

The rise of digital in financial services.

Meeting the challenges of the global financial
services market of the 21st century.

The move to digital

The retail segment of the global financial services industry shares many attributes and issues with other businesses that sell products and services direct to consumers. Banks, investment firms and insurance companies have seen their businesses undergo accelerating change in recent decades, driven in part by technological innovation and rapid digitalization.

The consumer, increasingly, controls the market. Financial service customers are well armed with up-to-date information and have shifted dramatically away from banking face-to-face in brick-and-mortar branches. They have switched to online banking and investing, making many decisions on their own without help from, or even contact with, bankers.

The good news is that there are many opportunities to operate at lower cost in a digitalized market. But the challenge for financial firms in a market where online — and increasingly mobile — services are the norm is to achieve differentiation from competitors. When customers have easy access to data that compares banks' services, rates, terms and pricing, a crucial competitive differentiator is service.

This white paper explains the way forward-thinking financial service providers are adopting omni-channel strategies to reach out to current customers and acquire new ones by providing superior customer experience. Technology enables customers who prefer a self-driven service experience to meet their account management needs and execute transactions more easily and more successfully through guided, knowledge-rich self-service — online, on a mobile device or even in the bank branch. The technology also enables the bank to recognize when the customer needs help, and to provide it in real time through chat, co-browse and other innovative means.

These tools enable financial institutions to improve the rate at which customer interactions convert to revenue-generating opportunities, to maximize the value of every customer relationship, to optimize the use of the institution's marketing assets, and to realize substantial cost savings.

This paper examines:

- The trend toward omni-channel services, and especially mobile financial services.
- The benefits being achieved through these tools and methods in the banking, investment and insurance segments.
- The impact of omni-channel, digital banking on the future of brick-and-mortar branches.
- The potential for intelligent big data analytics to provide insights into customer behavior, fine tune the customer experience and maximize revenue.
- The value of the Nuance integrated omni-channel engagement platform for competitors in the global financial services industry.

The challenge of global financial services

The financial services industry quite literally never sleeps. Tides of wealth wash back and forth across the world, 24 hours a day, 365 days a year, through global, interconnected computer networks serving banks, investment firms and insurance companies. Financial services account for roughly eight percent of GDP in the US (about \$1.25 trillion) and for similar proportions of the major capital markets in Europe and Asia.

At the main street level, banks, brokerages and insurers play an enormously important role in consumers' day-to-day lives. The "retail" organizations in the financial services industry include some of the world's most recognized brands – JPMorgan Chase, BNP Paribas, Barclays, Deutsche Bank, Bank of America, Citigroup, AXA, Prudential, Charles Schwab, Wells Fargo and many other global household names.

These organizations have many of the same marketing challenges that other retail businesses face. Driven in significant part by technological innovation, they must compete in a globalized industry in which change has been accelerating for decades.

As in most retail businesses, financial service companies providing consumer services have seen control of the market shift sharply to the customer. Digital technology has empowered the consumer with increasingly sophisticated information about banking, investment and insurance, enabling quick and intelligent differentiation between companies in terms of services, rates, terms and pricing. These developments mirror the more general growth in consumer dependence on digital devices and the increasing confidence of consumers in their purchasing decisions based on the information that these devices provide.

The research firm Temenos, in a September 2014 study conducted with Accenture, found a growing consensus among bank executives that their greatest challenges include satisfying and retaining increasingly demanding customers, as opposed to winning new ones.¹

Financial service firms, like other companies, need to differentiate themselves from competitors. Many have found that providing a better customer experience is a potent differentiator. They are adopting tools and strategies that other retail businesses have used to improve that experience, to make customer interactions faster, more aesthetically pleasing and easier for the customer to understand.

Better customer experiences lead to higher conversion rates, more transactions and more opportunities for upselling of new services to current customers.

By 2013, half of the US adult population had adopted online banking. Penetration of digital banking is expected to grow to more than 60% of US adults — more than 70% of adult Internet users — by 2018.² Adoption began with relatively simple processes, such as checking balances and paying bills. But financial service marketers recognize that broader adoption depends on their being able to offer more sophisticated services online. Top priorities for banks include enablement of completely automated online account origination, delivery of personalized online marketing offers, deployment of personal financial management tools on bank websites, and online tools to enable customers to compare alternative financial products.

Digital financial services have achieved very significant market penetration globally. What has been the impact on customer satisfaction? The consulting firm CapGemini reported that its annual Customer Experience Index (a measurement of retail banking customer satisfaction) declined globally in 2014, a period coinciding with rapid online banking adoption. CapGemini suggests an omni-channel strategy, versus narrow emphasis on online banking, will be needed to meet the expectations of increasingly sophisticated Gen Y customers.³

¹ Seventh Annual Survey of Challenges, Priorities And Trends In Financial Service Sector: Succeeding Through The Digital Revolution," Temenos/Accenture.

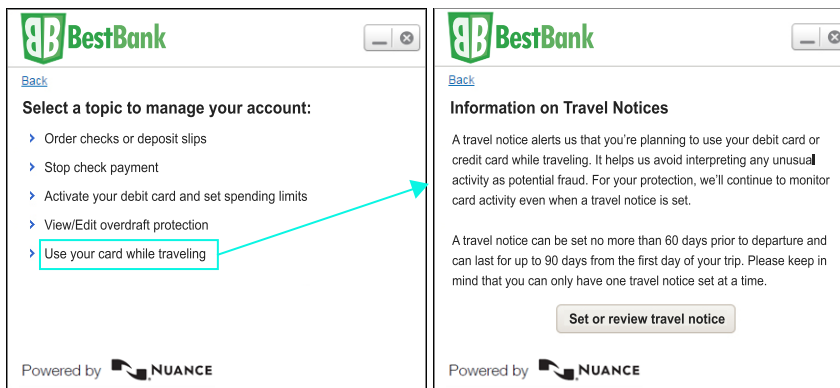
² eMarketer, Financial Services 2015 Outlook — Mobile Comes into Focus (Webinar, November 12, 2014) - Bryan Yeager.

³ CapGemini and Efma: "2014 world retail banking report."

Banks, investment firms and insurance companies are adopting omni-channel strategies (spanning traditional branches, online and mobile banking) to improve service while lowering costs, and to market new services and upsell those services to current customers. They are accommodating consumers' well-documented preferences for increasingly sophisticated self-help tools, for the convenience of online experiences versus on-premises interactions at the bank branch, and for ability to get information and execute transactions whenever and wherever they happen to be. This last preference has driven accelerating adoption of mobile banking, which is likely to become the predominant medium for financial service interaction before the end of this decade.

Each interaction between the financial service firm and its customer is increasingly information-rich. The ability to analyze Big Data and deliver actionable insights enables financial service companies to see customer behavior and demand patterns, match service offerings with customer profiles, focus upselling on likeliest buyers, and spot customers likely to churn before they do.

And information technology is helping financial service providers to sharply reduce their costs, particularly in areas like customer service. Traditionally dependent on call centers where live phone agents respond to customer questions, banks and insurers are finding that high percentages of these calls can be deflected from the call centers to chat sessions with agents who can provide better, more information-rich service, handling multiple customer interactions simultaneously at a fraction of the cost of call center operations.



Or, customers presented with the right online self-service tools can resolve many of their own issues, only initiating a chat or voice interaction when they have complex problems. Customer satisfaction scores typically improve, as consumers appreciate not having to deal with complicated voice response systems or wait in lengthy call queues. And each online or mobile session provides the bank with new data on the customer's needs and preferences, and can present a targeted upsell opportunity even if the customer never interacts with an agent.

Explosion of digital channels

The research firm eMarketer estimates that over 90 percent of adult digital banking users in the US will be using mobile banking tools by 2018 – 54 percent of all US adults.⁴ This figure excludes the use of mobile payment tools like Google Wallet and Apple Pay – it refers to the full suite of digital banking services. According to research service YouGov, by 2014, 22 percent of US Internet users already were accessing mobile banking at least weekly.

70%

digital banking adoption by 2018.

Nuance can help financial service firms enhance their omni-channel engagement by:

- Adding a rich customer interaction channel, including chat, co-browse and video, to the company's web site, mobile site or app.
- Adding robust self-service tools to those touch points – e.g., guides, surveys.
- Enabling branch personnel not interacting with customers in the branch to transact business online from their desks – improving utilization of human resources.
- Enabling companies to make better use of their physical branches, reaching out to customers who walk into those sites via their mobile devices – to push customized offers, or help with complex issues – offering customers waiting for service the alternative of contacting a chat agent through a smart phone or tablet.
- Bundling, with these tools, comprehensive big data actionable insights to enhance service and selling.

⁴ eMarketer, US Digital and Mobile Banking 2014 - Bryan Yeager

Younger users, eMarketer found, are already sold; the projected growth is largely among older adults who thus far have resisted mobile banking adoption. Better-designed apps and larger screens are helping older adults to buy in, and while security concerns about mobile devices are inhibitors, those issues are not expected to seriously impede growth.⁵

One reason for this is that financial service companies are substantially increasing their budgets for marketing mobile banking services. Since 2013, US digital ad spending for financial services has grown sharply; by 2016, eMarketer estimates that mobile ad spending will overtake desktop ad spending, and advertising for mobile banking services will account for more than twice the digital ad spending for desktop banking.⁶

Financial service firms also are making the technical investments necessary for the commitment to mobile. More specifically, they are investing in “responsive design” for their websites, meaning that the site can detect what sort of device an individual is using to browse it, and automatically delivers a digital experience tailored to that device (e.g., a web browser-, tablet- or smart phone- optimized experience). Optimization includes the use of security measures designed specifically for the desktop or mobile platform, as well as features that take advantage of each platform’s unique attributes — e.g., the ability to initiate actions on the smart phone by turning or shaking the device.

Forrester Research reports that 38 percent of financial service firms now use responsive design, and 50 percent plan to.⁷

In addition to the look and feel of the experience, mobile transactions are differentiated from desktop transactions by the fact that they may occur anywhere, and the location may provide an opportunity to add value to the service, e.g., by enabling the bank to push a tailored offer to the user, drawing him to a nearby branch, or to a cooperating business in close proximity.

As of the third quarter of 2014, JPMorgan Chase reported 18.4 million users of its mobile banking app. Bank of America had 16.1 million users, Wells Fargo 13.7 million.⁸

In its 2014 online banking benchmarking study, Forrester Research found that major banks, at least in the US, are providing highly effective digital services in account management — enabling customers to access account information, move money between accounts, pay bills, monitor account activity and the like. At other traditional bank services, however, such as money management, and in digital marketing practices such as upselling and cross-selling services to current customers, even the largest banks are just beginning to establish themselves.⁹

Some of the unrealized opportunity is simply a matter of maturity. Banks are just beginning to implement online money management tools sophisticated enough to make them competitive with traditional bank services. Those tools will evolve. In the meantime, however, omni-channel tools are available at least to enhance the advice digital banking sites can provide for customers interested in money management help. And omni-channel technologies offer the means, in the short term, to significantly enhance cross-selling, and to improve the customer experience through more effective self-help and agent-assisted guidance.

90%

of adult digital banking users in the US will be using mobile banking tools by 2018.

The opportunity:

- Improve customer care experience.
- Reduce service cost.
- Capture new revenue opportunities, in online and mobile channels.
- Discover cross-sell and upsell opportunities through analysis of big data on customer behavior.

⁵ eMarketer, Financial Services 2015 Outlook — Mobile Comes into Focus (Webinar, November 12, 2014) - Bryan Yeager

⁶ *ibid.*

⁷ Forrester Research: “How Should Financial Institutions Embrace Mobile?” Thomas Husson and Stephen Walker, October 21, 2014.

⁸ eMarketer, Financial Services 2015 Outlook — Mobile Comes into Focus (Webinar, November 12, 2014) - Bryan Yeager

⁹ Forrester Research, “2014 US Online Banking Benchmark.” Peter Wannemacher and Rachel Roizen, January 7, 2015.

The omni-channel experience

The principal operational benefit of an omni-channel solution is to provide a seamless, 360° view of the customer, with the same complete, up-to-date information on that individual available to anyone at the bank who interacts with that customer — in person at a branch, by phone, online or via mobile chat, or by video conference.

Every interaction with that customer enriches the financial institution's understanding of that customer's needs, including interactions in which the customer provides information through a self-help solution. That information, in turn, enables the institution to provide more personalized and more satisfying service, as well as the opportunity to derive more value from each customer relationship through tightly targeted cross-selling and upselling opportunities.

There are two sides to the omni-channel banking story:

1. Customer acquisition

If the visitor is not a current customer, the bank will engage him on a web or mobile site. Someone looking at applying for financial service products on a mobile device typically will have questions. Adding self-service or chat functionality within a mobile website can increase mobile conversions.

2. Customer retention

If the consumer is already a customer of the bank, he probably will be using the bank's mobile app or online banking application. Chat can be embedded in the app.

Chat can be proactive or reactive. An agent initiates a proactive chat when he receives a notification that a customer has arrived at the bank's web site or is using the mobile app and is following a behavior pattern that indicates that the customer needs an assist. For example, the customer may have arrived at a page describing a product for which people tend to have questions, or seems to be viewing a sequence of pages that suggests confusion.

Reactive chat is customer-initiated. The site or app will have a persistent link clearly inviting the customer to launch the chat interaction. These links can be tuned — they may appear only on pages where customers have tended to initiate phone calls, or the link may be visible only during hours when chat agents are available.

Success metrics

- Call deflection (reduced call volumes).
- Adoption of self-service (customer service savings).
- Breadth of adoption (for varied kinds of questions and issues).
- Cost savings in call center overhead.
- High Customer Satisfaction (CSAT) scores.
- Higher conversion rates (customer execution of valuable actions, such as transactions, account openings, loan or policy applications, etc.).

The pain of the mundane

A key pain point for banks is call traffic from customers who have mundane problems that need to be resolved. The most frequent example is the password reset — the customer has forgotten his password for his online banking account. The Nuance solution is designed for this situation. If the customer is on the phone, in the IVR, and the agent can identify the problem as a password reset, he or she can offer to resolve this on the phone or online, in self-service mode.

A slightly more complex problem might require a chat agent routing the customer to a specific webpage or “co-browse” to find a solution. Either way, the benefit to the bank is call deflection from the call center. Educating the bank's customers to use these resources is easy, and the savings from reducing the burden of responding to these mundane issues is highly significant.

Impact of the mobile revolution

Mobile no longer just enhances other business models. Mobile commerce is its own model and is accounting for an increasing share of the digital banking traffic. The typical mobile financial service consumer is likely to use a smart phone or tablet numerous times a day at what Forrester Research calls “mobile moments” — checking balances and managing accounts before breakfast, making purchases on the way to work and again at lunch, setting up a new account during an afternoon break, researching and applying for loans in the evening, and so on.

Forrester emphasizes that mobile moments, unlike desktop digital banking experiences, can happen anytime and anywhere. This is the key differentiating feature of the mobile financial services phenomenon — having experienced the freedom of anytime-anywhere banking, those who adopted are likely to make it their principal way of consuming financial services.

For the marketer of those services, the times and places where an individual’s transactions take place (the “context” for those transactions) provide rich analytic data on that customer’s consumption habits, and can be mined to provide a personalized mobile experience.¹⁰ Personalization allows the bank or investment firm to provide better-focused advice, information and offers to that individual.

For adopters, the advantages go far beyond convenience. Mobile banking is a recent phenomenon, still only partially understood, and likely to lead to discovery of consumer needs and development of service opportunities never anticipated by marketers previously. The following sections highlight how mobile technologies have changed each financial services segment:

Banking

Mobile banking has been much more smart phone than tablet based, most likely a reflection of the frequency and simplicity of mobile banking transactions. But this pattern is changing, and in 2015, Forrester Research projects that tablet banking will overtake smart phone banking, at least in the US.

How banking customers use mobile

Get Information	Notifications	Execute Transactions	Communicate
<ul style="list-style-type: none"> -Balance -Transaction history -Rate comparison -Branch location 	<ul style="list-style-type: none"> -Offers (including offers from third party bank partners) -Balance shortfall -Appointment -Billing due date -Fraud warning 	<ul style="list-style-type: none"> -Payments -Check deposit -Cash transfers -Account management -Lost card cancellation -Account set up -Mortgage origination -Orders (e.g. foreign currency) 	<ul style="list-style-type: none"> -Customer service contact -Social media usage

¹⁰ Forrester Research: “How Should Financial Institutions Embrace Mobile?” Thomas Husson and Stephen Walker, October 21, 2014.

This may reflect the greater confidence in the mobile platform for executing more complex transactions. For example, a prospective homebuyer might see a property and, while at the address, use a smart phone to look up the details on the house and contact the bank to ascertain her eligibility for a mortgage on the property, including the size of the loan for which she would be preapproved. She might even begin the mortgage application process — but for this she would be more likely to start the process on a larger-screen device, such as a tablet.

Investment services

Brokerage firms have many of the same customer service issues that banks have. They must identify prospects and differentiate between casual investors and individuals who may represent high-value accounts who can be targeted for more sophisticated and more varied investment products. Online brokerages are growing rapidly, on the desktop and on mobile devices. The leading online brokerages enable not only account management and trading through mobile, but increasingly sophisticated sector analysis and trading tools that synthesize data and are presented visually in ways that work on the small screen. Cost per trade is a key differentiator, and omni-channel technology has cut brokerage costs considerably¹¹ Traders tend to be voracious consumers of information, yet investment products can be complex and arcane, making online investing an ideal application for customer support through self-help, chat and co-browse embedded in trading sites and apps.

How investment customers use mobile

Get Information	Notifications	Execute Transactions	Communicate
-Track share price and portfolio value -Get stock quote -Read analysis	-Get target share price notification	-Trade shares -Get financial advice -Update account information	-Contact customer service -Use social media

Insurance

The insurance industry has lagged behind banks and investment firms in the development of digital services, but has invested significantly in these innovations. The move to desktop services has been evolutionary; mobile, however, has the potential to revolutionize the industry.

Researching insurance and buying a policy is more complex than are many banking transactions, which may be one important reason for the lag in the insurance industry's adoption of mobile. Insurance-related mobile transactions are more likely to be tablet based than smart phone based — also likely a reflection of the relative complexity of the transactions. (Mobile banking transactions, by contrast, generally are more likely to be smart phone based.)¹²

Actually, insurance provides an outstanding use case for mobile technology: in reporting claims. Many insurers now offer apps that take unique advantage of mobile functionality such as the camera, location sensing and voice control, enabling the customer who has experienced a loss such as in a car accident to report the incident in file for a claim. The mobile device enables

¹¹ "Barron's 2015 Best Online Broker Ranking." Theresa W. Carey, March 7, 2015.

http://online.barrons.com/articles/barrons-2015-ranking-of-online-brokers-1425705011?mod=BOL_hp_mag

¹² Forrester Research: "How Should Financial Institutions Embrace Mobile?" Thomas Husson and Stephen Walker, October 21, 2014.

the customer to include photographs recording the incident and the damage, the precise location of the incident and many other details, which can then be verified by a claims adjuster and the police.

How insurance customers use mobile

Get Information	Notifications	Execute Transactions	Communicate
<ul style="list-style-type: none"> -Locate broker -Get quote -Use online tool, view content -View policy -Check claim status 	<ul style="list-style-type: none"> -Get claim status notification 	<ul style="list-style-type: none"> -But policy -Update account information -Change coverage -Pay bill -File claim -Send camera image or data to agent -Get insurance card 	<ul style="list-style-type: none"> -Contact customer service

The branch experience

traffic in the physical bank branches continues to decline, companies are debating the future of the branch in the omni-channel financial services picture. In some geographical areas, bank branches remain essential links for customers — e.g., in many rural areas. Online banking is a global phenomenon, but many developing countries still are underserved by the Internet, and physical branches still are the main points of contact for financial service companies.

In much of the developed world, however, branches are evolving, taking on specialized functions or providing new services. In general, financial service firms differentiate between routine transactions and more complex, knowledge-rich services, and the simpler the service, the more likely it is to become the exclusive role of digital banking or insurance tools. For the intermediate to long-term, complex advisory services appear to have a secure place in physical facilities where financial service professionals can meet face-to-face with clients.

In a 2014 survey by Efma and Infosys, bank executives identified targets for investment in innovation in technology for use in the branches. Key investments identified include advisory services to cross-sell financial products based on digital analytics, more sophisticated financial planning tools to personalize service to the client, analytics to give bank staff a “360° view” of customers when they enter the branch, touchscreen and tablet applications for in-branch financial advisors, and videoconferencing services.¹³

Forrester Research projects that financial service companies will close large numbers of branches and ultimately will phase out full-service branches, but maintain specialized brick-and-mortar facilities for specific locations that

¹³ eMarketer, Financial Services 2015 Outlook — Mobile Comes into Focus (Webinar, November 12, 2014) - Bryan Yeager

continue to require their own kinds of customer experiences. Forrester sees four basic types of bank branches emerging:

Advisory branch — Specializing in sales and service of loans, lines of credit and other complex services, as well as complex problem resolution.

Self-service branch — Staffed, but principally serving as locations for ATMs and for other customer self-service installations. They may lend themselves to “telepresence” service, where customers use on-site kiosks to contact live agents.

Retail branch — Traditional, full-service branches serving communities where digital banking has not yet taken hold, or relatively technophobic customers.

Mobile branch — “Pop-up branches” based in vans or movable containers, serving as temporary locations. In the US, these most often provide services at special events; elsewhere, in the developing world, they offer banking to underserved communities, commonly providing services to non-bank customers, e.g., bill payment.¹⁴

Because retail branches account for more than half of the typical bank’s operating expenses, maximizing the effectiveness of in-branch sales is a critically important priority.¹⁵

The physical branch is an integral part of an omni-channel strategy. Digital services will often direct customers to the physical branches to execute complex transactions that originate in online self-help or chat sessions. In addition, there are opportunities to enhance the in-branch experience through the customer’s mobile device. Nuance offers technology that enables the customer experience in the long wait to access services digitally from the branch — e.g., by accessing product information by scanning a QR code on branch signage in the waiting area, browsing in self-help fashion or initiating a chat session (or even video chat) on the smart phone or tablet.

Because the branch is still the touch point for relatively complex transactions, the people who staff the branch have to be more expert, higher paid people. This would increase the average cost of branch staffing and would make it increasingly important to maximize productivity, to maximize that investment. Meanwhile, foot traffic in the branches is declining. So, if an investment advisor or mortgage specialist based in the branch has some downtime, the bank’s digital strategy can help optimize his time by enabling him to engage with customers online as well as face-to-face.

The bank may use the online or mobile tool to set up appointments — the app may contain lots of information about mortgages or investments, but it can also advise the customer to meet with a specialist face-to-face and can provide a tool, or enable the chat agent, to set up the appointment, notifying the branch specialist.

If a mortgage specialist in the branch sits behind a desk, he might log into the Nuance Agent Portal and begin engaging with customers online, perhaps through video chat. The customer is on the web or in the app, and the Nuance targeting engine detects that they need assistance, but the chat agents are all busy and cannot provide that assistance. In that case, someone in a branch may be available and will have the skills to engage with that customer about a complex transaction. The application enables the bank to optimize its sales capacity by allowing its people to engage with the customers from a call center, a chat center or branch (even a branch quite remote from the customer), because all of these individuals are signed into a platform that monitors their availability and connects them to a customer who needs help.

Nuance Impact

At the French insurance cooperative MMA Group, Nuance chat enables visitors to the MMA website to interact with sales agents to develop tailored quotes for health or auto insurance, proactively or reactively. Nuance analytics enable the agents to identify likely prospects based on their online behavior, as well as visitors who are likely to abandon the session before asking for a quote. While the actual policies are written by agents at a physical branch, the online chat sessions have increased MMA’s conversion rate from 6 to 7 percent to approximately 35 percent, and increased customer satisfaction.

¹⁴ Forrester Research: “The Digital Bank Branch.” Jost Hoppermann, December 9, 2014.

¹⁵ McKinsey & Company: “Retail Banking Insights: Maximizing Frontline Sales in Retail Banking.” July 2014.

Analytics

Gartner, Inc. reports that analytics, business intelligence and the application of Big Data represent the highest investment priority for banking CIOs.¹⁶

The Nuance platform comes bundled with analytic services leveraging the company's Big Data infrastructure to analyze customer interactions and mine them for patterns of behavior — individual and aggregate — helpful in identifying ways to provide better targeted service, as well as patterns of demand that indicate upsell opportunities.

The data analyzed include the customers' browsing and other activities on the site or app, including patterns of usage for the self-service, chat and voice interactions with support agents. Nuance mines not only the dates and circumstances of customer chat, but the chat logs as well, analyzing the text to discover issues, interests, and patterns of demand. Also, the Nuance platform frequently presents a customer satisfaction survey from which data is mined.

The analytics component of the Nuance offering is designed to help in customer segmentation, engagement analysis, account yield optimization and other crucial marketing functions. Optimization never stops; there is a plan and a set of objectives which are continuously refreshed as patterns and conditions change. The Nuance professional services team for each client includes a client service manager who advocates for the bank and coordinates the work of other Nuance professionals.

Summary: Nuance benefits the FiServ industry

Nuance provides an integrated omni-channel engagement platform ideally adapted to the retail financial services industry. It can immediately improve customer satisfaction, increase conversion rates and drive upselling and cross-selling through the addition of a best-of-breed chat and co-browsing capability to the client's web and mobile properties.

In addition, the platform includes powerful self-help capabilities for customers who prefer that kind of interaction. Because the offering is built on a backbone of analytic services, the Nuance platform will continuously improve the customer experience, not only through online and mobile channels, but through tools that enhance the in-branch experience.

Nuance can help banks, investment brokerages, and insurance firms enhance their omni-channel engagement, by:

- Adding a robust customer interaction channel, including chat, voice, co-browse and video.
- Adding customer self-service tools to those touch points – e.g., guides and surveys.
- Optimizing manpower utilization in brick-and-mortar branches, by offering branch staff tools to transact business online from their desks.
- Upgrading the customer experience at physical branches by offering customers waiting for face-to-face service the alternative of contacting a chat agent through a smart phone or tablet, thereby receiving customized offers or help with complex issues.

Predictive Analytics

Process and site optimization actionable insights powered by Nuance analytics come from:

- Java script tags.
- Engagement data stored in multidimensional arrays.
- Transcript analysis.
- Order of transactions.
- Usage of guides.
- Many other types of data.

Nuance Impact

Nuance online engagement solution enables BancorpSouth, a large regional bank serving an eight-state market area, to effectively move many service functions online where customers wanted them, reduce call-center volumes deferring increased costs, all while maintaining a high level of service satisfaction:

- A quick ramp to 4,000 chat sessions in the first month – which proves online assistance was easily adopted by BancorpSouth customers.
- A 7% year-over-year reduction in call-center traffic.
- A cost savings in call-center overhead.
- Excellent Voice of the Customer feedback from surveys and transcript mining.

“We are confident that having this alternative and effective online channel is part of why our call-center traffic has decreased.”

Michael Lindsey, SVP of Operations, Online and Call Center, CMO - Bancorp South

¹⁶ Gartner, Inc. "Market & Technology Trends In Banking, NA, 2015." Rajesh Kandaswamy, January 20, 2015.



About Nuance Communications, Inc.

Nuance Communications is reinventing the relationship between people and technology. Through its voice and language offerings, the company is creating a more human conversation with the many systems, devices, electronics, apps and services around us. Every day, millions of people and thousands of businesses experience Nuance through intelligent systems that can listen, understand, learn and adapt to your life and your work. For more information, please visit nuance.com.



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