CASES







CONSISTENCY

A consistent global audience: the possibility seekers

A universal human truth

A consistent global media strategy

A consistent global brand design and storytelling system



Fused with local propensity audiences to maximise effectiveness

Local behaviours, pain points and passion points

Activated across the most relevant local touchpoints and partners

Flexed to tell local stories



Flexing different skills across both assignments **PASSION PRESENCE** WINNING IN WINNING IN **PARTNERSHIP PERFORMANCE** CONVERSION CULTURE **UNLOCKING CONVERTING POSSIBILITIES PROPENSITY** PACE **PERSONALISATION ♦** Santander **dentsu**

BRASIL



Tiago VargasBrazil business Lead



Ricardo Dolla
Creative Lead,
LATAM



Nubank has changed the face of banking in Brasil and Latin America









With a New, Digital-First Proposition

♦ Santander | **dentsu**

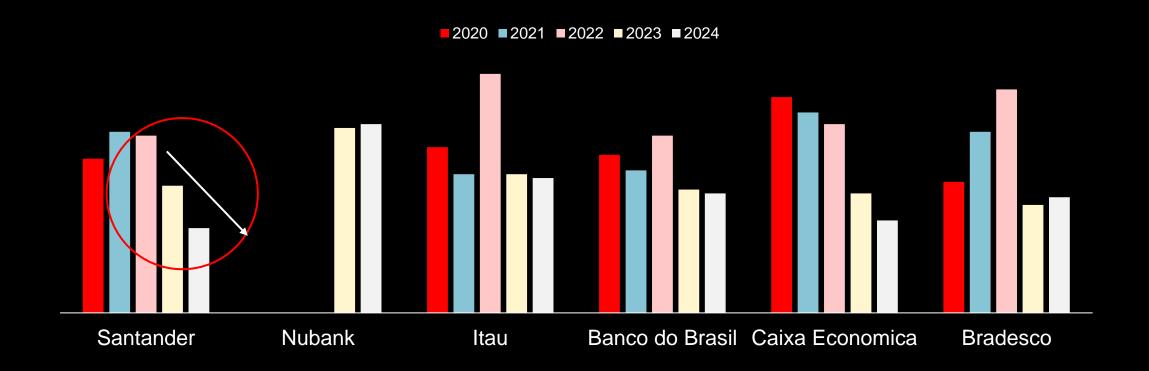
Nubank Hits 105M Customers and Doubles Income in Q2 2024





"The company reached an impressive milestone of 105 million customers by June 30, 2024, adding 5.2 million new users in the quarter alone. This represents a 25% year-over-year increase, surpassing the customer growth of the top five Brasilian banks combined."

Nubank's launch impacted ALL TRADITIONAL BRANDS



To compete, we need to shift out of the **PERFORMANCE PARADOX**



Translating your brief



Business Goals

Recover brand power among younger generations, driving loyalty and preference among these new clients with Santander Free



Marketing Goal

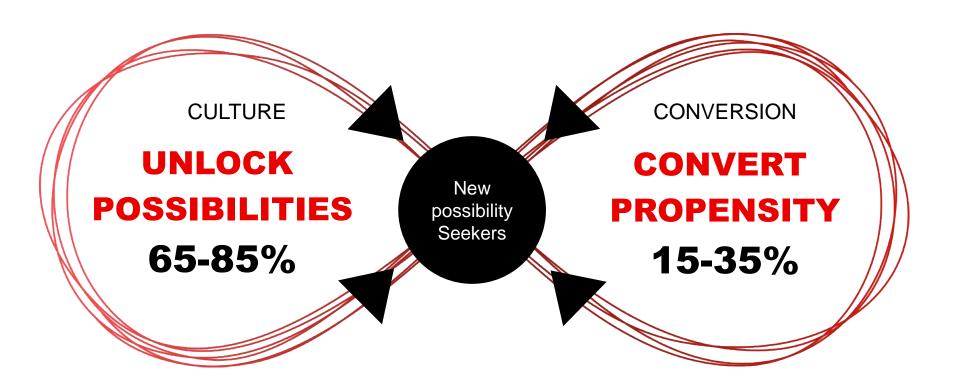
Increase 10 p.p. brand consideration among GenZ, returning to levels "pre Nubank"* era in 1 year



Campaign Goals

Create a memorable message capable of engaging Gen Z and driving qualified traffic to the New account sign-up website, converting at 12k to 24k new customers to Santander Free

Setting clear tasks and the budget required to **DRIVE**CONSIDERATION and ACCELERATE GROWTH



+16ppt
Awareness

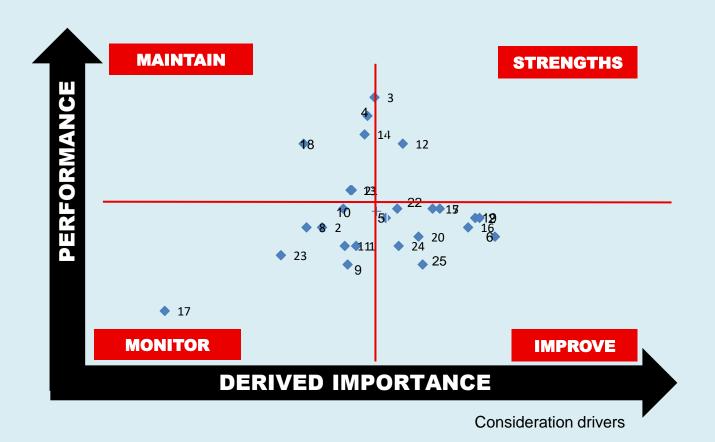
+12ppt
Consideration

+8ppt
High-Value Customer
Acquisition

CONVERSION



Santander has core brand strengths but is lagging on both **FUNCTIONAL** and **EMOTIONAL DRIVERS** of consideration



Trusted bank

Trustworthy global bank with a strong reputation

CULTURE GAP Unlock Possibilities

Emotive drivers

- 16 Helps people and businesses prosper (Prosperity)
- 24 Helps me succeed in life (Success)
- 25 Helps me follow my passion in life (Passion)

CONVERSION GAP Converting Propensity

Functional drivers

- 6 Has a great banking or financial app (Experience)
- 19 Communicates clearly (Communication)
- 26 Understands how I manage my money (Financial Understanding)

We always **START WITH THE CUSTOMER**





Possibility **SEEKERS**

68% are between 35-54 YO **GEN** Secondary **ALPHA** indirect target, 1,7 MM through parents 347K Gen Alpha that want an account in next year I

Total pop 18+ in market for a financial product in next 2 years – NON-CUSTOMERS | **38.3 MM**

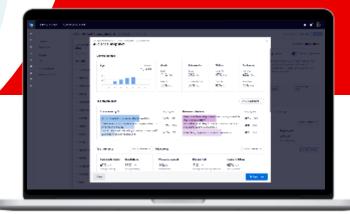
Prosperity/brand audience **34.4 MM**

GEN ALPHA PARENTS 6,6 MM GEN Z 8 MM

2,2 MM

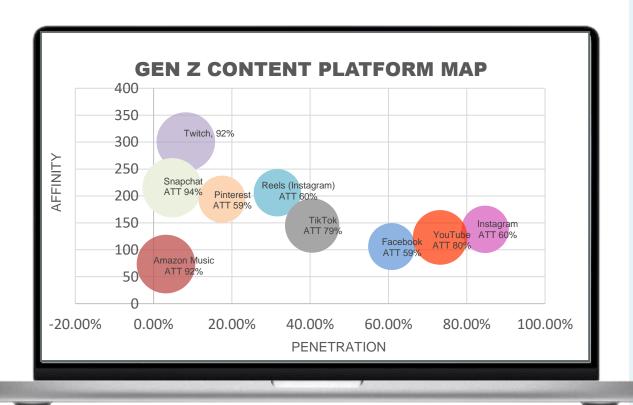
50% use search to acquire new bank accounts and credit cards

GenZers that intend to change their main bank account.



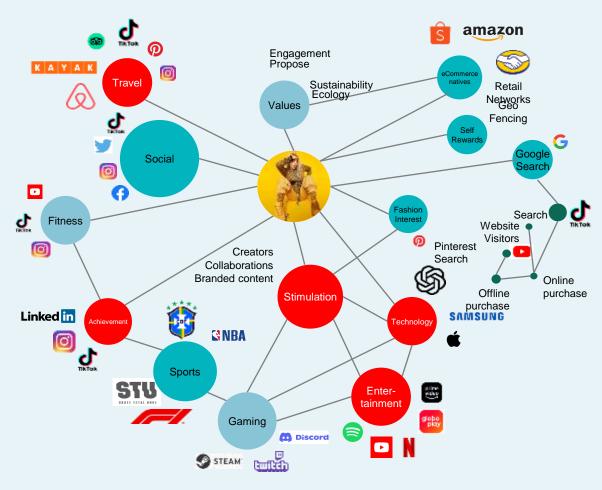


SOCIAL, CONTENT & LIVE STREAMING drive attention and affinity

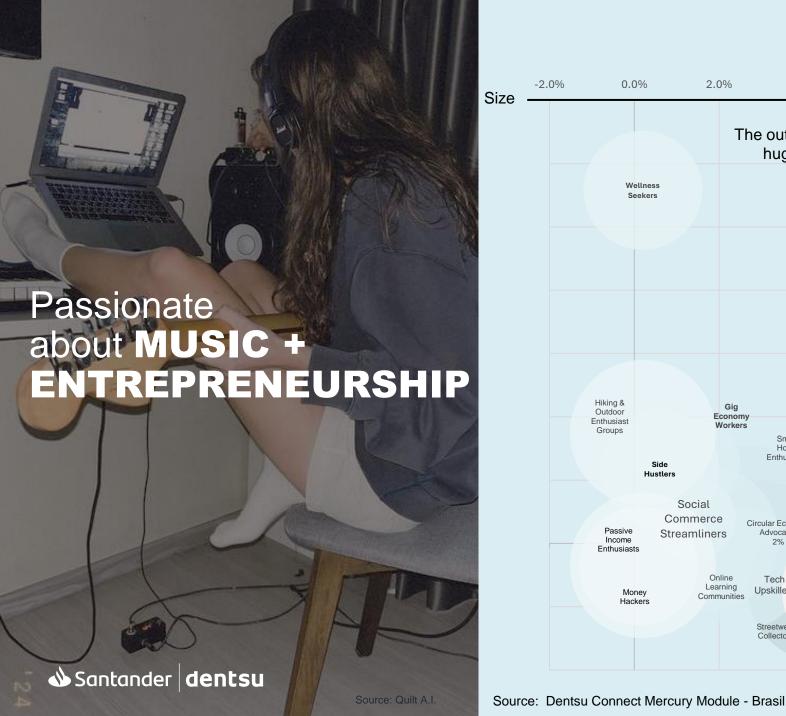


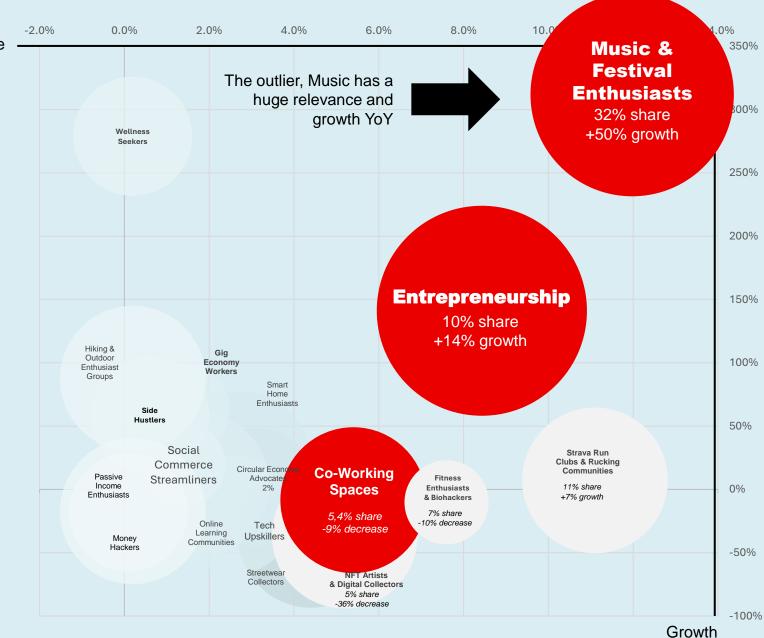
Source: Dentsu and Lumen | Vert.: Affinity | Horiz.: Penetration | Size: Attention





Cultural, Commerce and Creators are constantly converging in their world, across passion points + commerce touchpoints









THEY WANT TO PROSPER ON THEIR TERMS!

Impulsive

"I think that most traditional banks don't understand the way we deal with money nowadays"

Financial anxiety

"How to Make Money" has 121% more engagement and 83% more views than "How to Invest Money"

Entrepreneurial

54% of Brazilian Gen Zers are considering starting their own business, according to Nielsen



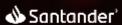
They are the IMPATIENT generation the world has been waiting for...

San video 5 in the folder

O compromisso do Santander com a geração que não espera.

Começa agora.

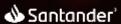




Santander's
Commitment to the
Generation
That Won't Wait.

It starts here.





A globally connected creative playbook to win in every local market

GLOBAL PLATFORM	THE IMPATIENT GENERATION THE WORLD HAS BEEN WAITING FOR IS STARTING THEIR FINANCIAL LIFES MY TIME IS NOW		
LOCAL INSIGHT			
CAMPAIGN IDEA			
LOCAL END LINE	COMEÇA AGORA		
GLOBAL PLAYBOOK	WHO WE ARE A consistent global design system and identity	WHAT WE SAY A consistent global storytelling framework	WHAT WE DO Consistent brand behaviours
LOCAL EXPRESSION	Santander Free	Music Creator Mostic Creator Section 1993 of the Control of the	ATM STUDIO NOW







Background

Gen Z faces a paradox: they have opportunities in entrepreneurship, but also challenges such as social media distractions and limited access.

In this context, 77% of Latin American Gen Z aspire to start their own business (Fast Company Brazil), while 91% of Gen Z freelancers prefer roles that offer autonomy and purpose over traditional positions (Vida Simples).

This is why having a strong partner could be invaluable for their new ventures, offering access, structure, and vital information.

Idea

To help this generation start strong, Santander is now launching the first incubator specifically designed to meet everything Gen Z needs to start businesses, progress, and thrive in life.

100% tailored for the generation of today.

It will be a real company for real Gen Z entrepreneurs and their businesses. Providing structure, information, and access for a generation that doesn't wait for opportunities—they create their own.

How does GenZ get into NOW

MY TIME IS



Open a Santander Free account and tell us business & dream you want to start NOW.

Get into our benefits such as exclusive offices, cashback to business and investment, helping and partnership programs.

Make your business fly!





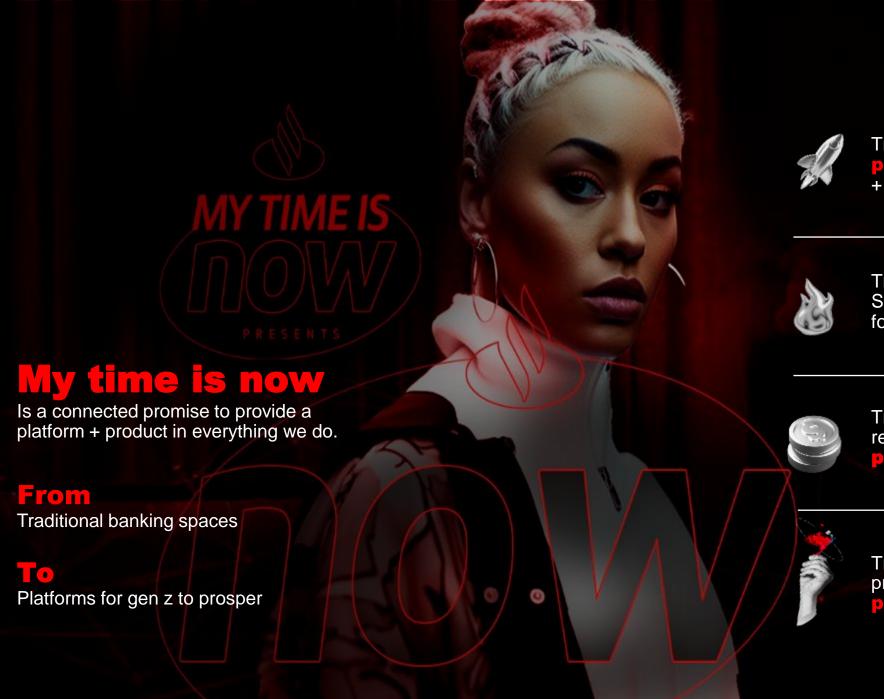
Meu tempo é agora







A CONTA DO SEU TEMPO PARA FAZER AS COISAS NO SEU TEMPO.



Transforming existing ad spaces into a **platform** for launching entrepreneurs + creative endeavours

Transforming existing physical Santander spaces into a **platform** for creativity + collaboration

Transforming existing spaces reserved for the financially elite into platforms for Gen Z entrepreneurs

Transforming traditional banking products into new platforms + product for Gen Z entrepreneurs





Music Creator

He returns in his previous outfit, and while he talks to the camera, another version of himself keeps playing the instruments in the background.

CREATOR

That's why Santander Free is 10/10. It's free of charges forever, I don't have wait to buy the apps I need—I can split it up to 18 times...

On-screen text: No annual fee. FOR LIFE.

On-screen text: Up to 18 installments.

...and I don't have to wait in line to catch a show...

On-screen text: NOW platform.

...plus online courses to accelerate my career and access to NOW, a platform designed to support people from my generation and projects like mine.

CREATOR

After all, success doesn't wait.
And neither do l...

Packshot and V.O.

Santander Free. My time is now.





A CONTRACTOR OF THE SANTANDER FREE

TURNING AD SPACE INTO A SHOWCASE TO START BIG

Santander Free will turn its airtime on broadcast TV into a showcase, displaying content from new artists created on social media during ad breaks on Globo and on OOH







SANTANDER FREE presents Studio Nov

If Gen Z hardly uses cards, let alone cash, why not transform Santander ATMs into spaces where they can explore their passions—like music studios for emerging artists?

OOH & GENZ - 89% PENET. / 108 INDEX RECALL





SANTANDER FREE

presents

Starting Masterclasses Now

In partnership with KondZilla, one of Brazil's most renowned artists and music producers, we will create a course dedicated to launching a music career and building business success.

All through the lens of financial education.

The content will be available on the Santander Free app.

31% GENZ **SEARCHES 1ST ON TIKTOK**





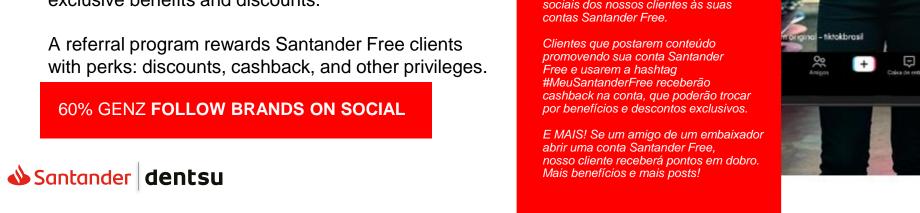


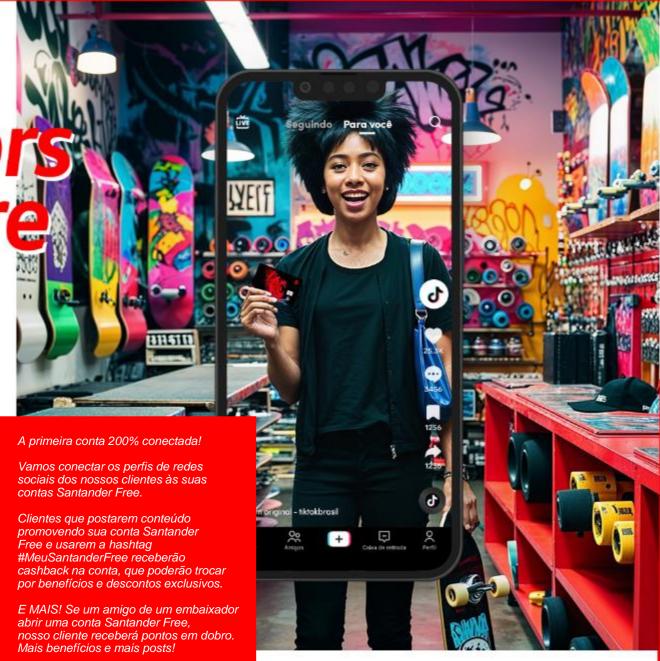
Free Ambassador Everywhere

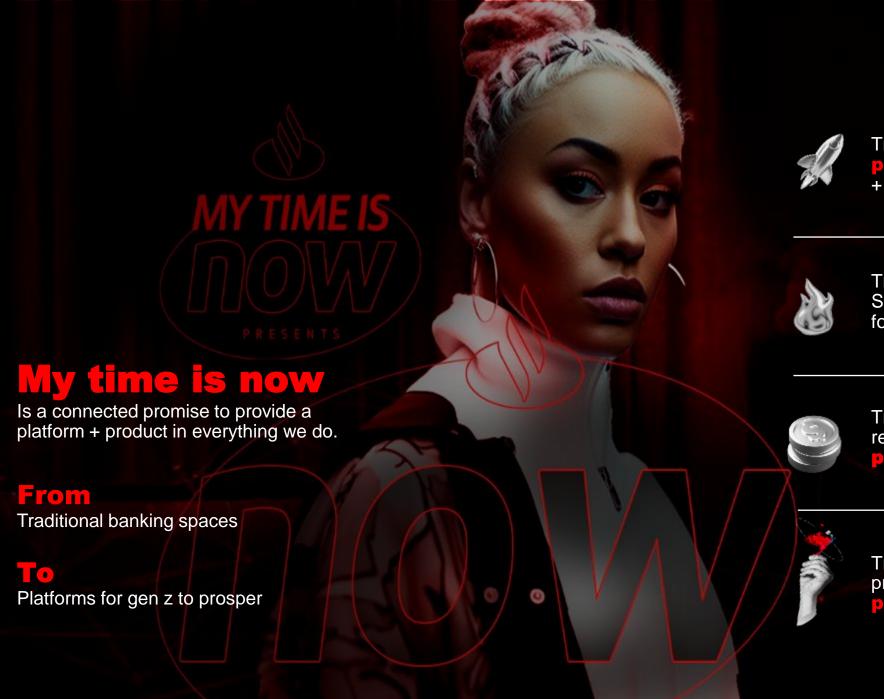
The first account 200% connected!

We will connect our clients' social media profiles to their Santander Free accounts.

Clients who post content promoting their Santander Free account and use the hashtag #MySantanderFree will earn cashback, which can be redeemed for exclusive benefits and discounts.







Transforming existing ad spaces into a **platform** for launching entrepreneurs + creative endeavours

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Transforming traditional banking products into new platforms + product for Gen Z entrepreneurs





SANTANDER JOURNEY

MEET Marília

AGE 19

LOCATION

INCOME

São Paulo

USD \$8,000

STATUS

OCCUPATION

Single

Student/ musician

Marilla is ready to break free. She lives for the stage but is struggling to find an opportunity that will launch her out of her current predicament as a working student living at home.

With dreams of leaving university and her job to become a full-time musician, Marilla is currently recording music on TikTok, which is gaining some traction. However, she's unsure whether this will remain a passion or turn into a career.

STANDOUT ATTITUDES

Entrepreneurial

Excitable

Passionate







Culture

WINNING IN CULTURE

Winning in culture through **PARTNERSHIPS**

Capturing her attention mid doom scroll

Marília is scrolling through her socials when she comes across Instagram content for the Santander **MY TIME IS NOW** incubator program.

As an aspiring musician who is financially struggling, she is intrigued by the premise and the opportunities it could unlock for her career.







Culture

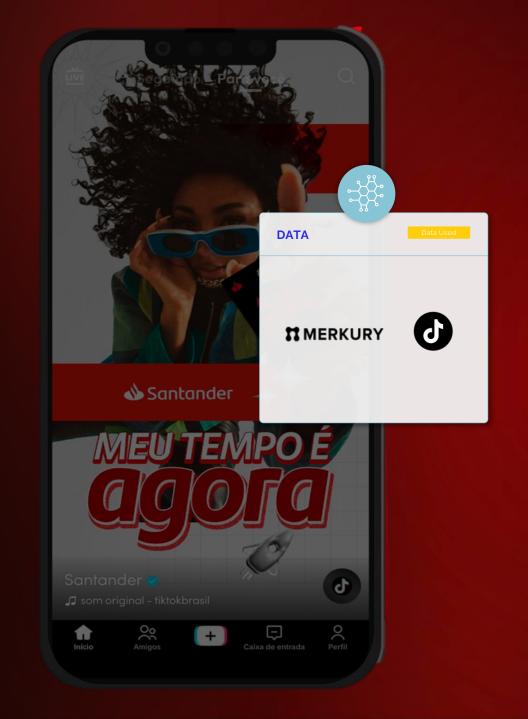
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WINNING IN CULTURE

Winning in culture through

LIFE STREAMING AT PACE

Piquing her curiosity through live music streams

A few months later, while scrolling through TikTok, Marília sees a post from a friend mentioning that Santander has transformed their existing ATM spaces into live studio spaces.

Curious to learn more, she follows the **MY TIME IS NOW** page to explore the details.





 \downarrow

WINNING IN CULTURE

Winning in culture through **COMMUNITY**

Enabling her topursue her passions

Messaging her friends on WhatsApp, Marília arranges to check out the ATM studio and requests to set up a recording session with them.

They head down to the studio, have a jam session, and lay down a demo track they've been working on.

In exchange for access, she provides her 1PD (personal data) as part of the program.



WINNING IN CULTURE

Winning in culture through **COMMUNITY**

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WINNING IN CULTURE

Use social search to as
PERFORMANCE convert
through culture

Providing edutainment as she researches

Now further along in her financial journey, Marília looks for advice and reviews on TikTok and other platforms.

She checks Instagram and notices a live session featuring Gen Z talent discussing financial advice. She also sees creators talking about the benefits of opening a Santander account.





\downarrow

WINNING IN CULTURE

Leverage dynamic, ai-assisted creativity to drive personalisation

Winning her over with personalised message

She receives a personalised message highlighting how Santander offers masterclasses in music as part of the incubator program, in partnership with KondZilla, one of Brazil's most famous artists and music producers.

As a huge fan, she immediately signs up to open a bank account and join the **MY TIME IS NOW** program.





WINNING IN CONVERSION

MAXIMISE ADVOCACY AND RECOMMENDATION



Unlocking possibilities + creating advocacy

After completing her Masterclass course, Marília creates a TikTok sharing her experience and how the Santander **MY TIME IS NOW** incubator program has helped her progress in her music career, particularly through valuable financial tips and tricks.

She also gives a shoutout to the Santander Free Ambassador program, which has earned her cashback.



Conversion

Building up "MY TIME IS NOW"

						- Tvation// II						_		l ,
			Mar 9th	Mar 16th	Mar 23rd	Mar 30th	Apr 6th	Apr 13th	Apr 20th	Apr 27th	May 4th	May 11th	May 18th	May 25th
Pillar	Hero asset	Channels	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11	W12
Transforming existing ad		TV (Open / Pay)												
		Connect. TV / Streaming		佳	像		Mair				MEZ TEMPO É agorá			
spaces into a platform for launching entrepreneurs	Films	Social (Youtube / Meta / Tiktok)		TEMPO É	Everywhere									
+ creative endeavors		DOOH / OOH		ag	ŌΓά		2 63 JE	INC. A LEGIS		<i>[</i>	ago	ā		
		Cinema												
Transforming existing	Authoritory	TV Merchandising (live break)				ATA	entition							
physical Santander spaces into a platform for	Activations (Now Everywhere / ATM Studio Now)	OOH & Social (live streaming)				Studio No	N. Committee							
creativity + collaboration	ATM Studio Now)	Spotify												
Transforming existing	Lavalia	Influencers (SEO driven)						23.2 ft.				Start Master	ing classes	W
spaces reserved for the financially elite into platforms for Gen Z	Loyalty (Free Influencer / Masterclass)	Social (Youtube / Meta / Tiktok)											1972 of Australia	
entrepreneurs	ividstercidss)	Apps Partnerships (Canva & Capcut)	Free ,											
Transforming traditional banking products into new platforms + product for Gen Z entrepreneurs	DCO	Social (Meta / Tiktok)	Everywhere											
Convert interest into new account sign ups	Signals	Search	S		P4		SA				122			
		Display							Acc.				Acc.	0
		Social (Meta / Tiktok)	SECTION		SHEE		STEEDING .		SISISIE		SUSSE		STEEDS	G AM

Launch right after Carnival

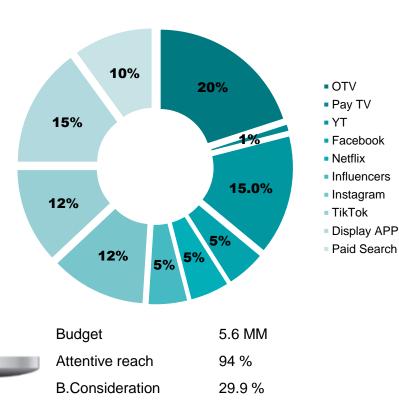
Alanis Morissete Concert (Live Nation) / Hack Lollapalooza

Sustain phase after Easter

Optimising an algorithmic media mix delivers INCREMENTAL ATTENTIVE REACH across our key audiences

e 🖈 🐠

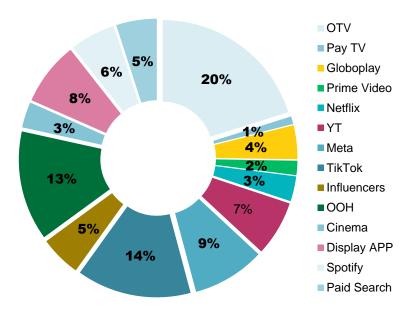
DIGITAL + TV



+1.9pp

Incremental Attentive Reach (Gen Z)

CUSTOMISED MIX



Budget 5.6MM
Attentive reach 96 %
B. Consideration 30.1%

+3.9pp

Incremental Attentive Reach (Gen Z)

+7.1pp

Incremental Attentive reach (Gen Alpha + Parents)



THE POSSIBILITIES ALGORITHM

for Brasil



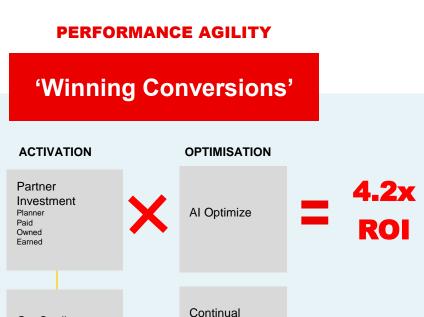
GROWTH STRATEGY

'Winning The Customer'

BUSINESS AUDIENCES New Possibility Awareness Seekers In-Market Propensity High / Mid Propensity Consideration Culture & Conversion







Measurement &

Attribution

GenStudio

Personalization



High Value Account

Sign-Ups

GLOBALLY CONNECTED EXPERIENCE to win in every market

TOTAL EXPERIENCE PLANNING	WINNING WITH CUSTOMER	WINNING IN CULTURE	WINNING IN CONVERSION
ALGORITHMIC EXPERIENCE	WINNING WINNING THE CULTUR CUSTOMER ONVERSION	WINNING IN CULTURE CUSTOMER CONVERSION	WINNING IN CULTURE CUSTOMER CONVERSION
KEY TASKS WE DELIVERED	Delivered growth to a new segmentation Possibility seekers (gen z, gen alpha)	A total experience platform delivered Through music & creative pursuits	Precision + creative personalization to drive growth int he algorithm era
POWERED BY DENTSU ACCELATORS	TAG CREATIVE PRODUCTION	MERKURY EXPERIENCE PLANNER	MERKURY / AUDIENCE BUILDER
KEY BUDGGET	PRODUCTION US\$ 1.6MM	70% US\$ 5.6M	10% US\$ 0.8MM
DELIVERING KEY OUTCOMES		NSIDERATION - 31% +-2 - CPC R\$ 1.25 TO R\$ 1.42	



SPAIN



Atenea Perez
Business Transformation
& Strategy Lead, Spain



Alberto GarciaDigital Lead,
Spain

THREE YEARS LATER BUT ALSO TODAY...

WE ARE MORE PASSIONATE & MORE INSPIRED



10 CONSECUTIVE MONTHS

of record-breaking new client acquisitions

28%

+ efficient
vs. our competitors*



What got us here won't get us there

2025

Our global ambition

Win the value battle

2028

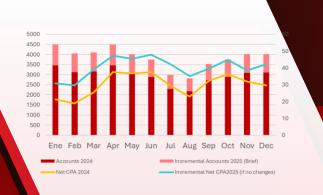


4 FORCES to face to win the value battle

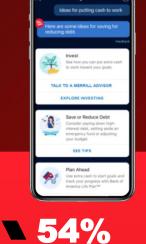
+11,3%
Online Account objective

-27%Media Budget
Online Account

Doing more with less



Declining
efficiencies due
to last-click
optimization

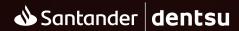


Neobanking a genuine threat

GENZ expects
enhanced experiences

Al transforms banking





What we want to show you today



How to win in culture

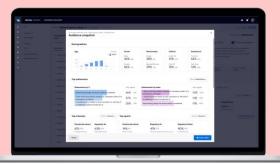


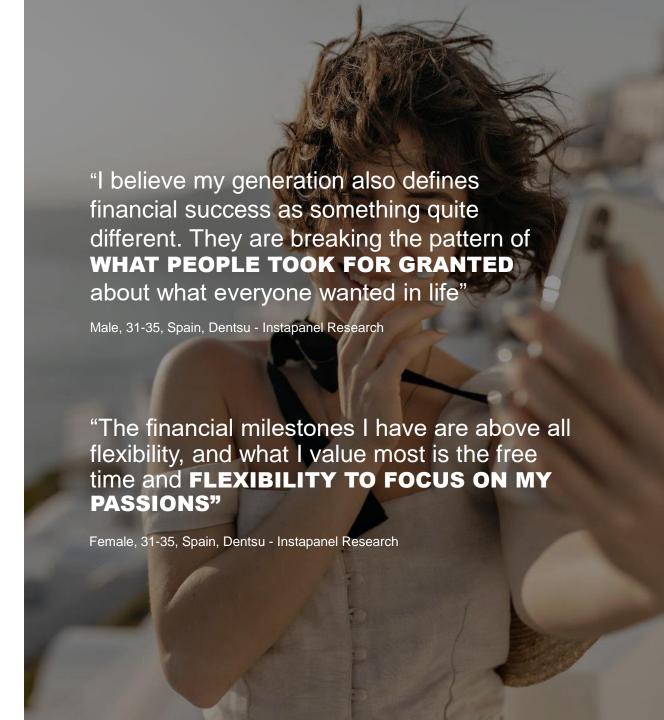
While we share global tensions many Spanish consumers over index on recognise new possibilities to prosper social conversations around WITHIN THE PASSION ECONOMY **DIGITAL NOMADISM CREATING CONTENT SETTING UP A BUSINESS** Identified Intellectual skills property Subscription Digital base model nomadism From Hobby to Setting up Side hustle When to business make the Saling your venture jump Creating Afiliate content marketing Crowdfunding Digital Building a product **Entering** brand e-commerce **♦** Santander | **dentsu**|

Part of a Growing Desire to Live Life and Define Success on Their **OWN TERMS**

Total pop 18+ in market for a financial product in next 2 years – NON-CUSTOMERS 24.08M

Possibility Seeker Brand Audience 8.9MM









San video 6 in the folder



A global connected creative playbook TO WIN IN EVERY MARKET

GLOBAL PLATFORM	IT STARTS HERE						
CONNECTING INSIGHT	Before you can start anything new with your bank, you have to go through the terms and conditions; the enemy of freedom and choice						
LOCAL END LINE	DCAL END LINE ES EL MOMENTO						
CAMPAIGN IDEA	START LIVING ON YOUR TERMS AND CONDITIONS.						
GLOBAL PLAYBOOK	WHO WE ARE A consistent global design system and identity	WHAT WE SAY A consistent global storytelling framework	WHAT WE DO Consistent brand behaviours				



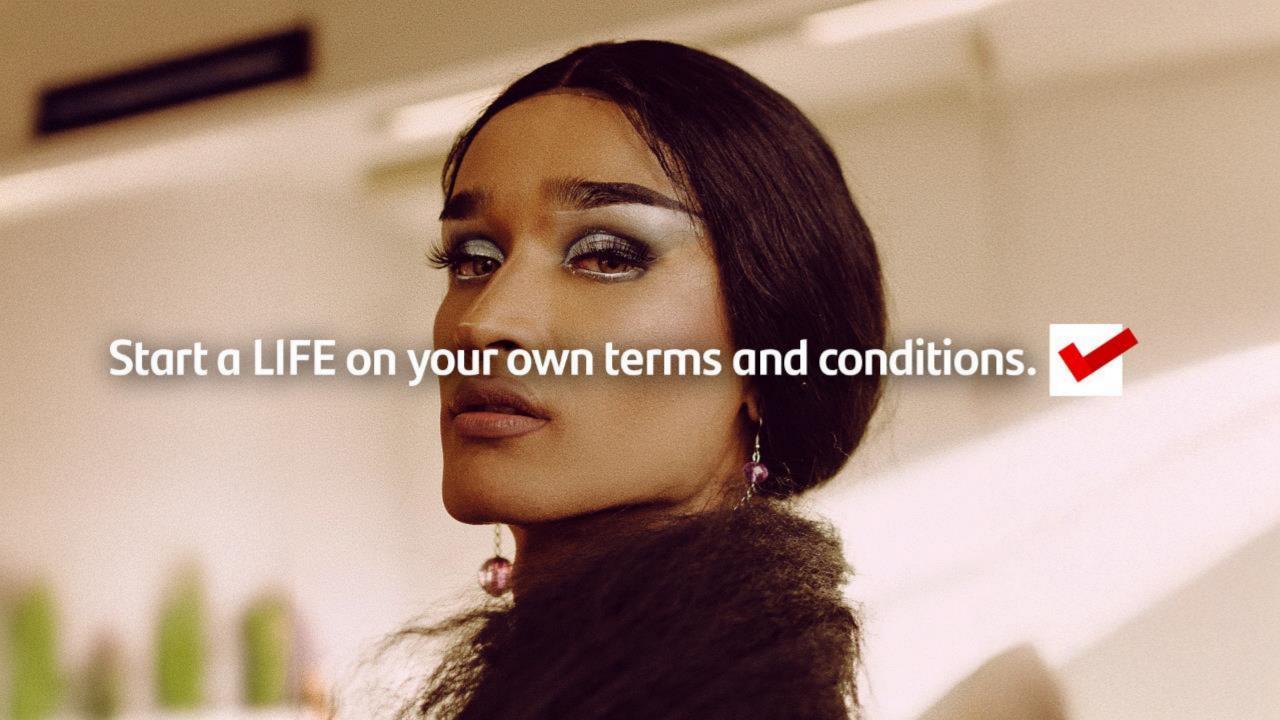












San video 7 in the folder



What we want to show you today



A SHIFT TO VALUE DATA-DRIVEN ATTRIBUTION MODELLING



On an independent cloud for Banco Santander

Supported by Merkury for Banco Santander to find and scale the new possibility Seekers for digital account

We create a Santander Merkury
Bucket to identify, analyse and
manage New Possibility Audience.



That allow us size the GROWTH **OPPORTUNITY** for you

High Value Clients 3.350.000*

High **Propensity** In Market 3.584.000* +Medium Propensity **Future Demand**

8.890.000

dentsu **Total Search**















CUSTOMER DATA ARCHITECTURE is at the core of our audience architecture to deliver end to end experiences

DATA COLLECTION

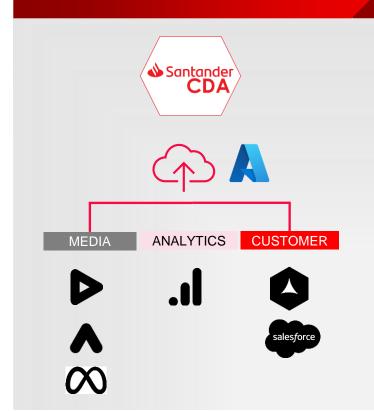
Data from GA4 & enriched with media CRM and Al

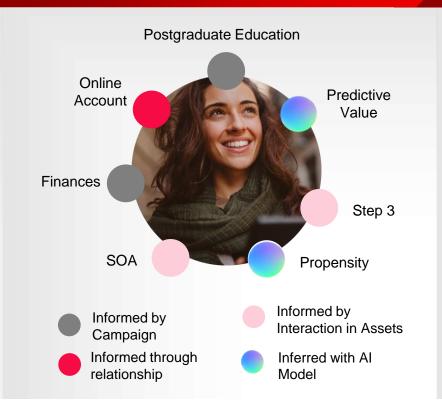
SINGLE ID

Centralise user information (attributes) under one single ID and apply AI models to enrich audiences with predicted behaviours and value

SEGMENTS & PERSONALIZATION

Build segments of prospects/customers and scale personalized experiences













MEDIUM PROPENSITY - FUTURE DEMAND



From the very first contact, maximising data collection to enable a better experience on channels & in-assets



ON CHANNELS - PERSONALISED EXPERIENCE

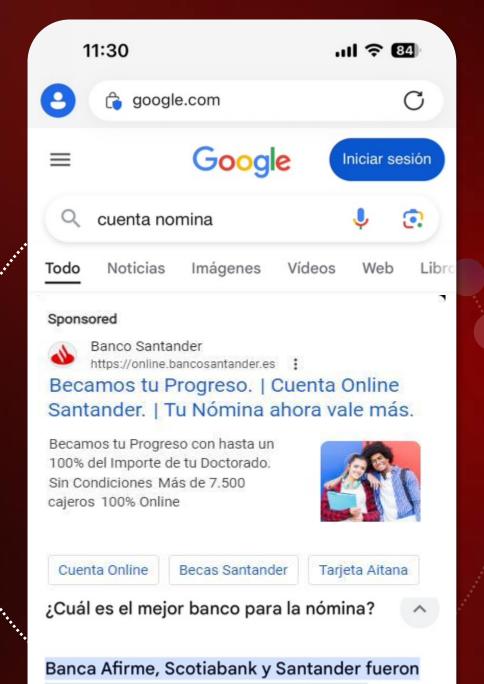


GenStudio
 ⊕



EDUCATION

DIGITAL ACCOUNT



las instituciones con mayor calificación; 8.4, 7.8

♦ Santander **dentsu**



MEDIUM PROPENSITY - FUTURE DEMAND



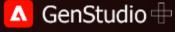
From the very first contact, maximising data collection to enable a better experience on channels & in-assets



IN ASSETS - FIRST EXPERIENCE



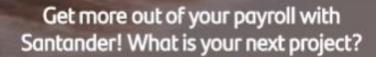
FINANCE





POSTGRADUATE

STEP 3



We believe in you and your progress. That's why we support you with financial benefits and access to exclusive experiences tailored to you, on your own terms.

Get an iPhone for 0€

when opening your account and relive your best moments in HD.



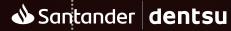
Scan OR to experience the UX

Travel X

Getting Married

Tell us more about your terms and conditions

OPEN YOUR ACCOUNT







HIGH PROPENSITY - IN MARKET



Applying GENCX to predict next-best experience and increase conversion rate



IMPROVED ON CHANNELS EXPERIENCE



GenStudio 🖶



Al to increase bids + To deliver a custom message in channels

POSTGRADUATE EDUCATION

FUTURE VALUE

STEP 3

PROPENSITY

Al, leadership, data... the courses you're truly interested in. Discover Santander Open **Academy** with Santander's online account.

♦ Santander' It starts here

Discover

Santander* It storts here





HIGH VALUE - CLIENT



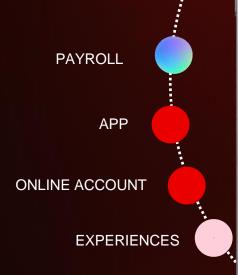


OMNICHANNEL UPSELLING AND CROSELLING CONVERSATIONS





Organic + Personalisation



If Carlos wins, you win. With Santander's online account, you could win two VIP tickets to the F1.

on your own **terms**

and conditions

Santander* It starts here.







HIGH VALUE - CLIENT











OMNICHANNEL UPSELLING AND **CROSELLING CONVERSATIONS**





Experience gamification to drive upselling though experiential engagement.







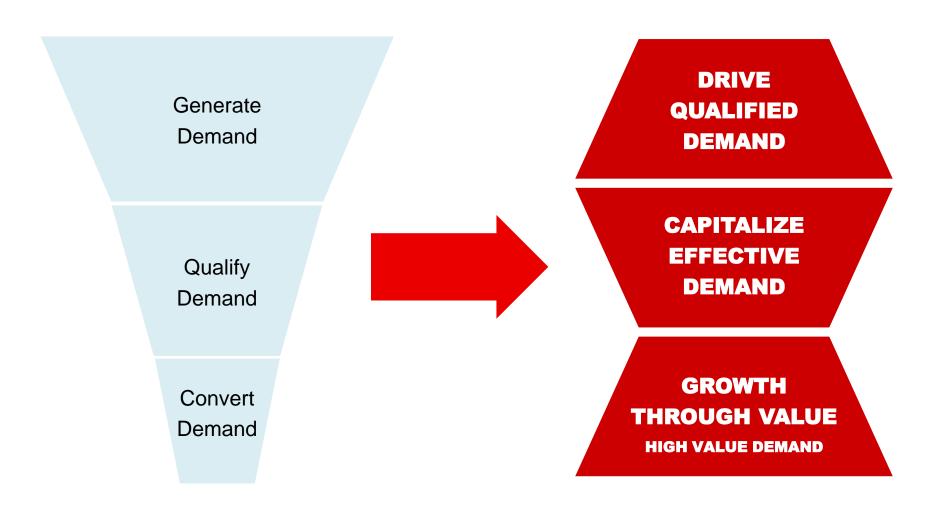
What we want to show you today



A SHIFT TO VALUE DATA-DRIVEN ATTRIBUTION MODELLING



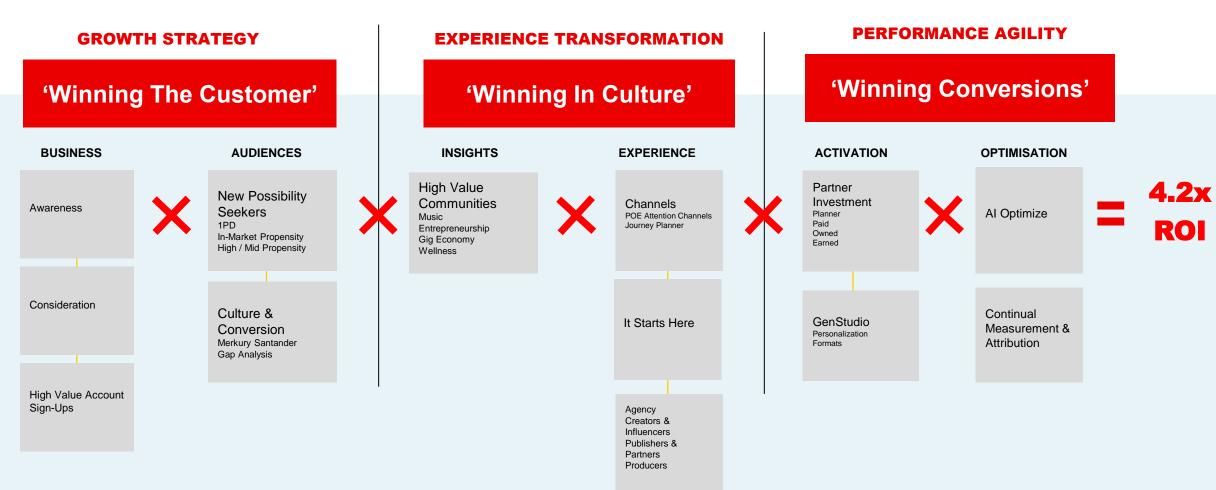
From lead acquisition to VALUE ACQUISITION MODEL (VAM)





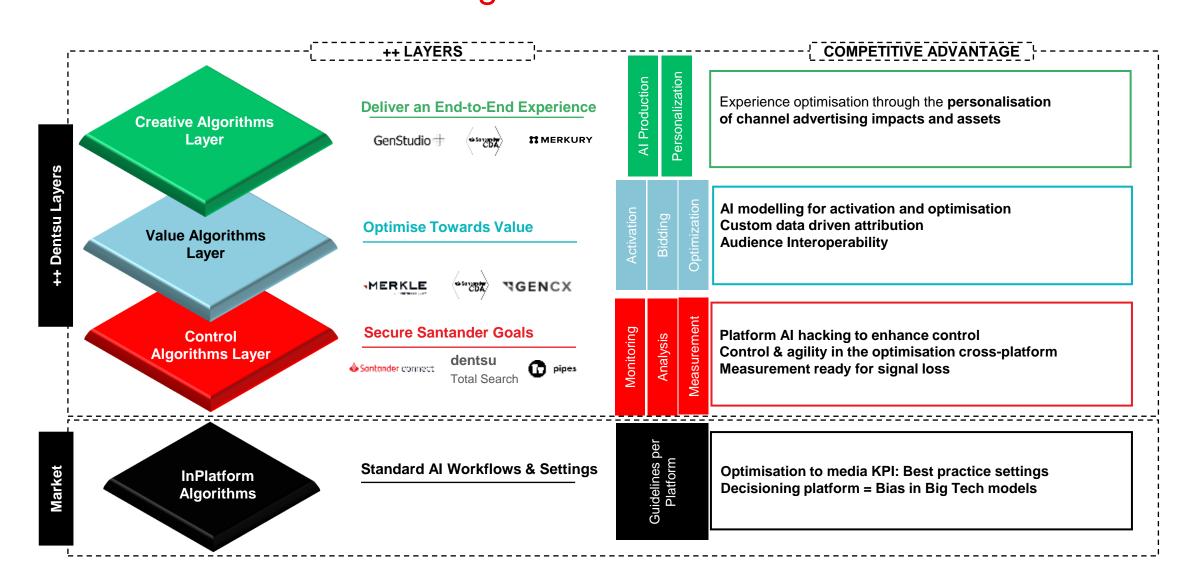
We have enhanced the possibilities algorithm with more focus on **WINNING**







Implementing the **BESPOKE POSSIBILITIES ALGORITHM** in our workflow to accelerate growth



Embedded across the most relevant channels to activate our

NEW POSSIBILITY AUDIENCE

DRIVE QUALIFIED DEMAND



453K

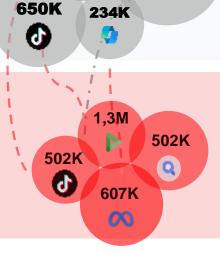
Merkury_Santander_Decisor_Cambio de Residencia

MerkuryXY_Santander_BúsquedasCuenta_Banca_Renta>2.000€

MerkuryXY_Santander_ZonasAltaDigitalización_NuevaVivienda



CAPITALISE EFFECTIVE DEMAND



Google_Categoría+Producto Google_Categoría-LifeStage: Google_Marca+CuentaNomina

TechSaavy + KW Finanzas_TikTok

Meta_Advantage+_BúsquedasFinanzas

Youtube_BúsquedasMejoresCuentasRemuneradas



TI MERKURY



GROWTH

THROUGH VALUE

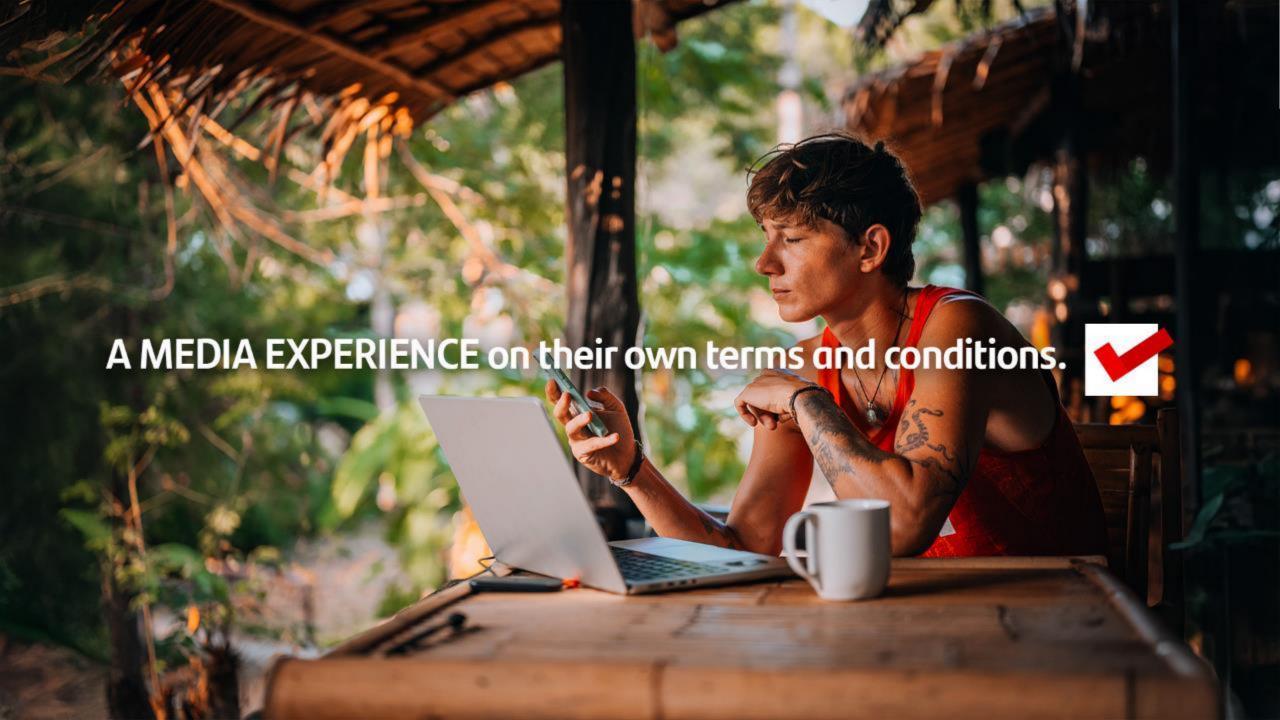
CDA Santander Cliente CO

CDA_Santander_Prospect_Proceso_Alta_CO

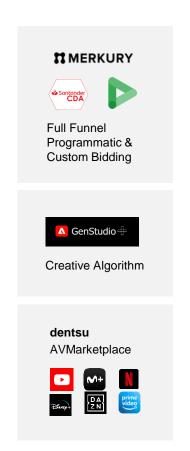
CDA Santander Clientes Alto Valor

CDA_Santander_Clientes_LTV_Nominas





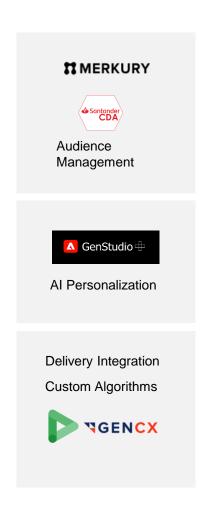
A value acquisition model that starts driving **QUALIFIED DEMAND** with programmatic One Screen

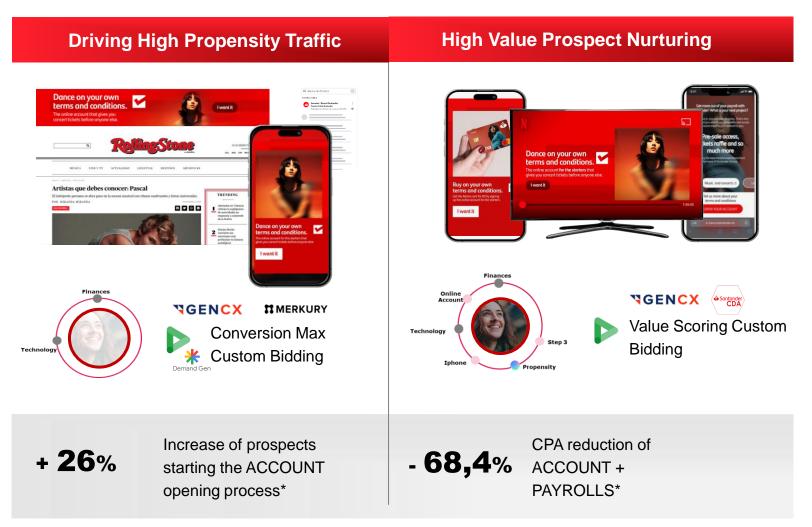






And then capitalize effective demand through Gen Studio + custom bidding in DV360



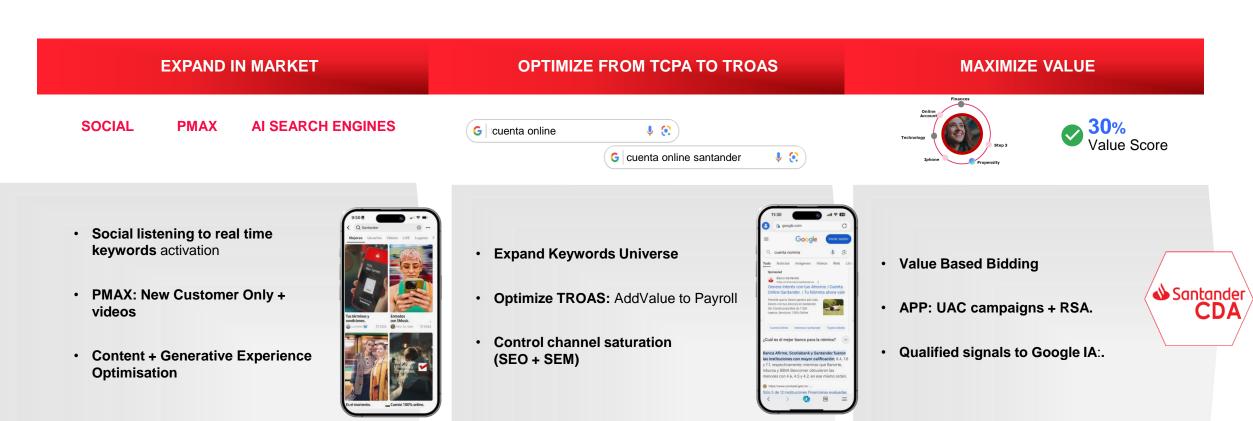


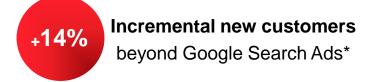


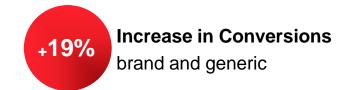
San video 8 in the folder



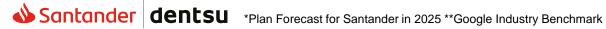
Three accelerators to MOVE FASTER IN TOTAL SEARCH







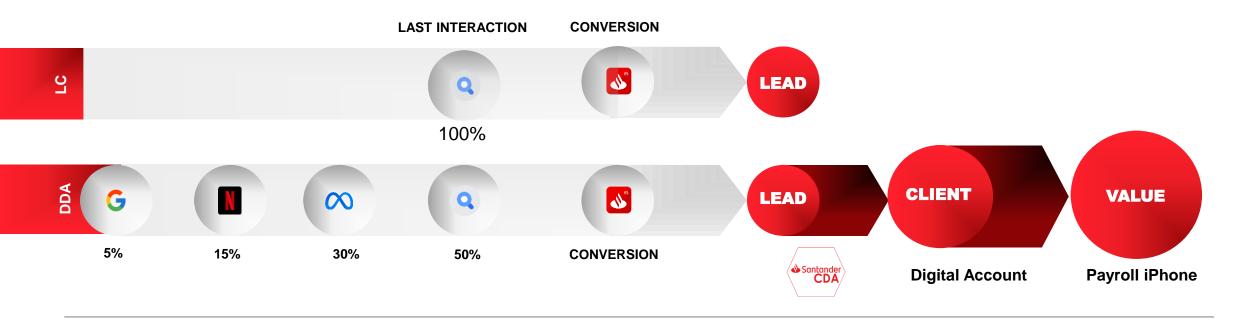






All underpinned by a shift

TO A DATA-DRIVEN ATTRIBUTION MODEL



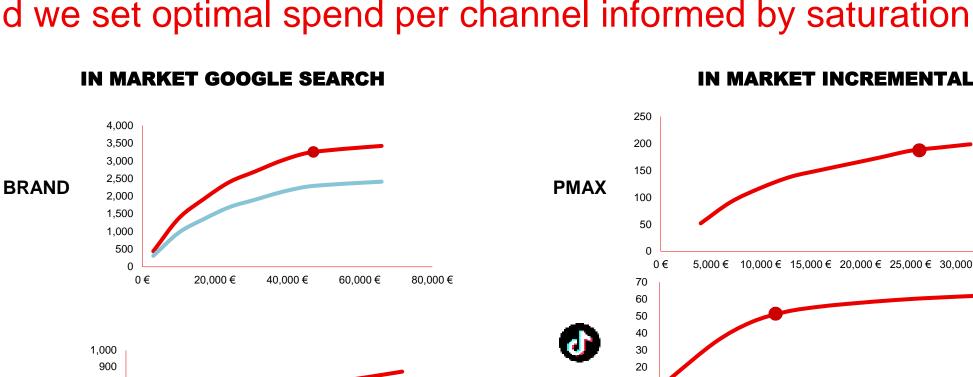
PATH TO CONVERSION OPTIMIZATION

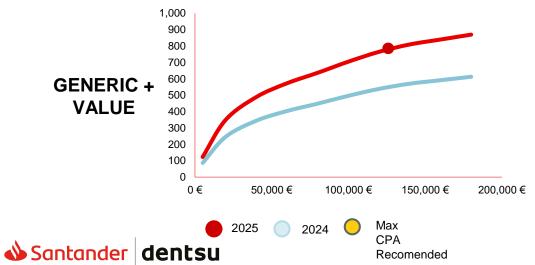
PREDICTIVE VALUE OPTIMIZATION

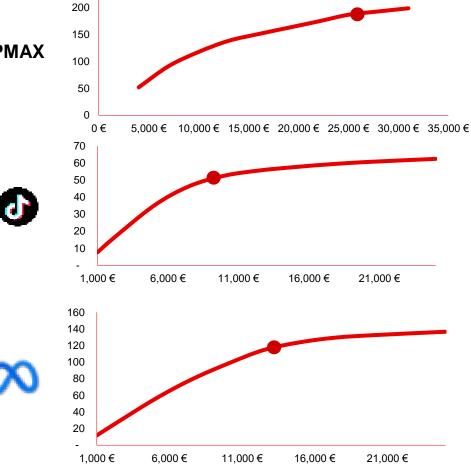


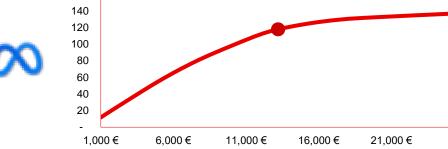


ALREADY 28% MORE EFFICIENT than our competitors, and we set optimal spend per channel informed by saturation curves

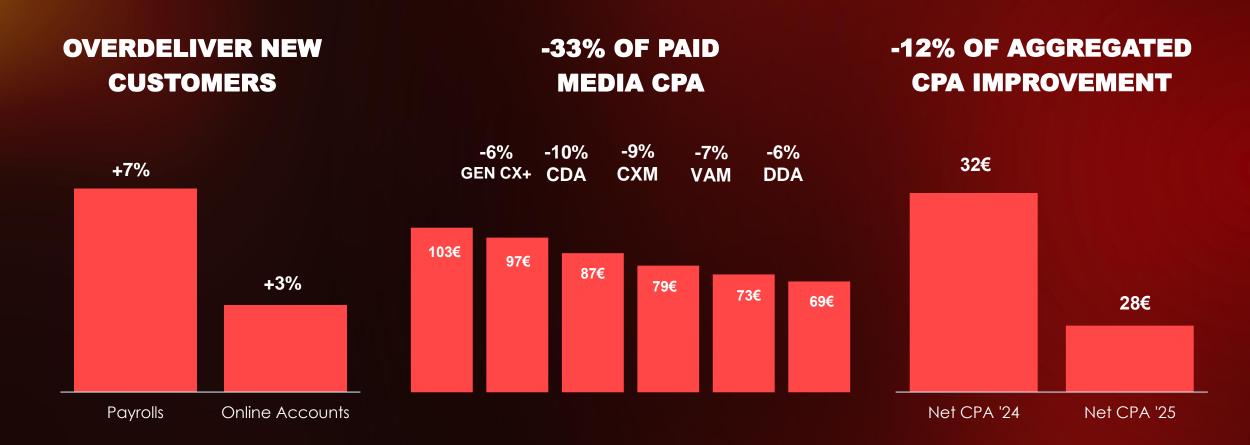




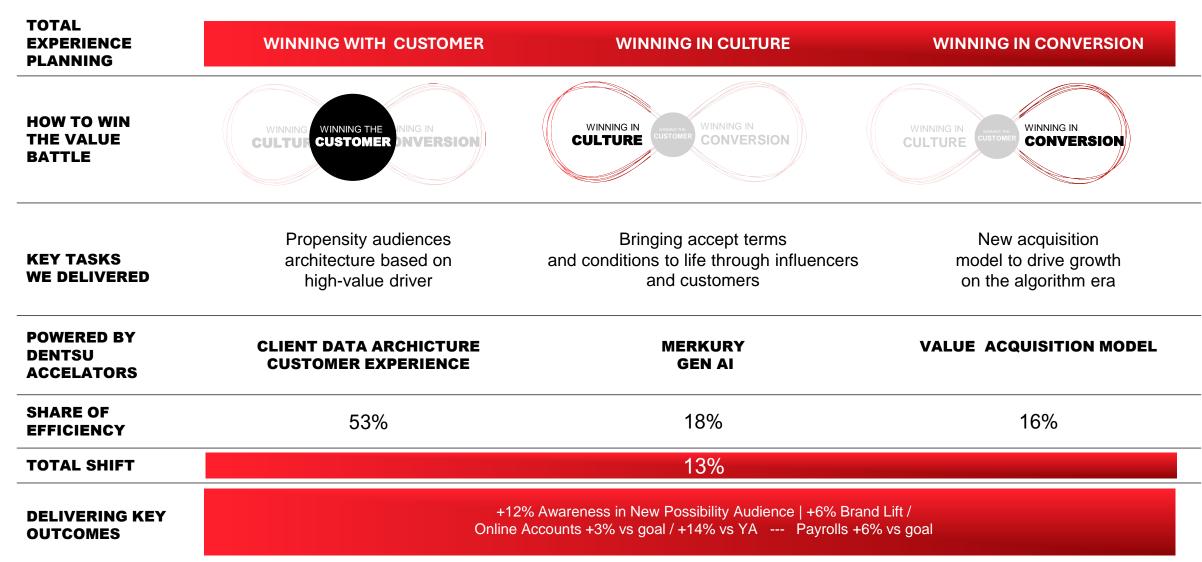




We **OVERDELIVER** and drive efficiencies



A global connected total experience framework to win in every market

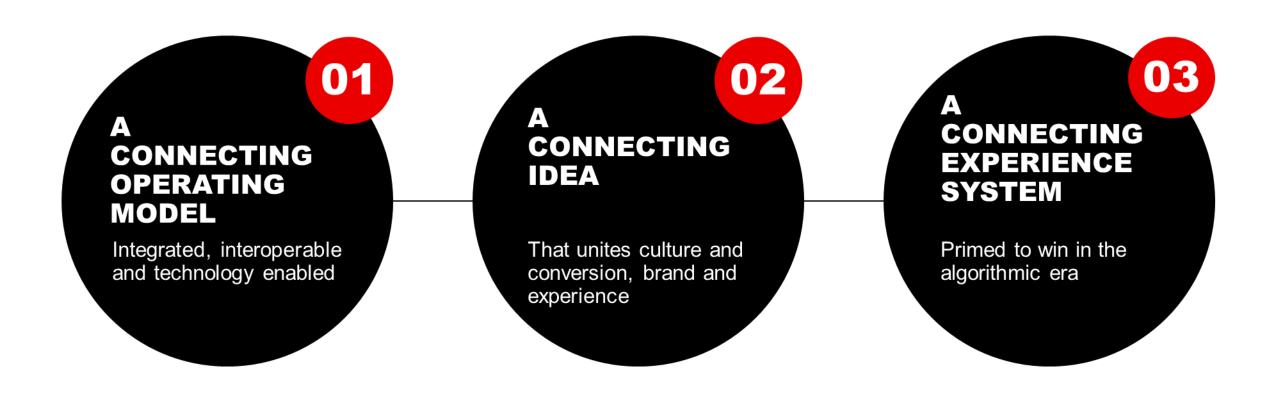




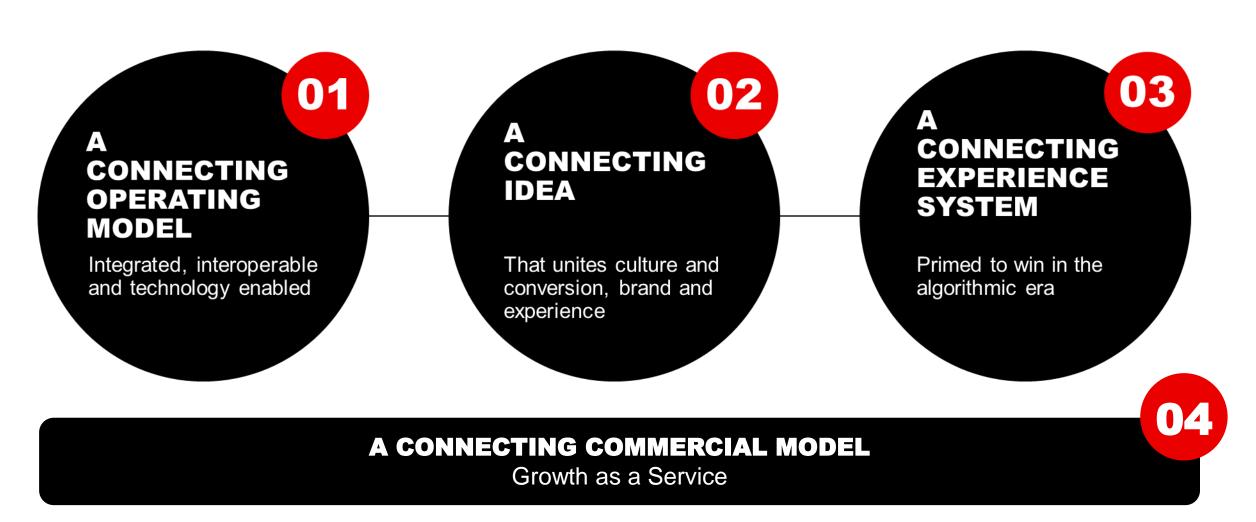
♦ Santander | **dentsu**

UNLOCKING POSSIBILITIES

Our solution for unlocking possibilities



Our solution for unlocking possibilities





Our solution for **UNLOCKING POSSIBILITIES**

Growth as a Service

MARKETING AS AN OPERATING EXPENSE

MARKETING AS A COST OF SALES

Agency Fee Tied to Performance KPIs
Local Market Customisation
Investment into Transformation
Fully Transparency
Complete Flexibility





