

Key Results:

Phase 1:

Productivity* ↑ 129%
(19% to 42% active selling time)

Effectiveness** ↑ 89%
(3.9 to 7.5 number of accounts)

Phase 2:

Productivity* ↑ 153%
(20% to 51% active selling time)

Effectiveness** ↑ 88%
(2.9 to 5.3 number of accounts)

**Productivity is the amount of time utilized in a day on actual selling activities*

***Effectiveness is the number of sales booked in a day*

"With productivity improved in consumer funding and lending sales respectively, we have seen on average a growth in volume across our main 52 branches."

"Our project with Renoir has not only enabled us to improve what we sell, how we sell and to whom we sell, it has also resulted in bottom line value to the company"

Wan Razly Abdullah
Chief Financial Officer
PT Bank CIMB Niaga



INTRODUCTION

CIMB Niaga is part of the Malaysia based CIMB Group; with operations in Malaysia, Indonesia, Thailand, Singapore, Vietnam, Cambodia and Philippines, the CIMB Group is the largest bank in South East Asia. CIMB Niaga is the product of a merger of Lippo bank and Niaga bank, assets purchased by the CIMB Group in 2008. CIMB Niaga has 650 sales outlets across Indonesia, 167 main branches, 1200 Sales staff producing annual revenue of USD 403million for 2011, which represents 30% of the CIMB Groups total revenue.

THE ASSESSMENT

The project scope focused on Funding and Lending segments (auto-loan, mortgage and corporate benefit program), and covered 20 branches within the Jakarta region.

FOCUS PROCESS™ & IMPLEMENTATION

Detailed process reviews and opportunities identification was done at 5 Pilot branches and shared with Area Managers, Branch Managers and Relationship Officers. New tools were then defined and developed to drive improvements in Sales performance. The Renoir team worked alongside CIMB task force members and Management Action Team representatives to ensure the solutions were implemented in the field amongst all sales personnel to ensure complete buy-in and ownership.

PROJECT APPROACH

Once the new way of working (NWOW) had been rolled out to the 5 Pilot branches, the project team moved on to implement the agreed solutions at the next 15 branches within the Phase 1 project scope. The team used Renoir's situational auditing tool to assess the uptake of NWOW by the 180 Sales personnel across the branches.

With the success of the Phase 1 implementation, CIMB Niaga and Renoir embarked on Phase 2, rolling out the NWOW to 30 regional branches across Indonesia. The combined effort of taskforce and consultants, with a structured plan of Solutions to be implemented, ensured that we not only penetrated more than the originally planned branches but also created a more sales-focused culture within the organization.

Enablers of Productivity improvement:

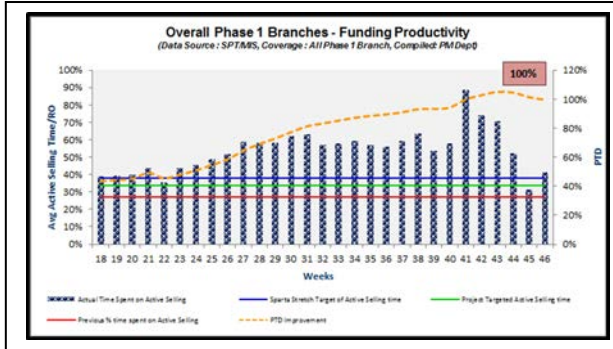
- Daily Sales Activity Report
- Relationship Officer & Branch Manager Work Plan & Guidelines
- Customer Value Matrix
- Branch Manager Checklist
- Relationship Officer Sales Checklist

Enablers of Effectiveness improvement:

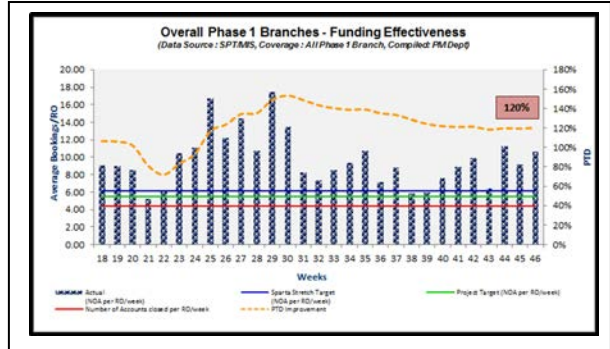
- Daily Operational Targets
- Weekly Performance Scorecard
- Branch daily, weekly and monthly review meetings
- Relationship Officer Weekly Pipeline

ACTUAL RESULTS PHASE 1

Renoir's contractual target was to increase both Productivity and Effectiveness by 25% across all 20 branches. At the Strategic Integration Meeting (SIM) the project team increased both of these targets to 40% respectively and then went on to surpass them with excellent results (Phase 1 example shown below).



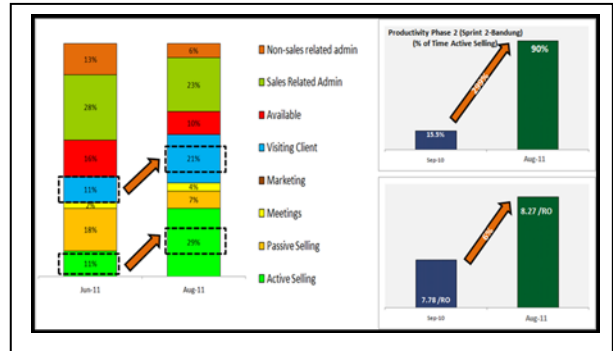
Funding Phase 1 Productivity Results



Funding Phase 1 Effectiveness Results

OVERALL BEHAVIORAL CHANGE

The project team conducted a Day In the Life Of study with the Salesperson prior to the start of the project and post project to identify the amount of time spent on different types of activities during a day. Following the implementation of the NWOW, there was a significant increase in the amount of time being spent on sales related activities (selling, meeting clients) when compared to before the project.



THE RENOIR GROUP

The Renoir Group is a world leader in implementation consulting and strategic execution, unrivalled with respect to the sustainability of its engagements. Founded in 1994, Renoir operates in over 20 countries around the world – a valuable Global Advantage. With over 300 fully employed and highly trained consultants, their work across a wide range of industry sectors gives them a broader perspective of the issues facing your business, allowing them to be sensitive to your unique challenges, culture and specific business issues. This cross-pollination ensures truly effective and sustainable solutions.

Renoir offers a low risk approach and investment that delivers real and very significant results to the bottom line or operational performance, in rapid timeframes. Their implemented solutions and measurable financial results have a lasting impact on the competitiveness and performance of their clients' businesses with the safety of a fixed price.

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