



# Winning the key strategic banking battles

## Cross channel experiences

Insight report addressing the key strategic challenges in successfully delivering a seamless customer cross channel experience.

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# 1 Report objectives and methodology



## Objectives:

The objectives for this research was to understand:

- Examine the experiences across digital banking channels – primarily focusing on desktop, mobile and tablet, but when relevant also include content around branch banking
- Understand to what extent experiences are aligned (look and feel, functionality and security)
- Highlight unique, innovative and different developments
- Pinpoint key trends within the field

## Methodology:

We have conducted research utilising the portfolio of live accounts that we have access to. In total we have researched 50 banks across 10 countries. In addition we have conducted desk research related to user trends, stats and other types of insight being relevant to the topic.

Our findings have been summarised in this report providing in-depth insight including logged insight to a number of innovative banks across the globe.

Findings will feed into internal planning and decision making processes providing inspiration as well as a tool to strengthen business cases.

## **Report structure:**

- A. Objectives and methodology
- B. Executive summary
- C. Conclusion

- 
- 1. The big picture

### Real world experiences across digital

- 2. Become a customer
- 3. Navigation, look and feel
- 4. Security
- 5. Self-servicing
- 6. Sales and marketing
- 7. Customer support



## **2. Sample pages from the report**

#### 4. Security (Cont'd)

##### Lower payment limits within mobile apps

Over the last 12 months we have noticed a smaller number of banks introducing lower payment limits in order to provide a lower level of security as part of mobile banking apps. This means increased ease-of-use and is another argument for using mobile as opposed to internet banking.

##### Biometric solutions gaining ground

We see biometric solutions being trialed by a number of banking players – this related to customer authentication in all channels including desktop, mobile, phone and branch. One recent example being PayPal enabling users to pay both in store and on mobile using their fingerprint only. Your body may be your new password in the future - helping to simplify banking in both the offline and online world.

#### 5. Self-servicing

##### More and more products move into mobile and tablet

Mobile banking was from the start about viewing your accounts only. Now the reality in many cases is that you can also view your cards, loans and mortgages, hence yet another reason for not logging in to internet banking.

##### More options in managing products within mobile and tablet

Related to the above it is also evident that more and more banks allow customers to manage (block a card, pay a credit card bill etc.) in particular their cards within mobile and tablet, but also features tied to overdrafts and loans are being spotted. In all cases these are existing internet banking features being added.

##### Driving investments activity towards the mobile channel

Investments features are now also making their way into the mobile channel. In particular Nordic and Spanish banks integrate these features within the regular banking app, whilst in countries such as UK, US and AUS these sit on separate platforms.

Interestingly you can in some cases sign up for shareprice and news related push notifications or SMS alerts. These can help to increase activity, but most importantly it can help to drive activity from internet to mobile banking.

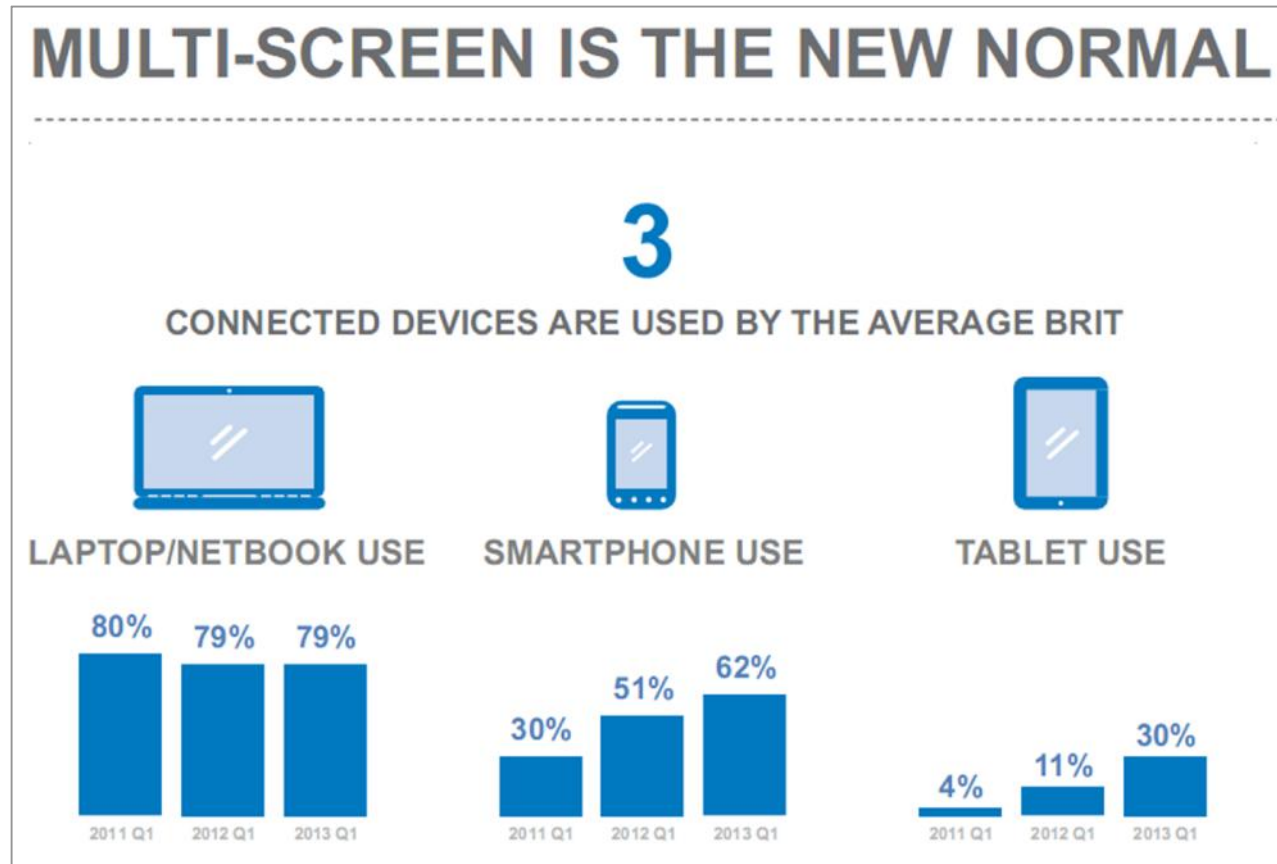
# 1 The big picture: Multi-screen is the new normal

Sample page from report

In Q3 2013 Google published a [study](#) on the topic of multi-screen usage. What particularly stood out was that:

- Three connected devices are now used by the average Brit. (The global average is nearly two devices)
- Desktops and laptops are still the most commonly used device and smartphone usage continue to increase
- Tablet use is growing the fastest – up 19% in the UK over the last 12 months
- Two thirds of smartphone users expect sites to work as well on their mobile as on their desktop

UK related figures taken from the Google survey



## 2

# Become a customer: Device agnostic process and mo

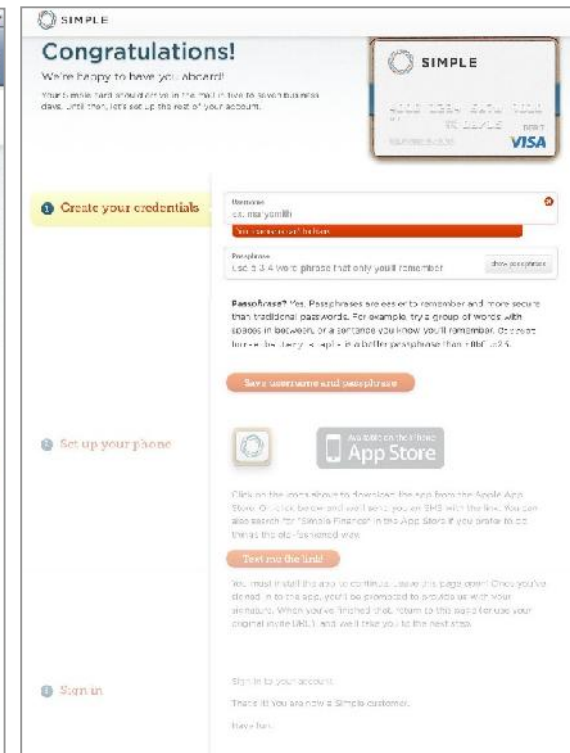
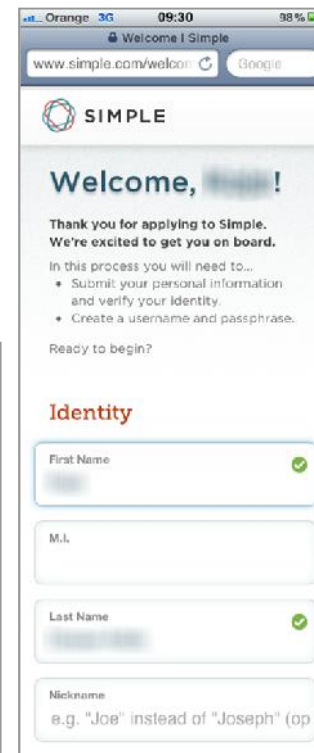
Sample page from report

Disruptive player **Simple (US)** allow visitors to become customers online which now more than 100 000 have chosen to do. The application can be accessed from any type of device, hence providing freedom of choice. If approved, an email is received confirming you as a customer.

As a next step you set up login credentials (username and passphrase). See final steps on the next page.

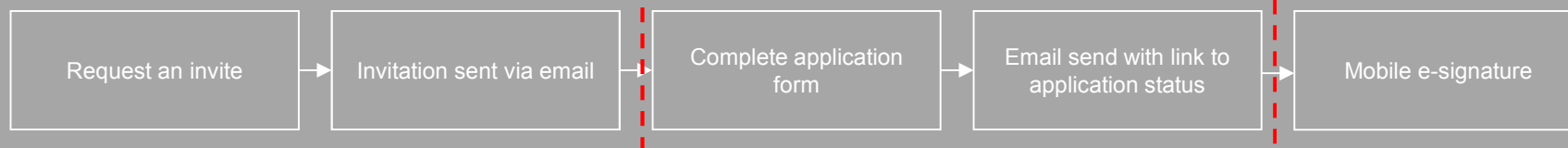


Email received with link to create username and passphrase



The application process can be completed within both mobile (left), tablet or desktop (right)

### Summary of the full onboarding process - Applying on desktop, tablet or mobile:



### 3

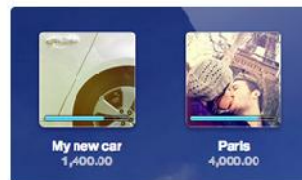
## Navigation, look and feel: App-like design also on des Sample page from report

Yet another approach of creating consistent experiences across is exemplified by **BNZ (NZ)** below. The YouMoney concept was introduced in 2013 and is aimed at 18-29 year olds. With the service BNZ wanted to create an easy and intuitive experience. What stands out from a cross channel perspective is the similarity in design, look and feel including the iOS type icons – each resembling an account. Customers can easily open up new accounts and set savings goals. These can also be personalised by adding photos. The order of accounts can be removed and drag-and-drop feature is available to easily pay bills or move money between accounts held.



#### Set goals for your accounts and track your progress

Decide on a goal amount and use the progress bar to keep an eye on how you're going.



#### Move money easily with drag and drop

Drag and drop money between your accounts or to pay bills. It's super fast and very easy.



#### Add pictures to your accounts and payees

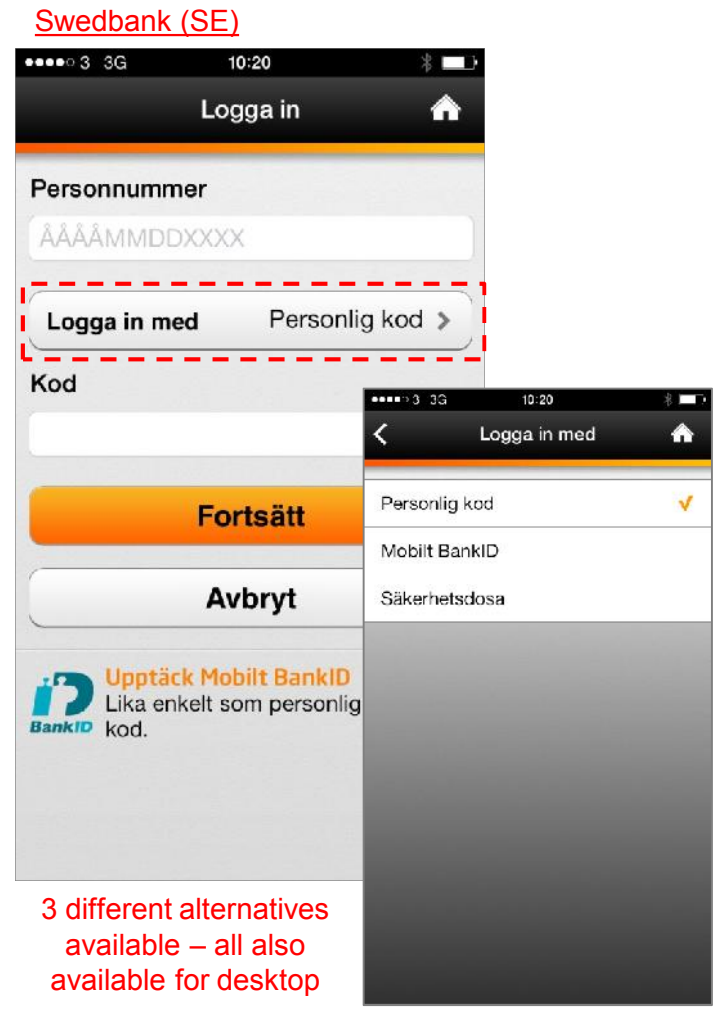
Personalise your banking with pictures and names that you'll recognise instantly. Use your own pictures or choose some from our library.

# 4 Security: Channel specific / similar experience across Sample page from report

We see different approaches implemented for accessing secure sites across the different channels. Some banks provide identical methods across all platforms whilst others use channel specific ones. Another theme evident is that as banks add new login solutions existing ones are being kept, hence several different options are sometimes provided. The use of passcode login is getting more and more common within both mobile and tablet banking and are in some cases (as seen earlier with ABN AMRO) also introduced within desktop banking. This results in simplicity and easy-of-use across channels. Below we highlights three different approaches as discussed.



Identification number and password similar to desktop banking



3 different alternatives available – all also available for desktop

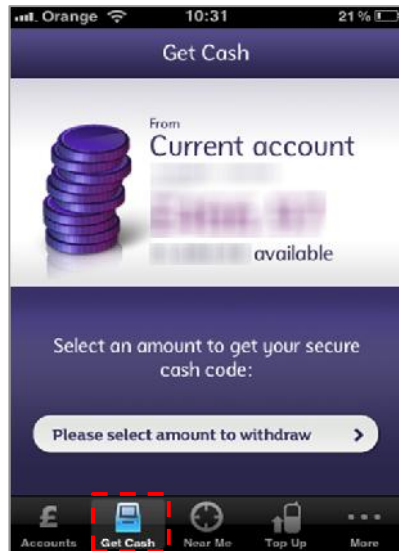


Passcode solution specific for mobile and tablet banking

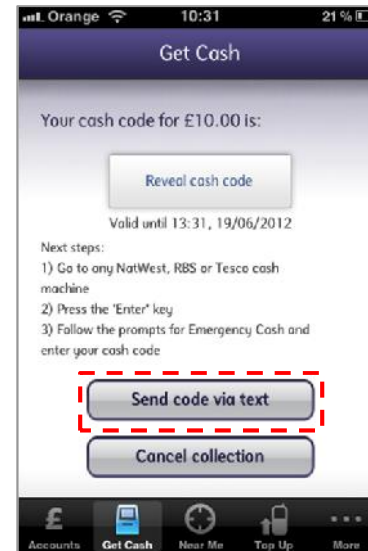
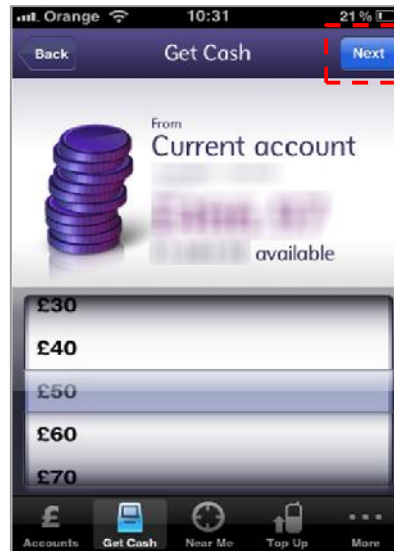
## 5 Self-servicing: The mobile app to get cash

Sample page from report

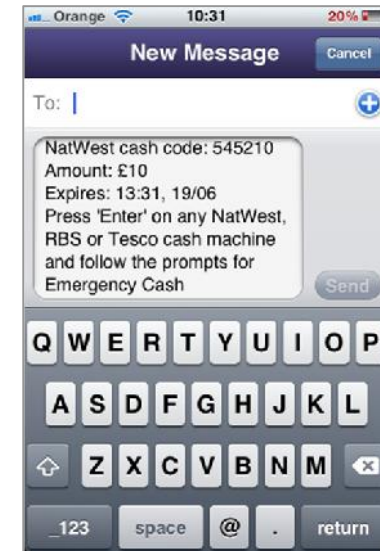
NatWest's (UK) 'GetCash' feature which was launched during the summer of 2013 allows customers to make withdrawals at ATMs without using a debit card. Instead, users login to mobile banking to generate a code. The code is then used at any NatWest, RBS or Tesco ATMs. The code is valid for three hours. Read more about the use case and stats below. This is an interesting way of how to solve an 'offline' need with a mobile solution and also of how they have tied the systems together.



Enter amount to withdraw



A unique code is displayed along with instructions



Ability to send the code to another person via an SMS

Popple also gave his audience an insight into how the bank decides which new digital services to introduce. Last summer RBS and NatWest added a 'GetCash' feature to their mobile apps, enabling customers to withdraw money from ATMs without their cards.

The feature was rolled out after call centre workers noticed that a small number of young female "frequent offenders" were calling on weekends to report their cards missing and request codes so that they could use ATMs.

The women were leaving their purses - but not their mobile phones - at home when they went clubbing. Spotting a niche market opportunity RBS introduced the GetCash tool, which is now used around 25,000 times a week.

Finextra article  
November 2013  
[bit.ly/1guxXxP](http://bit.ly/1guxXxP)

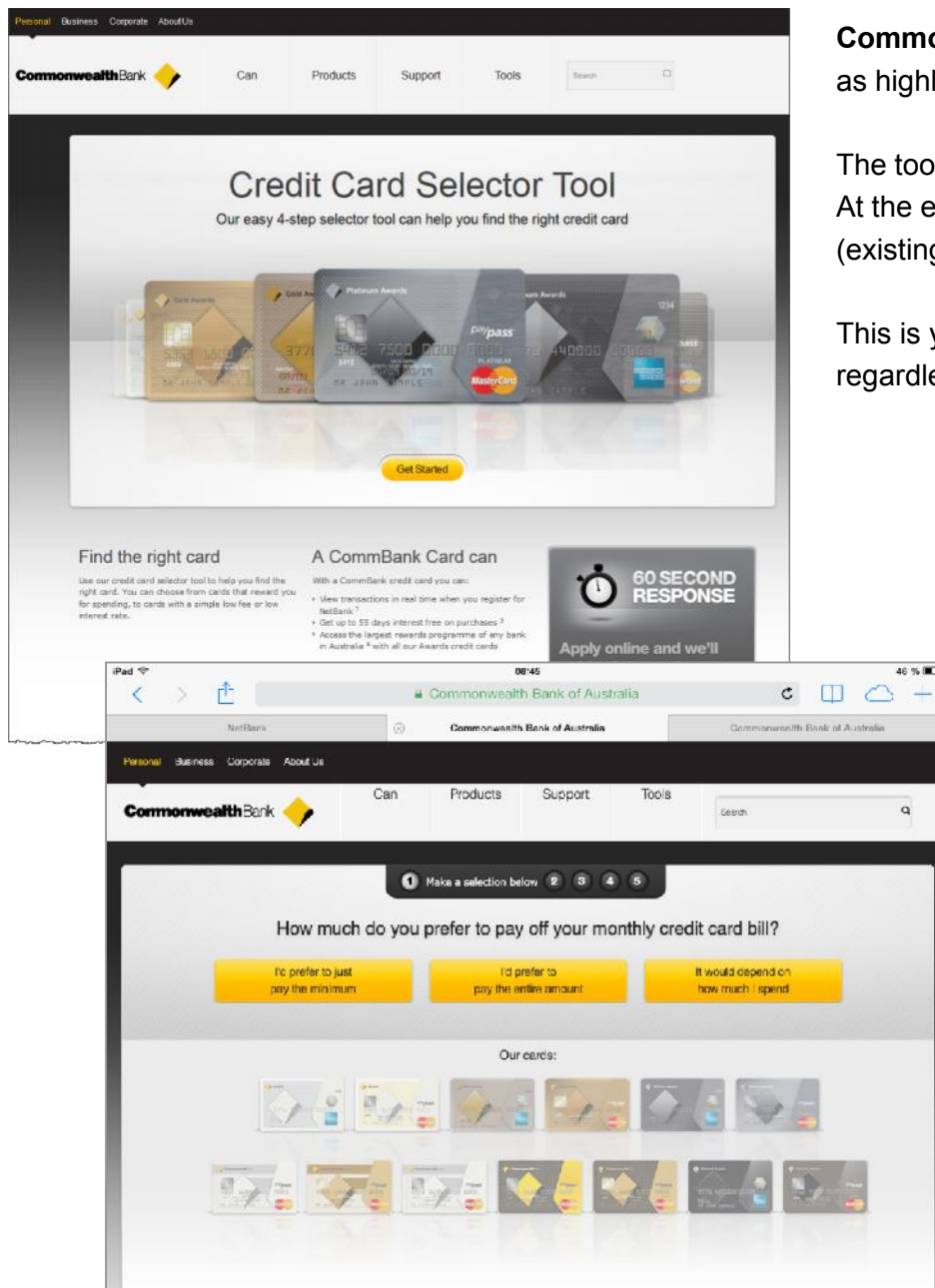
### Other initiatives:

- IsBank (TR): Scan QR code displayed on ATM using mobile app to authenticate and withdraw funds
- HalCash (ES) is a service that allows users to send money to any mobile phone, and be withdrawn instantly at an ATM of any of the financial institutions associated with the system

## 6

## Sales &amp; marketing: A positive UX regardless of device

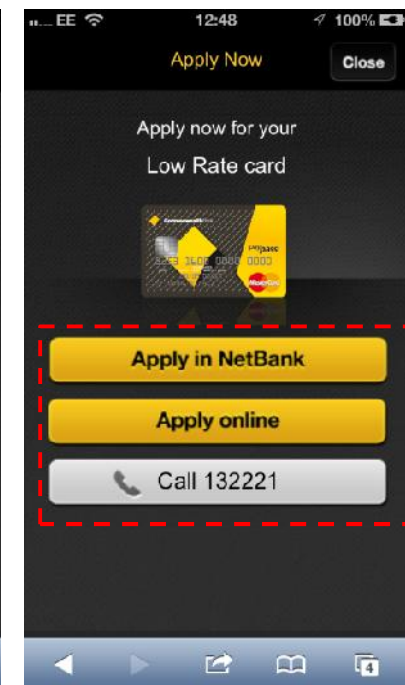
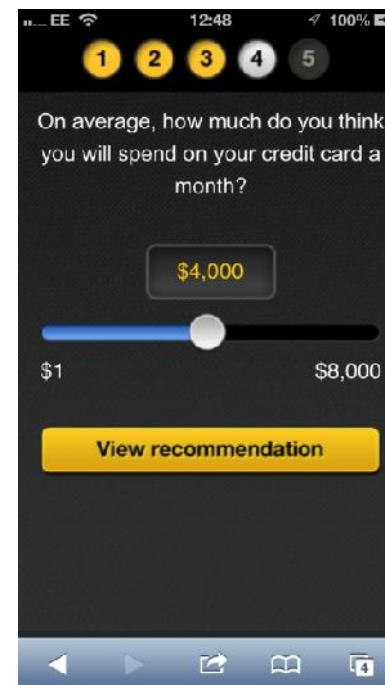
Sample page from report



Commonwealth Bank (AU) have a credit card selector tool in place which, as highlighted, works works well across any device .

The tool helps site visitors to select from one out of the nine cards provided. At the end you can choose to apply online (new customer), within Netbank (existing customer) or via phone (any).

This is yet a good example on how to provide a positive experience regardless of the device used as a result of responsive web design.



**ICA Banken** is a supermarket-owned Bank, similar to Tesco Bank or Sainsbury's Bank in the UK: they provide secure messaging as part of both internet and mobile banking, hence you can raise a query in one channel and read the response in the other one. Furthermore you can set to receive a push notification when there is a new message to read within the app. Still far from the majority of the banks we monitor offer secure messaging within all channels – if at all.

In addition the bank provide a customer forum as part of which users can ask general questions, report problems and post ideas. ICA Banken employees actively respond customers. The forum is accesible from the website, but can also be reached from within the app.

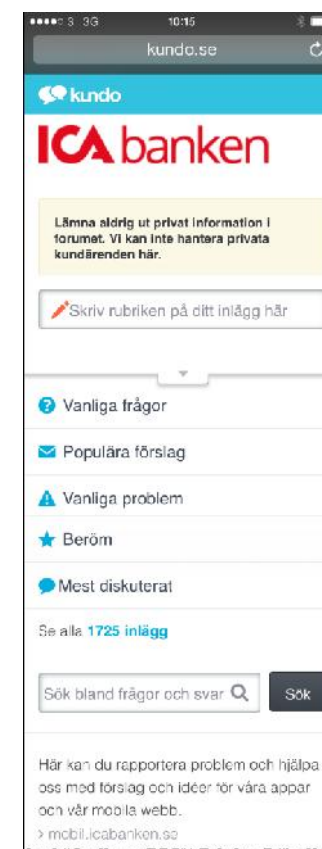
Secure messaging within desktop banking

The screenshot shows the ICA Banken website's secure messaging page. The header includes the ICA Banken logo and navigation links like 'Kort och konto', 'Lån och krediter', 'Fond och sparande', 'Försäkringar', and 'Min ekonomi'. The main content area is titled 'Skicka meddelanden' (Send messages) and contains a form with fields for 'Rubrik' (Subject) and 'Meddelande' (Message). A 'Skicka' button is at the bottom. A yellow box on the right contains 'Bra att veta' (Things to know) with three bullet points: 'Du kan inte göra betalningar eller överföringar via meddelande.', 'All information som skickas via detta meddelandesystem är krypterad. Ingen obehörig kan läsa dina meddelanden.', and 'Av säkerhetsskäl blir du automatiskt utloggad om du stannar mer än 15 minuter på en och samma sida.' Below the form, there is a checkbox for 'Meddela mig på adressen nedan när jag har fått svar i min brevlåda för säkra meddelanden' and an 'E-postadress' field. A footer note states 'Vi besvarar e-post, alla vardagar 8-20. Vid akuta ärenden, vänligen ring oss på 033-47 47 90.'

Push notification and inbox



Customer forum

**Mapa comment:**

Making secure messaging easily accessible across channels like seen with ICA Banken together with a customer forum can help to increase loyalty and increase efficiency levels for both the bank and customers.



**4. Mapa insight  
series:**

**Reports schedule  
2014**

### Introduction to the reports:

These eight reports (two per quarter) are aimed to cover key hot topics within the field of digital financial services. The reports have a global emphasis providing insight into the latest trends and developments.

The reports aims to support investment decisions within the field providing an independent view. In addition they provide as an inspirational resource as well as it helps to increase your overall understanding and awareness of different topics.

#### 1. Cross channel experiences- state of the market 2014

Three key questions to ask as part of the research

1. To what extent are experiences aligned (look and feel, functionality, security and communication)?
2. What is the current state of play including key challenges?
3. What are the key trends and where are we moving?

Three key points for the reader to take away:

1. Up-to-date view on the current state of play
2. Understand where developments take place and key trends
3. Insight into leading initiatives

#### 2. Tablet banking report series – 6th edition

Three key questions to ask as part of the research

1. What is the current state of play in relation to edition 1-5?
2. What innovative features and experiences have banks developed for tablet users in the last 12 months?
3. What are the key trends and what does the future hold?

Three key points for the reader to take away:

1. Up-to-date view on developments within the tablet banking
2. Understand where developments take place and key trends
3. Insight into leading initiatives

#### 3. Mobile banking – state of the market 2014

Three key questions to ask as part of the research

1. What is the current state of play?
2. What innovative ways have banks developed for mobile banking users in the last 12 months?
3. What are the key trends and what does the future hold?

Three key points for the reader to take away:

1. Up-to-date view on developments within the mobile banking
2. Understand where developments take place and key trends
3. Insight into leading initiatives

#### 4. The evolution of digital PFM – 4th edition

Three key questions to ask as part of the research

1. What new digital PFM tools have been implemented in the last 12 months?
2. What have leading vendors accomplished over the last 12 months and where do they see the market going?
3. What are the key trends and what does the future hold?

Three key points for the reader to take away:

1. Up-to-date view on developments within digital PFM
2. Understand where developments take place and key trends
3. Insight into leading initiatives

### 5. Digital innovations: Engaging and onboarding business banking customers – 2nd edition

Three key questions to ask as part of the research

1. What are banks doing to segment their offerings and make them more relevant and appealing to customers/prospects?
2. What are banks doing to engage customers/prospects and by that draw them into the website?
3. How have techniques and approaches in relation to point 1-2 evolved over the last 12 months?

Three key points for the reader to take away:

1. Understand how retail banks worldwide try to engage prospects in the digital space
2. A review of niche features available to business banking customers
3. Insight into how retail banks worldwide utilise the digital channels to generate new customers

### 6. Digital innovations: Selling within digital banking channels – 2nd edition

Three key questions to ask as part of the research

1. How do banks utilise the different channels from a sales and marketing perspective?
2. How have approaches evolved over the last 12 months?
3. What are the key trends and what does the future hold?

Three key points for the reader to take away:

1. Understanding of different techniques and approaches used
2. Get a feel for where the market is moving
3. Insight into leading initiatives

### 7. Digital banking security report – 3rd edition

3 key questions to ask as part of the research

1. What innovative and different initiatives are currently available?
2. How will these initiatives affect the customer experience?
3. What are the key trends and what does the future hold?

3 key points for the reader to take away:

1. Up-to-date view on developments within the field
2. Understand where developments take place and key trends
3. Detailed insight into activity from banks worldwide

### 8. The evolution of point-of-sale mobile payment services – 3rd edition

3 key questions to ask as part of the research

1. What is the current state of play of the mobile payments market in relation to edition 1-2?
2. What new services have come to market (and being scrapped) in the last 12 months?
3. What are the key trends and what does the future hold?

3 key points for the reader to take away:

1. Up-to-date view on developments within the mobile payments sphere (point-of-sale only)
2. Understand where developments take place and key trends
3. Insight into a range of innovative and different initiatives

#### Next steps:

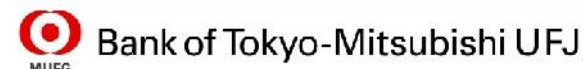
If you are interested in finding out more about the reports including purchasing options please do get in touch with Edward Chatham: [edward@maparesearch.com](mailto:edward@maparesearch.com)



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