

Client Lifecycle Management (CLM)

Background

The field of client lifecycle management (CLM) increasingly finds itself caught between the need to meet customer expectations, digitisation, tightening of regulations and changing requirements in the IT sector. CLM should be understood not only as a front-end process for meeting customer expectations, since it also covers numerous general processes relating to customers, products and channels. These days, this complexity often results in inefficient, protracted implementation of CLM processes, offering great potential for digitisation. Target-oriented CLM not only produces satisfied customers, it also means that processes are carried out efficiently and effectively.

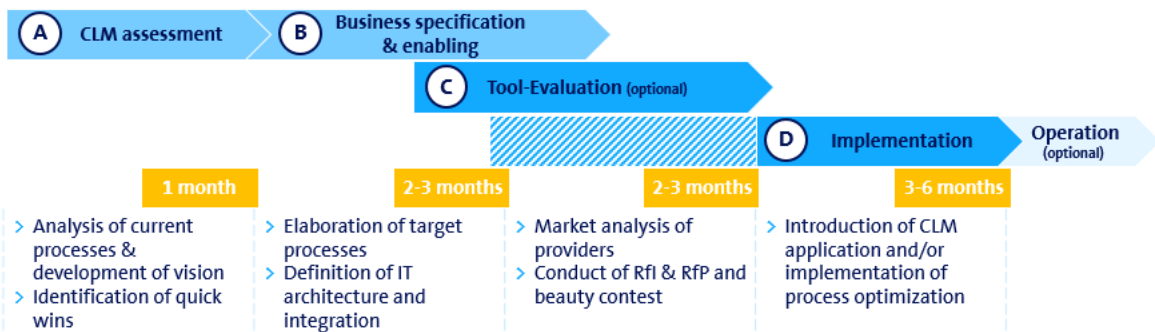
Current challenges

Banks are currently faced with the following challenges with regard to CLM:

1. **Kundenbedürfnisse und -Kontaktpunkte ändern sich**
 - > Contact points are being determined more and more by customers, who are increasingly comparing the user experience with those of companies in other industries (Apple, Google, etc.).
 - > Customers are becoming more price-sensitive because of increased service transparency.
2. **Pressure on margins and rising costs are accelerating the need for digitisation and automation.**
 - > Market conditions and regulatory requirements are increasing the pressure on efficient implementation of all (CLM) processes.
 - > CLM processes involve a high level of media discontinuity and are not consistently digitised.
3. **Regulatory conditions are becoming increasingly stringent**
 - > Regulatory requirements must be observed (CDB, AEI, CISA, MiFID II, GDPR, etc.).
 - > Otherwise, reputations may be damaged and there could be financial consequences.
 - > Further regulatory changes are expected (Swiss Financial Services Act, PSD2, etc.).
4. **Banks' IT systems are monolithic and insufficiently agile to implement change quickly**
 - > Legacy systems and a fragmented IT landscape are hindering the rapid adaptation of IT systems to future requirements.
 - > New technologies must be tested with a view to the secure storage of customer data and integrated into the existing IT landscape.

Our process

Using the tried and tested CLM methodology of Swisscom Management Consulting, potential for improvement is identified and clearly defined measures are taken. Depending on the company's needs and maturity, existing CLM processes are enhanced with the following four steps:



Our process in detail

A CLM readiness assessment

- > In structured workshops with key stakeholders, current processes are explained, a target process vision is devised and the most important bank products are examined to see if they are suitable for digitisation.
- > The resulting heat map shows potential efficiency gains, possible action areas and initial quick wins.

B Business specification & enabling

- > Target processes are devised in detail with all integration points. The tried and tested CLM starter kit can be used as the basis for sustainable process optimisation.
- > The CLM starter kit contains the best practice onboarding process and covers regulatory aspects, forms, and signature and approval processes. It also includes templates that enable requirements to be recorded in a targeted, practical way.
- > Die IT-Architektur wird definiert und die Spezifikation der Schnittstellen erstellt. Dabei kann unter Umständen bereits ein Entscheid Make or Buy fallen
- > The specifications serve as input for any implementation plan (and/or tool evaluation.)

C Tool evaluation

- > Through market analysis of potential providers and structured recording of functional and non-functional requirements, a long list is drawn up (8-12 providers).

- > The number of providers is cut to 3-5 by means of an RfI and RfP. A beauty contest (e.g. proof of concept or reference visits) can help with the selection of the right tool.

D Implementation

- > Swisscom Management Consulting provides support with the implementation of optimisation measures and/or introduction of a new tool.
- > Swisscom Management Consulting leads the implementation process if required, or supports the project management team and is always available to offer advice.

Your benefits with us, Swisscom Management Consulting

- > We offer a structured, phase-based, tried and tested process model that can be used in a modular way as required.
- > We use our CLM starter kit in order to achieve initial results quickly and ensure the project's long-term success.
- > We can look back on years of experience and broad expertise in the CLM field, including both business and IT know-how.
- > We provide face-to-face support as your independent sparring partner in every 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.

Your contacts



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