

# DIGITAL TRANSFORMATION: CLIENT SERVICES MODELS

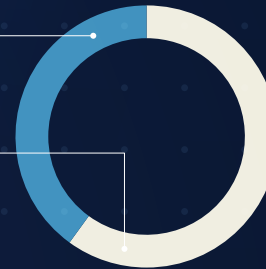
## THE FRAUGHT HUNT FOR A BEST PRACTICE MODEL

The need to review and reconsider the client services models of capital markets execution franchises in the context of Commercial & Investment Banking (CIB) digital transformation is not much discussed publicly, although these models remain under near-constant review within investment banks. In two-thirds of CIBs surveyed for this report, client services models remain segregated by asset class, and roughly half of institutions use the same client services models globally within the respective asset classes. Despite repeated efforts to slash the cost of sellside front-office costs, GreySpark identified significant room for improvement as related to client support.

### Overall Direct Interaction Between Dedicated E-commerce Client Services Teams & Clients

Interact Directly: 44%

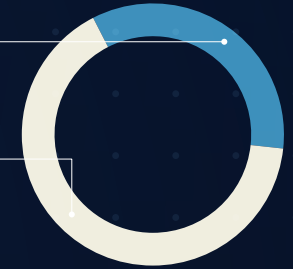
Interact Indirectly via Sales Functions Intermediaries: 55%



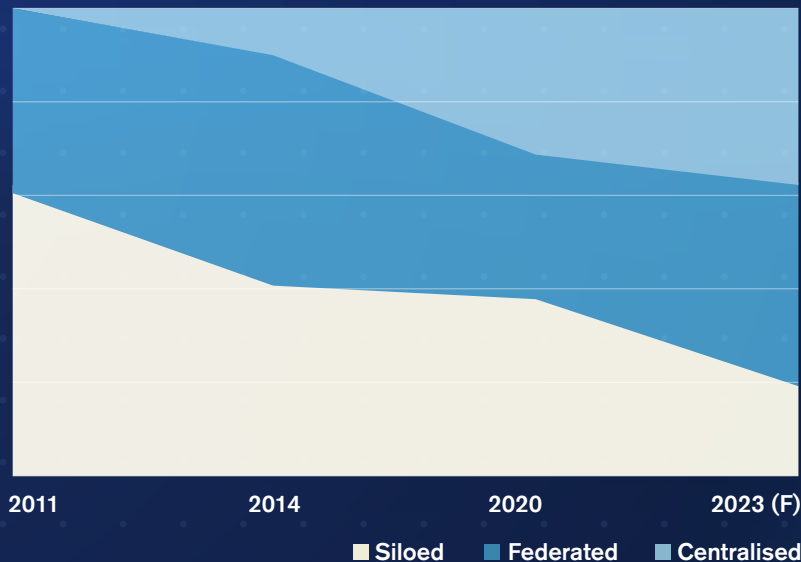
### Share of CIBs with Unified Cross-asset Class Client Services Models

Unified Cross-asset Class CSM: 33%

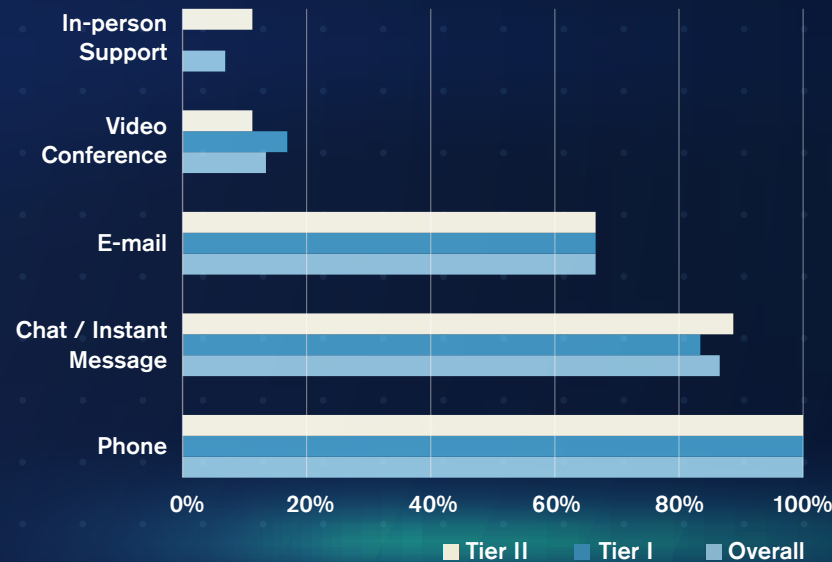
CSM Siloed by Asset Class: 67%



## Siloed CIB E-commerce Governance in Decline at Global Level



## E-commerce Client Support Channels



CIB CLIENT SERVICES MODELS ARE LIKE PENDULUMS, SWINGING BETWEEN THE TWO EXTREMES WHILE TRYING TO SETTLE INTO AN EQUILIBRIUM POSITION.

15 OF THE WORLD'S TOP-30 CIBs SURVEYED

This report examines GreySpark's analysis of the findings of a 2020 survey of the health of the CIB client services model. Each client services model sits somewhere between the extremes of a comprehensively balkanised offering based on geography and business line within a single CIB at one end and a universal client services model delivered on a global and asset class-agnostic basis within the CIB. As such, the knowledge within CIBs of the current state does not yet yield a clear picture of best practices for a client services model for sellside execution franchise operators.

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