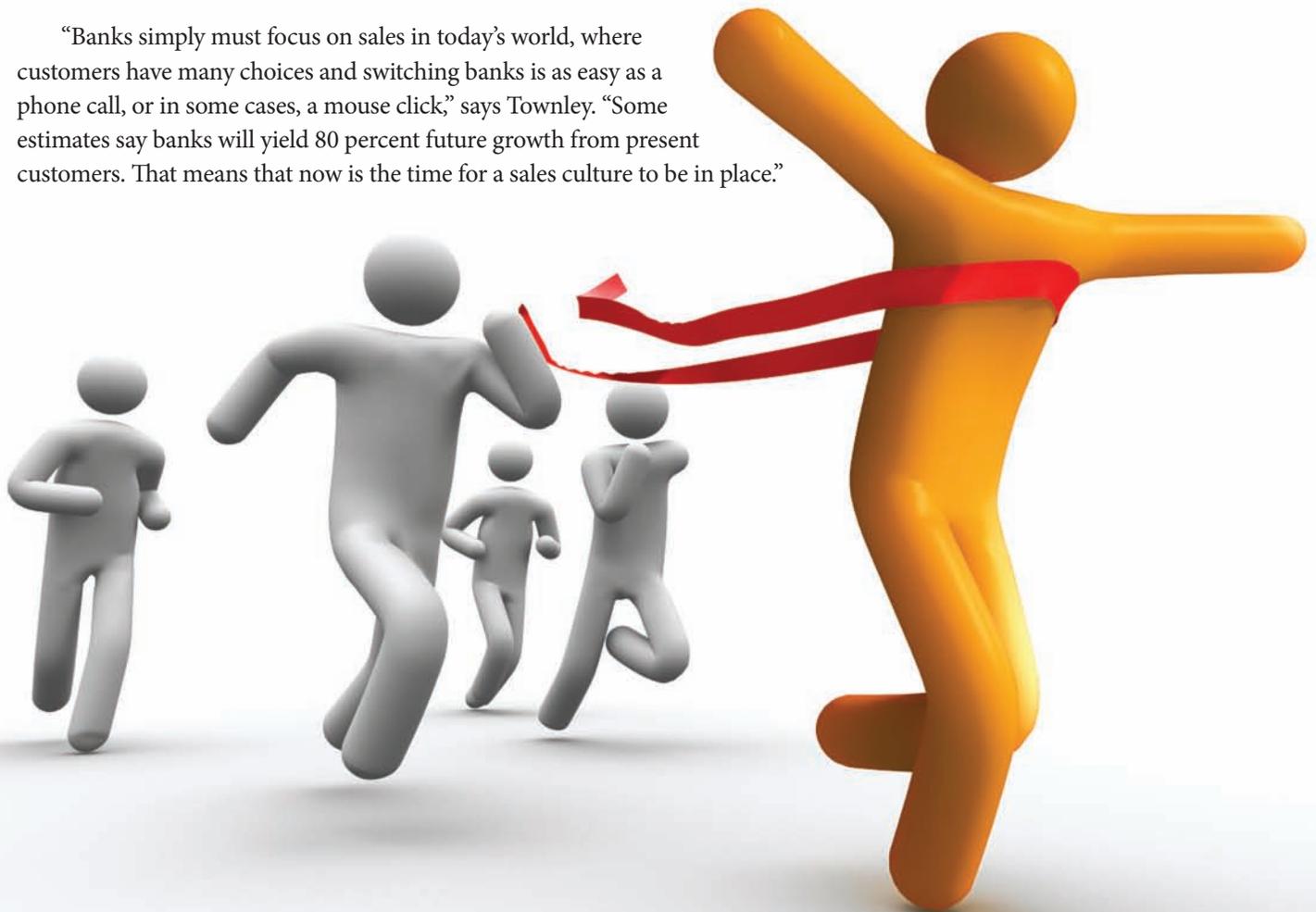


# Managing a Winning Sales Campaign

by Brian Townley

**Sales.** It's perhaps the most dreaded word in banking today. Managers and employees dread it because they have to step out of their comfortable "zones of service." However, a typical day in a bank is often a day full of missed sales opportunities. Every customer coming in or calling with a problem could be a new sales opportunity. In most cases, the solution to a customer's problem is in a service or product offered by the bank. So is a sales culture really any different than a polished service culture? Brian Townley, Senior Vice President of The National Banks of Central Texas simply says, "No".

"Banks simply must focus on sales in today's world, where customers have many choices and switching banks is as easy as a phone call, or in some cases, a mouse click," says Townley. "Some estimates say banks will yield 80 percent future growth from present customers. That means that now is the time for a sales culture to be in place."



## Building a Sales Culture

Employee sales campaigns can be a key way to elevate to an overall bank sales culture. The National Banks of Central Texas has been nationally recognized as having one of the most aggressive and productive sales cultures in banking today. At The National, sales campaigns are so much a part of the culture that employees often ask when will they get to participate in the next campaign. Under the direction of Brian Townley, Senior Vice President, The National has found innovative ways to mix the ideas of service and sales on a daily basis—with emphasis coming from fun, creative campaigns.

“Employees must feel it’s about them for it to be about you, the bank,” Townley says. To achieve that, The National offers a host of incentives to inspire employees to learn bank products and in turn, sell them. They turn selling into fun games with sales campaigns based on everything from reality television to real life sports, and incentives come in all size—cash, designer jewelry, house payments, appearances by celebrities, and the list goes on resulting in a WIN-WIN outcome!

A recent campaign—the “Super Bankers Bowl”—was a football-themed campaign created to acquire new business deposit accounts, as well as to sell additional services and products to existing business accounts. The six-week campaign resulted in doubling the number of new business accounts, and more than tripling the number of products and services sold to existing accounts for the campaign period.

During the Super Bankers Bowl, the each bank branch had two teams competing in a “Branch Bowl”. Each team was represented by their choice of team name and mascot on a “football field” board with movable players—used to actively display current team yardage, which was acquired through procuring a new account or adding a product or service to an existing account. Scoring a touchdown resulted in prizes for the team members, such as designer rings and watches.

The winning team members of each branch were entered in a drawing for a football autographed by such pro-greats as Troy Aikman, Brett Favre, John Elway and Steve Young. Each employee/team member worked to score yards through individual solicitation. The employee at each branch scoring the most yards was named Branch MVP and received \$100 at the end of the campaign. The overall high-scoring individual for the entire bank was named the bank’s “Super Banker” and received \$1,000 at the campaign celebration dinner.

Teams were kept motivated throughout the campaign by completing weekly challenges for additional yardage and prizes. Weekly challenges included fun activities for the team members (also great teamwork builders). These included activities such as creating gift baskets for prospective customers, a scavenger hunt for business accounts and football information, and a Tic-Tac-Toe

Football challenge where team members completed account contact tasks for markers on a tic-tac-toe board. Surprises throughout the campaign also kept motivation high for team members. For example, one two week period incentive offered lunch at the home of (and prepared by) Houston Oiler’s legend Earl Campbell for the employee from each branch earning the most yardage during the period. Another two-week incentive surprise was an entry in a drawing for two tickets to a Dallas Cowboy/Washington Redskin game in Dallas.

At the end of the campaign, comments from employees included some very encouraging words:

*“The campaign was awesome! I hope we have more campaigns like this that involve everyone! I think it helps bring us closer as a family.”*

*“We really appreciate the prizes, thank you for making our jobs more fun!”*

Sales campaigns such as this one are an excellent tool in building your bank’s sales culture, keeping employees motivated and involved in helping the bank succeed, and just plain making work fun.

Brian Townley has been in the banking industry since 1987. As Senior Vice President of The National Banks of Central Texas, he is currently the Director of Marketing, Human Resources and Employee Development. He is a graduate of Texas A&M Bank Operations Institute, Texas Bankers Operations School, Graduate School of Banking’s Human Resources Management School and American Bankers Association’s School



of Bank Marketing and Management. Since 2005, Brian has been a keynote speaker across the U.S. for over 40 bank associations and schools. He has taught bank marketing Texas Tech’s School of Banking and American Bankers Association’s School of Bank Marketing and Management. With over 20 years as a successful banker, teacher, speaker, author and TV personality, Brian Townley brings his world of enthusiasm by sharing his creative leadership programs—demonstrating creative, innovative techniques that will allow bankers to lead the way in a radically changing environment by using their existing resources.