

# FitchLink: Building Relationships

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## A Message from [LEADER NAME], President of Fitch Solutions

Dear Colleagues,

A few weeks ago, my father turned 80 years old. We celebrated his birthday with a socially-distanced family gathering on his back porch, ordering takeout from his favorite Italian restaurant. After a few birthday drinks, my father started reminiscing about his long career as a mortgage officer at the local town bank.



As a kid, I had little awareness of what my father actually did for work. I only knew that anywhere we went in town, people always stopped to say hi. It didn't matter where we were — hardware stores, swim meets, restaurants — we always ran into "customers." When I asked him how he knew so many people, he explained that it was his job to review people's mortgage applications to decide whether or not they would qualify to buy a house.

But the *real* job, he admitted, was not about approving a piece of paper; it was about getting to know the customer and their families on a personal level to make sure they (and the bank!) knew what they were getting into. Over the years, these people would come back to him for other banking products: refinancing, home equity loans and even mortgages on their vacation homes. By the end of his career, he was single-handedly doing more loans than all the local banks in town combined — all due to the long-lasting relationships he built with his customers.

Why am I telling you all of this?

Right now, the financial markets are going through one of the most challenging crises the world has ever faced. Fitch Solutions has a business to run, but in reality, our customers need us as much as we need them. It's not just about signing new deals. It's about understanding their challenges, understanding what they need to do their jobs, and helping them make the best decisions through our products and services. The changes we have made over the past two years across the Fitch Solutions organization were to bring more focus to our customers and prospects — helping us hear more from them, listen to what they have to say and ultimately provide better service.

Just to highlight a few of these changes, we:

- Refocused the Customer Service Team (led by [EMPLOYEE NAME]) to be the "first call" for any customer with a question. We also reduced the time it takes to resolve a customer query by 57%;
- Expanded the Product Specialist team (led by [EMPLOYEE NAME]) to participate in more pre-sales activities that help Sales win deals and renew business at higher rates;
- Created the Customer Success Team (led by [EMPLOYEE NAME]) to focus on onboarding new customers quickly and efficiently, and to work with existing customers to increase engagement with our products.

These three teams, supplemented by customer surveys managed by our Market Intelligence team, enable us to communicate with our customers outside of the Sales Process. All of these interactions help us to build stronger relationships and arm us with important points of connection during these challenging times.

Similarly, new roles like the Head of Ratings Data & Research ([EMPLOYEE NAME]), the Chief Revenue Officer ([EMPLOYEE NAME]) and our expanded CFO and Strategy Function ([EMPLOYEE NAME]) all reinforce connection and relationships with our internal customers and partners who help to position us as leaders in the marketplace. These roles, along with Marketing, Product Strategists, Product Development and the rest of the organization, have worked together with our Sales Team to achieve excellent results. In fact, I'm excited to say that Sales has exceeded their YTD Target as of the end of July.

I believe our success is due to the strong relationships we have all worked to build and maintain, within our organization and with our clients. I want to thank you for making these relationships a priority on behalf of our business, our customers and our prospects. Keep up the good work!

- [LEADER NAME]