

Redefining and Implementing a National Retail Bank Sales Process to Respond to Customer Needs

A large national bank grew through acquisition after acquisition and relied on a once superior product for many years. The impact was a varied customer experience across a wide network that sold products that were no longer unique. George's work on this project began with examining the sources of variation and applying the Pareto principle. He worked with senior management to identify top performers, those roughly "20 %" responsible for the "80%" of the sales. He conducted detailed research and extensive interviews of all performers – bottom, middle, and top – to gain insights to the current process and to better understand the inconsistencies that were further causing variation in the customer experience and sales results. He captured best practices and confirmed these top performers were indeed delivering the desired customer experience with positive sales results.

George partnered with the identified top performers to create an advisory board to develop an "Ideal Sales Process" that would "wow" customers and increase sales. He then leveraged the top performers to develop a customized training program for the new process. These top performers helped drive the training and at the same time established credibility throughout the network. After piloting the new process and making any adjustments, a multi-faceted implementation plan was developed to reinforce and sustain the behavioral changes. Metrics were developed to drive the desired behaviors; tracking and reporting was tied directly to these measurements and made visible to all. Performance management criteria and an incentive system were established to further promote consistent increased sales results and a positive customer experience. Throughout every step, the new process was aligned with the company's brand and values.

The new process became the template for the entire 20,000 employee, 2,200 branch network. The number of top performers increased and they achieved more consistent and predictable results across the sales organization. The results were visible: improved cross-sell, better customer service scores and a more consistent brand experience for the customer across the company.

How you will benefit from working with Gimbal Systems

You benefit from a more consistent, aligned sales process that delivers increased revenue, more successful sales professionals and happier customers. You get the sales results you have wanted with the peace of mind that the behaviors taken to get them are sound and aligned with your brand and values. Along the way you partner with someone that has a fresh perspective with whom you can talk to in complete confidence throughout the journey.

As a former client expressed: "The #1 question to ask George is "Have you done this before?" The answer is "YES, he has! He has been there, walked the talk, and has been a successful sales person. He has been a leader in a large organization, developing sales teams through profiling successful sales people. George added a great deal of benefit to the company by creating programs that helped us learn how to acquire and retain and develop sales people."