WHY YOUR BANK IS REALLY NOT SOLUTION SELLING...YET

How to get real time to your front line

All banking executives want their organizations to do better at customer-centric solution selling. But are they asking the impossible?

Probably, because the way most banks operate today, they're unable to successfully engage customers at the important moments— *when they need help solving a problem*. The reason is that information available to the front-line is:

Too late. The analytic insights informing front-line interactions are generally one to nine months stale. But customers shop for auto loans in the here and now. They might be willing to talk to you 10 minutes from now or even tomorrow morning. After that, the opportunity is likely gone. And if the customer received an offer from the bank yesterday, if they asked questions in their local branch or via online chat, whoever picks up the conversation better know that. Most banks aren't capturing this information, or it's taking them so long to make it available that they can't converse coherently in a single voice with customers.

Too impersonal. It's difficult for banks to personalize offers and interactions when product- and channel-specific slices of information never come together into a complete view of the person. Also, the demo-graphic segmentation most banks use to target offers is largely useless for solution selling. No demographic model can predict that a customer is going to be researching auto loans

on the web today. Nor are demographics going to help you help your customers manage their cash flows. Meaningful, actionable personalization requires understanding changing customer behavioral patterns — and those insights come from financial transactional data, not demographics.

Empowering the front line to engage customers in conversations about value — without scripts

When customers come into Scotiabank branches talking about pricing, front-line mortgage advisors know how to transition the conversation to value. They find out what is important to each customer and offer solutions reflecting this understanding.

"We knew this would transform our business if we were successful. We were. The initiative sold itself based on initial KPIs, and we're now rolling it out more broadly."

Janet Boyle
VP Real Estate Secured Lending
Scotiabank

Too shortsighted. The offers most banks target for customers in outbound and inbound campaigns don't go far enough to achieve win-win relationships that last. The bank may be offering a travel rewards credit card, but the customer targeted for that offer isn't interested because she's no longer traveling as much as she used to. What about the customer

who wants a loan, but needs more payment flexibility and is willing to pay a slightly higher rate for it? Can your front-line agents adjust offers on-the-fly to meet customer needs in profitable ways?

SOLUTION SELLING HAPPENS IN REAL TIME

Solution selling takes place in the moment— when a customer has a problem and you have a solution that works for them. Your front-line must have the real-time data, analytics to make sense of it, and tools to identify or craft the right solution on the spot.

And while analytics play an important role, the way to true solution selling doesn't start there.

Your business can benefit tremendously — without doing any analytic modeling at all by just by making information available to your front line faster. In fact, putting that capability in place first is the only way to get to the higher business-transforming benefits of analytically driven real-time solution selling.

STEPS TO A REAL-TIME FRONT LINE

STEP ONE: **Capture real-time data in a universal offer repository.** Make sure "the right hand knows what the left hand is doing" so the bank can speak with one voice by setting up a single offer repository-of-record accessible to everyone. The repository should comprise all offers made or targeted to the customer by any part of the enterprise over the course of the relationship.

It should also capture data and outcomes from all outbound and inbound sales interactions pertaining to any product, taking place in any channel.

Universal access to the repository means that when a customer receives an email offer, then goes into a branch to ask questions, the branch officer knows about the offer. It means an agent discussing credit terms via online chat knows that the customer rejected a card offer last week and so presents a more appealing offer or engages the customer in a conversation that leads to one.

STEP TWO: **Analyze real-time data for insights.** Once you're capturing real-time data from sales offers and interactions, the next step is to analyze it. As with other back office analytics, insights are not immediately available, but once operationalized, they bring a fresh perspective. Analyzing both successful and unsuccessful interactions helps you craft better offers going forward. It helps you provide better guidance to front-line sales people on how offer win-win financial solutions. You also begin to see how real-time interactions influence product selection and decode what your best sales people are doing differently from the rest.

STEP THREE: **Act on real-time data and analytic insights in real time.** The data and analytic insights gained in the first two steps now make it possible to write an algorithm that enacts the best practices of your best sales people. These star performers use all the information available while listening carefully to what customers are saying and adapting their approach as they steer the conversation toward a win-win solution. Similarly, an algorithm analyzes new information provided by the customer during the interaction in the context of historical behavior patterns and other existing "financial graph" data. It guides front-line sales people or automated agents to ask the right questions, guards against revenue leakage and generates the best offers on-the-fly. At this stage, there's no lag time between

data analysis and actionable insight. Performance metrics and incentives are aligned to win-win objectives, rewarding higher take up rates for *profitable deals*.

A WIN-WIN IN MORE WAYS THAN ONE

At each step as you move toward real-time solution selling, your front line will get better at arriving quickly and efficiently at win-win solutions. And these outcomes are not only win-wins in the sense that they solve the customer's problem, they are also more profitable for the bank. They're also double wins in terms of the interaction experience. Customers are happy because they feel they've been fully informed about their options and they fell they've received genuine help in making the right decision. Employees feel more confident and knowledgeable as they engage customers in these conversations and are proud they've been able to help.

GETTING STARTED

Where is your organization currently on the path toward real-time solution selling? Here are some simple self-diagnostic questions:

- *How many voices are we using to speak to our customers?* (Are product groups and channels aware of what each other are doing?)

- *What are the technology issues preventing us from interacting with customers as a single voice?* (For instance, does our technology enable us to capture data from interactions in our branches?)

- *How successful are our offers today?* (Do we know why they're successful? Are we also learning from unsuccessful offers?)

HOW NOMIS CAN HELP

Wherever you are today, Nomis can help you move faster and more efficiently toward real-time solution selling. We've got the analytics, expertise, and technology you need to profit from win-win approach to real-time solution selling. Nomis Deal Manager, for instance, is a configurable cloud-based offer presentment and sales engagement solution for the front line that enables banks and financial institutions to increase conversion rates, protect margins, and minimize revenue leakage.

Learn more about Nomis Deal Manager here.

ABOUT NOMIS

Nomis is a fast-growing Fintech software company that combines cutting-edge Silicon Valley approaches to big data, advanced modeling, and deep analytics into the industry-leading price optimization SaaS software platform. We help large and medium-sized retail banks better understand their customers and grow their businesses. We help these banks deliver win-win products and pricing in an environment that is increasingly competitive and highly disruptive. With experience in over 80 implementations, Nomis optimizes over $1 trillion in banking transactions annually and returns more than $300,000,000 to its customers every year.

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