

Customer-Centric Banking Transformation

Building to deliver on the customer's desired outcomes

Brian Butte

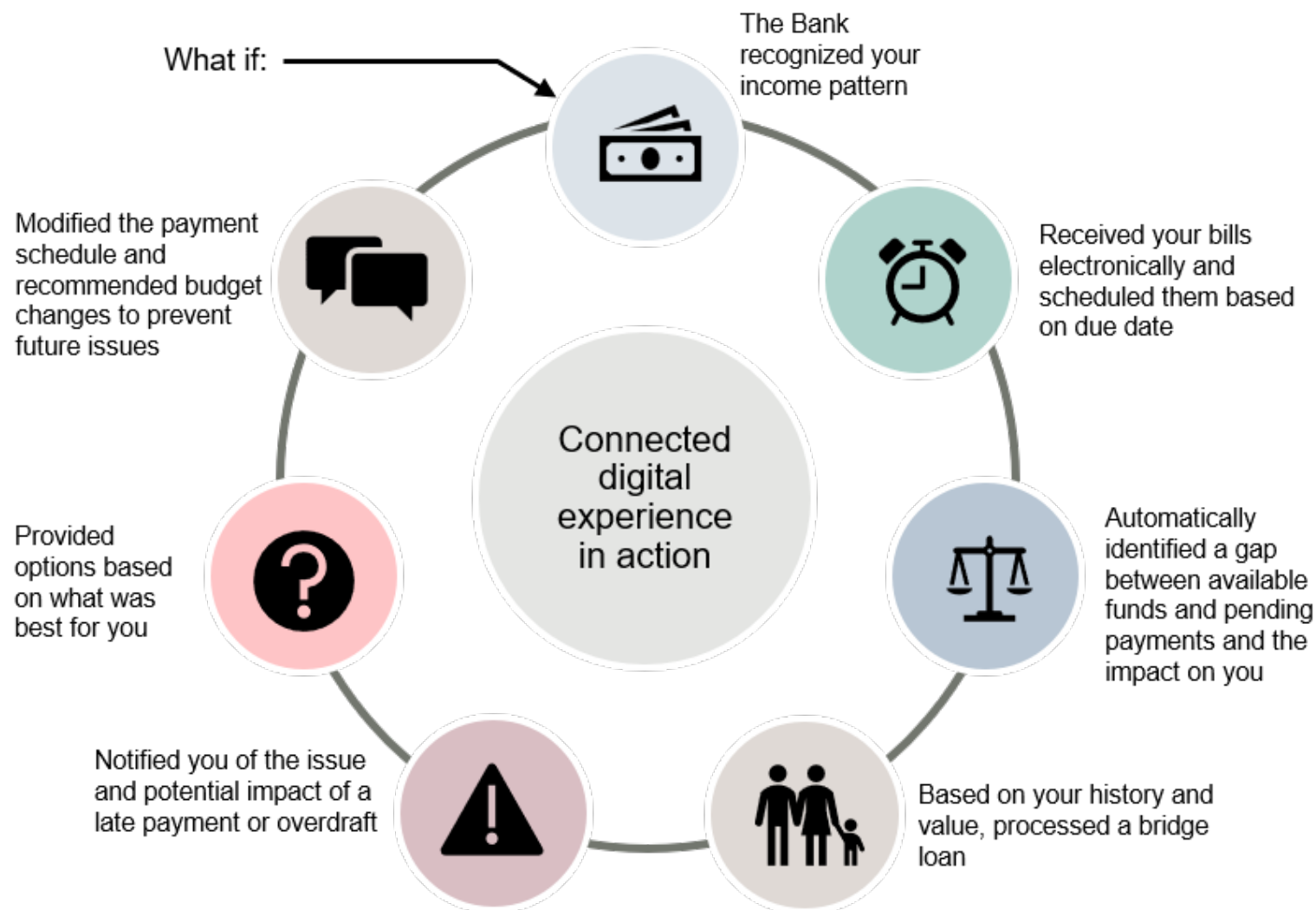
Executive Director, Digital Business Strategy & Innovation

March 2018



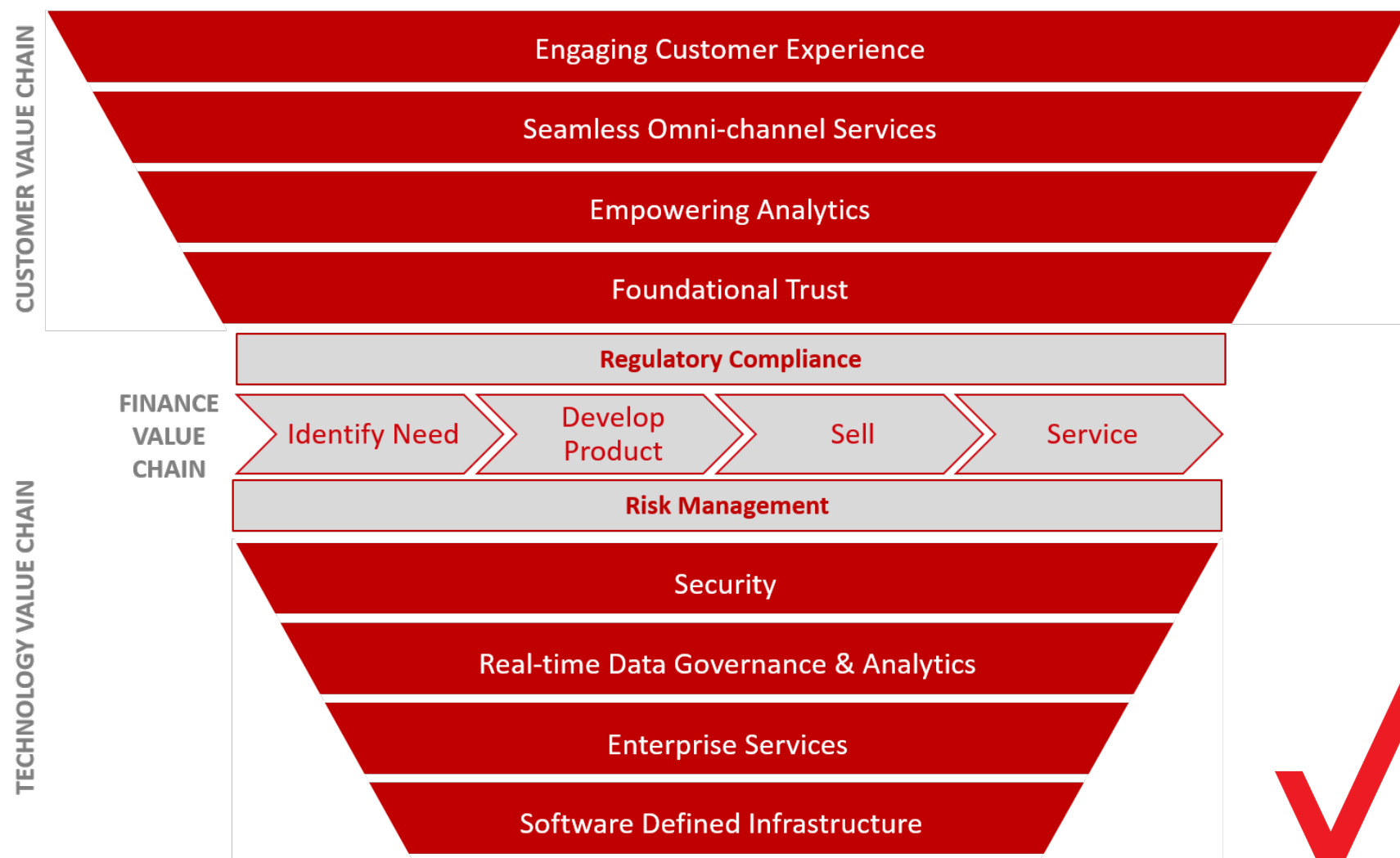
Customer expectations are always rising...

Customers want help, to make complex situations simple and spend their money wiser



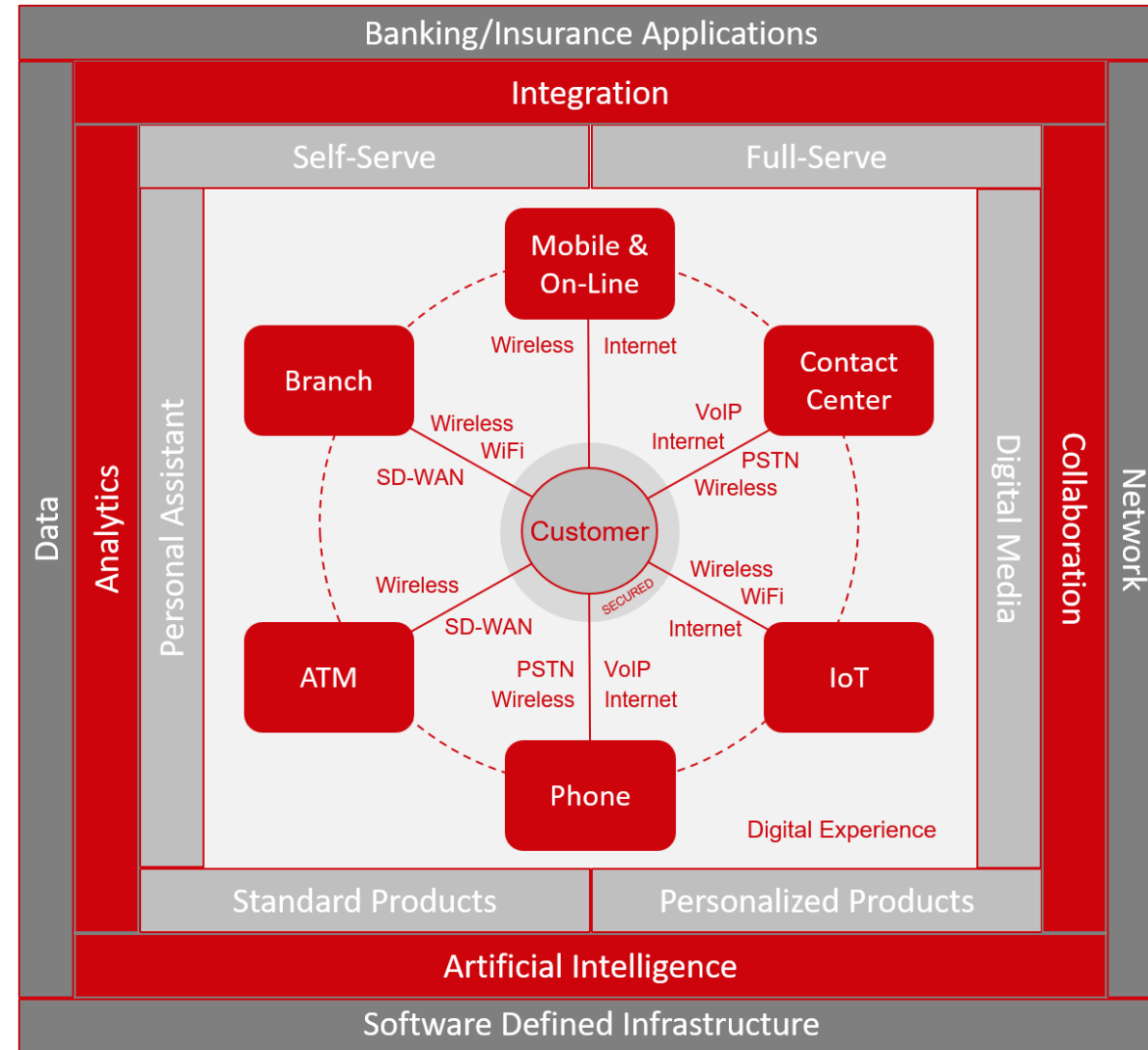
...with new expectations driving new approaches...

**Bankers want
help to keep
customers
engaged and
build wealth**



...that require changes to architecture

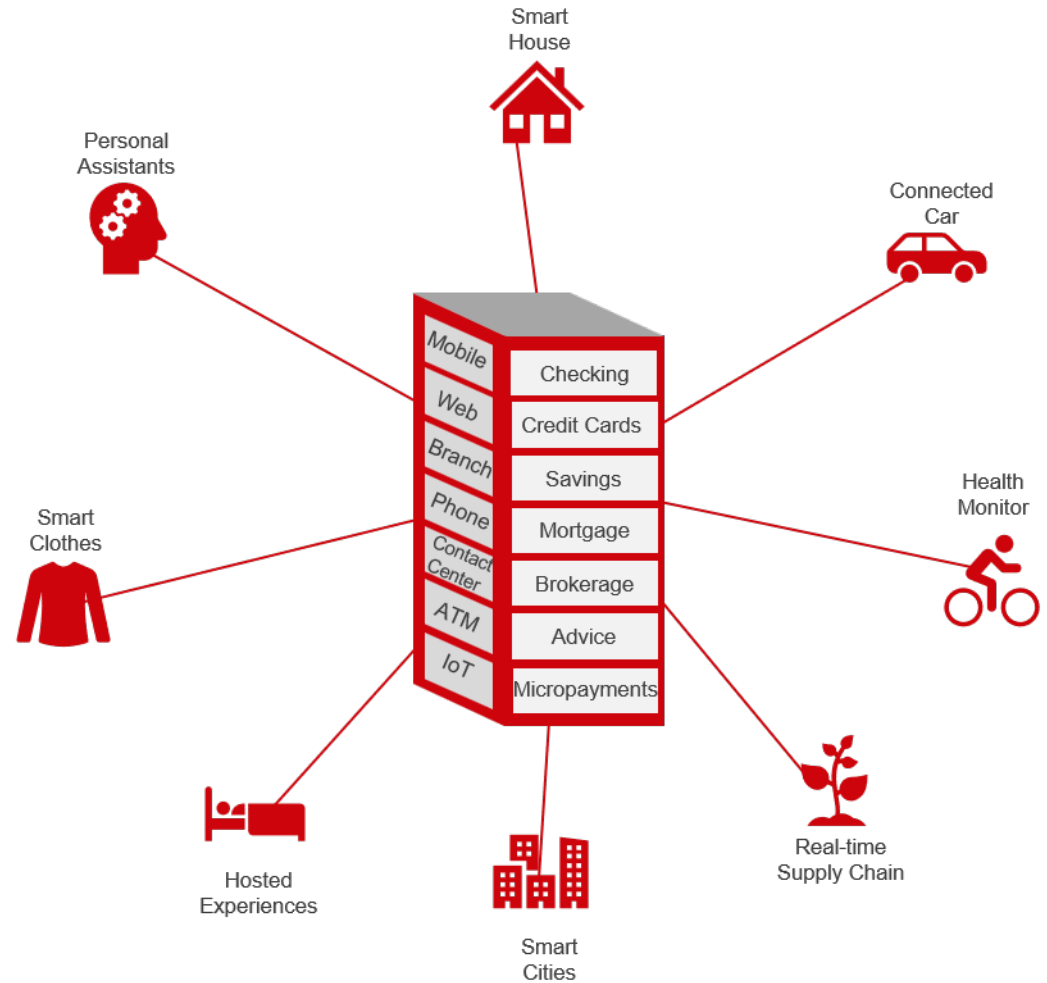
IT needs an overhaul, it can no longer be patched to progress



Transformation means delivering answers rather than data

Customer-Centric Banking

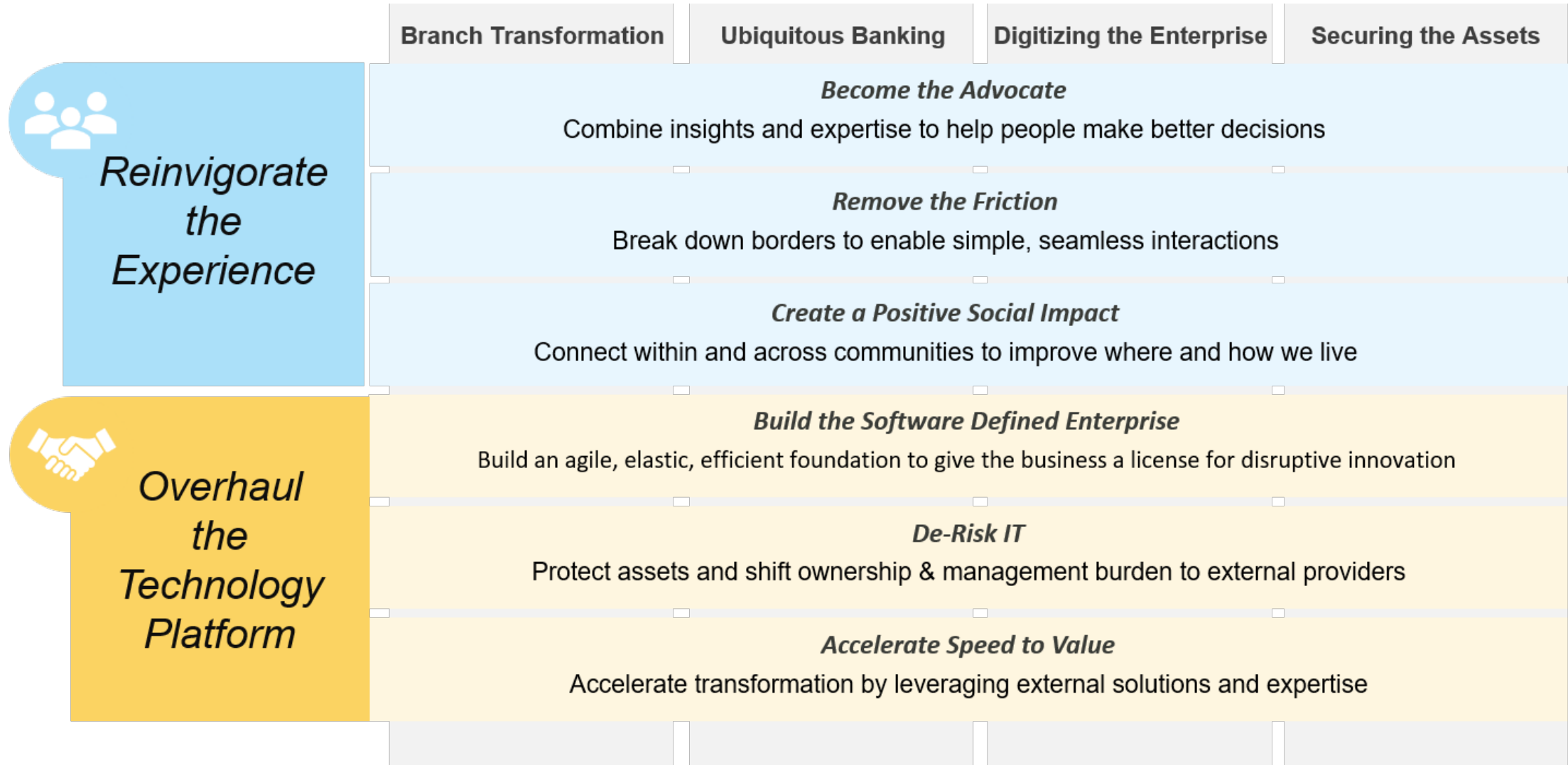
- Customers interact via any channel they choose
- Interactions are tailored to the individual with a mix of AI and human services
- Progress through the customer journey is the key success metric
- Back-end solutions are delivered by the Bank and third parties through API enabled services
- Infrastructure is orchestrated and brokered based on the needs of back-end solutions



Customers need an advocate, and without an AI Assistant they will turn to contact centers by default



Transform the experience & stack in parallel



Transformations start by answering basic questions

People

- What do my customers expect from me?
- How do my customers want to interact? When? Where?
- What is my responsibility to support their objective?
- When are human-to-human interactions ok?
- Does the value of the customer's business matter?
- Am I taking advantage of my employee talent?
- What is the gap from where we are to where we need to be?
- Will my culture embrace a change?
- What is the risk of doing nothing?

Process

- Where does 'support' begin?
- Where is the friction in our experience today?
- Is our role to advise, help or execute? Does the role change?
- When should a customer be able to get human support?
- Should support availability vary by modality? By customer value? By product?
- How do we measure success? Leading indicators? Lagging indicators?
- How will we get better?
- Can we get where we need to be through incremental change?

Technology

- How can I leverage analytics to help customers along their journey? What do we need to know to support the customer? When do we need to know it?
- What is the role of AI in providing 'support'?
- Which modalities should I offer? Why? When?
- How do we ensure interactions don't fall through the cracks?
- How do we secure it all?



Where is Financial Services transformation today?

Succeeding

- Respecting the customer's need
- Integrating self-serve options
- Enabling omni-channel interactions
- Support availability
- Depth and breadth of technology coverage
- Protecting the customer

Struggling

- Respecting the customer's goal
- Integrating support
- Maintaining the customer's identity
- Last digital mile (IoT)
- Owning the technology stack
- Protecting the resources



What is the 5 year target?

Advising customers throughout the purchasing lifecycle to maximize the value derived from their spend



Thank-you

