

**MAGAZINE**

ACCOMPANYING THE 2014 ANNUAL REPORT  
OF THE DZ BANK GROUP

# HELPING SHAPE THE FUTURE



## 4 Regulation

An organizational and financial challenge  
– interview with Dr. Cornelius Riese

## 6 Signing up homeowners to the fight against climate change

Finance from Schwäbisch Hall for energy efficiency measures

## 8 Increasing customer loyalty, consolidating our market position

Perspectives for the cooperative financial network in corporate banking

## 10 Good advice in an environment of low interest rates

Three questions for Dr. Friedrich Caspers

## 12 Payments processing is more than infrastructure

Digitization is influencing the way in which people make payments

## 14 Agility is the key to happy customers

An article by Alexander Boldyreff

## 16 Everything is digital – but partly cloudy

Omnichannel strategy for success in retail banking – an article by Lars Hille

## 18 A need to focus on values

Employer branding campaign for a greater sense of group identity and successful recruitment



Dr. Cornelius Riese, member of the DZ BANK AG Board of Managing Directors with responsibility for Group Finance and for Strategy & Controlling

Page 4



Almost a third of CO<sub>2</sub> emissions are caused by residential consumption

Page 6

# Strength for the future



**Wolfgang Kirsch,**  
Chief Executive Officer  
of DZ BANK AG

In its 2014 annual report, the DZ BANK Group looks back on an extremely successful year. We can rightly be proud of our achievements. But as we look ahead, we see that the banking business is in a state of change. This magazine provides an interesting perspective on how we are helping to actively shape this transformation process – in the cooperative financial network, in partnership with the local cooperative banks.

In an interview, my colleague on the Board of Managing Directors Dr. Cornelius Riese explains how we are balancing increasingly strict regulation with the cooperative principles of decentral enterprise. Dr. Friedrich Caspers, Chief Executive Officer of R+V Versicherung, sets out the reasons why life insurance continues to be a good choice, even in an environment of persistently low interest rates.

Our customers' habits are changing as a result of always having information at their fingertips, and this means their expectations of banking services are changing, too. Alexander Boldyreff, Chief Executive Officer of TeamBank, shows how we are learning to focus even more on customer needs now that we also have to compete with 'FinTech' companies. After all, customers want to feel that their bank is more than just infrastructure, even if

they are only using standard services. Lars Hille, another of my colleagues on the Board of Managing Directors, writes that the way for banks to gain a competitive edge in retail banking is not based on the products that they offer but on providing an amazing customer experience across all sales channels.

In its business with small and medium-sized enterprises, the cooperative financial network positions itself as a strategic partner that not only offers traditional lending but also helps them to deal with trend topics, such as the switch to renewable energy sources, company succession, using the capital markets, and internationalization.

We are better positioned than ever before to compete successfully in this market. We will rise to these challenges hand in hand with our partners in the cooperative financial network!

I hope you enjoy reading this magazine.

Kind regards,

A handwritten signature in blue ink that reads "Wolfgang Kirsch". The signature is written in a cursive, slightly slanted style.



# Regulation

## AN ORGANIZATIONAL AND FINANCIAL CHALLENGE

**Dr. Cornelius Riese**, member of the DZ BANK AG Board of Managing Directors with responsibility for Group Finance and for Strategy & Controlling

EVER STRICTER REGULATION IS RESULTING IN SIGNIFICANT COSTS FOR THE BANKING INDUSTRY, AND IMPLEMENTATION OF THE REQUIREMENTS CREATES A GREAT DEAL OF COMPLEXITY. ALSO, THE EUROPEAN CENTRAL BANK (ECB) HAS NOW TAKEN ON THE ROLE OF REGULATOR FOR THE LARGEST BANKS IN THE EUROZONE.

In this interview, DZ BANK's chief financial officer, Dr. Cornelius Riese, talks about the changes to the regulatory and supervisory landscape.

*What has changed for you as a result of the ECB becoming the banking regulator?*

**DR. CORNELIUS RIESE:** Before taking over the role of regulator, the ECB subjected all of the banks that would be under its direct supervision to an in-depth examination of their balance sheets and a stress test. We passed these tests. The review of our balance sheet confirms that our conservative risk policy is the right approach. We even passed the stress test without taking account of our capital increase. We can be satisfied with this outcome.

## “WITH THE ARRIVAL OF THE ECB, AN INTERNATIONAL DIMENSION HAS EMERGED: ONE THAT IS MORE QUANTITATIVE, MORE ANGLO-SAXON, EVEN MORE RISK-ORIENTED.”

But we also observed a shift in the regulator’s position. With the arrival of the ECB, an international dimension has emerged: one that is more quantitative, more Anglo-Saxon, even more risk-oriented.

*So would the DZ BANK Group be ready for a further tightening of capital requirements?*

**DR. CORNELIUS RIESE:** Our capital increase enabled us to create an adequate buffer for additional requirements. As far as a bank’s stability is concerned, however, the sustainability of the business model is more important than the snapshot provided by capital ratios. Banks need to be able to earn money and create capital across a full economic cycle. We can be proud that the DZ BANK Group has strong foundations and is profitable; our strategy has proved successful. Qualitative aspects should, by the way, play a greater role in banking supervision.

*Do the regulatory requirements hamper financial performance?*

**DR. CORNELIUS RIESE:** Regulation certainly has an impact on the profitability of individual business lines. This reflects political will. The reasons behind this are, in principle, understandable. One critical aspect, however, is that some aims are very Anglo-Saxon in nature and therefore only fit the German economic model to a limited extent. This is particularly true of the leverage ratio,

which is meant to act as a benchmark, and of the idea of a split banking system. Moreover, a number of measures are clearly based on politically motivated ‘ad-hoc logic’. As a financial services group, the DZ BANK Group is especially affected because all of the regulatory measures – from banking to insurance – have an impact on it.

*Will the new regulatory environment lead to changes in how responsibilities are distributed within the cooperative financial network?*

**DR. CORNELIUS RIESE:** The ECB will seek out the central institutions as its point of contact for dialog with banking groups. The BVR will therefore play a key role. A consolidated set of accounts already exists in the form of the cooperative financial network’s annual financial statements. These are certain to become more important. But I do not believe that this is contradictory to our organization’s fundamental principle of decentralization; that each local cooperative bank operate as an autonomous business in its territory. The DZ BANK Group has evolved in this area over the past few years: All management processes such as planning, controlling, and capital management must be carried out in accordance with central criteria and processes – and they are. We also have a central unit that is responsible for coordinating regulatory matters. However, this does not affect our commitment to decentral enterprise and to market responsibility at segment level.



# Signing up homeowners to the fight against climate change

## FINANCE FROM SCHWÄBISCH HALL FOR ENERGY EFFICIENCY MEASURES

CAN HOUSING BE SUSTAINABLE? WHAT IS THE CONSTRUCTION AND HOUSING SECTOR'S ENVIRONMENTAL POTENTIAL? THE ISSUES TO BE TACKLED ARE TANGIBLE: LAND USE, IMPERMEABLE GROUND COVERINGS, THE NEED TO CONSERVE RESOURCES, AND REDUCTION OF BUILDINGS' CO<sub>2</sub> EMISSIONS.

Buildings – including the majority of detached and semi-detached houses – have a major role to play in Germany's switch to renewable energy sources, in particular because of their poor performance in terms of energy consumption and emissions. Residential real estate accounts for 40 percent of energy consumption and 30 percent of CO<sub>2</sub> emissions. Increasing the energy efficiency of housing is therefore a key point of leverage for reducing greenhouse gases.

Given that the number of new homes under construction equates to just 0.5 percent of housing stock, modernization is crucial to success in improving energy efficiency. Schwäbisch Hall provides incentives and helps customers to carry out such modernization, build energy-efficient new homes and fund renewable energies by offering a special range of home savings and home finance products. A recent study by the building society found that nearly all real estate owners see potential for improving the energy efficiency of their property. One third of them are planning to modernize their property in terms of energy efficiency within the next five years.

Schwäbisch Hall is working with the local cooperative banks to tap into this substantial market potential. Its Fuchs Energie finance product is proving to be a successful way of gaining new customers and retaining existing ones. The reason for this is the flexibility that it offers to customers, who can choose between a loan term of 12, 15, or 20 years. All three models combine a home savings contract with an interest-only advance loan. The favorable interest rates and monthly installments are guaranteed over the entire loan term. Real estate owners can apply for a loan of up to €30,000 quickly, easily, and without a charge on the property\*.

### SUSTAINABILITY AS A CORPORATE OBJECTIVE

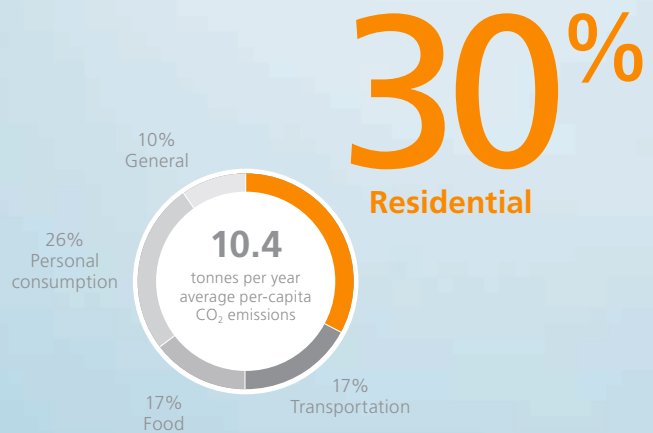
If Schwäbisch Hall, Germany's biggest building society, wants homeowners to sign up to the fight against climate change, it needs to lead by example. Its top priority is therefore to avoid and reduce its own direct and indirect CO<sub>2</sub> emissions by increasing energy efficiency and using resources economically at its site in the town of Schwäbisch Hall.

By obtaining green electricity and district heating exclusively from a block-type thermal power station, the head office of Bausparkasse Schwäbisch Hall AG has been carbon-neutral since 2011.



More information on finance for energy efficiency measures: [www.schwaebisch-hall.de](http://www.schwaebisch-hall.de)

\* This does not apply to independent legal persons or individual groups of freelancers. Other criteria also apply.



ALMOST A THIRD OF  
CO<sub>2</sub> EMISSIONS ARE  
CAUSED BY RESIDENTIAL  
CONSUMPTION

Sources: uba.klimaktiv, Umweltbundesamt, Bausparkasse  
Schwäbisch Hall's own calculations



# Increasing customer loyalty, consolidating our market position

## PERSPECTIVES FOR THE COOPERATIVE FINANCIAL NETWORK IN CORPORATE BANKING

DESPITE INTERNATIONAL CRISES, THE ECONOMIC CLIMATE FOR THE SMALL AND MEDIUM-SIZED ENTERPRISES THAT MAKE UP THE GERMAN MITTELSTAND IS GENERALLY POSITIVE. THIS IS BECAUSE DOMESTIC DEMAND CONTINUES TO BE STABLE, INTEREST RATES ARE LOW, AND CONDITIONS IN THE LABOR MARKET REMAIN BENIGN.

SMEs in Germany have also become better able to cope with crises in recent years: their capital ratios have risen continually and the quality of their assets remains at a high level.

Nevertheless, traditional lending in the cooperative financial network's corporate banking business continues to play a central role. The aim is to increase market share to 25 percent in lending business, compared with a current level of just under 20 percent. Last year, the cooperative financial network's lending to corporate customers

grew by 3.5 percent, thereby bucking the general trend. This confirms that our strategy is the right one.

Overall, however, the volume is declining. According to Deutsche Bundesbank, German companies' current borrowing stands at just under €1.2 trillion, which is less than in 2008. At the same time, all banks appear to have discovered SMEs as a key target group, and this has resulted in intense competition. In this competitive environment, the cooperative sector is benefitting from the values for which it is traditionally known: loyalty, proximity to customers, and identification with the local region. DZ BANK believes the biggest potential can be opened up by creating regional marketing structures. Regional heads of division for corporate banking along with other employees ensure that, working with the local cooperative banks,



## DEUTSCHLAND – MADE BY MITTELSTAND INITIATIVE CONTINUES TO DELIVER

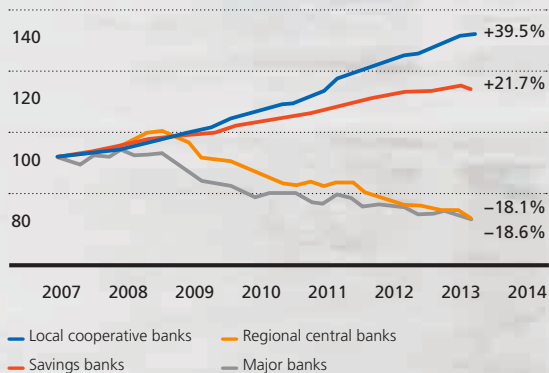
At the end of 2014, the Deutschland – made by Mittelstand initiative entered its second phase, with a new look and a stronger focus on key themes. Since its launch in 2013, the initiative has featured profiles of six businesspeople, all of whom are distinguished customers of the cooperative financial network. The initiative continues in April 2015 with testimonials from

Reinhold and Bettina Würth (Würth Group). Besides featuring in a nationwide campaign, the initiative is becoming an increasingly important aspect of the local cooperative banks' communications. The banks use the related content – including testimonials from their own customers – in local print advertisements and annual reports, on websites and social media platforms, and at events.



**Bettina Würth**, Chairwoman of the Advisory Board of the Würth Group, **Professor Dr. h. c. mult. Reinhold Würth**, Chairman of the Supervisory Board of the Würth Group

### CHANGES IN THE CORPORATE LENDING VOLUMES\* OF SELECTED BANK GROUPS



\* Measurement of the volume of loans extended to domestic companies and self-employed persons by all banks in Germany. Sources: Deutsche Bundesbank, DZ BANK

DZ BANK can strengthen its existing customer relationships and gain new customers. The bank now earns about a fifth of its revenue in this business segment from customers that it has acquired over the past three years. This combination of local customer knowledge and centralized market and product expertise results in a better service, particularly for medium-sized enterprises. Regardless of a company's size, the cooperative financial network sees itself as a partner to its corporate customers – a partner that not only acts as a lender but also advises on strategic matters.

DZ BANK has identified four trend topics that it can use to step up corporate banking in collaboration with the local cooperative banks: the switch to renewable energy sources, company succession, using the capital markets, and internationalization. For example, the cooperative banks have traditionally had close ties with the agricultural industry, which provides the land on which most renewable energy is generated. Agricultural and energy experts at DZ BANK advise farmers, project developers, and investors in connection with new renewable energy projects. Specialists in company succession develop concepts for succession planning that are tailored to the requirements of SMEs. To help customers internationalize their business, DZ BANK has pooled all of its services with international relevance in a new competence center for international business. The cooperative banks and corporate customers can turn to our international experts, based at eight sites, who act as a central point of contact and as a link to DZ BANK's offices outside Germany. DZ BANK helps SMEs to make use of capital markets by offering products such as promissory notes, thereby making it easier for companies to enter these markets – a kind of 'capital markets light'.

THREE QUESTIONS FOR  
DR. FRIEDRICH CASPERS,  
CHIEF EXECUTIVE OFFICER OF  
R+V VERSICHERUNG AG

# Good advice in an environment of low interest rates



R+V generated record growth in 2014, with life insurance making a substantial contribution. Dr. Friedrich Caspers, R+V's Chief Executive Officer, explains why life insurance and pension insurance are a good choice, even when interest rates are low.

## THE ADVANTAGES OF LIFE INSURANCE

- » Life insurance policies are secure and offer stability and planning certainty over decades.
  - » Life insurance is the only way to insure against risks such as death or occupational incapacity.
  - » Life insurance provides an attractive overall return. R+V Lebensversicherung AG is offering 3.8 percent for 2015.
- » Life insurance policies are flexible and can be adjusted to reflect the customer's current personal situation.



More information on life insurance:  
[www.ruv.de](http://www.ruv.de)

# 1

THE STRATEGY OF LOW INTEREST RATES PURSUED BY CENTRAL BANKS IS HAVING AN INCREASINGLY NEGATIVE IMPACT ON LIFE INSURANCE COMPANIES. HOW IS R+V VERSICHERUNG FARING IN THESE CONDITIONS?

**DR. FRIEDRICH CASPERS:** First and foremost, I would say that a key success factor is the excellent partnership with the local cooperative banks. Our impressive volume of new business shows that R+V's life insurance and pension insurance products remain in demand, particularly in the current environment of sustained low interest rates. Offering a lifelong value proposition, protection against biometric risks, and an attractive overall return, life insurance is highly appealing to new and existing customers alike. All of the benefits promised by R+V are permanently secured thanks to the company's sound investment policy and outstanding financial strength.

# 2

AGAINST THIS BACKGROUND, ARE LIFE INSURANCE POLICIES STILL A GOOD WAY OF ACCUMULATING WEALTH?

**DR. FRIEDRICH CASPERS:** When it comes to providing for the future, life insurance and pension insurance are essential. They are far more than simply a savings product and, given the demographic trend in Germany, their importance continues to grow. They score highly in terms of security and guaranteed lifelong benefits. This is a strong sales argument.

# 3

WHAT DOES R+V, IN COLLABORATION WITH THE COOPERATIVE BANKS, NEED TO DO TO CONTINUE POSITIONING LIFE INSURANCE AS A FLAGSHIP PRODUCT IN ITS CUSTOMER BUSINESS?

**DR. FRIEDRICH CASPERS:** A major factor is the quality of advice, which puts the focus on the customer, whether they are retail customers or one of the many small and medium-sized enterprises. In the future, insurers will increasingly be judged not only on product range and quality but also on their quality as a company, in other words on characteristics such as resilience and financial strength. R+V is exceptionally well positioned in this respect, which of course is beneficial to our customers.



# Payments processing is more than infrastructure

## DIGITIZATION IS INFLUENCING THE WAY IN WHICH PEOPLE MAKE PAYMENTS

Banks generate a large part of their fee and commission income, either directly or indirectly, from processing payments. However, the longevity and stability of this business line is what also makes it attractive to other market players. Payments processing was previously the exclusive domain of banks, but today non-banks are forcing their way into the market at record speed, trying to take control of parts of the value chain and moving closer to the customer.

This is being made easier for them by the changes the regulator is making to competition rules. One such example is the implementation of the EU's Directive on Payment Services which has opened up online banking to third-party

## Rapid technological advances are changing the world of payments

providers. This means that non-banks can access customers' account data and use it to initiate payments or manage account data, provided that the customer has agreed to this. However, the expense involved in opening accounts and fulfilling the legal requirements continues to be borne by the banks.

Whereas the banks' activities have been highly process driven in recent years (SEPA), competitors that have a stronger focus on consumer



## FROM INFRASTRUCTURE TO PRODUCT SOLUTIONS

behavior and technology have established products that provide customers with a convenient digital shopping experience. Customers are primarily interested in what they are buying; the payment process itself holds no emotional attachment. They do not seem to care about who is behind the payment as long as the payment process is indirectly linked to their bank account, thereby giving them a sense of security and integrity.

### Success factor: the customer relationship

This is where banks need to concentrate their efforts and demonstrate their core values more clearly. The bank account is money's natural home and will remain the basis of every payment transaction in the future. As a rule, their principal bank is customers' only point of contact for most money matters, with the customer account being the central element. Customers trust their banks and, in particular, expect them to show responsibility in developing and implementing payments processing products.

For this to remain the case and for customers to remain happy to 'pay via their bank', banks need to ensure that their payments processing products are geared more closely to customer requirements and changing habits. The necessary opening up of infrastructure must reflect the customer relationship by giving customers transparency and control over access to their account data. Banks are adapting their own product portfolios so that they are capable of omnichannel banking and are easier to access digitally. Offering payment products with a high level of added value, e.g. credit cards, helps to make customers more loyal in terms of paying via their bank.



Over the past few years, DZ BANK has taken the first steps in developing and piloting innovative approaches to mobile payments and tested innovative solutions with the support of bank customers to see whether they stand up to everyday use. In 2015, DZ BANK will continue to push ahead with enhancing its omnichannel payment portfolio, expanding its credit card processing business, and digitizing the financial supply chain.

The bank thereby tackles the risk that the essence of its brand becomes increasingly hidden from customers as third-party providers step into the mix. After all, the bank offers more than just infrastructure.

#### TRUST AT THE HEART OF THE BRAND

- » 73 percent of customers have a high to very high level of trust in their principal bank
- » 67 percent of customers think banks are the most suitable partners for integrating E/M payments
- » Hardly any customers know that 46 percent of all innovations in payments processing come from banks and central banks



More information on transaction banking: [www.dzbank.com](http://www.dzbank.com)

# Agility is the key to happy customers

AUTHOR: ALEXANDER BOLDYREFF



**Alexander Boldyreff,**  
Chief Executive Officer of  
TeamBank AG

FOR A LONG TIME, IT WAS TAKEN FOR GRANTED THAT THE PRODUCTS LAUNCHED BY COMPANIES ON THE MARKET WERE DESIGNED FROM THE PERSPECTIVE OF WHAT BEST SUITS THE COMPANY. THIS IDEA CAN BE SUMMED UP BY THE FAMOUS QUOTE FROM HENRY FORD THAT A CUSTOMER CAN HAVE A CAR PAINTED ANY COLOR THAT HE WANTS SO LONG AS IT IS BLACK. TODAY, CUSTOMERS' NEEDS ARE EVOLVING FASTER THAN EVER BEFORE AND ARE BEING ARTICULATED ON A CROSS-SECTORAL BASIS. 'CONVENIENCE EVERY TIME EVERYWHERE' IS THE MOTTO. ONLY PROVIDERS WHO PUT THEMSELVES IN THEIR CUSTOMERS' SHOES WILL BE ABLE TO MAKE THIS POSSIBLE OVER THE LONG TERM.

Inspired by the almost boundless opportunities of the internet and the aforementioned focus on customers, numerous technology players have moved into the field of personal finance in

recent years. These 'FinTech' companies are increasingly managing to delight innovation-hungry smartphone users with their mobile apps.

In consequence, 'traditional' financial service providers are expected to offer the same level of user-friendliness, innovation, and speed of implementation as non-banks and near-banks. To remain competitive and thus fit for the future, banks need to dramatically increase their agility.

Three key success factors come into play:

**Elimination of the channel-specific organization, to be replaced by all-encompassing customer responsibility true to the idea of 'thinking from the customer's perspective'**

*In a networked world, customers increasingly expect to be able to communicate with their banks whenever they want, wherever they are. An organizational structure that is aligned with the customer lifecycle will support the dynamic processes that this requires.*

**Experiencing the customer journey day by day**

*Interconnections between the organizational units along the customer lifecycle enable banks to be agile in their work and to respond in real time. This ensures that feedback, whether positive or negative,*

# ay to rs

*generated online, offline, or on social media as a result of customer communications is immediately transparent.*

**“The new work settings at the easyCredit House will enable us to become significantly more agile.”**

### **A setting in which employees can think from the customer’s perspective**

*The open and diverse work settings created at the new easyCredit House, which opened in December 2014, encourage quick and efficient collaboration. The innovative interior design not only incorporates cutting-edge IT infrastructure and situation-specific workstations, it also has many features that make it an enjoyable place to work.*

By adhering closely to these guiding principles, we are securing our future success. The measurement of customer satisfaction in real time embeds a process of continuous improvement in the bank. Besides boosting customer and employee satisfaction, this enables us to bring innovations to market much faster. Overall, an agile way of working reduces the consumption

of resources and increases both the speed and quality of work.

From this basis, we are striving to strengthen our position as a trendsetter. A firm focus on customer requirements in terms of fairness, quality, and an omnichannel presence is at the heart of the easyCredit brand and one of its unique selling propositions.

TeamBank AG, a DZ BANK Group company, is the brains behind easyCredit and is known for being consumer-friendly and fair. Customers’ individual needs lie at the heart of product development, and the consumer finance products have been consistently designed with these needs in mind. Thanks to flexible products and straightforward processes, easyCredit offers an easy and fair financing solution, whatever the customer’s personal situation. easyCredit is available from over 80 percent of the cooperative banks.

# Everything is digital – but partly cloudy

## OMNICHANNEL STRATEGY FOR SUCCESS IN RETAIL BANKING

AUTHOR: LARS HILLE



**Lars Hille,**  
member of the DZ BANK AG Board of Managing Directors with responsibility for Capital Markets; responsible for Retail Banking within the DZ BANK Group

**'EVERYTHING IS DIGITAL' ... AND THIS IS ALSO TRUE OF THE FINANCIAL SECTOR. ANYTHING THAT CAN BE DIGITIZED WILL HAVE TO BE DIGITAL IN THE FUTURE, INCLUDING BANKS' PRODUCTS AND SERVICES.**

Yet not all the things currently swirling around in the digital cloud will see widespread adoption, nor are they all relevant to cooperative banks. What is certain is that mobile technology, omnichannel availability and smart data will belong in every financial institution's repertoire. The only way that

the cooperative financial network can differentiate itself is by also understanding how to adequately transfer its strengths to the digital world.

'Mobile first'. This certainly applies to our customers, for whom smartphones and tablets have become a part of everyday life. For banks, it means that their products and services need to be consistently designed for use on mobile devices. The things that work well on these devices are nearly always simple and easy to understand, and will also work on PCs and in branch. With mobile customers, the initial contact is no longer made when the customer sets foot in the bank. Banks that want to reach out to their customers must offer products and services that can be fully integrated into customers' digital lifestyles. Because this digital world is no less complex than the real world, it is only natural that cooperative banks, as financial services providers, help their customers to get to grips with their financial affairs and become their digital and real-life 'financial home'.



In the good old days, customers entered the branch through the door. In the future, they will either do so physically or digitally. If, during the decision-making process, they switch channel (e.g. from online to the branch), they expect the information that they have already entered on their iPad to still be available. This means banks need to offer an identical range of products and services across all of their – highly integrated – channels ('omnichannel presence').

**“Customers, not the bank, now decide what channels to use for contact and for transactions.”**

Customers will visit the branch far less frequently, even though it is an integral element of an omnichannel presence. Most contact has already moved online. Consequently, banks no longer primarily collect knowledge about their customers while talking to them face to face. Instead, they gather information across all channels. This is where smart data analysis comes in, helping banks to evaluate the collected data so that they can identify customers' individual needs and ascertain the best way of making an actual offer to a customer, as well as when and where. For financial services, we should not leave it to Amazon to come up with the 'next best offer'.

### CONTACT BETWEEN BANK AND CUSTOMER

- » Mobile logins: 15-20 per month
- » Screen (web/tablet): 7-10 per month
- » ATM visits: 3-5 per month
- » Branch visits: 1-2 per year

Source: zeb/rolfes.schierenbeck.associates GmbH

Banks' unique selling proposition will not be what products they offer but the amazing customer experience that they deliver across all channels. For the cooperative banks, the aspects that have always made us strong players will certainly play a role: membership (18 million members), regional presence, a strong brand, a strong financial services group, and the right employees. These are not outdated concepts from the offline world but – when transported appropriately to the digital age – precisely the elements that create an amazing cooperative experience for customers. This is what the cooperative financial network is currently working on in its Kundenfokus 2020 project.

The information presented here is based on the findings of the financial services workshop held by the retail customers product and sales committee (Bausparkasse Schwäbisch Hall, DZBANK, DZ PRIVATBANK, R+V Versicherung, TeamBank, Union Investment), among other sources.

### BANK CUSTOMERS GO ONLINE

 **5 billion**

gigabytes of data had been transferred worldwide up to 2003. This volume was reached every 48 hours in 2011 and every 10 minutes in 2013.  
(Source: Ericsson)

 **80%**

of 21-35 year olds in Germany own a smartphone, 59% of 36-50 year olds.  
(Source: TNS Infratest)

 **20%**

of logins to local cooperative banks are now via mobile devices.  
(Source: cooperative computing centers)

 **40%**

of all high-net-worth retail customers of the local cooperative banks now have a smartphone or tablet.  
(Source: cooperative computing centers)

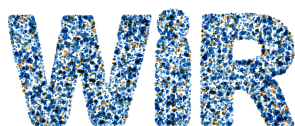
 **3.1 million**

downloads of the VR banking app and over 14.2 million logins per month. Designated the best banking app with the widest range of functions.  
(Source: Chip 08/14)



# A need to focus on values

## EMPLOYER BRANDING CAMPAIGN FOR A GREATER SENSE OF GROUP IDENTITY AND SUCCESSFUL RECRUITMENT



[erfolgsprinzip-wir.de](http://erfolgsprinzip-wir.de)

FIRMS AND WELL-KNOWN TRADING COMPANIES ARE WELL AHEAD OF THE REST – BUT THEY ARE FOLLOWED BY THE GIANTS OF THE FINANCE AND INSURANCE INDUSTRY.

In response to demographic change and the increasingly fierce battle to attract talented employees, the DZ BANK Group has now developed a joint employer brand. The aim is to bring the group's values to the fore in its efforts to recruit and retain employees, thereby enabling the group to stand out from the competition.

The project began with a careful analysis. Where do we stand in the market? What strategy is the management team pursuing? How do our own employees see us? And lastly, what do candidates expect from their future employer? The team used

IN THE RANKINGS OF THE MOST POPULAR POTENTIAL EMPLOYERS, AUTOMOTIVE

the results to develop an employer value proposition for the DZ BANK Group that combines four dimensions:

- » Success through reasonable and sustainable activities
- » Commonality and diversity
- » Prospects, future, and stability
- » Human and fair approach

This positioning enables the DZ BANK Group to differentiate itself from other employers – and is something that it can convey authentically having operated in accordance with cooperative values for decades. It is made visible in a new logo, 'Erfolgsprinzip: WIR', that is now being used as the creative idea for a groupwide communications campaign. At the core is an internal communications and work platform ([erfolgsprinzip-wir.de](http://erfolgsprinzip-wir.de)), which went live in late 2014. It forms the basis for establishing the employer brand within the group and will be launched externally in 2015.

DZ BANK  
Platz der Republik  
60265 Frankfurt am Main  
Germany  
[www.dzbank.com](http://www.dzbank.com)

Telephone: +49 (0)69 7447 01  
Fax: +49 (0)69 7447 1685  
Email: [mail@dzbank.de](mailto:mail@dzbank.de)

An online version of this magazine is available at  
[www.annualreport.dzbank.com](http://www.annualreport.dzbank.com)



