

# Transforming CX at VillageBank<sup>\*</sup>

## A CASE STUDY

WILL NEHRBOSS

INTELLIGENT DEMOGRAPHICS

\* Name changed for privacy purposes.

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# INTRODUCTION

Friendly, engaging service is the lynchpin of positive customer experience (CX). CX surveys have long been the method of choice for assessing the quality of this service; however, increasingly low response rates and delays from interaction to response have eroded the link between reported customer perception and the reality of service quality. Alternatives that attempt to directly measure service quality – particularly, mystery shopping – also suffer from shortcomings, including limited sample sizes and misrepresentative performance.

Intelligent Demographics solves these problems. Our Manni Insights system represents a novel approach to CX data collection: point-of-sale (POS) devices capture audio data of customer-facing interactions while POS survey tablets record rapid customer feedback. This combination represents the first solution that provides insight into both sides of the customer-employee interaction. The wealth of big data obtained through conversational analytics opens immense possibilities in the way of understanding and perfecting employee-customer dynamics. In this paper, I examine a case study of the implementation and usage of Manni Insights at VillageBank.

# WELCOME TO *VillageBank*

Local banking is an industry where, in the face of larger, more efficient players, friendly customer service is paramount to viability. VillageBank is one such bank in the Omaha metro area; they recognize the make-or-break nature of relationship-based customer engagement and place enormous emphasis on achieving extraordinary service.

Like others in the space, they also recognize that the anatomy of extraordinary service is actually quite ordinary. Simple, personalized words and phrases said throughout the conversation, and said consistently, are the core components of excellent service. For VillageBank, these core components were enthusiastically greeting and saying goodbye to the customer, addressing the customer by name, thanking the customer, and offering additional help at the end of the interaction.

While this framework was ingrained in management and training personnel, the leadership team found it difficult to assess how well these ideas were being represented where they mattered: at the frontline. Attempts to measure adherence to this framework were hampered by the perennial problems of CX assessment. Customer experience surveying yielded stale data that was not sufficiently detailed to positively identify which CX objectives were being met and which ones were being neglected. Piecewise observation by management provided a more comprehensive picture of certain interactions but resource costs and observation-induced performance issues posed serious problems to systematic analysis.

Manni Insights provided a solution to all these problems. With the ability to capture data on thousands of interactions and algorithmically assess quality on those metrics which mattered to VillageBank, Intelligent Demographics offered data of unrivaled quantity and quality. VillageBank installed the Insights system in June of 2022.

A period of data collection and situational assessment yielded surprising results. Those key service objectives which were considered *non-negotiable* by leadership were actually not being met in a majority of frontline interactions.



# CX IN BRIEF



## 20% INITIAL CX COMPLIANCE

Non-negotiables were being met in only a fraction of interactions.



## 22K INTERACTIONS ANALYZED

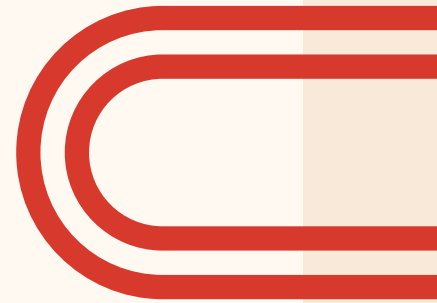
Rich data facilitated a targeted, smart training strategy.



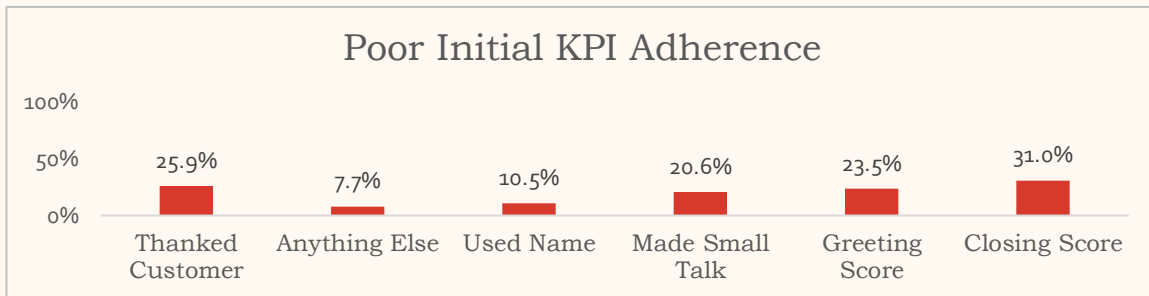
## 2X INCREASE IN CX COMPLIANCE

Better service drove a 1.5X increase in customer satisfaction.

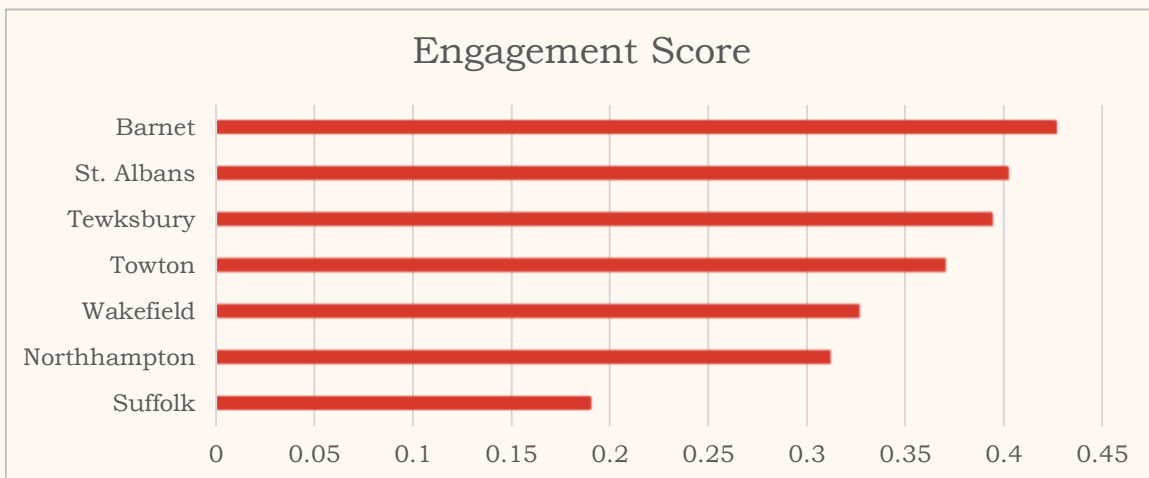
# DIAGNOSIS



## KPI ADHERANCE FELL FAR BELOW EXPECTATIONS

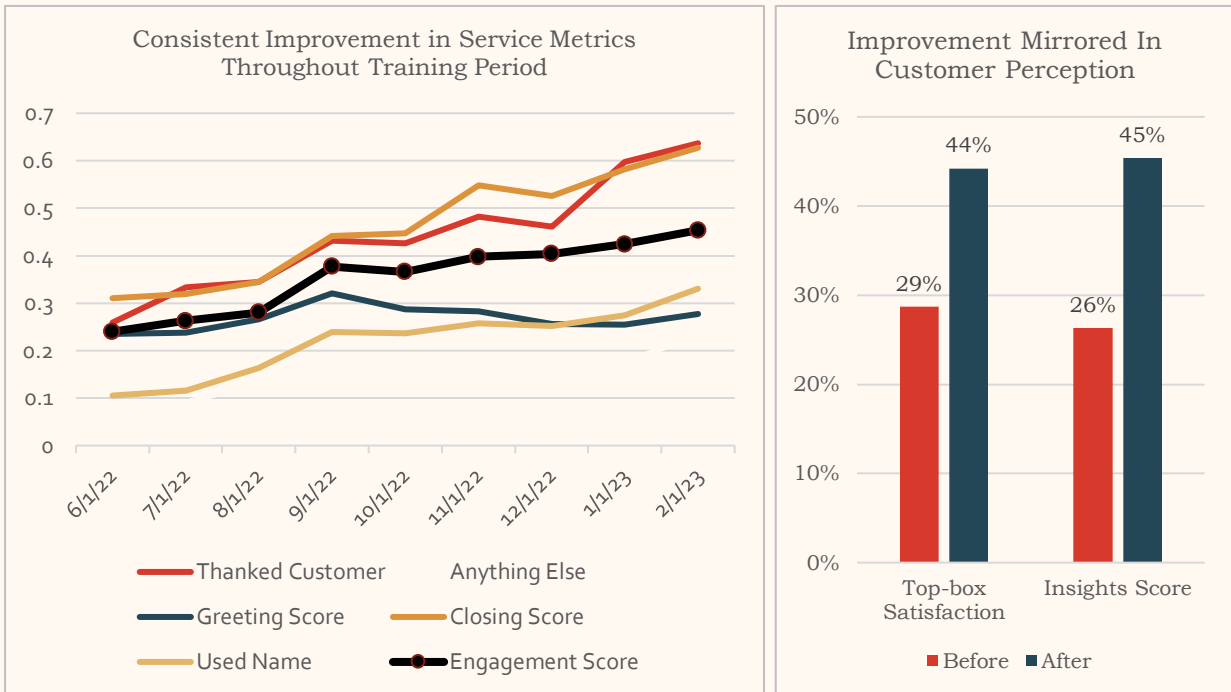


These diagnostic results made it clear that a CX transformation was necessary; the Insights system laid the groundwork for this transformation. Cross-branches comparison allowed for the targeting of training resources to bring underperforming branches to the standard set by the top performers. Similarly, granular breakdowns of success across the key service metrics for 22,000 interactions helped highlight problem areas which allowed for a strategic, tailored coaching strategy. Transaction recordings, catching employees in the act of excellence, provided concrete examples of remarkable service and a framework to follow for new employees. In short, Insights facilitated a smarter, data-driven approach to CX training. And it paid off in spades.



# 101% IMPROVEMENT

Insights fueled a radical improvement in customer service. Over the course of eight months, service metrics improved almost across the board, with an average improvement of 2X.



Through data-forward, continuous coaching, VillageBank fostered a more service-centric environment in which employees more consistently sought to engage customers in meaningful interaction. And customers noticed. Exit survey data collected through Intelligent Demographics' POS survey system showed a significant increase in reported customer satisfaction, one that strongly mirrored the measured improvement in CX scores.

The 52% increase in top-box customer satisfaction over the training period is a testament to both to the success of the Insights system as well as the critical importance of frontline engagement. And with a month-by-month correlation coefficient between the Engagement Score and reported Customer Satisfaction of 0.83, it is clear what is driving the improvement. While these numbers are remarkable, what really matters to VillageBank is each person and interaction that makes them up. One such customer was left with a brighter day after leaving an VillageBank branch that truly lived up to its CX goals: after being welcomed warmly and by name, he remarked to management, "I can't believe I walk in and they remember my name! ...I recommended VillageBank to a friend of mine."