



IDC Digital Transformation Capability

ASSESSMENT REPORT

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INTRODUCTION

Thank you for completing the Financial Services Digital Transformation Capability Assessment, with research and analysis by IDC.

According to IDC, digital transformation (DX) means transforming decision making with technology. Transforming is using new sources of innovation and creativity to enhance experiences and improve financial performance, which is beyond simply modernizing the technology underpinning existing systems. Decision making is using information to create an evidence-based culture. The Financial Services DX Capability Assessment tool enables FSIs to assess their DX capability, and benchmark their performance against their peers.

This interactive self-assessment tool is backed up by independent end-user research and IDC's in depth understanding of the financial services industry. The research draws upon input from decision makers from 1050 FSIs from different regions across the globe to understand how advanced and successful they are in their DX journey.

IDC has built an assessment framework in which individual responses from the FSI decision maker survey (NTT DATA/IDC FSI Barometer Survey, 2018, N = 1050) are scored to group organizations into 3 levels of DX capability, as follows:

- **DX Compliant**

The FSI is struggling with moving to a digital future compared to the rest of the industry and there is much to do to be where it needs to be.

- **DX Conformist**

The FSI is generally in line with the rest of the industry and readying itself for the digital future. However, there is still much to do to be fully digital ready.

- **DX Trailblazer**

The FSI is generally ahead of the industry and blazing a trail to the digital future.

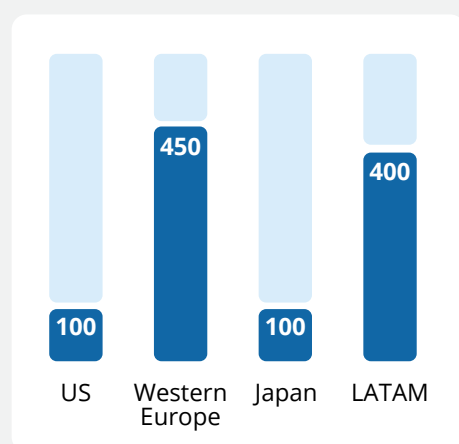
Based on your responses, this report provides you with a benchmark of your organization's DX capability and provides you with essential and tailored guidance to help you advance in your digital journey to cater to the needs of an ever-evolving, increasingly open and connected financial services landscape.

IDC FSI BAROMETER SURVEY

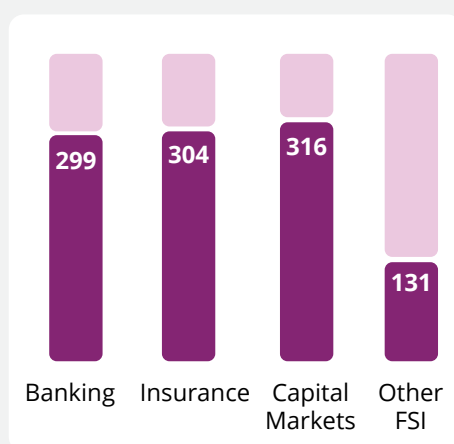
Demographics and Key Topic Areas

In June 2018, IDC undertook a primary research with 1050 FSIs in the United States, Western Europe, Japan and Latin America (LATAM). The research covered small, medium and large sized organizations in the Capital Markets, Banking, Insurance, Wealth and Pensions sectors.

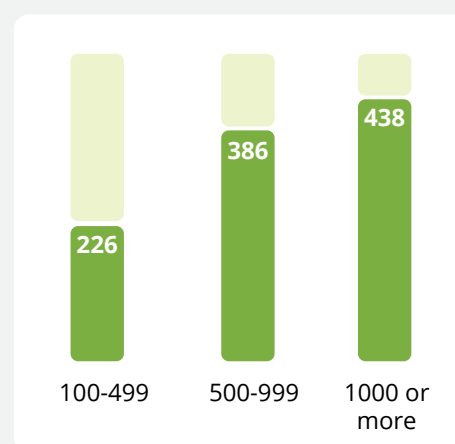
Region



FSI Type



Company Size



The research looked in to the following key areas in detail:

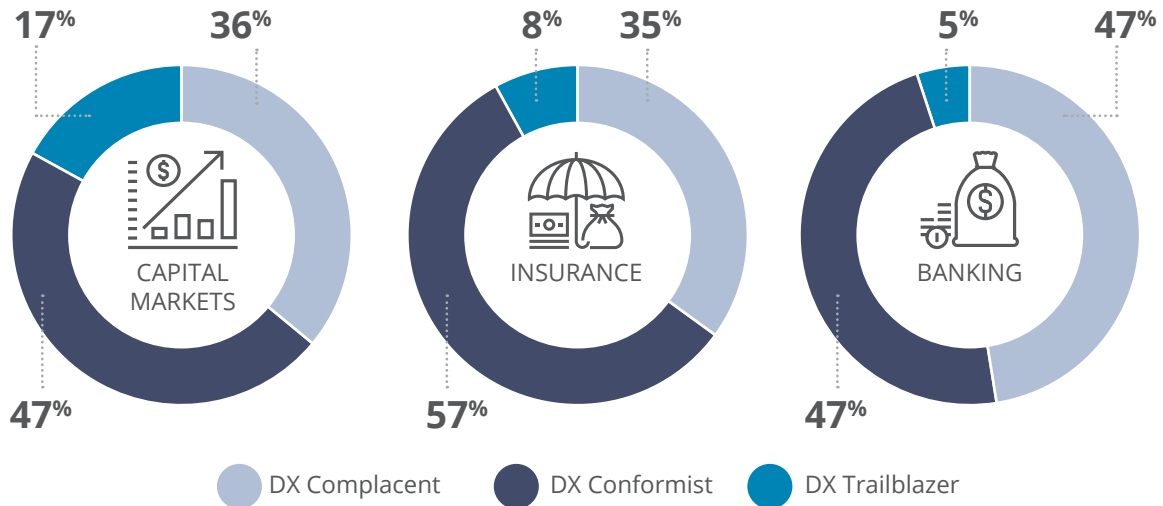
- The impact of digital systems or initiatives in driving organizational growth
- Digital technology investment priorities
- Perceived state of advancement in DX initiatives
- The organization's approach to DX
- Revenues generated from DX initiatives
- Perception of IT's role in transforming business
- Investments to enable connected financial services
- Approach for risk management in connected financial services
- Strategy to build ecosystem experiences
- Strategy to apply data, analytics and AI for DX

The topic areas were designed to help build a "state of the market" view to give an idea of where the FSIs are currently in their transformation journey and where they need to get to for them to successfully serve customers in the coming years. Following the completion of the interviews, IDC undertook a detailed analysis of the findings in the context of our wider research in to the financial services sector.

The study revealed important traits of DX Trailblazers i.e. the FSIs that are most advanced in DX.

ANALYSIS OF FSI DECISION MAKER SURVEY FINDINGS

DX Adoption Trends

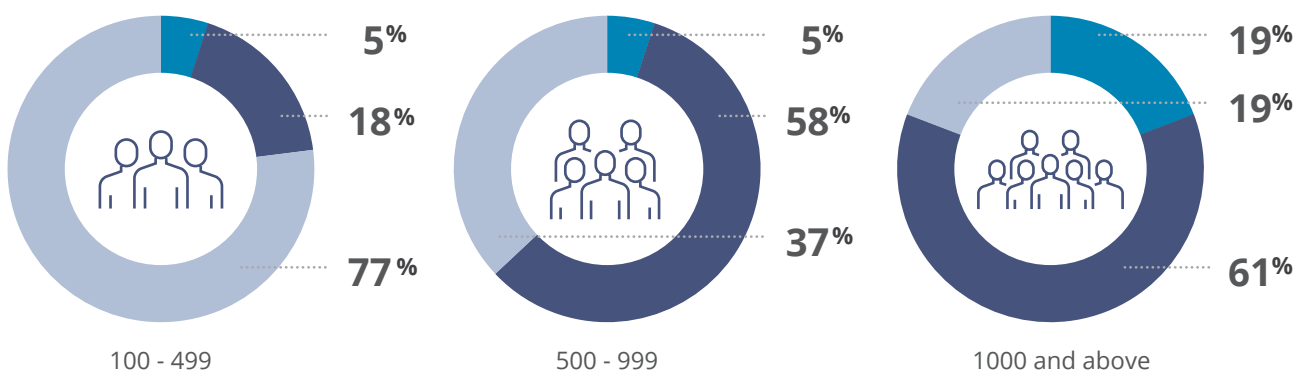


Sub-industry variations in DX progress

Capital Markets: Having faced considerable regulatory scrutiny and competition from new digital players, leading investment banks focused on driving data analytics, architectural modernization and connectivity to the digital ecosystem. These steps helped more organizations in the sector to be very advanced in DX. There is a better representation of DX Trailblazers in this sector compared to Banking and Insurance.

Retail/Corporate Banks: The banking industry has been the slowest of all the financial services sectors to embrace digital. Stringent regulations, legacy baggage and organizational resistance to change have contributed to this. There are many DX Complacent organizations in Banking compared to other financial services sub industries. The sector needs to catch up in their DX efforts urgently to avoid customer frustration and stay relevant.

Variations in DX progress by size of FSIs



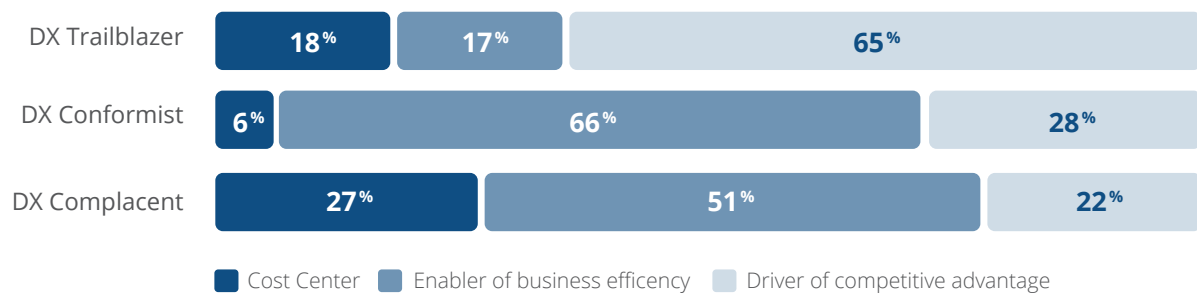
According to the survey, FSIs across regions and industries believe that the impact of DX on organizational growth is high. However, the responses indicate that smaller the organization, the less advanced it is in its DX journey. Many have not fully bought in on the impact of DX on their business. Small FSIs are more conservative possibly linked to a lack of expert teams dedicated to digital transformation initiatives. Majority of small FSIs are DX Complacent as a result. The study shows an urgent needs for small and medium sized financial institutions to invest more in digital technology or risk falling behind in a challenging market place.

ANALYSIS OF FSI DECISION MAKER SURVEY FINDINGS

DX Strategy for Success

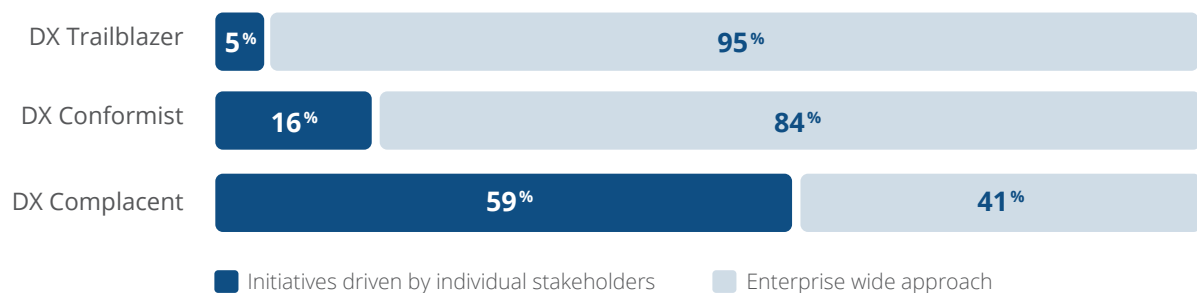
Majority of DX Trailblazers perceive IT as a driver of competitive advantage. Although CIOs are primary drivers of DX in these organizations, CEOs and Boards of Directors engage Lines of Business from outset. Lines of Business share responsibility for change.

IT's role (as viewed by business) in DX



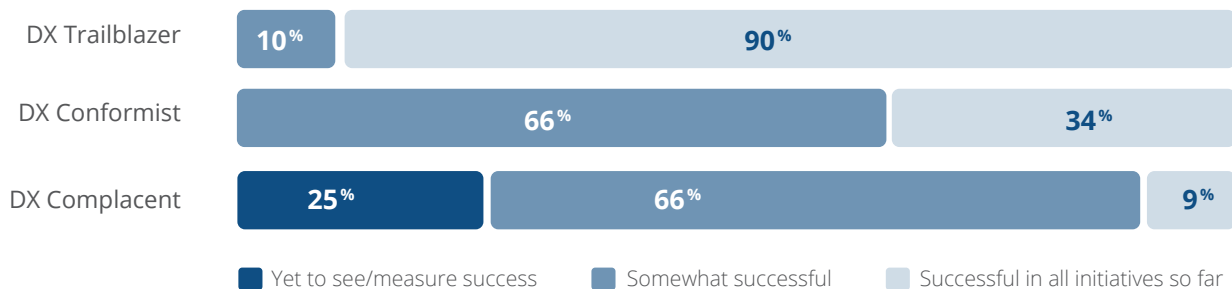
A fundamental problem in DX is that there are many digital strategies taking place in one organization. Organizations either runs digital initiatives as stand alone or runs multiple digital strategies depending on the line of business. Many FSIs run digital strategies that are focused on short term outcomes. Such an approach makes it difficult to accomplish a major transformation when one's efforts are divided.

Current or planned approach to DX



DX Trailblazers follow an integrated strategy. They develop and implement a plan to integrate DX initiatives and programs into the existing culture — inside and out — including organizational changes, new digital roles, funding, talent management, operations, and information requirements. They restructure the "people" parts of the business — process, structure, skill sets, incentives, roles, and communications — to optimize its ability to improve in DX. The strategy would include steps to incorporate next-generation changes/threats and developments in DX.

DX Success



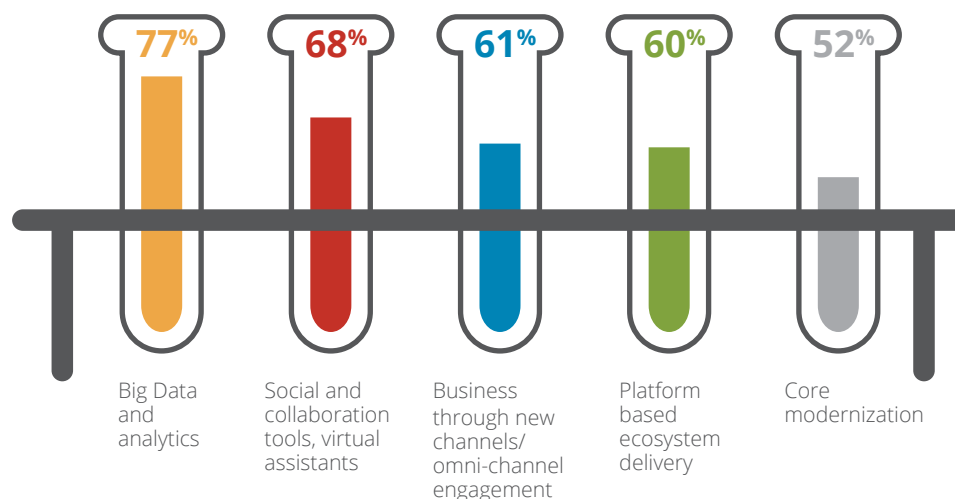
A forward-looking approach and integrated strategy is helping DX Trailblazers achieve success in most of their digital initiatives compared to DX Conformist and DX Compliant FSIs

ANALYSIS OF FSI DECISION MAKER SURVEY FINDINGS

DX Investment Priorities

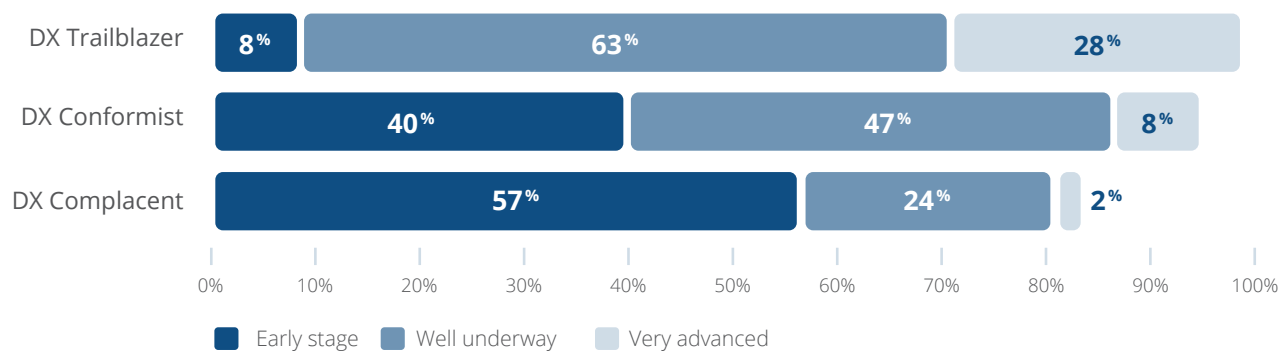
The study found that digital savvy financial institutions are prioritizing investment in big data and analytics. Recognizing the market change in communication preferences, they are also investing significantly in social and collaboration tools, omni-channel and platform based ecosystems while ensuring continued integration of the back end through core modernization spend.

Technology investment priorities that are most advanced in DX



DX Trailblazers are also very advanced in the extend to which they incorporate AI/analytics to identify opportunities for monetization compared to DX Conformist and DX Complacent FSIs. This relates well to the organizations' attitude towards IT's role in DX. These enterprises treat data and information as they would any valued asset. Information is the highest value DX differentiator in these organizations. Information is not only used to make better decisions and optimize operations and products, but it is also monetized in the form of products and services.

Adoption of AI/Analytics for Monetization

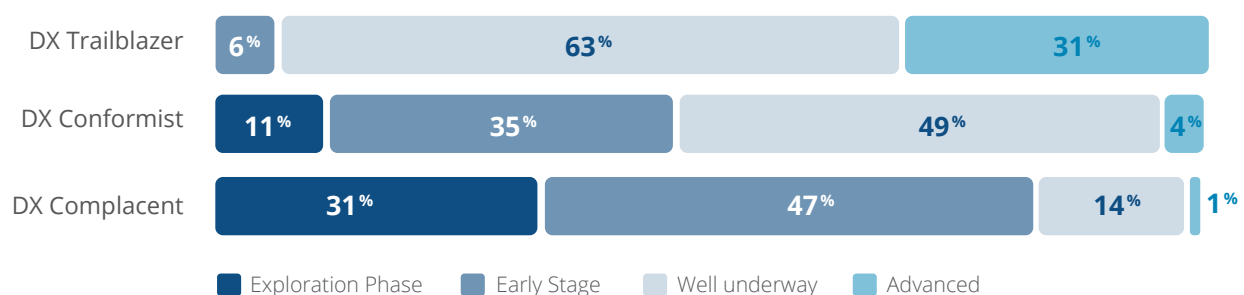


ANALYSIS OF FSI DECISION MAKER SURVEY FINDINGS

Connected Financial Services and Ecosystem Experiences

Traditionally, FSIs produce and distribute their own products through its own channels to its own customers. The business model is FSI centric and product centric, not customer centric. Onboarding new customers is costly and time consuming. Bundled products are often not targeted to the specific customers' needs. Conditions and pricing are not transparent

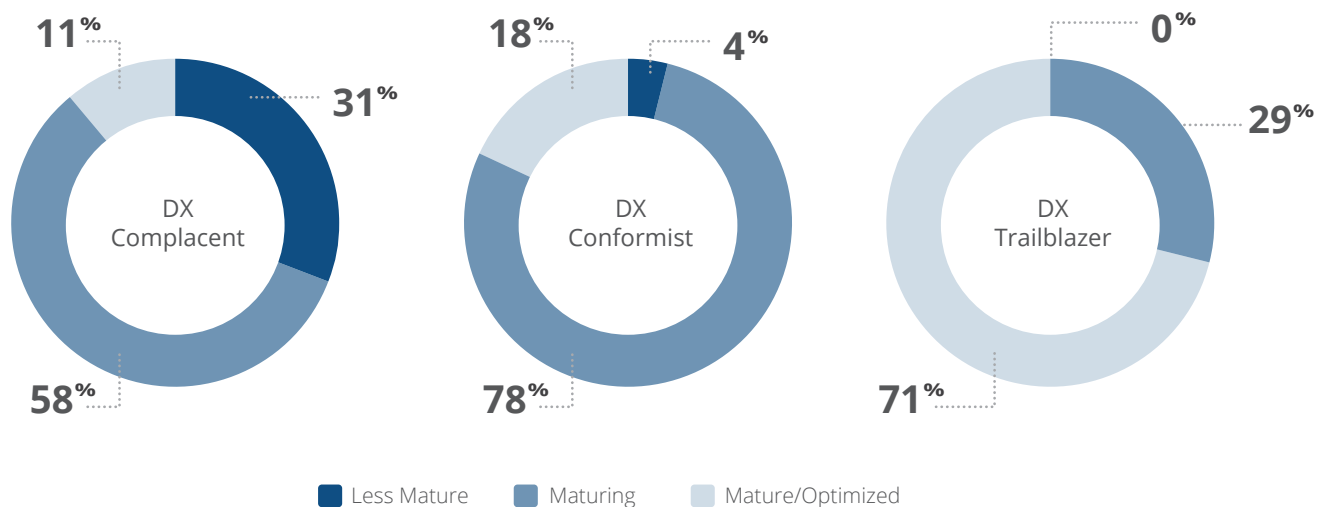
Stage in delivering connected FS



An open and connected financial services ecosystem will give customers control over how they engage with the FSI and what services they want to consume (unbundling). Products/services marketplaces for credit, deposits, and investments will increase reach but also competition. Third-party applications will allow full financial management across multiple financial services accounts. New business models around data access, data analytics, security, and identity will emerge.

A connected financial services business encompasses omni-experience engagement, next-generation payment networks, modernized core, increased efficiency and agility, digital trust and delivery of value-oriented and personalized offerings to customers through an ecosystem approach. It represents an agile, efficient, collaborative way of working in partnership with different ecosystem players both internal and external to the organization.

Stage in building/growing ecosystem experiences in collaboration with internal and external stakeholders

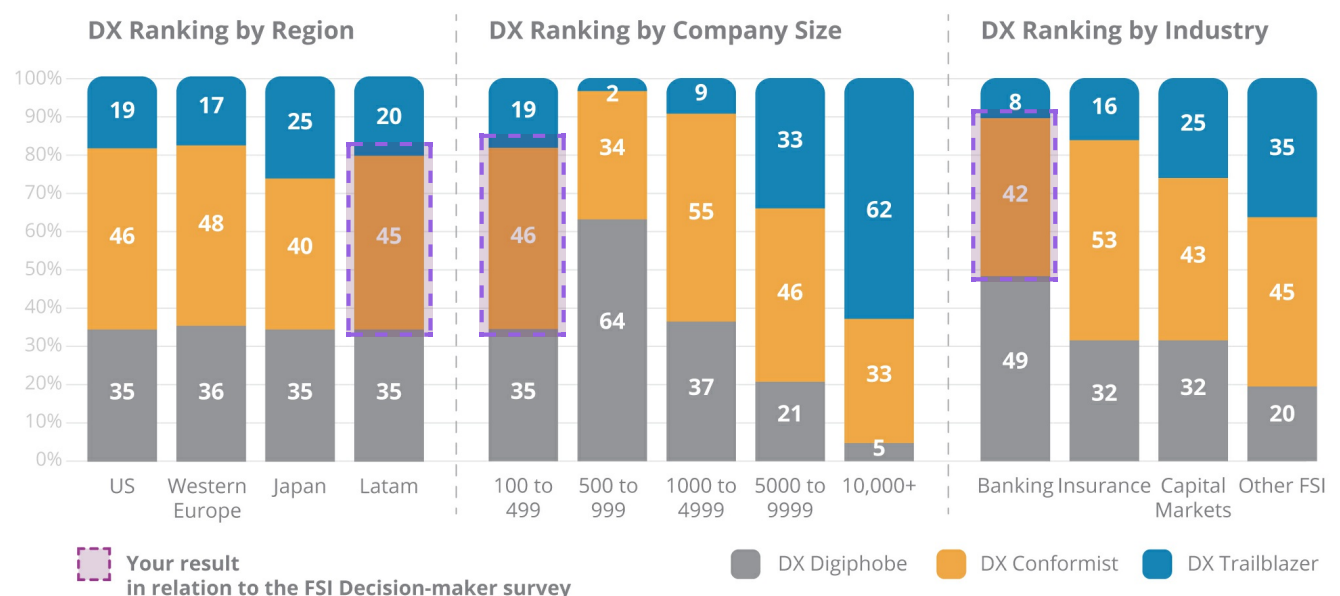


The attitude of DX Trailblazers towards IT's role in DX and the resulting investment focus help them achieve an optimized state in building ecosystem experiences. Majority of these organizations are advanced in delivering a connected financial services business. The situation enables these FSIs to repeatedly disrupt the market leveraging a connected ecosystem and offers a perfect platform to face an increasingly open and connected world (open banking, insurance business enabled by open APIs etc.) driven by customer demand and regulatory pressures.

YOUR RESULTS

Organizations can only reap the full benefits of digital transformation if it is truly embedded within their culture, processes and technology. IDC has created the Financial Services Digital Transformation Capability Assessment Tool to help FSIs assess their readiness for their digital future. It scores FSIs on their approach to becoming digital by looking at three core elements - how far advanced you are along the DX journey, how successful your DX initiatives have been, and the steps you have taken to becoming a Connected FSI. Based on a global survey of 1,050 FSI institutions across banking, insurance and capital markets among other, we class organizations into three levels of Digital Transformation capability: DX Complacents, DX Conformists and DX Trailblazers.

OVERALL PERFORMANCE: Stage 2 - DX Conformist



Well done! Based on your responses to IDC's Financial Services DX Capability Assessment Tool, your organization has been rated at the second highest level of DX capability - Digital Transformation Conformist. This means your organization is generally in line with the rest of the industry and readying itself for the digital future. While you are doing well, there is still much to do to be fully digital ready.

Your results indicate that while you are doing well, there is plenty to do to get on level terms with the best at DX in financial services. This report will give you advice on areas to give priority to as you look to progress to the next stage of DX capability, so let's turn to the next page and dig into what you can do.

DX ADOPTION PERFORMANCE

This section of the report assesses the stage of your organization's DX journey based on your attitude to investing in digital technologies, how advanced you are in transforming your digital channels and business's perception of IT's role in DX.

Your overall score in this section indicates that you are in line with your DX Conformist peers with respect to the progress you have made in DX. You are well on your way, but don't think of stopping just yet. You could look in to individual assessment areas within this section to understand what changes you could potentially make to your overall approach and DX strategy for further progress.

Q1: On a scale of 1 to 5, how transformed are the following areas, in your organization?

Your score indicates that you have transformed most of your digital channels to improve customer engagement and attract new revenues. This means that you are ahead of your DX Conformist peers in transforming customer engagement. This sounds great. You should now focus on other areas to improve your overall Digital Transformation DX capability.

Q2: What is IT's role (as viewed by business) in transforming business through digital technologies in your organization?

Our research shows that FSIs that are advanced in DX view IT as an integral part of their transformation strategy. IT is considered a driver of competitive advantage in such forward looking organizations.

Your company views IT as a driver of efficiency, so you are a good way along the path of IT driving new services and competitiveness like many of your DX Conformist peers. For you to progress further in your digital journey, your IT department will need to work to engage better with the business and demonstrate the value IT can bring forth.

Q3: Which of the bands below best represent the proportion of your IT budget spend on the following areas?

Progress in digital transformation has a direct correlation to significant investments in the DX services. FSIs that are advanced in DX typically have focused DX investments. They also balance this very well with their investments in traditional IT services.

Your investment bands indicate that you are in line with DX Conformists with respect to your investments in IT services. An equal emphasis on IT spending on innovative digital technologies and traditional IT services will help you advance in the DX journey.

Q4: Will you spend more, less, or the same in 2018 than in the previous year for the following areas?

According to our research, FSIs that are advanced in their DX journey have solid plans to increase their DX investments in the next couple of years to keep up the momentum. With agile

delivery models and automation becoming norm to address evolving requirements and speed to market, they plan to reduce investments in traditional business and IT consulting. Investments in BPO services are also expected to decline in the next couple of years.

Your investment bands indicate that you are ahead of your DX Conformist peers with respect to your investments in in traditional IT and Business Consulting and Outsourcing services. You must continue to explore opportunities to allocate budget for cognitive enabled automation and other digital initiatives to move ahead in your DX journey.

SUCCESS IN DX

This section analyzes how successful you are in your digital initiatives by looking at your approach to DX, the way you measure success in DX as well as your specific digital technology investment priorities.

Overall, you are lagging behind your DX Conformist peers in this section that assesses your DX success. You need to work hard to move to the next level by considering your approach to DX and which digital technology investments will give you the much needed boost to succeed in your transformation effort.

Q5: What is the typical balance in your company for digital transformation initiatives?

An important ingredient for success in digital transformation is an organization's approach to implement digital projects.

In your company, DX projects are mainly individual business unit driven with some strategic enterprise wide initiatives which means you are lagging somewhat behind your DX Conformist peers. For you to succeed in your digital journey, your senior leadership should seriously consider following an integrated strategy. They should develop and implement a plan to integrate DX initiatives across the enterprise.

Q6: How successful are you in your digital initiatives?

To measure the success of digital initiatives, FSIs need to define new digital KPIs such as customer advocacy scores, return on data-related investments, business's ability to transform and automate processes etc. Digitally advanced organizations use their KPIs for quarterly performance reviews, strategic planning, monthly ops reviews, directing weekly activities and also for presenting them to investors.

Your response indicates that your organization is in line with your DX Conformist peers in identifying and using the KPIs to measure the success of your digital initiatives. You need to urgently start considering the KPIs now that will help you measure the success of digital initiatives to provide you direction and focus for future investments.

Q7: At what stage is your organization today in the deployment of each of the following digital technologies or initiatives to transform your business in response to the changing customer and market needs?

Our research in financial services shows that investments in Big Data and analytics, Social and collaboration tools, business through new channels and platform based ecosystem delivery provide an advantage to the FSIs that are advanced in their DX journey.

Your investment bands indicate that you are in line with most of your DX Conformist peers with respect to your investments in these technologies. You can consider increasing your investments in these digital technologies which will positively impact your customer and partner relationships in future.

CONNECTED FINANCIAL SERVICES

Connected financial services bring together businesses and products with the help of a digital platform where diverse stakeholders (both internal and external) collaborate to deliver value-oriented and personalized offerings to customers through a partnership network approach. In this section, we look in to the progress you made in establishing a connected financial services business and your overall approach to risk management while doing so as this is vital to build loyalty and trust among your customers and partners.

Your cumulative score in this section shows that you are in line with your DX Conformist peers in this area. To better meet the needs of customers in the digital world, you should continue to refine the way you engage with customers and partners by leveraging the connected financial services business model.

Q8: Which statement best describes how advanced you are in delivering a connected financial service?

Digital savvy organizations aspire to become connected financial services establishments for competitive advantage.

Based on your response, you are in line with a few of your DX Conformist peers with respect to your position in delivering connected financial services. You need to progress further in your initial projects to deliver a connected financial services business to gain first mover advantage among your peers in this area.

Q9: In delivering a connected financial services business, to what extent have you implemented each of the following to assess risk and ensure the right levels of security?

Financial services organizations should employ robust methods to assess risk and ensure that the right levels of security are in place in a connected financial services model with measures such as identity management, fraud detection, cyberthreat detection, investments in next gen security etc.

Your score indicates that you have employed some of these measures currently. This means you are in line with your DX Conformist peers. To build customer trust and loyalty in connected financial services, you need to try and explore most of these measures in your strategy in future.