



## ORGANIZATION

Located in Kuwait, Boubyan Bank is the fastest growing Islamic bank in the world.

## STRATEGY

The bank had a fragmented and inconsistent approach to both sales and service—some bank branch offices gave exceptional service, while other branches did not. Its training materials were homegrown, and it lacked a methodology to encourage increased sales and better service.

## TRAINING POPULATION

- More than 500 sales and service professionals

## IMPLEMENTATION

A corporate business panel brought in Miller Heiman Group based on its methodology, return on investment measures, and ability to understand the banking environment. Training was provided by certified internal trainers who then delivered Miller Heiman Group content to the staff. In the first year, 150 salespeople went through Miller Heiman Group's Professional Selling Skills® course and Creating Stellar Customer Relations®. In the second year, an additional 75 people in sales and 200 in service were trained.

## RESULTS

In two years, Boubyan's sales and service functions have become standardized throughout all bank branches. And bank personnel have become much more customer-centric: Boubyan Bank is now the highest-rated organization for customer satisfaction in Kuwait.

## Boubyan Bank Rises to the Top in Customer Satisfaction by Partnering with Miller Heiman Group®

### Situation

In Kuwait, Boubyan Bank is the highest-rated organization for customer satisfaction, according to Service Hero, an international organization that measures customer satisfaction on more than 350 brands in 17 service industries, including banks, restaurants, specialty stores, clothing, auto dealers and supermarkets. And as the fastest growing Islamic bank in the world, Boubyan Bank outperformed them all.

### The Challenge: An Inconsistent Approach to Sales and Service

It wasn't always that way. In fact, when Rashaad Price, Executive Manager of the Human Resources Group, arrived in mid-2013, he found a fragmented and inconsistent approach to both sales and service. Some bank branch offices gave exceptional service, while other branches did not.

Rashaad says, "I had an issue with the bank's approach to sales and service. I thought it was good, but we needed it to be better than good. I felt that we were lagging behind the other banks in Kuwait, both in terms of sales performance and reputation as a customer-service organization."

While the bank had homegrown training material, it lacked a methodology to encourage increased sales and better service.

Prior to joining Boubyan, Rashaad spent five years as the Learning and Talent Manager at Standard Bank of South Africa, where he implemented the sales and service methodologies offered by Miller Heiman Group®. He says, "What I liked about Miller Heiman Group was that its course material was based on research. It's well-founded and well-structured."

While Rashaad made a recommendation to bring in Miller Heiman Group, the decision was made by a corporate business panel.



**Rashaad Price**  
Executive Manager  
of the Human  
Resources Group

“What I liked about Miller Heiman Group was that its course material was based on research. It is well-founded and well-structured.”

They based their decision on the vendor’s methodology, return on investment measures, and its ability to understand the banking environment. Their choice was Miller Heiman Group.

Matt Somers, Senior Partner of Miller Heiman Group Middle East, reports on the training provided. “Our job was to certify internal trainers who then deliver Miller Heiman Group content to the staff. The bank picked good internal trainers who completed our certification program and then did a remarkably good job in taking our content and adding real-life examples, which made the coursework more local, interesting, and relevant.”

In the first year, 150 salespeople went through Miller Heiman Group’s Professional Selling Skills® course, and 300 went through the Creating Stellar Customer Relations® course. In the second year, an additional 75 people in sales and 200 in service were trained.

### **The Results: A Customer-Centric Approach to Banking**

In two years, Boubyan’s sales and service functions have become standardized throughout all bank branches. Bank personnel have become much more customer-centric. Rashaad says, “The voice of the customer is now heard. Before it was just ‘This is the product, these are the features, this is what we got.’”

This change in attitude has not gone unnoticed by the bank’s customers. The Service Hero award is the customer’s voice proclaiming Boubyan’s service is the best in the country. Rashaad says, “The award has catapulted us to being perceived as the vanguard of customer service in Kuwait. Within our country, we are seen as a great example of what customer service is all about.”

Miller Heiman Group created a common ground for the service that branch personnel have adopted. Rashaad notes, “It’s not just the training, though. It’s a combination of support from the branch managers, the expertise of the coaches and trainers, plus the methodology of Miller Heiman Group. We also have a customer-experience management area that monitors customer service. And finally, we have very strong and supportive leadership within the consumer banking groups.”

Would Rashaad recommend Miller Heiman Group to others?

He says, “I give a strong recommendation to Miller Heiman Group. The company is grounded in research, so it is thorough and reliable. It focused on our requirements and delivered just what we needed.”

### **About Miller Heiman Group**

Miller Heiman Group is one of the largest professional services providers in the world and is transforming workforce training into a revenue-driving business initiative based on innovation and technology. Many of the largest and most respected brands in the world work with Miller Heiman Group, which offers the broadest set of sales- and customer-service-based solutions in the market. With 63 offices globally, Miller Heiman Group has the breadth and depth to help every organization sell more and service better.