

# Creating a Client-Focused System

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# Creating a 'Best Experience'

- It's everybody's job
- Across all departments
- Does the system as a whole best meet the needs of those it's intended to serve?
- How do your "customers" view the effectiveness of your system?

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# Practical Applications

- Best Buy
- ARAMARK
- GE
- Federal Express
- KeyBank
- 10 Tips

# Become a Better Organization

- Internal organization aligned with customer expectations
- Easy entry for customers
- Services that meet customer needs

# Why Bother?

- Attract more customers (students)
- Be more efficient in service delivery
- Provide more satisfying work environment for employees

Enhance the bottom line.

Every step of the way, everyone in your organization has opportunities to give students the best possible experience or to leave them feeling unsatisfied.

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**Systems Thinking Creates  
Mega Winners.**

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# Pre-Reinvention: Best Buy Experience

- Badly organized store layout
- Assumptions
- Techno-English
- 5 trips!!

Systems thinking helps redefine  
the consumer electronics buying  
experience.

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# Best Buy Identifies Needs of Distinct Kinds of Customers

- Affluent professionals—best technology
- Active younger males—latest technology
- Family men—practical technology
- Busy suburban moms—technology for the kids
- Small businesses—products to enhance profitability

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# Distinct Kinds of 'Customer' Needs in Adult Higher Ed

- Consultative/hand-holding
- Access to online courses
- Quick degree completion
- Opportunity to spread coursework over years

# The Challenge

- Figure out what each one is trying to get from the program.
- Align your system for ease of entry and ability to meet their needs.

**Systems thinking can help answer  
the question: How do we organize  
to get where we want to be?**

# Three Systems Thinking Ideas

- Communication for common understanding of what is important.
- Alignment so focus is on achieving one overall vision and mission.
- Learning from mistakes and successes and altering the course.



# Post-Reinvention: Best Buy Experience

- New store layouts geared to customers
- New service approaches geared to customers
- Training
- No more product focus
- Data-informed
- Personal shopping assistants
- 24-hour Geek Squad

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# What Are They Selling?

- Advice
  - Attention
  - Responsiveness
- Just the way the customer wants them.

**Is your program meeting the need  
better than others are?**

# Best Buy: Is it Working?

- Increased sales in prototype stores
- Expanding the model across the country
- Continuously adapting the model

# ARAMARK Corp.

“Creating systems and processes to stimulate and discipline an organization into examining what it holds most important, most effective and most rewarding.”

-- Joseph Neubauer, Chairman and CEO

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# GE Power Systems Energy Products

- Mechanism for transformation
- Web site
- Workshops

Employees say they will likely perform some aspect of their job differently.

# Federal Express

- Focus on giving the customer a “holistic” experience
- Outstanding customer service = Core Value
- Measure every point of contact
- Aligning internal processes to all add value to customer experience

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# KeyCorp

- Based in Cleveland
- Holding company of KeyBank and affiliates
- KeyBank -- 11<sup>th</sup> largest U.S.-based financial institution
- Operates in 14 states
- Significant market share in Western NY

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# KeyCorp

- With Key you can Achieve Anything

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# The Old Days

- Banks were organized around product
- Good for training staff to do a few things well
- Time-consuming, confusing, frustrating for customer
- No way to build customer loyalty
- No way to grow the business
- Little way to differentiate one bank from another

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# Client-Focused Systems Delivery at Key

- Every employee aligned to serve clients
- Key values to guide personal behavior

# Key's Values

- Teamwork
- Respect
- Accountability
- Integrity
- Leadership

# Key's Vision and Mission

- Vision – To become the most admired financial institution in its markets
- Mission – We want to be our clients' trusted advisor

# 1Key

- Coming together to do more for clients
- A client of one part of the company is a client of all the company
- Transitioning of valued client relationships to another part of Key if it's a better place for client

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**A client-centric organization does what's best for the client rather than what might appear to be better for an individual department.**

# 1 Key Client Experience

- Long-term, corporate-wide effort to continuously raise client satisfaction at each contact point
- Technology – right information at the right time
- People – right solution for client at right time

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# Communication

- Break down organizational silos
- Get people into same room, talking
- In WNY, sales staff informally share market information, hear success stories, learn about each other's challenges

The outcome: Trust-building

# Alignment

- Benchmark level of business to refer to another group
- Focus attention on deepening relationships and providing service
- Internal reward and recognition

# Learning

- Try things on a small scale
- Learn from our results
- Tweak the product or service
- Roll-out on larger scale

Best Practice sharing

# Tips for Creating Client-Focused Organizations

1. Refine and communicate values
2. Clarify your vision and mission statements
3. Align structure, priorities, behavior to mission;  
eliminate or alter those that don't tie in
4. Ensure every job is client-focused
5. Continuously learn from mistakes and successes;  
share both

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# More Tips

6. Regularly ask – Is this activity critical to our success? If we stopped it or enhanced it, what would be the consequence?
7. Accept the fact the change is not a periodic occurrence; it is a constant state of mind.
8. Leverage technology to enhance the delivery of service by well-trained people.
9. Be open to the unexpected.
10. Encourage an atmosphere in which it is to everyone's advantage to make decisions for the good of the whole.

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**It's not easy; but the rewards are  
great.**

Good luck. Thank you.