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[Hyper-customisation, a way forward in customer journey for BFSI](#)

The mindset of BFSI has shifted from product-centric to customer-centric strategy

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- Vartika Rawat

In mid-80s-India, some bank branches installed computers for the first time with the purpose of data analytics and collection. The digital journey started off then, and has come a long way to hyper-customisation and empathy as tools for an efficient customer journey.

"The mindset of BFSI has shifted from a product-centric approach to a customer-centric approach," says Sopnendu Mohanty, Chief Fintech Officer of the central bank and regulator, Monetary Authority of Singapore (MAS) at the ETBFSI CXO Conclave in May, 2019.

No doubt digitalisation has encouraged this mindset change. It has also pushed organisations to improve on capabilities and customer experience with each passing day.

Standard Chartered India Head, Zarin Daruwala, shared that in her bank, around 67% of their customers are digitally active, which is 12% above the Indian average. Two-thirds of relevant services requests are fulfilled through digital channels. Also, more than 20% of their cards and personal loan sales are originated through digital channels.

As a way forward, she said, "Banks are working towards hyper customisation."

Rajiv Sabharwal, MD & CEO of Tata Capital, also thinks along the lines of Daruwala. "Non-conventional data like transactional or behavioral help business leaders in making decisions, said Sabharwal"

The launch of the Tata Capital website with interactive features fetched them over 70% higher engagement. Approximately, 25% of personal loan customers use voicebots that brings ease and convenience with a personalised and seamless experience. It enhanced their reach with almost three lakh interactions within the first few weeks of the launch.

On the other hand the customer journey for offline-customers are also taken into consideration. Rishi Gupta, MD & CEO, Fino Payments Banks, talks about convenience, simplicity and respect-- the new CSR of the customer journey. Digital service is for both physical and digital platforms for banking transactions.

"As most customers are not digitally savvy they need assistance in doing banking transactions," says Gupta.

Putting things in perspective, he says, "Fino witnessed a 40% quarterly increase in the number of transactions by customers on digital platforms as against those who are not." This was through mobile banking app. Customers also tend to transact or purchase 25% more than those who use offline platforms.

"In the long-term, technology will definitely help reduce costs, improve productivity and bring down operational expenses. Combination of technologies will create new business models, products and services, which in turn will lead to an impact to the top line."

- TAPAN SINGHEL, MD AND CEO, BAJAJ ALLIANZ GENERAL INSURANCE

However, Tapan Singhel, MD and CEO, Bajaj Allianz General Insurance told ETBFSI how they reduced the time on payment of claims for a better customer journey. "Mobile insurance is paid within 10 to 15 minutes; motor claims are paid off within 20 minutes of the incident. So, the process has been simplified a lot from what it was 15 to 17 years ago," he added.

"Unlike other sectors, the insurance sector has to push its customers," Singhel quipped. He believes end-to-end solutions can come to their rescue.

"We are a customer obsessed company," Singhel added. With a customer-centric approach, insurance sector uses empathy as a basic principle in all its customer initiatives. Additionally, a customer lab with real-time sessions can help us understand the feedback on products and services, he added.

Also, improved customer convenience and cost optimisation are also integral to the changing face of the insurance sector. The question here is how quick can we improve and bring down the cost to serve customers better.

Singhel said, "In the long-term, technology will definitely help reduce costs, improve productivity and bring down operational expenses. Combination of technologies will create new business models, products and services, which in turn will lead to an impact to the top line."

"At a fraction of the cost (roughly around one-fifth) incurred for a transaction at a branch, similar and seamless experience is provided through digital initiatives," he adds.

Also, for Daruwala and her team, it's the investments that have played off in their favour.