Digital Banking
Maturity 2022

Closing the Gap to Fully Digital User Experience in Banking

Deloitte
The pandemic has changed the world and banking sector irreversibly

Changes in all markets and industries have impacted customer expectations regarding digital banking services, which are now higher than ever.

The gap between the best and the rest has widened

Digital maturity is rising across the whole banking sector (e.g. ~70% of researched banks now offer a remote account opening option vs 55% in 2020) but the best players have widened the gap to the rest, particularly in areas such as bancassurance, investment services, and card management and authorization.

Banks are becoming more than just banks

Leading banks are becoming multi-service platforms, with offerings in areas such as mobility, e-government, healthcare and commerce. Supported by regulations and cross-country solutions, banks are building ecosystems that can provide clients with a unified view of all of their accounts.

E-commerce solutions on the rise

In response to the growing importance of e-commerce, banks are implementing solutions designed for online sales – including the development and implementation of marketplaces, embedded in banks’ digital channels.

Growing advisory function of banks

Taking the role of a trusted advisor, banks support clients’ everyday finance management with a wide array of digital solutions, such as PFM tools, multiple investment options, risk profiles, automated investment advisory, and portfolio management.

UX is a key differentiator

User experience of digital banking channels can be as important to customer satisfaction as the scope of functionalities implemented. New features bring the most value to clients when they are added according to a well-defined strategy with a focus on UX.

KEY TAKEAWAYS

DBM identifies champions and leading practices worldwide

Covering 304 banks from 41 countries, DBM analyses digital retail banking in 3 channels, throughout the customer journey, based on an outside-in ‘mystery shopper’ assessment of digital functionalities, customer needs research and UX evaluation.
The pandemic has changed the sector irreversibly - digitalization has accelerated and banks are challenging the conventional business model.

2021

"In order to compete in a crowded marketplace, digital transformation is vital. Banks face many challenges: they must streamline operations, increase efficiency, manage costs, amplify security and ultimately improve the customer experience."

Financial Times

"Consumer expectations are sky-high as a result of the new and improved options, accelerating the speed of innovation as companies compete to meet these demands."

World Economic Forum

"Traditional banks are joining and adding digital services, while embedded finance is allowing non-financial businesses to offer financial services in new ways and at the point of need."

World Economic Forum

2022

"Modern banks must provide the customer service and functionality required for the digital age, with a customer-first approach."

Wall Street Journal

"Consumers are looking for financial services experiences that meet them exactly where they are: on their devices, using various applications, accessing their money both traditionally and digitally, and doing more with their money."

Bloomberg

"The first driver have been a shift to e-commerce and a temporary avoidance of business locations as people stayed home and practiced social distancing. A secondary driver has been a shift to contactless payment."

The Economist

"The economics of the next decade will challenge banks to adopt a future fit technology strategy — rooted in customer obsession and enabling an unprecedented level of adaptivity, creativity, and resilience — or fail. Banks must capitalize on the pace of change and innovation and set their course for the next decade."

Forrester

"The future is digital, and banking is no exception to that. So, if the advent of Banking as a Service, open banking, and the booming Fintech sector were not proof enough, we now have a roaring statistic of expected 3.6 billion digital banking users by 2024, that puts a number to the future of banking."

Economic Times
Digital Banking Maturity 2022 is the 5th edition of the largest global benchmarking of digital retail banking channels, answering what leaders are doing to win in the digitalization race.

01 Description of the study

02 Global results

03 Key trends & insights

04 UX study

05 How DBM helps banks respond to change

06 Contacts
Digital Banking Maturity is a global accelerator, helping banks respond to change.

Digital Banking Maturity is the **biggest global digital banking study**, providing a comprehensive outside-in 'mystery shopper' assessment of retail banks’ digital channels and furthering discussion about future developments.
DBM is the biggest benchmarking of digital banking channels in the world

ABOUT THE STUDY

Thought leadership material for European Financial Congress

Covering 15 additional CE countries and over 100 banks

Expansion from CE to Western Europe and EMEA region

Expansion to new regions and continents, including Americas and Asia

Biggest global digital banking study with participation of key global economies: USA, China, India, Brazil
Three components were assessed in order to compare digital maturity between banks and identify best practices.

### About the Study

#### Functionalities Benchmarking
- Analysis of 1208 digital functionalities through ‘mystery shopper’ approach on real retail current accounts in each bank
- Assessment of 6 customer journey steps
- Analysis of digitalization of 19 banking products
- Functionalities library with world’s leading practices

#### Customer Needs Research
- Survey-based research focused on identifying 26 most important banking activities and preferred channels (branch, Internet, mobile), covering over 5000 responses
- Customer preferences between channels in terms of most common banking activities

#### User Experience Study
- Analysis of general principles and best practices of user experience in banking
- Assessment of 15 selected scenarios reflecting key areas of customer activity at top UX banks from 10 countries
- Identification of best practices and general leading principles in banking apps UX

### Functionalities Benchmark

An exhaustive overview of banks’ digital maturity

### User Experience Study

Guidelines and insights into UX of digital banking channels
Digital Banking Maturity 2022 covered 41 countries from 5 continents, including key world markets.
We have analyzed over **1200 functionalities** to track the entire customer journey.

**About the Study**

### Availability of information
- Opening process
- Guidance for new users

### Customer onboarding
- Channels accessibility
- Account & product management
- Authorization
- Card management
- Customer support
- Personal finance management
- Transfers and payments

### Day-to-day banking
- Account opening
- End relationship
- Account closing

### Expand relationship
- Product x-sell (basic)
- Product x-sell (complementary)
- Bancassurance
- Investment services
- Beyond Banking
- Ecosystem and account aggregation

---

**Note 1.** Product x-sell (basic) includes debit card, credit card, overdraft, cash loan, cheque, bank draft

**Note 2.** Product x-sell (complementary) includes car loan, mortgage, currency account, saving account, term deposit, private banking account

---

Copyright © 2022 Deloitte.
Usage and preferences for banking channels were evaluated based on a customer survey with over 5000 respondents.

5084 respondents’ answers provided insights on customer preferences on 26 activities mapped with customer journey steps in 3 banking channels. All activities were linked to the 1208 functionalities assessed in the study, to find out what is in demand from the customer’s side.

About the Study

26 Activities

How often do you perform the following banking activities?

Examples:

- Looking for information about current accounts
- Active investing
- Opening an account and/or debit card
- Looking for customer support
- Checking current balance or transaction history
- Managing your account
- Applying for a personal loan
- Making payments/transfers

Which of the channels is/would be your preferred choice for each of the following banking activities?

3 Channels

Mobile banking
Internet banking
Branch
Selection of scope
First, a multinational team of UX experts and managers selected 10 top UX banks from 10 different countries. 15 scenarios were selected for deep-dive analysis in core areas of customer activity within banking apps.

Research of local solutions
Local UX experts and researchers went through the selected user scenarios, identifying the best user-oriented solutions, general principles that characterize good UX, as well as areas for improvement in each bank.

Assessment
Collected results from each bank & country were assessed to identify solutions, approaches and features as well as to derive key trends, areas of focus and overarching rules shaping UX of banking apps.

Synthesis
Based on the results of our analysis, we have developed a playbook of best practices and guidelines for banking app UX, as well as created flows with a hypothesis for the optimal solution for each analyzed scenario.

ABOUT THE STUDY
Best UX practices were identified thanks to deep-dive research on selected players.
## Analyzed UX scenarios cover key areas of customer activity

We followed the user through their **banking experience journey**: from opening an account, through day-to-day banking activities, up to closing an account.

### 15 KEY SCENARIOS WE FOCUSED ON:

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Opening a current account</td>
</tr>
<tr>
<td>2</td>
<td>Onboarding in the app</td>
</tr>
<tr>
<td>3</td>
<td>Logging in to the app</td>
</tr>
<tr>
<td>4</td>
<td>Making a domestic payment/transfer</td>
</tr>
<tr>
<td>5</td>
<td>Requesting money</td>
</tr>
<tr>
<td>6</td>
<td>Applying for a mortgage</td>
</tr>
<tr>
<td>7</td>
<td>Applying for a personal loan (e.g. cash loan)</td>
</tr>
<tr>
<td>8</td>
<td>Leveraging third-parties services</td>
</tr>
<tr>
<td>9</td>
<td>Active investing</td>
</tr>
<tr>
<td>10</td>
<td>Managing your payment card</td>
</tr>
<tr>
<td>11</td>
<td>Checking account balance &amp; transaction history</td>
</tr>
<tr>
<td>12</td>
<td>Tracking expenses</td>
</tr>
<tr>
<td>13</td>
<td>Contacting the customer support</td>
</tr>
<tr>
<td>14</td>
<td>Closing a current account</td>
</tr>
<tr>
<td>15</td>
<td>Other innovative user-oriented solutions</td>
</tr>
</tbody>
</table>

---

**ABOUT THE STUDY**

Customer needs research

User Experience study

Functionality benchmarking

Customer needs research
The global banking sector has increased digitalization in every customer journey step and for every product since the last edition. Analysis of Digital champions – best 10% of researched banks – shows that they focused on the development of authorization methods, card management, bancassurance and investment functionalities.
Card, account and product management and account opening are sections which recorded the highest digitalization level increase since 2020.

% of level of digitalization of Customer Journey sections offered by banks¹

<table>
<thead>
<tr>
<th>Section</th>
<th>Growth in 2022, pp</th>
</tr>
</thead>
<tbody>
<tr>
<td>Account opening process</td>
<td>+6</td>
</tr>
<tr>
<td>Guidance for new users</td>
<td>+11</td>
</tr>
<tr>
<td>Account &amp; product mgmt.</td>
<td>+7</td>
</tr>
<tr>
<td>Card management</td>
<td>+15</td>
</tr>
<tr>
<td>Customer support</td>
<td>+8</td>
</tr>
<tr>
<td>Transfers &amp; payments</td>
<td>+8</td>
</tr>
<tr>
<td>Bancassurance</td>
<td>+8</td>
</tr>
<tr>
<td>Beyond banking</td>
<td>+4</td>
</tr>
<tr>
<td>Ecosystem &amp; account aggregation</td>
<td>+8</td>
</tr>
<tr>
<td>Investment services</td>
<td>+10</td>
</tr>
<tr>
<td>Product x-sell (basic)</td>
<td>+3</td>
</tr>
<tr>
<td>Account closing</td>
<td>+6</td>
</tr>
</tbody>
</table>

Note 1. Sample of 193 banks which were covered in 2020 and 2022 edition.
Transactional products and bancassurance are the product groups in which digitalized end-to-end processes grew the most.

% of digital end-to-end functionalities related to banking products offered by banks

<table>
<thead>
<tr>
<th>Credit Products</th>
<th>Bancassurance</th>
<th>Saving &amp; Investment</th>
<th>Transactional Products</th>
</tr>
</thead>
<tbody>
<tr>
<td>8%</td>
<td>11%</td>
<td>6%</td>
<td>11%</td>
</tr>
</tbody>
</table>

Note 1. Sample of 193 banks which were covered in 2020 and 2022 edition
Our study divides banks into four groups, according to their level of digitalization, and identifies digital champions.

What defines **digital champions**?

Digital champions offer a wide range of functionalities relevant for customers and a compelling user experience.

Digital champions set key digital trends and have leading market practices, which makes them examples to learn from.

**DBM index**

- **Digital latecomers**
- **Digital adopters**
- **Digital smart followers**
- **Digital champions**

**Defined as Top10% of banks**

Note 1. DBM index measures maturity for channels and products offered by a bank. Data for 304 banks which were covered in 2022 edition.

Note 2. Selection of 30 banks defined as Digital champions.
Digital champions achieve better financial performance indicators

**Selected KPIs of incumbent Digital champions**: average difference to peers

<table>
<thead>
<tr>
<th>Year</th>
<th>Digital champions</th>
<th>Other banks</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>28%</td>
<td>24%</td>
</tr>
<tr>
<td>2020</td>
<td>30%</td>
<td>25%</td>
</tr>
<tr>
<td>2021</td>
<td>31%</td>
<td>25%</td>
</tr>
</tbody>
</table>

**Notes**

1. **Incumbents** – banks with long-established position on the market. **Challengers** – relatively small bank competing with large long-established banks.

2. Average difference to peers – peers are incumbent banks in the same country that were covered in the DBM survey.
Digital champions develop functionalities that help expand customer relationships and have built a significant advantage over other players.

<table>
<thead>
<tr>
<th>% of functionalities offered by banks(^1)</th>
<th>Digital latecomers</th>
<th>Digital adopters</th>
<th>Digital smart followers</th>
<th>Digital champions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information gathering</td>
<td>Availability of information</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Account opening</td>
<td>Opening process</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customer onboarding</td>
<td>Channels accessibility</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Guidance for new users</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Day-to-day banking</td>
<td>Account and product mgmt.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Authorization</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Card management</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customer support</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personal finance management (PFM)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transfers and payments</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expand relationship</td>
<td>Bancassurance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Beyond banking</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ecosystem and account aggregation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment services</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Product x-sell (basic)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Product x-sell (complementary)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>End relationship</td>
<td>Account closing</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Advantage of champions over the others\(^2\) | 1.3x | 1.5x | 1.3x | 1.5x | 1.7x | 1.6x | 2.3x | 1.5x | 1.9x | 1.5x | 2.7x | 2.7x | 2.9x | 2.5x | 1.8x | 1.9x | 2.0x |

Note 1. Data for 304 banks which were covered in 2022 edition
Note 2. Ratio of functionalities % between Digital champions and other banks score

18 | Copyright © 2022 Deloitte.
Digital champions have invested significantly in bancassurance, card management, authorization and ecosystems areas since 2020.

Where have Digital champions gained the biggest advantage over peers in the last 2 years?

**Expand relationship** functionalities (avg. 11 pp advantage) has been a top priority for Digital champions, especially **bancassurance and investment services** (19 pp advantage). Champions have also strengthened in **card management** (17 pp) and **authorization** (14 pp).

### Digital champions increase in advantage over peers

difference between % of functionalities in 2020-2022 between Digital champions, pp

<table>
<thead>
<tr>
<th>Functionality</th>
<th>2022 %</th>
<th>2020 %</th>
<th>Difference pp</th>
</tr>
</thead>
<tbody>
<tr>
<td>Account opening</td>
<td>5</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Customer onboarding</td>
<td>7</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>End relationship</td>
<td>5</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>Information gathering</td>
<td>3</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Account opening and product management</td>
<td>14</td>
<td>17</td>
<td>3</td>
</tr>
<tr>
<td>Card management</td>
<td>17</td>
<td>14</td>
<td>3</td>
</tr>
<tr>
<td>Personal finance management</td>
<td>6</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>Transfer and payments</td>
<td>8</td>
<td>8</td>
<td>0</td>
</tr>
<tr>
<td>Bancassurance</td>
<td>15</td>
<td>15</td>
<td>0</td>
</tr>
<tr>
<td>Beyond banking</td>
<td>4</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>Ecosystem and account aggregation</td>
<td>14</td>
<td>14</td>
<td>0</td>
</tr>
<tr>
<td>X-sell (basic)</td>
<td>5</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>X-sell (complementary)</td>
<td>10</td>
<td>10</td>
<td>0</td>
</tr>
<tr>
<td>Account closing</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Availability of information</td>
<td>5</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Opening process</td>
<td>3</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Channels accessibility</td>
<td>7</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Guidance for new users</td>
<td>5</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>Authorization</td>
<td>14</td>
<td>17</td>
<td>3</td>
</tr>
<tr>
<td>Card management</td>
<td>17</td>
<td>14</td>
<td>3</td>
</tr>
<tr>
<td>Personal finance management</td>
<td>6</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>Transfer and payments</td>
<td>8</td>
<td>8</td>
<td>0</td>
</tr>
<tr>
<td>Bancassurance</td>
<td>15</td>
<td>15</td>
<td>0</td>
</tr>
<tr>
<td>Beyond banking</td>
<td>4</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>Ecosystem and account aggregation</td>
<td>14</td>
<td>14</td>
<td>0</td>
</tr>
<tr>
<td>X-sell (basic)</td>
<td>5</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>X-sell (complementary)</td>
<td>10</td>
<td>10</td>
<td>0</td>
</tr>
<tr>
<td>Account closing</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

The key trends that are shaping banking industry are, among others, development of banking ecosystems, cross-platform solutions and growing advancement of investment and PFM functionalities.
8 key digital trends and areas influencing the banking sector

1. Fully digital banking processes
2. Banking apps as a platform
3. Cross-platform and ecosystem solutions
4. Personal finance management
5. Facilitating app usage for all clients
6. Liberalization of investments
7. Challenger banks
8. Mobile catch up
Growing customer expectations encourage more and more banks to enable users to go through processes, such as product opening, in a fully remote way. While for some areas and markets digital presence is becoming a standard (e.g. remote account opening is present in a majority of researched banks), other activities and products are often not yet available online, giving users digital access to only part of the functionalities.

Examples of fully digital processes include:

- Opening of the account
- Personal loan application
- Closing an account
On some markets, remote account opening is becoming an industry standard offered by all major players...

Most banks offer the possibility to open a current account in end-to-end remote process but **Digital champions often offer this in both internet and mobile banking channels**, while most other banks offer this in only one channel or the other.

**Mobile banking has a slight advantage over internet banking**, as it enables the most common authentication method – taking a picture of the ID card.

---

**% of banks offering end-to-end current account (CA) opening method**

<table>
<thead>
<tr>
<th>ANY CHANNEL</th>
<th>MOBILE CHANNEL</th>
<th>INTERNET CHANNEL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Digital champions</td>
<td>80%</td>
<td>67%</td>
</tr>
<tr>
<td>Other banks</td>
<td>69%</td>
<td>50%</td>
</tr>
</tbody>
</table>

---

**% of remote CA opening functionalities offered by banks**

<table>
<thead>
<tr>
<th>Functionality</th>
<th>Digital champions</th>
<th>Other banks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taking a picture of the ID card</td>
<td>80%</td>
<td>44%</td>
</tr>
<tr>
<td>Showing the ID to courier</td>
<td>38%</td>
<td>13%</td>
</tr>
<tr>
<td>Video conference</td>
<td>35%</td>
<td>17%</td>
</tr>
<tr>
<td>Using e-signature</td>
<td>20%</td>
<td>18%</td>
</tr>
<tr>
<td>Making a penny transfer</td>
<td>17%</td>
<td>11%</td>
</tr>
<tr>
<td>Via log in to another bank</td>
<td>10%</td>
<td>6%</td>
</tr>
</tbody>
</table>

---

Note 1. Data for 30 banks classified as Digital champions and 274 other banks which were covered in 2022 edition

Note 2. % of banks offering end-to-end remote CA opening process in either internet banking, mobile banking or both channels

Note 3. Includes data from internet and mobile banking channels
...so Digital champions strive to increase customer satisfaction by implementing additional, user-centric features

<table>
<thead>
<tr>
<th>Key Trends &amp; Insights</th>
</tr>
</thead>
</table>

Descriptive buttons
Information on status of application
Data input facilitation
Real-time validation
Progress tracker
Ready-to-help customer service
Save & finish later feature

% of functionalities offered by banks

| Feature/
<table>
<thead>
<tr>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>Digital champions</td>
</tr>
<tr>
<td>Other banks</td>
</tr>
<tr>
<td>Descriptive buttons</td>
</tr>
<tr>
<td>Information on status of application</td>
</tr>
<tr>
<td>Data input facilitation</td>
</tr>
<tr>
<td>Real-time validation</td>
</tr>
<tr>
<td>Progress tracker</td>
</tr>
<tr>
<td>Ready-to-help customer service</td>
</tr>
<tr>
<td>Save &amp; finish later feature</td>
</tr>
</tbody>
</table>

Best practice example

Your application is being processed!

Credit card
Credit card payments made easy at your touch.

Note 1. Data for 30 banks classified as Digital champions and 274 other banks which were covered in 2022 edition. Some categories (data input facilitation, real-time validation, information on status of application) include more than one feature.
While remote opening for transactional or saving products is common among Digital champions, only the best players offer it for mortgages or car loans.

On average, Digital champions offer end-to-end opening process of all products 2x more often than other banks (this gap hasn’t changed since the 2020 edition of the study).

While fully remote processes for transactional or saving products are already present in many banks, only a small number of leading players offer such a possibility for mortgages (18% of Digital champions) or car loans (30% of Digital champions).

Note 1. Result is an average for mobile and internet channels.
Note 2. Data for 304 banks which were covered in 2022 edition, including 30 champions and 274 other banks.
Note 3. In many cases of Digital champions, debit card is issued automatically with an account. It can lower actual score.
Best in class banks go beyond providing traditional financial services and offer new value propositions to their customers through third party service providers. This way, financial institutions can increase customer interactions with the bank, as banking apps can become much more than a tool for managing finances, but also platforms covering multiple areas of customer life.

Examples of beyond banking functionalities present in researched banks are:

- **Mobility** (buying tickets for public transport, parking solutions, fuel, tolls, etc.),
- **E-government services** (paying taxes),
- **Housing** (paying bills),
- **Culture and entertainment** (buying tickets),
- **Healthcare** (appointment scheduling).
Value added services are a differentiator, adopted mainly by Digital champions.

Value added services can boost customer engagement and loyalty and, therefore, can support both acquiring and retaining customers. They can also provide banks with more customer data, enabling personalization and financial products cross-selling.

**Top Value Added Services by category, % of banks offering given functionality**

- **Digital champions**
  - Loyalty program: 97%
  - Special discounts and promotions: 80%
  - Mobile phone top-ups: 67%
  - Vending machines payments: 30%
  - Password manager: 70%
  - Credit scoring: 53%
  - Cloud storage: 47%
  - Concierge: 3%

- **Other banks**
  - Loyalty program: 70%
  - Special discounts and promotions: 35%
  - Mobile phone top-ups: 43%
  - Vending machines payments: 9%
  - Password manager: 27%
  - Credit scoring: 15%
  - Cloud storage: 8%
  - Concierge: 0%

**Commercial**
- Buying parking and transport tickets: 37%
- Paying for the motorway access: 33%
- Booking hotels, flights, or trains: 33%
- Buying access to airport lounges: 17%
- Registering a company: 37%
- Purchasing healthcare package: 30%
- Applying for social benefits: 27%
- Submitting income tax form: 23%

**Auxiliary services**
- Buying tickets for cinema or theatre: 27%
- Buying tickets for social events: 17%
- Accessing video-on-demand: 10%
- Ordering books or e-books: 0%

**Mobility**
- Registering a company: 1%
- Purchasing healthcare package: 4%
- Applying for social benefits: 6%
- Submitting income tax form: 3%

**Public services**
- Buying tickets for cinema or theatre: 8%
- Buying tickets for social events: 7%
- Accessing video-on-demand: 3%
- Ordering books or e-books: 3%

**Note 1.** Data for 30 banks classified as Digital champions and 274 other banks which were covered in 2022 edition.
Digital champions implement marketplace functionalities that enable them to leverage post-pandemic e-commerce cross-selling potential.

Post-pandemic changes in the use of digital channels have encouraged banks to implement solutions designed for e-commerce sales. Automotive marketplace functionalities are more common among Digital champions than those for real estate marketplaces.

### % of banks offering marketplaces and digital shopping solutions

<table>
<thead>
<tr>
<th>E-COMMERCE / MARKETPLACE FUNCTIONALITIES</th>
<th>Digital champions</th>
<th>Other banks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Virtual card</td>
<td>83%</td>
<td>44%</td>
</tr>
<tr>
<td>Payments at e-commerce checkouts</td>
<td>77%</td>
<td>32%</td>
</tr>
<tr>
<td>Instalment payments</td>
<td>17%</td>
<td>6%</td>
</tr>
<tr>
<td>Deferred payments</td>
<td>7%</td>
<td>3%</td>
</tr>
</tbody>
</table>

### AUTOMOTIVE MARKETPLACE

- Automatic leasing applications: 3%
- Car marketplace: 3%
- Long-term rental: 2%

### REAL ESTATE MARKETPLACE

- Construction & design office marketplace: 1%
- Automatic mortgage applications: 4%
- Notary services marketplace: 2%
- Real estate marketplace: 7%

Note 1. Data for 30 banks classified as Digital champions and 274 other banks which were covered in 2022 edition
Note 2. Possibility to make quick bank payment directly from e-commerce websites in a country of bank's operations
Banks take advantage of cross platform solutions provided by third parties, so they can offer services which make banking more convenient and efficient for the customer.

What is more, banks develop APIs and enter into cooperation with FinTechs in order to further strengthen their digital channels and allow ecosystem creation.

One of the key value propositions of such solutions are free instant payments between accounts from different banks, but further services exist on the market such as:

- Easily requesting money from users outside of the customer’s bank from contact list
- Paying via QR code
- More seamless online shopping
- Cash withdrawal from ATMs without the usage of cards
Digital champions are innovating faster than other banks in building ecosystems and FinTech partnerships

Although ecosystem functionalities were already implemented significantly more often by Digital champions than by other banks in 2020, this difference grew even further in 2022. Development of API and FinTech partnerships supporting payments and digital security are functionalities most selected by both Digital champions and other banks.

Digital champions also commonly invest in blockchain, while most other banks are behind in this area.

**DBM Score across ecosystem and account aggregation section**

**Top ecosystem functionalities, % of banks developing ecosystem functionalities**

- Offering API: 93% Digital champions, 77% Other banks
- FinTech partnership: 83% Digital champions, 61% Other banks
- E-government aggregation: 83% Digital champions, 43% Other banks
- Account and card aggregation: 44% Digital champions, 13% Other banks

**Top segments of FinTech development, % of banks investing in partnerships in given segment**

- Improving payments capabilities: 77% Digital champions, 50% Other banks
- Improving security of digital platforms: 63% Digital champions, 39% Other banks
- Blockchain initiatives: 60% Digital champions, 17% Other banks
- Improving lending capabilities: 50% Digital champions, 27% Other banks

Note 1. Average score of 193 banks participating in both 2022 and 2020 edition, classified as Digital champions and other banks

Note 2. Data for 30 banks classified as Digital champions and 274 other banks which were covered in 2022 edition

Note 3. Data including banks developing at least one FinTech partnership in any segment
Personal finance management (PFM) functionalities help customers to control the money they spend, predict how they will spend it, save, invest or analyse it. They provide customers easy-to-understand options for managing their money at their fingertips.

Additionally, supported by regulations like PSD-2, banks can enable their customers to connect various accounts and have a clear overview of all finances in one place.

The examples of options improving management opportunities include:

- **Charts allowing to analyse expenses and incomes**
- **Multiple subaccounts** serving different purposes, e.g.: saving account, account shared with others
- **Predictions and scheduling features**
While some Digital champions realize the potential of PFM, most have yet to implement cross-selling functionalities.

PFM in its basic form has become a standard digital feature offered by almost all Digital champions and over a half of other banks. Most banks use PFM functionalities mainly to increase the time and frequency of mobile app usage. A minority of Digital champions, however, have implemented functionalities to develop cross-selling opportunities.

Note 1. Data for 30 banks classified as Digital champions and 274 other banks which were covered in 2022 edition, includes data from internet and mobile banking channels.
Facilitating app usage for all clients

Solutions in social media, on mobile devices and on other non-banking platforms, have become sources of inspiration for banks, which can use and “copy” gestures and patterns present and known from other apps.

Examples of functions and patterns that have their origins in non-banking platforms are:

- **Transactions history** as chat and possibility to send additional content with transfer (e.g., GIFs)
- **Near me** payments as AirDrop for sending transfers
- Presentation of the app’s key features during onboarding by using Instagram’s story pattern (animated auto scrolling progress bar at top)

Facilitating usage of apps does not only mean implementing patterns familiar to users but also including solutions supporting accessibility – e.g. for clients with hearing or eyesight impairment.
To facilitate the usage and enrich their channels, Digital champions leverage solutions known from other apps.

% of banks offering given functionalities

- **Sending a transfer by scanning a QR code generated by recipient**: 75% (Digital champions) vs 49% (Other banks)
- **Financial feed, providing information about account operations, similar to feeds present on social media**: 45% (Digital champions) vs 11% (Other banks)
- **Adding tags to transactions, as on Instagram or Twitter**: 38% (Digital champions) vs 8% (Other banks)
- **Making payments to people nearby, inspired by Bluetooth and Airdrop**: 27% (Digital champions) vs 16% (Other banks)
- **Sending GIFs/emojis with a transfer, imitating communication apps**: 25% (Digital champions) vs 6% (Other banks)
- **Augmented reality feature facilitating finding a branch**: 7% (Digital champions) vs 0% (Other banks)

Note 1. Data for 30 banks classified as Digital champions and 274 other banks which were covered in 2022 edition.

As of 2022 Edition.

Deloitte Reserve the right to edit or update without prior notice.
Digital champions offer some functionalities supporting accessibility but there is still much room for improvement.

Digital champions offer functionalities aimed at helping people with impairments almost twice as often as other banks. Still, the implementation level is low and shows that accessibility is an area banks could put more attention to in order to not only meet regulatory requirements (in force or planned), but also to be able to satisfy diverse needs of their current and future customers.

Note 1. Data for 30 banks classified as Digital champions and 274 other banks which were covered in 2022 edition, includes data from internet and mobile banking channels.
Many banks have realized the potential behind investment services and enable investing in the simplest products after just a few clicks, without the need to engage in lengthy registration processes or paperwork at the branch.

Leading players go beyond offering a seamless investment experience and help their clients make better informed decisions. Some examples are as follows:

- Offering educational content and rewarding users who complete their trainings
- Setting up an investor profile after the user answers a few questions about their investment goals, financial knowledge, and risk appetite, and recommending investment options that best suit the customer needs
- Providing articles where experts / analysts share their top recommendations
A majority of Digital champions realize the potential of investing through digital channels but the gap of other banks in the area is significant

% of investment functionalities offered by banks

**COMPLEXITY & INNOVATIVENESS**

<table>
<thead>
<tr>
<th>BANK'S SERVICES</th>
<th>AUTOMATION FEATURES</th>
<th>NEW INVESTMENT TYPES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enabling profitability analysis</td>
<td>Automatic investment type profiling</td>
<td>Offering crowdfunding &amp; social lending opportunities</td>
</tr>
<tr>
<td>Publishing financial market insights</td>
<td>Allowing recurring purchases of assets</td>
<td>Enabling peer-to-peer transactions</td>
</tr>
<tr>
<td>Offering discretionary portfolio management</td>
<td>Offering roboadvisory tools to create own investment portfolio</td>
<td>Supporting cryptocurrency operations</td>
</tr>
<tr>
<td>Sending alerts and notifications on portfolio deviations</td>
<td>Offering copy-trading for customers shadowing somebody else's portfolio</td>
<td>Developing NFT marketplace</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Digital champions</th>
<th>Other banks</th>
</tr>
</thead>
<tbody>
<tr>
<td>75%</td>
<td>41%</td>
</tr>
<tr>
<td>73%</td>
<td>28%</td>
</tr>
<tr>
<td>57%</td>
<td>22%</td>
</tr>
<tr>
<td>49%</td>
<td>16%</td>
</tr>
<tr>
<td>77%</td>
<td>32%</td>
</tr>
<tr>
<td>57%</td>
<td>18%</td>
</tr>
<tr>
<td>47%</td>
<td>8%</td>
</tr>
<tr>
<td>5%</td>
<td>1%</td>
</tr>
<tr>
<td>33%</td>
<td>16%</td>
</tr>
<tr>
<td>23%</td>
<td>2%</td>
</tr>
<tr>
<td>10%</td>
<td>1%</td>
</tr>
<tr>
<td>3%</td>
<td>0%</td>
</tr>
</tbody>
</table>

Note 1. Data for 30 banks classified as Digital champions and 274 other banks which were covered in 2022 edition, includes data for internet and mobile banking channels.
Challenger banks

Challengers are relatively small banks competing with large long-established banks. Those banks and FinTechs differ from their Incumbent peers and constitute an important share of researched entities (11% out of all researched banks and 19% of Digital champions in the study were challengers).

Because of that, it is worth to look at them separately to understand their unique characteristics that define their digital channels and – sometimes – strong popularity among customers.

Some of those characteristics include:

- **On average, researched Challengers offer 11 out of 19 products checked in DBM, in comparison to an average of 15 by incumbents. ~20% of challengers don’t offer any credit product and ~24% of challengers don’t offer any insurance product**

- **Challengers are often digital-only or mobile-only banks (65% of challengers in DBM2022 are mobile-only)**
Challengers are more likely to differentiate themselves by adopting innovative solutions.

% of banks offering given functionality

**INCBENTS** | **Selected innovative functionalities** | **CHALLENGERS**
--- | --- | ---
9% | Buy tickets for cinema or theatre | 18%
3% | Rent bikes, cars, or electric scooters | 9%
5% | Product discounts based on geolocation | 9%
4% | Buy access to airport lounges | 9%
0% | Concierge service available in the app | 3%

**Beyond Banking**

4% | Sharing transaction history with other app users | 12%
5% | Transactions’ with geolocation tags | 9%
7% | Short term cashflow projections | 15%

**PFM**

0% | Marketplace with interior design offices | 3%
8% | Mortgage opening fully in mobile banking | 9%
3% | Marketplace with construction and renovation companies | 6%

**Product x-sell**

1% | Cryptocurrency operations | 15%
8% | Peer-to-peer transactions | 6%
1% | Copy trading service – shadow investing | 6%

**Investment services**

2% | Reading content out loud | 6%
6% | Navigation with voice assistant | 9%

**Note 1. Data for 270 banks classified as Incumbents and 34 banks classified as Challengers which were covered in 2022 edition**

**Note 2. Innovative functionalities implemented in less than 10% of surveyed banks**
Mobile catch up

Digital maturity of the mobile channel has grown faster than for internet banking since the 2020 edition of DBM. The mobile channel is still less developed but the gap is narrowing.

Despite those changes, there are still areas where clients prefer to perform banking activities via PC or even by visit in a branch (for example, applying for complicated products like a mortgage).

The examples of areas with growing preference to use mobile app are:

- **Looking for product information**
- **Managing personal account**
- **Active investing**
Mobile channel digitalization level has increased the most (since 2020) for information availability, card management and account opening process.

**DBM score in given channel**

<table>
<thead>
<tr>
<th>INTERNET BANKING</th>
<th>MOBILE BANKING</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Channels accessibility</strong></td>
<td>42%</td>
</tr>
<tr>
<td><strong>Account opening</strong></td>
<td>57%</td>
</tr>
<tr>
<td><strong>Guidance for new users</strong></td>
<td>39%</td>
</tr>
<tr>
<td><strong>Account and product management</strong></td>
<td>48%</td>
</tr>
<tr>
<td><strong>Authorization</strong></td>
<td>48%</td>
</tr>
<tr>
<td><strong>Card management</strong></td>
<td>44%</td>
</tr>
<tr>
<td><strong>Customer support</strong></td>
<td>59%</td>
</tr>
<tr>
<td><strong>Personal finance management</strong></td>
<td>38%</td>
</tr>
<tr>
<td><strong>Transfers and payments</strong></td>
<td>64%</td>
</tr>
<tr>
<td><strong>Bancassurance</strong></td>
<td>39%</td>
</tr>
<tr>
<td><strong>Beyond banking</strong></td>
<td>19%</td>
</tr>
<tr>
<td><strong>Ecosystem and account aggregation</strong></td>
<td>23%</td>
</tr>
<tr>
<td><strong>Investment services</strong></td>
<td>37%</td>
</tr>
<tr>
<td><strong>Product x-sell (basic)</strong></td>
<td>46%</td>
</tr>
<tr>
<td><strong>Product x-sell (complementary)</strong></td>
<td>50%</td>
</tr>
<tr>
<td><strong>Account closing</strong></td>
<td>28%</td>
</tr>
</tbody>
</table>

Note 1. Average score of 193 banks participating in both 2022 and 2020 edition.

Note 2. Channel multiplier represents the ratio of DBM score in internet to mobile channel.
UX of top digital banking players in 10 different markets researched to identify best practices that have been further distilled into hypotheses of optimal, user-friendly solutions.
We have mapped key user scenarios from 10 top UX players from around the world to identify best practices and hypothesize optimal user flows.

**Key digital banking user flows, analyzed and refined**

End-to-end user scenario analysis of 10 top UX banks in different markets was conducted to see optimal experiences and understand context. Best practices were identified for 15 key scenarios (with each step of the customer journey represented) and refined to create hypothetical optimal user-friendly flows.

**All do’s & don’ts in one place**

A playbook has been compiled to accompany the user flows covering key aspects to consider when designing optimal experiences: best practices to implement, bad practices to avoid and all the tips & tricks you need to know to support users on their journeys.
We have analyzed 15 scenarios covering key aspects of day-to-day banking.

We have selected 15 scenarios representative of the mobile digital banking experience. These scenarios cover key interaction patterns and many of the most important moments of the user journey in the context of day-to-day banking.

Throughout the research process we also examined out-of-the-box, user-oriented features that stood out in our comparison of different banking apps and contributed to exceptional user experience.

Based on the insights coming from the analysis of 10 top UX banks, optimal user flows have been hypothesized for each of the scenario. An example of the first scenario is presented later, in a form of mock-up screens.
Based on the insights gathered on the scenario level, we have summarized the winning factors for key processes in the Experience Matrix.

Over **100 user experience-specific insights** grouped into **6 value creation categories** constitute a blueprint - Experience Matrix - that can be used as a reference point in designing flows and features for all kinds of banking processes and applications.
Quantitative analysis of user interaction with the app enables optimization of key user flows

In addition to qualitative analysis of user flows, we have also compared the **number of interactions needed to complete processes**.

**Conciseness** is one of the key aspects influencing mental fatigue and **potential user drop-off**, making it essential to an optimized flow.

By providing smoother user experiences, banks should be able to **decrease abandonment rates**.

An optimized flow for end-to-end digital opening a current account was found to be 41 taps versus a range of 70 – 144 in studied banks.

This optimized flow is the **most streamlined**, however its **implementation might differ** depending on local context and legal requirements.

This metric takes into account all taps required to complete the process, excluding those that are user-specific (manual keyboard input in fields such as name, email address, etc.). It does not take into consideration other important factors that enhance the user experience, and as such should not be used separately from the other findings from our research.

<table>
<thead>
<tr>
<th>Country</th>
<th># of taps</th>
</tr>
</thead>
<tbody>
<tr>
<td>USA</td>
<td>70</td>
</tr>
<tr>
<td>India²</td>
<td>79</td>
</tr>
<tr>
<td>Poland</td>
<td>97</td>
</tr>
<tr>
<td>Brazil</td>
<td>112</td>
</tr>
<tr>
<td>Italy</td>
<td>144</td>
</tr>
<tr>
<td>Belgium</td>
<td>74</td>
</tr>
<tr>
<td>UK</td>
<td>92</td>
</tr>
<tr>
<td>Germany</td>
<td>102</td>
</tr>
<tr>
<td>Netherlands</td>
<td>127</td>
</tr>
</tbody>
</table>

Note 1. Chinese bank in the study is not included in the analysis, as fully digital account opening for new customers was not available.

Note 2. The number does not include the obligatory identity verification video call with the bank employee.
Example scenario
walk-through
Example of the scenario – ‘opening a current account’

OPENING A CURRENT ACCOUNT

Highlights and key areas of focus

In the following section, we present the first of 15 scenarios that we have covered in our analysis – ‘opening a current account’.

This particular scenario is pivotal in terms of the relation between the bank and the customer – it covers the first moment of interaction between the client and the bank, and if not designed and implemented correctly, it can lead to discouragement and in effect – user drop-off.

It also gives the initial impression of what the customer can expect from the digital ecosystem. This is important not only for clients starting their banking journey but also for those who have multiple accounts. The decision whether this new account will be the one used most often is dependent not only on the list of available features but also the overall quality of the experience.

15 KEY SCENARIOS WE FOCUSED ON:

1. Opening a current account
2. Onboarding in the app
3. Logging in to the app
4. Making a domestic payment/transfer
5. Requesting money
6. Applying for a mortgage
7. Applying for a personal loan (e.g. cash loan)
8. Leveraging third-parties services
9. Active investing
10. Managing your payment card
11. Checking account balance & transaction history
12. Tracking expenses
13. Contacting the customer support
14. Closing a current account
15. Other innovative user-oriented solutions
01. Opening a current account

The “opening a current account” scenario presents a flow for a fully digital account opening process. Particular attention has been paid to the length, flexibility and clarity of the process, as well as available help provided to users.

**BEST PRACTICES**

- Allow users to **pause** the process and **resume** it later.
- Keep the process as **short** as possible.
- Ensure that users always **know where** they are within the process.
- Ensure that the process of ID verification is **error-proof**.
- Allow users to **accept terms and conditions** after **reading** the **summary** of the most important points instead of opening the full T&C page.

**THINGS TO CONSIDER**

- Allow users to **skip steps** that can be completed **after creating** an account.
- Provide various types of **support throughout** the whole process.
- If users start the process but fail to complete it, make sure to **follow up** and provide support.

**COMMON MISTAKES**

- Avoid providing **content in text-heavy**, not mobile-friendly pages.
- Avoid **mixing** different **languages** within the process.

**Starting point**

Mobile website of the bank

The scenario starts with looking for information about a current account on the mobile website of the bank.

**Ending point**

Logging in to the application

The scenario ends when user is logged in to the created account and sees the homepage of the application.
01. Opening a current account

Creating a user account

Looking for the option to open an account on the website

EXPLANATION
The account opening Call To Action (CTA) should be prominently placed on the homepage, together with the most important benefits.

Reading the overview of the process and selecting to get started in the browser

EXPLANATION
Users should be able to see a short overview of the process and start it either in the app or on the website.

Providing details required to open the account

EXPLANATION
The app should only require personal data necessary for creating an account (this might vary according to country regulation and the bank’s policy). Any additional data (which can allow for personalization of offers and contents) should only be asked for at a later stage, once the account is created.

Moving to email verification

EXPLANATION
This step helps to ensure that users have provided the correct email address. It increases error prevention in the process and allows for quick recovery in case of a mistake. The link included in the email redirects users back to the account opening process.

Setting up a password

EXPLANATION
The password will allow users to securely log in to their account later in the process.

Accepting terms and conditions and any further bank-specific consents

EXPLANATION
Users should be able to see the summary of the documents before accepting them. Once the user accepts all necessary consents, an account is automatically created for them. It will allow them to pause the process anytime and resume it later.
01. Opening a current account

Explaination: Once users create the account, they are redirected to the app for a smoother experience. Data is auto filled from the scanned ID, which significantly minimizes users’ effort. In the app, they can also share their screen if they need customer support.

Explaination: The app should open with the email field already populated.

Explaination: This step connects the account with the phone number, enabling multi factor authentication and allowing for actions such as pairing devices with the account.

Explaination: Users can copy the one-time password (OTP) and enter it with just one tap, without the need to type it manually. (This option needs to be activated in their device's settings)
01. Opening a current account

Setting up a passcode and biometric login

**EXPLANATION**
Since users can log in using the email address and password they have set up earlier in the process, it is possible for them to skip this step and come back to it later.

---

Setting up a passcode

**EXPLANATION**
Biometric authentication should be optional. Users should be able to choose whether they want to use it only to log in or also to confirm actions within the app.

---

Specifying details related to the use of biometric login

---

Confirming the use of fingerprint and scanning it

**EXPLANATION**
If users have already set up the fingerprint in the device's settings, they should be able to use it at this point. If they do not have a fingerprint configured, they should be able to initiate configuration tapping a CTA that redirects them to phone's settings.
01. Opening a current account

Identity verification – photo and ID

EXPLANATION
The instruction is brief and clearly explains how to complete the task.

Taking selfies following the instructions displayed on the screen
EXPLANATION
Selfies requiring the user to perform random gestures ensure proper authentication. The app should provide prompts and real-time feedback to ensure correct image capture.

Reading the instruction on how to take the photo of the ID
EXPLANATION
The instruction is brief and clearly explains how to complete the task.

Taking photos of the document
EXPLANATION
In order to prevent errors, users should get hints on how the photo should be taken correctly as well as real-time feedback.

Checking the correctness of data extracted from the scanned ID
EXPLANATION
The personal data is automatically filled in from the scanned document. Users should be able to correct it if needed.
01. Opening a current account

Choosing the plan and card

Choosing the plan

EXPLANATION
At the last stage of the process, users select the plan. They can easily switch between different plans and compare them. Key benefits of each are listed, and the account fee is displayed prominently.

Customizing the card

EXPLANATION
After selecting the plan, users are able to select the card (debit or virtual). They can customize:

- card visuals - image, color, quote on the card
- material that it has been made from - recyclable, metal etc.

Reading the summary of the selected plan and card (1/2)

EXPLANATION
Users can review details related to their plan and card and modify them if needed.

Reading the summary of the selected plan and card (2/2)

EXPLANATION
Users can review details related to their plan and card and modify them if needed.

Confirmation page

EXPLANATION
Users receive confirmation that the process has been completed successfully, with available tracking of their card and notification that the virtual version is already functional.

First time logged in user

EXPLANATION
Precise description of best practices regarding initial and progressive onboarding → see scenario 2.
Example scenario
best practices
Autofill the data from the photo of the document

The app should **extract and autofill all relevant data** from the scanned documents, in order to minimize the manual input required from the user.

1. Users should have their **data automatically filled** from the **photo of the document**. They should be able to verify it and make modifications if necessary.
Ensure that the ID verification step is error-proof

**BEST PRACTICES**

**DESCRIPTION**

1. Users should be informed if the document has been correctly scanned or not, and if the photographed side of the document is the right one.

2. Users should be able to retake the picture if the app informs them about an error. They should also be informed why the problem occurred (e.g. that the picture was too blurry), and what they should do in order to resolve the issue.
Provide easy access to customer support during the whole process

**BEST PRACTICES**

**DESCRIPTION**

1. Users should have access to customer support throughout the whole process.

2. Users should be able to share their screen while communicating with a bank employee in order to explain the issue more efficiently.

Due to the significant amount of data that users need to provide during the process, it is crucial that help is easily accessible if needed.
Ensure that users can track their progress and that they can stop and resume the process without losing the provided data.

**BEST PRACTICES**

**DESCRIPTION**

1. Users should be able to see the **progress bar** while going through the entire process.
2. Users should be able to see the **overview of the whole process**, guiding them through steps and sub-steps that they need to take. It should indicate how they are progressing and how much they have left.
3. Users should be able to **stop the process and come back to it later**. The already provided information should be saved and the user should be able to resume the process from the same step.
Keep the process as short as possible

**BEST PRACTICES**

Make sure only necessary information is required from the user to complete the process. If a step can be completed at a later point, make it skippable or ask for it after the account is created.

Remove all ad-like content that might distract the user from completing the process.
Ensure that key agreements are presented in a comprehensible way, and that the documents are optimised for mobile.

**Best Practices**

Users should be able to read the summary of the most important documents requiring approval, e.g. privacy policy or terms and conditions.

At this point, users might decide to accept the documents and continue with the process or to read the detailed version. In the latter case, the documents should be presented in a mobile-friendly and easily readable format.
This report presents only a high-level summary of DBM2022, while much of the potential of the research lies in detailed findings for individual markets and banks; in the next section you will find some ideas on how you can further leverage the study.
DBM can help you in identify areas for improvement and inspire you with real-life examples of best practices.

**How developed is your market and what is the state of the competition?**

Gain insights into the positioning of a country within global markets as well as an individual bank in comparison to local and global leaders.

**What are the key trends and innovations appearing globally?**

Learn more about the latest trends and developments in digital retail banking channels.

**What does best-in-class UX look like?**

Examine how UX features and functionalities are helping improve customer satisfaction, and see best practices of functionalities implementation from global banks.

*If you are interested in finding answers to those and other questions, reach out to your local representatives on the following slides or dbmaturity@deloitte.com*
DBM helps banks understand the digital competitive landscape of their country

Digitalization level of every market can be measured not only by the average score that banks achieve on it, but also by looking at **disparity** – here calculated as a difference between the highest and second highest bank score.

This approach helps to identify the **type of competition** that characterizes a specific market, and supports the strategy creation process. Banks can understand:

- **If their market is dominated by one leader**, or the banks are on a similar level
- **If they want to develop strongly in every direction**, or prefer to **focus on a specific niche**

**Digital maturity** describes the average level of digital advancement among local banks.

**Digital disparity** describes the gap that exists between local competitors within the country.

---

Note 1. Data for 41 countries which were covered in 2022 edition
Note 2. To achieve comparable data, analysis is based on the results of top 8 banks by % of functionalities in given market. Gap of second player in given country to market leader
Do you want to learn more? Contact our team or your local representatives and ask about a dedicated workshop.

01 Description of the study
02 Global results
03 Key trends & insights
04 UX study
05 How DBM helps banks respond to change
06 Contacts
Will you drive change or be driven by it?

Feel free to reach us for more information:

Michael Wodzicki
Partner
mwodzicki@deloitteCE.com

Justyna Woźniakowska
Manager
jwozniakowska@deloitteCE.com

Mark MacRae
Senior Manager
mmacrae@deloitteCE.com

dbmaturity@deloitte.com
Website
Feel free to reach us for more information on UX research:

Wiesław Kotecki  
Partner  
wkotecki@deloitteCE.com

Bartosz Borowiec  
Senior Manager  
bborowiec@deloitteCE.com

Krisztina Meszaros  
Senior Consultant  
kmeszaros@deloitteCE.com

✉️ dbmaturity@deloitte.com  🌐 Website
Project team

Jakub Piznal
jpiznal@deloittece.com

Michał Kordalski
mkordalski@deloittece.com

Mikołaj Niedzielski
mniedzielski@deloittece.com

Wiktoria Trybuchowicz
wtrybuchowicz@deloittece.com

Paulina Klimanek
pklimanek@deloittece.com

Bartłomiej Kloch
bkloch@deloittece.com

Mateusz Zańko
mzanko@deloittece.com

Bianka Grimm
bigrimm@deloittece.com

Agata Majos
amajos@deloittece.com
Do you want to find out more about the study?

Contact the local representatives directly to learn more about the study and results for your country.
Do you want to find out more about the study?

Contact the local representatives directly to learn more about the study and results for your country.
Do you want to find out more about the study?

Contact the local representatives directly to learn more about the study and results for your country.

**HUNGARY**

Tamas Schenk  
Partner  
tschenk@deloittece.com

Annamaria Nemeth  
Manager  
anemeth@deloittece.com

**INDIA**

Himanish Chaudhuri  
Partner  
hchaudhuri@deloitte.com

Neeyati Kothari  
Partner  
kneeyati@deloitte.com

Sanjoy Datta  
Partner  
sanjoydatta@deloitte.com

Shyam Govindan  
Partner  
shyamgovindan@deloitte.com

Vijay Mani  
Partner  
vijaymani@deloitte.com

Viraj Mehta  
Deputy Manager, UX Team  
virajm@deloitte.com

**ISRAEL**

Itamar Nevo  
Partner  
inevo@deloitte.co.il

Shally Tshuva  
Partner  
stshuva@deloitte.co.il

**ITALY**

Manuel Pincetti  
Senior Partner  
mpincetti@deloitte.it

Gianmaria Trapassi  
Senior Partner  
gtrapassi@deloitte.it

Gabriele Falcone  
Director  
gfalcone@deloitte.it

Giovanni Fontanini  
Director  
gfontanini@deloitte.it

Lorenzo Piazzoli  
Experience Design Master  
piazzoli@deloitte.it

**LUXEMBOURG**

Pascal Martino  
Partner  
pmartino@deloitte.lu

François Bade  
Partner  
fbade@deloitte.lu

Benjamin Bodelle  
Senior Manager  
bodelle@deloitte.lu
Do you want to find out more about the study?

Contact the local representatives directly to learn more about the study and results for your country.

**MIDDLE EAST: THE KINGDOM OF SAUDI ARABIA, QATAR, UNITED ARAB EMIRATES**

Khaled Hilmi  
Partner  
khilmi@deloitte.com

Niraj Naetsawan  
Director  
nnaetsawan@deloitte.com

Divjot Anand  
Manager  
divanand@deloitte.com

Rushdi Duqah  
Senior Digital Partner  
rduqgh@deloitte.com

Salimah Esmail  
Senior Manager  
sesmail@deloitte.com

**NIGERIA**

Linda Quaynor  
Partner  
lquaynor@deloitte.com.ng

Ayisat Abondejo  
Semi Senior  
aabondejo@deloitte.com.ng

Olajumoke Okewole  
Manager  
ookewole@deloitte.com.ng

**NETHERLANDS**

Emeric Van Waes  
Partner  
evanwaes@deloitte.nl

Chrissy Welsh  
Director, UX Team  
chwelsh@deloitte.nl

**NORDICS: DENMARK, ICELAND, FINLAND, NORWAY, SWEDEN**

Mårten Sellgren  
Partner  
msellgren@deloitte.se

Kristi Merethe Tranby  
Partner  
kttranby@deloitte.no

Kristian Skotte  
Partner  
kskotte@deloitte.dk

Björgvin Ingi Olafsson  
Partner  
bolafsson@deloitte.is

Andreas Björkgren  
Director  
abjorkgren@deloitte.se

Mikko Helin  
Partner  
mikko.helin@deloitte.fi

Nikolai Herlofson Finne  
Senior Manager  
nfinne@deloitte.no
Do you want to find out more about the study?

Contact the local representatives directly to learn more about the study and results for your country.

POLAND

Michael Wodzicki
Partner
mwodzicki@deloitte.com

Justyna Woźniakowska
Manager
jwozniaowska@deloitte.com

PORTUGAL

João Matias Ferreira
Associate Partner
joamferreira@deloitte.pt

Gustavo Carvalho Romao
Senior Manager
gromao@deloitte.pt

ROMANIA

Andrei Ionescu
Partner
aionescu@deloitte.com

Aninoiu Vladimir
Director
vaninoiu@deloitte.com

SERBIA

Mitja Kumar
Partner
mitjakumar@deloittece.com

Nemanja Vujic
Senior Manager
nvujic@deloittece.com

SINGAPORE AND THAILAND

Mohit Mehrotra
Executive Director
momehrotra@deloitte.com

Alex Douglas-Jones
Director
aldouglasjones@deloitte.com

SLOVAKIA

Michal Kopanic
Partner
mkopanic@deloittece.com

Salvatore Castiglia
Manager
sacastiglia@deloittece.com

Do you want to find out more about the study? Contact the local representatives directly to learn more about the study and results for your country.
Do you want to find out more about the study?

Contact the local representatives directly to learn more about the study and results for your country.

**SPAIN**

Fernando Oliva  
Partner  
foliva@deloitte.com

Pablo Pequeño  
Partner  
ppequeno@deloitte.com

**SLOVENIA**

Lan Filipic  
Director  
ifilipic@deloittece.com

**SPANISH LATAM: ARGENTINA, COLOMBIA, MEXICO**

Matija Veber  
Senior Consultant  
mveber@deloittece.com

Mario Valadez  
Partner  
mavaladez@deloittemx.com

**SWITZERLAND**

Patrik Spiller  
Partner  
pspiller@deloitte.ch

Marina Laube  
Senior Manager  
mlaube@deloitte.ch

**UNITED KINGDOM**

Jonathan Gray  
Partner  
jonagray@deloitte.co.uk

Edward J Matheson  
Senior Manager, UX Team  
edmatheson@deloitte.co.uk

**UNITED STATES OF AMERICA**

Gys Hyman  
Principal  
gys.hyman@deloitte.com

Nick Scales  
Manager, UX Team  
nicscales@deloitte.com

**Website**

dbmaturity@deloitte.com

dbmaturity@deloitte.com