



LES ÉTUDES DE L'OBSERVATOIRE
THEMATIC STUDY

DECEMBER 2014

The impact of digital on the profession of customer advisor and the evolution of the managerial role

Serge Assayag & Alexis Schlosser
Weave



**The Observatory on professions,
qualifications, and gender equality
in banking**

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Acknowledgements

This study is the result of workshops and interviews conducted between September 2014 and October 2014 with customer advisors, managers (bank branches) and key players in digital and banking. The observations and analyses presented in this document are based on their statements and feedback.

In particular, we wish to thank the Observatory's team in charge of the project as well as the representatives of the institutions listed below for their availability, the quality of the discussions and their contributions to the study:

- Société Générale
- La Banque Postale
- BPCE
- BNP Paribas
- The experts at Weave

Methodology

Background

The Observatory on professions, qualifications and gender equality in banking (the Observatory), created following the national inter-professional agreement on professional training of 2004, is an HR Planning (GPEC) tool. It allows the consequences of quantitative and qualitative changes on banking professions and the related skills to be anticipated. In March 2014, the Observatory published a study on “The impact of digital on banking professions”, aiming to:

- define digital in banking,
- assess the impact of digital on the bank and its customers,
- define to what extent the bank’s professions are affected.

The Observatory wished to continue this study by studying the impact of digital on the profession of customer advisor and the new managerial role.

The present study seeks to answer the following questions:

- How is the profession of customer advisor affected by digital?
- What changes are foreseen in terms of role, activities and skills? How can we support these changes?
- What is the resulting new managerial role? How can we support managers (middle managers and branch directors) in the evolution of their role?

Methodology

The methodology is based on five phases, previously defined with the study’s steering team within the Observatory.

Phase 1 – Scoping of the study:

Validation meeting with the Observatory’s steering team for:

- the action schedule,
- the list of workshops and interviews to be conducted,
- the broad outline of the written report,
- the practical details for updates/progress reports.

The objectives of the study were also defined during this phase:

- the study is based on the mapping of the key professions already defined by the Observatory. It provides a forward-looking view of the framework of skills and activities.

- it must be instructive to allow any reader, whether a bank employee or a member of the general public, to understand the lessons of the study.

Phase 2 – Establish the guiding principles of the study and the initial beliefs:

- document analysis,
- initial discussions with experts at Weave.

Phase 3 – Thorough examination of the guiding principles relating to changes in the profession of customer advisor and the possible support methods:

- workshops with customer advisors and branch directors,
- collection of the views of AFB members during qualitative interviews,
- collection of views and reactions from Weave experts.

Phase 4 – Thorough examination of the guiding principles relating to changes in the managerial role and the possible support methods:

- workshops with branch directors and sales managers,
- collection of the views of AFB members during qualitative interviews,
- collection of views and reactions from Weave experts.

Phase 5 – Finalisation and presentation of the study

- finalisation of the written report,
- preparation of a verbal summary,
- presentation of the summary to labour and employer organisations (Steering Committee of the Observatory and CPNE – the national labour/management commission).

Throughout the work, regular updates were organised with the study's steering team within the Observatory, in order to share the findings, validate the format of the study, identify any needs for clarification or adjustments, etc.

Scope of the study

This study focuses on customer advisors and their managers (middle managers and branch directors) in retail banking.

It does not address corporate and investment banking (CIB) or asset management banks.

Staff distribution

Staff distribution by major banking business sector



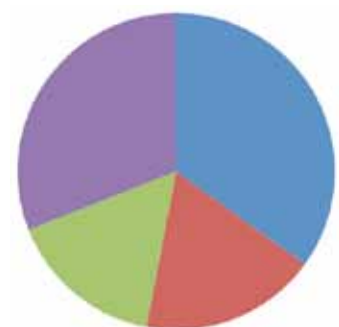
Retail Banking: 69.3%
CIB: 16.0%
Other: 14.7%

Staff distribution by major professional category



Sales Force: 52%
Support Functions: 20.9%
Transaction Processing: 27.1%

Staff distribution within the sales force

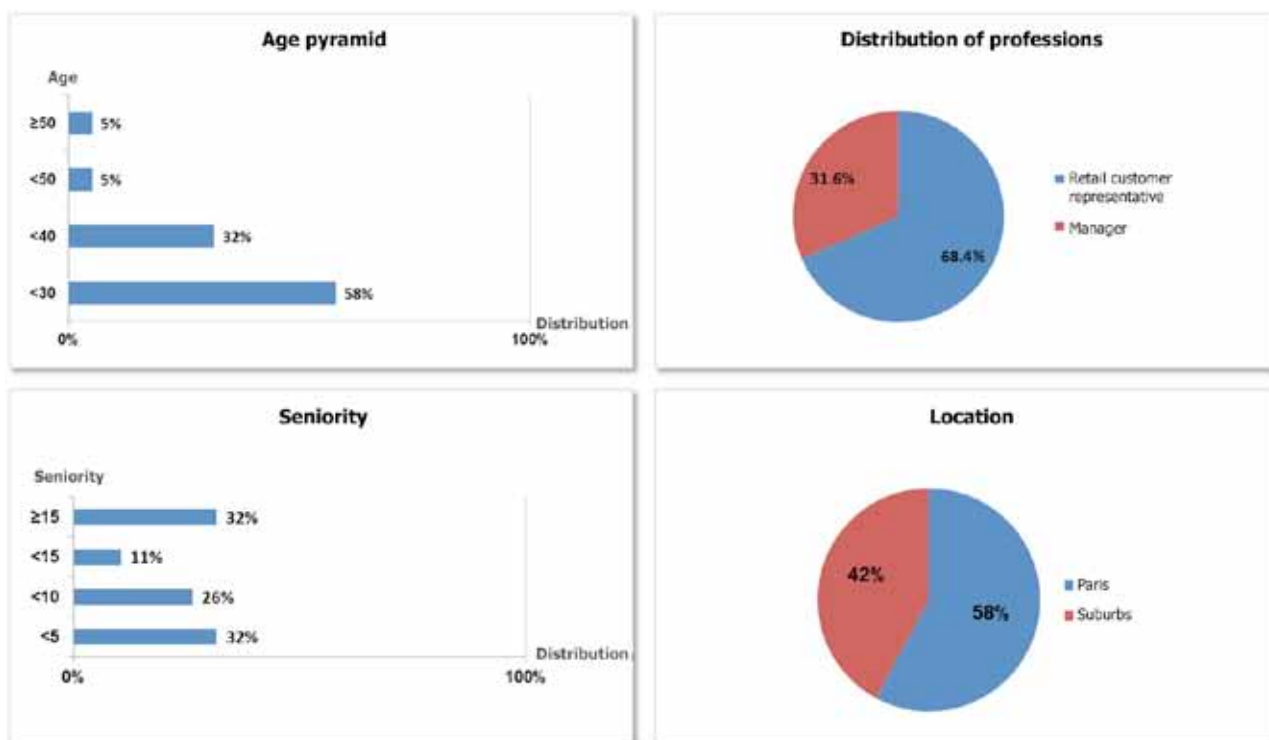


Customer advisor: 35%
Welcome agent: 18%
Commercial Unit Manager: 16%
Other: 31%

Source: AFB – 2013 social database – 2012 year-end data

The panel of workshop participants is meant to be as representative as possible:

Representativeness of the panel in terms of ages, distribution of professions, seniority and location



Introduction

Digital is drastically transforming the habits and practices of both customers and employees. It is instilling more immediacy into relationships by facilitating communication and exchanges of information. Information is now within everyone's reach, whereas it was previously reserved for a small circle of insiders, thus reversing the historical relations of power. Its development, in both the private and professional spheres, is changing the relationships between banks and their customers.

Customers have become savvier and more impatient and demanding than before. New generations of ultra-connected customers are emerging who are searching for personalised products or services that are available immediately. Furthermore, the development of price comparison tools and community sites offers customers the possibility of being better informed about the competition, strengthening their

negotiating power. These “mobile” customers are more autonomous because they rely on the advice of their peers through social networks. Lastly, they are increasingly flighty and lacking in loyalty, especially among Generation Y and future generations.

As such, the issues of customer loyalty and satisfaction are at the heart of the strategies of today's banks. Banks must therefore rethink their commercial approach and particularly the role and skills of customer advisors and their managers, directly in contact with customers, and these changes.

The purpose of this study is to provide information to understand these effects and to assess the impacts of digital on the profession of customer advisor and the evolution of the managerial role (middle managers and branch directors).



1.1 Customers to be won back

1.2 New customer relationship models

1.3 Opportunities associated with the emergence of digital



1. Evolution of the environment of the customer advisor

1.1 Customers to be won back

Today, the notion of customer satisfaction is at the heart of the concerns of most banks, given that only very high satisfaction can generate loyalty and recommendations. However, the results of customer satisfaction surveys completed in the banking sector show that banks have room for improvement.

A survey conducted in January 2014¹ indicates that only 23% of French people would recommend their bank to their family and friends. They are increasingly distrusting of their main bank, which translates into a relatively low level of loyalty and

satisfaction (level measured by the Net Promoter Score², see table on p.16). The respondents in this study also feel that their loyalty is not sufficiently rewarded, reinforcing their dissatisfaction.

Customers are decreasingly loyal to their main bank and are increasing their number of banking institutions.

Customer recommendation rates vary depending on the bank models. Online banks present an NPS of +38%, i.e., much higher than the NPS observed in traditional banks. Although online banks concern

¹ Deloitte, Relations banques et clients, 4th edition, April 2014

² The NPS is the difference between the percentage of promoters (individuals recommending the brand) and detractors (individuals not recommending the brand).

only a minority of French people – 2% of them had an online bank as their main bank in 2013³ – they still compete strongly in the banking sector.

In addition, 29% of customers would be willing to open an account somewhere other than at a traditional bank.

Indication of customer satisfied

Net promotor score 2014	-14%
Net promotor score 2013	-15%
Rate of confidence in banks	60%
Proportion of customers who deem their loyalty to be insufficiently rewarded	66%

Source: Relations banques et clients,
4th edition, April 2014

The French are thus seizing opportunities for new forms and are today increasingly using several different banks. Nearly 43%⁴ hold at least two accounts at different banks (online bank or otherwise).

However, although these new forms are tempting, the French are still not leaving their main traditional banks, which have a relatively low attrition rate on the order of 3%.

To improve the satisfaction of their customers, traditional banks must strengthen one of their main advantages, which is the proximity of the sales forces, materialised by physical branches and customer advisors.

In particular, the role of customer representatives must be reviewed to better understand the new expectations of customers and to satisfy them more. They must also adopt a role as a guide and facilitator for their customers, particularly with respect to complex banking offerings that are difficult for customers to understand.

1.2 New customer relationship models

1.2.1 New dimensions of customer relations

While banks are constantly innovating in local and remote customer relations, the customer relationship is becoming more complex with the spread of two types of interaction to be taken into account: the personalised relationship and the automated relationship.

The automated relationship groups together the services implemented on a permanent basis by banks, whether they are carried out remotely (internet, smartphone) or within the branches through 24-hour automatic terminals. These services allow customers to perform simple banking transactions independently, letting them choose the channel, place and time of the transaction. For the bank, the goal is to outsource transactions with low added value in order to reduce the costs and time involved in processing transactions.

The personalised relationship, on the other hand, aims to provide customers with advice and suggestions for more complex products tailored

to their needs. Carried out remotely (telephone, chat, video, etc.) or at a branch, it is driven primarily by the customer advisor, who develops an individualised relationship with high added value for the customer. The goals for banks are to strengthen customer satisfaction and ensure their loyalty.

The issue for customer advisors is to make customers autonomous on simple requests and refocus their interactions on requests with high added value.

In general, the mastery by banks of these four aspects of the customer relationship will enable them to meet all the needs of their customers and prospects. In terms of simplicity, autonomy, flexibility and immediacy as well as recognition, demands and personalisation of the customer relationship.

³ IFOP/Wincor Nixdorf survey, «Les Français et la banque», 2013

⁴ Acxiom, 2013

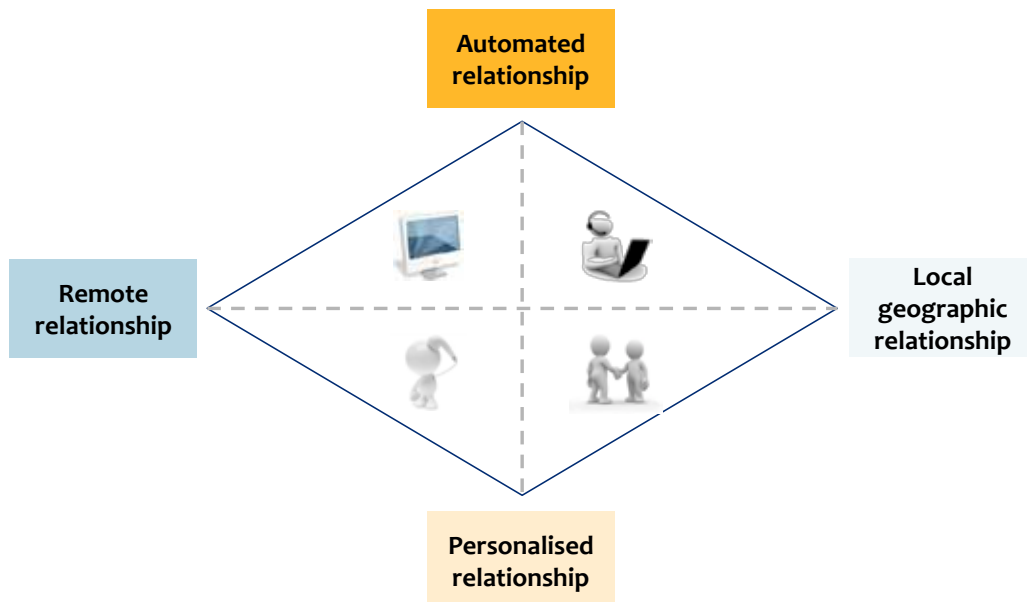
The relationship between customers and advisors is also directly impacted by digital.

The integration of the Web into the customer consumption process has made information much more accessible and the development of bank offering comparison sites has heightened their negotiating power. Customer advisors are also dealing with customers who are better informed: digital offers each customer the ability to send and receive information, offering a multitude of opportunities to forge convictions.

Their traditional advisory dimension must be reinforced: they have lost their role as experts and are no longer the only source of information available to customers. These new customers, considered as “consumers who take charge”, no longer passively accept the products and services offered to them and tend to interact more and more with companies.

While the relationship between customer advisors and customers is evolving in an unbalanced way, banks must review the role, approach and skills of customer advisors.

The four dimensions of the customer-bank relationship



Source: Revue Banque n°765 bis

1.2.2 Toward a single-channel customer experience

In order to cover all the needs of consumers and fully integrate the new dimensions of customer relations, banks are developing their distribution channels using a single-channel principle, positioning the customer at the heart of this plan with these plans and the channels are not yet fully integrated with each other. In fact, many products are only accessible at the branch, and moving from one channel to another for the same offer is not always possible or lacks fluidity. Banks will therefore eventually evolve towards a “seamless”



single-channel distribution model so that they can provide their customers with a simple, fluid banking experience. This model must be designed as a series of interactions between the bank and its customers, from the search for information to after-sales services. Customers must thus have the possibility of initiating the purchase of a banking product online, continuing it at a branch and concluding it at home on their tablet. The histories, documents or supporting evidence provided will be stored (dematerialised) and reusable for other purchases, regardless of the channel used.

Defining which channel is the most appropriate for this or that transaction is a real challenge for banks. They must open up all the channels and guide customers to the least expensive channel by differentiating the service offering.

The development of a single-channel distribution model also means rethinking the very mission of the branches and therefore of the sales teams, including the customer advisors. Advisors must fit into a sales approach within which customer

experiences tend to be increasingly varied. They are therefore no longer responsible for just maximising sales within their branch but also developing the brand's sales throughout a market area by managing all the tools available to them, including the commercial site. Customer advisors, in direct contact with customers, are on the front line to encourage customers to continue their experience online (store-to-web) or, conversely, prompt customers captured online to continue their experience at a branch (web-to-store).

However, regardless of the channel used, all the information must be available to the advisor, who ultimately remains the cornerstone of the relationship, even if the customer makes purchases remotely. In the same way, the commission system must evolve so that advisors are rewarded even if the purchase is finalised online.

The equipping of salespeople with digital tools is becoming widespread and their role fits into a multichannel or even single-channel environment

Evolution of the roles of salespeople

- Incorporate salespeople into a multi-channel or even single-channel environment
- Strengthen the advisory approach
- Develop expertise
- Develop proximity and personalise the relationship with customers
- Offer solutions adapted to the needs of customers
- Exchange information and best practices internally

Emphasis on salesperson support and training

- Understand the expectations of today's customers
- Reinforce expertise
- Ensure their understanding of the various physical and digital purchase processes
- Master the digital tools

Examples



Inauguration in 2013 of a new store concept in which salespeople are equipped with connected tablets giving them access to all the product references and data sheets as well as inventory statuses in real time



Establishment of mobile and self-service solutions in order to free advisors from tasks with low added value and develop interactivity and contact methods with customers



Stronger proximity between sales advisors and customers through the use of an iPad to personalise products live



Provision of digital tools to salespeople allowing them to access the history of customers holding the loyalty card and obtain personalised recommendations

Examples



Establishment of a real estate expertise programme with a duration of 12 to 24 months to reinforce the qualitative business approach of the salespeople, based on expertise, welcome culture, personalised advice, etc.



Offering of training to salespeople working in a single-channel, connected environment in order to adapt their profession to the new buying behaviours of customers

1.2.3 Development of new branch concepts

The development of multichannel, or even single-channel in the longer term, and the evolution of customer behaviours are forcing banks to rethink their entire distribution network.

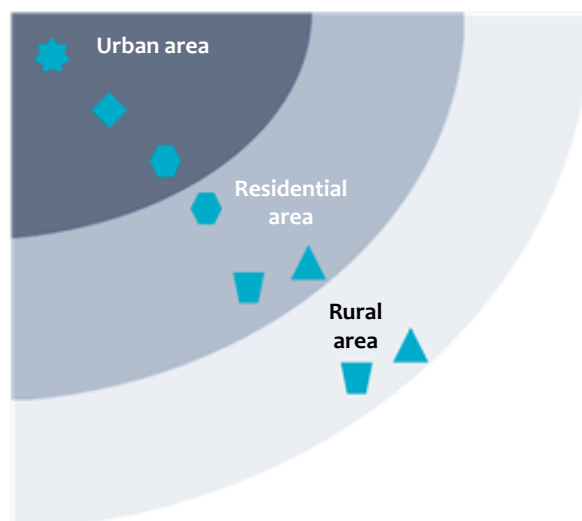
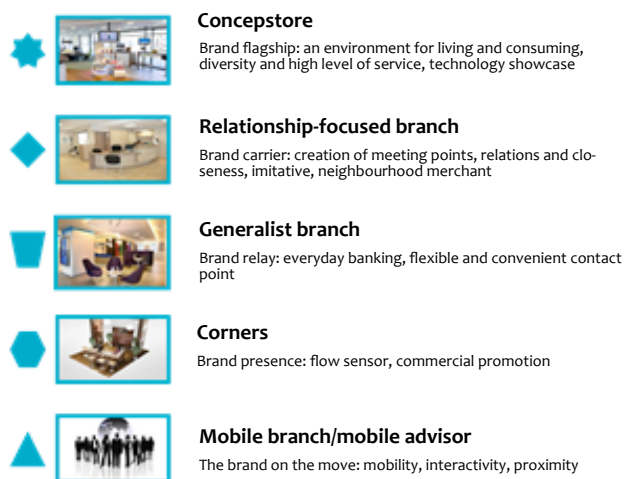
Branches have seen considerable declines in visits: in 2013, only 17% of French people visited their branch several times a month, compared with 52% in 2010 and 62% in 2007⁵. The current distribution network, based on a single branch model offering a complete range of services, is therefore no longer viable for both economic and commercial reasons. It is not enough to deal with the rapidly changing needs of consumers and the demands for simplicity and ease of access to all banking services. To cope with this situation, banks foresee moving their branch network towards a multi-format model, incorporated into

the bank's multichannel system and based on adapted territorial coverage.

Branch formats need to be revamped in three areas:

- specialisation or versatility of offerings available to customers at the branch: does the bank sell its complete offering at all its branches or does it specialise its branches? (for example, a branch specialising in real estate loans),
- the adaptation of branches depending on customer segments (for example, a specialised branch for businesses),
- the adaptation of branches depending on geographical area (see diagram below).

Illustration of the formation of a branch network adapted to demographic characteristics



In an urban area, density is high and the possibilities of generating traffic are great. The types of branches best suited for this area are those that serve as a living environment and everyday contact point with customers.

Concept store branches are growing considerably: generally located in areas with strong banking

potential, they are the showcases of the brand. They present the latest digital innovations (touch terminals, interactive digital walls, self-service Wi-Fi, advisors with tablets, etc.).

“Relationship-focused” branches would also be of particular interest by serving as a refuge, promoting a relationship of closeness and proximity with

⁵FBF, IFOP survey conducted from 6 to 11 April 2013

customers like a local trader would.

Lastly, corner branches (similar to kiosks) could also emerge: focused on self-service (provision of automatic terminals, access to the bank's Web portal, etc.), their goals are to assert the brand's presence, capture maximum flow and carry out commercial promotions.

In a residential area, generalist branches could provide customers with a flexible, convenient everyday contact point. The establishment of corner branches would also cover everyday needs. Mobile branches would meet the needs for flexibility and proximity of areas with lower density by equipping the sales force with digital tools supporting mobility and remote communication. The sales force is no longer attached to a particular branch: advisors travel directly to their customers (or within other banking structures).

In a rural area, where the mobility needs are greater, the development of mobile branches would cover a large part of customer needs. The presence of generalist branches would also provide a fixed, convenient contact point.

More generally, making branches true living environments is a major challenge for increasing flows at branches. Customers and prospects would no longer visit them just to complete banking transactions but also to meet other needs, whether commercial or recreational (free Wi-Fi access, cafeteria, etc.).

As such, rethinking the physical distribution network will enable banks to offer a personalised customer experience, adapted to the catchment area and customer expectations, which is an essential tool for improving customer satisfaction. This restructuring also means reviewing the role of customer advisors, whose relationship with customers is the cornerstone of an effective branch network.

A closer look at the concept store

Today, most banks have developed their own concept stores: a real showroom, these unique branch models allow banks to reinforce their image as an “innovative bank” by offering new approaches to customer relations and allowing innovations to be tested for deployment on a larger scale.

Example of BNP Paribas opening a concept store offering a new approach to the banking relationship and allowing the use of new technologies to be tested.

BNP Paribas launched a concept store, 2 Opéra, in Paris. This branch reflects the sector's current trends, playing on the balance between customer support and customer autonomy. It offers an “advice lounge” to welcome customers who wish to consult an advisor and an “everyday banking” space to carry out the bank's current operations. It presents many innovative services:

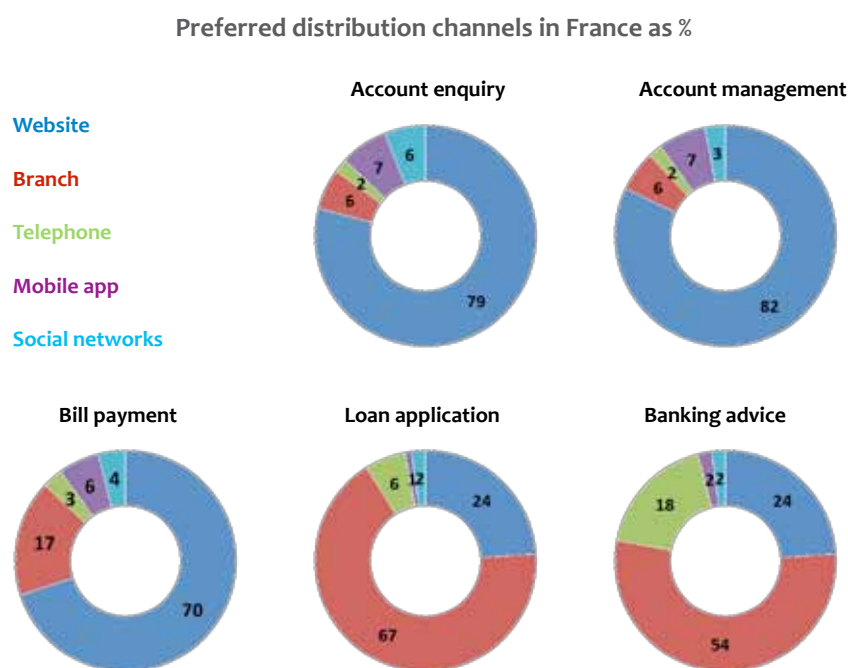
- “Banking Boutique” allows customers to learn more about offerings on tablets,
- “Banking Boutique Plus” offers self-service information and is equipped with a touch table,
- “Le Lounge” offers free Wi-Fi access as well as a selection of digital press.
- The branch also presents other spaces that are less technological but generate traffic: learning spaces, regular training events and an exhibition area

1.3 Opportunities associated with the emergence of digital

1.3.1 Development of distribution channels

In a multichannel approach, banks have made many distribution channels available to customers to meet their needs. On the other hand, customers

use them in different ways depending on the transaction that they wish to perform, as shown in the diagram below.



Source: «les Echos», CISCO IBSG, June 2012

Customers thus prefer to carry out basic transactions and purchases (account management, bill payment, etc.) online: in France, more than 50% of Internet users made their transfers online in 2012⁶. On the other hand, the branches are a channel of choice for customers who have reinsurance needs and long-term complex requests.

E-mail is losing momentum. According to a study conducted by Eptica⁷, although 60% of banks provided a contact e-mail address on their site in 2012, only 20% did so in 2014. This trend can also be seen in the advisor-customer relationship: although advisors are interacting more and more often with their customers by e-mail, they would

like move towards more flexible, responsive chat or video-conferencing tools, given that e-mail is still mail, and going through it takes time. However, customers continue to use it: 14% of French people submit complaints by e-mail, particularly because they prefer the traceability of the exchanges, and 12% use it to make appointments with their advisors⁸.

Telephone calls are increasingly giving way to other more responsive, free distribution channels. Whereas telephone calls sometimes fee-based, involve long hold times, the use of texting is more popular for making appointments with advisors and receiving alerts or reminders.

⁶ FBF – Ifop 2013

⁷ EPTICA study, 2014 «Les marques françaises et l'expérience omnicanal en ligne»

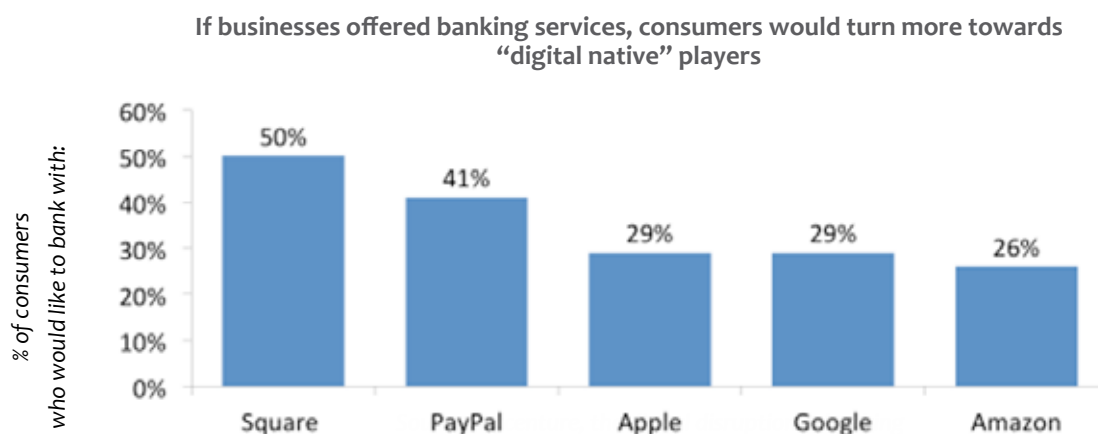
⁸ FEVAD survey, Mediamétrie/Netratings, 2013

The **mobile channel** (m-banking) is growing: in 2013, more than 25% of French people used their phone for banking activities and 12% are strongly interested in this use⁹. They primarily use it for account enquiries, followed by making transfers and receiving alerts.

Mobile payment (m-paiement) has had a slow start: only 14% of French people use their smartphone to pay for products or services. On the other hand, it is of particular interest for 21% of them.

Beyond simple communication and information tools for customers, social networks are emerging as a fully fledged distribution channel. In fact, French

banks are considering launching the marketing of banking and insurance products through social media, just like the distribution sector, which has already taken the step of marketing on Facebook. For example, La Redoute offers its customers the ability to pay for their purchases with a bank card or PayPal without leaving their Facebook page. It is all the more important for banks to position themselves on this channel given that the main social networks, in this case Facebook, will certainly get into the insurance business (auto, home, etc.) in the near future¹⁰.



1.3.2 Development of sales assistance tools

Customer data collection and analysis by banks allow them to know their customers better, better respond to their needs and thus reinforce a customer-focused approach.

Businesses have always collected, grouped together and analysed the customer data available to them in order to optimise their business activity and better understand customer needs and expectations. Whereas, in the past, they used only internal information or information from internal CRM tools, they now have a greater amount of data thanks to the Internet.

Indeed, the increase in services, tools and mobile

apps and the spread of e-commerce are generating data specific to each user every day. Therefore, one of the current issues for banks is the ability to analyse such data and provide their customer advisors with information specific to each customer in order to understand their behaviour and be able to offer products and services tailored to their needs.

The marketing and commercial databases of banks have thus been considerably enriched:

- in terms of strategic marketing: ability to segment the customer base and determine a product's sales potential through an analysis of

⁹ TNS Mobile Life 2013

¹⁰ Benjamin Berthon, «Les réseaux sociaux vont vendre de l'assurance et devenir des banques», <http://www.ecommercewall.com>, published on 5 January 2012

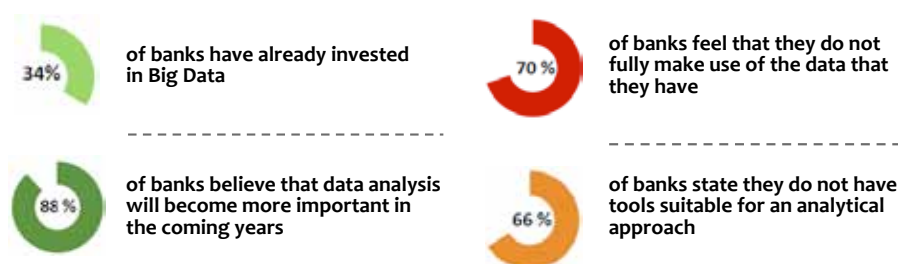
customer needs, particularly their “life moments”, and the market’s offerings (data exploration, establishment of CRM tools, creation of a business intelligence database),

- in terms of operational marketing: ability to support the promotion, marketing and sale of the company’s products through the use of targeting, campaign management, cross-selling analysis and other tools.

On the other hand, these solutions are not enough to make use of the massive amounts of data generated online. Businesses are therefore initiating more and more projects in

connection with **Big Data**¹¹, which is an important commercial advantage by reducing the attrition rate. Big Data thus permits the establishment of more effective, better targeted marketing of products, thanks to the thorough analysis and modelling of customer behaviours. Lastly, the detailed analysis of customer buying behaviours and habits allows companies to gain better knowledge of their customers and thus improve their satisfaction. Today, banks are convinced of the challenges associated with the analysis of data and 34% of them have already invested in Big Data, as shown in the diagram below.

Big Data, a priority for the players of today’s bank?



Sources: Gartney Survey 2013, Deloitte, 2013

However, banks must make greater use of these analyses and incorporate them into their strategy and business processes.

Banks are encountering obstacles to the use of the customer data available to them:

- Whether in the use of the data that they already have in their possession, namely all the customer ‘payment’ data.

Even if they do not legally have the right to use such data for commercial purposes, such data can help to greatly refine their segmentation and better know their customers.

- Or in the use of external data: today, the players are not yet ready to market the data and the use of such data seems complex at this stage.

1.3.3 Greater mobility, responsiveness and proximity with customers

The explosion of mobility

According to a study conducted by Médiamétrie, France had more than 43 million Internet users, 27 million mobile Internet users and 11.2 million of tablet users in 2013.

It is important to note that the differences between certain categories of the population tend to be shrinking.

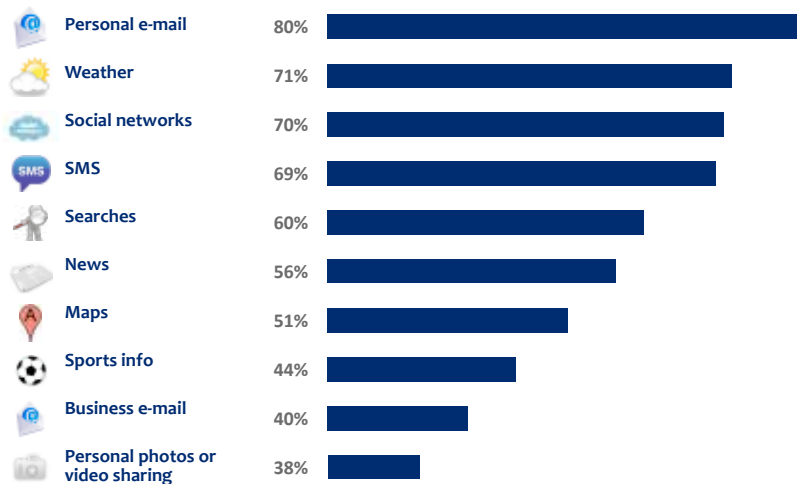
For example, 14.4% of retirees were Internet users in 2013 versus 13.3% in 2012. In addition, the use of tablets is steadily growing: with an increase of 105% per year, today tablets have won over more than 8 million French users. The same goes for smartphones, which equipped more than 26 million people in 2013.

Owing to its use and widespread accessibility,

¹¹ Data generated each day from various sources (from sensors used to gather weather information, messages on social media sites, digital images and videos published online, online purchase records and mobile telephone GPS signals). The collection of all such data (estimated at 2.5 trillion bytes of data) is called Big Data. (IBM)

smartphone is the emblematic tool of mobility. and social media in the lead:
How it is used varies among its users, with e-mail

Smartphone use in France



Source: comScore

Internet users have therefore become multi-screen Internet users who want to connect everywhere, all the time, with the tool of their choice (ATAWAD: Any Time, AnyWhere, Any Device)

With this in mind, banks are expanding the mobility of working environments in the branch by starting to equip their customer advisors with tablets and smartphones. Advisors then become connected advisors able to present products and offerings to customers in a fun way, inside or outside the branch. This initiative helps to make up for the decrease in customer visits to the branch, by providing the means to go out and meet customers and facilitating travel for advisors who working in rural areas.

Beyond the commercial aspect, the development of mobility makes organisations more flexible, increases employee productivity, reduces structure costs, and improves the image of innovation towards customers and internally.

Development of communication channels

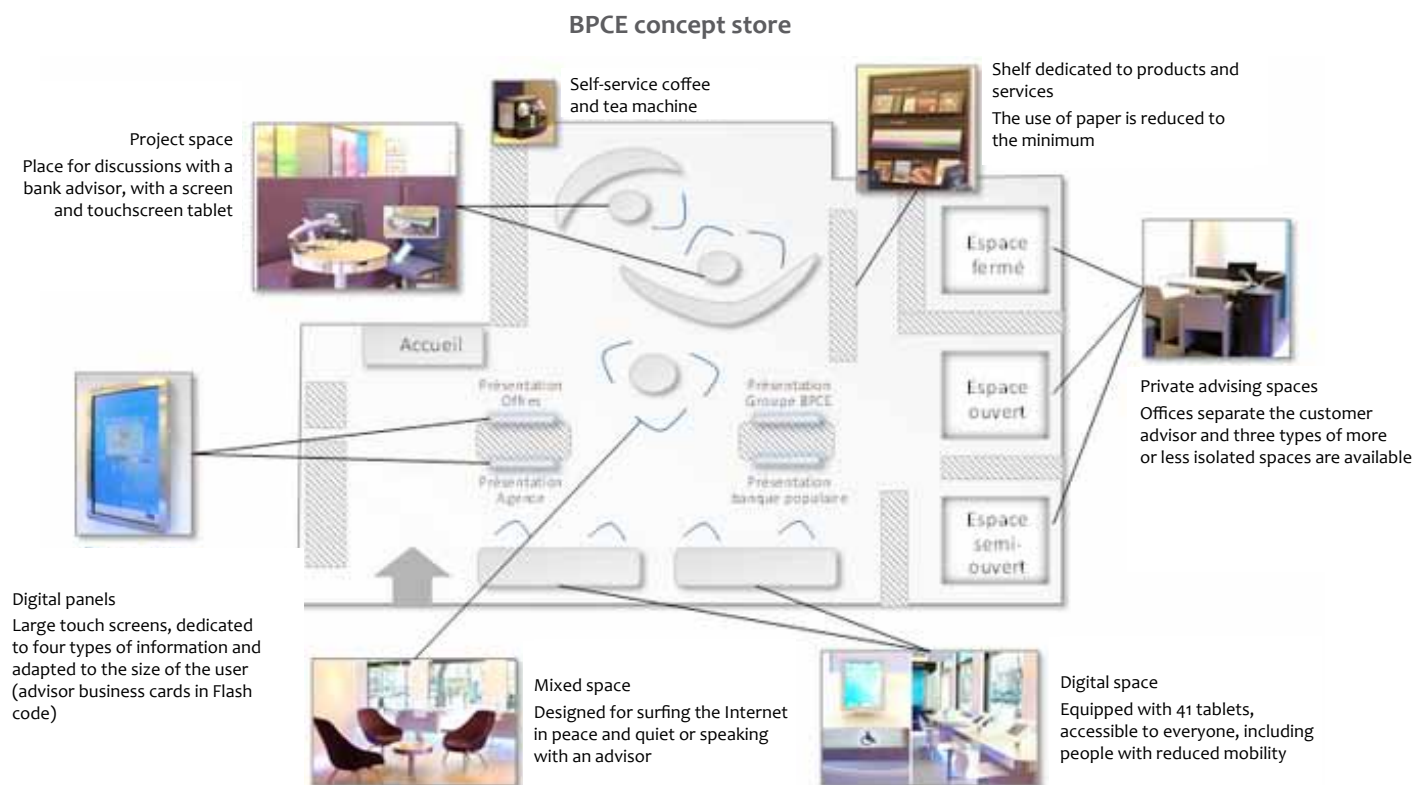
Nowadays, customer communication is becoming increasingly digital: in 2014, 52% of customer interactions were carried out by digital channels and 48% by traditional channels (telephone, face-to-face, etc.).

Customer advisors therefore now have a multitude of communication tools, such as chat and video-conferencing systems, not to mention e-mail and telephones. Of course, advisors must master all the communication channels available to them, particularly the new channels facilitating mobility and remote relationships and meeting customer requirements for immediacy.

The use of a particular channel is mainly motivated by the practices of customers, to which advisors must adapt. For example, some customers prefer to interact only by e-mail, chat, or video-conference and are abandoning physical meetings with their advisor, whereas others prefer combining e-mail and physical meetings.

Transformation of the working environment for greater proximity

In order to reinforce proximity and transparency with customers, banks are reviewing the organisation of their branches. For example, BPCE is opening concept stores designed as both stores and “relaxation spots”.



Source: headlink

1.3.4 The widespread accessibility of social networks, a source of collaboration and innovation

Widespread accessibility of social networks

Social networks, which came into existence in the early 2000s, now have a gigantic population of users with, for example, more than 1 billion registered on Facebook and 500 million on Twitter. Professional social networks have also grown considerably, with more than 200 million members on LinkedIn and 50 million on Viadeo. In addition to being used to interact and post opinions, social networks allow users to inform others or learn about the quality of a service or product. Moreover, the people who use social networks are not just young people: they cover all age ranges and categories.

Banks are therefore increasingly adopting social networks: while 40% of banking institutions offered a link to their Twitter and Facebook accounts in 2012, 80% now offer a link to Facebook and 70% to Twitter¹².

Development of a new form of dialogue with customers

Nowadays, customers expect more transparency and immediacy in exchanges with their banks. Social networks are fitting tools to respond to these needs and their development in banks is substantive proof of the commitment of banks to their customers.

A new unprecedented, immediate form of dialogue is developing. Originally used by customers to voice their dissatisfaction, the use of social networks is becoming widespread and replacing other communication channels such as e-mail and telephone. On the other hand, operating standards require the most instantaneous reaction possible from banks. For example, in July 2013, Société Générale put social networks in place by establishing a collaborative platform and a Twitter account committed to responding to tweets posted by

¹² TNS Mobile Life 2013

customers or prospects within 30 minutes. The team in charge of community management (made up of retail bank employees) now responds to more than 400 messages per day.

Furthermore, the nature of the dialogue varies depending on the social network used. On Facebook, for example, exchanges are much more community-based: it is therefore appropriate to let the community speak. Conversely, on Twitter, users expect a direct response from the contacted bank.

Lastly, social networks allow banks to make themselves known and promote their brand more effectively by targeting a specific segment of customers or prospects through platforms or dedicated communities.

In summary, this new form of dialogue makes the bank more accessible and more human and offers a smooth multichannel customer experience. Giving the floor to customers will then help to develop services that take opinions and suggestions into account.

Top 5 social networks by population category in France

Men		Women	
Facebook	60%	Facebook	66%
Skype	50%	Skype	44%
Google +	38%	Copains d'avant	39%
Copains d'avant	33%	Google +	27%
YouTube	32%	Deezer	27%
18 to 24		65 or older	
Facebook	86%	Skype	49%
Skype	63%	Facebook	46%
YouTube	56%	Copains d'avant	35%
Deezer	43%	Google +	33%
Google+	40%	Picasa	26%
Managers		Workers	
Facebook	75%	Facebook	66%
Skype	57%	Skype	39%
Deezer	38%	Google+	32%
YouTube	37%	Copains d'avant	32%
Google+	37%	YouTube	29%

Source: IFOP, Observatoire des réseaux sociaux, 2013

Use of social networks as a collaborative solution

In order to better manage teams and increase productivity and responsiveness, banks are developing corporate social networks (CSN). These collaborative solutions, tailored to user profiles, are becoming a prerequisite for most banks with projects for initial equipping or expansion to a larger number of employees.

The use of social networks within banks thus greatly facilitates the sharing of information, the answering of questions and the sharing of best

practices. They allow all employees of the bank, particularly the customer advisors, to have quick access to the desired information and to be more responsive in answering customer questions.

Use of social networks as “crowdsourcing” tools for participatory innovation

Social networks also allow all company employees to express their ideas. For example, by signing the participatory innovation charter (a text drawn up by the Innov'Acteurs association recalling the

seven major principles to be respected for anyone wanting to effectively engage or stimulate idea feedback from their offices and workshops), AXA has demonstrated its motivation to take collaborative exchanges further. As Emmanuel Frizon de Lamotte, head of participatory innovation at AXA France (16,000 employees), emphasised: “We wish to secure a culture of trust and reinforce a more transversal management style. The word must be spread and heard. No ideas should go to waste in heads, corridors or drawers. They represent a value for the company.”

All employees thus have the opportunity to post their suggestions on the “Innov’AXA” collaborative platform, which is incorporated into the social intranet. With this system, the sharing and collection of ideas is greatly facilitated, allowing AXA to amass more than 7000 ideas since 2008. Among these ideas, 30% have been rejected, 40% are still under consideration and 30% have been implemented.

Social networks are also used to capture ideas from consumers. These initiatives help to strengthen the customer relationship by recognising their value through consideration of their suggestions, while enabling them to develop solutions responding to a real need expected by consumers.

Social networks are therefore a terrific tool for businesses, including banks, whether it involves customer relations, communication, or innovation and allow the behaviours, expectations and future needs of consumers to be examined. However, their use raises many issues particularly with respect to their coverage (handled increasingly often by dedicated units) and risk management (e-reputation).

1.3.5 More vigilance and security

E-reputation: a risk to be controlled

“Watch out! Unprofessional bank!!!!!!!!!!” or “Suspicious deductions, questionable information, ability to react: NONE! « These two sentences (originally in French) extracted from the site avisbanque.fr illustrate the words that can be used against banks.

Banks are now fully aware of the influence of Web 2.0 (social networks, blogs, discussion forums, etc.) on their image as well as on the behaviours and decisions of consumers. Against this backdrop, we are no longer just talking about reputation risk but e-reputation risk. E-reputation is defined as the set of techniques and strategies for managing digital identity. It brings together, in a real Internet policy,

the levers for creating, developing, evaluating, and making use of the company’s online image¹³. It also refers to the representation of the company that internet users build up on the basis of information flows that they encounter on the internet.

As such, regardless of the channel chosen, consumers are becoming increasingly informed about the reputation of banks and their service quality by referring to social media. E-reputation is therefore a huge issue for banks, since consumers are increasingly relying on opinions posted on social media. Banks therefore commit to responding to customer comments, whether positive or negative, in order to provide answers as soon as possible and thus avoid the spreading and snowballing of

¹³ E-réputation-Stratégies d’influence, Édouard Fillias and Alexandre Villeneuve, 2010, Éditions Ellipses

negative comments or opinions. Some banks have already suffered the consequences of this. For example, in 2008 a large English bank launched a student loan offering allowing students to borrow without needing to pay interest until three years after their studies. However, the bank suddenly decided to cancel its offering, forcing some students to pay high interest rates. Outraged, the students decided to create a Facebook group protesting the bank's decision and calling for a boycott. The bank then found itself forced to restore its initial offering.

E-reputation is therefore a risk that is difficult to measure and understand for banks. They are putting in place strategies and means to deal with this issue: mapping of employees with regard to e-reputation, identification of opinion leaders, monitoring of social media, active influence strategies, etc. In general, the adopted strategies are based predominantly on the company's prevention, anticipation, organisation and communication methods and are managed by dedicated units within the banks.

The need to strengthen the fight against fraud attempts.

The development of digital has been accompanied by a considerable increase in the number of fraud attempts: fraudulent e-mails, illegal acquisition of

loans and credit, identity theft, etc. Consequently, banks are increasing their security and compliance checking measures and deploying tools to fight fraud: monitoring, alerts, automatic cross-checks, anti-identity theft. Regulations are also adapting to the new security challenges, becoming increasingly complex and changing more and more quickly.

From an operational point of view, customer advisors are the first to be affected by the growing increase in fraud attempts and the increasingly rapid changes in regulations. The increase in security and compliance checking measures put in place by banks means an increase in checks for them, resulting in longer customer request processing times and an increase in the required supporting documents. In addition, the development of digital is being hampered by banking regulations: because the sector is ultra-secure and confidentiality is obligatory, the technological developments applicable in other sectors are sometimes more complex to put in place. Consequently, the administrative tasks of advisors related to risk management are becoming more burdensome and customer satisfaction has deteriorated.

1.3.6 Easier management of administrative tasks

Dematerialisation and automation of in-house processes have considerably reduced administrative tasks.

Document dematerialisation is a widely spreading trend among banks: it cuts costs and optimises processes while incorporating the notion of operational excellence and the establishment of new services. It also facilitates the customer relationship and improves verification operations

and traceability. As such, there are multiple dematerialisation technologies: electronic archiving, secure electronic signature, electronic safes, data archiving, etc.

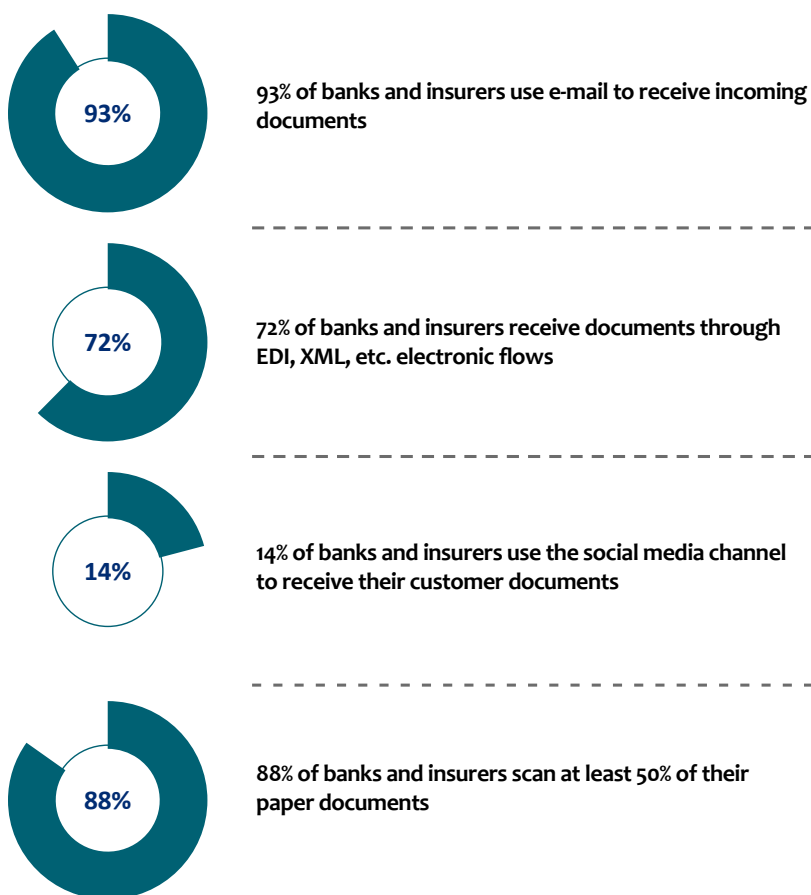
Dematerialisation therefore has a considerable influence on the professions in the branches, particularly customer representatives. For example, it is not uncommon to see customers inside branches signing up for banking products

without any paper, directly through mobile apps or the Web portal of banks, using an electronic signature.

Dematerialisation solutions therefore present a considerable advantage for banks, as they fully respond to their need for operational efficiency and cost reduction. They also allow customer advisors to reduce and simplify their administrative tasks, giving them more time to

advise and sell. Dematerialisation solutions help to increase customer satisfaction, since customers can sign contracts with greater ease (electronic signature, no more 15-page offers, etc.). Lastly, they permit more connectivity and contribute to the single-channel development of banks, as the contracts signed electronically and stored online or in customer personal spaces are immediately accessible on all the channels.

A few figures on dematerialisation for banks and insurers



Source: CXP, 2014 survey "optimisation des processus clients par la dématérialisation des flux"



1.3.7 Digital transformation of banks driven by employees










The consensus is clear: the internal digital transformation of companies has lagged behind the external digital transformation.

Most of the customer advisors surveyed for this study indicated that they have no access to digital tools at work. On the other hand, they have already appropriated their use: in their personal lives, they have the latest tablets and smartphones and personal cloud accounts, regularly use social networks, etc. They are therefore fully aware of the benefits provided by these tools, whether in terms of mobility, interactivity or presentation of

offerings and products to customers. Accordingly, they expect to find them at their workplace in order to take advantage of the benefits that they provide.

Advisors also expect their bank to make more efficient, intuitive and unified tools available to them in order to be able to track their customers better, identify their needs and fully take advantage of the information available to them.

A few figures on dematerialisation for banks and insurers

<p>Widespread accessibility of social networks</p> <ul style="list-style-type: none"> - Propose personalised offerings - Facilitate the sharing of information and best practices internally and with customers - Carry out banking transactions 	<p>Examples</p> <p>United States  Sending offers and personalised promotions to AMEX cardholders through the social networks associated with their payment card</p> <p>United Kingdom  Establishment of an internal social network allowing more than 16,000 employees to share information and best practices</p>	<p> Impacts on the retail customer representative</p> <ul style="list-style-type: none"> - Develop skills related to the use of social networks - Be vigilant with respect to the risks associated with social networks (security, e-reputation, etc.)
<p>Use of communication tools like video, chat</p> <ul style="list-style-type: none"> - Facilitate the connection with the customer advisors - Permit real-time exchanges 	<p>Examples</p> <p>Turkey  Possibility for customers to contact their advisor by video-conference for complex transactions</p> <p>Australia  Provision of chat and video-conference tools to advisors for real-time customer and in-house dialogue</p>	<p> Impacts on the customer advisor</p> <ul style="list-style-type: none"> - Master digital communication tools - Develop expertise
<p>Evolution of branch formats</p> <ul style="list-style-type: none"> - Introduce innovations and digital tools - Improve and customise the customer relationship - Provide the appropriate level of expertise - Develop self-service 	<p>Examples</p> <p>United States  Development of innovative branches equipped with interactive walls, with 24-hour access to ATMs and video-conference terminals (online with an expert advisor), etc.</p> <p>United States  Establishment of user-friendly branches offering free coffee and Wi-Fi. The goal is to promote exchanges and develop proximity with customers</p>	<p> Impacts on the retail customer representative</p> <ul style="list-style-type: none"> - Be an educator in explaining the use of services to customers - Have the ability to listen and the level of expertise necessary to match products with customer needs

Source: Weave

Impact of digital: what customer representatives expressed at the workshops...



2.1 New positioning of the profession in the branch

2.2 Development of new activities

2.3 Methods for supporting the customer advisor in these changes

2. Adaptation of the customer advisor to the new needs of customers

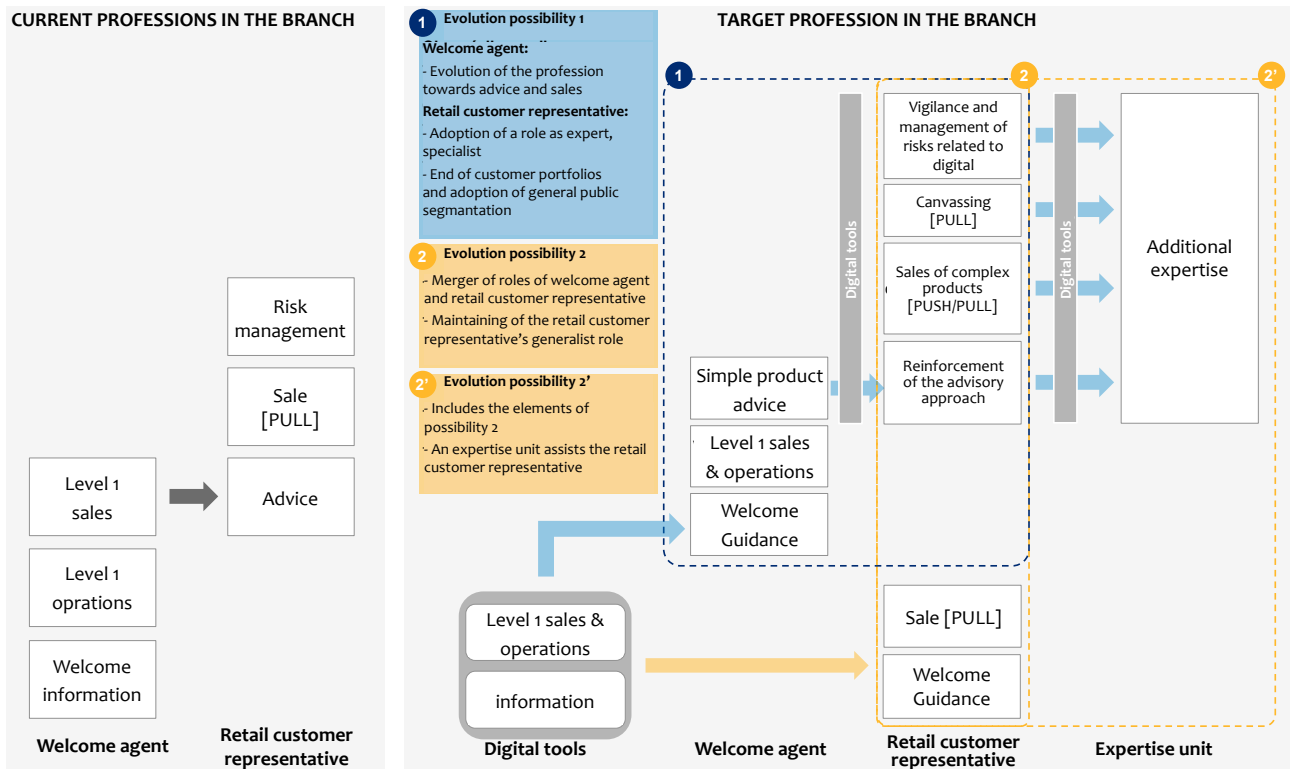
2.1 New positioning of the profession in the branch

The evolution of customer needs and the development of digital are prompting banks to rethink their commercial approach and particularly the role and skills of the retail customer manager, in direct contact with these changes.

The workshops and interviews conducted as part of this study resulted in a shared view of the target professions in the branch (summarised in the diagram on page 34). This view was obtained using a detailed analysis of the impact of digital on each of the customer representative's activities.

Banks seem to have two options, relating to whether customer advisors should be specialised:

- in order to better respond to their customers, should they ensure an unequalled level of expertise and adopt a role as a specialist?
- or should they become a sort of “super-generalist” who is versatile and focused on the customer relationship?



PUSH: push marketing is the approach that involves pushing the product towards consumers

PULL: pull marketing encompasses the actions aimed at bringing consumers towards the product

2.1.1 Evolution possibility 1: the customer advisor specialises in order to adopt a role as an expert

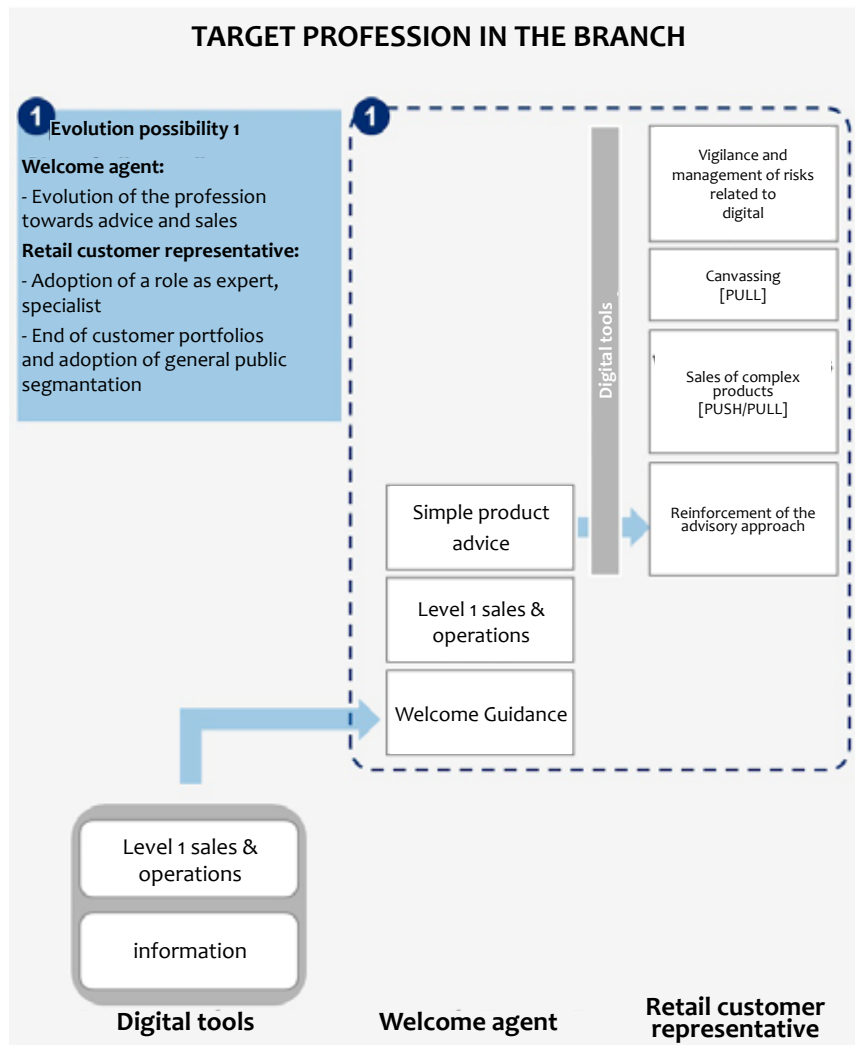
This possibility involves positioning advisors as specialists on given types of products or services. They give up the management of a traditional customer portfolio for a “general public” portfolio (branch portfolio, portfolio expansion, etc.).

This specialisation of the advisor requires reinforcing the guidance and advice role of the welcome agent in the branch, who must develop general knowledge of banking products in order to provide a first level of advice and be able to direct customers to the appropriate specialist.

The customers are thus directed to specialised advisors for complex, binding banking requests (real estate loans, savings plans, etc.) and are redirected to ATMs and the Internet for simple operations (withdrawals, deposits, transfers, cheque deposits,

etc.). They also have the choice between meeting with “specialist” advisors directly in the branch and remotely through a video-conference system. Lastly, as customers are no longer associated with a given advisor but may be sent from one expert to another according to the identified needs, the objectives of salespeople must be redefined accordingly. Sales objectives based solely on the quantitative aspect seem hardly applicable in this situation, given that the sale of a product can only be systematically attributed to a single employee. The remuneration rules must be redefined in this sense. In addition, even if they are specialists, advisors are tasked with ensuring that customers have at least the minimum products or services (Livret A, LDD, etc.).

¹⁴ Siegel+Gale- 2010 Global Brand Simplicity Index



2.1.2 Evolution possibility 2: the customer advisor adopts a role as “super-generalist”

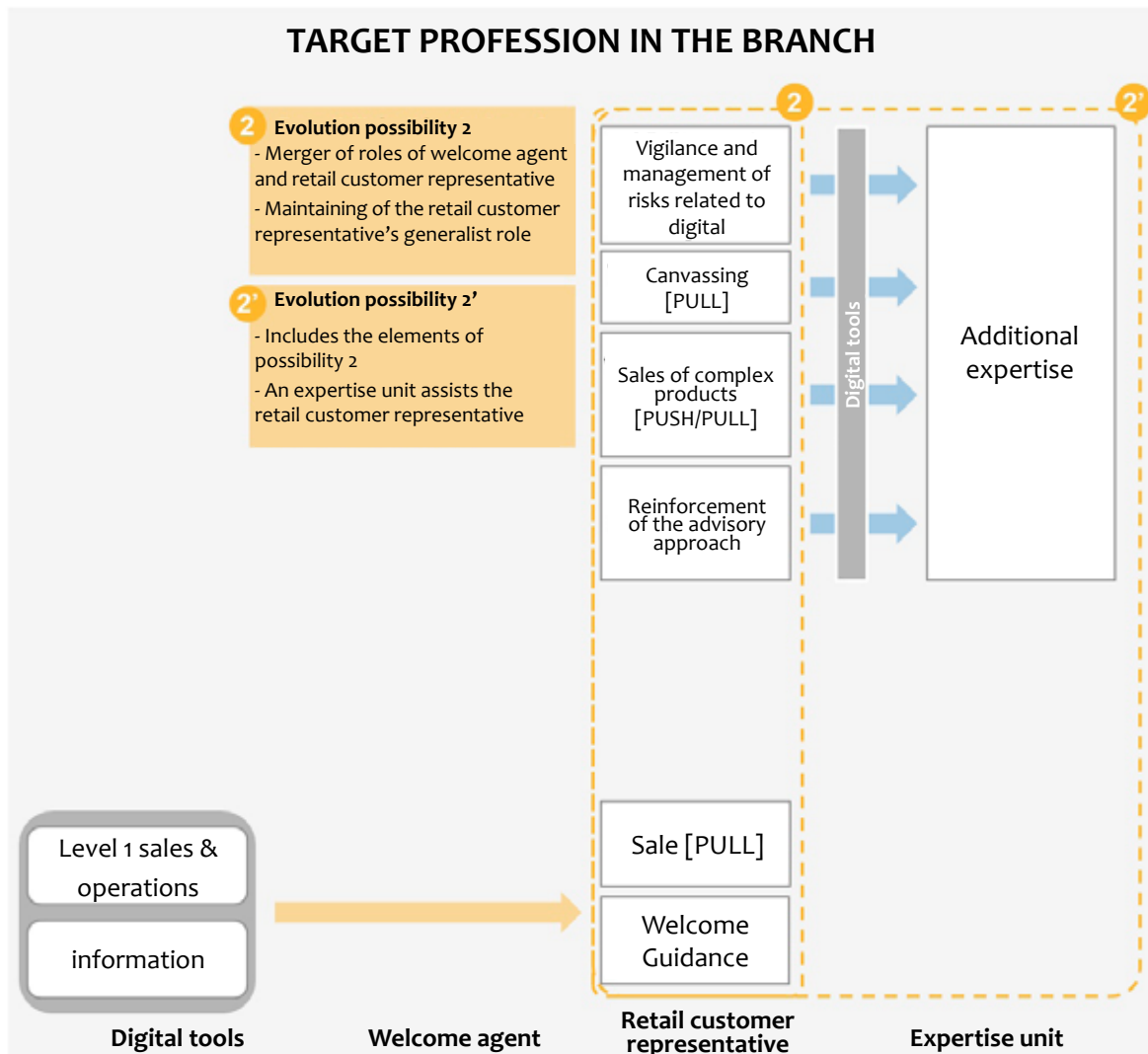
This second possibility involves making the advisor a “super-generalist”. With a dedicated customer portfolio, the customer advisor is focused on the customer relationship and must handle all of their requests.

This possibility also involves reviewing the role of the welcome agent, whose role of customer guidance, essential in the first case, is smaller here given that customers are systematically directed to their generalist customer representative. On the other hand, the welcome agent plays a vital advisory role as a first contact point with customers and serves as the first source of converting visits to

sales by identifying the needs of customers. This role as advisor must evolve to incorporate better the new needs of customers, who are better informed and increasingly make complex requests.

In this scenario, the roles of customer advisor and welcome agent tend to move closer: they both must be versatile and have generalist knowledge to respond to customers on all types of services and offerings.

To supplement the role of generalist for customer advisors, an expertise unit can be made available to them to obtain additional information on more specific topics.



The adoption of one of these possibilities is a strategic choice, leading to specific organisations that each bank will need to choose according to their respective visions. Regardless of the scenario adopted, customer representatives must strengthen their approach as advisor and their expertise in order to provide their customers with products and services specifically meeting their needs.

Their commercial approach must transition from a product-focused approach to a customer-focused approach and they must be proactive (prospecting new customers and offering suitable banking products).

Lastly, the increase in fraud attempts, the steadily increasing regulatory changes and the importance of the e-reputation must now be an integral part of their profession.

The next section takes a transversal look at the two possible evolutions to provide a description of the activities and skills that the advisors of tomorrow will need to develop.

2.2 Development of new activities

2.2.1 Orientation of the sales approach of advisors towards a customer-focused approach

The evolution of customer expectations calls for a reconsideration of the sales approach of customer advisors, moving from a product-focused approach to a customer-focused approach.

Given that customers are becoming increasingly knowledgeable of banking and products, the advisor's added value is essentially the proposal of solutions tailored to their needs.

Adapting offerings first and foremost means that advisors must know their customers better:

- This knowledge is acquired particularly during meeting preparation. The preparation must be done systematically, whether it is a pre-sales, negotiation or customer follow-up situation. During preparation, advisors must be able to use the sales assistance tools made available to them. The analysis of data from these tools highlights the customer needs, allowing advisors to prepare a more personalised offering.
- Personalised customer monitoring by recording exchanges and supplementing the already available information about them facilitates the next contacts as well as any transfers of customers to another advisor. Providing a customer's complete history to a new advisor helps to limit the frustration generated by such a change.

In addition, **adapting products to customer needs requires advisors to have thorough knowledge of the products** and develop their expertise.

Lastly, directing customers to the right distribution channels according to their needs is an important tool for personalising the services offered and improving customer satisfaction.

By helping customers make better use of the distribution channels, advisors fit perfectly into the multichannel system developed by banks. In the longer term, advisors will also benefit because they will be able to focus on tasks with high added value for the customer and the bank.

However, the customer advisors surveyed for this study indicated that they do not have sufficient resources on an everyday basis to fully adopt this “customer-centric” approach:

- advisor goals are mainly focused on sales and gross production, sometimes encouraging them to favour the short term to the detriment of the medium term,
- the sales assistance tools made available to them do not allow them to monitor their customers better, identify their needs and take full advantage of the available information about them. These tools must be more efficient, intuitive and unified to carry out effective monitoring actions,
- the same goes for collaborative tools and corporate social networks, which, at the current stage of development, remain limited and do not provide the expected results.



Example of Sephora, which has equipped its salespeople with digital tools to access customer information and personalise the sale.

Many players in the distribution sector are equipping their sales forces with digital tools giving them the possibility to access information about customers quickly. For example, Sephora has equipped its sales force with digital tools with a CRM application (“MySephora”).

This application provides access to information about customers who hold the loyalty card: contact information, purchase history, number of points, average purchase, product types, brands no longer purchased, etc. Salespeople therefore know their customers better and are able to make recommendations tailored to their needs and habits.

2.2.2 Development of a relationship of trust with the customer

In addition to proposing solutions adapted to customer needs, the customer advisor’s role of advising and listening must be reinforced at all levels. The objective is to improve the customer experience and change the vision that the bank’s customers have, with the bank often perceived as an anxiety-provoking environment: difficulty contacting advisors, problems managing incoming and outgoing information, disappointing customer experience, etc. One of the roles of advisors is to review their customer approach, by simplifying their relationship with the bank and making them rediscover the pleasure of the contact.

As such, “It is vital for the advisors of tomorrow to create a relationship of trust with their customers”. This relationship of trust is considered essential to maintaining a long-term relationship and customer satisfaction.

Ensuring and maintaining high service quality is essential, whether the customer relationship is in person or remote.

The development of multichannel has changed the customer experience:

- customers tend to visit the branch to create/maintain a connection with their advisor or handle complex requests that are binding over the long term,
- the rest of their relationship continues remotely through all the distribution channels made available to them.

Offering outstanding service quality **during physical meetings** with customers is crucial for the quality of the customer relationship. These meetings constitute the customer’s first impression of the bank and they generally occur at important moments in the customer’s life.

The service quality must also **continue throughout the relationship with the customer**, including through remote distribution channels. Advisors must be responsive and available with respect to problems encountered by customers in the use of their account: such problems are highly anxiety-provoking and constitute one of the main sources of annoyances.

The advisors of tomorrow must therefore reinforce their culture of service with respect to their customers. Their customers must feel valued and listened to and have an excellent experience with their bank on a daily basis.

Example of Darty, which is developing new store concepts in order to offer excellent quality of service.

At the end of 2013, Darty inaugurated its new connected store concept by making the choice to build interactive systems for customers and salespeople. The goal is to promote synergies between physical commerce and e-commerce in order to ensure optimum service quality:

- Wi-Fi access is free of charge,
- connected terminals are made available to enable customers to have a truly cross-channel purchasing experience,
- salespeople are equipped with connected tablets to enable them to access all the product references and data sheets as well as inventory statuses in real time. Eventually, cashing via tablet is envisaged,
- the store is reorganised to improve the customer experience, develop self-service solutions and favour impulse purchases,
- the “click & collect” system is put in place, permitting in-store customer pick-up for products purchased online.

To respond to the customer need to be more reassured, a relationship of proximity and transparency with respect to customers should be favoured.

With this in mind, certain bank branches are reorganising the offices of customer advisors so that they are no longer face to face with their customers but next to them. Equipped with tablets or other digital tools, they discuss and present

offerings to customers in an interactive and fun way. The barrier existing in face-to-face encounters is therefore broken, thus reinforcing proximity and transparency.

The adoption of a clear, instructional approach in the presentation of products and offerings to customers by advisors also promotes this type of relationship.

Example of BMW, which has personalised the customer relationship and reinforced proximity by equipping its sales force with digital tools.

Sales advisors at BMW dealerships are now equipped with a tablet: because the sale is generally completed in the seat of the tested model, having a tablet makes it possible to reconfigure the model directly according to the customer's desired colour and options. The use of 3D glasses permits a virtual representation of the models in 3D. In addition, the establishment of an interface with the factory's computer system immediately activates the order, facilitating the selling process.

Advisors can also play a role as facilitator by simplifying the relationship of customers with their bank.

Today's customers have access to a substantial amount of information. However, it is sometimes difficult to forge convictions, particularly on complex products and services, given that the amount of information to be handled is too great and sometimes proves to be contradictory.

Advisors therefore have an essential role to play in providing customers with clear, precise explanations of the bank's products.

The role of customer representatives as educators towards their customers can also apply to the use of the digital tools made available to them (tablets, automatic terminals, mobile apps, chat, social networks, etc.).



Some customers are uncomfortable with these tools and are sometimes even resistant to using them. Advisors have every interest in explaining the advantages and operation of these tools to their customers:

- customers will be more autonomous on transactions and purchases of simple products: advisors will be able to free up time for other activities with higher added value,
- customers will also be able to take full advantage of the multiple distribution channels made available to them and thus find the relationship with their bank that best suits them.

- on the other hand, this approach strengthens the customer-advisor relationship of proximity as well as the added value of the advisor in the eyes of the customers.

The customer advisors of tomorrow must therefore strengthen their advisory approach in order to be able to win the trust of their customers, create a long-lasting relationship and ensure their loyalty.

Example of AXA, which has put in place mobile services and self-service solutions simplifying interactions between customers and their insurer.

The online customer space offered at AXA provides access to a multitude of services and offers customers the possibility to download their own insurance certificates, change their contact information, pay their bills, track their healthcare reimbursements, upload certain supporting documents, make appointments with their advisor or track the progress of their claims.

Services are also accessible on a mobile app, “My Axa”, using a simple four-digit code. It is also possible to access their accounts, contact an advisor, manage their contracts and access all services.

2.2.3 More proactiveness in sales activities

The development of digital and the evolution of customer behaviour considerably impacts the sales activity of customer advisors considerably. The decrease in branch visits makes it difficult for customer representatives to meet with new prospects. The development of distribution channels has made customers more autonomous with respect to banking transactions, reducing the possibilities for advisors to interact with them. They are also more demanding and better informed and have price comparison tools thanks to the Internet, putting them in a strong position during negotiations. Customer representatives must be more proactive in their sales activities in order to meet with new prospects and develop sales. However, it is important to carry out these processes by maintaining a customer-focused

approach, in order to develop a relationship of trust for the long term.

In order to acquire new customers, customer advisors must be more proactive in their prospecting activities.

The development of digital and digital tools is making advisors more mobile: equipped with, for example, a tablet and a smartphone, they can meet with their prospects more easily. These tools allow them to work as if they were in the branch and to present the bank, its products and the associated services in a friendly, interactive way. The development of digital has therefore dramatically increased the commercial strength of advisors outside of the branch.

Because these prospecting activities can also be done remotely, particularly by telephone, advisors must know how to manage outgoing telephone calls. The approach to be adopted for outgoing calls is radically different from that used for incoming calls and new commercial skills must be demonstrated.

Lastly, the development of sponsorship activities is a good way for advisors to acquire new customers. However, this method requires having already been able to establish a relationship of trust with customers so that they can recommend their bank to their family and friends.

The use of sales assistance tools: an advantage for being more proactive in proposing of products and services to customers.

Once again, the use of sales assistance and customer data analysis tools will be crucial for advisors so that they can anticipate the needs of

their customers and spontaneously offer them products and services with high added value.

The selling methods must be adapted to the new virtualised customer experiences.

Given the increasing use of new distribution channels, discussions with customer advisors are no longer the core of the customer experience or necessarily its starting point. Advisors must adapt to each experience and develop an ability to manage customer transactions initiated online, by telephone or on a mobile device. Their commercial approach must also take into account the various communication channels used.

In addition, the development of document virtualisation practices and the emergence of new practices such as electronic communication are disrupting normal business practices. On the other hand, they represent for advisors time that they can save to spend on advisory activities.

Example of AVIVA, which has developed multi-access.

Aviva France wishes to develop multi-access by giving its customers the possibility to access their services regardless of the chosen relationship mode. This digital transformation involves equipping the sales force with tablets and establishing an electronic document management system. For example, contracts can be made online then relayed to the branch.

2.2.4 Development of the expertise role

Regardless of the type of interaction and the subject matter, customers expect their advisors to provide the expected level of advice in order to obtain complete solutions adapted to their needs. To deal with this new requirement successfully,

advisors must show curiosity in their search for information: they may not have a response to all the specialised requests of their customers. With this in mind, the ability of advisors to collaborate and search for information is crucial.

Example of April Insurance, which is counting on the development of the expertise of its brokers to ensure customer satisfaction.

In order to provide relevant answers to their customers, teams are specialised in an area of expertise. In order to support brokers better in carrying out their profession, APRIL Assurances has put in place a virtual office system including:



- an online sales space (quote, sign-up and diagnostic assistance),
- monitoring the progression of customer files,
- a space for sharing of information (social network, forum, chat, etc.),
- the establishment of clubs designed to develop listening, exchange and sharing of best practices among brokers.

In addition, ongoing information reporting systems and satisfaction and customer welcome measurement tools have been put in place.

Advisors must adopt a collaborative approach, not hesitating to call on other employees or experts.

Use of the communication channels available to them (chat, video conferencing) can enable them to get quick answers and demonstrate responsiveness to customers. Advisors can thus call other employees during their meetings and easily bring them into the discussion through a video conference system. In return, customer representatives must also show availability towards their employees in order to share their own expertise.

The use of collaborative tools, including corporate social networks, is an excellent way for advisors to obtain and share information.

Corporate social networks allow questions to be addressed to the bank's entire community, thus pooling the knowledge. The creation of communities dedicated to given products or services also facilitates the search for information and the identification of the people to be contacted. In addition, social networks are a good way for

advisors to stay abreast of the bank's news and its products. For example, they may choose to follow the news of a particular expert or join communities dealing specifically with a type of banking product. Corporate social networks thus allow advisors to reinforce their expertise and contribute to the development of the expertise of their employees.

More generally, advisors must be able to use all other collaborative tools (wikis, SharePoint, crowdsourcing platform, etc.), as they facilitate the creation of content between collaborators, access and sharing of information.

The development of the expertise of customer advisors therefore does not involve merely acquiring pure knowledge: they must develop a collaborative attitude and be able to obtain information in a proactive way and share it.

Example of Barclays, which successfully put a social network in place.

The English bank Barclays has put in place a solution enabling its employees to exchange information. This solution, called MySite, allows them to post questions/answers on various topics and to share their point of view. This tool has been a success, quickly winning over all 16,000 employees working in the branches. They mainly use it to learn about new products but also to share views on topics related to fraud and security.

2.2.5 Mastery of regulatory and compliance aspects

The development of digital is not without impact on regulations, which are changing more and more frequently. The activities of verifying the compliance of contracts and customer requests performed by advisors are directly impacted and are becoming more complex.

To carry out these activities, advisors may adopt an approach similar to that proposed for reinforcing their expertise, namely calling on other employees or experts and giving assistance in return, while taking advantage of the use of the collaborative tools made available to them.

The increase in fraud attempts requires more vigilance on the part of customer advisors.

The development of digital has been accompanied by an increasing number of fraud attempts (identity theft, money laundering, etc.). Given that advisors are the special contact for customers, they have a key role to play in the prevention of fraud. In addition to applying the security measures put in place by banks, they must be able to analyse and understand their customers' requests in order to detect abnormal behaviour. However, the considerable number of customers under the customer representative's responsibility and the constant evolution of methods of fraud make total control difficult. This is especially true given that fraud is generally observed during the processing of information, leaving banks up against the wall.

To cope with this situation, advisors must adopt a role of support and alert. As soon as they note a suspicious transaction, advisors can call on their customers to warn them and handle the fraud promptly. This approach also helps to strengthen the relationship with customers, who will have the feeling of benefiting from a personalised relationship.

Lastly, collaborative tools can enable workers to share views on the latest methods of fraud and facilitate their detection.

Control of the bank's e-reputation: a new activity for customer advisors.

Advisors must be aware of the impact that their personal use of social networks can have. The sharing of confidential information about their professional activity, for example the identity of their customers or information related to their sales performance, must be avoided. Similarly, all references to their employees and supervisors, particularly in a period of conflict, should be limited. Each of these publications, even on a personal basis, has an influence on the company's e-reputation and may ultimately be deemed as serious professional misconduct.

In addition, although the professional use of social networks (promotions, official communications, recruitment campaigns, etc.) is generally the responsibility of dedicated functions (community managers, for example), advisors may need to exchange with their customers in the future through social networks such as Twitter. Once again, advisors should be vigilant in their communication on this type of network and make sure to identify the risks associated with the e-reputation and inform, where applicable, their supervisors.

Lastly, a customer is potentially active on social networks and may have a considerable influence (significant number of followers on Twitter, for example). It is therefore important for advisors to identify customers who are opinion leaders, the "ultra-connected". Very satisfied, they represent considerable potential for new customers. Conversely, they may easily harm the bank's e-reputation. Advisors must be aware of this issue, as the quality of their services may have an indirect impact on the e-reputation.

**Example of Société Générale, who contacts the authors of negative tweets.**

Assuming that the first expectation of a complaining customer is to be taken into consideration, the bank is obliged to contact the author to invite him or her to address the problem offline. The customer is usually very surprised by the approach and often later becomes an ambassador for the brand.

2.2.6 Activities confirmed by the examination of job descriptions as foreign banks

The analysis of job listings from 14 foreign banks¹⁴ confirms the trends in terms of changes in the activities and skills identified during workshops by French banking players. The foreign banks reviewed seem to be more advanced in the transformation of the profession of their customer advisors than French banks.

The table below presents an excerpt from the benchmark study on job listings for customer advisors conducted on 14 banks from the United States, the United Kingdom, Canada, Australia, China and Switzerland (refer to the complete benchmark study in the Appendices).

Bank	Activities	Skills
United Kingdom HSBC	<ul style="list-style-type: none"> Using the various distribution channels, they offer quality services and products meeting the needs of customers in the portfolio Interact with customers face-to-face or through alternative communication channels Be proactive in the acquisition of new customers Anticipate and understand consumer needs in order to offer products and services tailored to their needs Handle complex customer requests Maintain a quality service to ensure customer satisfaction Exceed customer expectations in terms of responsiveness, efficiency and professionalism, whether face-to-face or through another channel May need to work outside of regular hours May need to travel (local) Manage risks Ensure compliance of transactions and systems with government/company regulations 	<ul style="list-style-type: none"> Team spirit Proven sales technique and ability to track sales targets Good communication skills and a sense of service Mobility (local) Strong relationship and interpersonal skills Sense of analysis Ability to resolve conflicts
Canada TD	<ul style="list-style-type: none"> Be proactive in making contact and in the assistance provided to customers present in the branch (help in the use of self-service tools, etc.) Ensure personalised advice and monitoring of ongoing actions in order to create a positive customer experience Ensure professional and personal development by using the available training tools and attending coaching/training meetings Engage with customers in order to understand their current/future financial needs and be in a position to offer them appropriate services and products Contribute to the branch's goals by surpassing the individual sales goals 	<ul style="list-style-type: none"> Strong relationship and interpersonal skills Ability to listen Enhanced negotiation skills Mastery of telephone communication Computer knowledge Creativity and innovation Good communication skills and a sense of service Ability to organise

¹⁴ Analysis by Weave of 14 banks from the United States, the United Kingdom, Canada, Australia, China and Switzerland

Bank	Activities	Skills
	<ul style="list-style-type: none"> • If necessary, identify and guide the customers to the appropriate teams • Be aware of the regulations and laws • Contribute to the branch's goals in terms of operational excellence by being vigilant in the compliance of files (compliance of credits, etc.) 	

2.2.7 Current customer advisor job description

Current customer advisor job description	
Activities	Key skills
<ul style="list-style-type: none"> • Detect the needs of customers and propose financing solutions • Sell bancassurance products and services to individuals • Advise customer in terms of investment and placement • Manage and develop a portfolio of retail customers • Monitor the evolution of the customer • Detect financial risks (tax fraud, money laundering, etc.) • Negotiate financial terms and guarantees • Review credit applications and assess their risks • Control the risks of the granted financing • Seek out new customers • Perform certain back office operations • Monitor regulatory, legal and tax developments • Update commercial files 	<ul style="list-style-type: none"> • Commercial sense • Good communication and social skills • Strength of conviction • Availability, listening skills • Knowledge of financial products
Environment	
<ul style="list-style-type: none"> • Customer advisors work at a branch • They report to the branch's retail market manager, who may be the branch manager if the unit is small 	



2.2.8 Summary of the roles and skills of the customer advisors of tomorrow

Customer advisor	
Roles and activities likely to evolve or develop	Skills to be reinforced or acquired
<p>Adopt a customer-focused approach: offer customers with products which specifically meet their needs</p> <ul style="list-style-type: none"> • Adopt a customer-focused approach • Associate products with the needs of customers • Use customer data analysis tools (Big data) <p>Develop a relationship of proximity and trust</p> <ul style="list-style-type: none"> • Personalise the relationship with the customer • Give a sense of value to customers • Know the customers • Train customers on new tools • Promote transparency in exchanges with customers • Develop exchanges with customers by prioritising visits and the use of the digital communication channels <p>Be proactive in commercial actions</p> <ul style="list-style-type: none"> • Apply new selling methods • Seek out new customers • Be proactive in the proposal of new products to customers • Develop a customer relationship over time • Contribute expertise <p>Provide expertise</p> <ul style="list-style-type: none"> • Be able to collaborate with other employees • Share information • Use collaborative tools to obtain information <p>Manage the regulatory aspect and compliance (security)</p> <ul style="list-style-type: none"> • Be vigilant with respect to social networks (e-reputation) • Be vigilant with respect to fraud attempts • Keep abreast of regulatory developments related to digital • Verify the compliance of contracts • Share best practices through collaborative tools 	<p>Knowledge</p> <ul style="list-style-type: none"> • Mastery of digital tools • Mastery of communication channels • Mastery of collaborative tools • Enhanced negotiation techniques • Mastery of distance selling techniques • Expertise & thorough knowledge of complex products • Knowledge of regulatory compliance and legislative aspects related to digital • Knowledge of the risks related to corporate social networks <p>Interpersonal skills</p> <ul style="list-style-type: none"> • Ability to work in a team • Good communication and social skills • Instruction • Ability to analyse and listen • Mobility and flexibility • Proactiveness • Capacity for continuous learning <p>Know-how</p> <ul style="list-style-type: none"> • Sense of service and welcome • Excellent oral and written communication • Ability to use customer data • Adaptation of behaviour according to the communication channel used • Ability to manage incoming and outgoing calls • Control of risks (e-reputation, regulatory) • Curiosity and proactiveness in learning about banking products, regulations and fraud methods
Impact of digital on the environment	
<ul style="list-style-type: none"> • Increased use of multichannel and decrease in branch visits • Development of remote access and teleworking (within the limits of the security constraints) • Better information for customers, who are more demanding and more impatient • Development of digital and the circulation of false supporting documents 	

2.3 Methods for supporting the customer advisor in these changes

2.3.1 Improvement of training content

Supporting the transformation of the profession of customer advisor involves establishing a training course adapted to the new challenges of digital.

The goals are to provide advisors with the skills necessary for their profession and to share views on the issues and risks related to digital.

Although the consequences of digital are generally considered positive, the resulting socio-cultural dangers must be prevented:

- **The breakdown of the social tie**, in the sense that everything digital can be seen by advisors as a dehumanisation of the relationship,
- **The generational breakdown**, i.e., confrontation between two generations with various cultures, aspirations and skills (arrival of Generation Y, for example),
- **The digital divide**, characterised by knowledge and mastery of new technologies differing by generation (opposition between “Digital Natives” and “Digital Immigrants”).

The training must be sure to support the change in state of mind with respect to digital and reduce the obstacles to its use.

It is important to break the myth of the “cannibalisation” of digital in relation with other channels, particularly bank branches. Advisors must appropriate the bank’s multichannel approach (eventually single-channel) in order to take advantage of all the distribution channels and focus on his or her role as advisor and expert. The

training provided must explain the opportunities offered by digital and highlight the gains in efficiency, mobility and reduction of administrative workloads. It must also emphasise that the use of digital communication tools does not dehumanise the relationship but is, on the contrary, a good way to maintain contact and dialogue with customers.

In addition, **the educational content of the current professional training plans needs to be adapted to the evolutions and challenges of the customer representative profession.** Although the current training generally deals with basic knowledge, they remain very oriented towards sales techniques and require strengthening interpersonal attitudes.



The training catalogue offered to customer advisors must be enriched with the following modules:

Training modules to be incorporated into the course for customer advisors
(items from the various workshops and interviews conducted during this study)

Training modules to be incorporated into the course for customer advisors



Technological component

- **Master the tools used in the various distribution channels** in order to ensure optimal use in advisory and sales activities
- **Improve written and oral expression in the age of new communication channels:** use of chat, adaptation of discourse according to the channel, risks related to the use of social networks
- **Master the sales assistance tools and collaborative tools** aimed at monitoring customers better and personalising their experience
- **Incorporate the concepts of security and protection of data** related to the use of digital tools.



Customer relationship component

- **Provide advisors with the keys for personalising solutions according to customer needs as part of the development of a customer-focused approach:** adoption of approaches of active listening, personalisation of interviews, better knowledge of customers, etc.
- **Develop a relationship of trust with customers:** impeccable written and oral expression, service quality, development of a relationship of proximity and transparency with customers, etc.
- **Develop his or her instructional abilities to help customers appropriate new tools**



Advisory and expertise component

- **Develop his or her expertise:** training dedicated to banking products,
- **Develop his or her ability to collaborate:** share information, call on employees and help them in return
- **Develop his or her proactiveness in the development of his or her skills,** related to an area of expertise, knowledge of the regulations or the commercial activity



Commercial component

- **Develop the skills necessary for prospecting new customers:** management of incoming and outgoing calls, commercial mobility, mentoring activities, etc.
- **Be more proactive in the proposal of offerings to his or her customers**
- **Adapt his or her sales techniques to the various distribution and communication channels**



Regulatory and risk management component

- **Acquire basic knowledge on the regulation of digital tools**
- **Know the risks related to the use of social networks and prevent e-reputation crises**

2.3.2 Transformation of learning methods

The development of digital has led to an increase in training techniques and methods, favouring the establishment of personalised courses tailored to the needs and constraints of employees. Banks must take advantage of these tools in order to be able to better train and support customer advisors. These solutions can also cut costs significantly, since they allow training to be done remotely.

The establishment of a portal for skills management and suggestions of training courses specific to each advisor: a facilitating tool for employees.

The customer representatives surveyed for our study claimed that they do not have access to a unified platform for managing their skills. This type of tool provides full access to the skill portfolio of advisors and suggests training tailored to their career path. It also facilitates the identification of training needs through the sending of online evaluation questionnaires. Once the questionnaire has been filled out, advisors can receive course suggestions tailored to their needs.

Digital has allowed varied training tools to be developed, making it possible to meet advisor needs in a targeted manner.

E-learning methods allow subject matter to be learned by digital means and are favoured for their convenience. Advisors can undergo this training independently using their computer or mobile device. On the other hand, the e-learning solutions traditionally offered to employees are perceived as “boring” because they lack interactivity. In

addition, the level of assimilation of the information varies depending on the user’s investment. The information must therefore be used for brief training sessions and the development of basic skills.

Conversely, learning methods permitting interactions between participants and trainers are particularly suited for more extensive training, requiring the learning of complex skills. **Such is the case with MOOC, for example.** In Massive Open Online Courses, participants and trainers are geographically dispersed and only communicate via the Internet. Having advisors undergo this type of training from their branch reduces time and mobility constraints.

The mentoring method, particularly reverse mentoring, is especially effective in an environment where digital is transforming working methods.

This method involves pairing up employees with different but complementary profiles. For example, a young advisor who is inexperienced but has great mastery of digital could be teamed up with an expert advisor who is unfamiliar with the use of digital.

Lastly, to be effective, the different learning methods and instructional approaches should be varied according to the needs. For example, the “Blended Learning” approach involves providing training through several complementary learning methods: classroom and video conference or fully independently through e-learning.

2.3.3 Development of collaborative initiatives and digital

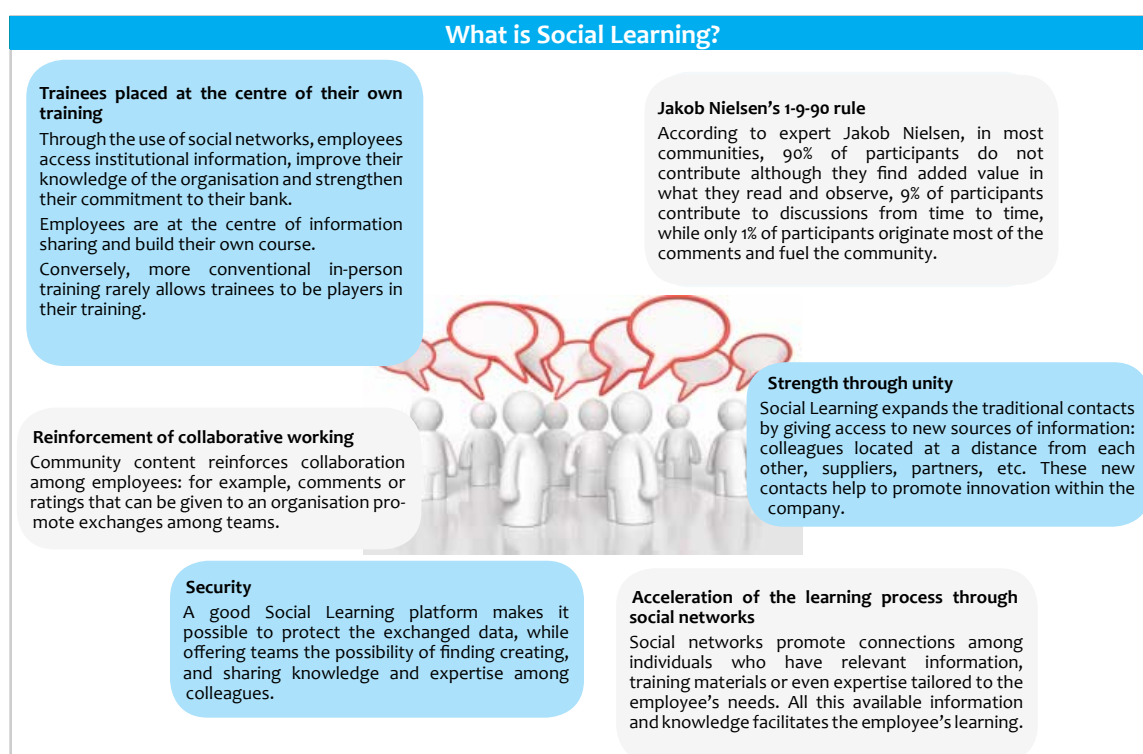
The development of the concept of peer-to-peer, which is at the heart of collaborative initiatives, enables staff to deliver and access multiple sources of information. They can thus forge convictions other than through traditional learning.

Banks must take advantage of this ability by developing the autonomy of employees. **The social learning system**, which increases the amount of learning and interaction moments (social media, wikis, etc.), is a good example of an initiative aimed

at developing learning collaboratively. Social learning is based on the following observation: individuals learn best in a social environment.

For Frédéric Domon, Director of SocialLearning and co-author of a white paper on the topic, “social learning can be considered the development of knowledge, skills and attitudes by connecting with others – whether they are colleagues, mentors, or experts – through synchronous or asynchronous electronic media”.

Description of social learning



Source : inGenius

In addition, the ability of advisors to collaborate will also be beneficial to crowdsourcing initiatives (participatory innovations), increasingly carried out by banks.

Serious games¹⁵ are training tools for developing skills and digital practices through digital.

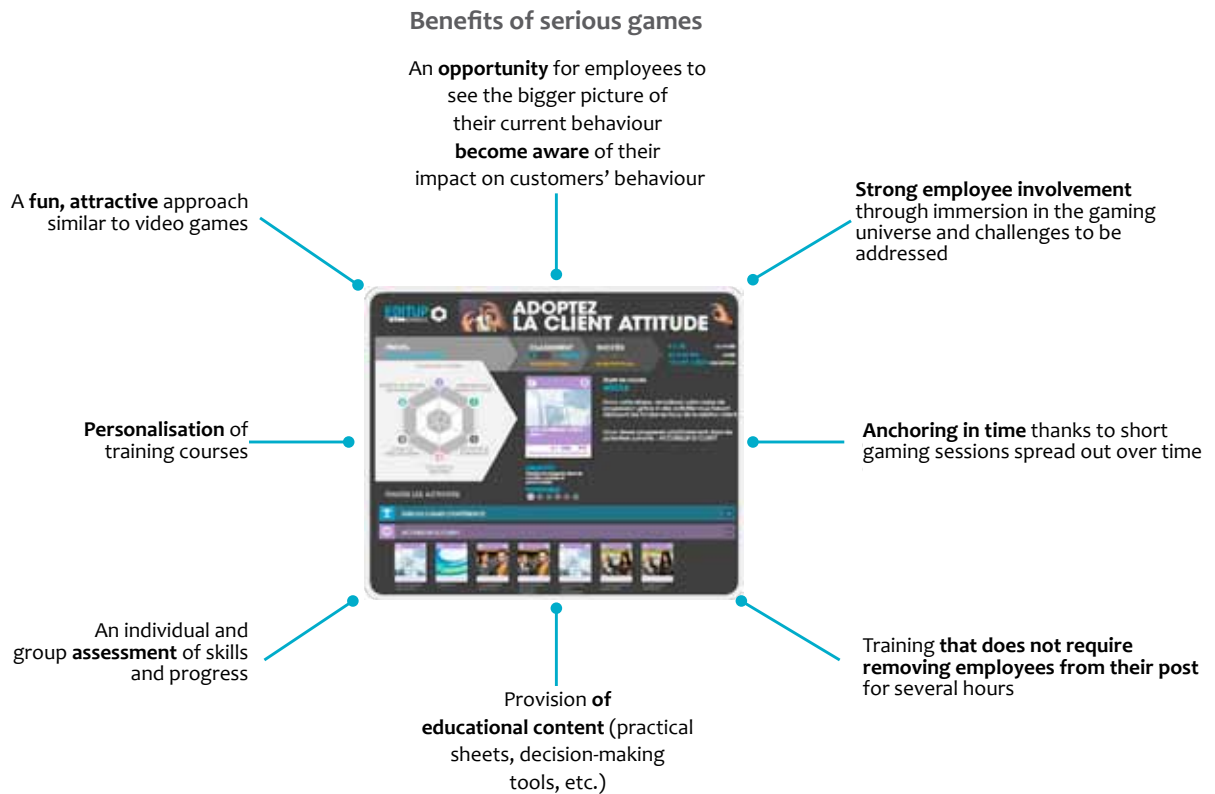
In recent years, serious games have grown considerably.

Such is the case, for example, with a training title.

¹⁵ “A computer application with the goal of combining serious aspects such as but not limited to teaching, learning, communication and information, with a playful interface based on video games. The goal of such an association is therefore to move away from simple entertainment.”
Sources: French Ministry for Education, Higher Education and Research, Julian Alvarez

Developed by the operational strategy consulting firm Weave, in collaboration with KTM AVANCE, entitled “Adopt the client attitude”. Dedicated

to customer relations management, it includes a serious game that serves as an innovative online training tool presenting many advantages:



Source: Weave

In addition, this training serves as a true training platform because it also makes educational content, summarising and categorising exercises, documents and decision-making tools available to users.

Lastly, the educational content of this training title aims to incorporate the advisor's activity into a multichannel approach, namely how to respond to live chat, conduct telephone interviews and face-to-face meetings, and manage the increase in the number of contacts.



3.1 New roles to meet employee expectations

3.2 Means to be put in place to support managers in their evolution



3. Evolution of the managerial role

One of the main issues of the digital revolution experienced in banks is the human aspect.

The digital transformation has dramatically altered the expectations of customers, the banking world and therefore the professions in bank branches. Among the professions affected by digital, the customer representative profession is not the only one affected by profound changes: the occupations of managers in the branch (middle managers and directors) must also be rethought. They must adapt to the new expectations of advisors towards their supervisors, with whom their relations are changing. In addition, the professions of managers are becoming more complex given that they must supervise two types of customer advisors with quite different needs:

- advisors who still have to incorporate digital tools into their practices with the help of managerial support through training and coaching,
- advisors who are part of Generation Y, whose natural mastery of digital tools and new expectations constitute a challenge for branch managers.

Born between 1980 and 2000, individuals from Generation Y are often presented as pragmatic, critical, opportunistic, enterprising and impatient. Ultra-connected, but also very inventive, they are a real challenge for managers who sometimes find themselves confused.

They are able to move from one world to another at full speed and open the workplace up to emotions: having a job with meaning (they

are no longer in the how but in the why), fair remuneration and a manager who listens are essential prerequisites. In addition, they wish to work with people whom they appreciate and not be treated like numbers. For them, the need for recognition is a source of motivation.

Their attitude with respect to information is also different: they do not hesitate to share it and call on their collaborators when they have questions.

It is therefore necessary for managers to review their management methods and develop the appropriate skills. This exercise is all the more

complex given that it involves a true cultural shift.

This section of the study aims to provide a managerial complement to the evolution of the customer advisor profession.

Impact of digital: what managers expressed at the workshops



Source: Verbatim statements from the various workshops and interviews conducted during this study

3.1 New roles to meet employee expectations

3.1.1 Adoption of a role as coach

“I’d like to have regular meetings with my manager, personalised supervision”

“I expect my manager to support me in my learning”

The expectations mentioned during our meetings with advisors reflect their need to be supported by their managers and not feel isolated. With the rapidly changing environment for advisors (development of distribution channels, provision of digital tools, new customer expectations, etc.), managers must be able to support change, reassure their teams and make sure that they develop the correct skills.

Integrating new employees

The integration of new employees by managers is essential, as it determines their success and their insertion within the team. This role is all the more important in a context in which the profession of being an advisor is changing. Given that the amount of information to be incorporated is considerable, it is sometimes difficult to find one’s bearings, especially if a young employee is involved. Managers must therefore provide the essential elements for completing their tasks, particularly by providing a welcome kit.

Supporting advisors in the evolution of their profession

Advisors in the branch do not perceive the development of digital and the evolution of their profession in the same way. Some perceive the arrival of digital tools as a cultural revolution and many prejudices about digital persist

(dehumanisation of relations, cannibalisation of existing professions by digital, etc.). Many advisors must appropriate the bank’s multichannel approach and the innovations that this involves: dematerialisation, distance selling, the need to shift from a product-focused commercial approach to a customer-focused approach, etc. By adopting a role as coach, managers ensure that the changes are actually picked up and integrated by their teams: explanation of the “why” of these changes and their usefulness and highlighting of the expected gains.

Strengthening the monitoring of skills and training needs

Managers are in the best position to identify the strengths and weaknesses of their advisors. One of their key roles is to contribute to their development through regular feedback and liaison with the HR function. One of the challenges for managers is learning to accept errors in order to promote dialogue and put appropriate solutions in place. In addition, this approach promotes the establishment of a relationship of trust with their teams.

This role is all the more important given that the customer advisor profession is transforming. Because advisors are not all at an equal level with respect to digital and the appropriation of the new challenges of their profession, it is essential to facilitate their access to personalised training specifically meeting the needs of each advisor.

The acquisition of tools facilitating the management of team skills is necessary to carry out this role properly.

Example of Mars, where the CEO regularly provides updates to his teams and takes the time to answer their questions

At Mars Chocolate, the CEO organises a 30-minute meeting every six weeks where he answers all employee questions.

This practice is especially interesting since it is common for employees to have less confidence in their leaders than in their direct managers.

3.1.2 Team leadership and management by example

“I want to work in a healthy working environment”

“Developing good relations with my employees is essential”

Advisors want to work in a positive working environment where mutual support and sharing of experiences are appropriate.

Nowadays, the performance level of employees depends greatly on the social climate and the level of recognition from managers. These managers must strengthen their role as facilitator, inspire their employees and give them the desire to work together. Promoting the use of collaborative tools, including corporate social networks, makes it possible to encourage the development of mutual support and the sharing of information, factors that are key to team cohesion.

In addition, building a less individualistic and competitive environment is crucial in establishing a good atmosphere within the team. Lastly, this role contributes to the development of the attractiveness of the teams and the attraction and retention of the best elements.

Leading by example

Management by example is essential for developing team performance and increasing attractiveness. By virtue of their position, managers are extremely visible. Each of their deeds and actions is often dissected and brings about cohesive, constructive, defensive, aggressive or evasive behaviours. That is why the exemplary nature of managers is also called “symmetry of attention”: they should behave with their employees in the way in which they wish their employees to behave with their customers.

Management by example should therefore result in a set of approaches and behaviours that will reassure, appeal to and cement the teams. In this way, in their role as a team facilitator, managers can promote collaborative initiatives and foster exchanges between employees, for example, by adopting a listening approach.

In addition, maintaining a high exemplary level reinforces engagement and motivation on the part of employees.

Developing community management

The managers of tomorrow must develop the sharing of experiences within teams and promote dialogue and exchanges:

- by leading their teams so as to create a dynamic, create a bond among their employees and promote mutual support and the sharing of experiences. Organising meetings to share experiences and bringing their teams together for team-building events are good methods to achieve this,
- by promoting the use of collaborative tools and particularly social networks. Their development has added a new dimension to team management because they permit the sharing of information and the comparison of opinions, stimulate creativity and facilitate co-worker interactions. They also allow them to develop their independence and autonomy with respect to their executives. It is therefore essential for these executives to encourage the use of this type of tool, by being connected and active and acting as facilitators of these communities themselves. Such is the case with ARA, for example, which asked all its employees to create a professional Facebook profile.

In addition, managers must raise awareness among their teams with respect to social networks by informing them of the best practices to be adopted and e-reputation risks.

However, the development of collaborative tools also represents a considerable effort for managers. They must accept the fact that they can no longer control everything and must give their employees more autonomy.

There are many benefits for managers related to development of community management: re-establishing ties, proximity, mobilising group intelligence, allowing everyone to express themselves, strengthening ties between entities and establishing moments of togetherness within teams.

Example of HCL Technologies, which has put in place a collaborative tool dedicated to the improvement of skills.

HCL Technologies developed a system called “Feed Forward”. On a voluntary basis, employees can give feedback on the skills of a colleague with whom they have worked (appreciated skills or skills to be developed/strengthened). This process is anonymous, benevolent and informal. The goal is to allow employee volunteers, after stating the positive aspects, to benefit from a mirror effect on their own areas for professional development outside of the traditional evaluations by supervisors.

3.1.3 Adoption of hands-off management

“I had to submit a request to my manager for approval to use a mailbox”

“My manager gives me little leeway”

work with greater autonomy and expect their managers to be hands-off. Yet current management methods are still based on an organisation in which the decision-making power is centralised and everything must be controlled and monitored. This mode of operation was perfectly suitable for a linear, predictable world. However, it is becoming counter-productive in an increasingly complex, constantly changing society where digital has sharply increased the possibilities for interaction and obtaining information.

Advisors now have direct access to information through the Internet and collaborative tools and can easily bypass their management. The pyramidal balance is therefore upset: managers can no longer control everything and even less manage all flows of information. They should therefore break free from old management methods, rebuild with

simplicity and, above all, offer more freedom to their teams to focus mainly on results.

In addition, it is said that the sense of responsibility arises with engagement: advisors will feel even more responsible if they themselves decide what they must do and set their own goals. While managers do not involve advisors in defining their tasks, a system of management involving punishing or rewarding and developing a fear of failure will remain. However, it is this fear that hinders the sense of responsibility of advisors because, paradoxically, finding value in errors allows a culture of continuous improvement to be established. Giving autonomy and promoting initiative among employees will therefore strengthen the engagement of employees and give them a sense of responsibility.

On the other hand, hands-off management cannot occur as long as a relationship of trust is not established between managers and their staff. Yet developing this trust is not easy. It means respecting commitments towards employees and promoting the reliability and transparency of information.

Example of the Poult Group, where employees have flexibility in defining their duties.

In 2007, the employees had to cope with a difficult financial situation. To rectify this, the employees refocused their tasks on activities that create new value. To achieve this, in addition to their current duties, they shared and freed themselves from certain support duties. Under this approach, reporting has been simplified and everyone is free to devote time to exploring new ideas. They can share them with their colleagues without hierarchical or functional constraints.



3.1.4 Access to information facilitated by the manager

“I don’t have time to learn about regulatory developments”

“I don’t know if this information is good”

The digital transformation allows advisors to access a considerable mass of information that could spark in them a need for assistance, as they can hardly manage and analyse everything. They expect their management to develop a role as

experts and to be able to provide precise answers to their questions.

In addition, managers must also ensure that advisors become autonomous and proactive in the search for information, particularly in order to strengthen their knowledge of banking products and learn about regulatory developments. To achieve this, they must encourage their teams to consult and share information by using the collaborative tools made available to them (intranet, corporate social networks, etc.).

3.1.5 Promotion of participatory innovation

Most banks advocate boldness and creativity and place innovation at the centre of their communication.

On the other hand, it seems that managerial practices in branches have not yet evolved enough accordingly and that innovation is still predominantly entrusted to functions such as Research & Development or experts.

However, banks are increasingly inspired by companies like Google and Lego, which have managed to innovate by allowing as many people as possible to express their ideas through external collaborative tools (to solicit the opinion of consumers) or internal collaborative tools (to solicit the opinion of employees). By developing participatory innovation, banks allow the greatest

number of people to innovate, as each customer or colleague may have good ideas, regardless of their occupation, status or experience.

Internally, managers have a crucial role to play in the development of this approach, by promoting innovation with their teams and dedicating a portion of their time to this task.

Demonstrating openness and taking the time to exchange with teams promotes innovation. Managers must also renew their management methods by demonstrating humility and self-assessment and by opening up to external practices.

Example of Orange, which has put in place an in-house collaborative innovation system.

A social innovation system entitled IdClic allows staff members to freely express their ideas and submit them on an engagement platform. They are then examined by volunteer experts. If an idea is not archived (no idea is considered as a bad idea), it undergoes a feasibility study with an estimate of net gains. It is then put into operation, and the author of the idea is brought into the project: if the idea generates enough profits, it may be rolled out at the national level.

Moreover, for each posted idea, the staff member is awarded talents (virtual currency) that can be used in a “dedicated shop”. Since 2007, this approach has allowed 1/3 of employees to submit an idea (approximately 122,000 ideas submitted). Among these ideas, 10% have been deployed.

3.1.6 Development of commercial proactiveness

The changing needs of customers and the development of digital have prompted banks to rethink their commercial approach. Just like customer advisors, managers are no exception to this trend: their role and commercial skills need to be rethought.

Demonstrating proactiveness

In the same way that the decline in branch visits has encouraged advisors to strengthen their commercial proactiveness, managers must strengthen their canvassing activity: remote and physical prospecting or even development of sponsorship techniques. Spontaneously proposing products tailored to their needs is also essential.

As a manager, their role of steering the commercial activity must incorporate these new parameters, notably by ensuring that their commercial teams apply proper methods and by assisting them if not.

Making customer satisfaction the central priority

Customer satisfaction is becoming a priority for banks: one of the key roles for managers is to ensure, using management tools, that all customers and prospects are satisfied with the branch's services. Providing regular feedback to their teams on this subject will make it possible to share best practices and areas for improvement.

Example of Rabobank, which combines assessment of customer satisfaction & social networks

At the end of each meeting between an advisor and his or her customer, the customer receives an evaluation request. Once it is completed, the customer is given the opportunity to share it on social networks.

The goals of this innovative sharing practice are to measure customer satisfaction and to develop transparency and proximity. Advisors feel an even greater sense of responsibility given that they directly affect the bank's reputation, forcing them to ensure maximum service quality.

3.1.7 Current Branch Director job description (managerial activities)

Current Branch Director job description	
Managerial activities	Key skills
<ul style="list-style-type: none"> • Manage the commercial unit's team • Define employee goals • Allocate tasks and ensure the organisation of the unit • Lead and organise in-house meetings • Conduct annual reviews and set goals • Identify and define employee training needs • Coordinate prospecting activities 	<ul style="list-style-type: none"> • Know how to manage and lead a team • Sense of responsibility • Solid communication knowledge • Ability to negotiate • Autonomy
Environment	
<ul style="list-style-type: none"> • Is in daily contact with customers and employees • Calls on all the functional departments and experts at headquarters to serve the customers better • Is in contact with the municipality and professional organisations as a representative of the bank at the local level. 	



3.1.8 Summary of managerial roles and skills of the managers of tomorrow

Managers in the banking branch	
Roles and activities likely to evolve or develop	Skills to be reinforced or acquired
<p>Adopt a role as coach</p> <ul style="list-style-type: none"> • Reinforcement of remote managerial activities • Implement local management, support their teams • Integrating new employees • Reinforce their activities of skills management and assessment of the training needs of their teams <p>Lead their teams by example</p> <ul style="list-style-type: none"> • Apply community management • Communicate the company's values • Lead their teams on a daily basis and ensure their motivation • Create a pleasant working environment • Motivate their teams • Promote cooperation and the use of collaborative tools <p>Facilitate access to information</p> <ul style="list-style-type: none"> • Share information • Ensure the autonomy of employees in the management of information <p>Give autonomy to their teams</p> <ul style="list-style-type: none"> • Create a relationship of trust • Apply more agile management • Give the teams a sense of responsibility • Mobilise employees and encourage them to take initiative • Establish a culture of continuous improvement <p>Promote participatory innovation</p> <ul style="list-style-type: none"> • Encourage employees to take initiative • Foster employee creativity • Draw on external practices <p>Develop commercial proactiveness</p> <ul style="list-style-type: none"> • Development of activities relating to the customer relationship • Seek out new customers • Reinforce the monitoring of customer satisfaction 	<p>Knowledge</p> <ul style="list-style-type: none"> • Mastery of digital tools • Mastery of communication channels • Mastery of collaborative tools • Mastery of distance selling techniques <p>Interpersonal skills</p> <ul style="list-style-type: none"> • Openness to external practices • Curiosity • Creativity • Humility, self-assessment • Agility and adaptability • Ability to listen and educate <p>Know-how</p> <ul style="list-style-type: none"> • Ability to support change • Ability to unite • Reinforcement of their ability to lead teams functionally • Reinforcement of local managerial skills • Sharing of information, transparency • Sensitivity to overall customer satisfaction using a multichannel approach • Ability to motivate their teams
Impact of digital on the environment	
<ul style="list-style-type: none"> • Increased use of multichannel and decrease in branch visits • Development of remote access and teleworking (within the limits of the security constraints) • Better information for customers, who are more demanding and more impatient • Development of digital and the circulation of false supporting documents 	

3.2 Means to be put in place to support managers in their evolution

3.2.1 Innovation of managerial practices: a real challenge

The managerial function is one of the most difficult to evolve because it involves a cultural shift on the part of managers.

The difficulty lies not so much in the adoption of new approaches but in the ability to evolve some of the old approaches.

The difficulties with innovating in management methods are mostly related to the following aspects:

- the fear of losing control and power and making mistakes: thinking differently requires taking risks and coming out of your comfort zone. However, depending on the cultures and personalities, risk-taking may be synonymous with danger or rather courage and opportunity,

- the difficulty in thinking differently: developing creativity and learning to unlearn are real challenges,
- social pressure: it is sometimes difficult to go against general opinion, especially when an idea is deemed unrealistic,
- the difficulty of challenging your convictions: it is often difficult to question what you consider an absolute truth.

3.2.2 HR at the heart of training and recruitment issues

It is the responsibility of the HR function to adapt existing training courses to the new issues of digital. To achieve this, the establishment of forward-looking management of jobs and appropriate skills seems indispensable.

In addition, the HR function must respond to the issues of recruitment in the branch by developing the attractiveness of the professions. It must incorporate digital tools into recruiting methods: career site, use of digital recruitment channels and social networks, etc. All these solutions make it possible to promote the employer brand and reach new generations.

Evolution of managerial practices

The establishment of an adapted managerial training course aims to support the manager in the acquisition of the approaches necessary for change and the development of the required new skills.

The establishment of seminars and manager meetings is an effective solution for evolving the practices of managers by sharing experiences and brainstorming.

In addition, the provision of support materials such as “Manager Guides” can present the keys to be adopted.

Lastly, the establishment of “live my life” provides an opportunity to look at other professions and practices through complete immersion and possibly supplement their courses.

Use of collaborative tools

The mastery and use of collaborative tools by managers are now an integral part of their role as team facilitator. It is therefore necessary for them to have mastered their operation and incorporate them as a management tool.

Managers must also be made aware of the use of social networks, particularly in the management of

professional/personal profiles and the risks related to e-reputation. Providing best practices also allows them to share these elements with their teams more easily.

In addition, encouraging managers to adopt a collaborative work mode allows them to compare management approaches and promote creativity and innovation.

Example of the SNCF, which has put in place a managerial community.

The SNCF has put in place a “managerial community” using a portal allowing managers to exchange views on their practices. They are often separated in their functions and routinely face managerial situations alone for which they have not found solutions. This portal allows them to:

- exchange with experts in order to benefit from support or advice,
- strengthen ties between managers who share common issues. The opportunity for managerial colleagues to share also permits greater transparency in exchanges, which is not necessarily the case with their supervisors (fear of being frowned upon, sensitivity of certain subjects, etc.).

Beyond the training and recruitment aspects, another factor to be taken into account is that the role of manager is a fully fledged profession that is learned. Yet, many managers are former salespeople or excellent technicians and their career path is very linear. They have therefore not had the opportunity to develop the skills necessary for a good manager.

One solution is to promote mobility in their career development in order to develop cross-disciplinary skills. They may thus build a larger professional network and enhance their skills through discussions and shared experiences. This is also a good way to develop their ability to adapt, maintain their motivation, retain talents and maintain their employability.

3.2.3 Adaptation of the evaluation system to the new issues

The criteria for evaluating managers in the branch must evolve in order to respond to the new issues facing them. Although they primarily focus on quantitative aspects, the evaluation criteria must now include more qualitative and collective aspects including:

- **customer satisfaction:** such is the case with La Banque Postale, for example, which has put in place QR codes (flashcodes) within its points of sale providing access to the evaluation sheet for the advisor or manager encountered. These tools allow managers to have qualitative indicators, often difficult to assess objectively.

- **employee satisfaction:** measuring employee satisfaction and the ability of managers to develop the skills of their teams can help to identify areas for improvement for managers and encourage them to strengthen their managerial abilities.

Conclusion

The changing needs of customers means new challenges for customer advisors. They must appropriate the new dimensions of customer relations and fit into a seamless single-channel model, where the customer is at the centre of the approach. They must also adapt to the banking network strategy, which has evolved to meet the new needs of customers and optimise costs.

Banks seem to have two major options, relating to whether advisors should be specialised: should they adopt a role as specialist or become a sort of versatile “super-generalist” focused on the customer relationship? The evolution of their profession will not be without impact on other professions in the branch, particularly the welcome agent profession, which is evolving in parallel. Lastly, regardless of the scenario adopted, digital is enriching the role of advisors. They must establish a personalised relationship of trust with customers to ensure their satisfaction and establish a lasting relationship.

For managers, the main challenge is to shift from management based on commercial performance to management incorporating the new operations related to digital and the new forms of interactions. The main challenges for managers are managing generational differences in terms of expectations and use of digital, facilitating employee access to information and adapting to a more collaborative, immediate organisation.

One of the keys to achieving this is to adopt the role of a coach and establish a dynamic community within the team and the bank. On the other hand, innovating in managerial practices represents a real challenge because it involves a cultural shift on the part of managers.

In the digital era, more than ever, people are at the heart of the issues and the human resources function is on the front line to manage these changes: the digital divide, the generational divide and the breakdown of the social tie are the main challenges facing it. The human resources department must take the position of an influential strategic entity in the direction of the business by providing its long-term vision on the organisation of work and the development of professions and associated skills. It supports employees in the evolution of their profession, promotes the use of digital and fosters the development of communities that are real sources of innovation and inclusion.

The discussions conducted during this study revealed levers for acceleration of the digital transformation of banks:

- the digitisation of the executive committee inspires new working methods. It consists in developing the exemplary nature of leadership teams and involving them in rethinking the digital practices that would be most appropriate for them,
- the establishment of a dynamic of collaborative innovation, which relies on the involvement of all employees and customers in innovation processes through collaborative tools (corporate social networks, development of communities, etc.),
- the establishment of measures to evolve professions aiming to identify priority populations and evaluate the efforts to be made. The goal is to meet the support needs through an approach tailored to each population.

Appendices

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Benchmark – Activities and skills of the customer advisor abroad

Bank	Activities	Skills
United Kingdom HSBC	<ul style="list-style-type: none"> • By using the various distribution channels, offer quality services and products meeting the needs of customers in the portfolio • Interact with customers face-to-face or through alternative communication channels • Be proactive in the acquisition of new customers • Anticipate and understand consumer needs in order to offer products and services tailored to their needs • Handle complex customer requests • Maintain a quality service to ensure customer satisfaction • Exceed customer expectations in terms of responsiveness, efficiency and professionalism, whether face-to-face or through another channel • May need to work outside of regular hours • May need to travel (local) • Manage risks • Ensure compliance of transactions and systems with government/company regulations 	<ul style="list-style-type: none"> • Team spirit • Proven sales technique and ability to track sales targets • Good communication skills and a sense of service • Mobility (local) • Strong relationship and interpersonal skills • Sense of analysis • Ability to resolve conflicts
United Kingdom Lloyds Bank	<ul style="list-style-type: none"> • Build a close relationship of trust with customers • Understand the customers • As an expert, provide customers with products and services that specifically meet their financial needs • Ensure excellent service for customers • Interact with customers by telephone or at the branch 	<ul style="list-style-type: none"> • Ability to work in a team • Ability to work in a stressful environment • Ability to listen • Good communication and social skills • Thorough knowledge of banking products and services
United Kingdom Barclays	<ul style="list-style-type: none"> • Provide customers with products and services that specifically meet their financial needs • Develop a close relationship with customers • Build a relationship of trust based on an individual understanding of customer expectations • Interact with the branch's various experts in order to be able to respond to customer requests • Make customers the focus of the activity and ensure their loyalty • Regularly monitor local trends in order to stay competitive 	<ul style="list-style-type: none"> • Sense of service • Ability to listen • Interpersonal skills supported by thorough knowledge of banking products and services
United States J.P. Morgan	<ul style="list-style-type: none"> • Play a leading role in the creation of an exceptional customer experience by responding to customer requests in terms of service and account opening and by offering local services • Assist customers by identifying, understanding and offering solutions for their needs • Contribute to the achievement of the branch's sales targets • Build a customer relationship based on the offering of products and services meeting constantly changing needs • Provide first-rate customer service during physical interactions with customers • During peak periods, increase the presence at the counters • Interact with the branch's various experts in order to be able to respond to customer requests • May need to work outside of regular hours 	<ul style="list-style-type: none"> • Credibility • Good communication and social skills • Ability to listen and analyse • Ability to work in a team • Professional, rigorous and organised • Ability to learn quickly • Flexibility



Bank	Activities	Skills
United States Bank of America	<ul style="list-style-type: none"> • Anticipate and understand consumer needs in order to offer products and services tailored to their needs • Build a customer relationship based on trust and listening, in order to increase sales opportunities with current and future customers • Ensure that customer needs are covered by interacting with the appropriate experts • Ensure impeccable customer service • Proactively manage risks • May need to work outside of regular hours • Meet sales goals 	<ul style="list-style-type: none"> • Ability to convince • Ability to listen and understand customer needs • Ability to work in a team • Ability to analyse and solve problems in order to meet customer needs • Excellent oral and written communication • Taking initiative and continued improvement of skills in order to adapt to a changing environment • Flexibility
United States Citibank	<ul style="list-style-type: none"> • Make regular appointments inside or outside the branch • Talk with passing customers in the branch • Contribute to the prospecting of new customers • Provide explanations and advice to customers on the proposed products • Identify cross-selling opportunities • Interact with the branch's various experts in order to be able to respond to customer requests • Meet sales goals 	<ul style="list-style-type: none"> • Knowledge of current regulations and ability to incorporate regulatory developments • Commercial proactiveness • Ability to listen • Instruction • Good communication and social skills
United States Citibank	<ul style="list-style-type: none"> • Help customers understand tools and banking services • Be proactive in understanding the needs and expectations of customers • Manage customer accounts and keep them informed of the services and promotions available through meetings or regular calls • Show responsiveness in handling customer requests • Ensure the complete satisfaction of customers, especially in solving their problems • Meet customer service goals 	<ul style="list-style-type: none"> • Knowledge of current regulations and ability to incorporate regulatory developments • Commercial proactiveness • Ability to listen • Instruction • Good communication and social skills
United States Wells Fargo	<ul style="list-style-type: none"> • Build a long-term relationship with customers, physically or by telephone • Understand the financial needs of customers in order to offer personalised solutions • Although most of the work is done in the branch, make outgoing calls and meet with new customers • Be proactive in proposing services to customers or directing them towards other services in order to exceed sales and referral goals • Manage his or her portfolio • Use the analysis tools made available to identify cross-selling opportunities and make outgoing calls in order to optimise the ratio of products sold per customer • Help his or her employees develop their ability to train customers • Monitor sales goals updated on a daily basis • Solve crisis situations effectively while ensuring a maximum level of customer satisfaction • May need to work outside of regular hours 	<ul style="list-style-type: none"> • Proactiveness in the learning of new products and services • Ability to meet individual goals • Computer skills • Good communication and social skills • Excellent oral and written communication • Diligence and reliability
Australia ANZ	<ul style="list-style-type: none"> • Develop a personalised customer relationship of trust by identifying and prioritising the financial needs specific to each customer • Inform customers about the innovative services offered by the bank • Develop expertise on all products • Suggest products to customers which meet their needs and goals 	<ul style="list-style-type: none"> • Customer sensitivity • Proven commercial techniques • Demonstrate proactiveness and initiative • Master technologies • Ability to teach the use of technologies • Ability to appropriate changes • Versatile

Bank	Activities	Skills
Australia Commonwealth bank	<ul style="list-style-type: none"> Develop and maintain strong interactions with branch employees and share best practices Direct customers to specialists: mobile telephony, business bankers, etc. affiliated with their region Build and maintain a positive customer relationship by identifying and anticipating their financial needs Develop and maintain his or her network of customers 	<ul style="list-style-type: none"> Good communication and social skills Proactiveness in the identification of customer needs Responsiveness and efficiency Knowledge of banking products and services
China Construction bank	<ul style="list-style-type: none"> Meet sales goals through active promotion of banking products and services to customers Identify the specific needs of customers Identify cross-selling opportunities Handle general requests Comply with regulations and procedures to ensure the security of the financial assets of customers and the bank 	<ul style="list-style-type: none"> Sales-oriented and results-oriented Ability to work under pressure Mastery of office automation tools
Switzerland UBS	<ul style="list-style-type: none"> Develop and monitor a portfolio of customers independently and with a focus on results Assess and determine the current and future potential of a customer in a coherent manner Define the needs of existing customers and propose solutions adapted to their profiles with respect to investments, financing, and financial planning Proactively offer personalised advice to customers in order to maintain relationships of trust over the long term 	<ul style="list-style-type: none"> Good knowledge of banking products and financial investments Excellent customer focus, ease with customer contact and a keen sense of sales Ability to negotiate and create new contacts Autonomous and organised Good communication and social skills Team spirit Resistance to stress
Switzerland Crédit Suisse	<ul style="list-style-type: none"> Manage and develop a customer portfolio in accordance with the guidelines and regulations Sell products and services while developing a long-term relationship with customers Manage intensive contacts with customers by telephone Manage activities related to complaints and administrative tasks 	<ul style="list-style-type: none"> Strong sense for advising and sales by telephone Sense of initiative and responsibility Dynamic personality and strong motivation Ease in the use of computer tools
Canada TD	<ul style="list-style-type: none"> Be proactive in making contact and in the assistance provided to customers present in the branch (help in the use of self-service tools, etc.) Ensure personalised advice and monitoring of ongoing actions in order to create a positive customer experience Ensure professional and personal development by using the available training tools and attending coaching/training meetings Engage with customers in order to understand their current/future financial needs and be in a position to offer them appropriate services and products Contribute to the branch's goals by surpassing the individual sales goals If necessary, identify and guide the customers to the appropriate teams Be aware of the regulations and laws Contribute to the branch's goals in terms of operational excellence 	<ul style="list-style-type: none"> Strong relationship and interpersonal skills Ability to listen Enhanced negotiation skills Mastery of telephone communication Computer knowledge Creativity and innovation Good communication skills and a sense of service Ability to organise
Canada RBC	<ul style="list-style-type: none"> Detect selling opportunities Suggest services and products to customers that specifically meet their needs Ensure customer satisfaction using a sense of personalised service May need to work outside of regular hours 	<ul style="list-style-type: none"> Excellent written and oral communication Relational intelligence Flexibility Knowledge of computer tools Dynamic personality and strong motivation Capacity for continuous learning



Benchmark - Bank experiences abroad

Bank	Experiences
United States American xpress	<p>Creating a personalised relationship:</p> <p>The “Amex Sync” programme by American Express offers customers the opportunity to link their bank card with their Foursquare, Facebook, Twitter, and/or TripAdvisor accounts. Customers then receive offers and personalised promotions through the social networks associated with their card.</p> <p>For example, customers will automatically receive promotions based on their geographical location or a promotion when they post a tweet with #American Express.</p> <p>The promotions will then be automatically applied when they using the bank card to pay for the product in question.</p>
Turkey Denizbank	<p>Using social networks to conduct banking activities:</p> <p>The Turkish bank has offered its customers the possibility of using Facebook for account enquiries, transfers, and, in the near future, all conceivable transactions (bill payment, buying and selling currencies, etc.).</p> <p>The bank’s Facebook page now has more than 900,000 fans.</p>
Turkey Ziraat Bankasi	<p>Developing concepts for unstaffed branches:</p> <p>Ziraat Bankasi has developed concepts for unstaffed branches: Customers carry out their transactions using self-service solutions and can contact an advisor by video conference to complete more complex transactions.</p> <p>In addition, people who are not customers also have the possibility of using these branches for free to pay their bills and make money transfers.</p>
United Kingdom Barclays	<p>Facilitating exchanges internally and access to information by establishing a social network:</p> <p>The English bank Barclays has put in place a solution enabling its employees to exchange information. This solution, called MySite, allows them to post questions/answers on various topics and to share their point of view. This tool has been a success, quickly winning over all 16,000 employees working in the branches. They mainly use it to learn about new products but also to share views on topics related to fraud and security.</p>
United States itibank	<p>Strengthening the customer experience by establishing an innovative branch format:</p> <p>This new branch incorporates the latest digital innovations and places customer satisfaction at the centre of its concerns. It offers a unique level of service thanks to customer representatives optimally personalising the customer relationship and suggesting products tailored to the needs of customers.</p> <p>In particular, it offers the following services.</p> <ul style="list-style-type: none"> Six interactive walls allowing consumers to consult the bank’s offerings and services Free Wi-Fi access 24-hour access to ATMs and video-conference terminals to go online with an expert advisor
Australia Westpac	<p>Committing to its digital transformation by placing the customer at the heart of its activity and offering a unique online experience: 90% of services and products are available online or on a self-service basis in the branches</p> <p>The basic activities for staff in the branch, including customer advisors, are considerably reduced</p> <p>Customer advisors have more time to devote to sales and advice for the management of complex products or binding requests</p> <p>The integration of tools and the customer experience makes it possible to reach an advisor quickly and easily</p> <p>The provision of chat and video tools permits a real-time dialogue</p> <p>Customer data is centralised and accessible to the entire sales force to permit a personalised dialogue</p> <p>Customer advisors are best equipped to sell products adapted to customer needs and show great responsiveness and availability.</p>
United States CapitalOne	<p>Promoting exchanges with customers, also a goal of online banks:</p> <p>The goal is not only to be present online and by telephone but also to promote exchanges in a friendly manner. That is what American online bank Capital One 360 offers with the establishment of branches offering free coffee and Wi-Fi.</p> <p>Customers can communicate with advisors and ask questions about the bank, products and banking services.</p>

Benchmark – Evolution of the role of salespeople in other sectors

Sector	Evolutions
Insurance Aviva	<p>Developing multi-access means digitising the sales force:</p> <p>Aviva France wishes to develop multi-access by giving its customers the possibility to access their services regardless of the chosen relationship mode. This digital transformation involves equipping the sales force with tablets and establishing an electronic document management system. For example, contracts can be made online then relayed to the branch.</p>
Insurance Axa	<p>Establishing mobile and self-service solutions frees advisors from tasks with low added value and develops interactivity and contact methods between customers and their advisors:</p> <p>The online customer space offered at AXA provides access to a multitude of services and offers customers the possibility to download their own certificates of insurance, change their contact information, pay their bills, track their healthcare reimbursements, upload certain supporting documents, make appointments with their advisor or track the progress of their claims.</p> <p>Services are also accessible on a mobile app, “My Axa”, using a simple four-digit code. It is also possible to access their accounts, contact an advisor, manage their contracts and access all services.</p>
Insurance April Insurance	<p>Ensuring customer satisfaction by equipping with digital tools, upselling, and specialisation of the sales force:</p> <p>APRIL Assurances puts customers at the centre of its strategy and sees customer satisfaction as a constant goal. Ongoing information reporting systems and satisfaction and customer welcome measurement tools have been put in place. In order to provide relevant answers, the teams are specialised in an area of expertise.</p> <p>In order to better support brokers in their profession, APRIL Assurances has put in place a virtual office system including:</p> <ul style="list-style-type: none"> An online sales space (quote, sign-up and diagnostic) Monitoring of the progress of customer files A space for sharing information (forum, chat, etc.) <p>The company has also established clubs designed to develop listening, exchange and sharing of best practices between brokers.</p>
Distribution BestBuy	<p>Establishing itself as the top distributor means strengthening the advising role of its salespeople:</p> <p>In order to return to growth and establish itself as the top American multichannel distributor, Best Buy launched the “Renew Blue” programme, which involves:</p> <ul style="list-style-type: none"> Reinventing the customer relationship by focusing on online sales, multichannel and the improvement of in-store service Using customer files intelligently Remobilising the employees and reinforcing the role of salespeople as advisors <p>Best Buy also uses digital tools to maintain contact with customers:</p> <p>Once the purchase is made in the store, the customer receives a personalised e-mail message a few days after his purchase: it is signed in the name of the salesperson who served him with a map of all their stores in the United States, e-mail address, telephone number, Facebook address, Twitter account, etc.</p>
Distribution Darty	<p>Developing new store concepts means digitising the sales force:</p> <p>At the end of 2013, Darty inaugurated its new connected store concept by making the choice to build interactive systems for customers and salespeople to promote synergies between physical commerce and e-commerce:</p> <ul style="list-style-type: none"> Wi-Fi access is free of charge connected terminals are made available to enable customers to have a truly cross-channel purchasing experience, <p>Salespeople are equipped with connected tablets to enable them to access all the product references and data sheets as well as inventory statuses in real time. Eventually, cashing via tablet is envisaged</p> <p>The store is reorganised to improve the customer experience, develop self-service solutions, and favour impulse purchases</p> <p>The “click & collect” system is put in place, permitting in-store customer pick-up for products purchased online.</p>
Distribution Sephora	<p>Personalising the customer relationship requires the salespeople to have processed customer data:</p> <p>The salespeople are equipped with digital tools, making it possible to use a CRM application “MySephora”. It provides access to information about customers who hold the loyalty card: customer contact information, purchase history, number of points, average purchase, product types, brands that are no longer purchased, etc.</p> <p>The system also provides recommendations that enable the salespeople to make personalised suggestions and indicate for each suggestion whether the customer “likes” or “doesn’t like”.</p>



Sector	Evolutions
Distribution Converse	<p>Personalising the products and the customer relationship:</p> <p>Products can be personalised in the store using tablets or directly online. The product can then be picked up in the store two days later or be sent to the customer.</p>
Distribution Fnac	<p>Personalising the customer relationship requires making processed customer data available to salespeople:</p> <p>In order to allow salespeople at the Bercy store, in Paris, to better advise their customers and personalise their relationship, salespeople have been equipped with tablets allowing them to access the purchase history of customers. In addition, FNAC has developed a cross-channel approach by equipping its store with interactive terminals that allow customers to place online orders for products not available in the store. To avoid penalising salespeople, they now have a stake in sales made on the brand's website.</p> <p>In addition, FNAC has virtualised its after-sales services, for which it uses its Facebook page among other resources.</p>
Distribution Philips	<p>Becoming competitive once again by redefining the operating mode of the salespeople:</p> <p>Philips Lighting wishes to transform the act of selling by its salespeople in order to make up for an increase in online sites, increased competition and increasingly demanding customers. The salespeople must therefore change their operating mode:</p> <p>Be more efficient by increasing the customer transformation rate</p> <p>Move from product-focused selling methods to customer-focused methods Work as a team and not in a silo in order to be more efficient and share best practices</p>
Distribution B l o o m i n g - d a l e's	<p>Personalising the customer relationship and reinforcing proximity by equipping the sales force with digital tools:</p> <p>Beauty product salespeople use tablets to perform a skin diagnosis for customers, order the most suitable products for them and have them delivered directly to their homes. The tablets are rarely available for self-service: the goal is to create a close relationship with the customer.</p> <p>The salesperson accompanies the customer in the store and continues this relationship on-line.</p>
Automobile BMW	<p>Personalising the customer relationship and reinforcing proximity by equipping the sales force with digital tools:</p> <p>Sales advisors at BMW dealerships are now equipped with a tablet. The sale is generally completed in the seat of the tested model, reconfigured according to the desired colour thanks to the virtual representation of 3D models (customers are given 3D glasses). The establishment of an interface with the factory's computer system immediately activates the order.</p>
Real Estate Avis	<p>Developing in-house training to reinforce the expertise of salespeople:</p> <p>Today, 80% of property searches are conducted online and one in every two sales between individuals. Avis therefore wishes to revisit its business approach by developing the expertise of its professionals and supporting its customers for the long term.</p> <p>A real estate expertise programme has been put in place in order to reinforce a qualitative business approach. The salespeople receive extensive training ranging from 12 to 24 months to strengthen their expertise. This new approach to the profession is accompanied by customer monitoring offering real estate support over time at the various stages of their lives.</p> <p>Through this program, Avis wishes to develop a real estate agency concept in line with the trends of local commerce: welcome culture, personalised advice, friendliness of spaces and exchanges, and purchase experience.</p>
Training Fora	<p>Developing training tailored to salespeople:</p> <p>Fora offers training to salespeople working in a single-channel, connected environment in order to adapt their profession to the new buying behaviours of customers. The training is divided into two parts:</p> <p>Understanding the customer of today: their consumption patterns, the new purchasing experiences, the goals of points of sale, the new mission and gains of the seller</p> <p>The steps to a successful sale:</p> <p>knowing how to welcome all types of customers and trigger contact positively</p> <p>knowing how to discover customer profiles, their physical and/or digital purchasing experience and their motivations for visiting</p> <p>knowing how to present a sale pitch and demonstrate the benefits of the product for the customer</p>
Insurance Axa	<p>Better recruiting of its sales advisors:</p> <p>In 2014, Axa formalised its new global partnership with the professional social network LinkedIn. An agreement that confirms the insurer's digital strategy, with a triple goal: recruit, communicate and sell.</p>

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qualifications, and gender equality
in banking**

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