



NATIONAL BANK  
OF GREECE

## National Bank of Greece Chose Genesys to Support Customer Service Through Alternative Channels

National Bank of Greece is the oldest and largest Greek bank. It heads the strongest financial group in the country and has operations in South East Europe and the Eastern Mediterranean. To continue this dominance it must attract a new generation of customers. As part of this strategy it has created i-bank, a new brand based around alternative banking channels. Its contact center operation will be central to its success.

### The Challenges

By most estimates, The National Bank of Greece (NBG) holds a dominant position in its domestic market. It has seven million customers (out of a total population of 11 million) and a network of nearly 600 branches. Formed in 1841, it is seen as one of the country's more venerable institutions. However, this reputation can be a double-edged sword.

While some see the bank as traditional and secure, others view it as old and unwieldy — and neither viewpoint is compelling to the Millennial Generation of customers. With this in mind, NBG recently launched i-bank — a new banking brand initially aimed at the younger, more technology-savvy segment of the market. i-bank incorporates many customer service channels — such as phone, Internet, e-mail, Web chat, in-branch video kiosks, video calls, ATMs, and mobile services — in order to bolster customer satisfaction for all customer segments.

## AT A GLANCE



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[www.nbg.gr](http://www.nbg.gr)

Headquartered:  
Athens, Greece

Established: 1841

Revenue:  
€3.2 billion, 2010

Employees: 12,000

Number of Branches: 600

## Challenges

- Attract younger, tech-savvy customers to the bank by offering an array of alternative communication channels
- Reduce costs through increase in automated internal processes, as well as an increase in customer self-service options
- Monitor and optimize agent performance
- Lead the market in terms of new products; create a point of difference in a crowded market place

The i-bank project has several objectives: to attract new business by allowing customers to interact with the bank via the channel of their choice; to educate existing customers on the benefits of using alternative channels; to increase customer satisfaction; to reduce costs by offering less expensive self-service options; to optimize internal processes by tracking agent skills and output, and ensuring agent satisfaction; and to increase sales and improve the bottom line.

“Alternative channels are the future of banking, and we seek to be on the leading edge,” says Pericles Papaspyropoulos, head of Contact Center Sector, National Bank of Greece. “While we know that younger patrons will love i-bank, another goal of i-bank is to show our older customers that home Internet banking, say, is an easy alternative to visiting a branch office. To do this, a Customer Service Representative can guide the customer through the process while they’re in the branch in order to ensure that, in future, they’re comfortable interacting online or with the help of a contact center agent.”

NBG looked to Genesys solutions to support and optimize all i-bank operations. In particular, to ensure that: contact center agents have access to up-to-date customer and product information; the customer experience is as pleasant as possible; and costs are kept to a minimum.

## The Solution

Genesys solutions have been implemented at NBG since 2005, when the bank looked to bring its contact center operations in-house. This initial trial project allowed 30 agents to take inbound and make outbound calls, but the long term vision was always to integrate e-mail, chat, and other alternate channels. With the trial completed successfully, a further 30 agents were added to the Genesys system each quarter, along with new bank services. The contact center now utilizes 382 agents.

Genesys computer telephony integration (CTI) and routing solutions lie at the heart of the current operation. For inbound calls, the solutions enable prioritization based on customer segmentation and smart routing — which ensures that high value customers are given priority handling, and lower value customers can take advantage of self-service options. The predictive dialing function of Outbound Voice saves agents’ time by only placing the call once connected, dramatically increasing agent productivity. To monitor usage and manage resources, it uses Genesys CCPulse and Call Concentrator to generate reports.

To connect video kiosks within i-bank branches to the contact center, there are seven SIP licenses. The kiosks enable customers to make video calls to the contact center, carrying out the same transactions as a traditional phone call, but with an additional layer of (visual) security and intimacy. Video calls were seen as a major driver for attracting younger, more tech-aware customers. “They deliver a more natural relationship between the customer and the bank,” says Papaspyropoulos. “It’s not just a voice on the line, customers can see the agent.”

Discussions are ongoing to increase the number of Genesys SIP licenses, with the eventual aim of employing a virtual contact center, which would allow NBG employees to respond to customer calls from anywhere with a data connection.

## The Benefits

Judged purely in terms of volume, the contact center is going from strength to strength. It received 4.8 million calls in 2009, 6.2 million in 2010 and more than 7.3 million in 2011. Users of the three in-branch video kiosks made an average of 500 calls per month in Q1 2011. Most importantly, these calls are being handled quicker, are routed more effectively and resolved to a satisfactory conclusion, all of which strengthens the credibility of the contact center. Happier customers are more likely to be comfortable making calls in the future.

“Alternative channels are the future of banking. In the coming years the traditional branches will have to change, becoming closer to the alternative channel operations.”

Pericles Papaspyropoulos, Head of Contact Center Sector, National Bank of Greece

Traffic driven to the alternative channels through the two i-bank stores (in Athens and Salonika) is ten times greater than through traditional NBG branches. Papaspyropoulos says the contact center operation, and managing these alternative channels, is changing the core proposition of the bank. “In the coming years the traditional branches will have to change, becoming closer to the alternative channel operations,” he says. The plan is for all traditional branches to house an i-bank corner, with video kiosk, phone banking and a couple of Internet banking PCs.

#### Other business benefits that were realized in these areas:

**Management:** NBG is able to identify and track its best (or most appropriate) contact center staff. Ten agents were selected to work solely on i-bank, in-branch, and in the contact center. Papaspyropoulos says that this acts as a motivational tool for management and helps funnel agents into the most effective roles. More data has helped create new KPIs.

**New product marketing:** Armed with more customer and product information, contact center agents are cross-selling NBG insurance products and offering a new brokerage service. Agents are able to make intelligent outbound calls to existing customers and walk them through online banking processes for the first time

**Cost reduction:** Papaspyropoulos has no exact figures on savings realized, but is adamant that shifting processes out of branch offices and into the contact center through i-bank has had a positive impact. The contact center saw a 26 percent increase in processed jobs from 2009 to 2010.

**Customer satisfaction:** NBG research into customer reactions towards the contact center for 2010 shows positive responses across the board compared to a year previous. IVR ease of use was up 26 percent (from 36 to 62 percent), agents' manners improved 21 percent (from 64 to 84 percent), and first call resolution stood at 82 percent, up from 75 percent.

## Solutions

- Genesys SIP licenses to enable video calls as an add-on to the existing Genesys multi-site TDM environment
- Genesys CCPulse and Call Concentrator for real-time and historical reporting, with customization, to improve agent efficiency
- Genesys Customer Interaction Management (CIM) Platform
- Genesys Inbound Voice
- Genesys Outbound Voice

## Benefits

- Better monitoring of contact center performance, improving agent training and establishing KPIs
- Reduced transaction costs by steering banking processes from in-branch environments to alternative channels
- New customer service delivery options (including video calls from i-bank channel), creating point of difference and establishing market leadership
- Creates appropriate new channel for new segment of the market and helps educate existing customers on benefits of alternative channels
- First call resolution rate increased to 82 percent

“Agents can’t know everything all the time, but they do need be able to find information quickly.”

Pericles Papaspyropoulos,  
Head of Contact Center Sector,  
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## Next Steps

In the coming months, Papaspyropoulos wants all contact center agents to be video call-enabled, allowing them to receive real-time customer video calls, eventually from mobile phones. This ability is currently available for i-bank Internet users, but he wants this service running across the entire portfolio by 2013. He is investigating how video calls could change the most traditional banking procedures: “It may be that we can open bank accounts with a video signature rather than face-to-face. This will transform banking and dramatically reduce costs.” The future, suggests Papaspyropoulos, is a smaller network of ‘superbranches’ which promote the bank’s profile and help position the brand. The bulk of bank transactions will be conducted through alternative channels.

For the service to work, knowledge management will be crucial. “Agents can’t know everything all the time, but they do need be able to find information quickly. Delays are even more frustrating on video. This means changing the front- and back-end.”

NBG already has natural language trees on its IVR. Papaspyropoulos wants to develop this over the next year. “Instead of IVR trees we’ll ask callers to tell us what they want. There are some interesting trials taking place, with cost reductions of 35 percent. This is very important for our business.”

The long term goal is to extend the contact center capabilities to branch offices, thereby allowing any NBG employee to deal with a customer query, where appropriate. This virtual contact center should save costs, but also improve customer service by ensuring the best skilled customer service representative is enlisted to resolve the query. A trial is planned to connect one employee in each of the 600 branches to the contact center network, enabling them to respond to customers with the same level of knowledge and ease as in-branch representatives.



## Business Partner

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