

SUPERCHARGE YOUR GROWTH AS A COMMERCIAL BANKER



Introduction

Every bank wants to deliver a world-class experience to its clients.

But the banking industry is experiencing unprecedented change and disruption — and commercial banking is no exception.

Thanks to new waves of technology and connectivity, today's customers expect the banks they do business with to have a deep knowledge of their business and industries. All too often, however, internal and technological hurdles like these often get in the way:

- Multiple siloed and outdated systems
- Paper-intensive processes
- Insufficient collaboration
- No single view of the customer
- Increased demands for trust and security

To elevate your future growth, you'll need to adapt to new customer demands and back it all up with the right technology. This e-book is all about that: securing customer success as a commercial banker with a customer relationship management (CRM) system like Salesforce.

First we'll look at three of the central problems preventing many commercial banks from reaching peak client success. Then we'll explain how technology can solve these problems to deliver a transformative, technology-empowered client and employee experience, which will lay the foundation for your bank's future.

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Problem #1

You Need a 360-Degree Customer View

Commercial bankers know that their industry is at a crossroads. Massive shifts both internally at banks and externally with customers mean that banks must decide if they'll stick to legacy systems or make the jump to innovation.

One of the central problems with legacy technology is that it can't deliver a 360-degree view of a commercial bank's clients. Today's clients demand that financial institutions know them, guide them, and advise them based on industry expertise. They expect banks to deliver solutions that solve their current and future needs. But modern banking hasn't evolved as fast as it needs to. Complex processing and paper-heavy communications are coming between banks and that end-to-end view of customers—and business growth is suffering as a result.

You're probably experiencing this problem if:

- Your bank uses several legacy systems built around different products and clients
- You can only access one piece of a client's financial picture at a time
- Client data is housed in multiple, outdated silos
- Too much customer information is on paper or in employees' heads



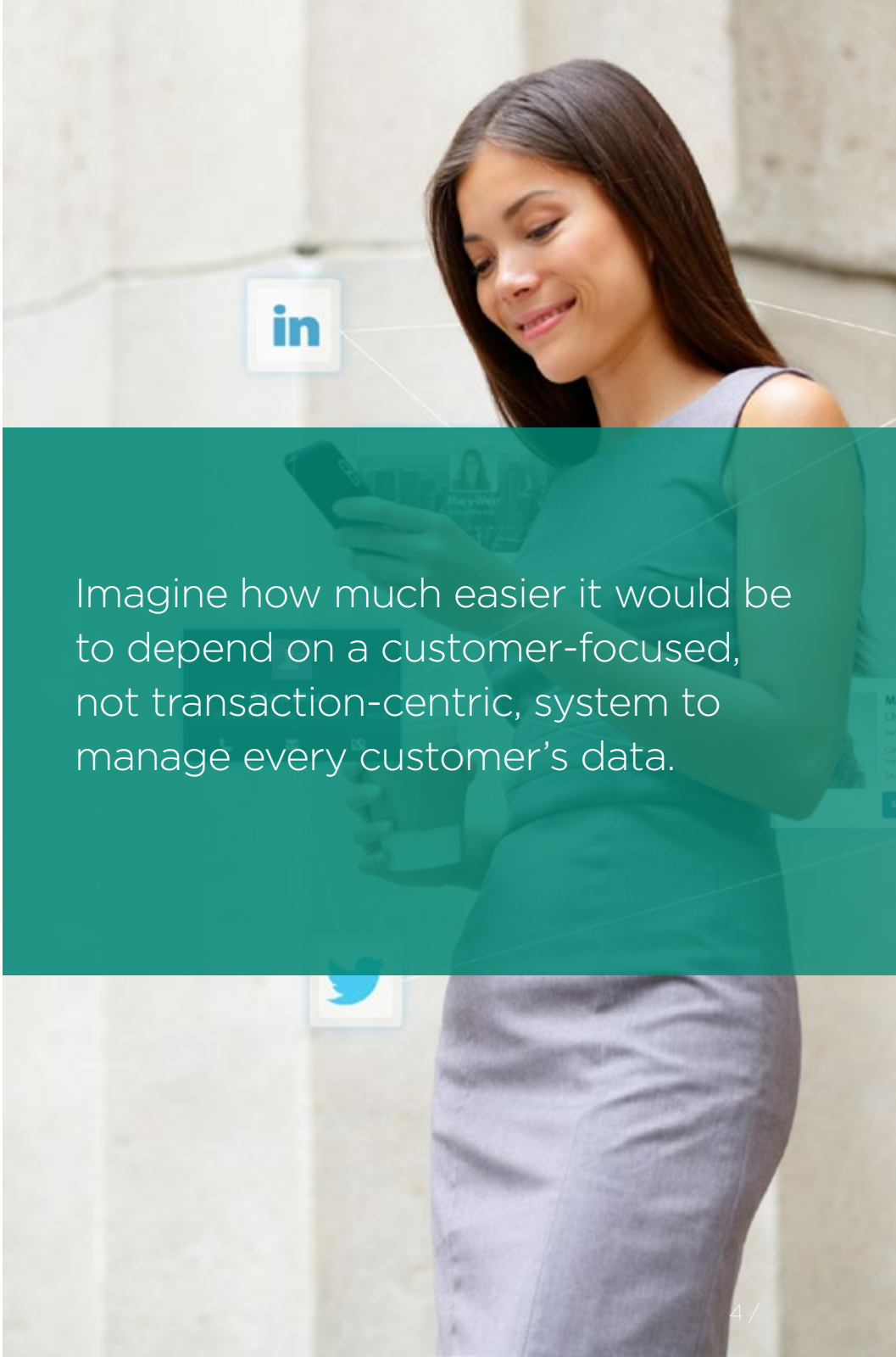
This is frustrating for both clients and commercial bankers. First, clients are disappointed that their financial institutions don't understand their unique financial goals and hurdles as well as they should. They're explaining the same problems and asking the same questions to multiple bankers instead of talking to informed sources at every interaction.

Second, having no centralized view of each customer is frustrating for bankers because it makes upselling and customer service difficult. Bankers can't see customers holistically, so they're unable to help provide guidance and suggest new products within the context of a client's unique situation.

Imagine how much easier it would be to depend on a customer-focused, not transaction-centric, system to manage every customer's data. With a technology platform that drives business agility, employees can keep up with clients' expanding expectations and get a single view of each one. A Panoramic Client Profile through Sales Cloud + Data.com provides a real-time 360-degree view of your client and their business. You'll know your client in the moment, every moment, with Sales Cloud, and supercharge outreach to new potential customers through the prospecting power of Data.com.

Because the Panoramic Client Profile is built on Salesforce's trusted cloud, there aren't worries about customer information falling into the wrong hands. Even better, everything is built for mobile, so your advisors and bankers can hit the road with a holistic view of customers in real time from the palm of their hand.

With a single view of the customer now fully realized, consider the next major problem facing commercial banks today: a team that isn't fully leveraging the power of collaboration.



Imagine how much easier it would be to depend on a customer-focused, not transaction-centric, system to manage every customer's data.

Problem #2

The Full Team Doesn't Work Together

Providing a truly transformative customer experience starts with your bankers. Sure, the end goal is to deliver one-to-one customer service and selling. But that's only possible if the entire commercial banking team is functioning at its full collaborative capacity. Often, that's not because bankers and specialists don't want to work together—it's because the technology to connect the right people is lacking.

Are you bringing the full team to bear today? Is your bank closing business at maximum efficiency, or are you losing deals because critical information isn't communicated between key team members?

Your team might need a collaboration upgrade if...

Collaboration happens haphazardly, if at all.

On larger accounts, you may have multiple people selling or cross-selling to the same account who don't know the latest details or the person who might be able to help. There are plenty of examples of missed opportunities—such as a case in which two bankers were working on the



same large account and didn't even know it. In fact, one banker was getting on the elevator while another was getting off, and neither had a clue that the other was calling on the same business client. Imagine the information exchange and collaboration that could've taken place if they simply had visibility into each other's roles.

The front and back office aren't regularly sharing information.

If your front office is working in one system and your back office is working in another system, it makes sense that they might not regularly collaborate or share updates on client interactions. Yet this real-time information can be critical to selling more effectively and increasing your share of wallet. Your front and back office should be using the same technology and sharing information while it's relevant, not after.

Marketing touchpoints are disconnected, blocking information-sharing.

How can you share valuable information if you don't know that information is valuable? When customers are interacting with your bank on a variety of channels but marketing touchpoints are disconnected, it can be impossible to capture every interaction and respond accordingly. This keeps you from knowing when an important event in the lead journey occurs.

When your bank is this siloed, bankers don't have the information they need to respond to leads and follow them through the pipeline.

It's easy to see why a non-collaborative team can bring a screeching halt to business growth, especially in an environment where financial decisions are being made faster than ever. The antidote: powerful team selling made possible by Sales Cloud. A collaborative team looks at more than data and dashboards. They look at the entire prospect nurturing journey, as well as the cross-sell and up-sell journey, to meet customers in every stage of the lifecycle.

A collaborative team is a team that closes deals. With Sales Cloud, your team can re-connect the missing dots that prevent them from expanding your bank's share of wallet and winning more business. It's time to evolve at the speed of customers, and Sales Cloud enables this evolution by allowing employees to share information with each other at precisely the right time, all from one integrated platform.

Customer Spotlight:

United Federal Credit Union

United Federal Credit Union is a federally chartered credit union based in St. Joseph, Michigan. It has 23 branches in six states and over 120,000 members. It ranks in the top 2% of all federal credit unions by asset size, with \$1.6 billion in assets.

United Federal Credit Union achieves a 360-degree customer view with Sales Cloud and Platform and speeds up loan origination process with nCino from the Salesforce AppExchange. Since its rapid implementation on Salesforce in 2012, United Federal Credit Union is truly transforming associates' ability to serve members better, as well as driving increases in lead capture and referral conversion in a culture of innovation.

“United Federal Credit Union achieves a 360-degree customer view with Sales Cloud and Platform, truly transforming associates' ability to serve members better.”

Problem #3

Visibility Across the Funnel is Lacking

So far, we've seen how achieving a single view of the customer and improving team collaboration can drive more sales and business success. A third major problem faces commercial banks hoping to boost their results: a lack of visibility across the sales funnel.

Today, many commercial banking leaders don't have a one-stop destination to check where deals are in the pipeline and bankers' current progress to goal. Nor does the broader team have a clear view of the deals on their plates. Granted, these deals can be complex—there's a whole history to know about what's happened in the past and what that business is moving toward. Many moving parts comprise a company's full financial picture, but that's why it's all the more important for commercial bankers to have clear visibility into the sales funnel.

When this key sales visibility is missing, you may encounter these issues:



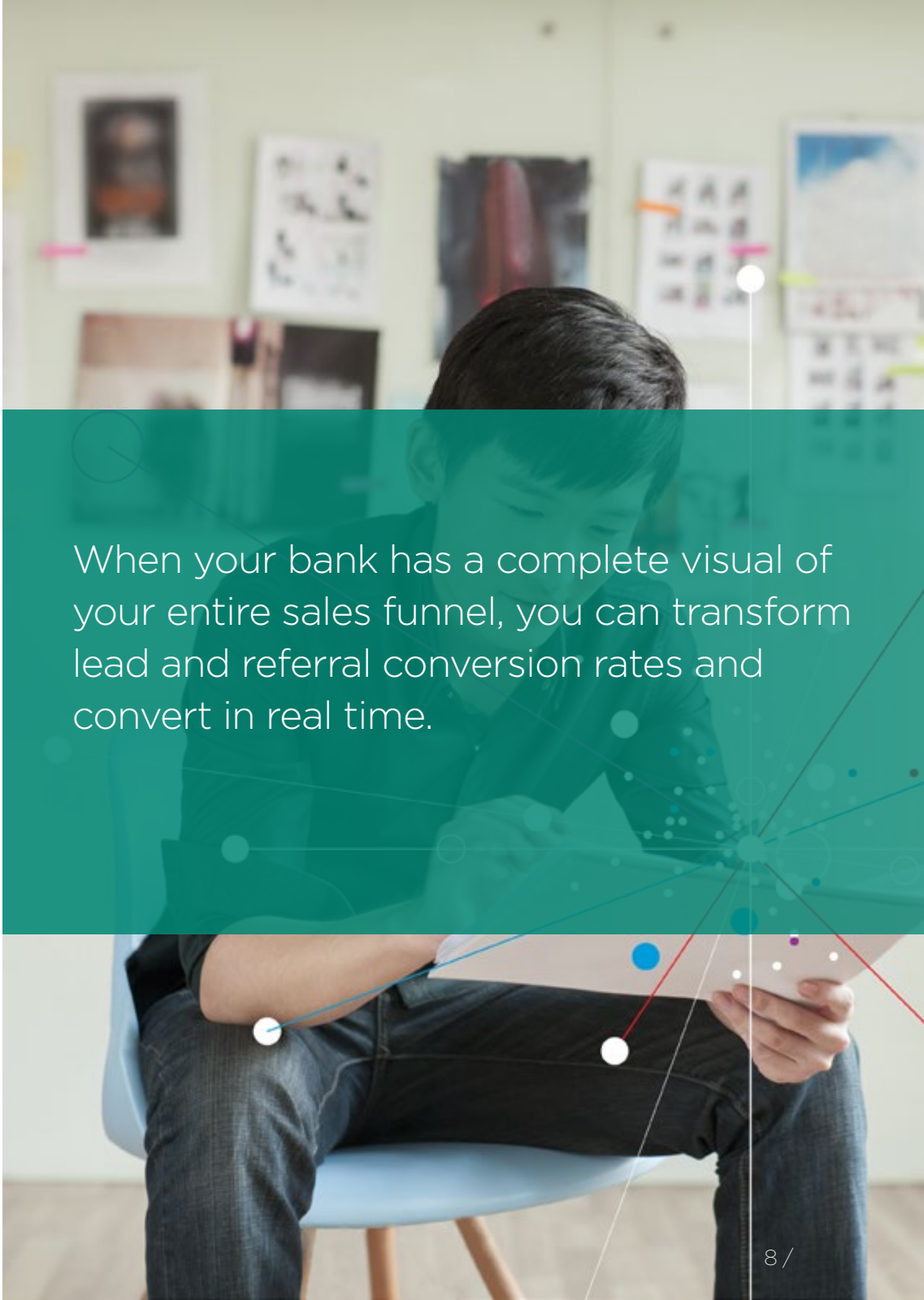
- It takes too long for sales inquiries and referrals to reach the right person and be acted on
- The highest-priority leads aren't scored as such
- Deals don't advance fast enough
- Key actions by bankers, specialists, administration, or the client aren't clear or get delayed
- Commercial bankers have difficulty suggesting the next product or step based on context
- Solutions aren't optimized to the clients' needs and goals
- Cross-sell opportunities are missed

On the other hand, when your bank has a complete visual of your entire sales funnel, you can transform lead and referral conversion rates and convert in real time. Whether you're focusing on top-of-funnel leads for commercial mortgages or mid-funnel opportunities for treasury management, your commercial bank can rely on the Sales Cloud to deliver that clear picture you need.

With Sales Cloud, every decision maker can quickly see open opportunities and leads at a glance from their own dashboards. Instead of countless follow-up emails and trying to gauge whether quarterly quotas are on track, you can have real data instead of best guesses at your fingertips.

Employees are empowered to manage their own success because they know exactly where to work harder to meet goals. Leaders can report back to the top on overall sales performance. Everyone has what they need to drive smarter selling. And with Salesforce1, Sales Cloud is accessible via mobile device, so your bank can begin moving toward a mobile-first ecosystem.

Full visibility into the sales funnel means that your bankers can focus on what they do best: developing financial solutions for your clients, not hoping that they're following up on the right deals.

A person is sitting at a desk, looking down at a tablet device. The background is a blurred office space with various posters and charts on the wall. A large teal overlay covers the right side of the image, containing white text. The text reads: "When your bank has a complete visual of your entire sales funnel, you can transform lead and referral conversion rates and convert in real time." The overlay also features a network diagram with nodes and connecting lines.

When your bank has a complete visual of your entire sales funnel, you can transform lead and referral conversion rates and convert in real time.

The Solution:

Transform the Customer and Employee Experience

Wrapping it all up, transforming your commercial bank has benefits for both customers and employees. To succeed and excel in this shifting landscape, one-to-one customer and employee engagement should be the top priority for banks in 2015 and beyond.

Here's what a transformative commercial banking experience looks like for both customers and employees.

For clients and prospects: You'll deliver an enhanced experience at every touchpoint, encouraging them to choose your bank for their #1 trusted financial partner.

A 360-degree view doesn't mean much to your customers. All they care about is a cohesive experience across touchpoints. When you streamline the banking experience for your customers, from the very first sales call until years after they've been onboarded, you're more likely to maintain their business. Benefits include the ability to:

- Unify systems
- Make information-sharing easier
- Allow for mobile account view and access
- Simplify and streamline workflow
- Make documents and forms available digitally
- Reduce origination, underwriting, and onboarding times on an agile technology platform
- Deliver great fulfillment and service experience that creates more sales opportunities



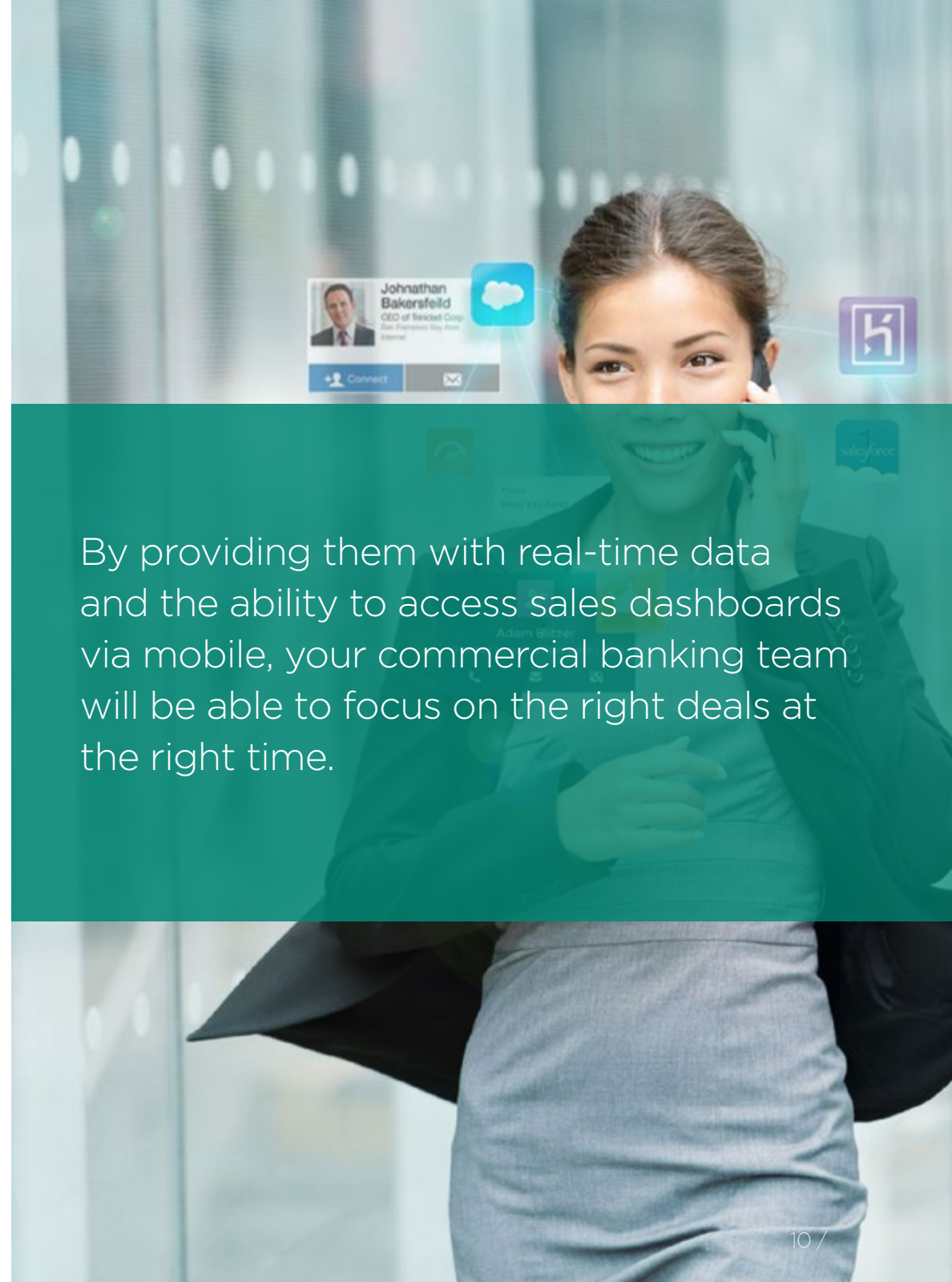
Your clients increasingly demand an effortless experience. Simplify things for them by turning to a single system that connects all of their information effortlessly: Sales Cloud.


For bankers: You'll improve employee experience for a more engaged, successful workforce.

Improve your sales team's productivity and success by giving them the information and speed their jobs require. By providing them with real-time data and the ability to access sales dashboards via mobile, your commercial banking team will be able to focus on the right deals at the right time. Here's a deeper look at what your bankers will accomplish:

- Personalize selling—in real time
- Lead a culture of agility and innovation
- Sell together as a team
- Innovate faster than your customers
- Manage workflow in the office or on the go
- Move from a system of record to a system of intelligence
- Boost productivity, efficiency, and engagement

Getting more leads, making more insightful decisions, and up-selling throughout the customer journey are just a few things your sales team can do more effectively with Sales Cloud.





Customer Spotlight:

Live Oak Bank

Live Oak Bank was founded in 2008 in beautiful Wilmington, N.C. with one goal: to provide loans to independent and small businesses focused in very specific niche markets and only to entrepreneurs. Initially, Live Oak Bank provided veterinary business loans to small, independent business people looking to expand, remodel, refinance and/or acquire an existing practice. From the beginning, the bank took a personal approach and saw clients not as numbers, but as real people facing real-life opportunities and challenges.

Today, Live Oak has clients across America, but it still sees each one as an individual entrepreneur who deserves undivided attention. Built on Salesforce, Live Oak is now the second most active originator of small business loans with one of the strongest loan portfolios in the country as a preferred Small Business Association (SBA) lender.

“With Salesforce, our loan duration time moved from three months to six weeks. Our closers used to close 40 deals a year; now they do 60.”

-Neil Underwood, CEO, Live Oak Bank

A man with short brown hair and a beard, wearing a blue and white striped button-down shirt, is sitting at a desk in an office. He is looking off to the side with a thoughtful expression. The desk in front of him has a laptop, a glass of water, and some papers. In the background, there is a bookshelf filled with binders and a desk lamp with a white shade.

Conclusion

It's an exciting time to be in financial services, as the industry grows more customer-centric and reinvents legacy processes. The disruption within commercial banking introduces both challenges and opportunities—but ultimately opportunities for banks that prioritize a customer experience revolution.

While customers demand a seamless journey and employees seek full visibility into their sales funnel, the most successful banks will be those that connect to their customers in new ways. With the power of Sales Cloud, you can immediately take steps to reach your business customers wherever they are and supercharge their growth and yours.

SALES SOLUTIONS THAT WILL MAKE YOUR BUSINESS MORE PRODUCTIVE

If you want to grow your sales and establish a transparent sales process, you need an easy-to-use Customer Relationship Management system. Salesforce allows you to store customer and prospect contact information, accounts, leads, and sales opportunities in one central location.

[Learn more ›](#)

32% Improvement in win rate.

40% Increased sales productivity.

32% Increase in sales revenue.



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THE CUSTOMER SUCCESS PLATFORM