

Developing a stakeholder management universe for a major bank in Germany

Business situation

One of the biggest retail banks in Germany, has become a TRI*M advocate, convinced by an actionable and easily understandable tool and the support that TNS lends its business beyond pure market research. The bank relies on the TNS TRI*M Stakeholder Management System as a holistic concept applied in different functional and market areas, covering almost all stakeholder groups.

Research story

TNS has diffused an holistic approach to stakeholder management across the whole bank, where 3 management levels of bank executives has been thoroughly trained regarding TRI*M interpretation, the outcomes and their implementation. TRI*M has become a fundamental and common standard for the management of relationships within the company.

Customer retention

The bank was one of the very first clients to use TRI*M for managing its customer relationships in the retail market. Within the framework of a yearly monitoring programme the bank deployed an alternating research modus, changing the focus from a strategic viewpoint for the whole bank to a hands-on approach providing results to approx. 800 branches based on a sample size of 120,000 interviewees per year.

In line with the bank's development of new business areas, namely direct banking and the building of a stand-alone brand for the affluent sector, the TRI*M customer retention measurement was introduced to these business areas as well also on a yearly basis.

Employee commitment

The TRI*M analysis on customer retention showed that the most vital drivers of customer retention existed in the social and professional skills of the employees. Therefore it was absolutely crucial for the bank as a service provider to investigate their needs and how these needs were fulfilled in order to strengthen the commitment of their employees. TNS installed a company-wide online survey with 30,000 employees, monitoring the commitment in over 1,400 units.

Internal service quality

In addition to customer retention and employee commitment the bank uses TRI*M for optimising its internal relationships to provide the highest quality service for internal clients in various departments such as IT, transaction banking department and HR.

TNS has been able to add value to the programme implementation and truly work as a research partner operating in an advisory capacity to set up the survey, develop the communication cascade within the company, conduct over 50 project meetings, workshops, and one-to-one consultations. In addition, approximately 200 employees at the bank have been trained with the TRI*M system. Furthermore the bank includes the OCI Index and the TRI*M bundels as key performance indicators in their HR management information system on a very detailed basis.

Business results

As the TRI*M approach has already been experienced and validated by the bank it is their first choice for managing stakeholder relationships issues, and the programme is now going to be extended to managing the bank's relationship with the general public, journalists and financial analysts to optimise its reputation.