

# Omnichannel customer journeys in banking: Building roadmaps for revenue growth

**Christopher Colley**

Global Head Industry Advisory, FS

Qualtrics

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# Our conversation today

- Introduction
- Understanding the value of consumer-centricity in FS
- Journeys: The missing piece of experience measurement
- Driving action with data through omnichannel journeys
- Case studies from FS leaders
- Wrap-up & key takeaways

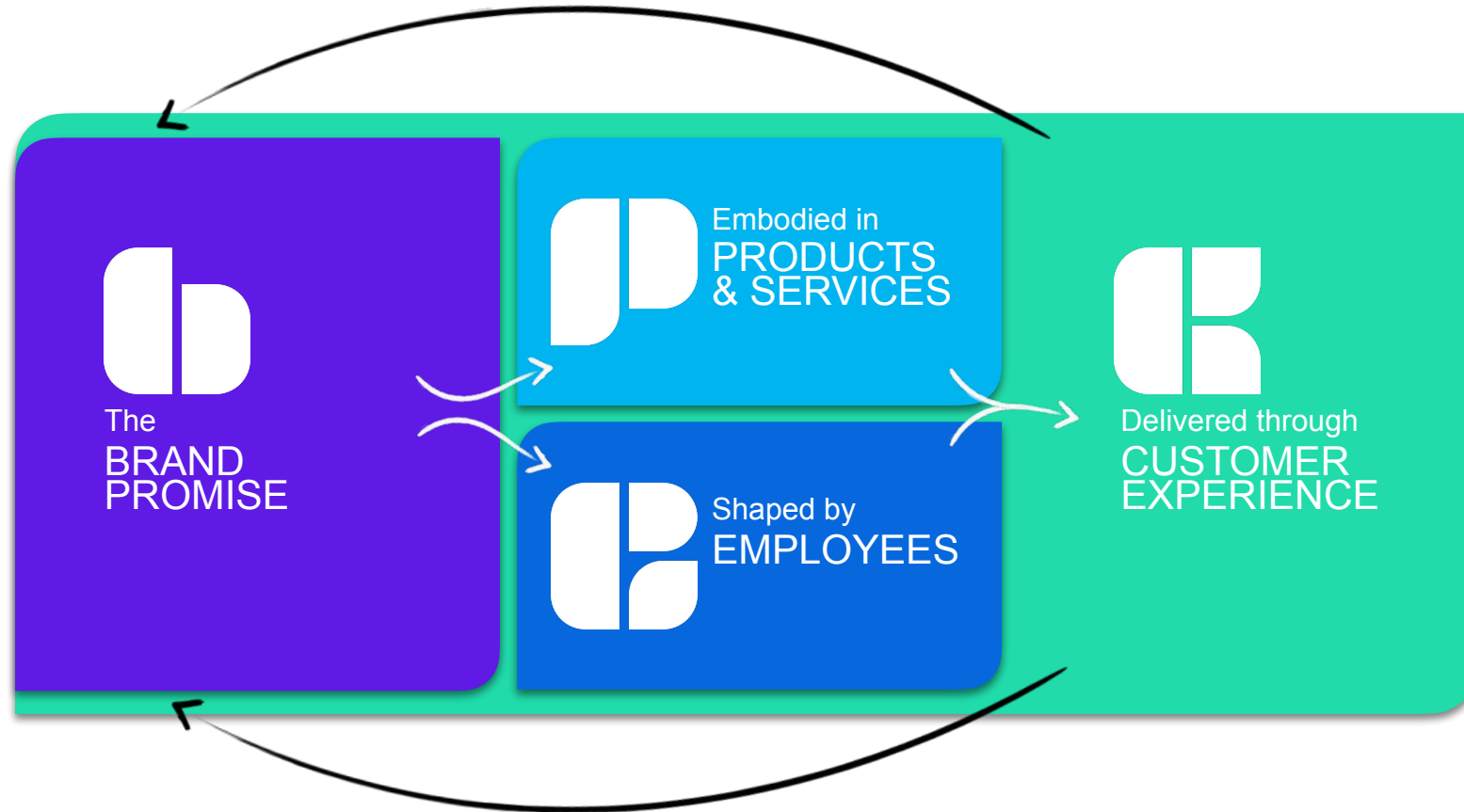


# Introduction

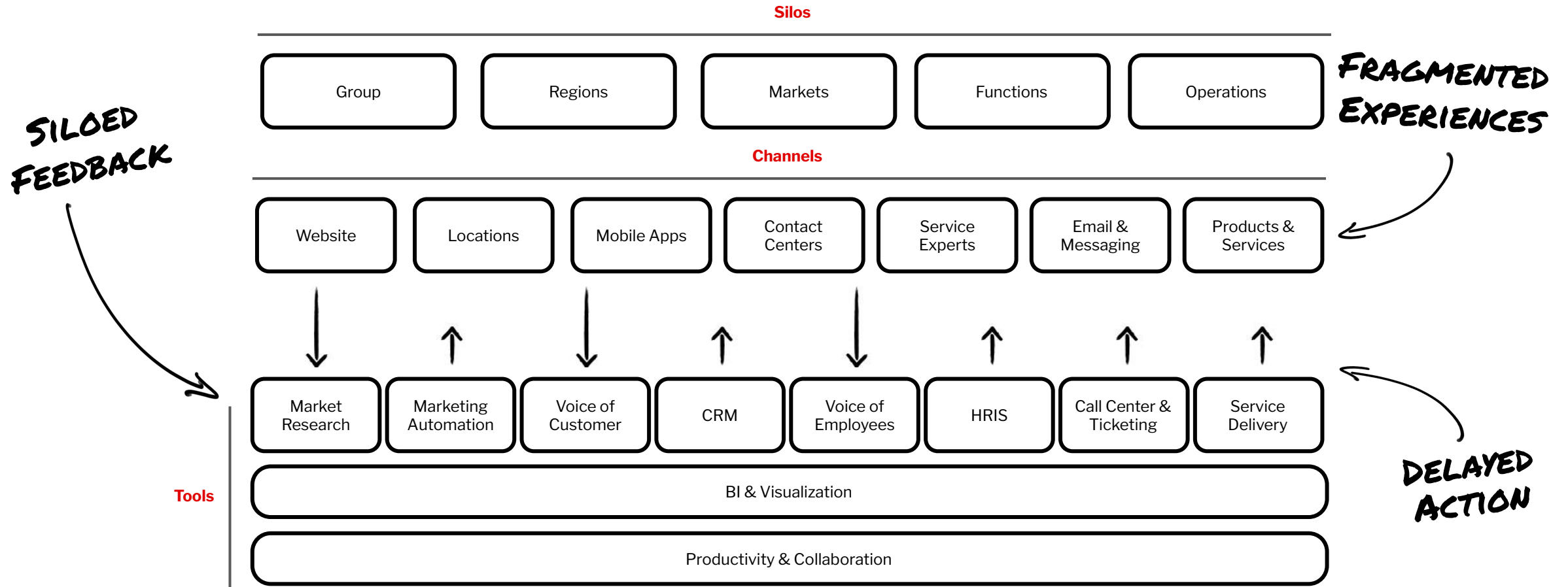
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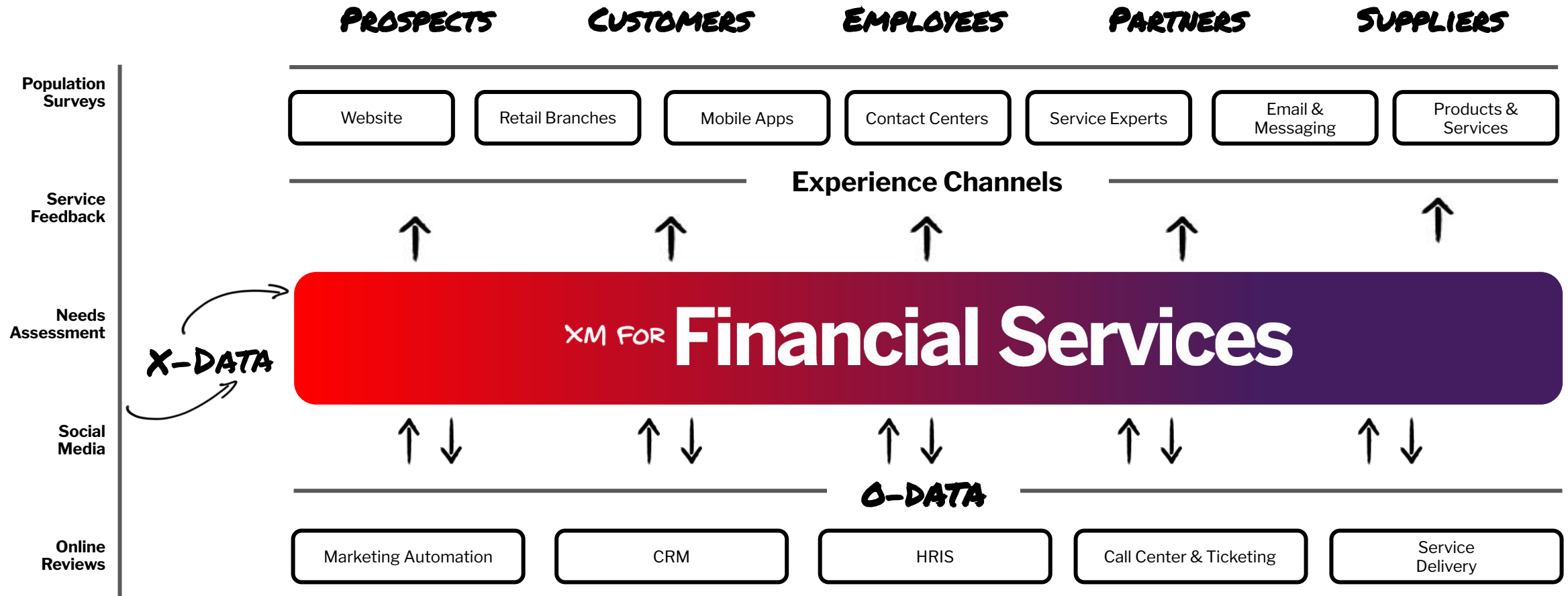
# What is Experience Management?



# Legacy programs impede action



# Putting it all together



# Where we lean in: A brief overview



Munich RE



ABN·AMRO

citibank



Deutsche Bank



PayPal



- + build and optimize **brands**
- + launch and sustain **new products & services**
- + attract, grow and retain **employees**
- + drive **customer** loyalty & lifetime value

**85%+ 13.5K**

Of the fortune  
500

Customers  
globally

**2.6K**

Enterprise customers  
in 41 countries

**95%**

Enterprise  
retention

**55%**

YoY growth

# Understanding the value of customer-centricity in FS

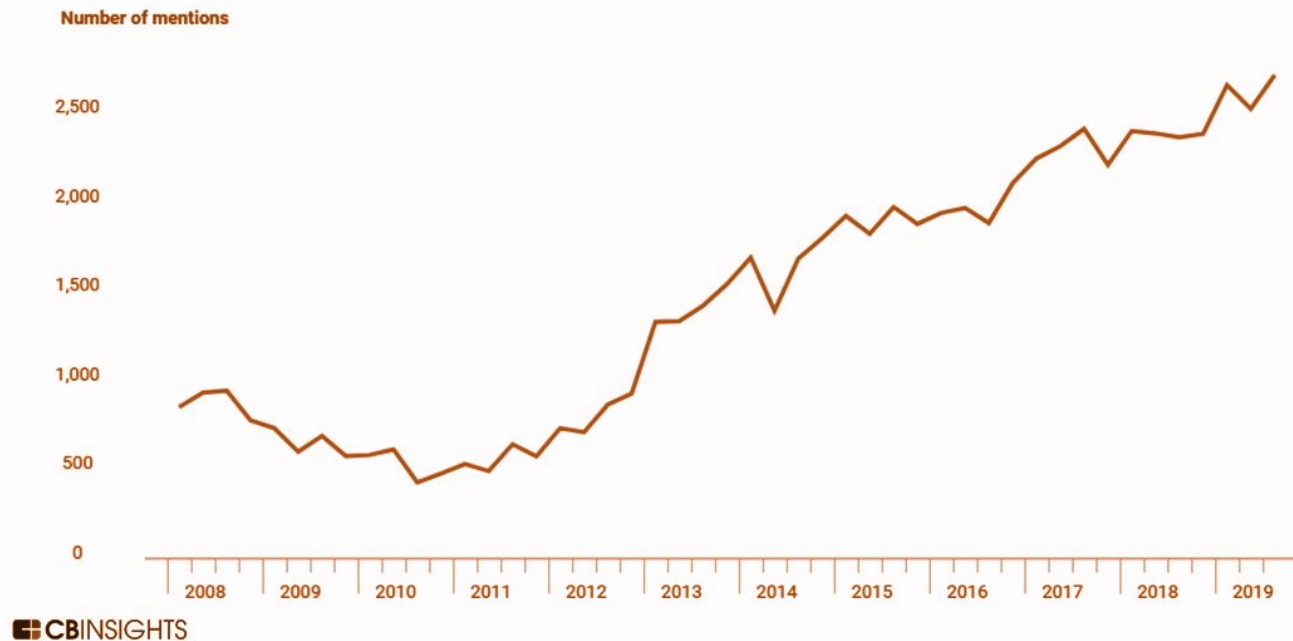
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# CX is now a board-level priority

*Mentions of “customer experience” (and related terms) on earnings calls*



<sup>1</sup> CB Insights, 'How Brands Are Using Emotion', 2019

# 86%

of financial institutions assign  $\geq 25\%$  of overall budget to customer experience (CX) <sup>2</sup>

# 46%

of financial institutions expect to increase their CX budget in the next 12 months <sup>2</sup>

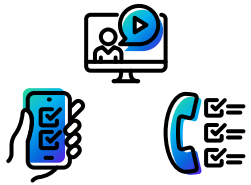
<sup>2</sup> Microsoft Dynamics, 'Customer Experience in the 2021 financial services market'

**“Today’s economic and competitive challenges are making the **status quo untenable** [for financial services]...**

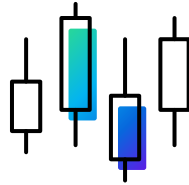
**Incumbents face a need for bold action that is becoming **more urgent by the day.**”**

**MCKINSEY & COMPANY**  
**‘Disrupting the Disruptors’ 2021**

# Industry and digital disruption are accelerating in FS



**CUSTOMERS EXPECT:**  
**SEAMLESS** JOURNEYS  
ACROSS CHANNELS



**CUSTOMERS MIX & MATCH:**  
**MODULAR** PRODUCTS FROM  
BEST-IN-BREED PLAYERS



**CUSTOMERS WANT:**  
**“KNOW ME”**  
EXPERIENCES



**EMPLOYEES PRIORITIZE:**  
PURPOSE & WELLBEING AND  
MAKE **DIFFERENT CHOICES**

# CX fuels banking economics

## Customer-friendly conversion funnels → happier clients + improved share of wallet

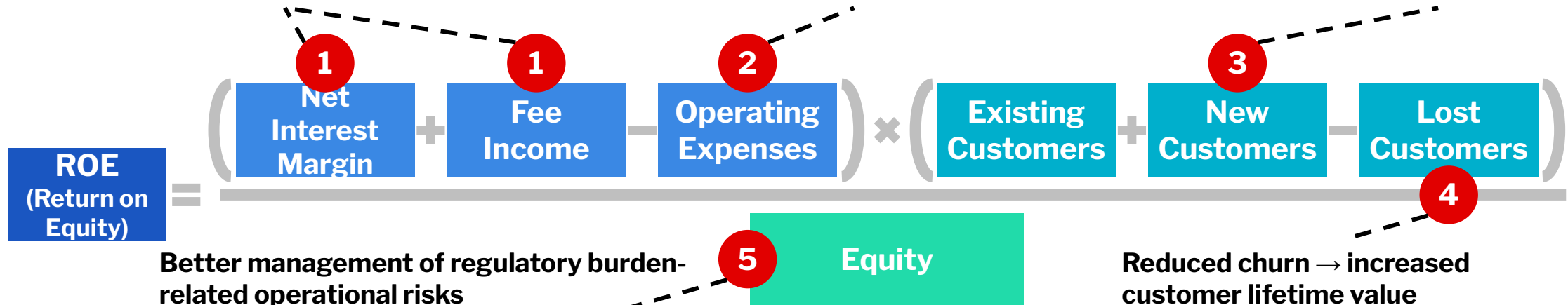
- Case study: **Full service bank in APAC**
- Signals from targeted web intercepts get routed for **action within hours, driving conversion** in digital channels **↑48%**

## More customer-aligned service recovery = lower cost to serve

- Case study:  **FINANCIAL**
- Understanding **root cause** enabled GM to equip chat bot to handle **50-60%** of all contacts **without human intervention**

## Higher brand reputation & higher likelihood to recommend

- Case study:  **illimity**  
BANCA OLTRE LA FORMA
- NPS 48 (vs. banking market average of 9) **up 12pts YoY** in tandem with **35% growth in net customer loans & investments**



- Case study:  **LLOYDS BANKING GROUP**
- Addressing root cause **reduced reportable complaints 50% over 3 years** (example: Financial Assistance volumes ↓100K, saving **\$8.3M in costs**)

## Reduced churn → increased customer lifetime value

- Case study: **Major US carrier**
- Empowering live-time action across 7 LoBs drove **retention +3pts** equivalent to **\$500M retained revenue annually**

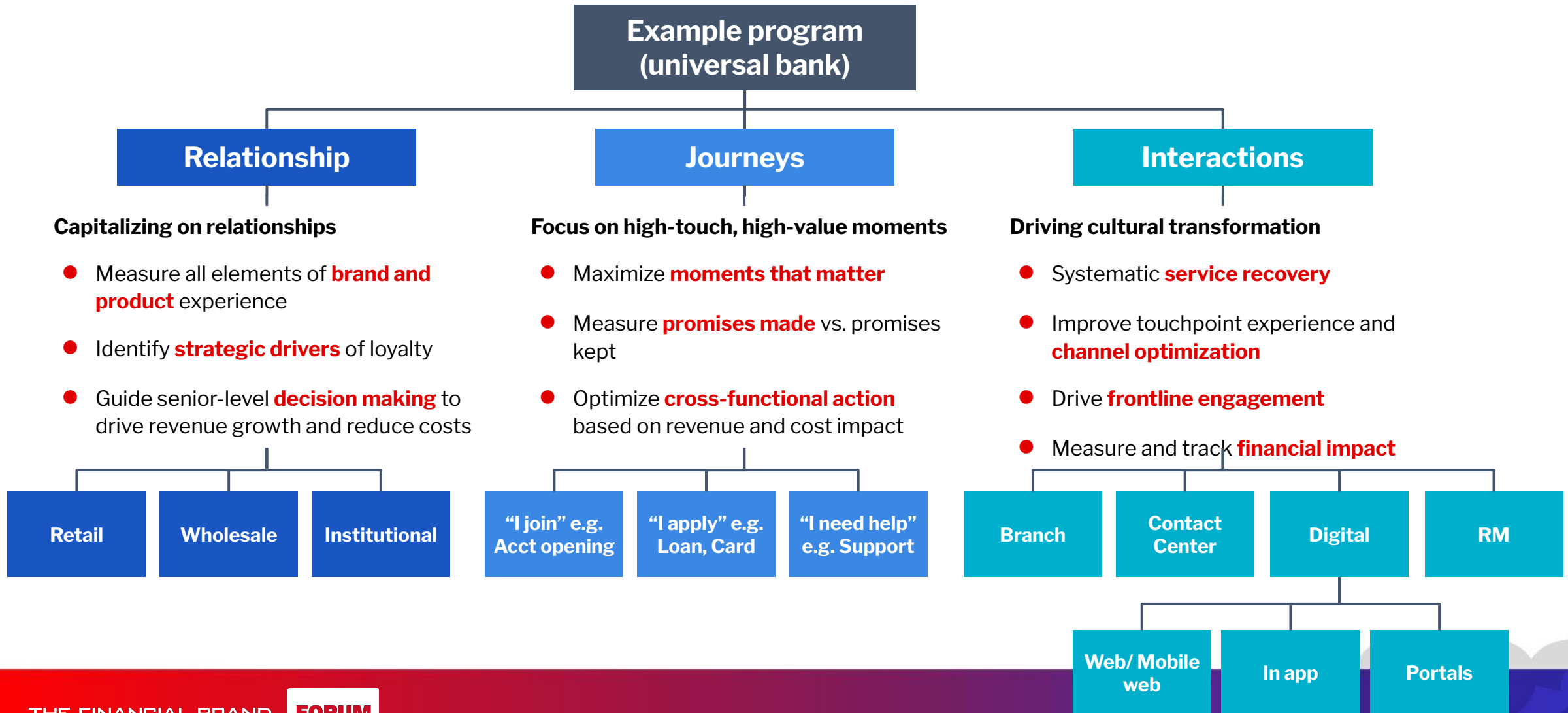
# Journeys: The missing piece of CX measurement

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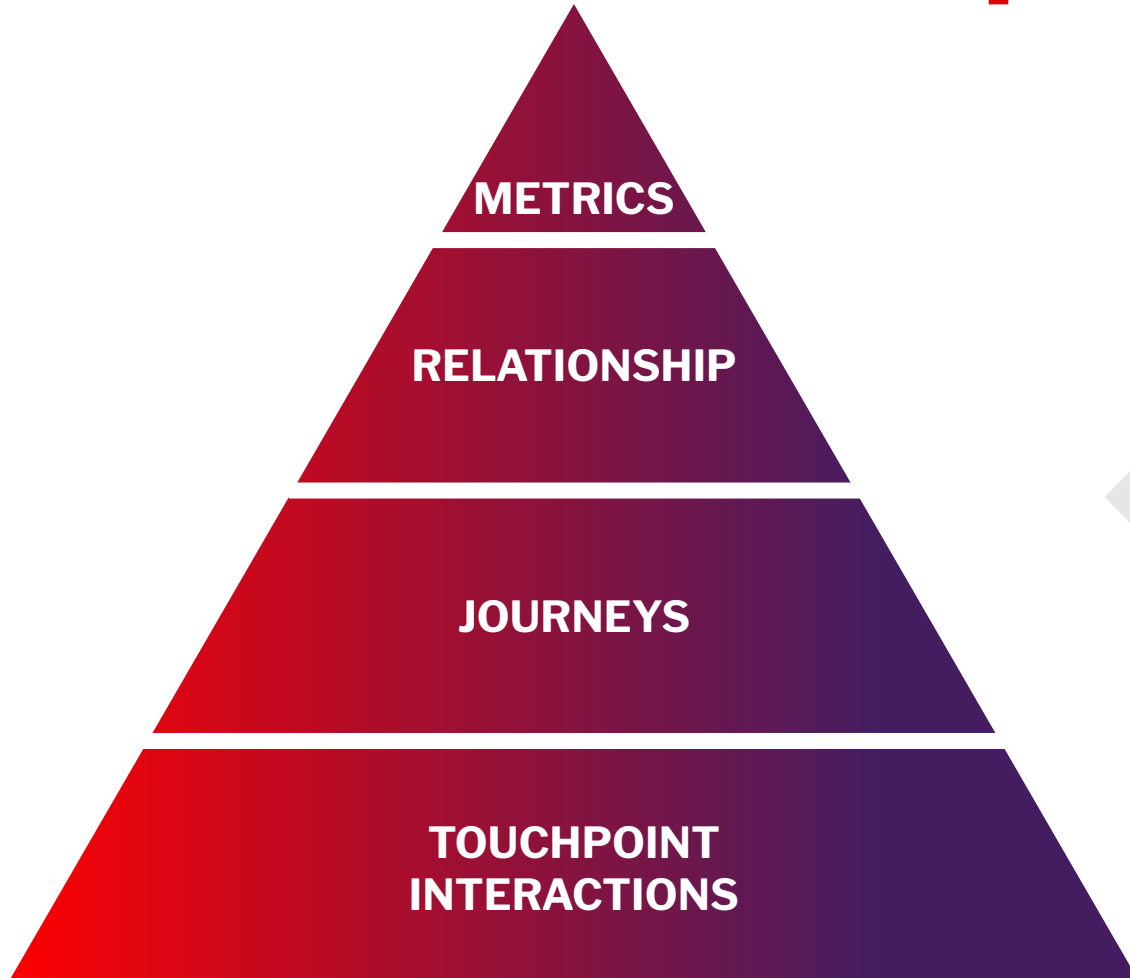
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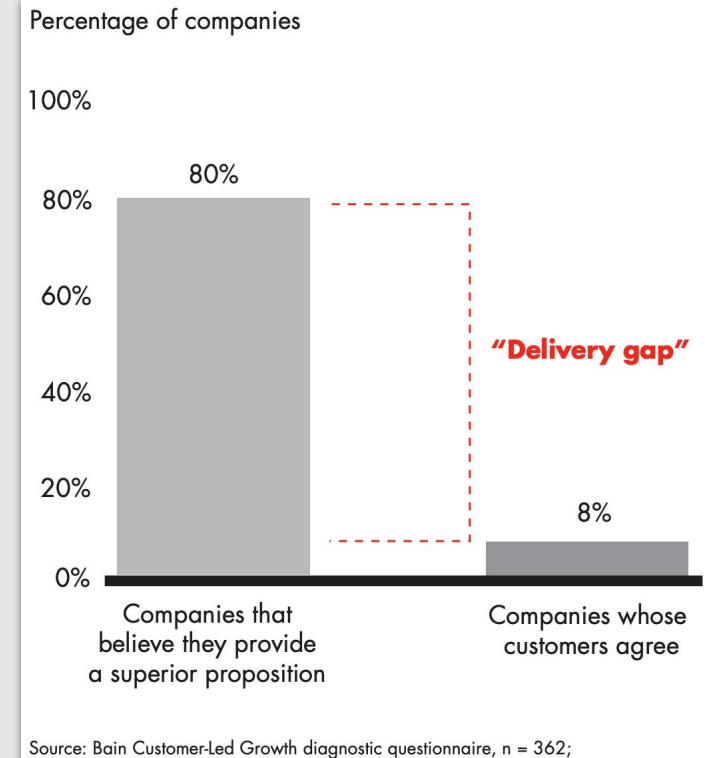
# How leaders measure holistically



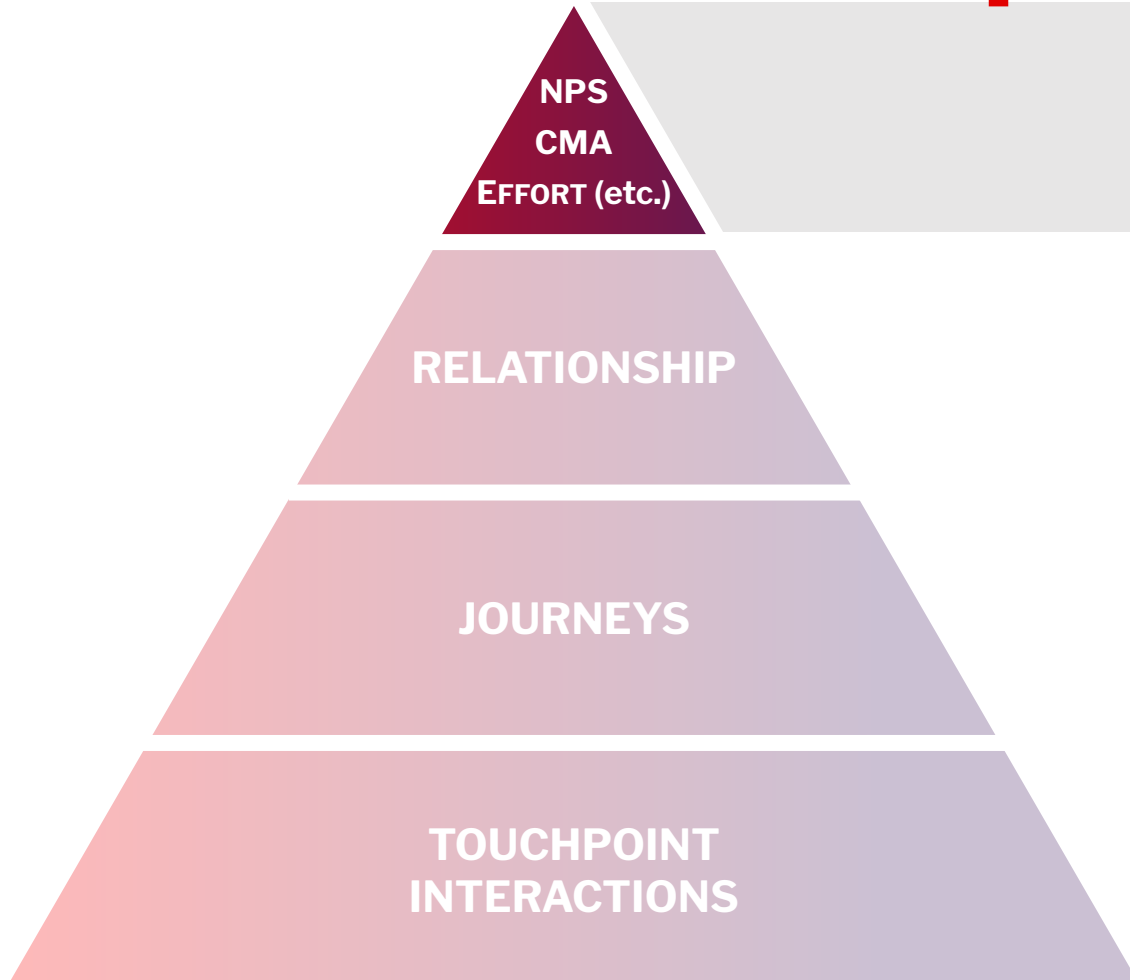
# Best-in-class program design



**Most institutions do elements of this...**  
**...very few do it all — or well**

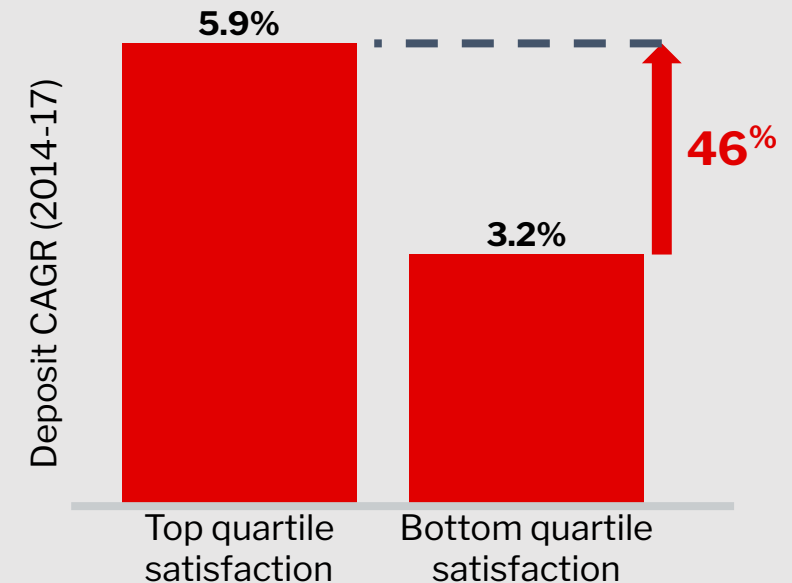


# Best-in-class program design



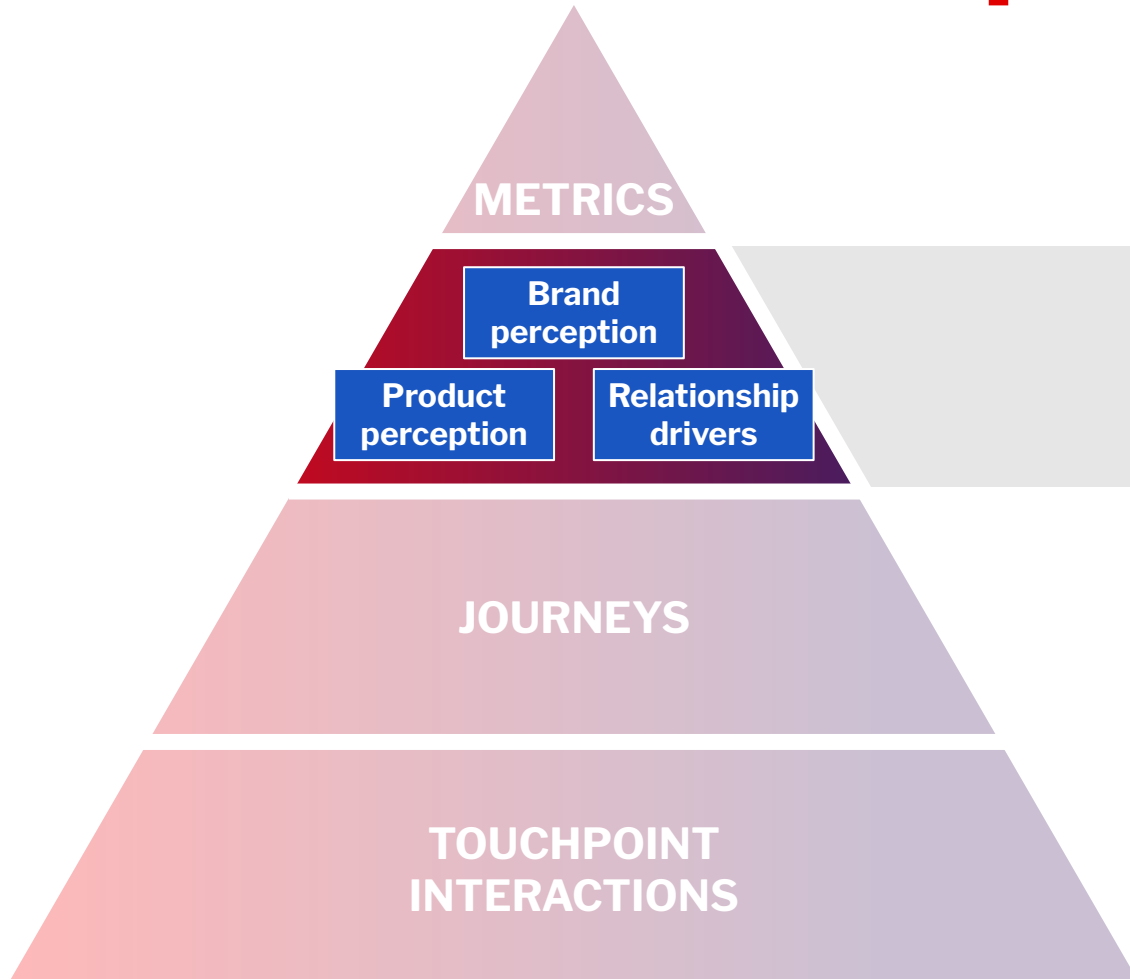
## Aligned topline metrics that drive ROI

- **Leading indicators** of key business outcomes: loyalty, primacy, share of wallet
- Banks that positively influence their Customer Experience metrics **grow deposits faster**<sup>1</sup>



<sup>1</sup> McKinsey, 'Rewriting the Rules in Retail Banking' 2019

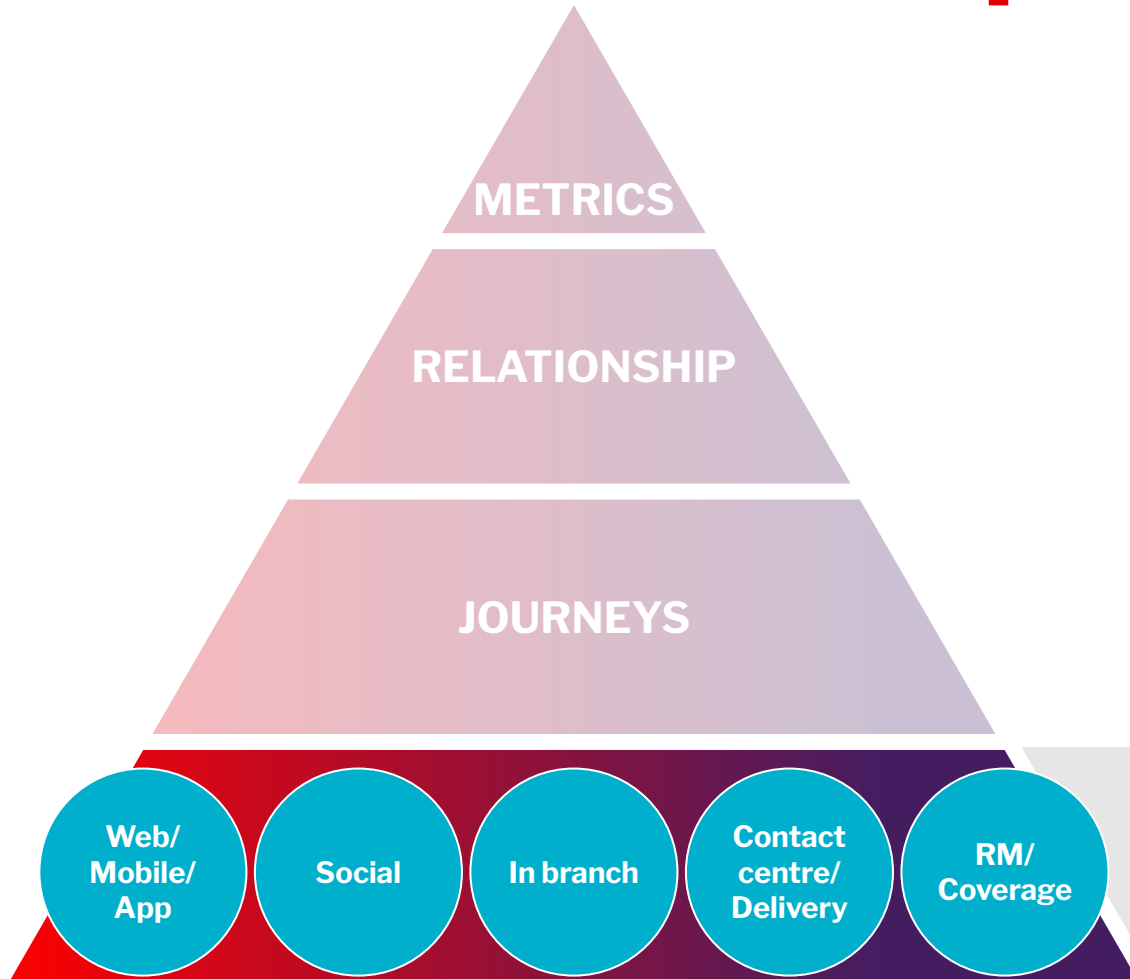
# Best-in-class program design



## Relationship measurement

- Provides a read on customer's **holistic** experience
- Typically **cadence-based** feedback
- Drives **executive focus** —
  - Investment decisions
  - Resource prioritization
- Align **product/ price/ brand** strategy around customer needs

# Best-in-class program design

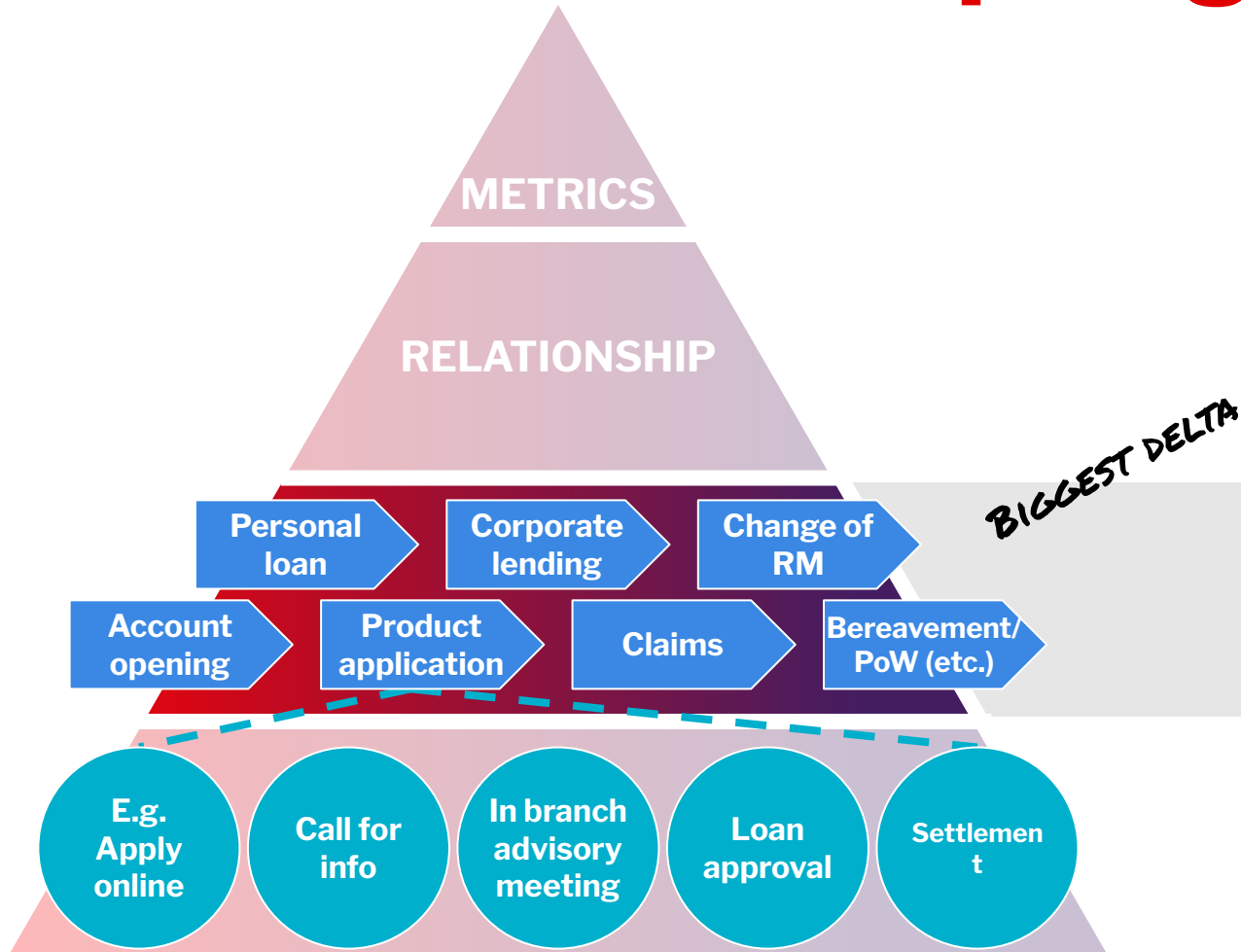


## Interactions

- Comprehensive approach to **interaction listening** — combining solicited & unsolicited feedback at micro-touchpoints
- Identify gaps in **consistency of service excellence**
- Design **action** to address gaps and drive operational improvements:
  - Catch & **remediate breakdowns** in live-time — which reduces attrition
  - Drive **accountability in frontline teams**, leading to higher employee engagement
  - Enable **coaching & performance mgt**



# Best-in-class program design



## Journey measurement

**30%**

more predictive of business outcomes than measuring interactions (McKinsey)

- Measure **promises made vs promises kept**
- Enable cross-functional **process improvement** in customer journeys
- Foster effective **cross-functional collaboration**

# How banks view journeys today

## Customer Research

## Online Loan Application

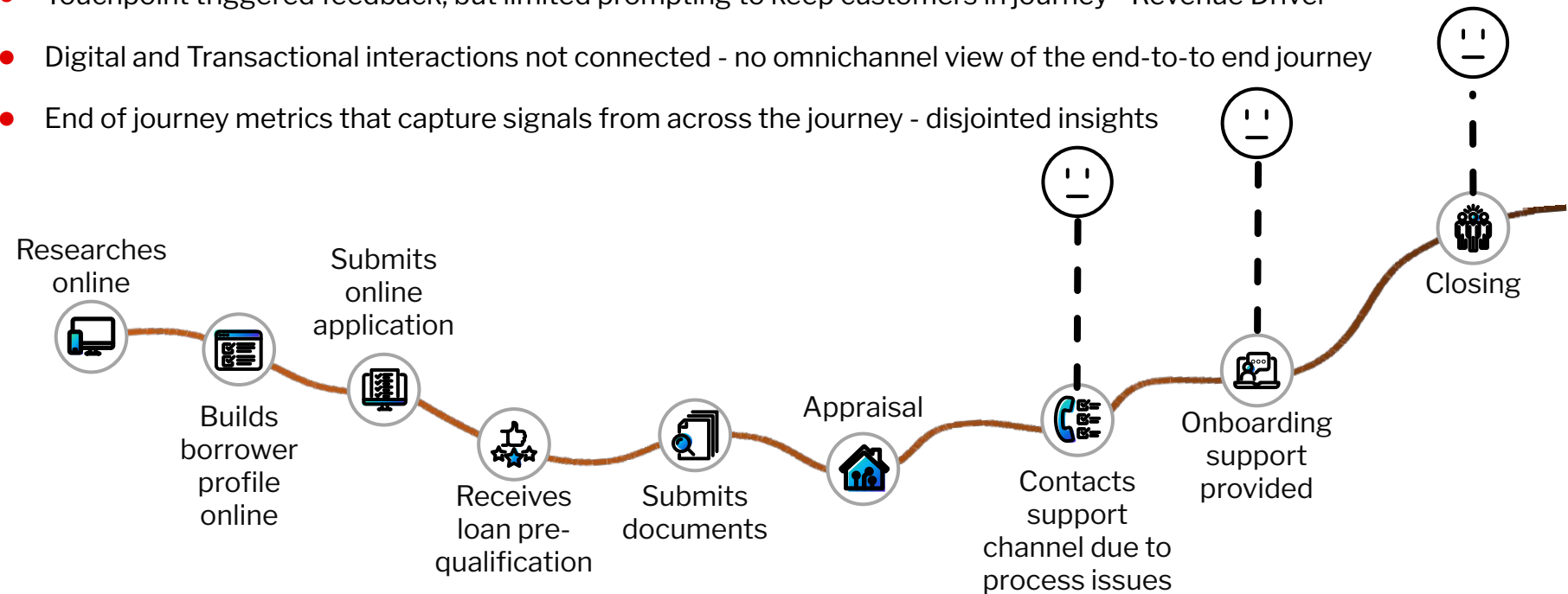
## Loan Servicing

## Settlement

- Touchpoint triggered feedback, but limited prompting to keep customers in journey - Revenue Driver
- Digital and Transactional interactions not connected - no omnichannel view of the end-to-to end journey
- End of journey metrics that capture signals from across the journey - disjointed insights

### Fragmented, siloed and incomplete

- Incomplete journey coverage, with channel gaps
- Inner loop in place
- Limited proactive in-journey activity
- ROI of inner loop not tracked
- Siloed insights across services, product
- Outer loop fragmented, different skill levels by market



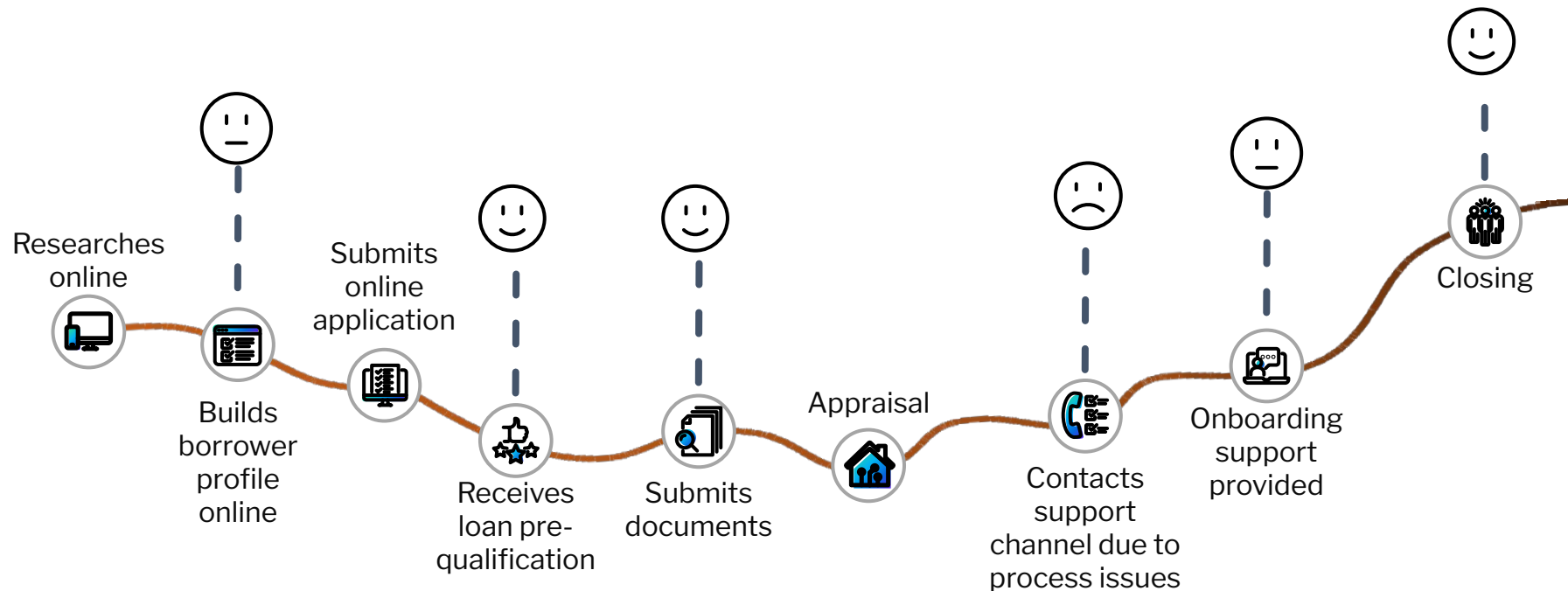
# How leaders measure journeys

## Customer Research

## Online Loan Application

## Loan Servicing

## Settlement



### End-of-journey feedback

- **Outside-in view of journey** as customer experiences it
- Identify **customer pain points** and inefficient handovers between functions in end-to-end journey
- Identify friction points to **implement additional listening posts**

### Intra-journey touchpoints

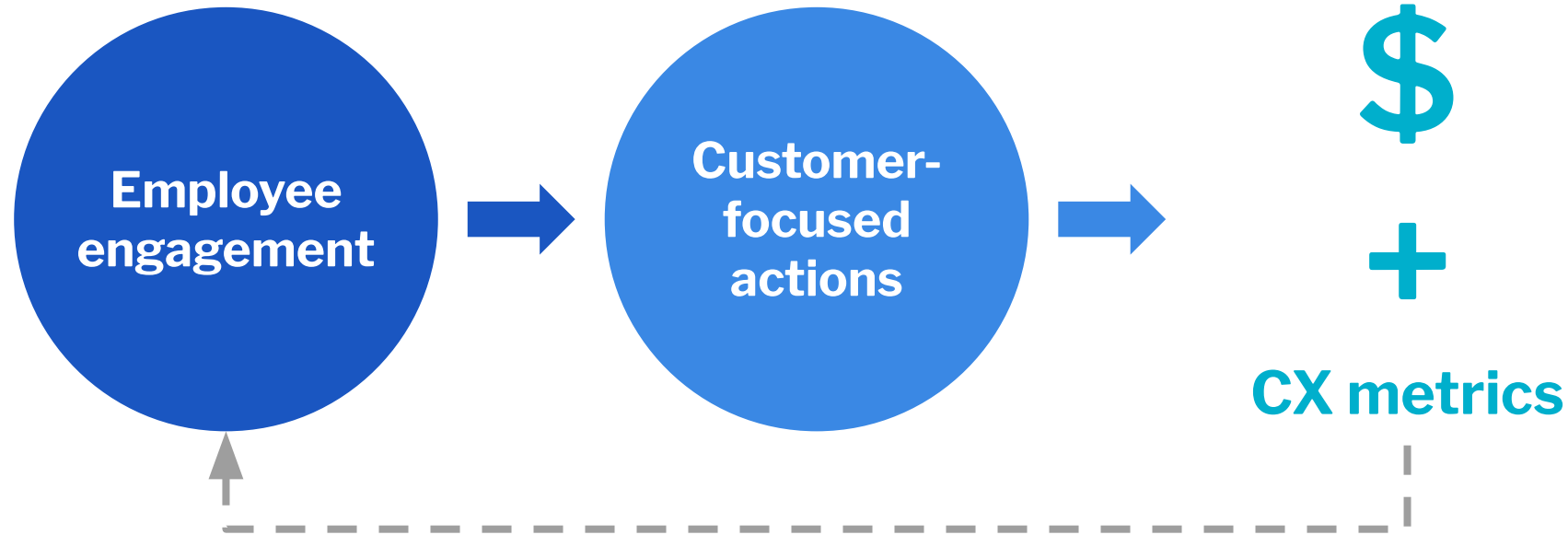
- Check in with customer **at intra-journey steps** given the high stakes of disengagement or attrition
- Clear **ownership** of the customer throughout the journey & across channels — **insights drive actions**
- Integration of **experience data with operational** data to know where customer is and their next steps
- **Integrated into existing processes** and communication plans

# Driving action with data through journeys

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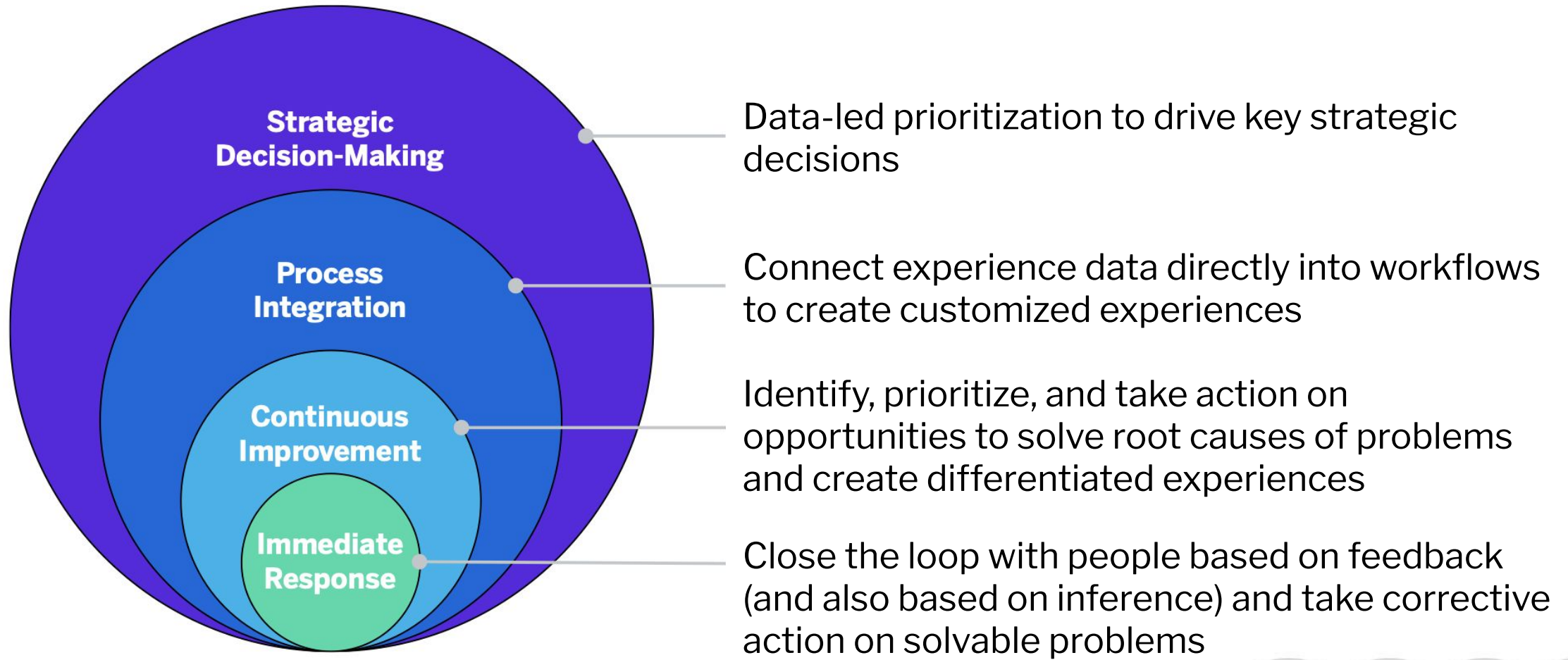
# Engagement→Actions→Outcomes



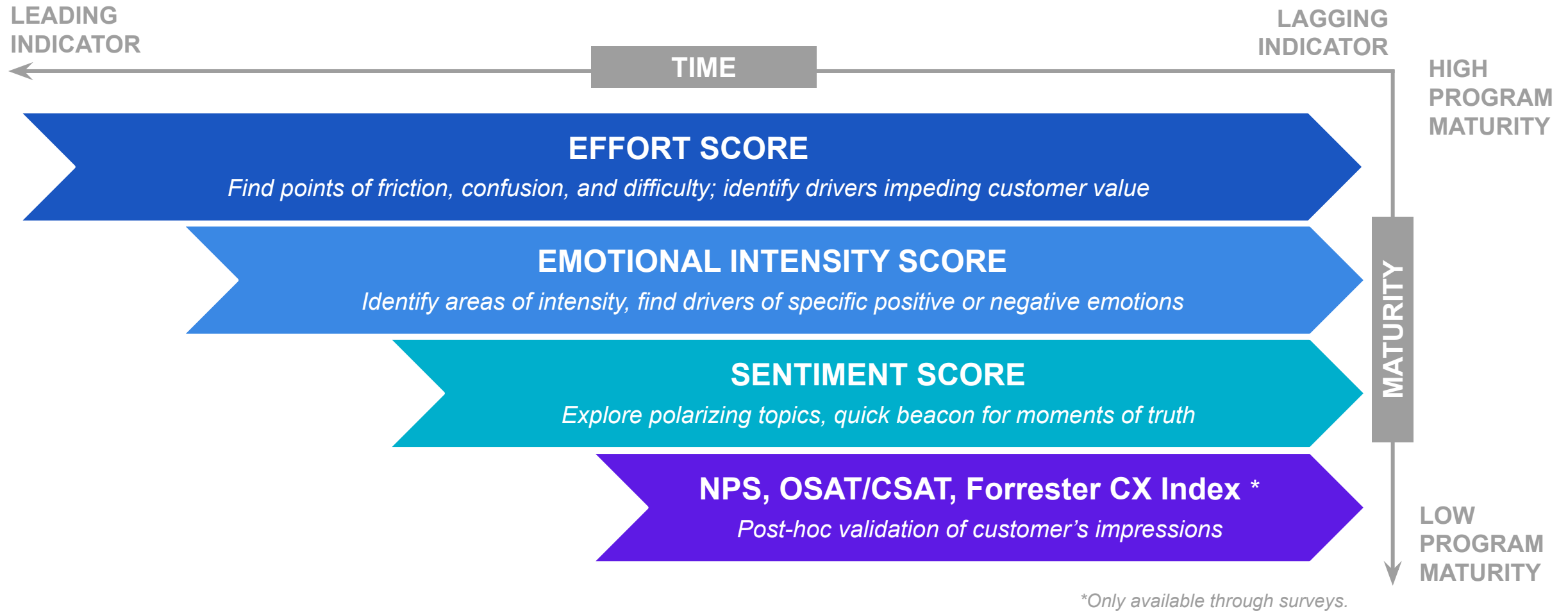
The Service Profit Chain (Harvard Business Review) evidences how **engaged employees behave in ways that are more customer-centric**, and those customer focused interactions are more likely to engender customer loyalty, leading to positive business outcomes such as **share of wallet**.



# Leaders' insights-driven loops



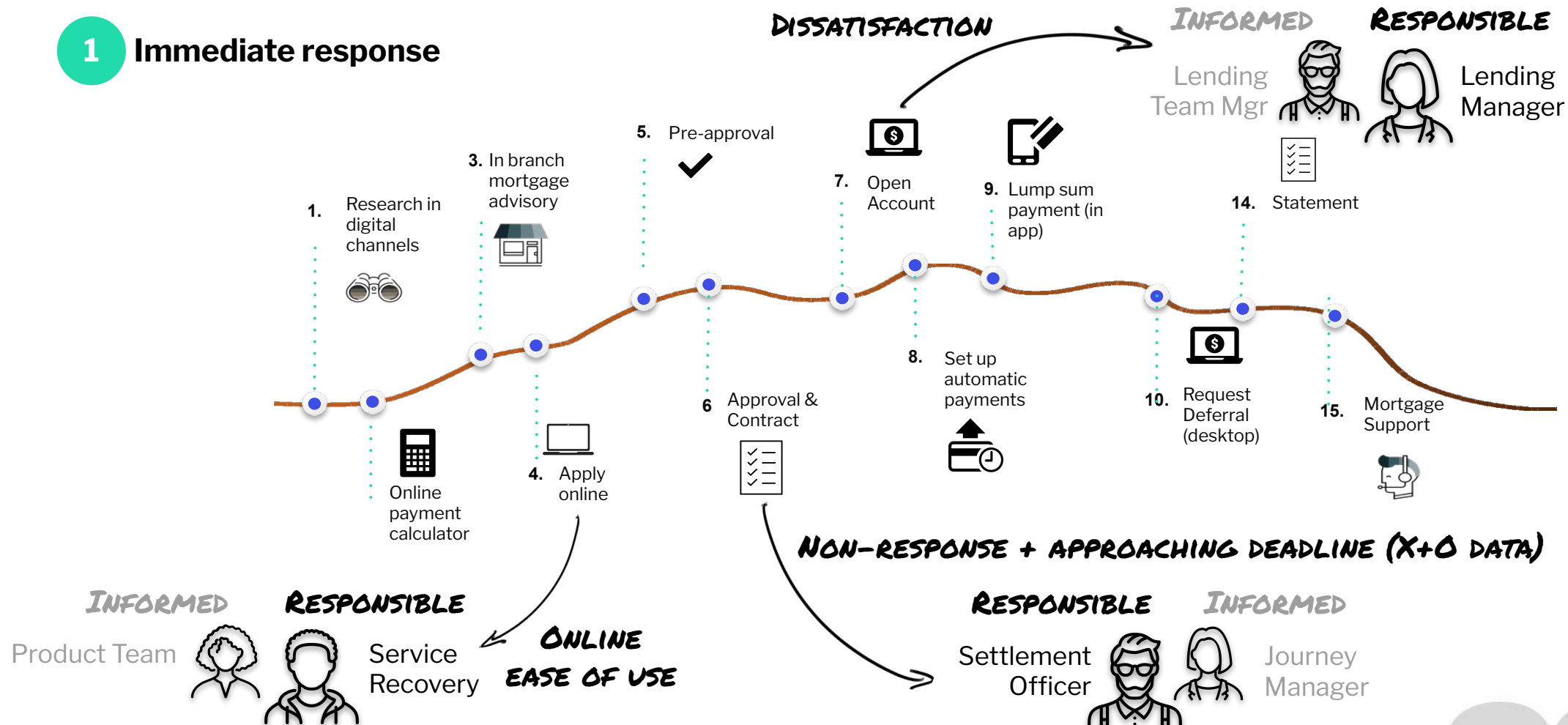
# Unstructured data = fuel



*\*Only available through surveys.*

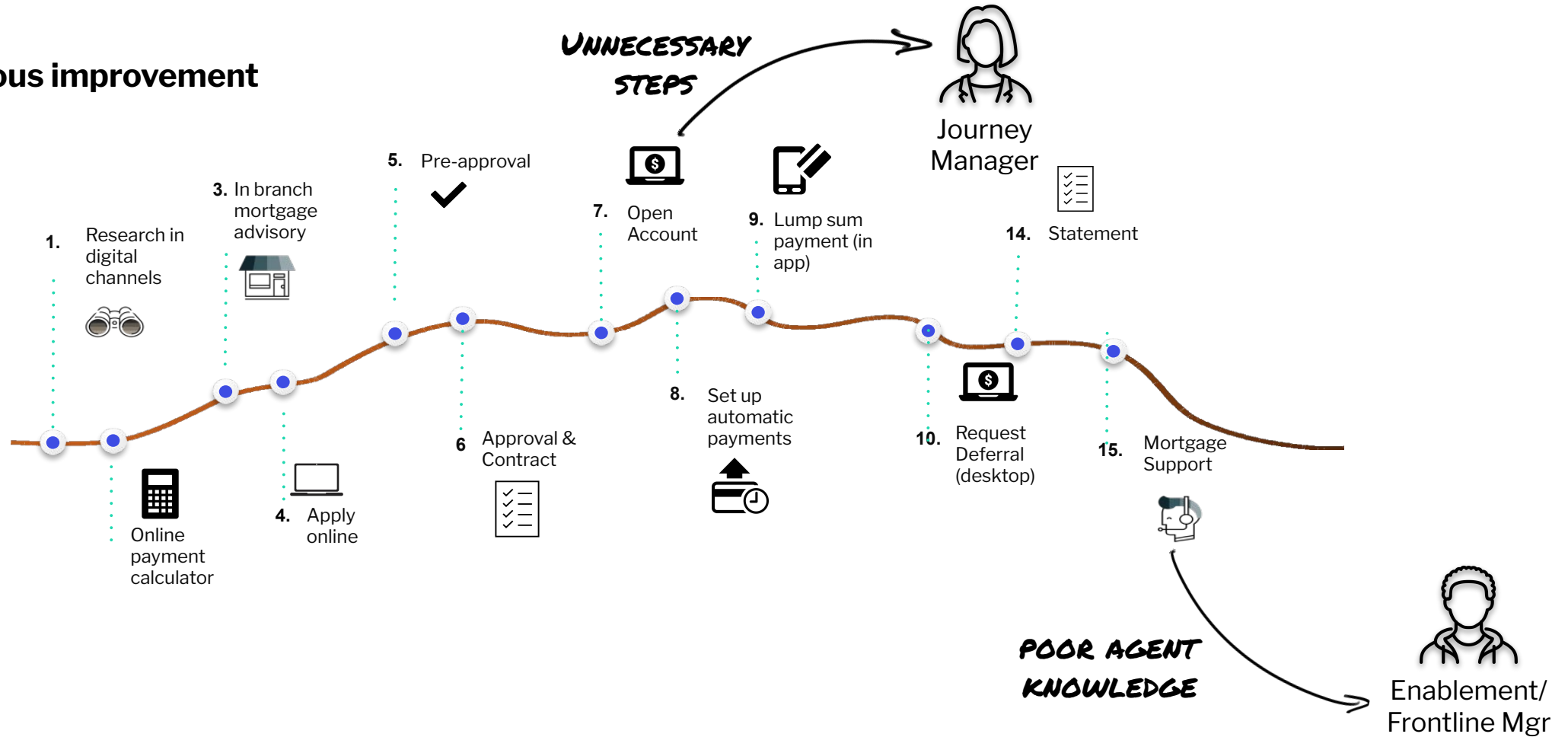
# 4 levels of action in journeys

## 1 Immediate response



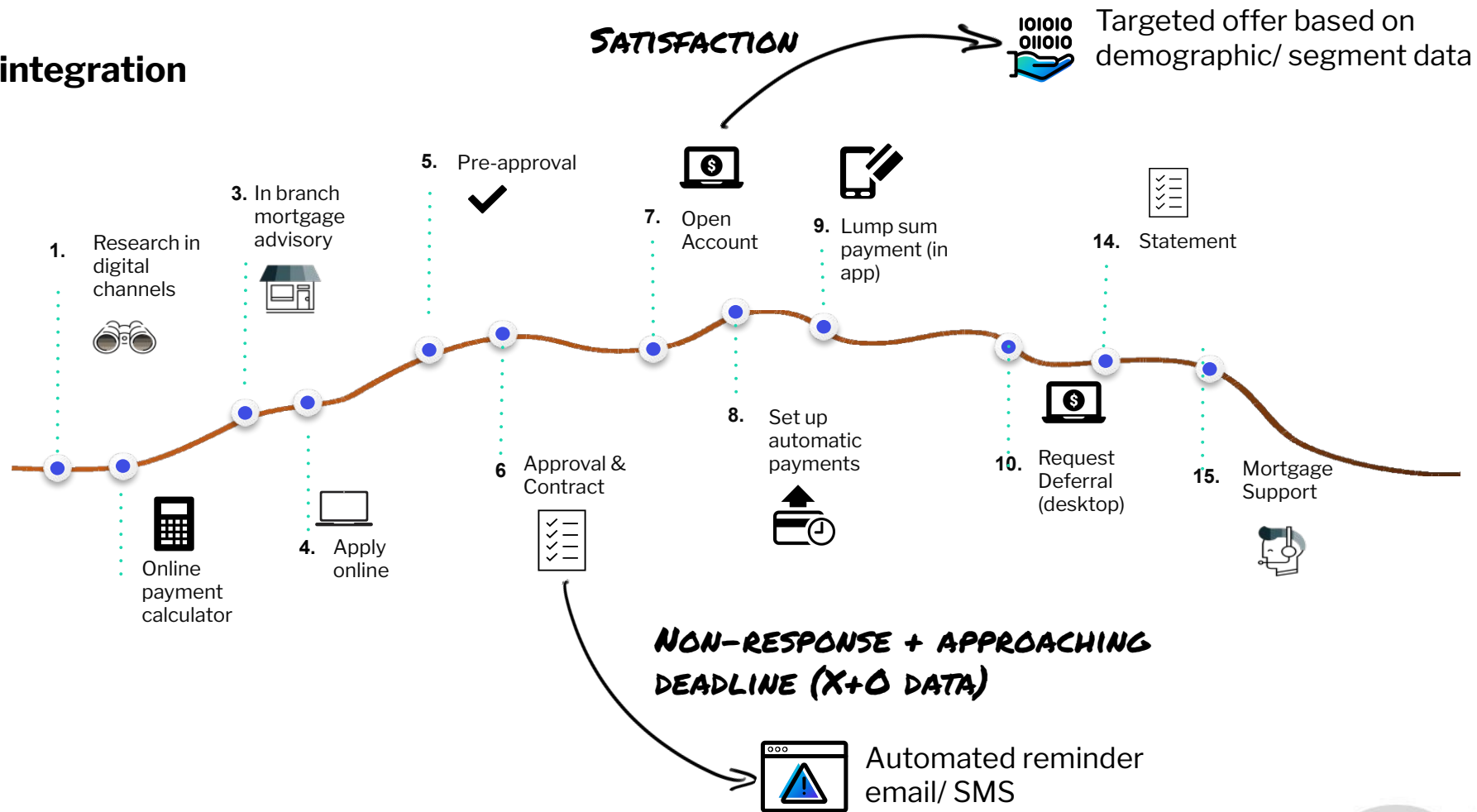
# 4 levels of action in journeys

## 2 Continuous improvement



# 4 levels of action in journeys

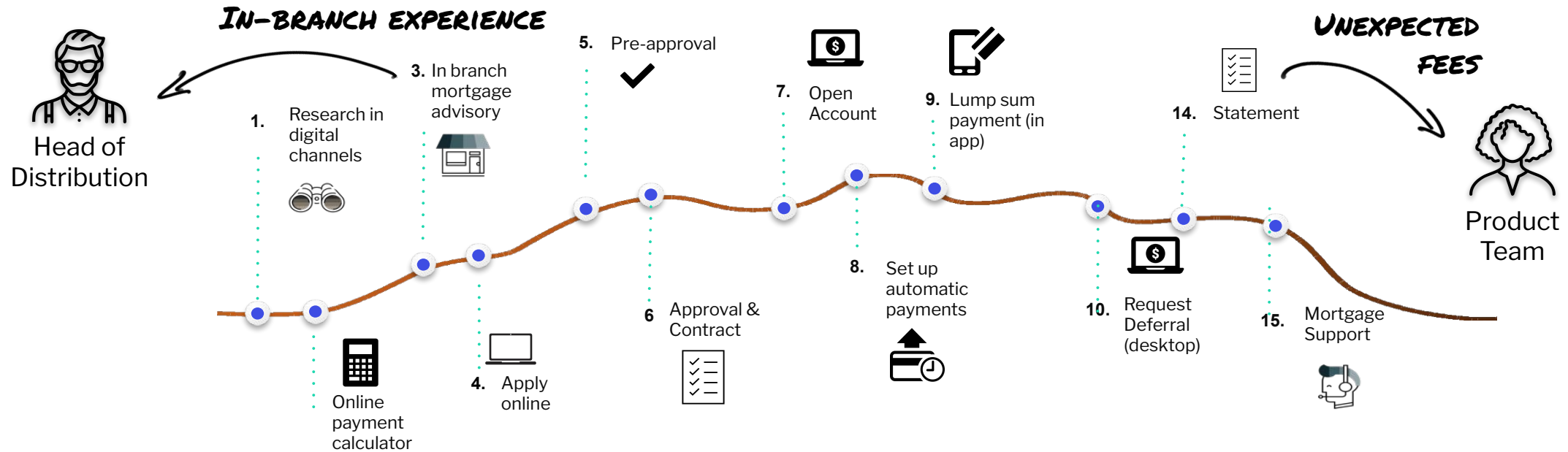
## 3 Process integration





# 4 levels of action in journeys

## 4 Strategic decision making



# Case studies from FS leaders

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# Journey-centric success

## Top-10 US bank

- Listening across **global consumer bank**
- Focusing on **removing manual processes** across mobile, web, contact center, branch...
- 10 signature journeys (cards, mortgage, etc.)
- 5,000 advisors
- 3,000 branches
- 30,000 contact center agents

## Full-service bank in APAC region

- Bank captures signals at **10+ touchpoints** across end-to-end customer **digital journeys**
- Signals from targeted web intercepts get routed for **action in hours** (e.g. making info easier to find, optimizing usability...)
- Satisfaction now 90% while journey conversion increased

↑ **48%**



- Bank looks at root cause to identify **process improvements**
- Bank monitors how projects like **policy changes & program enhancements** impact NPS, CSAT & sentiment
- Addressing root cause drove down complaint volumes by 100k — a cost saving of

**\$8.3m**

# Key takeaways

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# ACTION ITEM #1

**Think financial linkage:**  
It's important to socialize  
how XM will drive value for  
product/journey owners

# ACTION ITEM #2

**Expand journey listening:  
Multiple listening posts pay  
dividends in protracted FS  
journeys**

# ACTION ITEM #3

**Broaden your signal field:**  
More data = more fuel to  
power journey  
transformation



# Questions

?

#fbforum

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# Thank you!

**CHRISTOPHER COLLEY**

✉ [ccolley@qualtrics.com](mailto:ccolley@qualtrics.com)

☎ +44 7717 872583

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