

Higher margins will be needed to survive in Germany.

A new entrant in Germany will have to be prepared to bear extra costs compared to operations at home: staff costs are higher because they have to be bilingual, the income tax rate is 56%, and capital tax of over 1% applies regardless of income. So either the new entrant has a specific strength that none or few German companies have or the German operation brings business to the parent company. In any case, notwithstanding launch costs, the margins will have to be higher than at home to earn the same return, or more likely returns will have to be lower.

Because of the insularity of the clients and local competitors the bank had to build an operation that is uniquely destined to serve Germany.

Corporate entertaining is not expected.

Networking in Germany is relatively unknown. One talks business during working hours and one is rarely expected to socialise with business contacts.