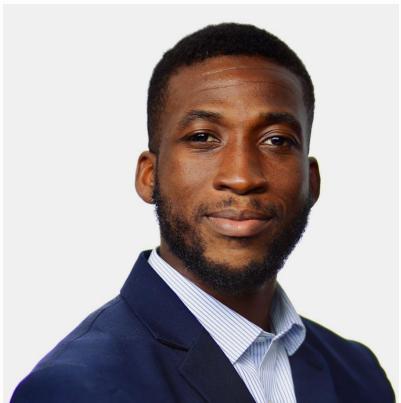


**DISCOVER<sup>®</sup>**  
FINANCIAL SERVICES

# TEAM



**Martin King**

**Project Manager**

**Primary Personality:**  
Visionary



**Mahesh Ranga**

**Mediator**

**Primary Personality:**  
Ally



**Nikhil Nune**

**Research  
Specialist**

**Primary Personality:**  
Architect



**Priya Khosla**

**Devil's Advocate  
& Quality Control**

**Primary Personality:**  
Tough & Tender



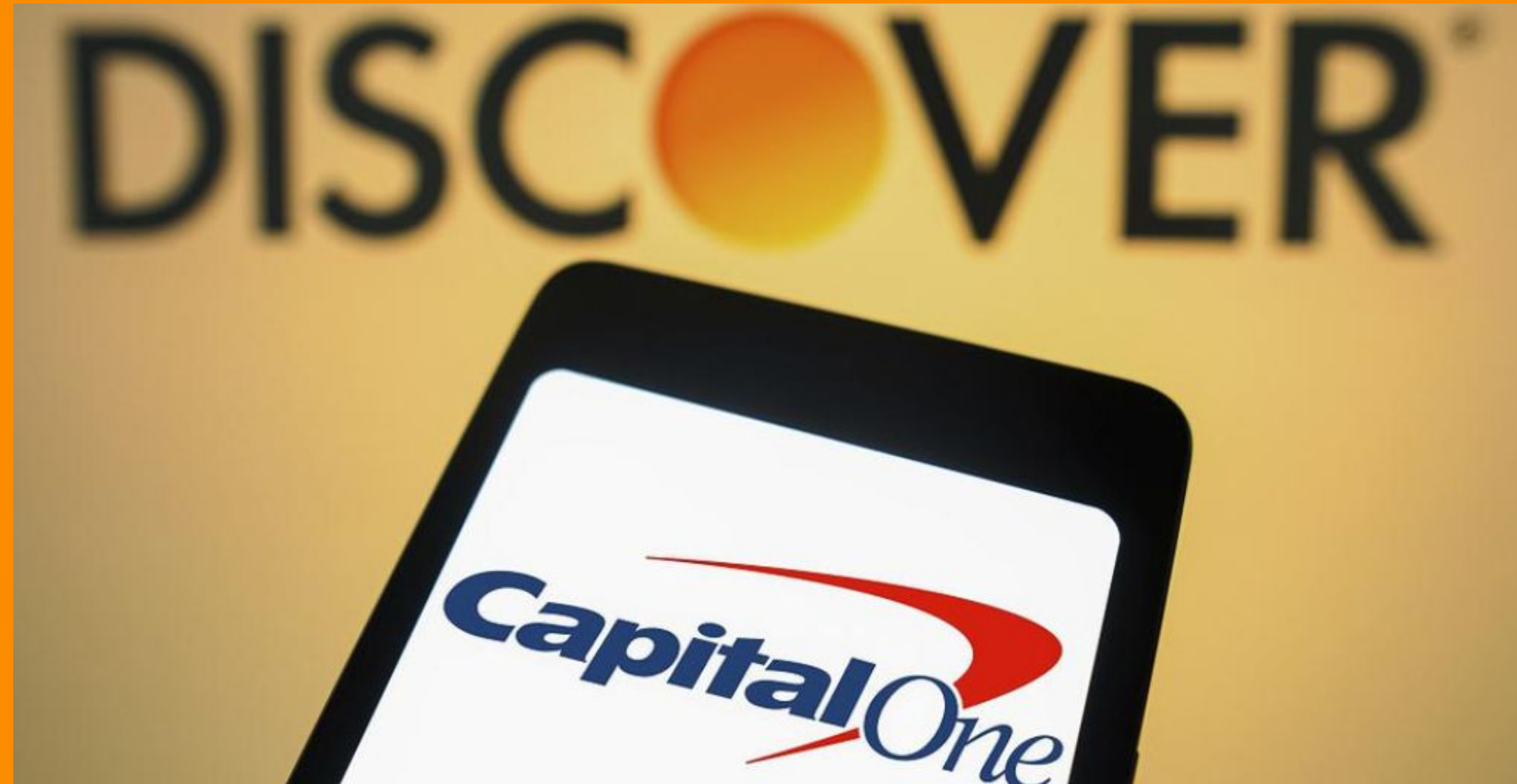
**Yuxin Wu**

**Public Relations**

**Primary Personality:**  
Ambassador

# 01 INTRODUCTION

- Discover Financial Services has been at the forefront of financial innovation, continuously exploring avenues to enhance their offerings and expand their market reach.
- Our analysis includes evaluating the strategic partnership of Discover Financial Services with Capital One from a Leadership and Organizational success lens.



***“Successful Partnership or Another Failed Acquisition?”***

# 02 ORGANIZATION OVERVIEW

**Founded:** 1985

**# of employees:**  
21,100 (as of 2023)

**Acquired by:** Capital One

**Services:** Credit Cards, Banking Services, Loan Services, Payment Network Services, Digital Banking & Payment Solutions, Insurance & Protection Services





# 03 CULTURE & PRINCIPLES

## PURPOSE

**“Smarter money management  
for brighter financial futures”**

**Mission - “Help people spend  
smarter, manage debt better,  
and save more”**



**J. Michael Shepherd**  
**Interim CEO & President**  
**Appointed in April 2024**

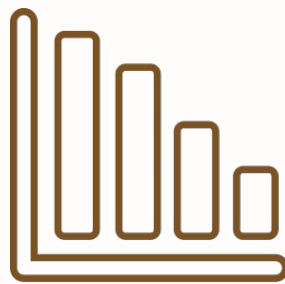
Brings in a plethora of experience in  
the finance and banking industry.



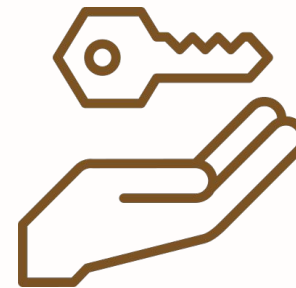
## VALUES

- D. Doing the Right Thing.
- I. Innovation.
- S. Simplicity.
- C. Collaboration.
- O. Openness.
- V. Volunteerism.
- E. Enthusiasm.
- R. Respect.

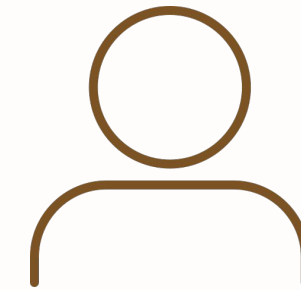
# 04 KEY PROBLEMS



**Unclear  
Communication  
and Vague  
Requirement**



**Inconsistency  
and Changing  
Culture**



**Hard to Build  
Long-Term  
Relationship**

# 05 ROOT CAUSE (1/2)

69/100

Employee Rating Score  
on Indeed

3 CEOs

Changes in 1 Year

502

Layoffs in the Past Year

“Job Security” and “Leadership Uncertainty” have been the major challenges facing Discover Financial Services

# 05 ROOT CAUSE (2/2)

We tried to connect with more than 20 DFS employees. We got two responses, and eventually both left DFS.

## No Safe Position

Even a SENIOR Leader or SENIOR Data Science Analyst may lose the job due to the large amount of layoffs

y [REDACTED] • 11:25 AM  
Sorry I am not available this weekend, and I am not an appropriate person to talk about Discover's business after leaving the company.

Yuxin Wu (He/Him) • 11:29 AM  
Got it. Thanks again for the reply! Good luck and best wishes to your future career!

y [REDACTED] • 11:30 AM  
Thank you

T [REDACTED] • 8:52 AM  
Hi Nikhil,  
Thanks for the heads-up about your team's case study and invitation to join in the discussion.

As an MEM alumnus, I'd like to help, but am unable to join a call. Our internal Management System consulting organization at DFS was eliminated, and included in my job search are roles at DFS for which I would be a re-hire. So, now wouldn't be a good time for me to comment about DFS.



# 06 RECOMMENDATIONS



- **Stabilize and Strengthen Corporate Culture**
- **Build and Maintain Long-Term Relationships**
- **Enhance Communication Clarity and Precision**
- **Regular Training and Development**

# 07 ACTION PLAN (1/2)

## Stabilize and Strengthen Corporate Culture

## Build and Maintain Long-Term Relationships

S

Implement a monthly cultural engagement activity tailored to employee interests.

Develop a mentorship program pairing senior leaders with mid-level employees.

M

Achieve a 10% increase in employee engagement scores as measured by quarterly surveys.

Target a 15% improvement in long-term retention rates for participants of the program.

A

Allocate resources for the planning and execution of these activities, ensuring they are inclusive and reflect the diversity of the workforce.

Utilize existing resources within the HR department to facilitate this program and provide training to senior leaders on effective mentorship techniques.

R

A strong corporate culture is essential for employee satisfaction and retention, aligning with Discover's goal of improving job security.

Building long-term relationships will help mitigate issues of leadership uncertainty and foster a stronger internal community.

T

Launch the first set of activities by the end of Q3 2024, with initial feedback and adjustment processes set for the end of Q4 2024.

Pilot the mentorship program by the start of 2025, with evaluations every six months.

# 07 ACTION PLAN (2/2)

## Enhance Communication Clarity and Precision

## Regular Training and Development

S

Redesign the internal communication strategy to include clear, concise, and actionable messages from management.

M

Decrease the volume of follow-up questions by 20% as tracked by internal communication tools.

A

Train management on best practices for effective communication and implement a review system for all outgoing communications.

R

Clear communication is critical for avoiding misunderstandings and improving operational efficiency.

T

Implement the new communication strategy by Q2 2024, with the first review of effectiveness in Q3 2024.

Launch a quarterly training program focused on both hard and soft skills relevant to employees' roles.

Achieve at least 80% participation from each department in training sessions.

Coordinate with external experts and internal HR to develop and conduct the training sessions.

Regular training enhances skills, boosts morale, and prepares employees for future challenges, aligning with Discover's mission of smarter money management.

Start the training sessions by the beginning of 2025, with initial feedback from participants collected after each session to refine the program.





**Thank You!**