

## Sales Force Excellence

### Background

The efficient, successful sale of products and services is more crucial for banks than ever before. It is increasingly difficult to convince customers to buy products and services. Changing customer behaviour and new technological developments require a response from banks if they want to maintain their market position.

The need to adjust or completely restructure the bank's sales operations in order to retain existing customers and attract new ones is more important than ever. A clear strategy, targeted measures and continuous monitoring of success are indispensable.

### Current challenges

Banks are currently faced with the following challenges:

#### 1. New competitors

- > Traditional banking products and services are increasingly being offered by competitors in other industries. The big tech firms (Google, Apple, Facebook, Amazon, etc.) are firmly established and are masters at successfully selling a broad range of products directly to customers.
- > Foreign competitors and online banks offer products and services under attractive conditions, with which traditional banks are unable to fully compete.

#### 2. Pressure on margins and rising costs mean digitisation and automation are more urgently needed

- > Market conditions and regulatory requirements are increasing the pressure on the efficient operation of all sales activities.
- > Sales structures and processes are often not clearly focused and standardised.

#### 3. Changing customer behaviour and deeper loyalty

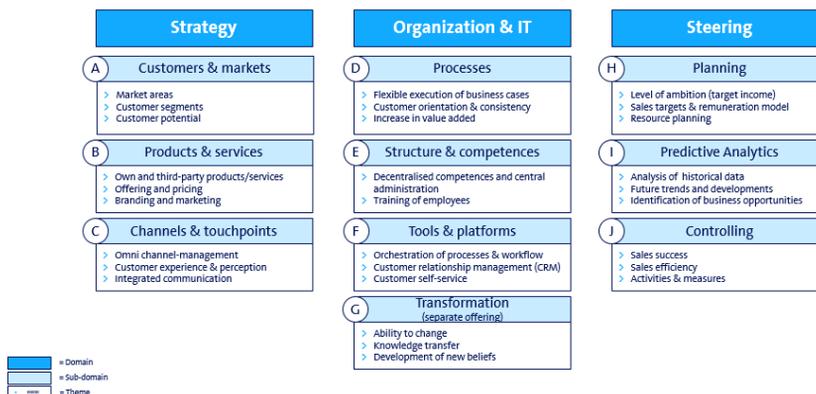
- > Nowadays, bank customers are better informed and therefore much more price-sensitive.
- > The Internet offers customers numerous opportunities to find information about products and compare different providers.

#### 4. Regulatorische Rahmenbedingungen verschärfen sich weiter

- > Constantly changing regulatory requirements must be taken into account (VSB, AIA, KAG, MiFID II, GDPR, etc.). Otherwise, reputations may be tarnished and there could be financial consequences.
- > Further regulatory changes are expected (Swiss Financial Services Act, PSD2, etc.).

### Our framework

With the sales force excellence framework developed by Swisscom Management Consulting, the focus is set correctly and ensures that the relevant questions are asked and answered.



## Our process

With our structured process, we focus on the right areas, tailored to the needs of the bank.

### 1. Assessment

Kick-off:

- > Create a clear starting position and involve all stakeholders

Gap analysis:

- > Comparison with best practice approaches
- > Focus on priority areas

Recommended actions and presentation of results:

- > Recommended actions tailored to the bank (e.g. through the use of predictive analytics, see below)
- > Demonstration of quick wins

### 2. Deep Dive

In-depth analysis:

- > Transparency and in-depth view of heatmap themes

Possible solutions:

- > Solutions tailored to the bank, based on the results of in-depth analysis and expert know-how
- > Packages of measures with clearly assigned responsibilities and list of dependencies

### 3. Implementation

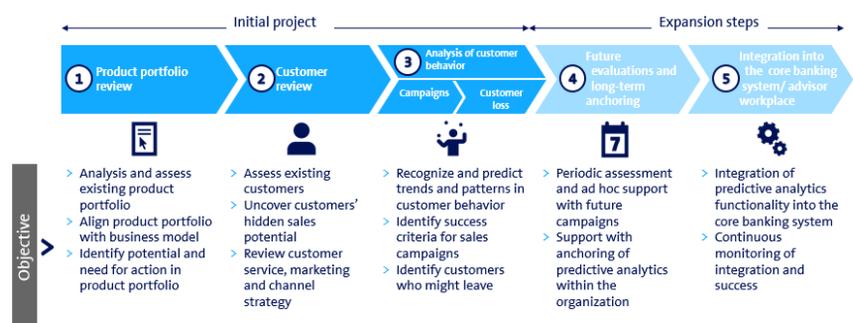
- > Support for the implementation of measures with the involvement of management and employees
- > Regular monitoring of success

## Your benefits with us, Swisscom Management Consulting

- > We offer a model that identifies and realises your sales potential.
- > We use best practices to achieve the best possible results for your situation and ensure the long-term success of the project.
- > We have many years of consulting experience and broad expertise in banking sales.
- > We give you face-to-face support as your independent sparring partner in any situation.

As a digital innovator and the leading IT service and BPO provider in the Swiss banking market, Swisscom will give you comprehensive support on the path to digital transformation.

## Example: More efficient sales thanks to predictive analytics



## Your contacts



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