

# Bank of Ningbo Improves Service and Profitability with Unified View of Customers



Bank of Ningbo  
Ningbo, China  
www.nbcb.com.cn

## Industry:

Financial Services

## Annual Revenue:

US\$493 million

## Employees:

2,781

## Oracle Products & Services:

Siebel Professional Edition -  
Service Base  
Siebel Financial Services CRM

## Oracle Partner:



Global InfoTech Co., Ltd  
www.git.com.cn

*“Oracle’s Siebel CRM applications provided us with a powerful CRM system, helping us increase customer satisfaction and loyalty, improve efficiency and service levels, and undertake effective cross-selling. The result is a significant boost in profits for the bank.” – Wang Yongjie, General Manager, Department of Personal Banking, Ningbo Bank*

The Bank of Ningbo is a joint-stock commercial bank with 78 branches in Ningbo and Shanghai. After attracting Singapore’s OCBC Bank as a strategic investor in 2006, Bank of Ningbo listed on the Shenzhen Stock Exchange the following year. In 2008, the bank reported a net profit of US\$195.2 million (RMB 1.3 billion) and achieved a 15.12% profit rate on net assets. It is one of a handful of banks on the Chinese mainland with a healthy asset base, stable profitability, abundant capital, and a small number of low-performing loans.

In 2007, Bank of Ningbo implemented several of Oracle’s Siebel CRM applications to build an integrated customer relationship management system. The solution, developed with the assistance of Oracle Certified Partner Global InfoTech, was designed to support a range of business development initiatives and bring the bank in line with international finance standards.

The Siebel CRM system integrated information from different systems to provide Bank of Ningbo with a 360-degree view of customers. By equipping staff with a customer’s complete history, the bank has been able to improve service and develop targeted marketing campaigns. Staff in different departments can also collaborate to deliver customized solutions for major clients. The result has been a significant improvement in customer satisfaction and a boost in profit levels.

## Achieving a Unified Customer View

The opening of China’s capital markets prompted Bank of Ningbo to rethink the way it sold and marketed financial services. It quickly realized that a product-centered approach would no longer be effective in the new market environment.

**Key Benefits:**

- Gained complete and accurate customer profiles by integrating data from different systems
- Improved ability to up-sell and cross-sell products and identify new business opportunities
- Enhanced risk management by analyzing customers' assets and loans to build a risk profile
- Enabled enterprisewide collaboration and the creation of customer service teams comprised of staff with complementary skills and knowledge

Instead, the key to success would lie in adopting a customer-centric strategy, with a focus on personalized services.

Prior to implementing the Siebel system, a customer's transaction account was at the core of CRM activities at the bank. Customers were classified based on their savings, loans, or credit activities. This simplistic approach did not provide staff with a complete and accurate view of customers, and prevented staff from providing informed and personalized service.

After implementing the Siebel CRM system, Bank of Ningbo now has access to complete customer profiles, which includes information previously scattered in loan, credit card, and other systems. Data about a customer's assets, finance situation, and risk preferences can be updated in real time.

Staff across the bank can use the system to view customer histories, helping customer relationship managers, credit managers, and other salespeople better understand the people with whom they interact. Access to complete customer profiles also makes it easier to uncover business opportunities and up-sell and cross-sell complementary products and services.

Another benefit is improved risk identification and management, with staff gaining the ability to analyze the value of customers and the risk they represent to the bank. For example, by analyzing customers' assets, loans, and risk preferences, the bank can predict its financing needs and ability to repay funds, which helps minimize the risk of bad loans.

**Encouraging Enterprisewide Collaboration**

In the past, full- and part-time salespeople at the Bank of Ningbo worked in isolation. They sold a wide range of the bank's products and services, so they were not expected to have in-depth knowledge of any one particular product or service. This created problems when customers wanted more information as the salespeople could not provide details and did not have access to product experts within the bank that had the answers. As the number of financial products expanded and customer demands for high value investment advice increased, it became clear the "one staff member for one customer" approach would no longer work.

In response, Bank of Ningbo used the Siebel CRM system to help create cross-departmental sales and marketing teams that did not require changing organizational or management structures.

These teams could be put together to service important customers or support specific business campaigns. For example, a financing manager might be integrated into a specific customer service team to provide in-depth financing advice. In some cases, the Siebel system can help managers screen the best staff member for a particular role, allowing them to temporarily deploy employees from one department to another. The ability to create teams of employees with different and complementary abilities ensures the bank can offer high-quality customer service.

### **Improved Profitability and Efficiency**

Before implementing the Siebel system, bank staff could only view customers' account information. Details such as their job, marital and family status, and risk preferences could not be accessed. This made it difficult for the bank to identify high-value or potential new customers to whom it could up-sell and cross-sell products. It also made it difficult to provide high-quality service, leaving customers dissatisfied and more likely to leave the bank.

The Siebel CRM system provided Bank of Ningbo with a customer-centric sales and service solution. It integrates information from different systems to provide marketing, finance, and management staff with a complete and consistent view of customers. This makes it easier to identify new business opportunities, manage risk, and provide customers with personalized, responsive service, leading to significant improvements in profitability and efficiency.

### **Why Oracle?**

After evaluating a number of CRM products, Bank of Ningbo selected Oracle's Siebel CRM applications.

"Oracle's Siebel solution is used extensively in the finance industry by banks, insurance companies, and investment brokers," said Wang Yongjie, general manager, department of personal banking, Ningbo Bank.

"These applications provide users with strategic management capabilities that will help us transform from being product-oriented to a customer-oriented business. The solution also incorporates industry best practices, which ensures we are operating at the same level as some of the world's biggest financial institutions."

### Why Global InfoTech?

Bank of Ningbo selected Global InfoTech to implement the Siebel solution based on the following:

- The company had a deep understanding of the global finance industry and could share best practice management and business processes
- The company recognized the challenges faced by regional institutions such as Bank of Ningbo and could provide tailored advice
- The company's knowledge of the Oracle Siebel CRM system and its experience in implementing large-scale CRM solutions for financial institutions

### Implementation Process

In July 2007, Bank of Ningbo began building the CRM system, implementing Siebel Financial Services CRM Base, Siebel Financial Accounts, Siebel Proposals and Presentations for Financial Services, Siebel Call Reports, Siebel Needs Analysis/Applications, Siebel Credit Origination, Siebel Small Business Banking, Siebel SmartScript, Siebel Enterprise Selling Process, Siebel Reports, Siebel Tools, Siebel Test Automation Interfaces, and Siebel Server Extensions for Unix.

The CRM system went live in March 2008.

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