A Beer Cart Driver & A Boutique Hotel…

What They Can Teach Us About New Client Onboarding

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"People will forget what you said. They will forget what you did. But they will never forget how you made them feel."

~ Maya Angelou

5 Cs of Trust-Based Selling

1. Conversations – the most important thing we sell

5 Cs of Trust-Based Selling

1. Conversations
2. Curiosity – make them wonder what's next

5 Cs of Trust-Based Selling

1. Conversations
2. Curiosity
3. Customization – make it a 1-1 approach

5 Cs of Trust-Based Selling

1. Conversations
2. Curiosity
3. Customization
4. Collaboration – not a battle or a war. It's me and you vs. your problem

5 Cs of Trust-Based Selling

1. Conversations
2. Curiosity
3. Customization
4. Collaboration
5. Connectivity – through social clicks and hand shakes

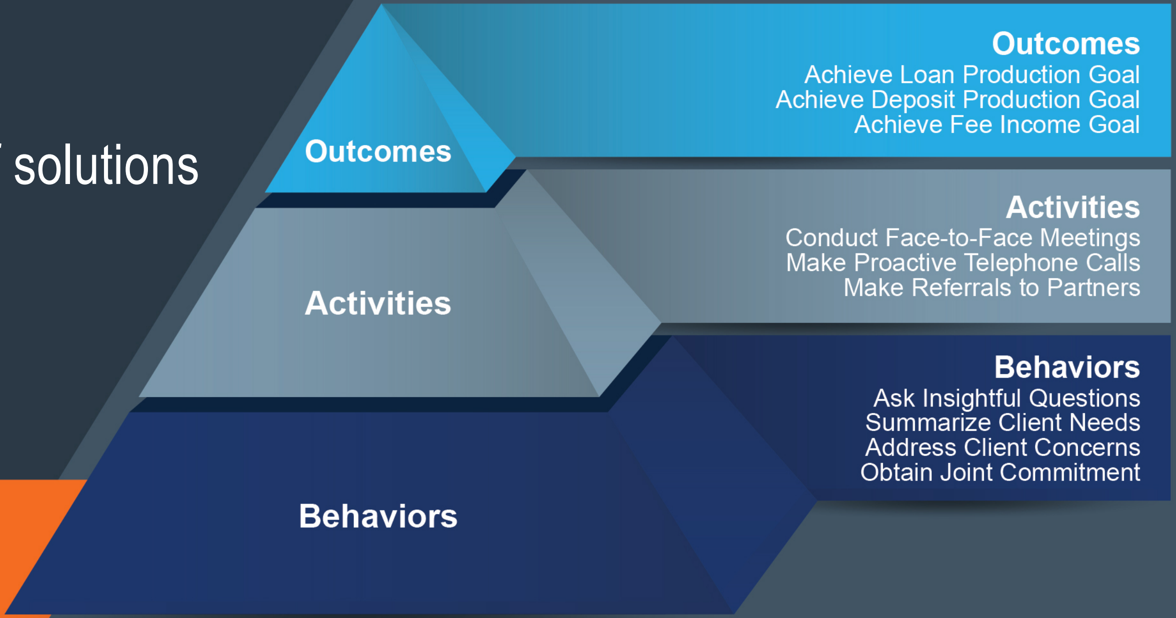
Getting Your ROO

Why are we doing this?

- Reinforce their decision to join your bank
- Mitigate buyer's remorse (are you sure you didn't want to see the AI presentation?)
- Initiate a quality client experience
- Reduce friction with you, partners, the bank (understand being easy to buy from)
- Create ***cross solving*** opportunities
- Enhance referral opportunities

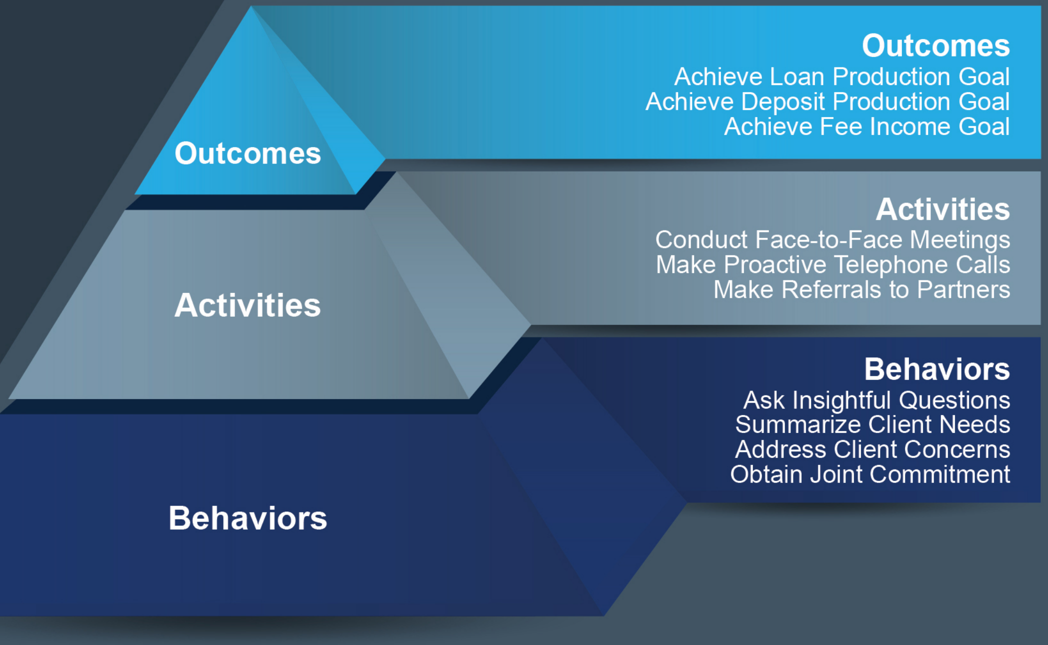
The Onboarding Pyramid
Creating Win-Win Opportunities

- **Outcomes** – deeper use of solutions



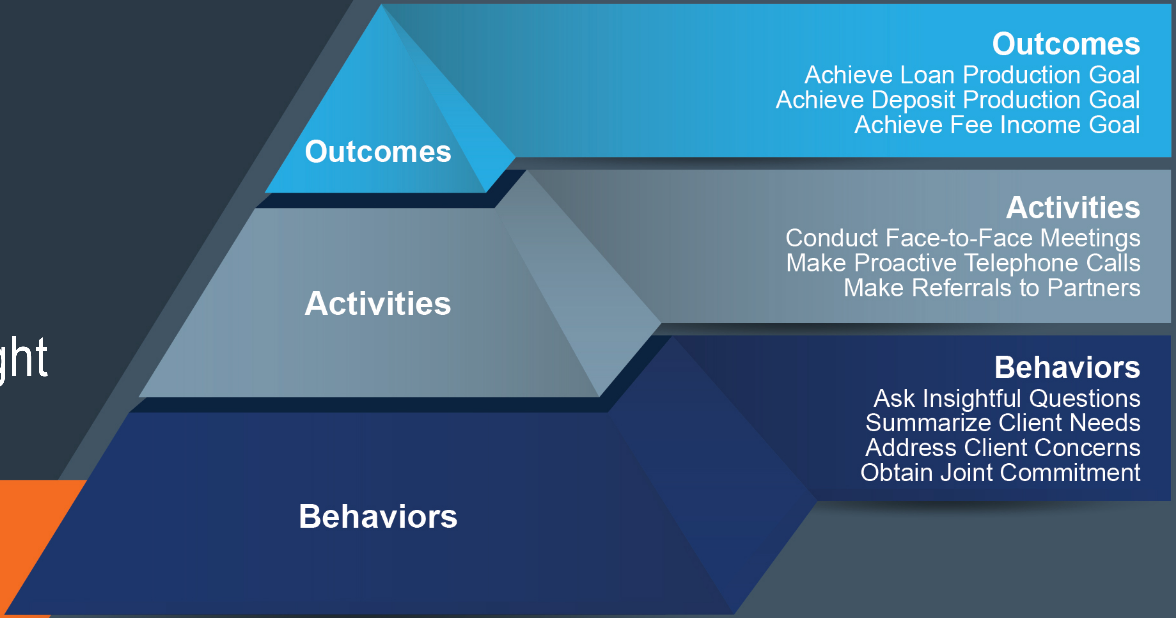
The Onboarding Pyramid
Creating Win-Win Opportunities

- **Outcomes**
- **Activities –** doing the right things



The Onboarding Pyramid
Creating Win-Win Opportunities

- **Outcomes**
- **Activities**
- **Behaviors** – doing them right



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Onboarding…
Six Key Elements

- Infrastructure and Process – the foundation - your way - ***one way***

Onboarding…
Six Key Elements

- Infrastructure and Process
- Tools and Technology – Deluxe, calendaring, CRM

Onboarding…
Six Key Elements

- Infrastructure and Process
- Tools and Technology
- Training – my role, my conversations

Onboarding… Six Key Elements

- Infrastructure and Process
- Tools and Technology
- Training
- Measurement – the weak link of most Onboarding systems

Onboarding…
Six Key Elements

- Infrastructure and Process
- Tools and Technology
- Training
- Measurement
- Coaching – observe, inspect, improve, enhance performance

Onboarding…
Six Key Elements

- Infrastructure and Process
- Tools and Technology
- Training
- Measurement
- Coaching
- Sustainment – tweak it, tier it, communicate success stories (LI Group)

Onboarding is Not

- Product pummel, no “RDC specials”

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- Robotics and electronics – let AI/vendor do it, go through the motions

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- Product pummel, no “RDC specials”
- Robotics and electronics – let AI/vendor do it, go through the motions
- Tick marks – not a quota system, numbers of calls on a spreadsheet
- Campaign – happens when they join, not quarterly marketing promotion

Get Your Onboarding On

- Infrastructure and Process

Get Your Onboarding On

- **Infrastructure and Process**
  - New Client Orientation and the Loan Celebration

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  - 3-6-3-1 (3-1-6-3-1)

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The Business Client Onboarding Process

Step	Team Member	Tools
New Client Orientation ▪ Discuss how the client plans to use the bank and the preferred branches ▪ Introduce other bank colleagues ▪ Discuss and agree to expectations for future contact	RM	▪ New Client Orientation Checklist
3-Day Welcome Call ▪ Telephone call to business owner/executive ▪ Welcome, ask for feedback, provide contact information, confirm 6-week call	Senior/Sales Manager	▪ CRM/Email from RM ▪ 3-Day Welcome Call Checklist
1-Week Call *(bank option)* ▪ Telephone call to business owner/executive ▪ Welcome, ask for feedback, thank client for business, ask how to help	Board Member	▪ CRM/Email from Sales Manager ▪ Board Member Onboarding Job Aid
6-Week Follow-Up Call ▪ Telephone call to business representative ▪ Ask about experiences with bank, upcoming initiatives, schedule 3-month call	Relationship Assistant or Branch Manager	▪ CRM/Emails Related to Prior Contacts ▪ 6-Week Follow-Up Call Checklist ▪ RM/Sales Manager Calendars (for scheduling the 3-Month Call)
3-Month Relationship Call ▪ On-site call with business owner/executive ▪ Explore additional needs, provide brief economic update, share best practices	Joint Call – Sales Manager and RM	▪ CRM/Emails Related to Prior Contacts ▪ Research Tools ▪ Relationship Call Plan ▪ Relationship Call Guide
1-Year Anniversary Letter ▪ Signed by bank executive to express appreciation	Bank Executive	▪ Sample Anniversary Letter

Note: Specific steps or roles may be modified based upon client size or type of relationship. Refer to bank guidelines for details.

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  - 3-6-3-1 (3-1-6-3-1)
- **Tools**

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Get Your Onboarding On

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- **Tools**
  - Share of Heart – find one new thing

Share of Heart

Contact Information			
Contact name:		Office phone:	
Position/title:		Cell phone:	
Location:		Preferred contact method:	
Email address:		Preferred time to call:	
Gatekeeper name:		Gatekeeper email address:	
Birthday:		Social Media *(LinkedIn, Twitter, etc.)*:	
Personal Information			
Spouse/birthday:		Home town:	
Alma Mater:		Military service:	
Children Name(s)	Age	Grandchildren Name(s)	Age
Pet/Breed and Name(s):		Hobbies:	
Wedding anniversary:		Employment/business anniversary:	
Board positions/charitable organizations:		Social/country clubs:	
Favorite vacation spot(s):		Achievements/awards/passions:	
Past employment/experience in field:		Other business interests:	
Favorite restaurant/food/beverage/allergies:		Status symbols:	
Key Trusted Advisors:		Favorite sports team(s):	
Major joint business connections:		Books/blogs reading/read:	
Subjects to discuss/avoid:		Competitor relationships:	

Get Your Onboarding On

- **Infrastructure and Process**
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  - 3-6-3-1 (3-1-6-3-1)
- **Tools**
  - Share of Heart
  - Business Client Onboarding Diagnostic – it's a job aid

Business Client Onboarding Diagnostic

New Client Orientation	• How will I offer a sincere thank you for the business? • What token of appreciation (if any) will I give the client? • How will I celebrate the relationship and make the client feel welcome? • What team members will I introduce and what bios or business cards will I distribute for team members who are unavailable? • How will I ask about key client representatives and their roles and contact information? • What questions will I ask about the client's anticipated banking practices and preferences? • What available channels, branch hours, and other details will I review? • What next steps will I confirm for setting up related services, etc.? • How will I explain the 3(1)631 onboarding process and obtain joint commitment? • How will I reinforce the buying decision and the new relationship?
3-Day Welcome Call	• How will I introduce myself and provide a sincere welcome? • What is something interesting or positive that I know about the client and that I can reference? • What questions will I ask about the client experience? • What are the plans for the 6-Week Call so that I can confirm the date, who will be calling from the bank, and who they will contact at the business? • How will I express appreciation for the client's business and their time?
6-Week Follow-Up Call	• How will I introduce myself and my role with the bank? • What questions will I ask about the client experience? • What questions or concerns is the client likely to have based upon recent account activity and notes to the file and how will I address these? • How will I ask about upcoming initiatives? • How will I confirm what I hear regarding any new initiatives and what timeframe should I offer for the RM to follow-up on these? • What dates are the RM and Sales Manager available for a 3-Month Relationship Call? • How will I reinforce the benefits of the Relationship Call before asking to schedule or indicating that the RM will call to schedule? • How will I express appreciation for the client's business and their time?
3-Month Relationship Call	• What are the maximum and minimum goals we have for this call? • What specific financial need areas will we focus on, based on insights gained on previous call(s), upcoming business initiatives, etc.? • What insights or ideas will we offer to provide added value (such as a brief economic update and best practice information)? • Given the amount of time we have; how will we structure the call? • What will we leave with the client? • What should we tell the client to expect next?

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  - Business Client Onboarding Diagnostic
- **Non-Starter Without Training**

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  - Senior Managers – 3-Day Welcome (preparation, conversation, follow up, CRM)

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  - Senior Managers
  - Assistants – Six Week Follow Up (role, experience to date, ”help” question, CRM)

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  - Senior Managers
  - Assistants
  - Bankers – 90-Day Joint Call (planning, execution, roles, follow up, CRM)

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- **Non-Starter Without Training**
  - Senior Managers
  - Assistants
  - Bankers
  - Sales Managers – Coaching (observe calls/notes, plans for improvement, CRM?)

Onboarding…
Six Key Elements

- Coaching – ongoing effort to improve performance

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Six Key Elements

- Coaching
  - “Best Onboarding call last week and why,” said a great leader

Onboarding…
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- Coaching
  - “Best Onboarding call last week and why,” said a great leader
- Internal Messaging – celebrate wins, communicate often, sales meetings

Onboarding…
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- Coaching
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- Internal Messaging
- Reporting – sales ready opportunities, solutions sold, referrals, NPS

Onboarding… Six Key Elements

- Coaching
  - “Best Onboarding call last week and why,” said a great leader
- Internal Messaging
- Reporting
- Re-Boarding – a version for deep and wide current client strategies

Onboarding…
Six Key Elements

- Coaching
  - “Best Onboarding call last week and why,” said a great leader
- Internal Messaging
- Reporting
- Re-Boarding
- 3 Before 8 – one bank’s approach to ongoing post-Onboarding (more tomorrow)

Some Questions to Consider

- What do we want this program to accomplish?
- What's in it for the client?
- How do we know it's working for us?
- How do we know it's working for the client?
- What over time changes do we need to make?
- What's the training and coaching we need to make this work?
- What are some lead metrics that matter and how will we measure it?
- Are we ready to create something sustainable?

What a Privilege to Serve

precisionlender

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