

Swiss Private Banking Identity Index 2025

# Unlocking Strategic Power for Swiss Private Banks



# Executive Summary

The Swiss private banking industry stands at a critical juncture, facing unprecedented challenges including consolidation, strengthening regulation, digital transformation, and shifting client demographics. The 2025 Swiss Private Banking Identity Index (SPBIx) provides the first comprehensive analysis of how effectively Swiss private banks leverage their brand identity and activation as strategic tools for competitive advantage.

We congratulate the Top-10 Swiss Private Banks for their achievements. These banks have demonstrated exceptional commitment to building and activating strong brand identities:

## The 2025 SPBIx™ Top 10

- 1 Vontobel
- 2 Pictet
- 3 Banque Heritage
- 4 PKB Private Bank
- 5 UBS
- 6 Piguet Galland
- 7 Zürcher Kantonalbank
- 8 Graubündner Kantonalbank
- 9 Lienhardt & Partner
- 10 EFG





Our analysis of 59 pure Swiss private banks reveals three significant findings:

- + First, brand identity management shows substantial room for improvement, with an average Identity score of 1.92 out of 5. Only 43% of banks clearly articulate their purpose, and a mere 35% successfully connect with both rational and emotional aspects of stakeholder engagement. This represents a missed opportunity in an industry where trust and relationships are paramount.
- + Second, brand activation effectiveness varies widely across institutions. While 78% of banks maintain a presence on employee review platforms, only 10% of senior executives actively participate in brand communication. This disconnect between identity and activation weakens the overall brand impact and customer experience.
- + Third, our research establishes a clear correlation between strong brand performance and business success. The ten best-scoring banks of the SPBIx demonstrate significantly higher growth rates, with an average Growth Score of 187 compared to the industry median of 154, suggesting that effective brand management directly influences business outcomes.


The research identifies specific opportunities for improvement across the industry, particularly in purpose articulation, value system differentiation, and leadership engagement in brand activation. These findings are especially relevant given recent industry consolidation, where UBS now controls 67% of assets under management in Switzerland, creating both challenges and opportunities for other market participants.

The SPBIx provides actionable insights and strategic recommendations for Swiss private banks to strengthen their competitive position through more effective brand identity management and activation, particularly crucial for smaller institutions seeking differentiation in an increasingly concentrated market.



# 1. Introduction

The Swiss private banking industry, with its centuries of tradition and expertise, has long been synonymous with excellence in wealth management. This heritage, combined with Switzerland's political stability and robust regulatory framework, has created a powerful foundation for the industry's global leadership. However, the sector now faces a convergence of challenges that are fundamentally reshaping the competitive landscape.



The first challenge stems from structural changes within the industry itself. The recent consolidation that has positioned UBS to manage the vast majority of Swiss banking assets represents a tectonic shift in the market. This concentration creates both risks and opportunities: while some clients face increased counterparty exposure, other banks have new opportunities to position themselves as distinctive alternatives in the market.

Simultaneously, the industry faces mounting operational pressures. Rising costs, driven by increasingly complex regulatory requirements both domestically and across borders, are compressing margins. The emergence of digital wealth management platforms and independent wealth managers has intensified competition, while multi-family offices continue to attract ultra-high-net-worth clients with their highly personalised service models.

Perhaps the most significant challenge lies in the unprecedented intergenerational wealth transfer currently underway. As wealth passes to the next generation, banks must adapt to fundamentally different client expectations. These newer clients often seek more digital interaction, greater involvement in investment decisions, and enhanced transparency in all aspects of wealth management. They also demonstrate stronger interest in sustainable and impact investing, requiring banks to evolve their service offerings and communication approaches.

Reputation management has become increasingly complex in an era of instantaneous global communication. While the Swiss private banking sector maintains its strong overall reputation, recent high-profile incidents have demonstrated how quickly individual cases can impact industry perception. In today's digital age, where information - whether accurate or not - spreads instantly, maintaining and protecting reputation requires constant vigilance and proactive management.

These challenges converge at a critical point: the need to attract and retain top talent. The industry's transformation demands professionals who can both maintain relationships with traditional clients, and connect with the next generation. These individuals must combine traditional private banking expertise with digital fluency, and a deep understanding of evolving client needs.

In this context, we propose that a well-defined and properly activated brand identity serves as a powerful strategic tool. The Swiss Private Banking Identity Index (SPBix) introduces an objective framework for measuring and comparing brand identity strength across the industry. By analysing 59 pure Swiss private banks, this paper demonstrates how strategic brand management can:

- + Deepen client relationships across generations
- + Differentiate institutions in an increasingly competitive market
- + Attract and retain key talent
- + Build resilience against reputational challenges
- + Drive sustainable business growth

This analysis brings quantitative rigour to what has traditionally been viewed as an intangible asset, providing actionable insights for banks of all sizes. Through the SPBix, we offer a data-driven perspective on how banks can leverage their brand identity to create sustainable competitive advantages in an evolving market.



## 2. Brand Identity's Impact on Business Performance

The correlation between strong brand identity and business success extends beyond theoretical benefits into measurable business outcomes.

Our analysis reveals a compelling connection between brand excellence and business performance, as evidenced by growth metrics including:

- + Assets under management (AUM) growth
- + Net new money relative to AUM
- + Net new money per full-time employee (FTE)

The data tells a clear story: The top-10 performers in our SPBlx index achieved an average Growth score of 187, significantly outperforming both the industry average of 148 and median of 154. This places our brand leaders in the high second quartile of all Swiss wealth managers (ranking 21st out of 64 institutions).

This quantitative evidence reinforces the tangible value of brand identity investment. While our earlier findings highlighted qualitative benefits such as market differentiation, enhanced trust building, process simplification, stronger pricing power and reputation protection, the correlation with Growth scores demonstrates that these advantages translate into measurable business success. Banks that invest in developing and activating their brand identity don't just tell a better story – they deliver better business results.

### Analytical Foundation

The development of the SPBlx builds on extensive research demonstrating the strategic value of brand identity in wealth management. Our previous research, particularly the article *Branding for Asset and Wealth Managers - Your Anchor of Stability - 2025 Edition*<sup>1</sup> identified five key benefits of strong brands:

- + Differentiation in a crowded market
- + Trust building with stakeholders
- + Simplification of complex service offerings
- + Enhanced pricing power
- + Reputation protection

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<sup>1</sup> *Branding for Asset and Wealth Managers - Your Anchor of Stability - 2025 Edition*, November 2024, Hirschel & Kramer, article available at [www.ri-brandindex.org](http://www.ri-brandindex.org)



This theoretical foundation is complemented by our seven years of experience with RIBI™ (Responsible Investment Brand Index)<sup>2</sup>, which analyses over 600 asset managers globally. RIBI's success in quantifying responsible investment convictions projection in brand has demonstrated the value of objective metrics in brand analysis.



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<sup>2</sup> Responsible Investment Brand Index RIBI™ 2024, latest edition, March 2024, Hirschel & Kramer, [www.ri-brandindex.org](http://www.ri-brandindex.org)

# 3. Brand Identity in Swiss Private Banking: A critical Gap

Brand activation is the process of bringing a bank's identity to life, ensuring that its values, culture and purpose are consistently experienced at every touchpoint. The SPBIx data shows how well Swiss private banks are executing this critical aspect of branding - and highlights opportunities for improvement.

Notably, neither bank size nor geographic location correlate with success in the SPBIx. Half of the ten banks with the highest Identity scores are not large<sup>3</sup> and we didn't find any geographical impact: banks headquartered in the German, French or Italian-speaking regions of Switzerland achieve roughly the same scores, demonstrating that effective brand identity management is accessible to organisations of all sizes, anywhere.

Before examining the detailed scores, it is essential to understand the hierarchical relationship between the core elements of brand identity. These components can be visualised as an iceberg, where some elements are highly visible while others run deeper and provide fundamental support to the entire structure. Each component plays a distinct role in building a comprehensive and effective brand identity:

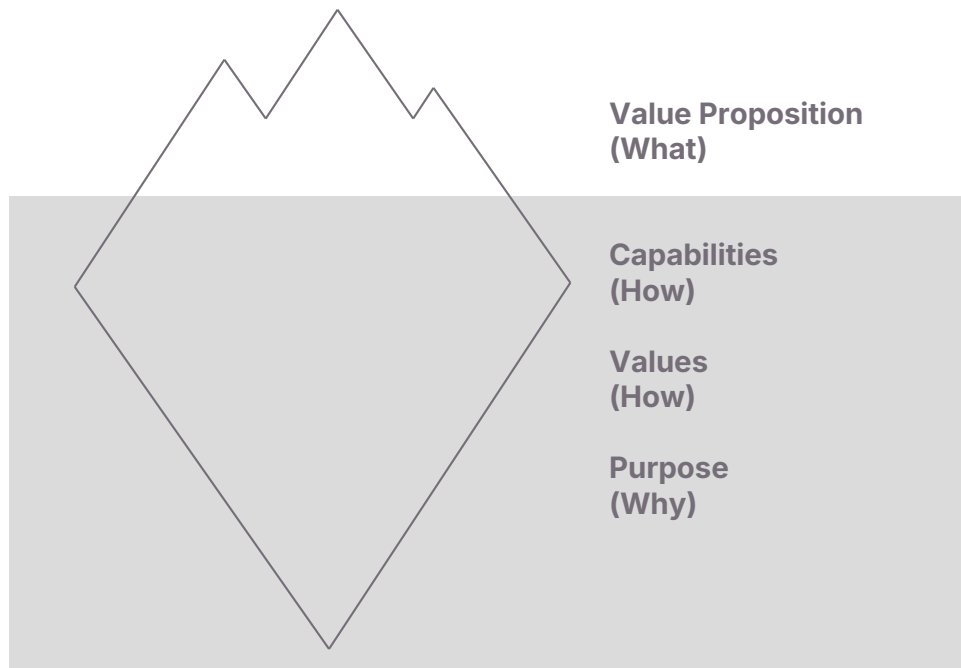
- + **Value Proposition:** A concise expression that encapsulates the brand promise in terms of client benefit (value add) and differentiation, often expressed in a Claim or Strapline
- + **Capabilities:** Technical and behavioural (cultural), a living manifestation of purpose and values translating into daily operations and interactions
- + **Values:** The core principles that guide behaviour and decision-making
- + **Purpose:** The foundational reason for an organisation's existence, beyond profit generation

For comprehensive definitions and industry examples of these components, we refer readers to our detailed analysis in 'Branding for Asset and Wealth Managers - Your Anchor of Stability - 2025 Edition'<sup>4</sup>

<sup>3</sup> We use the same definition of size as the ZHAW study 'Wealth Management in Switzerland 2024', i.e. assets under management of 20bn CHF or more are considered large, and assets under management of less than 20bn CHF are considered as non-large. We have 12 large banks in our sample, and 47 non-large ones.

<sup>4</sup> idem





## Purpose: An Untapped Opportunity

Purpose is a powerful tool for building trust and loyalty, but **only 43% of banks clearly articulate it**. Even among those that do, not all communicate it effectively. While the majority of those that do express a purpose begin with action words such as 'lead' or 'guide', which create a sense of momentum, only **35% manage to connect purpose with both the rational (brain) and emotional (heart)** aspects of employee and customer engagement. This emotional connection is critical to building lasting relationships.

Another area for improvement is clarity. **Only 38% of purpose statements are concise**, showing that many banks are missing the opportunity to create memorable, focused statements. Conciseness is important because people are more likely to remember and resonate with a short, powerful message. Again, this applies to customers as well as employees, partners and wider stakeholders.

Learning from other industries, Apple's purpose of 'humanising technology' certainly fits the definition of a purpose (why a company does what it does, what is the driver that gets people up in the morning to go to work) and ticks many of our appreciation boxes: dynamic, touches the brain and the heart, is short. And it is definitely much more inspiring for employees and customers than 'making smartphones and computers'. In the luxury sector, Patek Philippe's purpose 'to design and manufacture the finest timepieces in the world' is certainly ambitious and motivating.

Back to the Swiss private banking sector: 'Creating value beyond wealth', 'Empowering investors to build a better future', 'Helping our clients thrive' are purpose statements that score quite high in the SPBix. On the other hand: 'Delivering exceptional first-class service to earn your trust and build a successful long-term partnership' is a purpose statement that scores poorly: nothing to argue with its meaning, but it is too long, too rational and too undifferentiated to move anyone in the target audience.

## Values: Swiss Private Banks are in need of differentiation and consistency

Values are the principles that guide our actions and decisions. Yet **only 55% of the banks surveyed explicitly communicate their values**. This lack of clarity makes it difficult for customers to understand what the bank stands for. More worryingly, **only 24% of banks' values align with their stated purpose**, revealing a disconnect that can undermine trust and authenticity.

On a more positive note, when values are articulated, **76% of banks limit them to a maximum of four**, a best practice that ensures simplicity and memorability. While succinct values such as 'integrity', 'excellence', 'customer focus' or 'trust' are easy for clients and employees to remember and identify with, they are undifferentiated - and frankly, a minimal expectation in this industry.

Value systems such as 'Dedication', 'Conviction', 'Agility', 'Responsibility' or 'Beautiful solutions', 'Dedication', 'Independence', 'Rooted' scored quite high in the SPBix. On the other hand, a value system such as 'customer proximity', 'independence', 'trust' score lower because these are undifferentiated, 'independence' is a characteristic, not a value, and 'trust' is not something to be claimed, it is earned.

Banks that align their values with their purpose create a more coherent and trustworthy identity that is easier to remember.

## Straplines: Making identity memorable

Straplines - short, memorable phrases that summarise a bank's brand promise - are a powerful way to reinforce identity and positioning. Yet **only 50% of banks use them**, meaning that half of all institutions are missing out on a simple but powerful branding tool.

Straplines not only make a brand more memorable, but they also reinforce its positioning. Banks can use straplines to make a strong impression and help customers remember their unique strengths in a competitive market.

Consistency with the rest of the brand architecture (purpose and values) is key to making the whole brand authentic and memorable. We found that **only 43% of banks that articulate a strapline do so consistently with the rest of their brand architecture**.

## Brand identity deserves more attention

Our analysis reveals a concerning pattern across the industry: generic purpose statements, undifferentiated value systems disconnected from stated purposes, and straplines that fail to align with overall brand architecture. This suggests that many institutions treat brand identity as a compliance exercise rather than a strategic imperative.

While banks face numerous competing priorities, the implications of treating brand identity as a mere checkbox exercise are far-reaching. A bank's brand identity serves as its foundational narrative, touching every key stakeholder in the ecosystem:

- + Clients and prospects seeking trust and differentiation
- + Current employees building careers and future talent evaluating opportunities
- + Investors and shareholders assessing long-term value
- + Partners and suppliers aligning their services
- + Regulators and community stakeholders evaluating institutional integrity

Moreover, brand identity is a long-term strategic investment. Once established, it typically shapes an institution's direction and perception for a decade or more. This longevity amplifies both the benefits of getting it right and the costs of getting it wrong. In this light, brand identity deserves elevation from an administrative task to a core strategic initiative worthy of sustained senior leadership attention and investment.





## 4. Brand activation: bringing the bank's unique identity to life

Brand activation is the process of bringing a bank's identity to life, ensuring that its values, culture and purpose are consistently experienced at every touchpoint. The SPBIx data shows how well Swiss private banks are executing this critical aspect of branding - and highlights opportunities for improvement.

### Consistency fosters transparency, memorability and trust

One of the cornerstones of effective brand activation is consistency. Yet, the SPBIx data shows that the **average score for consistency with the rest of the brand is only 2.13 out of 5**. Simply put, many banks are not effectively integrating their branding across platforms and client interactions.

Inconsistent branding can dilute the customer's perception of the bank's identity, making it harder to build trust and loyalty. For example, if a bank presents itself as customer-centric, but fails to provide clear and consistent messaging about its culture, it risks appearing disingenuous.

Banks should review their customer-facing materials to ensure alignment between their stated purpose and values and how these are presented across all channels.

### Culture: a window into the soul of the bank

Culture is a powerful element of brand activation, offering an insight into the bank's internal values and ethos. However, **only 18% of banks have a dedicated culture section on their website**. In addition, the average score for ease of finding brand and culture information is only 3.33 out of 5, suggesting that even when such information is available, it is not easily accessible.

Customers increasingly value transparency and authenticity, particularly in industries such as private banking where trust is paramount. A clear and accessible presentation of a bank's culture can act as a competitive differentiator, even more so for smaller institutions that need to work even harder to differentiate themselves in the marketplace.

Banks should highlight their culture on their websites, showcasing elements such as employee testimonials, internal initiatives and leadership commitments to reinforce authenticity.

## Leadership: the face of brand identity

Senior management plays a crucial role in communicating and embodying the brand. Yet the data shows that only **just over 10% of Swiss banks' senior executives are personally involved in presenting their brand and culture** to the public.

When senior leaders actively promote and embody the brand, it signals authenticity and commitment, both internally and externally. Conversely, a lack of leadership involvement can make the brand message appear superficial.

Leaders should take a more visible role in brand activation by participating in public-facing initiatives, engaging with employees on cultural issues and ensuring alignment between strategy and execution.

## Employees are the best brand ambassadors

Employee review platforms such as Kununu and Glassdoor provide insight into a bank's internal culture and how well it aligns with its external branding. A significant **78% of Swiss banks have reviews on these platforms, with an average score of 3.63**. While this indicates a moderate level of employee satisfaction, it also highlights room for improvement.

High employee satisfaction often correlates with a positive customer experience. When employees feel engaged and aligned with the bank's values, they are more likely to provide consistent, high-quality service to clients. Increasingly, professional financial advisers who select financial partners on behalf of their clients are including a review of such employee satisfaction scores in their due diligence. They too make the link between employee satisfaction and the overall culture of the organisation.

Banks should monitor and act on feedback from employee review platforms, using it to improve internal culture and ensure it is aligned with external messaging.

## Effectively revealing the bank's DNA to the world

Brand identity activation is as much about internal alignment as it is about external execution. The SPBix data shows that many banks don't take full advantage of the opportunity to project their identity, what makes them unique to the world. Once the brand identity and its expression have been carefully crafted (see previous section), organisations can capitalise on this through a methodical activation plan that includes: internal activation (e.g. brand workshops and documents), consistency of messaging across all touchpoints and channels, an accessible culture narrative endorsed by senior management and brought to life through employee testimonials, proper management and use of employee satisfaction sites.

# 5. Bridging Identity and Activation

A strong brand identity is meaningless if it isn't supported by effective activation. Similarly, robust activation efforts will fall flat if they are not grounded in a clearly articulated identity.

The SPBIx data provides an insight into the state of the industry through the following graph, which compares the identity and brand scores of the 59 players in our sample.



**This chart highlights four categories:**

- + **LEADERS** (upper-right quadrant): Banks that demonstrate excellence in both brand identity expression and market activation. These institutions have successfully developed and deployed comprehensive brand strategies.
- + **INTROVERTS** (lower-right quadrant): Banks with strong foundational brand identity but untapped activation potential. These institutions have developed clear brand foundations, they have yet to fully leverage their brand strength in the market.
- + **SUPERFICIALS** (upper-left quadrant): Banks that excel in market presence but lack distinctive identity. Whilst these institutions show strong execution capabilities, they need stronger brand foundations to maximise impact.
- + **LAGGARDS** (lower-left quadrant): The majority of banks at the early stages of their brand journey, showing opportunity for growth in both identity development and market activation.



Our analysis presents a concerning picture of the Swiss private banking industry's brand landscape. The most striking finding is that nearly 60% of banks fall into the LAGGARDS category, indicating that the majority of institutions are missing the opportunity to differentiate themselves in the market, strengthen their reputation and give themselves the best chance of attracting the talent that matches their culture.

Only 14% of banks have achieved LEADERS status by successfully aligning their brand identity with effective market activation. This suggests that few banks have yet recognised the strategic benefits of a strongly expressed and powerfully activated identity.

The data also reveals an interesting imbalance: 19% of banks are INTROVERTS, with strong brand foundations but weak market presence, while only 8% are SUPERFICIALS, with strong market presence but no distinctive identity. It is a puzzling paradox to see so many banks in the INTROVERTS category, knowing that building a brand identity requires deep strategic thinking, whereas activating it is more a matter of process and operational excellence.

Clearly, there is a significant opportunity for industry-wide improvement in brand strategy and execution. The high percentage of LAGGARDS suggests that many institutions could benefit from investing in both brand development and activation strategies to enhance their market position and competitive strength. The SPBix results, which show that around half of the top-ranked banks (globally and in each geographical region) have AUM of less than CHF 20 billion, highlight that brand identity and activation drive all types of institutions: it is not just a matter for the big ones, as we sometimes hear.

### Case in Point:

- + **Bank A:** Identity score of 4.6, activation score of 1.8. Despite having a strong brand identity architecture, Bank A's low activation score indicates weak execution in communicating its brand through marketing, client engagement, or digital channels.
- + **Bank B:** Balanced scores of 4.2 for identity and 3.7 for activation demonstrate how consistency can lead to a stronger, more cohesive brand perception.

Bridging the gap between identity and activation is essential to creating an authentic and cohesive brand experience. Communicating the brand identity and embodying it in customer interactions brings continuity and solidity to the customer and employee experience. It is also essential to protect reputation by creating connections, authenticity and consistency across the value chain.

## Storytelling: a powerful ally for activation

One of the most effective ways to bridge identity and activation is through compelling storytelling. The data shows that banks with higher activation scores (4.0 and above) often integrate storytelling into their marketing and communications strategies, effectively translating their identity into relatable and engaging narratives.

Storytelling connects with customers on an emotional level, reinforcing both purpose and values. For smaller banks, storytelling can amplify their unique strengths and compensate for limited marketing budgets.

Banks should develop campaigns that highlight real-life examples of their purpose and values in action, such as case studies, testimonials or stories of community involvement.

## Leadership as a bridge

As noted in Section 4, senior management plays a key role in brand activation but is often underutilised. Leaders who actively embody the bank's identity help to ensure alignment between purpose and activation. When leadership is absent or disconnected, the gap between identity and activation widens.



# 6. The SPBIx: Turning experience into a measure of the intangible

In an industry where trust and reputation are paramount, brand identity has long been recognised as a critical asset. However, its intangible nature has made it challenging to measure, compare, and optimise strategically. The Swiss Private Banking Identity Index addresses this gap by providing an objective, comprehensive framework for evaluating brand strength in private banking.

## The SPBIx Framework

The index evaluates Swiss private banks along two primary dimensions:

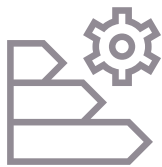
### Identity (70% of total score)

- + Brand Architecture: Positioning
  - Evaluates clarity of positioning based on presence of claims (strap lines) and level of consistency with core brand architecture (stated purpose and values, see further on)
- + Brand Architecture: Purpose Statement
  - Assesses purpose statements based on clear articulation, overarching reasoning, emotional connection, universal yet unique appeal, action-oriented language, and a concise expression
- + Brand Architecture: Value System
  - Measures value systems through presence of framework, behavioral activation, differentiation, culture building capability, alignment with purpose, and optimal number of core values

### Activation (30% of total score)

- + Culture and People
  - Evaluates cultural expression through website content and corporate communications
  - Analyses employee satisfaction through platforms like Glassdoor and Kununu
  - Assesses corporate social responsibility documentation and diversity initiatives





- + Activation
  - Examines effectiveness in communicating identity across channels
  - Evaluates consistency in brand presentation across digital platforms
  - Measures senior management engagement in brand communication
  - Assesses the presence and quality of employee testimonials
  - Analyses the accessibility and clarity of brand information

## Methodology

The SPBix employs a rigorous evaluation process:

- + Nearly 30 individual parameters are assessed for each bank
- + Each parameter is rated on a scale from 0 to 5
- + Weighted averages are calculated for both Identity and Activation dimensions
- + The final score combines Identity (70%) and Activation (30%) components

The SPBix evaluates banks based solely on publicly available information, ensuring assessments reflect the same perspective that external stakeholders encounter when researching a bank's identity and values. This approach creates a level playing field for benchmarking and provides insights into how banks present themselves to the wider world.

### **This methodology ensures:**

- + Objective comparison across institutions
- + Comprehensive evaluation of both strategic and tactical elements
- + Balanced assessment of internal and external brand expression
- + Recognition of both traditional and digital brand activation
- + Regional Coverage

The index analyses 59<sup>5</sup> pure Swiss private banks across all linguistic regions, providing a comprehensive view of the industry. This broad coverage enables meaningful comparisons across different bank sizes and geographical locations, while identifying best practices and areas for improvement across the sector.

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<sup>5</sup> By « pure Swiss » we mean Private Banks headquartered in Switzerland (and not affiliates of foreign banks in Switzerland whose brand and identity are heavily, if not fully, influenced by the home office in another country).

# 7. Strategic recommendations for Swiss Private Banks

In an industry characterised by consolidation and intense competition, the way forward for Swiss private banks is to sharpen their brand strategies. A clear, purpose-driven identity and consistent activation are no longer optional, but essential for differentiation. The Swiss Private Banking Identity Index (SPBIX) reveals a significant opportunity for banks to align their identity and activation efforts to create a cohesive and impactful client experience and attract the talent they need to succeed. This section outlines actionable steps for banks to strengthen their brands and remain competitive in a challenging landscape.



## Enhance Brand Identity

At the heart of any strong brand is a clear and compelling identity. Swiss private banks need to review their purpose and values to ensure that they are not only well defined but also resonate with clients and employees. A strong purpose acts as a rallying point, guiding the bank's decisions and communications. Values must reinforce this purpose, creating a unified narrative that builds trust and loyalty.

## Activate the Brand

Purpose and values alone won't deliver results unless they are brought to life through consistent activation. This is where many banks stumble - there is often a gap between what they stand for and how customers perceive their interactions. Addressing this requires a commitment to action, starting at the top. Senior management must become ambassadors of the brand, consistently demonstrating its values in both public and internal forums.

Storytelling is another powerful activation tool. Stories humanise a brand, making it more relatable and memorable. Whether it's a customer success story, a community initiative or a commitment to sustainability, banks should weave their purpose and values into every narrative they share.

## Humanise

While private banking appears to be driven by numbers and analysis, neuroscience reveals a deeper truth: emotional connections fundamentally shape decision-making, with rational analysis often serving to justify choices already made at an emotional level. This insight is particularly relevant in private banking, where beneath the surface of financial data lies a landscape of deeply personal concerns. People use private banks to help them grapple with big life questions such as: how do I give my children some financial peace of mind? How do I give meaning to wealth? How do I make sure that my wealth management organisation is optimal and secure for my needs?

To leverage this emotional dimension, banks must craft their brand identity to engage both rationally and emotionally. This requires authentic storytelling that addresses deeper client motivations, complemented by senior leadership visibility that builds personal connections. Employee testimonials serve to humanise the institution, while internal brand ambassadors embody the bank's values in daily interactions.

The key lies in recognising that brand strength flows from the inside out. When employees deeply connect with the brand's purpose and values, they naturally become its most convincing advocates. This internal-external alignment creates a powerful authenticity that resonates with clients and prospects alike, transforming traditional banking relationships into meaningful, long-term partnerships built on trust and shared values.

## Leverage technology


Technology is levelling the playing field. Digital tools, such as AI-driven personalisation and cloud-based CRM platforms, enable banks to deliver tailored customer experiences at scale. But technology needs to be used thoughtfully. It should complement the human touch, not replace it, and ensure that customer relationships remain personal and meaningful. In addition, transparency is increasingly important to both customers and employees.

Platforms such as Kununu and Glassdoor provide valuable insights into a bank's culture and employee experience. Banks should actively monitor and respond to this feedback and use it to align their internal culture with their external brand.

The notion that powerful brand identity is the exclusive domain of large institutions is decisively challenged by our SPBIx findings. Half of the top-performing banks in our analysis are smaller institutions, demonstrating that brand excellence is achievable regardless of organisational size. In fact, we argue that brand identity and differentiation are even more crucial for smaller banks precisely because they cannot leverage economies of scale. Unable to compete on size or breadth of services, these institutions can distinguish themselves through distinctive brand identity and focused activation. Modern digital tools and platforms have democratised brand building, enabling smaller banks to project their unique identity as effectively as their larger counterparts, often with greater agility and authenticity.

# 8. Charting Your Course Forward

The Swiss private banking industry stands at a pivotal moment. In a world of rapid change and uncertainty, a strong brand serves as more than an identifier – it becomes an anchor of stability and a catalyst for growth. The SPBIx reveals clear opportunities for institutions willing to invest in their brand identity and activation.




The parallels with Switzerland's other premier industries are striking. Just as Swiss watchmakers, healthcare providers, and technology firms have successfully married tradition with innovation, private banks can leverage their centuries of expertise through contemporary brand expression. This is especially crucial in private banking, where success ultimately rests on human connections and emotional resonance.

The future belongs to those who act decisively. We invite you to explore how your institution can strengthen its brand foundation. Whether you're interested in understanding your current brand position, benchmarking against industry leaders, or developing a comprehensive brand strategy, our team is ready to help you navigate this journey.

Contact us to learn how the insights from the SPBIx can help your institution build a more resilient and distinctive presence in the market.







The Swiss Private Bank Identity Index (SPBIx)

# 2025 Full results



## SPBix Scores 2025: Overall and by Region.

	Universe	Identity rating	Activation rating	Overall rating
Overall	59 banks	1.92	1.68	1.84
Swiss German	29 banks	1.99	1.72	1.91
Romandie	23 banks	1.96	1.85	1.92
Ticino	7 banks	1.46	0.96	1.31

## The leaders by category

We are delighted to congratulate the banks that make it into each of our Top-10 rankings.

### Top-10 Swiss Private Banks Overall – Switzerland

<b>1</b>	Vontobel
<b>2</b>	Pictet
<b>3</b>	Banque Heritage
<b>4</b>	PKB Private Bank
<b>5</b>	UBS
<b>6</b>	Piguet Galland
<b>7</b>	Zürcher Kantonalbank
<b>8</b>	Graubündner Kantonalbank
<b>9</b>	Lienhardt & Partner
<b>10</b>	EFG

### Top-10 Swiss Private Banks - German speaking Switzerland

<b>1</b>	Vontobel
<b>2</b>	UBS
<b>3</b>	Zürcher Kantonalbank
<b>4</b>	Graubündner Kantonalbank
<b>5</b>	Lienhardt & Partner
<b>6</b>	EFG
<b>7</b>	Bergos
<b>8</b>	Reichmuth & Co.
<b>9</b>	Privatbank IHAG
<b>10</b>	Baumann & Cie

### Top-10 Swiss Private Banks - Romandie

<b>1</b>	Pictet
<b>2</b>	Banque Heritage
<b>3</b>	Piguet Galland
<b>4</b>	Mirabaud
<b>5</b>	Banque Cantonale Vaudoise
<b>6</b>	UBP
<b>7</b>	S.P. Hinduja Banque Privée SA
<b>8</b>	Banque Eric Sturdza
<b>9</b>	Alpian
<b>10</b>	Hyposwiss Private Bank

### Top-10 Swiss Private Banks - Ticino

<b>1</b>	PKB Private Bank
<b>2</b>	Banca del Sempione
<b>3</b>	Banca del Ceresio
<b>4</b>	Axion Swiss Bank
<b>5</b>	Banca Credinvest
<b>6</b>	Banca Zarattini
<b>7</b>	Societa Bancaria Ticinese

### Top-10 Swiss Private Banks - AuM more than 20 billion CHF

<b>1</b>	Vontobel
<b>2</b>	Pictet
<b>3</b>	UBS
<b>4</b>	Zürcher Kantonalbank
<b>5</b>	EFG
<b>6</b>	UBP
<b>7</b>	Julius Bär
<b>8</b>	LGT
<b>9</b>	Rothschild
<b>10</b>	Lombard Odier

### Top-10 Swiss Private Banks - AuM less than 20 billion CHF

<b>1</b>	Banque Heritage
<b>2</b>	PKB Private Bank
<b>3</b>	Piguet Galland
<b>4</b>	Graubündner Kantonalbank
<b>5</b>	Lienhardt & Partner
<b>6</b>	Mirabaud
<b>7</b>	Banque Cantonale Vaudoise
<b>8</b>	S.P. Hinduja Banque Privée SA
<b>9</b>	Bergos
<b>10</b>	Reichmuth & Co.

### Top-10 Swiss Private Banks – Best Identity Scores

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**1** Banque Heritage

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**2** PKB Private Bank

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**3** Piguet Galland

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**4** Vontobel

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**5** Lienhardt & Partner

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**6** EFG

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**7** UBS

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**8** Mirabaud

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**9** Pictet

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**10** Zürcher Kantonalbank

### Top-10 Swiss Private Banks – Best Activation Scores

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**1** Pictet

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**2** Graubündner Kantonalbank

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**3** Reichmuth & Co.

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**4** Vontobel

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**5** Zürcher Kantonalbank

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**6** Edmond de Rothschild

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**7** Julius Bär

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**8** UBS

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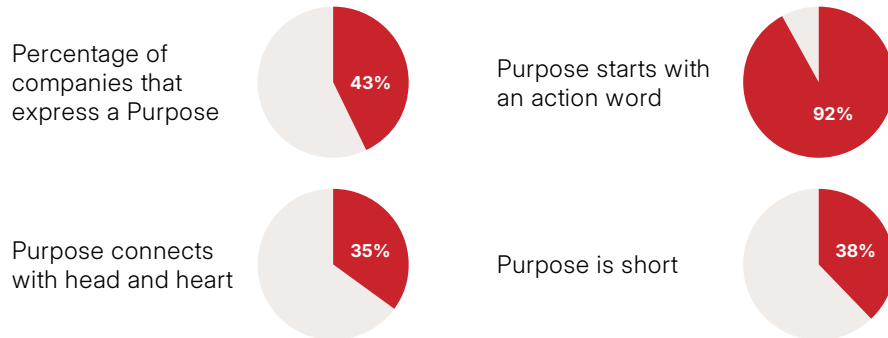
**9** UBP

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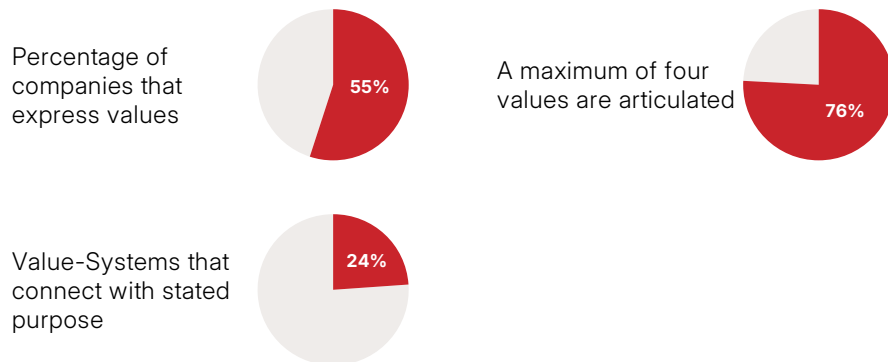
**10** Banque Eric Sturdza

# The Swiss Private Banking Identity Landscape

## Purpose



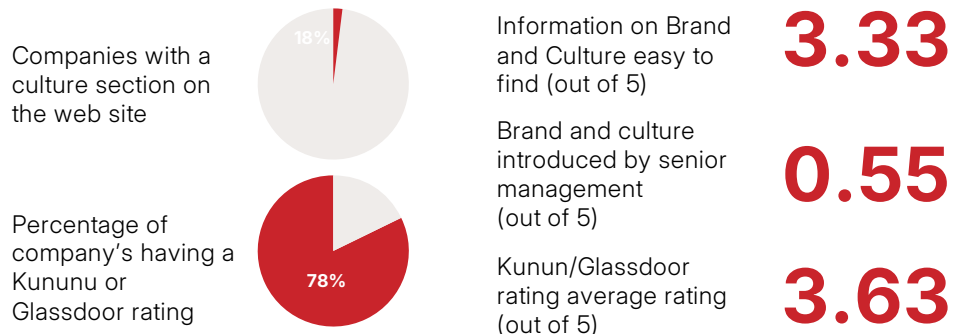
## Values



## Strap Line



## Activation



## Individual scores of each bank evaluated in SPBIX 2025.

Bank name	Identity rating	Activation rating	Total rating	Rank
Alpian	2.8	1.68	2.464	19
Axion Swiss Bank	1.4	0.8	1.22	41
Banca Credinvest	0.5	1	0.65	44
Banca del Ceresio	1.6	1.7	1.63	35
Banca del Sempione	2.1	1.4	1.89	32
Banca Zarattini	0	0	0	55
Bank von Roll	2.4	1.56	2.148	24
Banque Cantonale de Genève	0	0.79	0.237	51
Banque Cantonale Vaudoise	3.2	2.5	2.99	12
Banque Cramer	1.4	1.68	1.484	39
Banque Eric Sturdza	2.4	2.94	2.562	18
Banque Heritage	4.8	1.38	3.774	3
Banque Syz	1.6	1.42	1.546	37
Banque Thaler	0.5	0	0.35	49
Baumann & Cie	3	1.02	2.406	20
Bergos	3.2	1.67	2.741	15
Bonhôte	0	0.52	0.156	54
Bordier	0.5	1.7	0.86	43
BZ Bank	0	0.58	0.174	53
CBH	2.2	1.28	1.924	30
CIM Banque	0	0.7	0.21	52
Cité Gestion	2.4	0.8	1.92	31
Dreyfus	0.5	0.68	0.554	48
E. Gutzwiller & Cie.	1.4	1.49	1.427	40
Edmond de Rothschild	0	3.58	1.074	42
EFG	4	1.44	3.232	10
Globalance	2.6	1.66	2.318	21
Gonet	2.1	1.72	1.986	29
Graubündner Kantonalbank	3.2	3.9	3.41	8
Hyposwiss Private Bank	2.2	1.68	2.044	26
Julius Bär	1.8	3.53	2.319	22
Kaleido	2.4	1.02	1.986	28
LGT	2.2	2.46	2.278	23
Lienhardt & Partner	4	1.5	3.25	9
Lombard Odier	1.4	2.22	1.646	34
Maerki Baumann	2.4	1.3	2.07	25



<b>Bank name</b>	<b>Identity rating</b>	<b>Activation rating</b>	<b>Total rating</b>	<b>Rank</b>
Mirabaud	3.8	1.34	3.062	11
NPB	0	0	0	57
ONE swiss bank	0.5	1	0.65	47
Pictet	3.6	4.84	3.972	2
Piguet Galland	4.2	2.46	3.678	6
PKB Private Bank	4.6	1.8	3.76	4
Privatbank Bellerive	0.5	1	0.65	46
Privatbank IHAG	3.2	1.18	2.594	17
Privatbank von Graffenried	1.6	1.56	1.588	36
Private Client Bank	0	0	0	59
Rahn+Bodmer	2.1	1.74	1.992	27
Reichmuth & Co.	2.2	3.84	2.692	16
Rothschild	1.6	2.54	1.882	33
S.P. Hinduja Banque Privée SA	2.8	2.88	2.824	14
Safra Sarasin	1.6	1.36	1.528	38
Scobag	0	1	0.3	50
Societa Bancaria Ticinese	0	0	0	56
Trafina	0	0	0	58
UBP	2.6	3.46	2.858	13
UBS	3.8	3.49	3.707	5
Vontobel	4.2	3.7	4.05	1
Zähringer Privatbank	0.5	1	0.65	45
Zürcher Kantonalbank	3.4	3.59	3.457	7

# Get more insights

Leverage the Swiss Private Bank Identity Index to your advantage

SPBix 2025	SPBix 2025 INSIGHTS+	SPBix 2025 DEEP DIVE
<p>Comprehensive insight into the performance of Swiss private banks' brand identities, with detailed scoring across purpose, values and activation metrics.</p> <p>Helps banks identify specific opportunities for differentiation and strategic positioning in the evolving Swiss private banking landscape.</p>	<p>Comprehensive research results with detailed insights into your company. An in-depth assessment and direct comparison of your position against your peers on each of the criteria analysed (Identity + Activation).</p> <p>A detailed assessment of the quality of your purpose and values, and recommendations for activation. This includes a tailored preparation and report as well as a debriefing session. Delivery time is 10 working days on a 'first come, first served' basis.</p>	<p>You will receive all the tailored services of the INSIGHTS+ report plus an analysis of your company against specific peer universes defined with you and aligned to your company's strategy.</p> <p>This is presented in a dedicated workshop with your team, facilitated by the SPBix authors. Includes an in-depth preparatory briefing call to tailor the workshop to your needs, and a follow-up with concrete recommendations you can use in your business and brand strategy. Dates are on a 'first come, first served' basis.</p>
Free	CHF 7'500 + VAT	CHF 15'000 + VAT

We provide tailor-made services. If you are interested in being assessed on the SPBix methodology but are not part yet of the universe of companies analysed, please contact us.

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