

ING's sponsorship is arguably the most successful ever.

A beautiful deal

In 2007 a new sponsor burst into sport in the shape of the Dutch ING banking group. From being virtually unknown outside its home country, it is now a truly global brand. And not only that, it is gaining business fast as a result of its Formula One sponsorship. Heading it all up is a 44-year-old American called Isabelle Conner. To say she has made waves in the sport would be an understatement.

By Tom Rubython

Photographs by Graham Fudger

ING is a big company. When *Fortune* published its 2008 global 500 edition and rankings of the 500 largest companies in the world last month ING, the Dutch financial services group, was the seventh largest company in the world in terms of 2007 overall sales.

It was a surprise to most people but not to Isabelle Conner, ING's head of marketing. She had watched the company come together over the past two years and become a growth powerhouse. Most importantly she had seen a decision to launch a global sponsorship campaign become so successful that it was driving forward and uniting the whole company. Conner is unequivocal that much of the growth and success is due to the high profile and awareness generated by ING's sponsorship of Formula One. It is a bold claim and is behind claims by others that this is the most successful sports sponsorship deal ever.

Before 2006, within ING every country office was doing its own thing. There was no global advertising, there was no global sponsorship, there was no appetite to run things globally. That suddenly shifted, as Conner says: "I think the reason that it shifted was that there was a change on the board. There were several new board members with new visions, more international, and they said, 'wait a minute if we really want to be a global player then we have got to start thinking differently' and that is when we said, well, let us look at something that will really get us on the map." Eventually it did find something and that something was Formula One.

Conner played her part in the reawakening. Two years ago, she was head of marketing for the private banking division and in her words "was trying to awaken the organisation". She explains: "I went to every board member when I

was in the private bank because I was running marketing for one of the businesses. What you had was the six business lines within ING and equally the number of countries within that. Essentially ING was quite de-centralised. It is the way that the business was run traditionally and the businesses and the countries did their own thing." She was one of many recommending change and it didn't fall on deaf ears.

Conner wasn't involved in the deal that secured the sponsorship but she had observed firsthand how powerful sports sponsorship could be. She believes that it is the emotional connection to a consumer in its most pure form. She says: "Companies get into sports and they hope that by embracing a team or a sport they will connect with the people out there. With sponsorship you are much more active – with advertising you are much more passive. If you look at the difference between sponsorship and advertising it is purely the emotional connection."

It has certainly worked for ING and two years later it has transformed the company. Conner agrees: "What Formula One has done is pulled the organisation together so it acts more as a global organisation. We wanted to be perceived more as a global organisation. We are a global organisation and we have used it to overcome the lag between the reality of the business and the perception of ING."

ING burst into Formula One 18 months ago. Not only did it become the title sponsor of the Renault team, it also signed up as a major trackside sponsor at 14 races and also title sponsored three individual races. And it inaugurated a major press and television advertising campaign around the world to link the sponsorship to the brand. Its strategy and execution put many of the other sponsors operating in Formula One to shame.

Considering ING was almost brand new to sports sponsorship, it was a remarkable veteran performance. As top agent Zak Brown says: "ING's sponsorship is the most impactful first-year sponsorship I have seen."

Brown is arguably motorsport's most respected agent and his words have resonated throughout the sport.

It seems in hindsight that ING should have made its move earlier. It had previously expanded its business round the world in an almost silent manner. It had, as the saying goes, risen without trace. It was because ING, in its current form, is a very young company and is only 17 years old. Until relatively recently many of the group companies had different brands until they were all brought together under the ING banner.

But by any standards ING is a big company with 85 million customers in 50 countries and 130,000 employees. It is also very well organised along the lines of six businesses, three in banking and three in insurance. Its structure and order meant it has suffered none of the sub-prime problems and write-offs that have afflicted other big banks.

Last year it recorded US\$9.2 billion in profits from a truly multinational operation, involved in almost every financial type of business you can imagine. But up to a few years ago it had been run on a very local basis. Local divisions and subsidiaries were empowered to run their business and make profits. In many ways that has not changed and is still the secret of the company. What has changed is that the perception has changed and ING is now thought of as a global, not local company.

It was Michel Tilmant, ING's chairman, who started the process off. He decided that the company must have international recognition. He understood that when a company is global, a dollar spent on global marketing could work ►



Fernando Alonso gave ING's sponsorship of Formula One and the Renault team a huge boost in 2008 when the double world champion returned to the team. It has led to a higher profile, particularly in Spain, but to no more success on the track. In the 2007 and 2008 seasons the team has been affected by new engine regulations that have left it disadvantaged.

for every single country it operated in as well as it could work for one.

Once that realisation was made it was just a matter of time before ING arrived at Formula One as the only sport which could really satisfy its demands. But it was no easy ride. Several of ING's board members were virulently anti-motorsport and they had to be gently persuaded by top agent Mick de Haas who originally introduced ING to Formula One.

Whilst the fit may have been obvious, especially in hindsight, what wasn't obvious to anyone was just how successful it would be. The fact that the success has been achieved by sponsoring a team that has been singularly unsuccessful places all the more credit on the people who have activated the sponsorship.

Isabelle Conner, who is now effectively ING's head of global marketing, and her team are naturally taking much of the credit for the success.

She has stitched together a small team, based in London, which manages the sponsorship worldwide. That team in turn knits together with local marketing teams, with local initiatives that are taking place all the time.

Conner says that ING, as a company, takes good management for granted and that is the basic reason why the sponsorship has succeeded. She says it has all been thought out and activated with common sense. Consequently she is not in the least bit surprised it has been successful, although when pushed will admit she didn't expect so much success so quickly.

The sponsorship has proved to fit ING's business like a glove and has been a unifying force for the whole company. But ING has never taken its eye off the primary task, which was to grow the company's sales faster. Conner explains: "Our message is really about that we really believe that saving and investing in your

future should just be easier, so we really are trying to help people who don't really want to have to deal with their retirement with their mortgages so we try to make it easier. We are trying to get to spread the word of mouth about the positive customer experience."

That all this success has been achieved in a period when the Renault team itself has been decidedly unsuccessful makes what has happened even more significant.

In the past the success of any sponsorship in Formula One has been effectively measured by success on the track and not selling more products and building brand awareness. Not so at ING - Conner doesn't actually care how successful the team is as her sponsorship planning is not predicated on sporting success. She says: "The lack of success on the track makes no difference." In fact if ING was relying on track success, the sponsorship would have

already failed miserably. She adds: "What we have done is used every single element that we can and there is no element of the goody bag that has not been used." But she is not surprised that other sponsors in Formula One relate the success of sponsorship to the track: "They put the logos on the car and maybe they buy some on track signage and maybe they buy some on track merchandise, that is all that they do but they do not really leverage all the other things that they could."

She naturally wants the team to be successful and shudders at what she could have done with success on the track. And she does admit, when pushed, that the internal marketing within ING would have had a bigger impact with more track success but she does not believe the external effort would have been any more successful.

She says: "It is a three-year sponsorship and we are at the halfway mark. It was really all about ING becoming a household name. It has really worked." And "the cherry on the top" – as Conner describes it – is that ING actually found that the sponsorship was starting to generate hundreds of millions of dollars of extra sales.

She says: "We have looked on it year by year. Year One was all about laying the foundation, creating that brand visibility and getting known, creating a perception in the marketplace. Year Two was dedicated to getting new business coming through the door and Year Three was ingraining it into the group culture."

She is also not afraid to put a label on what success has meant: "For us success was becoming a household name and what is happening with brand awareness is that I can go comfortably to the board and say, gentlemen, we did it. They would have probably been happy with what we did in year one over three years, but we did it in year one."

The choice of Renault as its main partner has also proved fortuitous. Conner calls it "a very nice partnership". She likes Renault's approach to Formula One, especially the promotional events it runs in countries that do not have a Formula One race.

The ability to book high visibility trackside advertising in the majority of Grand Prix races was also a non-negotiable part of the plan, to obtain the physical visibility that ING wanted. And the acquisition of title sponsorship to the Australian, Belgian and Hungarian Grands Prix has also been crucial. Conner recognised that the Australian Grand Prix is the most valuable on the calendar because of the attention it gets

from being the opening race of the season. She admits ING sponsors the Belgian Grand Prix because Michel Tilmant is Belgian and it is the closest race to his resident country of the Netherlands. As for Hungary, central and eastern Europe is a vital market for ING.

She reinforced the deal with a global TV and press campaign. A single F1 themed commercial is shown in almost every country and is designed to link viewers with what they see on the screen in a Grand Prix broadcast with the bank itself. She says: "We needed to tell the story of what ING are doing, so we really went in a big way and the message was simple, the message was, ING is a top tier global financial services organisation active in banking insurance and asset management."

The TV commercial has been aired on 74 channels in 32 countries. A press advert designed to run alongside it has appeared in over 50 serious publications globally. Alongside that ING has been producing Formula One TV programming that channels can use for free. All of this activity has been backed up by local teams with their local budgets.

Local activity has never been far from the front of Conner's mind and she has set up a company-wide system to exploit it. When she first started in the job in 2006, in typical style she set out to get the best advice she could and figured that would come from people like her who had been doing the job for years. So she interviewed over 100 people who had been involved in Formula One for many years. One clear message came through and that was local activation. She remembers: "They said it is all about local activation and that if I tried to run everything from the centre I would not succeed. And if I look back into this a year and a half later, the real victory was the way that we organised ourselves internally to actually do this."

With this advice in mind, Conner approached the main ING board of directors individually and met with each board member with responsibility for different divisions. She asked them to allocate her a top marketing executive who could be a dedicated F1 officer for their particular business activity. In the end she got seven people, one for each of the business lines, with an extra one for private banking. As she explains: "That became our conduit to the market." The seven people, the real key to everything she has done, included three in banking and three in insurance. On the insurance side one each was based in Europe, Asia and the Americas. In banking it was

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done by product line, with one each for banking, for ING Direct, for private banking and for retail banking. They were a multinational collection of individuals, including an American, two Dutch, two Brits and a Belgian.

Once she had her team of seven she trained them and got them educated about what she calls the "sponsorship goody bag", i.e. the tools that were available from the three sponsorships. She created a menu and let them choose so they could maximise the process.

Once she had the foundations established, Conner decided to track and measure everything. She says simply: "We tracked everything because we needed to understand everything."

Year one was a dream but Conner wanted year two to be even better. She got a leg up when it was announced that former double world F1 driving champion, Fernando Alonso, was returning to the Renault team. It was an unexpected bonus and gave her a real star to work around. She says: "In 08 we said we want more, we want to do it better, we want to do it smarter." Conner uses one word, "focus", to explain it all.

One aspect she is particularly proud of is the corporate hospitality programme she has run. It has generated huge amounts of new business for ING. Conner has shrewdly focused on inviting people who were not customers of ING to races. As she says: "From the moment when the guest steps off the plane and then gets back to the plane it is an 'orange experience' and that is what it all about. We are mostly entertaining prospects and eliminating any doubt that this is the company that they should be doing business with."

Conner has really refined the process because she believes it is the hidden way she can generate tangible returns from the sponsorship. She explains: "Of course we are doing it a lot smarter now because we have learned a lot last year."

With all the tracking and measuring that went on in year one, Conner now has a vast array of stats and information that prove how overwhelmingly successful the sponsorship has been.

In many ways this treasure trove of data and research is her answer to the critics she faced externally. When she was first appointed, Formula One insiders were convinced she did not know what she was doing, although they are all eating their words now. Although the sponsorship was an obvious success from day

one, there were many who criticised the way it was executed. One leading veteran sponsorship agent, recognised by many as a guru, who works for one of London's biggest agencies, believed that she was doing too much activation and that the returns would not reflect the effort and expenditure. Strangely he requested a meeting with Conner to tell her just that. That agent did not get a second meeting and has since been proved wrong.

Conner also proved that agents like him had been doing it wrong for years. In fact ING's efforts have visibly demonstrated that many of Formula One's leading sponsors have been under-activating their sponsorships for years and failing to maximise the investment.

In reality, and as much as many people may

"We look at this really as a revenue generator and not an overhead cost – that is really fundamental to our sponsorship."

not like to admit, Conner has ushered in a new age in Formula One and global sport about how a major sponsorship should be activated. New sponsors coming into sport are far more likely to follow her model than existing historical models. In fact the old models are dead.

Now in the second year, she has the results of the various tracking and measurements that have been carried out. She has almost real-time information and by mid-season in 2008 can see that despite all the Vodafone McLaren Mercedes team's success in visibility terms, ING is only just behind Vodafone. She believes that with what she has planned for the second half she will overtake Vodafone by season end and be the most visible brand of 2008. What is remarkable about that is that it has again been achieved with a minimum of success on the track. In 2008 Conner has well and truly debunked the myth that for a sponsorship to be successful a team must be successful.

Her Renault team could hardly have been more unsuccessful in 2007 if it had tried. In that time the team has scored just one podium

finish. And 2008 is shaping up to be little better. Surprisingly there is absolutely no rancour about this lack of success. In fact the opposite. She is full of praise for the team and the co-operation ING has had so far. She believes it has to be one of the best team/sponsor relationships in the paddock on the basis that she doesn't believe it could be any better.

If asked to criticise any aspect of Formula One that she does not like or thinks could be made better then she is speechless for the first time. Eventually she mutters that she would like more access to race TV footage. But that is it. She clearly has a dream relationship with Formula One and there is every indication that come next January the deal will be renewed for another three seasons from 2010.

Although Conner can't disguise her pleasure at the tough battle with Vodafone to be the top sponsor of the season, she says she is really interested in the figures comparing the financial services sponsors. She says: "We are far and away the most visible sponsor in financial services."

There are plenty of critics of sponsors such as Shell and ING, which closely monitor and track their involvement in sports sponsorship. Many people believe that sponsorship cannot be measured properly, but Conner disagrees. She explains: "We are in the field every four months in 32 countries polling 32,000 people so when we asked them which financial services companies sponsor Formula One, 66 per cent of people said ING. We were more recognised after just a year and a half than some of the other companies that had been in the sport for a lot longer and we are very proud of that." Juan Carlos Perez, head of Shell's Formula One programme, pioneered modern day tracking and Conner has embraced his principles. She believes it is now possible to measure a sponsorship's effectiveness very precisely with modern tracking. A lot of sponsor executives wouldn't agree with that.

Conner uses Research International for all the tracking work and the sample is usually 500 people in each of the 32 countries, some 16,000 in all. The tracking for the 2008 season was carried out after nine races. It showed that ING was well ahead of the other financial services companies RBS, Allianz, Credit Suisse and Santander. It is scoring 24 per cent better recognition than RBS, which itself is doing well. And 100 per cent better than Santander. In actual measured visibility on TV screens, ING had scored 7,691 seconds against

Vodafone's 7,875 seconds by mid-season. Conner may be revelling in the visibility and recall figures, but the serious business for ING, and especially its board of directors, in fact the only figures they want to see, are brand awareness levels. According to Research International's Global Brand Monitor system, ING was measuring 69 in March 2007 as the sponsorship began and by July 2008 it had reached 78, a 13 per cent rise in 18 months. She says: "Awareness is what it is all about. For many, many companies, this upward kind of momentum would only happen over many, many years. It is huge to raise your visibility 13 percentage points in a year-and-a-half – it is massive."

A more impressive rise for her is the increase in awareness that ING is a Formula One sponsor between day one of the sponsorship in March 2007 and now. When it started the sponsorship, ING scored 12 on a rating of people who knew it sponsored Formula One. In July 2008, just 18 months later, it scored 57, a 375 per cent rise.

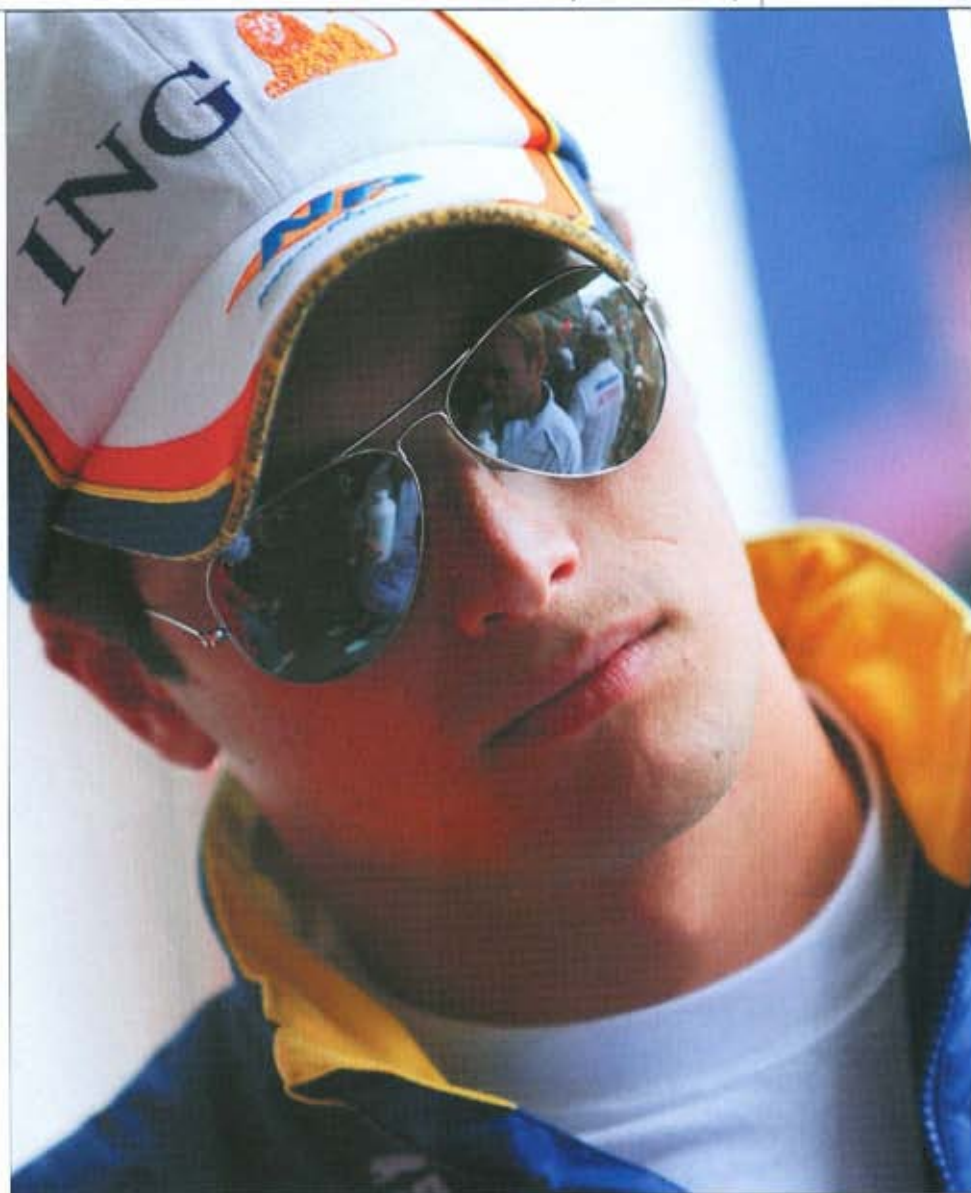
Research International has also tracked perceptions of ING as firstly a 'global' concern and secondly a 'leading' concern. There has been a 26 per cent rise in 'global perception' and an 18 per cent in 'leading perception'. In marketing terms these are huge rises and show exactly how effective the sponsorship has been.

Although they won't admit it, Tilmant and his fellow directors expected it would be years before these numbers were even dented. They had little idea that the rewards would be so instant and so large.

Conner says: "Basically five times more people know that ING is a F1 sponsor than they did when we started, so this is really very, very positive and it really shows why we are in the sport and you really do get the recognition right away."

She is also cockaupo about the increased perceptions of ING as a global company. She says: "The perception in the year and a half has tracked up beautifully in global terms and in leading terms." She adds: "We are also really looking very closely at what is happening in central and eastern Europe and Asia because those are the two areas that we want to grow."

She has no worries on that score as the tracking shows that the most progress has been made in these regions. The figures are also very favourable when comparisons with competitors are made. The battle amongst financial services companies is being most



Renault number two driver Nelsinho Piquet has become a very successful ambassador for ING's private bank in 2008

keenly fought in Asia because of high margins and the enormous growth prospects.

Halfway through year two, Conner emphasises that this is the year she targeted revenue generating. Having got the taste, she wants to turn the sponsorship into a revenue generator rather than an overhead expense. It is a brave goal and has certainly not been an overt objective of a Formula One sponsor before.

In fact it would frighten most sponsorship managers to death. Sports sponsorship has always been intangible and most sponsor managers want it to stay that way. Not Conner; she is far too competitive and although she admits in weaker moments she has become something of a petrolhead, she remains a banker first and foremost. She wants to sell product – that is in her blood. She explains: "We are going into the active second phase, which is generating revenue so we look at this really as a revenue

generator and not an overhead cost – that is really fundamental to our sponsorship." Conner even goes as far as calling it "a core business activity".

It's early days to see whether the sponsorship can be turned into a core activity and be consistently positively revenue generating. If it can then it takes sponsorship into a new realm and opens up exciting possibilities for the future.

As well as quantitative tracking and measurement, Conner has also been doing qualitative research with focus groups across the world. She explains: "We spoke to people behind the glass in many countries, on average 7-10 people a time. We wanted to talk to current-clients, non-clients, F1 fans and people who were either neutral on F1 or did not like it at all."

Conner maintains a laser like focus on non-ING clients. She says that existing clients are safe for ING because generally it does a good job ▶



Aside from Formula One, ING's American subsidiary sponsors the high profile ING New York City Marathon. And has done since 2003. Running has been a favourite activity and other local divisions sponsor marathons across Asia, Europe and the United States. Paula Radcliffe is pictured winning the 2007 event on Sunday 4th November 2008.

for them, as she explains: "This is very important because if you are a client let's assume ING does a good job and it continues to manage the money carefully and it does not mess up—then you would continue to be a client."

It is new business she is chasing and a throwback to her days as head of private

banking marketing where she was obsessed with recruiting new clients, as she says: "What about the non-clients, those are the ones that we are most interested in—that is how we are going to grow our business and if we are going to use Formula One to grow our business this is what we really have to pay attention to.

"So we said, well, if you are not a client yet, but if you love F1 that is really going to work to our advantage, but what happens where you are not a client but you hate F1? These are the guys that I was most worried about." In fact Conner believed it was possible that these people may think less of ING because of its Formula One involvement. It is typical of the way she thinks: "I thought we could be destroying brand value with these individuals."

But she was to be pleasantly surprised. The qualitative research revealed that when this category found out that ING was in Formula One, they believed ING must be a successful global organisation to be able to afford to do it.

She explains: "It was really unbelievable. They said, 'well now that I know that you are in F1 then I like you better now'. These are people who do not like Formula One. Then 29 per cent of the people said, now that I know that you are big and strong and successful, I would be willing to buy and certainly want to look at your products. I would even be willing to purchase one of your products in the next 12 months."

As she recounts this, Conner is visibly excited as she recalls when she realised that the sponsorship had no limits to what it could achieve even with non-believers.

From that moment she became determined to integrate the Formula One programme into every aspect of the ING marketing. She realised it could and would work on everything.

"We said we have to be in the market with Formula One any time that we are launching a new product or a new service, or there is a sales promotion—let's use this. That is what happened and this is where it really gets fantastic, because we track every single product campaign that is launched that is somehow related to Formula One."

She relates one promotion that took place in the Netherlands earlier this year. It targeted young adults in the 16-24 year age group. It asked them to open an account online within a two-week time frame to be entered into a draw to win tickets to the Hungarian Grand Prix. Some 14,000 young people opened an account in those two weeks. She says: "What we love is that it has a start and it has an end date. Everything that happens you can track it and attribute it to Formula One."

ING was delighted with its 14,000 new customers and the story worked its way around the whole company and its 130,000 staff. It was five or six times the normal response. It was a

wake-up call and showed how activation could directly lead to new business.

Since then similar promotions have been used to attract credit card customers. And Formula One themed cards have proved very popular. Conner recalls: "They wanted to have it in their wallet because it is a cool thing to have." She is living the experience with her customers as she pushes her new business card across the desk, each sporting a photo of the ING Renault car. She totally understands the lure of Formula One to an ING customer and says: "People are saying, I want to participate in this thing."

Scores of mini promotions are planned in the near future and by the end of the third year of the sponsorship, it has not escaped Conner that the amount of new business generated could be approaching the half billion dollar mark. No wonder she thinks Formula One can be a profit centre for ING.

To show how serious she is about activation, Conner ordered 20 show cars at the beginning of the year at a cost of around US\$200,000 each. These are continually travelling all over the world, primarily to countries where there is no Formula One Grand Prix. They are all involved in locally organised money-making promotions for ING, be it for insurance, banking or savings. It compares with Vodafone's six show cars. Conner says: "They were really surprised that we had 20 floating around the world that we use and they do not gather dust anywhere. They are on a permanent rotation on a very strict calendar."

She recalls a stunning promotion carried out in Romania, a non-Formula One country. Similar promotions have been done in Bulgaria, Slovakia and Hungary, and will be repeated everywhere such is the success.

She explains: "If they get a show car they put it in their store or they put it in the lobby of their building, we really try to think of clever ways we try to engage people in our sponsorship and we always say that the battle is not at the Grand Prix, not at the track but in the shopping malls. We do the best work when we are locally on a Saturday morning engaging customers and randomly get them to talk to us and do business with us."

The show cars are typically placed in shopping malls, in a programme that targets first tier cities and then second tier cities in rotation. She says: "They have got this amazing programme and we have this programme replicated in every country." Each promotion

has a photographer who takes photos of customers and would-be customers with the car. She explains: "We generate leads in all these markets which are big markets for us either on the banking side or on the insurance side. In Romania it happened to be both. ING is a market leader in both businesses in Romania and we were able to convert 30 per cent of the leads to new business. It was a massive response."

Perhaps Conner is proudest of the success of the wholesale banking promotions. Some of it is very basic and features remote-controlled racing cars given away as gifts during the sales calls. The opportunity to get a car is having a big response even from seasoned business people. The remote-controlled cars cost US\$60 each. An initial mail shot elicited 83 meetings attracted by the Formula One connection.

It was an astonishing response at the top level of ING's sales operation. It has become

ING directors expected it would be years before these numbers were even dented. They had little idea that the rewards would be so instant and so large.

ING chairman Michel Tilmant's favourite dinner party story. Conner says: "It shows that the CEOs are boys at heart and they love their toys. It can be perceived as a gimmick but gimmicks work and you do not have to spend a ton of money. In an environment where the financial markets are a little shaky, you have got to be clever in how you are going to spend your money."

In Conner's old stomping ground of private banking, she believes a lot of new business has come from Formula One. She says in a campaign run over four specific Grands Prix, ING brought in new accounts worth US\$140 million. The business mainly came from people who were guests of ING in the Paddock Club. She calls those weekends "the orange experience". She is continually working on making the "orange experience" better.

She says: "You could be working with a prospect for years before they decide to bring the money over with us. But spend a weekend with them in this kind of environment and we are seeing an intimacy that sets in a comradery."

Conner has also made maximum use of Renault's City Events. This is where the team takes a roadshow to various non-F1 countries and puts on a demonstration session usually on the public roads with the team's drivers and test drivers. Some of these events are very well attended. She particularly remembers the Mexico city event: "The city event is amazing. Many people came out to watch the car and eat a couple of donuts."

Local ING teams work hard to create leads. Afterwards they aim to convert seven per cent into new business. There are specific annual targets based around Formula One and all are being exceeded and consequently raised as she explains: "We use the Grands Prix as incentives for our sales people. You can imagine, in a country like India we have 50,000 insurance agents, 50,000 men and women out there who sell insurance, and you have got to keep those guys motivated. This is a very good way to reward the best guys we have with 12 tickets to the Malaysian Grand Prix or whatever it is. These guys, they go and spend the weekend with their spouses or whatever and they are so pumped, they come back and they do more business for us so it is how do you use your tickets more cleverly?"

In 2007, Conner had a poor roster of drivers to work with – a disinterested Giancarlo Fisichella and an inexperienced rookie, Heikki Kovalainen. In 2008 it is a different story, with Alonso and Nelson Piquet who is very strong in Brazil despite also being a rookie.

Conner says: "We also work with our drivers. Fernando being an icon in his country is used for ING Direct in Spain. Locally that works beautifully to drive business in Spain and we use Nelson as an ambassador on the private banking side. He has a name that resonates well with the wealthy and he is very good with smaller groups at private dinners etc. They are both also the actors in our global commercial."

At the Belgian Grand Prix, Conner entertained 14,000 guests, hoping to turn most of them into ING customers. For her this is just the start of something big. As she says: "The possibilities are endless of what we can do." ■