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Commercial management models



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Introduction

Afi is experienced in providing advisory and consultancy services to leading companies in the most important sectors, with a special emphasis on banks. This experience enables Afi take an independent and multi-disciplinary approach to its advice on commercial management models, covering the main vectors of the commercial activity that may affect the company.

Who is this service for?

The service is for credit institutions that, in a context of increasing competition, seek to increase the effectiveness and efficiency of their commercial management models. These are institutions that seek to:

- introduce improvements in their marketing capacity, transforming the main internal commercial processes
- use the new advanced customer management methodologies, which put the customer at the center of the company's strategy

Features of the service

On occasion, banks need to strengthen their business in certain segments, in which their results are below potential. The relaunching of activities in private banking, personal banking, corporate banking, foreign business, etc., might be some examples of areas in which a bank can improve its performance.

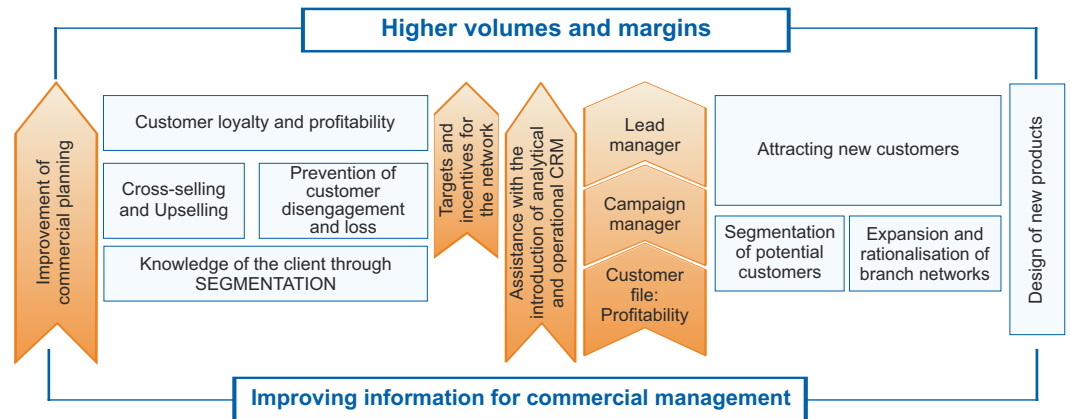
The methodology used by Afi to assist financial institutions to relaunch their activities in these areas, is based on the use of levers such as:

- **Rationalisation and optimisation of branch networks and reorganisation of the commercial structure.**
- **Customer segmentation:** The analysis of data can allow the behavioral patterns of the customers with regard to different products and services to be identified. The use of sophisticated mathematical tools allows these groupings to be made. On the basis of this behavior, the customers are grouped into segments. Segmentation provides an institution with a better understanding of its customers, with a view to channelling the supply of products and services, which translates into increased commercial effectiveness.
- **Cross-selling programs:** Customer segments will be the pillars on which to design cross-selling actions for new products and services, as well as for increasing the sales of products and services for which customers have already signed up. These tools allow the design and planning of commercial actions focused on cross-selling.
- **Programs for early detection of customer disengagement and loss:** The study of the behavior of a company's customers will reveal which customers of interest to the company are susceptible to loss or disengagement, allowing early actions aimed at reducing the impact of these situations in our customer database and the profit and loss account.
- **Systems for setting incentives and targets for the sales force:** Commercial targets for the sales force are widely used in the financial sector. However, there are important differences in the results, depending on the models used. It is therefore essential that the design of these models is linked to the strategy, so that they are oriented to the long term, and they are modulated according to the culture of the organisation in which they will be applied. Well-designed methods for subsequent monitoring are essential for the achievement of the targets set.



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- **Incentive schemes for the network:** Properly established incentives for the network are an essential element of commercial success. Also fundamental in this regard are the connection with the bank's strategy and the long term, as well as with the institution's culture.
- **Organisational structure:** Head office commercial units play a dominant role in driving forward certain businesses. The coordination of these units, the clear definition of their functions, and the type of relationship that they should have with the branch network are key elements in achieving success. The correct design of the regional and area management structures also plays a decisive role in this scheme.
- **Design of financial products:** The complexity of wholesale markets, tax legislation and supervisory regulations makes it possible to design innovative products, with particularly attractive aspects for customers in different retail segments.
- **Adaptation to the regulations on financial advice and markets in financial instruments.**
- **Design and implementation of sales support tools.**

Afi can help to carry out all these processes successfully.

Contact

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