



Regional Bank

Birmingham, Alabama

Fact Base and Business Strategy Definition & Implementation

▶ **Background.**

An industry veteran was hired to lead a bank's Business Services unit, and is responsible for all aspects of commercial banking – including oversight of bankers and service to clients. The bank needed to define and implement a growth and efficiency strategy that would allow it to increase its share in under-served markets, protect its share in leadership markets, and amplify its share of wallet to existing clients, while improving its productivity and the client experience.

Markstein Consulting was hired to develop a comprehensive, fact-based strategy and implementation plan designed to improve the value of the business unit, while ensuring that bankers were enabled and motivated to deliver the full capabilities of the bank to its clients.

▶ **The Challenge.**

The bank planned to transform its business model from product-focused to relationship-focused. This would require better information, improved processes, and optimal resource alignment with the highest value potential opportunities. Prior to developing his strategic agenda, the business unit's executive required a comprehensive fact base detailing where value was currently generated and where it would be derived in the future.

The bank would use these facts to develop its strategic agenda, modify its organizational structure, redefine its operating model, and align its resources with the highest-value opportunities.

▶ **How We Helped.**

Markstein Consulting partnered with the client to develop a fact base that contained the information required to make educated decisions on the future organizational structure, operational model, and resource alignment.

- **Fact-base Development.**

Markstein Consulting created comprehensive views of the bank's operational effectiveness and its future opportunities. These included an assessment of each market, line of business, banker, and product.

- **Strategic Agenda Development.**

Markstein Consulting created a strategic agenda of the changes required to capitalize on the bank's highest-value opportunities. This included alignment of banking teams with clients, improved operational capabilities, and increased productivity standards.

- **Implementation Recommendations.**

Markstein Consulting submitted strategic implementation recommendations about the activities required to deliver on the strategic agenda. These included communications to the board, management, and bankers, training of associates, improvements to processes, and changes to information and incentives.

▶ **Results.**

The business unit's strategic agenda has a multi-year implementation plan, against which it is currently executing. Bankers are aligned with clients, internal processes are being enhanced to better support client needs, capabilities are being improved to offer the full capabilities of the bank to its various clients throughout its footprint, and information is being leveraged to make more informed decisions.

The bank anticipates improved client acquisition, increased sales to existing clients, enhanced efficiency and accuracy of supporting processes, and an organization that is completely aligned with the goals and needs of its clients.

▶ **About Markstein Consulting**

Markstein Consulting, LLC is a management consulting firm exclusively focused on developing and implementing effective business strategies for its clients. We help companies transform their business challenges into strategic opportunities through four practice areas: corporate strategy, marketing and communications, operational effectiveness, and organizational dynamics. Markstein Consulting is based in Birmingham, Alabama, and can be reached at 205.323.8208.