

# Leading Through Connections

Insights from the  
Global Chief Executive  
Officer Study

## Financial Services (Banking and Financial Markets)

Better insights and better customer experiences

The IBM Global CEO Study 2012, “Leading Through Connections” comprises face-to-face conversations with more than 1,700 CEOs in 64 countries and 18 industries. The study reveals three imperatives impacting geographies and industries: Empowering employees through values; engaging customers as individuals; and amplifying innovation with partnerships.

The 2012 CEO study findings that customers are empowered through social media and often seek personalized service are very relevant to the banking industry. The 2011 Global Banking study, “From Complexity to Client Centricity” identified that banks’ performance on social media trails its performance in other channels. Simultaneously, banks have detected that client demands for service on channels, including social networks, has increased.

In the 2012 CEO survey, over 70 percent of the 214 participating Financial Services (FS) CEOs have identified insight from client interaction as the number-one target for investment to build sustainable economic value. Insights in risk management (cited by 64 percent of FS CEOs) and Operations (named by 53 percent of FS CEOs) round out their top three investment areas for the future.

In order to connect with the client, FS CEOs believe they need to focus on their channels. In our survey, over 70 percent of CEOs expect face-to-face interactions in the branch and nearly 60 percent expect remote interactions through the web to remain as their top two channels for client interaction both today and tomorrow. Looking ahead three to five years, 50 percent of FS CEOs report that social network-based channels are poised to gain ground to become their number-three choice, at the expense of contact centers.

FS CEOs will rely on sophisticated insights for building a successful financial institution of the future. For financial institutions, building analytics and insight go hand-in-hand with improving client experience and service delivery. A flexible operating model that is built on uniform processes and tightly integrated channels is a critical step in the right direction. In summary, the building blocks for success lie in gaining insights about client needs, client satisfaction and risk in combination with delivering excellent service across all channels.





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