

Report on Deutsche bank's overall portfolio,
business model, Market position, financial
situation, company strategy, and branding.

Final Report

On Deutsche Bank

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EXECUTIVE SUMMARY

Deutsche Bank is an international investment bank based in Germany. As of 2020, Deutsche Bank was the world's 21st biggest bank by total assets and 63rd largest bank by market capitalization. It has more than 1.3 trillion dollars in assets as of December 2021. During the 20th century, it expanded its operations throughout Europe. It was listed on the New York Stock Exchange in 2001. In 2008, the bank declared a net loss for the first time in five decades.

Deutsche Bank has evolved its business model several times over the years to provide a variety of commercial banking, retail banking, and investment banking services. The bank is organised around two commercial divisions: Private Bank Germany and Universal Private Bank. Within the Private Bank (PB), the bank serves individual and private clients, well-off individuals, entrepreneurs, and families. The CRU's primary aims are to liberate capital eaten by low-return resources.

Deutsche Bank offers its staff an in-depth understanding of a worldwide, systemically relevant bank and DAX30 company's methods, structure, and operations. It has a large number of experts from various backgrounds, ranging from top-university graduates to seasoned professionals.

Deutsche Bank operates in both online and face-to-face environments. All information regarding their services, products, and bank's activities is available to their clients on their official website ("www.db.com"). Through the use of cutting-edge technology, the bank also offers its clients the convenience of online banking and mobile applications.

Deutsche Bank works with its clients to create long-term connections. Customers can manage their accounts without dealing with anybody using a variety of options ranging from internet banking to mobile banking. The bank also offers self-service help via the company's network for all its services.

Deutsche Bank's earnings increased significantly in the first nine months of 2021. The bank's pre-tax profit before tax more than doubled to €3.3 billion and net sales climbed by 5%, to €19.5 billion, according to the latest results. Deutsche Bank has a global network of 2,790 branches and offices throughout Europe, Asia, the Americas, Africa, and the Middle East. It also uses a sophisticated communications and technology network to perform transactions and move money swiftly and effectively. Costs include maintaining 1,891 branches, self-service terminals, advertising across social media platforms, and paying a vast number of people globally.

Deutsche Bank's main competitors are Commerzbank, DZ Bank, and KfW Bankgruppe. Analysing a company's market position consists of many processes. Knowing the competition will make it simpler to fill gaps and provide clients with unique products. Deutsche Bank's mission statement is to "aspire to be the foremost client-centric worldwide universal bank". It offers a wide range of services, from corporate banking to investment banking to private asset management. The bank also has several locations around Europe, including internet banking and self-service terminals.

Deutsche Bank's net profit before tax in 2021 was 3.4 billion euros, which is larger than the previous ten years' gains. The bank announced steps that would result in total capital payouts to shareholders of roughly €700 million [9] by 2022. The main objective of this transformation was to improve returns to shareholders. The aim is to increase the share of revenue from stable sources with lower earnings volatility and to develop a more stable business, according to the bank's new strategy for the next three-decade period. Deutsche Bank's cost-cutting measures are still ongoing.

Noninterest costs in 2020 were €21.2 billion, a 3.9 billion or 15% decrease from the previous year. The bank's leverage ratio is expected to rise to 4.7 percent by the end of 2020.



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Introduction

Deutsche Bank is one of Germany's largest investment banks. It is an international investment bank based in Germany that also provides financial services. Deutsche Bank has a large market presence in Europe, as well as in the Americas and Asia-Pacific. Its headquarters are located in Frankfurt, Germany. As of 2020, Deutsche Bank was the world's 21st biggest bank by total assets and the world's 63rd largest bank by market capitalization. [6]. The fundamental business of this bank is investment banking, which accounts for 50% of equity, 75% of leveraged assets, and 50% of earnings. Sales, trading, research, and origination of debt and equity; mergers and acquisitions (M & A); risk management products such as derivatives; corporate finance; wealth management; retail banking; fund management; and transaction banking are examples of services. [2]

It is a component of the DAX stock market index as the largest German financial institution. The Financial Stability Board classifies it as a systemically significant bank. [6]. It now has 1,891 branches in 59 countries, 605,000 stockholders, 84,659 full-time equivalent internal employees, and total assets of €1,325 billion. [8]. Formalised paraphrase this bank is divided into sections, but investment and private banking provide the largest net revenue [3]. Deutsche Bank has more than 1.3 trillion dollars in assets as of December 2021, making it the eighth largest bank in Europe and the eighth largest investment bank in the world. Despite a decline in assets over the previous decade, it has maintained its position as one of Germany's major banks [3].

History

In 1870, the Deutsche Bank was established in Berlin. This bank was founded by three men: Georg Siemens, Adelbert Dellbrück, and Ludwig Bamberger. The bank's principal aims were to develop and facilitate trade and export links between Germany and other European countries, as well as to confront British banking. Because its business model was centred on providing finance to industrial clients from the start, it played an important role in the growth of German industry. After receiving its banking licence in 1870, the bank quickly expanded its offices in Bremen and Hamburg, and by 1873, the firm had gone global by adding branches in Shanghai (1872) and London (1873). (1873). [4] [5]

In the late 1890s, Deutsche Bank's expansion took a new turn. The bank developed several partnerships with regional banks, participated in international initiatives, and encouraged overseas commerce, as a result of which the bank eventually recognised the importance of institutions. In 1929, the bank joined with other local banks to become Deutsche Bank and Disconto-Gesellschaft. During World War II, its expansion was hampered. During the war, the bank was in charge of several banks and branches in Slovakia, Amsterdam, Greece, and Istanbul. Following the war, however, Deutsche Bank was obliged to terminate connections with ten regional banks. In 1952, these regional banks were integrated into three main banks, and in 1957, these three banks combined to establish Deutsche Bank AG, with headquarters in Frankfurt. [4]

In the twenty-first century, the bank continues to expand. After acquiring Rued Blass and the Russian investment bank United Group, it expanded its operations throughout Europe. It was listed on the New York Stock Exchange in 2001. [4] Formalized paraphrase However, in 2008, the bank declared a net loss for the first time in five decades, causing the firm's total



assets to fall. According to the bank, "the price in 2019 was the lowest price investors had to pay since 1990," according to the bank, which did not pay dividends to its shareholders for the first time in 2018. [3]

Business Model

The business model of the firm ensures the company's profit, plans to sell its product to the target audience, and the company's expenditure. It is critical for the company's growth, attracting consumers' attention, and encouraging employees. Established firms should revise their business plans on a regular basis or they will fail to predict future trends and obstacles. Investors use business plans to analyse firms that they are interested in. [8]

Deutsche Bank has evolved its business model several times over the years to provide a variety of commercial banking, retail banking, and investment banking services with the goal of assisting its clients in properly managing and growing their money. [7]

Customer Segment

No organisation can thrive in the absence of a well-defined consumer base. Every organisation should divide its clients based on numerous criteria, such as demands, behaviour, and wants, in order to provide better service. Deutsche Bank followed suit in December 2020. The corporation separated its primary operational section into portions based on the different types of clients it was targeting. The portions are as follows: [5]

The Corporate Bank (CB): The Corporate Bank (CB) is made up of both International Exchange Managing an Account and Commercial Money Keeping Money in Germany. The division is primarily focused on supporting corporate clients, which include the German "Mittelstand," larger and smaller measurable commercial and commerce account clients in Germany, as well as foreign corporations. It is also a financial education partner for specialised exchange keeping money administrations.

Account management is made up of four companies: cash administration, exchange fund and loaning administrations, belief and office administrations, and securities administrations. Managing an account in Germany provides coordinated talent and comprehensive item promotion through the Deutsche Bank and Postbank brands.

The Investment Bank (IB): The Investment Bank (IB) incorporates Deutsche Bank's Settled Wage, Cash Deals & Exchanging, Start & Admonitory, and Inquire about. It emphasises its conventional attributes in finance, counselling, fixed salary, and monetary standards, combining discount managing an account skill set over scope, risk administration, deals and exchange, speculation, and foundation. This enables IB to change resourcing and capital over the client and item edge in order to service the bank's clients efficiently.

Within **The Private Bank (PB)**, the bank serves individual and private clients, well-off individuals, entrepreneurs, and families. They also concentrate on commercial clients in global businesses. The bank is organised around two commercial divisions: Private Bank Germany and Universal Private Bank. Within the Private Bank Germany division, it sought a separated, customer-focused approach with two solid and complementary primary brands: Deutsche Bank and Postbank.



Asset Management (AM): One of the world's major resource administration companies is the asset management division (DWS). DWS services a global customer base of retail and corporate finance professionals, with a significant presence in domestic advertising in Germany. These clients include government education, companies and institutions, as well as personal financial advisors. DWS' venture offer incorporates all key resource classes, including value, fixed pay, cash, and multi-resources, as well as optional speculation.

Capital Release Unit (CRU): The CRU's primary aims are to liberate capital eaten by low-return resources and enterprises that earn inadequate returns or exercises that are not important to the bank's philosophy by liberating capital in a financially prudent manner. Deutsche Bank and BNP Paribas have inked a master exchange agreement to provide clients of Deutsche Bank's Prime Back and Electronic Values with benefit coherence. According to the agreement, Deutsche Bank will continue to operate until clients may be transferred to BNP Paribas.

Demographic Customer Segmentation:

Overview of Deutsche Bank customers in Germany

General demographics

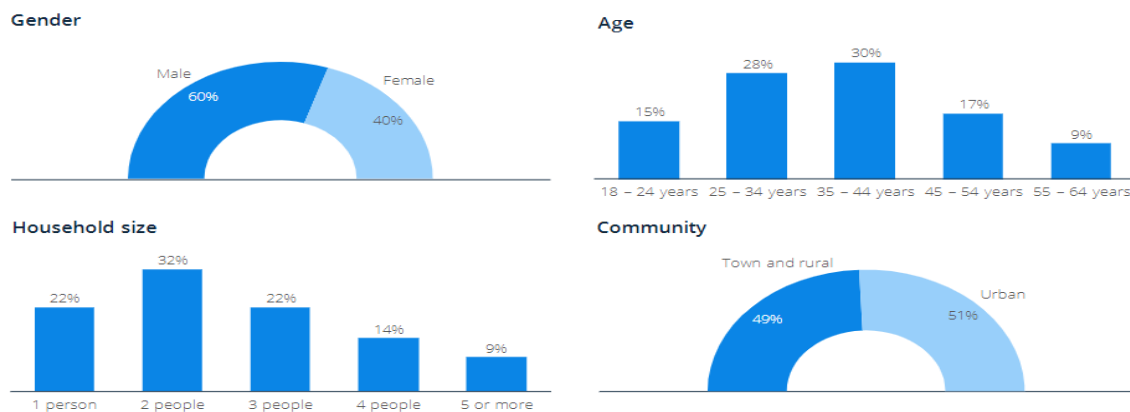


Figure 1: Overview of Deutsche Bank customers in Germany (Source: statista)

Customer Segmentation (Income Based):

Consumers with a high income make up 39% of Deutsche Bank customers

Income

Share of consumers in Germany in the low, middle and high thirds of monthly household gross income

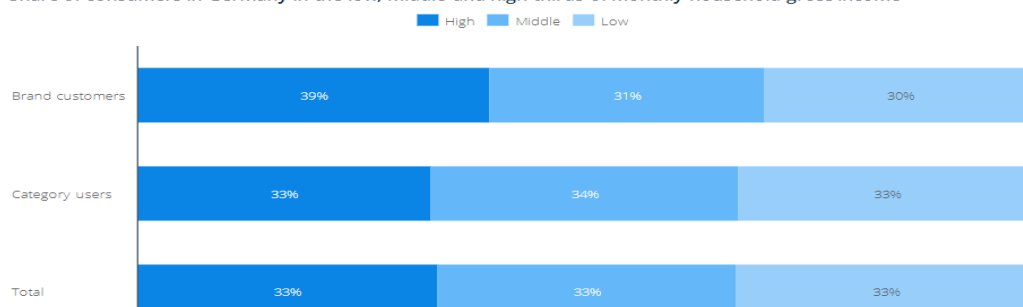


Figure 2: Overview of Deutsche Bank Income based customer (Source: Statista)



Value Proposition

A good value proposition provides customers with a reason to pick their product or service above other goods on the market. Deutsche Bank also offers its clients specific goods and services, and its value proposition focuses on three major areas:

Cross-locational collaboration and normal dialogue help to build a global DBMC community and foster a culture of information sharing and open criticism at all status levels. It has a large number of experts from various backgrounds, ranging from top-university graduates to seasoned professionals from driving consultancies to specialists from within the bank.

Furthermore, other group events, such as donning workouts or culinary evenings, significantly add to our one-of-a-kind spirit.

Professional Development: Administration at Deutsche Bank Counselling might be a fundamental backer of the bank's critical vision and long-term success, as well as a key driver of the bank's change. It offers advice, participation, and presentation throughout the whole monetary administration chain. The bank also claims to offer its staff an in-depth understanding of a worldwide, systemically relevant bank and DAX30 company's methods, structure, and operations. The bank also provides a significant number of unique and focused training courses for the counselling team and supports all of our representatives through regular coaching, mentoring, and coordinated input.

Personal Development: Deutsche Bank Administration Counselling allows the representative to engage with the bank's top management to establish a plan inside the bank to further their career. Employees may get global experience by participating in cross-locational projects across all of Deutsche Bank's companies and capabilities.

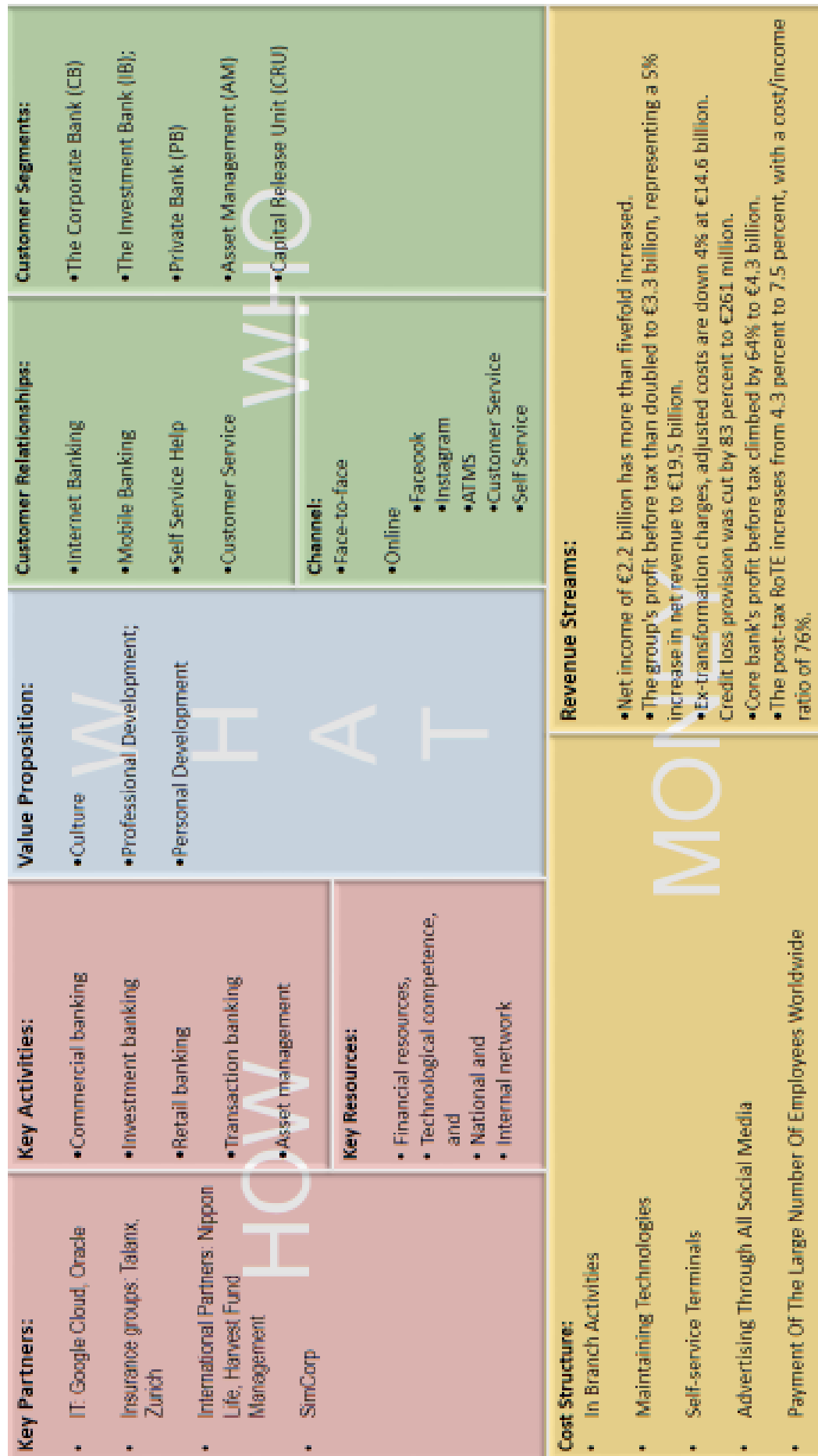
Channels

Deutsche Bank operates in both online and face-to-face environments. It offers an exceptional online experience. All information regarding their services, products, and bank's activities is available to their clients on their official website ("www.db.com"). Through the use of cutting-edge technology, the bank also offers its clients the convenience of online banking and mobile applications. Furthermore, it is updating their Facebook and Instagram pages with information on their activities, products, and policy changes. Customers are always up-to-date on their services because of the quick use of social media these days.

Visiting a bank is inconvenient if the bank is not nearby or if consumers must wait a long time for their inquiries to be answered. As a result, Deutsche Bank has opened many branches and ATMs over the years. "Deutsche Bank serves over 27 million clients globally with around 2,500 locations, including 1,680 in Germany." [2] In Germany and around the world, as well as through its customer service centers. A network of self-service terminals supports the company's branch and customer contact centre activities. [5]



Figure 3: Business Model Canvas





Customer Relationship

To sustain client ties, Deutsche Bank offers a variety of services. Customers may manage their accounts without dealing with anybody using a variety of options ranging from internet banking to mobile banking. Customers no longer need to go to the bank for everything; instead, they can use these applications to get services. The bank also offers self-service help via the company's network. Furthermore, all goods and services are available through the branch team as well as the sales staff. Customers of the company's more complicated services work closely with the company's employees to ensure that their specific demands are addressed and that all choices are properly explored. The organisation works with its major clients on an ongoing basis in order to create long-term connections. [5]

Revenue Streams

Different income streams must be established for different consumer categories. Pricing, marketing, and management may all differ in this regard. Deutsche Bank generates profits through the sale of services such as retail, commercial, and investment banking. Furthermore, the collection of fees, commissions, and interest generates significant revenue for the organisation. In the third quarter, we again demonstrated the operating strength of our business: our revenues have proven to be resilient, we have increased our pre-tax profit despite additional transformation charges, and we have already exceeded our full year 2021 sustainability target, "said Christian Sewing, CEO. We are committed to developing economies while maintaining tight controls, and we are confident in meeting it's 2022 objectives. concerning their earnings. [9].

The bank's earnings increased significantly in the first nine months of 2021.

- A net profit of € 2.2 billion, a more than fivefold increase.
- The group's profit before tax more than doubled to €3.3 billion, showing
- Net sales climbed by 5%, to €19.5 billion.
- Adjusted expenses, excluding transformation charges, are down 4% at €14.6 billion.
- The reserve for credit losses was cut by 83%, to €261 million.
- Core bank profit before tax climbed by 64% to €4.3 billion.
- The post-tax rate increases from 4.3 percent to 7.5 percent, with a cost/income ratio of 76%.

Key Resources

Key resources change depending on the type of business. Financial, physical, and human resources are some of the most important resources. In the case of Deutsche Bank, its important resources include its financial resources, technological competence, and national and internal network. "Deutsche Bank has a global network of 2,790 branches and offices in financial centres throughout Europe, Asia, the Americas, Africa, and the Middle East. It also uses a sophisticated communications and technology network to perform transactions and move money swiftly and effectively, which is critical to the company's effectiveness. " [5]



Key Activities

Because every firm has distinct types of products, key tasks may differ from one another. In the case of Deutsche Bank, the following are its primary activities: [8]

- Commercial banking
- Investment banking
- Retail banking
- Transaction banking
- Asset management

It offers products and services in commercial and investment banking, retail banking, transaction banking, and asset and wealth management to corporations, governments, institutional investors such as insurers, pension funds, and foundations, as well as small and medium-sized businesses and private individuals. [8]

Key Partners

To stay in business, any organisation needs networks, partners, and suppliers. Partnerships between firms minimise competition, reduce risk, and increase market resources. Deutsche Bank works with a variety of partners to expand the bank globally. The following are the important partners:

- IT: Google Cloud, Oracle
- Insurance groups: Talanx, Zurich
- International Partners: Nippon Life, Harvest Fund Management
- SimCorp

It is also a member of the Global ATM Alliance, which provides self-service terminals to customers of numerous international banks. It has a lot of partners and global renown, and it today provides unrivalled financial services through 1,709 locations throughout the world (as of December 31, 2021). [6]

Cost Structure

Deutsche Bank incurs a wide range of expenses. The expense of maintaining 1,891 branches throughout the world is enormous. Furthermore, maintaining technology, self-service terminals, advertising across all social media platforms, and paying a vast number of people globally are all included in Deutsche Bank's cost structure.

Market Position

A company cannot survive in a market unless it creates an image for its consumers or potential purchasers. A good market reputation draws additional clients to the items and keeps present customers pleased. Market positioning is an important aspect of any business strategy. It is critical to accurately describe the product in order to meet the demands of the customers. Every marketing plan is built on a clear positioning statement, which dictates the look and feel, words, and phrases of your brand system. [10]



A business cannot sell everything at once. To achieve specific standards, every product and every business requires a targeted market. Market positioning is the process through which a corporation targets an audience and attempts to differentiate their product from other accessible items. Many elements and tactics influence this strategy. Analysing a company's market position consists of many processes.

Competitors Analysis:

Understanding your competitors is necessary before understanding your own products and services. Knowing the competition will make it simpler to fill gaps and provide clients with unique products.

Deutsche Bank has several rivals both in Germany and throughout the world. In Germany, its main competitors are Commerzbank, DZ Bank, and KfW Bankgruppe. [11] Furthermore, because Deutsche Bank has a global presence, its foreign competitors include Royal Bank of Scotland, Cantor Fitzgerald, UBS, Berkshire Bank, and Commerzbank AG. [9]

Positioning Statement:

A "position statement" describes a company's product or services that set it apart from rivals. This statement provides buyers with a reason to choose the items above other alternative options.

The goal statement of Deutsche Bank is "to produce value for our shareholders, clients, and society at large while being economically successful and internationally competitive."

The mission statement of Deutsche Bank is to "aspire to be the foremost client-centric worldwide universal bank. "The slogan of Deutsche Bank is "A drive to perform."

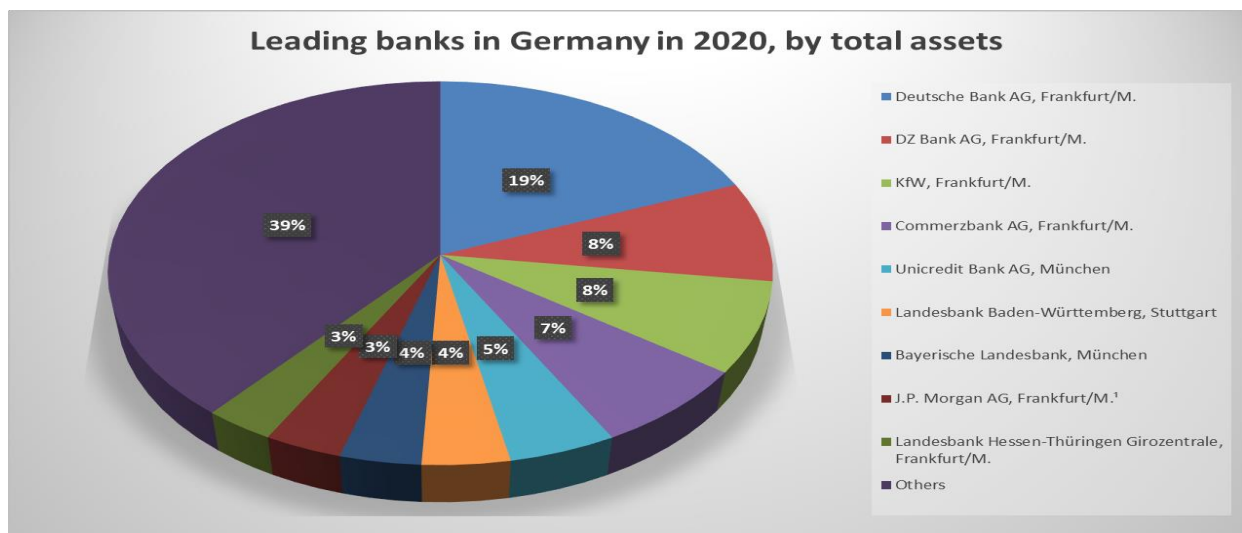


Figure 4: Leading banks in Germany in 2020, by total assets [15]

Developing a Unique Market Position:

Every company must have a plan to differentiate its products from one another in order to establish a distinct market position. These tactics are based on several elements, such as



price, quality, convenience, customer, services, distribution channel, and demands, among others.

Deutsche Bank established its marketing position by retaining nearly all of the elements. To provide the greatest possible client service, the bank established several locations around Europe, including internet banking, self-service terminals, and in-house staff services.

To meet the demands of its clients, the bank provides a variety of products. It offers a wide range of services, from corporate banking to investment banking to private asset management. As a result, there are choices for every customer's demands in the bank.

Financial Situation

Deutsche Bank's financial status is better than it has been in the previous ten years. According to the bank's CEO, the bank benefited from all four of its major banking businesses, resulting in a net profit that was larger than the previous ten years' gains. Its profit before tax in 2021 was 3.4 billion euros, while its net profit was 2.4 billion euros. Furthermore, the net profit in the fourth quarter of the year was 315 million euros, a 67 percent increase over the previous year. According to their official website [9]

The following key companies contributed to year-on-year growth in earnings before tax in 2021:

- Corporate banking grew 86% to €1.0 billion.
- Investment bank: an increase of 17% to €3.7 billion;
- The amount of private banking increased by €465 million to €366 million.
- Asset Management: increased by 50% to €816 million.

Private banking's net revenue in 2021 was 8.2 billion euros, which was 50% higher than predicted. 2021 was a fruitful year for the bank, as it maintained its net revenue growth, resulting in a 6% increase to 25.4 billion euros for the whole year. The bank announced steps on January 26, 2022, that would result in total capital pay-outs to shareholders of roughly €700 million [9].

Assets

in € m. (unless stated otherwise)	Dec 31, 2020	Dec 31, 2019	Absolute Change	Change in %
Cash, central bank and interbank balances	175,339	147,228	28,111	19
Central bank funds sold, securities purchased under resale agreements and securities borrowed	8,533	14,229	(5,696)	(40)
Financial assets at fair value through profit or loss	527,941	530,713	(2,772)	(1)
Of which: Trading assets	107,929	110,875	(2,946)	(3)
Of which: Positive market values from derivative financial instruments	343,455	332,931	10,524	3
Of which: Non-trading financial assets mandatory at fair value through profit and loss	76,121	86,901	(10,779)	(12)
Financial assets at fair value through other comprehensive income	55,834	45,503	10,331	23
Loans at amortized cost	426,995	429,841	(2,846)	(1)
Remaining assets	130,617	130,161	457	0
Of which: Brokerage and securities related receivables	74,564	63,401	11,163	18
Total assets	1,325,259	1,297,674	27,585	2

Figure 5: Table of Assets, Source: (Annual Report of 2020)

According to Deutsche Bank's 2020 annual report, their entire balance sheet climbed by 2.1 percent compared to last year's balance sheet, which was around 27.6 billion euros. Positive and negative market values increased by 10.5 billion; financial assets at fair value increased by 10.3 billion via other comprehensive income; brokerage and securities-related receivables



increased by 11.2 billion; trading assets decreased by 2.9 billion; and the sale of hold-to-collect assets decreased by 10.7 billion.

In the same year, 243 billion euros were set aside as liquidity reserves, while total equity increased by 37 million in 2019. Negative market values of derivative financial instruments grew by 11.3 billion, trading liabilities grew by 7.3 billion, brokerage and securities payables grew by 8.5 billion, and matching liabilities grew by 1.3 billion.

Liabilities and Equity

in € m. (unless stated otherwise)	Dec 31, 2020	Dec 31, 2019	Absolute Change	Change in %
Deposits	568,031	572,208	(4,177)	(1)
Central bank funds purchased, securities sold under repurchase agreements and securities loaned	4,241	3,374	867	26
Financial liabilities at fair value through profit or loss	419,199	404,448	14,751	4
Of which: Trading liabilities	44,316	37,065	7,250	20
Of which: Negative market values from derivative financial instruments	327,775	316,506	11,269	4
Of which: Financial liabilities designated at fair value through profit or loss	46,582	50,332	(3,750)	(7)
Other short-term borrowings	3,553	5,218	(1,665)	(32)
Long-term debt	149,163	136,473	12,690	9
Remaining liabilities	118,876	113,795	5,082	4
Of which: Brokerage and securities related payables	79,810	71,287	8,524	12
Total liabilities	1,263,063	1,235,515	27,548	2
Total equity	62,196	62,160	37	0
Total liabilities and equity	1,325,259	1,297,674	27,585	2

Figure 6: Table of Liabilities and Equity-Source: (Annual Report of 2020)

Company Strategy

To stabilise its income, Deutsche Bank has adjusted its approach several times over the years. Beginning in 2018, it began a restructuring of its strategy to secure long-term profitability. This change was scheduled to take three steps. The transformation's intended phases were as follows:

- Phase 1 (2018): Stabilization
- Phase 2 (2019-2020): Transformation
- Phase 3 (2021+): Sustainable Profitability

The main objective of this transformation was to

- Improving returns to shareholders.
- Putting our balance sheet to use
- Risk reduced
- Highest return activities in accordance with the client
- To attain the main objectives, four main key strategies were defined.

To achieve the major objectives, four main important strategies were identified.

- Increasing the share of revenue from stable sources with lower earnings volatility and expanding our more stable business: The aim is to increase the share of revenue from stable sources with lower earnings volatility and to develop our more stable business. [4]
- Growth in our commercial and private banks, as well as in our DWS.
- Corporate and investment banking are being reshaped. The emphasis is on materials relating to transaction banking, capital markets, finance, and financial solutions. The goal is to significantly cut service costs by eliminating employees and modernising the platform. [4]



- Cost-cutting measures: The management is prepared to decrease adjusted expenses by another 2 billion in 2019, bringing the total to 21.8 billion and lowering the goal we set in 2018 by €200 million. [4]

In 2019, The bank announced another strategic overhaul to significantly increase long-term shareholder returns. This plan is built on four main aims.

- Sustaining revenue growth in our core bank: Their strategy change intends to refocus their core bank on market-leading companies with strong profit margins that operate in quickly growing industries. Corporate Bank, Investment Bank, Private Bank, and Asset Management, as well as the Corporate & Other department, comprise Core Bank. [7]
- Continuing to meet cost-cutting targets Deutsche Bank's cost-cutting measures are still ongoing. Noninterest costs in 2020 were €21.2 billion, a 3.9 billion or 15% decrease from the previous year. We anticipate additional savings from central and divisional initiatives throughout the next phase of our transition, some of which will be in response to COVID-19, such as a review of our real estate footprint and decreased travel expenses. [7]
- Continued balance-sheet reductions in the Capital Release Unit: The CRU's primary goals are to liberate capital consumed by low-return assets and businesses that earn insufficient returns, as well as activities that are no longer core to our strategy, by liberating capital in an economically rational manner. Furthermore, the CRU is concerned with cutting expenses. [7]
- Balance-sheet management that is conservative: The ECB's move, known as the "CRR Quick Fix," to temporarily omit certain qualifying central bank exposures from the leverage calculation owing to the COVID-19 epidemic had a beneficial impact on the leverage ratio (fully loaded). The leverage ratio (full load) is expected to rise to 4.7 percent by the end of 2020 as a result of these variables.[7]

Sustainability is a key component of the bank's new strategy, which was unveiled in July 2019. We have come a long way since then in terms of implementing sustainability into our business processes. Policies and duties as a result of our own business, leadership, and commitment, as a result of our own business, leadership, and commitment. [7]

Conclusion

In conclusion, this research examined all of Deutsche Bank's business aspects as well as their brief future strategies. From there, we can say that even though Deutsche Bank faced a rough patch in the recent past, the bank is determined to make its leading position even stronger in the future. As Deutsche Bank is one of Germany's oldest investment banks with the most clients, it is recommended that they use their experience and learn from their history in order to have an even more spectacular future.



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