

# Case Study

**NICE** Satmetrix



## CUSTOMER PROFILE:

Financial Services

## WEBSITE:

<https://www.extracobanks.com/>

## LOCATIONS:

HQ in Waco, Texas

## BUSINESS NEEDS:

- Customer satisfaction
- CX management
- Cost-effectiveness

## NICE SOLUTIONS:

NICE Satmetrix

## THE IMPACT:

- \$2.2 million projected savings
- Streamlined customer services
- Customized and improved CX reporting
- Expanded small local fleet to global network of 55,000 ATMs
- Staff reallocated to higher value tasks

# How Quality CX Analysis Changed a Leading Bank's Business to Save Millions

## About Extraco Banks:

Extraco Banks ("Extraco") is the largest and most comprehensive independent financial institution headquartered in Waco, Texas, with over 120,000 customers and more than \$1.5 billion in assets. The bank provides personal and commercial banking, mortgage, insurance, and investment services, and is the oldest trust services provider in the region. Extraco operates 15 financial centers in Bryan, Georgetown, Killeen, Harker Heights, Copperas Cove, Waco, Temple, Belton, Gatesville, Hamilton, and McGregor.

The bank has 330 employees and operates a call center in Temple, Texas. Known as the Customer Care Center, it serves Extraco customers via email, online chat, video conference and phone.

## The Challenge

Over the past 15 years, Extraco has fine-tuned a complete one-stop financial center vision, with products and services that evolve in accordance with the stages of a customer's life. As part of this approach, the bank focuses on providing a superior customer experience. This includes devoting careful attention to the voice of the customer, which Extraco has been gathering and responding to in various ways since 2006.

However, the company faced a challenge in effectively gathering comprehensive customer feedback. In addition, analysis of the voice of the customer was incomplete and not always accurate, as well as being significantly dependent.

on manual efforts. As a result, it was difficult to measure the direct impact of any adopted optimizations on customer satisfaction.

*“NICE Satmetrix has helped us identify innovative opportunities for CX improvements and to track their true impact.”*

– Libby Cain, Senior Vice President, Marketing & Mission Strategy and Customer Experience

## The Solution

Faced with the challenge of fully understanding the customer experience, Extraco implemented NICE Satmetrix as the most complete answer to its needs. The bank's confidence in the solution was in part due to NICE Satmetrix's role as co-creator of the most respected measure of customer experience and the only proven predictor of growth, the Net Promoter Score® (NPS).

NICE Satmetrix, the core of the NICE voice of the customer platform, is an always-on SaaS solution that incorporates analytics based on NPS, Customer Effort Score, customer surveys, and more. With the world's largest set of CX performance data, it provides real-world insights to produce analysis, reporting, automated action alerts, and suggested workflows.

With that solution in place, Extraco strengthened their ability to identify pain points and measure the impact of optimizations on customer satisfaction. NICE Satmetrix provides the core capabilities of the bank's customer experience management efforts.

## SURVEYING, REPORTING, AND CLOSING THE LOOP

With the ongoing support of NICE, Extraco established two types of customer feedback surveys:

- Annual relationship surveys, sent to all bank customers, forming the basis for NPS scores
- Transactional surveys, which measure satisfaction with specific transactions in all the bank's lines of business.

To avoid multiple surveys for the same type of transaction in a short period of time, which would drive customer satisfaction down, the bank established "fatigue rules" as well.

To process the collected feedback into actionable guidance, Extraco uses NICE Satmetrix to create detailed charts, survey-specific dashboards, and role-specific reports. This includes a monthly report on trends in customer experience sent to the bank's Innovation Committee, which determines if strategic changes are needed, and to a Six Sigma™ Task Force, which looks for indications of a need to change specific customer service processes. In addition, a quarterly, high-level report is presented to Extracos' C-suite, noting trends and projects underway, samples of customer feedback, and opportunities for providing continued superior customer experiences.

When poor promoter scores are registered, the feedback goes to the relevant branch managers. They are then obligated to reach out to the customer and mitigate the apparent risk of churn. To fully close the loop, Extraco tracks the subsequent feedback and gauges the impact of managerial follow-up.

## BETTER SERVICE AND A PARADIGM SHIFT DRIVEN BY CX DATA

Managers of day-to-day operations can track changes in customer satisfaction performance among their teams directly, through the NICE Satmetrix dashboards. Without having to wait for analysis by C-suite leadership, they decide to resolve situations when they will have the greatest impact. For Extraco leadership, coherent CX metrics reporting across the bank's different lines of business and products provide a clear, overall picture of the bank's achievements, its perception and overall customer satisfaction.

With the data and analysis provided by NICE Satmetrix, Extraco undertook several initiatives to optimize and improve customer service, including:

- Increasing the number of times per day mobile deposits are processed
- Changing the currency denominations available in ATMs
- Streamlining the mobile deposit approval process
- Streamlining the process for opening an account

One of the most dramatic changes driven by customer experience analytics was made to the bank's ATM fleet. The NICE Satmetrix reporting revealed several trending issues in transactional surveys related to the speed of ATM operations and their limited locations, as well as concerns over data security in the aging fleet of machines. Also noted was a parallel trend of decreased foot traffic in bank branches.

To effectively address all the customer experience issues, reduce the cost of upgrading the ATMs, and outsource the maintenance of the machines, Extraco decided to partner with a third-party vendor. Over 18 months, the bank replaced a network of 33 branch-based machines with a global network of more than 55,000 ATMs. In addition to reducing the bank's technology infrastructure costs, staff members could be reassigned from maintenance to positions which deliver greater value.

With its customer surveys, Extraco is able to track shifts in satisfaction over time. In this way, the bank can use NICE Satmetrix to determine the ROI for each of the changes made to its services.

## PROJECTED VALUE FOR THE BANK AND ITS CUSTOMERS

By partnering with a third-party ATM services vendor, Extraco has already saved the cost of replacement for its network of machines. That savings and the elimination of annual maintenance costs alone are expected to save Extraco \$2.2 million over the next seven years.

The massively expanded access to ATMs is anticipated to increase such transactions very quickly. Initial customer feedback on the new ATMs, their availability and their services, has been very positive. Extraco expects the transactional survey scores for the ATM channel to show an overall increase as more customers are exposed to the latest changes. Already, Extraco has received positive feedback on the increased ATM locations.

Given its successful identification of opportunities for improved customer experience, and its ability to track the impact of its CX initiatives, Extraco will continue to depend on NICE Satmetrix to help drive optimization in the future.

# NICE♦Satmetrix

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