

# STOVA

## Tuesday 9th December 2014

8:15 am - 9:00 am

**Registration**

9:00 am - 9:05 am

**Welcome Remarks**

9:05 am - 9:35 am

**Opening Keynote: Adapting to survive - the challenges facing banks today**

This is a difficult time for financial institutions as they struggle to compete in an increasingly tough market. Customer expectations are higher than ever, but with a host of new entrants on the scene creating greater choice and lower prices, how can banks differentiate themselves against the competition?

- What challenges do traditional banking firms face, and how can they adapt most effectively to compete against new market entrants?
- When there is so little margin for error, can banks afford to push boundaries?
- Getting to know your customer and understanding their needs.
- The impact of digitisation and mobility on customer expectations.
- Rewarding loyalty - customer engagement and retention strategies.

**Antonio Simoes**, UK Chief Executive, *HSBC*

9:35 am - 10:05 am

**Case Studies: What is the best customer engagement strategy?**

There has been much hype about the need to create a seamless experience for the customer, with all channels integrated with each other – but is this a case of one size fits all, or do different options need to be considered? How do banks know what is right for their customers, and how can they develop engagement strategies accordingly?

- How important is it for all channels to be integrated?
- Is omnichannel the Holy Grail?
- How can fragmented channel and product data be incorporated into one platform to enable a comprehensive profile of the customer?

- What are the practicalities of creating an enhanced and seamless experience at every touch point – and is this the answer?
- Should some channels take priority over others, and if so, which ones?
- Striving for consistency: how to ensure that the entire workforce projects the right brand image.

**Marcela Navarro**, MD, Head of Customer Innovation, Chief Executive Office, Corporate Banking Division, *The Royal Bank of Scotland Group*  
**Karen Wint**, Operations Director, *Leeds Building Society*

10:05 am - 10:35 am

**Presentation: The rise of digitisation**

Increased connectivity means that customers are more digitally adept than ever, but it is no longer enough for banks to reach their customers across all possible channels; service must be exceptional and consistent.

- Are banks successfully adjusting to the impact of digitisation?
- Do 'digitally native' banks pose a threat to more established financial institutions?
- How can digital media help banks to strengthen their relationship with customers?

**Matthias Kröner**, Chief Executive Officer, *Fidor Bank*

10:35 am - 10:55 am

**Networking Break**

10:55 am - 11:45 am

**Panel: Investing in innovation vs risk of failure**

Researching and investing in innovative new products and improving their service offering is crucial to survive in today's tough market, but the risk of failure can stand in the way of progress. How can organisations be sure they are getting it right?

- Could a more customer-centric focus help organisations to discover opportunities for business growth and to stand out from the competition?
- When there are so many new trends making waves in the industry, how can banks identify which ones are worth future investment?
- Tailoring products to suit your customers – what are the challenges and how can they be addressed?
- The rise of the Chief Innovation Officer – how has this affected financial institutions?
- Examples of successful product promotion and targeted marketing: what lessons can be learnt?
- What are the practicalities of focusing on the customer at a core level? How can the operations and finance functions collaborate on this?
- Negotiating a balance between cost limitations vs the need to change.

- Demonstrating ROI – is it difficult to get support from the board?

**Peter Behrens**, Co-Founder & Chief Operating Officer, *RateSetter*

**Ed Metzger**, Head of Innovation, *Santander*

**Lee Sankey**, Innovation and Experience Director (Recently Design Director, *Barclays*)

**Daryl Wilkinson**, Head of Group Digital Development, *Nationwide*

Moderator:

**Brian Caplen**, Editor, *The Banker*

11:45 am - 12:15 pm

**Presentation: Insights from data and analytics - what benefits could this bring and what are the risks?**

Banks have vast quantities of customer data at their disposal both internal and external, and it's growing every day. Much of it is unstructured and it is not yet being used to its full potential. Where could data and analytics take banking? Is qualitative data possible and how can it help future behaviours, reduce the time-to-market for new banking products and services, and help to combat fraud? Is it worth the investment? What are the risks?

- Where can big-data and analytics take banking? How does this impact channel strategies and customer relations?
- What challenges do businesses face when it comes to justifying the overhaul of existing systems and high costs involved in improving the management of their data? What is the one thing that can help get it right?
- Converting data into valuable customer insight: what are the benefits and what obstacles could businesses face? Where could it all go wrong?
- Should we be worried about customer reaction to data-fication? How do we deal with uncharted territory for customer relationships?

**Dan Bolland**, Head of Global Retail Analytics, *Major UK Bank*

12:15 pm - 1:00 pm

**Panel: The security challenge - building up resilience**

Technology has transformed the ways in which financial institutions operate, but the benefits of this come with greater exposure to security risks. The range of threats is only increasing as we become more connected, so how can banks build up their resilience against this constantly evolving challenge?

- The impact of the latest developments: BYOD, cloud services, the Internet of Things and augmented reality – do the advantages offered to businesses outweigh the risks?
- What are the biggest security challenges facing banks today? Can future threats be anticipated?
- How could all business functions work with the CISO to integrate security risk management across the organisation?
- How to find a balance between security, ethics and privacy. What risks need to be considered?

- Social media: managing reputational risk and protecting the brand.

**David Grant**, Operational Risk & Financial Crime Director, *Lloyds Bank*

**Dr Feng Li**, Professor of Information Management and Associate Dean for Research and Enterprise, *Cass Business School in London*

**Matthew Allen**, Financial Crime Director, *The British Banker's Association*

Moderator:

**Brian Caplen**, Editor, *The Banker*

1:00 pm - 2:00 pm

**Lunch**

2:00 pm - 2:30 pm

**Interview: The regulatory perspective**

Regulation has become increasingly tough in recent years and it can be difficult for banks to stay on top of ever-changing demands.

- How well are banks adapting to the latest regulatory developments? Are the timelines for implementation reasonable, and are the requirements fair?
- Ring-fencing of retail and investment banking – has this been effective? Are the days of the "universal bank" numbered? What does the Conduct Costs Project tell us about the past behaviour of banks and their behaviour in 2014?
- How are customer engagement initiatives affected by regulation? Will banks be able to restore public trust in the near future?
- Are standards and metrics relevant to improving bank-customer relationships?
- What further regulatory requirements can be expected in future?

**Roger McCormick**, Managing Director of CCP Research Foundation, Director of Conduct Costs Project and Visiting Lecturer, Finance Dept, *London School of Economics*

Interviewed by: **Brian Caplen**, Editor, *The Banker*

2:30 pm - 3:00 pm

**Presentation: Disrupting patterns**

Looking from the outside in: what can newcomers offer?

**Nazzim Ishaque**, Chief Executive Officer, *Lintel Bank*

**Predicting the Future:**

3:00 pm - 3:15 pm

**Presentation: The challenges to customer engagement**

- The move towards customer-centricity continues to gather pace, but at the same time as banks adapt to these changes and begin to see the benefits, disruption and innovation play a substantial role in future customer engagement.
- How can organisations anticipate these changes and challenges in order to adapt accordingly?

**Travers Clarke-Walker**, Managing Director, EMEA – International Group, *Fiserv*

3:15 pm - 3:55 pm

**Panel: What will customer engagement look like in 5 years?**

- What innovations and trends are currently happening in other industries that will be applied to financial services?
- The 5 year outlook – what changes could be in store for the banking sector in the next few years and how will this affect bank-customer relationships?
- How can banks learn from other industries in order to improve customer engagement?
- Turning disruption into advantage: how to embrace change.

**Alex Bannister**, Head of Customer Marketing, *Nationwide*

**Paul Evans**, Mobility Lead, *HP UK & Ireland*

**Ashley Machin**, Chief Digital Officer, *TSB*

Moderator:

**Brian Caplen**, Editor, *The Banker*

3:55 pm - 4:30 pm

**Closing Keynote: rebuilding customer trust: lessons from the energy industry**

Trust is hard won and easily lost, and not always because of some cataclysmic event, but often by gradually being chipped away over a period of time.

Evidence suggests that both the retail banking and retail energy industries continue to suffer from this gradual erosion of trust. So what can the two industries learn from each other on how to stem this decline in customer trust?

- Behaving like a retailer first and foremost helps deliver value and good customer service in equal measure
- Investing in technology can deliver cost efficiencies and additional customer-friendly platforms
- Being transparent with customers – during both the good and bad times - plays a key role in reputation management
- Moving from a shareholder-focused business to customer focused business will determine any retailers long-term future success

**Jessica Lennard**, Head of Corporate Affairs, *Ovo Energy*

4:30 pm - 4:35 pm

**Closing Remarks**

4:35 pm - 4:40 pm

**Drinks Reception**