



## New Problem-Solving Approach Gives Bank Multiple Perspectives

*What's the best way to ensure your organization is addressing all customer problems in a timely and effective manner? How about combining "in the trenches" problem solving with a big-picture point of view?*

One MSR Group client is taking problem resolution to a higher level. Instead of just focusing on customer problems within a channel or unit, they are identifying and attacking the biggest customer problems for the bank overall. To do this, they created two internal teams made up of leaders and subject matter experts from across the organization. One team works to identify issues, find their underlying causes and develop projects to fix them. The other serves as an oversight committee, providing accountability and helping to prioritize and push projects to implementation.

Both groups' overall goal: improving customer satisfaction. To underscore the importance of these efforts, the oversight committee is led by the bank's CEO.

### How does it work?

The MSR Group collects ongoing customer feedback for the bank from seven different channels including branch, contact centers, mobile banking and more. In addition to delivering scores and trends to multiple levels of personnel through the system's online dashboard, we record verbatim customer complaints. Our team then codes them by type, i.e. "Fees" or "Not Helpful," and rolls them up into broader categories so the bank can identify top issues related to customer relationships, specific product lines, policies, etc. Finally, the coded feedback from all channels is combined to identify the biggest problems facing the bank overall. While the managers from each area work on fixing their problems from the bottom up, bank executives use the same information on a multi-channel basis to address issues from the top down.

This cross-divisional discovery group meets regularly to review the feedback and track issues. They assign topics to subcommittees who focus on solutions, such as improving the online bill payment platform or developing training for frontline employees. The group relies on The MSR Group's data as well as internal complaint tracking and social media references to identify the biggest areas of concern. Improvements are implemented under the guidance of the oversight committee.

### What does this mean for me?

Bank customers use multiple channels and may encounter problems with one or more of them. This bank took steps to view customer interactions more holistically. With a snapshot view of customer problems and the frequency with which they occur across all channels, they are able to implement wide-reaching solutions. Is your bank able to prioritize problems and focus improvement efforts in the right places?

Multi-channel measurement and the ability to work with unstructured data like customer comments are important components of APECS®, The MSR Group's customer satisfaction measurement solution. For more information on how you can use data to help drive customer experience improvements at your bank, contact us today.

