

INDUSTRIALISATION IN SAVINGS BANKS –
AN EMPIRICAL ANALYSIS USING THE EXAMPLE OF
GERMAN SAVINGS BANKS

PATRICK KUCHELMEISTER
UNIVERSITY OF GLOUCESTERSHIRE

A THESIS SUBMITTED TO
THE UNIVERSITY OF GLOUCESTERSHIRE
IN ACCORDANCE WITH THE REQUIREMENTS OF THE DEGREE OF
DOCTORATE IN BUSINESS ADMINISTRATION

2015

I declare that the work in this thesis was carried out in accordance with the regulations of the University of Gloucestershire and is original except where indicated by specific reference in the text. No part of the thesis has been submitted as part of any other academic award. The thesis has not been presented to any other education institution in United Kingdom or overseas. Any views expressed in the thesis are those of the author and in no way represent those of the University.

Signed:

A solid black rectangular box redacting the signature of the author.

Date: March 10th, 2015

Abstract

This study examines the notion that the term “Industrialisation” within the banking system is not clearly understood, nor its impact on the whole value added chain. The goal is to establish a clear definition of the term “Industrialisation” in an international context and study the manifestation and impact of Industrialisation across the length of the banking value added chain. Four indicators of Industrialisation (standardisation, automation, specialisation, quality management) were identified through a systematic literature review. The work focuses on one of the ‘three pillars’ of the German banking system: the East German Savings Banks Group. The research uses a homogenous multi method approach utilizing statistical financial information, existing documentary evidence and questionnaires. The data (quantitative and qualitative) was derived from files held by the national association on the 48 savings banks, and from 36 quantitative questionnaires returned by respondent banks. The 36 complete data sets were systematically combined using a comprehensive regression approach. The data was used to test three over-arching hypotheses, each relating to connections between the (generally understood) four stages of the value-added chain, activities related to each stage and indicators of banking success.

The research clearly identified that: 1) Industrialisation dominates the savings banks value added chain. 2) Industrialisation augments financial outcomes and ‘perceived success’ in product development, marketing, settlement and transactions. 3) Outsourcing functions are negatively correlated to banking success in these value added stages. 4) Success in risk management was shown to be contingent on settlement and transactions, but no other activities. Automated services, such as self-service terminals and internet banking, are successful in the areas of settlements, transactions, marketing and customer relations. Increasing automation and standardisation can increase the perceived and quantitative measured success within the value added chain.

Conclusions & Implications: The developed model extends knowledge in the area of banking and Industrialisation, showing increasing interaction between stages along the value-added chain. The closer the stages, the stronger the effects. The model provides a guide for managerial attention in adding value through Industrialisation techniques in the industry. The management implications of the study are that the savings banks should focus on their core competencies in providing a holistic in-house service in routine transactions, as well as

supporting exceptional financing and investment tasks for their clients. To enhance the efficiency of Industrialisation across the value added chain, savings banks should find standards and routines contributing to Industrialisation success in risk management, and seek to comprehensively link the function of risk management to the value added chain stages.

Acknowledgements

I would like to sincerely thank my supervisors Prof. Dr. Edward Trezise, University of Gloucestershire, and Prof. Dr. Ulrich Koch, Steinbeis School of Management + Innovation, for their faithful guidance and support. My special thanks go to Prof. Barry Davies, University of Gloucestershire, particularly with respect to his notes concerning the finalized version of my thesis. All their advice, commitment and insights were essential to the completion of this study. I would also like to thank Lars Gosslau for many progressive discussions, all study participants who provided their time and shared their experience, the Ostdeutscher Sparkassenverband OSV (Eastern German Savings Banks' Association), first of all Dr. Alexander Conrad, without them the study would not have been possible. I would also like to extend my gratitude to the Ostsächsische Sparkasse Dresden, represented by CEO Joachim Hoof and Dr. Michael Kreuzkamp for enabling this study in accordance to my management position until 2013. Over and above that, I would also thank the supervisory board of PSD Bank Hessen-Thüringen eG and my CEO-colleague Jens Fischer for the support on the home straight. A sincere and very special thank is directed to Stefan Tampier, who handled MS Office in a fascinating way and supported me during the whole process. Many thanks to Tom Sauer, Dresden, and Robert Kothieringer, Duisburg, for so many targeted discussions and diverse encouragements. Finally, this thesis and all my related work is dedicated to my family and most especially to my girlfriend.

Table of Contents

Abstract	v
Acknowledgements	vii
Table of Contents	ix
List of Tables.....	xv
List of Figures and Charts	xvii
List of Abbreviations.....	xix
Chapter 1 – Introduction and Background	1
1.1 Research Issue and Motivation	1
1.2 Limitations of Previous Studies	2
1.3 Research Objectives and Key Questions	4
1.4 Research Approach	5
1.5 Conceptual thesis structure	8
Chapter 2 – Industrialisation and its meaning in the banking business	11
2.1 Concept and development of Industrialisation	11
2.2 Classical concepts of Industrialisation from a single-firm perspective	14
2.2.1 Automation	14
2.2.2 Standardisation	16
2.2.3 Specialisation.....	17
2.2.4 Quality management.....	20
2.2.5 Outsourcing	23
2.2.5.1 Patterns of outsourcing.....	23
2.2.5.2 A resource based view on outsourcing.....	24
2.2.5.3 An Agency perspective on outsourcing.....	25
2.2.6 Inter-firm-cooperation and partnerships.....	28
2.2.6.1 Forms and distinctions of co-operations.....	28
2.2.6.2 A market based view on co-operations	30

2.2.6.3	A property rights perspective on co-operations.....	32
2.3	A summative model of Industrialisation.....	33
Chapter 3 – Industrialisation indicators and success measures along the value added chain .. 35		
3.1	Banking and its value added chain.....	35
3.1.1	Role and function of banks.....	35
3.1.1.1	Functions of banks.....	35
3.1.1.2	Peculiarities of savings banks.....	38
3.1.2	Modelling the value added chain.....	39
3.1.2.1	Process-structure of the value added chain	39
3.1.2.2	The banking value creation process and previous models of the banking value added chain	41
3.1.3	A comprehensive model of the banking value added chain and its stages.....	43
3.1.3.1	Product development.....	44
3.1.3.2	Marketing and sales.....	45
3.1.3.3	Transactions and settlement	46
3.1.3.4	Risk management	47
3.1.4	Inter-correlation of value added stages.....	49
3.2	Research model to explore Industrialisation in the banking value added chain.....	50
3.2.1	Research objective.....	50
3.2.2	Methodology of systematic literature review	52
3.2.3	Implementation of data base research.....	53
3.3	Industrialisation in the banking value added chain: elements and performance objectives	55
3.3.1	Industrialisation in product development	55
3.3.1.1	Product development – Automation.....	55
3.3.1.2	Product development – Standardisation	56
3.3.1.3	Product development – Quality management.....	57
3.3.1.4	Product development – Specialisation.....	58
3.3.2	Industrialisation in marketing and customer relations.....	59
3.3.2.1	Marketing – Automation	59
3.3.2.2	Marketing – Standardisation.....	60
3.3.2.3	Marketing – Quality management.....	61
3.3.2.4	Marketing – Specialisation	63

3.3.3	Industrialisation in settlement and transactions.....	64
3.3.3.1	Settlement and transactions – automation	64
3.3.3.2	Settlement and transactions – standardisation.....	66
3.3.3.3	Settlement and transactions – quality management.....	68
3.3.3.4	Settlement and transactions – specialisation	70
3.3.4	Industrialisation in risk management.....	72
3.3.4.1	Risk management – automation	72
3.3.4.2	Risk management – standardisation	74
3.3.4.3	Risk management – quality management.....	74
3.3.4.4	Risk management – specialisation.....	75
3.4	Summary of review results	78
3.4.1	Elements and performance objectives of Industrialisation in banking.....	78
3.4.2	Limitations of previous Industrialisation research in banking	83
Chapter 4 – Conceptual Model Development.....		87
4.1	Value-contributions in the banking value added chain.....	89
4.1.1	Difficulties of assessing the value added.....	89
4.1.2	Evaluation of established success measures of banking value creation	90
4.1.2.1	Shareholder Value Approach	90
4.1.2.2	Efficiency analyses in banking.....	93
4.1.3	Overview on discussed banking performance measures	101
4.2	Parameters of a novel model of Industrialisation and banking performance.....	104
4.2.1	A target hierarchy of Industrialisation in the banking value added chain	105
4.2.2	Measurement system of Industrialisation characteristics and targets.....	107
4.3	Comprehensive measurement model of Industrialisation and success in banking	110
4.3.1	Research hypotheses by means objectives	110
4.3.2	Research hypotheses by value added stage	113
4.3.3	Inter-value added stage cross-relationships	116
4.4	Sources of empirical research data	117
4.4.1	Sample of German savings banks.....	117
4.4.2	Available quantitative OSV data	118
4.4.2.1	OSV data on Industrialisation in product development	118
4.4.2.2	OSV data on Industrialisation in marketing	120
4.4.2.3	OSV data on Industrialisation in settlement and transactions	121

4.4.2.4	OSV data on Industrialisation in settlement and transactions	122
4.4.3	Complementary survey on Industrialisation means and objectives.....	124
4.4.3.1	Survey questions on Industrialisation in product development.....	125
4.4.3.2	Survey questions on Industrialisation in marketing/ customer relations	126
4.4.3.3	Survey questions on Industrialisation in settlement and transactions	127
4.4.3.4	Survey questions on Industrialisation in risk management	128
4.5	Statistical methodology.....	130
4.5.1	Univariate analysis	130
4.5.2	Correlation analysis and chi ² test.....	131
4.5.3	Multiple regression modelling.....	132
Chapter 5	– Item-wise analysis of results.....	135
5.1	Univariate Analysis of means and fundamental objectives of Industrialisation.....	135
5.1.1	Univariate Analysis of Industrialisation in product development	135
5.1.2	Univariate Analysis of Industrialisation in Marketing/Customer relations....	138
5.1.3	Univariate analysis of Industrialisation in settlement/transactions	141
5.1.4	Univariate analysis of Industrialisation in risk management.....	145
5.1.5	Summary of univariate analysis results	148
5.2	Regression models for product development.....	149
5.2.1	Input parameter correlations in product development.....	150
5.2.2	Financial Industrialisation success in product development	151
5.2.3	Employee assessment success in product development	152
5.3	Regression models for marketing /customer relations.....	153
5.3.1	Input parameter correlations in marketing/customer relations	153
5.3.2	Financial Industrialisation success in marketing/customer relations.....	155
5.3.3	Employee assessment success in marketing/customer relations	156
5.4	Regression models for settlement/transactions.....	157
5.4.1	Input parameter correlations in settlement/ transactions	157
5.4.2	Financial Industrialisation success in settlement/transactions.....	159
5.4.3	Employee assessment success in settlement/ transactions	160
5.5	Regression models for risk management	161
5.5.1	Input parameter correlations in risk management	162

5.5.2	Industrialisation and success in risk management.....	163
5.6	Summative evaluation of Hypotheses H1 to H4 by value added stage	164
5.6.1	Testing hypothesis H1: success impact of Industrialisation in product development.....	166
5.6.2	Testing hypothesis H2: success impact of Industrialisation in marketing/customer relations.....	167
5.6.3	Testing hypothesis H3: success impact of Industrialisation in settlement/transactions	169
5.6.4	Testing hypothesis H4: success impact of Industrialisation in risk management.....	170
Chapter 6 – Integration of results and comprehensive model of Industrialisation success....		173
6.1	Hypotheses on the interrelationships of Industrialisation success across the value added stages	173
6.2	Model analysis and interpretation.....	176
6.2.1	Regression models of success results	176
6.2.1.1	Test of HI.....	176
6.2.1.2	Test of HII	178
6.2.1.3	Test of HIII	180
6.2.2	Comprehensive Model of success across value added stages	181
Chapter 7 – Conclusions		185
7.1	Summary of study results and academic contribution	185
7.2	Management implications.....	187
7.3	Critical reflection of results and further research needs	188
7.4	Concluding philosophical considerations on learning	190
Appendix		195
8.1	Overview selected indicators and answers questionnaire.....	195
8.2	Banks’ 2011 balance sheet and income statement.....	208
8.3	Bank’s 2011 outsourcing values	280
8.4	OSV branch structure information by bank 2011	303
References		305

List of Tables

Table 1: Overview on pre-test-results (own elaboration).....	54
Table 2: Summary of review results on Industrialisation in banking – part I: product development (own draft).....	79
Table 3: Summary of review results on Industrialisation in banking – part II: marketing (own draft).....	80
Table 4: Summary of review results on Industrialisation in banking – part III: settlement and transactions (own draft)	82
Table 5: Summary of review results on Industrialisation in banking – part IV: risk management (own draft)	83
Table 6: Overview on input variables and performance measures in banking (own draft).....	103
Table 7: Matrix of means and fundamental objectives by value added stage	108
Table 8: Measures of means and fundamental objectives of Industrialisation (own draft).....	124
Table 9: Sample moments for survey question on Industrialisation and success in product development	138
Table 10: Sample moments for survey question on Industrialisation and success in marketing.....	141
Table 11: Sample moments for survey question on Industrialisation and success in settlement and transactions.....	145
Table 12: Sample moments for survey question on Industrialisation and success in risk management	148
Table 13: Correlations of input parameters in product development (own evaluation).....	150
Table 14: Evaluation of Hypotheses HA to HK for product development (own draft)	151
Table 15: Highly significant models for qPD7 (own draft)	152
Table 16: Single factor regression models for qPD7 (own draft)	153
Table 17: Correlations of input parameters in marketing customer relations (own evaluation).....	153
Table 18: Evaluation of Hypotheses HA to HK for marketing/ customer relations (own draft).....	154
Table 19: Highly significant models for ZM6 according to ANOVA (own draft)	155

Table 20: Comparison of eligible models explaining ZM6 (own draft)	155
Table 21: Correlations of input parameters in settlement and transactions (own evaluation).....	157
Table 22: Evaluation of Hypotheses HA to HK for settlement/ transactions (own draft) ...	158
Table 23: Highly significant models for ZM6 according to ANOVA (own draft)	159
Table 24: Correlations of input parameters in risk management (own evaluation)	162
Table 25: Evaluation of Hypotheses HA to HK for risk management (own draft).....	162
Table 26: Summary of regression results and hypothesis tests (own draft).....	165
Table 27: Potential regression equations to test HI, HII and HIII.....	175
Table 28: Correlations of input factors of regression modelst o test HI, HII and HIII	175
Table 29: Admissible regression equations to test HI, HII and HIII (containing uncorrelated input parameters only).....	176
Table 30: Summary of regression models tested for HI.....	178
Table 31: Summary of regression models tested for HII	179
Table 32: Summary of regression models tested for HIII	181

List of Figures and Charts

Figure 1: Outline of research model (own draft)	4
Figure 2: Basic research assumptions and approach (own elaboration)	5
Figure 3: Process of statistical data analysis (own elaboration)	7
Figure 4: Self-reinforcing Industrialisation process (own elaboration)	13
Figure 5: Co-operative business ventures by degree of integration (own draft)	29
Figure 6: Mechanism of Industrialisation (own draft)	33
Figure 7: Process model of value creation (own draft drawing on Scholz/Vrohling, 1994, p. 23)	40
Figure 8: Value added chain in banking (own model drawing on Riese, 2006, Krotsch, 2005, Wiedemann, 2007, Pictet, 2011)	43
Figure 9: Circular Model of the banking value added chain (own draft)	50
Figure 10: Model for exploring the impact of Industrialisation on different levels of the value added chain (own draft)	51
Figure 11: Comprehensive map of the research framework (own draft)	88
Figure 12: Hierarchical objective network of Industrialisation in banking (own draft)	107
Figure 13: Assumed correlations between means objectives (own draft)	111
Figure 14: Multi-layer correlations between means objectives (own draft)	117
Figure 15: PD1 – distribution of frequencies (own analysis)	136
Figure 16: PD 2 – distribution of frequencies (own elaboration)	137
Figure 17: M 2 – distribution of frequencies (own elaboration)	139
Figure 18: M6 [financial success in marketing (distribution of frequencies, own elaboration)]	140
Figure 19: ST1 – number of automatic tellers per branch (distribution of frequencies) (own elaboration)	142
Figure 20: ST 4 – share of outsourcing in settlement and transactions	143
Figure 21: ST 6 – share of transaction income form balance sum distribution of frequencies)	144
Figure 22: RM2 – efforts for information supply from total efforts	146
Figure 23: RM 4 – degree of outsourcing in risk management – distribution of frequencies (own elaboration)	147
Figure 24: Comparisons of success according to the survey (own draft)	149

Figure 25: Interaction of Industrialisation success results between the value-added stages	174
Figure 26: Success effects across the value added stages (own illustration).....	181
Figure 27: Integrative model of knowledge development (own concept).....	192

List of Abbreviations

AE	assets per employee
AT	number of automatic tellers
DBS	Balance sum (BWA 010399)
EFQM	European Foundation for Quality management
EVA	Economic value added
FCF_t	Cash Flows for each year of the assessment period
H	Hypothesis
IC	invested capital
IE	efforts for information supply = BWA 014230+ BWA 014299
IT	IT efforts (BWA 014282)
K	calculative interest rate
k_{EK}	cost of equity
KWG	Kreditwesengesetz
K	Probability
L	Liabilities
LE	loans per employee
LQ	liquidation value of non-operating assets
M	Marketing
MC	Material cost (BWA 014299)

MR	Marketing related revenues (BWA 018206)
OSV	Ostdeutscher Sparkassenverband, Eastern German Savings Banks Association
PC	Personnel costs (BWA 0141199)
RAROC	risk adjusted return on capital
R	Revenues
O	Outsourcing
PD	Product development
PwC	PricewaterhouseCoopers
Q	part question
Q	item generated form survey
QM	Quality management
R _T	residual value
RM	risk management
RO	Interest revenues form own bonds and own investments
ROIC	Return on invested capital
RST	settlement and transactions financial success = BWA 013181 + BWA 013183
SB	number of service centres (per bank)
SIV	Structured investment vehicles
ST	Settlement and Transactions
T	assessment period

TB	total number of branches (per bank)
TE	total efforts (BWA 014299)
TQM	Total Quality Management
U	Utility
V_{EK}	market value of equity (Shareholder Value)
V_{FK}	market value of debt
VA	value added
VaR	Value at risk
VÖB	Bundesverband öffentlicher Banken Deutschlands, Alliance of German public banks
WACC	Weighted Average Cost of Capital

Chapter 1 – Introduction and Background

1.1 Research Issue and Motivation

“Today’s financial services firms are among the most technologically complex institutions in existence. This industry, whose core activity is the accumulation and transfer of risk, spends more on technology than any other industry. In the words of one firm’s chief technology officer, ‘banks are essentially technology firms’” (McKinsey, 2011, p. 19)

Rising cost pressure and enhanced regulations on core capital quotas in the wake of the financial crisis of 2008/09 have forced German banks to improve their productivity:

The global economic crisis between October 2007 and March 2009 changed the banking landscape to a large extent. It generated the impression that strong self-sufficient financial constructs may induce a global financial and economic collapse (Brown, Goetzman, Liang, & Schwarz, 2007). The general public sees the crisis as a result of prolonged deregulation and the expansion of the financial sector (Evans, 2008).

In fact, the global financial collapse resulted in serious consequences for the banks themselves. Until 2007, the credit default swap market (CDS) was one of the most important re-financing instruments for banks. The wave of subprime mortgages and the resulting break down of structured investment vehicles (SIVs) provoked a loss of trust in the credit industry and produced a severe shortage of capital in the banking sector. Even the 2011 global deleveraging hampered the availability of financial means (Hoggarth, Mahadeva, & Martin, 2010, p. 14).

In the aftermath of the widespread European crisis, new regulations were established with increasingly restrictive equity requirements and consequently banks’ budget margins diminished. The Basel Committee of Banking Supervision has relegated the definition of core capital to open reserves and has extended risk underlying to 75 % of this core capital. In Germany, amendments to the Kreditwesengesetz (KWG), the law on the credit and banking business, which redefine core capital quotas according to these standards have already come into force (VÖB, 2011).

As a result of increasing capital shortage, rising costs, and regulatory restrictions banks have been forced to rationalize structures and processes (Daberkow & Radtke, 2009, p. 52). Increa-

singly, comparisons to industrial production in the primary and secondary sector are being made to develop new concepts of cost reduction and process efficiency (Bartmann, 2005, p. 27). According to Geißler, Industrialisation in banking comprises automation, the intertwining of research and production, the standardisation of products and work flows (compare diagram p. 5), organization in teams and large corporations, and results in a high level of labour division.

Some studies suggest that concepts of Industrialisation have been insufficiently implemented in the banking sector resulting in inefficient structures and work flows (Blerer, Fassbender, & Rüdell, 1992, p. 502; Schulte, 2002, p. 77). However, a 2012 PricewaterhouseCoopers (PwC) study proves that banks are reducing processing time in private customer management (PwC, 2012, p. 9). PwC's summarized findings show improved quality standards, improved bureaucratic processes, and a higher degree of work sharing and outsourcing, in short, increasing Industrialisation in banking (PwC, 2012, p. 3).

Opinions on the extent and efficiency of Industrialisation in banking vary greatly. One core question remains unanswered and is the key issue of this study:

Do industrial structures and processes in banking enhance banking efficiency in the context of the value added chain?

1.2 Limitations of Previous Studies

Previous research has discussed Industrialisation in banking from a broad range of perspectives. While some studies focus on customer relationships (Bexley, 2005; Blankson, et al., 2007; Filotto et al., 1997), others primarily address internal processes (Beimborn & Franke, 2005; Ahmad & Al-Zubi, 2011; Shen, 2009). However, no extant study has covered the whole banking value added chain.

Measures of Industrialisation vary widely among the literature. Several authors find Industrialisation primarily restricted to automation (Jervinen & Lehtinen, 2003; Filotto et al., 1997; Xue, Hitt, & Harker, 2007), but others extend the term to modular product concepts (Riese, 2006) and standardized quality and process control (Heckl et al, 2010). Lievens (1997) and Krotsch (2005) find industrial or professional characteristics in communication modes and outsourcing processes. The studies lack a common and comprehensive notion of

Industrialisation however. Therefore, the concept of Industrialisation in banking loses substance and is diluted.

Similarly, measures of banking success employed in previous research are heterogeneous and vary depending on the element of Industrialisation discussed. Quantitative and qualitative concepts are employed indiscriminately and intermingled arbitrarily. Customer related studies evaluate client satisfaction together with profit development per customer as discussed in Xue, et al., (2007). Ahmad and Alzubi (2011) and Bexley (2005) rely on qualitative customer census only, without considering economic results. In risk management on the other hand, Beimborn and Franke, (2005) and Shen, (2009) tend to use quantitative measures like cost reduction and productivity, taking into consideration the relationship between earnings and costs. At this time, an integrated concept giving equal attention to both qualitative and quantitative factors has not been developed.

Horvarth and Partners found that industrial concepts in banking are insufficiently homogeneous in practice, and the interpretation of Industrialisation varies across institutes and sub-sectors. Therefore, the success potentials of industrial structures are not sufficiently recognized and understood at present (Horvath & Partners, 2011, p. 3). The general consensus in the banking industry is that additional development opportunities are necessary concerning strategic alignment, operational management, performance management and human capital management (Horvarth & Partners, 2011, p. 11). Those institutions lack concepts and benchmarks which would allow management to assess performance at a process and structural level (Horvarth & Partners, 2012, p. 19).

Implementing industrial structures in German savings banks poses a distinct challenge because of their unique client structure and raises several noteworthy questions. Addressing German savings banks, the 2012 PwC study details some alarming facts, which call into question the efficiency of industrial structures and processes. Customers do not profit from shorter operation times because customer relevant processes have not increased in speed (PricewaterhouseCoopers, 2012, p. 10). Rapid operation cycles are realized at the cost of customer consulting intensity (PricewaterhouseCoopers, 2012, p. 11). Work-sharing and outsourcing frequently do not reduce operation cycle times (PricewaterhouseCoopers, 2012, p. 13). The efficiency of industrial structures in German savings banks has proved questionable. The PwC study does not evaluate the financial success outcomes or customer

perception of industrial structures. Therefore, the net effect of Industrialisation in banking is not fully understood.

To date the cumulative success of Industrialisation not been assessed systematically in banking practice or in academic research. There exists no unifying measure connecting elements and degrees of Industrialisation in banking to key figures of success across all levels of the value added chain. At present, academic research and practitioners lack a comprehensive concept and measure of Industrialisation and its success. Existing measures and concepts do not adequately describe extent and form, when addressing the majority of all levels in the value added chain.

1.3 Research Objectives and Key Questions

To close this research gap and to provide German Savings Banks, in particular, with higher clarity on the efficiency of Industrialisation, this study develops and tests a detailed and comprehensive model of Industrialisation, which:

- a. Describes the process of Industrialisation along the value added chain,
- b. Elaborates measures of Industrialisation and
- c. Develops measures of success for individual levels of the value added chain,
- d. Comes to a comprehensive assessment of the impact of Industrialisation on banking success.

The following chart visualizes this research plan:

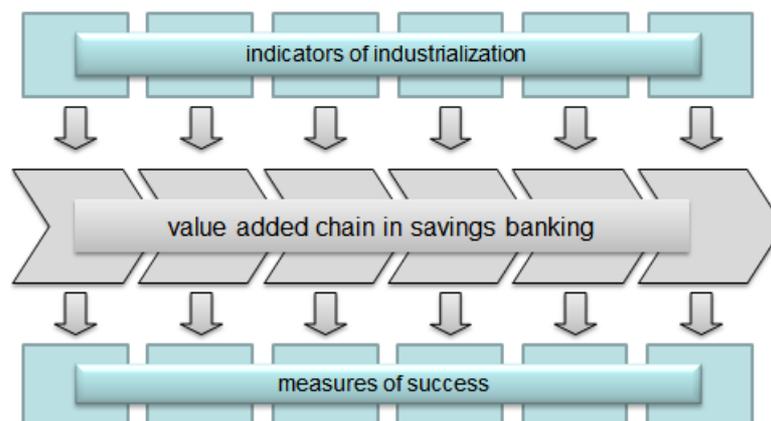


Figure 1: Outline of research model (own draft)

Along the banking value added chain indicators of Industrialisation (compare section 2.1) are identified and put into correlation with adequate measures of banking success.

Some fundamental research questions result from these considerations:

- To what extent have modes, potentials, and measures of Industrialisation in banking been described in previous literature?
- How far has such “Industrialisation” progressed in banking?
- To what extent, if any, does Industrialisation in banking increase the economic success of Eastern German savings banks?

The following paragraph outlines the general process used to answer these research questions.

1.4 Research Approach

The development of a comprehensive model of Industrialisation designed for German savings banks is based on a detailed literature review. Departing from previous insights, a novel comprehensive model, which was derived from and tested by conducting an empirical evaluation of internal balance sheet key figures and a survey among savings banks, was developed.

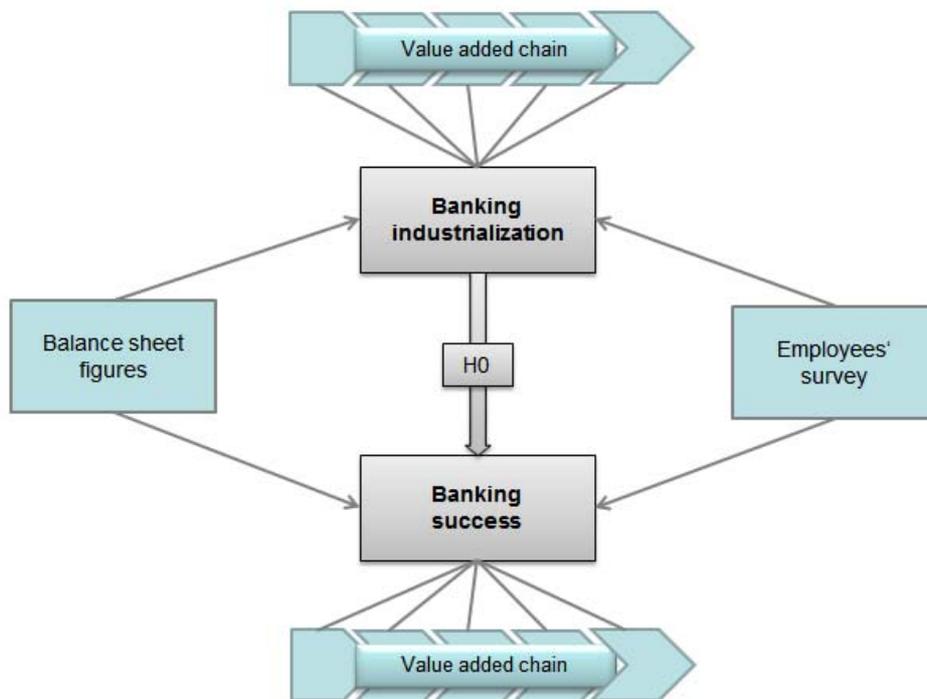


Figure 2: Basic research assumptions and approach (own elaboration)

Drawing on the previously cited studies (Section 1.1; PricewaterhouseCoopers, 2012, Horvarth & Partners, 2011) the survey departs from the assumption that a causal relationship between banking Industrialisation and banking success exists (Hypothesis H 0). Formally, this

study intends to examine the levels of this relationship more closely and to quantify the impacts of Industrialisation on success at all stages of the banking value added chain.

To this end the study relies on two data resources:

- a. Balance sheet figures of a sample of 48 member banks of the OSV Ostdeutscher Sparkassenverband (OSV)
- b. An empirical quantitative survey among the same banks on degrees of Industrialisation and perceived success.

The core idea is to conduct a rigorous examination of the relationship between Industrialisation and success for the OSV members by combining these data into a single dataset, evaluating the impacts of Industrialisation on banking success separately for each level of the value added chain, and then combining these models into a comprehensive approach to test hypothesis 0.

This comprehensive research approach seeks to improve upon the limitations of previous research in the following ways:

- It gives equal regard to Industrialisation modes and measures at each level of the value added chain,
- It respects success measures available for each level of the value creation chain,
- It comes to a comprehensive measure of Industrialisation and success in banking and integrates qualitative and quantitative aspects into a single model, as follows.

From a statistical perspective implementing this idea implies a challenge: A vast range of cross-correlations exists between all stages of analysis and between both data sources. First, balance sheet figures are likely to be cross-correlated to bank employees' perceptions. Industrialisation affects employees' attitudes. Employees of successful banks are probably conscious of their banks' success.

Second, all stages of the banking value added chain are closely interconnected. For instance, product conception significantly impacts future sales success. Inadequate products sell poorly. Customer consultation management has consequences on risk management; inadequate product allocation increases default risks. Industrialisation indicators and banking success figures are cross-correlated across the value added-chain.

The research requires a statistical approach to cope with these intra- and inter-level-cross-correlations. Repeatedly using a simple correlation analysis, which reconnects individual elements of Industrialisation to success figures results in false conclusions since micro- and macro-level are closely intertwined (Langer, 2004, pp. 21-22). This problem can be solved by employing multivariate variance analysis (ANOVA) and regression modelling for each stage of the value added chain to interconnect the levels.

In the first step, ANOVA evaluates the impact of the set of identified indicators of Industrialisation on success separately for each level of the value added chain by drafting a multiple regression model that integrates and analyses variances and co-variances of all indicators. The ANOVA models are then condensed into a comprehensive model that interconnects success factors across the value-added stages and evaluates the impacts and cross-correlations of features of Industrialisation on banking success across the stages. Figure 3 illustrates this statistical approach:

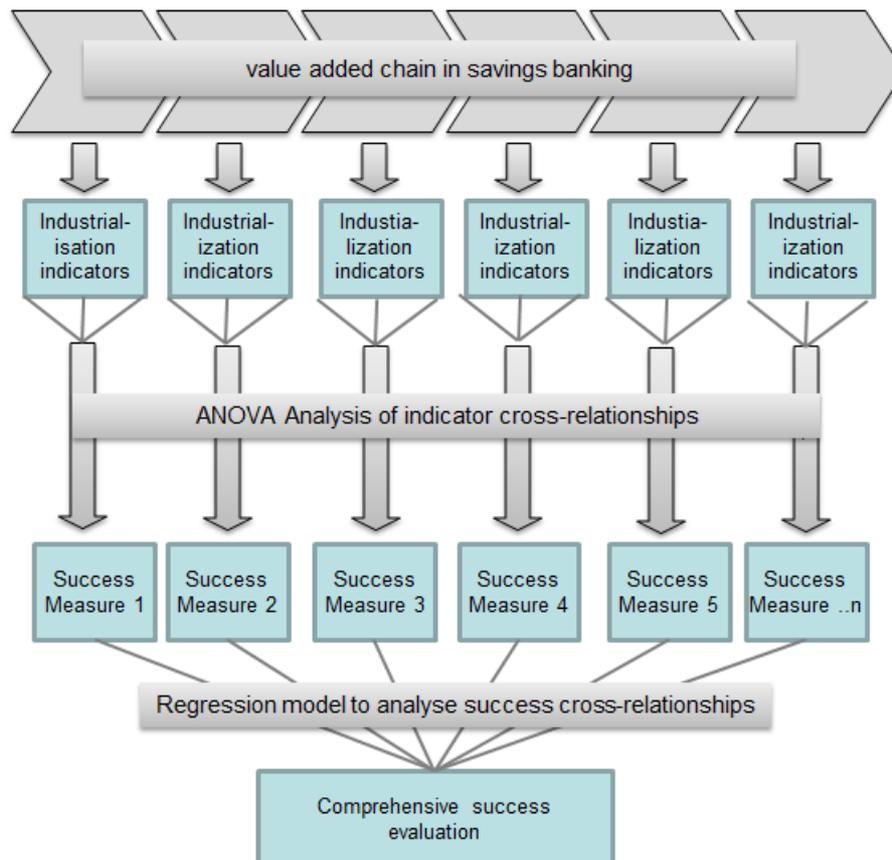


Figure 3: Process of statistical data analysis (own elaboration)

The employment of a general regression model for the integration of Industrialisation success measures across the levels of the value added chain has the advantage that when it is com-

pared to conventional linear modelling, it combines several linear and non-linear approaches. It makes the evaluation for prognosis i.e. to predict the success impact of concrete Industrialisation steps for savings banks comparable to the sample. Accordingly, the model supports decision processes at individual levels of the value added chain and provides simulations of changes of success figures on implementation of concrete Industrialisation processes and structures.

Thus, the thesis develops and tests an analytic and prognostic tool to assess the success impact of Industrialisation across all levels of the banking value added chain.

1.5 Conceptual thesis structure

The thesis is structured as follows:

Chapter 2 explains basic concepts and terms of Industrialisation in banking. Section 2.1 details characteristics of Industrialisation – automation, standardisation, quality management, and specialisation in general and discusses the applicability of these concepts in banking. Section 2.2 explains that these classical features of Industrialisation encourage outsourcing and co-operations within and across industries, these factors are inherently characteristic of Industrialisation.

Chapter 3 presents a systematic literature review to extract indicators of Industrialisation at different stages of the banking value added chain. Departing from a discussion of the roles and functions of banks, chapter 3.1 drafts a unique model of the value added chain. By evaluating different concepts of the banking value added chain, the paper illustrates a comprehensive stage model of value creation in banking. Section 3.2 develops a methodology for a literature review on Industrialisation in banking for individual levels of the banking value added chain. Section 3.3 and 3.4 evaluate the review results: Section 3.3 discusses indicators of Industrialisation for the individual levels of the value added chain and section 3.4 derives measures of banking success for each value added level. Section 3.5 summarizes the review results concerning Industrialisation and success measures and presents an overview in table form.

Drawing on previous insights on Industrialisation in banking and measures of banking success, chapter 4 develops its own conceptual model reconnecting Industrialisation indicators to success figures. Section 4.1 summarizes the contributions and limitations of previous research

on banking Industrialisation and the extent of its success. Section 4.2 develops the parameters and measurement concept of an empirical model measuring Industrialisation and Industrialisation success in banking. Section 4.3 derives differentiated research hypotheses. Section 4.4 explains empirical data sources using balance sheet information and a survey. Part 4.5 details the statistical methodology applied in the following chapters: correlation, multiple regression analysis.

Chapter 5 extracts the relevant data on Industrialisation and success from the survey and banks' balance sheets and tests their significance to the total model. Section 5.1 evaluates the data univariately. Sections 5.2 to 5.5 derive regression models explaining banking success at different levels of the value added chain by forms and degrees of Industrialisation. Only indicator variables that show significant correlations to success figures are selected for further analysis. Section 5.6 analyses hypotheses H1 to H4 and interprets the result of regression analysis with regard to previous literature and the value added chain.

Chapter 6 condenses the gathered information within the framework of a comprehensive regression model that allows for the evaluation of forms and degrees of Industrialisation on banking success. Section 6.2 integrates these stage-specific success results into a comprehensive model analysing the interdependencies of success factors across the value added stages. The model evaluation is explained and the results concerning the comprehensive model fit are discussed. The relevance of the model as a prognostic instrument is assessed.

Chapter 7 summarizes the results and puts them in the context of previous research. Section 7.2 derives management implications. Section 7.3 reflects reliability and validity of the empirical insights critically and sketches further research needs. Section 7.4 concludes with philosophical considerations on organizational learning processes driven by academic inputs.

Chapter 2 – Industrialisation and its meaning in the banking business

2.1 Concept and development of Industrialisation

Industrialisation is an economic process characterized by a significant growth of commercial production (secondary sector) and a comparative shrinkage of the primary, agricultural sector. The production of commercial bulk commodities relies strongly on machinery and goes along with work sharing and large-scale production. Ideally, Industrialisation results in an augmentation of economic value added and the spread of rationalized processes to neighbouring economic branches and industries (Pfister, 2008, p. 2). Industrialized production is largely connected to Ford's and Taylors's concepts of standardisation, automation, and specialisation and quality management (Krotsch, 2005, p. 25). Today, these standards are increasingly adapted in the services industry, above all in the banking business. The standardisation, automation of processes, work sharing, focusing on key tasks and contracting more remote tasks from outside suppliers, or cooperation partners have become common patterns of banking Industrialisation (Köhler & Lang, 2008, p. 10).

The impacts of Industrialisation in literature have been assessed from two principal perspectives:

- a. the socio-cultural and historical level,
- b. the microeconomic level

From a socio-cultural perspective, Industrialisation describes the epoch of transformation from manual and agricultural to automated rationalized production (Hillmann, 1994, p. 260). In this context, Industrialisation is mainly connected to the social and historical changes that technological progress implies. Industrialisation has its origins in population growth, the extension of trade, and the accumulation of capital resulting from technological innovation. Industrialisation affects environmental conditions, ways of human interaction, and the norms and values of a society (Büsch, 1979, pp. 25-27). Urbanization, increasing labour division, mutual economic interdependence, globalization, and climatic change are key words connected to industrialized societies today (Buchheim, 1994).

However, the focus of this paper is on the microeconomic concept. From an economic perspective, Industrialisation ideally contributes to social welfare: consumption goods are produced more cheaply and hence can be offered at lower prices than in a society dominated by

the agricultural sector. Work sharing creates markets for specialized qualifications and encourages education and life-long learning processes. There is less painstaking manual labour.

Hoffmann differentiates four stages of Industrialisation. In phase one, consumer industries prevail; in phase 2, the capital goods sector grows; in phase three, consumer and capital goods sector are balanced; and in phase 4, the capital market dominates goods sector. This phase scheme implies that Industrialisation is not only a phenomenon observed in goods production, but extends to the capital market (Hoffmann, 1965). Schumpeter asserts that the Industrialisation of the financial system, i.e. growth and standardisation of bank funding makes investment capital available, encourages technological innovation, and strengthens physical Industrialisation processes (Schumpeter, 1934). An industrialized financial system mitigates business transaction costs by taking over transformation and transaction tasks on a large scale (Levine, 1997, p. 690). Industrialisation of capital markets eases funding for private and commercial customers, which again encourages investment, economic growth, and consumption (Ginzburg & Simonazzi, 2003, p. 3).

Analysing historical Industrialisation processes in three European countries Hellmann and Da Rin (2002) argue that banks have taken a key role in Industrialisation from its beginning. Regarding the German market, the authors observe empirically that between 1860 and 1880 production and the gross national product started to grow exponentially. Simultaneously, the banking landscape evolved and from the original 40 established credit banks, four leading institutes emerged. The study explains that market concentration and the critical size of these institutes was essential for financing increasing capital needs of industrializing manufacturing firms (Hellmann & Da Rin, 2002, p. 372). The increase of granted credit volumes worked as a catalyst to pre-finance start-up investments that paid off only later when mass production allowed manufacturers to offer industrial products at lower prices, which encouraged consumption. According to Hellmann's and Da Rin's (2001, p. 389) economic model, Industrialisation in the credit business paved the way to the so called "big-push" in real industry. Banks's market power is seen as the essential driver of real economy growth.

Jakobides (2005, p. 474) draws a stage model on the gradual Industrialisation of mortgage markets and explains that the introduction of intermediary markets has enhanced mortgage liquidity and mortgage instruments' flexibility. Both developments have facilitated mortgage access to manufacturing businesses and augmented value creation across the stages of the mortgage value added chain.

Although this model reveals new perspectives on the roles of banks in the Industrialisation process and delivers a unilateral view, real industry's demand for new capital has been the fundamental impetus of banking growth. Technological developments and consumer demand spurring production in the first and secondary economic sector have been the driving forces behind the historical Industrialisation process.

Temple and Voth (1998, p. 1344-1345) support this view. They outline three fundamental reasons for Industrialisation:

- a. Demand: Rising consumer demands and increasing amounts sold encourage the investment in the rationalization of production processes. Growing turnovers recompense the entrepreneur for investment costs and risks incurred.
- b. Trade: Industrialisation provides front-runners with a technological advantage over competitors. Increasingly globalized trade interaction spurs the trend of Industrialisation.
- c. Technology: Technological advantage lowers labour costs – the previously most significant variable cost factor. Higher fixed costs for investment in machinery, production sites, and logistics are covered by higher turnovers resulting from increased demand and trade relations.

Summarizing these insights from previous studies – essentially intertwining economic forces – real industry, consumer demand, and financial industry – have been fundamental to the rise of the Industrialisation process since the 1850s. The following chart graphically illustrates their interaction.

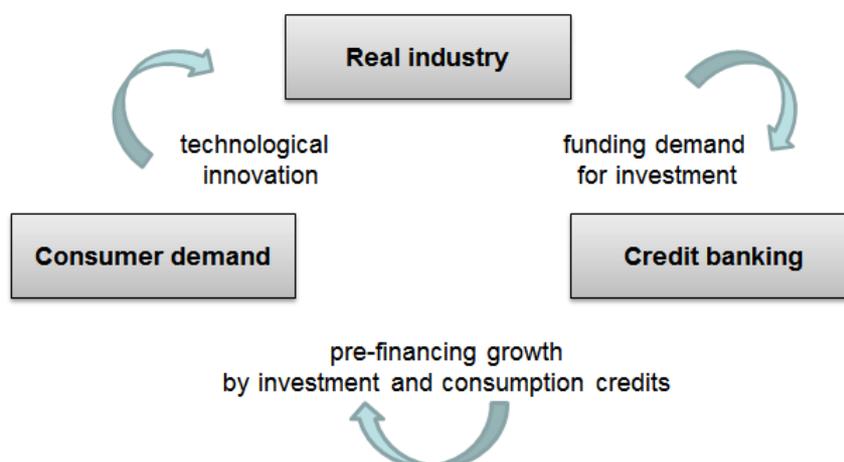


Figure 4: Self-reinforcing Industrialisation process (own elaboration)

Consumer demand according to this model spurs technological innovation in real industry. To finance the necessary investments manufacturing relies on credit means provided by the banking business, which stimulates growth and Industrialisation of banks. Increased financial means encourages consumer demand, which fosters real industry's growth.

2.2 Classical concepts of Industrialisation from a single-firm perspective

Which business patterns are characteristic for industrialized firms and to what extent do they apply to financial markets and the banking business?

Drawing on the famous comedy *Modern Times* again, Industrialisation is primarily reconnected to automation, standardisation, and specialisation. These concepts stand in the tradition of a Taylorist management approach of enhancing production efficiency by concerting human labour and machinery usage and substituting human activities systematically by automatized and standardized processes executed by machines or more recently robots. Taylorist concepts of Industrialisation rely on the detailed conception of a process and time plan, specialized task distribution, and tight mechanisms of monitoring and control (Peaucelle, 2000, p. 452).

To clarify the meaning of the concepts of automation, standardisation, specialisation, and quality control in more detail and to evaluate their meaning in the banking business, a review of previous studies in the field has been conducted. Each of the following paragraphs refers back to the origins of Industrialisation in manufacturing first, and then identifies corresponding concepts in the service sector with special regard to banking describing chances and risks of the mentioned Industrialisation features.

2.2.1 Automation

Automation implies the execution of tasks by machines and more recently usually computers that replace direct human activity (Parasuraman & Riley, 1997, p. 231). The 1930s film *Modern Times* commented negatively on automation as being inhuman and anonymous. However, increasing process density, product complexity, and growing market demand make automation indispensable in many fields (Parasuraman & Riley, 1997, p. 231). Automation saves human resources and saves labour costs, but is dependent on extensive pre-production planning and frequently on high initial investments into machinery and production sites (Warnecke, 1996, p. 10). The availability of electrical and combustion energy though is pre-conditional to automation. Increasingly complex work processes demand the integration of capacities for storing and processing informational resources (Spur, 1994, pp. 11-12). Therefore,

the feasible degree of automation depends on the technical environment and product specifications. For example, automatizing the production of highly individualized products requires highly flexible and costly machinery and a differentiated process design.

In the banking business, additional factors determine the automation process; customers are deeply involved in the industrialized service delivery process and automation is limited by customer demand and dynamic process changes (Spath, Korge, & Scholtz, 2003, pp. 9-11). Depending on the degree of product and process flexibility, semi-automated solutions can be an alternative or an intermediate step on the path to full automation. Today, automation is commonly perceived as a continuum rather than an all-or none concept. (Mosier & Skitka, 1996).

Nikolaidou et al. (2004) point out that in banking business process, modelling and automation are inseparable tools to enhance process efficiency. Particularly standardized processes with comparatively low customer involvement increase security and transparency by automation. The authors cite the example of loan monitoring. Ideally, the monitoring process should be completed across all stages of the value-added-chain, a job that is hard to perform and control manually. Otherwise, with rising loan volumes, surveillance efforts would increase exponentially (Nikolaidou et al., 2004, pp. 65-66). Moreover, continuous process improvement depends on accurate protocols of previous loan processes. Loan data have to be updated continuously for evaluation in strategic planning and refinancing. When loan processes are in operation without any problems, which is the case for most loans, customers are not involved in the monitoring at all (Nikolaidou et al., 2004, pp. 68-69). Therefore, automation of loan monitoring is risk-reducing, grants continuous transparency, saves work force without impairing customers' satisfaction.

Automatic tellers and payment systems are another and more familiar example of automation. On the surface, customers are highly involved in these processes and usually favour the installation of similar machinery provided it is easy to use and safe (Prasuranam & Riley, 1997, p. 230). A 1990 study among bank customers proves that most users prefer automatic tellers for their convenience, availability independent from banks' opening hours, and simplicity of use. Non-users, mainly elderly and non-machine experienced customers, fear crime and abuse or financial risks (Leblanc, 1990). In general, the implementation of automated systems like teller-based financial services and Internet banking have made banking more user-friendly and convenient in the present day. Therefore, automation as a feature of Industrialisation has

improved the efficiency and spread of the banking systems worldwide (Biswas, 2010, pp. 78-79).

2.2.2 Standardisation

As the paragraph above shows, to some degree automation implies standardisation, which means the unification of parts and processes to reduce production time and cost. In industrial manufacturing, standardisation is indispensable. Cost efficiency and time-saving are essential to attain international competitiveness in production.

On the other hand, product variability and shrinking product cycle times demand increasing flexibility. This implies an efficient combination of parts and work flows, i.e. their combination to uniform and flexible elements. Splitting up production processes into tiny standardized elements (modularization) ensures that new and evolving work routines are implemented swiftly and reduces interface problems with external partners and downstream departments (Berger et al, 2005, p. 49).

The unification of processes and outputs is typically essential to drive industrial machines efficiently. Machine-dominated production implies a huge initial investment and resulting high fixed costs. To cover these costs, a certain minimum amount of similar products has to be dispatched on the production plant (Ngoc, 2008, pp. 4-8). Scaling eases cooperation across departments and companies. It helps to enhance quality standards and mechanisms of control (Hartlieb, Kiel, & Müller, 2009, p. 9).

Markus et al. (2005) point out the relevance of standardisation of information systems and processes in the US residential mortgage industry. Homogenous information system standards across departments and bank co-operations enhance lending transparency and reduce the credit risks that banks incur. Arbitrary processes and decision-making are avoided and banks mortgage resources are bundled on profitable customers and facilities.

According to Wüllenweber and Weitzel (2007, p. 2), standardized banking business processes reduce outsourcing risks. Standardized communication flows frequently, work more swiftly and ensure the maintenance of quality standards. Because standardized protocols exist, processes are documented unequivocally. In banking, the outsourcing of tasks without standardisation would hardly be imaginable because risk management systems rely on detailed documentation and informational feedback between the interacting offices.

Conversely, a lack of standardisation in banking creates barriers in international transactions. Tanrikulu and Ozcer (2011, p. 9) describe the difficulties that Turkey's minimally standardized banking system faces in an international context. Turkish banks' software is frequently incompatible with international standards and inadequate to conduct international transactions. Haphazard documentation methods are responsible for arbitrary credit disposal processes and hamper financial cross-border transactions. Standardisation is indispensable to banks' reliability, growth, and profitability and the increasingly industrialized global financial market.

To summarize these insights, economies of scale and scope make automation and standardisation reasonable. The term "economies of scale" describes the phenomenon by which production costs per unit diminish when the amount of units produced increases. As a result of automation and standardisation, production demands huge investments and is connected to high fixed costs. Fixed costs per unit decrease with an increase in the amount of goods produced (Helm, 1997, p. 828). Economies of scope result from the joint usage of resources by several production units to produce different outputs. Standardisation and modularization reduce costs because input goods are employed in larger amounts and consequently are available at cheaper prices (Pausenberger, 1993, p. 4442).

2.2.3 Specialisation

Economic specialisation results from automation, since automated processes are qualified to some extent to produce a certain (type of) products or services. Specialisation implies the adaptation of an organism or system to special environmental requirements, with which it must comply. Economy specialisation promotes an agreement among the members of a group (e. g. a team or an organization) to "by virtue of their natural aptitude, location, skill, or other qualification" focus on a specific activity or task (Business Dictionary, 2012). The term of specialisation fits with material products, but can be applied equally to processes of human or automated labour. From a labour perspective, specialisation coincides with work sharing and comprises the assignment of immediately interconnected tasks and processes to single units performing the relevant task group only (Foss, 1997; Menes, 2008). Thus, the term of specialisation is not relegated only to industrial production, but extends to the whole value creation chain and particularly to the services industry- including banking (Sturgeon, 2000, p. 1).

According to Weber's (1978) seminal paper, division of labour is characterized by three essential attributes (a) function, (b) required skill, and (c) ecology. The term function refers to the number and kind of routings comprised in the specialized process (Stinchcombe, 1990). The term skill comprises the number and kind of technical or natural abilities needed to fulfil the specialized task. The degree of specialisation decreases with skill complexity and depth (Kohn, & Schooler, 1983, pp. 321-325). The term ecology refers to the economic environment a firm operates in, e.g., markets and hierarchies. The degree to which specialisation can be implemented depends on these market conditions, for example, the demand for products of a certain complexity and competitors strategies and offers (Menez, 2007, pp. 157-158)

According to Jonk et al., the degree of specialisation in services also depends on the degree of integration along the value added chain. A highly specialized value-added chain is expected to meet customer demands to a larger extent because it disposes of a higher degree of individualization (Jonk et al., 2008, p. 26). This paper only partly agrees with this explanation. The efficient degree of specialisation depends additionally on the product type and respectively the need for individualization. Highly standardized and simple products are potentially managed with a lower degree of specialisation than sophisticated innovative concepts.

Conducting a principal component analysis of statements collected from an employee survey comprising 300 different occupations. Menes (2008, p. 175) shows that technical complexity is another aspect that encourages specialisation and the division of labour. That is, increasing technical complexity should increase the importance of labour division and specialisation because highly developed technology needs the interaction of several specialized individuals to grasp its complexity.

In summary, the ideal degree of specialisation in Industrialisation processes depends accordingly on:

- a. Customer needs,
- b. Product specifications,
- c. The work environment,
- d. Available technologies and support.

To what extent is specialisation observed in banking? Jacobides (2005) asserts that vertical disintegration accompanies Industrialisation in banking. The core objective of vertical disintegration is the reduction of transaction costs between previously interwoven units. Intra-

firm specialisation encourages the development of key competencies at the department level and strengthens the development of detailed expert knowledge.

Canals (1999) points out, large credit and universal banks are diversified to a large extent. However, banking efficiency could be enhanced by specialisation because each of the functions currently fulfilled by universal banks such as transactions or the credit business, demand special skills. Because risks incurred differ by tasks, mechanisms of control should be tailored to special business sections. Indeed specialized banks enjoy economies of scale concerning relevant tasks and capabilities. In the wake of the European monetary Union, competition between European banks has increased and individual banking tasks require increasing amounts of capital. Canals expects the specialisation process in banking to proceed quickly and in addition, bureaucratic pressure stipulates specialisation. In the course of Basel II equity underlying has to correspond to risks incurred and proprietary businesses have to follow tighter risk regulations. For instance, cross-subsidizing business sectors, using customer deposits to hedge proprietary deals is no longer tolerated (Peter, 2009, p. 144).

Das and Nand (1999) developed a microeconomic model proving that the degree of banks' specialisation depends on the degree of customer relationship specificity. Bank businesses with a low degree of specificity, for instance Internet banks focusing on transaction processes will choose a high degree of specialisation i.e., tend not to offer any other services. For these banks, customer trust is low and the institutions have little opportunity to sell more qualified and consultation-intensive products. On the other hand, banks that rely on long-lasting customer relationships will potentially attempt to offer a broad range of services because the trusting client relationship allows the banks to offer a large variety of products in a favourable environment. Applying these results to the idea of Industrialisation in banking suggests that specialized banks tend to offer highly standardized and automated bank processes and show a high degree of Industrialisation.

Ideally, expert knowledge within the unit increases at the level of the specialized entity. Interaction with other specialized units follows predefined protocols. Rising interdependence between specialized units becomes controllable, thanks to transparent standards of interaction and quality management concepts (Verbeck, 1998, p. 17). Standardisation allows the accumulation of expert knowledge in increasingly differentiated fields and creates an exponential increase of development and production complexity and efficiency (Riese, 2006, p. 31). On the other hand, transaction costs resulting from increasingly complex information

flows and rising interdependence increase (Picot, Reichwald, & Wigand, 1998, pp. 42-43). Specialisation has become a key feature of an industrialized and globalized society.

In banking, as well as in real industry, Industrialisation is characterized by core features: automation, standardisation, and specialisation. These concepts have proven successful in large-scale production and in banking as well, largely as a result of economies of scale and economies of scope achieved. On the other hand, Industrialisation in its traditional sense sometimes heightens friction and bureaucracy. Theories of new institutional economics assume that uncertainty, lacking rationality of decision-making, and opportunism produce friction that can hamper standardized processes (Curie & Messori, 1998, p. 171). Transaction costs in banking result from planning, adapting, monitoring as well as controlling good and information flows and become of particular importance in the interaction between highly specialized and sophisticated units marked by high interdependence (Osterheld, 2001, p. 86).

2.2.4 Quality management

Taylorist concepts of scientific production management define a dense network of controls to ensure production quality. While the quality management concepts of “Scientific Management” focused on clear and distinct regulations and strict patterns of control that were usually performed outside the production department (Grap, 1992, pp. 18-22), today, novel concepts emphasizing intrinsic motivation and team responsibility in industrial management have made their way into industrial structures and processes. Some representative ideas are detailed in the following:

Quality derives from the Latin term *qualitas* and describes the characteristics or constitution of an object (Wessel, 2003, p. 5). Apart from physical characteristics “quality” refers equally to a product’s inner or perceived value (Zollondz, 2006, pp. 11-12). This conception is of particular relevance in the service sector because services are usually intangible. Departing from that notion customer perception is a key criterion for measuring quality. Additional aspects for evaluating product or service quality are compliance with common or legally defined standards, compliance with firm-specific regulations, or expectations of the management or leading executives (Kamiske, 2003, p. 172). The goal of Quality Management is to achieve these objectives while contending with multiple and frequently partly contradicting demands (Gietl & Gittfried, 2005, p. 15).

New concepts of quality management have gained in breadth as compared to the initial Taylorist approaches. While Industrialisation initially revolved around a mainly product-centred perspective, from the 1990s on process-related quality concepts received management attention (Junghans, 1996, p. 12). DIN ISO 9000, TQM and EFQM are among the most common concepts applied in manufacturing but can be employed equally as well in service industries, like banking. The novel approaches emphasize the process-related perspective of quality management presenting a control circuit of quality management that transcends the borders of individual enterprises (Moos, 1999).

According to DIN ISO 9000 “quality is the capacity of the complete feature set of a product system or process to conform to the demands of clients and other parties involved” (DIN EN ISO 9000). DIN ISO 9000ff evaluates quality along the value added chain and suggests a continuous management and improvement process of quality standards over the product life cycle (Pfeifer, 2001, p. 70). It involves the stakeholder group on the demand side and on the production side to develop a balanced and efficient quality-concept. DIN 9000 states that quality management is a process integrating the firm and its social and ecological environment (Kamiske & Umbreit, 2008, p. 17). DIN ISO 9000ff drafts an interaction process along the value added chain by combining the management of resources, employee responsibility, product implementation, and the analysis of customer satisfaction (Pfeifer, 2001, p. 71).

While ISO 9000ff focuses on the product level, the TQM model developed in 1990s extends the term quality to the firm as a whole. Accordingly, “quality is the capacity of an organization to comply with defined necessities” (Pfeifer, 2001, p. 127). TQM outlines a continuous improvement process involving all members of the firm and their contribution to the value added chain. It suggests that this development is a continuous and long-term process, which is not compatible with short-term profit maximization. TQM management combines design and process management and develops synergy effects between internal and external quality demands (Ahire & Dreyfus, 1999).

Above all, TQM in services management focuses the human factors of service delivery. Zavaresh et al. (2012, p. 442) validate the role of quality management in retail banking empirically and explain that customer perception of banking quality incorporates the dimensions of credibility, efficiency, fulfilment security, site aesthetics, and system availability. That is, it optimizes team-work and human relations at an inter-firm level and assesses the fit between quality offered and customer expectations.

Human resource management is a key element of TQM processes in services (Cowling & Newman, 1995, pp. 26-27), and particularly in banking. Due to increasing specialisation and rationalisation have led to slow work-flows which reduce workers' motivation and product quality. Concepts like job rotation and job enrichment focus on alternating tasks between employees and maintaining a continuous learning process for the staff (Ortega, 2001). Role breadth enhancement encourages employees to actively manage themselves and to submit possible amendments by incentives. Communication flows and the management of exceptional situations improve as a result (Parker, 1998). The idea of concentrating on core competencies originates in Japanese "lean management" concepts meant to conserve resources and systematically reduce inefficient communication structures (Töpfer, 2009, p. 28).

Lloyd-Walker and Cheung (1998, pp. 352-353) assess the impact of IT support on customer service quality in Australian banking and find that IT quality is crucial to customer satisfaction. Efficiency of organizational control, 24-hour service availability, user friendliness, ease of usage, and adequate support are among the most relevant issues from a customer perspective. This survey proves that well designed quality initiatives are indispensable in an industrialized banking landscape. Management is an integral part of the Industrialisation process. In banking and other service industries that rely heavily on a fit between customer expectations and product and service performance quality.

The recent trend of outsourcing and inter firm cooperation expands the radius of Industrialisation beyond enterprise boundaries. As detailed in section 2.2.3, global competition requires concentration on core competencies and the delegation of tasks to specialized units. It is an obvious approach to transfer non-core tasks and support functions to partners and suppliers outside the firm. Traditional fixed structures increasingly dissolve into modular networks. Virtual space has become an important element and link to increasingly flexible industrial structures and processes (Sturgeon, 2002). Specialisation makes outsourcing and inter-firm cooperation indispensable and a macroeconomic phenomenon. I.e., industrialized structures extend beyond company boundaries and – as detailed in section 2.1 contribute to the sprawl of Industrialisation processes within the economic sectors and across branches.

2.2.5 Outsourcing

2.2.5.1 Patterns of outsourcing

Management in enterprises worldwide has discovered that outsourcing of knowledge management tasks to partners is fruitful and creates new impetus and market opportunities (Aron et al., 2007, pp. 1-3). Outsourcing means “outside resource using,” or the reliance on external resources of independent partners or suppliers. Outsourcing reduces the degree of vertical integration and enables firms to focus on their core competencies (Köhler & Lang, 2008, p. 6).

An increasingly competitive banking market has contributed to the trend of outsourcing in the banking business. Initially, staff functions requiring little expert knowledge were dispatched to outside suppliers e.g., simple transactions involving standardized and automated processing. Scale effects and enhancing cost efficiency are the most important arguments in favour of outsourcing (Köhler & Lang, 2008, p. 6). The outsourcing trend results in fundamental restructuring processes among universal banks. Outsourcing in business banks so far has reduced the depth of the value added chain by about 10 %. Presently outsourcing in the credit business is growing by 45 % per year (Köhler & Lang, 2008, p. 11).

Köhler and Lang (2006, pp. 11-12) differentiate three types of outsourcing in the banking sector:

- Information technology outsourcing refers to contracting IT services or support,
- Business process outsourcing refers to the outsourcing of simple business processes, like transaction or control functions and
- Knowledge process outsourcing comprises more complex tasks, like consulting or market research

Pajak (2006) differentiates outsourcing types in multinational firms according to their geographical location. Onshore outsourcing implies the involvement of a domestic company and offshore outsourcing refers to abroad outsourcing partners. According to Pajak, about two thirds of MNCs’ outsourcing activities concern domestic partners. A 2008 ZEW survey among banking experts confirms these results for the banking business. Accordingly about 64% of banks’ outsourcing ventures presently are domestic.

According to a 2005 PricewaterhouseCoopers survey conducted among 156 banking business executives, about 80 % of financial service-firms worldwide sourced part of their business

processes out and the trend was rising. The PricewaterhouseCoopers survey (2005) found that India dominates among banks' offshore outsourcing locations, followed by China and Ireland. Banks primary abroad outsourcing target for the years to come is China, followed by India (PricewaterhouseCoopers, 2005, p. 9). The availability of qualified staff in offshore locations is seen as a limiting factor to offshore outsourcing.

Several economic theories explain and discuss outsourcing processes. The following paragraphs assess outsourcing decisions in general and specifically in the banking business from the perspective of the resource based view and agency theory.

2.2.5.2 A resource based view on outsourcing

The resource based view draws on the work of Penrose (1958). She asserts that the heterogeneity of firms can be a rewarding motive for outsourcing. The resource based view analyses the impact of access to unique and specific resources, technology, and knowledge bases on outsourcing decision and consecutive performance (DeSarbo, Benedetto & Song, 2007, pp. 103-104). Although outsourcing means a concentration on a bank's own core competencies and necessarily an abandonment of additional skills and capabilities. Smith and Stulz (1985) assert that outsourcing may increase firm value: Excess resources i.e. capabilities, technologies, and financial means are now available for the core competencies, which now are used more efficiently (economies of scope).

Outsourcing according to followers of the resource based view provides internal growth capital. Montgomery and Wernerfelt (1988) assert that minimally specialized and modest capital intensive products are contracted more easily because outsourcing partners are quickly initiated into the necessary skills, which precludes a large investment. The outsourcing of simple or straightforward tasks, is particularly promising as there is a wide potential field of (limited) unspecific resources (Montgomery, 1994, p. 168).

Several studies compare the benefits and costs of outsourcing in the banking sector from the perspective of the resource based view. These papers emphasize cost-efficiency and positive scale effects of specialisation: According to Wirtz and Ehret (2009), specialisation and outsourcing are two sides of the same coin, i.e. are interdependent and reinforce each other. Outsourcing enables firms to focus on core competencies, which affords them expert status in their particular business segments. On the other hand, firms are forced to interact with other specialized partners to succeed at all levels of the value added chain and to interlink specia-

lized knowledge to complex products (Wirtz & Ehret, 2009, p. 381). Business services are a suitable example for the trend towards outsourcing in the banking sector. Corporate service providers disclose detailed knowledge in subject areas that touch the banking business only marginally, for instance real estate management, facility services, and administrative tasks like accounting.

Banks save transaction costs by focusing on their core competencies of financial management, transactions, and transformations when they delegate specialized tasks to qualified partners. A 2004 survey among European banks found that expected cost savings are the most important motive for outsourcing from the perspective of more than 90 % of the participating banks. In particular, smaller banks profit from outsourcing partners' technical competencies and expert knowledge in IT services. In retail banking, administrative jobs can be reduced significantly by outsourcing. That is, outsourcing allows the in-house concentration on core competencies, which then are performed more efficiently (EZB, 2004, pp. 121-122).

In a study among the 500 largest registered German banks, Fritsch et al. (2008, pp. 21-22) found that the profitability of German Banks' that chose outsourcing was higher than for comparable institutes that relied on in-house concepts only. Accordingly, the profitability of outsourcing institutes exceeds the control group by 35.8 % between 1992 and 2006. Cost efficiency is only 2.3 % higher though. Gewalt and Dibbern's (2005, p. 23) empirical survey among German banks agrees in part with the above results and confirms the arguments of the resource based view for the banking business: Outsourcing contributes to cost reduction and encourages the concentration on core competencies. It enhances cost transparency and improves service quality.

2.2.5.3 An Agency perspective on outsourcing

Conversely, principal –agent theory expresses reservations against outsourcing. It departs from the assumption that because of information asymmetry, uncertainty of future events, and only partly rational behaviour of cooperation participants, human relationships are characterized by conflicts of interests between the partners. The better-informed agent party is inclined to moral hazard – that is “behaving unethically” – towards the financing principal. The quest for appropriate informational solutions for both parties to overcome informational barriers is central to empirical analyses in that context (Picot, Reichwald, & Wigand, 1998, p. 48).

Agency theory focuses on the relationship between the well-informed outsourcing partner (agents) and the owners or management (principals) of the contracting party. Information asymmetry results because the contractor does not personally supervise the process of production or service delivery. Suppliers will be tempted to employ their informational edge to draw fringe benefits and to make decisions driven by their own need for power and benefit, but do not necessarily act in the principal's interest. Uncertainty of future circumstances increases contractual risks (Holström & Milgröm, 1999, pp. 214-242). Principal agent theory claims that selection, information, and controlling costs may increase as a result of information asymmetries. (Jansen, 2006, pp. 49-52). The outsourcing contract is meant to avoid or minimize these risks (Picot, Reichwald, & Wigand 1998, p. 48). Outsourcing decisions from the perspective of principal-agent theory should try to minimize agency costs by reducing the sum of monitoring and bonding efforts of both parties and residual losses as compared to other contractual solutions. (Jensen & Meckling, 1976, p. 308)

Annan and Khanna (2000, p. 313) point out that integrative solutions dominate outsourcing with respect to agency costs because mutual learning processes reduce informational barriers between the participants and allow for an evolutionary growing together. The contribution of both parties to knowledge intensive processes boosts the potentials of R&D creativity. While well defined production processes can be sufficiently optimized by choosing adequate levels of monitoring, the success of principal sided measures of control diminishes with the complexity and novelty of managed processes. Corporate diversification reduces the opportunistic behaviour of all participants, because it increases mutual interdependencies as compared to a market solution (Robins & Wiersema, 1995, p. 278).

When and under which conditions are outsourcing solutions reasonable nonetheless?

Outsourcing reduces organizational and informational complexity. It encourages the specialisation of processes and strengthens expert knowledge at the independent and self-responsible sub-units (Robins & Wiersema, 1995, p. 278).

The ideal extent of diversification across firm boundaries is correlated negatively to the specificity of the transaction atmosphere. Specificity is the collective loss (sunk costs) resulting from an inadequate employment of resources. The higher the specificity and uncertainty of a transaction, the higher the loss resulting from opportunistic behaviour of the transaction partners. In short, a company disposing of modest specific resources independent from other

business fields should consider diversification. Low uncertainty of environmental conditions encourages outsourcing solutions because the risk of opportunism diminishes with the availability of adequate patterns of control (Williamson, 1975, p. 25). Transaction atmosphere should include adequate mechanisms of incentive, information, and control to reduce information asymmetries (Williamson, 1975, pp. 269-296). Cultural empathy, the encouragement and active guidance of interchange processes, significantly reduces monitoring and control efforts and results in minimized agency costs (Lu, 2002, pp. 19-37).

The reservations about outsourcing efficiency from the perspective of the principal agent theory are confirmed in several studies. The cited 2005 PricewaterhouseCoopers study asserts that not all respondents experienced cost savings. About one third of the interviewees even reported an increase of costs in the first year after the outsourcing decision. 15 % of the participants found no cost reduction within the first 5 years of the outsourcing partnership. Particularly costs for quality control and the transition into new structures of cooperation according to PricewaterhouseCoopers were surprisingly high, while wage and tax expenses usually decreased (2005, p. 8).

Gewald and Dibbern (2004, pp. 12-14) discovered the risks of business process outsourcing in a survey among German banks in 2005. They identify six risk factors of outsourcing:

- Performance risk, i.e. the danger that quality lines are not met by the outsourcing partners
- Financial risk, i.e. the danger that cost or savings objectives are not met,
- Strategic risks, i.e. the risk of losing core competencies to external partners,
- Psychosocial risk, I e. the danger of losing customer trust,
- Privacy risk, i.e., the danger that external partners will not treat private information confidentially.

The study found that financial risks are considered the most significant by participating managers. Risk awareness is much lower than benefit awareness (Gewald & Dibbern, 2004, p. 23).

Weighing the pros and cons of outsourcing across the studies, perceived benefits outweigh potential risk, particularly for tasks which require minimal skill. Certainly, outsourcing is a driving force behind Industrialisation of the industries and service businesses, and is particularly promising in the labour intensive banking sectors.

2.2.6 Inter-firm-cooperation and partnerships

2.2.6.1 Forms and distinctions of co-operations

To reduce information asymmetry and the risk of opportunism, closer patterns of interaction are frequently chosen, which rely on tighter and long-term ties between the contract partners. Highly industrialized sectors like the automobile industry, result in a complex system of suppliers specialized in the development and/or production of single parts and end-producers managing assembly, branch concepts, and distribution. As a result, clustering becomes an idiosyncratic phenomenon of Industrialisation. Firms cooperate to cover a complex and intertwined product range or concept (Schmitz & Nadvi, 1999, p. 1503).

Alliances in the banking value added chain take different forms along the value and are organized in different ways. Co-operations subdivide into strategic and operative alliances. Both are often called joint ventures. The participating companies keep their independence but share or employ joint resources in certain business areas (Kröll, 2003, p. 111). They vary with regard to the extent of interdependence and integration (Picot, Reichwald & Wiegand, 2003). Takac and Singh (2007) explain that strategic alliances have significantly gained in importance in industrialized banking structures. The abolition of national borders and the increase of international competition push banks to cooperate internationally (Takac & Sing, 2007, p. 32).

Cooperation takes a large variety of organizational forms (Sturgeon, 2010, p. 12):

- In an integrated firm, products strategy, design, and manufacturing are planned centrally, but implemented at the department level. Departments take over specialized jobs and are responsible for their profitability. They develop subject knowledge that is coordinated by a central unit (specialized cost centre).
- The concept of lead firms or Original Equipment Manufacturer (OEM) in manufacturing detaches the central unit from the operative departments, which are independent and self-responsible concerning efficiency and financial results. In the case of key suppliers, complex parts are delivered and services performed by an independent supplier who frequently takes over R&D tasks as well.
- Applying a retail concept, sales and marketing are specialized and independent tasks. The reselling value added chain here is organized as a separate unit.

- Additionally, Köhler and Lang (2008, p. 14) describe in-house-sourcing, where individual units of the mother corporation are relocated abroad. Joint Ventures with foreign partners are frequently used as a platform for such transactions.

Alliances differ with regard to contract length, property right distribution, and leadership roles. The following chart gives an overview on types of cooperative business ventures broken down by the degree of integration in the core-company and inversely self-responsibility.

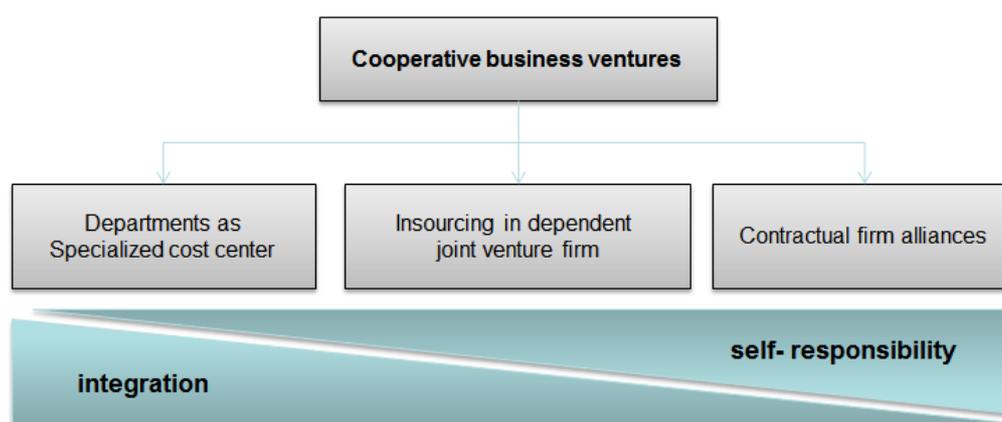


Figure 5: Co-operative business ventures by degree of integration (own draft)

Additionally, co-operations are characterized by their direction in the value added chain (Neumann, 1994, p. 71; Wirtz, 2003, p. 19). Horizontal cooperation encompasses companies of the same branch and on the same level of production or distribution. It does not increase production depth, but enhances product variety (Pausenberger, 1989, p. 622). Vertical co-operation comprises several stages of the value added chain, for instance, the interaction between supplier and buyer (Lucks & Meckl, 2002, pp. 25-29). In conglomerate co-operations, companies do not share any business-related connection. Conglomerate co-operations are mainly strategic in nature (Schmidt, 2001, p. 140). With regard to the value-added chain, Takac and Singh (2007, p. 34) mention marketing partnerships, intra-industry partnerships, customer supplier partnerships, and IT vendor-driven partnerships.

Analysis of the depth of the value added chain of banks as compared to other industries, conducted by Allweyer et al (2004, p. 3), proves that integration in the banking sector is much higher than in the automotive or electronic industry. The degree of the integration depth is measured as the quotient of gross turnovers minus expenses for externally provided services by gross turnovers by percentage (Köckritz, Simschek, & Schimmer, 2012). The degree of

integration along the value added chain has diminished from about 70 % to little more than 50 % between 1991 and 1999. Since 2001, a novel trend towards increasing integration has been observed. This does not necessarily mean that most services are provided by the core company, but suggests a high degree of cooperation between banks and their external partners (Disselbeck, 2011, p. 152).

In a study among 51 German banks, Horvath and Partners (2011, p. 13) found that banks value added depth according to their own estimate has increased by 6 % from 75% to 81 % between 2009 and 2010. An increasing degree of systemic planning and organizational integration across the value added steps is assumed fundamental to this trend. The survey suggests that the integration of the value added chain might increase in the future as banks assert that the importance of process-relation organizational and IT integration is planned to increase.

Several economic theories have evaluated advantages and risks of cooperation. In the following, the perspectives of the market based view and property rights theory are discussed:

2.2.6.2 A market based view on co-operations

Chances and drivers of diversification were first explored within the framework of new industrial economics and Porter's market model, which suggests that diversification decisions are dominated by five forces: rivalry of established firms in a market, the threat of entry of new competitors, bargaining power of suppliers, bargaining power of clients, and the threat of new innovative products (Porter, 1996, pp. 55-61).

Market oriented management supposes that the market environment and branch structure, as well as a firm's adaptation to it (conduct) define the success or failure of a company (Kühn & Grünig, 2000, p. 119). To support internal, company specific capabilities and values in the market, adequate corporate strategies and partnerships are essential (Hoskisson et al. 1999, p. 426). Coping with competitors and handling the bargaining power of clients and suppliers is considered to be the central strategic goal of a company (Porter, 1996, p. 108).

The concept of strategic groups, developed by Porter (1996, pp. 180-183), accomplishes this approach. A strategic group cooperates within one branch pursuing a similar market strategy to attain competitive advantages in the above described market environment. Success of di-

versification depends on the possibility of building up strategic advantages within the same branch or a new branch.

In the opinion of Porter (1996, pp. 475-485), the proximity of products and markets that a firm is engaged in, is essential to market success. Proximity is assumed between branches in which equal competitors exist. Alliances between competitors may be material or immaterial. As a result, the market-based view tends to favour related to un-related co-operations because supposed economies of scale are exploited more easily by exerting conglomerate power (Hill, 1985, p. 828). Diversified co-operations accordingly reduce the market power of suppliers and enhance access to raw materials or semi-fabricated products (Horzella, 2009, p. 54).

The threat of new competitors entering established product markets or rivalry among existing competitors might be reduced by mergers or strategic alliances with former competitors. The joint availability of resources and know-how give an edge over competition. (DeSarbo, Benedetto & Song, 2007, pp. 103-104) The negative impact of the high bargaining power of clients in one business area is compensated by further engagements (Shleifer & Vishny, 1991, pp. 52-55).

Followers of the market-based view admit that co-operations may ease the entrance into new markets, but assert that detailed assessment of the profitability of new markets is pre-conditional to the success of this strategy (Gerpott, 1993, p. 63). Synergy effects allegedly are hard to develop in case of a low proximity between the branches. Resources relevant in one area can only reduce production costs if they can be employed jointly in all business areas and capacities as a result are cut back. Inter-firm co-operations influence a firms' vision, change business environments, and correspond with increasing automation, standardisation, and specialisation. The results are enhanced competitiveness, a denser supplier network, growth turnovers, and profitability (Reinecke, 1989, pp. 7-8).

Gains in efficiency result from the industrialized production concept itself but are reinforced by cooperation. Clusters of industrialized firms compete on a global level (Schmitz & Nadvi, 1999, pp. 1503-1504). For instance, inter-firm cooperation between business banks and IT suppliers eases coordinative processes and encourages the development of new intermediate markets (Jacobides, 2005, pp. 485-487). Helfat and Eisenhardt (2004) point out that "economies of scope" develop in the process of co-operation only and that their full implementation requires close interaction and adequate integration of the business units.

2.2.6.3 A property rights perspective on co-operations

The basic assumption of the property rights theory is that the ownership structure of a company affects resource allocation and utilization (North, 1994, p. 360). Property rights are "all good related laws, rights of disposal of an asset, and contracts economic agents are entitled to act with" (Picot, Reichwald & Wigand, 1998, p. 39). Property Rights may be the usage of an asset, working with it, altering it, and finally selling and using the proceeds of sale (Rudolf, 2006, p. 124). Transaction costs arise from the creation, assignment, transfer, and enforcement of property rights (Tietzel, 1981, p. 211).

Property rights become diluted depending on the extent of their distribution to various persons and the completeness of their assignment. Actors' behavior is influenced by the distribution of property rights to a commodity (Rudolf, 2006, p. 126). If not all the property rights associated with a commodity are sufficiently and transparently allocated to economic subjects, then externalities occur (Picot, 1991, pp. 143-170). This means that the usage of the rights associated with a good by entity A affects the use of another entity's rights. The quality of a property rights structure is measured by the extent of positive and negative externalities (Coase, 1937).

Therefore, the quality of any contractual relationship is defined by the quality and transparency of property rights allocation. For co-operations this means that the quality of the framework of contributions that the partners are expected to make, and the clearness of regulations on success distribution determine success or failure of the venture. Because of information asymmetry and uncertainty of future events, the contributions that each of the partners make are costly and to some extent impossible to supervise. The cost of minimizing distribution of ownership rights is usually hard to determine at the conclusion of co-operation contracts (Das & Teng, 2000, pp. 35-36). The alliance incurs the risk that partners could draw fringe benefits at the cost of their peers or enjoy profits to which they have made minor contributions only. The prolonged mutual interdependence of cooperation partners prevents immediate sanctioning of deviant behaviour and possibly increases the risk of unethical behaviour. Inner-alliance conflicts on the distribution of the fruits of joint activities impair all partners' motivation and the competitiveness of the alliance as a whole (Wirtz & Ehret, 2009, p. 386). From a property rights perspective, the alliance's power to enforce compliance with contractual agreements, the transparency of these agreements, and the flexibility of contractual agreements to environmental changes is fundamental to the efficiency and sustainable success of the joint venture (Das & Teng, 2000, p. 35).

2.3 A summative model of Industrialisation

Summarizing the discussion of paragraphs 2.1 to 2.2, Industrialisation is a set of characteristics observable on an inner- and inter-firm level. It is characterized by essentially four concepts: automation, standardisation, specialisation, and systematic quality management. The consistent implementation of these concepts at the firm level contributes to modularization and the focus on core competencies, which makes co-operations across firm boundaries indispensable. These co-operations can take different forms depending on the integration of the cooperating partners. While outsourcing is characterized by loose bounds between the interacting firms and approximates a market solution, alliances are characterized by closer inter-firm ties generally geared to the longer term. The following model summarizes these mechanisms of inner- and inter-firm Industrialisation.

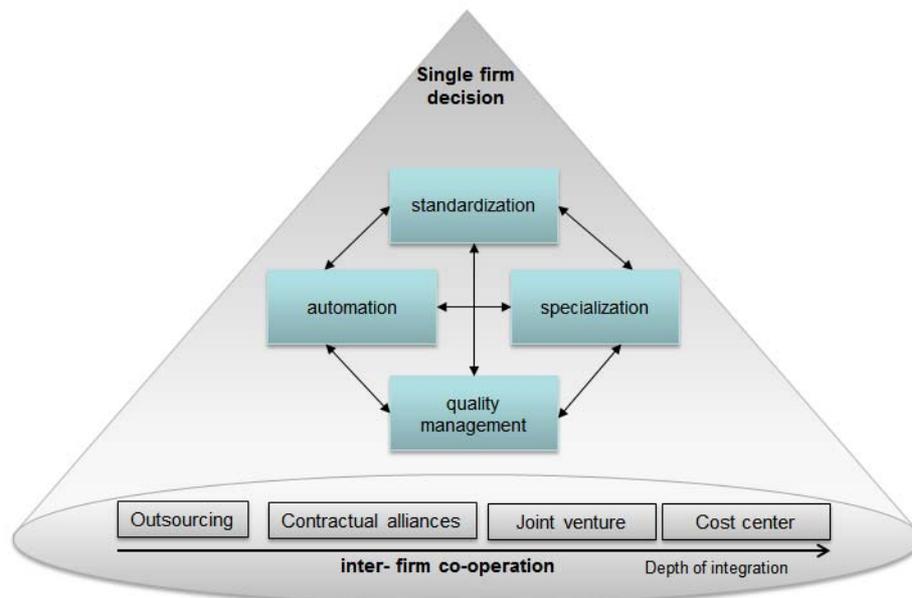


Figure 6: Mechanism of Industrialisation (own draft)

Figure 6 illustrates several insights crucial to the remainder of this study. The basic concepts of Industrialisation are cross-related:

- Automation- i.e. machine and computer based production and service delivery- to some degree requires standardisation of processes and outputs, to realize economies of scale and make initial bulk investments pay off.
- Automation and standardisation imply specialisation of functions and processes. The establishment of modularized routines allows for the exploitation of economies of scale

and scope to a larger extent and utilizes the full rationalization potential of Industrialisation.

- Specialisation of tasks and processes increases interdepartmental interchange and the work sharing. This process poses the risk the dilution of responsibilities and unethical behaviour. To avoid negative performance effects, the establishment of a systematic quality management concept is crucial to the Industrialisation of work flows.
- The concentration of core competencies promises further potential when it is extended from the department level across company boundaries. Independent units are self-reliant concerning costs and benefits of products and services delivered, which can enhance the efficiency of industrialized value creation further.
- Finding efficient allocations of property rights and simultaneously minimizing transaction costs is crucial to inter-firm co-operations. Transaction cost theory suggests that the degree of integration should increase with resource specificity, mutual interdependence, and long-term orientation of the partnership. On the other hand, expanded integration increases cross dependencies and dilutes ownership structure. The challenge to outsourcing and cooperation decision making is developing adequate mechanisms of control and incentives to maximize the motivation and engagement of all partners participating in the industrialized value creation process.

Nonetheless, the current model leaves some issues unresolved:

- It is vague concerning the value creation process of banks, because it does not sufficiently take the banking value added chain into account. The studies evaluated so far refer to banks as a whole without considering different departments or service fields.
- The existing model does not address the issue of measuring the success of Industrialisation. Implicitly the model assumes that the benefit of Industrialisation immediately becomes apparent and measureable at a financial level, e.g., in the net profit. However, it does not consider methods of evaluating banking success in detail and on individual levels of the value added chain.

Therefore, the model needs further development that emerges from a more varied analysis of the literature.

Chapter 3 – Industrialisation indicators and success measures along the value added chain

Drawing on the concepts of Industrialisation derived in chapter 2, the following sections evaluate industrial structures in the banking business in more detail. To this end, section 3.1 analyses the banking value added chain to identify settings where Industrialisation takes place. Section 3.2 develops the methodology for a systematic review to identify and structure indicators of Industrialisation and Industrialisation success at each of the value-added levels. Section 3.3 evaluates Industrialisation indicators and section 3.4 derives measures of banking success for individual banking value-added levels as shown in existing literature. Section 3.5 summarizes the insights of the review and points out limitations of existing studies.

3.1 Banking and its value added chain

3.1.1 Role and function of banks

3.1.1.1 Functions of banks

A profound understanding of the role and function of banks is fundamental to an evaluation of the banking value added chain.

According to the German Kreditwesengesetz (§ 1 KWG) (law for the credit business) banks are commercial companies that conduct banking businesses. Accordingly, a bank is a service institute that offers payment transactions, credits and capital movements. Depending on the bank type, the focus can be on one or several of these functions. Banks act as intermediaries in capital markets (§ 1 KWG). The capital market is a virtual space where capital demand meets capital supply. While central banks issue money on governmental authorization, commercial banks distribute liquid means and engage in the lending business i.e., they connect entities with capital surplus to entities with capital needs (Riese, 2006, p. 30).

From a macro-economic perspective banks have three important tasks (Battacharya & Thakor, 1992, p. 8):

- Lot size transformation: Banks pool small amounts of money into larger assets to meet the demands of big customers and inversely cut down lump sums into smaller packages to supply retail clients.

- Qualitative asset (or term) transformation: Banks adjust differing terms of assets, which results in their own liquidity needs for bridging arrangements. Banks cover resulting interest and liquidity risks.
- Risk transformation: Banks pool high and low risks in order to attain risk compensation. Core capital is employed to cover risks at the central bank. Credit surveillance and portfolio diversification are essential to ensure their continuous liquidity (Tomura, 2010).

Referring back to chapter 2, Industrialisation supports each of these bank functions and is desirable from the customer's viewpoint as well as from the banks perspective:

Automation supports banks' transaction function and makes money in small or large tranches available anytime and anywhere in the world (Spath, Korge & Scholtz, 2003, pp. 9-11). Standardisation ensures that investment and credit deals are transparent and handled uniformly and fairly (Wüllenwber & Weitzel, 2007, p. 2). Quality management strengthens clients' trust in the banking business and market confidence as a whole (Lloyd-Walker & Cheung, 1998, pp. 352-535). Specialisation ensures that clients find professional advice concerning their specific investment, credit, or transaction needs (Canals, 1999, p. 569).

According to Büschgen (1995, pp. 33, 325), banks basically perform four tasks for their customers:

- They provide investment facilities and offer the supporting services,
- They provide credits including relevant services,
- They conduct transactions and offer further financial services,
- They trade proprietary positions in bonds, currencies and derivatives to augment their profits and hedge market and customer related risks.

Contrary to the functions of classical real industry firms, banks focus on an additional field: They integrate the financial sphere and real economic activity, and provide liquidity and transactions as a separate service function (Börner, 2000, p. 148). Banking Industrialisation supports this activity: Industrialisation brings forth economies of scale and scope, which are the driving factors of the banking business. Banks rely on standardisation to compensate deposits and credits (lot size and term transformation). Standardisation facilitates risk and size transformation (economies of scale) (Reixas & Rochet, 1997, p. 19). Economies of scale enable banks to bridge physical and virtual distances between debtors and creditors.

The German banking business is amongst the largest financial branches worldwide. In 2010, the German Federal bank counted 2.093 banks composed of more than 38,000 branches. This count includes building savings societies (Bausparkassen), but excludes investment funds (Deutsche Bundesbank, 2010). Germany's banking system is composed of a three-column structure: Accordingly a strict separation between the three bank types is strongly anchored in German law. These three columns comprise:

- a. Private business banks: 218 German banks including four "large banks" (Großbanken), 159 regional or other local banks, and 96 branches of foreign private banks are in private ownership, i.e. directly owned by private persons taking the legal form of a KG or OHG for instance or limited companies (Aktiengesellschaften). Historically these banks primarily serviced large industry and wealthy private persons. After World War II, the structure of private banks changed and their clientele has expanded greatly. Today privately owned direct banks compete with the traditional large banks. Classical large banks themselves have founded direct banking daughters (Deutsche Bundesbank, 2010). Commercial and universal banks in general are engaged in the lending and investment business alike and offer services connected to funds and financial resources. Specialized banks fulfil special investment or financing tasks for instance value or speculative investments in funds or portfolios or special purpose credit financing.
- b. Cooperatively owned banks are in direct ownership of a cooperative or are limited companies (joint stock companies) participating in a cooperative banking consortium. Cooperative banks stand in the tradition of the cooperative philosophy of self-help, self-responsibility, and self-administration. Traditionally they were meant ensure private persons' access to the financial system. Today cooperatively owned banks have a market share of about 22 % in the German banking system. In 2010 1.138 cooperative banks servicing about 30 million customers were counted (BVR, 2011).
- c. Banks under public law are in public ownership, i.e., they belong to the state, the Bundesland (county), communities, or other public institutions. Banks under public law are in the duty of the legislator. For instance, the Deutsche Bundesbank represents German monetary interests in the European Union and guarantees the stability of money value. Specialized banks under public law are in charge of distributing governmental subsidies to encourage investments and implement funding programmes of public authorities. Savings banks – the core topic of the empirical part of this paper are under public law as well and are discussed in the following paragraph.

3.1.1.2 Peculiarities of savings banks

“Sparkassen” and “Girozentralen” in the following are called (German) savings banks. While the primary objective of private banks is creating shareholder value, savings banks according to the German “Sparkassengesetz” (savings banks law) focus on low-risk retail investments and bring forward cashless monetary transactions among private persons and SMEs. (Art. 2 SpkG) Savings banks’ legal duty in fact goes beyond the profit goal (DIW, 2004, pp. 21-21): Savings banks are meant to encourage accumulation of capital among their relatively broad customer group.

German savings banks operate on a regional level, that is, in the district of the local public guarantor. Though public liability for public savings banks ended in 2005, German savings banks are still under communal ownership. (DIW, 2004, p. 19) Because of their regional structure, budget limitations in the past limited the engagement of savings banks to these “retail” client groups. For this reason savings banks provide significant expert knowledge in individual personalized consultation and on lot size transformation dealing with small units at comparatively attractive conditions. Because of the frequently conservative investment profile of their established customer group, German savings banks have given less emphasis to risk management than private banks, which frequently concentrate on in the large scale investment and financing business (Reißner, 2007, pp. 4-5). German savings banks were created to guarantee efficient transactions. Traditionally, the provision of customer friendly investment concepts and serious advice has been their focal strategy.

Recently though, Germany’s savings banks plan to expand into bigger projects like the financing of medium sized and larger companies by pooling their resources across individual units. The core competence of personal customer relationship and individual advice might grant savings banks an edge on the standard market in this field (Spiegel online, 2009). Decreasing equity coverage in the wake of the crisis and falling profit margins have increasingly forced savings banks to reconsider their risk profiles and cover rising lump risks by diversification (Reißner, 2007, pp. 6-8). The issues of risk management and the development of innovative products have become challenges to ensure savings banks’ future competitiveness.

What impact does the particular role of savings banks and its evolution in an increasingly global market have on the design of their value added chain?

3.1.2 Modelling the value added chain

3.1.2.1 Process-structure of the value added chain

The above-mentioned core tasks of banks and savings bank co-determine an institution's value added chain. Drafting an adequate value added chain further presupposes an analysis of the basic value-added chain concept and its key elements, which are processes.

The idea of value creation dates back to Cox's studies in the 1790s. He initially described an economic concept to determinate the value of national income with "value of production in the economy minus the cost of bought-in materials and services" (Haller, 1997, pp. 77-82). "Value creation" accordingly is primarily a microeconomic term to measure the net performance of economic units, which embedded in a larger scale economic framework receive input goods and process them to attain an output good of higher economic value (Chmielewicz & Schweitzer, 1993, col. P. 4660). The "value added" is the value difference between input and output of the respective economic unit (Fischer & Winkelmann, 1983, pp. 1212-1213).

Referring to the product level, value creation is the value of products after processing minus the value of input goods before the production of the output (Haller, 1997, pp. 30-35). Applying the value creation concept to entrepreneurial part-processes measures the productivity of separate firm units by deducting the result of the processing in stage B from the value of the pre-products received from stage A (Radke, 1996, pp. 1144-1146).

To evaluate the entrepreneurial value-creation chain more closely, its components are analysed.

The idea of casting business processes in the value creation cycle of a firm into a chain-like model was first established by Porter (1996) for industrial companies. The value added chain subdivides entrepreneurial value creation into processes. Processes are activities that transform input factors into a desired output. Processes describe the time-and space pattern of these activities and their structure. Processes can be firm-centred or transgress company boundaries (Schwan, 1995, p. 138). With regard to their structure, individual processes of the value added chain are comparable to the entrepreneurial value creation cycle as a whole. Each part of the process disposes of a predecessor that corresponds to the supplier function and a recipient, corresponding to the customer or client at the firm level. The set of activities that constitutes a process each resembles its own small-scale-value-creation chain (Hauser, 1996,

p. 22). This idea corresponds to MacDonald's (1991, pp. 299-305) concept of process maps: Activities carrying value are into tiny part processes to assess costs and outputs more precisely in a top-down approach. The following chart illustrates the idea of the value creation chain as a series of interdependent part-processes.

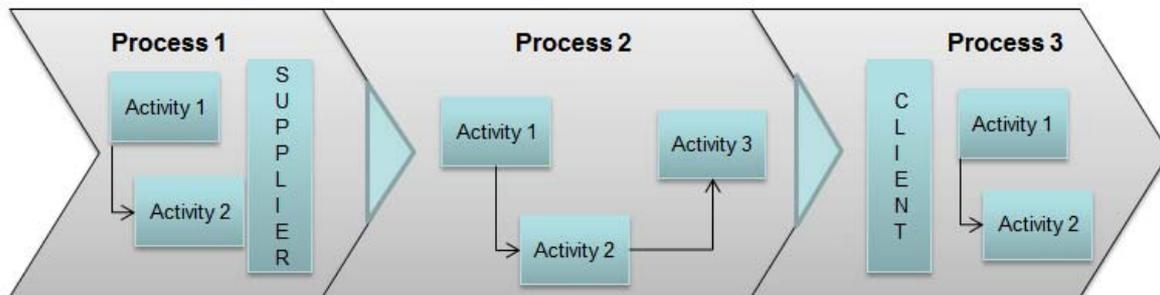


Figure 7: Process model of value creation (own draft drawing on Scholz/Vrohling, 1994, p. 23)

Porter (1996) implements the concept of the value added chain for strategic entrepreneurial planning. An optimization of each of the processes of the value added chain according to Porter (1996) would enhance firm competitiveness and customer benefit (Lemke, 1992, pp. 271-272). Porter (1996) subdivides the production process into primary activities logistics, operations, production, marketing and sales, outbound logistics, and services. Supporting activities assist the fulfilment of these core tasks among them organisational and technical support, administration, and human resource management. Value-activities or steps of the value added chain accordingly are stages in which resources and labour are transformed into a final product or service. The exact composition of the value added chain depends on the business considered. Competitive advantages result if activities are (a.) well-defined i.e., each create an additional customer advantage and (b.) coordinated efficiently across the stages (Porter, 1996, pp. 63-68).

With increasing inter-firm cooperation, Porter's concept has been extended across company-boundaries (Richert, 2006, p. 20). Apart from the selection of cost-efficient sub-contractors and efficient handling of logistic processes, Thaler (2007, p. 154) proposes a well-aimed management of the value added chain. It enables the trustful design of long-term firm partnerships (Arnolds, Heege, & Tussing, 2001, p. 263). In order to define a firm specific value-added chain adequately, necessary activities to devise the final product or service have to be identified, structured, and clustered. Activity differentiation can use diverse criteria, for in-

stance, activities from different economic fields, activities that differ in nature, or input factors and activities depending on their cost-relevance (Harting, 1994).

3.1.2.2 The banking value creation process and previous models of the banking value added chain

Until about 25 years ago the idea of a process-related value added chain in banking appeared unconventional. The idea of value creation was primarily confined to industrial production (Disselbeck, 2007, p. 112). Value creation in banking implies the provision of banking or financial services (Betsch, 1998, p. 28). The transference of the value added concept of industrial production was considered obscure because, according to Lovelocks fundamental definition (1998, p. 281), services are characterized by four key features:

- Intangibility: Unlike industrial products, services can't be touched
- Inseparability: Services are inseparable from customer participation
- Heterogeneity: Services differ depending on customer demand and service provider.
- Perishability: Services disappear after the production process.
- Non-ownership: Unlike industrial goods, services are claimed and granted but not possessed.

The effects of these characteristics of banking services are various: Customers participation and customer demand are pre-conditional to the production process of services. Service production and demand accordingly take place simultaneously. Prefabrication is impossible (Berenkoven, et al, 2004, pp. 242-243). Hence, the production process is codetermined by customers and their interaction with the service staff. Unlike the characteristics of industrial products, the quality of service products cannot be fully standardized and depends on the condition of the parties participating in the servicing process (Meyer, 1998, pp. 7-8). Because (banking) services are intangible and cannot be touched, an objective and reproducible measure of quality does not exist. Therefore, the value creation process in banking is far from uniform and reproducible and varies continuously depending on customers' participation and demands as well as on banking agents' capacities and daily condition.

Frequently, banking services are classified between physical production processes and classical service delivery; consider bank transactions, for instance (Bruhn, 2001, pp. 549-551). Though customer demand initiates transactions, generally the transaction process does not involve the customer. Transferrals and bookings usually are processed electronically. The

value creation process in banks accordingly includes elements of industrial production and personalized service delivery. According to Engelhardt et al.'s (1993) typology, services range on a continuum concerning materiality and individuality.

Although these additional features of services question the definition of a predefined value added chain, from the 1990s onwards, an increasing body of literature has evaluated the process of banks value creation in detail and drawn on Porter's value added model. Consecutive steps in banks' value creation process have been delimited. At present, concepts lack a uniform standard and differ depending on authors' perspectives and the specialized functions of the particular banks.

The evaluation of entrepreneurial processes to identify a typical and representative and even-weighted value added chain is called "value creation analysis" (Haller, 1997, pp. 66-69). In the following, a "value creation analysis" of the banking sector identifies a cycle that portrays the value-creation process of German savings banks. To this end, a review of previous concepts of the banking value added chain is conducted and processes relevant to the business of savings banks are extracted and recomposed.

Drawing on the particularities of service delivery as compared to industrial production, Reckenfelderbäumer (2002) subdivides the banking value added chain into three processes: in the first, internal production factors are combined and create a supply potential. Then service delivery and sale process processes result when these pre-products meet with customer demand. Thirdly, the bank alters the purchased product, adding information, transformation, or transaction services and creates the final service product. This concept deviates from Porter's (1996) initial idea to large extent, but points up the particularities of banks' customer service centred production architecture.

Later contributions have increasingly assimilated the banking value added chain to Porter's fundamental model and differentiate consecutive value creation processes more clearly. The private investment bank **as discussed by** Pictet (2011) presents a six steps value added cycle consisting of three central steps: analysis, asset safeguarding, growing and control. The second step falls into financial planning, investment strategy, investment proposal and asset management (Pictet, 2011). In my opinion, this value added chain is highly client-centred and investment specific. Product development and design, for instance, are not mentioned here, nor are bank internal functions.

Riese (2006) and Krotsch (2005) subdivide the banking value creation process into three primary and subsequent activities, which are product development, sales and settlement, and supplementary activities of transformation, which assists each of the primary processes.

Wiedemann (2007) extends and differentiates the value added chain that Krotsch and Riese suggest. Wiedemann's concept comprises six elements: Product development, branding and marketing, sales and distribution, settlement, administration, risk management, and client management. He arranges all six items in a row i.e. attributes them to Porter's primary activities. In his model supporting activities do not exist (Wiedemann, 2006).

Riese's and Krotsch's description of the banking value added chain intermingles primary, successive and repetitive, and supportive activities. Sales, for instance, is immediately connected to settlement, which is relevant in any client relationship. Riese's and Krotch's suggestions are highly selective, i.e. they detail only few essential banking related processes and omit essential items such as human resource management, controlling and reporting. Wiedemann suggests that the value added chain should focus on single items depending on a banks' primary function – sales, product development, or settlement. A bank might act as a “client specialist” or an “investment engineer” (Wiedemann, 2007, p. 9).

3.1.3 A comprehensive model of the banking value added chain and its stages

The model employed here draws on Wiedemann's comprehensive task description but refers to Riese's and Krotch's concepts condensing marketing and distribution into marketing and customer relations, settlement, and transaction, which are combined under a single term. This concept emphasizes the importance of customer contact in banking as pointed out by the Pictet (2011) model. The value added chain employed here results from a synopsis of the cited studies and, as the following discussion details, is tailored to the specificities of German savings banks.

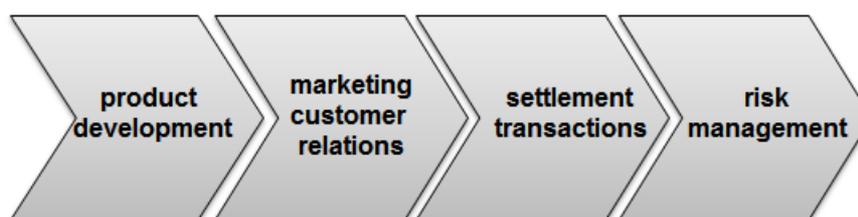


Figure 8: Value added chain in banking (own model drawing on Riese, 2006, Krotsch, 2005, Wiedemann, 2007, Pictet, 2011)

What do these elements of the banking value added chain imply and in what respect are they relevant to the banking business and to savings banks in particular?

3.1.3.1 Product development

Product development in banking according to Riese (2006) is client centred and creates the basis for sales and operations. It adjusts to changing market demands and the competitive environment. Basically product development implies the creation and management of product innovations (Kreuzkamp, 2011). Innovation management encompasses the planning, management, and control of business innovation. According to Homburg and Krohmer, innovation management splits up into four phases: idea generation and concretization, concept definition, concept evaluation and selection, and market launch as well (2006, p. 568).

Banks' product conception comprises two essential part processes: the development of attractive products (from a customer perspective) and the design of a competitive pricing scheme (Strutz, 1993). A series of external factors and the bank-specific goal system codetermine product development in banking. Customer needs are the focal point of product development strategies. Product range and pricing schemes are tailored for different customer types to cover a potentially broad customer field. In banking, the individual conditioning of product types is of particular relevance because customers' needs and demands differ depending on their individual financial situation (Riese, 2005). Product development comprises several stages: innovation genesis, idea development, and the precise definition of products (Büschgen, 1995).

Several studies in industries and the service sector demonstrate that well-aimed innovation management in the product development stage enhances firms' competitiveness. Based on a survey on innovation behavior in some 5,000 European companies, Filipetti shows that an open communication climate and guided innovation management processes increase both the rate of innovation and the commercial success of new products (2001). Homburg and Pflesser (2000) identify the construct of "market-oriented" corporate culture in a statistical evaluation and show that this property increases competitiveness. In an analysis of 800 U.S. companies in the manufacturing industry, Lukas and Ferrell (2000) find that customer-oriented corporate culture and interdisciplinary collaboration support product innovation and the development of market leadership.

In the customer-oriented banking industry and retail banking in particular - the dominant business field of German savings banks - an efficient innovation management and product development process would seem essential to competitiveness.

3.1.3.2 Marketing and sales

Growing international competitiveness in the banking market has increased the relevance of efficient bank marketing and sales (Kotler & Bliemel, 1992).

The term "marketing" has been used for decades in business management practice and scientific theory as a technical term. It dates from the middle of 16th century and was then used as a synonym for systematic marketing of products (Schneider, 2007, p. 1). At the outset, marketing was primarily a sales-oriented corporate function; however, today the term's meaning has been expanded. According to our current understanding, marketing is regarded as market-oriented management. It is about business decisions, based on the systematic recording and evaluation of market signals (Meffert, 2000; Nieschlag, Dichtl & Hörschgen, 2002). This perspective on marketing is a dual approach: marketing on the one hand is a key concept of management in terms of the group's corporate value and on the other hand equally a corporate function (Stender-Monhemius, 2002).

Marketing results are a guiding principle and business philosophy (Meffert, 2001; Nieschlag, Dichtl & Hörschgen, 2002; Schneider, 2007):

- On the one hand marketing is an attitude, i.e. all corporate activities are directed with regard to customers' and stakeholders' requirements.
- Second, Marketing is a business function: i.e. a function alongside other corporate functions such as procurement, human resources, inventory management, accounting, etc.

Marketing comprises the marketing mix, or the four Ps of marketing: product, price, promotion, and place (McCarthy, 1964). Vignalli and Davies conclude that the marketing mix is limited to internal and non-strategic issues (Vignalli & Davies, 1994,)

Any marketing activity depends on the product choice offered. Product policy comprises all activities contributing to adapt a specific product to market demands. Product policy extends to product design and quality definition but also implies branding and – as for services – form and conception of the offer. Product diversification and differentiation help to address a possibly broad range of customers (Meffert, 1998).

Pricing comprises all decisions concerning the product price and its optimal adaptation to fluctuating market demand. Pricing policy concerns rebates and supplementary buying incentives like extended warranties, financing, as well as add on services (Gondring & Lammel 2008).

Distribution policy manages the design of and control of the products from conception to delivery to the user. It comprises physical distribution and/or the complete distribution chain. In banking, product storage is largely unnecessary; therefore the focus of distribution policy in banking is on addressing the customer (Meffert, 1998). Organizational structure, for instance the availability of internet marketing or local branch offices, and the strategic draft of sales processes directed to clients codetermine distribution policy in banking (Riese, 2005).

In banking and particularly in savings banking, a strong overlap between distribution and communications policy exists because the efficiency of distribution depends on the effectiveness of customer contact. Communications policy aims at customer acquisition, improving customer content and loyalty, and encouraging purchase decisions. Because banking business relies on mutual trust, long-term customer involvement is of significant relevance. To a large extent, customer loyalty depends on the capacity to address customers' inner attitudes and values and the ability to understand their social environment and needs (Meyer, 1998). Accordingly, communications policy in banking relies on the continuous adjustment and individualization of the product range and an adequate mediation of this strategy (Meffert & Bruhn, 1997).

Summarizing these insights, bank marketing benefits from

- The precise definition of target customer groups,
- An adequate marketing mix to address these customers and
- Detailed marketing and sales planning, organization and control
- Individualized product adaptation and communication (Muraleedharan, 2010).

3.1.3.3 Transactions and settlement

Banks' transaction function results from their role as financial intermediaries for a large number of customers. In transaction processes liquid assets are transformed and interchanged. For instance, cash could be deposited in funds. "Book" money could be withdrawn in cash. Any business transaction usually involves financial transactions, which today are usually executed

by banks (Börner, 2000). Settlement makes part of banks' transaction function and comprises the maintenance of financial accounts in order to financially secure, execute, and authorize any payment obligations that customers hold so that debts, such as credit card debts, are well taken care of (Pfeiffer, 2012). The main concerns are efficient work flows and control mechanisms (Riese, 2006). Banks' transformation function according to Riese (2006, pp. 42-43) and Krotzsch (2005) accompanies the process of service delivery at each stage.

Given the close involvement of settlement processes in transaction tasks, both functions are handled jointly in this study. The transaction business is of particular relevance in savings banks. Savings banks are legally committed to and specialize in facilitating financial transactions for private customers and SMEs. Therefore, transactions and settlement are of particular interest for the empirical part of this study focussing on savings banks.

The value-added process of transactions and settlement takes a mediating role between product creation and marketing and is usually crucial to the success of both (Börner, 2000). Traditionally the transaction business implies close everyday customer contact. From a customer perspective, the key factors of banking service quality include convenience, swiftness and security of transactions, and settlement (Pfeiffer, 2012). Therefore, an efficient transactions department is crucial to build customer trust and loyalty at the outset (Pfeiffer, 2012). Customer contact on the basis of elementary transactions is frequently the starting point for a more differentiated consultancy on investment and financing processes. An analysis of client-specific transactions permits insights into customer needs and potential future demand. The feedback on settlement and transaction creates a bridge to product design and conception and assists in the development and individualization of novel financial products and offers.

3.1.3.4 Risk management

Risk transformation is among banks' economic core tasks. From a statistical perspective, risk is the unplanned deviation of real values from expected values. Banks are exposed to a large variety of risks that, in the worst case, threaten their solvency (Sidky, 2006). Therefore, banks' legal compliance with minimum risk requirements as stipulated by Basel II and Basel III is not enough. Banks are in demand to develop a top quality risk management standard that refers back to all previous stages of the value added chain (Gottswinter, 2010). Starting with the requirements of Basel II, the following paragraphs explain strategies of risk management in banking.

Risk requirements refer to the active management and limitations of three risk factors: credit risk, operational risk, and market risk. The Basel II accord ignores other risk factors. Credit risk refers to the risk of borrowers' default. Banks use credit ratings to control the probability of borrowers' insolvency. The process of granting credit involves the calculation of a statistically expected loss, which has to be covered by credit conditions and contract design. Minimum risk requirements according to Basel II rely on the expected loss calculation (Basel II Accord, 2005).

Operational risk comprises risks of human or technical failure during business operations. Market risks comprise the risk of default of banks' proprietary investments in the capital markets (EDHEC, 2010). This definition includes legal risks, but neglects systemic risk (Sidky, 2006). To control credit and operational risks, Basel II suggests a standardisation of the credit granting processes and the limitation of credit sums depending on the underlying amount of banks equities.

Market risks comprise any risk exposure resulting from banks' engagement in investment markets, for instance interest rate fluctuations or volatility of stock values (Sidky, 2006). To minimize market risks Basel II implements a "value-at-risk" based measure of investment risk exposure. The value at risk approach reduces the probability of default to a minimum value of 1 % by controlling risks of individual assets and their cross correlations (Boller & Hummel, 2005). Liquidity risks result from credit, operational, and market risks and describe the probability that banks are unable to cover own liabilities at maturity, i.e. the risk of the bank's default (Sidky, 2006). Although liquidity risk is not an explicit element of the Basel II accord, the objective to control the fundamental credit, market and operational risks coincides with the avoidance of liquidity risk. The second pillar of the Basel II accord ensures adequate external supervision of banks' risk management concepts and encourages banks to implement a continuous improvement process of risk control (Basel II Accord, 2005).

Risk management as prescribed by Basel II refers primarily to banks' equity requirements and provides a regulatory supervision process and extended publication rules. The Basel II accord has been incorporated into law by EU directives 2006/48/EG and 2006/49 EG. The Basel II accord aims at reducing banks' individual insolvency risks and avoiding systemic market risks. The Basel II risk regulations are the basis for more detailed risk management processes at the level of individual banks. According to Gottswinter (2010, p. 8), banks' risk manage-

ment process falls into several sub-processes, such as risk identification, risks measurement, risk controlling, and risk-hedging.

3.1.4 Inter-correlation of value added stages

Summarizing the above paragraphs the banking value creation chain to some extent corresponds to Porter's industry concept, but presents additional features:

- Porter's value added chain focusses on the production and distribution process. The banking value added concept derived here integrates product development. As follows from the high degree of customer involvement in the process of product design in banking, product development is more deeply rooted in the process of value creation than in Porter's classical industrial concept.
- As in Porter's original model, marketing and customer relations take a crucial position in the banking value added chain. The act of selling the product is strongly intertwined with previous and subsequent value creation steps. Product marketing to some extent is product creation according to customer needs. Product communication frequently coincides with settlement and transaction functions, because those components offer optimal opportunities to obtain information on clients' needs and be in personal contact with them.
- Transactions and settlement are key banking functions and to some extent correspond to Porter's value creation steps of inbound and outbound logistics. Transaction processes move immaterial goods through the banking system satisfying customers' financial demands. As a result of immateriality and process character of financial transactions, the requirements to "banking logistics" are more complex than in industry's logistics. Settlement and transactions maintain close ties to customer relations and determine sight patterns of risk and privacy control.
- Though risk management in the model described here is placed independently in the banking value added chain, in fact, risk management connects to marketing and customer relations and to settlement transactions because measures of risk assessment and control accompany the conclusion and oversight of any banking contract. Finally the insights of risk management influence the development process and design of new banking products.

In sum, integration in the banking value added chain is significantly greater and more complex than described in Porter's original value-added model. Because the value added

concept emphasizes the process-related and consecutive character of the value added steps in banking, perhaps a circular model paying regard to the cross relations between the functions is more adequate. The following chart sketches this perspective on banking value creation.

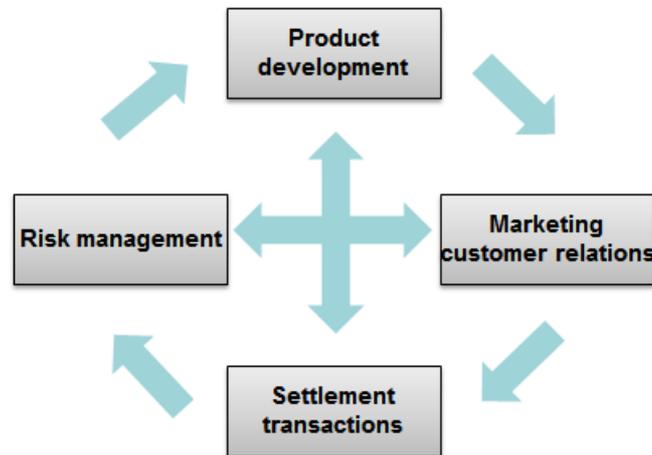


Figure 9: Circular Model of the banking value added chain

3.2 Research model to explore Industrialisation in the banking value added chain

Building on these insights and a literature review, section 3.2 explores Industrialisation patterns and success measures on the stages of the banking value added chain.

3.2.1 Research objective

The literature in Chapter 2 shows that Industrialisation results in inter-firm interaction and work sharing beyond companies' boundaries. The creation of value added in banking in a four stage value-added model shows cross relationships between the stages. The remainder of this chapter creates a link between both theoretical concepts (inter-firm work sharing and value added chain in banking) to identify and evaluate patterns of Industrialisation in the individual stages of the value added chain. These are integrated into a comprehensive model, which then forms the basis for an empirical evaluation.

There are three key research questions:

- How, in prior research, does Industrialisation manifest itself in the different stages of the value added chain?
- What impacts does Industrialisation have on the sourcing decision at each of these value-added stages?

- Which measures of success have been employed to assess the efficiency of Industrialisation on each stage of the value added chain?

The idea of “operational excellence” imparts an understanding on the complex intertwining of these key questions. According to Gleich and Sauter (2008), operational excellence is a firm’s “dynamic capacity to realize efficient and effective core processes of the value added chain by in an integrative way employing and designing technological, cultural and organizational factors in a comprehensive strategy” (p. 5). This definition approximates the current understanding of Industrialisation. Banks manage to enhance efficiency and effectiveness at each level by implementing the identified features of Industrialisation along the value added chain. The precise form of operational excellence in terms of successful Industrialisation patterns, as well as the measurement of efficiency outputs, has to be clarified further.

The following figure illustrates the idea beyond this approach graphically:

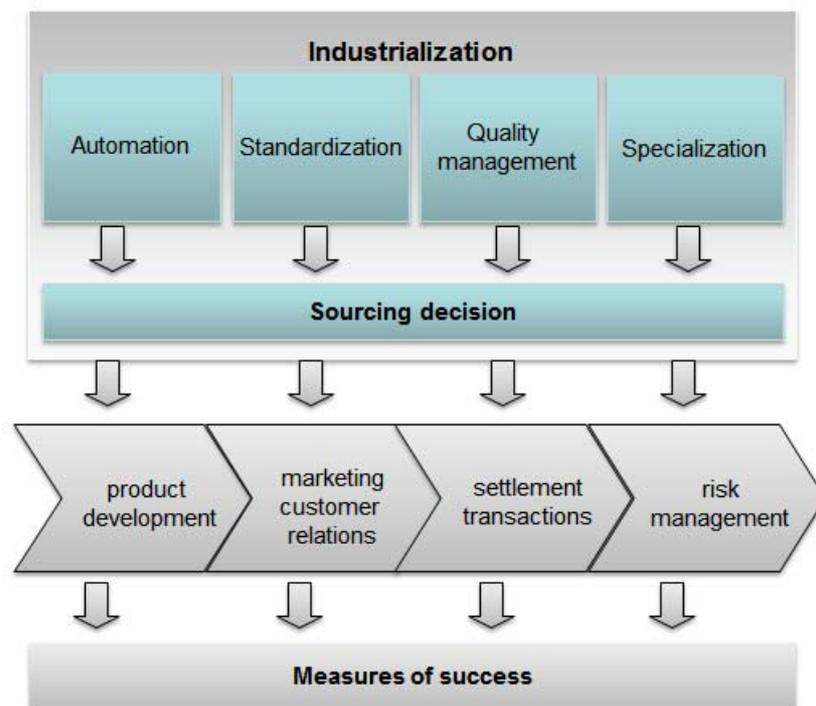


Figure 10: Model for exploring the impact of Industrialisation on different levels of the value added chain

Figure 10 shows that Industrialisation elements implemented at the firm level co-determine the sourcing decision. Industrialisation features and the sourcing decisions have to be analysed separately for each stage of the value added chain, because degrees of Industrialisation and the degree of integration of value creation differ with regard to quality and quantity in between the stages. Measures of success to evaluate Industrialisation

efficiency adequately must consider each value added step individually, to separate out the effects of individual Industrialisation steps.

3.2.2 Methodology of systematic literature review

To identify studies that meet selection criteria, a systematic review of proceedings is essential. A systematic literature review analyses a set of research questions by planned evaluation of existing empirical literature on the topic (Drinkmann, 1990).

Meta-analytical analysis risks incorporating the defects of earlier studies and potentially multiplying their imperfections:

- Literature reviews tend to neglect the issue that different primary studies follow different goals and employ varied evaluation methods that may not be applicable to the particular concept (Oxman, 1996).
- Relevant articles sometimes are not discovered because they are not contained in the databases examined (Greenland & Morgenstern, 2001) (publication bias).
- The inclusion of studies of inferior quality can falsify the results or emphasize irrelevant contents (Cook & Campell, 1979) (selection and detection bias).
- Reader bias resulting from the subjective interpretation. It influences the analysis of results, though studies are selected carefully, because any interpretation draws on previous experience and reflection (Jadad, 1998).

To help avoid these biases, literature reviews should follow a clear and reproducible methodology. Insights discussed in several representative studies are the basis for unique conclusions on the research topic (Petitti 2000). Cooper and Hedges (1994) suggest proceeding in 4 steps:

1. **Definition of research questions:** The conciseness of analytical tasks determines the relevance of results. Research questions are the basis of key word extraction in database research. Ideally, research questions are defined broadly in the beginning to narrow them down later on (Hedges, 1986).
2. **Delimitation of inclusion and exclusion criteria for the selection of studies:** Criteria are defined with regard to content or methodologically and usually are derived from the problem statement.

3. Extraction of relevant studies from databases: The selection of several databases and the employment of adequate keywords derived ensure high validity of results and eliminate subjective biases (Moher et al., 1999).
4. Study evaluation according to consistent criteria: main criteria resulting from the research questions are detailed in the process of analysis. Initial models should be open for the introduction of new criteria (Rosenthal & DiMatteo, 2001).

3.2.3 Implementation of data base research

The following steps have been taken to implement the above suggestions. Relevant research questions have already been defined in section 3.2.1.

Adequate inclusion and exclusion criteria result from these questions:

- a. To present a rigorous approach, only articles from academic journals and books or book contributions employing an academic approach are selected.
- b. Research is limited to publications in German and English.
- c. Because detailed evaluation is indispensable to answer the research questions, only articles available in full text are employed.
- d. To ensure practical value, the focus is on empirical analyses.
- e. To guarantee topicality of the contributions the search is limited to the period of 1995 to 2013.

The research is limited to the following databases available at the Gloucestershire University:

- Emerald Full text: containing a large range of studies and articles on business and management,
- Ebsco Electronic Journals Service: multidisciplinary access to more than 1.600 journals,
- EthOS- Beta – Electronic Theses online Service of the British Library providing access to UK published theses,
- Additional papers retrieved from “Google Scholar”, which presents a large selection of free articles from different databases.

To make sure that adequate key word combinations are used, a pre-test evaluating the number of results is conducted on Emerald, Ebsco Service and EtHOS. The following chart gives an overview on the results:

Pre-test				
No.	keyword combination	Number of results		
		Emerald	Ebsco	EtHOS
1	banking AND Industrialisation AND empirical	122	17	24
2	banking AND Industrialisation AND evaluation AND sourcing	85	2	13
3	banking AND Industrialisation AND evaluation AND empirical	50	0	6
4	banking AND Industrialisation AND sourcing AND measure*	199	17	9
5	banking AND Industrialisation AND sourcing AND measure* AND empirical	101	1	2
6	banking AND Industrialisation AND empirical AND sourcing	99	1	2
7	banking AND Industrialisation AND empirical AND chance OR risk	16	6	0
8	banking AND Industrialisation AND empirical AND sourcing AND measure*	77	0	0
9	"Industrialisation in banking" AND empirical	0	0	2

Table 1: Overview on pre-test-results (own elaboration)

The key word combinations in bold type were used for definite selection because these offer a limited range of results promising a good fit with the intended research questions. The selection process proceeds according to the following scheme: For Emerald, Ebsco and EthOS all studies mentioned are evaluated. Studies are selected by relevance. For Google Scholar, a complete evaluation of all results is impossible because of the sheer number of nominations: For key word combinations 1 to 8 Google Scholar delivers more than 20.000 articles per query 1 to 8 but only one result for query 9. In Google Scholar the 100 most relevant studies for each key word combination are evaluated. Most articles retrieved by Google Scholar are not available in full text from that source.

The number of articles in the results of the research are few. However, the impact of banking on macro-economic Industrialisation is studied frequently. This is why automated research delivers many in appropriate results. Manual de-selection is employed to discard studies that do not comply with the following criteria:

- Industrialisation really takes place in banking not in other businesses.
- The research focus is on banking in general not the investment business.
- The study is primarily on industrialized countries.

Studies conducted in developing countries or in pure investment banking are of limited interest for this empirical evaluation, which will be conducted on German savings banks.

The following paragraphs evaluate the results of Industrialisation in the banking value added chain in the following order:

- Section 3.3 is on observed elements and impacts of Industrialisation on the organization and the sourcing decision. Each step in the banking value added chain according to figure

8 is discussed in a separate paragraph to identify the characteristics and trends of Industrialisation.

- Section 3.4 brings the review insights together and identifies elements and performance elements of Industrialisation together.

3.3 Industrialisation in the banking value added chain: elements and performance objectives

3.3.1 Industrialisation in product development

Parameters of Industrialisation in product development have been discussed controversially in previous literature.

3.3.1.1 Product development – Automation

Järvinen and Lehtinen (2003, p 776) analyse possibilities of integrating technology into service product development. According to their paper, e-business is crucial to Industrialisation in product development. As compared to previous consulting-desk centred banking, e-banking has brought about the automation of most transaction tasks and the virtual abandonment of personalized servicing. Järvinen and Lehtinen suggest that e-technology either supports process efficiency of service delivery, substitutes for manpower, or both. (2003, p. 780) Particularly in product development the substitutive concept is connected to poor quality and produces dissatisfaction, support of process efficiency on the other hand enhances customer satisfaction and creates economies of scope for banks.

Automation enables banks to offer a broader product range and to serve a larger variety of customers employing modular financing and investment solutions. Products become available at cheaper prices when standardized solutions are provided on the Internet. Automation ensures banks' competitiveness in an increasingly globalized and virtual society (Pfeiffer, 2012, pp. 190-191). On the other hand, banks risk losing direct customer contact by automatizing significant parts of their business. The strategy of electronic routing can increase business risks because no detailed and manual examination of transaction circumstances and transaction partners' condition is conducted. This results in principal agent conflicts between bank and customer. For instance, clients with high credit risk might prefer to apply for consumer credit through the Internet. The number of illicit transferences has increased in the age of electronic business on the web (Smith, 1998).

Hence, the effects of automation in banking are ambiguous: To ensure sustainable automation success, customer convenience and satisfaction should be used as a guideline. Negative transaction cost effects of automation on neighbouring non- or marginally automated processes have to be considered.

3.3.1.2 Product development – Standardisation

Riese (2006, p. 54) explains that Industrialisation in product development implies an individualized standardisation of the product range, as is the common practice in car manufacturing. Modules composed of non-variable parts are rearranged to differing final products according to clients' needs. Economies of scale and scope are realized on the modular level. Currently, banking products are frequently not very modular in design. Few products generate the majority of the profits. Industrialisation in product development implies several elements. It is connected to restructuring and the accomplishment of the product range by further functions to implement a diffuse and modular product architecture. Riese (2006, pp. 57-59) suggests that standardisation in product development decreases bureaucracy and training efforts for the staff, reduces product development cycles, and simultaneously provides clients with a transparent upgradeable investment concept.

Mass customization of products implies standardisation to some extent. Modular product concepts permit banks to adapt the composition of individual product items to clients' particular needs. Banks realize economies of scale by selling standardized product elements in large numbers that replace previously unique and tailor-made solutions. According to Riese (2006, pp. 56-57), currently banks exploit the potentials of standardisation and modularization to a small extent only. At present, they provide a large variety of products that are rarely in demand and permit low profit margins. Banks could save resources and costs by reducing the product range and splitting up frequently sold products into modular elements that can be resurrected depending on client demand. Because modular standard elements and processes are easier to control and supervise, modularization augments product and service quality.

According to Disselbeck (2011, p. 142), Industrialisation in product development implies the consistent implementation of entrepreneurial principles and strategy, which comprise the orientation towards banks' core competencies combined with customer orientation, structural renewal, and continuous improvement. Briefly stated, a standardisation of business processes with regard to clients' needs should be organized in a modular form.

3.3.1.3 Product development – Quality management

Like Riese (2006, p. 54), Järvinen and Lehtinen (2003, pp. 785-786) argue that in spite of standardisation in the banking business, it is necessary to keep an individual and personal touch. Banks should differentiate between highly standardized products, like e-banking, that do not need any personal adaptation, and complex consultation-intensive services that require personal advice and an atmosphere of trust. Implementing quality management in product development comprises both the implementation of standardized processes and the maintenance and deepening of personalized structures (Järvinen & Lehtinen, 2003, pp. 789-790).

Lievens (1997) brings the success of industrial structures in product development down to the quality level of internal and external communication: He analyses communicational success parameters of innovation projects in financial services institutions. He derived categories from 32 interviews with senior bank employees and discovered 3 essential success parameters for internal communication: the reduction of uncertainty, the improvement of the organizational climate, and cross-functional co-operation in the team (Lievens et al., 1997, p. 28). With respect to external communication they find two central success factors: the creation of consumers' awareness and realistic expectations on a product (Lievens et al., 1997, p. 31).

The reduction of innovation uncertainty refers to reducing the difference between the amount of available information to manage a development task and the amount of information already available in the organization. The improvement of communication flows on an inner and intra-organizational level contributes to the reduction of the described information imbalance. Technologically relevant information in this process has to be separated from irrelevant communication output to avoid friction losses that would augment informational costs (Lievens et al., 1997, pp. 28-29).

An improvement of the project climate enhances information flows. An optimal project climate contributes to high employee motivation and an atmosphere of trust. These factors help to reduce information asymmetries and opportunism, which positively influences the quality of financial product design (Lievens et al., 1997, p. 30). The quality of interconnecting activities across the project life cycle ultimately determines whether a product will be a sustainable success or just a "flash in the pan" deceiving clients' trust (Lievens et al., 1997, p. 33). According to the insights of Lievens et al.'s, the success of a new service product results from the interaction of all five success factors (Lievens et al., 1997, p. 38).

The continuous quality supervision of product creation processes and the provision of a harmonic and barrier-free communication atmosphere in the banking network encourage the development of products that fit with customers' needs and a consistent product portfolio that covers the investment and financing demand of all relevant client groups (Disselbeck, 2011, pp. 142-143).

3.3.1.4 Product development – Specialisation

According to several studies, providing high product quality standards entails specialisation. According to Riese (2006, p. 53) client consulting has to adapt to novel product concepts to maintain customer satisfaction. Though given industrial structures standardized product elements are offered, the bank consultant ideally offers individualized advice and service. Clients in this way perceive modular architectures as individual and custom-tailored to their needs.

Lievens et al. (1997, p. 31) find that cross functional cooperation is another factor contributing to economies of scale and scope in the design of financial products. The specialisation of development teams encourages the sophistication of product modules. To ensure module fit and generate complex financial final products matching customers' needs the cooperation across specialized teams and functions is crucial. The degree of cross functional cooperation according to Lievens et al. is positively correlated to product and consultation quality.

On the other hand, increasing specialisation makes efficient quality management procedures indispensable: According to Pfeiffer (2012, p. 180) specialisation in product development frequently results in the dismemberment of product-value-added chains. Banks increasingly sell third party products like insurances or building savings accounts on a commission basis. This strategy creates additional margins and conserves product development and adjustment efforts. The outsourcing of financing solutions enables banks to transfer risks and costs of contract fulfilment to external partners and to delete risk provisions and claims from their balance sheets. However, offering third-party products could easily result in principal-agent conflicts. Dealing with third-party products bank remains the source responsibility on product quality out and does not pursue the later development of the investment or financing solution. In the investment or credit business, product complexity and long-term orientation typically increases the uncertainty of future development. In the event of an unfavourable development of third-party products, banks run the risk of losing customer trust.

The key to Industrialisation success lays in an enhancement of competitiveness by cooperation with qualified partners and the concentration on the institutes own core competencies. Disselbeck (2011, pp. 143-144) found that cost reduction and rising turnovers are achieved by the consistent orientation towards strategic principles and the internal and external specialisation with regard to processes and technologies. However, this strategy must not neglect customers' needs. Clients act as process initiators. Their investment and financing demand is the driving force behind the continuous evolution of specialisation processes and technological sophistication. To create a convincing product portfolio a continuous improvement process of all product related sub-tasks is indispensable.

3.3.2 Industrialisation in marketing and customer relations

Because of the process character of services and the inseparability from customer cooperation in banking Industrialisation, decisions concerning product design are closely connected to marketing and customer relations.

3.3.2.1 Marketing – Automation

Horvath's and Partners' 2011 study finds that from 2009 to 2010 standardisation and automation in private customer standard transactions (payment, trade and deposit business) has significantly increased. On the hand, automated transactions are diminishing in more personalized business fields like investment banking, corporate client business, and private asset management, (Horvath and Partners, 2011, p. 16). According to a 2012 PricewaterhouseCoopers study (2012, p. 12), automation in credit management has almost doubled since 2008, particularly in the following segments: contract conclusion, loan payment, and credit portfolio management. The intensity and efficiency of electronic programs has increased.

However, previous discussions of the potentials of automation in marketing is highly controversial: According to Pfeiffer (2012, p. 234), the marketing of complex investment and funding products depends on the technical and communicational skills of qualified employees and can hardly be automated. When new business relationships are initiated, customers find it easier to contact a consultant in person rather than manage transactions electronically. From the bank's perspective, the personalized operation of novel, unique, and complex processes enhances transaction security and reduces risk-related transaction costs. Moreover, the automation of standard transactions within the range of the existing business relationships for instance transferences, deposit management and order administration saves transaction costs

and increases transaction speed, which from the customer perspective usually is considered a competitive advantage (Pfeiffer, 2012, p. 236).

Successful product marketing depends on “value-creation orientation of process designs” (Disselbeck, 2011, p. 144). All marketing processes accordingly are meant to address the needs of various customer groups. The optimization of process design goes along with a continuous analysis of banking processes and transaction steps with regard to their market value-contribution from the client perspective. As a result of the standardisation and automation work-flows and cost transparency of credit processes increases. This comes down to the fact that automation is inseparable from detailed documentation, which enhances process surveillance (PricewaterhouseCoopers, 2012, pp. 20-21). PricewaterhouseCoopers point out that although the present application of IT in credit processes leaves room for further rationalization, banks still rely on a series of different and partly incompatible software solutions. The improvement of IT solutions and the further propagation of outsourcing could help to reduce labour and administrative costs and further enhance customer satisfaction (PricewaterhouseCoopers, 2012, p. 24).

3.3.2.2 Marketing – Standardisation

According to Pfeiffer (2012, p. 176), banking products differ with regard to their consultation and service intensity. Product complexity and volumes and customer needs determine the positive or negative potential for standardisation. While transferances are easily handled electronically, financing and investment usually involve higher consulting efforts. The rise of purely web-based financing and investment services suggests that a one size fits all model cannot be applied to banking products. Finally, the particular condition of investment or financing targets co-determines the possible and desired degree of standardisation and automation.

Direct banking is a simple and cost-efficient solution for cheap, standardized, and simple products targeted toward highly price sensitive customers with experience in conducting banking businesses and who need little personalized advice (Spremann & Buermeyer, 1997, p. 172). On the other hand, private investment banks offer strongly individualized high-price services for demanding customers, for instance unique and high-volume investment or risk-intensive financing projects. Universal banks are situated in the middle of this continuum and cover both market segments (Spremann & Buermeyer, 1997, p. 173).

Savings banks are frequently confronted with conventional customer requests with a high potential for standardisation. However, not all savings banks' clients are experienced in deciding independently on their investment or financing demands without further consultation. Some customer groups are still not experienced with the Internet or simply find that standardized automated banking business inspires little confidence. Savings banks avoid the pure price competition in the financial sector on the Web 2.0 by continuing to offer few automated services even for standardized products. The core of savings banks' market strength consists of the integration of powerful electronic servicing networks and continuously available individualized consultation offers.

PricewaterhouseCoopers (2012) evaluate the efficiency of credit processes from banks' perspective. The study proves that standardisation of credit processes has partly enhanced banking efficiency. Comparing 2008 and 2012 across credit types, processing times have diminished following standardisation. In the consumer segment the reduction was significant (from five hours to one hour) on average, processing time for SME credits, owing to the intense examination stipulated by Basel II, could hardly be reduced. The standardisation and automation of workflows has contributed to an optimization of adviser-customer-relationships in the credit business (PricewaterhouseCoopers, 2012, p. 11). The effect of standardisation and automation is primarily relevant to the high-volume business (PricewaterhouseCoopers, 2012, p. 9).

3.3.2.3 Marketing – Quality management

Standardisation in marketing is inseparable from efficient quality management principles: Customer communication of product development marks the interface to marketing. Bexley (2005, p. 59) finds that consumers' expectations towards banking are changing and influence their choice of banks. At present, availability, pricing, and convenience are central interests when choosing a bank; the potential customer finds information, control, and interaction as the most important features. However, quality of service quality remains among the top concerns of potential customers. Industrial structures are essential to meet these new demands.

According to Bexley (2005, p. 140), expected service quality consists of 5 parameters: tangibles, reliability, responsiveness, assurance, and empathy. As his study explains, perceived service quality is among the most important marketing elements. Positive expectations on the service quality of a competing bank would entice the majority of consumers to change banks (Blankson et al., 2007, p. 484).

Blankson et al. (2007) conducted an international study comparing the US, Taiwan, and Ghana as to factors influencing students' choice of banks. Employing principal component analysis, the most important selection criteria are determined for each country. In all three countries the principal factors are similar: convenience of usage, competence of staff, recommendation by peers and low fees. Convenience of usage parameters refer to the proximity of the location of the banking branch, the availability of service, and security of transaction. These parameters agree with an automatized form of banking service offers: Electronic banking and automated tellers provide an optimum level of transaction speed and 24 hour availability. On the other hand, the participating customers expect highly competent staff, friendly and personal service, and consistency of consultation and service delivery. Concerning complex banking products these demands are hard to fulfil by a strongly automated bank (Blankson et al. 2007, p. 479). Across different nations, the combination of reliable electronic systems and personalized service are both essential elements of universal banking.

Financial marketing according to Lievens et al. (1997, p. 32), resides primarily in the creation of customer awareness for new financial products. External communication of products has to harmonize with internal consciousness. An efficient training of the staff above all comprises the identification with products in demand and their individualized communication towards customers. To preserve customers' trust beyond the immediate selling process, consultation should focus on the creation of realistic expectations on the financial product offered. Quality management of consulting services has to look beyond the stage of acquisition and aim at building up long-term loyalty and trust.

Concerning product marketing, Pfeiffer (2012, p. 230) explains that success in the marketing of financial products relies on the quantity of potential customers addressed and above all in the quality of product communication. The creation of a successful sales product is based on the active interchange with potential buyers to identify their investment needs. In sales placement product creation, design and marketing are closely intertwined. Investment services provide banks with detailed information on customers' financial potentials and investment preferences (Pfeiffer, 2012, p. 232). Bank marketing faces the challenge of managing and institutionalizing the information flow between customer consultation and product development. Success in product marketing to a large extent is codetermined by the efficiency of product development and the informational interchange between both value-added levels.

PricewaterhouseCoopers (2012, p. 10) discover that in credit management the standardisation of processes and workflow does not always mean reduced approval phases for customers. Heightened quality standards, more extensive internal management, and verification procedures exhaust efficiency gains resulting from Industrialisation of structures and processes. The Horvath & Partner (2011) study arrives at similar conclusions: regulatory requirements are among the core drivers of organizational and process-related complexity. Banks' are advised to make sure that rationalization and standardisation of internal processing reach customers and that those factors are perceived as quality gains. A positive relationship between consultation quality and outsourcing has not been observed, which suggests that based on their high degree of integration consulting intensive processes are better managed at the core organization (PricewaterhouseCoopers, 2012, p. 18).

3.3.2.4 Marketing – Specialisation

How can customers' increasing quality demands be integrated into industrialized service structures? Riese (2006, pp. 65-66) explains that industrialized manufacturing companies utilize a multi-layer marketing and sales network based on the division of labour. Economies of scale and specialisation increase the reach of these marketing concepts and simultaneously reduce costs. Traditionally, banks have sold their products in stationary branch agencies. Industrialisation implies opening up additional sales channels and acquiring independent sales partners while the in-house branch structure is simultaneously rationalized and reduced. This strategy decreases fixed costs and makes external marketing know-how accessible (Riese, 2006, pp. 67-68).

Disselbeck (2011, p. 145) explains that outsourcing is an integrated element and consistent continuation of process optimization. As soon specialisation potentials of banks' internal processes have been exploited, the cooperation with outsourcing partners can contribute to further disentangling organizational routines and enhancing the transparency of work flows and responsibilities. However, efficiency improvement by external cooperation in marketing depends on the detailed planning of tiny interaction structures and the standardisation of all work flow components involved in the cross-organizational cooperation and data interchange.

According to PricewaterhouseCoopers (2012, pp. 13, 16), the degree of Industrialisation of banks and increasing degrees of outsourcing are positively correlated to the reduction of operation times. PricewaterhouseCoopers find that specialisation and work-sharing is at the root of this outcome. Specialisation enhances expert knowledge at the department levels and

supports the creation of routine work flows allowing to process standard transactions more rapidly. Standardized processes free up staff resources for specialized consultation, because problem cases are managed by specialized experts at the internal or external support department. The retail segment profits from increasing specialisation in particular. SME financing and more complex credit process are expedited as well, but not to the extent of standard requests (PricewaterhouseCoopers, 2012, pp. 14-15). Outsourcing partners are usually quicker in dealing with standard credit processes. In more complex cases, feedback loops with the core organization produce delays. This is why a general positive relationship between the degree of outsourcing and customer reaction time has not been observed (PricewaterhouseCoopers, 2012, p. 17).

With the growing complexity of products and product marketing, increasing automation and standardisation of the product range and continuously rising quality standards, specialisation becomes an indispensable feature of product communication and sales processes.

3.3.3 Industrialisation in settlement and transactions

A broad range of studies deals with Industrialisation patterns in settlement and transactions, which traditionally has been savings banks' core business. Across Europe, about 45 billion transactions are managed electronically on an annual basis (Bongartz, 2003, p. 46). However, margins are decreasing as a result of rising regulatory efforts and competitive pressure. According to a 2012 evaluation, banks' ROEs in transactions will decrease by about 6 % in Germany and 13 % in the UK (McKinsey, 2012, p. 9). Riese (2005, p. 67) explains that the majority of German bank branches do not cover their fix costs. Between 2000 and 2005, private credit banks have decreased their branches by 19.9 %, cooperatively owned banks closed down 10.3%, and savings banks only 7.7% of their branches.

3.3.3.1 Settlement and transactions – automation

McKinsey (2012, p. 13) suggests that technical optimization can reduce the expected loss by one half to two per cent. From a customer perspective, bank services are still partially connected to personalized service. However, the digital revolution has long been established in banks' back-offices. Today, electronic data hardly are rarely processed manually, but are usually handled in so-called straight through processes based on the automation and standardisation of bank-specific data sets. Transaction data (for instance transference information, security identification codes and orders) are registered electronically and then pro-

cessed without human intervention. Empirical studies have shown that pure electronic processing significantly reduces transaction failures, improves data quality and consistence, and results in shorter cycle times (Voigtländer, 2004, p. 8).

In the credit business and order routing as well, a broad range of processes is managed automatically today. Currently, credit rating processes frequently work automatically today, which takes any human bias out of decision processes and enhances fairness of approval (Krotsch, 2005, p. 23). On the other hand, common sense judgements are prevented by electronic systems, which can increase operational risk. Automated processes reduce operation costs in the transaction business by 50% to 100%. At present, limited standardisation potential prevents full automation in credit and order routing (Riese, 2005, p. 78). Of course, electronic data registration means important changes in the interface between customer and bank. Banks aim at reducing manpower for the registration of transaction and settlement tasks.

Daily transactions and services are increasingly relocated into virtual space, which implies an automation of a broad range of settlement and transaction functions (Riese, 2005, p. 67). This automation strategy sets free employee resources for qualified advice and product marketing. In minimally automated banks, accountants spend up to 70 % of their time on standard processes; banks with high automation quotas manage to reduce this quota to 20 to 30 % (Blatter, 2003, p. 39).

PwC (2012/II, pp. 18-21) observes that banking service providers supplying core banks themselves increasingly rely on industrial structures and automation. A dense market and high competitiveness even force smaller providers to realize economies of scale and scope. Processes are increasingly standardized. Most service firms employ workflow systems and partly connect them to cost controlling. Usually most or all core processes are supported by workflow systems. More than half of the evaluated firms analyse performance levels systematically. However, PwC identifies further Industrialisation potentials for banking service providers, particularly in process and sales management. Enhanced transparency and higher degrees of standardisation probably should efficiency values further (PwC, 2012/II, p. 11).

To what extent do customers accept or welcome automation of settlement and transactions, i.e., the replacement of the accountant in the front office by machines and the expansion of virtual service spaces on the web 2.0?

Filotto et al. (1997) conducted a statistically representative customer survey among 1.057 customers of Italian banks. They evaluated factors important to bank customers concerning operations and transactions. They extracted the categories speed, availability, autonomy, help, expense, and friendliness. They find that availability and autonomy are the most important aspects for desk-clients (1997, p. 14). Availability reaches highest relevance values (59.1% find it very important). Autonomy is another important factor (34.5% of top nominations). Accordingly automation of transaction and settlement processes should be among savings banks' most important development offensives. However, further insights relativize this conclusion: 21 % of the customers indicate that personalized help is particularly relevant when employing automated systems. 77.4 % highly regard friendliness and personalized contact with human consultants. Accordingly, a universal automation approach accordingly does not address all customers adequately.

Employing cluster analysis of client groups, Filotto et al. found that particularly "potentially autonomous, efficiency-oriented and demanding learners," favour the characteristics of automation and availability of transactions and operations. These client groups account for more than 60 % the customers. However, passive, traditionalist, and potentially autonomous customers' satisfaction depends at least partly on staff expertise, help, and friendliness (Filotto et al., 1997, p. 16). Only personalized consultancy enables this group of customers to make use of electronic automated systems. The observed strong differentiation of the customer clientele demands a varied perspective on automation. On the one hand, automation is indispensable to offer reasonable prices, remain competitive and attract autonomy –seeking, technology-experienced customers. On the other hand, the availability of individual advice for all automated systems is essential to provide user-friendliness for users with minimal technological skill. Rationalization and immediacy of operative processes as a result are central objectives of Industrialisation in the banking business, because this strategy increases the satisfaction of the majority of customer groups (Filotto et al. 1997, pp. 19-20). Personalized service should be available on demand.

3.3.3.2 Settlement and transactions – standardisation

In 1976, Levitt claimed that service managers should enhance process efficiency by adopting industrial standards and creating technologies and systems for the people (Levitt, 1976). This statement reconciles two previously contradictory approaches: machine guided process delivery and the centrality of human involvement. Indeed, the standardisation of transactions is an

essential strategy to simultaneously meet customer expectations and rationalize work flows of employees.

The efficient degree of standardisation according to Huete et al. (1988, pp. 13-14), depends on the concrete transaction task, because service needs differ by function and task complexity. According to a survey among Spanish banks, standardisation is highest for depository transactions and bill payment transactions. Assets transactions and loan applications need higher personalized involvement (Huete et al., 1988, pp. 13-14). Though these relationships observed in 1988 may have changed today thanks to the propagation of the Internet, higher degrees of standardisation and automation are observed. The study's basic observation that different standardisation degrees are efficient is valid at present.

According to Batt (2000, p. 5), service industries and more specifically banks, rely on personalized service relationships as opposed to industrial production businesses. Although standardized service concepts solve the problem of customer service from the perspective of operations management, not all service requests can be easily standardized and processed automatically. To acquire and maintain customer trust, strategies of relationship management are essential and should be integrated into automated routine processes.

Riese (2006, pp. 71-72) explains that at Citibank, employees' efforts for administrative tasks were reduced significantly after the introduction of service terminals and full-service websites. Consultants can now offer free resources for individual advice and investment services. Rationalization of administrative tasks and pure transactions, sets free marketing and services capacity. Standardisation improves data security and transaction speed (Riese, 2006, pp. 75-76).

Xue, Hitt and Harker (2007) argue that the process of Industrialisation opens up customer-intrinsic value-creation potential. Electronic transaction systems rely on consumers as active participants' (Wu et al., 2006, p. 116). When customers efficiently use electronic resources or self-service terminals they reduce banks' operation costs. Customer profitability varies depending on their individual characteristics (age, education etc.). By using electronic bank transaction functions, the customer becomes a "co-producer" of banking services (Xue, Hitt, Harker, 2007).

According to Ahmad and Al-Zu'bi (2011, p. 51), the establishment and propagation of e-banking is an essential strategy to rationalize the structures and processes of Jordanian

banks. E-banking represents an important element of Industrialisation, which has become commonly used in industrial countries for more than a decade. Refining e-banking concepts might also help to further rationalize the industrial structures of banks in Europe. Electronic transition processes in banking are indispensable in an Internet-based society. They reduce transaction costs and enhance security (Wu et al, 2006, p. 116). The integration of the resource “customer” reduces banks’ internal efforts, but presupposes an efficient usage of customer capacities, for instance the user-friendly design of transaction systems and the availability of personalized help. Otherwise banks risk deterring established clients (Xue, Hitt, & Harker, 2007, p. 539).

Summarizing these insights, the relevance of standardisation in settlement and transactions and consumers’ readiness to accept new technologies have significantly increased from the 1980s to the present.

3.3.3.3 Settlement and transactions – quality management

To some extent, quality management in banks’ transaction functions can be compared to industrial production because similar concepts are applied. Heckl et al. (2010, p. 447) conducted an internal bank survey on the importance of the quality management Six Sigma Concept in the financial services industry. They suggested evaluating performance with respect to the Six Sigma approach on an 8 item list comprising: reduction of process costs, increase in yield, increase in quality, increase in productivity, reduction in cycle time, reduction of product development time, and change of business culture. However, the study points out that soft factors like customer satisfaction are equally as important. The participants of the study rated the items customer satisfaction, process costs, and quality and productivity most important. These categories could be of particular importance for the assessment of Industrialisation success in the settlement and administration stage of the banking value added chain.

As previously discussed, services possess additional features that distinguish them from industrial production of goods. Services involve customer perception to a much larger extent, because services are perceived immediately and directly by the customer involved in their production process. In service industries, quality cannot simply be measured by counting fault-free outputs; it has to integrate the soft component of customer satisfaction, loyalty, and recommendation (Berenkoven et al., 2004, pp. 242-243). Batt (2000, p. 7) points out that customers’ quality perception to large extent depends on the provision of personalized service and active relationship management.

In individual service firms, like barber shops, usually a highly personalized relationship between the service provider and the customer prevails. According to Batt (2007, pp. 19-20), customer perception is different in the banking business. From the perspective of the customer, the service agent represents a larger impersonal unit – the bank as an abstract entity. Although the service person is directly involved with the customer, he or she is perceived as a representative of the bank and is to some degree interchangeable without immediate effect on a customer's attitude on the bank relationship. Because of this special situation particular quality parameters are relevant: discretion, team compliance, and professionalism are essential to communicate a homogenous external image and stable reputation.

Accordingly, quality concepts in banks' industrialized transaction and settlement processes are more strongly personalized and customer specific than in goods production but more homogenous and professional than in small-scale services. For this reason, previous research on quality management in banks' transactions and settlement functions frequently focus on the customer perspective. Bexley (2005, p. 80) evaluates customer satisfaction resulting from efforts for service quality employing the categories of perceived quality and value as well as the fulfilment of expectations, drawing on Fornell et al.'s (1996) American Customer Satisfaction Index. Customer satisfaction according to Bexley's model increases customer loyalty, which strengthens customer retention.

Dahlberg et al (1988) point out that the omnipresent availability of electronic banking has changed customers' demands and quality perception, and as a result, the competitive situation in the transactions business. "Novel" customers primarily expect a barrier-free, swift, and secure procurement of transaction tasks and system adaptability to individual needs. To some extent, intelligent systems can replace personalized consult (Dahlberg et al., 1988, pp. 3-4). Ahmad and Al-Zu'bi (2011, pp. 55-56) evaluated the success of e-banking by measuring the correlation between customer satisfaction and loyalty and 8 quality characteristics of e-banking, which are assessed qualitatively by customers in a survey. The following quality characteristics are derived from previous research: accessibility of information and services through electronic media, safe-guarding of privacy, security of transactions, aestheticism of the virtual environment design, consistency and completeness of contents, transactions and download speed, and competitiveness of fees and charges. Assessing the success of e-banking features from a customer perspective they evaluate customer satisfaction, loyalty and the extent of mouth-to-mouth propaganda (Al-Zu'bi, 2001, pp. 51-53).

According to Ahmad and Al-Zu'bi (2011, pp. 57-58), the availability of e-banking increases customer satisfaction. Accessibility and convenience of virtual media, as well as high levels of privacy and security are important to ensure sustainable customer loyalty. Speed and moderate fees act as amplifiers of customer satisfaction and of the bank's prestige. In customer relations, convenience, trustworthiness, and accessibility are essential to virtual features. In sum, the integration of the entrepreneurial perspective and the clients' perspective are inseparable in transaction processes.

3.3.3.4 Settlement and transactions – specialisation

Contributions on settlement and transactions in the banking business observe two reciprocal and interdependent tendencies: a trend towards universalism and an increasing specialisation on the other hand.

Kulmar and van Hillersberg (2004, p. 3) explain that in the age of globalization and electronic media, financial service sectors are merging. Institutions frequently unite banking, insurance, brokerage, and transaction services. The provision of comprehensive services lowers customers' transaction costs and confers a competitive advantage. The trend towards a universal product range under a common label on the other hand implies the interaction of specialized departments and experts applying a joint strategy. Work sharing and close cooperation between departments or venture partners needs modular organizational architectures and fine tuning of the unit interfaces.

To reduce operational costs banks increasingly rely on outsourcing of settlement and transaction to specialized service providers. According to Riese (2005, p. 83), outsourcing of these tasks is based partly on co-operations and partly on franchise concepts. By specializing channels of customer access, banks attempt to simultaneously save operational costs and offer special subject knowledge in competence centres. For instance, in rural areas, simple transaction functions are available at bank counters in local shops. Investment and credit services on the other hand are bundled in regional investment centres. This strategy reduces the number of bank agents per village because simple transactions can be conducted by the shop assistant. Qualified consultancy and service for more specific tasks is provided by an expert team at the regional investment centre (Riese, 2005, p. 69).

As Beimborn and Franke (2005, p. 4) argue, outsourcing of competencies is equally a core element of Industrialisation in settlement and administration. Although the value of activities

performed by external suppliers has risen by 45 % annually between 1990 and 2003, banks real net output ratio is still at 60 to 80 % (Riese, 2006, pp. 81-82). Economies of scale, economies of scope are the essential categories for the evaluation of outsourcing efficiency. Assessing the success of outsourcing of secondary financial processes Beimborn and Franke (2005, p. 5) find that cost savings primarily result from economies of scope (69.9 %). As a result of the high degree of standardisation in administration, processes are efficient only if performed by specialized suppliers on large scale.

According to Deutsche Bank research, IT outsourcing has been growing significantly in recent years. German turnovers in the outsourcing segment have reached a volume of more than 3.7 billion Euros (PwC, 2012/II, p. 16) and are expected to continue to grow exponentially, because presently the outsourcing level in the banking business significantly lags behind industrial goods' production (Frank, 2004, p. 3). PwC differentiates five key businesses relying on outsourcing of banking services: order management (volume 923 million Euros), payment transactions (680 million Euros), card services 676 million Euros, self-service systems (425 million Euros), and debt collection services (392 million Euros) (PwC, 2012/II, p. 16). German banks expect that the outsourcing of compliance services and transactions will grow in the years to come. However, outsourcing of human resource services, finance and controlling are expected to decrease (PwC, 2012/II, p. 18). These figures confirm Riese's (2005, p. 69) assumption that complex and highly specific services are hard to standardize and automate in order to implement industrial structures.

The outsourcing of transparent and well-defined tasks promises transaction cost savings. For instance, IT services are increasingly contracted from offshore suppliers in low wage countries, which have reached a global volume of more than 300 billion US\$. Frank (2004) points out, that most cost arguments frequently favour outsourcing. Sometimes though transaction costs resulting from the outsourcing decision are not observed or not planned in detail. Considerations of process complexity mean that outsourcing usually is a highly serious decision, ill-planned decision-processes can result in irreversible and excessive operational cost. Exact process definition and the standardisation of routines are indispensable to avoid negative surprises and guarantee IT outsourcing efficiency (Frank, 2004, pp. 2, 4-5).

Krotsch (2005) explains that the degree to which outsourcing enhances process efficiency to a large extent depends on the interaction of operation systems between service provider and core bank. An integration of methods and processes between all interrelated institutions is

essential to make sure that specialisation in practice reduces transaction costs. Krottsch's (2005) stochastic model calculation finds that the impact of outsourcing on risk adjusted bank performances depends on the efficiency of the supplier and the extent to which the bank participates in cost savings achieved. The implementation of economies of scale is particularly crucial to the net performance result of outsourcing. To that end, well-aimed and systematic quality management has to ensure that clients' needs are met by increasingly modular structures.

3.3.4 Industrialisation in risk management

Risk policy comprises the evaluation of possible deviations of banking results from plan and according to Betge (1996, p. 274), falls into the processes of risk identification, risk analysis, risk valuation, and risk controlling (Betge, 1996, p. 276). According to Pfeiffer (2012), risk management principally denotes risk limitation. Risky liquid assets and validated securities are actively managed in a system and process of surveillance and controlled to reduce default risks (Pfeiffer, 2012, p. 77). Industrialisation in banks' risk management comprises the optimization and professionalization of (a) strategic (i.e. market and credit risk) and (b) operational risk management (Adusei-Poku, 2005, p. 5).

3.3.4.1 Risk management – automation

Regulatory changes and product and market development demand the implementation of IT systems in strategic risk management (McKinsey, 2011, p. 17). Automation supports credit rating processes because it reduces information complexity. IT systems help to structure data on the lendee and additional credit related risks and fit individual credit risks with the bank's total risk exposure. When conducted manually, balance sheet analysis of the applying firms usually suffer from evaluation bias. Automated systems apply homogenous standards when considering financial and complementary soft factors (Grof, 2002, pp. 111-112). Those systems usually integrate account development, credit history, economic situation, and firm data as well as individual factors, like management cooperativeness and individual circumstance (Riese, 2005, p. 90).

Accordingly, IT systems rely on a broad informational basis and integrate experience on previous credit processes in new decisions. They improve formal compliance with risk assessment standards as stipulated by Basel II and III. Automated scoring systems protect bank employees from underestimating risks and making speculative decisions that are subsequently

difficult to justify. The application of standardized systems ensures that the whole pool of a bank's risk rating experience is applied homogeneously to each individual decision (Everling & Leyder, 2005, pp. 66-67).

Risk operation automation enhances surveillance and control mechanisms. Data from the rating and credit decision phase are updated continuously, which in traditional credit management was frequently neglected. Lender information relevant to existing regulations is requested on time and processed in a standardized and homogenous form (Buttler, 2002, p. 178). Compliance with Basel II and III is ensured at each stage of the credit process. Today, automation of credit control today is essential to maintain competitiveness and legal compliance (Betge, 1996, p. 278).

However, banks have recognized, that credit management relying solely on automated processes bears further risks. On the credit decision level, automated systems neglect common-sense aspects. When potential borrowers are rated according to their history only, future development potentials are usually neglected to be on the safe side (Buttler, 2002, p. 179). Further business opportunities, the potential opening of a securities account or the future use of insurance services- are usually not calculated in automated credit rating processes. In operational credit management, automated systems have limited capabilities to evaluate the present situation of the lender from a psychological perspective. In the case of liquidity problems, a personal discussion can create trust. However, formal correspondence frequently decreases a lender's willingness to perform (Putz, 2006, p. 45).

In a survey including banks' lending to small and medium sized firms, Lehman and Neuberger (2001, pp. 357-358) found that apart from standardized variables, like credit risk and firm characteristics, the availability of loans depended strongly the social relationship between the loan officer and bank manager. In empirical practice, industrialized risk assessment structures are superseded by human intervention and social interaction (Lehmann & Neuberger, 2001).

To a certain extent, automated systems provide scope for individual human decision making within the framework of organizational control. As opposed to goods production, services involve human interaction and personalized perception and reflection, risk management processes cannot be handled by machines alone but need the thorough adjustment of automated routines and human decision making.

3.3.4.2 Risk management – standardisation

Within the framework of industrialized banking, statistical models are applied to standardize risk measures and make risk factors comparable systematically. Regression analysis is employed to evaluate correlations between the risk-exposure of different positions. According to Basel II, a detailed assessment of the cross-correlation of different risk types and the risks incurred by all positions a bank holds is indispensable (Hayden & Porath, 2009, pp. 5-6). Interdependencies between binary variables can be equally estimated by logic and probit models. Panel models integrate risks incurred in different periods (Hayden & Porath, 2009, pp. 7-8)

Adusei –Poku (2005, pp. 13-18) suggested a Bayesian Network to measure and control foreign exchange related risks. Employing a multifactor model, Adusei-Poku models different risk control mechanisms, which are used to assess and control risks in industrialized banking structures. Loss distribution approaches systematically assess the distribution of losses of specific asset classes observed in the past and define current risks structures so that certain loss probabilities are not exceeded. This approach is based on the assumption that future risk distribution will coincide with past observation or, as in the case of Monte-Carlo simulation, can at least be modelled from observed data. Excess losses experienced during the financial crisis of 2007/08 unfortunately are hard to predict without previous experience. The standardisation of risk categories in such a value-at risk system allows integrating soft factors for instance by using a scorecard approach, which additionally quantifies the efficiency risk drivers and risk control systems by surveys. This systematic evaluation and categorization of risk estimates organizational opens up the whole organizational pool of experience to apply for individual risk decisions (Hayden & Porath, 2009, pp. 25-27).

A lack of forecasting capacity for unexpected events is a remaining difficulty in these standardized IT-based approaches. Therefore, current industrialized risk management systems have to be accomplished by scenario-analysis. Expert experience is used to model extraordinary scenarios from previous standard models.

3.3.4.3 Risk management – quality management

IT risk systems and automated credit rating processes strongly improve the quality of credit rating processes and reduce the risk inherent in loan portfolios (McKinsey, 2011, p. 19). Gizycki (2001) analyses a sample of Australian banks and tests which factors influence the

variability of banks credit risk exposure over time. The author found that controlling for macroeconomic factors, risk variance, and resulting profitability depends heavily on the individual bank. This result suggests that banks' quality management approach influences risk exposure significantly.

Increasingly, IT based risk control systems are demanded by official supervisory body and international banking regulations. In increasingly volatile capital markets determined by a broad range of factors, risk assessment relies on the integration of diverse micro- and macro-economic factors in the process of risk analysis and measurement (McKinsey, 2011, p. 21). According to McKinsey's 2011 international credit survey, banks found efficient quality standards in risk management increasingly important. 63% indicate that risk management needs new and more sophisticated approaches, better infrastructure, and more diverse applications capable of integrating increasingly complex data (McKinsey, 2011, pp. 26- 28). The relevance of automation according to banks' estimate will increase from 4.0 to 5.7 on a scale from 1 to 7. Real time IT systems will significantly gain in relevance to conduct stress test and simulate extraordinary risks (McKinsey, 2011, pp. 33-36).

Heckl et al. (2010) conducted an empirical study on the successes and risks inherent in applying the Six Sigma Concept in the financial services industry. Although the concept has long been established in the manufacturing business, only about a quarter of the participants from the banking sector has adopted Six Sigma as a risk management approach. Firms applying Six Sigma report high efficiency values concerning cost reduction and productivity, because active quality management changes firm culture towards higher employee engagement and customer orientation (Heckl et al., 2010, p. 447). Banks complained about the lack of available quality data for service industries, because quality is hard to define and measure. Human behaviour and perception have a significant impact on quality conception. Adequate measures to assess the efficiency of risk management are missing (Heckl, et al., 2010, p. 437).

3.3.4.4 Risk management – specialisation

Risk management processes do not create value by themselves. Their quality lies in accuracy, timeliness, and completeness of surveillance and managerial action. As exemplified by Jacobides (2005) for the mortgage market, specialisation in the risk management business is increasing. Drawing on a systematic review and empirical expert interviews Jakobides found that the mortgage market has become continuously more fragmented over the past 30 years. In the 1980s banks provided integrated housing finance solutions including brokerage,

warehousing, prepayment and repayment risk, as well as servicing tasks. During the 1980s a primary loan market gradually evolved in which banks sold bundled loans. On the secondary loan market loans were resold to market participants. From that point forward, mortgage banks have handed down loan risks to securitisers and Wall Street players. During the 1990s, mortgage brokerage was increasingly handed over to specialized firms. From 2000 onwards, the splitting of loan responsibility emerged: i.e., Servicing today is done by different mortgage banks that acquire the position from securitisers and originator banks (Jakobides, 2005, p. 474). Specialisation in the loan business according to Jakobides eases coordination along the value added chain and contributes to the diversification of loan related risks. The bundling of loans in tranches dilutes and hedges risks implied by single positions, since portfolio failure is highly improbable. Firms' specialisation according to Jakobides (2005) contributes to "information standardisation" which reduces transaction costs (p. 465).

Written before the financial crisis of 2007-08, Jakobides study neglects the fact that the process of splitting up credit conclusion from credit servicing incurs further risks. The bundling of loans makes the assessment of individual clump risks hidden in the bundle virtually impossible for the buyer. With the sale of the mortgage-bundle, the emitting bank hands responsibility for mortgage fulfilment down to the buyer. Therefore, the originating bank has an incentive to hide and sell doubtful or bad loans in bundles, in order to get rid of excess risks (Kildegaard & Williams, 2003). Information asymmetry between mortgage seller and buyer causes principal-agent-conflicts, which in 2007/08 resulted in a complete breakdown of the mortgage market and a global financial crisis (Hoggarth, Mahadeva & Martin, 2010, p. 14). Specialisation in risk management, to the extent that responsibilities are diluted, causes inefficient property-rights-allocations. Usage rights and risks opportunities respectively, have to be defined coherently, to sustainably reduce transaction cost for all market players (Picot, 1991, pp. 143-170).

Hyötyläinen and Möller (2007) argued that service architecture frameworks can enhance transparency and modularize the structure of complex decision and management tasks like risk management. Service-packaging stipulates the initial structuring of processes and the definition of self-contained and clear tasks, and diminishes transaction costs as compared to a cross-linked internal solutions that accepts mutual interdependencies. Though risk management as compared to operational administrative tasks is highly individual in character and demands expert subject knowledge, industrial structures i.e. outsourcing and standardisation

increase process control and diminish risk levels. Credit rating, which frequently relies on external agencies has been standardized complying with the Basel II accord, and calculates a credit risk indicator (Riese, 2005, pp. 87-88).

Shadow rating systems integrate the knowledge of external rating agencies and banks' internal risk management systems. In the first step, a statistical model of a lenders risk exposure is drafted by referring to quantitative data (balance sheet and macroeconomic data) as well as qualitative information (for instance ratings and management statements). In the second step, external experts are consulted to adjust the model factors drawing on their experience. In the third step, group and sovereign influence on the lender are taken into account. To avoid systemic failure, external rating experts are then empowered to override the model in case of doubt (Erlenmaier, 2009, p. 40). The approach of shadow rating accordingly overcomes the weakness of a pure mechanical system and integrates internal and external expert knowledge.

Beimborn and Franke (2005, p. 6) evaluated the efficiency of outsourcing in credit processes. Here, economies of scale are assumed to be the most important success factor of Industrialisation. The interaction of internal and external units, resulting from an efficient implementation of IT resources, offers the potential of reducing staff. Highly efficient data processing systems are crucial to the implementation of economies of scale.

Krotsch (2005) finds that industrial structures encourage risk avoidance and consequently improve banks' total risk-adjusted performance. However, under stable market conditions, risk reduction diminishes expected returns. On the other hand, Industrialisation increases lump risk since diversification is reduced which may result in higher individual losses (Krotsch, 2005, p. 167). Risks resulting from human errors of judgement cannot be eliminated by industrial structures, and are reinforced in market crashes. Particularly in extraordinary market situations Industrialisation prevents rapid reactions and encourages trend-conform behaviour increasing losses (Krotsch, 2005, p. 168).

The increasing concentration of banks reduces the availability of capital in business financing altogether. Large banks reduce risk factors more efficiently while bureaucracy increases. The effect of bank concentration is particularly negative for established firms, which offer little additional growth potential. Young growing companies needing huge amounts of external capital, but seem to profit from a concentration of banks (Cetorelli et al, 1999, p. 28).

Industrialisation as a result contributes to an overall reduction of risks, but encourages banks to invest in high-potential growth companies and industries.

3.4 Summary of review results

3.4.1 Elements and performance objectives of Industrialisation in banking

The review results show that elements of Industrialisation – automation, standardisation, systematic quality management, and specialisation – are observed across all stages of the value added chain. However, Industrialisation does not work without giving regard to the human factor, because process complexity increases the relevance of both a varied analysis and evaluation of cause and effect relationships and common sense judgements. The following tables provide an overview on determinants of Industrialisation elements in the value added chain, performance objectives, and limitations of Industrialisation, and preconditions to the successful application of elements of Industrialisation in banking:

In the stage of product development, Industrialisation of financial services mainly comprises a modular, transparent and rationalized design of the product range (Riese, 2006, pp. 54-58). The development of individualized solutions remains manpower intensive, but can efficiently be supported by electronic structures (Järvinen & Lehtinen, 2003, pp. 780-786). Apart from technological elements, the product development cycle relies on efficient internal and external communication processes. Measurement categories for the success of Industrialisation in the product development phase accordingly are: economies of scale and scope resulting from modularization (Riese, 2006, pp. 54-59), uncertainty avoidance and improved cooperation by efficient internal communication, meeting customer demands, and creating satisfaction by the integration of standardized and individual elements in product design (Lievens, 1997, pp. 31-38). Inner firm cross-functional and inter-firm cooperation are encouraged by industrialized modular development architectures and contribute to transaction cost savings (Pfeiffer, 2012; Disselbeck, 2011). In the product development stage, customer expectations limit the potentials of Industrialisation. Standardized solutions diminish customer contact and individual adaptability of financial products (Disselbeck, 2011; Järvinen & Lehtinen, 2003). Ill-defined development partnerships lacking mutual trust frequently cause adjustment problems and heighten transaction costs (Pfeiffer, 2012; Lievens et al., 1997).

Review results on Industrialisation in banking – product development					
Value-added stage	Elements	performance objectives	Limitations	Success factors	Main sources
Automation	electronic analysis of needs transparent products Cross functional cooperation	rationalization, process efficiency substitute manpower extension of product range diminution of transaction costs	low consultation quality loss of direct customer contact	evaluate customer satisfaction, analysis of transaction costs	Järvinen, Lehtinen, 2003
			abuse, fraud	retain personal touch	Pfeiffer, 2012
Standardisation	modular products enhancement of control outsourcing	economies of scale and scope economic product range	loss of individuality	individualized standard offers	Riese, 2006 Disselbeck, 2011
	qualitative and innovative product offers High internal communication standards	compliance with customers' needs enhancement of information flows	remaining informational uncertainty	ensuring communication quality	Järvinen, Lehtinen, 2003 Disselbeck, 2011
Specialisation	Specialized expert teams transference of risks and costs to external partners	local expert competence risk and cost control	adjustment problems principal-agent conflict	qualified partners trust and intense information flows	Lievens et al., 1997 Disselbeck, 2011; Pfeiffer, 2012

Table 2: Summary of review results on Industrialisation in banking – part I: product development (own draft)

Review results on Industrialisation in banking – Marketing					
Value-added stage	Elements	performance objectives	Limitations	Success factors	Main sources
Automation	automated advertisement and sale	reduction of transaction costs	need of personalized advice and communication	differentiate mix of personal auto-mated functions	Horvath& Partners, 2011
	use of e-marketing channels	improved documentation and surveillance increase of electronic requests			PwC, 2012/I, Pfeiffer, 2012
Standardisation		user-friendliness, swiftness	need for individual advice	combined approach of individual and standardized marketing depending on product and customer type	Pfeiffer, 2012
	multilayer cooperation	cheap efficient offers	only for simple, low-price products		Spreemann, Buermeyer, 1997
	standard routines	enhanced customer-relationships enhanced bank efficiency	limited to high volume business		PwC, 2012/I
Quality management	compliance with official regulations	enhanced availability and security	need of competent staff	combination of reliably electronic systems and personal advice	Blankson,et al., 2007
	personalized customer communication	customer trust	trust results from personal relationships		Lievens et al., 1997
	detailed analysis of customer groups and their needs	fit with customer needs		verification of customer friendliness	PwC, 2012/II; Horvath& Partners, 2011
Specialisation	division of labour		communicational barriers	modular task structure	Riese, 2006
	multi-layer Marketing network	Transparency, clear responsibilities Process optimization			Disselbeck, 2011
	additional sales channels	reduced operation times	problems of data interchange	dense communication networks	PwC, 2012/II

Table 3: Summary of review results on Industrialisation in banking – part II: marketing (own draft)

At the stage of marketing and customer relations, automation contributes to saving transaction costs and enhances documentation and surveillance of processes. While standard requests are more easily handled when supported by standardized routines, personalized advice and communication remain essential elements in the marketing strategy of novel and complex products (Horvath & Partners, 2011; PwC, 2011; Pfeiffer, 2012). According to Riese (2006), industrial structures rely on multi-layer cooperation concepts. Economies of scale are generated by the integration of external and internal sales departments via multiple channels. To make this system controllable, standardized marketing routines support individual consulting. To assess the efficiency of industrialized marketing and customer relation structures, previous studies take a customer perspective: service quality, product availability, pricing, and conve-

nience are the essential focuses of successful industrialized bank marketing (Bexley, 2005, p. 59; Blankson et al., 2007, pp. 250-255).

Settlement and transactions offer the possibly largest potential for Industrialisation in banking: Automation allows electronic transaction banking and automated service systems. Customer self-servicing becomes a productive factor and saves operational costs at the bank. IT concepts simultaneously enhance data quality, save employee resources for more demanding tasks, and help to realize economies of scale and scope. Automation and standardisation contribute to labour and fixed cost reduction. However, complex activities still need human support and control (McKinsey, 2012; Voigtländer, 2004; Krotsch, 2005). The outsourcing of routine tasks promises economies of scale and scope, if they are sufficiently standardized and structured clearly (Beimborn & Franke, 2005, pp. 4-5). High specialisation on the supply side and transparent cooperation conditions are essential to put calculative savings from outsourcing into practice (Krotsch, 2005).

The net success of Industrialisation of settlement and transactions needs to reflect the customer perspective as well: The integration of automatized structures and personalized service seems to be essential for customer acceptance. Evaluation parameters for Industrialisation success at this level of the value-added chain are synthesized drawing on Filotto et al. (1997), Heckl et al. (2010), Riese, (2006), Ahmad and Al-Zu'bi (2011), and Xue, Hitt and Harker (2007). Those parameters incorporate cost efficiency, rationalization of administrative tasks, availability, transaction speed, and data security. Industrialisation in settlement and transactions has to take account of both the entrepreneurial and clients perspective.

Review results on Industrialisation in banking – Settlement & Transactions					
Value-added stage	Elements	performance objectives	Limitations	Success factors	Main sources
Automation	electronic transaction banking	reduction of fixed and operational cost	transaction failures augment operational risk	IT security concepts	McKinsey, 2012
	usage of automated service systems	enhanced data quality			Voigtländer, 2004
		employee resources for consulting tasks			Krotsch, 2005
		economies of scale and scope			Filotto, 1997
		connection to cost controlling			PwC, 2012/II
Standardisation	standardized transaction processes	process efficiency	limited standardisation potential for complex activities	fit of formal processes and consultants' conduct	Riese, 2006, Ahmad-Al'Zubi 2011
		saving work force resources	problem of customer satisfaction	integration of personalized and efficient advice	Xue, Hitt, Harker, 2007
	homogenous data standards	Increased transaction speed	personalized service needs		Wu et al., 2006 Batt, 2000, Dahlberg, 1988
Quality management	high data quality	productivity enhancement	customer perception is subjective	privacy and security	Batt, 2000
		reduction of cycle time	customer involvement in value-creation process		Bexley, 2005
	increase of customer satisfaction				
	controlling IT systems	data security	Industrialisation can't replace personal relationships	personalized service offer	Ahmad, Al'zubi, 2011
Specialisation	external cooperation	reduction of complexity and transaction cost	communication barriers	coincidence of universal offer and specialisation by dense	Krotsch, 2005
			complexity and inefficient allocation of property rights		Frank, 2004
		responsibility centres	economies of scale and scope		communication network

Table 4: Summary of review results on Industrialisation in banking – part III: settlement and transactions (own draft)

In risk management, Industrialisation enhances compliance with Basel II and III regulations, because risk controlling processes are automated and standardized efficiently using IT support. Industrial structures reduce information complexity and subjective risk assessment (Everling & Leyder, 2005). Standardisation and efficient IT systems facilitate the outsourcing of credit surveillance and administration (Riese, 2006, pp. 87-88; Beimborn, 2005, pp. 5-6). The efficiency of industrialized risk management is usually assessed quantitatively by balance sheet analysis (Shen, 2009), market share evaluation (Cetorelli et al, 1999), or value at risk based performance measures (Krotsch, 2005). The integration of human experience and com-

mon sense in risk surveillance and control remain essential to gauge new and extraordinary situations (Porath, 2009; Adusei-Poku, 2005; Gizycki, 2001).

Review results on Industrialisation in banking – Risk management					
Value-added stage	Elements	performance objectives	Limitations	Success factors	Main sources
Automation	compliance with Basel II	enhanced risk control	neglect of common-sense	IT supported human decision making on risk issues	Everling, Leyder, 2005
	reduced information complexity	transaction cost savings	credit decision need personal advice and trust		Riese, 2005
	systematic risk analysis and control		Buttler, 2002; Lehmann, Neuberger, 2001		
Standardisation	assessment of correlated risks	risk diminution	lacking forecast of extreme risks	IT support and additional expert advice	Adusei-Poku, 2005
	integrate risk models	stability of earnings	difficulty of integrating soft individual factors		Porath, 2009
Quality management	risk related informational transparency	systematic risk reduction	cost of systematic quality management	measurability of success of risk management	Gizycki, 2001
	protection against unexpected risks	compliance with official regulations and supervision			McKinsey, 2011
		higher employee engagement			Heckl, et al., 2010
Specialisation	complexity reduction	transaction cost savings	Inefficient property rights assignment information asymmetry, principal-agent conflicts		Jakobides, 2005
	modular risk control architectures	transparency, clear responsibilities			Hyötylainen, Möller, 2007
	integration of external ratings	modularization of risk control mechanisms			Krotsch, 2005 Erlenmaier, 2009

Table 5: Summary of review results on Industrialisation in banking – part IV: risk management (own draft)

3.4.2 Limitations of previous Industrialisation research in banking

A critical evaluation of the overview on Industrialisation elements and performance measures suggests that Industrialisation in banking has not yet been evaluated systematically. First, the term “Industrialisation” is not used homogeneously in literature. Several texts address primarily automation and standardisation (Riese, 2006; Krotsch, 2005). Other works claim that outsourcing and specialisation (Disselbeck, 2011; Pfeiffer, 2012) are core characteristics of industrial structures. While three studies (Rise, 2006; Krotsch, 2005; Disselbeck, 2011) judging from the title, explicitly are on “Industrialisation,” most studies do not address Industrialisation as a main topic but presuppose industrialized structures for other analytical purposes. Horvath & Partners (2011) assessed operational excellence in financial industries arguing that standardisation automation and work sharing – which in this paper are called

elements of Industrialisation – are indispensable to reach operational excellence. PwC (2012) evaluated the efficiency of credit processes, again presupposing industrialized approaches, like the reduction of cycle times, or work sharing and quality control.

Previous studies focus on different stages of the value-added cycle, but hardly assess industrial structures for all levels of the value added chain. Krotsch (2005) for instance focusses on settlement and transactions. Riese (2006) also integrates product development and sales, but does not consider risk management as a separate value added stage. Disselbeck (2011, pp. 161-186) assessed outsourcing from a holistic perspective without differentiating value-added stages. PwC (2012/I, p. 15) assessed industrialized structures for a broad range of bank functions but focussed on settlement and transactions where outsourcing is of highest relevance. PwC (2012/I) examined the efficiency of credit processes focussing on marketing and risk management.

Consequently, measures employed to describe the degree of Industrialisation vary across previous studies. In product development, on the one hand modular and transparent products and on the other hand innovative and high quality products (Järvinen & Lehtinen, 2003) are associated with industrialized structures. Process-related and structural elements are mixed arbitrarily. Some studies address the process perspective rather than product related characteristics: cooperation in expert teams, efficient communication flows with customers and comprehensive control mechanisms are associated with process related Industrialisation (Lievens et al., 1997). Other studies focus on structural characteristics of Industrialisation. Horvath and Partners (2011, p. 16; PwC (2012/I, p. 12) for instance refer to automated payment and trade systems. A large body of literature is on E-banking (Spremann & Buermeyer, 1997; Bexley, 2005; Filotto et al., 1997).

Concerning the success measurement of Industrialisation, only few studies employ quantitative measures. Success evaluations vary depending on the perspective taken. Riese (2006) as well as Krotsch (2005) adopt a shareholder view and evaluate the success of Industrialisation at the end of the value creation process measuring the impact on a risk adjusted shareholder return (RaROC-figure). However, the assessment of cross correlations between the value added stages and external factors influencing banks' returns remains questionable.

Other studies integrate qualitative factors and aspects that are not immediately measurable financially quantifiable into success evaluation: PwC (2012, pp. 10-12) for instance assessed

cycle time reductions due to automation and standardisation and the degree of work sharing and outsourcing (PwC, 2012, pp. 18-22). Horvath & Partners (2011) identify multiple dimensions of the success and measure “operational excellence,” which are scarcely detailed systematically (Horvath & Partner, 2011, figures 17, 18, 21) and evaluated in a management survey on a Likert scale. Pfeiffer (2012) does not evaluate the success of Industrialisation (i.e. the disaggregation of banking value-added chains) quantitatively at all.

The perspectives on success differ across the studies. As detailed above, Riese (2006) and Krotsch (2005) take a shareholder perspective and focus on the return outcome of Industrialisation only. Other studies though, partly or fully, argue from the perspective of further stakeholder groups. Huete et al (1988, p. 17) for instance describe Industrialisation levels with regard to customer knowledge and service complexity. The discussed 2012 PwC credit survey argues from a customer perspective. Industrialisation of credit services is meant to reduce processing times and remove barriers in credit approval. Increasing customer satisfaction is a main or partial purpose according to several other studies (Ahmad Al’zubi, 2011; Batt, 2000; Xue, Hitt & Harker, 2007; Filotto et al, 1997). In some studies bank employees’ and society’s interests are given further consideration when assessing the utility of Industrialisation. Heckl et al. (2010, pp. 447-450) suggested that quality management in transaction and services increases employee engagement. Modular system architectures reduce inter-organizational friction and information asymmetry (Lievens et al., 1997, pp. 28-30) Compliance with the official regulations of Basel II and III is essential for industrialized structures of risk management to avoid bank specific and systemic risk i.e., to make banking socially acceptable (McKinsey, 2011, p. 21).

Chapter 4 – Conceptual Model Development

Chapter 4 attempts further to systematize elements of Industrialisation in the banking value added chain. It develops an integrative concept of measurement that integrates qualitative and quantitative measures of Industrialisation success and considers the major stakeholders in the banking value added chain.

Figure 1 (below) shows a comprehensive map of the research framework:

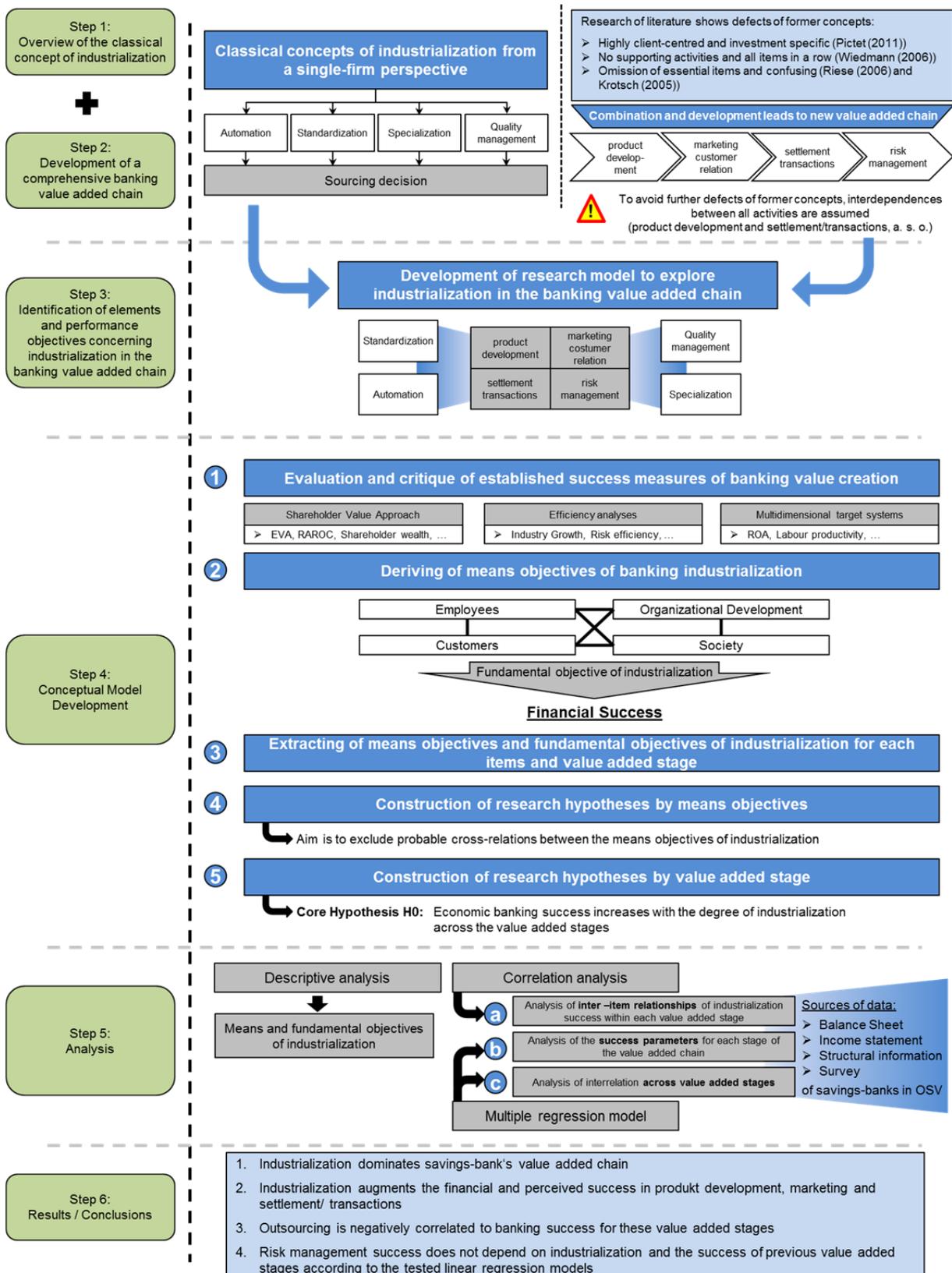


Figure 11: Comprehensive map of the research framework (own draft)

4.1 Value-contributions in the banking value added chain

4.1.1 Difficulties of assessing the value added

As detailed in section 3.1.2.1, the value chain is a set of interdependent processes, creating a value-added, i.e. transforming input goods and basic information into output goods and information of higher market value (Haller, 1997). Processes and value added stages, i.e. sets of processes which themselves are open, complex and dynamic socio-technical systems (Finkeisen, 1999, p. 18), each create a concrete and measurable added value va_i . The sum of these contributions results in the complete value added VA created by the system.

$$VA = \sum_{i=1}^n va_i$$

Formula 1: Value added created by the processes i of the value added chain (own concept)

The value of a process or a value-added step i.e., a set of processes cannot be assessed as a financial key figure for all process types (Finkeisen, 1999, p. 45). The previous section on risk management for instance has shown that the financial value of risk decision making and risk control only emerges when a credit default situation occurs (McKinsey, 2011). Quality management functions in marketing, product development, marketing and settlement, and transactions, do not immediately contribute to increased turnovers or higher profits. The immediate financial effect of improved quality management can even be negative, when higher failure quotas requiring rework or process-related improvements are discovered. In the long run, the indirect effects of efficient quality management are positive: Customers' satisfaction and loyalty is increased and the banks' reputation improves as quality increases.

For some value creating processes the financial value contribution seems to be easily calculable. For instance, the *value contribution* of a sales' department is frequently calculated as the turnover achieved per period. However, assigning success is not always as easy as that method suggests: The sales department will only realize adequate turnover when the available products meet market requirements, i.e. product development has worked efficiently. Additional external influence factors such as macroeconomic factors or the condition of the branch can also be relevant.

Value contributions of processes and complete value-added stages can be multidimensional, that is, not measurable on a single scale and at a single time point of evaluation. For instance, Porter's five forces model points out that marketing pursues several essential objectives:

ensuring product quality, attracting new customers, ensuring competitiveness as compared to existing and new rivals, and social image enhancement (Porter & Millar, 1985, p. 153).

This discussion illustrates that pure financial measures of success for individual value added steps have to be relativized, since

- Value added depends on the perspective taken,
- Not all impacts of a value-added stage are measurable financially,
- Not all impacts become measurable at a concrete time point,
- Cross-relations between value-added stages exist,
- External influence affect financial results.

Consequently, assessing the value contributions of Industrialisation at different stages of the banking value added chain requires a comprehensive and multidimensional evaluation approach.

4.1.2 Evaluation of established success measures of banking value creation

How can the large variety of performance objectives of Industrialisation summarized in section 3.4 be structured convincingly? A broad range of literature has assessed entrepreneurial objective systems.

4.1.2.1 Shareholder Value Approach

From the 1980s onward, Rappaport's (1999) shareholder value approach has dominated value assessment in the US banking context (Lange & Schulze, 2005). The shareholder value represents the value of a company from the perspective of its owner. It corresponds to the market value of equity of a firm in the capital market and presents a fair and transparent valuation. The "shareholder value added" comprises the value creation a firm has achieved to the benefit of its owners. Shareholder value is frequently used as a prognostic device the estimation of the expected future value has become a main criterion in strategic decision making and investment (Rappaport, 1999). Mathematically, the shareholder value is figured as follows:

$$V_{EK} = \sum_{t=1}^T \frac{FCF_t}{(1+k)^t} + \frac{R_T}{(1+k)^T} + LQ - V_{FK}$$

Formula 2: Shareholder Value or Free cash flow method (Ballwieser, 1998, p. 80)

With

V_{EK} = market value of equity (Shareholder Value)

FCF_t = Cash Flows for each year of the assessment period

k = calculative interest rate

T = assessment period

R_T = residual value

LQ = liquidation value of non-operating assets

V_{FK} = market value of debt

The economic value of an investment according to Rappaport's shareholder value approach results as the present value of all cash flows expected for the future. Future free cash flows are discounted by the market interest rate. The market value of debts is subtracted from expected surplus. Debts comprise bond issues, borrowings, liabilities and accruals. Non-operating assets, like rented real estate or shares in other firms, are added estimating their net sales value (Rappaport, 1999). Initially, the Shareholder Value approach was developed for manufacturing. Beginning in the 1990s, the concept has been adapted to banking valuation (Gross, 2006).

Riese's (2006) approach of performance assessment reflects that tradition. Total banking success is calculated as the return on risk adjusted capital (RORAC), which is a risk based ratio of performance contribution by value at risk. To estimate the success of Industrialisation a Value at Risk based performance measure, RAROC or cost of capital at risk, was developed. It is the difference between revenues and costs divided by the value at risk minus calculative interest for capital at risk. (Krotsch, 2005) Values are calculated as vectors taking regard of each profit centre (Krotsch, 2005).

$$RAROC = \frac{\sum R - \sum L}{VaR} - k_{EK}$$

Formula 3: Risk adjusted return on capital (Riese, 2006, p. 120)

With

RAROC = risk adjusted return on capital

R = revenues

L = liabilities

VaR = Value at risk

k_{EK} = cost of equity

The performance contribution in Riese's (2006) and Krotsch's (2005) models results as the portfolio value at the beginning, minus the portfolio value at the end of the period, incomes of the period plus interest on income.

Krotsch's study extends Riese's concept to the EVA (economic value added concept): The economic value added is the difference of RAROC and weighted average cost of capital (WACC) multiplied by the invested capital in the shareholder value model. A positive economic value added is pre-conditional to economic efficiency (Bösch, 2009). Krotsch (2005) adapts the EVA concept to banking treasury replacing the return on capital at risk (RAROC) by interest cost of capital (ROIC) as follows:

$$EVA = (ROIC - WACC) * IC$$

Formula 4: Risk adjusted return on capital (Bösch, 2009, p. 336; Krotsch, 2005, pp. 119-120)

The EVA approach is useful to calculate the fundamental profitability of an investment ignoring short-term speculative effects of the capital market. However, it is not a detailed measure for internal analyses aimed at improving organizational structures and processes. It provides an overview on the profitability of the whole system, but not detailed insights on cause and effect relationships. All shareholder value concepts bring banking performance down to essentially one key figure, that is explained by a set of cost and revenue input variables.

Within the framework of this study, the difficulty of using efficiency ratios lies in the assignment of efficiency causes. Efficiency values are influenced by internal and external factors, which are only partly connected to banking Industrialisation. High efficiency values do not automatically imply strong Industrialisation, but could result equally from high competitive pressure or high employee motivation. Riese (2006) attempts to eliminate the impact of external factors on the assessment of Industrialisation efficiency by assessing different market environments (stable or volatile situations), but the undefined character of this attempt does not lead to unequivocal results (Riese, 2006). The description of the causal relationship between Industrialisation and success remains qualitative (Riese, 2006).

Krotsch (2005) attempted to integrate Industrialisation parameters into the efficiency function. Like Riese, Krotsch employed a stochastic simulation to examine the impact of industrialized structures on banks transformative tasks, mainly on risk transformation. Krotsch's Industrialisation parameters remain vague. Industrialisation accordingly is when

“human influences and biases represented by stochastic disturbance variables” are not observed. Automatic data processing is assumed when processes are supported by high computing performance. These variables are assumed to affect a cost vector K , which is then used to model the RAROC. The quantitative impact of automation degrees though is not specified (Krotsch, 2005, pp. 127-128). Though the basic idea of measuring Industrialisation employing the degree of automation and electronic performance fits with the observations of the review, the immediate transformation of industrialized elements into cost figures is not admissible because cost effects of Industrialisation are frequently not immediately observable and are indivisible from other influence factors.

Approaches aimed at shareholder value assessment only, face a fundamental critique: Skrzipek (2004, pp. 40-42) explained that in the United States “shareholder value” is immediately connected to the wealth of stockholders and investors, which is represented in the stock rate and dividend payments, but does not represent the interests of all stakeholders. This observation questions the applicability of a “pure” shareholder value concept for the assessment of Industrialisation success in banking. Industrialisation not only affects shareholders but also bank customers, employees, and society as a whole. Not all impacts of Industrialisation are measurable in financial figures immediately or at a concrete time point. The shareholder value does not consider qualitative factors, such as employee motivation, customer satisfaction, transaction safety, or avoidance of systemic risk (Singh, 2005). Accordingly, shareholder value based success measures represent only one perspective on the value creation of Industrialisation in banking and should be combined with additional approaches of success evaluation in order to assess the whole range of performance impacts of Industrialisation.

4.1.2.2 Efficiency analyses in banking

The idea of technical efficiency or “X-inefficiency,” was first introduced by Harvey in 1966. X-inefficiency describes the phenomenon that firms do not produce in a factor optimum when there is a lack of competitive pressure. A factor optimum would be achieved when input factors are used in a way that a maximum output is produced. As early as 1957, data envelopment and efficient frontier analysis were used to measure productive efficiency and to divide efficiency into technical and allocative components (Aigner, et al., 1977; Farrell, 1957). Efficient frontier analysis assesses the optimal ratio of expected returns and risk according to Markowitz’s portfolio theory. An optimal portfolio on the efficient frontier-line

attains minimum risk levels (i.e. standard deviations) for each target return (Elton & Gruber, 2011).

A broad range of empirical studies has assigned the efficiency concept originally devised for industrial production to banking, principally in conducting analyses of branch efficiency. Because banks do not produce material outputs, the concept of efficiency measurement has been adopted and assesses the value of loans, public bonds, equity investments, and other investment products generated from the employed input factors. Efficient frontier analyses evaluate which resource combinations are optimal to reach a certain level of output. Banks are X-inefficient when the resource combinations are used that create outputs below the efficient frontier (Elton & Gruber, 2011).

This perspective arises from the approach of classical treasury management which focusses on the banks' lending function. Liquidity accumulated in the deposit business is used to finance the lending business. Costs from the deposit business accordingly represent costs in the lending business. The identified input factors vary across the studies and encompass pre-product prices, for instance the price of fixed assets as well as funds bought and the cost of production factors, i.e. the cost of labour, and borrowed capital, or equity capital. Total input costs result from the sum of operating costs and interest expenses. Total efficiency is the ratio of output generated to input factors employed (Kwan & Eisenbeis, 1996).

A broad range of studies evaluates banking efficiency as the ratio of bank specific costs, those of input factors and bank output (for a comprehensive overview compare Berger et al., 1997, and Shen, 2009). Some representative studies are discussed here. They vary concerning the number of evaluated efficiency types. Early studies focus on the core bank task of intermediation. That is, they assess the efficiency of banks concerning the integration of capital supply and capital demand:

Cetorelli et al.'s paper (1999) examined the impact of bank concentration on economic growth by analysing capital supply for firms in different sectors and in different development phases using a longitudinal study based on multiple regression and covering the period from 1980 to 1996. Bank concentration, is assessed employing the 3-bank- and respectively 5-bank-concentration ratio, i.e. the market share covered by the 3 (5) largest banks in a country (Cetorelli et al, 2005). The study assessed the efficiency of banks employing the categories interest margin and overhead costs (Cetorelli et. al., 1999). Although Cetorelli et. al. consider

the banking business as a whole and makes no reference to individual banks performance, the study illustrates the origin of efficiency analyses in microeconomic research.

Altunbas et al. (2001) evaluated the efficiency of capital usage with regard to risk allocation for a sample of European banks. They find positive relationships between liquidity and risk levels. Therefore, highly risk taking banks are better funded than risk-averse banks. To calculate the efficiency ratio Altunbas et al., subtract the logarithm of operating and financing costs from the logarithm of bank outputs, total loans, and total securities (Altunbas et al., 2007). Efficiency values range between 0.75 and 0.8. Berger (1997) presented a similar series of empirical studies on savings banks' efficiency and found comparable values.

Similarly, Shen (2009) estimated banks' costs as the sum of logarithmic input prices and operating costs and calculated external effects. Efficiency flows from improvements in either the input or the output mix efficiency. Cost efficiency is based on production technology and technical efficiency allowing cost reductions. On the output side of efficiency, Shen considers outstanding loans, earning assets, and non-interest incomes. On the input side there are deposits, labour and physical capital (Shen, 2009).

Later efficiency studies refer to a broader range of efficiency types. A large body of empirical studies exists, which have been systematized by Berger (1997), Shen (2009), and Wu, (2011). Here reference is made to two rather comprehensive approaches:

To assess the efficiency of banks in transition countries, Bonin et al. (2005) evaluated the efficiency of 220 banks. In a stochastic frontier approach they computed profit efficiency referring to raw profit and relative profit as well as cost efficiency, using raw and relative costs. Input factors were loan to asset ratio, deposit to asset ratio, noninterest expenditure to asset ratio, and total assets, as well as the controlling variable GDP growth. Because Bonin's study focusses on the microeconomic development analysis of banking systems in transition countries, it does not assess the process-related and organizational determinants of efficiency.

Employing data envelopment analysis Giokas (2008), evaluates Greek banks' financial efficiency using three efficiency categories: production efficiency (efficiency in managing the economic record of the branches), transaction efficiency, (efficiency in meeting the demand for transactions with customers), and intermediation efficiency, (efficiency in generating profits). Labour costs and operating costs are on the input side of production efficiency and augment the output factors value of loan portfolio, value of deposits, and non-interest income.

Transaction efficiency refers to the input factors personnel costs and operational costs and it gives rise to the output loan transactions, deposit transactions and other transactions. Intermediation efficiency is characterized by the inputs interest cost, non-interest costs creating the outputs interest income, non-interest income and net interest margin.

Athanassopoulos (2000) evaluated service quality and operating efficiency in Greek branch banks. Total non-interest costs and the total interest costs are defined as input factors. For the output factors non-interest income, total volume of loans, time deposit accounts, savings deposit accounts, and current deposit accounts were assessed (Athanassopoulos, 2000). The research design used a customer survey on service quality, in order to integrate qualitative aspects. The approach juxtaposes insights from the survey and the financial evaluation but does not integrate them into a single model.

The variety of efficiency types in more recent efficiency studies can be seen as a parallel construct to the value-added stages identified in this paper. The authors recognize that narrowing down efficiency to a single element is of little benefit in optimizing particular processes and differentiating several efficiency stages.

On the other hand, this selection of empirical banking efficiency studies illustrates that reducing efficiency to cost components results in an overlapping definition of input factors and the unsupported delimitation of output results. Efficiency analyses risk losing sight of the bank as a complex and interrelated system, by reducing it to cost- and revenue-based key figures on a balancing date. In fact, efficiency based studies have repeatedly been criticized for focussing on the cost or revenue perspective only (Berger et al, 1997). Further parameters such as quality and soft factors are neglected. In sum, efficiency studies in banking such as shareholder value oriented analyses focus on the perspective of the bank shareholder only, without considering further stakeholder groups like customers, employees, or society. Therefore, the sustainability of static efficiency based performance evaluation remains questionable. When factors that are not immediately cost or return-effective, such as quality or customer satisfaction are neglected for the sake of cost minimization or return maximization, long-term financial results might deteriorate.

Multidimensional target systems in banking

Focussing on financial figures alone is not a sufficient approach to model the success impacts of Industrialisation in banking and separate the performance impacts of Industrialisation from

other influence strands. From the beginning of the 1990s, the complexity and contradictory nature of entrepreneurial performance evaluation and measurement was increasingly recognized. While in the 1950s, entrepreneurial planning was primarily production-centred and aimed for a short-term maximization of profits, today sustainable growth in a globalized market, technological progress, and compliance with social expectations codetermine entrepreneurial goal systems (Ansoff & Sullivan, 1993).

The terms ‘performance’ and ‘success’ are no longer only interpreted from a shareholder perspective, but integrate further stakeholder groups like employees, management, clients, and society (Ulrich & Fluri, 1995). According to Gilbert and Achleitner (2009), these stakeholders’ objectives are strongly controversial and partly contradict the idea of short-sighted profit maximization. For instance, employees seek occupational safety, customers desire individual advice, and society stipulates a balanced risk policy, minimizing systemic risk. On one hand, these demands drive costs for quality management and control and on the other hand, diminish potential earnings opportunities. Still, an integration of diverse stakeholder objectives in entrepreneurial target planning ensures consolidation, long-term business growth, and social stability. The assessment of Industrialisation success accordingly should integrate further perspectives beyond financial targets in the shareholder-value tradition.

Diverse multi-dimensional target concepts have been developed in previous literature and have been applied to banking in empirical studies. Parkan’s 1987 study is an early approach of integrating financial and technical parameters into an integrative valuation system. Parkan analyses operational banking efficiency by data envelopment analysis and combined balance sheet and survey data. On the input side, Parkan measured total authorized foreign trade expenses, annual rents paid, the quality of customer service space ranking, telephone and further stationary expenses, the number of on-line terminal, and marketing activity ranking. The outputs, i.e., operational efficiency results comprise the number of transactions, commercial account openings, retail account openings, number of loan applications, customer service survey rating, and number of corrections (Parkan, 1987). Although the choice of input and output factors is only partly founded on existing empirical research, the study proved that an analysis integrating qualitative and quantitative data delivers valid results.

Roberts and Amit (2003) presented a regression model that evaluated the impact of different innovative activities on Australian retail banks’ ROAs (Return on assets). They estimated the regression of innovation intensity, first mover advantage, focussed development, commitment

and divergence from competitors on ROA, and found most values significant. Innovation values are counted as the number of innovation by the sum of banks' assets (Roberts & Amit, 2003). This is a questionable measure though, because the number of innovations is necessarily correlated with innovation value but does not necessarily depend on the asset sum. Nonetheless, the basic idea of regressing technical parameters on performance is of interest to method development in this study.

During the 1990s, different concepts were developed to structure evaluation systems with mixed financial and qualitative variables. This paper refers to three approaches and derives empirical measures from those for banking performance assessment: Keeney's (1996) value-oriented target system, Porter's (1996) activity network, and the Balanced Scorecard.

Keeney's (1996) value oriented target system represents an integrative perspective on entrepreneurial objective development and proposes suggestions to draft a firm's specific target-hierarchies. Keeney differentiates entrepreneurial fundamental objectives from means objectives that pave the way to achieving the fundamental goals. The hierarchy of objectives is determined in an interactive discussion process, which ensures that the target system fits with the specific needs of a company and all stakeholders participating in the goal definition process (Keeney, 1996). Targets are weighted and quantified with regard to their relevance according to utility considerations (Keeney, 1994). By identifying the attributes of the means objectives the firm defines it attribute-specific utility function, which finally comprises several target attributes (Keeney, 1992). Keeney assumes a basically linear utility function that can additionally include interdependencies between the linear attributes.

$$u(x_1, \dots, x_n) = \sum_{i=1}^N k_i u_i(x_i)$$

Formula 5: weighted utility function of target attributes (Keeney, 1992, p. 132)

Initial utility valuation is the basis for a continuous reassessment and redefinition of target weights (Keeney, 1999). Thanks to the individualism inherent in Keeney's approach, the empirical applications of Keeney's target systems are usually case studies for diverse industries.

Halling et al. suggest applying Keeney's concept for software development for the banking business. Once the value drivers and performance characteristics of software is defined, a cost benefit analysis is conducted to come to a necessarily subjective weighting of different alter-

natives given a specific utility function Halling (2004) et al, Shen, (2005) et al. applied Keeney's target valuation technique by analysing the potentials of mobile technologies in the Internet for the banking business. Conducting interviews with sales personnel, the authors identified three main strategic objectives: the improvement of working process, the enhancement of internal communication and knowledge sharing, and the enhancement of sales and marketing effectiveness (Shen, Nah, & Siau, 2005). In a conference paper, Siau et al., mapped three main target mobile e-business, product & services, business process, and information and technology improvement (Siau et al., 2004). Dhillon and Torkzadeh (2006) applied Keeney's concept to the evaluation of targets of information system security by systematically evaluating guided management interviews. They identified a set of 9 fundamental objectives: enhancement of management development practices, the sustainment of an ethical environment, the maximization of data integrity, organizational integrity, access control and privacy, as well as individual and collective ethical issues.

These empirical studies illustrated the opportunities and limitations of Keeney's concepts: On the one hand a large variety of issues can be integrated into the model and individual target systems can be derived by departing from an established approach. On the other hand, the results appear arbitrary in part because they result from a discussion process that is easily influenced by single stakeholders. The differentiation between input factors and targets is frequently not quite clear, because the target networks illustrated are usually interrelated.

The Balanced Scorecard (BSC), developed by Kaplan and Norton in 1992, originated in strategic management and is an instrument for entrepreneurial performance evaluation. The BSC gives equal regard to financial and non-financial performance parameters, taking a "balanced view." Aside from performance evaluation, the BSC is used as a strategic and operational planning tool (Balanced Scorecard Institute, 2012). Beyond financial issues, the BSC adds three further perspectives to performance measurement: The development and growth perspective derives potentials from human resource management and shows the way to develop entrepreneurial core competencies by employee training and motivation. The customer perspective represents possibilities to enhance customer enthusiasm and loyalty and to build up a homogenous entrepreneurial image. The internal process perspective illustrates ways to balance shareholders' employees and customers' interests. The BSC approach can be applied to different stages of the value added chain and is used to integrate these stages (Wu et al,

2009). Kaplan and Norton (1996) pose four key questions to give orientation in the jungle of contradictory targets:

- To succeed financially, how should we appear to our shareholder?
- To satisfy our shareholders and customers, what business processes must we excel at?
- To achieve our vision how will we sustain our ability to change and improve?
- To achieve our vision how should we appear to our customers?

Kaplan and Norton (2004) and Wu (2011) explained that the four categories suggested by the balanced scorecard are strongly interdependent. On the one hand, the learning and growth perspective affects the efficiency of internal processes. The latter aspects have an impact on the customer perspective. In the end, customer perception determines the long-term financial results (Kaplan & Norton, 2004). However, Wu found that the cross-relationships between the four aspects are much more complex and not directed uniformly (Wu, 2011).

Because of the complexity of these questions the BSC has been criticized for primarily being an effective tool in persuasion and does not provide a detailed and objective valuation scheme (Nörreklit, 2003). Ittner et al. (2003) suggest that in a sample of retail banks employing the balanced scorecard for target planning senior managers have used the BSC to strengthen the weight of financial measures vis-a-vis the internal process perspective. Nonetheless, further diverse approaches based on the BSC have been developed to assess banking performance.

Kim and Davidson (2003) assessed the business performance of information technology expenditures in the Korean banking business employing a balanced scorecard approach. They tested the impact of IT expenditure on the following target variables: labour productivity, administrative expenses, and market share and financial performance by employing a multiple regression approach. IT expenditure is one input variable among other control variables like bank size, number of branches, and further macroeconomic factors (Kim, Davidson, 2003). However, the study illustrates that establishing an evaluation of control variables is difficult. It shows that several success variables are useful to model the impact of IT expenditure. Regression analysis is suitable to quantify the relationship between IT performance and success factors. For the analysis of Industrialisation success, additional factors apart from IT expenses will be necessary to comply with the complexity of the construct "Industrialisation."

Using a fuzzy weight approach, Wu et al (2009) identified and weighed six factors for each of the four main categories suggested by the BSC for the banking business. For finance, the

study identifies: sales, debt ratio, return on assets, earnings per share, net profit margin, and return on investment. For customers, the study outlined the following categories: customer satisfaction, profit per on-line customer, market share rate, customer retention rate, customers increasing rate, and profit per customer. Regarding internal process, Wu et al. identifies the number of new service items, transaction efficiency, customer complaints, rationalized forms and processes, sales performance, and management performance. Defined categories for learning and growth include: responses of customer service, professional training, employee stability, employee satisfaction, and organization competence. As exemplified in three case studies, weights of the categories depend on the evaluated bank (Wu et al, 2009).

In 2011, Wu confirmed the originally established performance categories for another set of banks, but assigned differing weights. Momeni et al. (2011) used the same approach to evaluate the performance of Teheran private banks and identified a varied set of strategic aims. From the perspective of internal processes these were: production, expansion of production, and the volume of sales and services. The financial perspective included: financial data including costs and profits, profitability, risk (financial proportions), and growth of incomes. The customer perspective included operational benefits, customer satisfaction, share of market, and the volume of leading products. The learning and growth perspective refers to the education rate of employees, employees' gender, educational programmes, and employees' satisfaction (Momeni et al. 2011). Zhang and Li (2009) employed a similar set of performance categories to suggest a performance measurement system for commercial banks.

The variety of applications of the BSC performance rating system with partly differing performance categories, suggests that an adaptation of the categories for the assessment of Industrialisation is admissible and necessary to assess Industrialisation success. For the integration of the BSC approach within the framework for this study, it is essential to consider, that the identified banking BSC models relate only to performance categories, but do not refer to organizational parameters that cause this performance.

4.1.3 Overview on discussed banking performance measures

The following overview summarizes the insights on banking performance developed in section 4.1 and contrasts the input variables and performance measures suggested by the research strands discussed.

1 st author, year	Input variables	Output/ Performance measure	Critique
Shareholder Value Analyses			
Rappaport, 1999	Period-based, discounted revenue plus residual value, plus liquidation value minus debt value	Shareholder wealth	<ul style="list-style-type: none"> Neglect of other stakeholders Pure financial measure
Riese, 2006	(Earnings-liabilities)/value at risk	RAROC	<ul style="list-style-type: none"> Single measure for complex problem
Krotsch, 2005	Return on assets- losses/value at risk	RAROC	<ul style="list-style-type: none"> Cost effects not immediately observable Balancing date not clear
	Net revenue minus discounted value at risk	EVA	
Efficiency Analyses			
Cetorelli, 1999	Interest margin, Overhead cost	Industry growth	<ul style="list-style-type: none"> No reference to individual banks' performance
Altunbas, 2001	Operating cost Financing cost	<u>Risk efficiency</u> Total loans Total securities	<ul style="list-style-type: none"> Focussing on particular aspect of efficiency
Shen, 2009	deposits, labour physical capital External effects	<u>Cost efficiency</u> outstanding loans earning assets non- interest incomes	
Bonin et al., 2005	Loan asset ratio Deposit asset ratio Non-interest expenditure to assets	<u>Profit efficiency</u> <u>Cost efficiency</u>	<ul style="list-style-type: none"> Pure balance analysis No reference to organizational facts
Giokas, 2008	Personnel costs Running costs	<u>Production efficiency</u> loan transactions deposit transactions remaining transactions	<ul style="list-style-type: none"> Little founded delimitation of efficiency categories Focussing on financial perspective Neglect of further stakeholders' interests
	Personnel costs Running costs	<u>Transaction efficiency</u> Loan transactions Deposit transactions Remaining transactions	
	Interest costs Non-interest costs	<u>Intermediation efficiency</u> Non/Interest income	
Athanassopoulos, 2000	Total non-interest costs total interest costs	<u>Operational efficiency</u> non-interest income, total volume of loans, time deposit accounts, savings deposit accounts current deposit accounts <u>Service quality</u> Customer survey	<ul style="list-style-type: none"> Lacking integration of financial and qualitative aspects

1 st author, year	Input variables	Output/ Performance measure	Critique
Multidimensional Target Systems			
Parkan, 1987	foreign trade expenses, annual rents quality of customer service, operative expenses, number of on-line terminals marketing activity ranking	operational efficiency no. transactions, account openings, loan applications, customer rating number of corrections	<ul style="list-style-type: none"> • Little founded parameters
Roberts, 2003	Innovation frequency, innovation intensity	ROA	<ul style="list-style-type: none"> • Measurability of innovation • ROA as only target
Siau, 2004 Shen, 2005	Work process improvement Internal communication enhancement	Sales /marketing effectiveness	<ul style="list-style-type: none"> • No generalizable solution • Mix of development options and targets
Dhillon, 2006	IT Data security	HR development Ethical issues Integrity Access control, privacy	
Kim, Davidson, 2003	IT expenditure Control variables: <ul style="list-style-type: none"> • Bank size, • Branches • Macroeconomic factors 	Labour productivity Admin. expenses Market share Financial performance	<ul style="list-style-type: none"> • Lacking comprehensive assessment of input factors
Wu, 2009 Wu, 2011 Momeni, 2011 Zhang, Li, 2009		Financial profitability Customers' satisfaction + loyalty Internal processes improvement Organizational learning and growth	<ul style="list-style-type: none"> • No distinct input parameters

Table 6: Overview on input variables and performance measures in banking (own draft)

Summarizing these results, performance assessment approaches in the banking business are rarely homogenous: Basically three research strands have been identified:

Shareholder value analyses condense cost and earnings to performance key ratios, i.e. they (a) stay at the level of financial analysis and (b) express performance as a single financial key figure. To date, the only quantitative studies on Industrialisation efficiency in banking (Riese, 2006; Krotsch, 2005) reflect this tradition. Because Industrialisation parameters are reduced to pure cost figures, these analyses do not encompass the full complexity of Industrialisation effects on different stakeholders at individual levels of the value added chain.

Efficiency analyses in banking primarily remain on the financial level, but diverge on cost factors and efficiency outputs. While Cetorelli, (1999), Shen (2009) and Altunbas (2001) focussed on a single efficiency output, Bonin et al. (2005) as well as Giokas (2008) assessed efficiency for different stages of the value added chain. For this reason, efficiency analyses – like shareholder value analyses – do not consider the interests of further stakeholder groups and Industrialisation features at a technical level that is not immediately cost-relevant.

Multidimensional target systems have been developed that demonstrate a balanced view from the perspective of diverse stakeholder groups and go beyond the pure analysis of financial results. Multidimensional target analysis results in a target hierarchy or target network that, – because of interdependencies between target categories, makes it difficult to differentiate between development steps and final targets. For instance, in the case of Industrialisation, the enhancement of data quality and data operation speed could be seen as targets or development steps to reach further targets, like customer satisfaction or enhanced financial performance.

4.2 Parameters of a novel model of Industrialisation and banking performance

The planned evaluation model of the impact of Industrialisation elements on banking performance proposes to integrate the identified research strands. As outlined in section 1.4, the core assumption that the empirical part investigates is: whether a causal relationship between banking Industrialisation and banking success exists and to what extent.

To clarify the distinction between characteristics of Industrialisation and success a tripartite view on these terms seems to be applicable: From the statistical perspective of the later applied regression model, a term of Industrialisation constitutes the so-called unrelated value. This value determines (or even not) the result, shown as the related variable. The related variable in this context poses the success (of Industrialisation).

From a narrative view, terms or characteristics of Industrialisation are the root cause and terms of success represent the effect (C & E).

Regarding practical insights underpin this explanation: industrialized characteristics in a production respective in a service process (i.e. automatized routines or standardized process charts) can be obviously observed. In contrast, any considerations of “success factors” in its origin meanings are not possible anyway. Success is just evaluable - and insofar objectively perceivable - by counting, measuring or weighing.

In the following, the fundamental parameters, employed to examine the degree of Industrialisation and success at the identified stages of the value added chain, are derived on the basis of the review results.

4.2.1 A target hierarchy of Industrialisation in the banking value added chain

Keeney (1992, pp. 55-60) suggested deriving means objectives from fundamental objectives in order to create a hierarchy or network of development objectives. This approach is adopted in the following. A broad range of studies evaluates banking performance relying on financial figures only: virtually all shareholder value and efficiency analyses, as well as some multi-dimensional target analyses (Siau, 2004, 2005; Roberts et al., 2003). These studies point out that ultimately any qualitative objectives become measurable in financial outputs.

According to Wu (2011, p. 308), a target hierarchy as described by Kaplan and Norton (2004) exists as follows: the learning and growth perspective affects the internal perspective, which impacts customer perception, satisfaction, and firm image. Financial outputs are determined by customer perception. However, additional direct effects from the learning and growth perspective, as well as the internal process perspective on the financial perspective exist. For example, motivated employees work more efficiently even if they are not in direct contact with customers and a high level of organizational expertise reduces operational costs, for instance when modern IT systems are applied effectively.

Likewise, table 1 to 4 reporting on the review results of Industrialisation in banking suggest that targets of Industrialisation are closely intertwined. The final objective from a banking perspective is to make Industrialisation success measurable as improved financial output: For product development Järvinen and Lehtinen (2003, p. 780) suggested that electronic support can substitute for manpower in development processes and contribute to an enhancement of process efficiency, which reduces transaction costs and development efforts. Disselbeck (2011, p. 143-144) argued that the modularization of the product range eases outsourcing, which saves efforts for the creation of new product offers.

Product marketing Industrialisation also pursues a broad range of objectives, which are ultimately aimed at reducing expenses and increasing revenues: Pfeiffer (2012, p. 76) and Spreman and Burmeyer (197, pp. 172-173) explain that direct banking lowers consultation efforts, and personnel costs for standard products. Quality management in marketing improves customer satisfaction, loyalty, and customer specific turnovers (PwC, 2012, p. 10). Outsourcing of marketing tasks increases process speed and boosts turnovers and – hopefully – revenues (PwC, 2012, p. 17).

In settlement and transactions, electronic processing reduces data failure and resultant transaction costs for error correction (Voigtländer, 2004, p. 8). Automating transaction processes allows for eliminating branches and increases banking efficiency (Krotsch, 2005, p. 23). Standardisation reduces task complexity and saves personnel effort in coping with intricate processes (Huete et al, 1988, pp. 13-14). Specialisation of core bank departments in consulting processes and outsourcing of the transaction business reduces costs and the core company (Beimborn & France, 2005, p. 4; PwC, 2012/II, p. 16).

Industrialisation in risk management diminishes default risks, which conserves risk compensation efforts (Everling & Leyder, 2005, pp. 66-67). Automation and outsourcing in risk management save staff resources and operational costs (Buttler, 2002, p. 178). Standardisation improves risk predictability and diminishes default costs (Adusei-Poku, 2005, pp. 13-18).

Summing up these insights:

- Technical and qualitative objectives are in an area of ambivalence between the bank's core stakeholder groups: Employees, customers, society and the desire for a long term stable and sustainable entrepreneurial development.
- The means objectives (according to Keeney's 1994 terminology) of banking Industrialisation are represented by these stakeholder groups and are closely interrelated.
- The final targets of implementing industrialized systems, however are financial in nature. They necessarily represent a shareholder perspective. As long as means objectives are met, financial objectives do not necessarily impair other stakeholder interests but ensure the bank's sustainable survival and growth in a highly competitive environment.

Banking Industrialisation accordingly pursues the following hierarchical target network:

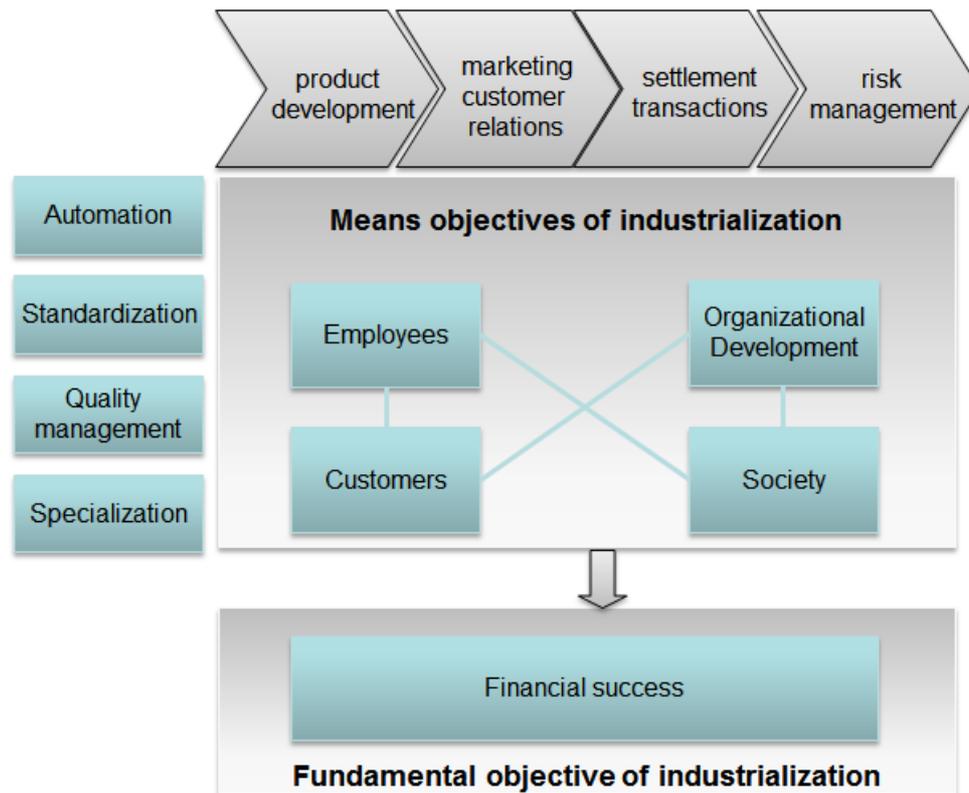


Figure 12: Hierarchical objective network of Industrialisation in banking (own draft)

This objective network integrates the perspectives of financial efficiency measurement on the one hand and multidimensional target models on the other. With regard to means objectives, it refers back to Keeney's suggestion of target networks and takes up the balanced scorecard idea of multiple interest targeting.

4.2.2 Measurement system of Industrialisation characteristics and targets

To what extent are means objectives of Industrialisation transformed into financial performance objectives? To answer this key question, a measurement model evaluating the impact Industrialisation characteristics on financial performance figures is derived by drawing on previous measures of Industrialisation and banking success.

In the review on characteristics and objectives of banking, the relevance of the four value-added stages – product development, marketing/customer relations, settlement & transactions, and risk management have been confirmed. A broad range of previous studies on banking Industrialisation refers to comparable categories (Riese, 2006; Krotzsch, 2006; Disselbeck, 2011; Pfeiffer, 2012). However, most studies do not address all identified stages of the value added chain.

The Industrialisation categories automation, standardisation, quality management, and specialisation derived from the theoretical contributions in section 2.2 have been confirmed by the review of empirical banking Industrialisation research. As documented in table 1 to 4, empirical studies are available for each category that identify objectives and success factors of Industrialisation for the respective value-added stage.

The empirically proven categories automation, standardisation, quality management, and specialisation act as fundamental characteristics or means objectives of Industrialisation. The overviews in table 1 to 4 are employed to identify relevant research items, i.e., means objectives for each of these items. This process results in a matrix of Industrialisation objectives for each Industrialisation stage as detailed in table 6. It extracts means objectives and fundamental objectives of Industrialisation for each items and value added stage.

Means objectives	Product development	Marketing	Settlement/ Transactions	Risk Management
Automation	automated analysis of market needs	automated processes using e-channels	degree of electronic transaction banking as opposed to personal service, automated tellers	degree/relevance of automated risk management routines
Standardisation	modular products integrating offers from external partners	relevance of standard routines as opposed to personal consultation	reliance on homogenous data standards	usage of integrate and standardized risk models
Quality management	control of product development	culture of compliance, control and consultation of sales employees	relevance of controlling routines in transactions, controlling effort for IT services, relevance of data security	relevance of control mechanisms in risk management
Internal specialisation	Cross functional cooperation in expert teams	relevance of work sharing at department level	personalized responsibilities in S&T	inter-departmental risk control systems
outsourcing, external specialisation	external R&D advice	degree of outsourcing in marketing	degree of cooperation with external partners in Settlement and transactions,	relevance of external risk ratings,
Fundamental objectives	Product development	Marketing	Settlement/ Transactions	Risk Management
Financial success	Maximize revenue from own products	Maximize sales income	Maximize transaction income	Minimize risk

Table 7: Matrix of means and fundamental objectives by value added stage

Summarizing the review insights for the product development stage, primary means objective of automation is the systematic analysis of market needs (Järvinen & Lehtinen, 2003) and the creation of transparent products using IT support (Pfeiffer, 2012). Standardisation in product development is employed to create modular and efficient products allowing for future

customer specific individualization (Riese, 2006). To this end, quality management at the product development stage implements efficient processes of control to ensure product quality and compliance with market demand (Disselbeck, 2011). Because this process demands a high level of expertise, interdepartmental cooperation in expert teams, and the transference of process competency to external partners are decisive (Liebens et al, 1997; Disselbeck, 2011; Pfeiffer, 2012). On a financial level, these strategies are intended to increase revenues of innovative strategic products.

In marketing, industrialized structures rely on e-channels for advertisement and customer communication (Horvath & Partners, 2011; PwC, 2012/I). Standardized product offers ensure user-friendliness of routines and simultaneously conserve staff resources (Spreemenn & Buermeier, 1997) which enhances process efficiency (PwC, 2011). Quality management in marketing ensures a culture of compliance, control, and consultation of both sales employees and customers (Blankson et al., 2007; Lievens et al., 1997). Task specialisation is reached by increasing the degree of outsourcing marketing jobs and simultaneously avoiding communicational barriers between internal departments (Riese, 2006; Disselbeck, 2011). These strategies of Industrialisation in marketing pursue the final objective of maximizing sales income.

In settlement and transactions according to the review Industrialisation strategies increase automation to augment electronic transaction banking and customers' usage of electronic service systems (McKinsey, 2012; Voigtländer, 2004). In order to make e-banking safe and convenient, transaction processes are standardized (Ahmad-Al'Zubi, 2011; Xue, Hitt & Harker, 2007), which saves workforce resources and enhances process speed and efficiency (Batt, 2000; Dahlberg, 1988). Data safety makes efficient IT controlling systems and a culture of mutual responsibility indispensable (Bexley, 2005; Batt, 2000). Internal specialisation enhances expert competence and encourages the creation of responsibility centres (Frank, 2004; PwC, 2004) intense cooperation with external partners that assume settlement and transaction functions (Krotsch, 2005) supports the final financial objective of Industrialisation in settlement and transaction – the maximization of transaction based income.

In risk management, Industrialisation pursues the following means objective: automation ensures compliance with Basel II. Standardisation reduces informational complexity and efforts for information supply (Everling & Leyder, 2005; Buttler, 2002). Integrative risk models reduce business risks more reliably and ensure banks' liquidity (Lehmann & Neuberger, 2001; Adusei-Poku, 2005, Porath, 2009). The quality of risk assessment is ensured by integrating IT

risk models and expert competence, along with efficient supervision (Gizycki, 2001; McKinsey, 2011). Specialisation in risk management helps to implement modular risk control architectures at the department level and creates external competence centres that accomplish internal know-how by external experts' experience (Jakobides, 2005; Hyotylainen & Möller, 2007; Erlenmaier, 2009). The minimization of operative and strategic risk is the final financial objective of risk management.

As this summary illustrates, specialisation in previous studies is considered from two perspectives. First, specialisation happens at the internal level of the core bank. Second, specialisation means the delegation of tasks to external partners, for example, the decision to outsource. This distinction mirrors the differentiation between Industrialisation within and beyond company boundaries as described in section 2.2 and 2.3. Inner-bank specialisation co-determines the necessity of outsourcing. Cooperation in the value added chain integrates internal and external partners. The following development of research hypotheses splits the element of specialisation up into two categories: (a) internal specialisation in the core bank, and (b) outsourcing, as specialisation between the core bank and external suppliers.

4.3 Comprehensive measurement model of Industrialisation and success in banking

4.3.1 Research hypotheses by means objectives

To find out on the relationships in the outlined comprehensive model, a basis must be established to test which items are available for combination within common regression models. According to Keeney's multi-target concept and the balanced scorecard approach, cross-relationships between means objectives per value-added stage exist. This implies that the items automation, standardisation, quality management and specialisation are inter-correlated for each level of the value added chain. The following chart illustrates the assumed relationships:

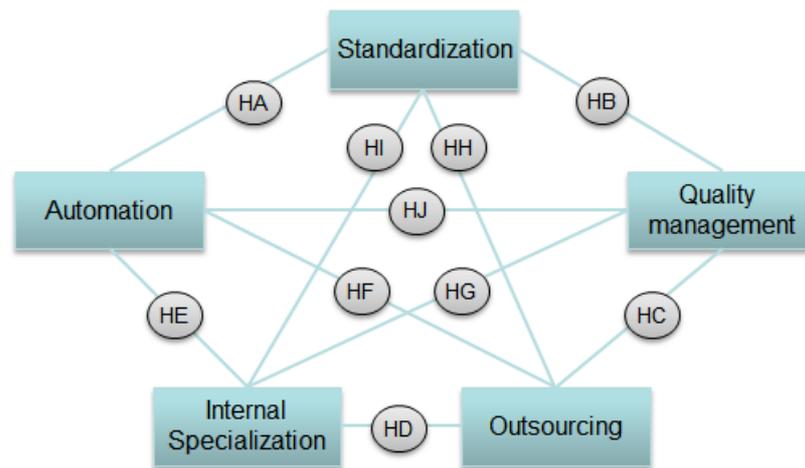


Figure 13: Assumed correlations between means objectives (own draft)

According to the review results, positive relationships between the means objectives of Industrialisation – automation, standardisation, quality management, internal specialisation, and outsourcing are probable for each of the value added stages:

According to Pfeiffer (2012, pp. 190-191), standardisation enables banks to automate part of their product development tasks because machines derive new product concepts from existing modular elements. According to Horvath & Partners (2011, p. 16), standardisation and automation are closely interlinked in marketing as well as settlement and transactions, since standardisation is pre-conditional to automated task delivery. Furthermore, standardisation is fundamental to professionalized quality management because objective quality measures are available for clearly defined products and unequivocally delimited tasks (Bexley, 2005, p. 59; PwC, 2012/II, pp. 18-21).

An industrialized quality management is a key success factor for outsourcing marketing, transaction, and settlement tasks as well as risk management. Quality control and surveillance reduces information asymmetry between the core bank and outsourcing partner and increases partners' motivation to act carefully and in the interest of the core bank (Beimborn & Franke, 2005, p. 4; Riese, 2005, p. 69; Frank, 2004, pp. 4-5). Outsourcing and internal specialisation according to previous insights are two sides of the same coin. Outsourcing enables banks to focus on their core competencies and creates development opportunities for expert knowledge at the core bank and the outsourcing partner. On the other hand, internal specialisation makes outsourcing indispensable because increasing task complexity requires greater manpower resources (Porath, 2009, pp. 25-27; Jakobides, 2005, p. 465; Krotsch, 2005, p. 24).

Additional inter-links between automation and internal specialisation have been found; automation demands an increasing specialisation of tasks because IT systems operate more efficiently when operated by specialized experts (PwC, 2012, pp. 13-16). On the other hand, automation creates time for bank consultants to focus on consultation tasks, and routine business is done by machines (Xue, Hitt, & Harker, 2007, p. 539; McKinsey, 2012, p. 13). Automation and outsourcing are correlated for the same reason. Frequently, electronic systems can be handled only by external experts. This provides development opportunities for banks core competencies: customer consultation and bank specific analytical processes (Grof, 2002, pp. 111-112; Lehmann & Neuberger, 2001, pp. 357-358; Erlenmaier, 2009, p. 40).

Internal specialisation demands an Industrialisation of quality management since task fulfilment has to be supervised systematically at the points of delivery (Riese, 2005, p. 83). On the other hand, specialisation facilitates the development of expert quality management departments (Blankson et al, 2007, p. 479). Standardisation enables outsourcing because it improves the delimitation of responsibilities and helps to define clear performance targets. Standardisation is a helpful device in reducing the principal agents of conflict in outsourcing (Disselbeck, 2011, p. 142; PwC, 2012, pp. 11-16). For the same reasons standardisation is an instrument of internal specialisation (McKinsey, 2012, p. 13). Completing the circle, automation and Industrialisation of quality management reinforce each other: Automated processes need professional supervision integrating expert experience and IT control mechanisms (Lievens et al, 1997; pp. 28-29; PwC, 2012, pp. 20-21; PwC, 2012/II, p. 11).

The hypotheses for each value added stage i accordingly result as:

- HA_i : The degree of automation and the degree of standardisation are correlated positively for value added stage i .
- HB_i : Automation and the degree of quality management are correlated positively for value added stage i .
- HC_i : Automation and the degree of outsourcing are correlated positively for value added stage i .
- HD_i : Automation and internal specialisation are correlated positively for value added stage i .
- HE_i : Standardisation and quality management are correlated positively for value added stage i .
- HF_i : Standardisation and outsourcing are correlated positively for value added stage i .

- HG_i: Standardisation and internal specialisation are correlated positively for value added stage i.
- HH_i: Quality management and outsourcing are correlated positively for value added stage i.
- HI_i: Quality management and internal specialisation are correlated positively for value added stage i.
- HJ_i: Outsourcing and internal specialisation are correlated positively for value added stage i.

The evaluation of these cross-relationships is essential for further analysis since correlated items cannot go together as input parameters of a single regression model. Relationships between the inputs would manipulate the regression parameter explaining the output.

4.3.2 Research hypotheses by value added stage

Once cross-correlations have been excluded, regression models explaining success for each stage of the value added chain could be tested. Previous research suggests that the correlation between Industrialisation parameters and financial success should be positive at all levels of the value added chain, i.e., the achievement of means objectives should contribute to achieving the fundamental shareholder objective of financial success. The core hypothesis H0 results from this assumption:

- H0: Economic banking success increases with the degree of Industrialisation across the value added stages.

This hypothesis divides hypotheses into segments per value added stage, each of which is founded in literature:

Riese (2006, p. 54) finds that Industrialisation generates economies of scale and scope in the product development stage. Järvinen and Lehtinen (2003, p. 780) found that technology supports the efficiency in product creation. Lievens (1997) observed that industrialized structures ease communication processes at this stage. Disselbeck (2011, p. 142) argued that Industrialisation enhances the efficiency of product development. According to Pfeiffer (2012), specialisation in product development reduces development costs and improves product standards Accordingly H1 results as:

- **Hypothesis 1 (H1)** Economic success in the product development stage increases with the degree of Industrialisation in product development.
 - **H1a:** Economic success increase with automation in product development.
 - **H1b:** Economic success increase with standardisation in product development.
 - **H1c:** Economic success increase with Industrialisation of quality management in product development.
 - **H1d:** Economic success increase with internal specialisation in product development.
 - **H1e:** Economic success increase with outsourcing in product development.

According to previous research, industrial structures make marketing processes more cost efficient; Horvarth & Partners (2011, p. 16) report efficiency increases in credit marketing. According to Pfeiffer (2012, p. 236), standardized marketing routines save transaction costs. Bexley (2005, p. 59) discovered that automation enhances information and control facilities and consequently service standards. According to Blankson et al. (2007) convenience and competence attract additional customers and promise higher turnovers. Riese (2006, pp. 65-66) points out that bank marketing gains in efficiency are partly due to electronic and standardized customer data bases.

- **Hypothesis 2 (H2)** thus assumes: Economic success in the marketing/customer relations stage increases with the degree of Industrialisation in marketing/customer relations.
 - **H2a:** Economic success increase with automation in marketing/customer relations.
 - **H2b:** Economic success increase with standardisation in marketing/customer relations.
 - **H2c:** Economic success with Industrialisation of quality management in marketing/customer relations.
 - **H2d:** Economic success with internal specialisation in marketing/customer relations.
 - **H2e:** Economic success with outsourcing in marketing/customer relations.

Industrialisation in settlement and transactions appears to be indispensable for economic success in today's banking sector: Beimborn and Franke (2005, p. 4) and Krottsch (2005) showed that outsourcing saves costs thanks to economies of scale and scope. Ahmad and Al-Zubi (2001, p. 51) mentioned the positive efficiency effects of e-banking. Filotto et al. (1997) and Riese (2006, pp. 71-72) discovered that automation and modern information technology provide customers with a high standard of convenience in operative processes and reduces

information costs. Xue, Hitt, and Harker (2007) found that the Industrialisation of operative processes diminishes transaction costs and increases profitability per customer.

- **Hypothesis 3 (H3)** follows as: Economic success in the settlement and transaction stage increases with the degree of Industrialisation in settlement/transactions.
 - **H3a:** Economic success increase with automation in settlement/transactions.
 - **H3b:** Economic success increases with standardisation in settlement/transactions.
 - **H3c:** Economic success increases with Industrialisation of quality management in settlement/transactions.
 - **H3d:** Economic success increases with internal specialisation in settlement/transactions.
 - **H3e:** Economic success increases with outsourcing in settlement/transactions.

According to previous insights, Industrialisation enhances the efficiency of risk management, concerning the reduction of financial risks from the bank's perspective: Beimborn and Franke (2005, p. 6) ascribed this development to standardized and automated outsourcing processes in risk surveillance. Shen (2009) explained that cost reductions result from standardisation on the input and output side of risk management. According to Adusei-Poku (2005, pp. 13-18), industrialized risk management systems significantly reduce the arbitrary nature of estimates and make risk surveillance more comprehensive. Cetorelli's et al.'s study (1999, pp. 22-28) illustrated that concentration in the banking business has reduced the weight of individual risks and enhances capital efficiency.

- **Hypothesis 4 (H4)** accordingly assumes: Economic success in risk management increases with the degree of risk management Industrialisation.
 - **H4a:** Economic success increases with automation in risk management.
 - **H4b:** Economic success increases with standardisation in risk management.
 - **H4c:** Economic success increases with Industrialisation of quality management in risk management.
 - **H4d:** Economic success increases with internal specialisation in risk management.
 - **H4e:** Economic success increases with outsourcing in risk management.

If the four assumptions for the individual levels of the value creation chain show valid results, then the following and central assumption of this study, H0, is confirmed: Industrialisation amplifies the fundamental bank objective of financial success. Hypotheses H1 to 4 ac-

cordingly intermesh the level of means objectives and the fundamental financial objective at each level of the value added chain.

4.3.3 Inter-value added stage cross-relationships

Beyond the causal relationships explaining Industrialisation success for each value added stage, the discussion in section 3.1.4 illustrates that the value added stages are closely inter-linked. The review results provide further supplementary evidence for this hypothesis. Several studies suggest that correlations exist between the items across the value added stages. The following examples are cited to illustrate this argument:

Automation and standardisation in product development imply standardisation in marketing because modular products demand a modular marketing approach (Pfeiffer, 2012, pp. 190-191; Horvath, Partners, 2011). Automation in settlement and transactions has to be accompanied by automation in risk management because to a large extent, automated transaction processes are managed by machines without human intervention (Riese, 2006, pp. 70-80; Ahmad/ AlZu-bi, 2011, pp. 51-54). The assignment of process competencies to specialized internal departments in one value added stage is usually parallel to specialisation in additional fields because Industrialisation affects the structure of the whole organizational system (McKinsey, 2011, pp. 21-28).

The decision to concentrate on core competencies and to rely on outsourcing partners frequently affects several stages in the value added chain in order to assign responsibilities efficiently (Disselbeck, 2011, pp. 255-267). The responsibility of outsourcing partners in settlement and transactions for instance can be enhanced when they participate equally in risk management responsibilities (Heckl et al., 2010, pp. 437-447). When innovative products are adopted from external providers, it could make sense to take over their marketing concept or rely on their marketing competence (Pfeiffer, 2012, pp. 120-125).

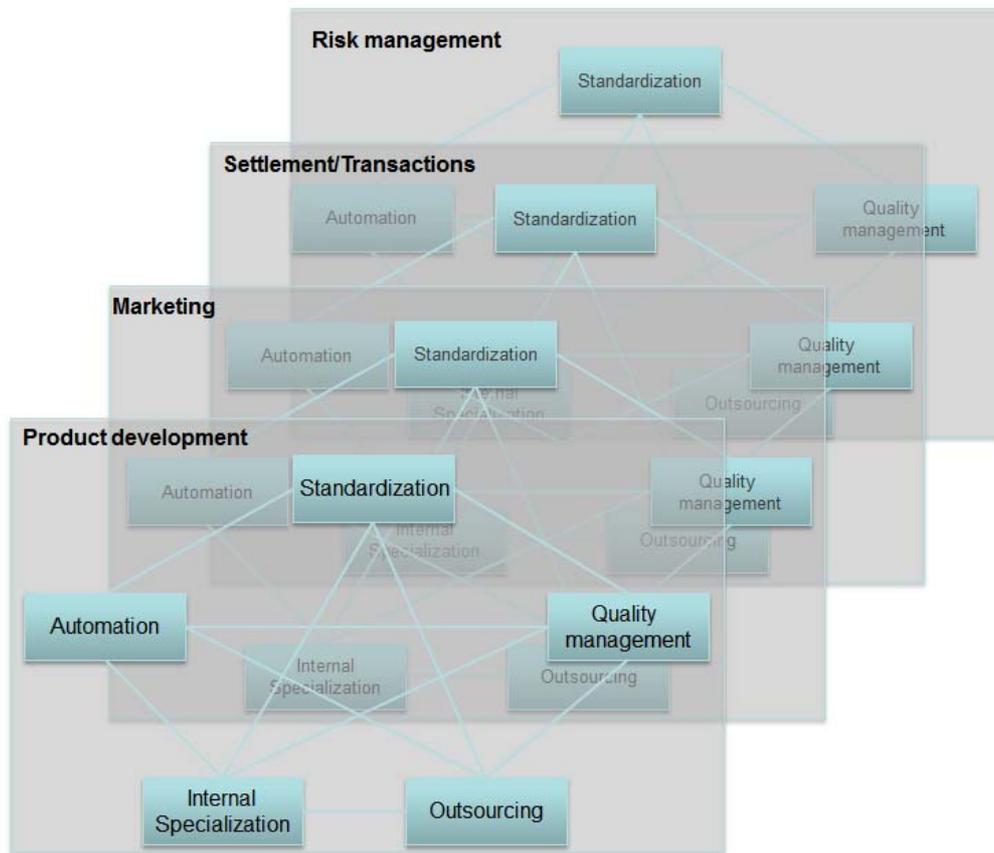


Figure 14: Multi-layer correlations between means objectives (own draft)

A summary of these examples suggests that the means objectives of all value added levels are assumed to be a cross-correlated. As figure 13 exemplifies, inter-level cross correlations result in multiple interdependencies that are beyond the scope of hypothesis formulation. Interdependencies can be observed between all items across all value added stages, i.e. for $5! = 5 \times 4 \times 3 \times 2 \times 1 = 120$ assumed relationships. To analyse this network, a general correlation analysis of success across the value added stages is conducted and significant inter-stage correlations are pointed out.

4.4 Sources of empirical research data

What empirical data are available to analyse the degree of Industrialisation (means objectives) and financial Industrialisation success (fundamental objectives) for each level of the value added chain and accordingly test the research hypotheses?

4.4.1 Sample of German savings banks

The study draws on information from 48 Eastern German savings banks. These banks do not compete directly, but each serve particular areas in four Eastern German states: Brandenburg,

Mecklenburg-Vorpommern, Sachsen, and Sachsen-Anhalt. They cooperate in the Eastern German savings bank association Ostdeutscher Sparkassenverband (OSV) (OSV, 2013). The OSV is a society in public law charged with promoting and advising savings banks. Savings banks are required by the OSV to report their detailed balance sheet data, income statement, and additional structural information e.g., the number of branches and employees, the number of automatic service stations, the number of clients, and extent of online services provided. These data for 2011 are made anonymous and are available for evaluation in this thesis. In addition, close personal contacts to the OSV mean that a survey among leading representatives of the OSV members is possible to obtain the balance sheet information.

To obtain all valid and potentially significant data on the above derived categories in the matrix of Industrialisation means and fundamental objectives, the following paragraphs derive relevant key figures from banks' balance sheets, income statements, and complementary quantitative material and summarize these in a measurement matrix. Complementary and missing values are then gathered in a quantitative survey among leading members of the individual institutes. Quantitative OSV data do not permit examination of quality management practices and the degree of banks' internal specialisation. These items accordingly are assessed in the survey. In order to simplify the evaluation, all key ratios are devised so that higher values indicate higher Industrialisation success.

4.4.2 Available quantitative OSV data

4.4.2.1 OSV data on Industrialisation in product development

Most of the categories – i.e. data on automation, standardisation and outsourcing – rely on OSV data on savings banks' balances, income statements, and additional structural information. Automation in product development is connected to the rationalization of servicing functions (Lärvinen & Lehtinen, 2003, p. 776). Electronic media have replaced personalized product development and consultation (Pfeiffer, 2012, pp. 190-191). The number of branches as compared to the bank's balance sum is an adequate measure of automation in this field, because it displays the extent to which personalized service delivery is replaced by automated functions.

$$PD1 = \frac{DBS}{TB}$$

Equation 1: Measure of automation at the product development stage

PD1 results as the quotient of DBS i.e. the balance sheet sum and the total number of branches and describes the share of the balance sum per branch. High values account for a high degree of automation and intense machinery equipment. The balance sum per bank is available at BWA 010399 in appendix 8.2.

To assess the degree of standardisation in product development, comparative personnel costs are an appropriate measure. Riese (2006, pp. 54-57) argued that standardisation contributes to a reduction in manpower. Disselbeck (2011) found that modularization diminished operative efforts at the product development stage. The inverted ratio of personnel costs from material costs accordingly measures the degree of standardisation in product development:

$$PD2 = \frac{MC}{PC}$$

Equation 2: Measure of standardisation in product development

Total personnel costs (PC) result from BWA 014199, 014299 in appendix 8.2 displays total material expenditure (MC).

To determine the degree of outsourcing, OSV collects data on different outsourcing efforts in a separate sheet and compares the figures to banks' balance sheet sum (DBS, BWA 010399). The degree of outsourcing rises with this ratio. To assess the degree of outsourcing in product development, the ratio of outsourcing in market support is helpful. It is available in column 0603 in appendix 8.3.

$$PD4 = No. 0602$$

Equation 3: Measure of outsourcing in product development

To assess the financial success of product development the share of revenues from papers and emissions, i.e. products developed by the bank itself from total interest revenues is assessed. Interest revenues from a banks' bonds and investments (RO) results from BWA 010283+ BWA 010284). The balance sum (DBS) results from BWA 010399. A higher share of incomes from a banks' certificates accounts for a high success of Industrialisation in product development.

$$PD6 = \frac{RO}{DBS}$$

Equation 4: Measure of financial success in product development

Equating financial success to balance sum, i.e. bank size, not to a comprehensive revenue figure ensures that comparatively low total revenues in one period, which would indicate low Industrialisation success, do not affect the measure. Balance sum is a more stable basis for size-adjusted comparisons.

4.4.2.2 OSV data on Industrialisation in marketing

Assessing the degree of automation in marketing Horvath and Partner's (2011, p. 16) suggested that the degree of electronic service support serves as an indicator. PwC (2012, p. 16) asserted that technical facilities in the credit business are of high relevance. The comparative number of self-service (SB) centres (shortcut: SB) compared to the total number of branches (TB) is an adequate measure for the degree of automation in marketing. Both figures are available per branch in appendix 8.4.

$$M1 = \frac{SB}{TB}$$

Equation 5: Measure of automation in marketing

According to Pfeiffer (2012, p. 176) and Spremann & Buermeyer (1997, p. 172), a high share of low service and consultation intensive standardized products is an indicator for high standardisation in marketing. Banks' detailed balance sheets (appendix 8.2) indicate savings in standardized products (SS, BWA 010387) per bank. Comparing this figure to total clients' assets (ST, BWA 010389) results in a key figure for standardisation in marketing.

$$M2 = \frac{SS}{ST}$$

Equation 6: Measure of standardisation in marketing

To measure the degree of outsourcing in marketing, appendix 8.3 provides a ready-made key ratio. Market support money supply/money investment is listed in column 010803 in appendix 8.3.

$$M4 = \text{No. 0803}$$

Equation 7: Measure of outsourcing in marketing

To assess financial success in marketing, revenues from marketing are compared to the balance sum (to avoid the influence of additional success figures). Marketing related revenues (MR) are available at BWA 018203, interest revenues from customer business, and BWA

018206 interest revenues from commissions. DBS again results from BWA 010399. The key ratio is:

$$M6 = \frac{MR}{DBS}$$

Equation 8: Measure of financial success in marketing

4.4.2.3 OSV data on Industrialisation in settlement and transactions

According to McKinsey (2012, p. 13) and Riese (2005, p. 67), automation in the settlement and transaction business is primarily connected to substituting automated transaction functions for personalised functions. Therefore, calculating the number of automatic tellers per bank branch is a viable method to assess automation in settlement and transactions. The number of automatic tellers (AT) and the number of branches per bank (TB) are available from the OSV evaluation in appendix 8.4.

$$ST1 = \frac{AT}{TB}$$

Equation 9: Measure of automation in settlement and transactions

According to Xue, Hitt, and Harker (2007) and Wu et al., (2006, p. 116), standardisation in settlement and transaction is based primarily on the IT based delivery of transaction and settlement tasks without human intervention. The income statement (appendix 8.2) declares IT efforts (BWA 014282) and total efforts TE (BWA 014299). A high degree of comparative IT effort and comparatively low total efforts indicate a high degree of standardisation. The key ratio of standardisation in settlement and transactions results as:

$$ST2 = \frac{IT}{TE}$$

Equation 10: Measure of standardisation in settlement and transactions

Appendix 8.3 should be consulted to assess the degree of outsourcing by section. Column 0807 indicates the share of outsourcing efforts. The key ratio for outsourcing in settlement and transactions formally results as:

$$ST4 = \text{No. 0807}$$

Equation 11: Measure of outsourcing in settlement and transactions

The income statement (appendix 8.2) provides quantitative information on settlement and transactions financial success. BWA 013181 indicates commission income from transactions

and BWA 013183 indicates revenues from security business. Adding both figures results in RST, which is referred to the balance sum, in correspondence with previous financial success figures. The key ratio for financial success in settlement and transactions is

$$ST6 = \frac{RST}{DBS}$$

Equation 12: Measure of financial success in settlement and transactions

4.4.2.4 OSV data on Industrialisation in settlement and transactions

Gathering data in risk management is highly complex because risk management as explained in section 3.1.3.4 makes no direct financial contribution to the bank result, but hedges possible shortfall risks.

According to McKinsey (2012/I, p. 17 and Grof (2002, pp. 111-112) automated systems increase the quota of credits served per employee. The ratio “loans per employee” (LE) by “assets per employee” (AE) accordingly is a useful measure for automation in risk management. A high ratio RM1 accounts for a high degree of automation. Unfortunately, quantitative data on automation in risk management are not available from the branches. An adequate category has to be found in the empirical survey.

Standardisation in risk management is focused on information efficiency. Compliance with official risk regulation increases information efforts, but standardized procedures lead to a reduction of other effort. (Hayden & Prath, 2009, pp. 5-6; Porath, 2009, pp. 25-27). Banks' income statements indicate efforts for information supply (BWA 014230) and total material efforts (BWA 014299). A rising quotient in both figures indicates rising standardisation in risk management.

$$RM2 = \frac{IE}{TE}$$

Equation 13: Measure of standardisation in risk management

Appendix 8.3 contains relevant outsourcing figures concerning risk management. Column 0206 indicates administration efforts in value management which is good indicator for outsourcing in risk management.

$$RM4 = \text{No. 0206}$$

Equation 14: Measure of outsourcing in risk management

In order to assess the financial value contribution in risk management, the value contribution of security and credit business is referred to the balance sum (as for previous success indicators). Securities' value contribution results from BWA 016199 and revenues in the credit business are available at BWA 016299 in appendix 8.2. The sum of both revenues results in key figure RR. DBS again is available from BWA 010399 (appendix 8.2). The key ratio results as:

$$RM6 = \frac{RR}{DBS}$$

Equation 15: Measure of financial success in risk management

The overview table on the following page summarizes relevant data, calculation formulas, and sources for Industrialisation means, and fundamental objectives for the four value added stages: development, marketing and customer relations, settlement and transactions, risk management. The table is completed by the categories concerning the theoretically proven items automation, standardisation, quality management, outsourcing, and internal specialisation. Categories starting with Q are not available from the quantitative OSV data and are assessed in a survey among leading executives of the relevant banks. The survey conception is detailed in the following section 4.4.3.

means objectives of Industrialisation	Product development	Marketing	Settlement/ Transactions	Risk Management
Automation	balance sum/number of branches	number SB branches/ number total branches	number tellers/number of total branches	loans p. employee/assets p. employee
Formula	$PD1 = \frac{DBS}{TB}$	$M1 = \frac{SB}{TB}$	$ST1 = \frac{AT}{TB}$	QRM1
Source	App 1: Balance sheet sum (DBS) BWA 0399/Tab branches/GA	App 3: tab-branches/GA	App 3: tab-branches/GA	survey
Compl. Survey	QPD1	QM1	QST1	QRM1
Standardisation	personnel costs/balance sum	savings in standardized products/total client's assets	IT efforts/total efforts	efforts for information supply/total efforts
Formula	$PD2 = \left(\frac{MC}{PC}\right)$	$M2 = \frac{SS}{ST}$	$ST2 = \frac{IT}{TE}$	$RM2 = \frac{IE}{TE}$
Source	App 1: total efforts BWA 014299/ BWA 014199	App 1: BWA010387/ BWA 010389	App 1: Sum(BWA014282)/ BWA 014299	App 1: BWA 014230/ BWA 014299
Compl. Survey	QPD2	QM2	QST2	QRM2
Quality management	Q PD3	Q M3	Q ST3	Q RM 3
Source	survey	survey	Survey	survey

means objectives of Industrialisation	Product development	Marketing	Settlement/ Transactions	Risk Management
Outsourcing	Outsourcing market support in %	Outsourcing degree marketing in %	Outsourcing degree of transactions (%)	Outsourcing value management in %
Formula	PD4= No. 0603	M4= No. 0803	ST4= No. 0807	RM4= No. 0206
Source	App 2: <i>table outsourcing 0603</i>	App 2: <i>table outsourcing 0803</i>	App 2: <i>table outsourcing 0807</i>	App 2: <i>Table outsourcing 0206</i>
Compl. Survey	QPD4	QM4	QST4	QRM4
internal specialisation	Q PD5	Q M5	Q ST5	Q RM5
Source	<i>survey</i>	<i>survey</i>	<i>Survey</i>	<i>survey</i>
fundamental objective of financial success	Revenues from own papers and emissions/ total interest revenues	(interest revenue customer business+ commission revenue)/ balance sum	commission income form transactions and security business /balance sum	revenue security business + revenue credit business /balance sum
Formula	PD6= $\frac{RO}{DBS}$	M6= $\frac{RR}{DBS}$	ST6= $\frac{RST}{DBS} * 100$	RM6= $100 * \frac{RR}{DBS}$
Source	App 1: <i>(BWA010283+010284)/ BWA 010399 (DBS)</i>	App 1: <i>(BWA 18203+ 18206)/ BWA 010399 (DBS)</i>	App 1: <i>(BWA013181+ 013183)/ BWA010399 (DBS)</i>	App 1: <i>(BWA016199+ 016299)/ BWA 010399 (DBS)</i>
Employee assessment of success	Q PD 7	Q M7	Q ST7	Q RM7
Source	<i>survey</i>	<i>survey</i>	<i>Survey</i>	<i>survey</i>

Table 8: Measures of means and fundamental objectives of Industrialisation (own draft)

4.4.3 Complementary survey on Industrialisation means and objectives

As table 7 illustrates, the survey is intended to cover the Industrialisation categories of quality management and internal specialisation for the means objectives, and to obtain additional quantitative information on the categories explained by the balance sheet data. To accomplish the financial success parameter as available from income statements and annual balances an additional qualitative success estimate concerning the four value added stages is integrated, to overcome the limitations of balance sheet analysis. Annual reports usually allocate success or loss strategically with regard to additional aspects such as taxes or bonus payments. An analysis based on quantitative success figures in only a single period could suffer from publication bias. Moreover, key ratios of 2011 do not provide a topical statement on the expected situation for the present reporting period. The integration of a second set of key figures in the form of executive estimates reduces these biases. Survey based success estimates include executives' sentiment on the present situation and are free from artificial embellishments for the sake of accounting technicalities.

To simplify evaluation, all survey questions are scaled on a Likert scale from 1 (no agreement) to 5 (high agreement), where 1 simultaneously indicates low achievement of means or fundamental objectives and 5 indicates high agreement. The employment of a 5 steps scale ensures that an unequivocal mean value exists. The range of 1 to 5 provides sufficient gradations and prevents confusion.

For each mean objective, two part questions are developed drawing on previous literature, their mean results as indicator Q per item. For assessing financial success, one survey question per value added stage is provided, which is weighted 50 % for the final evaluation.

4.4.3.1 Survey questions on Industrialisation in product development

Questions qPD1 and qPD 2 accomplish the key figures on automation and standardisation in product development asking:

- qPD1: To what extent are product development processes in our bank supported by electronic data processing?
- qPD2: To what extent does your bank devise new products in a modular way departing from existing product architectures?

Concerning quality management in the product development phase, Riese (2006, p. 54), Järvinen & Lethinen (2003, pp. 785-786), and Lievens (1997, p. 38) argued that balanced personalized products and automated routines are central to Industrialisation success. Two key questions represent this issue:

- qPD3a: To what extent does your bank develop modular product concepts that can be adapted to customer wishes individually?
- qPD3b: To what extent does your bank integrate automatic routines in new product development tasks?

Question qPD4 accomplishes the balance sheet figure on outsourcing as follows:

- qPD4: To what extent does your bank rely on external partners in the product development stage?

In product development internal specialisation is characterized by intense cross functional cooperation with clear task and success responsibilities (Lievens et al., 1997, p. 31). Indivi-

dual departments take the role of expert centres (Pfeiffer, 2012, p. 180). These characteristics are assessed in the following questions:

- qPD5a: To what extent do the product development departments in your bank cooperate systematically on new product conceptions?
- qPD5b: To what extent do you perceive product development teams in your bank as expert centres?

To assess financial success in product development the survey asks:

- qPD7: To what extent do you think your bank is financially successful in the development of new products?

4.4.3.2 Survey questions on Industrialisation in marketing/ customer relations

To obtain further management estimates on the relevance of automation and standardisation in marketing beyond quantitative ratios, the following questions are included in the survey:

- qM1: To what extent does your bank integrate electronic media like the internet and mail-services into its marketing campaigns?
- qM2: To what extent does your bank encourage customers to acquire new products (e.g. consumer credits, retail investment products) online or at self-service terminals?

Industrialized quality management in marketing systematically ensures reliability and responsiveness to customers' needs (Bexley, 2005, pp. 250-254). Customer requests are handled rapidly and error free (Blankson et al, 2007, p. 479; Lievens et al, 1997, p. 32). This objective is represented by the following part questions:

- qM3a: To what extent according to your perception is customer service reliable and professional?
- qM3b: To what extent are marketing activities supervised and controlled by systematic routines in your bank?

Question qM4 asks for additional information on outsourcing habits in marketing:

- qM4: To what extent does your bank rely on external partners in marketing and sales?

According to Riese (2006), internal specialisation in marketing relies on the use of electronic sales channels and the supervision of those channels by specialized departments. Work sharing is a central element in customer management (PwC, 2012, pp. 14-15). The corresponding survey questions are:

- qM5a: To what extent does your bank rely on electronic sales channels and integrate these into physical organizational structures?
- qM5b: To what extent do departments/ responsible employees for marketing cooperate in a well-structured and deliberate way in your bank?

To finally assess marketing Industrialisation success in the survey question qM7 corresponds to qPD7:

- qPD7: To what extent do you think your bank is economically successful concerning the marketing of financial products to final customers?

4.4.3.3 Survey questions on Industrialisation in settlement and transactions

Beyond balance sheet data, additional questions on automation and standardisation in settlement and transactions are included in the survey.

- qST1: To what extent does your bank rely on automated computerized routines to conduct settlement and transaction tasks?
- qST2: To what extent are settlement and transaction processes in your bank standardized and modular in concept?

Industrialized quality management in settlement and transactions includes the automated surveillance of transaction functions to permit transparency and security (Dahlberg et al, 1988, pp. 3-4). Customers are integrated into a process of continuous improvement (Al-Zubi, 2011, pp. 55-566). The following questions represent these aspects:

- qST3a: To what extent does your bank supervise transparency and security of automated transaction function systematically?
- qST3b: To what extent does your bank integrate its customers in a process of continuous improvement (for instance by surveys, mail report facilities etc.)?

Survey question qST4 adds further information on the relevance of outsourcing in settlement and transactions:

- qST4: To what extent does your bank rely on external partners in settlement and transactions?

Internal specialisation in settlement and transactions implies the creation of specialized departments for different transaction tasks and accountability for success. Work is shared in modular organizational units (Kulmar & van Hillerberg (2004, p. 3). The relevant questions are defined adequately:

- qST5a: To what extent are settlement and transaction functions in your banks fulfilled by several specialized departments with accountability for success?
- qST5b: To what extent do different organizational modules cooperate in settlement and transactions?
- qST5c: To what extent does your bank use adequate IT-platforms, systems, and applications to increase the degree of automation and to support professional process management?

To assess financial success in settlement and transactions the survey asks:

- qST7: To what extent do you think your bank is financially successful concerning settlement and transaction functions?

4.4.3.4 Survey questions on Industrialisation in risk management

Survey questions qRM1 and qRM2 obtain information on automation and standardisation in risk management available from banks quantitative evaluations:

- qRM1: To what extent are routines employed for risk management in your bank conducted automatically and by computer systems.
- qRM2: To what extent does your bank execute standardized risk management processes by customer- and product type?

Industrial quality management in the risk management business refers to the efficient control of operational and liquidity-risks, which presuppose IT support (McKinsey, 2011, pp. 33-36).

Systematic quality management approaches enhance risk control efficiency (Heckl. et al, 2010, p. 437). The questions in this segment mirror these insights:

- qRM3a: To what extent does your bank utilize electronic management systems to supervise and control risk related decision making? (For instance: Credit Metrics, rating systems, official rating platforms such as FERI, S & P, Moody's etc.)
- qRM3b: To what extent does your bank rely on specialized quality management systems (e.g. Six Sigma, Total Quality Management etc.) to systematically analyse and reduce business risks?

Survey question qRM4 is designed to gather available data on outsourcing in risk management:

- qRM4: To what extent does your bank rely on external partners in risk management?

Internal specialisation in risk management entails modular risk management architectures with clear responsibilities (Jakobides, 2005, p. 465). This includes the establishment of a risk-specialized controlling authority, which is systematically integrated in risk related questions (Hyötyläinen & Möller, 2007). Accordingly, the survey questions are:

- qRM5a: To what extent are risk management functions structured in a modular way and foresee clear responsibilities?
- qRM5b: To what extent does your bank execute a specialized controlling authority that is systematically involved with risk questions?
- qRM5c: To what extent does your bank use automatic rating systems or systems to evaluate creditworthiness by machine?

Finally, to assess the success of risk management from executives' perspective, the survey asks:

- qRM7: To what extent do you personally find that risk management in your organization contributes to the bank's financial success?

The following section explains how survey results and quantitative OSV key ratios are integrated into a comprehensive data set, and which statistical methods are applied to evaluate the relationship between means and fundamental objectives of Industrialisation by value added stage and in total in Eastern German savings banks.

4.5 Statistical methodology

Section 4.5 explains how the variables available as a data set for each participating bank are evaluated statistically to test the hypotheses developed in section 4.3

4.5.1 Univariate analysis

For each of the measurement variables, a comparative univariate analysis explores the data set. The characteristics of the sample are estimated for each value series, i.e., the amount of values observed for each measurement parameter, to calculate the distribution of frequencies.

Means and standard deviations characterize value rows. They standardize the results to make them comparable. The mean \bar{X} results as the sum of observations x_i divided by the sample size (Blunch, 2008, p. 237). For each main question the means are compared by part-question.

$$\bar{X} = \frac{\sum_{i=1}^n X_i}{n}$$

Equation 16: Mean (Blunch, 2008, p. 237)

The standard deviation for each value row results as the square root of its variance (Blunch, 2008, p. 238) with

$$s = \sqrt{s^2} = \sqrt{\frac{(x - \bar{X})^2}{n - 1}}$$

Equation 17: Standard deviation (Blunch, 2008, p. 238)

The standard deviation describes to what extent values pairs are scattered or condensed or to what extent results are homogenous or diverse. Its scale corresponds to the input data.

To make the results of the survey and the balance sheet analysis comparable and to integrate them in a meaningful regression model, all input and output factors according to table 8 are standardized for further statistical evaluation. In statistics standardisation means normalizing values to so-called z-values by subtracting the mean of a value row from the original value and dividing the result by the standard deviation of the value row. i.e.

$$Z_i = \frac{X_i - \bar{x}}{s_i}$$

Equation 18: Standardisation of variables (Brosius, 2010, p. 380)

4.5.2 Correlation analysis and chi² test

All hypotheses tests such as correlation analysis and regression analyses are based on the standardized z-values. Therefore, regression parameters are immediately comparable.

Correlations between input and output models are a precondition to successful regression modelling. However, correlations between the input parameters of a single regression model disturb model reliability as they are subject to existing cross-over effects. The correlations between the intended factors of a regression model have to be tested and assessed before modelling. The correlation coefficient norms the covariance by dividing it through the product of the variance of each of the value series and takes values between -1 and + 1. A value of - 1 displays a fully negative correlation, a value a + 1 a fully positive correlation (Duller, 2007, p. 136).

Pearson's correlation coefficient describes the development of a reference value X to as basic value Y. It quantifies and standardizes the statistic interdependence (correlation) between two value series (Maurer & Albrecht, 2005, p. 105). The Pearson correlation coefficient derives from the covariance, which it standardizes by the product of variances. While the covariance can take values between minus and plus infinity, the correlation coefficient ranges between -1 and 1 (Weiber & Mühlhaus, 2010, pp. 10-12). A value of -1 describes a perfect negative correlation and a value of +1 is a perfect positive correlation.

Pearson's correlation coefficient is calculated as follows:

$$\text{Kor}_e(X, Y) := \varrho_e(X, Y) := r_{xy} := \frac{\frac{1}{n-1} \sum_{i=1}^n (x_i - \bar{x})(y_i - \bar{y})}{\sqrt{\frac{1}{n-1} \sum_{i=1}^n (x_i - \bar{x})^2} \cdot \sqrt{\frac{1}{n-1} \sum_{i=1}^n (y_i - \bar{y})^2}}$$

With

$$x = \sum_{i=1}^n x_i \text{ and } y = \sum_{i=1}^n y_i$$

Equation 19: Correlation Coefficient (Duller, 2007, p. 135)

The Chi² test examines the results of the correlation analysis. It calculates the probability that a correlation between two value rows is assumed though none exists. It examines the size of χ^2 at a certain level of significance (Duller, 2007, p. 135).

The Chi² test is calculated automatically by SPSS and confirms the results of the correlation analysis by calculating the probability that a correlation between two value rows is assumed though none exists. Chi²= χ^2 is called measure of association and describes the correlation between two nominal features:

$$\chi^2 = \sum_i \sum_j \frac{(h_{ij}^0 - h_{ij}^e)^2}{h_{ij}^e}$$

Equation 20: (Duller, 2007, p. 135)

With

h_{ij}^0 = observed absolute frequency of the features X = i and Y = j.

h_{ij}^e = absolute frequency of the combination of X = i and Y = j

Expected in case of statistic independence. If $\chi^2 = 0$ no correlation exists, if $\chi^2 > 0$ there is a correlation.

The Chi² test relies on the following decision rule:

$$\chi_{0.95}^2 < \chi_{error}^2 = \sum_i \sum_j \frac{(h_{ij}^0 - h_{ij}^e)^2}{h_{ij}^e}$$

Equation 21: Chi² test (Duller, 2007, p. 135)

If this equation is valid, the zero-hypothesis is rejected. For instance, a significance of 0.05 or 0.01 indicates that the probability that no correlation exists; although it is assumed it is below 5 and respectively 1 %. The higher the absolute value of the correlation coefficient the higher is its relative significance level of 5 %.

4.5.3 Multiple regression modelling

Mathematically, a simple regression model takes the form of a linear equation $Y = a \cdot x + b$. The regression model estimates the parameters a and b by minimizing the average distance of each value pair I from a regression line. The estimate for b results as the ratio of the covariance of x and y and the variance of x with

$$b = \frac{S_{xy}}{S_x^2}$$

a results from $a = \bar{y} - b \cdot \bar{x}$ (Duller, 2007, p. 148).

The residuals ε are the deviations of the observed y values from the estimated y values $\varepsilon_i = y_i - \bar{y}_i$ (Duller, 2007, p. 152). To achieve an optimal approximation the sum of residuals is minimized.

Multiple regression extends the simple regression model by further independent (explaining) parameters $x_1 \dots x_n$ (Brosius, 2011, p. 586).

$$Y = a + b_1 * X_1 + b_2 * X_2 + \dots + b_k * X_k$$

Equation 22: Generalized regression model (Brosius, 2011, p. 586)

The quality of the complete regression model, results from the measure of identification R^2 , the ratio of the squared sum of the explained variance, and the squared sum of the total variance. R^2 is between 0 and 1 and indicates which share of the true y -values is explained by the regression model. 1 stands for maximum model quality (complete coincidence of observed values with the regression line). Additionally, the measure corrected R^2 considers the sample size and the number of explaining variables, and is helpful in estimating whether further explaining variables x_i improve the model fit (Brosius, 2011, pp. 564-567).

To test the hypotheses an ANOVA test is conducted. ANOVA examines the share of variance explained by the model from the total target variance. ANOVA employs an F-test, examining the zero-hypothesis that the variables jointly do not explain the observed values at all. If ANOVA significance is below 0.05 (less than 5 % error probability) this assumption is rejected (Backhaus et al., 2011, pp. 159-161).

The individual model parameters are tested for significance conducting a T-test. Parameters are reliable, when significance values below 0.05 (significance level of 95%) are reached. SPSS indicates standardized and non-standardized coefficients ($b_{1\dots n}$). The standardized coefficients compare the relevance of the explaining variables, while the un-standardized coefficients are well-suited for content-wise interpretation.

To make sure that the model parameters are reliable to defend the target values, further tests are conducted consisting of: (a) multicollinearity of the explaining variables, (b) autocorrelation, and (c) normal distribution of the residuals.

Multicollinearity implies that a content-wise relationship between two explaining parameters exists, which can impair the reliability of the regression coefficients. To examine possible collinearities, an initial correlation analysis of the input variables is conducted. To ensure a good model fit for the regression, no significant correlations between the input parameters should exist. Furthermore, SPSS provides collinearity-statistics with the regression model. Tolerance values should be below 0.1. The VIF values and the condition index derived from the tolerance should be below 10, to assume non-collinearity. It is more tolerant than the Chi^2 test of correlations.

To test for autocorrelation, SPSS conducts a Durbin-Watson test for the residuals. It should be around 2. Significantly lower or higher values suggest positive and respectively negative correlations. Normal distribution of the residuals is tested by saving these as separate variables and applying the Kolmogorov-Smirnoff and Shapiro-Wilk test. Both tests should be below 0.054 for normally distributed values (Brosius, 2011, pp. 404-405).

SPSS offers several approaches to create suitable regression models. The inclusion method implies that all suggested input factors are employed for the model. This approach is necessary to test the hypotheses (that refer to the fit of the model as a whole), but does not always result in a solution with only significant input parameters. The backward elimination method is helpful to amend the inclusion model and to eliminate redundant and insignificant parameters. It is an algorithm that departing from the inclusion solution step by step discards insignificant input parameters by order of insignificance. For the evaluation in this study, both methods are practiced for each hypothesis in order to arrive at fully significant models appropriate for practical application with regard to each input parameter.

Chapter 5 – Item-wise analysis of results

Chapter 5 statistically analyses the data set resulting from the survey and the evaluation of the banks' key figures according to the overview in table 7. Section 5.1 covers the univariate analysis of sample moments and distributions of frequencies for the input and output items. Section 5.2 to 5.5 develops and tests the regression models to assess success as a function of Industrialisation characteristics for each of the four previously identified stages of the value added chain: product development, marketing and customer relations, settlement and transactions, and risk management. Section 5.6 tests the hypotheses H1 to H4 on the basis of the regression modelling results by value added stage

5.1 Univariate Analysis of means and fundamental objectives of Industrialisation

Section 5.1 details select results on frequency distributions. Univariate analysis is based on the original values (before standardisation).

5.1.1 Univariate Analysis of Industrialisation in product development

In product development, four balance sheet key ratios are relevant. PD 1 is the quotient of balance sum by number of branches. Its minimum is 30,204 and its maximum is 154,640. The mean is 62,314 at a standard deviation of 21,517. The distribution of frequencies illustrates that most banks dispose of a PD1 of about 50,000 and the distribution is skewed to the right i.e. most banks demonstrate comparatively low PD1 values while only two banks are above 100,000.

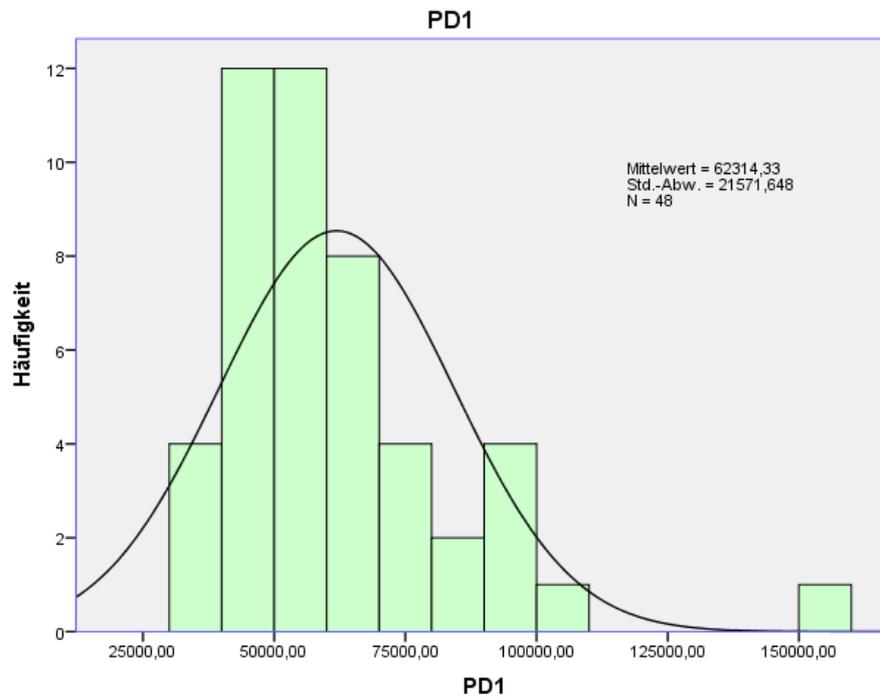


Figure 15: PD1 – distribution of frequencies (own analysis)

A similar distribution results for PD 2, the ratio of material efforts to staff costs. On average, material expenses account for about 75 % of staff efforts. The minimum is 57 % and the maximum is 168 %. The distribution of frequencies indicates that only a single bank reaches this high degree of standardisation. For most banks material expenses are between 60 and 80 % of staff expenses.

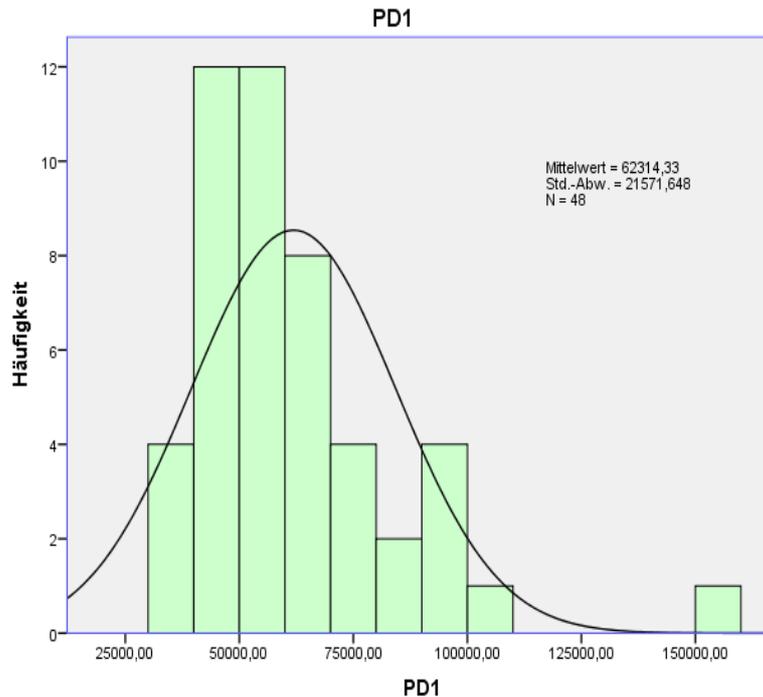


Figure 16: PD 2 – distribution of frequencies (own elaboration)

The share of outsourcing of market support varies between 0 % and 24.8 %. The average is about 4.7%. Again, the distribution is strongly right-skewed; most banks (41) demonstrate outsourcing quotas below 5 %. To date, outsourcing as an indicator of Industrialisation is practiced to a very low extent in German savings banks.

PD6 describes Industrialisation success by the share of revenues from bank documentation and emissions from total interest revenues. For successful Industrialisation in product development, this rate should be high. For the observed sample it is between 2.1 and 6.17 %. As presented, the distribution of frequencies is close to normal; the median corresponds to the mean and no significant deviations exist. The majority of participants receive less than 4% from their own instruments and emissions from total interest income.

Assessing the survey results on forms and degrees of Industrialisation in product development, the first and second sample moment by part question are summarized in table 8. As detailed in section 4.4.3, the answers are coded from 1 = low level of Industrialisation 5 = very high level of Industrialisation.

	qPD1	qPD2	qPD3a	qPD3b
	Automation	standardisation	quality management	quality management
valid answers	36	36	36	36
Missing	12	12	12	12
Mean	3,36	2,92	2,92	3,25
standard deviation	1,17	1,23	1,18	1,25
Minimum	1,00	1,00	1,00	1,00
Maximum	5,00	5,00	5,00	5,00
	qPD4	qPD5a	qPD5b	qPD7
	Outsourcing	internal specialisation	internal specialisation	perceived success
valid answers	36	36	36	36
Missing	12	12	12	12
Mean	3,28	2,83	2,94	3,03
standard deviation	1,28	1,18	1,22	1,34
Minimum	1,00	1,00	1,00	1,00
Maximum	5,00	5,00	5,00	5,00

Table 9: Sample moments for survey question on Industrialisation and success in product development

The means are lowest for qPD 2 and qPD 3a i.e. the employment of modular products and modular product architectures and the quality management for this type of products. Most participants (12) indicate level 2 for question qPD2. qPD1, asking for the relevance of electronic data processing in product development, reaches highest mean values. For qPD1 most participants assign value 4 (15 nominations) or value 5 (5 nominations).

With regard to question qPD 6 (to what extent is your bank financially successful concerning the development of new products?) participants are divided. 16 participants find their bank successful or very successful (value 4 or 5) 14 on the other hand indicate 1 or 2 for no/low success. The mean is 3.03 and the standard deviation is highest for all questions on product development.

5.1.2 Univariate Analysis of Industrialisation in Marketing/Customer relations

To assess the degree of Industrialisation in marketing and customer relations, four balance sheet figures are analysed. The ratio of SB branches from total branches (M1) is an estimator for the degree of automation. The mean is 25.6 % SB branches the maximum is 75 %. Most banks though demonstrate less than 20 % SB branches: 8 participants indicate 0, i.e. have got no SB branch in their bank at all.

M2 evaluates the share of savings in standardized products from total client's assets. The mean for this question is 0.64, with a maximum of 0.78 and a minimum of 0.48 i.e. 48 % of standardized savings. The distribution of frequencies is left-skewed and indicates a comparatively high degree of standardisation in marketing/customer relations.

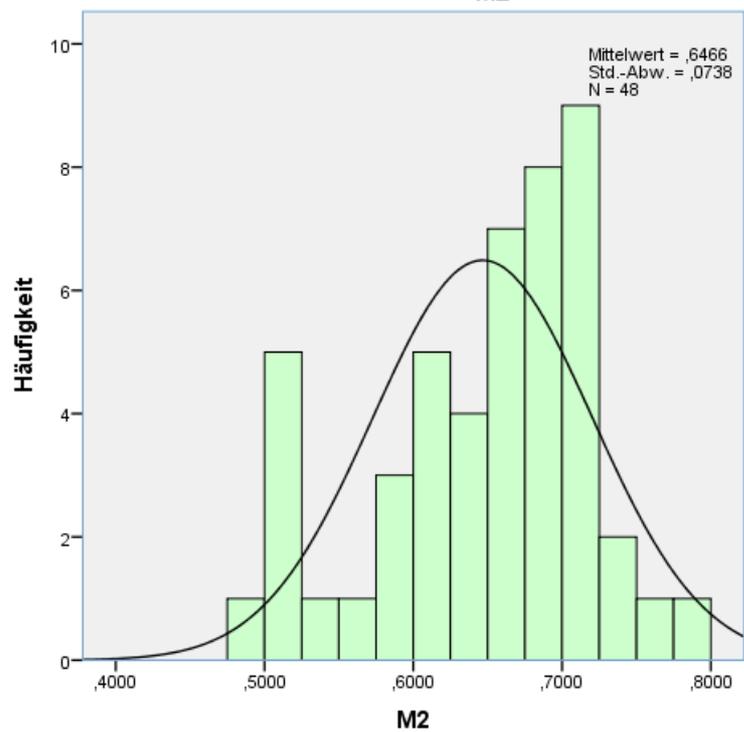


Figure 17: M2 – distribution of frequencies (own elaboration)

M4 assesses the degree of outsourcing in marketing and takes recourse to the key figure 0803 from banks' internal evaluations. The results show that Eastern German savings banks rarely outsource marketing. The mean is 2 %, with a maximum of 6.3 % and a minimum of 0.0% (only 1 bank). Most banks show outsourcing ratios between 1 and 2 %.

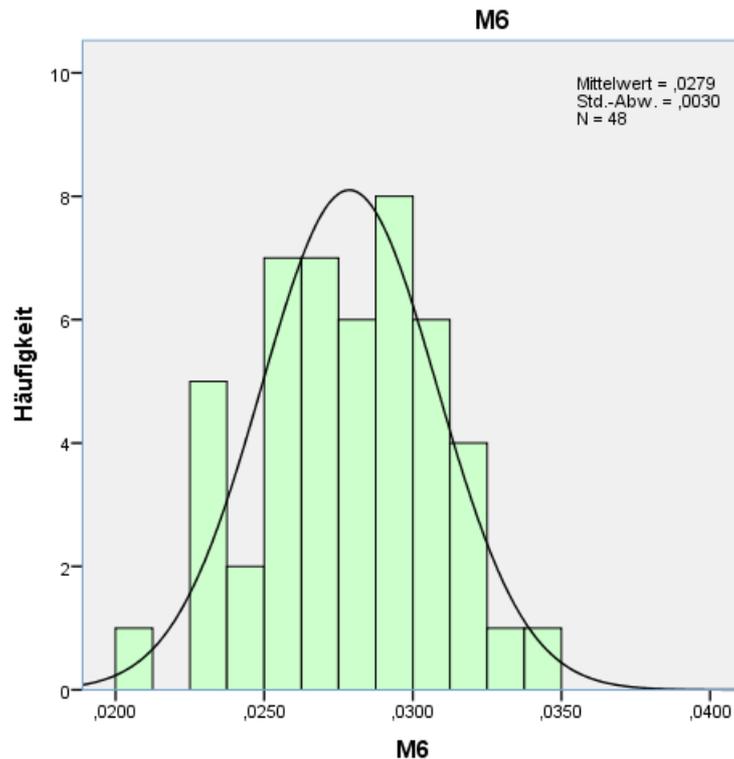


Figure 18: M6 [financial success in marketing (distribution of frequencies, own elaboration)]

To estimate the financial success in marketing quantitatively, M6 calculates the share of interest revenues in customer business and commissions from the balance sum. It ranges from 2.08% to 3.42 % (average 2.8%) and is distributed according to figure 17.

Figure 17 illustrates that M6 is fairly normally distributed. Most participants earn about 3 % of their balance sum from interest revenues and commissions in customer business.

The following overview summarizes the sample moments for the survey questions on Industrialisation in marketing/ customer relations.

	qM1	qM2	qM3a	qM3b
	automation	standardisation	quality management	quality management
valid answers	36	36	36	36
Missing	12	12	12	12
Mean	3,08	3,06	3,11	3,25
standard deviation	1,27	1,31	1,28	1,11
Minimum	1,00	1,00	1,00	1,00
Maximum	5,00	5,00	5,00	5,00
	qM4	qM5a	qM5b	qM7
	outsourcing	internal specialisation	internal specialisation	perceived success
valid answers	36	36	36	36
Missing	12	12	12	12
Mean	3,17	3,06	3,14	3,28
standard deviation	1,23	1,22	1,05	1,28
Minimum	1,00	1,00	1,00	1,00
Maximum	5,00	5,00	5,00	5,00

Table 10: Sample moments for survey question on Industrialisation and success in marketing

Concerning Industrialisation measures QM1 to qM5, the mean is highest for M3b, the degree of supervision and control of marketing by automatic routines. qM2 (encouragement of self-service terminals) and qM5a (reliance on electronic sales channels) on the other hand demonstrate the lowest mean values. These results suggest that consultation in German savings banks remains a personal affair in spite of standardized routines and control systems.

Considering the qualitative success measure qM7 its mean value, and the standard deviation is higher than for the questions on Industrialisation. Most participants (16) consider their bank fairly or highly successful in the marketing of financial products to customers. 11 find their banks minimally successful or not successful at all.

5.1.3 Univariate analysis of Industrialisation in settlement/transactions

Four balance sheet figures are relevant to assess Industrialisation in settlement and transactions. The ratio of automatic tellers by number of total branches is between 1 and 4 (average 1.89). The distribution of frequencies illustrates that most branches have less than two automatic tellers. This result accounts for savings banks' philosophy of serving clients personally.

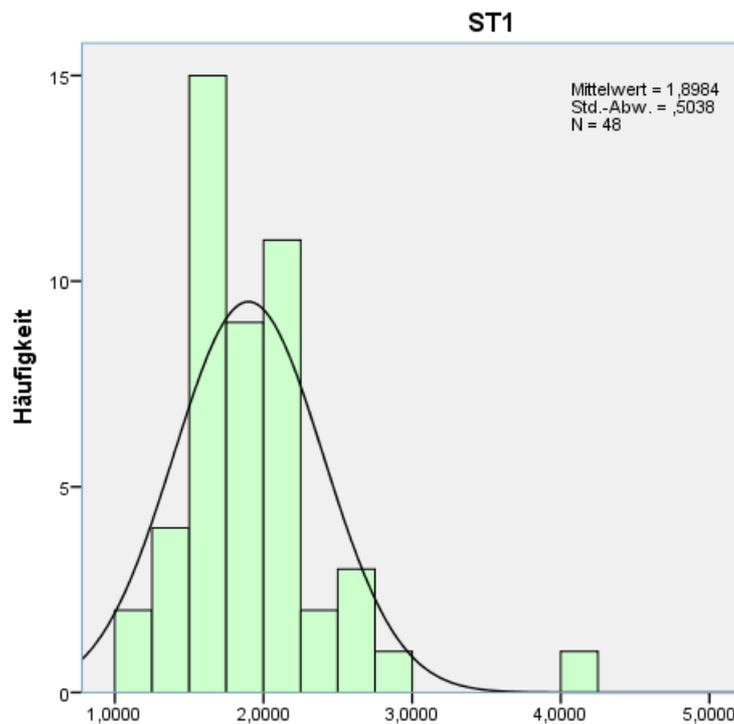


Figure 19: ST1 – number of automatic tellers per branch (distribution of frequencies) (own elaboration)

ST2 assesses the degree of standardisation in marketing and customer relations by calculating the share of savings in standardized products from total clients assets. ST2 ranges between 18.95 % and 34.81 % depending on the bank the average is 29.39 % at a comparatively low standard deviation of 3.4 %. The distribution of frequencies accordingly is centred towards the mean value the middle. Only a single bank shows ST2 values below 20 %.

ST4 is the degree of outsourcing in settlement and transactions and results from banks reports directly (key figure 0807). The value is between 0.00 and 3.4%. Since the values are very small they are multiplied by 100 in EXCEL and indicated in % in SPSS.

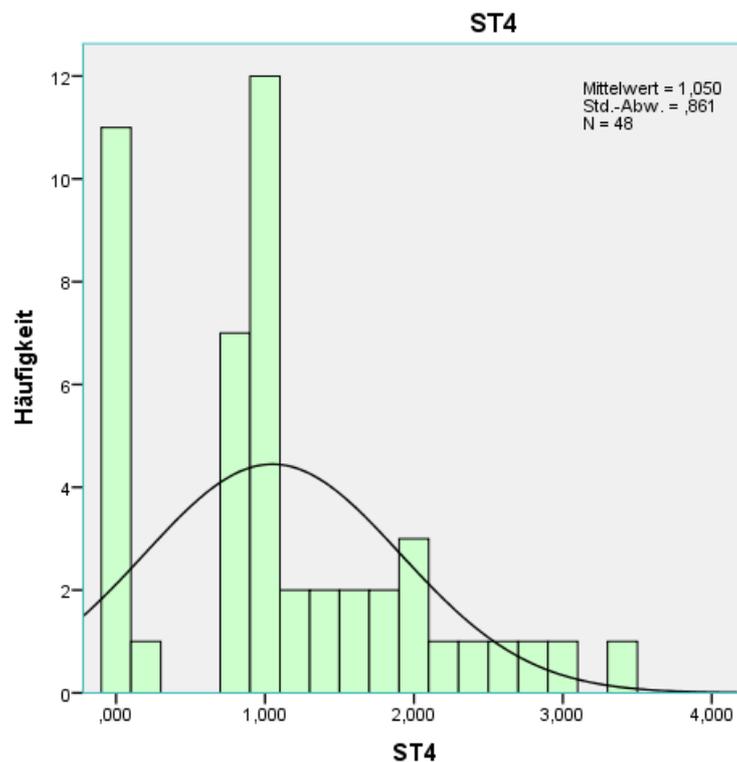


Figure 20: ST 4 – share of outsourcing in settlement and transactions

Figure 19 illustrates that the distribution of frequencies is uneven. While 2 banks perform virtually all settlement tasks in-house, most other banks demonstrate outsourcing levels of 1 to 3 %.

ST6 calculates the commission income from transactions and security business as a share of the banks' balance sum to assess success in settlement and transactions. Since the values are very small they are multiplied by 100 in EXCEL and indicated in % in SPSS. Transaction-related income is between 0.418 and 0.7621 % of the balance sum and on average amounts to 0.54 %. The distribution of frequencies is right-skewed slightly because three banks demonstrate quotas of 0.7% and more.

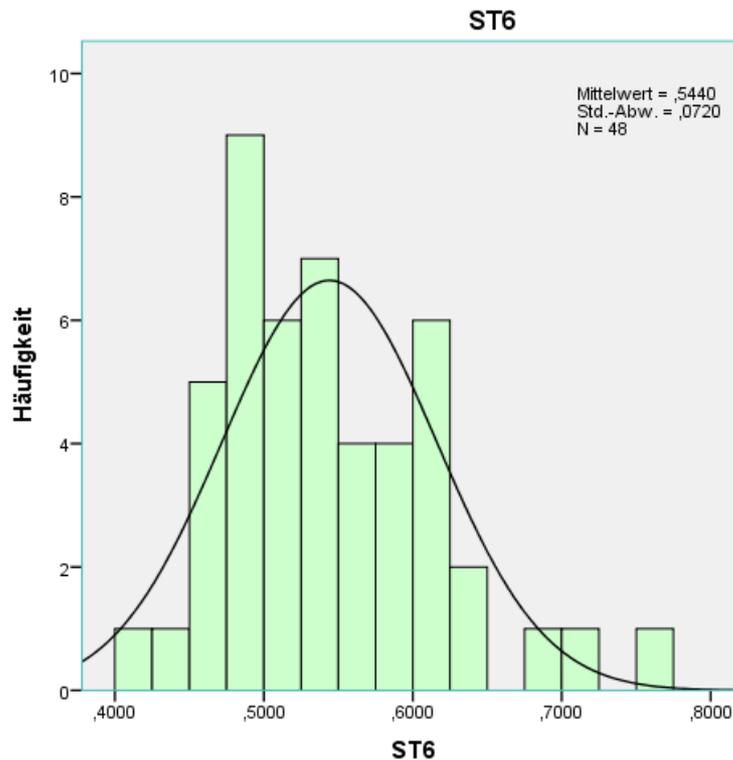


Figure 21: ST 6 – share of transaction income form balance sum distribution of frequencies)

Table 10 lists the results of the survey for Industrialisation and Industrialisation success in settlement and transactions. It illustrates that the mean of answers concerning the degree of Industrialisation is lowest for qST1 (automation), and highest for quality management. Concerning qST5c (usage of IT for professional process management) participants are mostly divided, while the standard deviation for qST1 (utilization of automated routines in settlement and transactions) is much lower (1.13).

While the distributions of answers of qST1 and qST2 (automation and standardisation) come close to normal distribution, most participants indicate 3 for “intermediate level.” The answers concerning quality management tend to be either very good or poor. Only few indicate intermediate here. Concerning the degree of specialisation (qST5a and b) most respondents indicate a good or very good standard.

	qST1	qST2	qST3a	qST3b	
	automation	Standardisation	quality management	quality management	
valid answers	36	36	36	36	
Missing	12	12	12	12	
Mean	2,97	3,17	3,06	3,31	
standard deviation	1,13	1,25	1,22	1,26	
Minimum	0,00	1,00	1,00	1,00	
maximum	5,00	5,00	5,00	5,00	
	qST4	qST5a	qST5b	qST5c	qST7
	outsourcing	internal specialisation	internal specialisation	internal specialisation	perceived success
valid answers	36	36	36	36	36
missing	12	12	12	12	12
Mean	3,22	3,17	3,28	3,06	2,97
standard deviation	1,22	1,23	1,30	1,41	1,28
minimum	1,00	1,00	1,00	1,00	1,00
maximum	5,00	5,00	5,00	5,00	5,00

Table 11: Sample moments for survey question on Industrialisation and success in settlement and transactions

The perceived success of banks' settlement and transaction is distributed normally. Most participants indicate 3 for intermediate. 12 participants are of the opinion that their banks perform poorly or badly, while an additional 12 find their banks' performance good or perfect. The mean is 2.97 at a standard deviation of 1.276.

5.1.4 Univariate analysis of Industrialisation in risk management

Balance sheet analysis on Industrialisation and its success in risk management is based on the following key figures. To assess standardisation the efforts for information supply are referred to total efforts. The values range between 0.17 % and 1.12 %. The mean value is 0.58 %.

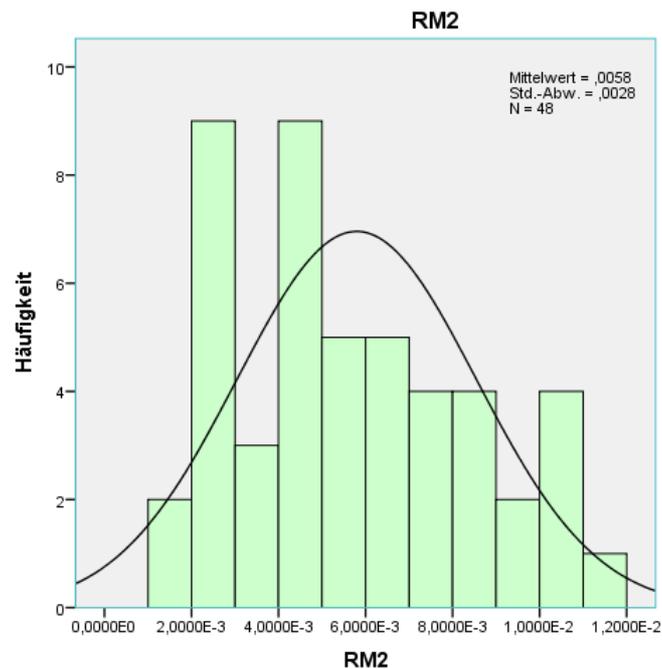


Figure 22: RM2 – efforts for information supply from total efforts

The results are not distributed normally, but are rather amassed in the upper and lower quartile. Most banks show comparatively low information supply efforts ranging between 0.2 and 0.4 % of total efforts.

RM4 estimates outsourcing in risk management by referring to key figure 0206 of banks' internal evaluation directly. Data are indicated in % and are between 0 and 2.37 %. The means is 3.14 %. Similarly to previous key figures on outsourcing, these low values indicate that savings banks still perform most risk management tasks in-house. The distribution of frequencies is left-skewed. Only one bank indicates no outsourcing of risk management. Most other participants exhibit homogenous outsourcing quotas of around 2 %.

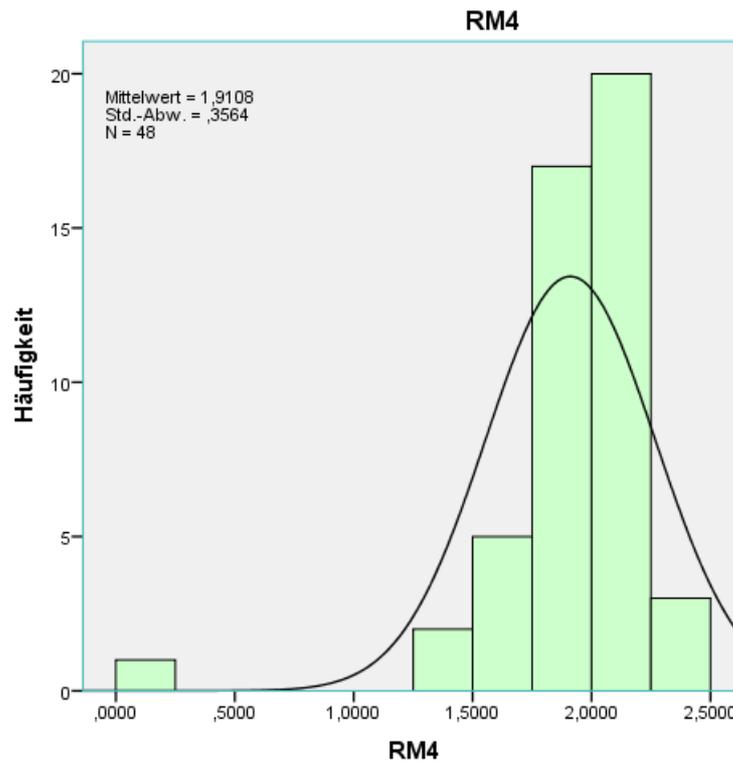


Figure 23: RM 4 – degree of outsourcing in risk management – distribution of frequencies (own elaboration)

To assess success in risk management quantitatively, the share of revenues from the security and credit business are referred to banks' balance sum (RM6). Usually the results from security and credit business are negative in 2011. RM6 ranges between -1.37 and 0.18. The mean of RM6 is -0.2858 %. The results are close to normal distribution with an excess mean: 13 banks lost about 0.2% of the balance sum in securities and credits in 2011.

Evaluating the answers to survey questions on risk management in a chart (table 12) mean values are lowest for qRM5a (internal specialisation) and qRM3a (quality management). Employees doubt the efficiency of electronic risk management systems and are only partly of the opinion that risk management functions are organized in a modular way. However, participants are convinced of the level of standardisation and automation in risk management. Most participants agree that routines are conducted automatically and standardized by customer and product type.

	qRM1	qRM2	qRM3a	qRM3b	
	automation	standardisation	quality management	quality management	
valid answers	36	36	36	36	
missing	12	12	12	12	
Mean	3,22	3,28	2,92	3,25	
standard deviation	1,12	1,41	1,34	1,27	
minimum	1,00	0,00	0,00	1,00	
maximum	5,00	5,00	5,00	5,00	
	qRM4	qRM5a	qRM5b	qRM5c	qRM7
	outsourcing	internal specialisation	internal specialisation	internal specialisation	perceived success
valid answers	36	36	36	36	36
missing	12	12	12	12	12
Mean	3,14	2,83	3,08	3,08	2,94
standard deviation	1,25	1,16	1,27	1,40	1,19
minimum	1,00	1,00	1,00	1,00	0,00
maximum	5,00	5,00	5,00	5,00	5,00

Table 12: Sample moments for survey question on Industrialisation and success in risk management

5.1.5 Summary of univariate analysis results

In summarizing the results of the univariate analysis across the value added stages, a common pattern of forms and levels of Industrialisation is observed.

Across the value stages, the balance sheet figures indicate a comparatively low to moderate level of automation and standardisation. Concerning product development and marketing, the employee survey agrees on automation, but participants are not convinced of the degree of standardisation in their banks. According to the employee survey, levels of automation are high in general. For settlement and transactions as well as risk management the survey rates the degree of automation moderate and concurs on the degree of standardisation.

Banks' internal statements indicate minimal levels of outsourcing across all value stages. However, employees are satisfied with the level of outsourcing, rating it above average for all value added stages. Concerning internal specialisation participant estimates diverge and tend toward either a very high or very low level. An employee's specific function could influence personal perception.

Employees' success estimates differ depending on the value added stage:

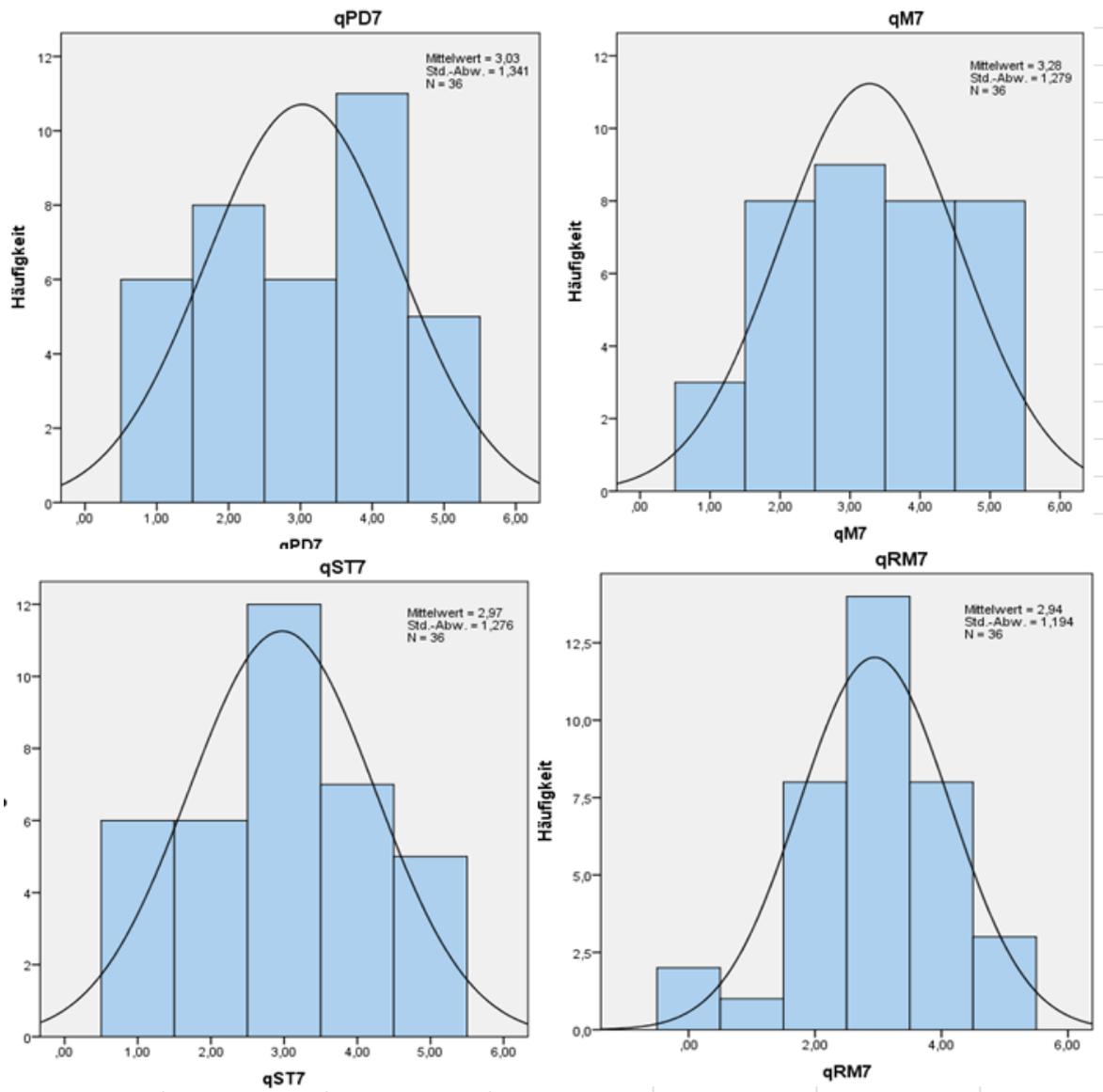


Figure 24: Comparisons of success according to the survey (own draft)

In marketing and customer relations, mean values are highest and the most top nominations are observed. In product development, the largest number of low success estimates is calculated. Risk management and settlement and transactions perform worse on average. The number of good and top votes is lower here. All employees find their bank moderately successful for all levels of the value added chain. The following sections evaluate to what extent the Industrialisation parameters are suitable to predict qualitative and quantitative success for each level of the value added stage.

5.2 Regression models for product development

All regression models are based on standardized values. Therefore, the standardized parameter values are directly comparable.

5.2.1 Input parameter correlations in product development

Only input parameters that are not significantly correlated can be constituents of a single regression model, since cross-correlations between the inputs would falsify the regression parameters of multi factor models. The following overview indicates significant correlations between the input parameters at the product development level. (Significances above the 95 % level are printed in blue text):

Correlations for input parameters at the product development stage

		ZPD1	ZqPD1	ZPD2	ZqPD2	ZqPD3a	ZqPD3b	ZPD4	ZqPD4	ZqPD5a	ZqPD5b
ZPD1	Automation	1,00	0,15	0,20	0,11	0,29	0,11	0,15	-0,13	0,30	0,18
ZqPD1	Automation		1,00	0,03	0,72	0,74	0,70	-0,16	0,62	0,68	0,79
ZPD2	Standardisation			1,00	-0,12	0,05	0,08	0,33	0,07	0,30	0,02
ZqPD2	standardisation				1,00	0,74	0,65	-0,24	0,69	0,56	0,76
ZqPD3a	quality management					1,00	0,60	-0,13	0,66	0,62	0,69
ZqPD3b	quality management						1,00	-0,01	0,65	0,71	0,84
ZPD4	Outsourcing							1,00	0,05	0,13	-0,07
ZqPD4	outsourcing								1,00	0,60	0,65
ZqPD5a	specialisation									1,00	0,67
ZqPD5b	specialisation										1,00

Table 13: Correlations of input parameters in product development (own evaluation)

In fact, most correlations are significant. ZPD1 can be combined with all other parameters in one model. ZPD2 is correlated to ZPD4 only. For the other parameters, a broad range of restrictions has to be observed. Employing the data, HA to HK are now tested for value added stage product development. A partial hypothesis is accepted when the majority of correlations concerning one item is accepted.

Table 14 contains the detailed evaluation. It shows that in spite of the large amount of cross-correlations between the items, only one hypothesis is clearly accepted. In product development, a high degree of quality management is significantly correlated to internal specialisation. Perhaps a high degree of internal specialisation improves mechanisms of quality control. Riese's analysis (2005, p. 83) supports this assumption. On the other hand automation is not correlated at all to standardisation and outsourcing, which is not supported by selected literature. PwC, (2012, pp. 13-16), Xue, Hitt, and Harker (2007, p. 539), and McKinsey (2012, p. 13) demonstrated significant correlations between these items. The univariate evaluation of the survey suggests that savings banks pursue a business strategy that relies on individualized consultation and a very low level of outsourcing. However, savings banks rely on similar automatized routines (IT infrastructure and electronic data processing) like other banks. The other hypotheses are partly supported because two of four correlations are significant and two are not. Most of these correlations are significant according to the

survey results (Automation and quality management, automation and specialisation, standardisation and quality management, standardisation and specialisation), while the balance sheet analysis indicates no correlations between these items.

Inter-item relationships at the product development stage

input factor 1	input factor 2	significant correlations from 4	Hypothesis	acceptance yes/no
automation	standardisation	4	HA	No
	quality management	2	HB	Partly (survey yes)
	Outsourcing	1	HC	No
	Specialisation	2	HD	Partly (survey yes)
standardisation	quality management	2	HE	Partly (survey yes)
	Outsourcing	2	HF	Partly
	Specialisation	2	HG	Partly (survey yes)
quality management	Outsourcing	2	HH	Partly
	Specialisation	4	HI	Yes
outsourcing	Specialisation	2	HJ	Partly

Table 14: Evaluation of Hypotheses HA to HK for product development (own draft)

5.2.2 Financial Industrialisation success in product development

The explanatory value of the input parameters above regarding the success parameters ZPD6 and ZqPD7 is analysed. In the following the suggestions of the SPSS backward elimination routine for the regression models are initially considered before correlated input parameters are eliminated manually.

To analyse whether Industrialisation augments banking success in product development a regression model testing the explanatory value of the above Industrialisation parameters for ZPD6 (financial success at the product development stage according to balance sheet evaluation) is drafted and reduced to a significant model applying backward elimination. SPSS calculates a Durbin-Watson value of 1.774 for the complete model, that is, significant auto-correlations between the model residuals exist. The backward elimination routine suggests eliminating most input parameters to obtain a significant model according to ANOVA. Three alternative models are significant as a whole and display acceptable VIF values (< 10 for all parameters).

- model 8 (ANOVA = 0.037) including ZqPD5b, ZqPD4 and ZqPD2
- model 9 (ANOVA = 0.018) including ZqPD5b, and ZqPD2 and
- model 10 (ANOVA = 0.10) including ZqPD5b only.

The corrected R² value i.e. the explanatory value of the models augments until iteration 9 (R² = 0.169 and then decreases again. According to table 12 model 9 is eligible since the correlations between ZqPD5b and ZqPD2 are not significant (corr. = 0.30). Model 8 is not eligible since ZqPD4 is significantly correlated to ZqPD5b (corr. =0.65). Model 9 is chosen accordingly.

The standardized regression equation is

$$\text{ZPD 6} = \text{ZqPD2} * (-0.301) + 0.651 * \text{ZqPD5b}$$

While the degree of standardisation according to balance sheet analysis (ratio of material costs to staff costs) is correlated negatively to perceived success in product development, the degree of specialisation according to question part ZqPD5b of the survey (employment of expert centres) is correlated to success positively. The reduction of staff effort seems to impair success in product development, while expert centres increase it. This significant regression model explains 16.9 % of the variance of the target ZPD6.

5.2.3 Employee assessment success in product development

To what extent is employee perception of success at the product development stage explained by the Industrialisation-related input parameters? Again, backward elimination is applied to find Industrialisation parameters at the product development stage that reliably explain the success parameter assessed in the survey (ZqPD7). The Durbin Watson test for this routine is 2.117 i.e., no significant autocorrelations among the residuals exist for the models. SPSS conducts 9 iterative elimination steps, all suggested models dispose of an ANOVA significance of 0.000 i.e. are highly reliable. To limit model complexity only models 7,8, and 9 containing factors with significant T-test are considered.

Model	T-Test significances of Parameters			
	ZqPD1	ZqPD2	qPD3a	ZqPD3b
Model 7	0.123	0.041	0.251	0.003
Model 8	0.236	0.007		0.003
Model 9		0.013		0.006

Table 15: Highly significant models for qPD7 (own draft)

According to table 12 ZqPD3a is correlated to ZqPD3b significantly. Model 7 hence is not eligible. Equally the parameters of model 8 and 9 are each cross- correlated significantly. This means that only single factor models are allowed. All models are highly significant and the regression equations result as:

Model	ANOVA Sig.	Corr. R ²	Standardized Equation
Model ZqPD1	0.002	0.229	ZqPD7 = 0.501 * ZqPD1
Model ZqPD2	0.000	0.444	ZqPD7 = 0.678 * ZqPD2
Model ZqPD3a	0.000	0.338	ZqPD7 = 0.597 * ZqPD3a
Model ZqPD3b	0.000	0.466	ZqPD7 = 0.694 * ZqPD3b

Table 16: Single factor regression models for qPD7 (own draft)

Each of the models explains the development of the target parameter ZqPD7 sufficiently. ZqPD2 and ZqPD3b explain 44.4% and 46.6% of the model variance, while the predictive power of ZqPD1 and ZqPD3a is between 20 and 30 %.

In practice this implies that automation, standardisation, and quality management significantly improve perceived success in product development. These effects are observed at the level of the survey only, while balance sheet key figures represent no significant relationship to perceived success in product development.

5.3 Regression models for marketing /customer relations

All models are based on standardized values and are directly comparable.

5.3.1 Input parameter correlations in marketing/customer relations

Again most input parameters are correlated significantly (Significances above the 95 % level are printed in blue text):

Correlations for input parameters at the marketing stage

		ZM1	ZqM1	ZM2	ZqM2	ZqM3a	ZqM3b	ZM4	ZqM4	ZqM5a	ZqM5b
ZM1	automation	1	-0,054	-0,325	0,009	0,021	-0,007	0,308	0,031	0,006	0,000
ZqM1	automation		1	0,140	0,7	0,607	0,695	-0,217	0,611	0,623	0,699
ZM2	standardisation			1	0,022	0,230	-0,022	-0,129	-0,015	0,206	0,186
ZqM2	standardisation				1	0,746	0,702	-0,134	0,775	0,626	0,704
ZqM3a	quality management					1	0,605	-0,244	0,622	0,581	0,627
ZqM3b	quality management						1	-0,083	0,62	0,563	0,686
ZM4	outsourcing							1	-0,248	-0,227	-0,292
ZqM4	outsourcing								1	0,661	0,647
ZqM5a	specialisation									1	0,487
ZqM5b	specialisation										1

Table 17: Correlations of input parameters in marketing customer relations (own evaluation)

ZM1, ZM2 and ZM4 can be combined with all other parameters in regression models because no significant correlations to the other parameters exist. For the survey questions most correlations are significant. To evaluate HA to HJ for the product development stage the evaluations for each of the question parts concerning 1 item are condensed.

Inter-item relationships at marketing/ customer relation management stage

input factor 1	input factor 2	significant correlations		
		from 4	Hypothesis	acceptance yes/no
automation	Standardisation	2	HA	partly (survey yes)
	quality management	2	HB	partly (survey yes)
	Outsourcing	1	HC	no
	Specialisation	2	HD	partly (survey yes)
standardisation	quality management	2	HE	partly (survey yes)
	Outsourcing	2	HF	partly (survey yes)
	Specialisation	2	HG	partly (survey yes)
quality management	Outsourcing	2	HH	partly (survey yes)
	Specialisation	4	HI	yes
outsourcing	Specialisation	2	HJ	partly (survey yes)

Table 18: Evaluation of Hypotheses HA to HK for marketing/ customer relations (own draft)

The results of the test of hypotheses HA to HK for “marketing/ customer relationship management” are very similar to the product development stage. Automation is partly correlated to standardisation and quality management and specialisation. However, no significant correlation between automation and outsourcing is observed. The insights contradict previous empirical observations (PwC, 2012, pp. 13-16; Xue, Hitt, & Harker, 2007, p. 539; McKinsey, 2012, p. 13) but correspond to the product development stage. Savings banks seem to differ from conventional banks concerning their outsourcing strategy. The univariate analysis suggests that increasing automation for the observed sample does not coincide with an increase in outsourcing, but is performed in-house.

Standardisation is partially correlated to all other Industrialisation parameters. The correlations are based on the survey results only, while balance figures are not correlated at all. Quality management is fully correlated to specialisation. This result corresponds to the observation for product development and agrees with Riese’s (2005, p. 83) empirical observations. Increasing internal specialisation and work sharing make systematic quality management routines indispensable.

Which regression models based on these Industrialisation parameters are suitable to predict quantitative and qualitative success at the marketing/ customer relations stage?

5.3.2 Financial Industrialisation success in marketing/customer relations

Applying the backward elimination routine SPSS identifies 5 highly significant models with ANOVA significances of 0.01 and less – models 6, 7, 8, 9 and 10. The following overview lists the contained input parameters and their significances:

Model	T-Test significances of Parameters				
	ZM1	ZM2	ZqM2	ZM3a	ZM4
Model 6	0.025	0.058	0.004	0.113	0.124
Model 7	0.070	0.070	0.006	0.216	
Model 8	0.092	0.137	0.005		
Model 9	0.174		0.005		
Model 10			0.005		

Table 19: Highly significant models for ZM6 according to ANOVA (own draft)

ZqM2 (standardisation according to the survey) apparently is the most significant parameter to explain ZM6 (perceived financial success. It is not correlated significantly to ZM1. Therefore, model 9 would be equally possible. In model 9, ZM1 is not significant; although it would be significant in model 6. Model 6, 7, and 8 are not admissible since ZM1 correlates significantly to ZM2. ZqM2 correlates to ZqM3a but is uncorrelated to ZM4. Would a modified model 6 that contains ZqM2, ZM1 and ZM4 improve the fit? To find out, model 6a is calculated employing the backward elimination method and model 6a, model 9 and model 10 are compared with regard to corrected R².

Model	ANOVA Sig.	Corr. R ²	Standardized Equation
Model 6a	0.012	0.218	ZM6=0.277*ZM1+0.425*ZqM2-0.201*ZM4
Model 9	0.009	0.205	ZM6= 0.209*ZM1+0.452*ZqM2
Model 10	0.005	0.183	ZM6 = 0.454 * zqM2

Table 20: Comparison of eligible models explaining ZM6 (own draft)

Model 6a demonstrates the highest explanatory power (21.8% of the target variance), but the factors ZM1 and ZM4 are not significant here (Sig. = 0.091 and 0.218). In Model 9, ZqM2 again is insignificant (Sig. 0.174) but corrected R² and ANOVA is much better for model 9 than for model 10 as a whole. Model 6a and model 9 would both be admissible for predicting ZM6.

Contextually, model 6a illustrates that standardisation (the implementation of self-service terminals) and automation (self-service branches) enhance financial banking success while the

degree of outsourcing in marketing and customer relations is negatively correlated to financial success. Does employees' success perception according to the survey confirm these insights?

5.3.3 Employee assessment success in marketing/customer relations

To evaluate which Industrialisation parameters are appropriate to explain marketing success as perceived by survey participants the parameters ZM1, ZqM1, ZM2, ZqM2, ZqM3a, Zqm3b, ZM4, ZqM4, ZqM5a and ZqM5b are regressed on ZqM7 applying the backward elimination routine.

All resulting models are highly significant according to ANOVA (sig. = 0.000). However considering cross-correlations between the input parameters and the lack of significance of individual parameters, it is necessary to eliminate some variables. The final model that the method suggests contains only ZqM2 and ZqM5a. Unfortunately, even these two parameters are correlated and not admissible for a single model. Before trying two single factor models, another backward elimination routine is employed containing parameters only that are not correlated significantly. These departing from the most significant parameters ZqM2 and ZqM5a according to table 16 are summarized in two sets:

- Set 1: ZqM2, ZM1, ZM4
- Set 2: ZqM5a; ZM1, ZM4

Again backward elimination is applied to find optimal combinations:

Parameter set 1 delivers three highly significant models. The parameter ZM1 (sig 0.801) and ZM4 (Sig 212) are not significant though. The explanatory value of the model containing ZqM2 only is not much lower than of models containing more parameters. A single factor model containing ZqM2 only hence is the optimal solution it results as

$$ZqM7 = 0.708 * ZqM2$$

ZqM2 here is highly significant. The model explains 48.7 % of the target variance.

Parameter set 2 similarly results in three significant models. But only in the final model, containing ZqM5a only, the individual parameters are significant. Again the one factor solution is chosen:

$$ZqM7 = 0.650 * ZqM5.$$

According to corrected R^2 , this model explains 40.6 % of the target variance. i.e., zqM2 is a more reliable predictor. Though ZM 1 and ZM4 are not significant, by tendency the influence of both parameters on perceived success is again negative. By tendency, automation and outsourcing (measured by balance sheet figures) by impair success (as perceived by employees). These results undermine the insights from regression model ZM6: By tendency, outsourcing has a) negative impact on the success of the observed sample of savings banks. Self-service terminals improve the financial performance according to quantitative figures as well, according to employees' qualitative impression. Specialisation, or more precisely, cooperation between sales employees increases perceived success equally, but is not significant to quantitative success in marketing.

5.4 Regression models for settlement/transactions

To analyse the impact of Industrialisation forms and degrees on success in settlement and transactions the model parameters St1, qST1, ST1, qST2, qST3a, qST3b, ST4, qST4, qST5a, qST5b and qST5c are standardized, evaluated for cross-correlations according to HA to HK, and regressed on ST6 and qST7 (quantitative and perceived qualitative success in settlement and transactions. The detailed results are enclosed in appendix 8.2.4.

5.4.1 Input parameter correlations in settlement/ transactions

The evaluation of Pearson's correlations among the input parameters for settlement and transactions illustrates that most items are correlated significantly.

Correlations for input parameters at the settlement/ transactions stage

		ZST1	ZqST1	ZST2	ZqST2	ZqST3 _a	ZqST3 _b	ZST4	ZqST4	ZqST5 _a	ZqST5 _b	qST5c
ZST1	automation	1	-0,290	-0,047	-0,160	-0,122	-0,249	0,113	-0,237	-0,083	-0,316	-0,070
ZqST1	automation		1	-0,192	0,57	0,33	0,63	-0,310	0,50	0,54	0,66	0,64
ZST2	standardisation			1	-0,160	0,035	0,032	-0,315	-0,136	-0,098	-0,026	0,146
ZqST2	standardisation				1	0,67	0,53	-0,105	0,57	0,76	0,69	0,66
ZqST3a	quality management					1	0,42	-0,144	0,45	0,57	0,62	0,58
ZqST3b	quality management						1	-0,295	0,62	0,68	0,75	0,73
ZST4	outsourcing							1	-0,300	-0,295	-0,197	-0,347
ZqST4	outsourcing								1	0,72	0,61	0,61
ZqST5a	specialisation									1	0,65	0,77
ZqST5b	specialisation										1	0,78
qST5c	specialisation											1

Table 21: Correlations of input parameters in settlement and transactions (own evaluation)

ZST1 is not correlated to any other item and ZST2 as ZST4 are cross- correlated but do not depend on any additional item (significantly). In particular, the items resulting from the survey display significant interdependencies.

Corresponding to previous value added stages the degree of correlation between the categories automation, standardisation, quality management outsourcing, and specialisation is assessed. Hypotheses HA to HJ are tested by analysing the number of significant correlations by category.

Interitem relationships at settlement/ transactions stage

input factor 1	input factor 2	significant correlations from 4 (6)	Hypothesis	acceptance yes/no
Automation	standardisation	1 (4)	HA	No
	quality management	2 (4)	HB	partly (survey yes)
	outsourcing	1 (4)	HC	No
	specialisation	3 (6)	HD	partly (survey yes)
standardisation	quality management	2 (4)	HE	partly (survey yes)
	outsourcing	2 (4)	HF	Partly
	specialisation	3 (6)	HG	partly (survey yes)
quality management	outsourcing	2 (4)	HH	partly (survey yes)
	specialisation	6 (6)	HI	Yes
outsourcing	specialisation	4 (6)	HJ	Yes

Table 22: Evaluation of Hypotheses HA to HK for settlement/ transactions (own draft)

Corresponding to the product development stage, automation is not correlated to standardisation for settlement and transactions. Only 1 out of 4 correlations is significant. As explained for product development this result does not correspond to previous empirical findings. PwC, (2012, pp. 13-16), Xue, Hitt, & Harker (2007, p. 539) and McKinsey (2012, p. 13) asserted that automation presupposes standardisation and allows the ability to rationalize processes by automation. Apparently, savings banks do not pursue this scheme: They present a homogenous standard of automation in settlement and transactions, and according to ST1 and qST1 are sceptical of standardisation as an impediment to fulfilling customers' individual demands.

Outsourcing and automation are not correlated either. These results correspond to the insights in product development and marketing/ customer relations. The majority of evaluated savings rarely practice outsourcing. For this reason, the correlation of the comparatively high level of automation across all participants and outsourcing is low. Corresponding to previous value added stages, a significant positive correlation between quality management and internal specialisation is observed. These results correspond to Riese's (2005, p. 83) proposition that

quality management is a pre-condition for specialisation – particularly with regard to routine tasks.

While for product development and marketing/customer relations correlations between outsourcing and internal specialisation are only partly significant, the inter-item relationship is dominant for settlement and transactions. 4 out of 6 observed correlations on these categories are significant. The settlement/ transactions business comprises routine tasks to a larger extent than previous value added stages. Banks that choose outsourcing in settlement and transactions possibly (have to) specialize in internal departments to a larger extent to succeed than banks organizing settlement and transactions primarily in-house.

5.4.2 Financial Industrialisation success in settlement/transactions

In order to analyse the extent of how Industrialisation parameters in settlement and transactions determine banks' financial success at that stage regression models comprising the in parameters ZSt1, ZqST1, ZST1, ZqST2, ZqST3a, ZqST3b, ZST4, ZqST4, ZqST5a, ZqST5b and ZqST5c are tested concerning their explanatory power for ZST6 (financial success). The method of backward elimination is applied to identify significant parameters, before input parameter cross-correlations are eliminated by further reflection.

The Durbin-Watson is 2.230 for this analysis, which suggests moderate cross-correlations among the residuals and an acceptable model fit. SPSS conducts 7 iterative elimination steps and identifies three significant models. The ANOVA values are slightly less convincing than for the previous value added stages. The following models are eligible since ANOVA is below 0.05:

Model	T-Test significances of Parameters						
	ZST1	ZqST1	ZST2	ZqST3a	ZST4	ZqST4	ZqST5a
Model 5	0.159	0.023	0.081	0.022	0.107	0.104	0.621
Model 6	0.117	0.012	0.081	0.021	0.112	0.027	
Model 7		0.025	0.096	0.025	0.097	0.041	

Table 23: Highly significant models for ZM6 according to ANOVA (own draft)

Considering model 7 first ZqST1 is not correlated significantly to ZST2 and ZST4 but correlated significantly to ZqST3a and ZqST4. A model comprising ZqST1, ZST2 and ZST4 certainly would be fitting. Since ZqST3a and ZqST4 are equally correlated these are not allowed for a single model. ZqST3a on the other hand is not correlated significantly to ZST4, ZST1 and ZST2. Therefore, his configuration would be a second acceptable option.

Both alternatives are tested by backward elimination:

- Set 1: ZqST1, ZST2, ZST4
- Set 2: ZqST3a, ZST4, ZST1 and ZST2.

For Set 1, the Durbin-Watson has improved to 2.21. Considering ANOVA first, only the third elimination step comprising ZqST1 is significant. Equally the T-Test of individual parameters suggests that only ZqST1 is reliable (significance 0.038 in the final model). The following regression equation is derived from set 1.

$$ZST6 = - 0.348 * ZqST1$$

This model explains 9.5 % of the target variance i.e. further parameters should be employed to predict ZST6 reliably. Surprisingly the relationship is negative. An increasing degree of automation for settlement and transaction tasks is negatively correlated to financial success calculated as the income from transactions and security business. Possibly, costs for increasing automation are high and the result from settlement of transactions diminishes with growing automation. This result provides no conclusions on the profitability of automation for the banking business as a whole.

Evaluating Set 2 SPSS finds two eligible models (ANOVA = 0.066 and 0.046) model 1 contains the parameters ZST1, ZqST3a and ZqST4. For model 2 ZST1 is eliminated. ZST1 is not significant in model 1 (Sig. = 0.255) and model 2 is chosen. It results as:

$$ZST6 = 0.313 * ZqST3a - 0.446 * ZqST4$$

This model explains 12 % of the target variance. Financial success in transactions and settlement positively depends on quality management specifically, the supervision of transparency and security of automated transaction functions and diminishes with the degree of outsourcing in settlement and transactions. These results correspond to marketing and customer relations.

5.4.3 Employee assessment success in settlement/ transactions

Which Industrialisation parameters determine ZqST7, i.e. employees' perception of success at the stage of settlement and transactions? To find out, a regression comprising the parameters ZSt1, ZqST1, ZST1, ZqST2, ZqST3a, ZqST3b, ZST4, ZqST4, ZqST5a, ZqST5b and ZqST5c is reduced to significant factors by backward elimination.

SPSS suggests eight models, which according to ANOVA are all significant at the 99 % level. Model 8 contains the parameters ZST1, ZqST4, ZqST2 and ZqST5b. ZST1 is not correlated significantly to any other parameter. ZqST4 is correlated to ZqST5c and ZST2, but not to parameters contained in the model. ZqST2 and ZqST5b are correlated significantly. Hence Model 8 is split up into two partial models:

- Model a comprising ZST1, ZqST4, ZqST2
- Model b comprising ZST1, ZqST4, ZqST5b.

To analyse which model is more reliable, both regressions are evaluated individually. Model 1 results as $ZqST7 = 0.092 * ZST1 + ZqST4 * 0.406 + ZqST2 * 554$. While ZqST4 and ZqST2 are reliable at the 99 % level (t- test- sig. 0.002 and 0.000), ZST1 is not confirmed. Its significance is 0.362. The fully significant reduced model 1 results as:

$$ZqST7 = ZqST4 * 0.386 + ZqST2 * 0.550$$

It explains 6.76 % of the target variance according to corrected R².

All parameters are significant for model b. The model explains 7.44 % of the target variance according to corrected R², i. e. is a little better than model a. The regression equation results with:

$$ZqST7 = ZST1 * 0.2 + ZqST4 * 0.314 + ZqST5b * 0.670$$

According to content, these results imply that perceived success increases significantly with automation, i.e. the number of automatic tellers (ZST1). According to the survey, outsourcing is (qST4) is beneficial to success. Organizational modularization is another success factor (ZqST5b). Equally qST2, referring to standardisation and modularization in settlement and transactions has a significant positive impact on perceived success (model a). The fact that qST2 and qST5b overlap on the content “modularization” confirms the regression result and the choice of one of the two eligible models (model b).

5.5 Regression models for risk management

Finally, the parameters on Industrialisation and success in risk management are analysed applying the same methodology of correlation and regression analysis.

5.5.1 Input parameter correlations in risk management

The correlation analysis for the input parameters ZqRM1, ZRM2, ZqRM2, ZqRM3a, ZqRM3b, ZRM4, ZqRM4, ZqRM5a, ZqRM5b, ZqRM5c shows that the majority of correlations are significant or highly significant. Precisely only ZRM2 is not correlated to the other parameters except ZqRM5b and ZqRM5c. This observation implies that all regression models will be single or two factor models. Two factor models are admitted only when one input factor is ZRM2.

Correlations for input parameters at the risk management stage

		ZqRM1	ZRM2	ZqRM2	ZqRM3a	ZqRM3b	ZRM4	ZqRM4	ZqRM5a	ZqRM5b	ZqRM5c
ZqRM1	automation	1	-0,199	0,67	0,56	0,40	-0,44	0,69	0,69	0,73	0,62
ZRM2	standardisation		1	-0,269	-0,218	-0,162	0,280	-0,133	-0,131	-0,34	-0,34
ZqRM2	standardisation			1	0,70	0,61	-0,42	0,74	0,78	0,85	0,86
ZqRM3a	quality management				1	0,50	-0,39	0,69	0,60	0,76	0,74
ZqRM3b	quality management					1	-0,43	0,52	0,55	0,62	0,74
ZRM4	outsourcing						1	-0,45	-0,26	-0,53	-0,50
ZqRM4	outsourcing							1	0,75	0,73	0,73
ZqRM5a	specialisation								1	0,75	0,73
ZqRM5b	specialisation									1	0,86
ZqRM5c	specialisation										1

Table 24: Correlations of input parameters in risk management (own evaluation)

Departing from these results HA to HJ are evaluated for risk management.

Inter-item relationships at the risk management stage

input factor 1	input factor 2	significant correlations from 2, 4 or 6	Hypothesis	acceptance yes/no
Automation	standardisation	2 (2)	HA	yes
	quality management	2 (2)	HB	yes
	outsourcing	2 (2)	HC	yes
	specialisation	3 (3)	HD	yes
standardisation	quality management	4 (4)	HE	yes
	outsourcing	4 (4)	HF	yes
	specialisation	5 (6)	HG	yes
quality management	outsourcing	2 (4)	HH	partly (survey yes)
	specialisation	6 (6)	HI	yes
outsourcing	specialisation	4 (6)	HJ	partly (survey yes)

Table 25: Evaluation of Hypotheses HA to HK for risk management (own draft)

All hypotheses except HI and HK are clearly proven. In contrast to the settlement and transactions, marketing and product development stage automation is correlated positively to standardisation and outsourcing. In risk management, a comparatively strong focus on banks' core competencies as observed by Grof, (2002, pp. 111-112), Lehmann and Neuberger (2001, pp. 357-358), and Erlenmaier, (2009, p. 40) appears to have been established.

Concerning outsourcing, the results in risk management are of particular interest. Quality management is partially positively correlated to outsourcing and partially negatively correlated. Positive correlation results for ZqRM4, i.e. for the survey question on outsourcing, negative correlations result for ZRM4, i.e. the quantitative figures on outsourcing. The quantitative degree of outsourcing is negatively correlated to the measured and reported level of quality management. Banks with high quality management standards seem to be more reluctant to implement outsourcing.

Additionally, ZRM4 is correlated negatively to all three survey questions on internal specialisation. With a rising degree of internal modularization and specialisation, the measurable degree of outsourcing decreases in risk management. Considering only the survey, the perceived degree of outsourcing according to ZqRM4 is correlated positively to internal specialisation. Apparently there is a divergence between employees' observation on the level and strategy of outsourcing in risk management and quantitative measurement.

5.5.2 Industrialisation and success in risk management

To what extent, and in what ways does Industrialisation in risk management improve success for this value-added stage? First, the input parameters of Industrialisation in risk management are regressed on ZRM6, the quantitative success figure for risk management. Although most models will probably be single factor solutions, initially the method of backward elimination is applied to identify reliable predictors for ZRM6.

In 10 iterative steps SPSS eliminates all but 1 factor from the regression model. Finally only ZqRM3a remains with the formal regression equation of

$$RM6 = - 0.293 * ZqRM3a$$

Accordingly, increasing electronic risk management reduces the success of risk management measured as the share of revenues from security and credit business from the balance sum. The ANOVA significance for the single factor model 10 is 0.083 (i.e. the error probability is

8.3 %). The factors ZqRM5a and ZqRM 5b have been eliminated in step 8 and 9. None of these factors had been significant according to the T-Test. The single factor model 10 explains only 5.9 % of the target variance according to corrected R^2 . The previously eliminated models all display worse R^2 values and were partially inadmissible (negative R^2).

Industrialisation in risk management according to this analysis is hardly able to predict financial success in risk management. The fact that RM6 in the year of observation is negative is probably a fundamental reason for this failure.

Regressing Industrialisation parameters in risk management on ZqRM7, perceived success in risk management according to the survey, does not result in significant solutions either. The backward elimination method discards all factors in eleven iterative steps without identifying a single eligible model. None of the suggested parameters show significant results significant in the T-test. The target parameters of risk management success cannot be predicted reliably on the basis of the suggested Industrialisation parameters.

None of these assumptions is confirmed by the survey or the balance sheet analysis. Not a single component of Industrialisation is identified that enhances either financial efficiency or the perceived success of risk management in savings banks. Risk management success seems to depend on factors beyond Industrialisation, for instance, strategic investment management and a risk-averse business policy.

5.6 Summative evaluation of Hypotheses H1 to H4 by value added stage

Table 26 summarizes the results of the regression analysis and tests hypotheses H1 to H4 and their partial hypotheses. The overview is structured as follows. Column 1 contains the output parameter of the regression models by value added stage, i.e. the quantitative success parameters according to balance sheet evaluation or the perceived success parameter according to the survey. Column 2 contains the input parameters that were tested as significant in the regression models. This presupposes that (a) a regression model has been found that as a whole is significant at the 95 % level according to ANOVA, and that (b) the factor itself is significant at the 95 % level according to the T-Test.

output	input	category	Precise meaning	stand. Beta	Hypothesis test
H1		Product development			H1 supported
ZPD6	ZqPD2	standardisation	material/staff cost	-0,301	H1b denied
	ZqPD5b	specialisation	relevance of expert centres	0,651	H1d supported
ZqPD7	ZqPD1	automation	electronic data processing	0,501	H1a supported
	ZqPD2	standardisation	modular product structure	0,678	H1b supported
	ZqPD3a	quality management	individually product adaptation	0,597	H1c supported
	ZqPD3b	quality management	automated control routines	0,694	H1c supported
	ZPD4, ZqPD4	outsourcing		Insignificant	H1e denied
H2		Marketing/ customer relations			H2 supported
ZM6	zqM2	standardisation	self-service terminals	0,425	H2b supported
	ZM1	automation	SB branches	0,277	H2a supported
	ZM4	outsourcing	Outsourcing	-0,201	H2e denied
ZqM7	zqM2	standardisation	self-service terminals	0,708	H2b supported
	zqM5	specialisation	sales employee cooperation	0,65	H2d supported
	ZqM3a, b	quality management		Insignificant	H2c denied
H3		Settlement/ transactions			H3 supported
ZST6	ZqST1	automation	automatized routines	-0,348	H3a denied
	ZqST3a	quality management	transparency + security	0,313	H3c supported
	ZqST4	outsourcing	Outsourcing	-0,446	H3e denied
ZqST7	ZST1	automation	number of automatic tellers	0,2	H3a supported
	ZqST4	outsourcing	degree of outsourcing	0,314	H3e supported
	ZqST5b	specialisation	modular organization	0,67	H3d supported
	(ZqST2)	standardisation	standardisation/modularization	0,55	H3b supported
H4		Risk management			denied
		all parameters insignificant			

Table 26: Summary of regression results and hypothesis tests (own draft)

Column 3 assigns these significant input factors to one of the five Industrialisation categories identified in the review, which are: automation, standardisation, quality management, internal

specialisation, and outsourcing. Column 4 describes the precise meaning of the significant parameters. The exact formulas of calculation are documented in table 7. Column 6 contains the standardized beta coefficients of the significant input parameters as calculated in the regression analysis.

The final column 7 evaluates the hypotheses by assigning to the significant parameter the Industrialisation category to which it belongs and to the hypothesis derived in column 4.3.2. Basically the hypotheses assume that Industrialisation improves success for each value added stage and that each Industrialisation parameter increases this success. When the significant standardized beta coefficients are positive, this assumption is true. When they are negative or insignificant, the assumption, that Industrialisation increases success, is denied. The main hypotheses H1 to H4 are accepted when the majority of their part hypotheses (a) to (e) are accepted.

5.6.1 Testing hypothesis H1: success impact of Industrialisation in product development

In practice this method works out at the product development stage as follows: H1 assumes that Industrialisation augments success at the product development stage. The regression model explaining ZPD6, i.e. quantitative financial success at the product development stage contains the significant parameters ZqPD2 and ZqPD5b, referring to standardisation and internal specialisation at that stage. The regression parameter for ZPD2 is negative, i.e. a high ratio of material to staff costs impairs success in product development significantly. This implies that hypothesis H1b, postulating that success in product development increases when standardisation is rejected. The results for the success parameter ZqPD7 are different. Here the parameter ZqPD2 significantly supports success according to the regression. H1b here is supported. The result for H1b as a whole is ambivalent. Outsourcing parameters are insignificant in both regression models; therefore, H1e is denied, too. As the overview shows H1a, H1c, and H1d are clearly supported by the regression test H1 as a whole is accepted: Industrialisation in product development improves success at that stage. While outsourcing is not beneficial and the effect of standardisation is ambiguous; automation, internal specialisation, and quality management improve product development success. Column 4 illustrates the identified reasons:

Modular product structures are implemented in expert centres and supported by electronic data processing. This strategy allows an individual adaptation of standardized products to customer needs. Automated control routines ensure product quality.

These empirical results correspond to existing research. Järvinen and Lehtinen (2003) argued that automation enhances process efficiency when efficient quality control mechanisms exist. Pfeiffer (2012) finds that automation in product development contributes to conserving manpower provided that individual customer needs are met. Similarly, Riese (2006) explained that modular products allow realizing economies of scale and scope and provided individual adaptability. Disselbeck (2011) discussed the high relevance of quality management to communication flows in product development and Disselbeck (2011) and Pfeiffer (2012) found that internal specialisation succeeds when quality management routines ensure transparency.

However, the resultant empirical insights on success in product development contradict previous studies to a certain degree. Outsourcing according to this survey is not significant to perceived and quantitative success in product development. Yet, Pfeiffer (2012, p. 180) argued that the disaggregation of the value added chain and the delegation of tasks to external partners enhances product development efficiency and diminishes risk exposure. Disselbeck (2011, pp. 142-143) claimed that the cooperation with external partners in product development increases banks' knowledge base and contributes to innovativeness. Perhaps these advantages of outsourcing in product development are not highly relevant for the present sample of savings banks. Section 3.1.1.2 explains the strong regional focus of savings banks. Unique solutions designed to meet the demands of an average customer are probably not in demand in this segment. Rather, customers of savings banks might rely on proven concepts developed by long-term trusted partners.

According to the survey and balance sheet evaluation, Industrialisation is a successful strategy in product development when automation and quality management interact to ensure the quality of electronic data processing. Standardisation is successful when modular product architectures remain adaptable to customer needs.

5.6.2 Testing hypothesis H2: success impact of Industrialisation in marketing/customer relations

Hypotheses H2 is also supported; Industrialisation as a whole has a positive impact on success in marketing and customer relations. Evaluating the impacts of the Industrialisation param-

ters on commission and interest revenues from the balance sum the regression models finds that standardisation and automation are beneficial. Conversely, a rising degree of outsourcing clearly diminishes ZM6. Therefore, regression model 1 supports H2a and H2b, while H2e is denied. Analysing success in marketing and customer relations as survey participants perceive it, again standardisation is found beneficial. Internal specialisation according to this regression is another positive and significant impact on perceived success. Systematic quality management is not a significant input factor in either model. Therefore, H2c is rejected.

The analysis of the precise contents of the significant parameters allows a detailed evaluation of the cause and effect chain of success in marketing and customer relations. The usage of self-service terminals and self-service branches generates an unquestionable positive effect on the share of commission and interest revenues, as well as on perceived success from an employee perspective. Customers become engaged with the process when they do not have to adhere to business hours and have the ability to invest and enter into loan agreements independently. However, the support of H2d confirms that standardisation and automation do not make employees and consultation superfluous. The cooperation of sales employees is considered a significant factor of success in the survey.

These results on the one hand support previous findings: According to Horvarth and Partners (2011) and PricewaterhouseCoopers (2012) standardisation and automation indeed increase marketing turnovers because transaction efforts are lessened from a customer perspective. Nonetheless, Pfeiffer (2012, p. 234) pointed out that marketing success relies on the trustful cooperation of employees and personal customer relationships. While mass products are distributed more efficiently when automated routines are employed (Spremann & Buermeyer, 1997, p. 172) complex products need personal consultation (PricewaterhouseCoopers, 2012, p. 11).

On the other hand, previous assumptions that outsourcing and quality management are essential to marketing success (Blankson et al., 2007; Lievens et al., 1997; Horvath & Partners, 2011) are not supported here: considering these studies more closely, it becomes obvious that quality management is usually seen as a process that is embedded in personalized service design and that is a necessary precondition for automation and standardisation. Quality management is an integrative function of successful marketing, but is not a self-reliant function for defining success in marketing or customer management independently.

The clearly negative correlation of outsourcing and marketing success contradicts previous insights. According to Disselbeck (2011, p. 45), outsourcing enhances marketing efficiency because responsibilities are well-defined and external know-how is integrated in banking value creation. According to PricewaterhouseCoopers (2012, p. 13) outsourcing reduces operation times and integrates external expert knowledge. While these studies consider banks and investment/ financing process in general, the present survey refers to savings banks only.

Apparently the effects described by Disselbeck (2011) and PwC (2012) are not perceived at the employee level nor are they observable in quantitative figures. Here the pure degree of outsourcing clearly diminishes quantitative marketing success. This suggests that savings banks work differently; as detailed in section 3.1.1.2, they operate on a local level. Marketing success is based on personal contacts and long-term trusting relationships with clients (Reißner, 2007, pp. 4-5). Outsourcing in marketing possibly threatens to break up this relationship and to destroy this market advantage of savings banks.

5.6.3 Testing hypothesis H3: success impact of Industrialisation in settlement/ transactions

H3's assumption that Industrialisation increases success at the stage of settlement and transactions as a whole is confirmed, since three out of 5 part hypotheses are unequivocally accepted. Standardisation, quality management, and internal specialisation significantly improve settlement and transactions success. The results on H3a and H3e are ambiguous and differ depending on the target parameter (quantitative or perceived success in settlement and transactions).

A content-based analysis of the significant parameters permits additional insights into the mechanisms responsible for settlement and transactions success. Transparency and security of transaction processes boosts commission income from transactions and security business significantly. However, according to the survey, outsourcing and chiefly automated computerized routines, which influence the settlement and transaction business, are significantly negatively correlated to quantitative success at this value added stage. The reasons for this observation could be manifold and are beyond the scope of this survey. Commission might potentially diminish with increasing automation, which reduces financial success at the settlement and transaction stage, but still could augment banking success as a whole. Employees exposed to a high degree of automation and outsourcing might feel less responsibility and act less engaged than employees of banks with lower (perceived) levels of automation and out-

sourcing. Possibly the quantitative success measure ST6 is influenced by additional factors not addressed by this study.

The fact that the degree of outsourcing and the degree of automation have a positive impact on the target parameter ZqST7, success in settlement and transactions as perceived by employees – supports the above assumption that ST6 could be influenced by secondary cross-correlations. Perceived success in settlement and transaction increases with automation, standardisation, specialisation, and outsourcing, and so behaves in the manner suggested by previous studies:

Automation improves transaction security and reduces operational costs (McKinsey, 2012; Voigtländer, 2004). It enhances data quality and frees employee resources for consulting tasks (Krotsch, 2005; Filotto, 1997) and eases the integration with other departments (PwC, 2012/II). Similarly, standardisation enhances process efficiency and saves employee resources (Riese, 2006; Ahmad-Al’Zubi, 2011; Xue, Hitt, & Harker, 2007; Wu et al., 2006; Bart, 2000; Bahlberg, 1988). Outsourcing in settlement and transactions reduces complexity and transaction costs and creates economies of scale and scope. However, previous studies indicate some restrictions on automation, standardisation and outsourcing, which could be at the bottom of the ambiguous results of this study: Industrialisation reduces the personal characteristic of counter services (Krotsch, 2005; Frank, 2004; Ahmad & Al’zubi, 2011) and is perceived as a risk to privacy and security by some customers (Bart, 2000; Bexley, 2005).

In sum, Industrialisation according to previous studies and the current analysis seems to have the most far-reaching effects in settlement and transactions. Because of the high share of standardized routines in settlement and transaction, the potentials of automation and outsourcing are higher than at value added stages depending on close customer contact and personalized consultation.

5.6.4 Testing hypothesis H4: success impact of Industrialisation in risk management

Hypothesis 4 assuming that Industrialisation enhances success in risk management is fully rejected because none of the input parameters explains either of the two success output parameters satisfactorily. No reliable linear regression model on the basis of the input parameters is available. This result contradicts previous empirical findings that Industrialisation enhances risk management efficiency as derived from the review in section 3.3.4:

According to Everling and Leyder (2005), automation in risk management enhances compliance with Basel II and II regulations on risk control. Riese (2005) and Buttler (2002) suggest that automatized risk management reduces informational complexity and saves transaction costs. Standardisation is assumed to ease the estimation of correlated risks (Adusei-Poku, 2005; Porath, 2009). Quality management according to Gizycki (2001), Heckl et al., (2010) and McKinsey (2011) enhances transparency and risk control. Specialisation reduces complexity and transaction costs resulting from modularization (Jakobides, 2005; Hyötylainen, & Möller, 2007).

What could be the reasons for the divergence between previous empirical results and the insights of this study?

First, the choice of input parameters could be problematic. The correlation analysis illustrates that in risk management, Industrialisation categories are closely intertwined. All five parameters of Industrialisation: automation, standardisation, quality management, specialisation, and outsourcing are fully or partly interdependent. The analysis lacks input parameter variety. Lacking significance of a single factor concerns all other parameters.

Why are risk management Industrialisation parameters interdependent to a larger extent than Industrialisation parameters for other value-added-stages? The review finds that task complexity in risk management exceeds other banking functions: Automation and standardisation in risk management is successful only when adequate quality management standards exist to control risk factors. Internal specialisation and outsourcing partly reduce information complexity but simultaneously increase information asymmetry. A differentiated process description and intense cooperation is indispensable to bridge this gap (Erlenmaier, 2009; Krotsch, 2005; Hyötylainen & Möller, 2007; Jakobides, 2005). The close interdependence of Industrialisation categories in risk management makes a discrete analysis of individual Industrialisation factors virtually impossible.

Second, the choice of output parameters could be inadequate. The quantitative analysis of success in risk management is problematic. According to the CAPM a reduction of risk indicates limiting return potentials. Therefore, the conception of measuring risk management success by revenue share (RM6) is problematic. Perhaps a risk measure, like the value at risk, would be more reliable to measure risk management success. Unfortunately risk measures by bank are not available empirically.

The problem of measuring risk quantitatively explains the failure of the RM6 model, but not of the qRM7 model. The target parameter qRM7 is based on the question “To what extent do you personally find that risk management in your organization contributes to the bank’s financial success?” Reconsidering figure 23, the results for qRM7 accumulate in the middle of the distribution to a larger extent than the other distributions of frequencies concerning perceived banking success. The high density of the distribution of target results simultaneously reduces the significance of regression values because regardless of the input parameters, the output tends to be the same. Interpreting this statistical phenomenon in a content-based manner, this implies that lacking resolution of survey participants on the efficiency or inefficiency of their banks risk management reduces regression significance i.e. the predictability of risk management success on the basis of forms and degrees of Industrialisation.

What might be done to obtain more reliable results on the impact of Industrialisation on risk management? Employees’ judgement on risk management is uncertain because the outcomes of risk management are not measurable at that value added stage alone. Risk management success does not result in financial success immediately. To avoid this difficulty, risk management success should be considered in a larger context. Efficient risk management probably cannot be assessed at the value added stage of risk management effectively, but results in an enhanced profit/risk ratio for the bank as a whole.

Chapter 6 – Integration of results and comprehensive model of Industrialisation success

The problem of directly measuring Industrialisation effects on risk management, invites the assumption that indirect effects on risk management success resulting from Industrialisation success at previous value added stages might exist. This assumption is demonstrated in the following question: “To what extent is banking success interrelated across the value added stages in general?” This point is discussed in the following paragraphs and a more comprehensive inter-value added stage model of success factors is tested to improve the model of Industrialisation and its effects on banking success.

6.1 Hypotheses on the interrelationships of Industrialisation success across the value added stages

Section 3.1.2 has analysed the banking value added chain. Departing from several previous stage models of banking value creation, a four stage version was derived comprising the levels product development, marketing/customer relations, settlement/transactions, and risk management. Schwan (1995, p. 138) pointed out that these value added stages are not as independent and self-reliant as the stage model might suggest. Entrepreneurial value creation is a complex network of intermeshed activities that depend strongly on each other.

Transferring this initial conception to the current empirical analysis, the conducted stage-wise evaluation of Industrialisation and success at individual value added stages is incomplete. Industrialisation-related success at value stage *A* has an impact on the following value added stages. Some examples illustrate this idea: Modular and transparent investment products are pre-conditions to successful customers and harmonious customer relationships, they ease settlement and transactions and reduce banking risk. Successful Industrialisation in credit marketing, i.e. a high degree of standardisation and reliable quality management reduces efforts at the level of settlement and transaction since the quota of loan defaults diminishes. Banking risks are avoided, when borrowers are examined reliably by employing automatized and standardized routines at the marketing as well as at the settlement and transaction stage.

Systematizing these examples of success at each previous value added stages should improve success at the following levels as illustrated in the following:

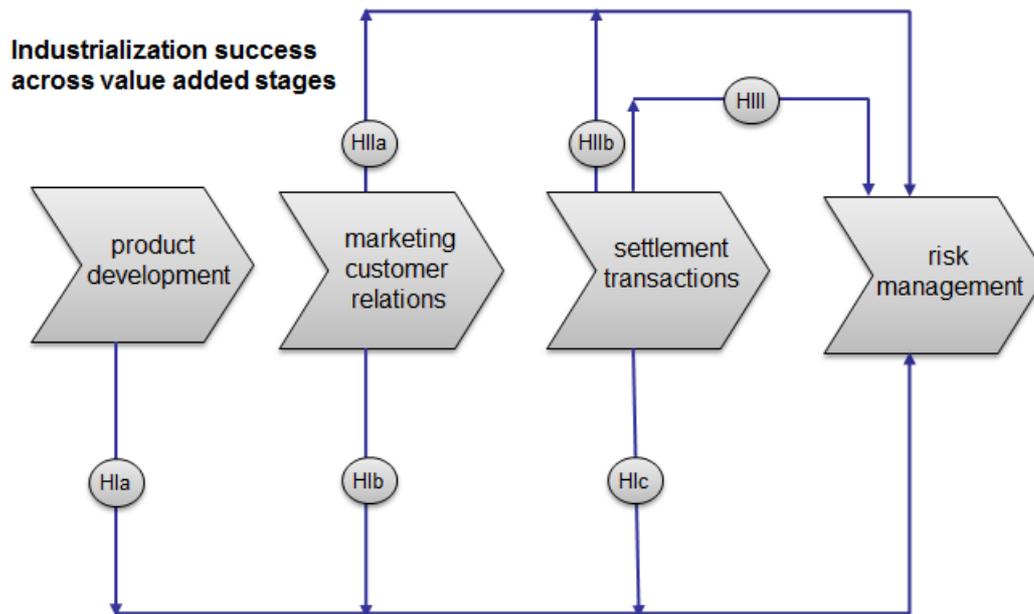


Figure 25: Interaction of Industrialisation success results between the value-added stages

The hypothesis underlying this model of success- interaction results as follows:

HI: Industrialisation success in risk management improve with

HIIa) Industrialisation success in product development

HIIb) Industrialisation success in marketing and customer relations,

HIIc) Industrialisation success in settlement and transactions,

HIII: Industrialisations success in settlement and transactions improves with

HIIIa) Industrialisation success in product development,

HIIIb) Industrialisation success in marketing & customer relations

HIII: Industrialisation success in marketing and customer relations increases with Industrialisation success in in settlement and transactions

Should all these assumptions be met, a positive cycle of Industrialisation success should develop improved efficiency across the whole banking value added chain.

To further solidify the model, the comparative relevance of the effect at value added stage I to each of the following value added stages is of interest. The effect size can be explored by comparing the factors of multiple regression models by value added stage. For each value added stage two success factors (PD6, qPD7, M6, qM7, ST6, qST7, RM6 and qRM7) had

been defined (for a summary of the parameters, compare table 7). Because regression models employ a single output parameter, each part hypothesis basically can be tested by two complementary regression equations. Provided that the input parameters are not correlated among each other the following equations have to be tested for significance:

HI	$RM6 = e*PD6 + f*qPD7 + g*M6 + h*qM7 + i*ST6 + j*qST7$ $qRM7 = e*PD6 + f*qPD7 + g*M6 + h*qM7 + i*ST6 + j*qST7$
HII	$ST6 = e*PD6 + f*qPD7 + g*M6 + h*qM7$ $qST7 = e*PD6 + f*qPD7 + g*M6 + h*qM7$
HIII	$M6 = e*PD6 + f*qPD7$ $qM7 = e*PD6 + f*qPD7$

Table 27: Potential regression equations to test HI, HII and HIII

The significance of HI, HII and HIII as a whole are tested again by ANOVA. To test the partial hypotheses, t-tests for the individual parameters are applied. The detailed method of multiple regression analysis was explained in section 5.4.3.

To refine the method of analysis, correlation analyses of the input parameters are conducted to assure that no significantly correlated input parameters are used in a single regression model. In case of parameter correlations, the models are divided. A summary of the results is presented in table 27. 7 out of 15 correlations are significant, i.e. not all regression models suggested in table 26 are admissible.

Correlations of success input factors

	PD6	qPD7	M6	qM7	ST6	qST7
PD6	1	0,269	-0,308	0,285	-0,408	0,271
qPD7		1	0,303	0,595	-0,055	0,652
M6			1	0,279	0,41	0,331
qM7				1	-0,151	0,688
ST6					1	-0,298
qST7						1

Table 28: Correlations of input factors of regression models to test HI, HII and HIII

Beginning from HIII, PD6 and qPD7 are not correlated significantly, i.e. M6 and qM7 can be tested as suggested. Considering HII now M6 and qM7 are not correlated significantly, PD6 is correlated to M6 and qPD7 to M7 though. I.e. the equations explaining ST6 and qST7 are

split up into two segments one containing PD6 and qPD7 and one containing M6 and qM7. All parameters but PD6 and ST6 are correlated significantly to qST7. That is to test HI reliably the equations explaining RM6 and qRM7 have to be split up into three terms won containing PD6 and qPD7, one containing M6 and qM7 and one containing ST6 and qST7. These considerations result in the following matrix of eligible regression equations for HI, HII and HIII, each containing uncorrelated input parameters only:

	H_a	H_b	H_c
HI	$RM6 = e \cdot PD6 + f \cdot qPD7$ $qRM7 = e \cdot PD6 + f \cdot qPD7$	$RM6 = g \cdot M6 + h \cdot qM7$ $qRM7 = g \cdot M6 + h \cdot qM7$	$RM6 = g \cdot ST6 + h \cdot qST7$ $qRM7 = g \cdot ST6 + h \cdot qST7$
HII	$ST6 = e \cdot PD6 + f \cdot qPD7$ $qST7 = e \cdot PD6 + f \cdot qPD7$	$ST6 = g \cdot M6 + h \cdot qM7$ $qST7 = g \cdot M6 + h \cdot qM7$	
HIII	$M6 = e \cdot PD6 + f \cdot qPD7$ $qM7 = e \cdot PD6 + f \cdot qPD7$		

Table 29: Admissible regression equations to test HI, HII and HIII (containing uncorrelated input parameters only)

Unintentionally, two equations always refer to one of the partial hypotheses above – a, b and c. To verify the hypotheses HI to HIII assuming that success in previous value added stages enhances success at consecutive value added stages, now all these equation have to be evaluated. The regression models employ standardized parameters (z-values) to obtain proportional and comparable parameter results.

6.2 Model analysis and interpretation

The following evaluation of the regression models explains the results and interprets them based on content (section 6.1.1). Section 6.2.2 derives a comprehensive model explaining success effects across the banking value added stages.

6.2.1 Regression models of success results

6.2.1.1 Test of HI

HI tests the impact of success in product development, marketing, and settlement and transactions on success in risk management. The impacts of PD6 and qPD7 on RM6 and qRM7 are not significant. The explanatory value of both models is near zero according to corrected R². None of the individual parameters is significant. Backward elimination reduces both causal

variables. H1a has to be rejected. Success in product development is completely uncorrelated to success in risk management.

H1b tests the impact of success in marketing on success in risk management for RM6. A significant negative relationship is observed based on the significant input factor M6. The regression equation results as $RM6 = -0.365 * M6$. The explanatory value according to R^2 is 10.7 %. The factor M6 reflects an idiosyncratic significance of 0.029. Because the model reflects low collinearities and unexplained residuals according to the tests (Durbin-Watson and collinearity diagnosis), the result is reliable. What does this imply in practice?

With an increasing share of interest revenues from customer business and commissions of the balance sum, banking risk measured as revenues in security and credit business from the balance sum diminishes. An increasing share of high commission products seems to increase banking risks and to reduce success in risk management. A banking policy pushing high commission products and high interest revenues for the bank from the customer business increase banking risks. However, a moderate marketing policy that does not concentrate on maximizing customer-based revenues, reduces banking risks and is correlated to stable security and credit revenues.

For qRM7 (survey based risk management success), no significant model is identified on the basis of success values in marketing. Therefore, employees' perception of banks' risk exposure does not depend on perceived or quantitative marketing success. H1b has to be rejected because contrary to the hypothesis RM6, success depends negatively on marketing success and qRM7 does not depend on marketing success at all.

Evaluating the impact of settlement and transactions success on quantitative success in risk management results in a (weakly) significant model with ST6 as the only significant explaining input parameter: $RM6 = 0.314 * ST6$. Rising commission income from transactions and security business increases interest revenues from customer business and commissions. Perceived success in settlement and transaction does not enhance RM6 significantly (t-test significance = 0.708).

According to the survey, for perceived risk management success no significant linear model is found on the basis of the input parameters ST6 and qST7 i.e. quantitative and perceived success in settlement and transactions.

Summarizing these results, HI has to be rejected because five out of six tests are negative. Success in risk management for this data set does not depend on product development at all. It is somewhat negatively influenced by marketing success. Settlement and transaction success has a moderately positive impact on revenues from security and credit business, but does not influence risk management success as perceived by employees. The following overview summarizes the results for HI:

HI Success in risk management depends on...					
		Parameters		Significant Regressions	Hypothesis
		significant	insignificant		DENIED
H1a	success in product development				
	RM6 = e*PD6 + f*qPD7		PD6, qPD7	None	Denied
	qRM7 = e*PD6 + f*qPD7		PD6, qPD7	None	Denied
H1b	success in marketing				
	RM6 = g*M6 + h*qM7	qM7	M6	RM6 = -0.365*M6	denied (neg.)
	qRM7 = g*M6 + h*qM7		M6, qM7	None	Denied
H1c	success in settlement & transactions				
	RM6 = g*ST6 + h*qST7	ST6	qST7	RM6 = 0.314*ST6	Accepted
	qRM7 = g*ST6 + h*qST7		ST6, qST7	None	Denied

Table 30: Summary of regression models tested for HI

6.2.1.2 Test of H11

The analysis of success in settlement and transactions as a function of success in product development and marketing delivers the following results: According to H11a, success in product development increases success in settlement and transactions. A regression of PD6 and qPD7 on ST6 results in a highly significant model that contains PD6 as the only significant factor. However its beta value is negative. That is, with increasing success in product development, judging from the key figures “revenues from own papers and emissions from total interest revenues” (PD6), success in settlement and transactions diminishes. This observation is plausible when a bank’s exclusive products cause additional transaction efforts, which are avoided when standardized ready-made products are applied or when commission income is reduced (as measured by ST6), which is higher for standardized external products.

However, according to the survey, qST7 (success in settlement and transactions) increases with success in product development. Models containing PD6 and qPD7 or qPD7 only are

significant as a whole (ANOVA), but only qPD7 is a significant parameter itself. Corrected R^2 increases when PD6 is eliminated. The optimal model is $qST7 = 0.652 * qPD7$. That is, perceived success in settlement and transactions rises significantly with perceived success in product development, while quantitative success in settlement and transactions is negatively correlated to the success figure concerning product development. HIIa is partially accepted.

Does success in marketing increase success in settlement and transactions? A regression model explaining ST6 – i.e. commission income from transactions and security business by M6 and qM7 is optimal with M6 as only factor: It results as $ST6 = 0.314 * M6$. qM7 is not significant according to the T-test. With increasing interest revenues from customer business and commission revenues, commission income in the transactions and security business rises as well. This seems plausible because success in product marketing increases transaction volumes and revenues in this business field.

The regression model analysing the impact of marketing success on qST7, i.e. perceived success in settlement and transactions according to the survey, corresponds to these results. Two models – one containing M6 and qM7 and one containing qM7 only – are significant at the 0.000 level. ZM6 is not reliable according to the t-test though. The optimal model contains qM7 only, and results as: $qST7 = 0.688 * qM7$. Perceived marketing success increases success in settlement and transactions according to the survey.

Table 31 summarizes the results of the regression analysis of success factors of previous value-added stages influencing success in settlement and transactions:

HII Success in settlement and transactions depends on...					
		parameters		significant regressions	Hypothesis
		significant	insignificant		ACCEPTED
HIIa success in product development					
	$ST6 = e * PD6 + f * qPD7$	PD6	qPD7	$ST6 = - 0.466 * PD6$	denied (neg.)
	$qST7 = e * PD6 + f * qPD7$	qPD7	PD6	$qST7 = 0.652 * qPD7$	accepted
HIIb success in marketing					
	$ST6 = g * M6 + h * qM7$	M6	qM7	$ST6 = 0.314 * M6$	accepted
	$qST7 = g * M6 + h * qM7$	qM7	M6	$qST7 = 0.688 * qM7$	accepted

Table 31: Summary of regression models tested for HII

HIII as a whole is accepted since 3 out of 4 parts of the hypothesis are accepted. Success in settlement and transactions usually rises with success in product development and certainly increases with success in marketing and customer relations.

6.2.1.3 Test of HIII

HIII claims that success in product development improve marketing success. The regression models support this assumption: Regressing PD6 and qPD7 on M6, both model factors are significant. The Durbin Watson test though is 1.291, and significantly below 2. This suggests that remaining correlations exist among the residuals; therefore, there are additional factors influencing both input parameters that are not considered by the model. Nonetheless, ANOVA results as 0.028 and both factors are significant according to the T-test (0.047 and 0.021). The impacts of factors PD6 and qPD7 on M6 are contradictory: The regression equation is: $M6 = -0.334 * PD6 + 0.393 * qPD7$. That is, M6 diminishes with rising PD6 and increases with qPD7. In banks with high revenues from their own instruments and emissions, interest revenues from the customer business and commission income are usually low. Practically speaking, self-developed and emitted papers diminish commission revenues, perhaps because self-emitted papers are sold at lower commission fees. This relationship is not necessarily a result of Industrialisation. The impact of qPD7 on M6, on the other hand, is plausible: Perceived success in product development enhances interest and commission revenues. Because the effect size of qPD7 outweighs the effect of PD6, the part hypothesis of HIII is accepted.

Evaluating the impact of PD6 and qPD7 on qM7 now, the positive effect of success in product development on success in marketing and customer relations is confirmed. Both suggested models – model 1 containing PD6 and qPD7 and model 2 containing pPD7 only are highly significant. However, only qPD7 is significant in both models (sig. according to t-test = 0.000). Corrected R^2 increases to 0.335 when PD6 is eliminated; therefore, the one-factor model is chosen. It results as: $qM7 = 0.595 * qPD7$. Perceived success in product development clearly augments success in marketing and customer relations according to the survey.

The following table summarizes the results for HIII which is fully accepted:

HIII Success in marketing/customer relations depends on...					
		parameters		significant regression	Hypothesis ACCEPTED
		significant	insignificant		
success in product development					
	$M6 = e * PD6 + f * qPD7$	PD6, qPD7		$M6 = -0.334 * PD6 + 0.393 * qPD7$	accepted
	$qM7 = e * PD6 + f * qPD7$	qPD7	PD6	$qM7 = 0.595 * qPD7$	accepted

Table 32: Summary of regression models tested for HIII

6.2.2 Comprehensive Model of success across value added stages

A comprehensive model of the interaction of success in banking resulting from Industrialisation across the value added stages, is derived from these results. The following graphic overview summarizes success interactions as resulting from the hypotheses test:

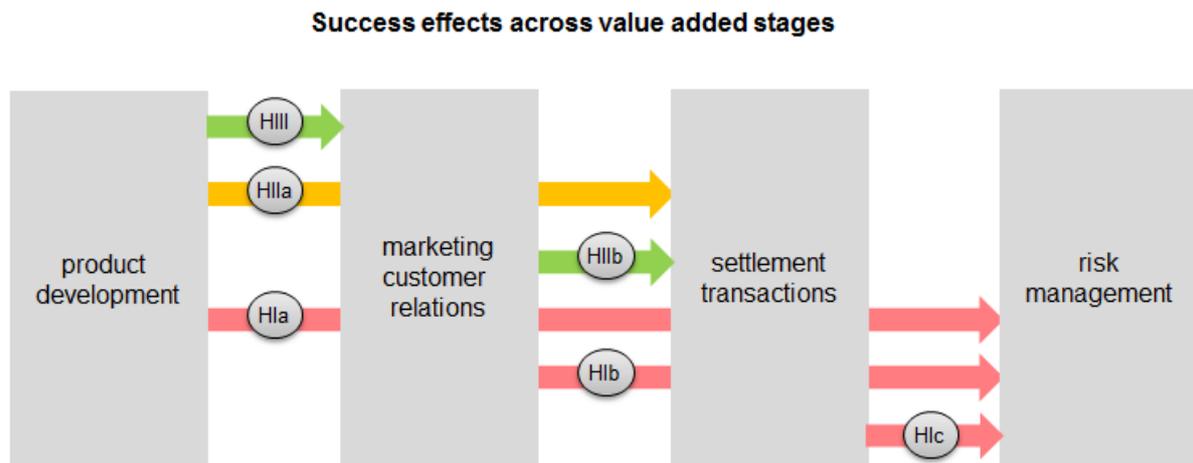


Figure 26: Success effects across the value added stages (own illustration)

Green arrows symbolize accepted hypotheses or valid interactions. Yellow arrows represent partially accepted relationships, and red arrows represent rejected hypotheses or those with unconfirmed or negative impacts.

Success in product development improves marketing success according to HIII. Chapter 5 showed that the standardisation of processes, modular product architecture, electronic data processing, i.e. automation and efficient quality management are crucial to product development success (for a summary compare table 25). HIII proves that these aspects are felt at the level of marketing and customer relations as well. Modular products are advertised and explained more easily. Quality management at the product development stage ensures reliable and transparent products that clients can trust.

In part, product development has additional positive effects at the settlement and transaction stage (HIIa). Settlement and transaction routines benefit from automated processes comprising the whole value added chain and from a modular product architecture. Effective quality management usually spans all stages of the banking value-added process.

The confirmation of HIIb, the positive correlation of success at the stage of marketing and customer relations on settlement and transactions, corroborates the efficiency of Industrialisation across the whole banking value-creation chain. Standardisation and automation in marketing, for instance, the employment of self-service terminals and SB branches as well as interdisciplinary employee cooperation have been identified as crucial success factors at the marketing stage (compare table 25). These items are equally important to ensure settlement and transactions success. Self-service terminals and SB branches allow for transactions to be dispatched more swiftly and enhance customer comfort. Employee specialisation and cooperation improves the handling and quality of settlement and transaction routines.

On the other hand, hypothesis I referring to the success effect of previous value added stages on risk management has been flatly rejected. The results for risk management correspond to previous insights on Industrialisation success factors in risk management. No significant Industrialisation parameter at that level was identified that enhances success in risk management. Apparently, the success factors derived in this study do not influence risk management success at all. Success in risk management is hard to measure directly, because financial success does not improve immediately as a result of the implementation of effective risk management. Therefore, responsible risk handling prevents banks from hazardous business practices such as, accepting insolvent clients or buying and selling speculative assets to customers. For this reason, risk management – considering success superficially – could be perceived as an impediment rather than a support to banking success, which would explain the missing and partially negative relationship of risk management success with success at the previous value added stages.

Summing up the results of the success model in banking (figure 25) , at early stages of the value added chain banking success factors seem to be interdependent to a larger extent than at later stages. Success effects between neighbouring value-added stages tend to be larger or more distinct than interactions between more distant value added stages. Risk management concerning success assessment is not connected to the previous value added stages at all, while success measures at the previous value-added level are closely interdependent. Are

these observations fundamental to banking as a whole, or with particular regard to the considered data set of Eastern German savings banks?

Chapter 7 – Conclusions

Chapter 7 proposes to consider this issue more closely by summarizing the theoretical and practical results of this study “item-wise“, deriving academic and managerial implications from the results and considering the possible limitations of this study. The paper concludes by a philosophical consideration of the possibility of personal and organizational learning from academic research.

7.1 Summary of study results and academic contribution

Industrialisation is a pervasive process resulting from rising demand, an intensification of trade, and technological progress (Temple & Voth, 1998, pp. 1344-1345). Industrialisation has become of increasing relevance in the banking business. It comprises automation, standardisation, specialisation, and systematic quality management (Prasuranam & Riley, 1997, p. 230; Nikolaidou et al., 2004, pp. 65-66; Hartlieb, Kiel, & Müller, 2009, p. 9; Wüllenweber & Weitzel, 2007, p. 2; Osterheld, 2001, p. 86, Curie & Messori, 1998, p. 171; Kamiske & Umbreit, 2008, p. 17; Pfeifer, 2001, p. 71) but extends equally beyond company boundaries: Outsourcing and inter-firm cooperation are immediate consequences of Inter-firm Industrialisation processes (Schmitz & Nadvi, 1999, p. 1503; Sturgeon, 2010, p. 12, Köhler & Lang, 2008, pp. 6-14) (chapter 2).

The study develops a comprehensive model of the banking value added chain comprising the stages at which the effects of Industrialisation are found to be of relevance according to previous studies and discussions (Spath, Korge, & Scholtz, 2003, pp. 9-11; Büschgen 1995, p. 33; Riese, 2005, pp. 37-38; Krotsch, 2005, pp. 13-14; Pfeiffer, 2012, p. 73; Sidky, 2006, p. 16). Condensing previous banking value added stage models, the levels of product development, marketing/ customer relations, settlement and transactions, and risk management are identified. Drawing on Mac Donald's (1991, pp. 299-305) process, which mapped the activities distinguishing Industrialisation for each level of the value added chain, the particular relevance is pointed out (section 3.1).

Expanding on these insights, the study develops a research model to analyse forms and degrees of Industrialisation and the separate success impact for each stage of the value added chain and to bring the success results of Industrialisation together in a comprehensive model. To derive categories of Industrialisation measurement and success evaluation for the value added stages, a systematic literature review is conducted. It identifies characteristics and

measures of Industrialisation for each Industrialisation category and each value added stage. The derived categories are summarized in tables 1 to 4, and are fundamental to the development of a unique empirical evaluation model for Industrialisation forms, degrees, and success results in the value added chain of savings banks (chapter 3.2. and 3.3)

To date, the analysis of savings banks has been neglected in previous research. However, it is of particular interest in light of the high degree of private and small customer orientation and local importance of savings banks (DIW, 2004, pp. 21-21; Reißner, 2007, pp. 4-8). For the first time this study considers the value-added cycle of savings banks in detail and evaluates Industrialisation processes in savings banks systematically with regard to their stage-specific success impact (chapter 3.4).

Drawing on the shareholder value approach, banking specific efficiency analyses, and literature referring to multidimensional target systems (overview table 5), the study develops a measurement concept for Industrialisation and success that is to be verified in a novel approach integrating balance sheet evaluation and an employee survey. The relevant categories are summarized in table 6 (Section 4.1 to 4.3). The study derives a network of hypotheses exploring the interrelatedness of Industrialisation forms (HA to HJ) and the success impacts of forms of Industrialisation (H1 to H4) by value added stage. The measures by value added stage and Industrialisation objective are summarized in table 7.

The results of survey and balance sheet analysis are evaluated in regression models to test the hypotheses. The assumption that Industrialisation supports product development, marketing/customer relations, and settlement and transactions success are supported. According to the data set, risk management Industrialisation makes no significant contribution to success, which could result from the complexity of risk management and the fact that risk management does not directly contribute to banks' balance sheet success.

In product development, marketing/ customer relations, and settlement and transactions, automation, standardisation and specialisation increase banking success, while outsourcing is negatively correlated to success. This result deviates from previous insights (Pfeiffer, 2012, p. 180; Disselbeck, 2011, pp. 142-143; PricewaterhouseCoopers, 2012, p. 13) on the efficiency of outsourcing and seems to be typical for savings banks. The core competency of savings banks is offering distinctive products, providing individual advice to customers, and conducting settlement and transaction tasks in-house. The bank is a competent partner in standard businesses and peculiar businesses as well (Reißner, 2007, pp. 4-5). Savings banks deviating

from this established concept and relying on external partners according to the survey and balance sheet values adversely affect customer trust and competitiveness.

The interdependence of banking success results across the value added stages and is evaluated in Chapter 6. The regression analysis finds that for product development, marketing/customer relations, and settlement and transactions – success results are closely intertwined. Success on previous value added stages encourages further success. Success in risk management is not explained by previous value added stages.

7.2 Management implications

The explained findings can be condensed in four essential points:

1. Industrialisation dominates savings- banks' value added chain.
2. Industrialisation enhances financial and perceived success in product development, marketing and settlement/transactions.
3. Outsourcing is negatively correlated to banking success for these value added stages.
4. Risk management success does not depend on Industrialisation and the success of previous value added stages according to the tested linear regression models.

Which practical conclusions for the management of savings banks can be drawn from these insights?

Savings banks should focus on their core competency of providing a holistic service in routine transactions as well as exceptional financing and investment tasks. Customers trust in-house advice and a long established relationship, and are reluctant concerning outsourcing. On the other hand, examples of automation such as self-service terminals and Internet banking are successful in settlement and transactions and in marketing and customer relations as well. Increasing automation and standardisation increased perceived and quantitatively measured success at these value added stages. Because savings banks rely on a dense quality management network, the specialisation of internal departments in product development, marketing, and settlement/transactions is successful and in-house cooperation works out well.

The results for risk management on the other hand suggest a missing link between this value-added stage and the remaining functions. Perceived and measured success in risk management seems not to depend on Industrialisation or on the success of previous value added stages but on different factors not explored here. To enhance the efficiency of Industrialisation across the value added chain, savings bank should find standards and routines contributing to

Industrialisation success in risk management and seek to link the department of risk management to previous value added stages more tightly. Interdisciplinary projects or job rotation could contribute to reach the objective of a closer integration of risk management into the value creation cycle of savings banks. Given the increasing importance of risk management in small and large scale ventures, the activation of risk management functions for all value added stages would be essential to the enhancement of banking efficiency.

7.3 Critical reflection of results and further research needs

However, the insignificant results for Industrialisation and success in risk management invite some critique on the approach of the study as a whole:

The regression models analysed here consider linear relationships between input and output parameters only. Should other correlations, for instance, U-shaped or bended courses exist, the routine detailed in section 4.3 delivers insignificant results (Duller, 2007, p. 154). The fact that no significant relationships were detected between Industrialisation parameters and success factors in risk management does not imply that no relationship exists, rather that no linear relationship between the parameters occurs.

Regression analysis does not explicitly model cross-correlations between input parameters but presupposes that no (significant) correlations exist. However, when correlations exist, the model has to be split up into partial models, which each explain only part of the target variance and cannot be combined within the framework of regression. Regression analysis is not capable of making assumptions on additional parameters uniting correlated variables and is prone to accepting false correlations. Third-variable effects induce the assumption of causal relationships between parameter A and B; however, both are not correlated in content but each is correlated with a third item C, which is not considered in the regression (Weiber & Mühlhaus, 2010, p. 15). Invalid correlations could explain the contradictory results concerning H3a and H3e in settlement and transactions, and concerning H1c (the relationship of success in settlement & transactions and success in risk management). Correlation and regression analysis evaluate relationships between observed parameters only, but fail to consider unobserved a priori relationships.

Third, the models refer to several input parameters, but only a single output parameter is considered for each model. This implies that interdependencies between models at the output level are neglected. To evaluate success interrelationships two regression models have been suggested for each value added stage, model 1 explaining the quantitative success target ex-

tracted from balance sheet analysis, the other explaining survey participants' qualitative success perception. Relationships between both success types are not considered in a single model. Cross relationships between success-factors given a single set of input parameters are neglected.

Within the framework of this paper, the discussed restrictions are of particular relevance. Interdependencies between the success outputs transgress even value added stages: Section 4.3.3 pointed out that Industrialisation is not limited to particular value added steps, but is a process that includes the entire banking value added chain. This implies that Industrialisation taking place at value added level A develops effects that are felt on additional value added stages B, C... n as well. For instance standardisation in product development has effects at the level of marketing/ customer relations, because standardized products demand a novel marketing approach. Standardisation in product development affects settlement and transactions as well because standardized products are usually managed by automated routines to a larger extent than individualized offers. Standardisation in product development has effects in risk management; automation of risk control is encouraged and employee resources are saved. This example illustrates that the Industrialisation parameters on a certain value added level are not independent, but interact. The regression solution of success factors (HI to HIII) suggested here does not consider this effect. A structural equation or neuronal network model would be needed to analyse the whole complex network of Industrialisation effects comprehensively.

Unfortunately a more complex network model is not possible here because only 36 complete data sets are available. Neural networks and SEMs are stable and deliver valid convergent results for 200 or more data set only (Weiber & Mühlhaus, 2010, pp. 52-54). As a whole, a data set comprising 36 complete value rows only is not representative for the entirety of German savings banks; its insights are limited exactly to this sample. Hence, the results are not generalizable or sustainable and are subject to considerable unintentional influence.

Further research in Industrialisation of banks and savings banks is necessary to conclusively clarify the suggested categories and success data. It would be desirable to test the method suggested here on a larger sample in order to verify the categories. For a larger data set, an explorative and confirmative factor analysis could be conducted to find out interdependencies and redundancies between the items before causal analysis. Reliability and validity of the categories could be significantly improved by applying these methods for a larger sample. Structural equation analysis or neural networking could identify intervening categories that

interconnect the broad variety of items considered in this study. Therefore, the analysis would gain in coherence and general relevance. An intensification of cooperation between academic research and professional practice would be desirable to extend the data bases of research in banking Industrialisation.

7.4 Concluding philosophical considerations on learning

In spite of empirical limitations, this study has contributed to my personal and banks' organizational learning process. A concluding philosophical reflection on learning and its relevance to insight and cognition is intended to illustrate this process:

Learning is a process of combining cognitive, emotional and environmental influences, and experiences. The result is an expansion of knowledge on a single issue or several interconnected issues, and might result in innovative models and processes (Illeris, 2004, pp. 20-26). From a neuropsychological perspective, learning is an inner process dominated by the mind: The biological mechanism of learning implies mental coding, by which permanent or transitory electric or chemical interconnections between neurons are created which represent memorized bits of information (Pinel & Pauli, 2007, pp. 95-100). Learning processes at an individual and on an organizational level follow similar patterns.

Goyal and Akilesh (2007) emphasize the high importance of organizational learning in a society that increasingly emphasizes the value of immaterial resources like knowledge and innovativeness and equally soft skills like communication and emotional and social intelligence (Goyal & Akilesh, 2007, p. 207). According to Akgün, Keskin and Byrne (2012), emotional memory exists at the organizational level, which influences processes, norms, and patterns of interaction in organizations. It draws on joint narratives, symbols, and language use. Drawing on these concepts, routines, and structures organizations can successfully develop innovative ideas (Akgün, Byrne, 2012, pp. 107-108). Gherardi (2009) viewed the organization as a platform for the development of a knowing-in-action approach. Organizations undergo a perpetual self-renewal resulting from their participants' knowledge development activities (Gherardi, 2009, p. 354).

Organizational knowledge represents the totality of knowledge available in the organization at a conscious and unconscious level. It is expressed through norms and attitudes and ways to deal with knowledge and social relationships. As a result, an organization is a bundle of practices and practical experiences. The communicative interchange between the participants contributes to the growth of these skills and enables their application on an internal and external

level (Gherardi, 2009, p. 356). While positivistic science sees organizational knowledge as an “abstract, task specific and oriented towards problem solving,” more recent theories take a more context-oriented perspective. Knowledge is increasingly understood as communication-based and history-dependent. An organization is an “action-net” of practical and tacit knowledge that is continuously renegotiated and renewed in the course of communication with internal and external partners (Gherardi, 2009, p. 357).

Taking a summative perspective on the evaluated studies, three primary types of knowledge are identified: factual knowledge, social knowledge, and emotional knowledge. While factual knowledge is related to the material or abstract development task; emotional and social knowledge comprise soft factors that are relevant to communicate an idea successfully and reconnect it to further or previous issues (Bergman et al., 2008; Boyatzis, 2009; Carrillo, 2009).

The notion of organizational knowledge presupposes organizational learning processes, which have been discussed to a great extent in previous studies. Drawing on previous research in knowledge management Marr et al. (2003, p. 771) argued that corporate epistemology, i.e. the way corporations know and develop knowledge, has to align with individual epistemology to work efficiently. According to Lang (2001, p. 51) management can encourage organizational learning by creating an entrepreneurial and constructivist culture that is based on shared knowledge and the formation and continuous development of common beliefs (Lang, 2001, p. 53). To work efficiently, according to Marr et al (2003, p. 775), organizations have to realize that different forms of individual knowledge exist; organizations should encourage the intertwining of task oriented cognition, knowledge transfer, and team communication (Marr et al. 2003, p. 777).

Although the information and isolated categories differ in range and content, three fundamental orientation lines and loci of knowledge and can be extracted: the individual, the team, and the organization as a whole. A portion of the literature on knowledge development primarily considers the development of individual knowledge and inner skills necessary to become a leader or to work in teams successfully (Boyatzis, 2009; Carrillo, 2009; Emmerling, 2012; Fowlie & Wood, 2009). Other authors focus on team knowledge and action learning and evaluate which capacities should be developed or encouraged to make individuals cooperate in teams successfully (Lang, 2001; Boyatzis, 2009). A third, and dominant, group of academic studies focusses on organizational knowledge defined as the knowledge held by an organization as a whole, and assesses which forms of knowledge exist and how explicit or implicit

patterns should be strengthened and developed to enhance organizational performance (Bergman et al., 2008; Garavan, 1997).

There is no strict line of separation between those three perspectives, though. All three issues are interconnected. Individual competence development is crucial to team-work and team performance. However, authors who take the team knowledge development perspective on this explain that the development team knowledge development is inseparable from individual competence. Third, organizational knowledge develops from a network of interacting teams and individuals. Goyal and Akilesh (2007) explained that the factual knowledge of organizations originates in individual knowledge, which grows through communicative interchange. The result is a joint organizational experience based on common values and symbols. The organization turns out to be an action-based network, which, as a result of the activity of individuals and teams, evolves continuously and attains higher levels of knowledge (Gherardi, 2009). The power of change and intellectual growth is the driving force behind global competitiveness and innovation.

I would like to summarize the above ideas that developed from my own study experience in a comprehensive model of integrative knowledge development as follows:

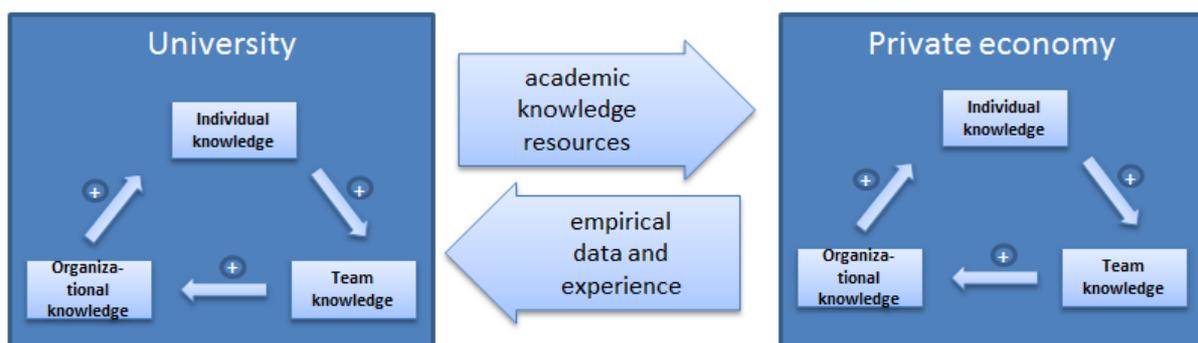


Figure 27: Integrative model of knowledge development (own concept)

The continuous informational interchange between the university and private economy promote a collective growth of societal knowledge. Universities provide the private economy with academic knowledge resources and systematize and propagate the insights of academic study. The Private economy enriches academic research with empirical data and professional experience. Within both the university and the private economy an upward-winding spiral of knowledge is observable, which results from the integration of individual knowledge in teams and teams' contributions to organizational development. The interchange between university

and private economy takes place at three levels: individual, team, and organization. This multi-level process of knowledge development drives societal knowledge growth.

The above general model illuminates my personal conception of professional development as well. University study encourages me to transfer academic insights to the practical level of professional application and enables me to academically evaluate and develop empirical data and experience when developing my thesis. In this way, I would like to contribute to knowledge development on an academic as well as on a practical level.

My thesis intends to motivate organizational learning processes. Organizational learning starts from the reflection of its existing state, achievements, and challenges. It departs from a critical reflection of the situation and develops a culture of change, which allows the organization to develop in the future and strengthens its competitiveness by continuous evolution. The dialogue between academic research and practical application keeps this evolution alive and transfers it to a societal level. Academic research and professional practice are the engines in an upward-winding spiral of human knowledge development.

Appendix

8.1 Overview selected indicators and answers questionnaire

1 / 13

anonym-Nr.	E010399 Passiva Summe der Passiva (DBS)	E014299 Sachaufwand insgesamt	E014199 Personalaufw. insgesamt	E010283 Zinsertrag Eigene Wertpapiere insgesamt	E010284 Zinsertrag Eigenanlagen insgesamt
1	2.458.494	24.224,50	30.400,2	39.184,9	40.680,0
2	585.482	5427,1	7.743,9	7.738,1	8.166,5
3	960.107	8810,3	13.707,2	12.377,6	12.694,9
4	2.810.856	26.925,20	26.294,5	35.571,3	36.461,6
5	683.031	6151,7	9.066,9	8.357,1	9.419,6
6	1.798.038	14.819,60	23.161,4	18.396,2	19.398,8
7	584.881	4945,4	7.200,5	9.755,1	10.182,9
8	611.974	5577,3	6.888,4	12.996,1	13.327,3
9	510.211	4568	7.084,0	6.060,5	7.588,6
10	1.147.999	9354,8	15.777,3	20.825,1	21.267,7
11	812.392	8096	9.661,3	15.833,5	16.288,8
12	710.891	5289,7	7.628,5	13.522,4	13.769,6
13	965.891	7324,1	11.230,6	19.030,6	19.411,6
14	9.343.861	57.848,88	74.806,1	228.029,4	232.343,5
15	463.920	3848,6	5.032,0	8.455,1	8.649,4
16	1.257.634	12900,2	15.520,0	23.453,2	25.287,8
17	1.291.866	13192,4	16.818,8	23.050,9	24.028,0
18	2.236.538	17.976,70	26.587,8	51.528,6	52.208,8
19	1.514.968	9539,7	12.825,3	39.507,9	40.672,5
20	1.449.419	11054	14.820,8	31.676,6	32.293,4
21	2.530.583	17.052,90	21.803,9	77.409,8	78.674,5
22	873.085	6518,4	11.189,2	10.643,4	11.038,4
23	1.174.017	9568,2	14.857,2	21.095,7	22.338,5
24	2.174.728	13838,9	24.279,8	32.028,1	34.211,0
25	1.359.253	11469,1	16.685,2	35.835,5	36.096,5
26	719.588	5836,3	9.843,1	10.208,3	10.727,3
27	1.937.034	15.913,00	23.002,8	35.638,3	36.749,3
28	1.232.684	10495,9	13.571,6	25.233,5	25.923,2
29	778.861	6118,9	10.174,9	14.813,6	15.094,4
30	1.286.239	11060,5	15.938,8	22.197,2	23.100,7
31	2.247.478	16.892,40	25.632,9	30.822,5	33.398,9
32	1.979.292	15669,9	25.098,6	51.277,0	51.902,0
33	1.789.732	15.869,30	20.327,4	40.242,1	41.118,1
34	3.586.266	30.833,80	42.288,4	62.454,0	67.772,7
35	1.321.028	10689,3	15.107,3	30.390,9	30.601,3
36	2.624.992	16.200,80	25.850,1	69.787,4	70.430,1
37	1.407.175	11026,8	15.806,5	33.085,8	33.726,6
38	2.225.974	22.297,20	20.528,0	49.392,5	50.645,1
39	11.349.904	92.010,10	84.462,7	222.385,8	240.727,0
40	799.399	5645,7	8.467,7	18.166,8	18.458,8
41	816.078	6313,1	9.470,2	20.159,1	20.910,2
42	8.628.937	75.584,70	80.118,0	139.015,8	146.104,8
43	3.105.349	36.211,20	21.477,0	62.639,2	67.063,5
44	1.364.167	12292,1	19.683,2	24.586,2	25.116,4
45	2.539.899	17.382,10	27.784,8	51.921,3	54.289,7
46	3.240.370	22.894,90	31.116,1	65.071,4	68.596,0
47	2.000.688	18688,5	20.568,0	46.281,1	47.171,1

2 / 13

anonym-Nr.	E010387 Passiva Sparvolumen (II)	E010389 Passiva Verbindlichkeiten gg. Kunden insgesamt	E018203 Zinsüberschuss - Kundengeschäft	E018206 Provisionsüberschuss (= 01.8006)	E014282 Sachaufwand IT/Aufwand insgesamt
1	1.225.836	1.934.468	59.091,5	15.735,6	7.524,1
2	277.268	424.802	14.970,4	4.594,7	1.603,2
3	486.642	825.516	23.546,0	6.771,5	2.963,3
4	1.407.074	2.201.058	61.049,6	24.294,4	6.600,7
5	247.444	474.393	13.577,0	5.114,9	1.979,1
6	861.801	1.319.750	44.147,3	14.101,5	4.536,7
7	323.405	465.376	12.808,4	4.118,4	1.672,2
8	266.936	433.051	11.353,0	4.459,4	1.789,5
9	243.194	400.689	11.430,9	4.124,9	1.370,4
10	546.721	925.883	27.494,0	8.671,9	3.083,7
11	324.755	642.614	19.473,1	5.251,6	2.340,4
12	396.732	537.936	13.300,9	4.272,1	1.841,1
13	451.370	653.594	19.136,1	6.480,3	2.309,4
14	4.325.013	7.578.203	184.149,9	59.453,3	14.170,0
15	202.205	388.214	10.575,9	2.357,3	1.206,2
16	681.615	1.034.066	28.157,4	8.952,1	3.383,0
17	787.626	1.107.641	30.429,8	10.571,7	3.690,5
18	1.127.205	1.878.575	46.689,5	14.949,2	5.316,0
19	759.957	1.067.432	29.418,6	9.878,2	3.265,5
20	872.392	1.137.844	29.561,9	12.675,7	3.212,3
21	1.591.778	2.032.189	62.475,8	12.958,3	4.171,6
22	458.629	644.608	18.210,2	6.808,3	1.950,1
23	636.741	908.773	22.874,6	8.930,7	2.506,6
24	1.144.572	1.621.727	45.082,7	12.113,4	4.718,4
25	786.764	1.095.142	30.709,6	8.778,9	3.418,8
26	436.672	585.460	14.972,8	5.912,5	1.861,5
27	830.464	1.644.239	41.109,0	13.217,7	4.292,0
28	642.315	1.015.142	26.122,4	9.229,4	3.200,5
29	419.471	605.317	15.114,6	5.179,2	1.596,2
30	675.601	1.007.153	26.777,8	11.600,6	3.010,4
31	1.068.842	1.632.712	43.392,8	17.300,2	4.673,6
32	1.081.113	1.583.735	40.491,7	13.386,2	4.987,8
33	981.709	1.356.206	33.689,6	12.036,8	5.172,0
34	1.421.086	2.834.759	64.586,9	27.447,8	7.633,1
35	592.027	870.867	21.649,5	8.802,3	3.355,2
36	1.521.200	2.202.419	62.390,6	16.155,6	4.740,9
37	703.512	1.107.780	32.538,8	11.009,4	3.211,0
38	1.134.783	1.858.999	46.199,2	17.128,8	5.498,9
39	4.018.660	8.331.036	181.001,4	80.794,1	21.184,1
40	297.880	555.499	15.656,1	5.642,8	1.661,3
41	447.987	687.187	13.864,4	5.349,7	1.989,0
42	4.080.465	6.575.467	134.088,0	70.501,2	25.272,5
43	1.530.479	2.185.898	54.065,6	20.882,0	6.861,3
44	807.574	1.146.639	33.617,0	13.011,7	3.789,2
45	1.176.874	1.962.458	42.145,6	17.358,5	5.386,4
46	1.501.486	2.218.556	48.263,0	19.124,5	7.486,0
47	1.043.086	1.604.353	36.765,1	14.222,8	4.782,7

3 / 13

anonym-Nr.	E013181 Provisionsertrag Giroverkehr, Barzahlungsverkehr i	E013183 Provisionsertrag WPGeschaft insgesamt	E014230 Sachaufwand Informations- beschaffung	E016199 Bew.ergebnis WPGeschaft insgesamt Saldo	E016299 Bew.ergebnis Kreditgeschäft insgesamt Saldo
1	10.581,0	1.459,5	61,1	-2.062,4	37,0
2	3.339,6	274,6	29,3	-114,6	-1.504,3
3	4.187,4	924,8	70,7	-2.034,2	-748,8
4	13.507,2	2.982,2	124,6	394,4	-13.287,2
5	3.874,5	540,8	10,3	2.353,1	-3.295,2
6	7.389,2	1.669,4	103,0	-1.269,7	-4.694,7
7	3.098,3	358,1	44,3	-1.102,6	-494,2
8	3.435,6	309,1	15,1	99,5	545,8
9	2.621,4	403,0	35,1	-349,9	143,1
10	5.897,2	670,9	60,1	-506,1	-1.396,2
11	3.890,8	380,0	20,8	-2.048,4	810,4
12	2.979,3	366,2	26,2	-1.692,8	-221,9
13	4.200,8	903,9	58,2	1.238,6	-521,8
14	34.385,8	11.307,9	149,5	-24.502,0	1.296,0
15	1.633,5	394,2	11,3	-434,0	38,0
16	6.295,8	474,2	138,5	-244,0	-105,8
17	8.218,0	836,5	34,8	-1.369,2	-808,4
18	8.591,4	1.986,3	127,5	-8.487,7	-3.115,4
19	5.719,6	1.269,8	55,1	-45,3	-1.968,9
20	6.448,8	1.343,6	66,2	-16.019,9	-3.792,9
21	10.066,4	511,9	84,1	-6.993,3	-2.270,1
22	4.681,4	724,2	70,4	-1.522,8	-2.872,4
23	6.655,8	528,9	82,1	1.634,5	-325,7
24	8.889,9	899,7	87,1	-11.160,8	-5.223,8
25	5.889,0	778,8	35,3	-7.952,9	-2.154,5
26	3.911,4	598,7	59,9	-1.747,4	276,1
27	8.140,6	2.350,4	147,9	-1.930,4	315,8
28	6.832,9	663,9	46,5	13,0	-2.555,6
29	3.243,0	688,4	42,2	-3,5	-3.323,9
30	7.002,5	1.774,9	19,9	1.786,3	502,5
31	9.176,4	1.465,0	56,5	-6.768,5	-2.286,2
32	8.110,0	1.426,8	71,3	-6.139,8	1.004,1
33	8.244,9	964,6	86,3	-7.055,0	6.073,1
34	14.087,6	6.924,2	192,9	-4.053,5	-719,2
35	4.718,5	1.834,7	105,8	-5.068,2	-1.022,4
36	11.063,1	1.600,8	77,7	-26.178,6	497,3
37	5.709,7	1.955,2	39,9	-1.484,7	-3.340,7
38	8.628,4	2.459,1	58,5	-7.189,2	-1.767,4
39	39.797,5	15.288,7	424,5	-20.030,6	-5.240,0
40	3.319,8	688,8	57,5	-901,4	-2.610,5
41	3.846,2	830,6	31,2	-3.184,8	230,9
42	37.581,8	11.848,7	592,1	-2.615,0	3.976,3
43	11.810,6	4.050,2	169,9	-11.005,4	5.414,2
44	7.854,7	2.541,3	140,8	38,6	-2.822,4
45	10.316,2	2.916,7	155,8	-13.720,5	83,1
46	11.368,4	4.131,6	133,9	-1.416,0	-252,4
47	8.670,6	2.474,8	47,2	-11.951,5	-1.557,4

4 / 13

anonym-Nr.	TB	SB	GA
	Mitarbeiterbes. Ffilialen	SB Filialen	GA Inland
1	50	18	96
2	14	2	22
3	17	7	37
4	41	6	87
5	12	1	29
6	24	7	53
7	10	3	21
8	10	1	20
9	9	1	17
10	16	5	41
11	14	6	30
12	15	0	26
13	17	3	28
14	133	14	207
15	3	2	12
16	20	15	53
17	26	5	44
18	27	9	60
19	23	0	30
20	16	5	31
21	28	13	55
22	17	3	27
23	24	5	37
24	72	15	74
25	35	8	50
26	18	1	24
27	21	13	59
28	26	7	43
29	14	0	30
30	28	14	43
31	49	1	74
32	42	10	68
33	25	7	53
34	53	36	121
35	37	3	40
36	46	3	60
37	25	18	55
38	32	8	66
39	106	37	203
40	9	0	17
41	18	0	27
42	92	62	235
43	58	8	103
44	29	8	45
45	43	8	79
46	52	7	82
47	44	3	71

5 / 13

anonym-Nr.	O603 OS market support	O803 OS marketing	O807 OS transactions	O206 OS value management	E Employees
1	0,075	0,063	0,008	2,175	619
2	0,036	0,020	0,013	2,315	184
3	0,063	0,030	0,008	2,234	298
4	0,116	0,008	0,027	1,878	610
5	0,017	0,010	0,007	2,198	209
6	0,032	0,014	0,009	2,123	516
7	0,021	0,011	0,010	2,047	172
8	0,024	0,015	0,008	2,079	167
9	0,027	0,016	0,011	2,263	150
10	0,023	0,014	0,009	2,143	337
11	0,043	0,022	0,015	2,123	214
12	0,044	0,035	0,009	1,807	180
13	0,045	0,024	0,009	1,958	264
14	0,019	0,009	0,010	1,403	1647
15	0,054	0,037	0,009	1,814	108
16	0,075	0,054	0,021	2,164	369
17	0,041	0,022	0,019	2,163	372
18	0,033	0,013	0,019	1,883	530
19	0,070	0,019	0,008	1,596	302
20	0,018	0,018		1,809	350
21	0,010	0,010		1,485	427
22	0,010	0,010		2,002	257
23	0,012	0,012		2,108	322
24	0,019	0,018		1,758	561
25	0,025	0,012	0,013	2,027	384
26	0,029	0,011	0,018	2,156	238
27	0,023	0,017		2,003	478
28	0,072	0,043	0,030	1,976	327
29	0,041	0,020	0,020	2,141	218
30	0,019	0,017		2,065	326
31	0,026	0,008		1,911	555
32	0,047	0,034	0,009	2,010	542
33	0,060	0,027	0,026	1,991	403
34	0,057	0,030	0,023	1,858	881
35	0,023	0,014	0,008	2,042	
36	0,011	0,010		1,643	649
37	0,029	0,017	0,010	1,879	368
38	0,109	0,033	0,018	1,759	456
39	0,180	0,020	0,010	1,580	1708
40	0,042	0,023	0,012	1,814	213
41	0,036	0,020	0,010	1,916	226
42	0,016	0,014	0,001	1,771	1812
43	0,248	0,028	0,034	1,800	461
44	0,037	0,026	0,010	2,379	
45	0,022	0,021		1,742	643
46	0,023	0,011	0,008	1,623	690
47	0,165	0,026	0,015	2,103	1351

6 / 13

anonym-Nr.	qPD1	qPD2	qPD3a	qPD3b	qPD4	qPD5a	qPD5b	qPD7
1								
2								
3								
4	4	5	4	4	5	4	3	4
5	1	2	1	2	1	1	1	2
6	3	4	4	3	3	3	3	4
7								
8	4	4	3	3	3	2	4	3
9	3	2	2	3	2	2	2	2
10	4	3	3	4	2	2	4	3
11								
12	3	2	2	4	5	2	3	1
13	5	3	4	4	5	5	4	4
14	4	4	4	5	4	3	5	4
15	3	3	4	3	3	3	3	2
16	2	1	1	2	1	3	1	1
17	4	3	3	2	3	3	3	3
18	4	2	3	3	3	4	3	1
19	5	5	4	5	5	5	4	5
20	4	3	3	4	3	3	3	4
21	5	5	5	5	5	4	5	5
22	3	3	3	3	3	3	3	3
23	2	1	3	2	2	1	1	3
24	4	4	4	4	5	2	4	4
25								
26	1	2	2	1	3	1	1	1
27								
28								
29	2	2	1	1	3	1	1	1
30	5	4	4	4	5	3	4	4
31								
32								
33	4	2	3	3	3	2	3	4
34	4	2	2	3	1	2	2	2
35								
36	4	5	4	5	4	4	5	5
37	4	4	3	4	5	4	3	4
38	3	3	3	4	4	4	4	4
39	3	2	4	1	2	3	2	2
40	5	4	4	5	4	5	5	4
41	2	1	1	3	2	2	2	2
42	2	2	1	4	2	3	3	5
43	4	2	3	4	4	4	3	1
44								
45	4	4	2	2	3	2	3	2
46	2	2	2	1	2	1	1	2
47	1	1	1	2	3	2	2	3

7 / 13

anonym-Nr.	qM1	qM2	qM3a	qM3b	qM4	qM5a	qM5b	qM7
1								
2								
3								
4	4	5	4	4	5	3	4	5
5	2	1	2	2	2	1	3	2
6	3	4	3	4	4	5	4	3
7								
8	3	4	4	5	2	3	3	2
9	3	3	2	2	2	2	3	3
10	3	2	1	4	3	3	2	2
11								
12	4	2	2	4	1	3	3	3
13	5	4	4	5	4	3	4	3
14	5	5	3	3	5	5	4	5
15	4	2	3	3	2	3	3	2
16	1	3	2	2	2	1	2	2
17	3	4	4	3	3	3	3	4
18	2	3	3	3	4	3	3	4
19	5	4	5	5	4	4	5	5
20	3	3	4	3	3	4	4	4
21	5	4	5	4	4	5	4	5
22	3	3	3	3	3	4	4	4
23	4	1	2	2	3	2	2	3
24	3	4	5	3	4	4	4	5
25								
26	2	2	2	1	1	1	2	1
27								
28								
29	2	2	1	3	3	1	4	1
30	5	5	4	4	5	4	5	5
31								
32								
33	2	2	3	3	3	3	3	2
34	3	3	1	4	3	3	3	3
35								
36	5	5	5	4	4	5	3	5
37	4	4	5	4	4	3	4	4
38	3	4	4	4	5	3	3	4
39	2	3	4	3	3	2	2	1
40	4	5	4	5	5	4	4	5
41	1	1	2	2	2	3	1	2
42	1	1	2	2	2	3	2	2
43	3	3	3	3	4	5	2	3
44								
45	3	3	3	3	2	2	3	4
46	1	1	2	2	1	1	2	3
47	1	1	1	1	2	2	1	3

8 / 13

anonym-Nr.	qST1	qST2	qST3a	qST3b	qST4	qST5a	qST5b	qST5c	qST7
1									
2									
3									
4	3	4	5	5	4	4	4	3	4
5	2	2	4	1	1	2	1	2	2
6	3	3	4	4	4	4	4	4	4
7									
8	3	4	4	3	3	4	3	4	3
9	2	4	2	2	3	3	2	2	2
10	k. Ä.	2	3	3	4	2	2	2	3
11									
12	2	2	3	4	2	2	3	3	3
13	3	4	4	5	4	5	4	4	4
14	4	5	3	5	5	5	5	5	5
15	2	3	3	2	3	4	3	3	3
16	3	2	2	2	1	1	2	3	2
17	3	3	4	3	3	2	4	2	3
18	4	4	3	2	2	3	4	4	4
19	5	5	3	5	5	4	5	5	5
20	3	3	3	4	4	4	3	4	3
21	5	5	4	5	5	5	5	5	5
22	4	3	4	4	3	3	3	2	3
23	3	1	2	2	3	2	2	2	1
24	4	3	4	4	4	3	5	4	4
25									
26	1	3	3	2	1	1	4	1	1
27									
28									
29	3	2	1	4	1	2	2	2	1
30	3	5	5	4	4	5	5	5	4
31									
32									
33	2	2	3	3	4	3	3	4	2
34	2	2	1	2	2	2	1	1	1
35									
36	5	4	4	5	5	5	5	5	4
37	3	5	4	4	4	5	3	4	3
38	4	3	4	4	4	3	5	4	3
39	3	3	2	2	5	2	2	1	3
40	4	5	4	5	4	5	5	5	5
41	2	1	1	2	3	2	2	2	1
42	3	2	1	4	2	2	3	3	3
43	3	4	3	2	3	3	3	1	3
44									
45	4	2	1	4	3	3	3	2	2
46	2	3	3	1	2	2	1	1	1
47	1	1	1	2	2	3	2	1	2

9 / 13

anonym-Nr.	qRM1	qRM2	qRM3a	qRM3b	qRM4	qRM5a	qRM5b	qRM5c	qRM7
1									
2									
3									
4	5	5	4	4	5	4	4	5	3
5	2	2	1	1	2	2	2	2	2
6	3	4	4	3	4	4	3	3	2
7									
8	2	4	4	3	3	2	4	3	4
9	3	2	1	2	3	1	1	1	4
10	3	2	1	5	2	3	3	3	3
11									
12	3	4	2	5	2	2	2	3	2
13	4	5	3	3	4	4	4	4	3
14	4	5	5	5	5	4	5	5	3
15	2	3	3	2	3	2	3	3	3
16	4	1	2	2	1	2	2	1	3
17	3	3	3	3	3	4	3	3	o. A.
18	3	3	3	3	4	3	3	4	4
19	4	4	5	5	5	3	5	5	2
20	4	4	4	3	3	3	4	3	3
21	5	5	4	5	5	4	5	5	2
22	3	3	3	3	4	3	3	3	3
23	2	2	1	1	1	1	2	1	5
24	3	5	4	4	3	4	4	5	5
25									
26	2	2	2	2	3	3	1	1	4
27									
28									
29	1	o. A.	1	3	2	2	1	1	3
30	5	5	4	4	4	5	5	4	3
31									
32									
33	3	3	4	3	3	2	2	3	3
34	3	2	2	2	3	2	2	1	4
35									
36	5	5	5	5	5	4	5	5	4
37	4	4	3	4	3	4	4	3	3
38	4	4	4	3	3	3	4	4	2
39	4	2	3	1	2	2	3	3	5
40	4	5	5	5	5	5	4	5	3
41	1	2	3	4	1	1	2	3	1
42	1	2	2	4	1	1	2	2	4
43	3	4	k. A.	4	3	3	3	4	3
44									
45	3	4	2	2	3	3	3	2	2
46	3	1	2	2	3	1	2	1	o. A.
47	3	2	2	2	2	2	1	2	4

10 / 13

anonym-Nr.	PD1	PD2	PD3	PD4	PD5	PD6	PD7
1	49.169,88000	0,797	#DIV/0!	0,075	#DIV/0!	0,032485294	0
2	41.820,14286	0,701	#DIV/0!	0,036	#DIV/0!	0,027164968	0
3	56.476,88235	0,643	#DIV/0!	0,063	#DIV/0!	0,026114277	0
4	68.557,46341	1,024	4,0	0,116	3,5	0,025626677	4
5	56.919,25000	0,678	1,5	0,017	1,0	0,026026198	2
6	74.918,25000	0,640	3,5	0,032	3,0	0,021020134	4
7	58.488,10000	0,687	#DIV/0!	0,021	#DIV/0!	0,034088986	0
8	61.197,40000	0,810	3,0	0,024	3,0	0,043013919	3
9	56.690,11111	0,645	2,5	0,027	2,0	0,026751873	2
10	71.749,93750	0,593	3,5	0,023	3,0	0,036666234	3
11	58.028,00000	0,838	#DIV/0!	0,043	#DIV/0!	0,039540394	0
12	47.392,73333	0,693	3,0	0,044	2,5	0,038391258	1
13	56.817,11765	0,652	4,0	0,045	4,5	0,039799729	4
14	70.254,59398	0,773	4,5	0,019	4,0	0,049270093	4
15	154.640,00000	0,765	3,5	0,054	3,0	0,036869503	2
16	62.881,70000	0,831	1,5	0,075	2,0	0,038756109	1
17	49.687,15385	0,784	2,5	0,041	3,0	0,036442557	3
18	82.834,74074	0,676	3,0	0,033	3,5	0,046383026	1
19	65.868,17391	0,744	4,5	0,070	4,5	0,052925474	5
20	90.588,68750	0,746	3,5	0,018	3,0	0,044134926	4
21	90.377,96429	0,782	5,0	0,010	4,5	0,061679186	5
22	51.357,94118	0,583	3,0	0,010	3,0	0,024833550	3
23	48.917,37500	0,644	2,5	0,012	1,0	0,036996227	3
24	30.204,55556	0,570	4,0	0,019	3,0	0,030458568	4
25	38.835,80000	0,687	#DIV/0!	0,025	#DIV/0!	0,052920244	0
26	39.977,11111	0,593	1,5	0,029	1,0	0,029093870	1
27	92.239,71429	0,692	#DIV/0!	0,023	#DIV/0!	0,037370330	0
28	47.410,92308	0,773	#DIV/0!	0,072	#DIV/0!	0,041500255	0
29	55.632,92857	0,601	1,0	0,041	1,0	0,038399663	1
30	45.937,10714	0,694	4,0	0,019	3,5	0,035217327	4
31	45.866,89796	0,659	#DIV/0!	0,026	#DIV/0!	0,028574874	0
32	47.126,00000	0,624	#DIV/0!	0,047	#DIV/0!	0,052129246	0
33	71.589,28000	0,781	3,0	0,060	2,5	0,045459432	4
34	67.665,39623	0,729	2,5	0,057	2,0	0,036312616	2
35	35.703,45946	0,708	#DIV/0!	0,023	#DIV/0!	0,046170255	0
36	57.065,04348	0,627	4,5	0,011	4,5	0,053416353	5
37	56.287,00000	0,698	3,5	0,029	3,5	0,047479809	4
38	69.561,68750	1,086	3,5	0,109	4,0	0,044941046	4
39	107.074,56604	1,089	2,5	0,180	2,5	0,040803235	2
40	88.822,11111	0,667	4,5	0,042	5,0	0,045816420	4
41	45.337,66667	0,667	2,0	0,036	2,0	0,050325214	2
42	93.792,79348	0,943	2,5	0,016	3,0	0,033042378	5
43	53.540,50000	1,686	3,5	0,248	3,5	0,041767511	1
44	47.040,24138	0,624	#DIV/0!	0,037	#DIV/0!	0,036434395	0
45	59.067,41860	0,626	2,0	0,022	2,5	0,041817017	2
46	62.314,80769	0,736	1,5	0,023	1,0	0,041250660	2
47	45.470,18182	0,909	1,5	0,165	2,0	0,046710032	3

11 / 13

anonym-Nr.	M1	M2	M3	M4	M5	M6	M7
1	0,360000000	0,633681198	#DIV/0!	0,063	#DIV/0!	0,030436153	0
2	0,142857143	0,652699375	#DIV/0!	0,020	#DIV/0!	0,033417082	0
3	0,411764706	0,589500385	#DIV/0!	0,030	#DIV/0!	0,031577210	0
4	0,146341463	0,639271659	4,0	0,008	#DIV/0!	0,030362281	5
5	0,083333333	0,521601288	2,0	0,010	3,5	0,027366108	2
6	0,291666667	0,653003220	3,5	0,014	2,0	0,032395756	3
7	0,300000000	0,694932700	#DIV/0!	0,011	4,5	0,028940588	0
8	0,100000000	0,616407767	4,5	0,015	#DIV/0!	0,025838353	2
9	0,111111111	0,606939547	2,0	0,016	3,0	0,030488955	3
10	0,312500000	0,590486055	2,5	0,014	2,5	0,031503425	2
11	0,428571429	0,505365585	#DIV/0!	0,023	2,5	0,030434445	0
12	0,000000000	0,737507808	3,0	0,035	#DIV/0!	0,024719683	3
13	0,176470588	0,690596915	4,5	0,024	3,0	0,026521005	3
14	0,105263158	0,570717491	3,0	0,009	3,5	0,026070936	5
15	0,666666667	0,520859629	3,0	0,037	4,5	0,027878082	2
16	0,750000000	0,659160054	2,0	0,054	3,0	0,029507392	2
17	0,192307692	0,711084187	3,5	0,022	1,5	0,031738199	4
18	0,333333333	0,600031939	3,0	0,013	3,0	0,027559872	4
19	0,000000000	0,711948864	5,0	0,019	3,0	0,025939030	5
20	0,312500000	0,766706157	3,5	0,018	4,5	0,029141056	4
21	0,464285714	0,783282460	4,5	0,010	4,0	0,029808981	5
22	0,176470588	0,711485120	3,0	0,010	4,5	0,028655286	4
23	0,208333333	0,700660121	2,0	0,012	4,0	0,027091005	3
24	0,208333333	0,705773536	4,0	0,018	2,0	0,026300347	5
25	0,228571429	0,718412772	#DIV/0!	0,012	4,0	0,029051619	0
26	0,055555556	0,745861374	1,5	0,011	#DIV/0!	0,029023969	1
27	0,619047619	0,505074992	#DIV/0!	0,017	1,5	0,028046333	0
28	0,269230769	0,632734140	#DIV/0!	0,043	#DIV/0!	0,028678721	0
29	0,000000000	0,692977399	2,0	0,020	#DIV/0!	0,026055740	1
30	0,500000000	0,670802748	4,0	0,017	2,5	0,029837690	5
31	0,020408163	0,654642092	#DIV/0!	0,008	4,5	0,027004936	0
32	0,238095238	0,682635037	#DIV/0!	0,034	#DIV/0!	0,027220794	0
33	0,280000000	0,723864221	3,0	0,027	#DIV/0!	0,025549300	2
34	0,679245283	0,501307519	2,5	0,030	3,0	0,025663099	3
35	0,081081081	0,679813335	#DIV/0!	0,014	3,0	0,023051593	0
36	0,065217391	0,690695095	4,5	0,010	#DIV/0!	0,029922453	5
37	0,720000000	0,635064724	4,5	0,017	4,0	0,030947252	4
38	0,250000000	0,610426902	4,0	0,033	3,5	0,028449569	4
39	0,349056604	0,482372180	3,5	0,020	3,0	0,023065878	1
40	0,000000000	0,536238589	4,5	0,023	2,0	0,026643641	5
41	0,000000000	0,651914253	2,0	0,020	4,0	0,023544441	2
42	0,673913043	0,620558966	2,0	0,014	2,0	0,023709664	2
43	0,137931034	0,700160300	3,0	0,028	2,5	0,024135001	3
44	0,275862069	0,704296644	#DIV/0!	0,026	3,5	0,034181079	0
45	0,186046512	0,599693853	3,0	0,021	#DIV/0!	0,023427743	4
46	0,134615385	0,676785260	2,0	0,011	2,5	0,020796236	3
47	0,068181818	0,650159909	1,0	0,026	1,5	0,025485183	3

anonym-Nr.

	ST1	ST2	ST3	ST4	ST5	ST6	ST7
1	1,920000000	0,310598774	#DIV/0!	0,8	#DIV/0!	0,489751043	0
2	1,571428571	0,295406386	#DIV/0!	1,3	#DIV/0!	0,617303350	0
3	2,176470588	0,336344960	#DIV/0!	0,8	#DIV/0!	0,532461486	0
4	2,121951220	0,245149525	#DIV/0!	2,7	3,666666667	0,586632684	4
5	2,416666667	0,321715948	5,0	0,7	1,666666667	0,646427468	2
6	2,208333333	0,306128371	2,5	0,9	4,000000000	0,503804703	4
7	2,100000000	0,338132406	4,0	1,0	#DIV/0!	0,590957819	0
8	2,000000000	0,320854177	#DIV/0!	0,8	3,666666667	0,611905081	3
9	1,888888889	0,300000000	3,5	1,1	2,333333333	0,592774362	2
10	2,562500000	0,329638261	2,0	0,9	2,000000000	0,572134645	3
11	2,142857143	0,289081028	3,0	1,5	#DIV/0!	0,525706802	0
12	1,733333333	0,348053765	#DIV/0!	0,9	2,666666667	0,470606605	3
13	1,647058824	0,315315192	3,5	0,9	4,333333333	0,528496487	4
14	1,556390977	0,244948901	4,5	1,0	5,000000000	0,489023756	5
15	4,000000000	0,313412670	4,0	0,9	3,333333333	0,437079669	3
16	2,650000000	0,262243996	2,5	2,1	2,000000000	0,538312418	2
17	1,692307692	0,279744398	2,0	1,9	2,666666667	0,700885386	3
18	2,222222222	0,295716121	3,5	1,9	3,666666667	0,472949711	4
19	1,304347826	0,342306362	2,5	0,8	4,666666667	0,461356279	5
20	1,937500000	0,290600688	4,0	0,0	3,666666667	0,537622316	3
21	1,964285714	0,244627014	3,5	0,0	5,000000000	0,418018299	5
22	1,588235294	0,299168508	4,5	0,0	2,666666667	0,619137885	3
23	1,541666667	0,261971949	4,0	0,0	2,000000000	0,611975806	1
24	1,027777778	0,340951954	2,0	0,0	4,000000000	0,450152847	4
25	1,428571429	0,298087906	4,0	1,3	#DIV/0!	0,490548853	0
26	1,333333333	0,318952076	#DIV/0!	1,8	2,000000000	0,626761425	1
27	2,809523810	0,269716584	2,5	0,0	#DIV/0!	0,541601232	0
28	1,653846154	0,304928591	#DIV/0!	3,0	#DIV/0!	0,608168841	0
29	2,142857143	0,260863881	#DIV/0!	2,0	2,000000000	0,504762724	1
30	1,535714286	0,272175761	2,5	0,0	5,000000000	0,682408168	4
31	1,510204082	0,276668798	4,5	0,0	#DIV/0!	0,473481832	0
32	1,619047619	0,318304520	#DIV/0!	0,9	#DIV/0!	0,481828856	0
33	2,120000000	0,325912296	#DIV/0!	2,6	3,333333333	0,514574249	2
34	2,283018868	0,247556253	3,0	2,3	1,333333333	0,585896306	1
35	1,081081081	0,313883977	1,5	0,8	#DIV/0!	0,496068214	0
36	1,304347826	0,292633697	#DIV/0!	0,0	5,000000000	0,482435756	4
37	2,200000000	0,291199623	4,5	1,0	4,000000000	0,544701263	3
38	2,062500000	0,246618409	4,0	1,8	4,000000000	0,498096564	3
39	1,915094340	0,230236681	4,0	1,0	1,666666667	0,485345074	3
40	1,888888889	0,294259348	2,0	1,2	5,000000000	0,501451716	5
41	1,500000000	0,315059163	4,5	1,0	2,000000000	0,573082475	1
42	2,554347826	0,334359996	1,5	0,1	2,666666667	0,572845763	3
43	1,775862069	0,189480050	2,5	3,4	2,333333333	0,510757406	3
44	1,551724138	0,308263031	2,5	1,0	#DIV/0!	0,762076784	0
45	1,837209302	0,309882005	#DIV/0!	0,0	2,666666667	0,521001032	2
46	1,576923077	0,326972382	2,5	0,8	1,333333333	0,478340436	1
47	1,613636364	0,255916740	2,0	1,5	2,000000000	0,557078365	2

13 / 13

anonym-Nr.	RM1	RM2	RM3	RM4	RM5	RM6	RM7
1		0,002522240	#DIV/0!	2,175	#DIV/0!	-0,082383768	0
2		0,005398832	#DIV/0!	2,315	#DIV/0!	-0,276507220	0
3		0,008024698	#DIV/0!	2,234	#DIV/0!	-0,289863526	0
4		0,004627635	4,0	1,878	4,333	-0,458678780	3
5		0,001674334	1,0	2,198	2,000	-0,137929318	2
6		0,006950255	3,5	2,123	3,333	-0,331717127	2
7		0,008957819	#DIV/0!	2,047	#DIV/0!	-0,273012801	0
8		0,002707403	3,5	2,079	3,000	0,105445656	4
9		0,007683888	1,5	2,263	1,000	-0,040532250	4
10		0,006424509	3,0	2,143	3,000	-0,165705719	3
11		0,002569170	#DIV/0!	2,123	#DIV/0!	-0,152389487	0
12		0,004953022	3,5	1,807	2,333	-0,269338056	2
13		0,007946369	3,0	1,958	4,000	0,074211272	3
14		0,002584323	5,0	1,403	4,667	-0,248355578	3
15		0,002936133	2,5	1,814	2,667	-0,085359545	3
16		0,010736268	2,0	2,164	1,667	-0,027814134	3
17		0,002637882	3,0	2,163	3,333	-0,168562374	k. A.
18		0,007092514	3,0	1,883	3,333	-0,518797356	4
19		0,005775863	5,0	1,596	4,333	-0,132953303	2
20		0,005988782	3,5	1,809	3,333	-1,366947722	3
21		0,004931712	4,5	1,485	4,667	-0,366057940	2
22		0,010800196	3,0	2,002	3,000	-0,503410321	3
23		0,008580506	1,0	2,108	1,333	0,111480498	5
24		0,006293853	4,0	1,758	4,333	-0,753409162	5
25		0,003077835	#DIV/0!	2,027	#DIV/0!	-0,743599609	0
26		0,010263352	2,0	2,156	1,667	-0,204464221	4
27		0,009294288	#DIV/0!	2,003	#DIV/0!	-0,083354242	0
28		0,004430301	#DIV/0!	1,976	#DIV/0!	-0,206265353	0
29		0,006896664	2,0	2,141	1,333	-0,427213585	3
30		0,001799195	4,0	2,065	4,667	0,177945156	3
31		0,003344699	#DIV/0!	1,911	#DIV/0!	-0,402882698	0
32		0,004550125	#DIV/0!	2,010	#DIV/0!	-0,259471569	0
33		0,005438173	3,5	1,991	2,333	-0,054862963	3
34		0,006256122	2,0	1,858	1,667	-0,133082711	4
35		0,009897748	#DIV/0!	2,042	#DIV/0!	-0,461050031	0
36		0,004796059	5,0	1,643	4,667	-0,978338220	4
37		0,003618457	3,5	1,879	3,667	-0,342913994	3
38		0,002623648	3,5	1,759	3,667	-0,402367683	2
39		0,004613624	2,0	1,580	2,667	-0,222650341	5
40		0,010184742	5,0	1,814	4,667	-0,439317537	3
41		0,004942105	3,5	1,916	2,000	-0,361962950	1
42		0,007833596	3,0	1,771	1,667	0,015775987	4
43		0,004691919	4,0	1,800	3,333	-0,180050616	3
44		0,011454511	#DIV/0!	2,379	#DIV/0!	-0,204065924	0
45		0,008963244	2,0	1,742	2,667	-0,536926862	2
46		0,005848464	2,0	1,623	1,333	-0,051487947	k. A.
47		0,002525617	2,0	2,103	1,667	-0,675212727	4

8.2 Banks' 2011 balance sheet and income statement

1 / 72

KURZNAME	Institutskurzname	1	2	3	4	5	6
BVNR	BV-Nr	21002	21004	21007	21010	21015	21016
E010101	Aktiva Kasse	23.000	8.803	6.620	37.528	6.647	11.335
E010102	Aktiva Ford. an Kl Lfd. Konten	10.928	6.684	13.047	48.660	1.362	433
E010103	Aktiva Ford. an Kl Tagesgeld, unter 1 Mon.	57.193	17.131	24.231	51.546	26.032	55.557
E010104	Aktiva Ford. an Kl 1 Mon. bis zu 1 Jahr	77.600	28.778	5.794	37.833	65.453	48.091
E010105	Aktiva Ford. an Kl über 1 Jahr	0	0	0	0	0	0
E010106	Aktiva Ford. an Kl Wechselkredite	0	0	0	0	0	0
E010107	Aktiva Eigene WP Festverzinsliche	753.129	179.025	221.171	479.372	150.216	390.773
E010108	Aktiva Eigene WP Sonstige verzinsliche	8.563	0	46.953	239.004	0	67.432
E010109	Aktiva Eigene WP Aktien, Investmentfonds, Sonstige	59.560	39.161	23.366	218.813	20	79.467
E010110	Aktiva Eigene WP Handelsaktiva	0	0	0	0	566	0
E010111	Aktiva Eigene WP Erworbene Schuldscheine, Namenssc	224.375	0	60.868	94.189	85.236	12.500
E010112	Aktiva Wechsel/Akzeptkredite	28	0	0	44	0	0
E010113	Aktiva Forderungen an Privatkunden Kontokorrentkre	29.169	5.025	11.152	23.496	3.689	13.654
E010114	Aktiva Forderungen an Privatkunden Konsumentenkred	62.572	20.418	25.258	106.110	20.147	79.389
E010115	Aktiva Wohnungsbaukredite bis zu 5 J.	5.206	1.053	1.263	6.583	2.123	5.215
E010116	Aktiva Wohnungsbaukredite über 5 Jahre	357.701	73.585	209.558	637.083	90.128	450.222
E010117	Aktiva Ford. an Geschäftskunden Kontokorrentkredit	28.654	8.785	9.033	47.208	9.969	34.137
E010118	Aktiva Ford. an Geschäftskunden Wohnungsbaukredite	2.357	706	301	3.108	382	3.315
E010119	Aktiva Ford. an Geschäftskunden Wohnungsbaukredite	154.146	31.360	64.617	181.988	35.633	136.928
E010120	Aktiva Sonst. Kredite bis zu 5 J.	10.131	2.961	3.345	73.719	3.782	7.876
E010121	Aktiva Sonst. Kredite über 5 Jahre	278.424	99.615	84.036	234.215	77.938	154.429
E010122	Aktiva Ford. an öffentl. Haushalte Kontokorrentkre	9.770	451	137	642	3.087	366
E010123	Aktiva Ford. an öffentl. Haushalte Sonst. Kredite	73.098	5.169	64.814	78.494	17.269	8.327
E010124	Aktiva Weiterleitungs darlehen	99.658	27.719	38.873	96.221	23.718	107.004
E010125	Aktiva Ausgleichsforderungen	0	0	0	0	0	0
E010126	Aktiva Treuhandkredite	3.369	2.509	1.426	12.118	6.016	40.451
E010127	Aktiva Beteiligungen	22.523	8.208	10.828	31.814	5.333	18.985
E010128	Aktiva Sachanlagen	38.198	7.103	17.292	16.546	18.021	32.842
E010129	Aktiva G.u.V.Saldo aktivisch	3.137	792	725	1.789	688	589
E010130	Aktiva übrige	66.005	10.441	15.399	52.733	29.576	38.721
E010181	Aktiva Ford. an Kl insgesamt	145.721	52.593	43.072	138.039	92.847	104.081
E010182	Aktiva Tagesgeld, befristete Forderungen insgesamt	134.793	45.909	30.025	89.379	91.485	103.648
E010183	Aktiva Eigene Wertpapiere insgesamt	1.045.627	218.186	352.358	1.031.378	236.038	550.172
E010184	Aktiva Eigenanlagen insgesamt	1.191.348	270.779	395.430	1.169.417	328.885	654.253
E010185	Aktiva Forderungen an Privatkunden insgesamt	454.648	100.081	247.231	773.272	116.087	548.480
E010186	Aktiva Wohnungsbaukredite insgesamt	519.410	106.704	275.739	828.762	128.266	595.680
E010187	Aktiva Forderungen an Geschäftskunden insgesamt	473.712	143.427	161.332	540.238	127.704	336.685
E010188	Aktiva Kontokorrentkredite insgesamt	67.593	14.261	20.322	71.346	16.745	48.157
E010189	Aktiva Forderungen an öffentliche Haushalte insges	82.868	5.620	64.951	79.136	20.356	8.693
E010190	Aktiva Forderungen an Kunden (!) insgesamt	1.011.256	249.128	473.514	1.392.690	264.147	893.858
E010191	Aktiva Forderungen an Kunden (!!) insgesamt	1.110.914	276.847	512.387	1.488.911	287.865	1.000.862
E010192	Aktiva Restliche Aktivpositionen insgesamt	156.232	37.856	52.290	152.528	66.281	142.923
E010193	Kennzahlensystem Aktiva Kunden-DBS	2.034.141	452.875	864.235	2.296.276	498.225	1.430.144
E010194	Kennzahlensystem Aktiva NichtKunden-DBS	312.436	93.379	57.314	345.467	157.260	272.803
E010195	Kennzahlensystem Aktiva Aktivüberhang Kundengeschä	0	0	0	0	0	0
E010199	Aktiva Summe der Aktiva (DBS)	2.458.494	585.482	960.107	2.810.856	683.031	1.798.038

		2 / 72					
KURZNAME	Institutskurzname	7	8	9	10	11	12
BVNR	BV-Nr	21021	21022	21030	21031	22033	22035
E010101	Aktiva Kasse	7.628	4.622	4.777	9.005	6.184	5.309
E010102	Aktiva Ford. an Kl Lfd. Konten	7.361	6.721	8.021	4.641	7.684	1.891
E010103	Aktiva Ford. an Kl Tagesgeld, unter 1 Mon.	12.133	14.265	10.770	34.356	29.699	10.240
E010104	Aktiva Ford. an Kl 1 Mon. bis zu 1 Jahr	34.254	430	7.691	18.991	8.750	15.083
E010105	Aktiva Ford. an Kl über 1 Jahr	0	15.000	27.375	0	3.948	0
E010106	Aktiva Ford. an Kl Wechselkredite	0	0	0	0	0	0
E010107	Aktiva Eigene WP Festverzinsliche	215.240	325.843	127.846	496.114	329.601	264.137
E010108	Aktiva Eigene WP Sonstige verzinsliche	0	0	20.567	3.072	0	0
E010109	Aktiva Eigene WP Aktien, Investmentfonds, Sonstige	39.122	0	42.280	9.026	64.615	97.464
E010110	Aktiva Eigene WP Handelsaktiva	0	0	0	0	0	0
E010111	Aktiva Eigene WP Erworbene Schuldscheine, Namenssc	0	20.500	15.000	52.138	0	35.479
E010112	Aktiva Wechsel/Akzeptkredite	0	0	0	0	0	0
E010113	Aktiva Forderungen an Privatkunden Kontokorrentkre	3.584	5.581	5.032	7.328	5.120	7.700
E010114	Aktiva Forderungen an Privatkunden Konsumentenkred	14.739	9.376	9.989	13.405	30.282	19.074
E010115	Aktiva Wohnungsbaukredite bis zu 5 J.	931	347	1.997	1.040	2.862	688
E010116	Aktiva Wohnungsbaukredite über 5 Jahre	70.161	52.114	103.961	155.315	100.603	71.264
E010117	Aktiva Ford. an Geschäftskunden Kontokorrentkredit	5.315	3.491	3.896	13.199	8.322	5.404
E010118	Aktiva Ford. an Geschäftskunden Wohnungsbaukredite	363	84	276	893	403	268
E010119	Aktiva Ford. an Geschäftskunden Wohnungsbaukredite	40.820	16.987	27.552	58.752	28.661	22.605
E010120	Aktiva Sonst. Kredite bis zu 5 J.	1.642	795	1.876	10.716	4.371	999
E010121	Aktiva Sonst. Kredite über 5 Jahre	43.692	19.932	24.557	83.274	68.330	29.567
E010122	Aktiva Ford. an öffentl. Haushalte Kontokorrentkre	1.750	3.475	300	12.274	4.818	25.794
E010123	Aktiva Ford. an öffentl. Haushalte Sonst. Kredite	31.281	10.440	8.742	20.133	40.040	45.336
E010124	Aktiva Weiterleitungs darlehen	30.868	14.389	29.703	77.035	48.539	26.242
E010125	Aktiva Ausgleichsforderungen	0	0	0	0	0	0
E010126	Aktiva Treuhandkredite	5.391	59.579	12.797	5.491	2.212	2.666
E010127	Aktiva Beteiligungen	5.360	6.942	5.384	17.588	2.210	1.636
E010128	Aktiva Sachanlagen	6.622	7.833	3.697	14.301	11.867	7.361
E010129	Aktiva G u. V. Saldo aktivisch	0	2.194	677	260	1.299	1.831
E010130	Aktiva übrige	6.624	11.034	5.448	29.652	1.972	12.853
E010181	Aktiva Ford. an Kl insgesamt	53.748	36.416	53.857	57.988	50.081	27.214
E010182	Aktiva Tagesgeld, befristete Forderungen insgesamt	46.387	29.695	45.836	53.347	42.397	25.323
E010183	Aktiva Eigene Wertpapiere insgesamt	254.362	346.343	205.693	560.350	394.216	397.080
E010184	Aktiva Eigenanlagen insgesamt	308.110	382.759	259.550	618.338	444.297	424.294
E010185	Aktiva Forderungen an Privatkunden insgesamt	89.415	67.418	120.979	177.088	138.867	98.726
E010186	Aktiva Wohnungsbaukredite insgesamt	112.275	69.532	133.786	216.000	132.529	94.825
E010187	Aktiva Forderungen an Geschäftskunden insgesamt	91.832	41.289	58.157	166.834	110.087	58.843
E010188	Aktiva Kontokorrentkredite insgesamt	10.649	12.547	9.228	32.801	18.260	38.898
E010189	Aktiva Forderungen an öffentliche Haushalte insges	33.031	13.915	9.042	32.407	44.858	71.130
E010190	Aktiva Forderungen an Kunden (I) insgesamt	214.278	122.622	188.178	376.329	293.812	228.699
E010191	Aktiva Forderungen an Kunden (II) insgesamt	245.146	137.011	217.881	453.364	342.351	254.941
E010192	Aktiva Restliche Aktivpositionen insgesamt	31.625	92.204	32.780	76.297	25.744	31.656
E010193	Kennzahlensystem Aktiva Kunden-DBS	496.244	447.955	430.731	1.002.918	690.967	564.555
E010194	Kennzahlensystem Aktiva NichtKunden-DBS	48.194	132.669	58.093	98.037	79.196	112.236
E010195	Kennzahlensystem Aktiva Aktivüberhang Kundengeschä	0	0	0	0	0	0
E010199	Aktiva Summe der Aktiva (DBS)	584.881	611.974	510.211	1.147.999	812.392	710.891

3 / 72

KURZNAME	Institutskurzname	13	14	15	16	17	18
BVNR	BV-Nr	22038	22050	22051	22053	22056	22058
E010101	Aktiva Kasse	7.135	59.640	3.060	17.590	10.986	22.503
E010102	Aktiva Ford. an Kl Lfd. Konten	3.225	10.876	7.994	37.602	42.347	9.536
E010103	Aktiva Ford. an Kl Tagesgeld, unter 1 Mon.	27.861	180.401	5.918	30.475	22.051	52.045
E010104	Aktiva Ford. an Kl 1 Mon. bis zu 1 Jahr	16.696	254.602	4.417	106.972	51.583	4.616
E010105	Aktiva Ford. an Kl über 1 Jahr	3.278	5.624	3.831	10.695	0	1.782
E010106	Aktiva Ford. an Kl Wechselkredite	0	0	0	0	0	0
E010107	Aktiva Eigene WP Festverzinsliche	227.203	2.603.749	103.724	519.874	279.328	1.039.022
E010108	Aktiva Eigene WP Sonstige verzinsliche	138	771.517	18.627	11.617	25.123	66.053
E010109	Aktiva Eigene WP Aktien, Investmentfonds, Sonstige	173.538	1.659.883	74.304	0	183.793	230.136
E010110	Aktiva Eigene WP Handelsaktiva	8.789	12.771	0	660	0	785
E010111	Aktiva Eigene WP Erworbene Schuldscheine, Namenssc	70.000	1.182.215	45.000	0	164.789	45.000
E010112	Aktiva Wechsel/Akzeptkredite	0	3	0	0	23	0
E010113	Aktiva Forderungen an Privatkunden Kontokorrentkre	8.477	78.200	2.470	7.934	14.723	20.680
E010114	Aktiva Forderungen an Privatkunden Konsumentkred	20.164	112.303	10.706	39.762	19.489	50.875
E010115	Aktiva Wohnungsbaukredite bis zu 5 J.	3.079	7.704	1.181	394	483	1.725
E010116	Aktiva Wohnungsbaukredite über 5 Jahre	109.004	871.481	65.466	199.677	195.074	198.201
E010117	Aktiva Ford. an Geschäftskunden Kontokorrentkredit	14.601	69.370	9.310	8.762	11.774	16.251
E010118	Aktiva Ford. an Geschäftskunden Wohnungsbaukredite	934	10.646	332	122	654	908
E010119	Aktiva Ford. an Geschäftskunden Wohnungsbaukredite	42.365	469.442	24.386	56.377	56.125	78.863
E010120	Aktiva Sonst. Kredite bis zu 5 J.	14.447	58.227	3.174	3.490	7.683	6.361
E010121	Aktiva Sonst. Kredite über 5 Jahre	68.407	382.354	30.631	70.574	65.710	95.597
E010122	Aktiva Ford. an öffentl. Haushalte Kontokorrentkre	5.450	67.940	3	129	1.208	36.809
E010123	Aktiva Ford. an öffentl. Haushalte Sonst. Kredite	34.573	46.807	23.480	31.718	85.464	73.490
E010124	Aktiva Weiterleitungs darlehen	58.856	189.166	15.984	65.563	17.194	68.745
E010125	Aktiva Ausgleichsforderungen	0	0	0	0	0	0
E010126	Aktiva Treuhandkredite	4.561	4.447	0	0	492	1.901
E010127	Aktiva Beteiligungen	2.343	55.226	2.458	2.385	2.639	5.251
E010128	Aktiva Sachanlagen	15.127	42.364	1.183	16.078	9.765	15.457
E010129	Aktiva G u. V. Saldo aktivisch	865	16.329	684	1.802	2.330	4.564
E010130	Aktiva übrige	24.775	120.574	5.597	17.382	21.036	89.382
E010181	Aktiva Ford. an Kl insgesamt	51.060	451.503	22.160	185.744	115.981	67.979
E010182	Aktiva Tagesgeld, befristete Forderungen insgesamt	47.835	440.627	14.166	148.142	73.634	58.443
E010183	Aktiva Eigene Wertpapiere insgesamt	479.668	6.230.135	241.655	532.151	653.033	1.380.996
E010184	Aktiva Eigenanlagen insgesamt	530.728	6.681.638	263.815	717.895	769.014	1.448.975
E010185	Aktiva Forderungen an Privatkunden insgesamt	140.724	1.069.688	79.823	247.767	229.769	271.481
E010186	Aktiva Wohnungsbaukredite insgesamt	155.382	1.359.273	91.365	256.570	252.336	279.697
E010187	Aktiva Forderungen an Geschäftskunden insgesamt	140.754	990.039	67.833	139.325	141.946	197.980
E010188	Aktiva Kontokorrentkredite insgesamt	28.528	215.510	11.783	16.825	27.705	73.740
E010189	Aktiva Forderungen an öffentliche Haushalte insges	40.023	114.747	23.483	31.847	86.672	110.299
E010190	Aktiva Forderungen an Kunden (I) insgesamt	321.501	2.174.477	171.139	418.939	458.410	579.760
E010191	Aktiva Forderungen an Kunden (II) insgesamt	380.357	2.363.643	187.123	484.502	475.604	648.505
E010192	Aktiva Restliche Aktivpostitionen insgesamt	54.806	298.580	12.982	55.237	47.248	139.058
E010193	Kennzahlensystem Aktiva Kunden-DBS	712.607	7.767.429	404.198	1.100.909	1.124.850	1.947.085
E010194	Kennzahlensystem Aktiva NichtKunden-DBS	196.647	865.039	44.555	89.730	88.757	184.207
E010195	Kennzahlensystem Aktiva Aktivüberhang Kundengeschä	0	0	0	0	0	0
E010199	Aktiva Summe der Aktiva (DBS)	965.891	9.343.861	463.920	1.257.634	1.291.866	2.236.538

4 / 72

KURZNAME	Institutskurzname	19	20	21	22	23	24
BVNR	BV-Nr	22062	22064	22072	23074	23078	23082
E010101	Aktiva Kasse	7.139	9.775	11.373	5.540	8.424	21.680
E010102	Aktiva Ford. an Kl Lfd. Konten	21.624	899	3.314	652	6.926	6.266
E010103	Aktiva Ford. an Kl Tagesgeld, unter 1 Mon.	35.325	21.733	50.914	10.804	25.247	35.186
E010104	Aktiva Ford. an Kl 1 Mon. bis zu 1 Jahr	8.153	1.667	68.159	20.750	30.600	31.955
E010105	Aktiva Ford. an Kl über 1 Jahr	44.164	19.556	110	309	40.917	55.111
E010106	Aktiva Ford. an Kl Wechselkredite	0	0	0	0	0	0
E010107	Aktiva Eigene WP Festverzinsliche	905.738	519.321	1.652.791	149.674	253.101	507.349
E010108	Aktiva Eigene WP Sonstige verzinsliche	74	185.285	0	0	439	0
E010109	Aktiva Eigene WP Aktien, Investmentfonds, Sonstige	8.450	43.728	0	53.104	81.459	252.315
E010110	Aktiva Eigene WP Handelsaktiva	0	0	15.486	0	0	0
E010111	Aktiva Eigene WP Erworbene Schuldscheine, Namenssc	57.264	75.949	0	73.813	175.861	68.938
E010112	Aktiva Wechsel/Akzeptkredite	73	0	0	184	31	0
E010113	Aktiva Forderungen an Privatkunden Kontokorrentkre	8.333	8.244	41.924	7.428	9.275	17.318
E010114	Aktiva Forderungen an Privatkunden Konsumentkred	14.969	51.845	38.066	26.182	36.336	65.845
E010115	Aktiva Wohnungsbaukredite bis zu 5 J.	866	1.583	1.751	4.693	961	4.340
E010116	Aktiva Wohnungsbaukredite über 5 Jahre	100.568	194.268	246.842	161.991	182.077	274.628
E010117	Aktiva Ford. an Geschäftskunden Kontokorrentkredit	22.497	24.342	22.955	21.712	10.433	37.367
E010118	Aktiva Ford. an Geschäftskunden Wohnungsbaukredite	177	367	1.153	675	491	1.590
E010119	Aktiva Ford. an Geschäftskunden Wohnungsbaukredite	34.361	40.537	113.146	53.102	47.595	94.805
E010120	Aktiva Sonst. Kredite bis zu 5 J.	8.779	9.321	4.012	1.676	16.178	18.322
E010121	Aktiva Sonst. Kredite über 5 Jahre	87.445	117.622	129.158	86.439	80.307	230.007
E010122	Aktiva Ford. an öffentl. Haushalte Kontokorrentkre	9.142	22.553	68	3.066	24.043	34.378
E010123	Aktiva Ford. an öffentl. Haushalte Sonst. Kredite	20.167	38.092	9.737	78.620	41.067	145.890
E010124	Aktiva Weiterleitungs darlehen	57.635	30.496	43.834	34.236	29.631	76.112
E010125	Aktiva Ausgleichsforderungen	0	0	0	0	0	0
E010126	Aktiva Treuhandkredite	41	288	0	33.273	8.267	79.046
E010127	Aktiva Beteiligungen	3.433	3.401	4.905	6.384	12.703	24.418
E010128	Aktiva Sachanlagen	28.465	9.955	43.726	9.137	26.489	16.961
E010129	Aktiva G u V Saldo aktivisch	2.976	558	10.493	436	1.395	1.336
E010130	Aktiva übrige	27.110	18.034	16.666	29.205	23.764	73.565
E010181	Aktiva Ford. an Kl insgesamt	109.266	43.855	122.497	32.515	103.690	128.518
E010182	Aktiva Tagesgeld, befristete Forderungen insgesamt	87.642	42.956	119.183	31.863	96.764	122.252
E010183	Aktiva Eigene Wertpapiere insgesamt	971.526	824.283	1.668.277	276.591	510.860	828.602
E010184	Aktiva Eigenanlagen insgesamt	1.080.792	868.138	1.790.774	309.106	614.550	957.120
E010185	Aktiva Forderungen an Privatkunden insgesamt	124.736	255.940	328.583	200.294	228.649	362.131
E010186	Aktiva Wohnungsbaukredite insgesamt	135.972	236.755	362.892	220.461	231.124	375.363
E010187	Aktiva Forderungen an Geschäftskunden insgesamt	153.259	192.189	270.424	163.604	155.004	382.091
E010188	Aktiva Kontokorrentkredite insgesamt	39.972	55.139	64.947	32.206	43.751	89.063
E010189	Aktiva Forderungen an öffentliche Haushalte insges	29.309	60.645	9.805	81.686	65.110	180.268
E010190	Aktiva Forderungen an Kunden (I) insgesamt	307.377	508.774	608.812	445.768	448.794	924.490
E010191	Aktiva Forderungen an Kunden (II) insgesamt	365.012	539.270	652.646	480.004	478.425	1.000.602
E010192	Aktiva Restliche Aktivpositionen insgesamt	69.164	42.011	87.163	83.975	81.042	217.006
E010193	Kennzahlensystem Aktiva Kunden-DBS	1.126.745	1.169.021	2.076.585	679.886	939.160	1.697.839
E010194	Kennzahlensystem Aktiva NichtKunden-DBS	298.335	205.891	237.090	151.711	172.159	333.565
E010195	Kennzahlensystem Aktiva Aktivüberhang Kundengeschä	0	0	0	0	0	0
E010199	Aktiva Summe der Aktiva (DBS)	1.514.968	1.449.419	2.530.583	873.085	1.174.017	2.174.728

		5 / 72					
KURZNAME	Institutskurzname	25	26	27	28	29	30
BVNR	BV-Nr	23086	23089	23091	23094	23097	23098
E010101	Aktiva Kasse	11.762	5.719	14.105	13.033	5.965	12.178
E010102	Aktiva Ford. an Kl Lfd. Konten	8.486	15.588	477	25.166	3.879	6.300
E010103	Aktiva Ford. an Kl Tagesgeld, unter 1 Mon.	27.530	22.699	66.097	24.014	25.028	30.744
E010104	Aktiva Ford. an Kl 1 Mon. bis zu 1 Jahr	0	31.306	22.597	12.935	8.792	18.389
E010105	Aktiva Ford. an Kl über 1 Jahr	0	0	7.500	7.016	0	14.944
E010106	Aktiva Ford. an Kl Wechselkredite	0	0	0	0	0	0
E010107	Aktiva Eigene WP Festverzinsliche	645.418	139.213	902.801	392.488	270.258	310.543
E010108	Aktiva Eigene WP Sonstige verzinsliche	4.335	16.549	60	0	21.209	64.980
E010109	Aktiva Eigene WP Aktien, Investmentfonds, Sonstige	23.759	38.502	108.487	167.015	56	2.765
E010110	Aktiva Eigene WP Handelsaktiva	0	0	0	0	0	0
E010111	Aktiva Eigene WP Erworbene Schuldscheine, Namenssc	169.814	68.667	0	143.002	133.167	247.332
E010112	Aktiva Wechsel/Akzeptkredite	167	0	0	0	0	0
E010113	Aktiva Forderungen an Privatkunden Kontokorrentkre	9.668	5.914	10.229	7.894	4.302	10.597
E010114	Aktiva Forderungen an Privatkunden Konsumentencred	37.152	32.826	44.322	18.172	11.056	45.044
E010115	Aktiva Wohnungsbaukredite bis zu 5 J.	1.242	183	3.356	2.165	881	11.116
E010116	Aktiva Wohnungsbaukredite über 5 Jahre	151.121	108.402	249.692	96.491	76.745	219.149
E010117	Aktiva Ford. an Geschäftskunden Kontokorrentkredit	11.360	15.786	12.468	8.923	11.422	14.005
E010118	Aktiva Ford. an Geschäftskunden Wohnungsbaukredite	362	159	7.967	964	142	2.901
E010119	Aktiva Ford. an Geschäftskunden Wohnungsbaukredite	33.445	33.292	121.518	42.531	47.740	62.838
E010120	Aktiva Sonst. Kredite bis zu 5 J.	3.417	1.182	22.198	8.048	968	10.975
E010121	Aktiva Sonst. Kredite über 5 Jahre	55.464	55.394	114.181	93.015	46.099	77.694
E010122	Aktiva Ford. an öffentl. Haushalte Kontokorrentkre	2.003	5.346	16.617	14.362	534	8.160
E010123	Aktiva Ford. an öffentl. Haushalte Sonst. Kredite	59.302	54.773	80.494	75.962	17.773	11.453
E010124	Aktiva Weiterleitungs darlehen	44.097	17.543	56.459	23.517	35.357	45.927
E010125	Aktiva Ausgleichsforderungen	0	0	0	0	0	0
E010126	Aktiva Treuhandkredite	1.176	14.761	891	13.896	16.450	8.220
E010127	Aktiva Beteiligungen	14.571	4.758	15.211	9.825	5.225	10.611
E010128	Aktiva Sachanlagen	15.444	11.185	30.482	13.443	17.343	8.663
E010129	Aktiva G u. V. Saldo aktivisch	3.039	728	2.866	2.094	485	1.901
E010130	Aktiva übrige	25.119	19.113	25.959	16.713	18.285	28.810
E010181	Aktiva Ford. an Kl insgesamt	36.016	69.593	96.671	69.131	37.699	70.377
E010182	Aktiva Tagesgeld, befristete Forderungen insgesamt	27.530	54.005	96.194	43.965	33.820	64.077
E010183	Aktiva Eigene Wertpapiere insgesamt	843.326	262.931	1.011.348	702.505	424.690	625.620
E010184	Aktiva Eigenanlagen insgesamt	879.342	332.524	1.108.019	771.636	462.389	695.997
E010185	Aktiva Forderungen an Privatkunden insgesamt	199.183	147.325	307.599	124.722	92.684	285.906
E010186	Aktiva Wohnungsbaukredite insgesamt	186.170	142.036	382.533	142.151	125.208	296.004
E010187	Aktiva Forderungen an Geschäftskunden insgesamt	104.048	105.813	278.332	153.481	106.371	168.413
E010188	Aktiva Kontokorrentkredite insgesamt	23.031	27.046	39.314	31.179	16.258	32.762
E010189	Aktiva Forderungen an öffentliche Haushalte insges	61.305	60.119	97.111	90.324	18.307	19.613
E010190	Aktiva Forderungen an Kunden (I) insgesamt	364.703	313.257	683.042	368.527	217.362	473.932
E010191	Aktiva Forderungen an Kunden (II) insgesamt	408.800	330.800	739.501	392.044	252.719	519.859
E010192	Aktiva Restliche Aktivpositionen insgesamt	71.111	56.264	89.514	69.004	63.753	70.383
E010193	Kennzahlensystem Aktiva Kunden-DBS	1.139.606	603.832	1.700.860	1.038.659	641.115	1.054.352
E010194	Kennzahlensystem Aktiva NichtKunden-DBS	154.986	89.954	144.158	113.923	104.532	179.627
E010195	Kennzahlensystem Aktiva Aktivüberhang Kundengeschä	0	0	0	0	0	0
E010199	Aktiva Summe der Aktiva (DBS)	1.359.253	719.588	1.937.034	1.232.684	778.861	1.286.239

		6 / 72					
KURZNAME	Institutskurzname	31	32	33	34	35	
BVNR	BV-Nr	23100	23104	23109	23111	25046	25150
E010101	Aktiva Kasse	18.026	17.222	17.782	26.627	9.455	22.931
E010102	Aktiva Ford. an KI Lfd. Konten	15.239	2.132	18.152	8.897	1.452	1.824
E010103	Aktiva Ford. an KI Tagesgeld, unter 1 Mon.	32.222	28.071	36.192	70.112	17.165	46.751
E010104	Aktiva Ford. an KI 1 Mon. bis zu 1 Jahr	52.403	0	34.167	258.881	3.444	0
E010105	Aktiva Ford. an KI über 1 Jahr	34.917	7.767	0	5.000	0	15.000
E010106	Aktiva Ford. an KI Wechselkredite	0	0	0	0	0	0
E010107	Aktiva Eigene WP Festverzinsliche	432.406	1.009.625	769.161	1.464.232	386.499	1.390.075
E010108	Aktiva Eigene WP Sonstige verzinsliche	0	0	27.368	0	143.812	169
E010109	Aktiva Eigene WP Aktien, Investmentfonds, Sonstige	208.654	33.308	63.253	339.595	250.341	77.000
E010110	Aktiva Eigene WP Handelsaktiva	0	0	0	0	0	73
E010111	Aktiva Eigene WP Erworbene Schuldscheine, Namenssc	213.959	188.706	138.111	87.929	164.921	210.764
E010112	Aktiva Wechsel/Akzeptkredite	0	0	0	0	0	0
E010113	Aktiva Forderungen an Privatkunden Kontokorrentkre	15.291	21.162	7.586	32.661	7.509	18.228
E010114	Aktiva Forderungen an Privatkunden Konsumentkred	88.076	31.827	26.813	81.228	26.466	59.825
E010115	Aktiva Wohnungsbaukredite bis zu 5 J.	1.398	1.071	4.153	1.011	417	1.369
E010116	Aktiva Wohnungsbaukredite über 5 Jahre	386.604	149.886	211.510	283.856	65.716	190.021
E010117	Aktiva Ford. an Geschäftskunden Kontokorrentkredit	16.841	12.076	12.532	33.756	15.717	27.718
E010118	Aktiva Ford. an Geschäftskunden Wohnungsbaukredite	937	606	1.340	2.575	286	1.367
E010119	Aktiva Ford. an Geschäftskunden Wohnungsbaukredite	144.818	47.221	59.471	138.221	49.779	98.836
E010120	Aktiva Sonst. Kredite bis zu 5 J.	8.821	10.777	12.774	26.472	2.341	12.815
E010121	Aktiva Sonst. Kredite über 5 Jahre	191.575	106.620	90.337	239.703	104.016	174.375
E010122	Aktiva Ford. an öffentl. Haushalte Kontokorrentkre	20.967	12.958	3.451	4.840	33	2.695
E010123	Aktiva Ford. an öffentl. Haushalte Sonst. Kredite	190.020	146.565	67.705	152.403	10	85.931
E010124	Aktiva Weiterleitungs darlehen	57.240	53.949	38.432	99.164	15.856	70.459
E010125	Aktiva Ausgleichsforderungen	0	0	0	0	0	0
E010126	Aktiva Treuhandkredite	8.642	31.852	57.858	51.092	219	1.583
E010127	Aktiva Beteiligungen	24.677	22.172	18.300	32.894	4.762	17.481
E010128	Aktiva Sachanlagen	24.023	19.258	26.288	47.452	25.929	40.567
E010129	Aktiva G u. V. Saldo aktivisch	2.121	6.433	3.553	3.906	746	8.896
E010130	Aktiva übrige	57.601	18.028	43.443	93.759	24.037	48.239
E010181	Aktiva Ford. an KI insgesamt	134.781	37.970	88.511	342.890	22.061	63.575
E010182	Aktiva Tagesgeld, befristete Forderungen insgesamt	119.542	35.838	70.359	333.993	20.609	61.751
E010183	Aktiva Eigene Wertpapiere insgesamt	855.019	1.231.639	997.893	1.891.756	945.573	1.678.081
E010184	Aktiva Eigenanlagen insgesamt	989.800	1.269.609	1.086.404	2.234.646	967.634	1.741.656
E010185	Aktiva Forderungen an Privatkunden insgesamt	491.369	203.946	250.062	398.756	100.108	269.443
E010186	Aktiva Wohnungsbaukredite insgesamt	533.757	198.784	276.474	425.663	116.298	291.593
E010187	Aktiva Forderungen an Geschäftskunden insgesamt	362.992	177.300	176.454	440.727	172.239	315.111
E010188	Aktiva Kontokorrentkredite insgesamt	53.099	46.196	23.569	71.257	23.259	48.641
E010189	Aktiva Forderungen an öffentliche Haushalte insges	210.987	159.523	71.156	157.243	43	88.626
E010190	Aktiva Forderungen an Kunden (I) insgesamt	1.065.348	540.769	497.672	996.726	272.390	673.180
E010191	Aktiva Forderungen an Kunden (II) insgesamt	1.122.588	594.718	536.104	1.095.890	288.246	743.639
E010192	Aktiva Restliche Aktivpositionen insgesamt	135.090	114.965	167.224	255.730	65.148	139.697
E010193	Kennzahlensystem Aktiva Kunden-DBS	1.690.983	1.638.746	1.394.338	2.933.923	888.080	2.272.696
E010194	Kennzahlensystem Aktiva NichtKunden-DBS	439.737	236.192	293.042	532.712	381.532	237.774
E010195	Kennzahlensystem Aktiva Aktivüberhang Kundengeschä	0	0	0	0	0	0
E010199	Aktiva Summe der Aktiva (DBS)	2.247.478	1.979.292	1.789.732	3.586.266	1.321.028	2.624.992

		7/72					
KURZNAME	Institutskurzname	37	38	39	40	41	42
BVNR	BV-Nr	25153	25156	25158	25167	25168	25174
E010101	Aktiva Kasse	13.685	19.515	69.520	5.188	6.861	67.731
E010102	Aktiva Ford. an KI Lfd. Konten	351	2.846	6.690	1.882	2.158	8.223
E010103	Aktiva Ford. an KI Tagesgeld, unter 1 Mon.	41.942	41.618	218.704	9.969	42.309	158.182
E010104	Aktiva Ford. an KI 1 Mon. bis zu 1 Jahr	13.833	60.689	1.009.047	12.986	39.552	665.101
E010105	Aktiva Ford. an KI über 1 Jahr	0	1.123	369.167	0	0	7.556
E010106	Aktiva Ford. an KI Wechselkredite	0	0	0	0	0	0
E010107	Aktiva Eigene WP Festverzinsliche	550.634	555.874	3.088.736	345.961	473.657	1.634.070
E010108	Aktiva Eigene WP Sonstige verzinsliche	94.647	43.328	1.406.104	28	0	1.612.585
E010109	Aktiva Eigene WP Aktien, Investmentfonds, Sonstige	212.995	211.345	1.364.379	43.576	46.282	366.203
E010110	Aktiva Eigene WP Handelsaktiva	299	9.713	3.587	0	0	4.390
E010111	Aktiva Eigene WP Erworbene Schuldscheine, Namenssc	8.000	465.282	482.785	97.556	13.056	1.198.406
E010112	Aktiva Wechsel/Akzeptkredite	0	0	0	0	0	0
E010113	Aktiva Forderungen an Privatkunden Kontokorrentkre	7.726	21.184	70.411	3.585	3.573	47.876
E010114	Aktiva Forderungen an Privatkunden Konsumentencred	14.147	51.809	206.164	20.092	17.015	262.564
E010115	Aktiva Wohnungsbaukredite bis zu 5 J.	624	2.170	9.918	841	83	4.312
E010116	Aktiva Wohnungsbaukredite über 5 Jahre	105.266	185.141	912.476	67.373	41.574	782.961
E010117	Aktiva Ford. an Geschäftskunden Kontokorrentkredit	22.706	24.284	95.326	10.117	3.454	120.793
E010118	Aktiva Ford. an Geschäftskunden Wohnungsbaukredite	464	2.040	6.927	355	46	2.377
E010119	Aktiva Ford. an Geschäftskunden Wohnungsbaukredite	48.492	91.829	237.087	35.450	11.940	275.868
E010120	Aktiva Sonst. Kredite bis zu 5 J.	2.189	9.189	206.681	7.661	305	117.246
E010121	Aktiva Sonst. Kredite über 5 Jahre	91.587	157.603	811.298	39.090	23.878	551.338
E010122	Aktiva Ford. an öffentl. Haushalte Kontokorrentkre	1.032	757	1.685	1.246	600	2.518
E010123	Aktiva Ford. an öffentl. Haushalte Sonst. Kredite	61.477	71.700	279.054	32.194	34.608	225.015
E010124	Aktiva Weiterleitungs darlehen	48.086	83.198	193.090	35.013	30.517	161.488
E010125	Aktiva Ausgleichsforderungen	0	0	0	0	0	0
E010126	Aktiva Treuhandkredite	142	303	1.600	0	63	1.284
E010127	Aktiva Beteiligungen	11.416	10.878	55.876	3.707	2.353	63.793
E010128	Aktiva Sachanlagen	31.059	46.162	128.554	7.691	8.596	127.165
E010129	Aktiva G u. V. Saldo aktivisch	31	3.451	6.715	12	1.145	11.480
E010130	Aktiva übrige	24.345	52.943	108.323	17.826	12.453	148.412
E010181	Aktiva Ford. an KI insgesamt	56.126	106.276	1.603.608	24.837	84.019	839.062
E010182	Aktiva Tagesgeld, befristete Forderungen insgesamt	55.775	103.430	1.596.918	22.955	81.861	830.839
E010183	Aktiva Eigene Wertpapiere insgesamt	866.575	1.285.542	6.345.591	487.121	532.995	4.815.654
E010184	Aktiva Eigenanlagen insgesamt	922.701	1.391.818	7.949.199	511.958	617.014	5.654.716
E010185	Aktiva Forderungen an Privatkunden insgesamt	127.763	260.304	1.198.969	91.891	62.245	1.097.713
E010186	Aktiva Wohnungsbaukredite insgesamt	154.846	281.180	1.166.408	104.019	53.643	1.065.518
E010187	Aktiva Forderungen an Geschäftskunden insgesamt	165.438	284.945	1.357.319	92.673	39.623	1.067.622
E010188	Aktiva Kontokorrentkredite insgesamt	31.464	46.225	167.422	14.948	7.627	171.187
E010189	Aktiva Forderungen an öffentliche Haushalte insges	62.509	72.457	280.739	33.440	35.208	227.533
E010190	Aktiva Forderungen an Kunden (I) insgesamt	355.710	617.706	2.837.027	218.004	137.076	2.392.868
E010191	Aktiva Forderungen an Kunden (II) insgesamt	403.796	700.904	3.030.117	253.017	167.593	2.554.356
E010192	Aktiva Restliche Aktivpositionen insgesamt	80.678	133.252	370.588	34.424	31.471	419.865
E010193	Kennzahlensystem Aktiva Kunden-DBS	1.155.863	1.944.287	8.524.788	590.517	717.919	6.740.894
E010194	Kennzahlensystem Aktiva NichtKunden-DBS	180.179	182.713	2.465.706	176.756	55.604	1.618.951
E010195	Kennzahlensystem Aktiva Aktivüberhang Kundengeschä	0	0	0	0	0	0
E010199	Aktiva Summe der Aktiva (DBS)	1.407.175	2.225.974	11.349.904	799.399	816.078	8.628.937

KURZNAME	Institutskurzname	43	44	45	46	47
BVNR	BV-Nr	25176	25181	25183	25189	25193
E010101	Aktiva Kasse	21.570	11.131	17.578	19.683	15.315
E010102	Aktiva Ford. an Kl Lfd. Konten	2.760	390	1.130	4.363	4.883
E010103	Aktiva Ford. an Kl Tagesgeld, unter 1 Mon.	50.356	21.260	40.660	44.721	41.161
E010104	Aktiva Ford. an Kl 1 Mon. bis zu 1 Jahr	311.795	29.441	23.737	182.755	20.055
E010105	Aktiva Ford. an Kl über 1 Jahr	10.139	0	79.583	83.511	15.473
E010106	Aktiva Ford. an Kl Wechselkredite	0	0	0	0	0
E010107	Aktiva Eigene WP Festverzinsliche	964.107	330.487	680.086	1.105.608	666.042
E010108	Aktiva Eigene WP Sonstige verzinsliche	50.424	182.748	236.223	298.480	71.053
E010109	Aktiva Eigene WP Aktien, Investmentfonds, Sonstige	520.235	74.743	497.189	310.135	390.082
E010110	Aktiva Eigene WP Handelsaktiva	213	0	1.838	0	1.573
E010111	Aktiva Eigene WP Erworbene Schuldscheine, Namenssc	141.916	130.111	189.914	327.670	165.861
E010112	Aktiva Wechsel/Akzeptkredite	2	0	0	3	0
E010113	Aktiva Forderungen an Privatkunden Kontokorrentkre	19.814	12.518	12.158	21.786	18.945
E010114	Aktiva Forderungen an Privatkunden Konsumentenkred	78.965	28.122	53.278	41.549	15.419
E010115	Aktiva Wohnungsbaukredite bis zu 5 J.	4.226	2.892	2.956	2.278	1.184
E010116	Aktiva Wohnungsbaukredite über 5 Jahre	198.916	146.184	238.247	184.164	142.911
E010117	Aktiva Ford. an Geschäftskunden Kontokorrentkredit	32.489	30.422	17.082	35.437	18.037
E010118	Aktiva Ford. an Geschäftskunden Wohnungsbaukredite	549	1.773	1.054	789	684
E010119	Aktiva Ford. an Geschäftskunden Wohnungsbaukredite	64.780	48.414	78.914	73.725	71.339
E010120	Aktiva Sonst. Kredite bis zu 5 J.	14.653	15.535	15.317	9.727	8.294
E010121	Aktiva Sonst. Kredite über 5 Jahre	265.726	109.476	156.079	110.916	83.775
E010122	Aktiva Ford. an öffentl. Haushalte Kontokorrentkre	3.574	2.621	23	735	818
E010123	Aktiva Ford. an öffentl. Haushalte Sonst. Kredite	97.404	78.529	54.221	174.057	90.794
E010124	Aktiva Weiterleitungs darlehen	86.679	45.389	50.996	82.414	72.112
E010125	Aktiva Ausgleichsforderungen	0	0	0	0	0
E010126	Aktiva Treuhandkredite	588	584	0	818	629
E010127	Aktiva Beteiligungen	33.172	5.955	6.951	22.606	9.135
E010128	Aktiva Sachanlagen	57.984	19.052	30.907	49.384	32.256
E010129	Aktiva G u. V. Saldo aktivisch	7.275	0	0	5.658	4.363
E010130	Aktiva übrige	65.038	36.390	53.778	47.398	38.495
E010181	Aktiva Ford. an Kl insgesamt	375.050	51.091	145.110	315.350	81.572
E010182	Aktiva Tagesgeld, befristete Forderungen insgesamt	372.290	50.701	143.980	310.987	76.689
E010183	Aktiva Eigene Wertpapiere insgesamt	1.676.895	718.089	1.605.250	2.041.893	1.294.611
E010184	Aktiva Eigenanlagen insgesamt	2.051.945	769.180	1.750.360	2.357.243	1.376.183
E010185	Aktiva Forderungen an Privatkunden insgesamt	301.921	189.716	306.639	249.777	178.459
E010186	Aktiva Wohnungsbaukredite insgesamt	268.471	199.263	321.171	260.956	216.118
E010187	Aktiva Forderungen an Geschäftskunden insgesamt	378.197	205.620	268.446	230.594	182.129
E010188	Aktiva Kontokorrentkredite insgesamt	55.877	45.561	29.263	57.958	37.800
E010189	Aktiva Forderungen an öffentliche Haushalte insges	100.978	81.150	54.244	174.792	91.612
E010190	Aktiva Forderungen an Kunden (I) insgesamt	781.098	476.486	629.329	655.166	452.200
E010191	Aktiva Forderungen an Kunden (II) insgesamt	867.777	521.875	680.325	737.580	524.312
E010192	Aktiva Restliche Aktivpositionen insgesamt	185.627	73.112	109.214	145.547	100.193
E010193	Kennzahlensystem Aktiva Kunden-DBS	2.272.530	1.192.020	2.014.694	2.300.954	1.678.089
E010194	Kennzahlensystem Aktiva NichtKunden-DBS	706.834	125.282	397.511	835.736	266.301
E010195	Kennzahlensystem Aktiva Aktivüberhang Kundengeschä	0	0	0	0	0
E010199	Aktiva Summe der Aktiva (DBS)	3.105.349	1.364.167	2.539.899	3.240.370	2.000.688

9/72

KURZNAME	Institutskurzname	1	2	3	4	5	6
BVNR	BV-Nr	21002	21004	21007	21010	21015	21016
E010202	Zinsertrag Ford. an Kl Lfd. Konten	27,9	16,6	39,4	139,7	3,6	1,1
E010203	Zinsertrag Ford. an Kl Tagesgeld, unter 1 Mon.	459,4	130,0	194,4	470,6	163,4	344,4
E010204	Zinsertrag Ford. an Kl 1 Mon. bis zu 1 Jahr	1.007,8	281,8	83,5	280,0	895,5	657,1
E010205	Zinsertrag Ford. an Kl über 1 Jahr	0,0	0,0	0,0	0,0	0,0	0,0
E010206	Zinsertrag Ford. an Kl Wechselkredite	0,0	0,0	0,0	0,0	0,0	0,0
E010207	Zinsertrag Eigene WP Festverzinsliche	27.747,8	6.696,4	7.950,6	18.983,7	5.358,8	15.149,3
E010208	Zinsertrag Eigene WP Sonstige verzinsliche	71,9	0,0	556,0	6.566,0	0,0	718,1
E010209	Zinsertrag Eigene WP Aktien, Investmentfonds, Sons	1.385,5	1.041,7	968,1	5.117,8	1,5	2.022,7
E010210	Zinsertrag Eigene WP Handelsaktiva	0,0	0,0	0,0	0,0	13,7	0,0
E010211	Zinsertrag Eigene WP Erworbene Schuldscheine, Name	9.979,7	0,0	2.902,9	4.903,8	2.983,1	506,1
E010212	Zinsertrag Wechsel/Akzeptkredite	2,9	0,0	0,0	2,9	0,0	0,0
E010213	Zinsertrag Forderungen an Privatkunden Kontokorren	3.760,8	665,2	1.165,7	2.919,6	472,3	1.799,8
E010214	Zinsertrag Forderungen an Privatkunden Konsumenten	3.960,5	1.022,9	1.413,0	5.831,1	1.175,6	4.682,2
E010215	Zinsertrag Wohnungsbaukredite bis zu 5 J.	230,7	37,3	55,0	310,5	98,0	220,6
E010216	Zinsertrag Wohnungsbaukredite über 5 Jahre	17.134,1	3.658,0	10.091,3	31.523,9	4.705,4	21.898,4
E010217	Zinsertrag Ford. an Geschäftskunden Kontokorrentkr	2.892,9	904,4	956,0	3.297,8	1.035,4	3.420,1
E010218	Zinsertrag Ford. an Geschäftskunden Wohnungsbaukre	115,5	31,3	15,0	157,1	19,4	151,5
E010219	Zinsertrag Ford. an Geschäftskunden Wohnungsbaukre	7.538,6	1.580,9	3.068,0	9.098,5	1.790,9	6.787,1
E010220	Zinsertrag Sonst. Kredite bis zu 5 J.	549,5	130,6	154,0	2.373,4	196,9	447,6
E010221	Zinsertrag Sonst. Kredite über 5 Jahre	14.473,1	5.445,1	4.257,0	12.010,2	4.201,2	8.112,2
E010222	Zinsertrag Ford. an öffentl. Haushalte Kontokorren	138,1	14,5	3,0	17,2	58,0	9,0
E010223	Zinsertrag Ford. an öffentl. Haushalte Sonst. Kred	2.651,3	244,6	2.625,0	3.138,2	761,3	390,3
E010224	Zinsertrag Weiterleitungs darlehen	4.268,8	1.266,3	1.744,0	4.269,1	1.084,8	4.379,8
E010225	Zinsertrag Ausgleichsforderungen	0,0	0,0	0,0	0,0	0,0	0,0
E010227	Zinsertrag Beteiligungen	336,6	299,1	295,7	792,2	89,3	404,7
E010230	Zinsertrag übrige	494,2	85,4	222,0	1.276,2	250,8	238,7
E010281	Zinsertrag Ford. an Kl insgesamt	1.495,1	428,4	317,3	890,3	1.062,5	1.002,6
E010282	Zinsertrag Tagesgeld, befristete Forderungen insge	1.467,2	411,8	277,9	750,6	1.058,9	1.001,5
E010283	Zinsertrag Eigene Wertpapiere insgesamt	39.184,9	7.738,1	12.377,6	35.571,3	8.357,1	18.396,2
E010284	Zinsertrag Eigenanlagen insgesamt	40.680,0	8.166,5	12.694,9	36.461,6	9.419,6	19.398,8
E010285	Zinsertrag Forderungen an Privatkunden insgesamt	25.086,1	5.383,4	12.725,0	40.585,1	6.451,3	28.601,0
E010286	Zinsertrag Wohnungsbaukredite insgesamt	25.018,9	5.307,5	13.229,3	41.090,0	6.613,7	29.057,6
E010287	Zinsertrag Forderungen an Geschäftskunden insgesam	25.569,6	8.092,3	8.450,0	26.937,0	7.243,8	18.918,5
E010288	Zinsertrag Kontokorrentkredite insgesamt	6.791,8	1.584,1	2.124,7	6.234,6	1.565,7	5.228,9
E010289	Zinsertrag Forderungen an öffentliche Haushalte in	2.789,4	259,1	2.628,0	3.155,4	819,3	399,3
E010290	Zinsertrag Forderungen an Kunden (I) insgesamt	53.448,0	13.734,8	23.803,0	70.680,4	14.514,4	47.918,8
E010291	Zinsertrag Forderungen an Kunden (II) insgesamt	57.716,8	15.001,1	25.547,0	74.949,5	15.599,2	52.298,6
E010292	Zinsertrag Restliche Aktivpositionen insgesamt	830,8	384,5	517,7	2.068,4	340,1	643,4
E010293	Kennzahlensystem Zinsertrag Deckung Passivüberhang	28.439,0	4.877,0	10.383,3	23.531,8	5.195,4	10.792,8
E010299	Zinsertrag insgesamt	99.227,6	23.552,1	38.759,6	113.479,5	25.358,9	72.340,8

		10 / 72					
KURZNAME	Institutskurzname	7	8	9	10	11	12
BVNR	BV-Nr	21021	21022	21030	21031	22033	22035
E010202	Zinsertrag Ford. an Kl Lfd. Konten	18,1	16,5	21,0	11,5	39,7	7,8
E010203	Zinsertrag Ford. an Kl Tagesgeld, unter 1 Mon.	103,6	109,9	91,0	250,5	195,4	100,6
E010204	Zinsertrag Ford. an Kl 1 Mon. bis zu 1 Jahr	306,1	3,1	69,3	180,6	90,1	138,8
E010205	Zinsertrag Ford. an Kl über 1 Jahr	0,0	201,7	1.346,8	0,0	130,1	0,0
E010206	Zinsertrag Ford. an Kl Wechselkredite	0,0	0,0	0,0	0,0	0,0	0,0
E010207	Zinsertrag Eigene WP Festverzinsliche	8.456,1	11.970,1	4.348,2	18.238,2	12.596,2	8.903,5
E010208	Zinsertrag Eigene WP Sonstige verzinsliche	0,0	0,0	249,4	24,3	0,0	0,0
E010209	Zinsertrag Eigene WP Aktien, Investmentfonds, Sons	1.299,0	0,0	824,2	376,7	3.237,3	3.674,1
E010210	Zinsertrag Eigene WP Handelsaktiva	0,0	0,0	0,0	0,0	0,0	0,0
E010211	Zinsertrag Eigene WP Erworbene Schuldscheine, Name	0,0	1.026,0	638,7	2.185,9	0,0	944,8
E010212	Zinsertrag Wechsel/Akzeptkredite	0,0	0,0	0,0	0,0	0,0	0,0
E010213	Zinsertrag Forderungen an Privatkunden Kontokorren	386,9	521,8	675,0	943,8	492,1	939,7
E010214	Zinsertrag Forderungen an Privatkunden Konsumenten	793,4	499,8	574,4	786,1	1.517,7	1.278,8
E010215	Zinsertrag Wohnungsbaukredite bis zu 5 J.	42,0	16,2	88,8	46,3	125,6	33,4
E010216	Zinsertrag Wohnungsbaukredite über 5 Jahre	3.453,0	2.559,4	5.130,5	7.496,0	4.970,5	3.565,3
E010217	Zinsertrag Ford. an Geschäftskunden Kontokorrentkr	502,2	325,7	416,4	1.388,7	864,1	573,5
E010218	Zinsertrag Ford. an Geschäftskunden Wohnungsbaukre	16,0	4,1	9,8	40,4	18,1	13,5
E010219	Zinsertrag Ford. an Geschäftskunden Wohnungsbaukre	1.988,5	812,8	1.403,5	2.903,1	1.398,2	1.092,4
E010220	Zinsertrag Sonst. Kredite bis zu 5 J.	90,0	47,2	99,8	500,1	233,0	66,6
E010221	Zinsertrag Sonst. Kredite über 5 Jahre	2.357,2	1.020,5	1.222,5	4.138,7	3.485,1	1.659,9
E010222	Zinsertrag Ford. an öffentl. Haushalte Kontokorren	46,2	35,0	4,3	228,5	99,8	496,5
E010223	Zinsertrag Ford. an öffentl. Haushalte Sonst. Kred	1.249,9	415,9	373,1	753,7	1.602,2	1.601,0
E010224	Zinsertrag Weiterleitungs darlehen	1.393,7	657,3	1.270,3	3.417,2	2.076,7	1.115,3
E010225	Zinsertrag Ausgleichsforderungen	0,0	0,0	0,0	0,0	0,0	0,0
E010227	Zinsertrag Beteiligungen	71,8	83,3	148,7	319,6	67,5	46,2
E010230	Zinsertrag übrige	143,0	45,0	117,8	818,9	52,8	293,9
E010281	Zinsertrag Ford. an Kl insgesamt	427,8	331,2	1.528,1	442,6	455,3	247,2
E010282	Zinsertrag Tagesgeld, befristete Forderungen insge	409,7	314,7	1.507,1	431,1	415,6	239,4
E010283	Zinsertrag Eigene Wertpapiere insgesamt	9.755,1	12.996,1	6.060,5	20.825,1	15.833,5	13.522,4
E010284	Zinsertrag Eigenanlagen insgesamt	10.182,9	13.327,3	7.588,6	21.267,7	16.288,8	13.769,6
E010285	Zinsertrag Forderungen an Privatkunden insgesamt	4.675,3	3.597,2	6.468,7	9.272,2	7.105,9	5.817,2
E010286	Zinsertrag Wohnungsbaukredite insgesamt	5.499,5	3.392,5	6.632,6	10.485,8	6.512,4	4.704,6
E010287	Zinsertrag Forderungen an Geschäftskunden insgesamt	4.953,9	2.210,3	3.152,0	8.971,0	5.998,5	3.405,9
E010288	Zinsertrag Kontokorrentkredite insgesamt	935,3	882,5	1.095,7	2.561,0	1.456,0	2.009,7
E010289	Zinsertrag Forderungen an öffentliche Haushalte in	1.296,1	450,9	377,4	982,2	1.702,0	2.097,5
E010290	Zinsertrag Forderungen an Kunden (I) insgesamt	10.925,3	6.258,4	9.998,1	19.225,4	14.806,4	11.320,6
E010291	Zinsertrag Forderungen an Kunden (II) insgesamt	12.319,0	6.915,7	11.268,4	22.642,6	16.883,1	12.435,9
E010292	Zinsertrag Restliche Aktivpositionen insgesamt	214,8	128,3	266,5	1.138,5	120,3	340,1
E010293	Kennzahlensystem Zinsertrag Deckung Passivüberhang	7.684,9	8.809,0	5.719,4	17.726,5	12.170,2	9.581,2
E010299	Zinsertrag insgesamt	22.716,7	20.371,3	19.123,5	45.048,8	33.292,2	26.545,6

11/72

KURZNAME	Institutskurzname	13	14	15	16	17	18
BVNR	BV-Nr	22038	22050	22051	22053	22056	22058
E010202	Zinsertrag Ford. an Kl Lfd. Konten	12,0	46,3	34,3	158,6	195,5	42,9
E010203	Zinsertrag Ford. an Kl Tagesgeld, unter 1 Mon.	153,0	1.576,4	59,5	269,2	210,6	469,7
E010204	Zinsertrag Ford. an Kl 1 Mon. bis zu 1 Jahr	169,0	2.446,7	50,1	1.187,2	571,0	124,5
E010205	Zinsertrag Ford. an Kl über 1 Jahr	47,0	244,7	50,4	219,6	0,0	43,1
E010206	Zinsertrag Ford. an Kl Wechselkredite	0,0	0,0	0,0	0,0	0,0	0,0
E010207	Zinsertrag Eigene WP Festverzinsliche	9.726,8	95.948,2	3.939,9	23.339,6	9.021,7	41.937,0
E010208	Zinsertrag Eigene WP Sonstige verzinsliche	4,8	14.114,8	254,6	97,6	408,0	599,4
E010209	Zinsertrag Eigene WP Aktien, Investmentfonds, Sons	6.300,6	70.847,9	2.583,9	0,0	6.741,8	7.184,3
E010210	Zinsertrag Eigene WP Handelsaktiva	382,6	0,0	0,0	16,0	0,0	0,0
E010211	Zinsertrag Eigene WP Erworbene Schuldscheine, Name	2.615,8	47.118,5	1.676,7	0,0	6.879,4	1.807,9
E010212	Zinsertrag Wechsel/Akzeptkredite	0,0	0,3	0,0	0,0	1,2	0,0
E010213	Zinsertrag Forderungen an Privatkunden Kontokorren	958,0	9.202,4	233,9	872,1	1.833,2	2.532,4
E010214	Zinsertrag Forderungen an Privatkunden Konsumenten	1.170,0	8.106,8	652,5	2.142,7	1.090,2	3.833,0
E010215	Zinsertrag Wohnungsbaukredite bis zu 5 J.	150,0	319,1	54,6	20,2	22,8	79,0
E010216	Zinsertrag Wohnungsbaukredite über 5 Jahre	5.369,0	41.352,3	3.253,4	9.432,8	10.227,6	9.753,0
E010217	Zinsertrag Ford. an Geschäftskunden Kontokorrentkr	1.499,0	6.694,4	673,8	1.035,0	1.328,0	1.826,4
E010218	Zinsertrag Ford. an Geschäftskunden Wohnungsbaukre	45,0	416,1	18,2	1,5	30,7	43,0
E010219	Zinsertrag Ford. an Geschäftskunden Wohnungsbaukre	2.117,9	23.001,4	1.101,9	2.696,2	2.962,6	3.916,0
E010220	Zinsertrag Sonst. Kredite bis zu 5 J.	458,0	2.204,0	170,4	216,8	245,5	330,0
E010221	Zinsertrag Sonst. Kredite über 5 Jahre	3.321,0	17.913,0	1.696,3	3.663,2	3.445,5	5.061,4
E010222	Zinsertrag Ford. an öffentl. Haushalte Kontokorren	24,0	549,0	0,0	3,9	13,8	375,0
E010223	Zinsertrag Ford. an öffentl. Haushalte Sonst. Kred	1.055,0	1.803,1	1.008,8	1.215,7	3.380,5	2.750,0
E010224	Zinsertrag Weiterleitungs darlehen	2.610,0	7.516,7	700,0	2.661,3	718,9	2.898,0
E010225	Zinsertrag Ausgleichsforderungen	0,0	0,0	0,0	0,0	0,0	0,0
E010227	Zinsertrag Beteiligungen	66,5	965,2	61,2	62,2	106,1	174,8
E010230	Zinsertrag übrige	322,6	4.593,1	86,6	321,7	285,8	160,2
E010281	Zinsertrag Ford. an Kl insgesamt	381,0	4.314,1	194,3	1.834,6	977,1	680,2
E010282	Zinsertrag Tagesgeld, befristete Forderungen insge	369,0	4.267,8	160,0	1.676,0	781,6	637,3
E010283	Zinsertrag Eigene Wertpapiere insgesamt	19.030,6	228.029,4	8.455,1	23.453,2	23.050,9	51.528,6
E010284	Zinsertrag Eigenanlagen insgesamt	19.411,6	232.343,5	8.649,4	25.287,8	24.028,0	52.208,8
E010285	Zinsertrag Forderungen an Privatkunden insgesamt	7.647,0	58.980,6	4.194,4	12.467,8	13.173,8	16.197,4
E010286	Zinsertrag Wohnungsbaukredite insgesamt	7.681,9	65.088,9	4.428,1	12.150,7	13.243,7	13.791,0
E010287	Zinsertrag Forderungen an Geschäftskunden insgesam	7.440,9	50.228,9	3.660,6	7.612,7	8.012,3	11.176,8
E010288	Zinsertrag Kontokorrentkredite insgesamt	2.481,0	16.445,8	907,7	1.911,0	3.175,0	4.733,8
E010289	Zinsertrag Forderungen an öffentliche Haushalte in	1.079,0	2.352,1	1.008,8	1.219,6	3.394,3	3.125,0
E010290	Zinsertrag Forderungen an Kunden (I) insgesamt	16.166,9	111.561,9	8.863,8	21.300,1	24.581,6	30.499,2
E010291	Zinsertrag Forderungen an Kunden (II) insgesamt	18.776,9	119.078,6	9.563,8	23.961,4	25.300,5	33.397,2
E010292	Zinsertrag Restliche Aktivpositionen insgesamt	389,1	5.558,3	147,8	383,9	391,9	335,0
E010293	Kennzahlensystem Zinsertrag Deckung Passivüberhang	11.235,5	184.173,4	6.899,1	20.467,7	19.423,3	42.966,6
E010299	Zinsertrag insgesamt	38.577,6	356.980,4	18.361,0	49.633,1	49.720,4	85.941,0

KURZNAME	Institutskurzname	19	20	21	22	23	24
BVNR	BV-Nr	22062	22064	22072	23074	23078	23082
E010202	Zinsertrag Ford. an Kl Lfd. Konten	77,4	4,4	16,0	1,5	17,5	25,1
E010203	Zinsertrag Ford. an Kl Tagesgeld, unter 1 Mon.	267,5	204,0	419,7	108,8	192,2	346,4
E010204	Zinsertrag Ford. an Kl 1 Mon. bis zu 1 Jahr	63,1	12,8	827,2	275,1	476,9	428,9
E010205	Zinsertrag Ford. an Kl über 1 Jahr	756,6	395,6	1,8	9,6	556,2	1.382,5
E010206	Zinsertrag Ford. an Kl Wechselkredite	0,0	0,0	0,0	0,0	0,0	0,0
E010207	Zinsertrag Eigene WP Festverzinsliche	35.097,0	19.681,9	77.409,8	6.402,2	10.939,8	20.036,0
E010208	Zinsertrag Eigene WP Sonstige verzinsliche	1,8	6.837,4	0,0	0,0	11,2	0,0
E010209	Zinsertrag Eigene WP Aktien, Investmentfonds, Sons	1.405,4	1.845,2	0,0	1.807,0	2.136,0	9.010,4
E010210	Zinsertrag Eigene WP Handelsaktiva	0,0	0,0	0,0	0,0	0,0	0,0
E010211	Zinsertrag Eigene WP Erworbene Schuldscheine, Name	3.003,7	3.312,1	0,0	2.434,2	8.008,7	2.981,7
E010212	Zinsertrag Wechsel/Akzeptkredite	4,8	0,0	0,0	9,0	2,8	0,0
E010213	Zinsertrag Forderungen an Privatkunden Kontokorren	1.065,5	1.063,0	4.257,4	908,2	1.210,0	2.081,9
E010214	Zinsertrag Forderungen an Privatkunden Konsumenten	910,4	2.698,8	2.344,9	1.849,0	2.189,0	3.447,6
E010215	Zinsertrag Wohnungsbaukredite bis zu 5 J.	37,1	73,0	84,1	241,0	49,0	199,4
E010216	Zinsertrag Wohnungsbaukredite über 5 Jahre	5.122,7	9.671,8	12.085,1	8.226,0	9.257,0	13.556,7
E010217	Zinsertrag Ford. an Geschäftskunden Kontokorrentkr	2.661,9	2.273,9	2.556,9	2.237,3	1.276,0	3.395,8
E010218	Zinsertrag Ford. an Geschäftskunden Wohnungsbaukre	9,0	16,0	60,0	26,0	24,0	72,4
E010219	Zinsertrag Ford. an Geschäftskunden Wohnungsbaukre	1.805,1	1.995,0	5.631,3	2.677,0	2.438,0	4.667,2
E010220	Zinsertrag Sonst. Kredite bis zu 5 J.	498,8	459,0	240,2	93,0	766,0	781,1
E010221	Zinsertrag Sonst. Kredite über 5 Jahre	5.104,0	6.104,2	6.998,1	4.470,2	4.289,0	12.190,6
E010222	Zinsertrag Ford. an öffentl. Haushalte Kontokorren	182,5	135,1	4,0	56,0	309,0	414,6
E010223	Zinsertrag Ford. an öffentl. Haushalte Sonst. Kred	780,0	1.040,9	397,3	2.370,0	1.483,0	4.191,2
E010224	Zinsertrag Weiterleitungs darlehen	2.428,1	1.312,9	1.866,6	1.547,0	1.287,0	3.406,4
E010225	Zinsertrag Ausgleichsforderungen	0,0	0,0	0,0	0,0	0,0	0,0
E010227	Zinsertrag Beteiligungen	114,4	148,6	203,8	142,7	300,0	730,6
E010230	Zinsertrag übrige	140,5	187,3	608,9	60,1	116,3	707,4
E010281	Zinsertrag Ford. an Kl insgesamt	1.164,6	616,8	1.264,7	395,0	1.242,8	2.182,9
E010282	Zinsertrag Tagesgeld, befristete Forderungen insge	1.087,2	612,4	1.248,7	393,5	1.225,3	2.157,8
E010283	Zinsertrag Eigene Wertpapiere insgesamt	39.507,9	31.676,6	77.409,8	10.643,4	21.095,7	32.028,1
E010284	Zinsertrag Eigenanlagen insgesamt	40.672,5	32.293,4	78.674,5	11.038,4	22.338,5	34.211,0
E010285	Zinsertrag Forderungen an Privatkunden insgesamt	7.135,7	13.506,6	18.771,5	11.224,2	12.705,0	19.285,6
E010286	Zinsertrag Wohnungsbaukredite insgesamt	6.973,9	11.755,8	17.860,5	11.170,0	11.768,0	18.495,7
E010287	Zinsertrag Forderungen an Geschäftskunden insgesam	10.078,8	10.848,1	15.486,5	9.503,5	8.793,0	21.107,1
E010288	Zinsertrag Kontokorrentkredite insgesamt	3.909,9	3.472,0	6.818,3	3.201,5	2.795,0	5.892,3
E010289	Zinsertrag Forderungen an öffentliche Haushalte in	962,5	1.176,0	401,3	2.426,0	1.792,0	4.605,8
E010290	Zinsertrag Forderungen an Kunden (I) insgesamt	18.181,8	25.530,7	34.659,3	23.162,7	23.292,8	44.998,5
E010291	Zinsertrag Forderungen an Kunden (II) insgesamt	20.609,9	26.843,6	36.525,9	24.709,7	24.579,8	48.404,9
E010292	Zinsertrag Restliche Aktivpositionen insgesamt	254,9	335,9	812,7	202,8	416,3	1.438,0
E010293	Kennzahlensystem Zinsertrag Deckung Passivüberhang	27.110,4	22.576,9	60.270,9	5.716,2	15.072,0	21.169,6
E010299	Zinsertrag insgesamt	61.537,3	59.472,9	116.013,1	35.950,9	47.334,6	84.053,9

13/72

KURZNAME	Institutskurzname	25	26	27	28	29	30
BVNR	BV-Nr	23086	23089	23091	23094	23097	23098
E010202	Zinsertrag Ford. an Kl Lfd. Konten	23,5	39,0	1,0	53,2	9,8	16,0
E010203	Zinsertrag Ford. an Kl Tagesgeld, unter 1 Mon.	237,5	166,4	478,0	223,3	188,5	247,4
E010204	Zinsertrag Ford. an Kl 1 Mon. bis zu 1 Jahr	0,0	313,6	317,0	132,2	82,5	300,1
E010205	Zinsertrag Ford. an Kl über 1 Jahr	0,0	0,0	315,0	281,0	0,0	340,0
E010206	Zinsertrag Ford. an Kl Wechselkredite	0,0	0,0	0,0	0,0	0,0	0,0
E010207	Zinsertrag Eigene WP Festverzinsliche	25.923,4	5.314,1	30.730,3	14.017,5	8.842,9	10.830,7
E010208	Zinsertrag Eigene WP Sonstige verzinsliche	47,0	189,8	3,3	0,0	517,6	1.180,7
E010209	Zinsertrag Eigene WP Aktien, Investmentfonds, Sons	1.683,5	1.747,6	4.904,7	5.301,0	0,0	90,3
E010210	Zinsertrag Eigene WP Handelsaktiva	0,0	0,0	0,0	0,0	0,0	0,0
E010211	Zinsertrag Eigene WP Erworbene Schuldscheine, Name	8.181,6	2.956,8	0,0	5.915,0	5.453,1	10.095,5
E010212	Zinsertrag Wechsel/Akzeptkredite	9,0	0,0	0,0	0,0	0,0	0,0
E010213	Zinsertrag Forderungen an Privatkunden Kontokorren	1.093,9	712,3	1.250,0	673,0	559,5	1.383,8
E010214	Zinsertrag Forderungen an Privatkunden Konsumenten	2.275,3	1.828,0	2.501,0	969,0	644,6	2.996,0
E010215	Zinsertrag Wohnungsbaukredite bis zu 5 J.	65,2	9,0	156,0	98,0	30,1	516,0
E010216	Zinsertrag Wohnungsbaukredite über 5 Jahre	7.823,1	5.539,6	12.444,0	4.689,0	3.901,9	11.018,5
E010217	Zinsertrag Ford. an Geschäftskunden Kontokorrentkr	1.194,1	1.719,2	1.450,0	904,6	1.213,7	1.304,0
E010218	Zinsertrag Ford. an Geschäftskunden Wohnungsbaukre	18,5	9,0	77,0	45,1	7,0	132,0
E010219	Zinsertrag Ford. an Geschäftskunden Wohnungsbaukre	1.687,1	1.789,0	5.500,0	2.100,0	2.443,2	3.189,7
E010220	Zinsertrag Sonst. Kredite bis zu 5 J.	190,5	78,0	831,0	397,1	66,2	522,0
E010221	Zinsertrag Sonst. Kredite über 5 Jahre	2.925,6	3.337,0	5.450,0	4.904,6	2.530,4	4.148,9
E010222	Zinsertrag Ford. an öffentl. Haushalte Kontokorren	40,0	67,7	91,0	143,0	5,0	160,0
E010223	Zinsertrag Ford. an öffentl. Haushalte Sonst. Kred	2.435,6	2.338,0	3.446,7	2.601,2	849,2	413,0
E010224	Zinsertrag Weiterleitungs darlehen	1.939,1	758,0	2.426,0	1.062,0	1.581,0	1.953,0
E010225	Zinsertrag Ausgleichsforderungen	0,0	0,0	0,0	0,0	0,0	0,0
E010227	Zinsertrag Beteiligungen	226,6	118,4	347,3	273,8	116,5	215,9
E010230	Zinsertrag übrige	51,7	123,3	0,0	91,0	23,1	74,0
E010281	Zinsertrag Ford. an Kl insgesamt	261,0	519,0	1.111,0	689,7	280,8	903,5
E010282	Zinsertrag Tagesgeld, befristete Forderungen insge	237,5	480,0	1.110,0	636,5	271,0	887,5
E010283	Zinsertrag Eigene Wertpapiere insgesamt	35.835,5	10.208,3	35.638,3	25.233,5	14.813,6	22.197,2
E010284	Zinsertrag Eigenanlagen insgesamt	36.096,5	10.727,3	36.749,3	25.923,2	15.094,4	23.100,7
E010285	Zinsertrag Forderungen an Privatkunden insgesamt	11.257,5	8.088,9	16.351,0	6.429,0	5.136,1	15.914,3
E010286	Zinsertrag Wohnungsbaukredite insgesamt	9.593,9	7.346,6	18.177,0	6.932,1	6.382,2	14.856,2
E010287	Zinsertrag Forderungen an Geschäftskunden insgesam	6.015,8	6.932,2	13.308,0	8.351,4	6.260,5	9.296,6
E010288	Zinsertrag Kontokorrentkredite insgesamt	2.328,0	2.499,2	2.791,0	1.720,6	1.778,2	2.847,8
E010289	Zinsertrag Forderungen an öffentliche Haushalte in	2.475,6	2.405,7	3.537,7	2.744,2	854,2	573,0
E010290	Zinsertrag Forderungen an Kunden (I) insgesamt	19.757,9	17.426,8	33.196,7	17.524,6	12.250,8	25.783,9
E010291	Zinsertrag Forderungen an Kunden (II) insgesamt	21.697,0	18.184,8	35.622,7	18.586,6	13.831,8	27.736,9
E010292	Zinsertrag Restliche Aktivpositionen insgesamt	378,3	241,7	347,3	364,8	139,6	289,9
E010293	Kennzahlensystem Zinsertrag Deckung Passivüberhang	28.045,6	7.703,1	29.780,5	20.220,6	11.245,7	16.313,2
E010299	Zinsertrag insgesamt	58.171,8	29.153,8	72.719,3	44.874,6	29.065,8	51.127,5

		14 / 72					
KURZNAME	Institutskurzname	31	32	33	34	35	36
BVNR	BV-Nr	23100	23104	23109	23111	25046	25150
E010202	Zinsertrag Ford. an Kl Lfd. Konten	38,9	3,9	45,4	22,6	1,6	5,3
E010203	Zinsertrag Ford. an Kl Tagesgeld, unter 1 Mon.	321,4	290,3	300,1	618,1	172,5	443,8
E010204	Zinsertrag Ford. an Kl 1 Mon. bis zu 1 Jahr	900,3	0,0	530,5	4.446,0	36,3	0,0
E010205	Zinsertrag Ford. an Kl über 1 Jahr	1.315,8	330,8	0,0	232,0	0,0	193,6
E010206	Zinsertrag Ford. an Kl Wechselkredite	0,0	0,0	0,0	0,0	0,0	0,0
E010207	Zinsertrag Eigene WP Festverzinsliche	17.378,3	41.791,4	32.629,7	47.653,6	14.951,8	56.661,4
E010208	Zinsertrag Eigene WP Sonstige verzinsliche	0,0	0,0	259,6	0,0	1.672,6	5,4
E010209	Zinsertrag Eigene WP Aktien, Investmentfonds, Sons	7.825,5	1.307,6	2.430,0	11.657,0	6.890,0	3.240,8
E010210	Zinsertrag Eigene WP Handelsaktiva	0,0	0,0	0,0	0,0	0,0	2,9
E010211	Zinsertrag Eigene WP Erworbene Schuldscheine, Name	5.618,7	8.178,0	4.922,8	3.143,4	6.876,5	9.876,9
E010212	Zinsertrag Wechsel/Akzeptkredite	0,0	0,0	0,0	0,0	0,0	0,0
E010213	Zinsertrag Forderungen an Privatkunden Kontokorren	1.954,9	2.629,9	1.058,8	3.274,9	778,7	2.245,9
E010214	Zinsertrag Forderungen an Privatkunden Konsumenten	5.226,2	1.771,1	1.695,7	5.576,4	1.485,7	3.783,6
E010215	Zinsertrag Wohnungsbaukredite bis zu 5 J.	68,1	48,0	184,8	42,4	22,1	58,6
E010216	Zinsertrag Wohnungsbaukredite über 5 Jahre	19.430,7	7.363,0	10.911,5	13.273,4	3.293,9	9.520,8
E010217	Zinsertrag Ford. an Geschäftskunden Kontokorrentkr	1.606,1	1.282,2	1.329,7	2.798,5	1.517,9	2.634,5
E010218	Zinsertrag Ford. an Geschäftskunden Wohnungsbaukre	53,0	28,0	54,1	82,1	20,1	74,0
E010219	Zinsertrag Ford. an Geschäftskunden Wohnungsbaukre	7.284,9	2.232,0	3.025,5	6.692,4	2.503,6	4.970,8
E010220	Zinsertrag Sonst. Kredite bis zu 5 J.	354,3	365,0	592,4	866,7	126,5	570,8
E010221	Zinsertrag Sonst. Kredite über 5 Jahre	9.673,8	5.005,0	4.392,5	10.567,4	5.709,6	8.758,7
E010222	Zinsertrag Ford. an öffentl. Haushalte Kontokorren	243,0	189,0	51,0	89,0	1,0	57,2
E010223	Zinsertrag Ford. an öffentl. Haushalte Sonst. Kred	5.994,8	5.276,0	2.387,7	5.137,6	0,6	2.650,0
E010224	Zinsertrag Weiterleitungs darlehen	2.452,9	2.335,0	1.642,4	4.157,1	673,6	2.866,9
E010225	Zinsertrag Ausgleichsforderungen	0,0	0,0	0,0	0,0	0,0	0,0
E010227	Zinsertrag Beteiligungen	574,6	609,5	397,5	1.160,1	92,5	235,2
E010230	Zinsertrag übrige	334,5	167,4	100,0	244,4	43,4	162,2
E010281	Zinsertrag Ford. an Kl insgesamt	2.576,4	625,0	876,0	5.318,7	210,4	642,7
E010282	Zinsertrag Tagesgeld, befristete Forderungen insge	2.537,5	621,1	830,6	5.296,1	208,8	637,4
E010283	Zinsertrag Eigene Wertpapiere insgesamt	30.822,5	51.277,0	40.242,1	62.454,0	30.390,9	69.787,4
E010284	Zinsertrag Eigenanlagen insgesamt	33.398,9	51.902,0	41.118,1	67.772,7	30.601,3	70.430,1
E010285	Zinsertrag Forderungen an Privatkunden insgesamt	26.679,9	11.812,0	13.850,8	22.167,1	5.580,4	15.608,9
E010286	Zinsertrag Wohnungsbaukredite insgesamt	26.836,7	9.671,0	14.175,9	20.090,3	5.839,7	14.624,2
E010287	Zinsertrag Forderungen an Geschäftskunden insgesamt	18.972,1	8.912,2	9.394,2	21.007,1	9.877,7	17.008,8
E010288	Zinsertrag Kontokorrentkredite insgesamt	3.804,0	4.101,1	2.439,5	6.162,4	2.297,6	4.937,6
E010289	Zinsertrag Forderungen an öffentliche Haushalte in	6.237,8	5.465,0	2.438,7	5.226,6	1,6	2.707,2
E010290	Zinsertrag Forderungen an Kunden (I) insgesamt	51.889,8	26.189,2	25.683,7	48.400,8	15.459,7	35.324,9
E010291	Zinsertrag Forderungen an Kunden (II) insgesamt	54.342,7	28.524,2	27.326,1	52.557,9	16.133,3	38.191,8
E010292	Zinsertrag Restliche Aktivpositionen insgesamt	909,1	776,9	497,5	1.404,5	135,9	397,4
E010293	Kennzahlensystem Zinsertrag Deckung Passivüberhang	17.335,5	39.722,1	28.490,0	51.056,5	17.852,0	57.564,6
E010299	Zinsertrag insgesamt	88.650,7	81.203,1	68.941,7	121.735,1	46.870,5	109.019,3

15 / 72

KURZNAME	Institutskurzname	37	38	39	40	41	42
BVNR	BV-Nr	25153	25156	25158	25167	25168	25174
E010202	Zinsertrag Ford. an Kl Lfd. Konten	2,4	4,8	42,2	4,3	8,4	12,5
E010203	Zinsertrag Ford. an Kl Tagesgeld, unter 1 Mon.	290,5	376,2	1.823,5	100,8	262,9	1.401,9
E010204	Zinsertrag Ford. an Kl 1 Mon. bis zu 1 Jahr	347,9	855,2	10.009,4	186,9	479,8	5.343,1
E010205	Zinsertrag Ford. an Kl über 1 Jahr	0,0	16,4	6.466,1	0,0	0,0	331,5
E010206	Zinsertrag Ford. an Kl Wechselkredite	0,0	0,0	0,0	0,0	0,0	0,0
E010207	Zinsertrag Eigene WP Festverzinsliche	24.039,2	20.509,0	125.864,8	13.049,8	18.161,8	52.832,6
E010208	Zinsertrag Eigene WP Sonstige verzinsliche	750,3	498,0	15.872,6	0,9	0,0	25.934,3
E010209	Zinsertrag Eigene WP Aktien, Investmentfonds, Sons	7.783,2	9.631,0	58.702,3	1.236,1	1.583,2	12.333,2
E010210	Zinsertrag Eigene WP Handelsaktiva	0,0	151,8	104,4	0,0	0,0	341,6
E010211	Zinsertrag Eigene WP Erworbene Schuldscheine, Name	513,1	18.602,7	21.841,7	3.880,0	414,1	47.574,1
E010212	Zinsertrag Wechse/Akzeptkredite	0,0	0,0	0,0	0,0	0,0	0,0
E010213	Zinsertrag Forderungen an Privatkunden Kontokorren	905,2	2.136,6	9.147,6	506,0	433,9	6.462,7
E010214	Zinsertrag Forderungen an Privatkunden Konsumenten	850,1	2.857,0	13.009,0	1.376,6	967,4	17.045,6
E010215	Zinsertrag Wohnungsbaukredite bis zu 5 J.	26,7	97,0	438,4	38,0	3,8	209,6
E010216	Zinsertrag Wohnungsbaukredite über 5 Jahre	4.989,1	8.835,0	44.301,1	3.414,0	2.058,8	38.459,7
E010217	Zinsertrag Ford. an Geschäftskunden Kontokorrentkr	1.999,1	2.240,0	9.275,9	951,2	386,8	8.858,7
E010218	Zinsertrag Ford. an Geschäftskunden Wohnungsbaukre	19,5	76,0	289,1	20,0	2,2	112,7
E010219	Zinsertrag Ford. an Geschäftskunden Wohnungsbaukre	2.351,1	4.402,0	11.301,3	1.812,4	609,1	13.649,5
E010220	Zinsertrag Sonst. Kredite bis zu 5 J.	124,6	441,0	8.144,3	376,7	17,6	4.849,6
E010221	Zinsertrag Sonst. Kredite über 5 Jahre	4.918,6	7.888,0	31.475,6	2.239,0	1.232,5	23.793,9
E010222	Zinsertrag Ford. an öffentl. Haushalte Kontokorren	24,0	15,0	52,4	44,0	20,7	63,2
E010223	Zinsertrag Ford. an öffentl. Haushalte Sonst. Kred	1.659,0	1.867,0	9.902,9	1.224,9	1.218,6	7.069,2
E010224	Zinsertrag Weiterleitungs darlehen	2.108,2	3.565,0	8.299,1	1.569,6	1.349,2	6.961,5
E010225	Zinsertrag Ausgleichsforderungen	0,0	0,0	0,0	0,0	0,0	0,0
E010227	Zinsertrag Beteiligungen	210,7	447,4	1.327,9	62,9	67,2	1.380,4
E010230	Zinsertrag übrige	716,9	134,4	2.068,4	23,0	108,9	1.400,0
E010281	Zinsertrag Ford. an Kl insgesamt	640,8	1.252,6	18.341,2	292,0	751,1	7.089,0
E010282	Zinsertrag Tagesgeld, befristete Forderungen insge	638,4	1.247,8	18.299,0	287,7	742,7	7.076,5
E010283	Zinsertrag Eigene Wertpapiere insgesamt	33.085,8	49.392,5	222.385,8	18.166,8	20.159,1	139.015,8
E010284	Zinsertrag Eigenanlagen insgesamt	33.726,6	50.645,1	240.727,0	18.458,8	20.910,2	146.104,8
E010285	Zinsertrag Forderungen an Privatkunden insgesamt	6.771,1	13.925,6	66.896,1	5.334,6	3.463,9	62.177,6
E010286	Zinsertrag Wohnungsbaukredite insgesamt	7.386,4	13.410,0	56.329,9	5.284,4	2.673,9	52.431,5
E010287	Zinsertrag Forderungen an Geschäftskunden insgesamt	9.412,9	15.047,0	60.486,2	5.399,3	2.248,2	51.264,4
E010288	Zinsertrag Kontokorrentkredite insgesamt	2.928,3	4.391,6	18.475,9	1.501,2	841,4	15.384,6
E010289	Zinsertrag Forderungen an öffentliche Haushalte in	1.683,0	1.882,0	9.955,3	1.268,9	1.239,3	7.132,4
E010290	Zinsertrag Forderungen an Kunden (I) insgesamt	17.867,0	30.854,6	137.337,6	12.002,8	6.951,4	120.574,4
E010291	Zinsertrag Forderungen an Kunden (II) insgesamt	19.975,2	34.419,6	145.636,7	13.572,4	8.300,6	127.535,9
E010292	Zinsertrag Restliche Aktivpositionen insgesamt	927,6	581,8	3.396,3	85,9	176,1	2.780,4
E010293	Kennzahlensystem Zinsertrag Deckung Passivüberhang	25.974,5	41.765,1	161.227,4	11.455,1	17.894,5	102.610,1
E010299	Zinsertrag insgesamt	54.629,4	85.646,5	389.760,0	32.117,1	29.386,9	276.421,1

KURZNAME	Institutskurzname	43	44	45	46	47
BVNR	BV-Nr	25176	25181	25183	25189	25193
E010202	Zinsertrag Ford. an Kl Lfd. Konten	8,3	2,7	4,6	8,6	14,1
E010203	Zinsertrag Ford. an Kl Tagesgeld, unter 1 Mon.	443,3	212,8	400,7	399,7	326,2
E010204	Zinsertrag Ford. an Kl 1 Mon. bis zu 1 Jahr	3.757,4	314,7	526,9	2.106,6	279,0
E010205	Zinsertrag Ford. an Kl über 1 Jahr	215,3	0,0	1.436,2	1.009,7	270,7
E010206	Zinsertrag Ford. an Kl Wechselkredite	0,0	0,0	0,0	0,0	0,0
E010207	Zinsertrag Eigene WP Festverzinsliche	39.257,3	13.813,2	21.517,8	36.362,1	25.612,9
E010208	Zinsertrag Eigene WP Sonstige verzinsliche	1.843,1	1.714,5	2.423,1	4.721,0	704,6
E010209	Zinsertrag Eigene WP Aktien, Investmentfonds, Sons	15.905,8	2.903,7	22.183,9	10.748,5	14.151,4
E010210	Zinsertrag Eigene WP Handelsaktiva	15,0	0,0	1,0	0,0	0,1
E010211	Zinsertrag Eigene WP Erworbene Schuldscheine, Name	5.618,0	6.154,8	5.795,5	13.239,8	5.812,1
E010212	Zinsertrag Wechsel/Akzeptkredite	0,3	0,0	0,0	0,2	0,0
E010213	Zinsertrag Forderungen an Privatkunden Kontokorren	2.516,1	1.625,3	1.359,0	2.570,9	1.475,0
E010214	Zinsertrag Forderungen an Privatkunden Konsumenten	5.003,4	1.762,3	2.882,8	2.631,0	836,7
E010215	Zinsertrag Wohnungsbaukredite bis zu 5 J.	163,2	141,6	133,5	105,0	54,2
E010216	Zinsertrag Wohnungsbaukredite über 5 Jahre	9.765,4	7.163,4	11.470,8	8.845,5	6.892,6
E010217	Zinsertrag Ford. an Geschäftskunden Kontokorrentkr	3.197,3	3.016,1	1.606,2	2.353,0	1.725,3
E010218	Zinsertrag Ford. an Geschäftskunden Wohnungsbaukre	23,1	82,1	48,2	34,0	31,8
E010219	Zinsertrag Ford. an Geschäftskunden Wohnungsbaukre	3.247,8	2.379,5	3.864,4	3.624,0	3.508,0
E010220	Zinsertrag Sonst. Kredite bis zu 5 J.	632,8	821,2	514,9	496,0	320,4
E010221	Zinsertrag Sonst. Kredite über 5 Jahre	13.383,7	6.146,5	7.224,0	6.243,0	4.267,7
E010222	Zinsertrag Ford. an öffentl. Haushalte Kontokorren	51,0	53,9	1,0	30,0	17,6
E010223	Zinsertrag Ford. an öffentl. Haushalte Sonst. Kred	3.127,1	2.703,8	1.932,2	6.188,0	3.318,0
E010224	Zinsertrag Weiterleitungen darlehen	3.830,3	2.106,9	2.190,2	3.487,0	3.131,5
E010225	Zinsertrag Ausgleichsforderungen	0,0	0,0	0,0	0,0	0,0
E010227	Zinsertrag Beteiligungen	341,1	125,1	211,1	512,6	144,6
E010230	Zinsertrag übrige	57,5	33,2	112,9	167,8	0,0
E010281	Zinsertrag Ford. an Kl insgesamt	4.424,3	530,2	2.368,4	3.524,6	890,0
E010282	Zinsertrag Tagesgeld, befristete Forderungen insge	4.416,0	527,5	2.363,8	3.516,0	875,9
E010283	Zinsertrag Eigene Wertpapiere insgesamt	62.639,2	24.586,2	51.921,3	65.071,4	46.281,1
E010284	Zinsertrag Eigenanlagen insgesamt	67.063,5	25.116,4	54.289,7	68.596,0	47.171,1
E010285	Zinsertrag Forderungen an Privatkunden insgesamt	17.448,1	10.692,6	15.846,1	14.152,4	9.258,5
E010286	Zinsertrag Wohnungsbaukredite insgesamt	13.199,5	9.766,6	15.516,9	12.608,5	10.486,6
E010287	Zinsertrag Forderungen an Geschäftskunden insgesam	20.484,7	12.445,4	13.257,7	12.750,0	9.853,2
E010288	Zinsertrag Kontokorrentkredite insgesamt	5.764,4	4.695,3	2.966,2	4.953,9	3.217,9
E010289	Zinsertrag Forderungen an öffentliche Haushalte in	3.178,1	2.757,7	1.933,2	6.218,0	3.335,6
E010290	Zinsertrag Forderungen an Kunden (I) insgesamt	41.111,2	25.895,7	31.037,0	33.120,6	22.447,3
E010291	Zinsertrag Forderungen an Kunden (II) insgesamt	44.941,5	28.002,6	33.227,2	36.607,6	25.578,8
E010292	Zinsertrag Restliche Aktivpositionen insgesamt	398,6	158,3	324,0	680,4	144,6
E010293	Kennzahlensystem Zinsertrag Deckung Passivüberhang	42.352,9	20.109,1	39.189,0	43.273,7	36.976,9
E010299	Zinsertrag insgesamt	112.403,6	53.277,3	87.840,9	105.884,0	72.894,5

		17/72					
KURZNAME	Institutskurzname	1	2	3	4	5	6
BVNR	BV-Nr	21002	21004	21007	21010	21015	21016
E010331	Passiva Spareinlagen normalverzinslich alle Kündigung	235.112	11.089	117.020	264.120	40.966	80.296
E010332	Passiva Spareinlagen höherverzinsl. ohne Zinsbefr.	191.311	0	3.826	34.952	19.662	254.806
E010333	Passiva Spareinlagen höherverzinsl. ohne Zinsbefr.	9.675	134.836	8.947	117.535	3.217	163.598
E010334	Passiva Spareinlagen höherverzinsl. mit Zinsbefr.	315	17.203	7	111.602	0	21.720
E010335	Passiva Spareinlagen höherverzinsl. mit Zinsbefr.	352.701	38.195	203.382	544.468	56.250	196.505
E010336	Passiva Spareinlagen höherverzinsl. mit Zinsbefr.	103.306	8.008	75.958	168.269	44.973	56.788
E010337	Passiva Spareinlagen höherverzinsl. mit Zinsbefr.	278	2.278	654	10.017	221	4.789
E010338	Passiva Eigenemission. Privatkunden bis zu 2 Jahre	100.916	7.133	29.939	0	25.734	0
E010339	Passiva Eigenemission. Privatkunden über 2 Jahre b	151.891	8.328	20.197	62.659	27.978	11.129
E010340	Passiva Eigenemission. Privatkunden über 5 Jahre	23.505	1.439	6.093	3.209	18.318	7.456
E010341	Passiva Eigenemission. Geschäftskunden	40.633	17.079	18.710	69.343	3.380	15.886
E010342	Passiva Termineinlagen Privatkunden bis zu 3 Mon.	8.354	10.605	0	4.106	2.679	10.551
E010343	Passiva Termineinlagen Privatkunden über 3 Monate	2.464	113	0	110	610	659
E010344	Passiva Termineinlagen Geschäftskd. bis zu 5 Jahre	5.375	20.962	1.909	16.684	3.496	32.433
E010345	Passiva Termineinlagen Geschäftskd. über 5 Jahre	0	0	0	0	0	5.185
E010346	Passiva Sichteinlagen Privatkunden normalverzinsli	379.707	68.204	135.012	421.489	97.738	253.059
E010347	Passiva Sichteinlagen Privatkunden höherverzinslic	71.005	7.983	141.359	143.553	84.041	30.450
E010348	Passiva Sichteinlagen Geschäftskd. normalverzinsli	121.467	33.462	44.922	120.500	25.468	116.569
E010349	Passiva Sichteinlagen Geschäftskd. höherverzinslic	136.453	37.885	17.581	108.442	19.702	57.871
E010350	Passiva Verbindlichk. gegenüber Kl ifd. Konten	176	84	72	34	87	0
E010351	Passiva Verbindlichk. gegenüber Kl Tagesgeld, unte	1.545	161	510	0	66	748
E010352	Passiva Verbindlichk. gegenüber Kl 1 Monat bis zu	28.000	34.667	0	37.500	91.097	0
E010353	Passiva Verbindlichk. gegenüber Kl über 5 Jahre	133.860	19.167	0	111.286	15.000	106.064
E010354	Passiva Weiterleitungsmittel	99.673	28.073	38.719	95.218	23.832	110.394
E010355	Passiva Wertberichtigungen	53.527	13.510	15.570	71.046	23.398	28.433
E010356	Passiva Vorsorgereserven	55.036	13.800	22.012	58.485	10.000	59.807
E010357	Passiva Eigenkapital	111.917	39.228	38.558	169.113	27.546	95.091
E010358	Handelspassiva	0	0	0	0	0	0
E010359	Passiva GuV/Saldo passivisch	9.106	2.156	4.411	13.261	3.189	11.576
E010360	Passiva übrige	34.186	9.834	14.739	53.855	14.423	66.175
E010381	Passiva Spareinlagen ohne Zinsbefristung insgesamt	436.098	145.925	129.793	416.607	63.845	498.700
E010382	Passiva Spareinlagen mit Zinsbefristung insgesamt	456.600	65.684	280.001	834.356	101.444	279.802
E010383	Passiva Spareinlagen insgesamt	892.698	211.609	409.794	1.250.963	165.289	778.502
E010384	Passiva Eigenemissionen an Kunden insgesamt	316.945	33.979	74.939	135.211	75.370	34.471
E010385	Passiva Sparvolumen (I)	1.209.643	245.588	484.733	1.386.174	240.659	812.973
E010386	Passiva Befristete Verbindlichkeiten gg. Kunden	16.193	31.680	1.909	20.900	6.785	48.828
E010387	Passiva Sparvolumen (II)	1.225.836	277.268	486.642	1.407.074	247.444	861.801
E010388	Passiva Sichteinlagen	708.632	147.534	338.874	793.984	226.949	457.949
E010389	Passiva Verbindlichkeiten gg. Kunden insgesamt	1.934.468	424.802	825.516	2.201.058	474.393	1.319.750
E010390	Passiva Verbindlichkeiten gg. Kreditinstituten (I)	160.581	54.079	582	148.820	106.250	106.812
E010391	Passiva Tagesgeld, bef. Verbindlichkeiten gg. Kre	160.405	53.995	510	148.786	106.163	106.812
E010392	Passiva Verbindlichkeiten gg. Kreditinstituten (II)	260.254	82.152	39.301	244.038	130.082	217.206
E010393	Passiva Restliche Passivpositionen	263.772	78.528	95.290	365.760	78.556	261.082
E010394	Kennzahlensystem Passiva Passivüberhang Kundengesc	923.227	176.028	351.848	807.365	210.360	429.282
E010399	Passiva Summe der Passiva (DBS)	2.458.494	585.482	960.107	2.810.856	683.031	1.798.038

KURZNAME BVNR	Institutskurzname BV-Nr	18 / 72					
		7 21021	8 21022	9 21030	10 21031	11 22033	12 22035
E010331	Passiva Spareinlagen normalverzinslich alle Kündigung	41.156	74.266	26.810	48.598	90.507	88.364
E010332	Passiva Spareinlagen höherverzinsl. ohne Zinsbefr.	0	0	0	150.749	284	71.771
E010333	Passiva Spareinlagen höherverzinsl. ohne Zinsbefr.	0	21.946	41.815	6.746	3.463	5.509
E010334	Passiva Spareinlagen höherverzinsl. mit Zinsbefr.	78.502	79.536	69.687	80.807	73.194	23.901
E010335	Passiva Spareinlagen höherverzinsl. mit Zinsbefr.	3.066	1.508	47.448	73.737	81.755	91.516
E010336	Passiva Spareinlagen höherverzinsl. mit Zinsbefr.	36.029	21.604	28.662	72.415	37.798	46.575
E010337	Passiva Spareinlagen höherverzinsl. mit Zinsbefr.	61.921	23.621	90	257	62	2.081
E010338	Passiva Eigenemission. Privatkunden bis zu 2 Jahre	0	0	0	0	32	0
E010339	Passiva Eigenemission. Privatkunden über 2 Jahre b	24.783	14.703	0	39.206	22.042	18.548
E010340	Passiva Eigenemission. Privatkunden über 5 Jahre	3.143	7.891	326	18.337	8.893	7.826
E010341	Passiva Eigenemission. Geschäftskunden	30.100	6.864	6.900	1.617	6.725	4.744
E010342	Passiva Termineinlagen Privatkunden bis zu 3 Mon.	6.945	976	1.921	4.856	0	4.219
E010343	Passiva Termineinlagen Privatkunden über 3 Monate	2.967	413	1.682	8.982	0	2.185
E010344	Passiva Termineinlagen Geschäftskd. bis zu 5 Jahre	34.793	13.608	17.853	40.414	0	29.493
E010345	Passiva Termineinlagen Geschäftskd. über 5 Jahre	0	0	0	0	0	0
E010346	Passiva Sichteinlagen Privatkunden normalverzinsli	66.178	85.257	67.621	157.363	109.139	81.759
E010347	Passiva Sichteinlagen Privatkunden höherverzinslic	16.294	39.510	49.279	118.683	100.552	15.564
E010348	Passiva Sichteinlagen Geschäftskd. normalverzinsli	30.725	21.039	22.336	41.987	40.765	22.827
E010349	Passiva Sichteinlagen Geschäftskd. höherverzinslic	28.774	20.309	18.259	61.129	67.403	21.054
E010350	Passiva Verbindlichk. gegenüber Kl lfd. Konten	69	111	45	62	867	21
E010351	Passiva Verbindlichk. gegenüber Kl Tagesgeld, unte	306	95	188	70	17	19.281
E010352	Passiva Verbindlichk. gegenüber Kl 1 Monat bis zu	15.000	15.000	14.476	0	0	45.278
E010353	Passiva Verbindlichk. gegenüber Kl über 5 Jahre	0	19.089	2.000	30.223	30.000	0
E010354	Passiva Weiterleitungsmittel	30.868	14.904	30.042	77.035	48.353	26.619
E010355	Passiva Wertberichtigungen	4.482	5.413	5.412	18.022	10.459	8.455
E010356	Passiva Vorsorgereserven	14.835	21.315	16.395	27.958	21.430	26.126
E010357	Passiva Eigenkapital	40.443	31.350	21.387	47.044	42.229	34.100
E010358	Handelspassiva	0	0	0	0	0	0
E010359	Passiva GuV/Saldo passivisch	878	710	1.975	4.305	2.461	3.131
E010360	Passiva übrige	12.624	70.936	17.602	17.397	13.962	9.944
E010381	Passiva Spareinlagen ohne Zinsbefristung insgesamt	41.156	96.212	68.625	206.093	94.254	165.644
E010382	Passiva Spareinlagen mit Zinsbefristung insgesamt	179.518	126.269	145.887	227.216	192.809	164.073
E010383	Passiva Spareinlagen insgesamt	220.674	222.481	214.512	433.309	287.063	329.717
E010384	Passiva Eigenemissionen an Kunden insgesamt	58.026	29.458	7.226	59.160	37.692	31.118
E010385	Passiva Sparvolumen (I)	278.700	251.939	221.738	492.469	324.755	360.835
E010386	Passiva Befristete Verbindlichkeiten gg. Kunden	44.705	14.997	21.456	54.252	0	35.897
E010387	Passiva Sparvolumen (II)	323.405	266.936	243.194	546.721	324.755	396.732
E010388	Passiva Sichteinlagen	141.971	166.115	157.495	379.162	317.859	141.204
E010389	Passiva Verbindlichkeiten gg. Kunden insgesamt	465.376	433.051	400.689	925.883	642.614	537.936
E010390	Passiva Verbindlichkeiten gg. Kreditinstituten (I)	15.375	34.295	16.709	30.355	30.884	64.580
E010391	Passiva Tagesgeld, befr. Verbindlichkeiten gg. Kre	15.306	34.184	16.664	30.293	30.017	64.559
E010392	Passiva Verbindlichkeiten gg. Kreditinstituten (II)	46.243	49.199	46.751	107.390	79.237	91.199
E010393	Passiva Restliche Passivpositionen	73.262	129.724	62.771	114.726	90.541	81.756
E010394	Kennzahlensystem Passiva Passivüberhang Kundengesc	251.098	310.944	212.850	549.554	348.616	309.614
E010399	Passiva Summe der Passiva (DBS)	584.881	611.974	510.211	1.147.999	812.392	710.891

		19 / 72					
KURZNAME	Institutskurzname	13	14	15	16	17	18
BVNR	BV-Nr	22038	22050	22051	22053	22056	22058
E010331	Passiva Spareinlagen normalverzinslich alle Kündigung	75.668	281.570	4.898	37.956	62.168	173.473
E010332	Passiva Spareinlagen höherverzinsl. ohne Zinsbefr.	0	1.573.257	73.122	50	0	0
E010333	Passiva Spareinlagen höherverzinsl. ohne Zinsbefr.	83.944	9.131	138	386.389	284.252	212.692
E010334	Passiva Spareinlagen höherverzinsl. mit Zinsbefr.	94.782	256.888	2.063	24.355	195.868	38.861
E010335	Passiva Spareinlagen höherverzinsl. mit Zinsbefr.	26.526	880.644	17.780	107.408	49.941	266.636
E010336	Passiva Spareinlagen höherverzinsl. mit Zinsbefr.	65.546	554.443	25.017	28.702	97.957	186.122
E010337	Passiva Spareinlagen höherverzinsl. mit Zinsbefr.	631	16.880	90	138	25.173	98.855
E010338	Passiva Eigenemission. Privatkunden bis zu 2 Jahre	0	13.034	18.418	0	0	0
E010339	Passiva Eigenemission. Privatkunden über 2 Jahre b	17.795	41.457	34.801	43.178	12.281	60.063
E010340	Passiva Eigenemission. Privatkunden über 5 Jahre	789	245.202	13.826	21.060	7.955	44.408
E010341	Passiva Eigenemission. Geschäftskunden	56.483	167.353	10.805	7.091	4.327	15.109
E010342	Passiva Termineinlagen Privatkunden bis zu 3 Mon.	10.981	15.964	396	1.529	4.317	6.228
E010343	Passiva Termineinlagen Privatkunden über 3 Monate	4.240	2.073	0	24	1.823	936
E010344	Passiva Termineinlagen Geschäftskd. bis zu 5 Jahre	13.985	266.877	851	23.735	41.564	23.822
E010345	Passiva Termineinlagen Geschäftskd. über 5 Jahre	0	240	0	0	0	0
E010346	Passiva Sichteinlagen Privatkunden normalverzinsli	105.102	928.583	44.896	125.429	192.339	294.350
E010347	Passiva Sichteinlagen Privatkunden höherverzinslic	25.809	1.468.746	101.444	101.790	8.366	231.906
E010348	Passiva Sichteinlagen Geschäftskd. normalverzinsli	37.691	289.508	16.358	67.695	72.612	96.534
E010349	Passiva Sichteinlagen Geschäftskd. höherverzinslic	33.622	566.353	23.311	57.527	46.698	128.580
E010350	Passiva Verbindlichk. gegenüber Kl ifd. Konten	127	26.093	321	200	53	3.610
E010351	Passiva Verbindlichk. gegenüber Kl Tagesgeld, unte	14.721	135.171	0	0	0	120
E010352	Passiva Verbindlichk. gegenüber Kl 1 Monat bis zu	59.978	64.074	8.000	0	0	354
E010353	Passiva Verbindlichk. gegenüber Kl über 5 Jahre	34.958	101.666	10.372	20.000	0	22.500
E010354	Passiva Weiterleitungs mittel	59.013	189.226	15.984	66.843	17.209	68.510
E010355	Passiva Wertberichtigungen	23.753	52.377	6.089	13.745	16.137	43.298
E010356	Passiva Vorsorgeserven	38.058	334.867	16.786	32.240	52.789	80.836
E010357	Passiva Eigenkapital	56.637	711.393	15.167	66.995	78.259	105.246
E010358	Handelspassiva	0	0	0	0	0	0
E010359	Passiva GuVSaldo passivisch	4.595	58.104	2.128	3.102	3.846	8.378
E010360	Passiva übrige	20.457	92.687	3.859	20.443	15.932	25.111
E010381	Passiva Spareinlagen ohne Zinsbefristung insgesamt	159.612	1.863.958	78.158	424.395	346.420	386.165
E010382	Passiva Spareinlagen mit Zinsbefristung insgesamt	187.485	1.708.855	44.950	160.603	368.939	590.474
E010383	Passiva Spareinlagen insgesamt	347.097	3.572.813	123.108	584.998	715.359	976.639
E010384	Passiva Eigenemissionen an Kunden insgesamt	75.067	467.046	77.850	71.329	24.563	119.580
E010385	Passiva Sparvolumen (I)	422.164	4.039.859	200.958	656.327	739.922	1.096.219
E010386	Passiva Befristete Verbindlichkeiten gg. Kunden	29.206	285.154	1.247	25.288	47.704	30.986
E010387	Passiva Sparvolumen (II)	451.370	4.325.013	202.205	681.615	787.626	1.127.205
E010388	Passiva Sichteinlagen	202.224	3.253.190	186.009	352.451	320.015	751.370
E010389	Passiva Verbindlichkeiten gg. Kunden insgesamt	653.594	7.578.203	388.214	1.034.066	1.107.641	1.878.575
E010390	Passiva Verbindlichkeiten gg. Kreditinstituten (I)	109.784	327.004	15.693	20.200	53	26.584
E010391	Passiva Tagesgeld, bef. Verbindlichkeiten gg. Kre	109.657	300.911	15.372	20.000	0	22.974
E010392	Passiva Verbindlichkeiten gg. Kreditinstituten (II)	168.797	516.230	31.677	87.043	17.262	95.094
E010393	Passiva Restliche Passivpositionen	143.500	1.249.428	44.029	136.525	166.963	262.869
E010394	Kennzahlensystem Passiva Passivüberhang Kundengesc	332.250	5.403.786	217.075	616.407	649.246	1.298.580
E010399	Passiva Summe der Passiva (DBS)	965.891	9.343.861	463.920	1.257.634	1.291.866	2.236.538

KURZNAME	Institutskurzname	19	20	21	22	23	24
BVNR	BV-Nr	22062	22064	22072	23074	23078	23082
E010331	Passiva Spareinlagen normalverzinslich alle Kündig	157.750	55.421	96.209	25.799	99.293	104.571
E010332	Passiva Spareinlagen höherverzinsl. ohne Zinsbefr.	143.893	0	0	113.490	122.988	4.957
E010333	Passiva Spareinlagen höherverzinsl. ohne Zinsbefr.	5.956	294.133	362.354	2.164	0	454.528
E010334	Passiva Spareinlagen höherverzinsl. mit Zinsbefr.	668	0	294.751	4.011	121	111.177
E010335	Passiva Spareinlagen höherverzinsl. mit Zinsbefr.	136.878	259.689	146.310	102.919	158.424	97.650
E010336	Passiva Spareinlagen höherverzinsl. mit Zinsbefr.	95.809	73.345	226.805	57.897	80.812	145.448
E010337	Passiva Spareinlagen höherverzinsl. mit Zinsbefr.	3.458	4.649	1.523	1.427	49	62.287
E010338	Passiva Eigenemission. Privatkunden bis zu 2 Jahre	32.417	55	0	5.109	11.895	367
E010339	Passiva Eigenemission. Privatkunden über 2 Jahre b	94.544	114.387	129.424	76.936	59.952	78.256
E010340	Passiva Eigenemission. Privatkunden über 5 Jahre	19.352	14.492	23.060	17.002	29.665	17.101
E010341	Passiva Eigenemission. Geschäftskunden	53.815	30.022	21.722	22.480	58.099	16.493
E010342	Passiva Termineinlagen Privatkunden bis zu 3 Mon.	3.251	8.602	68.800	5.567	1.942	21.372
E010343	Passiva Termineinlagen Privatkunden über 3 Monate	346	3.197	85.872	2.383	845	2.721
E010344	Passiva Termineinlagen Geschäftskd. bis zu 5 Jahre	11.830	14.400	134.948	21.445	12.656	27.644
E010345	Passiva Termineinlagen Geschäftskd. über 5 Jahre	0	0	0	0	0	0
E010346	Passiva Sichteinlagen Privatkunden normalverzinsli	127.967	166.077	259.417	85.317	115.752	263.736
E010347	Passiva Sichteinlagen Privatkunden höherverzinslic	32.090	2.663	13.389	54.025	66.941	22.057
E010348	Passiva Sichteinlagen Geschäftskd. normalverzinsli	46.190	42.660	108.573	34.291	31.572	74.951
E010349	Passiva Sichteinlagen Geschäftskd. höherverzinslic	101.228	54.052	59.032	12.346	57.767	116.411
E010350	Passiva Verbindlichk. gegenüber Kl lfd. Konten	0	319	64	167	2.080	2.301
E010351	Passiva Verbindlichk. gegenüber Kl Tagesgeld, unte	0	44.666	21.964	37.117	996	717
E010352	Passiva Verbindlichk. gegenüber Kl 1 Monat bis zu	186.931	37.361	50.000	2.285	39.250	30.167
E010353	Passiva Verbindlichk. gegenüber Kl über 5 Jahre	8.653	0	10.000	8.000	46.967	39.511
E010354	Passiva Weiterleitungs mittel	59.313	31.177	44.396	35.278	30.387	76.112
E010355	Passiva Wertberichtigungen	20.950	29.302	18.649	24.862	18.829	53.055
E010356	Passiva Vorsorgereserven	56.424	65.790	110.467	31.579	37.706	89.770
E010357	Passiva Eigenkapital	89.888	74.507	216.908	41.488	62.698	143.324
E010358	Handelspassiva	0	0	0	0	0	0
E010359	Passiva GuV/Saldo passivisch	5.731	8.707	7.661	4.959	6.029	12.224
E010360	Passiva übrige	19.646	19.746	18.285	42.742	20.302	105.820
E010381	Passiva Spareinlagen ohne Zinsbefristung insgesamt	307.589	349.554	458.563	141.453	222.281	564.056
E010382	Passiva Spareinlagen mit Zinsbefristung insgesamt	236.813	337.683	669.389	166.254	239.406	416.562
E010383	Passiva Spareinlagen insgesamt	544.402	687.237	1.127.952	307.707	461.687	980.618
E010384	Passiva Eigenemissionen an Kunden insgesamt	200.128	158.956	174.206	121.527	159.611	112.217
E010385	Passiva Sparvolumen (I)	744.530	846.193	1.302.158	429.234	621.298	1.092.835
E010386	Passiva Befristete Verbindlichkeiten gg. Kunden	15.427	26.199	289.620	29.395	15.443	51.737
E010387	Passiva Sparvolumen (II)	759.957	872.392	1.591.778	458.629	636.741	1.144.572
E010388	Passiva Sichteinlagen	307.475	265.452	440.411	185.979	272.032	477.155
E010389	Passiva Verbindlichkeiten gg. Kunden insgesamt	1.067.432	1.137.844	2.032.189	644.608	908.773	1.621.727
E010390	Passiva Verbindlichkeiten gg. Kreditinstituten (I)	195.584	82.346	82.028	47.569	89.293	72.696
E010391	Passiva Tagesgeld, bef. Verbindlichkeiten gg. Kre	195.584	82.027	81.964	47.402	87.213	70.395
E010392	Passiva Verbindlichkeiten gg. Kreditinstituten (II)	254.897	113.523	126.424	82.847	119.680	148.808
E010393	Passiva Restliche Passivpositionen	192.639	198.052	371.970	145.630	145.564	404.193
E010394	Kennzahlensystem Passiva Passivüberhang Kundengesc	761.733	629.751	1.423.939	199.882	460.735	697.237
E010399	Passiva Summe der Passiva (DBS)	1.514.968	1.449.419	2.530.583	873.085	1.174.017	2.174.728

21 / 72

KURZNAME	Institutskurzname	25	26	27	28	29	30
BVNR	BV-Nr	23086	23089	23091	23094	23097	23098
E010331	Passiva Spareinlagen normalverzinslich alle Kundig	91.592	50.663	144.758	114.947	53.363	129.455
E010332	Passiva Spareinlagen höherverzinsl. ohne Zinsbefr.	160.800				91.492	
E010333	Passiva Spareinlagen höherverzinsl. ohne Zinsbefr.	58.009	93.789	236.778	157.571	4.476	1.872
E010334	Passiva Spareinlagen höherverzinsl. mit Zinsbefr.	131.707	53.227	48.659	3.991	36.984	13.317
E010335	Passiva Spareinlagen höherverzinsl. mit Zinsbefr.	92.258	118.458	181.141	12.085	141.931	288.604
E010336	Passiva Spareinlagen höherverzinsl. mit Zinsbefr.	117.986	50.885	94.206	93.449	21.356	122.286
E010337	Passiva Spareinlagen höherverzinsl. mit Zinsbefr.	2.278	6.572	10.262	26.635	564	1.562
E010338	Passiva Eigenemission. Privatkunden bis zu 2 Jahre		458	7.467	91.007	2.246	
E010339	Passiva Eigenemission. Privatkunden über 2 Jahre b	73.854	15.980	62.495	77.471	35.269	30.663
E010340	Passiva Eigenemission. Privatkunden über 5 Jahre	8.997	21.445	23.171	11.599	3.684	8.667
E010341	Passiva Eigenemission. Geschäftskunden	25.415	11.334	10.611	3.817	1.605	9.034
E010342	Passiva Termineinlagen Privatkunden bis zu 3 Mon.	8.654	873	4.485	28.509	10.000	50.117
E010343	Passiva Termineinlagen Privatkunden über 3 Monate	1.951	27	98	10.173	2.179	3.955
E010344	Passiva Termineinlagen Geschäftskd. bis zu 5 Jahre	13.263	12.961	6.333	11.061	14.322	16.069
E010345	Passiva Termineinlagen Geschäftskd. über 5 Jahre						
E010346	Passiva Sichteinlagen Privatkunden normalverzinsli	183.519	99.550	237.296	182.599	109.483	199.986
E010347	Passiva Sichteinlagen Privatkunden höherverzinslic	7.282	14.372	364.153	89.976	25.543	25.765
E010348	Passiva Sichteinlagen Geschäftskd. normalverzinsli	39.196	26.713	72.872	45.981	28.924	97.179
E010349	Passiva Sichteinlagen Geschäftskd. höherverzinslic	78.381	8.153	139.454	54.271	21.896	8.622
E010350	Passiva Verbindlichk. gegenüber Kl ifd. Konten	390	26	2.924	66	30	434
E010351	Passiva Verbindlichk. gegenüber Kl Tagesgeld, unte	2.199				485	867
E010352	Passiva Verbindlichk. gegenüber Kl 1 Monat bis zu		10.139	6.073		19.944	64.944
E010353	Passiva Verbindlichk. gegenüber Kl über 5 Jahre	56.458	24.333	29.052	16.258	18.250	31.587
E010354	Passiva Weiterleitungsmittel	44.464	18.372	56.621	23.517	35.798	47.199
E010355	Passiva Wertberichtigungen	21.825	9.817	23.532	15.419	19.641	30.072
E010356	Passiva Vorsorgereserven	47.474	17.880	55.477	47.704	17.286	26.000
E010357	Passiva Eigenkapital	64.661	25.802	92.016	80.102	33.214	52.260
E010358	Handelspassiva						
E010359	Passiva GuV/Saldo passivisch	3.318	3.311	3.374	4.254	2.622	5.995
E010360	Passiva übrige	23.322	24.448	23.726	30.222	26.274	19.728
E010381	Passiva Spareinlagen ohne Zinsbefristung insgesamt	310.401	144.452	381.536	272.518	149.331	131.327
E010382	Passiva Spareinlagen mit Zinsbefristung insgesamt	344.229	229.142	334.268	136.160	200.835	425.769
E010383	Passiva Spareinlagen insgesamt	654.630	373.594	715.804	408.678	350.166	557.096
E010384	Passiva Eigenemissionen an Kunden insgesamt	108.266	49.217	103.744	183.894	42.804	48.364
E010385	Passiva Sparvolumen (I)	762.896	422.811	819.548	592.572	392.970	605.460
E010386	Passiva Befristete Verbindlichkeiten gg. Kunden	23.868	13.861	10.916	49.743	26.501	70.141
E010387	Passiva Sparvolumen (II)	786.764	436.672	830.464	642.315	419.471	675.601
E010388	Passiva Sichteinlagen	308.378	148.788	813.775	372.827	185.846	331.552
E010389	Passiva Verbindlichkeiten gg. Kunden insgesamt	1.095.142	585.460	1.644.239	1.015.142	605.317	1.007.153
E010390	Passiva Verbindlichkeiten gg. Kreditinstituten (I)	59.047	34.498	38.049	16.324	38.709	97.832
E010391	Passiva Tagesgeld, bef. Verbindlichkeiten gg. Kre	58.657	34.472	35.125	16.258	38.679	97.398
E010392	Passiva Verbindlichkeiten gg. Kreditinstituten (II)	103.511	52.870	94.670	39.841	74.507	145.031
E010393	Passiva Restliche Passivpositionen	160.600	81.258	198.125	177.701	99.037	134.055
E010394	Kennzahlensystem Passiva Passivüberhang Kundengesc	730.806	273.032	961.359	646.615	388.396	534.493
E010399	Passiva Summe der Passiva (DBS)	1.359.253	719.588	1.937.034	1.232.684	778.861	1.286.239

		22 / 72					
KURZNAME	Institutskurzname	31	32	33	34	35	36
BVNR	BV-Nr	23100	23104	23109	23111	25046	25150
E010331	Passiva Spareinlagen normalverzinslich alle Kündigung	157.610	143.529	259.654	225.377	91.759	83.541
E010332	Passiva Spareinlagen höherverzinsl. ohne Zinsbefr.	73.221			356.258	172.712	
E010333	Passiva Spareinlagen höherverzinsl. ohne Zinsbefr.	107.112	252.292	53.056	10.690		634.793
E010334	Passiva Spareinlagen höherverzinsl. mit Zinsbefr.	823	30.738	28.935	59.378	118.859	3.057
E010335	Passiva Spareinlagen höherverzinsl. mit Zinsbefr.	337.782	380.898	341.459	363.218	5.003	331.575
E010336	Passiva Spareinlagen höherverzinsl. mit Zinsbefr.	198.129	107.784	144.710	264.060	133.823	185.838
E010337	Passiva Spareinlagen höherverzinsl. mit Zinsbefr.	769	11.484	4.296	6.900	3.891	5.617
E010338	Passiva Eigenemission. Privatkunden bis zu 2 Jahre	68.340	8.225	18.624			37.909
E010339	Passiva Eigenemission. Privatkunden über 2 Jahre b	79.030	28.222	54.349	4.384	8.361	115.271
E010340	Passiva Eigenemission. Privatkunden über 5 Jahre	13.589	33.479	5.073	22.251	38.867	8.532
E010341	Passiva Eigenemission. Geschäftskunden	21.235	54.093	21.184	52.282	12.468	22.370
E010342	Passiva Termineinlagen Privatkunden bis zu 3 Mon.	2.720	7.484	26.357	2.069	2.726	33.207
E010343	Passiva Termineinlagen Privatkunden über 3 Monate	413	408	2.294	104	82	21.298
E010344	Passiva Termineinlagen Geschäftskd. bis zu 5 Jahre	8.069	22.440	21.718	54.115	3.456	38.192
E010345	Passiva Termineinlagen Geschäftskd. über 5 Jahre		37				
E010346	Passiva Sichteinlagen Privatkunden normalverzinsli	235.767	266.288	234.429	504.316	142.274	390.284
E010347	Passiva Sichteinlagen Privatkunden höherverzinslic	132.638	94.096	27.508	690.332	18.241	132.738
E010348	Passiva Sichteinlagen Geschäftskd. normalverzinsli	79.703	68.029	66.526	147.026	37.711	93.713
E010349	Passiva Sichteinlagen Geschäftskd. höherverzinslic	115.762	74.209	46.034	71.999	80.614	64.484
E010350	Passiva Verbindlichk. gegenüber Kl lfd. Konten	239	66.544	48	219	493	463
E010351	Passiva Verbindlichk. gegenüber Kl Tagesgeld, unte	37.189		17.119	86.144	145.954	22.421
E010352	Passiva Verbindlichk. gegenüber Kl 1 Monat bis zu	80.276	264	80.026	118.762	150.140	15.000
E010353	Passiva Verbindlichk. gegenüber Kl über 5 Jahre	138.863	37.628	2.718	55.575	21.513	215
E010354	Passiva Weiterleitungs mittel	58.271	55.011	38.132	99.164	17.213	70.277
E010355	Passiva Wertberichtigungen	44.017	16.788	47.401	73.487	13.860	47.975
E010356	Passiva Vorsorgeserven	89.416	57.550	47.978	108.700	31.367	87.494
E010357	Passiva Eigenkapital	116.758	104.354	102.352	119.631	51.416	114.522
E010358	Handelspassiva						
E010359	Passiva GuV/Saldo passivisch	10.138	3.978	5.112	4.529	4.227	7.293
E010360	Passiva übrige	39.599	53.440	92.640	85.296	13.978	56.913
E010381	Passiva Spareinlagen ohne Zinsbefristung insgesamt	337.943	395.821	312.710	592.325	264.471	718.334
E010382	Passiva Spareinlagen mit Zinsbefristung insgesamt	537.503	530.904	519.400	693.556	261.576	526.087
E010383	Passiva Spareinlagen insgesamt	875.446	926.725	832.110	1.285.881	526.047	1.244.421
E010384	Passiva Eigenemissionen an Kunden insgesamt	182.194	124.019	99.230	78.917	59.716	184.082
E010385	Passiva Sparvolumen (I)	1.057.640	1.050.744	931.340	1.364.798	585.763	1.428.503
E010386	Passiva Befristete Verbindlichkeiten gg. Kunden	11.202	30.369	50.369	56.288	6.264	92.697
E010387	Passiva Sparvolumen (II)	1.068.842	1.081.113	981.709	1.421.086	592.027	1.521.200
E010388	Passiva Sichteinlagen	563.870	502.622	374.497	1.413.673	278.840	681.219
E010389	Passiva Verbindlichkeiten gg. Kunden insgesamt	1.632.712	1.583.735	1.356.206	2.834.759	870.867	2.202.419
E010390	Passiva Verbindlichkeiten gg. Kreditinstituten (I)	256.567	104.436	99.911	260.700	318.100	38.099
E010391	Passiva Tagesgeld, bef. Verbindlichkeiten gg. Kre	256.328	37.892	99.863	260.481	317.607	37.636
E010392	Passiva Verbindlichkeiten gg. Kreditinstituten (II)	314.838	159.447	138.043	359.864	335.313	108.376
E010393	Passiva Restliche Passivpositionen	299.928	236.110	295.483	391.643	114.848	314.197
E010394	Kennzahlensystem Passiva Passivüberhang Kundengesc	568.395	1.044.028	858.234	1.838.033	599.834	1.529.057
E010399	Passiva Summe der Passiva (DBS)	2.247.478	1.979.292	1.789.732	3.586.266	1.321.028	2.624.992

23 / 72

KURZNAME	Institutskurzname	37	38	39	40	41	42
BVNR	BV-Nr	25153	25156	25158	25167	25168	25174
E010331	Passiva Spareinlagen nominalverzinslich alle Kündigung	38.577	213.465	279.436	19.351	72.833	199.107
E010332	Passiva Spareinlagen höherverzinsl. ohne Zinsbefr.	301.824	162.565	1.046.127	74.643	37.798	1.770.960
E010333	Passiva Spareinlagen höherverzinsl. ohne Zinsbefr.	295	6.196	11.940	713	1.903	374
E010334	Passiva Spareinlagen höherverzinsl. mit Zinsbefr.	657	41.329	266.355	5.501	42.282	61.536
E010335	Passiva Spareinlagen höherverzinsl. mit Zinsbefr.	144.973	262.917	1.048.390	98.671	158.395	1.135.972
E010336	Passiva Spareinlagen höherverzinsl. mit Zinsbefr.	102.086	179.730	444.099	24.430	98.146	270.695
E010337	Passiva Spareinlagen höherverzinsl. mit Zinsbefr.	7.579	4.663	17.189	0	173	400
E010338	Passiva Eigenemission. Privatkunden bis zu 2 Jahre	21.359	35.862	366	12.191	0	69.457
E010339	Passiva Eigenemission. Privatkunden über 2 Jahre b	54.545	121.173	73.958	46.910	23.373	209.115
E010340	Passiva Eigenemission. Privatkunden über 5 Jahre	7.736	11.064	113.356	258	5.788	186.534
E010341	Passiva Eigenemission. Geschäftskunden	12.705	57.652	274.567	8.523	872	24.059
E010342	Passiva Termineinlagen Privatkunden bis zu 3 Mon.	1.070	3.261	40.559	849	1.103	35.213
E010343	Passiva Termineinlagen Privatkunden über 3 Monate	3	3.173	876	528	1	1.669
E010344	Passiva Termineinlagen Geschäftskd. bis zu 5 Jahre	10.103	31.733	401.442	5.312	5.320	115.372
E010345	Passiva Termineinlagen Geschäftskd. über 5 Jahre	0	0	0	0	0	2
E010346	Passiva Sichteinlagen Privatkunden nominalverzinsli	208.234	319.359	1.109.987	81.265	137.542	1.255.956
E010347	Passiva Sichteinlagen Privatkunden höherverzinslic	54.485	156.207	2.151.071	98.879	52.754	536.731
E010348	Passiva Sichteinlagen Geschäftskd. nominalverzinsli	64.936	80.977	283.633	19.058	30.437	321.727
E010349	Passiva Sichteinlagen Geschäftskd. höherverzinslic	76.613	167.673	767.685	58.417	18.467	380.588
E010350	Passiva Verbindlichk. gegenüber Kl ifd. Konten	4.571	1.089	1.243	254	310	1.385
E010351	Passiva Verbindlichk. gegenüber Kl Tagesgeld, unte	567	21.036	22.280	48.749	0	27.682
E010352	Passiva Verbindlichk. gegenüber Kl 1 Monat bis zu	80.375	4.639	777.558	21.431	0	511.735
E010353	Passiva Verbindlichk. gegenüber Kl über 5 Jahre	0	28.712	1.160.665	50.000	0	692.010
E010354	Passiva Weiterleitungs mittel	48.083	85.288	193.752	35.018	30.732	165.427
E010355	Passiva Wertberichtigungen	32.488	53.464	155.222	14.387	5.996	138.619
E010356	Passiva Vorsorgereserven	42.469	29.851	214.078	28.376	34.712	117.700
E010357	Passiva Eigenkapital	71.133	98.974	359.410	32.126	42.555	269.092
E010358	Handelspassiva	0	0	0	0	0	0
E010359	Passiva GuV/Saldo passivisch	4.146	6.527	21.245	1.711	2.770	24.341
E010360	Passiva übrige	15.563	37.395	113.415	11.848	11.826	105.479
E010381	Passiva Spareinlagen ohne Zinsbefristung insgesamt	340.696	382.226	1.337.503	94.707	112.534	1.970.441
E010382	Passiva Spareinlagen mit Zinsbefristung insgesamt	255.295	488.639	1.776.033	128.602	298.996	1.468.603
E010383	Passiva Spareinlagen insgesamt	595.991	870.865	3.113.536	223.309	411.530	3.439.044
E010384	Passiva Eigenemissionen an Kunden insgesamt	96.345	225.751	462.247	67.882	30.033	489.165
E010385	Passiva Sparvolumen (I)	692.336	1.096.616	3.575.783	291.191	441.563	3.928.209
E010386	Passiva Befristete Verbindlichkeiten gg. Kunden	11.176	38.167	442.877	6.689	6.424	152.256
E010387	Passiva Sparvolumen (II)	703.512	1.134.783	4.018.660	297.880	447.987	4.080.465
E010388	Passiva Sichteinlagen	404.268	724.216	4.312.376	257.619	239.200	2.495.002
E010389	Passiva Verbindlichkeiten gg. Kunden insgesamt	1.107.780	1.858.999	8.331.036	555.499	687.187	6.575.467
E010390	Passiva Verbindlichkeiten gg. Kreditinstituten (I)	85.513	55.476	1.961.746	120.434	310	1.232.812
E010391	Passiva Tagesgeld, befr. Verbindlichkeiten gg. Kre	80.942	54.387	1.960.503	120.180	0	1.231.427
E010392	Passiva Verbindlichkeiten gg. Kreditinstituten (II)	133.596	140.764	2.155.498	155.452	31.042	1.398.239
E010393	Passiva Restliche Passivpositionen	165.799	226.211	863.370	88.448	97.849	655.231
E010394	Kennzahlensystem Passiva Passivüberhang Kundengesc	752.067	1.243.383	5.494.671	337.500	550.326	4.186.538
E010399	Passiva Summe der Passiva (DBS)	1.407.175	2.225.974	11.349.904	799.399	816.078	8.628.937

KURZNAME	Institutskurzname	43	44	45	46	47
BVNR	BV-Nr	25176	25181	25183	25189	25193
E010331	Passiva Spareinlagen normalverzinslich alle Kündigung	94.890	33.342	180.347	153.734	100.253
E010332	Passiva Spareinlagen höherverzinsl. ohne Zinsbefr.	20.424	310.259	0	2.239	107.911
E010333	Passiva Spareinlagen höherverzinsl. ohne Zinsbefr.	365.705	11.132	79.763	326.393	111.334
E010334	Passiva Spareinlagen höherverzinsl. mit Zinsbefr.	89.545	128.741	64.978	84.338	0
E010335	Passiva Spareinlagen höherverzinsl. mit Zinsbefr.	440.406	2.050	495.746	333.798	301.146
E010336	Passiva Spareinlagen höherverzinsl. mit Zinsbefr.	171.120	181.344	195.981	266.699	91.940
E010337	Passiva Spareinlagen höherverzinsl. mit Zinsbefr.	119.592	0	4.515	6.632	4.165
E010338	Passiva Eigenemission. Privatkunden bis zu 2 Jahre	0	3.911	16	4.951	10.906
E010339	Passiva Eigenemission. Privatkunden über 2 Jahre b	137.922	38.925	48.087	60.804	176.758
E010340	Passiva Eigenemission. Privatkunden über 5 Jahre	4.146	40.029	10.681	170.580	36.750
E010341	Passiva Eigenemission. Geschäftskunden	16.410	9.291	2.018	43.479	39.739
E010342	Passiva Termineinlagen Privatkunden bis zu 3 Mon.	5.724	9.761	32.071	9.174	9.759
E010343	Passiva Termineinlagen Privatkunden über 3 Monate	798	1.430	3.153	3.630	2.622
E010344	Passiva Termineinlagen Geschäftskd. bis zu 5 Jahre	63.797	33.359	59.518	35.035	49.803
E010345	Passiva Termineinlagen Geschäftskd. über 5 Jahre	0	4.000	0	0	0
E010346	Passiva Sichteinlagen Privatkunden normalverzinsli	396.354	204.317	333.935	276.808	242.555
E010347	Passiva Sichteinlagen Privatkunden höherverzinslic	27.159	12.386	338.016	299.640	214.207
E010348	Passiva Sichteinlagen Geschäftskd. normalverzinsli	133.945	101.260	87.618	73.226	59.796
E010349	Passiva Sichteinlagen Geschäftskd. höherverzinslic	97.961	21.102	26.015	67.396	44.709
E010350	Passiva Verbindlichk. gegenüber Kl lfd. Konten	3.329	3.127	3.265	6.391	4.152
E010351	Passiva Verbindlichk. gegenüber Kl Tagesgeld, unte	11.076	27.260	174.967	161.323	17.277
E010352	Passiva Verbindlichk. gegenüber Kl 1 Monat bis zu	313.100	19.319	90.310	306.945	130.591
E010353	Passiva Verbindlichk. gegenüber Kl über 5 Jahre	144.632	0	0	183.252	0
E010354	Passiva Weiterleitungs mittel	86.632	45.381	52.236	82.398	73.736
E010355	Passiva Wertberichtigungen	70.350	16.325	40.158	45.951	28.031
E010356	Passiva Vorsorgeservern	115.289	36.154	55.000	85.229	58.246
E010357	Passiva Eigenkapital	125.985	46.865	127.694	103.680	56.298
E010358	Handelspassiva	0	0	0	0	0
E010359	Passiva GuV/Saldo passivisch	10.512	6.175	5.558	9.683	7.517
E010360	Passiva übrige	38.546	16.922	28.253	36.962	20.487
E010381	Passiva Spareinlagen ohne Zinsbefristung insgesamt	481.019	354.733	260.110	482.366	319.498
E010382	Passiva Spareinlagen mit Zinsbefristung insgesamt	820.663	312.135	761.220	691.467	397.251
E010383	Passiva Spareinlagen insgesamt	1.301.682	666.868	1.021.330	1.173.833	716.749
E010384	Passiva Eigenemissionen an Kunden insgesamt	158.478	92.156	60.802	279.814	264.153
E010385	Passiva Sparvolumen (I)	1.460.160	759.024	1.082.132	1.453.647	980.902
E010386	Passiva Befristete Verbindlichkeiten gg. Kunden	70.319	48.550	94.742	47.839	62.184
E010387	Passiva Sparvolumen (II)	1.530.479	807.574	1.176.874	1.501.486	1.043.086
E010388	Passiva Sichteinlagen	655.419	339.065	785.584	717.070	561.267
E010389	Passiva Verbindlichkeiten gg. Kunden insgesamt	2.185.898	1.146.639	1.962.458	2.218.556	1.604.353
E010390	Passiva Verbindlichkeiten gg. Kreditinstituten (I)	472.137	49.706	268.542	657.911	152.020
E010391	Passiva Tagesgeld, befr. Verbindlichkeiten gg. Kre	468.808	46.579	265.277	651.520	147.868
E010392	Passiva Verbindlichkeiten gg. Kreditinstituten (II)	558.769	95.087	320.778	740.309	225.756
E010393	Passiva Restliche Passivpositionen	360.682	122.441	256.663	281.505	170.579
E010394	Kennzahlensystem Passiva Passivüberhang Kundengesc	1.404.753	670.145	1.334.369	1.563.374	1.153.777
E010399	Passiva Summe der Passiva (DBS)	3.105.349	1.364.167	2.539.899	3.240.370	2.000.688

25 / 72

KURZNAME	Institutskurzname	1	2	3	4	5	6
BVNR	BV-Nr	21002	21004	21007	21010	21015	21016
E010431	Zinsaufwand Spareinlagen normalverzinslich alle Kü	761,0	75,9	438,0	660,7	265,2	200,6
E010432	Zinsaufwand Spareinlagen höherverzinsl. ohne Zinsb	776,4	0,0	17,0	172,7	97,5	2.235,4
E010433	Zinsaufwand Spareinlagen höherverzinsl. ohne Zinsb	94,8	1.015,4	71,0	822,5	59,3	2.769,6
E010434	Zinsaufwand Spareinlagen höherverzinsl. mit Zinsbe	8,6	97,9	0,1	2.387,5	0,0	346,8
E010435	Zinsaufwand Spareinlagen höherverzinsl. mit Zinsbe	9.892,0	723,0	5.399,0	18.329,6	1.737,2	5.744,8
E010436	Zinsaufwand Spareinlagen höherverzinsl. mit Zinsbe	2.265,0	228,9	1.665,0	4.247,1	1.087,1	1.352,0
E010437	Zinsaufwand Spareinlagen höherverzinsl. mit Zinsbe	3,9	37,2	14,0	178,9	11,1	65,9
E010438	Zinsaufwand Eigenemission. Privatkunden bis zu 2 J	1.743,5	126,3	504,0	0,0	397,5	0,0
E010439	Zinsaufwand Eigenemission. Privatkunden über 2 Jah	5.002,6	265,3	658,0	1.896,2	922,2	377,4
E010440	Zinsaufwand Eigenemission. Privatkunden über 5 Jah	910,4	51,5	232,0	106,8	710,4	284,3
E010441	Zinsaufwand Eigenemission. Geschäftskd.	814,4	711,8	744,3	2.973,6	111,9	726,5
E010442	Zinsaufwand Termineinlagen Privatkunden bis zu 3 M	21,2	51,7	0,0	13,7	14,4	44,7
E010443	Zinsaufwand Termineinlagen Privatkunden über 3 Mon	15,8	1,8	0,0	0,7	6,2	3,8
E010444	Zinsaufwand Termineinlagen Geschäftskd. bis zu 5 J	30,6	177,9	15,1	113,3	16,4	193,6
E010445	Zinsaufwand Termineinlagen Geschäftskd. über 5 Jah	0,0	0,0	0,0	0,0	0,0	250,8
E010446	Zinsaufwand Sichteinlagen Privatkunden normalverzi	1,6	1,5	8,7	4,7	3,9	2,9
E010447	Zinsaufwand Sichteinlagen Privatkunden höherverzin	352,6	107,8	980,0	1.266,8	674,5	155,0
E010448	Zinsaufwand Sichteinlagen Geschäftskd. normalverzi	3,7	1,4	1,0	9,9	19,3	59,3
E010449	Zinsaufwand Sichteinlagen Geschäftskd. höherverzin	741,9	154,9	107,7	576,6	152,5	328,4
E010450	Zinsaufwand Verbindlich. gegenüber Kl lfd. Konten	6,4	3,4	0,8	0,4	4,0	0,0
E010451	Zinsaufwand Verbindlich. gegenüber Kl Tagesgeld.	10,6	0,7	6,0	0,0	0,3	4,3
E010452	Zinsaufwand Verbindlich. gegenüber Kl 1 Monat bis	251,4	1.310,7	0,0	377,3	2.713,6	0,0
E010453	Zinsaufwand Verbindlich. gegenüber Kl über 5 Jahr	2.470,6	755,3	0,0	4.591,8	700,2	3.027,4
E010454	Zinsaufwand Weiterleitungs mittel	3.624,3	1.077,5	1.529,4	3.670,4	931,0	3.802,3
E010457	Zinsaufwand Eigenkapital	0,0	0,0	168,7	54,6	0,0	0,0
E010458	Handelsspassiva	0,0	0,0	0,0	0,0	0,0	0,0
E010460	Zinsaufwand übrige Passiva	1.393,3	312,2	538,8	1.535,6	395,9	1.091,2
E010481	Zinsaufwand Spareinlagen ohne Zinsbefristung insge	1.632,2	1.091,3	526,0	1.655,9	422,0	5.205,6
E010482	Zinsaufwand Spareinlagen mit Zinsbefristung insges	12.169,5	1.087,0	7.078,1	25.143,1	2.835,4	7.509,5
E010483	Zinsaufwand Spareinlagen insgesamt	13.801,7	2.178,3	7.604,1	26.799,0	3.257,4	12.715,1
E010484	Zinsaufwand Eigenemissionen an Kunden insgesamt	8.470,9	1.154,9	2.138,3	4.976,6	2.142,0	1.388,2
E010485	Zinsaufwand Sparvolumen (I)	22.272,6	3.333,2	9.742,4	31.775,6	5.399,4	14.103,3
E010486	Zinsaufwand Befristete Verbindlichkeiten gg. Kunde	67,6	231,4	15,1	127,7	37,0	492,9
E010487	Zinsaufwand Sparvolumen (II)	22.340,2	3.564,6	9.757,5	31.903,3	5.436,4	14.596,2
E010488	Zinsaufwand Sichteinlagen	1.099,8	265,6	1.097,4	1.858,0	850,2	545,6
E010489	Zinsaufwand Verbindlichkeiten gg. Kunden insgesamt	23.440,0	3.830,2	10.854,9	33.761,3	6.286,6	15.141,8
E010490	Zinsaufwand Verbindlichkeiten gg. Kreditinstituten	2.739,0	2.070,1	6,8	4.969,5	3.418,1	3.031,7
E010491	Zinsaufwand Tagesgeld, bef. Verbindlichkeiten gg.	2.732,6	2.066,7	6,0	4.969,1	3.414,1	3.031,7
E010492	Zinsaufwand Verbindlichkeiten gg. Kreditinstituten	6.363,3	3.147,6	1.536,2	8.639,9	4.349,1	6.834,0
E010493	Zinsaufwand Restliche Passivpositionen	1.393,3	312,2	707,5	1.590,2	395,9	1.091,2
E010494	Kennzahlensystem Zinsaufwand Deckung Aktivüberhang	0,0	0,0	0,0	0,0	0,0	0,0
E010499	Zinsaufwand insgesamt	31.196,6	7.290,0	13.098,6	43.991,4	11.031,6	23.067,0
E010509	Sonderangaben Aktiva Durchschnittsbestand der Spez	59.560	17.068	0	216.830	0	79.467
E010528	Sonderangaben Aktiva Sonderaktiva Grundstücke/ Geb	0	0	0	0	0	0
E010609	Sonderangaben Zinsertrag Zinserträge aus Spezialfo	1.385,5	381,7	0,0	5.083,8	0,0	2.022,7
E010630	Sonderangaben Zinsertrag Zinserträge aus Derivaten	0,0	495,9	0,0	3.690,2	0,0	256,8
E010736	Sonderangaben Passiva Durchschnittsbestand SVorsor	0	0	0	0	0	0
E010757	Sonderangaben Passiva Durchschnittsbestand der Haf	0	0	2.556	286	0	0
E010760	Sonderangaben Passiva Durchschnittsbestand der Pen	12.489	1.602	4.152	9.885	3.609	7.354
E010770	Sonderangaben Passiva Durchschnittsbestand der nac	60.162	3.500	14.601	63.577	29.375	10.993
E010836	Sonderangaben Zinsaufwand Durchschnittsbestand SVo	0	0	0	0	0	0
E010860	Sonderangaben Zinsaufwand Zinsaufwendungen aus Der	0,0	1.802,8	0,0	2.527,3	0,0	1.267,5
E010870	Sonderangaben Zinsaufwand Zinsaufwendungen der nac	2.216,9	195,8	628,6	2.954,1	1.137,1	603,1

		26 / 72					
KURZNAME	Institutskurzname	7	8	9	10	11	12
BVNR	BV-Nr	21021	21022	21030	21031	22033	22035
E010431	Zinsaufwand Spareinlagen normalverzinslich alle KÜ	110,5	155,8	65,7	123,2	486,8	875,7
E010432	Zinsaufwand Spareinlagen höherverzinsl. ohne Zinsb	0,0	0,0	0,0	743,5	3,0	847,6
E010433	Zinsaufwand Spareinlagen höherverzinsl. ohne Zinsb	0,0	103,2	201,5	36,9	39,8	114,3
E010434	Zinsaufwand Spareinlagen höherverzinsl. mit Zinsbe	1.420,3	1.393,6	1.631,4	1.595,7	949,6	568,8
E010435	Zinsaufwand Spareinlagen höherverzinsl. mit Zinsbe	87,8	24,3	1.099,2	1.718,3	2.619,7	2.622,8
E010436	Zinsaufwand Spareinlagen höherverzinsl. mit Zinsbe	991,0	466,6	716,8	2.224,1	910,9	1.172,7
E010437	Zinsaufwand Spareinlagen höherverzinsl. mit Zinsbe	470,8	103,8	1,6	7,7	2,1	37,4
E010438	Zinsaufwand Eigenemission. Privatkunden bis zu 2 J	0,0	0,0	0,0	0,0	0,2	0,0
E010439	Zinsaufwand Eigenemission. Privatkunden über 2 Jah	877,1	510,0	0,0	1.388,9	822,2	620,7
E010440	Zinsaufwand Eigenemission. Privatkunden über 5 Jah	95,0	254,0	13,6	718,2	352,0	271,7
E010441	Zinsaufwand Eigenemission. Geschäftskd.	1.248,8	267,0	287,5	62,5	264,6	195,5
E010442	Zinsaufwand Termineinlagen Privatkunden bis zu 3 M	36,9	6,0	6,9	15,9	0,0	25,3
E010443	Zinsaufwand Termineinlagen Privatkunden über 3 Mon	38,4	5,3	16,3	91,9	0,0	22,4
E010444	Zinsaufwand Termineinlagen Geschäftskd. bis zu 5 J	310,0	108,5	166,1	343,8	0,0	240,1
E010445	Zinsaufwand Termineinlagen Geschäftskd. über 5 Jah	0,0	0,0	0,0	0,0	0,0	0,0
E010446	Zinsaufwand Sichteinlagen Privatkunden normalverzi	1,3	0,0	1,1	3,2	1,9	0,1
E010447	Zinsaufwand Sichteinlagen Privatkunden höherverzin	101,3	247,5	193,4	548,1	724,6	84,6
E010448	Zinsaufwand Sichteinlagen Geschäftskd. normalverzi	3,1	7,9	2,0	1,8	32,1	3,0
E010449	Zinsaufwand Sichteinlagen Geschäftskd. höherverzin	182,0	154,0	87,7	323,0	601,5	80,4
E010450	Zinsaufwand Verbindlich. gegenüber Kl lfd. Konten	0,9	4,6	1,3	2,4	0,1	0,2
E010451	Zinsaufwand Verbindlich. gegenüber Kl Tagesgeld.	0,8	0,5	1,2	0,6	0,1	118,5
E010452	Zinsaufwand Verbindlich. gegenüber Kl 1 Monat bis	552,5	150,8	249,8	0,0	0,0	452,8
E010453	Zinsaufwand Verbindlich. gegenüber Kl über 5 Jahr	0,0	897,5	118,0	1.761,2	208,9	0,0
E010454	Zinsaufwand Weiterleitungs mittel	1.221,2	564,2	1.066,1	2.928,4	1.769,2	933,1
E010457	Zinsaufwand Eigenkapital	0,0	0,0	0,0	0,0	0,0	0,0
E010458	Handelsspassiva	0,0	0,0	0,0	0,0	0,0	0,0
E010460	Zinsaufwand übrige Passiva	82,9	76,2	226,0	227,3	262,5	14,7
E010481	Zinsaufwand Spareinlagen ohne Zinsbefristung insge	110,5	259,0	267,2	903,6	529,6	1.837,6
E010482	Zinsaufwand Spareinlagen mit Zinsbefristung insges	2.969,9	1.988,3	3.449,0	5.945,8	4.482,3	4.401,7
E010483	Zinsaufwand Spareinlagen insgesamt	3.080,4	2.247,3	3.716,2	6.449,4	5.011,9	6.239,3
E010484	Zinsaufwand Eigenemissionen an Kunden insgesamt	2.220,9	1.031,0	301,1	2.169,6	1.439,0	1.087,9
E010485	Zinsaufwand Sparvolumen (I)	5.301,3	3.278,3	4.017,3	8.619,0	6.450,9	7.327,2
E010486	Zinsaufwand Befristete Verbindlichkeiten gg. Kunde	385,3	119,8	189,3	451,6	0,0	287,8
E010487	Zinsaufwand Sparvolumen (II)	5.686,6	3.398,1	4.206,6	9.070,6	6.450,9	7.615,0
E010488	Zinsaufwand Sichteinlagen	287,7	409,4	284,2	876,1	1.360,1	168,1
E010489	Zinsaufwand Verbindlichkeiten gg. Kunden insgesamt	5.974,3	3.807,5	4.490,8	9.946,7	7.811,0	7.783,1
E010490	Zinsaufwand Verbindlichkeiten gg. Kreditinstituten	554,2	1.053,4	370,3	1.764,2	209,1	571,5
E010491	Zinsaufwand Tagesgeld, befr. Verbindlichkeiten gg.	553,3	1.048,8	369,0	1.761,8	209,0	571,3
E010492	Zinsaufwand Verbindlichkeiten gg. Kreditinstituten	1.775,4	1.617,6	1.436,4	4.692,6	1.978,3	1.504,6
E010493	Zinsaufwand Restliche Passivpositionen	82,9	76,2	226,0	227,3	262,5	14,7
E010494	Kennzahlensystem Zinsaufwand Deckung Aktivüberhang	0,0	0,0	0,0	0,0	0,0	0,0
E010499	Zinsaufwand insgesamt	7.832,6	5.501,3	6.153,2	14.866,6	10.051,8	9.302,4
E010509	Sonderangaben Aktiva Durchschnittsbestand der Spez	0,0	0,0	37.727	8.342	64.615	95.437
E010528	Sonderangaben Aktiva Sonderaktiva Grundstücke/ Geb	0,0	0,0	0,0	0,0	0,0	0,0
E010609	Sonderangaben Zinsertrag Zinserträge aus Spezialfo	0,0	0,0	752,2	348,5	3.237,3	3.627,4
E010630	Sonderangaben Zinsertrag Zinserträge aus Derivaten	0,0	0,0	0,0	0,0	0,0	0,0
E010736	Sonderangaben Passiva Durchschnittsbestand SVorsor	0,0	0,0	0,0	0,0	0,0	0,0
E010757	Sonderangaben Passiva Durchschnittsbestand der Haf	0,0	0,0	0,0	0,0	0,0	0,0
E010760	Sonderangaben Passiva Durchschnittsbestand der Pen	2.192	6.830	1.509	4.967	4.308	1.708
E010770	Sonderangaben Passiva Durchschnittsbestand der nac	0,0	22.604	8.800	17.056	27.354	22.226
E010836	Sonderangaben Zinsaufwand Durchschnittsbestand SVo	0,0	0,0	0,0	0,0	0,0	0,0
E010860	Sonderangaben Zinsaufwand Zinsaufwendungen aus Der	0,0	0,0	0,0	0,0	0,0	0,0
E010870	Sonderangaben Zinsaufwand Zinsaufwendungen der nac	0,0	766,0	401,9	793,4	896,3	754,9

27 / 72

KURZNAME	Institutskurzname	13	14	15	16	17	18
BVNR	BV-Nr	22038	22050	22051	22053	22056	22058
E010431	Zinsaufwand Spareinlagen normalverzinslich alle KÜ	428,8	1.382,8	11,6	175,8	320,7	833,4
E010432	Zinsaufwand Spareinlagen höherverzinsl. ohne Zinsb	0,0	20.239,9	532,4	0,4	0,0	0,0
E010433	Zinsaufwand Spareinlagen höherverzinsl. ohne Zinsb	740,1	136,7	1,4	4.736,1	2.676,3	2.646,8
E010434	Zinsaufwand Spareinlagen höherverzinsl. mit Zinsbe	1.640,0	5.789,5	68,7	510,9	4.073,2	684,6
E010435	Zinsaufwand Spareinlagen höherverzinsl. mit Zinsbe	578,0	28.678,1	535,9	3.164,8	1.960,5	8.211,7
E010436	Zinsaufwand Spareinlagen höherverzinsl. mit Zinsbe	1.704,0	10.383,5	686,7	777,5	2.454,3	6.480,4
E010437	Zinsaufwand Spareinlagen höherverzinsl. mit Zinsbe	9,0	284,9	1,3	1,9	435,1	2.211,3
E010438	Zinsaufwand Eigenemission. Privatkunden bis zu 2 J	0,0	392,8	453,1	0,0	0,0	0,0
E010439	Zinsaufwand Eigenemission. Privatkunden über 2 Jah	585,9	1.420,3	1.078,6	1.559,4	386,7	1.675,8
E010440	Zinsaufwand Eigenemission. Privatkunden über 5 Jah	28,0	9.645,9	471,1	937,2	280,6	761,4
E010441	Zinsaufwand Eigenemission. Geschäftskd.	2.104,8	5.534,8	315,3	252,0	206,8	680,6
E010442	Zinsaufwand Termineinlagen Privatkunden bis zu 3 M	63,0	60,2	3,0	7,2	21,2	25,3
E010443	Zinsaufwand Termineinlagen Privatkunden über 3 Mon	46,0	19,5	0,0	0,0	15,0	7,0
E010444	Zinsaufwand Termineinlagen Geschäftskd. bis zu 5 J	132,0	1.960,4	11,1	81,0	302,2	195,6
E010445	Zinsaufwand Termineinlagen Geschäftskd. über 5 Jah	0,0	9,6	0,0	0,0	0,0	0,0
E010446	Zinsaufwand Sichteinlagen Privatkunden normalverzi	0,2	48,4	1,5	236,4	0,0	43,7
E010447	Zinsaufwand Sichteinlagen Privatkunden höherverzin	327,8	23.652,9	890,4	1.004,9	86,7	1.814,1
E010448	Zinsaufwand Sichteinlagen Geschäftskd. normalverzi	0,6	35,4	50,7	226,1	117,0	10,0
E010449	Zinsaufwand Sichteinlagen Geschäftskd. höherverzin	312,0	3.186,7	205,6	452,0	353,1	973,7
E010450	Zinsaufwand Verbindlich. gegenüber Kl lfd. Konten	0,3	4,7	2,8	0,0	1,1	8,2
E010451	Zinsaufwand Verbindlich. gegenüber Kl Tagesgeld.	104,3	755,5	0,0	0,0	0,0	1,1
E010452	Zinsaufwand Verbindlich. gegenüber Kl 1 Monat bis	1.172,9	631,5	50,0	0,0	0,0	5,0
E010453	Zinsaufwand Verbindlich. gegenüber Kl über 5 Jahr	1.073,0	1.073,9	441,1	840,0	0,0	686,5
E010454	Zinsaufwand Weiterleitungs mittel	2.176,1	6.239,8	568,6	2.148,1	604,6	2.418,9
E010457	Zinsaufwand Eigenkapital	0,0	0,0	0,0	0,0	0,0	0,0
E010458	Handelsspassiva	0,0	0,0	0,0	0,0	0,0	0,0
E010460	Zinsaufwand übrige Passiva	50,0	2.199,7	96,2	348,5	390,7	614,7
E010481	Zinsaufwand Spareinlagen ohne Zinsbefristung insge	1.168,9	21.759,4	545,4	4.912,3	2.997,0	3.480,2
E010482	Zinsaufwand Spareinlagen mit Zinsbefristung insges	3.931,0	45.136,0	1.292,6	4.455,1	8.923,1	17.588,0
E010483	Zinsaufwand Spareinlagen insgesamt	5.099,9	66.895,4	1.838,0	9.367,4	11.920,1	21.068,2
E010484	Zinsaufwand Eigenemissionen an Kunden insgesamt	2.718,7	16.993,8	2.318,1	2.748,6	874,1	3.117,8
E010485	Zinsaufwand Sparvolumen (I)	7.818,6	83.889,2	4.156,1	12.116,0	12.794,2	24.186,0
E010486	Zinsaufwand Befristete Verbindlichkeiten gg. Kunde	241,0	2.049,7	14,1	88,2	338,4	227,9
E010487	Zinsaufwand Sparvolumen (II)	8.059,6	85.938,9	4.170,2	12.204,2	13.132,6	24.413,9
E010488	Zinsaufwand Sichteinlagen	640,6	26.923,4	1.148,2	1.919,4	556,8	2.841,5
E010489	Zinsaufwand Verbindlichkeiten gg. Kunden insgesamt	8.700,2	112.862,3	5.318,4	14.123,6	13.689,4	27.255,4
E010490	Zinsaufwand Verbindlichkeiten gg. Kreditinstituten	2.350,5	2.465,6	493,9	840,0	1,1	700,8
E010491	Zinsaufwand Tagesgeld, befr. Verbindlichkeiten gg.	2.350,2	2.460,9	491,1	840,0	0,0	692,6
E010492	Zinsaufwand Verbindlichkeiten gg. Kreditinstituten	4.526,6	8.705,4	1.062,5	2.988,1	605,7	3.119,7
E010493	Zinsaufwand Restliche Passivpositionen	50,0	2.199,7	96,2	348,5	390,7	614,7
E010494	Kennzahlensystem Zinsaufwand Deckung Aktivüberhang	0,0	0,0	0,0	0,0	0,0	0,0
E010499	Zinsaufwand insgesamt	13.276,8	123.767,4	6.477,1	17.460,2	14.685,8	30.989,8
E010509	Sonderangaben Aktiva Durchschnittsbestand der Spez	157.756	1.603.846	73.544	0	183.793	211.591
E010528	Sonderangaben Aktiva Sonderaktiva Grundstücke/ Geb	0	0	0	0	0	0
E010609	Sonderangaben Zinsertrag Zinserträge aus Spezialfo	5.411,9	69.660,1	2.566,4	0,0	6.741,8	6.490,0
E010630	Sonderangaben Zinsertrag Zinserträge aus Derivaten	0,0	1.542,3	0,0	0,0	0,0	5.460,0
E010736	Sonderangaben Passiva Durchschnittsbestand SVorsor	0	0	0	0	0	0
E010757	Sonderangaben Passiva Durchschnittsbestand der Haf	0	0	0	0	0	0
E010760	Sonderangaben Passiva Durchschnittsbestand der Pen	2.245	24.376	375	307	5.077	8.294
E010770	Sonderangaben Passiva Durchschnittsbestand der nac	4.093	314.421	9.793	55.183	0	5.489
E010836	Sonderangaben Zinsaufwand Durchschnittsbestand SVo	0,0	0,0	0,0	0,0	0,0	0,0
E010860	Sonderangaben Zinsaufwand Zinsaufwendungen aus Der	0,0	5.251,0	331,9	0,0	0,0	3.225,0
E010870	Sonderangaben Zinsaufwand Zinsaufwendungen der nac	125,6	10.349,9	430,9	2.004,0	0,0	283,3

		28 / 72					
KURZNAME	Institutskurzname	19	20	21	22	23	24
BVNR	BV-Nr	22062	22064	22072	23074	23078	23082
E010431	Zinsaufwand Spareinlagen normalverzinslich alle KÜ	1.199,1	278,8	339,1	125,0	573,0	269,8
E010432	Zinsaufwand Spareinlagen höherverzinsl. ohne Zinsb	1.029,3	0,0	0,0	897,0	741,0	26,7
E010433	Zinsaufwand Spareinlagen höherverzinsl. ohne Zinsb	99,1	2.928,8	2.839,2	35,0	0,0	5.012,3
E010434	Zinsaufwand Spareinlagen höherverzinsl. mit Zinsbe	17,0	0,0	7.300,5	90,0	2,0	2.312,3
E010435	Zinsaufwand Spareinlagen höherverzinsl. mit Zinsbe	3.188,9	7.519,4	4.021,3	3.291,0	4.834,0	2.983,4
E010436	Zinsaufwand Spareinlagen höherverzinsl. mit Zinsbe	3.089,2	2.241,6	7.417,6	1.780,9	2.768,0	4.019,7
E010437	Zinsaufwand Spareinlagen höherverzinsl. mit Zinsbe	60,5	92,0	33,3	27,0	1,0	1.164,3
E010438	Zinsaufwand Eigenemission. Privatkunden bis zu 2 J	602,7	2,0	0,0	92,0	417,0	12,9
E010439	Zinsaufwand Eigenemission. Privatkunden über 2 Jah	3.280,1	3.783,7	4.493,8	2.243,3	1.956,0	2.556,8
E010440	Zinsaufwand Eigenemission. Privatkunden über 5 Jah	702,0	589,3	883,7	640,0	974,0	604,6
E010441	Zinsaufwand Eigenemission. Geschäftskd.	1.605,8	948,6	890,8	910,0	2.371,0	616,7
E010442	Zinsaufwand Termineinlagen Privatkunden bis zu 3 M	14,6	31,0	796,4	38,0	19,0	122,4
E010443	Zinsaufwand Termineinlagen Privatkunden über 3 Mon	4,6	41,0	1.292,1	25,0	15,0	24,9
E010444	Zinsaufwand Termineinlagen Geschäftskd. bis zu 5 J	68,0	90,0	1.698,7	184,0	245,0	209,4
E010445	Zinsaufwand Termineinlagen Geschäftskd. über 5 Jah	0,0	0,0	0,0	0,0	0,0	0,0
E010446	Zinsaufwand Sichteinlagen Privatkunden normalverzi	8,0	0,0	5,1	3,0	5,0	2,9
E010447	Zinsaufwand Sichteinlagen Privatkunden höherverzin	277,2	6,0	179,7	369,0	438,0	207,7
E010448	Zinsaufwand Sichteinlagen Geschäftskd. normalverzi	4,0	0,9	4,3	3,0	7,0	6,1
E010449	Zinsaufwand Sichteinlagen Geschäftskd. höherverzin	990,7	215,8	525,0	102,0	324,0	1.286,0
E010450	Zinsaufwand Verbindlich. gegenüber Kl lfd. Konten	0,0	2,5	0,5	6,9	1,7	8,8
E010451	Zinsaufwand Verbindlich. gegenüber Kl Tagesgeld,	0,0	234,8	142,0	205,5	4,5	3,6
E010452	Zinsaufwand Verbindlich. gegenüber Kl 1 Monat bis	2.623,5	377,8	502,8	74,6	650,7	651,2
E010453	Zinsaufwand Verbindlich. gegenüber Kl über 5 Jahr	294,4	0,0	433,5	325,0	1.114,4	1.298,5
E010454	Zinsaufwand Weiterleitungs mittel	2.060,9	1.089,7	1.600,4	1.360,5	1.087,2	3.052,9
E010457	Zinsaufwand Eigenkapital	0,0	0,0	0,0	0,0	0,0	0,0
E010458	Handelsspassiva	0,0	0,0	0,0	0,0	0,0	0,0
E010460	Zinsaufwand übrige Passiva	393,8	216,3	777,5	439,0	614,9	908,2
E010481	Zinsaufwand Spareinlagen ohne Zinsbefristung insge	2.327,5	3.207,6	3.178,3	1.057,0	1.314,0	5.308,8
E010482	Zinsaufwand Spareinlagen mit Zinsbefristung insges	6.355,6	9.853,0	18.772,7	5.188,9	7.605,0	10.479,7
E010483	Zinsaufwand Spareinlagen insgesamt	8.683,1	13.060,6	21.951,0	6.245,9	8.919,0	15.788,5
E010484	Zinsaufwand Eigenemissionen an Kunden insgesamt	6.190,6	5.323,6	6.268,3	3.885,3	5.718,0	3.791,0
E010485	Zinsaufwand Sparvolumen (I)	14.873,7	18.384,2	28.219,3	10.131,2	14.637,0	19.579,5
E010486	Zinsaufwand Befristete Verbindlichkeiten gg. Kunde	87,2	162,0	3.787,2	247,0	279,0	356,7
E010487	Zinsaufwand Sparvolumen (II)	14.960,9	18.546,2	32.006,5	10.378,2	14.916,0	19.936,2
E010488	Zinsaufwand Sichteinlagen	1.279,9	222,7	714,1	477,0	774,0	1.502,7
E010489	Zinsaufwand Verbindlichkeiten gg. Kunden insgesamt	16.240,8	18.768,9	32.720,6	10.855,2	15.690,0	21.438,9
E010490	Zinsaufwand Verbindlichkeiten gg. Kreditinstituten	2.917,9	615,1	1.078,8	612,0	1.771,3	1.962,1
E010491	Zinsaufwand Tagesgeld, befr. Verbindlichkeiten gg.	2.917,9	612,6	1.078,3	605,1	1.769,6	1.953,3
E010492	Zinsaufwand Verbindlichkeiten gg. Kreditinstituten	4.978,8	1.704,8	2.679,2	1.972,5	2.858,5	5.015,0
E010493	Zinsaufwand Restliche Passivpositionen	393,8	216,3	777,5	439,0	614,9	908,2
E010494	Kennzahlensystem Zinsaufwand Deckung Aktivüberhang	0,0	0,0	0,0	0,0	0,0	0,0
E010499	Zinsaufwand insgesamt	21.613,4	20.690,0	36.177,3	13.266,7	19.163,4	27.362,1
E010509	Sonderangaben Aktiva Durchschnittsbestand der Spez	5.316	39.673	0	35.665	59.524	232.786
E010528	Sonderangaben Aktiva Sonderaktiva Grundstücke/ Geb	0,0	0,0	0,0	0,0	0,0	0,0
E010609	Sonderangaben Zinsertrag Zinserträge aus Spezialfo	1.323,5	1.751,8	0,0	1.264,0	707,7	8.273,4
E010630	Sonderangaben Zinsertrag Zinserträge aus Derivaten	0,0	0,0	0,0	0,0	28,4	0,0
E010736	Sonderangaben Passiva Durchschnittsbestand SVorsor	0,0	0,0	0,0	0,0	0,0	0,0
E010757	Sonderangaben Passiva Durchschnittsbestand der Haf	0,0	0,0	0,0	0,0	0,0	0,0
E010760	Sonderangaben Passiva Durchschnittsbestand der Pen	5.458	5.967	6.596	3.015	5.125	5.423
E010770	Sonderangaben Passiva Durchschnittsbestand der nac	69.307	124.960	150.417	32.680	1.131	51.055
E010836	Sonderangaben Zinsaufwand Durchschnittsbestand SVo	0,0	0,0	0,0	0,0	0,0	0,0
E010860	Sonderangaben Zinsaufwand Zinsaufwendungen aus Der	0,0	0,0	0,0	0,0	95,4	0,0
E010870	Sonderangaben Zinsaufwand Zinsaufwendungen der nac	2.500,7	4.237,7	5.321,3	1.182,4	50,4	1.815,0

		29 / 72					
KURZNAME	Institutskurzname	25	26	27	28	29	30
BVNR	BV-Nr	23086	23089	23091	23094	23097	23098
E010431	Zinsaufwand Spareinlagen normalverzinslich alle Kü	515,3	128,2	728,0	570,0	181,8	377,0
E010432	Zinsaufwand Spareinlagen höherverzinsl. ohne Zinsb	1.021,9	0,0	0,0	0,0	440,8	0,0
E010433	Zinsaufwand Spareinlagen höherverzinsl. ohne Zinsb	645,6	969,8	3.300,0	1.589,0	42,5	37,0
E010434	Zinsaufwand Spareinlagen höherverzinsl. mit Zinsbe	2.998,4	1.121,0	1.289,0	156,0	700,7	260,0
E010435	Zinsaufwand Spareinlagen höherverzinsl. mit Zinsbe	3.132,3	4.149,8	5.800,0	301,0	4.686,3	8.186,6
E010436	Zinsaufwand Spareinlagen höherverzinsl. mit Zinsbe	3.662,9	1.473,1	3.148,2	2.645,0	524,7	3.749,0
E010437	Zinsaufwand Spareinlagen höherverzinsl. mit Zinsbe	34,7	153,0	195,0	300,0	10,9	32,0
E010438	Zinsaufwand Eigenemission. Privatkunden bis zu 2 J	0,0	12,0	326,0	1.297,0	67,4	0,0
E010439	Zinsaufwand Eigenemission. Privatkunden über 2 Jah	2.625,7	517,0	2.190,0	2.340,7	1.313,6	1.170,7
E010440	Zinsaufwand Eigenemission. Privatkunden über 5 Jah	342,8	783,5	852,0	441,0	134,8	331,7
E010441	Zinsaufwand Eigenemission. Geschäftskd.	1.310,5	456,0	385,0	86,0	54,3	483,0
E010442	Zinsaufwand Termineinlagen Privatkunden bis zu 3 M	38,0	4,0	18,0	188,0	138,8	185,0
E010443	Zinsaufwand Termineinlagen Privatkunden über 3 Mon	13,9	0,1	1,0	96,0	64,5	37,0
E010444	Zinsaufwand Termineinlagen Geschäftskd. bis zu 5 J	97,6	277,7	22,0	140,0	51,6	82,0
E010445	Zinsaufwand Termineinlagen Geschäftskd. über 5 Jah	0,0	0,0	0,0	0,0	0,0	0,0
E010446	Zinsaufwand Sichteinlagen Privatkunden normalverzi	1,5	0,0	11,0	3,0	1,0	28,0
E010447	Zinsaufwand Sichteinlagen Privatkunden höherverz	78,1	143,0	3.200,0	1.075,7	112,4	621,6
E010448	Zinsaufwand Sichteinlagen Geschäftskd. normalverzi	2,8	0,0	3,0	2,0	4,9	145,0
E010449	Zinsaufwand Sichteinlagen Geschäftskd. höherverz	829,2	51,5	747,0	532,0	84,8	37,0
E010450	Zinsaufwand Verbindlich. gegenüber Kl lfd. Konten	16,1	1,0	9,0	2,7	2,9	9,1
E010451	Zinsaufwand Verbindlich. gegenüber Kl Tagesgeld.	10,9	0,0	0,0	0,0	2,1	3,7
E010452	Zinsaufwand Verbindlich. gegenüber Kl 1 Monat bis	0,0	447,9	67,0	0,0	201,4	706,6
E010453	Zinsaufwand Verbindlich. gegenüber Kl über 5 Jahr	2.504,0	917,3	1.450,0	861,2	874,3	492,4
E010454	Zinsaufwand Weiterleitungs mittel	1.681,8	675,4	2.079,0	922,4	1.347,1	1.509,7
E010457	Zinsaufwand Eigenkapital	0,0	0,0	0,0	0,0	0,0	0,0
E010458	Handelspassiva	0,0	0,0	0,0	0,0	0,0	0,0
E010460	Zinsaufwand übrige Passiva	374,9	363,0	0,0	724,2	158,6	568,3
E010481	Zinsaufwand Spareinlagen ohne Zinsbefristung insge	2.182,8	1.098,0	4.028,0	2.159,0	665,1	414,0
E010482	Zinsaufwand Spareinlagen mit Zinsbefristung insges	9.828,3	6.896,9	10.432,2	3.402,0	5.922,6	12.227,6
E010483	Zinsaufwand Spareinlagen insgesamt	12.011,1	7.994,9	14.460,2	5.561,0	6.587,7	12.641,6
E010484	Zinsaufwand Eigenemissionen an Kunden insgesamt	4.279,0	1.768,5	3.753,0	4.164,7	1.570,1	1.985,4
E010485	Zinsaufwand Sparvolumen (I)	16.290,1	9.763,4	18.213,2	9.725,7	8.157,8	14.627,0
E010486	Zinsaufwand Befristete Verbindlichkeiten gg. Kunde	149,5	281,8	41,0	424,0	254,9	304,0
E010487	Zinsaufwand Sparvolumen (II)	16.439,6	10.045,2	18.254,2	10.149,7	8.412,7	14.931,0
E010488	Zinsaufwand Sichteinlagen	911,6	194,5	3.961,0	1.612,7	203,1	831,6
E010489	Zinsaufwand Verbindlichkeiten gg. Kunden insgesamt	17.351,2	10.239,7	22.215,2	11.762,4	8.615,8	15.762,6
E010490	Zinsaufwand Verbindlichkeiten gg. Kreditinstituten	2.531,0	1.366,2	1.526,0	863,9	1.080,7	1.211,8
E010491	Zinsaufwand Tagesgeld, befr. Verbindlichkeiten gg.	2.514,9	1.365,2	1.517,0	861,2	1.077,8	1.202,7
E010492	Zinsaufwand Verbindlichkeiten gg. Kreditinstituten	4.212,8	2.041,6	3.605,0	1.786,3	2.427,8	2.721,5
E010493	Zinsaufwand Restliche Passivpositionen	374,9	363,0	0,0	724,2	158,6	568,3
E010494	Kennzahlensystem Zinsaufwand Deckung Aktivüberhang	0,0	0,0	0,0	0,0	0,0	0,0
E010499	Zinsaufwand insgesamt	21.938,9	12.644,3	25.820,2	14.272,9	11.202,2	19.052,4
E010509	Sonderangaben Aktiva Durchschnittsbestand der Spez	0	37.368	108.487	167.015	0	0
E010528	Sonderangaben Aktiva Sonderaktiva Grundstücke/ Geb	0	0	0	0	0	0
E010609	Sonderangaben Zinsertrag Zinserträge aus Spezialfo	0,0	1.713,4	4.904,7	5.301,0	0,0	0,0
E010630	Sonderangaben Zinsertrag Zinserträge aus Derivaten	0,0	0,0	171,1	0,0	0,0	0,0
E010736	Sonderangaben Passiva Durchschnittsbestand SVorsor	0	0	0	0	0	0
E010757	Sonderangaben Passiva Durchschnittsbestand der Haf	0	0	0	0	0	0
E010780	Sonderangaben Passiva Durchschnittsbestand der Pen	4.490	3.024	2.502	5.315	3.475	3.595
E010770	Sonderangaben Passiva Durchschnittsbestand der nac	54.223	6.000	53.582	3.000	25.303	37.288
E010836	Sonderangaben Zinsaufwand Durchschnittsbestand SVo	0,0	0,0	0,0	0,0	0,0	0,0
E010860	Sonderangaben Zinsaufwand Zinsaufwendungen aus Der	0,0	0,0	710,5	0,0	0,0	0,0
E010870	Sonderangaben Zinsaufwand Zinsaufwendungen der nac	2.089,5	229,1	1.964,7	151,8	937,9	1.419,9

		30 / 72					
KURZNAME	Institutskurzname	31	32	33	34	35	36
BVNR	BV-Nr	23100	23104	23109	23111	25046	25150
E010431	Zinsaufwand Spareinlagen normalverzinslich alle Kü	572,7	391,0	852,7	1.113,4	411,1	279,5
E010432	Zinsaufwand Spareinlagen höherverzinsl. ohne Zinsb	443,8	0,0	0,0	1.968,3	1.165,4	0,0
E010433	Zinsaufwand Spareinlagen höherverzinsl. ohne Zinsb	951,6	2.011,0	536,6	172,8	0,0	6.318,0
E010434	Zinsaufwand Spareinlagen höherverzinsl. mit Zinsbe	33,0	1.112,0	412,8	1.012,1	2.399,8	98,5
E010435	Zinsaufwand Spareinlagen höherverzinsl. mit Zinsbe	10.671,8	12.715,7	10.304,5	11.440,2	114,0	10.712,8
E010436	Zinsaufwand Spareinlagen höherverzinsl. mit Zinsbe	6.116,6	2.534,0	4.179,6	6.213,8	3.743,6	5.510,7
E010437	Zinsaufwand Spareinlagen höherverzinsl. mit Zinsbe	17,0	177,0	52,6	107,9	43,4	80,4
E010438	Zinsaufwand Eigenemission. Privatkunden bis zu 2 J	1.182,9	146,0	523,4	0,0	0,0	888,3
E010439	Zinsaufwand Eigenemission. Privatkunden über 2 Jah	2.528,0	831,0	1.765,1	150,9	300,4	3.738,8
E010440	Zinsaufwand Eigenemission. Privatkunden über 5 Jah	499,4	1.264,0	192,6	971,9	1.559,2	318,4
E010441	Zinsaufwand Eigenemission. Geschäftskd.	777,6	2.120,0	953,4	2.490,5	559,6	670,7
E010442	Zinsaufwand Termineinlagen Privatkunden bis zu 3 M	14,1	56,0	79,8	8,0	17,4	165,2
E010443	Zinsaufwand Termineinlagen Privatkunden über 3 Mon	10,1	7,0	13,8	1,0	0,4	193,5
E010444	Zinsaufwand Termineinlagen Geschäftskd. bis zu 5 J	61,4	290,0	178,0	361,1	37,7	345,6
E010445	Zinsaufwand Termineinlagen Geschäftskd. über 5 Jah	0,0	1,0	0,0	0,0	0,0	0,0
E010446	Zinsaufwand Sichteinlagen Privatkunden normalverzi	6,0	7,0	1,6	34,9	2,0	213,8
E010447	Zinsaufwand Sichteinlagen Privatkunden höherverzin	1.232,6	1.182,9	204,0	8.955,2	253,1	775,2
E010448	Zinsaufwand Sichteinlagen Geschäftskd. normalverzi	37,1	11,0	2,8	1,3	2,0	2,0
E010449	Zinsaufwand Sichteinlagen Geschäftskd. höherverzin	968,0	850,9	462,1	384,1	1.115,4	601,9
E010450	Zinsaufwand Verbindlich. gegenüber Kl lfd. Konten	9,9	383,0	2,0	9,2	2,9	3,9
E010451	Zinsaufwand Verbindlich. gegenüber Kl Tagesgeld.	252,1	0,0	112,6	572,9	712,9	108,0
E010452	Zinsaufwand Verbindlich. gegenüber Kl 1 Monat bis	789,9	8,0	772,0	1.347,9	1.819,4	150,8
E010453	Zinsaufwand Verbindlich. gegenüber Kl über 5 Jahr	4.918,7	938,7	109,3	2.138,9	775,5	13,8
E010454	Zinsaufwand Weiterleitungs mittel	2.161,7	2.047,1	1.411,1	3.640,1	611,3	2.452,5
E010457	Zinsaufwand Eigenkapital	30,3	0,0	59,6	0,0	0,0	0,0
E010458	Handelspassiva	0,0	0,0	0,0	0,0	0,0	0,0
E010460	Zinsaufwand übrige Passiva	1.236,4	1.164,0	1.270,7	809,3	364,4	794,9
E010481	Zinsaufwand Spareinlagen ohne Zinsbefristung insge	1.968,1	2.402,0	1.389,3	3.254,5	1.576,5	6.597,5
E010482	Zinsaufwand Spareinlagen mit Zinsbefristung insges	16.838,4	16.538,7	14.949,5	18.774,0	6.300,8	16.402,4
E010483	Zinsaufwand Spareinlagen insgesamt	18.806,5	18.940,7	16.338,8	22.028,5	7.877,3	22.999,9
E010484	Zinsaufwand Eigenemissionen an Kunden insgesamt	4.987,9	4.361,0	3.434,5	3.613,3	2.419,2	5.616,2
E010485	Zinsaufwand Sparvolumen (I)	23.794,4	23.301,7	19.773,3	25.641,8	10.296,5	28.616,1
E010486	Zinsaufwand Befristete Verbindlichkeiten gg. Kunde	85,6	354,0	271,6	370,1	55,5	704,3
E010487	Zinsaufwand Sparvolumen (II)	23.880,0	23.655,7	20.044,9	26.011,9	10.352,0	29.320,4
E010488	Zinsaufwand Sichteinlagen	2.243,7	2.051,8	670,5	9.375,5	1.372,5	1.592,9
E010489	Zinsaufwand Verbindlichkeiten gg. Kunden insgesamt	26.123,7	25.707,5	20.715,4	35.387,4	11.724,5	30.913,3
E010490	Zinsaufwand Verbindlichkeiten gg. Kreditinstituten	5.970,6	1.329,7	995,9	4.068,9	3.310,7	276,5
E010491	Zinsaufwand Tagesgeld, befr. Verbindlichkeiten gg.	5.960,7	946,7	993,9	4.059,7	3.307,8	272,6
E010492	Zinsaufwand Verbindlichkeiten gg. Kreditinstituten	8.132,3	3.376,8	2.407,0	7.709,0	3.922,0	2.729,0
E010493	Zinsaufwand Restliche Passivpositionen	1.266,7	1.164,0	1.330,3	809,3	364,4	794,9
E010494	Kennzahlensystem Zinsaufwand Deckung Aktivüberhang	0,0	0,0	0,0	0,0	0,0	0,0
E010499	Zinsaufwand insgesamt	35.522,7	30.248,3	24.452,7	43.905,7	16.010,9	34.437,2
E010509	Sonderangaben Aktiva Durchschnittsbestand der Spez	144.937	0	63.253	333.136	246.858	77.000
E010528	Sonderangaben Aktiva Sonderaktiva Grundstücke/ Geb	0	0	0	0	0	0
E010609	Sonderangaben Zinsertrag Zinserträge aus Spezialfo	4.751,8	0,0	2.430,0	10.938,0	6.739,4	3.240,8
E010630	Sonderangaben Zinsertrag Zinserträge aus Derivaten	8.305,6	0,0	1.838,2	0,0	89,6	0,0
E010736	Sonderangaben Passiva Durchschnittsbestand SVorsor	0	0	0	0	0	0
E010757	Sonderangaben Passiva Durchschnittsbestand der Haf	836	0	1.000	0	0	0
E010760	Sonderangaben Passiva Durchschnittsbestand der Pen	10.334	8.854	12.512	8.616	4.243	11.224
E010770	Sonderangaben Passiva Durchschnittsbestand der nac	39.100	44.402	27.227	46.024	47.134	100.365
E010836	Sonderangaben Zinsaufwand Durchschnittsbestand SVo	0,0	0,0	0,0	0,0	0,0	0,0
E010860	Sonderangaben Zinsaufwand Zinsaufwendungen aus Der	8.037,8	0,0	371,8	0,0	49,7	0,0
E010870	Sonderangaben Zinsaufwand Zinsaufwendungen der nac	1.348,5	1.824,0	1.118,4	1.931,5	1.903,8	3.302,5

		31 / 72					
KURZNAME	Institutskurzname	37	38	39	40	41	42
BVNR	BV-Nr	25153	25156	25158	25167	25168	25174
E010431	Zinsaufwand Spareinlagen normalverzinslich alle KÜ	67,7	540,0	672,1	64,4	285,0	607,9
E010432	Zinsaufwand Spareinlagen höherverzinsl. ohne Zinsb	1.377,7	1.309,0	9.697,4	475,7	254,4	14.112,7
E010433	Zinsaufwand Spareinlagen höherverzinsl. ohne Zinsb	2,2	83,0	180,8	10,1	17,0	1,9
E010434	Zinsaufwand Spareinlagen höherverzinsl. mit Zinsbe	28,9	1.313,0	5.647,6	147,8	870,5	1.963,3
E010435	Zinsaufwand Spareinlagen höherverzinsl. mit Zinsbe	2.826,0	7.520,0	36.761,7	2.876,8	5.086,6	36.544,7
E010436	Zinsaufwand Spareinlagen höherverzinsl. mit Zinsbe	2.679,2	4.910,8	12.570,1	641,6	3.059,8	8.704,2
E010437	Zinsaufwand Spareinlagen höherverzinsl. mit Zinsbe	161,8	122,0	238,5	0,0	3,4	5,7
E010438	Zinsaufwand Eigenemission. Privatkunden bis zu 2 J	494,0	860,0	9,2	229,0	0,0	1.914,5
E010439	Zinsaufwand Eigenemission. Privatkunden über 2 Jah	2.179,7	4.013,0	2.074,5	1.569,9	876,6	7.633,4
E010440	Zinsaufwand Eigenemission. Privatkunden über 5 Jah	293,0	463,0	4.246,0	9,1	229,9	6.807,0
E010441	Zinsaufwand Eigenemission. Geschäftskd.	190,7	2.174,0	12.466,1	314,8	37,3	1.129,3
E010442	Zinsaufwand Termineinlagen Privatkunden bis zu 3 M	2,9	12,0	119,3	3,0	8,7	91,9
E010443	Zinsaufwand Termineinlagen Privatkunden über 3 Mon	0,0	41,0	16,7	5,0	0,0	7,8
E010444	Zinsaufwand Termineinlagen Geschäftskd. bis zu 5 J	89,2	380,0	2.830,4	53,5	50,0	797,2
E010445	Zinsaufwand Termineinlagen Geschäftskd. über 5 Jah	0,0	0,0	0,0	0,0	0,0	0,0
E010446	Zinsaufwand Sichteinlagen Privatkunden normalverzi	60,4	11,0	40,7	1,0	0,0	24,4
E010447	Zinsaufwand Sichteinlagen Privatkunden höherverzin	516,7	1.096,5	26.308,4	959,2	254,4	6.073,1
E010448	Zinsaufwand Sichteinlagen Geschäftskd. normalverzi	39,6	13,0	73,1	3,0	0,0	61,3
E010449	Zinsaufwand Sichteinlagen Geschäftskd. höherverzin	634,9	2.037,1	4.729,5	671,4	118,5	3.444,1
E010450	Zinsaufwand Verbindlich. gegenüber Kl lfd. Konten	12,0	9,0	2,9	2,1	0,4	12,6
E010451	Zinsaufwand Verbindlich. gegenüber Kl Tagesgeld.	2,3	123,0	145,1	262,1	0,0	185,0
E010452	Zinsaufwand Verbindlich. gegenüber Kl 1 Monat bis	2.732,1	129,0	7.039,4	208,0	0,0	4.699,8
E010453	Zinsaufwand Verbindlich. gegenüber Kl über 5 Jahr	0,0	1.013,0	18.975,2	503,7	0,0	8.370,2
E010454	Zinsaufwand Weiterleitungs mittel	1.766,3	3.087,1	7.180,6	1.336,1	1.178,6	6.133,6
E010457	Zinsaufwand Eigenkapital	0,0	0,0	0,0	0,0	0,0	1,3
E010458	Handelspassiva	0,0	0,0	0,0	0,0	0,0	0,0
E010460	Zinsaufwand übrige Passiva	326,4	539,4	2.302,5	191,9	0,0	242,9
E010481	Zinsaufwand Spareinlagen ohne Zinsbefristung insge	1.447,6	1.932,0	10.550,3	550,2	556,4	14.722,5
E010482	Zinsaufwand Spareinlagen mit Zinsbefristung insges	5.695,9	13.865,8	55.217,9	3.666,2	9.020,3	47.217,9
E010483	Zinsaufwand Spareinlagen insgesamt	7.143,5	15.797,8	65.768,2	4.216,4	9.576,7	61.940,4
E010484	Zinsaufwand Eigenemissionen an Kunden insgesamt	3.157,4	7.510,0	18.795,8	2.122,8	1.143,8	17.484,2
E010485	Zinsaufwand Sparvolumen (I)	10.300,9	23.307,8	84.564,0	6.339,2	10.720,5	79.424,6
E010486	Zinsaufwand Befristete Verbindlichkeiten gg. Kunde	92,1	433,0	2.966,4	61,5	58,7	896,9
E010487	Zinsaufwand Sparvolumen (II)	10.393,0	23.740,8	87.530,4	6.400,7	10.779,2	80.321,5
E010488	Zinsaufwand Sichteinlagen	1.251,6	3.157,6	31.151,7	1.634,6	372,9	9.602,9
E010489	Zinsaufwand Verbindlichkeiten gg. Kunden insgesamt	11.644,6	26.898,4	118.682,1	8.035,3	11.152,1	89.924,4
E010490	Zinsaufwand Verbindlichkeiten gg. Kreditinstituten	2.746,4	1.274,0	23.162,6	975,9	0,4	13.267,6
E010491	Zinsaufwand Tagesgeld, bef. Verbindlichkeiten gg.	2.734,4	1.265,0	23.159,7	973,8	0,0	13.255,0
E010492	Zinsaufwand Verbindlichkeiten gg. Kreditinstituten	4.512,7	4.361,1	30.343,2	2.312,0	1.179,0	19.401,2
E010493	Zinsaufwand Restliche Passivpositionen	326,4	539,4	2.302,5	191,9	0,0	244,2
E010494	Kennzahlensystem Zinsaufwand Deckung Aktivüberhang	0,0	0,0	0,0	0,0	0,0	0,0
E010499	Zinsaufwand insgesamt	16.483,7	31.798,9	151.327,8	10.539,2	12.331,1	109.569,8
E010509	Sonderangaben Aktiva Durchschnittsbestand der Spez	212.995	191.791	1.364.379	41.199	46.282	366.203
E010528	Sonderangaben Aktiva Sonderaktiva Grundstücke/ Geb	0	0	0	0	0	0
E010609	Sonderangaben Zinsertrag Zinserträge aus Spezialfo	7.783,2	9.097,9	58.266,4	1.164,4	1.583,2	12.333,2
E010630	Sonderangaben Zinsertrag Zinserträge aus Derivaten	0,0	0,0	11.181,2	479,6	0,0	0,0
E010736	Sonderangaben Passiva Durchschnittsbestand SVorsor	0	0	0	0	0	0
E010757	Sonderangaben Passiva Durchschnittsbestand der Haf	0	0	0	0	0	23
E010760	Sonderangaben Passiva Durchschnittsbestand der Pen	5.565	8.241	33.329	3.874	3.474	20.822
E010770	Sonderangaben Passiva Durchschnittsbestand der nac	27.309	86.305	183.311	21.483	0	182.547
E010836	Sonderangaben Zinsaufwand Durchschnittsbestand SVo	0,0	0,0	0,0	0,0	0,0	0,0
E010860	Sonderangaben Zinsaufwand Zinsaufwendungen aus Der	0,0	0,0	39.956,5	1.341,6	0,0	0,0
E010870	Sonderangaben Zinsaufwand Zinsaufwendungen der nac	1.250,8	3.105,0	7.576,8	757,7	0,0	6.806,4

32/72

KURZNAME	Institutskurzname	43	44	45	46	47
BVNR	BV-Nr	25176	25181	25183	25189	25193
E010431	Zinsaufwand Spareinlagen normalverzinslich alle KÜ	241,3	78,9	626,8	423,0	352,3
E010432	Zinsaufwand Spareinlagen höherverzinsl. ohne Zinsb	142,2	1.489,9	0,0	21,0	412,2
E010433	Zinsaufwand Spareinlagen höherverzinsl. ohne Zinsb	1.490,1	205,3	655,5	1.810,0	640,1
E010434	Zinsaufwand Spareinlagen höherverzinsl. mit Zinsbe	1.608,6	2.297,6	1.772,9	1.652,0	0,0
E010435	Zinsaufwand Spareinlagen höherverzinsl. mit Zinsbe	11.727,3	62,9	14.251,7	9.726,4	9.469,7
E010436	Zinsaufwand Spareinlagen höherverzinsl. mit Zinsbe	4.908,6	4.223,5	5.541,9	6.545,3	2.577,5
E010437	Zinsaufwand Spareinlagen höherverzinsl. mit Zinsbe	1.909,7	0,0	55,3	113,0	52,1
E010438	Zinsaufwand Eigenemission. Privatkunden bis zu 2 J	0,0	58,8	0,0	140,0	298,5
E010439	Zinsaufwand Eigenemission. Privatkunden über 2 Jah	4.703,3	1.241,3	1.711,2	2.054,0	4.554,9
E010440	Zinsaufwand Eigenemission. Privatkunden über 5 Jah	137,4	1.475,5	434,3	3.074,0	1.266,9
E010441	Zinsaufwand Eigenemission. Geschäftskd.	796,6	308,6	73,7	1.305,0	1.010,7
E010442	Zinsaufwand Termineinlagen Privatkunden bis zu 3 M	29,3	62,9	81,0	30,0	56,8
E010443	Zinsaufwand Termineinlagen Privatkunden über 3 Mon	5,1	9,8	25,0	30,0	27,5
E010444	Zinsaufwand Termineinlagen Geschäftskd. bis zu 5 J	744,6	291,7	503,1	267,0	665,4
E010445	Zinsaufwand Termineinlagen Geschäftskd. über 5 Jah	0,0	145,3	0,0	0,0	0,0
E010446	Zinsaufwand Sichteinlagen Privatkunden normalverzi	251,8	71,0	76,7	19,0	0,0
E010447	Zinsaufwand Sichteinlagen Privatkunden höherverzin	496,2	184,0	2.374,4	1.126,0	1.244,9
E010448	Zinsaufwand Sichteinlagen Geschäftskd. normalverzi	186,9	229,2	3,0	3,0	0,0
E010449	Zinsaufwand Sichteinlagen Geschäftskd. höherverzin	687,7	222,4	186,3	351,0	459,9
E010450	Zinsaufwand Verbindlich. gegenüber Kl lfd. Konten	5,0	6,3	3,3	11,0	10,8
E010451	Zinsaufwand Verbindlich. gegenüber Kl Tagesgeld	65,6	144,4	1.029,8	966,0	145,5
E010452	Zinsaufwand Verbindlich. gegenüber Kl 1 Monat bis	2.575,4	228,3	917,8	2.680,0	1.276,1
E010453	Zinsaufwand Verbindlich. gegenüber Kl über 5 Jahr	1.820,2	0,0	0,0	3.680,0	0,0
E010454	Zinsaufwand Weiterleitungs mittel	3.162,1	1.836,1	1.897,8	2.928,6	2.601,2
E010457	Zinsaufwand Eigenkapital	0,0	0,0	0,0	0,0	0,0
E010458	Handelspassiva	0,0	0,0	0,0	0,0	0,0
E010460	Zinsaufwand übrige Passiva	665,1	347,5	14,4	106,7	590,5
E010481	Zinsaufwand Spareinlagen ohne Zinsbefristung insge	1.873,6	1.774,1	1.282,3	2.254,0	1.404,6
E010482	Zinsaufwand Spareinlagen mit Zinsbefristung insges	20.154,2	6.584,0	21.621,8	18.036,7	12.099,3
E010483	Zinsaufwand Spareinlagen insgesamt	22.027,8	8.358,1	22.904,1	20.290,7	13.503,9
E010484	Zinsaufwand Eigenemissionen an Kunden insgesamt	5.637,3	3.084,2	2.219,2	6.573,0	7.131,0
E010485	Zinsaufwand Sparvolumen (I)	27.665,1	11.442,3	25.123,3	26.863,7	20.634,9
E010486	Zinsaufwand Befristete Verbindlichkeiten gg. Kunde	779,0	509,7	609,1	327,0	749,7
E010487	Zinsaufwand Sparvolumen (II)	28.444,1	11.952,0	25.732,4	27.190,7	21.384,6
E010488	Zinsaufwand Sichteinlagen	1.622,6	706,6	2.640,4	1.499,0	1.804,8
E010489	Zinsaufwand Verbindlichkeiten gg. Kunden insgesamt	30.066,7	12.658,6	28.372,8	28.689,7	23.189,4
E010490	Zinsaufwand Verbindlichkeiten gg. Kreditinstituten	4.466,2	379,0	1.950,9	7.337,0	1.432,4
E010491	Zinsaufwand Tagesgeld, befr. Verbindlichkeiten gg.	4.461,2	372,7	1.947,6	7.326,0	1.421,6
E010492	Zinsaufwand Verbindlichkeiten gg. Kreditinstituten	7.628,3	2.215,1	3.848,7	10.265,6	4.033,6
E010493	Zinsaufwand Restliche Passivpositionen	665,1	347,5	14,4	106,7	590,5
E010494	Kennzahlensystem Zinsaufwand Deckung Aktivüberhang	0,0	0,0	0,0	0,0	0,0
E010499	Zinsaufwand insgesamt	38.360,1	15.221,2	32.235,9	39.062,0	27.813,5
E010509	Sonderangaben Aktiva Durchschnittsbestand der Spez	472.044	15.939	497.189	262.429	386.961
E010528	Sonderangaben Aktiva Sonderaktiva Grundstücke/ Geb	0	0	0	0	0
E010609	Sonderangaben Zinsertrag Zinserträge aus Spezialfo	14.558,4	789,7	22.183,9	8.928,0	13.961,6
E010630	Sonderangaben Zinsertrag Zinserträge aus Derivaten	160,1	6.466,4	400,8	5.980,3	785,4
E010736	Sonderangaben Passiva Durchschnittsbestand SVorsor	0	0	0	0	0
E010757	Sonderangaben Passiva Durchschnittsbestand der Haf	0	0	0	0	0
E010760	Sonderangaben Passiva Durchschnittsbestand der Pen	12.449	3.984	92.323	7.336	6.122
E010770	Sonderangaben Passiva Durchschnittsbestand der nac	145.294	20.900	19.020	93.999	53.595
E010836	Sonderangaben Zinsaufwand Durchschnittsbestand SVo	0,0	0,0	0,0	0,0	0,0
E010860	Sonderangaben Zinsaufwand Zinsaufwendungen aus Der	978,0	10.637,2	2.356,6	8.884,4	378,3
E010870	Sonderangaben Zinsaufwand Zinsaufwendungen der nac	4.989,9	914,9	600,1	2.647,2	2.117,9

33 / 72

KURZNAME	Institutskurzname	1	2	3	4	5	6
BVNR	BV-Nr	21002	21004	21007	21010	21015	21016
E013101	Provisionsertrag Geschäftsgiroverkehr	1.641,5	727,3	786,6	2.239,8	689,9	1.309,7
E013102	Provisionsertrag Privatgiroverkehr	6.357,3	1.651,3	2.620,5	7.953,4	2.585,6	5.041,0
E013103	Provisionsertrag Gebühren aus dem Kartengeschäft s	2.582,2	961,0	780,3	3.314,0	599,0	1.038,5
E013111	Provisionsertrag WPGeschäft Komm.geschäft/ Kd.hand	70,7	21,3	190,6	743,8	51,0	154,3
E013112	Provisionsertrag WPGeschäft Komm.geschäft/ Kd.hand	13,4	2,3	24,1	163,4	4,2	12,7
E013113	Provisionsertrag WPGeschäft Komm.geschäft Kd.hande	1.247,0	250,1	635,9	1.876,5	457,7	1.460,7
E013114	Provisionsertrag WPGeschäft Komm.geschäft Kd.hande	0,0	0,0	0,0	3,2	0,0	0,0
E013115	Provisionsertrag WPGeschäft Komm.geschäft Kd.hande	0,0	0,0	0,0	0,0	0,0	0,0
E013116	Provisionsertrag WPGeschäft Depotgebühren	92,3	0,0	74,1	185,0	7,3	41,7
E013117	Provisionsertrag WPGeschäft Sonstige	36,1	0,9	0,1	10,3	20,6	0,0
E013121	Provisionsertrag Auslandsgesch. Sorten	167,1	36,2	32,5	76,5	15,2	58,6
E013122	Provisionsertrag Auslandsgesch. Reiseschecks	1,0	0,0	0,0	31,0	0,2	0,0
E013123	Provisionsertrag Auslandsgesch. Kommerzielles Ausl	4,7	0,0	1,8	7,0	0,0	0,9
E013124	Provisionsertrag Auslandsgesch. Kommerzielles Ausl	29,8	1,7	7,4	42,0	0,0	109,1
E013125	Provisionsertrag Auslandsgesch. Kommerzielles Ausl	0,0	0,0	0,0	0,4	0,0	0,0
E013126	Provisionsertrag Auslandsgesch. Auslandsfinanzieru	0,0	0,0	0,0	0,0	9,3	0,0
E013131	Provisionsertrag Vermittlungsgeschäft Bausparvertr	845,7	198,8	325,8	1.213,2	180,4	906,9
E013132	Provisionsertrag Vermittlungsgeschäft Immobilien	421,1	84,0	90,9	860,5	82,7	424,4
E013133	Provisionsertrag Vermittlungsgeschäft Versicherung	1.078,1	244,1	569,5	1.939,5	274,1	1.533,6
E013134	Provisionsertrag Vermittlungsgeschäft Sonstige	23,9	35,6	177,8	174,0	0,0	416,6
E013141	Provisionsertrag Avalgeschäft	167,7	23,9	79,7	438,3	52,0	289,4
E013142	Provisionsertrag Darlehensgeschäft	274,6	279,0	232,1	1.817,2	178,0	1.172,6
E013152	Provisionsertrag übriger	1.740,7	289,8	527,3	2.356,8	253,6	973,3
E013181	Provisionsertrag Giroverkehr, Barzahlungsverkehr i	10.581,0	3.339,6	4.187,4	13.507,2	3.874,5	7.389,2
E013182	Provisionsertrag WPKommissionsgeschäft insgesamt	1.331,1	273,7	850,6	2.786,9	512,9	1.627,7
E013183	Provisionsertrag WPGeschäft insgesamt	1.459,5	274,6	924,8	2.982,2	540,8	1.669,4
E013184	Provisionsertrag Kommerzielles Auslandsgesch. insg	34,5	1,7	9,2	49,4	0,0	110,0
E013185	Provisionsertrag Auslandsgesch. insgesamt	202,6	37,9	41,7	156,9	24,7	168,6
E013186	Provisionsertrag Vermittlungsgeschäft insgesamt	2.368,8	562,5	1.164,0	4.187,2	537,2	3.281,5
E013199	Provisionsertrag insgesamt	16.794,9	4.807,3	7.157,0	25.445,8	5.460,8	14.944,0
E013299	Provisionsaufwand Dienstleistungsgeschäft	1.059,3	212,6	385,5	1.151,4	345,9	842,5
E013301	Sonstiger ordentl. Ertrag Grundstücke und Gebäude	443,6	103,5	47,9	302,9	85,0	424,9
E013302	Sonstiger ordentl. Ertrag ITDienstleistungen	0,0	0,0	13,9	17,2	0,0	395,2
E013303	Sonstiger ordentl. Ertrag übriger ordentlicher Ert	258,3	51,1	298,5	1.698,8	70,5	0,0
E013399	Sonstiger ordentl. Ertrag insgesamt	701,9	154,6	360,3	2.018,9	155,5	820,1

34 / 72

KURZNAME	Institutskurzname	7	8	9	10	11	12
BVNR	BV-Nr	21021	21022	21030	21031	22033	22035
E013101	Provisionsertrag Geschäftsgiroverkehr	424,5	391,4	370,8	1.042,3	358,6	483,0
E013102	Provisionsertrag Privatgiroverkehr	2.218,3	2.355,7	1.861,5	3.726,0	3.019,8	2.137,8
E013103	Provisionsertrag Gebühren aus dem Kartengeschäft s	455,5	688,5	389,1	1.128,9	512,4	358,5
E013111	Provisionsertrag WPGeschäft Komm.geschäft/ Kd.hand	81,2	1,7	6,1	62,4	33,6	59,4
E013112	Provisionsertrag WPGeschäft Komm.geschäft/ Kd.hand	13,7	0,0	6,8	1,1	5,9	12,0
E013113	Provisionsertrag WPGeschäft Komm.geschäft Kd.hande	259,8	307,4	386,9	599,7	340,5	258,0
E013114	Provisionsertrag WPGeschäft Komm.geschäft Kd.hande	0,0	0,0	0,0	0,0	0,0	0,0
E013115	Provisionsertrag WPGeschäft Komm.geschäft Kd.hande	0,0	0,0	0,0	0,0	0,0	0,0
E013116	Provisionsertrag WPGeschäft Depotgebühren	3,4	0,0	3,2	0,0	0,0	35,8
E013117	Provisionsertrag WPGeschäft Sonstige	0,0	0,0	0,0	7,7	0,0	1,0
E013121	Provisionsertrag Auslandsgesch. Sorten	24,2	13,8	20,8	45,9	17,2	21,5
E013122	Provisionsertrag Auslandsgesch. Reiseschecks	0,4	0,1	35,1	0,0	0,5	0,3
E013123	Provisionsertrag Auslandsgesch. Kommerzielles Ausl	0,0	2,2	2,3	6,2	4,2	0,0
E013124	Provisionsertrag Auslandsgesch. Kommerzielles Ausl	7,2	5,3	0,0	16,0	0,0	2,6
E013125	Provisionsertrag Auslandsgesch. Kommerzielles Ausl	0,0	0,0	3,4	0,0	0,0	0,0
E013126	Provisionsertrag Auslandsgesch. Auslandsfinanzieru	0,0	0,0	0,0	0,0	0,0	0,0
E013131	Provisionsertrag Vermittlungsgeschäft Bausparvertr	177,9	150,0	294,3	487,8	238,9	164,8
E013132	Provisionsertrag Vermittlungsgeschäft Immobilien	146,8	169,5	193,0	206,5	0,0	77,4
E013133	Provisionsertrag Vermittlungsgeschäft Versicherung	234,1	162,1	330,4	558,9	421,9	376,2
E013134	Provisionsertrag Vermittlungsgeschäft Sonstige	3,7	0,0	17,6	102,1	115,3	7,5
E013141	Provisionsertrag Avalgeschäft	58,1	36,1	40,9	161,7	64,7	69,4
E013142	Provisionsertrag Darlehensgeschäft	20,5	83,4	81,4	299,8	365,5	135,9
E013152	Provisionsertrag übriger	181,2	342,4	386,1	822,3	322,8	289,7
E013181	Provisionsertrag Giroverkehr, Barzahlungsverkehr i	3.098,3	3.435,6	2.621,4	5.897,2	3.890,8	2.979,3
E013182	Provisionsertrag WPKommissionsgeschäft insgesamt	354,7	309,1	399,8	663,2	380,0	329,4
E013183	Provisionsertrag WPGeschäft insgesamt	358,1	309,1	403,0	670,9	380,0	366,2
E013184	Provisionsertrag Kommerzielles Auslandsgesch. insg	7,2	7,5	5,7	22,2	4,2	2,6
E013185	Provisionsertrag Auslandsgesch. insgesamt	31,8	21,4	61,6	68,1	21,9	24,4
E013186	Provisionsertrag Vermittlungsgeschäft insgesamt	562,5	481,6	835,3	1.355,3	776,1	625,9
E013199	Provisionsertrag insgesamt	4.310,5	4.709,6	4.429,7	9.275,3	5.821,8	4.490,8
E013299	Provisionsaufwand Dienstleistungsgeschäft	192,1	250,2	304,8	603,4	570,2	218,7
E013301	Sonstiger ordentl. Ertrag Grundstücke und Gebäude	0,0	151,3	111,0	268,0	158,8	60,9
E013302	Sonstiger ordentl. Ertrag ITDienstleistungen	95,8	0,0	0,0	0,0	0,0	0,0
E013303	Sonstiger ordentl. Ertrag übriger ordentlicher Ert	86,8	50,8	80,9	48,3	18,9	22,5
E013399	Sonstiger ordentl. Ertrag insgesamt	182,6	202,1	191,9	316,3	177,7	83,4

35 / 72

KURZNAME	Institutskurzname	13	14	15	16	17	18
BVNR	BV-Nr	22038	22050	22051	22053	22056	22058
E013101	Provisionsertrag Geschäftsgiroverkehr	770,6	5.454,6	193,5	926,7	1.426,8	1.482,9
E013102	Provisionsertrag Privatgiroverkehr	2.826,0	20.609,1	1.138,0	3.857,8	5.419,8	5.822,2
E013103	Provisionsertrag Gebühren aus dem Kartengeschäft s	604,2	8.322,1	302,0	1.511,3	1.371,4	1.286,3
E013111	Provisionsertrag WPGeschäft Komm.geschäft/ Kd.hand	777,0	3.197,9	78,3	0,0	58,4	762,8
E013112	Provisionsertrag WPGeschäft Komm.geschäft/ Kd.hand	0,0	240,9	40,8	0,0	8,1	27,4
E013113	Provisionsertrag WPGeschäft Komm.geschäft Kd.hande	35,0	6.132,5	240,1	468,4	743,9	1.196,1
E013114	Provisionsertrag WPGeschäft Komm.geschäft Kd.hande	0,0	0,0	0,0	0,0	0,0	0,0
E013115	Provisionsertrag WPGeschäft Komm.geschäft Kd.hande	0,0	0,0	0,0	0,0	0,0	0,0
E013116	Provisionsertrag WPGeschäft Depotgebühren	91,9	1.661,4	35,0	0,0	26,1	0,0
E013117	Provisionsertrag WPGeschäft Sonstige	0,0	75,2	0,0	5,8	0,0	0,0
E013121	Provisionsertrag Auslandsgesch. Sorten	37,5	219,1	5,5	81,0	21,0	0,4
E013122	Provisionsertrag Auslandsgesch. Reiseschecks	1,8	12,9	0,4	0,6	0,0	0,0
E013123	Provisionsertrag Auslandsgesch. Kommerzielles Ausl	0,0	25,0	8,4	1,6	2,7	0,0
E013124	Provisionsertrag Auslandsgesch. Kommerzielles Ausl	6,6	199,1	0,0	16,2	34,0	200,7
E013125	Provisionsertrag Auslandsgesch. Kommerzielles Ausl	0,0	22,0	0,0	0,4	0,0	2,3
E013126	Provisionsertrag Auslandsgesch. Auslandsfinanzieru	0,7	0,0	0,0	0,0	0,0	0,0
E013131	Provisionsertrag Vermittlungsgeschäft Bausparvertr	126,3	2.260,5	51,9	269,2	316,2	747,6
E013132	Provisionsertrag Vermittlungsgeschäft Immobilien	161,7	1.555,8	42,5	176,8	217,3	19,0
E013133	Provisionsertrag Vermittlungsgeschäft Versicherung	496,5	6.180,2	207,3	381,6	295,8	1.127,9
E013134	Provisionsertrag Vermittlungsgeschäft Sonstige	64,8	329,5	8,4	138,1	8,9	113,9
E013141	Provisionsertrag Avalgeschäft	136,6	2.546,2	187,2	112,5	99,5	172,3
E013142	Provisionsertrag Darlehensgeschäft	390,2	768,7	21,8	99,6	121,1	920,6
E013152	Provisionsertrag übriger	294,0	4.049,9	116,9	1.520,4	1.064,3	2.042,3
E013181	Provisionsertrag Giroverkehr, Barzahlungsverkehr i	4.200,8	34.385,8	1.633,5	6.295,8	8.218,0	8.591,4
E013182	Provisionsertrag WPKommissionsgeschäft insgesamt	812,0	9.571,3	359,2	468,4	810,4	1.986,3
E013183	Provisionsertrag WPGeschäft insgesamt	903,9	11.307,9	394,2	474,2	836,5	1.986,3
E013184	Provisionsertrag Kommerzielles Auslandsgesch. insg	6,6	246,1	8,4	18,2	36,7	203,0
E013185	Provisionsertrag Auslandsgesch. insgesamt	46,6	478,1	14,3	99,8	57,7	203,4
E013186	Provisionsertrag Vermittlungsgeschäft insgesamt	849,3	10.326,0	310,1	965,7	838,2	2.008,4
E013199	Provisionsertrag insgesamt	6.821,4	63.862,6	2.678,0	9.568,0	11.235,3	15.924,7
E013299	Provisionsaufwand Dienstleistungsgeschäft	341,1	4.409,3	320,7	615,9	663,6	975,5
E013301	Sonstiger ordentl. Ertrag Grundstücke und Gebäude	131,0	524,3	20,1	318,3	290,1	308,4
E013302	Sonstiger ordentl. Ertrag ITDienstleistungen	0,0	0,0	53,1	0,0	0,0	0,0
E013303	Sonstiger ordentl. Ertrag übriger ordentlicher Ert	216,9	1.884,5	44,7	215,6	99,2	189,5
E013399	Sonstiger ordentl. Ertrag insgesamt	347,9	2.408,8	117,9	533,9	389,3	497,9

		36 / 72					
KURZNAME	Institutskurzname	19	20	21	22	23	24
BVNR	BV-Nr	22062	22064	22072	23074	23078	23082
E013101	Provisionsertrag Geschäftsgiroverkehr	1.073,8	844,0	1.580,3	796,1	963,1	1.591,6
E013102	Provisionsertrag Privatgiroverkehr	3.905,4	4.764,6	6.598,5	3.328,8	5.031,5	5.865,5
E013103	Provisionsertrag Gebühren aus dem Kartengeschäft s	740,4	840,2	1.887,6	556,5	661,2	1.432,8
E013111	Provisionsertrag WPGeschäft Komm.geschäft/ Kd.hand	241,3	10,0	6,7	5,3	98,4	24,5
E013112	Provisionsertrag WPGeschäft Komm.geschäft/ Kd.hand	48,9	14,9	100,2	91,4	26,6	26,2
E013113	Provisionsertrag WPGeschäft Komm.geschäft Kd.hande	831,7	1.295,6	357,2	539,2	391,7	835,6
E013114	Provisionsertrag WPGeschäft Komm.geschäft Kd.hande	0,0	0,0	0,0	0,0	-0,2	0,0
E013115	Provisionsertrag WPGeschäft Komm.geschäft Kd.hande	0,0	0,0	0,0	0,0	0,0	0,0
E013116	Provisionsertrag WPGeschäft Depotgebühren	104,1	22,0	47,7	56,1	8,9	13,4
E013117	Provisionsertrag WPGeschäft Sonstige	43,8	1,1	0,1	32,2	3,5	0,0
E013121	Provisionsertrag Auslandsgesch. Sorten	21,2	34,9	0,5	33,0	59,2	78,4
E013122	Provisionsertrag Auslandsgesch. Reiseschecks	0,2	0,3	11,4	2,0	13,6	0,2
E013123	Provisionsertrag Auslandsgesch. Kommerzielles Ausl	0,0	1,9	0,1	0,7	0,0	0,0
E013124	Provisionsertrag Auslandsgesch. Kommerzielles Ausl	50,7	20,2	34,4	6,1	9,5	0,0
E013125	Provisionsertrag Auslandsgesch. Kommerzielles Ausl	17,1	0,0	0,1	0,0	0,0	3,7
E013126	Provisionsertrag Auslandsgesch. Auslandsfinanzieru	58,3	0,0	0,0	0,0	0,0	18,1
E013131	Provisionsertrag Vermittlungsgeschäft Bausparvertr	441,6	425,1	1.073,5	403,1	320,2	697,1
E013132	Provisionsertrag Vermittlungsgeschäft Immobilien	223,9	413,7	582,9	133,7	128,6	296,3
E013133	Provisionsertrag Vermittlungsgeschäft Versicherung	718,1	570,9	649,5	400,6	863,0	816,9
E013134	Provisionsertrag Vermittlungsgeschäft Sonstige	57,6	33,4	44,9	64,9	3,2	101,4
E013141	Provisionsertrag Avalgeschäft	224,1	1.217,0	244,3	144,6	96,6	353,7
E013142	Provisionsertrag Darlehensgeschäft	227,5	464,8	461,3	158,2	133,2	309,1
E013152	Provisionsertrag übriger	1.262,2	2.227,8	408,1	311,4	546,4	662,3
E013181	Provisionsertrag Giroverkehr, Barzahlungsverkehr i	5.719,6	6.448,8	10.066,4	4.681,4	6.655,8	8.889,9
E013182	Provisionsertrag WPKommissionsgeschäft insgesamt	1.121,9	1.320,5	464,1	635,9	516,5	886,3
E013183	Provisionsertrag WPGeschäft insgesamt	1.269,8	1.343,6	511,9	724,2	528,9	899,7
E013184	Provisionsertrag Kommerzielles Auslandsgesch. insg	67,8	22,1	34,6	6,8	9,5	3,7
E013185	Provisionsertrag Auslandsgesch. insgesamt	147,5	57,3	46,5	41,8	82,3	100,4
E013186	Provisionsertrag Vermittlungsgeschäft insgesamt	1.441,2	1.443,1	2.350,8	1.002,3	1.315,0	1.911,7
E013199	Provisionsertrag insgesamt	10.291,9	13.202,4	14.089,3	7.063,9	9.358,2	13.126,8
E013299	Provisionsaufwand Dienstleistungsgeschäft	413,7	526,7	1.131,0	255,6	427,5	1.013,4
E013301	Sonstiger ordentl. Ertrag Grundstücke und Gebäude	567,8	157,6	1.273,1	87,8	265,0	615,3
E013302	Sonstiger ordentl. Ertrag ITDienstleistungen	20,6	60,7	0,0	8,1	0,0	0,0
E013303	Sonstiger ordentl. Ertrag übriger ordentlicher Ert	31,5	329,4	568,7	79,6	146,3	117,3
E013399	Sonstiger ordentl. Ertrag insgesamt	619,9	547,7	1.841,8	175,5	411,3	732,6

		37 / 72					
KURZNAME	Institutskurzname	25	26	27	28	29	30
BVNR	BV-Nr	23086	23089	23091	23094	23097	23098
E013101	Provisionsertrag Geschäftsgiroverkehr	718,9	683,1	1.171,3	898,4	489,8	1.150,8
E013102	Provisionsertrag Privatgiroverkehr	4.548,3	2.545,0	4.801,7	5.451,2	2.150,9	4.874,0
E013103	Provisionsertrag Gebühren aus dem Kartengeschäft s	621,8	683,3	2.167,6	483,3	602,3	977,7
E013111	Provisionsertrag WPGeschäft Komm.geschäft/ Kd.hand	43,6	62,1	168,2	16,0	87,3	288,0
E013112	Provisionsertrag WPGeschäft Komm.geschäft/ Kd.hand	23,5	25,7	0,0	22,0	37,7	45,6
E013113	Provisionsertrag WPGeschäft Komm.geschäft Kd.hande	642,8	461,7	1.981,7	594,1	540,9	1.333,2
E013114	Provisionsertrag WPGeschäft Komm.geschäft Kd.hande	0,0	0,0	0,0	0,0	0,0	0,0
E013115	Provisionsertrag WPGeschäft Komm.geschäft Kd.hande	0,0	0,0	0,0	0,0	0,0	0,0
E013116	Provisionsertrag WPGeschäft Depotgebühren	68,9	48,9	190,8	31,8	22,5	107,9
E013117	Provisionsertrag WPGeschäft Sonstige	0,0	0,3	9,7	0,0	0,0	0,2
E013121	Provisionsertrag Auslandsgesch. Sorten	38,6	22,9	43,2	36,6	30,1	31,9
E013122	Provisionsertrag Auslandsgesch. Reiseschecks	0,0	0,4	2,3	0,3	0,1	0,4
E013123	Provisionsertrag Auslandsgesch. Kommerzielles Ausl	1,6	0,8	0,0	12,5	0,0	0,1
E013124	Provisionsertrag Auslandsgesch. Kommerzielles Ausl	53,0	13,2	76,8	0,0	8,3	45,5
E013125	Provisionsertrag Auslandsgesch. Kommerzielles Ausl	0,0	0,3	0,2	1,3	0,0	0,0
E013126	Provisionsertrag Auslandsgesch. Auslandsfinanzieru	0,0	0,0	0,0	0,0	0,0	27,5
E013131	Provisionsertrag Vermittlungsgeschäft Bausparvertr	375,1	245,6	335,6	406,2	191,4	869,4
E013132	Provisionsertrag Vermittlungsgeschäft Immobilien	209,8	84,8	89,2	114,0	150,3	123,6
E013133	Provisionsertrag Vermittlungsgeschäft Versicherung	620,2	462,0	1.001,2	740,0	426,0	1.132,7
E013134	Provisionsertrag Vermittlungsgeschäft Sonstige	239,2	33,5	2,7	39,7	26,7	0,0
E013141	Provisionsertrag Avalgeschäft	54,5	196,5	264,4	73,3	111,2	187,0
E013142	Provisionsertrag Darlehensgeschäft	198,4	227,0	550,6	64,3	54,7	141,5
E013152	Provisionsertrag übriger	772,0	399,1	1.326,5	567,0	599,8	668,9
E013181	Provisionsertrag Giroverkehr, Barzahlungsverkehr i	5.889,0	3.911,4	8.140,6	6.832,9	3.243,0	7.002,5
E013182	Provisionsertrag WPKommissionsgeschäft insgesamt	709,9	549,5	2.149,9	632,1	665,9	1.666,8
E013183	Provisionsertrag WPGeschäft insgesamt	778,8	598,7	2.350,4	663,9	688,4	1.774,9
E013184	Provisionsertrag Kommerzielles Auslandsgesch. insg	54,6	13,5	77,0	13,8	8,3	45,6
E013185	Provisionsertrag Auslandsgesch. insgesamt	93,2	36,8	122,5	50,7	38,5	105,4
E013186	Provisionsertrag Vermittlungsgeschäft insgesamt	1.444,3	825,9	1.428,7	1.299,9	794,4	2.125,7
E013199	Provisionsertrag insgesamt	9.230,2	6.195,4	14.183,7	9.552,0	5.530,0	12.005,9
E013299	Provisionsaufwand Dienstleistungsgeschäft	451,3	282,9	966,0	322,6	350,8	405,3
E013301	Sonstiger ordentl. Ertrag Grundstücke und Gebäude	151,0	157,2	941,3	284,2	161,9	336,9
E013302	Sonstiger ordentl. Ertrag ITDienstleistungen	8,6	0,0	0,0	0,0	0,0	0,0
E013303	Sonstiger ordentl. Ertrag übriger ordentlicher Ert	54,8	38,1	440,6	17,3	78,2	28,5
E013399	Sonstiger ordentl. Ertrag insgesamt	214,4	195,3	1.381,9	301,5	240,1	365,4

		38 / 72					
KURZNAME	Institutskurzname	31	32	33	34	35	36
BVNR	BV-Nr	23100	23104	23109	23111	25046	25150
E013101	Provisionsertrag Geschäftsgiroverkehr	1.455,5	1.153,7	1.170,1	1.791,6	1.098,3	1.624,4
E013102	Provisionsertrag Privatgiroverkehr	6.375,3	5.755,8	5.893,3	9.374,6	3.349,6	7.591,0
E013103	Provisionsertrag Gebühren aus dem Kartengeschäft s	1.345,6	1.200,5	1.181,5	2.921,4	270,6	1.847,7
E013111	Provisionsertrag WPGeschäft Komm.geschäft/ Kd.hand	44,5	280,2	109,2	999,8	374,2	215,2
E013112	Provisionsertrag WPGeschäft Komm.geschäft/ Kd.hand	39,5	0,0	60,6	47,6	91,1	147,1
E013113	Provisionsertrag WPGeschäft Komm.geschäft Kd.hande	1.336,0	1.084,7	745,4	4.773,7	934,5	1.114,3
E013114	Provisionsertrag WPGeschäft Komm.geschäft Kd.hande	0,0	0,0	0,0	0,0	0,0	0,0
E013115	Provisionsertrag WPGeschäft Komm.geschäft Kd.hande	0,0	0,0	0,0	0,0	0,0	0,0
E013116	Provisionsertrag WPGeschäft Depotgebühren	45,0	53,7	49,3	245,9	142,9	124,2
E013117	Provisionsertrag WPGeschäft Sonstige	0,0	8,2	0,1	857,2	292,0	0,0
E013121	Provisionsertrag Auslandsgesch. Sorten	36,7	31,4	0,0	36,9	0,0	160,0
E013122	Provisionsertrag Auslandsgesch. Reiseschecks	0,8	68,5	0,0	0,3	4,3	2,4
E013123	Provisionsertrag Auslandsgesch. Kommerzielles Ausl	3,1	0,8	0,8	8,4	0,0	10,0
E013124	Provisionsertrag Auslandsgesch. Kommerzielles Ausl	14,2	7,8	6,3	19,5	15,3	46,7
E013125	Provisionsertrag Auslandsgesch. Kommerzielles Ausl	0,7	0,0	0,0	0,0	0,1	12,5
E013126	Provisionsertrag Auslandsgesch. Auslandsfinanzieru	0,0	0,0	0,0	0,0	0,0	16,2
E013131	Provisionsertrag Vermittlungsgeschäft Bausparvertr	1.020,0	505,2	501,4	1.068,8	440,8	1.068,2
E013132	Provisionsertrag Vermittlungsgeschäft Immobilien	319,4	240,3	153,0	470,0	168,3	289,3
E013133	Provisionsertrag Vermittlungsgeschäft Versicherung	2.473,7	885,0	850,3	2.626,5	444,8	954,3
E013134	Provisionsertrag Vermittlungsgeschäft Sonstige	12,4	34,9	468,0	0,0	0,0	159,3
E013141	Provisionsertrag Avalgeschäft	1.673,8	153,9	124,8	450,4	85,2	285,2
E013142	Provisionsertrag Darlehensgeschäft	561,1	137,3	94,4	234,1	668,6	110,6
E013152	Provisionsertrag übriger	1.176,4	2.401,9	1.088,5	2.943,9	943,1	1.127,6
E013181	Provisionsertrag Giroverkehr, Barzahlungsverkehr i	9.176,4	8.110,0	8.244,9	14.087,6	4.718,5	11.063,1
E013182	Provisionsertrag WPKommissionsgeschäft insgesamt	1.420,0	1.364,9	915,2	5.821,1	1.399,8	1.476,6
E013183	Provisionsertrag WPGeschäft insgesamt	1.465,0	1.426,8	964,6	6.924,2	1.834,7	1.600,8
E013184	Provisionsertrag Kommerzielles Auslandsgesch. insg	18,0	8,6	6,3	27,9	15,4	69,2
E013185	Provisionsertrag Auslandsgesch. insgesamt	55,5	108,5	6,3	65,1	19,7	247,8
E013186	Provisionsertrag Vermittlungsgeschäft insgesamt	3.825,5	1.665,4	1.972,7	4.165,3	1.053,9	2.471,1
E013199	Provisionsertrag insgesamt	17.933,7	14.003,8	12.496,2	28.870,6	9.323,7	16.906,2
E013299	Provisionsaufwand Dienstleistungsgeschäft	633,5	617,6	459,4	1.422,8	521,4	750,6
E013301	Sonstiger ordentl. Ertrag Grundstücke und Gebäude	1.636,4	164,2	614,0	1.891,4	507,7	1.363,8
E013302	Sonstiger ordentl. Ertrag ITDienstleistungen	0,0	0,0	0,0	0,0	0,0	8,2
E013303	Sonstiger ordentl. Ertrag übriger ordentlicher Ert	1.264,6	156,7	126,2	2.042,4	40,2	99,8
E013399	Sonstiger ordentl. Ertrag insgesamt	2.901,0	320,9	740,2	3.933,8	547,9	1.471,8

		39 / 72					
KURZNAME	Institutskurzname	37	38	39	40	41	42
BVNR	BV-Nr	25153	25156	25158	25167	25168	25174
E013101	Provisionsertrag Geschäftsgiroverkehr	1.088,9	1.615,5	6.452,0	583,9	466,3	8.185,0
E013102	Provisionsertrag Privatgiroverkehr	4.244,8	6.429,6	25.124,5	2.062,8	2.660,3	22.364,3
E013103	Provisionsertrag Gebühren aus dem Kartengeschäft s	376,0	583,3	8.221,0	673,1	719,6	7.032,5
E013111	Provisionsertrag WPGeschäft Komm.geschäft/ Kd.hand	352,0	399,2	6.315,8	0,0	285,1	302,0
E013112	Provisionsertrag WPGeschäft Komm.geschäft/ Kd.hand	4,5	29,8	3,5	231,0	0,0	380,4
E013113	Provisionsertrag WPGeschäft Komm.geschäft Kd.hande	1.458,5	2.007,0	6.925,0	389,7	468,5	9.553,8
E013114	Provisionsertrag WPGeschäft Komm.geschäft Kd.hande	0,0	0,0	0,0	0,0	0,0	0,0
E013115	Provisionsertrag WPGeschäft Komm.geschäft Kd.hande	0,0	0,0	0,0	0,0	0,0	0,1
E013116	Provisionsertrag WPGeschäft Depotgebühren	123,8	23,1	1.259,8	37,7	77,0	627,4
E013117	Provisionsertrag WPGeschäft Sonstige	16,4	0,0	784,6	30,4	0,0	985,0
E013121	Provisionsertrag Auslandsgesch. Sorten	63,5	36,5	359,4	9,4	17,6	0,0
E013122	Provisionsertrag Auslandsgesch. Reiseschecks	0,9	1,4	8,4	5,4	0,3	1,3
E013123	Provisionsertrag Auslandsgesch. Kommerzielles Ausl	0,0	0,0	171,5	0,0	0,0	206,4
E013124	Provisionsertrag Auslandsgesch. Kommerzielles Ausl	25,5	31,5	228,0	20,8	8,9	1.567,2
E013125	Provisionsertrag Auslandsgesch. Kommerzielles Ausl	3,7	0,0	7,5	2,0	0,0	26,8
E013126	Provisionsertrag Auslandsgesch. Auslandsfinanzieru	0,0	1,2	74,3	0,0	0,0	71,1
E013131	Provisionsertrag Vermittlungsgeschäft Bausparvertr	483,4	1.227,1	2.730,0	421,4	224,2	4.102,0
E013132	Provisionsertrag Vermittlungsgeschäft Immobilien	53,6	280,4	1.112,7	103,2	2,5	25,4
E013133	Provisionsertrag Vermittlungsgeschäft Versicherung	639,5	1.258,3	9.014,6	585,3	190,2	6.028,7
E013134	Provisionsertrag Vermittlungsgeschäft Sonstige	332,4	604,4	397,8	19,9	11,5	609,9
E013141	Provisionsertrag Avalgeschäft	210,3	212,1	1.214,5	87,8	64,7	940,3
E013142	Provisionsertrag Darlehensgeschäft	129,2	240,5	2.078,3	274,1	37,2	2.508,8
E013152	Provisionsertrag übriger	1.838,1	2.956,0	15.178,6	317,8	517,8	8.034,8
E013181	Provisionsertrag Giroverkehr, Barzahlungsverkehr i	5.709,7	8.628,4	39.797,5	3.319,8	3.846,2	37.581,8
E013182	Provisionsertrag WPKommissionsgeschäft insgesamt	1.815,0	2.436,0	13.244,3	620,7	753,6	10.236,3
E013183	Provisionsertrag WPGeschäft insgesamt	1.955,2	2.459,1	15.288,7	688,8	830,6	11.848,7
E013184	Provisionsertrag Kommerzielles Auslandsgesch. insg	29,2	31,5	407,0	22,8	8,9	1.800,4
E013185	Provisionsertrag Auslandsgesch. insgesamt	93,6	70,6	849,1	37,6	26,8	1.872,8
E013186	Provisionsertrag Vermittlungsgeschäft insgesamt	1.508,9	3.370,2	13.255,1	1.129,8	428,4	10.766,0
E013199	Provisionsertrag insgesamt	11.445,0	17.936,9	87.661,8	5.855,7	5.751,7	73.553,2
E013299	Provisionsaufwand Dienstleistungsgeschäft	435,6	808,1	6.867,7	212,9	402,0	3.052,0
E013301	Sonstiger ordentl. Ertrag Grundstücke und Gebäude	1.219,2	884,0	2.301,2	37,2	225,1	2.899,2
E013302	Sonstiger ordentl. Ertrag ITDienstleistungen	0,0	22,9	0,0	0,0	0,0	0,0
E013303	Sonstiger ordentl. Ertrag übriger ordentlicher Ert	129,7	321,7	3.249,8	90,4	32,2	2.369,3
E013399	Sonstiger ordentl. Ertrag insgesamt	1.348,9	1.228,6	5.551,0	127,6	257,3	5.268,5

KURZNAME	Institutskurzname	43	44	45	46	47
BVNR	BV-Nr	25176	25181	25183	25189	25193
E013101	Provisionsertrag Geschäftsgiroverkehr	1.883,2	1.167,6	1.839,6	1.917,8	1.493,6
E013102	Provisionsertrag Privatgiroverkehr	8.832,2	5.616,0	6.721,3	7.577,7	5.753,6
E013103	Provisionsertrag Gebühren aus dem Kartengeschäft s	1.095,2	1.071,1	1.755,3	1.872,9	1.423,4
E013111	Provisionsertrag WPGeschäft Komm.geschäft/ Kd.hand	962,3	939,6	0,0	190,6	210,8
E013112	Provisionsertrag WPGeschäft Komm.geschäft/ Kd.hand	109,2	91,7	875,2	0,2	0,0
E013113	Provisionsertrag WPGeschäft Komm.geschäft Kd.hande	2.603,2	1.372,9	1.833,8	2.010,6	2.093,7
E013114	Provisionsertrag WPGeschäft Komm.geschäft Kd.hande	0,0	0,0	0,0	0,0	0,0
E013115	Provisionsertrag WPGeschäft Komm.geschäft Kd.hande	0,0	0,0	0,0	0,0	0,0
E013116	Provisionsertrag WPGeschäft Depotgebühren	227,3	137,1	207,7	98,4	162,5
E013117	Provisionsertrag WPGeschäft Sonstige	148,2	0,0	0,0	1.831,8	7,8
E013121	Provisionsertrag Auslandsgesch. Sorten	66,3	0,0	31,0	51,1	26,6
E013122	Provisionsertrag Auslandsgesch. Reiseschecks	3,1	44,5	1,4	15,7	0,1
E013123	Provisionsertrag Auslandsgesch. Kommerzielles Ausl	9,6	8,5	-4,6	0,0	0,0
E013124	Provisionsertrag Auslandsgesch. Kommerzielles Ausl	55,6	27,1	35,1	32,8	29,0
E013125	Provisionsertrag Auslandsgesch. Kommerzielles Ausl	4,4	31,8	0,0	11,1	18,1
E013126	Provisionsertrag Auslandsgesch. Auslandsfinanzieru	50,7	38,9	0,4	0,0	0,0
E013131	Provisionsertrag Vermittlungsgeschäft Bausparvertr	1.591,1	554,3	873,4	923,1	1.022,6
E013132	Provisionsertrag Vermittlungsgeschäft Immobilien	3,2	140,9	432,5	15,9	263,4
E013133	Provisionsertrag Vermittlungsgeschäft Versicherung	1.280,1	644,8	1.465,6	2.363,7	952,4
E013134	Provisionsertrag Vermittlungsgeschäft Sonstige	33,0	85,0	77,5	129,7	49,6
E013141	Provisionsertrag Avalgeschäft	456,3	205,7	186,8	209,4	203,4
E013142	Provisionsertrag Darlehensgeschäft	291,4	346,9	176,5	361,0	74,2
E013152	Provisionsertrag übriger	3.219,7	1.142,8	1.524,8	1.286,0	877,3
E013181	Provisionsertrag Giroverkehr, Barzahlungsverkehr i	11.810,6	7.854,7	10.316,2	11.368,4	8.670,6
E013182	Provisionsertrag WPKommissionsgeschäft insgesamt	3.674,7	2.404,2	2.709,0	2.201,4	2.304,5
E013183	Provisionsertrag WPGeschäft insgesamt	4.050,2	2.541,3	2.916,7	4.131,6	2.474,8
E013184	Provisionsertrag Kommerzielles Auslandsgesch. insg	69,6	67,4	30,5	43,9	47,1
E013185	Provisionsertrag Auslandsgesch. insgesamt	189,7	150,8	63,3	110,7	73,8
E013186	Provisionsertrag Vermittlungsgeschäft insgesamt	2.907,4	1.425,0	2.849,0	3.432,4	2.288,0
E013199	Provisionsertrag insgesamt	22.925,3	13.667,2	18.033,3	20.899,5	14.662,1
E013299	Provisionsaufwand Dienstleistungsgeschäft	2.043,3	655,5	674,8	1.775,0	439,3
E013301	Sonstiger ordentl. Ertrag Grundstücke und Gebäude	1.332,8	286,0	293,0	1.498,0	512,6
E013302	Sonstiger ordentl. Ertrag ITDienstleistungen	363,1	0,0	0,0	0,0	0,0
E013303	Sonstiger ordentl. Ertrag übriger ordentlicher Ert	3.684,6	369,4	599,6	488,6	585,6
E013399	Sonstiger ordentl. Ertrag insgesamt	5.380,5	655,4	892,6	1.986,6	1.098,2

41/72

KURZNAME	Institutskurzname	1	2	3	4	5	6
BVNR	BV-Nr	21002	21004	21007	21010	21015	21016
E014101	Personalaufw. Gehälter,Löhne Vergütungen Bankspezi	20.035,2	4.952,7	8.371,1	9.517,5	1.834,4	12.809,0
E014102	Personalaufw. Gehälter,Löhne Vergütungen Bankspezi	3.884,1	1.040,9	2.187,3	8.910,7	5.281,3	4.974,3
E014103	Personalaufw. Gehälter,Löhne Vergütungen Nichtbank	251,5	96,6	39,3	259,6	129,5	219,1
E014104	Personalaufw. Gehälter,Löhne Vergütungen Auszubild	371,1	130,0	176,5	349,3	77,6	484,6
E014111	Personalaufw. Soz. Abgaben Bankspezifisch Beschäft	4.472,3	1.074,8	1.994,6	2.284,0	337,3	2.917,7
E014112	Personalaufw. Soz. Abgaben Bankspezifisch Beschäft	894,4	240,2	525,3	2.359,9	1.222,3	1.188,0
E014113	Personalaufw. Soz. Abgaben Nichtbankspezifisch Bes	57,8	21,0	10,2	58,4	28,7	51,7
E014114	Personalaufw. Soz. Abgaben Auszubildende	84,0	29,8	46,2	93,1	17,7	110,3
E014121	Personalaufw. Versorgungsleistungen (ohne Zuführun	63,5	0,0	5,7	0,0	96,1	14,8
E014122	Personalaufw. Zuführungen zu den Rückstellungen fü	81,7	16,0	119,9	98,0	12,5	38,7
E014124	für mittelbare Versorgungsverpflichtungen	0,0	0,0	0,0	0,0	0,0	0,0
E014131	Personalaufw. übriger	204,6	141,9	231,1	2.364,0	29,5	353,2
E014181	Personalaufw. Gehälter,Löhne Vergütungen insgesamt	24.541,9	6.220,2	10.774,2	19.037,1	7.322,8	18.487,0
E014182	Personalaufw. Gehälter,Löhne Vergütungen Bankspezi	23.919,3	5.993,6	10.558,4	18.428,2	7.115,7	17.783,3
E014183	Personalaufw. Soziale Abgaben insgesamt	5.508,5	1.365,8	2.576,3	4.795,4	1.606,0	4.267,7
E014184	Personalaufw. Soziale Abgaben Bankspezifisch Besch	5.366,7	1.315,0	2.519,9	4.643,9	1.559,6	4.105,7
E014199	Personalaufw. insgesamt	30.400,2	7.743,9	13.707,2	26.294,5	9.066,9	23.161,4
E014201	Sachaufwand Geschäftsräume Miete	1.986,3	385,5	411,0	4.876,5	538,7	246,8
E014202	Sachaufwand Geschäftsräume Reinigung	408,1	144,9	200,1	493,1	105,2	311,6
E014203	Sachaufwand Geschäftsräume Sonstiger Aufwand	886,9	207,5	316,6	819,5	217,0	649,1
E014204	Sachaufwand Betriebs/ Geschäftsausstattung Einrich	474,1	60,0	200,4	276,1	95,5	616,9
E014205	Sachaufwand spk.betriebl. gen. Grundst/ Gebäude A	1.737,2	344,9	780,4	457,1	634,5	1.321,3
E014206	Sachaufwand spk.betriebl. gen. Grundst/ Gebäude S	895,5	148,3	222,5	239,3	104,2	655,2
E014207	Sachaufwand Betriebs/ Geschäftsausstattung Abschre	657,7	100,5	315,3	670,9	183,6	534,2
E014211	Sachaufwand ITAufwand sparkassenindividuell Hardwa	842,9	60,6	174,9	364,9	72,8	292,2
E014212	Sachaufwand ITAufwand sparkassenindividuell Softwa	293,2	81,4	132,9	350,3	63,0	135,6
E014213	Sachaufwand ITAufwand RZAufwand	4.111,0	1.044,8	2.088,3	4.883,8	1.673,1	2.959,7
E014214	Sachaufwand ITAufwand Aufwand für ITDienstleistung	760,6	164,4	210,3	51,6	0,0	513,2
E014215	Sachaufwand ITAufwand Übertragungslösungen	685,8	85,9	121,3	29,4	21,2	184,0
E014216	Sachaufwand ITAufwand sparkassenindividuell Hardwa	599,2	107,8	199,4	697,9	89,1	315,6
E014217	Sachaufwand ITAufwand sparkassenindividuell Softwa	231,4	58,3	36,2	222,8	59,9	136,4
E014222	Sachaufwand Vermittlungstätigkeit Dritter im Aktiv	69,4	18,7	25,7	212,7	14,4	233,3
E014223	Sachaufwand Sonstige Dienstleistungen Dritter	2.183,5	384,8	859,8	5.515,2	343,9	1.030,3
E014224	Sachaufwand Portound Frachtaufwand	493,5	88,5	112,5	625,8	80,4	320,7
E014225	Sachaufwand Telekommunikationsaufwand	191,7	36,6	65,9	261,1	52,4	100,0
E014226	Sachaufwand Bürobedarf	428,4	117,4	142,7	419,3	92,5	302,0
E014227	Sachaufwand Ausund Fortbildungsaufwand	796,8	215,7	173,7	145,5	117,9	419,4
E014228	Sachaufwand Kundenkarten/ Kreditkarten	986,1	317,2	530,9	1.236,4	385,2	279,1
E014229	Sachaufwand Dienstleistungen von Unternehmensberat	406,7	0,0	50,9	74,5	0,0	20,8
E014230	Sachaufwand Informationsbeschaffung	61,1	29,3	70,7	124,6	10,3	103,0
E014233	Sachaufwand Beiträge, Gebühren, Versicherungen	2.195,7	638,8	919,6	2.144,0	812,9	1.632,3
E014234	Sachaufwand sonstiger Sachaufwand	600,7	158,1	124,1	460,4	146,1	523,0
E014251	Sachaufwand Werbeaufwand Veranstaltungen	184,3	78,5	37,6	217,2	2,3	112,5
E014252	Sachaufwand Werbeaufwand Marktforschung	0,0	0,0	0,0	0,0	0,0	0,0
E014253	Sachaufwand Werbeaufwand Gemeinschaftswerbung	252,6	59,2	99,7	305,1	73,3	191,2
E014254	Sachaufwand Werbeaufwand Individualwerbung	666,2	283,8	111,7	659,9	119,6	498,8
E014255	Sachaufwand Werbeaufwand Sonstiger	137,9	5,7	75,2	90,3	42,7	181,4
E014281	Sachaufwand Grundstücksund Gebäudeaufwand insgesam	5.914,0	1.231,1	1.930,6	6.885,5	1.599,6	3.184,0
E014282	Sachaufwand ITAufwand insgesamt	7.524,1	1.603,2	2.963,3	6.600,7	1.979,1	4.536,7
E014283	Sachaufwand Aufwand für sparkassenbetriebl. genutz	2.632,7	493,2	1.002,9	696,4	738,7	1.976,5
E014285	Sachaufwand Werbeaufwand	1.241,0	427,2	324,2	1.272,5	237,9	983,9
E014299	Sachaufwand insgesamt	24.224,5	5.427,1	8.810,3	26.925,2	6.151,7	14.819,6
E014304	Sonst. ordentlicher Aufwand Nicht sparkassenbetrie	147,6	42,5	0,0	131,0	26,9	186,1
E014306	Sonst. ordentlicher Aufwand Nicht sparkassenbetrie	163,3	48,1	12,0	43,1	0,0	47,8
E014331	Sonst. ordentlicher übriger sonst. ordentliche	86,2	126,1	21,6	1.375,1	28,3	0,0
E014385	Sonst. ordentlicher Aufwand Grundstücke und Gebaud	310,9	90,6	12,0	174,1	26,9	233,9
E014399	Sonst. ordentlicher Aufwand insgesamt	397,1	216,7	33,6	1.549,2	55,2	233,9

		42 / 72					
KURZNAME	Institutskurzname	7	8	9	10	11	12
BVNR	BV-Nr	21021	21022	21030	21031	22033	22035
E014101	Personalaufw. Gehälter,Löhne Vergütungen Bankspezi	4.605,2	3.073,6	4.672,5	8.914,2	6.454,0	4.246,6
E014102	Personalaufw. Gehälter,Löhne Vergütungen Bankspezi	827,8	2.288,0	959,5	3.432,2	1.078,5	1.548,2
E014103	Personalaufw. Gehälter,Löhne Vergütungen Nichtbank	209,1	35,7	18,2	199,0	92,9	115,7
E014104	Personalaufw. Gehälter,Löhne Vergütungen Auszubild	112,0	106,6	51,5	227,7	150,5	165,0
E014111	Personalaufw. Soz. Abgaben Bankspezifisch Beschäft	962,1	749,8	1.000,5	1.944,1	1.324,0	831,4
E014112	Personalaufw. Soz. Abgaben Bankspezifisch Beschäft	215,6	493,8	227,5	801,5	241,4	362,5
E014113	Personalaufw. Soz. Abgaben Nichtbankspezifisch Bes	48,8	13,1	4,2	45,9	21,6	27,8
E014114	Personalaufw. Soz. Abgaben Auszubildende	26,5	21,7	11,4	49,9	28,9	39,5
E014121	Personalaufw. Versorgungsleistungen (ohne Zuführun	-40,6	0,0	0,0	4,5	-74,2	4,0
E014122	Personalaufw. Zuführungen zu den Rückstellungen fü	0,0	4,6	0,0	100,7	43,1	195,1
E014124	für mittelbare Versorgungsverpflichtungen	0,0	0,0	0,0	0,0	0,0	0,0
E014131	Personalaufw. übriger	234,0	101,5	138,7	57,6	300,7	92,7
E014181	Personalaufw. Gehälter,Löhne Vergütungen insgesamt	5.754,1	5.503,9	5.701,7	12.773,1	7.775,9	6.075,5
E014182	Personalaufw. Gehälter,Löhne Vergütungen Bankspezi	5.433,0	5.361,6	5.632,0	12.346,4	7.532,5	5.794,8
E014183	Personalaufw. Soziale Abgaben insgesamt	1.253,0	1.278,4	1.243,6	2.841,4	1.615,9	1.261,2
E014184	Personalaufw. Soziale Abgaben Bankspezifisch Besch	1.177,7	1.243,6	1.228,0	2.745,6	1.565,4	1.193,9
E014199	Personalaufw. insgesamt	7.200,5	6.888,4	7.084,0	15.777,3	9.661,3	7.628,5
E014201	Sachaufwand Geschäftsräume Miete	128,5	42,6	845,5	550,0	184,0	77,7
E014202	Sachaufwand Geschäftsräume Reinigung	30,8	120,9	82,2	190,7	203,7	97,6
E014203	Sachaufwand Geschäftsräume Sonstiger Aufwand	214,6	203,1	166,2	374,9	235,2	236,1
E014204	Sachaufwand Betriebs/ Geschäftsausstattung Einrich	135,2	128,0	67,0	173,2	119,5	80,0
E014205	Sachaufwand spk.betriebl. gen. Grundst./ Gebäude A	434,0	385,5	85,2	697,4	866,9	410,7
E014206	Sachaufwand spk.betriebl. gen. Grundst./ Gebäude S	229,7	239,2	27,3	347,7	281,2	105,6
E014207	Sachaufwand Betriebs/ Geschäftsausstattung Abschre	157,8	191,4	170,2	213,7	334,6	117,4
E014211	Sachaufwand ITAufwand sparkassenindividuell Hardwa	86,3	141,1	78,4	156,2	93,5	118,9
E014212	Sachaufwand ITAufwand sparkassenindividuell Softwa	120,4	60,2	70,7	78,0	107,9	107,6
E014213	Sachaufwand ITAufwand RZAufwand	1.134,4	1.262,0	994,9	2.249,6	1.742,5	1.332,6
E014214	Sachaufwand ITAufwand Aufwand für ITDienstleistung	93,7	50,8	55,8	159,8	135,4	17,3
E014215	Sachaufwand ITAufwand Übertragungsleistungen	77,5	120,3	55,7	93,7	151,5	97,5
E014216	Sachaufwand ITAufwand sparkassenindividuell Hardwa	140,7	89,0	69,4	263,5	7,3	136,0
E014217	Sachaufwand ITAufwand sparkassenindividuell Softwa	19,2	66,1	45,5	82,9	102,3	31,2
E014222	Sachaufwand Vermittlungstätigkeit Dritter im Aktiv	4,8	20,3	12,3	24,4	13,0	10,1
E014223	Sachaufwand Sonstige Dienstleistungen Dritter	319,5	696,0	164,6	433,2	860,5	505,2
E014224	Sachaufwand Portound Frachtaufwand	67,5	73,8	111,7	198,7	136,4	73,7
E014225	Sachaufwand Telekommunikationsaufwand	39,0	30,2	42,7	134,7	51,1	39,7
E014226	Sachaufwand Bürobefand	81,8	79,1	98,2	243,7	122,5	107,3
E014227	Sachaufwand Ausund Fortbildungsaufwand	210,0	160,3	94,8	194,6	180,4	127,0
E014228	Sachaufwand Kundenkarten/ Kreditkarten	121,2	106,5	121,5	277,3	217,8	206,3
E014229	Sachaufwand Dienstleistungen von Unternehmensberat	0,0	16,4	0,7	0,0	0,0	0,0
E014230	Sachaufwand Informationsbeschaffung	44,3	15,1	35,1	60,1	20,8	26,2
E014233	Sachaufwand Beiträge, Gebühren, Versicherungen	634,1	677,3	628,5	1.214,9	779,3	661,3
E014234	Sachaufwand sonstiger Sachaufwand	82,5	186,3	159,4	321,1	397,2	116,5
E014251	Sachaufwand Werbeaufwand Veranstaltungen	96,8	22,5	159,5	75,1	20,5	0,0
E014252	Sachaufwand Werbeaufwand Marktforschung	0,0	20,7	9,2	41,2	0,0	17,9
E014253	Sachaufwand Werbeaufwand Gemeinschaftswerbung	70,4	32,1	54,0	121,0	79,9	67,6
E014254	Sachaufwand Werbeaufwand Individualwerbung	118,2	294,7	61,5	351,9	142,8	345,4
E014255	Sachaufwand Werbeaufwand Sonstiger	52,5	45,8	0,3	31,6	508,3	19,3
E014281	Sachaufwand Grundstücksund Gebäudeaufwand insgesam	1.037,6	991,3	1.206,4	2.160,7	1.771,0	927,7
E014282	Sachaufwand ITAufwand insgesamt	1.672,2	1.789,5	1.370,4	3.083,7	2.340,4	1.841,1
E014283	Sachaufwand Aufwand für sparkassenbetriebl. genutz	663,7	624,7	112,5	1.045,1	1.148,1	516,3
E014285	Sachaufwand Werbeaufwand	337,9	415,8	284,5	620,8	751,5	450,2
E014299	Sachaufwand insgesamt	4.945,4	5.577,3	4.568,0	9.354,8	8.096,0	5.289,7
E014304	Sonst. ordentlicher Aufwand Nicht sparkassenbetrie	0,0	45,1	34,1	146,4	30,4	21,7
E014306	Sonst. ordentlicher Aufwand Nicht sparkassenbetrie	0,0	21,0	58,4	106,3	16,5	6,7
E014331	Sonst. ordentlicher übriger sonst. ordentliche	157,7	406,9	3,9	52,3	65,6	162,7
E014385	Sonst. ordentlicher Aufwand Grundstücke und Gebaud	0,0	66,1	92,5	252,7	46,9	28,4
E014399	Sonst. ordentlicher Aufwand insgesamt	157,7	473,0	96,4	305,0	112,5	191,1

KURZNAME	Institutskurzname	13	14	15	16	17	18
BVNR	BV-Nr	22038	22050	22051	22053	22056	22058
E014101	Personalaufw. Gehälter,Löhne Vergütungen Bankspezi	6.006,8	50.847,1	3.160,0	8.547,6	10.945,5	17.011,7
E014102	Personalaufw. Gehälter,Löhne Vergütungen Bankspezi	2.789,7	8.765,7	980,8	3.127,9	1.714,4	3.064,2
E014103	Personalaufw. Gehälter,Löhne Vergütungen Nichtbank	0,0	400,6	0,0	2,9	175,3	210,4
E014104	Personalaufw. Gehälter,Löhne Vergütungen Auszubild	229,4	760,3	68,3	284,8	432,9	375,2
E014111	Personalaufw. Soz. Abgaben Bankspezifisch Beschäft	1.205,8	10.552,4	540,1	1.894,0	2.365,8	3.667,3
E014112	Personalaufw. Soz. Abgaben Bankspezifisch Beschäft	643,2	1.751,5	242,0	744,5	344,5	761,0
E014113	Personalaufw. Soz. Abgaben Nichtbankspezifisch Bes	0,0	84,2	0,0	0,8	37,5	48,1
E014114	Personalaufw. Soz. Abgaben Auszubildende	54,2	154,3	15,9	69,9	87,8	87,1
E014121	Personalaufw. Versorgungsleistungen (ohne Zuführun	0,0	0,0	0,0	0,0	16,1	0,0
E014122	Personalaufw. Zuführungen zu den Rückstellungen fü	0,0	662,5	15,5	505,2	329,7	218,9
E014124	für mittelbare Versorgungsverpflichtungen	0,0	0,0	0,0	0,0	0,0	0,0
E014131	Personalaufw. übriger	301,5	827,5	9,4	342,4	369,3	1.143,9
E014181	Personalaufw. Gehälter,Löhne Vergütungen insgesamt	9.025,9	60.773,7	4.209,1	11.963,2	13.268,1	20.661,5
E014182	Personalaufw. Gehälter,Löhne Vergütungen Bankspezi	8.796,5	59.612,8	4.140,8	11.675,5	12.659,9	20.075,9
E014183	Personalaufw. Soziale Abgaben insgesamt	1.903,2	12.542,4	798,0	2.709,2	2.835,6	4.563,5
E014184	Personalaufw. Soziale Abgaben Bankspezifisch Besch	1.849,0	12.303,9	782,1	2.638,5	2.710,3	4.428,3
E014199	Personalaufw. insgesamt	11.230,6	74.806,1	5.032,0	15.520,0	16.818,8	26.587,8
E014201	Sachaufwand Geschäftsräume Miete	211,1	6.790,1	451,7	518,3	2.434,1	3.120,5
E014202	Sachaufwand Geschäftsräume Reinigung	106,7	917,4	57,0	426,5	389,2	295,2
E014203	Sachaufwand Geschäftsräume Sonstiger Aufwand	298,5	1.482,0	103,4	359,8	350,8	740,0
E014204	Sachaufwand Betriebs/ Geschäftsausstattung Einrich	102,1	811,9	85,3	254,9	157,3	274,3
E014205	Sachaufwand spk.betriebl.gen.Grundst./Gebäude A	618,1	1.194,3	0,0	726,3	472,2	629,8
E014206	Sachaufwand spk.betriebl.gen.Grundst./Gebäude S	327,8	1.368,5	55,9	548,7	217,8	405,0
E014207	Sachaufwand Betriebs/ Geschäftsausstattung Abschre	356,8	1.838,8	194,5	1.098,9	604,3	780,8
E014211	Sachaufwand ITAufwand sparkassenindividuell Hardwa	206,3	475,4	44,9	202,5	280,6	321,4
E014212	Sachaufwand ITAufwand sparkassenindividuell Softwa	195,7	536,2	109,5	211,1	289,2	320,6
E014213	Sachaufwand ITAufwand RZAufwand	1.561,9	9.044,0	892,9	2.419,6	2.508,6	3.389,6
E014214	Sachaufwand ITAufwand Aufwand für ITDienstleistung	31,5	958,1	21,3	243,0	367,3	400,0
E014215	Sachaufwand ITAufwand Übertragungsleistungen	158,2	763,1	17,7	167,7	75,6	260,9
E014216	Sachaufwand ITAufwand sparkassenindividuell Hardwa	87,3	1.875,3	87,6	0,0	88,4	511,6
E014217	Sachaufwand ITAufwand sparkassenindividuell Softwa	68,5	517,9	32,3	139,1	80,8	111,9
E014222	Sachaufwand Vermittlungstätigkeit Dritter im Aktiv	3,3	2.668,5	0,6	81,8	97,7	78,2
E014223	Sachaufwand Sonstige Dienstleistungen Dritter	557,4	1.999,1	393,5	1.420,5	874,5	715,0
E014224	Sachaufwand Portound Frachtaufwand	133,4	2.925,4	34,1	587,1	193,2	281,8
E014225	Sachaufwand Telekommunikationsaufwand	71,9	446,9	26,6	109,2	112,0	138,1
E014226	Sachaufwand Bürobedarf	140,7	1.033,6	85,2	260,9	188,3	324,4
E014227	Sachaufwand Ausund Fortbildungsaufwand	75,3	625,1	240,7	378,3	393,6	569,8
E014228	Sachaufwand Kundenkarten/ Kreditkarten	229,1	4.514,8	97,4	392,0	555,5	702,8
E014229	Sachaufwand Dienstleistungen von Unternehmensberat	0,0	105,8	0,0	0,0	28,1	53,1
E014230	Sachaufwand Informationsbeschaffung	58,2	149,5	11,3	138,5	34,8	127,5
E014233	Sachaufwand Beiträge, Gebühren, Versicherungen	978,3	6.434,7	528,3	1.217,4	1.113,1	1.824,0
E014234	Sachaufwand sonstiger Sachaufwand	209,1	1.544,3	66,1	349,1	518,1	466,6
E014251	Sachaufwand Werbeaufwand Veranstaltungen	44,9	550,7	25,9	40,6	95,5	48,9
E014252	Sachaufwand Werbeaufwand Marktforschung	36,5	162,5	3,5	0,0	0,0	0,0
E014253	Sachaufwand Werbeaufwand Gemeinschaftswerbung	96,7	862,4	83,4	124,9	130,3	211,5
E014254	Sachaufwand Werbeaufwand Individualwerbung	96,6	2.364,2	93,9	349,9	120,8	554,3
E014255	Sachaufwand Werbeaufwand Sonstiger	262,2	2.888,3	4,1	133,6	420,7	319,1
E014281	Sachaufwand Grundstücksund Gebäudeaufwand insgesam	1.562,2	11.752,3	668,0	2.579,6	3.864,1	5.190,5
E014282	Sachaufwand ITAufwand insgesamt	2.309,4	14.170,0	1.206,2	3.383,0	3.690,5	5.316,0
E014283	Sachaufwand Aufwand für sparkassenbetriebl. genutz	945,9	2.562,8	55,9	1.275,0	690,0	1.034,8
E014285	Sachaufwand Werbeaufwand	536,9	6.828,1	210,8	649,0	767,3	1.133,8
E014299	Sachaufwand insgesamt	7.324,1	57.848,8	3.848,6	12.900,2	13.192,4	17.976,7
E014304	Sonst. ordentlicher Aufwand Nicht sparkassenbetrie	106,0	133,4	37,4	75,7	25,7	83,0
E014306	Sonst. ordentlicher Aufwand Nicht sparkassenbetrie	37,0	121,2	3,8	202,6	523,7	98,5
E014331	Sonst. ordentlicher übriger sonst. ordentliche	151,5	216,7	8,8	21,0	227,0	168,2
E014385	Sonst. ordentlicher Aufwand Grundstücke und Gebäud	143,0	254,6	41,2	278,3	549,4	181,5
E014399	Sonst. ordentlicher Aufwand insgesamt	294,5	471,3	50,0	299,3	776,4	349,7

KURZNAME BVNR	Institutskurzname BV-Nr	44 / 72					
		19 22062	20 22064	21 22072	22 23074	23 23078	24 23082
E014101	Personalaufw. Gehälter,Löhne Vergütungen Bankspezi	7.371,5	8.941,4	15.307,1	6.907,7	8.856,2	15.272,4
E014102	Personalaufw. Gehälter,Löhne Vergütungen Bankspezi	2.192,3	1.861,3	1.510,8	1.447,4	2.261,1	3.735,3
E014103	Personalaufw. Gehälter,Löhne Vergütungen Nichtbank	27,2	120,2	377,6	101,1	129,7	215,5
E014104	Personalaufw. Gehälter,Löhne Vergütungen Auszubild	217,0	195,4	343,0	204,3	226,9	313,4
E014111	Personalaufw. Soz. Abgaben Bankspezifisch Beschäft	1.586,0	1.938,0	3.246,7	1.603,4	1.898,1	3.515,9
E014112	Personalaufw. Soz. Abgaben Bankspezifisch Beschäft	557,2	441,5	350,9	344,0	545,3	747,4
E014113	Personalaufw. Soz. Abgaben Nichtbankspezifisch Bes	12,9	29,6	86,2	24,1	31,8	51,8
E014114	Personalaufw. Soz. Abgaben Auszubildende	51,2	45,6	75,5	47,8	54,4	70,7
E014121	Personalaufw. Versorgungsleistungen (ohne Zuführun	0,1	0,0	0,0	24,4	1,5	0,0
E014122	Personalaufw. Zuführungen zu den Rückstellungen fü	138,0	262,7	50,6	140,6	185,4	0,0
E014124	für mittelbare Versorgungsverpflichtungen	0,0	0,0	0,0	0,0	0,0	0,0
E014131	Personalaufw. übriger	671,9	985,1	455,5	344,4	666,8	357,4
E014181	Personalaufw. Gehälter,Löhne Vergütungen insgesamt	9.808,0	11.118,3	17.538,5	8.660,5	11.473,9	19.536,6
E014182	Personalaufw. Gehälter,Löhne Vergütungen Bankspezi	9.563,8	10.802,7	16.817,9	8.355,1	11.117,3	19.007,7
E014183	Personalaufw. Soziale Abgaben insgesamt	2.207,3	2.454,7	3.759,3	2.019,3	2.529,6	4.385,8
E014184	Personalaufw. Soziale Abgaben Bankspezifisch Besch	2.143,2	2.379,5	3.597,6	1.947,4	2.443,4	4.263,3
E014199	Personalaufw. insgesamt	12.825,3	14.820,8	21.803,9	11.189,2	14.857,2	24.279,8
E014201	Sachaufwand Geschäftsräume Miete	136,2	2.483,1	568,8	171,8	120,1	254,8
E014202	Sachaufwand Geschäftsräume Reinigung	196,5	179,4	424,7	165,6	250,6	436,1
E014203	Sachaufwand Geschäftsräume Sonstiger Aufwand	474,9	510,5	769,1	241,6	412,6	751,8
E014204	Sachaufwand Betriebs/ Geschäftsausstattung Einrich	203,4	119,0	125,1	148,9	240,9	394,3
E014205	Sachaufwand spk.betriebl. gen. Grundst./ Gebäude A	985,2	610,7	1.352,4	410,1	902,2	738,9
E014206	Sachaufwand spk.betriebl. gen. Grundst./ Gebäude S	370,7	166,9	504,1	276,7	797,0	608,0
E014207	Sachaufwand Betriebs/ Geschäftsausstattung Abschre	288,6	258,6	588,5	259,0	499,7	457,3
E014211	Sachaufwand ITAufwand sparkassenindividuell Hardwa	177,3	141,5	90,9	188,0	174,6	303,1
E014212	Sachaufwand ITAufwand sparkassenindividuell Softwa	119,9	193,4	206,0	52,4	152,7	169,9
E014213	Sachaufwand ITAufwand RZAufwand	2.261,0	2.330,3	2.896,9	1.285,1	1.700,6	3.576,7
E014214	Sachaufwand ITAufwand Aufwand für ITDienstleistung	250,7	77,4	140,8	110,3	5,4	70,4
E014215	Sachaufwand ITAufwand Übertragungsleitungen	106,7	179,3	155,7	74,8	139,2	357,9
E014216	Sachaufwand ITAufwand sparkassenindividuell Hardwa	229,5	243,0	598,4	201,7	281,6	128,5
E014217	Sachaufwand ITAufwand sparkassenindividuell Softwa	120,4	47,4	82,9	37,8	52,5	111,9
E014222	Sachaufwand Vermittlungstätigkeit Dritter im Aktiv	6,3	89,5	219,5	4,5	8,1	0,5
E014223	Sachaufwand Sonstige Dienstleistungen Dritter	635,5	332,8	798,9	300,4	712,6	807,1
E014224	Sachaufwand Portound Frachtaufwand	207,6	153,4	166,8	116,6	71,2	275,8
E014225	Sachaufwand Telekommunikationsaufwand	65,8	62,1	103,6	44,8	78,4	136,2
E014226	Sachaufwand Bürobedarf	119,3	144,1	400,4	162,3	166,2	325,1
E014227	Sachaufwand Ausund Fortbildungsaufwand	133,7	96,1	327,6	194,0	238,4	371,7
E014228	Sachaufwand Kundenkarten/ Kreditkarten	356,3	326,4	926,8	576,3	717,9	394,8
E014229	Sachaufwand Dienstleistungen von Unternehmensberat	12,5	5,1	0,0	9,2	0,0	0,0
E014230	Sachaufwand Informationsbeschaffung	55,1	66,2	84,1	70,4	82,1	87,1
E014233	Sachaufwand Beiträge, Gebühren, Versicherungen	1.281,2	1.295,9	2.041,7	823,1	983,2	1.894,3
E014234	Sachaufwand sonstiger Sachaufwand	152,0	276,1	742,1	143,9	291,2	369,8
E014251	Sachaufwand Werbeaufwand Veranstaltungen	40,4	49,7	133,9	35,0	24,2	100,1
E014252	Sachaufwand Werbeaufwand Marktforschung	0,0	0,7	53,5	0,0	0,0	0,0
E014253	Sachaufwand Werbeaufwand Gemeinschaftswerbung	143,0	132,0	268,6	86,0	124,2	207,7
E014254	Sachaufwand Werbeaufwand Individualwerbung	405,4	435,5	2.281,1	323,8	229,8	449,5
E014255	Sachaufwand Werbeaufwand Sonstiger	4,6	47,9	0,0	4,3	121,0	59,6
E014281	Sachaufwand Grundstücksund Gebäudeaufwand insgesam	2.163,5	3.950,6	3.619,1	1.265,8	2.482,5	2.789,6
E014282	Sachaufwand ITAufwand insgesamt	3.265,5	3.212,3	4.171,6	1.950,1	2.506,6	4.718,4
E014283	Sachaufwand Aufwand für sparkassenbetriebl. genutz	1.355,9	777,6	1.856,5	686,8	1.699,2	1.346,9
E014285	Sachaufwand Werbeaufwand	593,4	665,8	2.737,1	449,1	499,2	816,9
E014299	Sachaufwand insgesamt	9.539,7	11.054,0	17.052,9	6.518,4	9.568,2	13.838,9
E014304	Sonst. ordentlicher Aufwand Nicht sparkassenbetrie	269,3	0,0	495,2	9,2	104,9	151,3
E014306	Sonst. ordentlicher Aufwand Nicht sparkassenbetrie	26,9	7,5	256,4	24,0	93,7	226,1
E014331	Sonst. ordentlicher übriger sonst. ordentliche	17,9	14,9	171,5	9,8	32,5	43,5
E014385	Sonst. ordentlicher Aufwand Grundstücke und Gebaud	296,2	7,5	751,6	33,2	198,6	377,4
E014399	Sonst. ordentlicher Aufwand insgesamt	314,1	22,4	923,1	43,0	231,1	420,9

45 / 72

KURZNAME	Institutskurzname	25	26	27	28	29	30
BVNR	BV-Nr	23086	23089	23091	23094	23097	23098
E014101	Personalaufw. Gehälter,Löhne Vergütungen Bankspezi	8.587,3	5.333,9	14.862,8	9.008,9	6.195,9	10.417,1
E014102	Personalaufw. Gehälter,Löhne Vergütungen Bankspezi	4.407,6	2.185,7	3.613,3	1.439,4	1.498,9	1.831,7
E014103	Personalaufw. Gehälter,Löhne Vergütungen Nichtbank	168,1	142,6	44,1	85,9	70,7	174,1
E014104	Personalaufw. Gehälter,Löhne Vergütungen Auszubild	267,3	192,6	240,8	191,5	180,4	231,8
E014111	Personalaufw. Soz. Abgaben Bankspezifisch Beschäft	1.826,7	1.120,1	3.338,4	2.034,6	1.454,4	2.252,3
E014112	Personalaufw. Soz. Abgaben Bankspezifisch Beschäft	1.053,5	511,6	710,0	345,9	304,0	429,9
E014113	Personalaufw. Soz. Abgaben Nichtbankspezifisch Bes	39,5	34,1	8,9	20,5	14,5	40,4
E014114	Personalaufw. Soz. Abgaben Auszubildende	60,1	45,1	46,9	45,9	37,1	50,6
E014121	Personalaufw. Versorgungsleistungen (ohne Zuführun	5,6	18,5	0,0	0,0	2,8	3,4
E014122	Personalaufw. Zuführungen zu den Rückstellungen fü	18,5	13,5	24,3	33,7	101,3	4,6
E014124	für mittelbare Versorgungsverpflichtungen	0,0	0,0	0,0	0,0	0,0	0,0
E014131	Personalaufw. übriger	251,0	245,4	113,3	365,3	314,9	502,9
E014181	Personalaufw. Gehälter,Löhne Vergütungen insgesamt	13.430,3	7.854,8	18.761,0	10.725,7	7.945,9	12.654,7
E014182	Personalaufw. Gehälter,Löhne Vergütungen Bankspezi	12.994,9	7.519,6	16.476,1	10.448,3	7.694,8	12.248,8
E014183	Personalaufw. Soziale Abgaben insgesamt	2.979,8	1.710,9	4.104,2	2.446,9	1.810,0	2.773,2
E014184	Personalaufw. Soziale Abgaben Bankspezifisch Besch	2.880,2	1.631,7	4.048,4	2.380,5	1.758,4	2.682,2
E014199	Personalaufw. insgesamt	16.685,2	9.843,1	23.002,8	13.571,6	10.174,9	15.938,8
E014201	Sachaufwand Geschäftsräume Miete	1.577,5	30,0	866,9	206,3	268,5	2.275,5
E014202	Sachaufwand Geschäftsräume Reinigung	250,7	165,2	200,3	212,8	167,0	255,2
E014203	Sachaufwand Geschäftsräume Sonstiger Aufwand	495,5	304,4	760,6	413,2	312,3	527,8
E014204	Sachaufwand Betriebs/ Geschäftsausstattung Einrich	186,0	168,4	287,8	122,9	221,0	265,6
E014205	Sachaufwand spk.betriebl. gen. Grundst/ Gebäude A	843,7	483,3	1.179,8	661,1	455,9	432,1
E014206	Sachaufwand spk.betriebl. gen. Grundst/ Gebäude S	409,5	217,8	443,9	437,0	157,7	187,9
E014207	Sachaufwand Betriebs/ Geschäftsausstattung Abschre	304,5	147,6	306,4	347,5	190,4	273,6
E014211	Sachaufwand ITAufwand sparkassenindividuell Hardwa	256,0	93,6	230,0	165,6	127,7	174,0
E014212	Sachaufwand ITAufwand sparkassenindividuell Softwa	181,4	65,8	265,3	122,7	135,4	189,3
E014213	Sachaufwand ITAufwand RZAufwand	2.339,1	1.327,7	3.008,7	2.374,0	1.164,9	2.189,9
E014214	Sachaufwand ITAufwand Aufwand für ITDienstleistung	94,5	69,3	41,6	158,9	36,1	59,6
E014215	Sachaufwand ITAufwand Übertragungsleitungen	77,3	62,8	228,8	178,6	0,0	156,1
E014216	Sachaufwand ITAufwand sparkassenindividuell Hardwa	361,2	207,7	367,3	147,1	64,8	147,3
E014217	Sachaufwand ITAufwand sparkassenindividuell Softwa	109,3	34,6	150,3	53,6	67,3	94,2
E014222	Sachaufwand Vermittlungstätigkeit Dritter im Aktiv	10,9	2,9	73,2	29,3	30,5	98,4
E014223	Sachaufwand Sonstige Dienstleistungen Dritter	497,9	326,0	1.247,5	1.655,3	562,6	402,5
E014224	Sachaufwand Portound Frachtaufwand	253,9	87,7	386,8	141,8	102,5	154,2
E014225	Sachaufwand Telekommunikationsaufwand	59,3	38,2	73,9	109,5	42,3	100,6
E014226	Sachaufwand Bürobedarf	251,1	116,4	305,5	271,3	85,4	191,3
E014227	Sachaufwand Ausund Fortbildungsaufwand	217,6	84,1	408,7	420,6	115,2	91,9
E014228	Sachaufwand Kundenkarten/ Kreditkarten	359,7	189,3	602,4	259,5	197,9	712,3
E014229	Sachaufwand Dienstleistungen von Unternehmensberat	74,1	0,0	386,1	0,0	116,0	45,8
E014230	Sachaufwand Informationsbeschaffung	35,3	59,9	147,9	46,5	42,2	19,9
E014233	Sachaufwand Beiträge, Gebühren, Versicherungen	1.278,3	1.066,5	1.962,3	1.138,7	867,4	1.354,9
E014234	Sachaufwand sonstiger Sachaufwand	380,8	151,0	503,8	262,3	117,2	216,9
E014251	Sachaufwand Werbeaufwand Veranstaltungen	26,7	0,5	14,6	63,9	21,4	24,8
E014252	Sachaufwand Werbeaufwand Marktforschung	0,0	0,0	12,1	0,0	9,5	0,0
E014253	Sachaufwand Werbeaufwand Gemeinschaftswerbung	133,2	66,4	199,3	123,2	78,4	123,4
E014254	Sachaufwand Werbeaufwand Individualwerbung	175,8	244,7	1.194,3	355,9	360,8	131,6
E014255	Sachaufwand Werbeaufwand Sonstiger	228,3	24,5	56,9	16,8	0,6	163,9
E014281	Sachaufwand Grundstücksund Gebäudeaufwand insgesam	3.576,9	1.200,7	3.451,5	1.930,4	1.361,4	3.678,5
E014282	Sachaufwand ITAufwand insgesamt	3.418,8	1.861,5	4.292,0	3.200,5	1.596,2	3.010,4
E014283	Sachaufwand Aufwand für sparkassenbetriebl. genutz	1.253,2	701,1	1.623,7	1.098,1	613,6	620,0
E014285	Sachaufwand Werbeaufwand	564,0	336,1	1.477,2	559,8	470,7	443,7
E014299	Sachaufwand insgesamt	11.469,1	5.836,3	15.913,0	10.495,9	6.118,9	11.060,5
E014304	Sonst. ordentlicher Aufwand Nicht sparkassenbetrie	46,6	41,4	378,7	60,5	47,1	73,7
E014306	Sonst. ordentlicher Aufwand Nicht sparkassenbetrie	16,4	47,7	463,6	61,4	40,4	55,8
E014331	Sonst. ordentlicher übriger sonst. ordentliche	525,2	19,5	72,3	126,7	308,6	12,8
E014385	Sonst. ordentlicher Aufwand Grundstücke und Gebaud	63,0	89,1	842,3	121,9	87,5	129,5
E014399	Sonst. ordentlicher Aufwand insgesamt	588,2	108,6	914,6	248,6	396,1	142,3

KURZNAME	Institutskurzname	31	32	33	34	35	36
BVNR	BV-Nr	23100	23104	23109	23111	25046	25150
E014101	Personalaufw. Gehälter,Löhne Vergütungen Bankspezi	16.186,5	14.932,1	11.308,8	27.262,5	7.137,4	13.798,1
E014102	Personalaufw. Gehälter,Löhne Vergütungen Bankspezi	3.666,4	4.680,3	3.368,0	6.156,9	4.144,6	5.034,1
E014103	Personalaufw. Gehälter,Löhne Vergütungen Nichtbank	0,0	171,9	163,6	352,4	26,1	358,9
E014104	Personalaufw. Gehälter,Löhne Vergütungen Auszubild	376,3	374,4	308,8	705,8	246,4	376,1
E014111	Personalaufw. Soz. Abgaben Bankspezifisch Beschäft	3.533,6	3.299,8	2.421,3	5.941,3	1.674,3	3.394,1
E014112	Personalaufw. Soz. Abgaben Bankspezifisch Beschäft	859,6	1.128,7	760,4	1.313,7	819,2	1.136,4
E014113	Personalaufw. Soz. Abgaben Nichtbankspezifisch Bes	0,0	40,5	40,2	72,3	5,2	85,2
E014114	Personalaufw. Soz. Abgaben Auszubildende	88,3	92,6	72,5	134,5	47,0	83,5
E014121	Personalaufw. Versorgungsleistungen (ohne Zuführung	0,0	4,7	256,4	22,0	251,1	65,3
E014122	Personalaufw. Zuführungen zu den Rückstellungen fü	214,7	34,0	1.034,8	70,5	265,0	118,7
E014124	für mittelbare Versorgungsverpflichtungen	0,0	0,0	0,0	0,0	0,0	0,0
E014131	Personalaufw. übriger	707,5	339,6	592,6	256,5	491,0	1.399,7
E014181	Personalaufw. Gehälter,Löhne Vergütungen insgesamt	20.229,2	20.158,7	15.149,2	34.477,6	11.554,5	19.567,2
E014182	Personalaufw. Gehälter,Löhne Vergütungen Bankspezi	19.852,9	19.612,4	14.676,8	33.419,4	11.282,0	18.832,2
E014183	Personalaufw. Soziale Abgaben insgesamt	4.481,5	4.561,6	3.294,4	7.461,8	2.545,7	4.699,2
E014184	Personalaufw. Soziale Abgaben Bankspezifisch Besch	4.393,2	4.428,5	3.181,7	7.255,0	2.493,5	4.530,5
E014199	Personalaufw. insgesamt	25.632,9	25.098,6	20.327,4	42.288,4	15.107,3	25.850,1
E014201	Sachaufwand Geschäftsräume Miete	1.057,8	1.778,5	1.689,0	2.484,4	53,6	578,6
E014202	Sachaufwand Geschäftsräume Reinigung	381,9	314,2	204,1	349,3	185,7	441,7
E014203	Sachaufwand Geschäftsräume Sonstiger Aufwand	849,8	666,7	685,1	1.520,5	444,1	852,1
E014204	Sachaufwand Betriebs/ Geschäftsausstattung Einrich	203,2	305,0	410,7	564,0	100,2	362,3
E014205	Sachaufwand spk.betriebl. gen. Grundst./ Gebäude A	937,5	917,0	1.046,1	1.263,7	1.523,9	1.407,6
E014206	Sachaufwand spk.betriebl. gen. Grundst./ Gebäude S	502,9	467,6	397,5	1.190,1	627,8	941,1
E014207	Sachaufwand Betriebs/ Geschäftsausstattung Abschre	554,1	574,2	624,3	1.100,8	500,7	654,7
E014211	Sachaufwand ITAufwand sparkassenindividuell Hardwa	158,3	528,2	315,5	283,1	140,6	199,8
E014212	Sachaufwand ITAufwand sparkassenindividuell Softwa	293,6	204,9	256,6	242,2	194,0	234,5
E014213	Sachaufwand ITAufwand RZAufwand	3.479,0	3.261,3	3.348,6	5.909,0	1.702,7	3.595,4
E014214	Sachaufwand ITAufwand Aufwand für ITDienstleistung	156,6	366,0	664,6	475,3	1.106,8	61,4
E014215	Sachaufwand ITAufwand Übertragungsleitungen	223,1	244,9	191,1	470,5	146,1	293,6
E014216	Sachaufwand ITAufwand sparkassenindividuell Hardwa	273,3	216,7	202,3	125,6	27,0	281,5
E014217	Sachaufwand ITAufwand sparkassenindividuell Softwa	89,7	165,8	193,3	127,4	38,0	74,7
E014222	Sachaufwand Vermittlungstätigkeit Dritter im Aktiv	140,9	13,7	21,2	0,0	13,9	22,3
E014223	Sachaufwand Sonstige Dienstleistungen Dritter	1.995,8	1.035,6	1.190,6	4.972,2	766,0	353,7
E014224	Sachaufwand Portound Frachtaufwand	259,7	232,2	337,2	639,8	291,2	432,3
E014225	Sachaufwand Telekommunikationsaufwand	184,4	175,0	101,8	160,6	94,3	117,3
E014226	Sachaufwand Bürobedarf	350,9	336,1	209,2	495,0	185,2	292,5
E014227	Sachaufwand Ausund Fortbildungsaufwand	223,6	426,6	220,8	610,8	315,0	413,7
E014228	Sachaufwand Kundenkarten/ Kreditkarten	594,6	520,2	445,0	1.334,7	134,3	954,9
E014229	Sachaufwand Dienstleistungen von Unternehmensberat	60,1	0,0	67,2	334,8	0,0	75,0
E014230	Sachaufwand Informationsbeschaffung	56,5	71,3	86,3	192,9	105,8	77,7
E014233	Sachaufwand Beiträge, Gebühren, Versicherungen	2.168,8	1.507,3	1.463,9	2.764,3	1.214,8	1.763,2
E014234	Sachaufwand sonstiger Sachaufwand	641,4	466,2	446,7	927,3	180,1	524,9
E014251	Sachaufwand Werbeaufwand Veranstaltungen	80,9	34,6	102,3	158,7	71,7	21,5
E014252	Sachaufwand Werbeaufwand Marktforschung	0,0	11,9	0,0	99,4	21,7	0,0
E014253	Sachaufwand Werbeaufwand Gemeinschaftswerbung	232,4	192,7	178,8	358,5	140,8	261,6
E014254	Sachaufwand Werbeaufwand Individualwerbung	728,5	263,5	200,9	1.216,0	193,2	859,3
E014255	Sachaufwand Werbeaufwand Sonstiger	13,1	372,0	568,6	462,9	170,1	51,9
E014281	Sachaufwand Grundstücksund Gebäudeaufwand insgesam	3.729,9	4.144,0	4.021,8	6.808,0	2.835,1	4.221,1
E014282	Sachaufwand ITAufwand insgesamt	4.673,6	4.987,8	5.172,0	7.633,1	3.355,2	4.740,9
E014283	Sachaufwand Aufwand für sparkassenbetriebl. genutz	1.440,4	1.384,6	1.443,6	2.453,8	2.151,7	2.348,7
E014285	Sachaufwand Werbeaufwand	1.054,9	874,7	1.050,6	2.295,5	597,5	1.194,3
E014299	Sachaufwand insgesamt	16.892,4	15.669,9	15.869,3	30.833,8	10.689,3	16.200,8
E014304	Sonst. ordentlicher Aufwand Nicht sparkassenbetrie	323,0	38,4	227,8	1.102,4	143,1	584,3
E014306	Sonst. ordentlicher Aufwand Nicht sparkassenbetrie	952,8	38,0	143,0	758,5	157,3	479,1
E014331	Sonst. ordentlicher übriger sonst. ordentliche	277,7	149,2	176,3	1.125,4	12,5	396,5
E014385	Sonst. ordentlicher Aufwand Grundstücke und Gebaud	1.275,8	76,4	370,8	1.860,9	300,4	1.063,4
E014399	Sonst. ordentlicher Aufwand insgesamt	1.553,5	225,6	547,1	2.986,3	312,9	1.459,9

KURZNAME	Institutskurzname	37	38	39	40	41	42
BVNR	BV-Nr	25153	25156	25158	25167	25168	25174
E014101	Personalaufw. Gehälter,Löhne Vergütungen Bankspezi	7.501,9	11.569,1	50.546,7	5.264,5	6.438,1	51.626,5
E014102	Personalaufw. Gehälter,Löhne Vergütungen Bankspezi	4.621,7	4.231,4	14.755,8	1.119,7	1.071,0	11.154,6
E014103	Personalaufw. Gehälter,Löhne Vergütungen Nichtbank	89,4	0,5	117,5	111,0	8,1	92,3
E014104	Personalaufw. Gehälter,Löhne Vergütungen Auszubild	240,7	158,0	1.523,3	113,2	134,8	1.673,4
E014111	Personalaufw. Soz. Abgaben Bankspezifisch Beschäft	1.580,4	2.523,0	9.334,9	1.051,2	1.336,8	10.815,2
E014112	Personalaufw. Soz. Abgaben Bankspezifisch Beschäft	1.059,3	989,2	4.088,2	251,9	230,3	2.429,6
E014113	Personalaufw. Soz. Abgaben Nichtbankspezifisch Bes	21,3	0,1	26,8	28,4	2,1	21,9
E014114	Personalaufw. Soz. Abgaben Auszubildende	49,5	34,9	313,7	27,0	29,7	346,0
E014121	Personalaufw. Versorgungsleistungen (ohne Zuführung	185,9	311,6	122,2	207,6	105,7	1.204,8
E014122	Personalaufw. Zuführungen zu den Rückstellungen fü	281,5	184,6	657,1	132,5	0,0	0,0
E014124	für mittelbare Versorgungsverpflichtungen	0,0	0,0	0,0	0,0	0,0	0,0
E014131	Personalaufw. übriger	174,9	525,6	2.976,5	160,7	113,6	753,7
E014181	Personalaufw. Gehälter,Löhne Vergütungen insgesamt	12.453,7	15.959,0	66.943,3	6.608,4	7.652,0	64.546,8
E014182	Personalaufw. Gehälter,Löhne Vergütungen Bankspezi	12.133,6	15.800,5	65.302,5	6.384,2	7.509,1	62.781,1
E014183	Personalaufw. Soziale Abgaben insgesamt	2.710,5	3.547,2	13.763,6	1.358,5	1.598,9	13.612,7
E014184	Personalaufw. Soziale Abgaben Bankspezifisch Besch	2.639,7	3.512,2	13.423,1	1.303,1	1.567,1	13.244,8
E014199	Personalaufw. insgesamt	15.806,5	20.528,0	84.462,7	8.467,7	9.470,2	80.118,0
E014201	Sachaufwand Geschäftsraume Miete	417,9	528,8	7.140,2	141,7	85,2	3.653,7
E014202	Sachaufwand Geschäftsraume Reinigung	166,1	273,4	1.024,8	21,3	139,7	916,0
E014203	Sachaufwand Geschäftsraume Sonstiger Aufwand	598,5	711,6	3.013,2	246,3	250,1	1.959,8
E014204	Sachaufwand Betriebs/ Geschäftsausstattung Einrich	224,0	212,6	632,0	109,1	124,3	872,4
E014205	Sachaufwand spk.betriebl. gen. Grundst/ Gebäude A	980,0	1.807,7	5.951,3	678,4	661,4	4.804,1
E014206	Sachaufwand spk.betriebl. gen. Grundst/ Gebäude S	326,0	1.368,0	2.006,9	124,6	230,4	2.562,3
E014207	Sachaufwand Betriebs/ Geschäftsausstattung Abschre	415,3	587,1	1.594,9	216,0	225,3	2.074,9
E014211	Sachaufwand ITAufwand sparkassenindividuell Hardwa	180,0	164,2	2.825,5	70,9	84,3	3.676,4
E014212	Sachaufwand ITAufwand sparkassenindividuell Softwa	227,2	275,5	1.109,7	40,1	96,0	578,2
E014213	Sachaufwand ITAufwand RZAufwand	2.086,7	3.048,3	11.559,3	1.149,4	1.453,1	9.073,5
E014214	Sachaufwand ITAufwand Aufwand für ITDienstleistung	53,2	997,7	3.250,4	113,7	56,1	8.089,5
E014215	Sachaufwand ITAufwand Übertragungslösungen	149,6	375,2	1.362,7	99,9	116,6	3.217,1
E014216	Sachaufwand ITAufwand sparkassenindividuell Hardwa	301,4	477,0	184,3	115,7	142,4	91,6
E014217	Sachaufwand ITAufwand sparkassenindividuell Softwa	212,9	161,0	892,2	71,6	40,5	546,2
E014222	Sachaufwand Vermittlungstätigkeit Dritter im Aktiv	116,6	94,2	976,1	20,4	1,6	8,2
E014223	Sachaufwand Sonstige Dienstleistungen Dritter	793,4	4.733,0	24.214,9	553,1	455,4	13.170,4
E014224	Sachaufwand Portound Frachtaufwand	209,0	253,7	1.645,6	74,1	144,2	1.985,7
E014225	Sachaufwand Telekommunikationsaufwand	62,0	103,5	407,1	69,3	39,0	251,5
E014226	Sachaufwand Bürobedarf	136,4	194,6	742,2	89,5	83,6	856,4
E014227	Sachaufwand Ausund Fortbildungsaufwand	258,9	387,2	1.155,8	111,9	141,5	881,0
E014228	Sachaufwand Kundenkarten/ Kreditkarten	679,7	1.045,3	2.873,6	105,5	370,1	3.816,9
E014229	Sachaufwand Dienstleistungen von Unternehmensberat	0,0	312,0	1.720,7	29,1	4,7	0,0
E014230	Sachaufwand Informationsbeschaffung	39,9	58,5	424,5	57,5	31,2	592,1
E014233	Sachaufwand Beiträge, Gebühren, Versicherungen	1.190,6	2.269,9	7.006,3	750,1	708,2	6.237,2
E014234	Sachaufwand sonstiger Sachaufwand	467,7	815,4	2.134,7	160,1	105,9	1.724,4
E014251	Sachaufwand Werbeaufwand Veranstaltungen	78,3	135,9	372,3	49,8	52,8	137,1
E014252	Sachaufwand Werbeaufwand Marktforschung	0,0	15,0	98,8	21,6	7,8	94,2
E014253	Sachaufwand Werbeaufwand Gemeinschaftswerbung	151,5	216,0	1.046,0	77,5	83,9	869,2
E014254	Sachaufwand Werbeaufwand Individualwerbung	480,4	657,9	4.578,6	105,4	318,3	2.668,7
E014255	Sachaufwand Werbeaufwand Sonstiger	23,6	17,0	65,5	172,1	59,5	176,0
E014281	Sachaufwand Grundstücksund Gebäudeaufwand insgesam	2.488,5	4.689,5	19.136,4	1.212,3	1.366,8	13.895,9
E014282	Sachaufwand ITAufwand insgesamt	3.211,0	5.498,9	21.184,1	1.661,3	1.989,0	25.272,5
E014283	Sachaufwand Aufwand für sparkassenbetriebl. genutz	1.306,0	3.175,7	7.958,2	803,0	891,8	7.366,4
E014285	Sachaufwand Werbeaufwand	733,8	1.041,8	6.161,2	426,4	522,3	3.945,2
E014299	Sachaufwand insgesamt	11.026,8	22.297,2	92.010,1	5.645,7	6.313,1	75.584,7
E014304	Sonst. ordentlicher Aufwand Nicht sparkassenbetrie	347,6	229,4	1.457,6	20,9	84,7	1.259,1
E014306	Sonst. ordentlicher Aufwand Nicht sparkassenbetrie	557,4	597,9	1.985,3	0,7	93,1	1.563,4
E014331	Sonst. ordentlicher übriger sonst. ordentliche	56,2	184,2	264,3	40,6	278,4	941,4
E014385	Sonst. ordentlicher Aufwand Grundstücke und Gebaud	905,0	827,3	3.442,9	21,6	177,8	2.822,5
E014399	Sonst. ordentlicher Aufwand insgesamt	961,2	1.011,5	3.707,2	62,2	456,2	3.763,9

KURZNAME	Institutskurzname	43	44	45	46	47
BVNR	BV-Nr	25176	25181	25183	25189	25193
E014101	Personalaufw. Gehälter,Löhne Vergütungen Bankspezi	10.860,6	10.177,1	14.371,2	10.329,3	11.706,9
E014102	Personalaufw. Gehälter,Löhne Vergütungen Bankspezi	3.948,2	5.137,4	7.178,2	11.670,9	3.868,0
E014103	Personalaufw. Gehälter,Löhne Vergütungen Nichtbank	33,8	117,1	159,0	3,2	123,5
E014104	Personalaufw. Gehälter,Löhne Vergütungen Auszubild	355,5	453,7	369,2	451,9	296,6
E014111	Personalaufw. Soz. Abgaben Bankspezifisch Beschäft	2.141,3	2.065,4	3.374,8	2.383,6	2.524,6
E014112	Personalaufw. Soz. Abgaben Bankspezifisch Beschäft	894,4	1.177,1	1.397,4	2.894,3	888,7
E014113	Personalaufw. Soz. Abgaben Nichtbankspezifisch Bes	8,7	26,7	31,3	0,9	29,5
E014114	Personalaufw. Soz. Abgaben Auszubildende	79,1	99,4	72,3	103,9	70,2
E014121	Personalaufw. Versorgungsleistungen (ohne Zuführun	487,7	89,9	-130,8	502,4	77,3
E014122	Personalaufw. Zuführungen zu den Rückstellungen fü	0,0	94,3	79,8	485,2	308,6
E014124	für mittelbare Versorgungsverpflichtungen	0,0	0,0	0,0	0,0	0,0
E014131	Personalaufw. übriger	2.667,7	245,1	882,4	2.290,5	674,1
E014181	Personalaufw. Gehälter,Löhne Vergütungen insgesamt	15.198,1	15.885,3	22.077,6	22.455,3	15.995,0
E014182	Personalaufw. Gehälter,Löhne Vergütungen Bankspezi	14.808,8	15.314,5	21.549,4	22.000,2	15.574,9
E014183	Personalaufw. Soziale Abgaben insgesamt	3.123,5	3.368,6	4.875,8	5.382,7	3.513,0
E014184	Personalaufw. Soziale Abgaben Bankspezifisch Besch	3.035,7	3.242,5	4.772,2	5.277,9	3.413,3
E014199	Personalaufw. insgesamt	21.477,0	19.693,2	27.784,8	31.116,1	20.568,0
E014201	Sachaufwand Geschäftsräume Miete	181,9	217,2	779,9	324,4	555,1
E014202	Sachaufwand Geschäftsräume Reinigung	478,3	278,5	427,0	370,3	271,6
E014203	Sachaufwand Geschäftsräume Sonstiger Aufwand	1.132,2	486,7	729,7	923,9	633,8
E014204	Sachaufwand Betriebs/ Geschäftsausstattung Einrich	318,1	282,6	258,5	342,1	318,0
E014205	Sachaufwand spk.betriebl. gen. Grundst./ Gebäude A	2.774,0	844,4	1.446,6	2.400,1	1.867,4
E014206	Sachaufwand spk.betriebl. gen. Grundst./ Gebäude S	838,7	535,5	429,2	604,6	1.011,3
E014207	Sachaufwand Betriebs/ Geschäftsausstattung Abschre	579,0	406,1	666,8	577,3	827,2
E014211	Sachaufwand ITAufwand sparkassenindividuell Hardwa	507,7	158,6	299,5	452,7	509,4
E014212	Sachaufwand ITAufwand sparkassenindividuell Softwa	467,2	242,7	453,5	519,0	234,7
E014213	Sachaufwand ITAufwand RZAufwand	4.102,1	2.540,7	3.107,2	4.220,0	2.786,7
E014214	Sachaufwand ITAufwand Aufwand für ITDienstleistung	50,7	131,1	250,3	603,0	228,3
E014215	Sachaufwand ITAufwand Übertragungsleitungen	367,0	239,1	587,5	507,3	290,1
E014216	Sachaufwand ITAufwand sparkassenindividuell Hardwa	1.089,2	359,2	417,7	775,6	527,3
E014217	Sachaufwand ITAufwand sparkassenindividuell Softwa	277,4	117,8	270,7	408,4	206,2
E014222	Sachaufwand Vermittlungstätigkeit Dritter im Aktiv	1.313,0	6,9	50,7	1.265,3	21,3
E014223	Sachaufwand Sonstige Dienstleistungen Dritter	14.216,4	1.257,4	1.288,1	1.947,9	3.896,8
E014224	Sachaufwand Portound Frachtaufwand	327,8	152,5	535,3	362,5	169,1
E014225	Sachaufwand Telekommunikationsaufwand	173,1	100,0	109,4	140,6	129,6
E014226	Sachaufwand Bürobedarf	319,7	202,8	210,6	333,9	328,8
E014227	Sachaufwand Ausund Fortbildungsaufwand	422,2	492,9	612,7	586,4	395,1
E014228	Sachaufwand Kundenkarten/ Kreditkarten	1.462,9	476,3	436,1	886,4	361,3
E014229	Sachaufwand Dienstleistungen von Unternehmensberat	134,0	0,0	2,9	121,1	0,0
E014230	Sachaufwand Informationsbeschaffung	169,9	140,8	155,8	133,9	47,2
E014233	Sachaufwand Beiträge, Gebühren, Versicherungen	2.224,2	1.293,5	1.896,7	2.239,4	1.635,5
E014234	Sachaufwand sonstiger Sachaufwand	522,9	381,8	378,8	701,0	380,3
E014251	Sachaufwand Werbeaufwand Veranstaltungen	105,1	102,4	241,1	32,4	102,2
E014252	Sachaufwand Werbeaufwand Marktforschung	53,1	23,3	33,7	27,8	24,1
E014253	Sachaufwand Werbeaufwand Gemeinschaftswerbung	308,3	169,9	262,5	313,0	192,7
E014254	Sachaufwand Werbeaufwand Individualwerbung	1.285,3	517,7	962,9	538,7	575,1
E014255	Sachaufwand Werbeaufwand Sonstiger	9,8	133,7	80,7	235,9	162,3
E014281	Sachaufwand Grundstücksund Gebäudeaufwand insgesam	5.405,1	2.362,3	3.812,4	4.623,3	4.339,2
E014282	Sachaufwand ITAufwand insgesamt	6.861,3	3.789,2	5.386,4	7.486,0	4.782,7
E014283	Sachaufwand Aufwand für sparkassenbetriebl. genutz	3.612,7	1.379,9	1.875,8	3.004,7	2.878,7
E014285	Sachaufwand Werbeaufwand	1.761,6	947,0	1.580,9	1.147,8	1.056,4
E014299	Sachaufwand insgesamt	36.211,2	12.292,1	17.382,1	22.894,9	18.688,5
E014304	Sonst. ordentlicher Aufwand Nicht sparkassenbetrie	569,8	105,3	42,9	322,4	220,5
E014306	Sonst. ordentlicher Aufwand Nicht sparkassenbetrie	344,4	87,5	119,4	375,8	220,2
E014331	Sonst. ordentlicher übriger sonst. ordentliche	52,7	127,8	846,3	625,5	88,8
E014385	Sonst. ordentlicher Aufwand Grundstücke und Gebaud	914,2	192,8	162,3	698,2	440,7
E014399	Sonst. ordentlicher Aufwand insgesamt	966,9	320,6	1.008,6	1.323,7	529,5

KURZNAME	Institutskurzname	1	2	3	4	5	6
BVNR	BV-Nr	21002	21004	21007	21010	21015	21016
E015101	Nettoerg. aus Finanzgesch. Kursdiff. WPHandel Kund	0,0	0,0	0,0	0,0	0,0	0,0
E015102	Nettoerg. aus Finanzgesch. Kursdiff. WPHandel Kund	0,0	0,0	0,0	0,0	0,0	0,0
E015103	Nettoerg. aus Finanzgesch. Kursdiff. WPHandel Kund	0,0	0,0	0,0	0,0	0,0	0,0
E015104	Nettoerg. aus Finanzgesch. Kursdiff. WPHandel Kund	0,0	0,0	0,0	0,0	0,0	0,0
E015151	-passiva, -derivate Laufende Erfolge	0,0	0,0	0,0	0,6	0,0	0,0
E015152	-passiva, -derivate Provisionserfolge	0,0	0,0	0,0	0,0	0,0	0,0
E015153	-passiva, -derivate Realisierte Erfolge	0,0	0,0	0,0	0,0	0,0	0,0
E015154	-passiva, -derivate Bewertungserfolge	0,0	0,0	0,0	0,0	0,0	0,0
E015181	Nettoerg. aus Finanzgesch. Kursdiff. WPHandel Kund	0,0	0,0	0,0	0,0	0,0	0,0
E015183	Erfolge Handelsbestand	0,0	0,0	0,0	1,0	0,0	0,0
E015199	Nettoerg. aus Finanzgesch. insgesamt Saldo	0,0	0,0	0,0	0,6	0,0	0,0
E016101	Bew.ergebnis WPGeschäft Abschreibungen Liquiditäts	2.281,6	75,6	810,2	296,4	0,0	452,6
E016102	Bew.ergebnis WPGeschäft Abschreibungen Liquiditäts	116,9	207,4	7,0	0,3	10,4	0,0
E016103	Bew.ergebnis WPGeschäft Abschreibungen Liquiditäts	0,0	0,0	0,0	0,0	0,0	0,0
E016111	Bew.ergebnis WPGeschäft Abschreibungen Anlagebesta	0,0	44,5	1.041,6	460,5	0,0	0,0
E016112	Bew.ergebnis WPGeschäft Abschreibungen Anlagebesta	0,0	0,0	71,0	0,0	0,0	614,0
E016121	Bew.ergebnis WPGeschäft Zuschreibungen Liquiditäts	389,0	187,9	140,9	945,3	0,0	540,6
E016122	Bew.ergebnis WPGeschäft Zuschreibungen Anlagebesta	0,0	0,0	0,0	14,0	0,0	0,0
E016131	Bew.ergebnis WPGeschäft Realisierte Gewinne Festve	508,8	51,0	846,4	542,1	2.363,5	135,3
E016132	Bew.ergebnis WPGeschäft Realisierte Gewinne Aktien	0,0	0,0	26,8	45,0	0,0	0,0
E016133	Bew.ergebnis WPGeschäft Realisierte Gewinne Schuld	0,0	0,0	0,0	0,0	0,0	0,0
E016134	Bew.ergebnis WPGeschäft Realisierte Gewinne Zertif	8,8	0,0	0,0	361,5	0,0	17,7
E016141	Bew.ergebnis WPGeschäft Realisierte Verluste Festv	229,0	26,0	971,8	711,3	0,0	104,4
E016142	Bew.ergebnis WPGeschäft Realisierte Verluste Aktie	0,0	0,0	146,7	45,0	0,0	0,0
E016143	Bew.ergebnis WPGeschäft Realisierte Verluste Schul	0,0	0,0	0,0	0,0	0,0	0,0
E016144	Bew.ergebnis WPGeschäft Realisierte Verluste Zerti	341,5	0,0	0,0	0,0	0,0	792,3
E016151	Bew.ergebnis WPGeschäft Erfolg Anlagebuch Derivate	0,0	0,0	0,0	0,0	0,0	0,0
E016181	Bew.ergebnis WPGeschäft Abschreibungen Liquiditäts	2.398,5	283,0	817,2	296,7	10,4	452,6
E016182	Bew.ergebnis WPGeschäft Abschreibungen Anlagebesta	0,0	44,5	1.112,6	460,5	0,0	614,0
E016183	Bew.ergebnis WPGeschäft Zuschreibungen Wertpapiere	389,0	187,9	140,9	959,3	0,0	540,6
E016184	Bew.ergebnis WPGeschäft Realisierte Gewinne insges	517,6	51,0	873,2	948,6	2.363,5	153,0
E016185	Bew.ergebnis WPGeschäft Realisierte Verluste insge	570,5	26,0	1.118,5	756,3	0,0	896,7
E016199	Bew.ergebnis WPGeschäft insgesamt Saldo	-2.062,4	-114,6	-2.034,2	394,4	2.353,1	-1.269,7
E016211	Bew.ergebnis Kreditgeschäft Bildung von Einzelwert	12.269,2	3.334,8	3.167,1	18.988,1	4.155,1	7.328,2
E016212	Bew.ergebnis Kreditgeschäft Bildung von Pauschalwe	0,0	0,0	0,0	2.320,3	106,0	0,0
E016213	Bew.ergebnis Kreditgeschäft Direktabschreibungen	942,3	112,1	435,9	1.088,2	579,2	891,0
E016214	Bew.ergebnis Kreditgeschäft Abzinsung von Forderun	0,0	0,0	0,0	0,0	0,0	0,0
E016215	Bew.ergebnis Kreditgeschäft Beitrag für Kreditvers	0,0	0,0	0,0	0,0	0,0	0,0
E016221	Bew.ergebnis Kreditgeschäft Auflösung von Einzelwe	10.378,1	1.468,7	1.832,2	7.344,7	1.426,4	2.273,5
E016222	Bew.ergebnis Kreditgeschäft Auflösung von Pauschal	1.309,0	353,0	644,0	540,0	0,0	825,0
E016223	Bew.ergebnis Kreditgeschäft Eingänge auf abgeschni	1.561,4	120,9	378,0	1.224,7	118,7	426,0
E016224	Bew.ergebnis Kreditgeschäft Abzinsung von Forderun	0,0	0,0	0,0	0,0	0,0	0,0
E016231	Bew.ergebnis Kreditgeschäft Erfolgsbeitrag aus dem	0,0	0,0	0,0	0,0	0,0	0,0
E016281	Bew.ergebnis Kreditgeschäft Summe Bildungen EWB, P	13.211,5	3.446,9	3.603,0	22.396,6	4.840,3	8.219,2
E016282	Bew.ergebnis Kreditgeschäft Summe Auflös. EWB, PWB	13.248,5	1.942,6	2.854,2	9.109,4	1.545,1	3.524,5
E016299	Bew.ergebnis Kreditgeschäft insgesamt Saldo	37,0	-1.504,3	-748,8	-13.287,2	-3.295,2	-4.694,7
E016301	Vorsorgereserven gemäß § 340f HGB und 26a KWG	0,0	0,0	10.000,0	-7.972,8	500,0	-6.700,0
E016302	Vorsorgereserven gemäß § 340g HGB	-12.000,0	-1.700,0	-12.500,0	-10.000,1	-2.000,0	-1.300,0
E016303	gemäß § 340g und § 340e HGB darunter. § 340e HGB	0,0	0,0	0,0	-0,1	0,0	0,0
E016399	Vorsorgereserven Veränderung	-12.000,0	-1.700,0	-2.500,0	-17.972,9	-1.500,0	-8.000,0
E016401	Bew.ergebnis Sonst. Bewert. Ab/Zuschreibungen auf	0,0	0,0	0,0	0,0	0,0	0,0
E016404	Veräußerungsgewinne/-verluste aus Beteiligungen...	0,0	0,0	0,0	1,7	0,0	-9,4
E016405	Bew.ergebnis Sonst. Bewert. außerplanmäß. Ab/Zusch	78,1	0,0	-2,6	-3,9	0,0	-198,5
E016499	Bew.ergebnis sonst. Bewert. insgesamt	78,1	0,0	-2,6	-2,2	0,0	-207,9

KURZNAME	Institutskurzname	7	8	9	10	11	12
BVNR	BV-Nr	21021	21022	21030	21031	22033	22035
E015101	Nettoerg. aus Finanzgesch. Kursdiff. WPHandel Kund	0,0	0,0	0,0	0,0	0,0	0,0
E015102	Nettoerg. aus Finanzgesch. Kursdiff. WPHandel Kund	0,0	0,0	0,0	0,0	0,0	0,0
E015103	Nettoerg. aus Finanzgesch. Kursdiff. WPHandel Kund	0,0	0,0	0,0	0,0	0,0	0,0
E015104	Nettoerg. aus Finanzgesch. Kursdiff. WPHandel Kund	0,0	0,0	0,0	0,0	0,0	0,0
E015151	-passiva, -derivate Laufende Erfolge	0,0	0,0	0,0	109,4	0,0	0,0
E015152	-passiva, -derivate Provisionserfolge	0,0	0,0	0,0	0,0	0,0	0,0
E015153	-passiva, -derivate Realisierte Erfolge	0,0	0,0	0,0	-19,7	0,0	0,0
E015154	-passiva, -derivate Bewertungserfolge	0,0	0,0	0,0	0,0	0,0	0,0
E015181	Nettoerg. aus Finanzgesch. Kursdiff. WPHandel Kund	0,0	0,0	0,0	0,0	0,0	0,0
E015183	Erfolge Handelsbestand	0,0	0,0	0,0	90,0	0,0	0,0
E015199	Nettoerg. aus Finanzgesch. insgesamt Saldo	0,0	0,0	0,0	89,7	0,0	0,0
E016101	Bew.ergebnis WPGeschäft Abschreibungen Liquiditäts	768,5	510,3	477,3	844,1	576,8	246,0
E016102	Bew.ergebnis WPGeschäft Abschreibungen Liquiditäts	378,7	0,0	77,4	0,0	0,0	1.261,8
E016103	Bew.ergebnis WPGeschäft Abschreibungen Liquiditäts	0,0	0,0	0,0	0,0	0,0	0,0
E016111	Bew.ergebnis WPGeschäft Abschreibungen Anlagebesta	51,9	0,0	0,0	149,0	1.381,0	0,0
E016112	Bew.ergebnis WPGeschäft Abschreibungen Anlagebesta	0,0	0,0	0,0	109,1	0,0	0,0
E016121	Bew.ergebnis WPGeschäft Zuschreibungen Liquiditäts	196,7	430,0	43,0	14,0	35,4	32,0
E016122	Bew.ergebnis WPGeschäft Zuschreibungen Anlagebesta	0,0	0,0	0,0	435,0	480,5	1,1
E016131	Bew.ergebnis WPGeschäft Realisierte Gewinne Festve	18,9	183,5	12,8	126,9	81,8	0,0
E016132	Bew.ergebnis WPGeschäft Realisierte Gewinne Aktien	0,0	0,0	130,6	403,4	0,0	0,0
E016133	Bew.ergebnis WPGeschäft Realisierte Gewinne Schuld	0,0	0,0	0,0	0,0	0,0	0,0
E016134	Bew.ergebnis WPGeschäft Realisierte Gewinne Zertif	0,0	0,0	49,1	0,0	0,0	0,0
E016141	Bew.ergebnis WPGeschäft Realisierte Verluste Festv	119,1	3,7	1,0	383,2	688,3	80,1
E016142	Bew.ergebnis WPGeschäft Realisierte Verluste Aktie	0,0	0,0	29,7	0,0	0,0	0,0
E016143	Bew.ergebnis WPGeschäft Realisierte Verluste Schul	0,0	0,0	0,0	0,0	0,0	138,0
E016144	Bew.ergebnis WPGeschäft Realisierte Verluste Zerti	0,0	0,0	0,0	0,0	0,0	0,0
E016151	Bew.ergebnis WPGeschäft Erfolg Anlagebuch Derivate	0,0	0,0	0,0	0,0	0,0	0,0
E016181	Bew.ergebnis WPGeschäft Abschreibungen Liquiditäts	1.147,2	510,3	554,7	844,1	576,8	1.507,8
E016182	Bew.ergebnis WPGeschäft Abschreibungen Anlagebesta	51,9	0,0	0,0	258,1	1.381,0	0,0
E016183	Bew.ergebnis WPGeschäft Zuschreibungen Wertpapiere	196,7	430,0	43,0	449,0	515,9	33,1
E016184	Bew.ergebnis WPGeschäft Realisierte Gewinne insges	18,9	183,5	192,5	530,3	81,8	0,0
E016185	Bew.ergebnis WPGeschäft Realisierte Verluste insge	119,1	3,7	30,7	383,2	688,3	218,1
E016199	Bew.ergebnis WPGeschäft insgesamt Saldo	-1.102,6	99,5	-349,9	-506,1	-2.048,4	-1.692,8
E016211	Bew.ergebnis Kreditgeschäft Bildung von Einzelwert	853,7	437,7	1.074,6	3.565,3	1.401,7	1.634,1
E016212	Bew.ergebnis Kreditgeschäft Bildung von Pauschalwe	63,5	0,0	0,0	0,0	0,0	0,0
E016213	Bew.ergebnis Kreditgeschäft Direktabschreibungen	18,5	86,5	149,6	1.244,9	330,9	11,9
E016214	Bew.ergebnis Kreditgeschäft Abzinsung von Forderun	0,0	0,0	0,0	68,0	0,0	0,0
E016215	Bew.ergebnis Kreditgeschäft Beitrag für Kreditvers	0,0	0,0	0,0	0,0	0,0	0,0
E016221	Bew.ergebnis Kreditgeschäft Auflösung von Einzelwe	400,1	561,1	1.272,7	1.730,1	1.552,6	1.322,4
E016222	Bew.ergebnis Kreditgeschäft Auflösung von Pauschal	0,0	290,7	23,2	946,0	239,7	46,0
E016223	Bew.ergebnis Kreditgeschäft Eingänge auf abgeschni	41,4	218,2	71,4	923,9	750,7	55,7
E016224	Bew.ergebnis Kreditgeschäft Abzinsung von Forderun	0,0	0,0	0,0	0,0	0,0	0,0
E016231	Bew.ergebnis Kreditgeschäft Erfolgsbeitrag aus dem	0,0	0,0	0,0	-118,0	0,0	0,0
E016281	Bew.ergebnis Kreditgeschäft Summe Bildungen EWB, P	935,7	524,2	1.224,2	4.878,2	1.732,6	1.646,0
E016282	Bew.ergebnis Kreditgeschäft Summe Auflös. EWB, PWB	441,5	1.070,0	1.367,3	3.600,0	2.543,0	1.424,1
E016299	Bew.ergebnis Kreditgeschäft insgesamt Saldo	-494,2	545,8	143,1	-1.396,2	810,4	-221,9
E016301	Vorsorgereserven gemäß § 340f HGB und 26a KWG	-450,0	750,0	-2.050,0	-200,0	0,0	-880,0
E016302	Vorsorgereserven gemäß § 340g HGB	-1.700,0	-5.200,0	0,0	-3.000,0	-514,0	-2.000,0
E016303	gemäß § 340g und § 340e HGB darunter. § 340e HGB	0,0	0,0	0,0	0,0	0,0	0,0
E016399	Vorsorgereserven Veränderung	-2.150,0	-4.450,0	-2.050,0	-3.200,0	-514,0	-2.880,0
E016401	Bew.ergebnis Sonst. Bewert. Ab/Zuschreibungen auf	0,0	0,0	0,0	0,0	-54,8	-37,1
E016404	Veräußerungsgewinne/-verluste aus Beteiligungen...	0,0	0,0	0,0	-2,5	0,0	35,6
E016405	Bew.ergebnis Sonst. Bewert. außerplanmäß. Ab/Zusch	0,0	0,0	0,0	-1,2	0,0	0,0
E016499	Bew.ergebnis sonst. Bewert. insgesamt	0,0	0,0	0,0	-3,7	-54,8	-1,5

KURZNAME	Institutskurzname	13	14	15	16	17	18
BVNR	BV-Nr	22038	22050	22051	22053	22056	22058
E015101	Nettoerg. aus Finanzgesch. Kursdiff. WPHandel Kund	0,0	1.064,3	0,0	0,0	0,0	0,0
E015102	Nettoerg. aus Finanzgesch. Kursdiff. WPHandel Kund	0,0	0,0	0,0	0,0	0,0	0,0
E015103	Nettoerg. aus Finanzgesch. Kursdiff. WPHandel Kund	0,0	18,1	0,0	0,0	0,0	0,0
E015104	Nettoerg. aus Finanzgesch. Kursdiff. WPHandel Kund	0,0	34,5	3,0	0,0	0,0	0,0
E015151	-passiva, -derivate Laufende Erfolge	0,0	351,3	0,0	0,0	0,0	23,3
E015152	-passiva, -derivate Provisionserfolge	111,9	0,0	0,0	0,0	0,0	-16,4
E015153	-passiva, -derivate Realisierte Erfolge	303,5	1.410,4	0,0	28,0	0,0	212,1
E015154	-passiva, -derivate Bewertungserfolge	0,0	1.173,3	0,0	0,0	0,0	0,0
E015181	Nettoerg. aus Finanzgesch. Kursdiff. WPHandel Kund	0,0	1.116,9	3,0	0,0	0,0	0,0
E015183	Erfolge Handelsbestand	415,0	2.935,0	0,0	28,0	0,0	219,0
E015199	Nettoerg. aus Finanzgesch. insgesamt Saldo	415,4	4.051,9	3,0	28,0	0,0	219,0
E016101	Bew.ergebnis WPGeschäft Abschreibungen Liquiditäts	146,5	9.353,9	404,7	547,0	2.061,4	8.890,5
E016102	Bew.ergebnis WPGeschäft Abschreibungen Liquiditäts	146,0	619,0	0,0	0,0	275,5	381,0
E016103	Bew.ergebnis WPGeschäft Abschreibungen Liquiditäts	0,0	0,0	0,0	0,0	0,0	0,0
E016111	Bew.ergebnis WPGeschäft Abschreibungen Anlagebesta	0,0	0,0	0,0	949,6	0,0	4.854,3
E016112	Bew.ergebnis WPGeschäft Abschreibungen Anlagebesta	0,0	887,6	0,0	0,0	0,0	0,0
E016121	Bew.ergebnis WPGeschäft Zuschreibungen Liquiditäts	1.226,4	1.565,3	124,7	222,5	986,9	1.598,0
E016122	Bew.ergebnis WPGeschäft Zuschreibungen Anlagebesta	1,4	84,0	0,0	923,3	0,0	1.872,0
E016131	Bew.ergebnis WPGeschäft Realisierte Gewinne Festve	0,3	4.498,9	169,5	106,8	109,4	1.486,3
E016132	Bew.ergebnis WPGeschäft Realisierte Gewinne Aktien	415,2	46,6	0,0	0,0	0,0	961,3
E016133	Bew.ergebnis WPGeschäft Realisierte Gewinne Schuld	0,0	0,0	0,0	0,0	0,0	0,0
E016134	Bew.ergebnis WPGeschäft Realisierte Gewinne Zertif	0,0	0,0	0,0	0,0	0,0	0,0
E016141	Bew.ergebnis WPGeschäft Realisierte Verluste Festv	1,7	3.585,7	323,5	0,0	128,6	279,5
E016142	Bew.ergebnis WPGeschäft Realisierte Verluste Aktie	331,1	0,0	0,0	0,0	0,0	0,0
E016143	Bew.ergebnis WPGeschäft Realisierte Verluste Schul	0,0	0,0	0,0	0,0	0,0	0,0
E016144	Bew.ergebnis WPGeschäft Realisierte Verluste Zerti	0,0	0,0	0,0	0,0	0,0	0,0
E016151	Bew.ergebnis WPGeschäft Erfolg Anlagebuch Derivate	220,6	-16.250,6	0,0	0,0	0,0	0,0
E016181	Bew.ergebnis WPGeschäft Abschreibungen Liquiditäts	292,5	9.972,9	404,7	547,0	2.336,9	9.271,5
E016182	Bew.ergebnis WPGeschäft Abschreibungen Anlagebesta	0,0	887,6	0,0	949,6	0,0	4.854,3
E016183	Bew.ergebnis WPGeschäft Zuschreibungen Wertpapiere	1.227,8	1.649,3	124,7	1.145,8	986,9	3.470,0
E016184	Bew.ergebnis WPGeschäft Realisierte Gewinne insges	415,5	4.545,5	169,5	106,8	109,4	2.447,6
E016185	Bew.ergebnis WPGeschäft Realisierte Verluste insge	332,8	3.585,7	323,5	0,0	128,6	279,5
E016199	Bew.ergebnis WPGeschäft insgesamt Saldo	1.238,6	-24.502,0	-434,0	-244,0	-1.369,2	-8.487,7
E016211	Bew.ergebnis Kreditgeschäft Bildung von Einzelwert	5.289,6	12.443,7	1.423,0	2.901,6	3.944,9	5.833,8
E016212	Bew.ergebnis Kreditgeschäft Bildung von Pauschalwe	0,0	1,1	0,0	0,0	0,0	306,0
E016213	Bew.ergebnis Kreditgeschäft Direktabschreibungen	45,1	1.464,8	2,1	69,8	442,8	1.176,1
E016214	Bew.ergebnis Kreditgeschäft Abzinsung von Forderun	0,0	0,0	0,0	0,0	0,0	0,0
E016215	Bew.ergebnis Kreditgeschäft Beitrag für Kreditvers	0,0	48,0	0,0	0,0	0,0	0,0
E016221	Bew.ergebnis Kreditgeschäft Auflösung von Einzelwe	4.687,2	14.643,1	997,3	2.193,7	2.298,0	3.834,9
E016222	Bew.ergebnis Kreditgeschäft Auflösung von Pauschal	0,0	202,8	18,0	437,0	242,0	0,0
E016223	Bew.ergebnis Kreditgeschäft Eingänge auf abgeschri	125,7	2.382,7	447,8	234,9	439,3	365,6
E016224	Bew.ergebnis Kreditgeschäft Abzinsung von Forderun	0,0	0,0	0,0	0,0	0,0	0,0
E016231	Bew.ergebnis Kreditgeschäft Erfolgsbeitrag aus dem	0,0	-1.975,0	0,0	0,0	0,0	0,0
E016281	Bew.ergebnis Kreditgeschäft Summe Bildungen EWB, P	5.334,7	13.957,6	1.425,1	2.971,4	3.787,7	7.315,9
E016282	Bew.ergebnis Kreditgeschäft Summe Auflös. EWB, PWB	4.812,9	17.228,6	1.463,1	2.865,6	2.979,3	4.200,5
E016299	Bew.ergebnis Kreditgeschäft insgesamt Saldo	-521,8	1.296,0	38,0	-105,8	-808,4	-3.115,4
E016301	Vorsorgereserven gemäß § 340f HGB und 26a KWG	0,0	0,0	-1.050,0	-4.000,0	-1.000,0	0,0
E016302	Vorsorgereserven gemäß § 340g HGB	-6.131,0	-59.402,2	-1.100,0	-2,8	-6.600,0	-2.621,9
E016303	gemäß § 340g und § 340e HGB darunter. § 340e HGB	-31,0	-402,2	0,0	2,8	0,0	-21,9
E016399	Vorsorgereserven Veränderung	-6.131,0	-59.402,2	-2.150,0	-4.002,8	-7.600,0	-2.621,9
E016401	Bew.ergebnis Sonst. Bewert. Ab/Zuschreibungen auf	0,0	-235,2	-25,9	0,0	0,0	-110,6
E016404	Veräußerungsgewinne/-verluste aus Beteiligungen...	-24,7	22,0	0,0	0,0	0,0	-11,9
E016405	Bew.ergebnis Sonst. Bewert. außerplanmäß. Ab/Zusch	0,0	-1.355,5	0,0	-166,2	-16,1	0,0
E016499	Bew.ergebnis sonst. Bewert. insgesamt	-24,7	-1.568,7	-25,9	-166,2	-16,1	-122,5

		52 / 72					
KURZNAME	Institutskurzname	19	20	21	22	23	24
BVNR	BV-Nr	22062	22064	22072	23074	23078	23082
E015101	Nettoerg. aus Finanzgesch. Kursdiff. WPHandel Kund	0,0	0,0	0,0	0,0	0,0	0,0
E015102	Nettoerg. aus Finanzgesch. Kursdiff. WPHandel Kund	0,0	0,0	0,0	0,0	0,0	0,0
E015103	Nettoerg. aus Finanzgesch. Kursdiff. WPHandel Kund	0,0	0,0	0,0	0,0	0,0	0,0
E015104	Nettoerg. aus Finanzgesch. Kursdiff. WPHandel Kund	0,4	0,0	0,0	0,0	0,0	0,0
E015151	-passiva, -derivate Laufende Erfolge	0,0	0,0	445,8	0,0	0,0	0,0
E015152	-passiva, -derivate Provisionserfolge	0,0	0,0	18,3	0,0	-1,5	0,0
E015153	-passiva, -derivate Realisierte Erfolge	0,0	0,0	835,3	0,0	16,1	0,0
E015154	-passiva, -derivate Bewertungserfolge	0,0	0,0	-1.759,1	0,0	0,0	0,0
E015181	Nettoerg. aus Finanzgesch. Kursdiff. WPHandel Kund	0,4	0,0	0,0	0,0	0,0	0,0
E015183	Erfolge Handelsbestand	0,0	0,0	-460,0	0,0	15,0	0,0
E015199	Nettoerg. aus Finanzgesch. insgesamt Saldo	0,4	0,0	-459,7	0,0	14,6	0,0
E016101	Bew.ergebnis WPGeschäft Abschreibungen Liquiditäts	982,0	10.458,5	8.549,6	1.481,9	1.316,7	6.097,4
E016102	Bew.ergebnis WPGeschäft Abschreibungen Liquiditäts	0,0	0,0	0,0	50,0	0,0	5.823,4
E016103	Bew.ergebnis WPGeschäft Abschreibungen Liquiditäts	0,0	4.102,0	0,0	0,0	0,0	0,0
E016111	Bew.ergebnis WPGeschäft Abschreibungen Anlagebesta	339,0	1.139,9	0,0	0,0	289,9	0,0
E016112	Bew.ergebnis WPGeschäft Abschreibungen Anlagebesta	0,0	0,0	0,0	401,8	0,0	0,0
E016121	Bew.ergebnis WPGeschäft Zuschreibungen Liquiditäts	200,8	1.830,2	367,9	208,2	317,7	200,1
E016122	Bew.ergebnis WPGeschäft Zuschreibungen Anlagebesta	1,4	0,0	0,0	253,0	1.186,6	0,0
E016131	Bew.ergebnis WPGeschäft Realisierte Gewinne Festve	448,1	0,0	1.188,4	6,7	1.856,4	1.638,4
E016132	Bew.ergebnis WPGeschäft Realisierte Gewinne Aktien	1.518,2	0,0	0,0	0,0	9,3	0,0
E016133	Bew.ergebnis WPGeschäft Realisierte Gewinne Schuld	0,0	0,0	0,0	0,0	0,0	0,0
E016134	Bew.ergebnis WPGeschäft Realisierte Gewinne Zertif	0,0	0,0	0,0	0,0	0,0	0,0
E016141	Bew.ergebnis WPGeschäft Realisierte Verluste Festv	892,8	7,0	0,0	57,0	63,0	62,0
E016142	Bew.ergebnis WPGeschäft Realisierte Verluste Aktie	0,0	0,0	0,0	0,0	65,9	66,0
E016143	Bew.ergebnis WPGeschäft Realisierte Verluste Schul	0,0	0,0	0,0	0,0	0,0	0,0
E016144	Bew.ergebnis WPGeschäft Realisierte Verluste Zerti	0,0	2.142,7	0,0	0,0	0,0	0,0
E016151	Bew.ergebnis WPGeschäft Erfolg Anlagebuch Derivate	0,0	0,0	0,0	0,0	0,0	-950,5
E016181	Bew.ergebnis WPGeschäft Abschreibungen Liquiditäts	982,0	14.560,5	8.549,6	1.531,9	1.316,7	11.920,8
E016182	Bew.ergebnis WPGeschäft Abschreibungen Anlagebesta	339,0	1.139,9	0,0	401,8	289,9	0,0
E016183	Bew.ergebnis WPGeschäft Zuschreibungen Wertpapiere	202,2	1.830,2	367,9	461,2	1.504,3	200,1
E016184	Bew.ergebnis WPGeschäft Realisierte Gewinne insges	1.966,3	0,0	1.188,4	6,7	1.865,7	1.638,4
E016185	Bew.ergebnis WPGeschäft Realisierte Verluste insge	892,8	2.149,7	0,0	57,0	128,9	128,0
E016199	Bew.ergebnis WPGeschäft insgesamt Saldo	-45,3	-16.019,9	-6.993,3	-1.522,8	1.634,5	-11.160,8
E016211	Bew.ergebnis Kreditgeschäft Bildung von Einzelwert	4.311,5	7.551,8	4.461,8	3.976,7	2.431,9	9.630,1
E016212	Bew.ergebnis Kreditgeschäft Bildung von Pauschalve	300,0	0,0	0,0	78,0	0,0	834,0
E016213	Bew.ergebnis Kreditgeschäft Direktabschreibungen	0,0	364,6	779,0	264,6	0,0	1.142,6
E016214	Bew.ergebnis Kreditgeschäft Abzinsung von Forderun	0,0	0,0	0,0	0,0	0,0	0,0
E016215	Bew.ergebnis Kreditgeschäft Beitrag für Kreditvers	0,0	0,0	0,0	0,0	0,0	0,0
E016221	Bew.ergebnis Kreditgeschäft Auflösung von Einzelwe	2.178,3	3.270,3	1.519,3	1.299,9	2.019,9	5.730,3
E016222	Bew.ergebnis Kreditgeschäft Auflösung von Pauschal	0,0	350,0	310,0	0,0	0,0	0,0
E016223	Bew.ergebnis Kreditgeschäft Eingänge auf abgeschni	302,2	503,2	1.337,6	147,0	86,3	652,6
E016224	Bew.ergebnis Kreditgeschäft Abzinsung von Forderun	167,9	0,0	0,0	0,0	0,0	0,0
E016231	Bew.ergebnis Kreditgeschäft Erfolgsbeitrag aus dem	-5,8	0,0	-196,2	0,0	0,0	0,0
E016281	Bew.ergebnis Kreditgeschäft Summe Bildungen EWB, P	4.611,5	7.916,4	5.240,8	4.319,3	2.431,9	11.606,7
E016282	Bew.ergebnis Kreditgeschäft Summe Auflös. EWB, PWB	2.648,4	4.123,5	3.166,9	1.446,9	2.106,2	6.382,9
E016299	Bew.ergebnis Kreditgeschäft insgesamt Saldo	-1.968,9	-3.792,9	-2.270,1	-2.872,4	-325,7	-5.223,8
E016301	Vorsorgereserven gemäß § 340f HGB und 26a KWG	0,0	36.000,0	0,0	-2.000,0	0,0	0,0
E016302	Vorsorgereserven gemäß § 340g HGB	-13.000,0	-38.700,0	-20.000,0	-2.400,0	-8.100,0	-6.200,0
E016303	gemäß § 340g und § 340e HGB darunter. § 340e HGB	0,0	0,0	-20.000,0	0,0	0,0	0,0
E016399	Vorsorgereserven Veränderung	-13.000,0	-2.700,0	-20.000,0	-4.400,0	-8.100,0	-6.200,0
E016401	Bew.ergebnis Sonst. Bewert. Ab/Zuschreibungen auf	-70,6	0,0	0,0	-153,0	-153,0	0,0
E016404	Veräußerungsgewinne/-verluste aus Beteiligungen...	5,7	-7,2	0,0	56,0	5,1	2,2
E016405	Bew.ergebnis Sonst. Bewert. außerplanmäß. Ab/Zusch	-1.235,5	-16,6	0,0	-4,8	0,0	-226,6
E016499	Bew.ergebnis sonst. Bewert. insgesamt	-1.300,4	-23,8	0,0	-101,8	-147,9	-224,4

KURZNAME	Institutskurzname	53 / 72					
		25	26	27	28	29	30
BVNR	BV-Nr	23086	23089	23091	23094	23097	23098
E015101	Nettoerg. aus Finanzgesch. Kursdiff. WPHandel Kund	0,0	0,0	0,0	0,0	0,0	0,0
E015102	Nettoerg. aus Finanzgesch. Kursdiff. WPHandel Kund	0,0	0,0	0,0	0,0	0,0	0,0
E015103	Nettoerg. aus Finanzgesch. Kursdiff. WPHandel Kund	0,0	0,0	0,0	0,0	0,0	0,0
E015104	Nettoerg. aus Finanzgesch. Kursdiff. WPHandel Kund	0,0	0,0	0,0	0,0	0,0	0,0
E015151	-passiva, -derivate Laufende Erfolge	0,0	0,0	0,0	0,0	0,0	0,0
E015152	-passiva, -derivate Provisionserfolge	0,0	0,0	0,0	0,0	0,0	0,0
E015153	-passiva, -derivate Realisierte Erfolge	0,0	0,0	0,0	0,0	0,0	0,0
E015154	-passiva, -derivate Bewertungserfolge	0,0	0,0	0,0	0,0	0,0	0,0
E015181	Nettoerg. aus Finanzgesch. Kursdiff. WPHandel Kund	0,0	0,0	0,0	0,0	0,0	0,0
E015183	Erfolge Handelsbestand	0,0	0,0	0,0	0,0	0,0	0,0
E015199	Nettoerg. aus Finanzgesch. insgesamt Saldo	0,0	0,0	0,0	0,0	0,0	0,0
E016101	Bew.ergebnis WPGeschäft Abschreibungen Liquiditäts	7.205,9	1.188,8	3.296,4	152,1	149,5	70,0
E016102	Bew.ergebnis WPGeschäft Abschreibungen Liquiditäts	149,8	424,3	0,0	0,0	0,0	3,8
E016103	Bew.ergebnis WPGeschäft Abschreibungen Liquiditäts	0,0	0,0	0,0	0,0	0,0	0,0
E016111	Bew.ergebnis WPGeschäft Abschreibungen Anlagebesta	52,5	190,8	871,9	0,0	77,0	340,4
E016112	Bew.ergebnis WPGeschäft Abschreibungen Anlagebesta	0,0	0,0	0,0	0,0	0,0	0,0
E016121	Bew.ergebnis WPGeschäft Zuschreibungen Liquiditäts	495,5	109,5	2.587,2	148,7	144,5	13,5
E016122	Bew.ergebnis WPGeschäft Zuschreibungen Anlagebesta	0,0	0,0	457,0	0,0	0,0	450,0
E016131	Bew.ergebnis WPGeschäft Realisierte Gewinne Festve	395,2	13,4	873,8	87,0	95,5	1.737,0
E016132	Bew.ergebnis WPGeschäft Realisierte Gewinne Aktien	7,4	0,0	0,0	0,0	0,0	0,0
E016133	Bew.ergebnis WPGeschäft Realisierte Gewinne Schuld	0,0	0,0	0,0	0,0	0,0	0,0
E016134	Bew.ergebnis WPGeschäft Realisierte Gewinne Zertif	0,0	0,0	0,0	0,0	0,0	0,0
E016141	Bew.ergebnis WPGeschäft Realisierte Verluste Festv	832,4	66,4	1.680,1	70,6	17,0	0,0
E016142	Bew.ergebnis WPGeschäft Realisierte Verluste Aktie	610,4	0,0	0,0	0,0	0,0	0,0
E016143	Bew.ergebnis WPGeschäft Realisierte Verluste Schul	0,0	0,0	0,0	0,0	0,0	0,0
E016144	Bew.ergebnis WPGeschäft Realisierte Verluste Zerti	0,0	0,0	0,0	0,0	0,0	0,0
E016151	Bew.ergebnis WPGeschäft Erfolg Anlagebuch Derivate	0,0	0,0	0,0	0,0	0,0	0,0
E016181	Bew.ergebnis WPGeschäft Abschreibungen Liquiditäts	7.355,7	1.613,1	3.296,4	152,1	149,5	73,8
E016182	Bew.ergebnis WPGeschäft Abschreibungen Anlagebesta	52,5	190,8	871,9	0,0	77,0	340,4
E016183	Bew.ergebnis WPGeschäft Zuschreibungen Wertpapiere	495,5	109,5	3.044,2	148,7	144,5	463,5
E016184	Bew.ergebnis WPGeschäft Realisierte Gewinne insges	402,6	13,4	873,8	87,0	95,5	1.737,0
E016185	Bew.ergebnis WPGeschäft Realisierte Verluste insge	1.442,8	66,4	1.680,1	70,6	17,0	0,0
E016199	Bew.ergebnis WPGeschäft insgesamt Saldo	-7.952,9	-1.747,4	-1.930,4	13,0	-3,5	1.786,3
E016211	Bew.ergebnis Kreditgeschäft Bildung von Einzelwert	3.959,4	1.745,4	3.086,8	5.510,5	5.514,5	4.907,7
E016212	Bew.ergebnis Kreditgeschäft Bildung von Pauschalwe	0,0	0,0	0,0	0,0	0,0	0,0
E016213	Bew.ergebnis Kreditgeschäft Direktabschreibungen	221,1	125,5	0,0	92,7	159,9	183,7
E016214	Bew.ergebnis Kreditgeschäft Abzinsung von Forderun	0,0	0,0	0,0	0,0	0,0	0,0
E016215	Bew.ergebnis Kreditgeschäft Beitrag für Kreditvers	0,0	5,6	0,0	0,0	0,0	0,0
E016221	Bew.ergebnis Kreditgeschäft Auflösung von Einzelwe	1.593,8	1.498,6	1.772,7	2.223,9	2.003,8	5.215,4
E016222	Bew.ergebnis Kreditgeschäft Auflösung von Pauschal	55,8	230,8	1.071,0	425,2	185,5	42,0
E016223	Bew.ergebnis Kreditgeschäft Eingänge auf abgeschni	378,4	423,2	558,9	398,5	158,8	336,5
E016224	Bew.ergebnis Kreditgeschäft Abzinsung von Forderun	0,0	0,0	0,0	0,0	2,4	0,0
E016231	Bew.ergebnis Kreditgeschäft Erfolgsbeitrag aus dem	-2,0	0,0	0,0	0,0	0,0	0,0
E016281	Bew.ergebnis Kreditgeschäft Summe Bildungen EWB, P	4.180,5	1.876,5	3.086,8	5.603,2	5.674,4	5.091,4
E016282	Bew.ergebnis Kreditgeschäft Summe Auflös. EWB, PWB	2.028,0	2.152,6	3.402,6	3.047,6	2.350,5	5.593,9
E016299	Bew.ergebnis Kreditgeschäft insgesamt Saldo	-2.154,5	276,1	315,8	-2.555,6	-3.323,9	502,5
E016301	Vorsorgereserven gemäß § 340f HGB und 26a KWG	32.474,1	-2.800,0	2.500,0	0,0	0,0	0,0
E016302	Vorsorgereserven gemäß § 340g HGB	-17.000,0	0,0	-11.500,0	0,0	0,0	-8.367,0
E016303	gemäß § 340g und § 340e HGB darunter. § 340e HGB	0,0	0,0	0,0	0,0	0,0	0,0
E016399	Vorsorgereserven Veränderung	15.474,1	-2.800,0	-9.000,0	0,0	0,0	-8.367,0
E016401	Bew.ergebnis Sonst. Bewert. Ab/Zuschreibungen auf	-366,0	0,0	-171,3	0,0	0,0	-170,0
E016404	Veräußerungsgewinne/-verluste aus Beteiligungen...	7,3	-22,2	-0,8	0,0	0,0	-0,9
E016405	Bew.ergebnis Sonst. Bewert. außerplanmäß. Ab/Zusch	-9,0	-30,3	-3.810,1	0,0	0,0	-663,5
E016499	Bew.ergebnis sonst. Bewert. insgesamt	-367,7	-52,5	-3.982,2	0,0	0,0	-834,4

KURZNAME	Institutskurzname	54 / 72					
		31	32	33	34	35	36
BVNR	BV-Nr	23100	23104	23109	23111	25046	25150
E015101	Nettoerg. aus Finanzgesch. Kursdiff. WPHandel Kund	0,0	0,0	0,0	0,0	0,0	0,0
E015102	Nettoerg. aus Finanzgesch. Kursdiff. WPHandel Kund	0,0	0,0	0,0	0,0	0,0	0,0
E015103	Nettoerg. aus Finanzgesch. Kursdiff. WPHandel Kund	0,0	0,0	0,0	0,0	0,0	0,0
E015104	Nettoerg. aus Finanzgesch. Kursdiff. WPHandel Kund	0,0	0,0	0,0	0,0	2,7	-0,1
E015151	-passiva, -derivate Laufende Erfolge	0,0	0,0	0,0	0,0	0,0	0,0
E015152	-passiva, -derivate Provisionserfolge	0,0	0,0	0,0	0,0	0,0	0,0
E015153	-passiva, -derivate Realisierte Erfolge	0,0	0,0	0,0	0,0	0,0	19,2
E015154	-passiva, -derivate Bewertungserfolge	0,0	0,0	0,0	0,0	0,0	0,0
E015181	Nettoerg. aus Finanzgesch. Kursdiff. WPHandel Kund	0,0	0,0	0,0	0,0	2,7	-0,1
E015183	Erfolge Handelsbestand	0,0	0,0	0,0	0,0	0,0	19,0
E015199	Nettoerg. aus Finanzgesch. insgesamt Saldo	0,0	0,0	0,0	0,0	2,7	19,1
E016101	Bew.ergebnis WPGeschäft Abschreibungen Liquiditäts	5.505,7	5.111,5	3.673,8	4.477,1	3.218,1	24.968,5
E016102	Bew.ergebnis WPGeschäft Abschreibungen Liquiditäts	1.488,6	1.341,6	0,0	0,0	6.182,7	0,0
E016103	Bew.ergebnis WPGeschäft Abschreibungen Liquiditäts	0,0	0,0	68,3	884,7	0,0	0,0
E016111	Bew.ergebnis WPGeschäft Abschreibungen Anlagebesta	4.149,1	136,5	4.033,2	2.123,6	1.305,7	12,0
E016112	Bew.ergebnis WPGeschäft Abschreibungen Anlagebesta	1.361,1	0,0	0,0	0,0	0,0	0,0
E016121	Bew.ergebnis WPGeschäft Zuschreibungen Liquiditäts	5.994,3	483,3	282,5	320,0	399,6	2.209,4
E016122	Bew.ergebnis WPGeschäft Zuschreibungen Anlagebesta	271,0	26,5	198,7	4.022,1	0,0	97,5
E016131	Bew.ergebnis WPGeschäft Realisierte Gewinne Festve	536,8	610,0	424,9	115,0	3.262,2	545,4
E016132	Bew.ergebnis WPGeschäft Realisierte Gewinne Aktien	1.915,2	0,0	0,2	0,0	0,0	0,0
E016133	Bew.ergebnis WPGeschäft Realisierte Gewinne Schuld	0,0	0,0	0,0	0,0	2.623,5	0,0
E016134	Bew.ergebnis WPGeschäft Realisierte Gewinne Zertif	409,3	0,0	0,0	0,0	0,0	0,0
E016141	Bew.ergebnis WPGeschäft Realisierte Verluste Festv	1.311,1	670,0	186,0	869,0	647,0	4.050,4
E016142	Bew.ergebnis WPGeschäft Realisierte Verluste Aktie	27,5	0,0	0,0	156,2	0,0	0,0
E016143	Bew.ergebnis WPGeschäft Realisierte Verluste Schul	2.052,0	0,0	0,0	0,0	0,0	0,0
E016144	Bew.ergebnis WPGeschäft Realisierte Verluste Zerti	0,0	0,0	0,0	0,0	0,0	0,0
E016151	Bew.ergebnis WPGeschäft Erfolg Anlagebuch Derivate	0,0	0,0	0,0	0,0	0,0	0,0
E016181	Bew.ergebnis WPGeschäft Abschreibungen Liquiditäts	6.994,3	6.453,1	3.742,1	5.361,8	9.400,8	24.968,5
E016182	Bew.ergebnis WPGeschäft Abschreibungen Anlagebesta	5.510,2	136,5	4.033,2	2.123,6	1.305,7	12,0
E016183	Bew.ergebnis WPGeschäft Zuschreibungen Wertpapiere	6.265,3	509,8	481,2	4.342,1	399,6	2.306,9
E016184	Bew.ergebnis WPGeschäft Realisierte Gewinne insges	2.861,3	610,0	425,1	115,0	5.885,7	545,4
E016185	Bew.ergebnis WPGeschäft Realisierte Verluste insge	3.390,6	670,0	186,0	1.025,2	647,0	4.050,4
E016199	Bew.ergebnis WPGeschäft insgesamt Saldo	-6.768,5	-6.139,8	-7.055,0	-4.053,5	-5.068,2	-26.178,6
E016211	Bew.ergebnis Kreditgeschäft Bildung von Einzelwert	6.437,2	3.988,4	3.275,8	11.754,8	2.291,8	6.999,5
E016212	Bew.ergebnis Kreditgeschäft Bildung von Pauschalwe	0,0	0,0	0,0	0,0	0,0	0,0
E016213	Bew.ergebnis Kreditgeschäft Direktabschreibungen	1.615,3	439,3	681,5	262,9	219,3	345,2
E016214	Bew.ergebnis Kreditgeschäft Abzinsung von Forderun	0,0	0,0	0,0	0,0	0,0	0,0
E016215	Bew.ergebnis Kreditgeschäft Beitrag für Kreditvers	0,0	0,0	0,0	0,0	0,0	0,0
E016221	Bew.ergebnis Kreditgeschäft Auflösung von Einzelwe	5.334,4	3.969,9	8.946,1	9.158,9	1.217,5	6.232,4
E016222	Bew.ergebnis Kreditgeschäft Auflösung von Pauschal	66,0	797,7	317,9	1.349,0	0,0	1.187,0
E016223	Bew.ergebnis Kreditgeschäft Eingänge auf abgeschni	399,7	664,2	633,7	790,6	271,2	446,8
E016224	Bew.ergebnis Kreditgeschäft Abzinsung von Forderun	0,0	0,0	127,1	0,0	0,0	0,0
E016231	Bew.ergebnis Kreditgeschäft Erfolgsbeitrag aus dem	-33,8	0,0	5,6	0,0	0,0	-24,2
E016281	Bew.ergebnis Kreditgeschäft Summe Bildungen EWB, P	8.052,5	4.427,7	3.957,3	12.017,7	2.511,1	7.344,7
E016282	Bew.ergebnis Kreditgeschäft Summe Auflös. EWB, PWB	5.800,1	5.431,8	10.024,8	11.298,5	1.488,7	7.866,2
E016299	Bew.ergebnis Kreditgeschäft insgesamt Saldo	-2.286,2	1.004,1	6.073,1	-719,2	-1.022,4	497,3
E016301	Vorsorgereserven gemäß § 340f HGB und 26a KWG	0,0	-10.000,0	12.500,0	-16.700,0	-2.650,0	-9.550,0
E016302	Vorsorgereserven gemäß § 340g HGB	-11.500,0	0,0	-26.850,0	0,0	0,0	0,0
E016303	gemäß § 340g und § 340e HGB darunter: § 340e HGB	0,0	0,0	0,0	0,0	0,0	0,0
E016399	Vorsorgereserven Veränderung	-11.500,0	-10.000,0	-14.350,0	-16.700,0	-2.650,0	-9.550,0
E016401	Bew.ergebnis Sonst. Bewert. Ab/Zuschreibungen auf	-153,0	-170,3	-3,6	-347,4	0,0	270,0
E016404	Veräußerungsgewinne/-verluste aus Beteiligungen...	0,0	0,0	34,0	-18,3	175,6	-44,6
E016405	Bew.ergebnis Sonst. Bewert. außerplanmäß. Ab/Zusch	-17,4	17,5	-460,9	-112,5	-66,8	-1,1
E016499	Bew.ergebnis sonst. Bewert. insgesamt	-170,4	-152,8	-430,5	-478,2	108,8	224,3

		55 / 72					
KURZNAME	Institutskurzname	37	38	39	40	41	42
BVNR	BV-Nr	25153	25156	25158	25167	25168	25174
E015101	Nettoerg. aus Finanzgesch. Kursdiff. WPHandel Kund	0,0	0,0	0,0	0,0	0,0	21,9
E015102	Nettoerg. aus Finanzgesch. Kursdiff. WPHandel Kund	0,0	0,0	90,1	0,0	0,0	0,0
E015103	Nettoerg. aus Finanzgesch. Kursdiff. WPHandel Kund	0,0	0,0	0,0	0,0	0,0	-175,8
E015104	Nettoerg. aus Finanzgesch. Kursdiff. WPHandel Kund	0,0	0,0	9,0	0,0	0,0	9,3
E015151	-passiva, -derivate Laufende Erfolge	0,0	0,0	-527,4	0,0	0,0	0,0
E015152	-passiva, -derivate Provisionserfolge	0,0	0,0	0,0	0,0	0,0	0,0
E015153	-passiva, -derivate Realisierte Erfolge	-18,9	-949,4	-42,2	0,0	0,0	-71,0
E015154	-passiva, -derivate Bewertungserfolge	0,0	0,0	0,0	0,0	0,0	-5,0
E015181	Nettoerg. aus Finanzgesch. Kursdiff. WPHandel Kund	0,0	0,0	99,1	0,0	0,0	-144,6
E015183	Erfolge Handelsbestand	-19,0	-949,0	-570,0	0,0	0,0	-76,0
E015199	Nettoerg. aus Finanzgesch. insgesamt Saldo	-18,9	-949,4	-470,5	0,0	0,0	-220,6
E016101	Bew.ergebnis WPGeschäft Abschreibungen Liquiditäts	2.321,6	2.794,8	1.586,4	0,0	3.122,9	7.797,0
E016102	Bew.ergebnis WPGeschäft Abschreibungen Liquiditäts	0,0	19,5	11.600,5	447,4	361,8	814,9
E016103	Bew.ergebnis WPGeschäft Abschreibungen Liquiditäts	0,0	0,0	0,0	0,0	0,0	0,0
E016111	Bew.ergebnis WPGeschäft Abschreibungen Anlagebesta	0,0	0,0	496,7	651,0	0,0	7.077,0
E016112	Bew.ergebnis WPGeschäft Abschreibungen Anlagebesta	0,0	5.270,9	0,0	0,0	0,0	0,0
E016121	Bew.ergebnis WPGeschäft Zuschreibungen Liquiditäts	1.207,5	578,3	3.602,3	59,0	159,0	11.245,1
E016122	Bew.ergebnis WPGeschäft Zuschreibungen Anlagebesta	0,0	0,0	217,2	524,8	0,0	524,4
E016131	Bew.ergebnis WPGeschäft Realisierte Gewinne Festve	168,8	356,6	4.618,9	30,4	139,0	3.476,4
E016132	Bew.ergebnis WPGeschäft Realisierte Gewinne Aktien	0,0	51,3	0,0	0,0	0,0	0,0
E016133	Bew.ergebnis WPGeschäft Realisierte Gewinne Schuld	0,0	0,0	0,0	0,0	0,0	125,1
E016134	Bew.ergebnis WPGeschäft Realisierte Gewinne Zertif	0,0	0,0	0,0	0,0	1,9	69,2
E016141	Bew.ergebnis WPGeschäft Realisierte Verluste Festv	539,4	90,2	11.685,7	417,2	0,0	2.366,3
E016142	Bew.ergebnis WPGeschäft Realisierte Verluste Aktie	0,0	0,0	3.099,7	0,0	0,0	0,0
E016143	Bew.ergebnis WPGeschäft Realisierte Verluste Schul	0,0	0,0	0,0	0,0	0,0	0,0
E016144	Bew.ergebnis WPGeschäft Realisierte Verluste Zerti	0,0	0,0	0,0	0,0	0,0	0,0
E016151	Bew.ergebnis WPGeschäft Erfolg Anlagebuch Derivate	0,0	0,0	0,0	0,0	0,0	0,0
E016181	Bew.ergebnis WPGeschäft Abschreibungen Liquiditäts	2.321,6	2.814,3	13.186,9	447,4	3.484,7	8.611,9
E016182	Bew.ergebnis WPGeschäft Abschreibungen Anlagebesta	0,0	5.270,9	496,7	651,0	0,0	7.077,0
E016183	Bew.ergebnis WPGeschäft Zuschreibungen Wertpapiere	1.207,5	578,3	3.819,5	583,8	159,0	11.769,5
E016184	Bew.ergebnis WPGeschäft Realisierte Gewinne insges	168,8	407,9	4.618,9	30,4	140,9	3.670,7
E016185	Bew.ergebnis WPGeschäft Realisierte Verluste insge	539,4	90,2	14.785,4	417,2	0,0	2.366,3
E016199	Bew.ergebnis WPGeschäft insgesamt Saldo	-1.484,7	-7.189,2	-20.030,6	-901,4	-3.184,8	-2.615,0
E016211	Bew.ergebnis Kreditgeschäft Bildung von Einzelwert	9.489,4	6.777,2	24.606,4	3.704,2	772,3	20.860,5
E016212	Bew.ergebnis Kreditgeschäft Bildung von Pauschalwe	0,0	780,4	0,0	400,0	0,0	0,0
E016213	Bew.ergebnis Kreditgeschäft Direktabschreibungen	627,0	1.536,6	1.752,0	563,1	15,8	2.652,1
E016214	Bew.ergebnis Kreditgeschäft Abzinsung von Forderun	0,0	0,0	0,0	0,0	0,0	0,0
E016215	Bew.ergebnis Kreditgeschäft Beitrag für Kreditvers	0,0	0,0	0,0	0,0	0,0	0,0
E016221	Bew.ergebnis Kreditgeschäft Auflösung von Einzelwe	4.864,3	6.069,7	11.683,9	1.938,7	854,9	22.381,2
E016222	Bew.ergebnis Kreditgeschäft Auflösung von Pauschal	1.242,8	0,0	7.613,6	0,0	120,0	3.445,0
E016223	Bew.ergebnis Kreditgeschäft Eingänge auf abgeschni	675,2	1.257,3	1.820,9	113,8	44,1	1.611,4
E016224	Bew.ergebnis Kreditgeschäft Abzinsung von Forderun	0,0	0,0	0,0	4,3	0,0	25,1
E016231	Bew.ergebnis Kreditgeschäft Erfolgsbeitrag aus dem	-6,6	-0,2	0,0	0,0	0,0	26,2
E016281	Bew.ergebnis Kreditgeschäft Summe Bildungen EWB, P	10.116,4	9.094,2	26.358,4	4.667,3	788,1	23.512,6
E016282	Bew.ergebnis Kreditgeschäft Summe Auflös. EWB, PWB	6.782,3	7.327,0	21.118,4	2.056,8	1.019,0	27.462,7
E016299	Bew.ergebnis Kreditgeschäft insgesamt Saldo	-3.340,7	-1.767,4	-5.240,0	-2.610,5	230,9	3.976,3
E016301	Vorsorgereserven gemäß § 340f HGB und 26a KWG	0,0	-8.102,0	0,0	2.100,0	-900,0	-30.000,0
E016302	Vorsorgereserven gemäß § 340g HGB	-8.000,0	-5.000,0	-45.250,0	-8.100,0	-200,0	-15.000,0
E016303	gemäß § 340g und § 340e HGB darunter. § 340e HGB	0,0	0,0	0,0	0,0	0,0	0,0
E016399	Vorsorgereserven Veränderung	-8.000,0	-13.102,0	-45.250,0	-6.000,0	-1.100,0	-45.000,0
E016401	Bew.ergebnis Sonst. Bewert. Ab/Zuschreibungen auf	197,1	-70,2	-443,4	0,0	0,0	-60,6
E016404	Veräußerungsgewinne/-verluste aus Beteiligungen...	-25,9	79,5	107,8	0,0	-0,8	-484,1
E016405	Bew.ergebnis Sonst. Bewert. außerplanmäß. Ab/Zusch	0,0	614,6	-3.190,8	0,0	-0,5	-19,6
E016499	Bew.ergebnis sonst. Bewert. insgesamt	171,2	623,9	-3.526,4	0,0	-1,3	-564,3

KURZNAME	Institutskurzname	43	44	45	46	47
BVNR	BV-Nr	25176	25181	25183	25189	25193
E015101	Nettoerg. aus Finanzgesch. Kursdiff. WPHandel Kund	0,0	0,0	0,0	0,0	0,0
E015102	Nettoerg. aus Finanzgesch. Kursdiff. WPHandel Kund	0,0	0,0	0,0	0,0	164,0
E015103	Nettoerg. aus Finanzgesch. Kursdiff. WPHandel Kund	0,0	0,0	0,0	0,0	-171,6
E015104	Nettoerg. aus Finanzgesch. Kursdiff. WPHandel Kund	0,0	18,1	-0,4	0,0	5,2
E015151	-passiva, -derivate Laufende Erfolge	0,0	0,0	-761,8	0,0	-34,7
E015152	-passiva, -derivate Provisionserfolge	0,0	0,0	147,6	0,0	0,0
E015153	-passiva, -derivate Realisierte Erfolge	-157,5	0,0	240,9	0,0	0,0
E015154	-passiva, -derivate Bewertungserfolge	0,0	0,0	0,0	0,0	0,0
E015181	Nettoerg. aus Finanzgesch. Kursdiff. WPHandel Kund	0,0	18,1	-0,4	0,0	-2,4
E015183	Erfolge Handelsbestand	-158,0	0,0	-373,0	0,0	-35,0
E015199	Nettoerg. aus Finanzgesch. insgesamt Saldo	-157,5	18,1	-373,7	0,0	-37,1
E016101	Bew.ergebnis WPGeschäft Abschreibungen Liquiditäts	9.627,6	713,5	1.621,1	152,0	1.637,5
E016102	Bew.ergebnis WPGeschäft Abschreibungen Liquiditäts	2.783,5	441,4	13.537,2	3.450,1	5.510,9
E016103	Bew.ergebnis WPGeschäft Abschreibungen Liquiditäts	0,0	0,0	0,0	0,0	0,0
E016111	Bew.ergebnis WPGeschäft Abschreibungen Anlagebesta	9,9	45,9	440,6	2.902,6	3.697,3
E016112	Bew.ergebnis WPGeschäft Abschreibungen Anlagebesta	394,4	0,0	0,0	0,0	0,0
E016121	Bew.ergebnis WPGeschäft Zuschreibungen Liquiditäts	2.117,1	1.287,3	663,0	1.611,5	465,6
E016122	Bew.ergebnis WPGeschäft Zuschreibungen Anlagebesta	245,4	0,0	0,0	146,7	0,0
E016131	Bew.ergebnis WPGeschäft Realisierte Gewinne Festve	1.490,0	281,8	2.253,6	2.732,2	2.458,6
E016132	Bew.ergebnis WPGeschäft Realisierte Gewinne Aktien	1.257,3	21,9	0,0	1.312,2	4,6
E016133	Bew.ergebnis WPGeschäft Realisierte Gewinne Schuld	0,0	0,0	0,0	0,0	0,0
E016134	Bew.ergebnis WPGeschäft Realisierte Gewinne Zertif	0,0	0,0	0,0	0,0	0,0
E016141	Bew.ergebnis WPGeschäft Realisierte Verluste Festv	1.470,5	323,1	1.038,2	517,7	4.014,5
E016142	Bew.ergebnis WPGeschäft Realisierte Verluste Aktie	0,0	43,0	0,0	372,2	20,1
E016143	Bew.ergebnis WPGeschäft Realisierte Verluste Schul	0,0	0,0	0,0	0,0	0,0
E016144	Bew.ergebnis WPGeschäft Realisierte Verluste Zerti	1.943,8	0,0	0,0	0,0	0,0
E016151	Bew.ergebnis WPGeschäft Erfolg Anlagebuch Derivate	114,5	14,5	0,0	176,0	0,0
E016181	Bew.ergebnis WPGeschäft Abschreibungen Liquiditäts	12.411,1	1.154,9	15.158,3	3.602,1	7.148,4
E016182	Bew.ergebnis WPGeschäft Abschreibungen Anlagebesta	404,3	45,9	440,6	2.902,6	3.697,3
E016183	Bew.ergebnis WPGeschäft Zuschreibungen Wertpapiere	2.362,5	1.287,3	663,0	1.758,2	465,6
E016184	Bew.ergebnis WPGeschäft Realisierte Gewinne insges	2.747,3	303,7	2.253,6	4.044,4	2.463,2
E016185	Bew.ergebnis WPGeschäft Realisierte Verluste insge	3.414,3	366,1	1.038,2	889,9	4.034,6
E016199	Bew.ergebnis WPGeschäft insgesamt Saldo	-11.005,4	38,6	-13.720,5	-1.416,0	-11.951,5
E016211	Bew.ergebnis Kreditgeschäft Bildung von Einzelwert	3.871,4	5.230,7	3.450,8	4.697,9	5.143,0
E016212	Bew.ergebnis Kreditgeschäft Bildung von Pauschalwe	0,0	0,0	0,0	0,0	0,0
E016213	Bew.ergebnis Kreditgeschäft Direktabschreibungen	232,7	1.013,6	323,2	222,2	205,0
E016214	Bew.ergebnis Kreditgeschäft Abzinsung von Forderun	0,0	0,0	0,0	0,0	0,0
E016215	Bew.ergebnis Kreditgeschäft Beitrag für Kreditvers	0,0	0,0	0,0	6,2	0,0
E016221	Bew.ergebnis Kreditgeschäft Auflösung von Einzelwe	6.395,8	2.259,1	3.082,4	3.070,7	3.535,0
E016222	Bew.ergebnis Kreditgeschäft Auflösung von Pauschal	2.538,0	628,0	526,0	1.235,9	14,0
E016223	Bew.ergebnis Kreditgeschäft Eingänge auf abgeschni	639,4	534,8	248,7	367,3	241,6
E016224	Bew.ergebnis Kreditgeschäft Abzinsung von Forderun	0,0	0,0	0,0	0,0	0,0
E016231	Bew.ergebnis Kreditgeschäft Erfolgsbeitrag aus dem	-54,9	0,0	0,0	0,0	0,0
E016281	Bew.ergebnis Kreditgeschäft Summe Bildungen EWB, P	4.104,1	6.244,3	3.774,0	4.926,3	5.348,0
E016282	Bew.ergebnis Kreditgeschäft Summe Auflös. EWB, PWB	9.573,2	3.421,9	3.857,1	4.673,9	3.790,6
E016299	Bew.ergebnis Kreditgeschäft insgesamt Saldo	5.414,2	-2.822,4	83,1	-252,4	-1.557,4
E016301	Vorsorgereserven gemäß § 340f HGB und 26a KWG	-2.000,0	-7.000,0	0,0	-17.000,0	-1.300,0
E016302	Vorsorgereserven gemäß § 340g HGB	-15.000,0	0,0	-2.000,0	0,0	0,0
E016303	gemäß § 340g und § 340e HGB darunter. § 340e HGB	0,0	0,0	0,0	0,0	0,0
E016399	Vorsorgereserven Veränderung	-17.000,0	-7.000,0	-2.000,0	-17.000,0	-1.300,0
E016401	Bew.ergebnis Sonst. Bewert. Ab/Zuschreibungen auf	0,0	0,0	0,0	-342,4	0,0
E016404	Veräußerungsgewinne/-verluste aus Beteiligungen...	4,0	0,0	-8,4	82,5	0,0
E016405	Bew.ergebnis Sonst. Bewert. außerplanmäß. Ab/Zusch	-2.625,5	-0,6	-189,7	-200,3	0,0
E016499	Bew.ergebnis sonst. Bewert. insgesamt	-2.621,5	-0,6	-198,1	-460,2	0,0

57/72

KURZNAME	Institutskurzname	1	2	3	4	5	6
BVNR	BV-Nr	21002	21004	21007	21010	21015	21016
E017101	Neutraler Ertrag Aperiod. Zinsertr. Vorfälligkeits	502,5	92,2	445,2	758,3	1,7	686,8
E017102	Neutraler Ertrag Aperiod. Erträge aus Spezialfonds	0,0	0,0	0,0	1.361,9	0,0	75,0
E017103	Neutraler Ertrag Sonstiger	2.548,2	146,5	443,8	1.854,1	420,8	1.177,3
E017199	Neutraler Ertrag insgesamt	3.050,7	238,7	889,0	3.974,3	422,5	1.939,1
E017201	Neutraler Aufwand Aperiod. Zinsaufw. Vorfälligkeit	6,0	0,0	4,7	35,0	0,0	0,0
E017202	Neutraler Aufwand Zuführ. zu den Pensionsrückstell	73,7	67,7	0,0	107,3	0,0	52,6
E017203	Neutraler Aufwand Sonstiger	3.705,9	1.296,7	1.598,9	4.610,5	570,0	2.525,1
E017299	Neutraler Aufwand insgesamt	3.785,6	1.364,4	1.603,6	4.752,8	570,0	2.577,7
E017311	Gewinnabhängige Steuern Körperschaftsteuer Bericht	4.174,5	600,2	1.282,4	2.854,5	516,8	2.775,4
E017312	Gewinnabhängige Steuern Körperschaftsteuer Erstatt	2.235,3	13,3	0,0	100,5	227,9	49,1
E017313	Gewinnabhängige Steuern Körperschaftsteuer Nachzah	2.453,1	109,0	0,0	653,5	0,0	98,4
E017321	Gewinnabhängige Steuern Gewerbeertragsteuer Berich	3.504,9	568,6	959,8	2.750,0	386,1	2.337,0
E017322	Gewinnabhängige Steuern Gewerbeertragsteuer Erstat	1.308,7	0,0	41,5	93,2	82,9	46,4
E017323	Gewinnabhängige Steuern Gewerbeertragsteuer Nachza	1.483,1	28,1	12,3	435,8	0,0	1,8
E017381	Gewinnabhängige Steuern Körperschaftsteuer insgesa	-4.392,3	-695,9	-1.282,4	-3.407,5	-288,9	-2.824,7
E017382	Gewinnabhängige Steuern Gewerbeertragsteuer insges	-3.679,3	-596,7	-930,6	-3.092,6	-303,2	-2.292,4
E017399	Gewinnabhängige Steuern insgesamt	-8.071,6	-1.292,6	-2.213,0	-6.500,1	-592,1	-5.117,1
E018001	Erfolgsspannenrechnung Zinsertrag	99.227,6	23.552,1	38.759,6	113.479,5	25.358,9	72.340,8
E018002	Erfolgsspannenrechnung Zinsaufwand	31.196,6	7.290,0	13.098,6	43.991,4	11.031,6	23.067,0
E018003	Erfolgsspannenrechnung Zinsüberschuss (inkl. Deriv	68.031,0	14.955,2	25.661,0	70.651,0	14.327,3	48.263,1
E018004	Erfolgsspannenrechnung Provisionsertrag	16.794,9	4.807,3	7.157,0	25.445,8	5.460,8	14.944,0
E018005	Erfolgsspannenrechnung Provisionsaufwand	1.059,3	212,6	385,5	1.151,4	345,9	842,5
E018006	Erfolgsspannenrechnung Provisionsüberschuss	15.735,6	4.594,7	6.771,5	24.294,4	5.114,9	14.101,5
E018007	Erfolgsspannenrechnung Sonstiger ordentlicher Ertr	701,9	154,6	360,3	2.018,9	155,5	820,1
E018008	Erfolgsspannenrechnung Ordentlicher Ertrag	16.437,5	4.749,3	7.131,8	26.313,3	5.270,4	14.921,6
E018009	Erfolgsspannenrechnung Personalaufwand	30.400,2	7.743,9	13.707,2	26.294,5	9.066,9	23.161,4
E018010	Erfolgsspannenrechnung Sachaufwand	24.224,5	5.427,1	8.810,3	26.925,2	6.151,7	14.819,6
E018011	Erfolgsspannenrechnung Verwaltungsaufwand	54.624,7	13.171,0	22.517,5	53.219,7	15.218,6	37.981,0
E018012	Erfolgsspannenrechnung Sonstiger ordentlicher Aufw	397,1	216,7	33,6	1.549,2	55,2	233,9
E018013	Erfolgsspannenrechnung Ordentlicher Aufwand	55.021,8	13.387,7	22.551,1	54.768,9	15.273,8	38.214,9
E018014	Erfolgsspannenrechnung Nettoergebnis aus Finanzges	0,0	0,0	0,0	0,6	0,0	0,0
E018015	Erfolgsspannenrechnung Betriebsergebnis vor Bewert	29.446,7	6.316,8	10.241,7	42.196,0	4.323,9	24.969,8
E018017	Erfolgsspannenrechnung Bewertungsergebnis Wertpapi	-2.062,4	-114,6	-2.034,2	394,4	2.353,1	-1.269,7
E018018	Erfolgsspannenrechnung Bewertungsergebnis Kredite	37,0	-1.504,3	-748,8	-13.287,2	-3.295,2	-4.694,7
E018019	Erfolgsspannenrechnung Veränderung der Vorsorgeres	-12.000,0	-1.700,0	-2.500,0	-17.972,9	-1.500,0	-8.000,0
E018020	Erfolgsspannenrechnung Bewertungsergebnis sonstige	78,1	0,0	-2,6	-2,2	0,0	-207,9
E018021	Erfolgsspannenrechnung Bewertungsergebnis insgesam	-13.947,3	-3.318,9	-5.285,6	-30.867,9	-2.442,1	-14.172,3
E018022	Erfolgsspannenrechnung Betriebsergebnis nach Bewer	15.499,4	2.997,9	4.956,1	11.328,1	1.881,8	10.797,5
E018023	Erfolgsspannenrechnung Neutrales Ergebnis Ertrag	3.050,7	238,7	889,0	3.974,3	422,5	1.939,1
E018024	Erfolgsspannenrechnung Neutrales Ergebnis Aufwand	3.785,6	1.364,4	1.603,6	4.752,8	570,0	2.577,7
E018025	Erfolgsspannenrechnung Neutrales Ergebnis (Saldo)	-734,9	-1.125,7	-714,6	-778,5	-147,5	-638,6
E018026	Erfolgsspannenrechnung Ergebnis vor Steuern	14.764,5	1.872,2	4.241,5	10.549,6	1.734,3	10.158,9
E018027	Erfolgsspannenrechnung Gewinnabhängige Steuern (Sa	-8.071,6	-1.292,6	-2.213,0	-6.500,1	-592,1	-5.117,1
E018028	Erfolgsspannenrechnung Jahresergebnis	6.692,9	579,6	2.028,5	4.049,5	1.142,2	5.041,8
E018029	Erfolgsspannenrechnung Zinsergebnis aus Derivaten	0,0	-1.306,9	0,0	1.162,9	0,0	-1.010,7
E018030	Bewertungsergebnis II (ohne Veränd. der Vorsorgeres	-1.947,3	-1.618,9	-2.785,6	-12.895,0	-942,1	-6.172,3
E018031	Betriebsergebnis nach Bewertung II (ohne Veränd. d	27.499,4	4.697,9	7.456,1	29.301,0	3.381,8	18.797,5
E018032	Ergebnis vor Steuern II (ohne Veränd. der Vorsorge	26.764,5	3.572,2	6.741,5	28.522,5	3.234,3	18.158,9
E018033	Jahresergebnis II (ohne Veränd. der Vorsorgereserv	18.692,9	2.279,6	4.528,5	22.022,4	2.642,2	13.041,8

58 / 72

KURZNAME	Institutskurzname	7	8	9	10	11	12
BVNR	BV-Nr	21021	21022	21030	21031	22033	22035
E017101	Neutraler Ertrag Aperiod. Zinsertr. Vorfälligkeits	67,6	19,0	145,4	111,8	0,0	161,1
E017102	Neutraler Ertrag Aperiod. Erträge aus Spezialfonds	0,0	0,0	0,0	0,0	0,0	0,0
E017103	Neutraler Ertrag Sonstiger	245,0	493,6	205,2	435,6	391,8	117,9
E017199	Neutraler Ertrag insgesamt	312,6	512,6	350,6	547,4	391,8	279,0
E017201	Neutraler Aufwand Aperiod. Zinsaufw. Vorfälligkeit	0,0	0,0	2,9	0,0	0,0	12,5
E017202	Neutraler Aufwand Zuführ. zu den Pensionsrückstell	0,0	239,2	17,9	45,3	24,1	0,0
E017203	Neutraler Aufwand Sonstiger	250,6	832,5	1.073,8	1.574,4	1.743,8	981,8
E017299	Neutraler Aufwand insgesamt	250,6	1.071,7	1.094,6	1.619,7	1.767,9	994,3
E017311	Gewinnabhängige Steuern Körperschaftsteuer Bericht	757,2	972,0	1.121,8	1.190,6	1.505,6	1.123,6
E017312	Gewinnabhängige Steuern Körperschaftsteuer Erstatt	26,2	30,0	3,9	1,0	40,5	0,0
E017313	Gewinnabhängige Steuern Körperschaftsteuer Nachzah	0,0	0,0	7,7	98,8	48,1	113,3
E017321	Gewinnabhängige Steuern Gewerbeertragsteuer Berich	519,4	779,7	896,6	1.111,4	1.132,6	841,4
E017322	Gewinnabhängige Steuern Gewerbeertragsteuer Erstat	-15,1	24,2	4,1	0,4	29,9	0,4
E017323	Gewinnabhängige Steuern Gewerbeertragsteuer Nachza	0,0	23,3	8,6	0,0	0,0	81,8
E017381	Gewinnabhängige Steuern Körperschaftsteuer insgesa	-731,0	-942,0	-1.125,6	-1.288,4	-1.513,2	-1.236,9
E017382	Gewinnabhängige Steuern Gewerbeertragsteuer insges	-534,5	-778,8	-901,1	-1.111,0	-1.102,7	-922,8
E017399	Gewinnabhängige Steuern insgesamt	-1.265,5	-1.720,8	-2.026,7	-2.399,4	-2.615,9	-2.159,7
E018001	Erfolgsspannenrechnung Zinsertrag	22.716,7	20.371,3	19.123,5	45.048,8	33.292,2	26.545,6
E018002	Erfolgsspannenrechnung Zinsaufwand	7.832,6	5.501,3	6.153,2	14.866,6	10.051,8	9.302,4
E018003	Erfolgsspannenrechnung Zinsüberschuss (inkl. Deriv	14.884,1	14.870,0	12.970,3	30.182,2	23.240,4	17.243,2
E018004	Erfolgsspannenrechnung Provisionsertrag	4.310,5	4.709,6	4.429,7	9.275,3	5.821,8	4.490,8
E018005	Erfolgsspannenrechnung Provisionsaufwand	192,1	250,2	304,8	603,4	570,2	218,7
E018006	Erfolgsspannenrechnung Provisionsüberschuss	4.118,4	4.459,4	4.124,9	8.671,9	5.251,6	4.272,1
E018007	Erfolgsspannenrechnung Sonstiger ordentlicher Ertr	182,6	202,1	191,9	316,3	177,7	83,4
E018008	Erfolgsspannenrechnung Ordentlicher Ertrag	4.301,0	4.661,5	4.316,8	8.988,2	5.429,3	4.355,5
E018009	Erfolgsspannenrechnung Personalaufwand	7.200,5	6.888,4	7.084,0	15.777,3	9.661,3	7.628,5
E018010	Erfolgsspannenrechnung Sachaufwand	4.945,4	5.577,3	4.568,0	9.354,8	8.096,0	5.289,7
E018011	Erfolgsspannenrechnung Verwaltungsaufwand	12.145,9	12.465,7	11.652,0	25.132,1	17.757,3	12.918,2
E018012	Erfolgsspannenrechnung Sonstiger ordentlicher Aufw	157,7	473,0	96,4	305,0	112,5	191,1
E018013	Erfolgsspannenrechnung Ordentlicher Aufwand	12.303,6	12.938,7	11.748,4	25.437,1	17.869,8	13.109,3
E018014	Erfolgsspannenrechnung Nettoergebnis aus Finanzges	0,0	0,0	0,0	89,7	0,0	0,0
E018015	Erfolgsspannenrechnung Betriebsergebnis vor Bewert	6.881,5	6.592,8	5.538,7	13.823,0	10.799,9	8.489,4
E018017	Erfolgsspannenrechnung Bewertungsergebnis Wertpapi	-1.102,6	99,5	-349,9	-506,1	-2.048,4	-1.692,8
E018018	Erfolgsspannenrechnung Bewertungsergebnis Kredite	-494,2	545,8	143,1	-1.396,2	810,4	-221,9
E018019	Erfolgsspannenrechnung Veränderung der Vorsorgeres	-2.150,0	-4.450,0	-2.050,0	-3.200,0	-514,0	-2.880,0
E018020	Erfolgsspannenrechnung Bewertungsergebnis sonstige	0,0	0,0	0,0	-3,7	-54,8	-1,5
E018021	Erfolgsspannenrechnung Bewertungsergebnis insgesam	-3.746,8	-3.804,7	-2.256,8	-5.106,0	-1.806,8	-4.796,2
E018022	Erfolgsspannenrechnung Betriebsergebnis nach Bewer	3.134,7	2.788,1	3.281,9	8.717,0	8.993,1	3.693,2
E018023	Erfolgsspannenrechnung Neutrales Ergebnis Ertrag	312,6	512,6	350,6	547,4	391,8	279,0
E018024	Erfolgsspannenrechnung Neutrales Ergebnis Aufwand	250,6	1.071,7	1.094,6	1.619,7	1.767,9	994,3
E018025	Erfolgsspannenrechnung Neutrales Ergebnis (Saldo)	62,0	-559,1	-744,0	-1.072,3	-1.376,1	-715,3
E018026	Erfolgsspannenrechnung Ergebnis vor Steuern	3.196,7	2.229,0	2.537,9	7.644,7	7.617,0	2.977,9
E018027	Erfolgsspannenrechnung Gewinnabhängige Steuern (Sa	-1.265,5	-1.720,8	-2.026,7	-2.399,4	-2.615,9	-2.159,7
E018028	Erfolgsspannenrechnung Jahresergebnis	1.931,2	508,2	511,2	5.245,3	5.001,1	818,2
E018029	Erfolgsspannenrechnung Zinsergebnis aus Derivaten	0,0	0,0	0,0	0,0	0,0	0,0
E018030	Bewertungsergebnis II (ohne Veränd. der Vorsorgeres	-1.596,8	645,3	-206,8	-1.906,0	-1.292,8	-1.916,2
E018031	Betriebsergebnis nach Bewertung II (ohne Veränd. d	5.284,7	7.238,1	5.331,9	11.917,0	9.507,1	6.573,2
E018032	Ergebnis vor Steuern II (ohne Veränd. der Vorsorge	5.346,7	6.679,0	4.587,9	10.844,7	8.131,0	5.857,9
E018033	Jahresergebnis II (ohne Veränd. der Vorsorgereserv	4.081,2	4.958,2	2.561,2	8.445,3	5.515,1	3.698,2

59 / 72

KURZNAME	Institutskurzname	13	14	15	16	17	18
BVNR	BV-Nr	22038	22050	22051	22053	22056	22058
E017101	Neutraler Ertrag Aperiod. Zinsertr. Vorfälligkeits	2,5	1.207,6	103,7	0,0	115,5	158,9
E017102	Neutraler Ertrag Aperiod. Erträge aus Spezialfonds	0,0	0,0	0,0	0,0	0,0	0,0
E017103	Neutraler Ertrag Sonstiger	823,0	12.265,0	183,1	829,1	859,9	3.797,0
E017199	Neutraler Ertrag insgesamt	825,5	13.472,6	286,8	829,1	975,4	3.955,9
E017201	Neutraler Aufwand Aperiod. Zinsaufw. Vorfälligkeit	3.119,7	0,0	391,6	0,0	0,0	0,0
E017202	Neutraler Aufwand Zuführ. zu den Pensionsrückstell	271,1	0,0	0,0	24,2	466,7	225,9
E017203	Neutraler Aufwand Sonstiger	2.433,6	23.930,7	278,8	1.056,0	893,3	2.269,9
E017299	Neutraler Aufwand insgesamt	5.824,4	23.930,7	670,4	1.080,2	1.360,0	2.495,8
E017311	Gewinnabhängige Steuern Körperschaftsteuer Bericht	1.371,1	22.717,8	651,5	1.831,3	2.083,5	3.003,8
E017312	Gewinnabhängige Steuern Körperschaftsteuer Erstatt	0,0	0,0	250,2	129,4	17,3	279,4
E017313	Gewinnabhängige Steuern Körperschaftsteuer Nachzah	0,0	57,9	0,0	197,4	33,7	109,2
E017321	Gewinnabhängige Steuern Gewerbeertragsteuer Berich	1.076,8	18.167,9	523,4	1.523,8	1.450,4	2.309,1
E017322	Gewinnabhängige Steuern Gewerbeertragsteuer Erstat	0,0	1.383,7	175,4	81,7	13,9	183,6
E017323	Gewinnabhängige Steuern Gewerbeertragsteuer Nachza	0,1	1.845,1	0,0	665,1	0,0	81,8
E017381	Gewinnabhängige Steuern Körperschaftsteuer insgesa	-1.371,1	-22.775,7	-401,3	-1.899,3	-2.099,9	-2.833,6
E017382	Gewinnabhängige Steuern Gewerbeertragsteuer insges	-1.076,9	-18.629,3	-348,0	-2.107,2	-1.436,5	-2.207,3
E017399	Gewinnabhängige Steuern insgesamt	-2.448,0	-41.405,0	-749,3	-4.006,5	-3.536,4	-5.040,9
E018001	Erfolgsspannenrechnung Zinsertrag	38.577,6	356.980,4	18.361,0	49.633,1	49.720,4	85.941,0
E018002	Erfolgsspannenrechnung Zinsaufwand	13.276,8	123.767,4	6.477,1	17.460,2	14.685,8	30.989,8
E018003	Erfolgsspannenrechnung Zinsüberschuss (inkl. Deriv	25.300,8	229.504,3	11.552,0	32.172,9	35.034,6	57.186,2
E018004	Erfolgsspannenrechnung Provisionsertrag	6.821,4	63.862,6	2.678,0	9.568,0	11.235,3	15.924,7
E018005	Erfolgsspannenrechnung Provisionsaufwand	341,1	4.409,3	320,7	615,9	663,6	975,5
E018006	Erfolgsspannenrechnung Provisionsüberschuss	6.480,3	59.453,3	2.357,3	8.952,1	10.571,7	14.949,2
E018007	Erfolgsspannenrechnung Sonstiger ordentlicher Ertr	347,9	2.408,8	117,9	533,9	389,3	497,9
E018008	Erfolgsspannenrechnung Ordentlicher Ertrag	6.828,2	61.862,1	2.475,2	9.486,0	10.961,0	15.447,1
E018009	Erfolgsspannenrechnung Personalaufwand	11.230,6	74.806,1	5.032,0	15.520,0	16.818,8	26.587,8
E018010	Erfolgsspannenrechnung Sachaufwand	7.324,1	57.848,8	3.848,6	12.900,2	13.192,4	17.976,7
E018011	Erfolgsspannenrechnung Verwaltungsaufwand	18.554,7	132.654,9	8.880,6	28.420,2	30.011,2	44.564,5
E018012	Erfolgsspannenrechnung Sonstiger ordentlicher Aufw	294,5	471,3	50,0	299,3	776,4	349,7
E018013	Erfolgsspannenrechnung Ordentlicher Aufwand	18.849,2	133.126,2	8.930,6	28.719,5	30.787,6	44.914,2
E018014	Erfolgsspannenrechnung Nettoergebnis aus Finanzges	415,4	4.051,9	3,0	28,0	0,0	219,0
E018015	Erfolgsspannenrechnung Betriebsergebnis vor Bewert	13.695,2	162.292,1	5.099,6	12.967,4	15.208,0	27.938,1
E018017	Erfolgsspannenrechnung Bewertungsergebnis Wertpapi	1.238,6	-24.502,0	-434,0	-244,0	-1.369,2	-8.487,7
E018018	Erfolgsspannenrechnung Bewertungsergebnis Kredite	-521,8	1.296,0	38,0	-105,8	-808,4	-3.115,4
E018019	Erfolgsspannenrechnung Veränderung der Vorsorgeres	-6.131,0	-59.402,2	-2.150,0	-4.002,8	-7.600,0	-2.621,7
E018020	Erfolgsspannenrechnung Bewertungsergebnis sonstige	-24,7	-1.568,7	-25,9	-166,2	-16,1	-122,5
E018021	Erfolgsspannenrechnung Bewertungsergebnis insgesam	-5.438,9	-84.176,9	-2.571,9	-4.518,8	-9.793,7	-14.347,5
E018022	Erfolgsspannenrechnung Betriebsergebnis nach Bewer	8.256,3	78.115,2	2.527,7	8.448,6	5.414,3	13.590,6
E018023	Erfolgsspannenrechnung Neutrales Ergebnis Ertrag	825,5	13.472,6	286,8	829,1	975,4	3.955,9
E018024	Erfolgsspannenrechnung Neutrales Ergebnis Aufwand	5.824,4	23.930,7	670,4	1.080,2	1.360,0	2.495,8
E018025	Erfolgsspannenrechnung Neutrales Ergebnis (Saldo)	-4.998,9	-10.458,1	-383,6	-251,1	-384,6	-1.460,1
E018026	Erfolgsspannenrechnung Ergebnis vor Steuern	3.257,4	67.657,1	2.144,1	8.197,5	5.029,7	15.050,7
E018027	Erfolgsspannenrechnung Gewinnabhängige Steuern (Sa	-2.448,0	-41.405,0	-749,3	-4.006,5	-3.536,4	-5.040,9
E018028	Erfolgsspannenrechnung Jahresergebnis	809,4	26.252,1	1.394,8	4.191,0	1.493,3	10.009,8
E018029	Erfolgsspannenrechnung Zinsergebnis aus Derivaten	0,0	-3.708,7	-331,9	0,0	0,0	2.235,0
E018030	Bewertungsergebnis II (ohne Veränd. der Vorsorgeres	692,1	-24.774,7	-421,9	-516,0	-2.193,7	-11.725,6
E018031	Betriebsergebnis nach Bewertung II (ohne Veränd. d	14.387,3	137.517,4	4.677,7	12.451,4	13.014,3	16.212,5
E018032	Ergebnis vor Steuern II (ohne Veränd. der Vorsorge	9.388,4	127.059,3	4.294,1	12.200,3	12.629,7	17.672,6
E018033	Jahresergebnis II (ohne Veränd. der Vorsorgereserv	6.940,4	85.654,3	3.544,8	8.193,8	9.093,3	12.631,7

KURZNAME	Institutskurzname	60 / 72					
		19	20	21	22	23	24
BVNR	BV-Nr	22062	22064	22072	23074	23078	23082
E017101	Neutraler Ertrag Aperiod. Zinsertr. Vorfälligkeits	3,6	335,7	168,0	137,2	111,9	216,7
E017102	Neutraler Ertrag Aperiod. Erträge aus Spezialfonds	0,0	0,0	0,0	0,0	0,0	0,0
E017103	Neutraler Ertrag Sonstiger	1.373,3	3.978,9	424,5	920,6	846,9	782,5
E017199	Neutraler Ertrag insgesamt	1.376,9	4.314,6	592,5	1.057,8	958,8	999,2
E017201	Neutraler Aufwand Aperiod. Zinsaufw. Vorfälligkeit	3,9	7,9	0,0	3,4	0,9	0,0
E017202	Neutraler Aufwand Zuführ. zu den Pensionsrückstell	117,4	589,0	208,0	0,0	245,9	32,1
E017203	Neutraler Aufwand Sonstiger	4.134,7	6.207,2	4.001,1	845,2	837,4	2.347,7
E017299	Neutraler Aufwand insgesamt	4.256,0	6.804,1	4.209,1	848,6	1.084,2	2.379,8
E017311	Gewinnabhängige Steuern Körperschaftsteuer Bericht	3.540,3	0,0	6.240,4	1.117,1	2.222,7	2.973,4
E017312	Gewinnabhängige Steuern Körperschaftsteuer Erstatt	157,1	0,0	83,2	4,5	191,8	497,3
E017313	Gewinnabhängige Steuern Körperschaftsteuer Nachzah	0,0	0,0	0,0	0,0	470,2	0,0
E017321	Gewinnabhängige Steuern Gewerbeertragsteuer Berich	2.471,9	0,0	4.957,4	884,9	1.894,3	2.833,7
E017322	Gewinnabhängige Steuern Gewerbeertragsteuer Erstat	102,6	0,0	130,8	25,0	4,8	405,9
E017323	Gewinnabhängige Steuern Gewerbeertragsteuer Nachza	0,0	0,0	0,0	21,1	186,0	33,3
E017381	Gewinnabhängige Steuern Körperschaftsteuer insgesa	-3.383,2	0,0	-6.157,2	-1.112,6	-2.501,1	-2.476,1
E017382	Gewinnabhängige Steuern Gewerbeertragsteuer insges	-2.369,3	0,0	-4.826,6	-881,0	-2.075,5	-2.451,1
E017399	Gewinnabhängige Steuern insgesamt	-5.752,5	0,0	-10.983,8	-1.993,6	-4.576,6	-4.927,2
E018001	Erfolgsspannenrechnung Zinsertrag	61.537,3	59.472,9	116.013,1	35.950,9	47.334,6	84.053,9
E018002	Erfolgsspannenrechnung Zinsaufwand	21.613,4	20.690,0	36.177,3	13.266,7	19.163,4	27.362,1
E018003	Erfolgsspannenrechnung Zinsüberschuss (inkl. Deriv	39.923,9	38.782,9	79.835,8	22.684,2	28.104,2	56.691,8
E018004	Erfolgsspannenrechnung Provisionsertrag	10.291,9	13.202,4	14.089,3	7.063,9	9.358,2	13.126,8
E018005	Erfolgsspannenrechnung Provisionsaufwand	413,7	526,7	1.131,0	255,6	427,5	1.013,4
E018006	Erfolgsspannenrechnung Provisionsüberschuss	9.878,2	12.675,7	12.958,3	6.808,3	8.930,7	12.113,4
E018007	Erfolgsspannenrechnung Sonstiger ordentlicher Ertr	619,9	547,7	1.841,8	175,5	411,3	732,6
E018008	Erfolgsspannenrechnung Ordentlicher Ertrag	10.498,1	13.223,4	14.800,1	6.983,8	9.342,0	12.846,0
E018009	Erfolgsspannenrechnung Personalaufwand	12.825,3	14.820,8	21.803,9	11.189,2	14.857,2	24.279,8
E018010	Erfolgsspannenrechnung Sachaufwand	9.539,7	11.054,0	17.052,9	6.518,4	9.568,2	13.838,9
E018011	Erfolgsspannenrechnung Verwaltungsaufwand	22.365,0	25.874,8	38.856,8	17.707,6	24.425,4	38.118,7
E018012	Erfolgsspannenrechnung Sonstiger ordentlicher Aufw	314,1	22,4	923,1	43,0	231,1	420,9
E018013	Erfolgsspannenrechnung Ordentlicher Aufwand	22.679,1	25.897,2	39.779,9	17.750,6	24.656,5	38.539,6
E018014	Erfolgsspannenrechnung Nettoergebnis aus Finanzges	0,4	0,0	-459,7	0,0	14,6	0,0
E018015	Erfolgsspannenrechnung Betriebsergebnis vor Bewert	27.743,3	26.109,1	54.396,3	11.917,4	12.804,3	30.998,2
E018017	Erfolgsspannenrechnung Bewertungsergebnis Wertpapi	-45,3	-16.019,9	-6.993,3	-1.522,8	1.634,5	-11.160,8
E018018	Erfolgsspannenrechnung Bewertungsergebnis Kreditge	-1.968,9	-3.792,9	-2.270,1	-2.872,4	-325,7	-5.223,8
E018019	Erfolgsspannenrechnung Veränderung der Vorsorgeseres	-13.000,0	-2.700,0	-20.000,0	-4.400,0	-8.100,0	-6.200,0
E018020	Erfolgsspannenrechnung Bewertungsergebnis sonstige	-1.300,4	-23,8	0,0	-101,8	-147,9	-224,4
E018021	Erfolgsspannenrechnung Bewertungsergebnis insgesamt	-16.314,6	-22.536,6	-29.263,4	-8.897,0	-6.939,1	-22.809,0
E018022	Erfolgsspannenrechnung Betriebsergebnis nach Bewer	11.428,7	3.572,5	25.132,9	3.020,4	5.865,2	8.189,2
E018023	Erfolgsspannenrechnung Neutrales Ergebnis Ertrag	1.376,9	4.314,6	592,5	1.057,8	958,8	999,2
E018024	Erfolgsspannenrechnung Neutrales Ergebnis Aufwand	4.256,0	6.804,1	4.209,1	848,6	1.084,2	2.379,8
E018025	Erfolgsspannenrechnung Neutrales Ergebnis (Saldo)	-2.879,1	-2.489,5	-3.616,6	209,2	-125,4	-1.380,6
E018026	Erfolgsspannenrechnung Ergebnis vor Steuern	8.549,6	1.083,0	21.516,3	3.229,6	5.739,8	6.808,6
E018027	Erfolgsspannenrechnung Gewinnabhängige Steuern (Sa	-5.752,5	0,0	-10.983,8	-1.993,6	-4.576,6	-4.927,2
E018028	Erfolgsspannenrechnung Jahresergebnis	2.797,1	1.083,0	10.532,5	1.236,0	1.163,2	1.881,4
E018029	Erfolgsspannenrechnung Zinsergebnis aus Derivaten	0,0	0,0	0,0	0,0	-67,0	0,0
E018030	Bewertungsergebnis II (ohne Veränd. der Vorsorgeseres	-3.314,6	-19.836,6	-9.263,4	-4.497,0	1.160,9	-16.609,0
E018031	Betriebsergebnis nach Bewertung II (ohne Veränd. d	24.428,7	6.272,5	45.132,9	7.420,4	13.965,2	14.389,2
E018032	Ergebnis vor Steuern II (ohne Veränd. der Vorsorge	21.549,6	3.783,0	41.516,3	7.629,6	13.839,8	13.008,6
E018033	Jahresergebnis II (ohne Veränd. der Vorsorgesereserv	15.797,1	3.783,0	30.532,5	5.636,0	9.263,2	8.081,4

		61 / 72					
KURZNAME	Institutskurzname	25	26	27	28	29	30
BVNR	BV-Nr	23086	23089	23091	23094	23097	23098
E017101	Neutraler Ertrag Aperiod. Zinsertr. Vorfälligkeits	162,4	80,5	278,0	41,1	229,5	301,0
E017102	Neutraler Ertrag Aperiod. Erträge aus Spezialfonds	0,0	38,3	0,0	0,0	0,0	0,1
E017103	Neutraler Ertrag Sonstiger	1.234,8	374,1	1.323,3	629,1	419,4	227,9
E017199	Neutraler Ertrag insgesamt	1.397,2	492,9	1.601,3	670,2	648,9	529,0
E017201	Neutraler Aufwand Aperiod. Zinsaufw. Vorfälligkeits	28,4	1,8	0,0	0,0	0,0	15,3
E017202	Neutraler Aufwand Zuführ. zu den Pensionsrückstell	0,0	165,2	36,7	96,0	10,0	697,9
E017203	Neutraler Aufwand Sonstiger	1.328,3	852,0	1.824,9	3.859,1	1.713,9	1.707,7
E017299	Neutraler Aufwand insgesamt	1.356,7	1.019,0	1.861,6	3.955,1	1.723,9	2.420,9
E017311	Gewinnabhängige Steuern Körperschaftsteuer Bericht	1.214,5	618,8	2.297,4	1.582,2	789,4	3.100,0
E017312	Gewinnabhängige Steuern Körperschaftsteuer Erstatt	137,4	2,5	0,0	18,3	1,5	249,8
E017313	Gewinnabhängige Steuern Körperschaftsteuer Nachzah	0,0	30,0	0,0	294,3	0,0	407,8
E017321	Gewinnabhängige Steuern Gewerbeertragsteuer Berich	1.093,6	594,9	2.356,3	1.297,8	787,0	2.475,0
E017322	Gewinnabhängige Steuern Gewerbeertragsteuer Erstat	63,6	1,0	0,0	0,0	0,1	197,3
E017323	Gewinnabhängige Steuern Gewerbeertragsteuer Nachza	276,2	31,1	43,9	0,0	0,0	294,5
E017381	Gewinnabhängige Steuern Körperschaftsteuer insgesa	-1.077,1	-646,3	-2.297,4	-1.858,2	-787,9	-3.258,0
E017382	Gewinnabhängige Steuern Gewerbeertragsteuer insges	-1.306,2	-625,0	-2.400,2	-1.297,8	-786,9	-2.572,2
E017399	Gewinnabhängige Steuern insgesamt	-2.383,3	-1.271,3	-4.697,6	-3.156,0	-1.574,8	-5.830,2
E018001	Erfolgsspannenrechnung Zinsertrag	58.171,8	29.153,8	72.719,3	44.874,6	29.065,8	51.127,5
E018002	Erfolgsspannenrechnung Zinsaufwand	21.938,9	12.644,3	25.820,2	14.272,9	11.202,2	19.052,4
E018003	Erfolgsspannenrechnung Zinsüberschuss (inkl. Deriv	36.232,9	16.509,5	46.359,7	30.601,7	17.863,6	32.075,1
E018004	Erfolgsspannenrechnung Provisionsertrag	9.230,2	6.195,4	14.183,7	9.552,0	5.530,0	12.008,9
E018005	Erfolgsspannenrechnung Provisionsaufwand	451,3	282,9	966,0	322,6	350,8	405,3
E018006	Erfolgsspannenrechnung Provisionsüberschuss	8.778,9	5.912,5	13.217,7	9.229,4	5.179,2	11.600,6
E018007	Erfolgsspannenrechnung Sonstiger ordentlicher Ertr	214,4	195,3	1.381,9	301,5	240,1	365,4
E018008	Erfolgsspannenrechnung Ordentlicher Ertrag	8.993,3	6.107,8	14.599,6	9.530,9	5.419,3	11.966,0
E018009	Erfolgsspannenrechnung Personalaufwand	16.685,2	9.843,1	23.002,8	13.571,6	10.174,9	15.938,8
E018010	Erfolgsspannenrechnung Sachaufwand	11.469,1	5.836,3	15.913,0	10.495,9	6.118,9	11.060,5
E018011	Erfolgsspannenrechnung Verwaltungsaufwand	28.154,3	15.679,4	38.915,8	24.067,5	16.293,8	26.999,3
E018012	Erfolgsspannenrechnung Sonstiger ordentlicher Aufw	588,2	108,6	914,6	248,6	396,1	142,3
E018013	Erfolgsspannenrechnung Ordentlicher Aufwand	28.742,5	15.788,0	39.830,4	24.316,1	16.689,9	27.141,6
E018014	Erfolgsspannenrechnung Nettoergebnis aus Finanzges	0,0	0,0	0,0	0,0	0,0	0,0
E018015	Erfolgsspannenrechnung Betriebsergebnis vor Bewert	16.483,7	6.829,3	21.128,9	15.816,5	6.593,0	16.899,5
E018017	Erfolgsspannenrechnung Bewertungsergebnis Wertpapi	-7.952,9	-1.747,4	-1.930,4	13,0	-3,5	1.786,3
E018018	Erfolgsspannenrechnung Bewertungsergebnis Kredite	-2.154,5	276,1	315,8	-2.555,6	-3.323,9	502,5
E018019	Erfolgsspannenrechnung Veränderung der Vorsorgeres	15.474,1	-2.800,0	-9.000,0	0,0	0,0	-8.367,0
E018020	Erfolgsspannenrechnung Bewertungsergebnis sonstige	-367,7	-52,5	-3.982,2	0,0	0,0	-834,4
E018021	Erfolgsspannenrechnung Bewertungsergebnis insgesamt	4.999,0	-4.323,8	-14.596,8	-2.542,6	-3.327,4	-6.912,6
E018022	Erfolgsspannenrechnung Betriebsergebnis nach Bewer	21.482,7	2.505,5	6.532,1	13.273,9	3.265,6	9.986,9
E018023	Erfolgsspannenrechnung Neutrales Ergebnis Ertrag	1.397,2	492,9	1.601,3	670,2	648,9	529,0
E018024	Erfolgsspannenrechnung Neutrales Ergebnis Aufwand	1.356,7	1.019,0	1.861,6	3.955,1	1.723,9	2.420,9
E018025	Erfolgsspannenrechnung Neutrales Ergebnis (Saldo)	40,5	-526,1	-260,3	-3.284,9	-1.075,0	-1.891,9
E018026	Erfolgsspannenrechnung Ergebnis vor Steuern	21.523,2	1.979,4	6.271,8	9.989,0	2.190,6	8.095,0
E018027	Erfolgsspannenrechnung Gewinnabhängige Steuern (Sa	-2.383,3	-1.271,3	-4.697,6	-3.156,0	-1.574,8	-5.830,2
E018028	Erfolgsspannenrechnung Jahresergebnis	19.139,9	708,1	1.574,2	6.833,0	615,8	2.264,8
E018029	Erfolgsspannenrechnung Zinsergebnis aus Derivaten	0,0	0,0	-539,4	0,0	0,0	0,0
E018030	Bewertungsergebnis II (ohne Veränd. der Vorsorgeres	-10.475,1	-1.523,8	-5.596,8	-2.542,6	-3.327,4	1.454,4
E018031	Betriebsergebnis nach Bewertung II (ohne Veränd. d	6.008,6	5.305,5	15.532,1	13.273,9	3.265,6	18.353,9
E018032	Ergebnis vor Steuern II (ohne Veränd. der Vorsorge	6.049,1	4.779,4	15.271,8	9.989,0	2.190,6	16.462,0
E018033	Jahresergebnis II (ohne Veränd. der Vorsorgereserv	3.665,8	3.508,1	10.574,2	6.833,0	615,8	10.631,8

62 / 72

KURZNAME	Institutskurzname	31	32	33	34	35	36
BVNR	BV-Nr	23100	23104	23109	23111	25046	25150
E017101	Neutraler Ertrag Aperiod. Zinsertr. Vorfälligkeits	318,8	93,0	404,1	226,0	0,0	196,3
E017102	Neutraler Ertrag Aperiod. Erträge aus Spezialfonds	0,0	0,0	0,0	197,1	0,0	1,8
E017103	Neutraler Ertrag Sonstiger	2.673,0	2.661,0	1.818,0	2.308,4	1.704,4	2.133,8
E017199	Neutraler Ertrag insgesamt	2.991,8	2.754,0	2.222,1	2.731,5	1.704,4	2.331,9
E017201	Neutraler Aufwand Aperiod. Zinsaufw. Vorfälligkeit	0,0	3,1	0,0	0,0	0,0	0,0
E017202	Neutraler Aufwand Zuführ. zu den Pensionsrückstell	41,5	43,3	0,0	0,0	72,6	119,7
E017203	Neutraler Aufwand Sonstiger	4.687,3	1.714,0	2.825,6	4.497,3	4.069,3	5.261,3
E017299	Neutraler Aufwand insgesamt	4.728,8	1.760,4	2.825,6	4.497,3	4.141,9	5.381,0
E017311	Gewinnabhängige Steuern Körperschaftsteuer Bericht	2.349,2	2.807,6	3.307,9	3.107,1	1.323,8	3.502,2
E017312	Gewinnabhängige Steuern Körperschaftsteuer Erstatt	294,4	10,9	200,9	235,2	2,4	115,1
E017313	Gewinnabhängige Steuern Körperschaftsteuer Nachzah	0,1	124,1	0,1	584,3	0,0	0,0
E017321	Gewinnabhängige Steuern Gewerbeertragsteuer Berich	2.126,4	2.197,0	2.617,9	3.228,4	1.195,1	3.175,3
E017322	Gewinnabhängige Steuern Gewerbeertragsteuer Erstat	143,1	8,7	117,8	329,3	5,8	0,0
E017323	Gewinnabhängige Steuern Gewerbeertragsteuer Nachza	0,0	95,8	0,0	979,8	0,0	0,0
E017381	Gewinnabhängige Steuern Körperschaftsteuer insgesa	-2.054,9	-2.920,8	-3.107,1	-3.456,2	-1.321,4	-3.387,1
E017382	Gewinnabhängige Steuern Gewerbeertragsteuer insges	-1.983,3	-2.284,1	-2.500,1	-3.878,9	-1.189,3	-3.175,3
E017399	Gewinnabhängige Steuern insgesamt	-4.038,2	-5.204,9	-5.607,2	-7.335,1	-2.510,7	-6.562,4
E018001	Erfolgsspannenrechnung Zinsertrag	88.650,7	81.203,1	68.941,7	121.735,1	46.870,5	109.019,3
E018002	Erfolgsspannenrechnung Zinsaufwand	35.522,7	30.248,3	24.452,7	43.905,7	16.010,9	34.437,2
E018003	Erfolgsspannenrechnung Zinsüberschuss (inkl. Deriv	53.395,8	50.954,8	45.955,4	77.829,4	30.899,5	74.582,1
E018004	Erfolgsspannenrechnung Provisionsertrag	17.933,7	14.003,8	12.496,2	28.870,6	9.323,7	16.906,2
E018005	Erfolgsspannenrechnung Provisionsaufwand	633,5	617,6	459,4	1.422,8	521,4	750,6
E018006	Erfolgsspannenrechnung Provisionsüberschuss	17.300,2	13.386,2	12.036,8	27.447,8	8.802,3	16.155,6
E018007	Erfolgsspannenrechnung Sonstiger ordentlicher Ertr	2.901,0	320,9	740,2	3.933,8	547,9	1.471,8
E018008	Erfolgsspannenrechnung Ordentlicher Ertrag	20.201,2	13.707,1	12.777,0	31.381,6	9.350,2	17.627,4
E018009	Erfolgsspannenrechnung Personalaufwand	25.632,9	25.098,6	20.327,4	42.288,4	15.107,3	25.850,1
E018010	Erfolgsspannenrechnung Sachaufwand	16.892,4	15.669,9	15.869,3	30.833,8	10.689,3	16.200,8
E018011	Erfolgsspannenrechnung Verwaltungsaufwand	42.525,3	40.768,5	36.196,7	73.122,2	25.796,6	42.050,9
E018012	Erfolgsspannenrechnung Sonstiger ordentlicher Aufw	1.553,5	225,6	547,1	2.986,3	312,9	1.459,9
E018013	Erfolgsspannenrechnung Ordentlicher Aufwand	44.078,8	40.994,1	36.743,8	76.108,5	26.109,5	43.510,8
E018014	Erfolgsspannenrechnung Nettoergebnis aus Finanzges	0,0	0,0	0,0	0,0	2,7	19,1
E018015	Erfolgsspannenrechnung Betriebsergebnis vor Bewert	29.518,2	23.667,8	21.988,6	33.102,5	14.142,9	48.717,8
E018017	Erfolgsspannenrechnung Bewertungsergebnis Wertpapi	-6.768,5	-6.139,8	-7.055,0	-4.053,5	-5.068,2	-26.178,6
E018018	Erfolgsspannenrechnung Bewertungsergebnis Kredite	-2.286,2	1.004,1	6.073,1	-719,2	-1.022,4	497,3
E018019	Erfolgsspannenrechnung Veränderung der Vorsorgeseres	-11.500,0	-10.000,0	-14.350,0	-16.700,0	-2.650,0	-9.550,0
E018020	Erfolgsspannenrechnung Bewertungsergebnis sonstige	-170,4	-152,8	-430,5	-478,2	108,8	224,3
E018021	Erfolgsspannenrechnung Bewertungsergebnis insgesam	-20.725,1	-15.288,5	-15.762,4	-21.950,9	-8.631,8	-35.007,0
E018022	Erfolgsspannenrechnung Betriebsergebnis nach Bewer	8.793,1	8.379,3	6.226,2	11.151,6	5.511,1	13.710,8
E018023	Erfolgsspannenrechnung Neutrales Ergebnis Ertrag	2.991,8	2.754,0	2.222,1	2.731,5	1.704,4	2.331,9
E018024	Erfolgsspannenrechnung Neutrales Ergebnis Aufwand	4.728,8	1.760,4	2.825,6	4.497,3	4.141,9	5.381,0
E018025	Erfolgsspannenrechnung Neutrales Ergebnis (Saldo)	-1.737,0	993,6	-603,5	-1.765,8	-2.437,5	-3.049,1
E018026	Erfolgsspannenrechnung Ergebnis vor Steuern	7.056,1	9.372,9	5.622,7	9.385,8	3.073,6	10.661,7
E018027	Erfolgsspannenrechnung Gewinnabhängige Steuern (Sa	-4.038,2	-5.204,9	-5.607,2	-7.335,1	-2.510,7	-6.562,4
E018028	Erfolgsspannenrechnung Jahresergebnis	3.017,9	4.168,0	15,5	2.050,7	562,9	4.099,3
E018029	Erfolgsspannenrechnung Zinsergebnis aus Derivaten	267,8	0,0	1.466,4	0,0	39,9	0,0
E018030	Bewertungsergebnis II (ohne Veränd. der Vorsorgere	-9.225,1	-5.288,5	-1.412,4	-5.250,9	-5.981,8	-25.457,0
E018031	Betriebsergebnis nach Bewertung II (ohne Veränd. d	20.293,1	18.379,3	20.576,2	27.851,6	8.161,1	23.260,8
E018032	Ergebnis vor Steuern II (ohne Veränd. der Vorsorge	18.556,1	19.372,9	19.972,7	26.085,8	5.723,6	20.211,7
E018033	Jahresergebnis II (ohne Veränd. der Vorsorgesereserv	14.517,9	14.168,0	14.365,5	18.750,7	3.212,9	13.649,3

63 / 72

KURZNAME	Institutskurzname	37	38	39	40	41	42
BVNR	BV-Nr	25153	25156	25158	25167	25168	25174
E017101	Neutraler Ertrag Aperiod. Zinsertr. Vorfälligkeits	62,3	292,8	0,0	92,8	39,1	1.078,0
E017102	Neutraler Ertrag Aperiod. Erträge aus Spezialfonds	0,0	0,0	0,0	0,0	0,0	6,9
E017103	Neutraler Ertrag Sonstiger	417,3	3.475,3	7.613,8	454,1	667,5	8.059,5
E017199	Neutraler Ertrag insgesamt	479,6	3.768,1	7.613,8	546,9	706,6	9.144,4
E017201	Neutraler Aufwand Aperiod. Zinsaufw. Vorfälligkeit	0,0	0,0	0,0	0,0	7,1	36,4
E017202	Neutraler Aufwand Zuführ. zu den Pensionsrückstell	0,0	0,0	956,0	0,0	71,3	0,0
E017203	Neutraler Aufwand Sonstiger	2.215,5	2.992,4	12.185,9	821,3	599,4	11.600,9
E017299	Neutraler Aufwand insgesamt	2.215,5	2.992,4	13.141,9	821,3	677,8	11.637,3
E017311	Gewinnabhängige Steuern Körperschaftsteuer Bericht	3.175,8	3.170,3	12.570,1	1.053,0	582,5	11.845,1
E017312	Gewinnabhängige Steuern Körperschaftsteuer Erstatt	0,0	1.168,7	5.493,1	0,0	50,9	58,6
E017313	Gewinnabhängige Steuern Körperschaftsteuer Nachzah	484,5	590,4	1.593,9	40,0	0,0	267,8
E017321	Gewinnabhängige Steuern Gewerbeertragsteuer Berich	2.771,4	2.732,4	12.149,2	901,0	512,4	11.743,2
E017322	Gewinnabhängige Steuern Gewerbeertragsteuer Erstat	0,0	669,7	5.328,8	0,0	0,0	471,3
E017323	Gewinnabhängige Steuern Gewerbeertragsteuer Nachza	0,0	605,2	1.449,6	30,0	0,0	122,8
E017381	Gewinnabhängige Steuern Körperschaftsteuer insgesa	-3.660,3	-2.992,0	-8.670,9	-1.093,0	-531,6	-12.054,3
E017382	Gewinnabhängige Steuern Gewerbeertragsteuer insges	-2.771,4	-2.667,9	-8.270,0	-931,0	-512,4	-11.394,7
E017399	Gewinnabhängige Steuern insgesamt	-6.431,7	-5.259,9	-16.940,9	-2.024,0	-1.044,0	-23.449,0
E018001	Erfolgsspannenrechnung Zinsertrag	54.629,4	85.646,5	389.760,0	32.117,1	29.386,9	276.421,1
E018002	Erfolgsspannenrechnung Zinsaufwand	16.483,7	31.798,9	151.327,8	10.539,2	12.331,1	109.569,8
E018003	Erfolgsspannenrechnung Zinsüberschuss (inkl. Deriv	38.145,7	53.847,6	209.656,9	20.715,9	17.055,8	166.851,3
E018004	Erfolgsspannenrechnung Provisionsertrag	11.445,0	17.936,9	87.661,8	5.855,7	5.751,7	73.553,2
E018005	Erfolgsspannenrechnung Provisionsaufwand	435,6	808,1	6.867,7	212,9	402,0	3.052,0
E018006	Erfolgsspannenrechnung Provisionsüberschuss	11.009,4	17.128,8	80.794,1	5.642,8	5.349,7	70.501,2
E018007	Erfolgsspannenrechnung Sonstiger ordentlicher Ertr	1.348,9	1.228,6	5.551,0	127,6	257,3	5.268,5
E018008	Erfolgsspannenrechnung Ordentlicher Ertrag	12.358,3	18.357,4	86.345,1	5.770,4	5.607,0	75.769,7
E018009	Erfolgsspannenrechnung Personalaufwand	15.806,5	20.528,0	84.462,7	8.467,7	9.470,2	80.118,0
E018010	Erfolgsspannenrechnung Sachaufwand	11.026,8	22.297,2	92.010,1	5.645,7	6.313,1	75.584,7
E018011	Erfolgsspannenrechnung Verwaltungsaufwand	26.833,3	42.825,2	176.472,8	14.113,4	15.783,3	155.702,7
E018012	Erfolgsspannenrechnung Sonstiger ordentlicher Aufw	961,2	1.011,5	3.707,2	62,2	456,2	3.763,9
E018013	Erfolgsspannenrechnung Ordentlicher Aufwand	27.794,5	43.836,7	180.180,0	14.175,6	16.239,5	159.466,6
E018014	Erfolgsspannenrechnung Nettoergebnis aus Finanzges	-18,9	-949,4	-470,5	0,0	0,0	-220,6
E018015	Erfolgsspannenrechnung Betriebsergebnis vor Bewert	22.690,6	27.418,9	115.351,5	12.310,7	6.423,3	82.933,8
E018017	Erfolgsspannenrechnung Bewertungsergebnis Wertpapi	-1.484,7	-7.189,2	-20.030,6	-901,4	-3.184,8	-2.615,0
E018018	Erfolgsspannenrechnung Bewertungsergebnis Kredite	-3.340,7	-1.767,4	-5.240,0	-2.610,5	230,9	3.976,3
E018019	Erfolgsspannenrechnung Veränderung der Vorsorgeseres	-8.000,0	-13.102,0	-45.250,0	-6.000,0	-1.100,0	-45.000,0
E018020	Erfolgsspannenrechnung Bewertungsergebnis sonstige	171,2	623,9	-3.526,4	0,0	-1,3	-564,3
E018021	Erfolgsspannenrechnung Bewertungsergebnis insgesamt	-12.654,2	-21.434,7	-74.047,0	-9.511,9	-4.055,2	-44.203,0
E018022	Erfolgsspannenrechnung Betriebsergebnis nach Bewer	10.036,4	5.984,2	41.304,5	2.798,8	2.368,1	38.730,8
E018023	Erfolgsspannenrechnung Neutrales Ergebnis Ertrag	479,6	3.768,1	7.613,8	546,9	706,6	9.144,4
E018024	Erfolgsspannenrechnung Neutrales Ergebnis Aufwand	2.215,5	2.992,4	13.141,9	821,3	677,8	11.637,3
E018025	Erfolgsspannenrechnung Neutrales Ergebnis (Saldo)	-1.735,9	775,7	-5.528,1	-274,4	28,8	-2.492,9
E018026	Erfolgsspannenrechnung Ergebnis vor Steuern	8.300,5	6.759,9	35.776,4	2.524,4	2.396,9	36.237,9
E018027	Erfolgsspannenrechnung Gewinnabhängige Steuern (Sa	-6.431,7	-5.259,9	-16.940,9	-2.024,0	-1.044,0	-23.449,0
E018028	Erfolgsspannenrechnung Jahresergebnis	1.868,8	1.500,0	18.835,5	500,4	1.352,9	12.788,9
E018029	Erfolgsspannenrechnung Zinsergebnis aus Derivaten	0,0	0,0	-28.775,3	-862,0	0,0	0,0
E018030	Bewertungsergebnis II (ohne Veränd. der Vorsorgeseres	-4.654,2	-8.332,7	-28.797,0	-3.511,9	-2.955,2	797,0
E018031	Betriebsergebnis nach Bewertung II (ohne Veränd. d	18.036,4	19.086,2	86.554,5	8.798,8	3.468,1	83.730,8
E018032	Ergebnis vor Steuern II (ohne Veränd. der Vorsorge	16.300,5	19.861,9	81.026,4	8.524,4	3.496,9	81.237,9
E018033	Jahresergebnis II (ohne Veränd. der Vorsorgesereserv	9.868,8	14.602,0	64.085,5	6.500,4	2.452,9	57.788,9

KURZNAME	Institutskurzname	43	44	45	46	47
BVNR	BV-Nr	25176	25181	25183	25189	25193
E017101	Neutraler Ertrag Aperiod. Zinsertr. Vorfälligkeits	226,7	208,1	224,2	44,5	0,0
E017102	Neutraler Ertrag Aperiod. Erträge aus Spezialfonds	0,0	0,0	0,0	0,0	0,0
E017103	Neutraler Ertrag Sonstiger	2.475,6	942,4	1.492,6	2.131,6	828,5
E017199	Neutraler Ertrag insgesamt	2.702,3	1.150,5	1.716,8	2.176,1	828,5
E017201	Neutraler Aufwand Aperiod. Zinsaufw. Vorfälligkeit	0,0	0,0	2,2	0,0	0,0
E017202	Neutraler Aufwand Zuführ. zu den Pensionsrückstell	0,0	121,7	0,0	0,0	0,0
E017203	Neutraler Aufwand Sonstiger	4.421,0	1.521,7	2.817,6	3.133,4	1.486,7
E017299	Neutraler Aufwand insgesamt	4.421,0	1.643,4	2.819,8	3.133,4	1.486,7
E017311	Gewinnabhängige Steuern Körperschaftsteuer Bericht	5.359,5	2.077,7	3.703,9	4.887,3	2.482,7
E017312	Gewinnabhängige Steuern Körperschaftsteuer Erstatt	0,0	0,0	0,0	1.043,2	0,0
E017313	Gewinnabhängige Steuern Körperschaftsteuer Nachzah	506,5	153,5	0,0	798,4	0,0
E017321	Gewinnabhängige Steuern Gewerbeertragsteuer Berich	5.692,7	1.769,9	3.585,3	4.377,7	2.168,1
E017322	Gewinnabhängige Steuern Gewerbeertragsteuer Erstat	87,2	0,0	0,0	732,7	0,0
E017323	Gewinnabhängige Steuern Gewerbeertragsteuer Nachza	387,0	129,6	0,0	330,5	231,1
E017381	Gewinnabhängige Steuern Körperschaftsteuer insgesa	-5.866,0	-2.231,2	-3.703,9	-4.642,5	-2.482,7
E017382	Gewinnabhängige Steuern Gewerbeertragsteuer insges	-5.992,5	-1.899,5	-3.585,3	-3.975,5	-2.399,2
E017399	Gewinnabhängige Steuern insgesamt	-11.858,5	-4.130,7	-7.289,2	-8.618,0	-4.881,9
E018001	Erfolgsspannenrechnung Zinsertrag	112.403,6	53.277,3	87.840,9	105.884,0	72.894,5
E018002	Erfolgsspannenrechnung Zinsaufwand	38.360,1	15.221,2	32.235,9	39.062,0	27.813,5
E018003	Erfolgsspannenrechnung Zinsüberschuss (inkl. Deriv	73.225,6	33.885,3	53.649,2	63.917,9	45.488,1
E018004	Erfolgsspannenrechnung Provisionsertrag	22.925,3	13.667,2	18.033,3	20.899,5	14.662,1
E018005	Erfolgsspannenrechnung Provisionsaufwand	2.043,3	655,5	674,8	1.775,0	439,3
E018006	Erfolgsspannenrechnung Provisionsüberschuss	20.882,0	13.011,7	17.358,5	19.124,5	14.222,8
E018007	Erfolgsspannenrechnung Sonstiger ordentlicher Ertr	5.380,5	655,4	892,6	1.986,6	1.098,2
E018008	Erfolgsspannenrechnung Ordentlicher Ertrag	26.262,5	13.667,1	18.251,1	21.111,1	15.321,0
E018009	Erfolgsspannenrechnung Personalaufwand	21.477,0	19.683,2	27.784,8	31.116,1	20.568,0
E018010	Erfolgsspannenrechnung Sachaufwand	36.211,2	12.292,1	17.382,1	22.894,9	18.688,5
E018011	Erfolgsspannenrechnung Verwaltungsaufwand	57.688,2	31.975,3	45.166,9	54.011,0	39.256,5
E018012	Erfolgsspannenrechnung Sonstiger ordentlicher Aufw	966,9	320,6	1.008,6	1.323,7	529,5
E018013	Erfolgsspannenrechnung Ordentlicher Aufwand	58.655,1	32.295,9	46.175,5	55.334,7	39.786,0
E018014	Erfolgsspannenrechnung Nettoergebnis aus Finanzges	-157,5	18,1	-373,7	0,0	-37,1
E018015	Erfolgsspannenrechnung Betriebsergebnis vor Bewert	40.675,5	15.274,6	25.351,1	29.694,3	20.986,0
E018017	Erfolgsspannenrechnung Bewertungsergebnis Wertpapi	-11.005,4	38,6	-13.720,5	-1.416,0	-11.951,5
E018018	Erfolgsspannenrechnung Bewertungsergebnis Kredite	5.414,2	-2.822,4	83,1	-252,4	-1.557,4
E018019	Erfolgsspannenrechnung Veränderung der Vorsorgeseres	-17.000,0	-7.000,0	-2.000,0	-17.000,0	-1.300,0
E018020	Erfolgsspannenrechnung Bewertungsergebnis sonstige	-2.621,5	-0,6	-198,1	-460,2	0,0
E018021	Erfolgsspannenrechnung Bewertungsergebnis insgesamt	-25.212,7	-9.784,4	-15.835,5	-19.128,6	-14.808,9
E018022	Erfolgsspannenrechnung Betriebsergebnis nach Bewer	15.462,8	5.490,2	9.515,6	10.565,7	6.177,1
E018023	Erfolgsspannenrechnung Neutrales Ergebnis Ertrag	2.702,3	1.150,5	1.716,8	2.176,1	828,5
E018024	Erfolgsspannenrechnung Neutrales Ergebnis Aufwand	4.421,0	1.643,4	2.819,8	3.133,4	1.486,7
E018025	Erfolgsspannenrechnung Neutrales Ergebnis (Saldo)	-1.718,7	-492,9	-1.103,0	-957,3	-658,2
E018026	Erfolgsspannenrechnung Ergebnis vor Steuern	13.744,1	4.997,3	8.412,6	9.608,4	5.518,9
E018027	Erfolgsspannenrechnung Gewinnabhängige Steuern (Sa	-11.858,5	-4.130,7	-7.289,2	-8.618,0	-4.881,9
E018028	Erfolgsspannenrechnung Jahresergebnis	1.885,6	866,6	1.123,4	990,4	637,0
E018029	Erfolgsspannenrechnung Zinsergebnis aus Derivaten	-817,9	-4.170,8	-1.955,8	-2.904,1	407,1
E018030	Bewertungsergebnis II (ohne Veränd. der Vorsorgesere	-8.212,7	-2.784,4	-13.835,5	-2.128,6	-13.508,9
E018031	Betriebsergebnis nach Bewertung II (ohne Veränd. d	32.462,8	12.490,2	11.515,6	27.565,7	7.477,1
E018032	Ergebnis vor Steuern II (ohne Veränd. der Vorsorge	30.744,1	11.997,3	10.412,6	26.608,4	6.818,9
E018033	Jahresergebnis II (ohne Veränd. der Vorsorgesereserv	18.885,6	7.866,6	3.123,4	17.990,4	1.937,0

65 / 72

KURZNAME	Institutskurzname	1	2	3	4	5	6
BVNR	BV-Nr	21002	21004	21007	21010	21015	21016
E018101	Zinsertrag in v.H. der DBS	4,04	4,02	4,04	4,04	3,71	4,02
E018102	Zinsaufwand in v.H. der DBS	1,27	1,25	1,36	1,57	1,62	1,28
E018103	Zinsüberschuss (einschl. Deriv.) %DBS	2,77	2,55	2,67	2,51	2,10	2,68
E018104	Provisionsertrag in v.H. der DBS	0,68	0,82	0,75	0,91	0,80	0,83
E018105	Provisionsaufwand in v.H. der DBS	0,04	0,04	0,04	0,04	0,05	0,05
E018106	Provisionsüberschuss in v.H. der DBS	0,64	0,78	0,71	0,86	0,75	0,78
E018107	sonst. ordentlicher Ertrag in % der DBS	0,03	0,03	0,04	0,07	0,02	0,05
E018108	ordentlicher Ertrag in v.H. der DBS	0,67	0,81	0,74	0,94	0,77	0,83
E018109	Personalaufwand in v.H. der DBS	1,24	1,32	1,43	0,94	1,33	1,29
E018110	Sachaufwand in v.H. der DBS	0,99	0,93	0,92	0,96	0,90	0,82
E018111	Verwaltungsaufwand in v.H. der DBS	2,22	2,25	2,35	1,89	2,23	2,11
E018112	sonst. ordentlicher Aufwand in % der DBS	0,02	0,04	0,00	0,06	0,01	0,01
E018113	ordentlicher Aufwand in v.H. der DBS	2,24	2,29	2,35	1,95	2,24	2,13
E018114	Nettoerg. aus Finanzgesch. in % der DBS	0,00	0,00	0,00	0,00	0,00	0,00
E018115	Betriebserg. vor Bewertung in % der DBS	1,20	1,08	1,07	1,50	0,63	1,39
E018117	Bew.erg. WPgeschäft in v.H. der DBS	-0,08	-0,02	-0,21	0,01	0,34	-0,07
E018118	Bew.erg. Kreditgeschäft in v.H. der DBS	0,00	-0,26	-0,08	-0,47	-0,48	-0,26
E018119	Bew.erg. Veränd. der Vors.res. in % der	-0,49	-0,29	-0,26	-0,64	-0,22	-0,44
E018120	Bew.erg. sonstige in v.H. der DBS	0,00	0,00	0,00	0,00	0,00	-0,01
E018121	Bew.erg. (Saldo) in v.H. der DBS	-0,57	-0,57	-0,55	-1,10	-0,36	-0,79
E018122	Betriebserg. nach Bewertung in % der DBS	0,63	0,51	0,52	0,40	0,28	0,60
E018123	Neutrales Ergebnis Ertrag in % der DBS	0,13	0,04	0,09	0,14	0,06	0,11
E018124	Neutrales Ergebnis Aufwand in % der DBS	0,15	0,23	0,17	0,17	0,08	0,14
E018125	Neutrales Ergebnis in v.H. der DBS	-0,03	-0,19	-0,07	-0,03	-0,02	-0,04
E018126	Ergebnis vor Steuern in v.H. der DBS	0,60	0,32	0,44	0,38	0,25	0,56
E018127	Gewinnabh. Steuern (Saldo) %DBS	-0,33	-0,22	-0,23	-0,23	-0,09	-0,28
E018128	Jahresergebnis in v.H. der DBS	0,27	0,10	0,21	0,14	0,17	0,28
E018129	Zinsergebnis aus Derivaten in % der DBS	0,00	-0,22	0,00	0,04	0,00	-0,06
E018203	Zinsüberschuss - Kundengeschäft	59.091,5	14.970,4	23.546,0	61.049,6	13.577,0	44.147,3
E018206	Provisionsüberschuss (= 01.8006)	15.735,6	4.594,7	6.771,5	24.294,4	5.114,9	14.101,5
E018211	Verwaltungsaufwand - Kundengeschäft	51.893,5	12.512,5	21.391,6	50.558,7	14.457,7	36.082,0
E018214	Nettoerg. aus Finanzgesch. - Kundengesch.	0,0	0,0	0,0	0,0	0,0	0,0
E018215	Betriebserg. vor Bew. - Kundengeschäft	22.933,7	7.052,7	8.925,9	34.785,3	4.234,2	22.166,8
E018218	Bew.erg. Kredite (= 01.8018)	37,0	-1.504,3	-748,8	-13.287,2	-3.295,2	-4.694,7
E018222	Betriebserg. nach Bew. - Kundengesch.	22.970,7	5.548,4	8.177,1	21.498,1	939,0	17.472,1
E018403	Zinsüberschuss - Eigengeschäft	5.492,0	-1.102,1	1.145,8	4.726,9	70,0	1.725,1
E018411	Verwaltungsaufwand - Eigengeschäft	2.731,2	658,6	1.125,9	2.661,0	760,9	1.899,1
E018414	Nettoerg. aus Finanzgesch. - Eigengeschäft	0,0	0,0	0,0	0,6	0,0	0,0
E018415	Betriebserg. vor Bewertung - Eigengeschäft	3.065,5	-1.822,7	346,6	2.536,3	-590,7	412,2
E018417	Bew.erg. Wertpapiergeschäft (= 01.8017)	-2.062,4	-114,6	-2.034,2	394,4	2.353,1	-1.269,7
E018420	Bew.erg. sonstige (= 01.8020)	78,1	0,0	-2,6	-2,2	0,0	-207,9
E018422	Betriebserg. nach Bew. - Eigengeschäft	1.081,2	-1.937,3	-1.690,2	2.928,5	1.762,4	-1.065,4
E019001	ROI Aufwandsfaktor	0,95	0,95	0,95	0,95	0,95	0,95
E019002	ROI Aufwandsfaktor Eigengeschäft (0,05)	0,05	0,05	0,05	0,05	0,05	0,05

		70 / 72					
KURZNAME	Institutskurzname	31	32	33	34	35	36
BVNR	BV-Nr	23100	23104	23109	23111	25046	25150
E018101	Zinsertrag in v.H. der DBS	3,94	4,10	3,85	3,39	3,55	4,15
E018102	Zinsaufwand in v.H. der DBS	1,58	1,53	1,37	1,22	1,21	1,31
E018103	Zinsüberschuss (einschl. Deriv.) %DBS	2,38	2,57	2,57	2,17	2,34	2,84
E018104	Provisionsertrag in v.H. der DBS	0,80	0,71	0,70	0,81	0,71	0,64
E018105	Provisionsaufwand in v.H. der DBS	0,03	0,03	0,03	0,04	0,04	0,03
E018106	Provisionsüberschuss in v.H. der DBS	0,77	0,68	0,67	0,77	0,67	0,62
E018107	sonst. ordentlicher Ertrag in % der DBS	0,13	0,02	0,04	0,11	0,04	0,06
E018108	ordentlicher Ertrag in v.H. der DBS	0,90	0,69	0,71	0,88	0,71	0,67
E018109	Personalaufwand in v.H. der DBS	1,14	1,27	1,14	1,18	1,14	0,98
E018110	Sachaufwand in v.H. der DBS	0,75	0,79	0,89	0,86	0,81	0,62
E018111	Verwaltungsaufwand in v.H. der DBS	1,89	2,06	2,02	2,04	1,95	1,60
E018112	sonst. ordentlicher Aufwand in % der DBS	0,07	0,01	0,03	0,08	0,02	0,06
E018113	ordentlicher Aufwand in v.H. der DBS	1,96	2,07	2,05	2,12	1,98	1,66
E018114	Nettoerg. aus Finanzgesch. in % der DBS	0,00	0,00	0,00	0,00	0,00	0,00
E018115	Betriebserg. vor Bewertung in % der DBS	1,31	1,20	1,23	0,92	1,07	1,86
E018117	Bew.erg. WPgeschäft in v.H. der DBS	-0,20	-0,21	-0,29	-0,11	-0,28	-1,00
E018118	Bew.erg. Kreditgeschäft in v.H. der DBS	-0,10	0,05	0,34	-0,02	-0,08	0,02
E018119	Bew.erg. Veränd. der Vors.res. in % der	-0,51	-0,51	-0,80	-0,47	-0,20	-0,36
E018120	Bew.erg. sonstige in v.H. der DBS	-0,01	-0,01	-0,02	-0,01	0,01	0,01
E018121	Bew.erg. (Saldo) in v.H. der DBS	-0,92	-0,77	-0,88	-0,61	-0,65	-1,33
E018122	Betriebserg. nach Bewertung in % der DBS	0,39	0,42	0,35	0,31	0,42	0,52
E018123	Neutrales Ergebnis Ertrag in % der DBS	0,13	0,14	0,12	0,08	0,13	0,09
E018124	Neutrales Ergebnis Aufwand in % der DBS	0,21	0,09	0,16	0,13	0,31	0,20
E018125	Neutrales Ergebnis in v.H. der DBS	-0,08	0,05	-0,03	-0,05	-0,18	-0,12
E018126	Ergebnis vor Steuern in v.H. der DBS	0,31	0,47	0,31	0,26	0,23	0,41
E018127	Gewinnabh. Steuern (Saldo) %DBS	-0,18	-0,26	-0,31	-0,20	-0,19	-0,25
E018128	Jahresergebnis in v.H. der DBS	0,13	0,21	0,00	0,06	0,04	0,16
E018129	Zinsergebnis aus Derivaten in % der DBS	0,01	0,00	0,08	0,00	0,00	0,00
E018203	Zinsüberschuss - Kundengeschäft	43.392,8	40.491,7	33.689,6	64.586,9	21.649,5	62.390,6
E018206	Provisionsüberschuss (= 01.8006)	17.300,2	13.386,2	12.036,8	27.447,8	8.802,3	16.155,6
E018211	Verwaltungsaufwand - Kundengeschäft	40.399,0	38.730,1	34.386,9	69.466,1	24.506,8	39.948,4
E018214	Nettoerg. aus Finanzgesch. - Kundengesch.	0,0	0,0	0,0	0,0	2,7	-0,1
E018215	Betriebserg. vor Bew. - Kundengeschäft	20.293,9	15.147,9	11.339,6	22.568,6	5.947,7	38.597,7
E018218	Bew.erg. Kredite (= 01.8018)	-2.286,2	1.004,1	6.073,1	-719,2	-1.022,4	497,3
E018222	Betriebserg. nach Bew. - Kundengesch.	18.007,7	16.152,0	17.412,7	21.849,4	4.925,3	39.095,0
E018403	Zinsüberschuss - Eigengeschäft	6.472,3	6.492,7	8.927,7	9.919,4	7.719,8	7.880,1
E018411	Verwaltungsaufwand - Eigengeschäft	2.126,3	2.038,4	1.809,8	3.656,1	1.289,8	2.102,5
E018414	Nettoerg. aus Finanzgesch. - Eigengeschäft	0,0	0,0	0,0	0,0	0,0	19,2
E018415	Betriebserg. vor Bewertung - Eigengeschäft	5.693,6	4.549,6	7.310,9	7.210,8	6.665,0	5.808,7
E018417	Bew.erg. Wertpapiergeschäft (= 01.8017)	-6.768,5	-6.139,8	-7.055,0	-4.053,5	-5.068,2	-26.178,6
E018420	Bew.erg. sonstige (= 01.8020)	-170,4	-152,8	-430,5	-478,2	108,8	224,3
E018422	Betriebserg. nach Bew. - Eigengeschäft	-1.245,3	-1.743,0	-174,6	2.679,1	1.705,6	-20.145,6
E019001	ROI Aufwandsfaktor	0,95	0,95	0,95	0,95	0,95	0,95
E019002	ROI Aufwandsfaktor Eigengeschäft (0,05)	0,05	0,05	0,05	0,05	0,05	0,05

72 / 72

KURZNAME	Institutskurzname	43	44	45	46	47
BVNR	BV-Nr	25176	25181	25183	25189	25193
E018101	Zinsertrag in v.H. der DBS	3,62	3,91	3,46	3,27	3,64
E018102	Zinsaufwand in v.H. der DBS	1,24	1,12	1,27	1,21	1,39
E018103	Zinsüberschuss (einschl. Deriv.) %DBS	2,36	2,48	2,11	1,97	2,27
E018104	Provisionsertrag in v.H. der DBS	0,74	1,00	0,71	0,64	0,73
E018105	Provisionsaufwand in v.H. der DBS	0,07	0,05	0,03	0,05	0,02
E018106	Provisionsüberschuss in v.H. der DBS	0,67	0,95	0,68	0,59	0,71
E018107	sonst. ordentlicher Ertrag in % der DBS	0,17	0,05	0,04	0,06	0,05
E018108	ordentlicher Ertrag in v.H. der DBS	0,85	1,00	0,72	0,65	0,77
E018109	Personalaufwand in v.H. der DBS	0,69	1,44	1,09	0,96	1,02
E018110	Sachaufwand in v.H. der DBS	1,17	0,90	0,68	0,71	0,93
E018111	Verwaltungsaufwand in v.H. der DBS	1,86	2,34	1,78	1,67	1,96
E018112	sonst. ordentlicher Aufwand in % der DBS	0,03	0,02	0,04	0,04	0,03
E018113	ordentlicher Aufwand in v.H. der DBS	1,89	2,37	1,82	1,71	1,99
E018114	Nettoerg. aus Finanzgesch. in % der DBS	-0,01	0,00	-0,01	0,00	0,00
E018115	Betriebserg. vor Bewertung in % der DBS	1,31	1,12	1,00	0,92	1,05
E018117	Bew.erg. WPgeschäft in v.H. der DBS	-0,35	0,00	-0,54	-0,04	-0,60
E018118	Bew.erg. Kreditgeschäft in v.H. der DBS	0,17	-0,21	0,00	-0,01	-0,08
E018119	Bew.erg. Veränd. der Vors.res. in % der	-0,55	-0,51	-0,08	-0,52	-0,06
E018120	Bew.erg. sonstige in v.H. der DBS	-0,08	0,00	-0,01	-0,01	0,00
E018121	Bew.erg. (Saldo) in v.H. der DBS	-0,81	-0,72	-0,62	-0,59	-0,74
E018122	Betriebserg. nach Bewertung in % der DBS	0,50	0,40	0,37	0,33	0,31
E018123	Neutrales Ergebnis Ertrag in % der DBS	0,09	0,08	0,07	0,07	0,04
E018124	Neutrales Ergebnis Aufwand in % der DBS	0,14	0,12	0,11	0,10	0,07
E018125	Neutrales Ergebnis in v.H. der DBS	-0,06	-0,04	-0,04	-0,03	-0,03
E018126	Ergebnis vor Steuern in v.H. der DBS	0,44	0,37	0,33	0,30	0,28
E018127	Gewinnabh. Steuern (Saldo) %DBS	-0,38	-0,30	-0,29	-0,27	-0,24
E018128	Jahresergebnis in v.H. der DBS	0,06	0,06	0,04	0,03	0,03
E018129	Zinsergebnis aus Derivaten in % der DBS	-0,03	-0,31	-0,08	-0,09	0,02
E018203	Zinsüberschuss - Kundengeschäft	54.065,6	33.617,0	42.145,6	48.263,0	36.765,1
E018206	Provisionsüberschuss (= 01.8006)	20.882,0	13.011,7	17.358,5	19.124,5	14.222,8
E018211	Verwaltungsaufwand - Kundengeschäft	54.803,8	30.376,5	42.908,6	51.310,5	37.293,7
E018214	Nettoerg. aus Finanzgesch. - Kundengesch.	0,0	18,1	-0,4	0,0	-2,4
E018215	Betriebserg. vor Bew. - Kundengeschäft	20.143,8	16.270,2	16.595,1	16.077,0	13.691,8
E018218	Bew.erg. Kredite (= 01.8018)	5.414,2	-2.822,4	83,1	-252,4	-1.557,4
E018222	Betriebserg. nach Bew. - Kundengesch.	25.558,0	13.447,8	16.678,2	15.824,6	12.134,4
E018403	Zinsüberschuss - Eigengeschäft	15.361,6	-1.138,0	7.753,4	12.785,1	6.918,8
E018411	Verwaltungsaufwand - Eigengeschäft	2.884,4	1.598,8	2.258,3	2.700,6	1.962,8
E018414	Nettoerg. aus Finanzgesch. - Eigengeschäft	-157,5	0,0	-373,3	0,0	-34,7
E018415	Betriebserg. vor Bewertung - Eigengeschäft	16.733,3	-2.401,9	5.005,7	10.747,4	5.489,9
E018417	Bew.erg. Wertpapiergeschäft (= 01.8017)	-11.005,4	38,6	-13.720,5	-1.416,0	-11.951,5
E018420	Bew.erg. sonstige (= 01.8020)	-2.621,5	-0,6	-198,1	-460,2	0,0
E018422	Betriebserg. nach Bew. - Eigengeschäft	3.106,4	-2.363,9	-8.912,9	8.871,2	-6.461,6
E019001	ROI Aufwandsfaktor	0,95	0,95	0,95	0,95	0,95
E019002	ROI Aufwandsfaktor Eigengeschäft (0,05)	0,05	0,05	0,05	0,05	0,05

8.3 Bank's 2011 outsourcing values

1_1

	Durchschnittsbilanzsumme	Gesamtaufwand Outsourcing-Maßnahmen (einschl. RZ)								
		insgesamt	Stabsbereich und Verwaltung, Marktunterstützung sowie Hilfsbereich						RZ-Aufwand	
			insgesamt	in % Spalte 0102	in % Spalte 0102			insgesamt	in % Spalte 0102	
					Stabsbereich und Verwaltung	Marktunterstützung	Hilfsbereich			
										TEUR
0101	0102	0103	0104	0105	0106	0107	0108	0109		
1	2.496.334	6.214,1	2.605,9	41,94	5,13	29,99	6,82	3.608,2	58,06	
2	571.364	1.409,7	427,8	30,35	3,16	14,58	12,61	981,9	69,65	
3	986.887	2.939,3	1.104,0	37,56	5,01	21,02	11,52	1.835,3	62,44	
4	2.798.803	8.682,2	4.696,5	54,09	5,58	37,25	11,26	3.985,7	45,91	
5	671.289	1.615,3	316,7	19,61	4,95	6,96	7,70	1.298,6	80,39	
6	1.758.737	3.801,7	1.115,1	29,33	4,61	14,69	10,02	2.686,6	70,67	
7	600.919	1.308,2	182,8	13,97	3,00	9,52	1,44	1.125,4	86,03	
8	581.216	1.486,8	348,7	23,45	4,30	9,30	9,86	1.138,1	76,55	
9	513.564	1.204,0	288,8	23,99	0,65	11,54	11,79	915,2	76,01	
10	1.146.046	2.679,4	534,8	19,96	2,76	9,86	7,33	2.144,6	80,04	
11	816.154	2.321,5	856,9	36,91	5,70	15,26	15,95	1.464,6	63,09	
12	698.233	1.549,2	458,2	29,58	3,20	19,96	6,42	1.091,0	70,42	
13	981.425	2.418,5	1.008,7	41,71	9,96	17,96	13,79	1.409,8	58,29	
14	9.734.336	12.193,1	2.994,7	24,56		15,16	9,40	9.198,4	75,44	
15	459.879	1.255,6	477,7	38,05	10,59	19,75	7,70	777,9	61,95	
16	1.322.185	4.018,8	1.787,3	44,47	4,08	24,82	15,59	2.231,5	55,53	
17	1.349.363	3.867,6	1.663,5	43,01	13,79	14,47	14,75	2.204,1	56,99	
18	2.290.381	4.608,0	1.628,2	35,33	10,49	16,19	8,66	2.979,8	64,67	
19	1.425.576	3.591,7	1.482,6	41,28	4,55	27,79	8,93	2.109,1	58,72	
20	1.419.874	2.692,0	697,1	25,90	7,29	9,67	8,93	1.994,9	74,10	
21	2.596.271	3.694,5	953,4	25,81	2,54	6,99	16,28	2.741,1	74,19	
22	893.692	1.769,2	506,5	28,63	5,58	4,80	18,25	1.262,7	71,37	
23	1.170.021	2.311,8	571,0	24,70	6,54	6,01	12,15	1.740,8	75,30	
24	2.174.976	4.615,9	1.163,4	25,20	0,22	8,96	16,02	3.452,5	74,80	
25	1.391.918	3.207,9	969,0	30,21	5,29	10,87	14,04	2.238,9	69,79	
26	738.245	1.746,0	531,7	30,45	7,38	12,18	10,89	1.214,3	69,55	
27	1.930.137	4.188,7	1.014,4	24,22	3,79	10,48	9,95	3.174,3	75,78	
28	1.237.151	3.610,3	1.529,0	42,35	11,45	24,81	6,09	2.081,3	57,65	
29	751.169	1.491,3	588,2	39,44	6,50	20,43	12,51	903,1	60,56	
30	1.283.122	2.348,6	588,3	25,05	4,26	10,12	10,67	1.760,3	74,95	
31	2.197.515	5.224,1	2.129,5	40,76	4,85	11,08	24,83	3.094,6	59,24	
32	2.025.438	5.229,2	1.911,7	36,56	5,78	18,35	12,42	3.317,5	63,44	
33	1.707.488	5.162,7	1.970,3	38,16	11,15	19,82	7,20	3.192,4	61,84	
34	3.833.873	8.593,7	3.535,9	41,19	7,22	25,64	8,33	5.047,9	58,81	
35	1.312.646	3.686,3	2.018,3	54,75	37,41	8,05	9,29	1.668,0	45,25	
36	2.857.529	4.334,0	879,6	20,30	0,26	6,97	13,06	3.454,4	79,70	
37	1.425.215	3.555,7	1.664,0	46,80	28,25	11,44	7,11	1.891,7	53,20	
38	2.263.601	7.527,7	4.630,2	61,51	21,08	32,80	7,63	2.897,5	38,49	
39	11.166.010	36.477,6	25.935,6	71,10	4,45	54,99	11,66	10.542,0	28,90	
40	806.911	1.835,1	688,5	37,52	14,60	18,54	4,38	1.146,6	62,48	
41	824.693	1.920,6	605,0	31,50	4,44	15,33	11,73	1.315,6	68,50	
42	8.604.319	18.787,6	10.375,6	55,23	35,57	7,26	12,40	8.412,0	44,77	
43	3.123.013	15.067,5	11.361,6	75,40	18,41	51,36	5,63	3.705,9	24,60	
44	1.343.042	3.449,3	964,8	27,97	1,48	14,30	12,20	2.484,5	72,03	
45	2.589.896	4.639,9	1.842,7	39,71	14,23	12,43	13,05	2.797,2	60,29	
46	3.129.832	6.072,0	2.419,1	39,84	4,09	12,01	23,74	3.652,9	60,16	
47	1.913.110	7.538,8	4.812,1	63,83	16,91	41,98	4,95	2.726,7	36,17	

2_1

Berichts- jahr	Gesamtaufwand Outsourcing-Maßnahmen (ohne RZ)					Verwaltungsaufwand gem. Wertbereich					
	Veränderung gegenüber Vorjahr		in % der DBS		in % der DBS	Out- sour- cing in % Verw. auf- wand	Sachaufwand		Personal- aufwand		
	TEUR	in %	Ber.- jahr	Verän- derung gg. Vorjahr in %- Punkten			in % der DBS	Verän- derung gg. VJ in %- Punkten der DBS	in % der DBS	Verän- derung gg. VJ in %- Punkten der DBS	
	0201	0202	0203	0204	0205	0206	0207	0208	0209	0210	0211
1	2.606,9	-300,8	-10,36	0,104	-0,014	2,176	4,8	0,941	-0,044	1,234	-0,003
2	427,8	-25,0	-5,52	0,075	-0,002	2,315	3,2	0,916	-0,011	1,398	0,076
3	1.104,0	-10,4	-0,93	0,112	-0,004	2,234	5,0	0,849	-0,069	1,385	-0,043
4	4.696,5	-560,0	-10,65	0,168	-0,019	1,878	8,9	0,945	-0,013	0,933	-0,002
5	316,7	-7,6	-2,34	0,047		2,198	2,1	0,825	-0,075	1,373	0,045
6	1.115,1	31,0	2,86	0,063	0,003	2,123	3,0	0,815	-0,010	1,309	0,021
7	182,8	22,6	14,11	0,030	0,003	2,047	1,5	0,821	-0,025	1,226	-0,005
8	349,7	-2,6	-0,74	0,060	0,003	2,079	2,9	0,916	0,005	1,163	0,038
9	298,9	-107,4	-27,11	0,056	-0,021	2,263	2,5	0,993	-0,003	1,371	-0,018
10	534,8	11,8	2,26	0,047	0,001	2,143	2,2	0,900	-0,015	1,343	-0,031
11	856,9	-99,1	-10,37	0,105	-0,013	2,123	4,9	0,931	-0,065	1,192	0,003
12	458,2	40,3	9,64	0,066	0,007	1,807	3,6	0,751	0,007	1,056	-0,017
13	1.008,7	24,2	2,48	0,105	0,003	1,958	5,4	0,779	0,021	1,178	0,015
14	2.994,7	73,9	2,53	0,031		1,403	2,2	0,590	-0,029	0,812	0,012
15	477,7	-9,7	-1,99	0,104	-0,001	1,814	5,7	0,747	-0,083	1,067	-0,018
16	1.787,3	284,9	18,96	0,135	0,016	2,164	6,2	0,990	-0,045	1,184	-0,050
17	1.663,5	-143,7	-7,95	0,123	-0,017	2,163	5,7	0,956	-0,065	1,207	-0,095
18	1.628,2	40,4	2,54	0,071		1,883	3,8	0,756	-0,048	1,127	-0,062
19	1.482,6	-315,7	-17,56	0,104	-0,015	1,596	6,5	0,669	0,039	0,927	0,081
20	697,1	8,8	1,28	0,049	0,002	1,909	2,7	0,754	-0,008	1,055	0,032
21	953,4	106,3	12,55	0,037	0,003	1,485	2,5	0,635	-0,039	0,850	-0,012
22	506,5	58,9	13,16	0,057	0,006	2,002	2,9	0,710	-0,036	1,292	0,010
23	571,0	0,5	0,09	0,049		2,108	2,3	0,812	-0,003	1,296	0,031
24	1.163,4	80,4	7,42	0,053	0,004	1,758	3,0	0,647	0,011	1,111	-0,006
25	969,0	-169,0	-14,85	0,070	-0,014	2,027	3,4	0,805	-0,039	1,222	-0,005
26	531,7	52,9	11,05	0,072	0,005	2,156	3,3	0,792	-0,019	1,363	-0,005
27	1.014,4	-293,5	-22,44	0,053	-0,015	2,003	2,6	0,775	-0,046	1,228	0,040
28	1.529,0	27,0	1,80	0,124	0,002	1,976	6,3	0,815	-0,037	1,161	0,060
29	598,2	1,5	0,26	0,078	0,003	2,141	3,7	0,766	-0,020	1,376	0,069
30	588,3	-1,2	-0,20	0,046		2,065	2,2	0,828	-0,032	1,238	-0,002
31	2.129,5	379,9	21,71	0,097	0,019	1,911	5,1	0,736	-0,016	1,175	0,034
32	1.911,7	-174,5	-8,36	0,094	-0,011	2,010	4,7	0,778	-0,014	1,232	-0,036
33	1.970,3	-110,3	-5,30	0,115	-0,001	1,991	5,8	0,883	-0,004	1,108	-0,028
34	3.535,8	121,0	3,54	0,092	-0,003	1,858	5,0	0,756	-0,103	1,101	-0,078
35	2.019,3	-128,1	-5,97	0,154	-0,009	2,042	7,5	0,853	0,044	1,189	0,045
36	879,6	56,6	6,88	0,033	0,002	1,643	2,0	0,631	0,014	1,012	0,028
37	1.684,0	122,4	7,94	0,117	0,007	1,879	6,2	0,754	-0,029	1,125	0,001
38	4.630,2	105,4	2,33	0,205	0,001	1,759	11,6	0,869	-0,133	0,890	-0,032
39	25.935,6	-430,8	-1,63	0,232		1,580	14,7	0,835	0,025	0,745	0,001
40	688,5	89,6	16,91	0,085	0,012	1,814	4,7	0,737	0,031	1,077	0,017
41	605,0	46,7	8,36	0,073	0,005	1,916	3,8	0,735	-0,038	1,181	0,020
42	10.375,6	-5.876,8	-36,16	0,121	-0,068	1,771	6,8	0,772	-0,104	0,999	0,070
43	11.361,6	-55,6	-0,49	0,364	-0,004	1,800	20,2	1,140	-0,026	0,660	-0,032
44	964,8	41,7	4,52	0,072	0,004	2,379	3,0	0,902	0,001	1,477	0,035
45	1.842,7	350,2	23,46	0,071	0,012	1,742	4,1	0,658	-0,027	1,084	-0,010
46	2.419,1	608,6	33,62	0,077	0,021	1,623	4,8	0,734	0,028	0,889	-0,071
47	4.812,1	93,5	1,98	0,252	0,016	2,103	12,0	0,997	0,063	1,105	0,077

2_2

Verwaltungsaufwand um Outsourcing bereinigt				
Sachaufwand		Personalaufwand		
in % der DBS	Veränderung gg. VJ in %-Punkten der DBS	in % der DBS	Veränderung gg. VJ in %-Punkten der DBS	
0212	0213	0214	0215	
1	0,837	-0,030	1,338	-0,017
2	0,841	-0,008	1,473	0,073
3	0,737	-0,064	1,497	-0,047
4	0,777	0,006	1,101	-0,022
5	0,778	-0,075	1,420	0,045
6	0,751	-0,013	1,372	0,024
7	0,790	-0,028	1,256	-0,002
8	0,856	0,002	1,223	0,040
9	0,936	0,019	1,427	-0,039
10	0,753	-0,016	1,390	-0,030
11	0,826	-0,053	1,297	-0,010
12	0,685		1,122	-0,010
13	0,674	0,018	1,283	0,018
14	0,560	-0,028	0,843	0,011
15	0,643	-0,081	1,170	-0,019
16	0,845	-0,061	1,319	-0,034
17	0,933	-0,048	1,330	-0,112
18	0,685	-0,048	1,198	-0,062
19	0,565	0,054	1,031	0,066
20	0,705	-0,010	1,104	0,034
21	0,598	-0,042	0,886	-0,009
22	0,653	-0,042	1,349	0,016
23	0,763	-0,003	1,345	0,031
24	0,594	0,007	1,164	-0,002
25	0,735	-0,025	1,292	-0,019
26	0,720	-0,024	1,435	0,001
27	0,723	-0,031	1,281	0,025
28	0,691	-0,038	1,285	0,062
29	0,687	-0,023	1,454	0,072
30	0,782	-0,032	1,283	-0,002
31	0,639	-0,035	1,272	0,053
32	0,683	-0,003	1,326	-0,047
33	0,768	-0,003	1,223	-0,029
34	0,664	-0,100	1,194	-0,081
35	0,700	0,053	1,343	0,037
36	0,598	0,012	1,045	0,029
37	0,637	-0,037	1,241	0,008
38	0,664	-0,134	1,095	-0,031
39	0,603	0,025	0,977	
40	0,652	0,019	1,162	0,029
41	0,662	-0,043	1,254	0,025
42	0,652	-0,036	1,119	0,003
43	0,776	-0,023	1,024	-0,035
44	0,830	-0,003	1,549	0,039
45	0,586	-0,039	1,155	0,003
46	0,657	0,006	0,966	-0,050
47	0,746	0,047	1,357	0,093

3_1

Aufwand für Outsourcing-Maßnahmen								
Stabsbereich und Verwaltung								
	TEUR	Veränderung gg. VJ in %	in % der DBS	in % Spalte 0201	Marketing und Werbung			
					TEUR	Veränderung gg. VJ in %	in % der DBS	in % Spalte 0201
	0301	0302	0303	0304	0305	0306	0307	0308
1	318,6	-50,18	0,013	12,2				
2	44,6	12,34	0,008	10,4	4,7	2,17	0,001	1,1
3	147,4	-12,31	0,015	13,4				
4	484,1	19,21	0,017	10,3	263,2	158,29	0,009	5,6
5	80,0	0,88	0,012	25,3				
6	175,4	-29,81	0,010	15,7				
7	39,3	153,55	0,007	21,5				
8	63,9		0,011	18,3				
9	7,9	-93,77	0,002	2,7				
10	74,0	5,26	0,006	13,8				
11	132,4	-41,57	0,016	15,5	27,1	-3,90	0,003	3,2
12	49,6	29,84	0,007	10,8				
13	240,8	-16,71	0,025	23,9				
14								
15	133,0	-13,86	0,029	27,8				
16	163,2	24,39	0,012	9,1				
17	533,5	-5,22	0,040	32,1				
18	483,3	5,85	0,021	29,7				
19	163,6	-35,77	0,011	11,0				
20	196,3	-1,55	0,014	28,2				
21	93,8	63,13	0,004	9,8				
22	98,7	16,53	0,011	19,5				
23	151,2	-12,60	0,013	26,5				
24	10,3	-35,63		0,9				
25	169,8	-25,59	0,012	17,5				
26	128,9	39,80	0,017	24,2				
27	158,7	-71,69	0,008	15,6	34,0		0,002	3,4
28	413,4	0,19	0,033	27,0				
29	97,0	0,94	0,013	16,5				
30	100,0	-6,19	0,008	17,0				
31	253,4		0,012	11,9				
32	302,4	-46,46	0,015	15,8				
33	575,7	10,44	0,034	29,2				
34	619,7	20,10	0,016	17,5				
35	1.379,1	-1,05	0,105	68,3				
36	11,3			1,3				
37	1.004,6	11,67	0,070	60,4	5,6	107,41		0,3
38	1.587,1	0,97	0,070	34,3	30,2		0,001	0,7
39	1.623,9	-6,38	0,015	6,3				
40	268,0	24,77	0,033	38,9				
41	85,2	3,40	0,010	14,1				
42	6.682,0	-10,70	0,078	64,4				
43	2.774,6	-4,52	0,089	24,4	1.337,6	-2,92	0,043	11,8
44	50,9	1,60	0,004	5,3				
45	680,2	100,61	0,025	35,8				
46	248,1	394,22	0,008	10,3				
47	1.274,6	5,90	0,067	26,5				

3_2

Aufwand für Outsourcing-Maßnahmen				
Stabsbereich und Verwaltung				
Rechtsangelegenheiten				
	Veränderung gg. VJ in %	in % der DBS	in % Spalte 0201	
TEUR				
	0309	0310	0311	0312
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11	0,1			
12				
13				
14				
15				
16	49,6	52,15	0,004	2,8
17				
18				
19				
20				
21				
22				
23				
24				
25	24,5	18,93	0,002	2,5
26	22,2		0,003	4,2
27				
28				
29				
30				
31				
32	25,6	-72,02	0,001	1,3
33	91,1	8,19	0,005	4,6
34				
35				
36				
37				
38	130,9	0,08	0,006	2,8
39				
40	51,3	193,14	0,006	7,5
41	10,9	541,18	0,001	1,8
42				
43	54,6	-2,15	0,002	0,5
44				
45	93,6	425,84	0,004	5,1
46				
47				

4_1

Aufwand für Outsourcing-Maßnahmen								
Stabsbereich und Verwaltung								
Personalwesen				Aus- und Fortbildung				
	Veränderung gg. VJ in %	in % der DBS	in % Spalte 0201		Veränderung gg. VJ in %	in % der DBS	in % Spalte 0201	
TEUR				TEUR				
0401	0402	0403	0404	0405	0406	0407	0408	
1								
2								
3	115,3	-15,41	0,012	10,4				
4								
5	60,1	-0,17	0,009	19,0				
6								
7	11,9	-23,23	0,002	6,5				
8								
9								
10	74,0	5,26	0,006	13,8				
11	63,2	0,32	0,008	7,4				
12								
13	61,8	-1,75	0,006	6,1				
14								
15	36,8	-1,87	0,008	7,7				
16	113,6	15,21	0,009	6,4				
17	99,0	-2,08	0,007	6,0				
18								
19								
20								
21								
22								
23	7,6	-7,32	0,001	1,3				
24	10,3	-35,63		0,9				
25								
26								
27								
28								
29								
30	96,0	-7,34	0,007	16,3				
31								
32								
33	100,9	15,05	0,008	5,1				
34	196,4	26,96	0,005	5,6				
35	66,3	-3,07	0,005	3,3				
36								
37								
38	105,2	0,10	0,005	2,3				
39								
40	69,2	-3,49	0,009	10,1				
41	6,4	-7,25	0,001	1,1				
42					70,4	0,43	0,001	0,7
43					144,1	1,26	0,005	1,3
44	19,8	7,03	0,001	2,1				
45								
46	18,1	-32,46	0,001	0,7				
47	103,8	97,34	0,005	2,2				

4_2

Aufwand für Outsourcing-Maßnahmen				
Stabsbereich und Verwaltung				
Depot A-Verwaltung/Spezialfonds				
	Veränderung gg. V.J. in %	in % der DBS	in % Spalte 0201	
TEUR				
	0409	0410	0411	0412
1				
2				
3				
4				
5				
6	15,1	32,46	0,001	1,4
7				
8				
9	7,9	-88,60	0,002	2,7
10				
11	2,9	-78,68		0,3
12				
13				
14				
15	81,3	-20,29	0,018	17,0
16				
17	260,8	-10,04	0,019	15,7
18	324,1	4,38	0,014	19,9
19		-100,00		
20	58,6	-55,37	0,004	8,4
21				
22	98,7	16,53	0,011	19,5
23	143,6	-12,86	0,012	25,1
24				
25				
26				
27	124,7	411,07	0,006	12,3
28	265,8	-2,28	0,021	17,4
29				
30				
31	253,4		0,012	11,9
32	15,3	17,69	0,001	0,8
33	237,5	4,17	0,014	12,1
34				
35	588,3	-5,87	0,045	29,1
36				
37	734,0	13,82	0,052	44,1
38	522,8	-1,73	0,023	11,3
39	98,0	41,01	0,001	0,4
40	48,3	-39,02	0,006	7,0
41	67,9	-7,99	0,008	11,2
42				
43				
44	31,1	-1,58	0,002	3,2
45	440,4	48,83	0,017	23,9
46				
47	927,6	2,70	0,048	19,3

5_1

Aufwand für Outsourcing-Maßnahmen								
Stabsbereich und Verwaltung								
Betriebsorganisation				IT-Dienstleistungen Dritter				
	Veränderung gg. VJ in %	in % der DBS	in % Spalte 0201		Veränderung gg. VJ in %	in % der DBS	in % Spalte 0201	
	TEUR			TEUR				
	0501	0502	0503	0504	0505	0506	0507	0508
1					318,6	-50,18	0,013	12,2
2								
3								
4					147,1	-33,11	0,005	3,1
5					19,9	4,19	0,003	6,3
6					121,6	-42,07	0,007	10,9
7								
8					44,9		0,008	12,9
9						-100,00		
10								
11					39,1	-67,90	0,005	4,6
12					47,8	29,19	0,007	10,4
13					179,0	-20,87	0,019	17,7
14								
15								
16								
17					143,1	1,27	0,011	8,6
18					159,2	8,97	0,007	9,8
19					163,6	-34,74	0,011	11,0
20					137,7	102,20	0,010	19,8
21					93,8	63,13	0,004	9,8
22								
23								
24								
25					145,3	-30,01	0,010	15,0
26					79,5	13,57	0,011	15,0
27						-100,00		
28					96,8	-2,02	0,008	6,3
29					65,3	2,03	0,009	11,1
30	4,0	33,33		0,7				
31								
32	24,2	26,04	0,001	1,3	168,0	-54,41	0,008	8,8
33					81,2	51,49	0,005	4,1
34					249,1	2,17	0,006	7,0
35					667,0	2,88	0,051	33,0
36								
37					260,1	3,21	0,018	15,6
38	32,1	68,06	0,001	0,7	641,2		0,028	13,8
39	143,9	-29,60	0,001	0,6	1.382,0	-5,39	0,012	5,3
40					79,9	72,20	0,010	11,6
41								
42	490,5	-0,41	0,006	4,7	6.121,1	-11,55	0,071	59,0
43	330,4	-3,62	0,011	2,9	821,5	-5,70	0,026	7,2
44								
45					126,2	719,48	0,005	6,8
46					230,0	882,91	0,007	9,5
47					243,2	-1,86	0,013	5,1

5_2

Aufwand für Outsourcing-Maßnahmen				
Stabsbereich und Verwaltung				
Geldwäsche/Compliance				
	Veränderung gg. VJ in %	in % der DBS	in % Spalte 0201	
TEUR				
	0509	0510	0511	0512
1				
2	39,9	13,68	0,007	9,3
3	32,1	0,94	0,003	2,9
4	73,8	-12,46	0,003	1,6
5				
6	38,7	35,31	0,002	3,5
7	27,4		0,005	15,0
8	19,0		0,003	5,4
9				
10				
11				
12	1,8	50,00		0,4
13				
14				
15	14,9		0,003	3,1
16				
17	30,6		0,002	1,8
18				
19				
20				
21				
22				
23				
24				
25				
26	27,2		0,004	5,1
27				
28	50,8	21,53	0,004	3,3
29	31,7	-1,25	0,004	5,4
30				
31				
32	69,3	-4,55	0,003	3,6
33	65,0	-4,13	0,004	3,3
34	174,2	48,26	0,005	4,9
35	57,5	10,58	0,004	2,8
36	11,3			1,3
37	4,9			0,3
38	124,7	-13,22	0,006	2,7
39				
40	19,3		0,002	2,8
41				
42				
43	86,4	-25,58	0,003	0,8
44				
45				
46				
47				

6_1

Aufwand für Outsourcing-Maßnahmen								
Marktunterstützung								
	TEUR	Veränderung gg. VJ in %	in % der DBS	in % Spalte 0201	Aktiv			
					TEUR	Veränderung gg. VJ in %	in % der DBS	in % Spalte 0201
	0601	0602	0603	0604	0605	0606	0607	0608
1	1.863,6	0,11	0,075	71,5	101,8	10,65	0,004	3,9
2	205,5	-11,65	0,036	48,0	20,2	6,88	0,004	4,7
3	617,9	-1,28	0,063	56,0	62,6	-15,97	0,006	5,7
4	3.234,5	-12,60	0,116	68,9	1.241,5	-15,62	0,044	26,4
5	112,4	-8,84	0,017	35,5				
6	558,6	-22,92	0,032	50,1	59,6	5,11	0,003	5,3
7	124,6	-1,03	0,021	68,2				
8	138,2	-11,13	0,024	39,6				
9	139,0	3,42	0,027	49,1				
10	264,3	0,88	0,023	49,4				
11	354,2	0,48	0,043	41,3	50,9	-4,32	0,006	5,9
12	309,2	9,41	0,044	67,5				
13	434,4	52,21	0,045	43,1				
14	1.848,5	-0,19	0,019	61,7				
15	248,0	5,89	0,054	51,9	20,3	3,57	0,004	4,2
16	997,6	28,23	0,075	55,8				
17	559,5	-20,55	0,041	33,6				
18	746,0	1,07	0,033	45,8				
19	998,1	-19,08	0,070	67,3	597,3	-28,04	0,042	40,3
20	280,3	5,26	0,018	37,3				
21	258,3	21,61	0,010	27,1				
22	84,9	24,12	0,010	16,8				
23	138,9	-5,45	0,012	24,3				
24	413,8	30,29	0,019	35,6	10,9	-10,66	0,001	0,9
25	348,7	-9,78	0,025	36,0				
26	212,7	5,66	0,029	40,0				
27	438,8	17,86	0,023	43,3	113,6	-11,25	0,006	11,2
28	895,6	2,17	0,072	58,6				
29	304,6	10,92	0,041	51,8				
30	237,7	4,39	0,019	40,4				
31	578,9	8,55	0,026	27,2	41,4	-12,66	0,002	1,9
32	959,6	13,64	0,047	50,2	13,1	1,55	0,001	0,7
33	1.023,1	-10,95	0,060	51,9	36,5	-9,88	0,002	1,9
34	2.200,9	-0,65	0,057	62,2				
35	296,7	-7,02	0,023	14,7				
36	302,2	4,57	0,011	34,4				
37	406,7	-0,17	0,029	24,4				
38	2.468,9	5,09	0,109	53,3	73,6	19,48	0,003	1,6
39	20.058,0	-3,03	0,180	77,3	11.269,5	-6,96	0,101	43,5
40	340,2	11,43	0,042	49,4				
41	294,5	23,48	0,036	48,7	10,7		0,001	1,8
42	1.363,5	-78,98	0,016	13,1		-100,00		
43	7.738,2	1,87	0,248	68,1	4.030,1	0,08	0,129	35,5
44	493,1	8,37	0,037	51,1				
45	576,8	4,74	0,022	31,3				
46	729,4	14,52	0,023	30,2				
47	3.164,5	0,09	0,165	65,8	2.349,6	-1,76	0,123	48,8

6_2

Aufwand für Outsourcing-Maßnahmen				
Marktunterstützung				
Passiv				
	Veränderung gg. VJ in %	in % der DBS	in % Spalte 0201	
TEUR				
	0609	0610	0611	0612
1				
2				
3				
4	720,0	-6,01	0,026	15,3
5				
6				
7				
8				
9				
10				
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				
21				
22				
23				
24				
25				
26				
27				
28				
29				
30	14,8	59,14	0,001	2,5
31	296,0	-4,05	0,013	13,9
32				
33				
34				
35				
36				
37				
38	1.068,4	1,70	0,047	23,1
39	3.395,4	-7,54	0,030	13,1
40				
41				
42				
43	1.320,0	18,71	0,042	11,6
44				
45				
46				
47				

7_1

Aufwand für Outsourcing-Maßnahmen								
Marktunterstützung								
Wertpapiere				Auslandsgeschäft				
	Veränderung gg. VJ in %	in % der DBS	in % Spalte 0201		Veränderung gg. VJ in %	in % der DBS	in % Spalte 0201	
TEUR				TEUR				
0701	0702	0703	0704	0705	0706	0707	0708	
1								
2								
3	74,7	3,03	0,008	6,8				
4	216,0	-1,32	0,008	4,6	36,0	-1,37	0,001	0,8
5								
6	102,0	29,77	0,006	9,1				
7								
8					4,9	6,52	0,001	1,4
9								
10								
11	0,1							
12								
13	115,4	63,92	0,012	11,4	5,0	4,17	0,001	0,5
14								
15	11,1	-1,77	0,002	2,3	2,8	-50,88	0,001	0,6
16					11,8	68,57	0,001	0,7
17					11,8	19,19	0,001	0,7
18					19,4	-14,54	0,001	1,2
19					12,3	19,42	0,001	0,8
20								
21								
22								
23								
24	17,0		0,001	1,5				
25								
26								
27								
28								
29								
30								
31	40,0		0,002	1,9				
32	71,3	2.060,61	0,004	3,7	17,7	15,69	0,001	0,9
33	82,9	-11,53	0,005	4,2	9,6	-29,41	0,001	0,5
34	195,3		0,005	5,5	9,2	-10,68		0,3
35					8,0	116,22	0,001	0,4
36					44,6	38,08	0,002	5,1
37					17,4	21,68	0,001	1,0
38	40,6	-15,24	0,002	0,9	38,9	152,60	0,002	0,8
39	1.242,6	16,62	0,011	4,8	67,9	748,75	0,001	0,3
40	48,2	1,05	0,006	7,0	11,3	-23,13	0,001	1,6
41	36,3	15,61	0,004	6,0				
42								
43	406,6	-22,90	0,013	3,6	24,7	-30,42	0,001	0,2
44					12,1	23,47	0,001	1,3
45					37,3	354,88	0,001	2,0
46	74,2	-29,53	0,002	3,1	59,4	201,52	0,002	2,5
47					35,8	30,18	0,002	0,7

7_2

Aufwand für Outsourcing-Maßnahmen				
Markunterstützung				
Verbund/Dienstleistungen				
	Veränderung gg. VJ in %	in % der DBS	in % Spalte 0201	
TEUR				
	0709	0710	0711	0712
1				
2				
3	102,6	-10,94	0,010	9,3
4	36,0	-1,37	0,001	0,8
5				
6				
7				
8				
9				
10				
11				
12				
13				
14				
15				
16				
17		-100,00		
18				
19				
20				
21				
22				
23				
24				
25	0,1			
26				
27				
28				
29				
30				
31	30,8	182,57	0,001	1,4
32				
33				
34				
35				
36				
37				
38	92,1		0,004	2,0
39	668,7	-9,23	0,006	2,6
40				
41				
42				
43				
44				
45				
46				
47				

8_1

Aufwand für Outsourcing-Maßnahmen								
Marktunterstützung								
Geldver-/ -entsorgung				Zahlungsverkehr				
	Verän- derung gg. VJ in %	in % der DBS	in % Spalte 0201		Verän- derung gg. VJ in %	in % der DBS	in % Spalte 0201	
TEUR				TEUR				
0801	0802	0803	0804	0805	0806	0807	0808	
1	1.566,5	1,60	0,063	60,1	195,3	-14,19	0,008	7,5
2	112,3	-13,95	0,020	26,3	73,0	-12,26	0,013	17,1
3	294,7	10,33	0,030	26,7	83,3	-13,77	0,008	7,5
4	215,5	-34,12	0,008	4,6	769,5	-8,86	0,027	16,4
5	63,8	-2,89	0,010	20,1	48,6	-15,63	0,007	15,3
6	244,3	19,11	0,014	21,9	152,7	-60,27	0,009	13,7
7	64,1	17,40	0,011	35,1	60,5	-15,15	0,010	33,1
8	85,1	-4,81	0,015	24,4	48,2	-21,63	0,008	13,8
9	90,6	2,94	0,016	27,9	58,4	4,10	0,011	20,2
10	161,0	18,56	0,014	30,1	103,3	-18,15	0,009	19,3
11	182,1	11,10	0,022	21,3	121,1	-10,56	0,015	14,1
12	245,5	13,45	0,035	53,6	63,7	-3,78	0,009	13,9
13	229,6	92,94	0,024	22,8	84,4	-7,46	0,009	8,4
14	868,2	6,54	0,009	29,0	980,3	-5,48	0,010	32,7
15	171,5	13,05	0,037	35,9	42,3	-7,84	0,009	8,9
16	713,0	22,21	0,054	39,9	272,8	45,42	0,021	15,3
17	294,9	-3,12	0,022	17,7	252,8	-12,99	0,019	15,2
18	292,7	12,15	0,013	18,0	433,9	-4,51	0,019	26,6
19	277,5	-0,14	0,019	18,7	111,0	-3,65	0,008	7,5
20	280,3	5,26	0,018	37,3				
21	258,3	21,61	0,010	27,1				
22	84,9	24,12	0,010	16,8				
23	138,9	-5,45	0,012	24,3				
24	385,9	26,36	0,018	33,2				
25	163,2	22,06	0,012	16,8	185,4	-26,63	0,013	19,1
26	80,3	24,11	0,011	15,1	132,4	-3,07	0,018	24,9
27	325,2	33,12	0,017	32,1				
28	528,0	14,34	0,043	34,5	367,6	-11,38	0,030	24,0
29	151,6	14,85	0,020	25,8	153,0	7,29	0,020	26,0
30	222,9	2,06	0,017	37,9				
31	170,7	2,52	0,008	8,0				
32	679,2	14,48	0,034	35,5	178,3	-18,81	0,009	9,3
33	453,7	-9,96	0,027	23,0	440,4	-11,42	0,026	22,4
34	1.133,1	-6,63	0,030	32,0	863,3	-12,94	0,023	24,4
35	186,1	-7,09	0,014	9,2	102,6	-10,86	0,008	5,1
36	257,6	0,35	0,010	29,3				
37	247,7	3,08	0,017	14,9	141,6	-7,33	0,010	8,5
38	743,7	1,13	0,033	16,1	411,6	-6,16	0,018	8,9
39	2.264,0	24,56	0,020	8,7	1.149,9	-9,63	0,010	4,4
40	183,1	26,10	0,023	26,6	97,6	-0,10	0,012	14,2
41	162,3	49,59	0,020	26,8	85,2	-3,07	0,010	14,1
42	1.242,9	-12,40	0,014	12,0	120,6		0,001	1,2
43	889,2	11,96	0,028	7,8	1.067,6	-2,95	0,034	9,4
44	344,1	11,50	0,028	35,7	136,9	0,22	0,010	14,2
45	539,5	-0,55	0,021	29,3				
46	346,9	35,35	0,011	14,3	248,9	-2,62	0,008	10,3
47	493,5	1,52	0,026	10,3	285,6	11,35	0,015	5,9

9_1

Aufwand für Outsourcing-Maßnahmen								
Hilfsbereich								
	TEUR	Veränderung gg. VJ in %	in % der DBS	in % Spalte 0201	Gebäudereinigung			
					TEUR	Veränderung gg. VJ in %	in % der DBS	in % Spalte 0201
	0901	0902	0903	0904	0905	0906	0907	0908
1	423,7	4,44	0,017	16,3	423,7	4,44	0,017	16,3
2	177,7	-1,55	0,031	41,5	130,3	-2,91	0,023	30,5
3	338,7	5,71	0,034	30,7	200,9	0,40	0,020	18,2
4	977,9	-14,94	0,035	20,8	365,9	-25,80	0,013	7,8
5	124,3	2,14	0,019	39,2	108,0	2,66	0,016	34,1
6	381,1	248,04	0,022	34,2	298,0		0,017	26,7
7	18,9	0,53	0,003	10,3	18,9	0,53	0,003	10,3
8	146,6	11,14	0,025	42,0	117,4	1,29	0,020	33,7
9	142,0	3,95	0,029	49,2	90,7	10,34	0,019	31,4
10	196,5	3,04	0,017	36,7	196,5	3,04	0,017	36,7
11	370,3	-1,75	0,045	43,2	204,5	0,39	0,025	23,9
12	99,4	2,37	0,014	21,7	99,4	2,37	0,014	21,7
13	333,5	-18,68	0,035	33,1	134,2	16,29	0,014	13,3
14	1.146,2	7,24	0,012	38,3	978,5	7,21	0,010	32,7
15	96,7	-2,13	0,021	20,2	55,0	-3,51	0,012	11,5
16	626,5	5,61	0,047	35,1	458,8	7,57	0,035	25,7
17	570,5	5,63	0,042	34,3	392,2	0,80	0,029	23,6
18	398,9	1,48	0,017	24,5	301,5	2,13	0,013	18,5
19	320,9	3,48	0,023	21,6	204,7	3,96	0,014	13,8
20	240,5	-0,46	0,017	34,5	202,0	-0,64	0,014	29,0
21	601,3	4,18	0,023	63,1	393,2	4,30	0,015	41,2
22	322,9	9,64	0,037	63,8	161,9	0,75	0,018	32,0
23	280,9	12,09	0,024	49,2	280,9	12,09	0,024	49,2
24	738,3	-1,35	0,034	63,5	441,7	-4,89	0,020	38,0
25	450,5	-13,91	0,032	46,5	248,8	-0,80	0,018	25,7
26	190,1	2,59	0,026	35,8	169,0	2,30	0,023	31,8
27	416,9	11,17	0,022	41,1	262,5	24,70	0,014	25,9
28	220,0	3,38	0,018	14,4	220,0	3,38	0,018	14,4
29	186,6	-13,61	0,025	31,7	140,1	-15,96	0,019	23,8
30	250,6	-1,80	0,020	42,6	250,6	-1,80	0,020	42,6
31	1.297,2	6,65	0,059	60,9	402,4	6,43	0,018	18,9
32	649,7	-4,03	0,032	34,0	322,1	2,51	0,016	16,8
33	371,5	-9,48	0,022	18,9	185,8	-24,19	0,011	9,4
34	715,2	4,65	0,019	20,2	392,3	15,59	0,010	11,1
35	342,5	-21,01	0,026	17,0	178,5	-3,88	0,014	8,8
36	566,1	8,30	0,021	64,4	462,9	4,80	0,017	52,6
37	252,7	7,72	0,018	15,2	165,1	4,63	0,012	9,9
38	574,2	-4,86	0,025	12,4	269,2	-1,54	0,012	5,8
39	4.253,7	7,78	0,038	16,4	1.178,9	2,63	0,011	4,5
40	80,3	16,72	0,010	11,7				
41	225,3	-5,10	0,027	37,2	137,8	-1,36	0,017	22,8
42	2.330,1	2,15	0,027	22,5	917,2	-4,27	0,011	8,8
43	848,8	-7,26	0,027	7,5	444,5	4,44	0,014	3,9
44	420,8	0,67	0,031	43,6	269,8	0,22	0,020	28,0
45	605,7	-1,14	0,023	32,9	427,2	0,05	0,016	23,2
46	1.441,6	28,32	0,046	59,6	379,4	2,93	0,012	15,7
47	373,0	5,58	0,019	7,8	276,8	2,03	0,014	5,8

9_2

Aufwand für Outsourcing-Maßnahmen				
Hilfsbereich				
Kantine/Cafeteria				
	Veränderung gg. VJ in %	in % der DBS	in % Spalte 0201	
TEUR				
	0909	0910	0911	0912
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				
13	26,0	-5,80	0,003	2,6
14	130,6	4,65	0,001	4,4
15				
16	61,9	19,04	0,005	3,5
17	43,0	0,23	0,003	2,6
18				
19	2,8	3,70		0,2
20	38,5	0,52	0,003	5,5
21	136,4	0,29	0,005	14,3
22	7,4		0,001	1,5
23				
24	34,0	3,03	0,002	2,9
25				
26				
27	38,4	-15,42	0,002	3,8
28				
29	26,3	36,98	0,004	4,5
30				
31				
32	118,0	-0,92	0,006	6,2
33	25,7		0,002	1,3
34	59,3	-9,33	0,002	1,7
35				
36	2,2	-48,84		0,3
37	13,5		0,001	0,8
38				
39	248,3	99,76	0,002	1,0
40		-100,00		
41				
42	388,6	18,98	0,005	3,7
43				
44				
45	7,4	-17,78		0,4
46				
47				

10_1

Aufwand für Outsourcing-Maßnahmen								
Hilfsbereich								
Poststelle/Botendste/Fuhrpark				Pfortner/Wachdienst				
	Veränderung gg. VJ in %	in % der DBS	in % Spalte 0201		Veränderung gg. VJ in %	in % der DBS	in % Spalte 0201	
TEUR				TEUR				
1001	1002	1003	1004	1005	1006	1007	1008	
1								
2	47,4	2,38	0,008	11,1				
3	79,9	23,68	0,008	7,2	47,9	-0,21	0,005	4,3
4	270,0	-1,32	0,010	5,7				
5								
6	56,8	-36,04	0,003	5,1	8,3			0,7
7								
8	22,3	132,29	0,004	6,4				
9	35,2	-15,99	0,007	12,2	11,6	45,00	0,002	4,0
10								
11	117,4	-5,55	0,014	13,7	15,7	-7,65	0,002	1,8
12								
13	94,4	-51,44	0,010	9,4	7,0	-27,08	0,001	0,7
14								
15					41,7	-0,24	0,009	8,7
16	95,6	-4,97	0,007	5,3				
17	68,4	8,23	0,005	4,1	66,5	49,44	0,005	4,0
18					74,5	-1,84	0,003	4,6
19	107,8	2,76	0,008	7,3	5,6			0,4
20								
21								
22	153,6	21,52	0,017	30,3				
23								
24	163,5	-12,80	0,008	14,1	18,9	-23,79	0,001	1,6
25	96,8	6,49	0,007	10,0	20,7	-8,81	0,001	2,1
26	5,6	-20,00	0,001	1,1	15,5	18,32	0,002	2,9
27	116,0	11,00	0,006	11,4				
28								
29	20,2	-32,89	0,003	3,4				
30								
31	110,7	-2,12	0,005	5,2				
32		-100,00			87,9	11,83	0,004	4,6
33	123,5	-11,53	0,007	6,3				
34	123,2	23,08	0,003	3,5	54,5	-65,48	0,001	1,5
35	79,6	-33,39	0,006	3,9				
36	46,2		0,002	5,3				
37	60,6	-5,46	0,004	3,6	13,5	6,30	0,001	0,8
38	149,7	1,29	0,007	3,2	76,6	-21,68	0,003	1,7
39	826,7	-0,24	0,007	3,2	357,1	-14,47	0,003	1,4
40	43,3	27,73	0,005	6,3	10,9	65,15	0,001	1,6
41	63,8	5,80	0,008	10,5				
42	397,4	7,32	0,005	3,8	232,9	-11,81	0,003	2,2
43	223,0	4,69	0,007	2,0				
44	33,8	3,05	0,003	3,5				
45	81,1	5,46	0,003	4,4	86,0	-10,97	0,003	4,7
46	68,6	757,50	0,002	2,8				
47	86,5	10,90	0,005	1,8				

10_2

Aufwand für Outsourcing-Maßnahmen				
Hilfsbereich				
Hausverwaltung				
	Veränderung gg. VJ in %	in % der DBS	in % Spalte 0201	
TEUR				
	1009	1010	1011	1012
1				
2				
3				
4				
5	7,8		0,001	2,5
6				
7				
8	6,9	7,81	0,001	2,0
9	4,5		0,001	1,6
10				
11	32,7	2,51	0,004	3,8
12				
13	71,9	14,13	0,007	7,1
14	37,1	18,53		1,2
15				
16	10,2	-27,66	0,001	0,6
17	0,4			
18				
19				
20				
21	71,7	11,68	0,003	7,5
22				
23				
24	20,4	1,49	0,001	1,8
25	84,2	-47,01	0,006	8,7
26				
27		-100,00		
28				
29				
30				
31	653,4	6,35	0,030	30,7
32	33,0	-59,71	0,002	1,7
33				
34	85,9	316,99	0,002	2,4
35	84,4	-34,27	0,006	4,2
36	54,8	-28,55	0,002	6,2
37				
38	78,7	-6,86	0,003	1,7
39	1.448,9	17,44	0,013	5,6
40				
41	11,0	-52,17	0,001	1,8
42	394,0	8,84	0,005	3,8
43	40,9	-48,81	0,001	0,4
44	117,2	1,03	0,009	12,1
45	4,0	25,00		0,2
46	965,4	37,33	0,031	39,9
47	9,7	142,50	0,001	0,2

11_1

Aufwand für Outsourcing-Maßnahmen				
Hilfsbereich				
Sonstiges				
	Veränderung gg. V.J. in %	in % der DBS	in % Spalte 0201	
TEUR				
	1101	1102	1103	1104
1				
2				
3	10,0	29,87	0,001	0,9
4	342,0	-10,70	0,012	7,3
5	8,5	-2,30	0,001	2,7
6	18,0	-13,04	0,001	1,6
7				
8				
9				
10				
11				
12				
13				
14				
15				
16				
17				
18	22,9	4,09	0,001	1,4
19				
20				
21				
22				
23				
24	60,8	-3,34	0,003	5,2
25				
26				
27				
28				
29				
30				
31	130,7	18,07	0,006	6,1
32	88,7	9,91	0,004	4,6
33	36,5		0,002	1,9
34				
35				
36				
37				
38				
39	193,8	0,10	0,002	0,7
40	26,1	-4,40	0,003	3,8
41	12,7	-11,81	0,002	2,1
42				
43	140,4	-28,62	0,004	1,2
44				
45				
46	28,2	-35,62	0,001	1,2
47				

12_1

Art der Outsourcing-Maßnahme										
Stabsbereich und Verwaltung										
Marke- ting und Verb.	Rechts- ange- legen- heiten	Perso- nal- wesen	Aus- und Fort- bild.	DepotA Verw./ Spez.- fonds	Be- triebs- organi- sation	IT-Dst leist. Drit- ter	Zentr. Be- schaf- fung	Geld- wäsche Compli- ance		
Art der Outsourcing-Maßnahme: 0 = nicht vorhanden 21 = Frembez., voll ausgegl. 32 = Tochteru. tw. ausgegl. 1 = Eigenausübung 22 = Fremdbez. tw. ausgegl. 41 = Kooper. voll ausgegl. 31 = Tochteru. voll ausgegl. 42 = Kooper. tw. ausgegl.										
1201	1202	1203	1204	1205	1206	1207	1208	1209		
1										
2	22		1	1	1	1	1	22	22	
3	1	1	22	1	1	1	1	1	22	
4	32	1	1	1	1	1	22	31	21	
5	1	1	22	1	1	1	42	1	1	
6	1	1	1	1	22	1	22	22	22	
7			22						22	
8	1	1	1	1		1	22	22	22	
9	1		1	1	22	1	22	1	1	
10	1	1	32	1	1	1	1	1	1	
11	22	22	22	1	21	1	22	22	1	
12	1	1	1	1		1	22		22	
13	1	1	22	1		1	22	22	1	
14										
15			22		22				22	
16	1	22	42	1	1	1	1	1	1	
17	1	1	22	1	22	1	22	22	22	
18	1	1	1	1	42	1	21	1	1	
19	1	1	1	1		1	22	1	1	
20	1	1	1	1	22	1	21	1	1	
21	1	1	1	1	1	1	22	1	1	
22	1	1	1	1	22	1	1	1	1	
23	1	1	22	1	22	1	1	1	1	
24			42							
25	1	22	1	1	1	1	22	22	1	
26	1	22	1	1	1	1	22	1	22	
27	22				21		1			
28	1	1	1	1	22	1	22		22	
29	1	1	1	1	1	1	22	1	22	
30	1	1	22	1	1	22				
31	1	1	1	1	22	1	1	1	1	
32	1	22	1	1	22	22	22	21	42	
33	1	22	42	1	22	1	22	1	42	
34	1	1	22	1	1	1	22	1	32	
35	1	1	22	1	22	1	31	22	22	
36	1	1	1	1	1	1	1	21	22	
37	22		1	1	22	1	22	22	22	
38	32	21	22	1	22	22	21	21	21	
39	1	1	1	1	22	32	32	31	1	
40	1	22	42	1	22	1	22	21	41	
41	1	22	22	1	22	1	1	21	1	
42	1	1	1	22	1	32	22	31	1	
43	32	31	1	32	1	32	32	31	31	
44	1	1	42	1	22	1	1	21	1	
45	1	22	1	1	21	1	22	21	1	
46	1	1	22	1	1	1	22	42	1	
47	7	10	15	5	15	10	19	25	13	

12_2

Art der Outsourcing-Maßnahme							
Marktunterstützung							
Aktiv	Passiv	Wert- pa- piere	Aus- lands- ge- schäft	Ver- bund/ Dienst- leist.	Geld- ver-/ -entsorg.	Zah- lungs- ver- kehr	
Art der Outsour- 0 = nicht vorhanden 21 = Frembez., voll ausgegl. 32 = Tochteru. tw. ausgegl. cing-Maßnahme: 1 = Eigenausübung 22 = Fremdbez. tw. ausgegl. 41 = Kooper. voll ausgegl. 31 = Tochteru. voll ausgegl. 42 = Kooper. tw. ausgegl.							
	1210	1211	1212	1213	1214	1215	1216
1	22					21	21
2	22	1	21	1	1	22	22
3	22	1	22	1	22	21	22
4	32	31	31	31	31	31	31
5	1	1	1	1	1	22	22
6	22	1	22	1	1	22	22
7			22			22	21
8	1	1	21	21	1	21	21
9	1	1	22	1	1	21	22
10	1	1	21	1	1	22	32
11	22	1	22	1	1	22	22
12	1	1	1	1	1	21	22
13	1	1	22	21	1	21	22
14						21	21
15	22		21	22		21	22
16	1	1	41	41	1	21	42
17	1	1	21	22	22	21	21
18	1	1	41	41	1	21	41
19	42	1	1	41	1	21	41
20	1	1	1	1	1	21	1
21	1	1	1	1	1	21	1
22	1	1	1	1	1	21	1
23	1	1	22	1	1	22	1
24	22		22			21	
25	1	1	1	1	22	22	22
26	1	1	1	1	1	22	22
27	22					21	
28	1	1	1	1	1	21	22
29	1	1	1	1	1	21	22
30	1	22	1	1	1	22	1
31	22	32	22	1	32	22	1
32	42	1	42	42	1	21	41
33	22	1	21	41	1	21	41
34	1	1	22	21	1	21	31
35	1	1	1	42	1	22	22
36	1	1	1	21	1	22	1
37	1	1	1	22	1	22	22
38	22	21	21	21	32	21	21
39	31	31	22	22	32	21	21
40	1	1	22	41		21	41
41	22	1	21	1	1	21	42
42	1	1	1	1	1	31	22
43	31	31	31	42		22	31
44	1	1	1	42	1	22	42
45	1	1	1	22	1	21	1
46	1	1	42	42	1	42	42
47	11	7	13	28	7	24	25

13_1

Art der Outsourcing-Maßnahme						
Hilfsbereich						
Ge- bäude- reini- gung	Kan- tine-/ Cafe- teria	Postst- Botend Fuhr- park	Pfört- ner/ Wach- dienst	Haus- ver- wal- tung	Son- stiges	
Art der Outsourcing-Maßn.: 0 = nicht vorh. 21 = Fremdbez., voll ausgegl. 32 = Tochteru. tw. ausgegl. 1 = Eigen. 22 = Fremdbez. tw. ausgegl. 41 = Kooper. voll ausgegl. 31 = Tochteru. voll ausgegl. 42 = Kooper. tw. ausgegl.						
	1301	1302	1303	1304	1305	1306
1	21					
2	21	1	22		1	
3	21	1	22	21		22
4	21		31		1	31
5	21	1	1		22	41
6	21	1	22	21	1	22
7	22					
8	21		22		22	
9	21	21	22	22	22	
10	21		1		1	
11	21	1	22	21	21	
12	22					
13	21	22	22	21	22	
14	21	21			22	
15	21			21		
16	21	22	22		21	1
17	21	21	22	22	22	
18	22		1	21	1	42
19	21	21	22	21	1	1
20	21	22	1	1	1	1
21	21	21	1	1	22	1
22	21	21	22		1	
23	22		1		1	
24	22	22	22	22	22	22
25	21	1	22	21	22	
26	21	1	22	22	1	
27	22	21	21		1	
28	21		1		1	
29	21	21	22		1	
30	22	1	1		1	
31	31	21	32		32	22
32	21	21	1	22	22	22
33	21	21	22	22	1	21
34	21	21	22	21	22	
35	21		22		22	1
36	21	22	22		22	
37	21	22	22	22	1	
38	21	21	21	21	31	
39	21	21	31	31	31	31
40	1	1	22	21	1	21
41	22		22		22	22
42	21	21	31	31	31	
43	22	21	22		22	22
44	21		22		21	
45	21	21	22	21	22	1
46	22		22	21	21	22
47	20	17	23	25	21	17

13_2

Art der Outsourcing-Maßnahme						
Vertrieb						
externe Vermittler				medial		
Immo- bilien verm.	Ver- sich- verm.	Firmen kunden berat.	Privat kunden berat.	Call- Center	Inter- net	
Art der Outsour- cing-Maßn.: 0 = nicht vorh., 1 = Eigen., 21 = Fremdbez., voll ausgegl., 22 = Fremdbez. tw. ausgegl., 31 = Tochteru. voll ausgegl., 32 = Tochteru. tw. ausgegl., 41 = Kooper. voll ausgegl., 42 = Kooper. tw. ausgegl.						
1307	1308	1309	1310	1311	1312	
1				22		
2	1	1	1	1		
3				22	1	1
4	1	1	1	1	31	1
5	21	1	1	1	1	1
6	1	1	1	1	22	1
7						
8	1	1	1	1		1
9					1	1
10	1	1	1	1	1	1
11	1	1	1	1	1	1
12					21	
13	1	1	1	1	22	
14	22					
15						
16	22	1	1	1	1	1
17	1	1	1	1	22	22
18	21	1	1	1		42
19					21	1
20	1	1	1	1	1	1
21	1	1	1	1	1	1
22	1	22	1	1		1
23	1	1	1	1		1
24						
25	1	1	1	1	22	1
26	1	1	1	1		1
27	1	1	1	1	1	
28	1	1	1	1		1
29	1	32	32	32		1
30	1	1	1	1	1	1
31	1	32	1	1	22	1
32	1	1	1	1	42	1
33	1	1	1	1	42	1
34	1	1	1	1	21	1
35	1	1	1	1	22	32
36	1	1	1	1	1	22
37	22	22	22	22	22	22
38	22	22	1	1	31	22
39	42	32	1	1	1	1
40					42	1
41					22	1
42	41	42	1	1	1	1
43	31	32	1	1	31	32
44	1	1	1	1	1	22
45	1	1	1	1	1	1
46	31	31	1	32	21	1
47	18	17	3	6	15	12

8.4 OSV branch structure information by bank 2011

1/1

Anonym Nr.	Mitarbeiterbesetzte Sparkassenstellen mit Kundengeschäft			SB-Filialen			Geldautomaten im Inland		
	1321.10006			1321.10008			BV10.8505		
	2009	2010	2011	2009	2010	2011	2009	2010	2011
1	50	50	50	16	17	18	93	93	96
2	14	14	14	2	2	2	22	22	22
3	17	17	17	7	7	7	37	37	37
4	42	42	41	6	5	6	96	89	87
5	14	14	12	2	2	1	33	33	29
6	24	24	24	6	6	7	52	52	53
7	10	10	10	3	3	3	22	22	21
8	10	10	10	1	1	1	21	20	20
9	9	9	9	1	1	1	17	19	17
10	16	16	16	5	5	5	46	46	41
11	14	14	14	6	6	6	30	30	30
12	15	15	15	0	0	0	24	25	26
13	16	17	17	3	3	3	28	28	28
14	133	133	133	13	14	14	202	211	207
15	3	2	3	3	3	2	13	13	12
16	20	20	20	16	15	15	54	52	53
17	26	26	26	5	5	5	43	44	44
18	28	27	27	10	10	9	62	60	60
19	23	23	23	0	0	0	30	30	30
20	16	16	16	6	5	5	33	31	31
21	28	28	28	12	12	13	54	54	55
22	17	17	17	3	3	3	27	27	27
23	24	24	24	6	6	5	37	37	37
24	74	77	72	7	11	15	71	72	74
25	35	35	35	7	8	8	52	53	50
26	16	18	18	1	1	1	22	24	24
27	21	21	21	13	13	13	59	59	59
28	25	26	26	7	7	7	41	42	43
29	13	15	14	0	0	0	23	24	30
30	22	28	28	13	13	14	39	45	43
31	49	47	49	1	1	1	78	76	74
32	42	42	42	8	8	10	68	68	68
33	43	33	25	9	5	7	76	60	53
34	53	54	53	37	37	36	118	123	121
35	36	37	37	3	3	3	40	40	40
36	50	50	46	3	3	3	61	60	60
37	25	25	25	19	18	18	57	55	55
38	37	32	32	16	8	8	64	66	66
39	107	107	106	35	36	37	216	210	203
40	9	9	9	1	0	0	16	16	17
41	18	18	18	0	0	0	29	28	27
42	91	92	92	66	64	62	236	258	235
43	59	59	58	8	8	8	104	104	103
44	29	29	29	8	8	8	46	46	45
45	44	44	43	11	11	8	83	83	79
46	53	53	52	10	8	7	82	82	82
47	45	45	44	5	3	3	71	75	71

References

- Achleitner, A. K. / Gilbert, D. U. (2009). Allgemeine Betriebswirtschaftslehre. Umfassende Einführung aus managementorientierter Sicht. 6. Aufl. Teil 1: Unternehmen und Umwelt Foliensatz 2, Gabler Verlag, Wiesbaden, retrieved from: http://app.gwv-fachverlage.de/ds/resources/g_37_2715.pdf, access on January 1, 2013.
- Adusei-Poku, K. (2005). Operational Risk Management – Implementing a Bayesian Network for Foreign Exchange and Money Market Settlement, Dissertation, University Göttingen.
- Ahire, S. L. / Dreyfus, P. (1999). The impact of design management and process management on quality: an empirical investigation. *Journal of Operations Management* 18 (2000), pp. 549-575.
- Ahmad, A. E. / Al-Zu'bi, H. A. (2011). E-banking functionality and outcomes of customer satisfaction: an empirical investigation. *International Journal of Marketing Studies*, Vol. 3, No. 1, February 2011.
- Aigner, D. / Lovell, C. A. K. / Schmidt, P. (1977). Formulation and estimation of stochastic frontier production function models. *Journal of Econometrics*, Vol. 6, No. 1, pp. 21-37.
- Akgün, A. E. / Keskin, H. / Byrne, J. (2012). Organizational emotional memory. *Management Decision*, Vol. 50 Iss: 1 pp. 95-114.
- Allweyer, T./ Besthorn, T. / Schaaf, J. (2004). IT Outsourcing: Zwischen Hungerkurs und Nouvelle Cuisine, in *Deutsche Bank Research Economics, Digitale Ökonomie und struktureller Wandel*, Nr. 43, April, 6, 2004, retrieved from: *IT Outsourcing: Zwischen Hungerkurs und Nouvelle Cuisine*, accessed on December, 10, 2012.
- Altunbas, Y. / Carbo, S. / Gardener, E. P. M. / Molyneux, P. (2007). Examining the relationships between capital, risk and efficiency in European banking. *European Financial Management*, Vol. 13, No. 1, 2007, pp. 49-70.
- Annan, B. / Khanna, T. (2000). Do firms learn to create value? The Case of Alliances, *Strategic Management Journal*, 21: pp. 295-315.
- Ansoff, I. / Sullivan, P. A. (1993). Optimizing profitability in turbulent environments: a formula for strategic success. *Long Range Planning*, 26, Iss. 5, Oct. 1993, pp. 11-23.
- Arnolds, H. / Heege, F. / Tussing, W. (2001). *Materialwirtschaft und Einkauf*. 10th ed. Gabler, Wiesbaden.

- Aron, R. et al. (2007). Monitoring process quality in off-shore outsourcing: A model and findings from multi-country survey, *Journal of Operations Management*, 19 pages.
- Athanassopoulos, A. D. (1997). Service quality and operating efficiency synergies for management control in the provision of financial services: evidence from Greek bank branches. *European Journal of Operational Research*, 98(2), pp. 300-313.
- Backhaus, K. / Erichson, B. / Plinke, W. / Weiber, R. (2011). *Multivariate Analysemethoden, Eine Anwendungsorientierte Einführung*, 13. Aufl., Springer, Berlin u. a.
- Balanced Scorecard Institute (2012). *Balanced Scorecard Basics*, retrieved from: <http://www.balancedscorecard.org/BSCResources/AbouttheBalancedScorecard/tabid/55/Default.aspx>, accessed on January, 25, 2013.
- Ballwieser, W. (1998). *Unternehmensbewertung mit dem Discounted Cashflow Verfahren*. WPg 1998, pp. 81-92.
- Bartmann, D. (2005). *Industrialisierung des Bankbetriebs. Wie sich Konzepte der Industrie auf die Banken übertragen lassen*. Wiley & Sons, Weinheim.
- Basel Committee on Banking Supervision (2005) *International Convergence of Capital Measurement and Capital Standards: A Revised Framework*, Basel.
- Basel II Accord (2005), *Internationale Konvergenz der Eigenkapitalmessung und der Eigenkapitalanforderungen – Überarbeitete Rahmenvereinbarung*, retrieved from: <http://www.bis.org/publ/bcbs107ger.htm>, accessed on December, 12, 2012.
- Batt, R. (2000). *Strategic segmentation in frontline services: matching customers, Employees, and human resource Systems*. CAHRS Working Paper Series 5-1-2000, Cornell University ILR School.
- Battacharya, S. / Thakor, A. V. (1993). Contemporary banking theory. *Journal of Financial Intermediation*. Vol. 3, pp. 2-50.
- Beimborn, D. / Franke, J. (2005). Drivers and inhibitors for outsourcing financial processes – a comparative survey of economies of scale, scope and skill. *Efl Quarterly* 01/05.
- Berger, S. / Mangold, C. / Meyer, S. (2005). *Ontologiebasiertes Wissensmanagement in der Montage. Wissen in turbulenten Zeiten strukturiert einsetzen*. In: *Industrie Management*, 21. Jg., Heft 1, pp. 49-52.
- Bergman, D. / Stotzer, E. / Wahlström, R. / Sandahl, C. (2009). Learning from dialogue groups – physicians' perceptions of role. *Journal of Health Organization and Management*, Vol. 23 (2), pp. 225-239.
- Berenkoven, L. / Eckert, W. / Ellenrieder, P. (2004). *Marktforschung; Theoretische Grundlagen und praktische Anwendung*; 2. Auflage; Gabler Verlag; Wiesbaden.

- Betge, P. (1996). *Bankbetriebslehre*, Heidelberg.
- Betsch, O. (1998). Wertschöpfungsorientierte Prozessgestaltung in der Bankproduktion in Verbindung mit einem Outsourcing-Konzept, in: GGB-Beratungsgruppe GmbH (ed.): *Wertschöpfungsorientierte Prozessgestaltung in der Bankproduktion in Verbindung mit einem Outsourcing-Konzept*, Stuttgarter Marketinggespräche 1998, pp. 19-53.
- Bexley, J. B. (2005). *Service quality: an empirical study of expectations versus perceptions in the delivery of financial services in community banks*. University of Stirling, Department of Marketing.
- Biswas, N. (2010). Core Banking Solution: A Panacea for Modern Banking Services, *The NEHU Journal*, Vol. VIII, No. 2, July 2010.
- Blankson, C. / Cheng, J. M. / Spears, N. (2007). Determinants of banks selection in USA, Taiwan and Ghana. *International Journal of Bank Marketing*, Vol. 25 (7), pp. 459-489.
- Blatter, P. (2003). Die Bank von morgen ist schlank, in: *Bankmagazin*, Nr. 12, 2003, pp. 38ff.
- Blerer, H. / Fassbender, H. / Rudel, T. (1992). Auf dem Weg zur "schlanken Bank", in: *Die Bank*, Nr. 9, 1992, pp. 500-506.
- Blunch, N. J. 2008. *Introduction to structural equation modelling using SPSS and AMOS*, Sage, Los Angeles et al.
- Bösch, M. (2009). *Finanzwirtschaft – Investition, Finanzierung, Finanzmärkte und Steuerung*, Verlag Franz Vahlen, München.
- Boller, H. P. / Hummel, C. (2005). *Prinzipien und Methoden zur Quantifizierung der Solvabilität – Empfehlungen der IAA*. In: Gründl, H./ Perlet, H. (2005). *Solvency II & Risikomanagement: Umbruch in der Versicherungswirtschaft*, Gabler, Wiesbaden.
- Bongartz, U. (2003). *Transactionsbanking quo vadis ?* p. 39 ff in Lamberti, J.J., Marlière, A., Pöhlker, A. (ed.). *Management von Transaktionsbanken*, Springer, Berlin u.a.
- Bonin, J. P. / Hasan, I. / Wachtel, P. 2005a, *Bank Performance, Efficiency and Ownership in Transition Countries*, *Journal of Banking and Finance*, vol. 29, no. 1, pp. 31-53.
- Börner, C. J. (2000) *Strategisches Bankmanagement: ressourcen- und marktorientierte Strategien von Universalbanken*, Oldenbourg, München, Wien.
- Brosius, F. 2011. *SPSS 21*, mitp Verlag, Hamburg.
- Boyatzis, R. E. (2009). Competencies as a behavioral approach to emotional intelligence, *Journal of Management Development*, Vol. 28 Iss: 9 pp. 749-770.

- Brown, S. / Goetzmann, W. / Liang, B./ Schwarz, C. (2007). Optimal Disclosure and Operational Risk: Evidence from Hedge Fund Registration. *The Journal of Finance*. Berkeley.
- Bruhn, M. (Hrsg.) (2001). *Handbuch Dienstleistungsmanagement. Von der strategischen Konzeption zur praktischen Umsetzung*, 2nd. ed., Wiesbaden.
- Buchheim, C. (1994). *Industrielle Revolutionen. Langfristige Wirtschaftsentwicklung in Großbritannien, Europa und in Übersee*. Dtv Wissenschaft. München.
- Büsch, O. (1979). *Industrialisierung und Geschichtswissenschaft. Ein Beitrag zur Thematik und Methodologie der historischen Industrialisierungsforschung*. 2nd ed., Berlin.
- Büschgen, H. E. (1995). *Bankmarketing*, 1st ed. Düsseldorf.
- Businessdictionary (2012). Specialisation, retrieved from:
<http://www.businessdictionary.com/definition/specialisation.html>, on November, 29, 2012.
- Buttler, M. (2002). Potenziale für Banken im effizienten Management von Risiken, in: Krotzsch, S., Linn, N., Riese, C. (ed.): *Banken in der Wertfalle*, Frankfurt a.M. (2002), pp. 156-180.
- BVR (2011). *Volksbanken und Raiffeisenbanken steigern Gewinn und Marktanteile / Mitgliederboom bei Genossenschaftsbanken / BVR: Regulierung verursachergerecht gestalten*, retrieved from:
<http://www.jugendcreativ.de/p.nsf/index.html?ReadForm&main=6&sub=1&ParentUNID=11DE186DEDDD57CCC1257854002AE37D>, accessed on December, 5, 2012.
- Canals, J. (1999), Scale Versus Specialisation: Banking Strategies After the Euro, *European Management Journal* Vol. 17, No. 6, pp. 567–575, 1999.
- Carrillo, F. J. (2009). Demarcation and levels of analysis in knowledge based development, *Journal of Knowledge Management*, Vol. 13 Iss: 5 pp. 208-213.
- Cetorelli, N. / Gambera, M. (1999). *Banking Market Structure, Financial Dependence and Growth: International Evidence from Industry Data*. Working Paper. Federal Bank of Chicago.
- Chmielewicz, K. / Schweitzer, M. (eds.): *Handwörterbuch des Rechnungswesens*, 3rd ed. Stuttgart.
- Coase, R. (1937). *The Nature of the Firm*, retrieved from:
<http://www.scribd.com/doc/2530438/COASEThe-Nature-of-the-Firm>.
- Cook, T. / Campell, D. (1979). *Quasi-experimentation, design and analysis issues for field settings*, Chicago.

- Cooper, H. / Hedges, L.V. (1994). Research synthesis as a scientific enterprise, in: Cooper, H./ Hedges, L.V. (ed.): *The Handbook of Research Synthesis*, New York, pp. 3-14.
- Cowling, A. / Newman, K. (1995). Banking on people: TQM, service quality and human resources, *Personnel Review*, Vol. 24 Iss: 7 pp. 25-40.
- Curie, M. / Messori, M. (1992). New institutional and new Keynesian economics, pp. 171-204. in: Arena, R. Longhi, C.: *Markets and Organisations*, Berlin.
- Daberkow, M., Radtke, I. (2009). Der Zahlungsverkehr der Postbank als Beispiel für die Industrialisierung im Finanzdienstleistungssektor. pp. 51-67 In: Kaib, B. (ed.) *Outsourcing in Banken: mit zahlreichen aktuellen Beispielen*. Gabler. Wiesbaden.
- Da Rin, M. / Hellmann, T. (2002). Banks as Catalysts for Industrialisation, *Journal of Financial Intermediation* 11, pp. 366–397 (2002).
- Das, S. R. / Nand, A. (1999). A theory of banking structure *Journal of Banking & Finance* 23 (1999) pp. 863-895.
- Das, T. K. / Teng, B. S. (2000). A Resource-Based Theory of Strategic Alliances, *Journal of Management*, 2000, Vol. 26, No. 1, pp. 31-61.
- DeSarbo, W. S. / di Benedetto, C.A. / Song, M. (2007). A heterogeneous resource based view for exploring relationships between firm performance and capabilities. *Journal of Modelling in Management*, Vol. 2, No. 2, 2007, pp 103-130.
- Deutsche Bundesbank (2010). *Bankenstatistik 2010*, retrieved from: http://www.bundesbank.de/Redaktion/DE/Downloads/Veroeffentlichungen/Statistische_Beihefte_1/2010/2010_07_bankenstatistik.pdf?__blob=publicationFile, accessed on December, 8, 2012.
- Dhillon, G. / Torkzadeh, G. (2006). Value-focused assessment of information system security in organizations. *Information Systems Journal*, 16(3), 293-314.
- DIN ISO 9000ff. (1994). *Qualitätssicherungssysteme – Modell zur Darlegung der Qualitätssicherung in Design/Entwicklung, Produktion, Montage und Kundendienst*. Berlin. Beuth Verlag.
- Disselbeck, K. (2011). *Die Industrialisierung von Banken am Beispiel des Outsourcings*, Fritz Knapp Verlag, Frankfurt a. M.
- DIW (2004). *Deutsches Institut für Wirtschaftsforschung. Untersuchung der Grundlagen und Entwicklungsperspektiven des Bankensektors in Deutschland*. Berlin. June 2004.
- Dorn, J. / Gottlob, G. (2006). Künstliche Intelligenz. In: Rechenberg, Peter / Pomberger, Gustav / Pirklbauer, Klaus (Hrg.): *Informatik-Handbuch*. 4., aktual. und erw. Aufl. München, pp. 1053–1080.

- Drinkmann, A. (1990). *Methodenkritische Untersuchungen zur Metaanalyse*, Weinheim.
- Duller, Ch. 2007. *Einführung in die Statistik mit Excel und SPSS. 2.* Heidelberg . Physica Verlag, 2007.
- EDHEC (2010). On The Suitability of the Calibration of Private Equity risk in the Solvency II Standard Formula. April 2010, retrieved from:
http://edhec.edu/servlet/com.univ.collaboratif.utils.LectureFichier?ID_FICHE=4984&OBJET=0017&ID_FICHER=44922, access on December, 12, 2012.
- Elton, E. J. / Gruber, M. J., / Blake, C. R. (2011). Common factors in active and passive portfolios, *Investments and Portfolio Performance*, p. 279.
- Emmerling, R. J. / Boyatzis, R. E. (2012). Emotional and social intelligence competencies: cross cultural implications, *Cross Cultural Management: An International Journal*, Vol. 19 Iss: 1 pp. 4-18.
- Engelhardt, W. M./ Kleinaltenkamp, M./ Reckenfelderbäumer, M. (1993). Leistungsbündel als Absatzobjekte, *Zeitschrift für betriebswirtschaftliche Forschung*, 45. Jg., pp. 395-426.
- Erlenmaier, U. (2009). The Shadow Rating Approach – Experience from Banking Practice, p. 39-77 in: *The Basel II Risk Parameters, Estimation, Validation, and Stress Testing*, Engelmann, E., Rauhmeier, R. (eds.), Springer, Frankfurt a. M.
- Evans, T. (2008). *The international financial turbulence*, Ljubljana, Berlin: Alternative Hillmann, K.H. (1994). *Wörterbuch der Soziologie*. 4th Edition, Krömer, Stuttgart, ECOFIN.
- Everling, O. / Leyder, M. J. (2005). Ratingsoftware im Test: Die Profi-Software, *Die Bank*, Nr. 2, 2005, pp. 64-69.
- EZB (2004). Europäische Zentralbank., *Jahresbericht2004*, retrieved from:
http://www.bundesbank.de/Redaktion/DE/Downloads/Veroeffentlichungen/EZB_Jahresberichte/2004_jahresbericht_ezb.pdf?__blob=publicationFile, access on 1.12.2012.
- Farrell, M.J. 1957, "The Measurement of Productive Efficiency", *Journal of the Royal Statistical Society*, vol. 120, pp. 253-281.
- Filotto, U. / Tanzi, P. M. / Saita, F. (1997). Customer needs and front-office technology adoption. *International Journal of Bank Marketing*. 15/1 (1997), pp. 13-21.
- Filippetti, A. (2011). Innovation modes and design as a source of innovation: a firm-level analysis. *European Journal of Innovation Management*, Vol. 14, No. 1, 2001, pp. 5-36.

- Finkeisen, A. (1999). Prozess-Wertschöpfung, Neukonzeption eines Modells zur nutzenorientierten Analyse und Bewertung, Dissertation, Universität Stuttgart, retrieved from: http://elib.uni-stuttgart.de/opus/volltexte/2000/617/pdf/Diss_Uni.pdf, accessed on December, 2, 2012.
- Fischer-Winkelmann, W.F. (1983). Wertschöpfungsrechnung, in: Lück, W. (ed.) Lexikon der Betriebswirtschaft, Landsberg a. L.
- Fornell, C./ Anderson, E./ Cha, J./ Bryant, B.E. (1996). The American Customer Satisfaction Index: Nature, Purpose, and Findings, *Journal of Marketing*, 60, pp. 7-18.
- Foss, N. J. (1997). The classical theory of production and the capabilities view of the firm, *Journal of Economic Studies*, Vol. 24 Iss: 5 pp. 307-323.
- Fowlie, J. / Wood, M. (2009). The emotional impact of leaders' behaviours, *Journal of European Industrial Training*, Vol. 33 Iss: 6 pp. 559-572.
- Frank, H. J. (2004). IT-Outsourcing: Zwischen Hungerkur und Nouvelle Cuisine, *Deutsche Bank Research*, 6. April 2004.
- Fritsch, M. / A. Hackethal / M. Wahrenburg (2008). The impact of business process outsourcing on firm performance and the influence of governance, *E-Finance Lab quarterly* 01/2008, pp. 6-8.
- Garavan, T. N. (1997). Training, development, education and learning: different or the same? *Journal of European Industrial Training*, Vol. 21 Iss: 2 pp. 39-50.
- Geißler, R. (1992). Die Sozialstruktur Deutschlands. Zur gesellschaftlichen Entwicklung mit einer Bilanz zur Vereinigung. 5th ed., VS Verlag für Sozialwissenschaften, Wiesbaden.
- Gerpott, T. (1993). Integrationsgestaltung und Erfolg von Unternehmensakquisitionen, Stuttgart.
- Gewald, H. / J. Dibbern (2005). The Influential Role of Perceived Risks versus Perceived Benefits in the Acceptance of Business Process Outsourcing: Empirical Evidence from the German Banking Industry, *E-Finance Lab Working Paper* Nr. 2005-9.
- Gietl, G. / Gittfried, N. (2005). Qualitätsmanagement in Banken, Hanser, München.
- Gherardi, S. (2009). Knowing and learning in practice-based studies: an introduction, *The Learning Organization*, Vol. 16 Iss: 5 pp. 352-359.
- Ginzburg, A. / Simonazzi, A. (2003). Patterns of Industrialisation and the Flying-Geese Model, The case of Electronics in East Asia, Paper presented at the Conference on Cluster, Industrial Districts and Firms: the Challenge of Globalization, Conference in honor of Professor Sebastiano Brusco, Modena, Italy, September 12-13-2003.

- Giokas, D. I. (2008). Assessing the efficiency in operations of a large Greek bank branch network adopting different economic behaviours. *Economic Modelling*, 25(3), pp. 559-574.
- Gizycki, M. C. (2001). The effect of Macroeconomic conditions on banks' risk and profitability. Reserve Bank of Australia.
- Gleich, R. / Sauter, R. (2008). *Operational Excellence: Innovative Ansätze und Best Practices in der produzierenden Industrie*, Haufe Verlag, München.
- Gondring, H. / Lammel, E. (2001). *Handbuch Immobilienwirtschaft*, Gabler, Wiesbaden.
- Gottswinter, C. (2010). *Risikomangement der Banken: Vergleichende Analyse der Deutschen Bank, Commerzbank und Hypo Vereinsbank*, Diplomikaverlag Hamburg.
- Goyal, A. / Akhilesh, K. B. (2007). Interplay among innovativeness, cognitive intelligence, emotional intelligence and social capital of work teams, *Team Performance Management*, Vol. 13 Iss: 7 pp. 206-226.
- Grap, R. (1992). *Neue Formen der Arbeitsorganisation für die Stahlindustrie*, Aachen: Augustinus, 1992 (Aachener Beiträge zu Humanisierung und Rationalisierung 4).
- Greenland S. / Morgenstern H. (2001). Confounding in health research, *Annual Review of Public Health* 2001, 22, pp. 189–212.
- Grof, E. (2002). *Risikocontrolling und Kreditwürdigkeitsprüfung: Risikoorientiertes Bankencontrolling unter Berücksichtigung neuerer Bonitätsprüfungsverfahren*, Wien, 2002.
- Gross, S. (2006). *Banks and Shareholder Value: An Overview of Bank Valuation and Empirical Evidence on Shareholder Value for Banks*. Gabler. Wiesbaden.
- Haller, A., (1997). *Wertschöpfungsrechnung*, Stuttgart.
- Hammer, K. (2011). Klassischer Treasury-Ansatz im Kontext des Asset-Liability-Managements, pp. 17-42 in: Braun, H., Heuter, H. (Ed.) (2011). *Handbuch Treasury, Ganzheitliche Risikosteuerung in Finanzinstituten*, Schäffer-Poeschel Verlag, Stuttgart.
- Harting, G. (1994). Wertschöpfung auf neuen Wegen in: 'Beschaffung aktuell 7/1994'.
- Hartlieb, B. / Kiehl, P. / Müller, N. (2009). *Normung und Standardisierung. Grundlagen*. DIN Beuth Verlag. Berlin et al.
- Hauser, C. (1996). *Marktorientierte Bewertung von Unternehmensprozessen*, Bergisch Gladbach, Köln, 1996.

- Hayden, E. / Porath, D. (2009). Statistical methods to Develop Rating Models, p. 1-12 in: The Basel II Risk Parameters, Estimation, Validation, and Stress Testing, Engelmann, E., Rauhmeier, R. (eds.), Springer, Frankfurt a.M.
- Hedges, L. V. (1986). Issues in meta-analysis, in: Review of Research in Education, Vol. 13, pp. 353-403.
- Hyötyläinen, M. / Möller, K. (2007). Service packaging: key to successful provisioning of ICT business solutions", Journal of Services Marketing, Vol. 21 Iss: 5 pp. 304-312.
- Keckl, D. / Moormann, J. / Rosemann, M. (2010). Uptake and success factors of Six Sigma in the financial services industry, Business Process Management Journal, Vol. 16 No. 3, 2010, pp. 436-472.
- Kwan, S. H. / Eisenbeis, R. A. (1996). An Analysis of Inefficiencies in banking: A Stochastic Cost Frontier approach, FRBSF Economic Review 1996, No. 2 p. 16-26.
- Halling, M. / Biffl, S. / Grünbacher, P. (2004). The role of valuation in value-based software engineering. In 6th International Workshop on Economics-Driven Software Engineering Research-Proceedings of 26th International Conference on Software Engineering (pp. 7-10).
- Heckl., D. / Moormann, J. (2010). Uptake and success factors of Six Sigma in the financial services industry, Business Process management Journal, vol. 16, No. 3, 2010 pp. 436-472.
- Helfat, C. E. / Eisenhardt, K. M. (2004). Inter-Temporal Economies of scope, organizational modularity, and the dynamics of diversification, Strategic Management Journal, 25: pp. 1217-1232 (2004).
- Helm, S. (1997). Neue Institutionenökonomik – Einführung und Glossar, 2. Auflage, Düsseldorf.
- Hoffmann / Walther u. a. (1965). Das Wachstum der deutschen Wirtschaft seit der Mitte des 19. Jahrhunderts, New York u. a. 1965.
- Hoffmann (2002). Heideggers Philosophie aus Sein und Zeit. Retrieved from: <http://www.cse.unsw.edu.au/~achim/Research/Philosophie/node61.html>, on Max, 11, 2012.
- Hoggarth, G. / Mahadeva, L. / Martin, J. (2010). Understanding international bank capital flows during the recent financial crisis. Financial Stability Paper No. 8, September 2010, Bank of England.

- Holström, B. / Milgrom, P. (1999). Art.: Multitask Principal-Agent Analyses: Incentive Contracts, Asset Ownership, and Job Design, in: Williamson, Oliver E./ Masten, Scott E. (Hrsg.), *The economics of transaction costs*, S.214-242, Cheltenham.
- Homburg, C. / Krohmer, H. (2006). *Marketingmanagement: Strategie, Instrumente, Umsetzung*. Gabler, Wiesbaden.
- Homburg, C. / Pflesser, C. (2000). A Multiple-Layer Model of Market-Oriented Organizational Culture: Measurement Issues and Performance Outcomes *Journal of Marketing Research* (2000), Volume: 37, Issue: 4, Publisher: American Marketing Association, pp. 449-462.
- Horvath & Partners (2011). *Management Consultants, Operational Excellence in Financial Industries 2010, Gestaltungsfaktoren effektiver und effizienter Wertschöpfungsketten, Ergebnisbericht*.
- Horzella, A (2009). *Wertsteigerung im M&A Prozess*, Gabler, Wiesbaden.
- Hoskisson, R. / Hitt, M. / Wan, W. / Yiu, D. (1999). Theory and research in strategic management: swings of a pendulum, In: *Journal of Management*, 1999, Vol. 25, No. 3, pp. 417-456.
- Hyötyläinen, M. / Möller, K. (2007). Service packaging: key to successful provisioning of ICT business solutions. *Journal of Services Marketing*, 21(5), 304-312.
- Huete, L. M. / Roth, A. V. (1988). The Industrialisation and span of retail banks' delivery systems, Working Paper WP – 148, November, 1988, IESE Business School, University of Navarra.
- Illeris, K. (2004). *Three Dimensions of Learning*. Malabar, FL: Krieger Publishing. 6.
- Ormrod, J.E. (1995). *Human Learning*. Englewood Cliffs, NJ: Prentice Hall.
- Ittner, C. D. / Larcker, D. F., / Meyer, M. W. (2003). Subjectivity and the weighting of performance measures: Evidence from a balanced scorecard. *The Accounting Review*, 78(3), 725-758.
- Jadad, A. R. (1998). Bias in RCTs: beyond the sequence generation, in: *Randomised Controlled Trials*, British Medical Journal Books, London, pp. 28-44.
- Jakobides, M. G. (2005). Industry Change through vertical disintegration: How and why markets emerged in mortgage banking, *Academy of Management Journal*, 2005, Vol. 48, No. 3, pp. 465-498.
- Jansen, A. (2006). *3D-Diversifikation und Unternehmenserfolg. Die Erfolgswirkung der horizontalen, geografischen und vertikalen Diversifikation deutscher Aktiengesellschaften*, DUV, Wiesbaden.

- Järvinen, R. / Lehtinen, U. / Vuorinen, I. (2001). Options of strategic decision making in services, *European Journal of marketing*, Vol. 37, No. 576, 2003 pp. 774-796.
- Jensen, M. C. / Mecklin W. H. (1976). Theory of the Firm, Managerial Behaviour, Agency Costs and Ownership Structure, pp. 305-360, in *Journal of Financial Economics*, Band 3, Heft 4.
- Jonk, G. / Handschuh, M. / Niewiem, S. (2008). The battle of the value chains: new specialized versus old hybrids, *Strategy & Leadership*, Vol. 36 Iss: 2 pp. 24-29.
- Junghans, W. (1996). Deutsche Gesellschaft für Qualität e.V. (Hrsg.), *Qualitätsmanagementsystem in Vertriebsorganisationen für technische Serienprodukte*, Berlin (u.a.) Beuth Verlag.
- Kamiske, G. F. (2003). *Die hohe Schule des Total Quality Management*, Springer, Berlin.
- Kamiske, G. F. / Umbreit, G. (ed.). (2008). *Qualitätsmanagement – eine multimediale Einführung*, 4th ed. Hanser München, Wien.
- Kaplan, R. S. / Norton, D. P. (1992). The Balanced Scorecard – Measures That Drive Performance, *Harvard Business Review*, No. 92105, Jan/Feb. 1992, pp. 71-79.
- Kaplan, R. S. / D. P. Norton. (1996). *The Balanced Scorecard: Translating Strategy into Action*. Boston: Harvard Business School Press.
- Kaplan, R. S. / Norton, D. P. (2004). *Strategy maps: Converting intangible assets into tangible outcomes*. Harvard Business Press.
- Keeney, R. (1992). *Value-Focused Thinking: A Path to Creative Decision Making*, USA.
- Keeney, R. L. (1994). Creativity in Decision Making with Value-Focused Thinking, *Sloan Management Review*, summer 1994, pp. 33-41.
- Keeney, R. L. (1996). Value –Focused thinking: Identifying decision opportunities and creating alternatives, *European Journal of Operational Research* 92(1996) pp. 537-549.
- Keeney R. L. (1999). Value-Focused Thinking, pp. 465-494 in: Bell, D.E., Raiffa, H., Tversky, A. (1999). *Decision Making: Descriptive, Normative and Prescriptive Interactions*, Cambridge UP, 4th ed. 1999.
- Kildegaard, A. / Williams, P. (2002). Banks, systematic risk, and industrial concentration: theory and evidence. *Journal of economic behaviour & Organization*, 47(4), 345-358.
- Kim, C. S. / Davidson, L. F. (2004). The effects of IT expenditures on banks' business performance: Using a balanced scorecard approach. *Managerial Finance*, 30(6), 28-45.

- Köhler, M. / Lang, G. (2008). Trends im Retail-Banking: Outsourcing im deutschen Bankensektor, Zentrum für Europäische Wirtschaftsforschung (ZEW), Mannheim, August 2008.
- Köckritz, H. G. / Simschek, R., Schimmer, M. (2012). Gibt es eine optimale Wertschöpfungstiefe? Die Bank, retrieved from: <http://www.die-bank.de/betriebswirtschaft/gibt-es-eine-optimale-wertschoepfungstiefe> , accessed on December, 10, 2012.
- Kohn, M. L. / Schooler, C. (1983), Work and Personality: An Inquiry into the Impact of Social Stratification, Ablex Publishing, Norwood.
- Kotler, P. / Bliemel, F. (1992). Marketing-Management : Analyse, Planung, Umsetzung und Steuerung, 7. Aufl., Stuttgart 1992.
- Kreuzkamp, M. (2011). Innovations- und Nachhaltigkeitsmanagement in der deutschen Sparkassen-Finanzgruppe als Reflexion der Weltfinanzmarktkrise. Harland Media. Lichtenberg.
- Kröll, A. M. (2003). Interorganisationale Netzwerke. Dissertation an der Universität St. Gallen. DUV, Wiesbaden. 2003.
- Krotsch, S. (2005). Industrialisierung in der Abwicklungs- und Transformationsfunktion von Banken. Gabler. Wiesbaden.
- Kulmar, K. / van Hillegersberg, J. (2004). New Architectures for financial services, Communications of the ACM, May 2004, Vol. 47, No. 5.
- Kühn, R. / Grünig R. (2000). Grundlagen der strategischen Planung. Ein integraler Ansatz zur Beurteilung von Strategien, 2nd ed., Bern et al.
- KWG. Gesetz über das Kreditwesen. "Kreditwesengesetz in der Fassung der Bekanntmachung vom 9. September 1998 (BGBl. I S. 2776), das zuletzt durch Artikel 2 des Gesetzes vom 1. März 2011 (BGBl. I S. 288) geändert worden ist“.
- Lang, Ch. J. (2001). Managerial concerns in knowledge management, Journal of Knowledge management, Vol. 5 Iss: 1 pp. 43-59.
- Langer, W. (2004). Mehrebenenanalyse, Eine Einführung für Forschung und Praxis, VS Verlag für Sozialwissenschaften, 1st ed., Wiesbaden.
- Leblanc, G. (1990). Customer Motivations: Use and Non-use of Automated Banking, International Journal of Bank Marketing, Vol. 8 Iss. 4, pp. 36-40.
- Leibenstein, H. (1966), "Allocative Efficiency vs. X-Efficiency", American Economic Review 56 (3), pp. 392-415.

- Lehmann, E. / Neuberger, D. (2001). Do lending relationships matter?: Evidence from bank survey data in Germany. *Journal of Economic Behaviour & Organisation*, 45(4), pp. 339-359.
- Lemke, H. J. (1992). Mit Wertkettenanalyse und Zero-Base-Budgeting zum marktorientierten Unternehmen, in: *krp 5/92*, pp. 271-274.
- Levine, R. (1997). Financial Development and Economic Growth: Views and Agenda, *Journal of Economic Literature*, Vol. XXX (June 1997), pp. 688-726.
- Lievens et al (1997). Linking communication to innovation success, *International Journal of Service Industry Management* Vol. 10, No. 1, 1999, pp. 23-47.
- Lloyd-Walker, B. / Cheung, Y. P. (1998), "IT to support service quality excellence in the Australian banking industry", *Managing Service Quality*, Vol. 8 Iss: 5 pp. 350-358.
- Lovelock, C. H. (1999); Developing marketing strategies for transnational service operations; *Journal of Services Marketing*; Vol. 13; Nr. 4/5 pp. 278-289.
- Lu, J. W. (2002). Intra- and Inter-organizational Imitative Behaviour: Institutional Influences on Japanese Firms' Entry Mode Choice. *Journal of International Business Studies*, 33, 1, (1st Quarter 2002), pp. 19-37.
- Lucks, K. / Meckl, R. (2002). *Internationale Mergers & Acquisitions, Der prozessorientierte Ansatz*, Springer, Berlin u. a.
- Lukas, B. A. / Ferrell, O.C. (2000). The Effect of Market Orientation on Product Innovation, *Journal of the Academy of Marketing Science*, Volume 28, No. 2, pp. 239-247.
- McKinsey & Company (2011). Risk IT and Operations: Strengthening capabilities, Institute of International Finance, McKinsey & Company, June, 7th, 2011.
- McKinsey & Company (2012). Day of reckoning for European retail banking, retrieved from www.mckinsey.com, on January, 23, 2013.
- MacDonald, K. H. (1991). The Value Process Model, in: Sott Morton M.S. (eds.): *The Corporation of the 1990s – Information Technology and Organizational Transformation*, Oxford 1991, pp. 299-309.
- Markus, M. L. / Steinfield, C. W. / Wigand, R. T. / Minton, G. (2006). Industry-wide IS Standardisation as Collective Action: The Case of the US Residential Mortgage Industry, *MIS Quarterly Special Issue*, Summer 2006.
- Marr, B. / Gupta, O. / Pike, S. / Roos, G. (2003). Intellectual capital and knowledge management effectiveness, *Management Decision*, Vol. 41 Iss. 8 pp. 771-781.

- McCarthy, E. J. (1964). *Basic Marketing: A managerial Approach*
- Meffert, H. (1998). *Marketing. Grundlagen marktorientierter Unternehmensführung. Konzepte – Instrumente – Praxisbeispiele*. 8. Aufl. Gabler. Wiesbaden.
- Meffert, H. (2000). *Marketing-Management, Analyse-Strategie-Implementierung*, Gabler, Wiesbaden.
- Meffert, H. / Bruhn, M. (1997). *Dienstleistungsmarketing. Grundlagen, Konzepte, Methoden*. Wiesbaden 1997.
- Menez, J. R. (2007). A new indicator of technical complexity at work, *International Journal of Sociology and Social Policy*, Vol. 28 No. 5/6, 2008, pp. 155-178.
- Meyer, A. (Hrsg.) (1998). *Handbuch Dienstleistungsmarketing; Band 1 und 2*; Schäffer-Poeschel Verlag; Stuttgart.
- Moher, D. / Cook, D. J./ Eastwood, S. / Olkin, I. / Rennie, D. / Stroup, D. F. (1999). Improving the quality of reports of meta-analyses of randomized controlled trials: the QUOROM statement, in: *Lancet*, Vol. 354, pp. 1896-1900.
- Momeni, M. / Maleki, M. H. / Afshari, M. A. / Moradi, J. S. / Mohammadi, J. (2011). A Fuzzy MCDM Approach for Evaluating Listed Private Banks in Tehran Stock Exchange Based on Balanced Scorecard. *International Journal of Business Administration*, 2(1), pp. 80.
- Montgomery, C. A. (1994). Corporate diversification, *The Journal of Economic Perspectives*, Volume 8, Issue 3, (Summer 1994), pp. 163-178.
- Montgomery, C. A. / Wernerfelt, B. (1988). Diversification, Ricardian rents, and Tobin's q. *Rand Journal*, pp. 623-632.
- Moos, J. A. (1999). *Reflection in Learning & Professional Development, Theory & Practice*, Great Britain.
- Mosier, K. / Skitka, L. J. (1996). Human decision makers and automated decision aids: Made for each other? In R. Parasuraman, M. Moulous (eds.) *Automation and human performance: Theory and applications*, pp. 201-220, Hillsdale, NJ, Erlbaum.
- Muraleedharan, K. K. (2010). *Marketing strategies of the banking industry*, working paper.
- Neumann, A.(1994). *Fusionen und fusionsähnliche Unternehmens- Zusammenschlüsse unter besonderer Berücksichtigung finanzieller Aspekte*, Diss. Bern.
- Ngoc, T.N. (2008). *Operations and Supply Chain Management*, Solarly paper at Atlantic international University, Jan, 1, 2008.

- Nieschlag, R. / Dichtl, E./ Hörschgen, H. (2002). *Marketing*, Duncker & Humblot, Berlin.
- Nikolaidou, M. / Anagnostopoulos, D. / Tsalgatidou, A. (2001). Business Processes Modeling and Automation in the Banking Sector: a Case Study. *International Journal of Simulation*, 2(2), pp. 65-76.
- Norreklit, H. (2003). The Balanced Scorecard: what is the score? A rhetorical analysis of the Balanced Scorecard, *Accounting, Organizations and Society* 28 (2003), pp. 591–619.
- North, D. C. (1994). Economic Performance through Time, *The American Economic Review*, Vol. 84. Nr. 3, pp. 359-368.
- Ortega, J. (2001). Job rotation as a Learning mechanism, *Management Science*, Vol. 47, No. 10, October 2001, pp. 1361-1370.
- Osterheld, I. (2001). *Transaktionskostenrechnung und Unternehmensstrategie*, Deutscher Universitäts-Verlag, Wiesbaden.
- OSV (2013). Website of Eastern German Savings Banks' association, retrieved from: <http://www.osv-online.de/verband/aufgaben-und-rechtsgrundlagen.html>, Accessed on February, 10, 2013.
- Oxman A. D. (1996). The Cochrane Collaboration in the 21st century: ten challenges and one reason why they must be met. In: Egger M. / Smith G. D. / Altman D. G. eds. (2008), *Systematic Reviews in Health Care: Meta-Analysis in Context* (2008).
- Paprottka, S. (1996): *Unternehmenszusammenschlüsse: Synergiepotentiale und ihre Umsetzungsmöglichkeiten durch Integration*, Wiesbaden.
- Pajak, D. (2006). *Konfliktfeld Offshoring – Auswirkungen von Standortentscheidungen auf Mitarbeiter in multinationalen Unternehmen*, Saarbrücken.
- Parasuraman, R. /Riley, V. (1997). Humans and Automation: Use, Misuse, Disuse, Abuse, *Human Factors*, 1997, 39(2), pp. 230-253, retrieved from: <http://archlab.gmu.edu/people/rparasur/Documents/ParasRileyHF97.pdf>, access on Dec, 12, 2012.
- Parkan, C. (1987). Measuring the efficiency of service operations: an application to bank branches, *Engineering Costs and Production Economics*, 12(1), pp. 237-242.
- Parker, S. K. (1998). Enhancing the Breadth Self-Efficacy: The roles of Job Enrichment and Other Organizational Interventions, *Journal of Applied Psychology* 1998, Vol. 83, No. 6, pp. 835-852.
- Pausenberger, E.(1989). Zur Systematik von Unternehmenszusammenschlüssen, in: *Das Wirtschaftsstudium*, 18. Jg., pp. 621-626. 1989.

- Peaucelle, J. L. (2000). From Taylorism to post-Taylorism: Simultaneously pursuing several management objectives, *Journal of Organizational Change Management*, Vol. 13 Iss: 5 pp. 452-467.
- Penrose E. (1959). *The Theory of the Growth of the Firm*, Oxford University Press, Oxford.
- Peter, C. (2009). Estimating Loss Given Default – Experiences from Banking Practice pp. 143-176 in: *The Basel II Risk Parameters, Estimation, Validation, and Stress Testing*, Engelmann, E., Rauhmeier, R. (eds.), Springer, Frankfurt a.M.
- Petitti, D.B. (2000). *Meta-Analysis, Decision Analysis, and Cost- Effectiveness Analysis: Methods for Quantitative Synthesis in Medicine*, 2nd ed., New York.
- Pfeifer, T. (2001). *Qualitätsmanagement. Strategien, Methoden, Techniken*. 3rd ed. Hanser. München. Wien.
- Pfeiffer, M. (2012). *Disaggregation von Wertschöpfungsketten im deutschen Bankensektor*, Dissertation, Universität Duisburg-Essen.
- Pfister, U. (2008). *Anfänge der Industrialisierung, Deutsche Wirtschaft seit 1850*, Westfälische Wilhelms-Universität Münster, 16.12.2008 retrieved from: http://www.wiwi.uni-muenster.de/wisoge/md/personen/pfister/Vorlesungsdateien/Deutsche_Wirtschaft_seit_1850/S09-Anfnge-Industrialisierung-Folien.pdf, accessed on: November, 26, 2012.
- Picot, A. (1991). *Ökonomische Theorien der Organisation – Ein Überblick über neuere Ansätze und deren betriebswirtschaftliches Anwendungspotential*, pp. 143-170 in: Odelheide, D. / Rudolph, B. / Büsselmann, E. (Hrsg.): *Betriebswirtschaftslehre und ökonomische Theorie*. Schäffer-Poeschel. Stuttgart.
- Picot, A. / Reichwald, R. / Wigand, R. T. (1998). *Die grenzenlose Unternehmung. Information, Organisation und Management*. 3. Auflage, Gabler, Wiesbaden.
- Pictet (2011). *Pictet & Cie's Value chain*, Retrieved from http://www.pictet.com/en/home/private_clients/private_banking/value_chain.html#2, access on May, 20, 2011 (no more available now).
- Pinel, J. P. J. / Pauli, P. (2007). *Biopsychologie*, 6th ed., Pearson Studium München et al.
- Porath, D. (2009). *Scoring Models for Retail Exposures*, p. 25-37 in *The Basel II Risk Parameters, Estimation, Validation, and Stress Testing*, Engelmann, E., Rauhmeier, R. (eds.), Springer, Frankfurt a.M.
- Porter, M. E./ Millar, V. E. (1985). *How information gives you competitive advantage*, *Harvard Business Review*, July-August 1985, pp. 149-160.

- Porter, M. E. (1996). What is strategy? Harvard Business Review, November-December, 61-78. The value chain.
- PricewaterhouseCoopers (2005). Offshoring in the financial services industry: Risk and Rewards, retrieved from: <http://www.finextra.com/Finextra-downloads/featuredocs/offshoring.pdf>, accessed on Dec, 1, 2012.
- Putz, A. (2006). Retention Marketing im Private Banking, Theoretische und empirische Analyse des Kunde-Bindungsmarketing im österreichischen Private Banking, Diplomarbeit.
- PwC (2012). Kreditstudie 2012. Effizienz der Kreditprozesse in deutschen Kreditinstituten, 09.07.2012, STG Transaktionsgesellschaft.
- PwC (2012/II). Ihr Reifegrad unter der Effizienzlupe, PricewaterhouseCoopers, Mai, 2012.
- Radke, M. (1996). Die große betriebswirtschaftliche Formelsammlung, Elementarausgabe, 9. Auf. Landsberg a.L.
- Rappaport, A. (1999). Shareholder Value. Schäffer-Poeschel Verlag, Stuttgart.
- Reckenfelderbäumer, M. (2002). Die „produktionswirtschaftliche Sicht“ von Bankleistungen aus leistungstheoretischer Perspektive, in Paul, S. / Reckenfelderbäumer, M. / Süchting, J. (ed.). Theoriediskussion in der Bankbetriebslehre, Frankfurt a.M., 2002, pp. 21-37.
- Reineke, R.-D. (1998). Akkulturation von Auslandsakquisitionen, Wiesbaden.
- Reißner, T. (2007). Risikomanagement in Sparkassen. Seminararbeit an der Fernuniversität Hagen. Grin Verlag, Norderstedt.
- Reixas, X. / Rochet, J. C. (1997). Microeconomics of Banking, MIT, Boston. USA.
- Richert, J. (2006). Performance Measurement in Supply Chains: Balanced Scorecard in Wertschöpfungsnetzwerken, Gabler, Wiesbaden.
- Riese, C. (2006). Industrialisierung von Banken. Gabler. Wiesbaden.
- Roberts, P. W. / Amit, R. (2003). The dynamics of innovative activity and competitive advantage: The case of Australian retail banking, 1981 to 1995. Organization Science, 14(2), 107-122.
- Robins, J. / Wiersema, M. F. (1995). A Resource-Based Approach to the multi-business firm: empirical analysis of portfolio interrelationships and corporate financial performance. Strategic Management Journal, Vol. 16, 277-299 (1995).

- Rosenthal, R. / DiMatteo, M. R. (2001). Meta-Analysis: Recent Developments in Quantitative Methods for Literature Reviews, in: Annual Review of Psychology, Vol. 52, pp. 59-82.
- Rudolph, B. (2006). Unternehmensfinanzierung und Kapitalmarkt, Mohr Siebeck, München.
- Schmidt, I. (2001). Wettbewerbspolitik und Kartellrecht, 7. Aufl., Stuttgart.
- Schmitz, H. / Nadvi, K. (1999). Clustering and Industrialisation: Introduction. World Development Vol. 27, No. 9, pp. 1503-1514.
- Schneider, N. C. (2006). Kundenwertbasierte Effizienzmessung. Der Beitrag von Marketingmaßnahmen zur Unternehmenswerterhöhung in der Automobilindustrie. Dissertation an der Universität Mannheim. Gabler. Wiesbaden.
- Scholz, R. / Vrohling, A. (1994). Prozess-Leistungs-Transparenz, in: Gaitanides, M. u. a. (1994). Prozessmanagement, München/Wien, 1994, p. 57-98.
- Schulte, H. (2002). Produktoptimierung – Handlungsalternative für Banken, in: Krotzsch, S.I Linn, N./ Riese, C. (Hrsg.): Banken in der Wertfalle, Frankfurt am Main, 2002, pp. 74-93.
- Schumpeter, J. A. (1934). Theorie der Wirtschaftlichen Entwicklung, The theory of economic development, Leipzig: Dunker & Humblot, 1912; translated by REDVERS OPIE, Cambridge, MA: Harvard U. Press, 1934.
- Schwan, T. (1995). Konzept und Architektur eines Planungsmodells zur Bewertung rechnerintegrierter Systeme in Produktionsbetrieben, Dissertation, St. Gallen, 1995.
- Siau, K. / Sheng, H. / Nah, F. (2004, December). The value of mobile commerce to customers, In Tenth Americas Conference on Information Systems, New York City (pp. 2811-2814).
- Sidki, M. (2006). Risikoteilung zwischen Banken und Kapitalmarkt, Diplomarbeit, Universität Heidelberg.
- Singh, A. / Glen, J. / Zammit, A. / de-Hoyos, R. et al. (2005). Shareholder Value maximisation, Stock Market and New Technology: Should the US Corporate Model be the Universal Standard? International Review of Applied Economics, Vol. 19, No. 4, pp. 419-437, October 2005.
- Shen, Z. (2009). Efficiency and Productivity Analysis in Ten Asian Banking Industries, Loughborough University.
- Sheng, H. / Nah, F. F. H. /Siau, K. (2005). Strategic implications of mobile technology: A case study using Value-Focused Thinking. The Journal of Strategic Information Systems, 14(3), pp. 269-290.

- Shleifer, A., Vishny, R.M. (1991). Takeovers in the 60s and the 80s: Evidence and implications. *Strategic Management Journal*, Vol. 12, pp. 51-59.
- Skrizipek, M. (2004). *Shareholder Value versus Stakeholder Value: ein Vergleich des US amerikanischen Raums mit Österreich*. Gabler. DUV. Wiesbaden.
- Smith, R. G. (1998). *Paying the price on the internet: funds transfer crime in cyberspace*, Australian Institute of Criminology, Melbourne, 1998, retrieved from: http://www.aic.gov.au/media_library/conferences/internet/smith.pdf, accessed on December, 12, 2012.
- Smith, C. W. / Stulz, R. M. (1985). The Determinants of Firms' Hedging Policies, *Journal of Financial and Quantitative Analysis*, December 1985, 20, 391-405.
- Spath, D. / Korge, A. / Scholtz, O. (2003). Ganzheitliche Produktionssysteme – eine neue Chance für produzierende Unternehmen. In: *Ratio*, 9. Jg., Heft 3, pp. 9-11.
- Spiegel Online (2009). *Neue Aufgaben: Sparkassen wollen Großkonzerne finanzieren*, retrieved from: <http://www.spiegel.de/wirtschaft/unternehmen/neue-aufgaben-sparkassen-wollen-grosskonzerne-finanzieren-a-660560.html>, access on 17.3.2013.
- SpkG. Gesetz über die öffentlichen Sparkassen. Sparkassengesetz – SpkG – (BayRS 2025-1-I), zuletzt geändert durch § 15 des Gesetzes vom 27. Juli 2009 (GVBl S. 400).
- Spremann, K. / Buermeyer, M. (1997). Zur Dimensionierung von Banken, in: Hörter, S., Wagner, A. (eds.): *Visionen im Bankmanagement*, Festschrift für Leo Schuster, pp. 169-179, München.
- Spur, G. (1994). *Automatisierung und Wandel der betrieblichen Arbeitswelt*. Akademie der Wissenschaften zu Berlin. Forschungsbericht. De Gruyter. Berlin.
- Stender-Monhemius, K. (2002). *Marketing: Grundlagen mit Fallstudien*, Oldenburg Verlag, München, Wien.
- Stinchcombe, A. L. (1990). *Information and Organizations*, University of California Press, Berkeley, CA.
- Strutz, E. (1993). *Wertmanagement von Banken*, Bern u.a.
- Sturgeon (2002). *Modular Production Networks: A New American Model of Industrial organisation*. *Industrial and Corporate Change* 11: 3 (2002).
- Sturgeon, T. J. (2010). *How do we define value chains and production networks?* Industrial performance centre, Special Working paper Series, IPC Globalization Working Paper 00-010.

- Takac, P. F. / Singh, C.P. (1992). Strategic Alliances in Banking, *Management Decision*, Vol. 30 Iss: 1.
- Tanrikulu, Z. / Ozcer, T. (2011). Standardisation of information systems development processes and banking industry adaptations, *International Journal of Software Engineering & Applications* Vol. 2, no.2, April 2011.
- Temple, J. / Voth, H.J. (1998). Human capital, equipment investment, and Industrialisation. *European Economic Review* 42 (1998), pp. 1343-1362.
- Thaler, K. (2007). *Supply Chain Management. Prozessoptimierung in der logistischen Kette*. Bildungsverlag EINS, 5th ed. Troisdorf.
- Tietzel, M. (1981). Die Ökonomie der Property-Rights: Ein Überblick, in *Zeitschrift für Wirtschaftspolitik*, Nr. 30, 1981, pp. 207-243.
- Töpfer, A. (2009). *Lean Six Sigma: Erfolgreiche Kombination von Lean Management, Six Sigma und Design for Six Sigma*, Band 10, Springer. Berlin et al.
- Tomura, H. (2010). Liquidity Transformation and Bank Capital Requirements, *Bank of Canada Working Papers*, Retrieved from: <http://www.bankofcanada.ca/publications-research/research/>, on May, 20, 2011.
- Ulrich, P./ Fluri, E. (1995). *Management: eine konzentrierte Einführung*, 7. Aufl. Bern.
- Verbeck, A. (1988). *TQM versus QM: Wie Unternehmen richtig entscheiden*. Zürich: vdf.
- Vignalli, C. / Davies B.J. (1994). The Marketing Mix Redefined and Mapped: Introducing the MIXMAP Model, *Management Decision*, Vol 30 Iss: 8, pp. 11-16
- Voigtländer, D. (2004). Industrialisierung des Bankbetriebs optimiert die Kosten, in: *Börsen-Zeitung*, Nr. 30.
- Warnecke, H.-J. (Hrg.) (1996). *Die Montage im flexiblen Produktionsbetrieb*. Technik, Organisation, Betriebswirtschaft. Berlin / Heidelberg / New York: Springer.
- Weber, M. (1978). *Economy and Society*, University of California Press, Berkeley, CA.
- Weiber, R. / Mühlhaus, D. (2010). *Strukturgleichungsmodellierung. Eine Anwendungsorientierte Einführung in Die Kausalanalyse Mit Hilfe Von Amos, Smart Pls und Spss*. Berlin: Springer.
- Wiedemann, A. (2007). *Wertschöpfungsketten im Umbruch*. Präsentation des Lehrstuhls für Finanzen und Bankmanagement. Universität, Siegen. Jan, 22, 2007, retrieved from: <http://www.wiwi.uni-muenster.de/06/nd/fileadmin/wpg/ws0607/material/wiedemann.pdf>, on May, 20, 2011.

- Williamson, O.E. (1975). *The economic institutions of capitalism: Firms, Markets, Relational Contracting*. Yale University, New York, London.
- Wirtz, B. W. (2003). *Merger & Acquisitions Management*. Gabler. Wiesbaden.
- Wirtz, J. / Ehret, M. (2009). Creative “restruction” – how business services drive economic evolution, *European Business Review*, Vol. 21 Iss: 4 pp. 380-394.
- Wu, H. Y. (2011). Constructing a strategy map for banking institutions with key performance indicators of the balanced scorecard, *Evaluation and Program Planning*.
- Wu, H. Y. / Tzeng, G. H. / Chen, Y. H. (2009). A fuzzy MCDM approach for evaluating banking performance based on Balanced Scorecard. *Expert Systems with Applications*, 36(6), 10135-10147.
- Wüllenweber, K. / Weitzel, T. (2007). An empirical exploration of how process standardisation reduces outsourcing risks, proceeding of the 40th Hawaii international Conference on System Sciences, 2007.
- Vapnik, V.N. (1995). *The Nature of Statistical learning Theory*, Springe, Berlin.
- VÖB (2011). Bundesverband öffentlicher Banken Deutschlands, Übersicht Regulierungsvorhaben. Stand 14.01.2011, retrieved from: www.voeb.de/download/neuregulierungen_bankensektor.pdf, accessed on April, 26, 2011.
- Xue, M. / Hit, L. M. / Harker, P. T. (2007). Customer Efficiency, Channel Usage, and Firm Performance in Retail Banking, *Manufacturing & Service Operations Management*.
- Zavareh et al. (2012). E-Service Quality Dimensions and Their Effects on E-Customer Satisfaction in Internet Banking Services, *Procedia – Social and Behavioural Sciences* 40 (2012), 441-445.
- Zhang, Y. / Li, L. (2009, May). Study on Balanced Scorecard of Commercial Bank in Performance Management System. In the 2009 International Symposium on Web Information Systems and Applications (WISA'09), May 22-24 Nanchang, China.
- Zollondz, H.-D. (2006). *Grundlagen Qualitätsmanagement: Einführung in Geschichte, Begriffe, Systeme*. 2nd ed. Oldenbourg. München.