

**Indymac Bank
Branding Initiative
2003-2006**

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LMU Brand Management

Introduction

Getting to Know You

LMU Brand Management

**Are You Smarter Than the
Average Senior Manager?**

LMU Brand Management

Indymac Bank Branding Initiative High Level Overview

- **Status in 2003 – Where we were**
- **Market Research – Where we needed to go to grow business and build market share**
- **Corporate Logo (*separate project*)**
- **Creative Development Based on Research Results**
- **Focus Group Testing**

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Indymac Bank Branding Initiative

- **Senior Management Approval**
- **Final Creative Development & Production**
- **Internal Launch**
- **External Launch Across Media**
- **KPIs, Measure and Track. Refresh Creative. ROI.**

Indymac Bank Branding Initiative

Brand Status & Communications

September, 2003

“Lending solutions as unique as you are” current campaign

- **Address market growth, greater competition, technology**
- **Strategy**
 - Change positioning of Indymac Wholesale Lending (b2b)
 - move perception from being only an Alt-A lender to one with full product suite
- **Communication execution**
 - heavy copy
 - product information and focus
 - technology emphasis

Indymac Bank Branding Initiative

Market Research Project

Where does the brand & communication need to go?

November, 2003

Value Analysis Research Study - Message Factors

Qualitative Survey – 200 brokers (ascertain key issues)

Quantitative Survey – 600 brokers (Indymac, WaMu, Countrywide,

Purpose to: Greenpoint, Homecomings, BofA)

(Market landscape information)

1. Understand what customers, prospects, competition

- value
- need
- want
- why they are or are not using Indymac
- perceive Indymac to be

Indymac Bank Branding Initiative

(Market/Marketing Analysis for Communications & Positioning)

2. Provide information to create a true Indymac brand

- Positioning, market differentiation
- Build a new marketing strategy and tactics
- Create value proposition and communications platform
- Accurate segmentation and targets
- Opportunities to create value for customer acquisition and retention
 - Target at-risk customers to retain
 - Target other companies' at risk customers to gain market share

Indymac Bank Branding Initiative

(Marketing programs & infrastructure brand support)

3. Provide market information for tactical initiatives to leverage and deliver brand promise and gain market share by:

- Maintaining strengths in basics
- Shoring-up weaknesses in basics
- Improving value attribute strengths
- Leveraging value attribute strengths

What Should This Company Do To Improve Its Business?

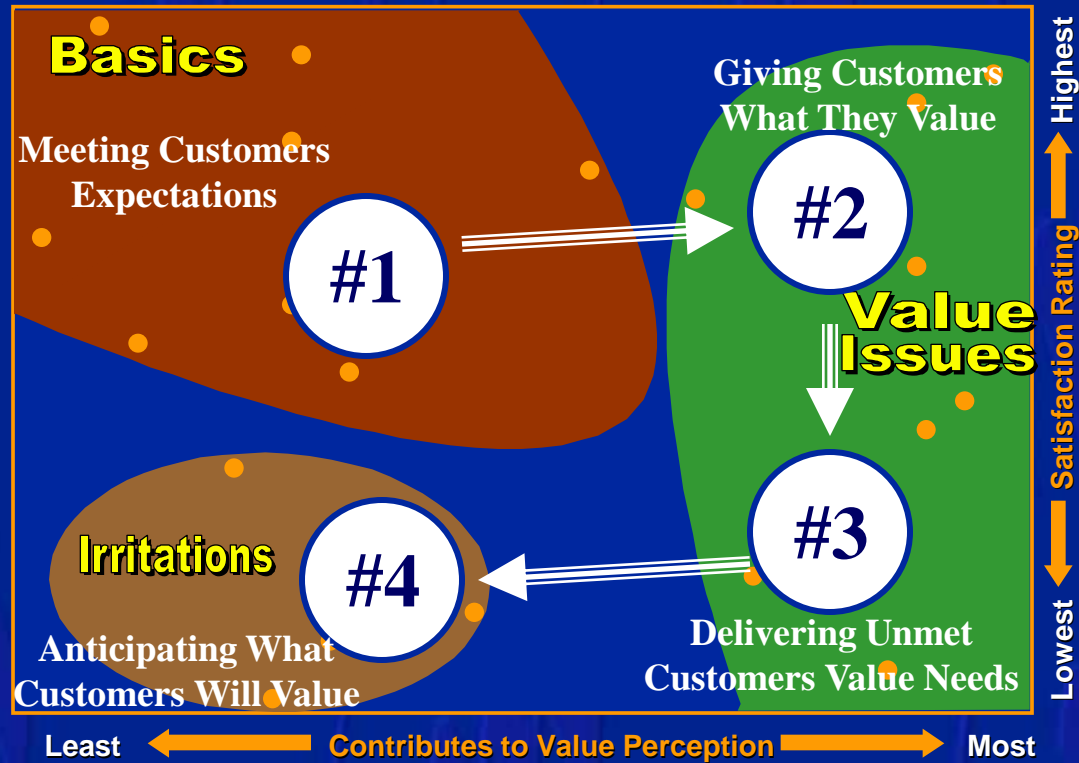
Follow the Path

- Meeting Customer Needs (Today's Brand)

1. Be competitive on the Basics
2. Deliver on the Current Value Theme

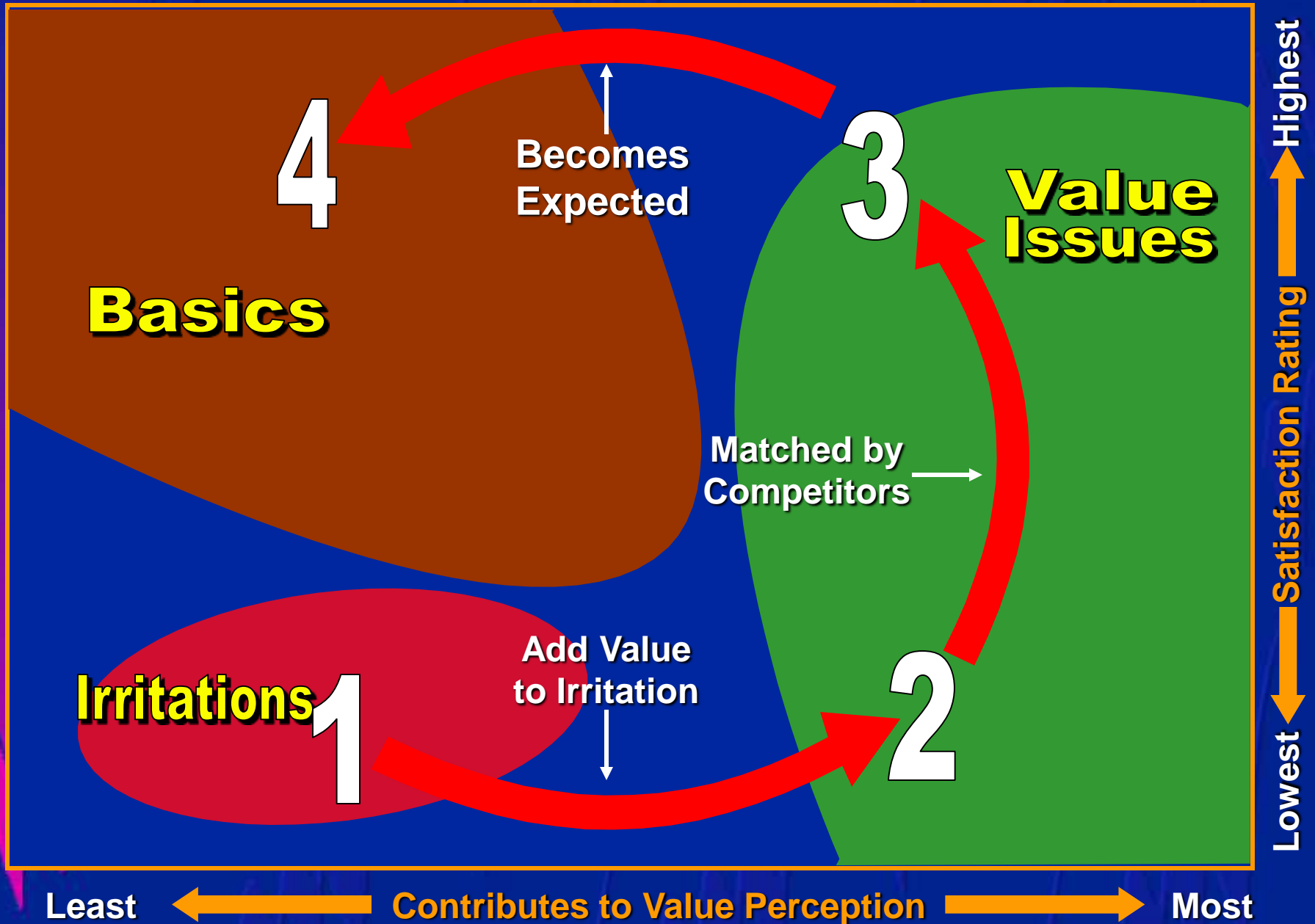
- Anticipating Customer Needs

3. Structure to deliver on unmet value needs
4. Plan for the Emerging Value Theme

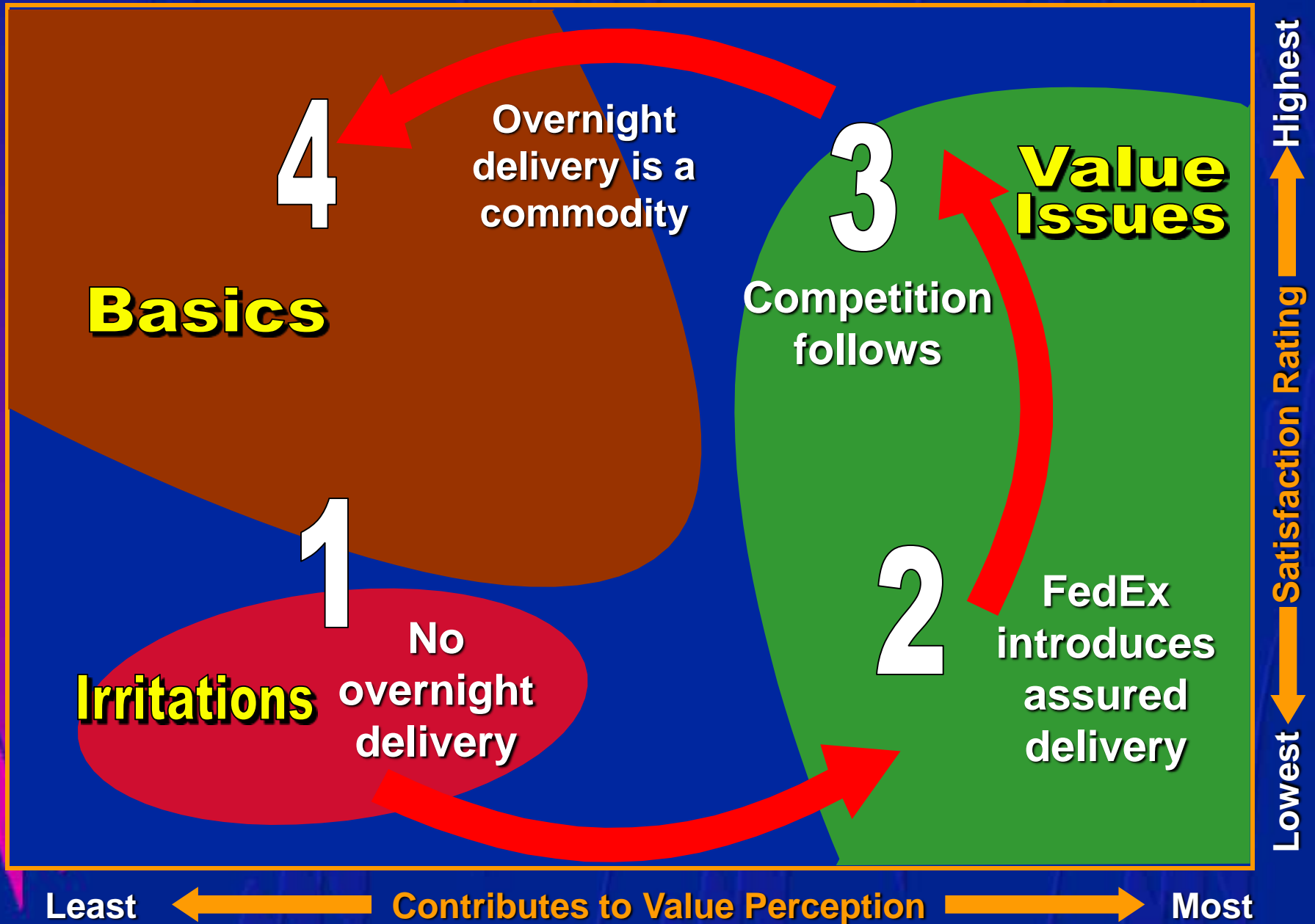


The Value Curve

How Issues Move Over Time

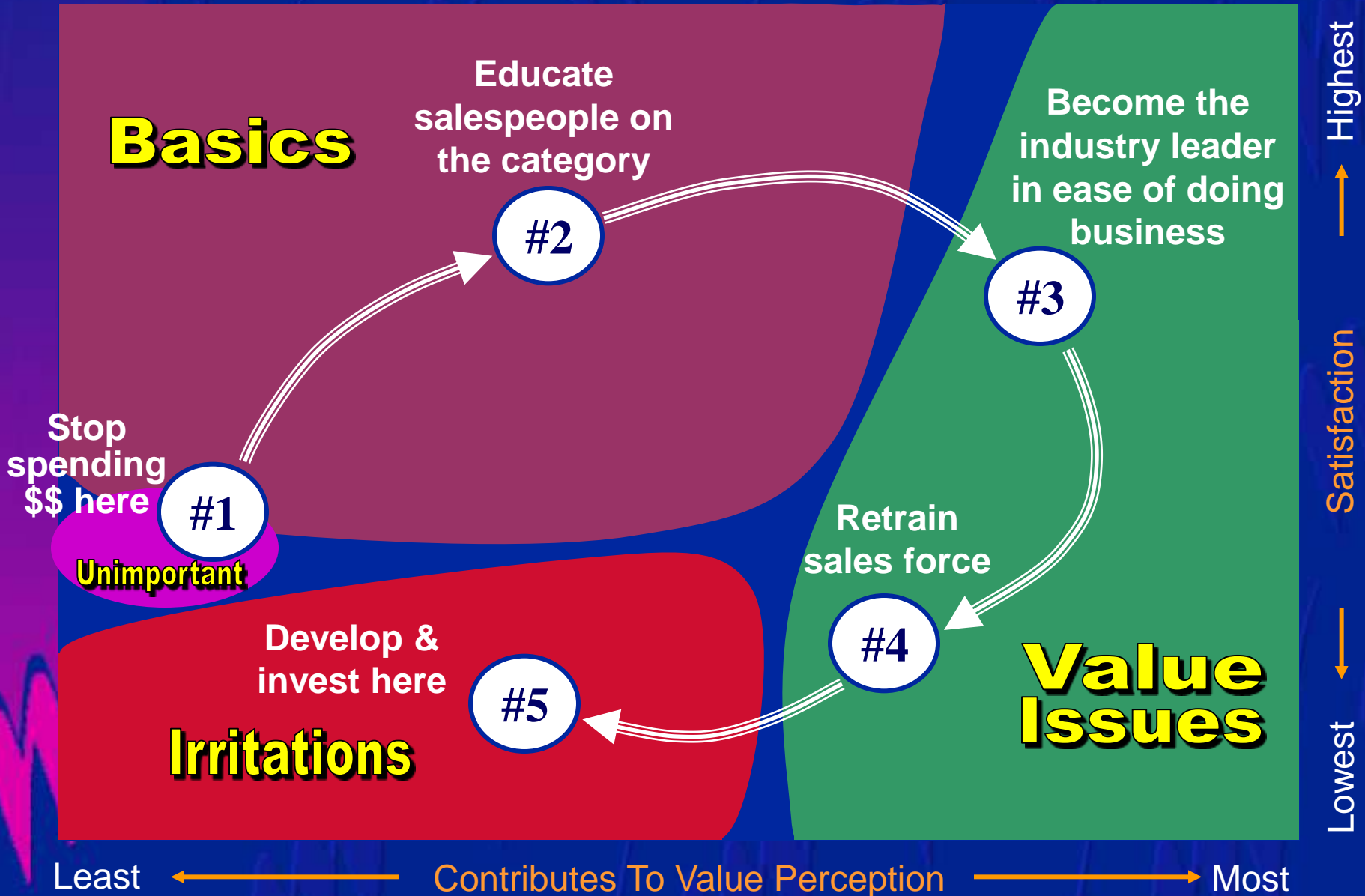


The Value Curve For Overnight Delivery



Priorities For Action From the Perspective of Customers and Prospects

— Priorities —



Indymac Bank Branding Initiative

Value Analysis Research Results January, 2004

- Perception of Indymac and major competitors in the market
- Values and needs of our customers to remain loyal
- Revised creative execution to reflect results/themes:
 - Technology now a basic cost of entry
 - New positioning: technology to make you more productive
 - Customers (Brokers) Value high-touch service. Will change customer perception of Indymac, more loans, grow market share.
 - New positioning: Indymac provides customer-focused service *and* full suite of products (benefits) for end-consumers to help grow brokers' business

Indymac Bank Branding Initiative

Brand Horizon Research Results Competitive Positioning Communications Landscape March, 2004

- Information on logos, taglines, positioning of major players in financial services category
- Words “**power**,” “**partner**,” and “**relationship**” over used and bankrupt
- Core *desire for brokers*: “I want an AE who is in it with me, who can help me solve mortgage issues easily and quickly, because that is what I need to be successful.”
- Compelling *truth for Indymac to address the core need*: “Our best-of-breed AE’s and operations people have the backing, products, knowledge & technology to make doing business with Indymac easier than any other company.”

Indymac Bank Branding Initiative

**Internal Wholesale Lending Restructure,
Shift Positioning & Focus Current Communications
March, 2004**

- Initiatives based upon Value Analysis results
- Addressed 3 key customer issues:
 - Appreciates your business
 - Technology helps you be more productive (more money)
 - Easy to do business with (sales and service delivery)

Indymac Bank Branding Initiative

Corporate Logo Initiative

June, 2005

- Corporate Marketing hired new corporate advertising agency, The Designory

September, 2005

- New logo approved and graphics standards created

December, 2005

- New logo launched

Indymac Bank Logo Evolution



Countrywide
Mortgage
Investments, Inc.

1993



IndyMac
Mortgage
Holdings, Inc.

1997



IndyMac Bank.

2001

2005

New logo reflects Indymac of today:

- Innovative
- Contemporary
- Smart

Modern design:

- Business-like grey
- Not your typical bank blue



IndymacBankSM

Indymac Bank Branding Overview

Brand Equity Retention, Strategy Finalized, New Wholesale Lending Positioning December, 2005

- New interim look to “Lending Solutions” campaign retain brand equity and incorporate new logo
- New campaign strategy developed with “issues/solutions” format and messaging
- New positioning for Wholesale Lending based on research findings

***“For every borrower there is a solution.
For every originator, there’s Indymac.”***

Indymac Bank Branding Overview

Focus Group Testing Current & Future Positioning & Creative January, 2006

- **3 focus groups with target market customers to:**
Provide feedback on current advertising landscape
Indymac and competition (WaMu, Argent, Countrywide, Impac)
- **Test 4 new Indymac creative executions**
- **Result**
 - “Let the fund begin” tagline
 - “Many people, many solutions” creative & positioning
 - Both executions resonated strongly with target (brokers)
- **Senior Management Approval (“Sell It”)**
- **Final Creative Development & Production**

Indymac Bank Branding Initiative

- **Internal Launch**
- **External Launch**
- New look, positioning, marketing strategy and campaign
 - Print Ads (April)
 - Email Campaign (April)
 - Collateral (June 1)
 - Promotional Items (June)
 - Online Ads (July)
- **KPIs, Measure and Track. Refresh Creative. ROI.**

Indymac Bank Brand Evolution



Pretty, painterly, did not communicate what Indymac was as a company.

Quit faxing around.

Our online technology makes old school subprime obsolete.

IndyMac Bank's technology has already revolutionized the lending industry. Now we're putting our knowledge and experience to work on subprime. With programs such as QuickPrice™ and e-MITS™, you can find the best price, apply online and get a decision literally in minutes. Which means you can process these loans faster and easier, allowing you to close more loans. And you know what that means — an idea that's never out of date.

Raise your expectations.™

IndyMac Bank.
B2B Lending
www.indymacbank.com
1-866-631-2378

To learn more, visit our booth at the annual NYAMS convention.

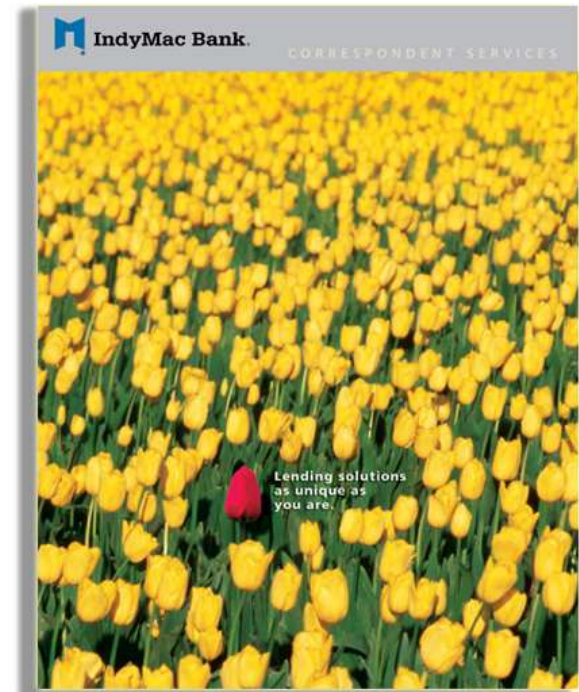
Technology focus. Corporate tagline but no corporate brand.

Indymac Bank Brand Evolution

From This...



To This...
Lending solutions



Indymac Bank Branding Overview

Key Take-Aways

- Branding initiative requires investment in corporate resources
 - human capital
 - time
 - dollars
- Need buy-in from senior management across business or product lines at every step
- Research (new, bought, anecdotal) for in-depth review of the market landscape to learn:
 - Competitive Strategy (companies, products, market share)
 - Your Product Positioning vs. Competition
 - Specific Communication Usage
- Corporate infrastructure to support the brand promise

Linda's Survival Axioms for Marketers

- 1. You can't get no respect – get used to it.**
- 2. Ask questions. Don't be afraid to be “ignorant.” Listen. Learn.**
- 3. Take notes. You'll need them.**
- 4. Bow to your legal and compliance officers; love them; work with them.**
- 5. Develop processes and procedures for changes and approvals.**
- 6. Learn to write; be parsimonious with words.**
- 7. Before moving forward with creative, have legal research it for copywrite infringement. Service Mark it. Trademark it.**

Linda's Survival Axioms for Marketers

- 8. Design must be efficient and cost effective, not just creative.**
- 9. Proof, proof, proof anything that leaves your desk or department.**
- 10. Find great vendors. They can make or break your career.**
- 11. Learn and understand print production.**
- 12. Time-to-market is more important than brilliant creative.**
- 13. Love marketing.**
- 14. Have fun.**
- 15. Have more fun.**
- 16. Have so much fun, others wish they had your job.**

Grand Prize

Final Round of

**“Are You Smarter Than the
Average Senior Manager?”**

**You must raise your hand
to be called upon.**

Branding Class

Loyola Marymount Students,

**Thank you for coming on this
wild marketing journey with me
today.**

**I wish you all the best of luck in your
future endeavors!**