

CASH MANAGEMENT BANKING RELATIONS AND CLIENT TOOLS

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- ▶ From The Banks Point of View
- ▶ Managing Banking Relationships
- ▶ RFP's and Bank Reviews
- ▶ Bank Selection Criteria
- ▶ Monitoring Bank Relationships
- ▶ Recommended Practice on Procuring Services What's Next?



TODAY'S AGENDA



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4 Principles for Customer Engagement in Banking

1. Take Advantage of the 90 Day Window After Onboarding

Research from J.D. Power found that the optimum number of communication touches is seven during the 90 day period that a new customer signs on to your bank. To do this well requires utilizing different communication channels, such as email, phone, and postal mail, and deeply understanding the types of information your new customer wants and needs. For instance, mail them a welcome kit as soon as they sign-up for an account, call to see if they need help with common tasks such as using their mobile phone to make deposits, and continue to send them periodic communications that are helpful

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2. Don't Sell Before Building Trust

What's the point of these ongoing communications? Building trust. It's imperative that a strong foundation of trust is forged before you attempt to sell your customers on additional products. This means giving customers the necessary information they need to best use the service they've opened with your bank. If they've opened a checking account, for instance, explain how to use services such as direct deposit, online bill paying, overdraft protection, mobile banking, and more.

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3. Capitalize on Mobile

Supporting customers' desired communication channels also goes a long way to building customer engagement in banking. Younger consumers especially want quick, pain-free ways to interact with their bank accounts including using their mobile phones to make deposits, check account balances, and transfer funds. It has become an expectation that banks will provide these tools, and they're easy to use.

Similarly, using SMS and email to communicate with customers can significantly improve relationships because of mobile consumption patterns.

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4. Stay in Touch

Customers may need more than one communication to take action. But it's also important not to barrage them with needless communications; rather, used alternative forms of encouragement to expand the relationship.

Ramping up your customer engagement strategy is a worthwhile endeavor that builds long-term customer loyalty.

Customer engagement in banking is the cornerstone of a relationship that includes trust, ongoing communications, and steady growth in service ownership and revenues if done correctly.

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- ▶ Effectively managing banking relationships can save a government time, money, and unwanted surprises, but it requires an investment of time and effort on the front-end and ongoing oversight. Envision banking relationships as two-way streets, whereby the bank client needs to be an active participant along with the bank to ensure that everything is running smoothly. Sometimes banking relationships go awry because the government never conveyed to the bank that it was dissatisfied with something, and the situation just snowballed. Consider the following concepts while reviewing your banking arrangements:



MANAGING BANKING RELATIONSHIPS

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- ▶ If your government has had a long-standing banking relationship in place and has not gone out to bid for numerous years, then it may be time to consider doing so. Typically, governments will put their banking out to bid every five years. A common scenario involves a three-year contract with two one-year renewals, totaling five years. An RFP process creates a very competitive environment among the banks, resulting in the most favorable pricing and terms and conditions for the government.



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- ▶ If your government would prefer not to undertake an RFP process, which can be arduous, then it could consider performing a formal banking relationship review. All of the key banking relationship components, such as pricing, product utilization, customer service, and contracts, can be reviewed and renegotiated with the existing bank. The bank will know that if the process does not satisfy the government that the banking relationship could still go out to bid, so it is in the bank's best interests to negotiate a favorable package for the client.

BANKING RELATIONSHIP REVIEW

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- ▶ When selecting a bank or monitoring existing banking relationships, governments should consider and rank the following criteria:
- ▶ Protection of public funds (collateralization of deposits)
- ▶ Financial strength of bank (capitalization, bank ratings, profitability)
- ▶ Ability to provide required services (basic cash management services)
- ▶ Ability to provide enhanced services (new services, emerging technology)



BANK SELECTION CRITERIA

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BANK SELECTION CRITERIA CONT.

- ▶ Experience with public sector clients (Government Services Group)
- ▶ Quality of references (other like agencies with similar service utilization)
- ▶ Cost to the government (pricing, cost of conversion, staff time)



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- ▶ Note that protection of public funds should be a top priority. If there is any risk of loss through lack of proper collateralization or poor financial performance on the part of the bank, then the government needs to look at another bank. Also, cost is not always the key decision making criterion, because if the bank does not score well with the other criteria, then cost becomes a mute point.



BANK SELECTION CRITERIA CONT.

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- ▶ Once a banking relationship is established, a government will want to ensure that everything is on the up and up throughout the duration of the contract. For example, pricing can be monitored through on-line account analysis data downloaded to a spreadsheet program that compares contract pricing with actual pricing. Bank financial information can be obtained through a government's broker/dealer, bank annual reports, or online investment services such as Bloomberg. Collateralization information can be obtained by requesting copies of the public funds reports that the bank files with the state. The other areas can be discussed and tracked through regular meetings with the bank relationship manager.

MONITORING BANKING RELATIONSHIPS

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- ▶ Typically, a government should expect quarterly in-person meetings with its bank, and most likely there is daily bank contact by agency staff with Customer Service and other bank departments for research items, questions, and problem resolution.



MONITORING BANKING RELATIONSHIPS CONT.

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- ▶ Surprises typically occur when the bank client has not communicated directly with the bank's relationship management team about any ongoing concerns. If the bank does not know there is a problem, then they will not endeavor to find a solution. Lack of communication with the bank can result in overpayment of bank fees, maintaining balances well in excess of what is needed, high pricing in non-negotiated product areas such as merchant bankcard or uncollected funds, and loss of goodwill among the bank and agency staff.



BE THE SQUEAKY WHEEL

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- ▶ In summary, governments should check to make sure that the following banking relationship characteristics are in effect:
- ▶ An underlying banking services RFP, banking services proposal, and bank contract.
- ▶ Regular RFP or banking review schedule in place (e.g., every five years).
- ▶ Bank monitoring system in place for pricing, financial condition, and collateralization.
- ▶ Regular in-person meetings with the bank's relationship manager (e.g., quarterly).

IN A NUTSHELL

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- ▶ Ongoing dissemination of new product information from bank.
- ▶ Fast turnaround from bank staff for day-to-day questions, requests, and research items.
- ▶ Familiarity of agency with banking services used and new services available.
- ▶ A well-managed banking relationship benefits everyone involved—the government, the bank, and most importantly, the taxpayers and constituents.

If you want to go fast, go alone.
If you want to go far,
go with others.

African Proverb

IN A NUTSHELL CONT.

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- ▶ State and local governments use a wide variety of banking services for the deposits, disbursement, and safekeeping of public monies. Prudent procurement practices necessitate the reevaluation of banking services on a periodic basis. In addition, continual changes in technology, cash management practices, and banking industry structure offer public cash managers opportunities to reevaluate banking services and costs.
- ▶ Normal practice on procuring banking services recommends that state and local governments should undertake the following practices to receive effective banking services at reasonable costs:

RECOMMENDED PRACTICE ON PROCURING BANKING SERVICES

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- ▶ Periodically initiate competitive-bidding and negotiation processes, in accordance with the state and local laws and regulations, for major banking services. The processes should include requests for proposals and should cover services, fees, earnings credit rates, and availability schedules for deposited funds.
- ▶ Have contracts for banking services that specify services, fees, and other components of compensation.
- ▶ Establish a relationship manager who will best understand the needs of the entity and be able to provide service improvement recommendations as well as cohesive communications.



RECOMMENDED PRACTICE ON PROCURING BANKING SERVICES CONT.

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- ▶ Evaluate the relative benefits and costs of paying for services through direct fees, compensating balances, or a combination of the two. Factors to consider in this evaluation are the earnings credit rate, reserve requirements and insurance fees on deposits.
- ▶ Evaluate their needs against the costs and benefits of specific banking services, including but not limited to:
 - ▶ **Electronic** Balance and transaction-reporting services
 - ▶ Stop payments
 - ▶ Payment capabilities
 - ▶ Transmitted analysis and statements
 - ▶ Digitized storage of paid checks and statements
 - ▶ Stale date check management

RECOMMENDED PRACTICE ON PROCURING BANKING SERVICES CONT.

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- ▶ Access to safekeeping/custodial information
- ▶ Access to investment performance reporting

Accounts

- ▶ Controlled disbursement
- ▶ Zero-balance
- ▶ Interest-bearing
- ▶ Investment sweep account

Security features

- ▶ Positive pay services
- ▶ Reconciliation services

RECOMMENDED PRACTICE ON PROCURING BANKING SERVICES CONT.

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- ▶ ACH blocking/filtering capabilities
- ▶ Check to ACH conversion
- ▶ NSF/ACH conversion for re-presentation of NSF check
- ▶ Collateral requirements

Cash management services

- ▶ Lock-box services
- ▶ Credit card receipt merchant services
- ▶ Safekeeping custody arrangements
- ▶ Procurement cards
- ▶ Payroll/value cards
- ▶ Web links for Internet payment for services

RECOMMENDED PRACTICE ON PROCURING BANKING SERVICES CONT.

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Questions

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"Alone we can do
so little; together
we can do so
much."

Helen Keller