



# TD Bank

Insight and Analysis of the Current Digital Space

**WIPRO DIGITAL**

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- Digital pain points
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- Personas
- Heuristic analysis
- Loyalty competitive audit
- Social network audit
- Disruptors in FinTech
- Next steps



# digital pain points

## OVERVIEW ANALYSIS

- Disjointed service design across all channels and client touch points
- Disconnected internal systems that lead to multiple user experiences for account setup & management
- Lack of innovation in consumer facing products & services
- Lack of loyalty partnerships and incentives to keep current customers and to maintain a competitive edge
- Brand experience is inconsistent between the digital and brick and mortar world



# opportunity

## **TD BANK + WIPRO DIGITAL**

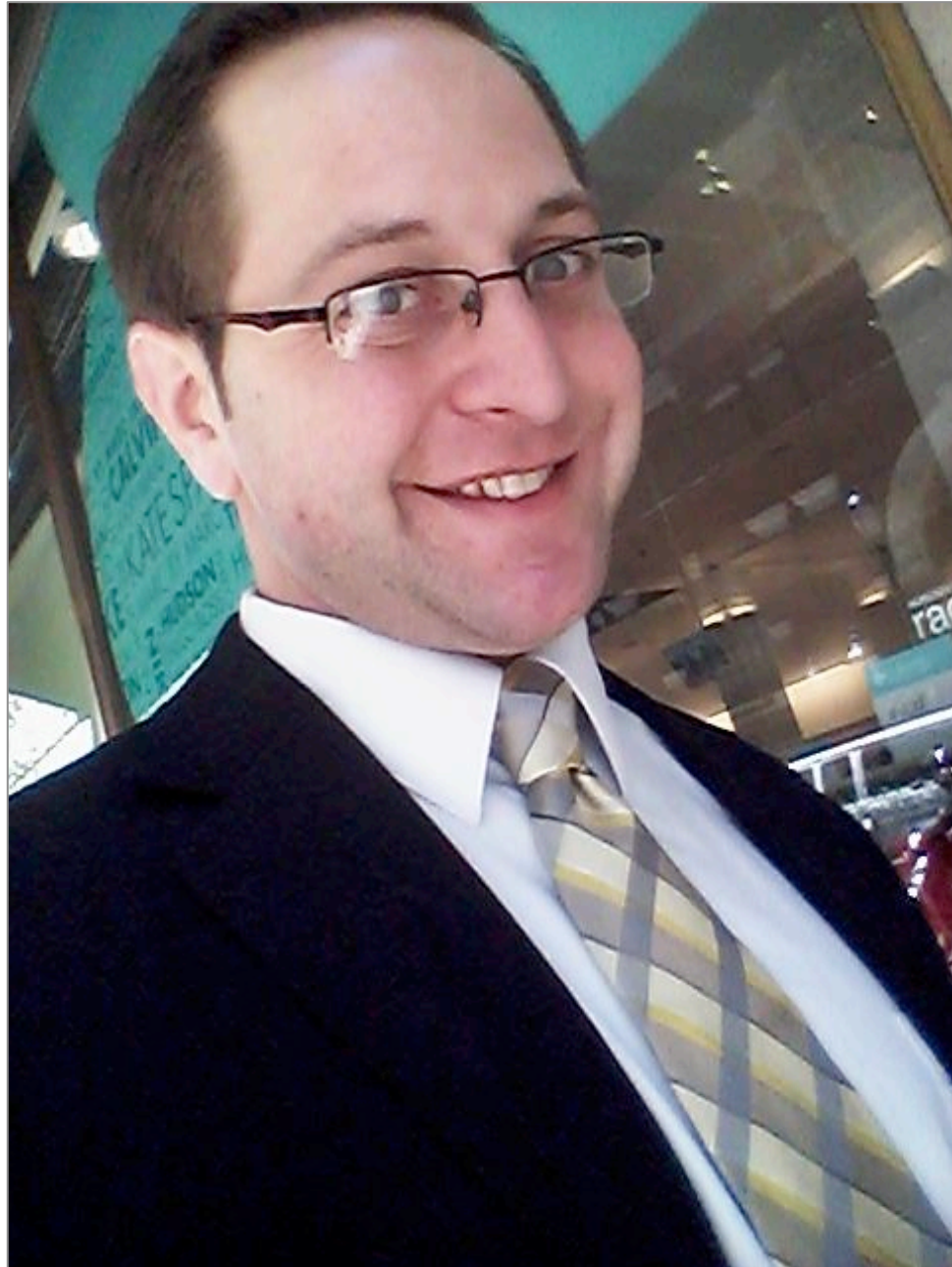
- To understand prioritized initiatives from the business perspective
- Create a 360 degree view of customer account integration
- Design a seamless unified experience between online and offline channels
- Provide insight and expertise around big data & customer predictability
- Define and create a mobile strategy to push information and services
- Define and create loyalty programs with vendor partnerships



# personas

## THE "CUSTOMER" PART OF THE CUSTOMER JOURNEY

- Goals
- Tasks
- Motivations
- Expectations
- Moments of delight



**Darren Jacobs**  
**24 single, rents an apartment in Philadelphia**

- First job out of college as a manger at a new café
- Currently has a checking and saving account at a local bank
- Shopping around for a larger bank to transfer his accounts and begin to invest in a more aggressive savings plan
- Interested in a money market account or CDs, but not certain how to make the decision

**SUMMARY**

Darren is smart about making money, he knows how to do it and how to spend it, but not sure how exactly to save it. This is the first time he is earning enough to sock away and he is frustrated that all banks seem to offer the same thing. He needs clear, informed and reliable direction.



**Esilda Vrusho-Levin**  
**31 married, three children, owns a condo in New Jersey**

- Stay at home mom with an undergraduate degree in economics and foreign policy
- Husband is a small business owner
- Takes responsibility for the financial decisions in the family
- Never owned a credit card - first generation American with very conservative and traditional financial habits
- Wants to find a credit card provider that is not intimidating

**SUMMARY**

Esilda's family immigrated from Armenia 15 years ago. She was raised with very solid and conservative financially responsible habits. She has never owned a credit card and now she is shopping online so much that she needs one. She is also interested in loyalty programs and special awards that credit cards have to offer in order to maximize her household savings.



**Jean-Michel LeBrand**  
**40 divorced, one child, owns a home in the suburbs**

- Chef and co-owner of a popular French bistro
- Needs a loan to help pay for his daughter's college
- Careful not to mix business finances with personal
- Makes his mortgage, but recently had a damaging divorce, and still trying to get out of a financial hole
- He is taking out a loan for the first time

**SUMMARY**

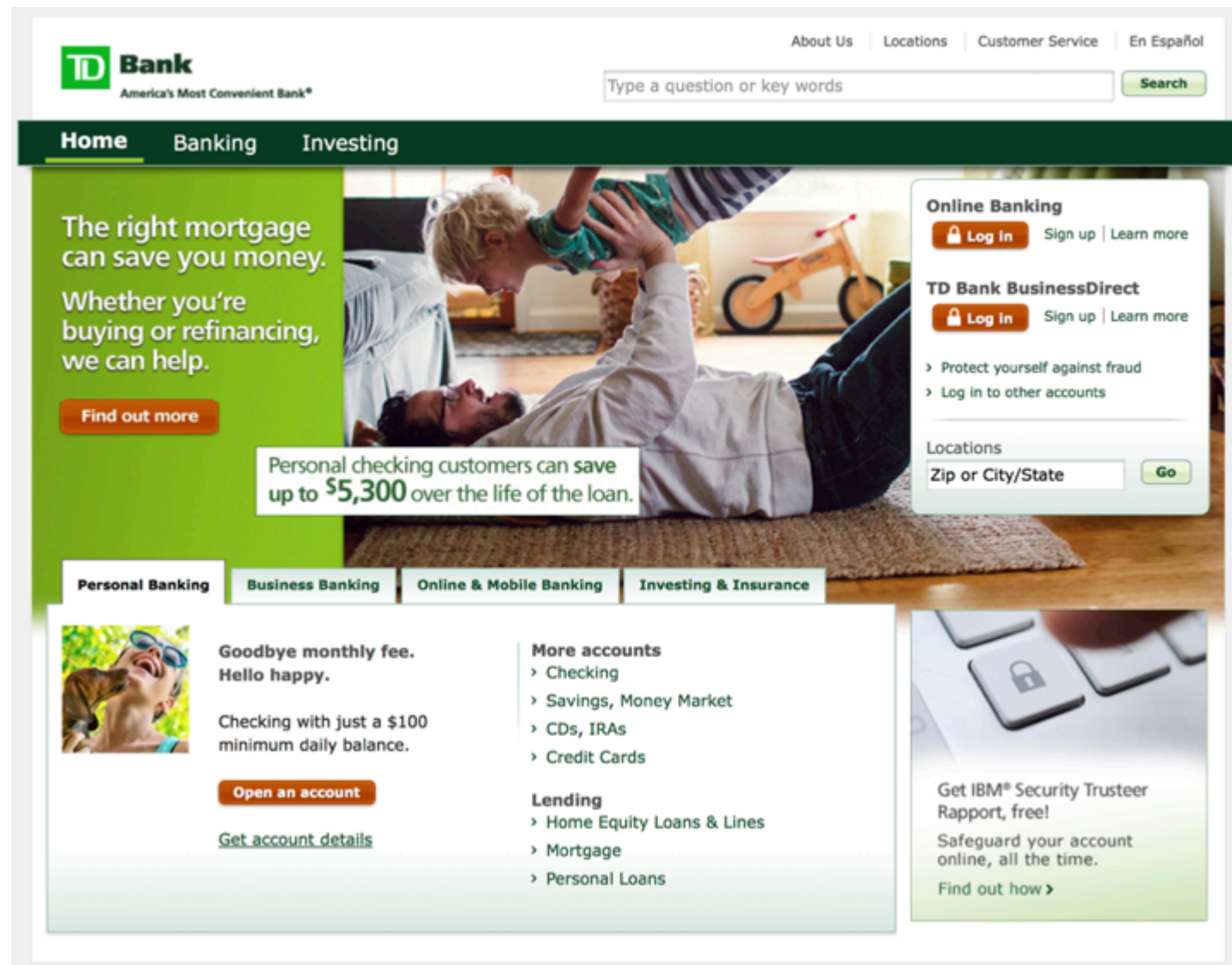
This is a very difficult decision for a proud man, who has never relied on a loan in the past. He is interested in the least risk possible, and wants good, clear communication from a knowledgeable and trustworthy expert.



# heuristic analysis

## **TD BANK (US) + TD CANADA TRUST**

- Landing page
- Personal banking
- Branch experience
- TD Bank online conversion
- Competition online conversion (US)
- TD Canada Trust online conversion
- Competition online conversion (Canada)
- Mobile IOS (US)
- Best practices in consumer fin tech



## personal banking

### ANALYSIS

- Busy, lack of focus
- Unclear on the call to action, too many options
- The audience is vague, and not well defined
- Customer service is hidden on top
- The content is too marketing and sales centric

### SUMMARY

This may be how marketing sees the business, but does not reflect how customers will use the service.

# heuristic analysis TD Bank

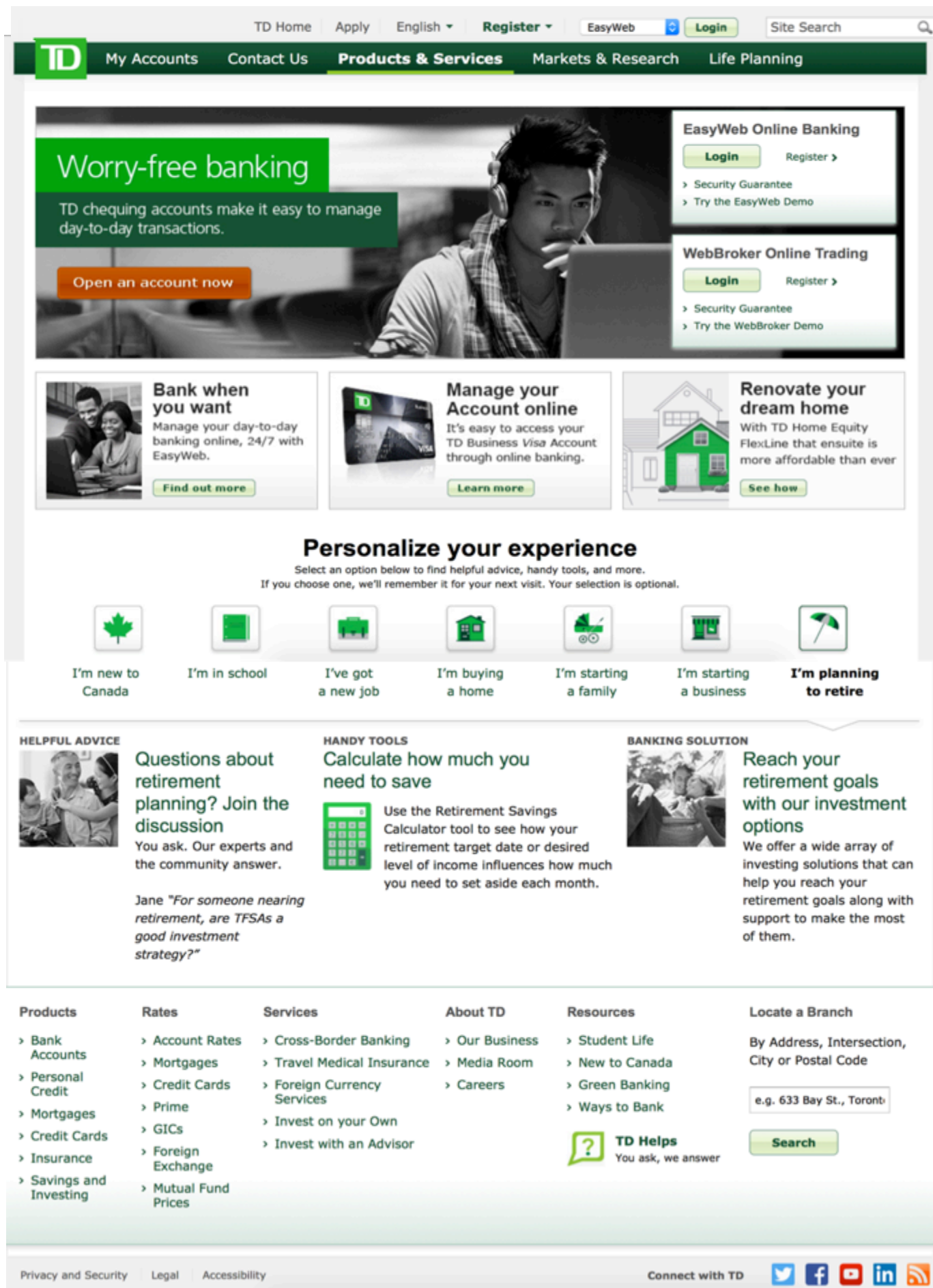
## personal banking

### ANALYSIS

- Obscure editorial copy
- Too many options, and no clear focus on the customer experience
- Left side navigation is ordered in a random and unintuitive way
- Clear incentives for the reasons why TD bank is the best on the market are not presented

### SUMMARY

If this is the customer acquisition page, then there are no compelling reasons why TD bank is the best choice to manage and maximize personal finances.



# heuristic analysis

## TD Canada Trust

## landing page

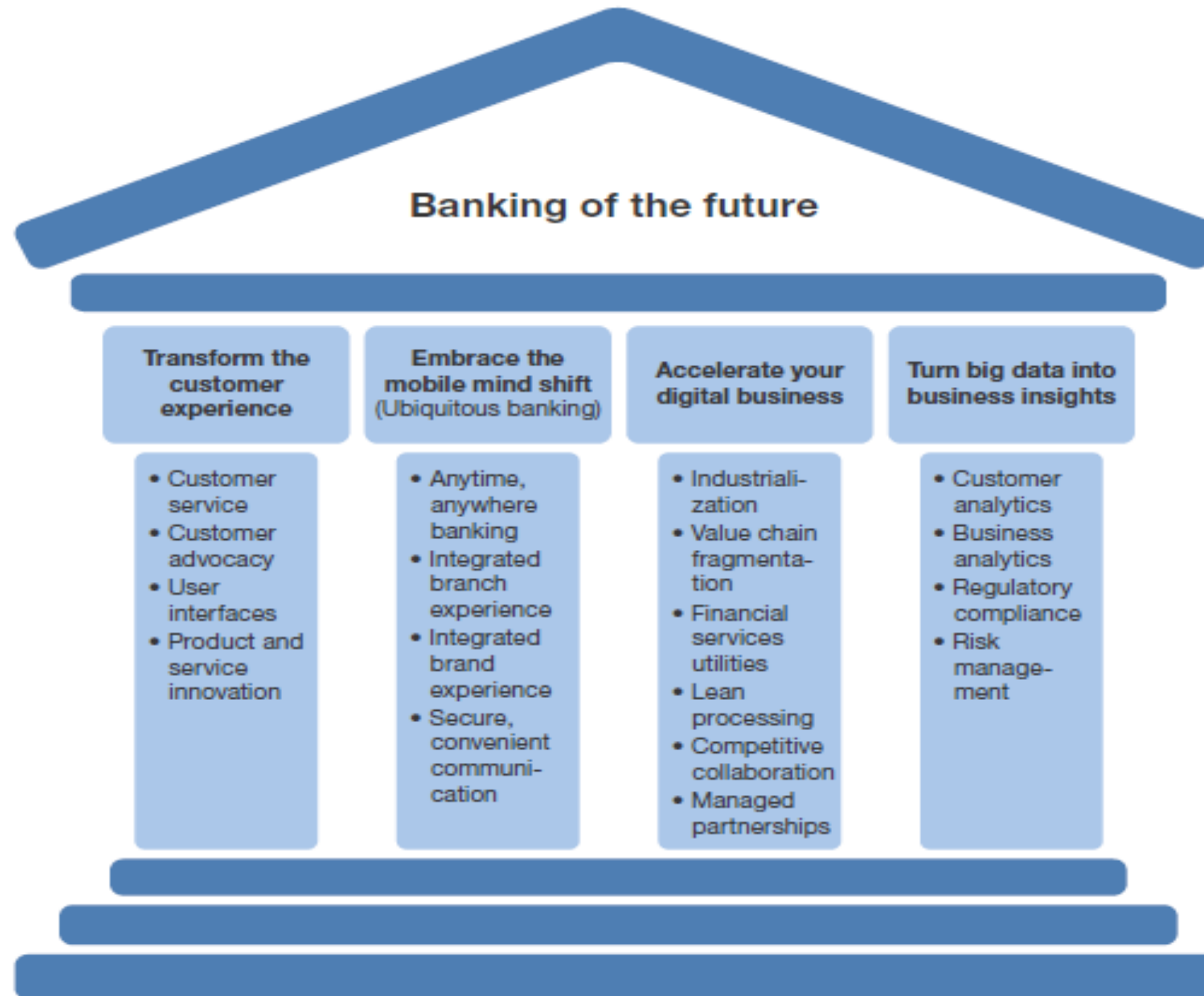
### ANALYSIS

- The content lacks specific focus and direction
- There is no primary call to action for the the user
- No design hierarchy, the page is not easily scan-able

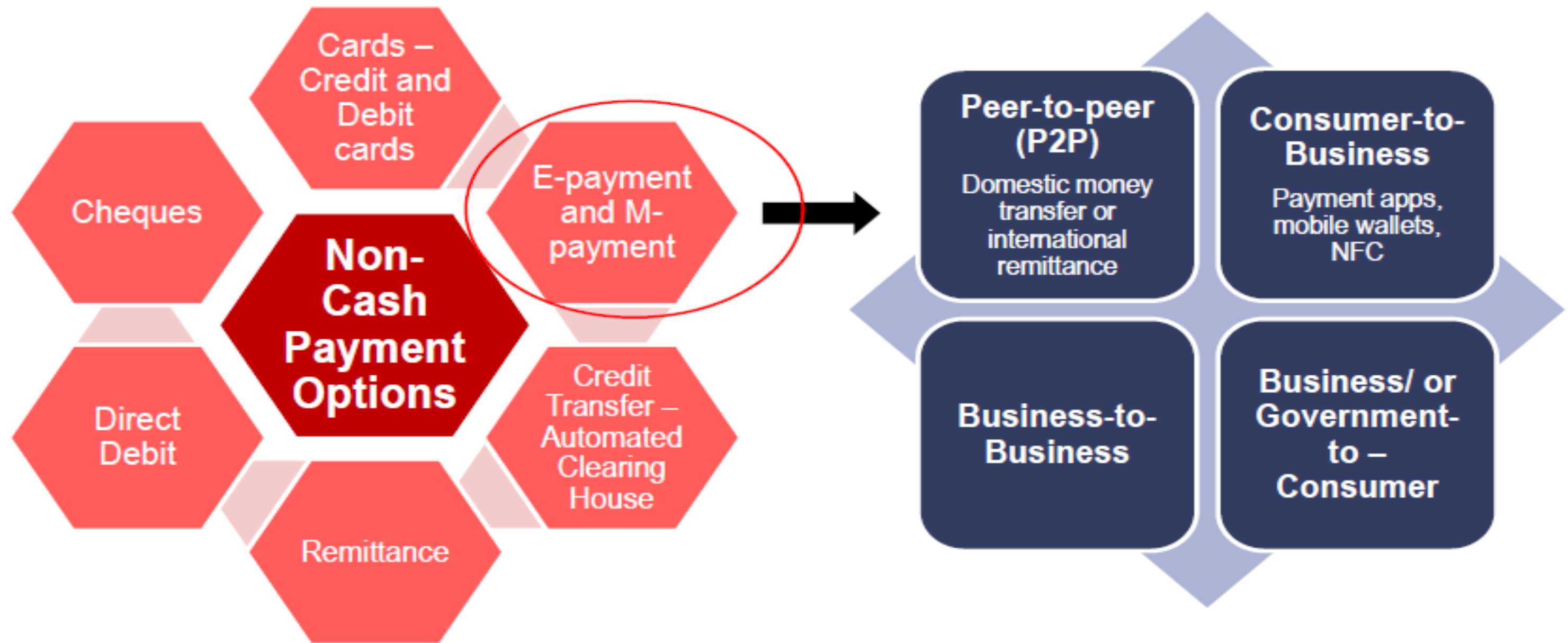
### SUMMARY

The bank offers many rewards and marketing incentives, however they are displayed on the screen in an overwhelming experience without clarity or direction to the user.

# Banking of the future



# Future of Money – E-payment & M-Payment



Source: World Payments Report 2013, Capgemini & RBS

# Future Banking Platform

Big data/analytics	Business agility	Consumption of coherent business functionality from third parties	Customer experience
Customer/party centricity	Decoupled information	Ease of connectivity	Flexible regulatory reporting and compliance
Functionality sharing	Marketplaces	Omnichannel	Platform agility
Process composition and execution	Product innovation	Provisioning of coherent business functionality to third parties	Real-time (or near-real-time) delivery
Security	Service discovery and composition	Transformation support	Vintage apps support

■ Existing or extended requirement   
 ■ New requirement

- Technology and organizational change alone are not sufficient to guarantee **great CX**, banking platform requirements must reflect the central role that CX currently plays.
- In the future, **sharing functional elements** across BUs and countries will be commonplace
- **Marketplaces** need to offer bank customers not only the products and services of a single bank, but also third-party products and services while allowing customers to compare, choose, and comment.
- Banking in future will cause a lot of continuous change, and future banking platforms must support a **steady transformational journey** rather than a single broad and deep transformation program.

## personalize your experience

### ANALYSIS

- Financial savings and planning is a very personal experience
- There are many entries into the banks offerings based on specific personas, purpose and place in life
- The focus is useful to help new customers engage

### SUMMARY

Ideas and suggestions for opening an account can provide good direction and focus. Handy tips are useful, and portray an understanding of the customer experience.

### Personalize your experience

Select an option below to find helpful advice, handy tools, and more.  
If you choose one, we'll remember it for your next visit. Your selection is optional.



I'm new to  
Canada



I'm in school



I've got  
a new job



I'm buying  
a home



I'm starting  
a family



I'm starting  
a business



I'm planning  
to retire

#### HELPFUL ADVICE



#### Welcome to Canada >

We've been serving newcomers to Canada for over 100 years

#### HANDY TOOLS

#### Planning to move to Canada? >



We can help you get organized by opening your account before you move

#### BANKING SOLUTION



#### A banking package for newcomers to Canada >

Our New to Canada package can give you the financial foundation you need as you settle in Canada.



I'm new to  
Canada



**I'm in school**



I've got  
a new job



I'm buying  
a home



I'm starting  
a family



I'm starting  
a business



I'm planning  
to retire

#### HELPFUL ADVICE



#### Smart spending at school >

Budget tips, how to manage student debt and create smart spending habits.

#### HANDY TOOLS

#### Create a budget on your coffee break >



Making a budget is simpler than you might think. No need for spreadsheets or calculators -start with a basic three-step student budget.

#### BANKING SOLUTION



#### An account for your student life >

Avoid monthly fees and minimum balance requirements with this account for full-time post-secondary students.



I'm new to  
Canada



I'm in school



I've got  
a new job



**I'm buying  
a home**



I'm starting  
a family



I'm starting  
a business



I'm planning  
to retire

#### HELPFUL ADVICE



#### Buying your first home? Get started here >

Get the information, tools and resources you need to feel prepared to start shopping for your first home.

#### HANDY TOOLS

#### Try our mortgage calculators >



- > Which mortgage is right for you?
- > How much can you afford?
- > Mortgage Payment Calculator

#### BANKING SOLUTION



#### Choosing a mortgage that works for you >

With a variety of flexible options, you can feel comfortable with the mortgage you choose, no matter what your specific needs.



Young choristers of the [Brooklyn Youth Chorus](#) raised their voices in song today in the lobby of the TD Bank branch at Montague and Court Streets.

## branch experience

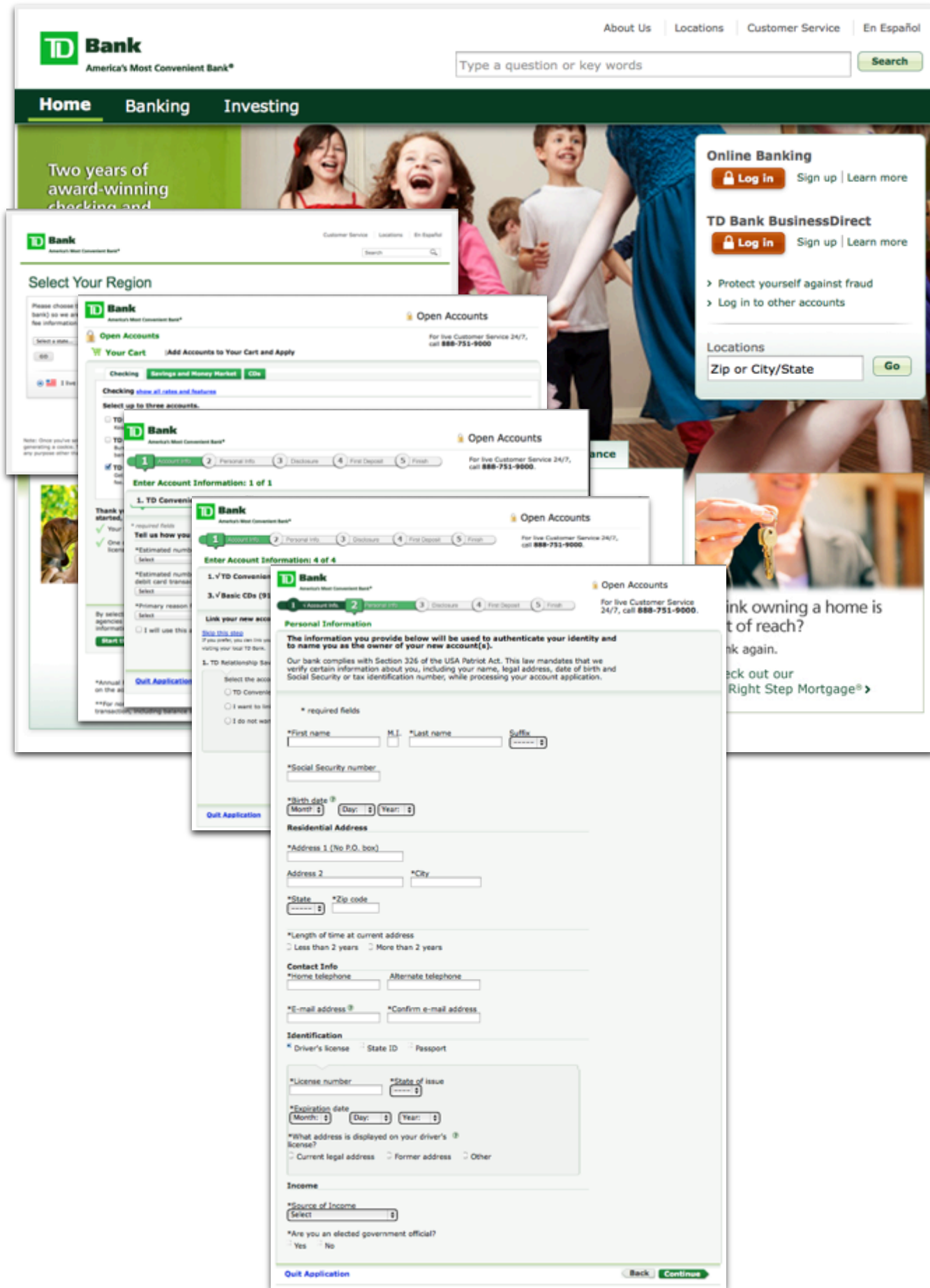
TD Bank

### CUSTOMER SERVICE

- Tagline: "It's time to Bank Human Again" reflected in the warm, friendly customer service
- Contemporary decor & music
- Offers a penny arcade, free lollipops, dog biscuits, pens
- Extended hours - open 7 days per week
- Active in local community events, encourage philanthropy among its employees

### SUMMARY

Strong customer focus and personalized service, indicative of the TD Bank brand, is well represented at their branches. Unfortunately, this customer-centric focus does not translate to their digital presence, producing an inconsistent brand experience.



## customer conversion TD Bank

### ANALYSIS

- Multiple screens to engage with before the 5-step process application, resulting in a minimum of 8 screens.
- Cluttered appearance. Superfluous text: policy/legal statements could be placed in a less obtrusive space or behind tooltips (see CIBC). Fields could be edited with progressive disclosure, dependencies and more targeted requirements
- Lacks differentiation from competitors
- Lacks ability to save entries and resume form completion at a later time
- Phone support only - no online chat available for support
- Lacks an attempt to engage the customer on a personal level creating an extremely generic experience

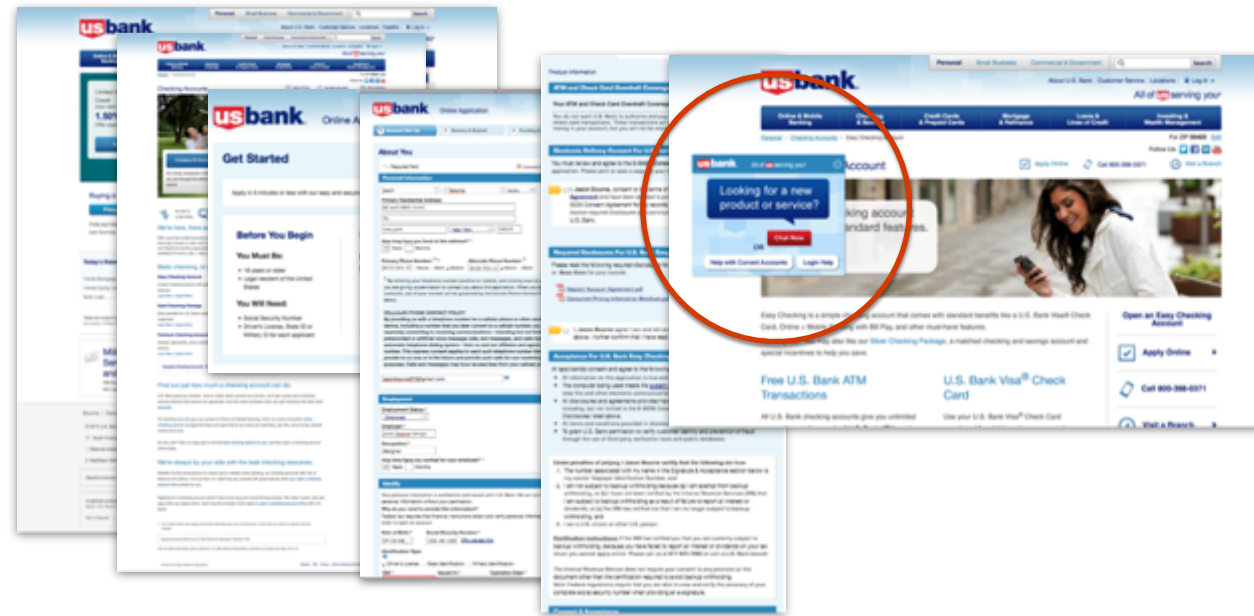
### SUMMARY

Customers demand ease-of-use, transparency, and a smart design that respects their time and effort to engage. Banks that do not recognize the change in consumer behavior are vulnerable to disruption.

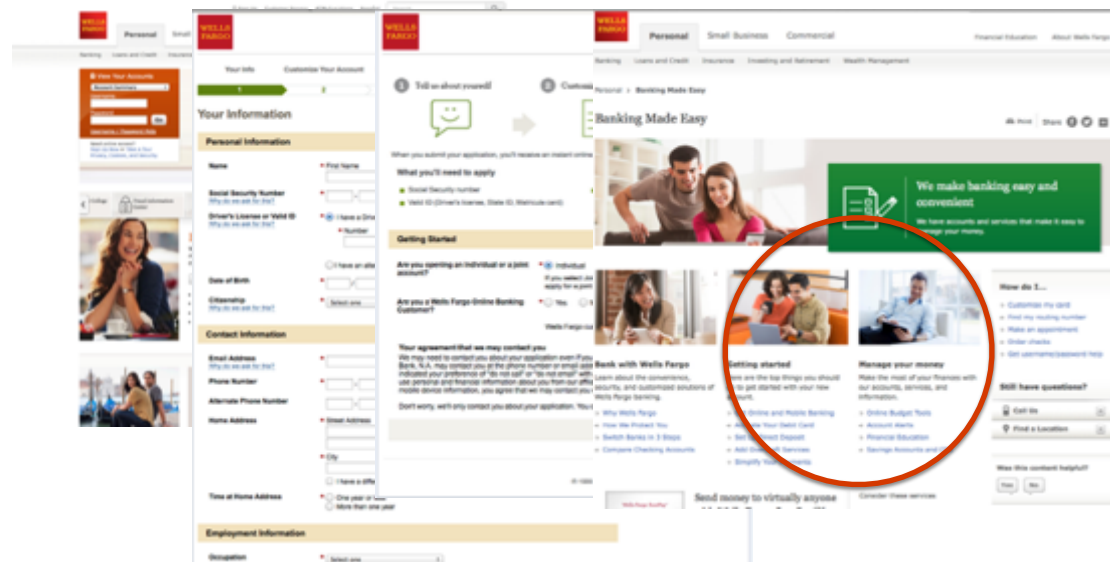
# CapitalOne



# US Bank



# Wells Fargo



## customer conversion TD Bank competitors

### ANALYSIS

- Wells Fargo attempts to personalize the experience and segment the user by offering more products and services up front.
- US Bank has more promotional pop-ups offering assistance and cross-selling opportunities. This has the conflicting affect of embracing some customers, while turning off others.

### SUMMARY

Major banks are perceived as doing the basics well, but this is not apparent in their conversion process. TD Bank and its direct competitors suffer from most of the same user experience issues, making them vulnerable to disruptive innovators who can address the needs and expectations of today's consumers.

## Personalize your experience

Select an option below to find helpful advice, handy tools, and more.  
If you choose one, we'll remember it for your next visit. Your selection is optional.



I'm new to  
Canada



I'm in school



I've got  
a new job



I'm buying  
a home



I'm starting  
a family



I'm starting  
a business



I'm planning  
to retire

### HELPFUL ADVICE



#### Questions about retirement planning? Join the discussion

You ask. Our experts and the community answer.

### HANDY TOOLS

#### Calculate how much you need to save



Use the Retirement Savings Calculator tool to see how your retirement target date or desired level of income influences how much you need to set aside each month.

### BANKING SOLUTION



#### Reach your retirement goals with our investment options

We offer a wide array of investing solutions that can help you reach your retirement goals along with support to make the most of them.

The screenshot shows the 'Review Your Personal Information' step of the TD Canada Trust application process. The page is titled 'TD Canada Trust' and 'SECURE APPLICATION'. It features a progress bar with five steps: Getting Started, About You, Options and Offers, Terms and Conditions, and Finishing Up. The 'About You' step is currently active. The form contains several sections with 'Edit this information' links:

- Personal Information:** Dr Jason Bourne, jasonbourne79@gmail.com, Jul 15 1968, XXX XXX XXX.
- Contact Information:** Home Phone: XXX XXX XXXX, I live in: CANADA, Address: 34 1rds Toronto, Ontario, M2K3K7, Since: January 2008.
- Employment Information:** Unemployed, Start Date: January 2015.
- Financial Information:** Gross annual personal income: \$ 50,000, Residential Status: Board.
- Online Consent(s):** Consent to Online Authentication Process.

At the bottom, there is a 'Consent to Online Authentication Process' section with a checkbox and a 'Click here to view more information' link.

## customer conversion

TD Canada Trust

## ANALYSIS

- TD Canada Trust has a multi-step process to complete conversion. However, it is slightly more streamlined than TD Bank and its U.S. competitors.
- TD Canada Trust begins to personalize the experience by segmenting the customer and guiding them to the appropriate product and services.
- Partnered with \*Moven, a mobile-phone based banking and budgeting app that lets users track their payments and see by category how they are spending. Provides real-time updates from debit card.

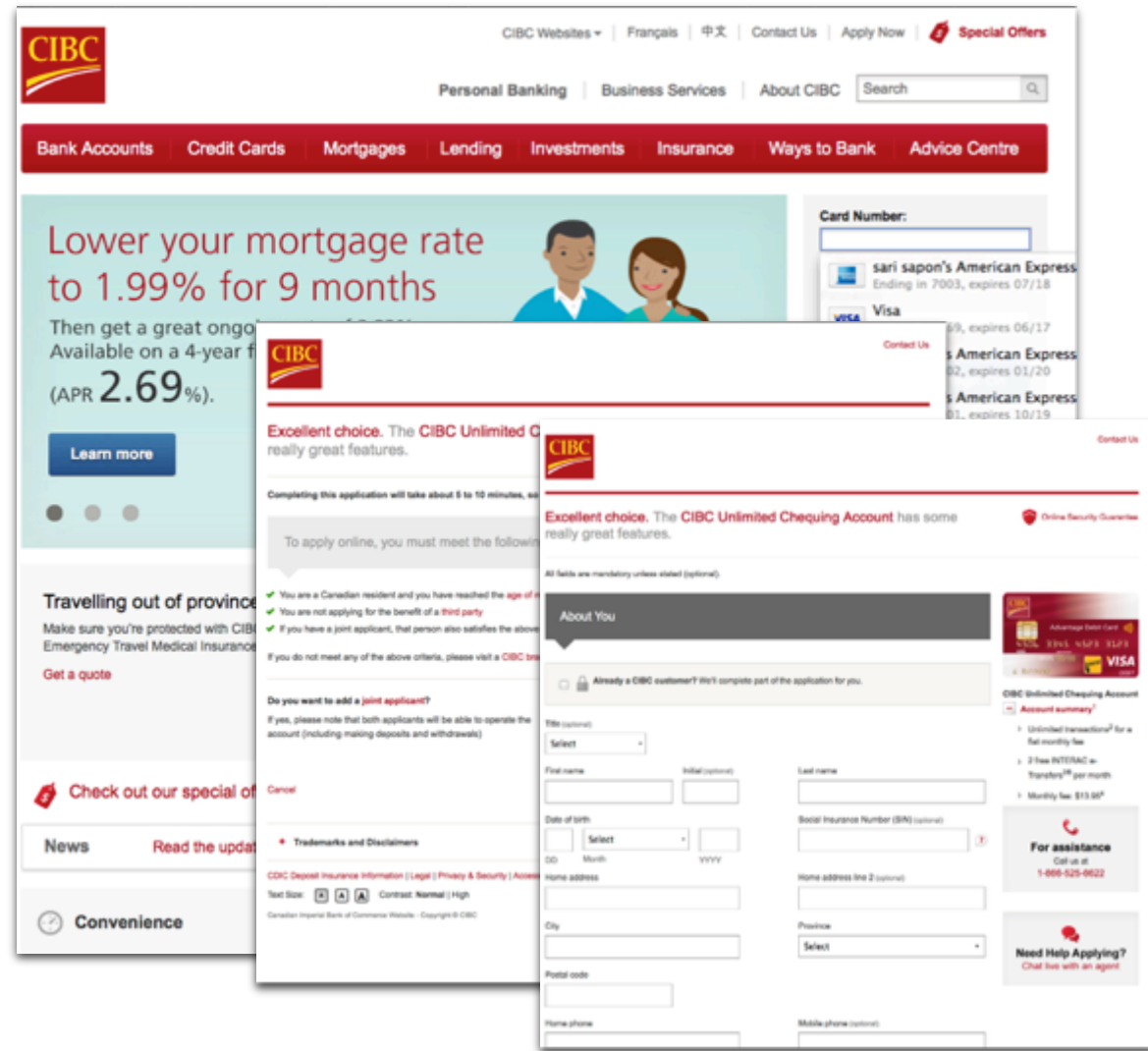
## SUMMARY

TD Canada Trust has been more thoughtful than other banks in attending to the customer's needs and creating a more personalized experience. With its partnership with \*Moven, they provide unique financial management tools and services. They are moving more quickly toward reinventing the banking experience than their American counterpart.

However, both from a usability and visual design standpoint, the onboarding process diverges only minimally from the experience of the other major banks.

\*Moven: A startup application for debit account tracking that has partnered with TD Bank (see slide 37)

CIBC



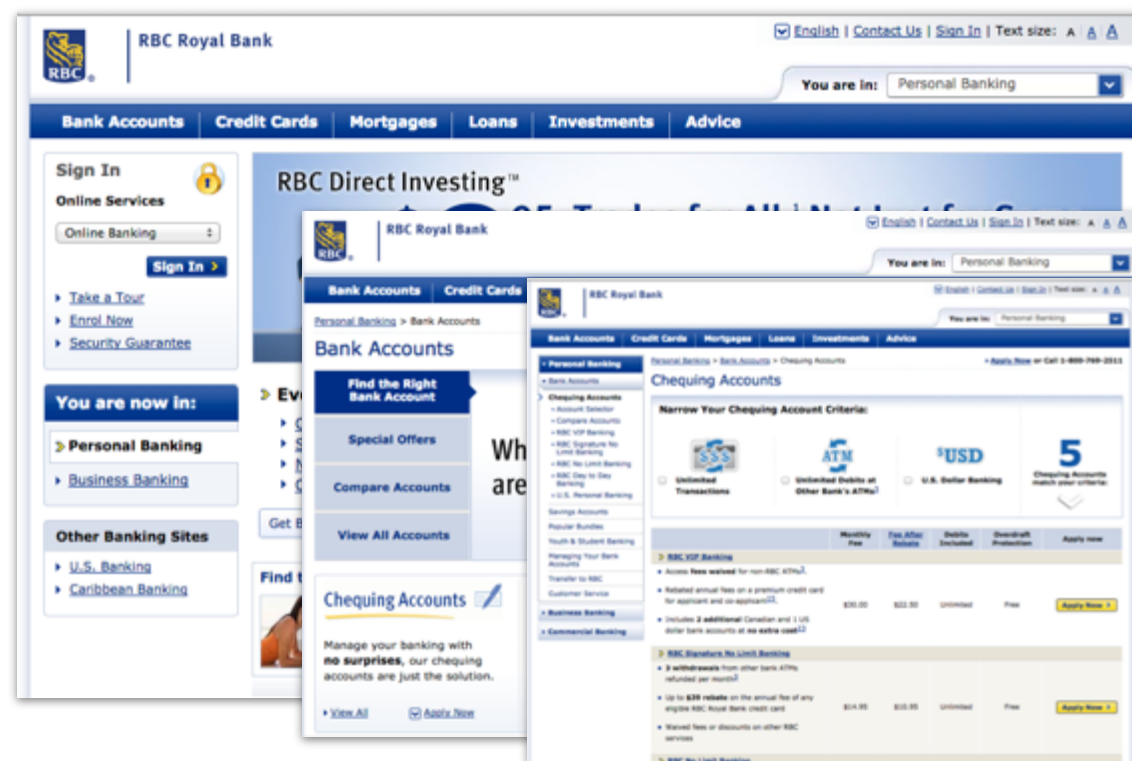
## customer conversion

TD Canada Trust competitors

### CIBC

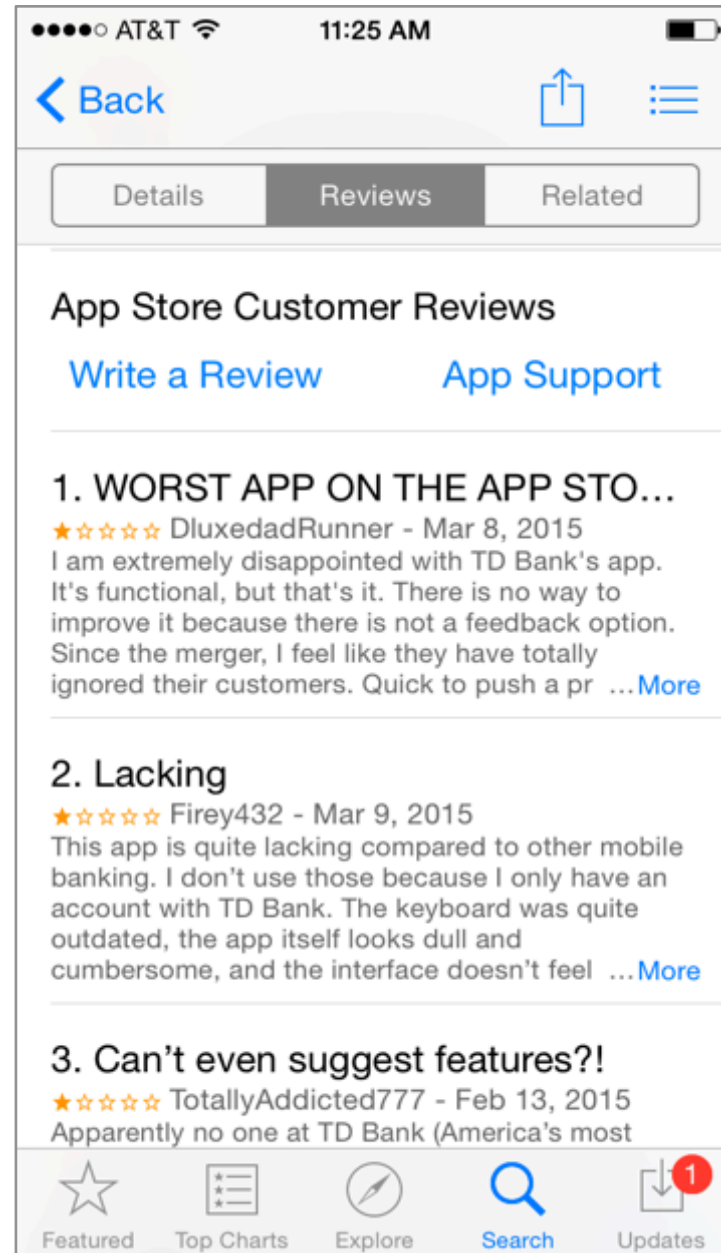
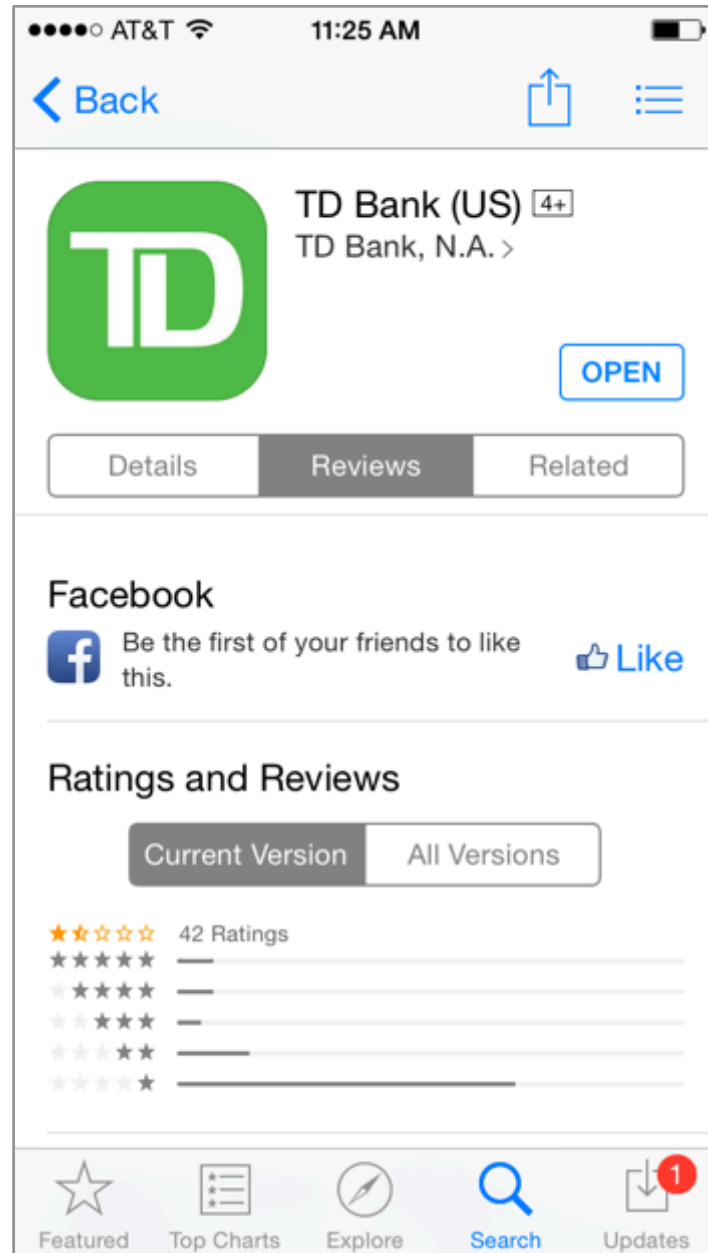
- CIBC, like TD Canada Trust, creates a more customer-centric experience.
- A less-cluttered, clean interface with clear sign posting directs the user to appropriate paths.
- The application form follows the rules of good form design, hiding the fine print behind tooltips and minimizing distractions.
- Early adaptors of innovative mobile banking applications

RBC



### RBC

- RBC's website is a more cluttered, less focused site with no clear distinguishing branding experience to differentiate themselves from other banks.
- The site is poorly organized, delivering a very busy interface with numerous hyperlinks.
- The branding is weak and generic.



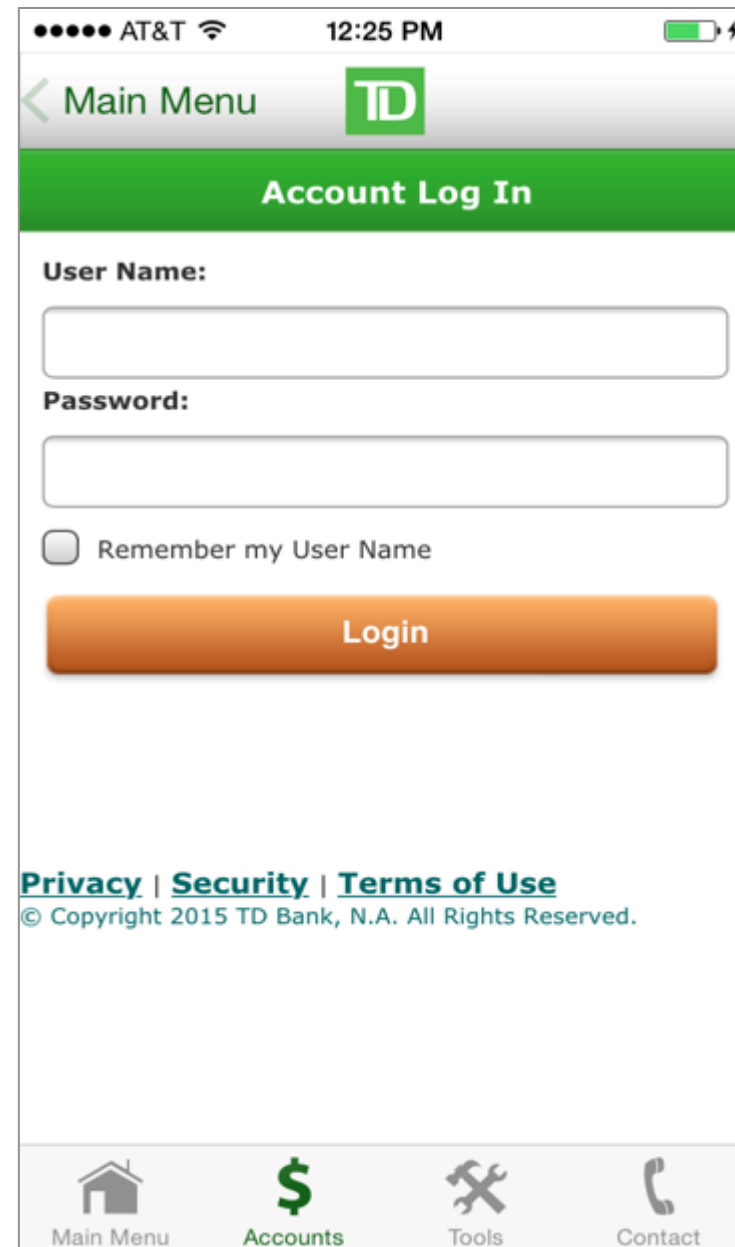
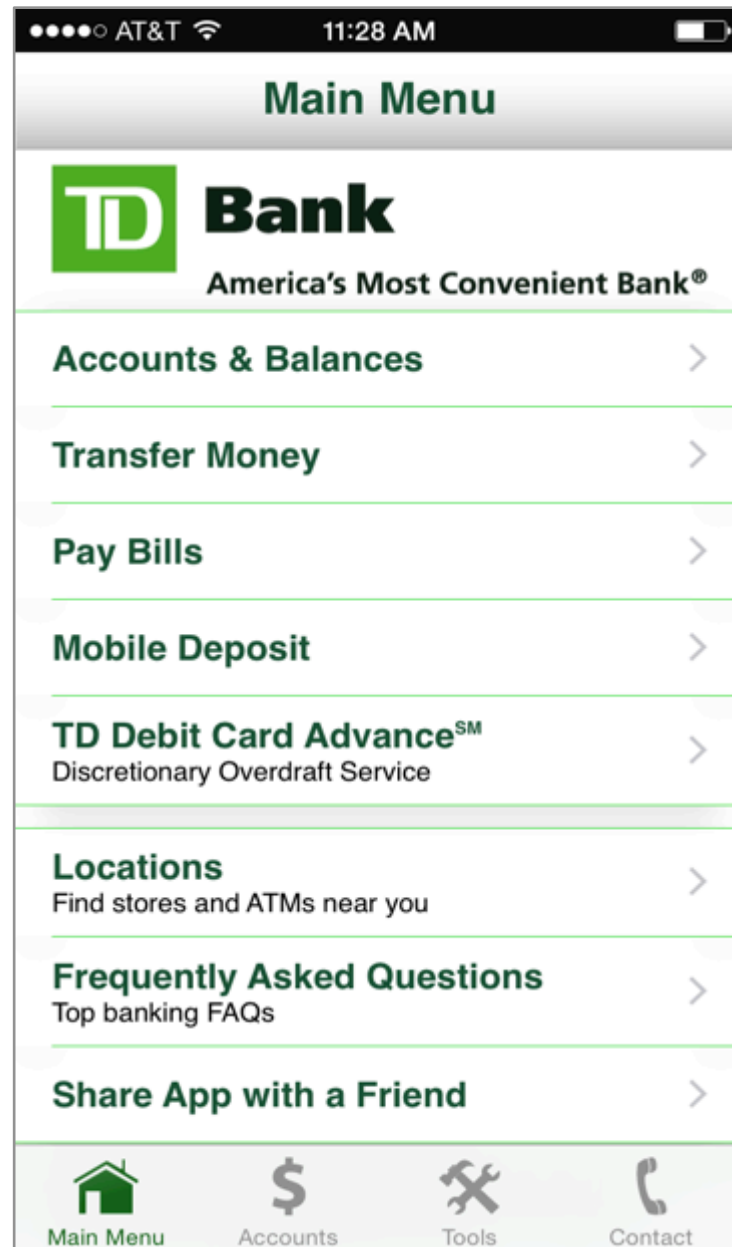
## app store reviews

### ANALYSIS

Users are very clear and vocal about specific features that are broken in the application

### SUMMARY

Excellent customer feedback that provides good and very specific direction for fixing bugs and broken features. In general, features need to be better tested before release.



## conversion blocks

### ANALYSIS

- All links lead to the same screen asking the user to log in with a secure registered account. Login screens are more typically the first screen
- Important space is misspent on the corporate branding and Main Menu bar
- User work and task flows are not clear and displayed in an unintuitive manner

### SUMMARY

None of the information has any relevance unless a user is logged in and authenticated into the app.

## conversion flow

### SQUARE

- Customer friendly language
- Clear, instructional messaging that set the users expectations
- Only the required fields are displayed for a minimal successful conversion

### Let's get started.

Signing up for Square is fast and free — no commitments or long-term contracts.

- ✓ **Just the basics**  
Tell us about your business so we can serve you better.
- ✓ **No credit checks**  
We'll need the last four numbers of your SSN — simply to verify your identity.
- ✓ **Free reader**  
When you're done, we'll drop your free Square Reader in the mail.

Enter your email: you@example.com

Confirm your email: you@example.com

Create a password: Password Show

Country (Language): United States

By continuing, I agree to Square's Seller Agreement and E-Sign Consent. Already have a Square account? Sign in.

**CONTINUE**

### Tell us about your business.

We want to make sure you know exactly how Square can meet your business's unique needs. Fill out the information below so we can provide specific information about how Square can work for your business.

What type of business is it? Please select...

Business category Please select...

What is your business name? Business name

Employer Identification Number (optional) 00-0000000

If you do not have an official business name, enter the name you want on your receipts.

Your tax ID will be used for tax reporting purposes only. You can edit this information on your Square Dashboard at any time.

Estimated annual revenue Select estimated revenue...

How do you plan to use Square? Select usage type...

**CONTINUE**

### Let's talk about you.

Enter your legal name and home address, even if registering as a business. We will not use this information to perform a credit check, just to verify your identity.

Legal name: First name, Last name

Home address: Street address, Apt/Unit

Postal Code: Enter postal code, City: City, State: Select state...

Date of birth: Select month..., DD, YYYY

Last 4 digits of SSN: 0000, Phone number: (000) 000-0000

**CONTINUE**

## Get Started

Email Address


Choose Password


Requirements: At least 6 characters, including one letter, and one number or special character.

Re-type Password

Accept Terms  I certify that all the information I enter is true, and I agree to the [terms of service](#) and [privacy policy](#), and consent to electronic disclosures.

CREATE YOUR ACCOUNT

 LendUp uses bank-level security and encryption to keep your data safe.

 Your LendUp account gives you 24/7 access to your loan information, and makes future loan applications a snap.

**We will not share your personal information with marketers or spammers.**

## customer conversion best practices

### conversion flow

#### LENDUP

- Informative and useful tracking information displayed on top
- Presents an easy and clearly displayed three step process
- Useful help information is contextually tied to the form completion

Let's get to know you.

## What are you looking for in a financial advisor?

Select all that apply

- I'd like to create a diversified investment portfolio
- I'd like to save money on my taxes
- I'd like someone to completely manage my investments, so that I don't have to
- I'd like to match or beat the performance of the markets

[Back](#) [Next >](#)

Let's get to know you.

The global stock market is often volatile. If your entire investment portfolio lost 10% of its value in a month during a market decline, what would you do?

- Sell all of your investments
- Sell some
- Keep all
- Buy more

Let's get to know you.

## What is your annual after-tax income?

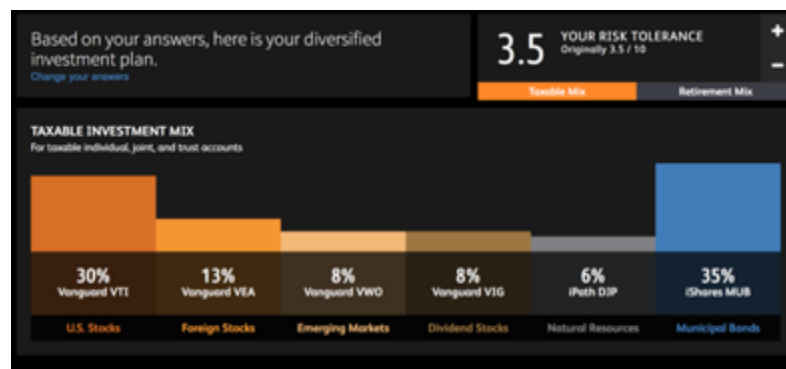
\$

Let's get to know you.

## What is the total value of your cash and liquid investments?

e.g. savings, CDs, mutual funds, IRAs, 401(k)s, public stocks

\$



[See More Details](#) [LOOKS GREAT! OPEN MY ACCOUNT](#)

# customer conversion best practices

## conversion flow

### WEALTHFRONT

- Logical and intuitive sign up progression
- Questions drive account services and products in a meaningful way.
- Experience has a 'playful' quiz like feeling that engage new customers



Choose your account type.



**Personal**

Send, request, or receive money using an email address or phone number.

Choose Personal



**Business**

Accept, request, or distribute payments for products and services.

Choose Business



**Non-profit**

Collect donations and raise funds for single initiatives or recurring gifts.

Choose Non-profit



**Government**

Collect fees or taxes, sell licenses, issue refunds, and more.

Choose Government

**customer conversion**  
best practices

**conversion flow**

**DWOLLA**

- Good explanation of customer type
- Breadth of service types are clearly defined
- Buttons and a call to action is clearly labeled to take action and engage in the service

## Let's set up your personal account.

**1** Personal information

Your personal information and Social Security Number (SSN) are safe, and used for identity verification purposes in compliance with federal law.

Legal first name	Legal last name	
<input type="text"/>	<input type="text"/>	
Date of birth	Day	Year
Select a month <input type="text"/>	Select a day <input type="text"/>	1901 <input type="text"/>
Mobile phone number	Last 4 digits of your SSN	
(555) 555-5555 <input type="text"/>	1234 <input type="text"/>	

**2** Address (U.S. only)

Similarly, your address helps us accurately verify your identity.

Street address (sorry, no PO Boxes)	Address (optional)	
<input type="text"/>	<input type="text"/>	
ZIP	City	State
<input type="text"/>	<input type="text"/>	Select state <input type="text"/>

**3** Set a PIN

4-digit PIN	Confirm PIN
<input type="text"/>	<input type="text"/>

**4** Agreements

- Allow other Dwolla users to confirm I have a Dwolla account and more easily find, pay, and request money from me by searching for my name. My name, city and state will be displayed in the results (optional).
- I agree to Dwolla's [Terms of Service](#) and [Privacy Policy](#), and agree to receive information about my Dwolla account electronically.

Agree and create account

[Change account type](#)

## customer conversion best practices

### conversion flow

#### DWOLLA

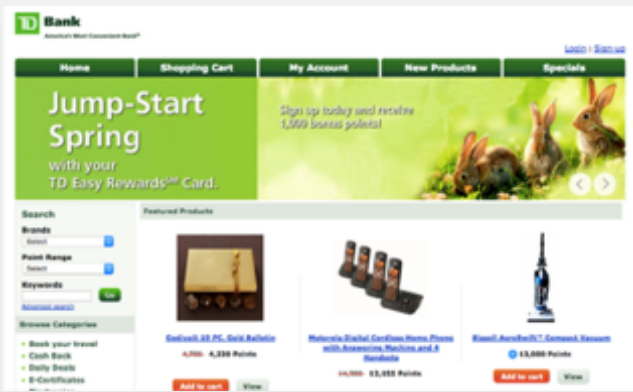
- Clear segmentation of information type on the form
- Form fields contain useful hints in the fields for entry and are designed to the appropriate size to contain the required information
- Only the required fields are displayed for a minimal successful conversion



# loyalty programs

## BEST PRACTICE OVERVIEW

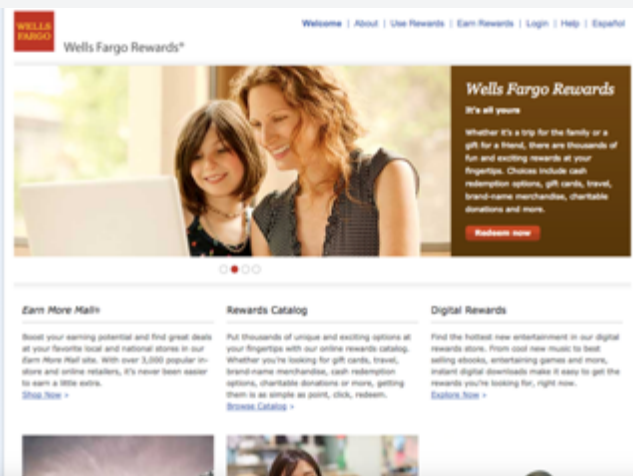
- TD Bank
- Wells Fargo
- Bank of America
- MasterCard
- PNC Bank
- Citibank
- Chase Bank



## TD Bank

Poor User Experience, Random Product Selection, and purchases only made through point accrual. Cash back is not automatic like BOA and other programs.

# loyalty programs best practices



## Wells Fargo

Digital Rewards: User can redeem rewards for a variety of digital products, e.g.: music albums, e-books, audiobooks, games, etc.



## Citibank

Customers are only rewarded if they have one of three cards. Rewards can be redeemed through loyalty points, cash back programs, or daily discounts through partners.



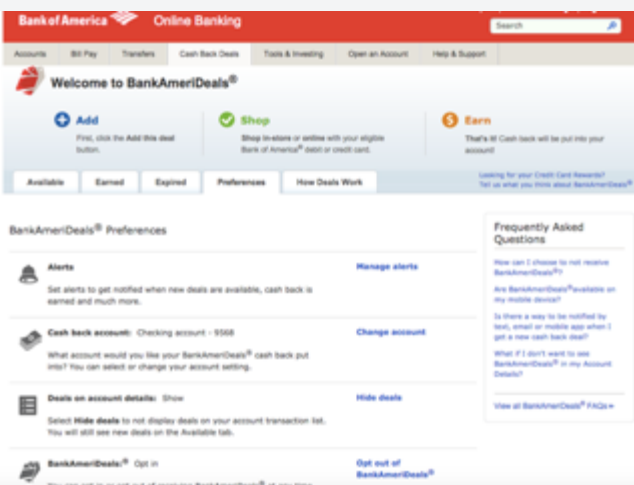
## MasterCard

Broad array of services for customers including: Mastercard Priceless Cities, Fuel Rewards Network, MasterPass, World Travel Experiences & Offers.



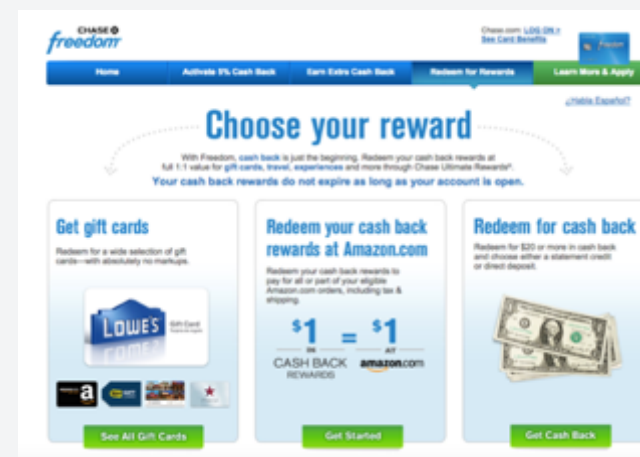
## PNC Bank

Everyday offers are logged over the course of month, purchases are counted against budget and points are rewarded for staying under budget.



## Bank of America

Partnership Driven: Can be redeemed in store or online at qualified vendors once the deal has been "added" to a debit account.



## Chase Bank

Provide gift cards, cash back, and partnered shopping experience through Amazon



# social networks

## CUSTOMER SERVICE & COMMUNICATIONS

- TD Bank Twitter
- Wells Fargo Twitter
- Bank of America
- MasterCard
- PNC Bank
- Citibank
- Chase Bank



## TD Bank

### ANALYSIS

- Very busy and active Twitter account
- Expert feeds and timely customer communications
- Honest and responsive



social networks  
twitter

## TD Bank

### ANALYSIS

Twitter users are very open and (sometimes painfully) honest



social networks  
twitter

## TD Bank

### ANALYSIS

Customers do not like hidden fees, and can be vocal about that by announcing it out publicly

## twitter: TD Bank

### ANALYSIS

Not all tweets are negative 😊

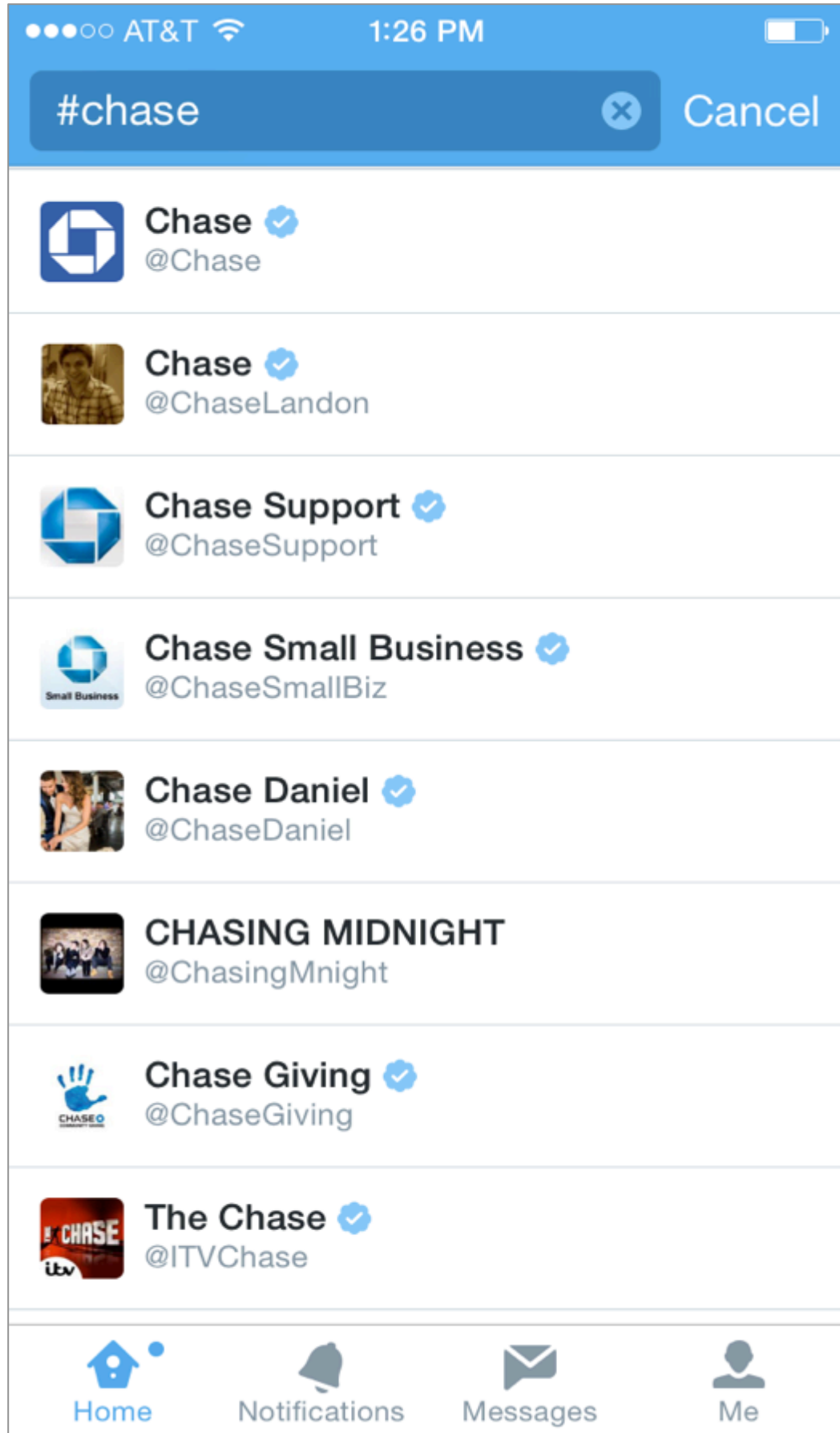


## twitter: Wells Fargo

### ANALYSIS

Professional tech forward Tweets





social networks  
twitter

## twitter: Chase

### ANALYSIS

A separate feed for customer service

## twitter: Chase

### ANALYSIS

Timely and relevant support in addressing customer complaints



# the future of banking

**“The theory of disruptive innovation describes a process by which a product or service transforms an existing market by introducing simplicity, convenience, accessibility, and affordability.”**

Clayton Christensen, Disruptive Innovation Institute



# disruptors

## NEW TRENDS TO LOOK OUT FOR

- Personalization
- Account aggregation
- Track spending tools
- ID Scan
- Authentication & log trends
- Voice commands
- Fund transfers
- Self service

## future of banking disruptive trends



**Customized credit cards** are available through many banks including Wells Fargo and CapitalOne. Customization will mean more than designing your own plastic card. The new customer can set their own combinations of variables including rates, banking fees and reward programs to suit their particular needs.

### SEGMENT OF ONE

**The future of banking is moving toward a 'segment of one'** with increased personalization—building unique profiles of their customers to help drive the entire relationship.

**Facebook, Google, Amazon and Netflix are the new models** for the future of personalized banking. Mining data, both online and offline, will produce a 360 degree view of the customer and the ability to proactively offer targeted services tailored to their specific needs, in a specific place and time.

**The future of banking requires more intelligent relationships** with the customer which will increase trust, drive loyalty and ultimately improve customer satisfaction.

## future of banking disruptive trends

### PERSONALIZATION

1. Personalized financial management, transaction analysis (including forward spending analysis) and budget assistance.
2. Omnichannel communication 24/7 via online chat, phone or in branch. Integration of data and personal details collected through each touchpoint to build a more customized experience.
3. End-to-end experiences for major financial interactions such as buying a car or a home. Integrate services from initial research to the final purchase with fast, convenient service.
4. Marketing / Sales personalization to recommend products and services based on personal data.
5. Support-focused personalization to help solve customer problems quickly. Knowledge-based systems can predict and supply relevant support based on personal data.
6. Loyalty programs are a key marketing tool in the banking industry - analytics drive the segmentation of customers based on their lifestyle and purchasing habits.



bank like you live:  
the way we see it

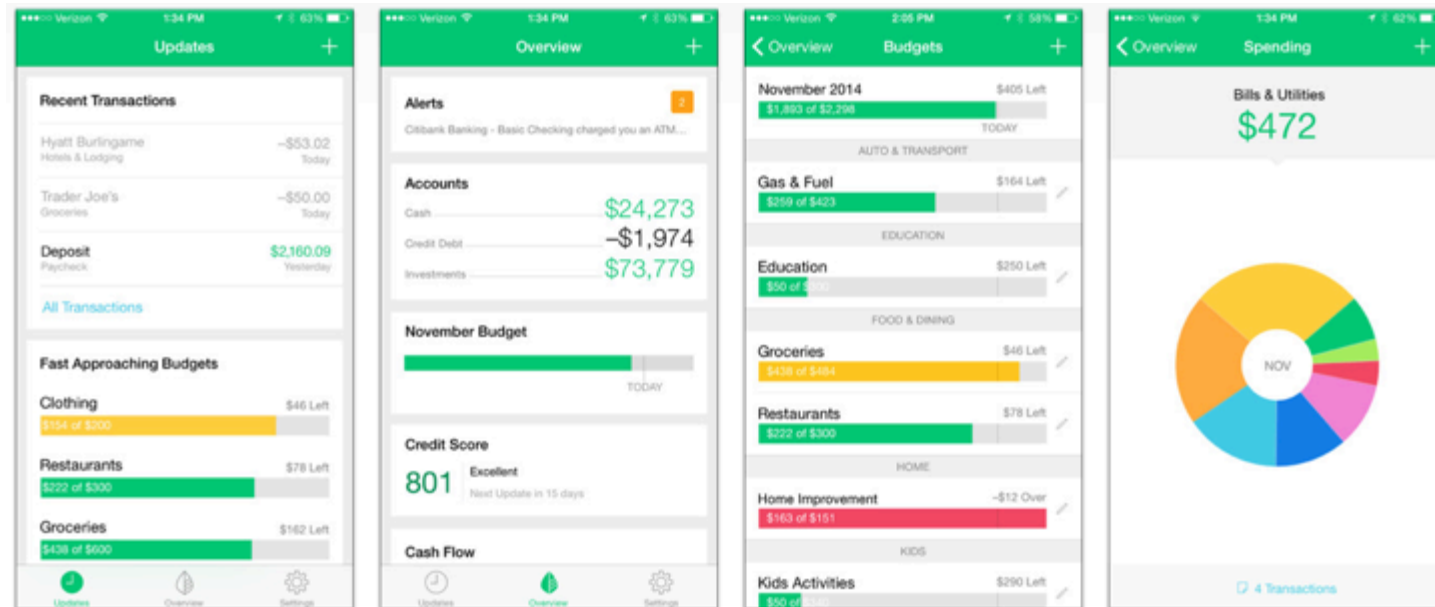


We've never thought of ourselves as simply a bank. We're really more like knowledgeable neighbors, the kind you invite over for a cup of coffee, seek advice from and chat with over the fence. And we're here to help you bank like you live.

# future of banking disruptive trends

## MINT: FINANCIAL ACCOUNT AGGREGATOR

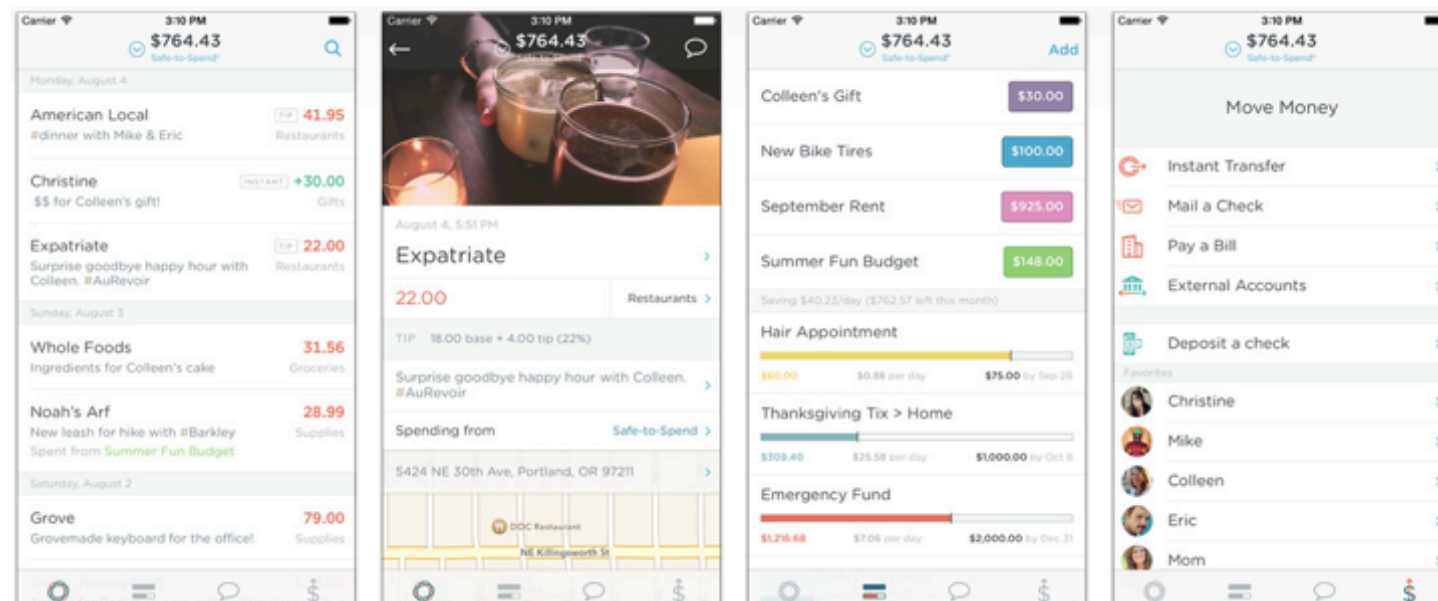
- Dashboard overview of all accounts, spending, bills, budgets, alerts and advice
- Ability to budget and track expenses
- Provides weekly summaries
- Generates alerts and notifications
- Provides credit score tracking
- Simple, intuitive interface
- Good use of data visualization for financial data



# future of banking disruptive trends

## SIMPLE: DIGITAL BANK

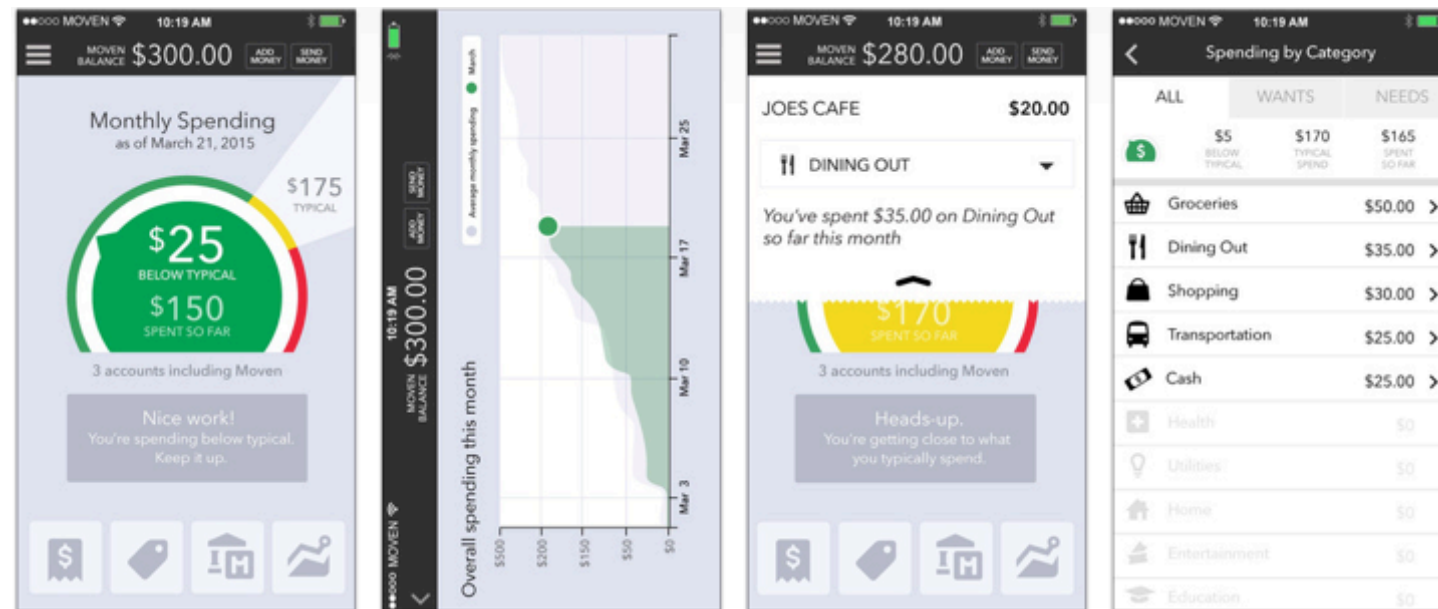
- Ability to track and manage spending in real time
- Ability to attach images to transactions
- Offers a "Save to Spend" feature, tells consumers what they can afford based on their account balances and schedule transactions
- Provides reporting
- Ability to pay bills
- Ability to mail paper checks
- Ability to transfer funds between Simple and accounts at other financial institutions
- Ability to Block/unblock debit cards
- Provides a diligent customer service team
- Minimal, distraction free interface
- Content is free of typical corporate bank jargon



## future of banking disruptive trends

### MOVEN: DEBIT ACCOUNT FOR TRACKING

- Debit account that categorizes and tracks spending
- Instant notification with every transaction
- Phone becomes a wallet using Master Card pay pass
- Pay friends using email/text message even if they do not have Moven account.
- Simple, intuitive interface
- Data Visualization of financial data



## log in authentication



future of banking  
disruptive trends

## ID scanning to open account

### BANK

Radius. Bankmobile

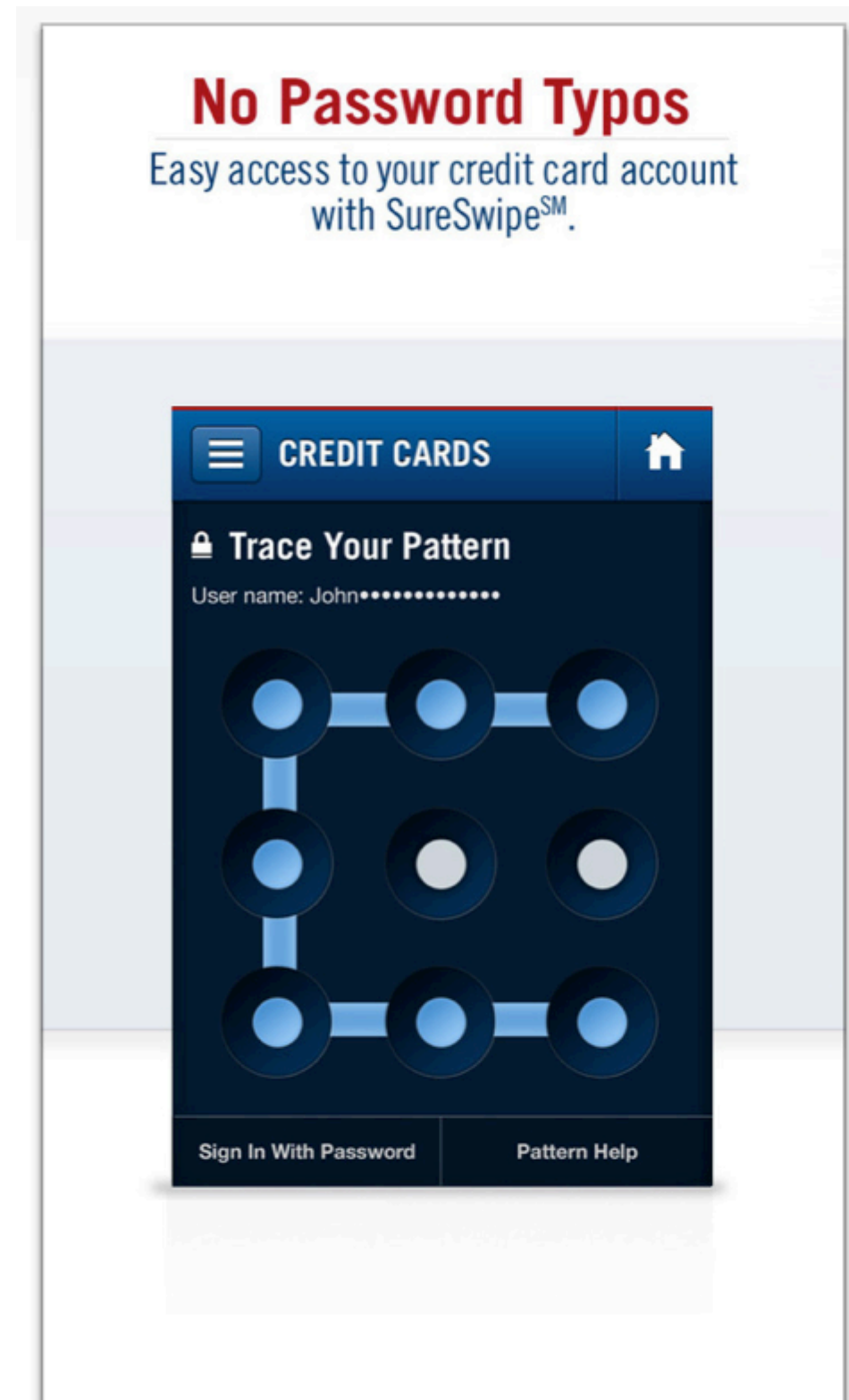
### FEATURE

Banks are gravitating toward a new technology they think can help customers more easily open mobile accounts: allowing customers to photograph their driver's license from their smartphone to help them auto-fill portions of their application.

*American Banker*

03.25.2015

## log in authentication



**future of banking**  
disruptive trends

## pattern tracing log-in

**BANK**  
Capital One

### **FEATURE**

Capital One is making it easier for customers to sign into its mobile banking app replacing passwords with a pattern that users trace with their finger.

The new feature is designed to address two of the biggest issues with mobile banking: Bill-pay security and ease of account sign-in.

SureSwipe is designed to simplify the typical log-in process requiring users to remember and type in eight or more characters, often a combination of numbers and upper and lower case letters. This can be a challenge for mobile users - particularly when they are on the go - given the small screen sizes on smartphone.

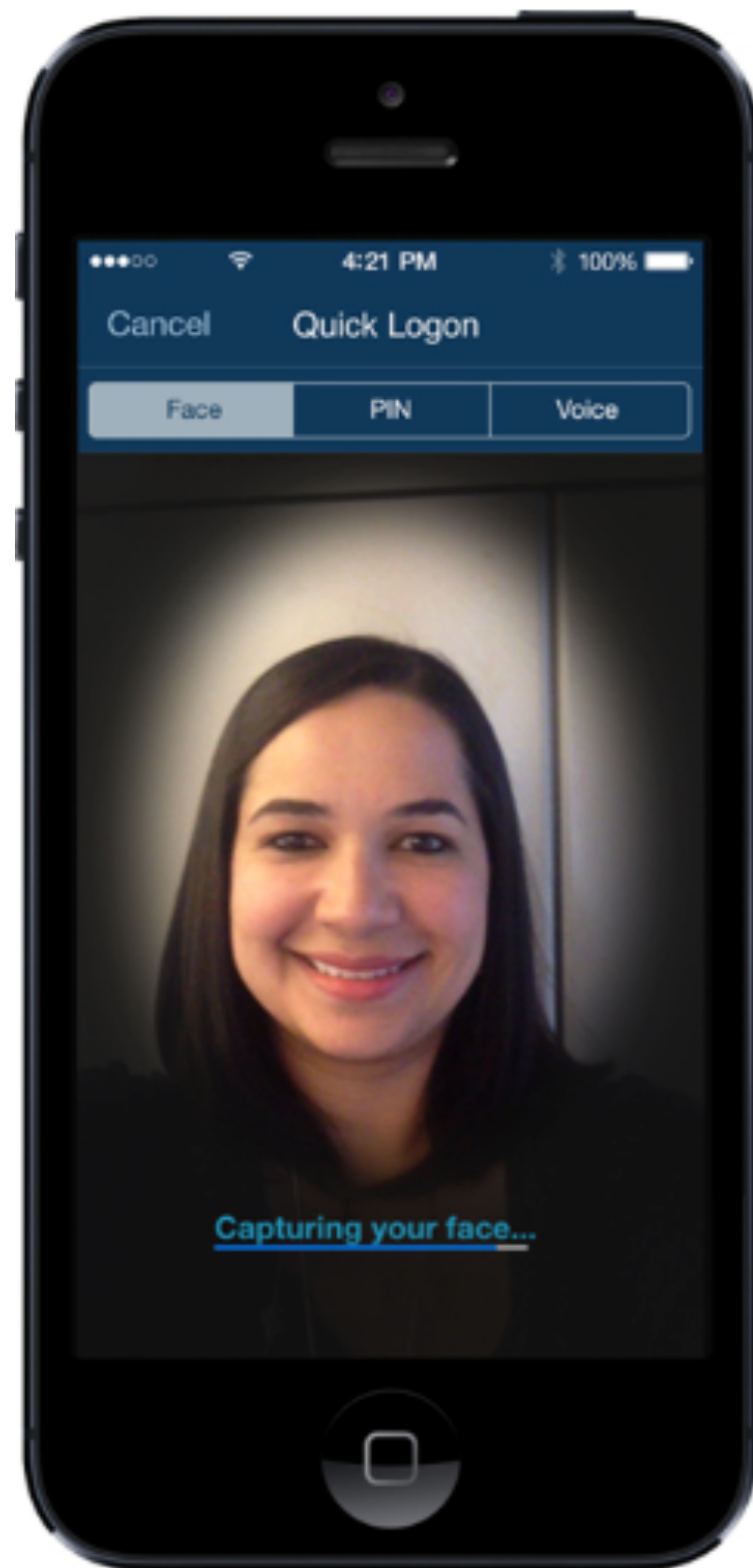
65% of mobile users cite difficulty accessing accounts as causing dissatisfaction with mobile banking.

15% of mobile password entries fail.

<http://www.mobilecommercedaily.com>

11.11.2013

## log in authentication



**future of banking**  
disruptive trends

## biometrics - facial recognition

**BANK**  
USSA

### FEATURE

The San Antonio financial services company has rolled out facial recognition technology across its entire membership base that lets them access its mobile app with a tap of their smartphone camera and a blink when prompted (to prove they're a live person and not a photo). USAA is also giving members the option of logging in with a spoken phrase.

This makes USAA the first major U.S. financial institution to deploy a full-scale rollout of voice and facial recognition. In an industry that has tried and failed to make biometric identification work for 50 years, USAA's efforts could be a significant turning point.

*American Banker*  
02.03.2015

## log in authentication



## cardless cash - QR code

**BANK**  
FIS

### FEATURE

As an extension of the FIS Mobile Wallet, Cardless Cash Access enables customers to make cash withdrawals from mobile-equipped ATMs through the privacy and security of their mobile phone. In essence, the solution allows customers to pre-order cash. After securely logging into the app, a customer selects the account and amount of the withdrawal. Once at the ATM, the end user scans a QR code on the ATM screen and, within seconds, the cash is dispensed. An eReceipt is securely stored in the cloud and is accessible from the phone.

*FISglobal.com*

## log in authentication



## biometrics - fingerprint

**BANK**  
FIS

### FEATURE

FIS this past week announced biometric access to its mobile banking application via Apple's TouchID. With this, FIS will become the first provider to offer fingerprint access to its Cardless Cash ATM application when it enables fingerprint authentication beginning in April, according to a press release.

"One-touch Cardless Cash is unlike anything else in the market," said Douglas Brown, senior vice president and general manager of mobile financial services at FIS. "The ability to access your account and withdraw money with just your fingerprint will make ATM access faster, safer and easier for users. It's a true home run."

The Bancorp is one of the first financial services companies to offer to its banking customers biometric security in mobile.

*Mobile Payments Today*  
03.30.2015

## log in authentication



future of banking  
disruptive trends

## pre-login account balance

### **BANK**

GoBank

### **FEATURE**

Custom alerts are set by customer to manage their spending.

## self-service

Tele2 13:49

**BANK OF THE WEST**

Username: Online Username

Password: Online Password

Remember Me

**Log In**

[Try Mobile PIN](#)

**INSURANCE IN BRIEF** Get helpful insurance tips. [Watch Now](#)

[Contact Us](#) [Find Locations](#)

[Full Site](#) | [Legal Notices](#)

## future of banking disruptive trends

### selling on mobile

#### **BANK**

Bank of the West / Bank of America

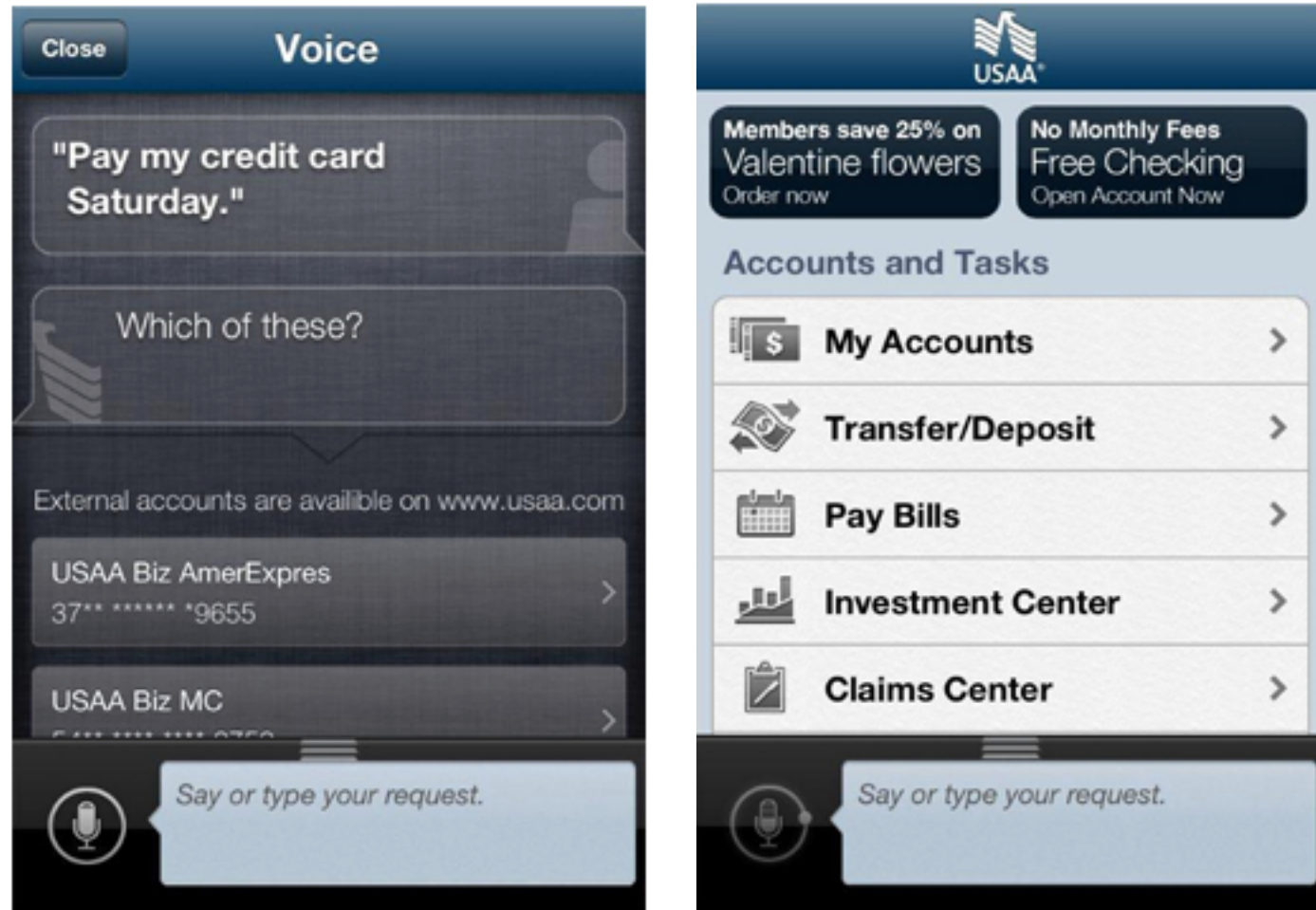
#### **FEATURE**

The use of alerts and sales messages within mobile banking reinforces other channels. Extremely effective as an engagement tool, opt-in push notifications are being used (and promoted) by more and more organizations.

Thinking outside the box, some organizations use behavioral insight to offer engagement and 'next most likely' products, while Bank of America has gone as far as prompting customers with merchant-funded offers through SMS texting.

*The Financial Brand*  
08.27.15

## self-service



## future of banking disruptive trends

### voice command capability

**BANK**  
USSA

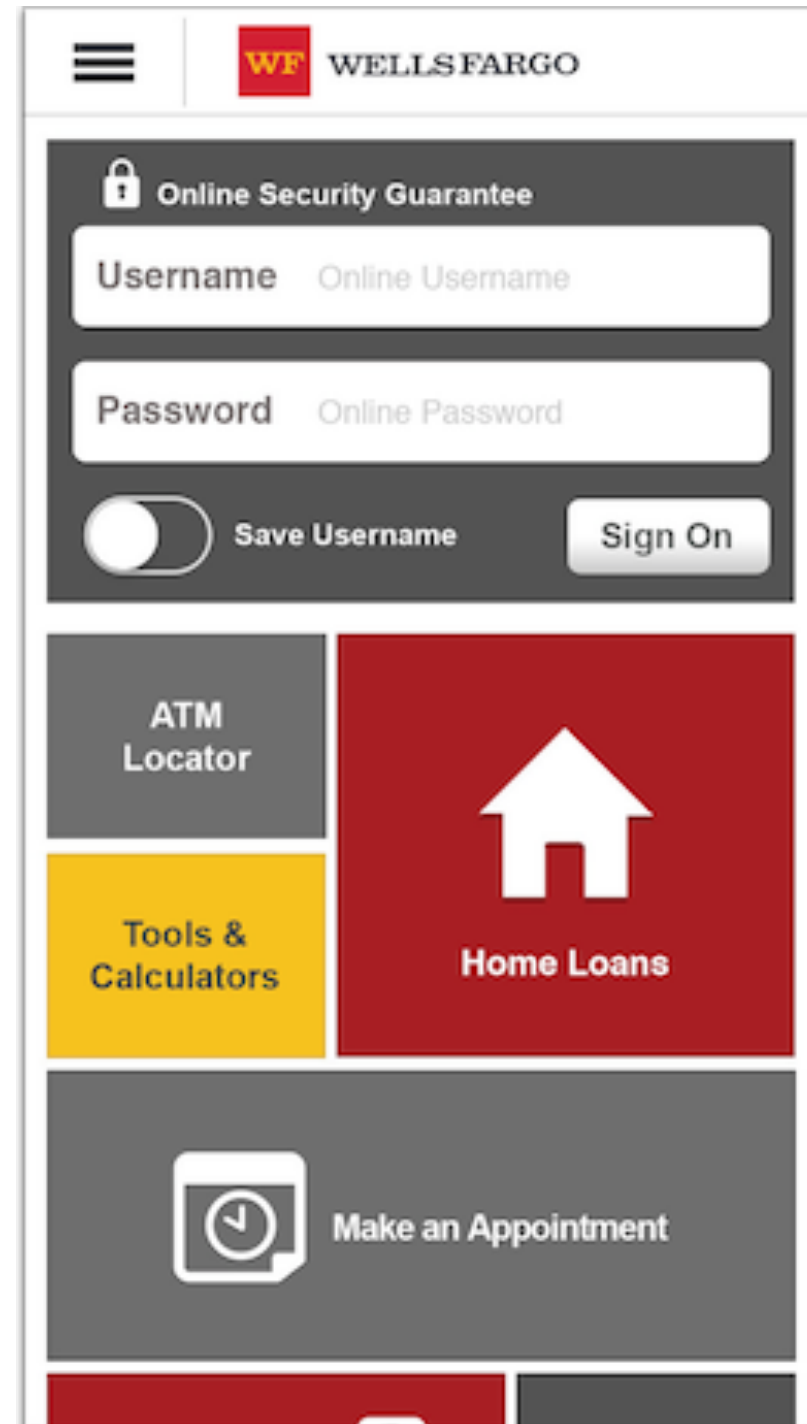
#### **FEATURE**

"Voice opens [mobile banking] up to a whole new group of people," Hudson says.

That list includes: members who are reticent to tap their way through financial tasks (perhaps due to fat fingers), the elderly and those with disabilities, says Hudson.

*AmericanBanker*  
02.22.2013

## self-service



The image shows a mobile app interface for Wells Fargo. At the top, there is a hamburger menu icon and the Wells Fargo logo. Below this is a dark grey header with a lock icon and the text "Online Security Guarantee". The main content area has a white background and contains a login form with two input fields: "Username" (with placeholder text "Online Username") and "Password" (with placeholder text "Online Password"). Below the password field is a toggle switch for "Save Username" and a "Sign On" button. The bottom section of the app features a grid of service tiles: "ATM Locator" (grey), "Tools & Calculators" (yellow), "Home Loans" (red with a white house icon), and "Make an Appointment" (grey with a white clock icon).

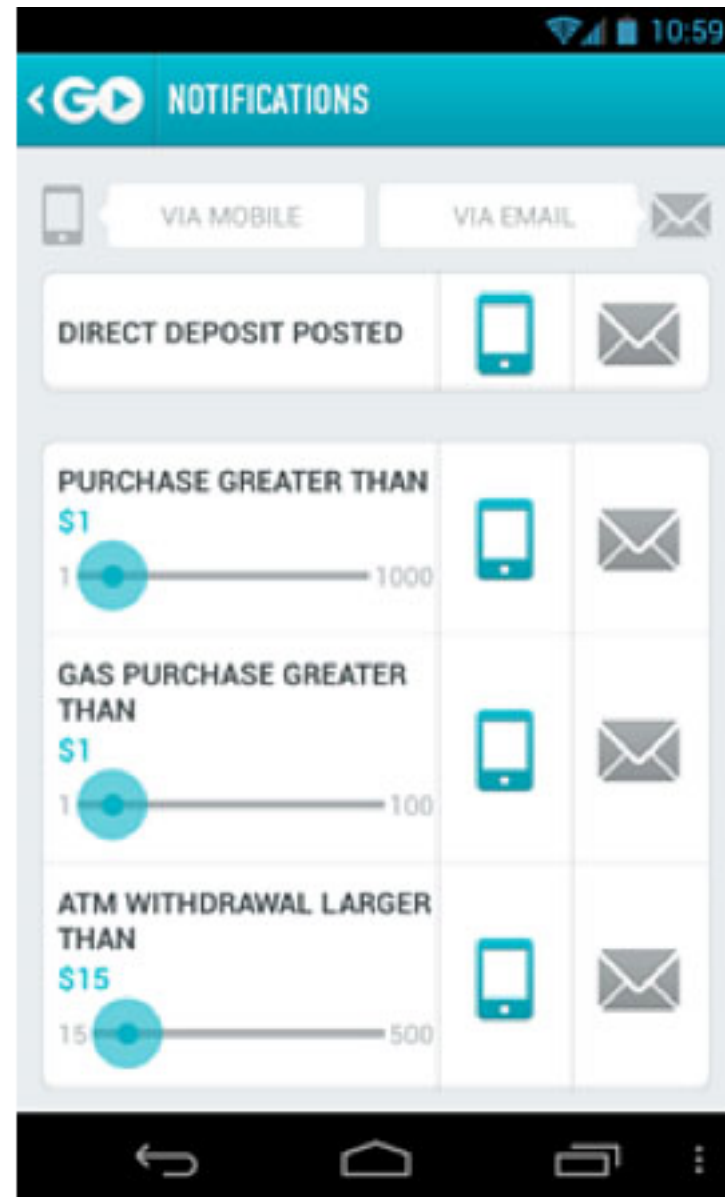
future of banking  
disruptive trends

## make an appointment with bank rep

**BANK**  
Wells Fargo

**FEATURE**  
Plan an appointment with bank specialist via mobile app.

## self-service



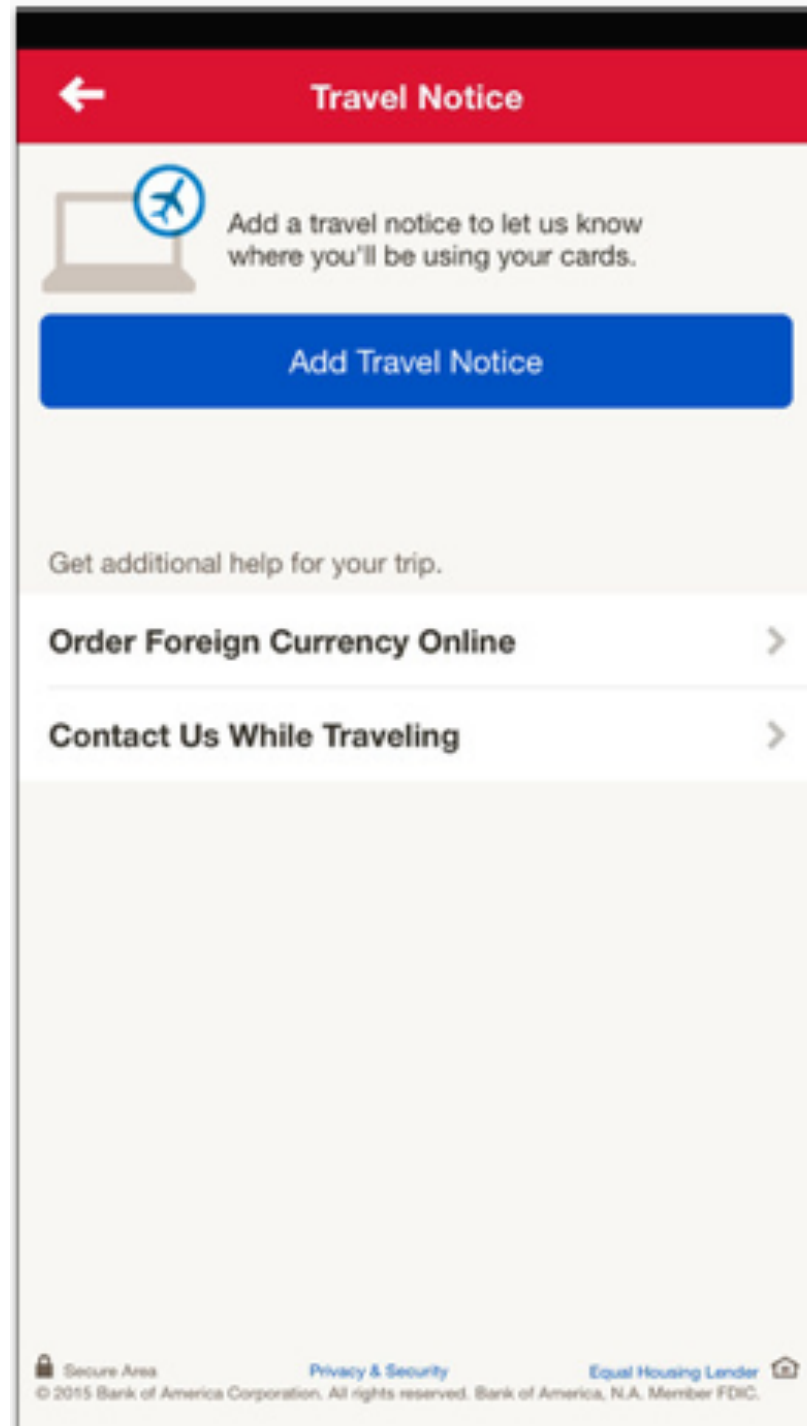
future of banking  
disruptive trends

## custom alerts

**BANK**  
GoBank

**FEATURE**  
Custom alerts set by customer to manage their spending.

## self-service



## future of banking disruptive trends

### travel notice

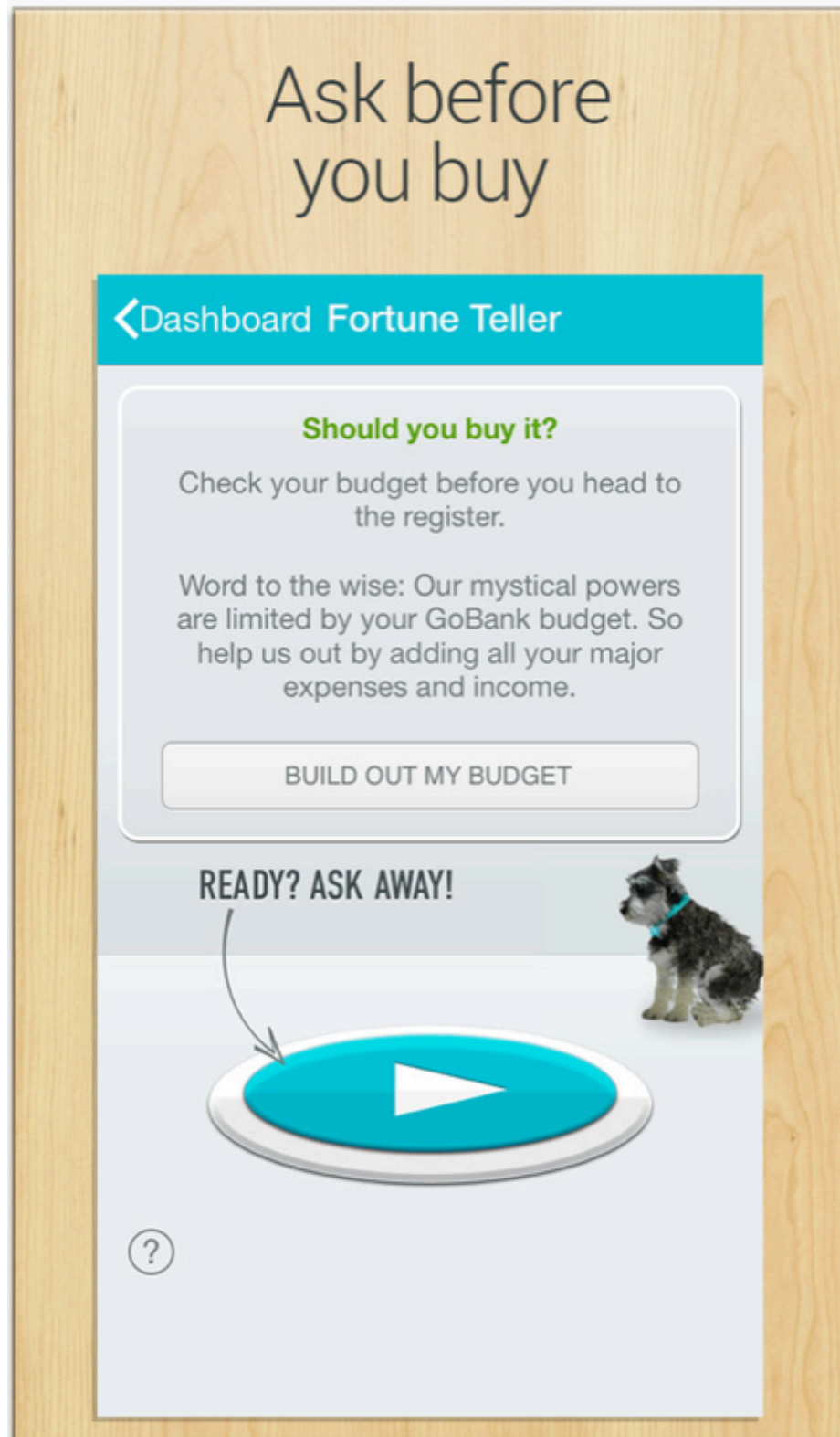
#### **BANK**

Bank of America

#### **FEATURE**

Set travel notices to alert the bank that transactions will occur in new location(s) and order foreign currency online

## self-service



## future of banking disruptive trends

### budget assistance

**BANK**  
GoBank

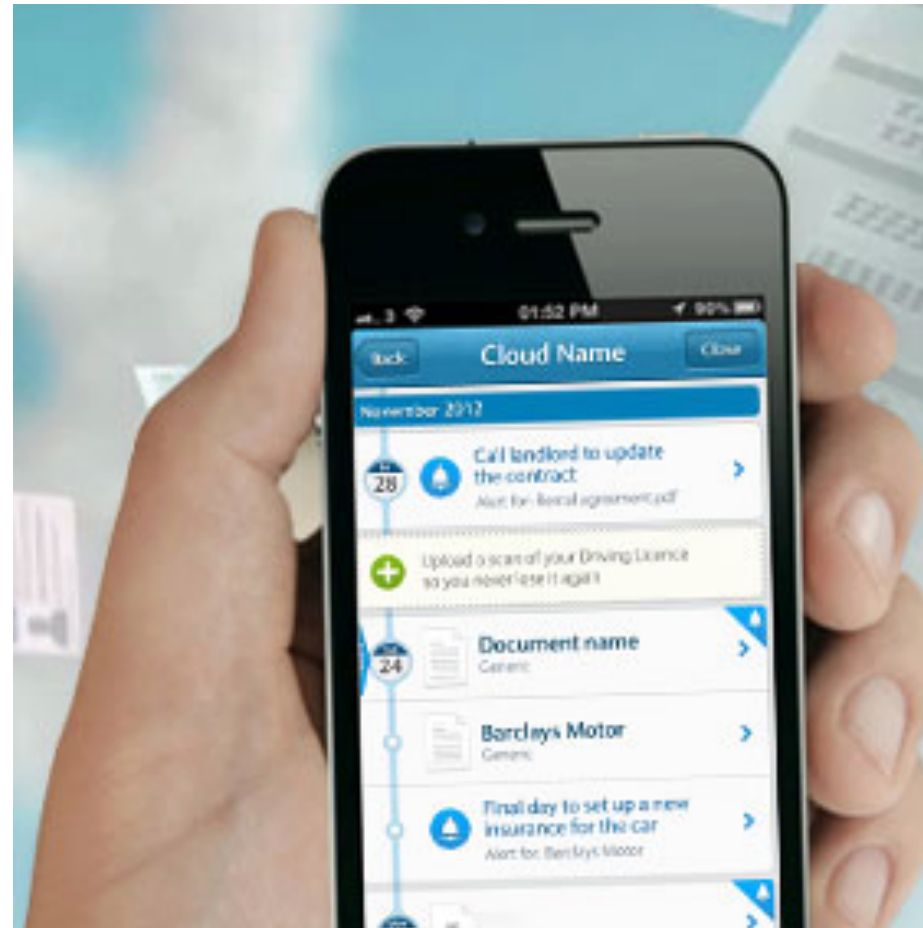
**FEATURE**  
Gamification - Ask before you buy

The Holy Grail of most robust mobile banking apps is the ability to build a complete personal financial management (PFM) integration. GoBank avoids overcomplicating the budgeting process. Simply input the payment reminder (rent, cable, electricity, gym), provide an amount and indicate the frequency. The same is true for deposit reminders. Once a budget is set, the power of the GoBank Fortune Teller™ comes into play.

I can use the Fortune Teller to double-check my budget before I spend. I simply tell the Fortune Teller how much it costs, and GoBank gives me a quick yay or nay based on the budget I've set. And since mobile deposits and payments post immediately, my Fortune Teller update represents a real time balance.

*TheFinancialBanker*  
06.04.2013

## self-service



## cloud storage

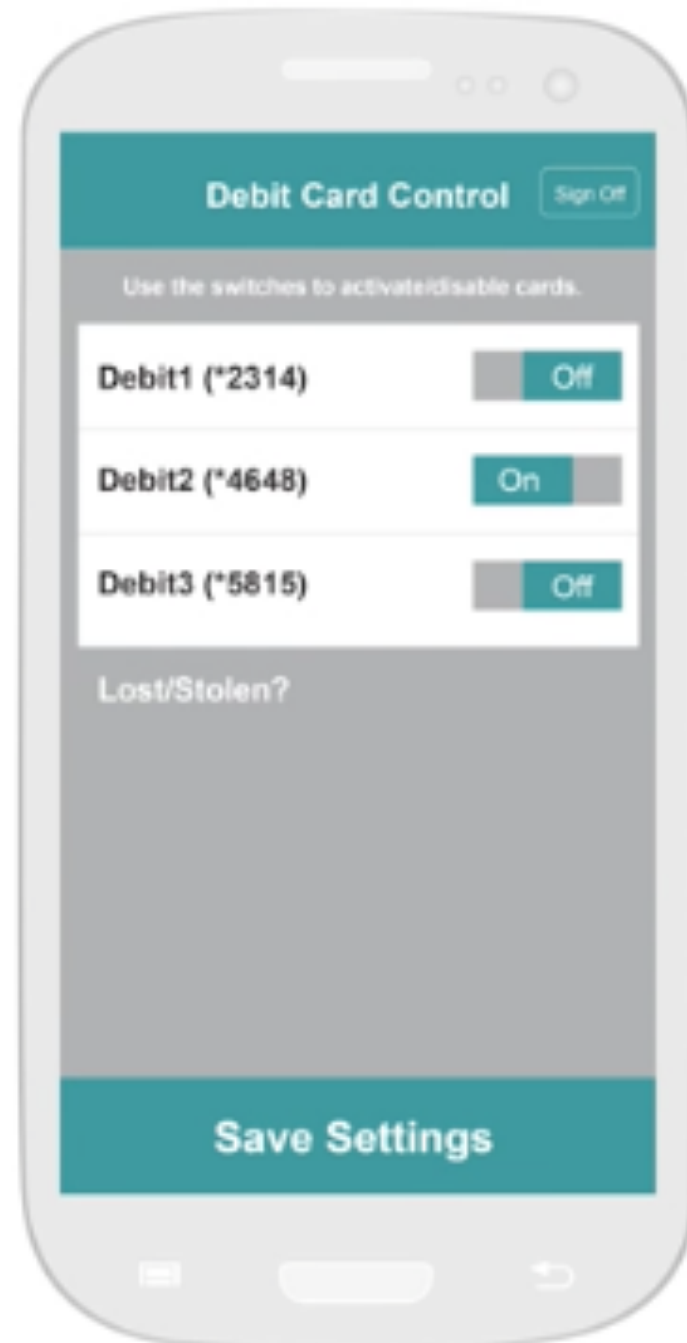
### BANK

Barclay's Cloud It

### FEATURE

Store and tag important digital documents such as passports, birth certificates, driver's license...

## self-service



## future of banking disruptive trends

### deactivate debit card if lost or stolen

**BANK**  
FIS

#### FEATURE

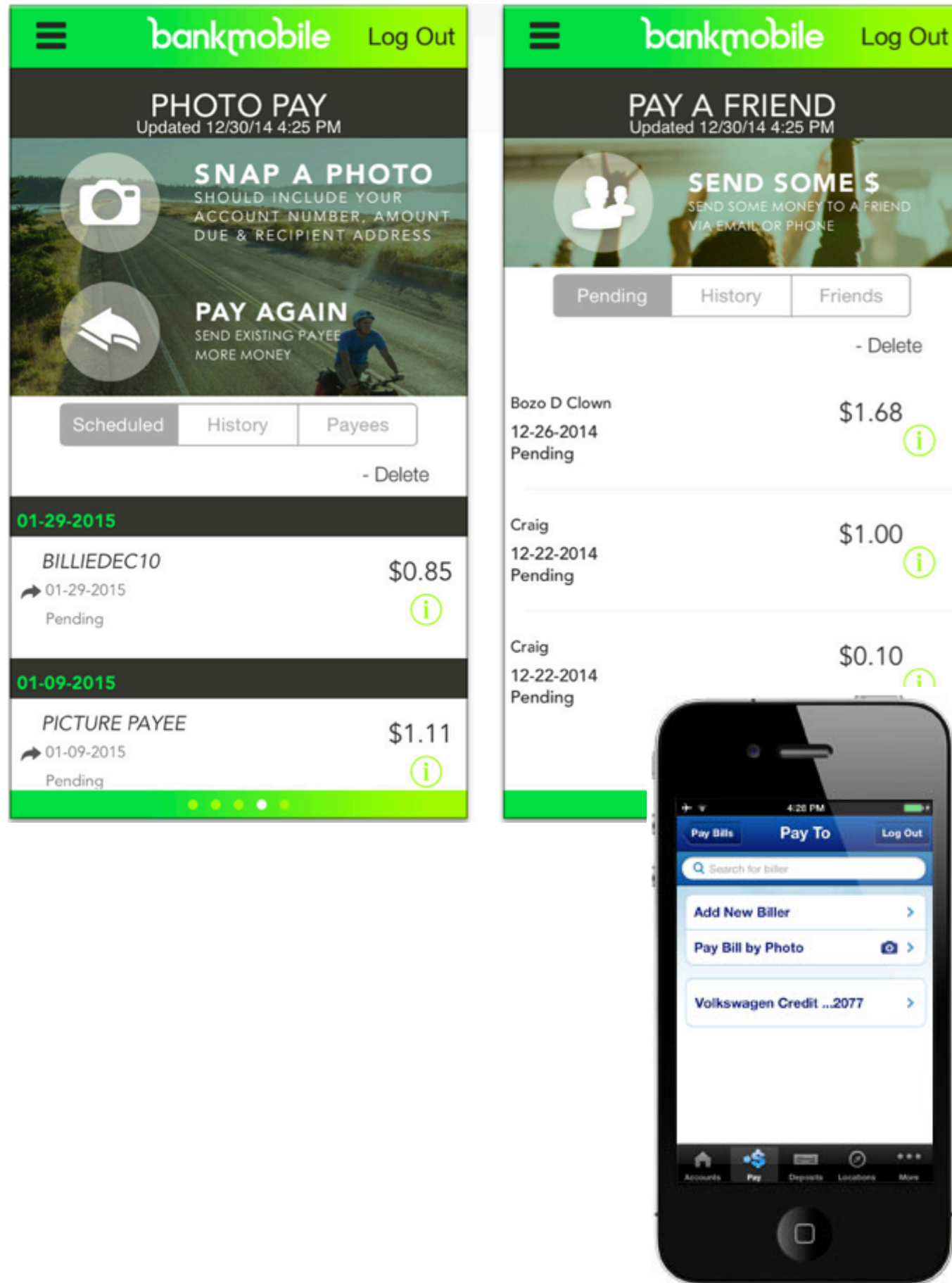
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*Mobile Payments Today*  
03.30.2015

## funds exchange



future of banking  
disruptive trends

## photo pay & pay a friend

### BANK

Bank Mobile, US Bank

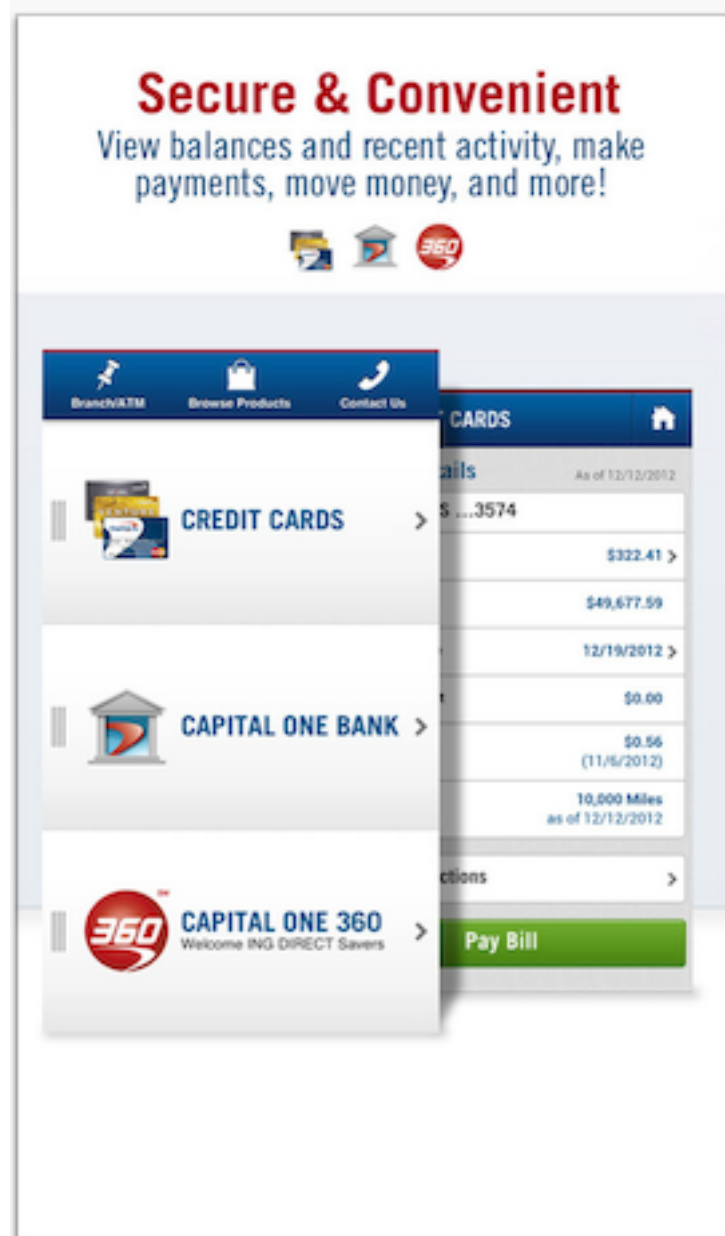
### FEATURE

Snap a photo of your bill to capture all the info and schedule payment or pay instantly.

Send money to a friend...

[bankmobile.com](http://bankmobile.com)  
[usbank.com](http://usbank.com)

## funds exchange



## future of banking disruptive trends

### bump money between phones

**BANK**  
Capital One

**FEATURE**

The card company and bank is one of the few that lets customers bump money between phones as well as make P2P payments.

AmericanBanker

## iOT



## watch bank

**BANK**  
Moven

### FEATURE

Moven launched a smartwatch app for Android devices. It currently operates on Samsung Galaxy Gear watches, as well as the Motorola Moto 360. The smartwatch app also allows the user to view balances in his Moven account – not linked accounts at the moment – and review monthly spending.

U.S. Bank and Wells Fargo are also reportedly testing wearable apps, but Moven's appears to be the first in the wild in the U.S. market with a smartwatch PFM product.

<http://bankinnovation.net/>

04.06.2015



# questions/comments

**NEXT STEPS**

# addendum

April 2, 2015

Description	URL	Tab	Notes
Home	http://www.tdbank.com/		
Demo	http://www.tdbank.com/personalonlinebanking_demo/controller.html		
Personal (Consumer)			
Business			
Online / Mobile			
Investing / Insurance			
Personal (Consumer)			
Online Banking	http://www.tdbank.com/personal/online_banking.html		
Transfers	http://www.tdbank.com/personal/transfers.html		
Person to Person Payments	http://www.tdbank.com/personal/p2p.html		
Bill Pay	http://www.tdbank.com/personal/ebillpay.html		
Online Statements	http://www.tdbank.com/personal/online_statements.html		
Alerts	http://www.tdbank.com/personal/alerts.html		
Checking	http://www.tdbank.com/net/selectstate.aspx?ref=/personal/checking.html		
Mobile Banking	http://www.tdbank.com/personal/mobile_banking.html		
Security Center	http://www.tdbank.com/personal/mobile_banking.html		
IRAs	http://www.tdbank.com/personal/iras.html	IRA planning tools	
Credit Cards	http://www.tdbank.com/personal/credit-cards.html	Cash Back, Travel & Dining	
Compare Cards	http://www.tdbank.com/personalcreditcard/creditcardcomparisonchart.html		
Apply	http://www.tdbank.com/net/absearch/default.aspx#value=Auburn%2C%20ME	Q&A Qualifying Widget	
Debit Cards	http://www.tdbank.com/personal/personal_debit.html		
Offers	http://www.tdbank.com/shoponline/index.html		
Prepaid Cards	http://www.tdbank.com/prepaid-cards/index.html?click=left-nav:personal:prepaid-cards		
Easy Access	http://www.tdbank.com/prepaid-cards/tdconnect/index.html?click=prepaid-landing-page:top-image:link:td-connect-cards		
Parental Control	http://www.tdbank.com/prepaid-cards/tdgocard/index.html?click=prepaid-landing-page:Parnts, Teens		
Gift Card	http://www.tdbank.com/prepaid-cards/giftcard/index.html?click=prepaid-landing-page:top-image:link:td-gift-cards		
Mortgage	http://www.tdbank.com/mortgages/default.html		
Rate Quote	https://tdbank.mortgagewebcenter.com/CheckRates/SearchCriteria.asp?PID=22		
Buy A Home	http://www.tdbank.com/mortgages/buy_home.html	Know the Process, Choose Your Loan, Start the Application	
Find a Mortgage Advisor	https://tdbank.mortgagewebcenter.com/LoanOfficer/Search	Location based search widget	
Find a Mortgage Advisor - Results	https://tdbank.mortgagewebcenter.com/LoanOfficer/SearchResults		
The Mortgage Process	http://www.tdbank.com/mortgages/lending-process.html		
Resource Center	https://tdbank.mortgagewebcenter.com/ResourceCenter/ResourceCenter.asp?PID=74		
Loan Programs	https://tdbank.mortgagewebcenter.com/Resources/Resources/LoanPrograms		
Closing & Beyond	https://tdbank.mortgagewebcenter.com/Resources/Resources/Closing		
Your Application	https://tdbank.mortgagewebcenter.com/Resources/Resources/Application		
Calculators	https://tdbank.mortgagewebcenter.com/Resources/Resources/CalculatorsIndex		
Your Property	https://tdbank.mortgagewebcenter.com/Resources/Resources/Property		
Glossary	https://tdbank.mortgagewebcenter.com/ResourceCenter/Glossary.asp		
Apply Now	https://tdbank.mortgagewebcenter.com/Account/Login?ReturnUrl=%2fApplyNow	Application widget	
Home Equity Loans & Lines	http://www.tdbank.com/net/selectstate.aspx?ref=/personal/home_equity_loan.html		
Personal Loans	http://www.tdbank.com/personal/personal_loans.html		
Personal Unsecured Loan	http://www.tdbank.com/net/selectstate.aspx?ref=/personal/personalunsecuredloan.htm	Data driven by regional selection	
Personal Unsecured Line of Credit	http://www.tdbank.com/net/selectstate.aspx?ref=/personal/personalunsecuredloc.html	Data driven by regional selection	
Collateral Loan	http://www.tdbank.com/net/selectstate.aspx?ref=/personal/collateral.html	Data driven by regional selection	
Foreign Exchange Services	http://www.tdbank.com/personal/foreignexchangeservices.html	Foreign Exchange Cash, Internal Wire Transfers, Foreign Checks, International Drafts	
Apply Now	https://tdbank.mortgagewebcenter.com/Account/Login?ReturnUrl=%2fApplyNow	Application widget	
Home Equity Loans & Lines	http://www.tdbank.com/net/selectstate.aspx?ref=/personal/home_equity_loan.html		
Personal Loans	http://www.tdbank.com/personal/personal_loans.html		
Personal Unsecured Loan	http://www.tdbank.com/net/selectstate.aspx?ref=/personal/personalunsecuredloan.htm	Data driven by regional selection	
Personal Unsecured Line of Credit	http://www.tdbank.com/net/selectstate.aspx?ref=/personal/personalunsecuredloc.html	Data driven by regional selection	
Collateral Loan	http://www.tdbank.com/net/selectstate.aspx?ref=/personal/collateral.html	Data driven by regional selection	
Foreign Exchange Services	http://www.tdbank.com/personal/foreignexchangeservices.html	Foreign Exchange Cash, Internal Wire Transfers, Foreign Checks, International Drafts	
Cross Border Banking	http://www.tdbank.com/net/selectstate.aspx?ref=/personal/cross-border-banking.html		
Private Client Banking and Lending	http://www.tdbank.com/investments/private-client-group/private-client-banking.html	Day to Day Banking, Credit and Lending	
Investment Management	http://www.tdbank.com/investments/private-client-group/investment-management.html		
Trust and Estate Planning	http://www.tdbank.com/investments/private-client-group/trust-and-estate-services.html		
High Net Worth Planning	http://www.tdbank.com/investments/private-client-group/high-net-worth-planning.html		
Institutional Trust	http://www.tdbank.com/investments/private-client-group/institutional-trust.html	Asset Management, Retirement Plan Services, Trustee Services, Captive Insurance	
Financial Tips and Tools	http://www.tdbank.com/personal/investment-resources/markets-and-research.html		

## External client facing links: desktop

Mobile Features	TD Bank	Cap One	US Bank	Wells Fargo	CIBC	RBC
<b>Phone</b>						
Application download	Y	Y	Y	Y	Y	Y
Check deposit balance	Y	Y	Y	Y	Y	Y
Check loan balance	Y	Y	Y	Y	Y	N
Check account balance	Y	Y	Y	Y	Y	Y
View pending transactions	Y	Y	Y	Y	N	Y
Transfer funds	Y	Y	Y	Y	N	N
View account history	Y	Y	Y	Y	Y	Y
Make single bill payments	Y	Y	Y	Y	Y	N
Locate nearest TDB bank or ATM	Y	Y	Y	Y	Y	N
Get directions	Y	Y	Y	Y	Y	N
FAQ for commonly asked questions	Y	Y	Y	Y	Y	Y
Real time purchase notifications	N	Y	Y	Y	N	N
Touch ID sign in	N	Y	Y	Y	N	N
Purchase (vender) view	N	Y	Y	Y	N	N
Photo feature to pay bills	Y	Y	Y	Y	Y	N
Photo feature to deposit checks	Y	Y	Y	Y	Y	Y
Send money instant	Y	Y	Y	Y	N	N
Request money	N	N	Y	Y	N	N
Transfer credit card balances	N	N	Y	Y	N	N
Tools and Calculator	N	N	N	Y	N	N
Make an Appointment	N	N	N	Y	N	N
View Market News, Stats & Quotes	N	N	N	Y	N	N
Registration and Profile	N	N	N	N	Y	N
English & French	N	N	N	N	Y	N
<b>Tablet</b>						
View account details	Y	Y	Y	Y	Y	Y
Check account balances	Y	Y	Y	Y	Y	Y
View transactions	Y	Y	Y	Y	Y	Y
Transfer funds between accounts	Y	Y	Y	Y	Y	Y
Pay bills	Y	Y	Y	Y	Y	Y
Deposit Checks	Y	Y	Y	Y	Y	Y

## Mobile feature matrix: desktop

### ANALYSIS

- New features are explored and tested to varying degrees of success by the competition
- Mobile allows for better customer and product tracking
- Features are built out to support customer service services and smart decision making

### SUMMARY

Anything that can be mobile will be mobile.

Platform	URL	Notes
Facebook	<a href="https://www.facebook.com/TDBank">https://www.facebook.com/TDBank</a>	549,650 likes
		Active
		Seeking out customer opinion
		Promotes core value of supporting small businesses
		Provides educational tool tips for personal financial management
Twitter	<a href="https://twitter.com/TDBank_US">https://twitter.com/TDBank_US</a>	31,900 followers
		Active
		Direct line to help and customer service
		Clearly communicative
		Providing useful links and information for financial management
		Informative
		More customer service in tone than marketing
		Community oriented
YouTube	<a href="https://www.youtube.com/user/TDBankUS">https://www.youtube.com/user/TDBankUS</a>	786 subscribers
		Videos of the CEO talking about corporate responsibility
		Formal, serious, board meeting feeling
		Television advertisements
		Corporate driven, not customer
		Very controlled environment
		Tightly managed and maintained
LinkedIn	<a href="https://www.linkedin.com/company/2775?trk=tyah">https://www.linkedin.com/company/2775?trk=tyah</a>	173, 972 followers
		Professional
		Used for recruitment and internal corporate updates
		Potential employee information
Pinterest	<a href="https://www.pinterest.com/tdbank/">https://www.pinterest.com/tdbank/</a>	344 followers
		Undefined use of Interest
		possibly trying to appeal to the millennia's
		Unclear strategy, focus or messaging
		0 likes is not a great sign
		Attempting to be 'cute' but unsuccessful or awkward execution

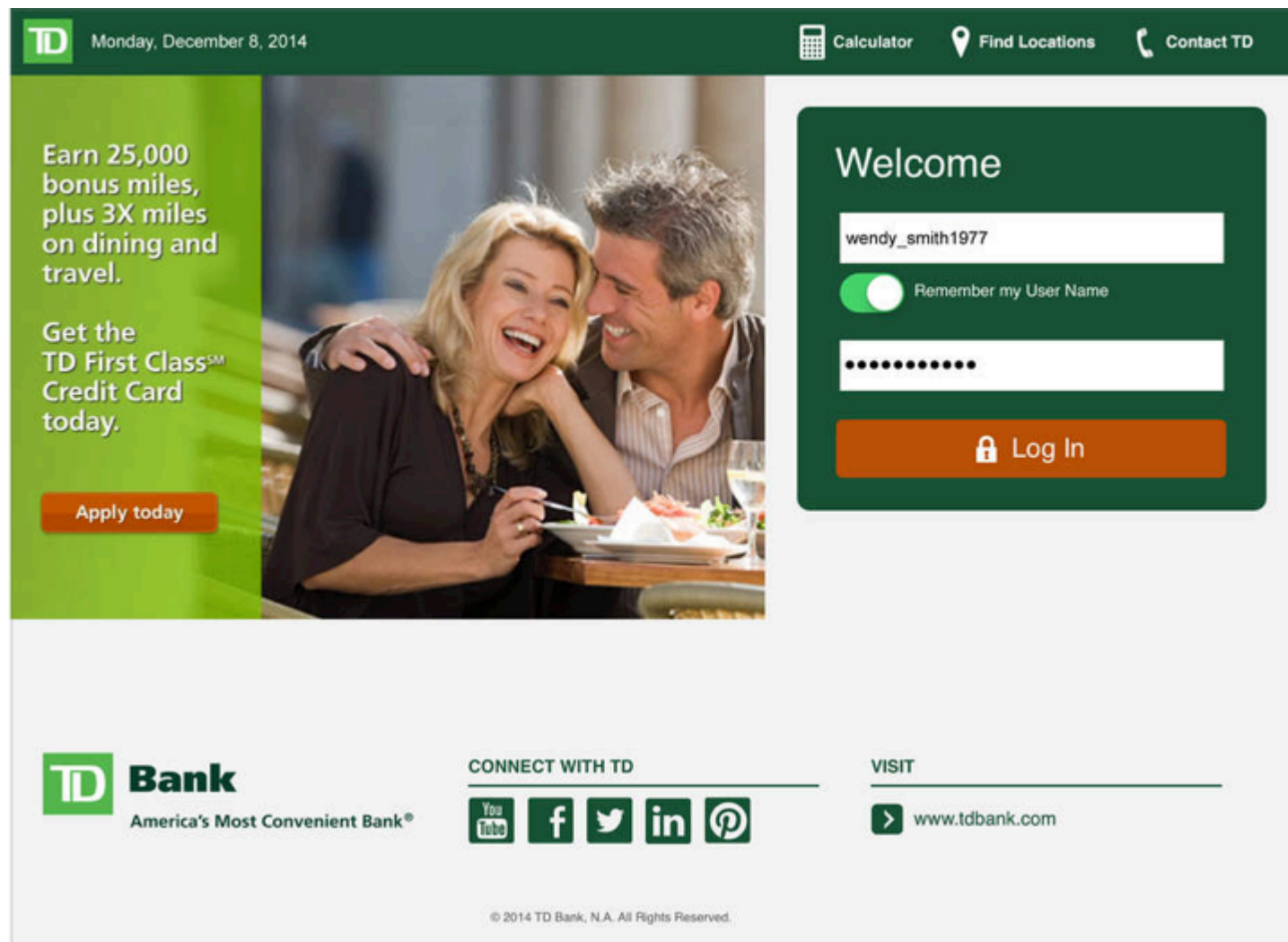
## Social network analysis: desktop

### ANALYSIS

- Generally very professional and well maintained

### SUMMARY

A very important feature for marketing and external communications



## TDBank: tablet

### log-in

#### ANALYSIS

- Clearly displayed call to action for the user to either Log in or to Apply for a new account
- Soft sell marketing incentives for new customer acquisition
- Lack of choice helps the decision making process for the customer experience

#### SUMMARY

Clear direction and intuitive design. It is disconnected from the Web site experience, but demonstrates a mobile first development approach

TD Monday, December 8, 2014 Calculator Find Locations Contact TD Log out

**Accounts**

Deposit Accounts \$20.00  
 TD Checking x9144 \$10.00 >  
 SELECT MONEY MARKET STMT x7218 \$10.00 >  
[TD Debit Card Advance Settings](#)  
[-Optional Overdraft Protection](#)

**TD Checking x9144**

Account History Pending Transactions

**TRANSACTION ACTIVITY** Available Balance: \$10.00  
Today's Beginning Balance: \$10.00

DATE	DESCRIPTION	DEBIT	CREDIT
09/30/2014	CREDIT FBIC MOVE FUNDS		\$0.48
09/18/2014	Online Xfer Transfer to SV 00004786157218	- \$1.40	
09/17/2014	Online Xfer Transfer to SV 00004786157218	- \$1.00	
09/17/2014	Online Xfer Transfer to SV 00004786157218	- \$1.00	
09/17/2014	Online Xfer Transfer from SV 00004786157218		\$1.00
09/17/2014	Online Xfer Transfer from		\$1.00

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## TDBank: tablet

### account overview

#### ANALYSIS

- Information is displayed in a clear and intuitive manner
- User can take action on the data or simply view the account summary
- Amount of data displayed is relevant and appropriate to the users experience and expectations of managing an active account

#### SUMMARY

Information is displayed in a professional manner that helps customers feel in control of their financial affairs

TD Monday, December 8, 2014 Calculator Find Locations Contact TD Log out

Bill Pay

**PAY A BILL**

Select Biller: Central Maine Power x9123

Pay From Account: TD Checking Available Balance \$10.00 x9144

Pay Date: Monday, December 08, 2014

Amount: \$ 300.00

Clear Make Payment

**BILL PAY INFORMATION**

Q: What should I choose as my Pay Date?

A: The pay date is the day your payment is received, so you can choose a pay date that is the same as the due date on your bill. You can also select an earlier date if you wish. Bill Pay makes sure that the biller receives your payment on the correct day.

If the payment can be made electronically, the money is withdrawn from your account on the Pay Date. If the payment is made by check, the money is

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## TDBank: tablet

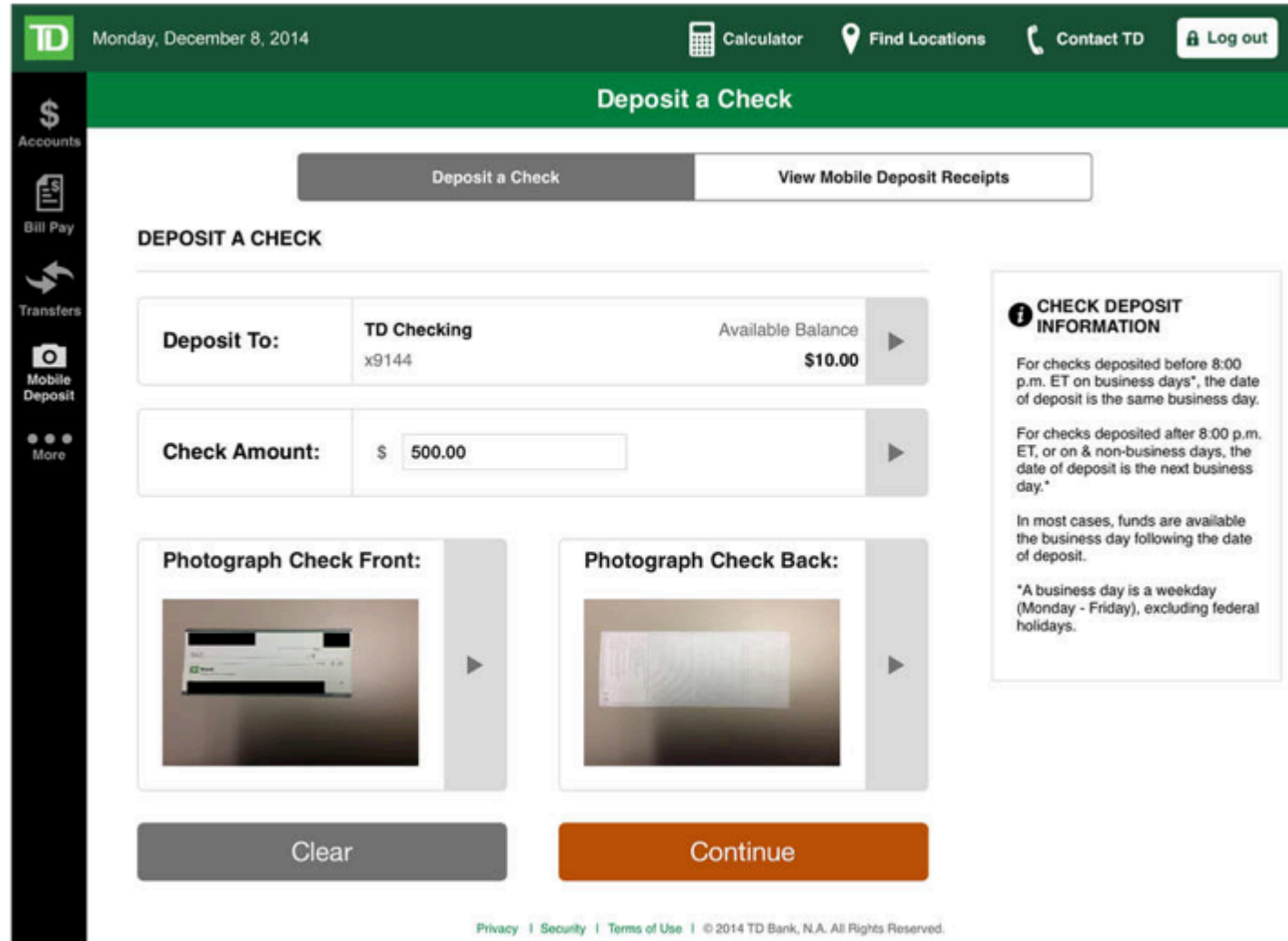
### bill pay

#### ANALYSIS

- asks are presented in an easy to use and understand how to complete manner
- Tasks are displayed in a logical order
- The system contains the most frequently used activities and tasks by the customer
- Informative side bar information is subtle, and there if the costumer requires additional help

#### SUMMARY

The minimal design and display of only required fields shows a clear and direct focus for customers to complete tasks in the system



## TDBank: tablet

### deposit a check

#### ANALYSIS

- Tasks are presented in an easy to use and understand how to complete manner
- Tasks are displayed in a logical order
- The system contains the most frequently used activities and tasks by the customer
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#### SUMMARY

The minimal design and display of only required fields shows a clear and direct focus for customers to complete tasks in the system

## TDBank: tablet

### find a branch

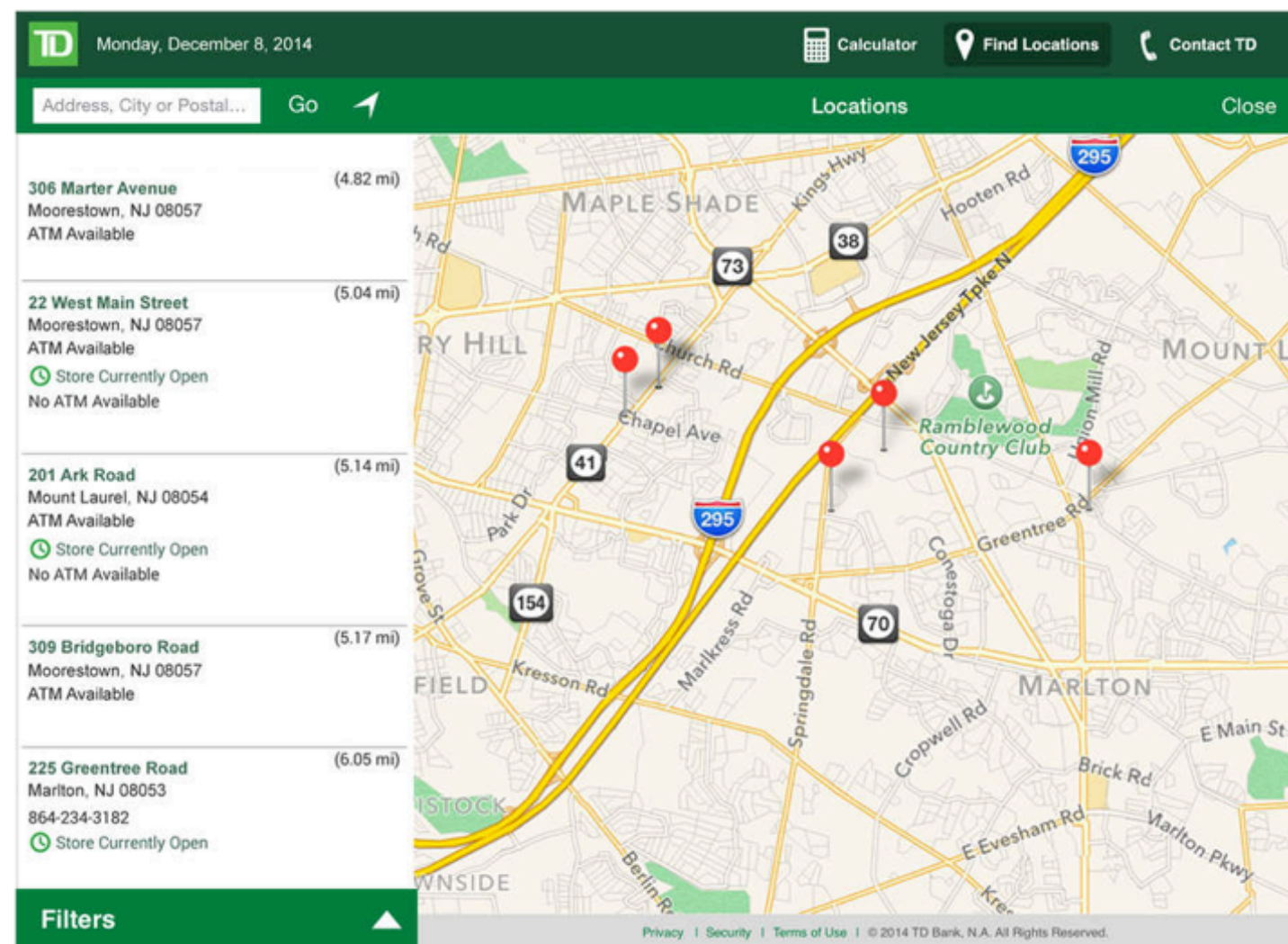
#### ANALYSIS

- Internal iOS features are taken advantage of in the application with location

#### SUMMARY

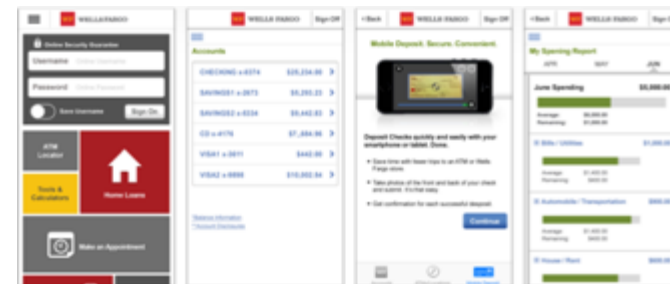
Useful map display of nearby branches and ATM services

Could take it another step by enabling customers to make appointments with branch managers or customer sales reps.



# competitive landscape

## Wells Fargo



## ANALYSIS

### Landing Pages

- Most competition is offering the same of very similar features
- No obvious promotional call-to-action to create an account. User must navigate through global navigation. No individualistic personality, similar templates with different logos. Lack of connection with the customer. No personalization.
- Lengthy applications to create an account
- No ability to chat online - phone call only
- Home pages lead users to three primary calls to action: open a new account, learn more or log in to an existing account
- Marketing information is overwhelming and in "marketing speak" not customer friendly language
- Mobile applications in general are considerable more focused and task oriented

## US Bank



## SUMMARY

- UX strategy and design will separate the best from the rest.
- A clear call to action will provide direction and support for new users

## Capital One

