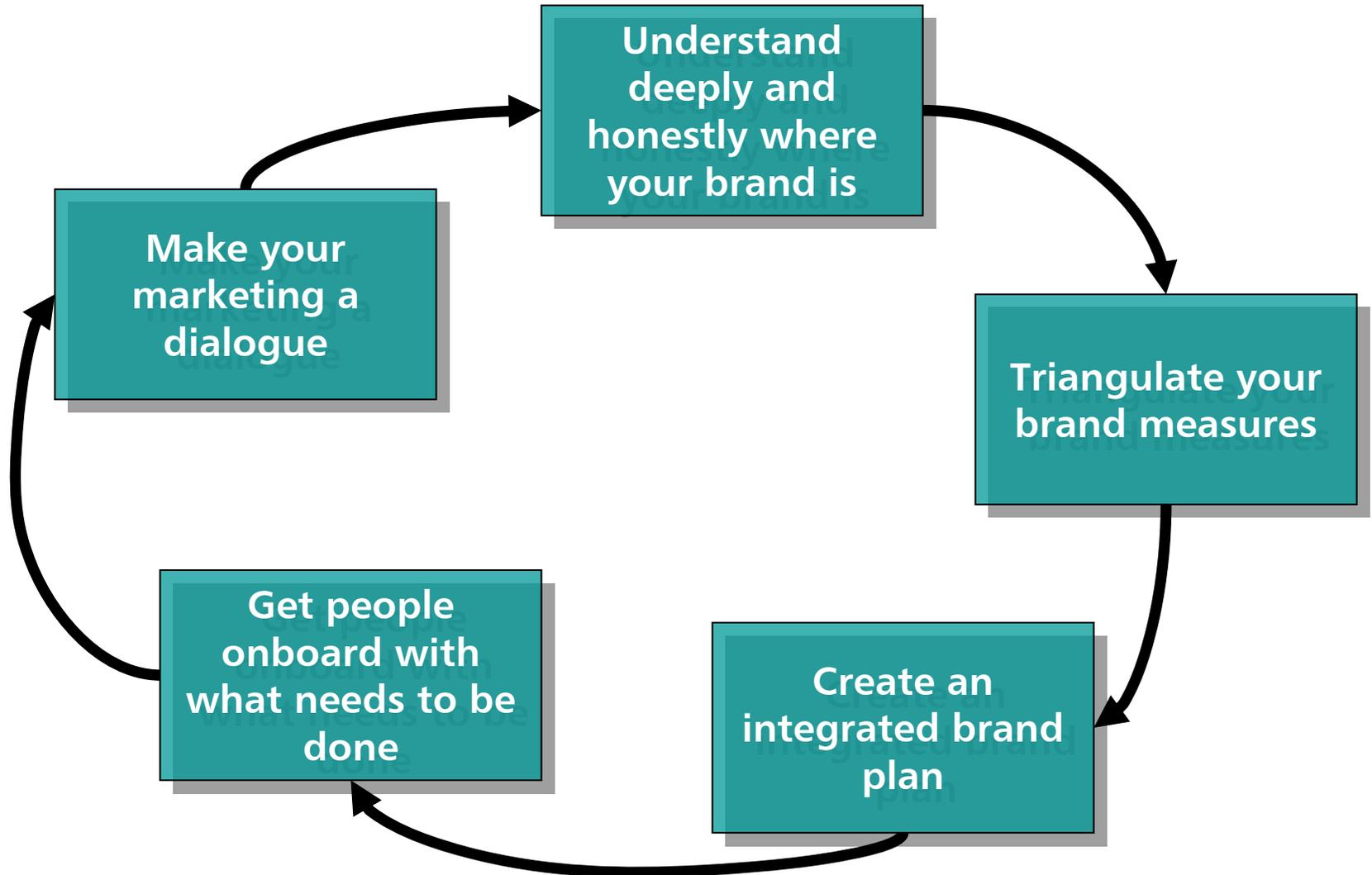


Brand Success 2007

Changing the perception of a brand

Justin Basini
Vice-President, Head of Brand Marketing
Capital One, Europe

Changing the perception of a brand is a multi-dimensional process



Often it can be hard in organisations to see the wood for the trees

Understand
deeply and
honestly where
your brand is

- Dominant logic develops easily in organisations
- It is easy to assume you understand where your brand sits in the market
- Once you have worked for a company for 1 day you no longer have a naive view
- Take a deep breath and work with consumers to understand what your brand stands for

Do not rely on one source – combine multiple sources to get a deep view

Triangulate your brand measures

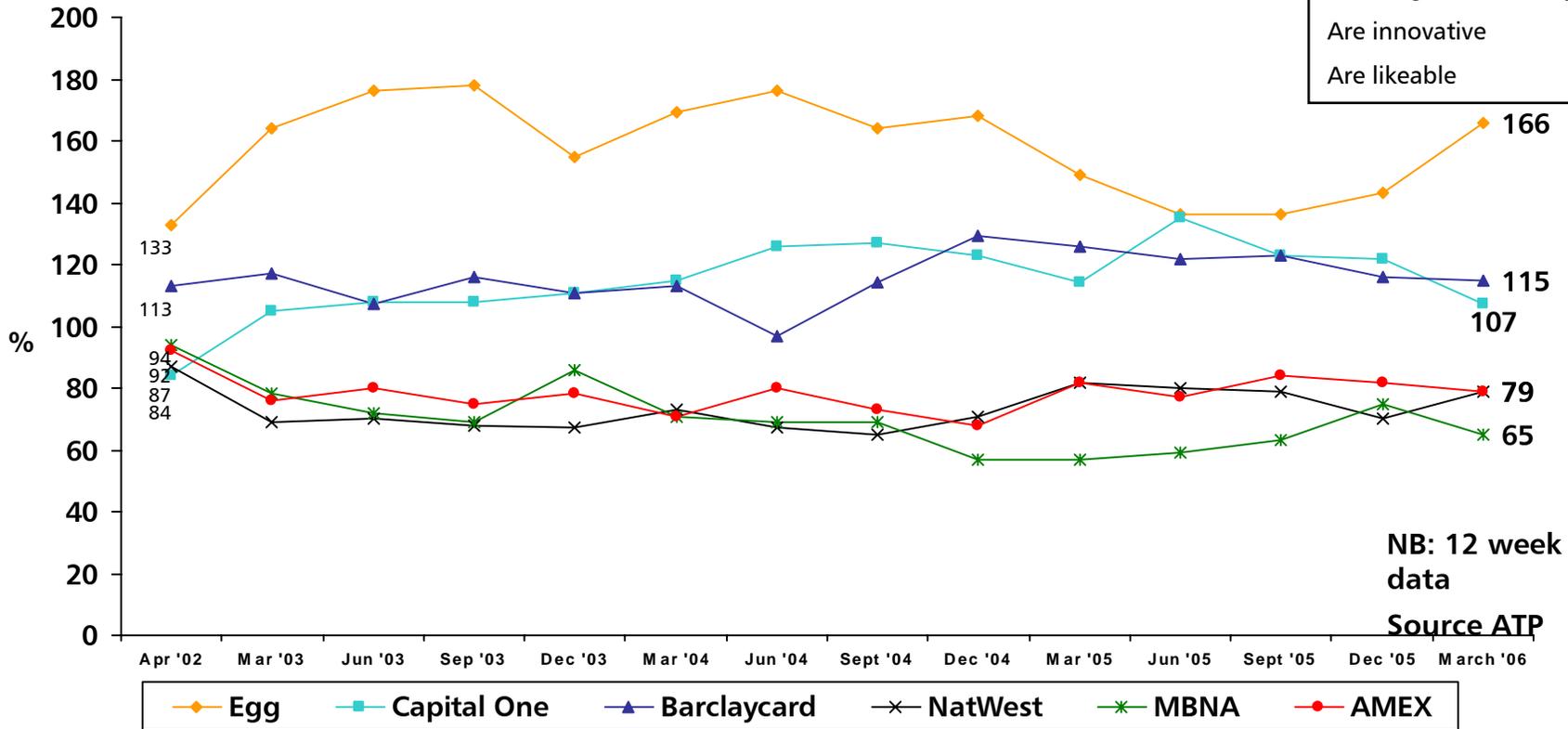
- Most brand tracking is rubbish!
- Use at least three sources to triangulate your view
 - Your brand tracker
 - Talking with consumers
 - Plus Another source
- Really dig behind the numbers to deeply understand what is going on

Only Egg has seen any significant positive image movement in '06, raising its index to 166 off the back of strong marketing activity, Capital One now below Barclaycard

EXAMPLE

- Big 6 Equities**
- Provides good value
 - Makes your life easier
 - Emerging leaders
 - Challenge the industry
 - Are innovative
 - Are likeable

Big 6 Equity Average Index



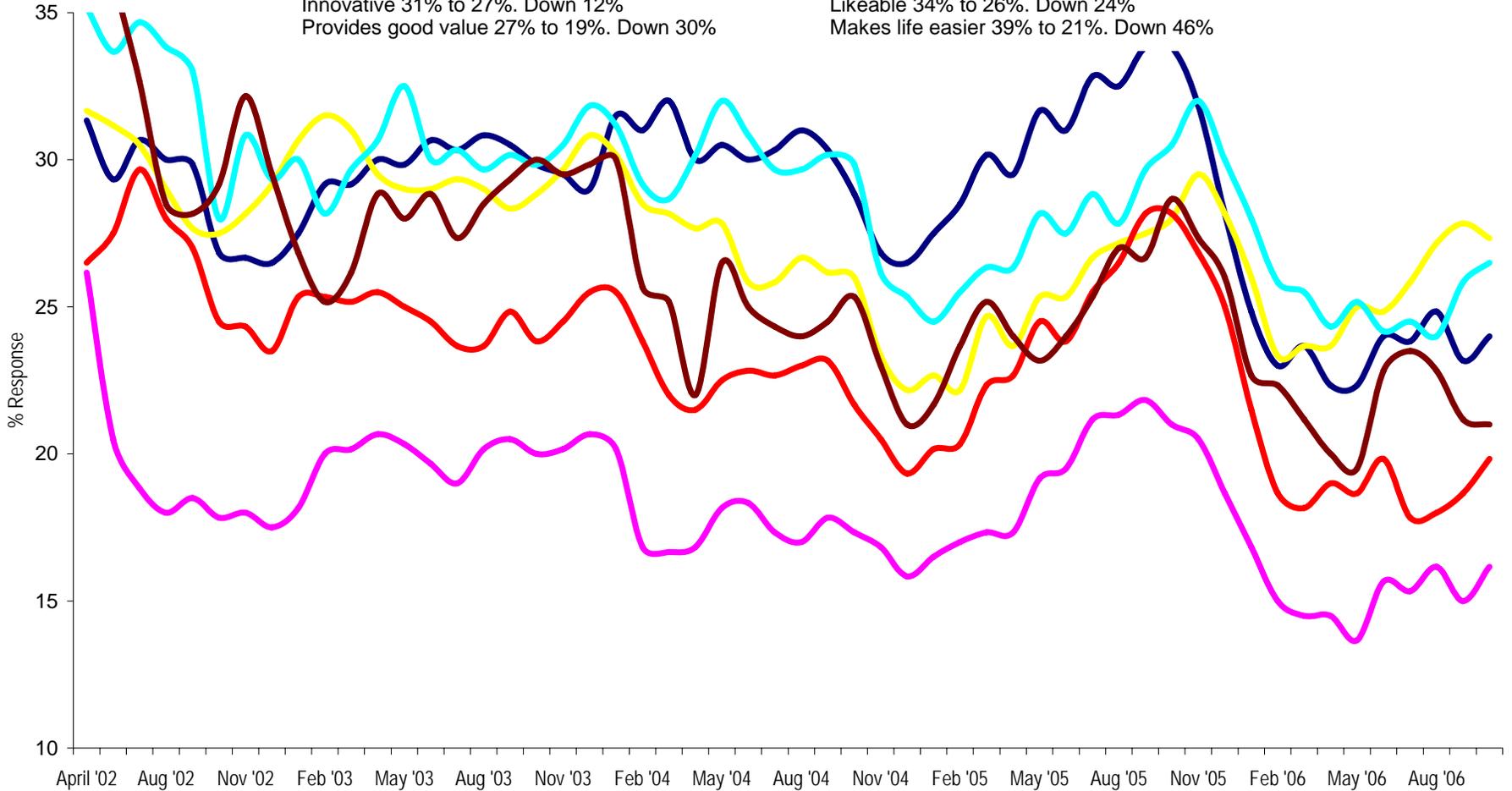
NB: 12 week data

Source ATP

...the real story – a set of brands in collapse

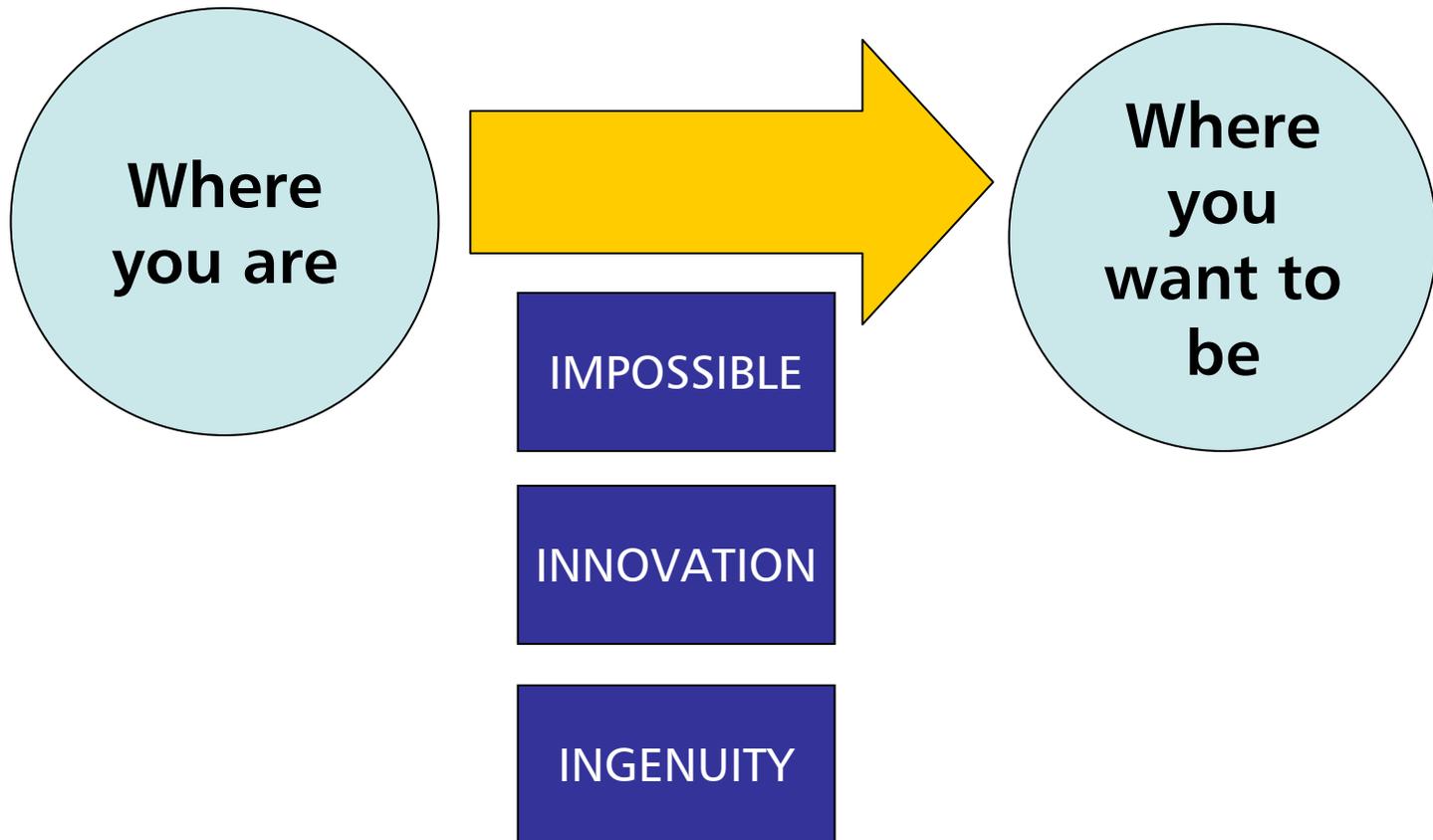
Emerging Leader 27% to 19%. Down 30%
Innovative 31% to 27%. Down 12%
Provides good value 27% to 19%. Down 30%

Challenge the mkt 23% to 16%. Down 30%
Likeable 34% to 26%. Down 24%
Makes life easier 39% to 21%. Down 46%



Where the fun begins...

Create an
integrated brand
plan



Close alignment to the plan is the key difference between success and failure

Get people onboard with what needs to be done

- Share the vision.....if you have started with the impossible this will be exciting
- Empower teams to deliver
- Be careful about big change programmes, small meaningful change is more important
- Ensure your management team are all visibly behind the plan (or at least the CEO)

Create conversations with consumers

Make your
marketing a
dialogue

- Marketing in today's world must be about dialogue
- There is too much push marketing, its much more fun to have a conversation with consumers about things that are important
- Consumers want experiences that are engaging and tell them something about you as a brand
- Be authentic

Capital One – the story

- 15 years after it was founded by Rich Fairbank and Nigel Morris – Capital One is now the 10th biggest bank in the US¹
- Capital One is #154 in the Fortune 200 and has over 50m customers worldwide – a top 5 global issuer
- Built on using analysis to gain pricing and risk advantages versus high street banks
- Launched in UK in 1998 – now we have over 2500 associates serving around 4.5m customers – we are the 4th biggest credit card in the UK
- Over the past 3 years we have been consistently the #1 issuers of new cards in the UK²