CASE STUDY

How Chevron Federal Credit Union Reinvigorated an 80-year Commitment to Member Service

Chevron Federal Credit Union serves more than 110,000 members in eight states, from the Northeast to Gulf Coast to California. As a not-for-profit, member-owned organization, Chevron FCU is uniquely focused on offering products and services whenever and however their members want.

Overcoming Stagnant NPS Scores and Slow Responses to Members

Friendly, personalized service has always been an integral part of Chevron FCU's culture. But as a not-for-profit institution with many business sections, efforts to systematically measure and improve members' experiences were previously limited.

Each department had its own occasional survey, followed by slow, labor-intensive efforts to analyze the data and take corrective action. Data wasn't streamlined, and

Clear Objectives Driving Meaningful Results

- Combined data from different sources into unified intelligence

- Presented real-time customer intelligence through 28 customized dashboards

- "Closed the loop" by integrating CX data with Salesforce case management

action was difficult to take. Limited sources of data made it difficult to build a complete, holistic view of the customer journey. And processing and analyzing survey data manually created long lag times (usually around a month) between when surveys were conducted and when the results and insights were made available to front-line managers and employees.

After realizing that Chevron FCU's Net Promoter Score (NPS) had remained flat for several years, their executive team decided it was time to address these issues head on. They started by assigning a dedicated "executive champion" to take responsibility for the entire CX program, Margot Asiri, the VP of Strategic Initiatives.

Chevron FCU's goal for their CX program was to develop a comprehensive new strategy based on proven best practices.

"We realized that to improve our NPS score and other metrics, we needed to move beyond the basic survey tools we'd been using to create a more modern, cohesive, and data-driven customer experience program," explained Jon Berlin, President and CEO. **"This was a big, ambitious step for us, so we knew we would also need an experienced, capable CX partner to help us get there."**

Embracing a New Listen, Learn, and Deliver Mentality

One of the most impactful things Chevron FCU did first was to establish a Member Experience Committee Team that would meet monthly, and include representatives from each line of business.

The committee was critical to the success of the program because it created a forum to review member feedback and identify systemic problems that had never existed and ensure that all issues are being properly addressed through feedback. The Member Experience Committee Team was also designed to create a distinct culture across the organization and align survey results.

After establishing their team, Chevron FCU initiated a thorough RFP and eventually chose InMoment (formerly MaritzCX) as a partner to provide both strategic consulting and a CX technology solution. The solution included conducting thorough up-front research and analysis, developing a comprehensive new CX strategy based on industry best practices, and deploying updated processes and a new technology platform to support and enable that strategy.

The Chevron FCU team and InMoment started by carefully exploring and defining specific objectives for the new program—grounded in core business goals and priorities.

"We wanted to make sure our efforts represented and reflected the broadest possible perspective," Jon Berlin said.

"We spent months making sure we were having the right conversations with all of the right people across the organization. We asked our functional groups and the executive teams about what was most important to them. We tried to make sure we weren't ignoring anyone, and we worked hard to determine what our teams cared about most. Taking a step back and viewing our customer experience program from a higher level gave us the perspective we needed to make the right planning decisions."

Aligning CX Objectives with Business Goals First

Chevron FCU wanted to move beyond the sporadic surveys of the past to a more integrated approach that combined data from more sources—and provided more consistency and control over how those surveys were developed, timed, and sent. Survey streamlining and continuity was a priority, as many parts of the business did not have a survey, and pre-existing surveys were not consistent in metrics or response.

They also wanted to collect and analyze new types of data, including open-ended survey responses, and newly implemented branch surveys to allow important customer intelligence to be reported to the frontlines more quickly. Finally, with their goals outlined and the new, real-time insight technology at their fingertips, the Chevron FCU team decided they needed a more effective system for closing the loop and acting quickly on customer feedback to make fast, meaningful improvements.

Conducting a Deep-dive Omni-channel Analysis

To begin tackling these ambitious objectives, the team conducted a deep-dive, omni-channel analysis of all their relationship and transactional surveys. This provided a detailed view of what types of data Chevron FCU was collecting across the organization, what was missing, and what adjustments and changes needed to be made to ongoing relationship and channel surveys.

As a result, the Chevron FCU team is now actively developing and refining a variety of new surveys for home finance products, equity mortgage services, consumer lending, solar, and online support.

Building a Strong Technology Foundation to Enable Close Loop Feedback

In conjunction with this detailed survey analysis, Chevron FCU's CX team began the process of implementing the technology platform, with an early emphasis on rolling out the platform's advanced text analytics capabilities. This enabled the CX team to quickly gain a richer and more diverse view of members' experiences by automatically collecting, normalizing, and analyzing open-ended survey responses and online comments and reviews.

"We focused our initial platform deployment efforts on our feedback loop, which was an important priority for us" said Margot Asiri, VP of Strategic Initiatives.

"But the platform also gives us the capabilities we need to support all of our customer experience objectives going forward—from unified survey management to customized dashboards that will allow us to make the most of the data we collect."

Turning Member Feedback into Meaningful Actions and Improvements

Another important early priority for Chevron FCU involved turning survey data and member feedback into fast, systematic actions and improvements. To provide that crucial connection between data and results, the CX team worked to integrate the platform with Chevron FCU's Salesforce case management solution, and they managed to complete that integration within 90 days of deployment.

"With our Salesforce integration, we've created triggers that automatically create a Salesforce case whenever one of our branches receives a low survey score," Margot Asiri explained.

"This leads to fast, reliable responses and timely follow-up from the appropriate people. It's exactly what we need to close the loop and actively take action on the issues and problems we identify. Case management has allowed us to enable actionable responses within the very same day the survey was submitted."

RESULTS

Meaningful Improvements Today And In The Future

Together, these early efforts have made an immediate positive impact on Chevron FCU's CX results—and created a strong, flexible foundation for the long-term future of their CX program.

"Since we started this journey, we've developed a comprehensive new strategy, thoroughly analyzed and revamped our survey programs, deployed a new CX platform with advanced new survey management and text analytics capabilities, and integrated that platform with our Salesforce case management system," said Jon Berlin.

"It's a great start, and I'm proud of our team and the results we're already seeing." "Chevron Federal Credit Union has always existed to serve the needs of its members," said Margot Asiri. "And now, we have the strategy, technology tools, and CX partner to take our service legacy to the next level."

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