

# VERINT<sup>®</sup> EXPERIENCE INDEX: BANKING

**Company Satisfaction, NPS<sup>†</sup>,  
and Omnichannel Insights**

Customer Journeys Are Increasingly  
Complex, and Generational Shifts Continue

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# Table of Contents

**3 Introduction**

**4 Customer Satisfaction with Banks at Pandemic Peak**

5 CSAT Rankings

6 NPS Rankings

7 CSAT Outcomes

8 CSAT Drivers

**10 Expanding Customer Relationships Hinges on Technology and Customer Service**

**13 Digital Banking Is Key to Expanding Relationships**

**18 Customers Want Omnichannel Choice**

**23 Method and Appendix**

# Introduction

The COVID-19 pandemic and accompanying global recession have been the biggest threats facing retail banks in decades. According to the annual Verint Experience Index: Banking edition, the largest banks in the U.S. have continued to provide an excellent customer experience despite the challenges.

All 15 measured banks achieve superior customer satisfaction (CSAT) scores (over 80), and aggregate satisfaction is up year-over-year. Forrester research\* shows that customer experience (CX) leaders grow revenue faster than CX laggards, cut costs, reduce risk, and can charge more for their products. Even a minor improvement to a brand's CX quality can add tens of millions of dollars of revenue by reducing customer churn and increasing share of wallet.

CSAT with the top 15 banks is up year-over-year; it could be harder for other banks to compete.

Data collection 03/02/21 – 03/29/21, n = 3,783

\*Forrester, & Schmidt-Subramanian. (2020, December). How Customer Experience Drives Business Growth. [forrester.com/report/How+Customer+Experience+Drives+Business+Growth+2020/-/E-RES162815](https://forrester.com/report/How+Customer+Experience+Drives+Business+Growth+2020/-/E-RES162815)

While this is good news for the top 15 banks, it could signal difficulty for the rest of the roughly 5,000 banks and savings institutions in the U.S. who are competing for a share of mind and wallet. Journeys are increasingly complex, and there is more data than ever. Banks who want to succeed will need to:

- **Evolve listening beyond surveys alone:** Surveys are a great place to start, but they are no longer enough. Financial institutions need direct, indirect, and inferred data across all touchpoints to drive business results.
- **Automate analysis:** The days of manual, time-intensive, error-prone analysis are over. Banks can leverage AI and automation to collect, analyze, and prioritize insights about their own customers just like the ones found in this report.
- **Prioritize action across the organization:** They must develop a unified improvement strategy that involves executives, operational heads, and channel managers.

CX is the key competitive battlefield for financial institutions in 2021 and beyond. The top banks are setting a high bar, but if other U.S. banks prioritize the CX, they will be able to win.

# Customer Satisfaction with Top Banks at Pandemic Peak

In this section, we'll share insights on the following topics:

## CSAT rankings

[PAGE 5](#)

All the top 15 measured banks\* score over 80, generally considered the threshold of excellence using Verint's methodology. Aggregate satisfaction is up 2.5 points year-over-year.

## NPS rankings

[PAGE 6](#)

American Express and Ally lead the pack by a statistically significant margin.

## High CSAT scores drive better outcomes

[PAGES 7-8](#)

Ally customers have the highest intent to continue their relationship with their bank and use the website. American Express customers have the highest intent to use additional services, use the mobile app, and trust their bank.

## Priorities for improvement

[PAGE 9](#)

Priorities vary by company, but product remains the most important for all five top banks.


## CSAT Drives Financial Success

When we compare highly satisfied customers (with satisfaction scores of 80 and above) with less satisfied customers (satisfaction scores under 60), highly satisfied customers have much higher intent and trust scores:

**121%**  sign up for additional services

**107%**  recommend the company

**76%**  trust

**72%**  use the app, and  
60% higher use of the website

**71%**  continue the relationship

\*The top 15 U.S. commercial banks with the most consolidated assets according to the Federal Reserve.

# CSAT Rankings

We've surveyed customers of the top 15 U.S. banks three times in 2020-2021 about their satisfaction and experiences with their own bank over the most tumultuous year in recent American history.

Our findings:

- Aggregate satisfaction with the top banks is up 2.5 points year-over-year.
- All 15 of the top banks have CSAT scores over 80, generally considered the threshold of excellence.
- American Express, U.S. Bank, Citizens Bank, and Wells Fargo had impressive gains in CSAT.
- None of the measured banks experienced a statistically significant decrease.

- Wave 1: February 7-March 17, 2020
- Wave 2: April 9-15, 2020
- Wave 3: March 2-29, 2021

▲ Indicates wave-over-wave changes that are statistically significant at 90% confidence.

CSAT margin of error for Wave 3 individual banks is +/- 1.79 points; all scores on a 100-point scale.

RANK		WAVE 1	WAVE 2	WAVE 3
1	American Express	83.2	82.9	▲ 87.1
2	Ally	84.3	84.2	86.1
3	U.S. Bank	80.8	81.0	▲ 84.5
4	BBVA USA	—	—	84.4
5	Citibank	80.2	▲ 82.7	84.3
6	Discover	84.9	—	84.3
7	M&T Bank	81.2	—	83.6
8	Chase Bank	81.7	82.8	83.6
9	Bank of America	79.1	81.6	83.5
10	Citizens Bank	81.7	80.4	▲ 83.4
11	Capital One	83.1	84.1	83.2
12	Truist	—	—	82.9
13	TD Bank	82.8	80.8	82.8
14	Wells Fargo	77.0	79.2	▲ 82.8
15	PNC	83.0	81.2	82.0
TOP 15		81.1	81.4	83.9

# NPS Rankings

Net Promoter Score (NPS) is a measure of the intent of customers to recommend a company, and can be used as an indicator of business growth, customer experience, or loyalty.

Findings include:

- NPS is up year-over-year.
- American Express, TD Bank, and U.S. Bank saw the biggest increases in NPS.

▲ Indicates wave-over-wave changes that are statistically significant at 90% confidence.

NPS margin of error for Wave 3 individual banks is +/- 7.41 points.

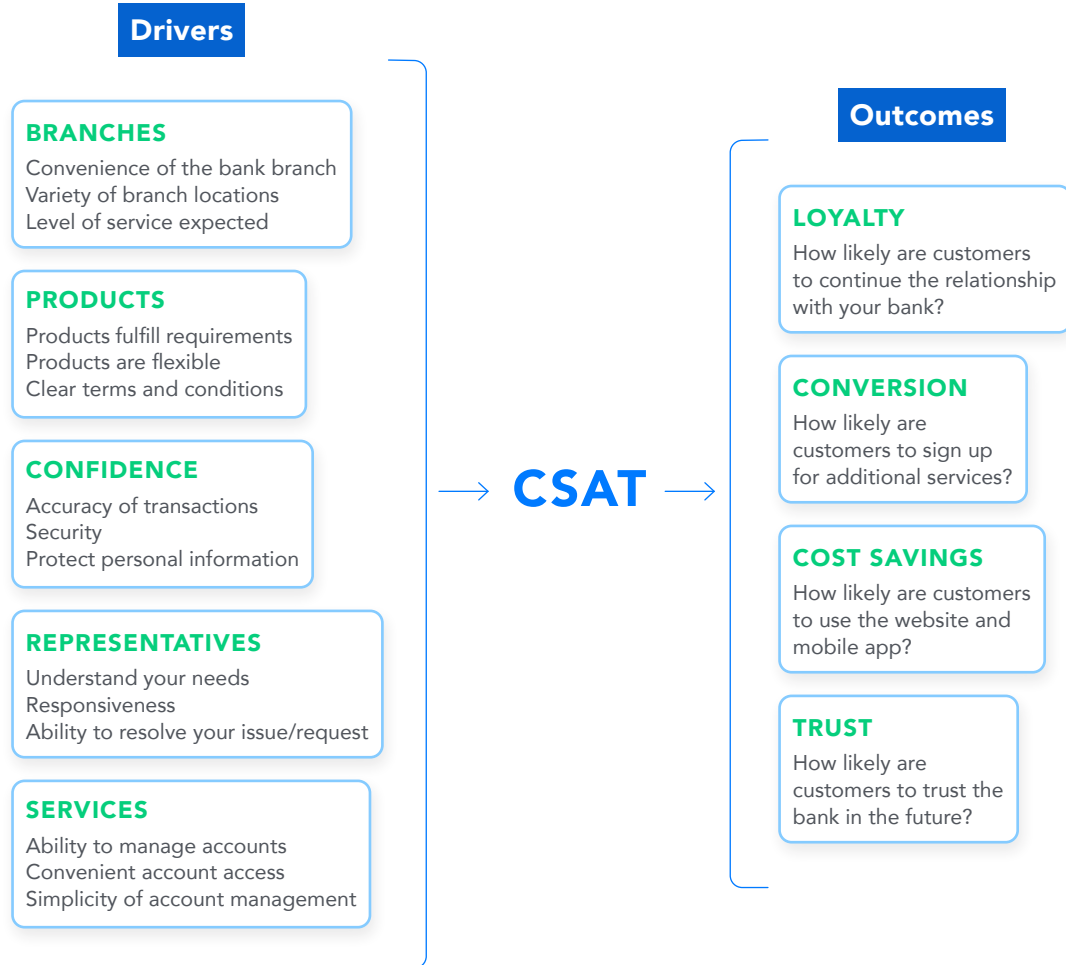
RANK		WAVE 1	WAVE 2	WAVE 3
1	American Express	49.4	46.0	▲ 59.1
2	Ally	56.0	56.9	58.4
3	TD Bank	46.4	40.8	▲ 51.9
4	U.S. Bank	33.9	40.1	▲ 50.8
5	BBVA USA	—	—	50.8
6	Citibank	38.0	46.2	50.4
7	Discover	55.0	—	48.8
8	Bank of America	30.6	38.6	47.3
9	PNC	46.8	37.6	45.1
10	M&T Bank	41.2	—	44.5
11	Citizens Bank	45.0	37.3	44.1
12	Chase Bank	40.4	45.1	42.9
13	Capital One	43.9	49.4	39.7
14	Wells Fargo	24.3	▲ 36.1	37.7
15	Truist	—	—	37.6
TOP 15		39.7	41.1	47.3

# Verint's Predictive Model

What good are high CSAT scores unless they have a proven impact on customer retention, trust, revenue, and cost savings?

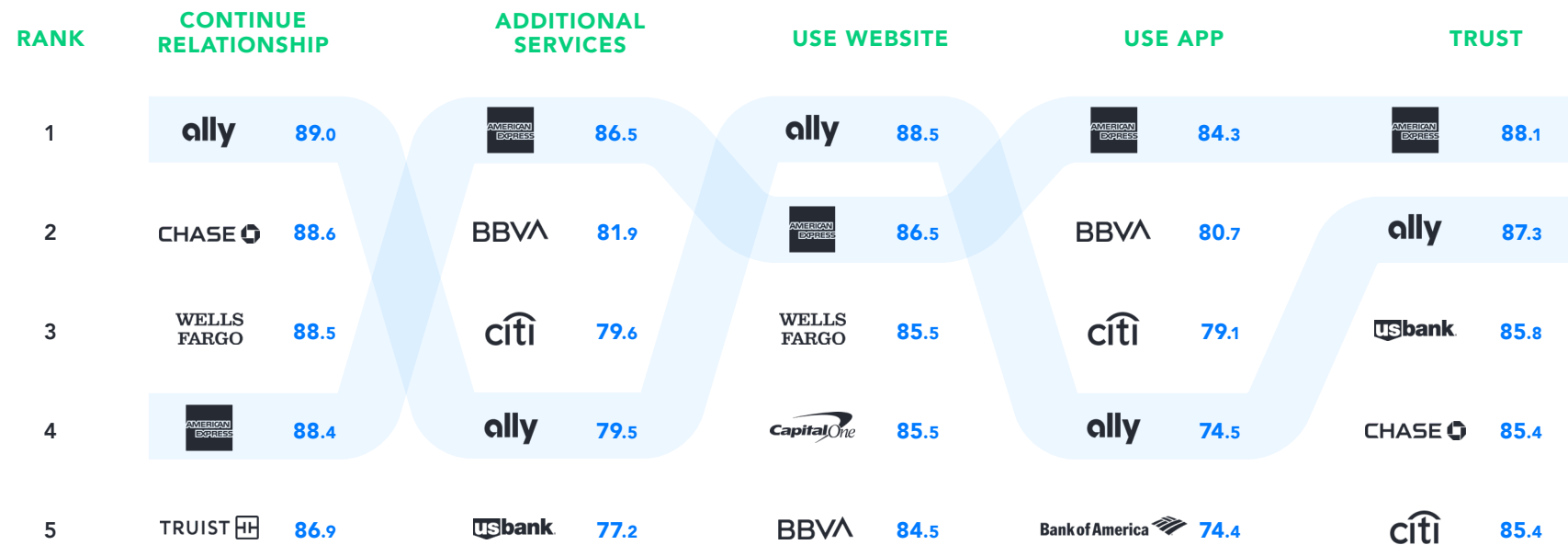
Verint's proprietary methodology quantifies the factors that drive better customer relationships. In particular, we quantify the factors that are within the scope of business control, and we calculate how much influence they have on CSAT.

As shown here, our predictive model measures satisfaction in a way that also allows us to predict the influence it has on customers' future loyalty, likelihood to sign up for additional services, use less costly channels like web and mobile, and trust the bank.



# Higher CSAT Drives Loyalty, Trust, and Additional Services

Satisfied customers are more likely to continue their relationships with the bank, purchase additional services, use the website, use the app, and trust the bank overall. Here's how the top 5 banks stack up in terms of outcomes of good CSAT.








**TAKEAWAY** In order to improve a host of desirable business results, prioritize improvements to CSAT.



# Product Selection, Flexibility, and Clarity Drives Satisfaction

Verint’s methodology measures several key drivers, or elements, of customer satisfaction, and is able to calculate the relative impact of those elements on CSAT. Among the top U.S. banks, products consistently rank as the most important driver of overall satisfaction. Other priorities vary by company.

					
BRANCHES	—	—	4	4	<u>3</u>
PRODUCTS	1	1	1	1	1
SERVICES	4	2	<u>3</u>	2	4
CONFIDENCE	2	<u>3</u>	5	<u>3</u>	(TIE) 4
REPRESENTATIVES	<u>3</u>	4	2	5	2

**TAKEAWAY** Improving satisfaction doesn’t need to be based on guesswork. Using the right methodology allows you to know exactly which drivers most impact your customers’ satisfaction, and those vary widely from bank to bank.

# Expanding Customer Relationships Hinges on Technology and Customer Service

Across banking, companies focus on expanding relationships they have with existing customers as a way to increase loyalty, boost revenue, and gain market share. Measuring and managing the customer experience can shed light on the most effective ways to achieve these goals.

**In this section, we'll share insights on the following topics:**

## New accounts

[PAGE 11](#)

More new accounts were opened in the last year, which could be driven partially by stimulus payments. Technology and customer service are increasingly important as a focus on fees and interest rates diminishes.

## Technology concerns

[PAGE 12](#)

Customers' top technology concerns include ease of digital banking and security.

## Fraud alerts

[PAGE 12](#)

Customers who use fraud alerts are more satisfied with their bank than those who aren't signed up to receive alerts.

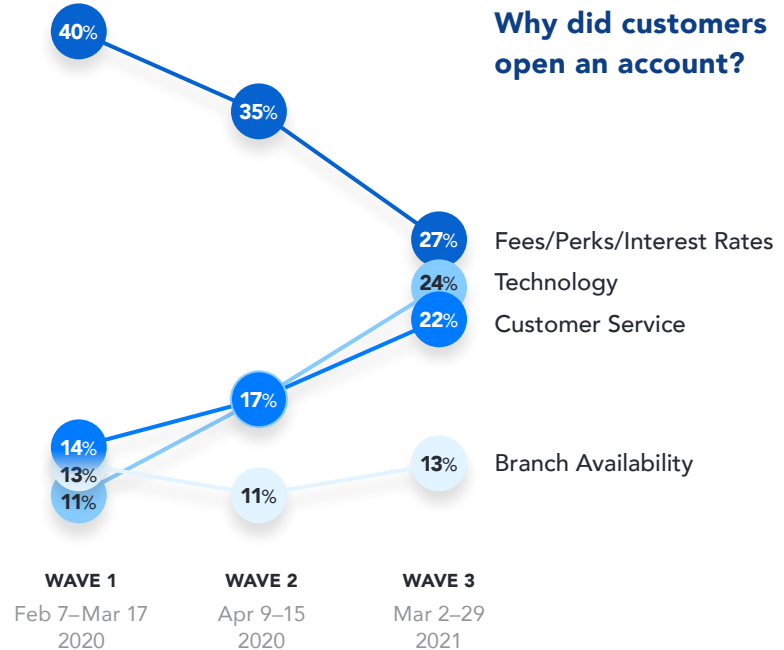
# More Banking Accounts This Year

More study respondents opened new accounts this year. In fact, **29%** of survey respondents opened a new account in the last year, compared to **11%** just after the pandemic started (Wave 2).

New accounts seem to be driven at least in part by economic stimulus payments: 71% of survey respondents received a stimulus payment, and of those, 13% opened an account with one of the banks included in our study for the sole purpose of cashing a check or using direct deposit.

When we asked why customers chose to open their new account:

- **Fees, perks, and low interest rates have become less important** than they used to be: only 27% of respondents cited them in Wave 3 compared to 40% in Wave 1, at the start of the pandemic.
- **Technology has become much more important** over time, as has **customer service**.



## TAKEAWAY

Banks need to address the shift over time from customer interest in reduced fees to their prioritization of technology and customer service.

# Top Technology Concerns Include Ease of Digital Banking and Security

When asked why they opened a new account, respondents heavily prioritized technology. What do they mean by technology? A qualitative data review of unstructured feedback reveals customers prioritize:

## Ease of digital banking:

- Easy access to accounts
- Online tools like mobile deposit, automatic bill pay, and alerts/notifications

## Security measures:

- Fraud protection
- Identity theft protection
- Personal data security



## TAKEAWAY

Focus on security and making digital banking easy, whether that means enhancements to products or to communication. Make sure customers know fraud alerts exist and how to sign up.

# Digital Banking Is Key to Expanding Relationships

As we learned in the last section, digital self-service plays a huge role when customers are considering expanding their relationships with a bank. With so many banks pursuing a digital-first or digital containment strategy, let's dig deeper into the digital channel.

**In this section, we'll share insights on the following topics:**

## Customers are more likely to try digital first in 2021

[PAGE 14](#)

When digital works, it represents tremendous potential to deflect support across touchpoints.

## Digital doesn't always work well as intended

[PAGE 15](#)

Of customers who used a support channel to open a new account or apply for a new product or service, 73% tried digital first but still needed help.

## Digital is easier for customers than branch, drive-thru, and ATM in terms of customer effort

[PAGE 16](#)

Customers report digital requires less effort than in-person or support channels.

## Trust in banks outstrips trust in micropayment apps

[PAGE 17](#)

Trust plays a critical role in a customer's willingness to adopt digital banking.

# Customers More Likely to Try Digital First in 2021, Representing Huge Savings Potential

Due in large part to the pandemic, closed branches, and social distancing guidelines, customers tried digital before turning to agent-led support channels in 2021. These shifts in behavior represent huge potential savings when self-service works effectively.

## WAVE 3

Mar 2–29  
2021

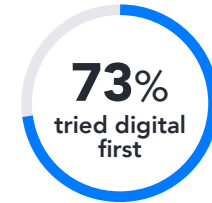
of respondents who  
visited a **branch...**



**\$618,000** POTENTIAL SAVINGS\*

if customers could self-service digitally

of respondents who reached  
out to the **contact center...**



**\$1,600,000** POTENTIAL SAVINGS\*

if customers could self-service digitally

\*Calculations use an estimate of \$4.50 per branch visit and \$9 per call center call, and savings represent the potential savings if one in four people who tried to self-service digitally had been successful across 1M visitors or callers.

## WAVE 1

Feb 7–Mar 17  
2020

**25%** tried digital first

**\$281,000** POTENTIAL SAVINGS\*

**43%** tried digital first

**\$967,000** POTENTIAL SAVINGS\*

### TAKEAWAY

Improving digital channels has tremendous cost-saving potential across the entire customer journey.

# “Digital First” Only Works if Digital Excels

Despite customers’ increasing likelihood to use digital first, they don’t always succeed and often need to move to a support channel. The support channel could be a call center, chat, email, drive-thru, or branch. Any support channel is likely to be significantly more costly than digital self-service.

Of customers who used a support channel to open a new account or apply for a new product or service, 73% tried digital first but still needed additional help! If even a fraction of those could succeed with digital, the cost savings would be tremendous.

Top Reasons for Contacting Support	% Customers Who Tried Digital First
Open account or apply for new product/services	73%
Account transaction (not a withdrawal)	60%
Info on new products/services*	73%
Resolve account issue*	75%
Resolve online access issue*	81%

\*Does not include branch, drive-thru

## Why Did Digital Self-Service Fail Across Channels?

“The website showed the money had transferred, but the bank didn’t show the money had been sent.”	Technical issue	36%
	Unable to find info	28%
	Transaction confirmation	27%
“They sent the checks with the wrong address, so I had to call the bank to get the problem corrected.”	Login issue	27%
	Info confusing	20%

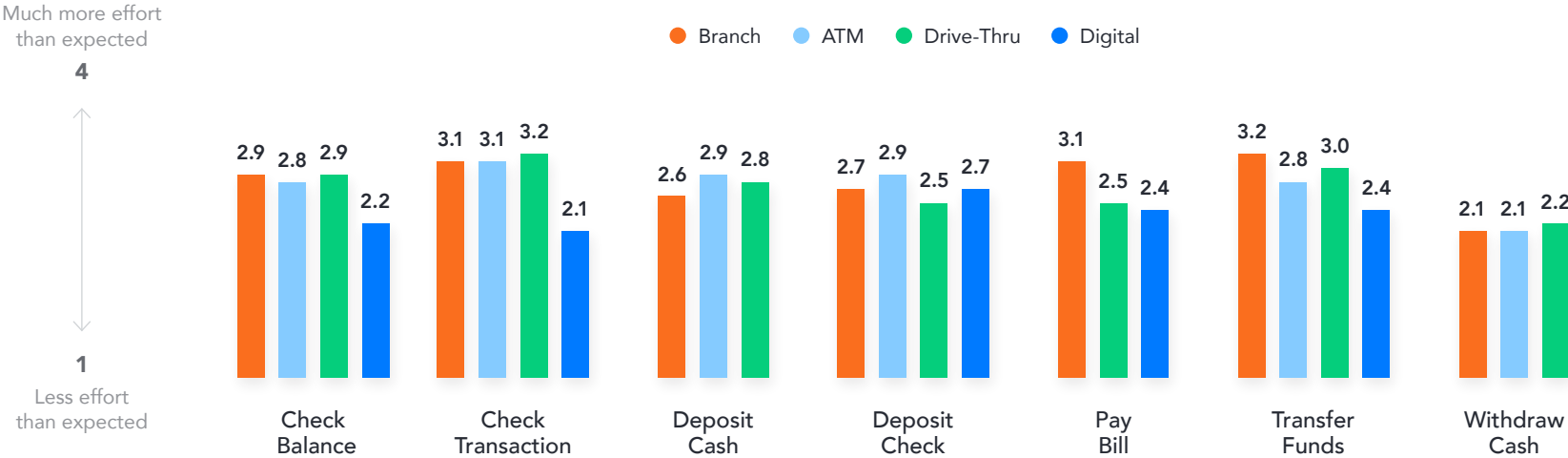
Note that in some cases the website directed customers to call the bank.

**TAKEAWAY** Improvements to transaction confirmations will reduce volume to support channels.  
Use always-on listening tools to mine unstructured data and identify technical issues as they occur.

# Customers Find Digital Channels Require Less Effort

We asked customers to rate their level of effort when it came to accomplishing common tasks that could be done in any channel over the last 30 days. Customers consistently reported that using digital banking channels required less effort than in-person channels.

Effort by Task and Channel



**TAKEAWAY**

Digital banking not only has potential to help deflect costs for banks, but it's easier for customers. However, as we'll see later in the report, a focus on digital can't come at the expense of omnichannel excellence.



# Trust in Banks Far Outstrips Trust in Micropayment Apps; Baby Boomers Continue to Avoid Bank Apps

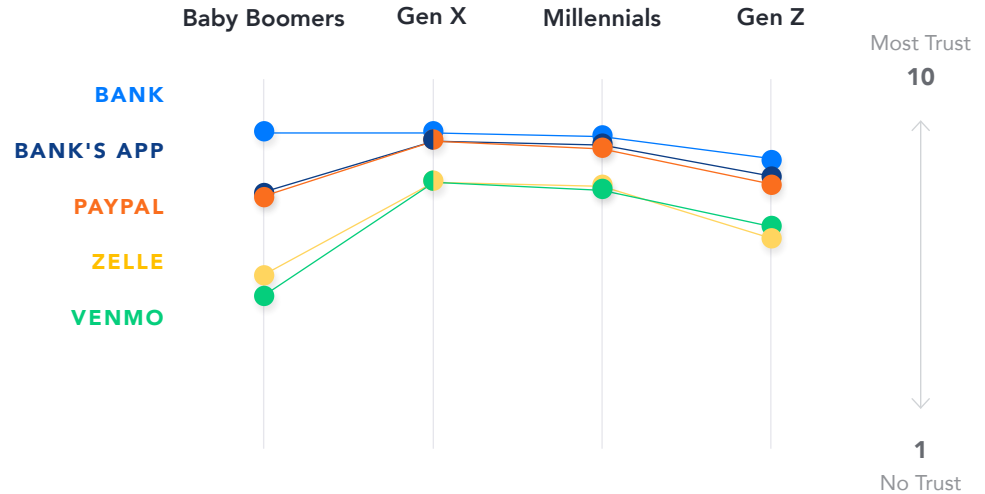
One year into the global pandemic and a national recession, trust in banks overall is fairly high among Baby Boomers and Generation X, but lags for Generation Z.

Customer use of micropayment apps has increased since 2020, with twice as many customers using Venmo and Zelle and nearly three quarters of all respondents using PayPal.

**Trust with micropayment apps is low; however, when these apps are operated through the customer's bank, trust increases significantly.**

Trust in their bank's app varies across generations, and this corresponds to app usage as well. Younger generations are more likely to trust the bank's app almost as much as they trust their bank, and 39% of Millennials and Gen X use the app more now than they did in 2020. However, Baby Boomers are less likely to trust the bank's app, and 46% of Baby Boomers don't use the app at all.

Customers Trust Banks Most



## TAKEAWAY

Use a best-in-class app to build lasting relationships and lifetime value with Generation X and Millennials. Use the website to connect with Baby Boomers to help educate and encourage them toward app use if conversion is critical to your business.

# Customers Want Omnichannel Choice

Phrases like “digital transformation,” “digital first,” and “digital containment” are at the forefront of discussions in any boardroom. Customers got the memo and are increasingly turning to digital, self-service channels first, but can’t always succeed using only digital.

Journeys are increasingly complex. The number of engagement channels and customer journeys has doubled or even tripled over the last decade. Customers choose digital first at an accelerated pace and prefer self-service and social channels. However, they still expect informed, relevant, and authentic interactions—including human interaction when they want it.

**In this section, we'll share insights on the following topics:**

## Customers are more omnichannel than ever

PAGE 19

In 2021, customers used an average of 4.1 channels in a single month. Generation X customers used an average of 5.3 channels, while Baby Boomers used only 2.3. Not all banking tasks can be done digitally, and customers like having options.

## Customers consider a wide variety of factors when selecting a bank, and preferences vary by generation

PAGES 20-21

While fees are a top priority for all customers, other factors vary by generation.

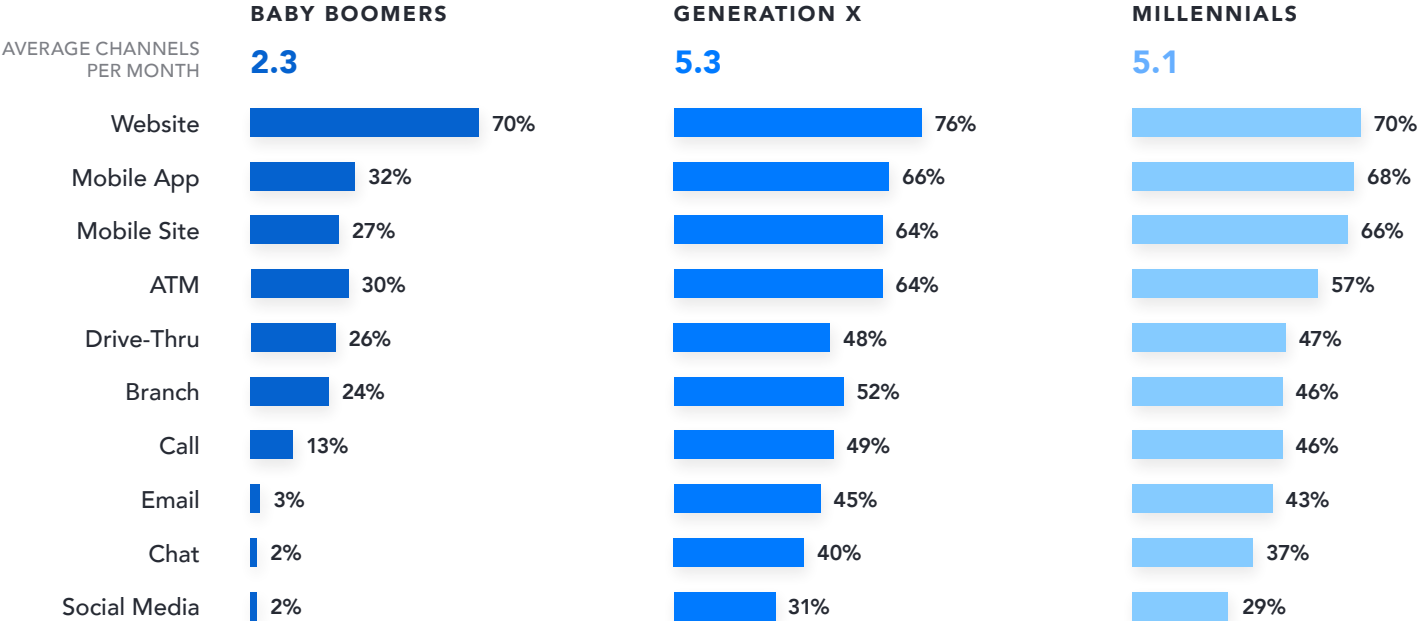
## Customer journeys continue to shift

PAGE 22

Although some customers still intend to use a branch for part of their loan journey, more customers intend to use a contact center in 2021 than in 2020.

# Generational Differences Persist in Channel Usage

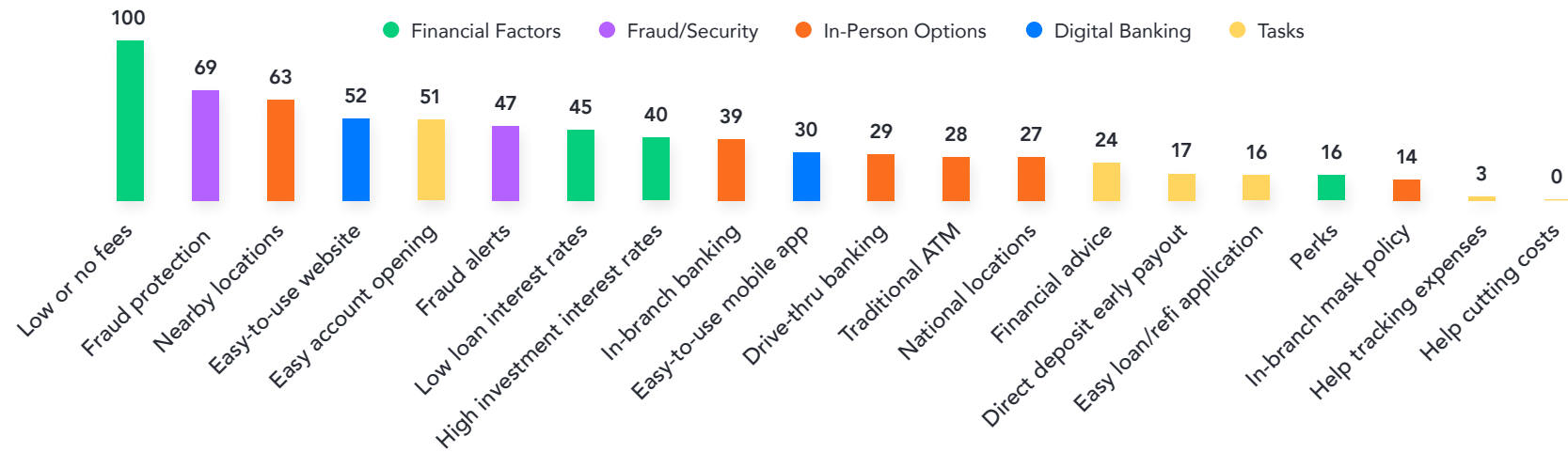
Bank customers in 2021 used an average of 4.1 different channels in a single month, up from 2020. Baby Boomers are consistent and comfortable with the desktop/laptop website. However, Generation X and Millennials move effortlessly across all 10 channels—making it hard for banks to keep up.



**TAKEAWAY** Optimize CX across the full journey; customers will use multiple touchpoints according to task, generation, and preference.

# What Matters Most When Selecting a Bank?

Overall, low fees were important to customers. However, other high-ranking factors are much easier for banks to act on quickly. For example, fraud protection and fraud alerts are also important and can be as simple as communicating more effectively about the policies already in place. Convenient locations and an easy-to-use website round out the top six, indicating that customers consider a wide range of attributes when making a decision.

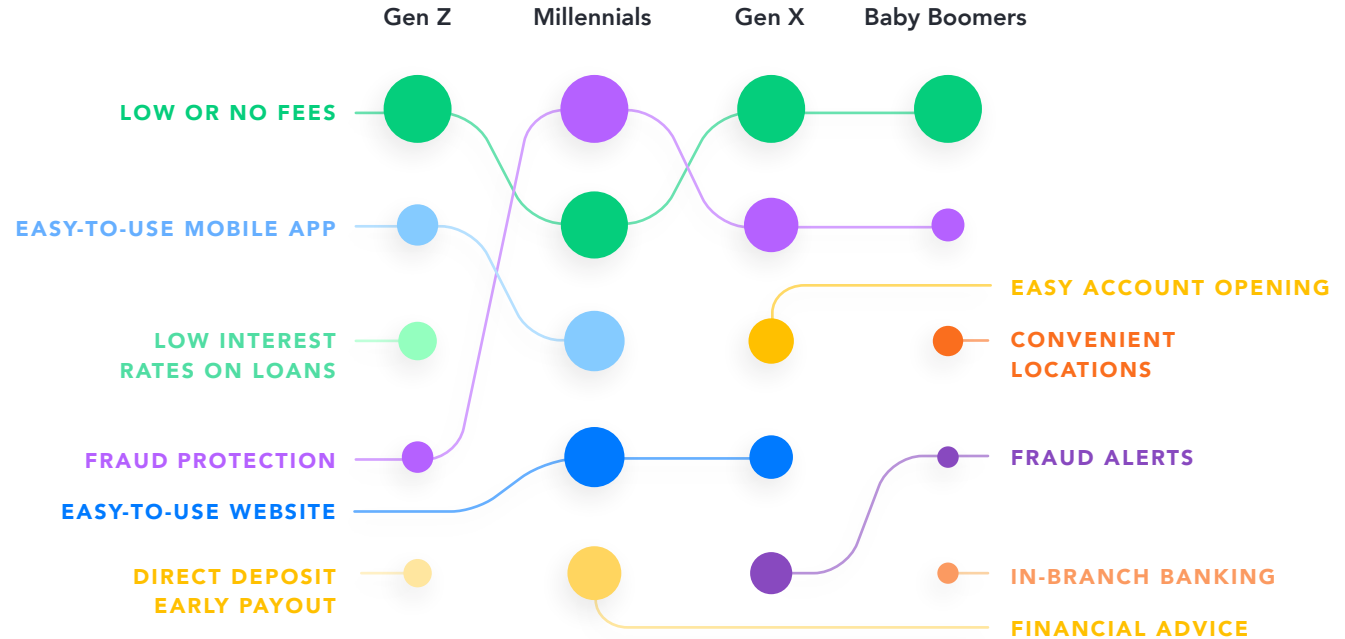


We asked customers what is most and least important to them when selecting a financial institution. We normalized the results of a best-worst scaling analysis to provide the relative importance of 20 factors.

**TAKEAWAY** Find the factors of relative importance that are within your scope of influence, and start there. Keep in mind, sometimes it's not the policies or products that need to change, just the marketing and communication about them.

# Considerations When Selecting a Bank Change by Age

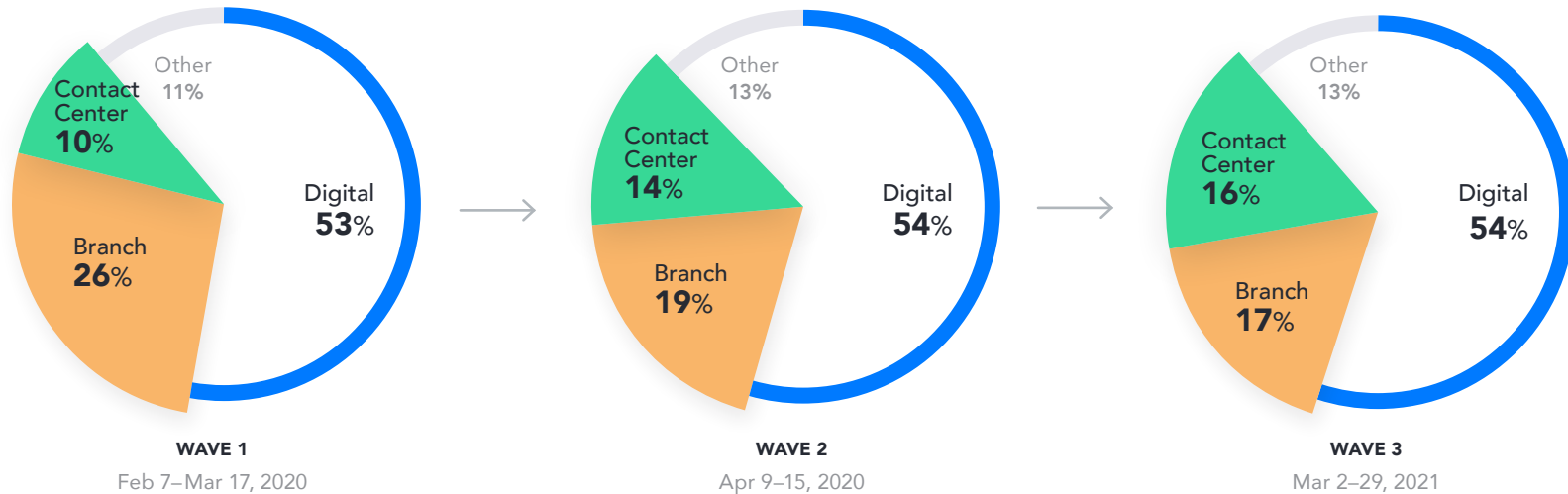
- **Generation Z** values low or no fees more than anything else.
- **Millennials** are the most likely group to consider factors other than costs when selecting a new bank. They are the most likely group to value financial expertise and tools to manage their finances, as well as valuing both the app and website.
- **Generation X** values a wide range of factors, including financial, security, and digital banking.
- **Baby Boomers** are the least likely group to find any factor important relative to fees.



**TAKEAWAY** Understanding generational differences will be key to shifting strategies in the coming years.

# Shifts in the Customer Journey Continue

In order to better understand both the customer journey and interaction with specific touchpoints, we asked survey respondents about the process they would take when applying for a hypothetical loan of at least \$10,000. Although some customers still intend to use a branch for part of their loan journey, more customers intend to use a contact center in 2021 than in 2020. This ongoing shift indicates that many customers intend to continue shying away from in-person channels.

**TAKEAWAY**

Prepare for continued high volumes in the contact center channels, and look for customer-friendly ways to help deflect calls with digital self-service.

# Definitions of CSAT, Drivers of Satisfaction, and NPS

## Customer Satisfaction (CSAT)

Customer Satisfaction (CSAT) is calculated using the scores from three independent questions about a respondent's experiences with the bank. Each of the questions ask respondents to rate their experiences on a scale of 1-10.

- What is your overall satisfaction with this bank?
- How well has this bank met your expectations?
- How well does this bank compare with an ideal financial institution?

CSAT scores are calculated using a proprietary formula that optimizes and stretches the scale on the three independent satisfaction questions above. Each survey respondent is assigned a CSAT score. CSAT scores are recorded on a scale of 0 to 100.

## Drivers of Satisfaction (used in this study)

Driver scores are calculated based on the optimization of three independent rating questions. The composite questions are asked on a 1-10 scale. Driver scores are calculated using a proprietary formula that optimizes and stretches the scale. Each survey respondent is assigned a score for each driver of satisfaction. Composite question responses are optimized to create driver scores.

### BRANCHES

- Convenience of bank branch
- Variety of branch locations
- Level of service you expect

### CONFIDENCE

- Accuracy of transactions
- Bank security
- Protection of your personal information

### PRODUCTS

- Extent to which this bank's offerings fulfill your financial requirements
- Extent to which this bank's offerings are flexible
- Clarity of terms and conditions for offerings

### REPRESENTATIVES

- Understanding your specific needs
- Responsiveness
- Ability to resolve your request

### SERVICES

- Ability to manage your accounts
- Convenience of access to your accounts
- Simplicity of managing your accounts

## Net Promoter Score (NPS)

Net Promoter Score (NPS) is calculated using the question: How likely are you to recommend this bank to someone else? This question is asked on a 0-10 scale.

- Respondents providing a 0-6 are labeled "detractors."
- Respondents providing a 7-8 are labeled "passives."
- Respondents providing a 9-10 are labeled "promoters."

NPS values are calculated for a group and use the formula below:

- $$NPS = 100 * (\text{Number of Promoters} - \text{Number of Detractors}) / (\text{Total Number of Respondents})$$
- NPS values are recorded on a scale of -100 to +100.

# About the Research Team

**José R. Benkí**, PhD, is Research Science Director at Verint and an Adjunct Assistant Research Scientist in the Survey Research Center at the University of Michigan. He has expertise in survey participation, interviewing, speech science, and cross-cultural and cross-language survey research. He is a member of the American Association for Public Opinion Research and the Acoustical Society of America.

**Karly Szczepkowski** is a research analyst at Verint responsible for predictive model templates, predictive benchmarking, and thought leadership. She graduated from Wayne State University in Detroit with a master's in library and information science and holds a bachelor's degree in engineering from the University of Michigan.

**Sara K. Shaffer**, PhD, is Product Adoption and Marketing Analytics Manager with Verint and brings over 15 years of experience in research design, analysis, reporting, and teaching to her role. She has conducted research internationally, collaborating with academic colleagues, colleges, universities, businesses, nonprofits, and government organizations throughout her career.

Senior Analyst **Charlie Danoff** enjoys analyzing survey data to give informed recommendations on how companies can increase revenue, decrease costs, and improve customer experiences. He earned a Master of Education in the Measurement, Evaluation, Statistics & Assessment program at the University of Illinois Chicago and a Bachelor of Arts with majors in English and economics from Colgate University.

**Blake Wilson** is an associate analyst with Verint who has a passion for understanding and analyzing data. He has provided insights to help companies navigate the customer journey across the finance, retail, insurance, and government industries. Blake holds a Bachelor of Science in business data analytics from Ferris State University.

**Zealand Cooley** is a research scientist at Verint who enjoys working on data manipulation projects in Python and other platforms. In her role, she develops solutions that enhance and automate analysis. She holds a Bachelor of Science in Statistics from the University of Michigan and is currently working on a master's degree in applied data science from their School of Information.



# About the Verint Experience Index

The Verint Experience Index is a panel survey report chronicling customer experiences across key industries. This edition ranks the omnichannel customer experiences of the top 15 commercial banks in the U.S. as ranked by the Federal Reserve according to total number of assets.

The study used one panel sample with survey respondents representative of the U.S. general population, with at least 230 responses for each bank. Respondents needed to have a personal checking or savings account with at least one of the 15 banks to qualify for the survey. When two or more scores are identical at one decimal place, the next decimal place is used to break ties and determine ranking. All significance testing was completed at a 90% confidence level.

All wave respondents were independently sampled. This study focuses on Wave 3, which fielded from March 2 to March 29, 2021, with a total of 3,783 survey respondents. CSAT margin of error is +/- 1.79, and NPS margin of error is +/- 7.41.

References are made to Wave 1, which fielded from February 7 to March 17, 2020, with a total of 3,792 survey respondents, and Wave 2, which fielded from April 9 to April 15, 2020, with a total of 3,804 survey respondents.

Data analysis incorporated the calculation of influence scores, which provided the relative influence each categorical variable had on company satisfaction scores. The knowledge gained from this evaluation was combined with the Verint predictive model to help inform the direction of further analysis.

## About Verint Experience Management

Verint Experience Management solutions help you process and analyze data, automate and speed decision making, and operationalize across the organization so you can compete on better customer experience.

Get in touch for a customized briefing, to discuss your organization's Experience Management needs, or with any questions or comments about the report: [xm@verint.com](mailto:xm@verint.com)

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