

THIS IS HOW i CRM: **BancVue** Challenges Megabanks with Customer Intelligence

BancVue®



INTRODUCTION

Like many startups, BancVue's early growth outpaced its processes, and for a long time the successful financial services business depended on spreadsheets and emails to manage sales, customer service, and marketing operations.

"We had a good thousand spreadsheets flying around before Sugar," says Thomas Shields, BancVue's Vice President and General Manager of Operations. "As our business grew, the spreadsheets just about killed us. They were confusing, cumbersome and error-prone."

Because pricing and services varied with each contract, every customer interaction was marred by friction and delays; a troubling indication that the necessary data wasn't readily available to all customer-facing employees.

"Our silos were becoming very painful for us. The billing team had their own way of referring to customers, the sales team had their way," says Thomas.

Today, BancVue uses Sugar as a true enterprise application, spanning Customer Service, Finance, Legal, Marketing Operations, Sales, Technical Operations and Training.

The company has tripled in size since 2006, and Sugar paces the growth with new uses, customizations and integrations. "We're experiencing another period of explosive growth right now, and I know we couldn't be successful managing that without Sugar," Thomas says.

Sugar's ease of customization and exceptional workflow capabilities give the BancVue teams the interconnectivity, efficiency, and clear communication tools needed to help its clients succeed.

ABOUT BANCVUE:

Description: BancVue is the leader in branded, community-powered banking products that help local banks and credit unions thrive in the competitive banking industry. The company empowers clients to reclaim market share from industry giants through innovative products, world-class marketing, community engagement, and access to indispensable resources, including training, compliance, data analysis, and consulting. BancVue consistently ranks among American Banker's FinTech 100 and, in 2011, Ernst & Young named the company's Chairman and its CEO joint Entrepreneurs of the Year.

Headquarters:

Austin, Texas

Customers Include:

More than 700 community banks and credit unions nationwide

Founded: 2004

Website:

www.bancvue.com

The BancVue logo features the word "BancVue" in a serif font. The "Banc" is in black, and "Vue" is in a dark blue color. A registered trademark symbol (®) is located at the end of the word.

CHALLENGE: Provide “badass” customer service to financial institutions by combining all customer business processes into a centralized customer platform that allows BancVue to sell, service and support their customers and their customer’s customer with all of the intricacies of local markets with personalized service. Eliminate data silos; improve workflows and business processes; create actionable reports based on analytics.

SOLUTION: Sugar Professional, hosted on-site; deployed to 100% of BancVue employees in Customer Service, Finance, Legal, Marketing Operations, Sales, Technical Operations, and Training teams.

RESULTS: • BancVue has tripled in size in the seven years since it began to run its business on Sugar • Recovered nearly 4,000 staff hours per year through automation and data consolidation • Increased receivables by closing a three-month gap in planning and collections cycle • Improved revenue forecasting through leads and opportunities pipeline management • Sped assessments of clients’ needs for upsell and training opportunities via customized reporting • Enhanced invoice accuracy

SMARTER FROM THE START

By providing credit unions and local banks with innovative financial products and world-class marketing, BancVue offers smaller financial institutions higher ROI, increased reporting accuracy, and the ability to compete against the national megabanks.

Kasasa™ is BancVue’s flagship product, a platform that helps financial institutions increase customer loyalty and retention, facilitates marketing on a national scale, and provides credit union and bank account holders with competitive rates, cash-back programs, and personal finance management tools typically out of reach for many credit unions and local banks.

Transparency is a crucial element, internally and externally, for BancVue. Sales people and trainers – those who are the face of BancVue to prospects, clients, and client employees – need real-time, immediate access to accurate customer information.

“Not an hour goes by that I don’t go into Sugar for something,” says Vice President and Senior Executive Director Joe Terracina, who personally services 28 top-tier accounts. “I look at it for contacts; to check my goals; for data from regulatory agencies -- I’m in Sugar all the time.”

“When a sales person approaches a new prospect, they can go into Sugar, identify the right financial institution, and see its Health Score. They can see if they are a good fit and identify which products we want to offer them. That makes us smarter going in.”

Jon Parmley,
CRM Administrator



Joe's work combines relationship management, sales, and consulting on products and software, so he needs mission-critical information every minute.

"Let's say I'm working with an agricultural bank – they need deposits in the last quarter so they can lend in Q1. Sugar shows me the trends with that bank and the plans we have created for others, and I use that data to create an effective solution," says Joe.

The Sugar-driven data functionality also can be a story-telling aid in sales situations.

"I sell results and Sugar gives me data at my fingertips," says Sean Downing, a Vice President and Senior Northeast Regional Sales Director. "I use the data to tell stories in the field: how similar institutions solved similar problems, and the results we were able to achieve together."

If sales team members want to drill down, they can tap into the many financial institution or prospect profiles populated by databases drawn from federal and state banking regulatory authorities and private subscription reports on the financial services industry.

BancVue takes advantage of the detail provided by those databases, using Sugar's Leads and Opportunities modules to create and populate unique templates for every financial institution. It all happens in the background, but the sales team has valuable, up-to-date contact information and a bank or credit union profile when it needs it.

INTELLIGENCE IN THE FIELD

The company also uses Sugar to map key indicators from third-party sources into a "Health Score." Drawing on more than 40 external and internal data points – ranging from asset-to-loan ratios to frequency of customer service inquiries – the Health Score guides BancVue in its client service, training, and sales approaches.

A low score may indicate the need for new training or product review and potential upsell opportunities, or it may identify deficiencies in best practices that require more guidance from BancVue client relationship managers.

The scoring also shows why a client receives a high score, which helps staff guide other similar banks and credit unions to success with BancVue products.

"It was a pretty big 'wow!' moment for us when we put together in Sugar all this data we had been managing over time and saw what we could do with it," Thomas says.

The value of this scoring extends beyond sales, to the training staff in the field and to those inside BancVue who worry about information integrity. To Jon Parmley, the CRM administrator, the automatic database updates eliminate the potential for human error and hone information accuracy.

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HOW I CRM: SALES DASHBOARD

Sales team members rely on this Sugar dashboard to keep them on top of the most promising opportunities and on task to close the deal.

- Open opportunities
- Open leads
- "What changed" report on opportunities
- Calls logged in last week
- Meetings called in last week
- Bar chart of CRM activity in last week (by sales rep, by module)
- Average sales cycle by sales rep, and win rate
- Targets identified and working status
- Conversion rates by lead to opportunities and opportunities to close
- Pie chart of lead generation by type
- Sales forecast numbers
- Audit reports of stale opportunities
- Cancellation forecast

"I sell results. With Sugar, I can produce the metrics I need to sell."

**Sean Downing,
Vice President and Senior
Northeast Director**

Having worked for BancVue before it implemented Sugar, training consultant Ashley Hanrahan sees huge strides in the availability of information on-demand. She travels to client locations, training them on new products and marketing packages offered by BancVue.

Today, when a new local bank or credit union starts with BancVue or adds products, the training team begins work. And so does Sugar.

Ashley and her training team colleagues use Sugar to begin tracking new customer progress even before going on site. The information they input about the company and its employees during this initial training stage becomes one of the key indicators used later to build the Health Score for the organization.

It starts with the e-learning assignments given to new BancVue clients to complete before the training visit. The completion and scoring of the online activity is logged in Sugar.

Then, pull-downs created in Sugar help trainers manually log the level of financial institution cooperation in organizing the training, the number of participants in on-site sessions, and the trainer's assessment of the institutions' overall engagement with the BancVue products.

"By the time I finish a training session, Sugar gives me a pretty good idea of how that financial institution is going to do with our products and whether there are areas that might require a follow-up training," Ashley says. "I'm training different teams three weeks a month. I couldn't keep all that information in my head."

Ashley also points out that Sugar's automation ability and transparency have helped stabilize workload among the training team, both in helping one cover for another with a client and in managing schedules and workloads.

"I think our whole team is more successful because we know so much more and have all the shared information right in front of us," she says.

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**Ashley Hanrahan,
Training Consultant**



SMARTER DATA FOR SMARTER CLIENT SERVICE

Income may come from products and services, but the lifeblood of BancVue is data. Information comes from financial institution clients, from government and subscription sources, and from inputs by the BancVue staff during their daily work.

The company regularly collects transaction-level banking data from client institutions in order to accurately track rewards and interest payments for its Kasasa program.

The BancVue staff refers to the incoming data as “drops,” a colloquial carryover from the banking days when reports were produced and printed on specific days or times of the month. Your bank statement would be a “drop” in those terms.

The technical support engineering team watches these drops closely, and depends on Sugar to accurately catalog the data along the Sugar-generated and managed schedule.

“We’re pretty far into Sugar because we have about 700 clients with about 1,200 individual products,” says Tim Anderson, who leads the support engineers. “We couldn’t manage work tickets and all the monitoring we need to do without a powerful and flexible CRM like Sugar.”

His team often is the first to recognize a problem in data obtained from the financial institution, as Sugar notifies them of outliers and unexpected changes. Everything from a wrong file for the institution’s daily transactions, to interest reporting not arriving on time, to connectivity issues, is tracked and flagged for technicians’ review.

“Sugar is programmed to know what we are supposed to get every day and what it is supposed to look like,” says Tim. “If it isn’t right, Sugar generates a support ticket and a team member reaches out to the financial institution and gets the problem fixed.”

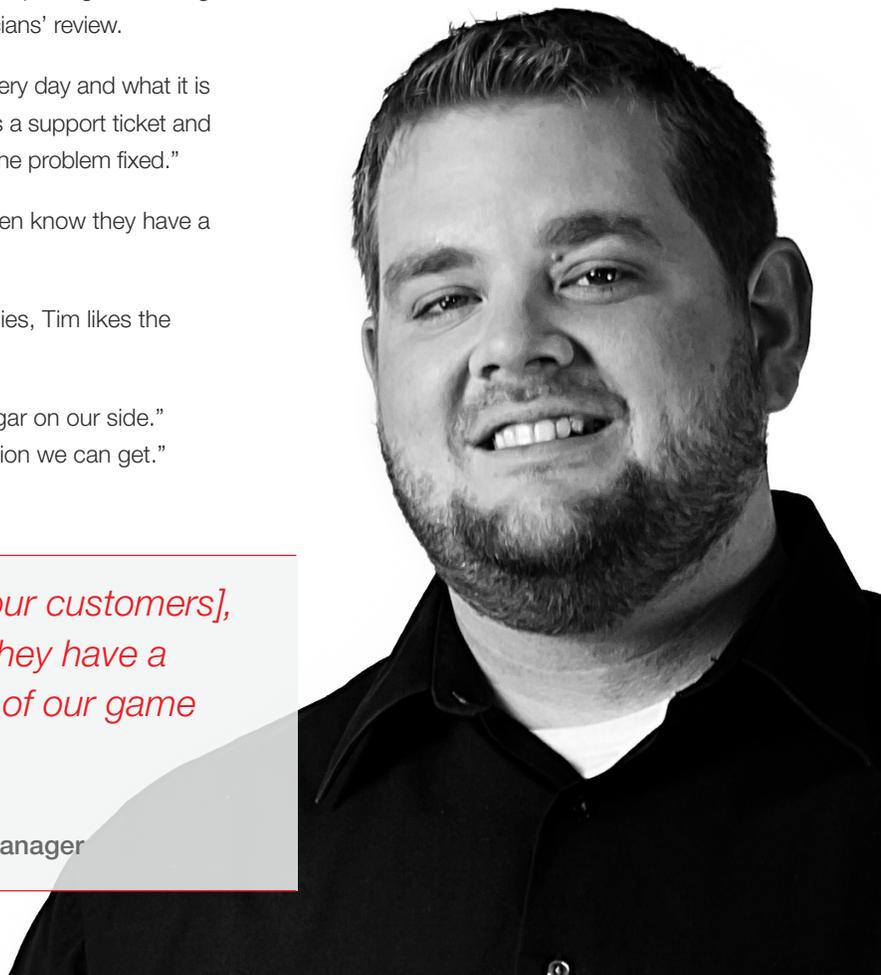
With some pride, he adds: “Usually when we call, they don’t even know they have a problem. We’re on top of our game because of Sugar.”

Having worked with Salesforce and Saleslogix at other companies, Tim likes the customized reporting he can create in Sugar.

“I honestly don’t know what a world would look like without Sugar on our side.” Tim says. “It is about the information and the quality of information we can get.”

“Usually when we call [our customers], they don’t even know they have a problem. We’re on top of our game because of Sugar.”

Tim Anderson,
Technical Support Engineer Manager



INTELLIGENCE TO IDENTIFY TRENDS, STAY NIMBLE

As part of its marketing support packages for Kasasa clients, BancVue creates annual marketing plans that can include everything from print advertising and brochures to billboards and television commercials. BancVue also designs, builds, and maintains client websites with a sophisticated online platform for opening new accounts.

Most web updates are routine – changes in interest rates, updated branch hours, seasonal campaigns, or special promotions – but occasionally the all-hands-on-deck alarm sounds, and all clients simultaneously need relevant website updates.

“When we see a high volume of financial institutions saying they need to get the word out to customers, Sugar helps us log the requests and identify the underlying trend. That causes us to look at operationalizing a response because Sugar identified the trend for us,” says Angela Hernandez, a Marketing Support Supervisor.

These teams are also responsible for coordinating television commercial production with the BancVue advertising agency, a task that took three to four hours before Sugar.

A recent automation in Sugar aligns project information across the production teams, which saves time and lessens the angst of coordinating paperwork among the ad agency and production houses.

“Sugar holds all of our financial institutions information, from asset size all the way down to mystery shopping. I have visibility to everybody’s workload. I make sure that not one person is more overloaded than the other, so that we can provide really great service,” says Yassi Oreyzi, another Marketing Support Supervisor.

“One of the things that we were able to add into our module was how much everything cost. It really helps us know if we’re being really efficient with our dollars and making sure that our community banks and our institutions, their money is really getting a great return on investment.”

In addition to securing efficiency for its teams and customer banking institutions, BancVue needs to continually ensure its products meet national and state financial regulations.

Sugar aids in addressing these regulatory compliance concerns through automated processes that track to the correct local and federal regulations for each client institution and that inserts the appropriate language regarding deposits and interest in marketing materials created for each client financial institution.

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Yassi Oreyzi,
Marketing Support Supervisor

HOW I CRM: MARKETING OPERATIONS DASHBOARD

The Marketing Operations team looks to a custom Sugar dashboard to view results alongside forecasts, balance workload across team members, and track customer engagement.

- Product counts for client base (backlog and launched)
- Territory breakdown, with subjective and objective analysis on workload
- Kasasa marketing plan forecast launches
- Kasasa marketing plan event forecast, slotting report and history
- Case statistics:
 - Needs first contact
 - SLA results by priority (includes average time to contact)
 - Customer satisfaction survey results
 - Number cases opened over time by team and rep



PAIRING TRADITION WITH TECHNOLOGY

BancVue uses a proven retail quality assurance methodology, paired with technology, to ensure success in the field.

BancVue “mystery shoppers” call service representatives at client banks and credit unions and ask about products, assessing and scoring within Sugar the client team’s knowledge and ability to overcome objections. The information helps trainers focus on improving curriculum and identify topics to reinforce.

Through automation, Sugar provides another benefit for the mystery shoppers, and establishes significant financial savings for the company.

The mystery shoppers might handle up to 16,000 calls in a year. Before Sugar, they had to manually pull together their call list by collating and culling information from multiple databases. Now, Sugar gives them a customized report from a single source.

“That automation probably saved the team three weeks a quarter,” says Thomas. “You take that time and the shopper report form we created – that probably saved them a week a month – and that’s a lot of time we recovered. And our shoppers are more effective.”

BANCVUE AND SUGAR TOMORROW

As the former CRM administrator at BancVue, Thomas Shields thinks a lot about connecting every possible business function with Sugar, and he is looking forward to implementing future changes to help the business continue to grow.

The goals include:

- Widen the analytic use of Sugar reports
- Refine forecasting
- Continue customizing Sugar to handle new processes; and
- Develop modules to pursue ongoing and new business objectives

“I don’t think about Sugar as something we are using just to enable more sales. I see so many more possibilities,” Thomas says.

“I think of Sugar as a part of the rhythm of our business.”

“We’re experiencing a period of explosive growth right now, and I know we couldn’t be successful managing that without Sugar.”

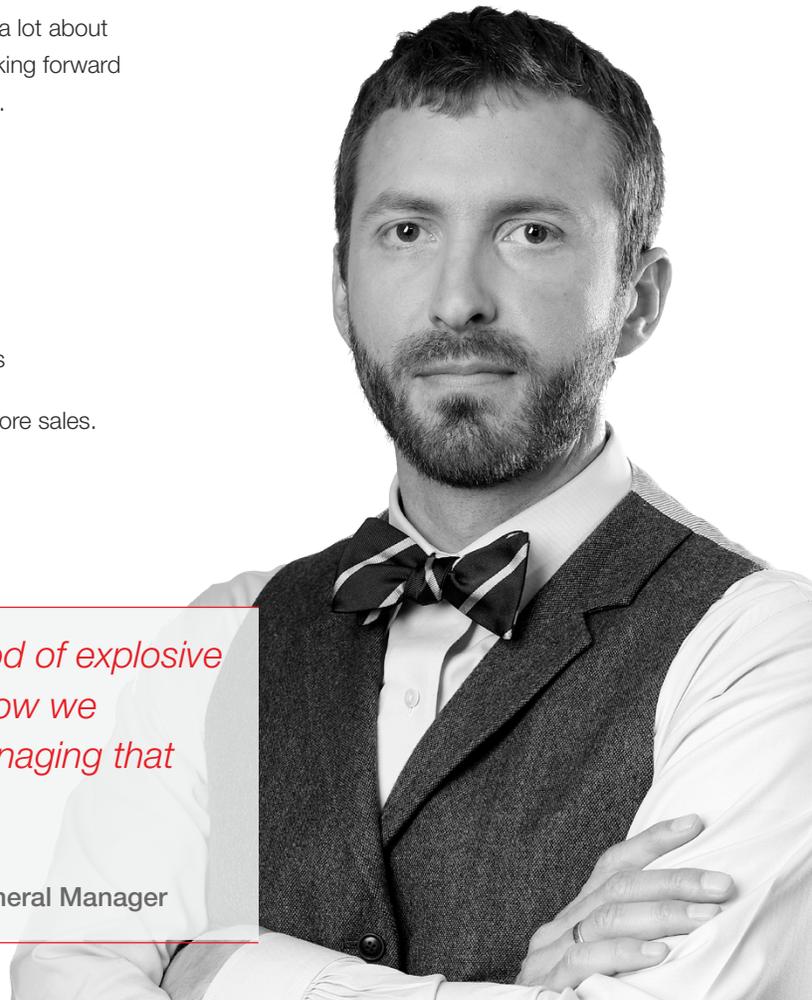
Thomas Shields,
Vice President and Operations General Manager

SOLUTION PARTNER



BancVue’s customized Sugar deployment has been developed and implemented and is managed by Levementum. Levementum is a global consulting and technology services company that focuses on relationship management and e-commerce for businesses, non-profits, and other organizations.

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CUSTOMIZATIONS

As well as using Sugar's off-the-shelf functionality, BancVue developers easily created new modules or customized existing ones to fit their needs.

INTEGRATIONS

- **Echosign:** Electronic document signatures
- **Clicktools:** Customer satisfaction survey integration
- **FIRSTBase SSO:** Proprietary single sign-on authentication
- **Insight Exchange:** Client dashboard for performance results
- **Balihoo:** Local marketing automation; online catalogue of marketing materials and solutions
- **BancVue Billing:** Product billing configuration integrates with Great Plains accounting software
- **Marketo:** Marketing automation

CUSTOM MODULES

- **Client Management**
 - Assessment cards: Subjective assessment of client status and maintenance level
 - Expectations and Program Objectives: Database of prospecting proposals and client on-boarding KPI expectations
 - Cancellation requests: Manages contract termination processes
 - Client Loyalty Survey: Yearly client loyalty survey data
 - Product Design: Database of checking product configuration
 - Red Review: Documents/escalates/corrective action of client issues
 - Training: Schedules client learning and development events
 - Client Outreach Event: Custom tracking for various outreach efforts
- **Kasasa**
 - Kasasa Marketing Plans: Yearly marketing plan status and forecast
 - Authorization to Buy: Approval process for purchases
 - Events and Expenses: Schedules and tracks grassroots events for budget management and resource planning
 - Promotions Tracker: Quarterly promotion opt-in status and results
 - TV Production: Manages TV production process
 - State, Zip Code, County and DMA: Four interactive modules for Kasasa prospecting and media support
- **Technical Operations**
 - Platform Installation: Status and install notes for each client software implementation
 - Scheduled Drop and Drop Calendar: Checklist and assignment workflows for client service
- **Mystery Shopping**
 - Mystery Shopping assignments: Used by managers to make quarterly assignments
 - Mystery Shopping: Form completed after each shopping contact
- **Prospecting**
 - Conferences and Conference Invites: Tracks monthly sales conference, client and prospect attendees
 - References: Logs references provided
 - Opportunity Snapshot: Snapshots changes to opportunity stage, close date, and amount as it is updated over time.
- **Vendors and Contracts:** All BancVue vendor information and terms
- **Associations:** Financial institution association membership relationship
- **Branches:** Financial institution branch information
- **CheckingFinder Call Center:** Logs call center calls for consumer website
- **SLA Timeframes:** Defines service level agreements for client case management
- **SQL Statement:** Manages SQL statements that run nightly for data management

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