



BAI Mavericks Playbook



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Thank you again for being part of **BAI Mavericks in Banking** earlier this month in Chicago, sponsored by Microsoft. The goal of this forum is to bring together a community of thought leaders to think differently about our business and to collaborate on ideas, which unfortunately we don't often get to do outside this type of setting. You were all inspiring to watch as you took on this goal with so much passion. We hope that you came away with expanded perspectives, fresh market insights and bold approaches to consider for your organization.

We know you are focused on what is absolutely crucial to performance, restoring confidence and creating value for customers. In the following pages, which are a **summary of proceedings** from our Open Discussion sessions on site, we hope that you will find a worthy source of continued inspiration and ideas throughout the year. We hope it will also make you reflect on how bold thinking and different approaches to challenges can result in new ideas and remind you how creative and fun problem-solving can be!

Don't forget to tap into the **BAI Mavericks in Banking private online community at www.bai.org/community** to gain exclusive access to podcasts, webcasts, research and other value information added throughout the year. This is also the place to keep the discussions you started and the connections you made at the Chicago forum alive. We have heard from many of you that the greatest value is the ability to stay connected with the other mavericks. This is an easy way to do just that.

If you have any questions about the enclosed materials or other upcoming BAI Mavericks in Banking networking and executive education events – please feel free to reach out to either of us directly. Or, contact Alison Estrada, Director, BAI at 312-683-2421 or via email at aestrada@bai.org.

Kind regards,

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BAI is Bank Administration Institute and BAI Center.

STAY CONNECTED - Continue the discussion with fellow Mavericks after the forum by joining the BAI Mavericks in Banking private community, sponsored by Microsoft. We'll be posting regular updates, so check back often. **Join today!**

www.bai.org/community
<**<http://www.bai.org/community>**>

SAVE THE DATE:

In November, join us at BAI Retail Delivery Conference & Expo November 3–5, 2009 Boston Convention & Exhibition Center.

On November 4, 2009 you're invited to an exclusive VIP reception at BAI Retail Delivery for senior-level bankers and other Mavericks like you.

Message from Group Partners

If you are reading this document, it's likely because you were part of the 2009 BAI "Maverick's in Banking" conference held in Chicago on May 4-6, 2009. This document, and it's a hefty one, is a combination of explanation, summary, and detail all rolled together.

As a quick summary . . .

- There were four decision tables, each meant to help us explore ideas about part of an integrated go-to-market strategy: **Customer Experience, Offers, Channels, and Talent.**
- We used four "strategic lenses," each oriented towards a segment of customers, to help us explore strategic alternatives from different perspectives: **Millennial, Intergenerational Wealth Transfer, Small Business and Mass Affluent.**
- We created ad hoc working groups around each segment to work on each of the four decision tables.

This document is written in the form we typically use for our corporate clients. There are high level "Big Ideas" that cut across all the work we did, there are detailed strands that cut through the individual strategies, and thoughts that exist somewhere between the two. Because such a heterogeneous group did the work, none of these can be taken as true recommendations or findings. Instead, think of the work as useful provocation and a place to start similar conversations in your own organization.

The tool we used, a decision table, is one of many tools used at Group Partners to help clients think through big strategy, big transactions, or big decisions. We've worked for several hundred well-known organizations and completed more than 2500 decision-oriented assignments. Our calling card is our devotion to decision acceleration, leveraging the insights and knowledge of the organization, and making sure we're not solving the wrong problem really well. There's more about us at the back of this document and you can always track us down at www.grouppartners.net.

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About This Document

This document is organized as follows:

- **The Strategic Lenses:** These are the “thought-starters” we used to anchor our exploration of strategic possibilities.
- **The Big Ideas:** A summary of big ideas that crossed all segments and all categories. Start here if you just want the highlights.
- **Segment Views:** Individual summaries of the big and small ideas from the segment work.
- **Hello Playbook:** Introduction to the basic concepts behind using a decision table to create strategic alternatives and ultimately arriving at a well-reasoned choice. Start here if you are interested in the process.
- **Definitions:** These are detailed definitions of the individual decision table columns and choices.

As you read, keep in mind that different groups worked on customer experience, offers, channels, and talent. In some cases, for example in channels and talent, there are conflicting ideas about what people should do. We have attempted to note this where the differences are dramatic.

The Strategic Lenses

Become Relevant to the Millennials

Millennials are the technological bell cows. They live their lives in the open. They use completely different mechanisms for judging credibility and trustworthiness. They don't have the same relationship with the concept of “branch” that older generations do. They don't consume high-profit products and services. And yet, as a group they spend over a trillion dollars per annum in the US.

Your challenge: To radically rethink the value proposition and sales/service model for this customer segment.

Win the Intergenerational Transfer Game

We've been talking for years about the pending wealth transfer as boomer parents die and leave untold riches to their children, grandchildren, and other heirs. Dig beneath the surface and what do you find? Older customers who don't borrow or use profitable products. Children and grandchildren who live elsewhere.

Along come big issues and big decisions, as mom and dad's health and care need change. Suddenly, all that money is heading out the door. Unless these are private banking clients, bankers are seldom anywhere to be found when these big decisions are made.

Your challenge: To radically rethink the value proposition and sales/service model for this customer segment.

Double/Double the Invisible Middle

Invisible middle, mass affluent, nearly affluent . . . everyone describes them differently. Everyone talks about them, few financial institutions have figured out a really sparkling value proposition and sales/service model that makes sense. Private banking light? Retail banking on steroids? Just let the bankers figure it out? Surely there must be a better way to do this. The Double/Double challenge is to think about increasing both the number of households (taking them away from competitors) and increasing the economic value of the customers you have. Think big. Double the number and double the value.

Your challenge: To radically rethink the value proposition and sales/service model for this customer segment.

Putting the Sparkle Into Small Business

The small business triple play—bank the company, bank the owners, bank the employees—is so well known, it's nearly gospel. Twenty years ago, small business banking was a hotbed of innovation. Today, it is nearly impossible to tell the difference between banks and offers.

If you are a new business—a SOHO (Small Office, Home Office)—and less than gold-plated, it's nearly impossible to be banked as a business. If you are bankable, you seldom if ever get any recognition or credit for playing your part in the triple play. Banks talk about value but at the end of the day, it's all about selling products.

Your challenge: To radically rethink the value proposition and sales/service model for this customer segment.

The Big Ideas – From across the Strategic Lens

Customer Experience

Choice and Service – Regardless of segment, customers want choices and expect superior service. In particular, every strategy says that customers should be able to have a choice when, if, how they are migrated to different treatment strategies, including “buying up.”

Be more like Amazon: emulate its “Prime Shipping” and “You might also like” offerings. We have to learn to play in a world where all group segments rely on social networks for recommendations (with the Millennials leading the way in online interconnectivity).

There is total consensus on average fee parity among all groups. In other words, customers are prepared to pay for services they value. Rewards still really work.

Bank employees need to be empowered to make decisions and recommendations.

So in terms of channels and technology, we need to be where customers are and be right there when they are ready to use these services.

Offers

Customization – All strategic lens groups selected dynamic bundling to support customers’ need for choices and a growing appetite for superior service customization.

We need to strike the right balance: choices need to be simple to differentiate the offerings but not too overwhelming in terms of the available options.

Advice needs to go hand-in-hand with choices and be available through knowledgeable bankers and sophisticated tools.

Talent

Empowerment – Empowered bankers and specialists, regardless of segment.

A blend of sales and advice skills – A key finding here: the concept of advice and sales is blurred in all the groups, yet everyone acknowledged that we are clearly not where we need to be. Except for Millennials, compensation and incentive needed to be based on team performance and portfolio value

Coaching, mentoring and two-way communications are critical to the success of any talent strategy for any segment.

Hire for (soft) sales and advice skills and train people for specific bank and industry (hard) skills.

Channels

Multi-channel and multi-touch points are critical but will vary from one strategic lens to another. For Small Business, the ability to offer service and sales at most of the channels is important while less so for Millennials and Mass Affluents who favor online, mobile and ATM offerings. With their increased hours of business, in-stores can and should be leveraged for most of the groups.

Consistent service – Ensuring service consistency and seamlessness *à la* LendingTree is ideal, including LendingTree’s impressive quick referral to follow-up call time.

Kiosks and mobile devices are other channels that need to be explored as viable alternatives to reach more customer segments.

Millennials

As defined by the working groups:

- Brand sensitive
- Not too cost conscious

- Tech focus
- Just in time – no attention span
- Like their convenience
- Seek friends on Internet for advice

The Big Ideas

The concept of **social networks** was an important theme for the millennial sector. This could/should be harvested into a marketing lead-in to this group.

Be like Amazon and allow people to create and publish their own personal bundles of service (with a focus on hi-tech deliveries). Use the concept of social bundles allowing people to compare packages and “get what Johnny has.”

Millennials need and want to make choices – the feeling of personalization and customization is critical to this group.

Millennials are skeptical by nature which means the ability to create a “trusted community” of users is critical.

Hire people that “get it” and “use it”. Millennials will not trust their peers to know banking, so they want someone who is credible and who at the same time can relate to them. Advice delivered from a third party (i.e. through a social network) is entirely acceptable for this group.

Recent research published by Microsoft on Millennials suggests that this group is ready and willing to pay for services and will come in if they deem it important enough – so it's important to send the right message: “we're here for you and we're not turning our back on you.”

Millennials expect something in return for their patronage. One idea: Reward them for referrals and pay them/reimburse their fees if the bank screws up. This can be used to monitor the most frequent mistakes and then to re-engineer the process if the cost becomes excessive.

Develop iPhone apps and use Mall Kiosks to get great connectivity to this segment and make your bank cutting edge.

Designing incentives and compensation for Millennials is a challenge. How to measure customer experience? How much of it can the banker own? This segment won't interact the same way as other groups and their preference in interacting online makes it hard to determine. A lot of their loyalty will be based on their experience vs. the number of products they have.

Customer Experience

Millennials want to choose their own product mix or bundle. They want to pick when and if they migrate to another treatment strategy.

Partnering and co-marketing efforts help reach Millennials. This third party relationship strategy focuses energy through all of the social marketing tools such as Facebook, Amazon, etc.

The learning occurs by participating in social networks. Investing in technology tools, both online (self-help, calculators, etc.) and with the bankers (predictive modeling, next logical sale and pre-approvals). It also helps customer learning and purchasing to ensure quality.

The loyalty progression leverages online interactivity to increase engagement by providing personal portal tools, Amazon-like social context and special offers for bank products and services. Rewards are tied to referrals in this segment.

The fees are comparable to other market segments, but customers have the right to buy out waivers, *à la* Amazon Prime offering.

There is a strong interactive and electronic focus to meet the needs of this just-in-time audience in terms of the sales and advice tools.

Offers

Millennials need to believe that they are getting “excellence at a fair price because they matter” and that the products and services have “real-life relevance.”

Replace bank-designed bundles with “social bundles”: customers design and publish their own bundles and deals. Additional services are offered at a lower cost or fee which helps drive loyalty with this segment based on the “value” Millennials have found in banking with you.

Make sure you have an “all-star” deposit and loan product to anchor this strategy. Support with easy-to-understand and brief terms and conditions.

Product offerings need to be constantly refreshed to satisfy the short attention span of Millennials. Upgrade service capabilities.

Advice for this segment needs to be better than class and semi-customizable. Provide through certified local resources or approved third party providers and community resources.

Non-Financial offerings are at parity with competitors and are provided online and intermediary third party providers.

Offer upgraded offers to top customers.

Focus the online offering on high service levels. Provide better-than-class advice tools.

Channels

The emphasis is on full-service online, mobile and ATM offerings. Kiosks and Third Parties handle sales only. In-stores need to be leveraged because of their increased hours. Branches, specialist locations and call centers don’t need to be emphasized. Put a big emphasis on kiosks in specialist and partnership locations as well as high traffic areas.

Certified Bankers, managers and specialists need to be skilled sales people with the ability to deliver advice solutions online and be skilled in outbound sales (phone and/or in person). A good example of this can be found in Apple stores where two types of staff are on the floor at all times. “Roamer” (front line staff—dressed in a same color T-Shirt) are trained to welcome, recognize customer needs and direct customers to Specialists (who wear a different color T-Shirt).

The remote channel is important for Millennials and carries a full menu through mobile and online, a limited menu through kiosks and ATMs, while none is necessary through contact centers and third parties. Service depth is not required through any remote channel. Contact centers and third parties do not need to have any depth of sales skills; however, Millennials do respond to sales triggers and key points and hence the need to be conversationally competent in terms of advice.

Talent

Bankers -- To be able to offer this highly customized level of customer service, bankers need to possess strong sales skills and be experienced advisor as roughly 70% of their time will be spent in these key roles.

Bankers must be hired with service experience and bank knowledge. Their compensation is based upon production and customer satisfaction and with individual-base incentives.

Ideally, training is two days per month or less, tied to certification with a combination of classroom and e-learning. Both their coaching and mentoring is offered by the bank programs and communication leverages full social networking.

Specialists concentrate 50% of their time on providing advice through a consultative approach that prepares Millennials to buy products. The other 50% of the time is split evenly between servicing and selling to this segment. People with strong sales and financial advice experience background are therefore required.

Managers spend 60% of their time split evenly between coaching and advising. The remaining time is split equally between sales/service and other tasks. Individuals with experience in service, management as well as strong coaching skills are recommended. Managers are hired with service, management, coaching and leadership experience and are trained to further develop their management, coaching and leadership skills. Like bankers and specialists, training is ideally two days per month or less, tied to certification and career path. The training is a combination of classroom and e-learning and front loads new hire training. Coaching and mentoring is structured and programmatic.

Small Business

As defined by the working groups:

- Small Business is a lot like the Mass Affluents
- “On my terms”
- Vastly different banking needs
- Want to be treated the same whether the business generates \$50,000 sales or \$5 million sales.
- Consistency, no matter what channel is selected.

The Big Ideas

Create a **Virtual Holding Company** account that comprises all of the customer’s tax IDs and accounts. Information should remain online and available for multiple years.

Provide a **Single Card Access**; one card to access all the accounts for all the entities.

Create an employee credit card that allows employees to tag expenses as personal or business expenses. Tagged business expenses flow through to the master employer account where he/she can accept or deny. Accepted expenses are paid immediately.

Well-trained and empowered business bankers are the point of sales/advice contact. Bankers provide service and support. “The team” is and coached by the manager.

There should be space in bank facilities for partners to provide all-around service to Small Business operators. Partners could provide space in their shop for bank representatives.

The in-store channel is important to the Small Business segment due to the convenience of location and hours for Small Business customers.

The overall “My Way” experience has to be seamless and provide consistent service and information regardless of channels selected. Ultimately the customer behavior should drive which channels get eliminated or added.

Customer Experience

This customer wants to choose his or her own product mix or bundle, service standards and when/if to migrate to other treatment strategies.

Guerilla marketing, one-to-one branding and street teams can help reach Small Business customers.

The learning and selection/purchasing phases have to be supported by experienced bankers. Improved service will come from empowered bankers. Counsel and advice are provided through simple planning by a banker or a specialist. The customer must experience a feeling of all encompassing trust through optimum interactions that always add value.

The loyalty progression leverages online interactivity to increase engagement by providing personal portal tools, Amazon-like social context and special offers for bank products and services. Rewards are tied to the total financial value of the Small Business customer.

The fees are comparable to the market with this segment, and bankers will have broad discretion to waive them if necessary.

Online sales and advice tools are robust and provide high functionality.

Offers

This segment needs flexibility, convenience and advice regarding the product offers.

Create a **Virtual Holding Company** account that comprises all of the customer's tax IDs and accounts. Information should remain online and available for multiple years.

Provide a **Single Card Access**; one card to access all the accounts for all the entities.

The differentiation in this segment is through excellent features and competitive pricing. The range of service capabilities need to be second to none.

Small Business customers like to be advised by professionals and will appreciate customized advice solutions for their “on my terms” needs. Non-Financial offerings for general retail clients are at parity with competitors and are provided centrally by phone or online.

Top customers have to be treated exceptionally well in service, advice in financial and non-financial matters.

Channels

Small Business Customers require full-service branches. In addition, in-stores and kiosks provide sales and service and in some cases access to cash. Specialist locations, contact centers and online provide sales, service and access to specialists. ATM is for service and cash only. Mobile is service only and third party is specialist only offerings.

Kiosks could be an attractive channel for this segment and should be placed where they can be easily accessed. Specialist business bankers should be located in branches, operate remotely and be co-located in partner locations.

All products and services are available in the branches. Tellers, bankers, personal bankers and managers need to be conversationally competent and can respond to triggers and key points. Specialists and managers provide advice.

Unique products and services could be available in specialist locations. Specialists have deep competence and are expected to be advice givers.

The remote channel provides a full menu of products and services through the contact center and online, and a limited menu through mobile and ATM. Kiosks and third parties are part of a unique offering. Sales and advice skills are extensive in both contact centers and third parties and include outbound calling using a structured sales process.

Talent

Bankers, defined as business bankers, need to spend the majority of their time in sales and advice roles. They are therefore hired with service, advice and banking experience and are trained to continue to develop these skills.

Specialists, defined as Treasury services, etc., concentrate 30% of their time on providing advice. The rest of their time is spent evenly between sales and coaching roles. Specialists are hired with sales, advice and industry experience and are trained to develop sales, advice and bank knowledge.

Managers, as defined as a district manager or sales manager of the segment, spend 40% of their time coaching. The rest of their time is split evenly among service, sales, advice, lending, other, risk and operations. Managers are hired with service, management, coaching, leadership and banking experience and are trained to further develop their management, coaching, leadership and banking skills.

Intergenerational Transfer

As defined by the working groups:

- The Intergenerational (older group) have mass affluent tendencies and tend to be more relationship-based and less technologically savvy.
- The next generation referred as the “Skip Generation” by one of our working groups, is more concerned with making the process simple and easy to execute. They may not bank with you yet.
- The challenge is in how to bridge the differences between the two and meet all the needs of all the players.

The Big Ideas

This segment addresses a more complex customer; it revolves specifically around the transfer of wealth and providing a service around setting up wills, trusts, etc. It lends itself to specialists because we’re dealing with a group of people used to traditional ways of banking. On the other hand, the Skip Generation is willing to use all the channels and has different needs. The job (and challenge) is to retain the Intergenerational while serving the needs of the Skip Generation.

Create the “Create a Virtual Trust Dashboard” that is at the center of the relationship and allows all interested parties to see what is happening.

Develop a “Self Serve Estate Planning” resource for the younger generations that allows them do estate planning on their own (wealth transfer, wealth presentation) and forces them to think about life/financial planning.

Offer HR Block-like ability to pick the level of help the customer wants.

Use a “Family Meeting” to will bring everyone together including partners and specialists in order to set everything up and introduce the Virtual Trust Dashboard

Staff with specialists who can work effectively with estate lawyers

For customers already in the bank: it’s a way to reach the next generation that may not bank with us

Customer Experience

The Intergenerational are able to choose whom they deal with and the Skip Generation can specify how the bank contacts them for sales and service interactions. Both sub segments can choose how, when, if they are migrated.

The Skip Generation can be reached through their Intergenerational family members and also with the help of branding, traditional media and direct response campaigns.

The learning for Intergenerationals happens through investments in local education and seminars, while the Skip Generation investigates online tools. The selection/purchasing occurs through a simplified product set for the Intergenerationals and upgraded banker knowledge skills for the Skip Generation.

Both sub-segments experience a smoother application to close process due to the strong investment in the people. Nothing is done to improve quality assurance for the Intergenerationals but Skip Generation issues can be escalated if necessary.

Improved service comes from empowered bankers for the Intergenerationals and with upgraded online self-help tools for the Skip Generation.

Finally, counsel and advice are provided through simple planning by a banker or specialist for the Intergenerationals and online tools, calculators and models. The Intergenerationals are a high touch strategy while the Skip Generation is reached through an online remote strategy. Although separate the two must be seamless.

The loyalty progression for the Skip Generation leverages online interactivity to increase engagement by providing personal portal tools, Amazon-like social context and special offers for bank products and services. The loyalty progression for the Intergenerationals relies on bankers to profile and contact, combining the banker's knowledge with data to help understand and appreciate the customers by staying in touch with them. Finally, the rewards strategy for both of these segments is tied to their patronage and longevity with the bank.

The fees can be set above the average for Intergenerationals and comparable to the market for the Skip Generation. The ability to waive fees for both of these sub-segments will be tied to their status.

There are no selections for either of the sub-segments in terms of the sales and advice tools. However, the Virtual Trust tool is obviously an integral part of the overall strategy in terms of linking the two generations by providing information that is easy to understand.

Offers

The offer strategy hinges on creating a resource that helps the customer pull together their family, advisors, and financial assets to ensure a smooth intergenerational and legacy transfer. For the bank, this same approach creates an opportunity to connect with the next generation, the advisors, and the legatees.

Create the “Create a Virtual Trust Dashboard” that is at the center of the relationship and allows all interested parties to see what is happening.

Develop a “Self Serve Estate Planning” resource for the younger generations that allows them do estate planning on their own (wealth transfer, wealth presentation) and forces them to think about life/financial planning.

We should offer a full range of deposit and loan products. They are differentiated by duration and terms and conditions. The range of service capabilities for this segment is going to be at parity in the market and can be differentiated by access, quality and scope.

Advice for this segment needs to be better than class and consists of packaged, semi and full-customized advice solutions. It can be provided by leveraging internal partners, working with regional resources, certified local resources or third party providers.

Non-Financial information plays a big part for general retail clients, is at parity with competitors and is provided by centrally operated phone or online, regional resources, internal partners and lines of business or third party providers.

Top customers need to get better access and quality in service, advice and non-financial matters. They are differentiated by special deposit and loan bundles and terms and conditions available to them.

Channels

While we can serve these clients in all channels, this strategy calls out for some number of full-service specialist locations. Online, contact centers and third parties are reinforced by providing direct access to specialists.

The branch channel focuses on Intergenerationals by offering a limited subset of products and unique services. Tellers can respond to triggers and key points. The bankers, personal bankers, specialists and managers all have strong sales and referral skills. Bankers, personal bankers, specialists and managers all need to be conversationally competent.

In the specialty channel there is a full menu of product and service offerings. Specialists and managers need to have strong sales and advice skills.

It would be possible to make available unique offers through the contact center and online. The online offering is very interactive, leverages videoconferencing to create a top of line online service with optional home service to install hardware (web cam) and set up access (online banking) on home computers. There is limited product depth through third parties and nothing in the mobile, kiosk and ATM channels. The same is true for service depth with no selection for third party offerings. Agents in contact centers have the ability to respond to triggers and key points and provide small amounts of advice.

For Intergenerationals and the Skip Generation, the channel strategy boils down to a very highly specialized, expensive platform. The trade off is the ability to get profitable referrals to intergenerational friends and social networks and from increased penetration into the Skip Generation that may not be banking with you.

Talent

The **banker is the lead**. He/She has the rapport with the customers. The most important role for the banker is relational sales, which is built on trust. In order to do that, bankers need to spend 40% of their time selling, 30% advising, 20% servicing and 10% each doing lending, operations and other tasks.

Bankers are hired with service experience and are trained to develop bank knowledge and service skills. Their compensation is based upon production and their incentive is based upon team performance. The team incentive between banker and specialist is important to the success of this strategy. Their career path aims at keeping them in the job family. Ideally, their training is two days per month or less, tied to their career path and is primarily classroom-taught. Their coaching comes from their supervisor as needed and their mentoring is structured and programmatic. Communication with these bankers is a two-way cascade.

Specialists concentrate 50% of their time on providing advice. They spend another 20% selling and the remaining 40% of their time is split evenly between service, risk, coaching and other duties.

Specialists are hired with service experience and are trained to develop their specialty knowledge. Their compensation is based upon a portfolio value and their incentive is team based. Their career path aims to keep them in the job family. Ideally, their training is two days per month or less and is classroom-taught. Their coaching comes from their supervisor as needed and their mentoring is structured and programmatic. Communication with these specialists is a two-way cascade.

Managers spend 70% of their time coaching. Another 40% of their time is split evenly among service, sales, advice and other tasks.

Managers are hired with service, management, coaching, leadership and banking experience and are trained to further develop their management, coaching and leadership skills. Their compensation is based upon a portfolio and their incentive is based upon branch performance. Their career path aims to keep them in the bank. Ideally, their training is two days per month or less and is tied to their career path. The training comes from the leader's guides and both their coaching and mentoring are structured and programmatic.

Mass Affluents (“The invisible middle”)

As defined by the working groups:

- All of the working groups struggle a bit to define this segment adequately. In general, the definition landed at between \$250k to \$1 Million of total investment dollars with an annual income of \$100k+.
- Mass Affluents are not a single demographic group. Just one example, they span nearly the entire age range.

The Big Ideas

This customer wants to choose his or her own product mix or bundle, service standards and migration. They feel like they deserve or have earned the right to choose and are willing to “buy up” for it if necessary.

They believe they “deserve a little credit” which they are willing to pay for *à la* Amazon Prime offering. Think in terms of a “loyalty progression” vs. “in or out” type of segment plays. Amex does this with their progression of card colors.

Wherever Mass Affluents are in that loyalty progression, they need to have empowered specialists in all channels with high availability with the ability to blend advice and simplify the product set to ease the sale and cost of sale.

One big idea is to create and use a “financial health index” as a sales and planning tool. Bankers who service the Mass Affluents must be acutely aware of their needs and must possess seasoned financial advice skills – it is a key driver in this segment.

Non-Financial offerings for general retail clients are better than the competitors and consist of migration tools and personal/concierge services that are provided centrally by phone or online or locally by a banker or manager.

Customer Experience

This customer wants to choose his or her own product mix or bundle. Quality of service is critical. They feel like they deserve or have earned the right to choose and are willing to “buy up” for it if necessary. They like to deal directly with a banker and demand a concierge-style of services.

Guerilla marketing that relies on time, energy and imagination (intercept encounters, street giveaways, and other unconventional tactics) should be used to target the Mass Affluent group in addition to more traditional media and direct response efforts.

Customer learning is supported by continuously upgrading the knowledge and skills of the banker. Improved service comes from empowered bankers and counsel/advice is provided through simple planning by a banker or specialist.

The loyalty progression leverages a data-driven calling program, Amazon-like social context is important and special offers for bank products and services. Rewards are tied to the quality of the customer as judged by various metrics.

There is a strong interactive and electronic focus to meet the needs of this segment.

Offers

This segment needs to be empowered by trust and transparency and how we work with them to provide better tools and offers to improve their financial health. One of the big ideas in this category is the concept of a financial health “index” product that seeks to holistically improve their offerings and provides a financial ‘check-up’.

There are many bank-produced bundles that mix services, advice and non-financial offerings. The customer would experience dynamic pricing based upon the bundle they had a say in putting together.

Advice solutions are fully customized and provided by a centralized advice group or certified local resources.

Non-Financial offerings for general retail clients consist of migration tools and personal/concierge services that are provided centrally by phone or online or locally by a banker or manager.

Channels

Mass Affluents require more sophisticated services. They have different purchasing behaviors so they must be given the full spectrum of options with all distribution channels open to them.

A way of doing this is to provide a specialized queue and resources in the contact center to help differentiate that group of people and provide selective differentiation. Another way is to provide access to a ‘personal banker’ – positioned between the teller and the branch manager – with good core understanding of products and know-how to refer to appropriate ‘specialists’ when necessary.

The core of the channel strategy is full-service across all available channels, (branch, specialist locations, contact center, online, mobile, kiosks, ATM and third party offerings). The only exception to this are in-stores which only delivers service to Mass Affluent customers (vs. sales and advice).

The site strategy puts kiosks and specialists in branches; the specialist site strategy would also include remote locations.

The branch channel focuses on Mass Affluents by offering a full product menu and full service depth. Tellers are trained to respond to triggers and key points from a sales perspective and are conversant (“fly the plane”) in terms of advice. The bankers have strong sales skills and can also “fly the plane” in terms of advice. The personal bankers, specialists and managers would do outbound sales calling and can advise the customer directly (“build the plane”).

The full product and service menu and is available in any specialty channels. Specialists and managers have deep sales skills and are expected to do outbound calls. Managers and specialists are certified advice professionals. Tellers, bankers and personal bankers need not be leveraged for either sales or advice in this channel for this segment.

Service depth is full menu across all the remote channels (contact center, online, mobile, kiosk, ATM and third party) for the Mass Affluents. The contact center has deep sales skill levels and is able to offer advice.

Talent

Mass Affluent customers are assigned to a **specialist and a banker**. Together, they provide service 50% of the time and referrals as a proxy for sales 30% of the time. Bankers spend 20% of their time providing risk prevention while no time at all is spent providing advice, lending or other activities.

Bankers are hired with experience at the bank and are trained to develop their service skills. Their compensation is based upon quality and customer satisfaction and their incentive is based upon team performance.

Specialists concentrate 60% of their time split evenly between selling and advice roles. The remaining 40% is spent equally between service and lending/risk. They don’t need to spend any time coaching.

Specialists are hired with advice experience and are trained to develop their specialty knowledge. Their compensation is based upon a combination of metrics (activity, production, quality, customer satisfaction and portfolio value) and their incentive is based upon a combination of individual, team and branch performance.

Managers spend 60% of their time coaching. Another 20% of their time is spent on risk and ops and the last 20% split evenly between service and sales. No time needs to be allocated to advice, lending or other tasks.

Managers are hired with service, management, coaching, leadership, banking and financial services experience and are trained to further develop their management, coaching and leadership skills as well as their bank and industry knowledge.

Not a lot of time is spent on training. Leverage self-study performed on own time rather than pulling the producers out of production. The assumption is that you hire the talent. The end goal is to get the Mass Affluent customer in the right group and be able to recognize the more complex needs that are better served with another specialist in the bank.

Hello Playbook



A playbook is a tool that helps you think through a series of linked decisions on a big topic. In this case, the topic is anything to do with bringing an offer to market through a retail-banking channel.

Playbooks are built on decision-making concepts first articulated at MIT in the 1960s. Forty years later, the discipline, called Decision Analysis, has been used and proven in a wide range of industries, including automotive, ethical drugs, oil and gas, IT, and financial services to name a few.

The heart of the playbook is something called a *decision table*. Think of it as an analog computer made up of rows and columns. Each column represents an area in which you can make choices. In each column, you want to develop a full range of choices: from mild to wild, cheap to expensive, easy to hard, etc.

It's an incredibly powerful tool. If you've got the skill and patience, you can build and use a decision table to help crack nearly any kind of hard problem. Playbooks save you some of that time because we've taken the first steps for you.

What is a play?

This explanation makes more sense once you've actually looked at the decision table part of this tool. A "play" is made up of linked choices that are made from each of the columns in the table. Threaded together, these choices describe how all the elements of a go-to-market strategy come together to support a business objective. Examples could be any of the following:

- Introducing a new product to a new segment.
- Creating a new customer segment.
- Doing a better job of integrating a specialized sales force into the branches.
- Pumping up small business sales.
- Securing our mass affluent customers.

- Rolling out DeNovos.

The playbook could just as easily be used to interrogate other related and unrelated initiatives.

The steps for creating a play using a playbook are as follows:

- Establish the "exam question": Describe the problem you're trying to solve.
- Review the decision table and tune as needed (add and subtract content).
- Consider and name at least three different versions of your exam question. Think of these as strategic options. For example, one could be "quick and dirty," or "aggressive rollout."
- Assign strategies unique colors, Make marks on the decision table, going column by column, to indicate the best choice for that strategy.
- Repeat for your other strategies.

At this point, you would want to follow whatever process you would normally use to explore strategic alternatives: talk about them, business case, prototype, etc.

Bundling	Pricing	Service Offer	Service Delivery
None	Rewards	Access	ECC
One	Free	Quality	Online
Few	Annual Fee	Scope	Your PB
Many	Transaction Fees	SLA	Your Branch
Dynamic	Waived	Empowered	Specialists in Branch
	Tiered		Any Branch
	Relationship		Other LOB
	Analyzed		Third Party
			ATM

What will the Playbook help you do?

Because a play describes how all the necessary factors for success, and all the parts of our business come together, the playbook will help you do the following:

- Improve performance:** Plays describe a linked and related set of choices and activities. We combine the resources of our organization in various ways because we believe that we'll get the results we're looking for. One of two things will happen: The play will work like we thought it would or it won't. In either case, we'll have a clear view of what we thought and what we chose. This will give us a much better place to work from as we diagnose what's working and what isn't.
- Create coaching opportunities and consistency:** We believe in coaching as a means for creating consistency and improving performance. A fully described play creates the foundation for describing, observing, and coaching the performance of individual contributors and teams.
- Connect the dots:** We waste so much energy when we don't bring to bear all the talent and resources of our company behind our go-to-market strategies and tactics. The playbook helps all of us understand the levers we have to pull, and how hard we need to pull each to achieve our objectives.

- **Identify trade-offs:** We can't do everything all the time. If we invest in one project, by definition that means we can't invest in another. In the same way, if we allocate time for one pursuit, we can't allocate that same time to doing something else. So we need to make trade-offs. The playbook helps us see what they are and how we might make them.
- **Avoid burden shifting:** One of the things that happen when we fail to “connect the dots” or identify the trade-offs is that we do something called “burden shifting” . . . we force someone else to make the trade-offs or connect the dots for us. The problem is, the people who wind up with the burden often wind up with the burdens of many other people as well. It's often the case that they also don't have the big picture needed in order to make sense of all the conflicting priorities. The playbook will help us minimize the amount of burden shifting we do.
- **Create leverage:** Plays don't exist in a vacuum. We never have one initiative going on. We're never trying to do just one thing. The playbook allows us to overlay several plays so that we can see the resources and tactics that are being used to support many plays, and the specific requirements for doing something unique. When we build new plays, we should as much as possible leverage existing investments and existing plays.

- **Identify costs:** Because plays are built up across the various functions in our organizations, the playbook helps us see all the choices we're making, and by implication, all the cost levers we're pulling.

Definitions

The following pages contain working definitions for all of the categories and choices that comprise the BAI decision table. The general shape of the decision table is that choices that are less expensive, less complex, less involving are listed at the top of each column. Choices that are more expensive, more difficult to implement, more organizationally complex are listed at the bottom. Everything else is arrayed between.

This basic decision table architecture is important as it helps you keep your eye on cost (all types) trade-offs as you develop your strategy. The more choices you take from the bottom of the table, the more resources you're spending.

Customer Experience

This decision table is designed to generate creative thinking about creating a winning customer experience. It is organized around the following ideas:

- **Customer Choice:** This is one of the big drivers of customer intimacy and satisfaction.
- **Helping Customers do what they want to do:** Too often we think through the sales and service life cycle from the standpoint of our workflow instead of the activities in which the customers engage.
- **The Loyalty Progression.** Customers choose to be loyal. We can do much more than simply offer them rewards.
- **Fees.** This may feel like a bit of an outlier, but fees are one of the biggest sources of customer unhappiness.
- **Tools.** Another potential outlier, but a useful conversation. How directive do we want to be with our team members?

Section Heading: Customer

Customer Choice (what they can choose)	Definition
None	There is no choice available
Access to him/her (when & how)	Customer can specify how the bank will contact for sales and service interactions.
Banker, specialist, advisor	Customer can choose whom he or she deals with. Customer can construct his/her own team (a la HR Block).
Product Mix / Bundling	Customer, not the bank, chooses what products he/she can buy (assuming away qualification).
Service (access, SLA, etc.)	Customer can choose service proposition. This could include buying into an up-tier program (Premier, Priority, Preferred, etc.)
Pricing	Customer can propose pricing, a la Priceline

Migration	Definition
None	There is no migration. We don't migrate customers between service levels.
Bank chooses	Bank places customers in service tiers.
Banker chooses	Banker has ability to place customers in different service tiers.
Customer chooses	Customer can choose service level (and pay accordingly if qualifying measures aren't high enough).

Section Heading: Help Customers Do What They Do

Search	Definition
Do nothing	There are no driven demand generation activities for this play.
Upgrade internal signage, merchandising, etc.	Spend on what customers can see when they come to one or our locations.
Partner marketing, co marketing	Spend on partner marketing (any and all channels). Leverage their visibility.
Guerilla marketing, one-to-one branding, street teams	Spend on increasing visibility at the street and community level.
Search engine optimization, search engine marketing, micro sites	Spend on increasing visibility online.
Branding, traditional media, direct response	Spend on traditional strategies and media to help customers find you.

Learn	Definition
Do nothing	Make no investment in prospect / customer education. Let customers learn what they need from the media, friends, the internet, etc.
Upgrade online presence, webinars, tools, etc.	Invest in highly leverageable forms of online education.
Rely on go-to-market partners and spokespeople to educate.	Invest in partners and spokespeople. Leverage their visibility and credibility to educate prospects and customers.
Invest in local education, seminars, etc.	Invest in content that can be leveraged and delivered in local markets.
Upgrade banker knowledge and skills	Invest in banker skills and training.
Participate in and invest in social networks	Invest in becoming a visible player in social media.
Micro-presence: Interactive Kiosks, Partner/retail kiosks, mobile sites	Invest on innovative, non-traditional strategies to educate prospects and customers.

Select/Purchase	Definition
Do nothing	Do nothing to enhance the buying experience.
Simplify product set: easy to buy	Sell fewer offers: Easier to buy, sell, and support.
Pre-packaged bundles	Bundle products, services, and advice into easy to understand packages.
Upgrade banker knowledge and skills (solution selling)	Invest in banker skills and training.
Predictive modeling, next logical sale, preapprovals	Use math and science to put the right offers in front of the right people at the right time.
Auto-refi, auto review	Use math and science to ensure that the customer never needs to re-enter the market.

Application to Close	Definition
Do nothing	No need
Invest in communications	Use clear communications and expectation setting to keep customer involved and onboard.
Plain language documentation	Invest in plain language (and in language) documentation.
Invest in people	Staff to meet demand and customer expectations
Invest in tools	Spend on tools, job aids, technology, pre-populated applications, etc.
Business process reengineering	Invest in straight-thru processing and other forms of BPR.
Performance / closing guarantee	Offer financial incentives to team members based on quality, problem elimination, etc. Pay customers if we miss.

Quality Assurance	Definition
Do Nothing	No specific investments in QA
Escalation if customer reacts	Wait for the customer to notice/complain and then escalate as needed.
Random inspection	Use statistical quality control and other forms of inspection.
Financial incentives (to bankers and customers)	Offer financial incentives to team members based on quality, problem elimination, etc. Pay customers if we miss.
Business process reengineering	Invest in straight-thru processing and other forms of BPR.
Monitor and respond to social networks.	Get involved and visible in social networks where people complain about service.

Service	Definition
Do nothing	No specific investments in service
Upgraded online self-help	Invest in online and self-help resources.
Centralized super agents	Invest in centralized resources that can resolve any and all service requests.
Empowered bankers	Empower local resources to deal with service rescues.
Empowered internal partners	Invest in internal partners (technology, training, limits, etc.) to deal with service requests and rescues.
Empowered third parties	Invest in third party partners (technology, training, limits, etc.) to deal with service requests and rescues.

Counsel and Advice	Definition
Do nothing	No specific investments in advice
Participate on forums, social networks, etc.	Monitor and leverage forums where people go for advice.
Tools, calculators, models online.	Invest in better online experiences on your web site.
Simple planning through a banker or specialist.	Equip bankers and other skilled sales people to provide basic advice and simple plans (generic / packaged). Could be paid or free.
Complex planning through a third party.	Use a third party to provide advice and planning.
Complex planning through bankers or specialists.	Equip bankers and other skilled sales people to provide sophisticated advice and plans. Could be paid or free.

Section Heading: The Loyalty Progression

Know	Definition
Do nothing	Make no specific investment in getting to know your customers beyond what's legally required.
Send surveys (paper or online)	Use simple surveys to quiz customers about their satisfaction.
Rely on bankers to profile and contact (art)	Invest in training, tools, coaching, and measurement to ensure bankers get to know your customers.
+ Customer incentives to come talk	Use financial incentives to encourage customers to provide information and insight.
+ Data driven calling program (art & science)	Use data mining to discover customer insights and to create reasons for contact.
Online interactive to increase engagement: personal portal, tools, etc.	Use tools and online experiences to capture deeper customer insights and information.

Understand	Definition
Do nothing	Make no specific investments in developing customer insights.
Rely on bankers and local record keeping	Rely on bankers to develop and act on their own insights into customer needs.
Data mining (all math & science)	Invest in and rely on data mining to observe customer behaviors and infer needs.
Mix of bankers and data (art & science)	Combine art and science to develop insights into customer needs.
Amazon-like social context: "others like you..."	Use Amazon-like strategies to encourage customers to share data, share what other customers do, etc.

Appreciate	Definition
Do nothing	Make no specific investments in customer loyalty and appreciation.
Rely on bankers to stay in touch with customers	Rely on/encourage bankers to use personal contact as a way of showing appreciation.
Use CRM to send appropriate appreciation	Automate the process of recognizing customer loyalty, patronage, purchases, etc.
Create value-added information, events, podcasts, etc. for clients	Use the gift of information as a way of recognizing customer loyalty, patronage, etc.
Special offers and access to bank products and services	Offer special pricing, products, and services to customers based on loyalty, patronage, etc.
Special offers and access to non-bank providers, events, etc.	Involve non-bank partners in your loyalty programs.
Concierge type of services for bank customers	Provide non-financial services to customers based on loyalty, patronage, etc.

Reward	Definition
Do Nothing	Provide no financial rewards for loyalty, patronage, longevity, etc.
Tied to financial value: balances, profitability, share of wallet, etc.	Tie rewards to some metric of financial value.
Tied to referrals	Tie rewards to network value: friends and family.
Tied to patronage / longevity	Tie rewards to longevity.
Tied to quality (FICO, Credit Score, no NSF, etc.)	Tie rewards to quality (presumably a measure of cost to serve)
Discretionary (banker, manager, etc.)	Let local resources decide.

Section Heading: Fees

Parity	Definition
N/A	Not applicable
Above the average	The overall fee strategy slots higher than your peer group: count and charges.
Average	The overall fee strategy tracks your peer group.
Below the average	The overall fee strategy is better than your peer group: fewer and less.
None	You don't charge fees.

Waiver	Definition
None	You don't waive fees
Tied to status	Fees change according to the customer's status (financial value)
Limited banker/agent discretion	Bankers/agents have limited authority to waive fees.
Broad banker/agent discretion	Bankers/agents have broad authority to waive fees.
Customer buy/out (Amazon Prime)	Customers can buy their way out of fees (limited or unlimited) similar to Amazon Prime (free shipping for a year).

Section Heading: Internal Tools

Sales tools support the sale of banking products and services.

Sales Tools	Definition
None	There isn't a specific tool designed to support the sales person.
Information and gathering	Tools are designed to support information capture and/or deliver information to point of contact.
Directive	Tools guide banker to a specific conclusion, choice, action, etc.
Interactive	Tools use logic and intelligence to provide guidance based on inputs.

Advice tools support the sale of investment and certain banking products and services.

Advice Tools	Definition
None	There isn't a specific tool designed to support the sales person.
Information and gathering	Tools are designed to support information capture and/or deliver information to point of contact.
Directive	Tools guide banker to a specific conclusion, choice, action, etc.
Interactive	Tools use logic and intelligence to provide guidance based on inputs.

Offers

This section deals with various aspects of the offers. It is organized around the following ideas:

- **Bundling:** This part of the decision table explores different bundling strategies.
- **Deposit Products:** Should be self-explanatory.
- **Loans:** Should be self-explanatory. Loans and lines (may or may not include mortgage).
- **Service:** Anything to do with break-fix, service rescue, general inquiries, etc.
- **Advice:** Anything to do with customer interactions beyond standard needs profiling leading to some sort of multi-offer recommendation or financial plan.
- **Non-Financial:** Any product or service offers that aren't explicitly related to financial services. Points programs are just one example.
- **Top Customers:** How the value proposition differs between the mass consumer and the up-tier/top tier customer (different banks refer to these segments differently).

Section Heading: Bundling

Depth	Definition
None	No bundles
One	One primary bundle. It's all we sell.
Few	Small number of bundles from which to chose.
Many	Large number of bundles from which to choose.

Mix	Definition
NA	No bundles, no mix.
Products	Bundles are comprised of products only.
Service	Bundles include service level agreements.
Advice	Bundles include some level of advice or planning.
Non-Financial	Bundles include non-financial offers.
Personal & Businessowner	Bundles include personal information and other info about the business.

Pricing	Definition
NA / None	Not applicable or no pricing concessions.
Simple discount	Discounted rates or pricing, one price fits all.

Additional offers at lower cost / free	No discounts, but additional products or services at a preferred or free rate.
Tiered	Pricing based on balances or some other financial metric.
Dynamic	Bundle pricing calculated on the fly based on financial value.

Configuration	Definition
NA	No applicable
Bank chooses	This should be self explanatory
Banker chooses	See previous
Customer chooses (dynamic bundling)	See previous

Section Headings: Deposit Products; Loan Products

Offer Depth	Definition
Narrow, simple, focused	A small number of products, usually featuring price leadership. Think ING.
Cover all the basics	Cover the logical product set for the typical customers but no more.
Basics +	More than basic but less than the full supermarket.
Full service / full menu	Everything.

Star Product	Definition
No star products	None. Everything a la carte.
One star product	One primary star product. It's all we sell.

Star Product	Definition
Few star products	Few star products to choose from.
Many star products	Many star products to choose from.
All star products	All-star products created on the fly.

Differentiation	Definition
None (parity)	None.
Features	Products have one or more superior features.
Pricing	Products are priced more aggressively.
Duration	Something about timing, duration, maturity, etc. is superior.
Terms and Conditions	The product is easier to buy, qualify for, understand, etc.

Section Heading: Service

Feature Parity	Definition
None (parity)	Not applicable.
Less than class	Core service proposition does not offer the same features as competitive offers.
Parity	Core service proposition offers the same competitive features.
Better than class	Core service proposition has superior features.

Differentiation	Definition
NA	Not applicable
Access	It is easier for our customers to access and use the core service offering.
Quality	The quality of the core service offering is superior: better training, resolutions, escalations, etc.
Scope	The range of service capabilities is superior.

Online Services	Definition
NA	Not applicable.
Less than class	Core service proposition does not offer the same features as competitive offers.
Parity	Core service proposition offers the same competitive features.
Better than class	Core service proposition has superior features.

Section Heading: Advice

Feature Parity	Definition
NA	Not applicable.
Less than class	Core advice proposition does not offer the same features as competitive offers.
Parity	Core advice proposition offers the same competitive features.
Better than class	Core advice proposition has superior features.

Advice is	Definition
None	No advice given.
One size fits all	Zero customization. One advice solution for all customers. Like reading a magazine.
Packaged advice solutions	Packaged advice solutions tied to "segments." Fit the customer to a segment and give them the package.

Advice is	Definition
Semi custom	Like packaged solutions, but some customization.
Full custom	Real advice, based on detail customer questionnaire, with technology backend.

Advice Delivery	Definition
None	There is no Priority advice.
Leverage internal partner	Leverage advice giving from an internal partner.
Centralized	Create a centralized Advice group (phone based)
Regional resources	Create regional or market-based Advice groups
PBO/M or Manager (certified)	Certify local resources to give advice.
Third Party	Use a third party provider to deliver Priority advice.

Section Heading: Non-Financial

Feature Parity	Definition
NA	Not applicable.
Less than class	Non-financial proposition does not offer the same features as competitive offers.
Parity	Non-financial proposition offers the same competitive features.
Better than class	Non-financial proposition has superior features.

Non Financial is	Definition
NA	There aren't any.
Information	Access to information, basic tools, and education that isn't otherwise available.
Migration tools and services	Tools and services specifically designed to ease the task of switching providers.
Offers	Products and services, usually from third party partners. Point schemes fit here as well.
Connections, networks, intermediary services	Sponsor/create connections between likeminded customers, partners, providers, etc. This could include acting as a trustee for direct lending services.
Personal / Concierge services	Deep range of services (all of the above and more). Think American Express.

Non Financial Delivery	Definition
NA	Not applicable
Centralized (phone or online)	Deliver these services through a centralized resource.
Regional resources	Deliver these services through distributed resources.
Banker or Manager	Core to the value proposition: any and every banker can deliver.
Internal Partner / Other LOB	Tap into offers and services provided by an internal partner.
Third Party (incl online third party when needed)	Outsource to a third party.

Section Heading: Top Customers

These definitions apply to deposits and loans.

Deposits and Loans	Definition
NA	No differences from the mass customers.
Rates / fees	Better rates, fees, pricing
Offers	Products/services that aren't available to the mass consumer
Bundles	Combinations and bundles not available to the mass consumer
Terms and Conditions	Superior terms, conditions, convertibility, etc.

These definitions apply to service, advice, and non-financial.

Differentiation	Definition
NA	Not applicable
Access	It is easier for our top customers to access and use.
Quality	The quality of the top customer offer is superior: better training, resolutions, escalations, etc.
Scope	The range of capabilities available to the top customer is superior.

Bankers, Specialists, and Leadership

These decision tables are designed to generate creative thinking about the different roles of the banker, specialist(s), and front line leadership and consequently what is required to recruit, train, and retain in order to deliver the strategy / value proposition. It is organized around the following ideas:

- **Roles:** Determining what are best roles to optimize performance and results.
- **Job:** Applying and deploying human resources principles of hiring, training for, compensation, incentive and career path to various aspects of banking excellence.
- **Development:** Continuing to support and retain our human resource assets throughout their career at our bank.

Section Heading: Roles

The following percentages have the same definitions for each of these roles: Service Role, Sales Role, Advice Role, Lending Role, Risk and Ops, Other.

Roles %	Definition
0	No part of this job is in any of the roles.
10	10% of the job.
20	20% of the job.
30	30% of the job.
40	40% of the job.
50	50% of the job.
60	60% of the job.
70	70% of the job.

Section Heading: Job

Hire with	Definition
Ad hoc	No specific talent model or experience requirements.
Service Experience	We look for people with customer service experience.
Sales Experience	We look for people with sales experience.
Advice Experience	We look for people with financial planning experience.
Banking Experience	We look for people with banking experience
Industry Experience	We look for people with experience in financial services.
Experience at Your Bank	We look for hiring from within (with internal banking style experience).

Train for	Definition
NA	There is no specific training.
Service	Focus on process and skills needed to deliver service promise.
Sales	Focus on process and skills needed to make the sale.
Advice	Focus on process and skills for delivering advice.
Bank knowledge	Focus on bank brand, product and service features.
Industry knowledge	Focus on industry-standard product and service features.

Compensation	Definition
NA	No change to the existing compensation system.
Skill based	Comp based on successful use of specific skills.
Activity	Comp based on specified activity levels.
Production (sales / units)	Comp based on specified production levels.
Quality	Comp based on specified quality metrics.
Customer (satisfaction)	Comp based on achieving specified levels of customer satisfaction.
Portfolio Value	Comp based on economic value of a total portfolio of business.

Incentives	Definition
NA	No explicit incentive standards
Individual	Based on individual performance
Team	Tied to delivery team (cross platform)
Branch	Tied to and managed at the individual branch level.
+ Partners	Tied to delivery partners (outside of delivery team)

Career Path	Definition
None	There is no specific career path program.
Keep them in the job	Career path program contained within a specific job function.
Keep them in the branch	Career path program focused within branch job opportunities.
Keep them in the job family	Career path program contained within similar and connected jobs.
Keep them in the market	Career path program focused on keeping people in the market (any job will do).
Keep them in the bank	Career path program focused on keeping people in the bank (anywhere will do).

Section Heading: Development

Training Investment (hrs/annual)	Definition
0 to 12	An hour per month or less
12 to 48	An half day per month or less
48 to 96	A day per month or less
96 to 192	Two days per month or less
192 to 384	Four days per month or less
More than a day a week	More than four days per month

Training Path	Definition
Ad hoc/As needed	No specific or as needed training path.
Tied to job	Training path focus is on specific job type training.
Tied to career path	Training path focus is on established career path.
Tied to certification	Training path focus is on certified job training.
Tied to license	Training path focus is on license-required job training.
Created by team member	The team member develops his/her own training path.

Training Delivery	Definition
None	No specific training required. What people need to know is covered someplace else.
Leader's Guide	Materials prepared for a supervisor / manager to use while coaching / teaching a team member.
Self Study/Online	Self-paced training (vs. a job aid) that teaches a new skill or product knowledge.
Classroom / Instructor-led	Classroom training. This program adds new knowledge and most likely provides some level of practice.
eLearning	Online learning with similar objectives as for classroom / instructor-led program.
Just in Time	Training provided to specialists on as-needed basis (just before starting a new job for instance).

Coaching	Definition
None	There is no specific coaching program.
Team members seek help as needed	Coaching is provided on as-needed basis.
Supervisor coaches as needed	Coaching is provided by immediate supervisor on as-needed basis.
Structured and programmatic	Coaching is designed into the daily routines of people in leadership positions.

Mentoring	Definition
None	There is no specific mentoring program.
Team members find their own	It's up to each team member to create its own mentoring program.
Structured and programmatic	There are mentoring programs made available by the bank.

Communications	Definition
None	There is no established communication program. Communication is as-needed basis.
One way from the top	Unilateral communication directly from senior management to employees.
Cascade from the top	Unilateral communication from senior management to cascading levels all the way to mass employee base.
Two-way cascade	Communication program in place allowing for top down and bottom up communications
Limited network	Communication is done within a pre-determined network of channels.
Full internal network	Communication through Intranet and other internal networks.
Full social networking	Communication allowing use of social marketing networks such as Spoke, LinkedIn, Plaxo, etc.

Channel Strategy

This section deals with sine basic notions of channel strategy.

- **Delivery Model:** The depth of capability available by channel: service, sales, etc.
- **Site Strategy:** This could go on forever. In this case, we focus only on Kiosks and Specialists locations.

Section Heading: Delivery Model

This section covers a wide range of channels/touch points.

Delivery models	Definition
None	None
Service only (no cash)	Check balance, move money, look at money, service rescue, etc.
Sales only (no cash)	Sale (messaging through application) of standard bank offers.
Specialists only (no cash)	Specialists capabilities: small business, wealth, mortgage, etc.
+ Cash	Cash, vaults, drop box, etc.
Full Service	Everything.

Section Heading: Site Strategy

This section covers site strategies for Kiosks and Specialists.

Delivery model	Definition
None	None
Branch	Only in full-service branch locations.
In-store	Only in in-store or similar.
Specialist location	Non-bank locations; usually “upstairs,” or in a separate location.
Partner location	At an internal or third party location.
Could be anywhere	Nothing to do with traditional banking real estate strategies. Street corners, airports, etc.
Online	Available online

Branch, Specialty, and Remote Channels

These sections deal with capability by channel. The table structure is the same.

- **Offer Depth:** This section of the table explores the depth of the product and service offer by channel.
- **Depth of Sales Skill:** Explores the level of sales skill by position by channel.
- **Depth of Advice:** Explores the level of advice giving skill by position by channel.

Note: there are some trivial differences between the attended and remote channels.

Section Heading: Offer Depth

Product	Definition
None	Channel doesn't sell products.
Unique	Channel sells only products that are in some way unique to the channel.

Limited (subset of whole)	Channel can sell only a limited part of the total offer set.
Full menu	Channel sells everything.

Service	Definition
None	Channel doesn't provide service.
Unique	Channel provides a service unique to that channel.
Limited (subset of whole)	Channel provides a limited range of services.
Full menu	Full service channel.

Online

Sales offerings available online

Section Heading: Depth Of Sales Skill

This section deals with the depth and quality of sales skills by position.

Job Name	Definition
NA	This person plays no role in making a sale.
Conversational competence	This person can describe a program and refer to someone else.
Respond to triggers and key points	This person has basic sales skills and can respond to triggers with a limited number of possible responses.
Strong sales skills (permission, probe, present, close)	Strong basic skills that can be broadly applied to any offer or program.
Structured sales process	Detailed customer needs analysis (profile) leading to a personalized sales presentation.
+ Remote call agent	This person can log in to the call center system and act as a remote call agent.
+ Outbound	This person is skilled in outbound sales (phone and/or in person).

Section Heading: Depth Of Advice

This section deals with the depth and quality of advice by position.

Job Name	Definition
NA	This person plays no role in giving advice.
Conversational competence	This person can describe the program and refer to someone else.
“Fly the plane”. Deliver advice solutions created by someone else.	This person can describe the recommendations, answer questions, and close the sale.
“Build the plane”. Direct source of advice.	This person is certified to give advice.