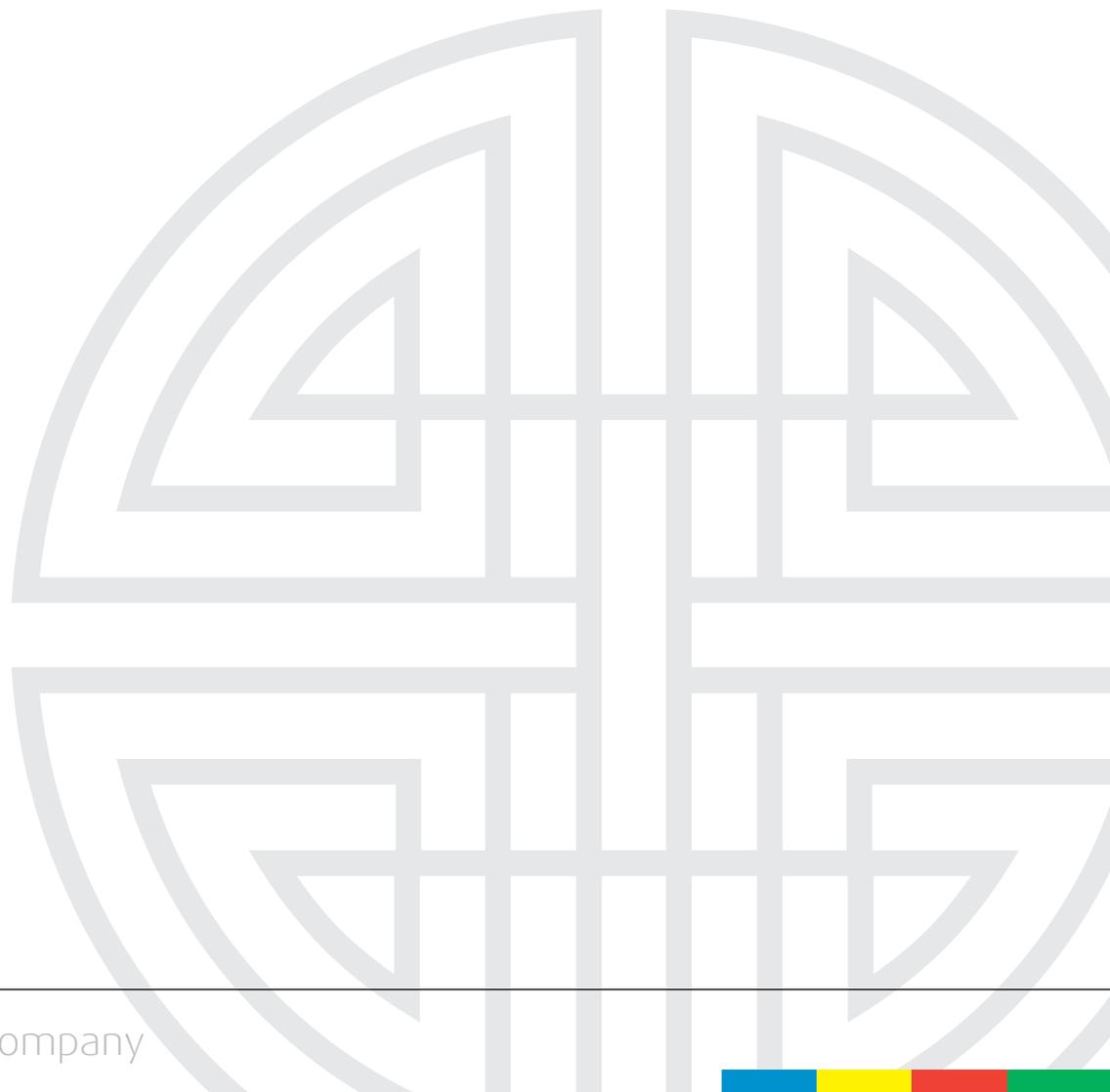


Case Study

Bendigo Bank

Building a culture through Whole Brain Thinking



The Whole Brain Model[®] is now fundamental to all the bank's training workshops, whatever the subject or issue, and has become the framework for learning within the entire bank.

Industry: Financial Services

Project: Improving customer service and sales effectiveness and building a culture that promotes diversity

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About Bendigo Bank

Bendigo Bank is a regional Australian bank, operating primarily in Victoria, Queensland and New South Wales. With more than 200 bank branches and 2,200 employees, Bendigo Bank is a retailer of banking and wealth management services to households and small to medium-sized businesses. It has a reputation for placing a strong emphasis on communities, with the company's motto being 'Successful communities and successful customers create a successful bank'.

The challenge

By the late 1990s, Bendigo Bank's focus on communities and customer service had made it one of Australia's most respected organisations and fastest-growing banks. However, because of its growth in size and scope of services, the need intensified for the bank to differentiate itself from the industry image that banking is controlled by large, multinational corporations. Furthermore, as the size of the company grew, so did the need for a more formalised training process to reinforce the company's community-oriented values.

In 1998, Herrmann International Asia began work with Bendigo Bank to develop a formal training program that would drive organic growth (customer numbers, deposits, and profits) by delivering exceptional customer service and reinforcing a company culture that supports communities.



The training curriculum's objectives were to:

- ◆ create a fulfilling workplace for employees through understanding and supporting organisational diversity
- ◆ reinforce the company culture of valuing and understanding the communities where it does business
- ◆ surpass industry standards in providing a uniquely satisfying customer service experience that would differentiate the company from other banks
- ◆ drive financial results.

The solution

Herrmann International Asia assisted Bendigo Bank with the launch of its first formal training program, called 'Building the Future', in 1998. The program was based on the highly validated Herrmann Whole Brain Model, which shows people how to recognise and apply different thinking styles, rather than merely operate using their preferred approaches.

'Building the Future' was initially designed to help executives and managers better understand themselves and their staff through the use of the Herrmann Brain Dominance Instrument (HBDI™), the world's leading thinking preferences assessment tool. The profiles gleaned from the 120-question diagnostic survey helped managers find better ways to work with each other and with their staff.

Management was so impressed by the results of 'Building the Future' that they decided to roll out the program to the entire organisation. As staff became more aware of how they and their colleagues preferred to think and approached work, they also became aware and open about their own strengths and weaknesses relating to job performance.

Over the next few years, Whole Brain Thinking moved beyond being a tool to help understand diversity and became embedded into everything the company did. The Whole Brain Model was integrated into all the bank's training workshops—whatever the subject or issue—and became the framework for learning within the entire bank. Everyone from the CEO to the shipping clerk soon had a clear understanding about how expanding his or her thinking preferences could contribute to the organisation's productivity and bottom line.

Perhaps the objective with the biggest potential impact of Bendigo Bank's 'Whole Brain' approach to business was to have its training programs help the company surpass industry standards in providing superior customer service. Herrmann International Asia worked with Bendigo Bank to completely revamp its entire customer service approach, utilising Whole Brain Thinking.

Bendigo Bank found that dealing with customers based on a single customer profile was not only ineffective, but also contrary to its goal of positioning itself as a bank that knows and understands local communities. In response, Herrmann International Asia and Bendigo Bank developed a 'customer intimacy' strategy to anticipate and address the needs of any given customer based on that customer's estimated HBDI™ profile.

As part of the strategy, the bank trained individuals to spot clues about what type of customer they were dealing with, based on knowledge of HBDI™ principles. Once customers were identified by type, the

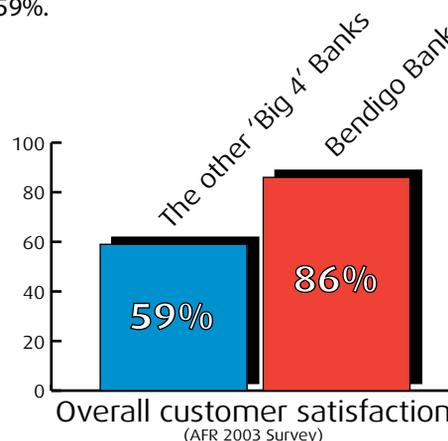
bank's employees were taught to respond accordingly. This practice was integrated into all of the bank's sales and service training.

The results

The success of Bendigo Bank's Whole Brain Thinking programs has been measured in various ways over the past five years. Qualitative feedback from employees has been almost unanimously positive.

On the quantitative front, there have also been several startling results:

- ◆ In 2003, Bendigo Bank easily beat all banks in Australia in a customer satisfaction poll of over 57,000 bank customers throughout Australia, with an 86% satisfaction rating. The average satisfaction rating for Australia's largest four banks was 59%.



- ◆ Net growth in customers for 2003 was 13%; net growth in retail deposits the same year was 20%. After-tax profits for 2003 increased 21% and surged by 36% for the six months ending December 2003.
- ◆ In 2004, the bank ranked fourth in Harris Interactive's corporate reputation quotient consumer survey of Australian companies, well ahead of any other bank.

The partnership between Herrmann International Asia and Bendigo Bank has produced a culture whose practices are built on Whole Brain Thinking principles. These practices have become an operating philosophy that supports the bank's business goals. Looking ahead, Bendigo Bank and Herrmann International Asia are challenged with sustaining this culture internally and with its customers through ongoing communication programs and strategy development.

better results through better thinking

Clients

Herrmann International Asia's clients, for whom better thinking has become integral to their business culture, include:

AAPT	City of Melbourne	Novartis Pharmaceuticals
ANZ Bank	Coca Cola Amatil	Parks Victoria
Australian Central Credit Union	Colorado Group	PricewaterhouseCoopers
AXA Australia	Commonwealth Bank	SAP
Bendigo Bank	Eli Lilly	St George Bank
Boral	IBM	Telecom New Zealand
Brown-Forman	McCann-Erickson	Toyota Australia
BT Financial Group	Microsoft	VIC Roads
Cadbury Schweppes	National Australia Bank	Westpac

International clients

Worldwide, Herrmann International has introduced better thinking to:

American Express	Home Box Office	Nortel Networks
AT&T	IBM	Procter and Gamble
Bank of America	Johnson & Johnson	PR Donnelly & Sons
BMW	JP Morgan Chase	Shell Oil
Boeing	Kaiser Permanente	Starbucks
Coca Cola	Lucent Technologies	3M
Disney University	Marriott Hotels	US Navy
DuPont	Michelin	Weyerhaeuser Corporation
Ericsson	MTV Networks	Wharton School of Business
GE	National Semiconductor	Xerox



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The Originators of Whole Brain Technology™ and the Creators of the Herrmann Brain Dominance Instrument (HBDI)™

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