



A Customer-Centric Distribution Diagnostic

Overview

Where Eagles Soar Inc. (WESI) is a federation of experienced financial service leaders and partners in developing customer-centric solutions. Our goal is to collaborate with our knowledge, analyses and empathy in the development and implementation of high performing sales and service teams and delivery channels. Under senior executive sponsorship, and with your internal leaders, we apply unique processes to identify the current reality of your distribution business and recommend competitive advantages through your investments in the human resource, operations and technology factors of integrated customer delivery.

Purpose

To assess the complete distribution business from all customer touch-points through to the financial services' strategic plans.

Key Objectives

- To analyze the current distribution landscape
- To provide a gap analysis based on best of breed
- To develop a channels and operating culture improvement plan
- To prioritize by human resource, operations and technology actions moving towards the ideal business state

The Process

A. Team Orientation

- Appoint project co-leaders and team partners
- Establish project review workshop day
- Review presentation on global landscape and WESI capabilities
- Understand current organization dynamics, priorities and projects
- Set-up data collection schedule

B. Data Collection

- Interview head office and field executive leaders – marketing (including product management) distribution, sales, operations, technology and human resources; SWOT on delivery channels and sales/service effectiveness

- Undertake
 - a) Focus Groups
 - head office managers
 - regional/area managers
 - branch managers
 - b) Roundtables
 - branch sales staff
 - branch tellers
 - call centre agents
- Review distribution plans and strategies with channel managers
- Review sales strategies and planning processes
- Channel observations and discussions:
 - a) Branches
 - primary
 - regular (2) – high performer/low performer
 - in-store
 - rural
 - pilot (automated)
 - b) Call Centres
 - telesales & service
 - call liaison
 - other (specialty)
 - c) ABM sites
 - in-branch
 - drive-thru
 - remote
 - d) Quality Service Centres
- Collect network planning and performance data and information:
 - Customer research (including satisfaction and segmentation surveys)
 - Staff satisfaction research
 - Communications policies and programs re channel transformation
 - Product and channel economics (transactions – service & sales)
 - Site logistics models (e.g. MarkeTech) and local market assessments
 - Sales and service data/tracking
 - Product and channel scorecards/benchmarks
 - People structures and systems (manual/automated)
 - Channel templates and migration plans
 - Inter-channel booking, tracking and referral reports
 - Sales knowledge levels

Analyses

- Highlight customer segments landscape for product and channels use, trends and satisfaction
- Summarize competitive distribution strategies – traditional and non-traditional
- Evaluate channels – branches, appliances, agents and alliances – strengths, opportunities and benchmarks
- Diagram sales processes and best of breed in key channels (e.g. branches, call centres, mobiles etc.)
- Identify all sales and services processes and programs; review people reinforcements to obtain the ideal state

- Assess network planning tool kit, performance tracking systems and improvement incentives
- Jointly identify alternative strategies, templates and processes
- Finalize Diagnostics Report and presentation

Report and Presentation

- Executive Summary
- Competitive Landscape and Best of Breed
- The Existing Customer Touchpoints – Evaluation
- Sales & Service Performance – Evaluation
- Human Resources, Operations & Technology Improvement Plan
- Multi Channel Integration & Sourcing
- The Distribution Business – Structure, Planning Tools & Performance Scorecard
- A Quantum Leap???
- Summary of Leadership Fundamentals
- Facilitative Implementation Roadmap