A branch that looks like a hotel? Bradesco's (BBDC4) strategy to attract wealthy clients

Director Daniela Castro explains how Bradesco is betting on lounge-style offices, personalized service, and new benefits to attract wealthy clients.

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Anyone entering a **Bradesco Principal branch** might take a few seconds to realize they are, in fact, inside a **bank**. Instead of queues, teller windows, and number display panels, they find burgundy armchairs, light-colored sofas, wooden tables, and works by Brazilian artists. The atmosphere is more reminiscent of a hotel *lobby* than a bank branch.

Even the ATMs are discreetly hidden behind panels. The idea is to remove transactional services from the center of the experience and put the relationship in the foreground — with coffee, coworking spaces, events, and even professionals called 'enchantment managers.'

Behind this shift in the landscape lies a very real competition: Bradesco wants to move beyond being just one of the banks for high-income clients and become the leading one. And, after reorganizing its own portfolio, it intends to target clients who currently concentrate their investments and business with competitors.

Becoming the customer's primary bank

Principal was created in 2024 from an uncomfortable realization for Bradesco: the bank already had a significant base of high-income clients, but it wasn't working this portfolio in the best way.

There were approximately **800,000 clients** within the target profile, distributed between retail and Prime clients, with income starting at R$ 25,000 or investments of R$ 300,000 — up to the entry limit for Private Banking, of R$ 10 million.

"We had the client, but we weren't the primary bank for that audience," says **Daniela Castro**, director of Bradesco Principal, in an interview with **Seu Dinheiro**.

Instead of simply upgrading Prime clients, Bradesco decided to create its own segment. The proposal was built on four pillars: **customer service, card, benefits, and international offering**.

One of the central elements of the new model was reducing the number of clients per manager. With a smaller portfolio, the bank was able to increase the frequency and depth of the relationship.

The model attempts to combine this proximity with technology. The executive states that financial planning is used as the starting point of the relationship, while data, artificial intelligence, and Open Finance help to map assets and identify needs.

According to Castro, the ambition is not just to sell more products. It's to get the customer to concentrate more of their financial life with Bradesco.

The director revealed the first figures of the operation to Seu Dinheiro and detailed how the bank monitors the performance of different customer segments. Internally, the P1 segment includes people with a monthly income starting at R$ 25,000 or investments of up to R$ 300,000. In this group, investment inflow more than doubled.

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The bank also divides its portfolio into two other segments: P2, which includes clients with investments ranging from R$300,000 to R$1 million, and P3, aimed at those with between R$1 million and R$10 million invested.

Considering all of Principal's operations, investment inflows grew by 25%. During the same period, the loan portfolio increased by 18%, and total revenue registered an average increase of 20%.

Now, Bradesco wants to compete in the 'open sea'.

Bradesco's next step is to stop competing solely for its own customers and start taking customers away from competitors.

Bradesco has already completed serving its initial base of 800,000 people and plans to work with another **200,000 of its own bank customers in 2027**, many of them initially through digital channels or remote service.

To that end, the physical infrastructure is also expanding. **119 offices** are planned by the end of 2026 — 93 have already been opened.

But the plan doesn't stop there. The executive's stated goal is to bring Principal to **1.2 million clients** next year, which includes acquiring people who are currently distributed among names like Itaú, Santander, BTG, XP, and other institutions.

"We want to achieve sustainable growth, consolidating the segment, attracting the right customer, and keeping the team trained and skilled. It's a step-by-step process," says Castro.

Having a beautiful branch isn't enough: how does Bradesco expect to be chosen by high-income earners?

The battle for high-income earners, however, will not be won with comfortable armchairs or gourmet coffee alone.

Bradesco is betting on a combination of personal relationships and benefits to create reasons for customers to switch banks: international accounts in the United States, high-income credit cards, VIP lounges, concierge services, events, wealth planning, and services outside of traditional banking hours.

There is also a referral strategy. The concept of 'family members' encourages customers to bring family and friends to Principal.

The relationship also aims to extend beyond the walls of the office. According to the proposal, the manager can meet the client wherever is most convenient: at a restaurant, at home, at the hospital, or even on a farm. "We want to be where the customer is," the director summarizes.

The executive states that growth will be gradual, focusing on attracting the right audience and keeping teams prepared.

To support this expansion, Bradesco plans to reach 2,000 managers and 4,000 employees in its Principal division. Some of these professionals came from other areas of the bank; others were hired from the market and trained for a more consultative role.

The strategy also seeks to bring Principal closer to a new generation of high-net-worth clients, including the so-called 'new rich'.

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The challenge is to make the experience translate into business. A comfortable space can help attract the customer, but it doesn't guarantee that they will transfer their investments, concentrate their credit, or start using Bradesco as their main financial institution.

To that end, Bradesco is preparing a redesign of its app for this segment, with a launch planned for next year, and is investing in cultural, sporting, and entertainment events to strengthen its relationship with this audience.

"Our goal is to be the customer's choice, generating trust and stability," says Daniela.

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