
Branch Transformation: Gateway to Member Engagement

Michigan Credit Union League

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What is the Definition of “Great Service”?



What's Wrong with This Picture?

Why Do We Need Branch Transformation?

Too big?

Too many?

Too empty?

Too bad?



Too big?

- Paper-based
- Impregnable
- Decorous



Too many?

- Proximity
- Marketing
- Acquisitions

A modern, empty office reception area. The space features a long, dark wood reception counter with white panels. A queue line is formed by silver stanchions connected by a yellow strap. In the background, there are several desks with computers and office chairs. A water dispenser with a large blue water bottle is visible on the right. The walls are made of light-colored stone tiles, and the floor is a mix of light and dark tiles. A green sign on the wall reads "Safe area".

Too empty?

- Not Convenient
- Not Compelling



Too bad?

- Status Quo?
 - Close Branches?
- Change Focus?

Closing Branches

Difficult to close a branch

- Bad PR
- Members feel “abandoned”

When can you close a branch?

- Acquisition of another FI
- Replacement of branch with smaller more focused facility
 - High level of positive PR



Reconfiguring Branches

Trend is towards open “pod” oriented layout

- Coffee shop
- Luxury hotel

Looks better but does it work?

- Brings in more traffic?
- Do folks come to the branch to get coffee??



Why Members Come Into Branches

1st time visit (Prospect)

Perform transactions

Execute paperwork

Meet with FI associates

Cash receipt and
disburse

Still viable activity

No longer desirable

Technology exists – not fully
adopted

Complex issues (ie: Mortgage
loan)

Cash vaults and mobile branches

Issues requiring the physical branch are continuing to shrink ...

How Will Service Expectations Change?



Focus of branch personnel must change!

Let's examine a
traditional deposit ...



Welcome!



So What Was Wrong
With That????

How Branch Personnel Can Foster Engagement



Welcome!

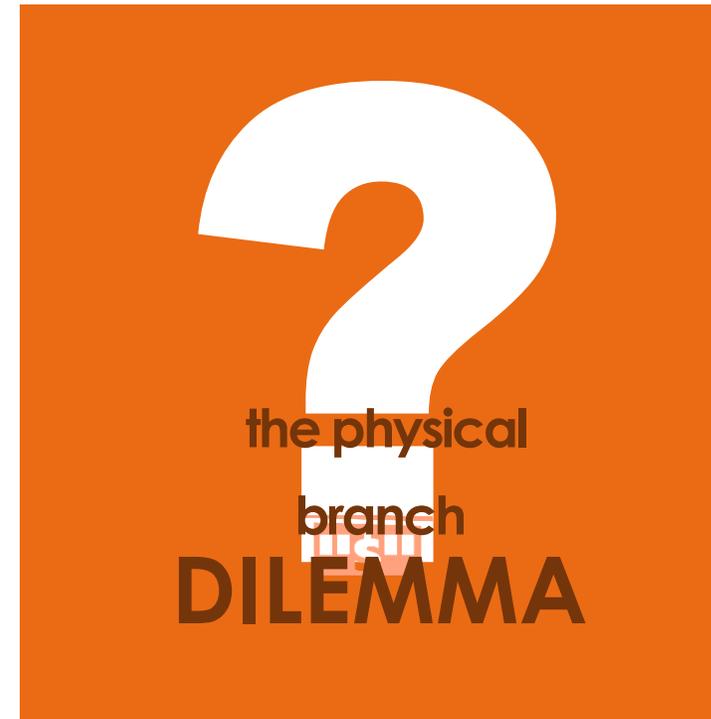


Good **self-service** trumps
great personal service!

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

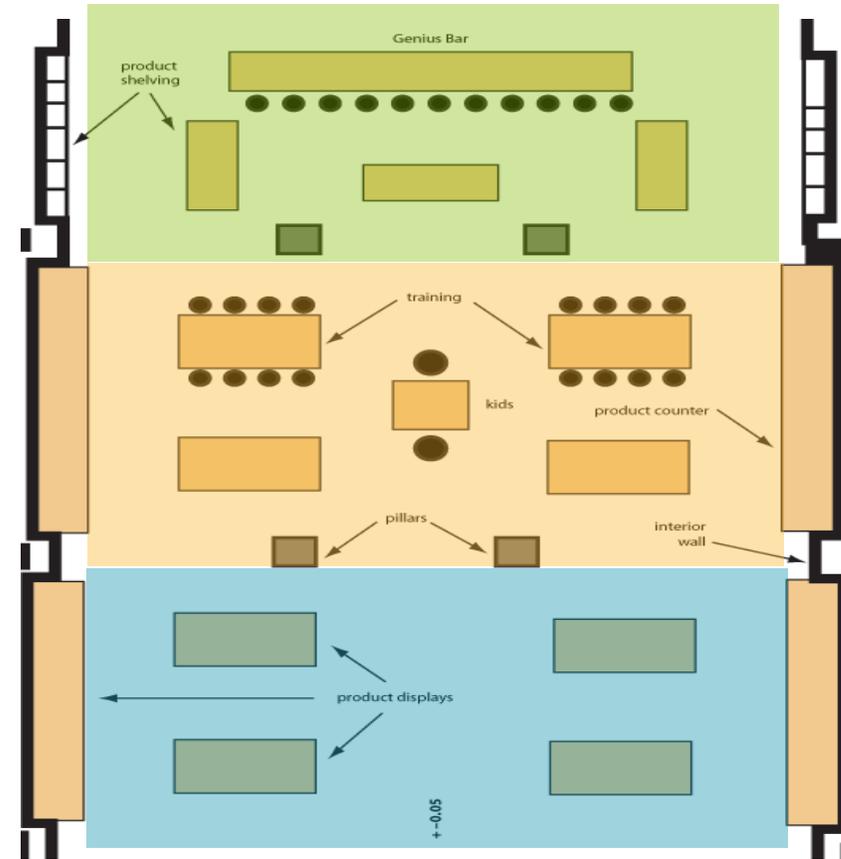


Could a Branch Act Like an Apple Store?

“Genius” Bar

Education

Consultative Selling



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

- Retrain CSRs
 - Ask Questions / Active listening
 - Expertise in virtual banking
 - 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

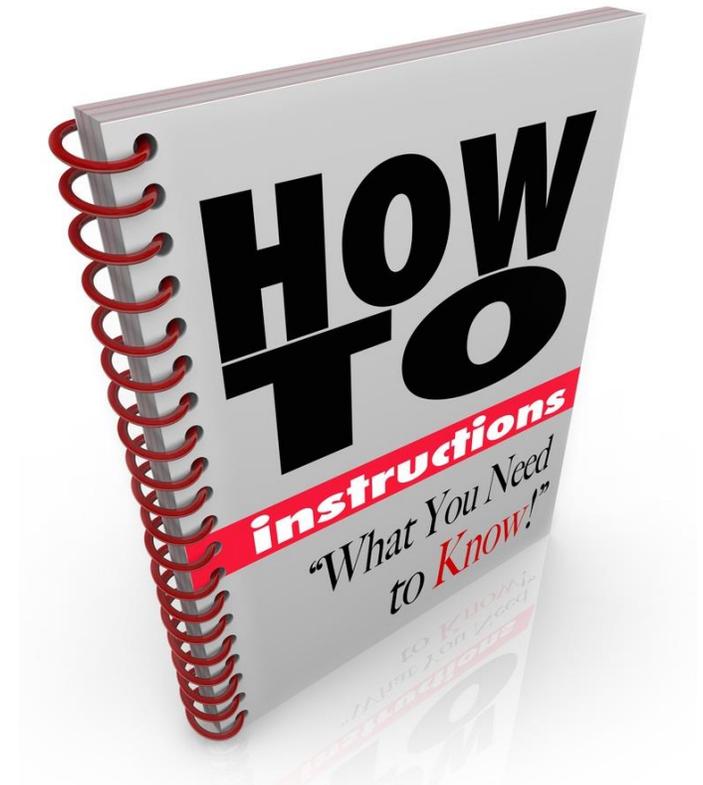
- Regularly scheduled education sessions
 - Create regular schedule – i.e.: every Tues and Thurs 10:00, 2:00 and 4:00
 - Open to prospects
 - Create specific sessions targeting members who infrequently use branch
 - Classes that are informative and fun!
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Education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

Education sessions could be - How to:

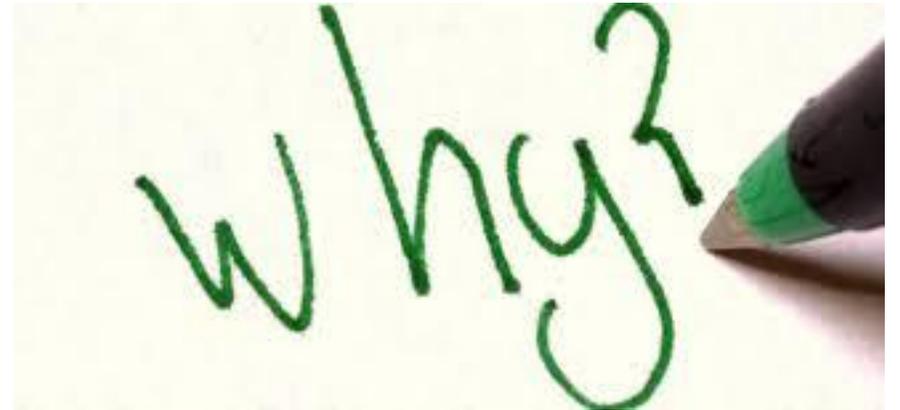
- Use mobile app, mRDC
- Extract data into Quicken / Quickbooks
- Setup user defined alerts
- Create and execute bill payments
- Etc.



Education in the Branch

Education sessions could be - Why:

- Does a pre-authorization get on my account 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



i7strategies • Don't give up – it will take time!

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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



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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