



## **2010 Bank & Credit Union Satisfaction Survey**

Customer Experience with Branch and Call Center Representatives

# Summary Report

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[www.primeperformance.net](http://www.primeperformance.net)



**Request a copy of the full report for this survey and gain in-depth insights into customer perceptions on a variety of satisfaction indicators.**

You'll learn how customers perceive each bank and bank type surveyed on:

- competitive rates and fees
- simplifies my life
- genuinely interested in helping customers
- values my time

Plus, you'll have access to more detailed analysis on a variety of measurements, including Overall Customer Satisfaction by U.S. Region.

To receive a complimentary copy of the full report:

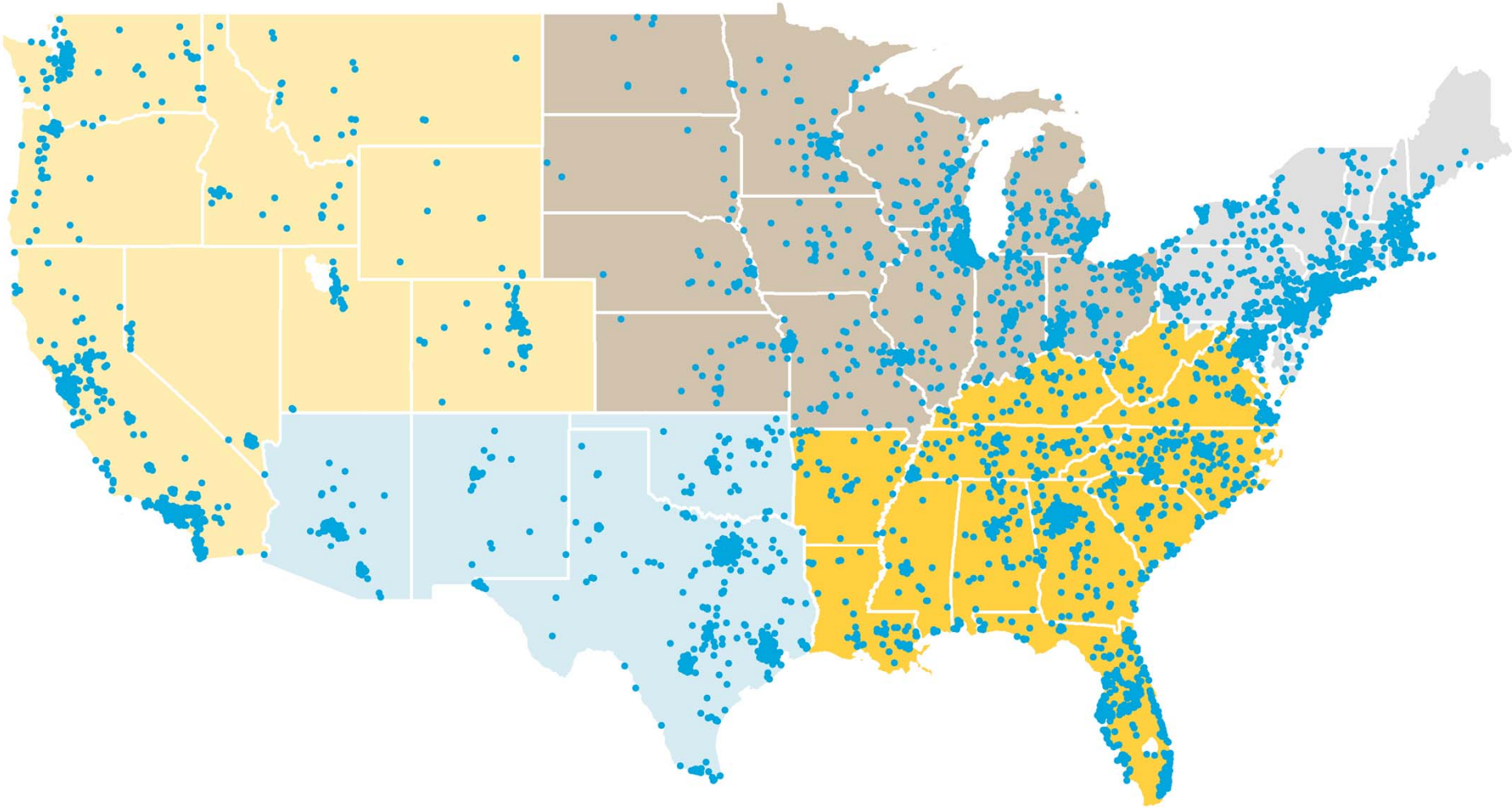
[www.primeperformance.net/2010researchoverall](http://www.primeperformance.net/2010researchoverall)



# Survey Methodology

- DATA COLLECTION:** May 2010
- METHOD:** Online survey
- SAMPLE SIZE:** 6,115 adults who had recently opened a new account in a branch, visited a teller in a branch, or spoke with a representative at a call center. Surveys took place within 30 days of opening a new account or within two weeks of a teller transaction or a call center interaction.
- SAMPLE:** A total of 6,115 interviews were conducted in the U.S. Sampling error cannot be calculated for surveys that use a self-selected online panel of respondents. If this sample had been conducted among a fully random sample, the estimated margin of error for sample would be  $\pm 1.2$  percentage points at the 95% confidence level.
- SCORING:** Depending on the question, consumers selected responses along a seven-point scale or selected “yes”, “no” or “don’t remember”. For questions on a seven-point scale, positive responses are the percent of individuals selecting one of the top two boxes (6 or 7). Negative responses are the percent of individuals selecting one of the bottom three boxes (1, 2 or 3). For “yes”, “no”, “don’t remember” questions, positive responses are the percent of individuals selecting “yes”.
- BANK CATEGORIES:** For analysis purposes, Banks were put into categories to reflect the size and nature of the institutions. Credit Unions are their own category. Banks with less than 300 branches were grouped together as Small Banks. Banks with 300-4,000 branches are included in Large Banks. Bank of America, Chase and Wells Fargo are each included as separate categories since they have the largest number of branches, and because most banks compete with at least one of them.

# Map of Survey Respondents



Note: AK and HI are included in the study, although not on the above map

# Executive Summary



- **Credit Unions**

- Credit Unions lead on most measures of customer satisfaction, but trail small banks regionally in the West and Southwest.
- Credit Unions trail, or are even with, most banks when it comes to thanking their members or using their members' names, but when these behaviors do not take place, their members do not penalize them as much as customers at traditional banks.
- If customers had to switch to another bank, the highest percentage, 38%, rank Credit Unions as their first choice. On the other end, 28% of customers ranked Credit Unions as their last choice, only exceeded by Large National Banks (38%).

- **Small Banks (less than 300 branches)**

- Small Banks slightly trail Credit Unions, except regionally in the Southwest and West, where their overall satisfaction scores are higher.
- While Small Banks pride themselves on knowing their customers and providing personal service, they trail all groups, except Chase, in using their customers' names.
- 95% of Small Bank customers experienced an acceptable wait time, but Small Banks are significantly penalized, more than any other type of bank group, when customers find the wait time unacceptable.

- **Large Banks (300-4,000 branches)**

- As a group, Large Banks' customer satisfaction scores fall behind Credit Unions and Small Banks, and are about the same as Wells Fargo and consistently better than Bank of America and Chase.
- Customers that perceive Large Banks as Regional Banks are not likely to consider them as their first choice in switching banks, but consider them a good second or third choice. The larger banks in this group are most likely considered Large National Banks, which fair well as a first choice, but also carry a lot of negative attitudes; so 38% of customers rank them as their last choice in selecting a new bank.
- Large Banks have a hard time differentiating themselves. While many of them position themselves as the best of both worlds (all the services of a mega-bank, but the customer service of a community bank) as a group, they are not providing service up to the level of Small Banks and Credit Unions.

# Executive Summary

- **Mega-Banks**

- Because of their sheer size and national presence, Chase, Bank of America and Wells Fargo are each a category in their own right. Just about every bank and credit union in the United States competes with at least one of these mega-banks.
- While each bank operates under a single name, there are significant differences in their customer satisfaction scores in different parts of the country. Each mega-bank is a product of numerous mergers resulting in inconsistent service scores across the regions.
- Customer satisfaction is typically lower at the mega-banks.
- While there is a backlash against the largest banks, as indicated by 38% of customers rating Large National Banks the last place they would go if they had to switch banks, 26% of customers still rank Large National Banks as their first choice.

- **Chase**

- Chase customers consistently give them the lowest customer satisfaction scores.
- Chase rates lowest on competitive prices, rates and fees, and Chase's customers rate them lowest on doing what is in the best interest of the customer compared to the bank's bottom line.
- At Chase, only 84% of employees were considered friendly, scoring behind all the other bank groups represented in this survey. This is supported by Chase ranking the lowest on service behaviors such as customer name usage, thanking customers and showing customers that they are interested in helping them.

- **Bank of America**

- Bank of America's customer satisfaction scores are typically higher than Chase, but below Wells Fargo and much lower than Credit Unions and Small Banks.
- Bank of America rates lowest in meeting the needs of their customers, wait time and valuing their customers' time.
- Bank of America rates highest, tied with Wells Fargo, on using their customers' names.

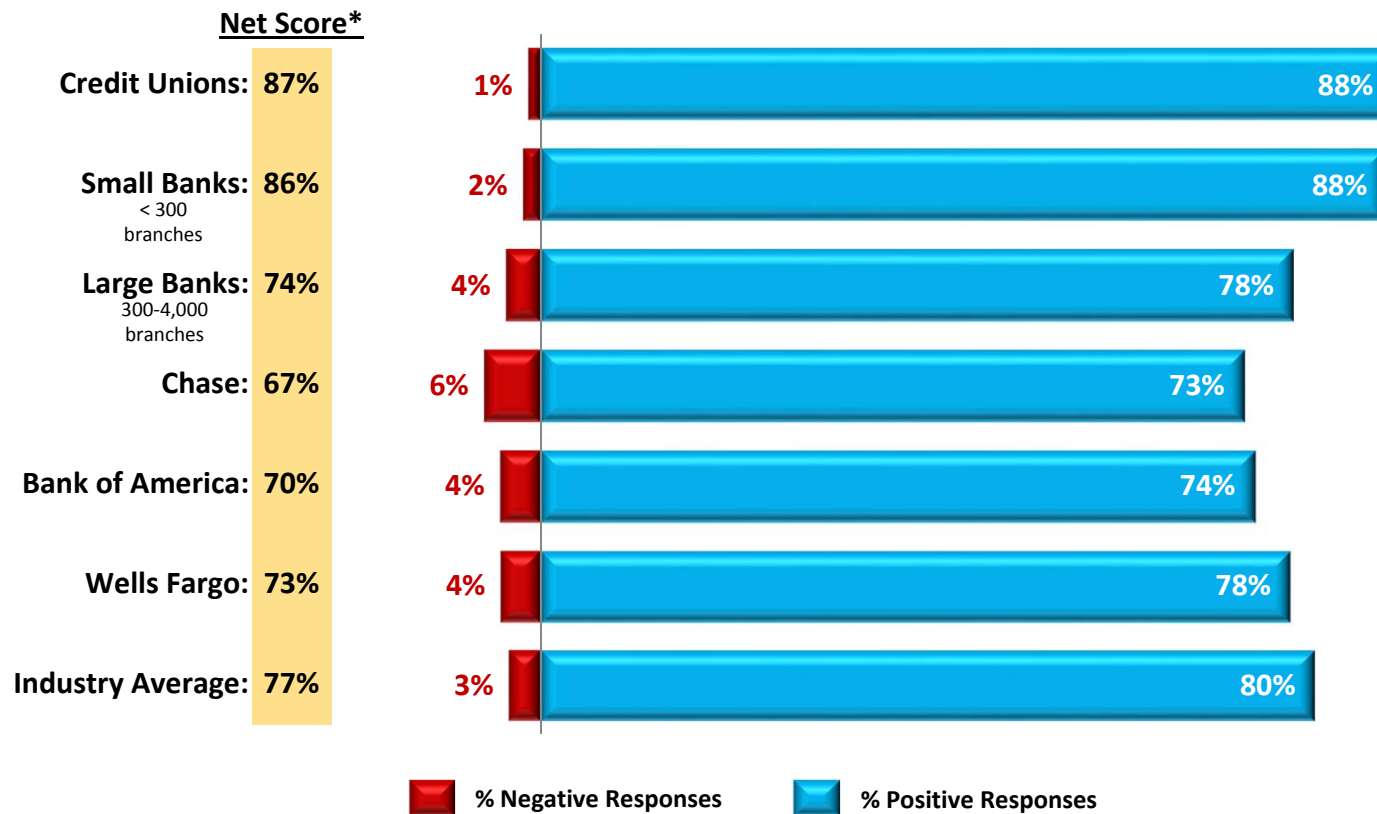
- **Wells Fargo**

- Wells Fargo's customer satisfaction scores are typically higher than Chase and Bank of America and often on par with Large Banks.
- Wells Fargo rates highest, tied with Bank of America, on using their customers' names.
- Wells Fargo employees are considered the friendliest among the mega-banks and Large Banks.

# Small Banks And Credit Unions Enjoy Strong Customer Satisfaction



## Overall Satisfaction With Service



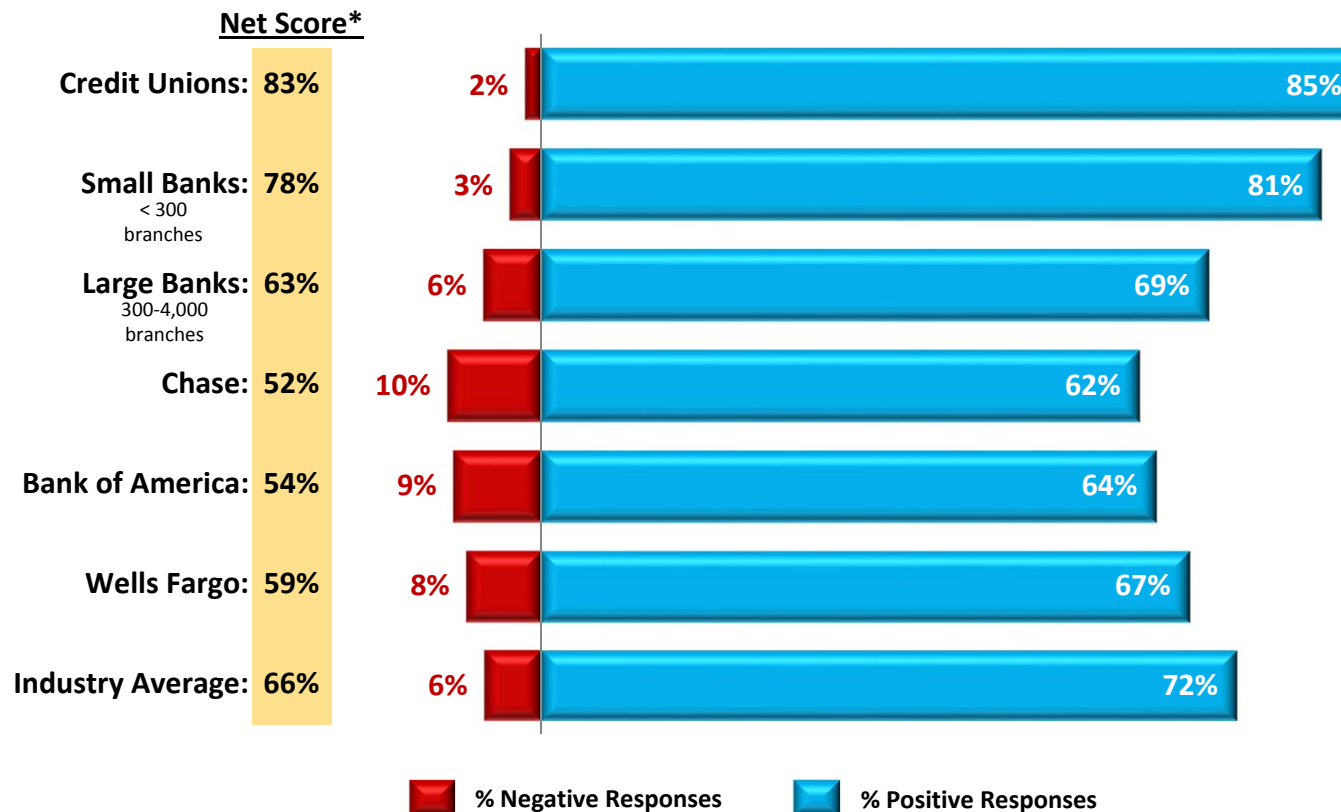
Net Score: % of Positive Responses (6&7) Minus % of Negative Responses (1,2&3)

Source: Prime Performance 2010 Bank & Credit Union Satisfaction Survey

# Small Banks And Credit Unions' Customers Ready To Refer New Clients



## Likelihood to Recommend



Net Score: % of Positive Responses (6&7) Minus % of Negative Responses (1,2&3)

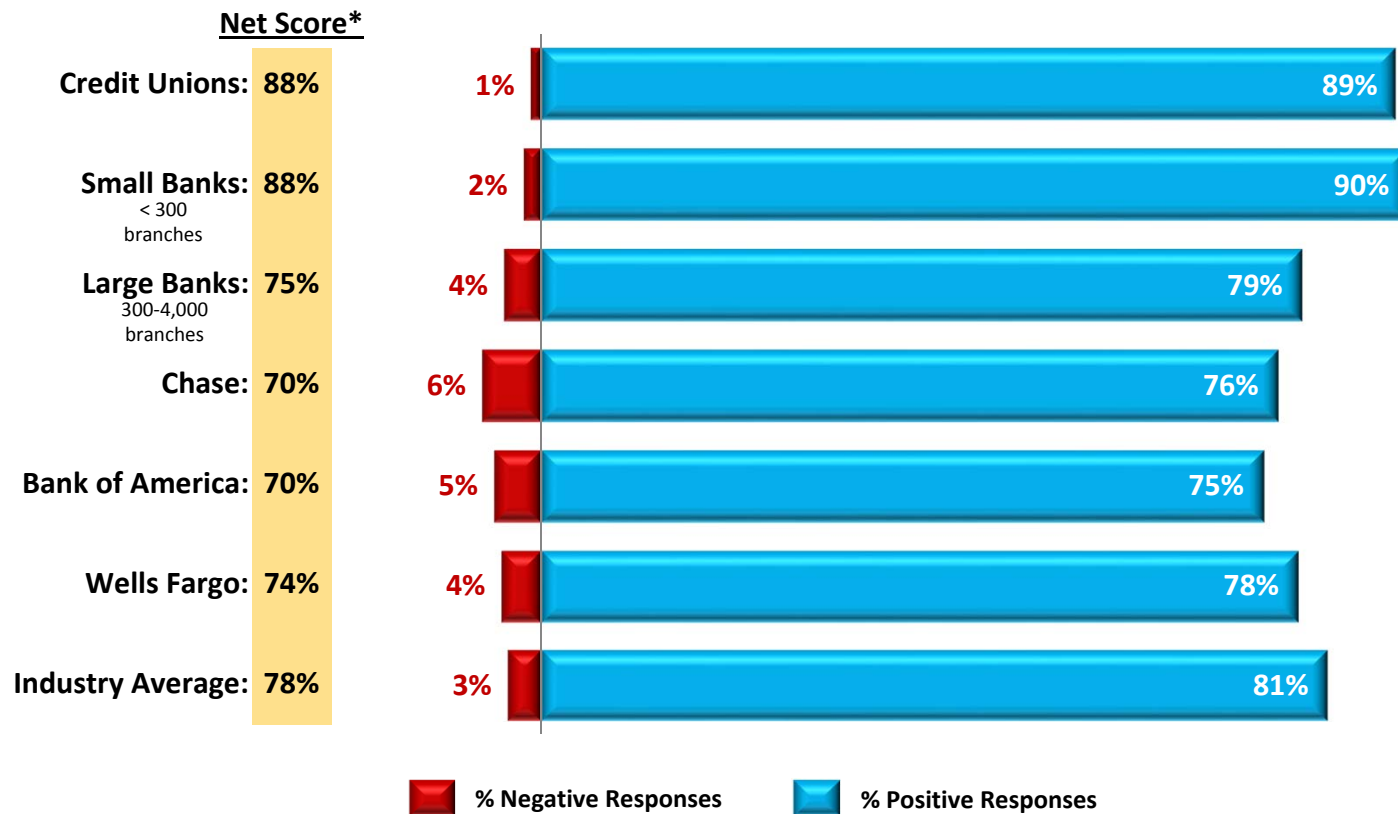
Source: Prime Performance 2010 Bank & Credit Union Satisfaction Survey



# Small Banks And Credit Unions Best Meet Customer Needs



## How effective was the representative at meeting my needs?



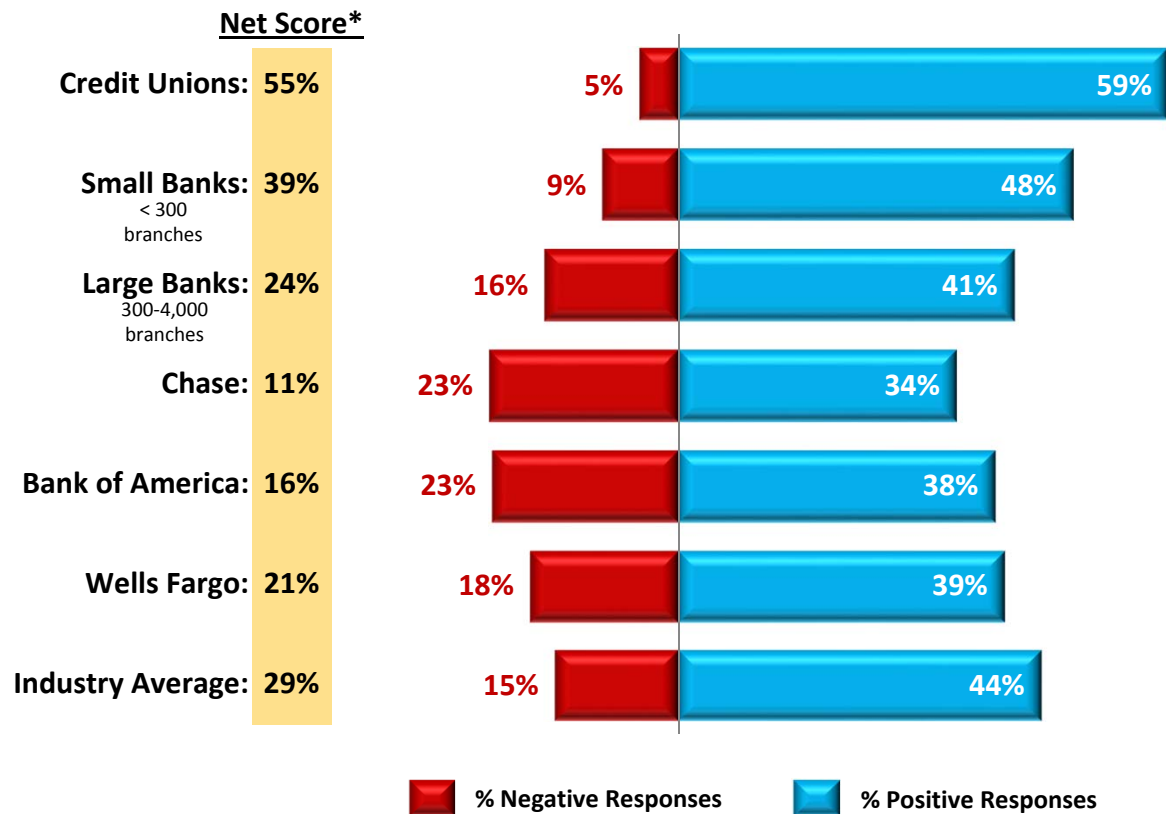
Net Score: % of Positive Responses (6&7) Minus % of Negative Responses (1,2&3)

Source: Prime Performance 2010 Bank & Credit Union Satisfaction Survey

# Customers Believe Banks Put Their Interests Ahead Of Customers'



## Does what's best for me, not the bank's bottom line



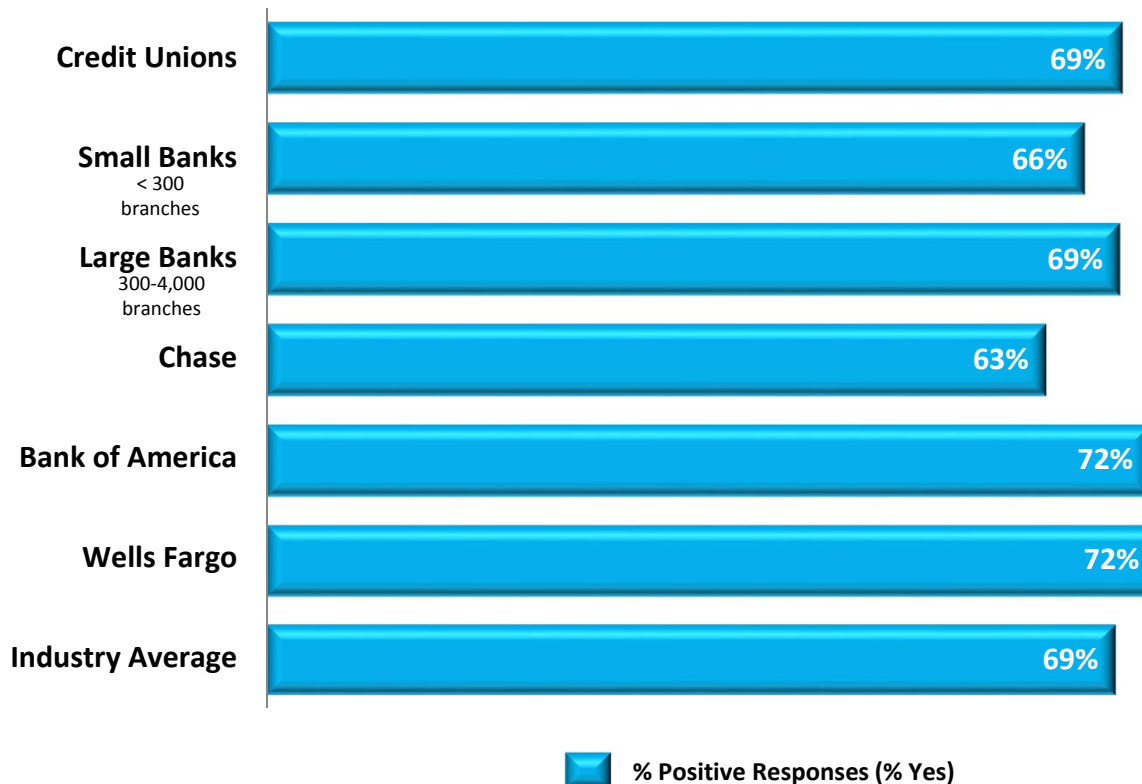
Net Score: % of Positive Responses (6&7) Minus % of Negative Responses (1,2&3)

Source: Prime Performance 2010 Bank & Credit Union Satisfaction Survey

# Representatives at Wells Fargo and Bank of America are Most Likely to Use Their Customer's Name

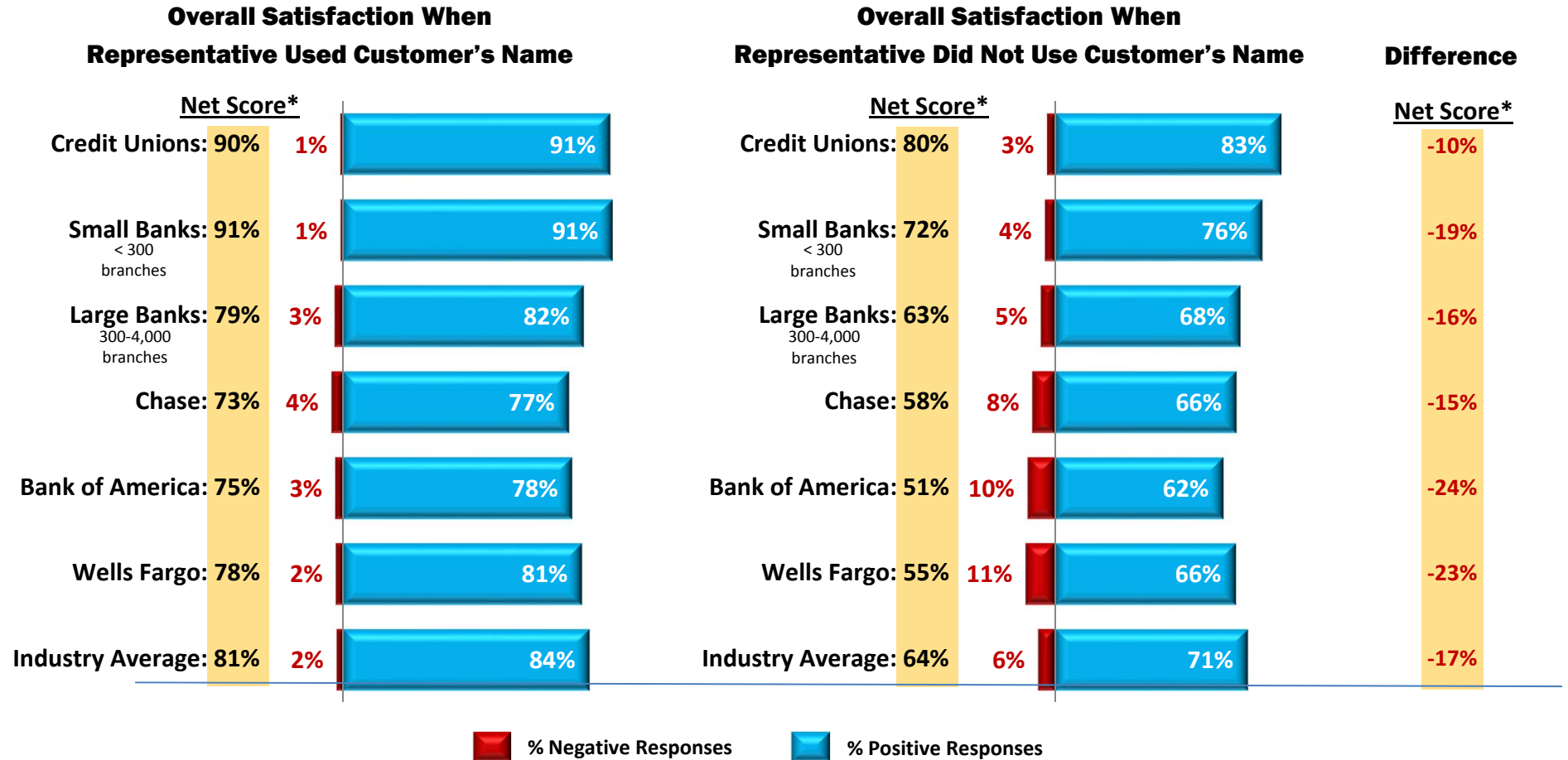


## The Representative Used My Name



Source: Prime Performance 2010 Bank & Credit Union Satisfaction Survey

# Satisfaction Drops When Representatives Do Not Use Their Customer's Name



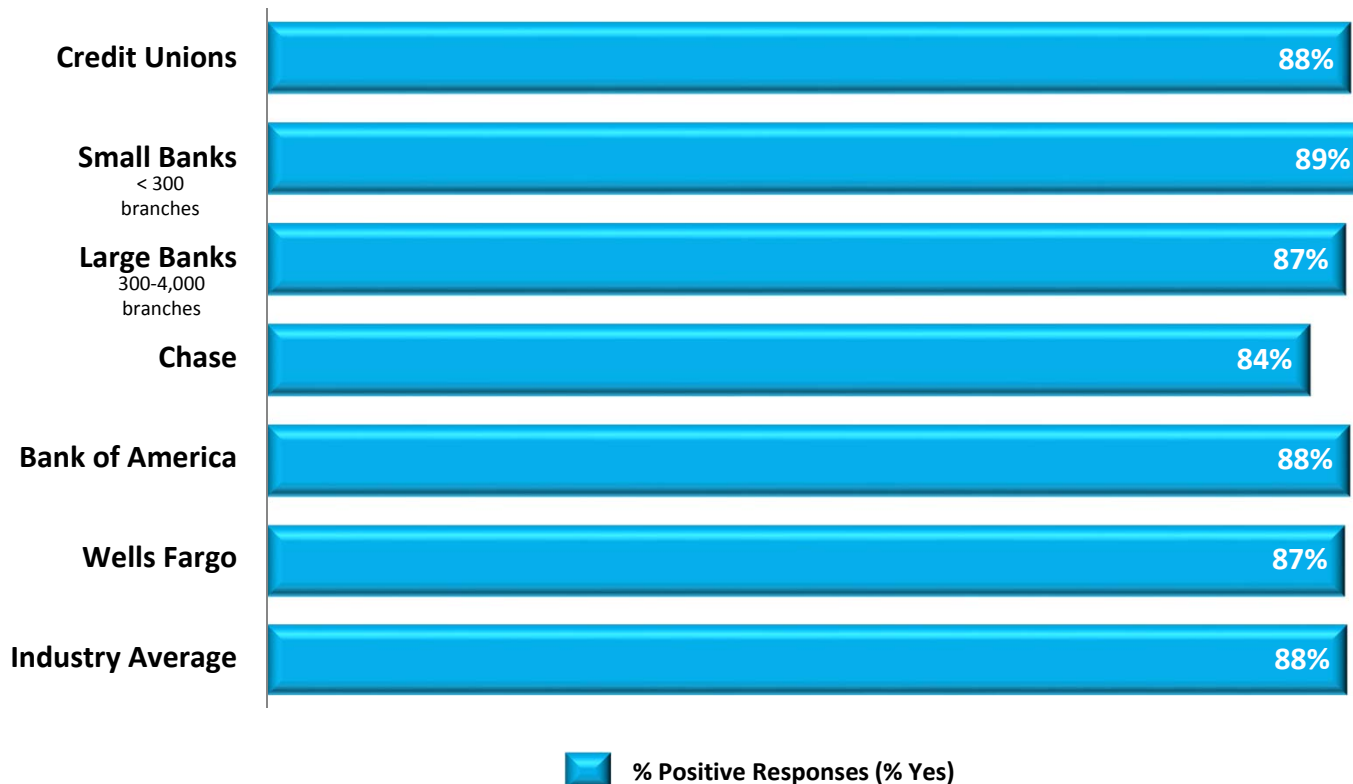
Net Score: % of Positive Responses (6&7) Minus % of Negative Responses (1,2&3)

Source: Prime Performance 2010 Bank & Credit Union Satisfaction Survey

# Customers are Most Likely to Receive a “Thank You” for Their Business at Small Banks, Least Likely at Chase

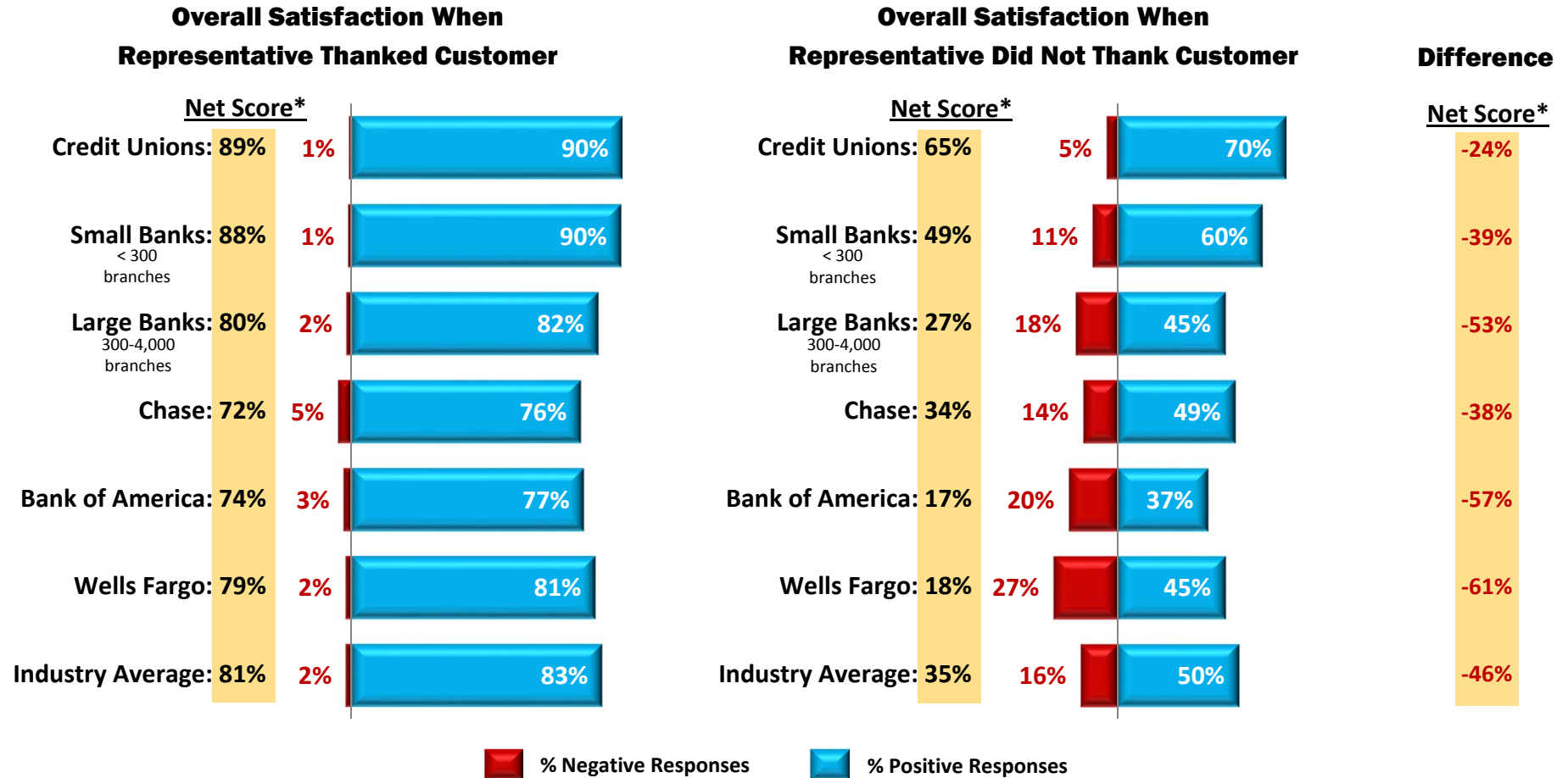


## The Representative Thanked Me for My Business



Source: Prime Performance 2010 Bank & Credit Union Satisfaction Survey

# The Lack of a Simple “Thank You” Has a Significant Impact on Customer Satisfaction



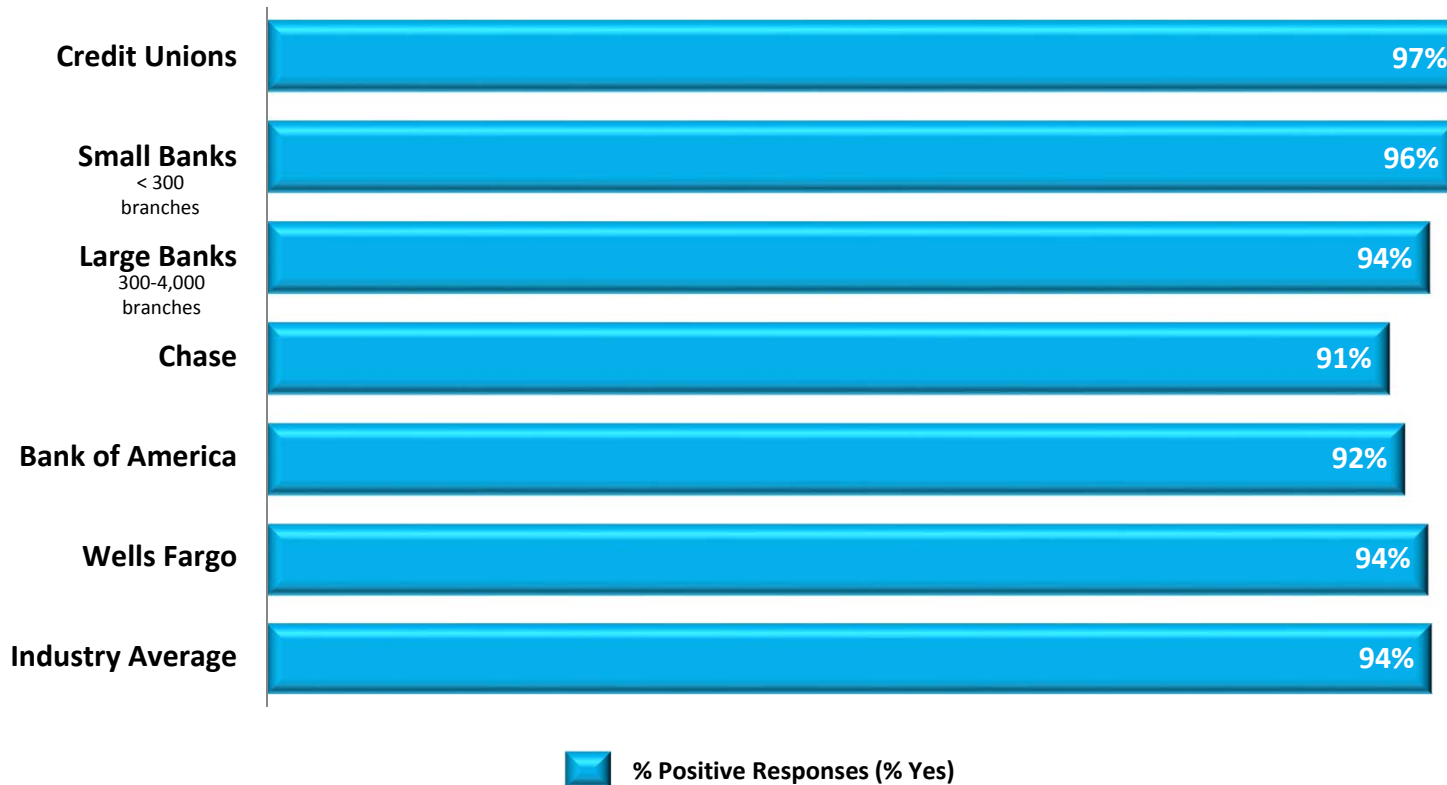
Net Score: % of Positive Responses (6&7) Minus % of Negative Responses (1,2&3)

Source: Prime Performance 2010 Bank & Credit Union Satisfaction Survey

# Customers Believe Credit Unions Have the Friendliest Representatives, Chase the Least Friendly

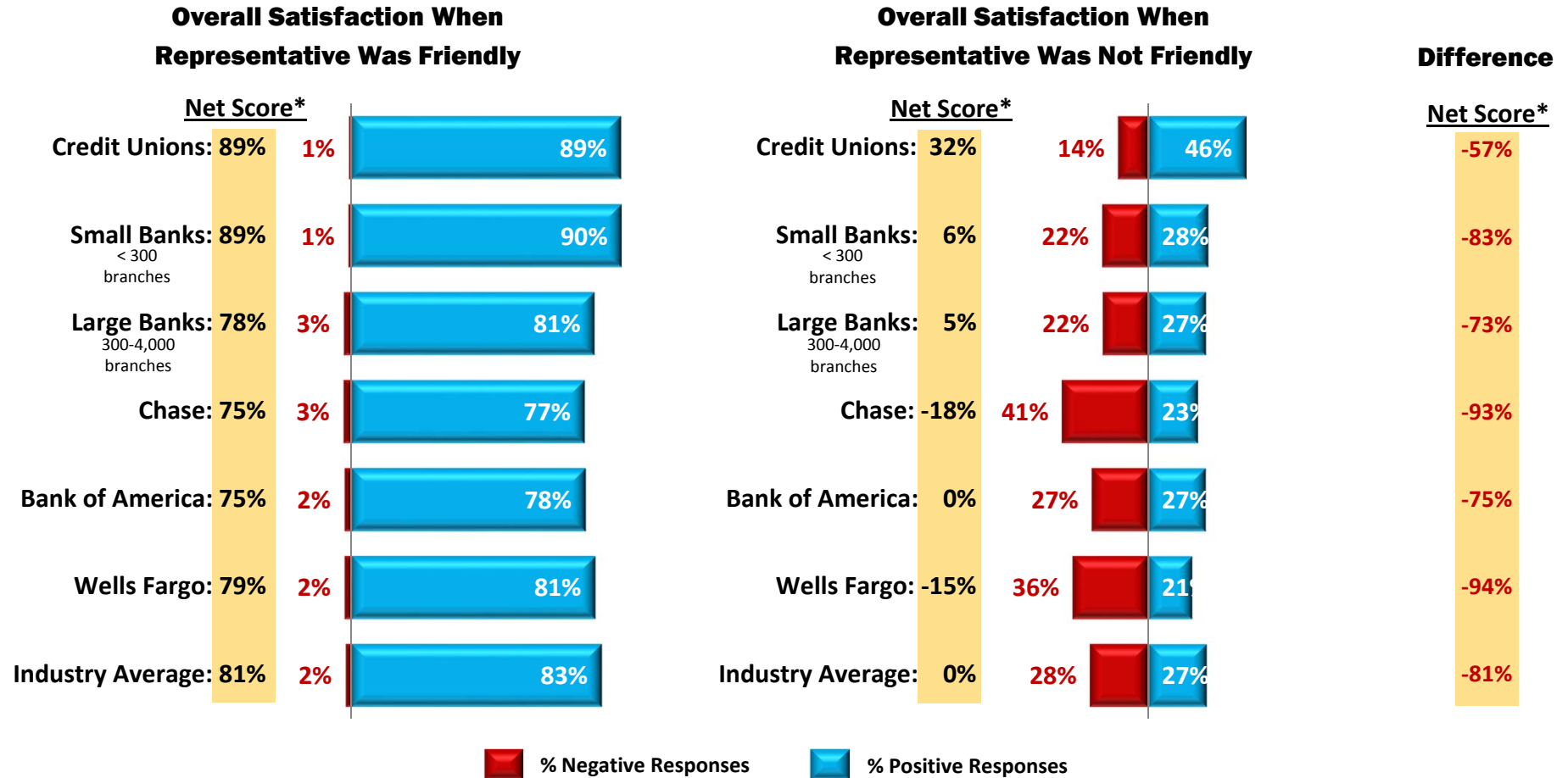


## The representative was friendly



Source: Prime Performance 2010 Bank & Credit Union Satisfaction Survey

# Satisfaction Falls Dramatically When Representatives are Not Friendly



Net Score: % of Positive Responses (6&7) Minus % of Negative Responses (1,2&3)

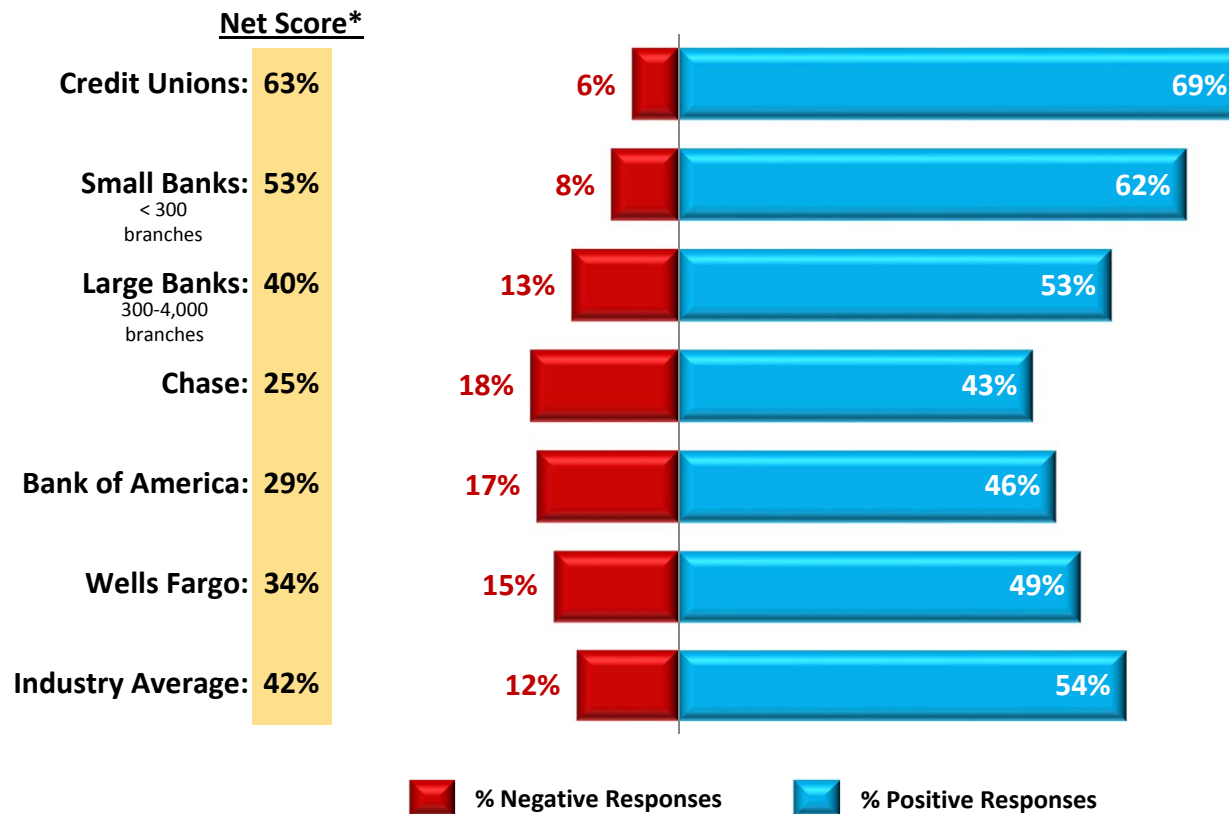
Source: Prime Performance 2010 Bank & Credit Union Satisfaction Survey



# Customers Believe Their Business is Important to Small Banks and Credit Unions



## My Business is Important to the Bank



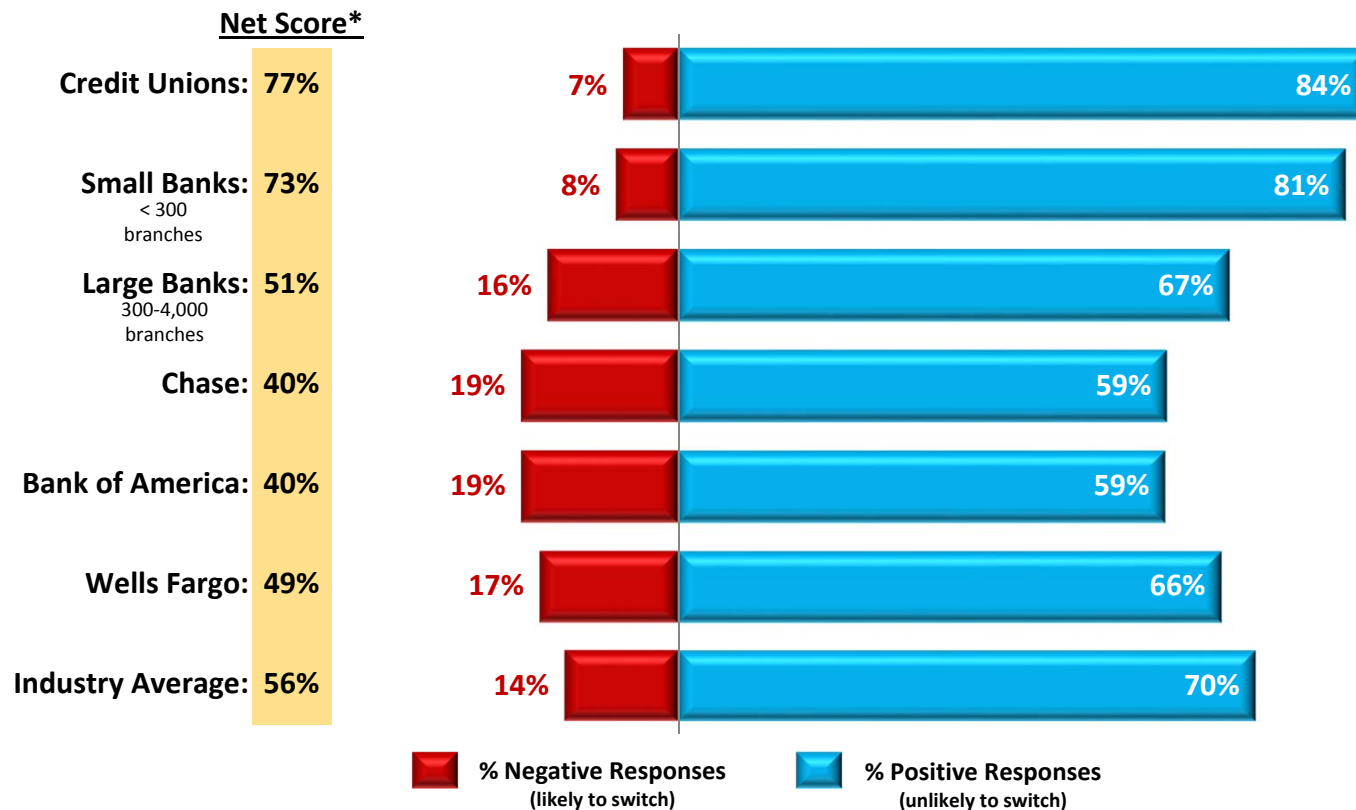
Net Score: % of Positive Responses (6&7) Minus % of Negative Responses (1,2&3)

Source: Prime Performance 2010 Bank & Credit Union Satisfaction Survey

# Customers are More Loyal to Small Banks and Credit Unions



## Likelihood to switch banks in next 12 months

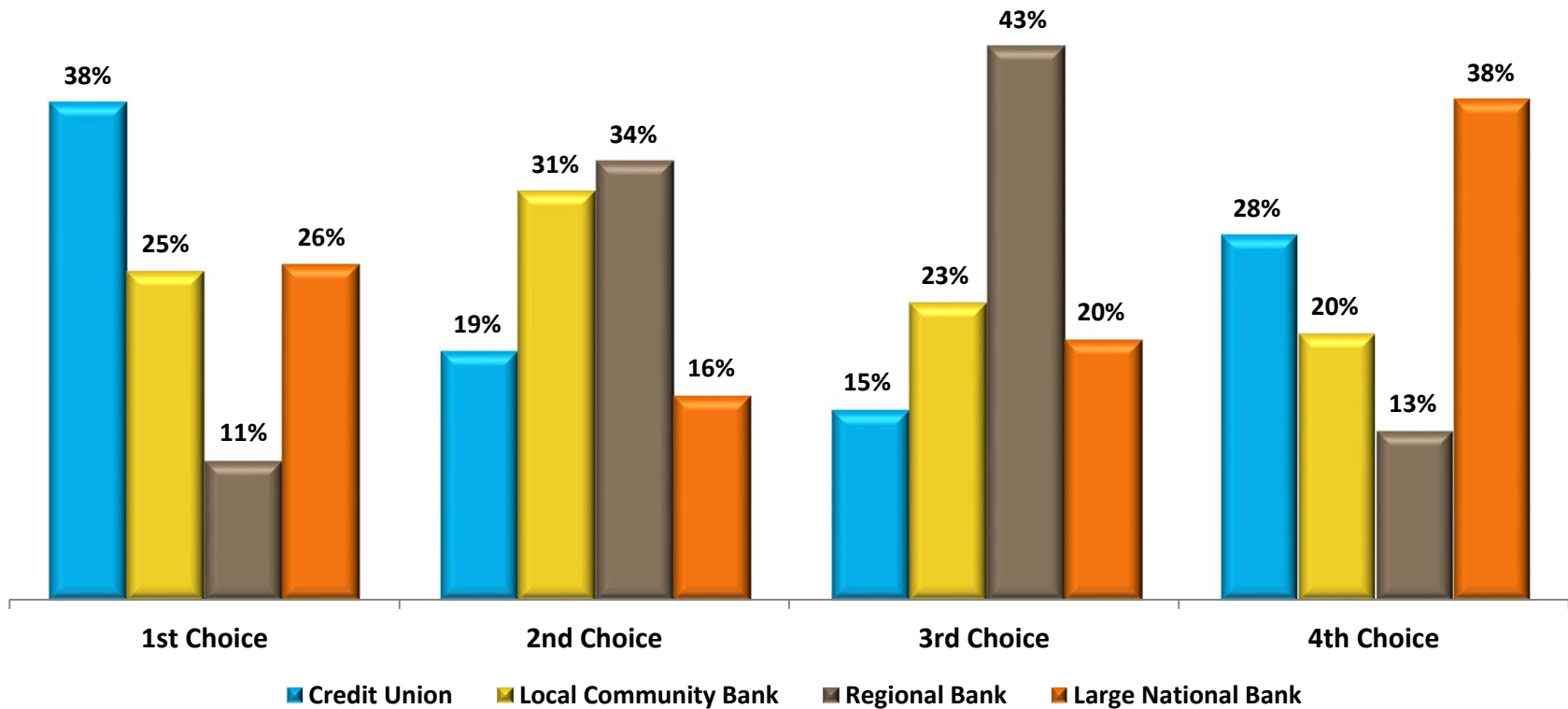


Net Score: % of Positive Responses Minus % of Negative Responses

Source: Prime Performance 2010 Bank & Credit Union Satisfaction Survey

# If Customers Had to Switch Banks, Credit Unions Would be Their First Choice

**If you had to switch banks, please rank the following in order of preference  
(% of customers selecting each choice)**



Source: Prime Performance 2010 Bank & Credit Union Satisfaction Survey

## Implications

A review of data suggests banks and credit unions should focus on the basics. Simple behaviors such as using the customer's name, thanking the customer and showing a helpful attitude drive customer satisfaction, loyalty and retention. The institutions which do not manage the basic, and controllable, behaviors will see their customers looking for service elsewhere. It is clear from the findings of this report, that accurately handling a transaction is not enough. Customers are looking for a positive emotional experience and are disappointed when their emotional needs are not met.

## We Can Help

Financial institutions that deliver a superior client experience enjoy higher profits, stronger growth and better client loyalty than institutions that don't.

**How's your client experience? Not sure, Prime Performance can help.**

To learn how we can assist you, contact:

Jim S Miller:

800.246.0943

[jim.miller@primeperformance.net](mailto:jim.miller@primeperformance.net)



## About Prime Performance

Prime Performance works with bank leaders to grow share of wallet, reduce churn and increase profitability by developing and implementing a superior client experience. Since 1989, we've been pioneers in measuring client satisfaction and converting that data into comprehensive, actionable plans for improving client experience.

We know that service—not rates and products—creates loyal clients. We also know that loyal clients are more profitable clients. How do we know this? Because we've spent over 20 years talking to millions of people about what they want from their bank and what keeps them coming back. If you're looking to improve your bank's bottom line, let Prime Performance put this knowledge to work for you.

## About the Author

Jim S Miller is the President of Prime Performance. Jim has worked with some of the nation's largest financial institutions, including SunTrust Bank, Bank One and NationsBank. Through senior roles in marketing, finance and retail administration, Jim has acquired a broad understanding of the many challenges faced by bankers.

While developing and managing sales incentive programs for retail bankers, Jim grew a passionate interest in understanding how behavior change among front-line branch employees affects an organization's bottom line. It is his personal mission to empower banks and credit unions to realize their full potential.

Jim majored in Finance at The College of William and Mary and earned his MBA from The University of Virginia's Darden Graduate School of Business Administration. Jim now calls Boulder, CO home.