TREND REPORT

Using 1:1 Connections To Unlock Growth

For Financial Institutions

Research conducted by

coconut SOFTWARE

TABLE OF

Contents

INTRODUCTION:

Diving Into an Unexplored Banking Process

Learn why Coconut Software researched one of the most overlooked banking experiences: the process of obtaining high-value financial services and products.

Financial institutions (FIs) today are dealing with an enormous array of challenges: they've got more technological choices, more client retention threats (read: digital banks and fintechs), and more economic uncertainty to manage than even just a few years ago.

However, as banks and credit unions get caught up in the turbulence of these macro trends, they often forget about one of the most valuable things they can give to their customers and members: one-on-one facetime with advisors.

Building a long-term digital transformation strategy still matters. **But how easy or difficult it is for clients to find, meet, and consult with your financial experts today will significantly impact your institutional growth tomorrow.** Yet, it's one of the least valued, least examined, and least optimized processes at most FIs. And growing client expectations, staffing shortages, and competing priorities have made things more challenging.

In this report, we've examined the appointment experience across 270 financial institutions. Our goals were to create appointment experience benchmarks that help FIs measure their success, learn from top-performing peers, and see how a better meeting process impacts their clients, staff, and bottom line.

Read on to learn how banking leaders report on key metrics, use technology to scale their processes, and think about key trends and challenges in the customer and member journey (including a look at their career outlook and job satisfaction).

-The Coconut Software Team

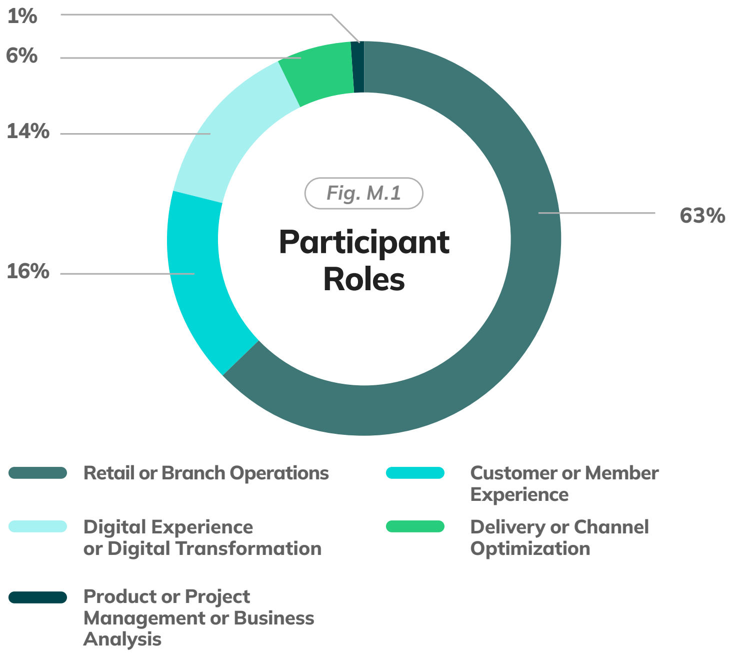
Research Methodology

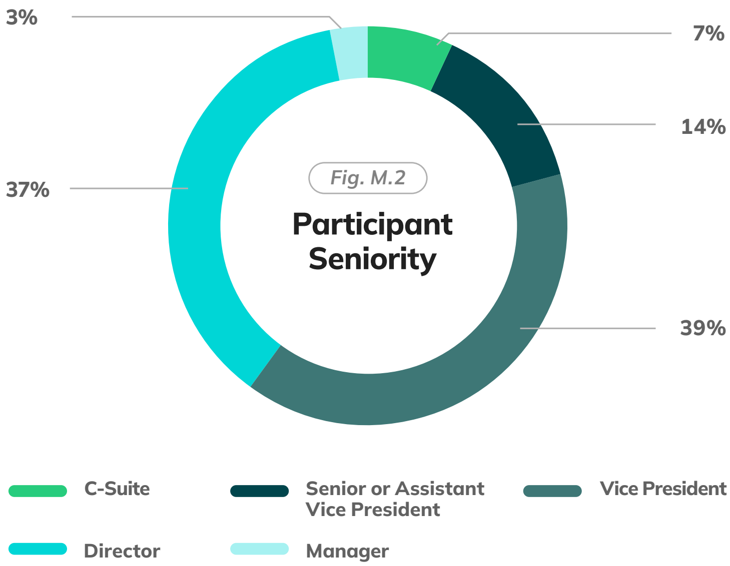
Survey Participant Breakdown

We anonymously surveyed individuals from 270 banks and credit unions across North America. The survey was administered over a few weeks at the end of 2022 via the phone or online survey.

We wanted to hear from those who have a direct influence on the experience clients have when they seek to purchase complex financial products and services (ex: loans, mortgages, wealth management, etc.). As such, participants were senior leaders in roles across the following functions: Retail or Branch Operations; Customer or Member Experience; Digital Experience or Digital Transformation; Delivery or Channel Optimization; or Product or Project Management and Business Analysis.

Institutions of all types and sizes were included in the survey. Most participants have $1 billion or more (78%) in assets under their management.





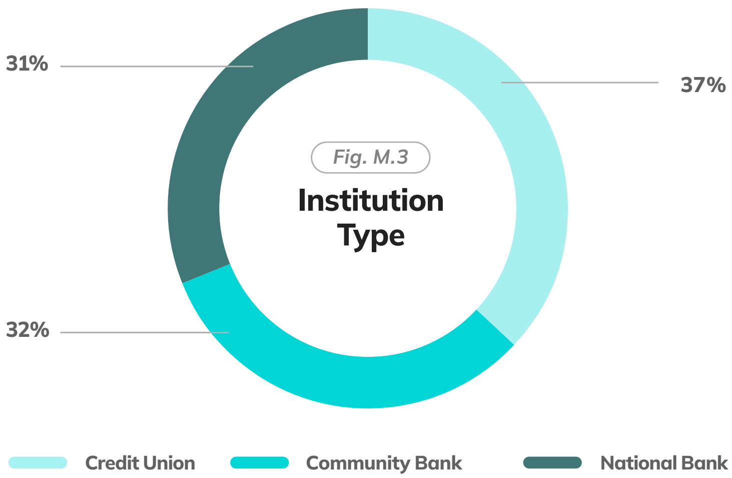


Fig. M.4

Assets Under Management

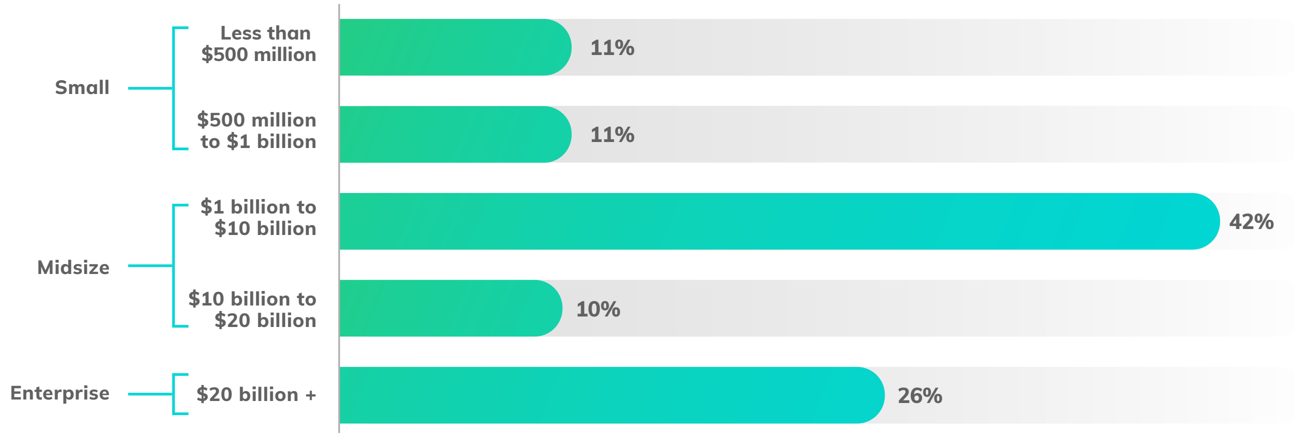
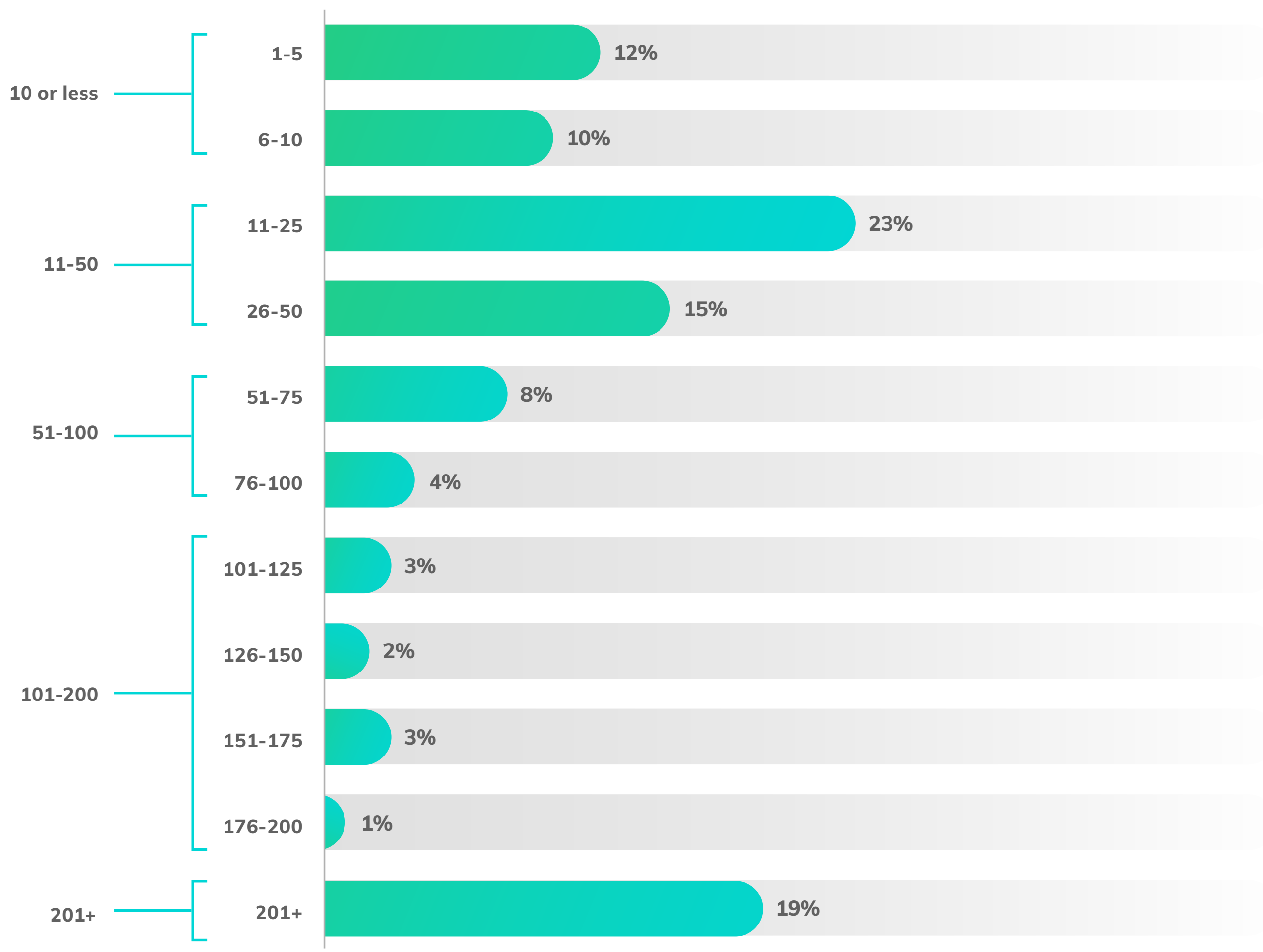


Fig. M.5

Number of Physical Branches



Key Insights and Trends Overview

Benchmarks Summary

BENCHMARK	MOST COMMON ANSWER/RANGE
Average Appointments Per Branch Per Month	**76 - 110**
Average Monthly Appointments # Per Individual Advisor	**26 - 50 monthly appointments**
Average Appointment Lead Time	**A few minutes**
Average No-Show Rate	**1 - 10%**
Average Percentage of Virtual Appointments	**1 - 10%**
Average Monthly In-Person Visits Per Branch	**2,501 - 5,000 monthly visits**
Average Wait Time In-Branch	**Five minutes or fewer**
Percentage Appointment & Queuing Software Users	**89%**
Percentage of Video Banking Software Users	**36%**

The Top 7 Trends Uncovered in this Report

01 More 1:1 facetime means better customer and member satisfaction.

Institutions with more monthly appointments are more likely to report Best-In-Class or Above Average customer and member satisfaction scores, be Very Satisfied with their retention rates, and be Very Optimistic about growing assets in the year ahead (See Fig. 1.1 and 1.2). This suggests that customer facetime is a crucial driver of long-term client relationships and revenue.

02 Banks that balance in-person and digital engagements perform better.

Those with an even mix of online and offline service offerings are more likely to have a higher average monthly appointment volume—which is tied to higher client satisfaction. Conversely, those focused on virtual-only services were more likely to have lower satisfaction scores (1.6). Participants with more in-person traffic (2,500+ monthly visits per branch) were more likely to report better CSAT and retention rates (1.8). On the digital side, those with video banking software are more likely to have Best-In-Class satisfaction scores and be Very Satisfied with their client growth, retention, and share of wallet (2.7). Clearly, giving customers flexibility and choice across both in-person and online channels helps FIs pull ahead.

03 Staff have a big impact on experience—but institutions don't have a clear picture of their performance.

When staff are efficient and working at capacity, client satisfaction, retention, and share of wallet rises (3.6). However, even when advisors handle more appointments than average, they aren't always seen by leadership to be efficient or at capacity (1.2). This is likely because staff performance metrics are some of the least tracked analytics by FIs (2.10). Those in VP or C-Suite roles are also less satisfied with employee performance than Managers (who work much more closely with frontline staff)—suggesting a disconnect between executive expectations and reality. If FIs want to bridge this gap, they must be able to track and measure employee performance accurately. Technology that gives visibility into meeting capacity and individual efficiency (like appointment scheduling and queuing software) can help.

04 Appointment and video tech can fuel growth—if institutions take full advantage of them.

Having appointment, queueing, and video banking software improves client and staff satisfaction (3.1). FIs that are Very Satisfied with their overall growth, retention, and share of wallet are also more likely to have appointment and queuing software (3.9). But to get the most from this technology, institutions should increase awareness of these solutions for customers and employees. Using appointment software to schedule meetings barely cracked the top 50% of booking methods—falling behind calling or walking into a branch (2.6). Also, manual in-branch data tracking is still quite popular, even though appointment and queuing solutions automate this type of reporting (2.9).

05 A third of institutions may lose their Operations and Experience leaders.

Our survey primarily consisted of leaders in Branch/Retail Operations, Customer/Member Experience, and Digital Transformation roles. While many are satisfied with their jobs, over a third aren't sure they'll stay in their positions or at their current institution (4.4, 4.5). To avoid losing these team members (who have a significant impact on the appointment experience), institutions must provide clear career progression paths since over a third of respondents weren't sure they have one (4.7). FIs should also equip their leaders with better digital tools, analytics, and client routing solutions since those were tied to higher role satisfaction (4.2) and lower stress levels (4.3).

06 Top performers focus more on digital growth vs. day-to-day, in-person operations.

Institutions that are more satisfied with their overall revenue performance tend to focus on improving digital communications, fending off competition from fintechs, and delivering more client personalization. Low performers focus more on web and mobile banking, staff training, the in-branch experience, and client routing (3.7-3.9). This may indicate that institutions must master these areas before introducing more advanced digital innovation—or it might suggest that low performers are falling behind because they aren't yet using technology to deliver services effectively. Since high performers have often already adopted appointment, queuing, and video technology, low performers should consider how these tools can help them drive efficiency and play catch up.

07 FIs plan to overcome fintech competition, client retention challenges, and stagnant growth with tech—but they may be missing the mark.

Lack of client growth and losing clients to fintech, digital banks, and other institutions topped the list of institutional challenges (5.1). To overcome these hurdles, FIs think they should focus on better mobile and web banking, improved digital communications, and more client personalization and self-serve options (5.3). Over 50% of banks and credit unions plan to invest in nearly 8+ tech tools in the short-term future. While digital innovation is important, we've learned that balancing the digital and in-person experience leads to better client satisfaction and performance. However, improving the in-branch experience and providing better staff training or resources were ranked as very low priorities. Institutions should balance digital investments with these other areas to differentiate themselves and stay competitive.

01

SECTION 1:

Appointments Benchmarks

More Connections, Better Outcomes

Having more opportunities to meet with clientele—whether in person or online—has positive effects on client satisfaction and institutional performance. However, institutions have to figure out how to help staff scale the meeting process if they want to succeed.

Appointment Volume

Ease of Scheduling Drives Higher Average Monthly Appointment Volumes

The most common monthly appointment volume per branch is 76-100. Once you enter the range of $20+ Billion in assets, that number is more likely to be 100-150 appointments per branch monthly.

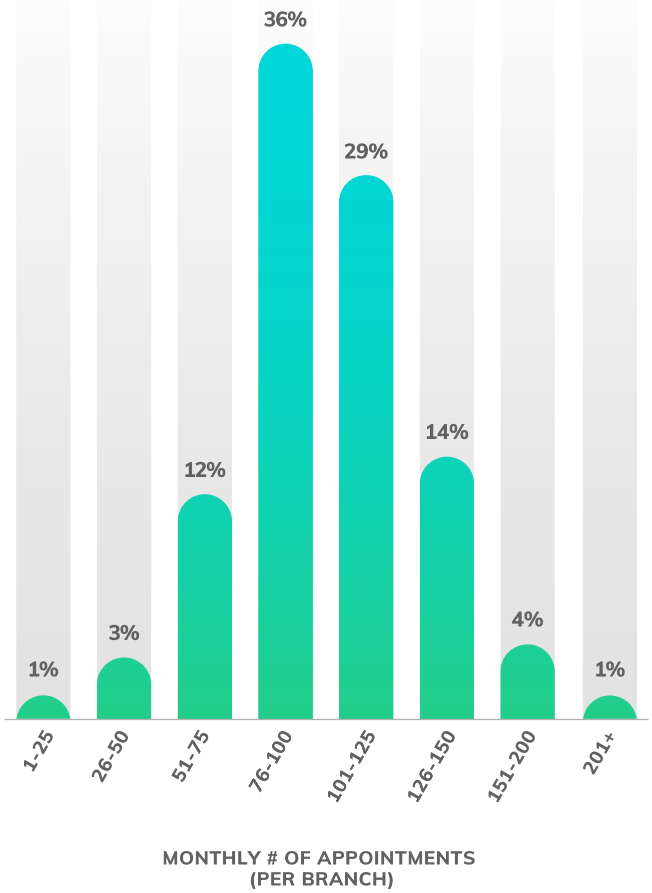
Interestingly, having more branches doesn't necessarily correlate with a larger volume of appointments—meaning it's possible to have more appointments without a huge branch network. That could be due to in-branch efficiency or hosting appointments virtually. In fact, appointment volumes of 100+ were more common in branches with an even mix of physical and virtual appointments.

Those with appointment scheduling and queuing software were more likely to have 25+ appointments per month per branch—suggesting those who have over 25 appointments a month would benefit from software. Once institutions handle around 100 appointments or more a month, they're nearly 100% likely to have software—meaning those nearing a hundred appointments a month should make it a priority.

25+ **Appointments per month:** The minimum threshold for benefiting from appointment software

Fig. 1.1

Average Monthly Appointments # Per Branch



KEY INSIGHT:

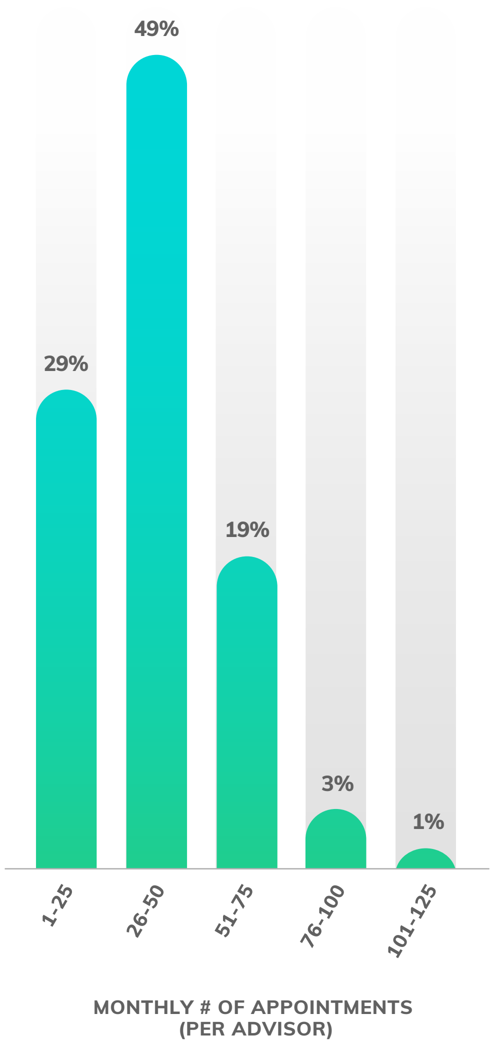
More Appointments, Better Performance

Those who have higher monthly appointment averages enjoy better performance across a few categories:

- They were more likely to report Best-in-Class customer satisfaction scores than those with less.
- The lower the average appointment volume, the less satisfied teams were with their staff's efficiency and appointment capacity. Institutions with 125 monthly appointments were more likely to be Very Satisfied with staff efficiency—perhaps a result of formalizing their processes to scale at that volume.
- At 125+ appointments per month, institutions were most likely to be Very Satisfied with their retention rates—showing a correlation between more client facetime and long-term relationship building.
- Those with 125+ appointments per month were also more likely to be Very Optimistic they'll grow in assets in the year ahead.

Fig. 1.2

Average Monthly Appointments # Per Individual Advisor



Average Appointments Per Staff Member Influenced by Technology

The most common number of monthly appointments per advisor was 26-50, followed by 1-25. And while the percentage of advisors handling 76 or more appointments monthly was low, it was most commonly seen in institutions with assets over $20+ Billion.

Does having advisors handle more appointments improve the customer or member experience? Or does it impact engagement quality? Well, fewer appointments per advisor did not equal better satisfaction scores. In fact, some institutions with volumes of 76-100 monthly appointments per advisor were more likely to have Best-in-Class client satisfaction scores (which was at parity with those hosting only 25 per month).

Clearly, larger institutions have figured out how to handle large appointment volumes while keeping quality high—and technology likely has a role to play: appointment software users were more likely to report higher average appointment numbers per staff member than non-users.

There are two clear places where fewer average appointments per advisor positively impacts the appointment experience: those with 1-25 appointments per advisor were more likely to have lower no-show rates and shorter wait times than those with more. Those handling larger volumes may want to look at appointment and queuing solutions—which automate appointment reminders and the in-branch sign-in process—to close those experience gaps.

Advisors handling 76-100 monthly appointments can achieve the same or higher client satisfaction rate as those handling 1-25—with the right support.

KEY INSIGHT:

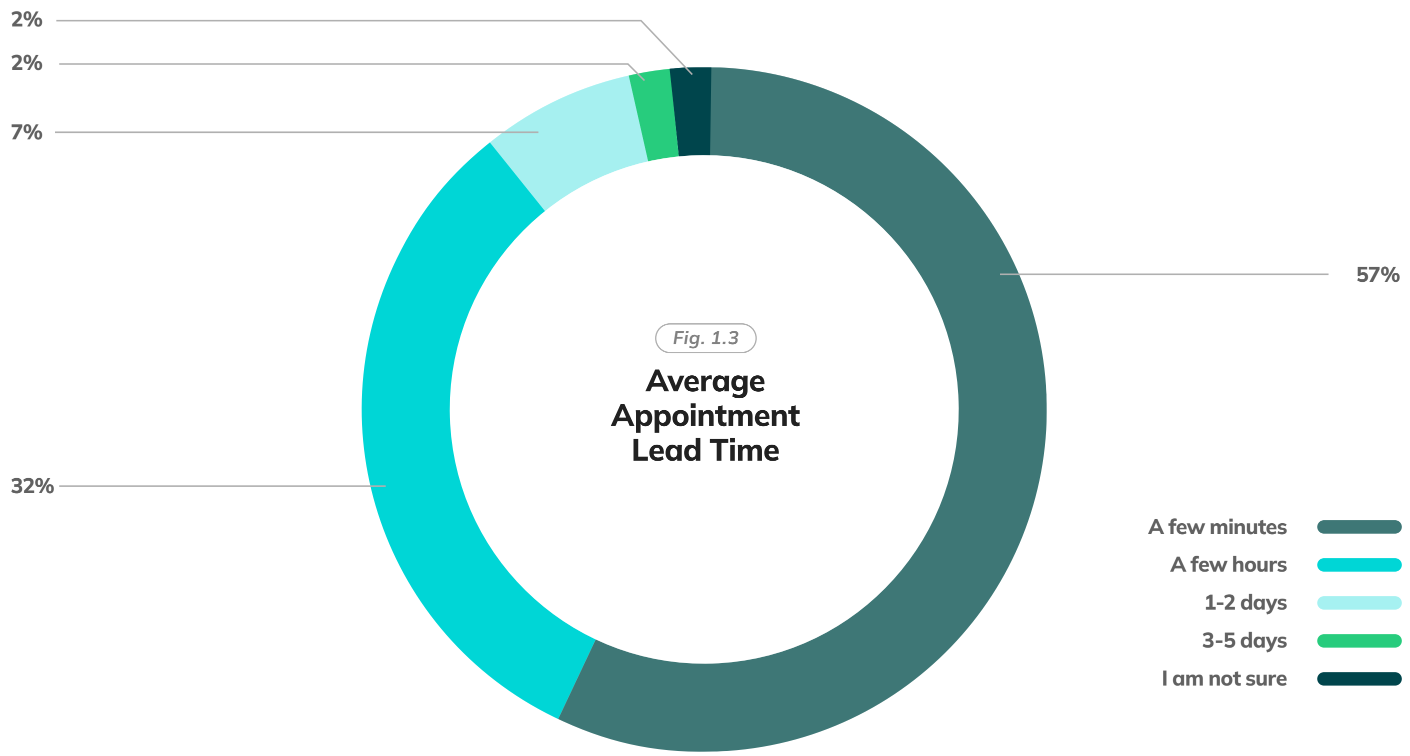
Busy Advisors Aren't Always Perceived to be Doing Enough

Institutions reporting lower monthly appointments per advisor (75 or fewer) were more likely to be unsatisfied with their staff's overall efficiency and capacity to handle appointments—even though 75 or less is well within normal averages.

Interestingly, dissatisfaction with individual advisor appointment capacity is more likely to rise as advisors' average appointment numbers increase—meaning that even though they're handling more, it doesn't seem like it to those we surveyed. Also, as the appointment number per advisor rises, so is the likelihood that participants would say workforce shortages, an overburdened workforce, and employee engagement were top challenges.

Leadership should look at tools that automate parts of the appointment process and accurately measure advisor capacity. This could save staff time and administrative effort (and alleviate shortages)—but also help paint a realistic picture of advisor performance for leaders.

Average Appointment Lead Times Hover Around a Few Minutes



The most common lead time between when an appointment is requested and when it actually occurs was a few minutes—implying that most appointments are likely still walk-in requests that immediately turn into an appointment (vs. pre-scheduled appointments). Of those surveyed, almost 90% reported a lead time of less than one day.

Smaller institutions were slightly more likely to have longer lead times, potentially due to having less dedicated advisory staff on hand to handle requests within minutes. Those with over 25 appointments per month were slightly more likely to have lead times of one or more days.

KEY INSIGHT:

Longer Lead Times Decrease Satisfaction with Staff Efficiency

The longer the lead time, the less satisfied survey participants were with their team's overall operational efficiency.

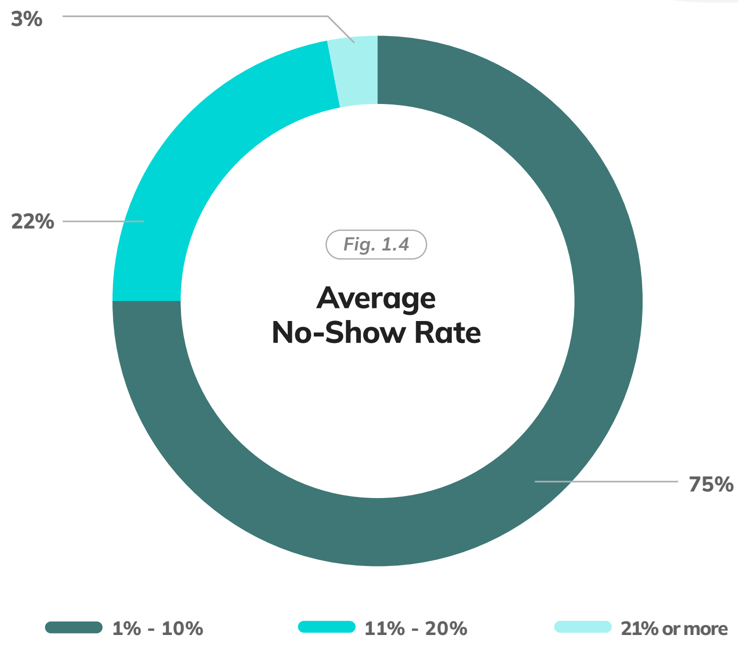
Management and advisors would do well to look at appointment sources to understand what is needed to handle requests better. It may require different staffing configurations at different times of day, pushing customers and members to pre-book appointments, or setting more realistic expectations with walk-ins. (Appointment and queuing tools can also be used to show clients real-time advisor availability and in-branch wait times.)

More Appointments, Higher No-Show Rates

The majority of no-show rates hover in the 1-10% range for banks and credit unions. Very few institutions had no-show rates over 20%.

Having more average appointments monthly increased the chances of higher no-show rates–especially for those in the 100-150 average monthly appointments range. Institutions handling high appointment volumes would do well to keep an eye on their no-show rates. They may also want to use pre-appointment reminders and automated rescheduling options to avoid missed appointments.

Fig. 1.4



No-show rates are more likely 11%+ for those with 100-150 monthly appointments.

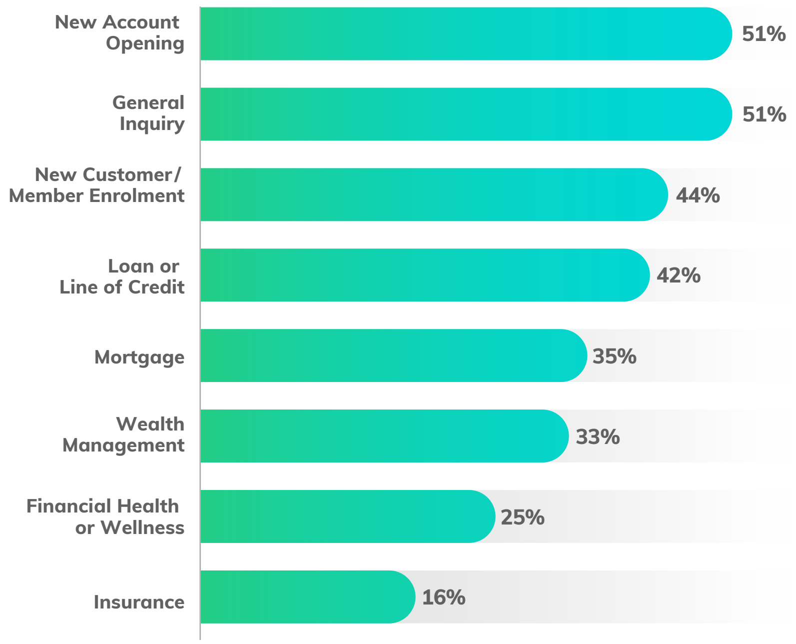
Most Common Appointment Type is New Clients

While appointments are made for lots of reasons—such as getting a mortgage, managing wealth, or applying for a loan—two of the top three most common appointment types are for new business or clients: new account openings and new customer or member enrollment.

What could be improved is the fact that general inquiries still make up a large portion of appointments. Without pre-appointment context, staff may waste time or clients may be routed to the wrong person. As such, institutions would likely benefit from better pre-appointment intake questions and stronger self-serve routing options for clients.

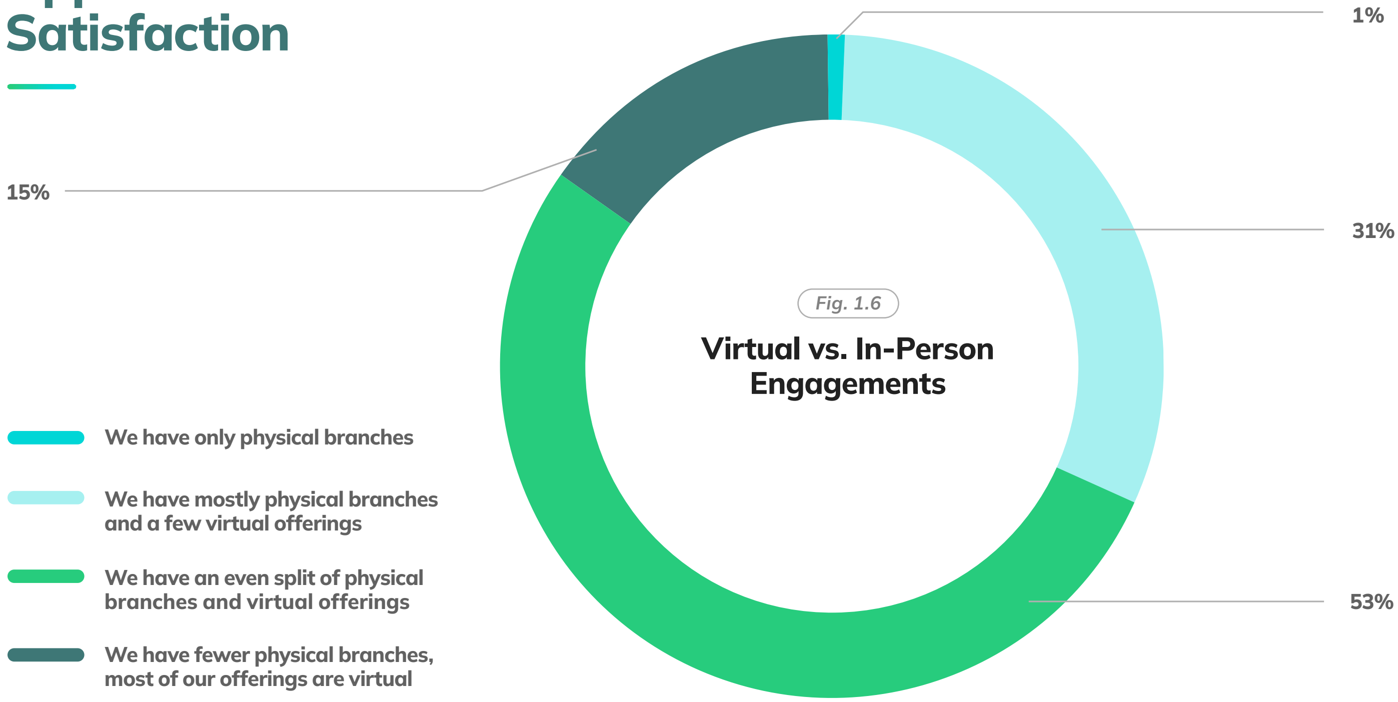
Fig. 1.5

Top 3 Most Common Appointment Types



Appointment Channels

Both Virtual and In-Person Appointments Drive Client Satisfaction



Most institutions offer virtual appointments. But a little over half of all institutions surveyed have a near-even split of in-person (in-branch) vs. virtual appointments (video, phone, or chat). 15% of banks and credit unions have leaned strongly towards more virtual offerings—which could become a growing trend in the future, as institutions reassess their branch network costs and consumer demands for digital services.

KEY INSIGHT:

In Spite of Digital Growth, In-Person Engagement Still Matters

If financial institutions are moving towards a primarily virtual route, there's still a need to balance in-person offerings for customers and members.

For instance, having an even split of virtual and physical engagements correlated with handling more appointments on average than those who were primarily focused on one channel. This implies that offering clients both in-person and virtual meeting options drives more bookings.

It's also worth noting that those who had more virtual-only engagements were more likely to have lower customer satisfaction scores than those with an even mix—meaning that a balance of in-person and virtual options is ideal for institutions.

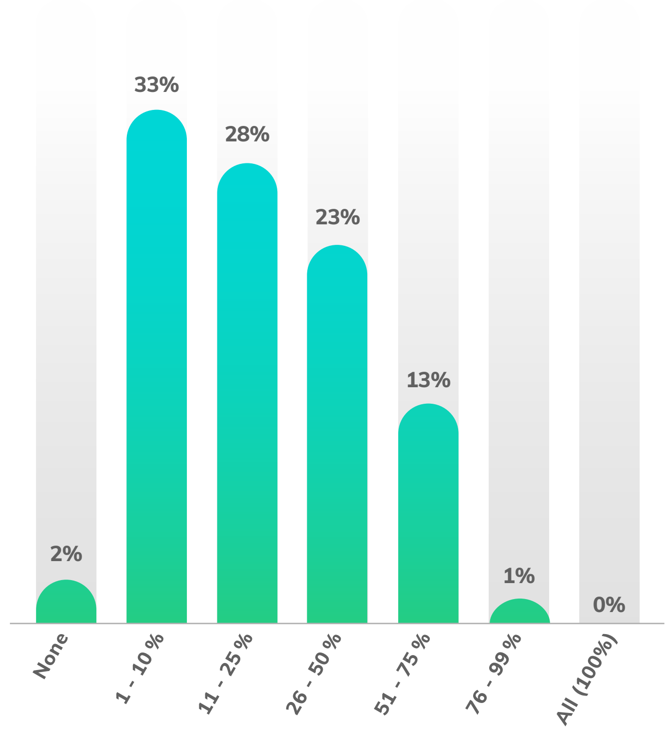
Virtual Appointment Ratios Influenced by Video Tools

Of those who offer virtual services (the majority of those surveyed), more than half of their appointments are still in person. The most common average is 1-10% virtual appointments.

When institutions have a near-even (50%) split between virtual and in-person appointments, they're more likely to have video banking software—suggesting that tools like this can help fuel a shift in appointment delivery.

Fig. 1.7

Virtual Appointments Percentage



In-Branch Experience

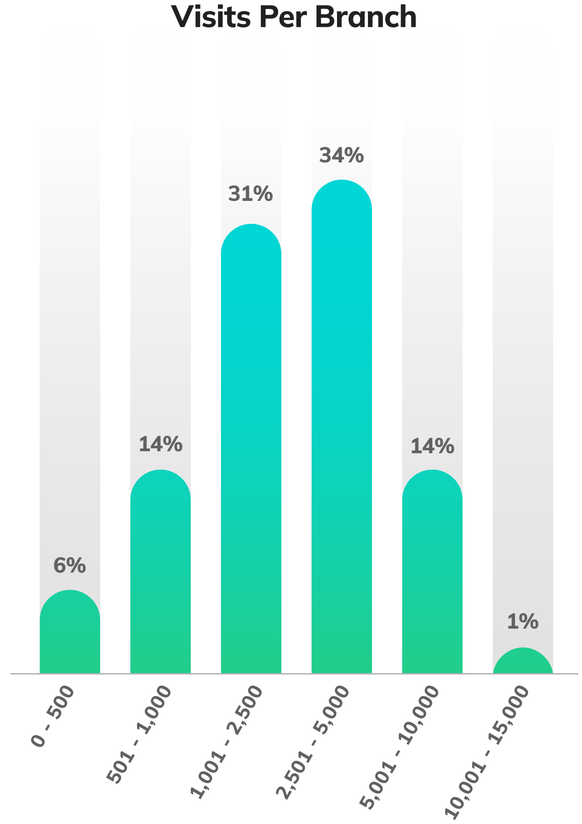
In-Person Appointments Boost Loyalty and Retention

The most common amount of average monthly in-person visits per branch was in the 2,501-5,000 range, followed closely by the 1,001-2,500 monthly in-person visits range (65% of institutions fall within these two ranges).

Institutions in the Small or Midsize assets range (0-$20 billion) were most likely to have monthly branch traffic in the 2,500-10,000 visit range. Larger institutions ($20+ billion in assets) were more likely to be in the 5,000-15,000 monthly in-person visit range.

Fig. 1.8

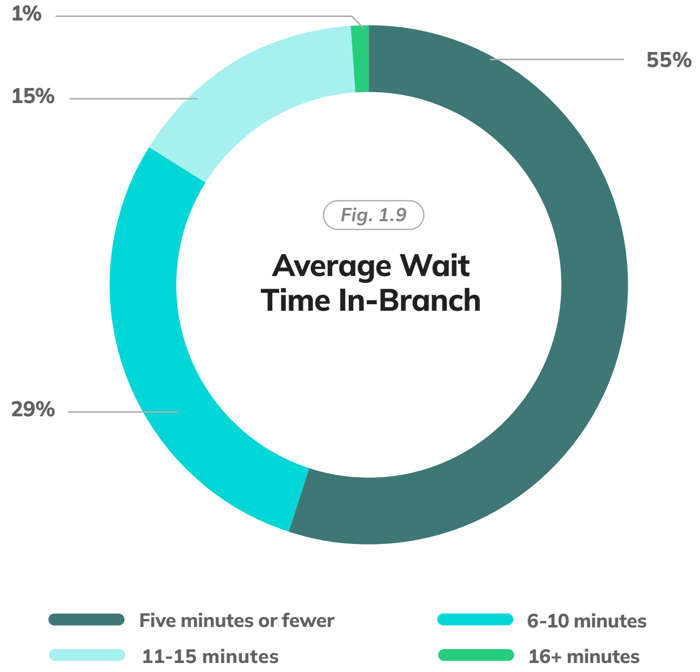
Average Monthly In-Person Visits Per Branch



Average Wait Times Under 5 Minutes

Almost 85% of financial institutions surveyed had average wait times of under 10 minutes in-branch, while 55% had wait times of five minutes or fewer. Only 1% of those surveyed had average in-branch wait times of 16 minutes or more.

Institutions with shorter wait times were more likely to be Very Satisfied with their staff's overall efficiency.



KEY INSIGHT:

In-Person Facetime Still Big Influence on Performance and Satisfaction

Those who had 2,500+ in-person visits were more likely to report higher customer satisfaction scores, high customer retention rates, and satisfaction with their booking process. However, they were more likely to have longer wait times. This suggests that the value of in-person facetime and convenience of branch locations is still important for customers and members.

It's worth noting that those with fewer in-person visitors (1,000 or less) were more likely to say their biggest opportunities for growth were digital communications channels, more personalized banking options, and better web and mobile banking. This could be because having less in-person facetime requires these FIs to innovate digitally to bridge the experience gap—but institutions largely focused on in-person appointments should keep up, lest they start to fall behind on appointment volume and meeting consumer demands for choice.

Section 1 Summary

KEY TRENDS TO KNOW

Want to improve client satisfaction? Arrange more facetime.

Handling a higher number of appointments often means better customer satisfaction scores, retention rates, and a more positive growth outlook for the year ahead—thus tying 1:1 appointments to revenue and institutional performance.

Use technology to help scale the appointment process.

Automating parts of the appointment process makes it easier for customers and advisors to meet—which is likely why those who have an appointment and queuing solution are more likely to handle more average monthly appointments. Digitally savvy institutions with an even mix of virtual vs. in-person appointments also booked more appointments than those without both channels.

Advisors need support handling more appointments.

As per-advisor appointment numbers rise, it's likely to increase workforce shortages, stress out staff, and lower employee engagement. Leaders also don't see advisors as more productive as the number of appointments they handle increases. Having the right processes and tools are important for helping advisory teams succeed—and for managers to get true visibility into staff capacity and utilization.

02

SECTION 2:

Technology and Analytics

Appointment Tech Is Popular—But Not Used to Its Full Extent

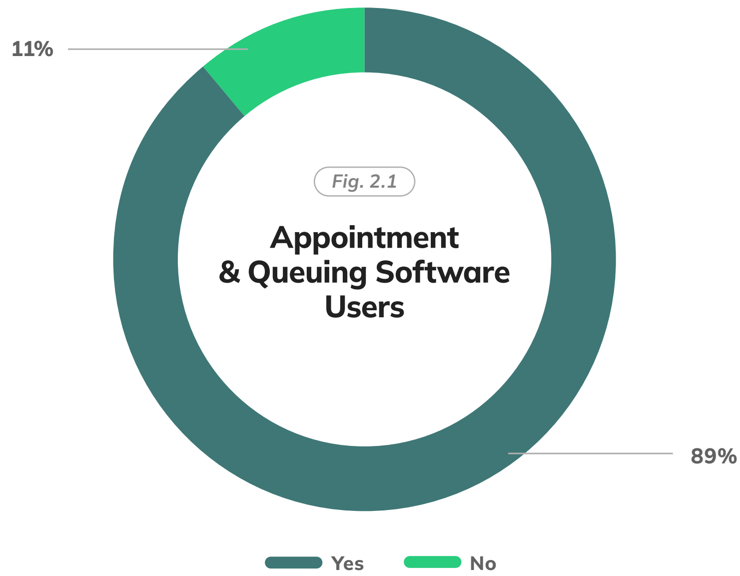
Technology can help financial institutions succeed thanks to automation and analytics capabilities. But organizations need to take advantage of all these tools have to offer to become top performers.

Appointment Scheduling & Queuing Solutions Use

Most Institutions Have Appointment & Queuing Software

Most surveyed FIs use a dedicated scheduling solution. All of those with over $20 billion in assets have dedicated software for client appointments. The more branches an institution had, the more likely they were to have a dedicated software solution, too.

On the flip side, those with fewer than 25 appointments per month per branch were less likely to have a solution than groups with more monthly appointments.

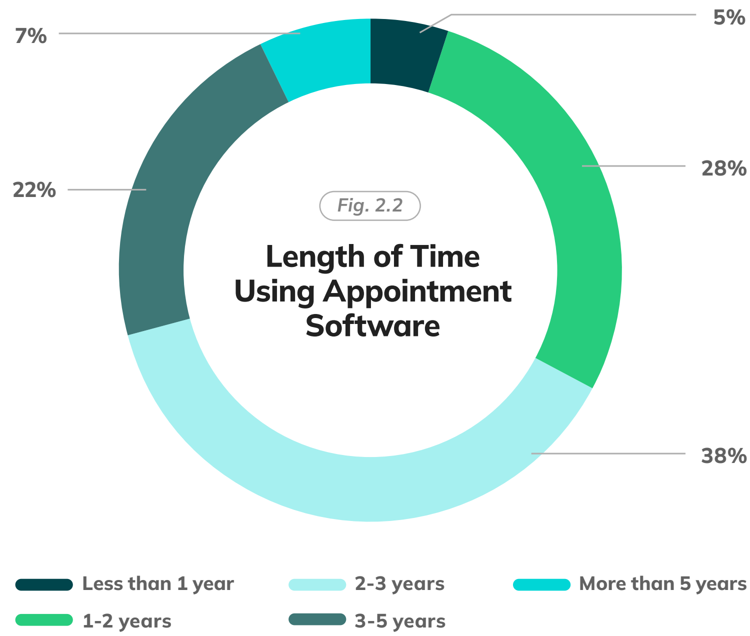


No appointment scheduling solution? You're more likely to have lower client satisfaction scores.

Length of Time Using Appointment Software Is On the Rise

Nearly all FIs surveyed who have an appointment and queuing solution have been using it for more than a year, with 2-3 years being the most common length of time. Banks and credit unions without software should consider adopting now to avoid falling behind competitors.

Those who have had these solutions in place for longer are more likely to have better satisfaction scores. They're also more likely to offer video banking—which may imply that appointment booking solutions are a prerequisite step before launching virtual appointments.



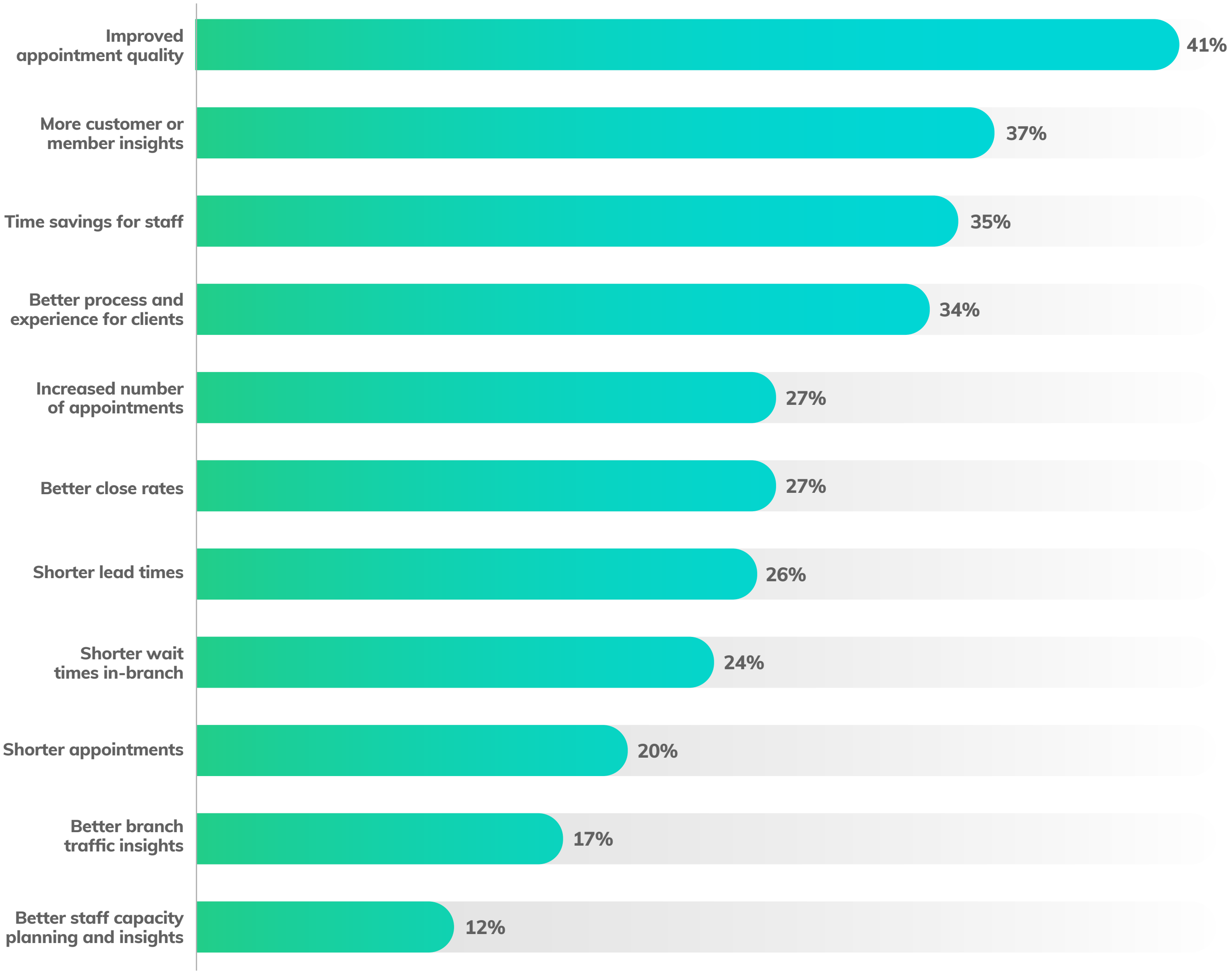
Those with Best-in-Class customer satisfaction scores were more likely to have had appointment software for 3+ years or more.

Appointment Software Top Benefits Create Better Experience For Everyone

For those with appointment and queuing software, the top benefits are improved appointment quality, more client insights, time savings for staff, and a better customer and member experience—all of which positively impact staff, clients, and leadership alike.

Fig. 2.3

Appointment & Queuing Software Top Benefits



Over a quarter of respondents enjoy better close rates and more appointments, which drives revenue. They also saw shorter lead times and wait times in-branch (both of which improve the in-person appointment experience).

Non-Software Users Rely on Other Tools to Book Meetings

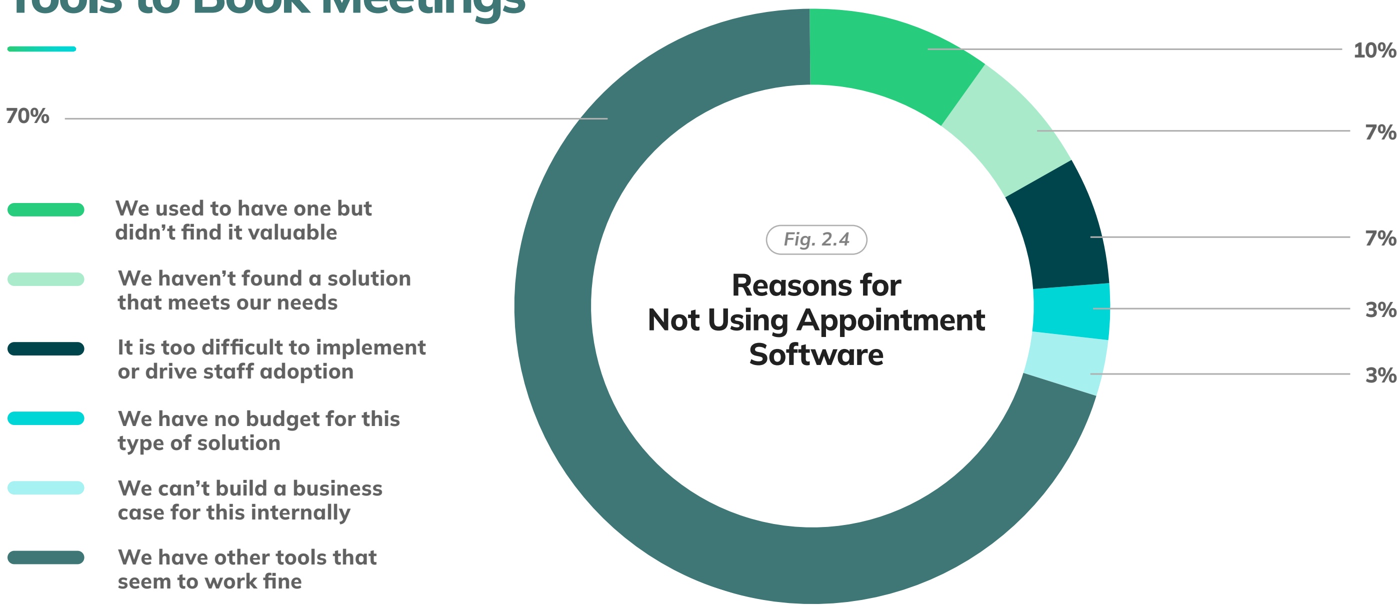


Fig. 2.4

Reasons for Not Using Appointment Software

For those FIs that don't use appointment software, the most common reason is the current use of other tools they feel are working fine. Only 10% have tried appointment software and didn't find it valuable. Around a fifth of these respondents aren't sure if the time, effort, or budget needed to implement a tool will be worth the benefits a solution can offer.

Roll out banking solutions in eight easy steps.
Get a free tech launch kit for banks and credit unions.

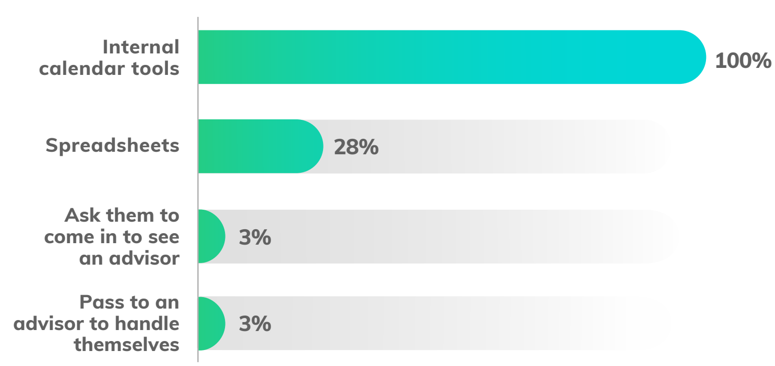
Personal Calendars and Spreadsheets Top Alternatives to Software

The top appointment software alternatives are tools most often found in office environments. All of those surveyed who don't use appointment software said they rely on internal calendar tools for their scheduling and queuing needs.

Using a tool built for internal team meetings to book with customers and members outside of an institution has some downsides: it results in longer lead times, more administrative burden, lack of real-time updates or data, and no visibility into appointment outcomes or volume. As digital appointment solutions rise in prevalence, institutions should compare their current tools to the benefits of booking software.

Fig. 2.5

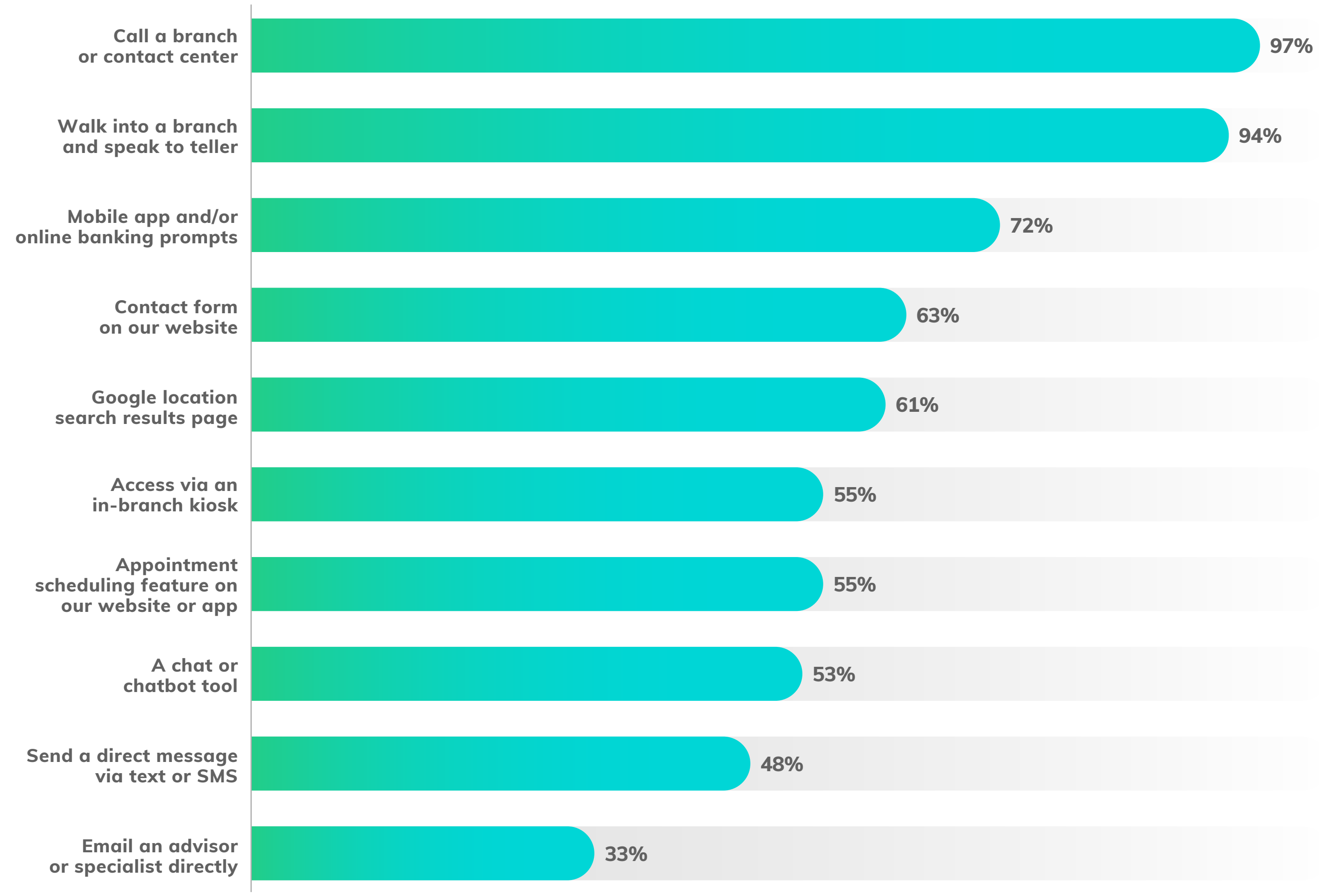
Alternatives to Dedicated Software



Top Appointment Booking Methods Still Manual and Admin-Heavy

Fig. 2.6

Appointment Booking Methods



For those looking to schedule appointments, the top booking methods were decidedly manual: calling a branch or contact center and walking into the branch to speak to a teller were the two most common methods. Following those tried-and-true approaches, mobile banking apps and website contact forms were close behind.

Despite its many advantages, appointment booking software only just made it into the top 50% of popular booking methods. Since most institutions have this technology, they should focus on promoting its use among staff and clients—especially if they want to drive efficiency and better capture appointment reasons, volume, and other vital data.

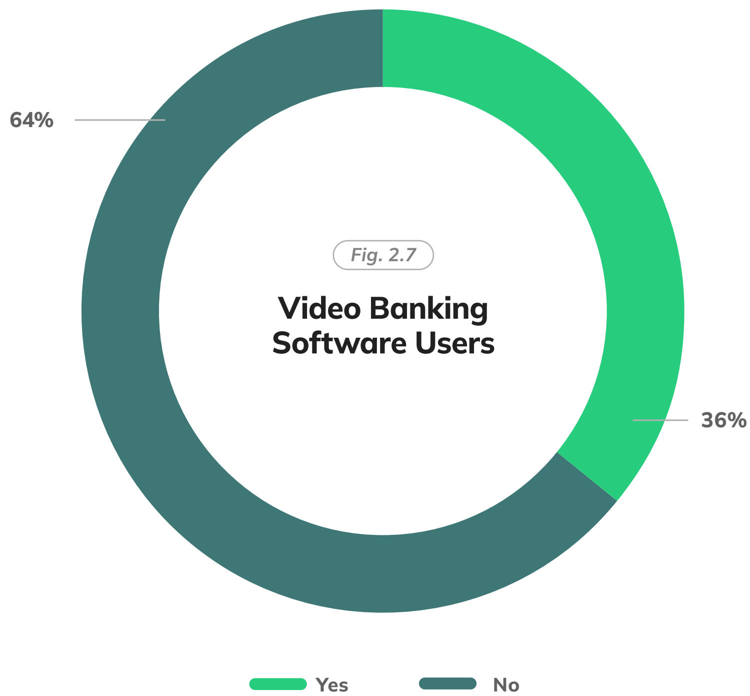
[Learn how to promote self-serve appointment scheduling options in this blog.]

Video Banking Solutions

A Third of Respondents Use Video Banking Software

A little over a third of respondents have video banking software. Though the majority have yet to engage with this technology, as you see in the next key insight in this section, there are many benefits to implementing video appointments.

What do those who have adopted video banking solutions have in common? They're more likely to list their top challenges as 'losing customers to fintech competitors,' 'customer/member growth,' and 'employee retention' than those without. Video banking can support all of these challenges: offering virtual banking helps institutions keep up with digital banking apps, attract more tech-savvy clients, and retain employees who want to work remotely.



Nearly half of consumers plan to keep talking to financial advisors over video post-pandemic—and 36% say video is now their preferred medium. But only 36% of institutions have video banking tools.

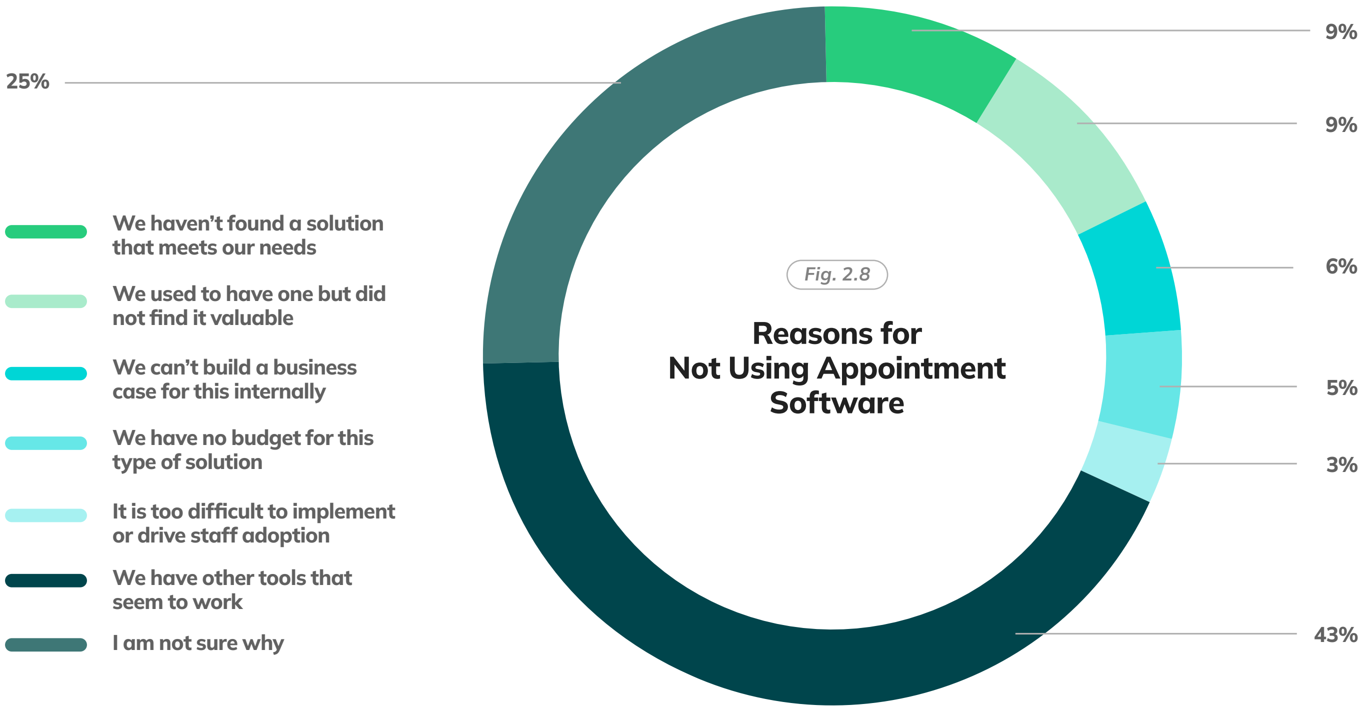
KEY INSIGHT:

Hosting Video Appointments Is Good for Business

Those that host video appointments were more likely to...

- Have Best-in-Class customer satisfaction scores.
- Be very satisfied with their booking process, virtual banking, client growth rate, customer and member retention, and share of wallet.
- Be very satisfied with overall staff efficiency and capacity for appointments, as well as their ability to track appointment metrics.
- Report lower (1-10%) no-show rates, likely because video appointments require less commitment to attend and can be done anywhere, from any device.

A Quarter of Staff Don't Know Why They Don't Have Video Solutions Yet



Nearly half of those who don't use video banking software feel they have other tools that seem to work—most likely individual video or conferencing tools used for virtual meetings. The difference is these tools aren't designed to securely complete and track financial interactions from a single interface like video banking solutions are. One-quarter of respondents simply didn't know why they didn't have this technology in place—indicating there's likely readiness amongst staff to adopt these tools. All that's left is for leadership to prioritize the time and resources to get it implemented.

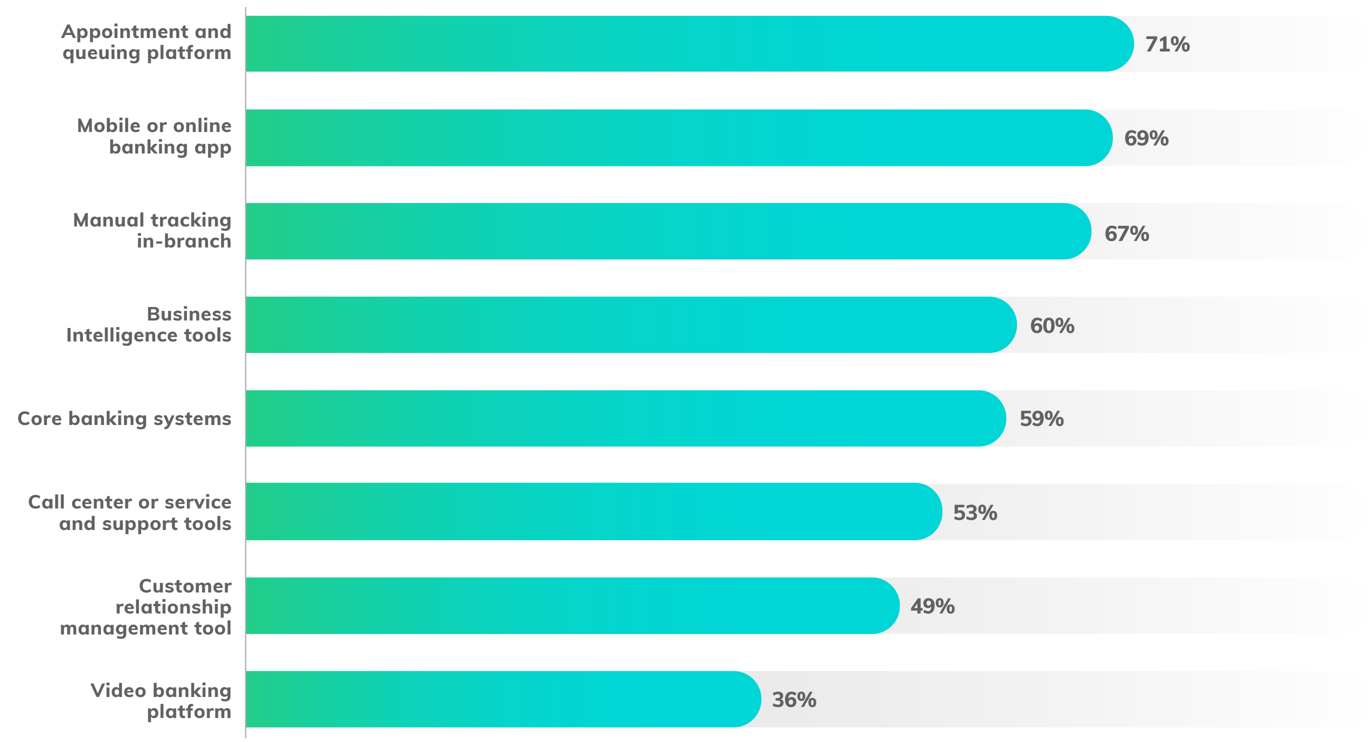
Find the right video banking solution for your institution and roll out a video strategy successfully with this comprehensive guide.

Analytics Tracking

Manual Tracking Still a Top Analytic Measurement Method

Fig. 2.9

Analytics Tracking Methods



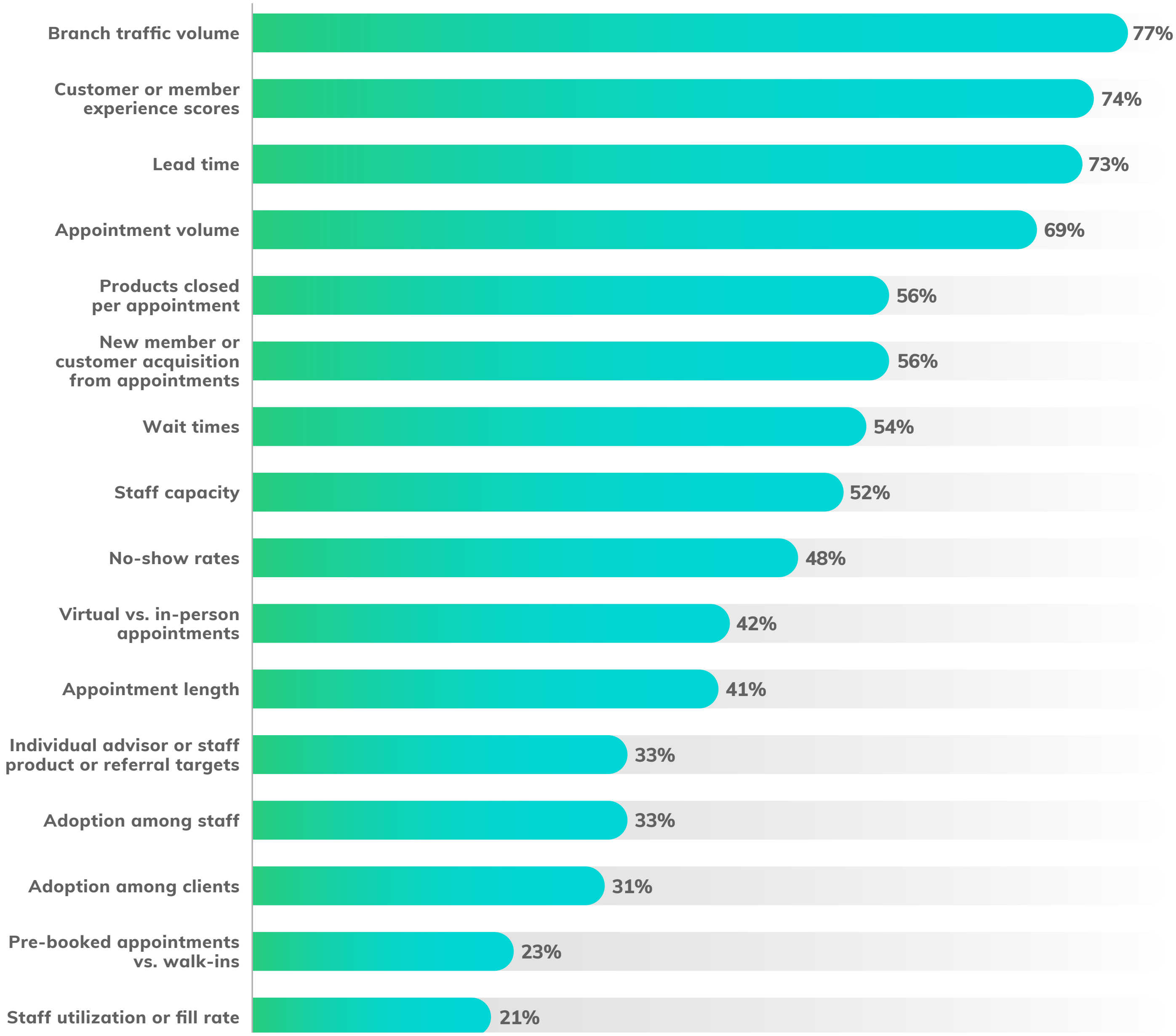
The top source of analytics for respondents was appointment and queuing platforms, mobile or online banking apps, and manual tracking in-branch—the last of which beat out both business intelligence and core banking systems as a popular tracking tool.

It's interesting how common manual tracking in-branch is when queuing solutions are available to automate this kind of tracking and reporting (which is particularly important for those who have a large branch network and need to scale effectively).

Top Data Points Tracked Focus on Client Experience and Revenue

Fig. 2.10

Data Points Tracked



The top data points being tracked by over 70% of survey participants are branch traffic volume, customer experience scores, and lead time—all of which are focused on the customer and member experience. Those are closely followed by appointment volume, products closed per appointment, and new member acquisition from appointments—all of which could be tied to revenue outcomes.

Only a third of those surveyed were tracking staff utilization (21%), staff targets (33%), or staff adoption (33%). Even though staff have a huge impact on appointment volume and customer satisfaction, metrics related to staff performance are low on tracking priorities list. In times of workforce management issues, this could be a valuable area for deeper analysis by institutions.

Majority Only Somewhat Satisfied With Analytics Tracking

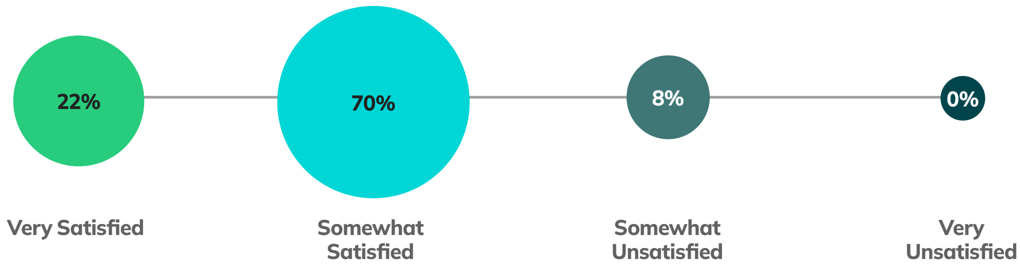
The majority (70%) of those tracking analytics are only Somewhat Satisfied with the results—meaning there is lots of room for improvement for most institutions.

Those who are Very Satisfied with their tracking capabilities are more likely to be larger institutions with more than $20 billion in assets. This may be because larger banks and credit unions have more dedicated tools or team members focused on analytics, which smaller institutions may not have resources for. However, if smaller institutions had stronger reporting tools, they could perform better through data-backed strategies.

Better insights make for better experiences. Those who are Very Satisfied with their ability to track analytics are more likely to have Best-In-Class client satisfaction scores.

Fig. 2.11

Satisfaction With Analytics Tracking



Get the three-step process for maturing metrics tracking and measurement in this Banking Analytics Guide.

KEY INSIGHT:

Better Metrics Tracking = Better Employee Insights

Those who are Very Satisfied with their analytics tracking are also more likely to be Very Satisfied with their staff's overall efficiency and capacity to handle appointments. We learned earlier in this report that dissatisfaction with individual advisor appointment capacity can be high even when advisors are handling more appointments than average. In addition, only a third of institutions surveyed are tracking staff performance metrics. Without proper staff analytics reporting, institutions are more likely to make incorrect assumptions about performance and capacity—all of which can negatively impact employee retention and, ultimately, the client experience.

Section 2 Summary

KEY TRENDS TO KNOW

Though appointment or queuing software is popular, it's not being used to its full extent.

The majority of FIs surveyed have appointment and queuing software—but the top method of booking remains manual channels, like phone calls and walk-ins, instead of self-serve booking with the appointment tool. Many also use manual, in-branch data tracking methods when queuing tools could do that work for them. Institutions who've invested in this software should aim to improve adoption and feature usage to get the most bang for their buck.

Video banking software users are the minority—but enjoy a bevy of positive results.

Those that use the software are more likely to have Best-In-Class customer satisfaction scores. They're also more satisfied with their appointment booking process, customer growth rate, staff efficiency, and more. However, only about a third currently use it. Institutions should make this a high-priority investment area. Research shows that consumers want video—and a quarter of staff aren't sure why their institution hasn't adopted it yet.

A deeper dive into staff analytics tracking could impact top-level metrics.

Most FIs are focused on tracking metrics that impact the client experience and their revenue. However, few are focusing on staff performance metrics—even though they can have a huge impact on client satisfaction. Institutions should get a clearer understanding of their workforce's needs, capacity, and performance if they wish to remain competitive and continue to grow (especially in the face of staffing shortages and burnout).

03

SECTION 3:

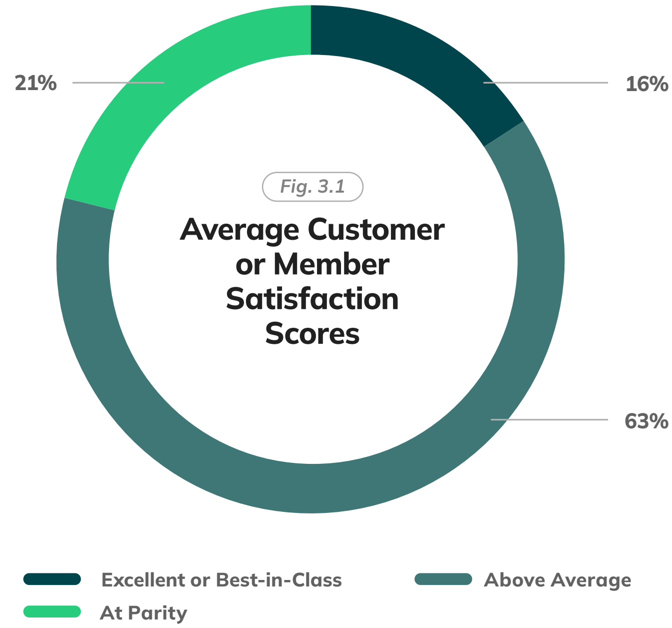
Institution Performance

Process Satisfaction is High, While Staff and Revenue Performance Lag

Institutions are Mostly Satisfied with their process for interacting with clients. But those that are focused on digital innovation are pulling ahead in terms of revenue and staff productivity.

Satisfaction With Customer and Member Experience

Large Institutions More Likely to Report Best-In-Class Member Satisfaction Scores



More than half of institutions have Above Average Satisfaction scores, while 16% fall well above. A quarter feel they have scores that are average, while no participants rated themselves below average.

When it comes to member satisfaction, large organizations were more likely to report Best-In-Class satisfaction scores, whereas small and mid-sized institutions were more likely to report Above Average or At Parity satisfaction scores. This may indicate larger institutions have managed to overcome the advantages smaller institutions have (one-to-one, personalized service) and that smaller institutions need to look at their larger counterparts to remain competitive.

Those with more branches were also more likely to report Best-In-Class scores, suggesting that giving clients the option to meet in person is still integral to satisfaction. Similarly, those with more appointments per month (especially 200+ per month) were more likely to report higher satisfaction scores. These insights are a testament to how much in-person facetime and services can mean to customers and members.

From an internal perspective, C-Suite and Vice Presidents were more likely to report At Parity satisfaction scores than Directors or Managers, who were more likely to report Best-In-Class scores. This may indicate the distance between a leader and their clients, the more negative or unrealistic their perception of customer and member satisfaction may be.

Customer and member satisfaction impacts the bottom line: those who are Very Satisfied with their client growth rate and retention rates are more likely to report Best-in-Class CSAT scores.

KEY INSIGHT:

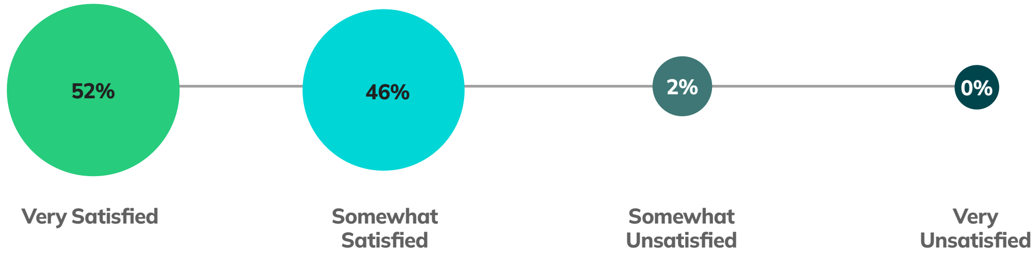
Technology Impacts Customer and Member Satisfaction

Those with appointment software and video banking were more likely to report Best-in-Class or Above Average satisfaction scores compared to those who don't have them. Those who are Very Satisfied with their virtual offering were also more likely to report Best-in-Class scores, demonstrating the influence technology has on client satisfaction.

Satisfaction With Appointment Scheduling Process Is High

Fig. 3.2

Satisfaction With Appointment Scheduling Process



A little over half of participants were Very Satisfied with their appointment scheduling process, while the other half believe there's some room for improvement. While this may not be a key area of worry for FIs, they should keep the appointment process on their radar: those who are Very Satisfied with their appointment scheduling processes were much more likely to report Best-in-Class client satisfaction scores.

Those who are Very Satisfied with their appointment scheduling process were much more likely to report Best-in-Class CSAT scores.

Banks were slightly more likely to be Very Satisfied than credit unions. The larger the institution, in terms of both asset size and branch footprint, the more likely they were to be Very Satisfied with their appointment scheduling process, too. This suggests that larger institutions may have a more formalized, repeatable appointment booking process that scales across their geographies (hence their increased satisfaction).

Those with appointment scheduling and video banking software were more likely to be Very Satisfied with their scheduling process.

KEY INSIGHT:

Tech-Savvy Institutions Pull Ahead on Digital Innovation; Laggards Stuck With Inefficiencies

Institutions that are more tech-savvy tend to be focused on further enhancing their digital offerings. Those who are Very Satisfied with their booking process—and are more likely to have appointment and/or video software—are more likely to think their institution should invest in more self-serve client tools, client personalization, and client data analytics. They're also more likely to say competition from fintechs and digital banks is their biggest challenge.

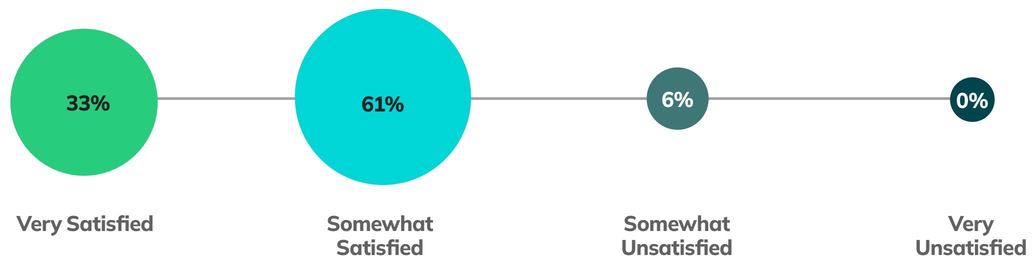
On the flip side, those who were only Somewhat Satisfied with their booking process were more likely to cite more physical branches, a better in-branch experience, and better-trained staff as key areas for improvement. They were also more likely to say their biggest challenge was an overburdened workforce.

Tech-savvy institutions that have nailed their processes are looking to further pull ahead on the digital experience front. Those who need to improve their manual processes are focused on their physical experience or staff to drive improvements. These tech laggards might do better if they use digital solutions to streamline processes and scale the client experience (both in-person and digitally) without adding more staff or branches.

Satisfaction With Queuing Depends on Scheduling Process and Staff Capacity

Fig. 3.3

Satisfaction With In-Branch Queuing Process



Similarly to the appointment scheduling process, banks were slightly more likely to be Very Satisfied with their queuing compared to credit unions (which were more likely to be only Somewhat Satisfied with their in-branch experience). Those with more branches (51+) were also more likely to report higher satisfaction with their queuing process than those with fewer. This might imply that standardizing processes or tools across branches—as well as the practice these institutions get from handling more in-branch traffic—may help them pull ahead.

Those only Somewhat Satisfied with the in-branch experience were more likely to report workforce shortages, overburdened staff, and employee retention challenges.

Institutions that are Very Satisfied with their queuing process are more likely to have shorter average wait times (5 minutes or less).

Those with appointment and queuing software (often all-in-one platforms) were slightly more likely to be Very Satisfied with their in-branch queuing experience—but the correlation was less strong than the one between appointment and queuing software and satisfaction with the appointment booking process. **This could suggest that these solutions need to improve their queuing features—or that banks and credit unions need to better implement the queue management tools available within these platforms to get the full benefit.**

A smooth, efficient booking process powered by appointment software may also be a precursor to a better in-person experience: those who were more satisfied with their in-branch experience were more likely to be more satisfied with their appointment booking process.

KEY INSIGHT:

Is the Branch Dead? No! In-Person Experiences Still Impact Performance

Those who are Very Satisfied with their in-branch queuing experience are:

- More likely to report Best-in-Class client satisfaction scores
- Be more satisfied with staff efficiency and capacity
- Be more satisfied with their customer/member growth and retention rates

Meaning that smooth in-branch experiences benefit clients, staff performance, and the bottom line.

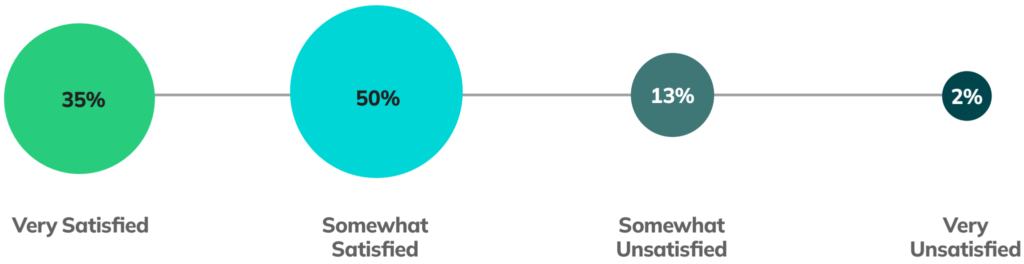
Satisfaction With Virtual Banking Offering Is a Growth Area

Half of institutions are only Somewhat Satisfied with their virtual banking offering. Larger institutions (over $20 billion in assets) are more likely to be Very Satisfied with their virtual offerings than smaller institutions, and banks are slightly more likely than credit unions to be more satisfied—meaning this could or should be a key area for small institutions and credit unions to focus on developing.

Those working in channel delivery or product roles are more likely to be Very Satisfied with their virtual offering than others. Those in branch or retail operations roles were more likely to be Somewhat Satisfied. This could imply that there's a disconnect between implementing virtual banking technology and its practical application or usage within branches.

Fig. 3.4

Satisfaction With Virtual Banking Offering



Those who are Very Satisfied with their virtual offerings are much more likely to use video banking software—and more likely to report Best-in-Class CSAT scores.

KEY INSIGHT:

Tech Enables More Staff Efficiency

Those who are Very Satisfied with their virtual offerings are more likely to be Very Satisfied with their staff's efficiency and capacity. Conversely, those who were Somewhat Satisfied with their virtual offerings were more likely to report workforce shortage, an overburdened workforce, and client service challenges as their biggest hurdles in the year ahead. This implies that virtual appointment tools help staff save time, scale processes, and efficiently serve clients remotely.

Satisfaction With Staff Performance

Two-Thirds of Institutions Somewhat Satisfied With Staff Efficiency and Capacity

Fig. 3.5

Satisfaction With Staff Overall Operational Efficiency

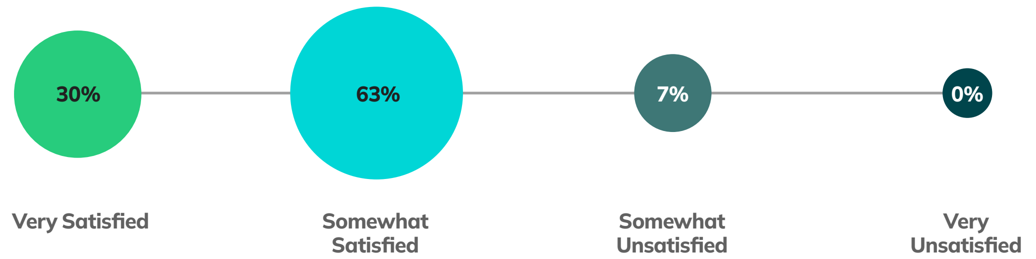
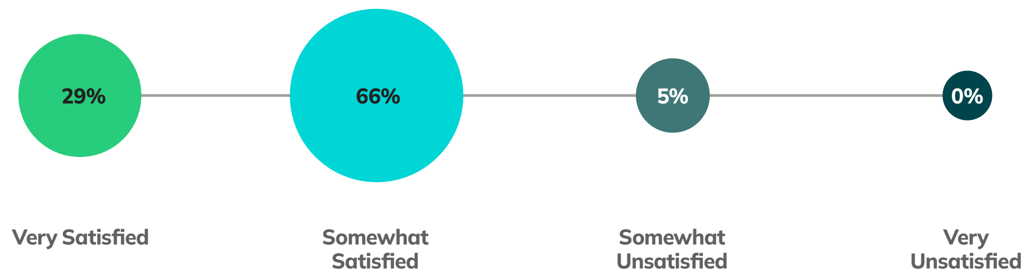


Fig. 3.6

Satisfaction With Staff Appointment Capacity



When it comes to satisfaction with overall staff efficiency and capacity to handle all of their appointments, a little over half of participants want some improvements in performance, while a third are quite happy with their team. Larger institutions (both in asset size and branch network) were slightly more likely to report higher satisfaction with staff efficiency and capacity compared to smaller institutions.

It's worth noting that those in VP and C-Suite roles are more likely to be less satisfied with staff performance than manager-level employees, who are much more likely to be Very Satisfied with their frontline and/or advisory team members.

Those who were Very Satisfied with employee efficiency and capacity were slightly more likely to have the shortest lead times and wait times in-branch than those who were less satisfied with their team's productivity. However, over half of respondents with the shortest lead and wait times reported being only Somewhat Satisfied with employee efficiency and capacity. This suggests management's perceptions don't always match how well their staff are performing compared to industry standards. Better appointment tracking and queue management tools in-branch may help create a clearer picture of staff productivity.

High satisfaction with appointment scheduling correlates with higher satisfaction with staff efficiency and capacity.

KEY INSIGHT:

Better Employee Efficiency, Better Client Experience—and Wins for Revenue

Those who are Very Satisfied with employee efficiency and capacity were slightly more likely to report Best-in-Class customer/member satisfaction scores. They're also slightly more likely to have a more optimistic growth outlook for the year ahead, and report being Very Satisfied with their customer/member growth, retention rates, and share of wallet. This means productive employees with appropriate workloads influence the bottom line.

KEY INSIGHT:

Is the Cure for Employee Efficiency More Training or More Tools?

Those who were less satisfied with employee performance were more likely to cite top areas for improvement at their institutions as more staff training, better customer/member routing, and a better in-branch experience. However, those who were more satisfied with employee performance saw digital channels and customer/member personalization as investment areas. This could imply that digital-forward institutions have more efficient employees—and that those struggling with productivity may want to look to technology to improve staff efficiency.

Few Institutions Completely Satisfied With Client Growth, Retention, and Share of Wallet

Fig. 3.7

Satisfaction With Customer or Member Growth Rate

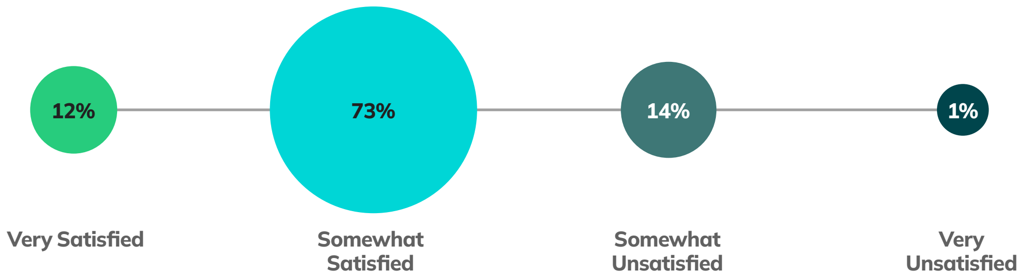


Fig. 3.8

Satisfaction With Customer or Member Retention Rate

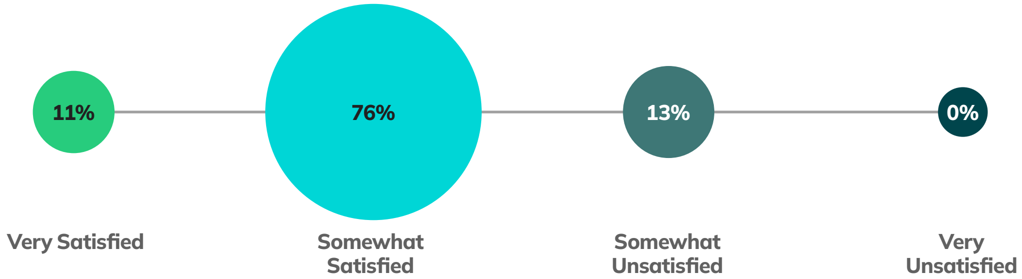
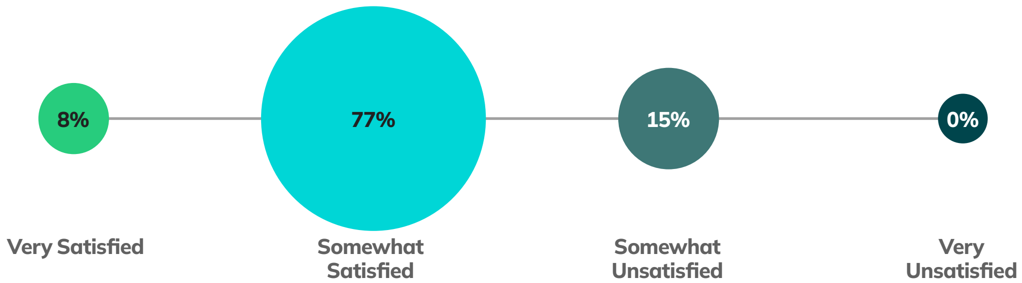


Fig. 3.9

Satisfaction With Customer or Member Share of Wallet



Satisfaction rates with growth rates, retention rates, and share of wallet are lower than the other performance measures in the previous sections. Only a very small percentage of respondents (less than 15%) are top performers in revenue categories, compared to 30+ for other performance measures.

As institutions get larger in terms of asset size, they're more likely to report more satisfaction with growth and retention rates. However, when it comes to share of wallet, institutions of all sizes are mostly only Somewhat Satisfied. A better view of client data and products should be a priority for institutions looking to improve cross-selling opportunities.

Those who are Very Satisfied with their overall growth, retention, and share of wallet performance were more likely to have appointment and queuing software.

KEY INSIGHT:

Top Performers See Digital Innovation as Big Potential Growth Driver

Once again, top revenue performers are more likely to see digital communications, better customer data, and better client personalization as their biggest opportunities to remain competitive. Those who are less satisfied with their revenue are more likely to feel that their institution will be helped by improving the in-branch experience, better client routing, and web and mobile banking advancements.

This may mean that institutions must master routing, web, and mobile banking before they can tackle client personalization, data tracking, or digital communications—or it may suggest that low performers are falling behind by not focusing on digital innovation sooner.

KEY INSIGHT:

Cross-Channel Experience and 1:1 Client Time Impact Bottom Line

Those who are Very Satisfied with their appointment process, in-person queueing/walk-in experience, and virtual offerings are generally more likely to report being Very Satisfied with their client growth and retention rates. They also have a more optimistic outlook on their growth potential for the year ahead and are more satisfied with their ability to track client data.

Those who are more satisfied with their appointment process and virtual offering report being more satisfied with their share of wallet, insinuating that more facetime with clients (even if it's virtual) is vital for creating more or better cross-selling opportunities.

Section 3 Summary

KEY TRENDS TO KNOW

Top performers use process, team, and technology to deliver top-tier client experiences.

Institutions with the highest satisfaction tend to have the following commonalities: First, they have a smooth appointment and in-person experience, as well as more facetime with their customers and members. They're also likely to use software that ties the booking, in-person, and virtual interaction experience together smoothly. Their staff are highly efficient and able to handle client meetings well, and as a result, they enjoy higher revenue in terms of growth, retention, and share of wallet.

To remain competitive, smaller credit unions may want to look at larger banks for inspiration.

Banks and larger financial institutions appear to be pulling ahead in terms of satisfaction with their client experience and overall performance. If smaller institutions and credit unions want to remain competitive, they should focus on scaling their 1:1, personalized service model that's served them for so long. Technology that allows for better client routing, self-serve options, and staff efficiency could be a solution.

Tech-savvy institutions are high performers—and pulling ahead of laggards in digital innovation.

Those who've invested in appointment, queuing, and video banking tools are performing better and focused on how to provide more (and better) tech-enabled experiences to their clients. Those who aren't performing as well should focus less on physical-only solutions (in-branch improvements or more staff training) and instead consider how digital channels could help them drive performance and efficiency.

04

SECTION 4:

Staff Satisfaction and Career Outlook

Tech-Enabled Staff Pull Ahead of Peers

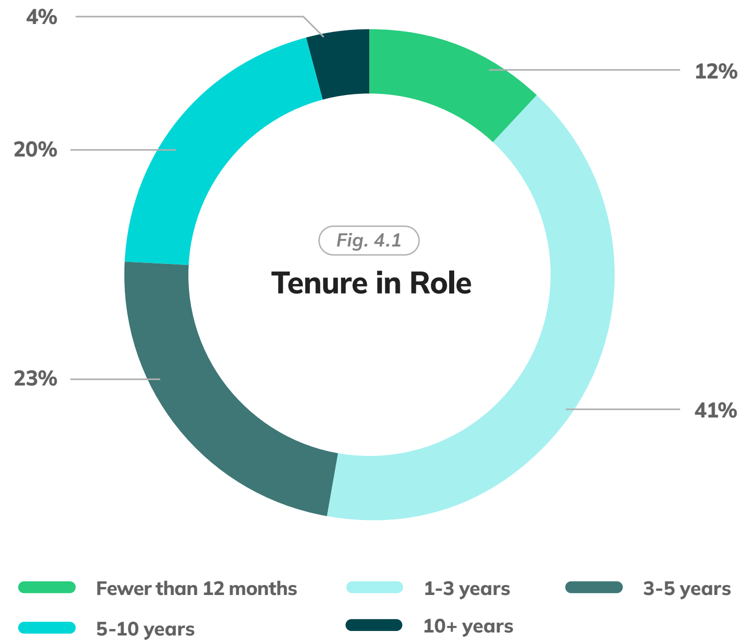
Your team's happiness greatly influences your client's experience. And if financial institutions want to remain competitive, they need to retain operations and experience leaders who are focused on growth.

Special Note: *This portion of the survey asked respondents how they felt about their career path, stress levels, and day-to-day satisfaction in their role. Answering these questions was optional, and about a third of those surveyed answered.*

Current Role Satisfaction

Most in the Field Are Early in Their Tenure

Many respondents (47%) have 3+ years of experience in their role, which included branch/retail operations, customer/member experience, digital transformation, channel delivery, and product roles. However, the majority (53%) have three years or less—meaning over half of those in these integral roles are fairly green. Credit unions were more likely than banks to have staff in their roles for less than a year. Since these roles greatly impact frontline service, leaders should invest in added support or training for those with less experience.



KEY INSIGHT:

Key Insight: The Impact of Tenure on Tech Adoption

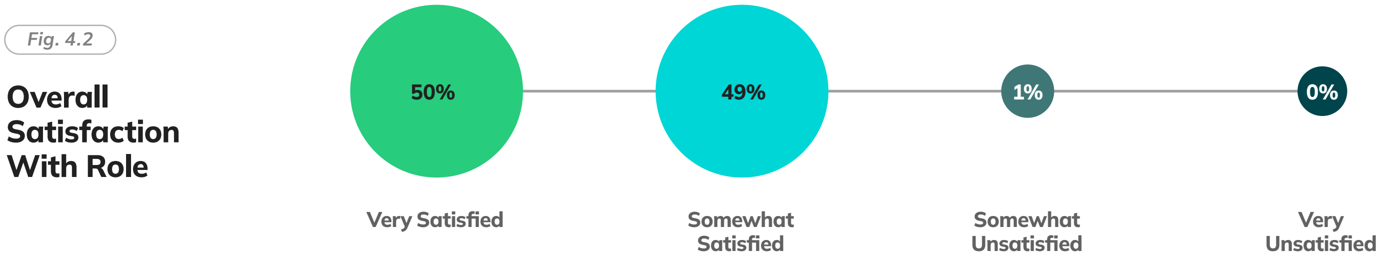
Do younger employees lean toward adopting tech more than older ones? Not necessarily. Those in the 1-3 year experience range were most likely to have appointment software. However, the more experienced the survey participant, the more likely they were to have video banking software. Perhaps tenured staff are better at implementing new, advanced technology than those with less experience. It could also imply that digital appointment systems are more likely to be implemented early in a professional's career before introducing more advanced solutions, like video software.

KEY INSIGHT:

Top Concerns and Focus Areas Change With Tenure

As tenure advances, focus areas and concerns shift. Those with 3+ years of experience were more likely to be concerned about losing customers to other institutions and fintechs. They were also more likely to see new, modern products and services and better digital communication as their biggest growth opportunities. Those with less experience were more likely to rank workforce shortages, customer service, and an aging customer base as key challenges. They also thought better customer routing and staff training would have the biggest impact. Leaders should know how tenure may color strategy and initiatives for staff.

Respondents Evenly Split on Satisfaction With Role



Half of respondents are Very Satisfied with their role. The other half feels there is some room for improvement. Financial institutions should dive into satisfaction measures for their operations and experience leaders since a satisfied workforce can improve the client experience.

Tenured staff are more likely to be Very Satisfied in their role.
Those with 1-3 years are most likely to be only Somewhat Satisfied.

KEY INSIGHT:

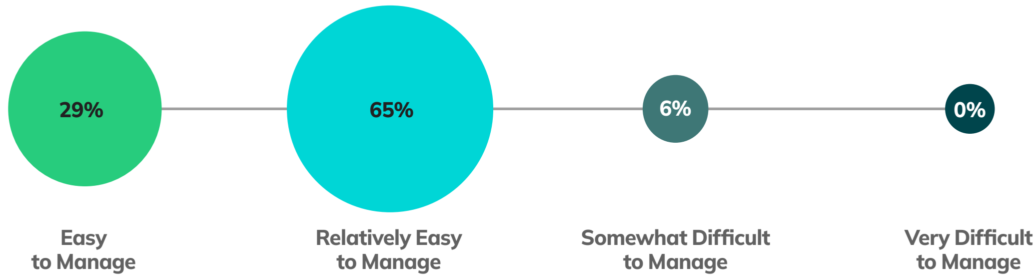
What Makes for Satisfied Staff? Tech Investments May Play A Role

Those who are more satisfied with their appointment booking process, their virtual offerings, and their ability to track and analyze metrics tend to be more satisfied in their role. This implies that technology, data, and proper tools and processes can lead to increased role satisfaction (either through time-saving automation or the ability to measure success more easily).

Day-to-Day Stress Level Management Eases With Higher Job Satisfaction

Fig. 4.3

Day-to-Day Stress Level Management



Day-to-day stress appears relative to job satisfaction and years of experience. While most of those surveyed found stress Relatively Easy to Manage, those who are Very Satisfied in their role are more likely to find their stress levels Easy to Manage. Those with 3+ years of experience are slightly more likely to find their stress levels Easy to Manage compared to those with less experience. Those at Medium-Sized institutions ($1 billion to $20 billion in assets) were more likely to report lower stress levels. However, stress management became worse as the number of branches an institution had increased.

As we previously saw, technology can have a positive impact on role satisfaction, which might be why Digital Transformation professionals were more likely to report stress levels that were Easy to Manage compared to their Branch/Retail Operations or Customer/Member Experience counterparts.

KEY INSIGHT:

The Impact of Satisfaction and Stress on Key Focus Areas

Those who are more stressed tend to say customer service and staffing challenges were their biggest issues. As a result, they tend to want to invest in better client routing/service, the in-branch experience, and mobile/web banking to resolve their issues. This could mean that sub-par client service and routing—both online and off—drives the most stress for staff. Institutions looking to grow should address basic service issues and streamline processes with technology (which is what less stressed operations and experience managers lean towards).

Future Career Outlook

40% of Staff Uncertain of Future With Their Institution

Fig. 4.4

Plans To Stay in Role for the Foreseeable Future

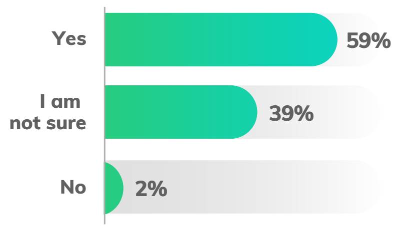


Fig. 4.5

Plans To Stay at Current Institution

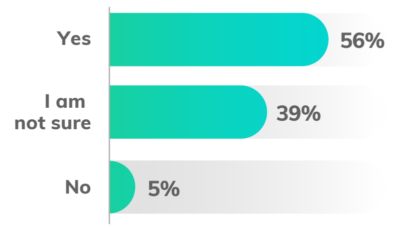
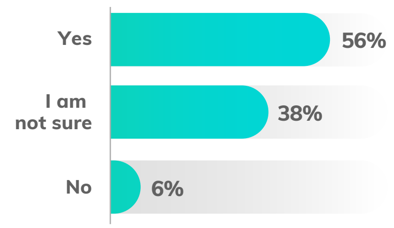


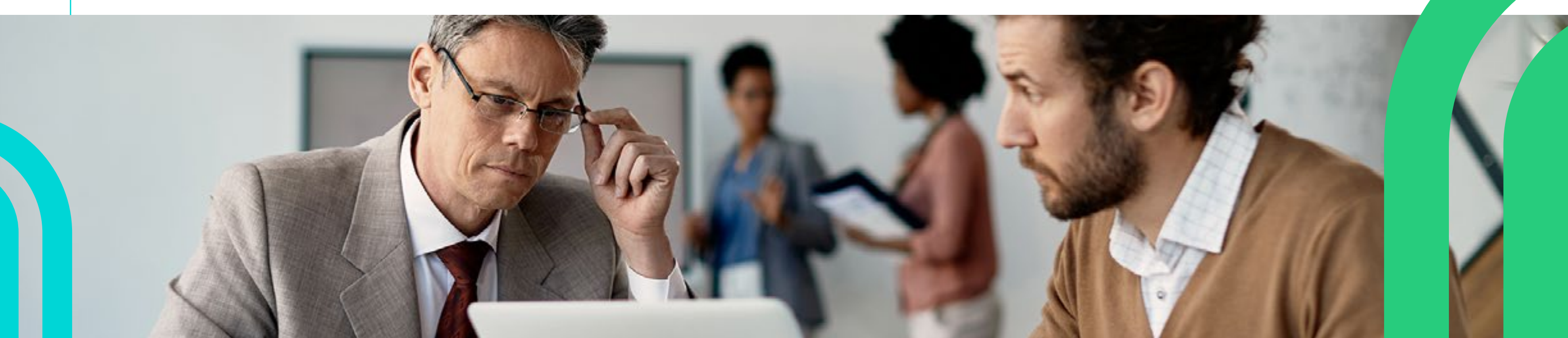
Fig. 4.6

See a Clear Progression Path



Over half of respondents plan to stay in their role at their current institution, likely because a similar proportion feels they have a clear career progression path. However, over a third of those surveyed aren't sure about their futures. Since institutions may lose a third of their experience or operations leaders, they should invest in their training materials or process documentation so the client experience isn't impacted during a transition period.

Those with higher stress levels and lower satisfaction scores are more likely to be uncertain about whether they'd like to stay in their role or at their institution. Those who were less satisfied with virtual offerings and who lacked video banking or appointment and queuing software were also slightly more likely to be unsure about staying—again implying that technology investments may have a real impact on staff happiness and success.



KEY INSIGHT:

Acquisition Fears and Workforce Shortages May Impact Staff Retention

Keeping staff in the loop about institutional plans and financial forecasts could make a difference in retaining staff. Those who weren't sure they wanted to stay at a particular institution were more likely to cite acquisition by a larger institution as a top challenge, meaning they're likely wary of going through a merger. Those who plan to stay in their current roles or institutions are more likely to be concerned about workforce shortages and lack of customer growth. If banking leadership proactively communicates about financial performance and staffing plans, it may help convince key employees to stay.

Section 4 Summary

KEY TRENDS TO KNOW

Support newer staff with the right tools and guidance.

Greener staff are more likely to be focused on day-to-day service delivery and the in-branch experience than their more tenured counterparts. They're also more likely to experience higher stress levels. Leaders should help less-tenured staff by giving them technology to streamline work processes and keeping them focused on growth through digital channels (both of which their happier, more-tenured counterparts already do successfully).

Software and analytics usage tied to employee satisfaction and retention.

Those who are more satisfied in their roles and plan to stay in their jobs longer tend to be happier with their institutions' use of digital technology and ability to track key metrics. The more institutions can help their teams streamline processes and accurately measure their success with the right software, the better off they will be.

Nearly 40% of operations and experience staff are unsure they'll stay in their role.

Banks and credit unions should put effort into mitigating staff losses by giving operations and customer experience managers what they want: reporting that proves the business is growing; improved frontline staff training and resource investments; time-saving technology investments (for both online and offline client service); and a clear career growth path within their institution.

05

SECTION 5:

A Look Ahead

Digital Takes Precedent; Staffing and Branch Investments Lag

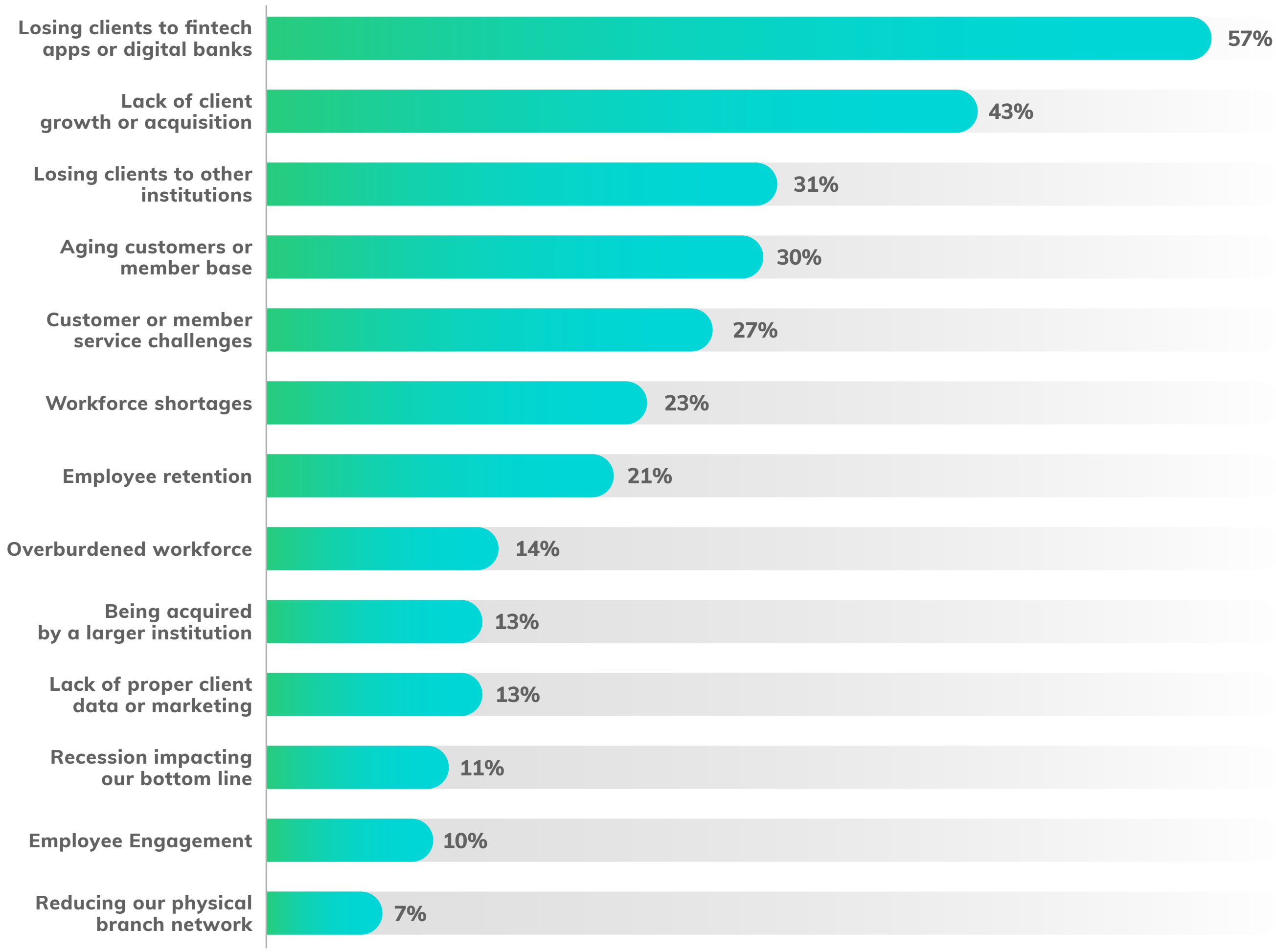
Online innovation remains a key focus area for the foreseeable future. However, over-investing in digital solutions may not give institutions the competitive advantage they seek.

Upcoming Industry Challenges

Client Loss and Lack of Growth Top Institutional Concerns

Fig. 5.1

Top Ways Institutions Can Remain Competitive



Institutions' top concern areas are client loss and (lack of) growth—including fears about losing clients to other institutions or fintechs and digital banks.

Interestingly, concerns about a recession are low, sitting at a mere 11%. But the same isn't true for consumers: recent research shows that over half of consumers want more advice and proactive insights from their bank or credit union during tough economic times—but 63% haven't received any communication on coping with financial stressors. Institutions should increase their educational programs and communication with clients since most consumers will stick with their bank or credit union if it delivers support during challenging times (which only 44% feel their institution is doing).

53% of participants feel better web and mobile banking will give them a competitive advantage—but top performers are prioritizing client personalization and digital communications.

KEY INSIGHT:

Institutions Worry About Workforce Shortages—But Have No Clear Plans to Mitigate

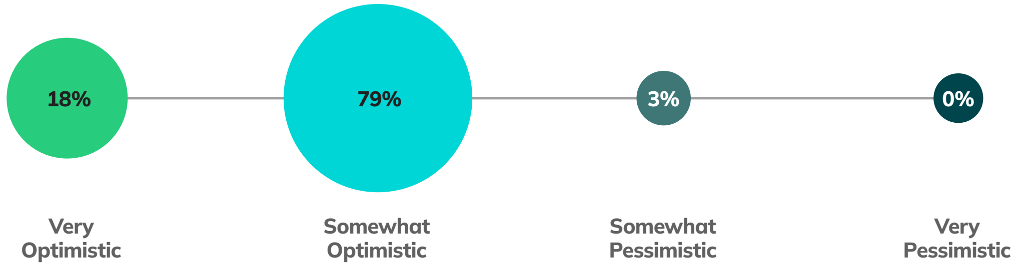
Workforce shortages and overburdened staff are a top concern for a quarter of respondents. Yet, as we saw earlier in this report, perceptions of staff efficiency may not reflect reality. This makes sense, given that staff performance metrics are some of the least tracked stats. Institutions should put employee engagement programs higher on their priority list (only 10% consider it a top concern) to avoid staffing issues. They should also invest in technology that drives employee efficiency and improves performance tracking to avoid workforce burnout.

Growth Outlook

Institutions Mostly Optimistic About Growth

Fig. 5.2

Growth Outlook for Year Ahead



Despite client growth being a top challenge, the majority of respondents are Somewhat Optimistic about their upcoming growth prospects. Larger institutions (those with $20+ billion in assets) are more likely to be Very Optimistic, as are those with more branches. Banks are also more likely to be Very Optimistic than credit unions.

KEY INSIGHT:

A Profile of a High-Growth Institution

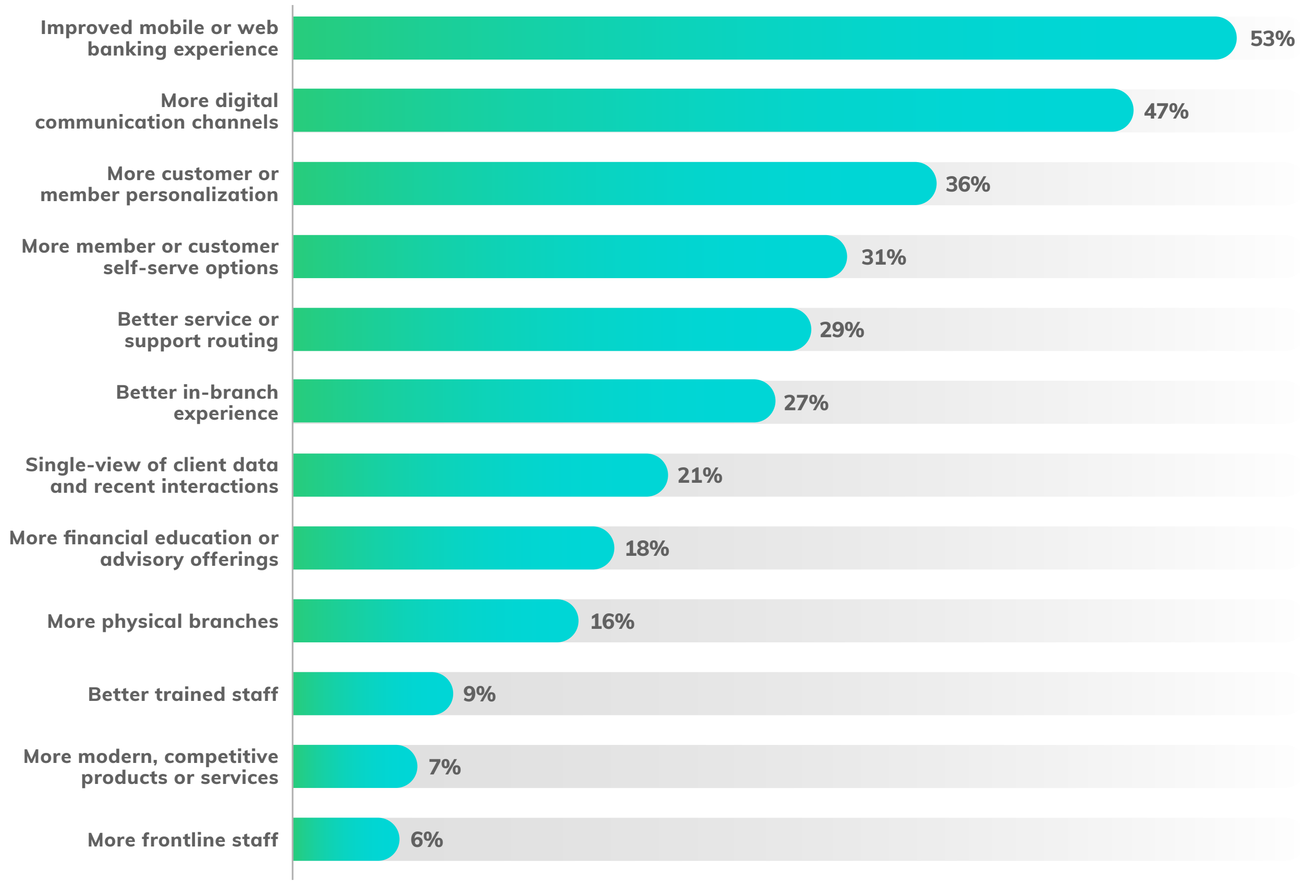
Those who are Very Optimistic about their growth are more likely to:

- Have appointment software and video banking software
- Be Very Satisfied with their virtual service offerings and ability to track client data
- Be more satisfied with their staff's overall efficiency and appointment capacity
- See key areas for growth as digital communications and personalization
- Consider digital banks/fintechs and staff retention as top challenges
- Report Best-in-Class customer satisfaction scores
- Be Very Satisfied with client growth, retention, and share of wallet

Institutions Focusing Heavily on Digital to Remain Competitive

Fig. 5.3

Top Ways Institutions Can Remain Competitive



When asked how their institution can remain competitive, digital engagement took the top spot—from better mobile and web banking to more digital communication to client personalization and self-serve options.

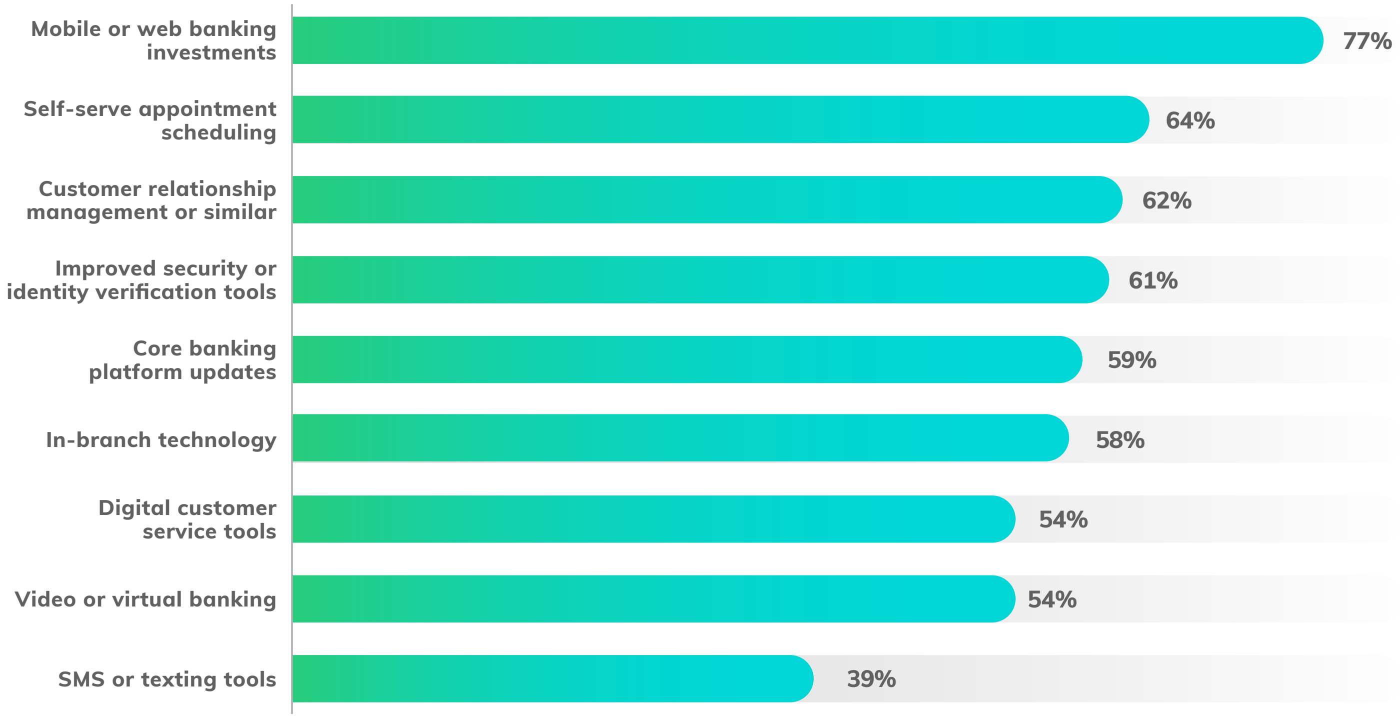
As we saw earlier in this report, balancing the digital and in-person experience drives higher client satisfaction. However, areas that would impact in-person service are ranked lower, like better in-branch experiences (27%) and more physical branches (16%). Employee resources are also very low on the list, with more staff training and hiring coming in at 9% and 6%, respectively, despite their impact on client satisfaction. Institutions should balance digital investments with these areas if they wish to stay competitive.

53% of participants feel better web and mobile banking will give them a competitive advantage—but top performers are prioritizing client personalization and digital communications.

Institutions Are Investing in a Lot of Tech, All at Once

Fig. 5.4

Top Technology Investment Areas



The top technology investment areas are mobile or web banking (77%), self-serve appointment scheduling (64%), and customer relationship management (CRM) tools (62%). Interestingly, over 50% of respondents plan to invest in 8+ kinds of technology in the upcoming years—meaning most institutions are planning to spend on a variety of tools in a short time frame.

This breadth of spend could dilute focus and resources—and slow down implementations. Institutions should prioritize the tools that will impact the client experience the most. As we saw throughout this report, virtual banking solutions, client personalization, and better digital communications improve institutional performance. Thus, banks and credit unions may do well to focus on adopting video banking and CRM tools before other solutions.

Over 50% of respondents are investing in 8+ technology areas in the year ahead.

Section 5 Summary

KEY TRENDS TO KNOW

Growth and retention are the biggest concerns.

Institutions are worried about competition and client retention. Top performers are keeping customers and members engaged by facilitating more 1:1 facetime, driving staff efficiency, and investing in digital channels—while continuing to offer a stellar in-person experience.

Top investment areas and growth drivers may not match up.

Institutions plan to invest more in web and mobile banking services—but high-performers are focused on better digital communications and client personalization. Since institutions are spending heavily on a variety of technology in the year ahead, they should implement tools that will positively (and tangibly) impact the client experience first—and avoid spreading themselves too thin trying to launch everything at the same time.

Remember staffing and the in-branch experience.

This report has shown that staff and the in-person experience greatly influence client satisfaction and revenue. Yet, many institutions don't plan to improve either of these areas much in the coming year. Investing in digital technology while disregarding staff enablement and/or your branches is not a recipe for success. Clients want flexible access to staff (both virtually and in-person) to remain loyal.

CLOSING:

Next Steps for Using This Report

Now that you've learned about the many facets of the appointment experience, you may be wondering how to use this report's findings to influence change at your bank or credit union.

Here are a few suggestions on next steps:

01 Look at Section 1 and compare your benchmarks for appointments, wait times, no-shows, and more. If you're below any of the benchmarks, ask yourself what you think could help improve those numbers.

02 Assess your tech investments (both in-person and online) to see how they're working. What gaps could you fill? Then, start listing the benefits these tools could help your institution realize.

03 Check what performance metrics you're currently tracking. What else would you like to be measuring? Talk to your team about setting up recurring reporting and tracking around these data points.

04 Staff happiness and productivity matter. How are you collecting feedback and monitoring performance to optimize the appointment experience for staff? Go on a fact-finding mission if you aren't sure.

05 Do you have clear priorities for the year ahead? Compare your investment areas against your peers. Are you too focused on certain technologies—or not prioritizing digital enough? Either way, ensure your institution is taking a balanced approach.

06 Send this report around your institution with a summary of your key findings. Do staff, managers, or leadership agree or disagree? It'll likely start a good conversation.

07 Check out our list of helpful resources on coconutsoftware.com/resources. From analytics and tech implementations to driving appointment growth, there's an in-depth guide to help you level up your customer or member experience.