

150
years

adelante



BBVA making the difference



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“How technology expands banking limits”

BBVA making the difference



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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

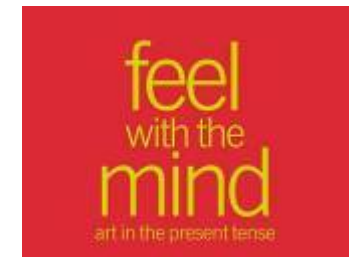
Money as an instrument

“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

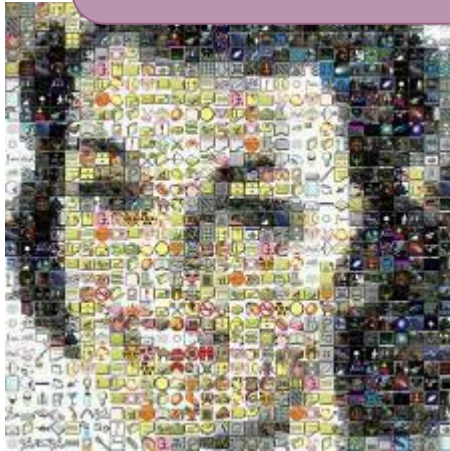
The consumer will have greater power in their relationship with brands

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

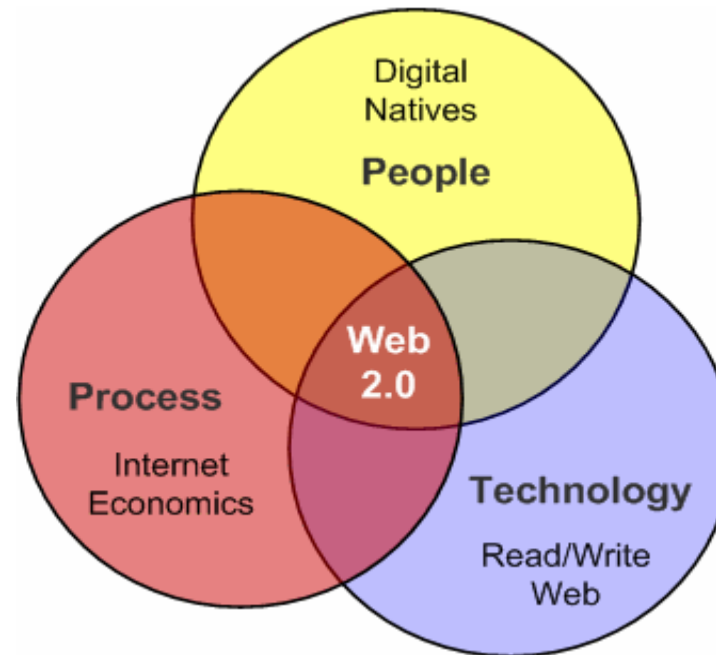
1

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
			<p>Did you know TopCoder members are building software for</p>

Web 2.0

Web as a platform to provide customers with services

Word cloud containing terms such as: Folksonomy, Social Software, UMTS, Widgets, Design, Standard Web, Ruby on Rails, Metaverse, FOAF, ATOM, Perpetual BETA, Audio, LAMP, Mobility, Tag cloud, SEO, Participation, Recommendation, Design, CSS, Convergence, Sharing, Syndication, XFN, Aggregation, Video, Confidence, REST, Long Tail, SOAP, Geospatial, Usability, Wikis, WIFI, User experience, Blogs, RSS, Ajax, Micro formats, Pod cast, SEM.



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...

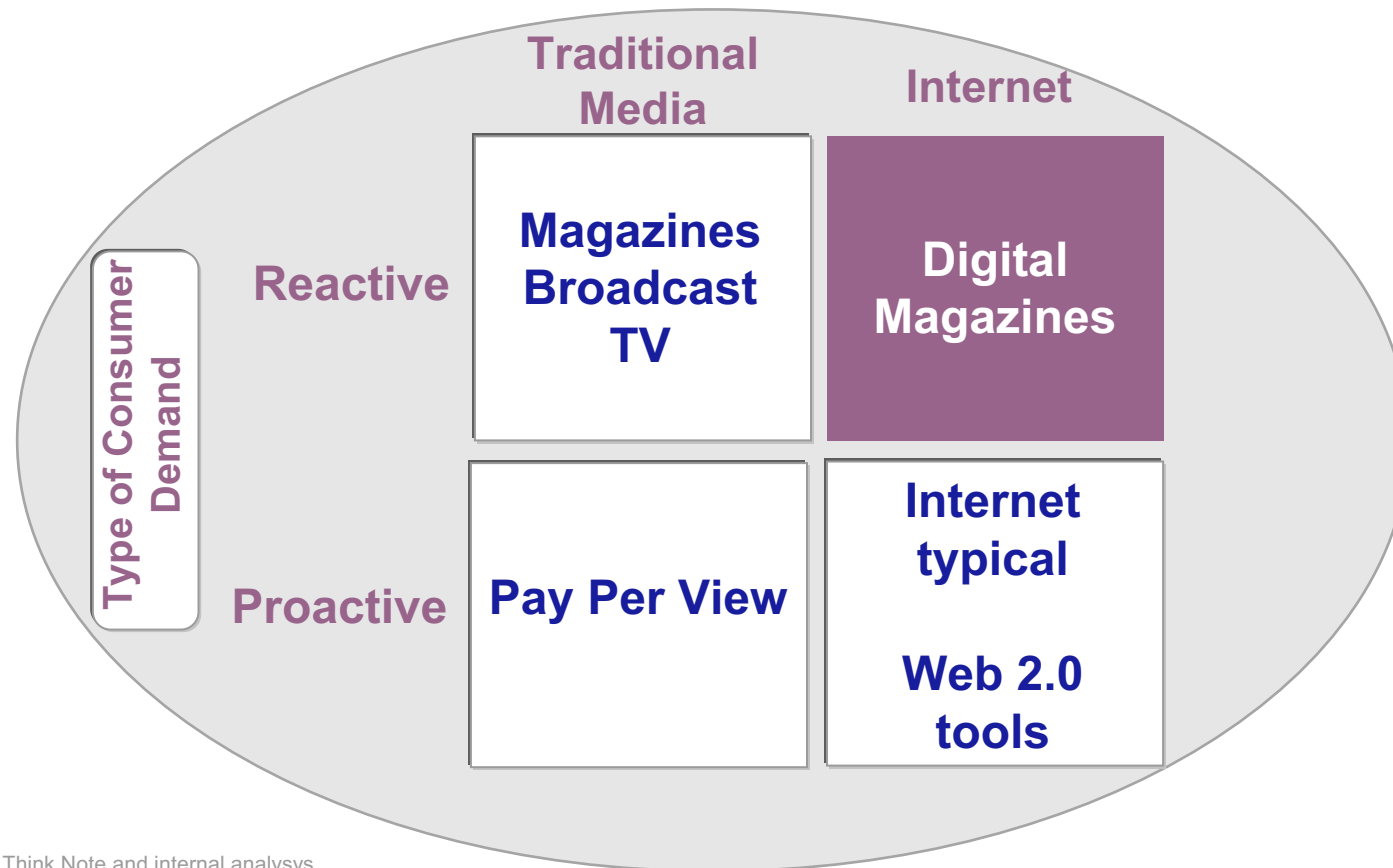
thousands download
content each day.



Blue Webzine: the digital magazine opportunity

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

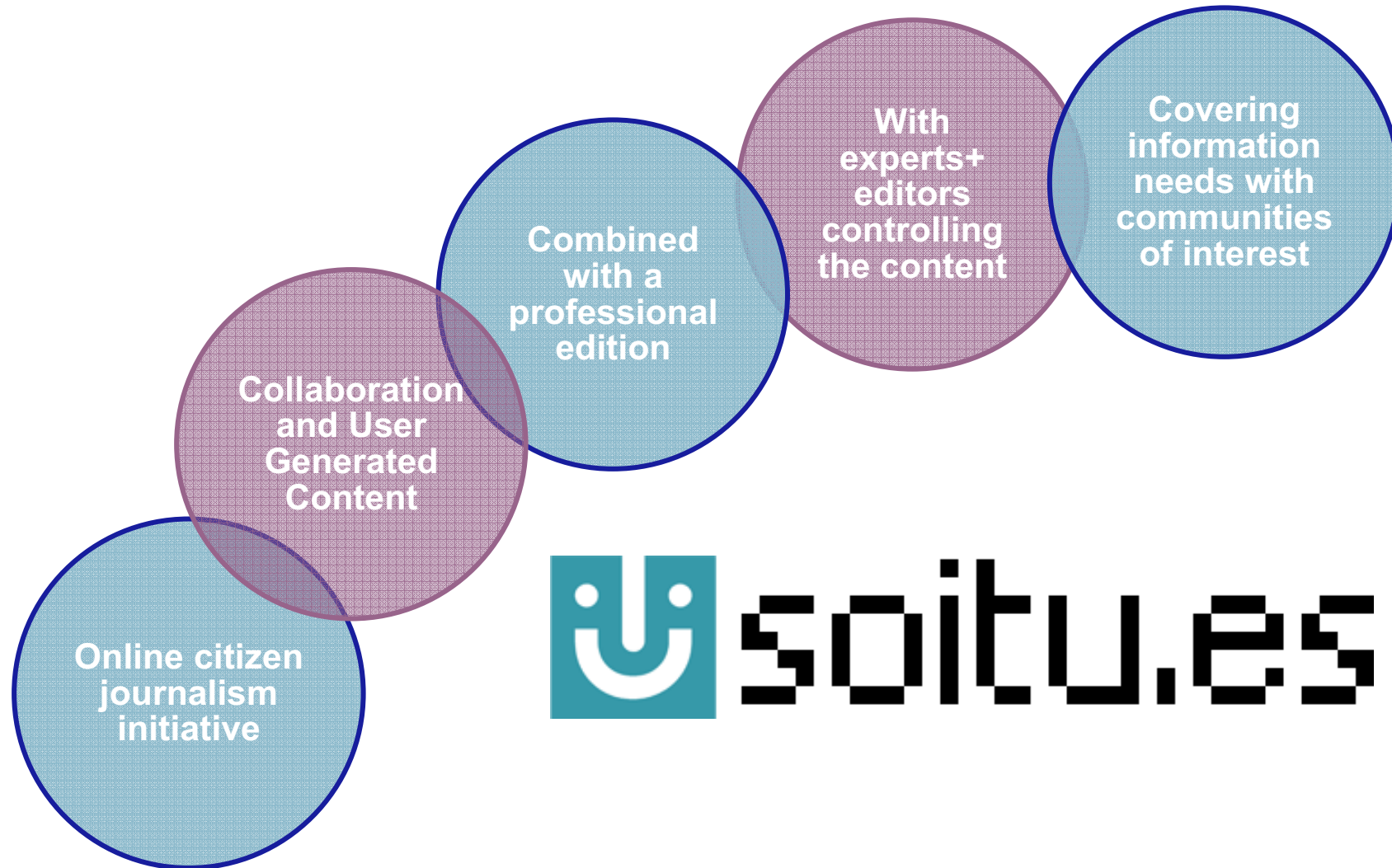
Small investment can be transformed into big audience ...



(*) Source: medialdeas Think Note and internal analysis



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





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

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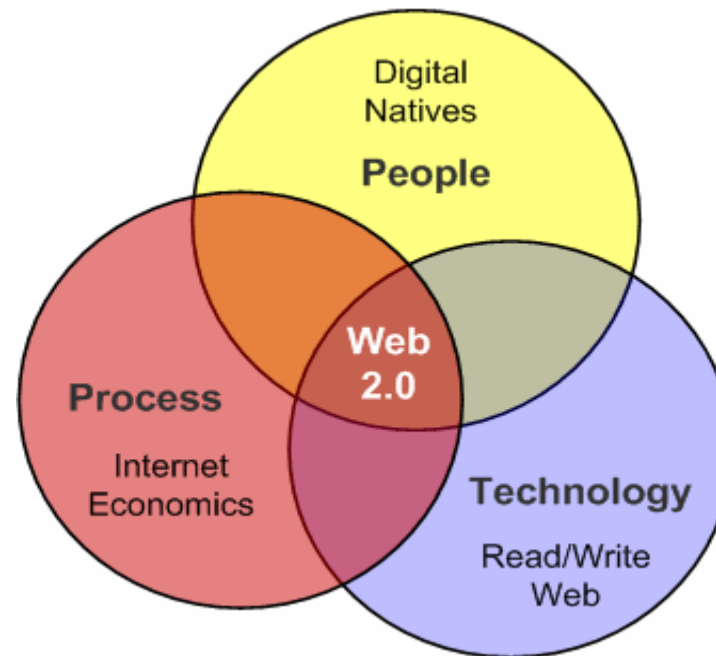
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We are developing business lines that respond to the new challenges

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*



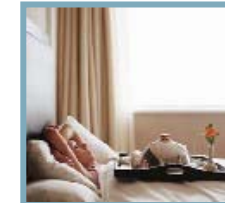
BBVA HEALTH



BBVA SHOP



BBVA LEISURE



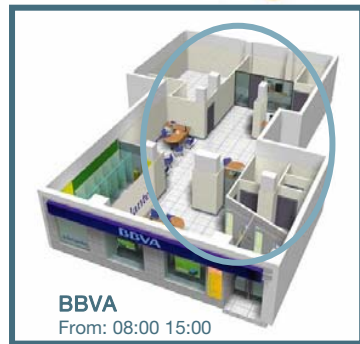
BBVA HOME



Distribution synergies with individuals are progressing

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

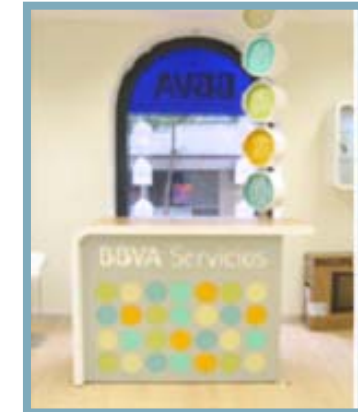
dineroexpress



BBVA
From: 08:00 15:00



Dinero Express
From: 15:00 20:00





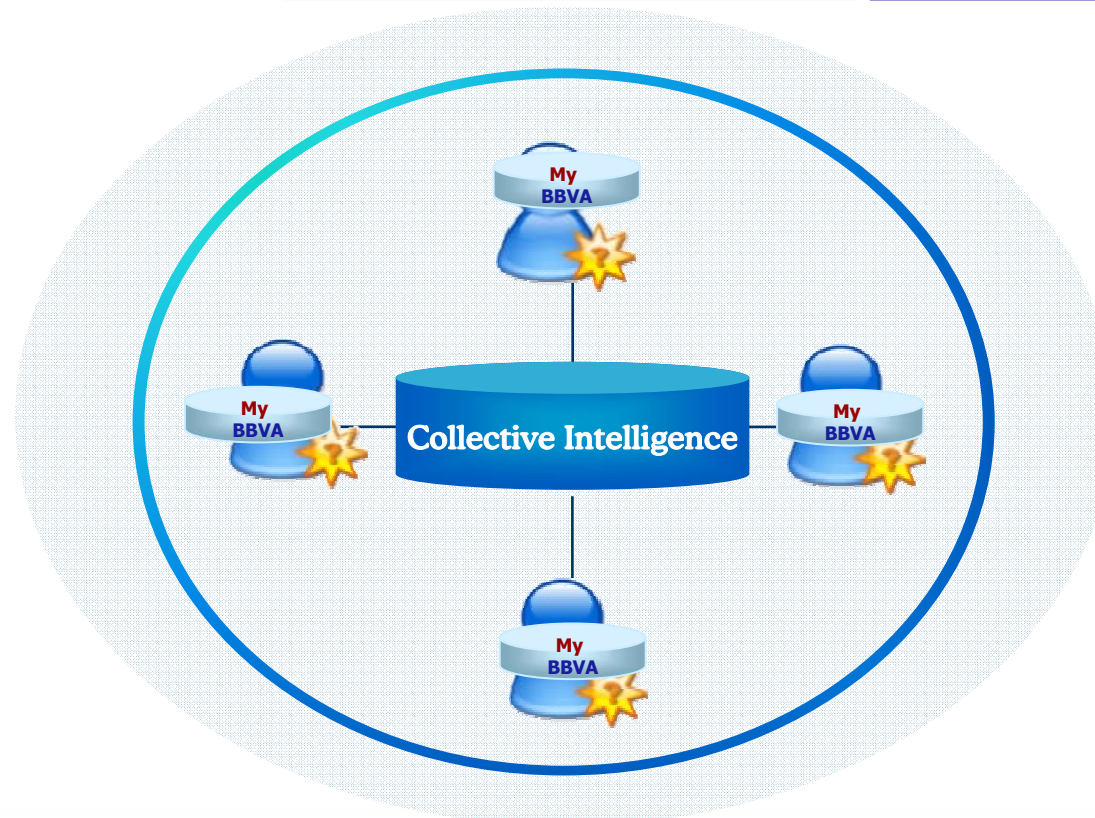
... while exploring new ways of business development: customer synergies

Evolving our value proposition of financial services

Personalization

Intelligence

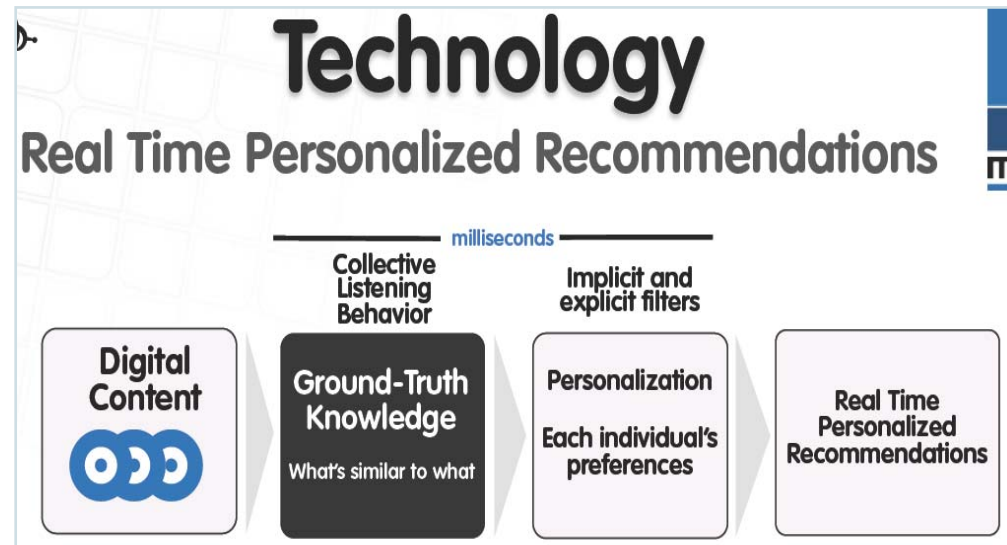
Socialization





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

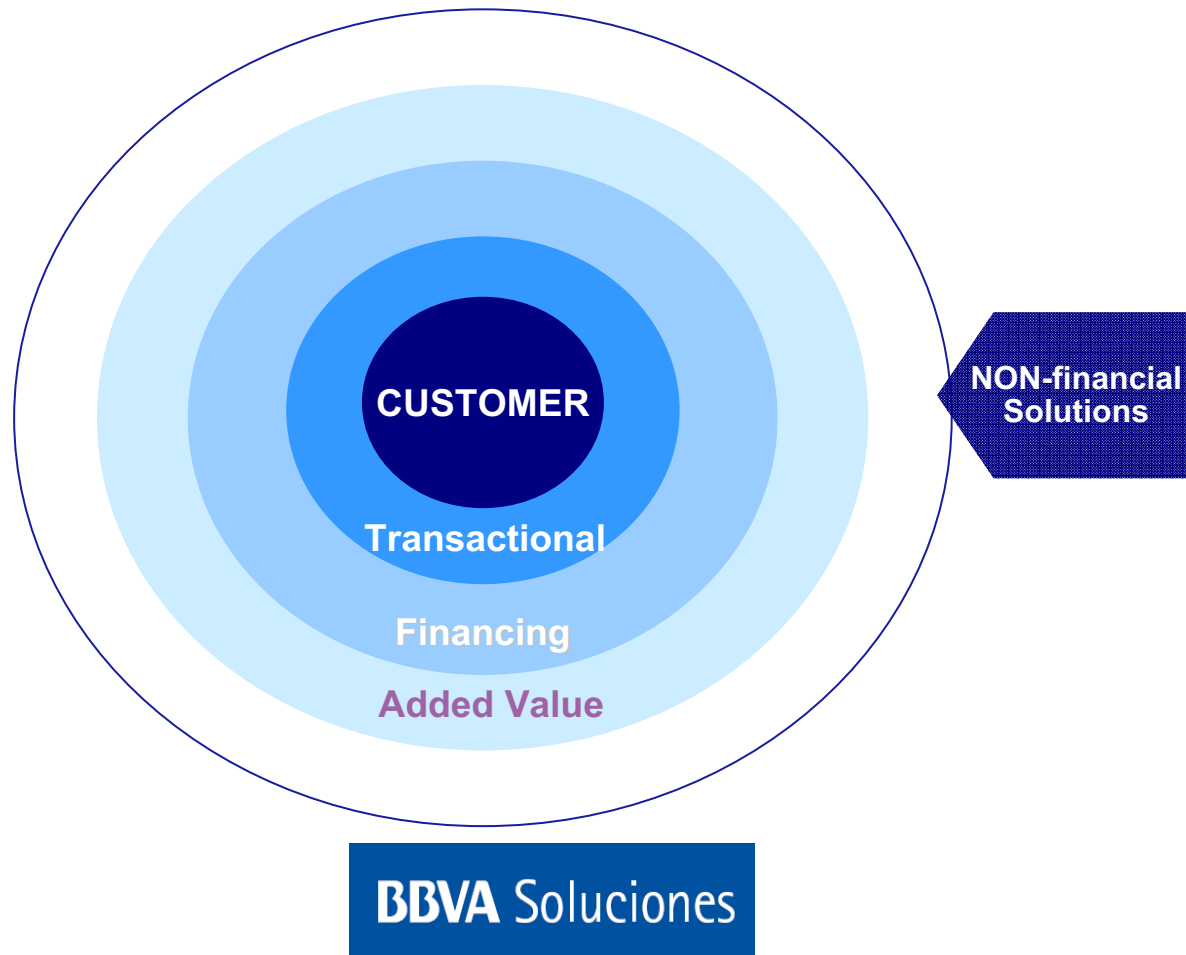
The use of information will allow us to build profitable relationships with customers and to expand banking limits



- 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



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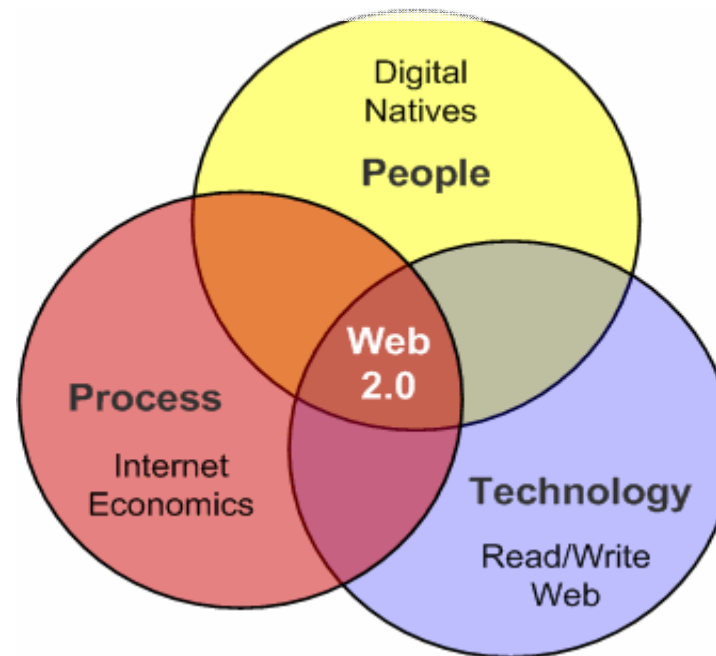
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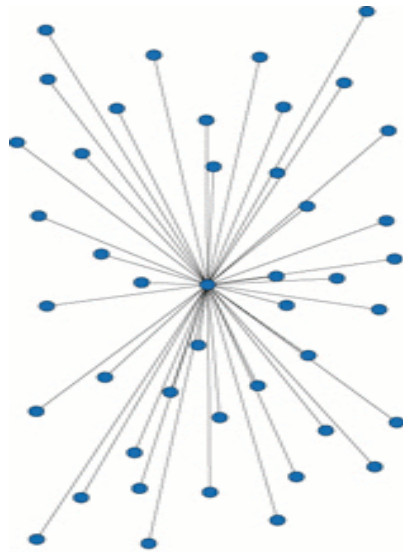
Research & develop **new ways of employee collaboration**





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

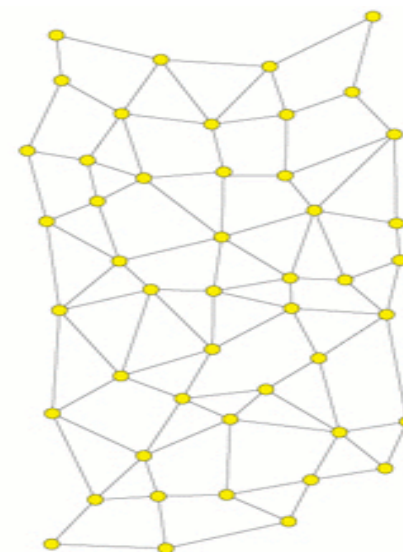
Centralized net



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 Blogosphere



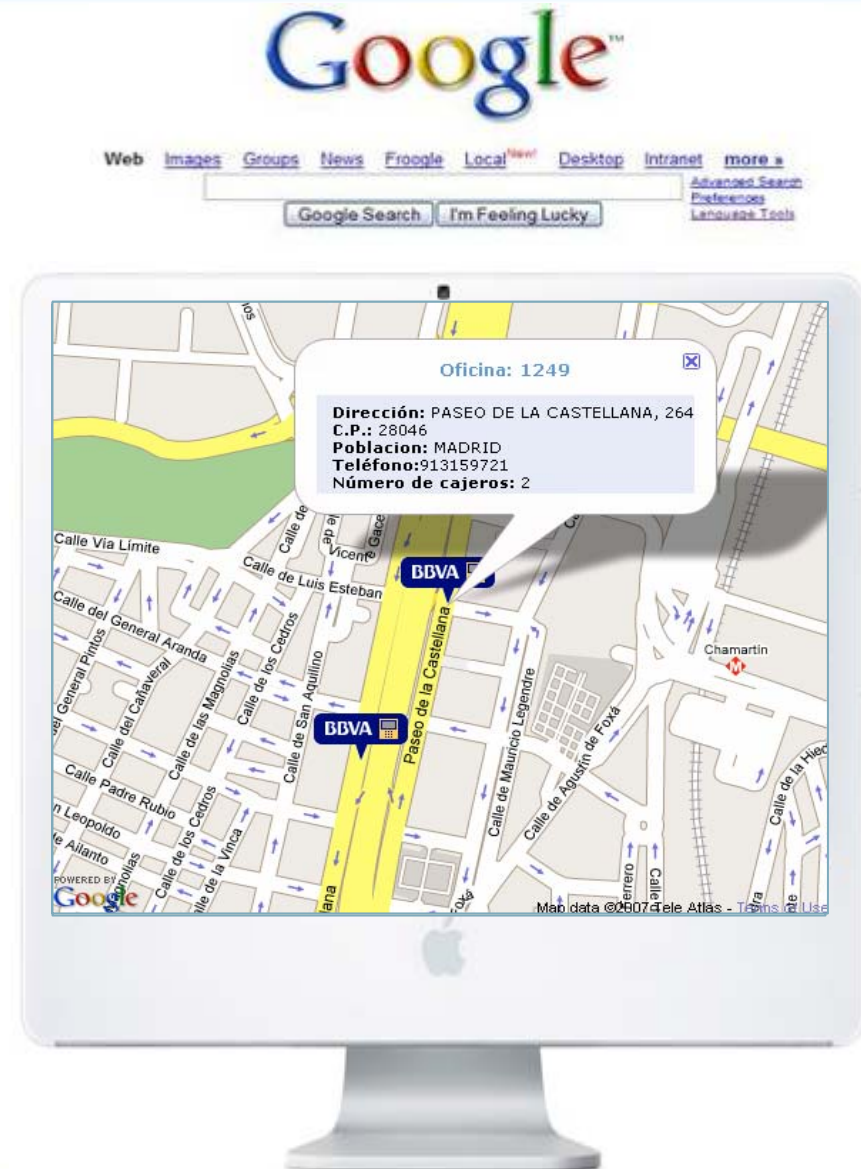
BBVA Google project

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 con toda nuestra gente, algo nuevo nace cada día" and "Crea tu blog - Ir a Bligoo - Directorio Blogs BBVA". The main content is divided into several sections: "Noticias y avisos" with a welcome message; "¿Búscas a alguien?" featuring a grid of employee portraits under the heading "Ellos acaban de llegar"; "Lee lo más destacado" with a list of featured blog posts including "Lo nuevo de la Web 2.0", "Innovando en medios", "Youtube y La Banca", "Innovando en Planta 29", and "Tendencias en TI"; "¿Búscas un blog?" with "Los blogs más leídos" listing posts like "Futuro del crédito", "¡Blog listo!", "NUEVO SITIO BBVA", "Marketing Estratégico", and "Radio Amadeus, Jazz on-line"; and "Lee lo más reciente" with posts like "Partiendo en los blogs", "Novedades en Gobernalla", and "Seguimos avanzando". A search bar for "Busca por correo electrónico" is also visible.

- 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

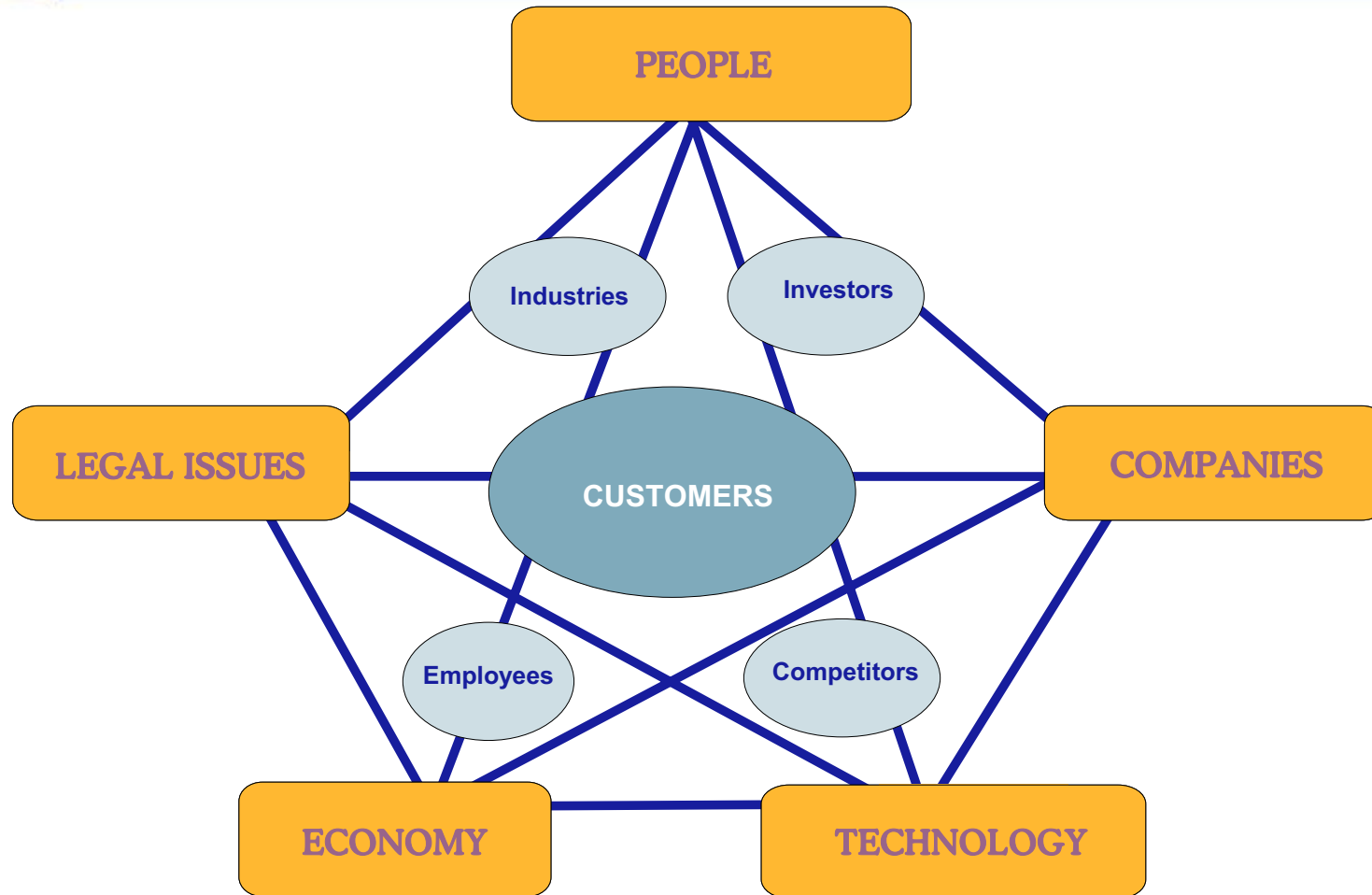
To manage the brand image in the online world

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**

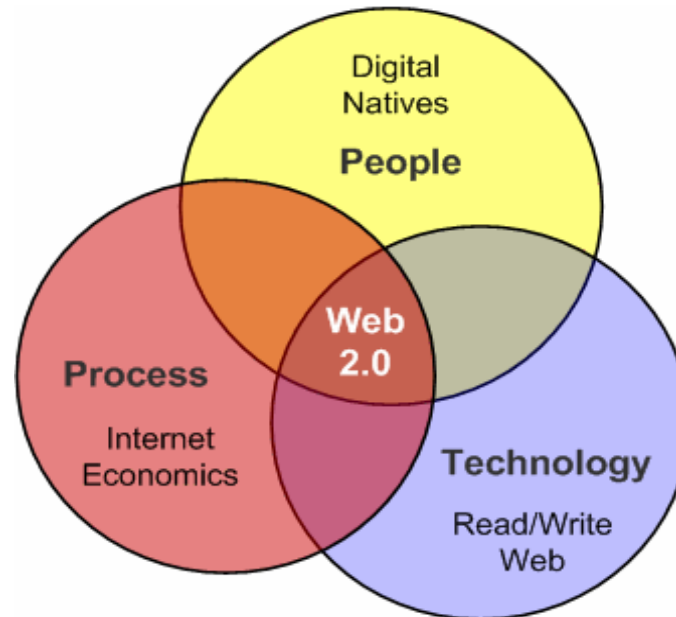


We are implementing 3 different action lines

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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