

Sales Management Process:

Coaching Team Members Towards
Successful Debt Protection Sales

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Steps to Successful Sales Management

- Goal Setting and Action Planning
- Data Analytics - Reporting
- Sales Coaching – Field Support
- Tools
- Accountability – Follow Up
- Review and Recognition
- New Goal Setting – Cycle restarts



Goal Setting – Action Planning

Action Planning

- **Determining Best Practices** – *Market, District, Branches and TM Success*
- **Establish Coaching Guidelines** – *What's working, what's not?*
- **Create Consistency – Measurable Patterns** – *Monitoring Reports*
- **Quarterly Action Plan by Markets**
 - Clear “Plan of Attack” – *Simple messages*
 - Builds in performance expectations to reach goals – *Daily, weekly, monthly*
- **Collaborate Plan with Management and Partners**
 - Management: Market Executive, District Executive, Sales Managers
 - Partnerships: RMC, CSM, MDO, PSA – *Creates support and Product awareness*



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Data Analytics - Reporting

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Branch Acceptance Rate Report (Image on next slide)

- Itemizes information by market, district, branch and individual.
- Available as a weekly summary and daily reporting.
- Shows eligible loans received, and details coverages sold
- Shows eligible loans closed, and details coverages sold

Fee Revenue Performance Report

- Pivot table that displays by market, district and by branch
- Shows fee revenue impact over the course of the month, quarter and year to date.

Weekly Sales Performance Report:

- Incorporates loan protection sales into specific category as it applies to individual sales on a weekly basis, as well as QTD. TMs review all incented categories on one report.
- Helpful in coaching on trends – 13 week trend data, *zero performing* individuals or branches. Accentuates incentive benefits by tracking activity and incentive weightings.

Closing Calendar Report:

- Information available to show loans ready to set closing dates, and those with closing dates. Sorted by those that are eligible and do not currently have loan protection on them. Supports **Pipeline Management** process.

Incentive Plan / Score Card:

- Online resource to calculate how much you've made thus far, and how much you could make by plugging in projections.



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Sales Reports – Branch Acceptance Report

- Reports on the Bank/Market/District/Branch/Team Member level

Branch Acceptance - Monthly/YTD Booked Volume

Channel: (All)		Originating Branch: (Multiple Items)		Closing Market: Metro NY and Northern NJ		Coverage Type: (All)		Product Description: (All)		Quarter: Qtr 2		Month: (Multiple Items)		
Date is YTD view. Use Month drop down for monthly view.														
Closing Region	Closing Branch	Metropolitan	Protected Amer'n	# Eligible Loans With Coverage	% of Loans	# of Protected Loans Amer'n	Disability %	Life %	Life %	IU %	# Eligible Borrowers	Total Coverage %	Protecting Coverage %	
	2212 North Newark	\$7,000	\$0	1	100.0%	0	0.0%	0	0.0%	0	1	0	0.0%	
		\$10,000	\$10,000	1	100.0%	1	100.0%	0	0.0%	0	1	1	33.3%	
	2212 North Newark Total	\$28,400	\$28,400	1	100.0%	1	0.0%	0	0.0%	1	1	3	33.3%	
	2218 East Ferry	\$25,500	\$20,000	2	50.0%	2	78.4%	0	0.0%	1	2	1	16.7%	
		\$12,000	\$12,000	1	100.0%	1	100.0%	0	0.0%	1	2	3	66.7%	
	2218 East Ferry Total	\$17,400	\$12,000	2	50.0%	2	78.4%	0	0.0%	2	4	4	33.3%	
	2219 Path Plaza	\$152,032	\$142,032	4	75.0%	3	93.4%	2	40.0%	4	80.0%	7	45.7%	
		\$157,932	\$142,032	4	75.0%	3	93.4%	2	40.0%	4	80.0%	7	45.7%	
	2219 Path Plaza Total	\$157,932	\$142,032	4	75.0%	3	93.4%	2	40.0%	4	80.0%	7	45.7%	
	2220 Central Ave	\$9,460	\$9,460	1	100.0%	1	100.0%	1	100.0%	1	100.0%	1	100.0%	
		\$7,201	\$0	1	0.0%	0	0.0%	0	0.0%	0	0	0	0.0%	
	2220 Central Ave Total	\$17,361	\$9,460	2	50.0%	1	50.0%	1	50.0%	1	50.0%	2	66.6%	
	2221 Newark Ave	\$75,000	\$0	1	0.0%	0	0.0%	0	0.0%	0	0	0	0.0%	
		\$175,000	\$0	1	0.0%	0	0.0%	0	0.0%	0	0	0	0.0%	
	2221 Newark Ave Total	\$220,000	\$0	2	0.0%	0	0.0%	0	0.0%	0	0	0	0.0%	
	2223 Metro Plaza	\$70,000	\$0	1	0.0%	0	0.0%	0	0.0%	0	0	0	0.0%	
		\$70,000	\$0	1	0.0%	0	0.0%	0	0.0%	0	0	0	0.0%	
	2223 Metro Plaza Total	\$70,000	\$0	2	0.0%	0	0.0%	0	0.0%	0	0	0	0.0%	
	2228 Secaucus	\$167,500	\$167,500	3	100.0%	3	100.0%	0	0.0%	1	25.0%	2	50.0%	
		\$167,500	\$167,500	3	100.0%	3	100.0%	0	0.0%	1	25.0%	2	50.0%	
	2228 Secaucus Total	\$167,500	\$167,500	3	100.0%	3	100.0%	0	0.0%	1	25.0%	2	50.0%	
	2229 North Broad Street	\$2,000	\$2,000	1	100.0%	1	100.0%	0	0.0%	0	0	1	33.3%	
		\$2,000	\$2,000	1	100.0%	1	100.0%	0	0.0%	0	0	1	33.3%	
	2229 North Broad Street Total	\$2,000	\$2,000	2	100.0%	2	100.0%	0	0.0%	0	0	2	66.6%	
	2230 Liberty Square	\$14,500	\$5,000	2	50.0%	1	34.5%	1	50.0%	1	50.0%	2	33.3%	
		\$2,348	\$0	1	0.0%	0	0.0%	0	0.0%	0	0	0	0.0%	
	2230 Liberty Square Total	\$16,848	\$5,000	3	33.3%	1	33.3%	1	33.3%	1	33.3%	2	22.2%	
	Northern NJ Central Total	\$4,665,957	\$4,997,101	79	46.2%	46.9%	25	23.4%	17	15.3%	19	17.8%	107	15.0%

Customer Contact Column removed for privacy



Sample of Loan Protection Specific Summaries – Weekly and QTD

QTD SLPP Bank Totals By Market						
	# Eligible Booked Loans	# Protected Loans Booked	% Acceptance	QTD Booked Coverage	Q2 Goal	% to Goal
Market # 1: Northeastern NE	596	85	14.26%	195	595	32.77%
Market # 2: Southern and Western NJ	552	104	18.84%	220	541	40.67%
Market # 3: Metro NY & Northern NJ	444	158	35.59%	280	543	51.57%
Market # 4: PA East & NJ Central	636	115	18.08%	226	614	36.81%
Market # 5: PA West & Maryland	694	128	18.44%	242	394	61.42%
Total Bank	2922	590	20.19%	1163	2687	43.28%

PA West & Maryland #5

District	Total Eligible Loans Closed	Total # Protected Loans	Total % Protected Loans	Weekly # Potential Coverage	Weekly # Booked Coverage	% of Potential	# QTD Booked Coverage	Q2 Goal	% to Goal
Capital/Schuylkill	9	2	22.22%	48	2	4.17%	42	53	79.25%
Greater Berks/Lehigh Valley	17	3	17.65%	81	4	4.94%	26	82	31.71%
Greater Lancaster/Reading	19	2	10.53%	90	4	4.44%	39	78	50.00%
State College/Williamsport	17	5	29.41%	75	5	6.67%	43	56	76.79%
West Shore/Maryland	11	4	36.36%	51	10	19.61%	31	64	48.44%
York	13	3	23.08%	63	7	11.11%	40	61	65.57%
Total	86	19	22.09%	408	32	7.84%	221	394	56.09%

Total Bank	357	76	21.29%	1542	144	9.34%	1085	2687	40.38%
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Sales Coaching – Field Support of Sales Process

- **SLPP Webinars:** Candidates selected by underperforming branches and/or individual Team Members.
- **1-1 Coaching:** Setting up specific time to coach individual on their loan and how to protect it. This is done based upon the *Pipeline management* structure.
- In Person coaching by **Retail Market Coordinators** in branches by district.
- **Monthly District Meetings** either by Conference call or in person. Review numbers to date, their goals, commitments to hitting goal. Review plan, highlight benefits, and reiterate best practice skills.
- **Weekly and daily reporting** of protection sold on received and booked loans. (Branch Acceptance Report driven).
- **Follow up** with congratulatory contact. Tie in immediate supervisor to reinforce and strengthen successful sales behavior. If no sale, follow up for accountability and additional coaching.



Tools

Team Member Goal Worksheet – TM can calculate incentive “*what if I sold..*”

Intranet Self Paced Training – “Sov Learn”

Calculators For Quoting Protected Payments

Webpage:

Sales Action Plan	Sample Protection Documents
Job Aid – Program benefits	Best Practices Recorded Line
Contact & Sales Support	Needs Analysis Worksheets
Benefits – Claims Information	Customer Handouts

Alternative Channels to Support Sales

Internet Advertisements Tie In Protection Options Available

Web Based Applications – Allows Protection Selection

Bank Statements reinforcing “The Importance of Protection”

Call Center training for success – Challenges/Rewards offered.

ACCOUNTABILITY – Pipeline Management Process

FRONT END:

- Weekly email sent district wide with snapshot of pending loans/opportunity, pulled from Closing Calendar Reports.
- Reinforcement emails sent to individual team members for coaching
- All TM's with loans in target range called day prior to closing for coaching
- Follow up calls made to all TM's in target range to identify successes/additional coaching.

BACK END:

- Post closing phone call or email to follow up on results.
- At Branch Visits – Review QTD Goal, and production. Commitment made by TM after coaching for follow up in 2 weeks for production, unless opportunity is sooner than follow up set from there.
- Team Members identified for additional coaching. Partnerships utilized to leverage importance, and expectations.



Pipeline Management Process - Results

- Pipeline management process examined and refined in Q1
- Targeted approach, hitting our protection 'sweet spot' of loans between \$20K-\$100K
- Bank wide acceptance rate growth from 15% in January to 21% in May

Southern & Western NE	April MTD # Booked Coverages	April Total % Protected Loans	May MTD # Booked Coverages	May Total % Protected Loans	Results from Feb to March % (+/-)	Results from Mar to Apr % (+/-)	Results from Apr to May % (+/-)	Results from Jan to Present % (+/-)
District								
Cape Cod & Martha's Vineyard	7	18.52%	3	12.50%	3.23%	2.39%	-6.02%	7.95%
Central MA	12	10.81%	5	8.33%	4.96%	-1.47%	-2.48%	4.63%
Connecticut	14	16.22%	8	7.14%	-0.04%	4.35%	-9.07%	-7.14%
Metro South/Plymouth	3	7.41%	33	29.55%	-2.98%	-7.11%	22.14%	26.10%
Northern CT/South Central MA	10	16.67%	7	18.52%	5.41%	3.85%	1.85%	8.52%
Rhode Island	29	19.67%	35	20.55%	-2.53%	5.53%	0.88%	-0.88%
RI East/Fall River/New Bedford	30	36.17%	20	28.95%	2.11%	18.78%	-7.22%	25.10%
Total	105	19.17%	111	18.84%	0.96%	4.99%	-0.33%	9.21%
Total Bank	582	19.76%	556	20.59%	2.87%	0.42%	0.83%	5.50%



Call Center Sales Retention Strategy

- 35% attrition from application to closing on Call Center originated loans
- Reporting developed to identify sales dropped from application to loan closing
- Contact to closing branch to uncover reason for coverage drop
- Creates accountability and provides additional branch coaching opportunity
- Booked acceptance increased from 14% in January to 26% in May

AppNo	AmtFinanced	reportname	ClosingDate	Contact	ClosingBm	Closing Branch Phone	Requested SLPP	Current SLPP
xxxxx	81000	HE Line	6/6/2011	JASON ST JEAN	2156	8777682265	NON	NON
	100000	HE Line	6/6/2011	JENNIFER S DUARTE	157	8777682265	Single IUI/Family Leave Only	Joint Disability and Joint IUI/Family Leave and Joint Life
	66000	HE Line	6/6/2011	SUSAN A HERD	2012	8777682265	NON	NON
	48000	HE Line	6/7/2011	Sovereign	304	8773916365	NON	NON
	150000	HE Line	6/7/2011	Sovereign	630	8773916365	NON	NON
	32000	HE Line	6/7/2011	JOSEPHINE A HOWELL	148	8777682265	NON	Single IUI/Family Leave Only
	160000	HE Line	6/7/2011	SUSAN A HERD	041	8777682265	Single IUI/Family Leave Only	NON
	245000	HE Line	6/7/2011	SUSAN A HERD	479	8777682265	NON	NON
	25000	HE Line	6/7/2011	DARRYL HOLLAND	2138	8777682265	Single IUI/Family Leave Only	Single IUI/Family Leave Only
	35000	Savings Secured	6/7/2011	JENNIFER S DUARTE	2125	8777682265	NON	NON
	200000	HE Line	6/8/2011	Sovereign	071	8773916365	NON	NON
	350000	HE Line	6/8/2011	CHRISTOPHER M RODRIGUES	684	8777682265	NON	NON
	100000	HE Line	6/8/2011	Sovereign	231	8773916365	NON	NON
	336000	HE Line	6/8/2011	JENNIFER S DUARTE	2203	8777682265	NON	NON
	405000	HE Line	6/8/2011	DARRYL HOLLAND	2210	8777682265	NON	NON
	50000	HE Line	6/8/2011	PATRICK (TELESALES) SULLIVAN	040	8777682265	Single Life Only	NON
	16000	HE Loans	6/9/2011	BARBARA J WELER	2144	8777682265	NON	NON
	30000	HE Line	6/9/2011	MARIE G COUITT	2149	8777682265	NON	NON
	30000	HE Line	6/10/2011	MICHAEL BRUNO	702	8777682265	Single IUI/Family Leave Only	NON
	150000	HE Line	6/10/2011	PATRICK MCMAHON	176	8777682265	NON	NON
	50000	HE Line	6/10/2011	KYLE D BADOLATO	744	8777682265	Single Disability and Single IUI/Family Leave	NON
	50000	HE Loans	6/10/2011	Sovereign	752	8773916365	NON	NON



Recognition

Incentive Rewards

- ✓ Based on Protected Eligible Loans
- ✓ Weighted towards overall incentive goals
- ✓ Activity – “Solutions” for consistency – Product Partnership
- ✓ Cash bonuses quarterly
- ✓ Customer Call Center Sprints and Monthly Recognition

Monthly Consumer Credit Conference Calls

- ✓ Recognition of Top Performers Period to Date
- ✓ Recognition of Top District Production
- ✓ Individual Team Member to share best practice on call.



Questions?

