



**Bank**Director.

# How to Turn High-Impact Mergers & Acquisitions Into High-Value Customer Experiences

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Most mergers and acquisitions will fail to harness the full potential of the customer base.

Why?

## Poor customer experience.

Mishandling the customer experience can completely undermine the value of a merger once promised.



# *M&A priority number-one:* Retain All Customers

Even the most vigilant of institutions can find themselves losing sight of their customer experience goals during an M&A. These events naturally stress customer relationships, test brand loyalty and disrupt established expectations and habits.

- **62% would look for alternatives** once the deal is announced
- **47%** of bank customers acquired **would be skeptical of the new bank**
- **45%** of bank customers acquired by another bank said they **would not remain a customer**

## Attrition Risk

64% of Switchers are most likely to leave within one month after an acquisition is announced... **and it's the high-value customers who are more likely to leave.**<sup>1</sup>

## Overall investable assets

■ Less than \$100K ■ \$100-500K ■ \$500K or more



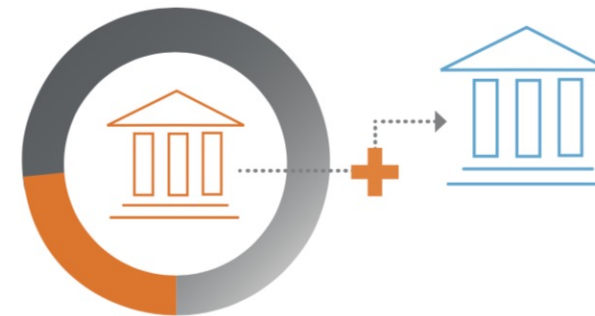
Switchers



Non-Switchers

## Additional Likelihood of Silent Attrition

22% of respondents kept their account with the acquiring bank... **but opened another account at a different institution.**<sup>2</sup>



## Positive Customer Experiences Increase Retention

High-Impact  
Becomes  
High-Value



**67.8%** of customers with positive experiences **are likely to stay** with their primary financial institution, compared to only **38.6%** with negative ones

***A positive CX is  
the true measure of  
conversion success.***

*Every customer interaction that occurs  
before, during and after a change event  
is a moment of opportunity to not only  
stem attrition, but build stronger  
relationships with customers and  
position your brand for  
long-term success.*

## How To Make Every Moment Matter

1

Deliver consistent,  
coordinated and multichannel  
communications

2

Add a personal touch with  
contact center support

3

Provide white-glove  
treatment to business-critical  
customers

4

Ensure a positive brand  
experience across all channels

5

Create brand awareness  
that lasts

# 1 Deliver Consistent, Coordinated Multichannel Communications

The only way to get ahead of customer disruption is through effective, proactive, and frequent **multichannel communications**.

- You cannot over communicate
- Protect the brand across all touchpoints
- Give consumers a reason to read your message

*Communicate about your brand, not just the merger. Tell the consumer why they should continue to choose your institution, especially when their service is being disrupted.*



# Benefits of Multichannel Marketing



**Direct Mail** is a powerful marketing tool for institutions wanting to uniquely connect with consumers.

**90% of direct mail gets opened<sup>1</sup>**



**Online Display Advertising** reaches more consumers in more places, driving response and brand awareness.

**Display ads raise brand awareness by 12%<sup>2</sup>**



**Email marketing** is a great way to build one-on-one relationships with current and potential consumers and stay top of mind.

**99% of consumers check their email every day<sup>3</sup>**



**Contact Centers** are engagement centers. Nothing can replace the lasting impact of an excellent customer experience with a skilled and empathetic representative.

**Great contact center experiences boost brand recommendations by up to 163%<sup>4</sup>**

<sup>1</sup> Fundera

<sup>2</sup> IAB UK

<sup>3</sup> HubSpot

<sup>4</sup> Harvard Business Review

## 2 Add a Personal Touch With Contact Center Support

Customers expect 24-hour service accessible via multiple channels — phone, chat, email and social media — so be prepared to service their needs on their schedule.

- Ensure you have the capacity to manage increased call volume during digital banking conversions, card reissues and change events
- Leverage your contact center to not only answer questions, but also promote sticky products
- Consider partnering with a third-party to ensure frontline business continuity
- Prepare for blind spots in your technology infrastructure

↓  
*You are **re-earning your customer's business** at every interaction.  
You're only as good as your last contact.*

## Inbound Support Results In Seamless Transition for Customers

### Problem

Provide a seamless conversion experience for South State Bank's 38,000 digital users to its new mobile and online platform.

### Solution

Harland Clarke provided key insight during crucial planning stages of the South State Bank conversion and knowledgeable, augmented contact center support.

### Result

Harland Clarke conversion specialists answered 84 percent of 100,000 online conversion caller inquiries within 30 seconds. The result was a seamless transition for customers and "outstanding" customer feedback.

***"For us to go through a conversion of 38,000 digital customers with a service level of 84% was huge. We've never seen that before."***

John McCutchen  
SVP, Director of Customer Care,  
South State Bank



# 3 Provide white-glove treatment to business-critical customers

White-glove support includes proactively engaging and supporting your customers — small business, private wealth and commercial clients — before, during and after the transition.

- Design unique transition journeys for each customer segment
- Assign dedicated representatives to high-value clients
- Offer proactive, high-touch support and timely expertise
- Follow up post-transition to ensure satisfaction

*Proactive, white-glove support promises a **high return on relationship** — more business referrals, improved buying propensity and brand loyalty.*

# Proactive Outreach Eliminates Post-Conversion Issues



## Problem

Successfully convert 14,000 high-value commercial clients to Fifth Third Bank's Commercial Treasury Management platform.

## Solution

Harland Clarke provided complete project oversight of client outreach and support initiatives, including:

- Dedicated, personalized outreach to high-value customers
- Multiple outreach campaigns at all tier levels
- Customized, one-on-one training and self-serve options

## Result

The majority of the bank's clients participated in one-on-one training, virtually eliminating post-conversion issues with outstanding client satisfaction results. Personalized outreach allowed Fifth Third Bank to continue run-of-business activities.

***"We got a 90% hit rate of people logging into the platform. Our customer base logged in, went through the training process, and was ready to roll on day one."***

**Steve Blessing**  
SVP and Area Manager  
Fifth Third Bank



# 4 Ensure a Positive Brand Experience Across All Channels

Keep a pulse on how each customer is experiencing your brand with Voice of the Customer surveys, and glean actionable information to improve the customer experience and increase retention.

- **Pre-implementation:** Get a baseline of customer needs and expectations.
- **Implementation:** Identify points of disruption to maintain service levels.
- **Post-Implementation:** Use customer feedback to direct capital to those resources where you can get the best return.
- **You're acquiring employees, too...**not just customers.

*Banks that lead in the Customer Experience index have a 1.9X higher recommendation rate and share of deposits. Plus, customers are **2.1X more willing to take up new products and services.***

## Bank Profits from VOC Research

### Problem

Measure customer experience across entire branch network down to the employee level, including account holder retention

### Solution

The Harland Clarke Voice of the Customer program was implemented across all channels and touchpoints to measure employee performance, branch environment, wait times, online experiences and overall satisfaction.

### Result

- 6% increase in customer retention rates
- \$3 million in additional profit
- 50% reduction in first-year attrition
- Account holder satisfaction gap scores *doubled* versus local competition

***“We look for data that prompts action. The Harland Clarke VOC research gives us a clear picture of the attitudes and behaviors impacting our bottom line. Their suggestions are helping us entice new customers and maintain long-term ones.”***

# 5 Create brand awareness that lasts

Promotional products are the most effective way to engage current and acquired customers via a branded engagement strategy.

- Part of a multichannel strategy to stay in front of your audience
- Create an emotional connection with prospects, customers and employees
- Use for employee engagement, account-based marketing, and welcoming new customers/clients

*72% of people believe the quality of promotional products reflects on the reputation of the company that distributes them. (PPAI Research)*

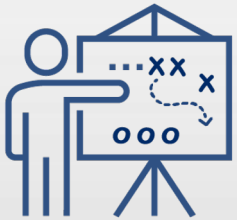




# Create Positive Experiences Across the Customer Journey

## Pre-Merger/Acquisition

- ☐ Benchmark the customer experience across all channels to create a performance baseline



## Merger/Acquisition

- ☐ Notify existing and acquired customers of branch closures, product and pricing changes
- ☐ Welcome acquired customers with personalized, print and digital communications
- ☐ Proactively engage business-critical customers with high-touch support and timely expertise
- ☐ Keep a pulse on how customers are experiencing your brand at critical milestones
- ☐ Create brand awareness with quality custom merchandise customers will enjoy

## Post-Merger/Acquisition

- ☐ Provide the contact center support customers need, when they need it
- ☐ Transition check and card customers, seamlessly and efficiently, with expert end-to-end support
- ☐ Continue to engage newly acquired customers with print and digital communications
- ☐ Measure the customer experience across all channels to identify opportunities for improvement and prioritize resources

## Inbound & Outbound Contact Center Support

- ☐ Provide proactive, outbound white-glove support to high-value customers (small business, private wealth, and commercial accounts)
- ☐ Augment your contact center with highly-skilled inbound support specialists to handle general FAQs and overflow support for card activation, check program conversions and more



## The Message Is Clear

*The cumulative impact of every customer interaction during a merger and acquisition **creates an emotional connection** with the brand — **and is a competitive advantage** for those that get it right.*



# Why Harland Clarke

With Harland Clarke as your partner, you have a single, trusted resource dedicated to executing on your business strategy and supporting your long-term success.

## Proven

**We are an industry leader.**

We help you deliver superior customer experiences that give you a true competitive advantage. Everything we do is designed to help you better engage customers, keep you first in their minds, and grow your business.

## Trusted

**We are experts at security.**

We understand the challenges you face with fraud and maintaining the safety of customer data. We offer more security features on all standard check stock than any other provider in the industry, helping to prevent fraud and enhance the customer experience.

## Quality Focused

**We are invested in your success.**

With Harland Clarke as your partner, you have a single, trusted resource dedicated to executing on your business strategy and supporting your long-term success. Count on us to deliver the quality, reliability and attention to detail you have come to expect, every time.

Thank You