

The Unprecedented Guide to High-Performance Banking

Summer 2008  
\$7.95

# Extraordinary Banker

Recession-Proof  
Your Bank NOW...  
While You Still Can

How One Bank  
KISSED Its  
Competition  
Goodbye

Deposits  
Made Easy:

A 7-Step Process  
to Attract and  
Keep Profitable  
Deposits NOW

Crafting Compelling  
Marketing Messages



# How One Bank *Kissed* its

**L**et me tell you a story of a breakthrough. You could be next!

STAR Financial is a \$1.6 billion ship that had an amazing turnaround. Not just in deposit growth while other banks struggle to get deposits. Not just in massive loan growth of \$100 million in less than five months during the heart of the recession while improving loan quality. Not just in ROE increase from 7.18 to 10.44 in a year. Not just in net interest margin increase from 3.63 to 3.95 in a year with two major building projects factored in.

They also had a breakthrough in spirit.

"It took us a good 12 months to get everyone going in the same direction. Normally the first quarter

of a year is the down time, but we took the attitude that there is no more down time. Your focus is to grow at all points in time," says Jim Marcuccilli, CEO of STAR Financial.

Employees pride themselves on doing things the STAR way!

Tom Wright, STAR's President of Community Banking, says, "We just have fun. We're currently doing a major league baseball team campaign where different teams participate in calls together. They get a base hit if they sell a few things and a home run if they meet other parameters. It's fun, but fun doing the right things."

"Love for the game of banking," he adds, "has allowed us to attract some talent from the outside and keep our top performers."

Part of the secret to their breakthrough is following a disciplined sales approach without cutting slack.

Wright says, "The discipline of determining who we call on, when we call on them, and having a process of how we call is working. We've experienced a complete attitudinal shift. We're discretionary about who we're talking to, vigilant about being organized prior to engaging and adamant about setting clear expected outcomes."

"We try to identify any areas of pain. If there are none, we move on."

Not only are they slamming down higher quality loans at premium pricing by following a sales process that works, but the services per household have increased every month for 18 months!



# Competition Goodbye

by Roxanne Emmerich

**“We moved from 3.3 services thirty months ago to 4.3!” says Marcuccilli.**

Marcuccilli says, “We follow the profit-rich sales system on both the commercial and retail side along with all the other tools that The Emmerich Group provides.”

“The biggest impact,” Tom Wright says, “has been from asking the ‘needs questions.’ We track them on our forms, and then our branch managers and retail heads constantly coach to those needs question forms, and we do mystery shopping utilizing the form. People know we’re serious about following our sales process.”

Another clever approach they use is to take well-respected people

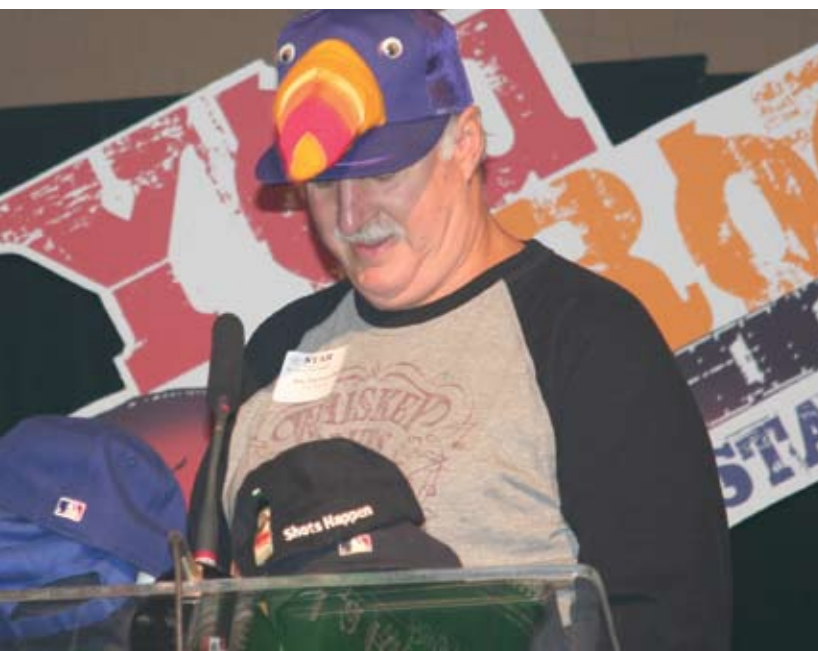
from different areas of the bank and lock them in a room for two weeks. Marcuccilli says, “We call it ground zero. Two or three people will go through a whole process from the opening of a checking account to the first statement going out.

We challenge them to learn how things are done and how they can be improved by focusing on cost reduction and fee generation. We identify the things in the branch that don’t add value. As a result, we’ve become more efficient and have improved our customer service.”

Another contributing factor to STAR’s success is keeping things simple and consistent.

“We also follow The Emmerich Group’s strategic planning process. We focus on five central

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themes which we apply to both the back room and the front line. We set measurements against them and review them quarterly. We started videotaping the communication piece to all employees on the first day of the quarter. We've learned it's critical that all the offices and markets hear the same message.”

“Some of the tools we've used have now become a way of operating. Things as simple as the strategy circle are used constantly. You are hardly ever in a meeting where we are talking about a project when a strategy circle hasn't been completed or we have decided we need to complete one.”

“The one-page strategic plan is ingrained in what we do at the executive level of each region and branch. We review those every month in a quick half-hour time frame. That's been big.”

“We know there will be new

faces and people both entering and exiting. The orientation is a challenge because we don't want people deviating from the system The Emmerich Group taught us. The system works and we follow the system. People want to tweak it their way and we say, 'NO, you don't tweak it.”

And of course, fun is a central theme to any culture breakthrough.

“We need to explain that two years ago after we did the planning, we practiced all the tools with our entire leadership team. It has taken us almost two years to move our ship and get 700 employees on board.”

“One of the things we did was develop a series of system training videos designed to teach employees our systems. We involved over 200 people and debuted them at the All-Employee Day. You can't believe how much

fun people had. People got to know each other on a whole different level.”

Six commercial lenders were all dressed like KISS in downtown Fort Wayne—they looked they stepped right out of a video. That's the level of outrageous fun they've come to expect as a part of their learning days.

Wright concluded, “It's not one thing—it's the mix, and it takes a while to get everything lined up. But it's why we have increased earnings from \$4.1 million last year to \$6 million this year—even with a half-million of expense for opening new offices!”

Yes, these KISS bankers have become rock stars and profit-growth banking STARS. We look forward to seeing what comes next. ■

likes to color. Life just hasn't turned out the way you had hoped.

Now, if I may be so bold, it wasn't just your pajamas you were wrapped up in that day — who were you thinking about? That's right. Poor, pitiful YOU! Yes, I've been there too. It's easy to feel miserable when you focus on your problems. How could you not? However, it is simply impossible to be gloomy when you turn your focus toward helping others. Being of service is the ultimate antidote you can give yourself when you're down—and you don't need a prescription. Not only do others benefit when you reach out, you do too, big time!

Wallace Wattles, author of *The Science of Getting Rich*, talks about the Ten Times Multiplier. His theory is that if you give ten times more value to a customer than you collect in cash, customers will beat a path to your door.

Giving "value" doesn't mean it has to cost more. The added value you offer could be advice. It could be a system for staying in touch and providing continuing support. It could be ongoing education you give your clients by sending articles or newsletters. It could be as simple as asking customers about their needs, listening carefully, and thinking about how to fully meet those needs before you suggest a solution.

There are two kinds of people in life and business—givers and takers. Givers are always finding ways to make an impact on others. They give freely so they can help make their team look good and accomplish great things. They focus on making a difference through their work.

And then there are the takers. They're the ones who ask in a first interview how much vacation they will receive. They push the limits to see how little effort they can get away with. They worry about giving more value than the required hours and job description demands. They complain and find fault, often saying things like, "It's not my job." "Nobody told me." "What's in it for me?"

In his insightful book, *Influence*, Robert Cialdini discusses the power of reciprocity. He believes that when you give to another, it creates a powerful and insatiable need in that person to give back. So when you give to your customers, they will reward you by buying more, bringing more business, giving more compliments, paying you more money, and sending more referrals.

Be mindful that there is a spiritual lesson here. If you give in the spirit of manipulation or only with the intent of getting, or gaining an advantage (which is, of course, the position of the taker), it could backfire. Spiritual principles are at

work all the time, and violations of the giving principle can create "bad karma."

Be a giver because it feels good for both parties, because it's a joy to light up someone's life, even momentarily, and the returns will naturally come back to you.

Life gives to the givers and takes from the takers and the world has a perfect accounting system.

Sometimes it's mind boggling how simple life can be once we get out of our own way. Considering how much energy the takers expend in their attempts to protect their own interests. It takes more energy to complain about not getting a raise than to deserve one. And then think about how effortless life seems for the givers of the world, the people who regard life as an endless opportunity to make a difference. It's that tenfold principle doing its work.

Permission to Be Extraordinary<sup>®</sup> is an exclusive life and business transforming seminar designed for CEOs, presidents, and top executives to create breakthrough results and move beyond limiting beliefs that bind their capabilities.

**To indicate your interest in attending, please call The Emmerich Group at 1-800-236-5885 ■**

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