



CUSTOMER RELATIONSHIP MANAGEMENT FOR SME BANKING TRAINING COURSE OUTLINE

This course is intended for those interested in how to develop and deliver a Customer Relationship Management based approach for SME banking customers. It is geared for senior and middle management staff and is relevant to the fields of strategy and planning, marketing and product development, sales management and business analysis, risk management, and human resources. It serves as an introduction to the key concepts of CRM, as well as including practical detail on their application to SME customers, particularly by using real-life examples and case studies.

COURSE DETAILS

Course Hours 14 (2 days)

Target Audience

This course is aimed at staff and management experienced in SME banking particularly from the fields of strategy and planning, marketing and product development, sales management and business analysis, risk management, and human resources.

Course Description

During this course we show in a very practical way how to develop and manage SME customers using a CRM based approach. It covers the fundamentals of strategic marketing before focusing on CRM, and showing how banks can boost profitability by adopting a structured and targeted approach. It will show them the optimum approach for identifying promising new customer, winning them, and then making sure to retain them. It focuses on how to boost customer profitability, whilst simultaneously reducing the overall cost of sales.

Course Objectives

- Delegates will be refreshed with the high-level concepts of strategic marketing
- Appreciate the fundamentals of the CRM based approach to SME customers
- Understand how new technologies represent a “game changer” for CRM in the near-medium term
- Develop some high-level plans for improvements to CRM within their own banks
- Compare the various CRM approaches from banks in their own market and appreciate the relative strengths and weaknesses

Assessment

There will be no formal assessment, but participants will be expected to contribute actively to the discussions.

Course Languages

All presentations and hand-outs will be in English.

Prerequisites

At least three years in an SME banking business and/ or exposure to a centralised marketing/ sales function for a banking business. A good working knowledge of English is required, and some basic familiarity with some key concepts of strategic marketing would be helpful.

COURSE OUTLINE

Module 1

What is Customer Relationship Management (CRM) and how does it fit with the strategic marketing and sales function?

- What is CRM and how does it differ from a product driven approach?
- What are the pros and cons of customer relationship management versus product orientation?
- Why is a CRM approach particularly useful for SME customers?

Module 2

What are the key principles of effective CRM?

- What sources of data do we have to indicate customer preferences and behaviours and how can I use it effectively?
- Why is service such an important differentiator and how can I engineer processes from a customer point of view?
- How do I make sure we get the “whole” relationship, including potentially lucrative personal banking business?
- Why is product “bundling” and customer “solutions” a successful way to address the needs of customers and to cross-sell products?
- How can we effectively negotiate with customers to reduce the emphasis on the size and pricing of credit?
- Why are customer visits vital and how can I get the best value out of them?

Module 3

CASE STUDY

- Can delegates identify a potentially profitable customer segment and show how their bank might gain competitive advantage using CRM?
- How would they go about developing and rolling out a CRM approach?
- What are the pros and cons of different approaches in the market?

Module 4

What role can technology play in enabling effective CRM?

- How can we use Information and Communication Technology (ICT) to enhance our approach to CRM?
- What should I look for in a good Customer Relationship Management IT system?
- How can I cost-effectively educate relationship managers about CRM approaches using e-Learning and Learning Management Systems?

Module 5

How can I build our CRM capability internally?

- How do I incentivise good CRM by relationship managers, as well as product sales?
- How can I integrate CRM with effective product and channel management?
- What is customer profitability measurement and how can this add value to CRM?
- How can I use risk-based pricing to improve marketing as well as risk management?

COURSE PRESENTER

Mike Coates, Senior Consultant, GBRW Limited, London

Mike had a successful and diverse career in banking and consulting before recently joining GBRW Ltd as a Senior Consultant. He is a qualified banker with the well-respected combined degree/ Associateship qualification from the Institute of Financial Services, and he worked for over ten years in retail and corporate banking roles, and in head office support functions such as finance and risk management.

Mike also spent five years with the International Advisory Services unit in the Financial Institutions Group of Lloyds Bank, where developed and delivered a number of successful consulting assignments. More recently Mike was the head of financial sector consulting at Maxwell Stamp PLC, a prestigious international economic development consulting firm.

He regularly provides expertise to projects, especially in the development of corporate and marketing strategies for financial institutions, particularly in relation to SME finance. Specifically, he has worked with a number of commercial banks in the CIS and Middle East to help them elaborate their SME strategies. In Saudi Arabia, in particular, he led major market research exercises to help bankers understand the potential opportunity and to effectively segment the market.

Mike is particularly interested in the challenges of banking SMEs in emerging markets, where the information and legal environment is not as supportive. He and his colleagues at GBRW have a range of tools which can help bankers overcome these hurdles. As well as traditional approaches, he is also very interested in applying new technologies and innovative approaches to the management of data, to overcoming the challenges of SME banking. He has practical experience in data mining and analysis, credit scoring and rating models, Customer Relationship Management systems, e-Learning, internet and web design, and the development of Management Information Systems.

CONTACT DETAILS



To discuss your Bank's needs in more detail, or to find out more, please contact one of the GBRW Consulting Banking Practice team.

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