

Rabobank Launches Innovative Mobile Banking Services

Capgemini collaborates with Rabobank to launch a new MVNO—RaboMobiël—that offers first-of-its-kind services in the Dutch converged telecommunications and banking space

The Situation

Rabobank's vision is to be the most innovative bank in the Netherlands. It strives to offer cutting edge mobile banking services to its customers.

Dependence on mobile operators could restrict innovation, so for Rabobank, launching its own Mobile Virtual Network Operator (MVNO) was the ideal way to deliver cutting edge services that would place it ahead of the competition in the financial services arena. Rabobank wanted to develop a clear mobile telephony proposition and integrate it with a set of mobile banking services and products tailored to the specific needs of its customers.

Through the MVNO, Rabobank sought to save costs and open new revenue opportunities, strengthen distribution channels, improve customer relationships and build competitive advantage.

The Solution

Rabobank was fully aware that with fierce competition for customer acquisition

and retention in the quasi-saturated Dutch mobile telephony space, new players could not afford to make any mistakes in launching MVNO services. Hence, Rabobank selected Capgemini to help bring its MVNO—RaboMobiël—from concept to reality.

Working closely with Rabobank, Capgemini applied its "MVNO-in-a-Box" methodology to secure RaboMobiël's launch within a very short timeframe of a little under 6 months. Capgemini was responsible for strategy execution, overall program management, IS/IT solution design and development management, and coordinating the final launch.

The Result

Today, RaboMobiël is one of largest MVNOs in the Netherlands, standing out amidst over 40 competitors. It offers post-paid, pre-paid, mobile data as well as mobile banking services,

“Working with

Capgemini was a truly collaborative experience, with the dedicated team working closely alongside our organization to keep the launch of RaboMobiël on track and within a challenging timeframe.”

Eric Huijgen
CEO
RaboMobiël



all seamlessly integrated with bank distribution and back-office systems—RaboMobi is bundled with Rabobank's traditional financial and banking services.

RaboMobi allows its customers to use their mobile phones to make banking operations "on-the-go." Users can also check their account balance, carry out electronic transfers, view stock price information and pay bills via their bank account using their handsets. RaboMobi has run several trials for mobile payments and is poised to launch commercial Near-Field Communication (NFC) enabled M-Payment services.

How Rabobank and Capgemini Worked Together

World over, M-Payments is considered a strong contender for the next killer application. It means that customers can effectively carry their bank in their pockets, and transact anywhere, anytime. Rabobank realized early on that mobility had the potential to add significant value to a number of its various financial and banking services. In deciding to launch an MVNO, Rabobank has taken control of its mobile banking future.

Since M-Payments as a service is still relatively nascent, global standards have not yet been fully defined. Hence, a thorough plan needed to be chalked out to mitigate risks and challenges. Rigorous analysis, strategy formulation and due diligence were required for RaboMobi's successful market entry.

Given an initial timeframe of five months to launch, Capgemini was tasked with supporting Rabobank to develop and implement an offering which would function flawlessly at the highest quality levels possible. Capgemini played a role in four critical operational areas: Program Management; Marketing and Sales; Products and Services; and IT & Operations. To design and implement the MVNO, Capgemini's initial focus was to help define the customer experience, before supporting services and processes. Working through three distinct project phases (Design, Build and Test, and Run), Capgemini delivered specific MVNO know-how and counsel for each of the four operational areas. A Program Management office was set up in order to drive swift delivery, in a controlled-risk environment.

Capgemini adopted its trusted "MVNO-in-a-Box" methodology to gain key insights into specific activities and deliverables during each stage of the project. These included:

Product Marketing to analyze and research the Dutch mobile market, define marketing requirements, identify channels and develop the product.

Partner Selection to develop the rationale and a model, identify and select potential partners, negotiate terms before collaborating with the selected partner during subsequent phases.

IT & Operations to define operating and functional models, develop key business processes, identify technical and operational requirements and facilitate

"make or buy" decisions followed by plans to build the system.

Business Case development and formulation of pricing models, supported by risk and sensitivity analysis.

Project Management to coach work streams, validate deliverables, ensure timely delivery and reporting, mobilize and communicate. Also, the team needed to align other projects and partners, prepare the "build" phase and resolve transversal issues

The project has ensured a "gold-plated" top-quality, end-to-end customer experience, in line with the bank's AAA rating. Next in line for RaboMobi's offerings are NFC-enabled mobile payment services, which are scheduled to go live shortly.



About Capgemini and the Collaborative Business Experience

Capgemini, one of the world's foremost providers of Consulting, Technology and Outsourcing services, has a unique way of working with its clients, called the Collaborative Business Experience.

The Collaborative Business Experience is designed to help our clients achieve better, faster, more sustainable results through seamless access to our network of world-leading technology partners and collaboration-focused methods and tools.

Through commitment to mutual success and the achievement of tangible value, we help businesses implement growth strategies, leverage technology, and thrive through the power of collaboration.

Capgemini employs over 80,000 people worldwide and reported 2007 global revenues of 8.7 billion euros.

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Rabobank Group is a full-range financial services provider, and a global leader in food and agri-financing and in sustainability-oriented banking. The Group comprises 183 independent local Dutch Rabobanks, a central

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organization (Rabobank Nederland), and a large number of specialized international offices and subsidiaries. Food and agribusiness is the international prime focus of Rabobank Group. RaboMobi is an MVNO launched by the Group, which allows subscribers to check their balance as well as transact on the move. For more information, please visit: www.rabobank.com or www.rabomobiel.nl