

Identify Client Needs

Key Message

Meeting the clients' needs is only possible when we can identify what they are, determine the actions that both we and the client need to take, and effectively address the client's concerns. We must go beyond the clients' expressed needs if we are to help them with their financial well-being.

Clients have many different types of needs:

- **Expressed Needs**
 - Needs that the client openly discusses
- **Unperceived Needs**
 - Needs that the client did not even think about
- **Emerging Needs**
 - Needs that are going to be important in the future

Present Activity to Participants

Take a few minutes to read each of the scenarios below. Try to think of as many unperceived and emerging needs based on the circumstances presented. Be prepared to share your responses with the group.

Scenario 1

Three months ago, Jane opened an alterations business. She used to sew her children's clothes when they were growing up. Now that they are grown and she has retired from her job, she still wants to sew and decided to open her own business.

She is a long-time client and has several personal accounts with {Company Name}. One day, a teller noticed that some of the checks being deposited were made out to Jane's Alterations. The teller asked Jane if she was interested in opening a business checking account to help organize and manage her finances. Jane said that she was definitely interested, so the teller introduced her to you and set up a meeting.

Because she is a long-time client, you reviewed her Client Conversation Guide prior to your meeting. You also reviewed her accounts on {company system} and talked with the personal banker who spoke to her last, which was about 4 months ago. At the last meeting, Jane mentioned that she was considering opening her business, but she was concerned that she did not have enough to purchase a new sewing machine with a serger.

In your conversation, you found out that she works from her home, is the sole proprietor of the business, and is working to earn supplemental income until her husband retires in five years. She said that if she is still enjoying the business when her husband retires, she may continue working with it on a part-time basis. Right now, she has been using a spreadsheet to record whether each transaction is personal or business-related. She is finding this process to be very time-consuming.

1. What is/are the expressed need(s)? Why? And what product would you recommend?
2. What is/are the unperceived need(s)? Why? And what product would you recommend?
3. What is/are the emerging need(s)? Why? And what product would you recommend?

Type of Need	Business Need	Product/Service Solution
Expressed	Transact Business/Collect Revenues	Checking account
Unperceived	Control of finances Transact Business/Make Payments Buy supplies	Online Cash Manager Business card Business card
Emerging	Buy equipment Store/Invest Money	Loans/lines Savings/Money Market/CD

Scenario 2

Alan has been repairing cars since he was a teenager. For the past 10 years, he has worked at a few garages where he has gained a loyal customer base that has followed him. He always knew he wanted to own his own business someday.

About a year ago, he began working with Rick with the intention of taking over the business when Rick retires. At that time, they were planning on working together for three years. However, Rick decided to retire early and recently asked Alan if he wanted to purchase the business. Because it is two years earlier than expected, Alan does not have the cash to purchase the business. They negotiated that Alan will pay Rick \$2,000 a month over the next two years to buy out the business. However, Alan wants to set aside 3 months reserve in case he needs it for an emergency. Since he does not have that \$6,000, he would like to get a loan.

Because his personal accounts as well as his mortgage are with {Company Name}, he came into the bank asking about a home equity line of credit. As you talked with him about his plans to buy the business, you discover that he is concerned with more than having money in reserve. He is not sure how he will manage the payroll process. He also mentions during the conversation that Rick has had some equipment for a long time and it will need to be replaced within the next couple of years.

1. What is/are the expressed need(s)? Why? And what product would you recommend?
2. What is/are the unperceived need(s)? Why? And what product would you recommend?
3. What is/are the emerging need(s)? Why? And what product would you recommend?

Type of Need	Business Need	Product/Service Solution
Expressed	Expand working capital	Loans/lines
Unperceived	Make payments	Online payroll
Emerging	Purchase equipment	Loans/lines

Scenario 3

Katie is well known for her delicious, beautifully decorated cakes and cookies. In the last couple of months, the heating element in one of her ovens quit working three times, making it difficult to keep up with her orders. She is frustrated. She needs to purchase a new oven, but her cash supply is low right now because she has several outstanding accounts. This month has been very busy for weddings and she has not received the checks from some of her clients.

During the course of the conversation, Katie mentions that cash flow is normally not a problem for her, but when she is so busy, she does not have the time to stay on top of her Accounts Receivables. She usually mails her invoices and her clients pay her by check, but she has been too busy to mail invoices and follow up on her payments. Sometimes she is even late paying her vendors due to her busy-ness. She really needs some help.

1. What is/are her expressed need(s)? Why? And what product would you recommend?
2. What is/are her unperceived need(s)? Why? And what product would you recommend?
3. What is/are her emerging need(s)? Why? And what product would you recommend?

Possible answers:		
Type of Need	Business Need	Product/Service Solution
Expressed	Buy equipment (oven)	Loans/lines or Business card
Unperceived	Transact Business/Collect revenues	Merchant services or Online check deposit
	Access Information/Reporting or Transact Business/Make Payments	Online Cash Manager
	Access my money	Online Cash Manager Bill pay
Emerging	Transact Business/Make Payments	Online payroll

Scenario 4

Sandra loves cooking for people, and last year she finally realized her life-long dream and opened a small café on the city's river boardwalk. Because she was just getting started and learning as she went, she wanted to start small – she only accepted cash and was happy serving the few regulars that frequented her café.

She is now confident she can handle more customers and wants to attract more of the boardwalk's tourist business. She realizes that means she will have to be able to accept check and credit card payments. She doesn't know how she can make that happen, so she has set up an appointment with you.

You quickly pick up on Sandra's desire to begin accepting check and credit card payments as well as her uncertainty of how to go about doing so. You acknowledge her need and reassure her by taking ownership of it. She mentions how she is excited because this will enable her to expand her business – she is looking forward to expanding her café space, hiring more employees, and extending her hours as well as her menu offerings.

As you continue the conversation, Sandra reveals she is concerned about check fraud – due to the high tourist traffic on the boardwalk, she is concerned that she will be unable to track down people whose payments cannot be processed. She also wonders about the delay in receiving credit for the credit card payment she will process.

1. What is/are her expressed need(s)? Why? And what product would you recommend?
2. What is/are her unperceived need(s)? Why? And what product would you recommend?
3. What is/are her emerging need(s)? Why? And what product would you recommend?

Possible answers:		
Type of Need	Business Need	Product/Service Solution
Expressed	Accept credit cards	Merchant services
Unperceived	Speed up collection of receivables	Merchant services
	Reduce/prevent fraud	Merchant – check verification and guarantee
Emerging	Buy Equipment or Expand Working Capital	Loans/lines
	Transact Business/Make Payments	Online payroll

Scenario 5

Two carpenter friends started a business together ten years ago to design and build outdoor decks. They are known for their unique designs and craftsmanship. Many of their projects have been quite elaborate and some have won national awards.

Since the scope of some of their projects can be quite significant and stretch over a long period of time, they ask their clients to pay in two installments: one halfway through the project and the other when the work is completed. This payment plan also helps the partners to manage their cash flow as they often have to purchase building materials for a particular project.

One of the partners is coming in to see you today because the partnership is dissolving and your client wants to open accounts for his new business. However, he is not exactly sure what he needs. He tells you that his new operation will be smaller in scale and that he does not want to spend much time on paperwork as he needs to be out working on projects.

1. What is/are his expressed need(s)? Why? And what product would you recommend?
2. What is/are his unperceived need(s)? Why? And what product would you recommend?
3. What is/are his emerging need(s)? Why? And what product would you recommend?

Type of Need	Business Need	Product/Service Solution
Expressed	Transact Business/Collect revenues and Make payments Buy Equipment or Expand Working Capital	Checking Account Loans/Lines
Unperceived	Control Finances Mobility Access My Money	Business Card Online Cash Manager Mobile Banking Checkcard or Online Cash Manager Bill Pay
Emerging	Store/Invest Money	Savings/Money Market/CD

Scenario 6

A local non-profit organization has been banking with {Company Name} ever since it opened its doors seven years ago. Someone from the organization comes in every week like clockwork to make a deposit. The branch staff has noticed that the organization has been growing steadily – its staff has grown as well as its account balance.

Last week, the founder voluntarily stepped down from the organization due to accounting irregularities. The Finance manager is meeting with you to make changes to the organization's banking situation. Some of the current concerns of the organization's Board are security/fraud protection and saving/earning money. He needs some recommendations from you to take back to the Board.

1. What is/are his expressed need(s)? Why? And what product would you recommend?
2. What is/are his unperceived need(s)? Why? And what product would you recommend?
3. What is/are his emerging need(s)? Why? And what product would you recommend?

Type of Need	Business Need	Product/Service Solution
Expressed	Transact Business/Collect revenues and Make payments	Checking account or Analyzed DDA
Unperceived	Transact Business/Make Payments Control Finances Store/Invest Money	Online payroll Business Card or Online Cash Manager Savings/Money Market/CD or Analyzed DDA
Emerging	Buy Equipment or Expand Working Capital	Loans/Lines

Scenario 7

John and his wife, Karen, own a consignment store. They sell everything from furniture and décor to baby clothes. When someone brings in an item or asks them to pick it up, they evaluate the item and carefully select items based on its condition and potential to sell in their area.

They make a contract with the client that each party will receive one-half of the price of the item at the time it is sold. For the first month, the item will be sold at the price that John and Karen determine. The next month, the item will be discounted by 25%. Then, the item will be sold at 50% of the determined price, followed by 25% of the determined price for the last month. If it is not sold by the end of the fourth month, the owner is asked to retrieve the item or it will be donated to a local charity.

When an item is sold, they place the money in their business checking account, where it remains until the end of the month. At the end of each month, they calculate the amount due to each client whose items have sold and write a check for each client.

Because they only take cash or credit cards, someone comes into the branch daily to make a cash deposit. When Karen came in yesterday, she asked to schedule time so that she and John may discuss purchasing a new truck. You scheduled their appointment for this morning. In your preparation, you find that other than making daily deposits with the tellers, it has been a long time since they came into the bank to talk about ways to improve their business' banking. So, there was not a client conversation guide for them.

During your appointment, you find out that they have started the business 12 years ago as a part-time family business. Since then, it has become a full-time business with the couple and their children. You find out that they are still using the same box truck to pick up furniture that they used when they started. Because it is in need of major repairs, they decided it is time to get a new one.

As you delve into how their business operates, you find out they only take cash or credit cards, because they had some problems with customers having insufficient funds when they started the business.

You also find out that their monthly revenue is somewhat unpredictable. They mentioned that they would like some ways to save the business' money during months that they make a surplus and pull it out for the months when they do not make much profit.

What is/are the expressed need(s)?

What is/are the unperceived need(s)?

What is/are the emerging need(s)?

What would you recommend? Why?

Type of Need	Business Need	Product/Service Solution
Expressed	New equipment	Line/loan
Unperceived	Reduce/Prevent Fraud	Merchant Services – Check Verification and Guarantee
Emerging	Store/Invest Money	Interest checking or Savings/ MM/CD (MMA)

Scenario 8

Amy Smith has been a loyal and regular {Company Name} consumer client for a long time. She has many accounts and services with {Company Name} but does not have Online BillPay because she is not very comfortable with online banking or other mobile services.

She has dreamt of starting her own jewelry designing business for many years and excitedly told her branch that she just set up her new company. She is slowly working through all the legal paperwork but has no idea where to start banking-wise. She was relieved when her teller suggested she talk with you.

During her appointment with you, Amy shares that she has already been commissioned to create some pieces and needs to purchase supplies as soon as possible so she can start on them. However, she can't buy them yet because she wants to keep her personal and business accounts separate. She thinks her customers will pay her by cash, check, or credit card. She hopes to sell her finished jewelry online one day although she worries whether thieves could access her account through the internet. She also hopes she will eventually be able to save up enough money to purchase a professional-grade metal welder.

1. What is/are her expressed need(s)? Why? And what product would you recommend?
2. What is/are her unperceived need(s)? Why? And what product would you recommend?
3. What is/are her emerging need(s)? Why? And what product would you recommend?

Possible answers:		
Type of Need	Business Need	Product/Service Solution
Expressed	Transact business	DDA checking
Unperceived	Give Customers Different Payment Options	Merchant services
	Buy Equipment (supplies)	Business card or Loans/lines
Emerging	Sell products/services online	Merchant services
	Reduce/Prevent Fraud	Online Cash Manager – Fraud Inspector
	Buy Equipment (metal welder)	Savings/Money Market/CD or Loans/lines

Scenario 9

Your small business client opened her dental practice 20 years ago. Since then, a lot has changed – technology has made great advancements and her practice has grown to six dental hygienists and three other dentists. Her focus has been on her practice, so she has not paid much attention to her banking situation.

The client tolerated her banking situation, but recently, something happened to bring her into your office. The client discovered her long-time office manager has been embezzling from the business for years. The dentist is so upset and doesn't know what she should do about her accounts.

1. What is/are her expressed need(s)? Why? And what product would you recommend?
2. What is/are her unperceived need(s)? Why? And what product would you recommend?
3. What is/are her emerging need(s)? Why? And what product would you recommend?

Possible answers:		
Type of Need	Business Need	Product/Service Solution
Expressed	Transact Business/Collect revenues and Make payments	Checking Account or Interest Checking
Unperceived	Reduce/Prevent Fraud Control Finances Give Customers Different Payment Options Access My Money	Online Cash Manager – Fraud Inspector Online Cash Manager or Business card Merchant Services Online Cash Manager Bill Pay
Emerging	Transact Business/Make Payments	Online Payroll

Scenario 10

Tom Smith started an LLC five years ago to provide landscape design and architecture services. Business has been so good that he is now in the position to expand his business. He plans to hire a team of employees to take care of lawn services such as mowing and leaf cleanup.

He realizes he will need a way to pay his new employees. Also, he will need to keep track of their working expenses such as gas and supplies – but he wants it to be fast, easy, and convenient. Finally, he is unhappy because the bank hours are not convenient for him; he is on the road with clients most of the day and the bank is usually closed when he wants to make a deposit.

1. What is/are his expressed need(s)? Why? And what product would you recommend?
2. What is/are his unperceived need(s)? Why? And what product would you recommend?
3. What is/are his emerging need(s)? Why? And what product would you recommend?

Possible answers:		
Type of Need	Business Need	Product/Service Solution
Expressed	Transact Business/Make Payments Control finances	Online payroll Business card
Unperceived	Access Information/Reporting Mobility After-hours deposits Buy equipment (another truck)	Online Cash Manager mobile banking Online check deposit Lockbox Loans/lines
Emerging	Store/Invest Money	Savings/Money Market/CD

Scenario 11

M. Smith is the sole proprietor of his baking business Sweet Stuff. He originally sold his confectionary creations to high-end restaurants. He would then invoice them monthly and receive his payments by check in the mail. This is a very manual Accounts Receivables process, but it has been manageable so far due to the company's small number of large, regular clients.

However, M. Smith has recently been getting requests to provide cakes for weddings as well as desserts for other private functions. Many of these new orders could be one-time events and quite small in scale. He is unsure whether he needs to adjust or update his AR process for this new aspect of his business. If so, he would like to know if there is a better way to collect and verify his payments – especially as he has been burned in the past with bad payments.

In addition, this increase in demand requires him to buy greater supplies of his ingredients – some of which are very expensive and difficult to procure. He hopes he will be able to juggle his expenses with the payments from his clients.

1. What is/are his expressed need(s)? Why? And what product would you recommend?
2. What is/are his unperceived need(s)? Why? And what product would you recommend?
3. What is/are his emerging need(s)? Why? And what product would you recommend?

Possible answers:		
Type of Need	Business Need	Product/Service Solution
Expressed	Give customers different payment options Transact business/collect revenue Reduce/prevent fraud	Merchant services Online check deposit Merchant – check verification and guarantee
Unperceived	Buy equipment (supplies) Transact business/make payments	Business card or Loans/lines Online Cash Manager Bill pay
Emerging	Store/invest money	Savings/Money Market/CD

Scenario 12

Last year, Christina and Melissa created a partnership to open their own hair salon. Because their business is continuing to expand, they have decided move to a new, larger location where they plan on hiring several stylists and a receptionist. Because of the move, they need to buy several new chairs and other equipment for the extra stations.

Because you worked with them last year when they opened their business checking account, they called you to set up an appointment to discuss how they will pay for equipment. While preparing for their appointment, you pull their client conversation guide and your notes from {company system}. Last year, they opened a business checking account.

When talking with them, you find out that they have several concerns about expanding their business. Most immediately, they are not sure how to handle the payroll and taxes. Though it is not in the near future, they would consider purchasing their new facility if all goes well there.

What is/are the expressed need(s)?

What is/are the unperceived need(s)?

What is/are the emerging need(s)?

What would you recommend? Why?

Type of Need	Business Need	Product/Service Solution
Expressed	New equipment	Loans/lines
Unperceived	Make Payments	Online Payroll
Emerging	New equipment	Loans/lines

Scenario 13

Scott owns a limited liability company which specializes in repairing roofs. Typically, he has 10 people who work for him and paid as W-2 workers. Some of his work is from people who want to replace their roofs due to age. However, most of his business comes from those whose homes need repair due to storms. In those cases, they are paid by insurance companies. The insurance companies usually pay him halfway through a job and when it is completed.

Last month, a neighboring town was hit by a tornado, resulting in many requests for his services. Because he will have to wait until the projects are half-way complete before receiving payment from the insurance companies, he is concerned about how to take care of the upfront costs needed to begin the projects. When talking to other roofers, they are finding that the insurance companies are so backlogged that they are taking a long time to process payments for the interim and completed work.

Because Scott has some business accounts with {Company Name}, he calls to ask for help to pay the upfront costs of materials. You schedule an appointment for that afternoon. Before the appointment, you review the company's accounts and previous client conversation guides. You find that he has a business checking account and credit card.

Though he always keeps a supply of materials, such as shingles on hand, he does not have enough to cover all of the projects that he is considering starting immediately. As you talk to him further, he mentions that he will need to pay 5 temporary roofers before the job is halfway complete. To pay them like the regular employees, he will need to pay them as W-2s. However, he has so much business right now; he doesn't have the time to calculate the payroll and taxes of the temporary employees. In his overwhelmed frustration, he mentions that he does not want to feel so unprepared for the next extreme storm, so he plans on keeping more materials on hand.

What is/are the expressed need(s)?

What is/are the unperceived need(s)?

What is/are the emerging need(s)?

What would you recommend? Why?

Type of Need	Business Need	Product/Service Solution
Expressed	Buy equipment or expand working capital	Loans/lines
Unperceived	Make payments	Online Payroll
Emerging	Buy equipment or expand working capital	Loans/lines

Scenario 14

James is an independent insurance agent. He receives payments from his clients throughout the month. His business is growing and he is very busy. He has had his personal accounts with {Company Name} for about 20 years. Two years ago, James retired from a large insurance company and became an independent agent, working with multiple insurance companies. At that time, he opened a business checking account with us.

Five minutes before closing on Friday, James came into the branch with a stack of checks to deposit. He typically frequents the same branch every other day, so the teller noticed that it has been a week since his last visit. The teller asked him how he was doing. He apologized profusely for coming in so late in the day and for the number of checks that have accumulated. He asked her if the branch has Saturday hours, which it does not. He also told her that business has been so good that he receives more payments and has more appointments with clients. He has already hired 3 people this year, but he is having a hard time keeping up with all of the business. The teller suggested that he meet with you.

Prior to your meeting, you speak with the teller and review his client conversation guide. The teller has worked with him for years and mentioned that James likes to make the deposits in person because he does not feel comfortable putting so many \$100 to \$200 checks in the night depository or ATM because he is concerned that the bank account and his ledger will not reconcile correctly.

During your conversation, you find that he spends a lot of time each month writing checks to each insurance company, so that none of his customers will have a lapse in coverage. Because he is spending so much time with the administrative things, he is hiring another agent and administrative assistant. This will increase the company's staff to 6 employees and he is interested in ways to make the payroll process more efficient.

What is/are the expressed need(s)?

What is/are the unperceived need(s)?

What is/are the emerging need(s)?

What would you recommend? Why?

Type of Need	Business Need	Product/Service Solution
Expressed	Collect revenue	Online cash manager - OCD
Unperceived	Make payments	Online cash manager - bill pay
Emerging	Make Payments	Online payroll