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BAYERISCHE HYPO- UND VEREINSBANK AG | MAMMOTH PROJECT – EMPLOYEE QUALIFICATION

During the period October 2004 to June 2005, the Bayerische Hypo- und Vereinsbank AG (HVB) introduced comprehensive advisory approach within the largest “Qualification Offensive” ever undertaken. It included 12,500 training days, 3,600 participants, and up to 15 zeb/ trainers teaching in parallel classrooms.

Initial situation and project assignment

The HVB staff had been systematically trained for years under the framework of routine qualification program that, since 2005, has concluded with a certification. Combined with advanced sales qualifications and the service principal “one face to the customer”, it seemed sales was generally well organized. However, increasing competition enforced more and more product campaigns and selective sales promotions. The customer advisors lost in their subjective opinion customer orientation and did not sufficiently focus on the needs. A project was initiated to permanently gear up the sales culture and reinvigorate the spirit of the service reps with comprehensive advisory approach. The program was called “MOVE – Mit Offensive Verkaufen” which roughly translates to “proactive selling”. An important part of the program focused on the largest continuing education program ever at HVB. The purpose was to implement a comprehensive approach concept for all customer segments in the business divisions private customers and private banking.

Project approach

In the period from October 2004 to June 2005, comprehensive advisory took on the form of “Basic Dialog” and “Premium Dialog” and started in the private banking division. As a first step, the managers were introduced to the new advisory concept. Knowing there had already been numerous manager training sessions in the past, it could be assumed that the necessary management skills and abilities were already on hand. Subsequent to the managers, the customer service representatives and specialists were trained. All courses were conducted in two, three, or five day blocks, designed for the specific needs of the respective customer segments and the suitable service concept. To increase sustainability of the first training phase, an expanded second phase took place from June 2005 to December 2005. The second phase included special topics in the area of customer service and went into more detail. The focus was on flexible management of comprehensive advisory and a seamless interface to ongoing

sales campaigns. Manager training included built-in sequences to reflect familiar management and coaching tasks and achieve a stabilization and reinforcement of the successes during implementation.

Each step of the implementation was stringently monitored by the project leaders from both HVB and zeb/ (see fig. 1). In this way, an exceptionally close understanding between HVB Sales and the trainers was attained. Regular status briefings were held and adjustment measures were discussed and approved. An efficient and cooperative working relationship with the managers of the customer segment groups insured integration in computer aided sales system and the CRM concept.

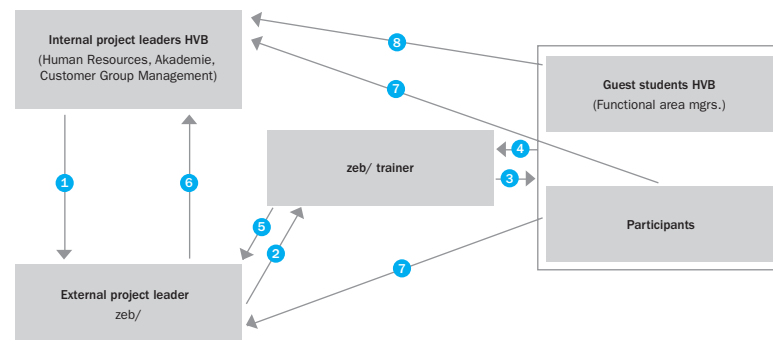


Fig. 1: Implementation support

The implementation support included the following items:

1. Definition of the training goals, modifications to the concept, information about changes in the HVB situation
2. Distribution of information to the trainer via face-to-face briefings, email or phone calls
3. Training for managers and customer service representatives in the relevant customer segments
4. Trainers recorded attitudes, impressions, resistance, reservations and gained an in-depth insight into the sales situation of the participants
5. Information exchange between zeb/ trainers and project leader (evening calls, training reports, personal meetings)
6. Project leaders at zeb/ evaluate, prioritize, and provide information as summary impressions to the internal HVB project leader
7. Seminar evaluation forms provide a glimpse into the training insights of the participants
8. Functional area managers "guest" at training, assist the trainers with info, and exchange their impressions with the internal project leaders

Project results and outlook

Without exception, the participants returned from training to their daily routines satisfied and highly motivated. Initial reports soon arrived from customer advisors and managers confirming the sweeping success of comprehensive advisory. The successful overall results of the program were identified by controllers in the second half of 2005 in the sales data. Despite the effects of this success, the sustainability of the implementation is still the highest priority topic at HVB. All participants know: If the potential sketched above is to be increased for all customer segments, it will be essential to use the comprehensive advisory approach.

In the second quarter of 2006, a third phase is planned. This will satisfy the desire expressed by many of the training participants for regular refresher training and the opportunity to exchange experiences. In parallel, HVB has systematically continued to develop its sales controlling, so that any loss in sales efficiency is quickly identified and eliminated with the application of detailed, customized measures. This project once again demonstrated the great importance of qualified management to the success of such an undertaking. Based on the full support given to the project from the top management at HVB, a high level of acceptance and desire to accomplish the implementation was achieved at HVB Sales.

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