

The Organization

Zions Bancorporation (Nasdaq: ZION)
Salt Lake City, Utah
www.zionsbank.com

The Challenge

Improve customer and employee feedback system to give greater ease in submitting, managing and addressing complaints, suggestions and compliments.

The Allegiance Solution

Deployed CustomerVoice and EmployeeVoice Active Listening System available to all Zions Bank employees and customers regardless of their location. Active Listening System provides Zions Bank management team with centralized reporting and auditing capabilities to obtain data on feedback type, location, and occurrence providing the ability to address and resolve issues before they escalate.

The Results

- Consolidating and simplifying customer/employee feedback
- Providing a single point of feedback flow
- Improving rapid and appropriate customer problem escalation and resolution
- Lowering customer and employee turnover
- Creating employees driven to satisfy the customer

Zions Bank Employs Allegiance CustomerVoice and EmployeeVoice Feedback Solutions to Monitor Its Employees’ Passion and Stress Factors, as well as to Better Understand Customer Concerns

Zions Bank, a subsidiary of Zions Bancorporation (Nasdaq: ZION) and holder of more than \$15 billion in assets, employs more than 2,300 people at nearly 150 full-service branches and operates more than 200 ATMs throughout Utah and Idaho. In addition to a wide range of traditional banking services, Zions offers a comprehensive array of investment, mortgage, and insurance services, and has a network of loan origination offices for small businesses nationwide. The company is also a leader in providing electronic banking services, including odd-lot electronic bond trading. Founded in 1873, Zions has been serving the communities of the Intermountain West for more than 130 years.

The Difficulties of Gathering and Analyzing Feedback

In the financial industry, maintaining customer loyalty is critical to the success of an organization, while employee loyalty has a well-known financial payoff. Unfortunately, gathering and analyzing customer feedback, as well as understanding employee concerns and accurately measuring employee satisfaction can be difficult.

For Zions Bank, the company had manual processes in place for customers and employees to submit comments and suggestions, but with nearly 150 locations and more than 2,300 employees, the amount of information was overwhelming, difficult to categorize and in a mostly ineffective format.

“One of the biggest challenges we faced as an organization was that we have comments, complaints and suggestions coming to us from a variety of different directions,” said Rob Brough, senior vice president of communications at Zions Bank. “We had too many pathways for problem reporting, and there was never a central location where we could gather all of the feedback and categorize them for tracking purposes.”

Brough continued, “We had a mechanism for customers and employees to make comments, but it was all paper-based. In addition, by the time we received the customer’s or employee’s comment card, there was a good chance that they may have already left the bank.”

Zions Bank needed a feedback system that would help:

- Increase customer and employee retention, and new account sales;
- Make sure customer/employee problems are quickly addressed and positively resolved (despite overwhelming volume);
- Promote customer-centric environment; and
- Continuously improve quality processes.

After analyzing several feedback systems, Zions Bank implemented the Allegiance Active Listening System by Allegiance.

Superior System Simplifies Process and Improves Efficiencies

The Allegiance Active Listening System is a Web-based feedback management solution that automates the process of engaging customers, employees and partners in meaningful two-way dialogue. The Active Listening System helps organizations of all sizes collect actionable, real-time feedback providing decision makers with immediate and measurable information for an accountable response.

Zions Bank uses the Active Listening System to gauge its employees’ pulse and to determine where improvements can be made throughout the organization. Employees can use the phone or the Web to submit anonymous feedback that will be sent directly to Zions Bank managers who will then determine the appropriate level and timing of response. Once the feedback is in the system, management can actively search and compare all employee feedback, produce reports and better determine through built in analytics the areas of the organization that need improvement or positive recognition.

Zions Bank

"Any time you go to employees and customers and say, 'we want to hear from you' – you hear from people. What we are seeing is that even if people are having challenges or concerns with certain issues, the fact that we can respond quickly, truly helps improve their loyalty to us."

*-Rob Brough
Sr. VP of Communications
Zions Bank*

Allegiance Benefits

Get actionable information with instant reporting. With an anonymous reporting system via the internet, the Active Listening System allows an organization to be informed immediately of any concern or suggestion. Employees, customers and vendors have the freedom to log on and submit concerns, complaints, compliments or ideas. Management then is able to see what is really going on and can respond accordingly.

24/7/365 system access. Providing a premier online feedback system and comprehensive management tool set offers your company the most complete and flexible reporting system possible. Your customers and employees across the globe will have the capability of communicating important information and details anytime, anywhere making it a complete feedback system for every side of your company.

Flexible system adapts to your needs. The Active Listing System is engineered to be extremely flexible. The system guides each step of the interview, as well as report dissemination, based on business rules that you provide. We program these rules directly into the system's logic engine, creating a program tailored to your unique needs.

Detailed Tracking and Complaint Resolution

The Active Listening System also provides a multi-channel, centrally managed system for customers to report their questions, comments or concerns. Customers can simply pick up a phone or visit Zions Bank's online feedback portal hosted by Allegiance to report issues. Once submitted, the customer's report is routed to the appropriate manager within Zions Bank where the issue can be tracked and quickly resolved. The always-live system provides a continuous flow of feedback that will help Zions Bank maintain its reputation as a customer-first organization.

"Allegiance helps us to create a more customer-centric environment by making it easier to report problems," commented Brough. "With all customer feedback coming through a single location, we can better evaluate the information we receive, quickly determine the appropriate action, and provide our customer with a timely response to their concern. As a result, we've reduced response times from weeks to now only a few hours. By actively listening to our customers and quickly addressing their concerns, we create an environment where each customer feels his or her account is the most important one in our company."

Employees Have a Voice

Since the bank has been using the system, Zions Bank management has noticed a dramatic increase in employee loyalty, which translates into a better working environment, higher customer satisfaction, and ultimately improved financial performance.

"From the employees' perspective, they feel that they have a voice and can make suggestions that will have a direct impact on their working environment," said Brough. "At Zions, if an employee makes a suggestion, and it is implemented, that employee receives a little bonus. With the Active Listening System, employees now have a convenient way to share their feelings about the organization; what is working and what isn't. Our employees are at the heart of our organization, and often they know best what needs to be added or changed to improve working conditions and customer satisfaction."

Giving Credit Where Credit is Due

Although the specific stress and passion factors for Zions Bank's non-officers were different than for officers, the ability to identify and focus on those areas likewise produced positive results. For example, when employees felt inadequate training was a major stress factor, Zions Bank's management responded by focusing on enhancing internal training programs, and within months, Zions Bank was able to cut the impact of that factors in half, with minor expense.

On the passion side of the equation, Zions Bank identified that employees need to be adequately rewarded for their productivity. In most cases, the reward did not need to be more than private or public recognition for a job well-done. While the cost for issuing appropriate recognition was minimal; the company has recognized significant improvements in employee satisfaction.

The Allegiance Partnership

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The Allegiance Active Listening System helps Zions Bank by:

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