



## Client Engagement Highlights: Improving Relationship Management Practices

### Client Profile

- The Business and Commercial Banking unit of a US Regional Bank.
- Financial performance comparable to its peer group average and a strong balance sheet.
- Recipient of an 'Excellence in Small Business Banking' award from Greenwich Associates.

The Bank is performing well and has not suffered significantly from credit quality issues. Recently, the bank has enjoyed increased market share and strong levels of customer satisfaction.

### Client Needs

The client has a well-defined sales and sales management process. However, relationship managers, product specialists and team leaders view this process primarily as a 'management reporting' tool and are implementing it in a perfunctory manner.

### Objectives of SPP's Engagement

- Increase 'buy-in' to the Sales Management Process (SMP), in order to improve execution.
- Improve the degree to which bankers use the SMP as a productive tool in their sales and business development efforts.
- Identify and leverage 'Sales Management Best Practices'.
- Improve the sales and performance management in Business and Commercial Banking.

### Results

The perception among Relationship Managers, Team Leaders and Product Specialists regarding the Sales Management Process has shifted significantly. Rather than being viewed primarily as a management reporting tool, it is more widely perceived as an effective tool to help bankers succeed. The quality of implementation has improved.

Business results are improving, driven by an increase in the number of opportunities identified, a shorter sales cycle and higher success rate. Cross-selling penetration has improved.

The following data is derived from surveys completed at the beginning and end of SPP's engagement.

<b>Client Engagement Performance Metrics</b> <i>(Note: "SMP" = Sales Management Process)</i>		<b>Baseline Survey</b>	<b>Implementation Survey</b> <i>(3 months later)</i>
1	The SMP helps me manage my time & priorities.	57%	75%
2	The SMP helps me manage my sales pipeline.	75%	80%
3	The SMP helps me retain business.	53%	76%
4	The SMP helps me act as a Trusted Advisor to clients.	50%	79%
5	The SMP helps me win business.	55%	76%
6	The SMP stimulates interaction between RMs & Specialists.	64%	83%
7	The SMP makes me more effective in my job.	67%	78%

### SPP's Methods

- Conducted initial due diligence to identify potential areas of improvement, collaborated with a 'steering group' within Business & Commercial Banking to refine/priorities these areas.
- Designed and facilitated a series of 'Best Practice Workshops' among bankers to develop recommended enhancements to the Sales Management Process (SMP). Collaborated with Steering Group to select and refine recommendations for implementation.
- Designed and facilitated a communication and action-planning process to drive implantation rapidly across Business & Commercial Banking, while building buy-in and sustainability.