



The Banker / BrandFinance® Banking
Forums 2013

Leadership in the Banking Industry: The Value of Innovation

5th February 2013
Agenda

Venue

Cass Business School
106 Bunhill Row
London
EC1Y 8TZ

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Publishing Partner:

The Banker

Host Partner:



Cass Business School
CITY UNIVERSITY LONDON



The Forum: 09:00 - 13:15

Leadership in the Banking Industry: The Value of Innovation



The banking industry has experienced a tumultuous period over the last four years. The vilification and continued criticism directed at western banks may mean that those brands which understand the new rules for the banking industry will be well placed to emerge strongly from a difficult period.



The UK banking industry has felt the pressure as much if not more than any other and 2013 has seen major brands tarnished further by a series of damaging scandals. With strong growth in brand values being seen in Asia, North America and the rest of Europe, UK banking brands arguably face the most difficult period in recent memory.



Strong leadership for banking brands then has never been more critical. The Banker / BrandFinance® Banking Forum 2013 will consider how leadership can be valued and measured and what role leadership plays in driving brand value.



Who should attend?

CEOs, CMOs, CFOs and senior managers of corporate brands who are interested in understanding the value of their brands.

London - Tuesday 5th February

The Banker / BrandFinance® Banking Forum 2013

Leadership in the Banking Industry: The Value of Innovation

Timing	Synopsis	Speakers
08:30 - 09:00 <i>Registration and coffee</i>		
09:00 - 09:05	Introduction and Welcome	David Haigh Chief Executive Brand Finance
09:05 - 09:20	Executive summary of results from the The Banker / BrandFinance® Banking 500 study 2013. Conclusions on the future for bank brands.	Brian Caplen Editor The Banker
09:20 - 09:25	Introduction to Session 1 Perspectives on individual leadership in the banking sector	David Sims Emeritus Professor of Organisational Behaviour Cass Business School
09:25 - 09:50	Perspectives on the value of stakeholder alignment in the banking sector: Alignment of stakeholders for maximum impact	Prof. Dr. Cees BM Van Riel Professor of Corporate Communication Rotterdam School of Management, Erasmus University
09:50 - 09:55	Questions	
09:55 - 10:20	Perspectives on the value of leadership to achieve alignment in the banking sector: Individual leadership as a key success factor in business	Steve Denning Author and former Director, World Bank
10:20 - 10:25	Questions	
10:25 - 10:45	Perspectives on the financial value of effective leadership in the banking sector: Evidence of Return on Investment	Simon Patterson Managing Director Patterson Associates (A Pearl Meyer & Partners Practice)
10:45 - 10:50	Questions	
10:50 - 11:15 <i>Refreshment break</i>		
11:15 - 11:20	Introduction to Session 2: Brand leadership and individual bank innovation strategies	Tanya Beckett BBC World News
11:20 - 11:40	Rebuilding trust in the banking sector	Jane Griffiths Marketing Director EMEA Citibank NA

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Timing	Synopsis	Speakers
11:40 - 12:00	Understanding the client perspective and focusing on customers	Claire Fulda Head of Brand Innovations BNP Paribas
12:00 - 12:20	Making the bank and customers speak the same language	Elisabetta Vasco Head of Quality Control and Customer Care UBI Banca
12:25 - 12:45	Panel session: Brand leadership and individual bank innovation: Moderated by: Tanya Beckett, BBC World News	Panellists 1. Jane Griffiths, Citibank NA 2. Claire Fulda, BNP Paribas 3. Elisabetta Vasco, UBI Banca
12:45 - 13:00	'Here we grow again': Rediscovering growth and driving brand value in doing so	John Humpish Strategy Director Brand Finance
13:00 - 13:15	The future for bank brands and strategies for maximising value. Conclusions:	David Haigh Chief Executive Brand Finance
13:15 - 14:15	Lunch	

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The Banker

The Banker

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



Cass Business School

CITY UNIVERSITY LONDON

Cass Business School

Cass Business School, which is part of City University London, delivers innovative, relevant and forward-looking education, training, consultancy and research. Located in the heart of one of the world's leading financial centres, Cass is the business school for the City of London.

Our MBA, specialist Masters and undergraduate degrees have a global reputation for excellence, and the School supports nearly 100 PhD students. Cass offers the widest portfolio of specialist Masters programmes in Europe and our Executive MBA is ranked tenth in the world by the Financial Times.

Cass has the largest faculties of Finance and Actuarial Science and Insurance in Europe. It is ranked in the top 10 UK business schools for business, management and finance research and 90% of the research output is internationally significant.

Cass is a place where students, academics, industry experts, business leaders and policy makers can enrich each other's thinking. For further information visit: www.cass.city.ac.uk.



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.



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.



Prof. Dr. Cees BM van Riel, Rotterdam School of Management, Erasmus University

Cees B.M. van Riel is professor of Corporate Communication at the Rotterdam School of Management/Erasmus University, Programme Director of the Master of Science in Corporate Communication and co-founder of the Reputation Institute.

Cees van Riel has published several books and articles about corporate communication. His most recent book is, *The Alignment Factor: Leveraging Total Stakeholder Support*, released in 2012. He received the Pathfinder Award for Life Time Achievement from the Institute for Public Relations in 2011.

He has published many scientific articles in prominent journals, such as the *Academy of Management Journal*, *Journal of Management Studies* and *Journal of Marketing*. Cees van Riel's business activities include his role as Vice Chairman of the Reputation Institute in New York, founding the *Reputatie forum Nederland* the Dutch reputation forum (RfN). He has worked as a communication strategy consultant for a variety of international companies such as



Steve Denning, Author and Former Director, World Bank

Born and educated in Sydney, Australia Steve studied law and psychology at Sydney University and worked as a lawyer in Sydney for several years. He did a postgraduate degree in law at Oxford University in the U.K. Steve then joined the World Bank where he worked for several decades in many capacities and held various management positions, including Director of the Southern Africa Department from 1990 to 1994 and Director of the Africa Region from 1994 to 1996. From 1996 to 2000, Steve was the Program Director, Knowledge Management. He now works with organizations in the U.S., Europe, Asia and Australia on leadership, innovation, radical management and organizational storytelling.

Steve Denning is the author of several books, including *The Leader's Guide to Storytelling: Mastering the Art and Discipline of Business Narrative*, (Jossey-Bass, 2nd Edition 2011) and *The Leader's Guide to Radical Management* (Jossey-Bass, 2010).

Speaker Profiles



Simon Patterson, Managing Director, Patterson Associates (A Pearl Meyer & Partners Practice)

Simon is the Managing Director of Patterson Associates – a Pearl Meyer & Partners Practice, in London. Simon founded Patterson Associates LLP – one of the leading independent remuneration consultancies in Europe, with clients located around the world. Patterson Associates is now the European headquarters for Pearl Meyer & Partners – ranked in the top five remuneration consulting firms in all company size categories in the U.S. Previously, Simon was a Worldwide Partner with Marsh & McLennan Corp. (MMC), based in London, where he led Mercer's executive compensation practice. He is actively engaged as a trusted advisor to an array of privately held and listed companies, including several FTSE100 companies. He consults widely on the topic of executive compensation and performance measurement.

Simon provides independent advice on remuneration design, pay benchmarking, performance calibration, governance and shareholder value performance. As part of that effort, he remains in close contact with key investor groups,



David Sims, Emeritus Professor of Organisational Behaviour, Cass Business School

David Sims is both Professor and Emeritus Professor of Organisational Behaviour, Cass Business School, City University, London.

His research and consulting interests are in the relationship between managerial living, leading, learning and storytelling. He has applied these interests through both research and consulting to topics as diverse as why people get angry in organizations, the motivation of middle managers and how people love their organizations into effectiveness. He is the author of some 90 books and articles on these topics.

He won the 2008 IgNobel prize for literature for his paper on indignation in organizations.



Jane Griffiths, Marketing Director EMEA, Citibank NA

Having started her career on the Executive Management Training programme at Harrods, Jane soon moved into marketing working for a variety of smaller, entrepreneurial agencies on brands such as Mobil, BP, Ford and O2.

At Ogilvy & Mather Direct (now OgilvyOne), Jane was appointed to the Board, Leading IBM UK and Iomega accounts. The role soon evolved to include EMEA and Global lead on certain areas of the business. Jane worked in Ogilvy New York, developing IBM's Global Channel strategy and in South Korea setting up Ogilvy/IBM's integrated advertising, DM, PR and digital team.

Board level agency experience continued at TBWA\GGT, Leonardo and ArcWorldwide (part of the Leo Burnett Group) on both B2B & B2C accounts and across various industry sectors Charity, Utilities, Retail, Politics, Technology, FMCG, Retail, Travel and Hospitality.

Joining Citibank NA in 2005 as the Marketing Director for EMEA within a highly matrixed environment, she had oversight of up to 25 markets and for the brand; a big departure from the agency world. But introducing a streamlined approach to creative development and deployment plus driving a more consistent approach to marketing and brand management have been key to Jane's success.

In May 2012, Jane was appointed to the Board of Communis PLC as a non-executive director.

Speaker Profiles



Claire Fulda, Head of Brand Innovations, BNP Paribas

Claire Mai Fulda began her professional career at BNP Paribas as a banker specializing in international trade finance. Subsequently, she joined the Brand, Communication and Quality Department where she was last Head of Advertising, Sponsoring, Brand Identity and Events. She is currently Head of Prospective and Brand Innovations.

As part of her current responsibilities, she is also in charge of brand integration for acquisitions made by the Group where she has many years of experience (Ukrsibbank, BNL, Fortis, BGL, Bank of the West, TE).



Elisabetta Vasco, Customer Care Director, UBI Banca

Elisabetta is in charge of Customer Care and Legal Prelitigation UBI Banca, the fourth largest Italian Retail Banking Group. Part of her scope is to monitor and improve service levels provided to customers. This role consists of obtaining quantity and quality indicators through extensive and constant surveys and in their translation into actions.

Before this, until 2010, she was Marketing and Communication Manager of UBI Banca and Retail and Institutional Director in one of the Commercial banks of the Group. She started her banking experience in Banca Intesa, performing various roles within Marketing and Sales Management, particularly the setting up and managing of the group's Customer Relationship Management.

With a background in classical studies, Elisabetta graduated with honours in Business and Economics before completing a Master's Degree in Business Costs at Milan SDA Bocconi. Elisabetta is involved in several other activities such as curator of the Bank's artistic possessions, she is member of the board of MT Foundation of the Business University of Brescia and member of the jury of the ABSL award for young graduates. She is also in the board of ESA, which works to raise cancer prevention amongst young women.



Tanya Beckett, Presenter, World News Today: Business Edition, BBC World News

Tanya Beckett is the presenter of BBC World News' World News Today: Business Edition. She has worked as a presenter for the BBC since 1998, anchoring a variety of news and business programmes across the BBC's domestic and international output.

In 2003 Tanya moved to the US, where she hosted live shows in New York and Washington, reporting on key events such as the 2004 presidential election and the Wall Street Financial scandals.

She has worked for various broadcasters including NBC Europe and CNBC Europe, where she presented The Moneywheel and FT Business Tonight; Sky News as presenter of its live nightly business news programme; CNN International, reporting from the London International Financial Futures Exchange; and News Direct Radio 97.3.

John Humpish, Strategy Director, Brand Finance

John Humpish has led marketing organisations internationally in a number of sectors over the past two decades. Until recently he was Global CMO at Zurich Insurance based in Switzerland. Prior to that, he ran marketing at global and regional levels for the investment management businesses of Deutsche Bank, Axa and JP Morgan.

A graduate engineer, John began his professional career at Ford of Europe prior to spending 9 years at Mars running brand portfolios based in the UK and Germany. He also had a significant role at Vodafone in their expansion phase developing their B2B marketing capability worldwide. Now 'plural', John works extensively with Brand Finance on different assignments, consults organisations in other capacities, and is actively involved in the private equity world. He is now based back in London from Switzerland, missing above all the skiing at this time of year.

The Banker / BrandFinance® Banking Forums 2013

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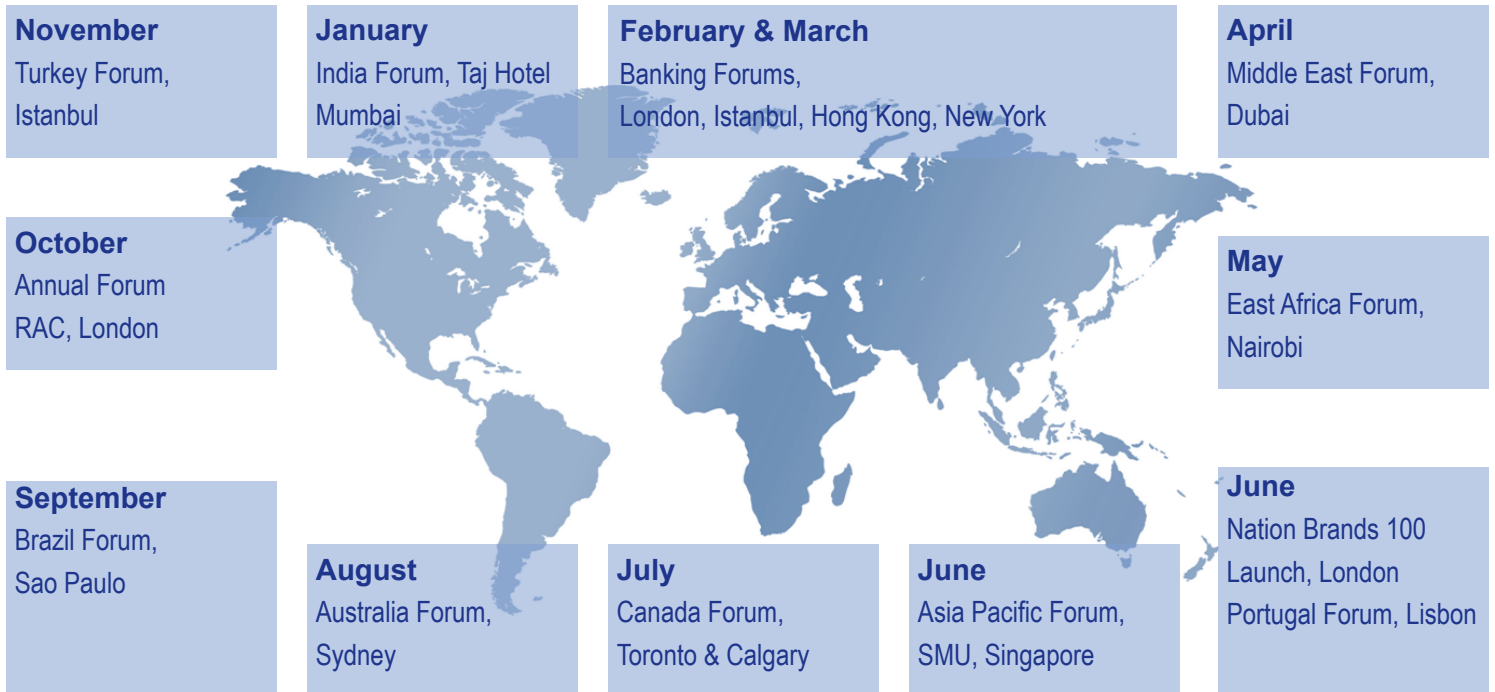


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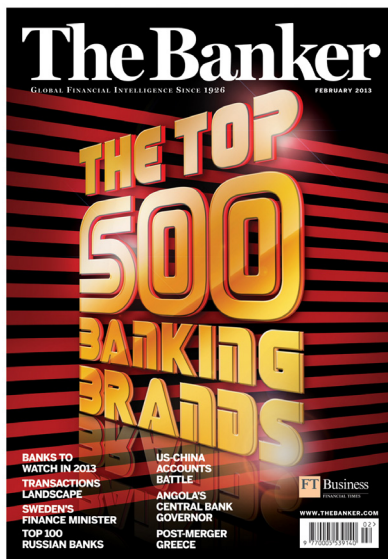


Brand Finance is the world's leading brand valuation consultancy. We advise strongly branded organisations on how to maximise their value through the effective management of their brands and intangible assets. Headquartered in London, Brand Finance is represented in over 15 countries worldwide.

The Banker / BrandFinance® *Banking 500*, now in its seventh 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 under the requirement under the International Valuation Standards Committee (IVSC) to determine Fair Market Value of brands.



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

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About Brand Finance Forums

Brand Finance is committed to the development of theoretical and practical issues surrounding brands. As part of this process, we organise a series of events and forums around the world where leading practitioners in the area of brand strategy, brand building and brand valuation come together to share their experiences and to better understand the process by which valuable brands are created.

The Brand Finance Forum has progressively become one of the definitive events in the area of brand valuation and should not be missed by anyone who is serious about maximising the value of their brands and intangible assets.

To find out more visit www.brandfinanceforum.com

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