

Embedding a new brand positioning at American Express



The need

American Express is a world leader in providing charge and credit cards to consumers, small businesses and corporations. It is the world's largest travel agency, offering travel and related consulting services to individuals and corporations around the world.

The company recently launched a new brand advertising campaign and wanted to ensure that every employee understood what the company was saying and why it was important. Amex realized that the success of its new positioning was dependent on employees bringing the campaign to life and delivering the brand promise. The brand team wanted an innovative approach that would really inform and excite employees, and asked us to help.

The approach

We developed an internal campaign which featured stories of customers and staff living the brand promise. The internal message was that we all have a role to play in supporting the campaign.

All staff received the interactive brand book "Long Live Dreams", designed to excite and help them understand their role in bringing the brand to life. The left hand side of the book was packed with examples, tips and information which made real the ideas Amex wanted to get across. The right hand side told the brand story in a continuous narrative: the past, present and where Amex was going with its new advertising campaign. It looked at what makes a strong brand, shared insights into how customers have evolved and talked about how Amex can best support its customers.

Managers then ran meetings with their teams to discuss the brand and how they could support it. A manager's toolkit was produced including materials both on the brand itself and on how to run an effective meeting. The brand element contained a manager's guide, the brand book and videos, and the meetings element included a support guide and feedback process.

The results

Feedback from managers and staff on the book, manager's guide, guidelines on how to run effective meetings and the video was extremely positive and far exceeded the brand team's expectations.

This was the first time Amex had invested in an internal engagement campaign alongside its external marketing. The internal campaign was so successful that it was carried through to the external advertising campaign, and appeared in Amex's global advertising.