



## City Savings Bank

Increasing sales by being 'Simply the Best.'

City Savings Bank (CSB) was founded in 1965 as a thrift bank with the majority of its revenues derived from loans to teachers. CSB has over 40 branches spread throughout the Philippines and it continues to expand every year. Given this rapid expansion, CSB's CEO wanted to develop and implement a Management Control System (MCS) that would enable them to continue its dynamic growth by being more efficient, and to increase new loans through a more effective selling effort and better customer service. To help drive this effort, Renoir Consulting was engaged.

"I am confident that Renoir's high emphasis on sustainability and organisational alignment work, completed within City Savings Bank, will ensure the continuity of the Sales and Operational performance improvement."

**Mikel A. Aboitiz,**  
**President and CEO-**  
**City Savings Bank**

### Key Results

#### FINANCIAL

Achieved 30%+ 'New ToBank' Sales Growth

Provided an ROI of 242%(annualized) Project Benefits:Project Cost

Achieved Actual PilotBranch Growth to date of 55% over Base Period against a contracted target of 7-13%

#### BEHAVIOURS

Doubled Productivity

Provided 1000+ hours of formal training - Sales, Customer Service Excellence,Active Leadership

### ANALYSIS

A 3 week Analysis identified the following major opportunities:

- The Sales processes lacked a systematic approach to planning and consistent delivery of selling and marketing effort.
- There was a low 'Sales Visits to New Loans achieved' ratio.
- Although there were no metrics to support this belief, it was perceived that customers could be serviced more quickly, enhancing their experience and satisfaction.
- Better utilization of Branch staff during periods of low customer activity to support sales efforts and increase overall Branch productivity.

### PROJECT

Following the Analysis, CSB agreed to commence a 40 week Project, with the main target set to increase 'New to Bank Loans' (New Sales) by 7-13% through an MCS implementation in 5 selected pilot Branches. The Project was named "Simply the Best" and was divided into the two key work streams, Back Office and Sales.

#### Project Initiation and the Focus Process™

The Project was resourced by 2 full time Renoir consultants, a Renoir Project Manager and a CSB Management Action Team (MAT). An initial 12 week Focus Process™ identified, quantified and validated the opportunities from the Analysis phase, beginning the buy-in and solution development process. These solutions became the core of the MCS that was to be stress tested within the five very diverse Pilot Branches.

The Focus Process™ structure along with coaching by Renoir, also allowed the MAT to gain a thorough understanding of change management techniques and the new and improved elements of the MCS. The finely tuned objectives, agreed by the MAT, along with the process, system and skill enhancements, were brought to bear during the Implementation phase to achieve at least the agreed 7-13% improvement target.

#### Implementation-Making it Happen

As it was critical to the subsequent roll-out of improved performance, ensuring that the changes were sustainable was supported by system

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## ADDITIONAL RESULTS

### SALES PROCESSES

Substantially increased the frequency of the most powerful client engagement medium, Face to Face selling, by over 900%

coaching audits. Customized continuous improvement tools were also implemented to ensure that the new MCS became a routine part of day to day operations.

The progress of the Project's objectives, deliverables, issues and support requirements were reviewed fortnightly by the Steering Committee, comprised of CSB senior executives.

The key initiatives and deliverables were divided into three stages, representing the stages of customer interface: Sales Generation, In-Branch Processes and Customer care.

Increased Total Outstanding Borrowers i.e. Customer base, by 34%

Sales Generation - Enhancing direct sales planning, developing selling skills, and enriching the monthly Sales & Marketing Activity Plan were the key initiatives for this stage. Their results increased the value of new loans by 38% to 57%.

### IN BRANCH PROCESSES

Decreased customer "in Branch" cycle time by 70% (3h 40m to 1h 04m) by against a Target of 1h 12m

The Enhanced Direct Sales Planning and Monthly Activity Planner focused on gaining additional market share, reinforcing the need for proper planning of resources and prioritising customers. As a result, the number of face-to-face visits increased by 900%.

Finally, a number of training sessions and in-field coaching audits were conducted to develop the selling skills and confidence of front line Sales staff and new sales materials were developed support sales and ensure a consistent corporate message was delivered.

Introduced new customer standards, productivity tools, action planners & process controls as basis for continuous improvement culture

In-Branch Processes - Introducing Operational Standards (Reasonable Expectancies), Implementing a Loan Processing Tracker, enhancing Key Performance Indicators (KPI) and a Dashboard tracker, and implementing daily briefings were the key initiatives for this stage. These changes decreased the Loan processing time by over 50%, decreasing customer waiting time and resulted in a causal increase in newly implemented customer satisfaction tracking measures. The In-Branch initiatives also helped double Branch staff productivity and sales by using available time in indirect selling efforts, e.g. phone sales calls, text blasting and marketing letters.

The new Operational Standards enabled a measure of productivity and efficiency for each task, the Loan Processing Tracker identified and resolved system bottlenecks resulting in a 70% reduction in customer in Branch wait times and the KPI dashboard tracker and daily briefing allowed each Branch to track the value adding activities, proper reporting of KRAs, on-time follow up of tasks assigned, ability to prioritize and fix problems and for proactive management of the Branch.

Introduced first Customer Satisfaction Indicator (Net Promoter Score) and increased NPS from 38% (Base) to 86% of Customers who would promote CSB to their friends

Customer Care - Assessing Customer Satisfaction by the introduction of real time customer feedback mechanisms, managing data to enable customer targeting for Sales and/or Marketing effort, introduction of new initiatives such as adjustments to Branch opening hours, flexing of staff between work disciplines, Refer A Friend programmes and the implementation of the Loan Comparison Calculators to assist customers in identifying the advantages of the City savings Bank products were all key initiatives for this stage designed to ensure customer retention and loyalty through

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industry benchmark care. The initiatives resulted to an increase on the monthly net redeemed accounts i.e. the net number of accounts flowing to/from competitors, and a 50% customer satisfaction score increase using the newly developed feedback mechanisms.

## THE RENOIR GROUP

Renoir Consulting is a world leader in sustainable, implemented change. Founded in 1994, Renoir has offices located in North and South America, UK, Europe, Turkey, Middle East, Southern Africa, India, Pakistan, China, South East Asia and Australasia. With over 350 fully employed and highly trained consultants, their work across a wide range of industry sectors gives them a broader perspective of the issues facing your business, allowing them to be sensitive to your unique challenges, culture and specific business issues. This cross-pollination ensures truly effective, rapid and sustainable solutions.

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