

Focus On Service and Revenue Will Follow

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Why All The Fuss About Service And Relationships?

- Poor customer or member _____ rates negatively impact revenue.
- Service impacts _____ and needs to be balanced with sales.
- It is much easier and more profitable to build relationship with our _____ satisfied customers than to chase new customers.

**“Sales is when we make a promise.
Service is when we deliver on the promise.”**

Is Your Service Vision Dead or Alive?

- Deliver a strong and passionate rallying cry for service.
- Create a “Service Council” and Service Improvement Teams™ (SITs™) to get staff buy-in and participation.

1. Create Internal and External Service Standards to Ensure Consistency and Operational Excellence

- Definition of a standard: Clearly defined expectation of how a service or procedure will be delivered or completed.
- Develop External Service Standards

Step 1. Conduct a customer or member survey or focus group based on three questions:

- What is important to you?

Low
High
 “How important is it to you that...” 1 2 3 4 5 6 7 8 9 10

- “How are we doing in this area?”

Low
High
 “My level of satisfaction with XYZ Bank is...” 1 2 3 4 5 6 7 8 9 10

- “Who is your preferred financial institution?”

Step 2. Departments use the results of the survey to draft external standards.

Step 3. Service Improvement Team™ insure standards are:

M _____

O _____

V _____

- Develop Internal Service Standards

Step 1. Service providers clarify the needs and expectations of service receivers leading to improved “internal service”.

Step 2. Create a forum or interview process for service providers and receivers to discuss expectations.

Step 3. Departments draft internal service standards.

Step 4. Service Improvement Team™ ensures standards meet the criteria.

- Other ideas to improve service consistency

- Use service alert forms to identify service “breakdowns” and eliminate reoccurring problems to improve “quality” and operational excellence.

Sample Service Standards

Branch

- All drop box transactions that are in by 4:00 p.m. will be handled the same day. Anything received after 4:00 p.m. will be handled before 10:00 the next morning.
- When customers are referred to another employee, they are to be personally escorted, not pointed.

Customer Service

- Customer requests for new product information will be mailed within 24 hours.
- Vendor service calls will be placed immediately upon notification of problem.

Trust

- Fed line transactions will be completed and delivered to Customer Service by 10:00 a.m.
- Statements will be mailed by the fifth business day after the end of the month.

Loans

- All approved loans will be funded within 24 hours of receipt of all accurately completed loan documents.
- Any loans declined are to be discussed with the manager on the same day.
- Loan agreements and consumer credit disclosure statements will be error free and always sent to the correct branch.

Accounting

- All payrolls will be error free 100% of the time.
- Month end closing procedures and all financial reports will be error free and distributed by the end of the fifth working day of each month.

Human Resources

- HR will distribute new benefit information to employees within 24 hours of receipt and provide an explanation when needed.
- All employee problems will be resolved immediately if possible. If additional research is needed, it will be handled and the employee notified within one business day.

2. Train and Coach for Service Performance

- Offer formal customer or member service training in key interpersonal skills, problem solving, handling complaints, etc.
- Make “service delivery” an agenda item at every sales meeting. Create an interactive discussion, game or role-play exercise to focus attention on a specific standard or service breakdown.
- Coach service by using an observation form.
- Send staff on “field trips” to visit excellent retailers and competitors to stimulate ideas and compare experiences.
- Host a customer or member panel and invite customers to speak at your sales meeting or all staff recognition event.

3. Measure Service and Share Results With Staff

- Develop service measurement tools for each profit center and use results to create your CSI or MSI. (Random transaction sampling, mystery shopping, closed account surveys, loan survey, etc.). NOTE: Don't forget to ask your business customers to rate their account officer.

- Consider quarterly customer or member feedback weeks.

- Get staff involved by conducting exit interviews with customers or members on a rotating basis.

- Have all employees rate the existing service received by internal support departments three times a year with an Interdepartmental Service Inquiry™ (IDSI™.)

LENDING

Dear Customer:

At _____ (name of organization), our goal is to provide you with service of the highest quality every time you have contact with one of our Associates. To help us measure how well we're meeting this goal, we ask that you take just a few moments to complete the following brief questionnaire. **Your name will be entered in our quarterly drawing for _____.**

Please base your answers on **your most recent visit.**

When completed, please fold and return at your earliest convenience. Postage has been paid.

Thank you for your assistance.

Thinking about your most recent visit to the Lending Department:

1. What time of day did you visit? 8:30 am to 11 am 11 am to 1 pm After 1 pm

2. How long did you wait before being served by an Associate?

- | | | |
|---|---|---|
| <input type="checkbox"/> No wait at all | <input type="checkbox"/> Less than 1 minute | <input type="checkbox"/> 1 to 2 minutes |
| <input type="checkbox"/> 2 to 5 minutes | <input type="checkbox"/> 5 to 10 minutes | <input type="checkbox"/> More than 10 minutes |

3. Again, thinking about this specific visit, please check if our Associate did the following:

- | | | | |
|---|------------------------------|-----------------------------|--|
| Acknowledged you within 30 seconds? | <input type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> Not sure/Don't know |
| Stood up and shook your hand (if appropriate)? | <input type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> Not sure/Don't know |
| Used your name? | <input type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> Not sure/Don't know |
| Used terms you could understand? | <input type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> Not sure/Don't know |
| Recommended an additional product or service that would be useful to you? | <input type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> Not sure/Don't know |
| Asked for your business? | <input type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> Not sure/Don't know |
| Thanked you? | <input type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> Not sure/Don't know |

4. On a scale of 1 to 10, where 10 is Extremely Satisfied and 1 is Extremely Dissatisfied, please rate your overall satisfaction with this particular visit to the Lending Department.

- | | | | | | | | | | | | |
|---------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|------------------------|
| Extremely Satisfied | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | Extremely Dissatisfied |
| | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |

5. Please use the space below for any other comments about your experience. We welcome any favorable remarks as well about the Associate who worked with you.

Thank you for your comments.

4.

4. Set Service Goals and Hold People Accountable for Goal Attainment

- Set individual and team goals for service performance
 - a. Random transaction sampling or exit interviews
 - 20 –25 points is Excellent
 - b. Mystery shopping
 - 4.5 – 5.0 points is Excellent
 - c. Product Knowledge scores
 - 90% and higher is Excellent
 - d. Internal Service
 - 25 points and higher is Excellent
 - e. Processing and response time
 - 48 hours or less is Excellent

- Include objective service goals/criteria in all performance evaluations starting with senior management and assign a weighting

PERFORMANCE STANDARDS AND REVIEW FORM

Name	Department	Date of Hire	Current Rating Period
Title/Grade Banking Center Manager	Salary Range	Date/AMT/Type/Last Inc.	Present Salary Received Date

INSTRUCTIONS: The Supervisor identifies key job areas and corresponding performance standards which are statements of what is expected during the rating period. At the end of the rating period, the performance is reviewed with the employee and a full explanation of the rating is recorded in the results section.

JOB AREA Business Development 33%	RESULTS
<p>Performance is Satisfactory When:</p> <p>1. A total of 66 Business Development calls are completed per Banking Center for the annual review period.</p> <p>13.0 - 96 or more 10.4 - 84 to 95 7.8 - 66 to 83 5.2 - 36 to 65 0 - 35 or less</p> <p>NOTE: Minimum of 48 calls annually should be made by the Manager.</p>	Score
JOB AREA	RESULTS

<p>Performance is Satisfactory When:</p> <p>2. Acquire a YTD Total of no less than 25 new services per Banking Center through Business Development calls.</p> <p>5 - 46 or more 4 - 36 to 45 3 - 25 to 35 2 - 15 to 24 0 - 14 or less</p>	<p style="text-align: right;">SCORE</p>
<p>JOB AREA Business Development</p>	<p>RESULTS</p>
<p>Performance is Satisfactory When:</p> <p>3. The Average score for Banking Centers mystery shops should be no less than 75% when averaging the five major factors.</p> <p>Over 90% - 5 85.01 to 90% - 4 75.01 to 85% - 3 60.01 to 75% - 2 50.01 to 60% - 1 50% and under - 0</p>	<p style="text-align: right;">Score</p>
<p>JOB AREA</p>	<p>RESULTS</p>

Performance is Satisfactory When:

4. The Banking Center's total combined new money deposits should increase 10% over the previous year actual figure.

This information should be obtained from the Comparative Financial Report.

5 - 25% or more

4 - 15% to 24%

3 - 10% to 24%

2 - 5% to 9%

0 - 1% to 4%

Score

5. Develop a Service Recognition Program to Acknowledge Service Performance

The Case for Recognition versus Cash Incentives

- Employee climate surveys show people want to be appreciated first.

Phase I - Develop Informal Recognition

- Informal recognition provides _____positive feedback.
- Survey employees.
- Develop a “Tool Kit” for managers to use to remind them to look for recognition opportunities.

Phase II - Develop Formal Recognition

- Formal recognition provides _____, positive feedback based on _____ criteria.
- Give formal recognition quarterly.
- Create an Achievement Club or add measurable service criteria to existing sales Achievement Club (annual).
- Create a Service Club for support departments.

Phase III - Develop Program for Customers and Members to Recognize Employees

- Give your customers or members coupons to recognize your service superstars.

Other Ideas to Recognize Good Service Behavior

- Create a “team” service award such as the “Five Star Service” award and include support departments.

- Build service recognition into every sales meeting, newsletter and internal email.

Where do we begin?

1.

2.

3.

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