



GE Capital Services

GE CAPITAL

Go-to-Market Strategies and Initiatives

Situation: GE Capital wanted to expand its reach in the fast-growing, highly profitable small business market. Although the company would be competing with large, specialized financial institutions, including American Express, Citibank, and a wide variety of local and regional financial companies, GE Capital was confident that it could capture a significant share of the market. Comprising 28 independent subsidiaries with their own marketing and sales forces, GE Capital demonstrated no clear benefits to potential small business clients. The company decided to launch an integrated offering, GE Small Business, which bundled an array of financial services and insurance products previously offered by separate GE companies. The company then engaged Denneen & Company to help establish the new offering in the marketplace.

Engagement: Denneen & Company helped GE Capital assess its current market position and brand image. We then developed a brand positioning strategy targeted to small business customers, and a brand architecture strategy relating GE Small Business to GE Capital and the GE corporate brand. Our branding and marketing strategies helped GE Capital leverage its unique strengths – from its breadth of products and services, to its rigorous approach to applying risk analysis for lending and re-structuring – and tell a compelling story to small businesses. We then oversaw the execution of the marketing plan, which included advertising, media, direct marketing, and online components.

Results: When GE Small Business launched in the US, GE Capital quickly acquired new customers and grew its market share in the small business segment. The following year, inspired by the success of the US launch, GE Capital extended GE Small Business to Western Europe and Japan.