Banking on a Digital Future
A Guide to Digital Transformation in Banking
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Foreward

by Daniel W. Latimore, SVP, Banking, Celent, Research and Consulting Firm

Celent uses three themes to make sense of the massive upheaval facing financial services today: Digital, Innovation & Fintech, and Legacy & Ecosystem Transformation. While banks were some of the earliest private sector companies to adopt information technology, that very lead has put them in a position of having to play catch-up in a world that is shifting to real-time, mobile-driven, and consumer-led technology.

We speak to banks and service providers all over the world, and the top-of-mind topic today is Digital. What that means varies. From an executive in charge of a processing center, it means getting rid of paper, while to a retail banking leader, it points towards developing an omni-channel strategy with a significant mobile component. These and many other perspectives are valid; combining them into a coherent, enterprise-wide strategy is where execution becomes all-important. Uniting disparate areas of the business, each of which has different goals and metrics, under a comprehensive strategy, is challenging.

It’s undoubtedly necessary, however. Every bank today must decide what its digital future will look like. And, it must do so while setting clear business goals: increasing revenues, reducing costs, or mitigating risk. There’s no single end-state that’s applicable to every bank or credit union, nor is there just one way to get there. Whatever path you take, though, you should heed the lessons of those who have gone before you, and know that a robust roadmap to rally the organization behind is invaluable.
Why Digital Transformation?

Digital Transformation is Fundamentally Reshaping Financial Organizations

Digital technologies—and how we use them in our personal lives, work and society—continue to change the face of businesses worldwide. The financial services industry in particular continues to undergo dramatic digital disruption, driven by several shifting forces in the marketplace, known as the four C’s: Customers, Competitors, Costs and Compliance.

Customers

Corporate, retail and small business banking customers now expect premium, seamless experiences across channels. This expectation results from those customers enjoying digital interactions with other consumer brands they encounter day-to-day on the Internet. Customers no longer just compare your offerings with those of your direct rivals; their experiences with companies like Apple or Amazon have reshaped their standards. Customers are increasing the use of digital channels, and digital usage now accounts for the majority of banking interactions in virtually every country.2

The migration to mobile banking. The Internet has become the most favored channel by customers in all regions, with close to one-third of customers banking via mobile access. Research shows millennials and small business customers are more likely to select a bank with a good digital banking platform3, and a study by Javelin Research shows that in 2015, for the first time, the number of US consumers who used a mobile device to bank once a week exceeded the number of consumers who visited a branch.4

Analysts expect customers to migrate to these digital channels in increasingly greater numbers, making it crucial for banks to meet their increasing expectations.
The rise of FinTechs

In addition to competition from traditional sources, banks must contend with the emergence of financial startup organizations. These “FinTechs” are often able to provide customers new and innovative options.

Investment in private FinTech companies has increased 10X in the past 5 years.6

“Too many processes at banks still rely on people and paper. Often, back offices have thousands of people processing customer requests. This high degree of manual processing is costly and slow...”7

“The average cost to set up and maintain a new account is more than $325 per year. Manual and paper-based processes during a typical onboarding process can cost up to 20 times more than computer-assisted, electronic document processing.”8

Competitors

The weak bond between banks and customers, as well as the proliferation of smartphones and tablets, has opened the door to digital competitors. Conventional, paper-based processes and disconnected systems are too slow to compete with new, digital businesses, and banks are feeling the pressure to digitize from all sides.

FinTech competitors can take advantage of customer preferences for digital experiences, free from the siloed legacy systems and manual operating models found in most banks today. Digital platforms enable competitors to move with agility, while simultaneously offering lower prices and delivering intuitive and compelling customer experiences.

Retail and consumer technology companies have a deep understanding of the customer experience and how to optimize it. Their applications and offerings are often so useful and intuitive that some customers see them as being integral to their daily lives.

Costs

Cost reduction and process simplification are primary drivers for banks transforming their operational models today. This is no surprise given the high volume of paper and people needed to perform existing banking processes.

Since the cost of manual processes is much higher than digital ones, when banks implement the right digital solution to support transformation, they can realize ROI very quickly.

The Mortgage Bankers Association reports that, due to the financial crisis and increasing regulations, as well as manual efforts to ensure mortgage investor and regulatory compliance, mortgage origination costs in the US are three times higher than they were just a decade ago.9
Compliance

Banking regulations are complex and constantly changing, as existing regulations continue to evolve and new regulations are added frequently. Legacy systems were not built to address the myriad of regulations banks must comply with today, such as Know Your Customer (KYC), Anti-Money Laundering (AML), Foreign Account Tax Compliance Act (FATCA), and the Common Reporting Standard (CRS). Automated, digital platforms make it easier for your bank to comply with regulatory guidelines and maintain litigation readiness.

To meet these rigorous regulations, banks have traditionally added staff to perform the work needed to ensure compliance. It’s quite common for banks to require redundant verification of required data and documents in the processing of bank products and services.

The cost of non-compliance is growing. Over the past few years, several banks have been fined significantly for errors. Cumulative fines for these errors have run into billions of dollars, and some fines were attributed to manual processing errors in middle and back offices. JP Morgan Chase CEO Jamie Dimon wrote in his letter to shareholders that their Compliance Department employed 13,000 people to ensure they were addressing regulatory issues and compliance after paying more than £1.6bn in legal penalties.10

10 [http://www.itproportal.com/2016/06/06/the-spiralling-costs-of-kyc-for-banks-and-how-fintech-can-help/#ixzz4AnDXbATs]

How Banks Measure Up Digitally

The Current State of Digitization

According to the 2015 World Retail Banking Report by Capgemini, more than 31% of bank executives rate the digital capabilities of their front office services as “advanced,” while less than 15% rate their back office digital capabilities as “advanced.”

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<thead>
<tr>
<th>Service</th>
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<td>Front Office</td>
<td>9.3%</td>
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<td>Middle Office</td>
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<td>Back Office</td>
<td>11.1%</td>
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Missed Opportunities

Advanced digital capabilities for the front office far exceed those of the middle and back office. When banks focus on digitizing customer-facing digital channels, they miss out on opportunities to enhance the overall customer experience and improve their operating models.

Since manual and paper-based processes are still widespread in middle and back offices, they can have a direct impact on your customers. Manual paper processing and data entry leads to errors and rework. One European bank found that more than 70% of account applications were paper based, and of those, 30 to 40% contained errors.

“Plagued by under-investment, the middle and back offices are falling short of the high level of support found in the more advanced front offices, creating a disjointed customer experience and impeding the industry’s ability to attract, retain and delight customers.”12

12 2015 World Retail Banking Report–Capgemini Consulting
While most financial institutions agree that digital transformation is important, most are not yet where they need to be to remain competitive. For example, 61% of banking executives want a customer-centric business model, but only 17% feel prepared. In addition, a recent Celent report shows that 73% of surveyed banks believe that digital innovation is imperative but 12% say there is no consensus in their institution. Just 6% consider themselves to be “digital trailblazers,” while 46% identify as “fast followers” of digital technologies. Less than 20% of banks rank themselves as “very good” or “excellent” in the following categories:

- Integration
- Level of automation (straight-through processing, document digitization)
- Agility (able to support future use cases)
- Analytics

**Digital Goals and Technology Spending**

The reality is that banks are relying on digital transformation and digitized customer interactions and processes. The Gartner 2015 CEO Financial Services Survey shows the average annual percentage of revenue attributable to digital products and services is projected to reach 47% in 2019—up from 25% in 2014.

Although revenues are expected to rise, according to a recent Celent study of 53 banks across Europe, only 37% have allocated budget specifically for digital transformation. 

13 Retail Banking 2020 Evolution or Revolution—PWC
14,15 Banks’ Emerging Views on Digital—Celent
Creating Organizational Readiness

Another important consideration for digitization is the readiness of your entire enterprise. Achieving a full-scale transformation requires C-level support, organizational alignment, resources and a coordinated organization-wide strategy. Strive to achieve executive level buy-in as early as possible.

Organizations that succeed at digital transformation know it involves more than just IT. It makes sense to team up with, and gain input from, people across your organization—as well as corporate leadership. Transformational solutions require orchestration up and down the management chain and throughout the customer journey. Consider establishing transformation teams that assume end-to-end process ownership and adopt ways of integrating organizational entities, such as lines of business, IT, and customer experience.

No amount of technology will help if you don’t address the people and organizational issues driven by digitization initiatives. Digitization impacts your bank’s operating model, as well as roles and responsibilities throughout the bank. Success requires evaluation of the organizational model—from structure through skills and performance management.

“At a glance

To achieve organizational readiness:

- Gain executive-level sponsorship
- Establish innovative, cross-functional teams focused on the customer journey first and internal processes second
- Broadly communicate the vision, goals and success criteria to ensure alignment

Transformational solutions need the backing of management at all levels because they bring about radical changes in a bank’s operations.”

“It will be impossible to deliver a seamless FI brand experience across all points of interaction with existing channel and product silos. To break down these silos, digital transformation needs to become a CEO-level issue.”
Developing a Transformation Plan

Once you receive a solid commitment from corporate leadership, you can align your organization up and down all levels of management, and obtain committed resources for personnel and funding. This approach makes development of a bank-wide plan more readily achievable. You can manage even the most complex plan by using consistent tools and standardized steps to:

1. Map, prioritize and identify opportunities for digitization
2. Assess digital maturity
3. Guide the redesign of business processes

This section details each of these three standardized steps.

1. Mapping and Prioritizing Opportunities

Digital transformation across multiple lines of business—from consumer deposits and mortgages to commercial lending and treasury services—is a significant undertaking. Most banks simply do not have the resources to address all of the transformation opportunities concurrently.

Your organization may be facing some hard choices. You can fight to win customer relationships across your existing lines of business or you can choose and focus on areas where you’re most likely to succeed. Examples of institutions that have successfully focused on specific customer segments include USAA (focused on the military), Discover (focused on consumer credit) and Charles Schwab (focused on the mass-affluent market).

Using a heat map to target digital opportunities in your organization

A heat map helps you chart a course to your digital destination by providing an enterprise-level view of collaboratively prioritized projects across the bank. It also prevents digital transformation from being perceived as disparate, one-off projects.
Figure 1 shows a sample heat map that ranks the priority of each digitization opportunity in an organization. You can create your own heat map by identifying the product lines, banking segments and other information for your specific business, and then assigning a numerical priority for each digitization opportunity in your map:

- **4** – High priority
- **3** – Moderate priority
- **2** – Low priority
- **1** – Not a priority

Use the heat map to target digitization opportunities throughout your organization in the following areas:

- In banking segments—such as retail, commercial and corporate
- Across product lines—such as demand deposits and lending
- Across business processes in front, middle and back office operations—such as marketing, sales, and risk & compliance

**Heat map ranking considerations**

Each ranking should factor in an assessment of each opportunity’s alignment with business objectives, process digital maturity, potential ROI, and digital and organizational readiness (meaning, “Do we have the appropriate resources and capabilities to address this opportunity?”).
The identification and prioritization of opportunities depend on the degree to which your products and services are, or could be, digitized by competitors, and how new technologies are changing the way your customers engage for non-banking products and services.

**Getting started**

When developing your heat map, start with customer-facing processes and lines of business which:
- Have the greatest impact on your bank’s results
- Impact the largest customer base
- Help you keep pace with or outrun competitors
- Contribute to low Net Promoter Scores (NPS)

**Finding opportunities**

When identifying and prioritizing opportunities, identify and prioritize based on the digital maturity of the customer experience across all channels, as well as front, middle and back office processes. (See the *Assessing digital maturity* section of this document for more information).

You can discover high-impact, high-priority opportunities in the large back office processes with low levels of digital maturity—processes with large numbers of full-time employees performing manual tasks and requiring a high volume of paper. These processes often consist of:
- High incidence of manual data entry
- Low cognitive requirements; checking of documents for completeness and accuracy (for example, new account opening)
- Redundant manual data and document verification
- High percentage of exceptions requiring Not in Good Order (NIGO) resolution

“Fifty-nine percent of profits come from the origination, sales and distribution apparatus—customer-facing activities.”

As you identify and prioritize opportunities, enter their priority on the heat map to create a plan that will help you achieve your digital goals in a systematic, prioritized way. With an explicit view of the your bank’s entire value chain and assigned priority values, leadership can then select the best opportunities for digitization and devise a roadmap for meeting your bank’s strategic objectives.

At a glance

- Create a heat map of prioritized opportunities driven by immediate customer, competitive or regulatory demands
- Assess customer experience and middle and back office digital maturity
- Prioritize digitization for short-term, high-impact wins in strategic lines of business

“Banks that use a progressive approach to drive transformation have achieved tangible results in shorter timeframes than banks that waited until the end of a long transformation.”

20 World Retail Banking Report 2015—Capgemini Consulting

“Some projects must be put on the fast track and executed immediately.”

2. Assessing Digital Maturity

Processes for each line of business can vary widely with respect to the amount of investment in digital capabilities and thus digital maturity. A “digital maturity model” can help you measure digital maturity and competitiveness consistently.

Figure 2 shows a maturity model for assessing the four different stages of digital maturity (Manual, Basic Digital, Advanced Digital and Full Digital) of a bank’s processes. With a focus on the customer and operational processes, the model is well suited to identify opportunities to improve customer journeys such as:

- Onboarding into a consumer deposit account or business banking account
- Applying for a consumer or small business loan
- Account servicing - change of address, beneficiary, name, etc.

**Getting from manual to fully digital means:**

- Reducing paper
- Automating processes
- Adding and connecting digital channels (mobile and on-line)
- Engaging the customer in self-service and proactive, personalized communications
- Integrating data between bank systems and external sources
- Automating regulatory compliance and audit trails
- Analyzing processes to determine what happened, what could happen and what should be done
“In parallel to customer-facing areas, banks need to re-examine their operating models, with an end-to-end process review...”

By assessing digital maturity across your organization, you can determine which areas need improvement, prioritize the areas you want to digitize first, and start developing an end-to-end digital transformation plan.

3. Digitizing Processes From End to End

In a recent Gartner survey, respondents state that increasing their focus on the customer experience doesn’t require them to change their business model.23 Focusing solely on the front office customer experience will result in missed opportunities to enhance the customer journey, reduce costs, fend off competition, and maintain compliance.

Once you decide to digitize a process, you must digitize not only customer-facing, front office processes, but also middle and back office processes to meet customer expectations and resolve manual processing issues. Focus on the entire process: from customer engagement and onboarding in the branch, online or via mobile phone, all the way to back office processes such as loan approval, underwriting and loan closing. Start with the goal of meeting customer expectations with streamlined processes that keep bankers, customers and processing personnel informed and on the same page, while also meeting auditability and compliance requirements.

Use a digital maturity model like the one shown on the previous page to reveal opportunities to both further digitize your customer’s experience and engagement and identify opportunities to digitally transform your operating model as you advance from manual and paper-based to fully digital and paperless.

Tip: Consider using your digital maturity assessments of the front office customer experience and middle and back office processing in your maturity model as factors when assigning priorities for digitization opportunities on your digital opportunity heat map.

22 Going Digital: The Banking Transformation Roadmap–AT Kearney
23 2015 CEO Survey: Financial Services Industry Counts on Digital to Compete Against Upstarts–Gartner
Get the big picture

Use digital transformation opportunities to review, simplify and redesign processes from end to end. Go beyond simply applying technology to automation using the same steps as a manual process.

Points to consider when you review and redesign processes:

- Study the customer journey and the potential impact process changes may have on your customers
- Look for redundancy and manual verification—often in processes related to compliance
- Find opportunities for eliminating data entry, verification, and manual document processing
- Integrate systems of engagement with systems of record and external data sources
- Leverage opportunities to digitally engage customers by enabling self-service
- Use customer data to provide personalized offers and communication
- Design for straight-through processing (STP)
- Facilitate back office collaboration and decision-making
- Design dashboards for your customers, as well as for continuous improvement and compliance purposes

Results

Process redesign should result in your customers—and bank employees—entering less data, and receiving process confirmations and alerts from an automated platform. Customers should experience near real-time, frictionless transactions that allow for self-service from any channel, whenever their interaction is wanted or needed to support a process or service an account.

Customers of small and medium-size banks are 4.5 times more likely to choose a bank with a good digital banking platform than one with branches nearby.24

Improving customer loyalty

Mobile and online channels offer a means to integrate a customer into the banking process and thus improve engagement. Engaged mobile customers have proven to be less likely to switch banks. Omnichannel banking customers are more loyal, more engaged and hold more products.25
For simpler processes like demand-deposit account opening, back office processors will only handle exceptions via a digital dashboard. Digital process visibility supports collaboration and decision-making among middle and back office personnel, thereby improving processing time and facilitating the removal of process roadblocks that can impact customer satisfaction.

Designing business insight into process improvement and compliance initiatives can provide your bank with the competitive advantage of being able to make better-informed business decisions, as well as ensure regulatory compliance. Digital process and data analytics allow banks to both proactively discover and address customer-related issues, and mitigate the risks of non-compliant operational processes.

**Digitized processes provide:**

- The digital experience customers expect today
- Real-time bank customer engagement
- The opportunity for straight-through processing
- Advanced process management and back office collaboration
- Integration of business rules into processes to ensure compliance and provide an audit trail
- Process analysis and continuous process improvement
Creating a Digital Platform

As your bank decides to embark on its journey to digital transformation, compete with digital competitors, and change its customer experience and operating models, you will face the challenge of how to evolve quickly, given defined resources and an extensive legacy infrastructure. One way to bridge internal skill and technology gaps is to find or acquire technology partners who can help you explore ways to digitize quickly without having to perform wholesale system replacement.

1. Modernize Existing Software Platforms

The growth of unstructured information, regulations, and new customer channels and systems of engagement has required organizations to resolve disconnects between information, processes and business applications.

Bankers, processors, underwriters and auditors all must process documents and data using disparate, disconnected systems. Manual processing and interventions can be eliminated by integrating the right mix of digital automation technologies with existing systems, and connecting to internal and external information sources—such as identity validation and credit scoring systems.

Use flexible software platforms in lieu of rewriting or substituting legacy architecture, when possible. The collaboration and dynamic communication capabilities digital transformation offers can provide your customers with personalized, seamless and secure digital engagement.

Ultimately, the more you implement flexible software platforms, the faster you will see a digital transformation.
Taking advantage of two-speed IT

Flexible digital technologies not only connect systems, but also support two-speed IT. Two-speed IT allows you to continually enhance mobile and online experiences for bank customers while simultaneously providing stable, well-maintained processes to support transactional systems of record.

Advantages of a truly flexible platform

A truly flexible digital transformation platform can be leveraged across multiple business units, either in a dedicated manner or as a shared service across multiple lines of business. For example, in a shared service environment, documents from multiple lines of business can be sent to an intelligent document capture engine to classify and index them, as well as to extract data. Extracted data can then be returned to the appropriate core banking system for each line of business.

When considering a digitization solution, make sure to select a flexible, scalable architecture that you can:

- Configure across lines of business, such as retail banking, commercial banking, and wealth management
- Integrate with architecture that is already in place and usable to meet system digital system requirements

2. Partner for Success

As banks address challenges with existing operating models they must choose successful partners who are able to help build and execute on a digitization roadmap.

True digital transformation requires initiatives to transform bank operating models and the customer experience, as well as to introduce new innovative products. In addition to hiring to address skill gaps, banks must acquire and/or work with experienced technology partners to compete and make digitization a reality sooner rather than later.

Banks increasingly realize that they need to embrace partnerships to compete effectively in digital.27
The choices are complex as banks decide whether to fund venture capital business units to invest in FinTech startups, partner or acquire FinTech startups, and/or purchase technology from creating software providers. In any case, banks need to refrain from creating new architectural silos and complexity that can reduce a bank’s ability to seamlessly service and satisfy customers across all products and services.

### At a glance

- Use industry leading partners with expertise integrating into existing bank systems
- Look for partners with a flexible platform that can be leveraged across the enterprise
- Consider partners with a successful track record of collaboration and on-time project delivery

### Summary: Benefits of Complete Digital Transformation in Banking

Digital transformation can result in a revenue uplift of 7-9%, a 3-5% reduction in the cost of risk mitigation and a 5-7% reduction in operational cost. Clearly, the case for digital transformation is compelling, and organizations continue to see demonstrable results in terms of economic value and impact on KPIs.

End-to-end digital transformation benefits both you and your customers by providing customizable, easy-to-configure digital experiences that help you meet shifting customer expectations. An advanced, flexible digital transformation platform helps you achieve more efficient end-to-end processing—reducing costs and freeing up resources across the bank.
How Digital Transformation Impacts Market Drivers

In the *Why digital transformation?* section of this paper, we identified the four main market drivers of digital transformation—customers, competitors, costs and compliance. Below are examples of how digital transformation positively impacts these four drivers:

**Customers**

Digital transformation has proven to result in more products per customer and up to an 80% reduction in client onboarding time.\(^{30}\) ABN Amro, a transformative bank, now advises on and processes mortgages via webcams so customers don’t have to physically provide documents in the branch.\(^{31}\) Credit Union Australia’s AutoMate mobile app helps customers find a car, not just a loan.\(^{32}\)

One financial services provider was able to completely transform the traditional credit issuance process by leveraging an integrated digital platform to manage and automate the process from end-to-end, including credit scoring and anti-fraud checks to account opening and instant credit card embossing. The result was the card-issuing process, which previously took days to complete, now only takes 15 minutes.

**Competitors**

Banks with digitally integrated channels and systems can compete better with banks as well as non-traditional banks. These digital platforms provide the enhanced levels of engagement, customer experience and rapid response times banks need to gain a competitive edge. The good news is that an investment in digital is an investment in loyalty, as digital customers have proven to be less likely to switch to a competitor and more likely to use more products.

**DID YOU KNOW?**

Bank customers who are more engaged are more likely to add products over their first three years.\(^{33}\)

- 74% will add a savings account
- 48% will add a credit card
- 20% will add a mortgage

Banks that choose digital-process automation platforms to integrate their front and back offices can achieve end-to-end processing efficiencies that enable them to excel against competitors. Leading banks have already achieved straight through processing of credit card openings, and are realizing the possibilities achievable through end-to-end digital transformation.\(^{34}\)

One example of a bank that’s made exceptional progress in keeping up with digital competitors is mBank in Poland. Its users can access basic information without logging-in, obtain one-click loans with 30-second approval and disbursement, and make peer-to-peer money transfers using their smartphone’s contact list.\(^{35}\)
Costs

Demonstrable cost savings occur when banks adopt digital operating models. When banks choose to deploy digital platforms, efficiency gains and cost reductions ensue. Less manual effort translates into fewer full-time employees (FTE). For example, top banks with digital platforms are now able to open approximately 15,000 credit cards per account-opening FTE, as opposed to the industry average of 8,000 credit cards per FTE.36

One bank digitized its mortgage application and decision process and was able to cut its cost per mortgage by 70%.37

**BNP Paribas** adopted a digital automation solution in its Fixed Income Group that resulted in exception-only processing of trade confirmations.

Compliance

Digital processing and automation allow banks and processors to incorporate business rules and use data sources to ensure regulatory compliance. In all cases, digital processing provides the visibility and audit trail needed for reference in the event of an audit or suspicious activity.

When a regional U.S.-based bank incorporated business rules into the capture of new account opening documents, it eliminated a multi-day backlog driven by manual processing and compliance verification. Today, 50% of the bank’s accounts are processed straight through, while half of the personnel were redeployed to other areas of the bank.

A large global, high-volume transaction processor for hundreds of global banks was able to replace a manual compliance reporting process with an automated dashboard. Today, they are able to obtain real-time data from their compliance dashboard for as many as 10,000 transactions daily.

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36 Creating Digital Banks With a Human Touch—Boston Consulting Group
37 Accelerating the Digitization of Business Processes—McKinsey & Co
Banking 2020: The Age of Engagement

Contextualized banking

Imagine a customer entering a list of items he wants to purchase using his mobile banking app. He then walks into a store where some of his wish list items are available. Your bank can then digitally send your customer a contextualized credit offering.

Based on your customer’s credit history and standing, your bank can offer him an instantaneous line of credit for 12 months and at the lowest interest rate—bypassing the customer’s use of a competing credit card.

As customer expectations move past the transactional experience, towards personalized engagement by the likes of Google and Amazon, your organization will need to make the age of engagement a key imperative.

Customers expect your bank to anticipate and present them with a relevant solution at their moment of need. A customer expectation might look something like this:

“If Google can scan my email, identify orders I have made and offer up the tracking information, why can’t the bank be proactive in helping me? Why don’t they take it upon themselves to use my credit and/or balance information and proactively make me offers that increase their wallet share and give me the best rates in the market?”

Your competitive reach will emerge by engaging your customers in their daily digital interactions. Your bank can’t be everywhere, so relevancy and pervasiveness must work through new and exploding points of engagement (social media, physical and digital market places, etc.) where and when your customer needs financial support.

In the age of engagement, you will use enhanced data capture and analysis to drive more targeted and timely customer offerings. Your success in the digital world will require the integration of multiple information sources to provide personalized service in facilitating customer decisions, offering relevant products or services to customers at the right moment of engagement, and delivering a near frictionless customer experience.

In the future, friction and risk will continue to be reduced through the integration of increasing data sources well beyond what banks are using today. For example, southern Europe and South Africa now use national ID programs to automatically obtain and verify customer information.

Lastly, in this age of engagement, personalized advice and support will be available outside the branch in the form of video banking. In the age of engagement, you will have the opportunity to seize an advantage over disruptors by leveraging additional information through increasing points of customer engagement and continued digital transformation.
Ready to take the next step to digital transformation? Kofax can help you increase efficiency and reduce costs with a digital transformation strategy designed to suit your specific business requirements. Start today.

Call us at +1-949-727-1733, or simply fill out this form.

Take the Next Step to Digitally Transform your Bank

We hope you’ve found the information in this paper to be helpful as you continue to assess your current business processes, determine which business areas you want to digitize and prioritize, and develop a digital transformation plan and roadmap that fit your specific business needs.

Kofax is a global technology leader creating enterprise software, hardware and services that remove the inefficiencies of information silos and disconnected processes.

Kofax combines our innovative technology with deep industry expertise to automate information-driven processes in retail, financial services, healthcare, manufacturing, education, government and more. These solutions bridge crucial gaps between your core systems and the information outside their control—simplifying and completing the processes that run your business.

By applying exceptional customer engagement to understand our customers’ complex challenges, we connect people to the precise information they need at the moment they need it.