

Account Planning And Effective Client Management



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Objectives:

During this programme participants will:

- How to effectively manage our clients, meetings and action plans.
- Develop a structured approach to account planning and conduct client need analysis.
- Focus on increasing share of wallet and developing a core strategy to cross-sell more intuitively.
- Identify opportunities to work with specialists to cross-sell value added solutions to the bank's clients
- Focus on increasing share of wallet and develop a core strategy to cross-sell more intuitively;
- Participate in mini case studies to put into practice the concepts covered during the day;
- Discuss client objections and methods to overcome barriers to new business
- Use role plays to develop sales skills.

Who should attend:

The programme is designed for:

- Relationship Managers,
- Treasury Sales
- Credit Officers
- Risk Managers

Course Duration

2 Days

Account Planning

Identify what specific information should be included in the account plan.

Account plans involve several steps:

1. Understand the client in order to anticipate client needs
2. Identify the opportunities
3. Develop a strategy to expand and consolidate the relationship
4. Establish the necessary internal and external resources
5. Establish milestones, an action plan and how to implement it

Needs Analysis

Conduct a thorough needs analysis:

- Have we identified the business, operational and financial risks/needs of the client?

Exercise: Balance Sheet Analysis

- Do we understand why this information is relevant and how it can be used?
- Do we have the correct limits and facilities to partner with the client as it grows domestically and/or internationally?
- Do we know key market rates that affect the client, e.g.
 - FX
 - interest rates
 - commodity prices
 - Has this risk been quantified?

Share of Wallet

- What is the wallet size and the bank's share of this wallet?
 - How do you increase not just revenues but also profitability of the relationship?
 - Confirming tier position

Using Milestones

- Goals: What are the Relationship / Revenue / Customer Success goals over the next 3 - 12 months, 1 – 3 years?

Communication Matrix

- Mapping client profile/ behaviors
- Are the correct individuals and their contacts details (from both the Bank and the client) up to date?
- Do we have a complete file of the client's relationship with the Bank?
- Confirming the decision-making tree
 - Internal and external political constraints
 - Placing your contacts
 - Moving up, down, sideways
 - Sphere of influence

Discussing The Solution

- Clarifying features versus benefits
 - How does the solution satisfy the client's need?
 - Aligning solutions to the client's business, operational and financial objectives
 - Qualitative versus quantitative benefits
 - Developing critical thinking to discuss the strengths and weaknesses of individual solutions

Exercise: List features versus *benefits* of key Treasury products

- Client decision criteria to do the business
 - Price, quality, response speed, flexibility, performance, value, reputation
 - Which are most / least important?

Client Objections

- Participants will draw up a list of common objections encountered when delivering Treasury solutions specifically
- The group will discuss which objections can be pre-empted and how

Finishing The Meeting

- Creating a follow-up action plan
 - Clarifying individual responsibilities
 - Using timelines and milestones
 - Dealing with the client
- Are you in a position to deliver?
 - Risk limits, documentation, facilities in place etc.
 - Controlling the client to closure
 - Paving the way for future business

Role Plays

- A set of role plays will bring together the concepts covered during the training.
- Small case studies based upon a fictional middle to large sized family company will test the banker's ability to intuitively spot opportunities to cross-sell hedging solutions.
- Equally important is the banker's ability to ask probing, relevant questions to elicit "hidden" information known only to the Treasurer.
- Groups of 3 or 4
 - Individuals allocated to the role of Banker / Client / Observer
 - 10-15 minutes to discuss a specific client situation and identify the course of action to take
 - Post-meeting review to discuss what went well or could have gone better
 - Replay, in different groups, to incorporate lessons learnt from the first round

Summary to agree on what makes a client meeting successful