



## STRATEGIC ADVISORY SERVICES

Strategy doesn't mean what it used to mean. In years past, an annual golf outing / strategic planning session would provide a needed break for bank board members and executives and satisfy the regulators.

Those years are gone.



### UNDERDELIVERING IS NO LONGER AN OPTION

Under-delivery is no longer an option. Today's environment mandates that bankers are proactive, not reactive. "Strategic Planning" as a one-time event must give way to "Effective Strategy Execution" as a way of life. It used to be that many banks were able to get by or even succeed by juggling most of their priorities successfully. Maybe not all the customers were satisfied. Maybe we didn't use the technology as fully as we could. Maybe we were overstaffed or inefficient. Maybe we were marketing defensively.

### FROM STRATEGIC PLANNING TO BUILDING STRATEGY

In light of the recent "Great Recession," the forthcoming consolidation, persistent economic uncertainty, growth challenges, diminished margins, and a myriad of other dynamics, the models of branch, commercial, and community banking are changing—out of sheer necessity. More tactical, more client-specific, more market-specific planning processes better aligned to operational tactics are what banks need today. New thinking for a new banking model that will continue to evolve for the foreseeable future until real—and **exciting**—share value growth is sustained in the New Normal Banking Model.

Today's successful strategy incorporates integrative thinking that demands bankers consider alternatives from not only successful banks, but from successful companies outside of banking, and it includes as much implementation as planning. Strategy demands that bankers continuously assess and re-assess their destination and their progress toward that goal.

### WHO SETS THE STRATEGY, ANYWAY?

In an ironic twist, it's your profitable customers who set the strategy. It's the successful strategic banker who

- Knows who the profitable customers are
- Builds a true relationship with those customers
- Understands their present and future financial needs
- Sees where the market is going and where banking opportunities will be tomorrow, not just today
- Creates a bank that customers, employees, regulators, and shareholders alike all feel is special and unique in the way it serves the community, driving extraordinary franchise value and share value.

It really is simple. If bankers will focus their strategy on what their customers need and want now and tomorrow, **even if those needs and wants look nothing like what the bank has offered in the past**, they will succeed.

### TIMES HAVE CHANGED. SO SHOULD BANKING.

RPI's team spends every day working with banks, both successful, growing banks, as well as more challenged banks. We have a thorough understanding of what works and what doesn't, and the consensus is that the organizations who have a clear vision for where they want to be in the future are the ones who are far more likely to succeed. They will also make course corrections as needed.

In directing a dialogue with the bank that includes considerations of market analysis, customer behavior, shareholder value expectations, technology options, market engagement, product potential, organizational strengths, and human resources, RPI's team can help your bank decide what they want their own future to look like, and then—just as importantly—how to get there.

*Planning for the New Normal of Banking will be anything but normal.*