Mapping the Member Experience

Jeff Rendel, Rising Above Enterprises
customers are complaining because our user interface is confusing.

for example, our menu choice for deleting a file is labeled “save file.”

that’s why we have a help menu.

our help menu is labeled “reformat hard drive.”
THREE MOST IMPORTANT TRENDS FOR RETAIL BANKING INDUSTRY IN 2018

FIs and Suppliers (n=404)

<table>
<thead>
<tr>
<th>Trend</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Removing friction from the customer journey</td>
<td>61%</td>
</tr>
<tr>
<td>Use of big data, AI, advanced analytics and cognitive computing</td>
<td>57%</td>
</tr>
<tr>
<td>Improvements in integrated multichannel delivery</td>
<td>42%</td>
</tr>
<tr>
<td>Open APIs</td>
<td>35%</td>
</tr>
<tr>
<td>Building partnerships between banking and fintech firms</td>
<td>27%</td>
</tr>
<tr>
<td>Expansion of digital payments</td>
<td>26%</td>
</tr>
<tr>
<td>Responding to regulatory changes</td>
<td>15%</td>
</tr>
<tr>
<td>Exploring advanced technologies (IoT, voice)</td>
<td>14%</td>
</tr>
<tr>
<td>Emergence of new challenger banks</td>
<td>10%</td>
</tr>
<tr>
<td>Testing and use of blockchain technology</td>
<td>10%</td>
</tr>
<tr>
<td>Investment in an innovation accelerator or accelerator program</td>
<td>4%</td>
</tr>
</tbody>
</table>

Source: DBR Research © December 2017 Digital Banking Report
TOP THREE STRATEGIC PRIORITIES FOR 2018

Q: What are your top 3 strategic priorities for 2018 as an organization? (n=261)

- Redesign/enhance digital experience for consumer: 72%
- Enhance data analytics capabilities: 51%
- Find ways to reduce operating costs: 32%
- Automate core business processes: 31%
- Recruit or retrain talent to meet changing needs: 28%
- Update/replace components of your legacy operating system: 22%
- Increase investment in innovation: 22%
- Meet regulatory and compliance specifications: 20%
- Improve components of security and authentication: 11%
- Invest in and/or partner with alternative fintech providers: 10%

Source: DBR Research © December 2017 Digital Banking Report
Experience Drives Trust

<table>
<thead>
<tr>
<th>Reasons for having complete trust</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial stability</td>
<td>60%</td>
</tr>
<tr>
<td>Ability to withdraw money</td>
<td>54%</td>
</tr>
<tr>
<td>Their security procedures</td>
<td>51%</td>
</tr>
<tr>
<td>The size of the company</td>
<td>42%</td>
</tr>
<tr>
<td>The way I am treated</td>
<td>56%</td>
</tr>
<tr>
<td>How they communicate with me</td>
<td>44%</td>
</tr>
<tr>
<td>Quality of advice provided</td>
<td>41%</td>
</tr>
<tr>
<td>Problem resolution/complaint handling</td>
<td>38%</td>
</tr>
<tr>
<td>My relationship with certain employees</td>
<td>19%</td>
</tr>
<tr>
<td>The fees I pay</td>
<td>26%</td>
</tr>
<tr>
<td>Interest rates I earn on my accounts</td>
<td>24%</td>
</tr>
<tr>
<td>Interest rates I pay on my loans</td>
<td>20%</td>
</tr>
<tr>
<td>Stories from friends or relatives</td>
<td>14%</td>
</tr>
<tr>
<td>Their decision to open or close branches</td>
<td>9%</td>
</tr>
<tr>
<td>Recent articles or news stories</td>
<td>8%</td>
</tr>
<tr>
<td>Institutional stability</td>
<td></td>
</tr>
<tr>
<td>Customer experience</td>
<td></td>
</tr>
<tr>
<td>Fees and rates</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
</tr>
</tbody>
</table>
Experience Drives Results

Maximizing satisfaction with customer journeys,

- increase customer satisfaction by **20%**
- can lift revenue by up to **15%**
- and lower the cost of serving customers by as much as **20%**

*Source: McKinsey and Company*
Experience Drives Results

A customer is 4 times more likely to buy from a competitor if the problem is service related vs. price or product related.
Experience Drives Results

89% of consumers have stopped doing business with a company after experiencing poor customer service.

(RIGHTNOW CUSTOMER EXPERIENCE IMPACT REPORT)

86% of buyers will pay more for a better customer experience. But only 1% of customers feel that vendors consistently meet their expectations.

(Forbes)
# The Importance of Experience

## Macro trends driving the importance of customer experience

Why 90 percent of executives say customer experience is “critical” to compete...

| 1. The Era of Smart Customers<sup>1</sup> | → Customers are increasingly in control of the relationship  
→ Digital devices change the ways customers transact and buy  
→ Bring expectations of “the best” to all their customer experiences |
|-------------------------------|-------------------------------------------------------------|
| 2. Customers Indifferent and Disloyal<sup>2,3</sup> | → 89% of retail customers will leave after a single bad experience  
→ 1% feel expectations are always met  
→ 79% will share their complaints with others |
| 3. CX Drives Measurable Value | → 86% of customers likely to purchase more with better experience<sup>3</sup>  
→ $Millions in additional revenue even for smaller companies<sup>4</sup>  
→ Up to 128% better market return for CX leaders over laggards<sup>5</sup> |
What We Think About Experiences

What percentage of executives think the experiences they provide their customers is “excellent”? 80%
What They Think About Experiences

What percentage of customers think (overall) the experience they receive is “excellent”?  

8%  
8% vs 80% is a 73 point Experience Delivery Gap
Consumers judge the quality of experiences based on how:

Easy
Enjoyable
Effective

They perceive them to be.
What Processes Have You Mapped?

Question: What processes have you mapped out the digital consumer journey for?

- **63%** Loan Application
- **45%** Account Opening
- **38%** Cross-Selling
- **36%** Referrals
- **29%** Onboarding
- **16%** Product Reviews
- **14%** Remarketing
- **11%** Birthdays & Anniversaries
Common Experiences to Map

• Auto Loan – In-House
• Indirect Auto Loan
• Consumer Loan; Credit Card
• Mortgage; HELOC
• Business Loan; Credit Card
• New Membership
• New Checking, Savings, CD
• Investment; Insurance

• Teller Transaction
• Drive-Through Lane
• ATM; Kiosk; Touch Screen
• Contact Center
• CU Website; CU Mobile App
• CU Bill Pay; CU Financial Ed
• Digital Marketing: Click, Look, and Book
Common Members to Map

• College students; Gen Z.
• Millennials.
• First time auto purchase.
• First time home purchase.
• Two-income family.
• Stay-at-home parent.
• Single parent.
• Retired members.
• Single professional.
• Business owner.
• Business manager.
• Tech-savvy.
• Tech-cautious.
• Digital native.
• Distant member; out-of-region.
Think Like a Member, Not a CU Pro

Giving customers the experiences they want requires “seeing” the journey through her eyes, and doing so across...

- Devices and Channels
- Different Segments
- Service
- Try
- Use
- Buy
- Install
- Journeys
- Learn
- Interactions
A Member-Centric Perspective

**Journey Mapping helps us think like customers**
Which means we can serve them better, where and how it matters most.

- Understand the reality of peoples lives – and empathize with them
- Help make better decisions, informed by customer needs
- Improve cross-silo communication and understanding
- See where to (re)design and improve systems and processes

"Thinking like a customer"
With an outside-in, customer-centric perspective
Experiences Touch All Channels

Helping eliminate the ‘silos’ which impede customer goals
To deliver seamlessly across devices, services, channels and journeys
A Walk Through a Journey

Literally “mapping” the journeys your customers take...

Called a couple friends, looking for suggestions

Looks like a comparison website, but all this info is confusing!

The loan guy was great - educated me, gave me a quote over the phone, and I can start the app online

I found the car I want - and the bank can help me get it for less. Cool!

I got a call and a text that I'm approved - that was nice!

Now that I know a bit more, I double-checked rates online to be sure. I'm getting a good deal!

Frank from the bank delivered my car and the final paperwork - 15 minutes, and I'm done!

Finished the app online - that was easy.

I love my car!

Bill and Sallie-Ann said to go to Bankrate...

I need to get a car loan. :-(

Maybe I'll call my credit union - I think they do car loans
Types of Journeys

There are many different ways to look at journey maps. Dependent on the issues you want to understand and resolve. For example:

<table>
<thead>
<tr>
<th>Types of journeys</th>
<th>Descriptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relationship</td>
<td>A high-level view of an entire relationship with the company, over the “end to end” lifecycle</td>
</tr>
<tr>
<td>Transactional</td>
<td>An actual transaction, like an online purchase or the experience of calling customer service to resolve an issue</td>
</tr>
<tr>
<td>Physical</td>
<td>An actual physical journey, e.g. walking through a mall to a retail store, then walking through the store itself</td>
</tr>
<tr>
<td>Emotional</td>
<td>An entirely “mental” journey, for example the follow-on effects of hiring (or firing) an employee, or how a promotion affects co-workers</td>
</tr>
<tr>
<td>Personal</td>
<td>A view of an entire personal relationship, for example a BDO or Financial Advisor working with a business owner or high-net-worth client over time</td>
</tr>
</tbody>
</table>
The Elements of Value Pyramid

Products and services deliver fundamental elements of value that address four kinds of needs: functional, emotional, life changing, and social impact. In general, the more elements provided, the greater customers’ loyalty and the higher the company’s sustained revenue growth.

SOCIAL IMPACT

Self-transcendence

LIFE CHANGING

Provides hope
Self-actualization

Motivation
Heirloom
Affiliation/belonging

EMOTIONAL

Reduces anxiety
Rewards me
Nostalgia
Design/aesthetics
Badge value

Wellness
Therapeutic value
Fun/entertainment
Attractiveness
Provides access

FUNCTIONAL

Saves time
Simplifies
Makes money
Reduces risk
Organizes
Integrates
Connects

Reduces effort
Avoids hassles
Reduces cost
Quality
Variety
Sensory appeal
Informs

SOURCE © 2019 BAIN & COMPANY INC.
FROM “THE ELEMENTS OF VALUE,” SEPTEMBER 2016 © HBR.ORG
Focus on Functional Values First
A journey map is the story of a customers’ experience. It explains what happens along the way, to whom, and how it happens.

**Wanting**
What is she doing, and why is she doing it?
What does she want or need to accomplish?

**Thinking**
What are her expectations and perceptions across the journey?
Are we meeting her needs?

**Doing**
What is she doing at each stage of the journey?
What are the touchpoints she encounters?

**Feeling**
What is she feeling? Does she feel great? Is she unhappy?
Are we causing her “pain” or anger?
To tell the story, you need to know who is taking the journey.

Persona represent the customers taking the journey we’re mapping...

- Represents an important segment
- Serves as a stand-in for all customers who share these traits
- “Personified” to create understanding and empathy

“I know I should be planning for the future and start thinking about saving, but I want to enjoy life now.”

Hillary ‘Young Digerati’ Sanderson

“Make it easy for me to interact with you, on my terms. If you don’t or can’t? I’ve got plenty of options.”
Carli
Mobile Free Spirit

Carli’s Story
Carli is a full-time mom who enjoys being out and about often during the day with her two young children. Her husband owns a landscaping company, so sometimes she runs errands for him. Since she is very busy, she doesn’t spend much time in front of a computer screen at home. She is a former corporate accountant, so she likes to take an active role in the family’s finances. She loves her new Bank of America mobile app and prefers to use it for most of her banking needs. If she does have a question or a problem on her account, she will call customer service or stop by her local branch to get assistance.

Banking Goals

CONVENIENCE
Convenient banking when and how I need it, including mobile, ATM, and branch banking

SELF-SERVICE
Easy-to-use mobile app for basic tasks like viewing balances, depositing checks, paying bills, and transferring money

TRANSPARENCY OF COST
Clear communications on fees, rates, discounts, and bank product options

Customer Service Channel Preference
LIVE CHAT ON MY MOBILE APP

CALLING BY PHONE

TEXT OR EMAIL REPLY

ONLINE PLATFORM & VIDEO CONFERENCE

IN PERSON IN THE BRANCH

Payment Preference

Digital Wallet or Credit Card

Biggest Opportunity

Mobile Live Chat

Context of Use

NUMBER OF FINANCIAL PRODUCTS
LOW

ATM USE
LOW

CASH USE
LOW

TECHNICAL SKILL
LOW
Eric
Tech-Savvy Researcher

Eric’s Story
Eric is a lawyer who specializes in corporate law. He represents many large companies and must travel often on assignment. He has been at his firm for a few years and has almost paid off his student loans. His daughter Jaya was born this past year and he made it a priority to start saving for her future. He did a lot of online research before he found his new high-interest savings account. He is confident that he made the right decision now but will reevaluate his decision over time. He owns his own home and is paying a mortgage but likes to keep that and his student loans separate from his savings and checking accounts. He trusts the bank with his money and information, but he likes to make his own decisions when it comes to investing his money and opening accounts.

Banking Goals
SELF-SERVICE
Easy-to-use online platform that allows me to take care of all my banking online without going to a branch
EASY PRODUCT & RATE COMPARISON
Finding the best financial products and rates for my needs
QUICK CUSTOMER SERVICE
Quick and convenient remote customer service options

Customer Service Channel Preference
LIVE CHAT
CALLING BY PHONE
EMAIL REPLY
ONLINE PLATFORM & VIDEO CONFERENCE
IN PERSON IN THE BRANCH

Banking Preference
Online Banking

Payment Preference
Credit Card to maximize points

Biggest Opportunity
Interactive Online Self-Service Tools

Context of Use
NUMBER OF FINANCIAL PRODUCTS
LOW
ATM USE
LOW
CASH USE
LOW
TECHNICAL SKILL
LOW
Appendix A: Member Journey Map

Experience:
Persona:

Experience: Touchpoints: Emotions
Experience: Touchpoints: Emotions
Experience: Touchpoints: Emotions

Delivery Channels

Delivery Channels

Delivery Channels
<table>
<thead>
<tr>
<th>Experience Name or Description</th>
<th>Delivery Channels (Check all that apply.)</th>
<th>Roles (Check all that apply.)</th>
<th>Listening Posts (Check all you want to use.)</th>
<th>Members to Include and Exclude</th>
<th>Data Upload Schedule (email and phone surveys only)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>In-branch</td>
<td>Pre-Qualifier Role</td>
<td>Email invitation to online survey</td>
<td>Check here if this survey</td>
<td>Mon., Tues., Wed.</td>
</tr>
<tr>
<td></td>
<td>Drive-thru</td>
<td>Originator Role</td>
<td>Inbound phone survey</td>
<td>will be made accessible to</td>
<td>Weekly</td>
</tr>
<tr>
<td></td>
<td>Telephone</td>
<td>Processor Role</td>
<td>Outbound phone survey</td>
<td>all members (e.g., website</td>
<td>Bi-weekly</td>
</tr>
<tr>
<td></td>
<td>Email</td>
<td>Closer Role</td>
<td>In-branch tablets</td>
<td>feedback tab)</td>
<td>Monthly</td>
</tr>
<tr>
<td></td>
<td>Chat</td>
<td>Follow-up Role</td>
<td>Mobile app link</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Web</td>
<td></td>
<td>Web opt-in tab</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>Mobile</td>
<td></td>
<td>Web intercept (pop-up or exit survey)</td>
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<tr>
<td></td>
<td>Kiosk</td>
<td></td>
<td>Receipt link or QR code</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>ATM</td>
<td></td>
<td>In-branch signage with QR code</td>
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<tr>
<td></td>
<td>Personal Teller Machine</td>
<td></td>
<td>Other</td>
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<td></td>
<td>Other</td>
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<td></td>
<td>Other</td>
<td></td>
<td>Other</td>
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</tr>
</tbody>
</table>
Include in Your Journeys

Must Haves: While customer journey maps can “look” different, here are these five elements are critical to include:

One: Always include the journey you’re mapping, and who you’re mapping it for.

Two: Be clear about what your customers are trying accomplish

Three: What are they doing? What touchpoints do they encounter and which are most important to them? Are any causing them pain...?

Four: What are their expectations? What do they think the experience should be?

Five: How does the experience make them feel? Good, bad? Indifferent? (Angry...?)
Dive Deeper in Your Journeys

**Nice to Haves: Deepen the insights and utility of your maps with these six elements and how they relate to the customer journey:**

**One:** What do customers say is most important to them?

**Two:** What are specific opportunities to improve the experience?

**Three:** Which groups or people “own” key interactions in each journey stage?

**Four:** Which interactions can correlate to business outcomes, such as customer loyalty, positive Word-of-Mouth and loyalty?

**Five:** Show how important a touchpoint is vs. how well it’s meeting customer expectations.

**Six:** Customer-related business metrics that show exactly how well things are (or are not) working.
Processes, Partners, and Measures

Connecting inside-out and outside-in perspectives at a fairly high level, or as deep as you want (or need) to go

**One:** Business processes, data, systems and technologies that support delivery of the experience

**Two:** Is anyone – partners, vendors - outside your company responsible for the systems that support the experience?

**Three:** What internal metrics do you use to track systems performance? How do they map to different stages?

- Data: What data supports which interaction? What processes control the way that data is managed?
- Systems: What systems are responsible for delivering the experience? What processes support customers across channels, etc.?
- Suppliers/Partners: Who in your organization, who shares responsibility for delivering the experience? What partners/systems touch your customers or support delivery or the experience?
- Business Metrics: What internal performance metrics contribute to the delivery of customer experience?
In Closing: Six key journey map success factors

1. Be clear on what you want to accomplish
2. Know whose journey you are mapping
3. Do the research: talk to your people, and your customers
4. Design matters: Persona and journey maps must look good, make sense and be easy to understand
5. Socialize and widely share across your business, involving key stakeholders early and consulting them often.
6. Take action; avoid “analysis paralysis.” Attack low-hanging fruit first – there are nearly always a few quick fixes
In Closing: And six (of the many) obstacles to avoid...

1. Failure to include stakeholders across the business (including those front-line employees who “live” the journey)
2. Not getting a true understanding of the customer perspective
3. Focusing too much on statistically significant data
4. Not focusing enough on statistically significant data
5. Failure to track results and monitor customer feedback
6. Not updating your maps as markets and customers change