



Distribution: challenges and opportunities associated with branches in today's banking environment

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By John Berry, CEO of Efma

What is Efma?

Our purpose is to support our members and create a strong community based on expertise and skills.
Our mission is to provide community intelligence to optimize, innovate and transform by recognizing our members' best practices and connecting them.

Among **our global community**:



Created in 1971 as an exclusive community for financial services professionals.

Currently chaired by Jean-Marc Pailhol - Allianz

120
Financial groups members

133
Countries represented

About me

John Berry

Efma CEO

John Berry is a leading practitioner and thought leader within retail financial services.

He has worked with Efma in different capacities for over 25 years and became CEO in April 2020.

John is a former Retail CEO at Abbey National (now part of Santander) in the UK. During his time there, roles included Marketing Director, European Director (Managing businesses in France, Spain and Italy), Transformation Director as well as Senior Distribution roles.

He received international recognition for customer centric innovations such as Costa Coffee and Branch Franchising.

In recent years he has developed a global reputation through his own business within the industry for work in consulting and training with retail banks worldwide.



A challenging branch environment



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Banks are closing their branches in droves

**However
neglecting the human element
comes with risks**



How to strike the correct balance between in-person services, cost reduction, and digital tools



**Challenges are spurring
innovation & reimagination**



Space-sharing



Timo's strategic cooperation with 7-Eleven in Vietnam offers service with advantageous features and attractive promotions for customers.

In under 10 minutes, customers can enjoy a cup of coffee at 7-Eleven while creating a Timo account for free.

Bank sharing



In England, **BankHUB** is the new bank sharing space.

Banks begin sharing locations with a different branch opening each day. Rather than their bank having a 24/7 presence on the High Street, residents of the Essex market town of Rochford have been given their local branch back for one day a week.

It is a way for banks to maintain at least a minor presence in towns that had previously been abandoned.

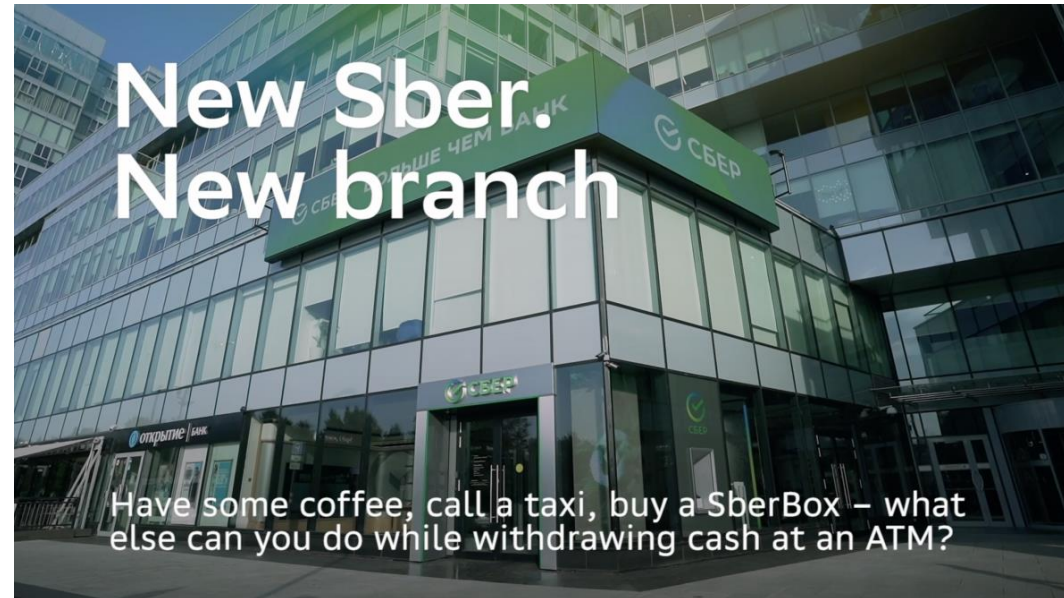
Multibanking



OneBanks in the UK is a shared infrastructure solution for the UK's banks, to continue providing a physical presence in communities.

They have created a physical hub that can welcome customers from all different banks. Embracing the spirit of open banking, they offer advice and services to people no matter their bank. As their motto states: "Your local bank branch might be closed, but OneBanks is open."

Branch ecosystem



In Russia, at **SBER**, the “Branch as a gadget” concept means that customers now have many reasons for visiting the bank branch beyond mere financial transactions: receive packages, use wi-fi, have a cup of coffee, print documents, and attend community events... Just like any good, multi-use gadget, their branches have been designed with the user in mind.

[Access the video here.](#)

Key take-aways

- The branch concept will depend on the level of interaction between the channels of contact/customer service
- Branches should be designed so as to constantly change their shape and functions - thus, to meet the changing needs of customers
- Branches will continue to act as bastions of customer experience and brand ambassadors for seamless multi-channel interactions
- Branches will reduce cash handling costs while providing comprehensive product advice using digital tools and remote interaction
- Branches will continue to play an educational role until all their customers are comfortable using the bank's digital channels.

As a conclusion: one size won't fit all!

Thanks

Any questions?

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