

Lloyds TSB Commercial Finance

Delivering culture change through brand alignment

Client Issue

Lloyds TSB Commercial Finance is a subsidiary of Lloyds TSB Bank and for over 40 years has been a specialist in providing asset finance, employing around 10,000 staff in the UK. Following a period of acquisitions and significant change, the organisation needed to conduct an internal review to assess its employees' understanding of the brand and their perceptions of the new business.

Lloyds TSB's objective was to become a truly customer-driven organisation. It needed to embed its core vision and values by providing a structure to support the way its employees implemented business change, dealt with each other and treated customers.

Grass Roots Solution

Grass Roots initially set-up a series of focus groups with internal staff to test their understanding of the organisation's brand values. Using the outputs from this research, employees were then further involved in the identification of key behaviours relevant to their own roles, which would enable them to live the values in the workplace. To recognise employees who demonstrated these values and key behaviours, Grass Roots devised the 'Star Valuing People' programme, where peers and managers could nominate colleagues they felt had demonstrated these behaviours in their day-to-day interactions either with each other, or with customers.

The programme was communicated via a mix of different media, including the intranet, posters, desk-drops and an interactive team game using giant playing cards displaying the values, commitments and 'think' statements. Top performers were recognised monthly and quarterly through a choice of experience-based awards, with the annual winners enjoying VIP trips to top music industry events.

Results

After a three-month pilot, it became clear that the programme was having a positive impact on the behaviours of those taking part, who all felt it was providing a common vision and set of values for the business. As a result, it was rolled out to the entire Commercial Finance team.



 **Lloyds TSB** | Commercial Finance