



## The Battle LIVE Real Business Challenge & Solution Brought t

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Captions: Go Multi Dimensional. Dreamforce Battle with Accenture, Salesforce and Deutsche Bank.

Dreamforce 2019. The Battle - LIVE!

Real business challenges.

Solved in 48 hours.

Two teams will battle it out.

Live on stage at Dreamforce 2019.

Accenture.

Introducer: Please welcome on stage Leah Blessin, Accenture, and Johannes Diebig, Salesforce.

Leah: Welcome to The Battle!

Johannes: Good afternoon. So welcome to The Battle, welcome to this wonderful session today. As you know there is no doubt that Salesforce is great in creating wonderful visions, and Dreamforce is actually where we redefine this vision, our North Star, every year. However, many great companies struggle to translate the 'whats' into a 'how'. How do I start my transformation journey? How do I actually get there? And this is what The Battle is about. We focus today on the "how".

The Battle – it means there are two teams of the greatest and brightest minds from Salesforce and Accenture, and they actually compete. They compete to give the answer to a business challenge outlined of a senior executive from a leading business and they have just 30 minutes to come

up with the first pitch – just 30 minutes. Afterwards they have 48 hours to build the first prototype. So no slideware, [rare, rare, rare] prototypes – just great, bright minds and sweat and tears. That's what you are expecting in the next hour from us.

Leah: Yeah. And over the last years and today we see many industries reinventing themselves, transforming themselves based on the possibilities that are there, using latest digital technologies, and the changed expectations from their customers. And the focus of Accenture, and together with Salesforce this year, at Dreamforce is the retail banking industry. And that industry – the necessity to transform and to reinvent themselves is accelerating every moment, as tech giants like Alibaba, Google, Amazon, and others, are eating the bank's lunch as they start offering more and more banking related services. And fintech startups pop up and gain market share at breathtaking speed by giving great customer experiences and a great deal of innovation power that they provide.

And at the same time the big traditional banks are struggling for example with the legacy prophecies, with their complex IT infrastructure and technologies, and a workforce that needs to be transformed and retrained at speed. And these burdens obviously don't exist in the same way with those nimble startups and fintechs out there.

Johannes: That means traditional banks are facing four major challenges. First of all the fintechs, they can focus on purely creating a digital experience, nothing else, while the traditional banks need to do both. They need to provide a digital experience which is at the level of the fintechs, but at the same time they need to build and continue to operate the personal non-digital experience in the branches. Second they need to for a seamless customer experience, they need to integrate them both and that's a traditional – that's a challenge given the legacy IT. Third, all of this is increasing the cost space. And that is a tricky thing in a world where everything in core banking becomes a commodity and prices can be compared. And finally, even if they manage to build a fantastic digital experience they still struggle with their brands because that often prevents them from attracting the new young joiners and new customers.

So that means as a consequence banks really need to rethink their business. They need to look at new revenue streams, new services, and partnerships that augment their product portfolio all while they manage their cost base.

Leah: Yeah. And one of the banks out there that has a very long history and legacy is Deutsche Bank. Deutsche Bank is the largest German credit institution founded in 1870 in Berlin. And Deutsche Bank is the 15th largest bank in the world with roughly \$1.7 billion worth in assets. And the challenges we just talked about are totally relevant for Deutsche Bank, and

this organisation has been working on its own transformation for the last years. And I am so honoured that we have today with us one of the key leaders that is responsible for the strategy and product management of making Deutsche Bank a digital leader and future ready. So please welcome with a huge round of applause, from Frankfurt Germany the Head of Chief Digital Office Global at Deutsche Bank, Frank Pohlgeers.

Thank you so much for being here with us.

Johannes: Great, thanks for coming.

Frank: Thanks.

Johannes: For everyone to get to know you a little bit, can you describe your role in your own words.

Frank: Yes. Hi everybody [unintelligible 00:06:09]. Frank Pohlgeers, I'm Head of Chief Digital Office in the Private Bank Division of Deutsche Bank, as you said based in Frankfurt Germany. And I'm responsible for the digital strategy and for digital product management out of our head office in Frankfurt.

Leah: And Frank I know you have started quite a few partnerships with fintechs, you have created startups within Deutsche Bank – can you share a little bit of your learnings and facts around those initiatives?

Frank: Yeah, I think basically what I learned is that the partnership model makes sense right, and that fintechs and other startups are really interested in working with us and partnering with us. Because as an incumbent bank actually we have quite some assets that can be leveraged. There is of course millions of existing client relationships – tons and tons of data that can be analysed – and also the trust in our brand. So actually, as of today we have approx 30 partnerships with fintechs and other startups live in our ecosystem of partners, providing additional banking but also as we say beyond banking services to our clients.

So our clients for example with the help of our partners can buy savings product through Deutsche Bank, savings products from third party banks for example. Or we help our clients to manage and optimise their daily contracts portfolios such as cell phone, gym, pay tv – whatever needs to be managed and optimised. And we for example also help our clients to put together their tax declaration in a fully digital way, which just takes 20 minutes based on a fully digitised and automatised way of putting together and putting data into your tax declaration.

So, what we want to basically – what we want to be – that is just the beginning. So what we are aiming for is to become the digital life companion for our clients so that we as Deutsche Bank can provide digital products and services in terms of banking but also in terms of beyond banking, whenever the clients need us and needs those services in the important moments in life but also in those everyday moments – whenever our help is needed.

Johannes: So what do you think Frank are the core values and differentiators Deutsche Bank needs to build their future on?

Frank: I think in order to be successful a true digital culture needs to be implemented, meaning that staff – because what we do is basically fundamentally changing the way we do business, right. And staff need to understand why we do that, what is the purpose behind in order to get everybody's support of this completely new way of doing things and implementing completely new value chains. So that is from my point of view the most important one.

The second most important one from my point of view is a modern way of leadership. One has to get away from the typical command and control kind of leadership style – more towards a, as we say, enable and align leadership, in order to ensure that the best talents and the right people are working on the right products and services. And that then automatically hopefully leads into modern ways of working which is in many cases, or in most cases, then agile working methods. And if a company from our point of view has those three things implemented or to a large extent completed then the chance of being successful is quite high.

Leah: Very nice. Frank – audience – The Battle already started on Monday, so the teams already worked and the challenge is already known to some of us. But the audience doesn't know it. So, I think it would be good to share the challenge that you put forward on Monday to our teams – to share that with the audience please.

Frank: So on Monday there was this kind of: "the Oscar goes to" moment, right. So the challenge is to meet and exceed the increasing expectations from the customers banks will need to evolve and offer a comprehensive and personalised portfolio of services and products that goes above and beyond core banking products. So if Deutsche Bank transforms itself into a digital life companion that is hopefully hyper-relevant to the private clients, how should they integrate and present beyond banking offerings within their customer journeys to enable the generation of new revenue streams?

Johannes: Alright, so put yourself into the shoes of these two teams. And to make that a little bit easier let's have a look at what happened in the last two days. Lets play the film and we will comment on it a little bit.

So here you see the situation in the Salesforce Tower when –

Captions: Challenge statement.

Frank: The Oscar moment.

Johannes: – the teams heard for the pitch for the first time. And what you can see hopefully in their faces is they had no idea what happened to them. Hopefully – we were glad that all of them came back after the first 30 minutes –

Captions: Battle is on!

Johannes: – because if you think about it none of us would like to fail, specifically not in front of a customer, and not in front of your colleagues. So there is a little bit of tension when people discuss and debate the different strategies obviously.

Leah: Yeah. And Frank you were really into this – you were with the team quite some time during the pitch exercise but also later on. Could you feel this pressure? How did they react and how did that impact their thinking?

Captions: Team 1 – Casual Banking Squad.

Frank: Well of course I could feel some pressure but what I experienced and what I saw was a very concentrated and focused way of working, and both teams were really taking the challenge very seriously. And so we had very good discussions. Both teams were asking very good, very detailed questions –

Captions: Team 2 – Banker's Delight.

Frank: – so I was sure that – I saw that both teams were going into the right direction, working on the right topics. And all in all, I was impressed and for sure very pleased with what I have seen.

Captions: Day 2 - coaching.

Leah: And it actually evolved right? So, you were also joining them during the – yesterday and –

Frank: Exactly.

Leah: – when the prototypes were built. So, it was a very intense exercise also for you I guess.

Frank: But as I said, you guys really – you have chosen brilliant people for both teams, so even after such a short period of time having such a detailed and focused discussion about some of those topics and being part of the challenge, that was as I said really, really impressive. And I was very happy with what I've seen.

Leah: Very good. So the audience, we also have involved a few great industry experts that actually signed up to coach our teams along the way. And I would like you all to welcome with us Stephanie Sadowski our Salesforce Business Group Lead for Financial Services at Accenture – please join us on stage. And Andrew Brandman the Global Chief Adoption Officer for Financial Services at Salesforce.

Johannes: Alright, thanks for joining us on stage. As the expert, I think also for you, this has been a bit of a coaching exercise. And specifically, you Stephanie when you coached the teams and focused a little bit on where they are, you focused a little bit on the trust theme. Can you explore, explain it a little bit.

Stephanie: Yeah, so one of the things our research shows is that financial institutions are some of the most trusted, if not the most trusted organisations out there. So they've got this great trust but they're not actually doing anything with it. And meanwhile they also have other companies outside of financial services that are starting to get into their market share and take away products and services. So how can they really leverage the trust they have to actually expand their products and services out? So that's the way that I was coaching the team.

Johannes: Excellent, thanks. Andrew as a Chief Adoption Officer in Financial Services for Salesforce do you see many banks transforming and failing as well? What has been your advice for these two teams?

Andrew: Exactly what Stephanie said was it is about trust and when you're in that trusted position how are you able to take that trust and then be the advisor to be able to provide insights to your customers? What's amazing is customers are willing to share information about the most private parts of their lives with their banks, but the challenge is that banks are not actually

then providing the insights back. And so what happens, those customers go to other banks to provide those other services. So, they're cheating on their banks.

Johannes: Alright. Luckily Frank did not have to select a winner because he did something else.

Leah: So, Frank obviously also provided great coaching to the teams and as I already mentioned he spent a lot of time with them over the next days, because on Monday at 4pm the teams started to work on two distinct prototypes, reflecting what they had pitched to Frank and the feedback that they received. They were now working on combining latest Salesforce technologies and new innovations to create a prototype that will actually today get them into position to be selected as the winner by Frank. So yeah, we did [unintelligible 00:15:44].

Johannes: Yeah, let's make sure we see what the teams have been building.

Leah: Well Frank you visited the teams, so during those hours of stress and tears you worked with them. Did the stress level change at all and how was the atmosphere in the – ?

Frank: I mean those kind of [unintelligible 00:16:11] sessions are always kind of intensive right, but I have seen two teams being very focused and I have seen huge white walls being painted on with a lot of details and stuff on it and processes and what can be done. And as I said we had interesting detailed discussions and I was very positively surprised that both teams fully understood the topic. So, I was a little bit concerned that they will respond to me like: we have no clue what you're talking about. So obviously both teams very well understood the challenge, which is a very concrete challenge that at the moment we are dealing with at Deutsche Bank. Because as I said we have a lot of stuff, a lot of assets that we can leverage, a lot of new business opportunities. But we need to make sure that we design our experience, our journeys, in a way that clients actually are more increasingly happy to buy and adopt those products and services.

Leah: Great. So a tough few days for our teams. I think everybody is now sitting here waiting: when do we see the results?

Frank: Absolutely.

Leah: And I guess it's time to get started. So let's start with our team, Casual Banking Squad. Please come on stage team.

Timm: Hey everybody, how you doing?

Mohammad: Hello.

Timm: You pumped up?

Mohammad: Testing – yes it's working.

Leah: Please check whether everything is working. Ok, perfect. So as you know team you will now have exactly six minutes to show your demo, show your prototype and pitch your solution to Frank, and the entire audience. Let's get started – now!

Mohammad: Excellent. Good afternoon everyone, how's everyone doing? We'll get started with a quick meme. By show of hands how many can relate to that picture?

Captions: Buying my first home! I have no idea what I'm doing.

Timm: Get them up – do it.

Mohammad: Excellent. And how many have recently purchased a home or have purchased a home in the past?

Timm: Oh, a lot of people.

Mohammad: I see a lot of people, right.

Captions: How many of you have purchased a home? Was the experience easy.

Mohammad: Would you say buying a home is a very fun and easy experience?

Timm: No.

Mohammad: No, right?

Captions: What if I told you Deutsche Bank take all the headache away.

Mohammad: But what if we told you that Deutsche Bank has figured out a way to make your home buying experience and other life experiences headache free and simple? Let's find out how.

Timm: Oh, what's in here? The Salesforce conference is going on. [That tack] is off the chain man. And what else? Andrew Brandman appointed as the new country manager for Germany. What a second, that's me! Finally, I got the promotion that I wanted. Yes man, yes! But wait a second – we've got to move to Munich then, and we are living in Berlin. My family needs a new house, or schools and stuff. It's going to be a mess – it's going to be a mess.

Mohammad: I really love what Deutsche Bank has done with the advisor desktop. It shows me everything I care about for my book of business across the bank. And you should see that in about a minute.

Timm: That's life, folks, that's life – going to speed up.

Mohammad: Love my home page. Oh, what's this? Andrew just got a promotion. I should proactively reach out and congratulate him. And what's this? Einstein's telling me that Andrew is looking at mortgages and buying houses. So perhaps I should reach out and set up an appointment to have that conversation and see how I could congratulate and help him to get this financial product. Ding!

Timm: Oh, what's this? [unintelligible 00:20:13] – oh that's Deutsche reaching out to me, coming into the branch and meet Hans. Right on time man, right on time. And I'm going to schedule the appointment I guess – oh that's nice – for tomorrow, 9am. Nice, done.

Mohammad: The next day: Andrew, how's it going?

Timm: Hey man, how's it going?

Mohammad: Congratulations on the promotion. Very happy for you.

Timm: Thank you so much man.

Mohammad: You could finally afford that fibre optic Louis Vuitton bag you've been saving up for.

Timm: For sure. But you know what, to be honest it's basically around that we need to move to Munich and I'm afraid that I don't have everything in mind that

we need and I'm considering so many things. And to be honest I really need help on that, and I don't know where to get that.

Mohammad: No worries, we could absolutely help you with that. I've been looking at your profile and it seems like you've been looking at a couple of houses. And it also seems like your saving up for retirement and you have some travel plans. So, we could absolutely have a conversation with you about that.

Timm: Wait a second, let me interrupt you. I think buying a new house is the thing that I would really like to do in the next couple of months. So, can we dig deeper into that one?

Mohammad: Absolutely, with our Life Companion we could help you end to end, with both banking and beyond banking experiences and offerings.

Timm: Cool.

Mohammad: So within – by the way where are you in your home buying experience?

Timm: Me and my family we are looking for a specific place, but I don't know – they tell me what the value is but I don't trust them – but is it really and what offer should I make to them? And I don't know, it's basically around appraisals.

Mohammad: Ok so you're looking to make appraisals. That's great, we have a list of trusted advisors that we have partnered up with that we have negotiated rates. And not only that, if you do use any of the –

Timm: Oh wow.

Mohammad: – pre negotiated advisors you get a discount and all the billing and the guarantee is handled by Deutsche Bank. So, would you like to take a look at the list of advisors?

Timm: Is it trusted by Deutsche Bank?

Mohammad: Absolutely. You would stand by Deutsche Bank –

Timm: Oh wow – let me take that one with the five stars.

Mohammad: Ok, so would you like to set something up?

Timm: Yes sure, can we?

Mohammad: Yeah, we can do that right now. What's your availability looking like?

Timm: Ok, let me check. 27 of November – anything free there?

Mohammad: Yeah absolutely. What time?

Timm: 2pm.

Mohammad: Let's lock that in. Ping!

Timm: And it's right here on my mobile phone – crazy, in the DB app. Cool stuff.

Mohammad: Excellent. Well Andrew, so great.

Timm: Thank you so much man.

Mohammad: Absolutely.

Timm: It was an amazing day with you. And one meeting in the branch with Deutsche Bank and everything is settled. This is so crazy and now I'm going to buy that Louis Vuitton bag I've seen yesterday on stage.

Mohammad: Excellent.

Thomas: Wow, amazing. Thank you Hans, thank you Andrew. Now I just want to quickly point out three things, to you Frank especially, to you in the audience – three things that are important in what we've just seen. So Einstein using data in real time –

Captions: Traditional banking - Deutsche Life Companion.

Thomas: – to create a meaning hyper-personalised interaction with the customer, and thus creating a moment of truth for the customer, as the bank, Deutsche Bank, is offering help to the customer at the point in time when the customer really needs it. Secondly, the whole interaction that is powered by Financial Service Cloud is entirely seamless and integrated. Meaning the curated content that the customer sees is identical across every device and every channel. And last but not least Deutsche Bank is

now enabled to truly become a life companion for its customers by going beyond traditional banking services and offering third party services that its customers can trust and thus generating new revenue streams for Deutsche Bank.

So just to recap Frank, in less than 48 hours this team built the concept, created the concept, built the prototype and still had enough time to rehearse a play that's worthy an Academy Award. Now imagine what you could do with this technology.

[timer buzzes]

Timm: Thank you.

Leah: Nice job – very good. So, team if you could just briefly share also what is behind this prototype from a technology perspective?

Thomas: So, we have the financial services Could essentially. We have the hypothesis behind is basically that data is being scrubbed off the internet, we see a Google alert that here in the newspaper was the announcement that Andrew has gotten a new job. Then the data is collected that Andrew starts looking around for houses, starts looking around for real estate agents etcetera, which then comes up with Einstein triggering this alert to his advisor and recommending to reach out to him. This triggering then the whole series of events.

Leah: Cool.

Timm: And we are leveraging the whole ecosystem that Deutsche has with trusted advisors, trusted partners, appraisals, and stuff.

Leah: So, the API story comes to play I guess. Frank, I guess you have some questions. You will need to make your decision in a few minutes, so maybe you can share any questions you have to the team now.

Frank: Yeah, I'm not supposed to comment right, so just asking questions. And probably just as far as leveraging data is concerned, so what would be your ideas and what kind of data could be leveraged in order to provide those curated offerings? Maybe like buying a house or some of those other events that you have shown. So, what is your view on internal data and do you think that Deutsche should also try to leverage data from external sources in order to provide even better curated offerings? Could you elaborate a bit on that one?

Thomas: Yes definitely. So, the internal data obviously Deutsche will have to leverage, and then we believe it is required, or it's absolutely necessary, if you want to be so hyper-personalised as we're showcasing it here in this example, you need to also get into second and third party data. Which means that – and I know that's a bit of a touchy topic obviously in Germany and especially with the bank, because there's a potential that you might lose some of that trust. So, I think it's very important as you do this, as you buy second and third party data and leverage it, that you do so with the consent of your customers. That you communicate openly about what you're doing and why you're doing it because you want to add value to the offerings that you give to your customers. And we see that customers are willing to give away their data and are willing to be targeted with offerings as long as they see a benefit for themselves.

Frank: Ok. And as we heard from Stephanie banks are, at least most of those incumbent, they are struggling to attract young clients. So, do you see any ways of attracting more young clients by incorporating some kind of products or features or gamification parts for young clients in order to help us focus on generating or acquiring new predominantly young clients?

Mohammad: Absolutely. I think one of the core things that we didn't touch upon in the demo that we can do is gamify some of that loyalty with our partners. So with our partners we have partnerships both financial and we have a pre-defined agreement let's say for discounts. But on the other side, on the customer side, the customer can reap the benefit of that as well. And especially with the younger generation as they have iPhones and android phones, it's a very smart device led generation, they can look at maybe collecting points and getting discounts, or additional products and services on behalf of these vendors and Deutsche Bank. So that's a core concept that we would like to explore.

Frank: Okay good, thanks.

Leah: Thank you Frank.

Mohammad: Thank you.

Thomas: Thank you.

Mohammad: Thanks everyone.

Johannes: Alright so –

Leah: One second, one second.

Johannes: – maybe Frank is just impressed by your Oscar-like screenplay and storytelling. So let's also ask the experts, who are a bit neutral. Obviously, the team listened to your advice, so we have seen insights, we have seen trust. But probably Steph, do you think that's feasible that they actually do it in 48 hours?

Stephanie: Yeah, I think so. I mean I like how they pulled together second and third party data to start to generate insights, and really were able to show that through the prototype that was on there and how it would go both from the customer side and from the employee side. So I thought they did a nice job of prototyping that.

Andrew: Well it's always good to see what Andrew Brandmann looks like, versus Andrew Brandman – so good to know what I look like in Germany. What I thought was really great was that you took the message of where Frank was trying to go, and Frank's trying to become the digital companion. And what you were doing was you were going well beyond banking. You were becoming that companion for that really important moment that matters for someone in really the toughest moment of their lives, is when they're moving and they're getting a new home – stressful. And you build something that really shows what a digital companion would look like. So good job.

Mohammad: Thank you.

Johannes: Thank you.

Leah: Ok, thank you team Casual Banking Squad.

Johannes: That was the warm up.

Leah: Now, I would like to welcome on stage our team Banker's Delight with Jessica, Stephen and Stefan. Ok team, check your technology.

Stephen: Lo-hello.

Leah: Are you ready Jess? Ok – ready? Ok, then I would say, your time starts running, now!

Stephen: So we started by the idea of the Digital Life Companion and we challenged our self over the last 48 hours to try to even take that farther, by asking

ourselves a question of: what would a bank be like if a bank actually tried to be your best friend? Like what would those sorts of things look like?

Captions: Battle 2019 - Banker's Delight.

Stephen: And so, we're going to take you on that journey, but where we're going to start off is a very common situation, when they're most likely less than a best friend. So, we've going to eavesdrop on a conversation that Jessica, who's a customer with Deutsche Bank, is having with her best friend right now.

Jessica: So, got to Tokyo, tried to get money, the card didn't work. Nothing worked – we couldn't even get noodles. It was horrendous. I booked the flight with my Deutsche Bank card – why didn't they know I was going to be in Tokyo?

Stephen: We should've known. She booked the flight on her Deutsche Bank card. We literally have the transaction number, we know the city that she is going to, where she arrives. We know all the details about it, we should be able to know all those things. So let's try to rewind this a little bit, and we're going to replay this again with us just on our journey of friendship, of just trying to make it a little bit better for Jessica.

Jessica: Oh my god, just booked the flight to Bali. The honeymoon's going to be amazing, I'm so excited. But there's so much to do! Oh my god, how are we going to handle all this? Oh look, the bank actually sent me a notification. They saw that I booked the flight and they're ready to set up my travel notification. This is so cool, I'm so glad they know who I am.

Stephen: So we're making progress here right, of just creating that simple better experience. But we just as a bank know a lot more than just this about Jessica. So if we were her friend every time she spends money she's telling us what she spends. Every time she goes to a restaurant we know if it's an Indian restaurant. Every time she buys shoes we know where it's at. We know where she likes to vacation, what types of hotels that she likes. We know all of this information. And so if we know that she's travelling I think that we can create a better experience than that and probably deepen our relationship with her by leveraging some of that information. And also ideally putting it all on her mobile phone.

Jessica: Oh cool, so let me click into the link. Oh, a chatbot – I like that. Let's see what's going on. I'm up next. It's DBot – they know about my trip to Bali and they want to make my experience better. That's cool. Ok, so the travel notification is done. How simple was that? Oh, they want to know if there's a special occasion – of course, it's the honeymoon! Oh, they want to do more for me. Memorable experiences – let's see what else they want to do. They did the Trip Advisor for me, let's see what else there is to do. I'm

chatting with my DBot. Oh, I didn't know I needed a Visa! Oi, I've got to make sure we get that set up. Vaccinations, hotel reservations – they knew I liked the Ritz. This is cool. I'm going to totally take the husband snorkelling. So, there's all these recommendations and they even summarised it all up for me.

Stephen: So that was actually fairly easy for us. So based on our knowledge that Jessica has a loyalty program with the Ritz-Carlton, based on the fact that over the last year she spent over \$100 fifteen times at high end French cuisine we thought that she might actually like that. And so this gives us a sense of the sort of tailored experience that we can actually give Jessica. So let's actually check in on her to see how this dining experience is going.

Jessica: I am so delighted with this. This restaurant is the best and the hotel is amazing. I totally need to do a little food porn on this.

Stephen: So it looks like we're hitting the mark with her, we're becoming closer I think. But let's actually check in on her later on that evening as she starts her way home.

Jessica: I can't believe we've been sitting on the plane for two and a half hours. This is crazy!

Stephen: So, we can actually help here too. So, we know that Jessica's flight is on a European airline, they actually provide credits back to customers whenever you have to wait longer than four hours. She may have forgotten that. Let's see how she reacts whenever we remind her.

Jessica: How cool. Did you know we got money back if the flight's delayed? Looks like the bank wants to help too.

Stephen: So now we're checking in on her, she's on her way home. And I think there's an opportunity for us to delight here also.

Jessica: Back at the airport –

Stephen: Oh go back, sorry. I knew I shouldn't do this.

Jessica: Finally, back at SFO, home. I just want to get home into my comfortable clothes. So glad to be home.

Stephen: I think that we can continue to delight her during this experience also by this.

Jessica: We have no food in the fridge and they're giving us Uber Eats. We can go home and get in comfy clothes super fast.

Stephen: Based on the information that we knew about the trip we knew that she was going to be gone for about two weeks. Mostly likely she'd be tired, probably no good food in the refrigerator. So we thought we would help her out and delight her knowing that she's a valuable private wealth client and could help her with this experience also. Lastly, once she's after her trip we can help remind her about other banking administrative things that she probably hasn't thought about – about address change, the difficulty of her, her husband having to change their name. Things like that that we could remind her of and also help her seamlessly go through the experience.

Jessica: I think I have a new BFF! My DBff. So I hope you enjoyed my little experience.

Johannes: Alright.

Leah: Ok. So, team, almost right on time.

Stefan: Almost.

Leah: Got cut off a little bit. Also, can you share what is this solution made of from a technology perspective.

Stefan: Yeah, so basically, it's the whole platform if you will. We start with the Financial Services Cloud which is kind of the basis for that. We then take things like a customer 360 profile that fuels all these things that we use to curate those offerings to Jessica. We have different channels so as you can imagine that would be omni-channel, it's not just an appl. It could be integrated in your existing offerings, so actually it's a broad picture.

Leah: Ok, cool. So Frank, over to you. Any questions?

Frank: Yeah probably the same question to you, regarding leveraging of data. So what is your view on what kind of data, internal, external sources, should be utilised to leverage in order to provide the best curated offerings?

Stefan: So, for one I'd like to add one thing before we talk about the data sources maybe. We think that such a solution would not only be in place for your existing customers but also for new customers. So, the question we have

would be: well why should you not just offer the same kind of experience, the same kind of service to really new customers? Getting them on the platform and having the same experience as an existing customer would be because in the end why should they ever decide to go with a different bank if the experience is already that great.

Jessica: And Stefan, if I might – in addition, knowing that you have [Yonar] which is a loyalty program already, we have another wealth of data to work with that we can actually use to make this experience more enhanced for the clients. All the transaction data the banks have plus all of the loyalty experience that people have come to expect with Yonar.

Stefan: So basically, transactional data plus additional third party – second party, third party – data sources being your loyalty program or other partners.

Frank: Ok, cool. And assuming that at a certain point in time we would hopefully have lots of different product services helping our clients with all major events our clients do have in their life, so how would you structure that from a front end perspective. So, what would clients see? I mean we have now seen this one journey in great detail that was really good. What we are thinking about is how do we deal with the challenge that one day we have hopefully hundreds of services which some are [unintelligible 00:38:50] structured, curated in order to infuse our clients?

Stephen: So our thought was in order just to get started that we'd do one or two experiences and nail those right. We broke down each experience, the way we went through these, of thinking through: what's the customer doing that's actually fun for them? What are the items that are financial? And then what are the ones that are just logistic that we know that are associated with those. And then trying to help throughout those also, like even in the home buying example, like there are fun parts in terms of redecorating your home and getting in new furniture. There's the financial piece of helping with the loan, there's a lot of logistics of change of address and stuff like that. And so we would imagine that we would have an app, particularly if it was white-labelled, where you would nail a couple of those journeys – journeys buys journeys – and then continue to add on but all based on that overall framework so that you can just keep adding them on through that way.

Stefan: Also, we do already have commercial partners who know how to curate great customer experiences. Those could be even travel agencies, even other providers that are providing services on your platform. So, it's platform economics all over, if you will.

Frank: Absolutely.

Johannes: Brilliant, thank you so much.

Leah: Amazing.

Johannes: Alright. Yeah once again, whenever we see a very visionary presentation we tend to ask our experts first. So, I'd like to start with Andrew, in your role as a Chief Adoption Officer. How much time – if Frank would say that's what I'm going to buy right now – how much time would it take to build it?

Andrew: Well what I get super excited now – when I speak with CXOs, CEOs, CIOs – is when I say the letters MVP they don't think most valuable player, they think minimal viable product. And what Stephen was saying was: hey we'd want to start off with was a couple of moments that matter. So, when you think about it that way, a few moments first – well working with a great partner like Accenture I think we've seen a lot of situations where something like this could be done in five, six months, when you're trying to build that first MVP super successfully. And you nailed it there – focus on the things that will excite the customer. You excite the customer, you'll excite the business, you'll excite technology, and then you just keep on iterating and iterating from there.

Frank: I need a quick implementation Andrew, but keep in mind my budgets are limited.

Johannes: So he is ready to buy, he's negotiating already.

Andrew: We thought you had a cheque book after this.

Johannes: Steph, what's your point of view? What's your experience in the feasibility?

Stephanie: Yeah in the feasibility – so I think feasibility is high, I think it's good. I think two things I liked about it: one, Frank talked earlier about the cultural shift that has to happen and I think the use case you picked is definitely something different than what Deutsche Bank has been in the past. And it's leveraging what they have and what they have access to expand that trust in a way that delights. The other thing that's neat about it is that it takes things that can be painful that an individual has to curate and they actually can go do it for them. And I think that gets back to your definition of what you're trying to do by be their companion.

Johannes: Alright, thank you very much team.

Leah: Thank you team Banker's Delight.

Johannes: You have seen now the two pitches. When you believe team number one was better can you clap your hands and make some noise – what is your suggestion. Try to influence Frank a little bit. Team number one, Casual Banking Squad.

Leah: Casual Banking Squad!

Johannes: Okay, there are a few fans in this corner. Number two? I think we don't need any digital technology who is the winner.

Leah: In the minds of the audience at least.

Frank: No applause-o-meter.

Johannes: Not at all. But before you decide who is going to be the winner, we would like to have the two executive sponsors to come on stage who have been making it all possible. So please with a warm applause, first of all Saideep Raj who's leading the global Salesforce practices Accenture. And Simon Mulcahy, Salesforce's Chief Innovation Officer. Thank you so much for being with us.

Leah: So great that you are with us. Thank you so much for helping us make this possible. Actually, you were instrumental to allow us to take The Battle to Dreamforce. Why do you think this is an important format? Why do you think this is relevant to our customers and to our partnership?

Raj: I'll go first. I think this is amazing isn't it? The idea that you're presented this challenge and then in 48 hours you then have to present back. I have to admire the teams. I don't think I could do it, to come back on stage and present to an audience with that kind of pressure. But the reason why I love it, why I think it's so important is that actually sometimes we need a bit of this every day, to kind of force the speed. This idea that actually innovation is possible and create a little bit of a competitive context. I actually think that everyone could do with it. And from Accenture perspective we have the Liquid Studios all around the world – that's exactly what they're designed for. Bring the problem to life and have a little battle to draw out this MVP. I mean Simon what do you think?

Simon: I love this, and I love it because frankly first of all our customers want it and need it. Our Salesforce sales engineers are trained to do this – we've got incredible technologies that we can bring to life. But it's the marriage of that plus Accenture's deep understanding and knowledge of the

businesses of our customers, and the combination of those plus speed which is kind of actually the magic sauce. And there should be a reality in every single one of these hundreds of thousands of joint customers of ours.

Raj: Yeah, I completely agree. I love the way it was combined teams – Accenture and Salesforce together doing this. I think that was so cool the way the coaches, they all worked together. I love to see that happening, all our clients as well.

Simon: And it's fun, and that should be part of it. Innovation needs to be fun, it needs to be inspiring.

Raj: Yeah.

Simon: And if these are the ideas that are constantly drip feeding into customers into Deutsche Bank then Deutsche Bank will continue to be one of the best banks in the world.

Leah: So I think next time we need to get you into the battle teams.

Raj: I think so.

Johannes: And we'll ask you afterwards if you still believe it's fun.

Frank: Thank you for saying that we continue to be one of the best banks in the world – well noted.

Simon: I was in marketing.

Johannes: Alright Frank, the moment of truth. What do you think? Who is winning this wonderful prize?

Frank: Well first of all thank you all for inviting me again and thank you – actually it's for me the second time this year that I have the honour of presenting a challenge. Thanks to both teams, fantastic work, great people. That was really good, really inspiring. And you guys have seen how different that is what we have seen from both teams compared to what most banks offer today. So I think that makes it very clear how fundamentally we need to change the way we do business, what we do offer, and not to end up as a non differentiating bank which might face the significant risk of losing clients to new competitors, fintechs and big techs in the US. And for me personally this also clearly shows again that the concept of doing those kinds of prototypes, putting them together in just 48 hours, being inspired by this, is

exactly the right way of doing this – to start the discussion and then to see where we go from there. So I very much believe in this concept. As far as both teams are concerned there's nothing negative I could say about it, nothing that I don't like. I would be more than happy to start working and thinking and discussing with both teams. I think you are all brilliant people.

And if there is one team that's probably very slightly ahead then I would have to say that I don't agree with you guys and my winner team is the team Casual Banking Squad.

Johannes: Alright. You can see on the reaction that this has been a tough one for them.

Leah: Congratulations.

Johannes: Thank you very much. Alright, and we would like to thank you the audience for participating in this little experiment. Unless there is anything else, any questions from anyone – anything you want to say Frank?

Frank: First of all, who's the team captain?

Johannes: There is no captain, it's a team.

Frank: Congratulations, the trophy is yours.

Leah: Amazing result. Thank you all for joining us today for Dreamforce's very first Battle, and I hope to see you again soon.

Johannes: Thank you.

[End of recorded material 00:48:50]