

# Strategies for Servicing Success

## Creating a Solution-oriented Environment

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For many years, BNY Mellon Working Capital Solutions (WCS) has enjoyed top scores in well-established industry surveys for both customer service and implementations (please see page 18 for some of our most recent industry scores). As the Client Support director for BNY Mellon WCS, I am often asked to identify the key strategies we employ that lead to this success. Although we have many strengths that contribute to our sustained, strong performance, a few of our methods stand out as integral to our success and deserve special consideration.

### Customer Focus

First and foremost, as the foundation of BNY Mellon's WCS Client Support group, we adhere to a strict set of core values that include client focus, trust, teamwork and outperformance, and understand the importance of delivering on the promises we make to customers.

In dedicating ourselves to these core values, our staff works diligently to ensure that we focus every customer interaction

on solving issues and strengthening relationships. We also employ a tenured staff of servicing and implementation professionals who average 20 years of experience. Many have spent their careers in BNY Mellon WCS — many in the Client Support division. We firmly believe this level of experience translates into a competency that enables the staff to continually meet or exceed customer expectations, providing a wealth of knowledge for creatively addressing and solving a wide variety of customer challenges.

Additionally, by using analytical tools and procedures such as Six Sigma — a standardized discipline for identifying process improvements based on data and statistical modeling — BNY Mellon WCS Client Support is dedicated to a process-oriented approach to customer service. We recognize that it is critical to have defined, repeatable processes supporting our staff as we help clients implement effective business solutions and resolve issues.

Facing an ever-changing business environment, increasingly complex business issues and the unique requirements of our clients, BNY Mellon WCS Client Support also remains dedicated to flexibility and innovation. The management team is encouraged to creatively employ resources, technology and processes to solve our clients' business problems.

Supported by our partners in The Bank of New York Mellon's Operations, Systems and Solutions Delivery areas, Client Support consistently offers customized solutions to clients — solutions that lead to the high industry survey scores we earn every year.

As detailed in the case study on page 15, which reflects on the successful solution we recently brought to one of our valued clients, ours is truly a premier model for achieving stellar customer care.

