

Barcelona Open Banc Sabadell

The Barcelona Open Banc Sabadell tennis tournament was the event of the Bank that achieved most followers in social media. In fact, it achieved an unprecedented 275 million impacts on Twitter. Almost 30,000 tweets were published during the tournament using the #bcnopenbs hashtag. Some 11,000 users posted their own tweets under that hashtag. Internet users were able to follow the tournament on its official website and via Twitter. Among the players most mentioned were the champion, Kei Nishikori, with over 11,000 mentions, followed by Rafa Nadal, with over 7,000, and Pablo Andujar, the finalist in this edition, who garnered more than 3,500 Twitter mentions.

Cutting edge technology and innovation

In the area of pure innovation, the Bank continues to launch novel services that enrich the customer relationship and accelerate the Bank's digital transformation under a long-term vision of the bank of the future.

Big Data - Kelvin Retail

With a view to leveraging the Bank's data assets, a project with Kelvin Retail was implemented in the second half of 2015.

Kelvin Retail is an information service aimed at small and medium-sized shops; it consists of a private website for shops plus a monthly email report summarising activity. The goal of this new service is to provide shops with the information that the Bank has regarding the performance of their business, customers and industry. All the information is first anonymized and aggregated, and is presented only in the form of statistics. Business managers can use this information to make decisions in their day-to-day.

On 21 December 2015, a pilot of this service was rolled out involving 82 participants with a total of 165 shops in 20 different sectors, the goal being to validate the usefulness of the service, improve the indicators and validate the channels for communication with the shops.

Sabadell Digital & Agile Lab

In 2015, Banco Sabadell built and launched Sabadell Digital & Agile Lab, a disruptive space located at the corporate headquarters in Sant Cugat which will enable the Bank to advance its commitment to digital and commercial transformation.

From a technological point of view, Digital & Agile Lab has all the necessary tools, and the latest in mobile devices, to facilitate efficient project development and to replicate the different types of relationships with customers and users and their digital devices.

Open API & Sabadell Developers Portal

Open API is a library of methods by which third parties can access and interact with some of the main features and digital services that the Bank offers its customers. This interface makes it possible to create applications that can be integrated seamlessly with Banco Sabadell services.

By implementing its own API, Banco Sabadell:

- Facilitates experimentation and development of new services by third parties.
- Increases the number of interactions with customers and potential customers.
- Attracts talent and identifies new business opportunities.

This initiative is aimed at developers who are Banco Sabadell customers but it is also open to anyone interested in the business opportunities offered by the Bank's API. The relationship with these communities is managed via the developers.bancsabadell.com portal, which was created specifically for this purpose.

Banco Sabadell does not wish the API to be confined to the design, development and optimization of applications to make it easy to perform banking tasks and expedite day-to-day bank transactions for its customers; in fact, it wants to build new bridges to the fintech world, such as integrating banking services with cutting-edge devices (e.g. smartwatches, VR goggles, etc.).

cuBS Project

The cuBS project, developed in 2015, is one of the Bank's first disruptive innovation initiatives.

Through a cube-shaped device connected to the Internet, cuBS proposes a new experience that makes the Bank tangible in customers' homes.

It aims to provide new services, initially managing savings targets, and integrating them into family dynamics, which has a positive impact on children's financial education.

The results of this experiment have been compiled and the Bank is analysing a number of avenues for continuing with the project, which include producing the device on an industrial scale.

Quality of service

For Banco Sabadell, quality is not just a strategic option; rather, it is a whole approach to doing business, whether in delivering value to stakeholders or in the execution of each and every process forming part of that business. This natural affinity with excellence helps to enhance the Bank's capabilities in all areas, transforming threats into strengths and challenges into opportunities for the future.

Consequently, the Bank makes use of existing standards and benchmarks to judge its own actions and satisfy itself that its way of doing business is the right one, and it sets itself new goals based on continual self-criticism.

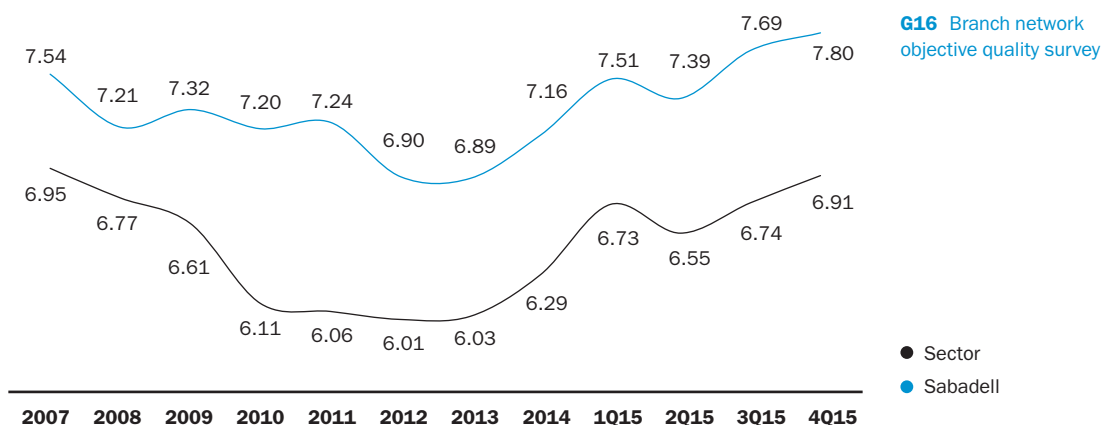
A key benchmark against which to measure and improve management practices is the European Foundation for Quality Management (EFQM) excellence model, against which the Bank is independently assessed every two years. The assessment carried out in November 2014 resulted in the Bank's EFQM Gold Seal (>500 points) being renewed, with a score of over 700 points being awarded according to EFQM's very demanding standard. That was an increase of almost 100 points with respect to 2012, a truly extraordinary achievement that is within the reach of very few organizations.

Moreover, Banco Sabadell is still the only Spanish credit institution with 100% of its financial operations certified to the ISO 9001 standard, providing further proof of its customer-centred philosophy and diligent approach to process management. Banco Sabadell's ISO 9001 certification was renewed in 2015.

The Bank's "Madrid Excelente" quality mark was also renewed in 2015 for another three years after it successfully passed the evaluation.

The actions implemented under the commercial plan have been successful: customer satisfaction surveys ratify the improvement in service quality with respect to the industry average and also in absolute terms; Banco Sabadell is the top-rated bank in this respect (G16).

Concentration of tasks provides synergies and frees up time for branch staff, contributing to greater operating efficiency and enabling them to focus on improving the customer experience.



* Source: EQUOS, STIGA, Estudio de calidad de redes bancarias.
2015 data reported with consolidation scope at each quarter-end.

Accolades



The environment (society, technology and, ultimately, consumers) is changing and this requires the Bank to evolve its current business model. This evolution entails adjusting the customer relationship model by incorporating new digital capabilities, improving business systems and adapting the branch network to customers' needs. The Transformation Plan currently under way at Banco Sabadell is an ambitious project, a challenge that drives our commitment to a long-term relationship with our customers.

The ongoing transformation of the Bank's operating model is aimed at key business activities in order to increase productivity and profitability while guaranteeing our hallmark quality of service.

This transformation involves industrialising administrative activities, enabling staff to devote more time to value tasks and critical business processes, leaving non-core activities to operational factories. The merger synergies provide shorter average turnaround times, greater responsiveness and amalgamation of processes, as well as the possibility of implementing improvements to expand traceability and oversight.

During the year, the plan to consolidate regional administrative centres took shape and additional transfer possibilities were identified, thereby enhancing concentration ratios, which are now quite close to the target set in the transformation plan. As for improvements in the customer experience, a new front-office model was tested that promotes the use of digital channels and moves administrative tasks to back-office centres. In this area, initiatives were adopted to improve communications with customers from specialized centres, making it possible to address solutions tailored to their needs. Automation has made processes simpler and more agile, resulting in greater operational efficiency (G17).

The optimized model allows for exhaustive tracking of expenditure, which is essential to achieving the cost reduction goals, considering the increases in capacity resulting from acquisitions in recent years.

