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“How technology expands banking limits”
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Customer Insights
By Iñigo Aguirre (Psychologist)

New Marketing Initiatives
By Elena Álvarez (former Google)

New Digital Businesses
By Enrique González

New ways of Employee Collaboration
By David Gracia (former eBay)

Conclusions
The world as we know it is changing rapidly …

It lacks a permanent structure

It’s ephemeral

This allows the society to evolve at unseen speeds

There is a need to

Understand today’s consumer

Search for new trends

BBVA aims to become a reference in Customer Insight

BBVA making the difference.
Four relevant trends that will impact our market significantly

- **Money as an instrument**
- **The culture of immediacy and the need for simplicity**
- **“Tyranny of the consumer”: the information era**
- **The virtual society**
Four relevant trends that will impact our market significantly

Money as an instrument

“Money should be a mean for enjoyment”

From a retentive conception of money

To money as a mean to obtain enjoyment

Increasing leisure-related consumption
Four relevant trends that will impact our market significantly

The culture of immediacy and the need for simplicity

Intolerant to frustration

The search for the desire

The reward is having your desire satisfied

More immediate forms of reward

“A candy now or 3 in half an hour: ONE NOW!”

The need to sort out difficulties in a complex arena

Increasing importance of self-service as a way of providing customers with 24/7 service availability
Four relevant trends that will impact our market significantly

`Tyranny of the consumer`: the information era

Access to multiple sources of information

Consumer as the new prescriptor

The consumer will have greater power in their relationship with brands

Now it is more important than ever to listen to the consumer
Four relevant trends that will impact our market significantly

The virtual society

The consumer demands innovative ways of entertainment and socialization
In 2004, BBVA created the first R&D unit in the banking industry

1. Research & develop new marketing initiatives to adapt to a new customer

2. Research & develop new digital businesses to take advantage of digitalization and connectivity

3. Research & develop new ways of employee collaboration

BBVA making the difference.
Changes are specially relevant in the web context

Internet is a catalyst of change. The web has evolved to a superior version (2.0): open, standardized and collaborative. It has impact on ...

the consumer

society

economy

corporations

Web 2.0

Web as a platform to provide customers with services
Evolving towards extended marketing

Traditional Marketing + Contextual Marketing + Behavioral Marketing

Who are you?
Social-demographic criteria (gender, age, population...)
“...it’s predictable that same age or gender have the same behavior...”

What are your interests?
Content segmentation
“...to link my offer with customer interests...”

What’s your behavior?
Segmentation based on clickstream and IP data compilation
“behavior vs. demographics ...”

From broadcasting ... ... to collaboration marketing
Blue Webzine: the digital magazine opportunity

Young people are one of the biggest consumer groups on internet...

thousands download content each day.
Printed content may go down but sometimes people want to consume well-designed edited content

Small investment can be transformed into big audience ...

(*) Source: medialideas Think Note and internal analyses
Digital Micromedia: dealing with all the possibilities of the digital world

- Online citizen journalism initiative
- Collaboration and User Generated Content
- Combined with a professional edition
- With experts* editors controlling the content
- Covering information needs with communities of interest

soitu.es
In 2004, BBVA created the first R&D unit in the banking industry.

1. Research & develop new marketing initiatives to adapt to a new customer.
2. Research & develop new digital businesses to take advantage of digitalization and connectivity.
We are developing business lines that respond to the new challenges

Leveraging our business models on IT

**Individuals**

Focus on developing synergies:

- Distribution synergies...
- ... and customer synergies

**SME´s**

Focus on widening scope of the relationship:

- Increasing demand of professional services ...
- ... close to our core activity and capabilities.

Combining online capabilities and offline networks
Distribution synergies with individuals are progressing

Physical network: as a place to relate with customer
Online offer: servicing, automation, 24/7 availability

**blue BBVA**

**BBVA** Personal Banking

**BBVA** MOTOR

**dinerexpress**

**BBVA** HEALTH

**BBVA** SHOP

**BBVA** LEISURE

**BBVA** HOME
Distribution synergies with individuals are progressing … adapting our distribution networks: new concepts of shop
... while exploring new ways of business development: customer synergies

Evolving our value proposition of financial services

Personalization  Intelligence  Socialization

Collective Intelligence

BBVA making the difference.
Using information as a `raw material´ for new services development

The use of information will allow us to build profitable relationships with customers and to expand banking limits

• Customer behavior recommendation technology
• Real time personalized recommendations
• Building trust by understanding our customers’ tastes
We continue to expand our relationship with SME´s.

BBVA Soluciones is the trademark through which we offer professional products and services to the business.

The offer is developed internally or through partnership... ... and delivered with a multichannel distribution strategy.
eConta: first online accountancy and payroll service in Spain

Targeted to professionals, self-employed, entrepreneurs and SMEs with less than 50 employees

Online:
- Easy to use
- No need of previous knowledge
- Expert supervision and assessment

Business borders and digitalization: moving from financial information to accounting management services
Digital information is much richer than information printed or analogue, but requires proper protection and management.
In 2004, BBVA created the first R&D unit in the banking industry.

1. Research & develop new marketing initiatives to adapt to a new customer
2. Research & develop new digital businesses to take advantage of digitalization and connectivity
3. Research & develop new ways of employee collaboration
Innovative ways of employee collaboration: harnessing the power of employee networks

Usage of information and knowledge: Key of the new era

To manage the access to and availability of information

To turn the individual knowledge into corporate knowledge

BBVA Blogsphere
Access to information

Welcome and easy to use tool

Knowledge sharing

Moving advantages to clients
Blogsphere BBVA: Digitalization of knowledge across the company

The value of an internal network:
110,000 employees and 32 countries

- New idea generation
- Co-creation and collaboration
- Discovering new talent
- Open communication
- Identification of relevant events
- Best practice sharing
- Deeper expertise

Developing a global blogsphere
BBVA is developing a public blogsphere to `dialogue and blog´ with customers

To listen to our customers and communicate with them through their preferred channel

To manage the brand image in the online world

To develop a pioneering position on the internet

Creating a social network around its business and values
We are working to become a worldwide reference in customer insight.
We are implementing 3 different action lines

1. **Research & develop new digital businesses** to take advantage of digitalization and connectivity.
2. **Research & develop new marketing initiatives** to adapt to a new customer.
3. **Research & develop new ways of employee collaboration.**

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Building the levers for BBVA´s future growth
Thank you

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