

# matters 32

## Easier starts here

ING's ambition to create a better customer experience



### **Wealth management**

Going after the high net worth individual **05**

### **The case for easier**

Customer research leads the way **20**

### **Sense and simplicity**

How Philips did it **22**



## The ING story

If someone asks you what ING does, how do you reply? Here are a few facts to help out.

### Profile

ING is a global financial services company specializing in banking, investments, life insurance and retirement services. It serves over 85 million customers in Europe, the US, Canada, Latin America, Asia and Australia. ING is one of the 15 largest financial institutions worldwide by market capitalization.

Net profit in 2007 amounted to €9.2 billion and assets under management to €637 billion. ING employs over 130,000 people in more than 50 countries. The ING brand ranks #81 in the Interbrand top-100. ING is also title sponsor of the ING Renault Formula One team.

### Strategy

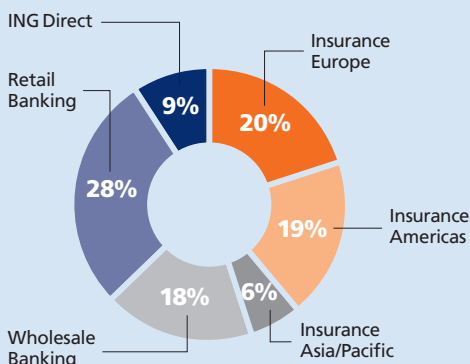
ING aims to provide retail customers with the products they need during their lives to grow savings, manage investments and prepare for retirement with confidence. To support growth, it will invest increasingly in bank distribution, reinforce product capabilities and focus on high-growth markets. It will also strengthen asset management capabilities across the board, while gathering high-quality assets in which to invest retail customers' deposits.

ING remains focused on creating value for its shareholders and rewarding them with a better total return on investment than the average of ING's peers in the financial sector over the longer term.

### Responsibility

ING strives to be a good citizen. Ethical, social and environmental considerations play an integral part in business decisions. ING is committed to playing an active role as a community sponsor. It does this through a wide range of local sponsorships and through its global Chances for Children initiative, which provides access to primary education to underprivileged children in developing countries who would otherwise not have the chance to attend school.

ING Group underlying profit before tax by business line (2<sup>nd</sup> quarter 2008)



## Guest editor

# A bold decision

Jan Op de Beeck

General Manager, ING Retail Banking, Belgium

ING's focus on the "easier" brand promise is a bold decision. In a complex organization like ours, creating an easier customer experience across all businesses is a challenge. Convincing those who see customers daily is the easy part. But everyone must have a passion for the customer, all the way to the support functions. As ING-DiBa's CEO Ben Tellings says in this issue, making things simpler has to become a gut reaction.

The one theme that emerges from the interviews in this month's feature story is the need to start with the customer's viewpoint in everything we do. And the examples in this issue show that works, whether we're trying to reach rural customers in a developing country like India, or simplifying products for savvy consumers in Germany.

In Belgium, we also had to learn to view things from our customers' perspective. Business customers can't afford to wait three weeks for a loan approval. So we began to anticipate customers' questions so we could have the answers ready. Today, we approve 60% of business loans within 10 minutes.

Many bankers still view banking as glamorous and sophisticated. They like to greet customers in luxurious lounges. But no one wakes up in the morning wanting to see a banker. And when they see their banker, they don't want a fashion boutique, but something more like their dentist: fast, to-the-point and able to get the job done well. Thinking of ourselves like that may be a stretch for some, but I believe it will be the key to our success.

32 matters in a minute



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08



24

**Newsmatters**

**Richer and richer...**

The number of millionaires worldwide grew last year by 6%. The rich and ultra-rich are **growing especially in China, Brazil and India**. That's good news for ING Private Banking, which plans to expand in these emerging markets. "Wherever ING Group goes, we go," says PB's Bernard Coucke.

05

**In Polish**

Belgium was the first to offer it; now it's come over to the Netherlands: **allowing Polish immigrants to do banking in their own language**. It's the result of a cooperation between Payments Retail Europe, ING Bank Slaski and Postbank.

08

**Figures**

**06** According to *Fortune* magazine, ING is the world's 7<sup>th</sup> largest company.

**09** In July, Postbank's website was visited for the 1 billionth time.

**11** Around 73% of ING employees completed this year's Winning Performance Culture Survey.

**People**

**The housekeepers**

Wong Fung Chu manages 400 members of the professional cleaning staff in Hong Kong's International Financial Centre. Each morning he talks to them about how to make their work even better.

24

**Green corner**

Employees at ING Argentina have been recycling paper since 2002, saving 2,212 medium-sized trees from being felled. The proceeds go to a children's hospital in Buenos Aires.

26

**Masterclass**

A team of ING volunteers will help the microfinance organization Opportunity International become even better in marketing. It's the idea of Wholesale Banking's Jolanda Hakvoort.

27

**Feature**  
New brand promise

**The journey has started**

A third of consumers say they would switch to another bank or insurer if they could make their financial affairs easier. A look at what will be necessary to make the new "easier" brand promise come true.

14



**Pioneer**

With its three-year head start on "easier," ING in the US has achieved impressive visibility. One of the lessons that Tom Waldron, Head of HR and Brand of ING Americas, learned along the way is: don't promise more than you can deliver.

18

**Sense and simplicity**

In 2004 Philips presented a completely new slogan to the world: Sense and simplicity. The SENSEO coffee machine is the ultimate example: great coffee with one press of the button. **But changing the internal culture required a lot more than just a press of a button.**

22



**I didn't realize that getting cash abroad could be so easy.**

Holger Minning  
(customer ING-DiBa)

16



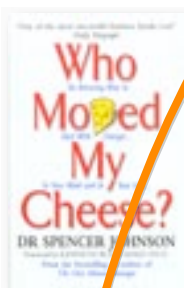
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**My favorite book**

**Dusan Quis**  
Sales Director  
Ukraine and Czech Republic

My CEO gave me *Who Moved My Cheese?* by Spencer Johnson. It's a parable about two mice and two human-like figures who look for "cheese" each day. The cheese symbolizes the things people want in life, whether at work or in their personal lives.

I read the book the same evening in less than an hour—one of my quickest reads ever! Change plays a big part in my working life, and the book has around 20 practical recommendations to help you adapt in a changing environment. One of them is "Old beliefs won't lead you to new cheese." If you use the insights from the book, they can even help you enjoy the whole process, too.

The insurance business is built on tradition, I've found it can be hard to alter the way you think and behave. This book helped me to embrace new ideas that had seemed completely unimaginable before.



**After hours**

**Banking for all**

This fall, a small team of volunteers from ING will help microfinance organization Opportunity International to develop its marketing skills.

The idea—to run a marketing master class for banks from eight different African countries—is the brainchild of Jolanda Hakvoort, Manager Commercial Development from Wholesale Banking, and personal contact Philip Idenburg, partner at BeBright consultancy firm. Here Jolanda tells us how it will work.

**What gave you the idea?**

I was in Ghana last year and saw microfinance at work, firsthand. Then, when I heard Opportunity International was recruiting marketing people in Africa, Philip and I decided to write a program to help hone their skills. I quickly gained the support of two colleagues at ING: Daphne Hagen, Senior Direct Marketing Manager; and Sjoukje Dijkstra, Product Manager Personal Loans.

We're now working together to develop and deliver the course.

**How will the marketing master class work?**

It's split into two. Firstly, we are going to help the board of directors in Chicago develop the corporate marketing strategy for Opportunity International, which has subsidiaries in 28 countries. And secondly, we will run a master class over eight days in South Africa. The delegates will all be experienced bankers—we'll help them build their marketing skills and develop marketing plans for their individual countries.

**What are the main challenges?**

There are so many challenges to building the profile of microfinance in Africa and encouraging people to take part. These include reaching isolated rural communities, overcoming illiteracy and even making bank branches more welcoming. It's going to be fascinating learning more about the unique challenges in the different African states—I expect it will be a highly rewarding experience for us all.

① [www.opportunity.org](http://www.opportunity.org)



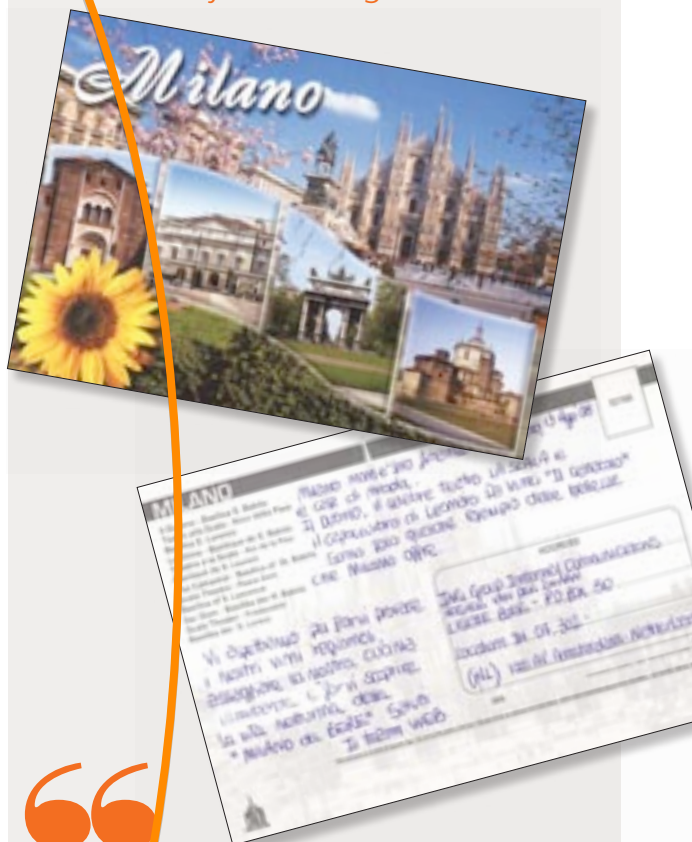
From left to right: Daphne Hagen, Jolanda Hakvoort, Sjoukje Dijkstra and Philip Idenburg.

**Correspondents network**

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**Postcard from afar**

Got something to tell about your ING city? Put it on a postcard and share it with your colleagues!



Milan is not just finance and fashion. Il Duomo [one of the world's largest Gothic cathedrals—Ed.], the world-famous opera house La Scala, and Leonardo da Vinci's masterpiece 'Il Cenacolo' (The Last Supper) are just a few of the gems you'll find in Milan. We'll also introduce you to the city's outstanding food and regional wines and help you discover Milan's great nightlife. Greetings from the Web and marketing team.

Sender: Marco Bojenti, Web and marketing team, ING Direct Italy

**Sudoku Medium**

Fill in the grid so that every row, every column, and every 3x3 box contains the digits 1 through 9.

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	9	5		6	3		1	
		6						

① For more puzzles and the answer to this month's Sudoku please visit [www.playr.co.uk](http://www.playr.co.uk) medium puzzle—4 September 2008