

Situational Phases	CRISIS COMMUNICATIONS	CONSTRAINED COMMUNICATIONS	TARGETED EXPANDED COMMUNICATIONS	"NEW NORMAL" BAU
Customer Sensitivities	Initial shock, macroeconomic stress and uncertainty, and risk of alienating customers.	Increased duress and reduced financial resilience. Reduced consumer ability to make payments, reduced spending, and increased reliance on credit.	Segments of customers begin to adjust or recover based on level of income security and financial reserves.	Customers accept and are accustomed to the new normal. Increased recovery.
Business Impact	Protecting customer equity, customer trust and goodwill, capturing the lowest hanging fruit, and accommodating to new consumer operating environment.	Reduce/save churn, continue to capture the lower funnel, protect Customer Experience (CX) value, and stimulate loyalty.	Steal share from weaker competitors and fuel new growth from key customer segments with broader offers.	Establishing a new baseline of acquisition for product lines, segments, and cross-sell.
ACQUISITION				
Challenge	Consumers and SMBs are figuring out what essentials to focus on. May need to secure new credit lines or terms.	Continued immobility and disruption of a large population focused on creating financial resilience.	Reaching addressable recovered audience and developing effective segmentation model.	Critical mass of the market regains full mobility and consumption behavior.
Desired Outcomes	Capture those lowest in the funnel, make every message count, and maintain awareness.	Proactively target ideal segments to mitigate risk and maximize acquisition from efficient marketing spend.	Increase scale of new acquisition by increasing viable prospect pool and increase cross-sell of product offerings.	Maximize acquisition baseline, capture highest market share of new deposits and lines of credit, and refine segmentation.
Key Use Cases	Media messaging, digital engagement, and CRO.	Targeting optimization, performance marketing precision, and CRO.	Expanded media, new look-a-like modeling, scaling targeted cross-sell, and continued CRO.	Re-operationalize full scale awareness and acquisition programs.
ONBOARDING				
Challenge	Distracted consumers will be unaware of contextually useful breadth of service offerings.	New customers may be slow to onboard and need to be educated about other offerings such as mortgages, personal lines of credit, SMB, auto, and private wealth.	New customers need to be educated on breadth of offerings and benefits, many of which are learning digital banking for the first time.	New DDA and credit customers expect world class CX and onboarding experiences.
Desired Outcomes	Drive seamless onboarding and fulfillment to fund accounts and close mortgages and other high-touch credit applications.	Seamless onboarding and early engagement to drive early retention behavior and expose to cross-sell options.	Boost knowledge of benefits and drive up-sell/cross-sell activity for key offerings.	CX to drive desired engagement and CSAT.
Key Use Cases	Onboarding series and segmentation.	Onboarding series including direct mail, selective outreach, and segmentation.	Education, engagement, and nudge programs.	Digital and mobile engagement.
SERVICING				
Challenge	Significant adoption needed for digital servicing, awareness of branch closures, and other services interruptions. Call centers may get overloaded.	Customers may overload call center with questions and concerns. Customers may default. Movement away from travel rewards.	New consumers or expanded relationship consumers are unaware of self-servicing options. Transition of focus from travel rewards.	Volume of servicing engagement returns to standard levels.
Desired Outcomes	Maximize trust, sense of integrity, self service, CX, and positive brand experience during a time of need.	Maximize self-service, drive CX and customer satisfaction/Net Promoter Score (NPS).	Increased cross-sell, maximize digital engagement and self-service usage, and drive NPS.	Drive at-scale self-service containment to reduce operating costs and boost CX.
Key Use Cases	Proactive education, self-service enablement and containment, and CX engagement.	Payment processing, pre-collections, self-service containment, CX engagement, and limited cross-sell.	Service-to-sales, scaling cross-sell, self-service adoption, engagement, and revised payment terms.	Self-service, digital engagement, and call center script optimization.
RETENTION				
Challenge	Customers may be lured away by competitive refinance options or take advantage of balance transfer opportunities and erosion of trust in private wealth relationships.	Increased comparison shopping to drive personal financial resiliency, revisiting of private wealth relationships.	Customers looking for a sense of normalcy and seamless credit line extension process. Maintenance of deposit flows in low interest rate environment.	Competitive landscape becomes potentially confusing for customers.
Desired Outcomes	Maximize retention rates.	Maximize retention rates, alter terms vs. churn, and retention satisfaction.	Maximize retention rates, drive NPS in renewal process, and drive referrals.	Maximize retention rates and increase brand equity.
Key Use Cases	Pre-emptive retention campaigns, benefit reminders, and call center script optimization.	Renewal series, call center script optimization, terms revision, and service-to-sales.	Frictionless cross-sell process, sequential messaging, referral program, and loyalty program.	Multivariate testing of renewal offers and aggressive cross-sell.