

## About Pinnacle Financial Strategies

Pinnacle Financial Strategies provides products and services that help community banks and credit unions grow their retail deposit market share and improve profitability. We offer expert consultative guidance, customized and turnkey products and services, comprehensive training, ongoing performance support and unparalleled compliance expertise. The Pinnacle Approach to building business builds on the existing strengths of community banks and credit unions in creating strong customer relationships.



## Mystery Shopping



**PINNACLE**  
Financial Strategies

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## In Touch with the Customer Experience

Do your employees create memorable experiences for your customers? Does your service evoke positive, emotional responses? Do you really know what customers experience in banking with you?

Creating a great experience for your customers should be an integral part of your everyday service standards. *Mystery Shopping* can help you get in touch with the service reality within your institution.

For over 20 years, we've been helping financial institutions measure and improve their customer experiences. We can customize a program to meet your needs, objectives and most importantly—your budget!

Smart tools. Expert support. Sustainable results.

## Philosophy

Pinnacle Financial Strategies specializes in mystery shopping, customer satisfaction and competition studies for financial institutions. We implement performance measurement programs tailored specifically to the needs of our clients, including regional holding companies, community banks, savings banks and credit unions.

Because each institution is different, every program designed by Pinnacle is unique and geared toward positive reinforcement of employee performance. We identify, track and trend behaviors that make a difference in your institution's overall performance. We work closely with you to develop programs that fit your specific marketing and operational objectives. Customization of client surveys and management-ready summary reports are our specialty.

A positively presented performance measurement program is instrumental to employee development efforts. The detailed responses supplied by a shopper encounter provide your management team direct insight into areas that warrant re-training while also highlighting outstanding performers. Through ongoing assessment, you continually identify opportunities for motivating and educating your employees. This is critical to the development of a successful, service-focused and sales-oriented team of professionals. When properly presented, employees see both mystery shopping and customer satisfaction programs as an opportunity to demonstrate their sales and service abilities.

## Performance Measurement

Because our programs are customized, we recommend the service types that best address your organizational goals, while staying within the confines of your budget. Interview type, shop types and frequency can vary by location in an effort to avoid schedules that over-shop/interview or under-shop/interview any particular area. This allows you to target branch locations and regions that require more attention and to focus your budget dollars accordingly. Our team assists you in developing a shopping/interview matrix that meets your specific needs.

We work closely with you to determine all scenarios to be used within your mystery shopping program. Platform and telephone scenarios include your full retail product offering. Teller scenarios consist of live transactions, either deposits or cashed checks, giving your employees the opportunity to meet each of your customer service standards and to interact with shoppers as everyday customers. All scenarios are developed with specific attention to the current level of employee training and employer expectation.

Setup time of approximately two to three weeks is required for a basic service quality study. The setup time begins once we receive all information necessary to complete your project, such as:

- Branch listings
- Addresses
- Telephone numbers
- Special instructions
- Approved custom questionnaires
- Reporting requirements

Our mystery shopping experts assist you in developing a shopping/interview matrix that meets your specific needs.

## Smart Tools

### Mystery Shopping

Our team of experts has extensive experience developing, implementing and conducting ongoing mystery shopping programs for the retail side of the banking industry, as well as consumer loan and residential lending. Specific areas of our expertise include the following:

- Teller
- Internet Banking
- Mortgage
- Platform
- Call Center
- Consumer Loan

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### Face-To-Face Shopping

Ongoing mystery shopping provides your institution a systematic and verifiable solution for monitoring the effectiveness of your employee's face-to-face sales and service levels. Shopper encounters generate continual feedback and actionable data:

- Client experience
- Employee motivation
- Service quality
- Adherence to service & sales standards
- Training retention
- Coaching opportunities

Pinnacle experts work closely with you to design customized surveys and scenarios that specifically target your goals and objectives. Scenarios include your complete retail product offering and will direct shoppers to your lobby and drive-in tellers, platform personnel and lenders.

To avoid over or under-shopping in any area, shopping volume and frequency can vary by location. The results of your mystery shopping program can be easily incorporated into your performance standards and/or incentive programs.

### Telephone Shopping

Mystery shopping via telephone provides cost-effective, true-to-life evaluation of your service levels. These calls can be directed to your platform, lenders and/or call center. Our team assists you in developing appropriate shopping scenarios and surveys.

Sales initiatives affecting a customer's overall satisfaction and perception of your institution may also be monitored.

- Did the employee ask for the business?
- Was the caller thanked for the inquiry?
- Did the employee offer additional assistance?

### Internet Shopping

Customers must be confident that they will receive the same level of service whether banking online or within your branch. While web-based applications have not replaced branch services, the number of consumers taking advantage of online banking is growing rapidly.

In addition to face-to-face mystery shopping, we can also measure your Internet and telephone sales and support levels.

Developing quality sales and service standards for Internet inquiries and monitoring the level of service your customers receive online is an important component of your overall performance evaluation and customer satisfaction program. Employee response time, courtesy and sales skills are often quite different when interacting with customers online. When your bank incorporates Internet mystery shopping, shoppers access your Web site to make routine inquiries that require employee intervention or response. We evaluate your online service expectations, incorporating this often-forgotten contact point into your formal service standards.

### Customer Satisfaction

Customer satisfaction interviews offer an additional data collection tool to complement existing or new mystery shopping programs. They also offer an alternative to institutions that are not ready for a comprehensive mystery shopping program. Your customers are contacted by telephone to participate in a brief quality service interview. Customer satisfaction studies provide an opportunity for you to learn more about your customers' experience first hand.

Various types of customers may participate in a study:

- New customers
- Commercial customers
- Investment service customers
- Mortgage loan customers
- Consumer loan customers
- Closed account customers

### Competition Studies

Leverage your position in the market by understanding the products and service levels offered by your competitors. You have the opportunity to take advantage of an apples-to-apples comparison of your competitors' service levels with your own. Simply identify the institutions for the study, and we do the rest.

Our competition studies tell you what differentiates you from the institution across the street. Our research indicates that institutions that exceed customer expectations expand relationships.

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## Expert Support

### Shopper Recruitment/Support

Our in-house recruitment specialists secure shoppers who live or work within your local branch communities. This ensures employees have the opportunity to interact with shoppers in the same manner they would any customer entering the branch. Teller shoppers hold accounts at your bank, or they will become customers in order to conduct real, true-to-life transactions. Platform shoppers are also from your local market and are replaced each shopping cycle to avoid identification.

We believe it is critical to use a blend of customers and non-customers as shoppers in order to obtain varied perspectives about the bank and conduct true-to-life transactions and effectively critique missed sales opportunities due to ineffective sales skills and/or inferior service standards. However, if you prefer to use strictly customers as shoppers, we will gladly accommodate your request.

All shoppers receive instructional materials and client guidelines. If shoppers need additional assistance, they have access to a toll free telephone support line.

### Account Executives

Each of our clients is assigned an account executive who administers and manages the day-to-day operations of their performance measurement program, freeing bank employees to focus on other tasks. All account executives have extensive experience in the mystery shopping/customer service industry and previous banking experience or background in service-related fields.

In our recruiting practices...

Pinnacle does not discriminate on the basis of age, race, gender, national origin, color, religion, sexual orientation, political ideology, presence of disability, or any other reason.

## Sustainable Results

### Quality Control

In order to ensure data integrity, our team maintains a stringent quality control process during every phase of your program, starting with program development.

All surveys undergo multiple levels of quality control analysis and are examined for completeness, consistency and accuracy. If, for any reason, a mystery shop or customer interview does not meet our standards, an additional shop and/or interview will be completed at our expense prior to any information being released to you.

Once we receive the shopping surveys, they are meticulously verified and edited. When necessary, shoppers/interviewers are contacted for additional information or clarification. Pinnacle is dedicated to providing all clients with quality data that is timely, accurate and dependable.

### Web-Based Reporting

Management-ready reports provide a straightforward analysis of your survey results at any level of detail you require. We utilize a web-based reporting system, which allows for direct access and distribution of reports. You can filter data to the format that best works for you and view newly released shops immediately after the quality control process. Reports are user-friendly and at your discretion may be restricted/assigned to specific levels of management.

Employees who are properly motivated are often more alert to sales opportunities.

### Incorporating an Incentive Program

It is extremely important for the program to be presented to your employees in a positive way, such as the implementation of an ongoing incentive program. Employees who are motivated by a fair reward system have been shown to meet and exceed expectations time and time again. If you would like more information about preparing an incentive plan to compliment your performance measurement program, we can offer our suggestions.

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## Discover the Pinnacle Difference.

### Expertise in the Financial Industry

Our mystery shopping service caters exclusively to the financial industry. We are intrinsically aware of the importance that service quality plays in today's financial environment, an invaluable asset in designing an effective, cost-efficient performance measurement program with you. We take pride in delivering a quality product to our clients. Quality service is our business.

### Custom Designed Surveys

Pinnacle evaluates your unique requirements and level of quality service initiatives in order to provide you with complete flexibility in the development of a customized performance measurement tool. Tailored specifically to your company's organizational objectives, quality initiatives and training goals, our staff works closely with you in the setup and design of your program. All surveys are developed with specific attention to the current level of employee training and your expectations.

### Precise Scenario Construction

We work closely with you in the selection of all scenarios used within your mystery shopping program. Platform and telephone scenarios include the full retail product offering of your bank. Teller scenarios consist of live transactions, either deposits or cashed checks, giving the employee the opportunity to satisfy each of your service standards and to interact with shoppers as everyday customers. Customer satisfaction interviews are constructed to capture customer perceptions regarding bank products.

### Strategic Alignment of Shopping Matrix

Shop types and frequency can vary by location, allowing you to target areas that require more attention and to focus your budget dollars accordingly. Pinnacle will assist you in developing a shopping matrix that best meets your specific needs.

### Quality Control

Pinnacle has a proven quality control process in place to ensure the integrity of the data that we provide. As part of this process, shops are reviewed for completeness, consistency and accuracy. You receive data that is timely, accurate and dependable.

### Account Executives

Pinnacle assigns each of our clients an account executive who administers and manages the day-to-day operations of your program, freeing your employees to focus on other tasks.

Please visit  
[pinstrat.com](http://pinstrat.com) for  
an online client  
demo.

### Shopper Recruitment

Our in-house recruitment specialists secure shoppers who live or work within your local branch communities. Teller shoppers will maintain an account with your bank, giving your employees the opportunity to interact with shoppers in the same manner they would any customer entering the branch. Platform shoppers are also from your local market and are replaced each shopping cycle to avoid shopper identification.

It is critical to use a blend of customers and non-customers as shoppers in order to obtain varied perspectives about the bank and to effectively critique missed sales opportunities due to ineffective sales skills and/or inferior service standards. If you prefer to strictly utilize customers as your shopper base, we will be happy to accommodate your request.

### Actionable Data

Pinnacle specializes in the customization of data collection tools. Our in-house team designs client-specific questionnaires to target your quality service measurement objectives. Management-ready reports provide straightforward analysis of your survey results at any level of detail you require.

### Web-Based Reporting

To provide prompt turnaround time and for your convenience, your completed reports are accessible online. Online reports can be sorted at any hierarchical level you require, including corporate, state, regional, branch or individual levels.

### Consulting/Continual Program Evaluation

Pinnacle acts as your consultant on all aspects of your project. Not only do we recommend the service types that will best address your organizational goals, we help you make decisions that yield the greatest impact within the confines of your budget. The continual assessment of your program's development is an integral part of our ongoing service.

Throughout your partnership with Pinnacle—as service levels, sales needs and training programs evolve—we continually consult with you to evaluate your program's objectives and specifications. Program enhancement is essential to the growth and development of your sales and service culture.

### Commitment to Quality

Our staff is dedicated to providing the highest level of quality service available in the industry. Our reputation speaks for itself. We encourage you to contact our references to hear first hand how we perform for our clients.

For more information, please visit [pinstrat.com](http://pinstrat.com) or contact us today at 800.741.7758.

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