GFT

Blue Paper

Will smartphones replace bank branches?

Thibaut Loilier – Market Research

October 2013

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The intention of this report is to make trends transparent and understandable within their context and give readers direction for their business. The content of chapter 4 "Empirical study: Mobile Banking attitudes and strategies" was produced by Ms Marina Schmid as part of her Bachelor Thesis "The Impact of Mobile Banking on the Bank Branch" presented in July, 2013. The content has been created with the utmost diligence. Therefore, GFT Technologies is not liable for any possible errors.

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1 Executive summary

Clearly, the future of banking is digital; more and more people are building Mobile Banking services into their daily lives, to the extent that such services will be regarded as core offerings in the not-too-distant future. It is now imperative that financial services realise the full value of this fast-evolving channel, and offer customer-centric mobile experiences to help clients make better decisions. However, the rapid growth in adoption of Mobile Banking does not mean the end of physical banking. We are entering an era of omni-channel banking that gives customers a choice in when and how they interact with their financial institutions, combining intuitive online experience with seamless 'hand-offs' to mobile, call centre and in-branch options.

The main conclusions in this report are drawn from an empirical study conducted by GFT in May 2013. GFT surveyed 894 individuals from Brazil, Germany, Spain, the UK, and the US and asked 15 questions designed to develop a greater understanding of how people:

- Think about and use Mobile Banking
- Use bank branches
- Envision the future of banking

The results provide a taste of Mobile Banking adoption attitudes and an indication of current state and future trends in Mobile Banking behaviours.

The major takeaways from this report for banks are:

- Banks should focus on improving their Mobile Banking strategy; many customers for online banking are moving to or already undertaking some banking activities via mobile.
- Applications should be available for iOS and Android; Windows phones should also be considered. So thought should be given to the use of a platform to develop applications across multiple operating systems.
- This is a transitional time, and so there will be a need to support multiple customer service delivery channels for some time to come.
- The bank branch is an important part of the banking service universe in the customer's mind; that importance should not be underestimated in the rush to mobile. Banks may wish to consider segmenting those customers not requiring advisory or other branch-based services into a mobile-only environment, enabling them to reduce but not eliminate branches.
- Mobile Banking also brings a number of challenges, including technology (real-time transactions, multiple-device and multiple OS support, IT infrastructure, etc.), security (fraud, malware, etc.), engagement, and risk management.
- Financial institutions have the opportunity to realise the full potential of Mobile Banking by offering value-added services, customised consumer experiences, and advanced digital capabilities (payment, personal financial management (PFM) tools, instant credit, etc.).

2 Introduction

Mobile Banking, sometimes referred to as M-banking, is becoming increasingly popular as a distribution channel for financial institutions around the world, both for consumer and business banking. Mobile Banking enables customers to interact with their banks regardless of time or location, and to access details of their banking and financial transactions whenever and wherever necessary.

Today, there is a broad expectation that services will be available at the customer's convenience, rather than the customer having to adapt his or her behaviour to meet the service provider's availability. Not unsurprisingly, as the popularity and power of smartphones has grown, so has the demand for banks and other financial institutions to deliver their services via these devices, as retailers and other service providers have been doing for some time.

As a result of this shift in expectations, customers of financial institutions are making banking relationship decisions based not only on the convenience of physical service delivery but also on the availability and flexibility of virtual service delivery. This might include anything from real-time account status to buy/sell orders to bill payment and funds transfer, conducted by phone, email, text message or video conferencing.

As other sectors of the economy, most notably physical retail, have discovered, the advent of mobile services likely signals a fundamental transformation of distribution channels and models of customer interaction. Banks and financial institutions would do well to place a high priority on Mobile Banking as they develop their strategic plans for the next few years.

3 The current Mobile Banking market situation

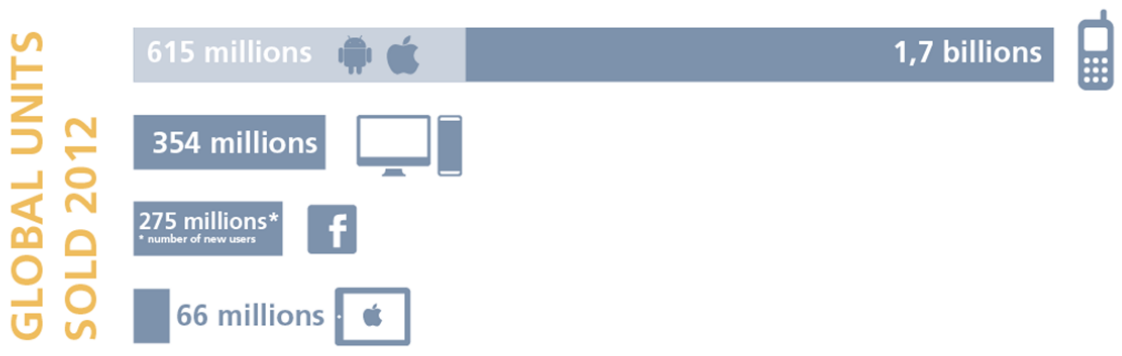
Key takeaways

- Mobile devices are forecast to become the primary Internet connection tool by 2020.
- With the proliferation of new hardware and OS platforms still anticipated, banks will need to broaden their offerings in a relatively short time horizon to be able to meet the needs of their entire customer base.
- Banks should work with a multiplatform development environment to speed up time to market across multiple operating systems.
- Mobile users have adopted this channel for banking at a much more rapid rate than did computer users in general when online banking was introduced more than a decade ago.
- By 2017, 1 billion mobile phone users globally will use their device for banking purposes.
- Mobile Banking offerings will be at the core of whether a consumer chooses to work with a particular financial institution, so it is crucial for banks to make the right decisions in this arena over the coming months and years.

3.1 Mobile devices are the constant companions of today's consumers mobility

Since the debut of the iPhone in 2007, the ways in which we conduct our daily lives have undergone a major transformation, putting consumers in the driver's seat of service delivery. The explosion of new phones, tablets, and other smart devices, together with the mobile applications that empower their users, has made mobility a fundamental tenet of everyday life.

The advent of the smartphone marked the beginning of a period of rapid development in a new category of information technology. Our mobile devices are treated more like digital pets than the phones they superficially resemble and are by far the most popular consumer gadget on the market today:



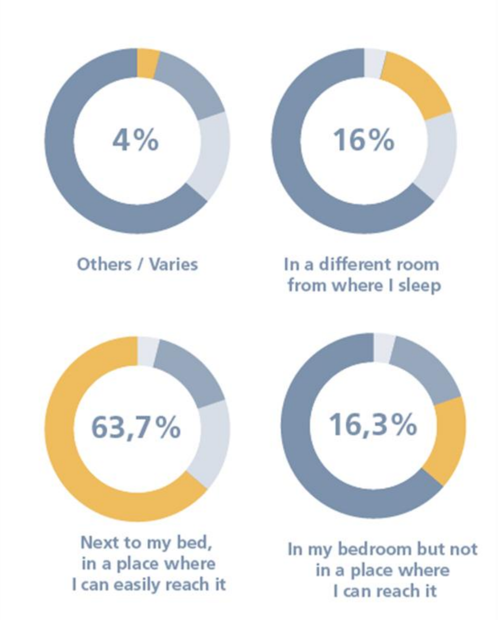
Source: Facebook (March 2013), Enders Analysis (2013)

It is easy to forget that the average smartphone is hundreds of times more powerful that the personal computers of a decade ago; mobile devices are forecast to become the primary Internet connection tool by 2020. By that time, the International Telecommunication Union (ITU) predicts that there will be 25 billion connected devices and that these devices will outnumber connected people by a ratio of 6:1 (Source: State of Broadband 2012).

Mobile devices are forecast to become the primary Internet connection tool by 2020 (Source: ITU)

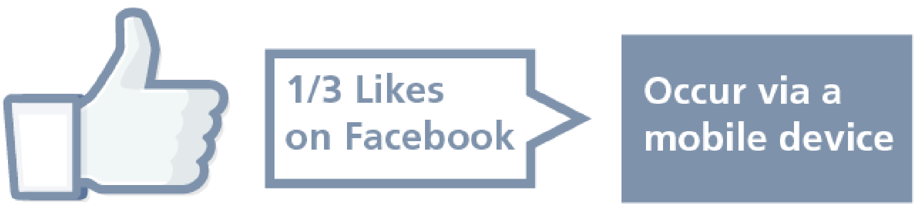
The ubiquity of mobile devices and anywhere, anytime Internet access has already impacted a number of industries, bringing with it new opportunities to improve processes, enhance collaboration, reduce costs and development cycles, accelerate the availability of new offerings, and develop a whole new level of relationship with customers.

Readers may be interested to note that, according to a 2012 Time/Qualcomm poll, almost three-quarters of 18-44 year-olds sleep with their mobile phones within reach. The illustration was extracted from the poll data and published by Huffington Post in February 2013.



Source: TIME Mobility Poll, in cooperation with Qualcomm (August 2012)

The rapid spread of social networks has also played a role in accelerating the age of mobility – including the mobility of social networks themselves. Facebook CEO Mark Zuckerberg noted in a January 2013 investor presentation that "More people are starting to understand that mobile is a great opportunity for us ... Today, there is no argument. Facebook is a mobile company." Since this remark was made shortly before the launch of Facebook Home, an app that makes Facebook the centre of the mobile universe for users of certain Android phones, Zuckerberg is clearly a true believer in the future of mobile.



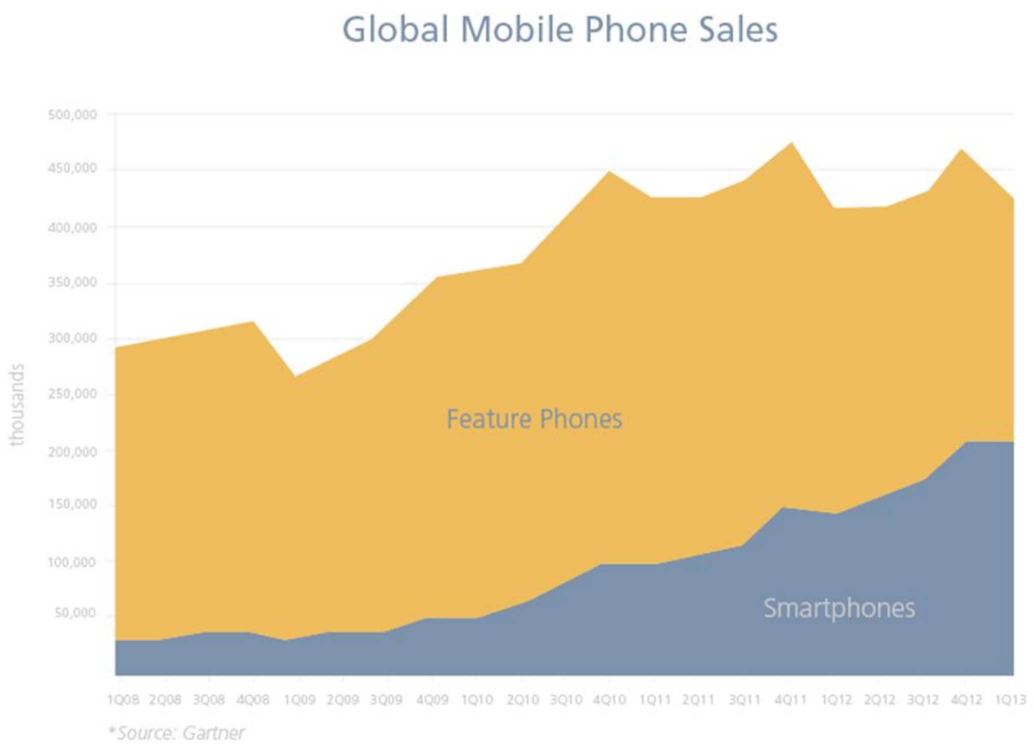
Source: Adobe Digital Index: The State of Mobile Benchmark. The complete report can be downloaded here.

3.2 Global mobility by the numbers

Digital mobility is becoming more and more embedded in our daily lives, with sales of smartphones and tablets ticking ever upward – but equally clearly there is still plenty of room for growth:

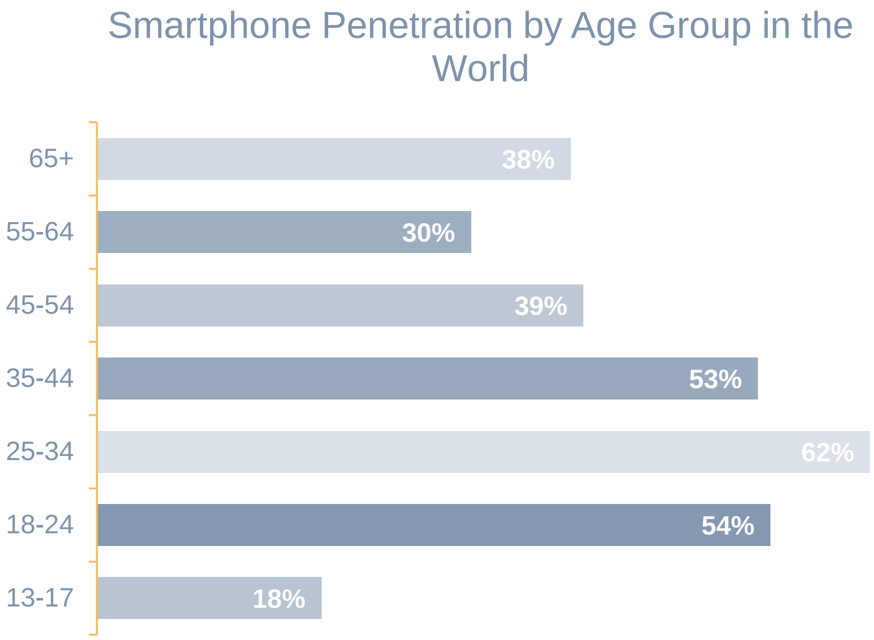
- There are already 5 billion mobile phones in the world, but only 1.08 billion are smartphones and 3.05 billion of them are SMS enabled (Source: [Microsoft Tag, 2012])
- According to a 2012 Gartner report, extracts from which were presented by analyst Marc Barbezat of B3B, sales of mobile devices are expected to continue on a steady upward curve at least through 2015 (Study available [here])
- The same source predicts that, by 2015, 300 million tablets will also have been sold, further expanding the mobile device footprint on the world.

Not unexpectedly, smartphone sales are expected to eclipse the sales of feature phones this year, indicating that consumers are looking for ever-more powerful functionality from their phones. In the first quarter of 2013 alone, almost half (49%) of all mobile phones sold were smartphones.



Smartphone distribution around the world also tells an interesting story. The chart below shows the forecast number of smartphone subscribers in the major economic regions in 2015; growth is particularly strong in Asia and Western Europe, but saturation is a long way away and there's plenty of room to grow in all markets. That means more opportunity for businesses to reach more customers with mobile apps or mobile offerings.

We've already noted that three quarters of the US smartphone-owning population aged 18-44 sleep within arm's reach of their phones; those 18-44 year olds are also the largest age group for smartphone ownership worldwide. The rapid growth of usage by seniors over the age of 65 is also interesting, indicating that there are few barriers to the rapid spread of mobile technology across all age ranges (Source)



What does this continuing market expansion mean for the banking community as it looks to embed mobility into its technological ecosystem? Let's summarize briefly what GFT learned from the 2013 Mobile World Congress, held in Barcelona, Spain, earlier this year (report available here):

- The hardware market is continuing to evolve; phones are getting bigger and tablets are getting smaller, and there's still room for new companies to enter the market.
- The platforms on which these devices operate continue to proliferate beyond iOS and Android; four players launched new operating systems at Mobile Congress, in addition to the anticipated Firefox OS and Ubuntu:
    - Mozilla signed more than 17 operators up to support its Firefox OS open web initiative
    - Tizen will be implemented by NTT Docomo, Orange and Samsung by the end of the year
    - Ubuntu Phone OS is designed for the development of native applications in HTML5
    - Sailfish, developed by Finnish mobile start-up Jolla

- To support this diversity, it's clear that multiplatform development will likely be the norm for mobile app developers

So far, banks are mainly offering their Mobile Banking applications for Android and iOS, with a few starting to offer it also for Windows phones, and even fewer working with a multiplatform development environment such as Appverse to speed up time to market across multiple operating systems. With the proliferation of new hardware and OS platforms still anticipated, banks will need to broaden their offerings in a relatively short time horizon to be able to meet the needs of their entire customer base.

3.3 Mobile device user behaviour

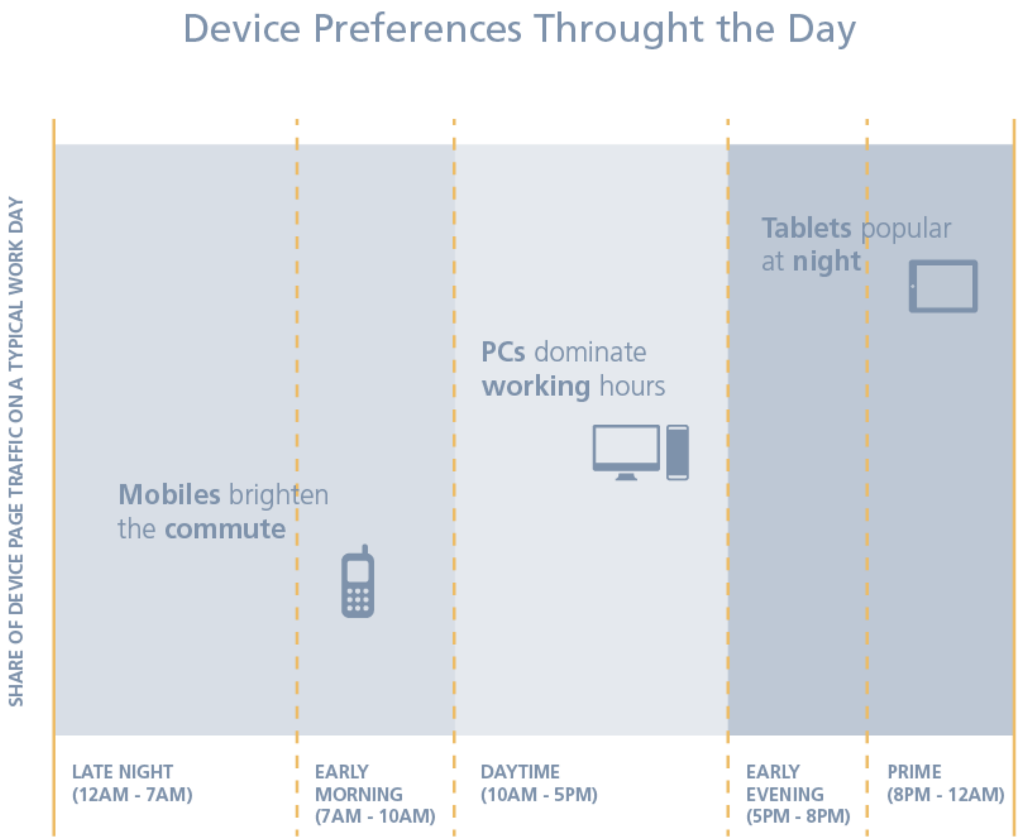
As we've already noted, users are finding it increasingly difficult to be separated from their phones; within 15 minutes of waking 80% of all US smartphone users are interacting with their phones – and 80% of those people say checking their phone is the first thing they do on waking (see here). Charles S. Golvin, Principal Analyst at Forrester Research, captures the zeitgeist perfectly: "We don't **go** online, we **are** online".

> **"We don't go online, we are online" - Charles S. Golvin, Principal Analyst at Forrester Research**

"Traditional communications (talk and text) still represent a significant part of the time spent by the smartphone users. There are some differences between Android and iPhone users: iPhone users spend more time using their phone than the typical Android phone owner. Android owners also devote a greater share of time visiting websites on their phone than iPhone owners. While the results are open to interpretation, the fact is that mobile devices are becoming more and more popular and accepted as an important part of our everyday life. That means that a negative customer experience with a mobile payment or banking app will do nothing for your organisation's prospects. The effect is the same as a negative experience at a restaurant or hotel: if the experience is bad, the user will likely take their business elsewhere."

> **If the mobile app experience is bad, the user will likely take their business elsewhere**

ComScore takes a slightly broader approach, looking at the total device usage during a typical mobile user's day:



The above graphic and the following data points from research firm Inmobi's first mobile media consumption survey (see here) show just how embedded in our lives and our interactions mobile devices have become:

- Mobile has surpassed TV in terms of time, with consumers spending 27% of their media time on mobile, compared with 22% on TV. This would appear to coincide with the sharp increase in tablet usage at night.
- 39% of consumers use their mobile phones while watching TV, but the heaviest use of mobile phones is in the early morning, perhaps for entertainment and/or information consumption during the commute
- Three quarters of mobile consumers plan to conduct mobile commerce activities within the next year (76%).
- 66% of mobile users are equally at home with mobile advertising as with TV or online advertising.
- PCs are used less frequently but still dominate work hours, where they are in pretty much constant use

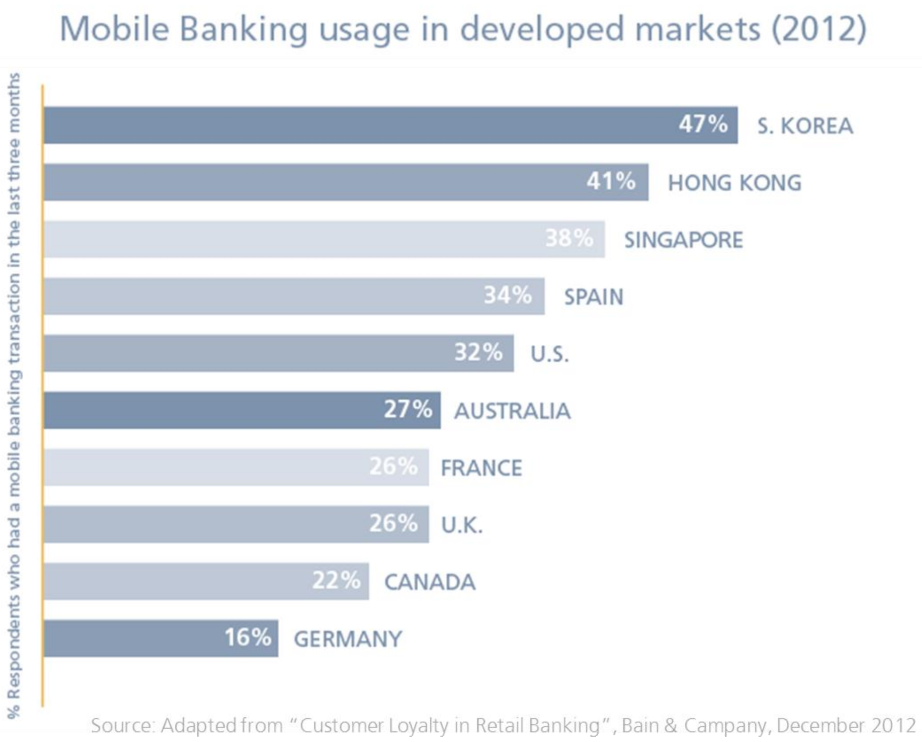
60% of users start their financial management activities on their smartphones, with 46% of users moving between multiple devices to manage finances during the day.

A wealth of additional demographic and usage data can be found in this comprehensive infographic. It is however clear that today, the mobile user's online journey typically starts on the smartphone.

The experience of the Internet is increasingly a mobile one, and the mobile is becoming the starting point for online activities. It's particularly interesting to note here that almost 60% of users start their financial management activities on their smartphones, with 46% of users moving between multiple devices to manage finances during the day. Businesses must be quick to understand how to capitalise on an audience that is permanently connected and ready to interact anywhere, anytime.

3.4 Mobile Banking usage

As noted above, financial activities are now forming a significant part of mobile online device usage. Mobile users have adopted this channel for banking at a much more rapid rate than computer users in general when online banking was introduced more than a decade ago. A recent study by Bain & company (Customer loyalty in Retail Banking), based on a survey of consumer loyalty in retail banking covering 150,100 account holders, the adoption of Mobile Banking differs widely across countries. Asia is leading the race to adopt Mobile Banking but, as explained by Bain & Company, the demographic sampling differences between countries surveyed might also account for some of the variation.



This year, 590 million mobile phone users globally will use their device for banking purposes. By 2017, that number will exceed one billion, which will mean that the majority of Internet users will expect to be able to interact with their financial institutions via their mobile devices whenever and wherever they want (Source: Juniper Research). Any bank that is unable to meet those expectations will likely finds itself side-lined, particularly among younger customers. According to a Federal Reserve Bank study of consumers in the United States, 45% of 18-29 year olds used Mobile Banking in 2012, compared with only 18% of 45-59 year olds.(Source: Consumers and Mobile Financial Services 2013, Board of Governors of the Federal Reserve System).

By 2017, one billion mobile phone users globally will use their device for banking purposes

Today, 81 of the top 100 US financial institutions offer some form of Mobile Banking to their customers, and it is anticipated that worldwide, banks will spend some $118 billion on mobile technology in support of banking activities this year alone in the drive to retain and attract mobile customers.

3.5 Conclusion

There is now a broad expectation amongst ever-more mobile consumers that the services they want and the businesses they interact with should be available to them via their smartphones and other mobile devices at any time of the day or night.

Because the infrastructure is still evolving, there are many opportunities for financial institutions to engage with their customers, in partnership with both device producers and operating system and app providers. However, this fluidity brings its own challenges, with the lack of platform standardisation potentially slowing down the time-to-market for new offerings. Yet these offerings will be at the core of whether a consumer chooses to work with a particular financial institution, so it is crucial for banks to make the right decisions in this arena over the coming months and years. Smartphone support is key, but tablets and more traditional computers must also be part of the mix.

4 Empirical study: Mobile Banking attitudes and strategies

Key takeaways

- This survey gives a good indication of the adoption rates for Mobile Banking; the results provide a snapshot of the current state of users' Mobile Banking behaviours and future trends.
- The majority of Mobile Banking users make use of their bank's mobile offerings on a regular basis.
- Users who already trust online banking are more open to Mobile Banking as a primary or additional channel.
- Only 18.7% of customers would be willing to pay for mobile services if banks attempted to charge for them in the future.
- Additional functionality clients are looking to their banks to provide as a priority in the form of a mobile service includes:
    - Using their mobile device to pay for goods and services in retail
    - locating ATMs and bank branches (clearly the cord is not being cut entirely!)
    - blocking credit card usage
    - paying bills
- While customers are clearly spending less time visiting bank branches, they are not ready to stop interacting with physical institutions.
- Traditional branch-based customers visit physical banking institutions two or three times as frequently as mobile or online banking customers.
- Customers are less dependent on bank branches for services such as paying bills, checking balances, or making transfers
- More than 60% of respondents from Spain and Brazil are already using Mobile Banking as well as online banking. Germany is at the other end of the spectrum, with a low penetration of Mobile Banking use.
- Brazilian and Spanish consumers visit physical banking facilities rarely, conducting the majority of their banking transactions on their mobile devices or home computers. British users are split pretty evenly between visiting banks monthly and three to five times per year; German and American users are the most frequent branch visitors.
- With the exception of Brazil, respondents in the focus countries prefer face-to-face meetings at the branch when consulting with their financial adviser.
- The vast majority (82.2%) of respondents would like to be notified by text message when suspicious activities are detected in relation to their bank accounts or credit cards.

4.1 Methodology

In May 2013, GFT conducted an empirical study to discover attitudes towards Mobile Banking by consumers in different countries. This survey gives a flavour of the adoption of Mobile Banking and the results have been used as an indication of the current state of user's Mobile Banking behaviours and future trends.

894 consumers from many different countries were presented with 15 questions designed to develop a greater understanding of how people:

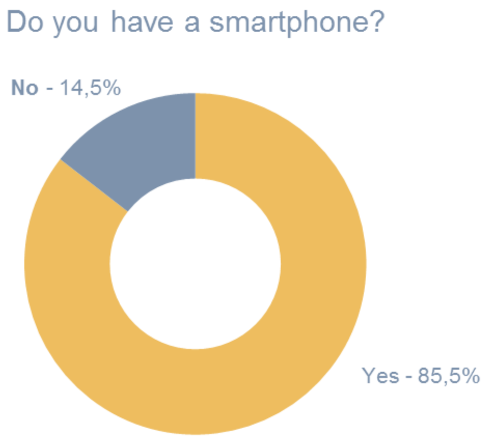
- think about and use Mobile Banking
- use bank branches
- envision the future of banking

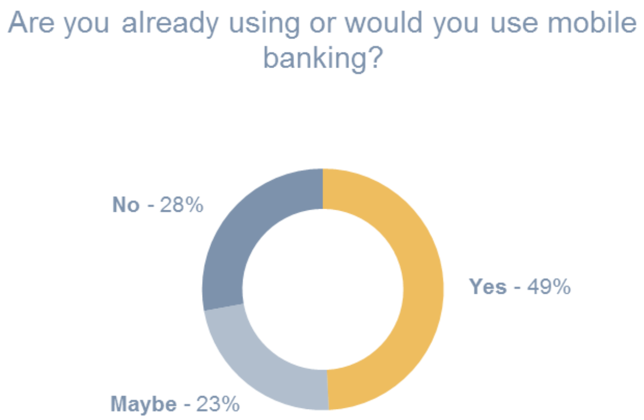
The responses from consumers in Brazil, Germany, Spain, the UK and the US were used to develop comparative pictures of different Mobile Banking and branch uses between these five countries and across different age groups.

4.2 End user survey – main conclusions

4.2.1 General Mobile Banking usage

More than 85% of respondents use a smartphone and nearly half of them are already using Mobile Banking; that figure rises to 55% using and 21% envisioning using when adjusted for smartphone owners only.

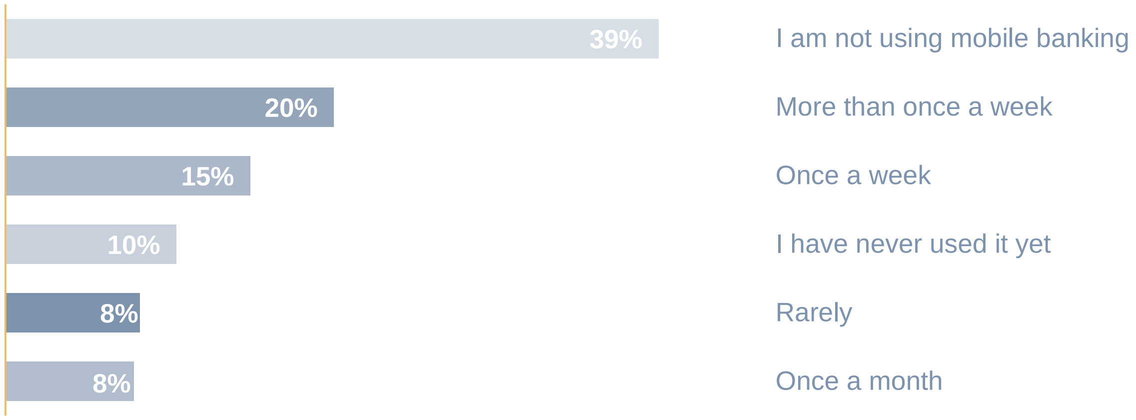




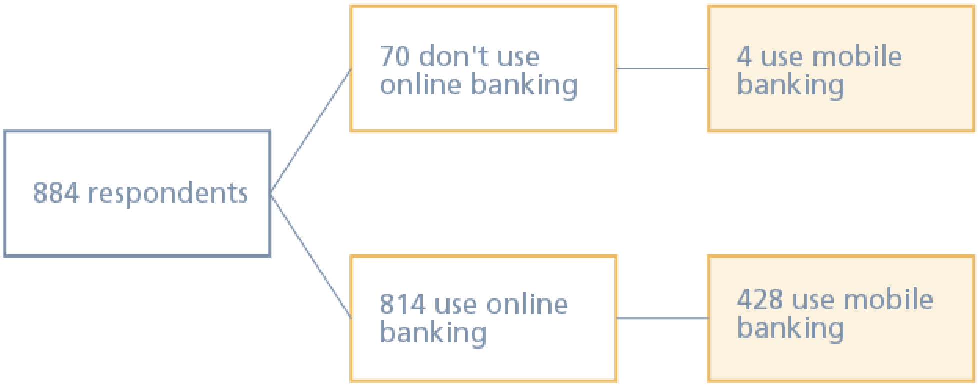
For those respondents who stated that they were not interested in Mobile Banking, the primary reason given was lack of trust in this new channel; many people are clearly still concerned about fraud and security issues. At least some of these respondents do bank online but prefer to do so using their home computer in a quieter and more private environment with a larger screen.

More than 60% of those who know about the Mobile Banking services offered by their banks actually use this service, with two-thirds of those Mobile Banking users using the service once a week or more often.

Frequency of mobile banking use



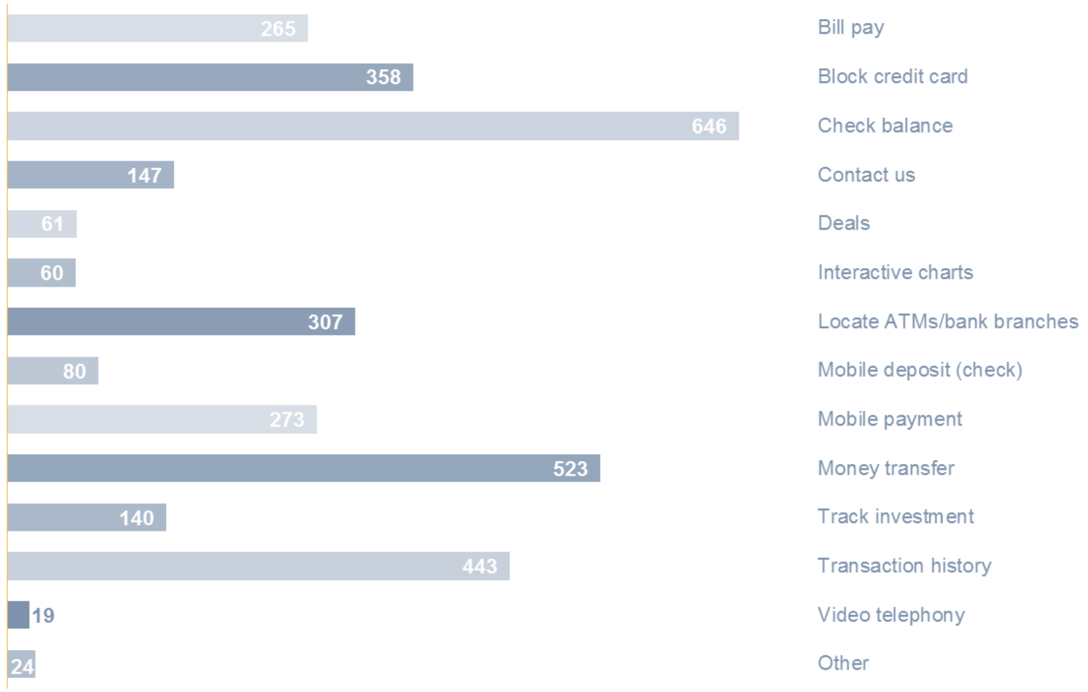
It is reasonable to infer from the fact that the majority of Mobile Banking users make use of their bank's mobile offerings on a regular basis that Mobile Banking is already an established channel among these banking customers.



Looking at the full range of respondents, online banking is in wide use, with almost complete penetration of the Mobile Banking segment: 92.1% use online banking and of those, 428 use Mobile Banking - 97% of all Mobile Banking users. Users who already trust online banking are evidently more open to Mobile Banking as a primary or additional channel.

Because so much of the mobile user's life takes place through the medium of the smartphone, it is key to these users that they have the ability to check balances, review transaction histories, and transfer small amounts of money using this device. As Mobile Banking catches up to – and looks to shortly overtake – online banking, these functions will become a core requirement, along with the ability to cancel or block a credit card immediately in case of suspected fraud.

Importance of mobile banking features



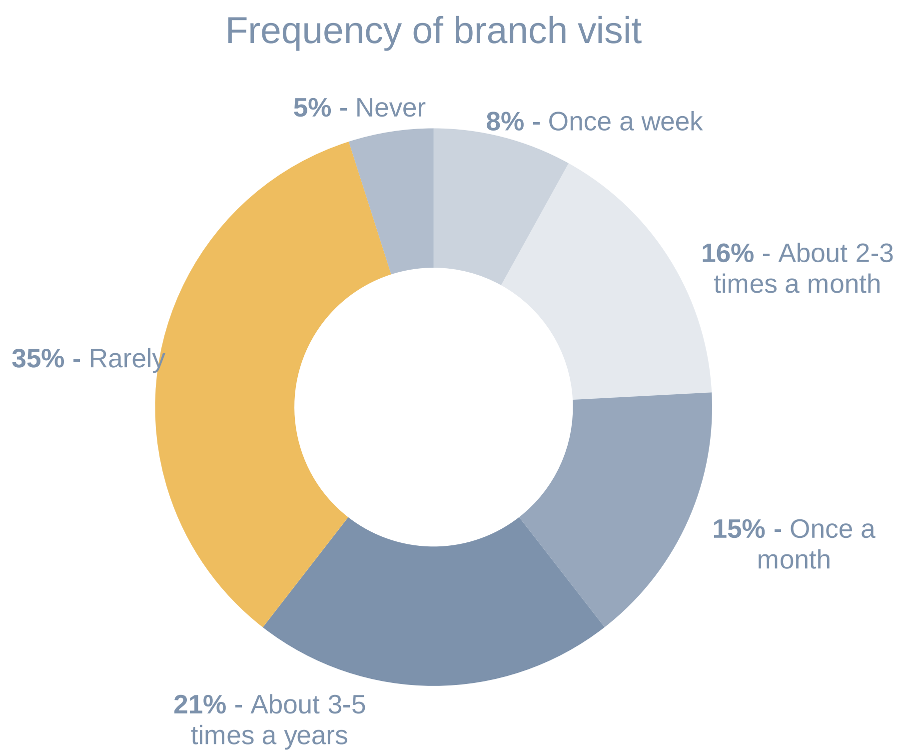
Additional functionality clients are looking to their banks to provide as a priority in the form of a mobile service includes

- using their mobile device to pay for goods and services in retail
- locating ATMs and bank branches (clearly the cord is not being cut entirely!)
- blocking credit card usage
- paying bills

Importantly for banks, the vast majority of customers are expecting their banks to provide these mobile services as part of their core free offering; only 18.7% of customers would be willing to pay for mobile services if banks attempted to charge for them in the future.

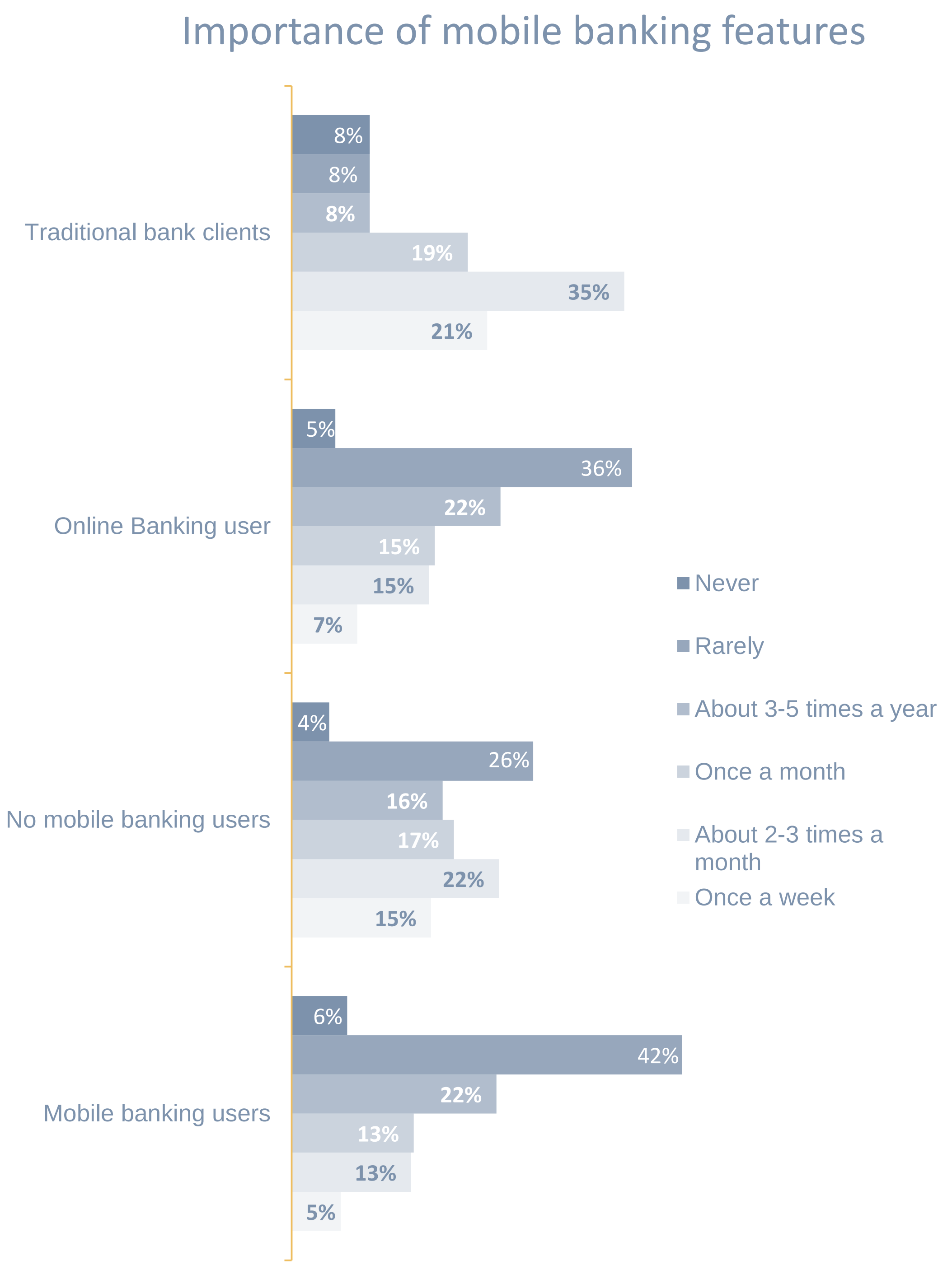
4.2.2 Use of the bank branch

While customers are spending less time visiting bank branches, they are not ready to stop interacting with physical institutions. Cash is still a requirement for certain types of transaction, and services such as foreign currency conversion must still be undertaken at a branch, so a little less than 40% of respondents visit a bank branch at least once a month.



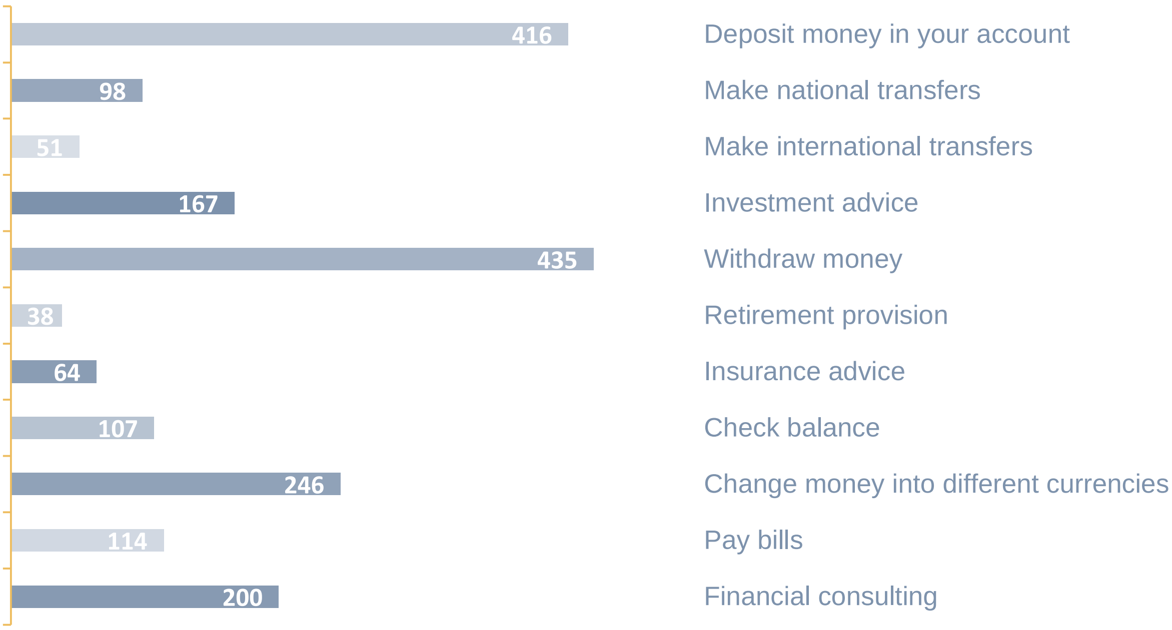
Traditional branch-based customers visit physical banking institutions two or three times as frequently as mobile or online banking customers. However, there is also a small section of the non-Mobile Banking community that never visits a bank branch for any reason.

The main reasons that bank clients still visit bank branches are to withdraw cash and to deposit money into their bank account. However, as facilities for mobile payment in retail continue to spread, we can expect to see the number of cash withdrawal visits shrink over time:



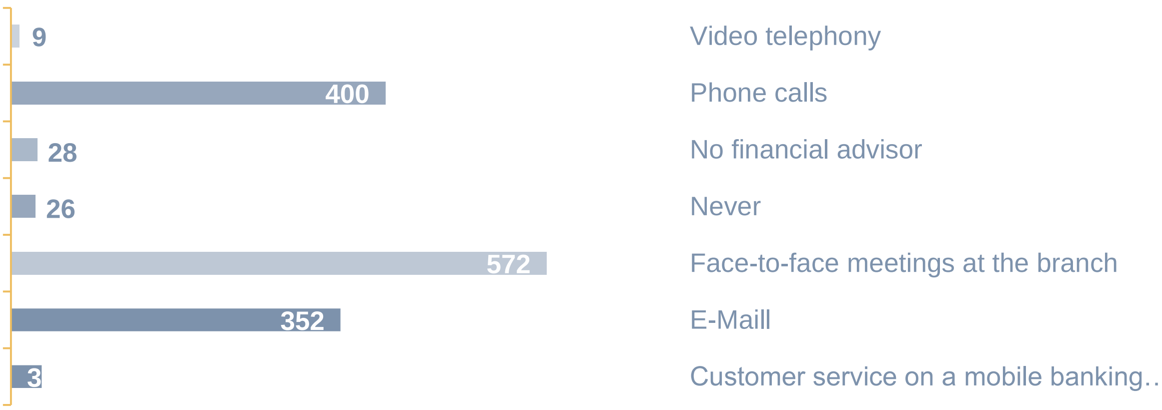
Customers are less dependent on bank branches for services such as paying bills, checking balances, or making transfers as these can be carried out easily using online banking from home and are becoming more widely available as mobile services:

Reasons to go to a bank branch



Face-to-face contact remains an important aspect of the bank-customer relationship when it comes to investment and other financial consulting services; for 41.4% of respondents, personal contact with their financial advisor is either important or very important, and only 24.4% could imagine consulting with their financial advisor in public via a video call. Talking about money remains a personal and private matter, which at least partially explains why services like video telephony and mobile app-based customer service do not have the popular appeal of the more transaction-based interactions.

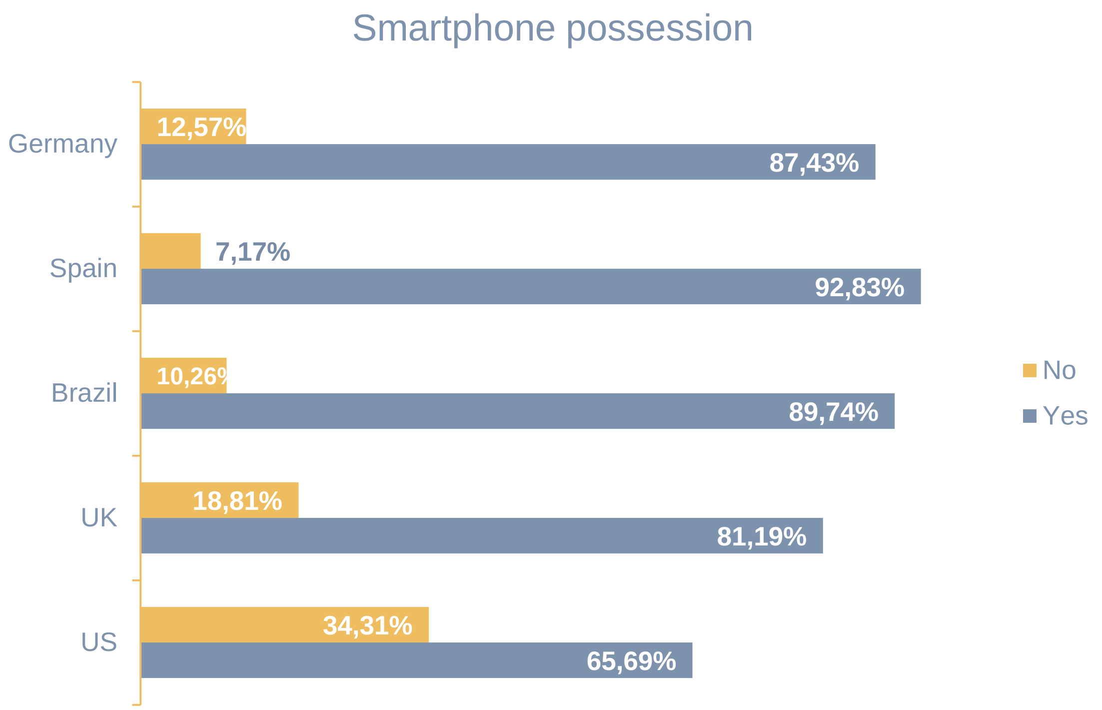
Way of communication



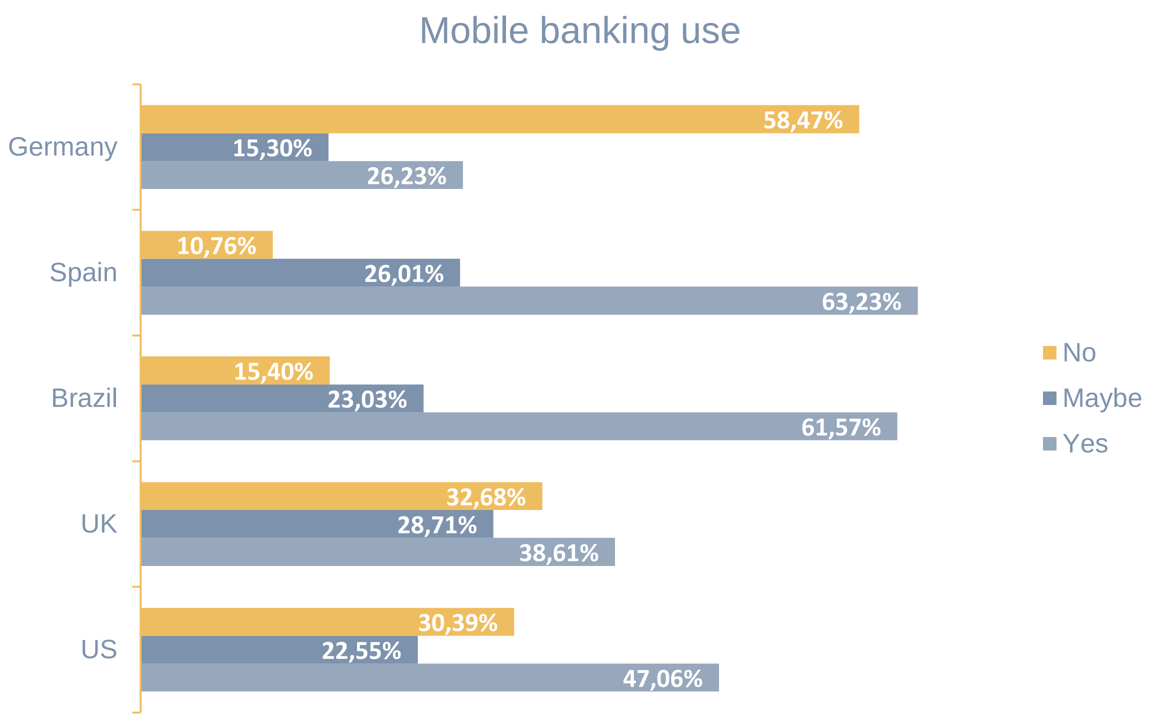
Not unsurprisingly, given the lack of privacy evidenced in social networks, the majority of respondents (85.5%) had no interest in communicating with their banks via Facebook or other social media.

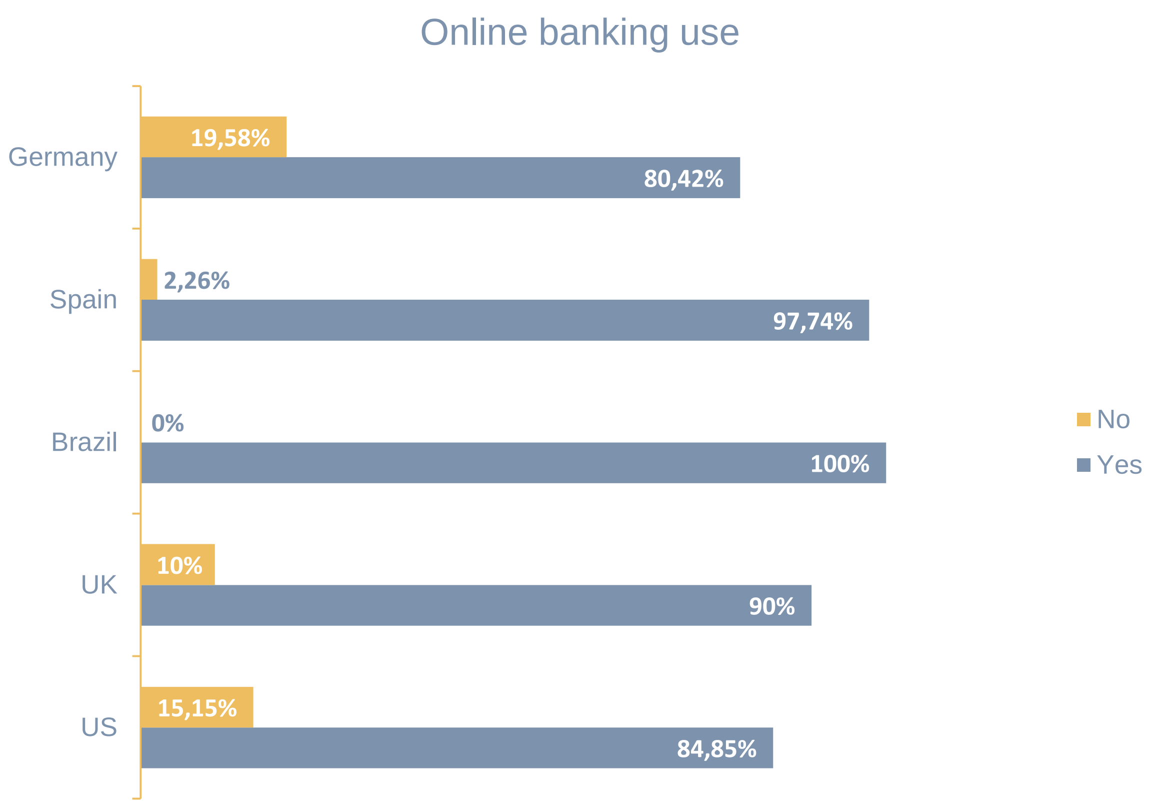
4.2.3 Comparison between different countries

Five countries stood out as exhibiting the broadest use of mobile devices in consumer banking relationships – Brazil, Germany, Spain, the United Kingdom, and the United States. More than two thirds of the inhabitants of each country now use a smartphone, and in Spain surpasses 90%; Brazil is not far behind at 89.74%.

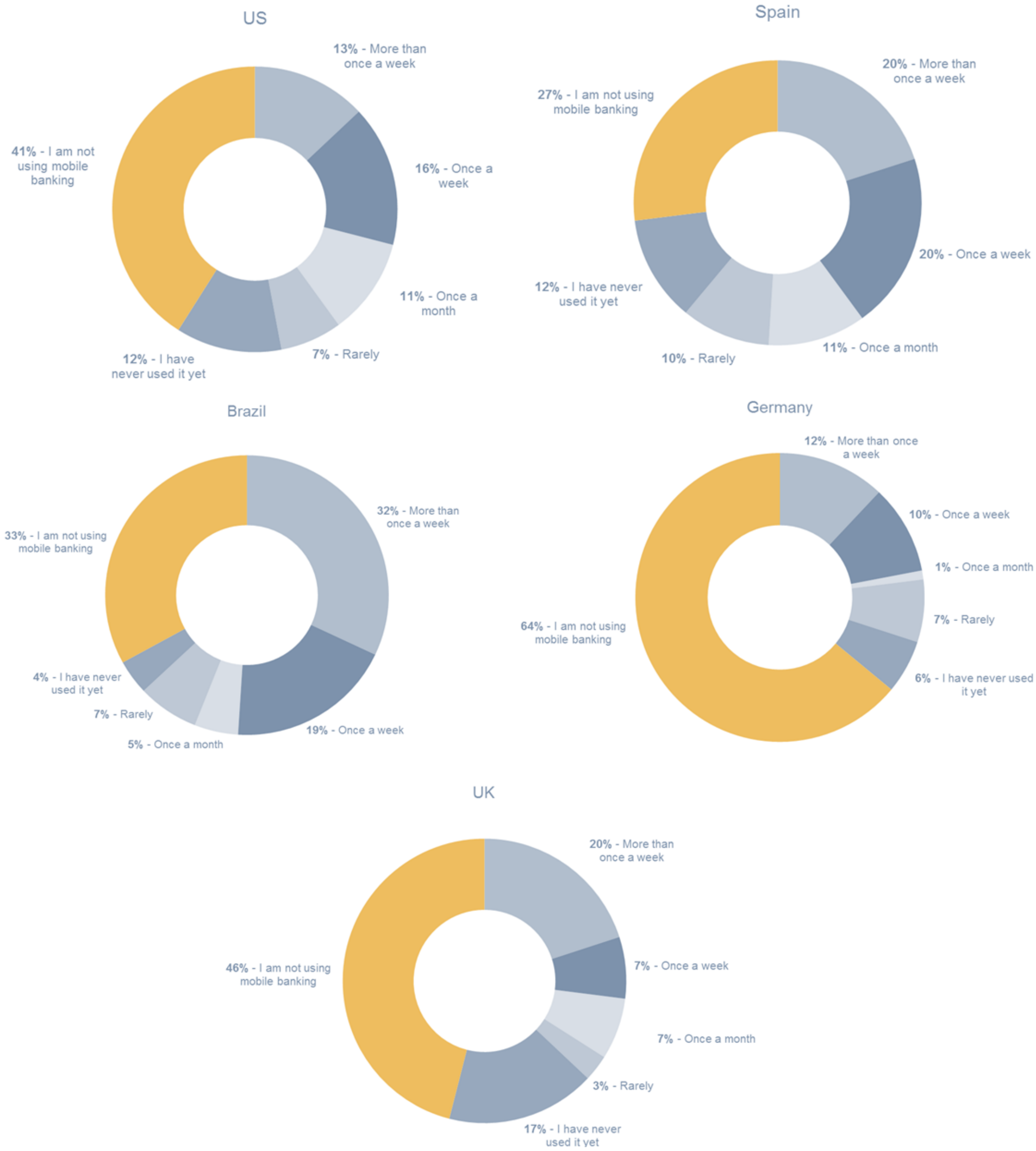


- More than 60% of respondents from Spain and Brazil were already using Mobile Banking as well as online banking. Germany is at the other end of the spectrum, with a low penetration of Mobile Banking use and considerable resistance to adopting this channel; interestingly, the vast majority of Germans do use and trust online banking.
- In the United Kingdom as well as in the United States, respondents are also big users of online banking but lag behind Brazil and Spain when it comes to Mobile Banking. However, the Mobile Banking market in both countries is fairly mature and well-developed, so it is likely only a matter of time before Mobile Banking use increases, since they are already spending a great deal of time on their mobile devices.

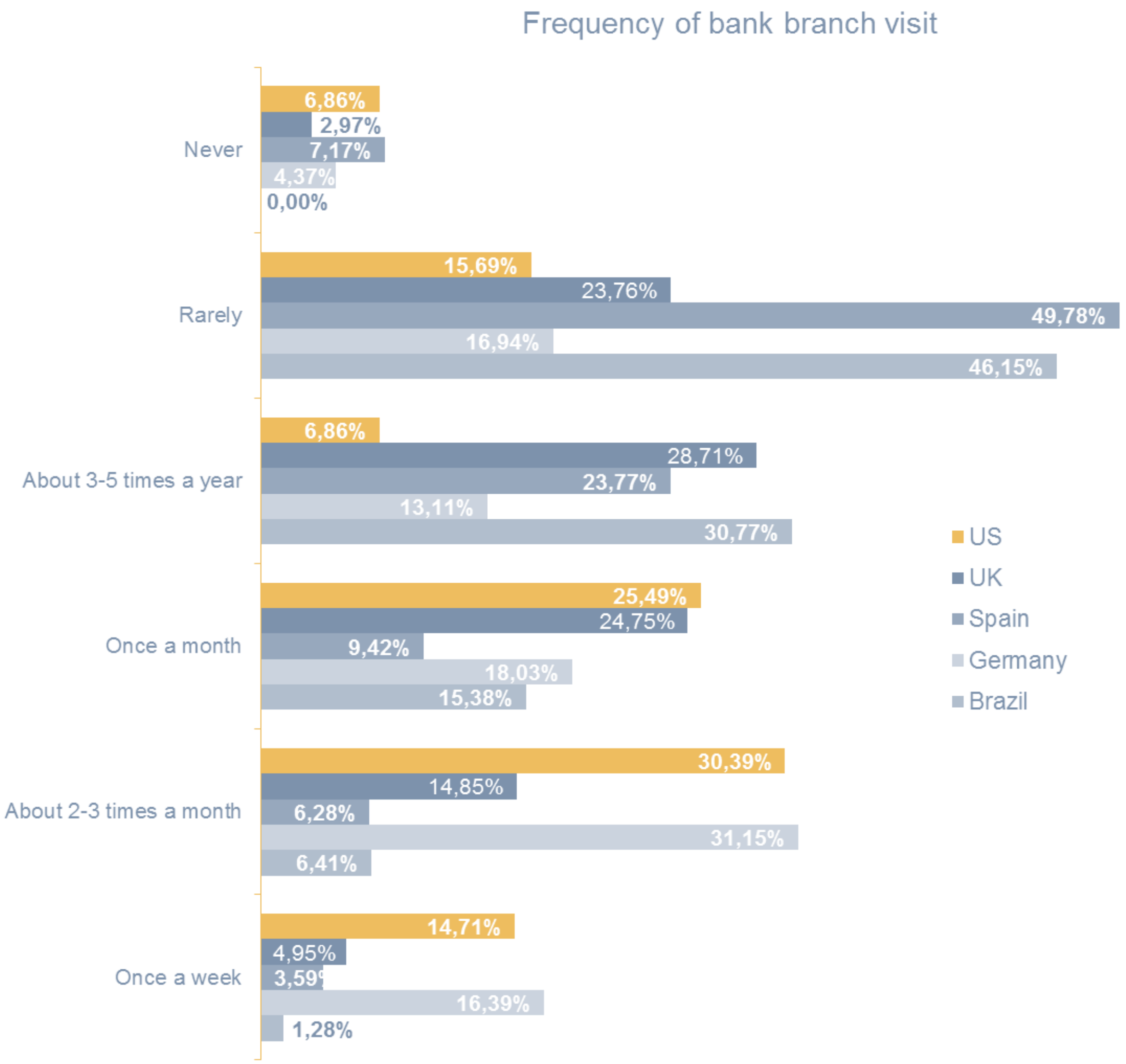

Mobile banking use
Germany
58,47%
15,30%
26,23%
Spain
10,76%
26,01%
63,23%
Brazil
15,40%
23,03%
61,57%
UK
32,68%
28,71%
38,61%
US
30,39%
22,55%
47,06%
No
Maybe
Yes


Online banking use
Germany
19,58%
80,42%
Spain
2,26%
97,74%
Brazil
0%
100%
UK
10%
90%
US
15,15%
84,85%
No
Yes

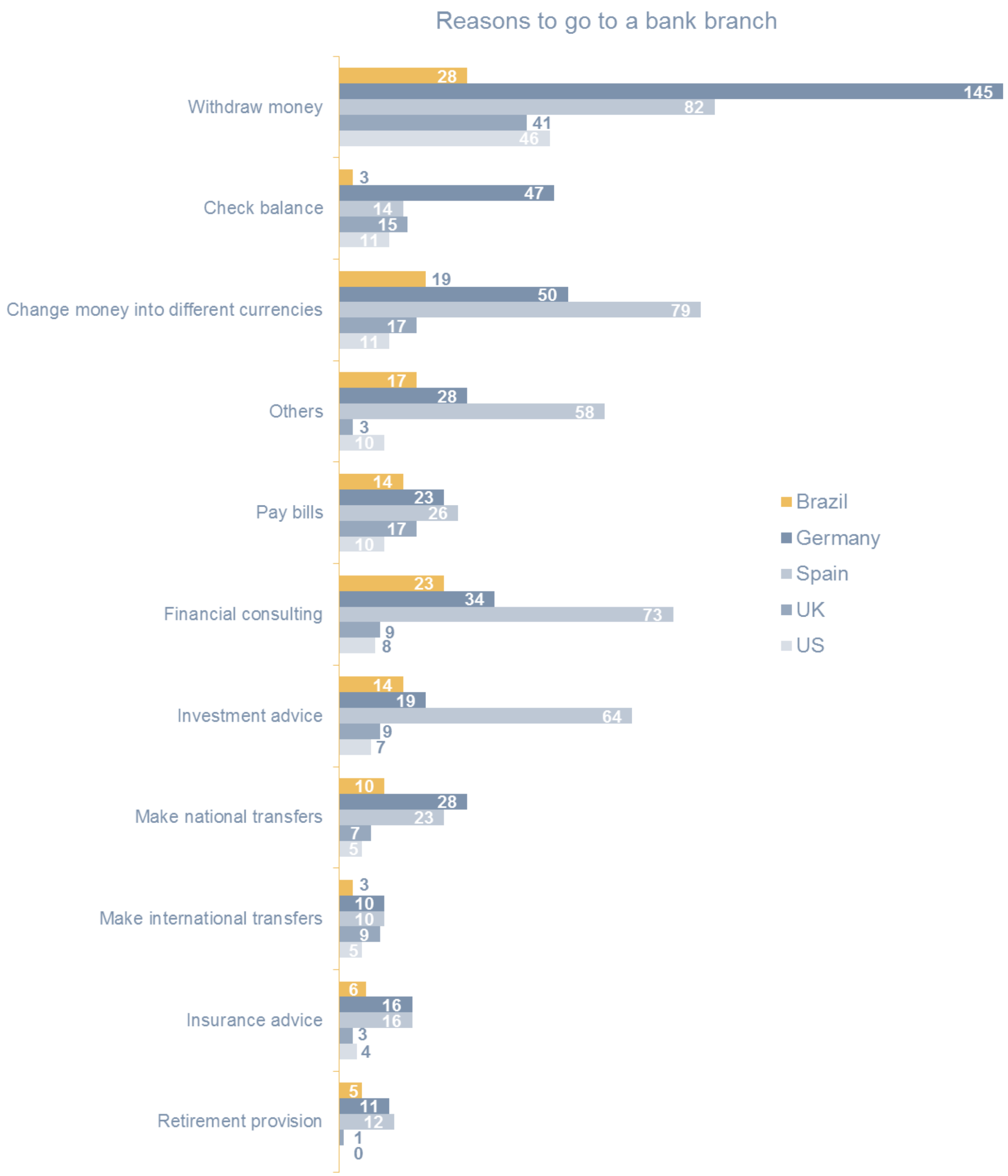
When we compared frequency of use of Mobile Banking apps, Spain and Brazil were again in the lead, with regular use in both countries; American and British users also regularly undertake Mobile Banking activities, but less frequently. Germans use Mobile Banking very infrequently, as we might expect from earlier data points.



There is no major difference between the different countries' usage when it comes to the importance of specific Mobile Banking functions. Checking account balances, money transfers, and checking transaction history are consistently the most frequently and widely used. Locating ATMs and making mobile payments are increasingly popular across all five countries. The lone differential appears in the United States, where mobile deposits are important; this would appear to be due to the continuing widespread use of paper checks in that country.



When it comes to branch banking, as expected we find that respondents in Brazil and Spain visit physical banking facilities rarely, conducting the majority of their banking transactions on their mobile devices or home computers. British users are split pretty evenly between visiting banks monthly and three to five times per year; German and American users are the most frequent branch visitors at two to three visits per month. The US number may be related to the widespread practice of paying salaries every two weeks.



With the exception of Brazil, respondents in the focus countries prefer face-to-face meetings at the branch when consulting with their financial adviser. In Brazil, while in-person meetings do still take place, a growing number of people prefer to "meet" with their financial adviser via phone or via email.

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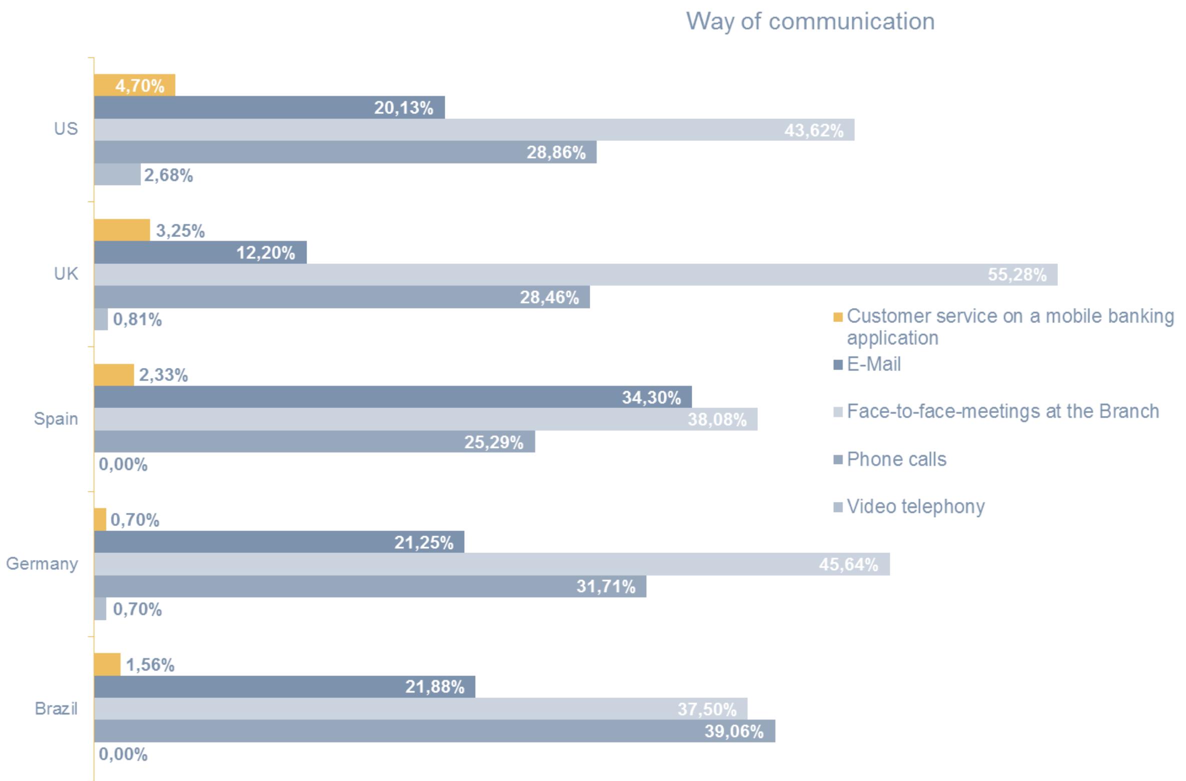


Video calls and customer service via Mobile Banking applications are not widely used in any of the focus countries, and not at all in Spain.

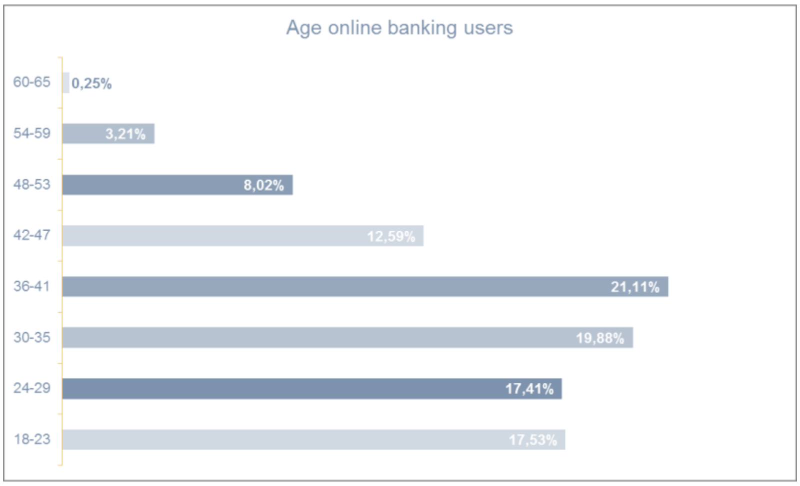
While the use of automation-related Mobile Banking activities is growing, it appears that the physical branch remains a necessary element of the banking infrastructure due to the added value offered by direct human interaction that cannot be delivered online or via mobile.

4.2.4 Future perspective

Clearly, the future of banking is digital; more and more people are building Mobile Banking services into their daily lives, to the extent that such services will be regarded as core offerings in the not-too-distant future. Almost two-thirds (62%) of survey respondents said that they could easily imagine a world in which they stop carrying cash – and perhaps even credit cards - altogether and carry out all their day-to-day financial transactions using only their mobile phone. The increasing availability of NFC (Near Field Communications) mobile payment facilities in supermarkets and other retail stores supports this projection. 56.9% of respondents stated that they could imagine a future in which they undertook all their banking transactions via mobile or online services; only 17% admitted to not being able to imagine this as their banking future.

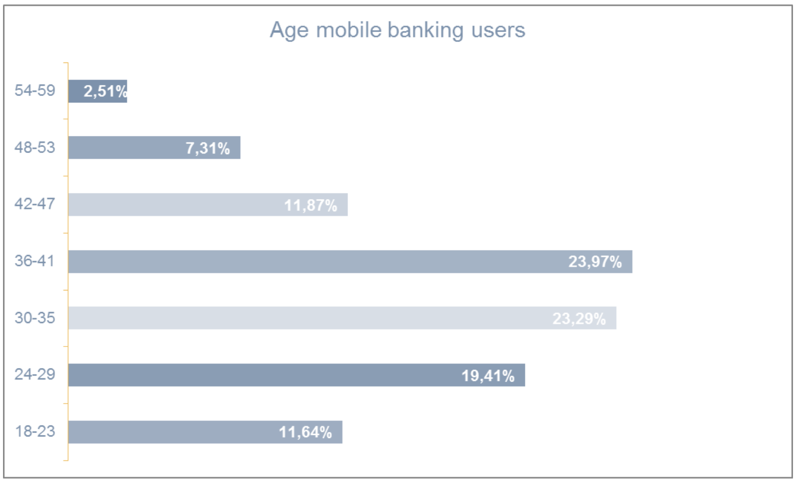
Transactions aside, the vast majority (82.2%) of respondents would like to be notified by text message when suspicious activities are detected in relation to their bank accounts or credit cards. They had no problem with banks making use of smartphones' built-in GPS capabilities to check whether the location of a suspicious transaction closely correlated with the location of the phone itself. However, this is not a "California Gold Rush" to Mobile Banking – yet. More than half the respondents could not imagine never going to a branch again or that the smartphone would completely replace the bank branch. Almost as many (47.3%) report that it is important for them to retain the option to visit a bank branch; for many people, the physical bank branch and its staff remains an integral element of the mix of banking channels used, particularly where issues such as financial advice and other more personal banking services are concerned.

4.2.5 Demographics

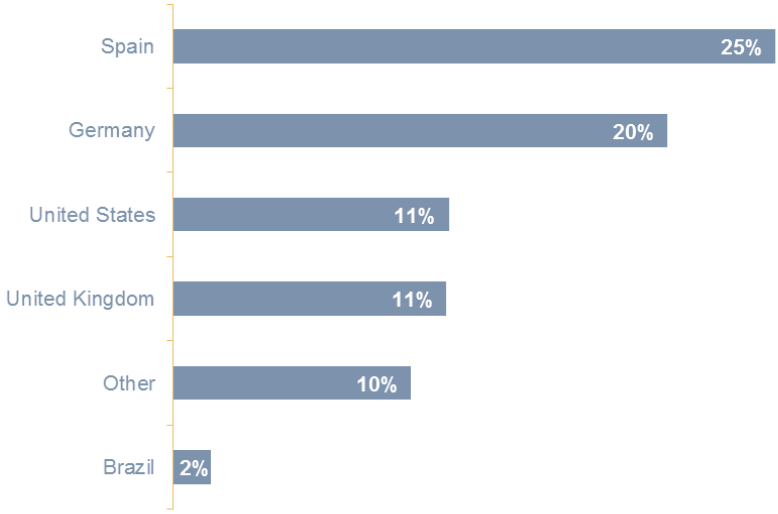


As might be expected, given the relative recency of smart mobile communications, the age range for Mobile Banking users skews younger; the average age of mobile (and online) banking users is 34, and both services are most widely used by individuals in their thirties and early forties.

As the "older brother" of Mobile Banking, online banking is today used by a wider span of age ranges; perhaps more surprisingly, greater numbers of 18-23 year olds use online banking than Mobile Banking. This may be attributable to older users having less free time during normal banking hours to visit traditional bank branches; it is more convenient for these users to bank from their desks or while commuting. It's also possible that younger people are less burdened by the need to pay bills, manage salaries and investments, etc.

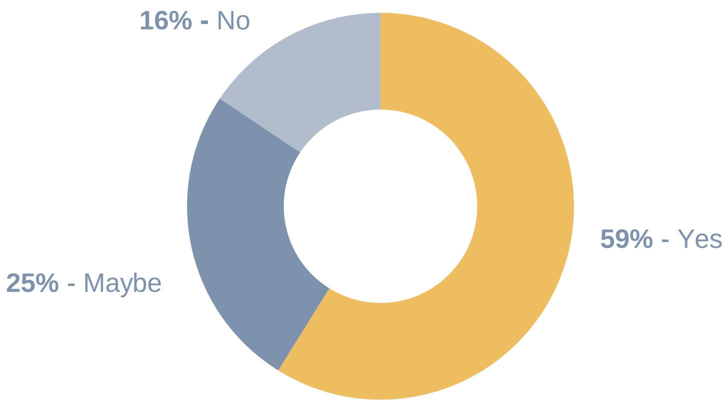


Geographical repartition of the respondents



These younger people are, however, far from averse to using Mobile Banking; if they are not using it now, most are open to using it in future. Since these digital natives have their entire banking lives ahead of them, they should be in the forefront of financial institutions ‘strategic planning initiatives in Mobile Banking. By attracting this group with beneficial offerings at the beginning of their banking lives, banks have an opportunity to build loyalty into the relationship at its most influential point.

Mobile Banking usage 24-29



5 Branch strategies in an omni-channel environment

Key takeaways

- To survive in the 21st century, banks must reinvent their entire spectrum of customer engagement, including branches, online, and mobile channels.
- The traditional retail banking model with the physical branch at its centre is fast becoming obsolete.
- Tomorrow's bank branch will offer opportunities to discover and interact with new banking services, consult with the banking equivalent of Apple Geniuses, and be able to access every aspect of their financial lives in a single location.
- Bank branches are not dead; customers still expect banks to have a physical presence to handle big-ticket transactions that they may not trust Mobile Banking apps to carry out at this time.
- Customers are more comfortable talking directly with humans for high-volume and long-term investment strategies like credits, buying a house, etc.
- Banks must also ensure that their new generation of branch banking outlets meet the engagement needs of the 21st century client, with a rich, interactive experience that is as much about entertainment as it is about banking.
- Banks should focus on improving their Mobile Banking strategy; many customers for online banking are moving to or undertaking some banking activities via mobile.
- Consideration should be given to using a platform such as Appverse to develop applications across multiple platforms.
- This is a transitional time, and so there will be a need to support multiple customer service delivery channels for some time to come.
- The bank branch is an important part of the banking service universe in the customer's mind; that importance should not be underestimated in the rush to mobile. Banks may wish to consider segmenting those customers not requiring advisory or other branch-based services into a mobile-only environment, enabling them to reduce but not eliminate branches.

5.1 New customer expectation of bank branches

The most noticeable and dominant trend in retail banking in recent years has been the steady decline in both the number of physical bank branches and the range of services offered through those branches. Brett King, regarded as one of the leading global experts on retail banking innovation and customer services and the founder of mobile financial transaction service Moven, published an article in 2011 that called into question the future of branch banking. That article, entitled "If your bank is opening branches – get worried", argued that the two main reasons people switch banks today are better support for Mobile Banking and online banking. King posited that, to survive in the 21st century,

To survive in the 21st century, banks must reinvent their entire spectrum of customer engagement, including branches, online, and mobile channels

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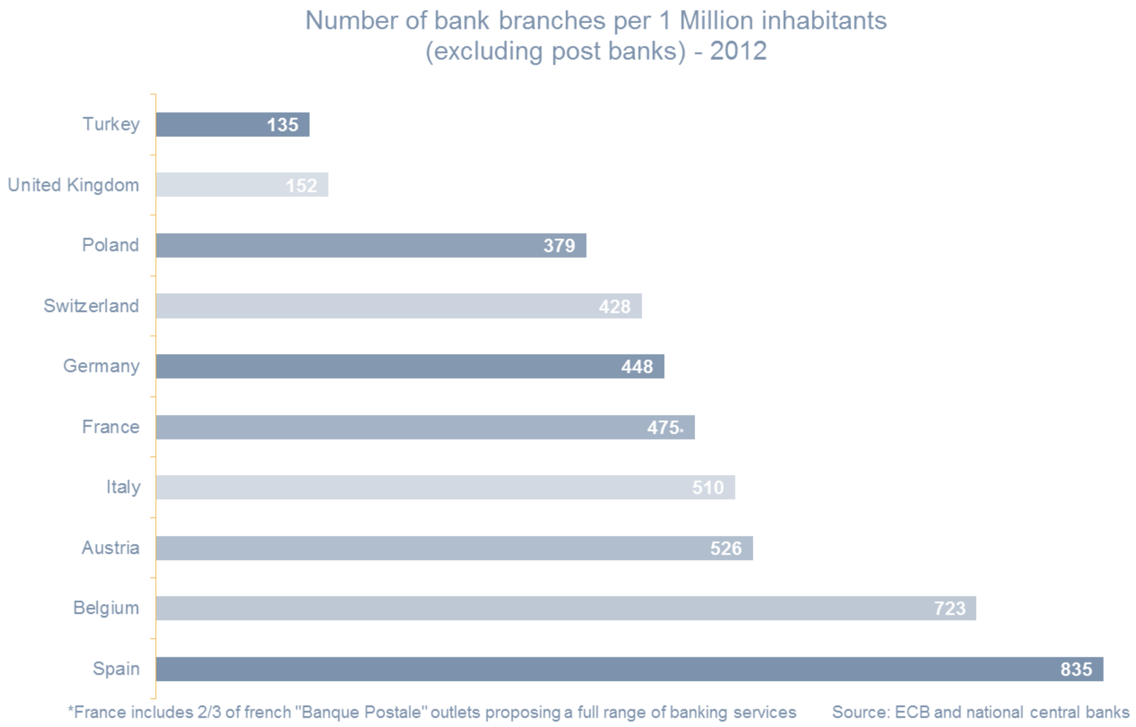
This paradigm shift in banking behaviour cannot be laid entirely at the doorstep of the mobile revolution. Demographics are also changing, as are the competitive and regulatory environments, all of which are contributing to a decline in the use of physical bank branches and consequent increase in the net costs of operating branches based around traditional offerings. Rather than rushing to dispense with the branch banking system entirely, it makes sense for banks to re-evaluate the purpose of those branches and where future profitability might lie. How can bank branches deliver value to today's customer? Most simple teller transactions can be automated, and as we saw in the last section, the majority of bank customers are themselves moving towards self-directed transactions at the everyday level. More complex, advice-based interactions continue to offer perceived value to the customer, so it might be reasonable to imagine that today's branch bank might become tomorrow's financial advice centre.

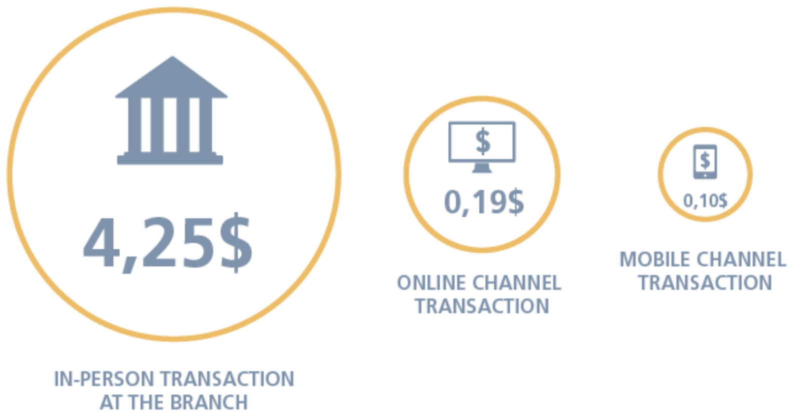
In Europe, the decline in branch banking is proceeding apace. According to a study published by the European Financial Management Association (EFMA) entitled The Future of Bank Branch Networks, the number of bank branches is expected to decline 20%-30% over the next five to eight years.



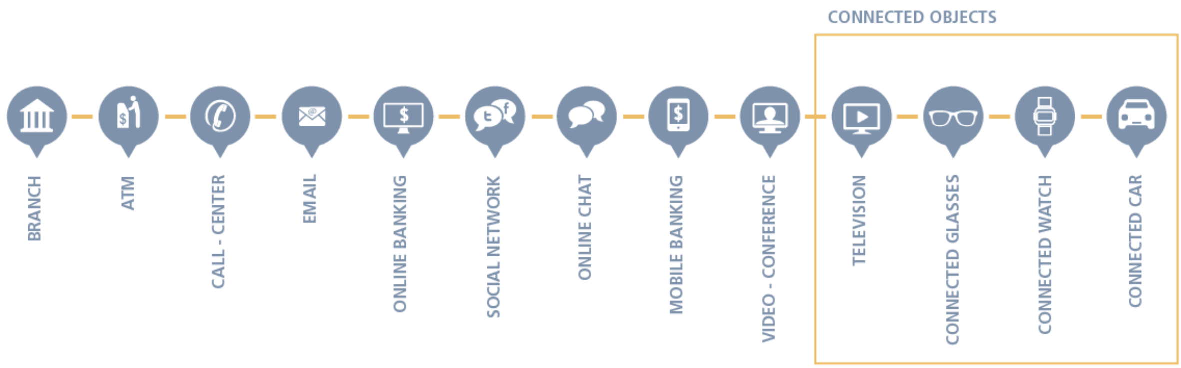
According to global financial services research firm Celent, the number of banks ranking branch operations as one of the two most important channels declined from 73% in 2010 to 54% in 2012.

The traditional retail banking model with the physical branch at its centre is fast becoming obsolete

Clearly, the traditional retail banking model with the physical branch at its centre is fast becoming obsolete. All the signs are pointing to bank branches morphing into centres of advice and information rather than transactions, becoming the core channel for managing customer relations. Transactions carried out online or via smartphone are more cost-effective from the banks' perspective than branch-based transactions, involving less time and fewer people. The fact that consumers are actively looking to their banks to provide mobile and Internet-based services is an added bonus. The table below compares the costs US banks bear across the three major transaction channels, and was extracted from an article in American Banker based on a Javelin Strategy & Research's study.



Transactions via mobile devices are significantly cheaper than in-branch transactions and even a little cheaper than online transactions, but they don't provide the level of personal interaction available in a branch banking environment; mobile and online environments as a whole are less conducive to personal relationship development between banks and their clients, even when video conferencing is available. Many banking customers – including younger customers – prefer to discuss personal financial and investment decisions face-to-face, as such interactions introduce a level of customer care that is simply not possible via electronic means.



Economic fundamentals are driving banks to plan for a reduction in the number of branches, since a full 25 percent of those branches are considered financially unaffordable and serve only "as expensive billboards for the company in a choice-heavy world" (http://www.cnbc.com/id/100627815). Clients are being encouraged to shift to mobile or online banking to enable banks to close those branches that are not contributing sufficiently to the bottom line and invest more in making those remaining branches more productive and more valuable to customers looking for personalized services such as mortgages, loans, and investments that customers are not comfortable undertaking on a mobile device (http://money.cnn.com/2013/01/25/pf/banks-online-mobile-banking/index.html). The overall goal is to reduce the size of the physical footprint but increase the level of expertise available through those physical facilities. In their December 2012 report entitled Customer Loyalty in Retail Banking, Bain & Company looked closely at the interactions and channels that matter most to the challenge of strengthening loyalty—those moments of truth (such as resolving a fraudulent transaction) and "digital delight" moments (such as mobile bill pay) that prove decisive in winning either customers' advocacy or their derision. The company founds that “in the US, while mobile remote deposit capture remains just a sliver of branch and ATM deposits, it's the most effective of all channel tasks in raising a customer's likelihood to recommend the bank—more than twice the effectiveness of other channels. (Ironically, one of the most appealing mobile capabilities tackles the lingering legacy of paper checks in the US.) Even routine mobile transactions, such as balance inquiries and transfers among accounts, have a strong influence on loyalty.”

5.2 A revolution is taking place at the point-of-sale

Growing numbers of cashless, even cardless transactions taking place in physical and virtual retail environments are increasing the likelihood that customers will expect to also conduct their banking transactions through digital channels

Banks must therefore consider how to reinvent their branch operations to continue to offer value to customers indeed make those operations attractive enough to bring in new clients with a warm and welcoming banking experience. According to financial consulting firm A T Kearney, 46% of banking experts believe that by 2025, banks will need to be offering “emotionally charged products, as Apple does today ... products that make the customer feel good and cared about.” (See Inside Tomorrow’s Retail Bank)

46% of banking experts believe that, by 2025, banks will need to be offering “emotionally charged products, as Apple does today …”

To do this, almost everything about today’s branch bank will have to change, morphing into the financial equivalent of the Apple Store. Tomorrow’s bank branch will offer opportunities to discover and interact with new banking services, consult with the banking equivalent of Apple Geniuses, and be able to access every aspect of their financial lives in a single location. It is also the case, however, that some financial institutions are blaming smartphones and Apple for their having to overhaul the branch banking concept for the first time in centuries. Some of the most forward-looking banks are already implementing “Branch Bank 2.0”: Skandiabanken in Sweden, Sugamo Shinkin Bank in Japan. ABSA in South Africa, and Westpac in Sydney are already well advanced with their new-style branches

Let’s take a look at how some other banks are experimenting with alternative approaches to the branch environment.

5.2.1 Chianti Banca: Retail banking restaurant-style (Italy)

ChiantiBanca redesigned its branch operations with a focus on relationships and an appearance that echoes the inns of Chianti. The layout is designed around counselling areas that offer a relaxed but private atmosphere. A banking advisor welcomes each customer and directs them to the appropriate service area. The new branch design naturally incorporates the use of digital tools to reinforce the innovative direction the bank is taking. ATM stations provide an automated cash service, also complete with their own advisers. The bank's regional identity is also at the forefront with digital wall displays of local products and other Tuscan specialities.

5.2.2 BNP Paribas at 2 Opéra: the Parisian "flagship concept store" (France)

BNP Paribas (BNPP) wanted "to entice the customer to discover, interact, experiment and (gasp!) enjoy" interacting with a financial institution. So, one of the grande dames of French banking has launched its first concept store, 2 Opéra, which will be used as an experiential lab to test customer reactions to the use of the latest technology in retail banking. Among the principles in play at 2 Opera are:

- Branches are becoming more interactive and technological
- More use of mobile devices, including digital tables, to demonstrate products, and create simulations or budget plans for clients
- Video telephone for internal communications within the branch
- The use of new technologies and services to meet the needs of individual customers

5.2.3 Q110 - The Deutsche Bank of the Future (Germany)

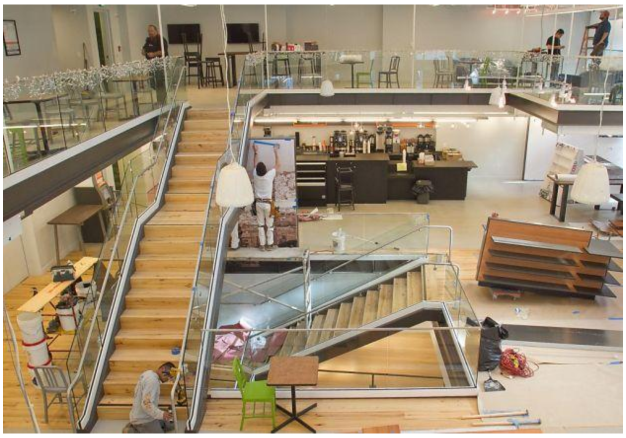
Deutsche Bank opened its first "discovery branch" in Berlin in 2005 under the brand name Q110. Designed with the customer's needs at its centre, Q110 offers a concierge station, lounge with private seating areas for consultations, childcare, and walls of windowed storefronts displaying shelves full of soaps, candles, games, lotions, magnets, glass figurines, piggy banks, handbags, portfolios and logowear from just about every football club in Europe. To make bank products more tangible, Q110 customers shop for financial products in off-the-shelf boxes, like in a supermarket.

Take a virtual tour of Q110 at https://www.q110.de/tour/tour_java.html

5.2.4 Bradesco Next: High-tech banking in Sao Paolo (Brazil)

Bradesco Next has been created to represent the future of banking in Brazil. Located in one of Sao Paolo's most popular shopping malls, the bank has been designed from the ground up to create an environment where technology would adapt to the needs of the customer, rather than the other way around. The concept for the bank was based entirely on interactivity and technology, and how these elements would facilitate daily client-bank relations and optimize the use of everyone's time- banks staff and their clients.

5.2.5 ING Direct: San Francisco's first "banking cafe" (USA)



In a unique twist, ING Direct is adding physical locations to its original online- and phone-only banking organisation with self-service banking cafes. This is about as far from traditional branch banking as you can get – in fact, it's not a bank branch at all. It's a cafe and community centre where every staff member is trained to make lattes, answer questions about checking accounts and mortgages, and work the call centre on the top floor. Instead of a tellers' window, there's a bar that offers coffee, pastries, sandwiches and salads - all from local vendors. While there is an ATM on site, employees cannot take or dispense cash for banking purposes, but they will help customers open an account.

In the basement are meeting spaces equipped with iPad-controlled audio-visual equipment where small businesses and non-profits can hold gatherings for up to 40 or 50 people at no charge. This is the eighth city where ING Direct has opened a cafe, and customers have been racking up wait times of a month or more for meeting spaces.

"Even though 90 percent of our business is on the phone and Internet, people still want to connect and hang out," explains ING Direct President and CEO Arkadi Kuhlmann, "People want to know you are real and part of their community. People want to have conversations about money." The cafe also raises awareness of the ING brand and helps reassure people "who kind of trust the Internet but don't," Kuhlmann says. He says opening a cafe typically leads to a 10 percent increase in local account openings.

5.3 Conclusion

Even though there is a general trend towards closing branch operations for efficiency and flexibility of operations, customers still expect banks to have a physical presence to handle big-ticket transactions that they may not trust Mobile Banking apps to carry out at this time. (See "A New Era of Branch Wars at Nation's Big Banks"). And, as we've seen from ING Direct's developments, the pendulum swings both ways, underscoring the need for banks to provide multiple channels through which to engage with their prospects and customers.

Multichannel environments will remain essential for banks to offer a well-rounded set of customer services for a number of reasons:

- Customers are more comfortable talking directly with humans for high-volume and long-term investment strategies like credits, buying a house, etc.
- Transactions carried out at branch level generate added value and a sense of community since they fulfil people's needs for a feeling of trust and security as well as the practical element of convenience
- Some people remain unwilling to change to mobile or online banking, while for others; "Internet banking" has become an almost meaningless concept, as their online lives have more or less completely merged with their physical lives.

Banks must also ensure that their new generation of branch banking outlets meet the engagement needs of the 21st century client, with a rich, interactive experience that is as much about entertainment as it is about banking.

6 Mobile Banking: new sale opportunity for the financial industry

Key takeaways

- The US non-traditional banking market already includes a number of different Mobile Banking operators of varying provenances; in Europe, there is still room for additional market entries, and for good reason.
- Retail banks are facing competition not only from innovating traditional banks but also from online direct banks and non-banks like PayPal, Moven, and Mint.
- By redesigning physical branches to function more as customer information and advisory centres, banks can provide an effective environment in which employees can teach customers to use the new technologies, like video telephony and appointment scheduling, through the use of tablets or digital tables with built-in interactive simulations.
- With secure and valuable applications, banks can attract new customers and strengthen the relationship of trust and satisfaction.
- By collaborating with their clients and giving them the opportunity for input into the creation and delivery of new mobile services, banks will not only benefit by improving customer loyalty, but may even find that their customers will begin advocating for them with non-customers.
- Digital signature and voice recognition are two key technologies banks are working on to integrate into their mobile offerings

By 2017, it is anticipated that a billion people will be using Mobile Banking, so the onus will be on banks to differentiate themselves from their competitors in the types of services they offer more than how those services are delivered. Mobile Banking permits a degree of flexibility and agility in adjusting to changing conditions that is rarely available through traditional banking institutions. More and more, direct banks and non-bank banks like Mint and Money Desktop will be an integral part of the financial services landscape for both consumers and businesses, both of which already provide a broad range of services without the need for a physical branch network. Those physical branches are, however, likely to continue to play a role in the banking landscape, but more as welcome and informational centres from which clients can access a range of both automated and personally-delivered services.

6.1 Communication between client and advisor is becoming more digital

Developing more personalized relationships with clients is of the utmost importance in many industries, and is particularly key in the financial services world. Banking has always been about relationships of trust, but digital communications are changing the rules of the game. Routine transactions like money transfers and remote account status checking are already handled online, and other communications are likely to follow suit sooner than later. Email, text messages, video telephone, even social media, are all becoming more acceptable as channels for communication between financial institutions and their clients (see GFT Blue Paper on Social Media).

Possible ways of communication between clients and bank

Most banks are already active on Twitter and Facebook, and many are planning for a future in which video telephony and other digital channels will play a bigger part in client relationships.

Nevertheless, personal communication between client and financial advisor remains an important aspect of the customer relationship, particularly when investment and other “big ticket” financial decisions are involved, so banks’ customer-facing strategies moving forward must incorporate multiple channels of communication, traditional and innovative, deployed appropriately to meet both the wishes of the customer and the economics of the financial institution. The process is under way, but is far from complete at this point.

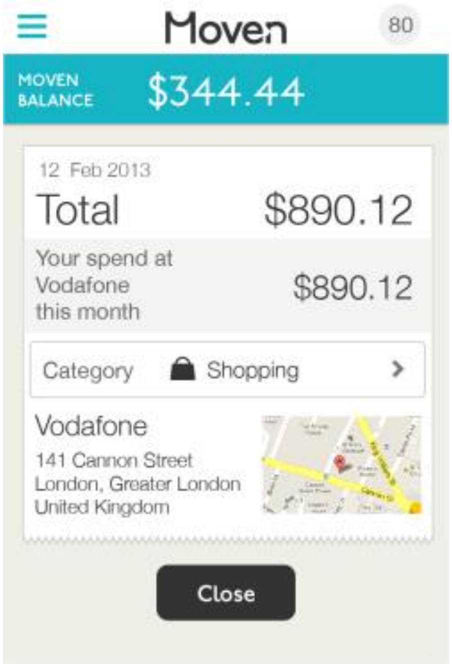
6.2 The US Mobile Banking market: a key indicator for the European market

The US non-traditional banking market already includes a number of different Mobile Banking operators of varying provenances; in Europe, there is still room for additional market entries, and for good reason.

Retail banks are facing competition not only from innovating traditional banks but also from online direct banks and non-banks like PayPal, Moven, and Mint. For these non-bank players, they are seeing the traditional banking market as a new source of income, and the demand among traditional banking customers in Europe is clearly there. Non-banks push the boundaries for innovation and customer expectations are rising as a result (Source: Forrester, The State of Mobile Banking). The market is also being pushed to innovate by hardware manufacturers like Apple which are constantly developing new technologies that can make use of this pent-up customer demand for additional banking channels. Banks, on the other hand, are dependent on these new technologies to fuel their Mobile Banking efforts. Hardware companies have the competitive edge in this challenge, since they are able to focus on improving their technology while banks must still develop applications that effectively use the technology to deliver services to customers.

As we’ve seen time and time again, customers expect their banks to offer the convenience of mobile transactions, so those banks that do not focus on their Mobile Banking strategies will face an uphill competitive battle. It’s no surprise that personal financial management is a key element in the Mobile Banking universe.

A good example is Moven. Moven is a “mobile money service that helps you spend, save and live smarter,” according to the company’s website. Currently, registration requires the use of a desktop or laptop — in other words, it’s not mobile-ready at this point, although mobile sign-up is expected to be available soon. Moven provides reports on how users are spending their dollars - where they spent their money, on what, and when. It then sorts the information into categories, grouped broadly under: Spending, Living, and Savings, which can be compared with different time period to track progress towards financial goals. New services will be rolled out in the U.S. in the coming months that will include NFC stickers customers can attach to their mobile devices to make contactless payments and provide even more real-time reporting to customers. This is an excellent example of Mobile Banking delivery clear and immediate benefits to customers. For more information on Moven’s plans, see here



Clearly, there is a high and ongoing demand for personal financial management and other associated applications, and there’s always new competition coming around the corner. The challenge for these players is more to stand out from crowd than to come up with new applications. Banks have a real opportunity to add value here by building technology on top of their long-term relationships of trust with their customers.

6.3 Opportunities and challenges for banks

6.3.1 Bank employees have to face new tasks and possible job elimination

One of the biggest challenges in automating any business is the “people factor”. To continue to provide value to their customers, bank employees must get behind the new applications and understand them inside out, so that they can effectively “sell” the value of these applications to customers who may still be uncomfortable with computerised banking. This is in effect adding a whole new layer of skills to banking personnel, since banks are not seen as being in the technology business.

By redesigning physical branches to function more as customer information and advisory centres, banks can provide an effective environment in which employees can teach customers to use the new technologies, like video telephony and appointment scheduling, through the use of tablets or digital tables with built-in interactive simulations. Employees can also help customers overcome any security concerns they may have about electronic banking by listening to and understanding their worries and doubts and showing them how Mobile Banking works (Forrester, Best Practices in Mobile Banking).

6.3.2 Security: a major challenge

While it seems on the one hand that customers everywhere are demanding a full range of financial services be available to them via their mobile devices, on the other hand, there is still a large segment of the population that does not believe mobile communications are secure enough for banking and other financial transactions. According to a recent survey conducted by the US Federal Reserve Board, this fear of inadequate security protections is one of the primary reasons customers don't want to use Mobile Banking. This impression is reinforced by a B3B study showing that more than 50% of mobile phone users don't trust their mobile phones to keep their banking information secure. The same study found that these fears primarily exist because users don't fully understand the threat vectors affecting mobile communications channels and the consequent expectation that the mobile channel will be the next big "opportunity" for hackers intent on financial services fraud. While many experts consider Mobile Banking to be more secure than regular online banking, many bank customers remain sceptical.

In defence of the financial services industry, a recent ValidSoft study shows that 87% of senior Mobile Banking professionals surveyed consider it the banks' responsibility to ensure transactions are secure, and Banking Systems & Technology published an extensive article detailing the extent to which banks and vendors are working to prevent mobile fraud. Among the technologies being deployed to improve the security of Mobile Banking channels are:

- **Geo-location tracking**, considered a privacy intrusion by some, makes transactions safer as the location of the device, the authorised customer, and the merchant must all be verifiable at the time of transaction
- **Voice recognition** may be the most promising biometric defence and it's a technology we expect to see attract wider use in the future. A voice blacklist of known fraudsters already exists and can be deployed in the same way as a spammer or phisher blacklist to prevent fraud

However, users must also play their part in protecting the privacy of their banking information and the security of their transactions. This is currently frequently not the case for a number of reasons:

- Many people are not aware of the fact that they need to protect their mobile devices with an anti-virus or anti-malware program, just as they do for their computers
- Users have not yet established password security for their smartphones
- Login information is saved on the device rather than in a secure password management program

Because of this lax user security, if a smartphone is lost or stolen, it's all too easy for unauthorized individuals to access and make use of confidential information.

Security is a tough balancing act for banks to manage. While customers clearly need to feel that their mobile financial transactions are secure, they are also demanding levels of convenience that may not be possible with optimal security in place using current technology. If security fails, the bank's image will suffer and customers will go elsewhere, but with secure and valuable applications, banks can attract new customers and strengthen the relationship of trust and satisfaction. It is to be hoped that banks can use the new spirit of collaboration between financial institutions and their customers to balance an appropriate level of security with ease of access to applications.

6.3.3 Branding through application development and implementation

Effective and successful banking relationships are all about the customer – making life, and financial transactions – easy and convenient and, as we've seen, customers are increasingly expecting to manage these relationships using their mobile devices. By delivering this ease and convenience through a strategy of innovative mobile app development and implementation, banks can raise the value of their brand in the customer's eyes and differentiate themselves from competitors.

By adopting Mobile Banking behaviour, customers are implicitly stating that they either don't have the time or don't want to spend the time visiting branches or even ATMs. Banks can reposition themselves as partners in saving their customers time and money when they offer convenient and easily accessible ways to bypass the physical banking environment. Strategic plans to raise brand image in the eyes of the mobile customer should encompass the full gamut of mobile platforms; banks that support the widest range of operating systems and devices will have the best opportunity to capture mobile customers' hearts and minds. And it's not just about smartphone apps. Mobile Banking strategies need also to address other channels – text messaging and SMS alerts, mobile-optimized websites – and not neglect the more traditional laptop-based channel, since customers are using different devices during the day.

One factor that may run counter to many banks' philosophies is the recognition that customers frequently have accounts with more than one financial institution – for everyday needs and for investments, for example. This means that apps need to support the ability to view and interact with accounts at third-party institutions, so that customers can get a complete overview of their financial position at any given time. Banks offering this level of customer support will have a significant advantage over those that focus solely on accounts at their own institution.

Collaboration is the name of the game in Mobile Banking. Banks that integrate their offerings with merchants are in a position to significantly increase the value of their applications to the customer. A successful example of such an app-based collaboration comes from the leading Swiss retail financial institution: PostFinance integrates with iTunes to offer users the ability to top up their iTunes credit using their mobile device.

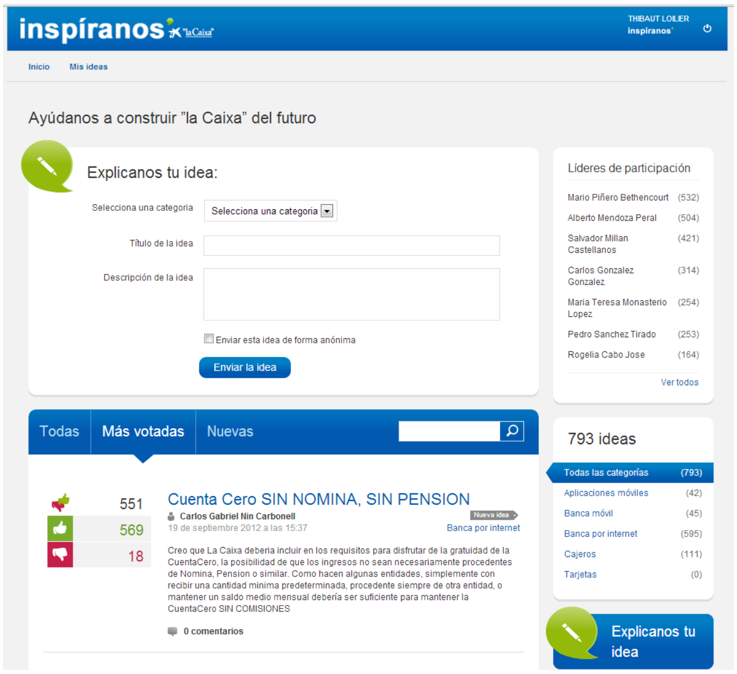
Banks would therefore do well to survey their target client groups – and also offer the opportunity for direct client input - for attractive options and begin to build partnerships with retailers and other service providers that can deliver on those options. Such a strategy offers a number of benefits:

- Improves the direct relationship with customers
- Raises brand image with customers
- Enables the development and delivery of proven-attractive offers
- Offers the potential to increase reach and recruit new customers through the retail partnership

6.3.4 Collaboration with clients to develop applications that meet their needs

As we have noted, the age of mobile is the age of collaboration, customisation, and personalisation. Customers wish to participate in – even drive - the creation of new services. And they will decide whether they want to use particular Mobile Banking services – and banks – based on how well that process works for them. You'll find more information on how this situation came about in the [GFT Blue Paper Social Media Impact on Banking 2012]().

- By collaborating with their clients and giving them the opportunity for input into the creation and delivery of new mobile services, the banks will not only benefit by improving customer loyalty, but may even find that their customers will begin advocating for them with non-customers. A good example of how this can create a win-win situation for everyone is the [Inspiranos Community created by CaixaBank]()



- The "Let's be inspired" community has over 78,000 active users, any one of whom can propose ideas that will help the bank better serve its customers. More than 800 ideas have already been proposed, of which 101 are concerning mobile services. Community members can vote for new ideas that they support, and any idea getting 50 or more votes is submitted to an internal committee at the bank for evaluation. The goal is for CaixaBank and their clients to work together to create the La Caixa of the future.

Such collaboration between banks and their customers creates an atmosphere of shared goals, and provides a willing and able community for the developers to test new apps developed to enhance the client-institution relationship and make banking services as easy and convenient as possible for clients. The more closely and frequently banks undertake such collaborative projects with their customers, the better they will understand and be able to meet the needs of those customers.

6.4 What's next?

Digital signature and voice recognition are two key technologies banks are working on to integrate into their mobile offerings, which will relieve customers of the need to visit a branch for any transaction requiring authentication and enable agreements to be concluded using only mobile channels. Google Glass is also presenting some interesting opportunities for future telebanking applications, which might in turn also lead to the possibility of customers carrying out banking business from home via their TV set. For now, HomeSync is only available in the US but, if it is successful, it is only a matter of time before it is launched in other countries as well

We should also not forget that the humble automobile is fast becoming a mobile computer (see GFT TechReport Mobile World Congress 2013, which would enable customers to carry out banking business while stuck in traffic.

Another benefit of Mobile Banking is that banks are now able to let their customers see in real time how many people are currently at the bank branch so that they can estimate the time they might need to be in line to get service at the branch.

Analyst firm Forrester has undertaken extensive analytic work in predicting Mobile Banking trends: (Forrester, The Mobile Banking Imperative):

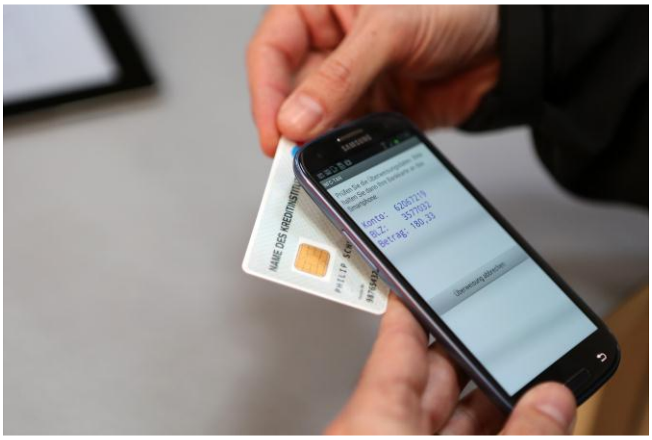
- Mobile wallets and POS payments will become mainstream, smart and bank-branded
- Financial transactions will be process-agnostic and based on customers' goals
- Money management will underpin digital banking
- Mobile marketing will be based on the customer's context

6.5 How can GFT help you to develop and implement a successful mobile strategy?

To assist financial institutions in defining and developing the mobile Banking services of the future, GFT has created a Mobile Finance Practice. The Practice combines GFT's longstanding experience in developing IT solutions for financial services companies with the company's deep expertise in designing applications for mobile devices.

Following a three-step approach, GFT builds rich multi-platform mobile applications. By tapping into its extensive technological expertise, GFT offers added value services to mobilise business with a short time-to-market.

- **Mobility Consulting:** Assessing the impact of mobile technologies on products, services and processes. This assessment leads to recommendations regarding process or product innovations or organisational improvements.
- **Mobility Development:** Developing multi-platform rich mobile applications to mobilise business for new or existing processes with short time-to-market.
- **Mobility Integration:** Integrating these applications into existing back end processes.



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