



INSIGHTS
DRIVEN BY DATA 

2020 Global Customer Experience Benchmarking Report

Banking and Investment guide

The connected customer:
delivering an effortless experience

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What analysts say about the Report

'Once again, NTT Ltd. provides key insights into what customers want and need, helping to guide organizations as they engage with customers. The data helps businesses identify where and how to invest their resources in order to differentiate and provide the effortless experiences customers are expecting and demanding. NTT Ltd.'s Global Customer Experience Benchmarking Report is my go-to resource for unbiased data and CX research.'

Blair Pleasant
Principal Analyst, COMMfusion

'The Benchmarking Report continues to be my number one go-to source of validation for customer trends in the industry. This year's report did not disappoint as it provided even more validation for the continued trends we are seeing in customer contact.'

Nancy Jamison
Principal Analyst, Customer Contact, Frost & Sullivan

'NTT Ltd. continues to redefine the Customer Experience Benchmarking Report, mirroring changes in the enterprise software industry being driven by the cloud, mobility and digital transformation. The 2020 report brings timely insights on automation trends and workplace optimization while continuing to deftly chronicle the shift from voice and in-person customer experience to digital.'

Sheila McGee-Smith
Principal Analyst, McGee-Smith Analytics

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Foreword

This is the first year our Global Customer Experience Benchmarking Report is being published under the NTT Ltd. brand and we're pleased to present a collection of perspectives from thought leaders with diverse experience within the Group. In this guide we've turned our focus on the banking and investment industries, with insights specific to this market. I trust you will find this information valuable as you work towards optimizing customer experience (CX) within your organization.

From data to insights and action

From sales to support, customers expect consistency in their interactions with organizations. Our theme for this year's Report – 'The connected customer – delivering an effortless experience' – sums up the necessity of getting CX right in every area of the organization, on every modality, across the value chain (which may well involve external providers, too). With banking and investment organizations focused on the value they provide to their customers; they're looking for opportunities to hyper-personalize each interaction.

That's easier said than done when you're dealing with a complex system of many independent moving parts. There's a great deal of effort involved in delivering effortless CX. But organizations that are making that effort are reaping the rewards, as we see in the performance of those in the top quartile this year.

This year's findings show that ease of resolution is still the most important factor in customer satisfaction. Connect with your customers the way they expect, using channels they wish to engage on. To provide a seamless and effortless journey, focus on these key business outcomes:

- **Lead with strategy:** CX is an enterprise-wide deliverable that requires a clear, integrated strategy and well-defined execution across the organization. Boardrooms need to follow through on sentiment and ensure that CX strategies are clearly formulated, managed and delivered.
- **Understand customers:** The voice of your customers and employees remains at the center of CX strategy and design. Data quality and governance are essential to CX analytics, as is a data management platform that integrates information and insights.
- **Personalize experiences:** Understanding what it is that your customers value will enable you to deliver the exception, not the rule – and meet increasing demands for hyper-personalization in CX. Leveraging data to provide this is of increasing importance to the banking and investment sector.
- **Engage through omnichannel:** Customers want to engage on their channels of choice but it's the customer journey, not technology availability, that dictates whether new channels should be deployed.

- **Automate intelligence:** AI and machine learning will become the catalyst for understanding customers, improving business operations and enabling human workforces. However, these technologies are still in the early stages of develop so be circumspect in your deployment.
- **Optimize performance:** Optimization is an ongoing practice, a philosophy of continuous improvement and evolution of technology, business and people to better serve customers. As the pace of change accelerates, the focus of optimization should move to agile and adaptable approaches

A well-defined CX strategy and clear leadership are the foundation for a truly connected, effortless CX that will create value for your customers and business.



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Nemo is responsible for the vision, strategy and go-to-market execution for the Intelligent Business and Intelligent Workplace practices.

Follow Nemo on [LinkedIn](#).

Five attributes of top CX performers in banking and investment

1

Define the value of CX and understand why it's a crucial part of strategy:

Organizations that recognize CX as a crucial element of their business strategy and who can track the value being realized from their focus on CX are realizing, and can evidence, significant business benefits arising from their approach. 80.0% of these organizations say that customer loyalty (including customer value) has increased, as opposed to only 45.5% who don't view CX as crucial. 50.8% of the same group are also experiencing a rise in their revenues/profits. Furthermore 60.0% are experiencing improved EX results versus 46.3% of those who don't see CX as crucial (a jump of 29.6%). **Afford CX the attention it deserves within your strategy and ensure you can track the value it's contributing towards your goals.**

2

Collaborate on CX design:

Organizations adopting a fully collaborative approach between business functions on the design of CX process are slashing average speed to answer times, a key factor affecting ease of resolution, the top driver of CX and customer satisfaction. Results from fully collaborative approaches highlight telephone responsiveness as 43.9% better, with emails answered 48.3% faster and social media responses 35.8% faster than those working in silos or together on occasion. This group is taking slightly longer to answer enquiries via web chat, but their average handle time is 43.9% lower, suggesting better workload balance. **CX solution design needs to consider and transcend all customer touchpoints.**

3

CX is enabled through a formal VoC program:

Organizations with a formal voice of the customer (VoC) program are significantly more likely to appreciate CX as a primary differentiator within their competitive landscape. 72.2% versus 60.9% who do not have a formal VoC system in place. They're then translating the insights gained into refined customer experiences, seeing substantial gains on first contact resolution rates across all channel groups, and improving their NPS performance with results from those with a formal VoC 71.5% higher than those who don't. **Formalize how you listen to your customer.**

4

Enterprise analytics are key to customer delight and identifying CX inhibitors:

Organizations with access to enterprise-wide CX analytics systems have double the level of delighted customers and have reduced the percentage of disenchanted customers to 44.4% compared to organizations functioning without an enterprise-wide CX analytics system. These organizations are receiving detractor-level CX scores from 53.4% of their customer base. **Inform your CX with data-led insights.**

5

Evolve and transform:

Organizations who have adopted a proactive and growth-orientated approach to change are seeing the benefits. While those proactively adapting their business are still only achieving promoter level ratings from 25.9% of their customers, just 29.6% of customers are at a detractor level.

In comparison, organizations applying a lethargic, neutral or resistant approach to change have 11.4% at promoter and 63.0% at detractor level indicating much greater levels of frustration.

Digital transformation is now about both the organization's survival and its ambitions.

Introduction to customer experience (CX) in banking

In 2020, when looking at the topic of customer experience in any sector, it's difficult not to consider how organizations effectively move beyond simple business continuity and towards delivering appropriate customer experiences to maximize profitability and create future sustainability.

The banking sector is well versed in coping with major disruptions, from the global financial crisis to regulatory reforms and from increased competition from new digital market disruptors to changing customer expectations of financial services.

In a rapidly changing world banking organizations need to, more than ever, step back and look at things from a new perspective, to ensure that they gain the insight needed to interpret and intelligently align to changing economics, customer expectations and behaviours.

A new CX landscape is emerging and banks must quickly adapt in order to remain aligned to their customers' changing world. They need to stay connected to customers through both existing and completely new methods while anticipating the evolving behaviours and economic factors reshaping the world. They will need to adapt their operating structures, adopt new workforce models and align technology in a highly accelerated manner.

They need to position data-driven insight and action at the center of their strategy and activate AI wherever possible in order to prepare for the move from the e-commerce and experience economy to the era of the intuitive and dynamic experience ecosystem.



Intuitive personalization

Traditionally most customers have accepted that their relationship with their bank was transactional, but this is increasingly not enough. Customers expect high levels of customization, context-driven services and intuitive interaction across all channels and activities.

Banks will need to offer a wider range of financial and lifestyle-related products and services that provide extremely high levels of 'dynamic' personalization based on customer preferences, lifestyle circumstances, mindset and financial status. They will need to provide proactive, predictive and protective (secure) advice to drive the attraction, maintenance and retention of customers. This is particularly relevant to emerging generations who are far more real-time orientated and have a higher propensity to switch providers.

Customer journeys are becoming more self-directed with an expectation of proactive support. To achieve this banks will need to use detailed customer insight, advanced analytics and data in an increasingly complex and innovative manner. There is an expectation that they will be able to offer dynamic and valuable advice, actions and products/services to individual customers in real-time, often attuned to customers' emotional state based on sentiment analysis and behavioural insight.

This highly personalized approach to customer experience will continue to move away from traditional sales and service models and towards customized, contextually appropriate and intuition-driven advice-based experiences, with a more interactive and dynamic feel.

Customers consistently state that they want to be able to connect via their choice of channel and not be forced into the one preferred by an organization. This means defining the appropriate channel landscape, making simple, frictionless interactions and transactions possible. Customers will increasingly define their own personal preferences based on convenience and personal risk appetite (health and financial), so providing the right access points and appropriate protection will be crucial.

The banking and investment sector is already, in many aspects, mature in the delivery of digital services that support convenient, distanced, remote and virtual service and advice-based delivery models, which is positive as it will be required to support the new normal and the connected customer. This is evidenced by the way they have embraced self-service only branches, agile pop-up services at events and even on trains, mobile banking, online account management and service provisioning, social media-based banking services, the use of geodata, and integrated concierge and lifestyle linked services.

The ability to adapt and reset business operating models, drive adoption and align data and technology to deliver intuitive customer experience driven banking will require new perspectives such as:



Insightful perspective

The banking and investment industry manage vast amounts of 'big data'. However, there is still improvement and investment required to maximize data capability using advanced analytics. It is critical to advance the industry's ability to leverage data insights to predict customer behaviour and proactively use insights from both historical internal and external data sets to create appropriate event-based triggers that are context driven to deliver customization across all transaction types.



Integrated workforce

The immediate challenge for most banking and investment organizations is the mobilization and management of a new remote or flexible workforce, maintaining levels of security, productivity and motivation while still serving customer needs. Moving forward these remote and virtual capabilities will increasingly be augmented with AI, ML and robotic automation. Automation will increasingly enable banks to learn far more quickly about customers preferences and create dynamic personalization in real-time.

As automation continues to support the human workforce and provide contextual information and guidance to enable real-time intuitive interactions, it will also continue to remove mundane and highly transactional elements of customer interactions. Redistribution and adoption of new skills for the existing workforce will be required as human resources focus on more complex and outcome-led activities within the new virtual working ecosystem. Some roles will disappear while new ones will be created.

Harmonizing the human and automated workforce accelerate rapidly in the coming years to maximize the combined value of both assets within organizations.



Intelligent ecosystems

When organizations are struggling to deliver significant CX improvement, it's often because they fail to adapt their operating model to deliver core CX outcomes. The ability to provide a connected and intuitive ecosystem to customers starts and finishes, not just, with a joined-up portfolio of services and contact channels, but also with the adaptation of the organizational construct of the business to deliver it.

The intelligent bank of tomorrow will have bridged internal functional boundaries and operational silos to effectively share data, insight and skills, creating a connected employee and customer experience. It will leverage advanced analytical insights and data to shape its decision making, harnessing advanced integrated technologies to realize real-time, actionable insight with accelerated, accurate prediction capabilities that anticipate customer needs, business opportunities and risks.



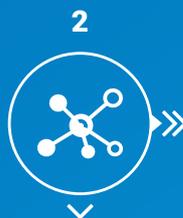
Intensive innovation

In the current economic climate many organizations have understandably been forced to focus on business continuity, pausing major projects and investments. Those organizations that quickly move from 'coping' to 'evolving' will generally be more effective in creating a sustainable organization. This requires a shift in organizational and leadership decision-making to improve the understanding of where and when to release investments in CX-related projects and initiatives. This is critical in creating sustainability and advancing the ability to remain adaptive and relevant in the rapidly changing world. For many organizations this manifests in the form of fewer, larger projects to accelerate potential value within condensed timelines.

To remain relevant in a complex, changing environment, you need to...



1 Understand and personalize your customer experience



2 Engage with omnichannel and automation



3 Optimize and accelerate performance

...to create more value for your customers and business.

A circular window in a wall with a starburst pattern, showing a person working at a table. The text "Understand and personalize your customer experience" is overlaid on the left side of the image.

**Understand
and personalize**
your customer
experience

Understand and personalize your customer experience (CX)

**38.0%**

Just 38.0% say they're able to perform analysis that considers data relationships across CX touchpoints.

**39.6%**

Customer channels are rising, but 39.6% of banking and investment organizations cannot track the customer journey between channels.

**73.0%**

73.0% of banking and investment organizations operate without enterprise-wide CX analytics systems.

Be personal and proactive. Harness data to act and differentiate

Data management and personalization are the two most important and innovative areas for organizations seeking to realize the benefits of a CX strategy. Personalization remains critical to achieving customer connectedness and extending customer lifetime value, while data management is foundational to both new and familiar CX concepts including the single view of the customer, omnichannel and multi-experience environments. You can no longer rely on a strong e-commerce presence or contact center alone.

The more options customers have to engage with your brand, the more data they generate. Your website, mobile app, in-store sales staff and back-office systems must be connected. This way, anyone who communicates with customers can understand who they are and what their experience with the organization has been. Underpinned by strong data tools, a logical layer can then apply machine learning, neural nets and algorithms, employees are able to respond with the right message. To make sense of the data these interactions generate, and to raise the bar in intelligent, personalization and productive customer engagement, you should focus on customer outcomes when deploying data management platforms.

Also ensure that these platforms integrate this information and make insights accessible in a single ecosystem. It's the only way to turn huge volumes of data into intelligence you can trust and act on. Experience management will become increasingly important to operational and technology decisions. Until recently, most banking and investment organizations have based key performance indicators (KPIs) on operational success, as determined by sales figures and financial metrics. What they've neglected to consider, and measure, is how people actually feel and how customer sentiment could affect the business in the longer term. For now, less than half (41.8%) consider CX customer satisfaction data as a key measurement of the effectiveness of technology projects.

To make up for this deficit, there's now an increasing focus on experience management: combining customer insights with operational metrics to get a truer measure of success. This practice will no doubt evolve as sentiment analysis becomes more sophisticated. It will extend to technology decisions, too. When evaluating a technology solution, its impact on CX will carry as much weight as potential cost savings and operational efficiencies.

Taking an iterative approach to implementing CX solutions will help you realize an accelerated return on investment – provided you can use data to make improvements on the fly. This approach will go a long way to building an agile CX ecosystem that allows you to change direction as needed, always with a line of sight back to business outcomes. Data quality and governance are essential to creating CX with confidence. Every customer touchpoint produces data that can deliver insights and the opportunity to personalize the experience. These opportunities can feed into your CX strategy, if you can get to them. In many organizations, large data lakes filled with unanalysed data have become 'data swamps', making access almost impossible. Across banking and investment organizations, only 58% have access to data visualization reports and dashboards, with 62.8% stating it's the top driver for reshaping CX in the next five years. It's clear that there's an increased appetite, but only limited ability, to convert collected data into actionable intelligence.

Organizations need a 360-degree, real-time data capability to harmonize this view with the ultimate aim of better servicing customers and improving operations.

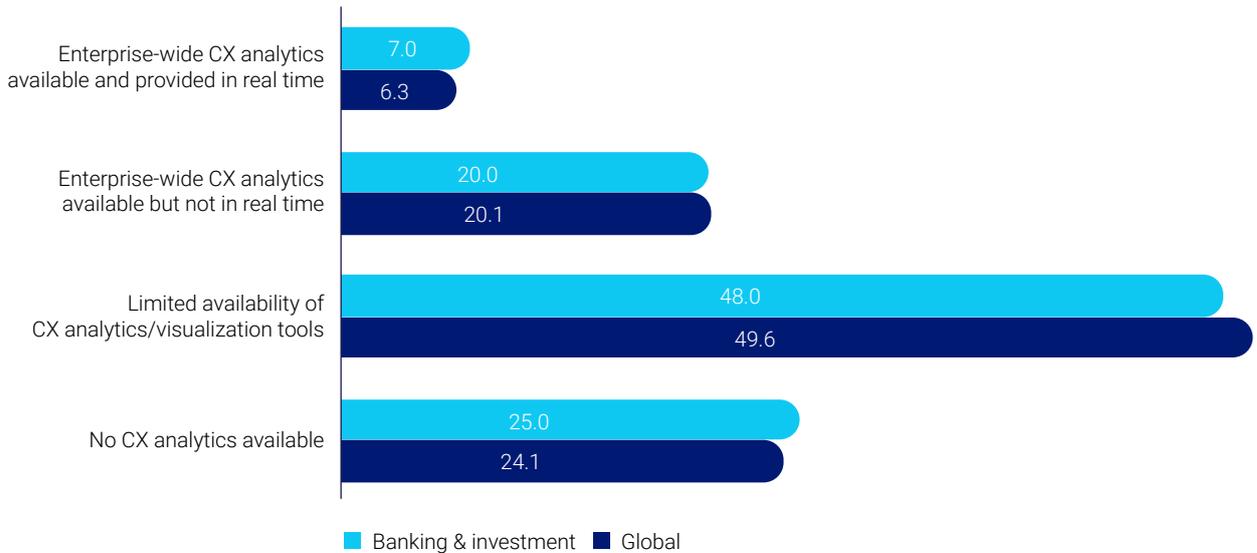
Changing data from insight to foresight

- Develop a data-driven business strategy to drive transformation. Improve data consistency and consent across all channels. This will give customer conversations (AI or agent-driven) greater credibility.
- Build an analytics team and platform that supports customer insights and improves customer experience through the ingestion, harmonization and curation of data from all relevant internal and external channels and systems.
- Identify key personnel and executive sponsors who will build, retain and grow your organization's knowledge about the customer journey and experience data. Leverage the power of clean, consistent UX to enable better decision-making for both the organization and the customer (two sides of the customer engagement coin). This should be key in omnichannel philosophy.

What is the coverage level of CX analytics systems?

Almost three-quarters of banking & investment organizations (73.0%) are operating without enterprise-wide CX analytics systems.

One-quarter (25.0%) have no access to enterprise-wide CX analytics; 56.6% do have a dedicated business analytics team to manage and interpret the growing volumes of available data.



How do you use analytics and data visualization tools to gain a consolidated view of CX?

Why it matters?

A consolidated view of CX remains elusive. Banking and investment organizations are still struggling to gain a consolidated view of CX through informed insights on end-to-end customer journey patterns and behaviours. It’s an area that’s showing very little improvement, as the 2020 results effectively match those reported in 2019: just under half (48.0%) have, at best, limited availability of CX analytics and visualization tools that span interactions across all channels.

Just 27.0% of organizations (27.4% in 2019) have access to cross-channel analytics and data visualization tools that combine information from across the enterprise.

Capability is generally related to company size – 51.8% of organizations with over 5,001 employees are able to get a consolidated view of data, compared with just 11.1% of those with between 201 and 500 employees.

A quarter (25.0%) of organizations have no CX analytics and cross-channel customer interaction analysis dashboard capability whatsoever, a slightly poorer showing than in 2019 (17.8%). The opportunities here remain vast.

What can you do?

Run and observe, in real time, with the operational data hub. Now, more than ever, providing the best CX comes before having the best product or service, or the lowest prices. This requires data fluidity: creating accurate, accessible and actionable data which enables visibility of all customer interactions with the organization, at every customer touchpoint. Consider new approaches to organizational data fluidity, such as implementing a data hub architecture.

This approach enables you to both ‘run the business’ and ‘observe the business’ by consolidating data from every channel and making it integrated, consistent, accurate and available in one place, to provide both reporting and transactional sources of truth. Create a data value pipeline to ingest, harmonize and integrate data from every channel and system. Then, analyse the curated data to derive actionable insights through machine learning, natural language processing, artificial intelligence and data visualization. This can be used as a foundation of a multi-experience platform that includes channels such as automated chatbots, APIs and smart apps.

What information is used to provide context and improve relevancy of CRM?

Just 28.7% of banking & investment organizations have full access to context-based advice that directs relevant customer engagement.

24.8% are failing to use any information to inform relevant interactions and context-based CX; just 38.0% conduct big data analysis that considers performance relationships access multiple functions.



How is information used to drive improved relevancy and context-based customer engagement?

Why it matters?

Context-based engagement not keeping up with personalization capabilities. There's been a notable surge in capabilities to personalize certain elements of CX but the focus on applying context to interactions has not moved on at the same pace. Some 71.3% of organizations continue to engage customers without relevant and complete information based on recent contacts. This diminishes the quality of advice offered.

Over half (57.2%) of organizations with an optimized strategy will base CX on recent, relevant context. Others are failing to capitalize on the access they have to usable data that could result in more individually personalized and meaningful CX. Somewhat surprisingly, maturity levels for leveraging data to improve the relevance of any customer engagement are lowest within customer service operations. Just 26.6% of customer service operations have access to information based on recent contacts versus 33.4% of sales operations and 40.0% of IT helpdesks.

What can you do?

'Show me you know me' ... but don't be creepy!

This is the personalization challenge. In an age where individuals are leaving digital crumbs across multiple channels, businesses have to be clear about what they are going to do with data.

History and data quality aggregated across channels are the foundations of a successful CX approach.

To achieve this:

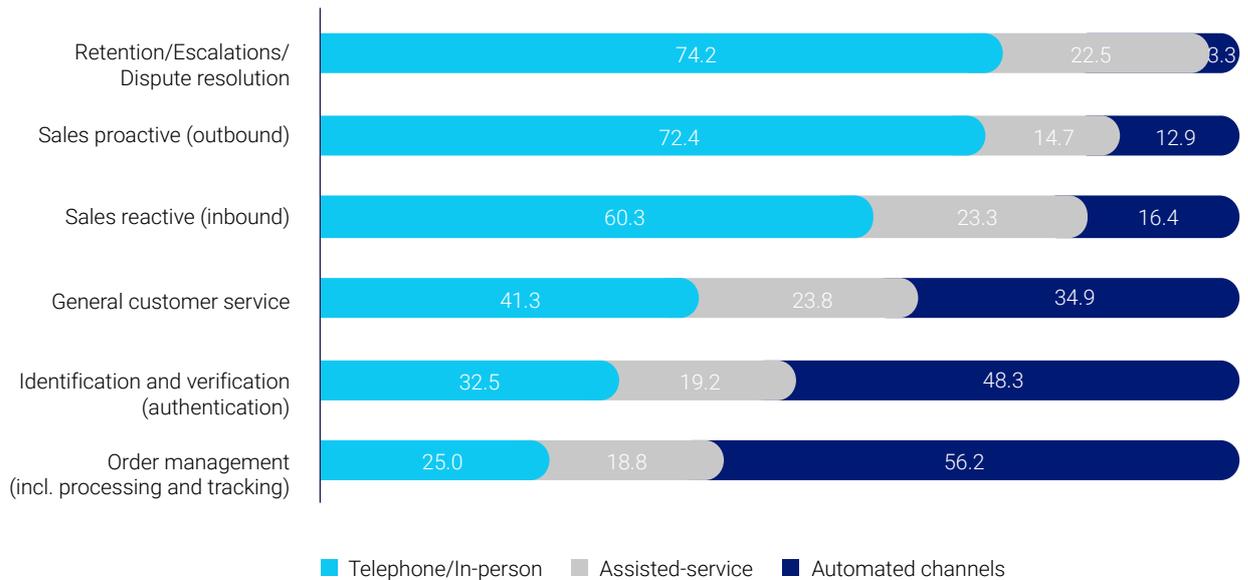
- Get the data right: go on a drive to improve data quality.
- Have enough history to build an accurate picture of the customer.
- Be bold in testing through target segments.

Check the software you have. Many applications are now cloud-based and evolving rapidly, with enhancements for embedded surveys, context-driven services and A/B testing on marketing platforms. Work on small, targeted campaigns that use these services to see if the tailoring of UX or simplifying of surveys changes customer engagement.

What contact channels are preferred by enquiry type?

Automated/assisted services are now established as the top channel choice for customers aged under 50.

However just over a quarter (26.6%) of banking and investment organizations are proactively engaging via these paths to drive sales opportunity (Mostly relying on the telephone).



How is your preferred contact channel solution to support the following CX needs?

Why it matters?

Generally, organizations are leaning towards automated and assisted-service channel solutions for most customer interactions, no doubt in appreciation of their cost-effectiveness compared with using a live CX advisor.

Indicating a need for an assessed and refined use of new technology tools, 51.7% of banking and investment organizations with a well advanced (or better) CX strategy, place automated/assisted-service channels as the most suitable solution for general customer service support. Those at an earlier phase of maturity citing a slightly more ambitious target of 58.7%.

Substantiating the point for robust solution testing, design and deployment performance effectiveness reviews, 74.2% of organizations still acknowledge in-person or live telephone engagements as being most effective for retention, escalations and dispute resolution, with 72.4% saying the same for outbound sales and 60.3% for inbound sales.

Fully automated solutions for customer authentication are the preferred choice for 48.3% of organizations, a number that rises to 60.9% in Europe but, curiously, falls to 50.0% in Asia Pacific, a region noted for being the most advanced in driving automated solutions by more than half (56.2%) of organizations.

What can you do?

Context, security and urgency dictate the channel of choice for customers. Businesses must find the right balance between human-driven and bot-automated interactions – bearing in mind that geographic coverage, 24/7 support and language support are core components of successful CX.

Scalability is the answer, and it's achieved by using automated channels when they are efficient for consumers. Self-service is suitable for situations that can be framed into well-defined and structured processes. However, the human aspect – having a person on the phone when trying to resolve a dispute – is a key element that businesses must have under control, while carrying the costs associated with it.

A woman with long, flowing brown hair is seen from behind, spinning in a large, circular, golden tunnel. She is wearing a white long-sleeved shirt and dark blue jeans. The tunnel is made of a reflective, metallic material, and the lighting is warm and golden, creating a sense of motion and depth. The background is a textured, light-colored wall with faint circular patterns.

Engage with
omnichannel
and automation

Engage with omnichannel and automation

**12.5%**

Just 12.5% of banking and investment organizations say their CX is good or completely consistent across contact channels – versus the all sector average of 24.5%.

**27.1%**

Only 27.1% of business functions are fully collaborating to define and design CX.

**65.6%**

65.6% are adopting a fragmented and partially collaborative approach.

Great CX is the result of focus and design, not coincidence.

The strategic intent for CX and omnichannel strategies is there. How this translates across the organization is where things are getting stuck. Expectations for AI and CX robotics are high but the path from laboratory to production is often a long one. The field of automation is littered with dead proofs of concept that never made it to the production floor. For those that do, the production environment presents its own challenges – which goes some way to explaining why more than two-thirds of organizations aren't meeting expectations.

In an increasingly connected world, more and more businesses are looking towards AI, robotics and automation to drive those intelligent connections. Like the digital revolution before, organizations are striving to establish the benefits of robotics and AI. They want to transform customer journeys, optimize and augment the workforce, provide improved service delivery, make the move from process/rule-based automation, and use real time intelligence to predict customer behaviour.

As a result of this, organizations are hoping to reduce costs, grow revenues, build and improve customer loyalty and experiences to increase retention and repeat business. Ultimately the aspiration is to utilize increasing AI capabilities to drive this. However, great CX doesn't happen in isolation, customer interactions must be designed, not left to chance. When it comes to customer satisfaction, ease of resolution is still number one. It's easy to get distracted by the promise of new technologies, but CX is not about following trends. If you want to make an impact on your customers, everyone in the organization needs to focus on solving problems for both your customers and the business.

While the most recent statistics show that over 80% believe that up to 50% of current agent-supported CX activity could be fully automated, just 15.2% currently say more than 50% of agent led activity could be fully automated within the next two years.

However, 57.9% of banking and investment organizations recognize that a lack of skills remains the most overwhelming obstacle to future proofing. Ultimately automation is driven by data, and these ambitions are being let down by organizational capability, underpinned by data confusion along with other key challenges, like competing and legacy technology, skills gaps, and a lack of robotics and AI strategy.

Anxiety about using AI in production is, to some extent, justified. So far, deep learning has solved only specific, tightly controlled problems. Pilots have been very contained. Deep learning algorithms such as neural networks are extremely complex and don't lend themselves to intuitive human understanding. This makes it difficult to assure compliant behaviour at scope boundaries. In other words, how they'll respond to exceptions outside the controlled, laboratory environment remains unpredictable. The day when AI is embedded in our everyday lives, including front-office processes, is still some way off. Once again, be careful not to fall for all the hype. Humanize technology – see it as a way to improve our lives, not lead them. Above all, be pragmatic and patient.

Expectations for AI and CX robotics are high but the path from laboratory to production is often a long one. The field of automation is littered with dead proofs of concept that never made it to the production floor.

Is CX delivery consistent and defined across all customer journeys?

The level of good or complete consistency of CX within the banking and investment sector is half that of the overall global benchmark – just 12.5% versus an already poor 24.5%.

Around 2 in five struggle to optimize customer journeys due to a lack of in-house design skills and/or technology integration issues.



Is CX delivery consistent and defined across all customer journeys?

Why it matters?

Inconsistent service delivery still a challenge for CX teams. CX is ranked by board level executives as the most important indicator of strategic performance, yet 87.5% of organizations cannot offer good or complete levels of CX delivery consistency across the 8 contact channels, now typically provided by banking and investment organizations. The majority (65.6%) are still restricted to partially consistent CX delivery, while nearly one-quarter (21.9%) acknowledge no consistency in delivery at all.

The continued lack of defined channel management strategies and collaboration between business functions is a fundamental issue for all.

What can you do?

Define CX guidelines and responsibilities for all stakeholders. Inconsistent delivery is usually the result of a CX disconnect in the organization. There's a strong correlation between organizations that collaborate well in journey design and the consistency of CX that's delivered. To make sure everybody's talking the same language, align your CX goals, KPIs and stakeholder.

- Use the CX strategy to create guiding principles for making CX responsibilities part of every job role.
- Define KPIs that support this strategy and hold people accountable for improving CX.
- Regularly review insights from CX metrics with all stakeholders.

To what extent do organizational functions collaborate to design CX journeys?

Just 27.1% of banking & investment business functions are fully collaborating to define customer journeys and design CX.

Most (65.6%) are adopting a fragmented and partially collaborative approach; a further 7.3% say there's no collaboration between functions at all.



To what extent do individual business functions collaborate to define customer journeys and design CX?

Why it matters?

Collaboration rising as siloed approaches fall.

This year's results indicate some progress towards collaboration. The number of functions defining their CX solutions in silos is lowest across banking and investment at 7.3%, with public sector the most likely (at 33.3%) to operate on a siloed basis.

There's a direct relationship between the level of interdepartmental collaboration and the progress rate of organizational CX strategies. 75.0% of banking and investment organizations that have an optimized CX strategy design their customer journeys through a centralized team and/or with the full collaboration of all business functions. The level of collaboration drops in tandem with organizations' progression of their CX strategy (less progress, less collaboration).

What can you do?

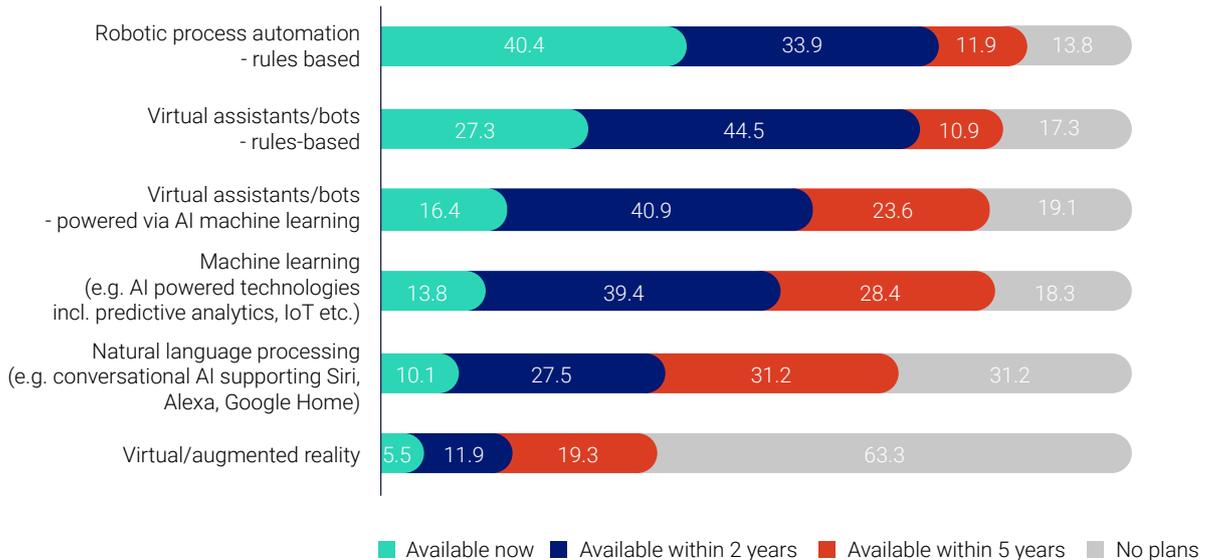
Centralized governance and cross-functional design will impact connected CX. Mature organizations recognize that working in isolation can't effectively influence the entire CX. Partial or no collaboration between business functions is usually the result of not having a clear CX vision or strategy. Centralizing CX governance or ensuring cross-functional CX design can help encourage cultural adoption of customer centricity. To achieve this:

- Identify the key stakeholders outside your own business function and their drivers for success.
- Demonstrate how improved CX will help them achieve their goals as well as the goals of the customer and the organization as a whole.

What AI/RPA solutions are available now/planned?

Rules based robotic process automation remains the preferred advanced digital capability option for the banking and investment sector.

Top short-term priorities are virtual assistants (both rules-based and via AI). Natural language processing and machine learning voted top five-year-plan priorities.



What AI and/or robotic progress automation solutions are available now or being planned?

Why it matters?

Adoption of all solution types set to increase in next five years.

The most common solutions currently in use across banking and investment organizations are rules-based robotic process automation (40.4%) and rules-based virtual assistants/bots (27.3%). Less common are virtual assistants/bots powered by AI (16.4%) and machine learning (13.8%). At least 13.8% of organizations have no plans for any of the listed solutions.

Organizations forecast the adoption of both rules-based and AI/machine learning tools to increase considerably in the next couple of years: 74.3% say they'll have adopted rules-based robotic process automation, 71.8% will have rules-based virtual assistants/bots and 57.3% will have virtual assistants/bots powered by AI/machine learning in place within the next two years.

Looking further ahead, machine learning and natural language processing are top five-year-plan priorities.

Virtual assistants or bots powered by AI/machine

learning are most prevalent in organizations with over 1,000 employees, where 25.9% are already using virtual assistants/bots powered by AI/machine learning. Whereas, deployments of the same in organizations with less than 200 employees drops to just 9.4%.

What can you do?

Adopt proven solutions while monitoring those in development.

AI technologies such as deep learning are still in their infancy. Unexplored areas of unpredictability make them less desirable in CX applications. For now, organizations are betting on technologies they are confident can be predicted and controlled – and that have a tangible ROI. Rules-based RPA, for example, has been thoroughly and extensively tested in back-office applications. Don't lose sight of AI-driven automation as you accelerate your adoption of RPA. It's bound to ultimately transform the CX landscape.

A person stands in shallow water at dusk, holding a firework-like object that creates a large, glowing circular light trail. The scene is captured with a long exposure, resulting in a vibrant orange and yellow ring of light that frames the person. The background shows a dark blue sky and a calm body of water reflecting the light. The overall mood is serene and artistic.

Optimize and
accelerate
performance

Optimize and accelerate performance



Just 31.9% say business functions align strategies and operating models to deliver and optimize CX.



Only 6.2% are now 'very satisfied' with their CX capability.



Leadership teams championing CX have dropped from 28.3% to just 11.3%, causing silo approaches to increase.

Adapt, adopt and align: accelerating the optimized CX ecosystem

Banking and investment organizations must remain relevant by adapting and optimizing every aspect of their CX ecosystem.

As customers increasingly insist on access to information, entertainment and physical products on-demand, via immediate, personalized and usage-based mechanisms, organizations are facing a major challenge as it requires the harmonization and optimization of their entire CX capability.

Many organizations aren't structured to deliver CX in a connected manner. This makes it more difficult to be agile when adapting to change. Without a common baseline, CX will be fragmented, so it's critical to optimize it by creating adaptive structures, ensuring adoption by the evolving workforce and aligning technology to enable connected customer experiences.

In a rapidly changing world, organizations need to look at things from a new perspective to create powerful connections between their business, employees and customers.

Customers are no longer passengers but drivers of the experience. To create powerful connections between the business, its employees and customers, you need to optimize the organization, its people and its technology.

Can your organization deliver consistent CX and quickly adapt to change?

The key challenge that many traditional banking and investment organizations are facing is that they're not correctly structured to deliver CX in a connected manner. Often customer interactions are owned across multiple functions that aren't aligned or just work differently.

To a certain extent, it's true that everyone in the organization is responsible for CX. However, as with every business function, you need someone to be accountable for providing a clear strategy, guiding principles and operating model.

An adaptive operating model with agreed CX standards and cross-functional working groups enable the creation of a tangible CX governance capability, allowing you to deliver consistent, organization-wide, connected journeys.

Organizational change

- **Develop an organizational culture with a clear, consistent approach to CX.** With everyone operating from the same baseline, it's much easier to be agile in response to change.
- **Adapt traditional, silo-based operating models.** Create consistent experiences regardless of function across the entire customer lifecycle, from acquisition to maintenance, service interactions should be as quick and easy for the customer as it was to purchase or sign up.
- **Remain highly adaptive.** Changes in market conditions, regulation and innovation are constantly reshaping required business capabilities, customer and employee behaviours.
- **Balance customer needs with short-term financial gains.** Engage customers in designing and evolving channels and self-service.

Where many organizations are struggling to deliver significant CX improvement, it's often because they fail to adapt their operating model to deliver core CX outcomes, balancing mutual customer value propositions and business performance, relying, instead, on quick fixes.

Process and technology may fill the cracks but without a strong foundation of culture and structure, they'll keep coming back.

Are your people empowered to engage with customers in a meaningful way to create value?

It's well recognized that employees who feel energized and empowered will be more likely to engage with the organization and its goals, ultimately delivering improved CX.

As organizations strive to adapt to evolving business environments and manage changing customer expectations and behaviours, they are challenged to create exceptional experiences for both their employees and their customers alike.

It's a myth that automation and digital transformation will result in less focus on people. In fact, the human workforce will have to deal with more complex interactions – which means adopting new skills, technologies and working practices to optimize operational capability.

The question you need to be asking yourself today, if you want to remain relevant, is: 'Am I empowering my people to engage with customers in a meaningful way to create value?'

Failure to do so will, at best, impact growth today and, at worst, put your organization at risk of finding itself irrelevant in the future.

Focus on:

Tools and technology

Provide your customer-facing employees with the **skills and tools** they need to delight your customers. Employees are looking for simple, **intuitive tools** to carry out tasks, **provide insight** and stay connected with colleagues and customers, across multiple channels and touchpoint regardless of where they are or what device they are using.

Learning and progression

New skills and capabilities are needed to manage modern CX, particularly in the areas of **data science** and **digital content management**. Adapt your **learning and career progression** methods to keep pace with how the emerging Millennial and Generation Z and C workforce want to learn and develop in their roles.

The workforce needs to understand the role of automation and its impact, recognizing it as a valuable support rather than a threat. Automation anxiety will, however, be an increasing aspect of managing future workforce wellbeing.

A considered CX and EX culture and environment will set the scene for an optimized workforce where employee and customer satisfaction are the ultimate output.

Is technology a key enabler for aligning CX delivery with business outcomes?

Just about everything is digital now, which means technology is critical to enabling current and future CX capabilities. The focus is no longer on simply integrating channels but on using technology as the key enabler to align CX with business outcomes.

It's a significant investment – but what you buy today may not be fit for purpose in 18-months' time. Organizations are looking to optimize investments in technology to meet both current needs and allow them to adapt to changing business requirements. Hybrid ownership, consumption and outcome-based value models are becoming the norm.

Innovation and insight: identify the data that allows you to have context-based interactions and create relevant, personalized content to drive loyalty and value. Use data analytics to plan, improve and deliver real-time interaction and performance management.

Optimized operating model: technology is central to supporting long-term integration, immediate connectivity and harmonized automation capabilities to accelerate your journey to organizational CX cohesion.

Empowered CX workforce: connect employees to intuitive interfaces that provide content-rich, context-based interactions that help them support connected customer journeys.

Connected customers: use technology that aligns with business outcomes and is easy for customers to use.

Security and protection: cybersecurity threats, evolving identification and validation requirements, KYC compliance, emerging AI and robotic interfaces and the use of personal data increase the complexity and security risks associated with CX. Robust digital security must be integral to CX technology alignment, not something that just adds cost and complexity.

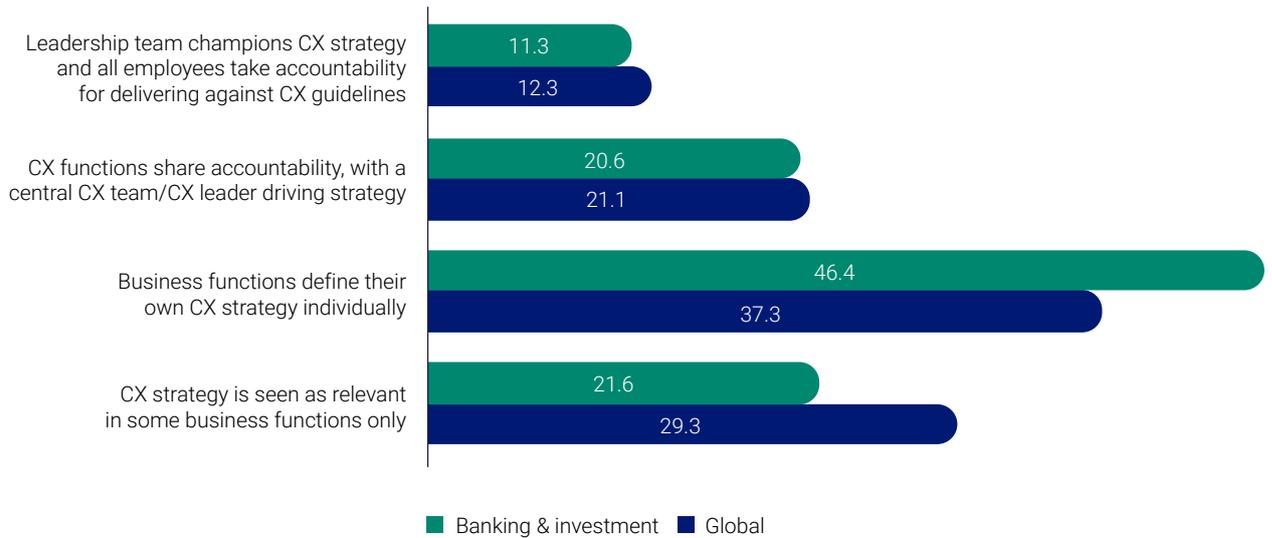
Enhanced by appropriate technology, a strong CX-focused culture – where the business vision, employee energy and customer engagement meet – will help enable great CX and EX and, ultimately, optimize business performance.

Customers are no longer passengers but drivers of the experience. To create powerful connections between the business, its employees and customers, you need to optimize the organization, its people and its technology.

How aligned are operating models to optimizing CX and delivering strategic goals?

A significant drop, in leadership teams championing the alignment of CX strategy to operating models, from 28.3% in 2019 to just 11.3% is causing silo approaches to increase.

Just 31.9% say business functions align strategies/operating models to deliver and optimize CX; a further 21.6% say CX strategy is deemed relevant by only certain business areas.



To what extent are your strategy and operating model aligned to deliver and optimize CX?

Why it matters?

Increasing disconnect between functions.

Last year’s report highlighted that 53.4% of banking and investment organizations’ CX operating models were being managed in silos or without organization-wide ownership, with strategies dictated separately by different functions. This year it’s worsened, 68.0% of organizations say they don’t apply an aligned CX strategy across the enterprise. Of these, 46.4% define their strategies individually and 21.6% say CX is relevant only in some business functions.

This indicates a lack of strategic-level awareness of the significant opportunity to optimize organizational delivery models. The numbers rise in organizations that have optimized their CX strategy and where 50.0% of business functions are aligned to deliver an elevated CX, versus 30.3% of those in earlier phases of their strategy development.

What can you do?

Leadership support of CX is there but ownership is not.

Business functions defining their own CX strategy individually plays to the concern that CX is still being managed in silos. While organizations are recognizing CX as a major differentiator, overarching CX vision and direction is limited or non-existent. Leadership are still supporting CX, but a lack of clear ownership is evident.

Ownership at a functional level is good as long as there are clear definitions and direction to achieve consistency across the organization. CX leadership must provide clear standards and governance centrally for consistent CX, regardless of who is managing it.

Top 10 strategies used to meet evolving workforce demands?

Organizations are adapting by focussing on employee wellness and workspace environments.

Pre Covid-19, 54.4% were already considering flexible hour arrangements, and 40.0% were in favour of supporting remote working; but ...majority acknowledge a failing to be proactive on their employee engagement efforts.



What strategies are you applying to meet the demands of today's evolving workforce?

Why it matters?

Employee-centric models offer more flexibility.

As banking and investment organizations adapt to meet the demands of their evolving workforce, many are moving towards more employee-centric operating models that offer greater flexibility, particularly remote and virtual working. As a consequence, there's been a rise in those offering flexible hours. Flexible hours are now available in 54.4% of companies, and 76.5% in Australia and New Zealand.

Emerging trends include 26.7% offering self-choice on employee benefits, and 60.0% (versus an average of just 44.7% across all other sectors) now offer employee wellness programs with a view to encouraging good health. The focus on talent acquisition and the retention

of skilled resources is the number one factor driving organizational culture change and the implementation of new working practices. The focus has risen to 60.7% in the last year – an increase of 10.7 percentage points.

Supporting improved work-life balance – a complementary effort towards becoming an employer of choice – has been adopted by 40.4% of banking and investment organizations, with 24.7% stating that employee welfare is a board-level focus. This is an area that will dramatically increase with an inevitable focus on mental and physical wellbeing during and then as we emerge from the Covid-19 pandemic.

Employee satisfaction and its link to improving CX may have dropped a ranking position (it was top in 2019) but it remains a key focus for change in 58.4% of organizations, and second top driver overall.

What can you do?

Focus strategy on the ‘happy employee = happy customer’ philosophy.

Organizational change is about employee happiness as well as CX. As the generational make-up of the workforce shifts, employers need to become more aware of the behaviours and demands of Millennial employees:

- Millennials are excited by technology. Building your strategy around both technology and people will accelerate the change your customers are wanting to see.
- They operate in a world of accelerated, on-demand services and want to see this same approach in their working environments.

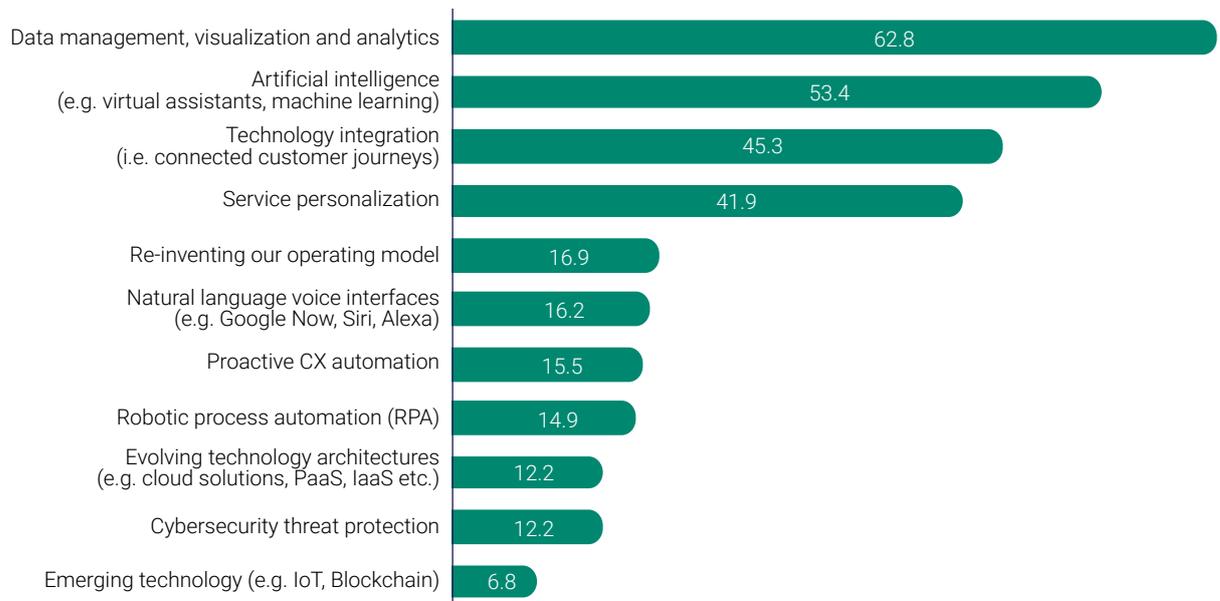
- Services on site (such as wellbeing programs), optional benefits and shift selection to suit their personal lifestyles are some approaches. Benefits, services and working environments also rank high.
- Millennials aren’t afraid of job change to improve their flexibility and work-life balance.

Many strategies for meeting employee needs come at a cost, so it’s crucial to understand which key drivers and benefits to track. This will help establish which approaches work best and justify your investment. Conduct a health check on your employee happiness through mechanisms such as eNPS, bottom-up surveys and feedback forums, and continually address unhappiness. Improvements to the workspace can make a significant impact, allowing employees to regroup in tough environments.

What will reshape CX during the next five years?

AI stays in second place but is emerging as a top five-year priority and tracking to soon overtake analytics capability as the number one factor that will reshape CX.

While AI is ranked 2nd top factor to reshape CX in the coming 5 years, it is ranked the 9th top priority for CX technology teams addressing current needs; lack of skills and ability to integrate systems the top 2 challenges affecting the sector's advancement to AI and robotic automation.



What three things are most likely to reshape your CX capability during the next five years?

Why it matters?

Migration to digital platforms brings analytics front and center.

The continued migration of human-led CX volumes to digital platforms only deepens the trove of data available for organizations. It's driven analytics, alongside data management and visualization, to the factor most likely to reshape CX capabilities in the next five years.

Analytics has dominated the focus of most organizations for the past five years. It's the top focus for prestige brands, which typically invest the most into CX journeys. It's also the number one area for organizations that have optimized their CX strategies. However, AI remains the second hottest area, with 53.4% of organizations now viewing it as a top-three dependency in the evolution of their business. The top four standout areas remain aligned to our 2019 results. However, the sequence has changed with service personalization trending, up by 13.9% and artificial intelligence (such as virtual assistants and machine learning) increasing by 11.1%.

What can you do?

The top five factors must work together to create high-performance CX.

This year's results point to an increasing number of analytics and AI solutions available on the market.

They also reflect the success of innovative companies in achieving CX and efficiency results by delivering easier, more personalized experiences. These areas will quickly become competitive imperatives as consumers adopt to, and eventually demand, this way of interacting.

High-performance CX is a product of all these factors. To succeed, organizations need to understand how to harness data, automation and the power of people. Data is the wellspring of personalized and proactive customer engagement, which explains why analytics still tops the list. It's followed closely by AI, which is accelerating the sophistication of customer engagement and will change the shape of operating models. Yet, existing users of AI/robotics are struggling to deliver and execute effective solutions: just 31.5% say AI and robotic solutions are meeting or surpassing expectations.

To achieve efficiencies and improve service experiences, leverage the power of AI through the intelligent combination, in real time, of analytics that deliver insights to drive automated and human interactions. The underlying analytics layer delivers real-time actionable insights to drive both automated human-to-machine conversations and superior human-to-human contacts. Automation delivers a seamless, easy customer experience by reducing handle time and improving resolution rates and the agent experience.

Key takeaways

1

Adapt: Ensure that your organizational structure and operating models can adapt, in an accelerated manner, to deliver connected experiences.

2

Adopt: Adopt new ways of working to ensure people have the right mindset, skills and tools to optimize and harmonize the emerging human and automated workforce.

3

Align: Create technology strategies that align with your required CX outcomes, business drivers and customer needs, and take advantage of new ownership and consumption models.

4

Accelerate: In a rapidly changing world, organizations need a new perspective to achieve powerful connections. Embrace accelerated optimization approaches to remain relevant.

The banking and investment sector is having to manage increased customer expectations as well as evolve their business models to ensure their future success. This requires that they both listen closer to their clients through Voice of the Client programs, as well as embrace the potential that more sophisticated data analytics brings. Both of these require that they take a long, hard look at how they manage their data, breaking down siloes and creating strategies to extract value.

We have the expertise to accelerate your connected customer experience, helping you take maximum advantage. From better use of data to empowering your workforce, our global reach and in-depth expertise can help you.

To see how you stack up against your peers in the banking industry take our [online CX Readiness Assessment](#) and gain insight into your organization's CX maturity.



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About the NTT 2020 Global Customer Experience Benchmarking Report

Over 20 years of CX insights Designed to provide a single point of reference on key aspects affecting customer interaction management within today's CX industry, we believe the Global Customer Experience Benchmarking Report is the most extensive global overview of its type. Frequently cited by industry analysts and quoted by the media, it's widely acknowledged as the most useful, authoritative and comprehensive report of its kind .Insights driven by data78 questions, 750+ data points The Report is based on research data gathered through an online questionnaire that ran from July to November 2019. To ensure it remains relevant to the industry, we review and adapt the questions asked each year. This year, over 15 new questions were incorporated into the survey. Combined with correlations on historic and related data, this helped us improved the relevance of and provide deeper context to the research findings. Participants are intelligently nurtured through the survey, based on their question responses and capabilities. Participant profile1,020 respondents• 41.2% executives and senior management• 31.7% management• 20.7% specialists or business support the research is based on a probability sample of strictly random participants involved in the provision of CX services. The margin of error is projected at three percentage points at a 95% confidence level.

About the CX Benchmarking Portal Value beyond the Report

Customize your view of the data with our online portal

All the data used in the NTT 2020 Global Customer Experience Benchmarking Report can be accessed from our online Benchmarking Data Portal. By contacting one of our experts within the [CX Advisory](#), you will be able to:

- access all 750+ global data points
- view and filter results at 10 different levels, including by region, country, industry sector, organization size, role, CX progress, market positioning support function, operation type, and against historical data
- cross-reference data correlations on cause-and-effect relationships
- export the content
- build bespoke presentations

Assess your CX readiness

The CX Readiness Index takes just a minute to complete and will help you determine how your CX strategy and execution compares with the progress of other organizations.

[Take the Assessment](#)

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Innovation is part of our DNA. So, we strive to move forward, challenge the status quo, and drive excellence through the technologies we integrate and the services we deliver around the world. **Together we enable the connected future.**



Together we do great things