



Implementing a new Disruptive Managerial Model Applied to a Banking Network

PRACTICE

Sales & Marketing

SECTEUR

Bank & Insurance

DURATION OF THE MISSION

18 months



Our client, a retail banking leader, wants to implement a new disruptive managerial model, applied to its banking network.

KEPLER offers to implement an approach based on the design of a new "managerial team" network model, replacing the historical position of the Agency Manager.

Context

- Various manager surveys have highlighted the challenges of the Agency Manager function, who must simultaneously: be the chosen intermediary for customer satisfaction, the business development leader, the manager/coach for his teams, the manager of his agency, the compliance manager, the risk guarantor, etc.
- The function of Agency Manager is no longer attractive and is no longer seen as a career lever

Objective(s)

Maximizing the Efficiency of the Distribution Model

- Co-building and deploying a new network managerial model both locally (the Agency Manager) and at the level of the Sales Department (Sector Managers, market facilitation)
- Creating new candidates and avoiding the rise of PSR (Psycho-Social Risks) in this population

Our Approach

Bank & Insurance
Mission: 18 months

Methodology

- 1 Detailed diagnosis of the Agency Manager function** (interviews, field observations, working groups) and analysis of the job reference system
- 2 Sharing of findings with the Management Committee** and validating the model transformation plan
- 3 Design of a new «managerial team» model on a «business center» consisted of several agencies based in the same territory.** Each manager has the same delegations (customer and employee responsiveness) but with a cross-functional expertise: business facilitation, customer satisfaction, digital support, risk management, etc.
- 4 Exercising this new model is customized by each «team»** within a framework defined by the project: the management pact shared with the teams
- 5 Conducting several pilot campaigns** through model adjustment and new processes
- 6 Conducting an HR re-postulation campaign** where each manager positions themselves in the choice of new business lines and new territories of assignment
- 7 Building the complete change management** and field observation process
- 8 Supporting the deployment at switchover and post-switchover:** after 3 months and 6 months

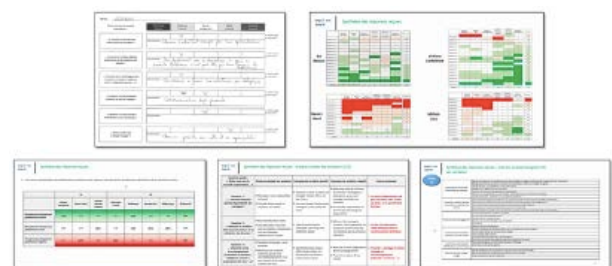
Levers & Tools

- **Team building**
- **Management pact**
- **Field support planning**
- **Monitoring and control kit**

Team building, management pact and field support planning



Kit for monitoring and managing the increase in load



93%

Satisfaction: managers say they do not want to go back 6 months after deployment



Resilience of the new management model

demonstrated during the health crisis (2020-2021)



Rising commercial results (profits) from the year of changeover



This mission was a huge challenge, since it is a 40 years management culture based on the agency manager, the only manager in his agency, which had to be transformed.

Having two pilots was more than helpful to calibrate the model and then test the entire manager and employee support system.

The main key success factor was to focus on the constitution of each managerial teams at the human level before looking into the solutions to be implemented.

In the end, a great pride with the entire KEPLER team for having contributed to the success of this transforming project.



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