

Situation

This bank held customer intimacy as a core belief. They believed that better information and knowledge would drive more customer intimacy. Their goal was to implement a sales culture that anticipated clients' needs. In addition, it was very important to them to keep the "small bank feel" as the company grew larger. They also wanted to make sure they were in a position to be able to successfully move from a transaction based model to a relationship based model. Although the bank was not afraid to use targeted, incentive programs for maximum impact, one of main issues holding them back from accomplishing their goals was they had no clear understanding of their customers.

Approach

One of the first things we did for this bank was to explore several avenues to execute strategy, process, change and technical enablement of the CRM initiatives. We conducted workshops to understand how the bank differentiated customer relationships. We also assessed the complexity of implementing CRM technology at the bank as well as researched the financial costs and benefits expected from a CRM program.

Once we had a good understanding of what would be the best approach for them, we executed several key steps in order to set up a complete CRM Infrastructure. Together, the bank and AmberLeaf:

- Defined CRM capabilities that were aligned to support customer strategy
- Developed a CRM Solution Roadmap with detailed work streams regarding efforts on:
 - Program Management
 - Strategy
 - Process
 - Organizational Change
 - Technology
- Created sales and service processes to support cross-selling, up-selling, customer requests and activities
- Refined the marketing approach so it was tailored to customer segmentation

Results

This bank enjoyed several significant results from these efforts. Some of the benefits they enjoyed from establishing a customer strategy and processes were:

- Grew customer base
- Increased customer profitability
- Increased operational efficiencies
- Delivered consistent service across channels
- Executed needs-based marketing, sales, and service

In addition to these benefits, we created an ROI model for the entire CRM program that validated investment and secured budget for the following year(s). We also created a Customer Segmentation Model to focus interaction activities on the most profitable members. This model changed the way the bank managed all of their member relationships.

To learn more about how you can benefit from AmberLeaf's Banking CRM solution, please contact John Kariotis at 312.961.5406 or jkariotis@amberleaf.net.