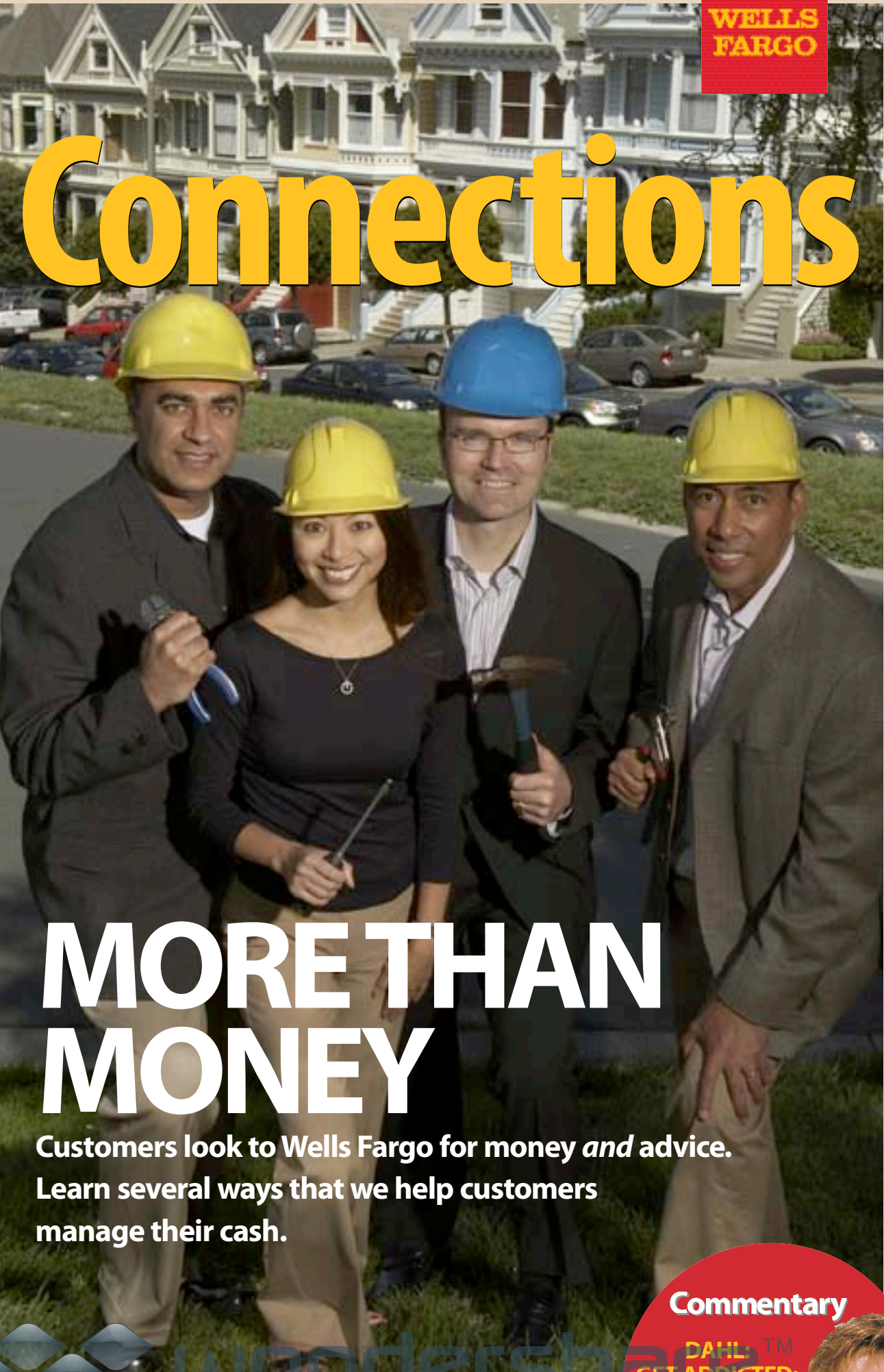


May 2007 | The sales and service connection for all Wells Fargo team members

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COMMERCIAL BANKING: POISED FOR GR-EIGHTNESS

The highest cross-sell average in our company (7.3) didn't just happen by chance. Here's how a team behind the scenes did it.

Commercial Banking customers can use the *Commercial Electronic Office®* portal to keep tabs on their financial information. **Alan Hogg** and his team know they also have to keep tabs on the same information flow.

Serving those customers from multiple parts of the company involves sharing information and linking team members through technology. One of the groups inside Wells Fargo fine-tuning that strategy is the Commercial Strategies Group, part of Commercial Banking.

"As we've increased products per Commercial Banking customer from four to eight, our customers expect us to know who they are working with at Wells Fargo and the products that they are using," said Hogg, national sales manager with Minneapolis-based Institutional Brokerage and Sales (IBS).

"We do lots of cross-selling with Commercial Banking because they offer a perfect fit with the customer base we're trying to serve," said Hogg.

Commercial Strategies, led by **Sanford Livingston**, creates tools and business solutions for Commercial Banking managers, freeing their time to concentrate on sales. Since its start, the seven-member team's responsibilities have increased as Wells Fargo team members continue to suggest new ways to collect and share information.

"Our group works to help Commercial Banking team members give their customers consistent high-quality service," said Livingston, an 11-year veteran of Wells Fargo. "We provide the indispensable information that equips our team to earn more business."

Iris Chan, head of Commercial Banking, asked Livingston to create this group three years ago. Impressed with his work in the Marketing department and Community Reinvestment program, Chan asked him to support the group's cross-sell and expansion efforts.

"Sanford is very project-oriented and solutions-focused. He is always



Wells Fargo's Commercial Strategies Group includes Sanford Livingston (left), Josephine Herrera, Gretchen Sleeper, Phuong Tran, Bob Fleri, Tammy Bowen, Walter McFarland and Jose Henriquez.

able to deliver," she said. "So I broadened his role to oversee Commercial Banking's cross-sell program. Our goal is to deliver 'gr-eight' (eight products per relationship) on a group-wide basis. As of December 2006, Commercial Banking averaged 7.3 products per relationship—the highest in Wholesale Banking and in Wells Fargo."

Online tools such as Cross-Sell Revenue Reports, New Business Dashboard and Division Profile keep Commercial Banking regional managers and relationship managers from guessing about the progress of their group's performance. The whole idea behind the group is to formalize cross-sell strategies: collecting facts, setting priorities, weighing alternatives and making strategic revenue-generating choices across business lines.

Commercial Underwriting, another group led by Livingston, also helps increase productivity by handling transactions of less than \$5 million to free up relationship managers' time.

Click here

Making it easy to share information—right from a computer perched on a desk—is the goal of the Commercial Strategies Group. Gone are the paper stacks of Excel spreadsheets reporting sales and referral numbers.

Livingston said tools such as the Referral Tracking System Dashboard provide that data to team members with two simple words of instruction:

Click here.

"We have to produce these reports anyway," he said. "We might as well make them readable and digestible."

All of the information and guidance lines up with Chan's goals for her team—four new relationships per relationship manager each year, double-digit revenue growth and customer retention are a few examples.

"Since we've adopted the mantra of sustaining double-digit revenue growth, we have to revitalize our business model and develop strategies to build on our business," Chan said.

Hogg's IBS group—focused on "helping customers invest their excess cash"—benefited from an initiative that tracked customers' wiring transactions sent to other financial services companies. Studying customers' balance sheets with team members from nearby Regional Commercial Banking Offices (RCBOs) uncovered future partnering opportunities. **Rob Sexton**, regional vice president in the Seattle RCBO, called it "the best partner initiative I've ever seen."

Another online tool being built, The Business Mapping Tool, will provide a geographic snapshot of the business generated in the portfolios of regional managers and business development officers. The idea: reduce travel time and shorten the sales cycle by aligning efforts from different business lines with customers in the local area and highlighting missed opportunities.

*The sales plan that Sanford's

team designed and developed has helped influence other partners to focus and collaborate with Commercial Banking to generate mutual success,” Chan said. “Cross-sell revenues have shown double-digit growth every year. In addition, the team has developed better systems such as the Dashboard to help regional managers cross-sell and identify opportunities.”

In Livingston’s view, cross-selling should really be considered cross-serving. He compared it with a doctor in a clinic.

“We cross-sell, but we also cross-serve, if you want to hear it from the customer’s perspective,” he said. “When a doctor comes to the examination room, does he say ‘What x-rays can I order?’ No, he says, ‘How can I help you?’”

Relationships are the core of Commercial Banking. Livingston said their group recognized increased demands on time a few years ago, leading them to develop Strategic Sales Plans. These plans help identify, prioritize and organize strategic opportunities for Commercial Banking. While they offer information about key partners, their goal is to help build stronger relationships with different business lines that result in deeper customer relationships over time.

Keeping up with growth is part of the challenge facing the Commercial Strategies Group. Once upon a time, Commercial Banking had three RCBOs in the United States. Today, 72 Wells Fargo RCBOs dot the landscape in 30 states coast to coast.

Solid partnerships

Building relationships among the RCBOs and other lines of business happens both in person and online. For example, Wholesale Banking team members recently formed the Cross-Sell Leadership Council, a by-product of the Wholesale Forum. The Forum focuses on acquiring customers, deepening relationships, and improving the customer experience.

Julianna Graham, cross-sell director for International Financial Services and Insurance Services Group, is the current chair of the Leadership Council, a group that includes team members with cross-sell responsibilities such as Livingston.

The group meets once a quarter to share ideas, brainstorm tactics, share Best Practices and learn about industry trends and networking.

Team members from other busi-

ness lines regularly visit the virtual world created by the Commercial Strategies Group or adapt the online tools to fit their group.

“As soon as we saw Commercial Banking’s cross-sell web site, we knew we had to have the same capability,” she said. “Sanford and his team were very helpful and willing to share. They supported our initiatives, saving us time and money.”

Graham has borrowed many of the group’s ideas and tools for her cross-sell initiatives. Graham said both she and Livingston view opportunities from a business line perspective, tying models and tools to meeting business goals and helping customers. As she charts cross-sell strategies for her team, she considers Livingston a coach and advisor.

Collaboration is an important part of his role in the company, according to Livingston.

“We know we have to collaborate with all the different groups, which is why we attend all Business Banking conferences and participate in the Wholesale Forum,” he said. “Our work can’t be done in a vacuum. We constantly have to be talking with other partners, other business heads.”

Point and click is the goal for cross-sell tools, making team member jobs easier and more coordinated at the same time. Graham said borrowing concepts or tools from Livingston’s group eliminates redundancy and promotes coordination.

“Cross-selling is about keeping the focus on helping the customer and helping our partners help their customers,” she said. “You need to have open communication so you share ideas and make yourself receptive to working together.”

With Commercial Banking being one of their largest referral partners, working closely with the Commercial Strategies Group provides a great deal of value, said Shelley Doherty, cross-sell coordinator for Institutional Brokerage & Sales.

“It helped improve our reporting back to Commercial Banking regarding cross-sell results and revenue,” Doherty said. “Through our reporting, we can help Commercial Banking team members understand the value IBS brings to the table and encourage cross-sell.”

The information helps internally

Commercial Strategies Group tools

- Division Profile
- Strategic Sales Plans
- New Business Dashboard
- Cross-Sell Revenue Reports
- Cross-Sell Referrals Reports
- Segmentation Analysis Report
- Quick Glance Report
- Referral Tracking System Dashboard

Tools coming soon

- Business Mapping Tool
- Target Tracker Pipeline Tool

as well.

“We always stress with our team members that you need to do your homework and find out as much as possible about the customer relationship within Wells Fargo,” Doherty said. “To support the existing relationship by working with the bankers strengthens our partner relationships and provides the best experience for our customers.”

New ways of slicing and dicing data can be simply a phone call away. Doherty said that when her group needs to pull information together for specific projects or reports, she calls Gretchen Sleeper, strategy consultant with the group, who has proved to be a great partner.

“My relationship with Gretchen started when we were both part of the Cross-sell Tools Team at the Wholesale Forum,” Doherty said. “Since then, we keep in contact even though the team completed our commitment to the Forum. I can’t think of a time she has said ‘no’ when I needed help. I value my relationship with her and the entire Commercial Strategies team.”

Commercial Strategies Group’s online tools support Wells Fargo’s cross-sell efforts, but they don’t replace the need for relationship-building.

“Information and technology is very helpful, but the reality is that business is still done based on relationships,” Hogg said. “Sanford’s group is dedicated to making sure both the relationships and the tools are working together.”

