



ING DIRECT Canada is a subsidiary of Holland's ING Group, one of the largest financial institutions in the world. ING DIRECT, which began operations in 1997, is a virtual, or branchless electronic bank located in Toronto.

Client Study **ING Direct**

The Problem

Establish a New Market Presence through a Teleservices System

For ING DIRECT to open a virtual bank operation in Canada, it needed to build an effective call center from the ground up. Serving as the only point of interaction for ING DIRECT in Canada, the call center had to employ flexible technology and allow for extensive system growth. In order to deliver superior customer service 24 hours-a-day, 365 days-a-year, the new system had to enable complete data systems integration and provide phone, fax, and future Internet access. Because the Canadian marketplace was new for ING DIRECT, a system that would effectively and efficiently capture, track, and report marketing data was required.

Industry

Banking

Application Type

Inbound Teleservices and Sales
Outbound Telesales

Solution Size

45 Agents

Integration

Telephony

Lucent PBX and ACD
IBM CallPath 6000

Data

Oracle RDBMS
IBM RS/6000
Fax Integration

The Solution

Complete Banking Services via a Visionary Customer Interaction Center

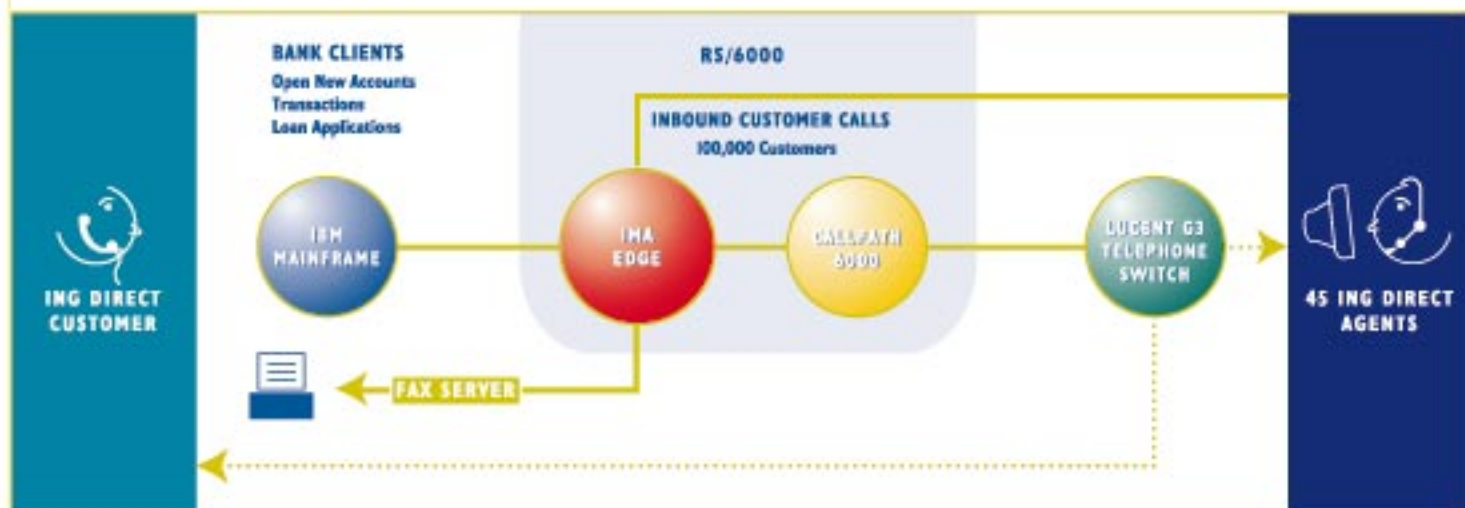
ING DIRECT selected IMA's EDGE[™] technology, basing its decision on EDGE's integrated solution and IMA's proven experience. EDGE serves as the core link between the banking systems and 45 agents manning the ING Call Center. EDGE runs on an IBM RS/6000 operating system with a CTI gateway to the Lucent PBX and ACD.

When a customer contacts ING DIRECT, EDGE prompts the banking system mainframe to provide information on accounts, history, services, etc. The workflow is entirely automated; agents can open new accounts, conduct banking transactions, service existing accounts, take inquiries from prospective clients, and sell new services, i.e. loans. Operating in a 90% inbound, 10% outbound environment, the agents use EDGE's preview dialing capabilities to perform outbound telesales functions. In addition, every employee of the call center, from the president on down, is required to work the phones at least 4 hours a month in order to stay in touch with the needs of the customer base.



In its first year, ING DIRECT acquired over 100,000 new customers.

Solution Architecture



The Benefits

Excellent Service Leads to Coast to Coast Sales

Although ING DIRECT operates out of Ontario with its marketing efforts focused on Toronto and Vancouver, the Bank has enjoyed enormous success across Canada, exceeding all of its initial first year goals.

- In the first year of operations, ING DIRECT Canada received over \$1.3 billion (Canadian) or \$850 million (U.S.) in deposits and acquired over 100,000 new customers.
- EDGE captures and reports on each customer contact, turning prospects into clients and enhancing customer service. EDGE links these calls to specific advertising media, allowing ING DIRECT to measure the efficiency of various advertising mediums.
- Marketing data captured through EDGE revealed that 40% of ING DIRECT's customers were attained through word-of-mouth recommendations, and that customers cross all age, sex, and race demographics.
- Thanks to ING DIRECT's "branchless" status, traditional operating expenses are lower. These cost savings are passed on to customers in the form of higher interest rates and reduced banking fees, giving ING DIRECT a competitive advantage.
- After launching the call center and becoming more familiar with operations, ING Direct reduced average call times by 25%, saving time and increasing customer services.
- Because of EDGE's flexible scripting capabilities, training time for ING DIRECT agents was reduced to one week.

ING Bank created a successful virtual bank, and IMA's EDGE software was a crucial component of the solution. Now recognized as a viable player in the Canadian financial market, ING DIRECT continues to pursue alternative methods of virtual banking. The Bank is adding new products and services and is exploring ways to enhance call center performance through use of the Internet.

