

# Fostering Growth and Engagement



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# Strategic Outreach For Long-Term Success

- Marketing develops and implement initiatives to grow and retain existing relationships, and attract new customers.
- Maximizing execution success often lies with the retail staff.
- Key to success are guidance, data, tools and support for the front-line employees.
- Framework for developing programs:
  - Are we leveraging an untapped opportunity or improving something?
  - Is an initiative differentiated, relevant and sustainable?
  - How do we create growth?
  - How can we leverage our staff?

## Guiding Principles for Outreach


- Frequency of outreach/customer contact is key to create awareness and increase the likelihood of being in front of customers at the right time.
- The best retention tool is onboarding. Effective onboarding as well as cross-sell programs use integrated multi-channel strategies.
- Wellness calls and outreach on value-added services is a better "sell" than product sales. Delight your customers/members!

# Systematic Multi-Step Onboarding and Cross-sell

## ➤ Onboarding

- Handwritten welcome card from branch manager, letter from President/CEO.
- Monthly postcard communications targeting new consumer and business customers with three contacts over the first 90 days of their relationship with the bank, based on initial account (s) opened, segmentation and sequencing.
- Communications are designed to deepen relationships, optimize retention and accelerate profit impact.
- Main communications vehicle is an oversized postcard. Emails follow, IP address matches for digital messages, and branch outreach.
- Tracked for targeted accounts opened, dollars, and halo results.

- Systematic cross-sell follows onboarding after three months, presenting opportunities based on data and relationships, to deepen usage among single service and other targeted households.



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# Omnichannel Marketing Calendar Sample Illustrative Sample

PRIORITY SEGMENTS	Target Households	Product	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
<u>Prospect Acquisition</u>														
Prospects with propensity to respond	10,000	Checking	Display/OTT			Display/OTT			Display/OTT					
<u>Onboarding</u>														
New to Bank Households	341	Varies	EM/DM	EM/DM	EM/DM	EM/DM	EM/DM	EM/DM	EM/DM	EM/DM	EM/DM	EM/DM	EM/DM	EM/DM
<u>Transactional</u>														
HHs with Propensity for Checking	695	Checking	Email/Display			Email/Display			Email/Display			Email/Display		
HHs with propensity for Digital	2,479	Mobile/OLB				Email/Display						Email/Display		
Checking HHs without Debit	2,479	Debit	Email/Display						Email/Display					
Business with Propensity for Checking	73	Bus Checking				Email/Display						Email/Display		
<u>Deposit Growth</u>														
HHs with Propensity for CD	3,235	CD				Email/Display						Email/Display		
HHs with Propensity for MM	3,002	Money Market	Email/Display						Email/Display					
<u>Lending Growth</u>														
Homeowners	1,939	Home Equity				Email/Display						Email/Display		
Business Owners	414	SB Loan	Email/Display						Email/Display					
<u>Investments</u>														
FFT Emails	1,190	Investment Messages	Email/Display						Email/Display					

# Financial Wellness Check-Up Program

- Retail Managers reach out to customers based on their relationship and profitability using data from the MCIF and engage in conversations on how we might help them from an overall financial wellness perspective.
- We began our Wellness Call program after COVID when customers needed support and were coming in less frequently.
- Lists provided to each branch.
- Scripting provided.
- Branches call customers 90 days out from a CD maturing to avoid heading right into a rate discussion.
- Customers contacted are grateful for the check-in call, and to hear about our CD specials.
- This outreach has resulted in retained CDs, new money, and referrals to our trust subsidiary.
- CD retention rate over 90% and success has been sustainable.

## Tools for Success

- MCIF for information on households, products, profitability, and concentrations.
  - Developed use cases and goal setting through dashboards to prioritize data use.
    - New households to amplify onboarding efforts.
    - Top 100 retail and business households.
    - Large balance fluctuations quarterly, up or down.
  - Added Wellness Call lists into the MCIF for easier access and list management.
- Net Promoter Score (NPS) monthly survey to measure loyalty. Our NPS is typically very high vis-à-vis the industry. Now tracking at the branch level as well as at the Bank level.

# Employee Onboarding, Engagement and Support

- Surveys and Feedback
  - Customers
  - Employees
- Employee Onboarding
- Succession Planning/Skill Broadening
  - Job Shadowing
- Engagement Committee
  - Comprised of members across business lines with activities and special days
- Peer-to-peer recognition



# Sales Referral Training

- Workforce Training Grant to support strategic objective – relationship development culture.
- Two-year initiative using third party trainer.
- The first course for all employees was *Delivering Great Customer Service*, as each employee provides service, whether to external customers or internal departments. This was followed by *Connecting Service with Sales* for retail employees and direct support areas.
- Teams work together while learning.
- Strong feedback from attendees.
- Upcoming Courses:
  - The New Account Experience Day 1 - 365
  - Deepen Relationships with Digital Solutions
  - Small Business Bootcamp
  - Coaching For Success
  - Effective Team Building
  - Managing Change

# Team Activities, Communications and Recognition

- Make learning and outreach fun! Gamify through sales sprints and friendly contests to put a focus on featured products and programs. Customers/members love to support their home team for the win! Recognition and prizes that are displayed provoke questions from branch visitors.
- Sales success sharing is key! Host meetings for cross-learning and mentoring to increase the contribution of all employees.
- Set up goals on outreach in addition to sales and provide the data and tools for success.

# Gamifying Education, Outreach and Sales



- Employee Sales Sprints to enhance selling skills. Various products and services are featured, typically using a backdrop of sports, with team and individual winners.
- Sales and referrals, plus activities completion, including customer outreach, training, and coaching, are combined into a pool of points. The TSB Winter Olympics is shown in the photo, with winners earning medals, branch trophies and other prizes.
- Incentives to drive in customers, plus customers love to support their home team!
- Displayed awards help drive customer questions. What is that...what did you earn that?

# Coaching and Communications – Online Meetings

## ➤ Business Development (Across Bank)

- All customer facing departments including rotating branch manager representatives.
- Updates on what is happening in each area.
- Talk about referrals.

## ➤ Sales Success Sharing (Retail Managers)

- Goal here is guided teaching on successful cross selling of the bank's products and services without coming across as a sale.
- Check ins and follow up to training on sales development and cross-selling skills development, plus use of data.
- Shout outs to share success and learn from peers.

## ➤ Branch Manager Meetings

# Coaching and Communications

## ➤ Employee Newsletter/Marketing Update

- Monthly employee newsletter with information on programs and events.
- Welcome from President/CEO
- Contests (Marketing, Cyber Security Awareness, Training, other)
- Special Days (Calendar Celebrations)
- Congratulations on milestones and shout outs, including customer comments through NPS Survey.
  - The Methuen Branch management team are supportive, informative, and a pleasure to work with.
  - I have been with the Savings Bank for 15 years. I am very happy to be a customer.
  - Love the bank-its tellers-great service. Have been with them for many years and will stay even though we moved out of state.
  - I feel welcome and have your attention when I come in.

## ➤ Sales Incentive program

- Rewards Referrals and additional sales.

# Some Key Milestones for Tracking Success

- Net Promoter Score
  - Up 18% year-over-year\*
  - Even 100 one month this year!
- Product and Services/HH
  - Up 8% year-over-year\*
- Average HH Balance
  - Up 3% year over year\*

\* 2024 vs. 2025

## In Closing

- Effective onboarding and cross-sell programs lead to successful growth and retention.
- Aligning sales skills and referral skills development with strategic priorities and marketing initiatives is extremely important and can be overlooked by FIs.
- Measure and reward for buy-in and success.
- Bridging ideas with outcomes is key to success!

## Stay In Touch

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