

## A New Operating Model to Capitalise on the Biggest Opportunities

Blackdot helps one of Australia's largest banks enhance role clarity and focus on key market segments.



### CHALLENGE

The Business & Private Bank of a leading Australian financial services institution needed to clarify their product specialist roles and operating model to support sales excellence. With specialists working under a wide range of operating models across different distribution businesses, their roles were highly varied. This led to goal diffusion, ineffective use of specialist time, and missed opportunities to grow market share.



### SOLUTION

Blackdot's team of consultants conducted market 'sweet spot' workshops to help the bank identify growth opportunities for five specialty areas across different market segments. They defined a new operating and coverage model based on each product specialists' primary contribution in different customer segments. And they helped outline the practical applications for each role within specialty areas and distribution businesses.



### RESULTS

- The new operating and coverage model made it easier for the bank to align product specialists with the biggest opportunities and share resources more effectively
- Three specialist role prototypes were identified across specialty areas and distribution businesses. Guidelines were provided to help align specialist accountabilities and KPIs with what customers value, and improve work efficiency and productivity.
- An action plan was developed to enhance specialist role clarity and implement the new operating model, detailing where to implement specialist roles to fill gaps in organisational capability