

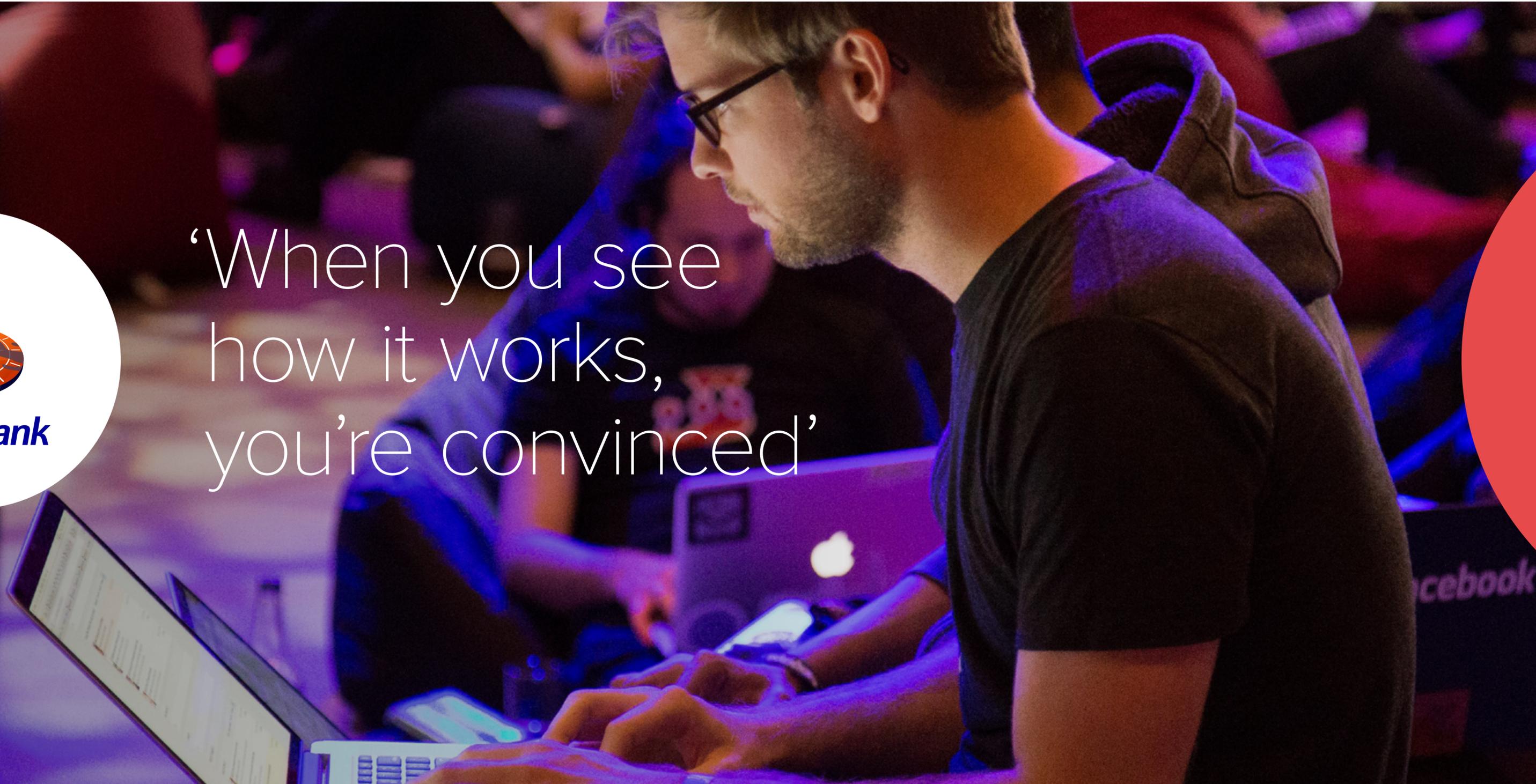


**FACULTY
OF SKILLS**

Case study Rabobank Utrecht



“When you see
how it works,
you’re convinced”



Help, a new strategy!

Not only customers have to adapt to online banking, the banking staff has to do so as well. This notion received full attention by Rabobank Utrecht in the beginning of 2013. The number of online services had already been extended and a goal was set: the percentage of customers that actually handled their bank matters online, had to be raised significantly.

The bank's service staff had to make the change from 'them helping the customer' to **'helping the customer to learn how to do those things themselves.'** This calls for different consultation skills.



In this case study we describe what role Faculty of Skills has played and still plays in this, and to what results it has lead. We spoke with **Christiaan van der Feltz, Manager Private Sector at Rabobank Utrecht.**

Rabobank Utrecht wants an original training.

Who are the participants?

The Service Center of Rabobank Utrecht has 40 employees who are in contact with the customers, either on the phone or face to face. Another 40 employees of divisions in the region of Utrecht are in direct contact with the customers. All of these employees had to **change their method of doing their consultations** to promote online banking. Also, they needed to have a thorough understanding of those online services, and how they could be used by customers.

Why online training?

Manager Christiaan van der Feltz came upon Faculty of Skills in his search for a way of training that would fit his bank's strategy: to promote online services. It made sense to train those skills online. His experiences of training in a classroom added to that: 'You lose your concentration quite fast, and not everyone gets to take their turn roleplaying and doing exercises. I wanted enough individual training and attention for each employee.'



‘Het is efficiënt, de ‘winkel’
kan tijdens de training gewoon
open blijven.’

What does Faculty of Skills have to offer?

Practice, practice

Faculty of Skills developed a training together with the bank in the summer of 2013, in which three stages of the consultation could be practiced by the employees:

1. **Notifying**
2. **Assisting**
3. **Activating**

The training was built according to the Faculty of Skills principle 'practice, practice, proof'.

After the summer, the fun started. During working hours, the employees were able to do the training on a computer. It consisted of theory, example videos with do's and don'ts, audio exercises and webcam exercises, with coaching and feedback by a coach from Faculty of Skills.

Christiaan van der Feltz: 'This has been the eyeopener of this online training for me: it is about result but also about how to get there. **Practice, practice, practice.**'

Proof!

To decide whether or not there is any progress, participants share their webcam recordings in TrainTool to receive feedback. The participant decides if he or she is satisfied with the result and if not, he or she can practice some more. This causes the feedback to often be positive. 'And that is a big motivator,' according to Christiaan van der Feltz. Every training ends with a final exam to yield the final result.

Most participants are very positive about the five weeks of training. Also those who were skeptical at first. Christiaan van der Feltz: 'When you see how it works, you're convinced.'

THE PERCENTAGE OF CUSTOMERS
THAT USES ONLINE SERVICES HAS
GONE UP FROM 15% TO OVER

60%



Good results.

The staff is enthusiastic about Faculty of Skills' training, and Rabobank Utrecht has succeeded in achieving its target: **in 2014 the percentage of customers that uses online services has gone up from 15% to over 60%.**

The training has definitely added to that rise, according to Christiaan van der Feltz. That is why he keeps offering Faculty of Skills' training program to new employees and why other divisions of Rabobank have started using Faculty of Skills as well. Rabobank now offers this training, in a slightly different form, on a national scale.

'The self-learning effect is huge. It is very effective that the participants can rewatch their consultation. They would otherwise never see that.'

Question:
Is online
training also
suitable for
even more
complex
consultations?

Christiaan van der Feltz wonders if online training is also suitable for even more complex consultations. On mortgages, for example.

Marijn de Geus, CEO Faculty of Skills:

‘Several banking or consultation agencies use Faculty of Skills for very complex consultations. Because of wages and the size of deals, it is really important that the professional has a large variation of skills, like making contact, removing objections, closing techniques. These participants are usually travelling a lot and are able to do the training on their smartphone or tablet through the TrainTool app: **‘anytime and anywhere’** is an advantage that is frequently heard.





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