




Who says banks can't be social?
Become a social bank, inside and out

Content

Banking meets “social”	2
Becoming a social bank	3
Social media framework for banks	4
Social strategic context	6
Integrated social business model	7
Social banking puzzle	9
Social banking in action	16
Go social now!	19
Discover the Deloitte difference	21



The social media revolution has already happened, transforming not only your customers' daily behaviour but their expectations of you as their financial partner. In today's social world, customers demand to be heard, understood and valued. If your bank wants to drive stronger, sustainable, profitable and mutually beneficial relationships in this new social reality, you must learn more about your customers – and listen when they speak.

Leading banks around the world are already responding to this trend by evolving into social banks, ones that embrace transparency and two-way interaction through social media to meet and exceed customer expectations. A social bank pursues mission-appropriate engagement with its customers, aligning its social efforts with its core business strategy and brand image. It builds the organizational capabilities needed to process customer insights and adopts change management strategies that let it react to this input in meaningful ways.

Canada is considered one of the world's most socially connected countries, with over 50% of the population using social media tools. This presents a tremendous opportunity for Canadian banks to learn from leading organizations and industries as they push the envelope by transforming into social banks.

Banking meets “social”

Since the launch of Facebook in 2004, banks have increasingly adopted social media technologies. In addition to launching Facebook profiles, most major banks have also adopted Twitter as a new marketing and customer service avenue. While these steps are necessary, banks are beginning to understand that those services are simply the tip of the iceberg. “Social” in fact, has a lot more to offer.

The “anti-social” bank

As opposed to consumer retail businesses, banks are traditionally perceived to be non-social. And for good reason – in today’s heavily-regulated environment, banks are understandably sensitive to the reputational risk inherent in social media. This makes it difficult to think of engaging in two-way dialogues with customers or expanding the scope of customer service through social channels.

Often, banks recognize the benefits of enhancing their social capabilities, but are unsure where to start. Discussions on how to build a more comprehensive strategy are often cut short by statements like:

- “Our customers don’t expect us to be social.”
- “We already focus on connecting with our customers through the branch.”
- “Differentiating through social media isn’t possible for banks.”
- “We are too bound by regulation to explore this space.”

The “social dabbler” bank

This is not to say that banks are naïve when it comes to social media. The majority of banks have decided to dabble in the social landscape, deploying presences on Facebook and Twitter. Unfortunately, their siloed approach has frequently resulted in a lack of engagement, minimal fan growth and social presences that resemble “ghost” communities.

To truly realize the power of going social, banks must move beyond one-off social deployments. Instead, they must adopt a business culture that taps into the expertise of employees and customers, solicits and takes action on customer feedback, and builds a brand around social interests. Social banks foster a culture that embraces the voice of the customer. By developing and sustaining relationships that extend beyond single transactions, they create opportunities for both the business and their customers.

For these and other reasons, banks that want to stay competitive and differentiate themselves need to begin building a social banking business. True social banks are inevitable. Companies that realize this potential first will have a huge advantage.



Sound familiar? Your bank should consider the following trends observed in your customers:

Shifting away from the branch: 45% of bank customers visit their local branch fewer than five times per year.

Finding new avenues to connect: 31% more financial customers visit leading social networking sites each year.

They are already on it: 92% of the 18 to 29 year old demographic uses social media.

They are getting on it: 38% of people 65 or older use social media and represent the fastest growing demographic.

They see your competitors responding: Of the 50 largest banks in the world, over 90% are on Facebook and 88% are on Twitter.

Becoming a social bank

What is a social business?

The advent of social media has altered the traditional relationship between business and customer, much as it has changed how individuals interact with one another. With social media, customers have acquired a public voice that can influence friends, family, co-workers and distant connections – almost anywhere in the world, and all with a single message. Banks that embrace this new dynamic – that internalize and change in response to direct customer engagement and shift away from thinking in terms of customer transactions to thinking in terms of customer relationships – become social banks.

What social businesses do

Embrace the voice of the customer:

A social business understands that customer word-of-mouth is worth more than paid ads and marketing collateral.

What are you more likely to trust – a TV commercial or customer reviews found on Yelp?

Move from transactions to relationships:

A social business understands that proactively responding to stories, experiences, ideas and complaints in real time deepens customer relationships.

Have you ever had to repeat your request multiple times, or across multiple channels (in store, call channel, etc.) while trying to get an issue resolved?

Internalize feedback:

A social business recognizes that customer conversations and insights affect the entire organization – from product innovation and recruiting to sales lead generation and beyond.

Have you ever had a great idea for improving a product or service but didn't know how to get it to someone who matters?

Why social businesses do it

To create value for the business and customers:

A social business understands that successful engagement creates value for both parties. When shared value is created, both the business and the customer win.

Do you take advantage of online reviews?

Customers frequently consult online reviews before making purchasing decisions. Providing a forum for customers to create and read reviews on your site keeps customers informed – and can increase your sales.

To meet customer expectations:

A social business recognizes that while customers may choose to interact across a variety of channels, they expect a consistent quality of service. This means providing rapid response and resolution to customer inquiries received on social channels.

Don't want to lose a sales lead?

Customers may visit social channels at any stage in the buying process. Deploying real-time mortgage specialist on social channels can capture interest from online-savvy first-time home buyers.

To hone their competitive edge:

Social businesses are tuned in to the opinions of their customers and understand what their customers need. These organizations integrate social activities into routine occurrences with the customer.

Do your customers work for you?

Targeted online communities enable the “crowdsourcing” of insights from customers. Barclaycard US introduced Ring, an online community where customers are invited to shape the credit cards offered by the bank. Increased retention and reduced customer complaints resulted in bottom line benefits to the bank and a compelling offering for customers.

Social media framework for banks

The Social Media Framework for Banks provides a high-level guide to achieving the transition to social bank. Regardless of where your bank is on its social journey, the framework can be used to evaluate, plan, strategize and act upon your customer-focused social efforts.

The framework presents key considerations in three layers:



Social Strategic Context

A social bank requires a well-defined social vision tailored to support its business drivers, brand image, and corporate strategy. Your entire organization needs to be aligned and aimed towards a company-wide goal appropriate to your business, customers, and value proposition.



Integrated social business model

Social banks adapt their operations to deliver value through social channels and make use of social insights. From the front line to the back office, departments must be given the training and flexibility to provide service on social channels. Mechanisms must be put in place to enable the harvesting of social insights so that stakeholder groups throughout the business can meet their individual goals and deliver on the overarching business strategy.



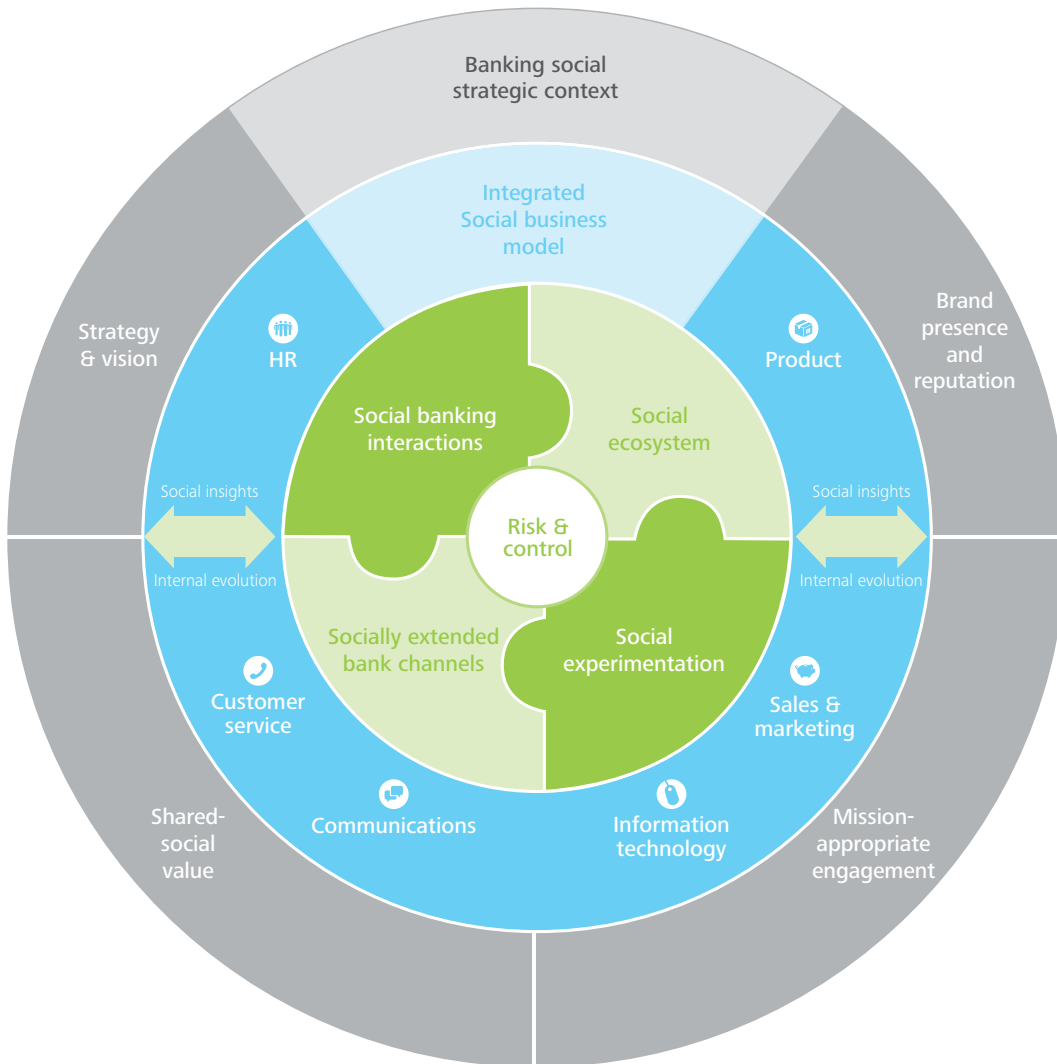
Social puzzle

What is right for others may not be right for you. Banks today pursue many different social initiatives with varying degrees of success. No matter what your bank's strategy and vision, the social puzzle consists of five pieces that you need to consider:

- **Social banking interactions:** Discover how to engage with your customers to create shared social value.
- **Social ecosystem:** Understand the mix of social channels required to support your goals.
- **Socially extended bank channels:** Augment traditional banking channels help customers connect wherever and whenever they want.
- **Experimentation:** Pilot your social concepts to refine your understanding of your customer's expectations and evolve your internal capabilities.
- **Risk & control (legal & compliance):** Apply consistent controls across channels and departments engaged with or leveraging social media.

The Social Media Framework for Banks provides a high-level guide to achieving the transition to social bank. Regardless of where your bank is on its social journey, the framework can be used to evaluate, plan, strategize and act upon your customer-focused social efforts.

The social media framework as it applies to banks



Social strategic context

Defining your strategy and vision

Defining your social strategy and vision can be challenging considering the breadth of possibilities presented by social media. Where one bank may focus on improving customer experience by providing financial advice forums, another may prefer to enhance product innovation by introducing customer reviews. Banks should begin with one key question: “How can social media help us achieve our business objectives?”

It’s easy to fall into a trap of deploying overly broad social initiatives that attempt to address every possible need and usage scenario. To avoid this, stay focused on your strategy and vision while incrementally building social pilots, expanding your social ecosystem and augmenting traditional bank channels.

Common strategic themes supported by social

- Enhance online brand presence and recognition
- Improve customer experience and service
- Segment customer base and gain customer insights
- Drive product innovation and ideation
- Increase revenue through marketing
- Reduce operating costs
- Support recruiting

Mission-appropriate engagement and shared social value

Several elements separate a successful social bank from one that simply deploys a Facebook profile page:

Mission-appropriate engagement: The degree to which the bank connects with customers in a manner consistent with the brand’s image and value proposition. Mission-appropriate engagement is achieved when the methods used to engage with customers make sense within the context of your strategy, business model, and brand.

Shared social value: The degree to which the bank’s social initiatives create value for both your customers and the bank itself. This means customers need to see a reason to use your bank’s social mechanisms (e.g., to learn something, complete a transaction, or achieve a sense of prestige), while your bank needs to be able to take their input or create interactions that help achieve your strategic goal.

Brand presence and reputation

When social media first became popular, many businesses assumed it would simply act as an extension of their existing brand channels. While this perspective proved too narrow, a well-executed social presence can still contribute to the perception of your brand. Embracing mission-appropriate engagement, creating shared value, and executing on a defined vision while leveraging key brand concepts and language can help you reinforce your brand image with your target customers. To protect and enhance your brand, your bank should ensure that its social approach is consistent with the core messaging of its brand, and will avoid disappointing customers by devoting enough resources to social initiatives to deliver consistent service.



Example: Social strategic context

American Express’s OPEN Forum helps small business owners connect with each other and provides a wealth of rich insights and resources to help owners succeed. <https://www.openforum.com>



- **Key strategic theme reinforced:** Enhanced online brand presence.
- **Shared social value:** Small business owners and entrepreneurs are provided with relevant guidance on how to grow their businesses. American Express sees firsthand what issues are of concern to a core customer segment.
- **Mission-appropriate engagement:** American Express engages in an editorial role, consolidating the best OPEN Forum posts of the week.
- **Brand alignment:** Reinforces image of American Express as a partner for small business owners.

Integrated social business model

The social business model

While any bank can set ambitious strategic goals, a social bank will follow through and drive required change across the organization. In contrast to traditional, siloed approaches, a social bank recognizes that achieving social goals may require broad adjustments to how business is done. Transitioning to a social business model means building the cross-functional capabilities needed to process insights from social channels, engage with customers, respond to their requests, and recognize and act on social opportunities.

When considering the changes your organization will need to make, ask:

- Which groups will need to respond to customer service requests and inquiries?
- Which groups might be able to use the social insights being harvested?
- What types of requests and interactions will be received and supported?
- Where are new connections between functional areas needed to deliver on our vision?

While any bank can set ambitious strategic goals, a social bank will follow through and drive required change across the organization. In contrast to traditional, siloed approaches, a social bank recognizes that achieving social goals may require broad adjustments to how business is done.



How the social business model affects banking roles

It's no exaggeration that embracing social can potentially affect an entire banking organization. The following examples illustrate how different areas within a bank can be affected by the transition to social bank:

Sales & Marketing



Social channels provide new opportunities and ways to engage customers:

- Social promotions leverage customer networks
- Customer comments reveal need for banking products
- Outreach on forums raises awareness of products

Customer Service



Social channels represent a new line of communication that must be used and monitored:

- Engage customers across multiple channels
- Active listening for customer issues/complaints to preempt backlash

Product



Social channels provide a new source of insights on customers and their needs:

- Online "beta tests" provide feedback on new products
- Ratings and reviews reveal customer perspectives
- Customer comments reveal needs unmet by products

Front Line/Branch



A social presence means that employees have an ever greater impact on the bank's image:

- Branch-level reviews provide feedback on service
- Training prepares employees to provide consistent service and resolve conflicts

Legal/Risk/Compliance



Social participation requires careful consideration and planning for banks:

- Policies and procedures aligned with bank strategic goals and risk guidelines
- Privacy, data retention and regulatory issues are well understood and driven throughout the organization

Technology



Using social channels requires supporting infrastructure, but presents an opportunity to improve existing infrastructure:

- Develop integration between social channels and internal systems (e.g., CRM)
- Leverage open-source approach to strengthen internal tools

Human Resources



Social channels require new skillsets and must meet the expectations of young talent:

- Training prepares employees for broad social communication
- Engagement and retention of younger talent is improved through integration of social with responsibilities

Communications



Social channels change the nature of communications with customers:

- Training emphasizes importance of transparent communication to employees
- Social channels are used to broadcast messages and start conversations

Social banking puzzle

Challenges to becoming a social bank

Most often, the hardest part of a bank's social efforts is deciding where to start (or, sometimes, continue). Does your bank face any (or all) of the following challenges when thinking about going social?

- "Our bank... does not know how to appropriately engage banking customers via social media."
- "Our bank... has a social idea in mind, but we are not sure if it is worth the investment."
- "Our bank... is unsure what social capabilities we need to build out to create an engaging ecosystem."
- "Our bank... wants to build a truly social experience across all banking channels but doesn't know how."
- "Our bank... needs help to determine the roadmap to roll out our initiative."

The social banking puzzle is a framework for thinking about these common issues. The challenges above translate into the five components that represent the banking "recipe for social success."

Social banking puzzle – a recipe for social success

- 1 Social banking interactions**
Determine how customers want to interact with banks via social media.
- 2 Social ecosystem**
Build the right mix of social channels to support your overall business objectives.
- 3 Socially extended bank channels**
Transform traditional banking channels from transactional to two-way dialogue.
- 4 Social experimentation**
Pilot your concepts to determine where to best reach and engage customers.
- 5 Risk & control (legal & compliance)**
Apply consistent controls across channels and departments engaged with or leveraging external social media.



Most often, the hardest part of a bank's social efforts is deciding where to start (or, sometimes, continue). Does your bank face any (or all) of the following challenges when thinking about going social?

1 Social banking interactions

Social channels are unique because the interactions they allow are visible to the public. A social bank recognizes the power of online interactions and carefully selects those that support its vision. As you develop your own social initiatives, the type of interactions you choose to support should be based on your social vision, strategy, and brand.

When determining which interactions to support in your social efforts, consider the following types. Customers have identified these as high-value.

- Bank promotions and specials
- Transparent financial communications
- Banking collaboration tools (communities, blogs, video)
- Banking insights and financial advice
- Branch experience and banking stories
- Brand discussions and recommendations
- Financial product research and reviews

Many of these interaction types are leading practices in other industries, such as Retail and Travel & Hospitality, and have been translated to Banking. Why have these interactions enjoyed success? Because each of them translates to a high degree of “shared social value”, meaning that the experience creates value for both the bank and its customers.



Fidor Bank

Fidor Bank, a German bank which modeled itself as a response to the 2008 financial crisis, has taken social interaction to a new level. Social has been deeply embedded in Fidor’s business model, using social interactions to build new products, share information, market the bank, and support peer-to-peer lending. Supported social interactions include:

Product development discussions

When developing new products and making pricing decisions, Fidor collaborates with customers through online communities.

Customers helping customers

Fidor uses online forums as a venue for customers to post their questions, and invites customers to write their own helpful responses.

Social promotions

Fidor brings shared social value to customers by increasing the interest paid on certain accounts for those customers who promote the brand by becoming fans on Facebook.



<https://www.fidor.de/> (German)

<https://www.slideshare.net/skinnercm/fidor-bank-introduction> (English presentation)

2 Social ecosystem

A social bank is defined in large part by its social ecosystem, which consists of the constellation of social media channels and capabilities it offers to the customer. Every bank will develop a unique social ecosystem, tailored to support its targeted social interactions and overall strategy.

When building your social ecosystem it is important to recognize that some channels lend themselves better to certain activities than others. For example, Facebook may not be the best venue for a financial advice center, as customers may prefer to pose questions without using their real identities. In this case, a branded community site may be a better answer. Also be sure to think about the services each channel provides in the context of your customer's overall experience. Ideally, your ecosystem should provide an integrated customer experience across the channels you decide to utilize.

As you plan your social ecosystem, consider:

What type of social channel to use?

- Traditional social networking channels (e.g., Facebook, Twitter, YouTube)
- Branded social channels (e.g., branded bank community)
- External channels (e.g., external blogs, forums, communities)

What type of communication medium to use?

- Online browser
- Mobile/tablet browser
- Mobile/tablet application
- Social desktop applications

What social capabilities are required for that channel?

- Engagement functionality (e.g., wikis, blogs, forums, content tagging, etc.)
- Engagement catalysts (e.g., polls, dashboards, featured content, etc.)
- User identity (e.g., user profiles, avatars, etc.)
- Ecosystem syndication (e.g., content sharing between channels, widgets, portlets, etc.)
- Social CRM services (e.g., social e-commerce, social marketing and targeting, social customer service, etc.)



National Australia Bank (NAB)

National Australia Bank (NAB) has built a social ecosystem focused on providing customer service through social channels. Key elements of the NAB social ecosystem include:

Social customer service channels

NAB offers customer service agents on Facebook, Google+ and Twitter.

Engagement functionality

NAB takes feedback and suggestions through Facebook, Google+ and Twitter.

Engagement catalysts

NAB draws involvement from customers through featured economic updates and other videos posted on YouTube and informative articles on LinkedIn.

<http://www.nab.com.au/>



3 Socially extended bank channels

Traditional banking channels have focused on providing transactional services to customers. Whether it's through online banking, an ATM or by phoning the call centre, engagement with the customer has typically ended with the close of a transaction. With the rise of social media, however, banks are faced with a key question – "How can we augment traditional channels with social elements to provide more value?"

Each traditional banking channel serves a different purpose in terms of customer reach and usage. When examining how to augment existing channels, consider a combination of channel and capability that:

- Reaches customers the right way with the right channel.
- Allows customers to reach the bank in the way they feel most comfortable.

There are numerous ways banks can augment traditional banking channels, although the methods you choose should align with your strategy, vision and other pieces of the social puzzle.

Methods to augment traditional banking channels

- **.com domain**
 - Inject the bank's .com domain with social hyperlinks to unite the bank's traditional and social ecosystems, providing a gateway for customers to move between different banking domains.
- **Online banking**
 - Implement social spotlight boards on the .com domain to showcase trending banking discussions.
- **Branch**
 - Provide a rating and review engine to understand which of your branches provide the best service.
- **ATMs**
 - Provide mini-offer messages that help users learn about the bank's social culture (e.g., "Want to learn how to save \$1 million? Select "Yes" to have a personalized video sent to your email now!").
- **Call centres**
 - Train call centre employees to reference social initiatives if the moment is right (e.g., "Thank you for your call. If you'd like to explore further information, please visit our advice centre.").
- **Relationship managers**
 - Have relationship managers set up Twitter accounts to post daily updates about the financial market.



Banco Bilbao Vizcaya Argentaria (BBVA)

BBVA (Banco Bilbao Vizcaya Argentaria) is a Spanish bank that has chosen to socially augment its online banking channel through a technique known as "gamification." BBVA customers are offered points, status, and badges for performing transactions on the site, encouraging desired behaviours while driving customer acquisition and ongoing engagement. Customers are publicly recognized for:

- Performing funds transfers
- Inviting friends to join the bank
- Watching videos promoting financial literacy
- And more.



<https://www.bbva.es/eng/particulares/subhome/bbvagame/bbvagame.jsp>



4 Social experimentation

In the fast-moving world of social, both customer expectations and the competitive landscape can rapidly shift. As a result, organizations must adopt a flexible stance when planning and deploying social initiatives; otherwise, they risk overinvesting in ideas that ultimately leave them “behind the curve.” A successful approach to social requires deploying smaller scale social pilots to test ideas before committing to a more significant investment.

Planning a social pilot

Any bank planning a social pilot should have answered the key questions presented in the social media framework for banks. Only with an established vision and understanding of the strategic context, appropriate social business model and an understanding of their unique social puzzle pieces should a bank actively engage in planning. Rushing through these vital steps can lead to a social effort that is disjointed, not aligned with the brand and ultimately unsuccessful.

When planning your social pilot, also consider the following critical success factors:

- **Clear goals:** A social pilot requires clear goals that are tied to the bank’s social and business strategies. Uncomplicated goals are a key tool to help your project team quickly align and deliver.
- **Limited scope:** Ensure that your social pilot delivers capabilities quickly by constraining the features you choose to deliver. A phased approach can be used to add features incrementally after launch.
- **Buy-in and support:** A pilot may impact your social business model and how your bank operates. Socialize the program with executives and front line managers early to counter resistance to change.

As a result, organizations must adopt a flexible stance when planning and deploying social initiatives; otherwise, they risk overinvesting in ideas that ultimately leave them “behind the curve.”

Using social analytics to measure success

Measuring success in order to learn, adapt and improve is the key reason for implementing social pilots.

As your bank evolves and conversations grow, you will require a social analytics platform – typically provided by a 3rd party vendor – which can mine data across your social ecosystem, store conversations, and aggregate data across channels and geographical locations to report on your social efforts.

Measuring success requires knowing which metrics are important to you. Success metrics should be considered early in the pilot planning process and be tied tightly to the pilot's goals. The following are common data elements collected:

Typical social data elements

- **Number of Members:** The total number of users registered on your social platform.
- **User engagement:** The total number of interactions (e.g. user comments) associated with your social presence.
- **Engaged users:** The total number of unique users that have interacted with your social presence.
- **Reach:** The total number of unique users that have visited your social presence or post.
- **Impressions:** The total number times your social presence or post has been visited, including repeat visits.
- **Brand sentiment:** The emotional tone with which users react to your social presence or post.
- **Customer data:** Information about users' social profiles, social activities and clickstream data.

Banks should also keep in mind the target audience who will be consuming social metrics. Each audience will have a different goal in mind:

Executives

- Goal: Understand if the social initiative deployed is providing value towards the overall business strategy and business goals.

Directors/Managers

- Goal: Understand if the social initiative is deepening customer relationships and evolving the business (e.g., product innovation).

Front line staff/Tactical

- Goal: Understand the quality of service that is being delivered to customers, and determine if there are opportunities to improve existing processes.

As your bank evolves and conversations grow, you will require a social analytics platform – typically provided by a 3rd party vendor – which can mine data across your social ecosystem, store conversations, and aggregate data across channels and geographical locations to report on your social efforts.

5 Risk & control (legal & compliance)

Due to the heavily regulated nature of the industry, banks face additional scrutiny and requirements not shared by other organizations. This does not make social efforts impossible for banks – it simply means that these initiatives require the same application of governance and controls as other types of projects. As you conceptualize your social vision and begin to piece together your social puzzle, make sure you have engaged the appropriate legal, compliance and risk functions within your organization.

Establish early oversight

An effective method for avoiding roadblocks related to legal, compliance and risk issues is the inclusion of appropriate personnel on your social program's steering committee. These voices should be present to raise issues and concerns early so they can be addressed in the concept and planning stages of a project. Note that this body should be led by an executive with a strong mandate for achieving your social strategy. This will help keep the group focused on finding solutions and moving forward with your vision.

When forming a steering committee, consider including representatives with expertise on:

- Banking regulations and requirements
- Securities regulations and requirements
- Privacy legislation
- Risk and risk management

Set appropriate policies and controls

In order to meet regulatory requirements and mitigate risk, the bank should develop policies governing its social efforts. As each social initiative is rolled out, auditable controls should be put in place to ensure compliance with legal, risk and compliance requirements.

As you develop your social initiative, you may need to develop policies and controls related to:

- Banking processes and procedures
- Required product disclosures
- Data integrity/security/accuracy
- Privacy
- Records management and retention
- Adherence to securities and other external regulations.

Understand stakeholder impact

While your policies and controls exist to protect the bank, it is important to remember that they can have a material impact on the experience of your customers and employees. Before putting a policy or control into place, be sure to consider the impact on your stakeholders.

Ask the following key questions before putting a new policy or control into place:

Does this affect our customer's experience?

- Customers will expect banks to be responsive in real-time to address concerns, questions and feedback.

Does this affect our employees' ability to provide service?

- Banking employees, especially client-facing individuals, will need to be empowered to provide responses and make decisions on the fly.
- Banking employees need to be provided with a 360 degree view of the customer – which includes the customer's engagement with the bank via social media – to effectively manage customer requests.



Social banking in action

It is important to realize that social banking is not just a concept. It is already becoming a reality. As awareness of this opportunity grows, banks around the world have begun assembling their own unique social puzzles. Leading organizations have succeeded in leveraging social media to offer innovative experiences and are beginning to close the loop by building up their internal capabilities. By borrowing concepts from consumer retail businesses, American and Australian banks have been able to take great strides in this direction. Canadian banks are beginning to catch up, and some have move to the head of the pack by adopting the newest technologies and techniques.

TD Bank – “TD Helps”

Basic social stats

Facebook likes
197,000

Twitter followers
19,134

TD Helps is a branded social space targeted to helping consumers build financial literacy through open interactions with financial experts and peers. Categories on the site, such as “Borrowing & Managing Your Credit” and “Investment & Planning Retirement,” help address the specific needs of customers across distinct segments.

<http://www.td.com/to-our-customers/tdhelps/>

Social banking interactions

TD Helps focuses on three key social banking interactions:

1. Transparent financial communications

- Provides a method in which both TD experts and community members can answer questions posted by users
- Displays personal profiles of the TD experts involved in answering questions

2. Banking collaboration tools

- Provides a community where users can interact with experts and one another
- Provides an online banking space for like-minded individuals

3. Banking insights & financial advice

- Categorizes financial topics that align to an individual’s life event (e.g., home ownership, investing and planning for retirement)
- Provides users with the comfort that their answers are coming from a credible source: TD banking experts

Social ecosystem

TD Helps has been integrated with the bank’s branded Facebook page, TD Money Lounge. This provides an excellent method to drive user traffic by leveraging TD Money Lounge’s already-established user base, allowing users to directly access TD Helps straight from their Facebook accounts without leaving the domain.

Socially extended bank channels

TD internet links to the TD Helps financial advice forum into its main branded .com’s product pages and advertising, driving user traffic between the .com domain and TD Helps.



USAA – Online Communities and Reviews

Basic social stats

Facebook likes

543,460

Twitter followers

49,685

USAA has built capabilities to complement a highly targeted business model that focuses on military personnel and their families. Online communities and customer reviews are used to drive engagement to a customer base with distinct concerns and needs.

<https://www.usaa.com/>

Social banking interactions

USAA's online community and customer review sites support distinct interactions:

Collaborative financial and life advice:

- Targeted communities allow customers in similar situations (e.g., military spouses, veterans) to ask questions and discuss areas of concern.
- USAA advisors participate in discussions and direct customers to learn about appropriate financial strategies and products.

Product research and reviews:

- Customers are invited to share reviews on USAA products.
- Exceptional experiences are highlighted in a section called "member stories", where USAA's customer service is highlighted.

Social ecosystem

USAA's social presences are used to cross-promote traffic and encourage further engagement. USAA Twitter and Facebook pages are used to create user awareness of featured content found within USAA's online communities and branded YouTube channel. Additionally, these channels are used as an additional customer service channel.

Socially extended bank channels

USAA ties its customer reviews to related products on its .com page, drawing in customers who are performing research before making a purchasing decision. Social content is further displayed throughout the .com site as a way to emphasize USAA's focus on its target market.



Movenbank – “Always Banking, Never at a Bank”

Basic social stats

Facebook likes

1,260

Twitter followers

2,969

Movenbank has been built from the ground up to focus on a purely digital customer experience. The bank aims towards the generation that has grown up with social.

- Signing up on the bank's website can be done by connecting to the users Facebook account
- A "financial fitness" score is provided after the sign-up process, which draws on the users social media influence score
- Payments are purely done via mobile

<https://www.moven.com/>



Barclaycard – “Barclaycard Ring”

Basic social stats

Facebook likes

238,347

Twitter followers

5,653

Barclaycard launched an ambitious experiment in embracing social feedback and crowdsourcing with “Ring”, a community-built credit card introduced in April 2012.

<http://www.barclaycardring.com/>

Social banking interactions

The Ring community focuses on interactions that enable collaborative product creation:

- Cardholders can suggest and vote on new product features. Barclaycard responds to show community members how their ideas may affect the Ring’s financial performance.
- Card members can provide direct feedback to shape the product’s future features.
- For behaviours that enhance Barclaycard’s financial performance, community members are financially rewarded through the “Giveback” program.

Social ecosystem

Barclaycard focuses on the Ring community site as a nexus for cardholder interactions. However, Facebook, Twitter and Google+ are used as venues to increase awareness of the unique credit card and to drive traffic to the community.

Socially extended bank channels

In its basic premise, Barclaycard Ring challenges the traditional relationship between customer, bank and credit card. The Barclaycard Ring website reflects this, inviting customers to participate as active stakeholders in improving what the card has to offer.



Scotiabank – “The Richness Project”

Basic social stats

Facebook likes

168,625

Twitter followers

13,592

Scotiabank’s “The Richness Project” was a social project that invited Canadians to share a photo or video on “therichnessproject.com” that demonstrates a moment of personal “richness”. The intention was that one person’s rich moment would inspire another’s. In addition, \$1 was donated to one of 18 feature charities for each “richness” moment shared.

<http://www.therichnessproject.com/>



Go social now!

Deploying siloed Facebook and Twitter pages is no longer a guarantee of success in the social media landscape. “Social” is now seen as an additional avenue to deepen relationships with customers, improve product innovation and reduce operational cost. Each bank is in a unique position to evaluate and strategize how it can best use social media to its own advantage.

Done correctly, social media can transform your business both internally and externally. To begin the transformation into a social banking business be sure to:

- 1 Evaluate your existing social media efforts**
Understand what the bank has already planned for and deployed. Analyze your existing engagement levels, interaction methods and the value you were expecting to achieve. This assessment will help you understand how to transform beyond your existing social strategy.
- 2 Understand your social strategic context**
Align your social media strategy with the bank’s business goals. Keep in mind that any successful social business uses social initiatives that connect with customers through mission-appropriate engagement that creates shared value.
- 3 Align your internal groups with external social efforts**
Achieving business value from social media does not happen by chance. Banks need to monitor discussions and discover key insights from external social initiatives that your internal groups can consume, understand and act upon.
- 4 Unlock your social banking puzzle**
Select how you will interact with customers and where those interactions will take place. Start small, deploy and assess. Refine your social efforts on an ongoing basis to maintain alignment with your business goals and social media strategy.



Social banking has real benefits

- Deliver **more responsive** and **valuable** customer service
- Leverage data gathered from social media to **drive product innovation**
- Increase **customer loyalty** by providing shared social value
- Build **trust by listening and responding** to customers in real-time
- Link **social data to customer profiles**
- Listen to customer word-of-mouth to **improve brand reputation**

Go social now! (cont'd.)

Tips for social media success

- 1 Foster an executive focus on social media**
Get an executive mandate and seek buy-in from leadership and key stakeholders. The culture shift begins at the top.
- 2 Start with clear social banking goals**
Align your social goals with corporate strategy. Have a clearly defined and reasonably sized scope. Define attainable and measurable results.
- 3 Get the basics right**
Put the right people and technology in place to build a social foundation. Focus on the must-have technology capabilities (e.g., social monitoring) and develop a roadmap for building and piloting more advanced capabilities.
- 4 Move forward**
Select pilot projects that best align with your social media needs. Commit the resources necessary to support success.
- 5 Continuously drive improvement**
Though much of your social media effort will be externally focused, continue to develop support across the organization by demonstrating value in ways that are meaningful to employees and their work.
- 6 Measure and refine**
Measure your results on a regular basis, listen to customers and employees, and strive to continuously improve.

Continuously drive improvement. Though much of your social media effort will be externally focused, continue to develop support across the organization by demonstrating value in ways that are meaningful to employees and their work.



Discover the Deloitte difference

You've got questions

How do I...

- Begin the journey towards a social banking business?
- Integrate social media into my business strategy and business objectives?
- Build a business case and roadmap to deliver a social media strategy?
- Assess the various options to create shared value with my customers?
- Effectively evaluate social media pilot ideas?
- Manage the cultural change, rollout and adoption of social tools and processes?
- Measure success and ensure continuous improvement?
- Make sure my information is appropriately managed and adheres to compliance?
- Minimize the risk of data loss and inappropriate use?

We've got answers

Our Consulting practitioners can help you transform into a social bank. We can help drive your innovation agenda through an effective delivery of a social banking strategy, solution and implementation:

- Our **Strategy and Operations** practitioners can:
 - Determine the state of your social media efforts and benchmark it against competitors and banks around the world.
 - Define a social media strategy aligned with your business strategy and needs.
 - Build a business case to support your social media strategy and implementation.
- Our **Technology** practitioners can:
 - Assess the maturity of your social media solutions and determine key focus areas.
 - Align your technology initiatives and information management needs to deliver a social media solution integrating external channels with internal business processes.
 - Deliver your technology initiatives (large or small) with the employee experience in mind.
 - Leverage our state-of-the-art innovation centre, called the HIVE (Highly Immersive Visual Environment), to upload real data and simulate the social media possibilities.
- Our **Human Capital** practitioners can:
 - Design change management and communication plans to help drive adoption and long-term transformation.
 - Identify the appropriate governance and sustainment approach to measuring and managing social media success across the organization.
 - Understand your multi-generational workforce and tailor the social media solution.
- Our Enterprise risk practitioners understand the risk and compliance issues and can help protect the information flow in your social media solution.
- Our Tax services practitioners can help you identify qualified activities and create documentation to leverage available federal, provincial and local tax incentives.

Delivering the social bank As One

Deloitte can help you become a social bank because we operate As One. We function as a powerful, unified team that can deliver your social banking solution and drive extraordinary results.



Our team

Perry Finklestein

Partner

pfinklestein@deloitte.ca

416-874-3196

Charmaine Wong

Senior Manager

charmwong@deloitte.ca

416-601-6115

Paper authors and contributors

Lawrence Lee

lawlee@deloitte.ca

Justin Mathena

jmathena@deloitte.ca

Steve Goodall

sgoodall@deloitte.ca

References

1. MHP Communications. "Social Media Catching up with Banks." 2011.
Retrieved from <http://www.slideshare.net/rroessler/social-media-oct-2011>.
2. The Financial Brand, *The Financial Brand Marketing Insights for Banks Credit Unions RSS*.
"Social Media in Banking: Slow and Cautious." March 2013.
Retrieved from <https://thefinancialbrand.com/27857/social-media-utilization-adoption-banks-credit-unions/>.
3. Osak, Mitchell. *The Financial Post*. "Social Media Powers Retail Banking." October 2011.
Retrieved from <http://business.financialpost.com/2011/06/22/innovation-social-media-powers-retail-banking/>.
4. Mashable. "5 Ways Banks Are Using Social Media."
Retrieved from <http://mashable.com/2009/09/11/banks-social-media/>.
5. Wittlinger, David. *Social Media Today*. "Social Media in the Banking Industry (Case Study)." March 2013.
Retrieved from <http://socialmediatoday.com/colomark-media/1273406/banking-industry-using-social-correctly-case-study>.
6. Comblu. "The State of Online Branded Communities 2012." November 2012.
Retrieved from <http://comblu.com/thoughtleadership/the-state-of-online-branded-communities-2012>.
7. Bank Innovation. "4 Companies Win 2013 Bank Innovation Awards." March 2013.
Retrieved from <http://bankinnovation.net/2013/03/4-companies-win-2013-bank-innovation-awards/>.



Notes

A series of horizontal dashed lines for writing notes.

www.deloitte.ca

Deloitte, one of Canada's leading professional services firms, provides audit, tax, consulting, and financial advisory services. Deloitte LLP, an Ontario limited liability partnership, is the Canadian member firm of Deloitte Touche Tohmatsu Limited. Deloitte operates in Quebec as Deloitte s.e.n.c.r.l., a Quebec limited liability partnership.

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee, and its network of member firms, each of which is a legally separate and independent entity. Please see www.deloitte.com/about for a detailed description of the legal structure of Deloitte Touche Tohmatsu Limited and its member firms.

© Deloitte LLP and affiliated entities.
Designed and produced by the Deloitte Design Studio, Canada. 13-3516