

THE SUNDAY TIMES

T Best Places
to Work 2024

Building a brand takes more than a promise

Nathan Harrington
Head of Brand



Aldermore

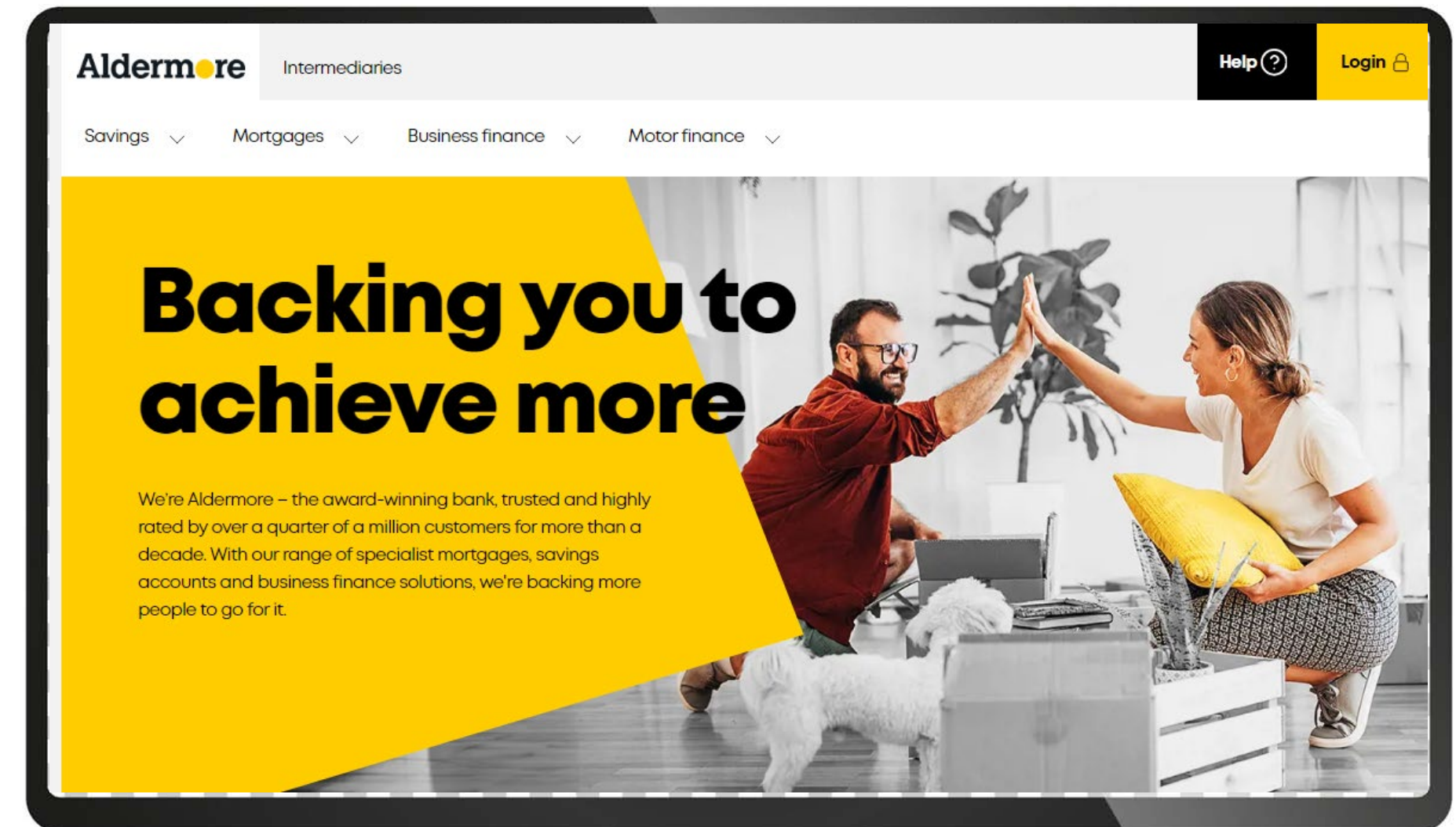


Hello



About Aldermore

- Tier 2 bank founded in 2009 in response to financial crisis
- Acquired by FirstRand in March 2018 – largest financial institution by market capitalisation in Africa
- Third largest vehicle financier in UK – Motonovo Finance (2008)
- **Specialist** property lender - residential and buy to let
- Asset financier – commercial real estate, invoice finance, asset finance
- Deposit taker – personal and business savings, corporate deposits
- C. 1m customers, £15bn balance sheet
- 2,500 colleagues
- **Back more people to go for it in life and business**



Aldermore **MotoNovo**
FINANCE



Coca-Cola Zero



TDK

SAMSUNG



+



VOGUE

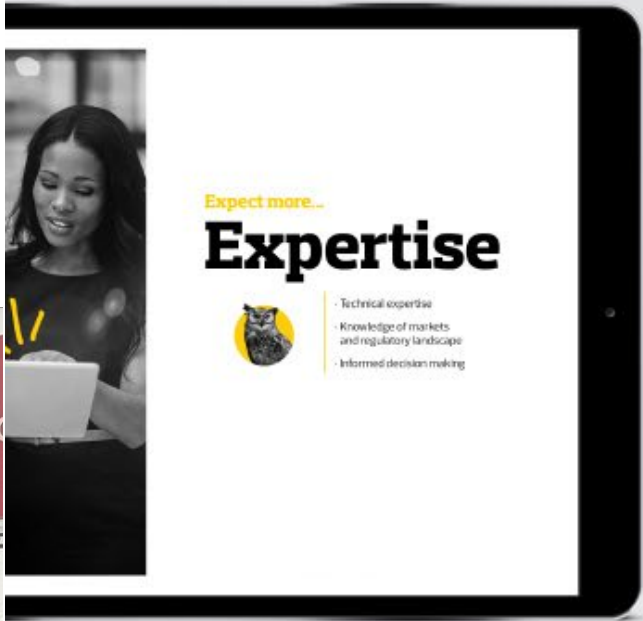
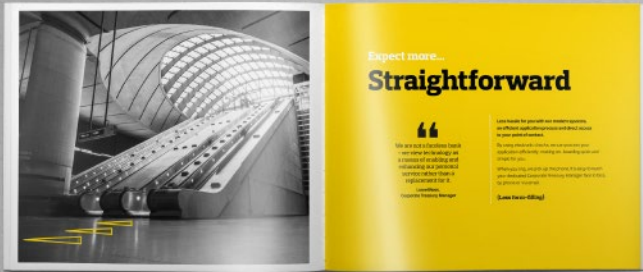
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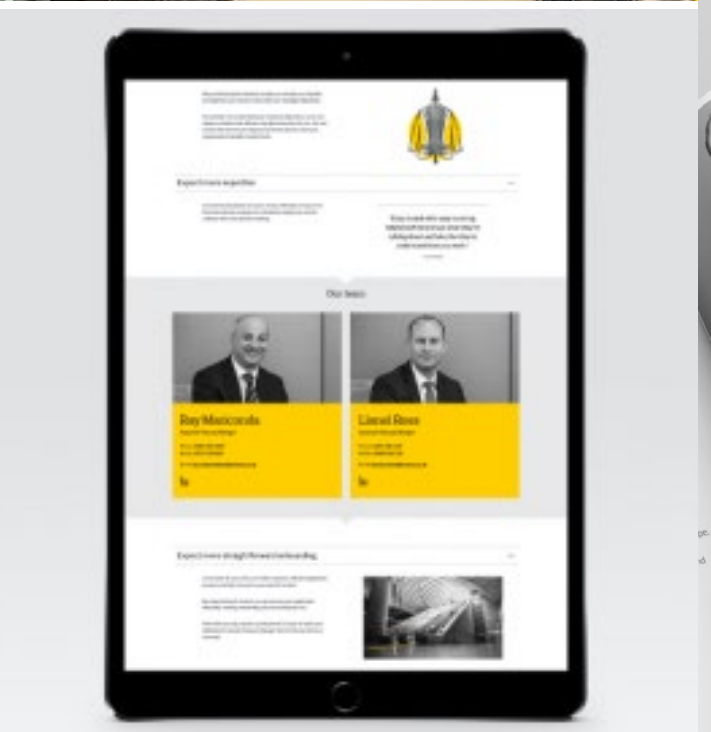
HYUNDAI



The 'non marketing expert' view of brand



Aldermore
We've increased our allowable income



FOR INTERMEDIARY USE ONLY

The 'expert' view of brand

“the intangible
sum of a
product’s
attributes”





“Your brand is what other people say about you **when you’re not in the room**”

Jeff Bezos, Founder of Amazon.com

Brand is more than just a logo and colour scheme, it should be how you feel about doing business with them: so it’s about culture. You can’t separate culture, brand and purpose – they form the crux of a brand ‘what people say about you when you’re not in the room.’



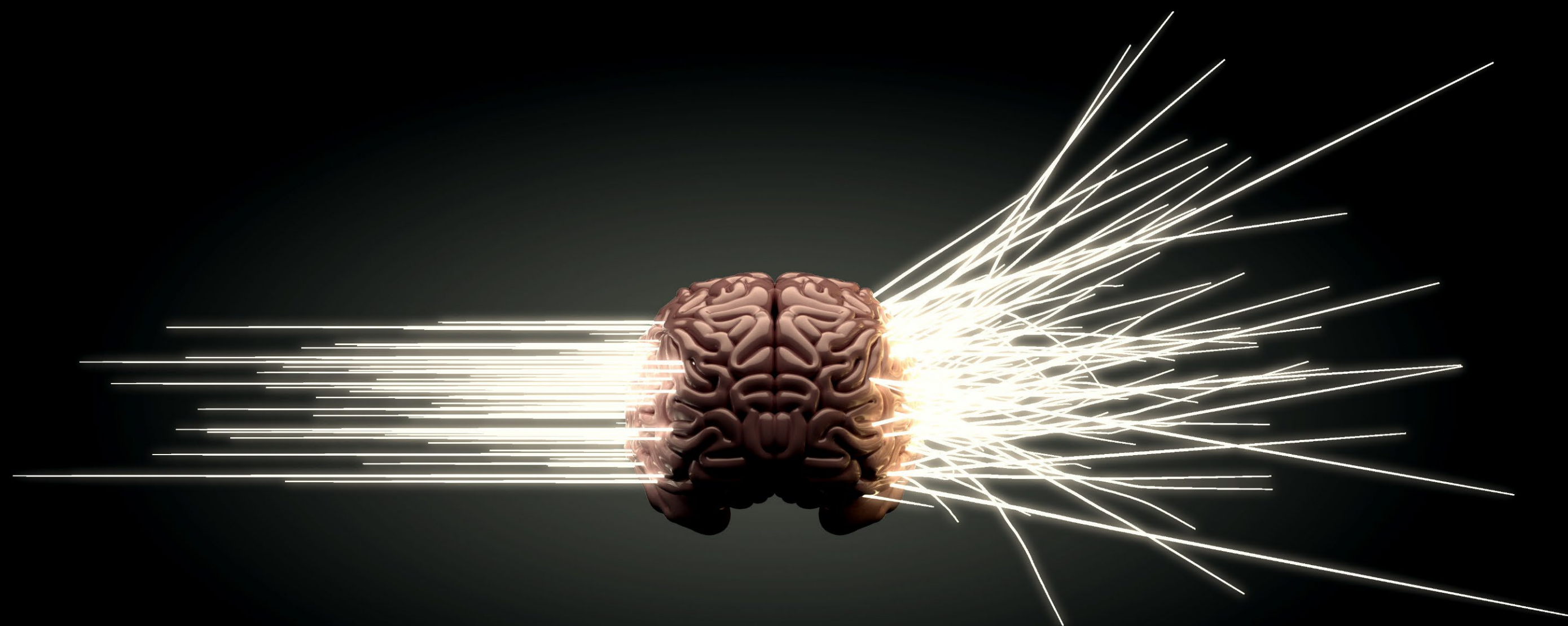
So **brand** is:

- Internal & external
- Purpose & promise
- Propositions & experiences
- Products & services
- Messages & content
- First & second hand
- Values & behaviours
- **People**



**YOUR CULTURE
IS YOUR BRAND**

EMOTION
LOGIC



**How well
a brand is
delivered
externally
depends on
how well it's
understood
internally.**



Convince people and you **win their minds**. Inspire people and you **win their hearts**

Ron Kaufman

We know strong brands deliver

Customer

- **60%** of customers (B2B & B2C) prefer to buy from trusted brands (Nielsen)
- **58%** of decision making is based on brand experience and recall (Qualtrics)

Employee

- **10%** lower staffing costs (LinkedIn)
- **43%** decrease in recruitment costs when employer brand is known (Harvard Business Review)
- **x2** application rates for strong employer brands (LinkedIn)
- **75%** of jobseekers consider brand before applying (LinkedIn)

Value

- **150%** uplift in sales responses with a strong brand (LinkedIn B2B Institute)
- **94%** of pricing power is driven by meaningful and difference in brand (IPA)
- **83%** correlation between share of search and share of market (IPA)

Shareholder value

- **1.7%** less interest payable on debt by stronger brands (McKinsey)
- **20%** higher EBIT margin achieved by stronger brands (Brand Finance)
- **12x** profitability multiplier with strong creative (Data2Decisions)
- **6%** higher value share from salient and distinct brands (WARC)
- **35%** of share growth is accounted for by brand difference

Purpose

- Explains WHY an organization exists and what it stands for
- Provides a foundation for the value proposition and brand strategy as well as company culture, behavior and core values
- Creates a roadmap for future decision-making that is understood at every level

For our people

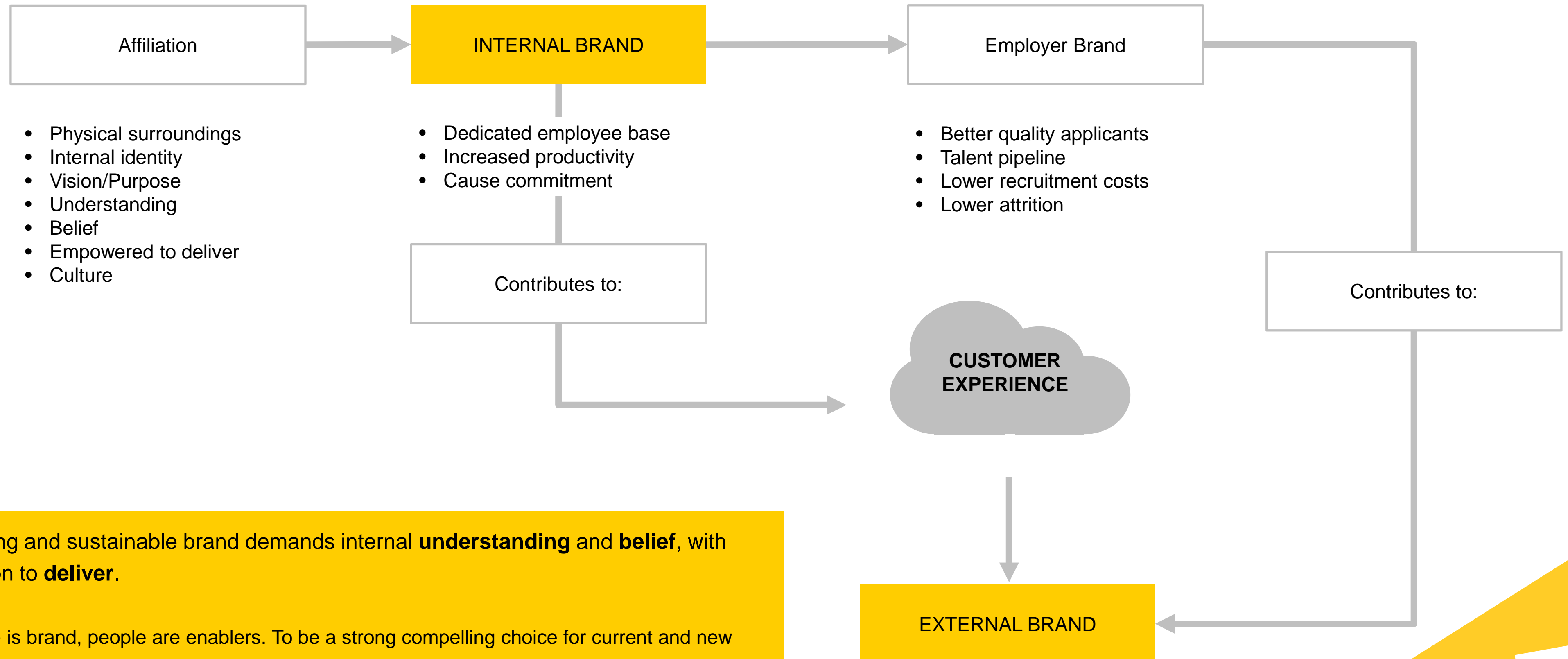
Value Proposition

- Defines the tangible value delivered to consumers
- Includes every touchpoint up to, including and after purchase
- Explains WHAT an organization does and HOW it does it

For our customers



To be successful, brand from the inside out



A strong and sustainable brand demands internal **understanding** and **belief**, with passion to **deliver**.

Culture is brand, people are enablers. To be a strong compelling choice for current and new customers the team must become ambassadors.

When brand vision becomes brand reality

To be successful, brand from the inside out

Inside



Adapted from 'The Cultural Web' (Johnson & Scholes, 1992)



CX principles – what do we promise?

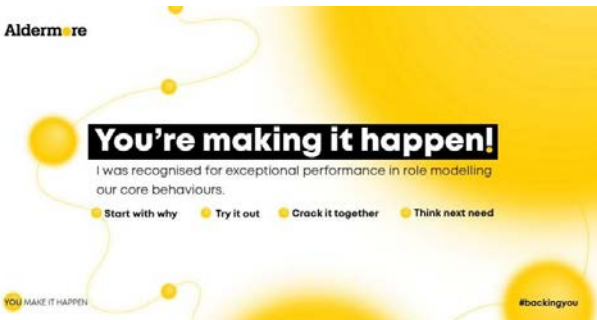
| Meaningful work | Hands-on management | Positive work environment | Growth opportunity | Trust in leadership |
|------------------------|----------------------------------|-------------------------------------|---------------------------------|---------------------------------|
| Autonomy | Clear, transparent goals | Flexible work environment | Training and support on the job | Mission and purpose |
| Select to fit | Coaching | Humanistic workplace | Facilitated talent mobility | Continuous investment in people |
| Small, empowered teams | Invest in management development | Culture of recognition | Self-directed, dynamic learning | Transparency and honesty |
| Time for slack | Modern performance management | Inclusive, diverse work environment | High-impact learning culture | Inspiration |

A focus on simplicity

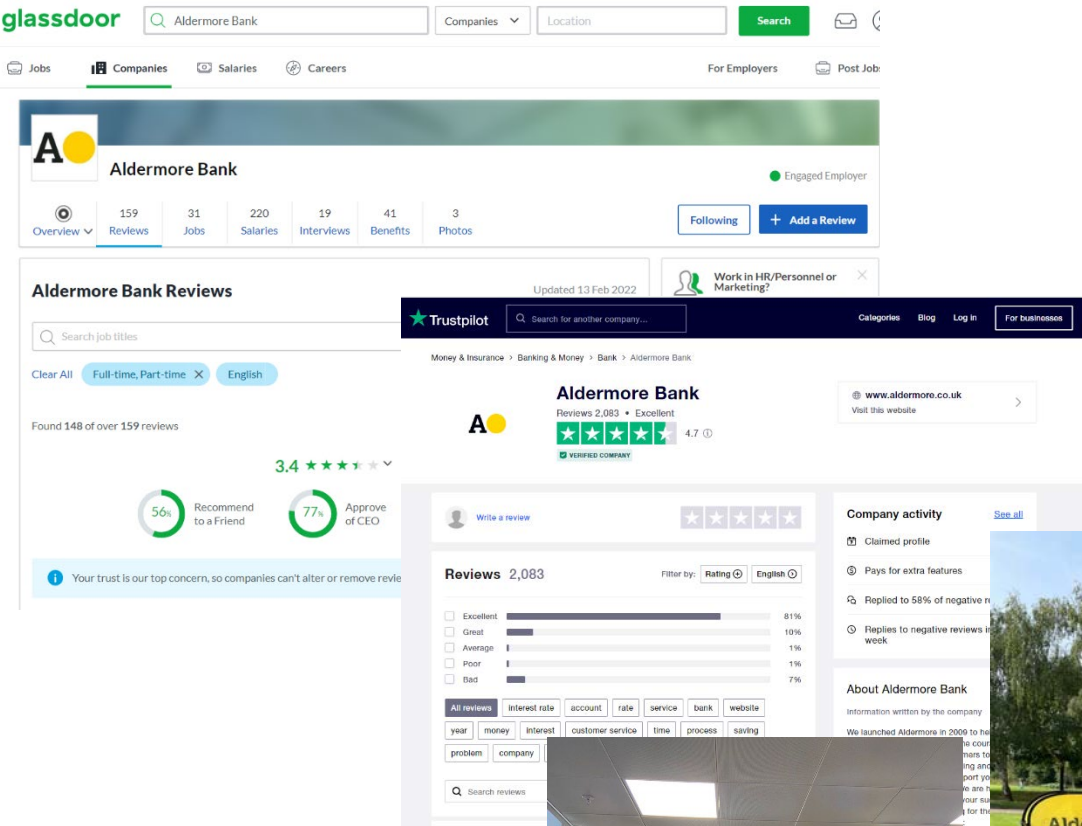
Metrics – how are we doing?



How do we look?
How do we sound?



Outside

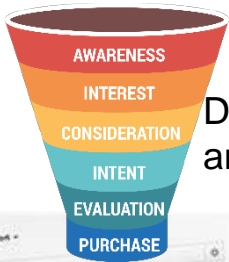


Customer, broker and colleague experiences

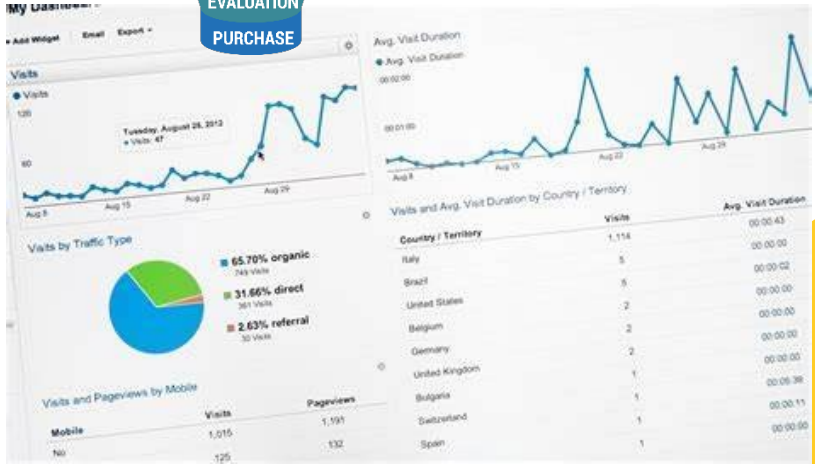


2021: The year of the broker

Brand building engagement and Collateral



Drives top of funnel metrics to grow pipeline and future customer growth.



How do we feel?



To be successful, brand from the inside out

Inside



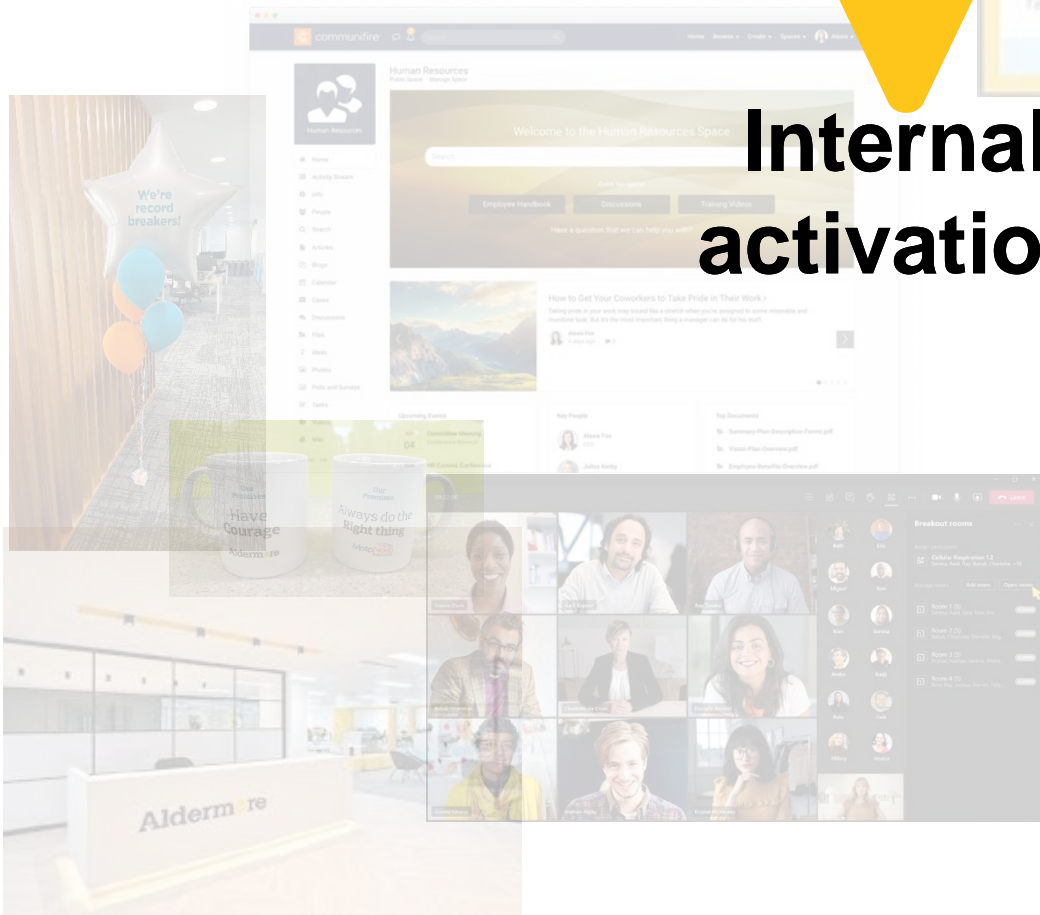
Adapted from 'The Cultural Web' (Johnson & Scholes, 1992)



CX principles – what do we promise?

| |  |  |  |  |
|------------------------|--|---|---|---|
| Principle | Hands-on management | Positive work environment | Growth opportunity | Trust in leadership |
| Clarity | Clear, transparent goals | Flexible work environment | Training and support on the job | Mission and purpose |
| Select to fit | Coaching | Humanistic workplace | Facilitated talent mobility | Continuous investment in people |
| Small, empowered teams | Invest in management development | Culture of recognition | Self-directed, dynamic learning | Transparency and honesty |
| Time for slack | Modern performance management | Inclusive, diverse work environment | High-impact learning culture | Inspiration |
| A focus on simplicity | | | | |

Internal activation

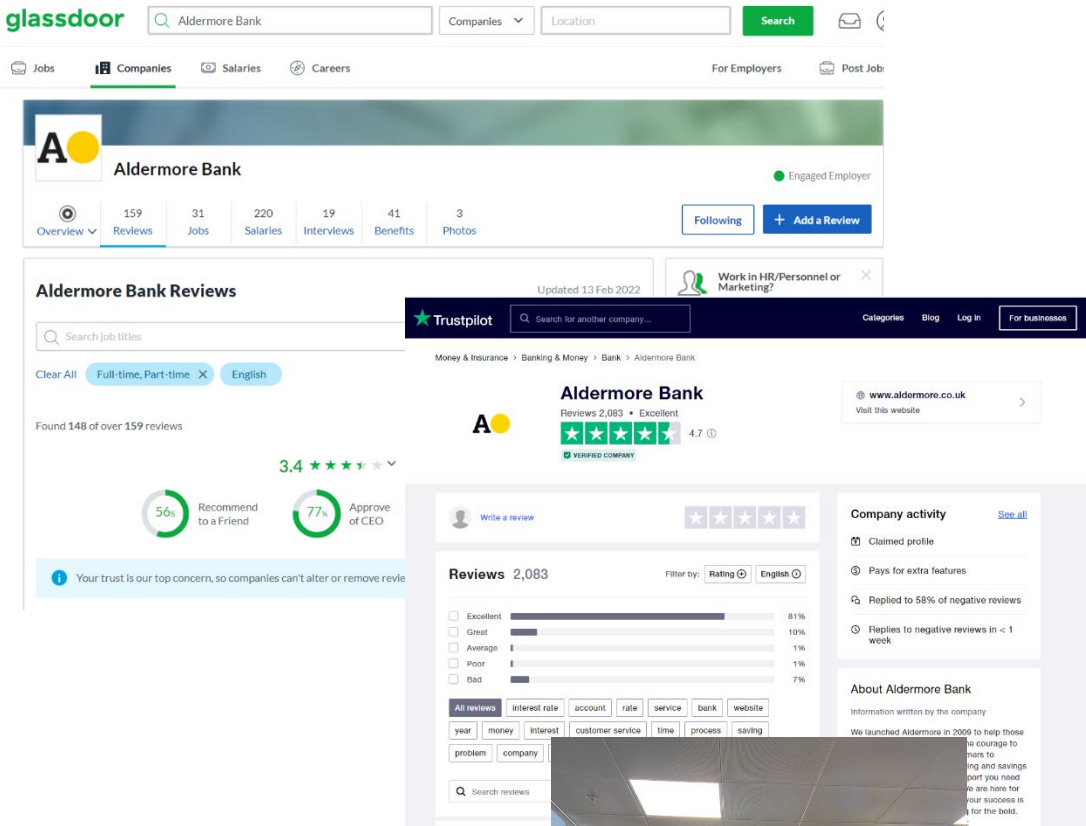


How do we feel?



How do we look?
How do we sound?

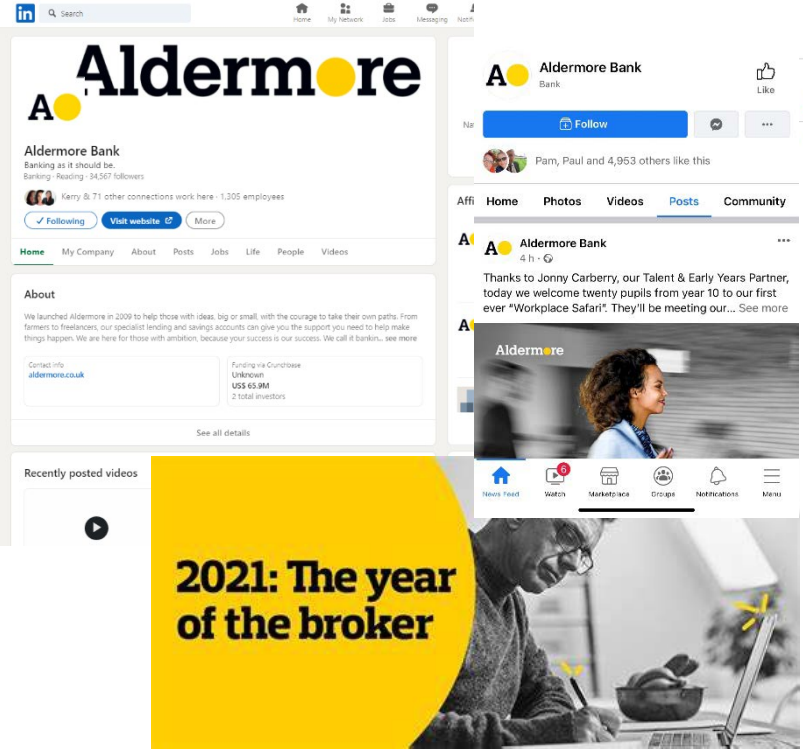
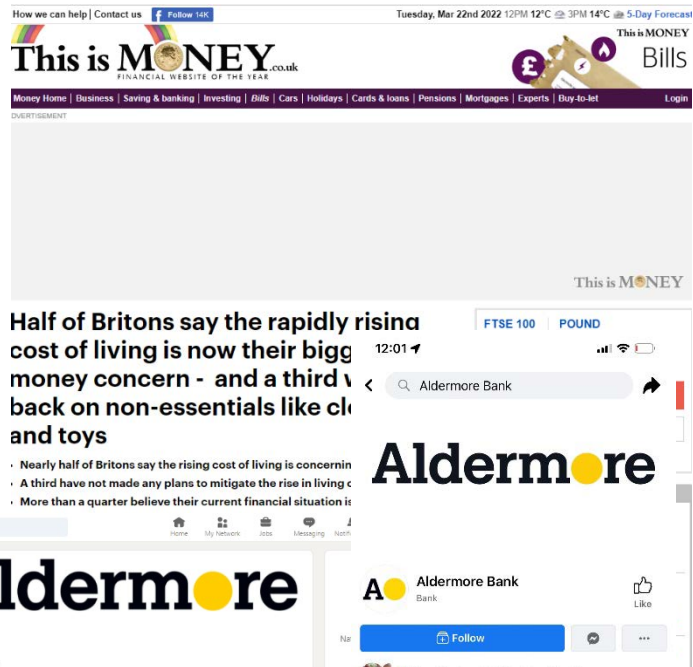
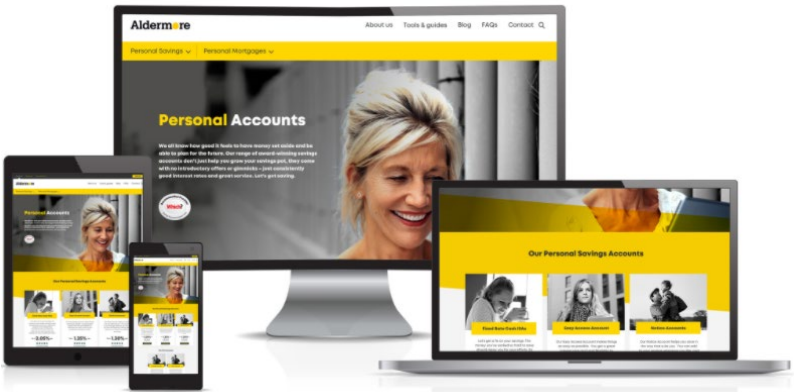
Outside



Customer, broker and colleague experiences

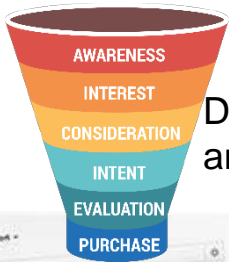


Digital estate and wider footprint

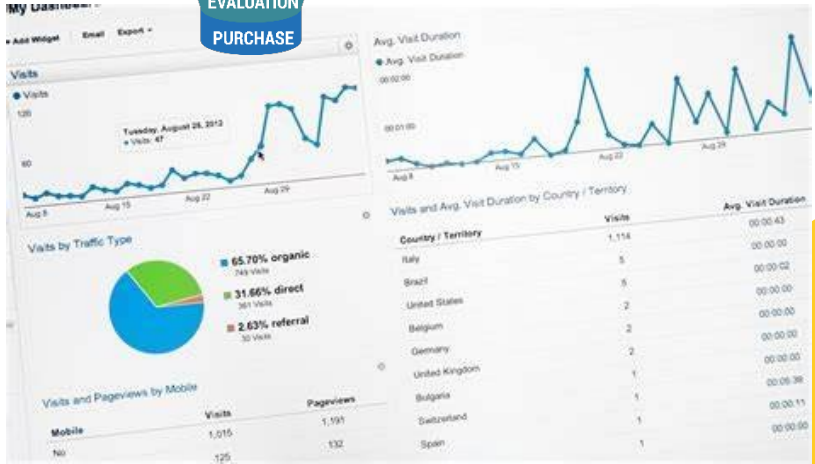


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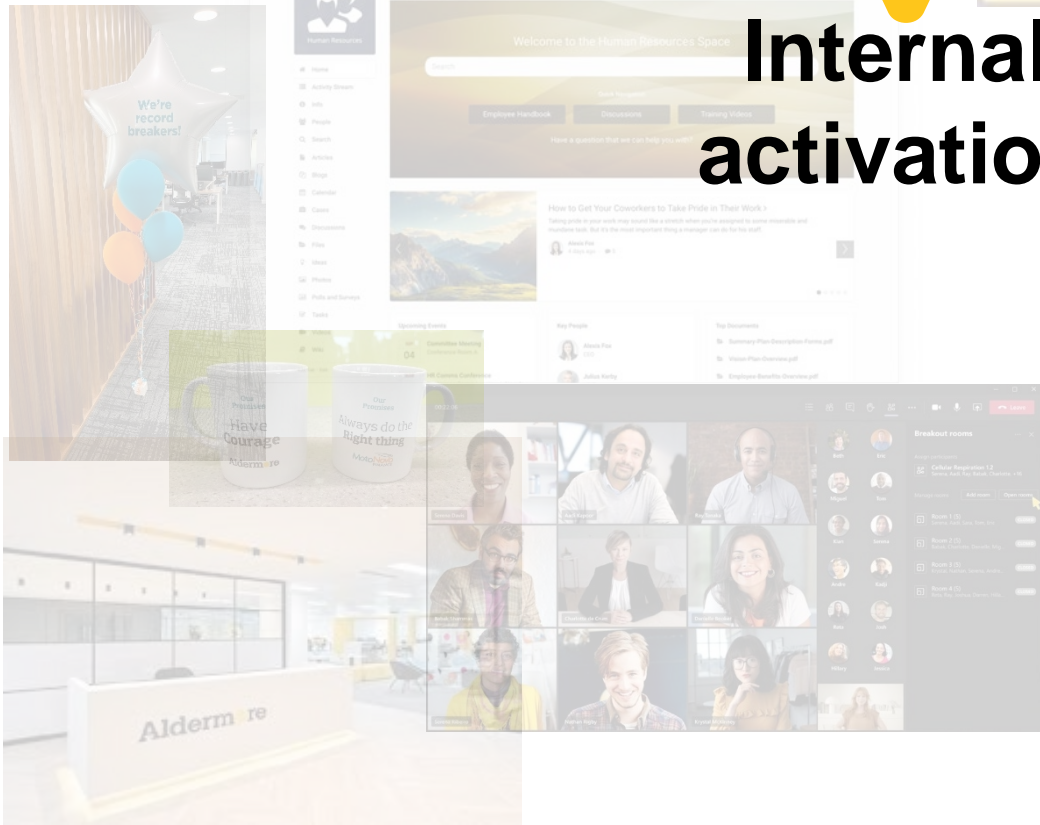
Adapted from 'The Cultural Web' (Johnson & Scholes, 1992)



CX principles – what do we promise?

| | Successful economy | Hands-on management | Positive work environment | Growth opportunity | Trust in leadership |
|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| Clear, transparent goals | Clear, transparent goals | Clear, transparent goals | Clear, transparent goals | Clear, transparent goals | Clear, transparent goals |
| Flexible work environment | Flexible work environment | Flexible work environment | Flexible work environment | Flexible work environment | Flexible work environment |
| Training and support on the job | Training and support on the job | Training and support on the job | Training and support on the job | Training and support on the job | Training and support on the job |
| Mission and purpose | Mission and purpose | Mission and purpose | Mission and purpose | Mission and purpose | Mission and purpose |
| Continuous investment in people | Continuous investment in people | Continuous investment in people | Continuous investment in people | Continuous investment in people | Continuous investment in people |
| Transparency and honesty | Transparency and honesty | Transparency and honesty | Transparency and honesty | Transparency and honesty | Transparency and honesty |
| High-impact learning culture | High-impact learning culture | High-impact learning culture | High-impact learning culture | High-impact learning culture | High-impact learning culture |
| Imagination | Imagination | Imagination | Imagination | Imagination | Imagination |
| A focus on simplicity | A focus on simplicity | A focus on simplicity | A focus on simplicity | A focus on simplicity | A focus on simplicity |

Internal activation

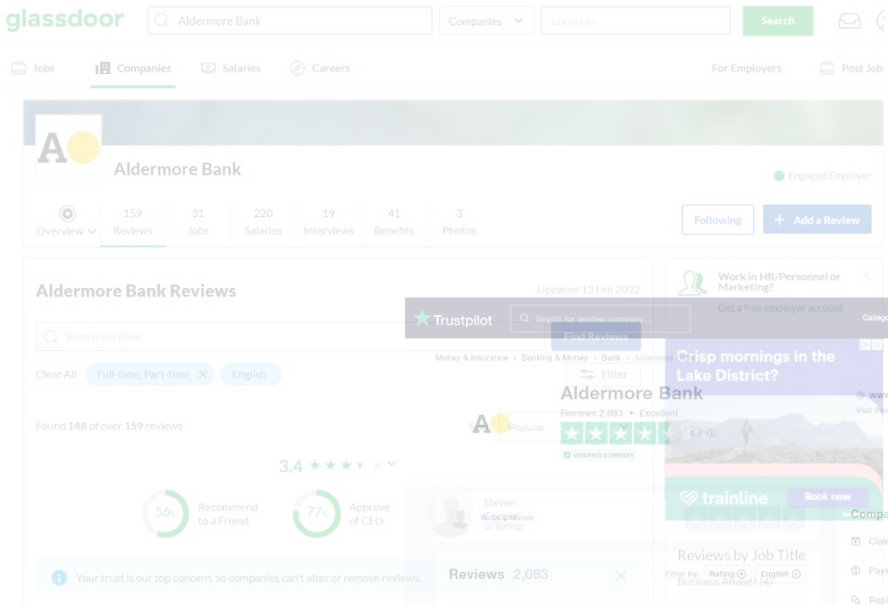


How do we feel?



How do we look?
How do we sound?

Outside

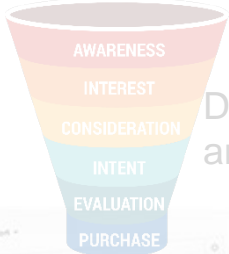


Customer, broker and colleague experiences

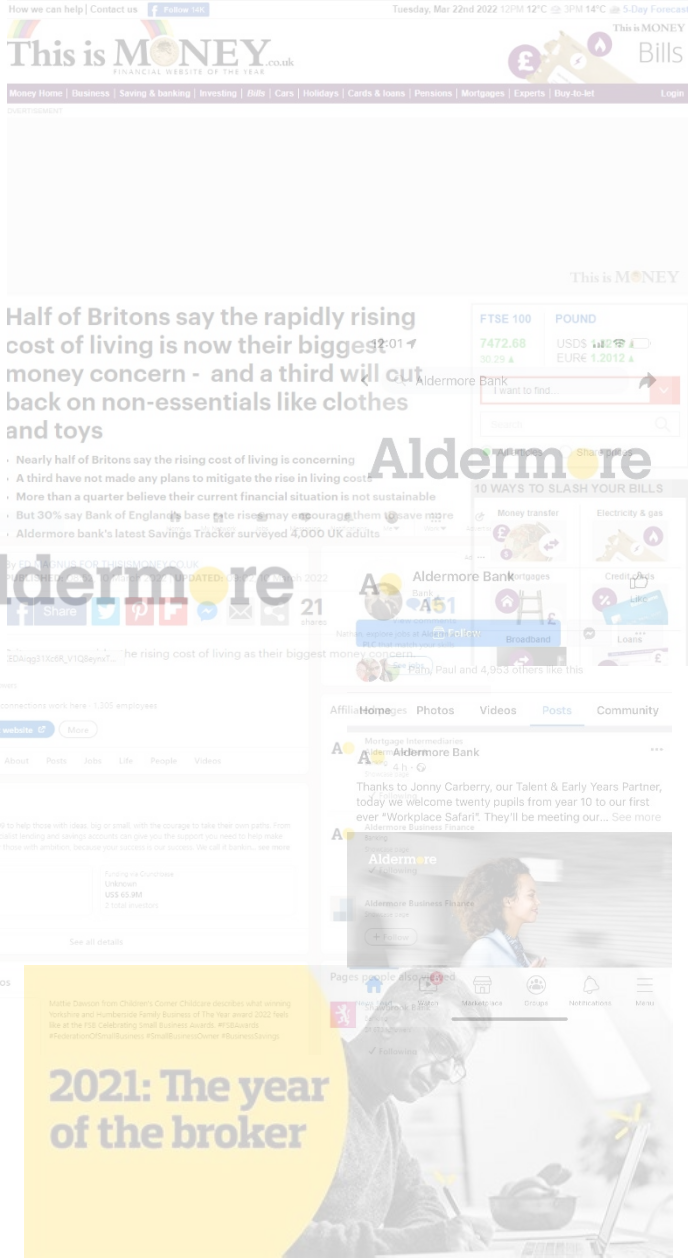
Digital estate and wider footprint



External activation



Drives top of funnel metrics to grow pipeline and future customer growth.

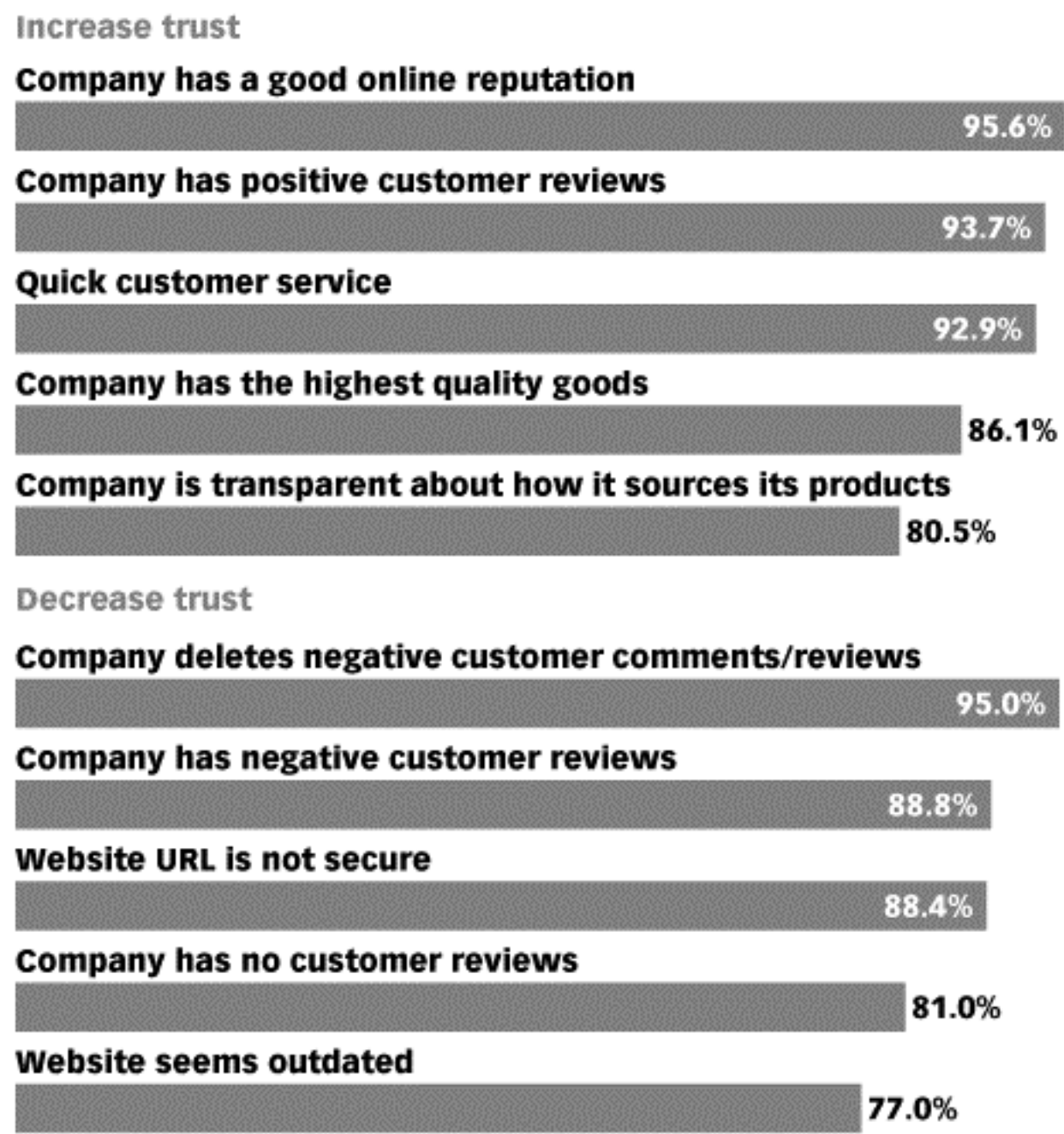


Brand building engagement and Collateral



What we say as marketers is no longer good enough

Leading Factors that Increase vs. Decrease Trust in Brands Among Digital Shoppers Worldwide, June 2019
% of respondents



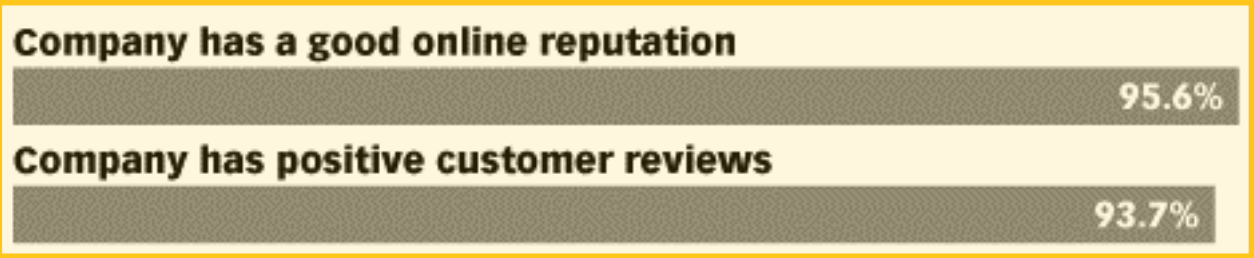
Note: ages 18-77 who shop online at least once per year; top 5 shown
Source: Trustpilot, "The Value of a Trustworthy Brand Reputation," July 21, 2019



What we say as marketers is no longer good enough

Leading Factors that Increase vs. Decrease Trust in Brands Among Digital Shoppers Worldwide, June 2019 % of respondents

Increase trust



Quick customer service



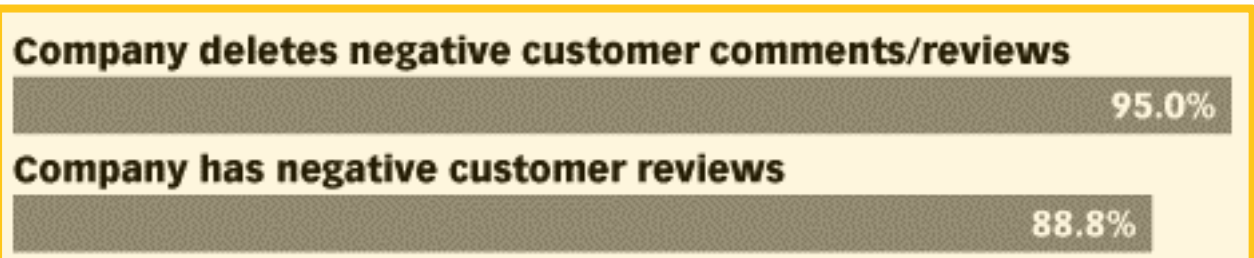
Company has the highest quality goods



Company is transparent about how it sources its products



Decrease trust



Website URL is not secure



Company has no customer reviews



Website seems outdated

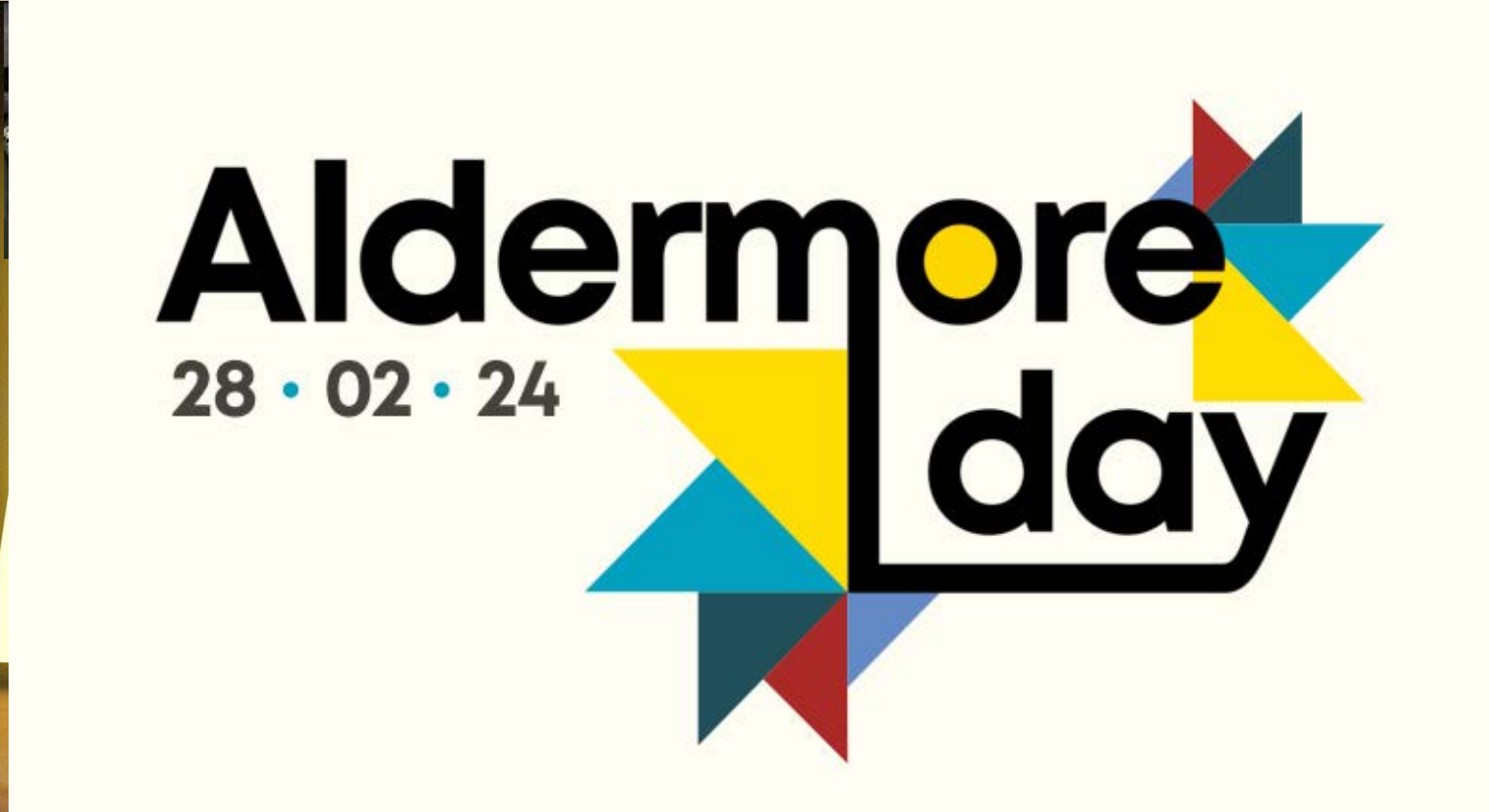


Note: ages 18-77 who shop online at least once per year; top 5 shown
Source: Trustpilot, "The Value of a Trustworthy Brand Reputation," July 21, 2019

The screenshot shows the Glassdoor profile for Aldermore Bank. The profile includes an overview section with company details: Aldermore Bank 3.7★, 1001 to 5000 Employees, Type: Company - Public (ALD), Revenue: \$100 to \$500 million (USD), Reading, United Kingdom, 5 Locations, Founded in 2009, Banking & Lending. The mission statement is: "Mission: Backing more people to go for it in life and business." The profile also features a "Company updates" section with a post from Aldermore Bank dated 23 June 2024, celebrating 15 years of the company. The post includes a photo of a woman and the text: "We're living in an increasingly open and tolerant world and, beyond being the right thing socially, DE&I is here to stay! Global corporate spend on DE&I was \$7.5 billion in 2020, projected to more than double to \$15.4 billion by 2026. Nicola Goldie, Head of Strategic Partnerships and Growth, explains how, with the right resources, you can create top-performing teams while harnessing the best of...". The profile also has a "Jobs You May Like" section with several job listings, including "Model Validation Analyst", "Finance Business Partner", "Model Validation Manager", "Product Owner", and "Senior Assurance Analyst".

The screenshot shows the Trustpilot profile for Aldermore Bank. The profile includes a star rating of 4.5, based on 4,832 reviews. The profile also features a "Reviews" section with several reviews, including one from Nathan Harrington dated 21 hours ago, which states: "Never a problem. I have never had any problems with Aldermore either when opening a fixed rate bond or on maturity. The interest rates are good too." The profile also has a "Company activity" section with several posts, including one from Paragon Bank dated 6,202, which states: "Brilliant experience. Great place to save money on a fixed rate. Once your rate is coming to an end, you're given options on what you can do to get another great interest rate. Brilliant." The profile also has a "People who looked at this company also looked at" section with several suggested companies, including Paragon Bank, Shawbrook Bank, and OakNorth Bank.





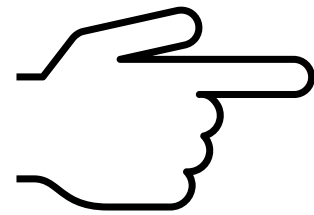


Winning hearts and minds



Understand

- I understand what brand is and **why it matters**
- I know **what we stand for** and why that makes us different
- I understand that **everyone has a role** to play in delivering our brand
- I know that bringing our brand to life will be an **ongoing process**



WHAT

Winning hearts and minds



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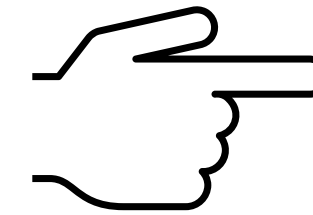
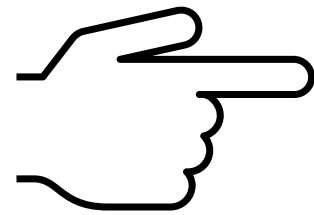
WHAT



Believe

- I can see the relevance of our brand to **our customers** and why it matters to them
- I can relate to our customer(s) and I feel good about the **real-life difference** we make to them
- I know where I fit in the business and why **my role** is important
- I know what I can do **personally** to deliver the brand now and in the future

WHY



Winning hearts and minds



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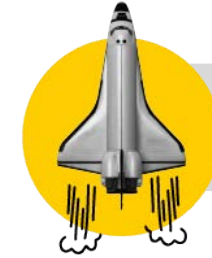
WHAT



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WHY



Deliver

- I feel **confident** to bring the brand to life through my behaviours and actions
- I have the tools I need to bring the brand to life and am **empowered** to use them for our customers and colleagues
- I am recognised for showing **behaviours** that demonstrate and support our brand
- I love seeing the **impact** we make as a team

HOW

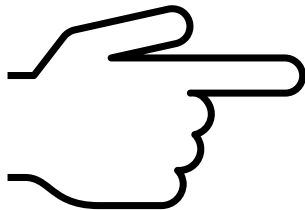
Winning hearts and minds



Understand

Tactics & Activities:

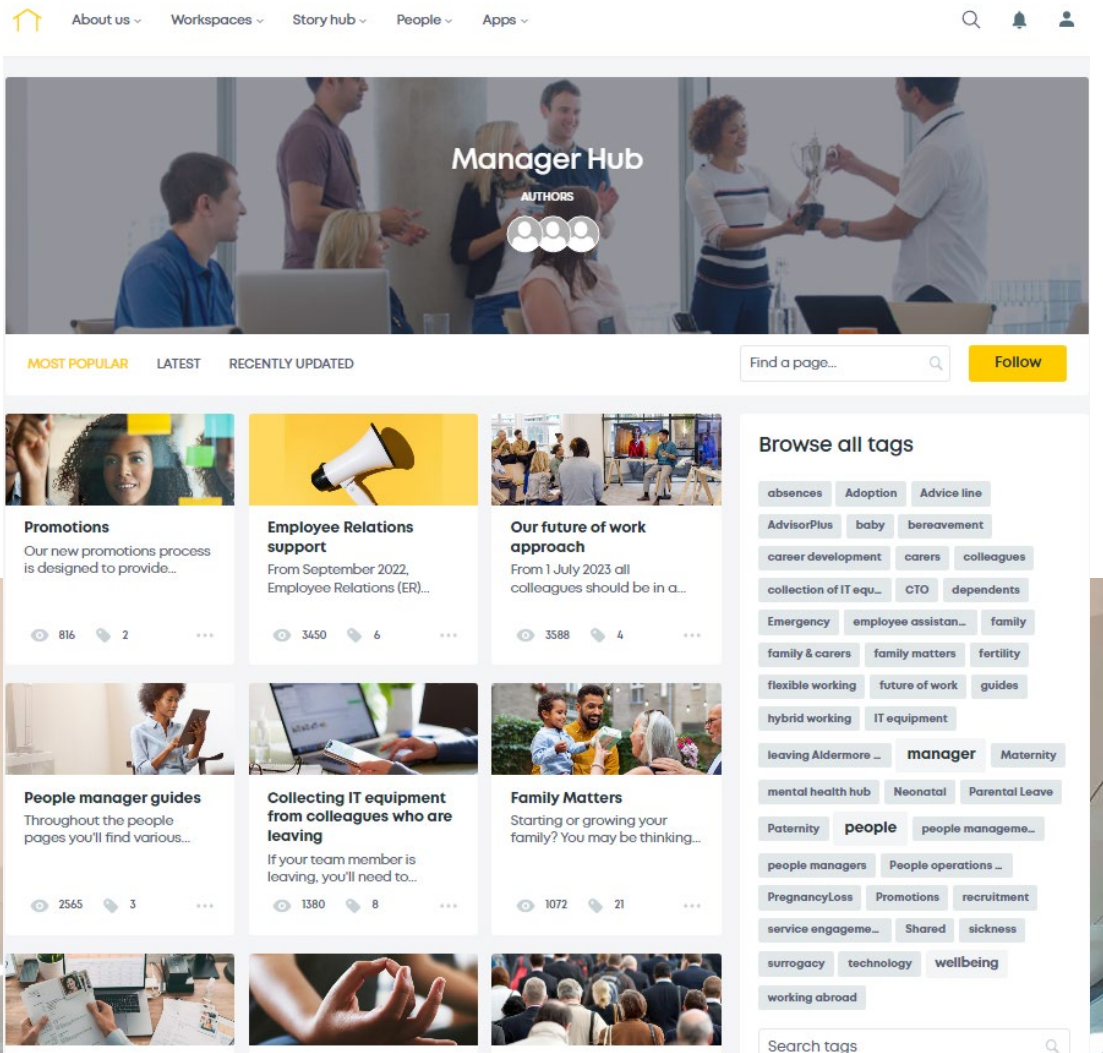
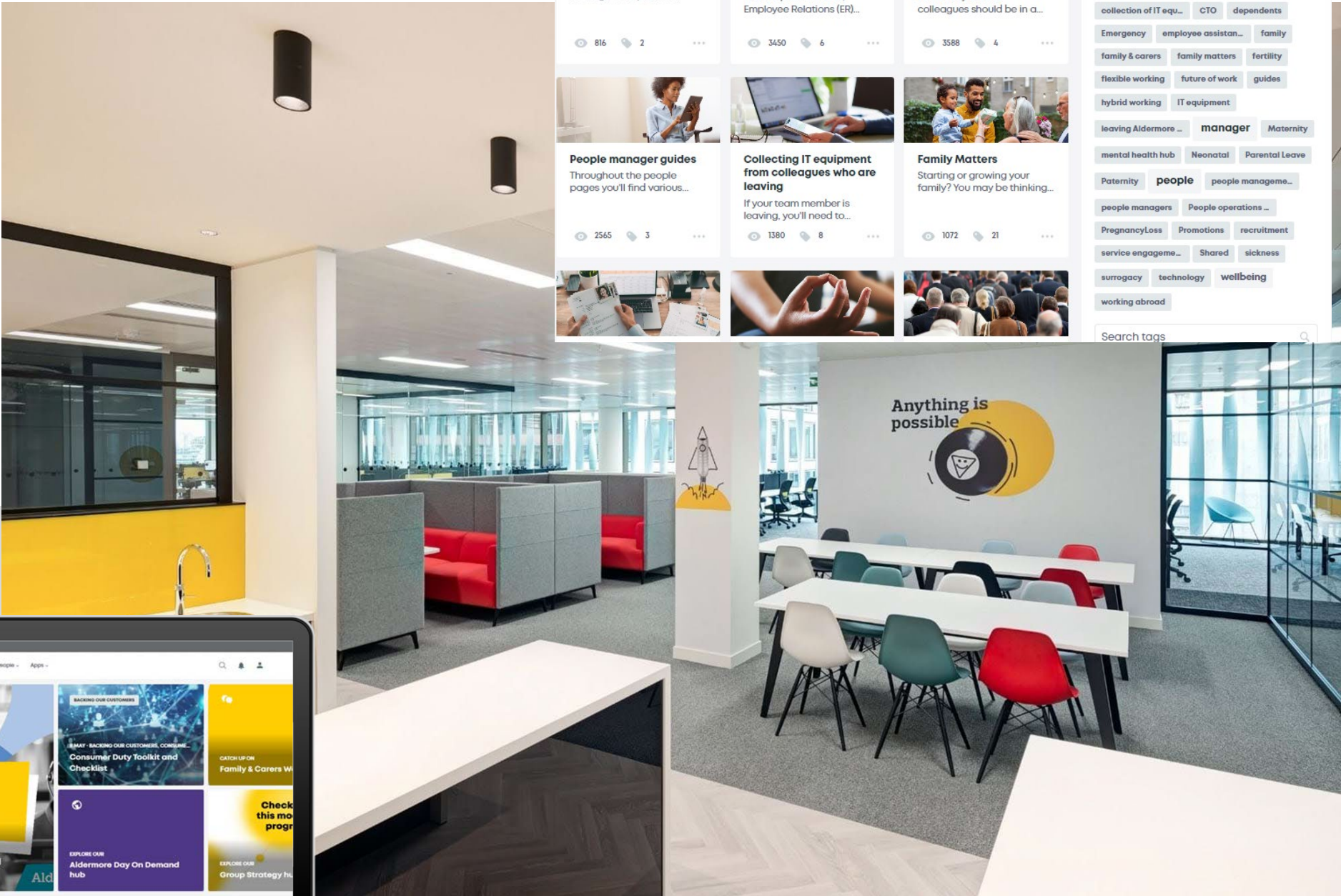
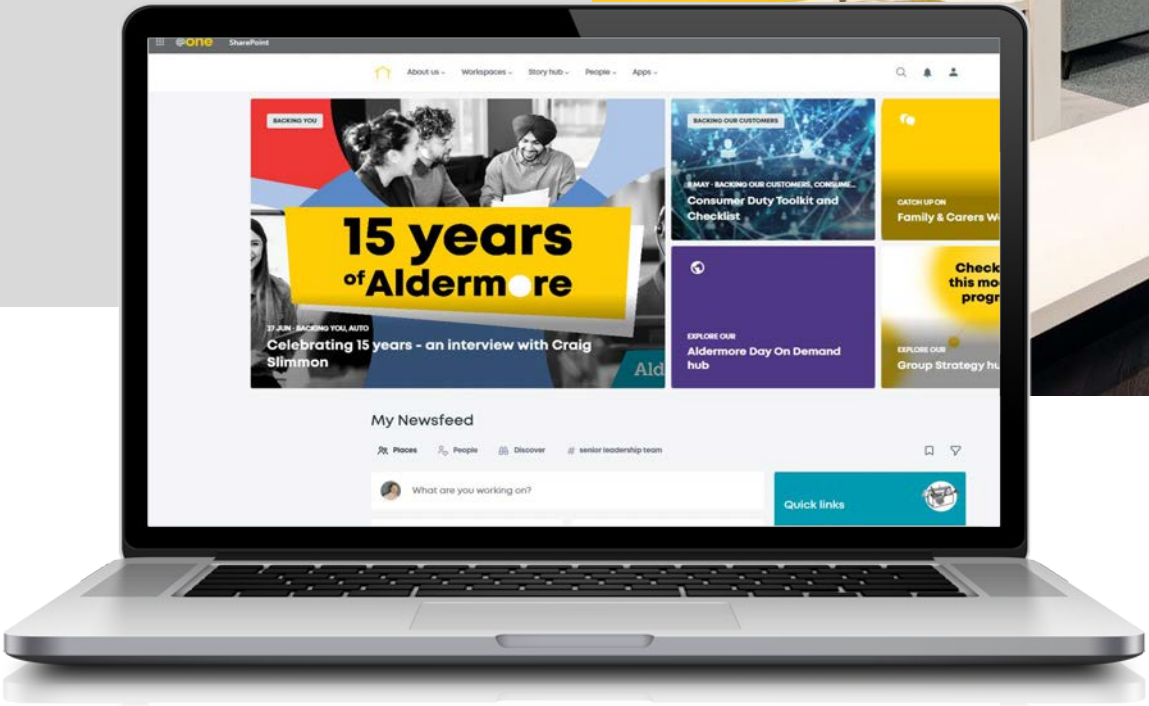
- Recruitment & EVP
- Onboarding – pre and post
- Exec – Defining and influencing behaviours
- Leaders & People Managers – Defining behaviours



Resources & Materials:

- Leaders Toolkits
- Physical and virtual cues
- Wall graphics/Office Messaging
- Screensaver/Desktop creative

WHAT



Winning hearts and minds



Understand

Tactics & Activities:

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Believe

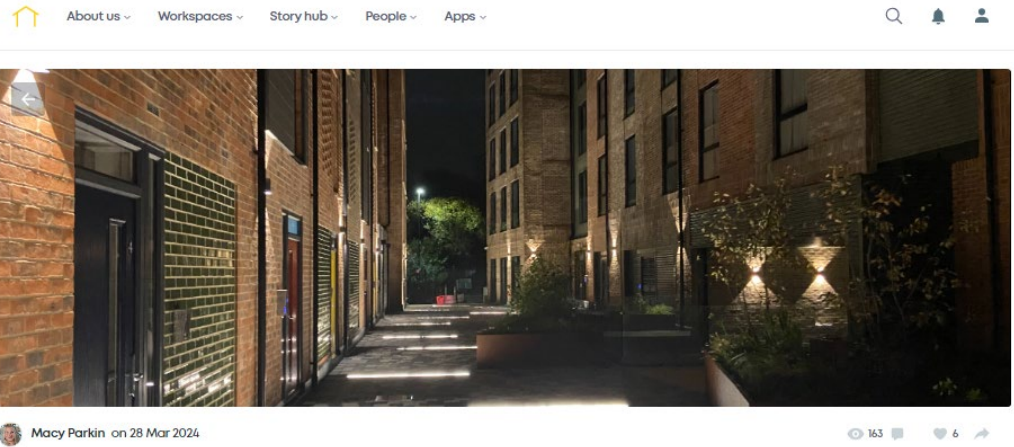
Tactics & Activities:

- Leader interviews
- Internal behaviours/values campaign
- Storytelling – colleague, customer, community

Resources & Materials:

- Customer stories and videos
- Customer personas
- Case studies
- Chat packs

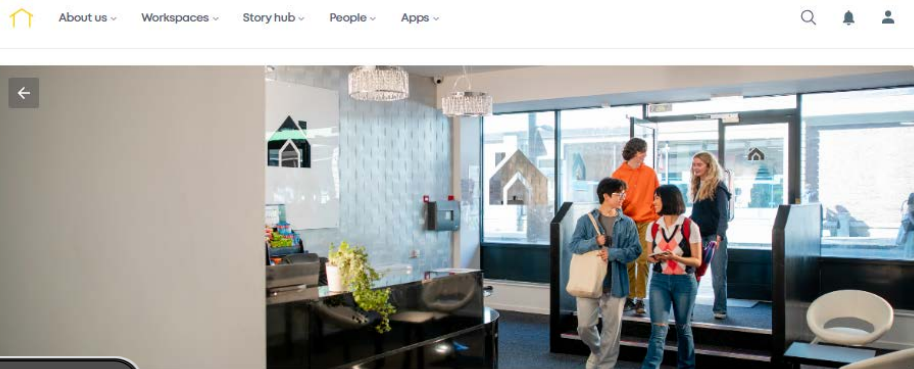
WHY



Building relationships that last: Supporting McIver Homes on their third deal

We're excited to share that we recently assisted McIver Homes Limited with a £6.1M long-term loan to refinance a 51-unit development, which is our third deal with the team.

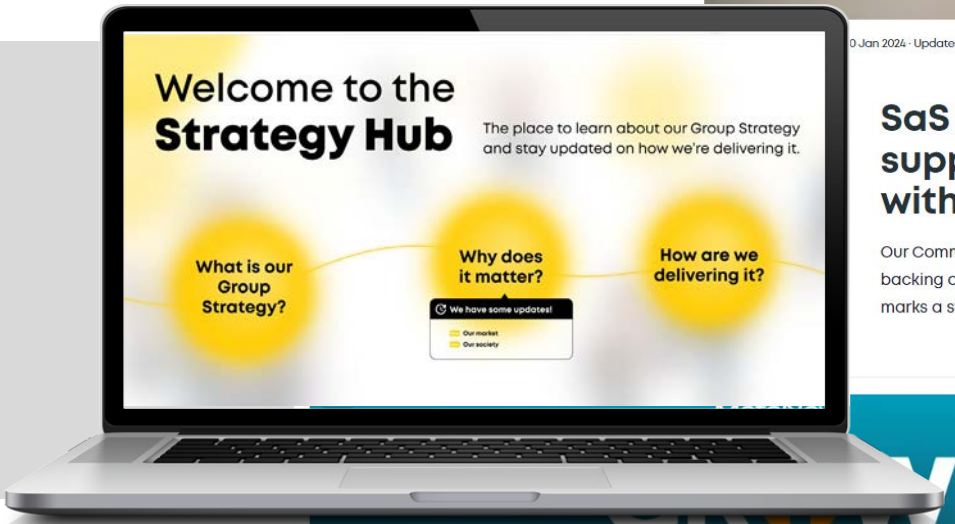
McIver Homes is a developer with over 25 years of experience within the building industry that specialises in building homes in the North East. We



SaaS strategy in action: supporting Pickard Properties with £47m deal

Our Commercial Real Estate team is thrilled to share our latest success in backing our client, Pickard Properties. The recent £47m loan not only marks a strategic shift towards larger deal sizes under our SaaS strategy

ships that last. ans from existing ment of Tetley Hall in a University of Leeds. erties Group is set to rtfolio of mixed-use sing, residential roperties.



Our GROW Network #inspireinclusion with our dealers and brokers

To celebrate International Women's Day, our GROW Network hosted an inspiring virtual event for our dealer and broker partners, welcoming key speakers from across the Motor industry to share their career journeys and own personal experiences.

Hosted by Ellie-Jayne Ryder and Giulia Devey from our Field Sales team, the event was jam packed with insightful panel discussions, from



Winning hearts and minds

Aldermore

Nathan Harrington,

you're making it happen!

I was recognised for exceptional performance in role modelling our core behaviours.

Start with why

Try it out

Crack it together

Think next need

YOU MAKE IT HAPPEN

#backingyou

WE'RE ON A MISSION TO
BACK MORE PEOPLE TO
GO FOR IT IN LIFE AND
BUSINESS

THIS ISN'T JUST
FOR CUSTOMERS.
IT STARTS WITH YOU

We've always been about
challenging the old ways of
banking and now we're challenging
the old ways of working too. More
trusting, more adult-to-adult

ALDERMORE BACK YOU BY

Prioritising purpose
and powerful conversations.

Treating you as an
individual not a resource.

Investing in managers
so you get a coach –
not a boss.

YOU MAKE IT HAPPEN BY

Seeing a great culture as
something you personally help
build.

Seeing honest coaching
conversation as the way to
progress

Having a passion for
building a better
future

IT'S YOU WHO MAKE IT HAPPEN

CERTIFICATE - CERTIFICATE
WORLD CLASS
MANAGER
CERTIFICATE - CERTIFICATE

PRESENTED TO
Nathan Harrington
For the completion of the World Class Manager programme
and demonstrating true value adding skills
for you, your team and your organisation.

Approved by Wayne Clarke
Founding Partner

CPD
CERTIFIED
The CPD Certification
Service

WORLD CLASS
MANAGER

About usWorkspacesStory hubPeopleApps

25 Sep 2023 · Updated 25 Sep 2023

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←

→

Congratulations to our Women of the Year

Congratulations to our Women of the Year award Winners! Each individual has earned their recognition for the consistent commitment and passion they put into their work and team everyday.

Aldermore

#BackinYou

Congratulations

to all our
Women of the Year
winners!

Woman of the Year - Claire Fussey

Special Recognition Award - Nicola Hill

Rising Star - Mazy Parkin

Championing - Victoria Frost

Connecting - Kelly Randhawa

Courageous Women - Amy Jones

Culture Champion - Shamala Madhley

Community Champion - Helen Jones

Caring - Philippa Langley

Ally - Paul Levy

Deliver

Tactics & Activities:

- Leader and manager workshops – Defining and Influencing behaviours
- Recognition programme and campaigns
- Behavioural framework
- Performance Management Framework

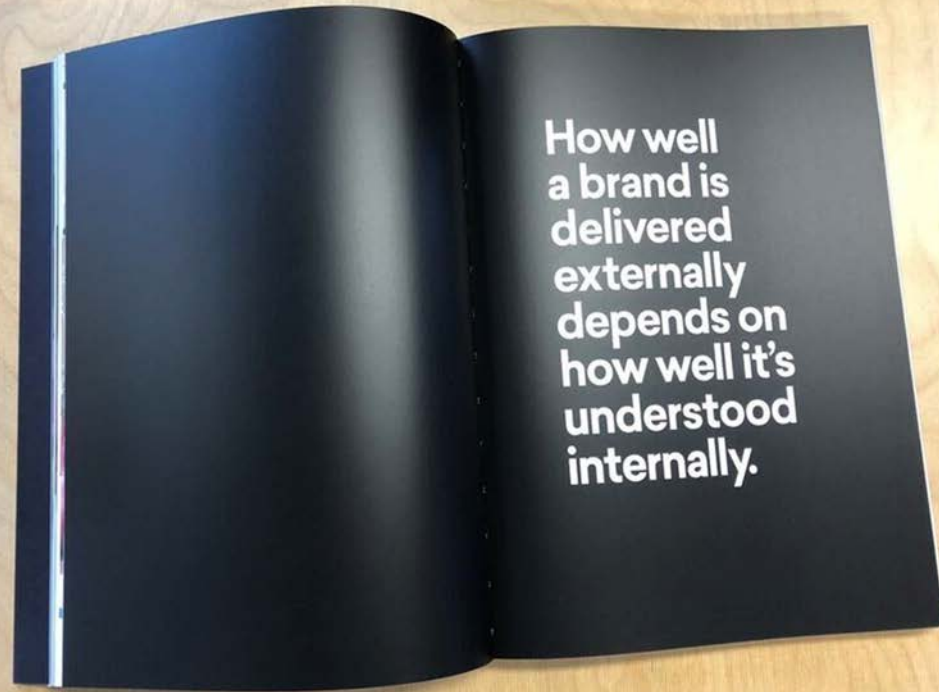
Resources & Materials:

- Leaders toolkit
- Branded Recognition GIFs
- Recognition Templates
- Recognition Awards

HOW

A

So lets recap...

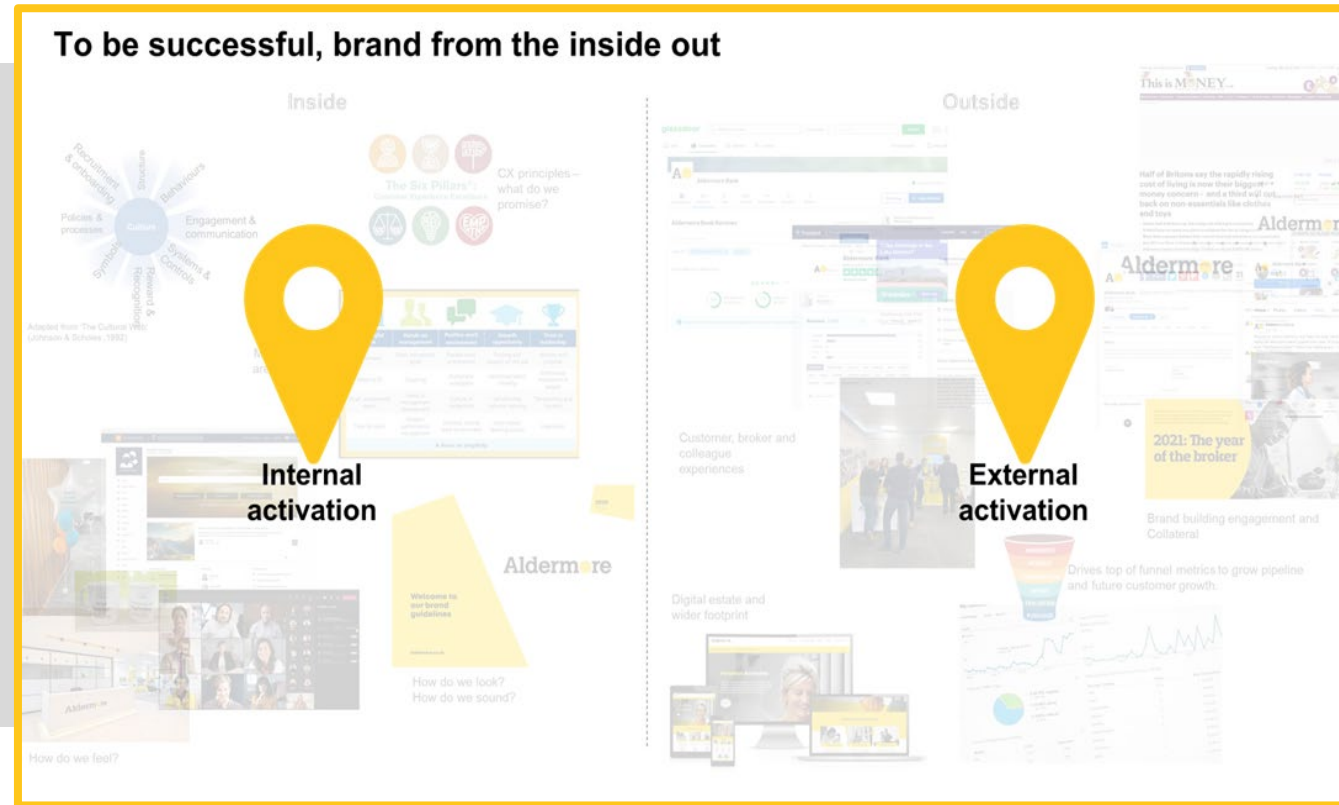
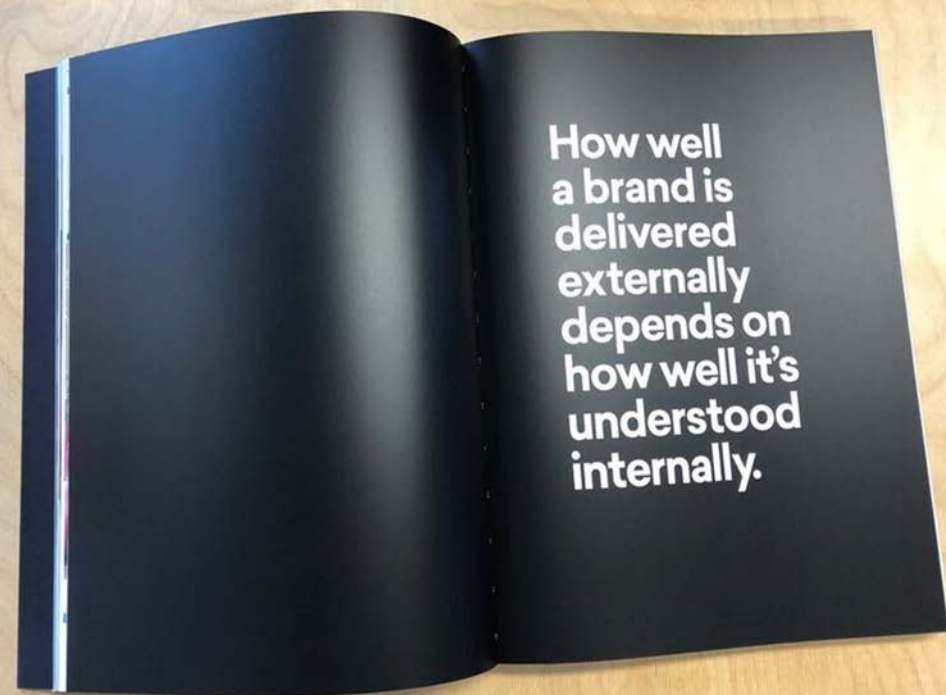


- Be clear **how you connect** your internal story, purpose, narrative to your external brand – purpose v proposition

Don't see them as separate – **they are the same**

- Build your network internally to **drive the right conversations**

So lets recap...



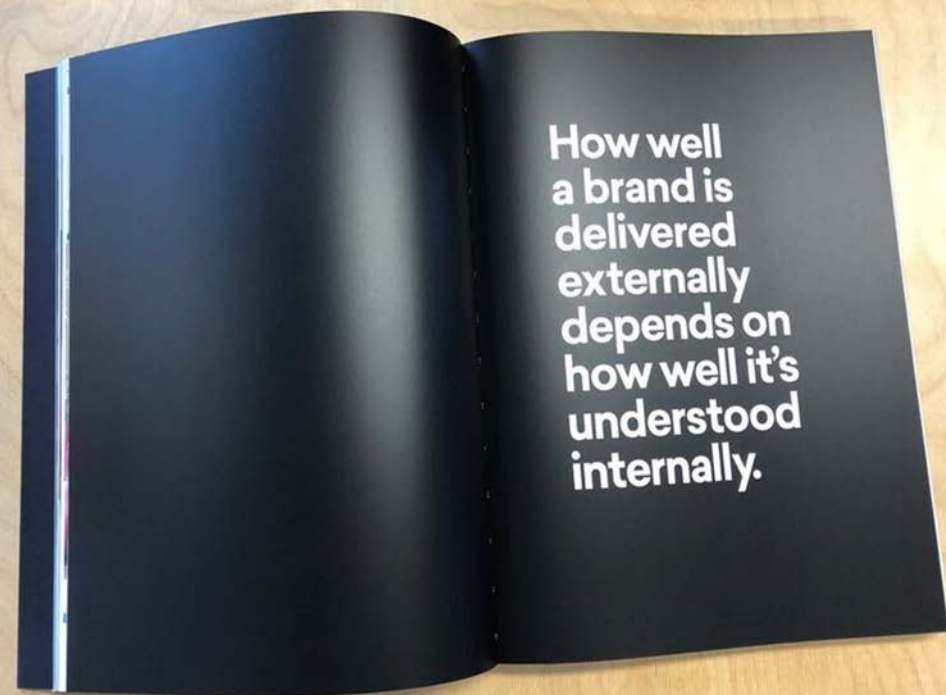
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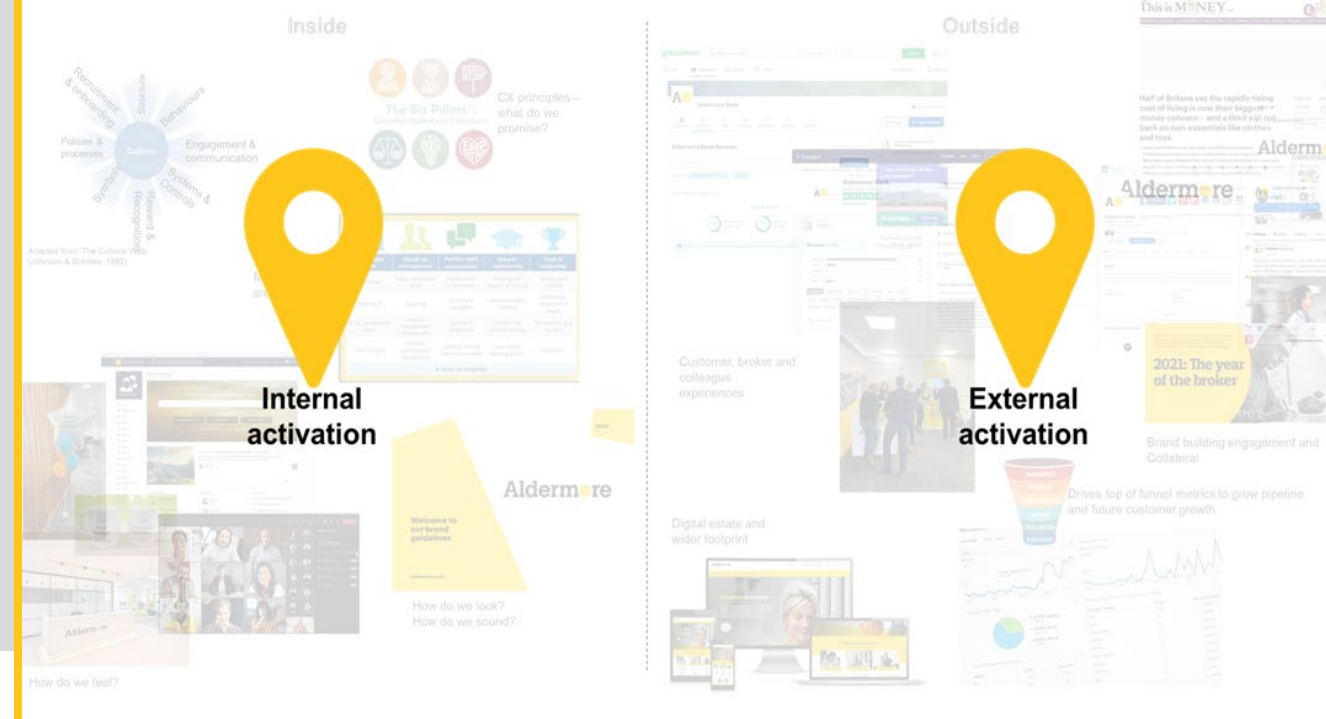
- Focus your efforts where value is created
- Work **across your organization** – think colleague and customer
- Bring your customers in, take your people out
- Create **closeness and fusion**

So lets recap...



- Be clear **how you connect** your internal story, purpose, narrative to your external brand
Don't see them as separate – **they are the same**
- Build your network internally to **drive the right conversations**

To be successful, brand from the inside out



- Focus your efforts where value is created
- Work **across your organization** – think colleague and customer
- Bring your customers in, take your people out
- Create **closeness and fusion**

Winning hearts and minds



- Take your people **on a journey** – apply funnel thinking
- Lead **from the front**, lead **from the top**
- **Begin small**, make incremental changes
- **Measure** as you go – feedback, anecdotal and measured

Now it's your turn



Thank you



Aldermore