

Digital Empowerment Project

Sept 2024



Maple Trust Bank



KEYSTONE ADVISORS

Agenda

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01.

Current State Findings and Digital Strategy

Maple Trust Bank has identified a strategic opportunity to enhance its market presence and improve customer engagement by advancing its digital offerings

Overview



Maple Trust Bank has identified the need to **improve its digital experience**. Currently offering only web-based services, the bank is now aiming to **expand its capabilities** by developing a **mobile application** to complement its existing offerings

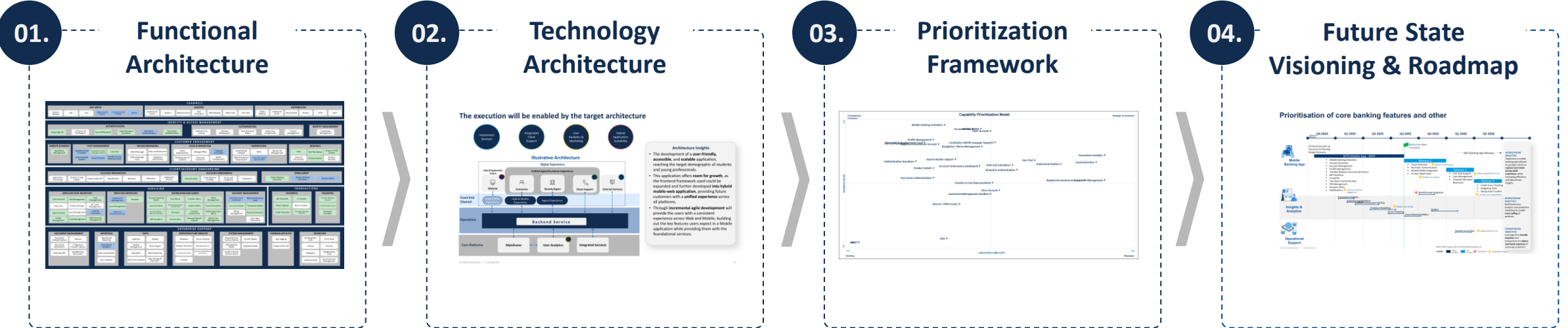


Keystone Advisors was brought in to develop a tailored digital strategy, focusing on **creating a prioritized roadmap** and **defining implementation activities** for a **mobile app launch in 2025**, targeting the bank's core audience of **young professionals**



The Digital Strategy offers Maple Trust Bank a **high-level roadmap** to incrementally build a unified digital experience, including the development of a **mobile application across multiple channels**, aligned with their **business priorities and target audience**. It also **establishes a scalable foundation** to support future growth as the strategy continues to evolve

Digital Strategy Approach & Output



Today, six key challenges are impeding the organization's ability to innovate effectively and engage its core target market



Lack of Mobile Banking Application & Tools

Absence of a mobile banking application and essential digital tools resulting in potential clients opting for competitors who offer more comprehensive mobile banking solutions



Limited Customer Insights & Reporting Metrics

Limited customer insights and inadequate reporting metrics reduce the ability to fully leverage advanced digital capabilities



Suboptimal Customer Onboarding & Marketing

Suboptimal onboarding processes for new products, coupled with limited effectiveness in cross-selling, hinders the ability to maximize customer engagement and drive additional revenue



Reliance on external vendors

Significant reliance on external vendors leads to prolonged development cycles and delays in product releases, limiting the organizations' ability to swiftly respond to market demands



Security and Fraud Prevention

Limited security and fraud prevention measures have led to an increase in fraud-related incidents, resulting in increased volume of customer support calls



Excessive Call Volume & Wait Times

Excessive call volumes, coupled with prolonged wait times, results in a negative customer experience and increased operational cost

The Digital Empowerment project will deliver a one-stop mobile platform, offering an integrated experience across all channels, empowering user to manage their finances effortlessly

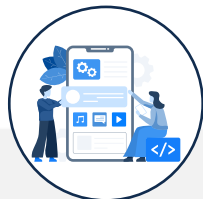
STRATEGIC PRIORITIES



Mobile Banking App

- Deliver a fully **integrated mobile platform** covering all core banking features by the first rollout in **Q3 2025**.
- Ensure that clients have **seamless access** to the **bank's full suite of services**, **enhancing client engagement** and providing a **competitive edge** the mobile space.

Realized Benefits



Insights & Analytics

- **Build out behavioral analytics and predictive modeling** to personalize offerings and promote relevant products. This approach increases the banks' ability to **cross-sell opportunities**, **deepens client relationships**, and **generates new revenue streams**
- Offer best-in-class **budgeting, savings goal, and debt management tools** tailored to the life stages and financial behaviors of MTB young professional audience

Realized Benefits



Operational Support

- **Minimize reliance on call centers** by **enhancing self-service capabilities** within the **mobile app**, such as chatbot, live chat, and transfer to live rep.
- This **reduces operational costs**, **call center wait times**, and **improves customer satisfaction** by empowering clients to resolve issues independently and efficiently

Realized Benefits



CORE PILLAR



Security and Trust

- Implement industry-leading security features, including **biometric authentication, encryption, and AI-powered fraud detection**, to ensure that MTB's digital offerings provide the highest level of trust.
- This focus on security will foster user confidence, especially among young professional concerned with the safety of their personal and financial data.

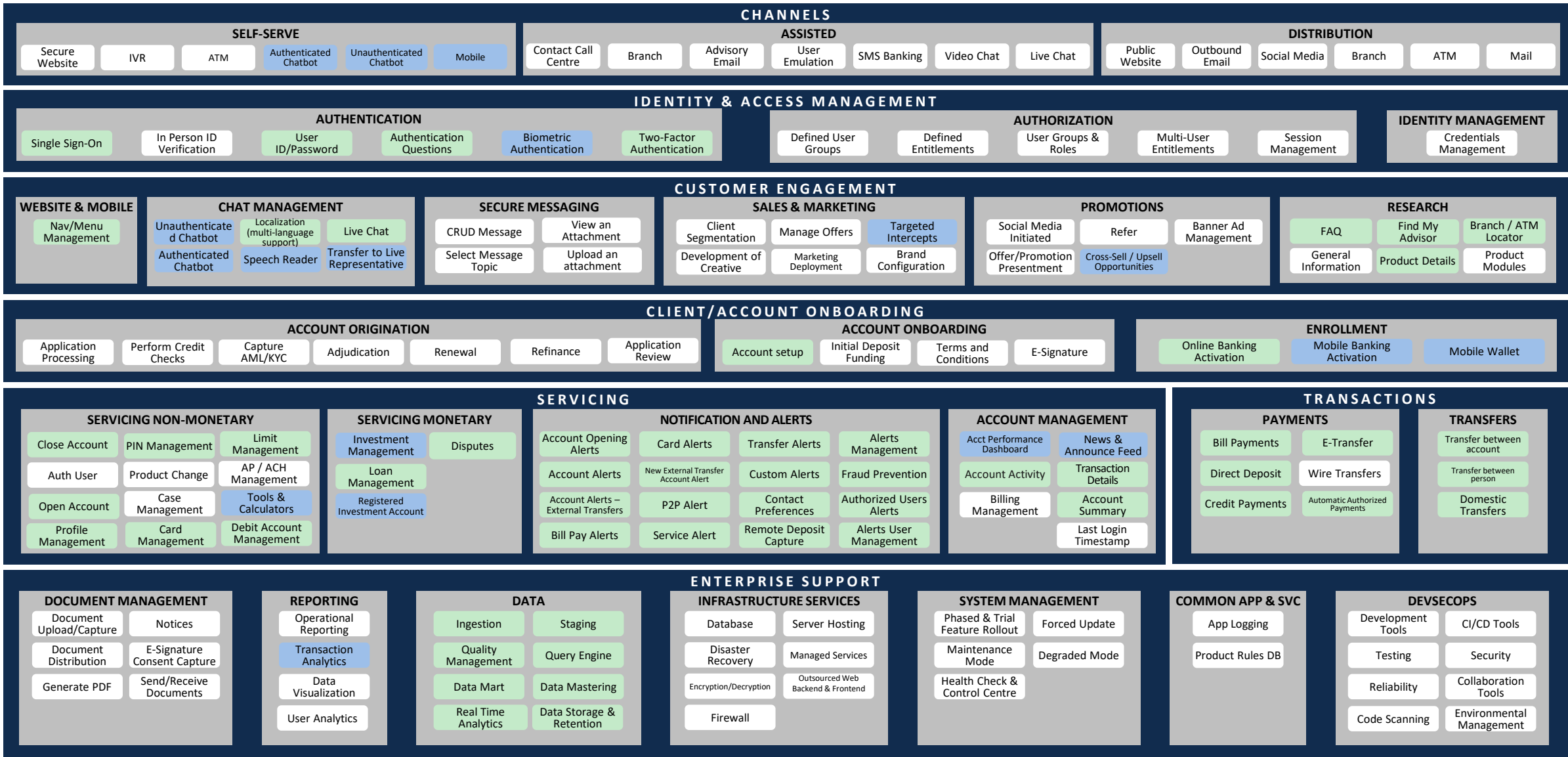
Capabilities that are net new or require a transition from web to mobile

LEGEND

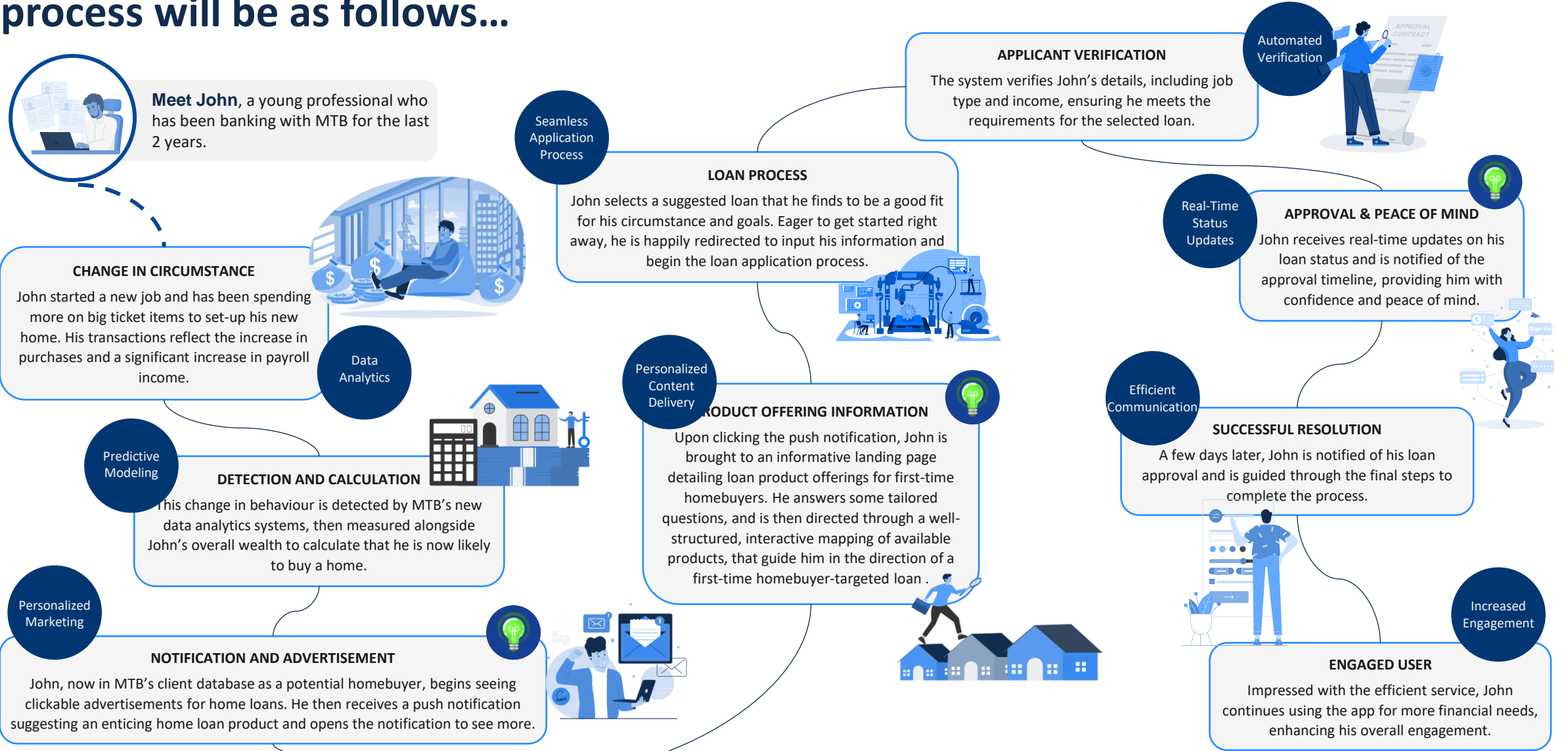
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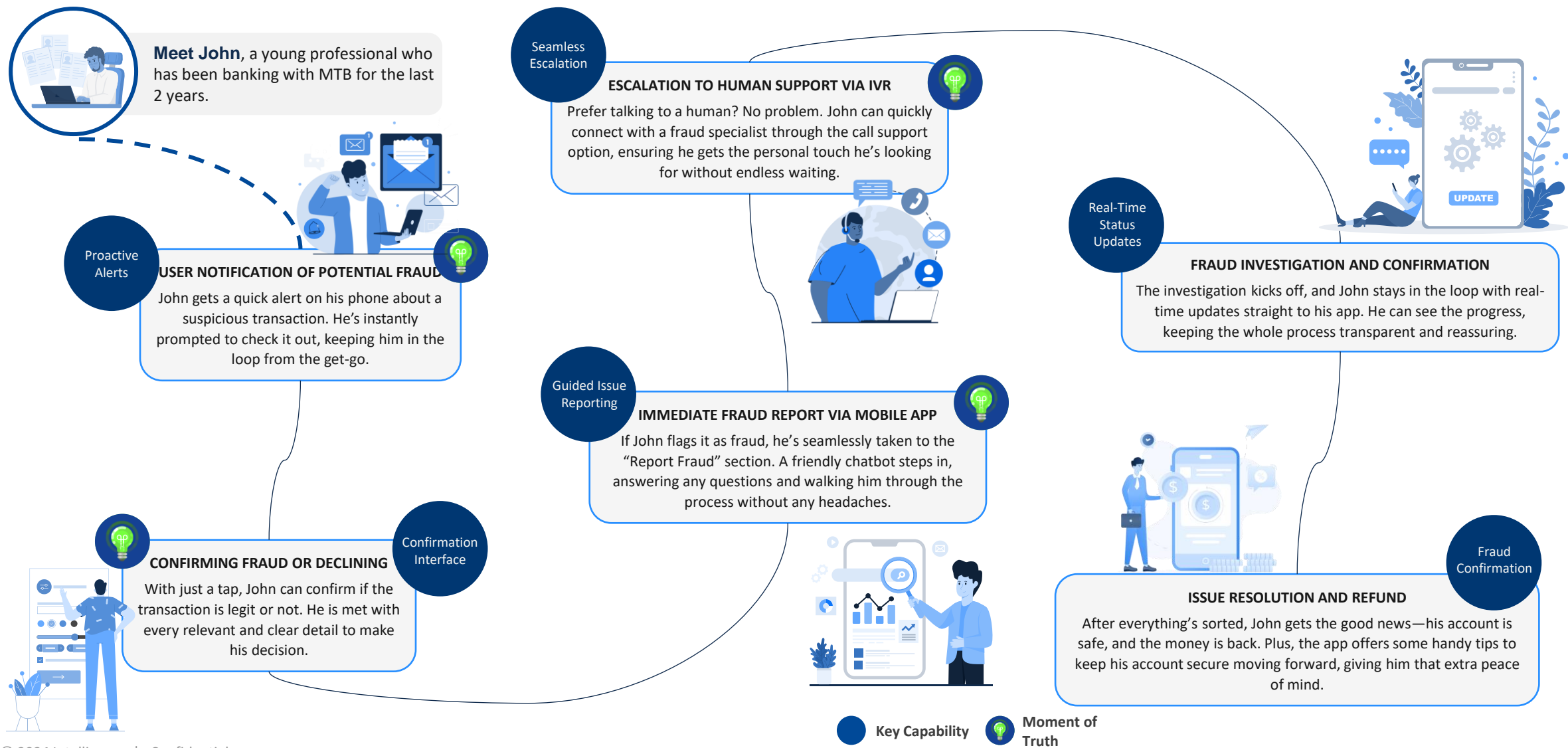
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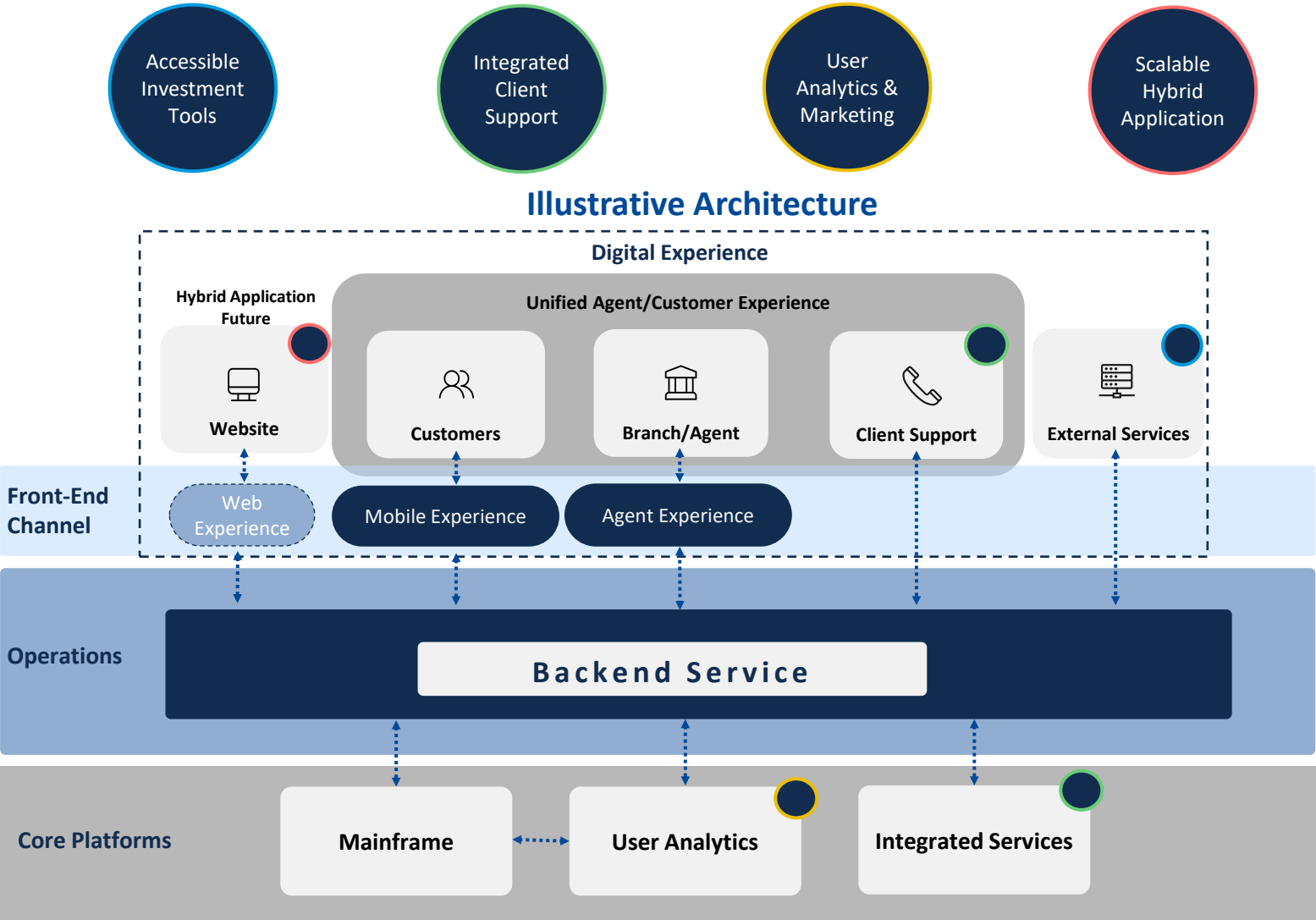
With these enhancements, the customer journey for the digital loan application process will be as follows...



...additionally, the enhanced customer journey for fraud detection and resolution will be



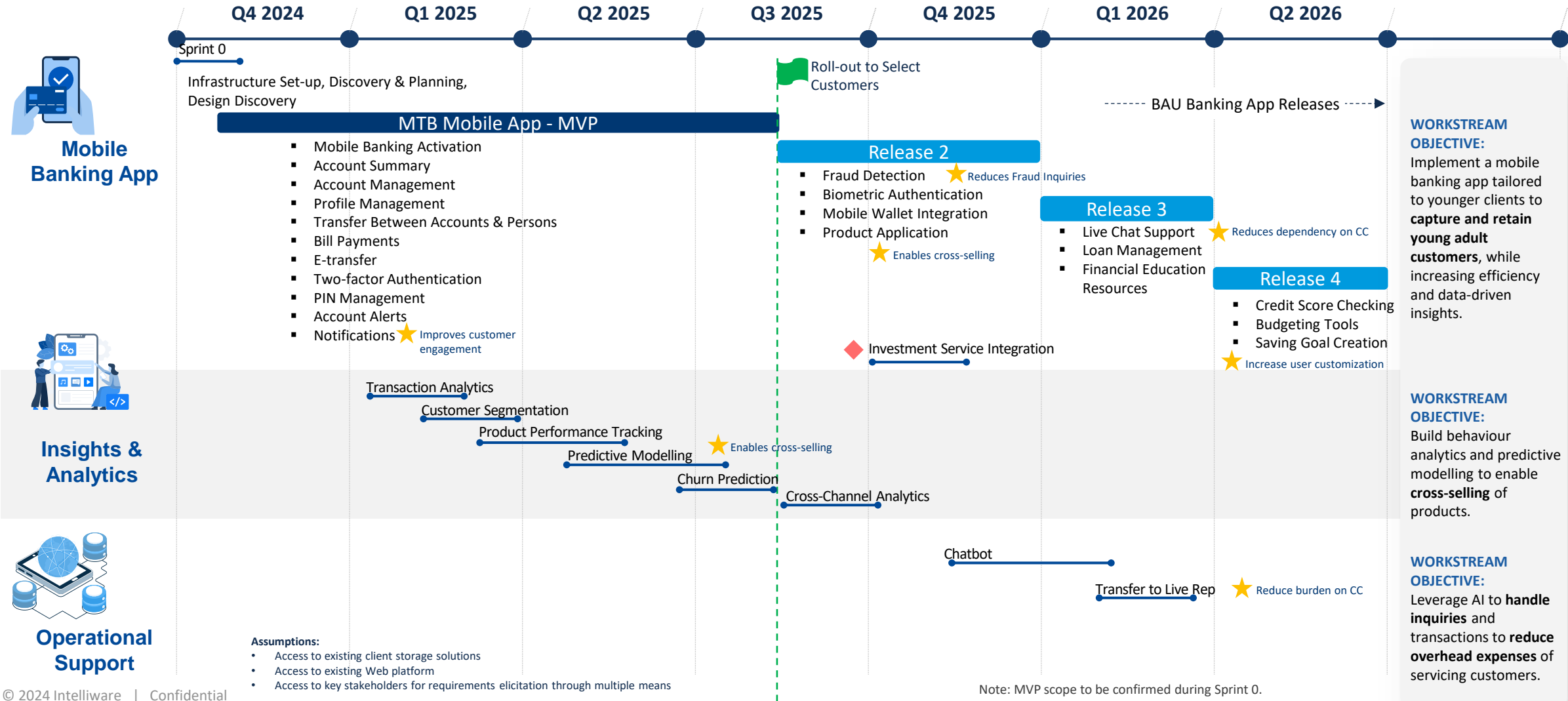
Enhancing the digital offering requires an incremental development approach and strategic integration of new application into the target architecture



Architecture Insights

- The development of a **user-friendly**, **accessible**, and **scalable** application, reaching the target demographic of students and young professionals.
- This application offers **room for growth**, as the frontend framework used could be expanded and further developed **into hybrid mobile-web application**, providing future customers with a **unified experience** across all platforms.
- Through **incremental agile development**, together we will provide the users with a **consistent experience** across Web and Mobile, building out the key features users expect in a Mobile application while providing them with the **foundational services**.

This roadmap prioritizes key features for rapid deployment in MVP 1, delivering immediate business value, with additional features to be added iteratively in subsequent phases

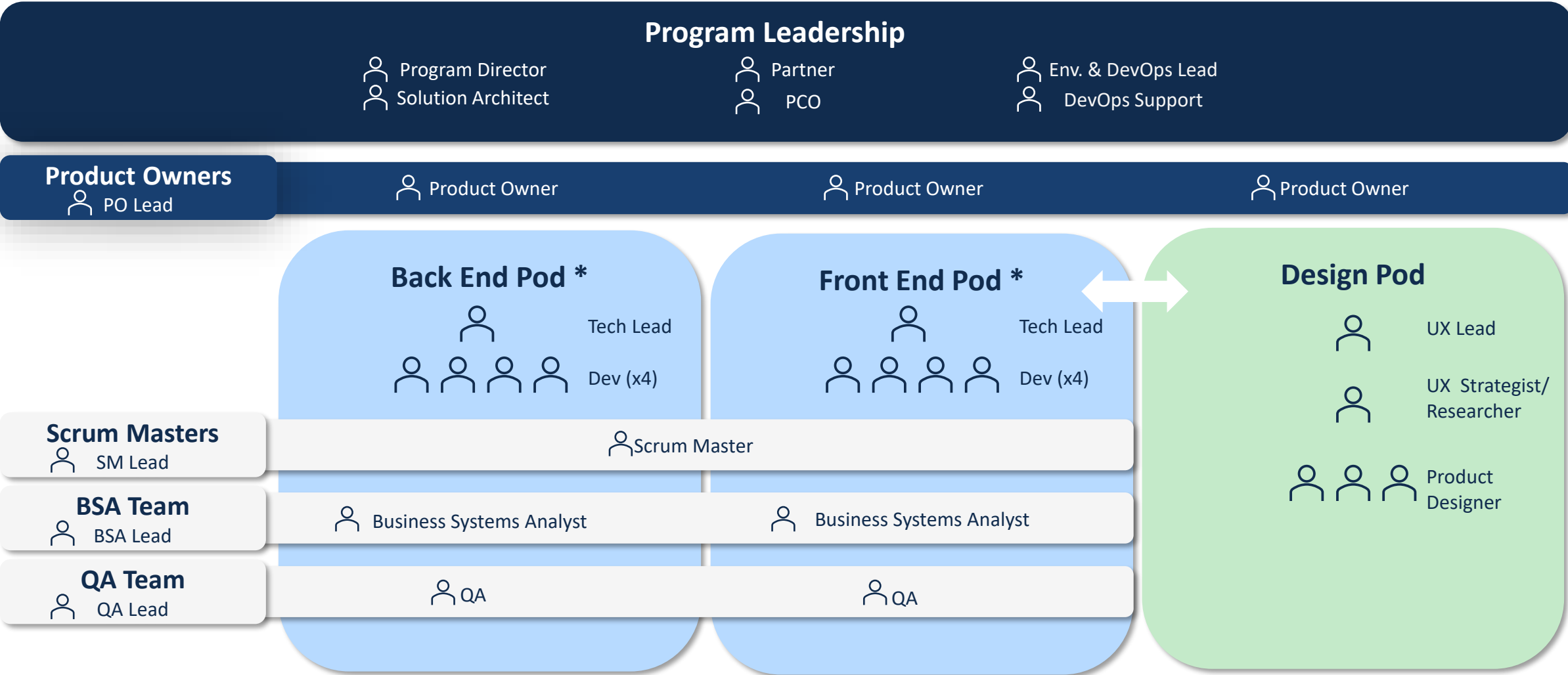


02.

Mobilization & Next Steps



Sample Delivery Pod Structure



*Establish an integrated digital factory that leverages development resources from both Maple Trust Bank and Keystone Advisory

Sample Business Requirement and Frontend Technical User Story

1. Scenario

"The Bank wants to increase their competitive edge and customer engagement by allowing users to better understand their financial status"

2. User Story

As a Maple Trust Bank client, I want to set a budget amount for my credit card so that I am notified when I spend over the budget amount per month

3. Details

1. Maple Trust Bank client has opened their credit card page on their mobile app, [outlined here](#), and see the 'Set Budget Notification Amount' button in the top right corner below the hamburger bar.
2. When the 'Set Budget Notification Amount' button is selected, a pop-up appears on the screen containing an 'X' button in the top right corner of the pop-up, text displaying 'Enter Budget Amount' centered on the page, an entry field with a greyed out '\$' centered below the text, and a 'Save' button in the bottom right corner.
 - A. The credit card page is not interactable while the pop-up is open.
 - B. The client can press the 'X' to close the pop-up and return to the credit card page.
 - C. The client will see a pop-up overtop of the existing window displaying an error message 'Must Enter an Amount to Save' with an 'X' in the top right corner if the 'Save' button is pressed without entering an amount.
 - i. The error message can be closed by pressing the 'X'.
 - ii. No other pages are interactable while the error message is displayed.
 - D. When the client enters an amount in the entry field, the field will automatically include a '\$' at the beginning of the text.
 - E. When the entry field is filled in with valid text, the text will be centered in the entry field.
 - F. When the client has entered text in the entry field and the 'Save' button is pressed, the current pop-up closes and a loading screen appears after which a banner message displays 'Budget Amount Set' at the top of the page below the hamburger bar which disappears automatically after 30 seconds if successful
 - i. If an error occurs, the pop-up window closes and a notification at the top of the page appears saying 'Could Not Set Amount' rather than the confirmation display message.

4. Assumptions

- Maple Trust Bank client is logged into the mobile application
- Maple Trust Bank client has a credit card
- Maple Trust Bank client is enrolled in the budget notification program

5. HL Solutioning

1. FE will call GET /budgetAmount endpoint passing the userId, accountNumber, budgetAmount, and authentication details.
 - a. Endpoint will return a response body with the current budget amount if one exists or an error code.
2. If no previous budget amount set, FE will call POST /budgetAmount endpoint passing the userId, accountNumber, budgetAmount, and authentication details.
 - a. Endpoint will return a confirmation with no response body if successful or error code.
3. If a budget amount has been set previously, FE will call PUT /budgetAmount endpoint passing the userId, accountNumber, budgetAmount, and authentication details.
 - a. Endpoint will return a confirmation with no response body if successful or error code.

6. Endpoints

1. GET /budgetAmount
2. POST /budgetAmount
3. PUT /budgetAmount

Decision points and next steps to mobilize the strategy



01

Strategic Alignment and Approval – Present the digital strategy and roadmap to additional key stakeholders for broader socialization

02

Mobilization – Mobilize the team and begin requirements gathering and design exploration

03

Coordination – Establish a digital factory within the organization to collaborate on development and ensure program continuity.



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02.

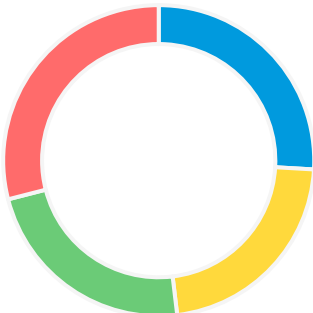
Appendix



Key Insights from Maple Trust Call Centre Q3 Data

Customer Demographics

Young adults make up the largest group of callers, suggesting they may require more assistance or have more queries about banking services.



- Experienced Professional (41-55)
- Mid-Career Professional (26-40)
- Senior Professional (56+)
- Young Adult (18-25)

Most Common Call: Loan Inquiry (244 calls)
Average Call Duration: 16.4 minutes
Top Fraud Concerns: Identity Theft & Card Compromise

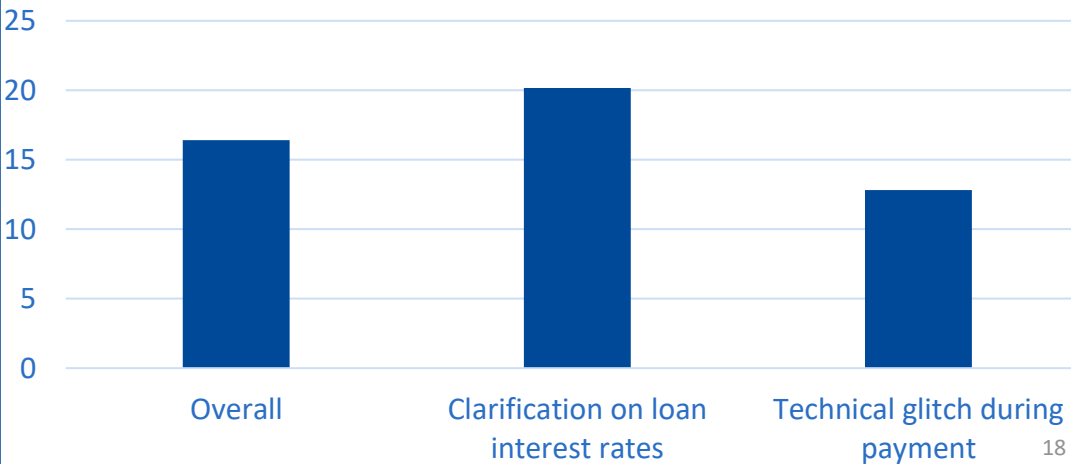
Count of Customer Type					
Column Labels					
Row Labels	Young Adult (18-25)	Mid-Career Professional (26-40)	Experienced Professional (41-55)	Senior Professional (56+)	Grand Total
Account Setup	11	18	28	56	113
Billing Issue	19	51	103	34	207
Fraud Report	120	60	40	21	241
Loan Inquiry	122	61	40	21	244
Technical Support	18	32	48	97	195
Grand Total	290	222	259	229	1000

Sum of Call Duration (min)					
Column Labels					
Row Labels	Young Adult (18-25)	Mid-Career Professional (26-40)	Experienced Professional (41-55)	Senior Professional (56+)	Grand Total
Account Setup	170	311	384	916	1781
Billing Issue	341	862	1604	510	3317
Fraud Report	1909	869	677	352	3807
Loan Inquiry	2207	1138	702	352	4399
Technical Support	306	485	773	1527	3091
Grand Total	4933	3665	4140	3657	16395

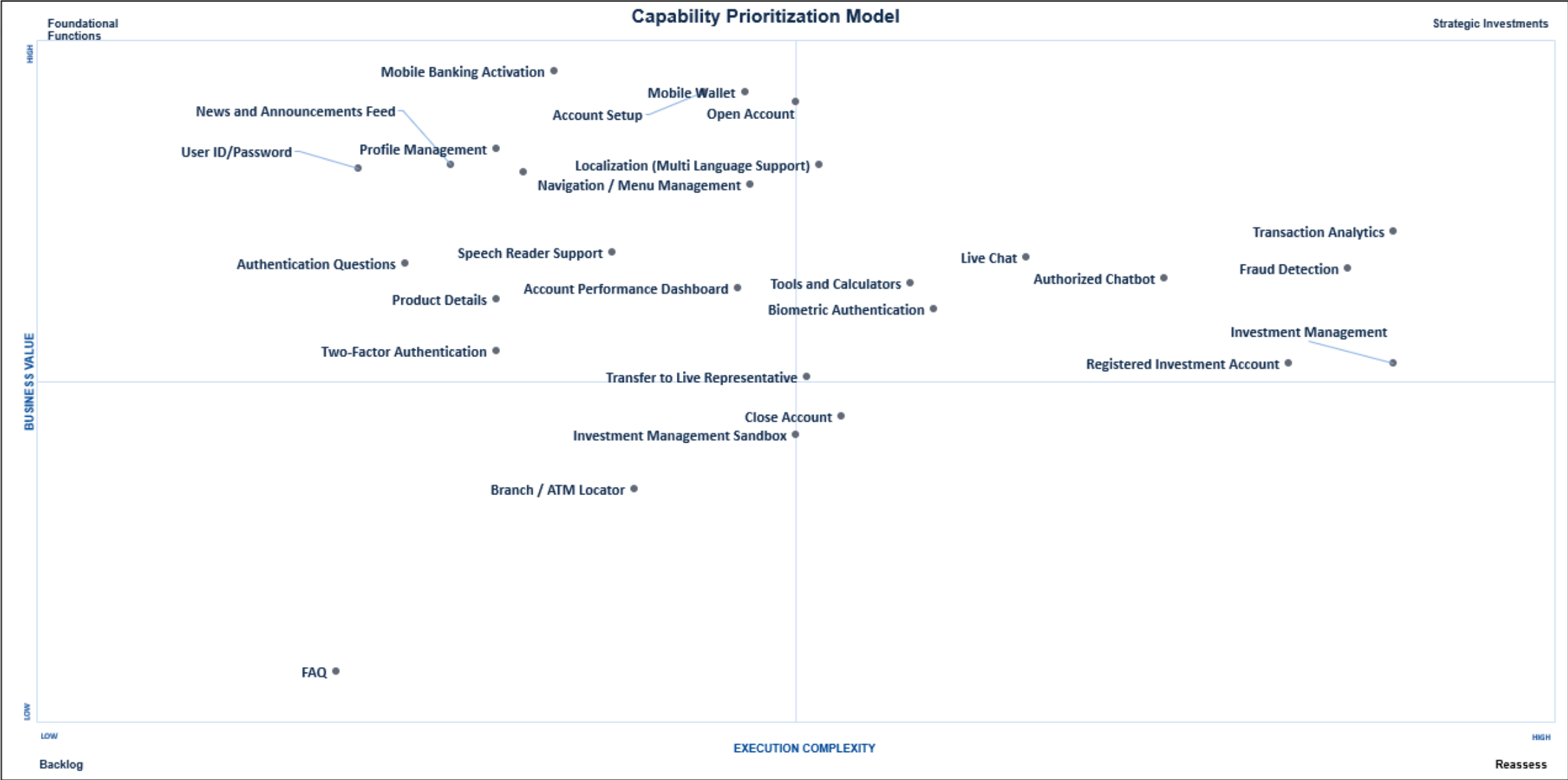
Call Types



Average Duration of Calls (in minutes)



Prioritization Matrix Output



Business Value & Execution Complexity Driver Weight & Scoring

Business Value Drivers

Driver	Description	Weight	Scoring (3 = High, 2 = Medium, 1 = Low)
Increase Customer Base & Satisfaction	How much does this capability impact customer satisfaction? Does this capability have the potential to drive lift on overall customer experience?	10%	<ul style="list-style-type: none">3 = The capability can significantly elevate customer base and satisfaction2 = The capability can contribute improving customer base and satisfaction1 = The capability can have limited impact on customer base and satisfaction
Foundational Functionalities	Is it a core banking functionality that is expected of a mobile banking app? Is it a compulsory requirement in order for the app to work?	80%	<ul style="list-style-type: none">3 = Critical functionality required for application to preform / Industry standard2 = Nice to have but not necessary1 = Not a foundational services
Return on Investment	How much can this capability support revenue generation or enable costs savings (e.g. headcount reduction)?	10%	<ul style="list-style-type: none">3 = The capability can have a significant impact on supporting revenue generation and/or enabling cost savings2 = The capability can have a moderate impact on supporting revenue generation and/or enabling cost savings1 = The capability will have a limited impact on supporting revenue generation and/or enabling cost savings

Execution Complexity Drivers

Driver	Description	Weight	Scoring (3 = High, 2 = Medium, 1 = Low)
Technology Implementation	How complex is the technology build, integration, and data migration to realize the capability?	40%	<ul style="list-style-type: none">3 = The capability involves highly complex technology build, integration, and data migration2 = The capability involves moderate complexity in technology build, integration, and data migration1 = The capability involves relatively simple technology build, integration, and data migration
Robustness & Scalability	Is the technology dependent on an existing technology build?	30%	<ul style="list-style-type: none">3 = The capability requires significant architectural enhancements or redesign to ensure scalability and resilience under high demand2 = The capability requires moderate scalability or resilience adjustments to handle expected growth1 = The capability is inherently scalable and robust, with minimal adjustments needed to accommodate future demands
External Resources	Does the functionality require outside resources and components to function?	30%	<ul style="list-style-type: none">3 = The capability relies heavily on external vendors or resources for core functionality, requiring complex coordination2 = The capability requires some external resources or vendor involvement but is mostly managed internally1 = The capability is fully managed internally with little to no reliance on external resources or vendors

To accelerate the delivery of the Digital vision, a Digital Factory should be included in the Target Operating Model

