



The Brand Finance Banking Forum 2014

Is Competition Now Working in the Banking Sector?

In partnership with:

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Publishing Partner:

The Banker

4th February 2014
9am - 5pm
London Stock Exchange
10 Paternoster Square
London
EC4M 7LS

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Event Website

www.brandfinanceforum.com/events

The Brand Finance Banking Forum 2014



Welcome to the 5th Annual Brand Finance Banking Forum

Is Competition Now Working in the Banking Sector?



The Forum: 09:00 - 17:00

This year we are celebrating our 5th Annual Brand Finance Banking Forum and I would firstly like to thank all of our speakers, guests and partners over the years for their contribution and for helping make the forum such a success.



The UK banking industry has experienced a tumultuous period since the forum began in 2010 with trust and reputational issues largely dominating in a period of sustained 'banker bashing'. Recently however, the competition agenda has become more prevalent, in part as a route to a sustained economic recovery.

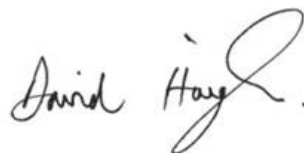


During the forum we will consider the state of competition in the banking sector, the emergence of new challenger brands and means of creating competitive advantage. I invite you to join in with comments and questions during our panel sessions.

The Brand Finance Banking Forum 2014 will also launch the 2014 Brand Finance Banking 500, the most comprehensive annual ranking of the world's most valuable banking brands. The full rankings and further analysis can be found on our website www.brandfinance.com as well as in the February issue of The Banker magazine.

Once again, thank you for attending this year's forum. I hope you find the day's presentations and panel sessions both interesting and inspiring and I look forward to speaking with you during the course of the day.

Kind regards,



David Haigh
 Founder & CEO
 Brand Finance plc

The Brand Finance Banking Forum 2014

Is Competition Now Working in the Banking Sector?

Timing	Synopsis	Speakers
08:30 - 09:00	Registration and coffee	
09:00 - 09:10	Introduction and Welcome: Trends from The Banker / Brand Finance Banking 500 2014	David Haigh Chief Executive Brand Finance plc
09:10 - 09:25	The Relevance of Branding in a Competitive Banking Sector	Brian Caplen Editor The Banker
09:25 - 09:45	The Real Way to Competition	Anthony Browne Chief Executive British Bankers Association
09:45 - 10:05	Multi-branding Strategies and Customer Choice	António Horta-Osório, Group Chief Executive, Lloyds Banking Group
10:05 - 10:30	Panel Session: Has the Banking Sector Finally Got its House in Order? Moderated by: David Haigh, CEO Brand Finance plc	Panellists 1. Brian Caplen, The Banker 2. Anthony Browne, British Bankers Association 3. António Horta-Osório, Lloyds Banking Group
10:30 - 11:00	Refreshment break	
11:00 - 11:05	Introduction	David Haigh Chief Executive Brand Finance plc
11:05 - 11:25	What Next for Financial Services Brands?	Lord Davies of Abersoch Vice-Chairman Corsair Capital
11:25 - 11:45	Are Challenger Banks Changing Banking?	Benny Higgins Chief Executive Tesco Bank
11:45 - 12:05	The Role of Brands in a Competitive Marketplace	Chris Clark Group Head of Marketing HSBC
12:10 - 12:40	Panel Session: Is Competition Now Working in the Banking Sector? Moderated by: David Haigh, CEO Brand Finance plc	Panellists 1. Lord Davies of Abersoch, Corsair Capital 2. Benny Higgins, Tesco Bank 3. Alan Keir, HSBC

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The Brand Finance Banking Forum 2014

Is Competition Now Working in the Banking Sector?

Timing	Synopsis	Speakers
12:40 - 12:50	Promoting Competition in the Banking Sector	The Rt Hon Dr Vince Cable MP Secretary of State for Business, Innovation and Skills
12:50 - 13:00	Questions	The Rt Hon Dr Vince Cable MP Secretary of State for Business, Innovation and Skills
13:00 - 14:00 Lunch		
14:00 - 14:10	Introduction: Creating Competitive Advantage in Financial Services	David Haigh Chief Executive Brand Finance plc
14:10 - 14:30	Creating Competitive Advantage Through Targetted TV Advertising	Jamie West Director Sky AdSmart Sky Media
14:30 - 14:50	Innovation in a World Beyond Cash	Marion King President UK & Ireland Mastercard
14:50 - 15:10	Different Things, Done Differently	Mark Mullen Chief Executive First Direct
15:10 - 15:40 Refreshment break		
15:40 - 16:00	Have Banks Forgotten Who Their Customers Are?	Giles Andrews Chief Executive Zopa
16:00 - 16:45	Panel Session: Creating Competitive Advantage in the Banking Sector Moderated by: Mich Bergesen, Landor Associates	Panellists 1. Mark Mullen, First Direct 2. Giles Andrews, Zopa 3. Jamie West, Sky Media 4. Marion King, Mastercard
16:45 - 17:00	Concluding Remarks	David Haigh Chief Executive Brand Finance plc

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Sponsors and Associate Organisations

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Sky AdSmart is a revolutionary new approach to TV advertising. Until now, everyone watching a Sky channel at the same time saw the same advertisements. With Sky AdSmart, different adverts can be shown to different households watching the same programme.

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For further information on Sky Media or Sky AdSmart, please visit www.skymedia.co.uk or email us at skyadsmart@bskyb.com

Publishing Partner:



The Banker is the world's premier banking and finance magazine. Read in 150 countries around the world, The Banker is the key source of data and analysis for the industry. Its unique database of more than 4000 banks maps their financial strength and soundness via Tier 1 capital, their profitability, and their performance versus their peers.

The Banker has been providing global financial intelligence since 1926 and has built a reputation for objective and incisive reporting on major events. The Banker's senior editors travel the world to interview senior bankers and world leaders, giving the magazine a unique insight on global trends.

For more information, please visit www.thebanker.com

Speaker Profiles



Giles Andrews, Chief Executive, Zopa

Giles Andrews is CEO of Zopa, the world's first and UK's leading P2P lending business, which is currently enjoying growth of over 2.5x year on year. Zopa has now lent more than £450m and reached over 1% market share in UK personal loans. It has also been voted 'Most Trusted Personal Loan Provider' in the Moneywise Customer Awards for the past 4 years in a row. In 2012 Zopa raised growth equity from Augustum Capital, an investor linked to the Rothschild Investment Trust. In December 2012, the Government confirmed its intention to lend £10m through Zopa as part of the Business Finance Partnership.

Giles spent the first ten years of his career pursuing all things automotive. This included co-founding Caverdale in 1992, a start-up taken to a £250m revenue motor retailer and sold in 1997. After an MBA at INSEAD he ran his own consultancy business whose clients included Tesco and Tesco Personal Finance and which also provided start up advice and early stage funding for new businesses, until co-founding Zopa in 2004. Giles also holds an MA in experimental psychology from Oxford University.



Mich Bergesen, Global Director, Financial Services, Landor Associates

Mich joined Landor in 2005 and leads the firm's financial sector branding practice, working across our office network to bring a category specialist perspective. He manages global client programs covering the spectrum of brand strategy development and implementation, with deep experience in both consumer and institutional financial services. Previously, he spent 11 years at Stern Stewart, originators of the Economic Value Added approach to financial management. He founded Stern Stewart's business in South Africa, then served as managing director of Stern Stewart Europe. He later launched BrandEconomics® in New York, advising clients on building and managing brand value. He developed the valuations used in Landor's Breakaway Brands® list published in Fortune and Forbes.

Mich holds an MBA in strategy and finance, and a BS and MS in engineering.



Anthony Browne, Chief Executive, British Bankers Association

Anthony was previously responsible for Morgan Stanley's external engagement on political and regulatory issues for EMEA. Prior to joining Morgan Stanley, Anthony was policy director for economic development for Boris Johnson, the Mayor of London.

He set up the London apprenticeships programme, recruiting 40,000 apprentices in one year, and helped set up theCityUK, on whose board he sat. Previously, Anthony ran Policy Exchange, the UK's largest free market think tank, after spending the first two decades of his career as a journalist, with roles including economics correspondent of the Observer, Brussels correspondent and chief political correspondent of the Times and economics correspondent at the BBC.



The Rt Hon Dr Vince Cable, MP

Vincent Cable read Natural Science and Economics at Cambridge University followed by a PhD at Glasgow University. From 1990 Vince worked for Shell International and in 1995 became Shell's Chief Economist. He was made head of the economics programme at Chatham House and since becoming an MP, has been appointed a fellow of Nuffield College, Oxford and from 2001 to 2004, a visiting research fellow at the Centre for the Study of Global Governance at the LSE. In 1997 Vince Cable was first elected to Parliament to represent Twickenham.

He joined the Liberal Democrat Shadow Cabinet in October 1999 as Spokesman on Trade and Industry. From November 2003 until May 2010, Vince was appointed the Liberal Democrat Shadow Chancellor and following that, the Deputy Leader of the Party until May 2010. He is now Secretary of State for Business, Innovation and Skills.

Speaker Profiles



Brian Caplen, Editor, The Banker

Brian Caplen has been editor of The Banker since 2003. He joined the Financial Times Group from Euromoney in 2000 where he had been executive editor of Euromoney magazine for five years. He also worked as a business editor and journalist in Hong Kong and the Middle East for 10 years.

He has travelled extensively and done numerous high level interviews with prime ministers, finance ministers, central bank governors and senior executives. He has a first class honours degree In Development Studies from the University of East Anglia.



Chris Clark, Group Head of Marketing, HSBC

In February 2001, Chris Clark joined HSBC Holdings plc as Head of E-Marketing, with responsibility for the development of global e-marketing programmes and personal internet banking, in addition to this he was assigned a role in Group Marketing looking at a future brand strategy for the bank. In Oct 2002 he formally moved into Group Marketing as Head of Market Planning and Brand Strategy. He was one of the team responsible for the original work that found 'the world's local bank' positioning. In November 2006 he was appointed as Head of Marketing HSBC Group. In March 2009 he was appointed as Group Head of Customer Experience and in December 2010 he assumed the role as Group Head of Marketing and Customer Experience.

The bulk of his career prior to HSBC was in the advertising business in the UK and USA, having spent 10 years at Saatchi and Saatchi in the 80's and 90's with a focus on marketing and brand strategy.



Lord Davies of Abersoch CBE, Vice-Chairman, Corsair Capital

Lord Davies is a Partner and Vice Chairman of Corsair Capital, a private equity firm specialising in financial services. He has a wide range of interests, including being Chairman of the Royal Academy of Arts Trustees, and Chairman of the Garden Bridge Trust.

He was Minister for Trade, Investment, Small Business and Infrastructure from January 2009 until May 2010. Prior to that, he was Chairman and previously CEO, and served on the Board of Standard Chartered for over 12 years. He was awarded a CBE for his services to the financial sector and the community in Hong Kong in June 2002 where he served as a member of the HK Exchange fund for seven years. Lord Davies is also a JP in Hong Kong.



David Haigh, Chief Executive, Brand Finance plc

David is the CEO and founder of Brand Finance plc, the leading independent brand valuation consultancy. David qualified as a Chartered Accountant with Price Waterhouse in London. He has worked in the area of branded business, brand and intangible asset valuation since 1991 and since January 1995 has specialised entirely in this area.

David has represented the British Standards institute on the International Standards Committee working party on the standardisation of brand valuation methods and practices, whose standard (ISO 10668) was published in 2010. David is a passionate writer and has written many articles for the marketing and financial press on branded businesses and brand valuation and is the author of numerous publications. He also lectures on the subject of branded business, brand and intangible asset valuation at many of the leading business schools around the world.

Speaker Profiles



Benny Higgins, Chief Executive, Tesco Bank

Benny has extensive experience within the financial services industry. During a career which started in 1983 at Standard Life, he has held senior positions within the worlds of investment management, retail and business banking. From being a Member of the Group Executive at Standard Life, Benny moved to RBS (in 1997) as Chief Executive of Retail Banking. He was with RBS until 2005. During this time he led the successful integration of NatWest Retail Banking – the largest single merger in UK banking for some time.

Before joining Tesco Bank, Benny served as Chief Executive Officer of the Retail Business of HBOS plc. He achieved a First Class Honours degree in Mathematics from the University of Glasgow. He qualified as a Fellow of the Faculty of Actuaries in 1986 and is currently a member of its Council. He is also a Fellow of the Chartered Institute of Bankers in Scotland and a member of the Treasury Task force on Financial Inclusion and the Scottish Government's Financial Services Advisory Board (FISAB). As a member of the Glasgow Economic Leadership Board and the Commonwealth Games Legacy Board, Benny maintains close ties to his home town. He is also a Non-Executive Director of Buccleuch Group, a Director of Scottish Financial Enterprise and a Princes Trust Ambassador.



António Horta-Osório, Group Chief Executive, Lloyds Banking Group

António joined the board of Lloyds Banking Group on 17 January 2011 as an Executive Director and became Group Chief Executive on 1 March 2011. Previously he was the Chief Executive of Santander UK plc and Executive Vice President of Grupo Santander. He was also Chairman of Santander Totta until 2011, where he was CEO between 2000, 2006, and prior to that was CEO of Banco Santander Brazil.

António started his career at Citibank Portugal where he was Head of Capital Markets. At the same time, he was an assistant professor at Universidade Catolica Portuguesa. He then worked for Goldman Sachs in New York and London. In 1993, he joined Grupo Santander as Chief Executive of Banco Santander de Negócios Portugal.

A graduate of management and business administration at Universidade Católica Portuguesa, António has an MBA from INSEAD where he was awarded the Henry Ford II prize – and an AMP from Harvard Business School. He was recently awarded Honorary Doctorates from the University of Edinburgh and the University of Bath. Previously a non executive Director to the Court of the Bank of England, António is currently a non executive of Fundação Champalimaud in Portugal, serves on the CBI President's Committee and is a Governor of the London Business School.



Alan Keir, Chief Executive, EMEA, HSBC Bank plc

Alan Keir was born in Scotland. Having graduated from the University of Bradford, he joined the International Division of Midland Bank in 1981 and on completion of the GTP he took up his first managerial position in charge of graduate recruitment and development, International Division. He was then Manager, Shipping Group in Corporate Banking Division (1986) and was seconded to the Panel of Takeovers & Mergers (1987/89).

In 1990 he headed one of the Corporate Banking Divisions in HO. September 1994 seconded to Hong Kong as Senior Manager, International Corporate Accounts, 1997 Head of Retail Credit & Risk, HO UK, 1998 General Manager, Midlands Division, 2003 General Manager, Commercial Banking, November 2003 also appointed Global Co-Head of Group's Commercial Banking activities. Appointed Group General Manager, October 2006. He was appointed Group General Manager, Commercial Banking, Europe, September 2008. In addition, now covers Commercial Banking for North America and Canada.

In January 2011 Alan was appointed Global Head of Commercial Banking with day-to-day responsibility for running all aspects of HSBC's Commercial Banking business. Alan also became a Group Managing Director and a member of the HSBC Group Management Board. In October 2013 Alan was appointed GMD EMEA and CEO, HSBC Bank plc.

Speaker Profiles



Marion King, President UK & Ireland, Mastercard

Marion King is president of the UK & Ireland Division. In this role, she is responsible for growing the payments industry in the region and creating a world beyond cash through MasterCard's innovative approach to everyday payments, including emerging technologies such as contactless and mobile. She also drives the consolidation of MasterCard's leadership position in credit through partnership programmes, including Priceless London, which rewards cardholders for choosing to use MasterCard.

Prior to joining MasterCard, Ms. King was the CEO of VocaLink, a payments service provider to banks, corporations and government with operations across the UK and Europe. She held this role from 2002 and her leadership transformed VocaLink from a domestic back-office payments supplier, to a commercial international transactions specialist offering multiple services. Previously, Ms. King held global leadership roles in Reuters, spanning a 14 year period in Europe and Asia. Her roles included managing director of its East Asia operation and Managing Director for Global FX Transaction Services, transforming the latter to a £400m business through product development and innovation.



Mark Mullen, Chief Executive, First Direct

Hitherto a career financial services Marketer, Mark was educated in Trinity, Dublin and has an MBA from Warwick Business School. He has worked in a variety of businesses in the UK including Asset Finance, Consumer Credit and Banking and was previously Head of Marketing at first direct. His most recent role prior to becoming CEO of first direct was as Regional Head of Marketing, HSBC Middle East.



Jamie West, Director Sky AdSmart & Commercial Development, Sky Media

With over 20 years of TV and Online sales experience, Jamie now heads-up the team responsible for the development of emerging advertising opportunities at Sky Media. Central to this role is the creation of AdSmart – Sky's much anticipated addressable advertising capability. His career path has taken him from ITV to Channel 5 to Viacom Brand Solutions and now to the world's largest multi-channel sales house – Sky Media.

The Banker / Brand Finance Banking 500

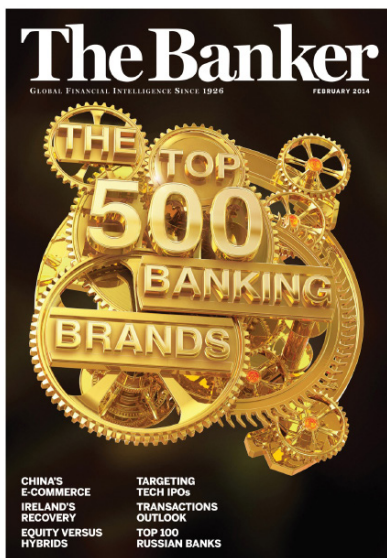


Brand Finance is the world's leading brand valuation consultancy. We advise strongly branded organisations on how to maximise their value through the effective management of their brands and intangible assets. Headquartered in London, Brand Finance is represented in over 15 countries worldwide.

The Banker / BrandFinance® Banking 500, now in its eighth year, directly compares the values of the world's leading banking brands. It is the only direct comparison of brand value within the banking industry.

The study provides an opinion on the point-in-time value of the world's leading banking brands. Each brand has been accorded a brand rating: a benchmarking study of the strength, risk and future potential of a brand relative to its competitor set, as well as a brand value: a summary measure of the financial strength of the brand.

Brand Finance uses the royalty relief methodology, which is a discounted cash flow (DCF) technique to discount estimated future royalties, at an appropriate discount rate, to arrive at a net present value (NPV) of the trademark and associated intellectual property: the brand value. The royalty relief approach is used for three reasons: it is favoured by tax authorities and the courts because it calculates brand values by reference to documented third-party transactions; it can be done based on publicly available financial information and it is compliant to the requirement under the International Valuation Standards Committee (IVSC) to determine Fair Market Value of brands.



Brand Finance is delighted to have partnered with *The Banker*, the monthly international financial affairs magazine, for the eighth year running to publish the results.

Brand Finance League Table Reports

Brand Finance's league table reports provide a detailed breakdown of the performance of your brand in this year's Banking 500 study. These bespoke reports detail how your brand value has been calculated and examine where and how value is generated within the business.

What is included in the report?

- Historical brand values
- Competitor comparison
- Brand value by geography and business line
- Revenue analysis
- Brand strength analysis
- Brand drivers analysis
- Royalty rate review
- Trademark review
- Visual identity review
- Observations and recommendations
- Methodology



Data Sources



Contact us

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Stay up to date

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