

Better Relationship Selling

Trusted Advice * Differentiation * Cross Sell * Effectiveness

A Proven Formula For Acquiring and Developing Relationships with High Value Customers

Three actions your company can take today to improve relationship selling performance and cross sell more in the next sales quarter



The Bottom Line: Marketers Need To Better Engineer “The Golden Rules” of Relationship Selling Into Field Marketing Programs

Relationship selling to high value customers - small business owners, affluent investors, and “centers of influence” - has become the game in financial services. The top banking, investment and insurance companies are spending millions of dollars to acquire and build relationships with these customers because they are critical to generating profitable organic growth, margins and share. But Profitable Channels research shows that most of these organizations are struggling to cost effectively build enough high value relationships because they fail to execute a simple formula for success – the four “golden rules” of relationship selling. This research suggests your company may be losing money and share because your investments in field marketing, events, sponsorships, custom publications, and lead generation programs are not generating enough high value relationships. This paper shows how you can save marketing dollars and build more high value relationships by engineering the “golden rules” of relationship selling into your sales and field marketing processes.

The Golden Rules Of Relationship Selling

- It takes eight “quality touches” to build a relationship
- Cross selling drives profit growth and sales effectiveness
- Differentiation comes from trusted advice
- Only five percent of customers and prospects in any market are “high value”

The consequences of ignoring the “golden rules” of relationship selling can be seen across the organization:

- **Sales executives** are concerned that their relationship managers are not making enough quality touches with their best customers, prospects, and influencers – fewer than two per year – and are not concentrating on the most productive activity, cross selling.
- **Field marketing executives** complain that salespeople attribute only 9% of their new business opportunities to the expensive marketing programs they are funding such as events, sponsorships, direct marketing, promotions and custom publishing.
- **Marketing executives** will regularly spend more than \$500 per person to deliver attractive customers, prospects and influences using sales events, sponsorships, or cross sell blitzes – only to find they are unable to engage the sales force in planning these events, designing follow up activities as part of the program, or finding ways to sustain effort or track results afterwards.
- **Product managers** cannot effectively capitalize on the biggest growth opportunity for every financial institution – cross selling new offerings to existing customers - because they lack effective programs to help them gain “mindshare” with the field forces needed to access existing customers.

Our benchmarks and actual results show that financial institutions can generate far more high value customer relationships from their relationship selling investments when they do three things:

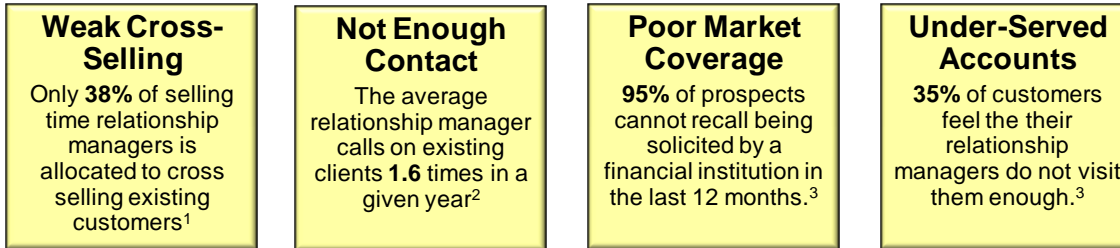
1. **Package field marketing programs to more directly support the sales process**
2. **Create proprietary advisory content assets**
3. **Engineer higher levels of sales process integration, discipline and accountability**

The best banking, insurance and financial advisory organizations use this proven formula – called *Customer Dialog Streams* - to apply the “golden rules” in their day-to-day selling efforts and sustain high quality customer contact, build trust over time and better leverage their field marketing assets. By applying this formula, an organization should be able to generate eight high quality customer touches a year with the top 5% of the high value customers, prospects and influencers using existing sales assets, products, processes and marketing budgets – well above the industry average.

Three Reasons Why Most Financial Institutions Struggle to Execute the “Golden Rules” of Relationship Selling That You Can Fix

Our benchmarking research show that most relationship sales organizations are not following the golden rules in their day to day activities and that field marketing teams are not adequately supporting relationship selling. As a consequence, they are not cross selling clients, calling on clients, reaching high value prospects or visiting “named” accounts as much as they could.

The Consequences of Ignoring The “Golden Rules” of Relationship Selling



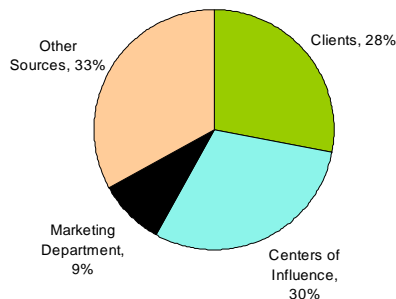
Source: 1) Survey of 133 business development officers and relationship managers by Greenwich Associates in 2005, 2) Assuming an average account load of 125 clients., 3) Survey of 25,000 small business owners in 2005.

To be effective, relationship managers, business development officers and financial advisors should be spending at least half their time cross selling. Cross selling creates new business five times more effectively than prospecting and represents three quarters of potential sales opportunities. Relationship managers need to call on the “named” accounts assigned to them between four and eight times a year, or reassign these clients to a less expensive resource if are not worth this “gold level of service”. Business development officers are not “getting through” to 95% of the business owners in their territories either because they are not calling on them or not delivering compelling enough messages to be remembered. And executives and salespeople agree that field marketing could do more to directly support relationship selling by delivering more differentiated reasons to call, programs that support momentum selling and more practical ways to deliver trusted advice and explain new products.

Most Financial Institutions Are Not Adequately Supporting Relationship Selling

The Top Sources of New Business Opportunities

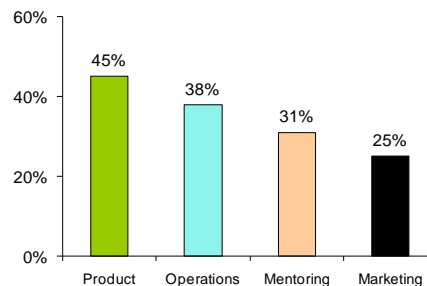
“Where did your new business opportunities come from last year?”



Source: Survey of 133 business development officers and relationship managers by Greenwich Associates in 2005.

Management Perceptions of The Effectiveness of Sales Support Resources

The % of executives rating their field support capabilities as excellent or above average



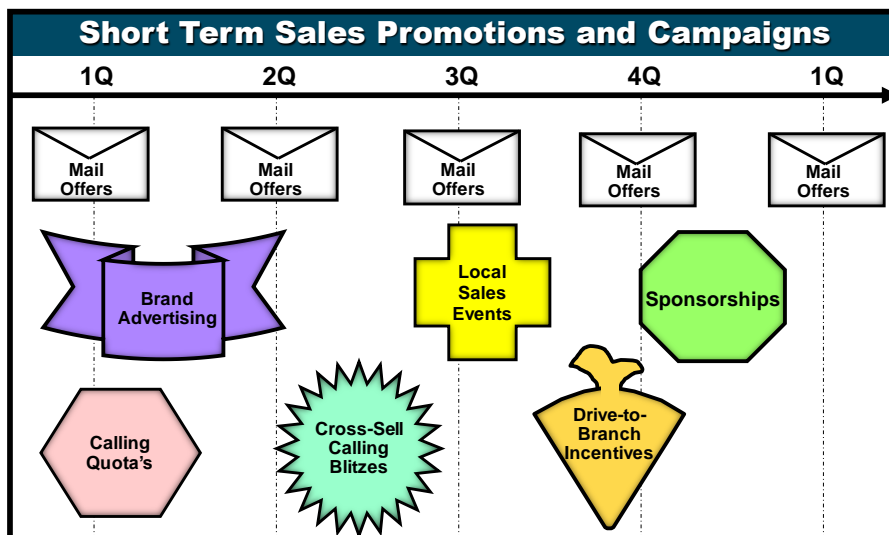
Source: Survey of 62 business banking executives by Greenwich Associates in 2005.

Why do most financial organizations have a hard time cross selling, sustaining calls, focusing on the best customers and delivering trusted advice?

Practically speaking, some of the causes can't be easily fixed without major spending or structural change. These include weak cross-selling incentives, high costs of hiring bankers with relationship skills, and the negative effects of organizational silos on systems, information and cooperation.

But three major causes of ineffective relationship selling can be solved today:

1. **Sales is used to "going it alone" when it comes to business development.** As a result, they fail to leverage the resources, skills, and potential economies of scale that corporate marketing organizations can deliver to the sales process.
2. **Marketing is addicted to short-term focused sales promotions and campaigns** to meet the pressure of quarterly objectives and demonstrate immediate impact. As a result, marketing programs fail to plan follow on contact, or sustain campaigns over the customer lifecycle, and do not focus on creating reasons to call clients again or deliver trusted advice.
3. **Marketing and sales don't work closely enough** because field marketing lacks the authority and traditional marketing agencies lack the willingness to engage the field to participate, train, track and sustain relationship selling programs. As a result, programs lack sales process discipline and clearly defined follow up sales and relationship development activities, and they do not adequately involve the sales team in program planning and tracking.



The best banking, insurance and investment companies are fixing these three problems by better packaging field marketing programs to more directly support the sales process, creating proprietary advisory content assets, and forcing higher levels of sales process integration, discipline and accountability. This formula for successful relationship selling is outlined on the next page.

What You Can Do: Engineer a Customer Dialog Stream That Sustains Customer Contact over the Entire Customer Lifecycle

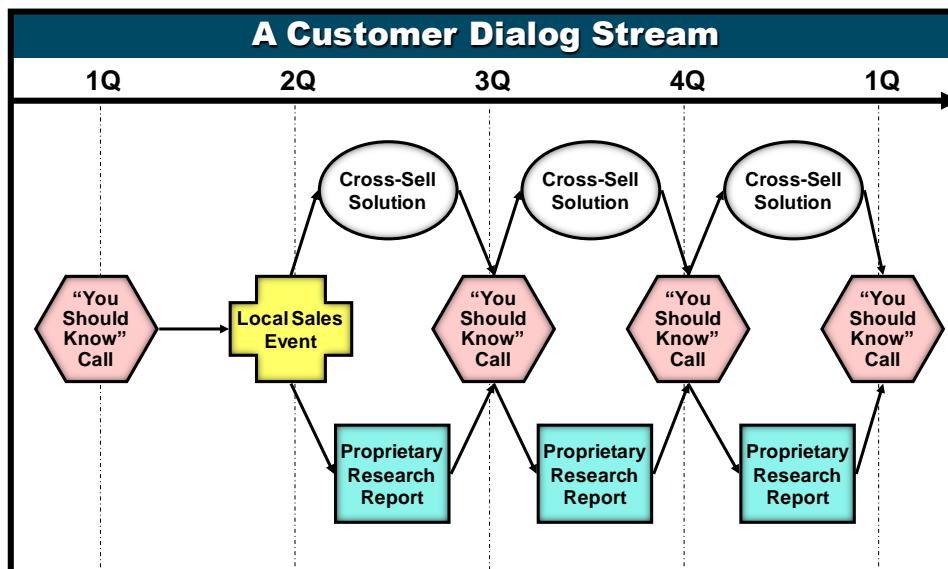
A *Customer Dialog Stream* is a proven formula that grows sales by sustaining high quality customer contact throughout the customer lifecycle. The formula is effective because it makes it easier for salespeople to touch customers in a quality fashion, build trust over time, and take better advantage of the field marketing resources at their disposal. The best banking, insurance and financial advisory organizations use this formula engineer the “golden rules” in their day-to-day selling efforts. This structured approach to relationship selling generates measurable growth because it more effectively builds high value relationships, reduces their selling costs and positively changes sales behavior.

In practice a *Customer Dialog Stream* is a blueprint that helps field marketing package, coordinate and deliver sales events, programs and calls in a way that promotes “momentum selling”. The goal is to make it as easy as possible for your salespeople to generate as many “quality touches” with the best customers, prospects and influencers in their territories over time. Making the number of “quality customer touches” the goal of marketing programs forces your organization to define field marketing programs that help salespeople make more calls, make better calls, create more meetings, and deliver better advice in conversations, seminars or using research reports.

The result is a well coordinated, compelling and cost effective stream of proprietary sales content, events and communications that can generate eight high quality customer touches a year with the top 5% of the high value customers, prospects and influencers in your market footprint.

What is a Customer Dialog Stream?

- A proven relationship selling formula that helps sales professionals better acquire and develop relationships with high value clients and become more trusted advisors.
- A well engineered stream of sustainable high quality customer contact throughout the customer lifecycle.



This straightforward relationship selling formula can help your organization generate greatest possible return on its relationship marketing investment. Successfully engineering a *Customer Dialog Stream* requires greater management emphasis on the three things: packaging common sales program elements, building proprietary advisory content assets, and coordinating with sales to “engineer” as many customer follow up contacts as possible. A step by step approach to applying this relationship selling formula to your organization is provided on the next page.

A Three Step Blueprint for Engineering a Customer Dialog Stream

Your organizations can execute this proven relationship selling formula and get results within one sales quarter using your existing relationship assets – using the same salespeople, selling processes, product offerings and marketing resources you already have - by executing in three straightforward steps.

Step One: Package field marketing programs for leverage and sustainability

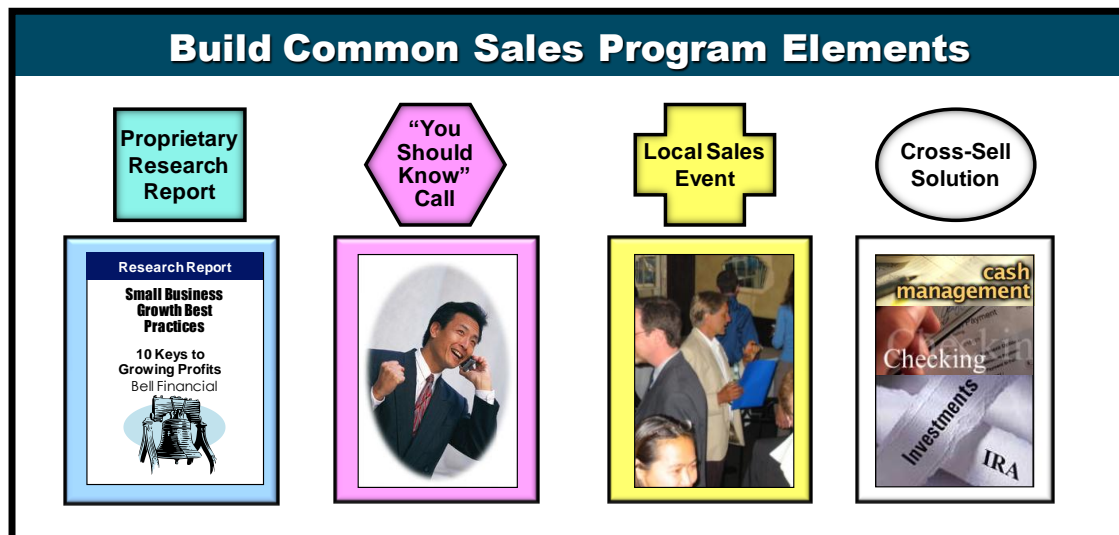
Step Two: Build proprietary advisory content assets to differentiate and directly support sales

Step Three: Engineer a steady stream of sustainable high quality customer contact

These steps are outlined briefly below.

Step One: Package field marketing programs for leverage and sustainability

The first step is to package common sales program elements to realize economies of scale and leverage field marketing resources. This step makes it easy to tailor sales programs to address local market needs and the specific roles of different relationship selling channels.



Common elements can include selling events, communications, value added reports, and selling scripts. For example:

- **Proprietary Research Reports** provide salespeople a unique reason to arrange regular follow up meetings and have meaningful discussions about their business and help them be perceived as trusted advisors.
- **"You Should Know Calls"** are sales scripts that spell out a compelling "reason to call" top prospects and customers that are important and relevant to high value customers and supported by the content in the research reports, events and cross sell solutions.
- **Local Sales Events** are based on a consistent theme give salespeople both a compelling reason to invite, meet and engage high quality customers and prospects – and also a reason to follow-up afterwards.
- **Cross-Sell Solutions** are scripts that spell out how to convert the conversation about a research report into a cross sell of a service or solution. Logical cross-sell opportunities are "engineered" into reports and sales events.

Step Two: Build proprietary advisory content assets to differentiate and directly support sales

The next step is to invest in building proprietary advisory content assets that can be leveraged over a range of program elements and give salespeople more compelling reasons to make calls, have follow-up meetings, have better conversations, and propose cross sell solutions.

Develop Proprietary Value Added Program Content						
High Value Target Segment	Growth Products & Solutions	"Branded" Program Theme	Proprietary Content Proprietary Research Report	Reason to Call "You Should Know" Call	Speaking Topics Sales Event Theme	Cross-Sell Scripts Cross-Sell Solution
Small Business Owners	Deposit products	Growth				
	Credit and lending					
	Fee based financial services					
Professional – Mass Affluent	Investments (Traditional)	Worth				
	Insurance					
	Financial advice					
Affluent/ High Net Worth	Retirement	Success				
	Estate/succession planning					
	Wealth Management/ Alt. Investments					

Step Three: Engineer a steady stream of sustainable high quality customer Contact

The final step is to coordinate with sales to "engineer" as many follow-up contacts with customers, prospects and influencers as possible into every sales program, event or campaign and force greater sales participation, process discipline and accountability.

Engineer a High Quality Customer Contact Stream					
Customer Lifecycle					
	Awareness & Interest	Lead & Opportunity Generation	Booking & "Onboarding"	Relationship Development	Cross selling
Financial Advisors	"You Should Know" Call	Proprietary Research Report		Proprietary Research Report	Cross-Sell Solution
Relationship Managers	"You Should Know" Call	Proprietary Research Report		Local Sales Event	Cross-Sell Solution
Business Development Officer	"You Should Know" Call	Local Sales Event		Proprietary Research Report	Cross-Sell Solution
Branch Managers	"You Should Know" Call	Proprietary Research Report	Cross-Sell Solution		
Call Center Agents	"You Should Know" Call	"You Should Know" Call	Cross-Sell Solution		

How We Can Help Improve Your Relationship Selling Performance

Profitable Channels can help your organization design and execute this three step blueprint to coordinate field marketing activities and provide a structured approach to positively changing sales behavior within one sales quarter. Our team has the proven ability to package, build, coordinate and execute sales events, programs and calls in a way that promotes “momentum selling. We work with your field marketing, regional sales, event and customer teams to “engineer” and execute a well coordinated, compelling and cost effective stream of proprietary sales content, events, and communications. We help sales professionals maintain a steady stream of quality customer contact throughout the customer lifecycle.

We work with and leverage your existing relationship assets - the salespeople, selling processes, product offerings, and marketing talent and resources you already have. We structure our services in so it is easy for you to “plug and play” services that complement your internal strengths, and use us where we add the greatest value or speed. In cases where speed and leverage is a priority we can execute fully outsourced programs.

We are successful because we prioritize several things many other marketing services firms may not:

- We use the golden rules of relationship selling as the scorecard for program success and accountability
- We strive to develop original, differentiated and compelling proprietary advisory assets for our clients
- We actively engage with the field to ensure better participation, mindshare, and follow up



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Let Us Help You Grow

Trusted Advice * Differentiation * Cross Sell * Effectiveness

Profitable Channels is a marketing services company that helps financial sales forces acquire and develop relationships with high value customers:

- Business owners
- Influencers
- Affluent investors.

We design and execute relationship selling programs that help advisors, bankers, agents and brokers overcome the four top challenges: they face

- Differentiating
- Cross selling
- Becoming trusted advisors
- Improving consistency

Our proven relationship selling system lets you maximize the ROI and measurability of your business development investments

- Local market events
- Sales training and coaching
- Research and custom publications
- Center of influence programs
- Demand generation and prospecting campaigns
- Targeted advertising and communications
- CRM software and data

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