

Back to the people behind the data:

building the bridge between the inside-out expertise
and the outside-in customers' understanding in banking



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Brave mission ahead

Identify and understand the
gallery of Romanian-market
Banking Client **Personas**



Design Thinking

RNG 3.12 MM
DRG 314.5 T
CSE 308.5 T BT
SPD 19.5 KT BT

Human-centricity

Co-creation

TRENDS' RADAR



Chapter 2: Data scanning

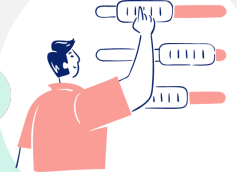
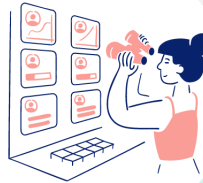
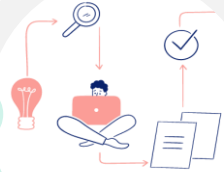
Identify key coordinates

Chapter 4: Mapping Personas

Survey to assess each Persona's size within national market vs. client's portfolio

Chapter 6: Self-assessment tool

Design a digital self-assessment tool



Chapter 1: Explore

Qualitative & Desk research stage

Chapter 3: Persona Crafting

Co-creation **Design Thinking workshops** engaging interdepartmental teams

Chapter 5: Personas' Finetuning

Use data from the survey to enrich the initial Personas' profiles

Qual explorers

Gather attitudes & need-focused customers' stories

25 In-depth Interviews
10 Focus-Groups

Desk-research | Internal data



„We ended up slaves of money, working only for money, as this became our priority in life.”

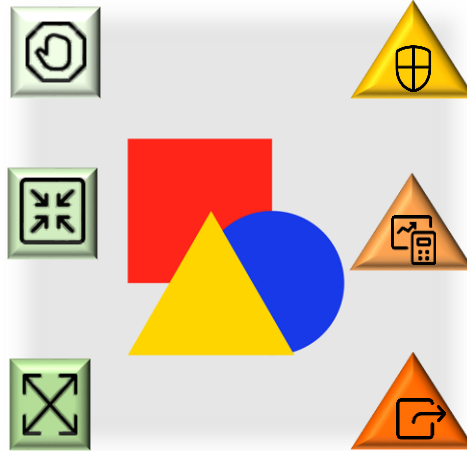
„You need to see things in a more relaxed manner: money is just a manifestation of energy.”

„I like to try them all; I don't play it all on one card, but I do the documentation first. I would not let anyone influence me anymore.”

Look for patterns



Define key-criteria



Map Persona(s) mining territories



Personas' Crafting

3 interdepartmental teams

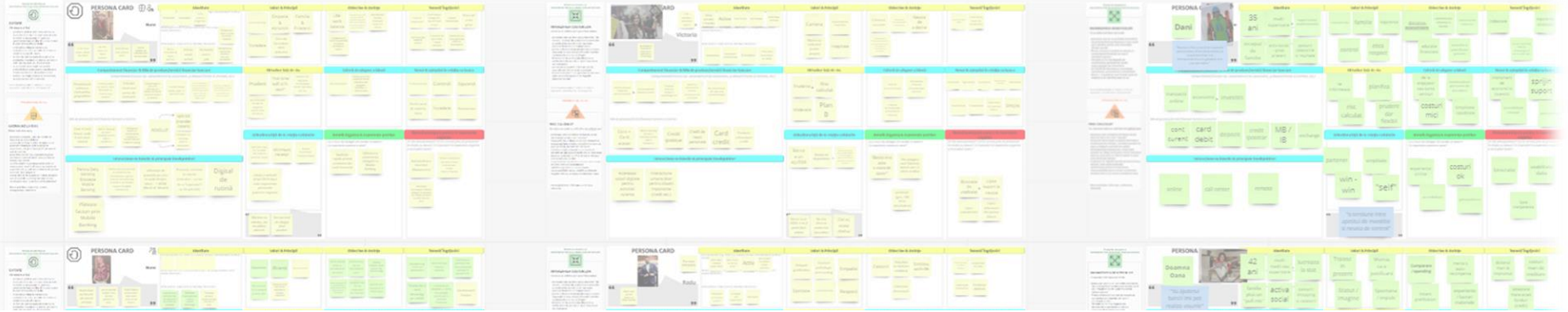
3 co-creation workshops

Leveraging the diversity and complementarity of perspectives and expertise.

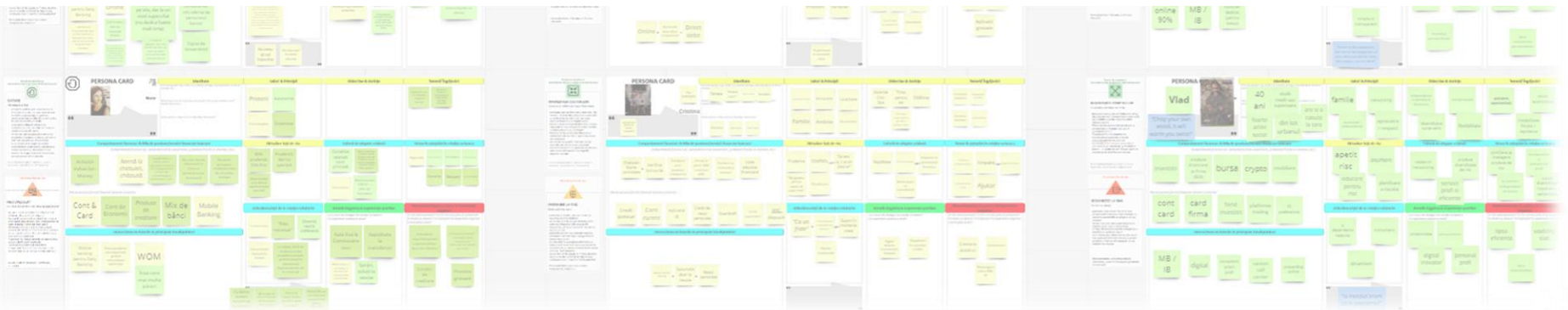


9 Personas





From “I better don’t eat than not pay my debts” to “No risk, no gain!”



Mapping the market/ portfolio

Create an identification algorithm to assess each
Persona's size (%)
within the market vs. client portfolio

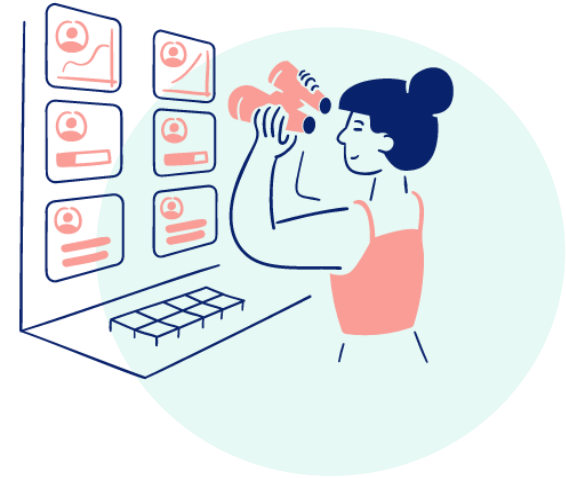
National Survey

1060 national interviews

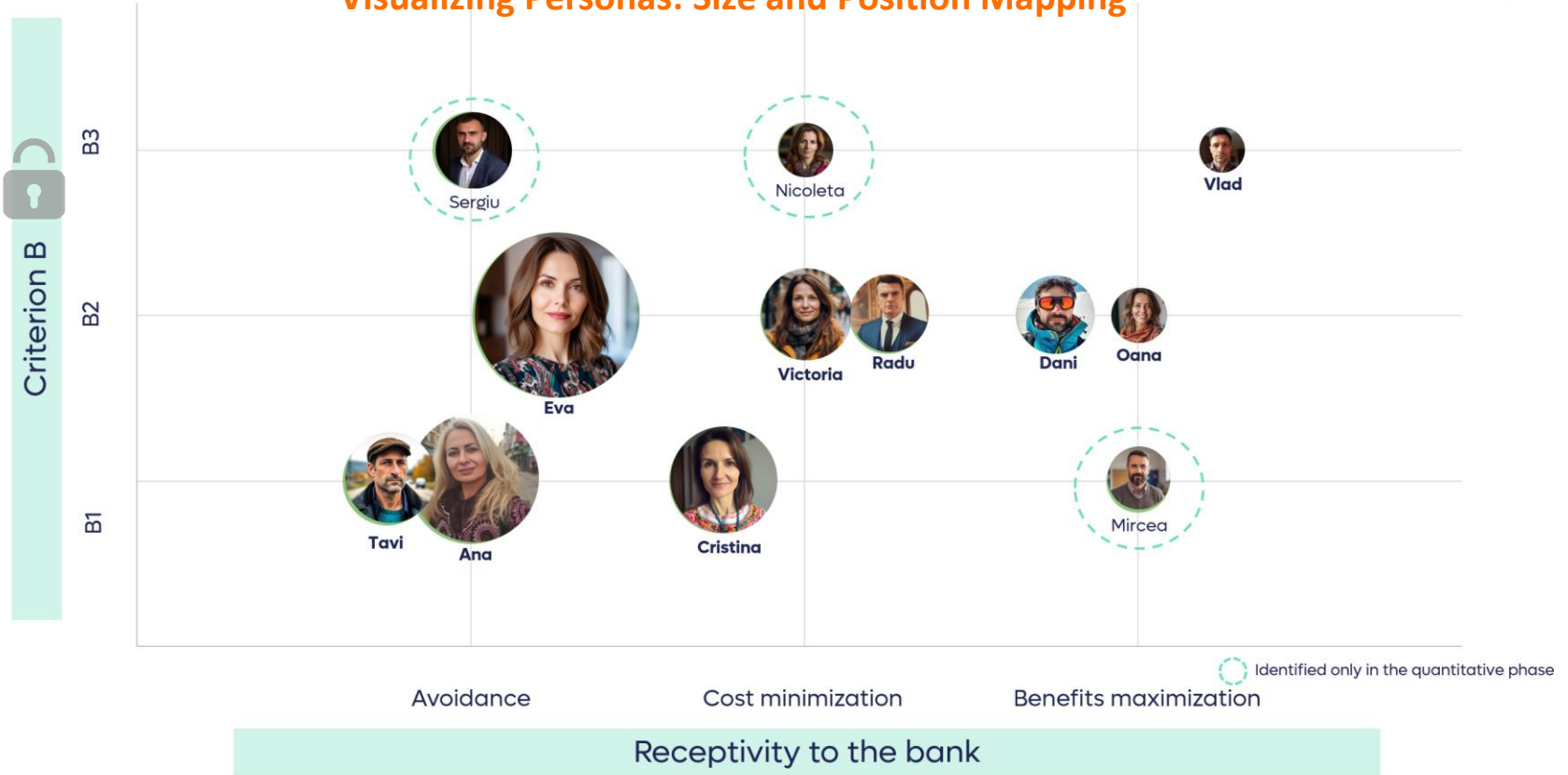
Client Portfolio Survey

800 OTP Bank customers

Validate and enrich Persona(s) profiles



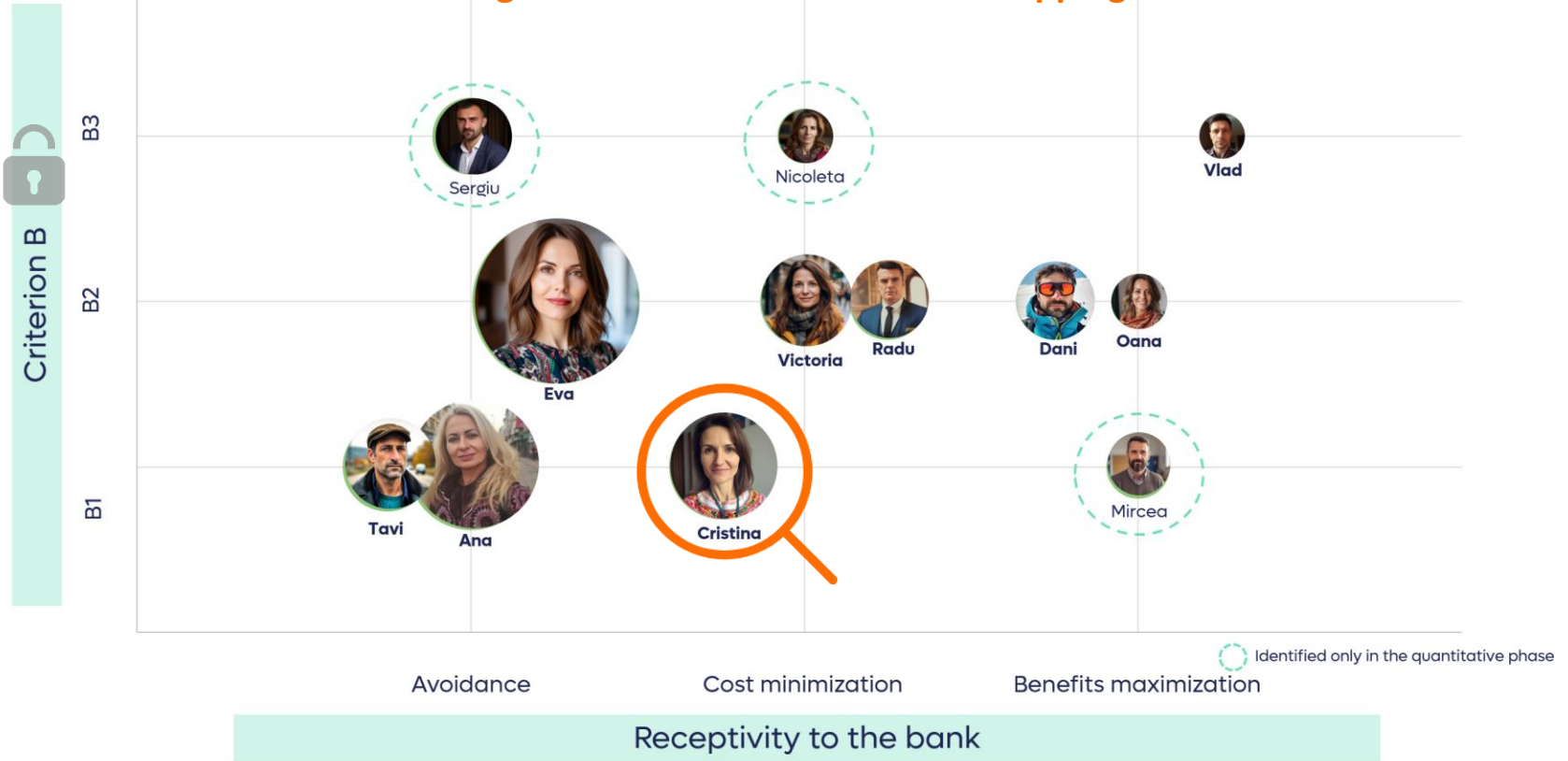
Visualizing Personas: Size and Position Mapping





Let's meet Cristina

Visualizing Personas: Size and Position Mapping



Cristina



11%
of the Romanian
Banked population

OTP Bank Romania
clients

We survive because we are frugal

RECEPTIVITY TO THE BANK



Criterion B

B1 B3



DIGITALIZATION



AVERAGE DAILY TIME SPENT ON:



1hr



1st



4th



2hr ▲



2nd



5th



2hr ▼



3rd

Data presented
as ranking

Demographics



Gender: women (56%)

Age: 44



Marital status: married (67%)

Children: yes (54%)

No of people in HH: 3



Region: Muntenia (37%)

Urbanization: Urban areas (58%)



Occupation: Not working (28%) ▲

Education: Low (26%) ▲



Monthly income: 3233 RON

HH income: 6428 RON

Used banks:



Main bank:



Used products:



- » Mobile Banking: 63%
- » Internet Banking: 26%
- » Savings account: 17%

Considered banks:



Reasons for consideration

- » Reliable bank: 97%
- » Satisfaction with the relationship: 93%
- » Low bureaucracy: 91%

Intention to churn



8% intend to churn a bank in the next 6-12 months

Weekly Incidence of MB usage

MB

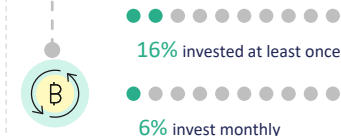


78%

Used MB functionalities:

- » Payment / national transfers: 57%
- » Card management: 31%
- » Payment / international transfers : 25%

Trading



Which type?

- » Jewellery: 44%
- » Goods: 31%
- » Government bonds: 22%

Information channels



Bank employees: 90%



Social media: 38%



TV: 37%

Probability to contract online



10%

Would contract a financial product online

Cristina



11%

of the Romanian Banked population



OTP Bank Romania clients

We survive because we are frugal

RECEPTIVITY TO THE BANK



Criterion B



DIGITALIZATION



Values



Fairness



Altruism



Loyalty



Family



Ambition



Seriousness

Fears/worries



- » Rise of interest rates
- » Inability to pay
- » Limited incomes
- » Uncertainty

Attitude towards risk



- » Prudent
- » Control
- » *I think 5 times before doing anything*
- » Planification

Attitude towards banks



- » Like a "brother"
- » The consultant is like a friend
- » Support in key moments
- » Emotional relationship

Financial Behaviour

- » **Very controlled expenses**, checking the receipts, comparing prices
- » **Pay attention** to SMS alerts when making payments, Excel with expenses and income
- » Low financial education

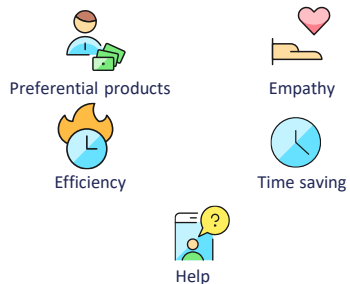
Interaction with banks

- » **Mobile/Internet Banking**
- » **In the branch** only if it's important
- » Comfortable to **build personal relationships**

Bank selection criteria

- » **Rapidity**
- » **Customization & adapting** to clients' financial potential
- » **Good relationship with the consultant**

Needs/expectations (banks)



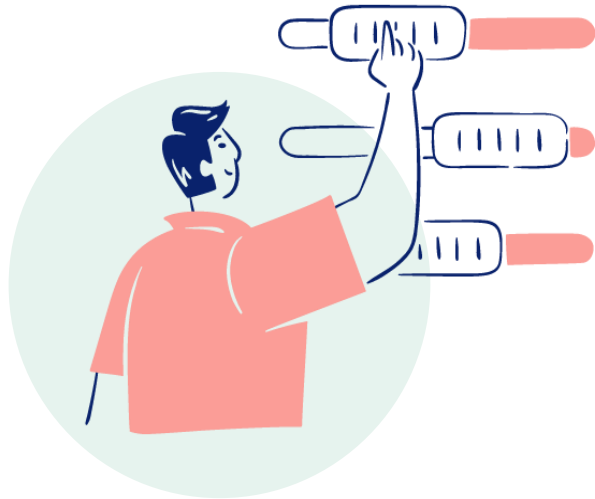
Pain points



- » **Rise of interest rates**
- » Comissions
- » Few ATMs

Gains – positive experiences

- » Digital because it saves time
- » Speed in granting loans



Which Persona Hat are you wearing?

Develop a digital SELF-ASSESSMENT TOOL
that could be used by potential customers, partners,
employees, etc.

An engaging story about...

Qual & Quant United Forces

multistage Persona crafting,
enriching, calibration

Co-creation

bringing internal
expertise on board

Empathy

start from need exploration
and understanding

Leveraging a human-centric Design Thinking approach



The **Client's Voice**
telling their side of the story



To be continued...

Thank You!

