

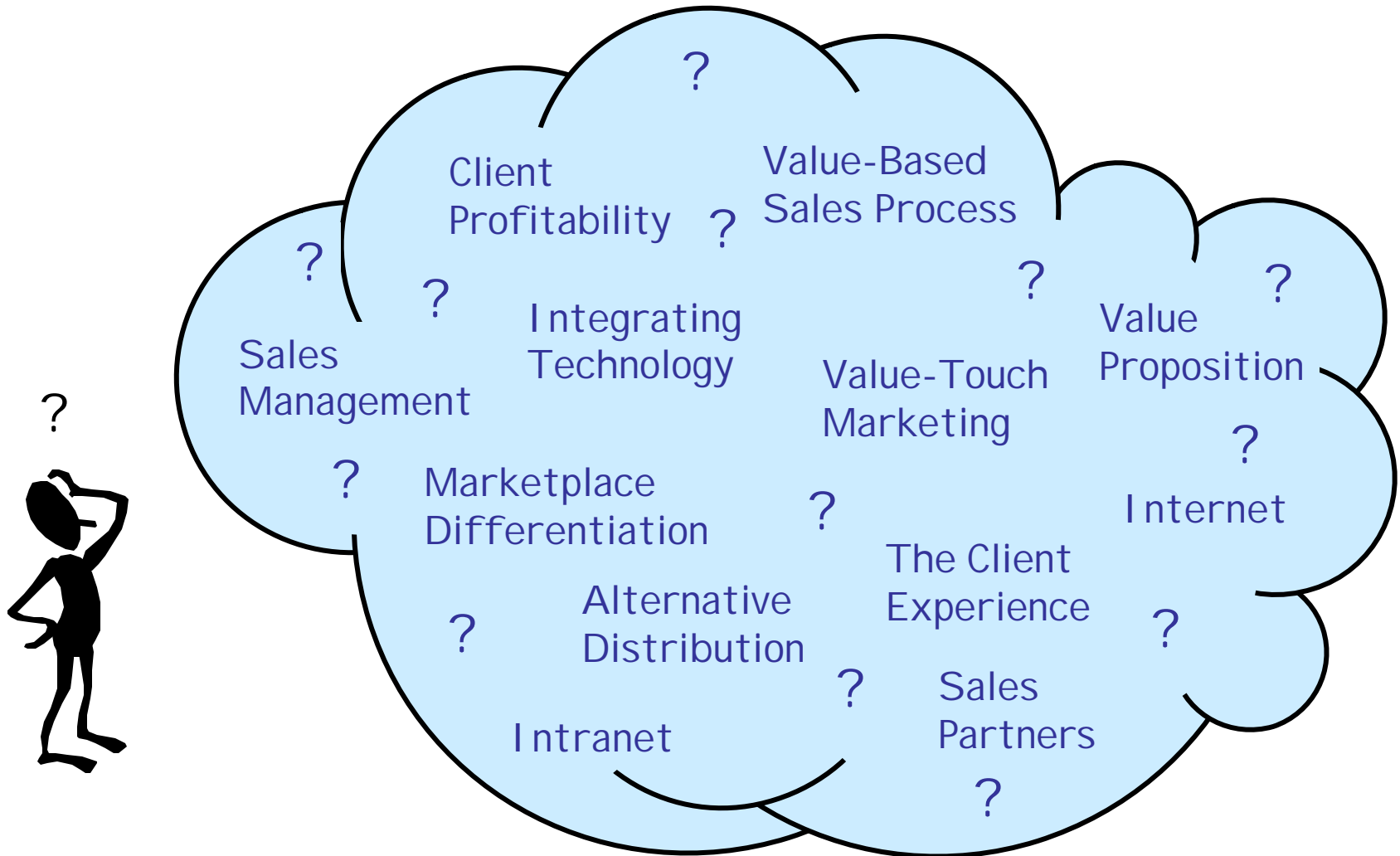
# Driving Sales While Improving Profitability



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# Thinking About Your Sales Organization?

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# Integrating Sales And Profitability



# Management Solutions

Strategic  
Alignment

- ➔ Begin with your business objectives.
  - Executive management determines what they want to accomplish.
- ➔ Determine your branding strategy.
  - Your organization's value proposition.
  - Differentiating the organization.
    - Client Intimate, Product Leadership, Operational Excellence.
- ➔ Determine your strategies.
  - Senior management determines how best to accomplish the business objectives.
- ➔ Develop products and pricing with best fit to your target markets.
- ➔ Align objectives with internal partners.

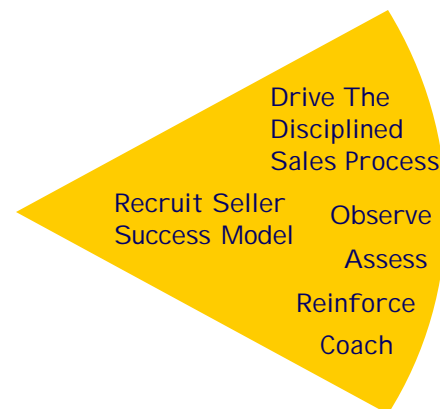


Determine  
Market Strategy  
Compensation  
Products  
Correct  
Organizational Pricing  
Functions  
Alignment Of  
Goals

# Management Solutions

## Sales Management

- ➔ Organize the sales resources.
  - Recruit and hire to your success model.
  - Develop and roll-out a training curriculum.
- ➔ Drive the disciplined sales process.
  - Activities, skills and behaviors.
    - Don't just focus on results.
- ➔ Remove mystery from the marketplace.
  - Technology and data base applications.
  - Targeted activities for client acquisition.
  - The development and use of propensity.
- ➔ Sales managers expected to coach.
  - Coaches that add value to sellers through observation, assessment, coaching, and continual reinforcement.



# Management Solutions

## Client Profitability

- ➔ What products are profitable for the bank?
  - Do you stop at measuring only portfolio profitability?
  - Is it virtuous to cross-sell?
- ➔ What clients are profitable for the bank?
  - Have you identified your high-value clients?
    - Based upon revenue or opportunity?
  - What is your cost to serve?
  - Can you identify the future group of high-value clients?
- ➔ What is the institution's cost of sale?
  - Channel profitability.
    - Should we charge for ATM use?
  - What is the impact of transaction behaviors?

Cost Of  
Sale And Delivery

Key Drivers Of  
Improvement

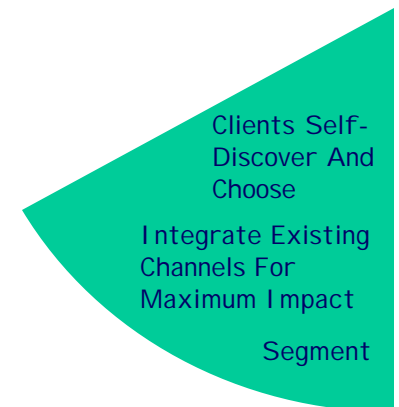
Product By Product

Where Are You-  
Want To Be

# Sales Process Solutions

## Channel Optimization

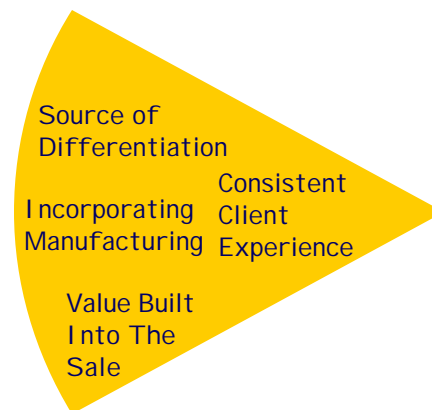
- ➔ What channels do we and can we offer?
  - Branches, ATMs, in-store locations, field sellers, phone centers, internet, and sales partners.
- ➔ Educating and allowing clients to self select.
  - Customers hate to be pushed.
  - Can be encouraged through education, pricing, and incentives.
- ➔ Integrating all channels for maximum impact.
  - Not just to broaden offer.
  - Too often additional channels just add cost
- ➔ Use of segmentation and propensity.



# Sales Process Solutions

## Value-Based Sales Process

- ➔ Determine the client experience based upon the values of the target audience.
  - A consistent, disciplined process.
    - Activities and behaviors drive results.
  - How we sell at our bank.
- ➔ Sellers that deliver value during the sales process.
  - Can you compete on the strength of your people?
- ➔ Does the back-room see itself as part of the sales process?
  - Do they support or hinder the sales process?
- ➔ Do we know if our clients are satisfied?

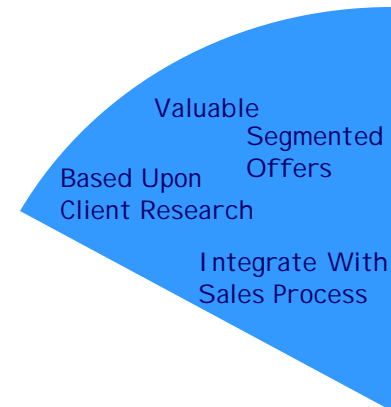




# Sales Process Solutions

## Value-Touch Marketing

- ➔ Integrate marketing with the sales process.
  - **Targeted.**
    - Pointed at markets you choose to compete for.
  - **Valuable.**
    - Touch them for their reasons, not for yours.
- ➔ Listen to your best clients.
  - Marketing based upon client value research.
  - Not just product features and benefits.
- ➔ Marketing that attracts the right clients to the correct channel.
  - Clients tire of product pushing mailers.

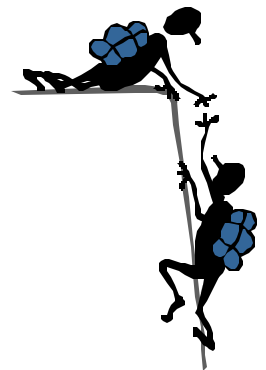


# Sales Partners

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- ➔ Align internal sales partners.
  - Develop goals and referral processes across LOBs.
  - Work with product managers to educate sellers.
- ➔ Integrate profitable third party offers, if needed.
  - Fill potential product holes in investment, insurance, trust, etc..

**Sales Partners**



# The Champion

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- ➔ Leadership. Without a Champion, someone to take ownership and drive the effort, it will fail.
- ➔ The Champions role:
  - Evangelize the mission and strategy.
  - Develop the point of view and pull it all together.
  - Develops a communication plan.
  - Keep driving to the future state.
  - Deal with internal barriers to success.
  - Collaborate with all managers.
  - Stay the course.
- ➔ Who is your Champion?



# Integrating Sales And Profitability

