

BUILDING LOYALTY & MARKET SHARE THROUGH ENHANCED ONLINE SERVICES

FIs need to focus on making it easier for customers to understand their financial position, move their money to where they need it, and find appropriate new products and services. Such customer experience improvements increase loyalty and share-of-wallet.

To enhance their existing online banking experience, banks should look into alerts which increase loyalty by enabling them to stay "permanently" in touch with the customer. Account aggregation can also help ensure customers need not go to competitors to understand their overall financial position. mBanking offers another channel for communications and transactions, and can reduce costs by migrating transactions from the telephone.

When adding new functionality, it's critical to forecast the impact of new capabilities on customer retention, share-of-wallet and cost-of-service. Estimates must incorporate the impact on behavior across channels, by customer segment. Developments that utilize existing infrastructure or build the foundation for other channels are relatively easy to justify. But building new functionality on old technology platforms is expensive and limiting. Institutions must ensure future services can be incorporated cost-effectively. Building on a modern, innovative platform is crucial to long-term success. Further, tying the Internet channel into the same middleware architecture used by other channels reduces redundant technology and associated expense while improving the multi-channel customer experience.

User-friendliness and security are critical if FIs want to boost adoption of the Web channel. Beyond these basics, FIs should help customers take that first step. Setting up the first bill payment often proves daunting. Citibank has offered \$25 rewards for allowing an employee to explain how bill payment works.

Accenture's solutions help clients develop and implement online offerings within the context of a multi-channel experience that is satisfying to customers and profitable to the institution. Our User Experience group optimizes site design and capability development. We use focus groups and user analysis to ensure the online experience suits customers' needs and desires. This is probably the most underestimated area, still seldom used to confirm that proposed solutions will deliver what target customers find usable and appealing. Tactically, our teams and partners bring deep technical expertise to ensure site availability, response times and flexibility exceed customer expectations.



Piercarlo Gera is Accenture's Financial Services Managing Partner of Customer Relationship Management. Accenture is a global management consulting, technology services and outsourcing company, with net revenues of \$13.7 billion for the fiscal year ended August 31, 2004. Committed to delivering innovation, Accenture collaborates with its clients to help them become high-performance businesses and governments. Accenture has extensive relationships with the world's leading companies and governments and works with organizations of all sizes - including 84 of the Fortune Global 100 and two-thirds of the Fortune Global 500. Our commitment to client satisfaction strengthens and extends our relationships. For example, 93 of our top 100 clients in fiscal year 2004, based on revenue, have been clients for at least five years, and 73 have been clients for at least 10 years.