Small Business Readiness Checklist for Lines of Business

CLARITY ADVANTAGE

Here's a diagnostic tool you can use to assess your bank's readiness to drive branch small business growth in five high-impact categories. If you would like more information, there's an article that corresponds to each checklist on the tool.

On a scale of 1 (never) to 5 (always), how does your small business team:

NEVER — ALWAYS

Connect with Clients (On-Boarding, Re-Boarding)

	1	2	3	4	5
Define post-account opening "on-boarding" and "re-boarding" calls that continue sales conversations					
Train staff to execute the call conversations					
Follow up and coach to ensure that associates are making the calls **when** and **how** they're supposed to					
Develop a tracking and reporting mechanism so you know who's been called, what they talked about, what the additional opportunities to serve may be, and whether any additional services were sold					

Mostly 1s: High Risk Shift your focus away from individual accounts to households and pay more attention to customers after they open accounts. Build an on-boarding process.

Somewhere in the Middle: Medium Risk Define your bank's on-boarding and re-boarding programs more clearly and be more prescriptive in rolling them out to the branches.

Mostly 5s: Low Risk Great! Continue on-boarding and re-boarding activities, tracking and reporting results, and coaching.

Choose Target Segments and Develop Value Propositions for the Branches

	1	2	3	4	5
Define targeted business types based on their match with the bank's offerings and potential profitability					
Answer the questions, "What value is our bank offering?" and "Why should they come bank with us?"					
Define how your sales and service process (in addition to products) improves business for the target businesses					
Connect your sales and service process to goal setting and compensation for the branches					

Mostly 1s: **High Risk** Specificity and discipline are key. Start by defining your top 5-7 targeted business types and align your people, processes, and products to those business types and their needs.

Somewhere in the Middle: Medium Risk Hone in more clearly on what business types your bank is targeting, what unique value your services offer those businesses, how you'll deliver that value, and incenting staff accordingly.

Mostly 5s: Low Risk Continue using your value proposition and sales and service process to give your small business customers reasons to stay with your bank.

Focus on Quality Indicators

	1	2	3	4	5
Define leading indicators					
Expand goals to include expectations for activity quality and focus as well as results					
Expand pipeline tracking to include emerging opportunities as well as those "expected to close in 30 days"					
Track and report sales activity quality to match the expanded goal set					
Position first-level sales managers for disciplined observation and coaching using standard quality criteria					

Mostly 1s: High Risk Add leading indicators to include activity quantity and quality and pipeline.

Somewhere in the Middle: Medium Risk Setting clear expectations, capturing quality data, and coaching staff frequently are key.

Mostly 5s: Low Risk Great! Continue to encourage staff to develop high-quality relationships and meet monthly sales goals by tying leading indicators to your coaching, performance management, and compensation systems.

	NEVER 1	2	3	4	ALWAYS 5
Boost Branch Sales Time	1	2	3	4	5
Adjust the scorecard to make calling on small businesses worth branch staff's time					
Set minimum standards for small business calling activity in the branches					
Surgically deploy call center resources to call small biz customers that staff and small biz bankers aren't reaching					
Establish expectations for in-field observation of small biz calls and set up tracking mechanisms so you know how much small business coaching is taking place					

Mostly 1s: High Risk The success of your small business effort depends largely on you creating more selling time supported by ongoing coaching.

Somewhere in the Middle: Medium Risk Solidify your commitment to small business. If time challenges cannot be overcome by setting minimum branch sales time, consider adding call center partners for support.

Mostly 5s: Low Risk Great! Continue allocating a specified amount of selling time to small businesses and holding sales managers accountable for coaching small business calling.

Train Branch Staff on Small Business Operations Challenges & the Value of Your Bank's Solutions	1	2	3	4	5
Define specific type of business conversation for staff calling on small businesses					
Focus training on targeted business types and their business issues and challenges					
Focus training on the business and financial language targeted business types use					
Help staff to understand the value of your solutions and how and when they solve targets' challenges					
Require staff to demonstrate the processes, skills, and knowledge you've trained					
Develop managers' coaching skills to ensure mastery and application of new skills/knowledge on the job					

Mostly 1s: High Risk Branch staff miss the boat when training doesn't connect the dots between clients' business issues and how your bank's products can solve them. Provide them with the right combination of conversation skills and business knowledge in addition to sales skills and product knowledge.

Somewhere in the Middle: Medium Risk Hone in more clearly on the targeted business owners' challenges and how your bank's products solve them; design conversation models around them.

Mostly 5s: Low Risk Great! Ensure regular coaching continues so that new skills and knowledge are sustained.