

America Bank

Workshop brief: Communicating an experience driven approach

You are the Director of User Experience for America Bank, a mid-sized bank based in Atlanta, Georgia. Even though America did not get mixed up in subprime mortgages, the economic downturn has definitely affected how your company does business. Purse strings have been reined in throughout the organization, including eBusiness, the department where your group is based.

For 2009, your head count will remain flat. You have some major initiatives launching—a redesign of your customer's site, as well as a mobile application.

In 2008, executive support encouraged exploring the multi-channel customer experience, tying together paper statements, the call center, and the web site. It was anticipated that coordinating these experience could increase efficiency in serving customer, improve Net Promoter Scores, and possibly uncover opportunities for new revenue. However, the interdepartmental politics have meant that so far, nothing has changed.

For 2009, you've set yourself a goal to elevate the practice of experience design within America Bank. A new CMO has recently been appointed, and she's talked a great deal about the value of focusing on the customer experience. During her first month on the job, she outlined three objectives for 2009:

- A. Communicate our value to each of the banks three audiences:** individuals, small-to-mid-sized businesses, and high-net worth clients.
- B. Protect the bank's profit margins.** Understand the cost/benefit relationship of our different touch points from a customer perspective. For example, our call centers are expensive for us to run, but make a huge difference in our NetPromoter scores. Move undifferentiated services to low-cost channels while outperforming other banks where AB is strongest: 24-hour availability, good mobile access, and highly trained bank staff and customer service reps.
- C. Give people insight into how they spend their money and suggest new and profitable ways for them to spend wisely through us.** Belt tightening is going on everywhere, but at America Bank, we help people save money intelligently by helping them make informed and less painful decisions about their money.

Between the downturn and the new CMO, you feel that the bank is ready to rethink how it values UX.

The CMO has asked all department heads to come in with ideas to achieve these goals. Your meeting with the CMO is the big chance you and your team have to show some interesting ideas. Before the meeting, you need to hone your message into something that can communicate to a new executive that your take on experience driven approach to personal banking and investment will yield the gains she's looking for.

For this session, your goal is to develop a plan for elevating the design practice. Your workshop leader will walk you through a set of techniques for identifying and articulating the value you provide, and turning that into action.

America Bank

Michelle, our individual persona



photo by Leonid Mamchenkov, <http://www.flickr.com/photos/37165469@N00/133910219/>

Demographics

age **30-something**
occupation **office manager**
location **St. Louis suburbs**
family **husband & 2 youngkids**
education **College graduate**
activities **Juggling family, friends,
and trying to get to yoga class**

Touchpoints

Online is where she knows us the most: she checks balances and bill pay online and on her phone to maintain her balances

Mail is for her records: she reviews and saves statements, tossing the inserts

Branch visits are haphazard, when she needs something fixed or something out of the ordinary

Products like checking, savings, and her credit card (one of many), is all she may ever willingly consider from our bank

“Banking’s not my hobby. It’s just a means to getting what we want and need.”

Behaviors

Follows spending by watching her balance move.

Shops for services and solutions on Google like she would for books or a car.

Goes to parents and a trusted friend for guidance on financial issues.

Plans for the short term on sticky notes; plans for the long term in dinner discussions with her husband.

Motivations

Feeling financially responsible without dealing with the math and numbers.

Security and education for her two kids.

Entertaining some notion of a retirement, someday.

America Bank

The Carlyles, our High Net Worth personas



photo by Rob West, <http://www.flickr.com/photos/andscene/506532439/>

Demographics

age **50's**
occupations **Marketing SVP and art gallery manager**
location **Houston**
family **3 generations of Carlyles**
education **Graduate degrees**
activities **Community leadership, patrons of the arts, and meetings, meetings, meetings**

Touchpoints

Online is where they track the ups and downs of investments and monitor their accountant's actions
Mail gets a cursory review before being filed for tax preparation
Phone and **Branch** visits are frequent: moving money, special services like currency exchange
Products come and go as their strategies and needs change: CDs, lines of credit, loans, and more

“We know our wealth can help us achieve greater things, and we expect relationships and services that help us to do that.”

Behaviors

Often use phone and branch consultations to move money and change accounts and services to adjust to their needs.

Transfer funds between America Bank and other institutions—we're just one corner of their financial world.

Set strategies with personal advisor and accountant, implementing changes online and at the branch.

Motivations

Staying in control of their money and making good decisions without letting it take over their schedule

Positively effecting the causes and life goals they feel passionate about.

Enjoying everything they decide to do.

America Bank

Maria, our Small Business persona



photo by Dave Trainer, <http://www.flickr.com/photos/83783717@N00/3238956148/>

Demographics

age **late 30s**
occupations **Founder & CEO of music equipment rental chain**
location **Phoenix**
employees **15 and growing**
education **Business major**
activities **Local music scene, world travel and hiking**

Touchpoints

Online is how she and a part-time accountant download data and track income and expenses
Mail statements are carefully reviewed by she and the accountant
Phone calls with her assigned branch agent for solving problems
Products like business checking and lines of credit have expanded to corporate credit cards and business loans

“When I look at my employees I see 15 car payments and 3 mortgages. Money is one half of the reason I’m in business.”

Behaviors

Eagle eye reviews of statements, transactions, and fees.

Phone calls to her assigned branch agent, asking questions to feel out her options and her next steps.

Talks to other business owners for ideas and better approaches to doing business.

Double-checks her business accountant and personal finances with her home-made spreadsheets and hand calculator.

Motivations

Maintaining and growing a successful music business is both a joy and a point of pride.

Economics—every dollar counts.

Insistant that her business will succeed and she won’t be taken advantage of.