The Pragmatic Approach to Transforming Customer Service

Mike Upton
CTO, First Tech Federal Credit Union

Rahul Ashok
Sr Director, CS Business Excellence, Pegasystems

Top 10 Credit Union - $16.7B
Focused on the Tech Sector

PegaWorld iNspire

ORIGINATED
$5.0 billion
IN NEW CONSUMER LOANS
to help members build stronger financial futures.

WELCOMED OVER
92,000
NEW MEMBERS
bringing our First Tech family to nearly 658,000 members strong

INCREASED ASSETS BY
11.9%
REACHING
$16.7 billion
IN TOTAL ASSETS

Money
BEST CREDIT UNIONS
• 2022-2023 •

MONEY MAGAZINE AWARD
BEST
REWARDS CHECKING ACCOUNT

WE GAVE BACK
$4.0 million
TO SUPPORT
128 nonprofit organizations

FIRST TECH EMPLOYEES
OVER 80%
PARTICIPATED
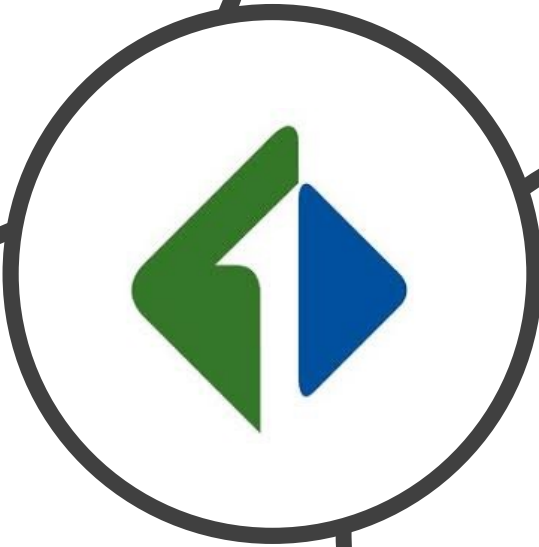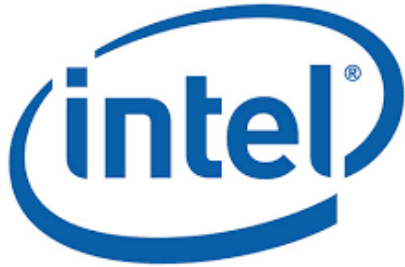in volunteer engagement programs

PROTECTED
15,966
MEMBER HOUSEHOLDS
through our independent insurance agency

AMERICAN BANKER
2022 Best Customer Experience Institutions

RANKED
4TH
OUT OF 50
FINANCIAL INSTITUTIONS

PegaWorld**iN**spire

Our members work for the most progressive tech companies in the world

Pega's Customer Service Difference

Intelligently guide & seamlessly automate every customer service journey

Automate consistently everywhere, every time

With Pega's Center-out workflow automation

Deliver amazing service experiences across any channel, front to back office

Adapt to any variation simplifying work at scale

With Pega's patented situational layer cake

Make work easy with guided processes that adapt to any business attribute, reducing silos and driving service efficiencies

Drive faster, more personalized experiences

With Pega's real-time AI

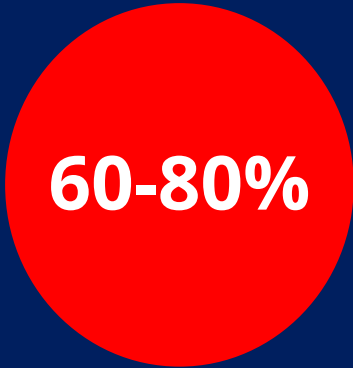**Intelligently guide & automate** unique effortless customer and agent experiences

Transform without disruption

With Pega's scalable low-code platform and center-out architecture

Evolve incrementally, automating one workflow at a time, embedding it anywhere and leaving your data where it is
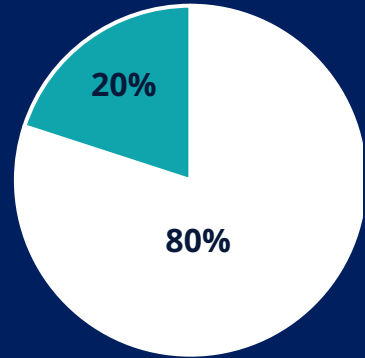
Real Digital Transformation is Hard ...

60-80%

...of transformation programs fail to deliver on expected results no matter whom you ask

The key is that
Execution matters
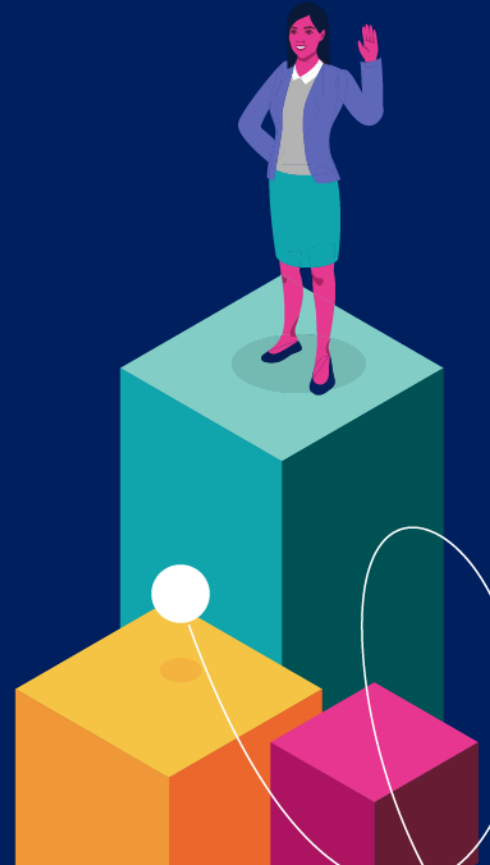
Right answer (solution)

20%

80%

Right execution (vision, quick wins, communication)

A Pragmatic Approach

The 4 "Must Dos" for a successful transformation with Pega customer service

1. Articulate a vision

2. Focus on key outcomes

3. Build on quick wins

4. Establish Governance

Success at First Tech

The 4 "Must Dos" at first tech

1. Articulate a vision – Employee experience

2. Focus on key outcomes – Total cost of ownership – reduce software cost (short term), enhance experience

3. Build on quick wins – Out-of-the-box CS features, low-code, reuse

4. Establish Governance – Executive support, executive relationship with Pega

1. A Customer First Vision

A view from MIT's CISR research of 1000+ organizations

Choose Your Pathway to Future Ready
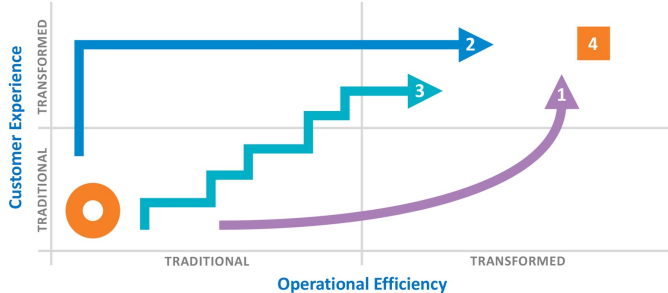
Choose a Pathway

Where are you today?
What is your digital disruption threat level?

1. Follow **Pathway 1** if your **Customer Experience** is ok and threat is not high.

2. Can't wait to improve your Customer Experience or facing the threat of new competitors? Follow **Pathway 2**.

3. Can't wait to improve customer experience but a few initiatives will make a big difference (e.g., a great app)? Start with those and then focus on operations and repeat in small steps on **Pathway 3**.

4. High threat and can't see a way to change the organization fast enough? Follow **Pathway 4**.
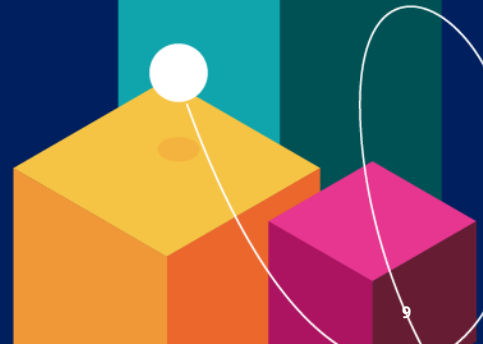
1. Employee Experience (First Tech)

Employee experience leading to member experience

Universal Reduction of Effort

In order to continue to grow and retain members and employees we must reduce effort from both sides of the experience

Member Experience

- Design Process for Digital Servicing
- Reduce Reasons for Contact
- Increased Internal Accountably to Service

Employee Experience

- Reduce Systems and Process Complexity
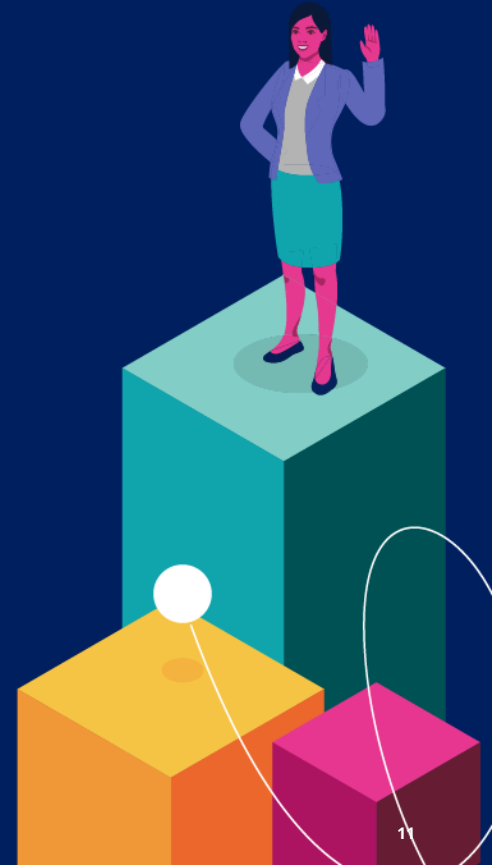- Empower Staff to Make It Right
- Elevate the Voice of Brand in the Enterprise

2. Maniacal Focus on Business Outcomes
Understanding the key business drivers

Engage the organization to focus on the business outcomes

Vision Clarity

Reinforce Frequently

Business Value

Criticality
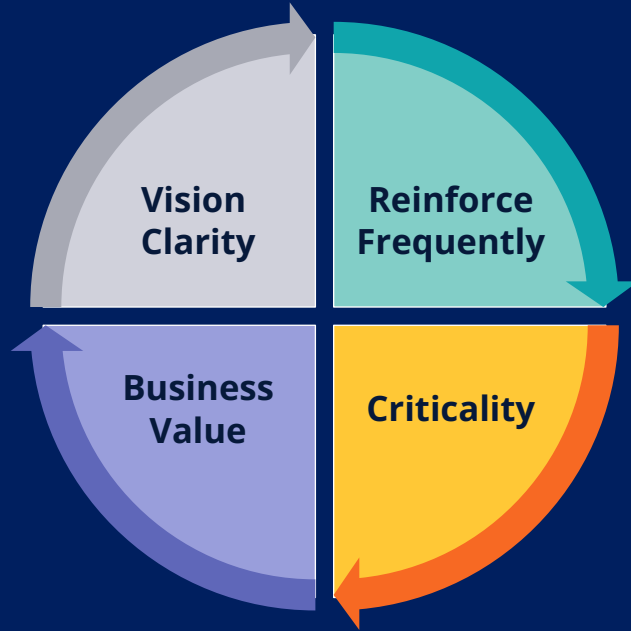
2. Business Outcomes Achieved at First Tech
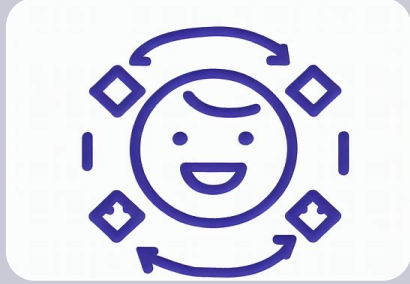
3. Build on Quick Wins

Time to Market via Building On Pega Features and focusing on Reuse

Using the same software resources across multiple applications or systems within an organization

Accelerate time to market

Reduce effort and costs

Ensure quality

Increase control and agility

Improve alignment

3. Build on Quick Wins
Accelerating key results by maximizing use of Pega features

Low code/no code
Pega customer service, maximize out-of-the-box usage

Speed to market
9 months to replace SFDC completely
Days between releases < 36%

Speed of innovation
4x more features implemented than before Pega

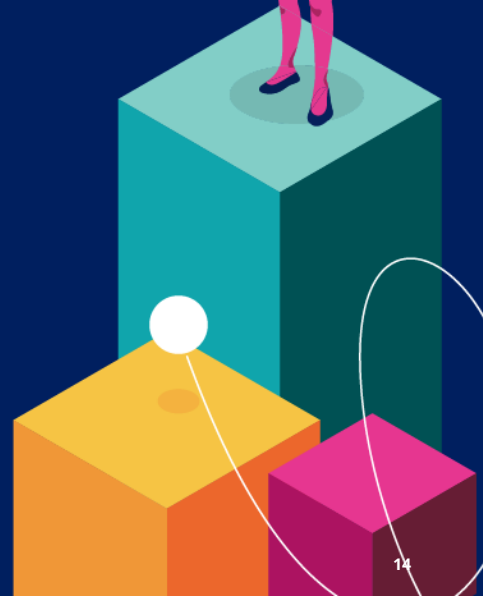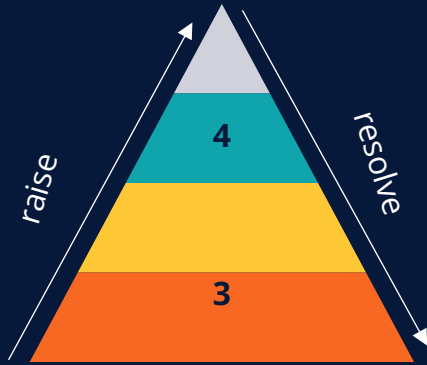# 4. Multi-Level Governance

Proactive. Transparent. Lean.

raise

4

3

resolve

Executive
Quarterly review with executive sponsor(s) and program managers

Program
Monthly alignment across programs and stakeholders

Project
Biweekly collaboration across teams to sync on status and priorities

Team
Daily meeting to measure progress, address blockers, and mitigate risks

Executive Governance Overview

	Current	Prior	Back to green actions
Overall	G	G	
Customer Success	G	G	Continue stakeholder dialog and tracking of each program metric
Legal	G	G	
Schedule	G	G	
Budget	Y	Y	Working on budget split & team extensions
Technical	G	G	
Resources	G	G	
Co-Production	G	G	
Path to business value	Improve AHT by 10% by pre-fill data, Voice AI, Next Best Action Reduce Mean Time to Resolution by 15% by intent led processes		
Guardrail score	Weighted score = 94	Compliant rules % = 88	Total number of rules = 7770
Defects (3.2 Release)	Number open = 4	Number resolved = 42	Number of Blocker = 0

Actions Needed

Request Date	Action	Due Date	Owner

Key Milestones	Target Date	Completion Date	Status
Application Release (3.1)	05/03/2022	05/03/2021	Complete
Application Release (3.2)	05/17/2022		In Progress
Application Release (3.3)	06/13/2022		In Progress

Key Risks & Mitigation Actions

Open Date	Risk	Action	Due Date	Owner

4. Governance at First Tech
How Pega and FT executives partnered for success
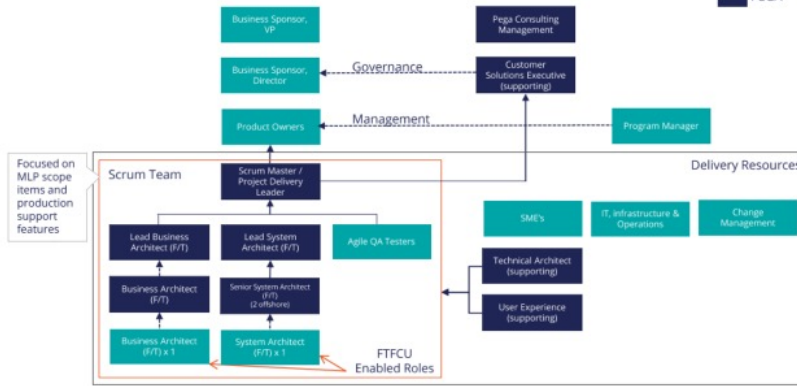
COE at First Tech: Hub and Spoke or a Consolidated model ?

Results at First Tech

AHT ↓ 40%

$5.2 MM
Net Savings

In 2022, Pega has saved operational departments **5,000** Hours (Mar - Sept)

74% ROI $

Future Roadmap

Keep focused on a continuous improvement roadmap focused on key business outcomes

Potential Target

REVENUE · ESAT · COST · CSAT

- Retention
- Empowered
- Value / Purpose
- Effort
- Self-sufficiency
- Revenue Generation
- Loyalty
- Trust
- Personal-ization
- Customer Journey
- Customer Effort
- Service Efficiency
- Process Efficiency
- System Efficiency
- Agent Efficiency

CONTACT CENTRE PROFILE

What's working well?

1-3 things going well

What can we optimize?

1-3 top recommendations

Make it Simple for Members and Easy for Employees

Quick Employees Wins = Better Member Experience = **Cost Savings & a Positive Buzz**

2017

Member Card Dispute

2020

50+ Member & Account Servicing Cases

2021

Replaced Salesforce & added 50 more cases

2022

Business Process Automation

2023

Personalization/Next Best Conversation
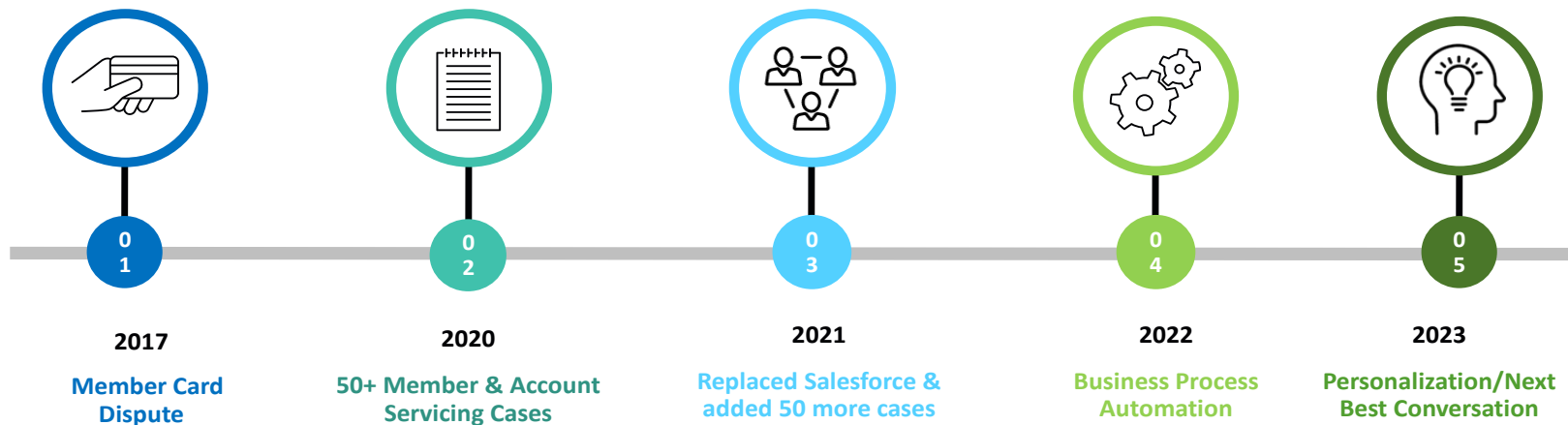
Where We're Going is…
Hyper Personalization

Open Forum

Q&A

Remaining Sessions
Not to miss!

11:30 – 12:15

- **Virgin Media Ireland** considers Pega the beating heart of their customer transformation

12:45 – 1:30

- **Bupa** is transforming healthcare as we know it

2:00-2:45

- **Verizon & Cognizant:** Transforming customer experience through AI and automation

6:15-7:00

- **Panel – Product Vision & Hot Seat** for customer service, sales automation, customer engagement, and robotics

PegaWorld**iN**spire

Innovation Hub

Client Success and Innovation

Pega Cloud and Support

Academy and Community

Intelligent Automation

Workflow Automation

User Experience

Robotic Automation

AI and Autonomous Enterprise

The Hub Lounge

New at Pega Experience

1:1 Customer Engagement

Customer Service

Healthcare

Insurance

Government

Communications

Financial Services

Sponsor Booths

Sponsor Booths

Entrance