



Exclusive Workshop Training Program - 2019

The evolution of technology and the use of digital channels is a reality in the banking market. However, technology alone does not transform a company: people are at the heart of every digital transformation process.

For this reason, Banco do Brasil implemented, in 2019, the Exclusive Workshop Training Program: a series of workshops aimed at managers who work with approximately 2.8 million individual clients of the Exclusive specialized relationship model, which correspond to 45% of BB's total clients with specialized service in business portfolios. These customers have more sophisticated demands and a higher level of digital maturity. The training was directed to 91 general managers and 3,171 relationship managers from 139 business offices, distributed in 77 municipalities in Brazil.

The program's learning objective was to build a better service experience by implementing a relationship strategy, maintaining proximity and bonds of trust in the digital environment and aiming at customer satisfaction and maximizing sustainable results.

Classes were dedicated to the General Managers of the business units (who are the managers of the relationship managers) in which the learning objectives were the Leadership and Business Generation dimensions and topics such as leadership in the digital environment and digital mindset, communication and feedback, micro and macro management, sales coach, confidence, control and emotional balance in competitive environments and sales and relationships (garland of portfolios in the digital environment).

The relationship managers, who are responsible for the direct relationship with the clients of the Exclusive specialized segment portfolios, participated in three modules of the training program, namely:

- **Module 1 - Relationship Model:** with learning objectives focused on customer strategy, service standards, indicators, tools and reports for management and discussion and building collective knowledge about the advancement of technology and the reflection of this reality in business. 100% of Exclusive offices participated with 2,543 participations (80.20% of the target audience).
- **Module 2 - Sales through Relationship,** with a focus on business service: with the learning objectives focused on sales and training of 97 multipliers among the relationship managers themselves to share knowledge and conduct educational actions in the workplace. This module addressed challenges of remote contacts, how to get to know the client better (information for identifying profiles), how to ask assertive questions to the client, common types of clients (assertive, disorganized, methodical or affectionate), adequacy of communication according to knowledge information about products and approaches according to the client's life moments. 100% of the offices participated achieving 2,354 people trained (74.23% of the target audience).



- **Module 3 - Practical Application:** with a focus on knowledge about security products and the exercise of business approaches to clients with the support of BB Seguridade (BB Security) consultants. The training addressed the main differentials of the Bank's products, compared to the peers, approaches and counter arguments for the sale of products, approaches according to the clients' life moments and discussion of real cases with a practical focus. 98% participation of the offices with 2,556 people trained (80.60% of the target audience).

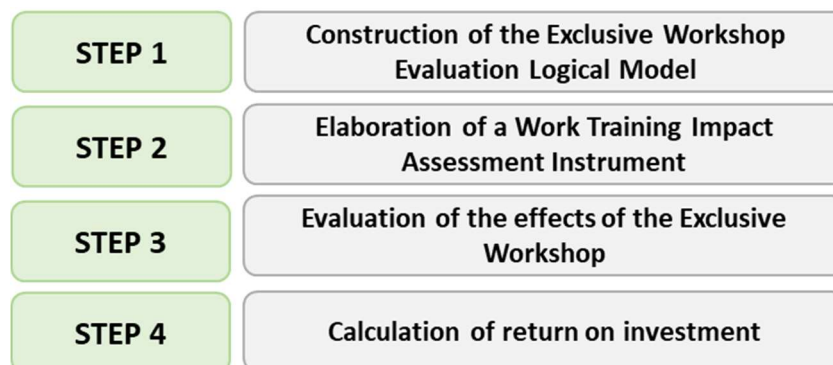
The program aimed to achieve the following targets for relationship managers:

- act as a protagonist in the performance of its activities, aware of the relevance of its role in the model's strategy;
- to serve with excellence, in accordance with the current service strategy, solving customer demands from all segments of the Bank and integrating with the various service channels;
- be proactive in the search for information to provide care with safety, quality and resolution;
- use the search tools available to make the service resolution feasible;
- pursue sustainable business based on the identification of sales opportunities in contact with the customer.

In the development of the program, expected results of reaching in the short, medium and long term were also identified, namely:

- short term: increase in the customer satisfaction index, reduction in the rate of cancellation of security products and improvement in the management of the customer portfolio;
- medium term: increase in sales volume of security products, increase in business volume;
- long term: permanence of products in the customer portfolio and increase in the contribution margin.

UniBB assessed the impact of the Exclusive Workshop Training Program by SIAP – Sistema Integrado de Avaliação de Programas de Treinamento (Integrated System for Evaluation of Training, Development and Education Programs) at the level of the individual and the organization. The evaluation followed a four-step methodology:





The evaluation collected data on instruments and materials from the Workshop using the teaching plan (containing instructional objectives and expected performances), instructional material from the Workshop, instructional quality script, semi-structured interviews, Training instrument for assessing the impact of training in Depth, Amplitude and support for the transfer, focus group for validating the indicators and collecting data and documents, indicators and financial values associated with the training.

The Logical Model of Evaluation of the Exclusive Workshop identified all components of the training and the variables that may interfere with the results and guided the other stages of the evaluation.

The evaluation of the training impact in breadth, depth and transfer support based on the questionnaires answered by the trained and statistically analyzed, presented the following results:

Descriptive Statistics of Self-reporting Measures

<i>Variable</i>	<i>A</i>	<i>SD</i>	<i>Mdn</i>	<i>Min</i>	<i>Max</i>
<i>Depth Impact</i>	4.19	0.58	4.24	2.24	5.00
<i>Amplitude Impact</i>	3.66	0.91	3.79	1.33	5.00
<i>Transfer Support</i>	3.41	1.06	3.50	1.00	5.00

Score. A = Average; SD = Standard Deviation; Mdn = Median; Min = Minimum; Max = Maximum

The average of Depth Impact was the highest ($M = 4.19$), which indicates that the participants may be applying the skills worked in the Exclusive Workshop in their jobs. The average of Amplitude Impact ($M = 3.66$) was also satisfactory, reinforcing the idea that the skills learned can be applied in the work context, even in a more general way. The average of Transfer Support was the lowest ($M = 3.41$), but it is also considered satisfactory. In the interviews, some Relationship Managers highlighted that the manager's support was essential for the application of the knowledge learned in the Workshop and the consequent sales increase.

The indicators of organizational results of level of customer satisfaction, performance of the customer portfolio of the relationship manager and performance of security sales were subjected to inferential statistical analyzes (t tests) for the intra-group comparisons of the trained people, comparing the different figures in the four-month periods pre-training (May-August) and post-training (September-December) and all showed an average increase in the period, respectively, of 1.71%, 0.87% and 5.87%. The results of the analysis of these variables demonstrate that the training generated effects with probable contributions for the organizational results. Such evidence considers that training is one of the factors responsible for the generation of results, considering that adequate analysis techniques were used and that make it possible to relate to training.

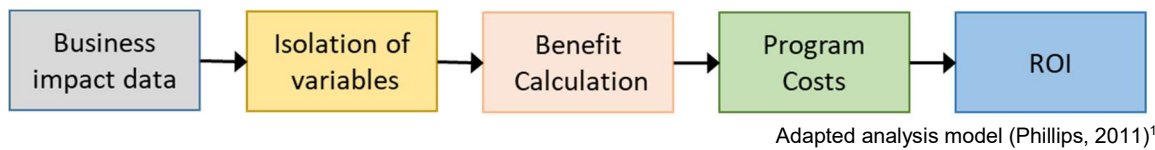
However, the best result was seen in the average increase in the intragroup contribution margin in the same quarters, this being the variable chosen for calculating ROI - Return on Investment, a metric used to quantify the cost-benefit ratio of training / training increment.



In 2019, the ROI in TD&E was 3.760%, that is, for each R\$ 1.00 invested in training, Banco do Brasil generated a return of R\$ 3,760.00 reais in an increase in the contribution margin per portfolio, as detailed below:

$$\text{ROI (\%)} = \frac{\text{Increment Value} - \text{Program Costs}}{\text{Program Costs}} \times 100$$

To calculate the ROI, an analysis model developed by Phillips (2011) was used, which proposes a robust method for evaluating the Return on Investment (ROI), which assesses how much of the investment made in the training returned in monetary values for the organization.



The business impact is represented by the contribution margin value of the portfolios, which is represented by the difference in sales made by the relationship managers in the period by the respective variable costs and expenses. For the analysis of the ROI, the following were considered: (1) start and end time of the training: August and September; (2) historical series of results; (3) May to December 2019; and (4) isolation of variables. To isolate the training variable, the trend line method was used, as proposed by Phillips and Phillips (2011). The trend line analysis is done through the historical series and is used to project the values of the training variables, which in this case, refers to the contribution margins, in the period before training and after training: (1) 1st Four-month period: May to August; (2) 2nd Four-month period: September to December.

Significant differences were found in the contribution margins in the post- and pre-training period. The total volume of the increase was not just the result of training, considering that during 2019, monthly, Banco do Brasil carried out inductions and campaigns that may have positively influenced the result, which is why these variables were isolated and their impacts considered in the calculation of ROI in TD&E. The financial result of the contribution margins of the participants' portfolios was around R\$ 47,136,137.86, after subtracting the amounts that may have been the result of the inductions and campaigns carried out.

The return on investment is calculated using the benefits and costs of the program, with the total cost of training being around R\$ 1,221,146.69. This return is calculated using the net benefits divided by the program costs. So we come to the following ROI:

$$\text{ROI (\%)} = \frac{47,136,137.86 - 1,221,146.69}{1,221,146.69} \times 100 = 3760\%$$

Therefore, for each R\$ 1.00 invested in the Exclusive Workshop, the training generated a return of R\$ 3,760.00 for Banco do Brasil in 2019.

¹ Phillips, J. J., & Phillips, P. P. (2011). *Measuring ROI in learning and development: Case studies from global organizations*. American Society for Training and Development.