

A Sales and Service Case Study

Organisation: One of the top four Australian banks

Rated in the top 50 global banks by market capitalisation, this organisation remains at the forefront of governance, compliance and customer service standards. With the introduction of new FSRA compliance legislation, a huge investment was spent updating systems and developing staff on the products and sales techniques that comply and meet customers' everyday banking requirements.

The Business Challenge Following a series of training events to meet the new FSRA compliance, the bank needed to reduce the fear of “selling” in branches to:

- make it easier to add value to customers
- engage all staff to want to provide a high level of service which may include meeting more of their customers financial needs.

The staff said they wanted to:

- feel more comfortable and confident with customers
- be themselves and incorporate their natural style into the sales process
- make it easier to build and maintain strong relationships with their customers.

The Actions taken A pragmatic, action-oriented program, modular in design, met the business needs. Staff used appreciative inquiry techniques, building on where they had already been successful and they learnt from each other. The first program component focused on the **WHY**, and re-energising the sales staff. The second component looked at the **WHAT** and **HOW**, and involved a series of Reinforcement Learning campaigns.

Pre and post workshop activities involving the leaders occurred through getting the staff to apply the new skill(s) in a specific operational context. The provision of a supervisory framework ensured that the skills learnt were used everyday. These interventions actively encouraged staff to apply all of the components of the sales process in their day to day roles.

The Business Result This training intervention in sales and service fundamentally changed the thinking and competence of people in the branch network. They learned how to thoroughly explore customer needs in a way that built on the relationship with their customer and led to a greater ‘share of wallet.’

- “Thanks for a great 3 days. Very informative for me... Glad I'm a part of it.”
- “I have commenced cascading (the program) to staff back here and the general opinion is that it is fantastic to be able to work with words and actions that feel more genuine, and yet meet the requirements of the Banks format”
- “I found the course to be very enlightening and motivating.”