

Issues & Answers



September 2020

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Advocacy in the Age of Coronavirus

By Glen Simecek, President and CEO, Washington Bankers Association



As our communities continue to battle the coronavirus, we missed out on many of the usual rites of summer. Canceled events and activities include experiences that define summer for many people: public fireworks displays, county fairs, community parades, local festivals,

outdoor concerts, and youth sports.

But other unmistakable signs of summer remain. Mariner baseball restarted and the Seahawks training camp is underway, even if no one knows how those seasons will play out. Sadly, the weeds are fully engaged in their inevitable invasion of my yard. And, like those weeds, a bumper crop of campaign signs has sprouted up along every arterial roadway I drive.

But those signs are one of the few normal campaign activities these days. Just as Washington bankers are being forced to sail in unchart-

ed waters, so too are candidates for elected office at every level of government.

Candidates usually rely on doorbelling to personally contact as many voters as possible. They hold events where they can "press the flesh," shaking hands and directly answer (or sometimes dodge) questions from those they hope to represent. Other campaign tools – signs, direct mail, phone banks, social media – augment these in-person efforts.

This year, in-person campaigning has been rendered next to impossible in most areas and what have traditionally been supportive tactics are moving to center stage. This trend could favor incumbents with greater name familiarity or provide an opening for challengers who devise and execute an aggressive and strategically sophisticated campaign. No one knows for sure.

Amidst such uncertainty, there are some things we do know. First, there will be quite a few new faces in Olympia come January. Toward the end of the 2020 session, several legislators announced their retirements or resignations to pursue other offices.

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Connect with the WBA online by following us on our social media accounts.

On the Cover

The fall sun creates a patchwork of shadows and light on the Palouse in Eastern Washington.

Photo courtesy Alejandro Rdguez.flickr

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Next, we know that these new lawmakers – and their more experienced colleagues – will face the most challenging state budget in more than a decade. They must act to close a state budget gap projected to be nearly \$9 billion through the end of the 2021-23 biennium, with no real confidence that the hole won't grow worse in future forecasts.

Doing so will require the Legislature to identify what state services are essential, what steps can be taken to reduce the cost of providing those services, and how to generate sufficient revenues without imposing so many additional costs on local employers that they send an already weak economy into an even deeper downturn.

Of course, legislators have their own definitions of what is “essential” when it comes to state services and their own ideas about how many new taxes can be imposed before they choke off economic recovery. Finding common ground, even if one party controls both legislative chambers, won't be easy.

How lawmakers collectively attack this challenge will go a long way in determining the economic vitality of our state for the coming decade and beyond.

More daunting still, we don't even know how the Legislature will conduct business in the 2021 session. Will limitations on in-person meetings and gatherings be lifted by then? Will committee or even floor debate be conducted virtually? How will stakeholders like WBA interact with our senators and representatives?

Given these unknowns, it's even more important than ever that WBA members redouble their commitment to engaging in our advocacy efforts. Regardless of how we are allowed to communicate with our elected officials, it's crucial that we continue to build constructive working relationships with them. They must continue to hear our message regarding the vitally important role banks play in building a stronger economy and a healthier community – and no one can tell that story better than WBA members themselves.

We have adjusted our advocacy strategies to ensure that WBA members can continue to engage their elected representatives even in today's socially distanced environment. Our annual series of legislative lunches will instead be a series of virtual legislative roundtables, and I encourage you to register and participate (see page 5 for dates). Our lobbying team is also closely monitoring lawmakers' plans for committee work and legislative sessions to maintain our presence as important issues are deliberated and decisions made.

Finally, I can't talk about advocacy without mentioning the continuing importance of your WashBankPAC contributions. We use these resources to support candidates who understand and embrace the free enterprise system and the unique role banks play in making that system work. Given how campaigns are evolving in this coronavirus-dominated environment, these dollars have become even more impactful.

Effective advocacy has always required persistence, consistency, and strong personal relationships. In today's world, it also requires creativity. At WBA, we are committed to bringing these elements together to advocate on behalf of the banking industry and to provide meaningful opportunities for our members to engage in that process.

I'll be sharing more about this next month and with lawmakers during our Roundtables, I wanted to give a special kudos to those recently recognized by the Puget Sound Business Journal for their philanthropic giving. Supporting local communities has long been a mainstay of our business, and that is never more true now.

Thank you again for your support of our efforts.

Running Toward the Challenge

By Rob Nichols, President and CEO, American Bankers Association



Is racism baked into our nation's systems of justice, health and education, or are there disproportionate correlations between race, poverty and crime? Are people too quick to accuse others of racism, or are those in positions of power too slow to recognize their role in perpetuating racial inequities? Is it fair that I posed these as either/or questions, or is all of the above true?

While issues surrounding racial justice and inequities are demanding the nation's attention, honest conversations seem too perilous to hold because of the way some frame the debate as binary. But that ignores the vast common and principled ground on which we all stand and distracts from a focus on meaningful solutions.

Bankers are community leaders, which means you run toward a challenge, not away from it. So as fraught as the situation may feel, ABA is engaging in an open dialogue of how the banking industry, both as employers and as facilitators of wealth creation, can further the principles everyone agrees on: That all Americans should have a truly equal opportunity to prosper and that economic inclusion is essential to creating such opportunity.

Implicit in this discussion is the belief that we each have a role to play in addressing longstanding inequities. Some may feel the problem lies elsewhere—in another community, city or state—and therefore so must the solution. Others may think they've done all they can, to either great or limited effect. But we are an industry that in recent years has developed entirely new ways of banking, and in recent months demonstrated remarkable fortitude and commitment to serving our customers through the pandemic. There is more we can—and must—do to address disparities and promote prosperity for all.

Many banks recognized this long before the pandemic hit and disproportionately harmed Black Americans, and long before the nationwide protests over the killing of George Floyd and others. Some in recent years have built rigorous diversity, equity and inclusion programs that are both inward facing (focused on employees) and external facing (focused on customers, communities and vendors). Some have pioneered new ways to qualify borrowers and bring those who have been marginalized into the banking system. We celebrate them every year with the ABA Foundation's Community Commitment Awards. Still others have partnered with Minority Depository Institutions (MDIs) and Community Development Financial Institutions to share compliance resources, expertise and more to better enable those institutions to meet the needs of their often underbanked customers.

ABA is tapping the experiences of these banks and leveraging the expertise of our own staff experts on diversity, equity and inclusion to provide others with tools and resources to make a difference at their own institutions. A new peer group for institutions with robust DE&I programs met for the first time in February and is helping us identify leading industry practices in this space that we can share with members. In April, we convened our Diversity, Equity & Inclusion Advisory Group, which is composed of individuals from banks of all sizes and whose mission is to help us nurture bank DE&I efforts. I was also pleased to announce a strategic partnership this year with the National Bankers Association, the leading trade association for MDIs, to promote the health and well-being of underrepresented communities. And we are collaborating with and promoting MinBanc, which reimburses educational and professional development expenses of MDI bankers.

This is all to say that both ABA and the industry have a strong foundation upon which to build. And build we must. Unacceptable racial disparities in health, wealth, income, education and other measures of opportunity continue to grow—and the pandemic has laid bare these disparities. Proportionately, two and half times more Black Americans have lost their lives to COVID-19 than white Americans.

We cannot shrug our shoulders and declare these inequities someone else's problem. We cannot fail to engage. We are bankers, we are civic leaders and we must be part of the solution.

WBA VIRTUAL TRAINING

PROGRAMS DESIGNED FOR YOUR SCHEDULE

Visit www.wabankers.com/virtual to see our online, in-depth virtual offerings, including our sought-after Development Programs.

Prepare a New Generation of Risk Managers with WBA's ERMDP

As the COVID-19 pandemic ravages the economy, many banks are placing increased importance on reviewing the institution's risk management procedures, which includes having qualified bankers in positions to manage these programs.

If your bank is ready to train new risk managers and elevate bankers to new career levels, but they lack ERM skills, consider WBA's upcoming Executive Risk Management Development Program.

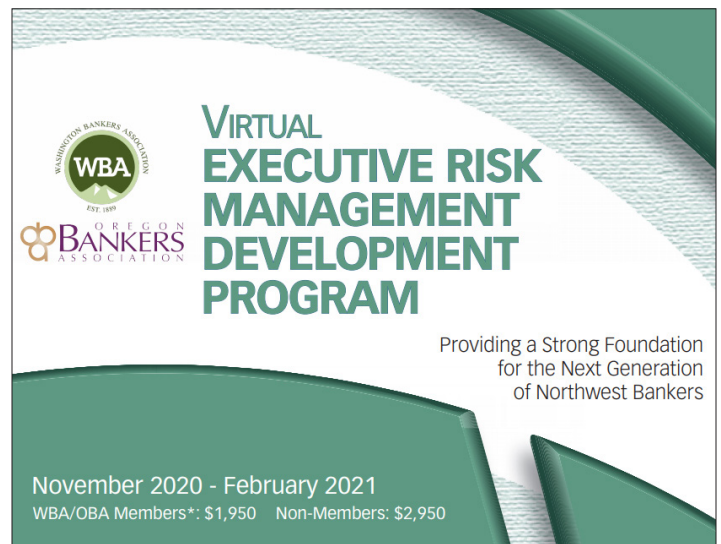
Redesigned to better fit a virtual format, the ERMDP aims to help banks alleviate risk concerns within the enterprise and is a perfect opportunity to help employees prepare for the next level of their career. This program is ideal for any banker who needs or wants to understand the importance of managing risk related to asset quality, earnings, liquidity, governance, and compliance.

The program will provide students with a toolkit and the ability to develop an in-house risk management program for their bank. The program will specifically help them understand the big picture of banking, how to identify, manage and mitigate risk better in their specific area of the bank, and what to consider for the organization as a whole, and will help break down silos as participants work with various executives throughout the bank.

A graduate from last year's program described ERMDP "as someone coming to the course from a retail and IT banking background, I wasn't sure I'd be well enough prepared to participate, but I had nothing to worry about! The design of this course encouraged us to think about all aspects of risk, making it ideal not just for the traditional risk and compliance roles, but anyone who contributes to the strategic planning and oversight process at the bank."

ERMDP begins in November and will include two-hour virtual sessions through February.

All fall Development Program classes, including the Credit Analyst Development Program beginning in September and the Retail Branch Manager Development Program, starting in November, will be held virtually.



We are also adding specific networking opportunities to many of our virtual programs, to enhance student learning.

Thanks to the nature of virtual platforms, WBA is also opening these programs to our partner banker associations, including Oregon, Idaho, Montana, and Utah. Space for the Development Programs will be limited to keep classes small.

Acknowledging the many restrictions still in place for most residents, WBA is also moving the following conferences to a virtual format: Education/Human Resources Conference, Northwest Compliance Conference, Northwest Agriculture Conference, Fintech Conference, Women in Banking Conference, and the Bank Executive Conference. Previously announced dates are remaining the same.

Beginning at the end of September, our virtual Asset Liability Management Program will help bankers in all areas of the industry, gain a solid foundation for how banks manage risk and make decisions. Taught by Karl Nelson, president and CEO of KPN Consulting, and Dave Koch, managing director of advisory services at Abrigo, students will learn how this concept is connected to the overall industry and important for any advancing banker to understand.

Please visit the WBA website at www.wabankers.com for more information about registration for any of our upcoming fall programs.

Events calendar

September 14-15 – Virtual Education/Human Resources Conference

September 22 – Virtual Credit Analyst Development Program

September 29 – Virtual Asset Liability Management Program

October 15-16 – Virtual NW Compliance Conference

October 27-28 – Virtual Northwest Agriculture Conference

October 30 – Virtual Women in Banking Conference

November 4 – Virtual Retail Branch Manager Development Program

November 5 – Virtual Fintech Conference

November 12 – Virtual Executive Risk Management Development Program

**Classes and conferences will be virtual unless otherwise noted.
To register or to learn more about any of the listed events, please visit www.wabankers.com.*

Fall Legislative Events Move to Virtual Format

This fall, in lieu of WBA's traditional Legislative Luncheons, we're moving the events to a virtual format. The Legislative Roundtables will feature many of the same benefits as in years past.

Bankers will have the opportunity to join a roundtable with others from their area. WBA Lobbyists Trent House and Carrie Tellefson will provide a legislative briefing, including recap of the 2020 Legislative Session, what lies ahead in 2021, how the pandemic has changed things, and what might be in store for the general election. Following the briefing, lawmakers from each area will join us for a discussion of issues related to the banking industry, and provide time for questions.

The roundtables will be held:

*September 8 – Bellevue
September 9 – Tacoma
September 10 – Mt. Vernon
September 11 – Vancouver
September 15 – Wenatchee
September 16 – Spokane
September 17 – Tri-Cities
September 18 – Seattle*

Despite being virtual, bankers are encouraged to attend the event closest to their office locations, to ensure lawmakers can have discussions with constituents who work in their district.

At the end of September, WBA will be hosting a week of virtual meetings as part of the annual Washington D.C. Fly-In. In coordination with the ABA, bank-



ers will have the opportunity to learn about regulatory and policy issues facing the industry. Bankers of all levels are encouraged to register to attend these briefings with the Federal Reserve, FDIC, OCC, CFPB and ABA.

To learn more about the D.C. Fly-In or to register, visit: <https://www.aba.com/advocacy/state-association-alliance/virtual-washington-fly-in-western>

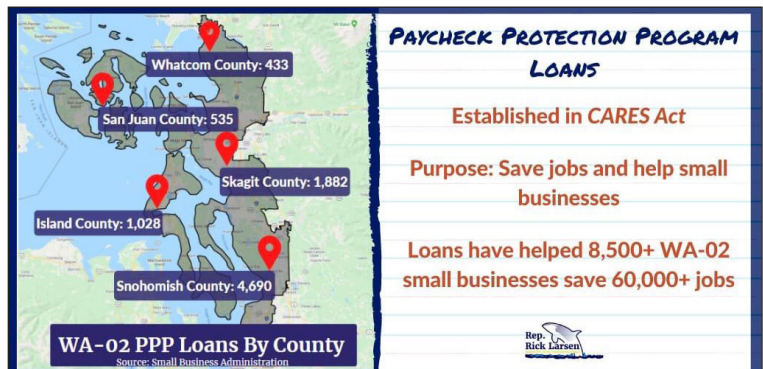
To learn more about these events, or if you have questions, please email Megan Managan at megan@wabankers.com.

Congressman Rick Larsen Hosts PPP Business Tour

In early August, Congressman Rick Larsen (D-2nd) visited businesses throughout his district which had received Paycheck Protection Program loans from WBA member banks.

The tour, which was coordinated by WBA and Larsen's office, included customers of Peoples Bank, Sav-iBank, Coastal Community Bank and Heritage Bank in Whatcom, Skagit, Island, and San Juan counties.

The Congressman learned about the businesses, why they needed the loans, and how the banks helped these customers through the pandemic.



WBA Member News

Kitsap Bank Awards Two Scholarships

Kitsap Bank announced in late summer that two local students would be receiving a Kitsap Bank scholarship for the upcoming academic year.

These scholarships are given to eligible students enrolled at Olympic College who are pursuing an education in business-related studies, including finance, accounting, marketing, or cybersecurity.

Aaron Steich is a 2020 graduate of Cedar Park Christian School and earned the Kitsap Bank Scholarship, given to one exemplary business student who demonstrates a strong commitment to community and volunteerism. Steich will study business and plans to join the baseball team.

Taylor Bick is a 2020 graduate of Central Kitsap High School and earned the Helen Langer Smith and Dr. Meredith P. Smith Endowed Scholarship. This award is given to one student who is pursuing business-related studies. She plans to get her AA at Olympia College before transferring to Western Washington University.

"We are extremely pleased to provide Aaron and Taylor with the 2020 Kitsap Bank scholarships," said Steve Politakis, chief executive officer. "At Kitsap Bank, we believe that education is a very important contributor to the long-term success of an individual and their family. We are enthusiastic about these bright and dedicated students and are happy to help Aaron and Taylor achieve their educational goals at Olympic College."

WaFd Bank Team Members Host Virtual Bike Race



When WaFd Bank's Ryan Bartron, a financial analyst, found out that his charity bike race was canceled due to the pandemic, he organized a virtual race.

Bringing together 10 colleagues, Bartron and the group raced in the "Tour de Donut" in August, a 25-mile ride that raised money for Obliteride, non-profit cancer research at Fred Hutch. As part of the event, racers ate a donut each lap.

KeyBank Provides \$295,000 for Local Communities

KeyBank announced in late summer that the #KeyBankAssists 2.0 program provided \$295,000 for small businesses, non-profits, and families across the communities the bank serves.

In early July, the bank worked with chefs and influencers in 10 markets to donate to charities, support local restaurants, and surprise restaurant customers with \$50 gift cards.

In Seattle, KeyBank matched every \$50 gift card giveaway with a donation to Northwest Harvest. The bank provided

\$5,000 to Chief Seattle Club, an organization dedicated to physically and spiritually supporting American Indian and Alaska Native people by providing food, primary health care, housing assistance, and more.

"It's important that we all come together to support small businesses and non-profits that are struggling due to the challenges that COVID-19 has presented," said KeyBank Seattle Cascades Market President, Matt Hill. "Our communities need our help and all of us at KeyBank are pleased to be able to provide this much-needed assistance that will help them sustain and get through COVID-19."

The first round of #KeyBankAssists was held in April and provided \$274,000 in assistance to businesses, non-profits, and families across KeyBank's national footprint.

Washington Trust Donations to Community Action Center



Washington Trust announced in July that the bank's Pullman team recently donated to the Community Action Center.

The bank's \$1,000 donation supports the organization's work, which helps move people and communities in Whitman County to a positive future.

Commencement Bank Donates to Auburn Food Bank

After Commencement Bank had to cancel the bank's annual customer appreciation barbecue due to the pandemic, the bank decided to find another way to help their local community.

Because securing food for food banks is always a challenge, but especially right now, the bank's Auburn team collected food to donate to the Auburn Food Bank.

The food bank provides emergency financial assistance,



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two meal programs, and Food to Go Backpacks for children, serving an average of 150 families and 360 students per day.

Peoples Bank Donates \$10,000 to the Opportunity Council

In late August, Peoples Bank announced it would be making a \$10,000 grant to the Opportunity Council, a Community Action Agency with the mission to help people improve their lives through education, support, and direct assistance while advocating for just and equitable communities.

Based in Bellingham, the Opportunity Council serves Whatcom, Skagit, Island, Snohomish and San Juan counties.

The grant will support the Early Learning and Family Services programs, which provide a full spectrum of early learning opportunities for children ages 0-5.

"COVID-19 has impacted our ability to deliver services due to site closures, reduced state funding, and the need for virtual 1:1 educational services. Many of our families have been driven to the brink due to under-employment or unemployment. As a result, we have experienced soaring expenses with diminished resources," said Maureen Hodge, Senior Manager at the Opportunity Council. "We are very

grateful for the grant from Peoples Bank, which will help us meet the increased demand for our services from households facing unstable housing and food insecurity because of the pandemic and help young children stay on track for school readiness."

"Donating to the Opportunity Council allows us to directly invest in programs that help disrupt the cycle of poverty and create more equitable employment opportunities," said LaVonne Olsen, senior vice president, human resources director at Peoples Bank. "As a community bank, we feel it is important to support organizations whose purpose is to support disadvantaged individuals and families and address racial disparities in our communities."



Washington Trust Bank Supports Children's Miracle Network

In late summer, Washington Trust Bank teamed up with KXLY for the annual Superheroes 4 Kids event, which supports the Children's Miracle Network and Sacred Heart Children's Hospital.

Due to the pandemic, the traditional event could not be held, instead, team members and their families shared on social media how they are superheroes for kids in need.

If you have WBA member news to share, please email Megan Managan at megan@wabankers.com. Submissions are run on a space available basis.

Industry News

New Hires

Kylen Stevenson
Assistant Vice President and Assistant Relationship Manager at 1st Security Bank of Washington

Alina Coonc
Vice President, Small Business Loan Officer at Peoples Bank

Debbi Larson
Branch Manager at Mountain Pacific Bank

Diana Henley
Universal Banker at First Federal

Cnydee Wood
Vice President and Branch Manager at Banner Bank

Alan Fulp
President and Chief Lending Officer at Liberty Bank

Aleecia Poulsen
Treasury Management Officer and Customer Service Manager at Liberty Bank

Tony Vounn
Senior Credit Analyst at Liberty Bank

Christina Beason
Vice President and Senior Relationship Manager at Liberty Bank

Michael Pereria
Environmental Risk Manager at Columbia Bank

Tyler Gore
Assistant Vice President and Commercial Loan Officer at Commencement Bank

Promotions

Ari Stover
Financial Advisor at Peoples Bank Investments

Robin Skeen
Senior Vice President, Family Office Services Executive at Seattle Bank

Wendy Drake
Service Manager at Peoples Bank

TJ Brill
Market President of Spokane at First Interstate Bank

Chad Burchard
Director of Commercial Production at First Interstate Bank

Carrie Whisler
Senior Vice President and Chief Credit Officer at Olympia Federal Savings

Ken Pekola
Vice President and Commercial Lending Director at Olympia Federal Savings

Have Industry News to share with WBA?
Email megan@wabankers.com or call (206) 344-3472.

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Email it to megan@wabankers.com to be included in an upcoming
Issues & Answers



How Retailers are Shaping Your Deposit Acquisition Strategy and What to Do About It

By Stephenie Williams, Executive Director - Acquisition Solutions, Harland Clarke

At a time when customers have more choices than ever and are facing a continued low-rate environment, competing for the same customers, with the same products, at the same rate has never been more challenging.

Additionally, depositors have more options than ever for placing deposits, and digital banking makes it easy to quickly switch money from institution to institution. Financial institutions (FIs) have done well, so far, to avoid paying higher interest on short-term deposits, but they won't be able to resist indefinitely. It's only a matter of time before consumer-demand for higher interest-bearing short-term deposits forces FIs to get creative with their deposit acquisition strategies in order to control deposit costs as long as possible.

Retailers are Shaping Consumer Expectations

Meanwhile, consumer expectations around sales and service are being shaped by large data-driven organizations like Amazon and Netflix. Today's consumer decides what, when, where, why, how and from whom they buy. They expect instant gratification, receiving what they want, when they want it, via their preferred channel(s) and they expect you to offer it to them proactively. Because of the use of data to analyze behaviors in order to predict needs and suggest relevant products and services, today's brands no longer sell to consumers.

Combine this new consumer reality with the new (to most) interest rate reality and it makes profitability more difficult, putting more pressure on core deposits to provide a stable source of funds for lending activities and long-term profits.

However, FIs that embrace this new reality, recognizing they're competing not just against other banks and credit unions but also against large, experience-driven retailers, will not only survive but also thrive against increasing competition for deposits.

Using Data Analytics for Competitive Differentiation

Meeting and exceeding consumer expectations around improved engagement is no longer a nice-to-have, but essential for survival. When asked, consumers

rated FIs as delivering personalized experiences "somewhat well" 59 percent of the time versus 81 percent for online retailers. The good news is FIs have access to the same—and even more—data and analytics large retailers use to elevate the consumer experience by predicting needs, making relevant offers and delivering personalization.

FIs have the lead on retailers when it comes to the depth, quality and timeliness of information available from account holders, including access to transaction-level insights. This treasure trove of transactional and behavioral information, when combined with third-party demographic, geographic and psychographic information and the ability to aggregate it to gain a holistic view of current and potential account holders, gives FIs properly leveraging it a distinct competitive advantage.

The rub, however, is for busy marketers to find the staffing resources and time to invest in data analytics in addition to creating the resulting strategy and executing tactics.

Here's What You Need to Do

Connect with consumers when and where it matters. Taking a personalized, omnichannel approach to acquisition (like retailers do) is key to effectively and efficiently acquiring loyal and profitable customers.

Improve targeting and cost-effectiveness. Identify prospects matching the profile of your best customers, and send personalized offers based on consumer, demographic, lifestyle, purchase potential and other relevant data.

Leverage new and innovative marketing technologies. Gain a true competitive edge by proactively engaging consumers anytime, anywhere, and on their terms. The flexibility to quickly refine and adjust strategies is a key differentiator and driver for steady, consistent portfolio growth.

Align with a customer engagement company that shares your values. Whether your financial institution takes the analytics journey alone or teams with an experienced customer engagement partner, one thing is clear: traditional spray-and-pray marketing tactics are no longer sufficient to survive in this increasingly complex competitive landscape.



Thank You to



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ISSUES & ANSWERS

Three Ways to Improve Your Customers' Overdraft Experience

By Mark Roe, Executive Vice President of National Sales, JMFA

In both good times and bad times, consumers expect their financial institution to safeguard their best interests. This is especially true when they are faced with expenses that exceed their balance or when they inadvertently make an error in balancing their accounts, which may lead to an overdraft. When it comes to providing your account holders with the tools and support they need to maintain their finances when emergencies or errors occur, are you directing your time and resources toward strategies that provide successful results—for them and your bank?

In a recent Gallup study, respondents indicated that having the relief they need to get through the current crisis, as well as on-going guidance and financial solutions, and easy access to those resources whenever and how-ever, needed are what they want most from their financial institution.

Successfully providing reliable, convenient, and safe financial services to your customers is more challenging now as you juggle disruptions to in-person connections, coordinate socially distanced work environments, and adjust business continuity plans amid growing uncertainty. But how you manage your service delivery strategy to respond to your customers' financial needs now can be pivotal to building ongoing, loyal relationships.

The following are three ways you can restore your customers' financial security and provide improved service experiences as we work through the current situation and for the long-term.

1. Transparency creates trust and long-term security

Regulators have made significant changes to overdraft rules to increase

transparency and protect consumers from unclear disclosures and discriminatory practices. However, overdraft programs with variable limits, based on data

points that are unknown by consumers often lead to confusion.

A fully transparent service—with established limits explained upfront and reviewed periodically—provides customers with a consistent and reliable financial service to better deal with an occasional shortfall. There is no guesswork involved as to whether they have overdraft coverage and, more importantly, there aren't any surprise fees.

2. Higher levels of service lead to stronger relationships

Providing a level of service which builds trust and leads to long-term relationships involves much more than determining where a customer plots on a data matrix. Overdraft programs based solely on analytics and data lack personalized service and value. Parameters that limit access to a safety net for some—based on undisclosed account information—don't consider other essential aspects of a person's overall ability to repay. Overlooking this can result in a breach of trust and threaten customer satisfaction and retention.

Offering in-depth employee education provides your staff with on-going opportunities to gain a full understanding of how the program works

and how to explain it easily. By helping them to gain confidence regarding the value of your program and giving them the tools they need to more effectively identify individual customer needs and present information on the options you offer, you will empower your employees to build much stronger account holder relationships and experience more job satisfaction.



3. A written compliance guarantee protects customers and your bank

If an overdraft provider doesn't offer a written compliance guarantee, along with

access to ongoing regulatory expertise and advice on compliance issues, they likely won't be standing by your side if there are ever questions about your practices.

When compliance is a top priority, it means the provider has the expertise and resources to keep track of the latest regulatory expectations and identify potential areas of concern before they hit your radar. What's more, they will put those resources to work to help you incorporate the necessary process and procedural changes to address any issues that might be problematic.

Commitment to best practices and personalized service is key to program success

No amount of automation or AI-driven technology will bring back customers if they lose trust in your institution. Make sure you offer an overdraft service that truly provides the reliability of a safety net your account holders can depend on when they have occasional short-term needs. This strategy will also offer protection from regulatory and legal risks, and provide sustainable service and revenue.

PANDEMIC RESOURCES

WWW.WABANKERS.COM/RESPONSE