

Empowering employees, Delighting customers

Analyst Day 2022

November 24th , 2022

SIDDHI

**Empowering Axis colleagues to engage seamlessly with customers,
in a boundary less office**

IMAGINE if I...

08:00
hrs



...wake to a pre-planned calendar of customer interactions

(prioritized meetings)

10:00
hrs



...can prepare for each interaction through readily available insights that are contextual and personalized

(talking points)

11:00-
16:00
hrs



...can have holistic, needs-based conversations with instant gratification

(app native journeys)

16:00-
17:00
hrs



...get nudges customized to my requirements and preferences to maximise my performance

(nudges)

17:00-
18:00
hrs



...my supervisor can review each interaction and provide immediate coaching

(coaching through reviews)

PRESENTING

SIDDHI

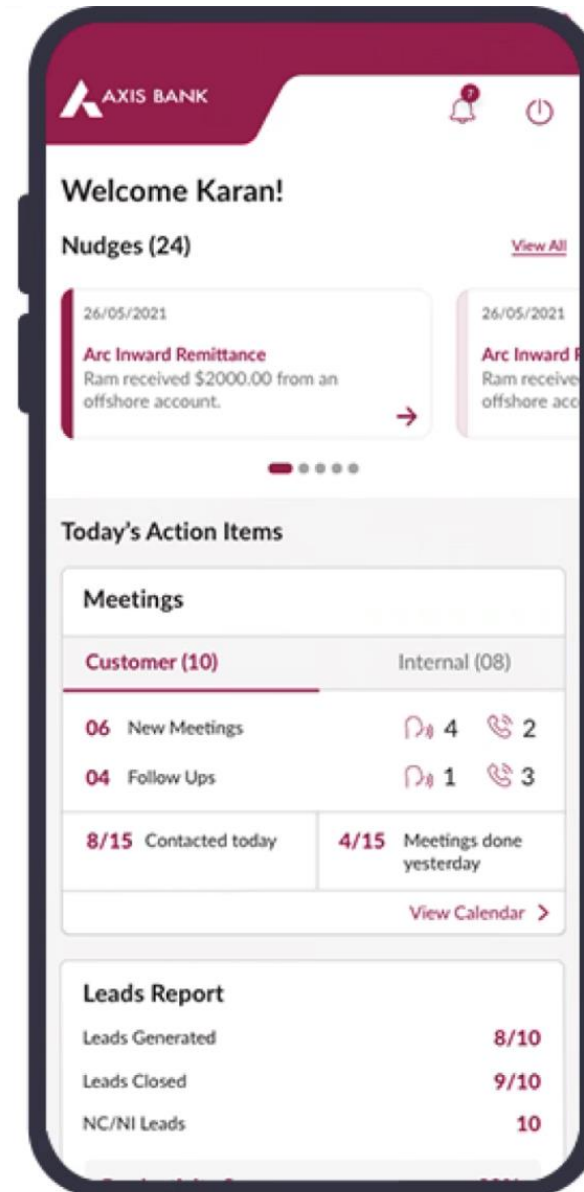
/'sidē/

1. *complete understanding; enlightenment.*
2. *a paranormal power possessed by a siddha*

Siddhi is a coach that empowers Axis colleagues to engage seamlessly with customers, in a boundary less office

Axis colleagues get 'Axis in the palm of their hand' through an intelligent, proactive, personalised and comprehensive solution

Axis customers benefit from even more meaningful interactions, with instant gratification, anytime, anywhere

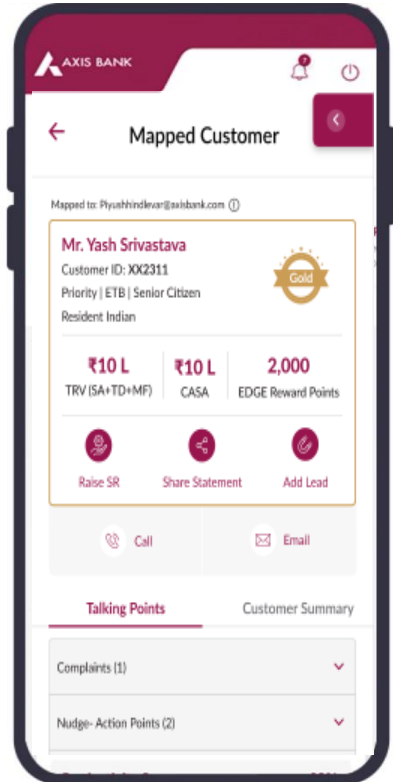


Experience Siddhi...





All capabilities required for Axis colleagues to operate seamlessly are built into Siddhi; continuously optimized through nudges



Customers: View Customer 360, provide talking points, traverse end to end journeys for onboarding and servicing



Business: Review portfolio indicators, provide insights to optimize portfolio performance, analytics-generated leads



Performance: View performance for each KPI, comparison vs peers, AI driven ideas for performance improvement, incentive predictor

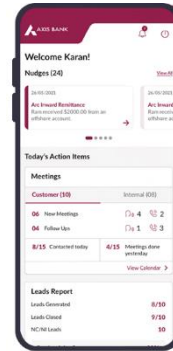
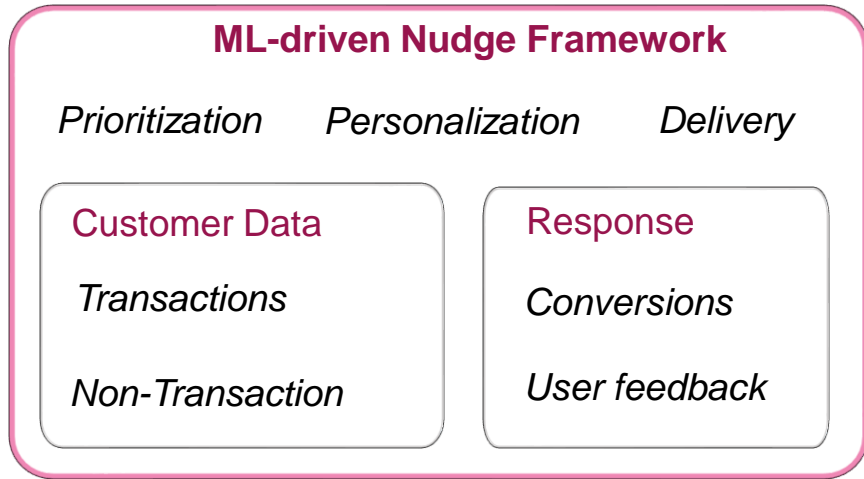


Team: Evaluate team performance, system enabled supervisory reviews, nudges on coaching interventions to enhance skills

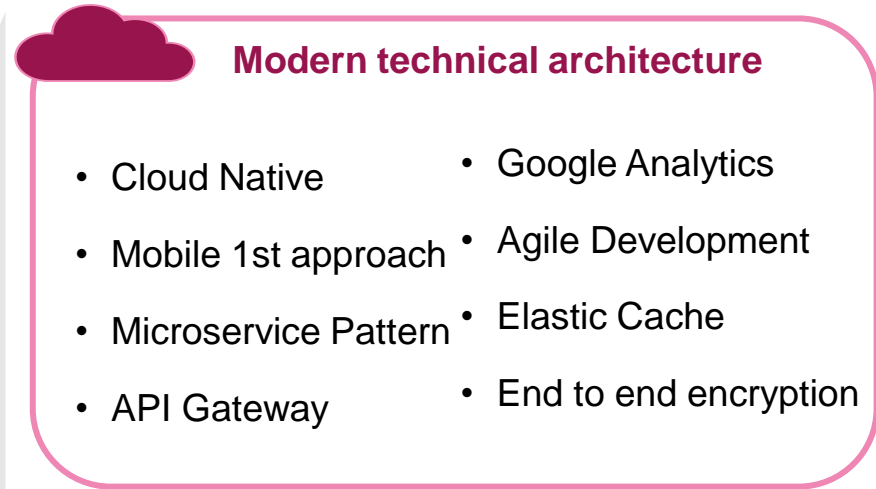


Office: Pre-booked and self-created appointments for the day, access office tools, collaborate with colleagues

Siddhi is built using best practices of modern technical architecture and reimagines the front to back functions beyond traditional product processes to make it device agnostic

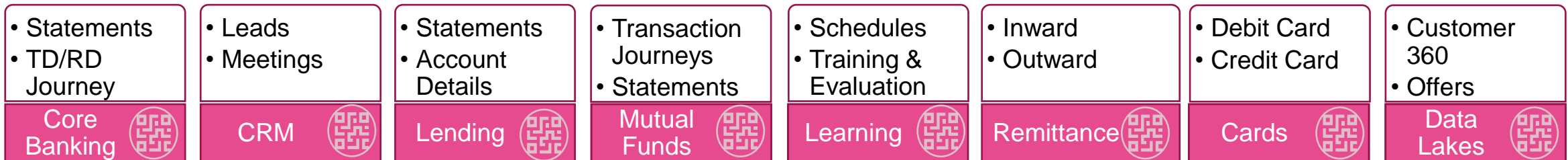


Siddhi:
a boundaryless office



~35+ systems integrated under single App

150+ APIs used



Personalisation is driven through self-optimizing 'nudges'; impact being tracked for every nudge

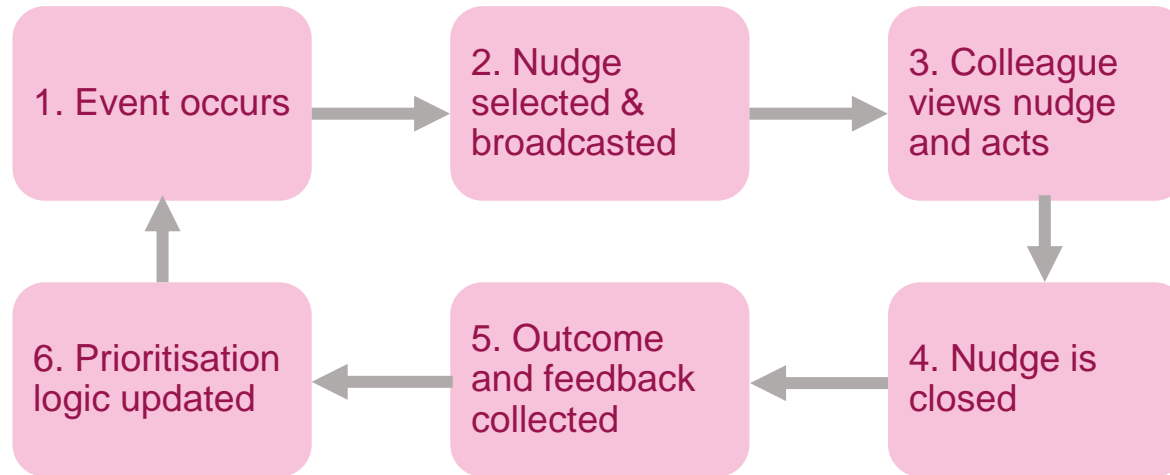
What is a nudge?

A nudge is **event based, requires action, aims for a measurable outcomes and collects feedback**

A nudge **library of 60+ nudges** (onboarding, servicing, regulatory) has been created as a starting point

Prioritization is done leveraging customer segment characteristics and expected impact

How is a nudge executed?



Example:

Event	Nudge	Impact
Customer has received a large credit	Explore customer's investing needs and open TD	+ 100% higher conversion
Colleague is X% below target on KRA 1	Relevant learning module triggered; Supervisor nudged to coach through joint calling	+X % increase in KRA 1 performance*

How will self-optimisation happen?

Personalisation variables built into a ML engine*

- Customer segmentation (life stage, occupation, banking behavior)
- User profile (vintage, experience, preference/ feedback)
- Business impact per nudge per user (clicks, leads, conversions)

* Work in progress

MVP 1 live at scale with MVP2 and MVP3 under development; roadmap envisages coverage of the entire bank



<i>Phase</i>	MVP 1	MVP 2	MVP 3	MVP 4	other roles...
<i>Roles</i>	Premium Banking RMs	Branch Banking colleagues	Retail Assets Sales teams	Wholesale Bank RMs	...
<i>Colleagues covered</i>	~3,100	~25,000	~17,000	>800	...
<i>Go-live</i>	Live	2H FY'23 (WIP)	FY'24 (WIP)	TBD	...

Siddhi will be progressively rolled out to all colleagues across the Bank

Siddhi is unique and difficult to replicate, be it by Fintechs or conventional banks



Rapid delivery

➤ **18** months to launch;
9 months per MVP

➤ Initial concept to final product delivery took 18 months; new MVPs to be rolled out every 9 months

Agile team from 10+ functions

➤ **150** colleagues; **~100 man years** of effort

➤ Cross-functional teams comprising ~80+ full time resources dedicated to building Siddhi

MVP-led approach

➤ **>15** sprints per MVP

➤ Agile set-up, with MVP driven delivery approach

Complex, future-fit technology

➤ **35+** systems, **150+** APIs, cloud native

➤ Cutting edge technology seamlessly stitched together





Machine-learning driven hyper-personalisation

➤ **200+** customer/ RM segments; dynamically self-optimised

➤ Building intelligence through data and analytics, Machine Learning engine at the core

Significant impact* is already visible at scale, with high advocacy from colleagues and customers



-  **~15%** additional leads generated/day
-  **>35%** higher lead conversions
-  **>35%** higher Term Deposit conversions
-  **~20%** higher Mutual Fund conversions

*Based on 500+ Siddhi RMs vs. non-Siddhi users)

Note: 85% colleagues are logging in everyday

Colleague testimonial

“

...been trying to meet an affluent customer for months...got a call suddenly to meet within 1 hr...was able to use Siddhi Customer 360 to prepare while in taxi...met customer, gave statements through Siddhi on the spot...led to Rs 1.5cr MF being opened on Siddhi...

”

Customer testimonial

“

...very impressed with your quick & prompt...execution of this task, in spite of it being almost midnight back home in India. I think in less than 2 minutes I got the number.

(for FD opening at midnight for a customer based in Brazil who did not have access to IB/MB)

The **end state vision** is for...

- ...every colleague (sales, service, back office) to ...
- ...receive a personalised, continuously optimising experience based on their individual behaviors, preferences and performance...
- ...enabled to execute all customer (onboarding, servicing) and internal journeys (coaching, learning)
- ...on their handheld mobile device that is available 24 X 7

...Now...

***IMAGINE the impact
when all Axis colleagues
become
Siddhi-enabled!***

SPARSH

The Customer Obsession Program at Axis



Banks not strategically prioritizing CX

as per Global Banking & Customer experience benchmarking report¹ – amongst Banks surveyed, 83.9% agreed that CX offered a competitive edge, while 60.9% considered it a primary differentiator. Yet **just 17.4%** agreed that CX is a crucial part of their strategy



Consumers build trust and preference differently

new generation of consumers build trust based on the **quality, responsiveness, and consistency of their experience**

75% of customers in the World Retail Banking Report 2022 opined that they are attracted to FinTechs' seamless services



Great customer experience drives all metrics

Great customer service metrics will translate to great operational, financial and shareholder metrics²

Consumers are:

3.5x

more likely to purchase from a business after a positive customer experience

5.1x

more likely to recommend an organization after a positive customer experience



Sparsh

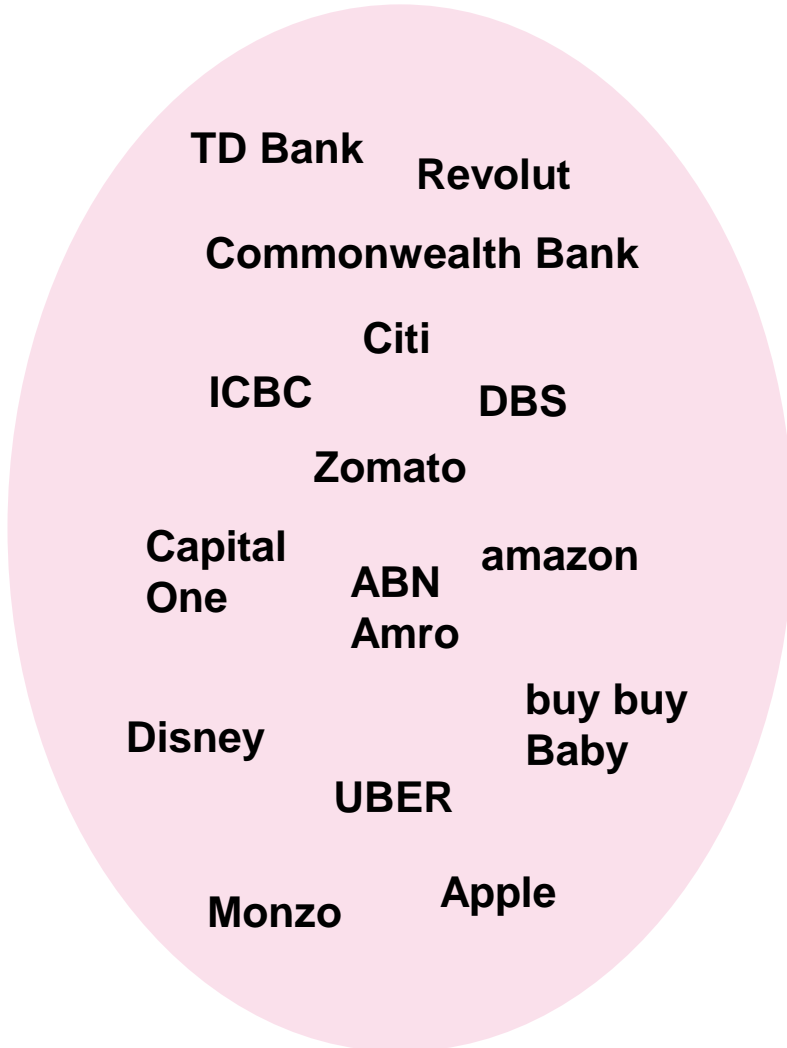
the Customer Obsession Program at Axis

We began the Sparsh journey with an extensive 'Outside-In' effort;



<p>Voice of Customer</p>	<p>12,000+ Customers surveyed to generate insights</p>	<p>75+ Customers interviews and FGDs for qualitative insights about starting position</p>			
<p>+</p> <p>Global Benchmarks</p>	<p>50+ CX-leading Indian & Global companies evaluated for benchmarking</p>	<p>10+ Global CX experts engaged</p>			
<p>+</p> <p>Voice of Employees</p>	<p>40+ Senior leadership interviews across CBG, Burgundy and Branch banking</p>	<p>200+ Front-line employee insights through ~10 FGDs</p> <p>100+ Employees polled to finalize common purpose statement</p>			
<p>+</p> <p>Analytical Insights</p>	<p>From Behaviour to Mindsets to Fear</p> <table border="1"> <tr> <td>Role modeling</td> <td>Understanding & conviction</td> </tr> <tr> <td>New shift</td> <td>Formal mechanisms</td> </tr> </table> <p>Multiple road-tested global CX frameworks leveraged to generate insights</p>	Role modeling	Understanding & conviction	New shift	Formal mechanisms
Role modeling	Understanding & conviction				
New shift	Formal mechanisms				
<p>+</p> <p>Brainstorm Sessions</p>	<p>20+ Brainstorming sessions with Mancom and business heads</p>	<p>20+ Participants in Common Purpose workshop conducted with Disney Institute</p> <p>80+ Leaders and front-line employees across 3 WOW workshops</p> <p>5+ Sessions to define behavioral shifts and key interventions</p>			

studied 20+ global best-in-class organizations for potential areas of customer delight;



Key learnings from journeys of global best-in-class players



This is a multi-year journey

DBS went from one of the **lowest rated banks (on customer satisfaction) in 2009** to winning awards for being one of the “**Best Managed Bank in APAC**” in 2013 to “**World’s Best Bank**” in 2019



It is important to design and launch a few “tentpole” journeys

China Construction Bank operates a **branch entirely staffed by robots**
RBS runs **Bank on Wheels** to allow for **doorstep banking**



Changing the organizational culture to include CX is crucial

CBA - High focus on **frontline training and education**; rolled out **skillBUILDER**, an online coaching tool for frontline to **build their CX capabilities**



Organizations should concentrate on resolving customer complaints

Clustered customers for **systematic understanding of their experiences/ complaints** and transformed key journeys around these



Regular measurement and monitoring helps with sustenance

TD Bank - Leveraged **LEI (Legendary Experience Index)** to set an **internal bar on behavior** and this was **included in all employee scorecards**



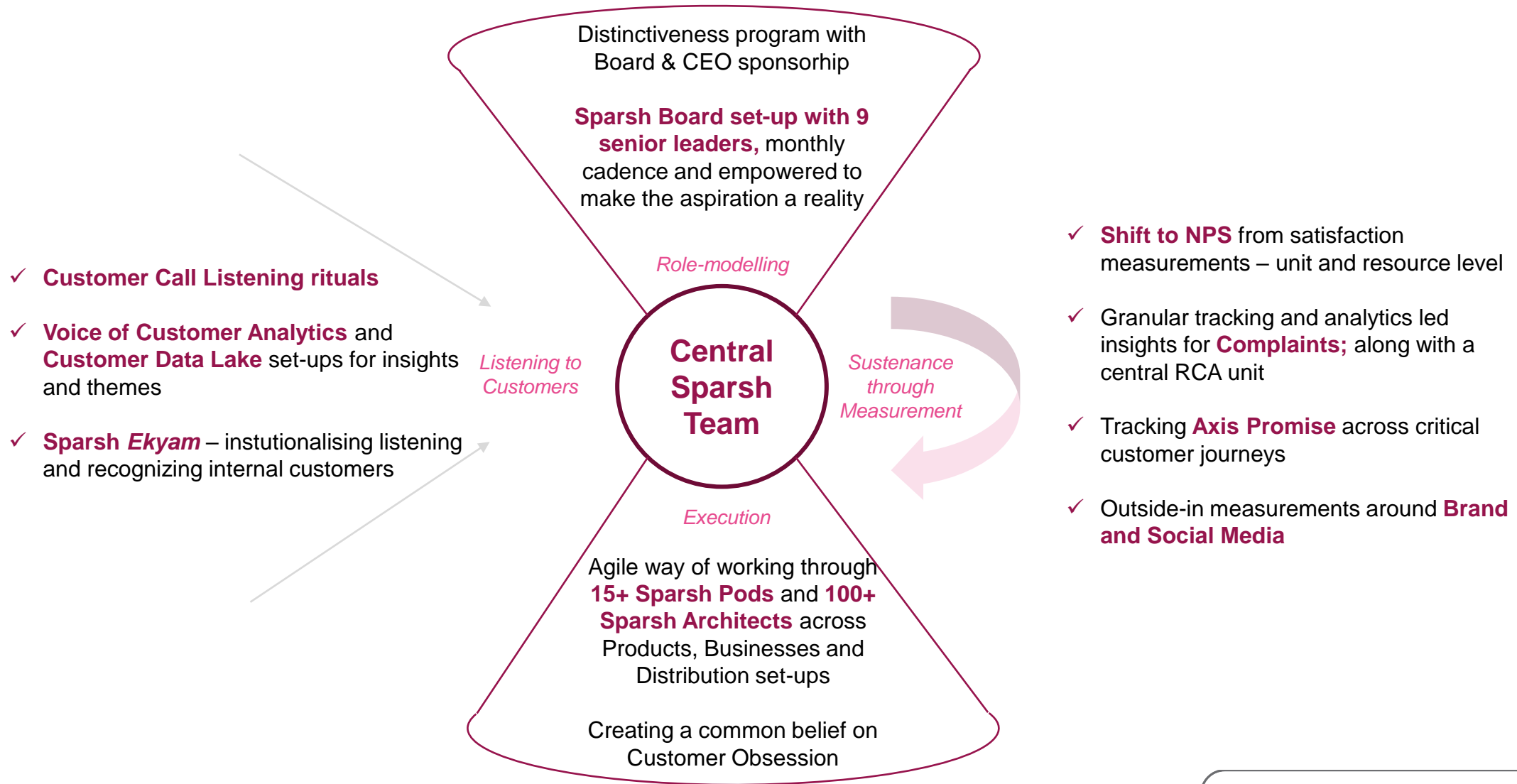
Fixing the hygiene issues is imperative

CBA **redesigned branches** to improve CX, **leveraged technology** to revamp core banking system, improved **mobile and smartphone apps**

Aspiration: India's most customer obsessed bank, ranked #1 on NPS



Setting up Sparsh, in line with best-in class globally, with focus on sustenance



STAR: 4 Sparsh behaviours to create a common understanding of customer obsession...

Start by listening – Listen to customers, internal and external, understand their needs; and design tailored solutions

Take charge – Take ownership for outcome of activities we're involved in, and take help from others to deliver

Always keep promises – Proactively work towards remembering and delivering to customers, as promised

Raise the bar – Use external benchmarks to level set and aim for excellence in everything we do

...and make them a way of life at Axis through Rituals



Pulsate – getting ready to serve customers

a redesigned positive, energizing morning huddle conducted by all branches daily:



Runs from 9:00am to 9:20am every morning, Pulsate agenda and content directly projected onto all branch TVs



Phase	SCP	Duration	Time
Assembling for the huddle	All employees to assemble in the main hall of the branch		Before 9:00am
Welcoming message	Branch Head/Branch Operations Head to welcome the team in a new way and greet staff in case of any birth/death/marriage occasions	2 mins	9:00am – 9:02am
Customer Incent	Branch Head/Branch Operations Head to share the branch performance and to discuss the plan for the day and how to achieve it with the team	10 mins	9:02am – 9:12am
Key M: Meet	Branch Head/Branch Operations Head to discuss the plan for the day and how to achieve it with the team	2 mins	9:12am – 9:14am
Compliments	Branch Head/Branch Operations Head to share their appreciation with a short game (e.g., word game or charades) or a video and award certificate to every employee of the branch in their own name	3 mins	9:14am – 9:17am
Feedback on key SCP	It is a morning meeting. It is a time to be used for checking on the key SCPs in the branch and to discuss if the branch TV can be used to display the key SCPs	1 min	Post Pulsate

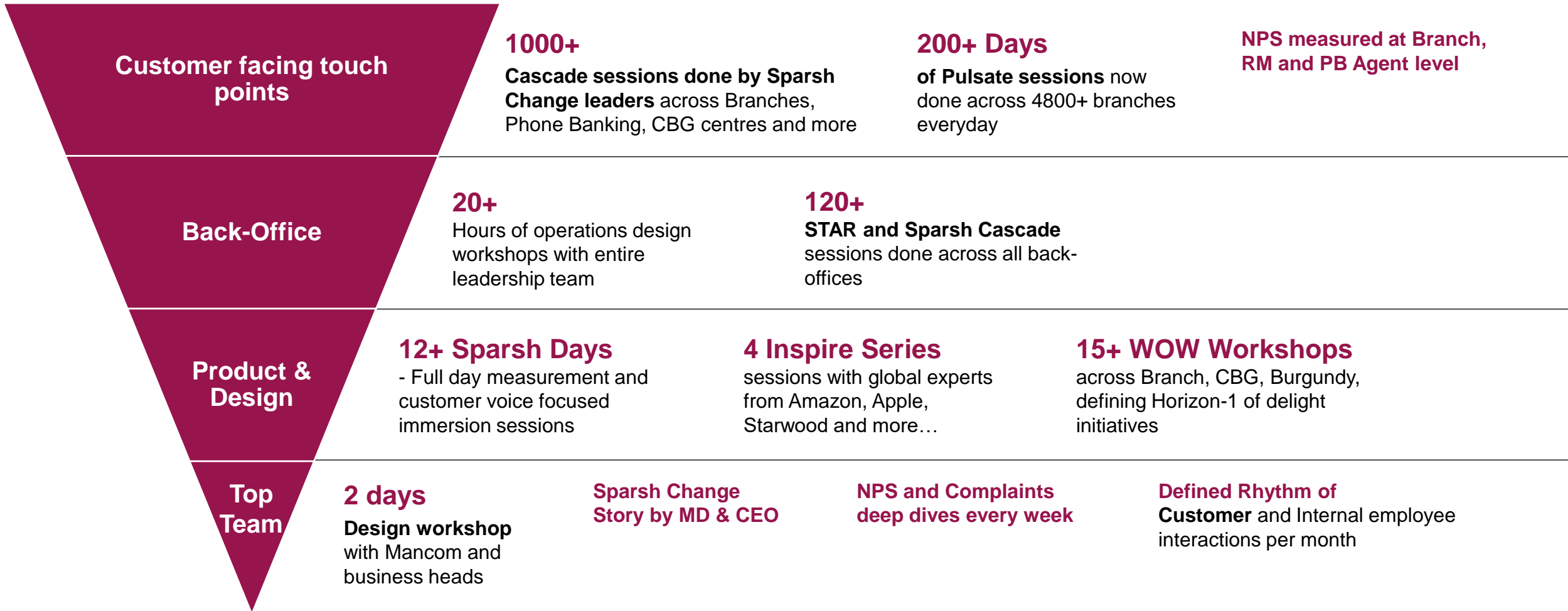


*...helps start the day on a positive note as a team...
...better equipped to serve customers from 9.30...*

Creating common belief across the Bank, one of its kind mass program across global banks prioritizing CX

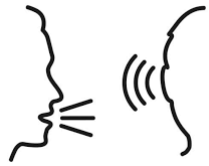


85,000+ Colleagues



Axis Promise: Unique to Banking, express service guarantee of 6 hours

Tentpole on service



~46% of Burgundy customers called-out timely & transparent delivery of service requests as delight



What customers hear today...

To know more, Call us at 1800-xxx

No stated promise

Something went wrong, please re-submit

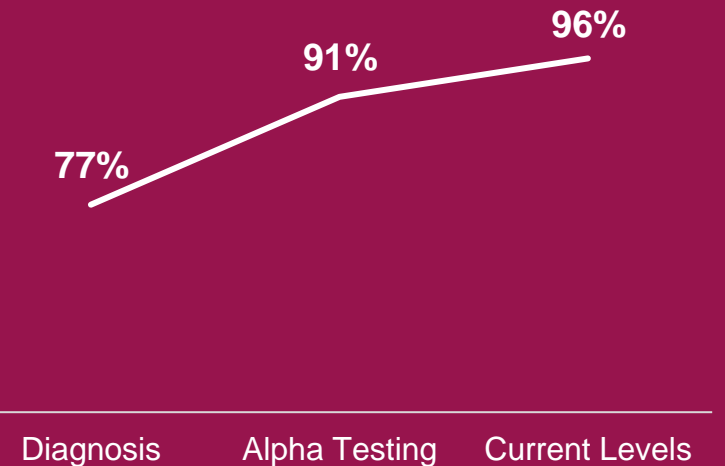
...to creating moments of delight

Real-time tracking on your app;
We will call you if anything goes wrong

Industry-first Promise of delivery within 6 hrs

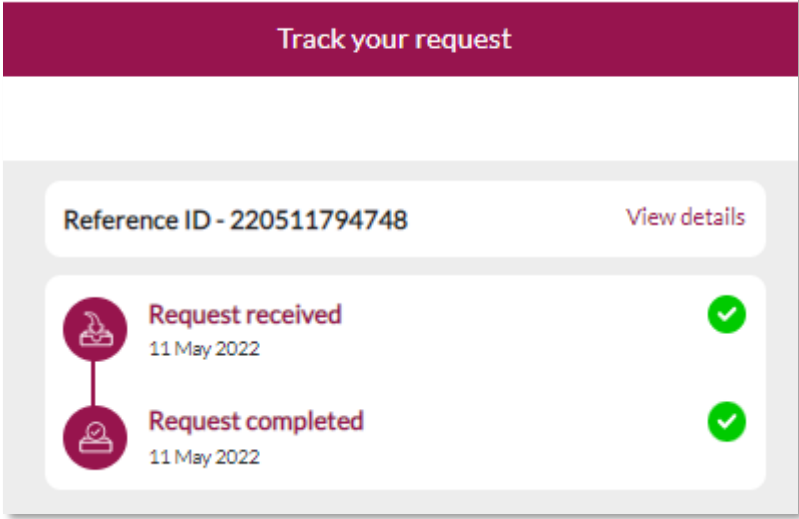
Service guarantee on lapse

>96% of requests processed **within 6 hours** over **6 months**



From limited functionalities...

...to delight and transparent tracking on digital platforms



Real-time tracking on IB/MB for > 14K request types



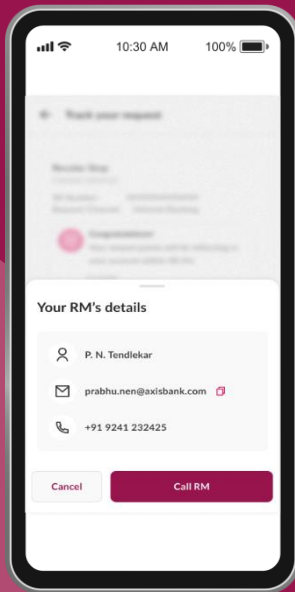
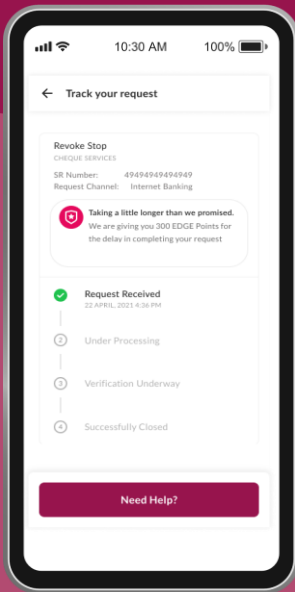
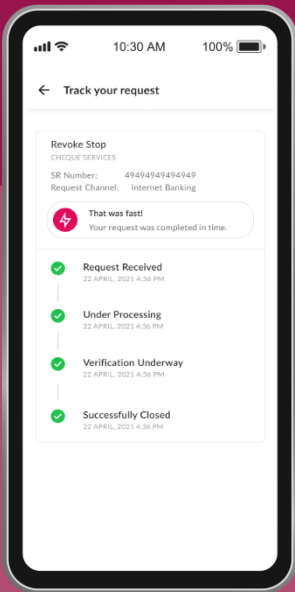
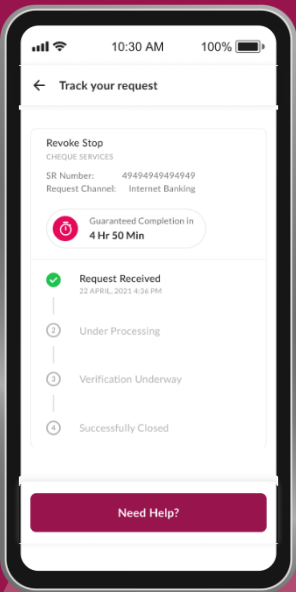
Absolute transparency with expected date/time of closure



Predictive messaging on progress of the request

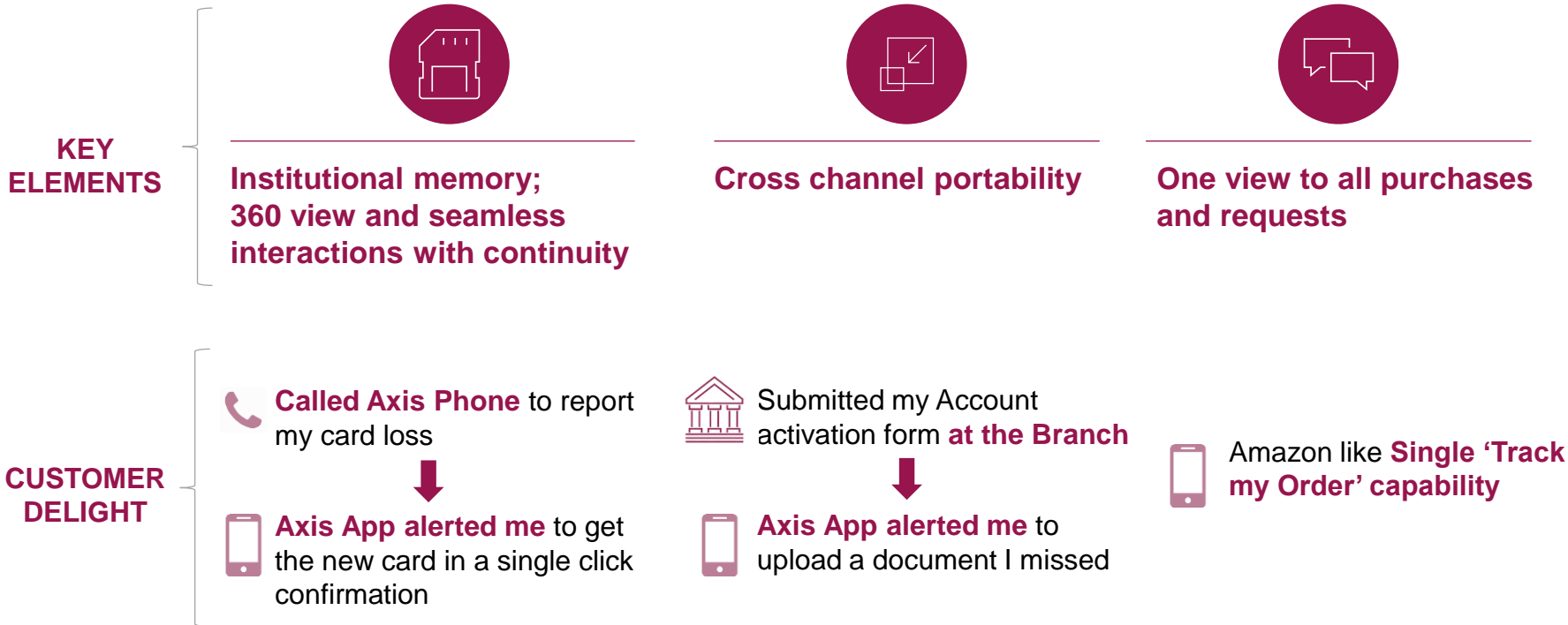


Live connect to RMs and in Siddhi



Omnichannel: globally best-in class aspiration, taking hyper-personalisation to its next level

First step of Tech and data architecture design done



Scale of Omnichannel

-  **25** channels
-  **42** systems
-  **33** events
-  **11** use cases



NPS movement over baseline

	NPS			
	Baseline ¹	Oct '22	Movement	
Retail Bank	100	118	+18	
Branch NPS	100	120	+20	
Burgundy	100	105	+5	<i>Highest NPS score across liabilities segments</i>
SA – Onboarding²	100	113	+13	<i>Journey level focus VCIP NPS movement highest</i>
Phone Banking	100	123	+23	<i>Largest service touch-point for card customers</i>
Credit Cards	100	117	+17	<i>Insight led complaint reduction is the focus</i>
CBG³	100	103	+3	<i>Part of Wholesale NPS</i>

1.Q1 scores baselined to 100 for these businesses/journeys on NPS

2.Onboarding scores refer to scores across Paper, BYOD and VCIP processes

3.CBG latest NPS is till Aug '22

Last one year of the journey has propelled us in the right direction on getting more customers as promoters

Thank You