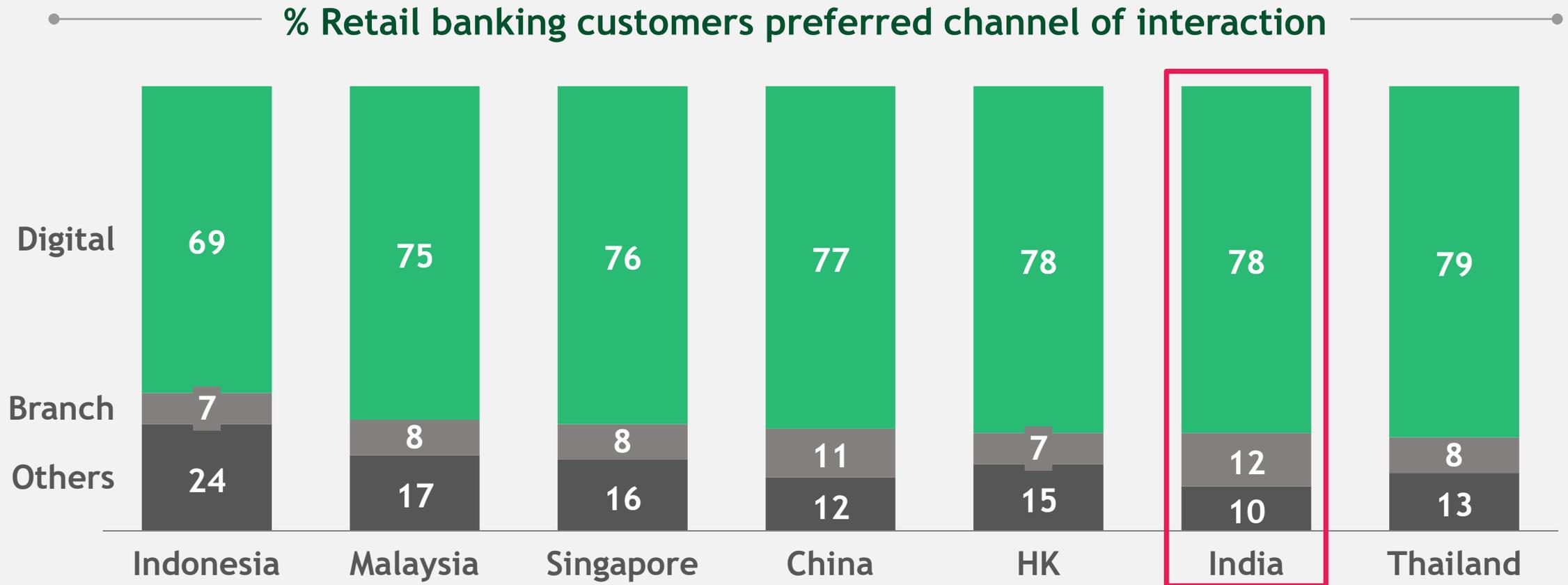




# Building world class customer journeys

Nipun Kalra, MD and Partner

# ~75% retail banking customers 'prefer' digital mode as the primary channel of interaction with banks



# Opportunity is well recognized by Banks and FinTechs

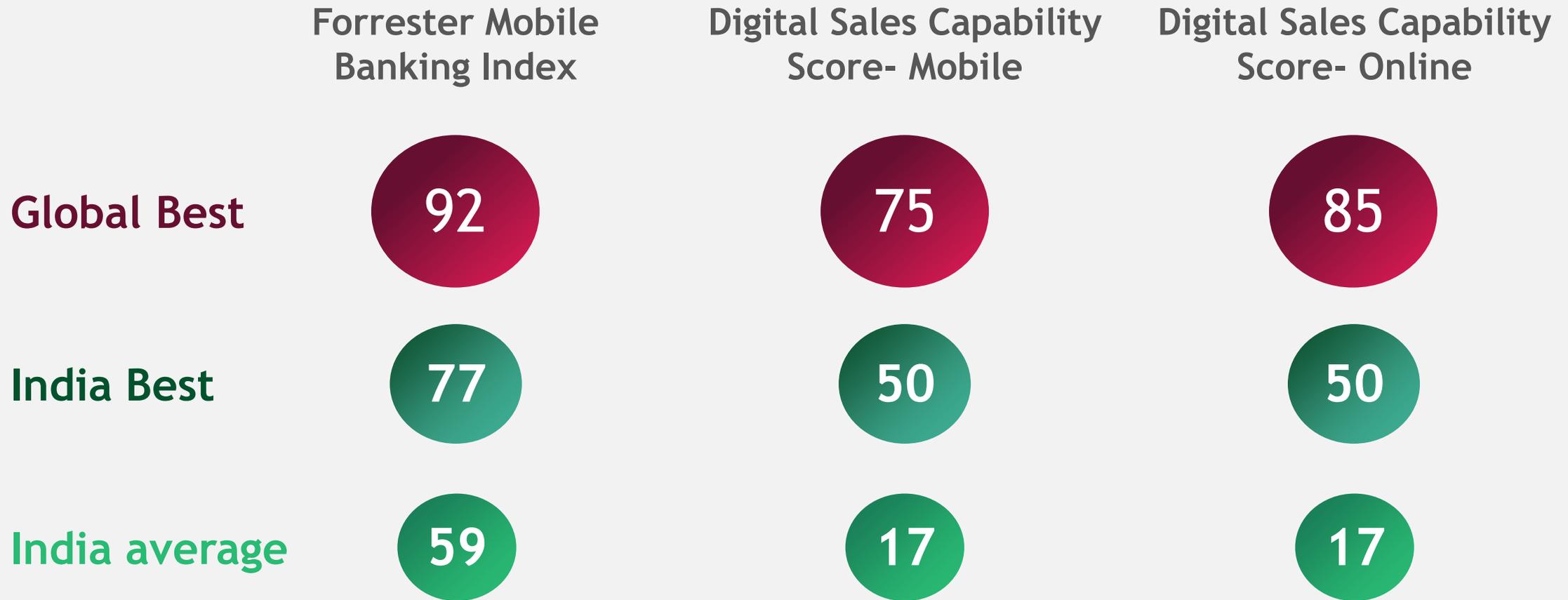


increase in IT Opex<sup>1</sup>  
spend by banks observed  
from 2017 to 2019



FinTech start-ups founded  
in India from 2015 to  
2018, second only to US

# ...but still a lot of ground to cover on usability and experience of using digital assets



...translating  
into ~40s  
NPS for  
Indian FIs

## % Retail banking customers preferred channel of interaction

 Healthcare	62
 Professional Services	58
 Retail	54
 Hospitality, Travel, Restaurants	53
 Manufacturing	51
 Automotive and Transportation	49
 Financial Services	46
 Construction and Engineering	45
 Consumer Services	42
 Insurance	42
 IT and Software	41
 Banking	37
 Media	34
 IT Services	33

**Hard Change:  
Managing technology  
& delivery**

Re-imagination  
and rapid tech delivery

Interaction of digital  
& traditional channels

Leveraging disruptive  
Technology like AI,  
RPA, ML

Working with  
fintechs

**Strategic  
levers to  
address key  
challenges  
in CJs**

**Harder Change:  
Managing talent & new  
ways of working**

Digital talent  
acquisition, & retention

Aligning business, IT,  
Ops and UW

Team vs personal  
accountability

Re-skilling key talent



[bcg.com](https://www.bcg.com)

# Digitisation of customer journeys

Presentation Document

August 2019



Digitisation of journeys has become a key area of focus for the banks due to changing banking landscape and customer preferences

1



Profitability for bank's has declined as **margins have eroded**

2



Consumer behavior is also **dramatically changing towards digital** – across age groups and income segments

3



New entrants/ Fintech's are **disrupting financial services**

4

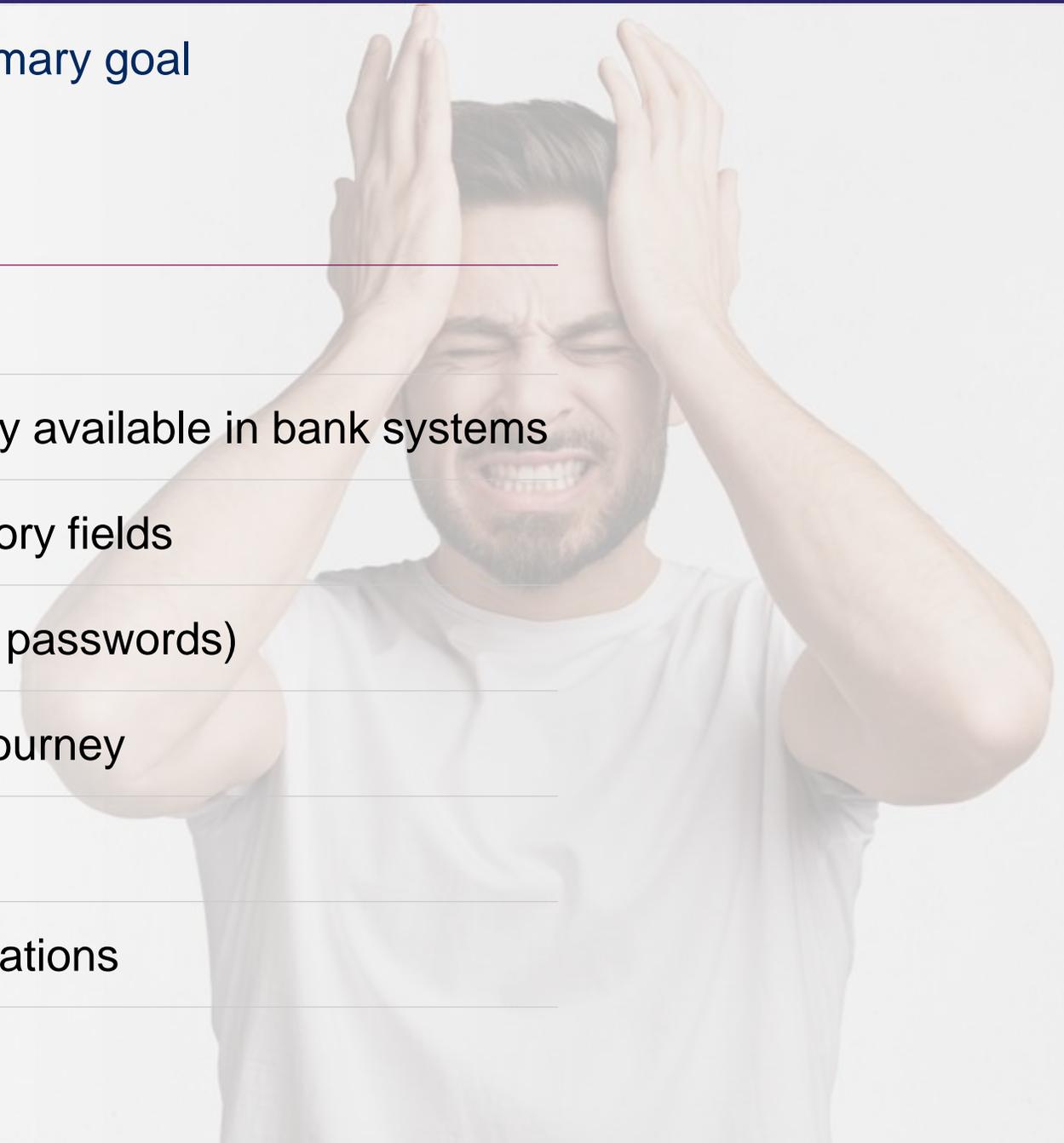


**Changing regulatory landscape** is allowing Digital to thrive

Addressing customer pain points should be the primary goal of design thinking

## Customer pain points to be addressed

-  Complex, non-intuitive user interface
-  Duplication of data entry for information already available in bank systems
-  Data to be entered for redundant, non-mandatory fields
-  Complex authentication mechanisms (multiple passwords)
-  Validations and checks only at the end of the journey
-  Cumbersome forms and documentation
-  Multiple visits to branch to complete documentations
-  No clarity on status of application/ journey



# Design principles to address customer pain points

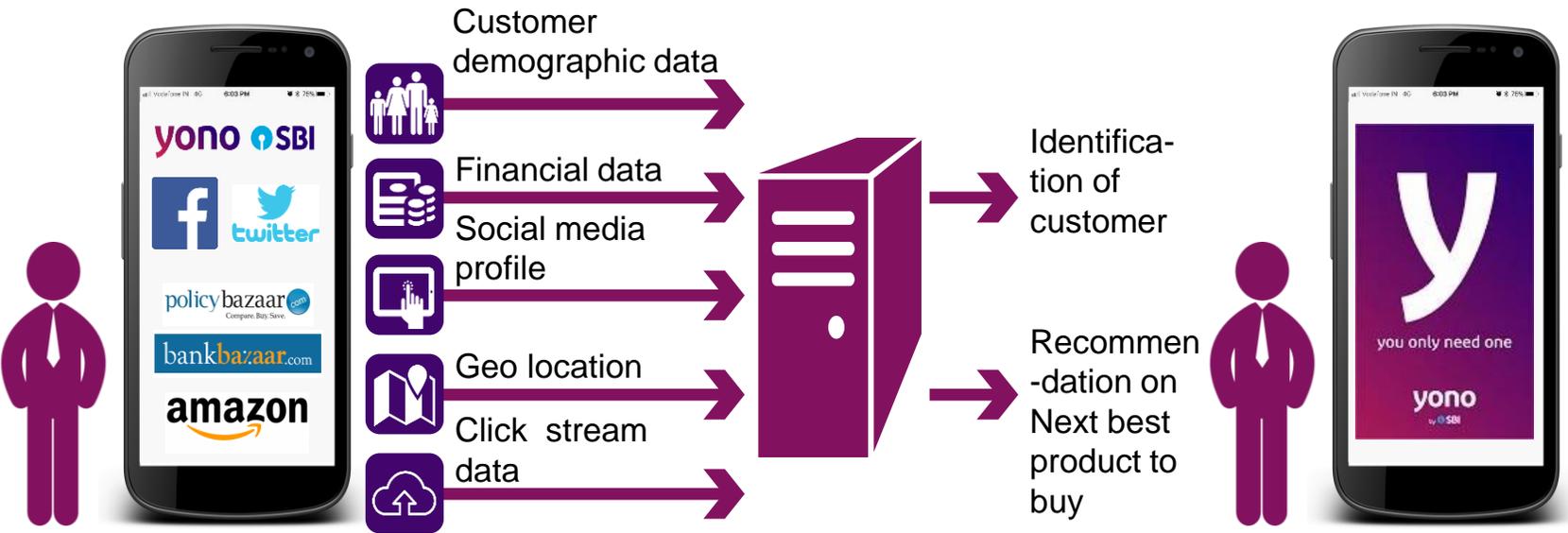
## Design principles

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-  Simple and intuitive user interface, with validations and approval models to be built in digitally e.g. KYC compliance
-  Minimal data entry required from customer, simplified digital forms
  - Removal of redundant fields
  - Prefilling the data through existing bank systems
-  Integration with internal systems and partners for real-time validations/ approvals
-  Simplified authentication via MPIN/ OTPs
-  Minimal to no branch visit
-  Regular updates to customers via SMS, emails

# Customers are looking for banking to be invisibly embedded in their day-day social media and e-commerce interactions

## What are customers looking for ?



Banks can use this information on banking data, customer behavior, machine learning algorithms, NLP analysis customer propensity etc to identify customer and provide customized offerings via simplified digitised journeys

## What will it take to make it happen?

- **Standardisation** of APIs across the industry
- **Security features** to be enhanced and made more adaptive and intelligent
  - Efforts to be put in to build customer trust in the digital ecosystem
- **Easing of regulations and openness to adopt new technology** e.g.
  - **Sahamati** – Account aggregation standardization
  - **Easing of Aadhar usage**

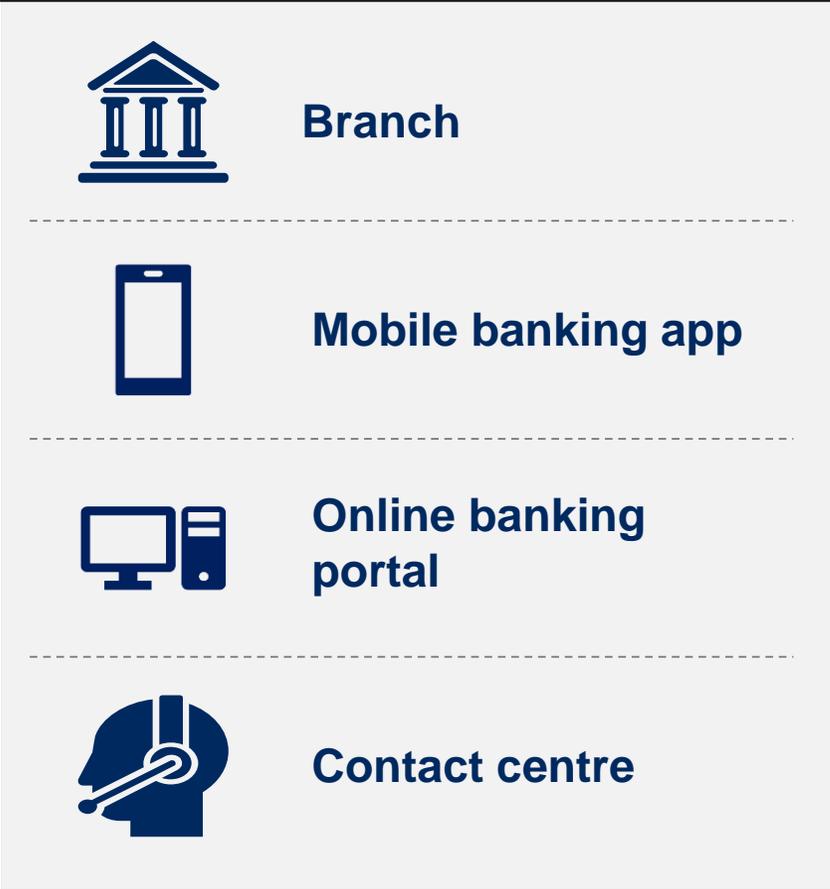
# Digitisation of branch based journeys is a key driver of customer experience

## Digitization of self-service journeys is not enough for enhanced customer experience



- With more stringent regulatory norms to adhere to banks are finding it hard to compete with fintech/ new entrants on simplified journeys
- Significant proportion of customers still prefer to visit branch for complex transactions e.g., home loan, mutual fund investment etc.
- Outdated and legacy systems at branch increases overall TAT and impacts customer and staff experience

## Hence, it is essential to provide omni-channel experience across all customer touch-points



## Additional design principles to consider while designing omni channel platform

-  Simplified forms to enhance customer experience
-  Multiple hand off to be minimized to reduce overall TAT
-  Inbuild system validation for faster and accurate processing
-  Single integrated platform for staff – eliminating use of multiple systems

# In addition to individual customers the banks need to also focus on delivery an ecosystem for small business and physical stores

While the players in other geographies are transforming the experience across the value chain

Alibaba Group  
阿里巴巴集团  
EXAMPLE

## Customer experience and marketing

- Direct **customer traffic** to **online and offline** via Alibaba ecosystem apps
- Enable **targeted marketing** for relevant offers
- Deliver **personalized experience** with real time, location based offers and content to improve customer satisfaction and drive loyalty

## Logistics and supply chain

- Provide **last mile delivery** capability
- Provide **regional warehouse capacity and warehouse management support**
- Provide **demand forecast** and inventory management system

## Ecommerce and store operations

- Use Tmall and Taobao as traffic drivers
- Monitor inventory data to prevent out of stock or **provide real time promotions to clear aged inventory**
- Put “Tmall shelves” in stores to **enable in-store access to online “hot items**

## Payment

- Provide **cashless checkout** via Alipay
- Use payment as a hook to accumulate **customer transaction data**

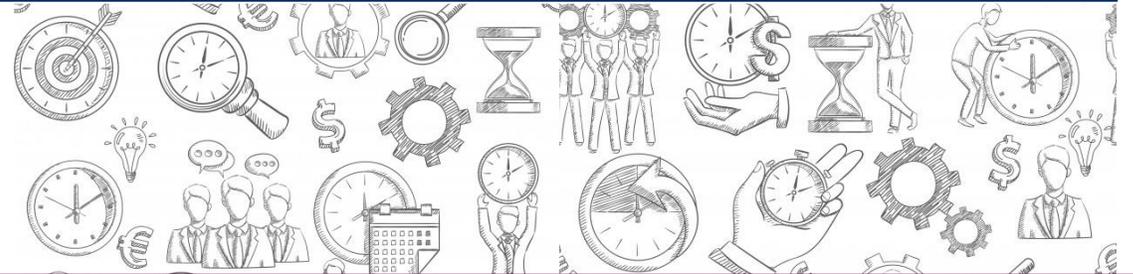
## Cloud

- Provide infrastructure and platform services
- Enable **storage and analysis** of massive transaction data



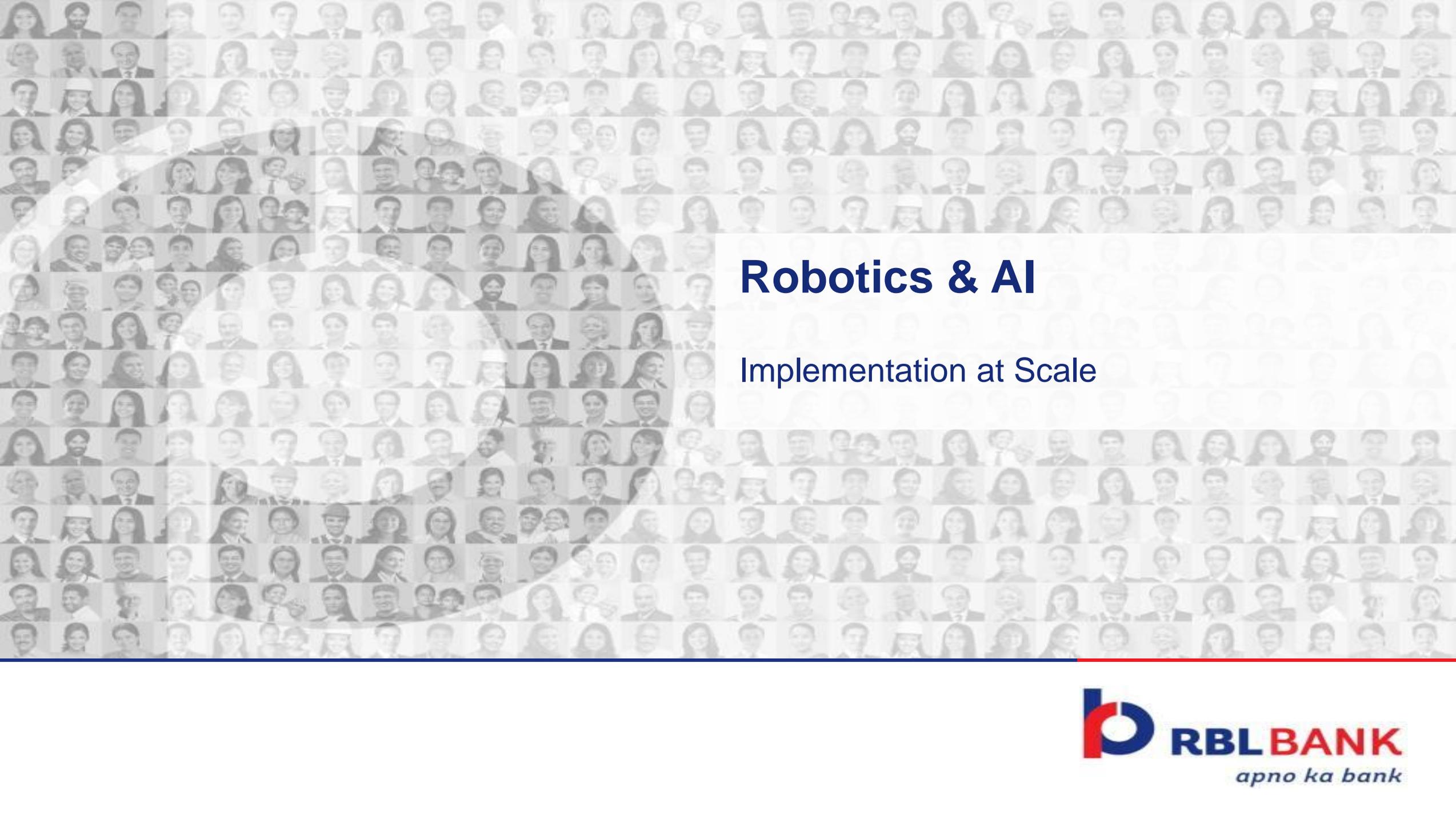
There is a significant potential to capture the small business market in India

- 1 The focus currently is to only provide payment solutions via QR code etc
- 2 There is significant scope to digitize user experience across
  - Purchase of goods (financing)
  - Inventory management
  - Accounting
  - Customer handling



Thank  
you

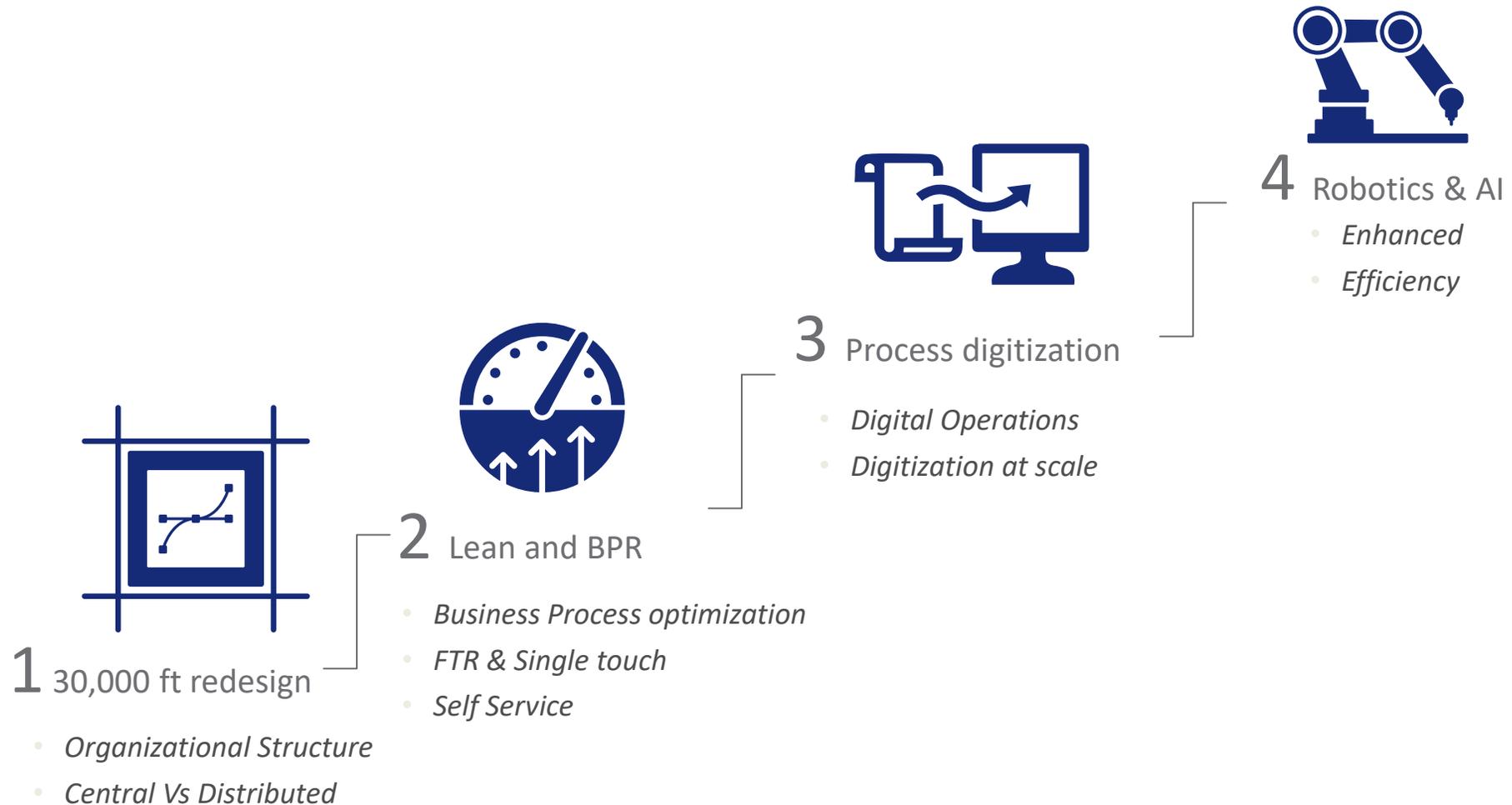




# Robotics & AI

Implementation at Scale

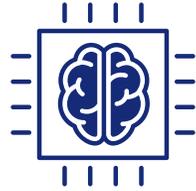
# Customer Journey Transformation Framework



# Robotics & AI - Strategic lever to disrupt the operating model



Wider coverage across organization



Self Learning Processes



Non-linear scalability



Better customer experience



Cost Savings



24X7 processing



Lower TAT



Lower Risk

# Key points to highlight the journey



Robotics & AI are not gimmicks or VR as people often say, the impact is real

- Matured and commercially viable Technology
- Several global organizations have already implemented



Digital operations and the right IT architecture, critical to success

- Service oriented IT architecture enables straight through digital journeys
- Robotics & AI have enabled to automate complex processes, legacy systems



Intelligent automation using ML has greater value in complex decision making

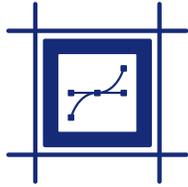
- Self learning algorithms imply, we have ongoing efficiency gains
- 24 by 7 availability of complex customer journeys



Robotics & AI require a business model change.... COE to lead the transformation

- Cross functional team between operations and IT
- Smart professionals trained on new technologies – elevating thinking everyday

# COE set up to identify, deploy, improve processes



## Identify, Redesign & Improving existing Implement new processes

- Identify new processes, Prioritize and build implementation roadmap
- Design, develop, test and deploy new processes



## Managing Dev Ops

- Monitor existing process dashboards
- Identify and prioritize ML model changes



## Vendor Management

- Monitoring the Control Center to ensure all BOTs are functional
- Managing, resolution of IT Exceptions reported by BOTs



- Licensing agreement with automation vendors
- Contracting, resourcing and deployment of services from System Integrators

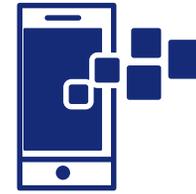
# Several global players are transforming processes



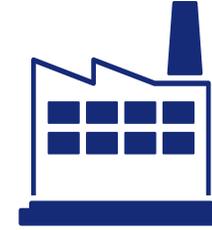
Banking, Financial services & Insurance



Retail & FMCG



Technology, Media & Telecom



Industrial Goods





**THANK  
YOU!**

**RBL Bank Limited**

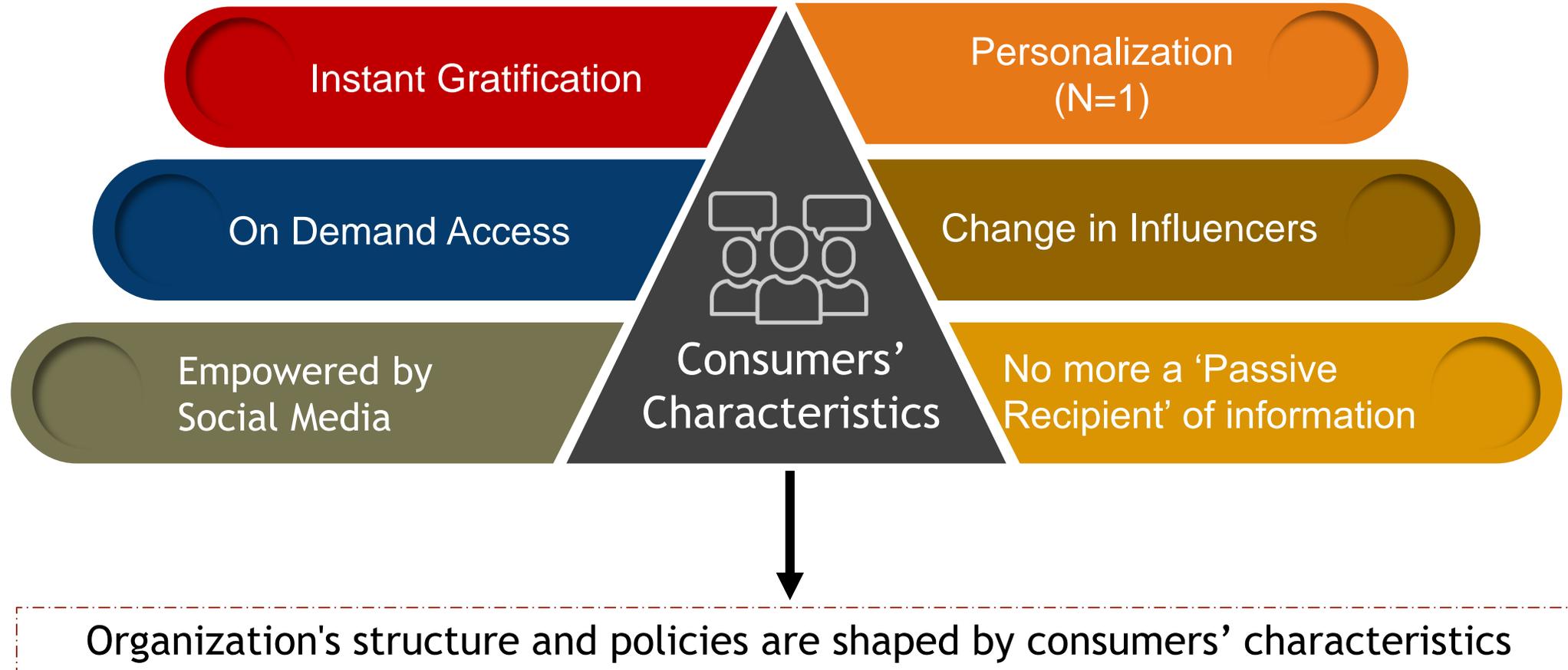
Corporate Office: One Indiabulls Centre, Tower 2B, 6<sup>th</sup> Floor,  
841, Senapati Bapat Marg, Lower Parel, Mumbai - 400 013.  
Tel: (022) 022 43020600, Fax: (022) 43020520  
Website: [www.rblbank.com](http://www.rblbank.com)





# New Ways of Working

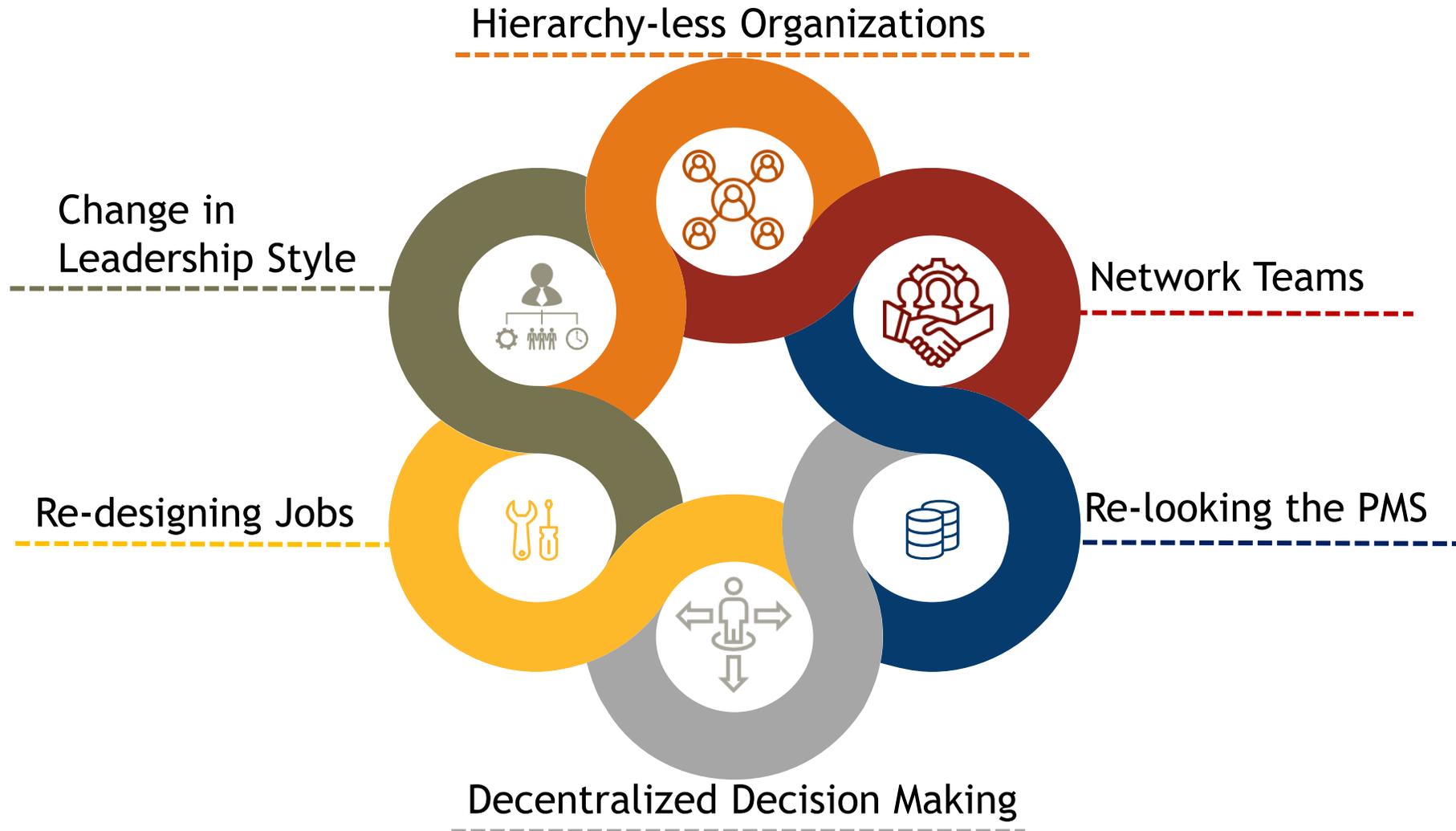
# New Age Customers





**How are organizations  
addressing these  
changes?**

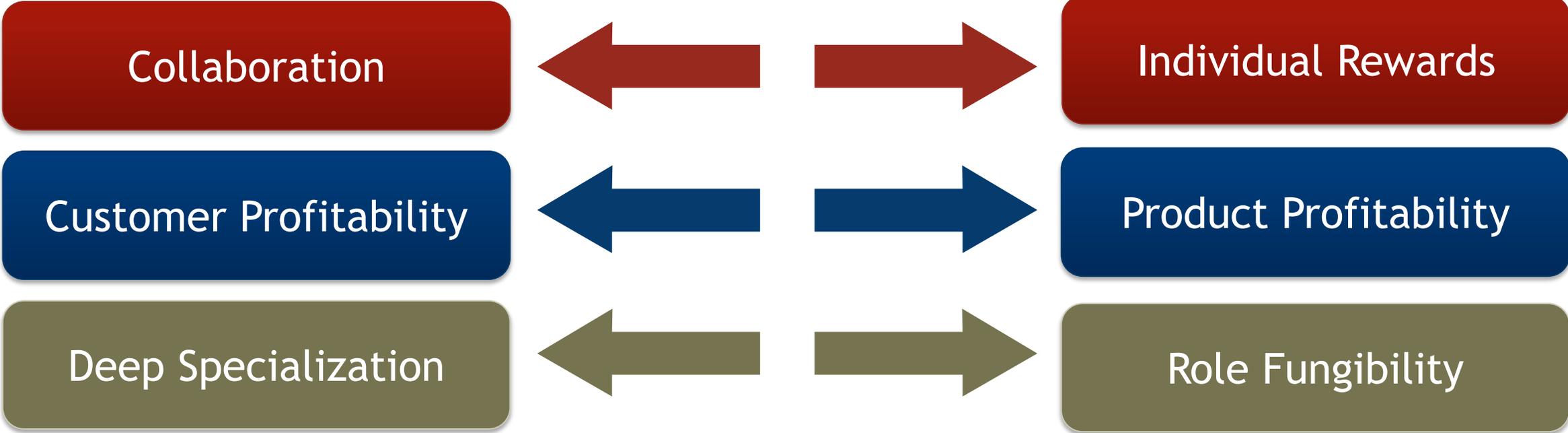
# New Methods of Working





**What are some of the challenges?**

# Challenges



Organizations are challenged with paradoxical situations due to the shifts in characteristics of customers and new methods of working





**Thank you**

**NIIT**

#FutureReadyTalent

**ifbi**

Institute of Finance, Banking & Insurance

# Digitization of Journeys: The Role of Learning

*Sapnesh Lalla*  
*CEO, NIIT Ltd.*

Talent Pipeline

Onboarding

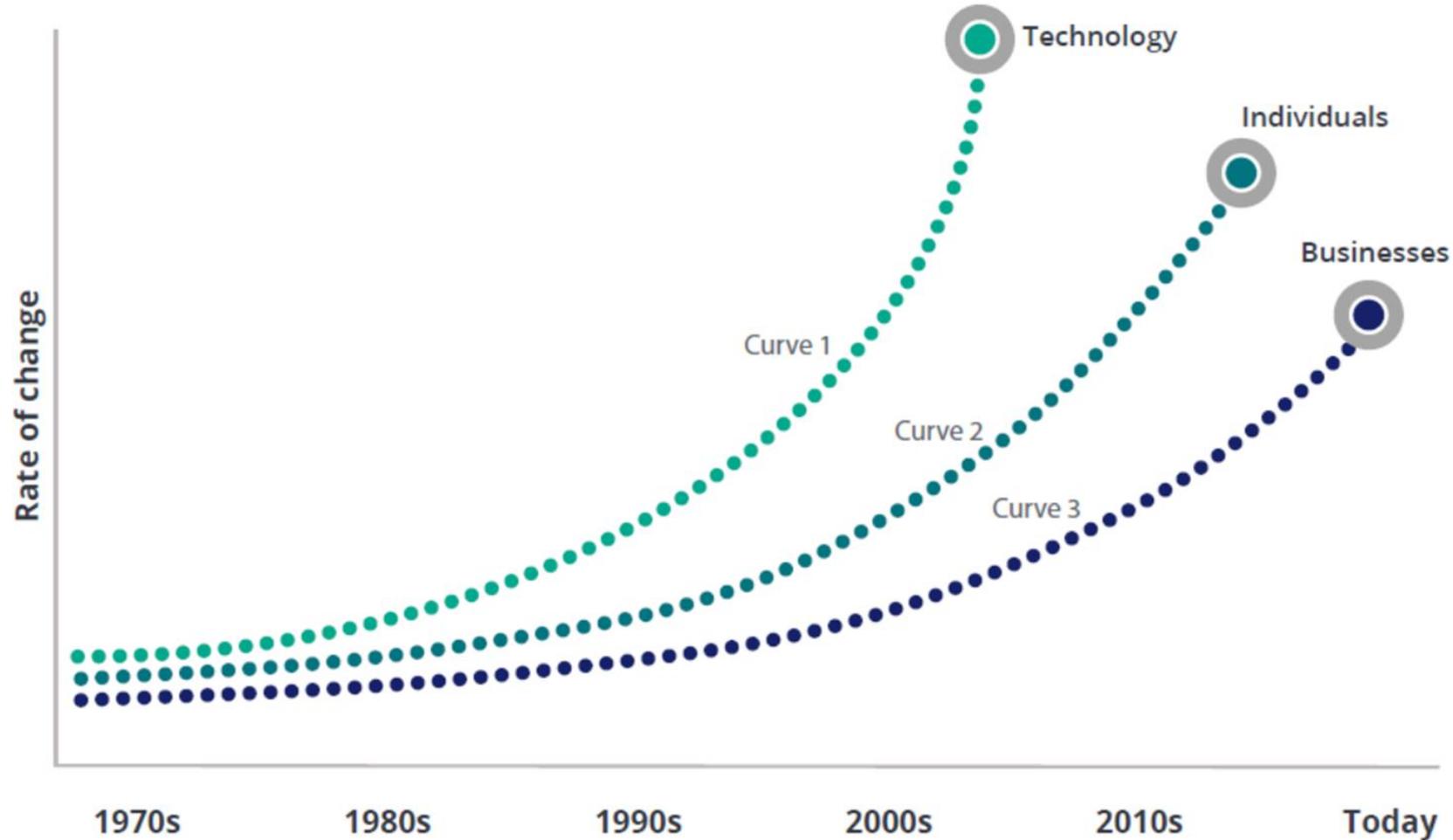
Wealth  
Management

Virtual  
Relationship  
Management

Digital Sales  
Enablement Tool

Service  
Excellence

# Technology is changing faster than people



Deloitte University Press | [dupress.deloitte.com](http://dupress.deloitte.com)

Source: Deloitte Global Human Capitals Trends

Disruptive technologies, globalization and changing demographic profiles will have a strong impact on jobs in next five years

BFSI and IT will be among most impacted sectors

Large chunk of jobs will require immensely different skill sets

Many jobs will cease to exist

Skilling, upskilling and reskilling **of** workforce required across organization

Sharp focus on imparting judgement skills, not just process skills

$$E = MC^5$$

Mission

Context

Challenge

Choice

Consequences

Coaching

# Unique Pedagogy Leading to Business Results

A group of US banking and financial services providers

**Compelling learning experiences** and sustained learning journey for 2000 frontline Financial Advisors

No Facilitator, No class -  
A “virtual” agency and learning in the flow of work

Physical simulation of a customer home environment, fitted with microphones and video cameras

Sustained learning journey, enabled by technology, driven by learners and their managers

Performance targets and demonstration of success throughout the three-year curriculum

Radical shift from transactional insurance provider to **Consultative Advisor**

Quantum improvement in agent productivity – faster transition from Employee to **Career status**

A leading global provider of insurance, annuities, and employee benefit programs

An innovative program **Banking for Life** designed to train insurer’s banking partners and agencies on consultative selling

50% info & knowledge moved from classroom to online; classroom only for Sales skill enhancement

Sustained performance support according to state-specific products and regulations

On-field performance linked to Learning through a Mobile platform

Transition from topic-based learning to task-based learning

Higher month 1 productivity

Higher Premium over 1 Year

Higher average Year 1 productivity

Higher retention over 1 Year

# Thank You

Sapnesh Lalla,  
CEO, NIIT Ltd



+919560396531



SapneshLalla@NIIT.com