

TeamBank uses ISO equivalent standards for the continuous development of Service Excellence to delight customers permanently



Company needs:

- Convenience: fast and accurately fitting financial products
- Easily comprehensible product portfolio in a high quality
- Individual and competent consulting services, which are also aligned to current developments in the financial services industry
- Fairness, reliability and transparency within all process steps

Company benefits:

- Consistent quality of services
- Substantial fairness as a quality feature and orientation for the consumer
- Sustainable and responsible trading (i.e. by the over indebtedness prevention “Deutschland im Plus”)
- Overachievement of customer expectations by the creation of customer-oriented processes
- Experience of a high-quality branded product in the financial services industry
- Permanent communication with the customer e.g. via digital customer portal

Background information:

The Nuremberg-based financial institution of the TeamBank AG with its product family easyCredit is the expert for liquidity management in the Cooperative Financial Network Volksbanken Raiffeisenbanken.

Through the provision and the networking of innovative products and services, the customers get easily access to liquidity - anywhere and anytime. Important elements of the digital ecosystem are, for example, the deferred payment credit “easyCredit” and the installment purchase solution “ratenkauf by easyCredit”. The company currently employs around 1,000 people and serves more than 900,000 customers in Germany and Austria.

Why is the certification worth striving for?

Customer delight by Service Excellence generally is about the feeling and the effort of the service providers. However, the clear view on the demanded and the provided benefits must be maintained. Only the combination of Service Excellence and the fulfillment of customer requirements and profitability at the same time add up to the formula for success.

“Service Excellence and customer delight are the most important indicators for long-term business success”, Christian Polenz, deputy CEO of TeamBank, emphasizes. Therefore, a certification according to DIN SPEC 77224 also takes the role of a description of the “status quo” of the TeamBank and allows setting benchmarks from a business perspective. The motto *“Standardize internally, individualize externally”* is supported by the Service Excellence standard and provides the additional value of being one of the first intersectoral specifications which establishes Service Excellence in practice and is based on scientific approaches. From a business perspective of the TeamBank, the development of excellent services does not need fully new concepts, but can be built on the existing standards of DIN EN ISO 9001 (Quality Management) and DIN ISO 10002 (Customer Complaint Management). Accordingly, the TeamBank uses the certification as an innovative instrument of a neutral evaluation of the offered services. The establishment of an outstanding customer experience as well as the creation of a continuous improvement process from the customer’s perspective, also play a significant role in the financial service industry.

Implementation of the specification in the company:

DIN SPEC 77224 can be understood as a basic concept for the development of your own Service Excellence strategy, to generate services, which exceed the common service level. For that matter, Service Excellence, an outstanding customer experience as well as customer delight are the most important indicators to reach the objective of constant growth. The model for the implementation of Service Excellence consists of seven elements, which are introduced in the following.

One essential part of **the management board’s excellence responsibility** of the TeamBank AG is to integrate Service Excellence firmly into its existing organizational structure. On the basis, that dialogue and reflection are implemented at all levels of the service organization, a high level of customer delight can be achieved. Through the structuring of existing information, documentations, reports and instruments, the TeamBank AG has created an adequate foundation for the application of the standard. Generally, it is important to get all employees enthused about the customers by establishing a suitable mind-set with a continuously measurable service mentality.

The executive managers are always seen as a role model for the implementation of customer-oriented measures and should therefore implement the **Excellence orientation** accordingly. TeamBank aims to identify and to eliminate errors and disruptive factors, e.g. throughout their customer portal for a rapid customer feedback management. This also includes the **collection and analysis of relevant positive and negative customer experiences** in the context of the offered services. *“Customer satisfaction is one of the most important aspects of the relationship management to us. It is measured monthly by NPS.”* Sabine Börnsen, head of quality management at TeamBank, points out. TeamBank strives to reach the highest customer satisfaction and is working continuously to improve its performance.

Especially external audits identify the current level of the customer relationship management, also in comparison to other industry sectors. In general, these audits ensure a consistently high level of excellence and, by taking the entire value chain into account, provide impulses for a continuous further development.

The integration of future-oriented topics, e.g. agile modes of work and forms of organization in the context of the financial industry, as well as the **development of service innovations**, are just as helpful in the context of the integration of Service Excellence as the definition of specific indicators for **measuring success**. Overall, these indicators serve to identify explicit drivers of customer delight in the financial sector. From a TeamBank perspective, the use of social media offers the opportunity to analyze the development of customer opinions in a constant way and to classify them into the overall picture of Service Excellence. Internally, the communication of the recognized drivers via so-called project forums, contributes to the continuous assessment of the company’s development. Finally, the **profitability analysis** forms a lasting contribution to the company’s success, which is summarized by the TeamBank in an annual report and is evaluated based on defined success factors. In contrast to other Service Excellence approaches, DIN SPEC 77224 demands the consideration of the necessity of service innovations as well as a profitability analysis, because Service Excellence does not serve as an end in itself but should add a lasting value to the company’s success.

Resulting benefits for the TeamBank:

The goal of the implementation of DIN SPEC 77224 in a service company like TeamBank is to support the market leadership in the context of service quality by offering a higher customer benefit compared to competitors’. TeamBank uses the described Service Excellence standard to provide services based on established quality standards by implementing customer-oriented processes. This procedure allows TeamBank to set itself apart from its competitors using a systematic and value-based approach to Service Excellence. From this perspective, customer satisfaction and customer delight in the sense of the famous “extra mile - do more than expected” represent significant drivers of success. The outstanding results of the external assessment according to DIN SPEC 77224 underline the approach of a customer-oriented mindset and characterize this as a formula for success. *“This extensive audit process has confirmed objectively that our entire organization thinks from a customer’s perspective and aligns all related processes to it. Thus we have a good starting point for the challenges of the digital future and upcoming competition”,* Christian Polenz, deputy CEO of TeamBank summarizes. The overall goal is to create a continuous improvement process that places the core customer requirements always at the center of the organization.