

Building up a global brand: UniCredit case history

From an house of brands to a pan-european Brand world

[UniCredit SpA – Public]

Silvio Santini, Head of Group Brand Management

Milan, 23 April 2013

Agenda

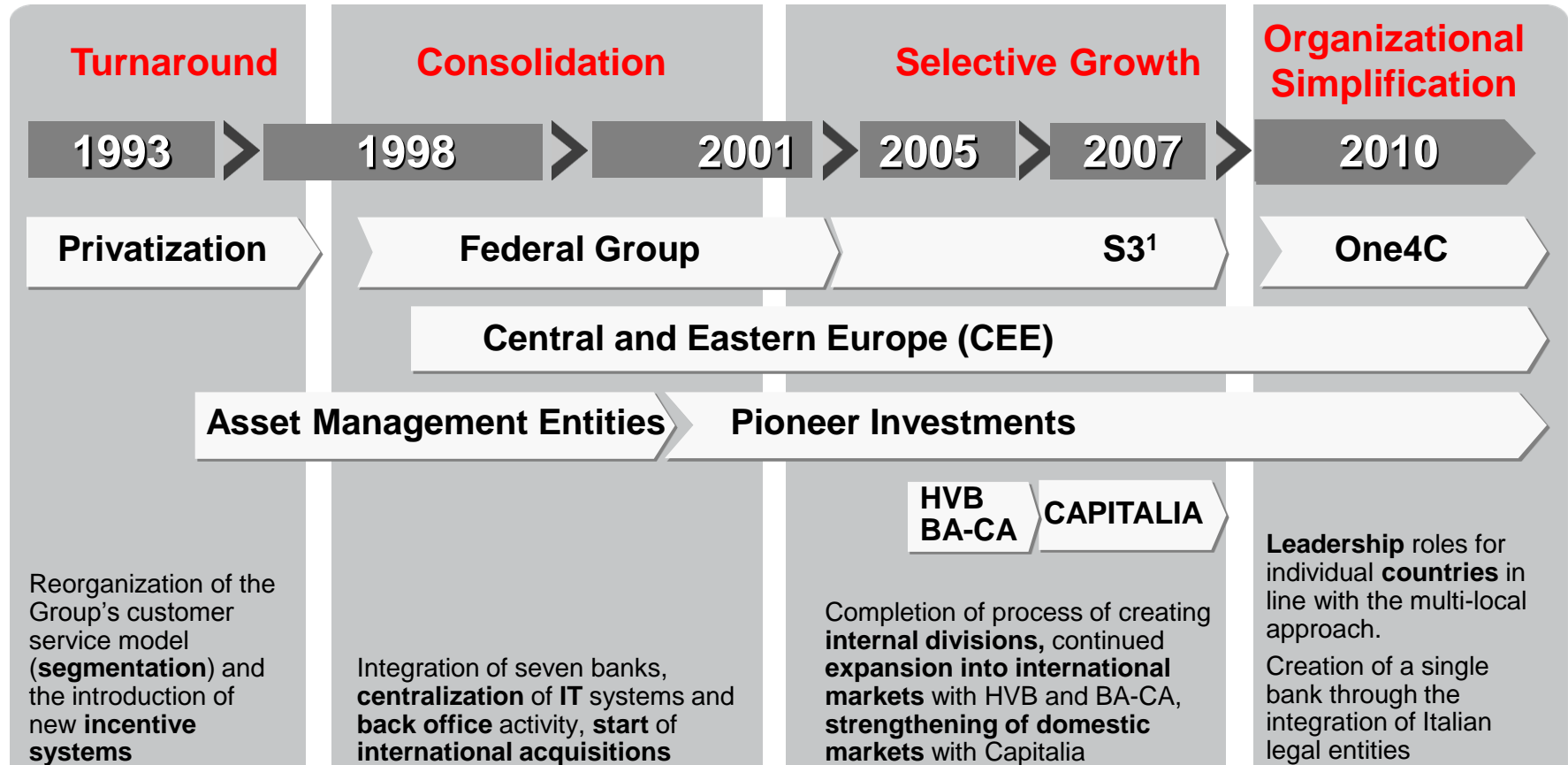
- Through a new Identity
- Real-Life Banking & Brand Engagement program
- Masterbrand Strategy
- New creative concept
- UEFA Champions League Sponsorship: why we are doing it?
- UCL Sponsorships rights and related value

UniCredit at a glance



- **Employees: over 160,000**
- **Branches: 9,496**
- **Banking operations in 22 countries**
- **International network spanning : ~ 50 countries**
- **Global player in asset management: € 162.1 bn in managed assets**
- **Market leader in Central and Eastern Europe leveraging on the region's structural strengths**
- **Clients: ~ 32.9 MIO at global level;
~ 9 MIO in Italy at Group level**
- **Targets**

From Italian privatization to a European leading bank



- **Efficiency gains:** cost/income ratio reduced by 22.2 pp from 1994 to 2010

Some time ago: A bunch of local heroes with different histories, identities and cultures ...



‘A brand is what someone
says about you when you
are not in the room’

Jeff Bezos Amazon, 2006

amazon.com.

The Amazon logo, consisting of a yellow curved arrow pointing from the letter 'a' to the letter 'z', is positioned below the text 'amazon.com.'

DIFFERENT ... OR DEAD!

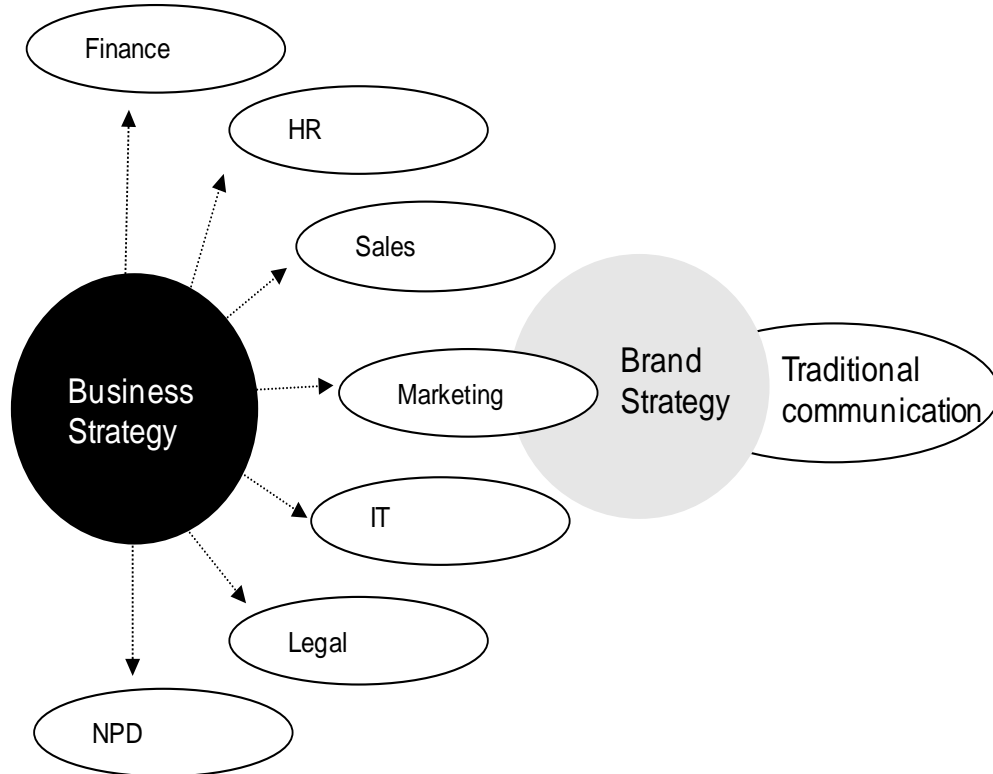
“The ‘surplus society’ has a surplus of similar companies, employing similar people, with similar educational backgrounds, coming up with similar ideas, producing similar things, with similar prices and similar quality.”

Kjell Nordström and Jonas Ridderstråle, *Funky Business*

	Volvo	Nike	Rolls Royce	Wal-Mart	BMW	Typical Bank
Promise	Safety	Limitless performance	Luxury	Good deals	Ultimate driving experience	Security
Price	Moderate to high price	High price	Extremely high price	Low price	High price	Moderate
Product	Heavy, with special safety features	Hip, innovative, colorful	Stylish, wood, leather	Enormous selection of everyday goods	Quality engineering	Undifferentiated
Image	Family images	Competitive personalities	Unspoken	Ordinary people	Controlled speed	Big, necessary
Channel	High-service dealers	Specialty stores	Small dealer network	Large warehouse stores	"Elite" dealerships	Branch, ATM, Internet, VRU, call center...

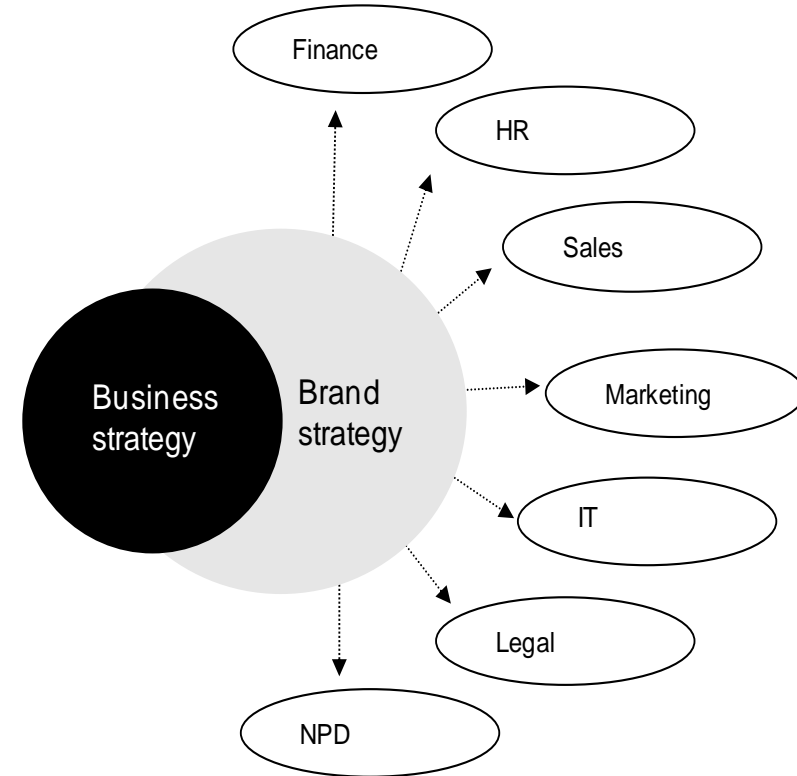
BRAND IS A SINGLE UNIFYING IDEA MOVING IN A NEW DIRECTION

■ From this:



Our Brand – an element of our communications strategy

■ To this:



Our Brand – one vision that drives business performance, culture, experience and attitude

Brand = Idea

Brand = stand for

Brand = stand out

Brand = glue

**Brand = long sustainable
competitive advantage**

idea

big simple unique true

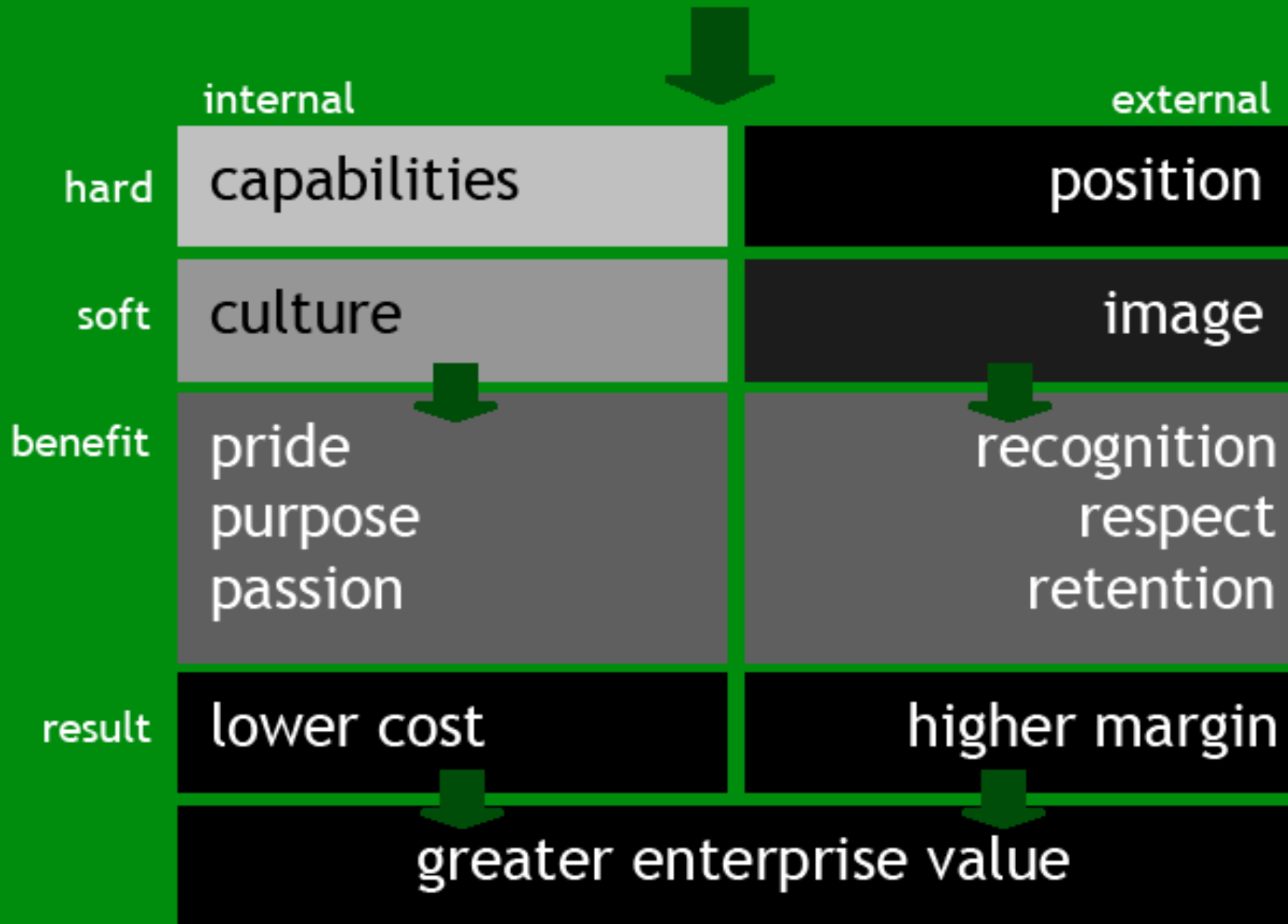
Brand = Idea



idea > expression > experience

idea < expression < experience

brand



THE PERFECT STORM: FINANCIAL CRISIS





Why Women Are Still Dying In Childbirth

A Relaxed Obama Has the Democratic Party in a Panic



The Volt: Inside GM's Latest Electric Gamble

TIME

The Price Of Greed

How Wall Street took a mighty fall—and brought markets around the world down with it

BY ANDY SERWER & ALLAN SLOAN



9 770928 643065

www.time.com



Race Is Not The Key to the U.S. Election

Fear Vs. Greed: How Bad Could The Markets Get?



Leo Joins the War On Terror in Ridley Scott's *Body of Lies*

TIME



London's Sinking

Why the global economic crisis threatens to overwhelm Europe's financial capital

BY PETER GUMBEL



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www.time.com



Extreme TB:
The World's
Hidden Pandemic

Siege Mentality:
Islamabad's
Baghdad Days



Blue-Eyed Soul:
Robert Redford on
Paul Newman

TIME

The New Hard Times



No, this isn't Depression 2.0.
How history can help us avoid it

BY NIALL FERGUSON

The End of the American Era?

BY MICHAEL ELLIOTT

The Virtues of Thrift

BY NANCY GIBBS



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Joe Klein on
Why Obama
Is Ahead

Why Isn't U.S. Leadership
What It Was? Because
The World Has Changed



Oliver Stone's
Biopic Takes on
The Bush Legacy

TIME

A Sea Of Debt

The U.S. economy is sick.
And don't expect it to
recover anytime soon

BY BILL POWELL

Plus: How the financial
shock waves are hitting
China, Turkey and India



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Business Model Reputation is significantly down

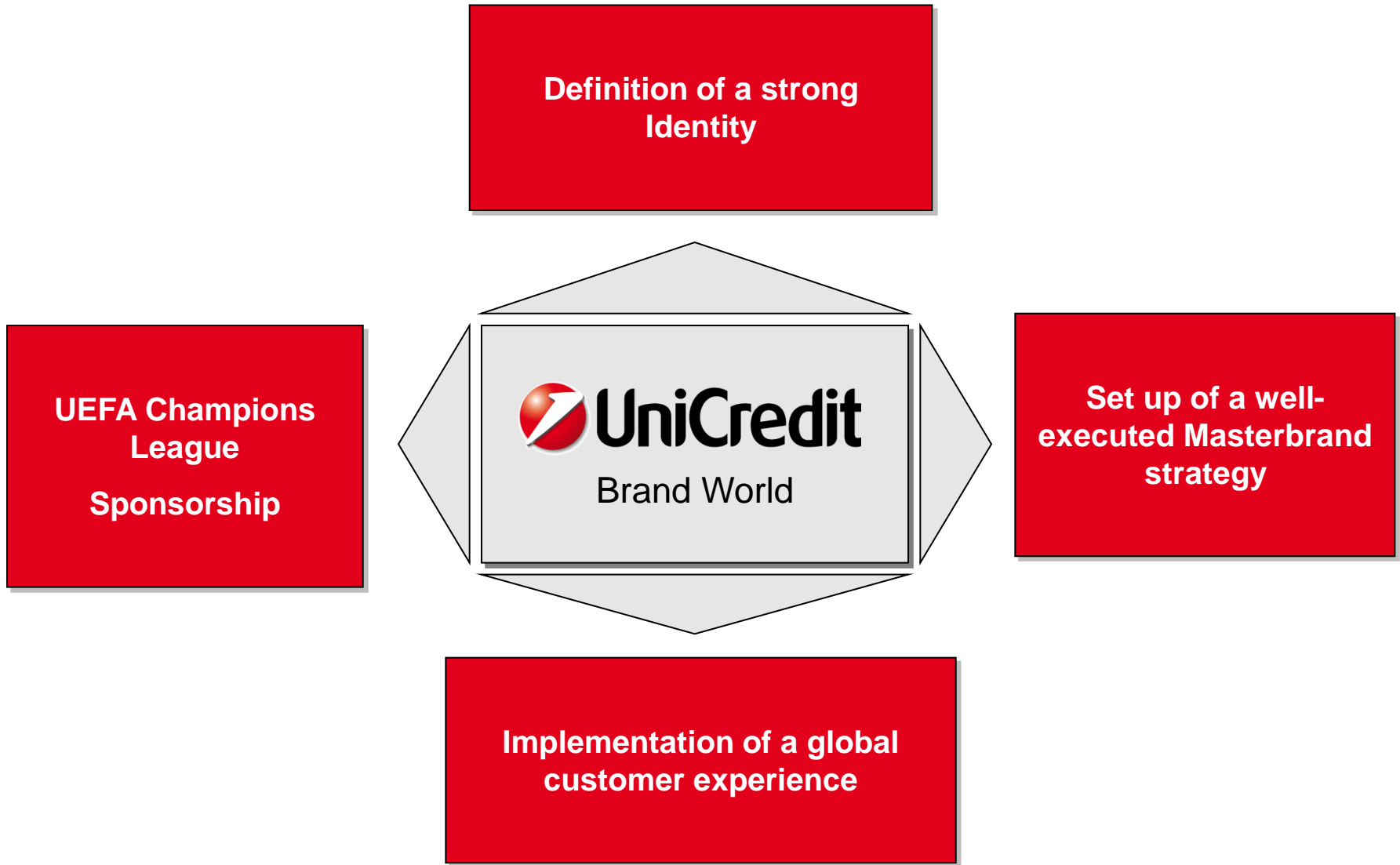
- Seventy-seven percent (77%) said they refused to buy products or services from a company they distrusted
- Seventy-two percent (72%) criticized a distrusted company to a friend or colleague – Edelman 2009

Through a new Identity: Why change?

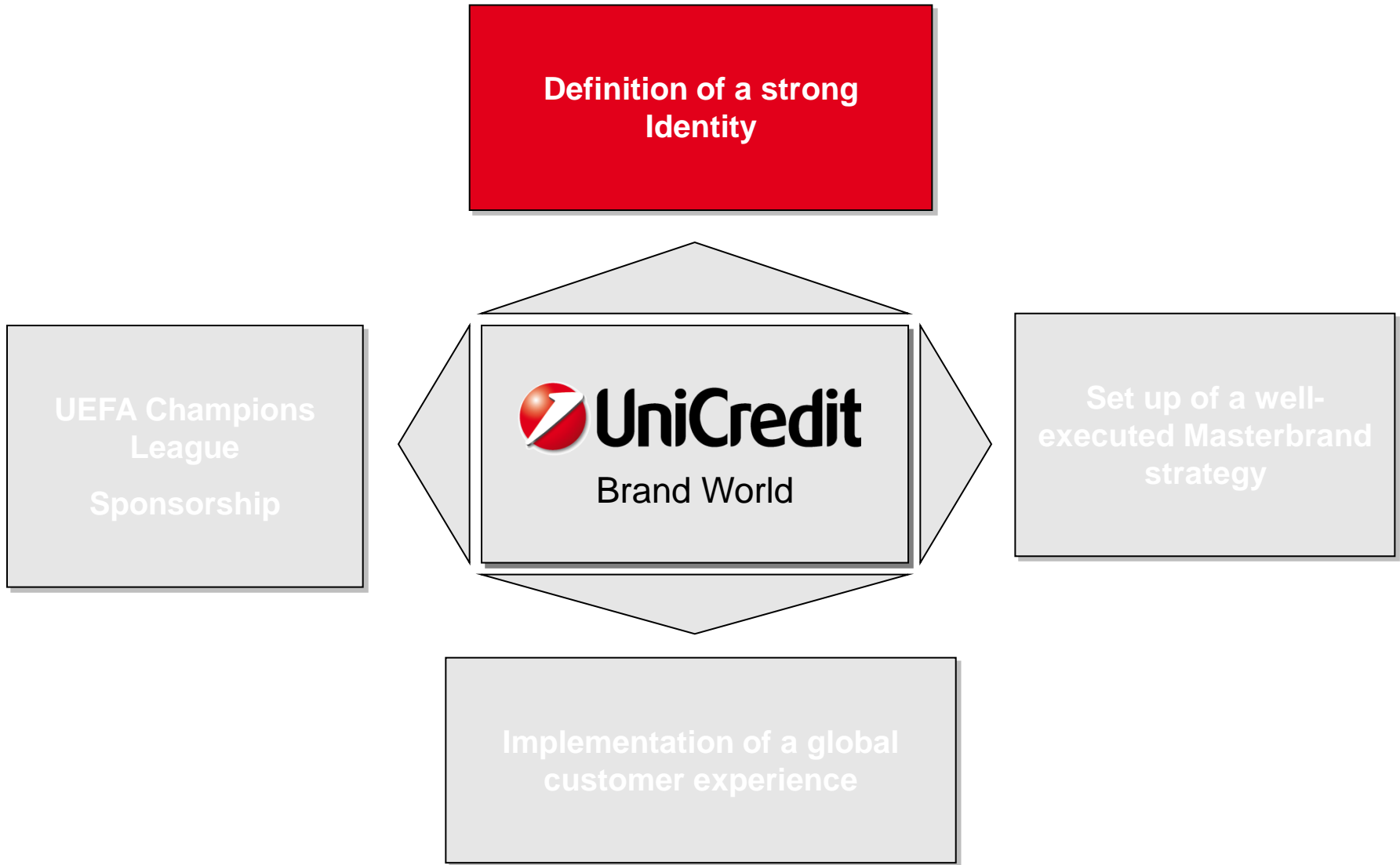
Last years financial shock **dramatically changed the financial business scenario:**

- an already **low reputation on banking industry** has been exacerbated;
- **regulatory involvement** is increased;
- market based activities become **more capital intensive**;
- **shareholder value legitimacy** has been challenged;
- a **wider set of stakeholders** become strategic;
- the industry is becoming **less profitable**;
- the **ways to create value** will change.

How to create a European leading bank



How to create a European leading bank



Through a new Identity: Why change?

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What have we done so far to drive the change?

1. Re-think our **reason to be** ⇒ defining a new **mission** - a company's fundamental purpose, what justifies its reason of being and its being different from the other companies on the market
2. Define how to **achieve and maintain our customers preference and loyalty** ⇒ identifying a relevant and differentiating **brand positioning** - what an organization want to be known for in the marketplace, and why should be preferred by its customers and employees
3. Understand how to **keep our reputation under control, as a business condition** ⇒ designing a **reputation management** model - what an organization does to be considered distinguishing among peers (components: ethical maturity and organization excellence)

Our starting point - strong set of values

Our set of values is based on integrity as condition of sustainability...

- Fairness
- Transparency
- Respect
- Trust
- Freedom to act
- Reciprocity

...to transform profit into value...

For UniCredit **the pursuit of profit is a positive value** because it assures continuity and independence, building - via integrity – our reputation vis-à-vis all stakeholders.

Integrity assures sustainability, which makes it possible to **transform profit into value.**

...for all our Stakeholders.

- Colleagues
- Customers and suppliers
- Investors
- Local Communities

How did we derive the new Identity

Through listening to our customers ...

- **Desk analysis** on Group related research materials (i.e. CS, Reputation Project, Brand Equity Studies, People Survey, etc.)
- **Interviews with the 70 top managers** (first assessment phase of the brand platform project in March/April 2009)
- **Validation activities:** external research, internal front line workshops, UniQuest online survey)
- **Strategic implications workshops with Divisions** (marketing & segment management and HR)

1. Current perception:
A major player, whose sum of the parts remains greater than the whole

2. Audience:
Individuals and companies that seek ever more concrete financial solutions and reliable relationship.

3. Insight:
Trust is the new currency. No more empty promises.



... we derived our new

MISSION & BRAND POSITIONING

Our Group Mission



OUR MISSION, OUR DIRECTION

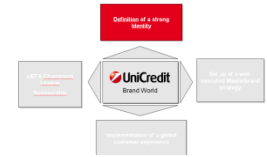
We UniCredit people are committed to generating value for our customers.

As a leading European bank, we are dedicated to the development of the communities in which we live, and to being a great place to work.

We aim for excellence and we consistently strive to be easy to deal with.

These commitments will allow us to create sustainable value for our shareholders.

New Brand Positioning - a journey to be made



TODAY

We are perceived as...

A major player,
but one whose
individual parts are
greater than its sum



IN THE FUTURE

We want to be perceived as...

A leading European bank,
which is easy to deal with,
whose people deliver concrete
answers and real benefits
to the challenges and opportunities
customers face in real-life today.



How to create a European leading bank: Definition of a strong Identity



A strong Identity based on clear pillars

A strong set of values

- Fairness
- Transparency
- Respect
- Trust
- Freedom to act
- Reciprocity

The mission

We, UniCredit people, are committed to generating value for our customers. As a leading European bank, we are dedicated to the development of the communities in which we live, and to being a great place to work.

We aim for excellence and we consistently strive to be easy to deal with. These commitments will allow us to create sustainable value for our shareholders.

Brand Positioning

Real-Life Banking

Sustainability drivers

- STAY ALERT (how we identify real needs)
- USE SUPERIOR KNOWLEDGE (how we build concrete solutions)
- BUILD EMPATHETIC RELATIONSHIPS (how we deliver)
- EXECUTE FLAWLESSLY (how we deliver)
- ACHIEVE A POSITIVE CUSTOMER IMPACT (our goal)

Brand positioning implementation: What is important for our journey?

OUR BRAND POSITIONING IS **NOT**

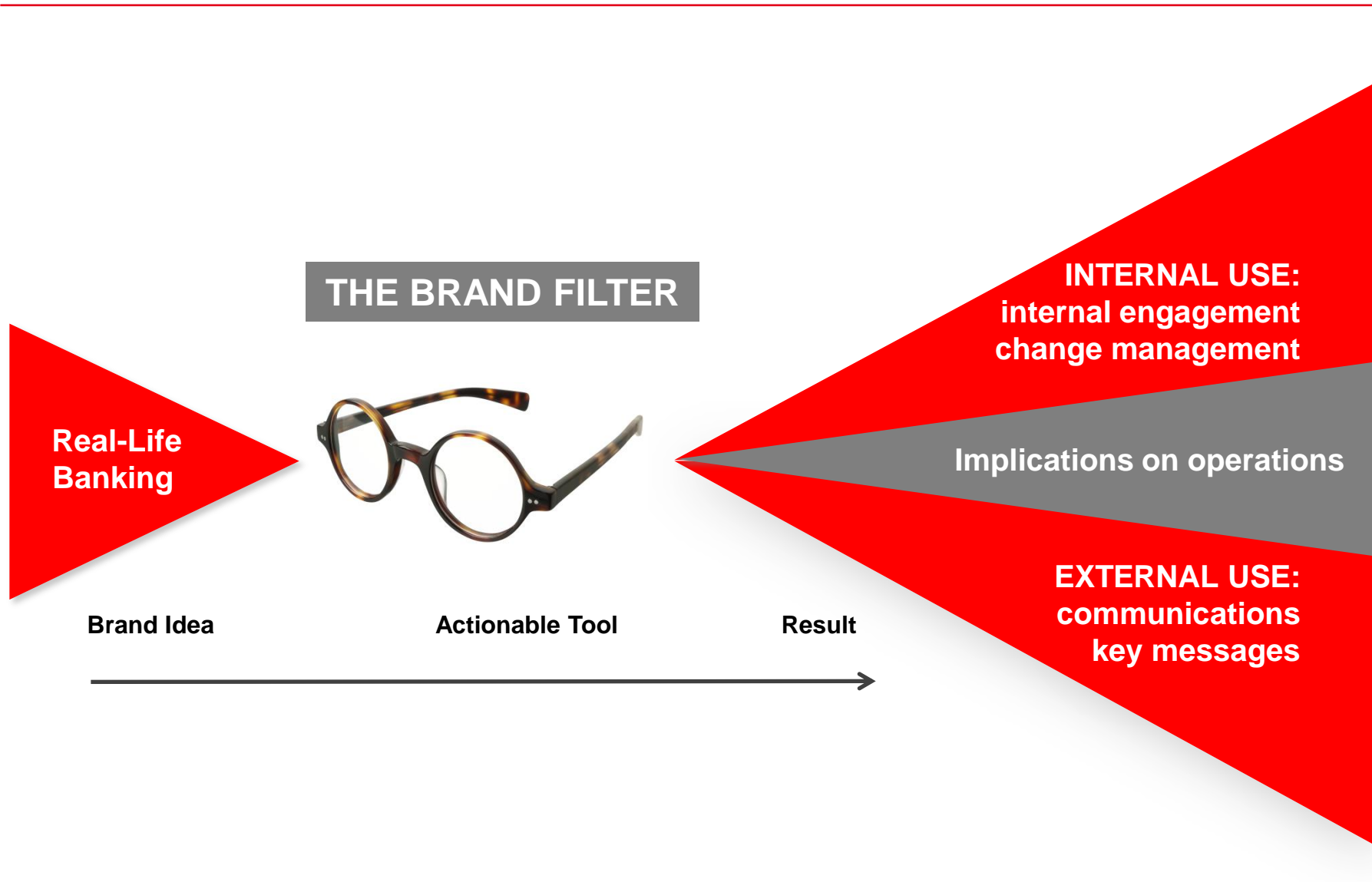
- Just a matter of communications
- A matter of comprehension
- Just a slogan
- A tagline

OUR BRAND POSITIONING IS

The **central thought** that:

- **will impact every aspect of our bank**
- **will drive the change from today to tomorrow**

Brand Positioning – how to make it happen



Brand Filter

Before starting

make sure that your product, service or initiative is relevant to your business strategy.

Name of product, service or initiative:



1. Insightful?

Are you aware of our customer needs and expectations enough to identify a real-life customer need?

YES

HOW?

NO?

STAY ALERT

Be more open and attentive to the outside world. Listen more actively in order to interpret our customer's real-life situation.



2. Expert?

Are you using the best of our knowledge to build a practical solution or to provide a concrete benefit?

YES

HOW?

NO?

USE SUPERIOR KNOWLEDGE

Be aware of all our relational, technical and marketing skills. Understand how our knowledge can help create relevant and concrete solutions for our customers.



3. Empathetic?

Are you taking every opportunity to reinforce the relationship and be easy to deal with?

YES

HOW?

NO?

BUILD EMPATHETIC RELATIONSHIPS

Try to imagine what it is like to be in your customer shoes. Be selective, target carefully your key relationships and then do your best to match their highest expectations.



4. Flawless?

Are you able to deliver this activity in a smooth, simple, replicable and consistent way?

YES

HOW?

NO?

EXECUTE FLAWLESSLY

How we deliver is as important as what we deliver. Try to ensure a smoother, simpler, replicable and consistent delivery of your solution.



5. Impactful?

Will the customer acknowledge the benefit we are striving to provide him/her?

YES

HOW?

NO?

ACHIEVE A POSITIVE CUSTOMER IMPACT

We are practical, not theoretical. What matters is only what our customers perceive. How can you make the benefit more evident?

If you answered "yes" to all questions, you are 100% 'on brand' because you are providing a positive customer impact.

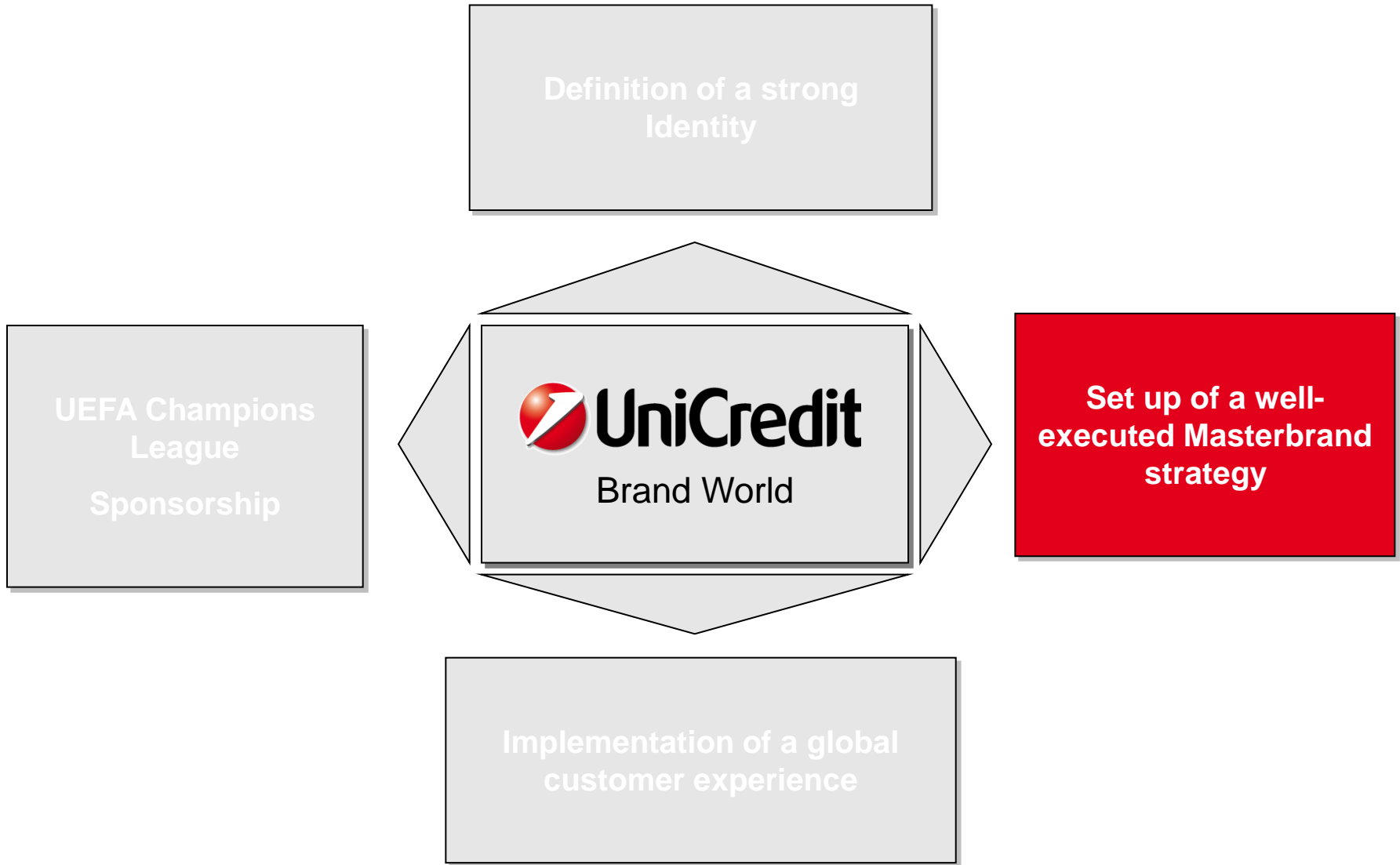
This will help UniCredit become a leading European commercial bank, focused on real-life customer needs.

Welcome to UniCredit

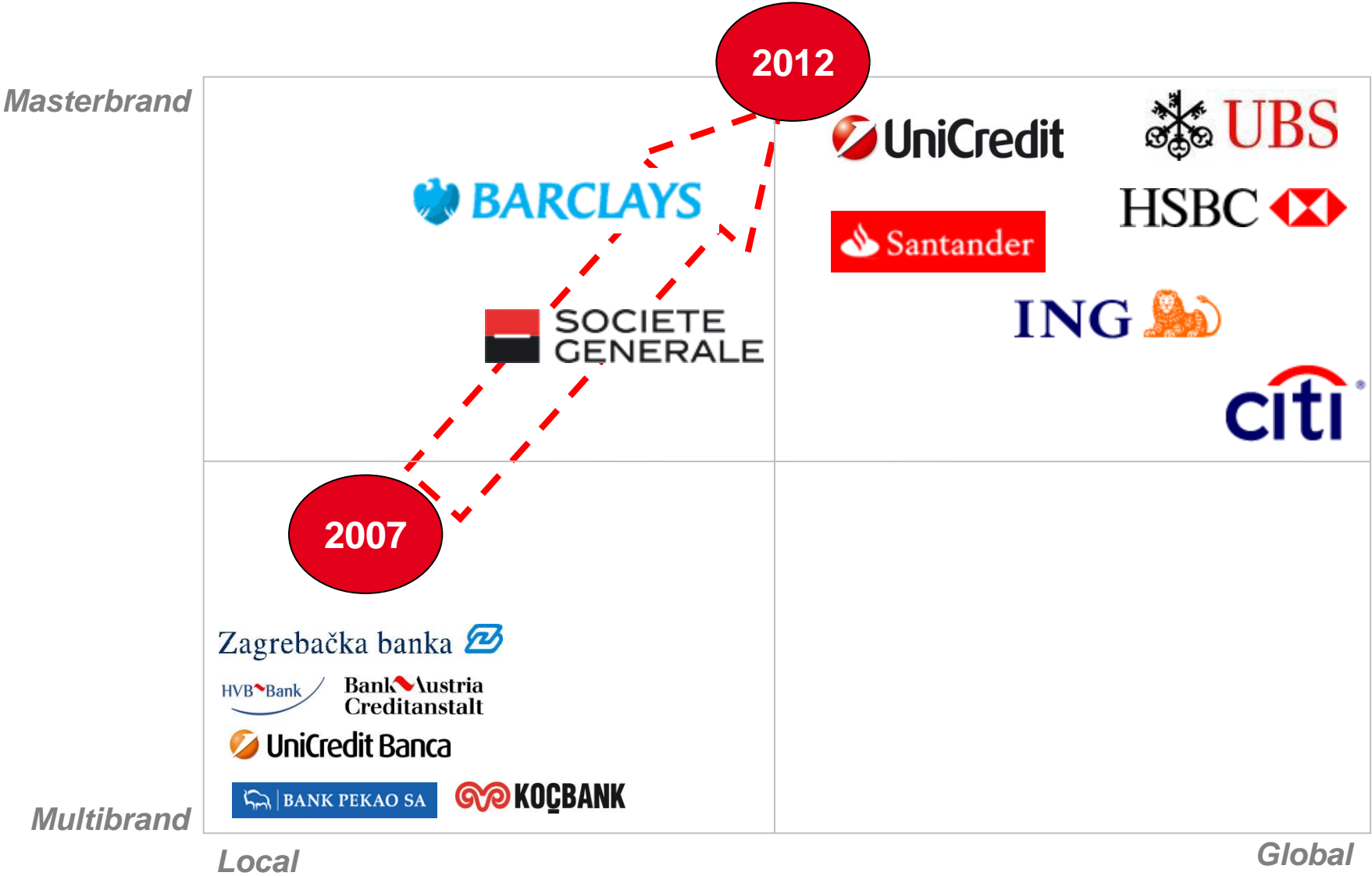
Business as usual (certification) but also recognizing the efforts through UniCredit Up Awards



How to create a European leading bank



UniCredit Brand Strategy: From many local brands to a single master brand to catch up and overtake our competitors.



Source: Interbrand and UniCredit Group
 Note: This is how we perceived the positioning of our peers

United under one UniCredit brand – the elements and its meaning

The UniCredit brand stands for:

- Dynamism & Forward-looking confidence
- Down-to-earth solidity & trustworthiness



Red signet:

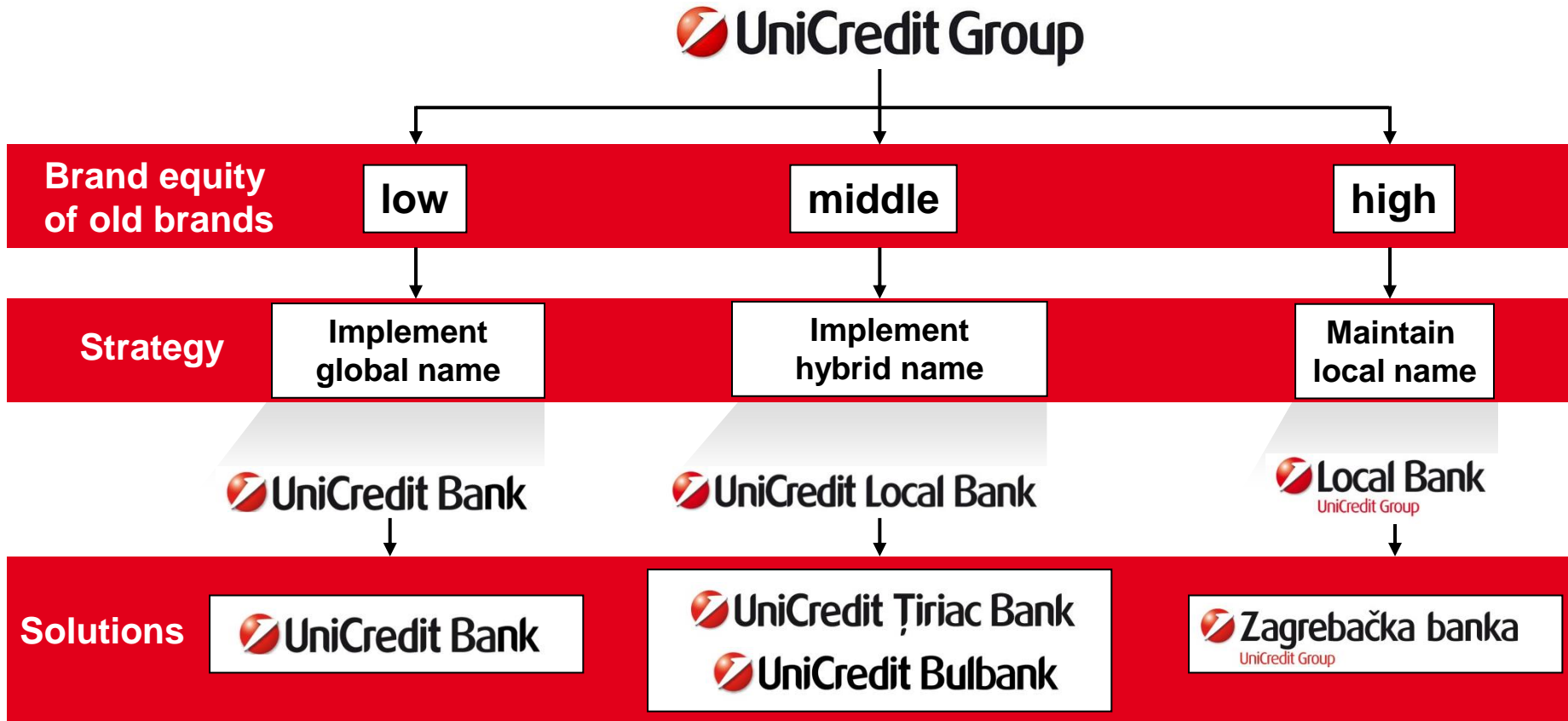


- The internationality as well as the down-to-earth rock-solidity is represented by the red sphere.
- Strength, leadership as well as a forward-looking confidence are displayed through the white number 1 inside.

The logo script: abcdefghijklmnopqrstuvwxyz
 ABCDEFGHIJKLMNOPQRSTUVWXYZ





















































- The Script, designed especially for Unicredit represents warmth, open-mindedness as well as a young & modern image.
-

Rebranding activities on the basis of this Brand Architecture model

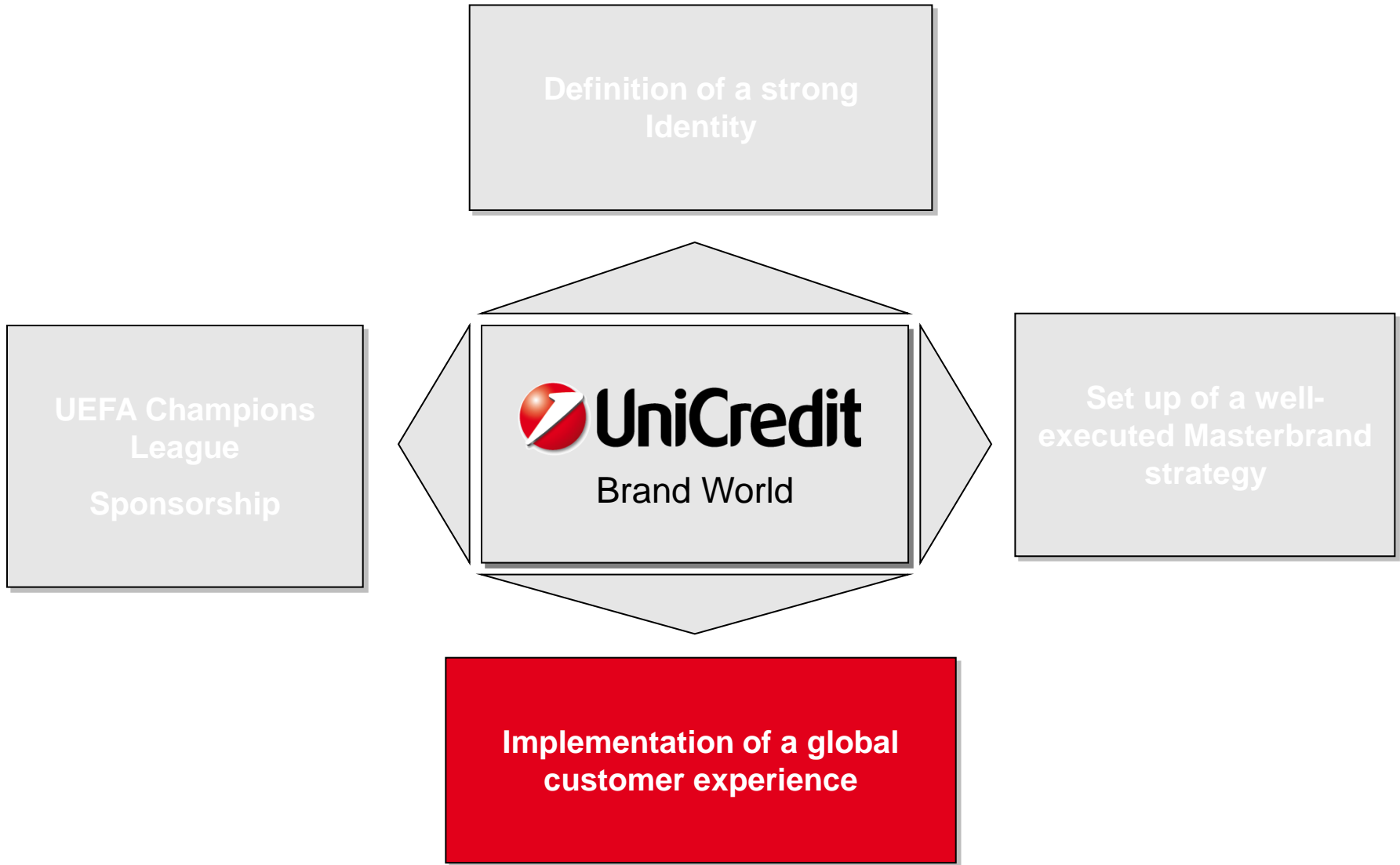


Eearlier

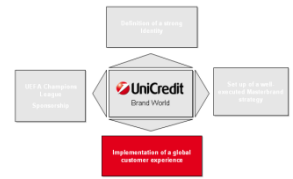
Currently

Italy	 UniCredit Banca  Banca di Roma  Banco di Sicilia	 UniCredit
Germany	 HypoVereinsbank <small>Member of UniCredit Group</small>	 HypoVereinsbank <small>Member of UniCredit</small>
Austria	 Bank Austria Creditanstalt	 Bank Austria <small>Member of UniCredit</small>
Baltics area	 HVB Bank	 UniCredit Bank
BIH	 UniCredit Zagrebačka banka  HVB Central Profit Banka	 UniCredit Bank
BIH Rep. Srpska	 Nova Banjalučka Banka	 UniCredit Bank Banja Luka
Bulgaria	 HEBROS BANK  Bulbank <small>UniCredit Group</small>  HVB Bank Biochim	 UniCredit Bulbank
Croatia	 Zagrebačka banka	 Zagrebačka banka <small>UniCredit Group</small>
Czech Rep.	 Živnostenská Banka <small>UniCredit Group</small>  HVB Bank	 UniCredit Bank
Hungary	 HVB Bank	 UniCredit Bank
Kazakhstan	 ATF Bank <small>Member of UniCredit Group</small>	 UniCredit Bank
Kyrgyzstan	 ATF Банк Кыргызстан <small>Член группы UniCredit Group</small>	 UniCredit Bank
Poland	 BANK PEKAO SA  Bank BPH	 Bank Pekao <small>Member of UniCredit</small>
Romania	 HVB Tiriac Bank  UniCredit Romania	 UniCredit Tiriac Bank
Russia	 INTERNATIONAL MOSCOW BANK	 UniCredit Bank
Serbia	 HVB Bank	 UniCredit Bank
Slovak Rep.	 UniBanka <small>UniCredito Italiano Group</small>  HVB Bank	 UniCredit Bank
Slovenia	 Bank Austria Creditanstalt	 UniCredit Bank
Turkey	 KOÇBANK  YAPI KREDİ	 YapıKredi
Ukraine	 BANK PEKAO (Ukraine) Ltd.  HVB Bank  UKRSOTSBAK <small>Member of UniCredit Group</small>	 UniCredit Bank

How to create a European leading bank



How to create a European leading bank: Implementation of a global customer experience



What it takes to have an effective advertising concept



The new creative concept: main principles



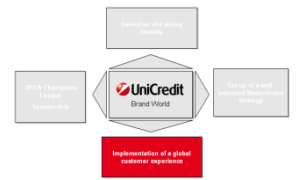
Real-Life Banking means

for us:

in the customers perception:

- | | | |
|--|---|---|
| <ul style="list-style-type: none"> • To understand that customer’s life is about both ups and downs | → | <ul style="list-style-type: none"> • That we are empathetic |
| <ul style="list-style-type: none"> • Listen attentively about their challenges and opportunities | → | <ul style="list-style-type: none"> • We fulfill their needs with the right products and services |
| <ul style="list-style-type: none"> • Deliver concrete answers and tangible benefits | → | <ul style="list-style-type: none"> • We can make a concrete difference |
| <ul style="list-style-type: none"> • Regain customers trust | → | <ul style="list-style-type: none"> • That they have a partner to count on in financial matters |

The new creative concept: How to engage customers through communication?

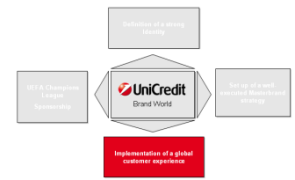


Build likeability



Through empathy
for consumer's life

The brand promise in communications: Empathy and evidence coming together



Empathy

Real life understanding

Life is full
of ups and downs.

Evidence

Concrete benefit
and real answer

We're there for both.

Evidence

Our personal touch
and call to action



Welcome to
UniCredit

Our advertising concept: far from competitors



Top-Service statt 08/15.
Das Girokonto der Sparkasse.
www.sparkasse-girokonto.info

Life is full of ups and downs.

We're there for both.

We understand life doesn't always go according to plan. That's why we always listen carefully to your needs. So whenever challenges and opportunities come your way, you can be sure we'll be there. It's what we call real-life banking. Find out more at unicredit.it

Welcome to UniCredit

Non c'è un altro appuntamento sicuro, solo per chi ama stare nella Banca.

MAX polizza MINI rata

Prestiti personali Findomestic. Zero spese, ZERO sorprese.

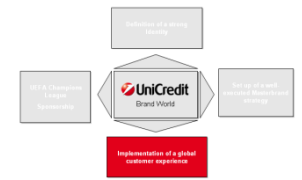
ZERO COSTI ACCESSORI

0 SPESE IMPOSTA DI BOLLO	0 SPESE FIDUCIARIA PRATICA	0 SPESE COMUNICAZIONE PROMOVICINE	0 SPESE INCASSO E RILASCIO CARTA
--------------------------	----------------------------	-----------------------------------	----------------------------------

Spese apertura pratica all'attivazione

~~€ 500~~

Product AD (Advisory tools for SME) from customer insight to relevant solution



Is your bank short-sighted?

We help you see further.

To help your business grow you need a bank with the tools to make it happen. KUBA and BUBA allow us to analyse and compare your business with others in your sector. Results of which could lead to a better credit rating and a competitive edge for your company. So whatever your vision we can help you see it through. Find out more at unicredit.eu

Life is full of ups and downs. We're there for both.

Welcome to UniCredit

Product AD (Mobile Banking) from customer insight to relevant solution



Some bank accounts are less mobile than others.



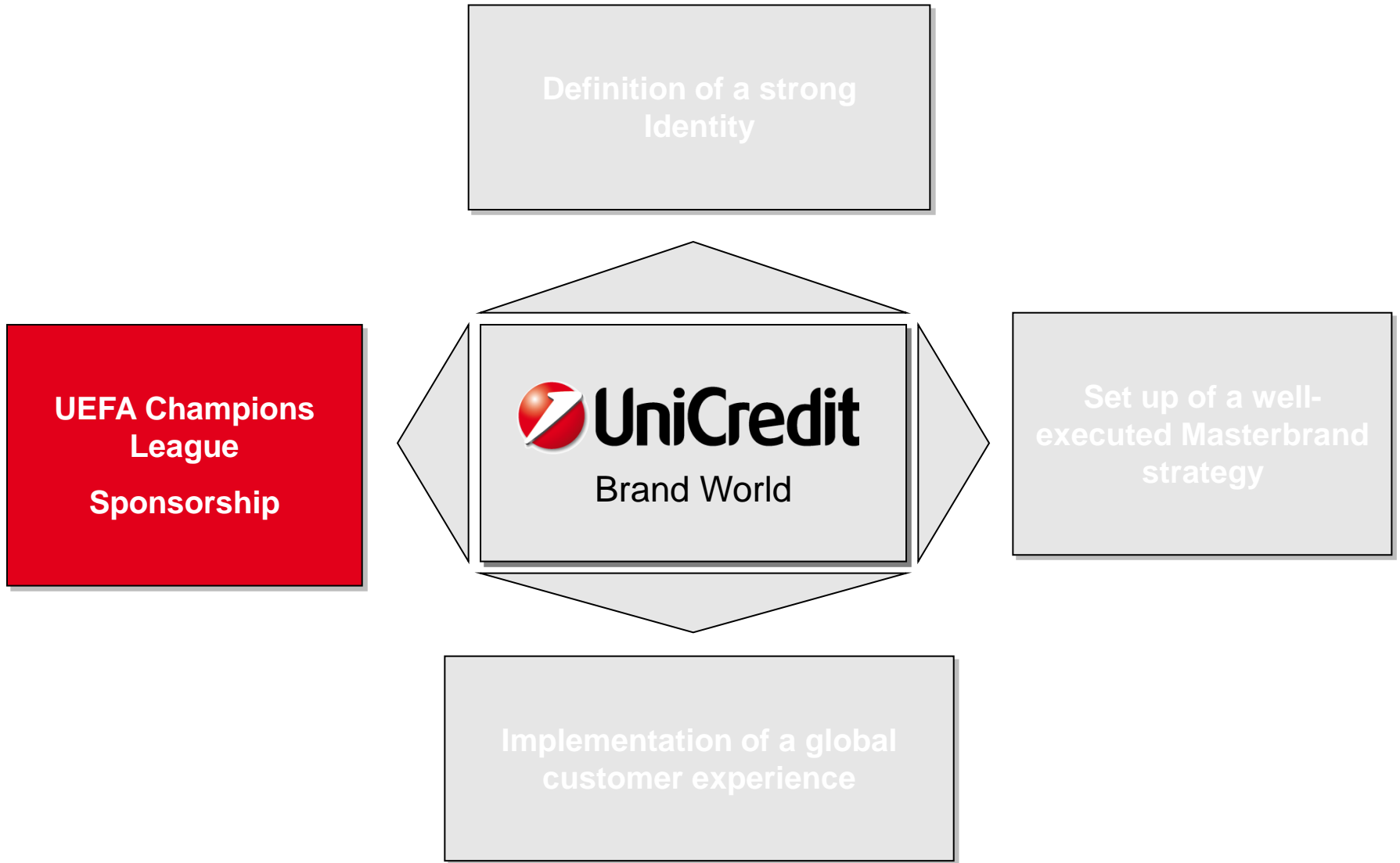
Our mobile app gives you total freedom.

When you're on the go, you need a bank that can keep up. Our free mobile app allows you to check your account balances, transfers and movements, safely and easily, wherever you are. So you can keep your life on the move. Find out more at unicredit.eu

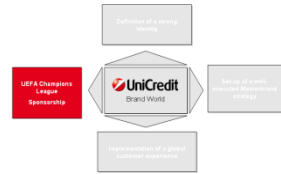
Life is full of ups and downs. We're there for both.

Welcome to  UniCredit

How to create a European leading bank



The UEFA Champions League Sponsorship Platform and its value: Support UniCredit's 2015 ambition



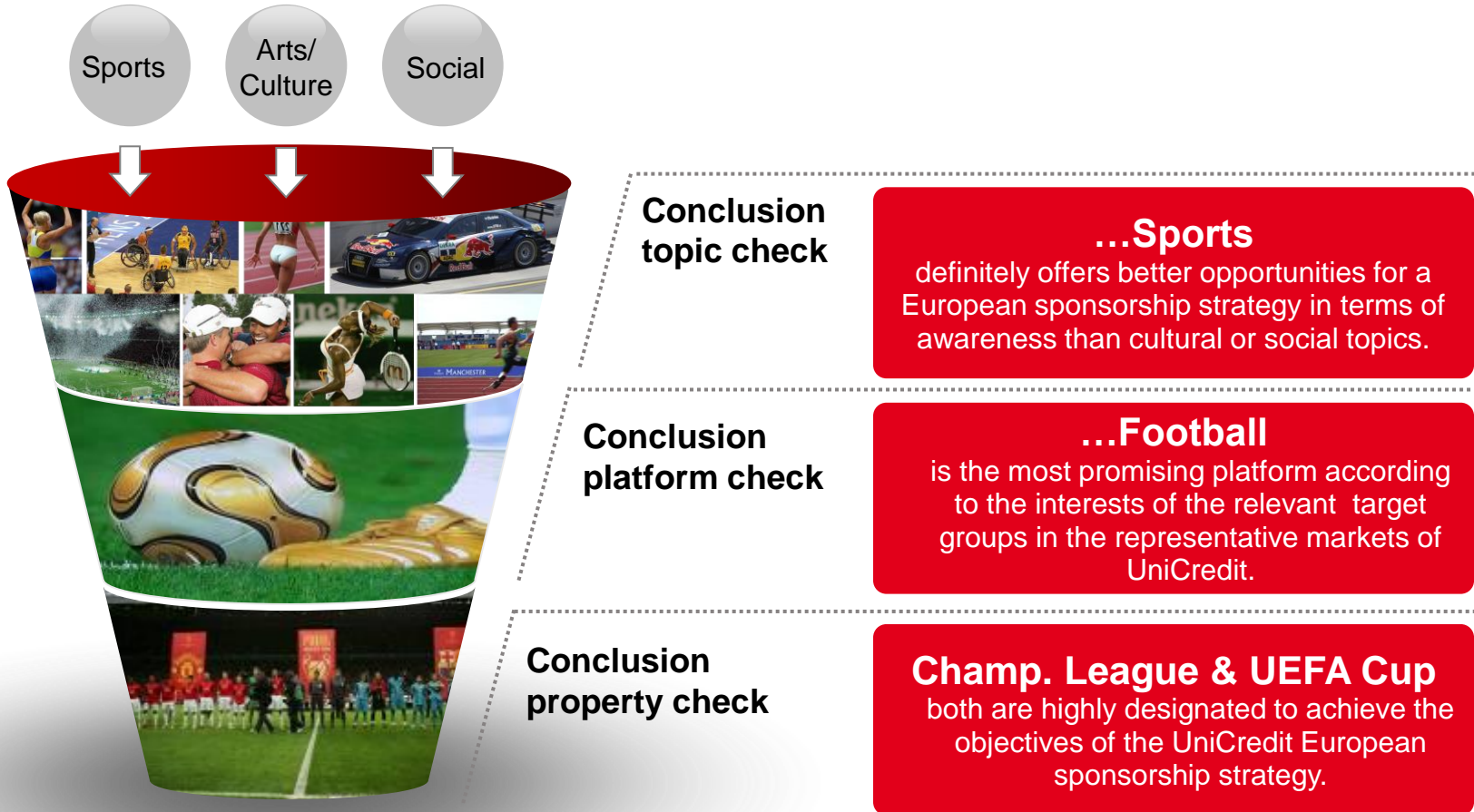
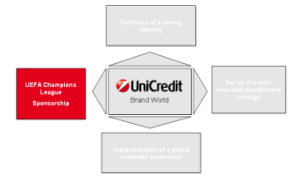
Objectives

- 1 Increasing brand **awareness**, consideration of the UniCredit Masterbrand in all 22 European countries and supporting the local rebranding projects.
- 2 Shaping a European **image** for one of the largest financial service providers in Europe.
- 3 Leveraging on the sponsorship in local markets and using the rights for local brands to **drive sales**.

The UCL sponsorship strategically supports **UniCredit's 2015 ambition** to be among the **top 3 most recognizes European banking brands**



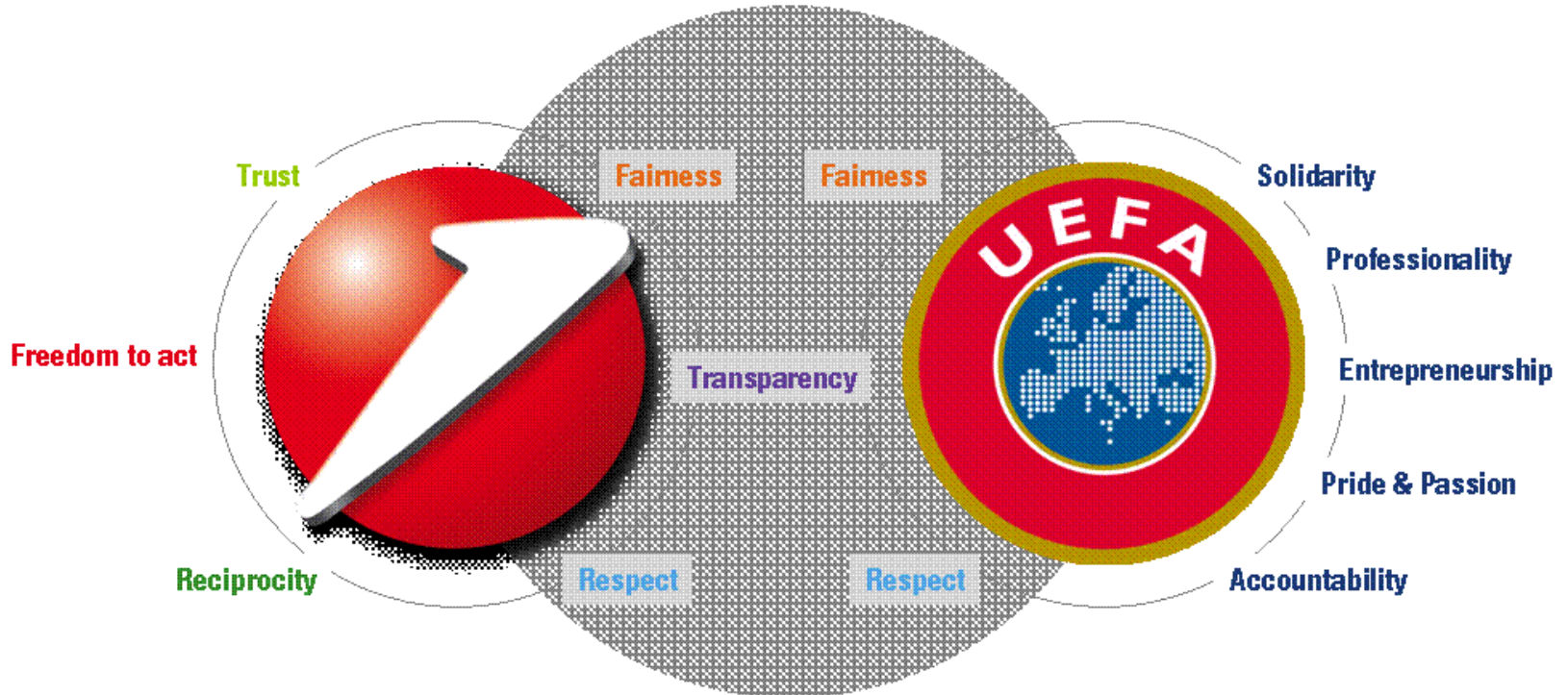
The UEFA Champions League Sponsorship Platform and its value. Why football ...



The UEFA Champions League Sponsorship Platform and its value: Perfect fit since 2009 ... and will accompany us at least until 2015

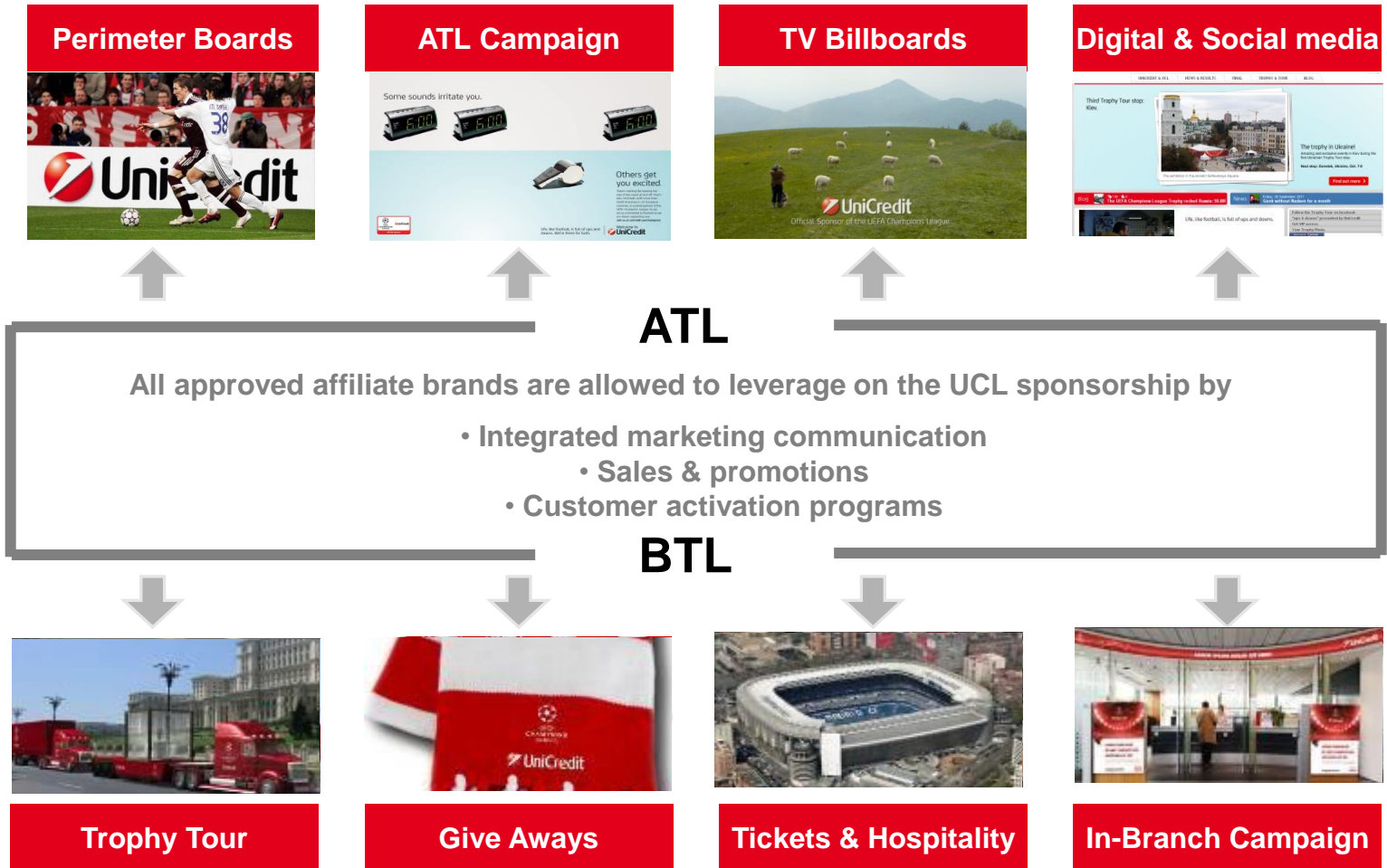
We care about our customers.

We care about football.

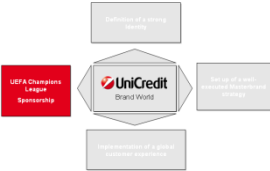


- It allows for **transfer of value adding image factors**: Premium, Emotional, Professional, Trustful, European and Optimistic.
- It **provides multiple premium marketing and communication opportunities** which can be integrated into the global and local marketing plans.
- It opens up space to **support our business** on a sustainable basis.
- **It contributes to our relationship management objectives**, internally and externally.

The UEFA Champions League Sponsorship Platform and its value: Comprehensive Rights package for a powerful activation



UEFA Champions League ATL Communications – TV Billboards



**Life, like football, is full of ups and downs.
We're there for both. Welcome to UniCredit.
Official Sponsor of the UEFA Champions League**

Father & Son:



Shepherd:



Shirt Swap:



And that's the idea we came up with: The original Final 2010 confetti – sent straight to your door.

- Be the first ever to deliver to football fans across Europe an actual piece of the UEFA Champions League Final confetti that rains down on the match winners!
- Symbolic, unique, charged with emotions, priceless



UEFA Champions League Final 2009/10: How we introduced it.

- One month before the Final, 2 viral clips entertainingly interpreted the idea of people receiving their part of the Final by mail.

“The Office”



“The Meeting”



- Clips were seeded in these target markets: Austria, Bulgaria, Czech Republic, Germany, Hungary, Italy, Poland, Romania
- The viral and other measures (online banners, newsletters, press release, activation public viewing) were bringing people to the campaign website



UEFA Champions League Final 2009/10: And what the outcome was.

■ Attention:

Around 48 Mio. campaign ad impressions from Italian banner campaign & uefa.com

Almost 340,000 viral spot views outside the microsite

■ Interest:

Around 155,000 unique microsite visitors and more than 402,000 page views from 25.4. – 23.5.

■ Action:

More than 17,000 people registered to receive a special UniCredit mail deeply intensifying the brand impact and opting in to receive further marketing information from UniCredit

■ Earned Media:

Almost 17,500 newsletter registrants

How are we going to spend our time together?

- Why sponsor the UEFA Champions League?
- How does UniCredit activate the Sponsorship?
- How do we link the Sponsorship Communications to our Brand Positioning?
- **Activation examples:**
 - A real part of the Final – the original UEFA Champions League Final Confetti sent straight to your door.
 - **We will fix it - when life gets in the way of the UEFA Champions League**
 - Pitch-side access with the Official UEFA Champions League Match Coin
 - A once-in-a-life-time experience with the famous trophy at the UEFA Champions League Trophy Tour presented by UniCredit

Idea: UniCredit helps fans and non-fans manage life and the UEFA Champions League, turning Downs into Ups.



Find fans or non-fans with real life problems relating to football



Get a team of people, fronted by our employees to fix the problem in an entertaining way



Film the whole 'fix' and use the content to drive online conversation

WE WILL FIX IT: Activated in Italy, Germany, Romania, Hungary

MUNICH FINAL 2012

When life and football get in the way of each other.

UEFA Champions League
Valentine's Day

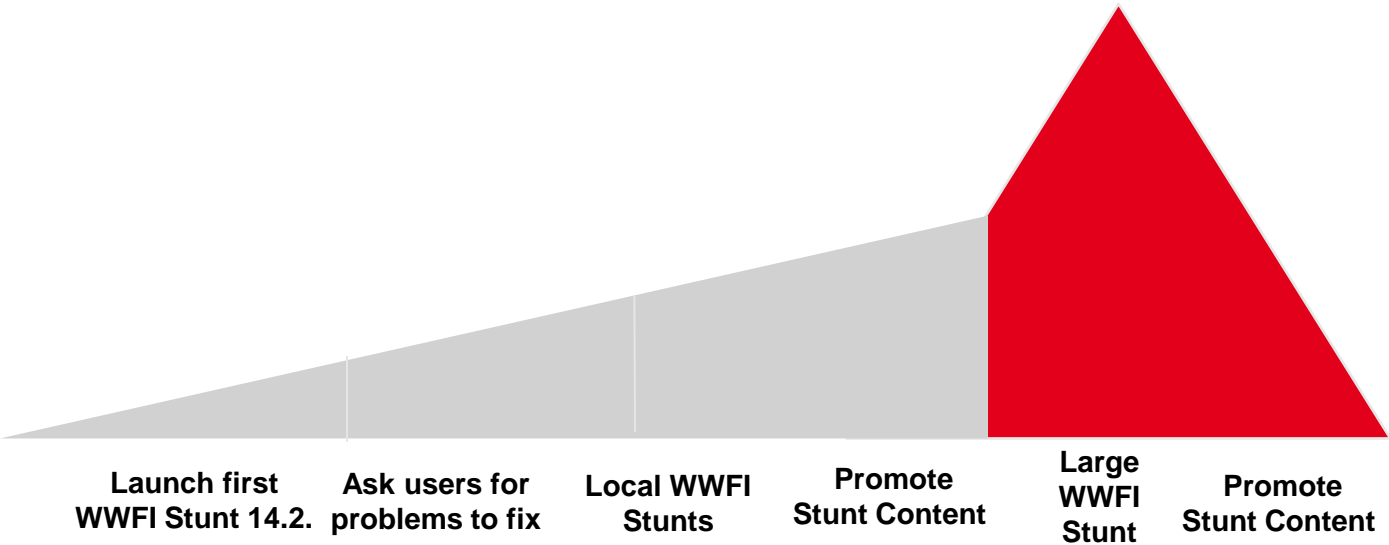
UniCredit

WE WILL FIX IT

Life, like football, is full of ups and downs. We're there for both.

What happens if there's a UEFA Champions League match on Valentine's day, right when your sweetheart is expecting a romantic night out? Check out how Luis Figo and the UniCredit FIX it Squad sort out such dilemmas whenever life and football collide. More at WWIFIX.it and [Facebook.com/unicreditchampions](https://www.facebook.com/unicreditchampions)

Welcome to UniCredit



Launch Fix

Small Fix

Final Fix

And the results?

Attention

- 352 Mio. ad impressions on 3rd party websites*
- 570.000 video views on YouTube**

Interest

- 195.000 campaign platform unique visitors***
- 328.000 campaign platform page views***

Action

- 2.200 users told us their real life problems relating to football***

Earned Media

- 35.000 fans**** acquired on our Facebook fanpages during campaign period:
 - UC Champions: by 38% (+12.000 fans)
 - HVB: by more than 105% (+2.000 fans)
 - UniCredit Tiriac Bank: strong support of fanpage launch (+21.000 fans)
- A range of articles in press & online blogs
- Romanian airport fix video reached 2,3 Mio. viewers on Romanian TV in prime time

*Including only Italian display & FB targeted ads in participation phase.

**considering videos set up by Italian Fix it team in all languages & fixes set up by local German & Romanian teams until 19th June.

***including websites and fanpages in Italy (42%), Germany (3%) & Romania (54%).

****FB UniCredit Champions: 16.2.-19.5.; FB HVB: 3.3.-22.4.;

How are we going to spend our time together?

- Why sponsor the UEFA Champions League?
 - How does UniCredit activate the Sponsorship?
 - How do we link the Sponsorship Communications to our Brand Positioning?
 - **Activation examples:**
 - A real part of the Final – the original UEFA Champions League Final Confetti sent straight to your door.
 - We will fix it - when life gets in the way of the UEFA Champions League
 - **Pitch-side access with the Official UEFA Champions League Match Coin**
 - A once-in-a-life-time experience with the famous trophy at the UEFA Champions League Trophy Tour presented by UniCredit
-

The Official UEFA Champions League Match Coin provided by UniCredit

- As of season 2012/ 2013 UEFA has granted UniCredit the new right to produce and promote a non-legal tender commemorative coin, the “Official UEFA Champions League Match Coin provided by UniCredit” which can be used by the referee of each UEFA Champions League match for the official coin toss before every match in all territories*.
- The general idea and approach is to provide a special and exclusive offer for a designated target group by making the Official UEFA Champions League Match Coin available...
 - at all UEFA Champions League matches, offering the exclusive experience of receiving pitch side access and to hand over the “**Stadium Coin**” to the referee prior to a UEFA Champions League match at the stadium
 - by creating a limited “**Collection Coin**” per UEFA Champions League season/ club which can be used as a special gift for certain target groups.



* The referee is not obliged to use the coin.

The Official UEFA Champions League Match Coin provided by UniCredit - Communications material



Some matches
you'll forget.



Make this one
unforgettable
with our Official
Match Coin.

Here is your chance to win the Official UEFA Champions League Match Coin provided by UniCredit. Be part of the action and get pitch-side access to hand over the coin to the referee before the game. Speak to a member of staff in-branch to find out more about this exclusive opportunity.

Life, like football, is full of ups and
downs. We're there for both.



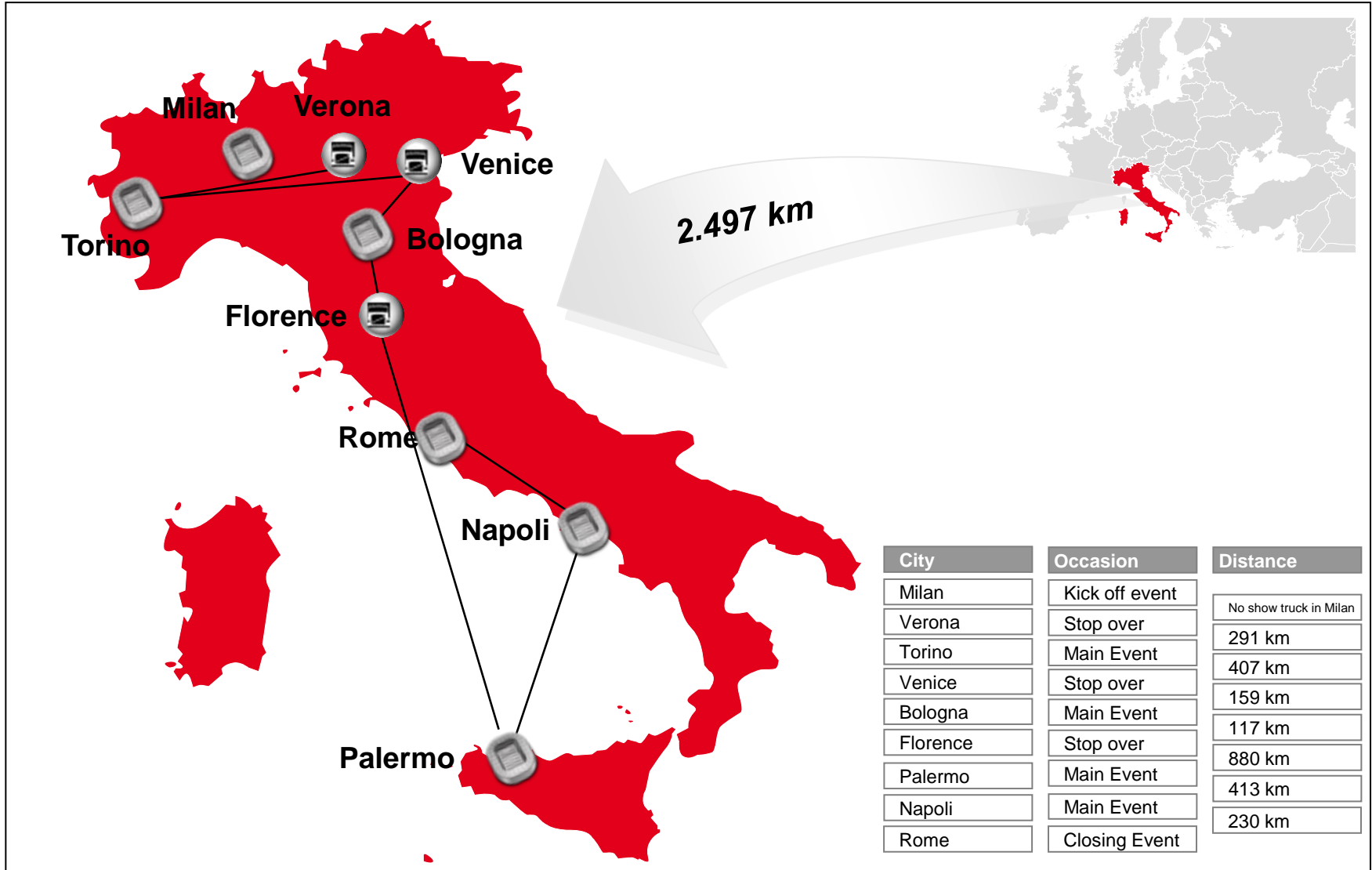
Bringing the Trophy to the Fans



- The goal: to bring something very exclusive, the ultimate symbol of the UEFA Champions League, directly to as many people as possible and set up unique events for all to enjoy.
- In the past 3 years, the UEFA Champions League Trophy Tour has been successfully executed in 13 countries around Europe, visiting 48 cities. In that time 321.500 people visited the event and 84.100 people made photos with the trophy, proving very high interest.



The route 2012. A trip through football crazy Italy.



All the magic of the UEFA Champions League hosted in the UniCredit Arena



- The whole magic was united in the **UniCredit Arena**, the core element of the “UEFA Champions League Trophy Tour presented by UniCredit” which celebrates the competition tournament and trophy.
- The fans get the chance to be as close to the trophy as normally only the superstars of the competition will be!
- But it’s more than this once-in-a-lifetime experience, the tour itself is a tool for communication, **positive brand reputation, media and customer engagement.**



An umbrella communication concept to support both event promotion & business objectives



Communication strategy

Real life banking/ ups&downs ADV concept

Key message:

The UEFA Champions League Trophy is coming to town. And with it a bunch of opportunities. All enabled by UniCredit.

Event promotion

Main responsibility: Brand Management
 Main Objective: Announcement of the Trophy Tour
 Target group: Football fans & families

Product promotion

Main responsibility: FSME
 Main Objective: Production promotion to generate business
 Target group: Mass market (prospects & clients)

GeniusCard

SuperGenius

At the first and second glance, the figures underline the success of the Trophy Tour presented by UniCredit.



KPI	2009	2010	2011	2012	Total
Countries ¹	5	5	3	1*	13*
Cities ¹	20	23	5	9**	56**
Driven KM ¹	4,500	3,500	no show truck	2,500	10,500
Visitors ¹	90,000	138,500	93,000	165,000	486,500
Trophy pictures ¹	22,500	24,000	37,600	38,000	122,100
Journalists ¹	420	342	329	202	1,293
Employee ¹	2,300	2,099	2,195	50	6,644
VIP ¹	700	2,200	1,030	566	4,496
ROI ²	314%	420%	460%	tbc.	Ø 398%***
Gross contacts ²	519 m	539 m	676 m	tbc.	1,734 m***

Source: ¹ UniCredit/ ajoint.

² MediaCom

* Italy already counted in 2009

** Milan already counted in 2009

*** Without figures 2012