



*Growing a better world
together...with data*

Rabobank

This is the story of how Rabobank is transforming to become a Data-Driven Enterprise

Why:

The aim of this guide is for the Sponsor persona (Sponsors) and Data & Analytics (D&A) Literacy Ambassadors to have a summarized version of the story about Rabobank's transformation into a Data-Driven Enterprise, which serves as inspiration for them to tell the story throughout the organization. This guide enables you to get a quick and tangible overview of the storyline so you can make it your own.

What:

A guide including the summarized version of the story about Rabobank's transformation into a Data-Driven Enterprise - a reminder of the most relevant information to be shared, and a call to action.

Who:

This guide is intended for Sponsors and D&A Literacy Ambassadors.

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Being a cooperative bank enables Rabobank to have a positive influence on society and resolve the challenges facing our world, including climate change, food production transition, and diversity and inclusion.

In order to resolve these challenges we need insights from the best data sources. Although all these challenges seem large and unmanageable, at Rabobank we can all contribute to Growing a better world together.

New ways of working with data enable us to gain better insights from our data. But we need to move fast, as the world around us is changing continuously...



As we are becoming more digital, data and AI help us perceive the world around us

Moreover, society demands that we are better in control of our data as cyber security threats and privacy concerns are becoming more serious.

We must embrace these developments as they will enable us to continue to play an important role for our customers in the world of tomorrow.

Creating value from data offers us at least four key benefits that will help us deal with the societal challenges of today and tomorrow:

1. Increased customer value – our customer comes first. We offer seamless digital services.

- The pace of data usage is accelerating and so are our competitors. Each of our services therefore needs to be top notch, instant, and personal. Widely accessible and qualitative data enables us to have a better understanding of what our customers want and need. For instance, we analyze our customer service desk call logs to recognize improvement areas for our products and services, and we offer relevant sales and service opportunities to our customers based on their interests and behavior.
- This excellent customer focus ensures that we show understanding and provide services that feel tailor-made.

2. Support key transitions - we embed sustainability in all we do.

- We contribute to resolving the challenges we face as a society:

1. Climate & energy transition

For instance: improving Dutch housing market sustainability, collecting data through remote sensors and satellite images to predict the carbon storage of land, and offering carbon credits to business customers.

2. Food transition

For instance: accelerating “go green” product development and advising farmers on how best to produce their food based on weather and climate data.

3. Transition toward an inclusive society

For instance: categorizing transaction data so we can offer our customers insight into their financial wellbeing in the Rabo app, with the aim of financial wellbeing for everyone.

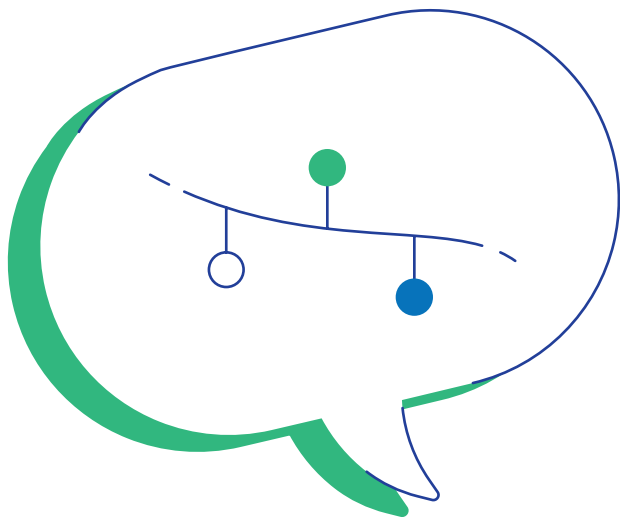
- The availability of data will allow us to build new, intelligent services that help us tackle these challenges and make us a meaningful cooperative.

3. Manage risks and make excellent decisions - operational excellence, risk awareness, regulatory compliance, and growing in a profitable and sustainable way.

- Using data can enable us to become more cost and time efficient. We continuously optimize our internal processes based on insights from our data, whether this concerns better staffing for work-load peaks, an improved fraud detection model within FEC, or automating repetitive manual tasks for Front & Back Office employees. Our work becomes faster, easier, or has a better user experience.
- Altogether this results in less expensive and more effective risk management, allowing us to be a rock-solid bank.

4. Enable a data-driven culture - Rabobank is a great place to be.

- Empowering employees and enabling them to learn, develop, and improve knowledge and skills continuously through data and data-driven decision making, ensures that we create an environment that offers space for innovation and fun in your job. We establish pilot projects, for instance, to collect data and determine whether to continue after a pilot.
- By speaking with one data language we nurture and empower an inclusive and diverse culture, and build a data-driven organization.



The Data-Driven Enterprise is the Rabobank of tomorrow

A Rabobank in which we speak one Rabobank data language and have the right mindset, knowledge, and skills in data to do our jobs now and in the future. That means we work as ONE in making sure we provide and have access to the right and reliable data, and that we can use data to fulfil our objectives together.

In other words: Growing a better world together
...with data.



We have a major task in our journey toward a Data-Driven Rabobank

This major task involves obtaining a higher maturity level of data literacy across the bank. This means, the ability to read, write, and speak data and analytics, incorporating one Rabobank data language, beliefs, values, and behaviors.

Five personas have been identified to help improve our data literacy maturity. The personas are clusters of employees formed on the basis of their specific role in the Data-Driven Rabobank and according to how they interact with data.



We developed five different personas: The D&A Literacy personas

Each persona has its own demands in terms of what they need to know about data and analytics, the skills someone needs, and how they will further fulfill their role in the Data-Driven Rabobank.

- *Sponsor*: has a leadership role in the organization. Promotes the use of data, identifies opportunities, and uses data to make decisions.
- *Front & Back Office*: has an operational role in the internal or external customer service process. Registers data and communicates insights.
- *D&A Developer*: designs and builds more complex solutions related to data and analytics used by the business.
- *Supporter*: provides the expert knowledge and support required to create value from data.
- *Translator*: is the bridge between the business and developers when translating business requirements into data or analytics.

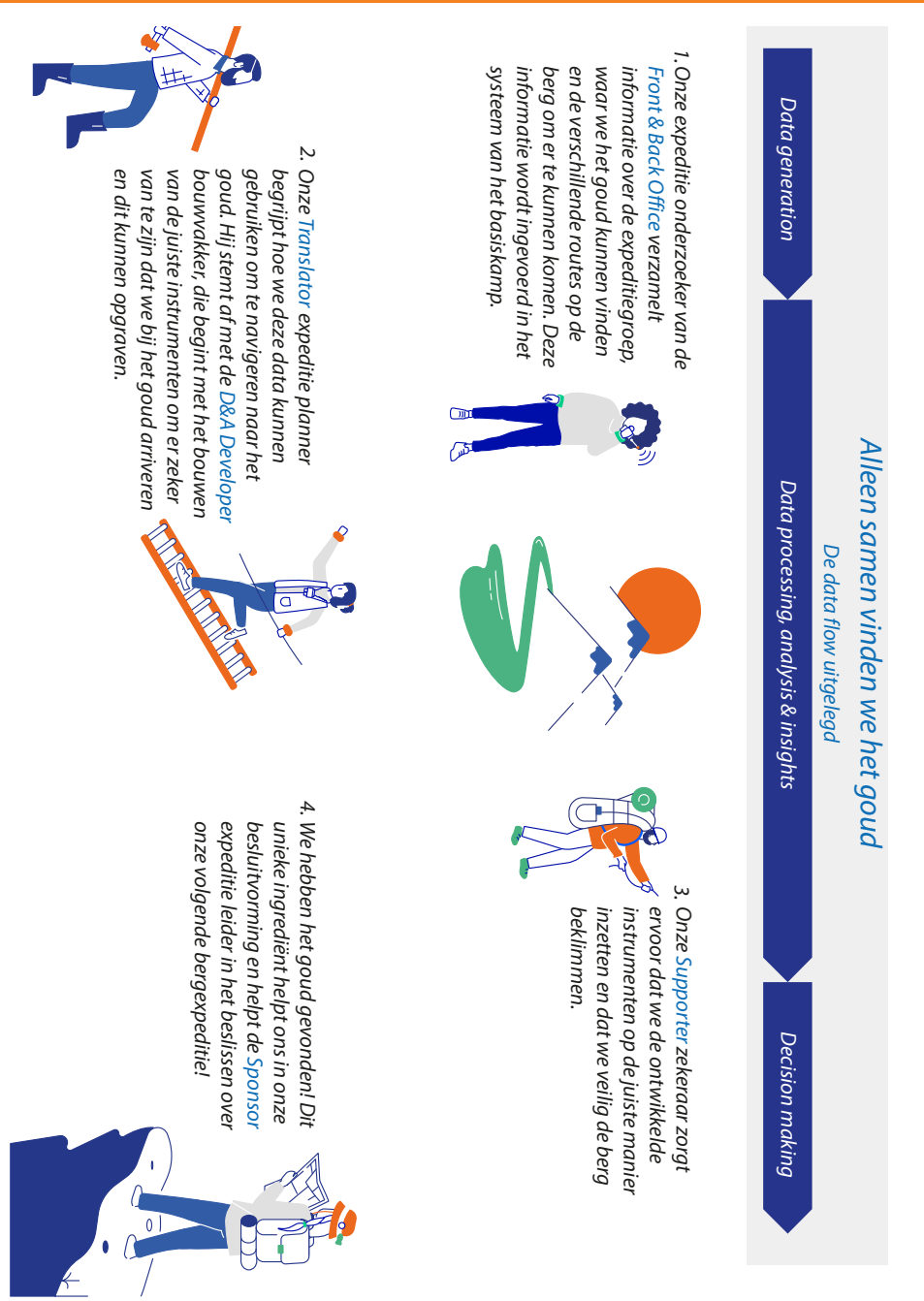
All these personas have their own role within the Data-Driven Rabobank.

The Data-Driven Rabobank can only be successful if everybody participates

We're as strong as our weakest link in creating added value from data. To understand what a Data-Driven Rabobank looks like, let's imagine that we're an expedition group (comprising explorers and personas) that wants to climb a mountain to find gold*.

In order to do so, we have to go through our data flow of Data generation(1), Data processing, analysis & insights (2), and Decision making (3). Let's take a look at what happens...

*Note that this is an example and a simplified view of the complex reality



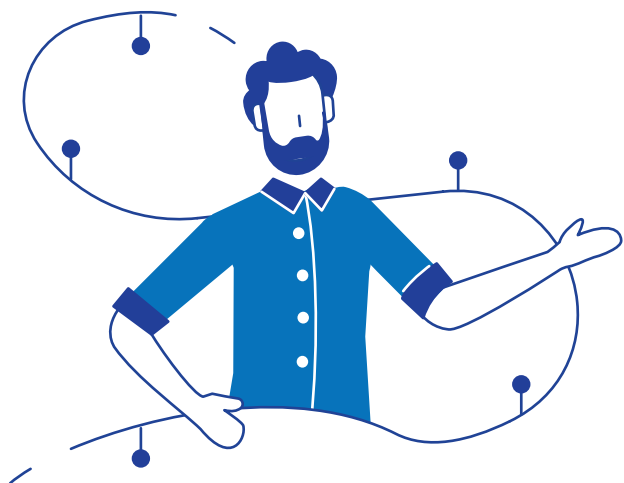


What more do we need to get to a Data-Driven Rabobank?

We need to have a data culture and adhere to Rabobank's corporate values, which requires us all to take responsibility and be pro-active and curious about what data can offer us.

Our corporate values help us to steer our actions and work toward a Data-Driven Rabobank. A great example is going the extra mile for our customers by using the right data to provide them with new insights or a better experience. Or by doing the right thing exceptionally well by using data which helps us prevent biases.

What being data-driven means for you will depend on the role you have within Rabobank.



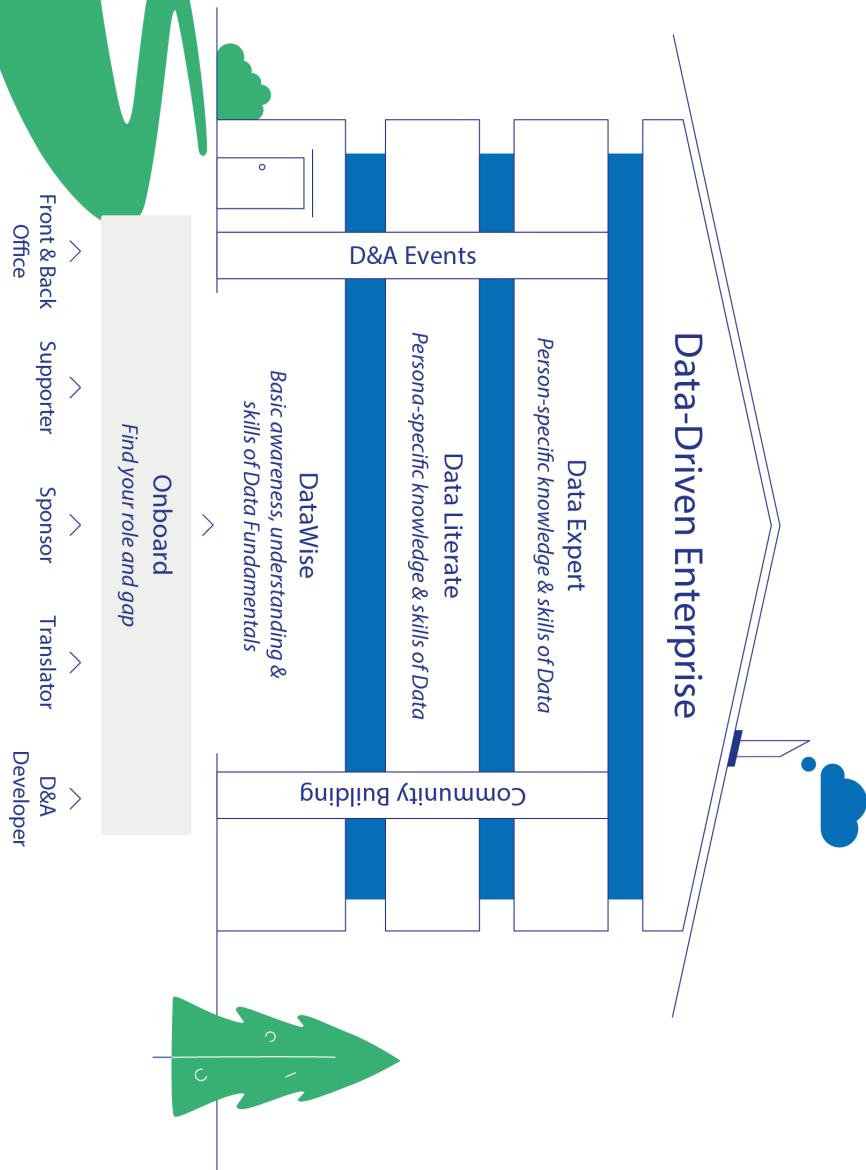
The Data-Driven Rabobank creates one D&A working method across the bank where everybody benefits:

- You, as a **Sponsor**, will know how to leverage data to reduce risk, make decisions, and reach business objectives.
- The Front & Back Office will spend less time on repetitive tasks, and more time on helping the customer with better solutions. They can also enter customer data easily in our systems, with little worry about making mistakes.
- D&A Developers will deliver more business value through improved data infrastructure and can easily communicate their findings and challenges to the business, as they speak the same language.
- Supporters will be able to align processes, maintain consistent data definitions, work with improved data quality, and realize one source of truth for our data.
- Translators will understand and use data to create added value for our customers. In the Data-Driven Enterprise, they make more impact with data and analytics use, as data will be easier to access, and more people will have the competency to help build these use cases.

The D&A Literacy program identified three D&A Literacy Maturity levels for the Rabobank personas

1. *DataWise* (an e-learning in Workday to lay the foundation for the common language, associated values, and behaviours around data and analytics for the entire bank)
2. *Data Literate* (covers individual and team-based learning interventions for the Sponsor, D&A Developer, Translator, and Supporter)
3. *Data Expert* (covers in-depth and person-specific learning interventions)

Through our D&A Literacy learning tracks, D&A events, and community building we can move in the direction of a Data-Driven Rabobank.





*This is the story of how we reach a
Data-Driven Rabobank – Let's step
into this data adventure together!*



Find us via:
Data & Analytics Literacy (sharepoint.com)
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Please use these pages to write down notes and tangible examples, or use cases that help you present the story and make it your own.

[illegible]This image shows a single sheet of white paper with horizontal blue lines. The lines are evenly spaced and run across the width of the page. There are approximately 20 lines visible. The paper has a slight shadow on the right side, suggesting it is resting on a surface.

Rabobank