



Five Customer Experience Mandates in the Financial Services Industry

How Financial Services Organizations Can Get CX Right

ATENTO

WHITE PAPER

00 Introduction: **Five Customer Experience Mandates** in the Financial Services Industry

An elevated customer experience (CX) is one of the most strategic endeavors financial services firms can embrace. Satisfied customers spend more, churn less, share recommendations, and are often cheaper to serve.¹ However, financial services firms face a quandary surrounding CX. Customers demand access to advanced self-service tools that allow them to do it themselves. Yet at the same time, they expect personalization, complain that their relationships with their financial services providers are largely transactional, and often want to speak to a live agent.

It's a dichotomy between automation and personalization playing out across all industries. Customers want to interact digitally, whenever they want, and from wherever they want, but they expect companies to provide personalized experiences at each touchpoint. And it's not the only CX stressor affecting financial services providers.

Consumers also have legitimate security concerns and expect their banks to mitigate their risk and exposure without disrupting or denying service — making smart, proactive, and dynamic fraud prevention an imperative for banks.

Finally, with many customers no longer stepping foot in a physical bank branch, financial services firms are charged with streamlining and automating the customer account onboarding process, expediting the data verification and approval steps to keep impatient consumers happy and loyal.

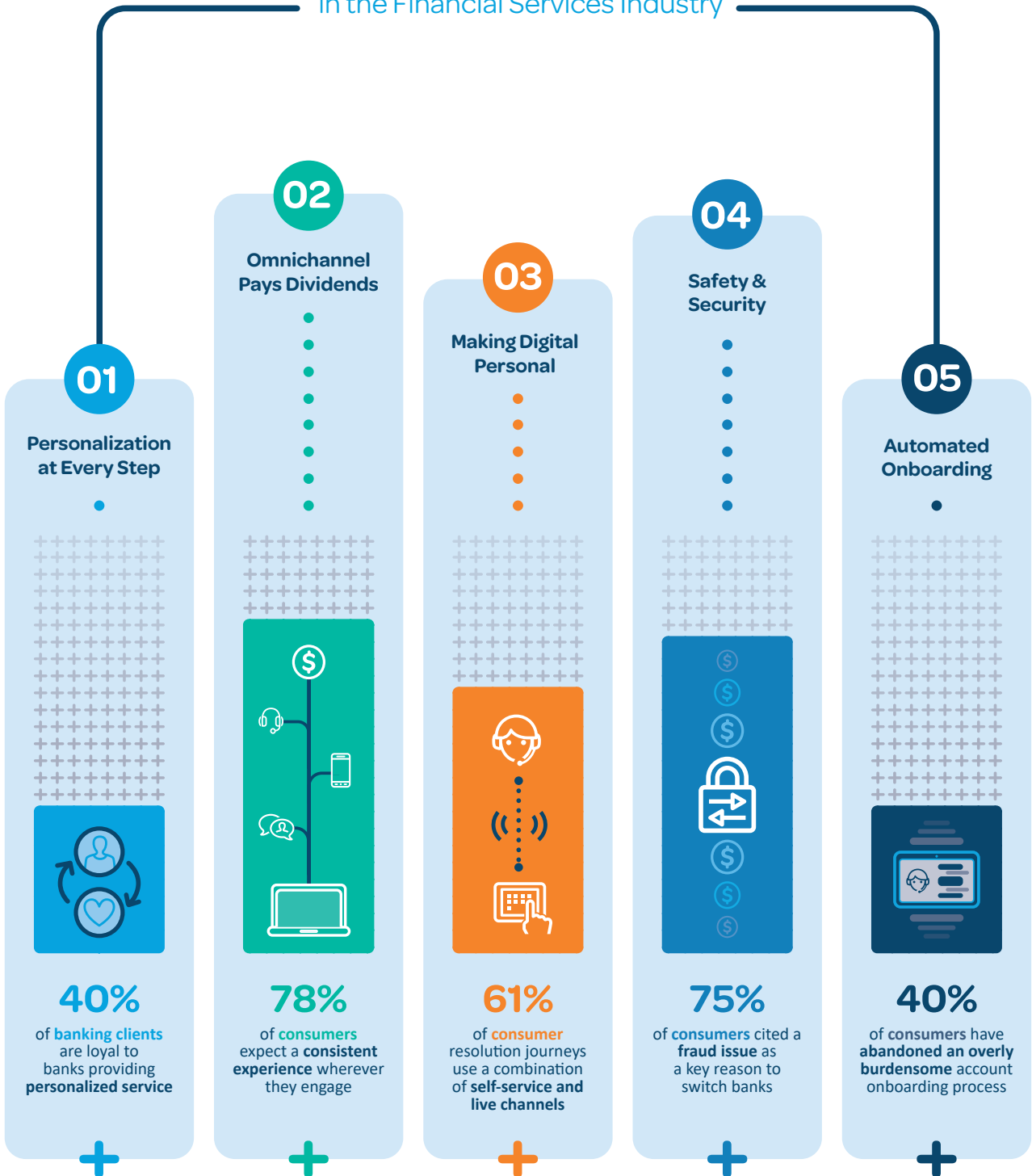
In this article, we'll look at five levers — mandates even — financial services firms can pull to elevate and accelerate their customer experience initiatives. The first three levers speak to the benefits of combining technology with a human touch, while the other two address practical tactics financial services firms can embrace to elevate the customer experience further. We'll reveal why each is important, how to improve it, and an example of the lever at work.



+ 66% of changes in loyalty can be attributed to changes in experience, while only 13% can be attributed to other factors, such as price¹

5 Customer Experience Mandates

in the Financial Services Industry



01 Personalization at Every Step

“Personalization is an experience that uses customer data and understanding to frame, guide, extend, and enhance interactions based on that person’s history, preferences, context, and intent”²

+ **40%** of banking clients are loyal to banks providing personalized service

+ **72%** rate personalization as “highly important”³

+ Effective personalization can lead to annual revenue uplifts of **10%**⁴

+ What it means

Personalization in the financial services sector means tailoring communications (across all channels, digital and interpersonal) to the individual. It can include something as simple as calling a customer by their name, to customizing financial product offerings — and even pricing — to the individual.

+ Why it matters

Personalization throughout the customer lifecycle and across the spectrum of in-person and digital channels helps banks deliver superior customer experiences that build trust and loyalty.

Personalization will also help banks differentiate and compete with emerging, more nimble competitors while also driving growth by promoting financial products tailored to each customer’s

financial needs at the time when they need them. A recent Accenture survey revealed that that 40% of banking clients would be more inclined to stay with their bank if it offered more personalized service.⁵

+ How to get there

How can financial services companies incorporate personalization in their customer experience initiatives? Ultimately, personalization depends on data and the technologies that allow companies to leverage that data at each customer point of contact. Advances in the tools used to collect customer data have created a world of possibilities for financial institutions to understand customers' needs and aspirations. Moreover, banks can leverage the data to anticipate customers' needs based on behavioral trends and activities.

Business Process Outsourcing companies like Atento are pioneering new and proven speech and predictive analytic tools to provide financial services firms with a more in-depth and personalized understanding of their customers.

+ Personalization in action

Interaction insights are an ideal complement to customer data. For example, Atento used speech analytics to map and define different customer profiles for a leading global financial institution. Combining these insights with other sources of customer data allowed us to personalize offers and communications to each individual customer, achieving a **64% increase in conversion rates**.

Similarly, by building customer data into predictive analytics models, we can identify the Next Best Action (NBA) and Next Best Offer (NBO) to promote the products and services that customers are really looking for. We leveraged predictive analytics for a large banking group in Brazil and **lowered the cost-per-acquisition by 75%**.

02 Omnichannel Initiative Pays Dividends

“Omnichannel customer service aims to deliver a seamless customer experience across multiple channels allowing customers to pick up where they left off on one channel and continue the experience on another”



+ **70%** of organizations struggle to provide a connected user experience across all channels ⁶

+ **78%** of consumers expect a consistent experience wherever they engage ⁷

+ **61%** of customers have difficulty switching from one channel to another when interacting with customer service ⁸

+ What it means

An omnichannel customer experience encompasses multiple individual customer touchpoints over multiple channels that seamlessly connect, allowing customers to pick up where they left off on one track and continue the experience on another. In the financial services sector these channels may include a telephone call with a representative, an interaction with the bank's website chatbot, conversations on social media, transactions through a

mobile application, an in-person meeting at the bank branch, and more.

+ Why it matters

Customers now have multiple ways to engage with companies, from traditional channels to an array of digital modes, and 78% of them say they expect a consistent experience wherever they engage.⁹ Research from Aberdeen Group found that **companies with extremely strong omnichannel**

customer engagement retain 89% of their customers, compared to 33% for companies with weak omnichannel customer engagement.¹⁰

Financial services companies quickly adopted technologies such as online bill pay and digital assistants to feed customers' digital appetites. The pandemic fueled these channels. In 2020, 44% of retail banking customers relied on mobile apps to conduct business, and the shift online may be irreversible.¹¹

However, while customers embrace digital channels their comfort level with digital interactions varies by product. For example, customers tend to be less willing to transact through digital channels for complex products such as investments and mortgages.¹² In all, **consumers use an average of almost six touchpoints**, with nearly 50% regularly using more than four.¹³ As banks continue digitizing the customer experience, they must remember that an omnichannel experience must never neglect the critical human side of the equation.

+ How to get there


How can financial services companies incorporate omnichannel in their customer experience initiatives? Just as with personalization, a true omnichannel experience relies on the strategic use of customer data backed by humans that understand CX. Business process outsourcers that focus on the customer experience, like Atento, bring a consultative and data-driven approach to the omnichannel experience. Our technologies map the customer journey and identify opportunities to reduce friction, recognize and address customers' concerns, and create more rewarding experiences — across every channel.

+ Omnichannel experience in action

An Atento Client, and one of the largest banks in Latin America, experienced a public relations crisis stemming from a cyberattack that compromised one of their applications. We responded by implementing a Social Media Listening tool that identifies drivers of negative sentiment in social media channels. The tool allowed us to help the bank quickly pivot, respond, and reassure its customers in meaningful ways — eliminating all negative noise within just a couple of weeks.

03 Making Digital Personal

“It’s no longer a question of distinguishing between analog and digital, human or bot, online or office because in reality, it’s a single customer journey that encompasses all of those”



+ **61%** of customer resolution journeys use a combination of self-service and live channels

+ What it means

Great customer experiences span digital and human channels. They require seamless handoffs, and a balance between self-help and human touch. Introducing the human element in specific touchpoints, especially when the customer has already engaged successfully with AI Digital Assistants or an online knowledgebase, is an opportunity for the bank to add extra value. In fact, it’s no longer a question of distinguishing between analog and digital, human or bot, online or office because in reality, it’s a single customer journey that encompasses all of those.

+ Why it matters

Gartner predicts that 70% of customer interactions with financial services firms this year will involve emerging technologies such as machine learning applications, chatbots, and mobile messaging.¹⁴ However, **only 9% of customer resolution journeys use only self-service tools — 61% use a combination of self-service and live/agent-assisted channels.**¹⁵

This dynamic is especially pertinent in the financial services sector, as personal finance is a sensitive subject. Even the

most tech-savvy customers will feel more comfortable speaking to a person to complete certain transactions. Indeed, even with all the available technology, 69% of consumers say speaking with a live agent is their preferred way to interact with a company's customer service department.¹⁶ Therefore, **it remains a business imperative for financial services firms to provide skilled, compassionate, brand-centered agents.**

+ How to get there

How can financial services firms strike the ideal balance between self-service offerings and the human touch while still providing a consistent experience? Providing cohesive, contextual, and compassionate service across digital and human channels involves a significant commitment of time and resources. Financial institutions fast-track their

customer experience initiatives through partnerships with experienced business process outsourcers that have already made the investments in technology and personnel.

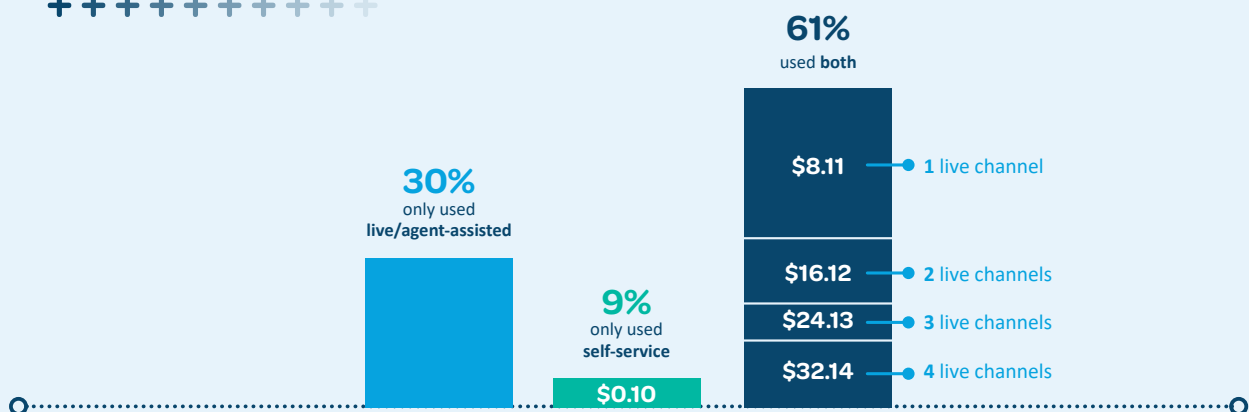
+ The balance in action

A leading financial institution in Brazil engages Atento to provide 24/7 multilingual customer support every day of the year. All channels are open and ready to serve, including telephone, WhatsApp, Twitter, and email. **Digital channels are designed to provide customers with contextualized and personalized answers without the need to engage an agent.** Still, a human is always available upon request, followed by a seamless handoff to a qualified, brand-centric agent.

Customer resolution journeys

Breakdown of customer journeys and journey cost

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n = 8,398 customers

Note: Live channels include phone, live chat and email; self-service channels include company website and mobile app.

Image source:

Gartner: <https://emtemp.gcom.cloud/ngw/globalassets/en/sales-service/documents/trends/delivering-on-the-digital-promise-ebook.pdf>

04 Safety and Security

+ **75%** of consumers cited a fraud issue as a key reason to switch banks¹⁷

+ What it is

Security and data handling/storage is top of mind for every financial services organization. Financial services and insurance companies invest more in security¹⁸ than any other industry sector, but those efforts can be thwarted if not extended through its customer contact center operations.

+ Why it matters

Fraud attacks rose in 2020.¹⁹ Banks with more than \$10 million in revenue saw an average of 2,320 fraud attempts every month. The costs associated with those losses is climbing too. Thirteen percent of financial institutions that fell victim to fraud over the past two years lost at least \$50 million.²⁰ And fraud losses take place across all stages of the customer journey — from new account opening to account login to the distribution of funds from a bank or investment account or a loan.

+ How to get there

Security must be the job of every business unit, including the customer experience department. Increasingly, financial institutions are turning to business process outsourcers for fraud prevention solutions. **By leveraging AI and machine learning models, companies like Atento are helping financial services companies identify customer behavior patterns or trends that could indicate fraud.** In addition, automated transaction reviews can expedite the analysis and classification of fraudulent transactions in a fraction of the time it would take a human agent to execute.

+ Security in action

As part of our commitment to cybersecurity, Atento makes significant investments to obtain and retain information security certifications, including ISO 27001, 270000, and 20000-1, PCI DSS, and ENS.

05 Automated Onboarding



+ 40% of consumers have abandoned an overly burdensome account onboarding process²¹

+ What it is

Customer onboarding is often the first opportunity for financial institutions to demonstrate their commitment to an exceptional customer experience. Automating the onboarding process reduces the burden on the customer, minimizes the potential for errors, and saves time and money.

+ Why it matters

Traditionally, new customer onboarding is an intensive, manual task for the customer and the bank. Stacks of forms must be filled out, signed, routed for approval, and submitted for verification. One data entry error or overlooked check box can stall the process, creating bottlenecks that prove time-consuming and frustrating for the

customer to resolve. In fact, nearly half of consumers report having abandoned an onboarding process when applying for a bank account.²¹

By making onboarding a seamless, electronic process, financial services companies expedite the process, building a rapid, frictionless workflow that starts the customer experience relationship off on the right foot.

+ How to get there

How do financial services companies create exceptional onboarding experiences? They do it through automation — digital tools that speed and streamline manual workflows. They also do it by opening up multiple channels to account creation and allowing customers to switch channels

during the process. For example, allowing customers to start the onboarding journey from anywhere — a search result, the bank’s homepage, or even a social media post. Then, the journey can continue through other channels, as the customer asks a question through a chatbot, receives confirmations via text, submits identification through their mobile device, and even collaborates in real-time with a live agent.

This is where a business process automation partner can help. In addition to providing trained, brand-centric agents, BPOs leverage omnichannel data sharing along with technologies such as RPA (Robotic Process Automation), digital e-signature applications, to expedite data verification, setup, and approval of customer accounts. At the same time, automation reduces the risk of human error, and frees agents’ time to focus on other value-add tasks.

+ Automated onboarding at work

One of Mexico’s largest multinational banks engaged Atento to find ways to be more efficient while offering better quality services to its customers. We developed a tool for use in all of the bank’s credit products. The tool enables secure, automated distribution of files to credit agencies, reducing account creation time. As a result, the bank boosted service levels by 30% and accelerated loan approvals by 60%.

+ Informing Every Interaction

Your customer contact center is ground zero for customer experience. Here is where people, processes, and technology coalesce to deliver results. We've highlighted five customer experience levers that financial services firms can pull to optimize their contact center operations. The five allow you to understand your customers more fully and provide them with the products, service, and overall experience that drives loyalty and engagement higher. Each is grounded in technology and guided by informed decision making.

Get these five right and you're well on your way to maximizing your company's potential to empower customers, automate workflows, and provide real-time access to critical data that informs and personalizes every interaction.

+ About Atento

Atento is the **largest provider of customer relationship management and business process outsourcing ("CRM BPO") services in Latin America, and one of the top providers globally.** Atento is also a leading provider of nearshoring CRM BPO services to companies that carry out their activities in the United States. Since 1999, the company has developed its business model in 14 countries, where it employs approximately 150,000 people. Atento has over 400 clients to whom it offers a wide range of CRM BPO services through multiple channels. Atento's clients are mostly leading multinational corporations in sectors such as telecommunications, banking and financial services, health, retail and public administrations, among others. Atento's shares trade under the symbol ATTO on the New York Stock Exchange (NYSE). In 2019, Atento was named one of the World's 25 Best Multinational Workplaces and one of the Best Multinationals to Work for in Latin America by Great Place to Work®. Also, in 2021 Everest named Atento as a star performer: Gartner named the company as a leader in the 2021 Gartner Magic Quadrant.

For more information visit www.atento.com



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