

## **Session Number: SU210**

### **How to Commit 7.000 Employees to the Customer**

**Co-Presented by:**

**Emilio Prat**  
**Human Resources Manager**  
**Banco Santander**  
**Avenida Cantabria**  
**Ciudad Grupo Santander**  
**28660 Boadilla del Monte**  
**Madrid**  
**Spain**  
**00 34 91 289 56 21 (phone)**  
**[eprat@gruposantander.com](mailto:eprat@gruposantander.com)**  
**<http://bancosantander.com>**

**and**

**Victoriano de Isasi**  
**Banking Area Manager**  
**OVERLAP, Training and Marketing Consultants**  
**Avenida Partenón, 10**  
**28042, Madrid**  
**Spain**  
**00 34 91 721 02 21 (phone)**  
**[visasi@overlap.net](mailto:visasi@overlap.net)**  
**<http://overlap.net>**

#### **SESSION LEARNING OBJECTIVES:**

- To position e-learning as an strategic tool with great impact on performance and results .
- To know the keys to design and to spread an e-learning tool within a big organization
- To be conscious of internal and external key factors in success which affect the final impact of an e-learning tool.

## Introduction

E-learning applications are not new as a tool for people development. However, throughout the years the view on its design and implementation has evolved in order to guarantee its biggest effectiveness. Many of the predictions on e-learning development were not fulfilled as it was expected....

WHAT WAS EXPECTED?	WHAT HAS HAPPENED?
E-learning will mostly cannibalize face to face training	The e-learning development pace is fast, but the face to face training is still understood as vital for the development of certain skills.
The training and development channels will split: on the one hand face to face training, on the other hand e-learning	Blended learning: Combination of channels that look for a common goal of development.
E-learning training will save time devoted to development	It becomes difficult to find the place to follow an e-learning action at the place of work.
In order to make e-learning attractive it must be provided with a colorful and impressive format.	In order to make e-learning attractive it must be related to the participant's aims and interests.
E-learning is a training tool mainly applicable to knowledge development.	E-learning might be a tool for skills development and for the employees motivation and involvement
E-learning is attractive: employees will voluntarily feel attracted to participation.	How can the trainer's motivation task be replaced in the face to face actions?

## Some additional thoughts

- Big enterprises have platforms which allow them to spread training solutions through the staff and collaborators.
- Changes on Market are appreciated: Quality predominates over quantity . The technological investment on platforms and equipment will be paid off not by the volume of courses and applications but by the effective involvement of the employees
- The ability to surprise is a crucial element for the involvement of the participants. So, as time goes by it becomes more difficult to surprise and motivate through a screen....

These facts have caused an interesting evolution in Market: as time proved that e-learning implementation was not as easy as it was thought, the exploitation possibilities and therefore the organizations requirements regarding its impact increased.

## **Well then... What should we expect today from an e-learning application?**

1.- E learning can transfer knowledge: of course it can. It is quite easy to transfer objective knowledge through an e-learning application. The effort of the designer will be focused on making comprehensible concepts which will not be debatable because of its objectivity.

### **EXAMPLES:**

- Knowledge of the product.
- Knowledge of use or process.
- Knowledge of sector or market
- Knowledge of Enterprise
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2.- E learning can develop skills: It is also possible .However , the aim becomes more difficult to achieve .We must not forget human factors when developing skills, whose treatment may demand a personal relationship in a face to face session in order to get an involvement in the action. .

### **EXAMPLES:**

- Sales technique
- Negotiation
- Time Management
- Leadership

3.- E learning can motivate and change behaviors:

The Real Challenge starts here. We are talking about projects that aim to introduce a new way to do things. We do not deal with teaching knowledge , . we do not deal with practising skills, it consists in attaining attitude changes.... and on these occasions, it becomes really difficult to replace the motivational role of a facilitator in the classroom by a Computer application

### **EXAMPLES:**

- Implementation of Commercial Protocols
- Competences development
- Enhancement of rules and internal processes
- Implementation of Management Protocols

4.- The great challenge :E- learning can support the implementation of strategic changes within the organization. This way, the application becomes not only a training and development tool , but also an internal communication tool for motivation and even the engine that boosts changes within the organization. It is not strange that challenge increases as difficulty does.....

## EXAMPLES:

- Implementation of Commercial Strategies
- Implementation of organizational changes
- Implementation of models of competences
- Strategic deployment of the Business view

How to commit 7.000 employees to the customer. The title of the session makes clear that we are talking about neither a level 1 (Knowledge Development) nor a level 2 (developing skills). In any case, we are talking about levels 3 and 4, those which change the e learning application into a real tool of organizational change. Through this practical case we will be able to know the factors to succeed when approaching a project of a high strategic level.

## **Antecedents: Santander Bank**

### BUSINESS DATA:

- Santander Group is in this moment on the 12<sup>th</sup> position of the world .
- Santander Bank has 2833 branches in Spain.
- 180 branches were opened in 2006
- Santander bank has 19000 employees in Spain, from whom 15000 belong to Retail Banking network with responsibilities of management, relationship and /or customer service.

### STRATEGIC NOTIONS

- Santander Group's main objectives for the coming years are to be consolidated as world leader in retail and consumer banking and to become the reference bank on other businesses. It also aims: to keep promoting its commitment to society ;to increase the renown of the Santander brand owing to the 150 anniversary and to attract professional talent.
- In Spain, the bank priorities are focused on giving value to the customer through a customers plan called "we want to be your bank", among other actions, thanks to a technology for a commercial effectiveness and most importantly a team of professionals with knowledge, experience, training and customer focused.
- This implies that one of the bank's priorities is the retention and linking with customers through a boost of an excellent customer service and the implementation of a culture of service vocation.

### REGARDING THE TRAINING AND DEVELOPMENT DEPARTMENT

The Training and Development Department of Santander Bank directs its activity to the development of actions which have a direct impact on business or on those internal processes which will have a final impact on the customer. This way it works closely with its internal customers, defining solutions adapted to each situation and looking for an impact on business. Of course, at a leader entity in the Spanish market, the department has the obligation to offer innovative solutions which reflect the last tendencies on development and technology.

SOME FIGURES IN 2006...

- 89% of the staff take part in training actions(face to face+ e-learning )
- 75,6% take part in e-learning actions
- 30% of training is e-learning

**Origin of the project:**

- High rates of attracting customers in the Bank
- Retention rates of customers below the objective
- Need to reinforce actions which promote the linking and loyalty to customers
- To enhance the quality of service provided by the customer service personnel in the branches is taken for granted.

However, all the employees have already received initial and reinforcement training in customer service protocol.

Therefore, the challenge of the Training Department lies in providing a solution which:

- Gives support to the establishment of behaviours for excellent service
- Achieves change in attitudes
- Involves a voluntary participation
- Motivates all the employees belonging to Retail Banking Network
- Innovates
- Impacts on the performance and results...

The channel for this learning action, which has been chosen since the beginning of the Project, is e-learning due to the following reasons:

- Immediacy of the deployment of the learning action for 7.000
- Uniformity of messages
- Possibility of including other tools connected to communication and motivation
- Possibility of providing useful tools for customer service
- Cost of the strategic action

Notwithstanding, the challenges of this Project were also significant:

- We need to consider the first part of this presentation: the challenge to use e-learning not only as a training tool, but also as a communication and motivation tool
- Retail Banking network has already received training in customer service
- It is not the first time that the network has access to e-learning. It is necessary to innovate.
- Employees will not be freed from their responsibilities at work despite their participation in the learning action. Consequently, it is necessary that all the organization gives support to create the required space ....

**Grounds for the development of the Project:**

The approach of the Project is focused on making the best of the e-learning tool in three areas:

1. **LEARNING:** As a transmitting element of the Quality model (knowledge, skills and motivation towards the model)
2. **COMMUNICATION:** as an element which makes the participant be the main actor: the participant is asked to give his opinion and share experience and his best practices
3. **PARTICIPATION:** As a motivating element: the participant is compensated for participating and contributing at the same time that a follow-up of the development and a establishment of the model take place.

**Keys to Project success:**

- **BOOST FOR BANCO SANTANDER QUALITY MODEL:** instead of focusing on general concepts, the application promotes the implementation of the quality model which is boosted through other channels in the organization.
- **LEADERSHIP SUPPORT:** since the search for space for the employees' participation is necessary, the leadership support is required for an appropriate development of the project.
- **AREAS INVOLVEMENT:** Quality Department and Reatil Banking are areas whose aims coincide with the objectives of the Project. Their active cooperation in the application design contributed to the strategic view necessary for the Project.
- **INCENTIVE AND RECOGNITION:** It is not easy to find the moment to develop extraordinary activities in the branch environment. In this respect, the incentive has highly facilitated the participation of the employees and contribution of the best practices.
- **COMMUNICATION:** information about progress and impact attained and main messages given to all the organization have been reinforced through different internal communication channels
- **SEARCH FOR INTERNAL FACILITATORS:** It is important to identify those figures within the organization that can be "apostles" and be involved in the learning action design since the beginning.

## General View of the application:

- The application involves a virtual itinerary through eleven areas of the Bank in Spain (Retail Banking is divided into eleven areas).
- An activity related to customer service takes place and information, opinion or best practice of the participants are collected on each stage.

Information about survey results and participant contributions will be provided during the project.

- Upon finishing the itinerary, the best ideas collected will receive an incentive



## Communication Plan:

### BEFORE STARTING THE ITINERARY:

- Executive Vice-President's communication to the participants
- E-mail informing the participants of the opening of the itinerary
- Publicity to the itinerary through internal channels

### DURING THE ITINERARY:

- Information about internal channels progress
- E-mails to Quality Managers informing them about the surveys and ideas collected
- Interactive CD with a presentation on the Project for the managers

### UPON FINISHING THE ITINERARY:

- Publication of prizes through internal channels
- Closure of the itinerary
- Publication of conclusions and new actions through internal channels

**Results:**

- Addressee group: 7.107
- Active participation of 3.250 people
- Number of ideas collected: 1.029

**Conclusions:**

1. **A Project totally aligned with** the objectives of the Business Area has been promoted from the Human Resources Department
2. Customer service and quality of service have been dealt through an **innovative methodology**.
3. **A high participation**, from both the addressees of the project and Retail Banking Area managers, has been attained.
4. The Project has caused **a high impact on the Bank**, brought about by the involvement of different areas as well as by the internal recognition received.

IN SHORT:

*For the last four months of 2005 we made 4.000 employees concern themselves about **customer service** several times*

**Final recommendations on the implementation of a strategic Project through an e - learning application:**

1. Define clearly the impact in terms of behaviours. This is the method to turn the strategy into applicable actions.
2. Identify internal facilitators who help to design and promote the Project.
3. Find a ludic motive which identifies the Project
4. Dedicate time and resources to communication plan
5. Divide the learning action into stages generating simple learning units
6. Make participants be main actors encouraging them to build through contributions
7. Inform about the progress and contributions through the application
8. Express gratitude and compensate for participation

## TEXT FOR VIDEO 1

What does “commitment” mean? What does that magical word actually mean?  
“Commitment”. Everyone talks about “commitment”. People ask you to make a  
commitment.

They might say you’re not “committed” enough.

“We’re looking for committed people”. But...but what is “being committed” exactly?  
Is it simply doing what you said you would do? Is it just “keeping your word”?

Wouldn’t it be better if it meant, “believing”?

Believing in your ideas, in your points of view. Believing in what you believe, because  
that is what you believe in.

Wouldn’t it be better if “commitment” stopped being a mere word and became a fact?

We are redefining each and every concept.

We are starting over again, so that we can be your bank.

Banco Santander: we want to be your bank.

## TEXT FOR VIDEO 2

What does “confidence” mean to you?

What do those ten letters actually mean?

Think about it. You have confidence in this, you have confidence in that...

You are not confident enough, or you’re overconfident.

You have confidence in what you are familiar with, what you know, in what you have  
experienced yourself.

Why is confidence something you have after the event? Why is it a result?

Shouldn’t it be a beginning? Shouldn’t it be a starting point, rather than a consequence?

Confidence should mean, “that you believe in me, because I believe in you, because you  
believe in me”...

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