

150  
years  
adelante



**BBVA** making the difference



# Manuel Castro

## Head of Innovation & Business Development

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*“How technology expands banking limits”*

**BBVA** making the difference



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# Contents

- 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**





# 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

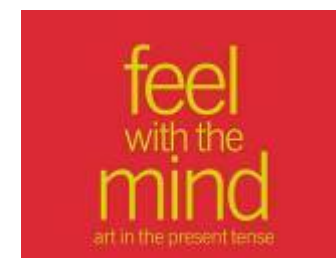
Money as an instrument

*"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

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

Intolerant to frustration

The search for the desire



The reward is having your desire satisfied

More immediate forms of reward



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

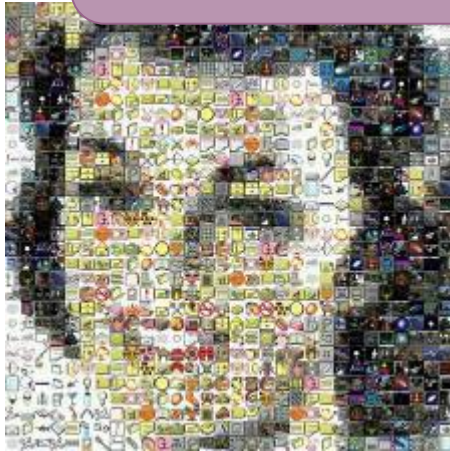
The consumer will have greater power in their relationship with brands

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

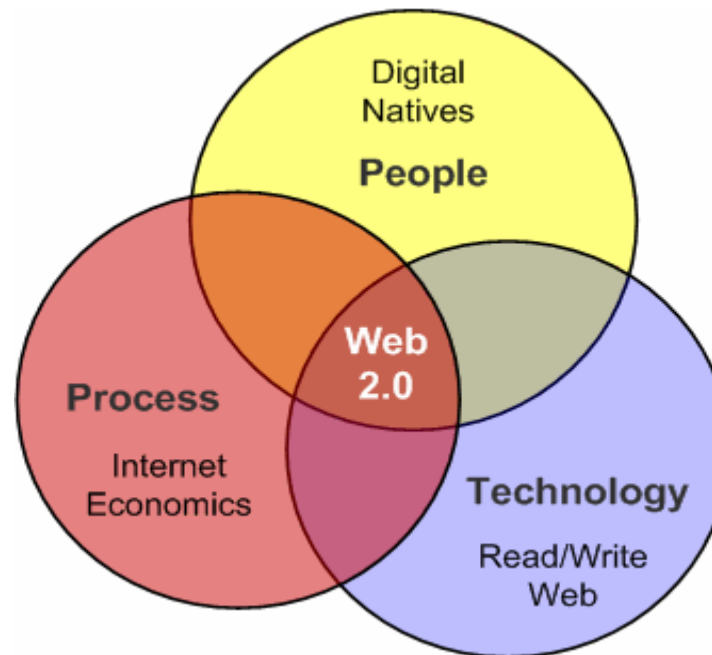
1

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**





## 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 ...**

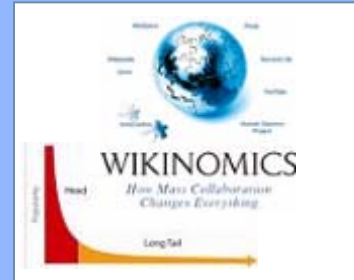
## the consumer



**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

Contextual

Young  
people



Music



Sports

Behavioral



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

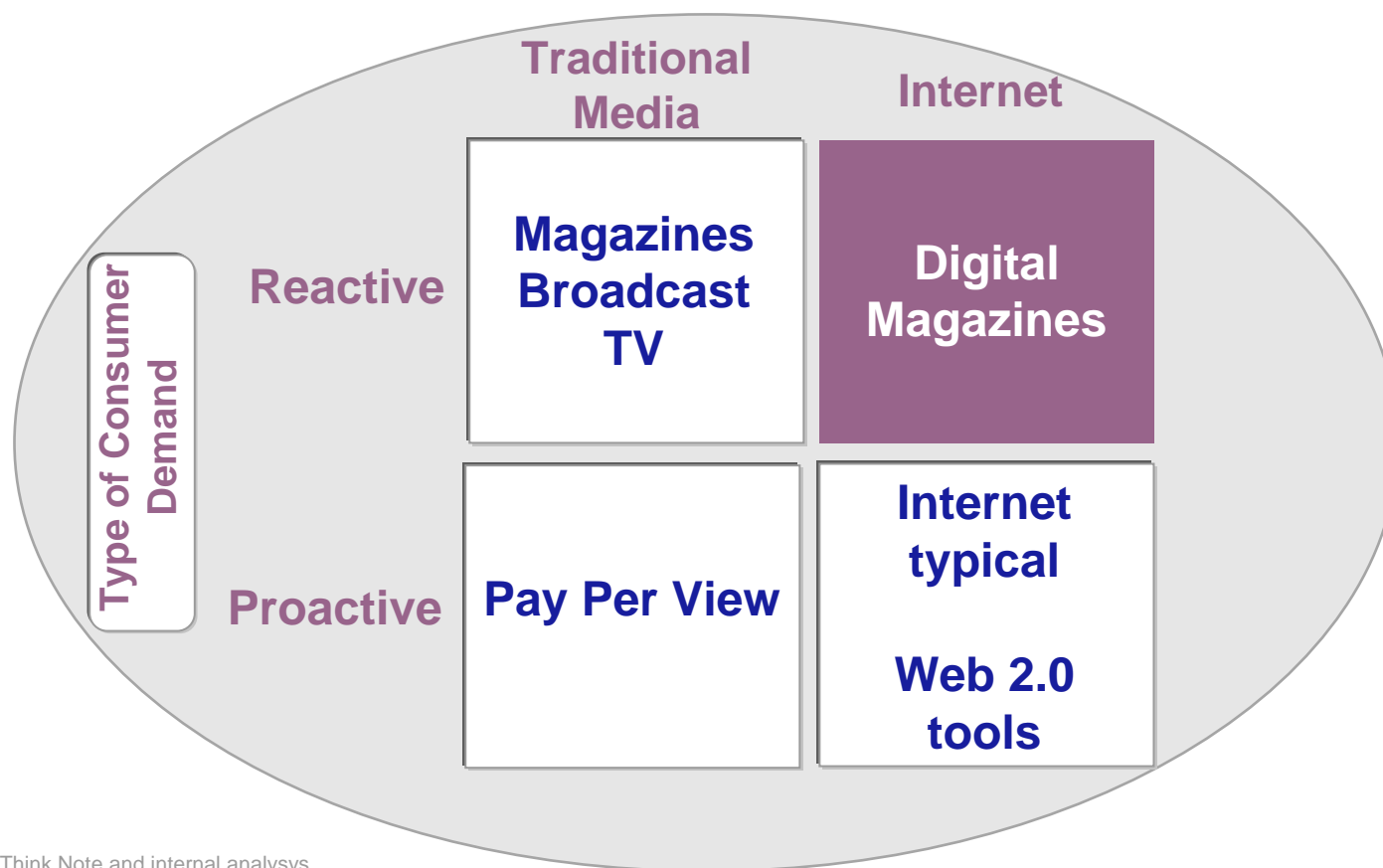
thousands download  
content each day.



# Blue Webzine: the digital magazine opportunity

Printed content may go down but sometimes people want to consume well-designed edited content

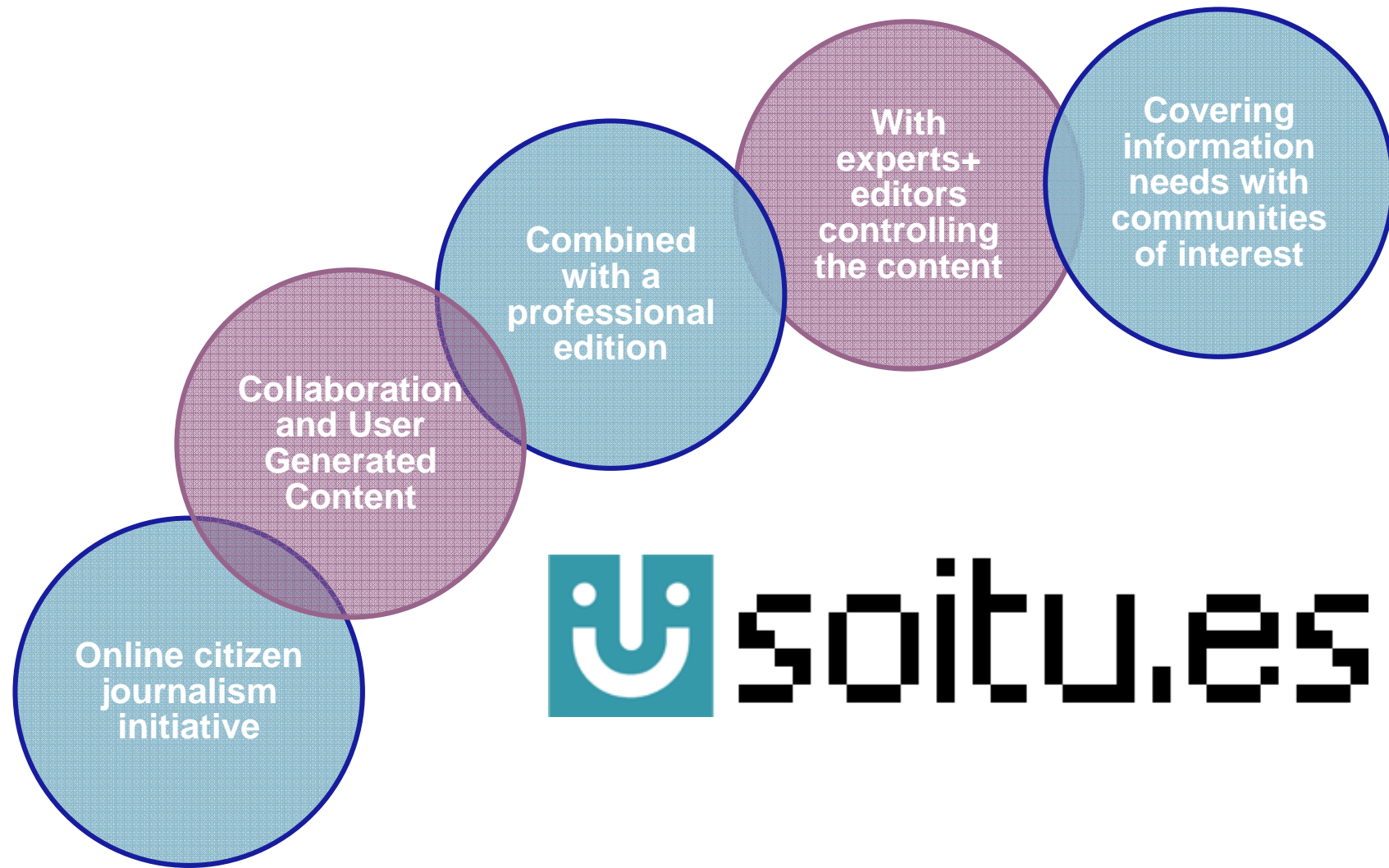
Small investment can be transformed into big audience ...



(\*) Source: medialIdeas Think Note and internal analysys



# Digital Micromedia: dealing with all the possibilities of the digital world



 **soitu.es**





# In 2004, BBVA created the first R&D unit in the banking industry

2

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

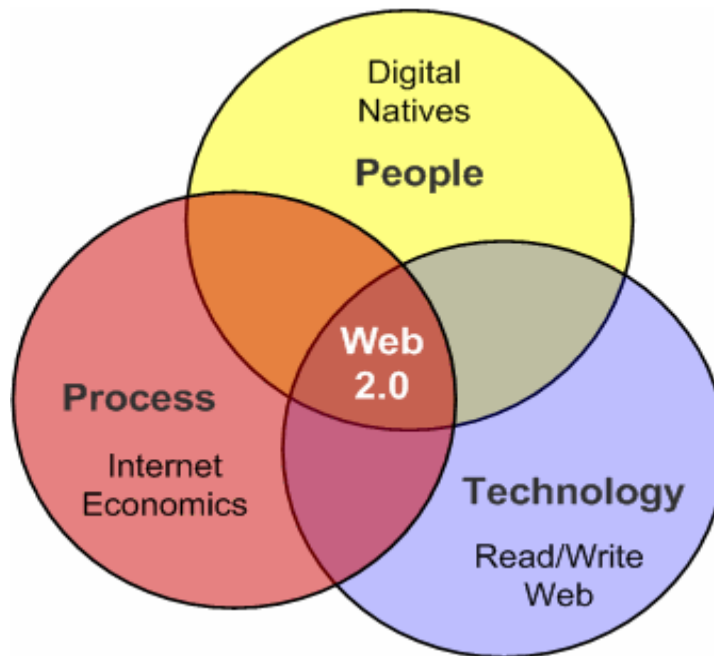


1

Research & develop **new marketing initiatives** to adapt to a new customer

3

Research & develop **new ways of employee collaboration**





**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**

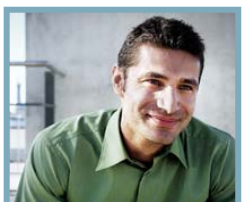


## Distribution synergies with individuals are progressing

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



**blueBBVA**



**BBVA** Personal  
Banking



**BBVA** MOTOR



dinero**express**



**BBVA** HEALTH



**BBVA** SHOP



**BBVA** LEISURE



**BBVA** HOME

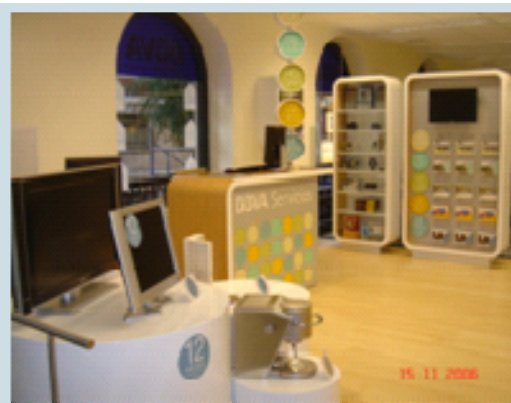
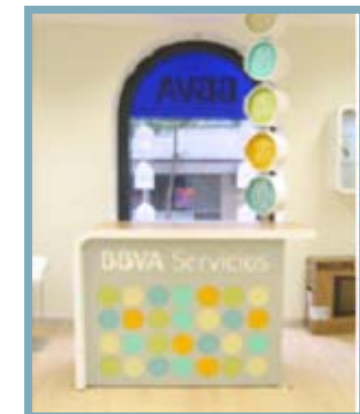
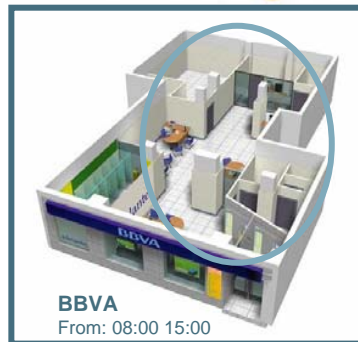




# Distribution synergies with individuals are progressing

... adapting our distribution networks: new concepts of shop

dineroexpress







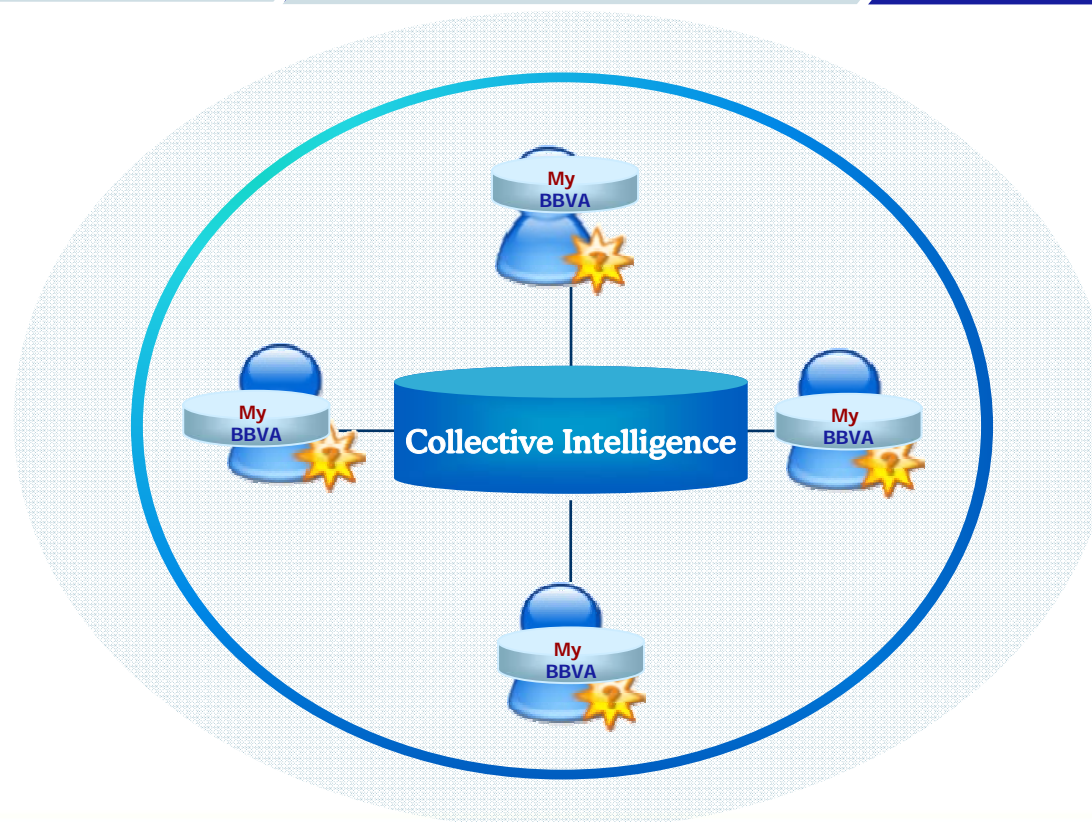
... while exploring new ways of business development: customer synergies

## Evolving our value proposition of financial services

Personalization

Intelligence

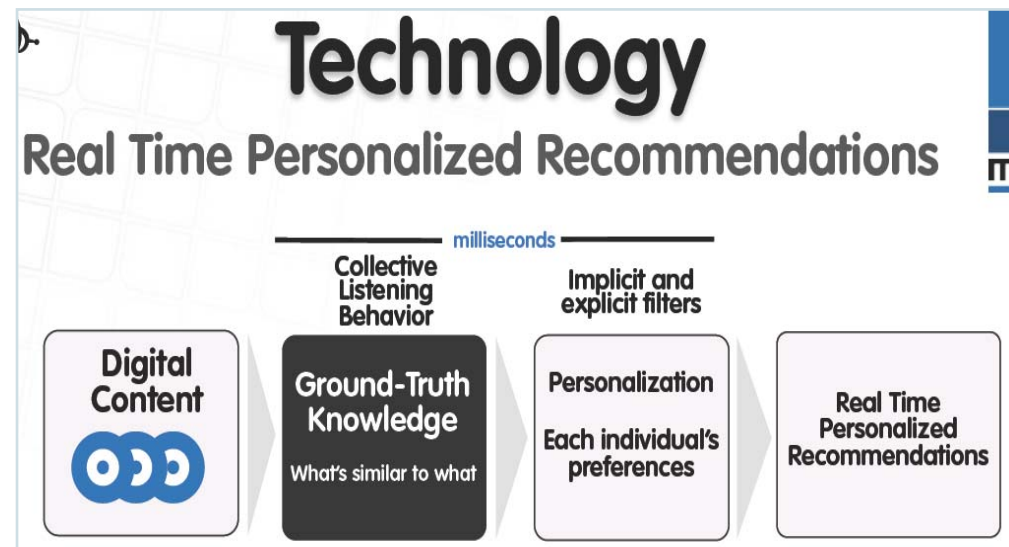
Socialization





# Using information as a *'raw material'* for new services development

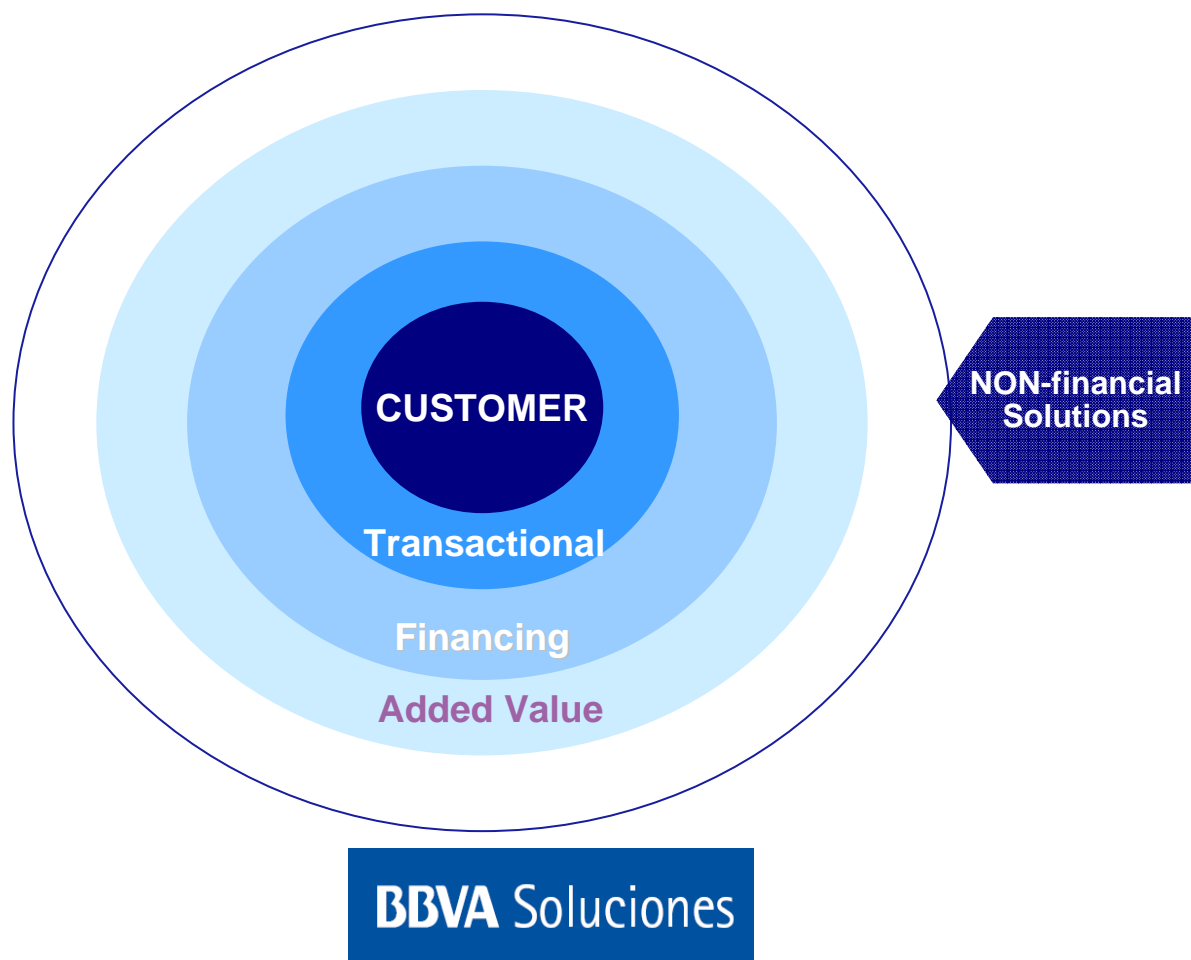
The use of information will allow us to build profitable relationships with customers and to expand banking limits



- 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.com: Online accounting service



**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 assesment**

**Business borders and digitalization: moving from financial information to accounting management services**





# Digipedia: the digital information opportunity

Digital information is much richer than information printed or analogue,  
but requires proper protection and management

```
<!DOCTYPE html PUBLIC "-//W3C//DTD XHTML 1.0 Transitional//EN" "http://www.w3.org/TR/xhtml1/DTD/xhtml1-transitional.dtd">
<html xmlns="http://www.w3.org/1999/xhtml" xml:lang="en" lang="en" dir="ltr">
```

```
<head>
```

```
<meta http-equiv="Content-Type" content="text/html; charset=utf-8" /> <meta name="keywords" content="Document
management system,Alfresco (software),Archiving,Boolean expression,Computer system,Content management system,
proliferation,Database,Digital asset management,Digital image,Document imaging,Image management,Information
management,Information system,OpenSearch,OpenSearch XML" /> <link rel="search" type="application/opensearchdescription+xml" href="/w/opensearch" title="OpenSearch XML" />
```

```
<link rel="copyright" href="http://www.gnu.org/copyleft/fdl.html" /> <link rel="alternate" type="application/rss+xml" title="Wikipedia Atom Feed" href="http://en.wikipedia.org/w/index.php?title=Special:Recentchanges&feed=rss" /> <link rel="alternate" type="application/atom+xml" title="Wikipedia Atom Feed" href="http://en.wikipedia.org/w/index.php?title=Special:Recentchanges&feed=atom" />
```

```
<title>Document management system - Wikipedia, the free encyclopedia</title> <style type="text/css" media="screen,projection"> /*<![CDATA[*] @import "/skins-1.5/common/shared.css?100"; @import "/skins-1.5/monobook/main.css?100";</style> <link rel="stylesheet" type="text/css" media="print" href="/skins-1.5/common/commonPrint.css?100" /> <![CDATA[*] @import "/skins-1.5/monobook/IE50Fixes.css?100";</style> </endif-->
```

```
<meta http-equiv="Content-Type" content="text/html; charset=utf-8" /> <meta name="keywords" content="Document
management system,Alfresco (software),Archiving,Boolean expression,Computer system,Content management system,
proliferation,Database,Digital asset management,Digital image,Document imaging,Image management,Information
management,Information system,OpenSearch,OpenSearch XML" /> <link rel="search" type="application/opensearchdescription+xml" href="/w/opensearch" title="OpenSearch XML" />
```

```
<link rel="copyright" href="http://www.gnu.org/copyleft/fdl.html" /> <link rel="alternate" type="application/rss+xml" title="Wikipedia Atom Feed" href="http://en.wikipedia.org/w/index.php?title=Special:Recentchanges&feed=rss" /> <link rel="alternate" type="application/atom+xml" title="Wikipedia Atom Feed" href="http://en.wikipedia.org/w/index.php?title=Special:Recentchanges&feed=atom" />
```

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```

Information

Digital

document

Secure

Index

storage

Archiving

taxonomy

retrieval

BPM

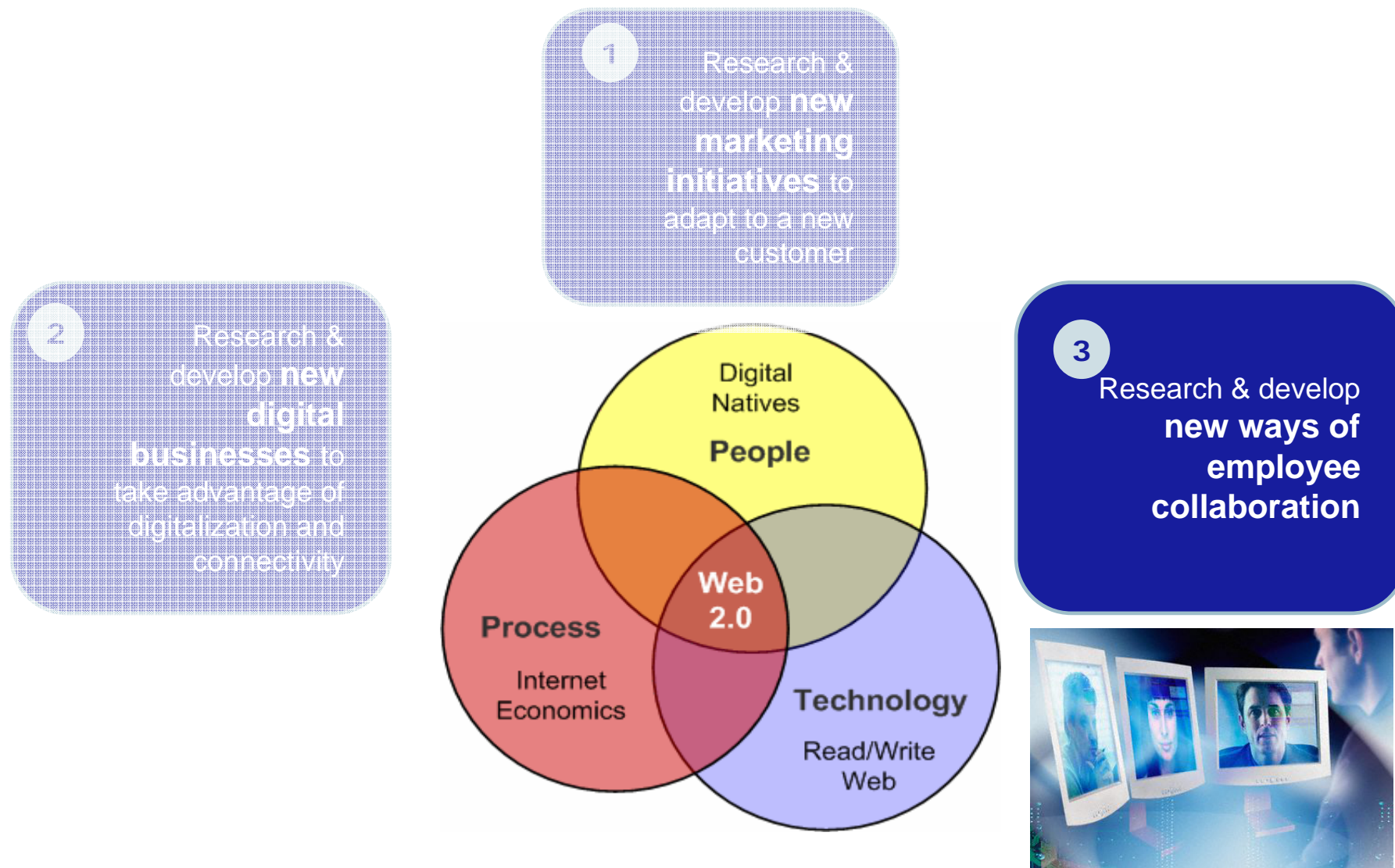
metadata

Security

workflows



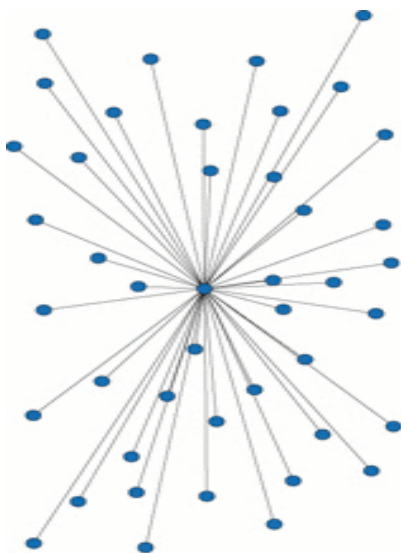
# In 2004, BBVA created the first R&D unit in the banking industry





# Innovative ways of employee collaboration: harnessing the power of employee networks

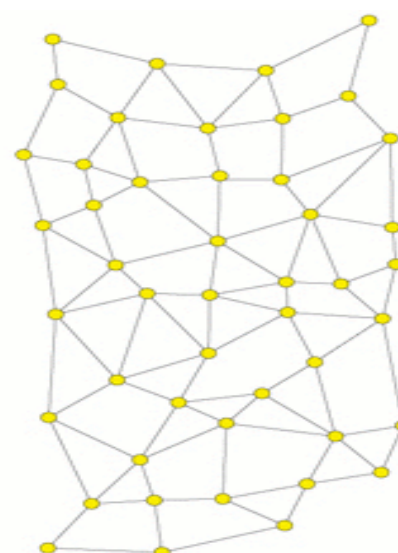
Centralized net



Decentralized net



Interconnected net



## Usage of information and knowledge: Key of the new era

To manage the access to and  
availability of information

Google

To turn the individual knowledge  
into corporate knowledge

BBVA Blogsphere



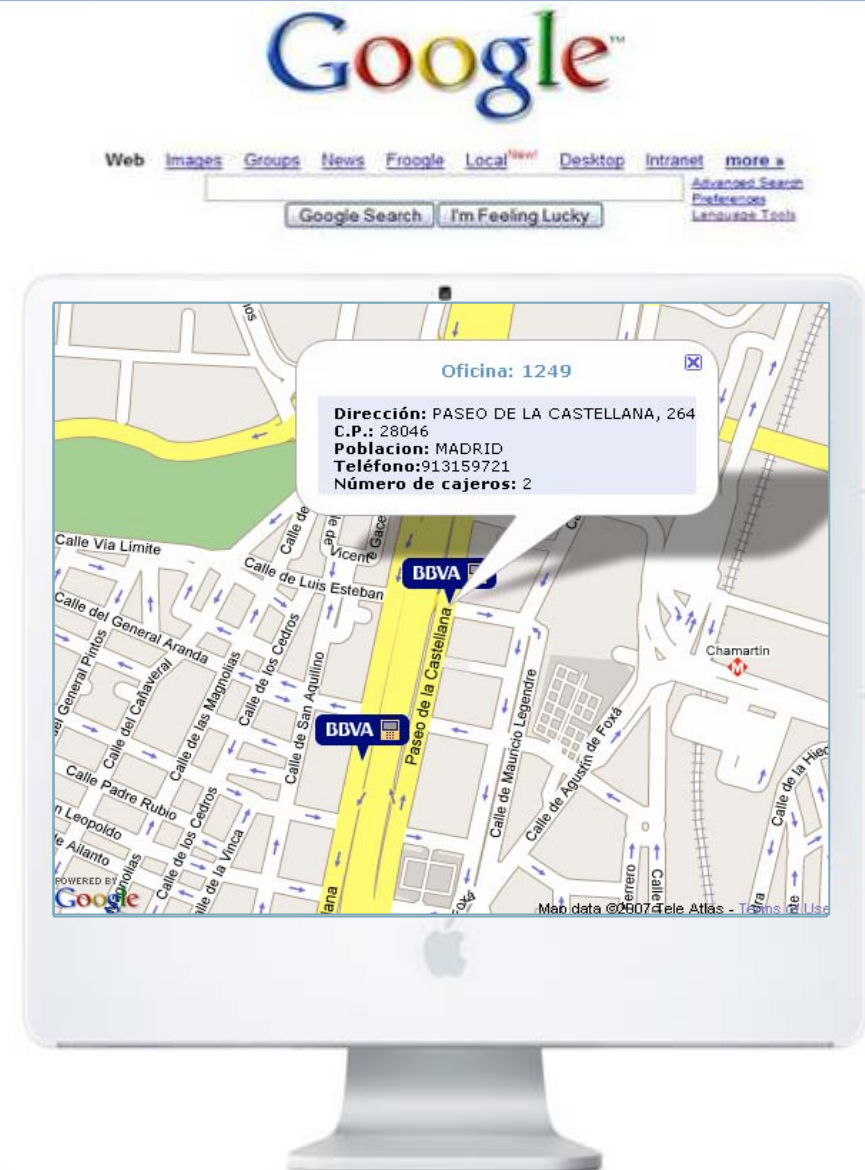
# BBVA Google project

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

The screenshot shows the BBVA Blogsphere homepage. At the top, it says "Lo último en BBVA" with a tagline "con toda nuestra gente, algo nuevo nace cada día". Below this, there are three main sections: "Noticias y avisos" (News and notices), "¿Búscas a alguien?" (Are you looking for someone?), and "Lee lo más destacado" (Read the most highlighted). The "Noticias y avisos" section includes a welcome message and a list of recent blog posts with author photos and titles like "Futuro del crédito", "¡Blog listo!", "NUEVO SITIO BBVA", "Marketing Estratégico", and "Radio Amadeus, Jazz on-line". The "¿Búscas a alguien?" section features a grid of employee photos under the heading "Ellos acaban de llegar". The "Lee lo más destacado" section lists featured blog posts with titles like "Lo nuevo de la Web 2.0", "Innovando en medios", "Youtube y La Banca", "Innovando en Planta 29", and "Tendencias en TI". At the bottom, there is a "Lee lo más reciente" section and a search bar labeled "Busca por correo electrónico". The BBVA logo and "bligoo" branding are visible at the bottom right of the interface.

- 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 blogosphere to 'dialogue and blog' with customers



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

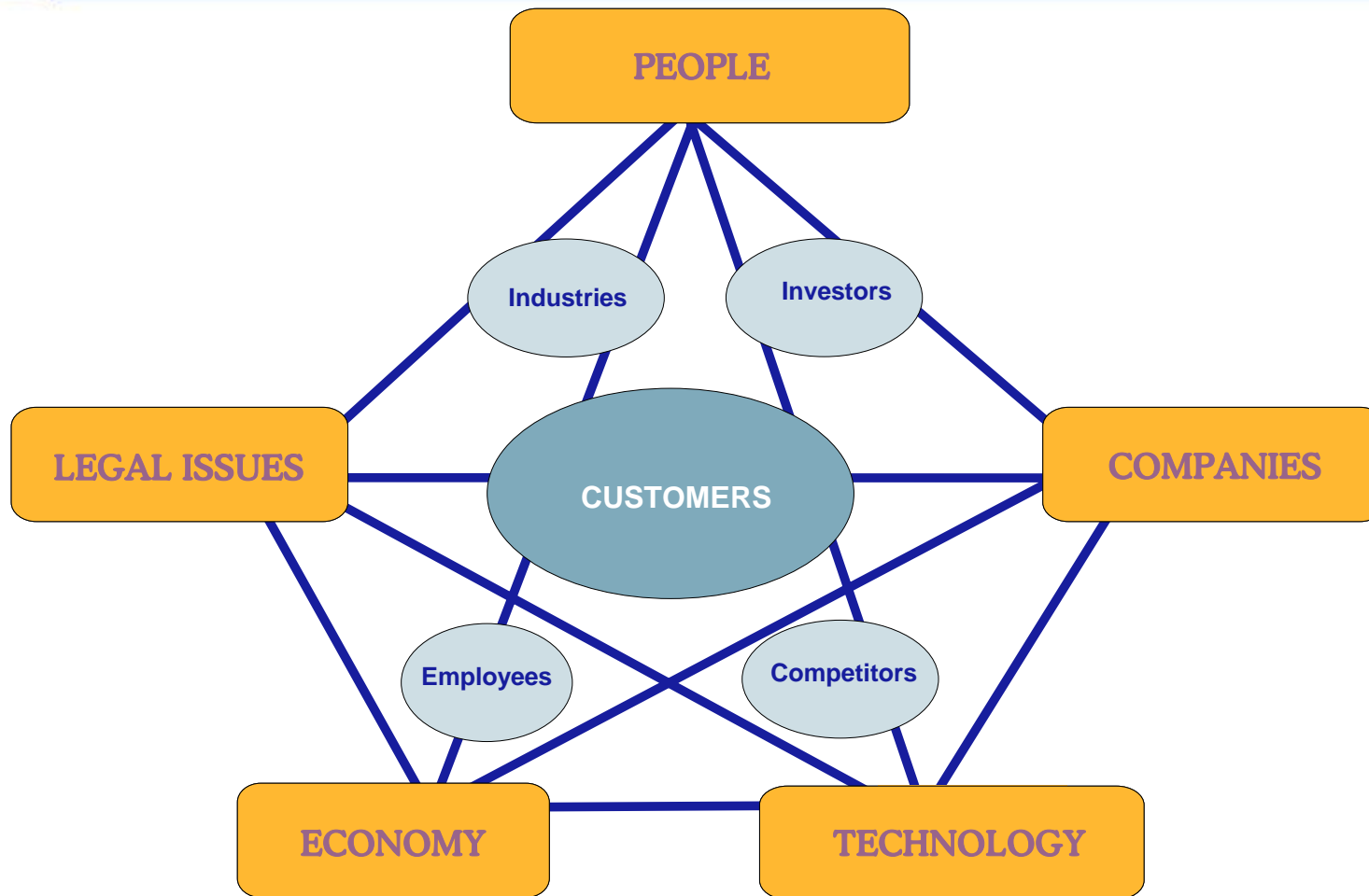
To manage the brand image in the online world

To develop a pioneering position on the internet

## Creating a social network around its business and values



## In conclusion



We are working to become a **worldwide reference** in **customer insight**

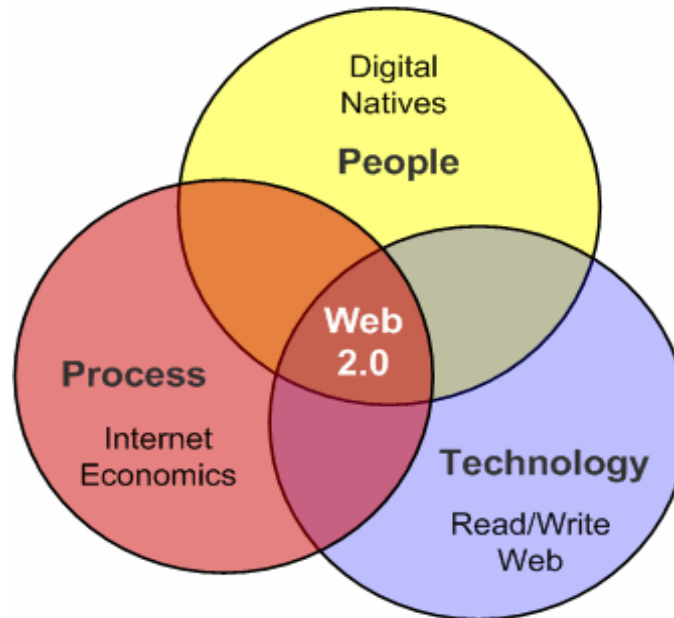


# We are implementing 3 different action lines

Research & develop **new marketing initiatives** to adapt to a new customer



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



Research & develop **new ways of employee collaboration**



## Building the levers for BBVA's future growth





**Thank you**

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**“How technology expands banking limits”**

**BBVA** making the difference

150  
years

adelante



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