

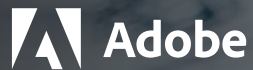
Banking 2021

Top Trends in Experience Management

From customer data to
customer experience



Deloitte.
Digital



What's inside



SECTION 01

The Human Experience

The world today is radically different than the world a year ago—for banks, for employees and especially for consumers. In person analog behaviors have shifted to digital while consumer attitudes regarding brand and value continue to evolve. While everyday seems to bring a list of “new normals”, the constant is that customer experience is, and continues to be, the primary disruptive force in financial services.

Gartner* reports that nine out of ten chief marketing officers now expect to compete mostly based on customer experience. Your competitors have figured this out and are making progress. You simply can't afford to be left behind, and must deliver a personalized, human experience that recognizes people as individuals, values their time, and uses what

we know about them in a safe, secure way to bring utility and add value to their lives. Organizations that go beyond delivering on customer experience to elevating the human experience will be better positioned to create more meaningful connections, foster loyalty and, ultimately, drive growth.

Given that 73% of consumer interactions with banks are digital, the only way this happens is through smart use of technology and data to help automate, assemble and activate the right experience and messaging for the customer or prospect.



*Source: Gartner Surveys Confirm Customer Experience Is the New Battlefield

51%

of banks struggle to quantify the impact of their marketing investments.

85%

of CMOs don't think their organizations are doing enough to own the end-to-end customer experience.

76%

of banks don't leverage data to understand customer needs and behavior.

38%

of Millennials and 27% of Gen Z customers say they are more likely to switch their bank since the onset of the COVID-19 pandemic.

Unfortunately, most banks don't feel like they are making progress.

The consequences of failure and continued inability to better leverage technology and data to deliver a more human digital experience are significant. To remain relevant against an onslaught of evolving customer attitudes and disruption coming from traditional and non-traditional competitors banks must change the way they build, organize and operate the customer experience and must address the technical, data and organizational challenges that stand in the way.

Source: www.deloitte.com/us/en/pages/financial-services/articles/consumer-banking-survey.html

Source: Foresight Research, The Changing Banking Markets in the COVID-19: www.foresightresearch.com/bank-credit-union-report/

Source: www.marketo.com/analyst-and-other-reports/the-path-to-2020-marketers-seize-the-customer-experience/

Source: www.forbes.com/sites/tomgroenfeldt/2016/03/09/bank-marketing-dump-data-scientists-try-marketing-by-walking-around/#4affda0457cb

TREND 01: EXPERIENCE MANAGEMENT

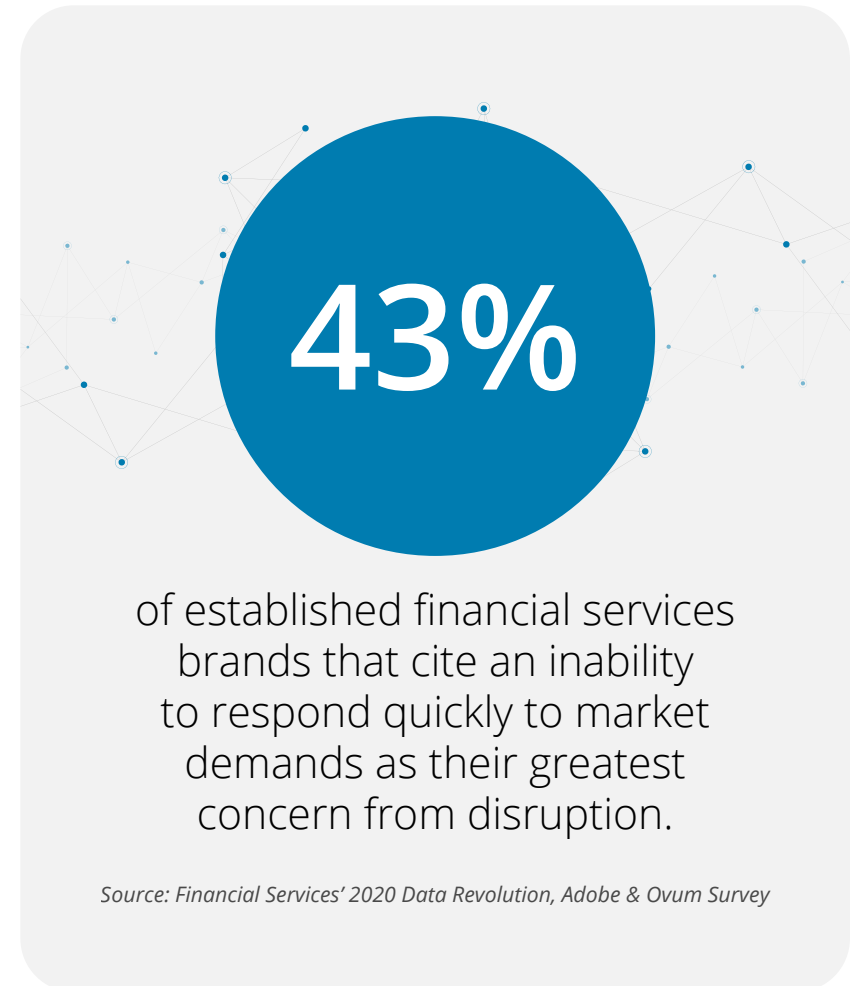
The Battlefield is Growing

Banks are facing stiff competition from below, above and from the sides. Fintech disruptors are agile, focused and adept at customer experience. Deloitte's own research shows that a significant percentage of bank customers would consider a banking product from a non-traditional company*. Traditional banks continue to grow through acquisitions and expansion on a regional basis. Banks cannot assume the industry will shake out any time soon. Expect a long, hard slog as competitors continue to one up each other through innovation, convenience and, of course, experience.

INSIGHT TO OPPORTUNITY

- To fend off competition, banks need to enable digital transformation that streamlines processes and decision making through automation.
- Agility and speed to digitize is critical. This requires the right digital transformation tools and infrastructure backed by agile enterprise engagement platforms, a command of operational and customer data and scalable organizational structures. This would allow banks to pivot quickly to meet customers' rising expectations.

* Source: www.deloitte.com/us/en/pages/financial-services/articles/consumer-banking-survey.html



TREND 02: EXPERIENCE MANAGEMENT

Own Your Data

Banks are challenged by complex data systems and multitudes of data sources that hinder visibility and control. To address these challenges, many banks are consolidating tool sets, establishing formal data strategy and governance policies, and coming to appreciate data for what it is: an underleveraged asset. To compete today, banks need to make data management a core competency—where data is owned and maintained in house. This gives banks rapid and efficient access to real-time, relevant customer data that informs quick decision making by people and algorithms.

INSIGHT TO OPPORTUNITY

- A Customer Data (CDP) platform that allows banks to access, active and orchestrate the customer journey using accurate customer data, in real time.
- The CDP needs to record and track customers' online behavior across devices in real time, gather insights on customers' data trails and be supplemented by other owned data sources. This provides a 360-degree view of customers, creating the foundation for an omni-channel customer experience.

“We have a single, integrated experience. Participants, sponsors, advisors and even call centers access the same platform, so they are all looking at the same data set. They are all looking at a single platform, a single codebase that dynamically renders presentations based on their role and their entitlements and what they have access to. So, you never have to worry about people looking in different systems. It also helps that it all happens in real time.”

*Executive vice president, chief strategy officer,
at a financial services organization with 1,000+
employees*

Source: www.deloittedigital.com/content/dam/deloittedigital/us/documents/offerings/offering-20191205-forrester-research.pdf

TREND 03: EXPERIENCE MANAGEMENT

Moments That Matter

Milestones are *everything* in a person's life. They are the moments we cherish, the occasions we choose to spend with loved ones and the dates that we use to mark time. Emotions surround these moments—whether joy or sadness, anticipation or dread. Banks that want to build human experiences need to identify these moments in a customer's life—a birthday, graduation, starting a business, purchasing a house—and contribute to the emotion of the day through special offers or promotions.

INSIGHT TO OPPORTUNITY

Participating in the special moments of a customer's life comes down to informed awareness. Banks need to sense immediate changes in behavior and mood, capture pertinent information and deliver an actionable and appropriate response, offer or solution.

- Banks should leverage artificial intelligence (AI) and machine learning (ML) in combination with sentiment platforms to collect and understand data signals that help them identify moments and deliver against them in a personalized, relevant and meaningful way. These insights used intelligently and ethically, can help banks turn their data into a competitive advantage.**

** Source: bankingjournal.aba.com/2019/11/from-big-data-to-little-personal-touches



TREND 04: EXPERIENCE MANAGEMENT

Data Unlocks the Human Experience

Today's customers crave personalized, human experience tailored to their needs, wants and expectations. In fact, they expect it. Why? Because they're telling banks everything. Regardless of whether clients are stopping by a branch, contacting a call center or reaching out via social media, they willingly hand over data each time they interact with an institution. Everything banks need to know about their customers, buying habits, intentions, hopes and dreams is hidden in plain sight. It's up to banks to unlock this data and see the possibilities and meaningful experiences they can deliver.

INSIGHT TO OPPORTUNITY

- Banks can harness the power of the information offered up by their customers with the right processes and technologies.
- The right CDP platform, combined with activation and automation tools, can cut through the noise and capture information that matters in a consolidated customer record. The record can continue to be updated as more touchpoints occur—giving banks the insight it needs to deliver personalized, human experiences.



Experience Management in Four Steps

1

Establish a customer experience operating model.

An operating model built on collaboration and connection can help focus experiences on the individual customer so you can deliver relevant, personal experiences.

2

Own your data.

Data should be a core competency, owned and maintained behind a bank's own firewall or cloud.

3

Automate your decisioning.

AI and ML should be used to identify the best way and time to engage with each customer, optimizing the experience and outcome.

4

Integrate internal business processes.

Connect processes and technologies across the ecosystem to create seamless omnichannel experiences trusted by customers.

TREND 05: EXPERIENCE MANAGEMENT

From Real-Time to Autonomous Marketing: One Step at a Time

Autonomous marketing allows banks to be right in the moments that matter—and at scale. AI and ML can help identify the best way and time to engage with each customer—even before the customer herself knows what she wants. Autonomous marketing allows banks to deliver customer segmentation and targeting at scale, automate decision making and curate the right experience for each segment.

INSIGHT TO OPPORTUNITY

- Emerging technology requires a test and learn approach. Banks should begin their AI/ML journey in an incremental and iterative manner. Conduct small pilots that provide a quick win and deliver value through measurable KPIs such as customer engagement, retention and loyalty. Small-scale successes can be used to get buy-in from stakeholders and secure budget for larger scale deployments.
- The customer profile needs to be updated in real time by the marketing, commerce, services and sales teams during and after every touchpoint.
- Data should include both explicitly collected data as well as tacit and derived information.



Five Attributes of Autonomous Marketing



Customer journeys

Non-linear and unique to each customer.



Advanced segmentation

Segmentation is not real-time personalization, but micro segmentation is.



Channel campaigns

The right content at each touchpoint regardless of channel delivery.



Advertising vs. marketing

Advertising and marketing are complimentary but serve different needs and should be measured accordingly.



Regulation and privacy

Regulation and privacy are not limiting. It's a chance to differentiate your brand by proactively leaning in (e.g. 3rd party cookie elimination)

A Proper Digital Identity Management System



Safe

To ensure security, privacy, and compliance.



Flexible

To work across multiple platforms (on-premise and cloud); work with people, systems, and devices.



Agile

To quickly adapt to changing end-user needs, IT requirements, and new applications.



Scalable

To address the shuffling requirements of the business-such as adding new users from an acquisition or managing an influx of customers.



Open

To accommodate many types of users, including employees, consumers, partners, and contractors.



Private

To give users control over their information and an understanding of how it is used and how they can access it



Frictionless

To provide a seamless and convenient experience for both users and cybersecurity administrators.



Resilient

To overcome potential service disruptions, technology failures, or Cyber threats-whether onpremise or in the cloud.

TREND 06: EXPERIENCE MANAGEMENT

Digital Identity Empowers Human Experience

Delivering seamless, frictionless experiences across touchpoints requires the ability to identify customers across channels, email addresses, devices and timelines and create and maintain a Golden Record of each customer. This helps create meaningful partnerships as customers progress through the purchasing lifecycle from general awareness and research to sale to service and support. The goal, of course, is to improve retention while fostering life-long brand loyalty.

INSIGHT TO OPPORTUNITY

- Identifying a known customer opens so many doors for different types of engagement based on previous interactions. Anyone in the organization who has contact with a customer should be able to see all other interactions and the result. This empowers customer-facing employees across web, mobile, email and call centers to deliver relevant and personal experiences that matter.
- To power the Human Experience, you need a 360-degree digital identity strategy to help build trust and ensure privacy and security across the customer journey.

Source: <https://www2.deloitte.com/us/en/insights/industry/technology/consumer-enterprise-digital-identity-management-strategies.html>



TREND 07: EXPERIENCE MANAGEMENT

From Sales Enablement to Service Enablement (Lifelong)

Customers spend more time with services and support over time than sales or marketing. Banks must think of the customer service function (don't say call center) as an integral part of the customer experience. Properly armed and enabled, service reps can enhance the value of the customer's use of the product and can make recommendations for upgrades and complimentary solutions in real time. Superior customer service requires data at the core and an ability to engage the customer in the channel of their choice.

INSIGHT TO OPPORTUNITY

- Banks need to empower service reps with customer context as they begin an engagement, requiring up-to-date customer information and details about previous touchpoints. A powerful service engagement can enhance retention and customer loyalty, increase the size of each sale and lead to upsell and cross-sell opportunities. The right rep can even provide field research into competing products and services the customer uses that the sales and marketing teams can leverage for competitive analysis and win-backs.
- From using AI to power chatbots and provide round-the-clock, agile customer services to utilizing the technology for critical functions such as anti-fraud and regulatory compliance, banks are realizing the double benefits of optimizing costs while improving operations. Additionally, technologies such as Robotic Process Automation (RPA) and ML are helping banks replace labor-intensive, manual workflows with highly reliable, cost-efficient and fast robotic operations.

Source: www.wns.com/insights/articles/articledetail/547/top-trends-in-banking-and-financial-services



Driving connection, loyalty, and growth for Financial Services —together

At Deloitte Digital, we help clients see what's possible, identify what's valuable, and deliver it in a way no other professional services or creative agency can. Deloitte's Experience Management solution combines Deloitte proprietary assets, experience and know-how with commercial platforms from key alliances like Adobe to build and manage a winning customer engagement system that helps banks drive connection, loyalty and growth with each interaction.

Deloitte. Digital

- Deloitte Digital named a worldwide leader in Digital Customer Strategy & Experience Consulting based on breadth and depth of capabilities by ALM Intelligence.¹
- Deloitte named a leader by Gartner in CRM and Customer Experience Implementation Services, worldwide.²
- Deloitte named a global leader in Digital Experience Agencies based on current offering and market presence by Forrester.³
- Deloitte named a leader, ranked #1 by IDC in Digital Strategy Consulting, worldwide and in all regions.⁴
- Adobe Global Digital Experience Partner of the Year 2019
- Adobe Americas Digital Experience Partner of the Year 2020

Adobe

- Industry analysts have named Adobe a leader in over 23 categories, such as Web Content Management, Digital Marketing Analytics, Digital Commerce, Marketing Cloud Platforms, and more.⁵
- Adobe Experience Platform, the industry's first open and extensible platform that stitches data across the enterprise, enables brands to deliver impactful digital experiences in real-time.⁶
- Adobe Experience Cloud provides an end-to-end Customer Experience Management (CXM) solution for experience creation, marketing, advertising, analytics and commerce. It helps companies deliver consistent and compelling experiences across customer touch points and channels—all while accelerating business growth.⁷

More Information about how Deloitte Digital and Adobe Elevate the Human Experience

[READ MORE](#)

CONTACT INFORMATION

Ryan Alderman

ryalderman@deloitte.com

Principal and US Adobe Alliance Leader
Deloitte Consulting LLP

Olaf Tennhardt

otennhardt@deloitte.com

Managing Director and Experience Services Leader
Deloitte Consulting LLP

©2020 Deloitte Digital. All Rights Reserved.

©2020 Adobe. All Rights Reserved.

