



SWEDBANK EMPOWERS 5,000+ USERS WITH CUSTOMER ANALYSIS TOOL USING QLIKVIEW

“QlikView is an immensely powerful Business Discovery platform. The solution gives users the power to gain access to and freely analyse data. It makes it possible for them to climb the knowledge ladder from raw data to refined information to analysis and conclusions resulting in relevant action.”

—Anki Ahrnell, *Head of Marketing and Online Banking, Swedbank*



Swedbank is one of the largest financial institutions in Scandinavia and the Baltic states. The company dating to 1820 has strong roots in the Swedish savings banks tradition. Indeed Swedbank has cooperative agreements with 61 local, but still independent, Swedish savings banks. Today's Swedbank (excluding Savings banks) serves approximately 4.3 million private and corporate customers in Sweden through 315 branches in six regions of Sweden. The Swedbank group employs 16,000 people across all geographies (around 8,000 in Sweden). It offers the familiar banking staples—savings accounts, credit cards, electronic banking, and loans — but also specialises in investment services, real estate brokerage, and life insurance. Swedbank home markets are Sweden, Latvia, Estonia, and Lithuania.

Swedbank strives to provide all its customers with the best financial solutions and offer them only the highest levels of service and customer care. However, as a geographically-dispersed organisation, Swedbank needed to better support its 6,000+ branch employees and specialist head office and regionally-based marketing staff with customer-centric tools. The mission was to improve the sales support and give advisors an easy way to plan which customers to meet.

SOLUTION OVERVIEW

Swedbank Retail Sweden

Industry
Banking

Function
Executive, Sales, Marketing, Service & Support, Web, IT

Geography
Sweden

Challenges

- Offers users a tool for free analysis of customer needs
- Grow sales and revenue
- Improve customer care and satisfaction

Solution

Swedbank deployed QlikView to 5,000+ employees in less than six months. With QlikView Swedbank now analyses data on 4.3 million private and corporate customers by type of agreement and class of customer.

Benefits

- Improved capacity for self-service customer data analysis
- Centrally targeted sales and marketing campaigns using bookmarks
- Productivity improved through user-friendly solution
- Lowered operating costs as against traditional BI

Data Source Systems

Data Warehouse (100+ operational systems)

Database: Teradata

QlikTech Partner

Framsteg





Customer Analysis Tool puts information at “everyone’s fingertips”

For its previous sales support tools, Swedbank had a regional customer database analysis system built in house. By 2009, the system had almost reached end of life. Critically, it was too complicated for most of the branch office users who were dependent on central and regional specialists from whom information could be ordered. There was also an Excel spreadsheet version for advisors, but it never reached more than 2500 of the potential 5000 branch employees. There were no tools available at all for branch managers. Producing manual reports involved around 50 local specialists people who often took days to turn those requests around.

The lack of system agility meant that opportunities were often missed. In a typical week at a branch, it could take from Monday to Wednesday to put together a target list for sales—then staff worked late into the evening on “Telephone Thursday” to call potential customers.

Swedbank saw this challenge as an opportunity for a paradigm shift. They saw potential for an entirely new user friendly and flexible system that put information, and thereby power, at everyone’s fingertips. They wanted to improve customer satisfaction and loyalty, and at the same time grow sales and revenue.

The project team identified initial deliverables to include improved sales support tools, ensuring targeted sales campaigns and better customer care initiatives. Branch managers, advisors, contact centre agents and sales executives were to benefit from readymade selections of prospective customers supplied centrally. There was a significant unsatisfied need at Swedbank for ‘free analysis’ at all levels. People responsible for sales and developing customer relationships in branches needed to spot risks and opportunities within their own customer base. They needed ways to identify cross-selling potential, drive larger renewals for mortgages and transfers to better products.

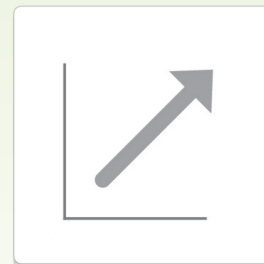
Specialist users at head office or in the regions also needed access to the new Swedbank Customer Analysis Tool for pricing optimisation and shaping new product marketing campaigns. Swedbank wanted to create a learning organisation and introduce new ways of working to

RETURN ON INVESTMENT

Six months

5,000+ users go live

5,000+ users go live in just six months





improve employee job satisfaction and inclusion.

Yet the challenge itself was by no means easy given the “Big Data” involved. Multiply millions of customer rows by 246 types of customer data, by 50 sorts of agreements, by 260 million agreements with customers, by 15 history periods and two year ends, and you get to a very large number extremely quickly. Given this, if you fail to get the data modelling right, you can’t get the system right. Data modelling emerged early on as the major technical challenge with 260 million rows and 800 billion cells. Close team working proved to be the solution to the technology challenges. When the system went live the technical issues about data modelling had been resolved.

QlikView emerges as the best solution due to “free analysis” capability

Swedbank considered a range of vendors offering business intelligence (BI) software including MicroStrategy, IBM Cognos, SAP BusinessObjects, and SAS. However, the final recommended choice was QlikView. The business project Manager at Swedbank claims: “We started off with a far reaching piece of internal work, stating our needs and requirements, proceeding with a traditional request for proposal. We had a specific need—free analysis as opposed to fixed reporting for our advisers, sales people, and branch office managers—it was the principal reason for us to choose QlikView based on the extensive proof of concept we conducted.”

Instead of just making reports, the new Swedbank Customer Analysis Tool was intended to give users the ability to try things over and over again until they found what they sought, or something different, using QlikView. Critically, QlikView also needed to meet user requirements for an intuitive, easy to use, and flexible sales support and analysis system.

Data modelling to build and structure the data was a gigantic task which required a close partnership between the five project managers at Swedbank each of whom had different responsibilities such as business, QlikView technology, and application building. The other key members of the delivery team included business units that were involved, Swedbank Central IT, and QlikTech Solution Partner Framsteg—a Swedish consultancy specialising in BI and Business Discovery solutions. The design and build process involved customising the QlikView Business Discovery platform for optimised



self-service analysis specific to Swedbank's business. Central sales specialists create bookmarks for Swedbank advisers to use in the branch offices including graphic illustrations of products or campaigns and a target group list of prospective customers. Advisers could then refine the bookmarks using local knowledge.

Although data modelling took time to perfect due to the complexity of the data, development was completed in about a year. Swedbank rolled out its Customer Analysis Tool to the first 5,000 users in less than six months. They included 150 specialists or power users. Training needs vary—advisers in the branches have built in aids and videos on their desktops while specialists attend customised three-day instruction courses. An application has never been implemented that fast to as many business users in Swedbank before.

Remarkably, the entire system requires few resources to maintain. Just two part time IT technicians manage the system, which represents a huge operational cost saving compared to traditional BI software. Another advantage is that compared to the traditional BI development process you can develop a prototype in QlikView as you discuss a need or requirement. It is faster and easier to test different solutions. **QlikView BI is a totally new “knowledgeware” for Swedbank.**

The major achievement of the new customer analysis tool is to find and analyse information about Swedbank's own business—from customer information on the front end locally to product and segment data centrally. Swedbank sees QlikView as an immensely powerful Business Discovery platform, since the solution gives users the power to gain access to and freely analyse data. It makes it possible for them to climb the knowledge ladder from raw data to refined information to analysis and conclusions resulting in relevant action.

Advisers and branch managers use the tool for planning their working week—which customers to meet, when and why. The outcome is better focused and co-ordinated work processes. Branch users value QlikView because it helps them to generate ideas at a micro level. The centrally and regionally-based staff use it on the macro level for countrywide or regional knowledge. Among those central functions are continuous marketing activities, investment and sales support. Some advisers are very proactive and perform their own self-service analysis. Others use bookmarks created by specialists at head office



or marketing experts within their own region. It's easy for them to gain results from the centrally-produced bookmarks and make their own selections of customers to target at branch level.

QlikView dashboards are designed to fit all users and the interface is very user-friendly. The dashboard gets personalised at the same time as users log in. The user always has the option to drill down and find what he or she is looking for. The application uses a kind of aggregated personalisation so that users see information relevant to their individual role and responsibilities.

Swedbank sees the future in QlikView

The QlikView deployment at Swedbank is only just through its first year. Yet the project team is already looking to upgrade to a new version of the software after a period of consolidation. Central IT at Swedbank played a major role in testing and scaling the software and the partnership with Framsteg will continue. Among the next steps is to extend the use of the Swedbank Customer Analysis Tool to the bank's customer contact centre. In the meantime, work will continue in helping all users gain the most out of the software to improve job satisfaction, customer loyalty, and overall profitability.

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