

2017 SURVEY REPORT

# THE STATE OF THE CREDIT UNION CALL CENTER

# CRM

# HAS A LONG ROAD AHEAD AT MOST INSTITUTIONS

For the past several years, credit unions have been focused on “member-facing” improvements, such as online banking and mobile application development, and even branch modernization. No one would dispute that these types of advancements are vital to the member experience and competing in today’s market. However, at the most fundamental level, data and systems “silos” and lack of integration across information sources is having the greatest impact on the member experience, hindering true omni-channel member engagement.

Some credit unions have made larger investments in technology than others (based on their size, budgets, member demographics and so on), but in most cases, when new technology is introduced, it creates more complexity. At many institutions, “technology has been layered on technology” in the call center, but antiquated processes haven’t changed. Instead, agents (and call center supervisors) are feeling the frustration and productivity loss of juggling multiple channels and disparate systems. They are inundated with traditional calls as well as an influx of inquiries from self-service channels—and patience is waning for learning what “F2” key they must hit to get access to the data they need to serve the member.

Lack of systems integration continues to be the major hurdle. For so many credit unions, channels still aren’t connected, even to CRM systems in some cases. In a recent conversation with one institution, the head of retail operations admitted that agents are often performing “cold handoffs” with no insight into the holistic member relationship or interaction history. Another credit union revealed that it has processes in place for capturing inbound inquiries, using call codes documented on a form, but that data isn’t shared with any other systems, and there are no controls in place for escalating an issue if not resolved on first contact.

To help agents be more knowledgeable and productive, some credit unions have implemented intranets to provide teams with department-specific FAQs tailored to their respective roles. But this creates more toggling between data sources and only scratches the surface in empowering agents with the insights they need to do their jobs.

What does all of this tell us? Despite years of industry dialogue about automation, customer relationship management (CRM) and highly personalized selling, theory remains in front of reality in many credit union call centers. This is evidenced by the findings of this year’s survey which overwhelmingly point to systems integration and ultimately, optimizing the agent desktop, as crucial next steps for many institutions.

# KEY FINDINGS

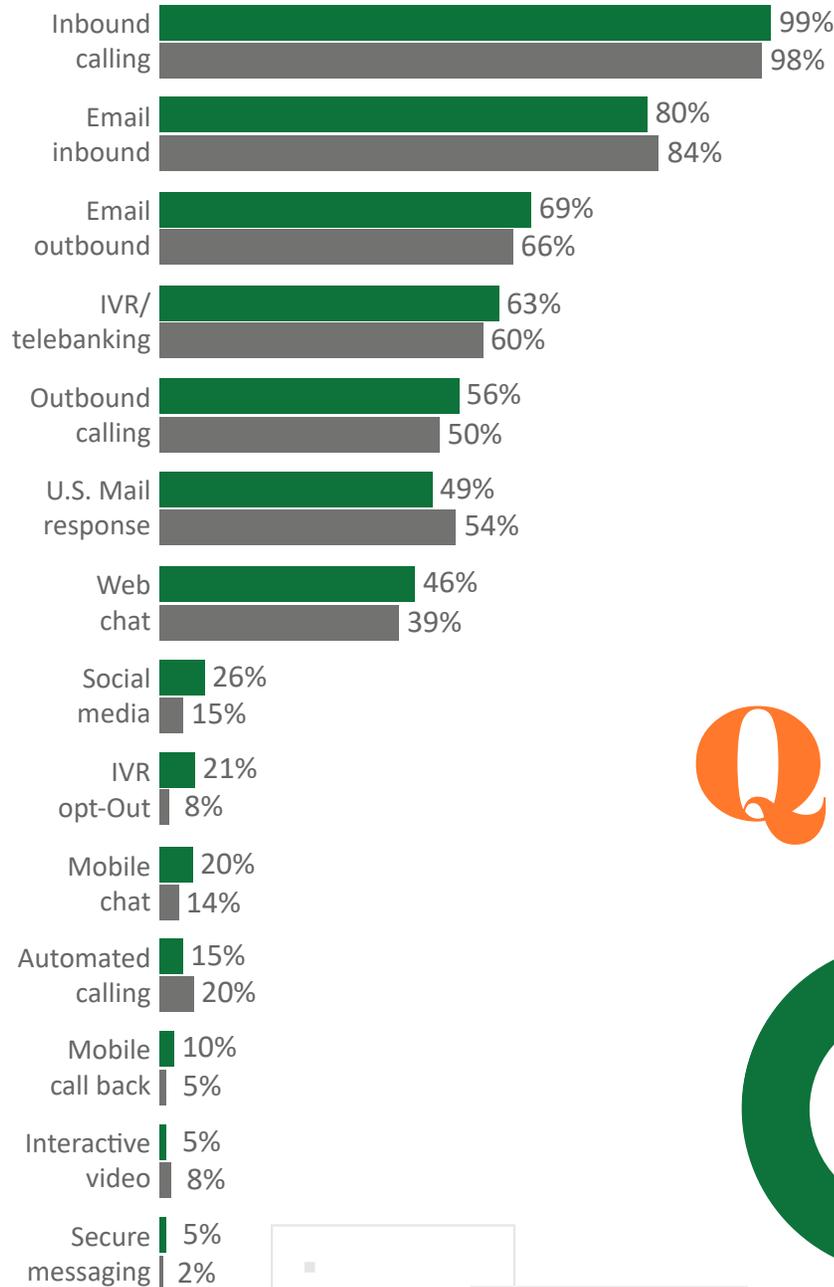


- Agents are still bogged down toggling between multiple disparate data sources/systems
- Even though the call center is the “front line” at most credit unions, (the majority of) institutions are not engaging agents in CRM
- First call resolution (FCR) is a top measure of contact center effectiveness and key driver of customer satisfaction across industries, but credit unions are not tracking FCR rates
- Most credit unions have instituted sales and service incentive plans for agents, but aren’t equipping them with the tools for needs-based selling
- Lack of systems integration is a major road block to agent and member experience (and CRM)
- Call center staffing is expected to increase (as has been projected each year for the past three years)

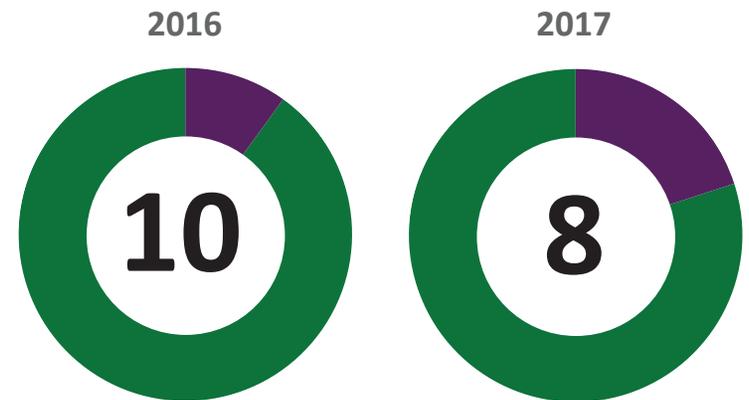


Which channels do you support in your call center? (check all that apply)

Total # of credit unions polled: 2017 131  
2016 117



How many data sources/systems do your agents access for member service delivery?



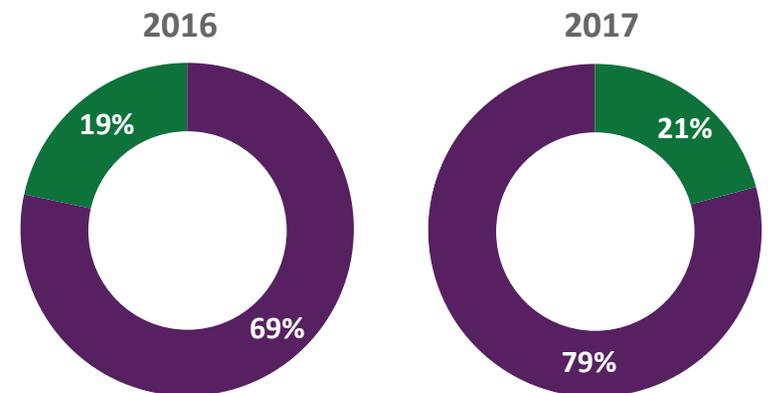
AVERAGE # OF DATA SOURCES / SYSTEMS

# Data Access

**Seventy-nine percent of institutions polled do not provide single sign-on (SSO).** Speed of service delivery has an enormous impact on the member experience, yet most agents don't have fast, easy access to the insights they need to do their job. Institutions that provide SSO and pop member profiles immediately upon contact give their agents the tools to expedite service.



Do your agents have single sign-on (SSO) capabilities to access disparate data sources/systems?\*



- Credit unions that **DO NOT** provide SSO to agents
- Credit unions that provide SSO to agents

\*14 respondents skipped this question in 2016.

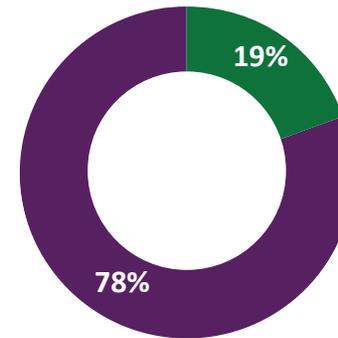
# Screen Pops

**Only 25% of credit unions screen-pop member profiles.** Popping a profile while also bringing forth interaction history integrated from various data sources eliminates the need for members to repeat information previously provided – a factor widely accepted as one of the greatest sources of member dissatisfaction.

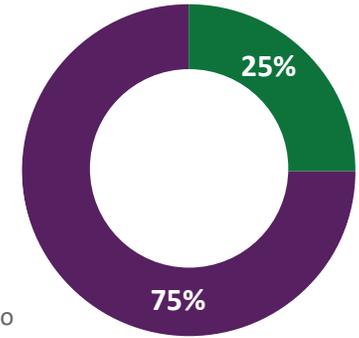


Do you screen-pop member profiles?\*

2016



2017

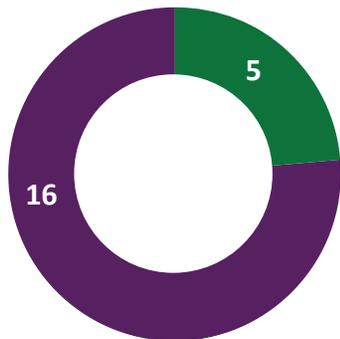


No  
Yes

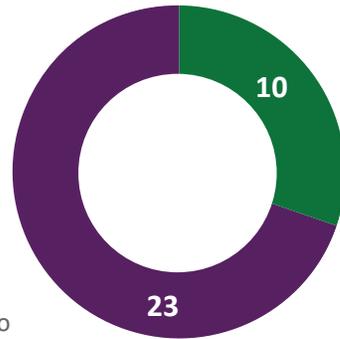


If yes, do the screen pops include non-core data?\*

2016



2017

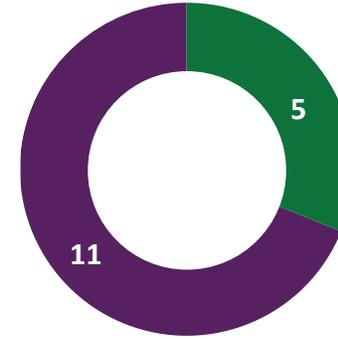


No  
Yes

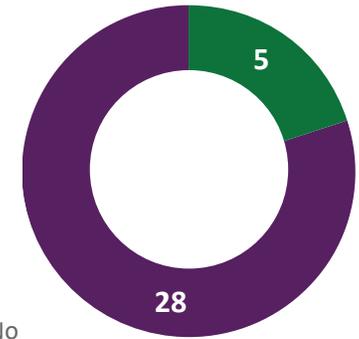


If yes, do the screen pops include interaction history?\*

2016



2017



No  
Yes

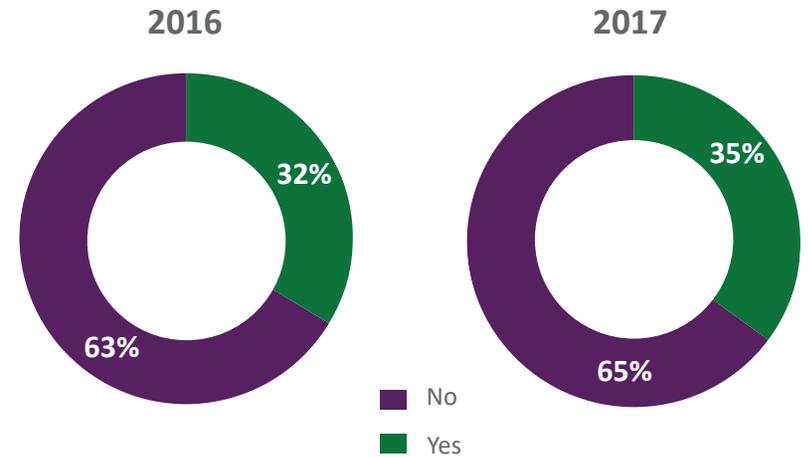
\*Three respondents answered N/A to this question in 2016.

\*\*Actual number of respondents from subset who answered yes to screen popping member profiles vs. percentage.

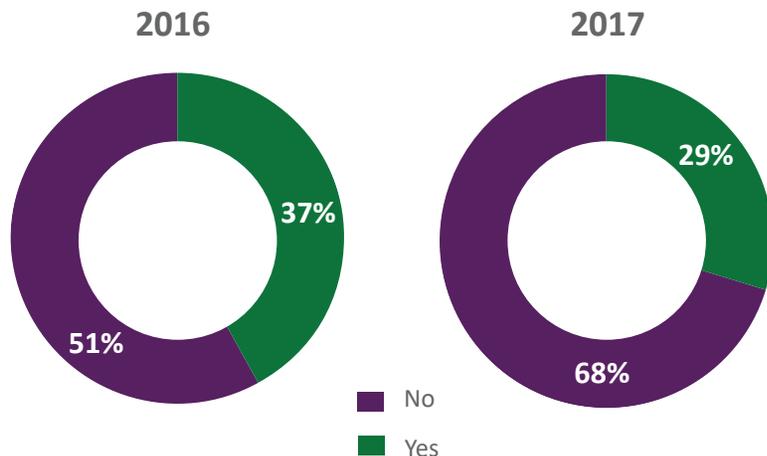
# CRM

**Sixty-eight percent of institutions do not integrate MRM/CRM into call center service flows.** At most institutions, agents are the front line in providing a satisfying and memorable experience (across voice, web chat, email, etc.), but they don't have a 360-degree view of the member. For agents to "know the member," serve them in a personalized way and nurture the relationship, credit unions must unify technology, applications, processes and workflows. As most CRM systems are database centric, simply integrating call center platforms to those systems isn't enough. To truly engage the call center in CRM, institutions must have channel centric workflow capabilities to give data "legs" and empower the agent to serve.

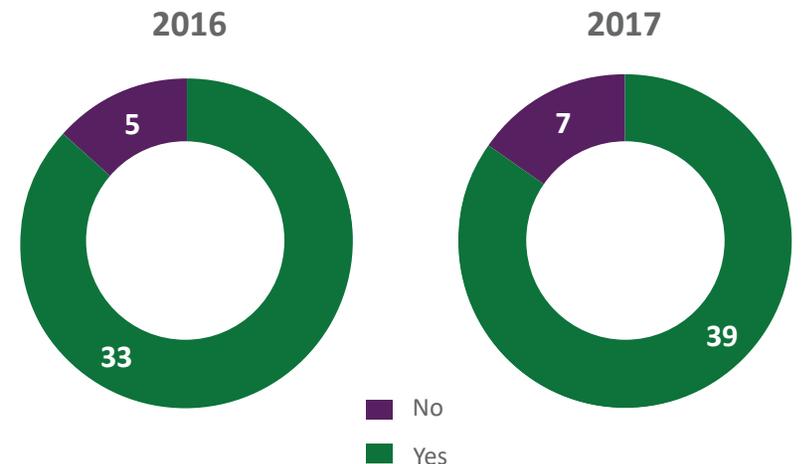
**Q:** Are you using a system that's capable of logging and documenting EVERY member interaction?\*



**Q:** Do you integrate your member relationship management (MRM/CRM) strategy into your call center service flow or interactions?\*



**Q:** If yes, does your call center have access to that system, and the member interactions log / tracking?\*\*\*



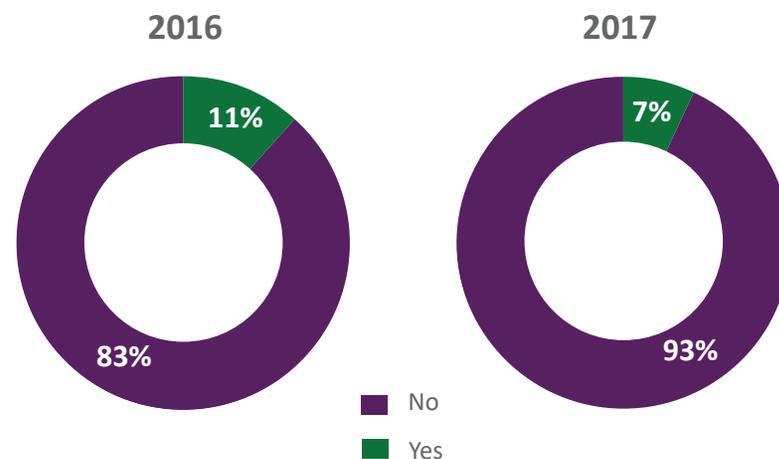
\*Remaining percentages of respondents either skipped the question or answered N/A.  
 \*\*\*Actual number of respondents from subset who answered yes to having a system that logs every interaction.

# Tracking

**Ninety-three percent of credit unions do not track first call resolution (FCR).** FCR is widely recognized as a top measure of contact center effectiveness across industries and a key driver of member satisfaction, which ultimately breeds loyalty, but it can be difficult to measure. Some institutions may not track FCR rates because they believe they are adequately equipping agents to resolve a high percentage of inquiries/requests on first contact – whether through agent training or providing access to websites, detailed knowledge bases and data from the core processor. Others may be limited by the capabilities of their call center systems; they are simply unable to track interactions, performance and issue resolution across multiple channels.



Do you track First Call Resolution (FCR)?\*

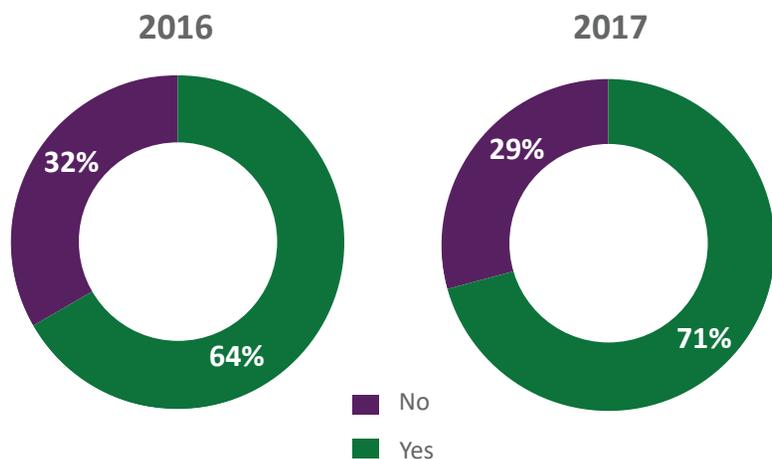


\*Seven respondents answered N/A to this question in 2016.

# Selling

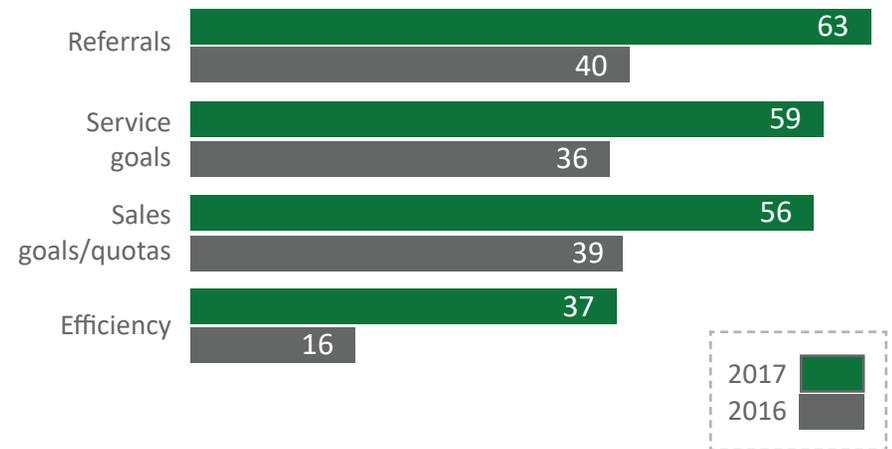
Seventy-one percent of institutions polled provide sales and service incentives for call center agents. However, based on the other findings of this survey, credit unions could be doing more to enable needs-based selling. For example, presenting member profiles on agents' desktops in one easy-to-navigate screen that includes interaction history and personalized offers gives agents the tools to have a meaningful conversation with members about products and services relevant to their needs. Popping appropriate and timely offers via the member's self-service device(s) of choice also shows that the credit union knows them as an individual; not only can this generate valuable leads, but also enhance the overall member experience.

**Q:** Do you have sales and service incentive plans for your agents?\*



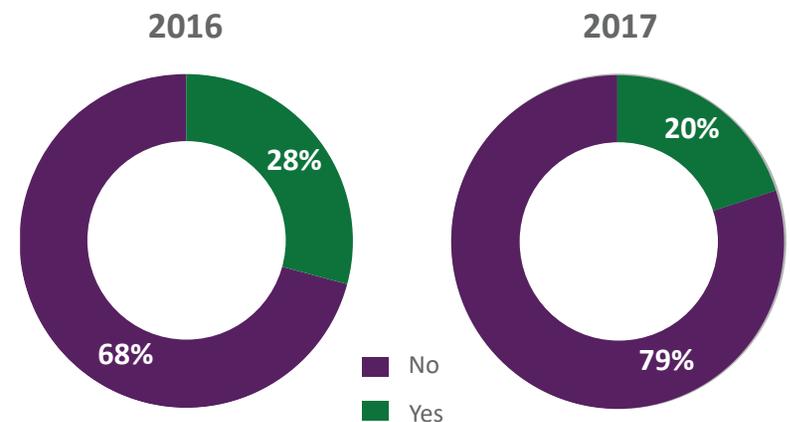
\*Four respondents answered N/A to this question in 2016.

**Q:** If yes, what are your sales and service objectives?\* (check all that apply)



\*Actual number of respondents from subset who answered yes to having incentive plans.

**Q:** Do you pop personalized offers to individual members?\*



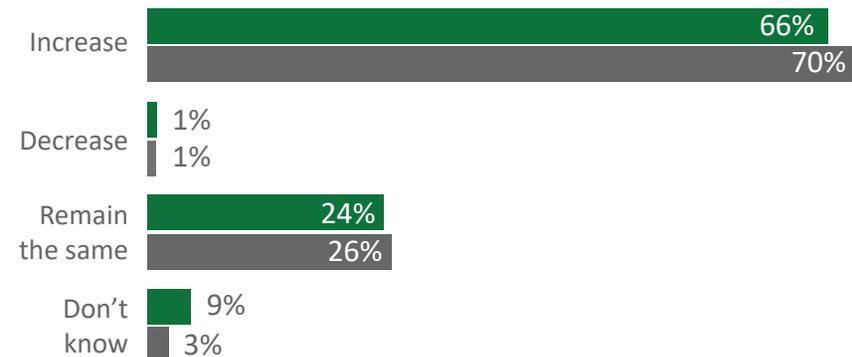
\*Five respondents answered N/A to this question in 2016. Two respondents skipped this question in 2017.

# Staffing

**Sixty-six percent of respondents anticipate call center staffing to increase in 2018.** Why? Agents are expected to “know everything, all the time” while adapting to different systems, progressively handling an influx of requests and inquiries from self-service channels and more. The need for an increase in staff size may have a root cause in the fact that many agents don’t have SSO, timely navigational access to information sources and aren’t equipped to engage in CRM. All the factors above can negatively impact the agent experience and contribute to turnover. Of course, even when call centers are operating at peak efficiency, credit union growth and higher call volumes can necessitate hiring.



In the coming year, will your call center staffing:

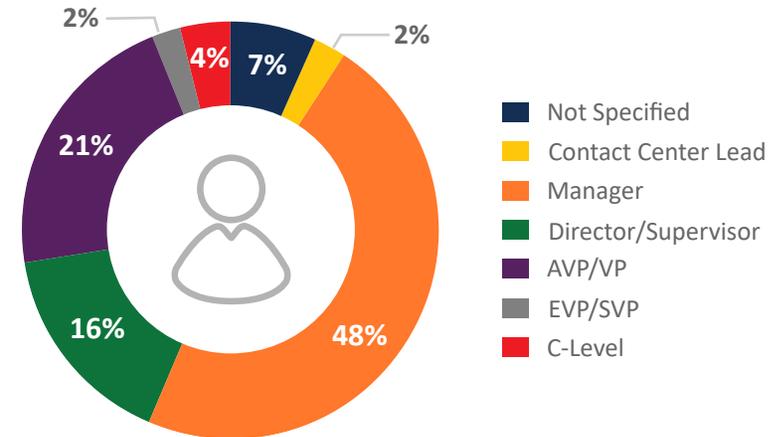


# Respondents' Profile & Methodology

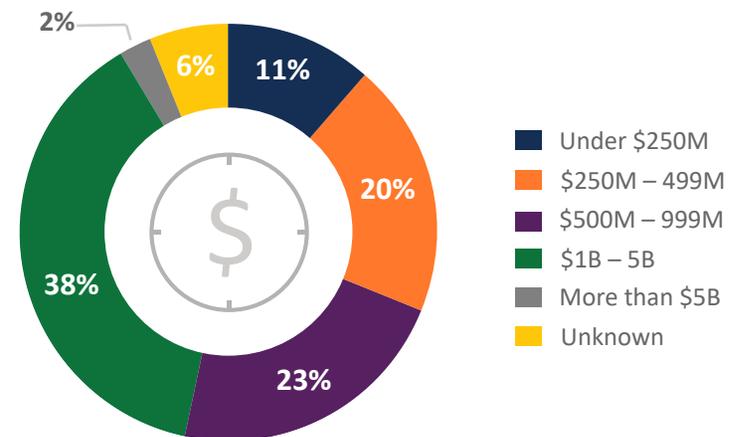
KIVA Group fielded a survey of 131 credit union professionals responsible for member contact centers as well senior operations executives and C-level officers from 131 different credit unions across the U.S. to benchmark where the industry stands in the areas of call center processes/technology infrastructure, integration, member experience management, first call resolution and more. This survey was conducted in calendar year Q4 2017.

While this information is not presented as a scientifically valid survey, it does reflect answers to questions that were being broadly considered by the participants from credit unions ranging in asset size from \$64,000,000 to \$9,385,327,304, employing between two to 480 call center agents.

## Job Title



## Institution by Asset Size





# ABOUT US

KIVA Group provides member relationship management solutions that give credit unions multi-channel oversight and the ability to create a great member experience with every interaction. The company's call center, unified sales and service and unified delivery channel solutions, backed by its integration services ecosystem, bridge the communication gaps between all the disparate systems that support member interactions. With KIVA's CUFx standard Web services architecture and pre-built integration to leading core processors and other third-party systems, institutions can quickly achieve and maintain a fully integrated infrastructure. Credit unions gain unprecedented agility to adapt business processes to meet evolving member and market demands—without the need for software programming.

***Learn more at [www.kivagroup.com](http://www.kivagroup.com)***