



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.

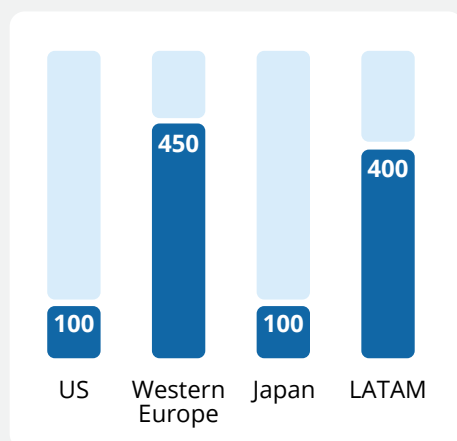
Based on your responses, this report provides you with a benchmark of your organization's DX capability and provides you with essential and tailored guidance to help you advance in your digital journey to cater to the needs of an ever-evolving, increasingly open and connected financial services landscape.

IDC FSI BAROMETER SURVEY

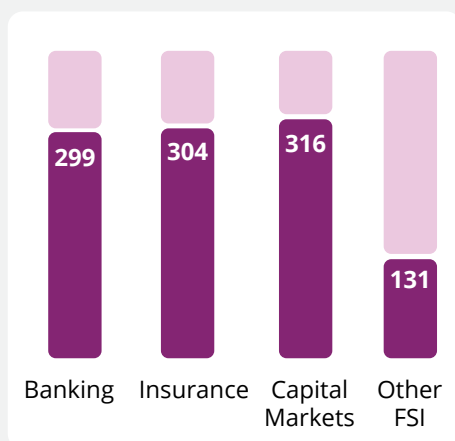
Demographics and Key Topic Areas

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.

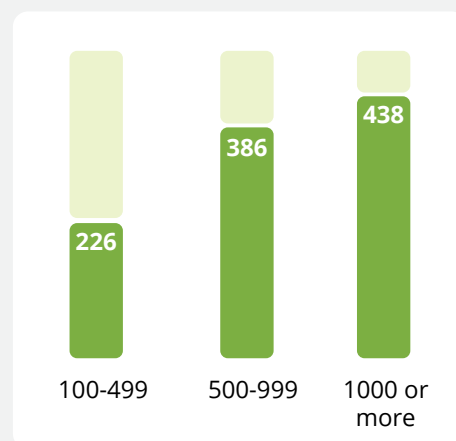
Region



FSI Type



Company Size



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

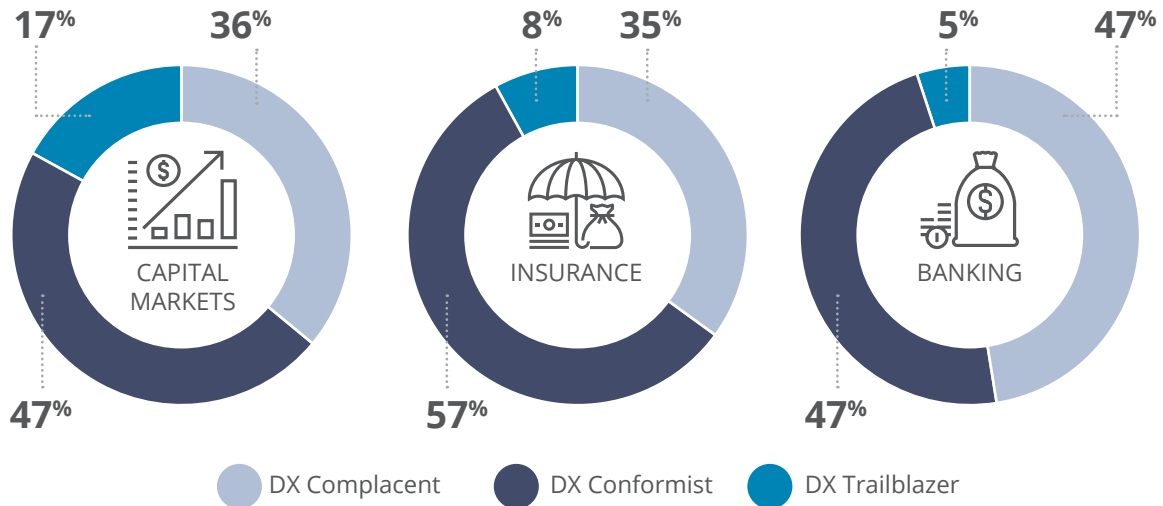
- The impact of digital systems or initiatives in driving organizational growth
- Digital technology investment priorities
- Perceived state of advancement in DX initiatives
- The organization's approach to DX
- Revenues generated from DX initiatives
- Perception of IT's role in transforming business
- 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

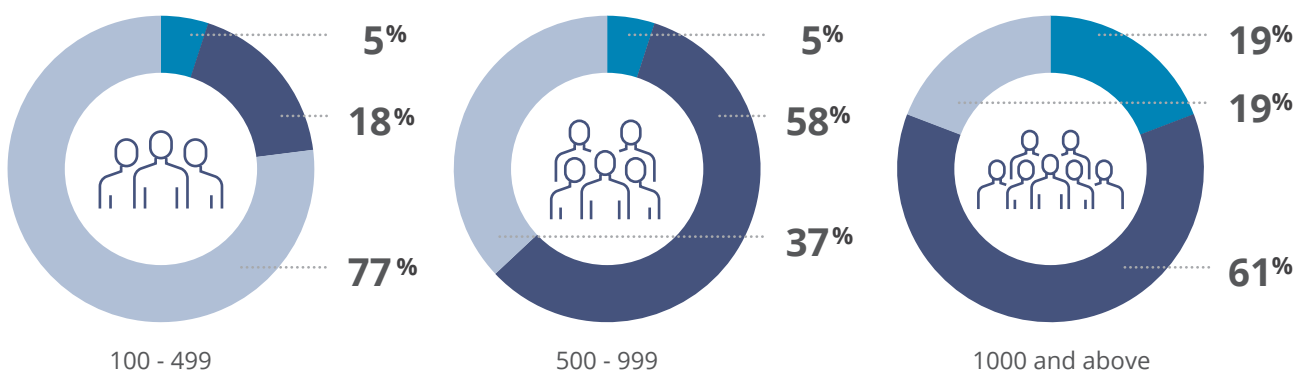


Sub-industry variations in DX progress

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



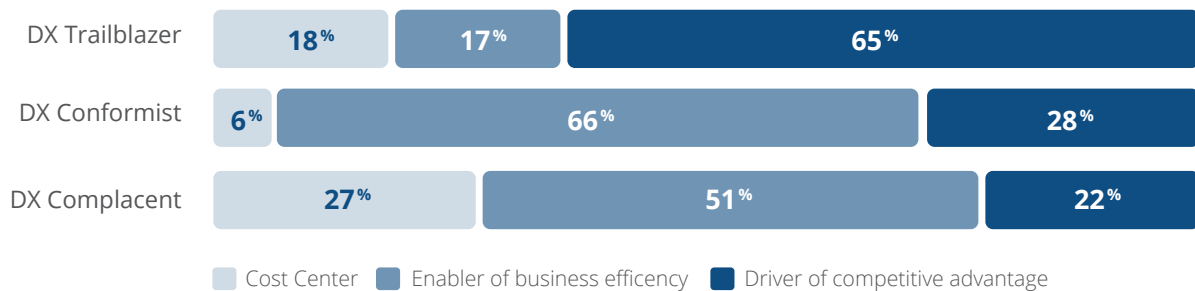
According to the survey, FSIs across regions and industries believe that the impact of DX on organizational growth is high. However, the responses indicate that smaller the organization, the less advanced it is in its DX journey. Many have not fully bought in on the impact of DX on their business. Small 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

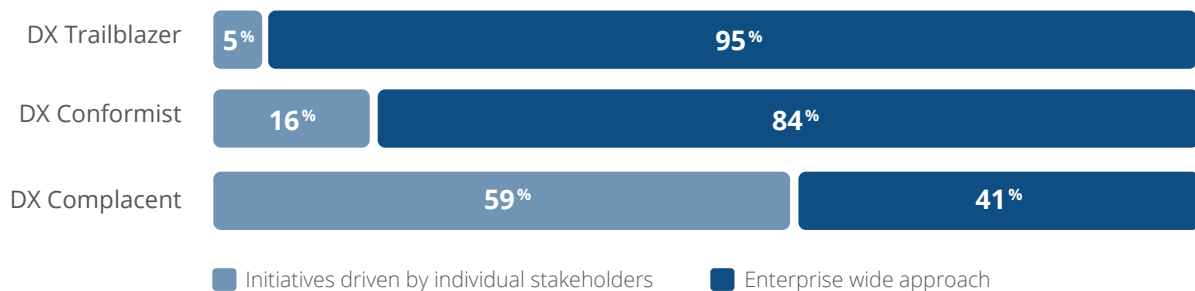
Majority of DX Trailblazers perceive IT as a driver of competitive advantage. Although CIOs are primary drivers of DX in these organizations, CEOs and Boards of Directors engage Lines of Business from outset. Lines of Business share responsibility for change.

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



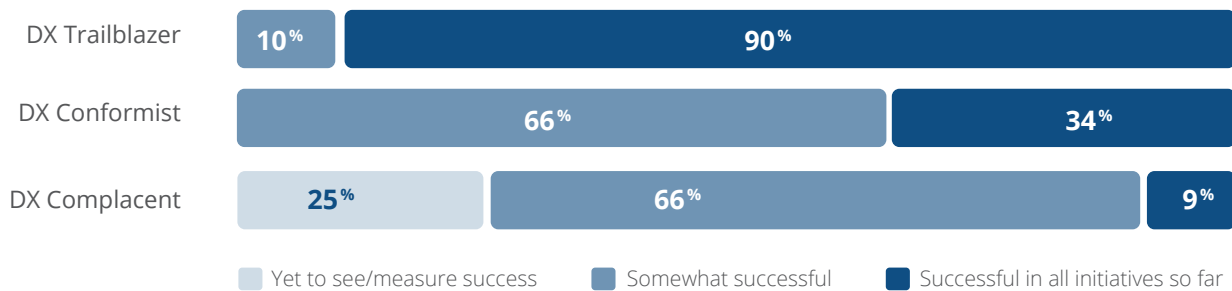
A fundamental problem in DX is that there are many digital strategies taking place in one organization. Organizations either runs digital initiatives as stand alone or runs multiple digital strategies depending on the line of business. Many FSIs run digital strategies that are focused on short term outcomes. 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



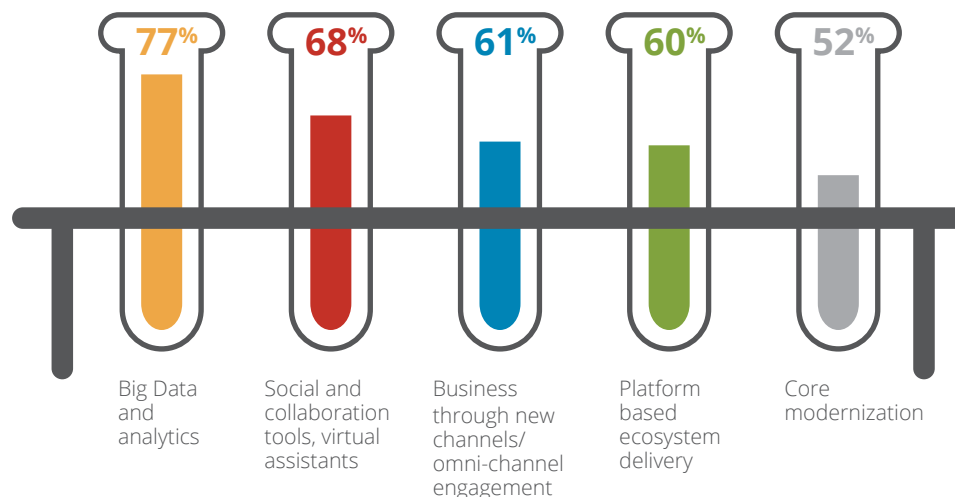
A forward-looking approach and integrated strategy is helping DX Trailblazers achieve success in most of their digital initiatives compared to DX Conformist and DX Compliant FSIs

ANALYSIS OF FSI DECISION MAKER SURVEY FINDINGS

DX Investment Priorities

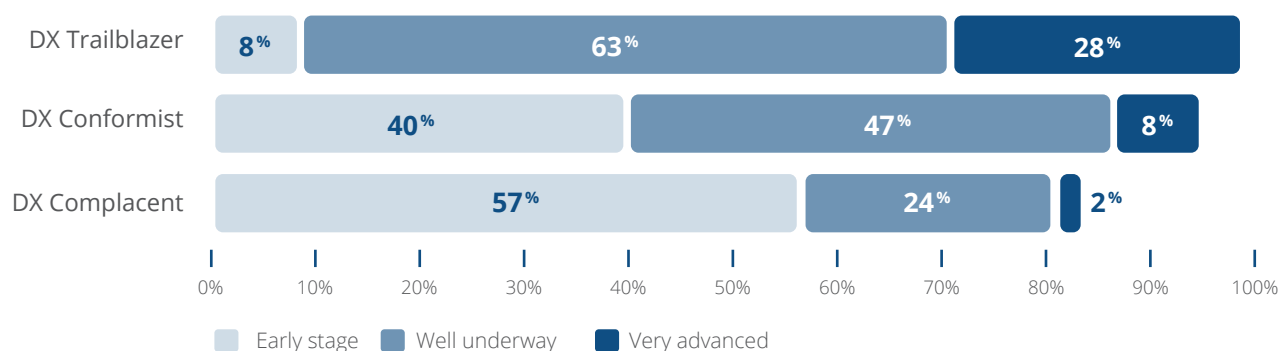
The study found that digital savvy financial institutions are prioritizing investment in big data and analytics. Recognizing the market change in communication preferences, they are also investing significantly in social and collaboration tools, omni-channel and platform based ecosystems while ensuring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

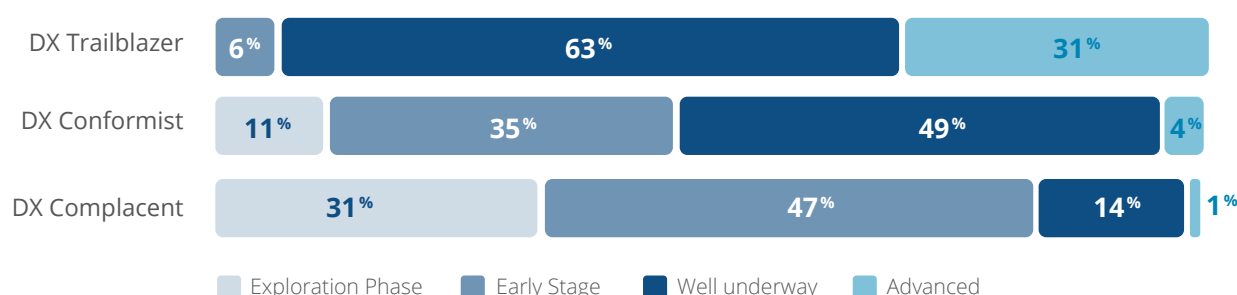


ANALYSIS OF FSI DECISION MAKER SURVEY FINDINGS

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

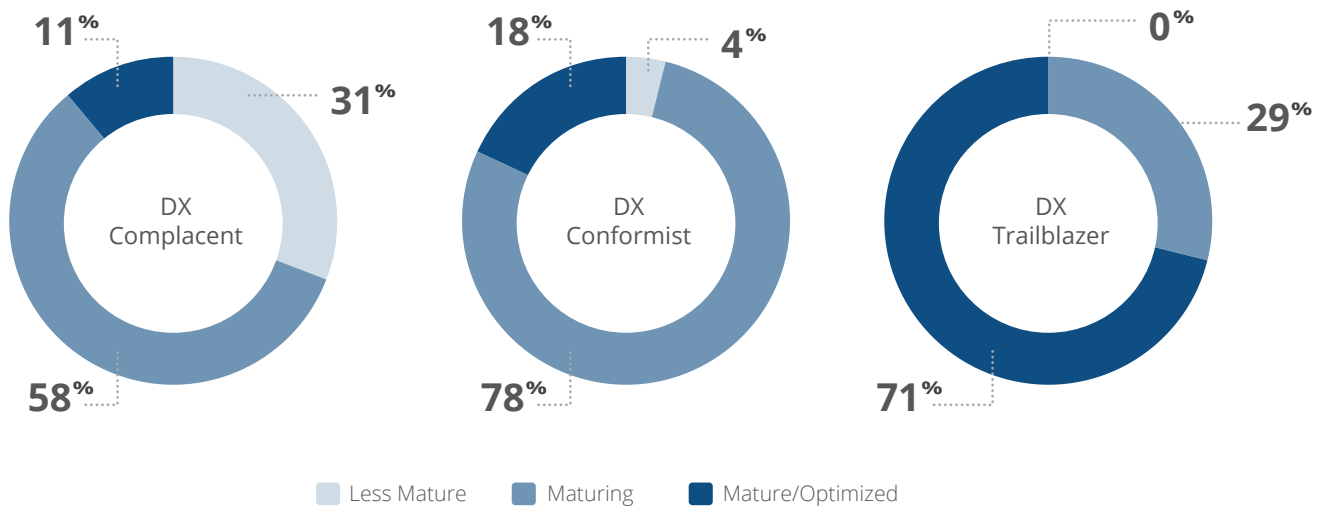
Stage in delivering connected FS



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.