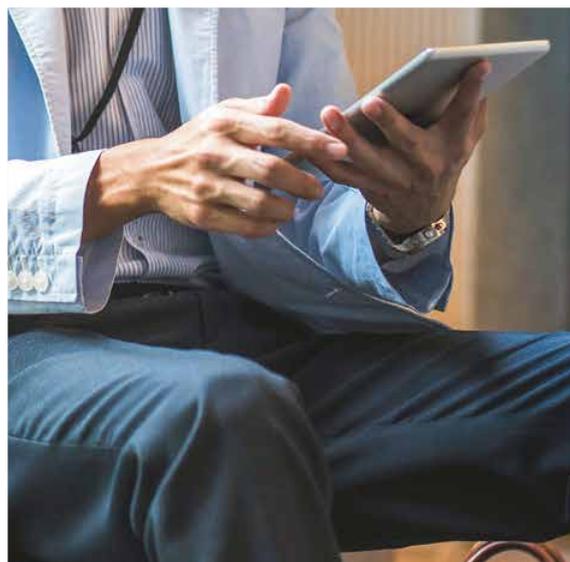
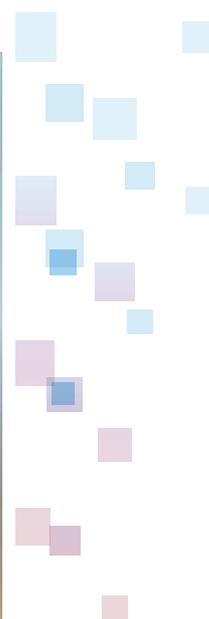
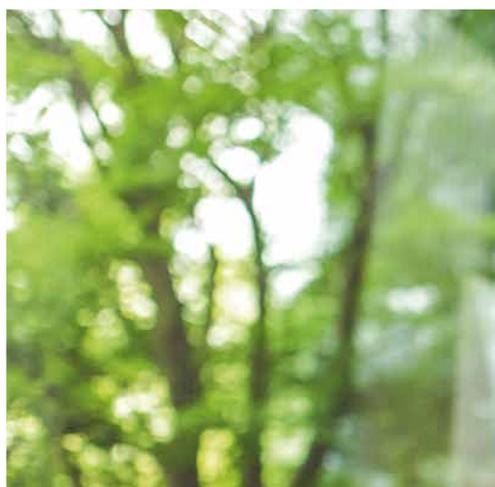


# Building the future of mobile banking

## Part I



In collaboration with:

**WAVESTONE**

# CONTENTS



## PART ONE

### 05 | Customer targets

- 05 | Enlarge the customer base targeting mass market and millennials
- 06 | Seek for growth levers

## PART TWO

### 07 | Acquisition strategy

- 07 | Stick to best practices of online banks on pricing and brand awareness
- 09 | Build a smoother and progressive onboarding process

## PART THREE

### 11 | Customer experience

- 11 | Focus on capturing traffic on digital channels, as the new bank priority
- 12 | Reinvent customer experience relying on four main principles

## PART FOUR

### 16 | Conclusion

# Introduction

Financial services are still facing the collateral effects of the financial crisis. Lately, a lot of effort has been made to comply with the new regulations, to stabilize their finances by making sure they are compliant with the financial requirements and, finally, to try to regain customers' trust.

Banks are fully aware of the evolution of society and its impact on the way people are banking. They all know that they have to adapt their offer as well as their organization to match these digital changes and new expectations, but it has been hard for most of them to face all these challenges at the same time.

While digital transformation is strongly accelerating, banks have to reinvent themselves and to go further than the evolution started with the development of online banks.

Mobile, through its implied simplicity, transparency, autonomy, immediacy and personalization, is one of the main transformation driver which will disrupt the retail banking industry more than any other trigger before.

In collaboration with EFMA, Wavestone aims at designing the future outlines of mobile banking through 6 pillars covering all features of a bank:

- Customer targets
- Acquisition strategy
- Customer experience
- Operating model and human resources
- Profitability
- Security and regulatory



Our study, covering the individual and the professional markets worldwide, is based on our online banking services benchmark, our digital banks and Fintechs observatory, bank case studies and several bank interviews. You will find these materials in the study through numerous illustrations, coming from the analysis of about 30 digital banks, including new challenger banks and digital banks backed by traditional ones, as well as about 180 Fintechs.

This intermediate report presents the study's results on the most customer-centric and structuring pillars: Customer targets, Acquisition strategy and Customer experience.

The rest of the study will be released progressively, pillar per pillar, before being synthesized within a global report.

## Customer targets

Historically, online banks have been targeting a rather small but lucrative segment: the mass affluent market. We believe that in order to stand out from these online banks, native mobile banks have to adopt a different approach and target other segments enabling them to acquire a larger customer base. To enlarge this customer base, online banks can use two main levers.

### Enlarge the customer base targeting mass market and millennials

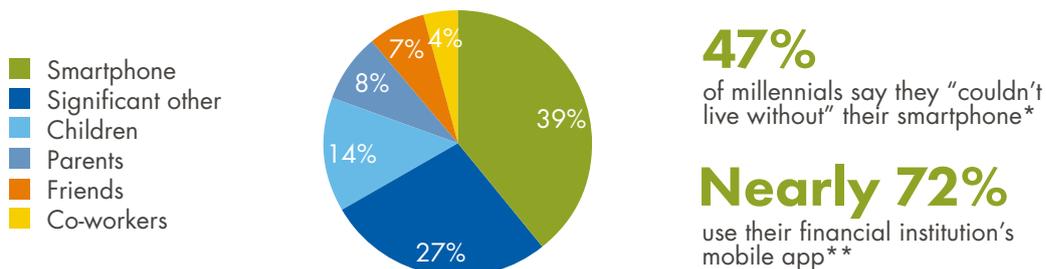
First, they must diversify their offer beyond day-to-day banking. As such, by providing clients with a larger range of offers and services (including savings & investments and mortgages), they will be able to cover all the clients' needs. Therefore, their clients won't need to hold another account with a competitor. This should help targeting the mass market segment which usually is in relation with a single bank.

The second main lever for mobile banks to increase their customer base is to offer a unique customer experience in order to target the millennials. Indeed, millennials (or generation Y) now outnumber baby boomers and represent the largest population for banks (80 million people in the US). While they represent a natural target for mobile banks due to their digital and mobile appetite (see figure 1), the customer experience and mobile experience is key since bad apps make millennials twice more likely to switch banks than the overall population<sup>1</sup>.

Moreover, while attrition rate is low in the banking industry, acquiring young customer (ie. millennials) is key to generate stable and increasing revenue with time. Banks are aware of the potential that this population represents and as such have started to make move to target them. For instance, in December 2015, Customers Bank took over Higher One in order to acquire its 2 million students' accounts in the US.

Figure 1: Millennials are addicted to their smartphones

*Millennials most interactions on an average day*



\* US Smartphone Use in 2015, Pew Research Center  
\*\* FICO

Source: Bank of America

Beyond mass market and millennials, we have identified 3 other customer segments that represent growth potential for mobile banks.

<sup>1</sup> FICO

## Seek for growth levers

First, the SME and entrepreneurs market that have a strong appetite for mobile services. With 56% of small businesses stating that banks' technology resources have a significant impact on their decision to use the bank<sup>2</sup>, mobile banks are perfectly positioned to capture those clients through the various services they can offer to SME (eg. Mobile Point of Sales to cash-in client, Business Portfolio Management to manage their company accounts).

Another key characteristic of SME is that they lack time to manage their day-to-day banking. Through mobile app, banks can offer a strong satisfaction lever to these clients since 80%<sup>3</sup> of those using mobile banking said it saves them a significant amount of time.

Many financial actors ranging from Fintechs to traditional banks have seized this potential and are developing services for entrepreneurs. In that perspective, BBVA acquired Holvi in 2016, a Finnish online-only business banking service, in order to extend its portfolio of digital services.

The second lever that can be activated by mobile banks is to target the migrants. While the needs of this population are rather limited (mainly international transfers to their family in their home country), it is very profitable for banks when the services are fully digitalized. Moreover, with 240 million people living outside their countries of birth<sup>4</sup>, and a predicted annual growth rate ranging from 4% to 5% according to the World Bank, the potential market is huge.

This potential market attracts many actors including non-financial ones. For instance, Facebook has concluded a partnership with TransferWise (a British Fintech dedicated to international transfer) to allow its clients to send money abroad through Messenger.

Finally, banks can also target the elderly. As a matter of fact, in the US, only 18%<sup>5</sup> of seniors use mobile banking representing a strong potential growth. Although it seems that these customers would be difficult to capture for mobile banks, DenizBank's experience proves that with appropriate services, retirees use mobile banking. Indeed, DenizBank has noticed that seniors are keen on a special fast track login mechanism through dotlocks which means they don't have to remember IDs and passwords. Additionally, these seniors also frequently use the mobile wallet developed by the bank to pay their bills.

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<sup>2</sup> Raddon Financial Group

<sup>3</sup> Raddon Financial Group

<sup>4</sup> World Bank

<sup>5</sup> Consumers and Mobile Financial Services, US Federal Reserve System

# Acquisition strategy

Once customer targets have been defined and the right audience has been identified, a dedicated customer acquisition strategy needs to be implemented. While different approaches regarding customer acquisition are possible, we believe that mobile banks should rely on online banks best practices and go further by leveraging mobile capabilities.

## Stick to best practices of online banks on pricing and brand awareness

### Pricing remains the first criteria to choose a bank

Perception of high fees is the main reason for a customer to switch bank with 49%<sup>6</sup> of customers who changed bank citing high fees as their primary motivation. Indeed, charging cash withdrawal at the ATM of a foreign bank, charging rates on cards and overdrafts are top reasons for client dissatisfaction.

Banks are making efforts by proposing attractive marketing offers to engage customers, in a context of increasing competition eased by banking mobility regulations. For instance, CASS (Current Account Switch Service) in the UK launched in September 2013 leading to 2,5 million customers switching banks over the first 2 years<sup>7</sup> or the more recent "loi Macron" implemented in France in February 2017 which fourfolds the intention to switch banks<sup>8</sup> (12% vs. 3%).

In the context of CASS in the UK, Barclays launched a cash-back marketing campaign. Having a Barclays Blue Rewards Accounts pays you cashback when you shop online and rewards on holding the account, having a personal loan, a mortgage or an insurance with the bank. There is a £3 monthly account fee, which is automatically taken from the customer's account each month.

In order to retain their clients and to capture this switching population, mobile banks are developing innovative and aggressive pricing strategies based on a free day-to-day banking, sometimes with minimum revenue or cash-flow conditions, associated to a transparent pricing through unbundled "pay per use" services. This is a win-win situation. On the one hand clients gain transparency and can choose the services they need with personalization, on the other hand banks can charge some services on their real value and thereby generate revenues.

An alternative to attract new customers could also be cash incentives and partnerships. Thanks to their specific business model with lower costs compared to traditional banks, mobile banks are able to offer cash incentives to attract new clients (for instance, most French online banks offer cash rewards to new clients when opening a bank account) or vouchers in addition to cash incentives (for example, BforBank offers 80€ in cash and an extra 80€ voucher at one of its partners, FNAC, a large French electronics and cultural retailer).

Regarding partnerships, another interesting example comes from DBS Bank (Development Bank of Singapore) that proposes an enriched shopping experience with its Indian mobile-only bank Digibank. By pairing up with a VISA virtual debit card, it will give customers access to over 100,000 merchants, relying on a network of partnerships with supermarkets, movie theaters, food brands, high-tech brands, etc. Also, thanks to its e-wallet, it offers discounts, coupons and cashbacks that are in adequacy with its customers' spending patterns. Likewise, First National Bank in South Africa offers hundreds of discount coupons on its app, unlocking great value for its clients as it helps them redeem and save money while shopping.

<sup>6</sup> FICO

<sup>7</sup> Financial Conduct Authority

<sup>8</sup> Opinionway survey for Boursorama

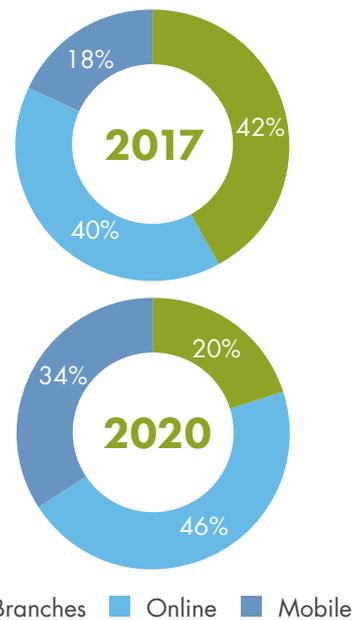
### Brand awareness is key especially for mobile banks

Although an aggressive pricing policy remains a major criterion for the customers to choose a bank, brand awareness is a major asset to stand out from competitors.

To break into the retail banking market, mobile banks resort to ever increasing innovative marketing tools. Yet, traditional digital acquisition marketing tools like Google AdWords still have a significant impact on customer acquisition. AdWords is useful at information research stage while banners on social networks help close the acquisition process. To ensure the effectiveness of those digital brand awareness strategies, banks must be in the customers' mind all the time. Two out of three potential switchers have only one brand in mind when they initiate the process of switching to a new bank. After switching, 38% report only having seriously considered one bank<sup>9</sup>.

A well-managed online community has the potential to grow brand awareness among members. Fidor, the German online bank, has developed an online community where users are financially rewarded for reviewing financial products and proposing new ideas. Customers can be influenced in many ways but the key here is to use current members for leverage and use them as advocates for the products and services proposed by the firm. The platform also makes it possible to interact with the management team of the bank which is another way to attract potential switchers who seek recommendation from banks representatives.

Figure 2: Percentages of checking account openings by channel forecast in the US



Source: Digital Banking Report 2015

Considering the opportunities offered by digital technologies, one might assume that 100% digital models are the future of banking. The reality is that a minimal physical presence is still well received by customers even though most banks know they must reposition their traditional branch model. The local branch is a key point in the customer journey, since most customers consider it as a primary form of engagement. This is also where the bank can considerably enlarge the customer base in a quicker way. As opposed to the idea of abandoning bank branches, Poland's mBank opened 'light branches' in shopping centers and 'advisory centers' in office buildings, as they are traffic hubs attracting a high consumer footfall.

About one in five first-time checking account households who wanted to open online ran into problems, and that's one of the main reasons to focus the effort on building a seamless experience for customers during onboarding.

<sup>9</sup> Making the switch, AOL and Oliver Wyman

## Build a smoother and progressive onboarding process

Smartphones are widely used in the world. Most of the developed economies have a high or very high smartphone penetration rate with Singapore (92%), South Korea (82%), Australia (81%), UK (75%), USA (70%), and Germany (65%) being the more equipped. Some of the emerging economies also have a strong smartphone penetration especially in Hong Kong (63%), China (58%), and Israel (57%).<sup>10</sup>

At a global scale, 2.15 billion people owned a smartphone in 2016 and forecasts planned 2.56 billion smartphone users worldwide in 2018<sup>11</sup>. In such a context, banks' customers now have the choice between two options while interacting with their banks: full mobile or phygital. For banks, onboarding and engaging them by providing a new mobile banking relationship is really challenging. The key to success is to reduce friction and create services that are easy and pleasant to use.

### Registration can be faster through opt-in & a lighter KYC (Know Your Customer)

New trends are emerging in the process of onboarding in mobile banking to facilitate enrolment and make it always faster. Some players provide subscription in less than 2 minutes using opt-ins and different levels of services in their offers.

Pockit, a British bank targeting the unbanked and underserved has concentrated its core offer on a very easily accessible banking service. Opening an account with Pockit only takes two minutes and gives access to an online account, a contactless prepaid MasterCard, and a mobile app.

In the same way in some other European countries, opening a checking account with N26 takes less than 8 minutes, using all the smartphone capabilities like video calls to verify the prospect's identity. N26's promise is to "simplify the customer's life and save as much time as possible". In addition to the checking account, N26 is gradually expanding its services: in Germany, the bank proposes the activation of the authorized overdraft in three minutes, after assessment (credit scoring), as well as an instant consumer credit. They are also planning to launch savings and insurance products soon.



<sup>10</sup> Challenger Banking, Burnmark

<sup>11</sup> eMarketer

Not only should mobile banks offer a quick and smooth onboarding experience, but they should also offer services to non-customers beforehand, to build trust and to develop their brand awareness. For example, in Turkey, DenizBank offers anyone the possibility to transfer money, free of charge, 24/7 via social networks (Facebook and Twitter), e-mails or instant messaging application through its social mobile application "Yihu". Users can even subscribe to small loans using this application.

In Germany, Fidor takes a different path to customer acquisition essentially separating the forum community from the bank itself. Signing up for the community takes less than a minute through Facebook Connect and allows the user to interact with the community and gain points on its wallet (the bank offers cash-based incentives for customers to get involved). The customer is then able to subscribe to online banking using an "opt-in" that minimizes the information the prospect needs to fill. Hence, Fidor proceeds as a two-step onboarding process, the first step letting the customer experience the community and benefit from tips by interacting with other users, the second step being the banking services subscription.

### **Mobile capabilities enable a pedagogical learning experience to foster customer self-care**

Customers increasingly expect to engage with their banks digitally, having an end-to-end digital experience during onboarding, using the different functionalities and enrolling in new services. Most of them want to get the best experience possible ensured by tools like step-by-step guides, FAQs, DIY videos, or even a beta-test app.

For instance, new features are implemented to offer a test environment for users, so it allows customers to give it a try before subscription. Soon by AXA is one example, targeting the youth, proposing a beta test of its mobile app with all options available as if the prospect were a customer. As a customer, the prospect is able to play and create a funding pot for a weekend in Barcelona with a clear vision of the amount saved and the one needed to book his trip.

Short video content is an impactful, educational and efficient way to pass a message. While interacting with their banks, if customers have access to easy videos explaining the onboarding process or the main functionalities at the early stages of use, this helps create a seamless customer experience with more retention, engagement and signups/logins. The Australian bank Westpac also offers how-to videos prior to login to help customers understand key mobile banking functionalities. Prospects have access to tutorials on many topics: "Overview & accounts", "Payments and transfers", "Manage your banking". These video channels are divided into different categories such as "How to run recurring payments" and the prospect can get a simulation on his screen and follow each step through the grey mouse cursor.

# Customer experience

## Focus on capturing traffic on digital channels, as the new bank priority

Competition in the European retail banking industry is intensifying with pressure coming from regulators (PSD2), customers (higher expectations) and a new class of competitors (Fintechs, retailers, tech companies, telecom operators, ...). Indeed, many financial activities can be done today without the need to approach a bank: paying for coffee using retailer cards or apps, raising funds through crowdfunding platforms, transferring money thanks to peer-to-peer platforms, ....

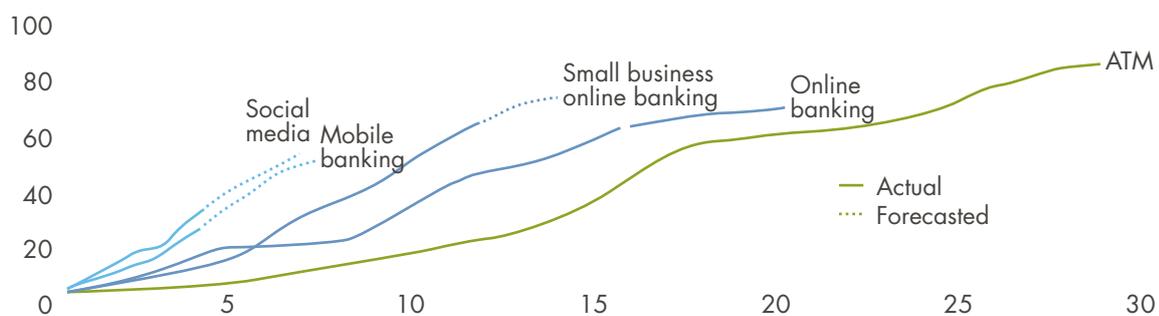
Hence, capturing traffic on digital channels, synonym of customer contacts, payment flows and transactions, will become a much more important issue for banks and especially mobile banks. With Payment Services Directive 2 and the possibility to consult its accounts and trigger transfers and payments from any aggregator, we believe that capturing traffic could become more important than hosting customers' incomes.

### Banks' traffic on digital channels is fragile

Mobile channel is rising sharply across the world to become the first in some countries. In Europe, average mobile banking penetration reached 47%<sup>12</sup>. In 2015, mobile carried 895 million transactions in the UK versus only 705 million transactions through online banking and 427 million through branches<sup>13</sup>. Banco Bradesco, one of the biggest banking and financial services companies in Brazil with 70 million customers, had more active mobile users than active internet users in the first quarter of 2016<sup>14</sup>.

Figure 3: Digital channels are penetrating very quickly vs traditional channels

Usage of US households in years after channel introduction



Note: Years indexed to reflect years since channel introduction

<sup>12</sup> The European Retail Banking Industry: the market, Xerfi Global Business

<sup>13</sup> British Bankers' Association

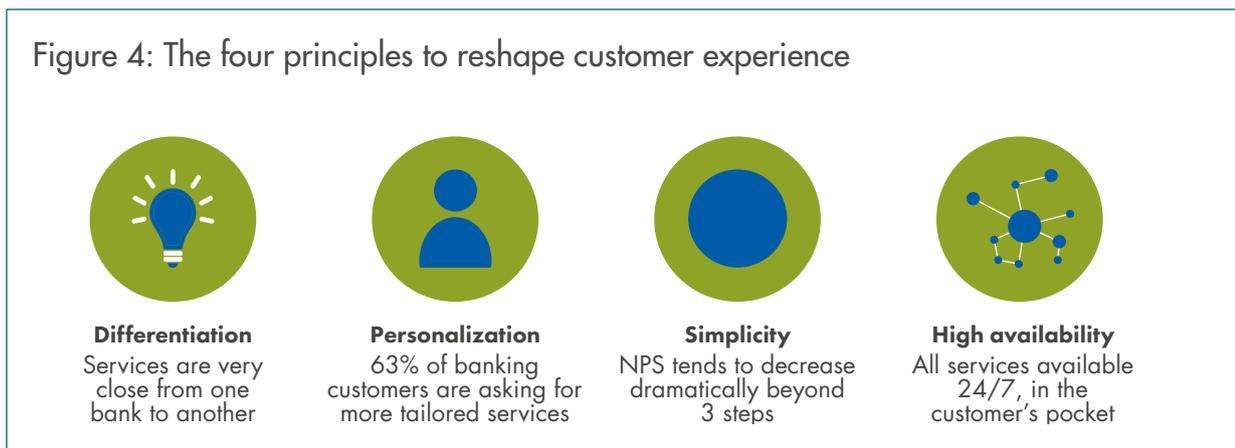
<sup>14</sup> EFMA Innovation Report

However, the traffic through mobile channels is still fragile with mobile utilization still limited to traditional functionalities. Customers mainly use mobile banking for basic day-to-day financial needs. In the last six months, 93% of French customers used their mobile banking app to check their balance and 58% did so to make transfers whereas only 9% used their mobile app to manage and categorize their spending<sup>15</sup>. American customers use their mobile banking app for convenience aspects rather than for innovative ones. The main attract of mobile banking is its ease and availability: 63% of respondents agreed that they use mobile banking because it saves them time and 62% because it allows them to access their accounts without needing a computer or to visit a branch<sup>16</sup>. Innovative services are still underused by customers. According to our metrics, innovative services are adopted by about 10% of customers.

We believe that banks should leverage mobile capabilities to drive traffic to their digital channels and build a new customer experience that will enable them to face the external risk factors that are reshaping the banking industry.

### Reinvent customer experience relying on four main principles

We identified four principles that we believe will reshape customer experience and unlock fast and effective traffic capture for banks in the future: differentiation, personalization, simplicity and high availability.



<sup>15</sup> CCM Benchmark

<sup>16</sup> Consumer Trends Survey, Fiserv

## Differentiated services leveraging mobile capabilities

Traditional banks offer mobile banking features that are mainly focused on basic services such as account checking, classic transfers, push notifications, ATM geolocation, ... and only few offer differentiating services<sup>17</sup>. Despite different and styles, most banks' relationships with their customers have become homogenized. This lack of differentiation underpins unexploited financial opportunities.

To offer distinguished services, banks should first take advantage of their positioning as a financial services provider to expand their existing services. For instance, banks can add value to their classic services by enabling customers to increase their available credit facilities, pushing notifications whenever they go beyond their limits, ....

Banks should also learn from Fintechs' strategies. Disruptive entrants are not different just because of the experience they offer to customers in the digital channel, they are also different because they think about what makes a financial service. The financial services provided by banks are still product-centric rather than customer-centric. Banks should build services that will help customers address both their financial issues (eg. Reaching saving goals, ...) and their daily life struggles (eg. Finding a home, a car, ...).

Mobile capabilities, such as camera, geolocation, NFC, voice command or biometric authentication, open a wide range of possibilities to differentiate the customer experience and the services themselves.

In the US, 68%<sup>18</sup> of Millennials prefer to use mobile capture instead of typing information on their smartphone and banking industry is the top industry where they want to see more mobile capture (eg. deposit check in the US, transferring funds, enrollment by taking picture of ID, ...).

Geolocation is also a good candidate, either for commercial reasons (eg. offer short term travel insurance or international banking services if the client is travelling, push special offer from local merchants, ...) or for security reasons (eg. fraud detection with MasterCard which has been testing a technology to authenticate card transactions based on the proximity to the phone).

The logo for Kiwi bank, featuring the words "Kiwi bank." in white text on a green square background.

### Estate agent

With the "Home Hunter" app, KiwiBank aims to help their customers find the perfect home rather than just providing a basic mortgage. The bank allows customers to scan a street through their smartphone camera and see through Augmented Reality which properties are for sale or rent in that particular street, along with previous sales history. The app also suggests different ways to add value to the property with a new bathroom or kitchen for example. Customers can also directly make return on investment calculation and have a real-time assessment of the mortgage they might get on the property before applying. With this service, KiwiBank goes from a basic mortgage provider to a real estate agent that follows the customer in the whole process of finding a home.

The logo for DenizBank, featuring the word "DenizBank" in blue text followed by a red ship's wheel icon.

### Business solutions

DenizBank developed Kumsal, a cloud-based platform dedicated to SME. This multitasking solution provides tools to small businesses and entrepreneurs that help them manage, promote and grow their businesses by digital means. The platform goes beyond basic banking services and offers services such as contact management, social media integration, group SMS and e-mail marketing, website templates and domain name registering.

<sup>17</sup> Benchmark of 20 leader Banks, Wavestone

<sup>18</sup> Miteck and Zogby Analytics

## A personalized experience, highlighting the right services for each customer

63% of banks' customers are asking for more tailored advice<sup>19</sup>. The need of a personalized experience and tailor-made services has been growing with the features that online platforms (eg. Netflix, Facebook, ...) and particularly e-commerce (eg. Amazon) have been providing to customers for years now. Customers expect and ask for the same personalization from their banks.

The first step in personalizing services for customers comes with personalizing the presentation of these services. Customers find themselves overwhelmed in their mobile app with services that do not respond to any of their needs. Data mining should enable banks to profile customers (students, young workers, entrepreneurs, ...) and adapt the display in mobile apps to the customer's profile.

Besides, banks should leverage data to target customers with accurate services. Customers' needs, lifestyle, previous interactions with the bank and also market trends are all indicators that banks can benefit from to push offers to customers. The substantial amount of data banks are in possession of can make them know about services customers might need before they know it themselves. Banks can use this advantage to push notifications to customers with the right service they need and at the right time.

By suggesting services that fulfill customers' unspoken needs, banks go beyond their classic function of a financial services provider to become a personal financial coach for their customers. Therefore, push notifications should come along with click-to-action features that will allow customers to access services that meet its needs with minimum effort. Banks can hence take advantage of mobile touchpoints to promote and sell financial services rather than simply pushing information to customers.



monzo

### Advanced account management

Personal Financial Management – PFM – main goal is to help customers monitor their finances and fulfill their saving goals. Monzo, the UK-based bank, developed a tool that analyzes customers' income and spending to alert them whenever something unusual is identified. For instance, if the water bill is higher than usual, Monzo will push a notification to the customer with click-to-action features: either calling the water provider or a plumber. Also, if no income has been registered for more than a month, Monzo will act by anticipation and suggest to support the customer with financial advice and actions to prevent any financial struggle in the future.

<sup>19</sup> Financial Services Global Distribution & Marketing Consumer Study, Accenture

## A banking experience as simple as using social media

Customers want services that will fulfill their needs in the most efficient way. They take for granted what tech giants offer them in terms of efficiency and simplicity of use and have the same expectations when their finances are concerned.

The number of steps necessary for a subscription but also for daily services should be reduced to minimum. Banks' Net Promotor Score tend to fall whenever more than three steps are required<sup>20</sup> for any operation. Unnecessary pain points should also be reduced (long forms, paperwork, ...). To do so, banks can constantly benchmark competitors number of steps in each service but also lookout for innovative mobile usages in other industries. The "test and learn" approach can also be used by banks to adapt their customer journeys to customers' expectations. Some banks already invite their customers to take part of tests that challenge the colors, the display of services in the mobile app and other parameters to determine what offers the simplest and most efficient customer experience.

## Highly available services anywhere, anytime and on any device

The last principle is what defines a basic mobile experience for customers. Since that customers can now have access to a large range of services 24/7, they expect their banks to be highly available and to offer a continuous service as well. Besides providing quick and effective support to customers through multiple distant channels (chat, visio, phone, SMS, e-mail, ...), banks should also provide access to services with the same availability. Mobile capabilities and artificial intelligence should be leveraged by banks to answer customers' requests at any time and as quickly as possible, including basic questions but also financial advice and effective actions of account monitoring.

## N26

### Instant Transfer

The challenger bank N26 took advantage of the new features of Siri and iMessage included in the release of iOS 10 to enable its customers to make money transfers within seconds. All they need to do is talk to Siri to make the transfer effective. Customers can also request money directly from their contacts using iMessage. This new usage completes the existing ones that enables peer to peer transfer using phone number or e-mail, with no need of bank details. If the recipient is also a N26 customer, the transfer is received in real-time. If not, the recipient gets an invitation by SMS or e-mail to complete his bank details. With these new service, N26 made money transfer as simple as it could possibly be.



### One click consumer loan

In addition to their 24/7 WhatsApp and Twitter chat line, ImaginBank also provides 24/7 services. Their one-click consumer loan, Imagin&Go, is available anytime through their mobile app and with instant account crediting. Customers can apply for up to 15,000€ with no paperwork and no arrangement fees. All the process can be monitored directly from the app, from the loan application to the account crediting.

<sup>20</sup> Customer Experience Customer Center, KPMG Nunwood

# Conclusion

We have aimed to design the first outlines of the future of mobile banking, starting with the most customer-centric pillars.

If you have to remember a few features of a mobile bank on these first pillars ...

Mobile banks should aim larger customer targets, much larger than what online banks have been doing until now. Thus, the product offer and the customer experience must enable to address millennials and mass market but also entrepreneurs and SME, migrants and frequent travelers, or the elderly, as strong growth levers. Regarding the product offer, the size of smartphones is not a limit anymore and for the most complex products, mobile banks can rely on tablets.

In terms of pricing and brand awareness, mobile banks should base their model on online banks' best practices such as a pay per use pricing, a well-managed community or a minimal physical presence through light branches. Furthermore, the acquisition strategy must lean on a progressive onboarding process with several stages. Mobile banks should offer more services to non-customers and leverage mobile capabilities to build a pedagogical learning experience until customer onboarding.

Considering that the traffic on banks' digital channels is fragile (high but concentrated on basic usages and increasingly spread on numerous actors due to PSD2), the customer experience must enable to reinforce and diversify this traffic. Among the four principles we identified for a successful customer experience (differentiation, personalization, simplicity, high availability), differentiation might be the most important. Indeed, after massive investments in reproducing services already available on other channels, it is time to offer differentiating digital services, by reinventing services and focusing on usage value. It will bring banks to go beyond their traditional offer proposing for instance to entrepreneurs and SME services such as company registration, bookkeeping or invoicing.

The study shows that banks such as mBank in Poland, Imagin Bank in Spain, Deniz Bank in Turkey, N26 or Fidor in Germany, and Monzo in UK, to name only a few, are the most advanced and let glimpse the future of mobile banking.

Banks should look at these precursors and Fintechs to rethink their customer priorities, acquisition strategy and customer experience. We used them to illustrate our point of views on these three pillars and we hope that it enlightened your thoughts.

## About us



A global non-profit organisation, established in 1971 by banks and insurance companies, Efma facilitates networking between decision-makers. It provides quality insights to help banks and insurance companies make the right decisions to foster innovation and drive their transformation. Over 3,300 brands in 130 countries are Efma members.

Headquarters in Paris. Offices in London, Brussels, Barcelona, Stockholm, Bratislava, Dubai, Mumbai and Singapore.

[www.efma.com](http://www.efma.com)

## WAVESTONE

Wavestone is a consulting firm, created from the merger of Solucom and Kurt Salmon's European Business (excluding retails and consumer goods outside of France). Wavestone's mission is to enlighten and guide their clients in their most critical decisions, drawing on functional, sectoral and technological expertise. With 2500 employees across four continents, the firm is counted amongst the lead players in European independent consulting, and number one in France.

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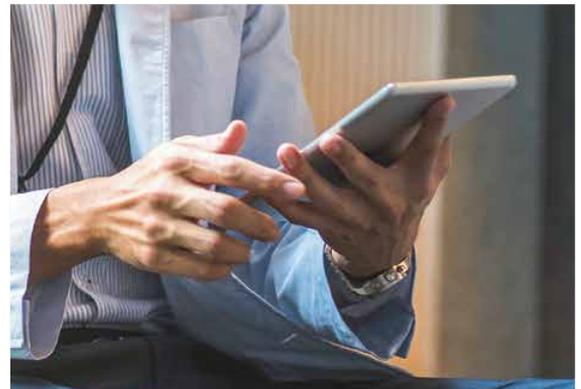
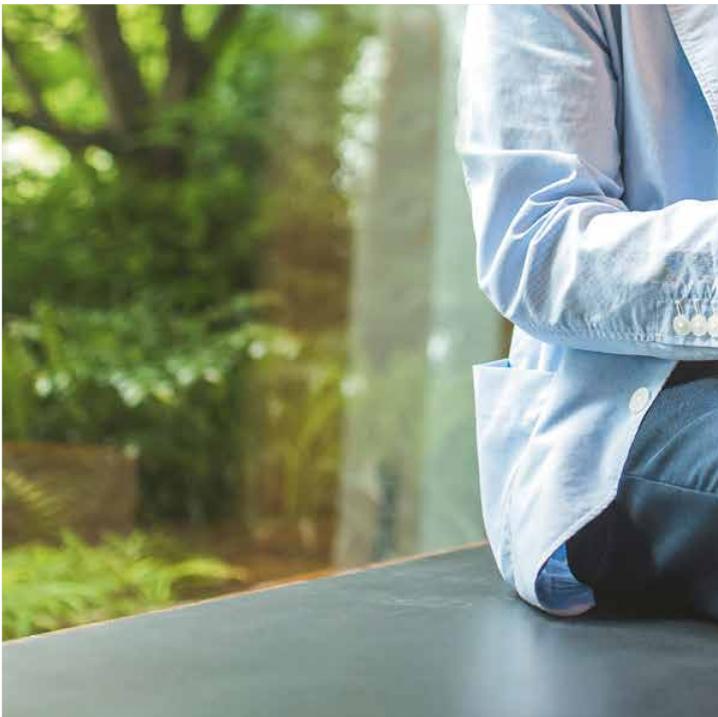
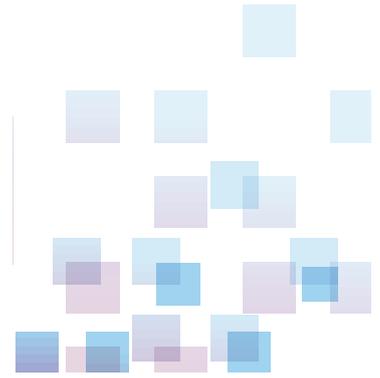
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## Building the future of mobile banking

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