

CLIENT RELATIONSHIP MANAGEMENT (CRM)

April 6th - 9th 2009 – Trinidad
May 25th to 28th 2009 - Grenada

OVERVIEW

This course is designed to be highly interactive and participatory through the use of role-plays and case studies. Participants are encouraged to use everyday examples from their experience and challenges in managing client relationships. Prior to the course, participants will be requested to complete a three page briefing, giving details of past, current or future clients, financial/product backgrounds and challenges encountered. (Naturally where confidentiality must be maintained specific client/company names will not be expected.) Throughout the programme role-plays and scenarios will be based on participants' own product areas. Feedback will be provided to delegates on a one-to-one basis at each stage of the course.

WHO SHOULD ATTEND?

The course is aimed primarily at corporate or investment banking executives who are or will be involved in CRM from the following departments:

- Corporate Banking / Lending
- Credit
- Trade Finance
- Treasury / Treasury Sales
- Institutional Sales
- Project / Structured Finance
- Syndications
- Investment Banking / Corporate Finance
- Private Banking

The course will also be applicable to those who handle 'internal client' relationships. For instance, executives from areas such as:

- Internal audit
 - IT / MIS / Systems Security
 - Operational Risk
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COURSE OBJECTIVES

Traditionally, many aspects of banking/financial services have been relationship driven, however, in recent years a three-fold change has occurred:

Many previously relationship-driven transactions have become commoditised, requiring less or no personal input;

Huge budgets have been invested in new distribution and marketing channels such as the internet, often at the expense of the development of sales/client relationship management expertise;

The role, value and scope of traditional CRM has been reappraised and re-positioned.

This course sets out to equip participants with the skills to analyse and understand the current role of CRM – both for the bank and for the client – as well as the tools and techniques of on-going client acquisition and retention. Whether you are relatively new to CRM or have existing experience, the course will allow you not only to refine your skills of communication and rapport-building but also to determine the context of and strategy for your future CRM efforts.

DAY ONE

What is the role of the relationship manager?

How do you measure your success as a relationship manager?

The essential skills today for success in relationship management.

PRACTICAL WORKSHOP:

Skills Assessment

Delegates complete 2 behavioural questionnaires to identify their own behavioural strengths and weaknesses.

Trainer feedback on a one-to-one basis is followed by a group exercise to determine how individuals' skills sets impact their CRM activities. Delegates will be able to identify their own behavioural style and how clients/potential clients react to this.

Understanding your client

- Who is your client?
- Client selection – who needs you? Who do you **not** want as a client?
- Client diagnostics - Interpreting the behaviour model and assessing behaviour styles
- Diagnostics, segmentation and profiling
- Setting strategic objectives for the relationship

PRACTICAL EXERCISE:

Product Understanding

In pairs, delegates take turns to play both client and relationship manager.

The objective is to clearly identify and communicate principle components of the product/service offered, target market, likely objections and key points for later negotiation.

Questioning and Listening –

Determining your clients' needs

- How to listen effectively
- Utilising non-verbal communication
- Presentation skills

DAY TWO

PRACTICAL WORKSHOP:

Active, tactical listening - the key to understanding and empathy. In pairs, delegates assess their listening skills.

Trainer feedback is followed by intensive practice of listening and questioning techniques. Individual and common problems are addressed.

Exploring client needs

- Every client is unique
- Exploring the three types of needs
 - Product
 - Service
 - Personal

Understanding client strategy

- How and where to research your client
- The annual report as a relationship guide
- Understanding the value chain of your client's business
- Identifying which clients are relationship driven versus transaction driven
- New client acquisition versus retention of existing clients

Selling the appointment

- Setting the objectives of the call
- Telephone techniques
- Getting to the decision maker(s)
- Information gathering
- How to deal with objections

The meeting

- Structure an effective sales meeting
- How should relationship managers describe products and services the bank has to offer?
 - The do's and don'ts of a sales meeting
 - How to present your products and services – differentiating and positioning
 - Linking 'features' to 'benefits'
 - Closing techniques
 - Identifying potential cross-selling opportunities

ROLE-PLAY I: Presenting your service/matching needs - how to handle complexity. Working in

Pairs, delegates must explain succinctly their product. Each delegate has the opportunity to play the role of client and client relationship manager. This session will refine delegates' skills in presenting complex products whilst maintaining clients' interest and continuing to match clients' needs.

DAY THREE

Managing challenging clients

- The 'problem client' – objection handling
- Successfully overcoming client resistance
- Gaining commitment from clients to the next step

Negotiation skills for the relationship manager

- Negotiation versus selling
- The negotiation process – planning, planning and planning!

Planning the negotiation

- Information
- Style
- Leverage
- Ambitions
- Propositions
- Tactics
- Concessions

The key to successful negotiations

- The importance of achieving a win-win outcome
- The art of negotiation

Self assessment

- Time management is key – delegate and plan
- Creative thinking
- Planning meetings
- Ten steps to a successful telephone interview

ROLE-PLAY II: Structuring and negotiating

Using an agreed client scenarios, delegates work in groups of 4, in turns simulating and observing the meeting.

This is a realistic client meeting where delegates will be required to structure the discussion, elicit client needs, provide solutions and negotiate a transaction.

DAY FOUR

ROLE-PLAY II: CONTINUED

Technology and Client Relationship Management

- Exploring the use of technology and its impact on CRM
- Expert systems

Where do we go from here – Action planning

- Putting the course into practice
- Individual account planning

THE FACILITATOR:

TOM LAWTON
ACIB

Tom Lawton is a highly experienced programme director and trainer who specializes in running credit risk workshops. The majority of his career was spent with Barclays and standard chartered bank between 1974 and 1989 working predominantly in lending, marketing and training both at branch and head office.

He is a visiting fellow at the Manchester business school and his client list extends over Asia, Europe, Africa and the United Kingdom providing lending courses to major banks in these areas – Bank of Ireland, Bank of Scotland, ING bank, Citibank Sri Lanka, National Bank of Kenya, National Bank of Dubai etc.

He established his own business in 1989, specializing in providing practical solutions to Strategic and Credit issues for financial institutions globally. Tom has designed and run training courses in Credit Analysis, Business Strategy, Strategic Planning and Implementation, Bank Analysis, Relationship Management and Negotiation Skills. In 1998 in conjunction with PW Computing Ltd he assisted in the design and creation of a financial analysis expert system. By using associates with over a hundred years banking experience the design team developed FinAleS which as well as being an expert system is also a training aid and assists with enhancing customer relationships. The FinAleS system is currently being used or under pilot in banks in UK, Ireland, UAE, Sri Lanka and Africa.

Tom has run programmes all over the world, tutoring more than seven thousand participants, from over one hundred different nationalities on four continents. In May of this year they completed their one hundredth course in Africa.

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April 6th - 9th 2009 – Trinidad
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8:00am - 4:00pm

REGISTRATION FORM

NAME:

JOB TITLE:

COMPANY NAME:

COMPANY ADDRESS:

PHONE:

FAX NO:

E-MAIL ADDRESS:

SIGNATURE:

COURSE PRICE: **US\$1,350.00 – Trinidad** **US\$1,350.00 – Grenada.** Please select.

This covers the cost of tuition, course materials, lunch and refreshments.

In order to ensure that you have a booked place, you must complete and sign the registration form signifying your confirmed attendance at the above seminar and forward the form with a non-refundable down-payment of US \$100. A discount of US \$200 will be applied for full payment 30 days before seminar date.

CANCELLATION POLICY

A participant's cancellation is in effect immediately upon notice to SME DevFin without penalty on or before **March 27th 2009, Trinidad & May 18th 2009, Grenada.** A cancellation fee of 50% is applicable after these dates.

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