

CUSTOMER EXPERIENCE:

How to Raise the Bar During an M&A Transaction, Digital Conversion or Other Change Event

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Andy Saner

SVP, Product Engineering &
Data Services
Andy.Saner@Vericast.com



Stephenie Williams

VP, Financial Institution Marketing
& Product Strategy
Stephenie.S.Williams@Vericast.com



Tracy Gudmundson

VP, Contact Center Operations
Tracy.Gudmundson@Vericast.com

Customer Expectations Hit All-Time Highs



58% of consumers report the COVID-19 crisis has **raised** their service standards¹



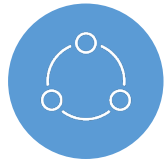
98% want to speak to a **live person** when calling customer service²



68% of customers expect brands to demonstrate more **empathy**³



55% increase in **average handle time** and more complex calls post-COVID⁴



76% of customers expect **consistent interactions** across departments⁵



26% of customers would **switch** brands after a bad experience⁶

¹ Salesforce.com State of the Connected Customer, October 2020

² Forbes.com, "Customer Service Expectations Are Rising - Is Your Business Keeping Up?" April 10, 2019

³ Salesforce.com, State of the Connected Customer, October 2020

⁴ J.D. Power Customer Service Advisory Practice Insight, August 2020

⁵ Salesforce.com State of the Connected Customer, October 2020

⁶ Forbes.com, "Customer Service Expectations Are Rising - Is Your Business Keeping Up?" April 10, 2019

Positive Customer Experiences Create High Value



*We hit our **highest Net Promoter Score ever** during a conversion month.*

Financial Institution With \$1B Total Assets

*During the entirety of the conversion, **we did not see a drop in loyalty**. This is a testament to the quality service provided to our customers.*

Financial Institution With \$8B Total Assets

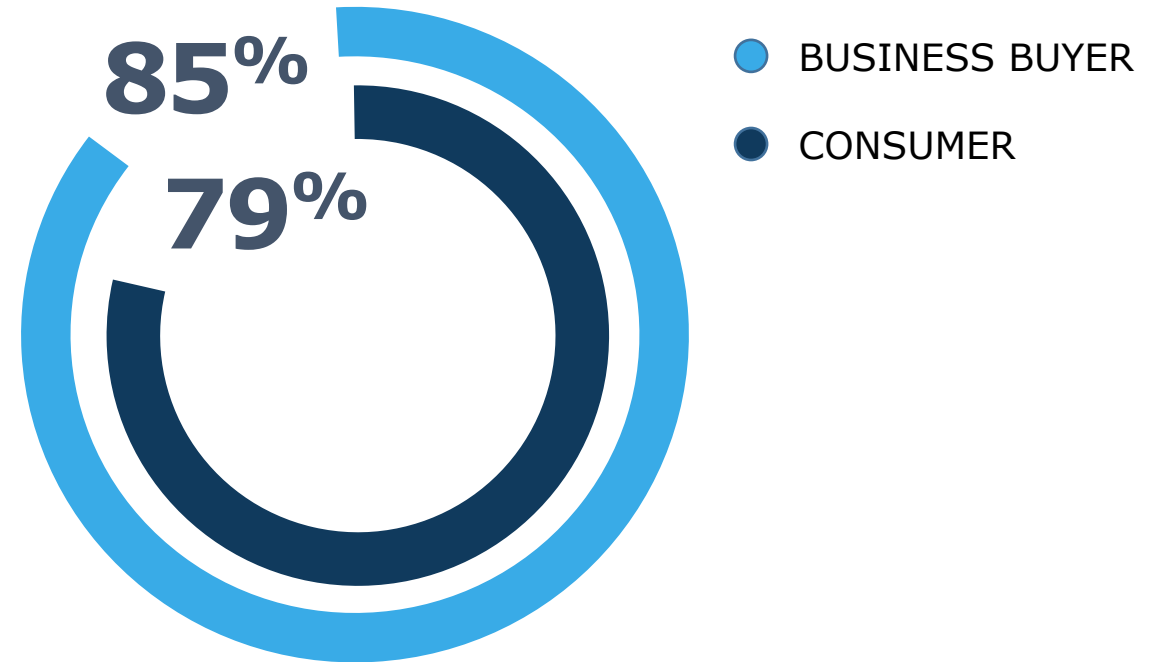
How do I deliver a **fully connected** transition experience?

- **Support unique journeys for each customer segment — consumer, business and commercial clients**
- **Provide dedicated outreach to high-value clients**
- **Deliver on-demand resolution with skilled and empathetic contact center support**

Amid Change, Customer Experience Remains a Key Differentiator



The significant majority of consumers and businesses place the same emphasis on flawless engagement as they do on product quality

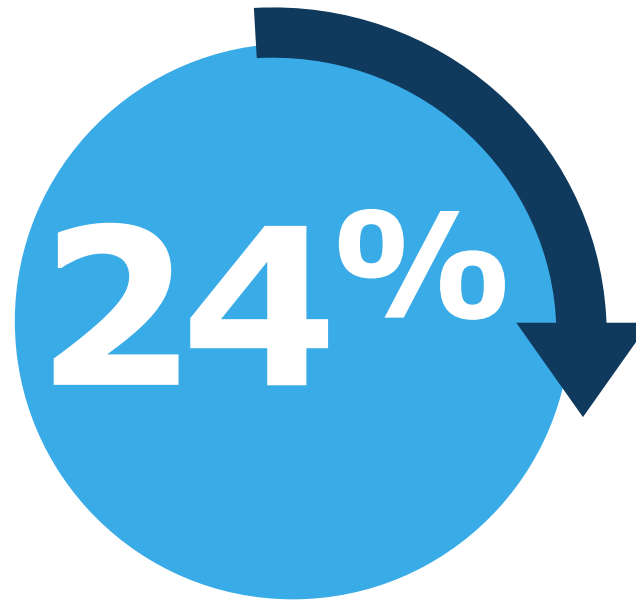


Salesforce.com State of the Connected Customer, October 2020

A Positive Customer Experience Is the True Measure of Success



Most bank conversions result in customer experience satisfaction ratings less than 24%



What does this mean to you?

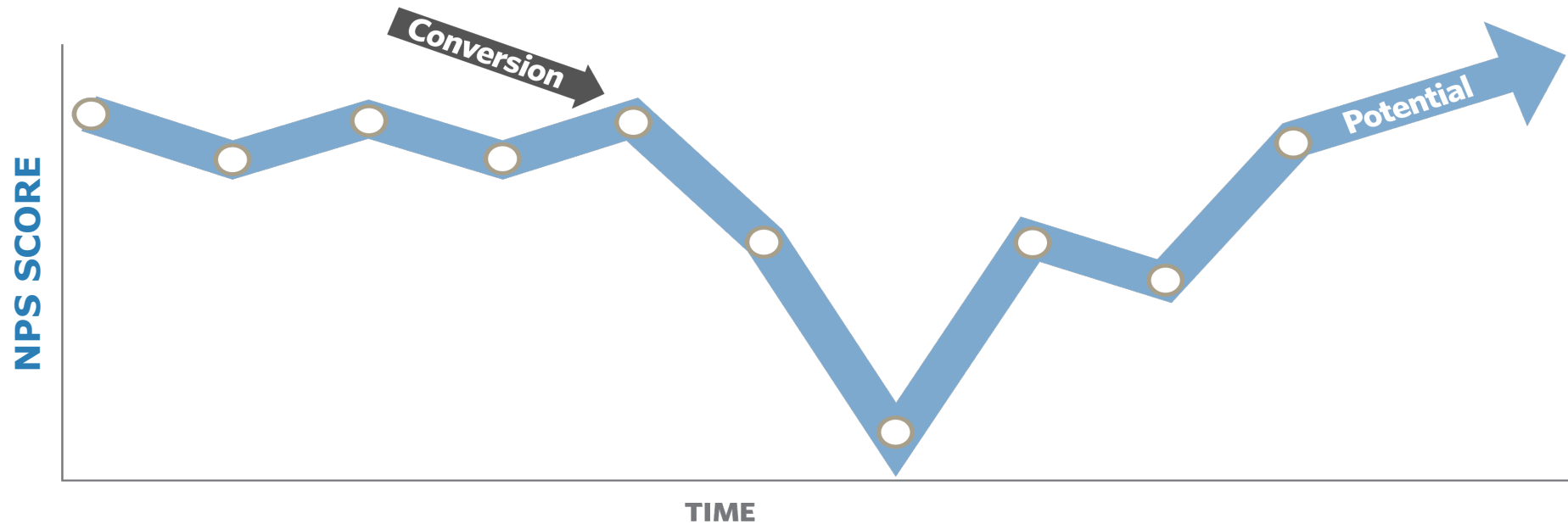
- Frustration
- Diminishment | “Ghosting”
- Attrition
- Social amplification

How do I **ramp up my back-office** to prepare for the impact?

- **Revisit your critical support provider service level agreements**
- **Invest time and expertise in forecasting, increased call volumes and support service requests**
- **Scale up operations staffing models to accommodate increased volumes across all customer touchpoints**

Conversions Can Negatively Impact Customer Satisfaction

- Customer satisfaction **downturn** immediately post-conversion
- Time to recover may be a **year or more**, even when change is positive



How do I provide employees with the **level of support** they need?

- **Create excitement** — it's a change for your employees, too
- Create a hotline for employee issue resolution and FAQs
- Have marketing and training SMEs at the branches during week one
- Mitigate disruption inside your organization with internal marketing communications

Q&A

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The Message Is Clear



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



