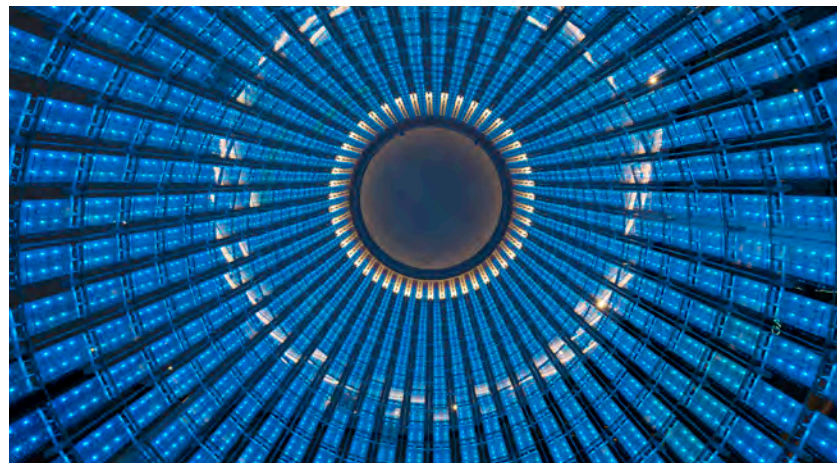




The Power of Integrated AV Experiences in Banking





Banks are Driving Change with Integrated Audiovisual Experiences

As the world becomes more digital, banking institutions are evolving to keep up with the needs and preferences of their customers and employees.

Looking ahead, PwC predicts, "By 2020, we expect that the 'new normal' operating model will be customer- and context-centered. That is, companies will change the way they interact with their customers based on the context of the exchange. They will offer a seamless omni-channel experience, through a smart balance of human and machines."

Consulting firm McKinsey & Company agrees that a customer-centric strategy is key: "A healthy obsession with improving customer experience and learning from every customer interaction is the foundation of any digital transformation, even for banks. This must extend to all channels: customers expect the same frictionless experience in the branch as they do online."

To facilitate this digital transition, leading banks are using integrated audiovisual experiences to engage, connect, inform and guide human behavior, both in-branch and behind the scenes.

For large organizations with a global footprint, complexity is a challenge. They have ecosystems of thousands of locations with different cultures and technologies, some new, some legacy, some acquired. In each of these locations they have cultural histories and individual customers.

To streamline and simplify the world they must succeed in, they need to move in two directions at once:

- Unify corporate technology via global standards to improve efficiency and performance. This includes improving internal communications by simplifying and expanding videoconferencing and collaboration technology using the consumer interfaces employees favor.
- Make each location, each employee and each in-branch device individually relevant to customers whose needs may change with every visit. Targeted content must replace canned playlists; interactivity must replace one-way communications; tellers and associates must be empowered to provide a superior branch experience. The goal is to make each retail branch a destination, a magnet for the surrounding community, not just a place where customers complete a chore.



Audiovisual Experiences are Engaging Customers and Empowering Employees

In retail branch banking, existing digital signage networks are getting smarter and more agile. New uses for signage include wayfinding, local promotions, community news and sports, and customer interactivity.

For example, Bank of America has a network of 6,000 screens in thousands of branches that they are localizing and personalizing from a single location. Localizing means putting relevant information and imagery on the screens, to connect branches with the communities they serve. Personalizing means using the screens within individual branches to facilitate traffic flow and guide the customer journey for each branch visit. Both screens and customized, directional audio are used to speed up teller lines and slow customers down, to engage them in deeper conversations with bank associates, a critical mission of branch banking.

More and more major banks are:

- Localizing messaging through a unified, addressable digital signage network
- Connecting with communities using out-reach programs, driven by technology engagement and education
- Personalizing the in-branch experience, using technology to guide customers on their journey from task to information to one-on-one discussions
- Adding interactivity to screens for an additional level of personalization
- Expanding videoconferencing to customer seminars and discussions

At corporate headquarters, videoconferencing has long been a primary collaboration tool. Now it is becoming higher quality in both video and audio, and integrated into a more consumer-device-friendly infrastructure.

Looking beyond formal videoconferencing, Deutsche Bank is integrating collaboration throughout its new digital workplace by networking existing screens. "All of those screens can provide access for people to share content beyond the conference room," says Jonathan English, Director of Business Performance Management, End User Services, at Deutsche Bank, London. "Whether they have a virtual desktop, a laptop, or a tablet in a social space or project space, there's always a way to connect to those larger screens and share content."

Major financial institutions are:

- Evolving videoconferencing by making it more intuitive, easier to use
- Redesigning collaborative workspaces so employees can use technology that incorporates or looks like the devices they use at home
- Making sure that collaboration spaces, both dedicated and ad hoc, have sound systems that are highly intelligible — without good audio there is no collaboration
- Keeping employees up to speed on current technology and letting them test-drive new technology for smooth transitions



Case Study >>

The PNC Fairfax Connection: Doing Well By Doing Good

PNC has a strong corporate mission: to partner with local community organizations to promote financial inclusion, technology literacy and early childhood development. Recently, through its PNC Foundation, the company created an outreach program in the historic—and historically underserved — Cleveland neighborhood of Fairfax and worked with audiovisual firm ESI Design to execute its vision

Gideon D’Arcangelo, Vice President of Creative Strategy at ESI Design, explains its uniqueness: “The name is the PNC Fairfax Connection. We worked with leaders in the community to develop programs around the themes of financial inclusion, technology education, arts and cultural heritage, and small business development. This is not a bank branch, it’s a community resource center.”

Paul Clark, Regional President for PNC in Cleveland, says, “We were really conscious to not make it a bank. We wanted to be *of* the neighborhood, not just *in* the neighborhood.” Residents come to this free community

center, sign up, and describe how they might use the technology resources available.

Audiovisual experiences are key to the overall design of PNC Fairfax Connection. There is digital signage on the facade that invites people in. Visitors get RFID keys that identify them when they enter. The digital signage does a number of things that are dynamic, like celebrate visitors’ birthdays and provide information on upcoming programs.





Clark adds, "As you come in to the welcome desk, just on the wall beyond it is what I call our community screen. It's a high definition screen onto which we project community events, a kind of a review of things that are going on."

ESI Design developed three technology-rich spaces: the welcome area; interactive rooms for programs, teaching and learning; and The Phyllis Silverman Studio, for active, younger children. Adults come in to improve their computer skills and use the abundant technology to apply for jobs, keep in touch with family and friends through the Internet, or build their small businesses.

One of the interactive rooms is a digital production studio designed for the young

adults of Fairfax. They use the state-of-the-art editing equipment to create content that preserves the rich cultural heritage of the community.

Visitors use a giant touchscreen for anything from live streaming to manipulating a Google Earth map with a custom Fairfax layer that tells the ever-expanding story of the neighborhood. "You can touch on a house and then write a story like, 'This is where I grew up,'" says Clark. "You can attach your favorite pictures, your family members, pictures of your senior prom, your favorite recipes, whatever it may be. We were trying to capture the history, the tradition and the pride of this neighborhood and use state-of-the-art audiovisual technology to express that."





The giant screen is also used for a program called PNC Grow Up Great, an early childhood education program that aims to help young children develop a lifelong passion for learning. “It’s our signature philanthropic program,” Clark says. “For example, we can use that screen to link the young children of Fairfax to the Center for Puppetry Arts in Atlanta. So kids in Cleveland, sitting on the floor, are looking at this huge, bright, vivid screen, and learning about puppets from arguably the best puppetry teachers in the country.”

The center has had an immediate impact. So far, 6,500 people have signed up — roughly the population of Fairfax itself, although people from adjacent neighborhoods visit as well. Last year, 15,000 people came to the PNC Fairfax Connection.

Perhaps the greatest outcome has been a request from the community itself: They’ve asked for a bank branch in their neighborhood. “Instead of feeling that PNC just moved in and plopped down a bank there,” says D’Arcangelo, “the community is saying, ‘Please, PNC, we would like a bank here.’ That confirmed PNC’s underlying philosophy of doing good and doing well.”

For now PNC Fairfax Connection has begun to offer more financial empowerment classes and refers members to a nearby PNC branch, when requested.

Moreover, the community center has influenced PNC’s thinking on what retail bank branches should look like. “The technology that we deployed in the PNC Fairfax Connection has found its way into branch banking in our physical locations,” says Clark. “Our branches are also equipped with great technology, like a community screen, so that when someone walks in, they can make a connection not to a bank, but to a community — their community.”

“We were trying to capture the history, the tradition and the pride of this neighborhood and use state-of-the-art audiovisual technology to express that.”

Paul Clark
Regional President, PNC



Case Study >>

Citigroup: Integrating Consumer Familiarity Into Workplace Collaboration

Sometimes the best answers come from listening to the right people. A couple of years ago, Citigroup was looking for help in designing new workspaces and the people who enlightened them were not technologists, but technology consumers.

"We had an enormous opportunity to hit the reset button on the technology that we were rolling out in our conferencing spaces," says Aaron Jamison, Director of Executive Support and Global Multimedia Services for Citi. "Our goal was to empower greater collaboration in an increasingly digital workforce.

"We started the whole process by interviewing our colleagues," he says. "We asked, 'What can we improve, going forward?'"

The answers were eye-opening. People didn't want to talk about architecture or space; they wanted to talk about technology. "At all our new facilities, everyone wants to know what types of technology we're rolling out and how we're going to deliver it."

And the technology they wanted was the technology they used in their daily lives. To make it all happen, Citi was working with audiovisual consultants TAD Associates. Rob Badenoch, Associate Principal at TAD, says

the research revealed that the wider consumer electronics market is dictating the design of new workspaces.

"People's expectations are driven by experiences in their home and outside the commercial environment," Badenoch says. "Applications are now dictating the program of the workplace, so the most successful spaces are those that least block access to users' own applications."

The conclusion? Conferencing spaces, traditionally designed around technology, such as a camera, display and microphone, are now designed around the people who will use that technology.

"The millennial and post-millennial workers who are coming into these spaces now are expecting their own devices to replace the room interfaces," Badenoch says.

Jamison concurs. "Definitely the consumer market drives a lot of behavior in the workplace. It's something that we have to think about for our future generation workforce coming in. We have to look at what the expectations are when you leave your home and come into the office."



"Whether it's an auditorium, a multipurpose room, a boardroom, a large conference room or any collaboration space — we always have to have excellent audio," Jamison observes. "Because there's no meeting—no collaboration—without audio."

That is even true of the dining space at 388 Greenwich Street, a very high-finish environment. During the initial conception of the space, it quickly became apparent that it would also be expected to function as a high-quality conferencing space. "With microphones that have to function in a reflective, high-finish space that we can't change, we became very concerned about the intelligibility of the microphones," Badenoch says.

The answer was a research and development project to measure the speech intelligibility of the microphone system. They developed a new language to explain audio communication quality, using a variation on the Speech Transmission Index (STI) used for public address, applied to microphones in the conference room. Now they can quantify intelligibility numerically and objectively.

"It's really important to talk to your clients to understand what their business needs are and to deliver solutions that make sense and helps them be more effective," Jamison says.

"What doesn't work in the workplace today? Making assumptions that everyone works the same way. We should be sensitive to the business lines that we support on how to make their spaces the most productive they can be."

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Director of Executive Support and Global Multimedia Services, Citi



Case Study >>

Wells Fargo: Think Locally, Act Locally

With more than 6,000 branches, Wells Fargo is one of the largest U.S. banks. Yet, for Marketing Manager Jason Carey, the key to retail performance is local relevance, from the content that appears on its in-branch video screens to AV-enabled programs that connect individual branches to their communities.

"It's a great singular idea," he says. "Let's communicate on a localized level, even though we're a big network."

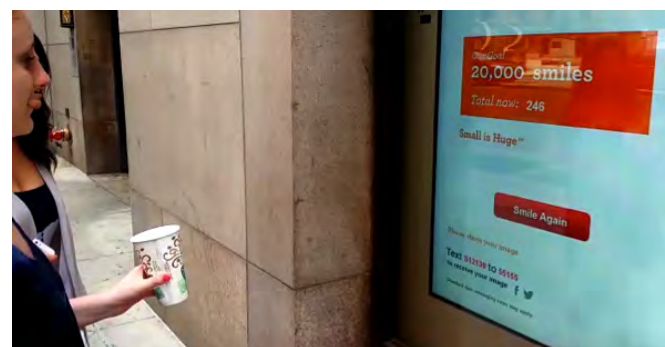
However, executing on that strategy can be a logistical challenge. In the past, Wells Fargo has been operating largely with paper-based marketing, which can be prohibitively time-consuming and expensive. Now Carey looks to digital and audiovisual technologies to localize the retail branch experience.

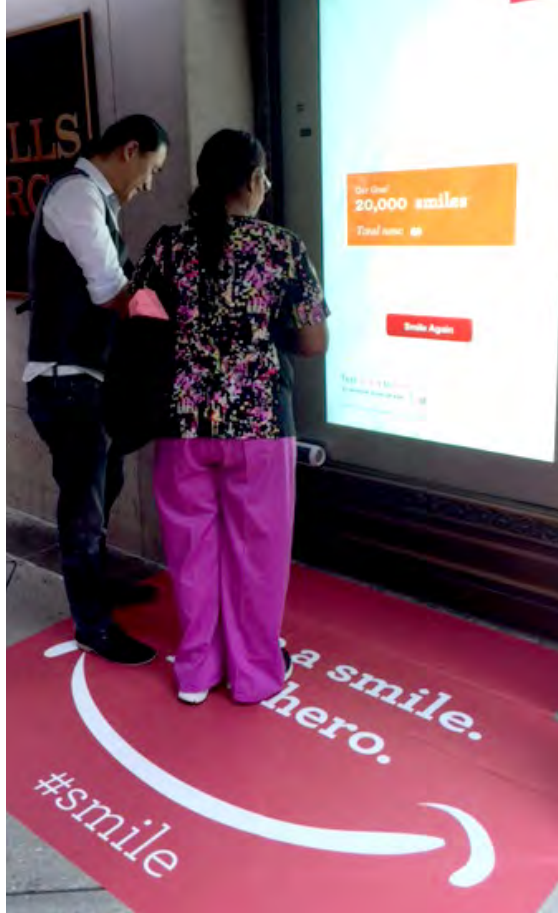
"Our first priority is to get targeted digital signage into every single branch to drive local promotions, events and community information," he says. "We've had a lot of success

using an Internet Protocol-based digital signage system. Meaning there's a player at the TV and we can drive local content there."

Content is produced at the enterprise level in a centralized marketing center, flowed into templates, and delivered to individual branches via data feed or satellite.

Within the branches, the teller line is a major focus. "That's where most of our customers' attention goes," Carey says, "so the monitors behind the tellers are a prime opportunity for sharing information. One of our major objectives is to wire the monitors so they can all deliver relevant, localized content for customers."





The bank's satellite distribution system can also broadcast branded audio everywhere. But music coming through monitors behind tellers presents inherent problems. "Sometimes the teller couldn't hear what the customer was saying," Carey says. "We had to look at infrastructure and speaker technology, and we had to look at music." Wells Fargo asked its customers what they expect from an experience in a bank?" The answer was not superstar recording artists blasting away.

For music, the decision was made to hire composers to write in different genres. "Our music is comfortable and created based on customer research," he says. "When customers enter the branch, they'll know there's music to create ambiance and privacy. It's not overpowering, but it's also not the latest and greatest in pop radio. We know that, and we provide that based on what our customer data shows us."

That music comes from speakers directly above the teller so people can clearly hear it when they're waiting, but it doesn't overwhelm their conversation at the teller window. And with different musical genres to choose from, the musical playlist can be customized for different locations.

There's another initiative Wells Fargo uses to localize its branches: community outreach. Here, too, innovative audiovisual experiences have played a key role.

"Smiles" was an innovative program in the window of a Philadelphia branch. Carey explains, "We asked passersby to stand in front of an interactive window and a 72-inch monitor. We asked them to smile, take a picture and add their face to the mosaic on the display. If they did, we would donate a dollar to the Philadelphia Free Library. We were talking to customers and non-customers. It was fun and it cost them nothing whatsoever."

When participants shared their pictures socially, they became evangelists to the wider community, helping an organization dedicated to childhood literacy. In its six-week run, more than 1,500 people clicked and smiled into the bank window.

Smiles is a great example of localization and brand awareness within the context of community outreach. This creative audiovisual experience helps to answer a question every large financial institution must ask itself: "How can we connect better with our customers and all the local communities we serve?"

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Jason Carey
Marketing Manager, Wells Fargo



The Future of Banking Will Be Something to Experience

The banking industry, like all others, must change with the times. Now, in the digital age, integrated audiovisual experiences are having a liberating effect on how retail branch banks operate and customers experience them.

Internal communications are better; communications with customers are more timely and relevant. Traditional roles and branch layouts are changing, based on the needs of the customer and the strengths of bank employees.

In corporate headquarters, videoconferencing and other audiovisual collaboration technologies are proliferating, because the technology is improving and the consumer interfaces that people prefer are being widely adopted.

In the marketplace, national brands see the value of localization, and with the latest technology, that's possible, for every screen in a network. To paraphrase PNC's Paul Clark, banks don't have to be "in" the community; they can be "of" the community. That always works out better for everyone.

Retail banking is here to stay. Customers can make a deposit online, but they can't have a deep conversation about home financing or investing via text. In the future, those conversations between customers and bank employees will continue to be the backbone of the retail banking experience, for both bank and their customers. And those conversations will be facilitated and augmented by integrated audiovisual experiences.

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