How to Implement Video Banking

THE ULTIMATE GUIDE

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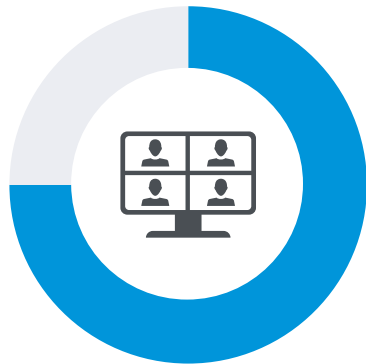# Table of Contents

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Introduction

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Video is emerging as a critical banking channel.

Consumers are Ready

Consumers are already using video chat services in their everyday life and a survey of over 4,000 consumers found that most are eager to adopt video banking regardless of age, gender, social class, or working status.

Financial Services Professionals are Ready

Across the globe, early adopters report that video helped them enhance their service and increase satisfaction and loyalty while growing revenue and driving productivity gains. That's why so many institutions are planning to follow the same path.

Nearly 75%

of consumers who have been invited to participate in a video banking session agreed to take part

82%

of financial institutions plan to offer video banking

Check out our Video Banking Report 2018 to learn more about video banking trends: http://vidyo.com/video-banking-report

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"We see 2018 as the year of video. It is one of the key pillars for how we think we're going to engage with customers."

- Omnichannel Leader, Top 5 European Bank

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The Need for a Step-by-Step Approach

Rolling out video banking means much more than deploying technology.

Choosing the right technology and implementing it effectively is essential, but that's just the tip of the iceberg. It's all about having a **clear strategy**, driving **business transformation**, and managing **cultural change**. A video banking project requires detailed planning. We recommend these seven critical steps.

1 Establish the Business Case

2 Assemble the Right Team

3 Clearly Define the Specifications

4 Secure the Resources and Budget

5 Build the Implementation Plan

6 Roll Out the Service

7 Measure, Improve, and Expand

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Establish the Business Case

Video banking can add value to many business processes. Identify them all to draw up a comprehensive business case.

You probably already have an idea of how you want to leverage video banking, but have you considered how other departments in your organization could also take advantage of it?

Consult all lines of business to understand their needs and challenges, and evaluate how video banking can contribute throughout the organization.

You'll likely start with only a few use cases, but having a broad understanding of the potential benefits will help you build a more solid business case and design a service that not only delivers on the initial needs but can also scale to meet future requirements.

You may find more ways to leverage video banking but here are some common use cases.

Private Banking

Meet more often, more effectively with HNWIs to deepen relationships, build trust, and increase wallet share.
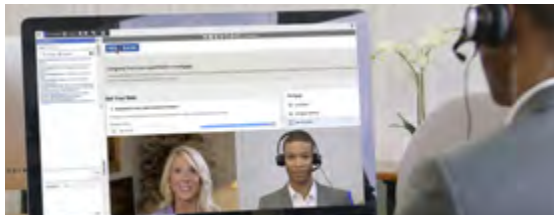
Business Banking

Strengthen relationships with business clients to become a trusted partner and build long-term loyalty.

Account Opening

Establish trust and engage face-to face with new and existing customers/members to reduce abandonment.

Account Servicing

Allow contact center agents to engage more effectively to increase productivity and grow revenue.

Video-Enabled Branch

Offer your branch visitors faster service and easier access to subject matter experts.

Loans

Simplify the application process, establish trust, and bring in the right expertise to maximize the chances of closing a deal.

Download our Financial Services Solution Briefs for additional information on these use cases: http://info.vidyo.com/download-video-banking-case-study-series.html

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"We use video banking in branches across the U.S. where we have small to no staff. It allows us to have a presence and still serve our members where the concentration of SEG employees doesn't warrant a full-service branch. We also use it in our digital platform on mobile and desktop applications."

- Carey Price, SVP and Chief Retail Officer, BCU

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"We see huge adoption in the mortgage space. We also see video banking being used for credit cards, for loans, and for wealth advice."

- Omnichannel Leader, Top 5 European Bank

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1 **Evaluate Potential Benefits**

Identify the expected outcomes of the use cases that you've identified.

Below are some typical business benefits of video banking. Consider how relevant they are for you and explore these and others that may be more specific to your organization.

- **Higher Net Promoter Score**

- **Greater customer/member satisfaction**

- **Increased customer/member acquisition**

- **Increased loyalty**

- **Increased upselling and cross-selling**

- **Shorter average in-branch wait time**

- **Increased first visit resolution rate**

- **Higher number of products per customer/member**

- **Shorter average handling time**

- **Increased first call resolution rate**

- **Reduced abandonment**

- **Lower contact center agent turnover**

- **Increased share of wallet**

- **Increased sales closure rate**

- **Shorter sales cycle**

The number speak for themselves.

Private Banking

Net Promoter Score is 44% higher for video interactions than telephony at Barclays.

Lending

Diamond Credit Union saw a 12% increase in sales of debt protection and has a 4.93/5 member satisfaction

Support

50% more cases are solved in the first call at IndusInd Bank.

Account Servicing

There has been a 20% lift on cross-selling at BluCurrent Credit Union.

Video-Enabled Branch

Average wait time went from 1.5 hours to under 2 minutes in some branches at Consumers Credit Union.

Video interaction can also improve internal collaboration and efficiency.

Implementing video banking requires a cultural change. It may also be a good time to revisit the way your employees collaborate and consider how you can leverage video to strengthen teamwork. Deploying video internally is also a powerful way to ensure employees get comfortable with the new technology in their day-to-day activities.

Some of the typical use cases for internal video collaboration in financial institutions include:

Board Meetings

All-Hands Meetings

Team Collaboration
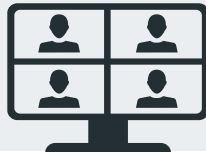
Candidate Interviews

Remote Trainings

Document what you actually want to achieve.

Write a vision statement for your video banking strategy and detail the use cases to implement in order to fulfill that vision. Below are a few examples. Your business case will be much more solid if you set SMART goals and identify KPIs for each use case. Link each of them to your organization's business initiatives to show alignment to your overall strategy.

	Challenges	Use Cases	Expected Benefits and KPIs	Impacted Strategic Initiatives
Private Banking	• Most interactions are by phone or email, which are less personal and effective • Difficulty in providing advanced expertise	• Host remote video interactions with HNWIs • Bring the most suitable experts to client meetings, regardless of location	• Increased frequency of client meetings • Increased client satisfaction and loyalty • Greater revenue growth and deeper wallet share	Highlight how the use cases relate to your organization's strategic business initiatives
Account Servicing	• Online users are less engaged • Difficulty in managing customer's emotions over the phone or chat • Low upsell and cross-sell rates	• Provide interactive video support to users of the website, mobile app, and ATMs • Escalate text chat or phone-based interactions into fully engaged video conversations	• Reduced average handling time • Increased first call resolution rate • Increased NPS • Higher customer satisfaction • Increased upsell and cross-sell rates	
Video-Enabled Branch	• Long wait time in busiest branches • Lack of expertise in smaller branches	• Enable visitors to smaller branches to interact with experts at HQ • Decrease wait time in busiest branches by offering centralized services on video kiosks	• Increased customer satisfaction • Reduced average wait time	

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Getting leadership team alignment is critical.

Video banking will impact many departments of your organization that may have conflicting interests. Support from your leadership team early in the process will help avoid friction and guarantee a smooth rollout.

Present your strategy and your business case and have them approved or adjusted if needed.

Get a budget allowance or guidance to be able to build a realistic plan.

Have your leadership team communicate to key stakeholders that video banking is strategic and encourage their involvement.

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"My advice: Have a good understanding of what your value proposition is and how you want to use the solution. Bring in key stakeholders early in the project to get their buy in to become champions."

- Jim Daly, Vice President & CIO, Diamond Credit Union

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STEP 2

Assemble the Right Team

Get individuals who will have a role to play involved earlier than later. Build a project team with representatives from all departments.

Lines of Business

Consult primary users of the service throughout the project.

Customer Service/Contact Center

They will be at the frontline of many use cases.

Channels/Digital Banking

Make sure that video gets integrated into your digital platforms and omnichannel strategy.

IT/Networking/Security

They will help identify and deploy the right technology and evaluate the impact of video on network load and security policy.

Compliance

Your service will have to meet regulatory and compliance requirements.

HR/Training

HR can help drive change management and organize employee training.

Finance

They will be essential to fund the project and monitor effectiveness.

Marketing/Communications

Let potential users know about your new video service. It will be successful only if it gets used.

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Identifying the contributors is key, but making sure they know exactly what they have to do is equally crucial.

Which of these categories do they fall into?

Strategic Committee Members

They will define the strategy, goals and milestones of the project.

Hands-On Contributors

Having the right people in place is crucial to getting the day-to-day work done.

Advisors

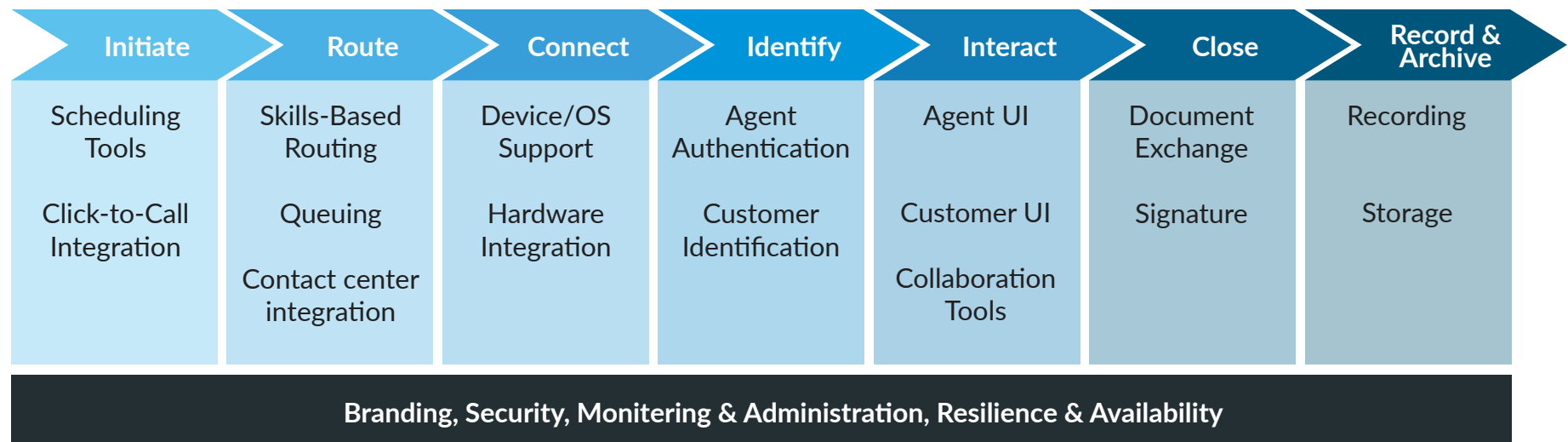Subject matter experts should be available to consult on specific topics.

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STEP 3

Clearly Define the Specifications

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Describe how you expect your video banking service to be offered and how it will integrate into your omnichannel strategy.

Typically, a video banking workflow includes the following steps and the associated considerations. Review all of them for each of your identified use cases.

Initiate	Route	Connect	Identify	Interact	Close	Record & Archive
Scheduling Tools	Skills-Based Routing	Device/OS Support	Agent Authentication	Agent UI	Document Exchange	Recording
Click-to-Call Integration	Queuing	Hardware Integration	Customer Identification	Customer UI	Signature	Storage
	Contact center integration			Collaboration Tools		

Branding, Security, Monitering & Administration, Resilience & Availability

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Identify your user profiles.

Which employees will use the service?	Which customers/members will use the service?	What will users accomplish?
• Will it be contact center agents? In-branch staff? HQ staff? • Are they tech-savvy? • Are they already used to face-to-face interactions with customers/members or do they typically interact only over the phone or via email? • Will you hire new staff to use the video channel?	• Is it a specific segment or your entire customer/member base? • Are they tech-savvy?	• Will it be conversation only? • Will they need to share or collaborate on documents? • Will they need to close transactions during video sessions?

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Drawing up a detailed desired customer journey for each use case is critical to an effective design of your service.

Online and/or In-Branch?

- Where will customers/members use the service? From their own devices, or in-branch?

- If the former, you will need a technology that can cope with a variety of operating systems, low bandwidth, packet loss, and device CPU power.

- If video will be used in branch offices, will it be available on kiosks? On ATMs? In dedicated rooms? In branch advisers' offices? Will an employee help customers/members use the service? Precisely define the in-branch experience.

Scheduled and/or Ad Hoc?

- Will customers/members be able to initiate ad hoc calls?

- Will you need a click-to-video-call option on your website and/or mobile app?

- Will you need skills-based routing to connect people with the best-suited agent?

- Will you support scheduled calls? Will sessions be scheduled only by your staff or will customers/members also be able to do it? Will you need integration with a scheduling tool or calendar?

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Customer/Member ID

- How will their identity be verified? Will they need to be logged into your online banking system? Do you need a mechanism to capture their ID?

Branding

- What brand experience should the user interface provide?

- Does the service have to be integrated into your existing online and mobile banking platforms? Can it be a standalone application?

- What should users see while they're waiting for the connection to be established? Do you need a branded waiting treatment?

Collaboration Features

- Will documents need to be shared during video sessions? Will you need to limit the ability of your staff to share confidential information?

- Will your staff need to help customers/members fill out forms?

Permutations

- Will you need to escalate chat or phone conversations into video sessions?

- Will third parties (experts, supervisors, spouses, business partners) need to join conversations?

Closing Transactions

- Do you need digital signature support?

- Do you need in-branch hardware integration to complete workflows, such as scanners, printers, or signature pads?

Evaluation

- Do you need a mechanism for users to rate their experience, such as a post-call satisfaction or NPS survey?

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Making it easy for your staff to use the solution will foster adoption.

Putting them in a video-friendly environment will create an exemplary experience for your customers/members.

Simple is better

- The less you disrupt your staff's existing workflows, the better. Do they have existing tools they use everyday that your video channel should integrate with, such as calendar tools, contact center software, or text chat software?

Quality matters

You want your staff to look their best and represent your brand well.

- Demand a technology that offers high-quality video and audio, whatever the network and devices used at the other end, and provide your agents with good-quality cameras and audio devices.

- Avoid having them sit in a noisy environment. Create a branded backdrop to ensure a consistent experience during each interaction. You might also consider building video-banking booths for your contact center staff.

- Ensure ambient lighting is sufficient even during night shifts and cover any windows that may create a halo or shadow effect on agents' faces.

"We wanted an amazing experience for our customers and our employees. It needed to be easy, frictionless, and device agnostic."

- Head of Contact Center Technology, Top 10 North American Bank

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Banking is highly regulated and you will be exchanging sensitive information and personal data.

Your service will have to be secure and comply with regulatory requirements.

- Will you need to encrypt the video traffic?

- Will you need to record video sessions? Where, how, and for how long will recordings have to be stored and protected?

- What are the mandatory identity verification mechanisms that have to be implemented?

- Are there requirements for where user data will be processed and stored?

- What will the service need to include to meet local data privacy requirements such as GDPR? Do you need users to acknowledge a disclaimer?
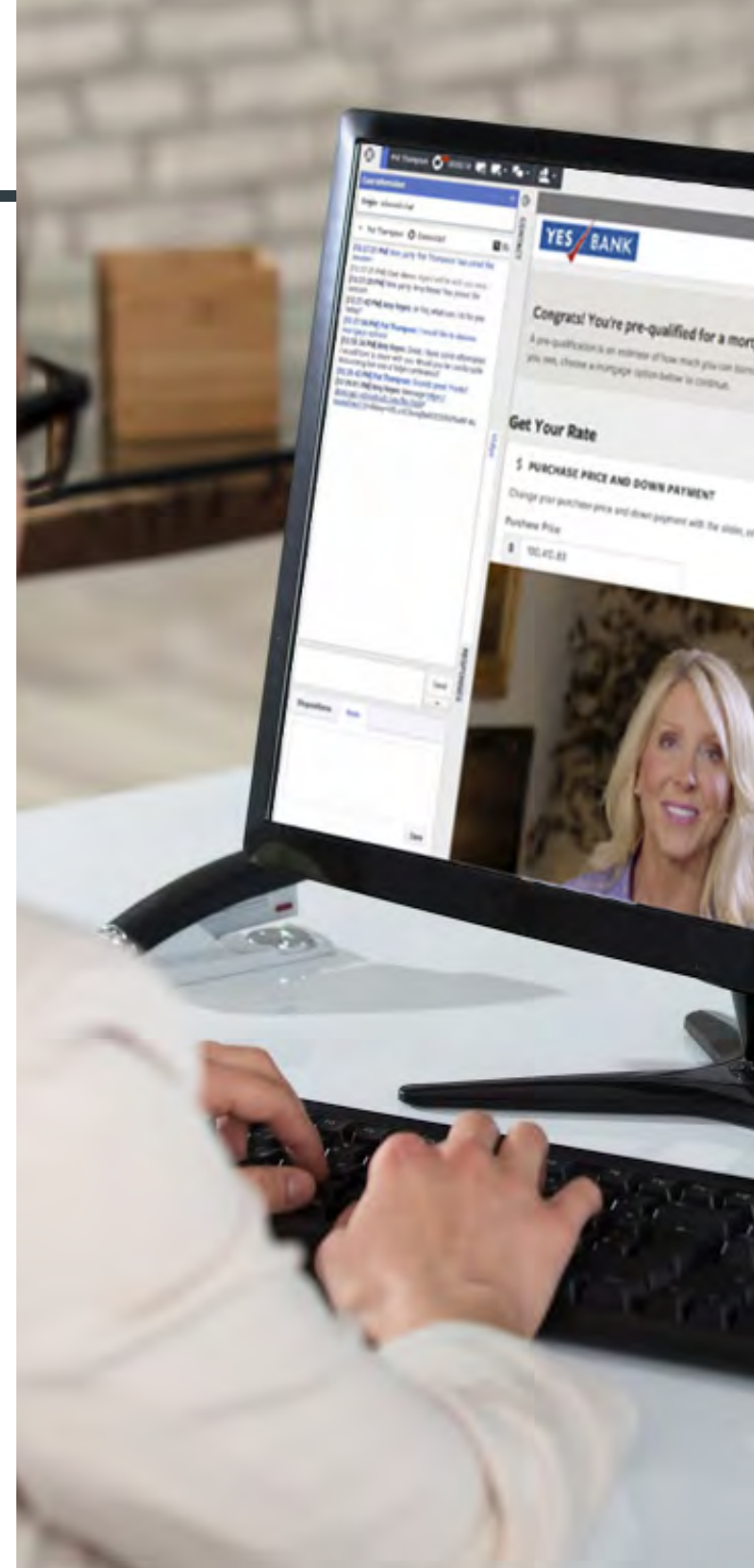
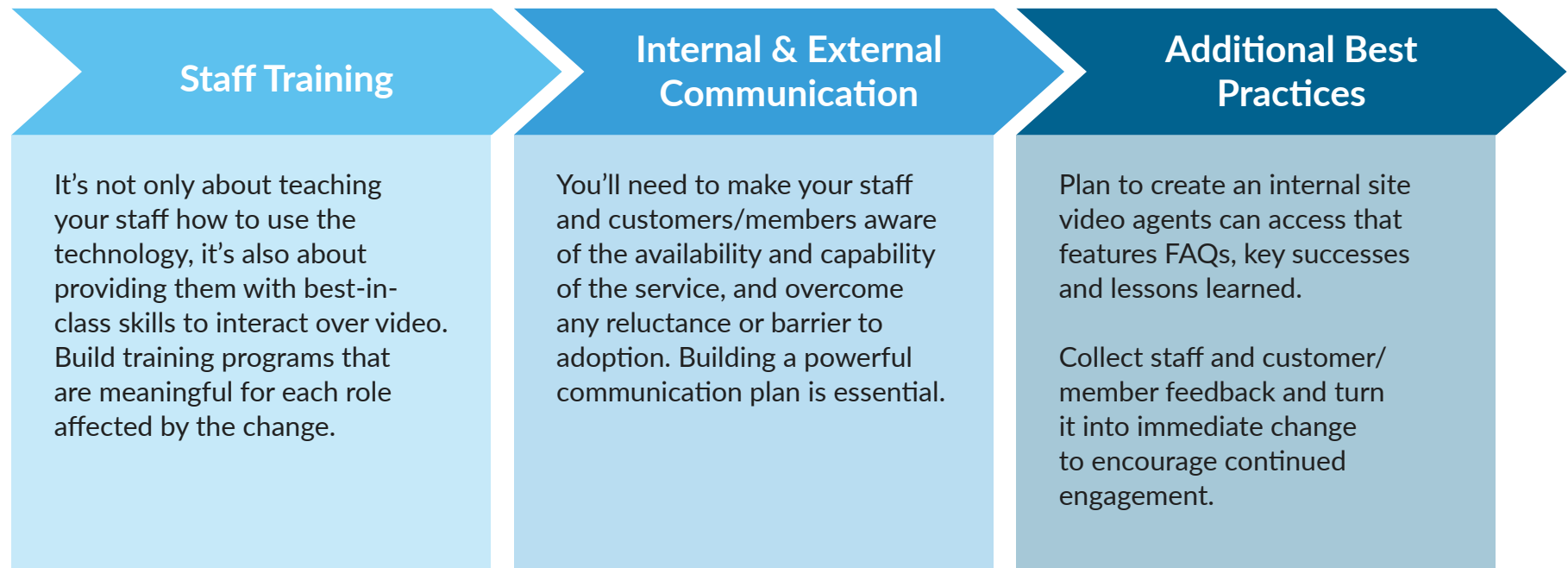# Your video channel will have to integrate with your IT environment.

Identify requirements and limitations.

- Is your network ready to support video traffic? Are upgrades required?

- Does your IT security policy require support of enterprise security standards such as TLS, SRTP, H.235, and AES 128-bit encryption?

- How will your staff be authenticated? Are locally authenticated credentials an option or do you need Active Directory integration?

- What are your IT team's requirements to use cloud services?

- Which existing applications will you need video to integrate with?

- If you need to record video sessions, what are the storage requirements?

- Who will manage the service? What administration and monitoring tools will be needed?

Having a service that works is essential, but getting people to use it is equally important.

A plan to drive adoption should be a built-in component of your service specifications.

| Staff Training	Internal & External Communication	Additional Best Practices
It's not only about teaching your staff how to use the technology, it's also about providing them with best-in-class skills to interact over video. Build training programs that are meaningful for each role affected by the change.	You'll need to make your staff and customers/members aware of the availability and capability of the service, and overcome any reluctance or barrier to adoption. Building a powerful communication plan is essential.	Plan to create an internal site video agents can access that features FAQs, key successes and lessons learned. Collect staff and customer/member feedback and turn it into immediate change to encourage continued engagement.

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Write out specifications for how you want to monitor your KPIs.

You will need to have the right tools and processes in place to be able to measure each KPI effectively.

If you want to increase NPS or user satisfaction, how will you measure them and make a comparison with other channels?

If you want to monitor the number of repeat users or the average handling time, your video banking technology must include the appropriate reporting tools to gather that information.
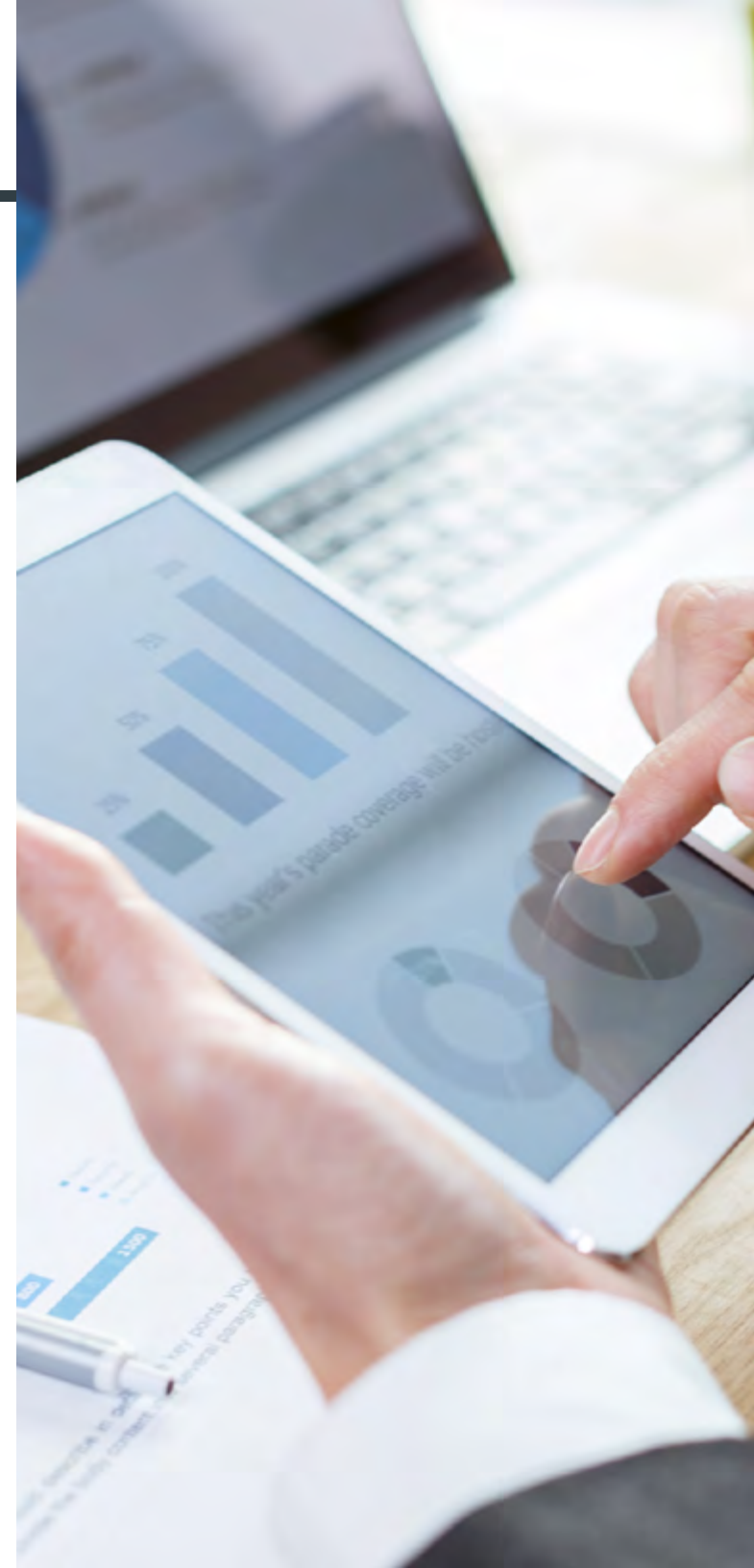
Make an utilization forecast for each use case.

Distinguish at least three phases to plan for the ramp-up:

- Pilot phase

- Initial general availability

- Full/maximum capacity

For each phase, try to answer questions such as:

- How many customers/members will be using the service?

- How many staff members?

- For in-branch services, how many dedicated kiosks or endpoints will be needed?

- How many calls will be handled per day/week/month?

- How long do you think the average length of a call will be?

STEP 4

Secure the Resources and Budget

Identify what you can do internally and find vendors to fill the gaps.

Typically, you should consider working with suppliers in these areas:

System Integration

A system integrator will put together all the required components of the solution.

Communication

Working with an advertising agency can help implement an effective internal and external communication strategy to drive adoption.

Consulting

Consider getting help from an external consultant for project management, IT strategy evaluation, or change management.

Training

You may want to use external resources to deliver your staff training.

Software Development

If you have very specific needs that are not available off-the-shelf, additional development may be required.

Workspace Design

A new working environment for video agents can empower and engage them.

Video Banking Technology

Key considerations for choosing the right vendor include high-quality video and audio, OS and device support, ease of use, reliability, scalability, security, and integration capability. If you also want to support internal collaboration, you need a vendor that can offer both services.

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Even if you ultimately want to implement multiple use cases, focus first on the most straightforward ones.

Prioritize your use cases and start with those that will enable you to quickly prove the value of your video service. Consider things such as:

What business impact will it have?

How easy and quick will it be to implement?

How much will it cost and how many resources will it require?

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You now have everything in hand to hold another alignment meeting with your leadership team.

You need to get final approval on:

- Use cases prioritization

- Internal resources utilization

- Budget allowance

STEP 5

Build the Implementation Plan

Don't try to have everything available to everyone on day one.

You will learn as you grow. Differentiate the must-haves and the nice-to-haves and start with a pilot phase that includes a small number of users and just the key features for the most important use cases.

During the pilot, you should aim to:

Test the service on every possible device, operating system, and browser that may be used later

Identify whether anything is missing or cumbersome in the user journey

Stress the infrastructure for scale and severe conditions such as a high number of simultaneous connections and high packet drop-outs
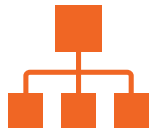
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"We are using the limited-location rollout to learn the ropes of good member service through video banking before offering it to all members."

- Jim Ryan, President, JM Associates Federal Credit Union

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For each use case, work with your internal team and your vendors to agree on a realistic schedule.

Divide the project into smaller tasks that have clear ownership, a start date, and a target completion date.

Identify the dependencies between tasks to avoid unexpected delays. You may find it helpful to use project management software.

Set a regular schedule of meetings to review the progress.

Don't forget to include activities to drive staff and customer/member adoption such as training and communication. These are absolutely essential to success and some of them need to take place before the official launch of the service.

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Carefully select your video staff.

Interacting over video is different from having an in-person meeting or a phone conversation.

It requires specific skills such as being comfortable on camera and using technology, as well as an ability to comply with video meeting etiquette.

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"A good phone voice does not necessarily translate to a good remote face-to-face."

- Jim Ryan, President, JM Associates Federal Credit Union

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STEP 6

Roll Out the Service

Focus on executing your plan, but keep these best practices in mind.

Provide Top-Notch User Support

Word of mouth is powerful, so make sure that early users' satisfaction is high. Be ready to provide immediate assistance and red-carpet treatment to both your customers/members and your staff.

Be Flexible

In the beginning, plan to host regular meetings with all stakeholders to share key successes and lessons learned and to identify issues. Be ready to adjust the way you execute your plan and respond to feedback.

Celebrate!

Share your successes across your organization early and often. This will ensure that stakeholders understand that video banking is mission critical.

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STEP 7

Measure, Improve, and Expand

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Conduct an honest evaluation of your results.

Be data-driven

Closely monitor your KPIs and measure success against your SMART goals.

Listen to users

Your video staff and your customers/members know better than anybody else what needs to be improved. Take the time to review their feedback.

Implement a continuous improvement process.

Identify the reasons for potential performance shortfalls and take all necessary actions.

Turn user feedback into change to better accommodate users' needs and desires.

Don't exit the pilot phase or roll out a new use case if you're not fully comfortable with the results of what you've already deployed.

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Think big.

As video banking is adopted by more consumers and your competitors, it will become common practice.

Aim to deploy all the use cases that you've identified, with the highest level of adoption possible for each one of them.

Everything you do should always be with this goal in mind, so you build a service that will scale smoothly.

You may also identify new use cases as you uncover all the potential of video banking, so be ready to extend the scope of your service.

Conclusion

Video banking is here to stay. Lead the pack.

Implementing video banking may not be as straightforward as you initially thought, but organizations that do it right will gain a decisive competitive advantage.

The question you should ask yourself is not if you need video banking but but how soon you will offer it and where to start first.

If you fail to plan, you plan to fail. So following a structured process such as the one we recommend is essential.

Be prepared for a long journey. It will take time for your service to mature, but the potential rewards are there.

Get in touch with a video banking expert

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About Vidyo

Vidyo enriches people's lives by embedding real-time video into digital communications in the moments that matter most. Millions of people around the world connect visually every day through Vidyo's secure, scalable technology and cloud-based services. Its patented platform integrates with virtually any application environment, network, and device to deliver the highest quality experiences that strengthen teams, build trust, solidify relationships, and improve quality of life for everyone.

With Vidyo's video banking solutions, financial institutions' customers enjoy a feature-rich meeting that replicates an in-person experience with the best-suited staff, regardless of location — in a branch, in the comfort of their home, or even on the go. Financial institutions can not only increase customer engagement, enhance customer service and strengthen loyalty, but also grow revenue and cost-effectively load balance across their entire organization.

450 +

Banks • Credit Unions • Insurance • Financial Services Companies

6 of the top **25**

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