

# Sales Force Effectiveness training curriculum

*Personal Banking*

March 2014

# Agenda

Agenda item	Timing, minutes	Speaker
<b>Introduction and opening remarks</b>	08h30 – 08h45	Hub head
<b>Personal banking SFE introduction</b> <ul style="list-style-type: none"> <li>▪ Ecobank change story and your role in its success</li> <li>▪ Creation of personal banking</li> <li>▪ Objectives of personal banking SFE</li> <li>▪ Introduction to SFE tools and routines</li> </ul>	08h45 – 09h15	Hub Head & Sales Champion
<b>Module 1: Prioritization and time management</b> <ul style="list-style-type: none"> <li>▪ Client prioritization</li> <li>▪ Time management</li> </ul>	09h15 – 10h45	Sales Champion
<b>Break out session</b>		
<b>Tea break</b>		
<b>Module 2: Needs Identification</b> <ul style="list-style-type: none"> <li>▪ Customer Master-list</li> <li>▪ Needs analysis</li> <li>▪ <b>Break out session<sup>1</sup></b></li> </ul>	11h00 – 12h30	Sales Champion
<b>Module 3: Sales calls conduction</b> <ul style="list-style-type: none"> <li>▪ Call scripts</li> <li>▪ Product guides and wheels</li> </ul>	12h30 – 14h00	Sales Champion
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<b>Q&amp;A &amp; Closure</b>	16h30 – 17h00	Sales Champion

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# We are on a journey to become the leading bank in middle Africa by 2015

## FINANCIAL TIMES

Dec 2015

www.ft.com

### The future is pan-African: Ecobank's journey to continental leadership

\$426m uplift in revenues by 2015

#### The Pan-African Center, Ecobank Headquarters

"Powerhouse of efficiency"



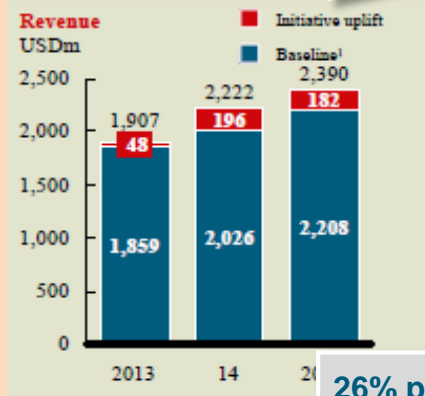
Ecobank Transnational Incorporated was recently quoted by Forbes magazine as the leading bank in Africa. The bank which has a presence in 34 African countries has become a powerhouse of African innovation and efficiency.

In the last two years, Ecobank's pre-tax profit has grown at an annual average rate of 26% to attain a level of \$642 million in 2015. The bank has also increased its efficiency, attaining a cost-income ratio of 67% in 2015.

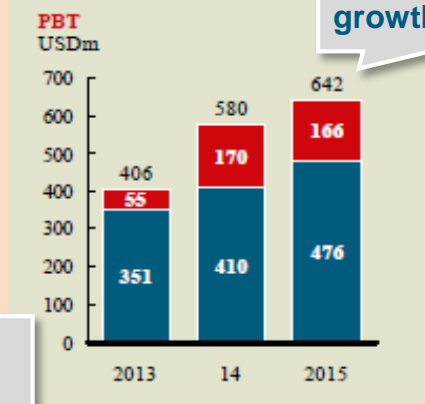
This phenomenal growth is the result of Ecobank's strategic focus on three pillars: a relentless emphasis on Customer Service, a pursuit of sustainable profit growth, and a commitment to train and develop its people.

Thierry Tanoh, Ecobank's CEO summarises the bank's success in succinct terms: "Ecobank made a move towards attaining leadership in Middle Africa and ended up establishing the standards for Pan-African..."

"Leadership in Middle Africa"



26% p.a PBT growth



1 Baseline based on 9% revenue growth and opex growth of 7%

# We have a great history in serving our key customers in Nigeria, but recent changes require us to adopt innovative approaches to grow profitability

## Challenges

- **Erosion of account and card-based fees** that used to be the mainstay of the old “Consumer Banking/Retail” segment **due to regulatory pressures**
- **Inability to engage sufficiently with high priority clients** of Ecobank

**Launch  
of personal  
banking**

## Opportunities

- **Untapped potential in the Personal Banking segment**, especially in the growing middle class in Middle Africa
- **Opportunity to drive efficiency in the delivery of products and services** to the affluent and affluent-mass market segment through the use of alternate channels
- **Need to improve career progression and opportunities for Personal Banking Relationship Managers** and reward good performance





# The next phase of our growth will come from driving profits, leading client service and managing talent



The GEC has identified several initiatives in order to achieve this goal, with sales force effectiveness as a core priority to drive revenue growth

# We believe that the launch of Personal Banking's 4 customer segments will help us achieve excellence in customer satisfaction

Focus

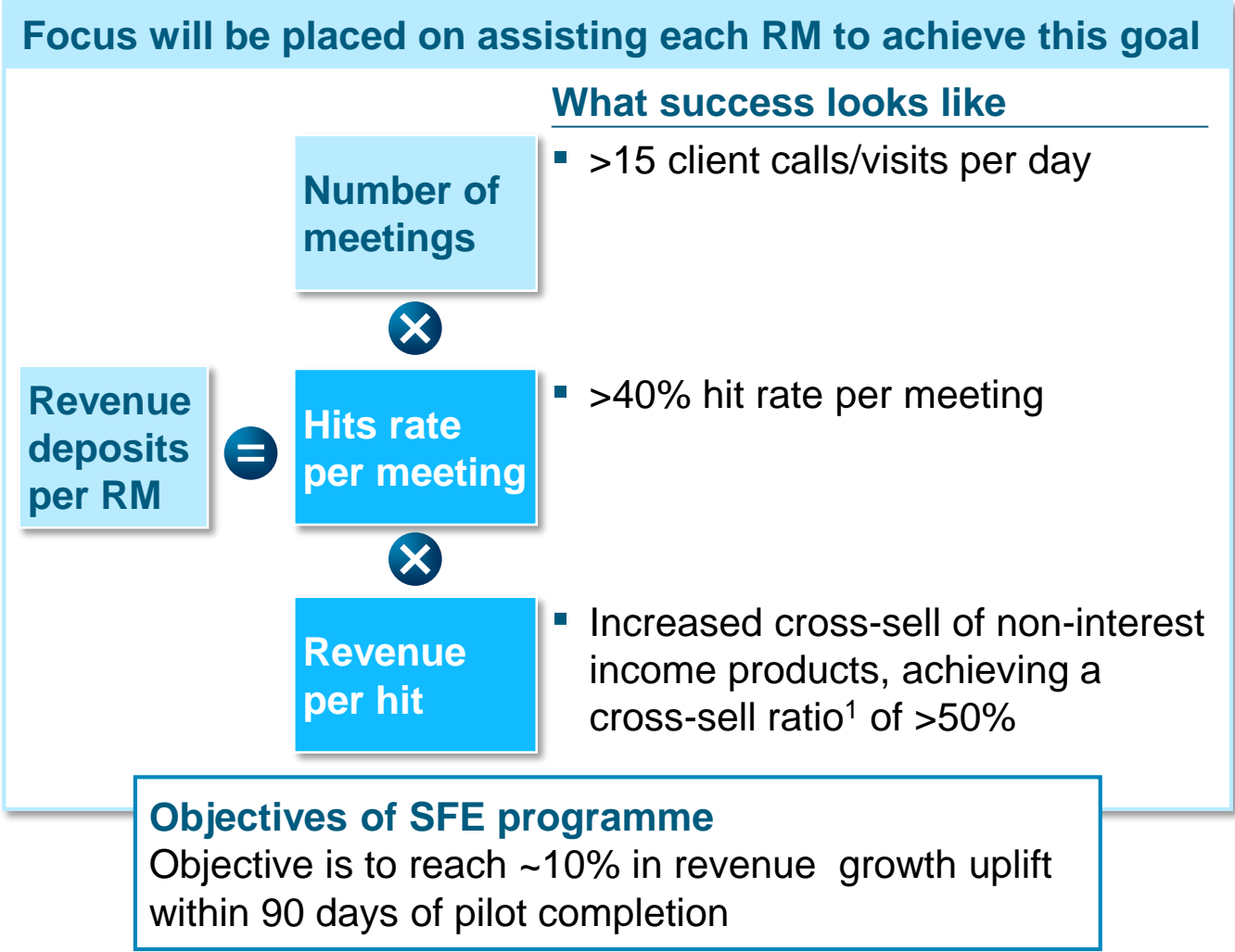
Value proposition for each segment				
	Classic Banking	Direct Banking	Advantage Banking	Premier Banking
<b>Segment:</b>				
<b>Income Bracket:</b>	▪ 0-N3,200,000	▪ 0-N3,200,000	▪ N3,200,000-N32,000,000	▪ >N32,000,000
<b>Preferred Channel:</b>	Call Centres and Electronics. Limited Branch	Electronic and Call Centres. Limited Branch	Branch and Electronic	Dedicated Lounge and Electronic
<b>Customer Engagement:</b>	Contact Centre and limited Branch AO	Contact Centre and limited Branch AO	Dedicated RM	Dedicated RM for client and family
<b>Product and service offering:</b>	<ul style="list-style-type: none"> <li>▪ Classic Account</li> <li>▪ Savings Account</li> <li>▪ Advance Account</li> <li>▪ Pre-paid card</li> <li>▪ Debit Card</li> <li>▪ Mobile Banking</li> <li>▪ Internet Banking</li> <li>▪ e/SMS Alerts</li> </ul>	<ul style="list-style-type: none"> <li>▪ Direct Account</li> <li>▪ Savings Account</li> <li>▪ Student Loans</li> <li>▪ Debit Card</li> <li>▪ Mobile Banking</li> <li>▪ Internet Banking</li> <li>▪ e/SMS Alerts</li> </ul>	<ul style="list-style-type: none"> <li>▪ Advantage Account</li> <li>▪ Advance Account</li> <li>▪ Savings Account</li> <li>▪ Personal Loan</li> <li>▪ Mortgage</li> <li>▪ Gold Credit/ Debit Card</li> <li>▪ Internet /Mobile Banking</li> <li>▪ e/SMS Alerts</li> </ul>	<ul style="list-style-type: none"> <li>▪ Premier Account</li> <li>▪ Investment Account</li> <li>▪ Personal Loan</li> <li>▪ Mortgage</li> <li>▪ Platinum Credit /Debit Card</li> <li>▪ Internet / Mobile Banking</li> <li>▪ e/SMS Alerts</li> </ul>

# You as Personal Banking RMs have been selected as leaders and role-models for the highest standards – that’s why we bring you this Sales Force Effectiveness training



# The objective of the SFE programme is to accelerate the growth of Ecobank's PB segment to help RMs perform against their targets

Initial focus



1 Noninterest income/Total income

SOURCE: McKinsey Sales & Marketing practice; Team analysis

# The program is designed to train RMs on how to perform their duties in the most efficient way and maximize revenues

RM's primary responsibility is to generate revenue and increase assets and liabilities by selling products to customers and improving customer service

▪ To do this, they will have to:

– Be structured and disciplined about their time

## Modules

### 1 Prioritization

- Meeting targets for and ensuring productivity during sales hours
- Structuring time among clients

## Tools

## Routines

– Understand client needs and generate qualitative leads

### 2 Identifying client needs

- Customer needs analysis
- Lead generation

– “Close” these leads i.e., ensure the customer (new or existing) ‘buys’ fee-earning products and services

### 3 Conducting sales calls

- Presenting products
- Handling objections
- Securing commitment





– Monitor progress against targets regularly

### 4 Track results

- Dashboard (actuals vs. targets)
- Reviewing progress at set intervals
- Troubleshooting/ brainstorming

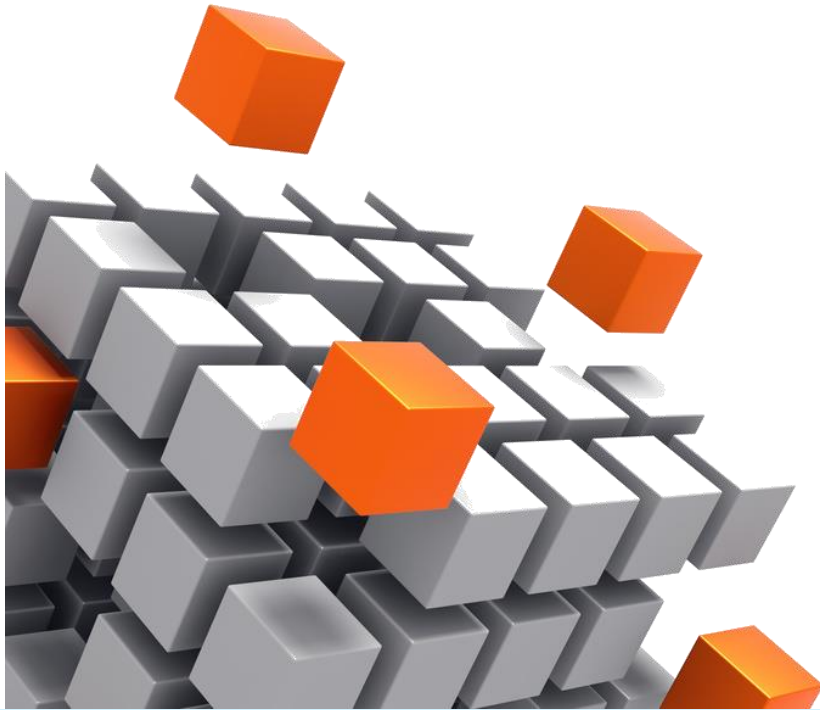


# The Diagnostic of sales force effectiveness revealed opportunities to bolster sales tools, routines and performance management

Dimension	Main opportunities
 <p data-bbox="258 305 512 393"><b>Sales organization</b></p>	<ul style="list-style-type: none"> <li data-bbox="720 288 1590 379">▪ <b>Increase % of RM time spent on revenue-generating customer-facing time</b></li> <li data-bbox="720 396 1624 487">▪ <b>Structure daily RM cadence and calendar of activities</b></li> </ul>
 <p data-bbox="258 522 542 662"><b>Sales support tools &amp; routines</b></p>	<ul style="list-style-type: none"> <li data-bbox="720 508 1746 648">▪ <b>Provide RMs with best practice and standardized lead tools</b> e.g. create structured call plan templates and memo's to record and follow up leads</li> <li data-bbox="720 665 1637 704">▪ <b>Target marketing material at core segments</b></li> </ul>
 <p data-bbox="258 830 579 970"><b>Performance measurement &amp; incentives</b></p>	<ul style="list-style-type: none"> <li data-bbox="720 774 1712 872">▪ <b>Cascade annual targets to track a daily and / or weekly performance</b></li> <li data-bbox="720 900 1740 942">▪ <b>Create transparency on performance vs. targets</b></li> <li data-bbox="720 963 1727 1054">▪ <b>Recognize strong sales performance</b> and create incentives for star performance</li> </ul>
 <p data-bbox="258 1096 658 1187"><b>Talent management &amp; Staff engagement</b></p>	<ul style="list-style-type: none"> <li data-bbox="720 1082 1737 1173">▪ <b>Institutionalize daily morning huddles</b>, supported by visual management</li> </ul>

# Key focus for the sales effectiveness solution developed for Ecobank personal Banking will be reducing admin and automating where possible

## Criteria for solution



- **Focus on cross sell** opportunities
- **Reduce admin** and maximize sales time
- **Automate** wherever possible to simplify the process for RMs
- **Avoid duplication** with existing Ecobank tools
- **Avoid creating parallel MIS/CRM tool**

# An SFE program has been developed to roll out a suite of best practice sales tools and routines to boost sales performance

	1	2	3	4
	Prioritization	Identify client needs	Conduct sales calls	Track results
Tools	<p><b>Client prioritisation matrix</b></p> <ul style="list-style-type: none"> <li><b>Priority 1 - High potential opportunity:</b> High income customers who hold few products with Ecobank.</li> <li><b>Priority 2 - Active retention:</b> High income customers.</li> <li><b>Priority 3 - Low priority:</b> Low-earning customers who hold a wide array of products with Ecobank.</li> <li><b>Priority 4 - Continued service:</b> Low-earning customers who hold a wide array of products with Ecobank.</li> </ul>	<p><b>Call lists</b> <b>Customer master list</b></p>	<p><b>Product wheels</b> <b>Scripts</b> <b>Product guides</b></p>	<p><b>RM scorecards</b> <b>Hub heads reports</b> <b>Team dashboards</b></p>
Routines	<p><b>Daily huddles</b></p>	<p><b>Dedicated calendar time for client need ID</b></p>	<p><b>Dedicated calendar time for client calls</b></p>	<p><b>Weekly Area managers meetings</b> <b>Bi-weekly PB competition board meetings</b></p>

## 5 Performance management and compensation

### Results from weekly PB competition

Business and financial performance	Goal	Weight
Revenue Growth	10% increase in interest revenue	10%
Expense Growth	Maximum 5% growth	10%
Asset Growth	Minimum 5% growth	10%
Costs and operational risk	Minimum 5% growth	10%
Customer satisfaction	20% increase in customer satisfaction	10%
Customer retention	20% increase in active portfolio of 500 customers	10%
Account penetration	20% increase in active internet banking users	10%
Customer satisfaction	20% increase in customer satisfaction	10%

### Results from weekly PB competition

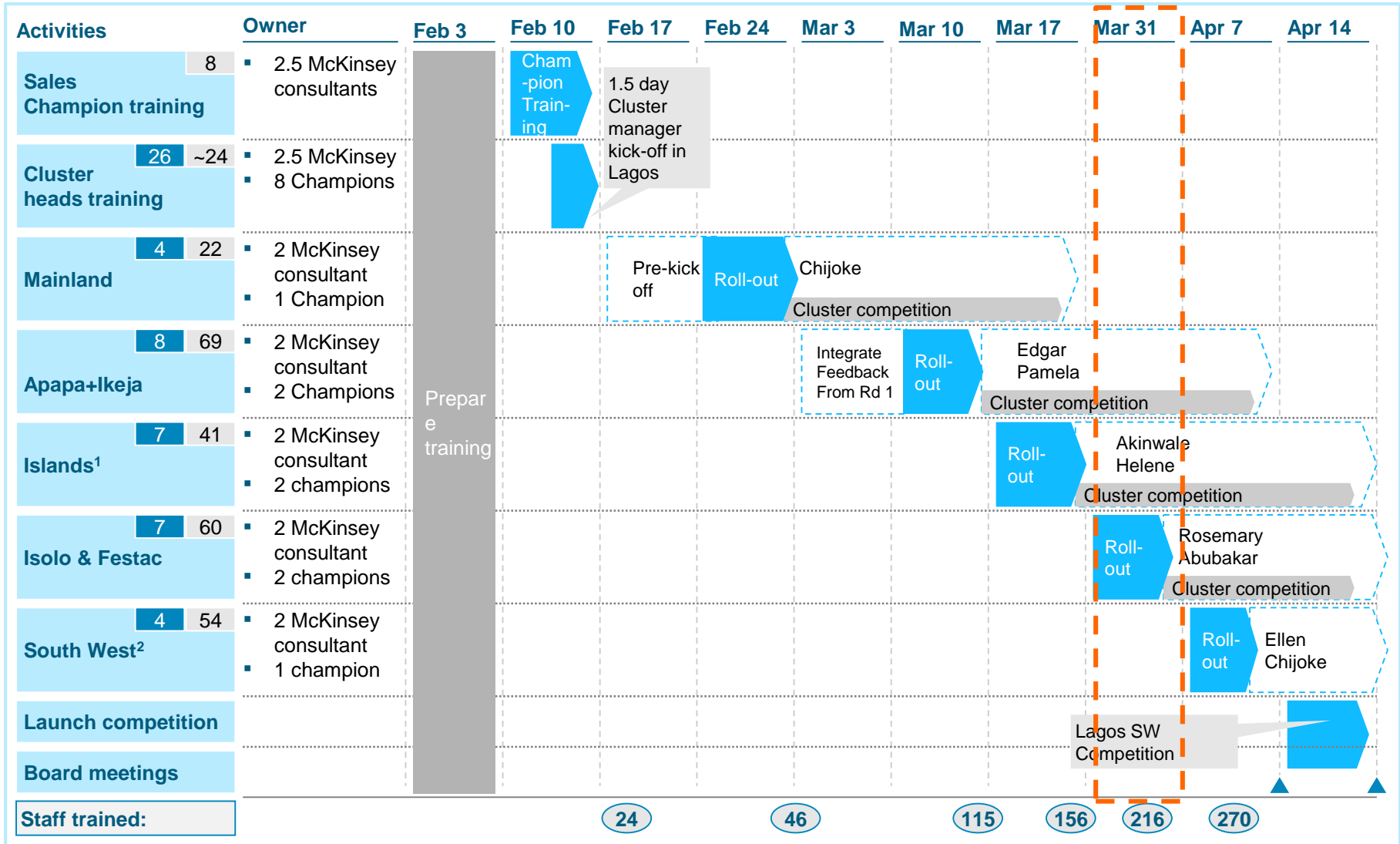
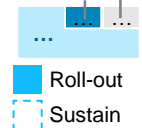
**Competition criteria**

Winners will be chosen based on Weighting

1 Cross sell ratio (min 3 product / customer)	35%
2 Increase in deposits (min 10% increase in deposits)	35%
3 Number of customer visits / calls (min 30 proactive sales calls visits / week / RM)	30%

Weekly updates on team and individual performance will be provided during the course of the competition

# We plan to train 270 RMs in LGSW by the end of March 2014



1. Includes Victoria Island, Lekki, Eko and Ikoyi  
 2. Classroom training to be at a central point (e.g., Ogun)  
 Source: Team analysis

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# Lead India: What were your key take away's from this video?



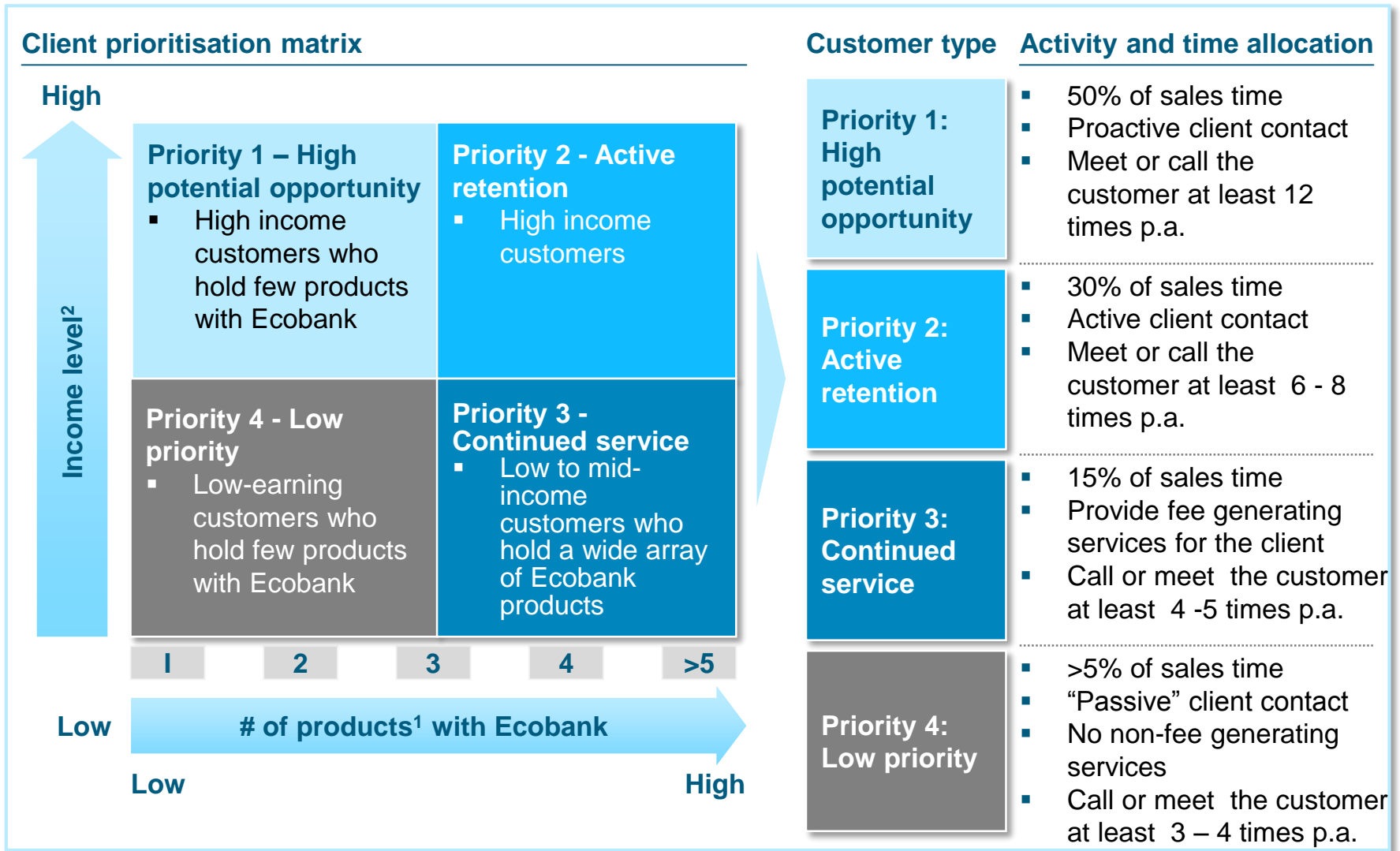


Habit has been found to be the most important factor in achieving long-term success



SOURCE: Charles Duhigg. The Power of Habit. 2014

# 1a The prioritization matrix helps you categorize customers based on their current and potential value to Ecobank

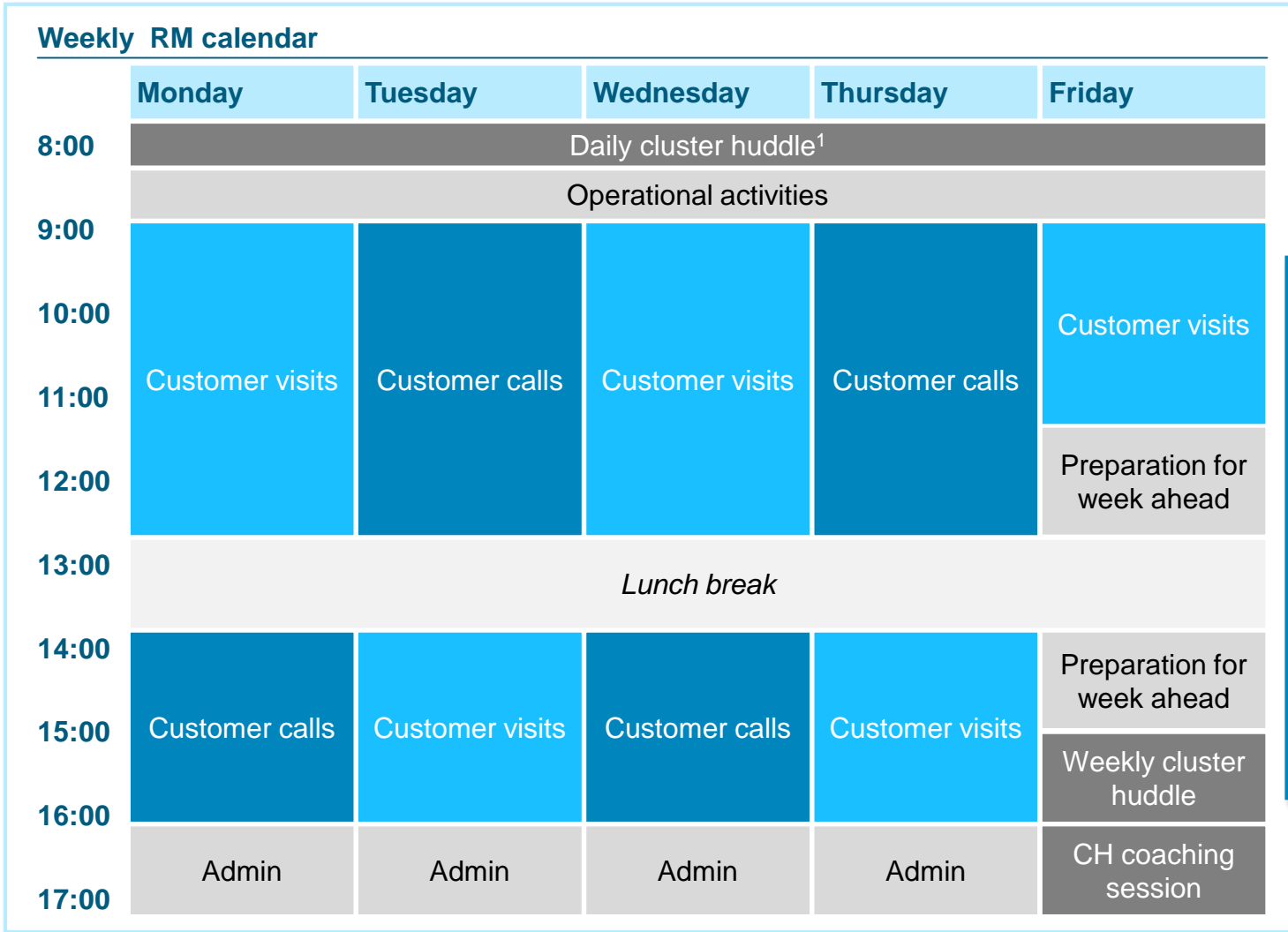


<sup>1</sup> This especially focuses on fee-earning products such as current accounts, e-banking channels and cards

<sup>2</sup> Cut-off points would differ for Premier and Advantage customers.

SOURCE: Team analysis

# 1b You should structure your calendar in a way that ensures you spend the bulk of your time on revenue-generating sales activities INDICATIVE



- 30% Customer calls
- 30% Customer visits
- 15% hub huddles / meeting / coaching
- 25% Admin

- RMs should ideally spend **60% of their time on revenue generation** client facing time (sales and service)
- Time blocking helps with discipline and **prevents distractions**
- Allocate **important items first**
  - Calls
  - Visits
  - Follow-ups

<sup>1</sup> RMs are to review leads by HQ, create call plans etc., before this time.

## Question: How well do you manage your time ?

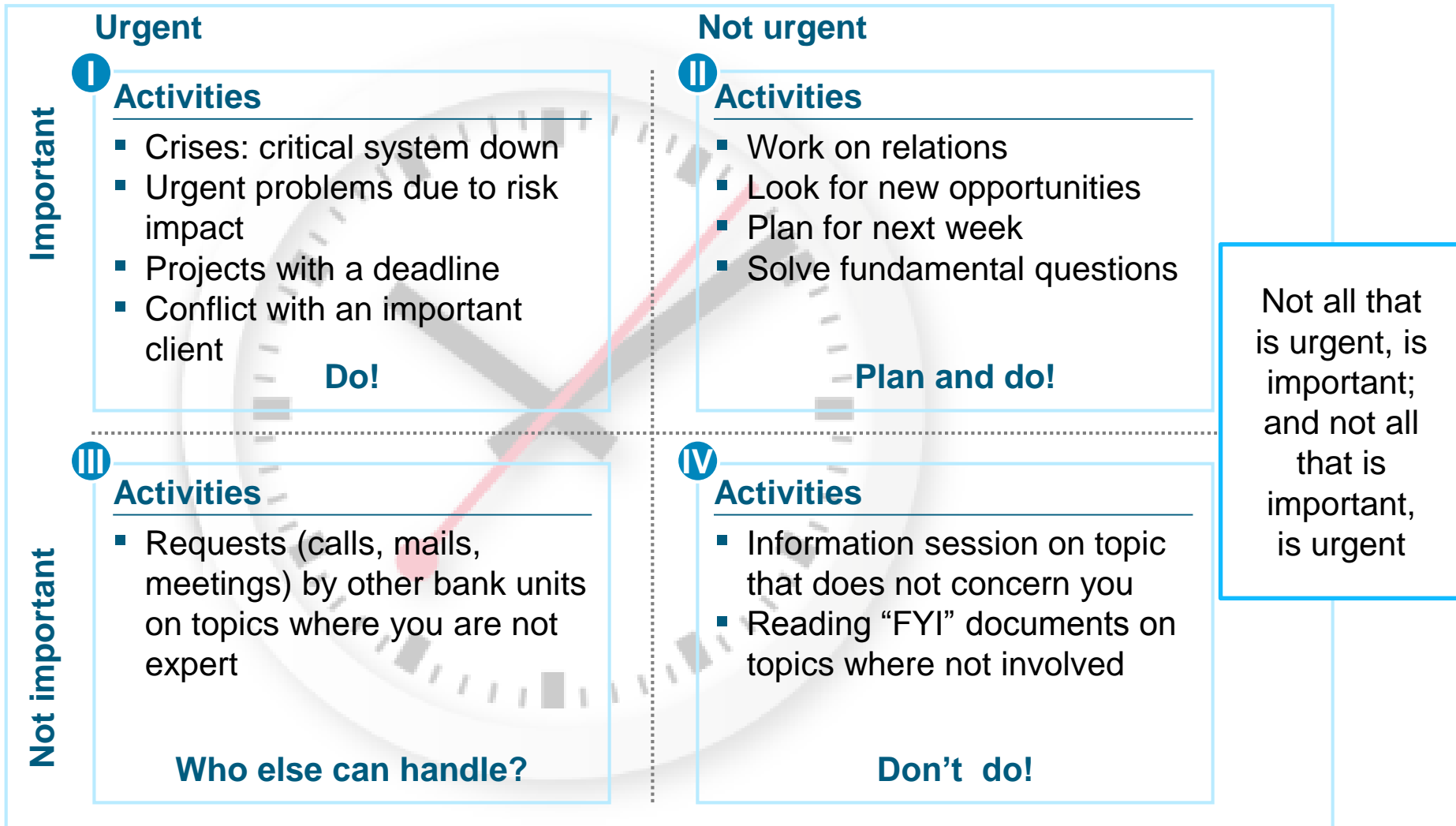
- Before this training, I determined what I wanted to learn from it
- Daily I arrange my agenda in such a way that I have the time to fulfil my most important tasks
- My inbox is empty/is not larger than 1 page
- I can find every mail or file I am looking for within 30 sec
- I always make a first version of my documents quickly and it is not much different from the final version



- At the meeting itself I see what the agenda consists of
- The day itself, I see what it brings; anyhow I will be disturbed continuously by the things of the day
- My scroll bar is tiny and I have got 325 unread mails
- I try to avoid searching, because my disks and my inbox are chaos
- I prefer to make my documents at a final stage, because then I have all the information I need

# 1b The Covey Matrix can also help you in prioritizing which activities to commence before others

ILLUSTRATIVE



**1b** A final tip on time management:

CONTAINS VIDEO

Eat That **Frog**



<http://play.simpletruths.com/movie/eat-that-frog/>

## 1c Introduction to the purpose of a Daily huddle

1



Create a common understanding of what the hub's priorities are

2



Create transparency amongst all colleagues regarding branch performance and their responsibilities going forward

3



Facilitate dialogue around what the root causes are of underperformance and associated action plans to address them

# 1c Daily huddle meetings will help you and your team plan your work for the day and track progress on a regular basis

## Example daily team huddle and key steering tools

Performance indicators to keep track of team performance

Problem board



Performance board incl. capacity management and weekly/daily targets

## Agenda of the meeting

Item	Timing
<b>1. Work briefing since last huddle</b>	<b>5 mins</b>
<ul style="list-style-type: none"><li>▪ Movements forward in RM lead list clients</li></ul>	
<hr/>	
<b>2. Issue resolution</b>	<b>10 mins</b>
<ul style="list-style-type: none"><li>▪ <b>Team lead should give feedback on</b><ul style="list-style-type: none"><li>– Prioritising actions</li><li>– How to adjust actions</li></ul></li></ul>	
<hr/>	
<b>3. Targets for the day</b>	<b>5 mins</b>
<ul style="list-style-type: none"><li>▪ RM sales and call targets</li><li>▪ How to make contact with clients where contact was unsuccessful</li><li>▪ How to close deals where client has accepted in principle</li></ul>	

# 1c Your teams should use visual morning huddle templates to record actual performance versus target

## Daily huddle template

Name of RM	KPIs	Day										Week				Month						
		M		T		W		TH		F		1		2		3		4		Cumulative		
		Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	
1	Deposits (N 'M)																					
	Assets (N 'M)																					
	Current Account																					
	Savings account																					

**Daily targets**

**Weekly targets vs. actuals**

**Monthly targets vs. actuals**

Name of RM	Value	M		T	
		Actual	Target	Actual	Target
1	Deposits (N '000)		600		
	Assets (N '000)		250		
	Current Account		3		
	Savings account		4		
	Cards		2		
	Mobile banking & SMS alerts		6		
	Loans		1		
	Rapid transfer		1		
	Other				

**Opportunities identified from**

- Master list / call list
- Leads from clients & other sources

**Each opportunity targeted for the day/week should result in a clear outcome which is updated on the huddle sheet**

# Break-out: practice holding a daily huddle for this week and complete the first few sections of the huddle board



## Morning Huddle Ground Rules

- 1 Identify weekly target opportunities before the 1<sup>st</sup> morning huddle of the week

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- 2 No phones/iPads/laptops during huddles

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- 4 Select 10 – 15 opportunities to follow up on during the day

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- 5 Be proactive and identify potential ‘challenges’ as your team may be able to give you tips

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- 6 Update the call lists and master list with deal stages after following up on opportunities

# Q & A

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# What tools and routines do you currently use to help you understand client needs and generate leads?

An RM's primary responsibility is to generate revenue by selling products to customers and improving customer service

▪ To do this, they will have to:

- Be structured and disciplined about their time

## Modules

### 1 Prioritization

- Meeting targets for and ensuring productivity during sales hours
- Structuring time among clients

## Tools

## Routines

- Understand client needs and generate qualitative leads

### 2 Identifying client needs

- Customer needs analysis
- Lead generation

- “Close” these leads i.e., ensure the customer (new or existing) ‘buys’ fee-earning products and services

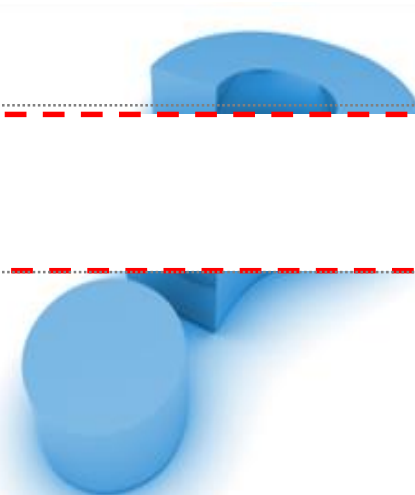
### 3 Conducting sales calls

- Presenting products
- Handling objections
- Securing commitment

- Monitor progress against targets regularly

### 4 Track results

- Dashboard (actuals vs. targets)
- Reviewing progress at set intervals
- Troubleshooting/ brainstorming



## 2 Module 2 contains tools that can assist you in understanding your client needs and identifying cross sell opportunities

### Name of tool

### What it does

### How it should be used

### Frequency

2a

#### Customer master list

- **Prioritizes customers** in line with the matrix
- Provides **guideline on number of proactive call/ meeting cadence** with customers per annum
- **Identifies product gaps**

- **Use as input when preparing daily calls lists** to guide
  - Which customers to contact
  - What products to cross sell

- **Quarterly updates, used daily** as input into call lists

2b

#### Call list

- **Assists RMs plan calls / visits with customers** for the day
- **Provides a list of confirmed meetings** to ensure daily targets are achieved and progress updates on each lead identified

- **Update call list daily with planned activities for the day**
- **Use as input to update team dashboards at daily huddles**

- **Daily**

2c

#### Needs analysis

- **Assists RMs identify customer needs in one-on-one meetings**
  - Can be used in first time meetings with priority 1 customers

- **Fill in with priority 1 customers in first time one-on-one meetings** to
  - Confirm products with Ecobank
  - Identify products in other banks
  - Understand relationship with other banks and potential to switch

- **Ad-hoc**



## 2b Standardized weekly call lists should be used to assist in the planning and recording of daily activities

### Customer details

Identified product gaps from the customer master list (automatically updated based on customer number)

Progress of lead to determine stage of application (e.g., customer contacted, documents submitted, account opened)

CUSTOMER DETAILS			Contact details	Priority	REASON FOR CALLING	LEADS IDENTIFIED			PROGRESS							CALL BRIEF		
Customer ID #	Customer name	Cust_AC_No			Reason for call	# of leads identified per customer	Product opportunities / leads identified	Product opportunities / leads identified	Meeting date	Client Contacted	Sales commitment	Docs Submitted	Closed	# of Products discussed with Customer	# of Products taken up by Customer		Inflows generated (in Naira)	Comments
1	2395314	LAWANI RAMOTA ASHABI (MRS)	0041188610	08023244243, 08052375625	1		4	Current Account, Cards, Mobile banking, SMS alert	0	28/03/2014	Yes	Yes	Yes	No	2	2	100000	Current account documents submitted, awaiting feedback
2	1004218	BUSARI MURI	0042021132	2348027780826	2		2	Cards, Mobile banking		28/03/2014	Yes	Yes	Yes	No	2	2	0	Card application submitted, awaiting feedback
3	1045968	OJIKUTU MOSHOOD OLUWOLE	0042024597	2348037275590, 0703 2059190	2		3	Savings Account, Cards, Mobile banking	0	28/03/2014	Yes	Yes	Yes	Yes	1	1	0	
4	1002559	ADELAJA KOFOWOROLA B.	0042051841	2348022900533	2		1	Mobile banking	0	28/03/2014	Yes	Yes	Yes	Yes	1	1	250000	Customer promised to increase deposits by 250,000
5	1009548	NWANNA NGOZIKA (MRS)	0042023349	08033057945, 08023061539	2		2	Cards, Mobile banking	0	28/03/2014	Yes	Yes	No	No				
6	1056843	DR MRS IKEM ELIZABETH															200000	Customer picked up cheque book and signed mobile banking forms
7	1056862	OGUNDE OLUWAFUNMI															0	Customer not interested in a current account or mobile banking
8	2202692	OJELANA BUKOLA															0	Customer not interested in a current account or mobile banking
9	1004409	ODUBELA-ADENI VERONICA F.															0	Customer would like to meet face to face, followup meeting scheduled for tomorrow

- The weekly call list can be used to understand how many customers each RM is visiting and calling per day
- It can also help track if RMs are focusing on cross selling, increasing deposits and risk assets and track progress of each lead / deal
- Weekly call lists can be used to generate daily lists showing only activity for the day should this be required by hub heads
- It consolidates the call memo and call plan into one report

Comments / call brief



# Break out session: Assess product needs for Neria Thema

CUSTOMER NEEDS ANALYSIS FORM																										
<b>Customer name</b>	Neria Thema																									
<b>Customer income (pa)</b>	N 4,800,000																									
<b>Customer segment</b>	Advantage																									
<b>Contact details</b>																										
Telephone	xxx xxxx																									
Mobile	0801 xxx xxxx																									
email	<a href="mailto:neria@workplace.com">neria@workplace.com</a>																									
<b>Customer profile</b>	Neria is married with 5 children, she recently moved to Lagos from Zimbabwe and works for Workplace, a client of Ecobank																									
<b>Customer goals for this year</b>	Neria and her husband would like to buy a house and a car this year																									
<b>Products held with Ecobank</b>	<p><b>Accounts</b></p> <table border="1"> <tr><td><input type="checkbox"/></td><td>Current account</td></tr> <tr><td><input checked="" type="checkbox"/></td><td>Saving account</td></tr> <tr><td><input type="checkbox"/></td><td>Fixed deposit</td></tr> <tr><td><input type="checkbox"/></td><td>Investment account</td></tr> <tr><td><input type="checkbox"/></td><td>Personal loan</td></tr> <tr><td><input type="checkbox"/></td><td>Asset finance</td></tr> </table>	<input type="checkbox"/>	Current account	<input checked="" type="checkbox"/>	Saving account	<input type="checkbox"/>	Fixed deposit	<input type="checkbox"/>	Investment account	<input type="checkbox"/>	Personal loan	<input type="checkbox"/>	Asset finance	<p><b>Channel</b></p> <table border="1"> <tr><td><input checked="" type="checkbox"/></td><td>Internet banking</td></tr> <tr><td><input type="checkbox"/></td><td>Mobile banking</td></tr> <tr><td><input checked="" type="checkbox"/></td><td>sms alert</td></tr> <tr><td><input type="checkbox"/></td><td>email alert</td></tr> <tr><td><input checked="" type="checkbox"/></td><td>Debit card</td></tr> <tr><td><input type="checkbox"/></td><td>International money transfer</td></tr> </table>	<input checked="" type="checkbox"/>	Internet banking	<input type="checkbox"/>	Mobile banking	<input checked="" type="checkbox"/>	sms alert	<input type="checkbox"/>	email alert	<input checked="" type="checkbox"/>	Debit card	<input type="checkbox"/>	International money transfer
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## 2c A needs analysis form has been developed to assist you in quickly identifying cross sell opportunities at client meetings

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<b>Customer income (pa)</b>	N 4,800,000																												
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Record customer details and segment

Record the customer's profile and aspirations for the year which could help us pre-empt customer needs

Use in conversations with new customers

Record the customer's current product holding to help identify potential cross sell opportunities

Record the cross sell opportunities, these opportunities will then be used to populate our call list

## 2c Here are some additional sources of leads to consider when making your call plans

### Internal data



#### Source/program ideas

- Collected cheques
- Guarantors of existing loans
- Customers with average deposit >N250K over last 6 months)
- Customers with Ecobank salary accounts
- Customers with expiring loans
- Customers with disappearing cash balance
- Customers with dormant accounts
- Customer acquisition through sales hub

#### Offer

- Transaction accounts, cards and remote channels
- Loan products
- Transaction accounts, cards and remote channels
- Term deposit and/or other investment solutions
- Loan products
- Loan products
- Loan products
- Account re-activation
- Transaction accounts, cards and remote channels

### Campaigns



- Product and channel campaign
- Customer campaigns

- Relevant products

### Referrals



- Customer referrals (via campaigns or ad hoc initiatives)
- Employees of SME/Commercial customers
- Referrals from own network
- Customers with 1 or 2 products

- Transaction accounts, cards and remote channels
- Transaction accounts, cards and remote channels
- Transaction accounts, cards and remote channels
- Missing product and/or bundle promotion

# Agenda

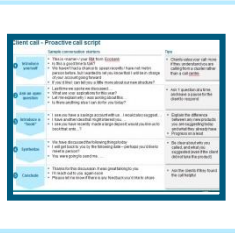
Agenda item	Timing, minutes	Speaker
<b>Introduction and opening remarks</b>	08h30 – 08h45	Hub head
<b>Personal banking SFE introduction</b> <ul style="list-style-type: none"> <li>▪ Ecobank change story and your role in its success</li> <li>▪ Creation of personal banking</li> <li>▪ Objectives of personal banking SFE</li> <li>▪ Introduction to SFE tools and routines</li> </ul>	08h45 – 09h15	Hub Head & Sales Champion
<b>Module 1: Prioritization and time management</b> <ul style="list-style-type: none"> <li>▪ Client prioritization</li> <li>▪ Time management</li> </ul>	09h15 – 10h45	Sales Champion
<b>Break out session</b>		
<b>Tea break</b> <span style="float: right;"><b>10h45 – 11h00</b></span>		
<b>Module 2: Needs Identification</b> <ul style="list-style-type: none"> <li>▪ Customer Master-list</li> <li>▪ Needs analysis</li> <li>▪ <b>Break out session<sup>1</sup></b></li> </ul>	11h00 – 12h30	Sales Champion
<b>Module 3: Sales calls conduction</b> <ul style="list-style-type: none"> <li>▪ Call scripts</li> <li>▪ Product guides and wheels</li> </ul>	12h30 – 14h00	Sales Champion
<b>Break out session</b>		
<b>Lunch break</b> <span style="float: right;"><b>14h00 – 15h00</b></span>		
<b>Module 4: Tracking and monitoring</b> <ul style="list-style-type: none"> <li>▪ Huddle templates</li> <li>▪ Weekly scorecards</li> </ul>	15h00 – 16h00	Sales Champion
<b>Module 5: Performance management and compensation</b>	16h00 – 16h30	Sales Champion
<b>Q&amp;A &amp; Closure</b>	16h30 – 17h00	Sales Champion

<sup>1</sup> Includes 5 minute 'stretch break'

# 3 Module 3 focuses on closing leads and conducting successful customer meetings

## Name of tool

### 3a Scripts



## What it does

- Provides guidance on how to conduct effective conversations with customers
  - Structuring client conversations
  - Objections handling

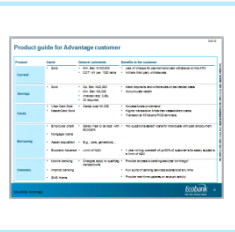
## How it should be used

- Interview guides to prepare for client meetings

## Frequency

- In meetings / calls with customers

### 3b Product guides

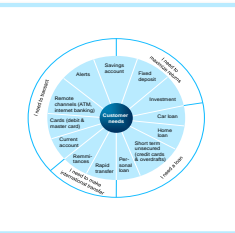


- Provides product benefits and features for Advantage and Premier customers

- Quick reference in client conversations

- In meetings / calls with customers

### 3c Product wheel



- Allows quick identification of products to sell to customers based on need

- Quick reference in client conversations

- In meetings / calls with customers


# Distinctive execution of sales action plans requires excellence in holding sales ‘pitch’ meetings

- Focus of this session
- Detailed in the earlier session

## Types of sales / opportunity meetings

**Identifying customer needs**

Holding regular client review and communication to assess the banking needs/ opportunities of a client







**Conducting sales calls**

Executing client meetings and communication to capture the opportunities identified in account plans

Phase	Best practice	Tools used
Before the meeting	<ul style="list-style-type: none"> <li>Set the goal of the meeting and ensure all participants clearly understand the context and the objective of the meeting beforehand</li> <li>All participants are well prepared for the meeting collect information required, read previous call memo's</li> </ul>	<ul style="list-style-type: none"> <li>Account plan</li> </ul>
During the meeting	<ul style="list-style-type: none"> <li>The meeting sticks to schedule and agenda</li> <li>The meeting starts with an overview of the objectives, end products, agenda and benefits</li> <li>All standpoints are evaluated equally</li> <li>Present the client with a prepared pitch book</li> <li>Manage objections that arise during meetings</li> <li>Wrap up the meeting by defining expectations</li> </ul>	<ul style="list-style-type: none"> <li>Pitch book</li> <li>Objection handling</li> </ul>
After the meeting	<ul style="list-style-type: none"> <li>Meeting minutes are produced and sent out</li> <li>Participants leave with time-bound expectations and next steps</li> <li>Clear tracking system for agreed tasks and next steps with follow up meetings scheduled</li> </ul>	<ul style="list-style-type: none"> <li>Call Memo</li> </ul>

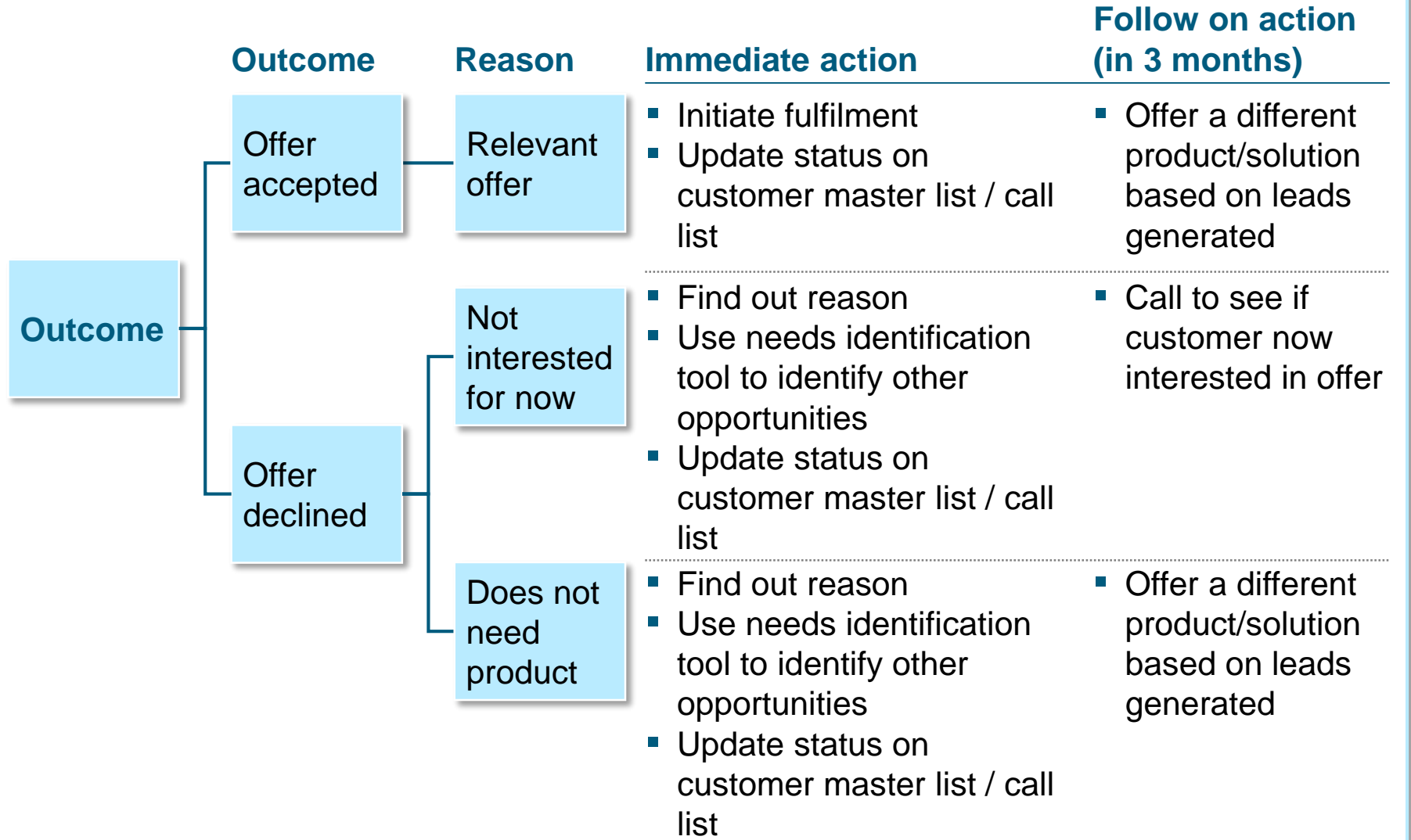
# Before conducting a sales call, RMs should profile customers based on their life-cycles to determine the goal of the conversation

CLIENT EXAMPLE

Customer life cycle	Acquire		Grow	Retain
	 <b>Prospects</b>	 <b>Newly acquired customers</b>	 <b>Loyal customers</b>	 <b>“At-risk” customers</b>
Goal	Turn leads into first-time customers	Turn first-time customers into loyals	Grow share of wallet among loyal customers	Turn at-risk customers back into loyals
Focus of approach	Prioritize high-profit and high-potential vertical markets	Promote behaviors known to drive loyalty	Address biggest category gaps by customer to grow share of wallet	Flag customers with attrition behavior and reach out

**← Cater sales call plans based on customer life cycle →**

# You should adopt different approaches based on outcome of calls/discussions with a client



# 3a Effective client conversations take three steps

Learn	<b>What to do...</b>	<ul style="list-style-type: none"> <li>▪ Greet client by name, introduce yourself, maintain eye contact, smile, provide business card</li> <li>▪ Offer a paper copy of your plan for the meeting. Explain that you will be asking a series of questions to learn more about their banking and investment needs.</li> <li>▪ For walk-in clients ask about reason for coming to the branch today. Follow up with questions about that particular financial issue</li> <li>▪ Ask client about their financial goals and priorities. Find out what they are happy with now and what they would like to change. Ask open questions, encouraging the client to lead to conversation to what matters most to him/her</li> <li>▪ Summarize what you have heard and express empathy</li> </ul>
	<b>What to say...</b>	<ul style="list-style-type: none"> <li>▪ “Hello Mr/Ms. <i>[name]</i>, my name is <i>[name]</i>. Thank you for making time to speak with me today. Here is my card with my contact details.”</li> <li>▪ “If you don’t mind, I’ve prepared a brief agenda for today’s meeting. I’d like to begin by asking you a few questions to ensure that I fully understand your financial needs and situation . That way I can help you find the products and services that best fit you. I have set aside an hour for today’s meeting.”</li> <li>▪ “First, I’d like to understand more about what brought you to our branch today.”</li> <li>▪ “Now I’d like to take a few minutes to understand your financial goals...”</li> <li>▪ “It sounds like you are most concerned about <i>[topic of discussion]</i>. Specifically, you feel that <i>[summary of conversation]</i>”</li> </ul>
Offer	<b>What to do...</b>	<ul style="list-style-type: none"> <li>▪ Use relevant tools based upon client goals</li> <li>▪ Discuss specific features and benefits of products/services you are recommending</li> <li>▪ Identify how the combination of products/services you are suggesting are complimentary and would be best together</li> <li>▪ Summarize what you have heard and confirm client’s interest in products</li> </ul>
	<b>What to say...</b>	<ul style="list-style-type: none"> <li>▪ “What I’d like to do now is use our <i>[name]</i> tool to help put together a plan for how to meet your <i>[issue]</i> goals”</li> <li>▪ “I believe <i>[product]</i> may be the right fit for you. Unlike <i>[other product]</i> here we offer <i>[feature of interest]</i>”</li> <li>▪ “What’s great about these products together is...”</li> <li>▪ “It sounds like <i>[set of products]</i> is the right combination for you. Let’s discuss how to set those up for you!”</li> </ul>
Reach	<b>What to do...</b>	<ul style="list-style-type: none"> <li>▪ Confirm next steps (e.g., follow-up appointment, review of contract)</li> <li>▪ Ask to be recommended</li> </ul>
	<b>What to say...</b>	<ul style="list-style-type: none"> <li>▪ “Great. I’m so glad we could find the right product for you. Let’s find a time to meet again later this week to finalize your decision once the paperwork has been processed”</li> <li>▪ “I’m so glad we were able to help you today. If there’s anyone you know who might also benefit from this type of help, or who has another financial issue, I’d be more than happy to speak with them if you gave them my business card”</li> </ul>

# 3a Best practice script for outbound calls

ILLUSTRATIVE

## Sample conversation starters

## Tips

### 1 Introduce yourself

- This is <name> from Ecobank. **Am I speaking with...?**
- **Is this a good time to talk**, or **may I have 2 – 3 mins. of your time?**
- I am calling to inform you that **I have been designated as your Relationship Manager**. What this means for you is that...<sup>1</sup> **OR**
- We haven't had a chance to speak recently, so **I'm calling to check to thank you for being one of our loyal customers**

- **Clients value your call more** if they understand you are calling from a hub rather than a call centre
- **Avoid** using banking jargon e.g., RM, PB, cabal

### 2 Ask an Open question

- **Last time we spoke** , we discussed your desire to <customer aspiration> . **Is this still the case?**
- We noticed that **you have not operated your account** for a while. Have you experienced **any problems with our banking services?**

- **Ask 1 question at a time**, and **leave a pause** for the client to respond or **ask clarifying questions**

### 3 Introduce a "hook"

- By **paying close attention to your account**, I noticed that there are **benefits** you could be **enjoying** which you currently aren't..
- Given your desire to <customer objective>, **here is an idea that might interest you....**
- I see **you have a savings account** with us. **May I also suggest....?**

- **Explain the difference** between any new products you are suggesting today and what they already have
- Progress on a lead

### 4 Synthesize

- **We have discussed the following things** today...
- **May I get back to you by** the following date – perhaps you'd like to meet in person? **When and where** would be convenient for you?
- **You have decided** to.....

- **Be clear about why you called**, and what you suggested (even if the client did not take the product)

### 5 Conclude

- **Thanks for this discussion**. It was great talking to you
- I'll reach out to you again soon
- Please **let me know if there is any feedback** you'd like to share

- **Ask the clients** if they found the call helpful

<sup>1</sup> Sell benefits of having an RM here. E.g., solving any challenges that may occur, quality service when you need it etc.

# 3a Best practice script for visits

ILLUSTRATIVE

## Sample conversation starters

## Tips

### 1 Introduce yourself

- Hello <sir/ma'am>, my name is <RM name> from Ecobank. **We spoke on the phone earlier...**
- Sequel to our discussion over the phone, I am here to **inform you of my designation as your Relationship Manager.** What this means for you is that...<sup>1</sup> **OR**
- I am here to **thank you for being one of our loyal customers**

- **Schedule an appointment before** going to visit the customer
- **Avoid** using **banking jargon e.g., RM, PB, cabal**

### 2 Ask an Open question

- **Last time we spoke**, we discussed your desire to <customer aspiration>. **Is this still the case?**
- We noticed that **you have not operated your account** for a while. Have you experienced **any problems with our banking services?**

- **Ask 1 question at a time**, and **leave a pause** for the client to respond or **ask clarifying questions**

### 3 Introduce a "hook"

- By **paying close attention to your account**, I noticed that there are **benefits** you could be **enjoying** which you currently aren't...
- Given your desire to <customer objective>, **here is an idea that might interest you....**
- **Let me tell you a story** one of our customers shared with us...

- **Explain the difference** between any new products you are suggesting today and what they already have
- Progress on a lead

### 4 Synthesize

- **We have discussed the following things** today...
- **May I get back to you by** the following date – perhaps you'd like to meet in person? **When and where** would be convenient for you?
- **You have decided** to.....

- **Be clear about why you visited**, what you suggested (even if the client didn't take the product) **and next steps**

### 5 Conclude

- **Thanks for this discussion.** It was great talking to you
- I'll reach out to you again soon
- Please **let me know if there is any feedback** you'd like to share

- **Ask the clients** if they found the visit helpful

<sup>1</sup> Sell benefits of having an RM here. E.g., solving any challenges that may occur, quality service when you need it etc.

## 3a We have developed guidelines to help RMs handle the most customer objections (1/2)

EXAMPLE OF  
OBJECTION HANDLING

**"I am not interested"**: I can tell you that lots of other people felt the same in the beginning, but **they were interested when they heard about our offer**. Would you let me explain it? Then you can decide ...

**In the past I've had bad experience with the bank**: I'm sorry to hear that. **What was the problem?** ... I see. I can assure you that we have taken every step to improve our service. In addition, to satisfy even our most demanding customers, we have put together this new offer. Would you let me explain it? Then you can decide if you are interested ...

**Offer from another bank**: I understand, you're talking about the offer from <bank name>. Well actually, [the bank] has an offer that is very similar to that, plus it has a lot of additional advantages and we provide you with high level of service. **Why don't we have a detailed look at our products together?** I am confident that we will be able to compete with other offers that are currently available in the market

**"Interest rates of loans are too high"**: Please let me highlight two important facts. **Our managers want to maintain [the bank] financially healthy** for our customers in the context of the current global credit crisis. Secondly the **interest rates reflect the high level of service we provide you** during the loan request. However as you are important customer of [the bank], let me ask the head of department to accommodate your request

**"Your service is not fast enough"**:

- I'm sorry for that. **I will personally take care of your request** and make sure to come back to you as soon as possible
- We can provide you with e-banking service for free so that you can check transactions directly

**"Interest rates of deposits are lower than competitors"**: How much do they offer you in the other bank? Ok, **the difference might be justified by the high level of service we are providing you**. However if you deposit more, I can ask my manager to improve the rate for you

## 3a We have developed guidelines to help RMs handle the most customer objections (2/2)

EXAMPLE OF  
OBJECTION HANDLING

**“I do not have time right now”:** “I appreciate how valuable your time is to you. My clients are all pressed for time. That is actually the reason I am calling today. If you have just a minute available, I might be able to save you time compared with your current banking, as well as money. How does that sound?”

**I am not interested:** “I understand. If you’re not interested in speaking over the phone today perhaps you would rather speak in person. That is actually why I am calling you today. I have a few ideas to perhaps enhance your current banking and I’d like to find some time when we could discuss them in person. How does that sound?”

**My banking is fine:** “It sounds like your finances are very important to you. Many of my clients were also quite happy with their previous bank. That is actually the reason why I am calling today, with a few ideas to perhaps enhance your current banking, no matter how satisfied you currently are. It will only take a minute of your time to go over these ideas with you. Would that be ok?”

**Generic objection** “I appreciate your concern about (paraphrase objection). Many of my clients felt the same way before we met. That’s actually why I’m calling today. We can look for ways to *[use your own words to emphasize benefit: saving time, saving money, paying off debt, making banking more convenient, more secure, etc]*

### Follow the CALLS

- C** **Confidence** — Be upbeat and confident, not monotone

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- A** **Articulation** — Ensure your pronunciation is clear and don't mumble. Don't shorten words (e.g., "s'pposed to" instead of "supposed to")

---

- L** **Language** — Use positive words and language that conveys respect and a willingness to go the extra mile to service the client. Don't use bank jargon or slang. Adapt your word choice to help clients with language/ accent challenges

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- L** **Loudness** — Not too loud, not too soft

---

- S** **Speed** — Manage your pace to ensure the client is comfortable, doesn't feel rushed and knows you're interested in what they have to say

# In teams of three let us role play conducting sales call

## Conducting sales call

### Rules

One team member is a customer, one team member is an RM and the third team member is an observer who will give feedback on what went well and what went wrong

### Scenario

Choose one customer from the master list you were provided as part of module 2 for your role play



# The script for outbound calls has been adapted for savings accounts for special events

## Sample conversation starters

### 1 Introduce yourself

- This is <name> from Ecobank. **Am I speaking with...?**
- **I have been designated as your Relationship Manager.** What this means for you is that...<sup>1</sup>. May I have 2 – 3 mins of your time?

### 2 Ask an Open question

- **Are there any banking needs I can assist you with as your Relationship Manager?**

### 3 Introduce a “hook”

- By **paying close attention to your account**, I noticed that you have relatively higher turnover than most of our customers in your <transactional savings / current account> but a lower balance, **I have an idea that might interest you**
- In addition to your <transactional saving / current account> I would like to suggest that you open a savings account for special occasions where you can put away an additional N10,000 per week to create additional wealth
- If you continue with your weekly savings, at the end of 12 months you will have N480,000 capital investment plus 3.6% earned interest.
- After two years once you have accumulated over N1,000,000 in your account we can start thinking about other options that will have the potential to earn you more interest income. How does this proposition sound to you?

### 4 Synthesize

- **You have decided to.....**
- **Can I suggest that we meet tomorrow at <suggest a time> at <branch closest to the customer, or place most convenient for the customer> to meet in person to discuss further and conclude the application process?**

### 5 Conclude

- **Thanks for this discussion.** It was great talking to you. I look forward to meeting you <on suggested date>
- I'll reach out to you again soon
- Please **let me know if there are any other banking services or queries I can help you with**

<sup>1</sup> Sell benefits of having an RM here. E.g., solving any challenges that may occur, quality service when you need it etc.

# Additional guidelines to help with objection handling

EXAMPLE OF  
OBJECTION HANDLING

**"I am not interested"**: Opening a separate accounts will ensure that you get a chance to earn 3.6% interest on your money and ultimately lead to wealth creation. Would you consider starting up a savings account with a smaller amount say N5000 per week instead of N10,000 to see how this would work?

**In the past I've had bad experience with the bank**: I'm sorry to hear that. **What was the problem?** ... I see. I can assure you that we have taken every step to improve our service. In addition, to satisfy even our most demanding customers, we have put together this new offer. Would you let me explain it? Then you can decide if you are interested ...

**"I do not have time right now"**: "I appreciate how valuable your time is to you. My clients are all pressed for time. That is actually the reason I am calling today. If you have just a minute available, I might be able to save you time compared with your current banking, as well as money. How does that sound?"

**"Your service is not fast enough"**:

- I'm sorry for that. **I will personally take care of your request** and make sure to come back to you as soon as possible
- We can provide you with e-banking service for free so that you can check transactions directly

**"Interest rates of deposits are lower than competitors"**: How much do they offer you in the other bank? Ok, **the difference might be justified by the high level of service we are providing you.** However if you deposit more, I can ask my manager to improve the rate for you

**I am not interested**: "In understand. If you're not interested in speaking over the phone today perhaps you would rather speak in person. That is actually why I am calling you today. I have a few ideas to perhaps enhance your current banking and I'd like to find some time when we could discuss them in person. How does that sound?"

# The script for outbound calls has been adapted for salary current accounts and loans

## Sample conversation starters

### 1 Introduce yourself

- This is <name> from Ecobank. **Am I speaking with...?**
- **I have been designated as your Relationship Manager.** One of my key roles is to **help you achieve your short and long-term financial aspirations**, e.g. creating wealth, having a home of your own, getting the car of your dreams etc

### 2 Ask an Open question

- May I have 2 – 3 minutes of your time, to discuss how Ecobank can help you attain your financial aspiration?

### 3 Introduce a “hook”

- A major benefit that many of our customers enjoy is **the ability to access all of their personal accounts from the same platform as well cross-account transfers at no charge**
- Most importantly, **should one of your accounts be a salary account**, you will be given **access to our best-in-class employee credit facility**, enabling you to achieve the aspirations we spoke about earlier.
- In addition **maintaining a balance of N250,000 in your salary account will ensure you do not get charge any COT**. A minimal COT of N1 will be charged if your balance is between N100,000 and N250,000. How does this proposition sound to you?

### 4 Synthesize

- **You have decided to.....**
- **Can I suggest that we meet tomorrow at** <suggest a time> **at** <branch closest to the customer, or place most convenient for the customer> **to meet in person to discuss further and conclude the application process?**

### 5 Conclude

- **Thanks for this discussion.** It was great talking to you. I look forward to meeting you <on suggested date>
- I'll reach out to you again soon
- Please **let me know if there are any other banking services or queries I can help you with**

# Sales conversation demonstrated role play (1 / 2)

EXAMPLE

## Sales rep

- Hello Mr. Buhari. It's so nice to meet you in person. As I mentioned over the phone, my name is [name] and I'm a Relationship Manager from Ecobank. Here's my card. When we last spoke, you said you were interested in refinancing your mortgage. Is that still the case?
- That's absolutely right. Rates are unusually low and now is a great time to refinance. Before we get started though, I'd like to ask a few background questions and then briefly discuss your financial goals and needs. That way I can help you find exactly the right product that best suits you. Can you tell me a little about yourself, your family, and your work situation?
- What are the names of your wife and kids?
- How old are your children?
- I remember when my kids were that age. I never could figure out how they had so much energy all the time. Anyways, thanks again for coming in. I've prepared a brief agenda for today's meeting. First, I'd like to discuss your broader financial situation and understand what your needs are likely to be over the next 20-30 years. After that we can discuss some of the specific options for refinancing that might fit your needs.
- I have also taken some time to identify a few ways in which we might be able to enhance your banking with Ecobank. I want to make sure we cover these before the end of the meeting. How does that sound?

## Client

- Yes, I've heard rates are quite low now so I thought it might be a good time to refinance.
- Sure, I grew up Abuja and I went to University of Lagos for school, and moved here after. I work as a consultant at McKinsey. I've been married 5 years and have 2 kids: a daughter and a son, they are twin
- My wife's name is Nezanine and my kids names are Abi and Bola
- They are 7
- Sounds good
- That sounds fine

# Sales conversation demonstrated role play (2/ 2)

EXAMPLE

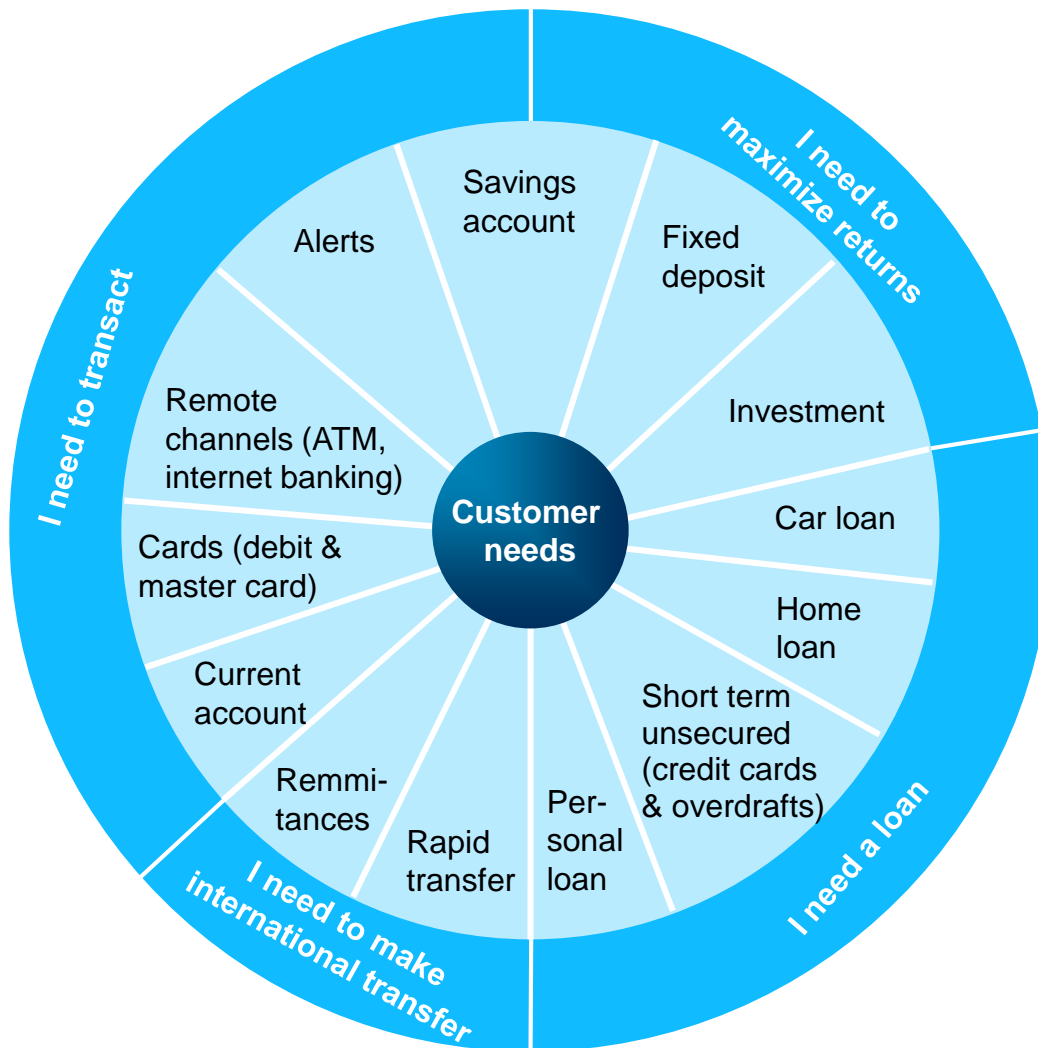
## Sales rep

- Fantastic. At Ecobank we want to help you achieve what matters most to you. Let's take a few minutes to understand your financial goals. The first step in helping you achieve your goals is to understand where you are today from a financial point of view. So let's complete the needs analysis form
  - It looks like your primary financial goals are building more equity through your home and also saving for your children for college
- 
- Great. Let's see if we can help you with that. So it looks like you currently have a 20 year mortgage, originally N40,000,000, of which you've already paid off N4,000,000. And the rate [x%]?
- 
- Well you're quite right that refinancing is the way to go. Before we determine what sort of refinancing you need, can I ask if you have any other outstanding debts?
- 
- Ok, let me enter this all into our system. Ok Mr. Buhari, it looks like we can offer you a rate of [x%]. Based on my calculation, that should save you about N48,00 a month on your interest payments. How does that sound?
- 
- I'll have someone draw up an agreement. Also, if you still have a few minutes I'd like to discuss what you could do with that saved interest. Given your student loans and your desire to keep saving for your children's education, we should schedule some additional time next week to talk about whether it might make sense to refinance those loans, and whether you might want to set up a specific education savings vehicle for your kids
- 
- Thursday morning would be great, say 9am? Wonderful, I look forward to speaking with you then. If any of your friends, family, or co-workers are thinking of refinancing I would be happy to help them as well. Feel free to take a few extra business cards and let them know to get in touch with me. Thanks!

## Client

- Yes, as I've said we started saving for our kids as soon as they were born. I was hoping with a better rate on our mortgage we could either pay it off faster or maybe save more for our kids. Between the economy these days and the way tuition seems to never stop going up, we can't save too much
- 
- Yes, that's right.
- 
- I still have about N2,000,000 in student loans.
- 
- That sounds great. Where do I sign?
- 
- Sure, how is next Thursday morning?
- 
- Thank you. See you Thursday!

## 3b Product wheels can help you approach customers in a structured way



You will have a product guide for each product with the following:

### Product features

- Brief description
- Pricing
- Terms

### Key benefits

- Intrinsic benefits
- Competitive advantage
- Any special offers or tailored discounts

### Eligibility

- Age, gender, nationality, other demographics

### Document requirements

- ID
- Passport etc...

## 3c Product guide for Advantage customer

Product	Name	General comments	Benefits to the customer
Current	<ul style="list-style-type: none"> <li>Gold</li> </ul>	<ul style="list-style-type: none"> <li>Min. Bal: N100,000</li> <li>COT: N1 per '000 naira</li> </ul>	<ul style="list-style-type: none"> <li>Use of cheque for payment and card withdrawal on the ATM</li> <li>Initiate third party withdrawals</li> </ul>
Savings	<ul style="list-style-type: none"> <li>Gold</li> </ul>	<ul style="list-style-type: none"> <li>Op. Bal: N20,000</li> <li>Min. Bal: N5,000</li> <li>Interest rate: 3.6%</li> <li>ID required</li> </ul>	<ul style="list-style-type: none"> <li>Make deposits and withdrawals on as needed basis</li> <li>Accumulate wealth</li> </ul>
Cards	<ul style="list-style-type: none"> <li>Visa Card Gold</li> <li>MasterCard Gold</li> </ul>	<ul style="list-style-type: none"> <li>Cards cost N1,000</li> </ul>	<ul style="list-style-type: none"> <li>Access funds on demand</li> <li>Higher transaction limits than classic/direct cards</li> <li>Transact at ATMs and POS terminals</li> </ul>
Borrowing	<ul style="list-style-type: none"> <li>Employee credit</li> <li>Mortgage loans</li> <li>Asset acquisition</li> <li>Ecobank Advance</li> </ul>	<ul style="list-style-type: none"> <li>Salary has to be kept with Ecobank</li> <li>E.g., cars, generators,...</li> <li>Limit of N2M</li> </ul>	<ul style="list-style-type: none"> <li>"No questions asked" loans for individuals with paid employment</li> <li>1 year rolling overdraft of up 50% of customer's for salary subject to a limit of N2M</li> </ul>
Channels	<ul style="list-style-type: none"> <li>Mobile banking</li> <li>Internet banking</li> <li>SMS Alerts</li> </ul>	<ul style="list-style-type: none"> <li>Charges apply to qualifying transactions</li> </ul>	<ul style="list-style-type: none"> <li>Provide access to banking services "on-the-go"</li> <li>Full suite of banking services available at any time</li> <li>Provide real-time updates on account activity</li> </ul>

## 3c Product guide for Premier customer

Product	Name	General comments	Benefits to the customer
Current	<ul style="list-style-type: none"> <li>Platinum</li> </ul>	<ul style="list-style-type: none"> <li>Min. Bal: N250,000</li> <li>COT: Zero</li> </ul>	<ul style="list-style-type: none"> <li>Use of cheque for payment and card withdrawal on the ATM</li> <li>Initiate third party withdrawals</li> </ul>
Savings	<ul style="list-style-type: none"> <li>Platinum</li> </ul>	<ul style="list-style-type: none"> <li>Op. Bal: N20,000</li> <li>Min. Bal: N5,000</li> <li>Interest rate: 3.6%</li> <li>ID required</li> </ul>	<ul style="list-style-type: none"> <li>Make deposits and withdrawals on as needed basis</li> <li>Accumulate wealth</li> </ul>
Cards	<ul style="list-style-type: none"> <li>Visa Card Platinum</li> <li>MasterCard Platinum</li> </ul>	<ul style="list-style-type: none"> <li>Cards cost N1,000</li> </ul>	<ul style="list-style-type: none"> <li>Access funds on demand</li> <li>Higher transaction limits than classic/direct cards</li> <li>Transact at ATMs and POS terminals</li> </ul>
Borrowing	<ul style="list-style-type: none"> <li>Employee credit</li> <li>Mortgage loans</li> <li>Asset acquisition</li> <li>Ecobank Advance</li> </ul>	<ul style="list-style-type: none"> <li>Salary has to be kept with Ecobank</li> <li>E.g., cars, generators,...</li> <li>Limit of N2M</li> </ul>	<ul style="list-style-type: none"> <li>“No questions asked” loans for individuals with paid employment</li> <li>1 year rolling overdraft of up 50% of customer’s for salary subject to a limit of N2M</li> </ul>
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# Agenda

Agenda item	Timing, minutes	Speaker
<b>Introduction and opening remarks</b>	08h30 – 08h45	Hub head
<b>Personal banking SFE introduction</b> <ul style="list-style-type: none"> <li>▪ Ecobank change story and your role in its success</li> <li>▪ Creation of personal banking</li> <li>▪ Objectives of personal banking SFE</li> <li>▪ Introduction to SFE tools and routines</li> </ul>	08h45 – 09h15	Hub Head & Sales Champion
<b>Module 1: Prioritization and time management</b> <ul style="list-style-type: none"> <li>▪ Client prioritization</li> <li>▪ Time management</li> </ul>	09h15 – 10h45	Sales Champion
<b>Break out session</b>		
<b>Tea break</b> <span style="float: right;"><b>10h45 – 11h00</b></span>		
<b>Module 2: Needs Identification</b> <ul style="list-style-type: none"> <li>▪ Customer Master-list</li> <li>▪ Needs analysis</li> <li>▪ <b>Break out session<sup>1</sup></b></li> </ul>	11h00 – 12h30	Sales Champion
<b>Module 3: Sales calls conduction</b> <ul style="list-style-type: none"> <li>▪ Call scripts</li> <li>▪ Product guides and wheels</li> </ul>	12h30 – 14h00	Sales Champion
<b>Break out session</b>		
<b>Lunch break</b> <span style="float: right;"><b>14h00 – 15h00</b></span>		
<b>Module 4: Tracking and monitoring</b> <ul style="list-style-type: none"> <li>▪ Huddle templates</li> <li>▪ Weekly scorecards</li> </ul>	15h00 – 16h00	Sales Champion
<b>Module 5: Performance management and compensation</b>	16h00 – 16h30	Sales Champion
<b>Q&amp;A &amp; Closure</b>	16h30 – 17h00	Sales Champion

<sup>1</sup> Includes 5 minute 'stretch break'

# Agenda

Agenda item	Timing, minutes	Speaker
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<b>Q&amp;A &amp; Closure</b>	16h30 – 17h00	Sales Champion

<sup>1</sup> Includes 5 minute 'stretch break'

## 4 Module 4 focuses on tools to assist you in tracking your performance

### Name of tool

### What it does

### How it should be used

### Frequency

4a

Huddle template

- Enables **performance tracking on a daily basis**

- As a template to be filled by the hub head on all RMs **at team huddles every morning**

- Daily

4c

RM scorecard

- Provides **consolidated view of performance** across all customers, **especially on key accounts**

- As source of information to **determine individual performance against target**
- Automatically generated by IT

- Weekly

4d

Hub manger report

- Provides **consolidated view of performance** across all RMs

- As source of information to **determine team performance against target**
- Automatically generated by IT

- Weekly

# 4 Hub performance tracking and monitoring process

**Team dashboard:** RM shares his daily/ weekly / monthly targets on the team dashboard based on # of leads identified

Huddle Board		Day							Week				
		M	T	W	T	F	S	S	1	2	3	4	
		A	T	A	T	A	T	A	T	A	T		
A. Taiwo	Current account	1	2	1	2	1	2	1	2	1	2	5	10
	Savings account	1	2	1	2	1	2	1	2	1	2	5	10
	Debt card	2	2	2	2	2	2	2	2	2	2	10	10
	Remote channels	0	2	0	2	0	2	0	2	0	2	0	10



**RM Dashboards:** RMs receive IT generated dashboards showing performance vs. targets

RELATIONSHIP MANAGER SCORECARD AS AT [DATE]						
STAFF NAME						
STAFF NUMBER						
STAFF ROLE						
Type of account	Count	Average balance	Previous balance	Month end target	% performance	% achieved
Current accounts	100	10 500 976	9 006 705	10 000 000	17%	105%
Savings accounts	220	20 200 500	19 500 800	25 000 000	4%	81%
<b>TOTAL CASA</b>	<b>320</b>	<b>30 701 476</b>	<b>28 507 505</b>	<b>35 000 000</b>	<b>8%</b>	<b>88%</b>
Term deposits	50	5 600 000	5 000 000	5 000 000	12%	112%
FINNOTES	10	4 000 000	3 500 000	3 500 000	14%	114%
BACP	10	3 000 000	4 000 000	4 000 000	-25%	75%
<b>TOTAL LIABILITIES</b>	<b>390</b>	<b>43 301 476</b>	<b>41 007 505</b>	<b>47 500 000</b>	<b>6%</b>	<b>91%</b>
<b>LOANS</b>	<b>20</b>	<b>2 000 000</b>	<b>1 800 000</b>	<b>2 000 000</b>	<b>11%</b>	<b>100%</b>

**Hub head reports:** Hub head receives IT generated reports showing RM performance vs targets

HUB HEAD'S WEEKLY REPORT																		
RM NUMBER	RM NAME	A/C	TOTAL					BAL WTD	TYPE	AMT	TOTAL LIA (CUR BAL + INV)	TOTAL LOANS	Sales					
			NO OF A/C	TOTAL LIAB (PREV WEEK)	TOTAL LIAB (CURR WEEK)	TOTAL ASSET (PREV WEEK)	TOTAL ASSET (CURR WEEK)						TOTAL REV (YTD)	Leads Identified	Client Contacted	commit ment	Docs Submitted	Leads Closed
1909	USIFOH SYLVESTER LUOBE	300	41 007 505	42 237 730	5 000 000	5 100 000	2 050 375	42 149 000	0	0	42 237 730	5 100 000	36	10	7	6	1	3
6803	OBURORH DEBORAH ETETE	305	45 108 256	43 755 008	4 900 000	4 949 000	2 255 413	44 769 450	0	0	43 755 008	4 949 000	25	11	0	0	0	0
7606	FATI KAYODE - SANUSI OLUWAKEMI	302	40 597 430	39 379 507	4 802 000	4 850 000	2 029 871	44 769 450	0	0	39 379 507	4 850 000	20	5	2	2	2	2
8036	KUDIRAT OBURORH DEBORAH ETETE	300	44 657 173	43 317 458	4 705 960	4 753 000	2 232 859	44 769 450	0	0	43 317 458	4 753 000	6	3	1	1	0	0
6803	OBURORH DEBORAH ETETE	304	31 260 021	35 890 600	5 176 556	5 228 322	1 563 001	44 769 450	0	0	35 890 600	5 228 322	15	15	10	10	8	8



1 Based on account balances/turnover and product utilization information in the masterlist

SOURCE: Team analysis

# 4a You should use visual morning huddle templates to record your actual performance versus target

## Daily huddle template

Name of RM	KPIs	Day		T		W		TH		F		Week				Month	
		Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target
1	Deposits (N 'M)																
	Assets (N 'M)																
	Current Account																
	Savings account																

**Daily targets**

**Weekly targets vs. actuals**

**Monthly targets vs. actuals**

Name of RM	Value	M		T	
		Actual	Target	Actual	Target
1	Deposits (N '000)		600		
	Assets (N '000)		250		
	Current Account		3		
	Savings account		4		
	Cards		2		
	Mobile banking & SMS alerts		6		
	Loans		1		
	Rapid transfer		1		
	Other				

**Opportunities identified from**

- Master list / call list
- Leads from clients & other sources

**Each opportunity targeted for the day/week should result in a clear outcome which is updated on the huddle sheet**

## 4b RM performance vs. KPIs will be linked to performance and bonuses will be paid to people who exceed targets

PRELIMINARY

	KPI	Goal	Weight
Business and financial performance	▪ Revenue Growth	▪ Grow interest revenue and commission	70%
	▪ Deposits Growth	▪ Minimum N144 million / Advantage RM and N1,200 million / Premier RM	
	▪ Asset Growth	▪ Minimum 10% growth	
	▪ Cross sell ratio	▪ Minimum 3 products per customer	
	▪ Avoid concentration risk	▪ Minimum deposit growth of N20,000 per account / month	
Customer excellence	▪ Reduce dormancy	▪ 0% dormancy in active portfolio of 300 customers	10%
	▪ Account reactivation	▪ Revive 10 inactive accounts / relationships	
	▪ Customer satisfaction	▪ 25% increase in customer satisfaction	
People Management	▪ Training and development	▪ Timely Development/Execution of career development plan ▪ Attendance of SFE Training	5%
Process and operational performance	▪ Use of alternative channels	▪ 30% of customers to be active internet banking users	5%
	▪ Risk controls and compliance	▪ Reduce number of operational risk controls and compliance issues raised	
Strategic Initiatives	▪ Daily usage of SFE tools and routines ▪ Entrepreneurial initiative		10%

## 4b RM scorecards provide valuable information on how the RM is performing from week to week vs targets

**STAFF NAME**      **RM NAME**  
**STAFF ROLE**      **Relationship Manager PREMIER**

Category	Count	Current Week Bal	Previous Week's Bal	Weekly Budget	Month End Budget	Perf(%)	(%) Achieved
CURRENT	24	142,246,443.34	140,493,436.27	17,500,000.00	70,000,000.00	10.02	10.02
SAVINGS	108	450,198,060.38	457,326,087.36	17,500,000.00	70,000,000.00	-40.73	-40.73
<b>TOTAL CASA</b>	<b>132</b>	<b>592,444,503.72</b>	<b>597,819,523.63</b>	<b>17,500,000.00</b>	<b>70,000,000.00</b>	<b>-30.71</b>	<b>-30.71</b>
TERM DEPOSITS	32	265,919,000.05	265,919,000.05	7,500,000.00	30,000,000.00	0	0
OTHER DEPOSITS	1	21,853,652.97	21,853,652.97	7,500,000.00	30,000,000.00	0	0
FINNOTES		0	0	0	0	0	0
<b>TOTAL LIABILITIES</b>	<b>165</b>	<b>880,217,156.74</b>	<b>885,592,176.65</b>	<b>25,000,000.00</b>	<b>100,000,000.00</b>	<b>-21.5</b>	<b>-21.5</b>
LOANS		0	0	0	0		
<b>TOTAL ASSETS</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		

Type and number of accounts as at a specific date

Increase or decrease in balances over a period of a week

Performance vs. previous week

## 4b The daily scorecards show inflow and outflows for all customer accounted coded to the RM

Daily RM scorecard shows account activity for all customers in the RM's portfolio

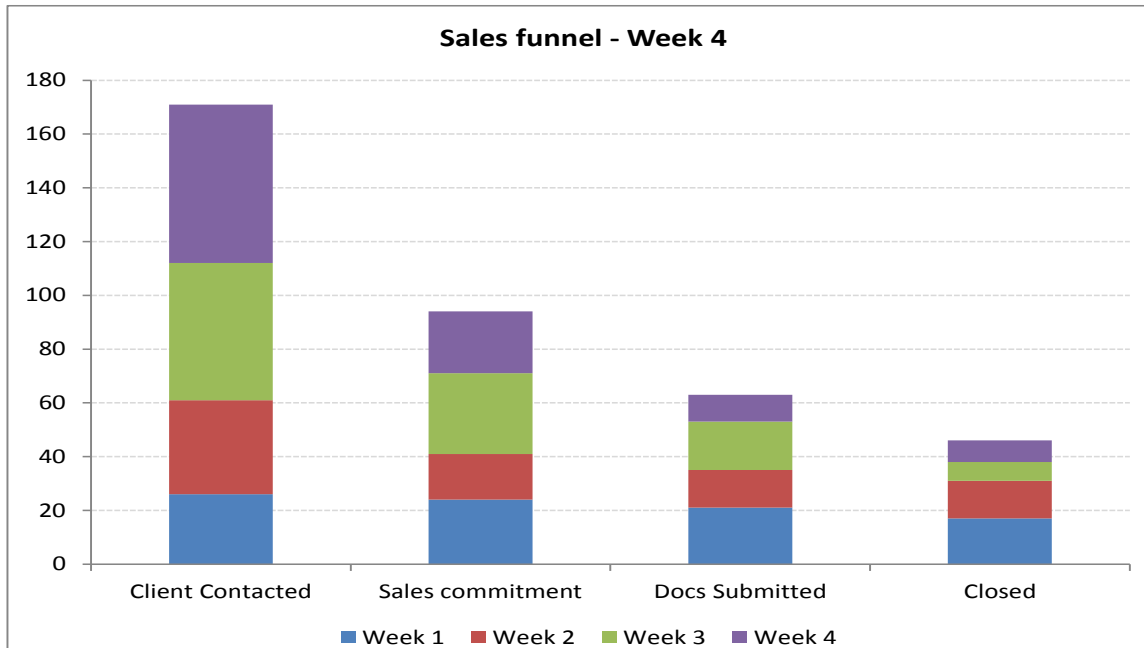
STAFF NAME ADETONA Adeyinka  
 STAFF ROLE Relationship Manager (ADVANTAGE)  
 REPORT DATE 21-Mar-14

Account NO / Contract Ref No	Account Name	Account Class	DESCRIPTION	CCY	PREVIOUS DAY BALANCE	CURRENT DAY BALANCE	AVERAGE BAL	MONTHLY BUDGET	MONTH TO DATE NRFF	FEES & COMM	DAILY VARIANCE	SEGMENT
4761011526	ALKASIM LAWAU YARO	GHSAIN	SAVINGS ACCOUNT INDIVIDUAL LCY	NGN	37,529.39	41,315.58	37,529.39	8,400,000.00	228.01	0	3,786.19	DBCI_1200
4761022197	OGELEKA OMOSA VICTORIA	GHSAIN	SAVINGS ACCOUNT INDIVIDUAL LCY	NGN	384,498.16	380,924.83	384,498.16	8,400,000.00	2,336.06	0	-3,573.33	DBCI_1200
4761023015	OKOLIE WALTER DONATUS	GHSAIN	SAVINGS ACCOUNT INDIVIDUAL LCY	NGN	169,388.74	121,956.36	169,388.74	8,400,000.00	1,029.14	0	-47,432.38	DBCI_1200
4761025851	ATIM AGNES MAGBE	GHSAIN	SAVINGS ACCOUNT INDIVIDUAL LCY	NGN	525,188.18	540,902.47	525,188.18	8,400,000.00	3,190.84	0	15,714.29	DBCI_1200
4761030918	YUSUF AUWAL	GHSAIN	SAVINGS ACCOUNT INDIVIDUAL LCY	NGN	7,908.95	5,988.95	7,908.95	8,400,000.00	48.05	0	-1,920.00	DBCI_1200
4761055120	ISAAC CHIDI	GHSAIN	SAVINGS ACCOUNT INDIVIDUAL LCY	NGN	29,359.42	5,549.90	29,359.42	8,400,000.00	178.38	0	-23,809.52	DBCI_1200
4761074581	SHITTU JAMIU ADENIYI	GHSAIN	SAVINGS ACCOUNT INDIVIDUAL LCY	NGN	1,129,844.29	1,111,119.15	1,129,844.29	8,400,000.00	6,864.50	0	-18,725.14	DBCI_1200
<b>SUMMARY</b>					<b>TOTAL PREVIOUS DAY BALANCE</b>	<b>TOTAL CURRENT DAY BALANCE</b>	<b>TOTAL AVERAGE BAL</b>	<b>TOTAL MONTHLY BUDGET</b>	<b>TOTAL MONTH TO DATE NRFF</b>	<b>TOTAL FEES &amp; COMM</b>	<b>TOTAL DAILY VARIANCE</b>	
<b>TOTAL SAVINGS</b>					70,449,655.27	79,117,460.89	70,449,655.27	2,167,200,000.00	428,025.05	0	8,667,805.62	
<b>TOTAL CURRENT</b>					14,027,800.11	14,620,220.25	14,027,800.11	403,200,000.00	78,983.46	0	592,420.14	

Daily RM scorecard includes a summary section to show inflow / outflows for each RM portfolio

4b

# RM pipeline is linked to the call lists and provides valuable information on RM deal pipeline, it is updated in a weekly basis



Provides an analysis of the RM's deal pipeline, this graph is automatically updated when the call list attached to the master list is updated

Value of sales commitments not yet closed should be added by RMs to provide leadership with up to date information of value of pipeline deals

Provides comprehensive information on the number customers contacted, hit rate and lead conversion rates

Progress	Product opportunities / leads identified	Client Contacted	Sales commitment	Docs Submitted	Closed	Products taken up by client	HIT RATE (%)	LEADS CONVERSION RATE (%)
Week 1	65	26	24	21	17	24	65.4%	36.9%
Week 2	84	35	17	14	14	19	40.0%	22.6%
Week 3	128	51	30	18	7	10	13.7%	7.8%
Week 4	144	59	23	10	8	13	13.6%	9.0%
<b>TOTAL</b>	<b>421</b>	<b>171</b>	<b>94</b>	<b>63</b>	<b>46</b>	<b>66</b>	<b>26.9%</b>	<b>15.7%</b>

**4b** The Hub head report provides a consolidated view of performance for the hub and each RM in the hub

**STAFF NAME** ZAKARI FRANCIS  
**STAFF ROLE** HUB HEAD

RM NAME	RM CODE	TOTAL NO OF ACCTS	TOTAL LIAB (PREV WEEK)	TOTAL LIAB (CURRENT WK)	TOTAL ASSET (PREV WEEK)	TOTAL ASSET (CURR WEEK)	AVG BAL (ASSET + LIAB)	WEEKLY TARGET	%ACHIEV (LIAB)	VAR
ZAKARI FRANCIS	NG00548	114	57,821,221	56,257,912.44	291,666.61	291,666.61	56,549,579.05	3,000,000.00	-52.11	-1,563,308.19
LAWRENCE Stanley	NG01982	354	155,326,319	153,090,799.13	70,650,255.58	70,650,255.58	223,752,498.11	3,000,000.00	-74.52	-2,235,519.73
OFOHA Precious	NG04173	341	158,292,019	157,784,565.33	3,270,096.89	3,270,096.89	161,054,662.22	3,000,000.00	-16.92	-507,453.62
OGUNMODEDE Adewunmi	NG06015	315	115,417,025	114,466,961.48	9,296,039.86	9,296,039.86	123,772,683.03	3,000,000.00	-31.67	-950,063.58
ASAGUN Sunday	NG06868	326	149,917,299	150,131,533.46	5,048,287.80	5,048,287.80	155,179,821.26	3,000,000.00	7.14	214,234.19
UDUAK Ita Edet	NG09586	330	158,378,110	157,757,696.23	699,176.94	699,176.94	158,456,873.17	3,000,000.00	-20.68	-620,413.29
<b>TOTAL</b>		<b>1780</b>	<b>795,151,992.29</b>	<b>789,489,468.07</b>	<b>89,255,523.68</b>	<b>89,255,523.68</b>	<b>878,766,116.84</b>	<b>3,000,000.00</b>	<b>-188.75</b>	<b>-5,662,524.22</b>

Comparison of weekly performance per RM in the hub

# 4c SFE has been designed to help reduce the admin by consolidating and automating reporting requirements, to help RMs focus more time on sales

■ Requested by hub head and PB leadership      ● Fully automated  
■ Still requested by branch managers      ○ Not automated

	Information requested	From...	To...
Pipeline	Customers contacted by RMs	<ul style="list-style-type: none"> <li>Call plans <span style="color: #FFFFFF;">○</span></li> <li>Call memos <span style="color: #FFFFFF;">○</span></li> </ul>	<ul style="list-style-type: none"> <li>Weekly call list (daily reports for hub heads can be extracted) <span style="color: #0070C0;">◐</span></li> </ul>
	Progress on leads identified	<ul style="list-style-type: none"> <li>Call plans <span style="color: #FFFFFF;">○</span></li> <li>Call memos <span style="color: #FFFFFF;">○</span></li> </ul>	<ul style="list-style-type: none"> <li>Weekly call list (daily reports for hub heads can be extracted) <span style="color: #0070C0;">◐</span></li> </ul>
	Deal pipeline per RM and per team	<ul style="list-style-type: none"> <li>Deal pipeline report per RM <span style="color: #FFFFFF;">○</span></li> </ul>	<ul style="list-style-type: none"> <li>RM pipeline reports <span style="color: #0070C0;">◐</span></li> <li>Weekly hub report<sup>3</sup> <span style="color: #0070C0;">◐</span></li> </ul>
Financial performance	Performance vs. targets	<ul style="list-style-type: none"> <li>RM daily reports<sup>1,2</sup> <span style="color: #0070C0;">●</span></li> <li>RM Scorecards<sup>2</sup> <span style="color: #0070C0;">●</span></li> <li>Hub head reports<sup>2</sup> <span style="color: #0070C0;">●</span></li> </ul>	<ul style="list-style-type: none"> <li>RM daily reports<sup>1,2</sup> <span style="color: #0070C0;">●</span></li> <li>RM Scorecards<sup>2</sup> <span style="color: #0070C0;">●</span></li> <li>Hub head reports<sup>2</sup> <span style="color: #0070C0;">●</span></li> </ul>
	Daily inflow & outflow	<ul style="list-style-type: none"> <li>Inflow / outflow reports for allocated accounts (done manually) <span style="color: #FFFFFF;">○</span></li> </ul>	<ul style="list-style-type: none"> <li>RM daily reports<sup>1</sup> <span style="color: #0070C0;">●</span></li> </ul>
Other	Value RMs are adding to branches	<ul style="list-style-type: none"> <li>Branch specific inflow / outflow reports <span style="color: #FFFFFF;">○</span></li> <li>Other non-standard ad-hoc reports <span style="color: #FFFFFF;">○</span></li> </ul>	<ul style="list-style-type: none"> <li>Weekly hub report<sup>3</sup> <span style="color: #0070C0;">◐</span></li> </ul>
<b>Total # reports</b>		<b>9</b>	<b>6</b>

1 Report still in development

2 Current issues with RM account coding will need to be resolved for these reports to be accurate, not all accounts allocated to RMs have been coded yet

3. Consolidation of hub head report with RM pipeline data and pipeline deals for week ahead to share with all leadership

# Q & A

# Sales Force Effectiveness training curriculum

Personal Banking

February 2013