

Managing Change:

How Your Contact Center Can Drive a Positive
Account Holder Experience When You Need It Most



HARLAND CLARKE®

You've heard it before:

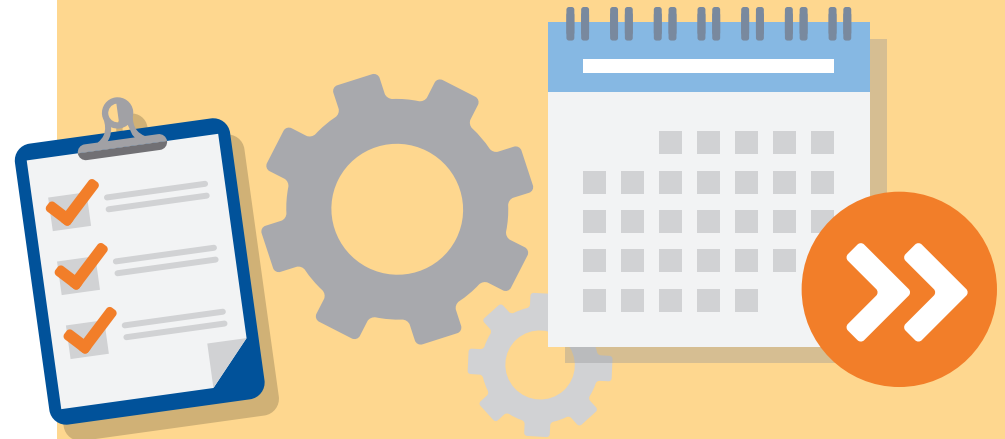
The only thing that
doesn't **change**
is **change itself.**

Philosopher Heraclitus is credited with these words of wisdom. The fact that he died in 475 BC hints at the extent that people have struggled with change since ... forever.

Sometimes change demands quick action. The question is, are you prepared to manage it when it occurs?

Staying ahead of the inevitable — but often unpredictable — circumstances that disrupt the day-to-day business environment is a challenge for all organizations. The key is to have a plan or process in place that enables you to quickly navigate change and mitigate its potentially disruptive effects.

Change readiness and management should be part of your strategic plan. And one of your key tactics must be exceptional communication with those affected: your account holders. This helps drive loyalty during a time that loyalty is challenged most.



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Maintain — or Exceed — Your Typical Service Standards

Does your contact center have the skills and capacity to help you communicate quickly and effectively? As a flexible inbound and outbound communication resource, your contact center vendor should address many of the change-related issues your organization might face — both planned and unplanned.

Communication eases change. Account holders want to know what's happening and how it affects them. You must be prepared to maintain the expected level of service even during times of extreme stress on the customer experience.

Indeed, according to Deloitte's 2015 Global Contact Center Survey results, 85 percent of respondents viewed the customer experience provided through a contact center as a competitive differentiator.

So, when communication really matters, contact center agents can make or break your brand.

For example:

Online banking and mobile conversions.

Upgrading or migrating technology often requires account holders to take specific steps online. Having a knowledgeable, patient voice guiding them through the process can mean the difference between a pleasant and unpleasant customer experience (which, in turn, can determine whether the conversion was a success or failure for your institution).

Mergers and acquisitions. Policy changes, new card activations, account transitions. Ensuring that account holders have access to their funds is essential. You must reach out to ensure a stable transition with uninterrupted service.

Regulatory changes. Anytime your account holders have to do something — opt-in, create a password or acknowledge receipt of information — contact center agents can prompt action, smooth the way and answer questions.

Branch expansion or closing. Introducing a new branch is a great opportunity for account holder engagement. But branch personnel simply don't have the time to lay the groundwork. A personal call to welcome account holders and prospects who are in close proximity to the new branch establishes a warm relationship from the start.

Disaster recovery. Interim support during a natural disaster or power outage can provide uninterrupted customer service. Having a live person available to answer calls, even in the most dire of circumstances, reinforces your institution's standard of account holder care.

Crisis communication. Bad things happen. An unanticipated influx of calls can be spurred by any number of unplanned events — a security breach, a public relations problem or even implementation of a new fee. Having those calls answered promptly by knowledgeable representatives goes a long way towards easing anxiety or annoyance.



Be Prepared for a Burst of Activity

Do you have the internal resources it takes to support short-term initiatives? If not, are you confident your contact center vendor can meet your needs?

To help answer these questions, there are several steps you should take when looking to outsource your contact center:

Establish the right relationship before you need it. If your contact center resource is going to be a strategic partner, you must be confident that the organization is competent to serve such an important role long before you need it. Visit the center in person. Get to know the leadership team. See if the culture and priorities of the contact center are an overall fit with your institution's culture and priorities. Look for a committed resource with expertise in financial services to help navigate stringent regulatory and security requirements. Perform due diligence before you need assistance.

Clear technology hurdles early. Understand what's going to be required from your IT team to provide third-party access to your systems. Think through the process and get the security and compliance audit and other required steps underway. Establish protocols for integration, so that you're ready to move when the time comes. Your supplier doesn't need the keys to everything, but don't underestimate the time and effort required to clear technology hurdles.

Check in and update plans annually. Some changes can be anticipated; others may involve last-minute damage control. You and your contact center resource need to be prepared for both scenarios. Schedule a review at least once a year to meet with the leadership of your contact center resource and talk about what's coming up. Ask about any new capabilities, technology or trends the contact center sees on the horizon. Share whatever plans you have, from branch expansion to a new cross-sell effort. The contact center may be able to assist in ways you didn't consider.



Exactly
What
You Need,
When
You Need It.

What to Look For

According to a Forrester® Research report¹ on the relationship between call center interaction and customer loyalty, “Call center satisfaction correlates with three loyalty metrics: consumers’ willingness to repurchase, reluctance to switch, and likelihood to recommend.”

Forrester says the data is clear: “Customers care about the quality of call center interactions, and they’re willing to vote with their wallets.” This is where selecting the right contact center resource is crucial. If outsourced agents are dealing directly

with your account holders, they must be an extension of your customer service – and therefore an extension of your brand. If not, your account holder relationships are at risk.

When assessing a contact center resource, consider the benefits a specialized organization can provide:

Quick reaction time. You need an organization that can help your institution communicate with account holders fast. These nimble capabilities make an enormous difference, for example, when getting a program up and running quickly. Account holders feel appreciated when they receive accurate information in a timely manner. You keep their trust by keeping them informed.

Short-term, flexible staffing. Another benefit to being nimble is being able to staff up and down quickly to accommodate fluctuating needs. Some vendors may not be interested in accommodating short-term scenarios. The right one will be capable of changing staffing requirements and tailoring the program to the unique needs of your financial institution without sacrificing quality.

Positive account holder experience. The right contact center resource will be available, knowledgeable and professional, and will model the brand interaction that your financial institution works hard to build and maintain. This reinforces a positive experience, which helps encourage loyalty among your account holders.



¹ Forrester Research, Inc., “Want Loyalty? Improve Your Call Center Customer Experience,” May 13, 2011

Customized messaging. The goal should be to protect and promote your brand with every interaction. Your contact center resource should be willing to do the hard work up front to produce customized programs to your exact specifications and needs. This includes customized training, verbiage and scripts, IVR messaging and quality assurance. Also, be sure that your resource is capable of adapting, finessing and reworking scripts and responses as circumstances change – mid-program, if necessary.

Focused attention. Working with a right-sized resource puts you at the top of the priority list. Look for a specialized team of contact center representatives to work on your project. This allows the contact specialists to mirror your philosophy, presentation and professionalism, and to meet your customer service standards.

Industry experience. Obviously, you want to work with an experienced call center resource. But what kind of experience should you look for? Industry experience is essential. Choose a vendor that is specialized and focused on your industry, that understands its unique challenges and can apply relevant knowledge. This ensures your outsourced team will be fluent in the language you use, in the issues your financial institution is facing and the best practices for addressing them.

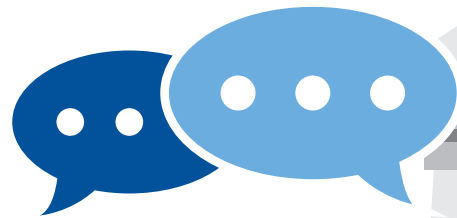
The resource you choose should also be an expert in contact centers, staying current with industry trends and changes, and willing to share best

practices and offer guidance. Partnering with a knowledgeable vendor will give you confidence that your business — and account holders — is in capable hands.

Meticulous execution. Look for a resource that has a proven track record but doesn't make assumptions about your project or program. Be sure it is committed to the fundamentals – listening to your goals, following a thorough process and meeting your specific needs.

140+
years experience

Partnering with
a knowledgeable
vendor will give you
confidence
that your business is
in capable hands.



Don't Wait

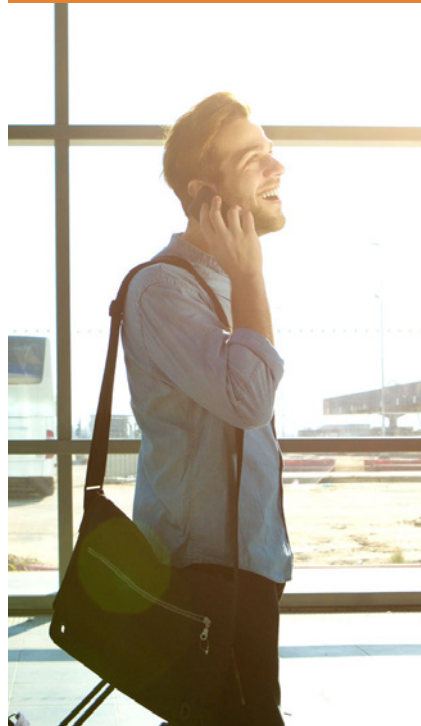
As Heraclitus reminds us, change is the only constant. Thus, planning for change, and managing it, requires constant effort. Don't underestimate the impact your contact center has on your ability to manage change while building account holder loyalty.

Harland Clarke's renowned Contact Center Solutions has earned an award-winning reputation by working with clients just like you to further their goals. Our BURST solution provides the quick ramp-up and short-term staffing financial institutions need during times of change.

We would like the opportunity to get to know you and your needs, and to explore how our Contact Center Solutions can enhance your service, sales, marketing and operational communications.

For more information, contact us at **1.800.351.3843**, or email us at **contactHC@harlandclarke.com** or visit **harlandclarke.com/BURST**.

Try Outsourcing for Outbound



Outbound calling is an extremely effective way to connect with account holders. They enjoy hearing from their financial institutions, whether it's to share good news, provide updates or communicate changes. Nothing kicks off a new relationship, for example, like a welcome call to a new account holder.

Unfortunately, most financial institutions lack the internal resources to conduct outbound calls. Branch associates are busy taking care of existing account holders, and you wouldn't want to compromise in-branch service by pulling them away to make outbound calls.

Professional contact center resources provide specialists whose only job is to reach out to your account holders or prospects with a defined, consistent message. At the same time, they provide regular and accurate reporting on your campaigns so you can measure the impact and disposition of each call.

Working with an external resource makes good business sense — whether on a small, quick campaign or a long-term project — whenever your institution needs an efficient, professional team uniquely skilled to conduct outbound calls.