

"My Client My World" – Customer Service Transformation (Citibank India)

Best Achievement in Operational Excellence to deliver an outstanding Customer Experience Excellence - submission

Industry Background - Client experience is undergoing a significant shift given the evolving digital trends. As clients are increasingly spending their time on mobile-based eco-systems for their needs, it is shaping their perception and expectations across industries. Banking space has been no exception. **As per a McKinsey study, as much as 70% of buying decisions are increasingly being based on customer experience.** Citi recognizes the value of aligning itself to this subtle yet profound shift towards customer servicing.

Vision – As per the vision shared by our global CEO Mike Corbat, we believe our path to sustainable growth hinges on our client centricity – **or Client Obsession** and on **'Being The Best For Our Clients.'** We ought to be bold and courageous in challenging the status quo and gearing up for the change, keeping client's needs in mind.

Citi India Customer Service landscape



#MyClientMyWorld Initiative - In March 2017, Customer Service India team launched **#MyClientMyWorld** (MCMW) to transform client experience by building a customer-driven approach. It is about **Reversing the Servicing Pyramid – a Servicing Culture Shift** from being **Customer Focused to Being Customer Driven**. Key drivers to achieve the shift are

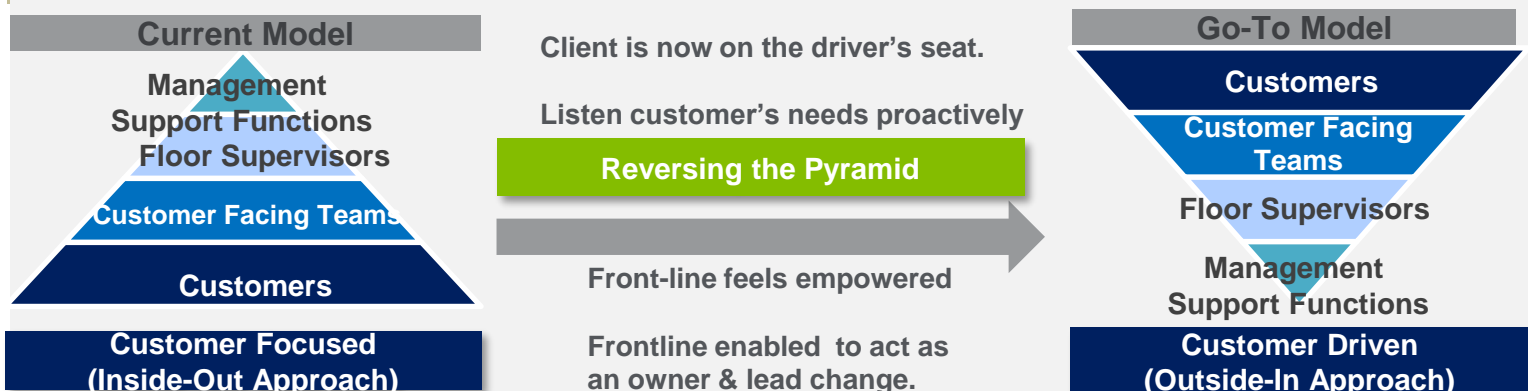
- 1) **Put the customers on the driver seat** and let the customer drive how Citi products and services are designed.
- 2) Frontline teams to be 'client owner.' They will **treat customers the way we want ourselves treated** - with kindness, distinction, personal relevance, timeliness, and top-quality service.
- 3) **Enable authority / empowerment to the frontline team** to drive client-centric interactions as well as share client-centric inputs to **transform the customer journey**.

The Four Pillars of MCMW











- 1) Defining and communicating the change
- 2) Empowering the frontline through training and structural changes
- 3) Listening to customers to gather feedback/journey frictions
- 4) Transforming Customer Journeys

Key Achievements –

- 1) **Net Promoter Score** up to 63% over 6 months.
- 2) **Improved First Call Resolution** to 65%.
- 3) **Citi India App. rating** - Android 3.8 to 4.1 | iOS 1.7 to 3.9. with enhanced functionalities, UI and Biometric-based Login.
- 4) **40% calls** seamlessly authenticated using Voice Biometrics feature.
- 5) **Client Appreciations emails** trebled in 2018 vs 2017.
- 5) **Call quality** scored up by **5% accuracy across client interactions**.
- 6) Digital communications up by 300%, **Call volumes reduced** by 15%
- 7) **RPA (Robotics Process Automation) & chat bot** being implemented.
- 8) **22 Journeys reviewed, 192 frictions shortlisted, 71 solved for.**



1. Defining and communicating the change – reversing the pyramid

-  **Leadership Vision Sharing & Engagement** of the workforce with the senior management.
-  **MCMW Logo contest** amongst the frontline staff to design the face of the initiative.
-  **Apprentice – A mock Start-Up Simulation** (imbibing the value of “Acting as an Owner”)
-  **Think pad** – Workshop fostering innovation, creativity and ownership for Team Leaders
-  **Posters/standees/wallpapers** to disseminate the culture shift
-  **Merchandise** – mousepad, lanyards, cards based on MCMW theme.
-  **MCMW parade** – roadshow across the function floors led by the frontline to spread the message.
-  **MCMW Videos** – leadership vision, key updates shared on a weekly basis.
-  **Agent Interviews &** sharing inspiring experiences on MCMW mindset – monthly.
-  Sharing of **Best customer experience stories** across industries for imbibing best practices.

2. Empowering the frontline by making strategic and structural changes

Each Client Service Officer to feel empowered to Act as an Owner and Lead the Change.

1. **New Servicing model** – enabling end-to-end resolution of the client’s issue by integrating training, supervisor, agent and escalation; working as one team – to build accountability, context and for faster resolution.
2. **Training content** was revamped – customer-centric values like effective listening, conversing with empathy and emotional quotient, acknowledgement and appreciation was built in.
3. **Upskilling** - Being future-ready and forward-compatible including Manager’s Capability Building Program.
4. **Re-defining** the Key Performing Indicators to align with what matters most for the clients e.g. reduction in hold time, first call resolution, educating digital channels along with triggering relevant communication.
6. **Rewards and recognition** for going the extra mile to delight the customer - Monthly Mountain Movers awards to ~50 employees, scorecard-based/metrics-driven awards, face time opportunities with seniors.
7. **Data analytics to drive** governance and quality of customer interactions – opportunities identified empirically.
8. **Instant transfer** of client interaction to specialist (if required) as opposed to arranging a callback.

3. Listening to Customers to Understand Journey Frictions



3. Listening to Customers to Understand Journey Frictions (contd.)

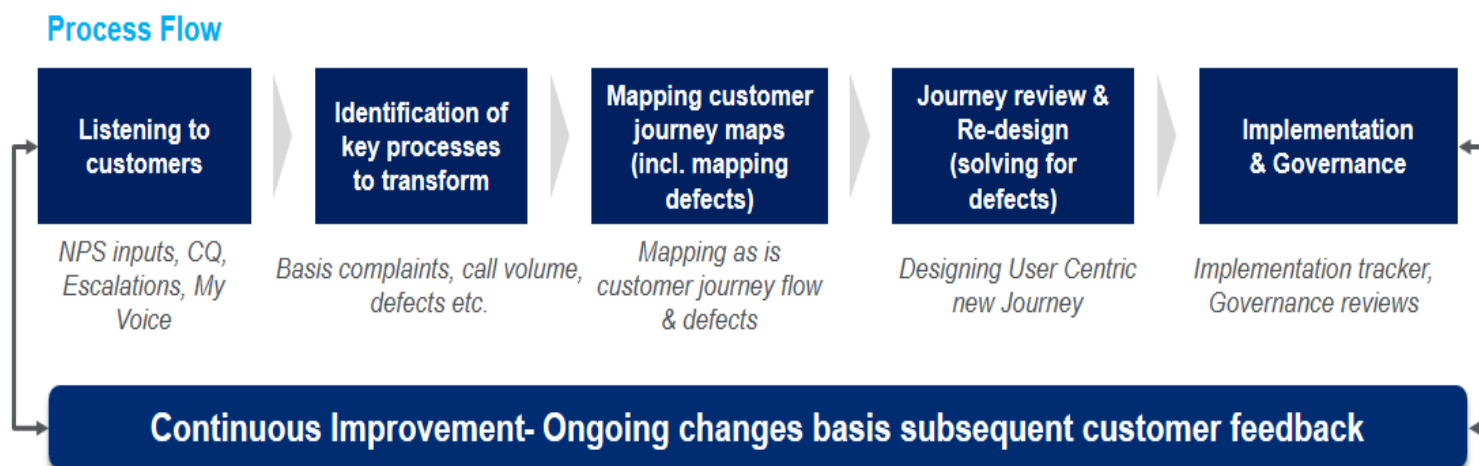
Listening to customers actively with sincerity and gathering inputs across multiple channels constituted our fundamental building block for the transformation.

- 1. My Voice platform launched** – an online share point to allow frontline to capture client’s voice as inputs stemming from the conversation (**1469 inputs received through the year 2018**)
- 2. Frontline Newsroom videos created in-house** monthly and shared with the business and operations leadership to spread the word to drive leadership engagement on customer ask and pain points.
- 3. Monthly interactive sessions between customer servicing team and** operations/product seniors to share and brainstorm on customer pain points to drive solutioning and client centric culture across the organization.
- 4. Transformation team to take the customer journey themselves** by being in **the shoes of our clients in the surroundings they typically are in** – to develop an outside in view and how we can make them client centric.
- 5. Approach towards call quality evaluation modified to encourage natural conversation with clients. Enhanced coaching model rolled out to enable the same. No AHT (Average Handling Time)** to encourage experiential interaction.

4. Transforming Customer Journeys with Customer Centric approach

- ✓ The client centric inputs are mapped to create journey maps in lines with **process re-engineering standards such as Lean, Agile and Six Sigma principles**. Processes cut across cards & loans product (assets) as well as bank side (liabilities).
- ✓ **360 degree aspects are evaluated** in each such process including client’s experience on Mobile, Internet banking, Phone banking, Turn Around time, Communications channels and content, back-end processes and the end value to the clients to identify possible opportunities.
- ✓ The review is carried out to rebuild the journey **bottoms up** from scratch to ensure we solve pain points without any bias. The process is **also benchmarked with industry** practices so as to emulate the relevant market best practices.
- ✓ Post this, **brainstorming huddles** are carried out with relevant stakeholders to finalize the transformed customer journey design – the changes can be around process, policy, technology or communication/UI.
- ✓ The agreed changes are implemented with the support of relevant internal stakeholders. The transformed journeys are then tracked to **measure its impact across client experience metrics**.
- ✓ **22 customer journeys reviewed across Citi bank, 71 ideas implemented**. E.g. Credit card application, Debit / Credit card delivery, Non Resident Account Processes, Payments, Funds transfer process etc.

Process Re-engineering – Application of Lean, Six sigma and Agile principles



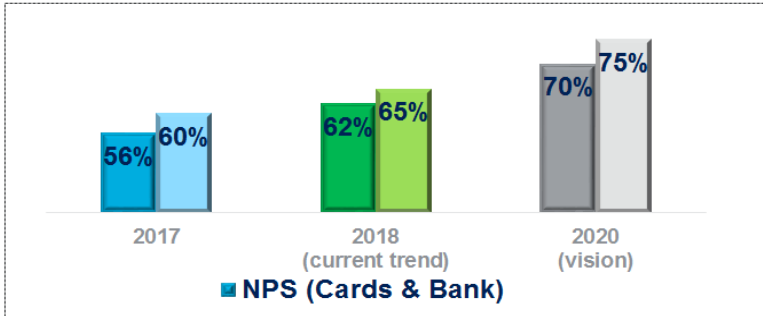
Driving implementation by cross functional partnership



Results - What have we achieved - Servicing Aspects

- Client Experience Metrics** – Net Promoter Score (NPS), First Call Resolution (FCR), Appreciation Mails, Call Quality Score trends, Escalations metrics, Digital migration metrics improved significantly – refer charts below.
- 22 customer journeys reviewed across Citi bank, 71 ideas implemented.**
- Best practices** from this model has being picked up for implementation in Citi Asia and NAM markets

Client Experience Key Metrics – NPS & FCR



- CitiPhone India stands # 1 in Citi Asia Pacific region on Client Experience metrics.
- NPS and FCR considerably shot up with #MyClientMyWorld initiatives

Count Of Customer Appreciation mails



- Surge in client appreciation emails peaking at 2607 in Q3'18 (up 300%)

Results – What we have achieved - Championing Digital

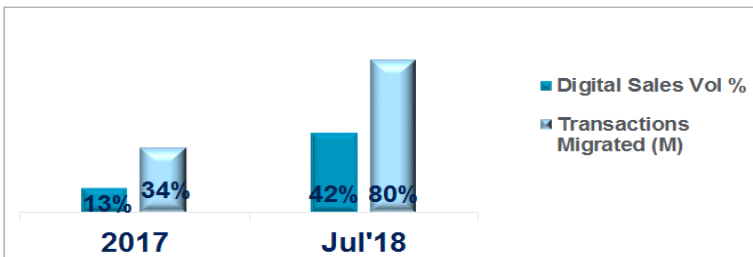
Achieved

- 40% calls** are being authenticated via **Voice biometrics authentication** seamlessly – secured, fast and convenient.
- Fingerprint- and Face-based biometric authentication** on Mobile App. to solve forgetting passwords/reset issues.
- 'Citi Help' page launched** – One-Stop Intuitive customer service page developed on the Citibank portal.
- 83% customers have migrated from analog to digital channels** across 15 processes. **Call volume has dropped by 15% over the year** at an overall level. (Each customer call represents friction in the customer journey)
- 40 different digital education communications created** and disseminated proactively to educate customers.
- Enhanced digital capabilities** on the app such as ability to self-redeem credit card points, modify withdrawal limits, maintain foreign travel, view loan statements and report lost card at their fingertips.
- 100% increase in contribution to digital sales (routed from analog channels)** to overall business Vs 2017.
- Mobile App rating** has improved on **Android 3.8 to 4.1** and on **iOS 1.7 to 3.9** in Oct 2018 over the year.

Work In Progress

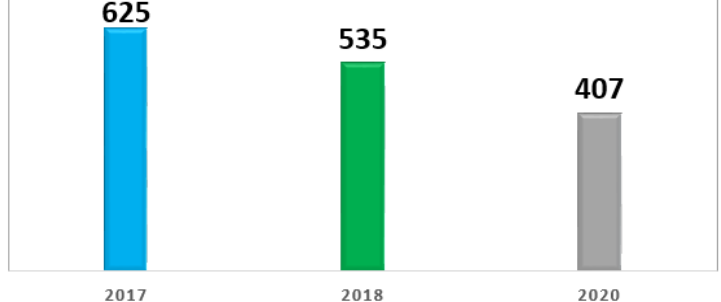
- Robotics Process Automation** – for reduction of hold time on calls with sales pitch.
- Chat bot** – Artificial Intelligence-based chat bot to solve for customer queries across channels instantly 24x7.
- Big Data dashboard** – call agents screen to predict the inbound call reason and throw real time data & customized offers for proactive engagement with client, reduced hold time and servicing with distinction and relevance.

Digital Migration – Sales, % migrated



- Digital sales improved from 13% to 42% of calls
- 12 transactions/queries opt for digital servicing with 83% migrated, 5 WIP

Monthly Call Volume



- ~35%+ call volume reduction by 2020, including 15% reduction in 2018

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BEST
FOR OUR
CLIENTS

#MyClientMyWorld