

Case Study: Bank Leumi

Intelligent Self-Service Delivers Fast ROI and More



THE COMPANY

One of Israel's largest banks with a full range of banking and financial services.

THE CHALLENGE

Save costs while improving customer satisfaction; increase global competitiveness.

THE SOLUTION

KANA IQ with Hebrew user interface

THE RESULTS

66% reductions in training costs with ROI within 18 months.

Bank Leumi sets a new standard for online customer service while reducing calls by 17% with KANA IQ.

Bank Leumi was the first company in Israel to adopt a comprehensive, automated, intelligent self-service solution into its customer service strategy. The bank's KANA IQ deployment is a complete success by every measure with training cost savings of 66%, 17% call avoidance, and a great many other benefits.



"The system enables us to deliver outstanding service to our Internet-based customers and to set a new standard in customer service via Internet channels. Using a single knowledge base for all communication channels is key to our banking strategy."

Itzhak Malach, Senior Vice President, Head of Operations

The bank found that only KANA provides integrated, automated e-mail, Web self-service, chat and Web collaboration. NBX completed the solution's development in just 45 days, enabling Bank Leumi to meet its aggressive schedule for improving customer service, saving costs, and cementing its image of excellence in Israel's and the world's premier banking circles.

Bank Leumi's financial expertise, backed by nearly 100 years of solid experience, has established the bank as one of the two largest financial service providers in Israel and a leader throughout the world. An international network of 300 branches offers a full range of banking and financial services.

Through its online banking, online trading, and direct banking help desks, Bank Leumi enjoys a reputation for quality service, with service level agreements approaching 100% at its online banking support center. Recognizing that this excellence comes at a considerable cost, the bank was determined to find ways to cut expenses while maintaining and even improving its high rates of customer satisfaction.

"The banking business is growing increasingly complicated, with new products and services continually being added to the bank portfolio," explained Oran Dror, Managing Director, NBX Ltd, KANA's partner in Israel. "In order to support customers properly in all these new services, the

bank invested heavily in training Customer Service Representatives (CSRs). They wanted to supplant much of this personal assistance by providing customers with a self-service option, and thereby cut training costs.”

Besides Web self-service, the bank wanted to introduce a full gamut of electronic service applications including automated e-mail management, live collaboration over the Web, and assisted service - all in a single, integrated suite with Hebrew language support from one knowledge source.

Deployed in 45 Days with Full Functionality

60% to 70% of the required knowledge base already resided in the bank’s Vantive Help-Desk solution. NBX and the bank’s CSRs worked as a team implementing the overall solution, exporting the knowledge base from Vantive, importing it into KANA IQ, and filling in the remaining 20% to 30%. Forty-five days after they began and right on schedule, the team brought the system into production. From that point forward, all maintenance has been provided by the bank itself - with no programming required.

“The bank is very happy with the results to date,” said Oran. “Training costs are down 66%, which alone will enable us to recover our investment within 18 months. Call avoidance has been measured at 17%. The bank increased its customer base 15% or 20% since January but has not had to add any more CSRs.”

Cost savings are not Bank Leumi’s only benefits. For one, the bank knew that to be a major player in world banking they had to have 24x7 customer service. This presented a considerable problem in the past due to the Jewish practice of not working on parts of Fridays and Saturdays. “Now, with automated self-service, the bank’s customers can get their questions answered any day, any time, anywhere on earth,” said Oran. “This makes a big difference for the bank’s global competitiveness.”

The bank and NBX built a reporting capability. Reports indicate that the number of self-help sessions has grown into thousands per month after just three months, and the number of e-mail and live collaboration sessions has grown into the thousands per month as well. New customers report particular satisfaction with the welcoming e-mails they now receive automatically—another first in Israel.

“The system enables us to deliver outstanding service to our Internet-based customers and to set a new standard in customer service via Internet channels,” said Mr. Itzhak Malach, Senior VP, Head of Operations, Bank Leumi. “Using a single knowledge base for all communication channels is key to our banking strategy.”

Further Benefits Anticipated

These successes are only the beginning. Bank Leumi has abundant plans for extending the reach of KANA IQ. Automated support for on-line trading of US and Israeli securities, direct banking call center support, and Intranet-assisted service for IT troubleshooting are all planned for near term implementation. The bank even hopes to employ KANA's solution to help financial advisors in branches to customize investment portfolios based on individuals' preferences.

"The solution helps us to accomplish our aspirations in the area of service, efficiency and technology superiority in the Israeli banking industry," Mr. Malach concluded. "The bank is attracting a lot of attention," added Oran. "Therefore we have held many visits to the automated call center facilities. Generally they are happy to oblige, since they are very proud of what they have accomplished with KANA IQ."

To learn more about how the KANA suite of intelligent multi-channel solutions can help you create customers for life, call **1-800-737-8738**.