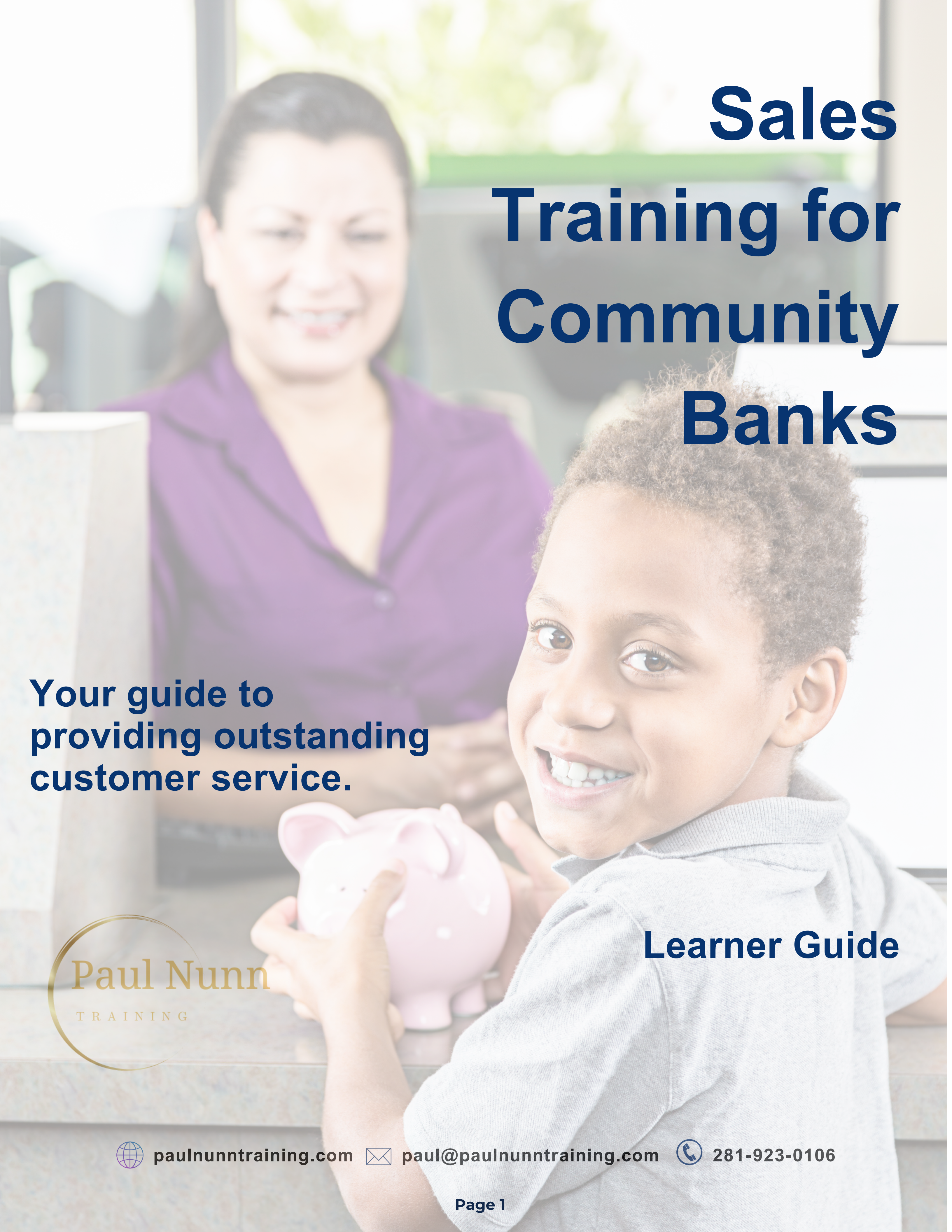

Sales Training for Community Banks

Your guide to providing outstanding customer service.

Learner Guide

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TRAINING MATERIALS

Welcome!

My goal is to help you provide the best service possible to your customers.

Each video will have its own page. Take some time to see how you can apply the skills I discuss in your role.

There are no scripts in this course. Your conversations should be just that; conversations with people who are trying to improve their financial lives. Your job is to help guide them.

Not every tip, suggestion, video will apply to every customer interaction. You know your customers best.

If you're new or or unfamiliar with these skills, take your time. Practice just one skill. Become really good at that. And as you improve, add more skills. Don't feel like you have to learn everything all at once.

Feel free to print this out and take notes as you watch the videos.

The reason I wrote this course is simple: you are the face of your bank or credit union. You see and interact with more of the customers than anyone else. You get the opportunity to help them improve their financial life. And how cool is that? What a difference you can make when you let them know that you can help them save money.

Thanks again for taking this course. Good luck.

Paul

CHANGING THE MINDSET OF THE WORD "SALES"

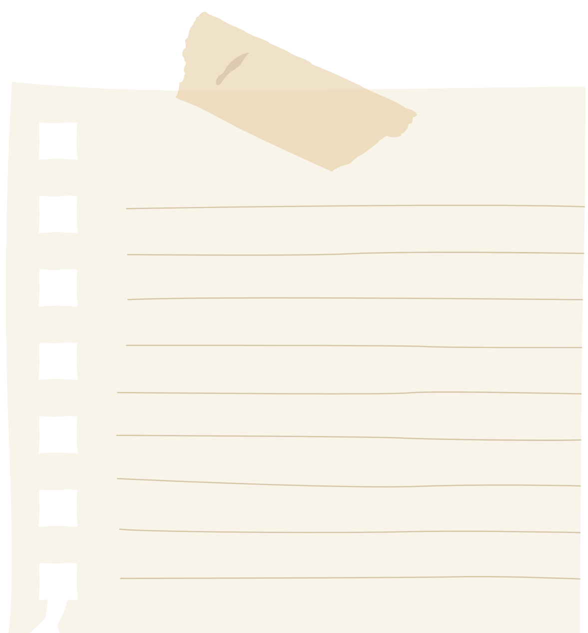
Your job is to help a customer. You don't sell checking accounts, online banking, or a debit card. You don't "sell" loans. You offer these financial products that can help a customer save time, save money, be more convenient, and help them have a better future.

MINDSET

You're not selling. You're advising. You're recommending. You're solving a problem for them. We need to shift our thinking away from completing transactions. Anyone can do that.

Think of the last time you called customer service to get help. Did you use the automated system or did you hit "0" for a human? You can open an account online. What we need are people who can help choose the RIGHT option.

What is your biggest takeaway from this video?



COMPETITORS

Guess what the biggest difference is between your bank or credit union and the other competitor down the street?

You. It's how you treat the customer. It's how they're listened to when they come in. It's how you look out for the customer. It's how you recommend the right solution. Not just conducting a transaction.

What do you think? What do you do to set your bank or credit union apart?

CREATE THE EXPERIENCE

Your customers will talk about their experience at your bank or credit union. You have complete control over the experience your customer has. Make it memorable.

- Popcorn in the lobby?
- Birthday cards?
- Piggy bank for young savers?
- Smiley faces and thank you notes written on teller envelopes?

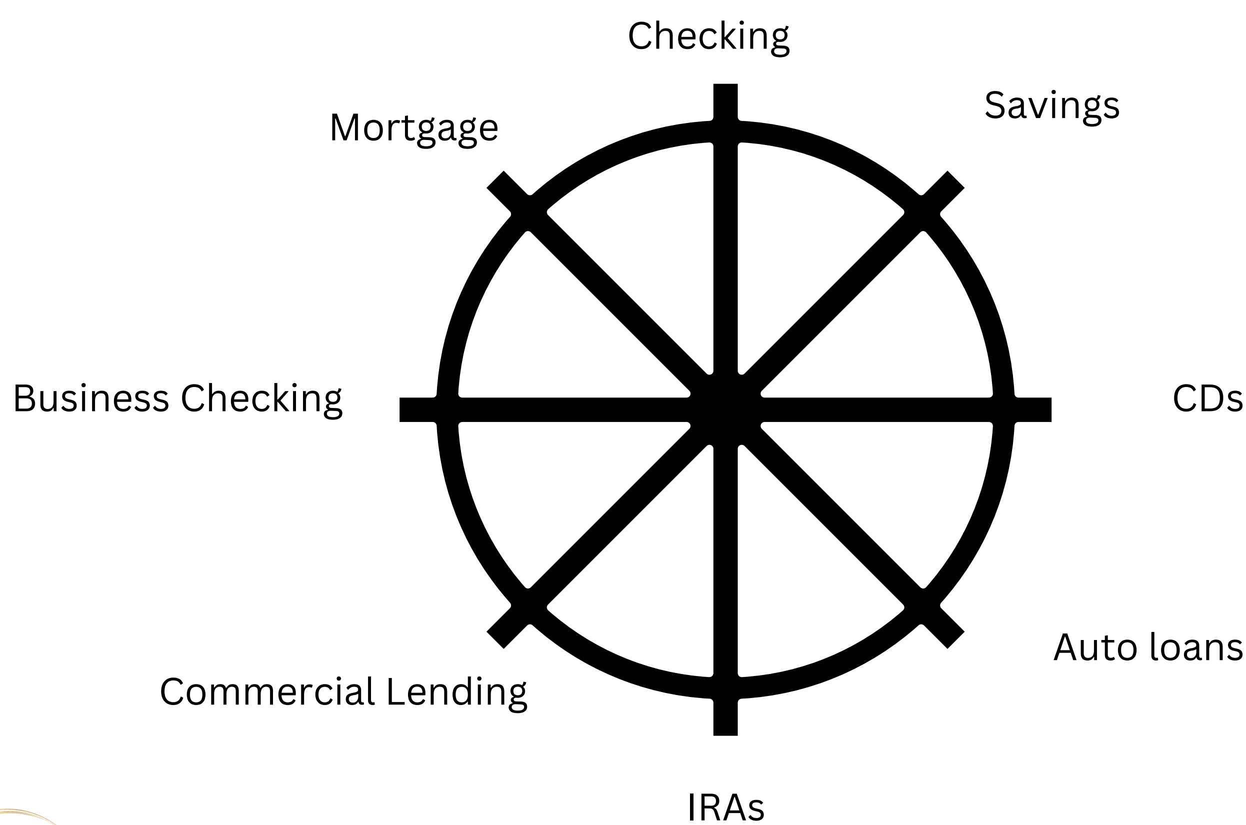
Make it memorable.

KNOWING YOUR PRODUCTS AND SERVICES

Do this activity with your manager. What products are you most familiar with? Least familiar with?

Pick one product or service to learn more about. Maybe it's a lending product. Commit to learning just one feature and benefit. As you become more familiar with what you offer, the better you can recommend the right solution to your customer.

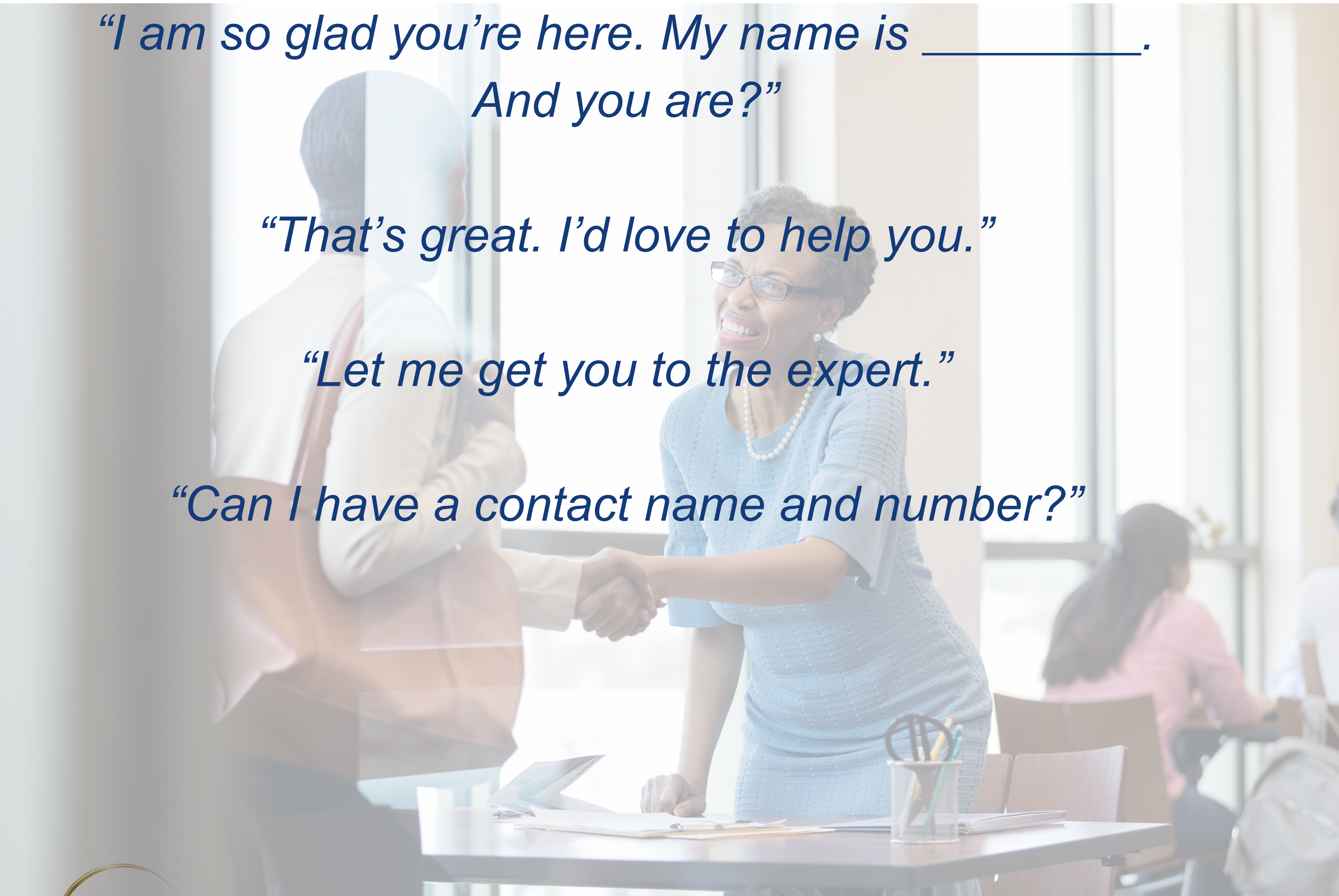
What are you going to learn more about?



BUILDING RAPPORT

It all starts with building rapport. This is where the relationship building begins. Your customer wants to do business with someone they trust.

Giving the customer your name and asking for their name is a great way to build trust and rapport.



"I am so glad you're here. My name is ____________. And you are?"

"That's great. I'd love to help you."

"Let me get you to the expert."

"Can I have a contact name and number?"

SET EXPECTATIONS

When you set expectations, you are honoring the customer's time and you're letting them know that you're there to take care of them and what to expect.

"This will take about ____ minutes. Is this a good time?" (if not, get contact information and reschedule)

"Do you mind if I take some notes?"

"Do you mind if I ask you a few questions?"

ASKING OPEN-ENDED QUESTIONS

Approach your customer like a good doctor.

"Tell me what's going on."

You're not ready to talk about products. You don't the full picture.

Here are some good open-ended questions you can use:

- Tell me about yourself.
- Tell me about your business.
- Tell me about your concern.
- What's going on?

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ADDITIONAL OPEN-ENDED QUESTIONS

Here are some other open-ended questions you can use. And as you become more comfortable with one, add another. You won't need or use all of these questions.

- What do you like about your other bank?
- What would you like to change about your bank?
- What tools do you use to manage your money?
- Tell me about your business. How'd you get started?
- How do you pay your employees?

My recommendation? Start with one open-ended question. Practice using that question until you feel comfortable. Then try another one.

USING PROBING QUESTIONS

If you get an answer and you need more information, try a probing question.

This kind of question does what it says: it probes for more information.

- Tell me more.
- Like what?
- How did that go?
- Such as?

Here's an example.

"What do you like about your other bank?"

"Our other bank offered us a better rate on our CD."

"A better rate? That's good. Tell me more. Are there any requirements for that rate?"

AVOID THESE QUESTIONS

Leading questions:

- Why would you do it that way?
- Don't you think that...?
- Why didn't you...?
- Shouldn't you...?
- Didn't you know...?
- Don't you remember...?

Be careful with "why?" You could be questioning the customer's decision.

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ACTIVE LISTENING

You've asked great questions. Now you have to listen. And not just hear the customer, but actively listen. This can be hard for some people. You've got a lot going on and you may find yourself distracted and miss something.

1. Maintain eye contact.
2. Nod your head.
3. Be involved.
4. Ask probing questions.
5. Paraphrase.
6. What else?
7. Remove distractions.
8. What about the phone? Answer that phone and let the customer know you're with a customer.

What do you do to make sure you're actively listening? What do you do to avoid distractions?

IDENTIFYING THE TRUE NEED

What does the customer truly need? Not the product. But the need.

Ask a clarifying question:

“What you’re telling me is _____ is more important. Is that right?”

What is important to the customer? That’s the need.

Common needs are:

1. Personalized service.
2. Saving money.
3. Earn money.
4. Saving time.
5. Convenience.
6. Peace of mind.

IDENTIFYING THE TRUE NEED - BONUS

Need: Saving money

Products that meet the need

You find out the customer needs to earn more money.

What do you offer that helps customers earn money?

Your products and services aren’t the need.
They help MEET the customer’s needs.

Find the solutions that work for the customer.

Make it all about them.

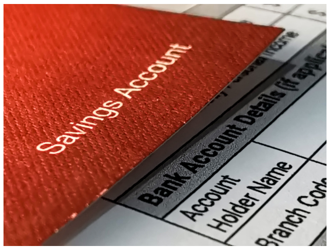
HOW TO EXPLAIN YOUR SERVICE TO THE CUSTOMER - FEATURES AND BENEFITS

Features

What something does.

Stop telling the customer just ABOUT the product.

Benefits



What it does for you.

Start showing the customer what it does FOR the customer.

"We've got a great account for you. Based on what you said, _____ is most important to you. I recommend this account because you said ______ was important."

Focus on the benefits. Focus on the W.I.I.F.M. (What's In It For Me?".

FEATURES AND BENEFITS - TRY THIS...

Pick an account, type of loan or other service you provide:
For example, a checking account that earns interest:

____

Features	Benefits
$100 minimum opening balance	Affordable
Earns ___% APY on balances over $_____.	Makes money

Here's what it sounds like to offer an account using both features and benefits, based on the needs you've identified:

"Based on what you've told me (listening), an affordable account that also earns money is important to you (needs). Is that right (clarify)? Great. We have an account that will help you. It's only $100 to open (feature) which makes it affordable (benefit). And you'll earn ____ % interest (feature) which will help you make money (benefit)."

ASK FOR THE BUSINESS (CLOSE)

You've identified the need. You found a solution that is perfect for the customer. Now what?

Ask. Yet, for a lot of us, it can be difficult. Why? We don't want to:

1. Sound pushy.
2. Be rejected.

And this is completely normal. You're not being pushy. You're offering to help.

Keep it simple: ask.

Here are some easy asks:
“Can I get the paperwork started?”
“Are you ready to move forward?”
Let's get this account opened/loan application completed.”
“How do you want to fund the account?”

NOW THE SERVICE REALLY BEGINS - ONBOARDING THE CUSTOMER

Treat a new customer like you would a new employee. Take some time to help the customer feel like they're part of a family. Let them know who can help them both now and in the future.

Plant some seeds to create an experience:

1. "Do you have a few minutes? I'd love to introduce you to the family."
2. "This is ______, our manager."
3. "Our Universal Bankers/Tellers can help you when you want to get in and out in a hurry."
4. "You mentioned buying a house in a few years. Let me introduce you to _______, who can help you get that dream home."
5. "When you're ready to open your new business, _______ can help with any business banking needs."

FOLLOW UP

Have a structured and consistent follow up process. Why?

1. The relationship is just beginning.
2. You're proactive if there are any mistakes.
3. Provides an opportunity to continue relationship.

2 x 2 x 2

2 - Within two days, **send a written thank you card**.

2 - Within two weeks, **call the customer**. Did they receive their checks? Debit card? Set up online banking? Fix any issues immediately.

2 - Within two months, **call the customer again**. How are things going? If you identified any initial opportunities, check in and mention them. Let them know of any special promotions, new services, updated hours, etc.

REFERRALS

“Did You Know?”

Customers do business with people they trust. Educate your customers on different ways to help them with their financial lives.

That’s your job. Make their lives easier. Educate them on ways to help them save money, make money, make their lives easier.

That’s a referral.

1. Know your products (enough to identify an opportunity).
2. Plant a seed.
3. Let them know you’re here to help them.

3 options/ways to refer:

1. Introduce customer to the expert.
2. Give information.
3. Get contact information.

OBJECTIONS ARE A GOOD THING

When a customer objects, or is concerned,

- You get the opportunity to make it right.
- You can educate the customer.
- There may be an unmet need.

Objections are:

1. Normal
2. Natural
3. Good feedback.

LACE - ACKNOWLEDGE THE OBJECTION

Show empathy by acknowledging their concern. Don't try to fix it (yet).

L - Listen to their objection.

A - Acknowledge (empathy). Acknowledge that their concern is valid.

"You make a valid point."

"That's got to be frustrating."

"I agree. The fee is high."

LACE - CLARIFY THE OBJECTION

Clarify their true concern.

You won’t know unless you ask.

Even if you try to clarify their objection and they say “no, that’s not right,” you can ask them to clarify.

“You feel that the rate is too high. Is that right?“
“From what you told me, _______ is frustrating and hard to understand. Right?”
“What are your concerns?”

LACE - EDUCATE THE CUSTOMER

Educate. Inform. Explain.

Focus on what you can do for the customer and how your service works.

"Here's why you were receiving those fees. Let's see what we can do to avoid them in the future."

"The reason the rate is high is because of _______. I think there's a way to lower that rate."

Remember: you can always ask your manager to help you, too.

I WANT TO CLOSE MY ACCOUNT

What do you do when a customer wants to close their account?

Help customers understand (and educate) the customers on options.

This is another objection:

1. Listen - Actively listen.
2. Acknowledge - *"I can do that for you. I'm sorry to hear that. We don't want to lose you as a customer. Tell me more about what's going on?"*
3. Clarify - *"So you want to close your account because of _______. Is that right?"*
4. Educate - *"I found out what's going on. Here's what we can do."*

SUMMARY

Take care of your customer. Show them that you:

1. Value them.
2. Listen to them.
3. Take care of them.

You are the expert in your customer's eyes.

You can solve problems for your customer.

Take your service to a whole new level.