Case Study

Exchange Bank

Responsiveness to Customers and Community Drives Growth for Exchange Bank

For over 125 years, Sonoma-based Exchange Bank has played a vital role in the lives and businesses of the Northern California communities where it operates. Its founder Frank Doyle was a driving force behind the construction of the Golden Gate Bridge and established a philanthropic legacy that has helped more than 120,000 young people pursue their academic objectives. While the Exchange Bank has grown into a publicly traded multi-billion dollar financial institution, it is still driven by the same strong commitment to its surrounding communities, people, and businesses.

NPX SOFTWARE is driving process and customer experience improvements on a daily basis

BRANCH MANAGEMENT TEAMS are in the system everyday, using the feedback to solve problems before the first contact with the customer

NEWLY GAINED CX INSIGHTS drove the bank to look at new strategies to promote its products to different demographics

CUSTOMER PROFILE

INDUSTRY	Community Bank
WEBSITE	exchangebank.com
LOCATION	Northern CA
GOALS	• Build better relationships with customers and communities • Create fast, strategic responsiveness to customer feedback insights
PRODUCTS	• NICE Satmetrix

NICE

01 THE CHALLENGE

Finding the right CEM tool

Exchange Bank's strong customer focus led it to search for a customer experience management (CEM) platform and system that could help it better connect with its local retail and business customers. To kick off its initiative, the bank formed a customer experience (CX) committee made of up leaders from throughout the organization. Retail Vice President Beth Ryan was chosen to head up the effort and was appointed to the newly created enterprise position of VP/Customer Experience Manager. For its first task, the committee set out to immerse itself in the CX field and learn everything it could about the discipline and its practical applications. That quest led it to NICE Satmetrix and its Net Promoter Certification training.

Through certification, the bank was introduced to the Net Promoter Score® (NPS®) metric; the research correlating loyalty (measured by NPS®) with revenue growth and positive business outcomes; and the customer experience methodology that helps companies improve NPS® and the bottom line. The committee members were impressed with the approach and liked how the loyalty-based methodology aligned with the bank's customer-centric mission and strategy. When it came time to draft the CEM vendor search requirements, a priority was placed on Net Promoter expertise, and the ability to best incorporate the NPS® framework into the overall solution was swiftly moved to the top of the list.

The bank also needed to put CEM tools into the hands of its frontline employees quickly and did not have the resources or time to build the systems itself. That meant the solution would have to be software based and user-friendly enough to minimize the need for training and ramp-up time.

For its search, the committee brought in three CEM vendors with software-based solutions. After the in- person meetings, demos, and associated vetting, it became clear to the committee that NICE Satmetrix offered the right combination of products, services, and experience to best meet the bank's requirements.

> "We had a customer experience committee made up of leaders from across our organization. We brought in and vetted three different providers and chose NICE Satmetrix unanimously. From the usability of their software to their references and experience with our industry, **they were clearly the best choice and a perfect fit for our company and our needs.**"

BETH RYAN
VP/CUSTOMER EXPERIENCE MANAGER
EXCHANGE BANK

Case Study

Separating the signal from the noise

The bank took a phased approach to the implementation of its CEM program. First up was its retail division, which serves a wide demographic audience, with a variety of the bank's consumer products and services.

As a community bank with strong local ties, and a lot of earned goodwill, Exchange Bank does not get many vocal detractors. It does, however, have its share of customer experience issues that surface and manifest themselves in other ways. The challenge for the bank was to develop a survey and other feedback mechanisms that could isolate and identify problem areas even when the overall responses were signaling something else.

Prior to launch, the CX team worked closely with NICE Satmetrix to map the customer journey and structure the initial relationship survey so that it would give the bank a clear view of the customer and their experience at each stage. That initial survey gave the bank the scores to benchmark loyalty and satisfaction, but it also provided it with something more important, especially to Ryan. Along with the structured data covering

the journey and a few specific products and services, it also included space for unstructured feedback or comments. These to Ryan are the "uncovered gems" or "big rocks" that reveal the true voice of the customer and provide the deep insights needed to make significant changes.

Closing The Loop And Uncovering Hidden Gems

With the NICE Satmetrix NPX software, the bank now has the tools to capture those insights and dig into the data to do something about it. While survey construction and the processing of bigger trends or issues are handled centrally at the CX committee and executive level, customer outreach and closing the loop are managed locally by branch management. The bank uses the NPX closed-loop feedback feature to ensurefollow-up with all Detractors within 48 hours, as well as to capture additional information to enrich the data set. It has a similar, albeit longer process in place for Promoters and is currently considering a program for Passives.

Reporting also plays a big role in how the bank uses its CX program to identify gaps and drive awareness and change. Ryan and the CX team regularly review the raw Detractor and verbatim reports to identify trends or themes, which are then brought to the CX committee for further investigation and or are tagged for additional reporting. Themes or recurring issues that surface around products and services are also reported and routed to the respective product owners and managers. On the local level, the reporting serves the branch managers who use it for research and insight as they work to resolve the customer issues surfaced by the system. The bank is also beginning to make wider use of dashboards, to give the entire organization greater visibility into the program and customer health, as well as the efforts to improve it.

Finding a Structure That Works

The customer experience initiative had the support of bank management from day one, but it took a few tweaks to the governance structure to get the program moving in the right direction. The initial structure featured a large CX committee at the top made up of members from up and down the organization. The arrangement worked well for bringing a diversity of ideas and perspectives to the table and for galvanizing support for the program. But when it came time for the actual work of digging into the data and developing strategies and recommendations around the findings, there were too many voices and an inconsistent level of commitment to make any real traction.

The reboot began with the creation of a smaller working sub-committee and a search of the larger group for members with the requisite interest and passion for CX to fill it. Today that smaller group meets regularly with Ryan and her CX team to review the data, identify themes and trends, and formulate the recommendations to be brought to the larger CX committee and executive management. The new structure works because it gives the bank a core resource that combines a growing CX competency with a deep knowledge of the inner workings of the organization, which is key to quickly making sense of the sometimes confusing mix of signals they receive from the feedback.

"The great thing about the NICE Satmetrix NPX software is that it can be a mud hut or a Taj Mahal," Ryan said. "**All that data is there and will be there as we grow and increase our maturity** and ability to do more with the program."

BETH RYAN
VP/CUSTOMER EXPERIENCE MANAGER
EXCHANGE BANK

03 THE RESULTS

Designed for impact

Since its launch, the CX program has been making an impact on the organization. While incoming feedback is generally positive, the CX committee has identified a few major and difficult issues for management to consider. While it's too soon to know the outcome, Ryan noted that "there is some provocative stuff in there that will force us to take a close look at how we do business and balance risk with customer experience." In the meantime, product and branch management are off and running with the NPX software, using it to improve processes and the customer experience on a case-by-case and daily basis.

The biggest results so far have been realized at the individual product and branch levels. "The branch management teams are in the system every day, reviewing their surveys and managing open items," Ryan said. They use the comments and other feedback to try and solve the problem before they even make first contact with the customer.

If the problem relates to a product that they don't understand, such as an electronic service, they'll reach out to the product or subject matter expert for clarity. Product and operational divisions such as IT and the Call Center are also monitoring the feedback and meet bi-weekly to discuss potential actions.

Unintended Benefits

The feedback is also providing the bank with some unexpected insight into other areas of its business. Through the surveys, the bank realized an opportunity to increase awareness around its retail loan products. In another instance, Ryan and her CX team discovered a wide discrepancy in affinity between the Boomer population and that of Generation X and Millennials. As a result, the bank is now looking at strategies to promote its products and boost its standing with the latter two demographic groups.

NICE

Exchange Bank

Case Study
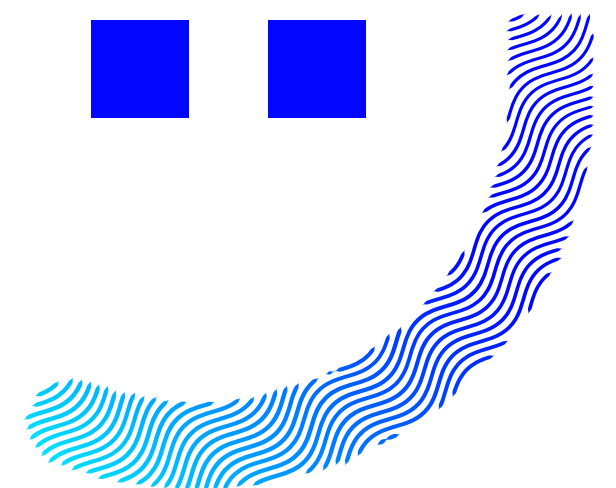
Preparing for a bright future

As they head into the second year, Ryan and her team are looking forward to growing and expanding the program into new areas and lines of businesses. She also hopes to increase resources so she can dig even deeper into the data. "We've already uncovered real gems; now it's about what do you do with that information, organizationally," she said. "I'm not sure where we go next, but this system has provided us with more insight than I could ever imagine. Before, I was just referring to the literature. Now I'm living what I was reading about, and it's super cool."

Wherever the future takes the program, the bank sees NICE Satmetrix helping it get there. For Ryan, NICE Satmetrix has been the ideal partner. NICE Satmetrix was there at the beginning to help set up the program and continues to be a valuable resource as it grows and matures. The majority of the bank's CX users are non-technical staff, and the broad range of support NICE Satmetrix provides them has been indispensable to its success.

Net Promoter Score, Net Promoter, and NPS are trademarks of NICE Systems, Inc., Bain and Company, Inc., and Fred Reichheld

"We've already uncovered real gems; now it's about what do you do with that information, organizationally. **Our NICE Satmetrix system has provided us with more insight than I could ever imagine**. Before, I was just referring to the literature. Now I'm living what I was reading about, and it's super cool."

BETH RYAN
VP/CUSTOMER EXPERIENCE MANAGER
EXCHANGE BANK
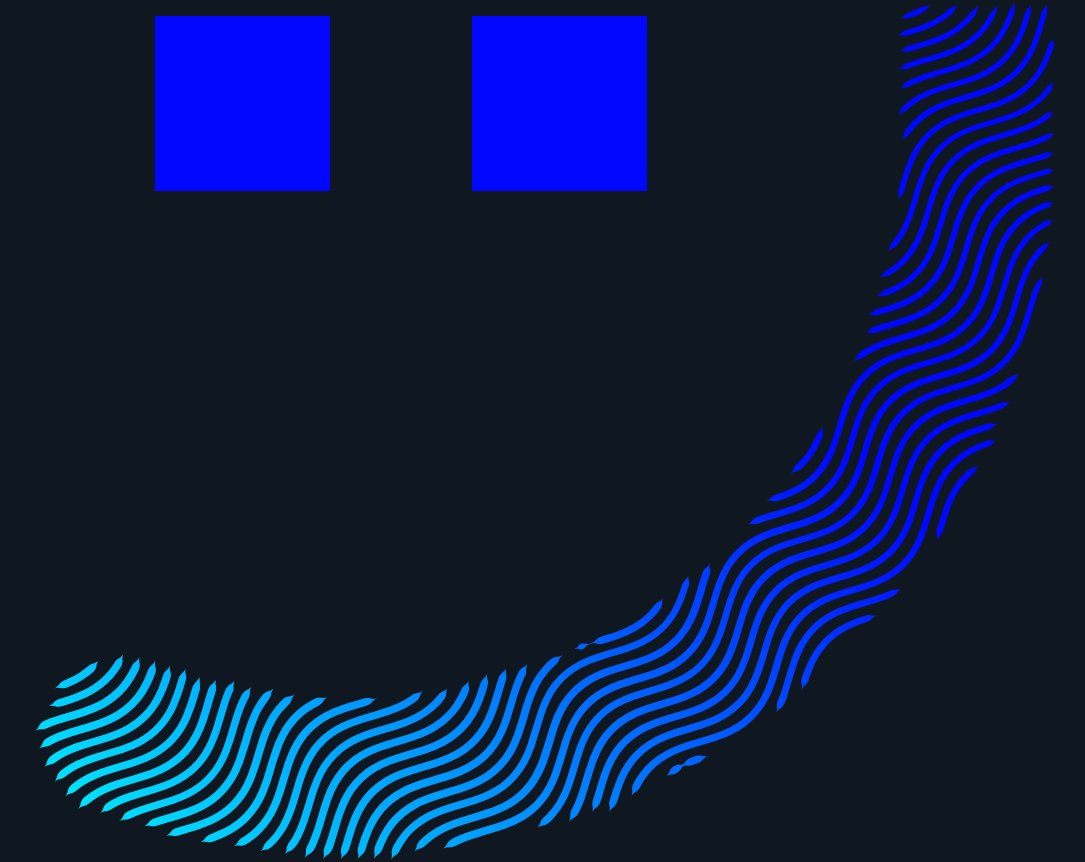
About NICE

With NICE (Nasdaq: NICE), it's never been easier for organizations of all sizes around the globe to create extraordinary customer experiences while meeting key business metrics. Featuring the world's #1 cloud native customer experience platform, CXone, NICE is a worldwide leader in AI-powered self-service and agent-assisted CX software for the contact center—and beyond. Over 25,000 organizations in more than 150 countries, including over 85 of the Fortune 100 companies, partner with NICE to transform—and elevate—every customer interaction.

www.nice.com