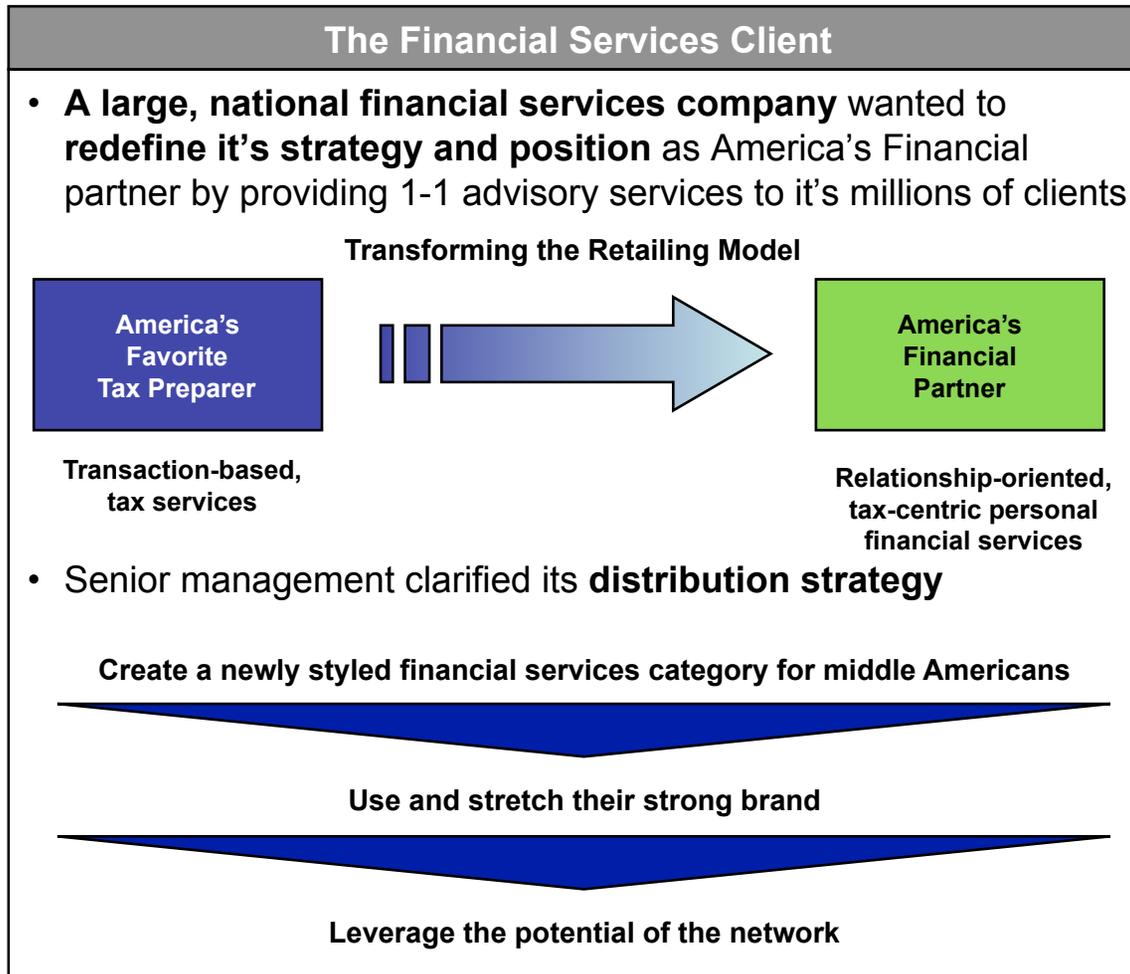


Retail Design and Choreography - Financial Services Case

A large financial services firm needed assistance in developing in-market tests focused on optimizing the customer experience consistent with their new strategy.



Featured Client Case # 5 Partnership Branding	
①	<p>Project</p> <ul style="list-style-type: none"> Develop a detailed in-market testing plan to enable a transformation of the retail model
②	<p>Approach</p> <ul style="list-style-type: none"> Outline the Client's core marketing approach and align it with the testing plan
③	<p>Recommendations</p> <ul style="list-style-type: none"> Testing plan focused on 3 retail formats – façade, customer choreography, sales training, etc.
④	<p>Results</p> <ul style="list-style-type: none"> Testing and implementing key changes may result in millions of dollars over the next 5 years

Retail Design and Choreography - Financial Services Case

Ultimately, the new strategy would focus on building incremental core revenue and cross-sell revenue among the \$35k - \$75k HH income customer segments.

1 • The new business model was focused on **\$35k-\$75k HH income customers**

- Attracting and retaining
- Cross-sell additional financial products

Attract and retain more representative share of customers in trade areas with HH incomes of \$35K - \$75K

Cross-sell additional financial products, at scale, to these tax customers

Incremental Core Revenue

Incremental Cross-Sell Revenue

Total Incremental Revenue

Featured Client Case # 5 Partnership Branding

- 1 Project**
 - Develop a detailed in-market testing plan to enable a transformation of the retail model
- 2 Approach**
 - Outline the Client's core marketing approach and align it with the testing plan
- 3 Recommendations**
 - Testing plan focused on 3 retail formats – façade, customer choreography, sales training, etc.
- 4 Results**
 - Testing and implementing key changes may result in millions of dollars over the next 5 years

Retail Design and Choreography - Financial Services Case

With this in mind, we developed a comprehensive set of choreographed customer-focused in-market tests and validated the potential economic benefits of making suggested changes.

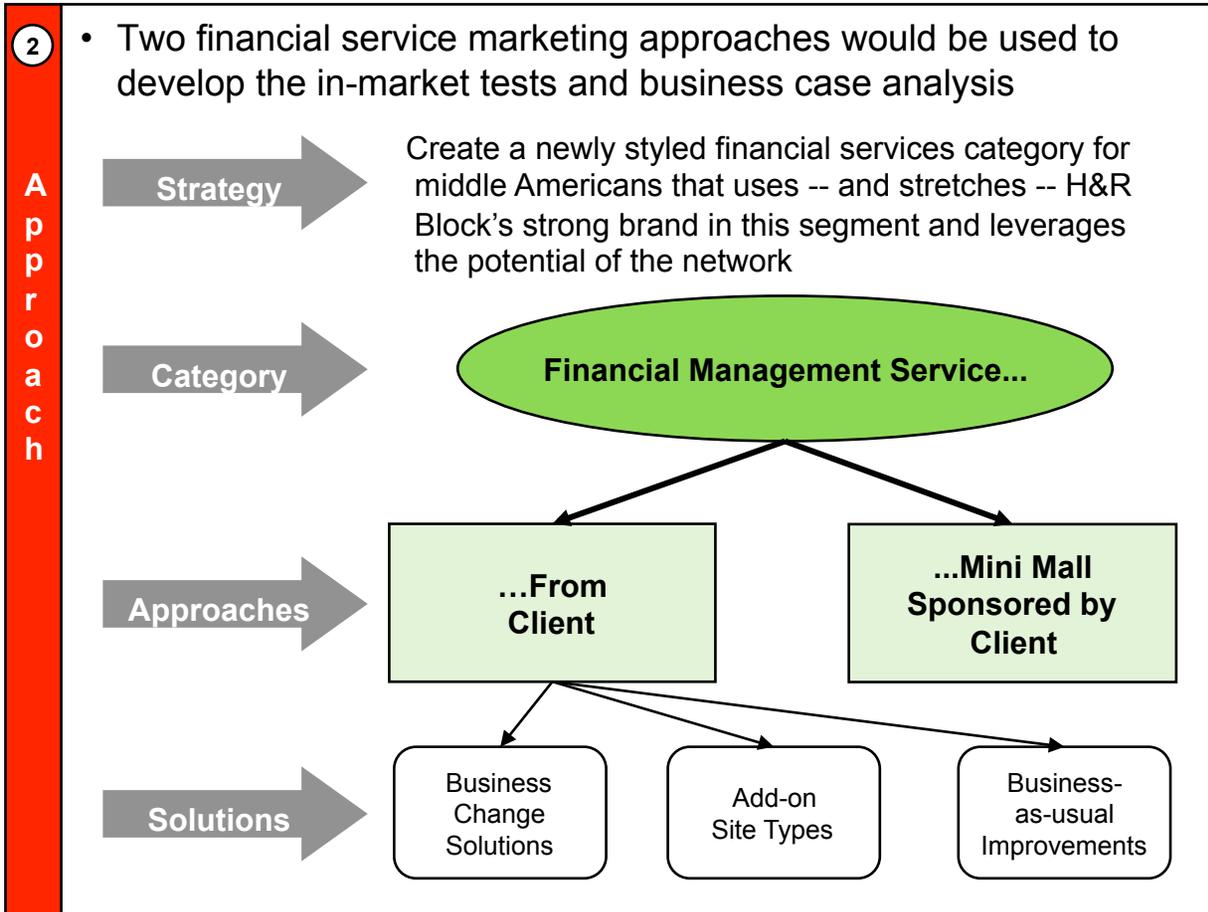
- 1**
- P**
r
o
j
e
c
t
- Specific **objectives of the project** were to:
 - Design and **choreograph a comprehensive set of customer-focused tactics to be tested** in-market, including
 - Office façade (exterior and interior)
 - Employee training
 - Employee role definition (including cross-selling teams)
 - Employee interaction refinement and choreography
 - Financial services offerings (e.g. advice, seminars)
 - At a high level, **quantify the potential economic benefits** of making suggested changes to the branches
 - Provide additional **recommendations about business-as-usual programs**
 - Customer centric proposition
 - Market repositioning/communications programs
 - Office interior upgrades/refurbishment

Featured Client Case # 5 Partnership Branding

- 1** **Project**
- Develop a detailed in-market testing plan to enable a transformation of the retail model
- 2** **Approach**
- Outline the Client's core marketing approach and align it with the testing plan
- 3** **Recommendations**
- Testing plan focused on 3 retail formats – façade, customer choreography, sales training, etc.
- 4** **Results**
- Testing and implementing key changes may result in millions of dollars over the next 5 years

Retail Design and Choreography - Financial Services Case

We started by outlining the basic approach the Client takes to marketing financial management services and identifying the possible business solutions.



Featured Client Case # 5 Partnership Branding	
1	Project <ul style="list-style-type: none"> Develop a detailed in-market testing plan to enable a transformation of the retail model
2	Approach <ul style="list-style-type: none"> Outline the Client's core marketing approach and align it with the testing plan
3	Recommendations <ul style="list-style-type: none"> Testing plan focused on 3 retail formats – façade, customer choreography, sales training, etc.
4	Results <ul style="list-style-type: none"> Testing and implementing key changes may result in millions of dollars over the next 5 years

Retail Design and Choreography - Financial Services Case

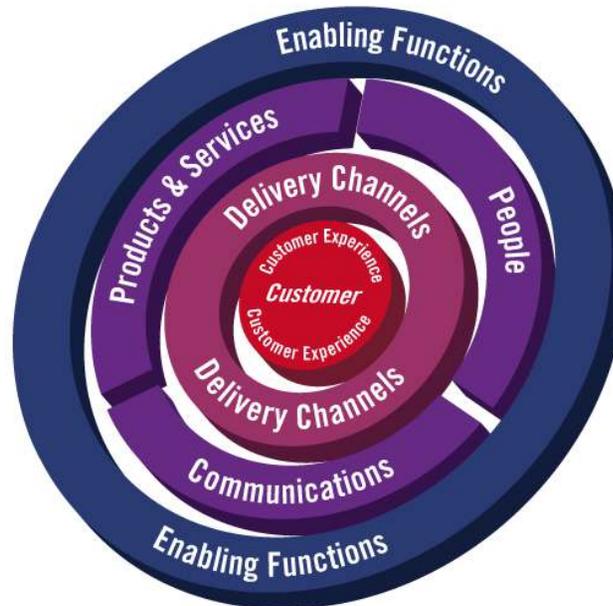
Critical to the testing and model transformation was the alignment of the customer experience with business as usual.

2

Customer Relationship Philosophy

As the client considered business-as-usual improvements, it concentrated heavily on the following areas:

- Customer centric proposition
- Market repositioning/communications programs
- Office interior upgrades / refurbishment



A
p
p
r
o
a
c
h

Featured Client Case # 5 Partnership Branding

1 Project

- Develop a detailed in-market testing plan to enable a transformation of the retail model

2 Approach

- Outline the Client's core marketing approach and align it with the testing plan

3 Recommendations

- Testing plan focused on 3 retail formats – façade, customer choreography, sales training, etc.

4 Results

- Testing and implementing key changes may result in millions of dollars over the next 5 years

Retail Design and Choreography - Financial Services Case

The Client strongly believes that a long-term relationship requires that they provide customers with a lifetime of learning about financial services products.

2 • Customer Relationship Philosophy

- The Client adopted a lifelong learning model which they believed was the key to year-round customer relationship:

Learn



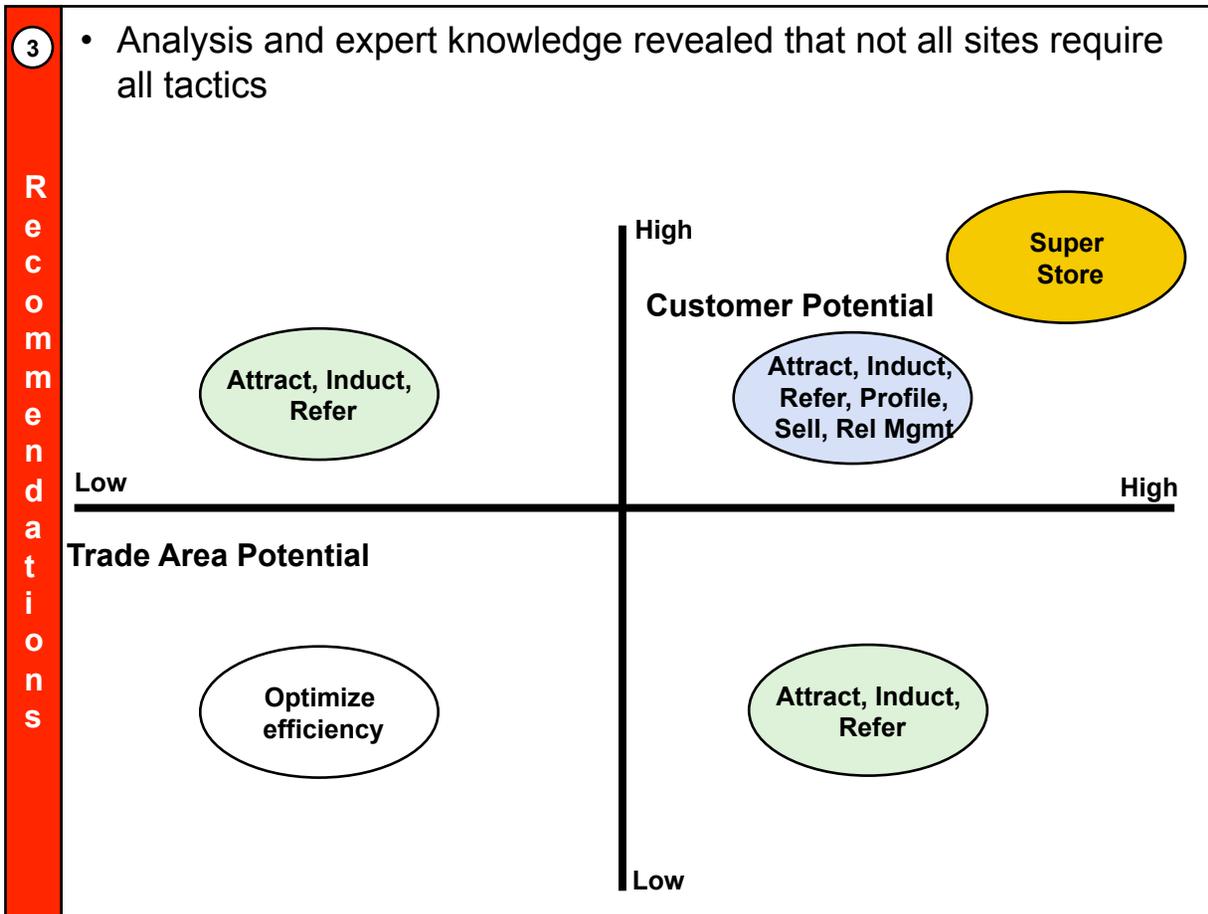
• Life Event Seminars
• Product Seminars and Demos
• Online Resources

Featured Client Case # 5 Partnership Branding

- 1 Project**
 - Develop a detailed in-market testing plan to enable a transformation of the retail model
- 2 Approach**
 - Outline the Client's core marketing approach and align it with the testing plan
- 3 Recommendations**
 - Testing plan focused on 3 retail formats – façade, customer choreography, sales training, etc.
- 4 Results**
 - Testing and implementing key changes may result in millions of dollars over the next 5 years

Retail Design and Choreography - Financial Services Case

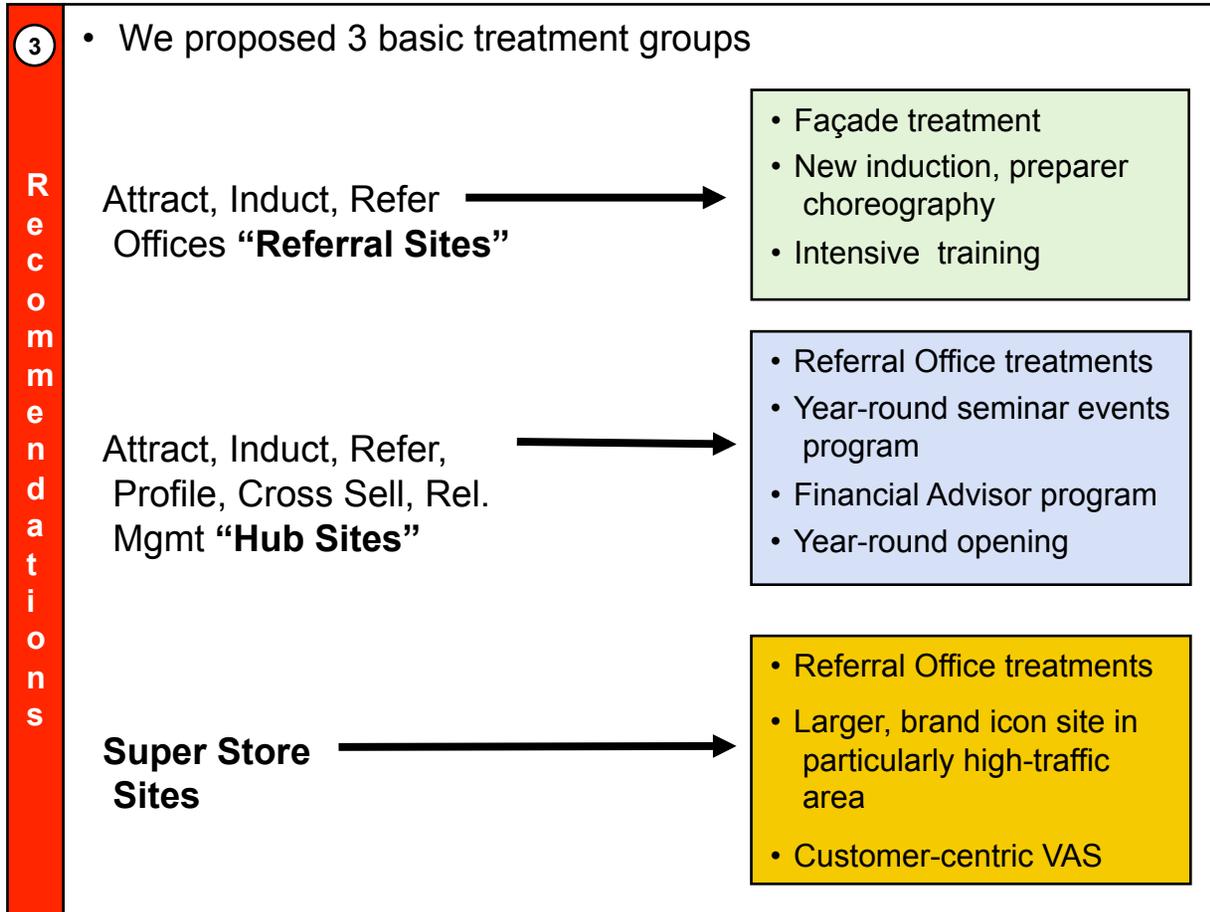
After fully understanding the Client's core marketing approach and customer relationship philosophy, we were then able to begin developing a testing approach.



Featured Client Case # 5 Partnership Branding	
1	Project <ul style="list-style-type: none"> Develop a detailed in-market testing plan to enable a transformation of the retail model
2	Approach <ul style="list-style-type: none"> Outline the Client's core marketing approach and align it with the testing plan
3	Recommendations <ul style="list-style-type: none"> Testing plan focused on 3 retail formats – façade, customer choreography, sales training, etc.
4	Results <ul style="list-style-type: none"> Testing and implementing key changes may result in millions of dollars over the next 5 years

Retail Design and Choreography - Financial Services Case

We began by identifying Referral Sites, Hub Sites, and Super Store Sites as the locations that would receive varying types of test treatments.



Featured Client Case # 5
Partnership Branding

1 Project

- Develop a detailed in-market testing plan to enable a transformation of the retail model

2 Approach

- Outline the Client's core marketing approach and align it with the testing plan

3 Recommendations

- Testing plan focused on 3 retail formats – façade, customer choreography, sales training, etc.

4 Results

- Testing and implementing key changes may result in millions of dollars over the next 5 years

Retail Design and Choreography - Financial Services Case

We identified additional treatments to test for high-traffic trade areas.

3 • With additional add-on distribution treatments placed in attractive trade areas

Portable Offices	→	High-traffic areas Corporate clients
Do-It-Yourself Centers	→	Offices with high-risk customers High-traffic areas (standalone)
Mobile Buses	→	High-traffic, accessible community locations
Super Stores	→	High-traffic areas close to existing successful offices

Recommendations

Featured Client Case # 5
Partnership Branding

1 Project

- Develop a detailed in-market testing plan to enable a transformation of the retail model

2 Approach

- Outline the Client's core marketing approach and align it with the testing plan

3 Recommendations

- Testing plan focused on 3 retail formats – façade, customer choreography, sales training, etc.

4 Results

- Testing and implementing key changes may result in millions of dollars over the next 5 years

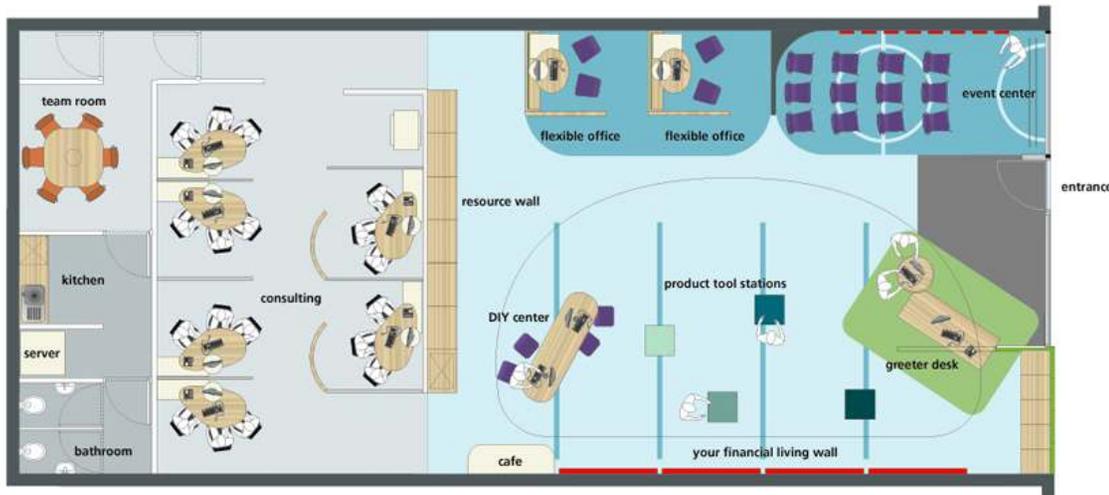
Retail Design and Choreography - Financial Services Case

We also suggested different internal treatments for improving the traffic flow, providing education and better access to financial services information, and creating a more comfortable environment.

3

- Referral Site: Internal Façade Treatment Example
- Internal changes to the retail environment were also tested, e.g.
 - Customer TV communication support
 - Floor plan
 - Demo stations

Recommendations

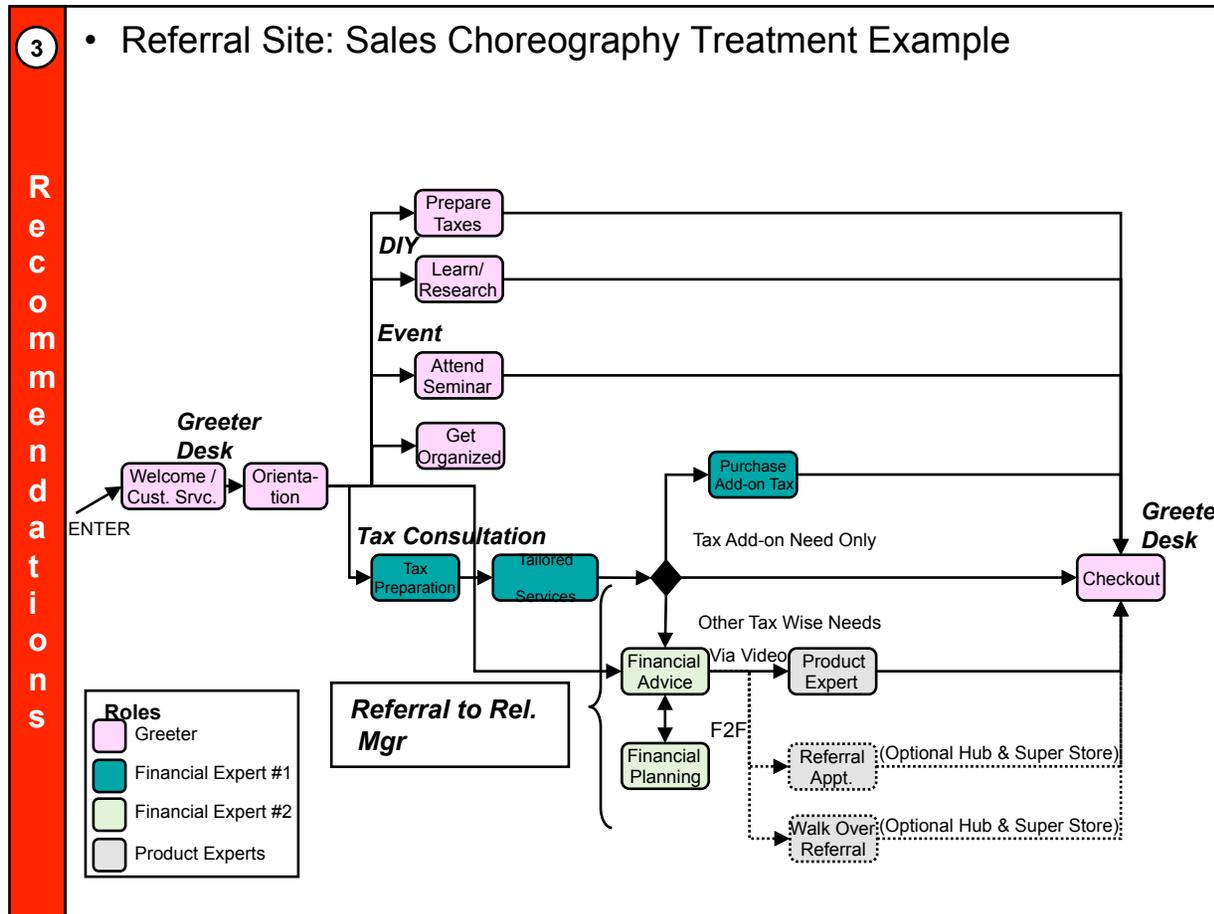


Featured Client Case # 5 Partnership Branding

- 1 Project**
 - Develop a detailed in-market testing plan to enable a transformation of the retail model
- 2 Approach**
 - Outline the Client's core marketing approach and align it with the testing plan
- 3 Recommendations**
 - Testing plan focused on 3 retail formats – façade, customer choreography, sales training, etc.
- 4 Results**
 - Testing and implementing key changes may result in millions of dollars over the next 5 years

Retail Design and Choreography - Financial Services Case

One of the critical Referral Site treatments included redesigning and aligning the sales choreography.



Featured Client Case # 5 Partnership Branding

1 Project

- Develop a detailed in-market testing plan to enable a transformation of the retail model

2 Approach

- Outline the Client's core marketing approach and align it with the testing plan

3 Recommendations

- Testing plan focused on 3 retail formats – façade, customer choreography, sales training, etc.

4 Results

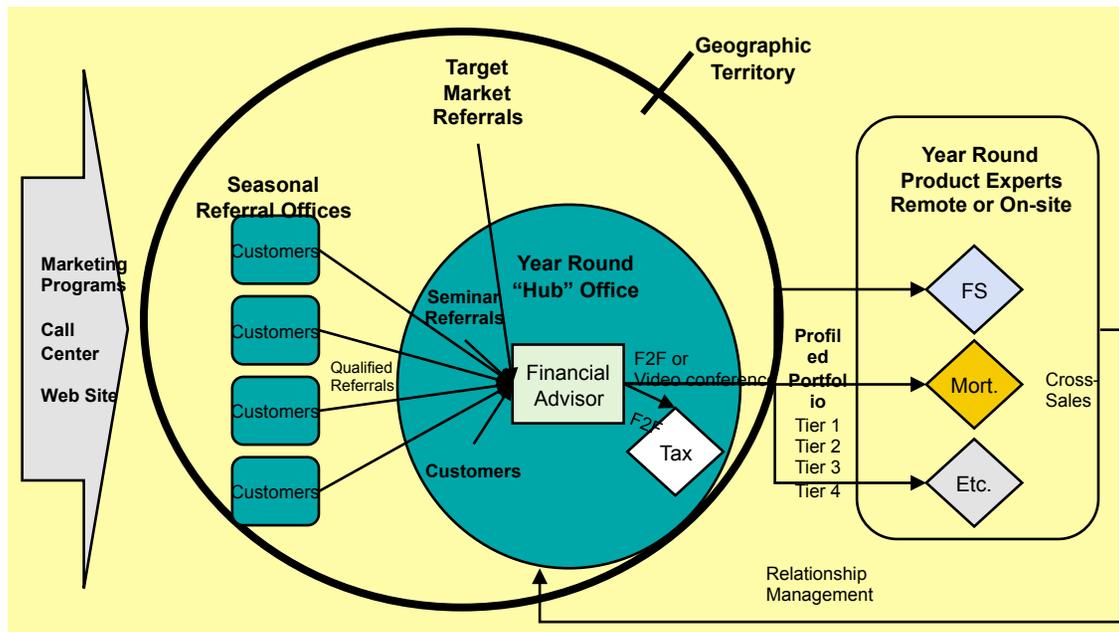
- Testing and implementing key changes may result in millions of dollars over the next 5 years

Retail Design and Choreography - Financial Services Case

For Hub Sites we also linked important customer hand-offs and opportunities for cross-selling.

3 • Hub Site: Sales Choreography Treatment Example

- Also envisioned was a linked, cross-sales model to optimize seasonal and year-round local and remote players



Recommendations

Featured Client Case # 5
Partnership Branding

- Project**
 - Develop a detailed in-market testing plan to enable a transformation of the retail model
- Approach**
 - Outline the Client's core marketing approach and align it with the testing plan
- Recommendations**
 - Testing plan focused on 3 retail formats – façade, customer choreography, sales training, etc.
- Results**
 - Testing and implementing key changes may result in millions of dollars over the next 5 years

Retail Design and Choreography - Financial Services Case

To enable a smooth transition to the new customer choreography, sales, and cross-selling, we developed an intensive sales training program.

3

• Referral Site: Intensive Sales Training Treatment Example

- Detailed programs were developed for both seasonal and year-round training needs

Training Coursework							
Coursework	Call Center	Greeter	Tax Preparer	Tax Wise Advisor	Financial Advisor	Sales Trainer	Office Manager
Choreography	X	X	X	X	X	X	X
Coaching for Commitment						X	X
Consultative Sales Approach				X	X	X	
Cross-Channel Orientation	X	X	X	X	X	X	X
Customer Experience	X	X	X	X	X	X	X
Customer Service Skills	X	X				X	
Exploring Customer Needs - Profiling			X	X	X	X	
Goal Setting	X	X	X	X	X	X	
Making Referrals	X		X	X		X	
On-line & Demo Orientation		X				X	
Presenting Solutions				X	X		
Professional Phone Skills	X						
Profile & Orientation Choreography	X	X				X	
Setting Sales Goals							X
Tax Basics				X	X		
Tax Wise Planning			X	X	X		
Triage Skills				X	X		
Using Sales Management & Coaching Tools							

Recommendations

Featured Client Case # 5
Partnership Branding

1 Project

- Develop a detailed in-market testing plan to enable a transformation of the retail model

2 Approach

- Outline the Client's core marketing approach and align it with the testing plan

3 Recommendations

- Testing plan focused on 3 retail formats – façade, customer choreography, sales training, etc.

4 Results

- Testing and implementing key changes may result in millions of dollars over the next 5 years

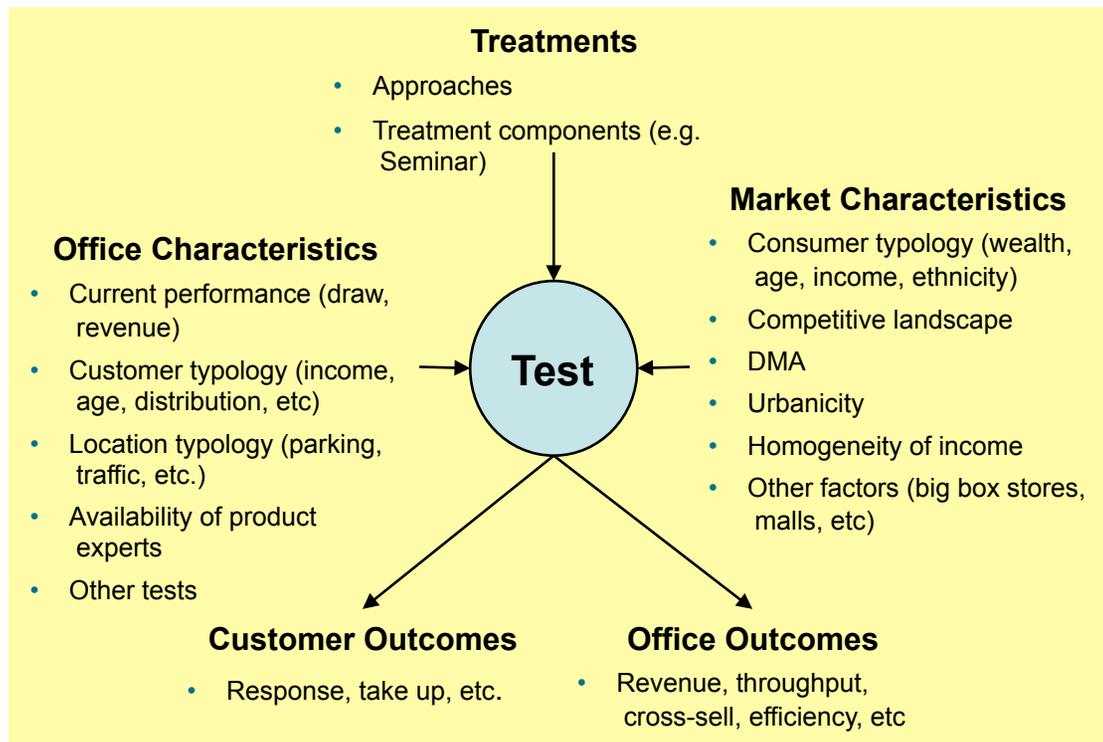
Retail Design and Choreography - Financial Services Case

We also outlined various market and office characteristics that will influence the more detailed treatment design in the next phase of work.

3

- Both market and office characteristics will need to be considered as in-market tests are designed

Recommendations



Featured Client Case # 5 Partnership Branding

1

Project

- Develop a detailed in-market testing plan to enable a transformation of the retail model

2

Approach

- Outline the Client's core marketing approach and align it with the testing plan

3

Recommendations

- Testing plan focused on 3 retail formats – façade, customer choreography, sales training, etc.

4

Results

- Testing and implementing key changes may result in millions of dollars over the next 5 years

Retail Design and Choreography - Financial Services Case

We recommended a comprehensive, rigorous statistical and financial analysis plan to fully assess the impact and implications of the in-market tests.

Recommendations

Is there an effect?

What is the relation with component change?

- A suite of analyses will be required to fully understand the results of the experiments

Featured Client Case # 5 Partnership Branding	
1	Project <ul style="list-style-type: none"> • Develop a detailed in-market testing plan to enable a transformation of the retail model
2	Approach <ul style="list-style-type: none"> • Outline the Client's core marketing approach and align it with the testing plan
3	Recommendations <ul style="list-style-type: none"> • Testing plan focused on 3 retail formats – façade, customer choreography, sales training, etc.
4	Results <ul style="list-style-type: none"> • Testing and implementing key changes may result in millions of dollars over the next 5 years

