



# **Profit-Growth Banking:** *Customer Service Strategies Report*

The Emmerich Group, Inc.  
8500 Normandale Lake Blvd., Suite 180  
Minneapolis, MN 55437  
800-236-5885, 952-820-0360  
[www.EmmerichGroup.com](http://www.EmmerichGroup.com)  
[www.EmmerichFinancial.com](http://www.EmmerichFinancial.com)



Roxanne Emmerich, CSP, CMC is listed in the May 2000 *Sales and Marketing Management* magazine as one of the **12 most requested speakers in the nation today**. Roxanne is the author of “*Profit-Growth Banking: How to Master 7 Breakthrough Strategies of Top-Performing Banks*” which is considered the authority on how to significantly improve profits and growth at the same time.

Twice voted **Entrepreneur of the Year**, Roxanne built a seven-figure company and led one of the fastest growth, fastest-to-profit banks in the country in 1987. Her Breakthrough Banking® video education training system is the most used sales and service training system for banks all across the U.S and Canada. She is the author of “*Thank God It’s Monday: How to Build a Motivating Workplace.*”

Based on her experience of starting one of the fastest growing and fastest-to-profit banks in the country, she has advised hundreds of banks on how to grow their top line and help their people dramatically improve their production. She is one of the most in-demand speakers at banCEO meetings in the country today and *Successful Meetings* lists her as one of the top experts in the country on managing organizational change.

- She has been **nominated for the National Speakers Association Speaker Hall of Fame**.
- Interviewed with CNN, CBS, and over one hundred radio and television stations.
- Some of her articles and interviews include *CEO Report, Woman’s Day, The Wall Street Journal, Ticker, Info World, HR Executive magazine, ABA Banking Journal, AirTran Arrivals, Continental magazine, and Business Week*.
- Past state president of the **American Society for Training and Development** and director of a YWCA chapter.
- She is a **co-owner of North American Banking Company**, a bank holding company in St. Paul, MN and had been a **key advisor to Tommy Thompson** when he was Governor of the State of Wisconsin.
- Some of her licenses and certifications include: Certified Management Consultant, Certified Speaking Professional, Financial Planning, Business Taxation, Series 7, Accelerated Training, Myers-Briggs, Insurance, Counselor Selling
- Named the 2003 University of Wisconsin Distinguished Alumna

# Do You Have a Customer Service Strategy?



Have you involved your staff in setting quantifiable and measurable customer service standards to create buy in?	YES	NO
Do you have a customer-contact plan that assures you stay in contact with your best customers on a regular and systematic basis?	YES	NO
Do you have regular and scheduled "celebration" events to highlight the success and progress of your customer service quality?	YES	NO
Do you use mystery shopping as a coaching tool to give your people feedback on how well they are doing compared to the standards?	YES	NO
Are your people motivated to create relationships with your customers that are so powerful your customers come to you for every financial decision?	YES	NO
Are your people well versed in what to do to recover from a mistake, and do you have standards and procedures for recovery and feedback so the same mistakes aren't repeated?	YES	NO
Do your people know the most effective ways to discover your clients' needs and do they use that approach consistently?	YES	NO
Do your people know how to propose solutions far beyond what your clients are asking for?	YES	NO
Do you typically average at least 5-6 products and services for each new customer by following a sales template?	YES	NO
Are your people committed to make sure your clients are so well taken care of that they wouldn't consider going to a competitor?	YES	NO
Do you create intermittent contests and hoopla to keep customer service standards and continuous improvement of them at the front of each employee's mind?	YES	NO

## RESULTS

If you scored YES to:

**7 or more:** You are a customer service leader. Don't stop now—the competition isn't.

**4-6:** Identify the area that needs your immediate focus and create a sense of urgency.

**3 or less:** Don't lose heart, but don't wait. You're in serious danger of shrinking profits and market share.

## Tools to help you create more profit-rich growth!

**FREE Newsletter:** Sign up your entire leadership team for our **FREE GrowYourBank e-mail newsletter** filled with immediately useable sales and marketing strategies. Many leadership teams distribute it at their weekly leadership meeting for a discussion about implementation. Go to [www.EmmerichFinancial.com](http://www.EmmerichFinancial.com).

**In-house** strategic planning, leadership development, sales and marketing system development and employee training.

**Sales Management and Marketing Bootcamp™:** Isn't it time to find out what really works? Not just fluff info . . . A step-by-step template for instant and sustainable sales improvement for your sales manager and those who have sales management responsibility. Almost every financial institution is doing it wrong. Find out shoestring budget approaches that surpass the expensive "traditional" marketing. Discover how to get more clients, keep them for life, and attain more profits from each one.

**No More Order Taking™** Teleseminars: Departmental interactive teleseminars focused on results-oriented sales skills.

**Breakthrough Banking™:** The sales and service culture training program in a box with results-oriented, proven systems for accountable improvement. Twelve video modules with a leader's guide and workbooks eliminate the need to hire an expensive trainer. Just assign a facilitator to read and follow the detailed instructions in the leader's guide for short, but powerful, one-hour training sessions. Use one video per month and repeat the process yearly. It can be used in each branch location.

**Permission to Be Extraordinary™** Summit: Where do high-performing leaders go to push through to the next level? Minneapolis every fall.

**ZERORISK Psychological Profiling:** How do you ensure you make the smartest hiring choices to support a high-performance sales culture? It seems finding someone who fits both performance-goal criteria and matches your culture is nearly impossible. Decrease your risk of hiring mistakes by over 70 percent with the most effective pre-employment test on the market.

**Thank God It's Monday: How to Build a Motivating Workplace** A business best seller and book of outstanding merit that helps everyone in the workplace take accountability for the attitudes and results of the entire organization. Rekindle the passion for extraordinary results.

In development: **Strategic Planning in a Box™:** Gone are the days of the typical strategic planning with SWOT analysis, mission statement development, and other bankrupt management tools that have been devoid of results for decades. Follow this process for a results-oriented breakthrough. Can be used for a two-day strategic planning process, or as modules for weekly or monthly leadership meetings in an ongoing strategic planning process.

## Call Today! 1-800-236-5885

Call for information on tools that best fit your specific needs and discuss how The Emmerich Group, Inc. can help you develop profit-rich strategies guaranteed to get results!

# Creating a Customer Centered Culture

By Roxanne Emmerich, CSP, CMC

**D**O EVERYTHING to get a customer once — and then have an *in-depth plan to bond to them for life*, bringing all of their investments to you. It is critical to make EACH customer feel unique.

Your highest return-on-investment are your employees, your customers, and your partners.

Without customers your business is not successful. Your customers decide whether you get to keep playing the game. Not only do you need customers, you need to keep them for life. They sometimes will leave you even if they're satisfied. But if you help them succeed, they're not going anywhere.

*Top-performing banks are obsessed with the desire to fulfill their clients' needs, dreams, and aspirations.* In contrast, ordinary banks are focused internally on their own numbers, systems, and petty minutia. Think of how much time you focused on "operational" issues in the last management meeting, and you'll have the entire story about how much you are limiting your growth and profits.

Customers rarely understand what they need. They will tell you what they want, but they often require your help to uncover what they need.

*Extraordinary banks constantly raise the bar and leap over tall buildings with a sense of urgency to execute their plans.* One of my top-performing clients once said, "My employees are telling me we're trying to do too much at once. I guess we need to add more!" Ordinary banks create a culture where excuses are accepted and "victimhood" is reinforced.

Ordinary banks have scarcity mindsets. Their focus is on cutting cost. That game can only go so far...and then it is guaranteed to be a losing game.

Extraordinary banks focus on growing the top line. Ordinary banks have excuses for not investing in their people. They say, "What if we train them and they leave?" Extraordinary banks think differently. They ask, "What if we don't train them and they STAY?"

Ordinary banks use half measures rather than full, concentrate on the immediate, not the long range, and believe customer *getting* is more important than customer *keeping*. Ordinary banks want to remain comfortable; they don't want to rock the boat, stand out from the crowd, or change.

If you want your bank to become extraordinary, simply embrace the rewards of being uncomfortable. Nothing changes until people attack the dysfunctional behaviors that get in their way. In fact, I see my whole purpose in life as to humiliate people in the kindest of ways so they can NEVER go back to the old patterns that keep them from thriving.

The best are always uncomfortable. Change can be encouraged for a lifetime, but nothing compels a person to change more than dis-satisfaction gnawing at their soul. It is that feeling of *there must be more* that drives extraordinary performance.

Finally, extraordinary banks *act*. Start an actionable dialogue in your leadership meetings on a weekly or monthly basis.

Making the switch from a customer satisfaction mentality to a customer success mentality requires a whole different way of leading people. You need to stop asking only for behavior from your people but instead lead them with a vision that enlists their hearts, minds, and souls.

Your job in leading outstanding customer success is to enroll your people in a vision of how they can be of service to your customers. Your job is to help them thrive at work and creatively help your customers break through to greater success.

***If you want your bank to become extraordinary, simply embrace the rewards of being uncomfortable.***

# *Moments of Truth*

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**Moments of Truth occur in any of these areas, but may also include other areas of your organization:**

- Phone
- Correspondence
- Greetings
- Application taking
- Statements
- Building appearance
- Bookkeeping inquiries
- Sales calls
- Cleanliness of waiting areas
- Voice mail
- Processing times
- Opening new accounts
- Transaction processing
- Pricing inquiries
- Signage

**Below are examples of standards—use as a guide, but have participants give their own so they OWN the standards**

## Phone Standards

- Pick up phone by second or third ring
- Always offer your name
- Greet with “Thank you for calling (name of institution), this is (your name) How may I help you?”
- Always thank the customer for calling
- Ask what else you can help the customer with
- Project confidence and competence
- Ask permission before putting someone on hold, and wait for an answer
- Return phone calls within 90 minutes
- Offer your name when you place an outbound call
- Transfer each call only once
- Never say what you can’t do; always say what you can do
- Use the customer’s name at least once in each call
- Update your voice mail daily

## Correspondence Standards

- Similar font on all outgoing correspondence
- Thank you cards sent out within 24 hours of new account opening
- Bi-monthly letters to hot prospects
- Letter to prospects within 2 days of initial call
- Statements understandable and neatly printed
- Statements out within 24 hours of cycle
- Quarterly newsletter to all customers
- Follow-up call within 3 days of opening new account
- Logo on all marketing materials and letterhead
- Use laser printer for all letters
- Have all new-account forms professionally printed

# Worksheet: *Breakthrough Customer Service*

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## Exercise 1:

### *Three Moments of Truth*

Take a moment to read each of the following scenarios and to jot down what your thoughts, feelings, and assumptions about these companies might be if you encountered them. Keep this question in mind: *What impression might you form about the products or services provided by this business?*

- *You're waiting in the reception area of a hospital. You look down and notice shag carpeting from the 1970s: \_\_\_\_\_*

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- *You go to a bank to open an account. No one greets you when you enter. Everywhere you look, you can see the tops of people's heads. Desks seem to be piled high with work: \_\_\_\_\_*

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- *In the meat market of the grocery store, while waiting for your steak, you notice that the floor looks as though it hasn't been cleaned in weeks: \_\_\_\_\_*

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## Exercise 2:

### *Your own “Moments of Truth”*

A “Moment of Truth” occurs any time a customer comes in contact with a business and has the chance to form an impression about that company.

List ten “Moments of Truth” at your organization when your customers form impressions of you.

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_
8. \_\_\_\_\_
9. \_\_\_\_\_
10. \_\_\_\_\_

### *Setting Quantifiable Standards*

Now, for each “Moment of Truth” you listed above, on the lines on the following pages, list quantifiable standards that would exceed customer expectation in that area.

- Example:
  - “Be friendly” — not a quantifiable standard (too vague and subjective)
  - “ Make eye contact within 15 feet of your station” — quantifiable
- Example: Quantifiable standards for the telephone.
  1. Answer by the 2<sup>nd</sup> or 3<sup>rd</sup> ring.
  2. Always identify yourself by name.
  3. Ask: “How can I help you?” not “Can I help you?”
  4. Ask permission before putting someone on hold – and let person respond.

**“Moment of Truth”:**

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**Quantifiable Standards:**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_

**“Moment of Truth”:**

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**Quantifiable Standards:**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_

**“Moment of Truth”:**

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**Quantifiable Standards:**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
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**“Moment of Truth”:**

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**Quantifiable Standards:**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
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**“Moment of Truth”:**

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**Quantifiable Standards:**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_

**“Moment of Truth”:**

\_\_\_\_\_

**Quantifiable Standards:**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
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7. \_\_\_\_\_

**“Moment of Truth”:**

\_\_\_\_\_

**Quantifiable Standards:**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
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7. \_\_\_\_\_

**“Moment of Truth”:**

\_\_\_\_\_

**Quantifiable Standards:**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
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5. \_\_\_\_\_
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7. \_\_\_\_\_

**“Moment of Truth”:**

\_\_\_\_\_

**Quantifiable Standards:**

1. \_\_\_\_\_

2. \_\_\_\_\_
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**“Moment of Truth”:**

\_\_\_\_\_

**Quantifiable Standards:**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_

## *Action Plan*

On the lines below, list ten specific things you will do, beginning today, to manage the “Moments of Truth” that occur in the course of your job.

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
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6. \_\_\_\_\_
7. \_\_\_\_\_
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10. \_\_\_\_\_

For more information on creating extraordinary results check out [www.EmmerichFinancial.com](http://www.EmmerichFinancial.com) and read Roxanne Emmerich’s book, *Profit-Growth Banking: How to Master 7 Breakthrough Strategies of Top-Performing Banks*.