



**Harland Clarke Webcast 04/04/17**  
**Improving Performance with Account Holder Insight**  
**TRANSCRIPT**

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**Nathan:** Good day, and welcome to Harland Clarke's webcast, Improving Performance with Account Holder Insight. This webcast is being recorded and will be provided to you within a few days. If you have questions, please use the chat box located in the control panel. Your questions are private and are only seen by the presenters. I will now turn the call over to Stephen Nikitas, Senior Strategy Director at Harland Clarke. Stephen, you have the call.

**Stephen:** Thank you very much, Nate, and good morning, everybody. Welcome to our webinar talking about account holder insight and how to improve the overall performance of your financial institution. I am one of two presenters today. I am a senior strategy director with Harland Clarke, and I have been with Harland Clarke now for almost seven years. Prior to that, I had 30 years of banking experience at financial institutions in California, New York, and Massachusetts. My role as a strategist here is to help financial institutions to grow their deposit and credit portfolios, attract new account holders, and in general just continue to grow and prosper.

My co-presenter today is John Berigan. John, take a moment and introduce yourself to everybody.

**John:** Sure. Thanks, Steve. Morning, everyone. My name's John Berigan. I'm Executive Vice President with Customer Service Profiles and a partner with CSP. I've been involved in the customer experience industry and the banking industry for over 30 years. We've worked with nearly 1000 different FI institutions all across the country. My expertise and experience has been around really the delivery of the sales opportunities and the contract work in the ongoing relationship with the many FI institutions that we work with.

**Stephen:** Great. Thank you very much, John. Let's go to our next slide. On our next slide, let's show you a little bit about what we're going to be talking about today. We're going to talk about what's going on in the market today. I just want to show you a couple of slides that just put, I think, things in perspective relative to some trends.

Then, I'm going to hand the reins of today's presentation over to John where John will talk about knowledge, and insight, and how to gain that from your account holders, basically how to put that knowledge and insight into play and

into play utilizing a multitude of different channels and touchpoints. Then, John will also talk about reporting, reporting that's geared specifically for senior executives and managers at a financial institution.

As you heard earlier, if you've got a question, feel free to type it into the question panel on your toolbar. We'll make sure before we end today's presentation that we address all of your questions.

With that, let's go to our next slide. I took some industry information that I thought you might be interested in. We talk about the shift that's going on in how consumers are accessing their accounts. If you look at the x-axis here, you can see what channels people are utilizing over the course of a one-month period when it comes to accessing their deposit accounts or their savings accounts at a particular financial institution.

My takeaway from this particular slide – and I won't go through each of these bars one by one, but I'll let you peruse that as I'm talking to it. You can see that consumers really access their accounts in a multitude of different channels or via a multitude of different channels, whether it's their debit card all the way over to the left-hand side, whether they're picking up the telephone and calling the financial institution, whether they're utilizing online banking or mobile banking.

When you come right down to it, there is no single channel that consumers use in order to access their accounts. If you put the channel in front of them, the consumer will use it, some channels more vigorously than others. Nonetheless, when I look at this chart, it says to me that consumers appreciate the fact that they can get to their accounts in a multitude of different ways, whatever happens to be most convenient, most useful to them at the time they need to access those accounts. Let's go to the next slide.

On our next slide what we're going to look at here is – I like this slide because we talk about the importance of the branch becoming more and more of a consultative center. We know, albeit from a prior slide, consumers access their accounts through a multitude of different channels. We also know that increasingly when it comes to simple transactions like moving money from one account to another or maybe checking balances, consumers increasingly are using mobile and digital channels and not relying on the branch for that as they may have done 5, 10, 15 years ago.

We know that younger consumers in particular are relying on the branch for advice and consultation. That's a key differentiator. That's a differentiator that we can use to help our particular financial institution, whether it's a bank or a credit union, to stand apart from competitors in our particular marketplace.

Those consumers today who are walking into a branch really aren't doing so to conduct a simple transaction. They can do that much more conveniently through their smartphone or through the laptop on their desk. What that consumer today wants when they go to visit a branch is they want advice and consultation.

I love this chart because on the left-hand side in the blue column, these are responses on how bankers, whether they're working in a bank or a credit union, view themselves. If you take it from the top, you can see that nearly half of the bankers out there believe that they are relationship focused when they are interacting with that account holder. One out of four, roughly, believe that they are customer service pros. One out of five believe that they can be relied upon as being a traditional and a reliable banker. Then, about one out of ten believe that they are a general provider providing general information for this, that, and the other thing.

That's how bankers perceive themselves, but really the true test is how does the consumer perceive us? How does the consumer perceive that employee when they walk inside of a bank branch or a credit union branch or pick up the phone and talk to somebody?

While almost half of the bankers out there believe that they are relationship focused, the story isn't so good when we look at how the consumers perceive us. Roughly one out of every ten consumers believes that we are relationship focused. There's a real dichotomy there between how we think of ourselves and how consumers consider us.

Better than a third of consumers believe that we're customer service pros, so that's a good thing. Better than a third of consumers believe that we're reliable and traditional bankers, and that's probably a good thing, as well. Roughly one out of five think that we're general service providers.

Interesting information. Again, I would go to that top row. To me, that's the true story on this chart. We may think we're providing that relationship, that advice and consultation that a consumer is looking for. Unfortunately on the other hand, we may have some work to do in the eyes of the consumer. Let's go to our next slide.

In our next slide – when we talk about consumer perceptions, this is a study done a year or so ago. It was part of a BAI study. The question was out there when it comes to who you put your trust and faith in as a consumer relative to your financial institution, who garners the most trust? Who garners the most faith? Maybe this isn't as surprising as it should be, but we can see that the

smaller the financial institution, that community bank or that credit union, the more trust consumers put in that institution.

For one reason or another, a large bank, a regional bank, just really doesn't have that level of trust and faith among the consumers that those smaller financial institutions do. I tend to think a lot of that is due to the issues that transpired during the 2007, 2008 recession and all of that bad publicity that financial institutions got as a result of that whether it was deserved or not but just some information here.

Again, we're talking about consumer perceptions. We looked early on about relationships. This one focuses on trust and faith. Let's go to our next slide.

John, on our next slide, I think at this point I am going to ask you to take the reins of this presentation and go from here.

**John:**

Alright, thank you, Steve. Nice job.

The next portion of the conversation that Steve and I would like to have today is really more about the customer experience and why it's so important today in your environment. One of the key things is really the ability to gain knowledge and insight from your actual account holders. This is becoming more important than ever.

The customer experience industry as a whole is becoming more and more strategic as we look around the industry. It's the number two priority for CEOs all across the country. The customer experience industry in the banking and credit union vertical, the investment today is about \$1 billion and by the year 2020 is going to be over \$4 billion invested. It's not a matter of if anymore. It's a matter of need to be in line strategically with the executives and the demand for the industry.

There was an interesting statistic the other day that I saw that Gartner Research came out and said that 90% of banks say they compete solely on customer service and customer experience relationship. If you think back to the slide that Steve was talking about and the dichotomy or the difference between how banks view themselves and how consumers view banks, that discrepancy between the relationship piece really shows a gap in the need for that.

What do your account holders really think about you? It's a simple but an important question to ask. For years, years, and years, when I started in this business and when Steve started in this business, institutions grow customer behavior. That was the way things were set up.

Because of the way technology has really advanced in our day and age, that paradigm has totally shifted. Customers are now driving institutional behavior. It's essential that organizations begin to get focused on becoming a customer-centric bank, that you're treating members and customers alike that you want to know what it is that's really driving their behaviors. If you don't ask them, you really don't know.

The need to measure is becoming paramount. It's important to understand what sales and service behaviors are really impacting customer behaviors and their perception about what they feel about the institution, how they're going to maneuver, what they're going to buy.

When they're able to help you understand about their experience, they're going to let you know how they feel about your brand. It's not just – there's not that separator anymore about how they do business and how they feel about the FI. The Harland Clarke solution offers a way to capture that information.

For example, we have a customer loyalty index that provides you statistically significant feedback based on how they feel about your brand. Today, service and sales are not separated. Service and sales are one and the same. You can see by this comment by Gregory Yankelovich that customers are no longer just buying individual products and services. What they're buying are experiences delivered via those people and the products and services. It becomes an important component that really the philosophy and the mantra that unless you're measuring your customer experience, you really don't know. Next slide, please.

Now, we ask why does it matter. One of the main reasons that it matters is because your customers are really saying that it matters. A few highlights that really provide insight into this important question are some of the things that happen can happen to your FI and the impact that it has with retention of revenue and profits.

You can see that important new account that's coming on or that new relationship that you're having an important experience with, over 40% of those did so because of the customer experience. It's not necessarily products. It's not necessarily convenience. It's not necessarily other initiatives. It's the way that that customer is being treated and the experience that they have.

Some of the things that are important to them in our findings is really understanding and assisting them with their financial needs and making them feel valued. That creates at that relationship point that Steve talked about in that perceptions slide that becomes very significant. Those are some of the things that are driving and predicting future behavior for that customer. That's

satisfaction and loyalty. What is it that's predicting that customer is going to be satisfied? What's predicting the propensity to buy their next product from you? Really being able to tie that back to employee performance which becomes critical so then it becomes a cycle of success.

Many of the leaders in the industry, and Harland Clarke feels the same way, is that if we don't become more of a customer-centric organization, we will get left behind in this day and age. It's important to be competitive and to be able to grow in the future. That's why it's so important to executives in their overall strategy because they know that not having this information is not allowing them to compete at their best. It needs to become part of your strategic plan. Next slide, please.

When done right, what are some of the benefits that come out of this need to measure and providing these customer insights? One of the things that the Harland Clarke model has proven itself very successful is in the way that we collaborate with clients and perspective clients to understand what your needs are because it's very important for us to articulate to you that it's important to design and customize a program that is going to fit your needs. It's not an off-the-shelf type of solution that you're going to have to fit into that box. That's a real differentiator in the marketplace because we're customizing around your resources, your human capital, your desire to gain intelligence at different touchpoints.

Once that's been done, and you have access to this information on a real-time basis, and that we're delivering to you this statistically significant action that you can begin to coach and train on and customize around that information – when having that roadmap to service and sales excellence, it promotes a culture of success and service.

One of the things that we'd like to talk about is – it's outside the banking world, but if you think about Chick-fil-A, if you've ever experienced buying food or having an experience with someone at Chick-fil-A, they really are hinging their success more so on the people and the emotional IQ of those employees to be able to connect with their customers. They're always thanking them for their service. They're asking them how they can serve. They're utilizing the customer's name which creates an experience which we know over time creates satisfaction, and loyalty, and repurchasing.

The other items that come into play when this is done right is really increasing account holder knowledge. They become more engaged. They want to be more loyal. They'll go out and advocate for you.

We're providing you the tools to improve the account holder experience

through our thought leadership and best practices. Ultimately, what's that doing is that's driving action and provides you actionable data around what are those predictors that will make your customers more satisfied, more loyal, and willing to go out into the marketplace and advocate for you.

When done and done right and embraced by your institution, it ensures cultural alignment throughout the institution. The executives all the way down to the frontline employees are all moving in the same direction. It now becomes about change management. Instead of focusing on a score, we're helping understand what behaviors are really moving those scores.

Also, it creates this endless loop of success, this cycle of success where you're gathering information. You're communicating and reporting that information to the employees within the enterprise. You're treating the customers right, which ultimately leads into better retention of revenue and profits.

*The Harvard Business Review* has shown that just a 5% increase in customer satisfaction can lead to a great amount of profitability: anywhere from 25 to 125%. That's done through stemming attrition, having customers, account holders, buy more products, and then ultimately that referral base, that advocacy, out into the marketplace. Next slide, please.

One of the solutions at Harland Clarke is out and ahead of its competition is offering a solution in the marketplace that is very affordable versus the competition. The whole philosophy is providing an ongoing Voice of the Customer or Customer Experience Program that is committed to working with you to create value. It also provides you those insights of your customers and your employees. You're engaging your two most valuable assets in this solution and then taking and creating a consistent message across your entire enterprise. There's this holistic approach to customer experience management.

We know that in the time of growth and acceleration through either new account openings or new deposits, mergers, and acquisitions, one of the key attributes is creating this consistent message across your enterprise. Even if you're not growing organically or through mergers and acquisitions, the chart that Steve showed earlier about the many ways that customers can engage with your bank through those different channels, we want to make sure that you have a consistent message across those different channels.

The solution that Harland Clarke offers provides you information and data that is going to be exclusive to you to the financial industry. We've only worked in the FI space, so we understand what you go through on a day-to-day basis. This thought leadership around how to design and customize a program becomes especially important.



Any analytics and consultation – it's very important that out in the marketplace, many solutions are just providing the information. In addition to the data, which obviously is a very important component, the Harland Clarke solution has a consultative approach where we don't just slide the data across the table and hope you understand it, hope you have the resources internally to be able to decipher it. What we're doing is in addition to the day-to-day reporting, we have ongoing written analysis and consultation from the research team that will lay out for you the action behind the information.

The ability to articulate and communicate the data throughout your FI becomes of paramount importance because if you're not going to do anything with the information, it becomes an investment that is not being leveraged appropriately. Taking that information and being able to compare yourself to all the other banks and credit unions in our portfolio becomes a huge advantage. Because we're exclusive to the financial industry, you have the ability to compare yourself by the overall portfolio, your asset size, between banks and credit unions, regionally, and ultimately down to the state level.

One of the things that we've been able to do – the Harland Clarke/CSP relationship is the parallel, and the likeness is that we've been exclusive to the financial industry, so we know your business. We've worked with over 1000 different institutions, implementing and launching successful programs anywhere from branch sizes of 1 to 2 branches to multiple of thousands. Next slide, please.

**Stephen:** Okay, John, at this point, we've got a large number of folks who are on the phone with us today. I'm already seeing questions come in. Let's take a quick moment here to address one or two of those. One of the questions that popped in is how does the program increase customer knowledge.

**John:** It's a great question. One of the ways that it creates customer knowledge is that once the program design has been up and launched, the inflow of customer data is coming into Harland Clarke solution on a day-to-day basis. The ability to report that information on a timely basis but also we're able to run that through our statistical modeling to provide you what your customers are saying about your institution in specific touchpoints. We're able to find out the key attributes of really what it is that is paramount to them during an experience.

For example, at the banker touchpoint, a key driver may be that every time they have an experience with ABC Bank or Credit Union and that banker or FSR understands and assists them with their financial needs, that predicts that they'll be more satisfied, they'll buy more products, and that they'll go out and advocate for them in the market.



**Stephen:** Fantastic. Thank you, John. Just a reminder to everybody over the phone, if you do have a question, you can certainly type it into the chat section of your toolbar, and we'll make sure we get to it by the time we end. John, one more question. What type of tools might help improve customer service?

**John:** There are a lot of tools, Steve. One of the things that we're able to do with the Harland Clarke solution is provide them this real-time web-based reporting tool but also the consultative piece. We have resources in place that will be working with the institutions to lay out this roadmap, lay out the recommendations, the action plan. Because it's the banks customers and their employees, the needs are unique to that individual institution, but the idea is that they'll access to this statistically significant data that really lays out this action plan. What they can then be confident in is if they follow this action plan, they will see those results improve over time.

**Stephen:** Super. Thank you, John. John, let's talk about hearing the voice of the account holder.

**John:** Okay. Thanks, Steve. Next slide, please.

Now we get into a little bit more about the details of the Voice of the Customer specifically and how it really delivers actionable intelligence to really help you improve performance. It's coming directly from the source that matters the most, and those are your account holders. You're able to gather this statistically significant number of responses from your account holders.

We do that through a variety of different methodologies. We have the architecture structured and built to provide you access to these different channels through a variety of methodologies. We can do that through web-based methodologies, mobile based, phone based. Then, a big differentiator that the Harland Clarke solution has is creating a member or in person panel that is statistically significant.

The idea is to be able to capture these – think of your day-to-day business. We would be able to help you capture information regardless of channel, with different methodologies, how your account holders are interacting with you on a day-to-day basis. Next slide, please.

The way we do that is through our omni-channel approach. If you think about all the different ways that your account holders are engaging with you today, it doesn't mean that one is less important or more important than the other. It just means that we've opened up opportunities for our account holders to engage with us. That's why that customer-centric model is becoming more and

more important as you structure about how you're going to do business in the future.

If you think about all the different ways, whether it's that in-branch experience – and even though the transaction volumes are down across the country in-branch, it's still an extremely important component to be able to understand what's going on. That relationship piece is becoming more and more relevant as time goes on because over 95% of accounts are still being opened up in the branch. That will change over time as online account openings become more relevant, but data shows that account holders are researching online about an institution, but they will go in in person to open up that account.

It enhances the importance of making sure that you have access to information and that your employees have access to information about what's so critical during that account-opening process at your bank, not necessarily across the country or your region, but at your specific bank. Again, that's where those key drivers become so, so important.

What we're able to do is really provide a 360-degree view of your entire account holder experience. The benefits and strengths in this approach is the ability to customize and design a program that is going to fit your individual needs. Obviously, your account holders are engaging and doing business with you in multiple channels, so it's important to have access to that information.

If you think about the in-branch, the call center, that very important new account opening, that onboarding process, the lending channels – business banking is becoming more and more of a prominent type of a channel. You're capturing all that different business on an ongoing basis. Those business line owners will have access to information on a real-time basis. Next slide, please.

Now, we want to talk a little bit about how it works specifically. Creating these account holder panels – our goal at the in-branch channel is to provide you a statistically significant number of account holders that, through their normal routine business of transacting, will provide you feedback on that in-branch experience. You can provide us that information by a variety of ways: by profitability, by age, by income, by a lot of different ways that we can create this account holder panel.

We've been doing this for such a long time. There've been over two-and-a-half million different account holders in this program. We know what it takes to get them and create this panel. It has proven itself to provide you some very diagnostic information. The benefit of engaging your account holders becomes important because they can measure that entire experience. If they're not an account holder, they can't measure very many attributes of the entire

experience.

What they're able to do through this statistically significant number of evaluators is to provide you objective and unbiased responses so that your entire footprint is represented. We're keeping an individual scorecard on all these different evaluators to ensure that there is no bias, to protect the integrity of the data, and providing you qualitative data, as well, through the verbatim comments. We're doing text analytics on those verbatims to provide you customer sentiment and customer engagement.

Another added benefit of all this measurement is that we're able to drill down and provide you information at the individual employee level. It becomes very granular. Now all the sudden, the individual employees have information about how they're engaging with the account holders that really provides feedback on where they've done well for reward recognition as well as opportunities to coach and to train.

That rolls up to a branch, branch to district, region, total institution. We mirror the hierarchy of the institution as far as the reporting goes.

The peer benchmarking, which is another attribute and, again, a bonus of the Harland Clarke/CSP relationship – is that because of our exclusivity in the financial industry, we have a large active portfolio of institutions that you can compare yourselves to. That benchmarking is available in all the different channels. Whether it's the in-branch, the call center, that new account opening, digital, to the online and mobile banking, the lending, business banking, lendings broken out and mortgage, consumer loans, etc., you'd have the ability to look at that benchmarking through glasses that provide you data on your own asset size, the overall portfolio, your region, the state level, and then if you wanted to separate out between banks and credit unions, you could do that.

The importance of benchmarking becomes very relevant in the fact that, all the sudden, you have your own internal benchmark and your own internal data showing you where you are in the customer experience. If you don't have data to compare yourself to, you're really not going to understand where and how you can improve. It's much like school or athletics that if I got a 90% in a class, I might think that's pretty good, but if half the class scored a 93 or higher, I know that I need to improve in that area. Not only do I know I need to, but it's proven that I can.

One of the key attributes and differentiators in the Harland Clarke solution is around the analysis and consultation. We're taking all of this data, and we're providing you information on these key drivers. Run it through our statistical modeling that identifies at all these different touchpoints. That's how you

continue to get better.

Then, the Executive OnReview analysis is our research team that takes all of these findings and provides you written analysis and consultation at the executive level every six months, laying out the key findings, the recommendations, and then laying out an action plan that our client education team ensures that we help you articulate and communicate that throughout your enterprise by providing coaching and training opportunities, as well. Next slide, please.

The key drivers in the identification of these is a very critical piece. What we'd like to do is just spend a couple minutes and share with you how these are really done and calculated.

Once we've received all the customer evaluations, we run it through our modeling to provide key drivers by individual channel. If you think about all the different ways that your account holders are engaging with you, at in-branch, call center, digital, online, mobile, etc., we're taking that information and running it through our many different statistical models to provide you these key drivers. Ultimately, what we're able to do is provide for you at that individual touchpoint the key drivers of satisfaction. At the banker level, it may be understanding and assisting that account holder with their financial needs.

We take that, correlate it next to some other behaviors. It then creates this action plan. What that does is it allows us to help you identify what predictors are creating this account holder satisfaction with you, their propensity to buy their next product from you, their loyalty, and then ultimately their willingness to recommend you to a friend or relative.

Taking those specific behaviors, again the granularity, allows you to have an impact on the business results at your enterprise. That's what executives love. They can see that we now have some very scientific evidence that, when we do these particular behaviors, it predicts outcomes of what our customers will do. That's what the Harland Clarke solution can deliver to your institution.

Ultimately, what this is really doing is driving business results. Each individual business line owner will have access to that information. Next slide, please.

Once you have that information, what we're able to help you do is, through some of our online management tools and our real-time web-based reporting portal, we're providing access to the frontline so that they can begin to change and influence behavior. Now all the sudden, they're not just managing to a score because if you have a score of 92 and you don't have this in-depth information, you don't know what the cause is of why it went to 93 or why it

went to 91.

The Harland Clarke solution lays that out explicitly and in definitive detail all the way down to the individual employee and branch level and channel level of what's creating movement in these overall metrics. We've created a library of activities and articles that provide you information and that frontline staff so they can leverage, and coach, and train on that data. Next slide, please.

The next slide just really talks about how we continue to take the information and customize and design efforts around the consultative approach and education approach on this information. We are huge advocates of not just giving you the data. It needs to become and have been disseminated across the enterprise to begin to see the results so that people have knowledge of the data, creating an opportunity to motivate, to coach, and manage employees through this service climate. This is an important attribute, how we leverage the data across the enterprise. That's part of our consultative approach in ensuring that the data gets communicated appropriately throughout the enterprise. Next slide, please.

**Stephen:** John, why don't we take a quick break here if we could again? All good stuff. A quick question that I see popping up here in our chat screen – again, a reminder that if anybody has a question for John, please just type it into that chat screen, and we'll get to it. John, does Voice of the Customer capture feedback from mobile users?

**John:** It sure does, Steve. Again, the Harland Clarke solution is able to capture information at any touchpoint that the account holders are engaging with that enterprise, whether it be online, or mobile, or the call center, business banking. If you just think about all the business that's being done at your FI today, we can create and customize a solution to capture information at all those different touchpoints.

**Stephen:** Super. Thank you, John. John, talk to us about reporting.

**John:** Okay. We've talked about the design, the importance of capturing information. Now, how do we get it to you? That's a critical component.

We have a real-time web-based reporting portal that you as an institution would determine whom would have access and at what level. You come on to a dashboard page. The first page that we're showing you here is our benchmarking analysis reporting portal that shows an example of how this particular institution compares to their peers. You have some of those key metrics.

As an executive, I have an immediate snapshot of my institution and how I'm doing in these key areas around loyalty, net promoters score, the overall experience, and then how I am comparing to my peers. What you can also do in the reporting portal is click on each one of those particular speedometers and drill down deeper into the information below those particular pieces. Next slide, please.

This slide shows you as you continue to maneuver within the reporting portal what you would have access to. As a manager, I can now drill down and see the performance with my employee, and how that trend line has been tracking over time, and am I moving away from the benchmark, for example. To the side, it shows me that I'm fifth out of 20 different banks in my asset size. Pretty good job is what I would be able to take away from this in identifying the performance and how we're trending.

The key is that I'm continuing to improve. The way that I'm improving is that I'm constantly measuring and understanding what behaviors are really causing this improvement. The next slide, please.

We've talked about the executive analysis. What our research team does, again, is take all this information. We want to meet with your executive team at a minimum of two times a year. Our approach is very consultative. There's a lot of human element that comes into this.

One of the things that if you haven't recognized so far what Harland Clarke is very adamant about is that we are doing all of this work so this is a turnkey solution for you as an institution. We don't require a tremendous amount of human capital resources for this to work. It's easy to implement, and it really takes very little to no effort on your part for this program to run. It's not a resource hog as far as other projects in the pipeline.

We're delivering to you this actionability, this overall assessment of how you are doing but more importantly where is it that we can go to help you coach, and train, and continue to improve. Going back to the earlier slides, we know that just a slight, slight improvement in customer satisfaction over time impacts profitability significantly, anywhere from 25 to 125%. Next slide, please.

You can see that not only is it important to measure the outcome, but that we have a solution in place that we will be more than happy to work with you to customize and design. It becomes paramount. The industry is moving forward. It's becoming more and more important at the executive level. They're being demanded by analysts and by their board members to have it. It's moving from a want to to a need to have. It's becoming a critical component in strategic decisions at institutions that are going to succeed.

Steve, that's all I have unless we have a few more questions.

**Stephen:** John, thank you very much. We've actually got a number of questions here, John. Lots of good information that you were able to provide. I know we've only got a handful of minutes left here, so let me do my best to put these questions in front of you if I could.

John, what is the typical asset size of a financial institution for whom Voice of the Customer makes sense?

**John:** That's a great question, Steve. The answer to that is that we work with banks of all sizes. We truly do. We've worked with banks anywhere from two to three branches to multiple of thousands. Because we're focused on the voice of the customer, there really is no limit on either side of that question that we can't create a solution for.

**Stephen:** John, once a financial institution signs up for a Voice of the Customer Program, how long does it take to implement that program?

**John:** Steve, that's a great question. One of the things that we do is we have the Harland Clarke implementation team. It's very organized and provides written documentation requirements for the implementation phase to ensure a smooth launch. That launch, by the time the contract is signed to evaluations beginning, is anywhere from 45 to 60 days conservatively, depending on the different channels.

**Stephen:** Once a financial institution has engaged you for a Voice of the Customer Program, how long do they typically remain active with this type of a program?

**John:** Thankfully, our average tenured client is nine plus years. I think the reason of that is really more on the FI side than ours. It becomes part of their culture. It grows. They understand now the importance of having this information because it's engaging your two most valuable assets. Really, it's a program that's providing the institution account holder and employee data in one program.

**Stephen:** Nine plus years on average, John.

**John:** Yep.

**Stephen:** John, let's go back for a moment. You just talked about reporting. Again, if you could reiterate, who gets access to the reporting tools?

**John:** That's determined, Steve, by the individual FI. Our recommendation best



practice is that the FI allows at a minimum the branch managers and then anybody above the branch managers to have access to the reporting board that are part of the program because information is the key. That's how you're going to understand. That's the way you're going to create change management or behaviors. Now, you're understanding the behaviors that are driving. That is the best practice.

The institution ultimately has the say-so. They can determine who would have access and at what level.

**Stephen:** John, with the reporting, are you able to ID specific individual employees?

**John:** Yes. One thing I didn't mention and I think is really important is that each FI would have their own client service manager and team that would be assigned which becomes a critical part of the management. One of the things that we're happy about is the ease of which we are to do business with. One of the main components of that is the client's service manager.

You're able to identify that individual employee so that this program, and the managers, and whoever's supervising them can reward and recognize and then ultimately coach and train, as well. That's where the change occurs. That's where the improvement occurs. Because we can be granular, that's where we can identify the call to action.

**Stephen:** John, you can identify individual employees. Now when it comes to survey, can you survey certain branches or certain account holders?

**John:** Yes, we can. The way that the solution is structured, Steve, is to be able to provide them statistically significant data at each of those individual touchpoints. Each branch will have statistical validity on an annual basis. Then within those responses, we're able to identify those individual employees.

**Stephen:** John, we're getting close to the top of the hour. Again, as I mentioned, we've got a lot of folks on the phone, and I want to make sure that we stay within our appointed time here. I'm going to ask you one last question if I could. It's probably a great way to wrap up this presentation. Here's the question that's come in: how does a bank or credit union look, or act, or operate differently after a Voice of the Customer Program has been implemented?

**John:** One of the key attributes – that's a great question. Now, they are able to have information that takes them from thinking that they know what their account holders think to actually knowing. It creates a path. It creates a roadmap to be able to understand specifically to that institution what their account holders are saying. When I have an experience with you and you do these particular

behaviors, it predicts what I will do. It predicts I'll be more satisfied. I'll buy more. I'll become more loyal. You're driving revenue. You're reducing attrition. Obviously, you're also promoting advocacy.

**Stephen:**

Great. Thank you, John. John Berigan, Executive Vice President, CSP, Customer Service Profiles. John, thank you for participating in today's webinar, lots of great information.

Just a reminder to everybody on the phone today, a presentation of today's presentation will be delivered to you within a week or so. You can also go to [HarlandClarke.com](http://HarlandClarke.com) and get recordings of past webinars. Some of those John and I have done, actually. If you go out there, you'll be able to see other webinars that John and I have co-presented.

With that, John, I want to thank you very much. Folks on the phone, I want to thank you all very much for attending today's webinar. I hope you found this information as interesting and helpful as I did. With that, everybody have a great day. Thank you very much.