

WELCOME TO THE MAAFP

THANK YOU TO OUR BOARD, MEMBERS AND ATTENDEES

1.2 CTP / FPAC RECERTIFICATION CREDITS FOR TODAY'S PRESENTATION BY THE AFP

FINANCIAL FORUM WILL BE OCTOBER 14, 2021, 8:30 TO 4:00 PM, ENGINEER'S CLUB
– 6 SESSIONS + CONTINENTAL BREAKFAST AND SEATED LUNCH



Mid-Atlantic AFP
ASSOCIATION FOR FINANCIAL PROFESSIONALS



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BANKING RELATIONSHIP MANAGEMENT BEFORE AND AFTER THE PANDEMIC

PANELISTS

SHAWNA COBERLY KREPPS
EXECUTIVE DIRECTOR VALERO ENERGY

GINGER GIDDEN, SVP, TM SALES, WELLS FARGO

MODERATED BY

LAUREL EGAN KENNY, PRESIDENT & CEO,
TURNINGPOINT COMMUNICATIONS

TURNING POINT
communications

INTRODUCING . . .

- **Client: 20 years+ corporate practitioner**

- 20 years at Valero Energy
- San Antonio AFP / TEXPO / ATTA



- **Banker: Seasoned treasury management sales officer**

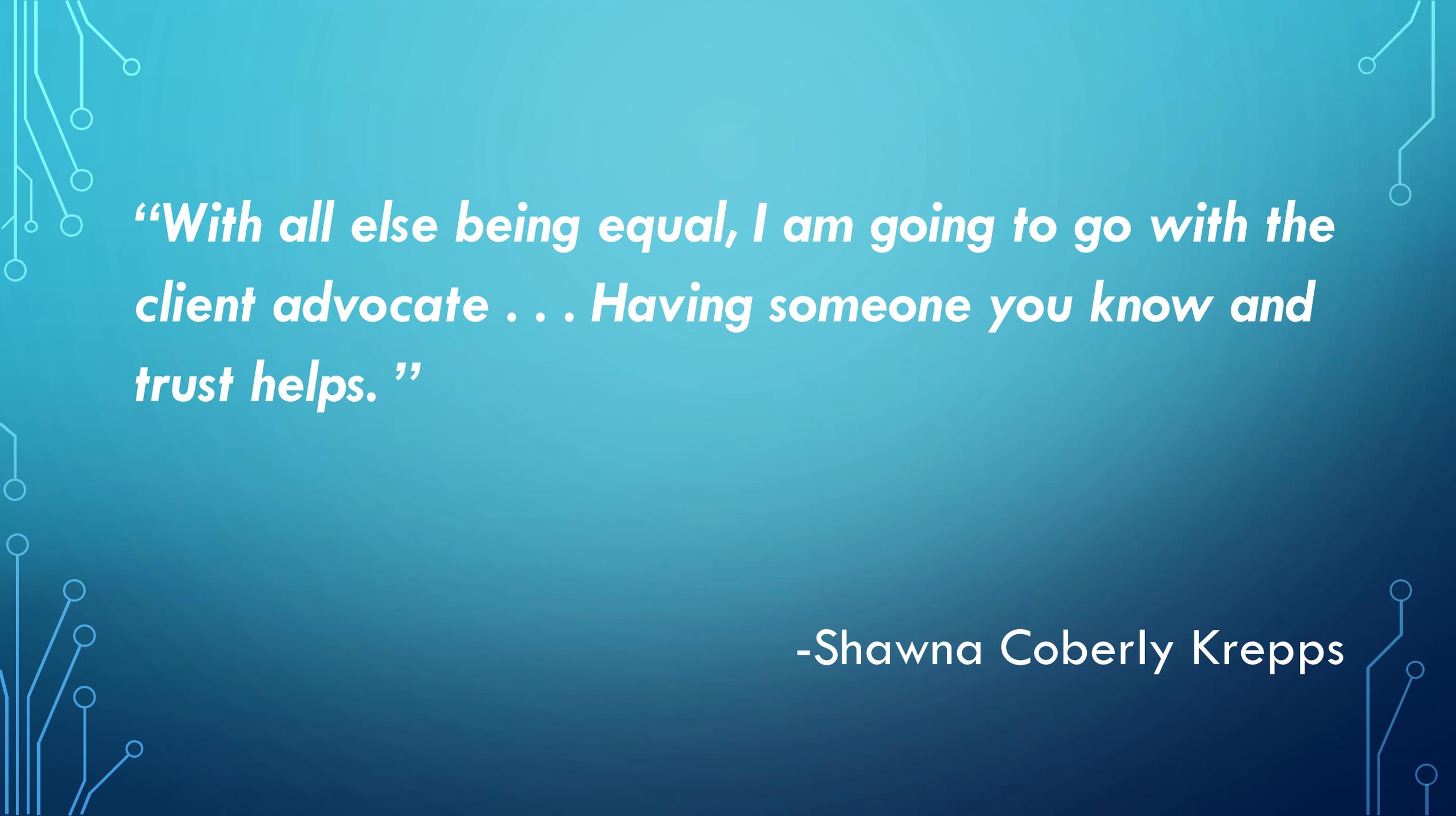
- 25 Years at Wells Fargo
- Former Board Member AFP of Atlanta



- **Moderator: TM Marketing Communications and Sales Education**

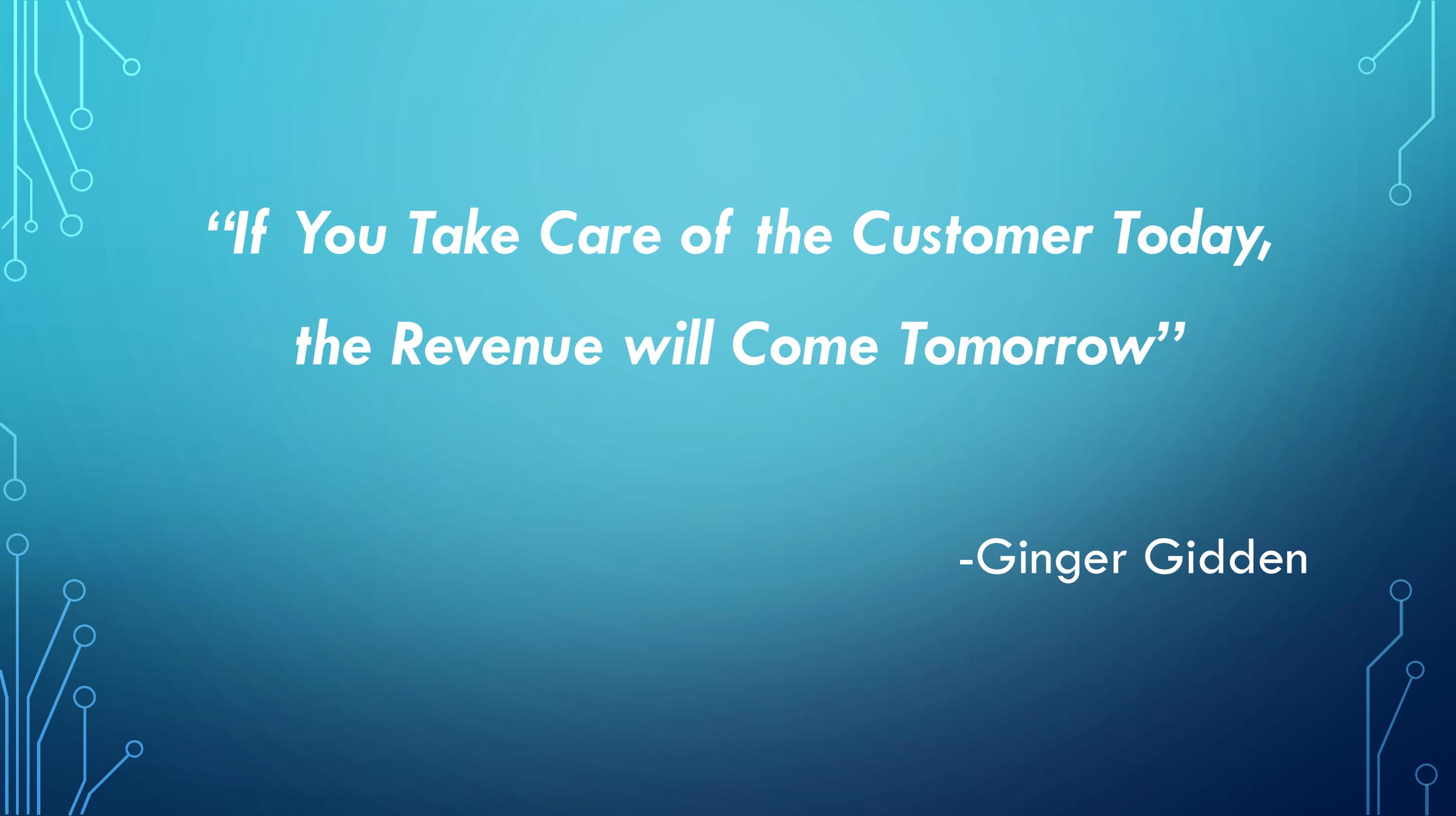
- 13 Years Financial Services: TM, WM Marketing and Sales Strategy
- 14 Years TM Marketing, Sales Consultation and TM Sales Education
- Former President New England AFP, Board Member Dallas AFP



The background is a dark teal color with decorative white circuit-like lines in the corners. These lines consist of straight lines connecting to small circles, resembling a network or data flow diagram.

“With all else being equal, I am going to go with the client advocate . . . Having someone you know and trust helps.”

-Shawna Coberly Krepps

The background is a solid teal color. In the four corners, there are decorative white line-art elements resembling circuit traces or neural network connections. These lines start from the corners and branch out with small circles at the end, creating a symmetrical, geometric pattern.

***“If You Take Care of the Customer Today,
the Revenue will Come Tomorrow”***

-Ginger Gidden

TAKEAWAYS

For Practitioners

- Find / Confirm that you have the right bank, banker, TM solutions, pricing for the future
- Achieve advocacy within the Bank
- Make the seemingly impossible possible
- Find the right banker for your needs
- Realize peace of mind

For Treasury Management Salespeople

- TM Relationship Sales best practices for the future
- Get through to practitioner clients
- Build deeper relationships with your clients
- Win more business
- Achieve 'Trusted Advisor' Status

GOAL: FIND / BE A TRUSTED ADVISOR

Selling

- Transactional
- Reactive

Consultative Approach

- Actively uncover business objectives and desired outcomes
- Provide needs-based solutions
- Practice engaged listening

Trusted Advisor

- Client Advocate/Champion
- Know Your Customer
- Supportive
- Expert
- Knowledge sharing
- Proactive / Organized
- Promotes others
- Measures / shares success
- Strong Communicator
- Open to Change
- Team Player

CLIENT ADVOCACY VS. SINGLE POINT OF CONTACT

“I want a Banker who . . .”

Internal Champion

- “Will go to bat for me”
- Knows how to and is respected enough to work the system
- **Does not accept or use the Bank’s standard answer**
 - Willing to explore/consider addition options
 - Open to discussion

Makes the impossible, possible

BANKING TRAIT: CLIENT ADVOCACY

Best Practice

- Advisory Board Service
- Validation
- “I will be there . . .
I am here. . .
I am available to you . . .”

“KNOW YOUR CUSTOMER”

- **Needs**

- Knows me / my situation
- Anticipates my needs

- **Personal Relationships**

- Develop over time
- Know where the relationships begins and ends
- Not entitlement
- Could involve late evenings, weekends
- Taking time out of the office to come up with alternative solutions, understand industry best practices
- Hopefully it is not just so they win a piece of business over another bank

CREDIBLE / RESPECTED

- Knows his/her stuff
- Earns and deserves respect: “I can ask the tough questions”
- Gets my first phone call

- Anticipates (not assumes) what the client wants and needs
- Knows bank’s core competencies
- Knows what competition does well

MEETINGS

Centered around clients' needs. Everyone at the table must have a participatory role

Setting Agenda

- Timeframes, The “right” people, mutually agreeable objectives, venue/medium
- Introductions (should not take more than 1/10th of the meeting)
- Critical points
- Recap

Who Should Be there? (Who can answer my questions?)

- Treasury Management Sales Officer
- Relationship Manager
- Bank's Senior Leadership
 - Escalation point?
- Product Management / Development

RELATIONSHIP MEETINGS

When/how often, under what circumstance would you like to hear from the bank?

- Touch base proactively at pre-scheduled intervals
 - Quarterly
 - Semi-Annually
 - Not much business = once a year
- NOT: Reactively if something went wrong
- NOT “When they attempt to raise prices on me”

PRICE IT RIGHT, NOT AT ZERO!

- Honest and Open, Proactive Communication
 - Long lead time
 - Written documentation
 - Explain Rationale: “Clean” Client vs. Hand holding / Product nuances / Risk
- Credit vs. Non-credit Relationship
 - Know what your market will bear, and have competitive intelligence
 - Balance “relationship pricing” with internal profitability
 - Risk assessment-based
 - Product divestiture

VALUE COMPONENTS: GIVE AND QUANTIFY FOR CLIENTS WHAT THEY WANT AND VALUE!

From You:

- Proactive Advice
- Ideas
- Suggestions on how to improve their experience / processes, based on your knowledge of the market

From your Solution:

- Save Time
- Save Money
- Convenience
- Security
- Employee Productivity
- Increase Efficiency
- Maximize Cash Flow/ Liquidity
- Minimize Risk

No more excuses to “Zero Price”

OTHER STRATEGIC BEST PRACTICES

- Goal Alignment
 - Annual Review
 - Score Cards
 - Client / Banker Outings
 - Events: Sporting / music / health and wellness / golf!
- Thought leadership
 - Banks' marketing resources well spent
 - Presentations/Publication
 - Seeking
 - Practitioner Experience
 - Questions answered
 - Case study, Success Story, Timeline
 - Advice – checklist
 - What worked, what didn't
 - Evidence (chart, bio, photo)

AFP input from outside contributors:

- 418 articles
- 1,024 pages
- 500,000+ words
- 140 Sessions

GET PAST OBJECTIONS AND EXCEPTIONS

When the Answer is “No”

Process exceptions – Is it worth it?

Push Back

Standard Vs. Custom documentation

CRISIS RESPONSE

SHIFTING PERCEPTIONS OF BANKS THROUGH THE PANDEMIC

National (3)	Super Regional	Regional	Community
33% of small businesses	Customer perception remained steady throughout the incredibly tumultuous year. Best positioned for 2021.	Despite modest gains throughout the year, finished 2020 with the greatest perception bump.	Already favorable perceptions soared in early months of the outbreak.
Competitive Advantage was flipped on its head as customers lined up for funding.	Competitive advantage: Tenured bankers,	Took over community banks' initial lead in perception by the end of 2020.	High touch, 'put at ease' by assigned bankers' shepherding the process.
Volumes of applications caused delays in communication	Technology made the process less cumbersome.	Technology made the process less cumbersome.	Able to absorb far more modest application volumes. Hand-holding unsustainable.
Some interpreted delays / CX as cue to start a relationship elsewhere.			Able to take on new customers

LESSONS LEARNED – COMPANIES’ PERSPECTIVES

HINT: IT’S ALL ABOUT TREASURY MANAGEMENT

- **1. Liquidity is king.** Preserving liquidity will be one of the defining 2021 and beyond.
- **2. Operational risk is real.** After COVID-19, the goal is operational risk vs. efficiency through rebuilding supply chains to reduce concentration. The result is resiliency, flexibility and transparency. Meanwhile the tenuous geopolitical environment has resulted in diversified strategies, (pivot!) “re-shoring” and “outsourcing”.
- **3. The digital drive is just beginning.** There was near-overnight adoption of and impact of digital tools that make doing business easier and cheaper will be felt immediately through cost reductions in the next 12–24 months. Over a longer term, enhanced transparency into cash flows and working capital cycles will enable more effective management of liquidity positions. Based on their success shifting essential tasks to digital channels during the crisis, look for companies to start digitizing higher-level treasury functions through 2021.

LESSONS LEARNED - BANKS' PERSPECTIVES

- 1. Organizational agility is a new imperative.** How well or how poorly did banks help companies keep things running in a crisis by WFH employees? Some banks responded to unprecedented issues seamlessly. Going forward, all banks will need to achieve organizational agility, through top-down mandates prioritizing client needs or decentralized structures that allow for regional innovation.
- 2. The “human factor” remains a key asset.** Banks should be careful not to learn the wrong lesson from the pandemic. Although digital played a central, even transformative role in 2020, at the depth of the crisis, corporates valued the empathy and support provided by bankers and middle-/back-office staff at a time when in-person meetings were not possible. If anything, the pandemic has proven the sustained value of skilled human professionals in a fast, complex and fragile business environment.

MOVING FORWARD (WE DIDN'T SAY IT WAS GOING TO BE EASY)

- **3 Key Trends to Watch For** Source: (Coalition and Greenwich Associates, 2020)



**“New Normal” Economics
for Cash Management**



**Ecosystem Partnerships and
Rise of Fintechs/Techfins
as Competition**



**Rethinking of Client
Engagement Model**

- Rethink the RM role, re-skill bankers, and retool processes to harness technology and data to create real value for clients.
- To meaningfully impact clients and increase speed to market, banks must capitalize on technology to decentralize decision making
- Accept evolution of their own role in the business

The background is a gradient of blue, transitioning from a lighter shade at the top to a darker shade at the bottom. In the four corners, there are decorative white line-art elements resembling circuit traces or a network diagram. These lines connect to small white circles, some of which are arranged in a grid-like pattern. The word "CONCLUSION" is centered in the upper left quadrant of the image.

CONCLUSION

WHAT DOES SUCCESS LOOK LIKE?

BANKER'S PERSPECTIVE

- Introspection
- Client Centric Focus ALWAYS
- Solutions provider for more complex solutions
- Symbiotic relationship between credit and treasury
- What am I / is my bank the best at?
 - Tell (the truth), Don't Sell
 - Understand product/service differentiators
 - Understand the limitations of your solutions
- What role do you play to each individual client?
- How do I continuously improve?

HOW DO YOU AWARD BUSINESS OR REWARD THE BEST BANKERS?

- Solution (all encompassing) is most important.
- With all else being equal, I am going to go with the client advocate
- I have never been to an implementation that didn't have some kind of hiccup.
 - It WILL happen, just a matter of when.
- Having someone you know, trust (and LIKE) helps.

QUESTIONS / FEEDBACK?



SHAWNA



GINGER



LAUREL

Twitter: @LaurelEganKenny | @GingerGidden | @ShawnaCoberly

TURNING POINT
communications



LAUREL EGAN KENNY, MSCM, MBA

Laurel Egan Kenny, MSCM, MBA, is Founder and President of Turningpoint Communications, a national treasury management-focused marketing and training firm promoting clients' best practices and thought leadership, as well as engaging their key constituents in unexpected and compelling ways – through education, in marketing and sales communications, at strategic events, in the media and in the communities they serve. In short, Laurel helps her clients to sell themselves, sell solutions to their customers' business challenges and to sell value propositions.

Laurel founded Turningpoint in 2007 after 13 years' building and leading marketing and sales teams for two global Fortune 100 financial services firms in wealth and treasury management divisions. Laurel built out, led and grew the commercial marketing and business development servicing discipline at Sovereign Bancorp (now Santander) and, as a founding member of wealth management servicing division at State Street Corporation, she built and grew a business development and relationship management team that increased assets under administration from \$0 to \$150 Billion in two years.

Laurel shares her creative talents nationally, serving multiple Boards of Directors for Regional Association for Financial Professionals Associations, including those in New England, Dallas, Chicago, New York, Mid Atlantic and Great Lakes.

Laurel is best known for bringing subject matter experts together to present timely and compelling topics for customers and colleagues. She has earned top marks for delivering, "A Day in the Life of a Treasury Team", "Make the Move from Salesperson to Trusted Advisor" and "Differentiate and Deepen Client Relationships with Treasury Management."

Laurel earned three degrees: MBA (Innovation and Entrepreneurship), MS (Communications Management) and BA (English and Communications), from Simmons University, Boston. She resides south of Boston, Massachusetts with her family.



The Wells Fargo logo, consisting of the words "WELLS" and "FARGO" stacked vertically in white, uppercase letters on a red square background with a thin yellow horizontal bar at the bottom. The logo is centered within a white circular graphic element on a teal background.

WELLS
FARGO

GINGER GIDDEN, CTP

Ginger Gidden-Weinzierl, CTP Senior Vice President, Treasury Management Sales, Corporate Banking & Specialized Industries, Wells Fargo Bank, NA is a Treasury Management Sales Consultant for Wells Fargo Bank with a Retail Industry market focus. She is responsible for assisting client initiatives in treasury management, ERP management, and process improvement.

Ginger holds 20 years' experience in treasury management sales, product management and operations. Ginger is a member of the Dallas AFP and NEAFP. Ginger holds a BS in Business from Birmingham-Southern College. She is based in Atlanta with clients across New England and Texas.





SHAWNA KREPPS, CTP

Shawna is currently the Executive Director of Cash Management at Valero and has over 25 years of combined banking and Cash Management experience. She has been a member of the San Antonio Association for Financial Professionals since 2003 and has served on the Board since 2005 holding several board positions including VP Membership, VP Programs, President and Immediate Past President. She also served on the Task Force for the AFP Regional Officers Meeting in 2014 & 2015 and co-chaired the event in 2016. Shawna is serving a five year term on Alliance of Texas Treasury Associations and was the San Antonio TEXPO Treasury Conference Chair in 2020.

She actively volunteers to support a wide range of nonprofit organizations throughout San Antonio. She is on the board for Junior Achievement and has served on the Financial Review committee for Impact San Antonio. Shawna has two teenage children and a dog. In her spare time, she enjoys bowling, camping, family game nights, watching movies, Comic-Con, shopping, and spending quality time with her children.

Shawna Krepps graduated from St. Mary's University in 1997 with a BBA in Corporate Finance and Risk Management.