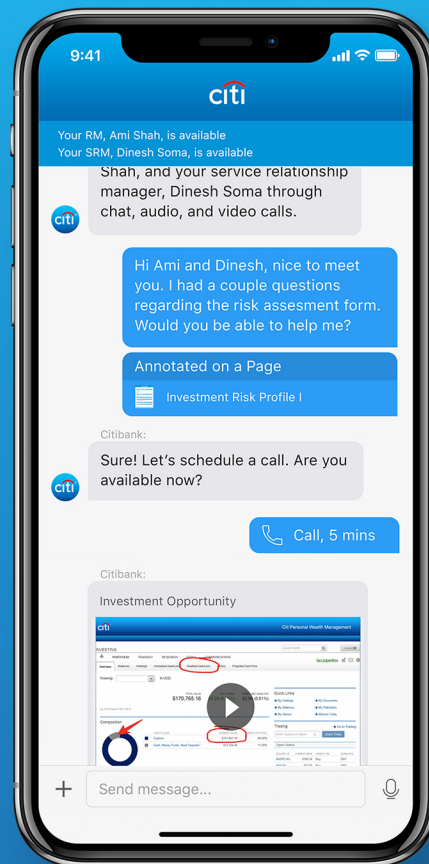




A MOXTRA CASE STUDY



“Banks can take the battle for the customer - the defining dynamic of the next 10 years - to the upstarts, by *mastering the customer relationship.*”

McKinsey&Company



The Changing Landscape

Customers have changing expectations for engagement in an increasingly mobile world. Accustomed to the digital experiences provided by the apps used in their personal and professional lives, customers expect the same on-demand experiences from their financial services providers.

The mobile lifestyle represents both an opportunity and a challenge for financial institutions. This technological shift in consumer behavior offers disrupters an opportunity to weaken the 'stickiness' between incumbent banks and their customers. A rapidly expanding population is moving away from traditional banking relationships altogether, abandoning the brick and mortar branch model in favor of the digital-only experiences provided by challenger banks.

"In the 'new reality,' a new value model is required, based upon securing customer relationship primacy (the position of being the preferred and main bank for a customer), through efforts to regain trust and build customer engagement." - PWC

Conducting in-person banking has always been a nuisance for working people: typically, they had to rush in during lunch hour, leave work early, or stand in long lines during Saturday hours. According to Forbes, nearly 40% of Americans have not walked through the doors of a bank or credit union in at least the past six months. With the paradigm shift to mobile, banks can now power a branch in millions of mobile phones, creating serious implications for scalability and operational efficiency.

Financial services providers are creating renewed digital customer experiences to reach, engage, and retain customers. These experiences are shifting towards an 'omnichannel' approach by collating multiple digital channels into a unified, customer experience. According to a report by the British Bankers' Association, customers are increasingly using their mobile phones as "portable banks," managing credit cards, loans, and taking part in real-time video meetings with bankers.

Wealth Management in India

India has one of the world's fastest growing populations of high net-worth individuals (with over \$1 million USD in investable assets), both in terms of the number of individuals and their wealth. Over the past ten years, HNWI volumes have increased by 290%, from approximately 68,000 HNWI's in 2006, to 264,000 HNWI's in 2016.

Wealth management services in India were traditionally oriented toward face-to-face relationships with a limited number of Ultra-HNWI's and HNWI's in metropolitan areas. As a result, the unprecedented growth of the HNWI and Mass Affluent population segment resulted in a lack of sophisticated, high-touch delivery channels for wealth management services. While maximizing returns is naturally a key objective for HNWI's, a mobile-friendly advisory approach with a greater focus on investment advice, is critical to address the needs of this growing segment. As the wealth management industry in India is at a nascent stage, market penetration of financial services offerings are relatively low and current operational models are limiting, providing private banking players with significant growth opportunities.

82.3% of HNWI's in Asia Pacific expect their future wealth management relationship to be mostly or entirely digital.

- Global HNWI Insights Survey

India's wealth management services sector is largely fragmented. Most organized players were traditionally focused mainly on the urban segment, leaving a large population of HNWI's untapped. However, the share of independent, smaller brokers offering financial advice reduced considerably recently - principally due to the increasing presence of organized providers, as well as regulatory and profitability pressures. This market consolidation has caused a surge in available liquid assets for wealth management players, contributing to fierce competition for net new assets under management.

"For 90% of Asia Pacific HNWI's, digital maturity of their wealth management firm is an important factor in their decision to increase or decrease assets over the next two years." - CapGemini



A Compliant Strategy

With the rapid movement towards digital wealth management models, the touch points for clients increase along with concerns for data privacy and security. Unsecured and uncontrolled communication applications are a compliance nightmare for financial institutions. In order to provide the ease of modern messaging apps, while ensuring utmost compliance with regulations, deploying a highly secure solution with robust management capabilities is a must.

Citibank: Prior to Moxtra

Operating in this landscape, Citibank India faced a number of limitations when creating a viable solution. The bank had begun to enable chat and video banking, but the product had disjointed experiences on desktop and mobile and a lack of document exchange and collaboration capabilities.

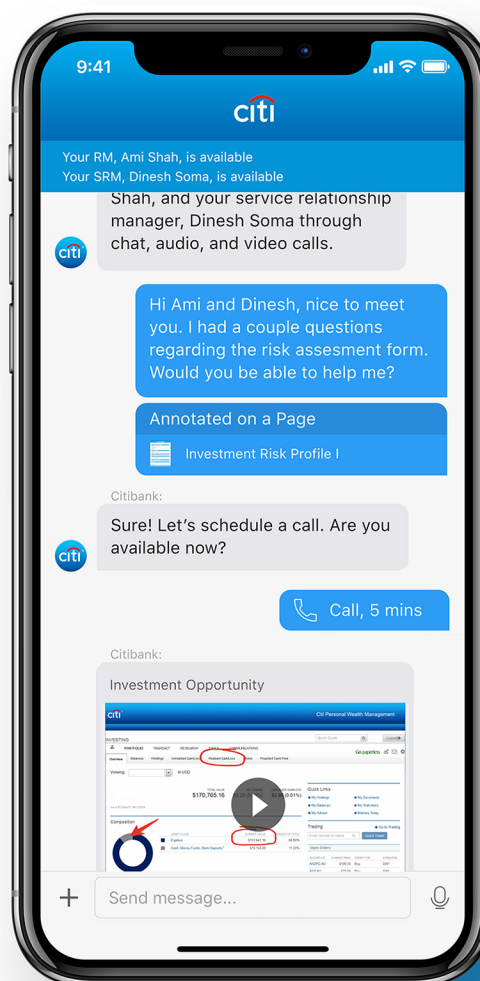
As a result, the customer usage was non-existent. Building a secure, cross-platform service that mirrored the in-person interactions between wealth managers and clients and aligned with the regulatory requirements, proved challenging.



Moxtra powers Citi Hello, an application to digitize interactions between Citigold clients and relationship managers. By partnering with Moxtra, Citi was able to reimagine their client engagement journey for the digital era. The solution is compliant with all security standards and bank policies, including auto-recording conversations, storing interaction history over years, and more.

Citigold India customers can message, call, and video chat with relationship managers and other experts through the bank's mobile app. Relationship managers can share documents, provide advice on asset classes, execute deals, get signatures, exchange notes, and launch video meetings - all from within the app. All interactions are saved with a full audit trail.

Close to 40% of Citi's business in India comes from wealth management services. The Citi Hello service launched for Citigold customers and is now being expanded to Citi Priority customers, due to the overwhelming success of the initial rollout.



Key Results

Operational Efficiency: 200% increase in productivity.

Customer Engagement: Over 200 million USD worth of transactions in the first 10 months.

“It’s transforming the nature of experience and bringing the relationship management team and expertise within the grasp of consumers.

Just as we went from 5-6 days to issue personal loans to current customers to 15 minutes electronically today, we decided to redefine the relationship management paradigm.

We have put the power and control in our Citigold customer’s hands.”

Kartik Kaushik, Country Business Manager, Citi India