CASE STUDY: AMERICA FIRST CREDIT UNION
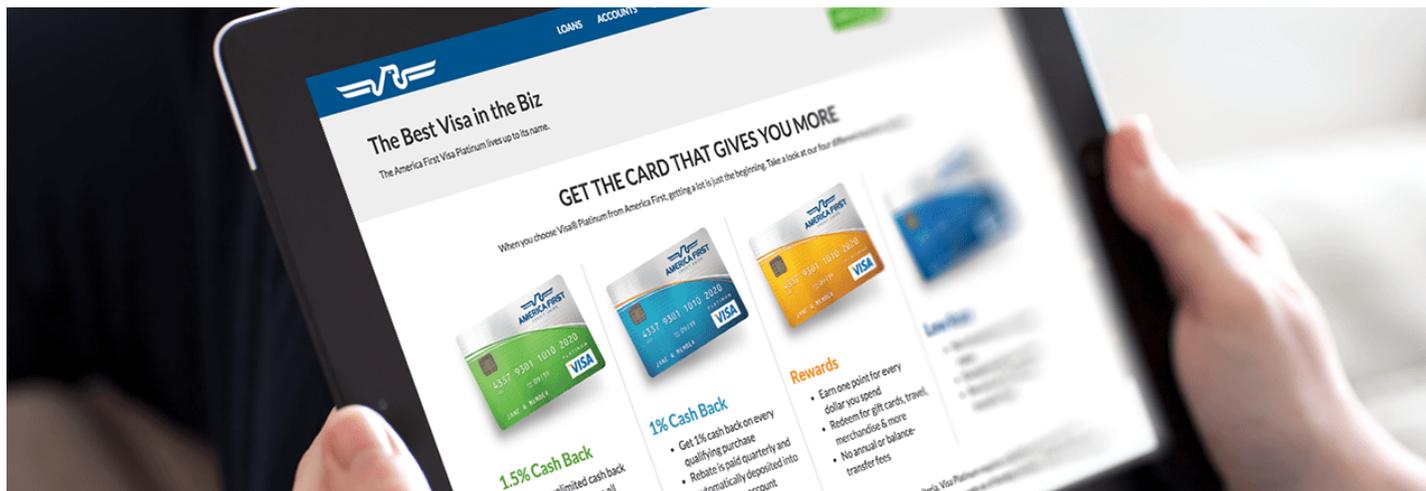
PROJECT DESCRIPTION:

Client Overview

America First Credit Union (AFCU) is the 6th largest credit union in the United States in terms of total membership and the 11th largest credit union in assets in the U.S., with 121 branch locations, more than 818,000 members, and has over USD 8.22 billion in assets as of January 2017.

The Digital Experience Transformation Program modernizes the way America First Credit Union (AFCU) does digital business and relates to customers today. The program created a superior customer experience that can be tailored based on the digital relationship we have with our customers. That customer experience includes all touchpoints – including marketing campaigns (emails, text), social media, AFCU websites, and even physical branch experience.

Following is a summary of the high level business problems faced by AFCU:
1. No ability to measure Direct and Indirect Multi touchpoint revenue attribution
2. Not able to know our customers : AFCU needs visibility to both members and purchased audiences for attribution.
3. No capability to do Targeted Marketing Campaigns : AFCU needs to instrument all digital properties to measure member interactions, correlate this data to offline data, and then tailor the customer experience and marketing message based on this data.
4. Need to provide marketing intelligence into many new customer data sources – mortgage data, auto application data, mobile app data, teller system, call center, member surveys, etc.
5. Put tools in place to efficiently manage and consolidate social media pages and content, efficiently manage website content and campaigns.
6. No business driven content management

Sirius/FiveOut's digital strategy team took a solution implementation approach of "data driven" decision making, the team decided to perform an analysis and understanding of current KPIs, bring the Marketing and IT groups together to re-evaluate and define Taxonomy which then helped define the Analytics Solution Design. With this Analytics-first approach, we ensured the basic building blocks were in place for online data as we started on a journey incorporating AEM (for the website), Campaign, Data Workbench (Analytics Ultimate), Target, and Social.

Solution Value

1. AFCU is now enabled to continuously optimize the customer experience and marketing effectiveness based on analytics information from obtained customer data. This includes optimizing online application forms – a huge revenue driver for the credit union - to increase customer accounts and sales conversion
2. The Marketing team is now enabled to rapidly adapt to customer dynamics and manage content across the websites, social media, and marketing campaigns - with minimal dependency on IT.
3. With the market-leading digital marketing platform in place, AFCU can foster a strong relationship with our customers through positive and tailored digital interactions.


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### ADOBE TOOLSETS AND PROJECT WORKSTREAMS

Adobe Analytics – Initially, Sirius/FiveOut enabled analytics on AFCU's current production site as well the secure Online Banking application as a first step before venturing onto component-specific tracking. We've also worked to define tangible KPIs, taxonomy, sitemap and a standard Solution Design Reference template which will help drive the ongoing analytics vision. We have since then implemented analytics on online applications including Membership, Loan, etc.

Adobe Experience Manager Sites and Assets – We helped AFCU in transforming the existing web platform to utilize Adobe Experience Manager for creating Digital Experiences. This implementation involved creating over 50 reusable components. These components are later utilized by AFCU's Digital Marketing team to create pages and content on the fly. The velocity with which the Business created pages increased tenfold. The Marketing Team created 250 pages in less than 10 days! We also help AFCU to integrate Adobe Analytics with their website, enabling them to track and manage their customers data more effectively, giving more power to their marketers. AEM provided AFCU with clearer workflows and processes that didn't exist prior. Ownership of procedures and having versioning with updates.

Adobe Campaign – AFCU wanted to provide granular level of segmentation for their email marketing campaigns. The challenge here was a lot of the Member and Account information, including sensitive transactions were considered PII and sensitive banking data. The implementation was done in a hybrid Campaign deployment model, where the Digital Marketing team is using locally-installed Campaign clients, the Campaign servers accessing sensitive data are within the AFCU firewall, and the Campaign servers are use Federated Data Access to view sensitive data stored in the AFCU Data Warehouse. This ensures proper security protocols for PII data.

Analytics Ultimate (with Data Workbench)

– Sirius/FiveOut partnered with Adobe to implement Data Workbench for AFCU. Previously, AFCU utilized IBM Net Insights and Predictive Insights for a lot of their data modeling, and predictive analysis. Adobe Data Workbench now supports features such as propensity modeling, best product offer analysis, audience levels, and revenue attribution reporting. This data analysis is performed across a variety of channels, including tie-ins with Campaign, Target, Social and Analytics. Data Workbench, combined with Analytics ties the whole Customer Experience together. AFCU can track a user journey all the way from their anonymous browsing, to logging
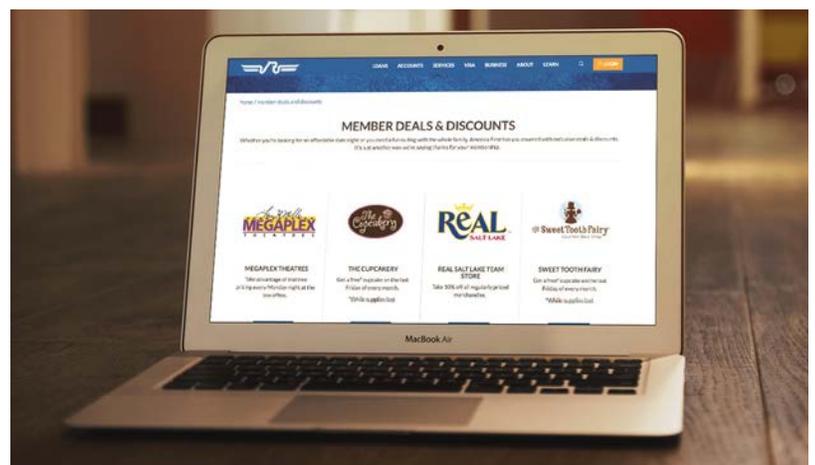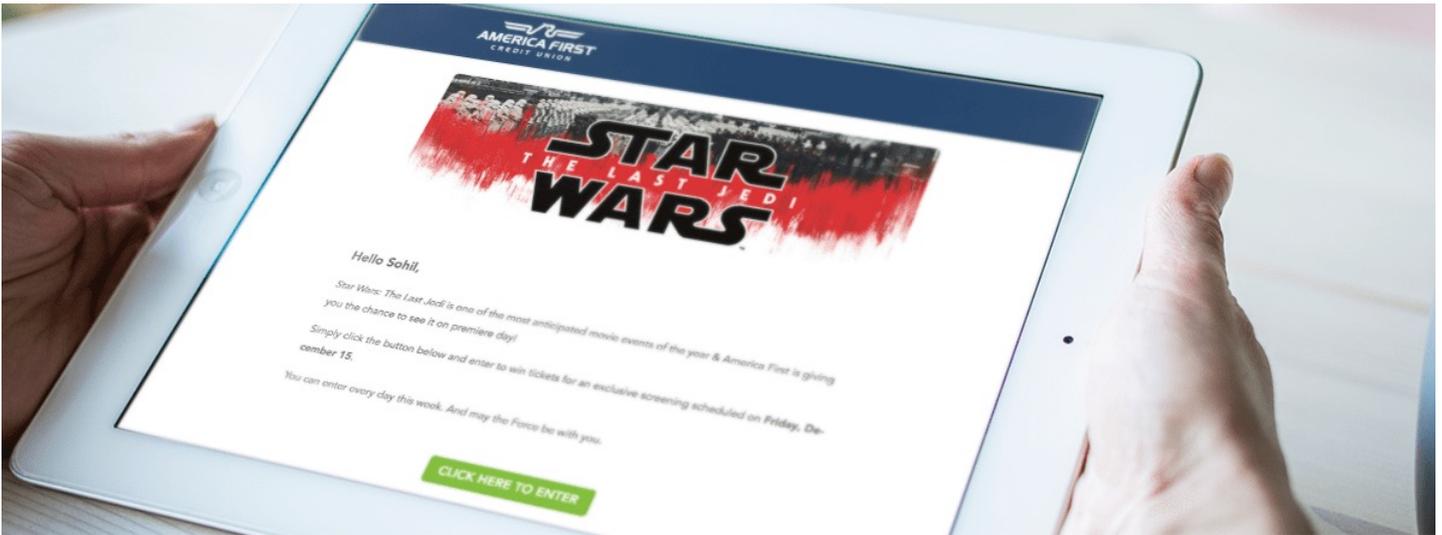
into Online Banking and connecting the anonymous user to an existing credit union member. From there, with a full 360-degree view of the customer, AFCU can perform targeted marketing and enhance the Connected Member experience.

Adobe Social - Set up basic Social instance, while integrating with Adobe Analytics and configure social media platforms (Facebook, Twitter etc.) Sirius/FiveOut helped create custom dashboards for unified messaging across a variety of Social channels.

Adobe Target - AFCU had a mostly-dormant instance of Adobe Target prior to the engagement. As a part of the Digital Transformation project, Sirius/FiveOut partnered with AFCU to configure Multi-Variate testing using segments created in Data Workbench. These segments are shared with Target using the People Core Service, showcasing the power of Adobe's Core Services and the Platform approach. Now, the previously-dormant Target is a critical solution in the Digital Marketing toolset.

 Adobe Ad Cloud – Previously, AFCU had managed digital ads directly on Google, Facebook, and display networks. By pairing Ad Cloud with Adobe Analytics and offline data feeds, we are now able to programmatically optimize ad buys to optimize new account creation, loan applications, and actual accounts or loans funded.

PROJECT RESULTS

Connected Customer Experience Use Cases Realized:
1. Tracking and Unifying Online and Offline Data : With the use of Adobe Analytics Standard and Adobe Analytics Ultimate/Data Workbench and the Unified Customer Process, we have been able to track and map the entire customer journey from an anonymous user browsing the AFCU website, to actually logging into Online Banking (secure transactions site) and performing any transactions. This has been possible tying the online marketing cloud ID thru analytics back to the offline transactions data that is being managed in Workbench. The actual UCP process is completed in Data Workbench. This has performed wonders for efficiency in reporting and tracking user behavior.

2. Membership & Loan Application : Form Abandons/Application Fall out : Utilizing integration between Adobe Analytics and Campaign we have set up triggers, wherein if a prospective new "member" abandons an application form , we are able to harness that data and send out a reminder/follow up email within an allotted timeframe. This list generated daily is also sent to the outbound Call Center so the Call Center reps can follow up as needed attributing to increased membership growth.

3. Export of Shared Audiences for Segmentation : Utilizing People Core Services, we were able to create custom segments in Data Workbench using propensity scoring techniques, and then export that segment via People Core Services for Adobe Target to import/use it for targeting content based on specific Audiences.

Conversion and Retention

America First Website
1. Targeted content (homepage, etc.), plus content hierarchy based on rules
2. Increased click through conversion on homepage banners

Reusable components and platform for other America First domains like their mortgage site, financial services. (e.g. easy capability to redo the mortgage site with better user experience!)

Additional ROI from Analytics & Target
1. Better analytics visibility into customer journeys allows us to tweak and optimize the online application funnel, which drives a TON of business
2. A / B testing to optimize landing pages, content, and promotions

Campaigns
1. Email campaigns
   - Higher conversion due to better propensity score modelling in Data Workbench
   - Higher conversion due to better inbox placement rates. Prior to the Adobe stack implementation, with the prior software stack, AFCU was around 93% at inbox placement. Now they are at a whopping 99%!!
   - Increased conversion due to testing for better rendering across devices
   - Context-based email content – e.g. open email at the game, promotion is based on that context

Acquisition

Ad Cloud
1. Optimized Ad Spend – Data-driven ad targeting. Target 15% conversion uplift on the same spend through better ad targeting and programmatic buys
   a. Search
   b. Social
   c. Display
   d. Video

I have been very pleased with the professionalism and competency that the Sirius/FiveOut team has demonstrated throughout this project. They have been a catalyst for change in our organization's digital transformation. I am proud to include the talented people at Sirius as a valued part of our team.

Doug Bailey, Director, Digital Marketing AFCU