

Business case

# Overhauling the Private Banking Model of a Leader in Retail Banking Industry

**PRACTICE**

Sales & Marketing

**SECTOR**

Bank and Insurance

**DURATION OF THE MISSION**

6 months

Our client, a leader in the retail banking industry, wants to overhaul its private banking model to make a difference through its expertise and quality of advice.

KEPLER offers to overhaul customer segmentation, adapt business lines and initiate a customer transfer approach to standardize portfolios in terms of needs and expertise.

## Context

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- A historic model that had reached its «glass ceiling»
- Portfolios degraded over time, with ineligible clients very time-consuming for private advisors

## Objective(s)

### Maximizing the Efficiency of the Distribution Model

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- Developing the territory's private banking market: re-segmenting the business to position the right level of expertise for the right client and customizing the level of consulting
- Creating a private bank for entrepreneurs, with the ability to manage private and professional parts of the entrepreneur
- Switching 68% of customers to new portfolios without generating dissatisfaction

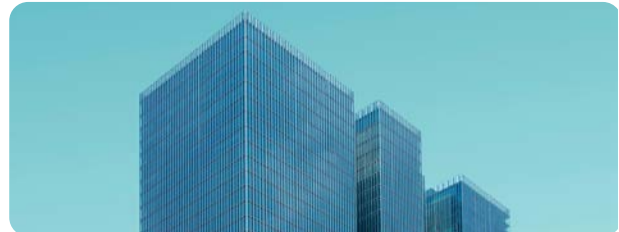
## Methodology

### 1 **Diagnosis** diagnosis

### 2 **Defining of the distributive orientations and target trajectory** with the General Management and the Sales Department

### 3 **Accurate definition of the relational model, simulations and adjustments on the entire business** with definition of skills and additional resources to be activated (managers, experts, middle office)

### 4 **Management of 2 pilot projects to validate the concepts** (particularly the private bank model for entrepreneurs) and implementing necessary adjustments



### 5 **Building with the market the target private banking network management system** including the new processes and practices: management rituals, tools for managing activity and commercial results

### 6 **Conducting a "pilot deployment" in a private banking branch** to validate the employee change management and the customer support system in their change of advisor

### 7 **Supporting the switch** over the entire network

### 8 **Managing the increase in load and conducting field observations** at 1 month, 3 months and 6 months to confirm the the good ownership of the new model

# Our Approach

Bank and Insurance  
**Mission: 6 months**

## Levers and Tools

- **Dynamic Segmentation**
- **Customer Transfer Protocol**

Mission planning  
per major activities



Summary of the business trajectory  
from «as is» to «to be»



Example of quantitative analysis  
of portfolio transfers



Transfer and customer  
support protocol



**6k**

**High Net Worth  
Clients Switched to  
New Portfolios** with  
Improved Satisfaction



**Doubling the  
conquest rate**  
in the first year



**Achievement of  
target savings  
outstandings** for the  
first time in 10 years



*A very big customer satisfaction challenge to take up following a first attempt carried out by internal teams a few years earlier and resulting in a generally negative experience.*

*With internal teams and stakeholders, we took the time to design and test various systems to find the right mix between an industrial approach and customer customization.*

*Finally: a true success story hailed by an extension of our collaboration with this client.*



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## Our Offices



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