Who Moved My Members: Transforming Branch Operations and Staff

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What’s Wrong with This Picture?
How Will Service Expectations Change?
Focus of branch personnel must change!
Let’s examine a traditional deposit ...
So What Was Wrong With That???
How Branch Personnel Can Foster Engagement
Good **self-service** trumps great personal service!
The branch need a heightened level of Engagement!
The Engagement Branch

- Questions lead to insight
- Enable consultative selling
- People will prefer the branch for education and problem solving…and prefer the “virtual branch” for transactions
Could a Branch Act Like an Apple Store?

“Genius” Bar

Education

Consultative Selling
The “Apple Store” FI Branch
Wait a minute – the JC Penney’s CEO got fired for trying to make JCP into an Apple Store!
So why didn’t the “new” Penny’s work?
It “looked” like an Apple store but it didn’t “act” like an Apple store!
What Would “Apple Store” Engagement Be Like?
Consultative Selling in the Branch

- Interactive / Open design – inviting
- Not necessary to redesign – just make a place for engagement
- Prospects can pick up devices and discuss functionality
- Encourage interaction with Virtual Branch devices
Consultative Selling in the Branch

• Demonstrate functionality
  (show me!)
  • Mobility (handsets and tablets)
  • Unified User Experience
  • mRDC, Cards, Website, Apps
  • Comparison of Apple vs. Android devices …
Consultative Selling in the Branch

• Retrain CSRs
  • Ask Questions / Active listening
  • Expertise in the virtual branch
  • Consultative selling approach
  • Focus on member benefits

• Encourage self-service
  • Perform transactions on the members device!
So Let’s Look At That Deposit Again …
**Education in the Branch**

- Regularly scheduled education sessions
  - Create regular schedule – i.e.: every Tues and Thurs 10:00, 2:00 and 4:00
- Open to prospects
- Create specific sessions targeting members who infrequently use branch
- Classes that are informative and fun!
Education in the Branch

Education sessions could be - How to:

• Use mobile app, mRDC
• Extract data into Quicken / Quickbooks
• Setup user defined alerts
• Create and execute bill payments
• Etc.
Education in the Branch

Education sessions could be - Why:

• Does a pre-authorization get on my share draft from a gas station or hotel?
• Can’t I see my statement history online?
• Do I have a monthly service charge?
• Etc.
Education in the Branch

Create open, friendly area for education

• Encourage participation – don’t make anyone feel dumb

• Sessions can be targeted by demographics
  • Seniors – coordinate with senior centers
  • Youth – collaborate with schools
  • MoneyHawks – Incorporate outside speaker on interesting and relevant topic

• Don’t give up – it will take time!
Problem Solving in the Branch

• “Genius Bar” for vexing problems
  • Data extracts and importing
  • Problems with virtual transactions
  • Device incompatibility / OS updates
• Commercial and Retail help
• Allow for specific appointment time
Problem Solving in the Branch

- Staffed by experts
  - These have to be skilled in technical issues and have good communication skills
  - Use some creative branding (i.e.: “The Geek Squad”)
- FIs already have the “bar”!
Barriers to Branch Transformation Success

• The General Ledger
• Branch Manager Compensation
• Management Focus
• Employees that won’t convert to engagement
Converting Employees

Retraining for employees
• Require all to use virtual branch services
• Consultative selling training
  • Who are natural trainers/educators?
• Provide “safe” environment for mistakes…

If you can’t retrain…
• Hire staff from the Apple Store!
Getting Everyone On Board

Root out Naysayers

• Every FI has those that say “it won’t work”, identify them
• If possible, convert them
• Make re-training a focus of next employee review
• Onboard or overboard!
Get Serious About Branch Transformation

Switch to Engagement Focus

Change Attitudes – from the top!

Retrain or Rehire

Strategically Plan for Success
Thank you!

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