

## HOW DO YOU PERSUADE PEOPLE TO START LIKING THE MOST UNPOPULAR BANK IN RUSSIA?

Let's face it.

Banks aren't exactly everyone's best mates.

They're essentially more of a necessary evil than anything else.

Something you need rather than something you want.

A distress purchase.

But the one thing they absolutely must be is trustworthy.

And Home Credit Bank certainly weren't that in 2017.

In fact our approval ratings had never been lower.

**HOME  
CREDIT  
BANK**

## THE SOLUTION

**HOME CREDIT BANK STARTED WITH A 6-STAGE 'FLIP' COMMUNICATIONS APPROACH THAT WOULD MANIFEST AS PART OF OUR RELAUNCH.**

The idea being that if you work through all 6 stages you can move the brand, gently and sensitively, like a patient, from a difficult place to an easier one.

**The first phase is all about listening** – listening to customers, listening to brand managers, listening to the culture; taking the pulse of the category and identifying the symptoms.

Here, we found that the language, culture and process of the category appeared to be focussed on the functional benefits of 'getting things' – it was uninspiring, complex and negative.

Actually, of course, the real benefit of banking can be seen as something else and this is where **phase 2 of the process kicked in – diagnosing change.**

This stage looks at alternatives; what could the brand be saying or doing differently to help consumers feel and act differently towards them? What could the intervention be?

The choice we made was rooted in the insight that the important thing we offered was Possibility. We are in essence enablers. We help make dreams come true. You might need a new dining table because the old one's wobbly, but you want a new dining table so you can share meals with your family.

**Stage 3 is deciding on the category flip** – what's the simple flip we can perform to move the brand from its negative state to a positive one it can own? For us, the category owned the functional changes that our products provided, could we own the emotional changes these products enabled?

We thought we could, so our proposed flip became 'From a downbeat present to an upbeat future' – simple, focussed and rooted in the truth of the brand equity.

**For stage 4 the objective was to single out one on-going symptom we wanted to cure** – the major consumer-focussed issue the

communications are aiming to fix. In this case it was the vague sense of feeling unworthy we detected in consumers, the belief that they weren't doing enough to provide their loved ones with the life they deserved.

**This led to stage 5 – the rallying cry for the brand,** the moral of the story, what do we want to reinforce? The answer that emerged was 'Home Credit believes everyone should be able to take advantage of the opportunities life offers'.

**Finally, we reached stage 6 – the operating idea.** This is the single-minded thought that runs through all of the work. It's the working idea that all the comms need to spring from and relate back to.

And we recognised it needed to be as short as possible.

For Home Credit we eventually arrived at a simple, compelling thought which addressed and summed up the work we'd done throughout the process...

**'NOW, EVERYTHING'S POSSIBLE'.**

We felt it captured the essence of enabling and potential that we offered, implied that something was now different, and had the optimistic, upbeat tone that we'd decided the brand needed to adopt.

## THE WORK

### How did we roll it out?

The next part of the job was to plug specific product launches into the big idea and decide how to activate them through 360.

In late 2017, we were launching two new products at the same time – both quite different and both with quite specific target markets, benefits and objectives.

The challenge was to ensure that both launches worked hard to support the new brand idea of 'Now, Everything's Possible', whilst still delivering their specific product benefits.





# LAUNCHING MARKETPLACE

Marketplace was a very new concept for Russian consumers, offering them the chance to buy over 10,000 electrical and housewears products online and get interest-free credit at the same time. We felt it had a very good fit with our new positioning – enabling everyone to take advantage of the opportunities life offers, and sat comfortably with our new line ‘Now, Everything’s Possible’.

The creative idea for Marketplace hinged on showing the ‘benefit of the benefit’ – so instead of talking about the benefits of Marketplace we’d talk about the benefits of what buying things from Marketplace enabled.

And have a bit of disruptive fun at the same time.

We executed the idea within a simple modular set-up and resolution construct...

**‘A BANK THAT KEEPS YOUR BEER COLD?’  
‘THAT’S POSSIBLE’ (FOR A FRIDGE)**

**‘A BANK THAT GETS YOUR CLOTHES CLEAN?’  
‘THAT’S POSSIBLE’ (FOR A WASHING MACHINE)**



**‘A BANK THAT HELPS YOU STAY  
IN TOUCH WITH YOUR FAMILY’  
‘THAT’S POSSIBLE TOO’ (FOR A SMARTPHONE)**

This led to 10 separate TV executions each of which suggested that here was a bank that could do things no other bank could do – such as keeping your beer cold – while extolling the virtues of the new Marketplace product.

Essentially by making the idea part of the communication construct rather than just a sign-off we continually reinforced the concept of enabling at every touchpoint and across everything we did – helping to show that ‘Now, Everything’s Possible’ isn’t just an end line, it’s the brand’s reason to exist.

We also extended the idea into outdoor, radio, print and digital, all with similarly successful results.



**HOME CREDIT BANK**  
Банк новых возможностей

# LAUNCHING INSTALMENT CARD

Our new instalment card was being launched on the back of competitors' efforts to educate the market. The product idea is pretty simple – you can use the card to shop anywhere you like and spread the payments over 3-12 months without paying a penny extra.

For the creative idea we adapted the thought from Marketplace and again focused on the end-end benefit – so rather than talking about the benefits of the card we talked about the benefits buying things with the card enabled; with lines like

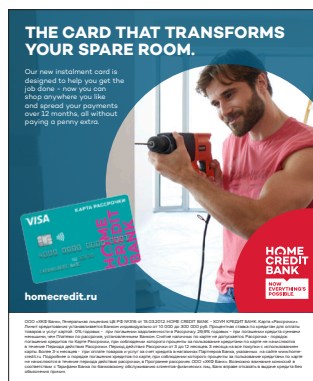
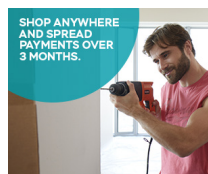
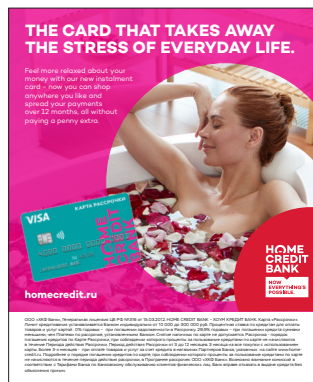
**'THE CARD THAT TURNS YOU INTO A PHOTOGRAPHER'**  
(FOR A CAMERA),

or

**'THE CARD THAT FILLS YOUR SHOPPING TROLLEY EVERY WEEK'**  
(FOR A WEEKLY SHOP).



This again led to 10 distinct TV executions, plus stacks of print, outdoor, radio, digital and a huge increase in positive brand consideration.



## THE RESULTS

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CONSIDERATION UP 18%

28%

46%

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ONLINE APPLICATIONS

**DOUBLED**

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PROMPTED BRAND  
KNOWLEDGE  
**DOUBLED**



INSTALMENT CARD  
KNOWLEDGE  
**TRIPLED**

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**400,000**

INSTALMENT CARDS ISSUED

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**OVER 11,500**

PRODUCTS SOLD ON MARKETPLACE

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