



More successful optimization: How ING improves their customer journeys in an agile and global organisation



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Key points

- ING has been successful in growing primary relationships, which accelerates long-term value creation in our retail banking franchise
 - Growth in customers and digital traffic translates into higher engagement, sales, revenues and strong financial results
 - Digital leadership is reflected in the success of the digital model as we know how to interact with our customers also in a mobile-first world
- There is still a lot of value potential within the countries where ING operates
- To tap into this potential and keep up with customer expectations, we need to offer a best-in-class digital customer experience and move to a more efficient and scalable model

ING is active in more than 40 countries

Market leaders:

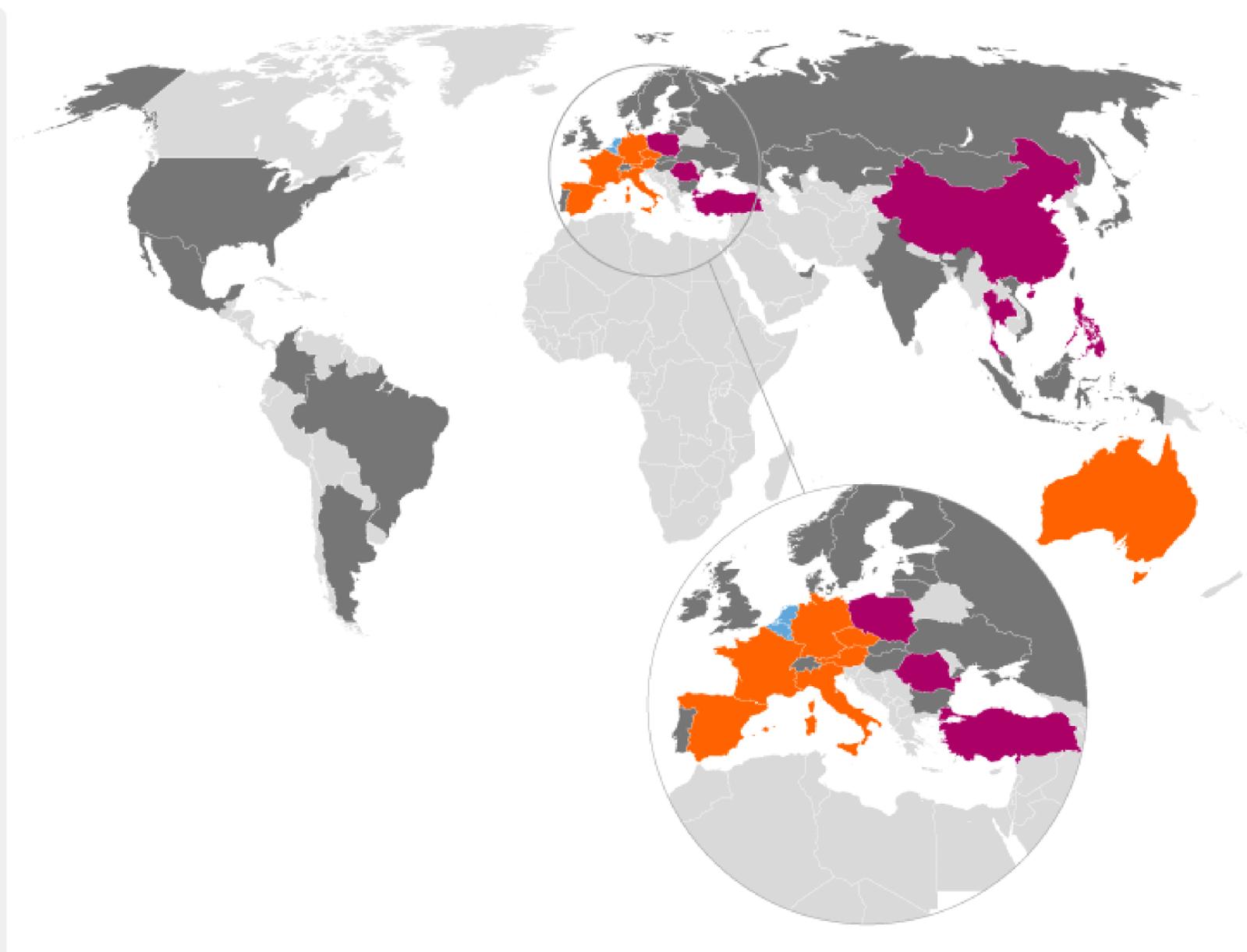
Netherlands, Belgium, Luxembourg

- Leading retail and wholesale banks
- Evolving into 'direct-first' banks
- Improving operational excellence

Challengers:

Germany, Austria, Czech Republic, Spain, Italy, France, Australia.

- Leading 'direct-first' banks
- Further integrating retail and wholesale banking capabilities
- Broadening lending capabilities



Growth Markets:

Poland, Romania, Turkey, the Philippines and our stakes in Asia

- Strong positions in fast-growing countries
- Evolving into 'direct-first' banks
- Developing digital leadership capabilities

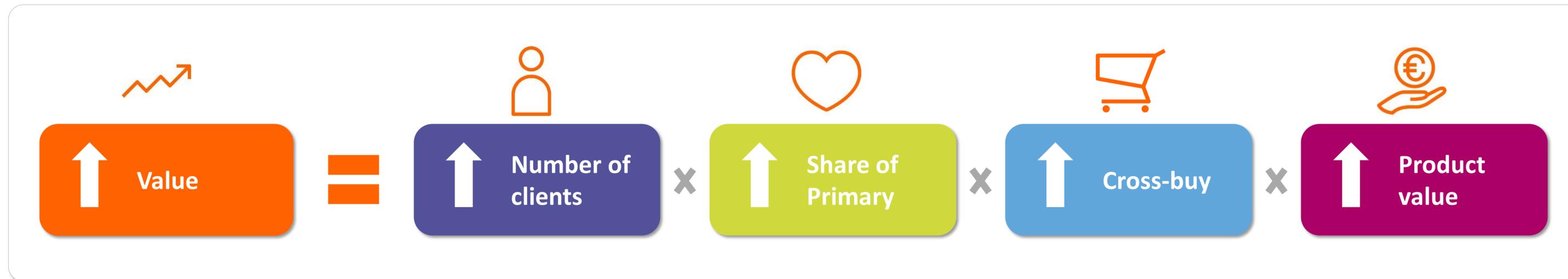
Wholesale Banking

Network and global franchises

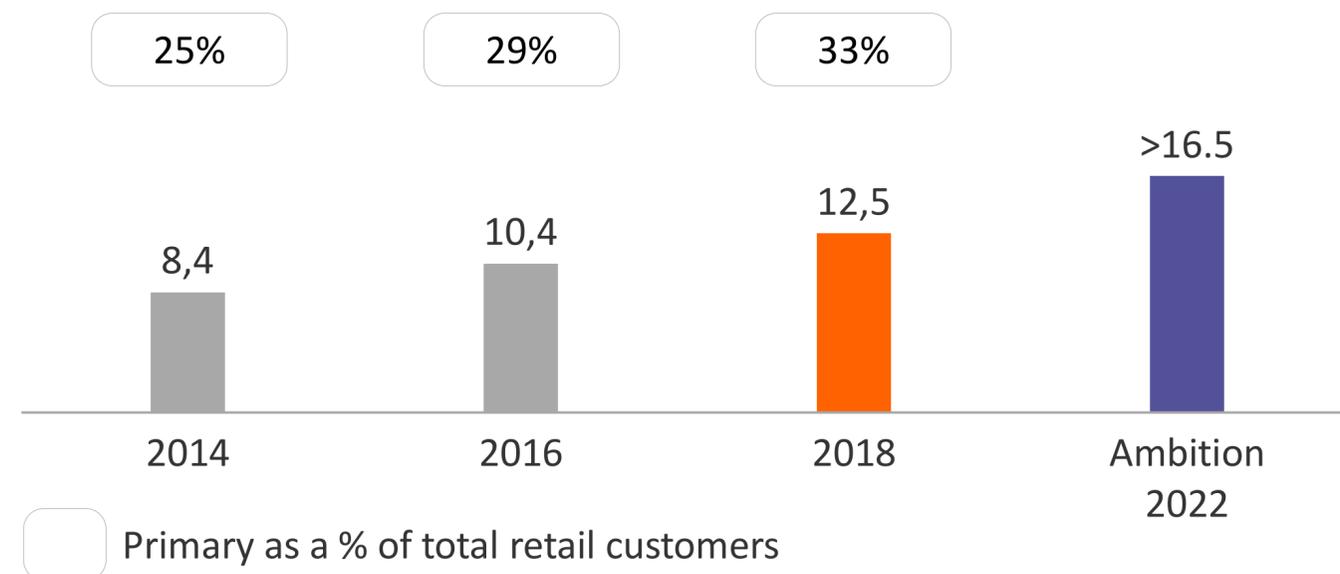
- International network: more than 40 countries
- Extensive international client base across all regions
- Global franchises: Industry Lending and Financial Markets; Trade Finance and Cash Management

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Sustained primary customer growth in Retail



Primary customers* ING Retail (in mln)



Growing by **~1 mln** primary customers per year

* Definition: active payment customers with recurring income and at least one extra active product category

Customers increasingly expect more in a mobile-only world

Mobile is becoming the primary channel, also in banking...

...and in mobile other players set customer expectations

26%
of customers is already
mobile-only
and growing fast*



Personal
Instant
Relevant
Seamless

* Based on active customers with at least one contact with ING in 4Q18

The key to growing primary relationships and creating value, is to reinforce a 'virtuous circle' of customer engagement



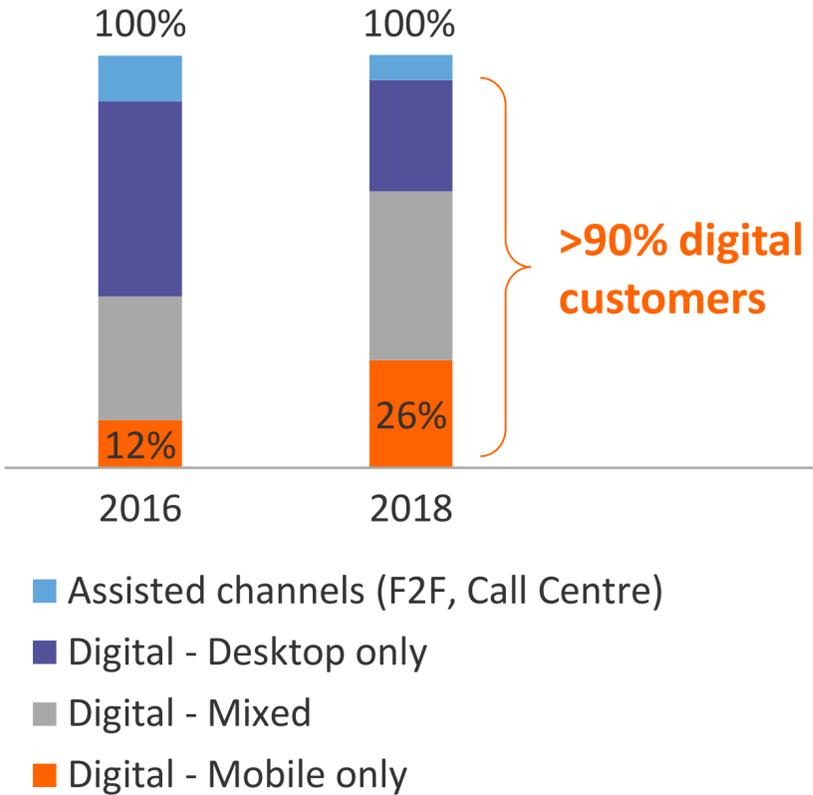
- Each customer interaction is an opportunity to offer a relevant product or service to our customer...
- ...and to get to know the customer better
- A superior digital and personalised customer experience is the differentiating factor for continuous engagement
- This drives how successful we are in deepening our relationships and cross-buy, and growing our primary customer base



We convert growth in digital interactions into digital sales...

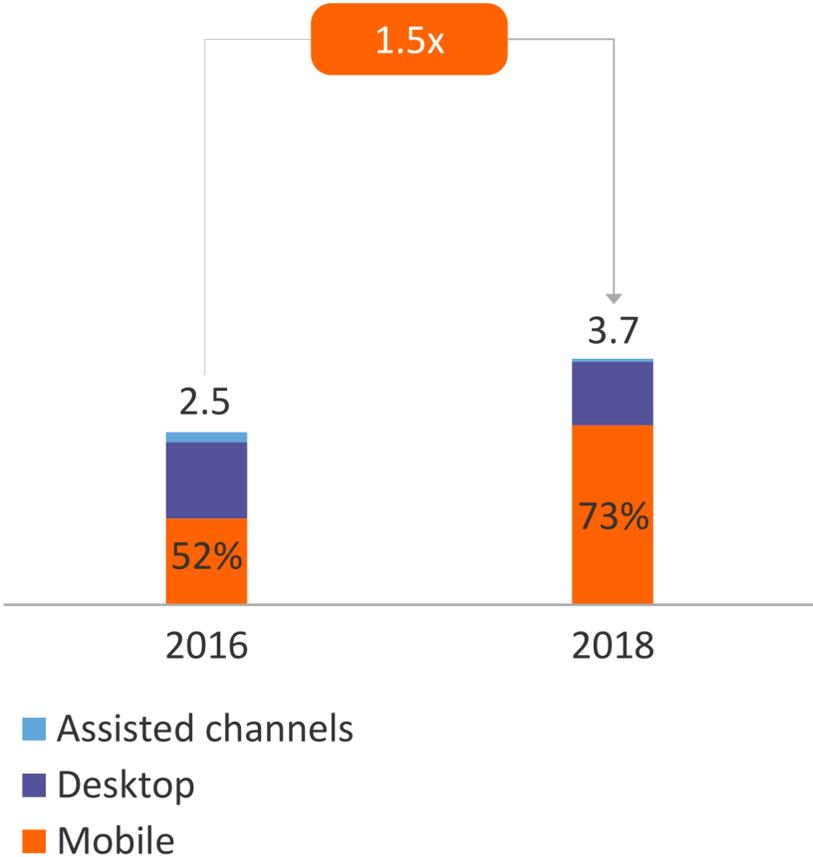
Customer behaviour changes drastically...

Channel mix* among active customers who contact us



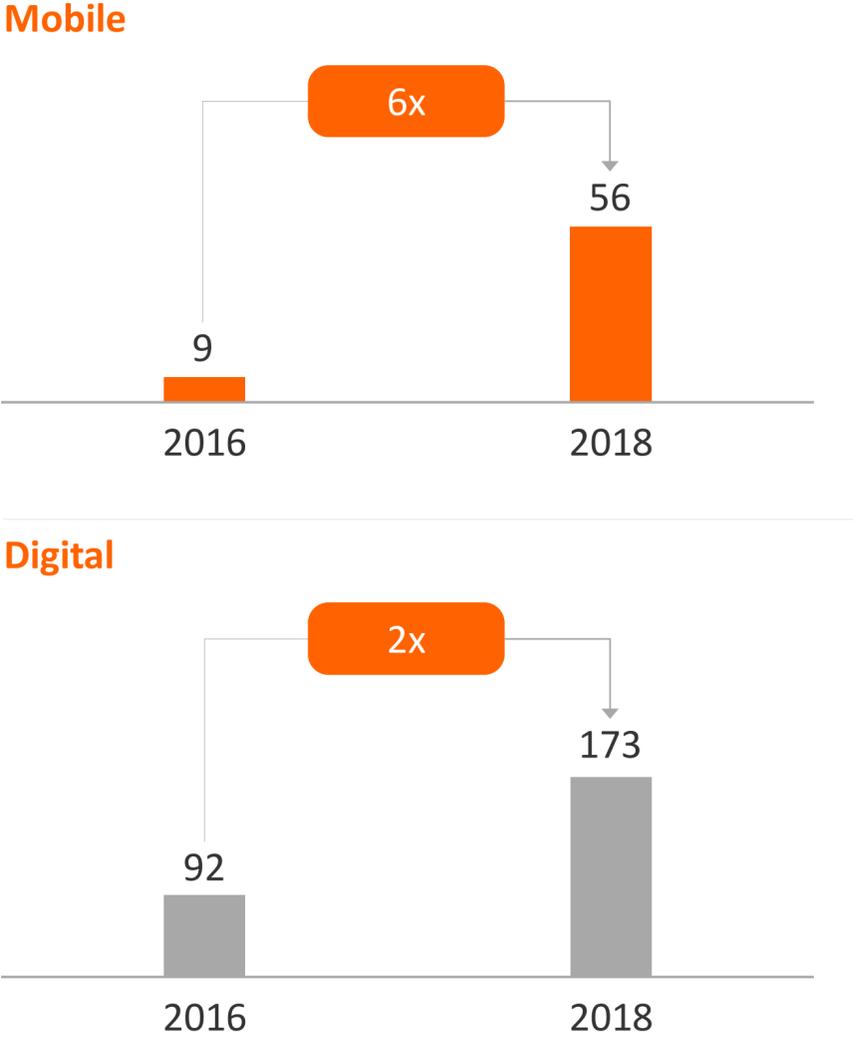
...mobile interactions grow fast...

Customer interactions with ING per channel (in bln)



...which we convert into digital sales

Annual non-deposit sales per 1,000 active customers

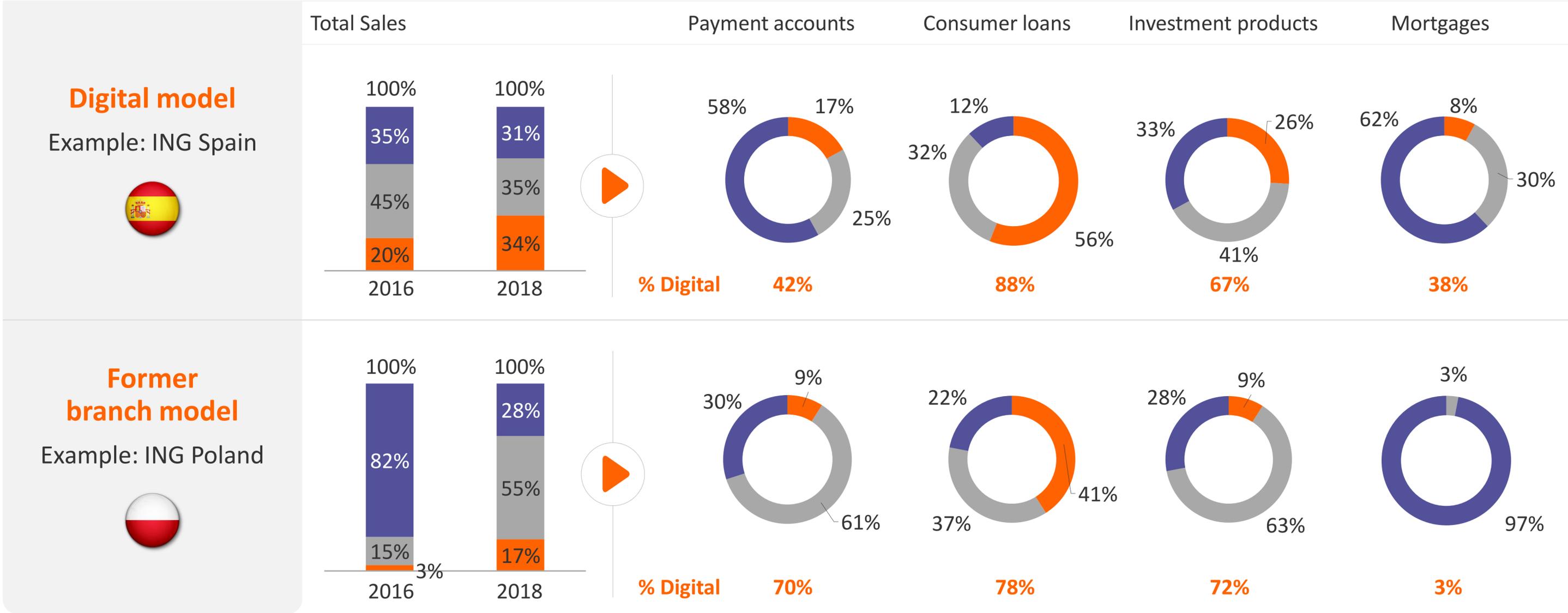


* Definition: customers who used the channel at least once in the last quarter

We have successfully extended relationships into the digital world

Digital sales are picking up strongly across countries – also for more complex products

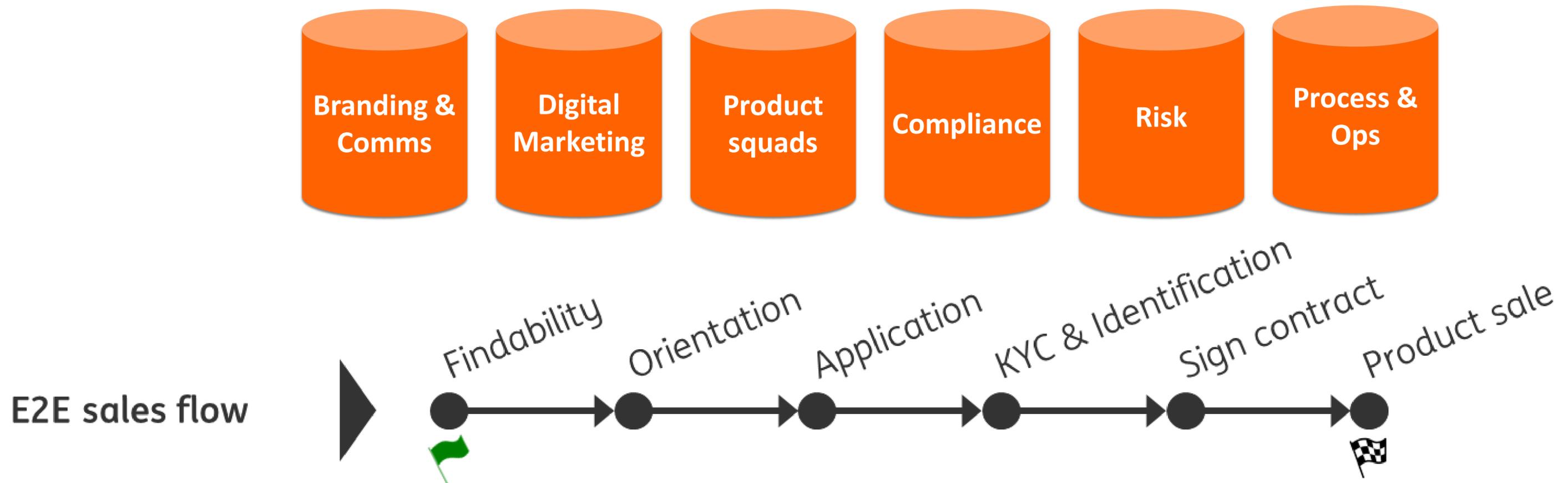
Channel mix for non-deposit sales (in % of total)



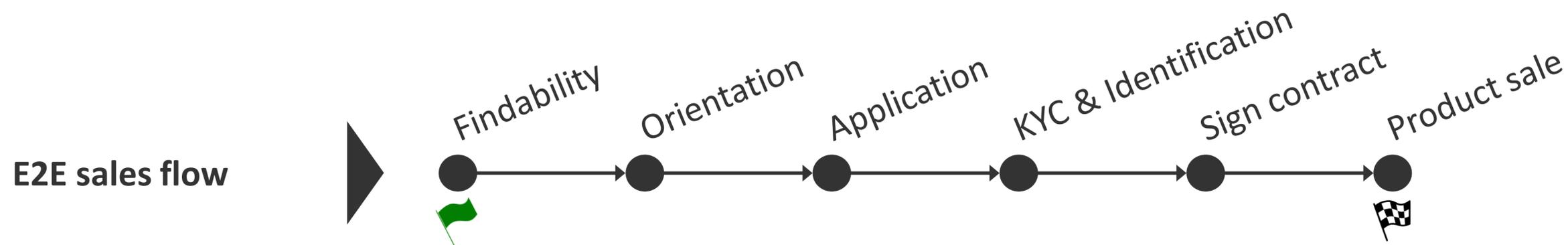
Note: Channel mix per product is based on 4Q18

■ Mobile
 ■ Desktop
 ■ Assisted channels

The challenge: moving from a silo-based focus to an e-2-e view on performance in an agile and global organisation



We already know *where* we can improve... but we need to understand *why* we have issues and *what* can be done about it



Funnel deep-dive



WHERE do we have a problem?
Data-driven insights to show where we have bottlenecks in the funnel

Our challenge

WHY do we have a problem and
WHAT can we do about it?

Important legal information

ING Group's annual accounts are prepared in accordance with International Financial Reporting Standards as adopted by the European Union ('IFRS-EU'). In preparing the financial information in this document, except as described otherwise, the same accounting principles are applied as in the 2018 ING Group consolidated annual accounts. All figures in this document are unaudited. Small differences are possible in the tables due to rounding.

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Solution of WUA

WUA is active in 22 countries

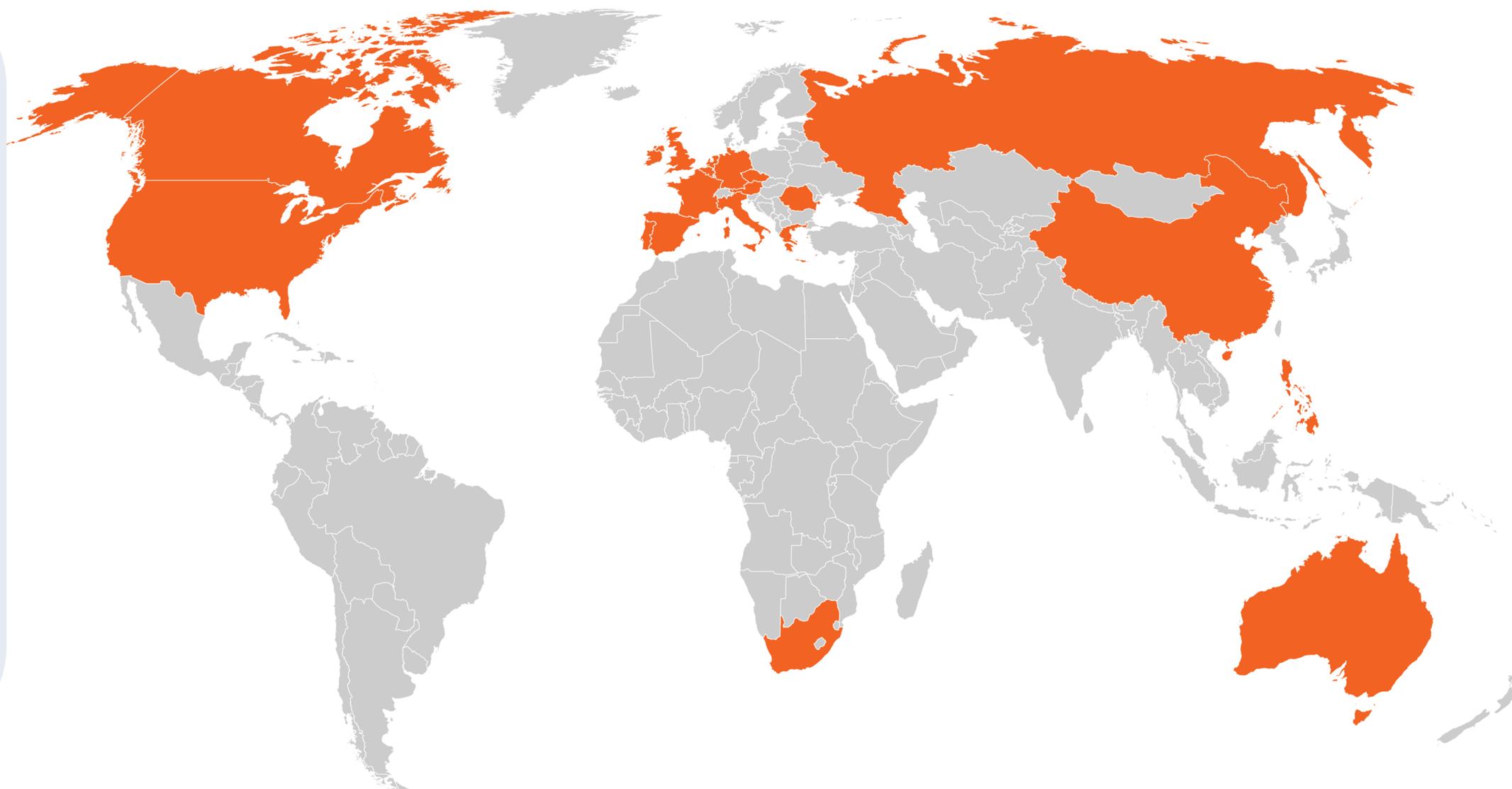
Main markets

Netherlands (HQ), Germany, United Kingdom, United States and Czech Republic.

Founded in 2008 in Amsterdam.

Our Core Benchmark

- **+1.200** benchmark studies
- **+32.500** unique websites
- **22** countries
- **+150** clients around the globe
- **3** research methods



5-star rated Analytics and Optimization Agency by Emerce 2019

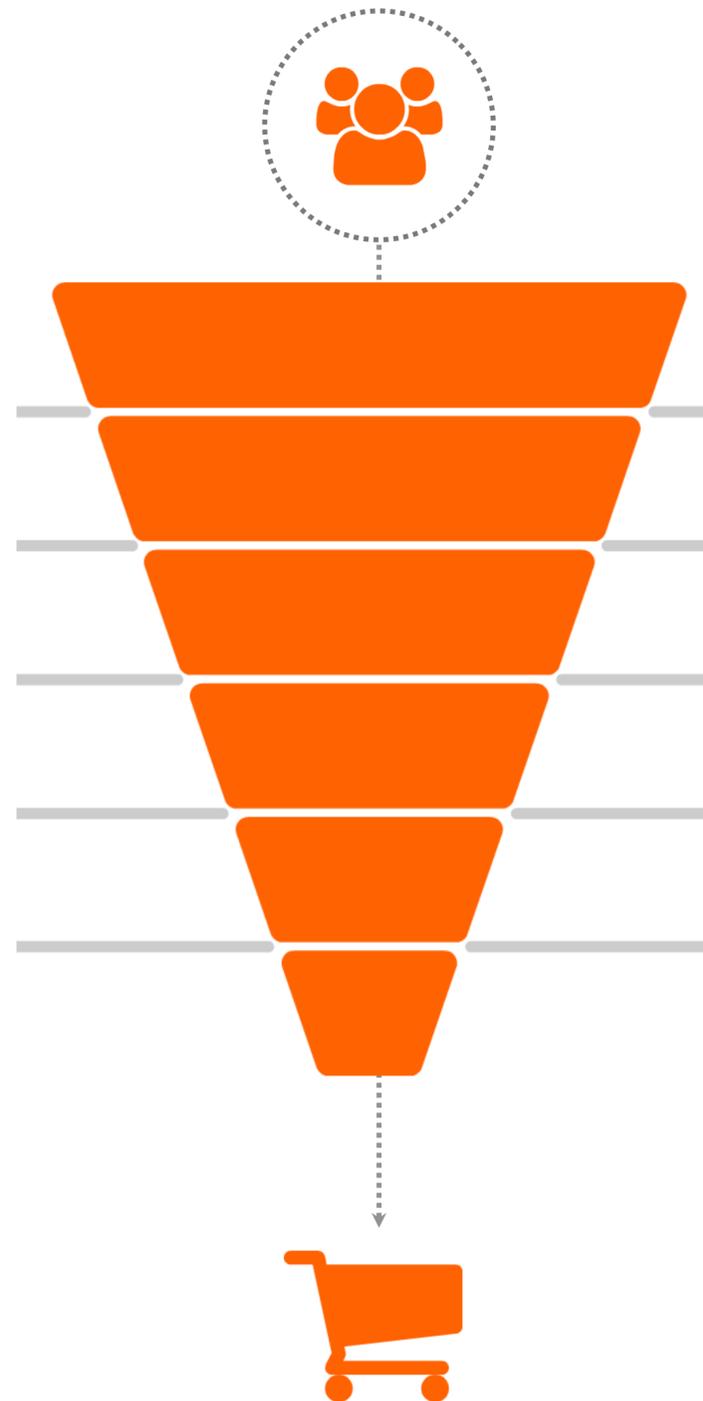
Our solution for ING

A series of large online customer experience benchmarking studies in Europe

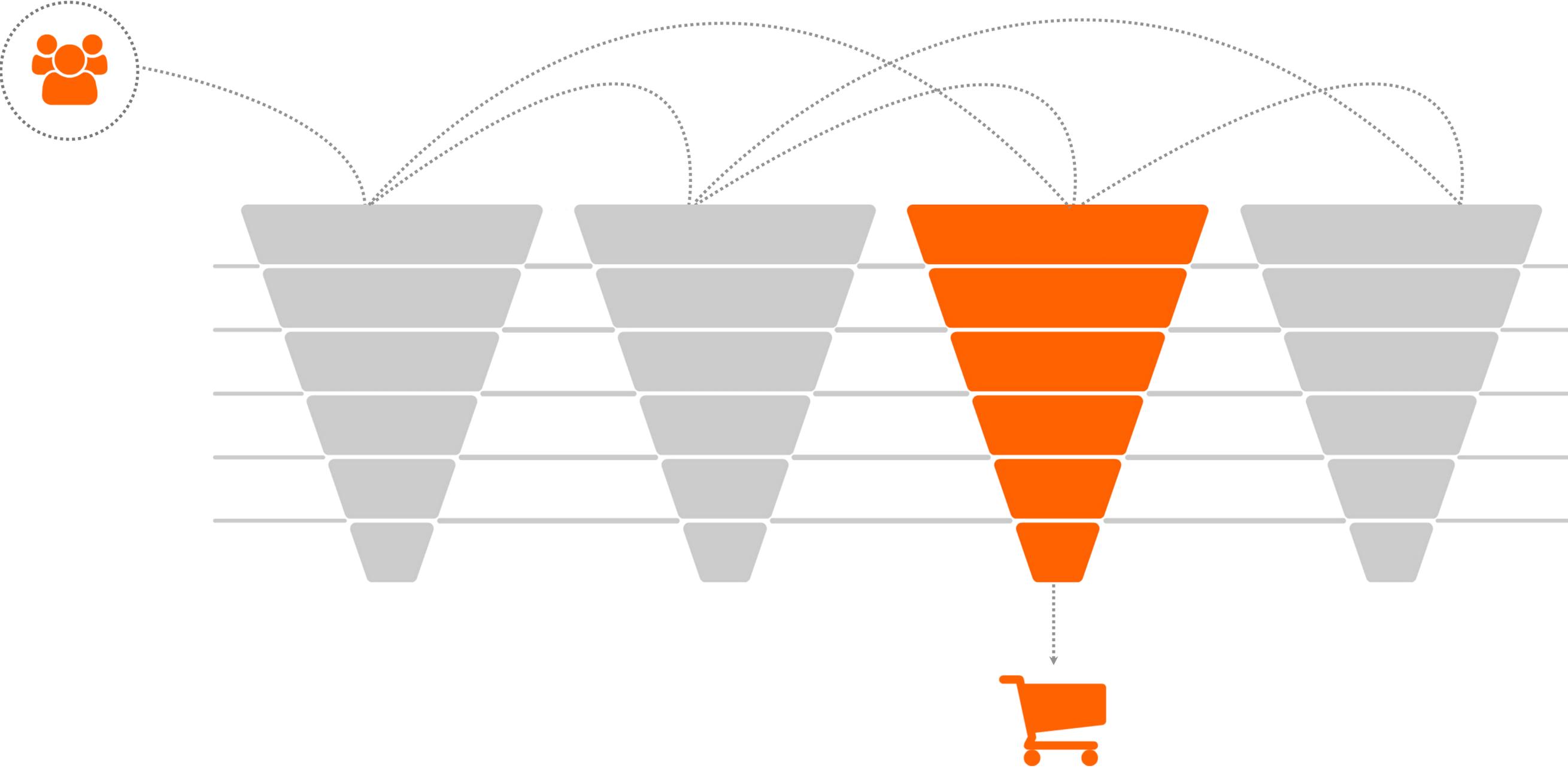


Why do we benchmark?

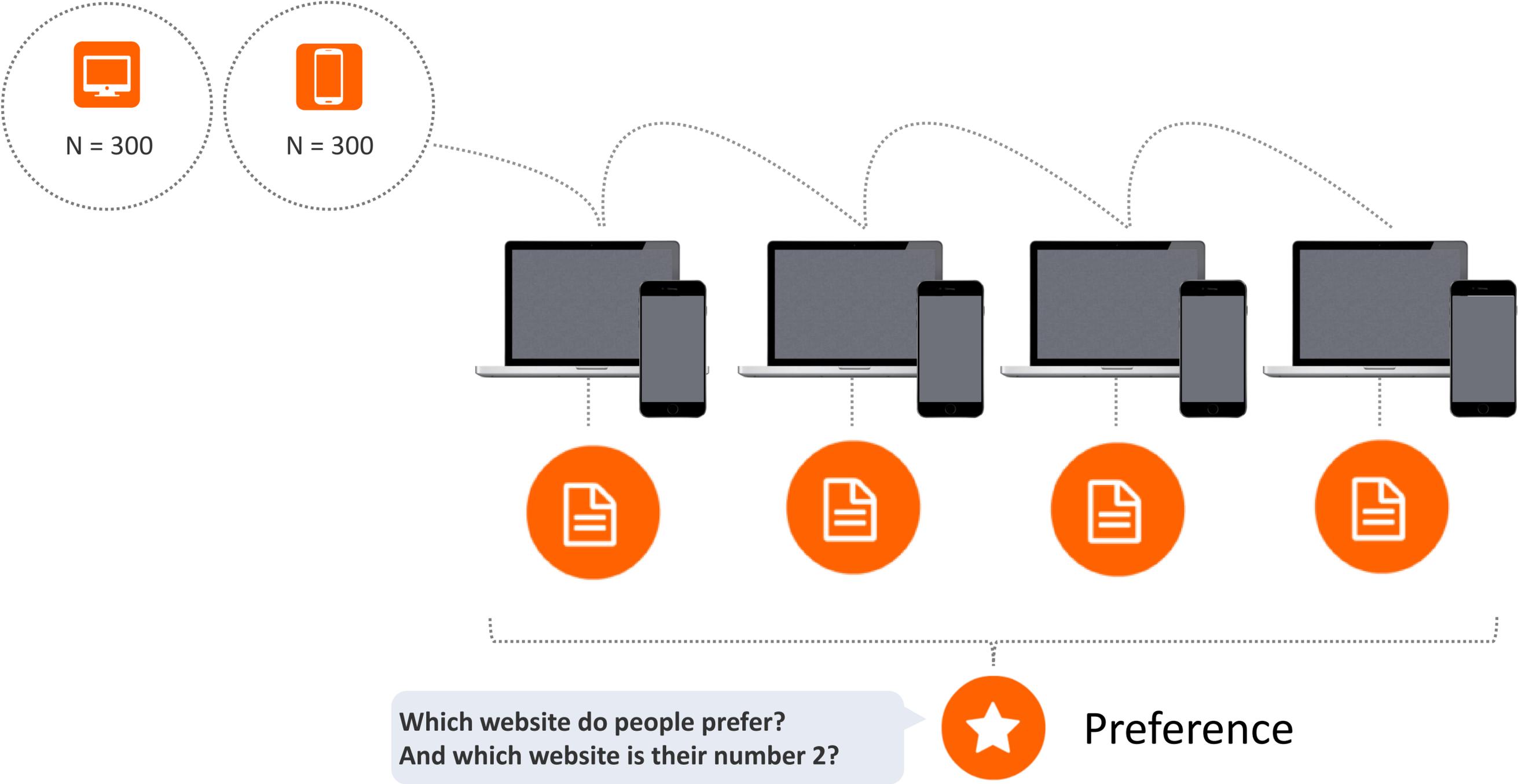
Your funnel \neq the customers' entire journey



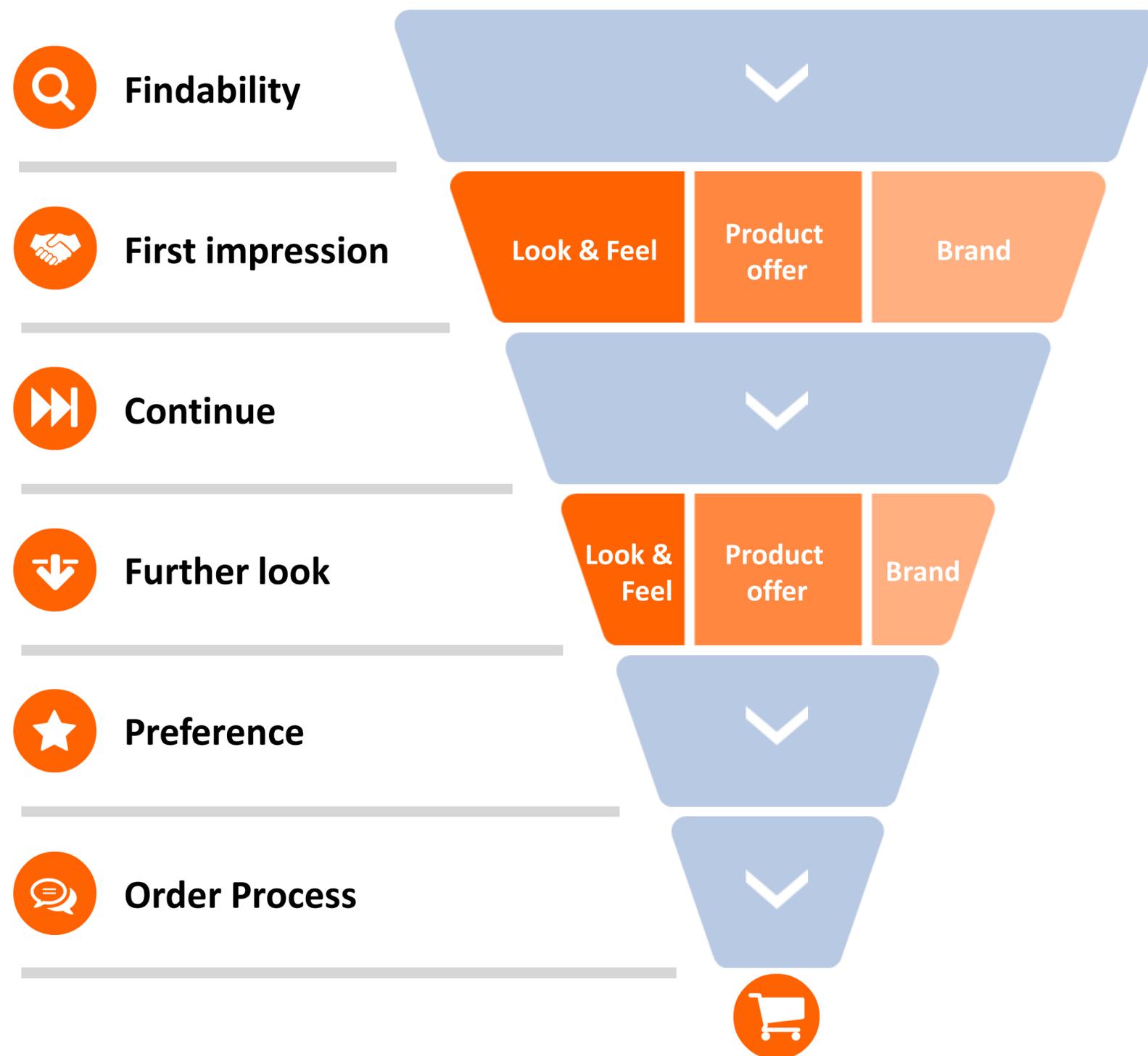
Your customer's entire journey: benchmarking websites



WUA Research Setup



Digital Sales Scan Model



Some numbers behind the model:

Different themes	3
Items in the model	32
Open-answered questions	14
Prediction rate of the model (R ²)	77%

WUA Deep Dive presentation

First Impression [Brand] is trailing behind the competition when it comes to immediately having the feeling of being able to find the right product.

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Further Look Visitors lack social proof confirming that Brand is a trustworthy bank.

- Some respondents missed social proof. Though [Brand] scores an impressive 5.0 rating on eKomi, this is only communicated quite far down the page (together with the 1st place in direct banks).
- The text describing the eKomi rating is not clear: "5 out of 2820 reviews".
- The eKomi page showing the details still shows the old ING DiBa logo and name, and was last updated in January 2019.
- The very bottom of the page shows two additional seals of approval which are likely to be missed due to the length of the pages.

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Where is the issue?

Why is this an issue & What can be improved?

Best Practice: MintMobile.com explains their offer first through a well thought-out customer journey: managing expectations from the start leads to visitors' appreciation.

First Impression

MintMobile.com helps visitors make a choice from their offer, by taking them by the hand and explaining it step by step, leading to the highest ranking CX score in the WUA Sim Only study in the United States (July 2019).

- On the Plans page, the offer is clearly presented, which makes it easy to compare, allowing customers to find a product that best suits their need.
- Instead of starting with 'Buy now', the CTA reads 'View details', which leads to a detailed page. By doing this, MintMobile.com makes sure visitors first get all the information they need.
- On the details page, the CTA "Buy now" clearly stands out.

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- ✓ "Everything is laid out clearly and easily explained."
- ✓ "Gives me details of the plan and not just an overview."
- ✓ "It was easy to determine if my current phone could be used on its system."
- ✓ "They explain how the product works in the first place... and they also went as far as telling you what happens afterwards after their 3 month expires."
- ✓ "Looks like simple choices. Choose by how much you need or want."
- ✓ "Simple, easy to browse plans-gives overview, then details if you choose to click."

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How can it be improved?

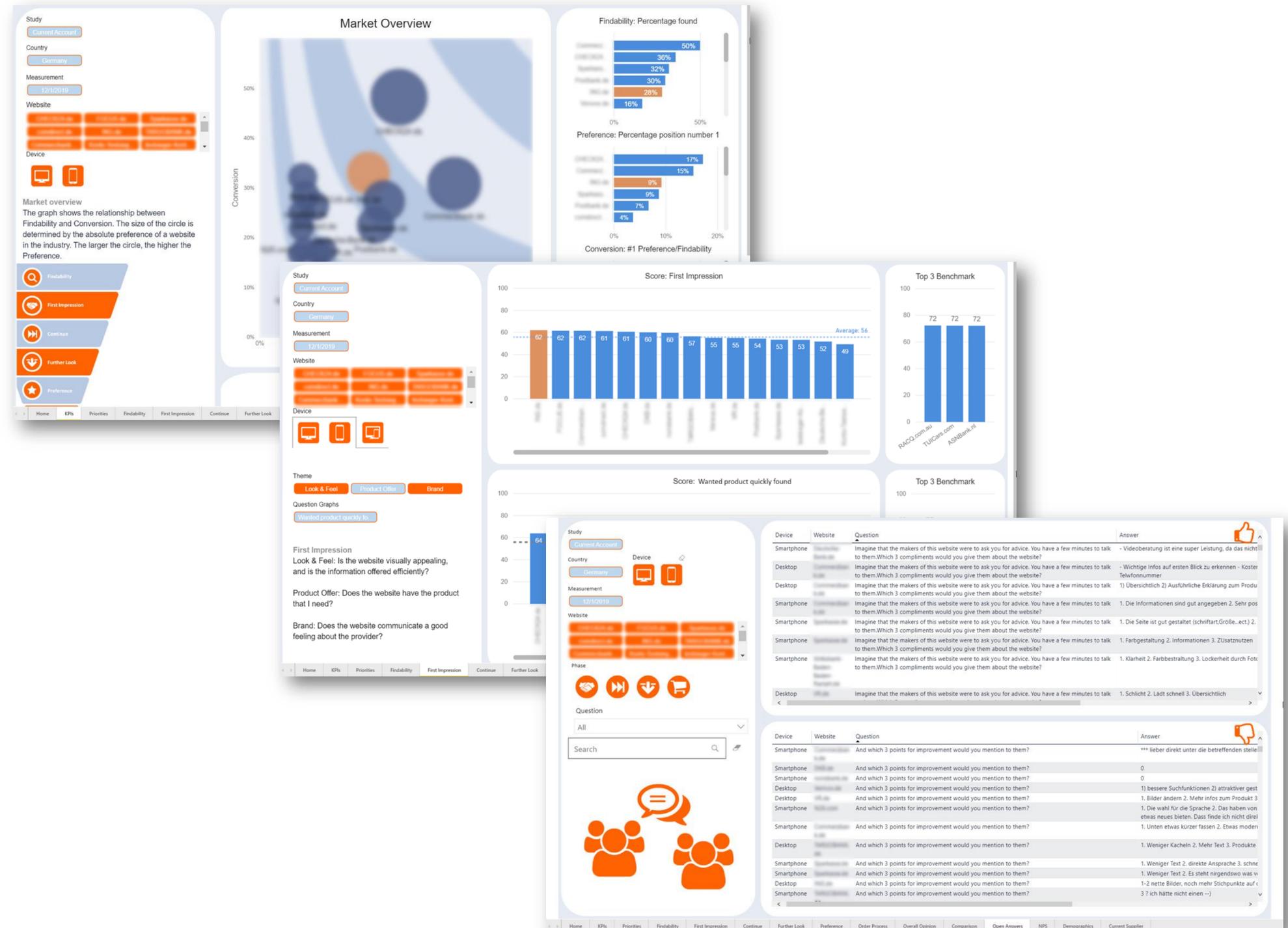
Action Workshop



WUA Customer Experience Dashboard

Fully interactive dashboard with:

- ✓ All KPIs & scores
- ✓ All open answers about both you and your competition
- ✓ Comparison and filter tools



High level impact

With WUA plus our internal data we combine **qualitative** with **e-2-e quantitative insights**



And many improvements have already been realized. From quick-wins, such as highlighting awards more prominently (social proof)...

A
control

B
test



Préstamo NARANJA ING / Préstamo NARANJA

Ventajas Simulador Cómo funciona

Pedir un Préstamo NARANJA sin ser de ING, no es infidelidad a tu banco

- ✓ Desde 5,95 % TIN (6,11 % TAE)*
- ✓ Sin comisiones y sin domiciliar tu nómina
- ✓ Y en menos de 15 minutos

Calcular mi cuota > Soy cliente, calcular mi cuota >

Si eres trabajador por cuenta ajena o pensionista, en ING te ofrecemos un préstamo con un interés muy atractivo para conseguir cualquier cosa que necesites.

2 1 3 Con un tipo de interés muy competitivo

Un Tipo de Interés Nominal desde 5,95 % TIN (6,11% TAE)* que puedes disfrutar sin necesidad de domiciliar tu nómina con nosotros.

Además, nuestro tipo de interés es siempre el mismo durante toda la vida del préstamo con independencia del dinero que solicites y del tiempo en el que decidas devolverlo.

SIN COMISIONES Sin comisiones

El Préstamo NARANJA no tiene comisiones, ninguna. Solo pagas la cuota mensual, sin más:

- 0 % comisión de apertura
- 0 % comisión por amortización parcial
- 0 % comisión por cancelación total anticipada

Rápido y sin papeleo

Puedes solicitar tu Préstamo NARANJA de forma 100 % online y tendrás el dinero disponible en menos de 15 minutos ¡Así de rápido! Solo tienes que calcular tu cuota en el simulador, indicarnos los datos de acceso a tu banco para poder valorar tus ingresos y tus gastos, y enviarnos una foto de tu documento de identificación. Si está todo correcto, te ingresaremos el dinero en tu cuenta.

Solicitar tu Préstamo NARANJA es así de sencillo:

1. Calcula tu cuota

6.000€

Calcula con nuestro simulador la cuota que tendría tu préstamo.

2. Solicita tu Préstamo NARANJA

Completa tus datos personales en la web. En ese mismo momento te diremos si tu préstamo es, en principio, viable.

3. Indicanos los datos de tu otro banco

Préstamo NARANJA ING / Préstamo NARANJA

Ventajas Simulador Cómo funciona

Pedir un Préstamo NARANJA sin ser de ING, no es infidelidad a tu banco

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- ✓ Sin comisiones y sin domiciliar tu nómina
- ✓ Y en menos de 15 minutos
- ✓ Mejor préstamo personal según Rankia

Calcular mi cuota > Soy cliente, calcular mi cuota >

✓ Mejor préstamo personal según Rankia

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1 El mejor préstamo personal

No lo decimos nosotros, lo dice Rankia

que nos ha concedido por segundo año consecutivo el premio al mejor préstamo personal.

Click rate:
↑ +6%

... to complete overhauls of entire product pages!

A
old

The screenshot shows the old website layout. The main heading is 'Let op! Geld lenen kost geld' with a small icon of a person carrying a heavy load. Below this, there's a sidebar with a list of links under 'Lenen'. The main content area is titled 'Lening aanvragen' and 'Zo werkt het'. It contains text about the application process and a 'Lening aanvragen' button. There's also a 'Hulp nodig?' section with links to 'Actuele tarieven', 'Veelgestelde vragen', and 'Bel met Leenadviseur'.

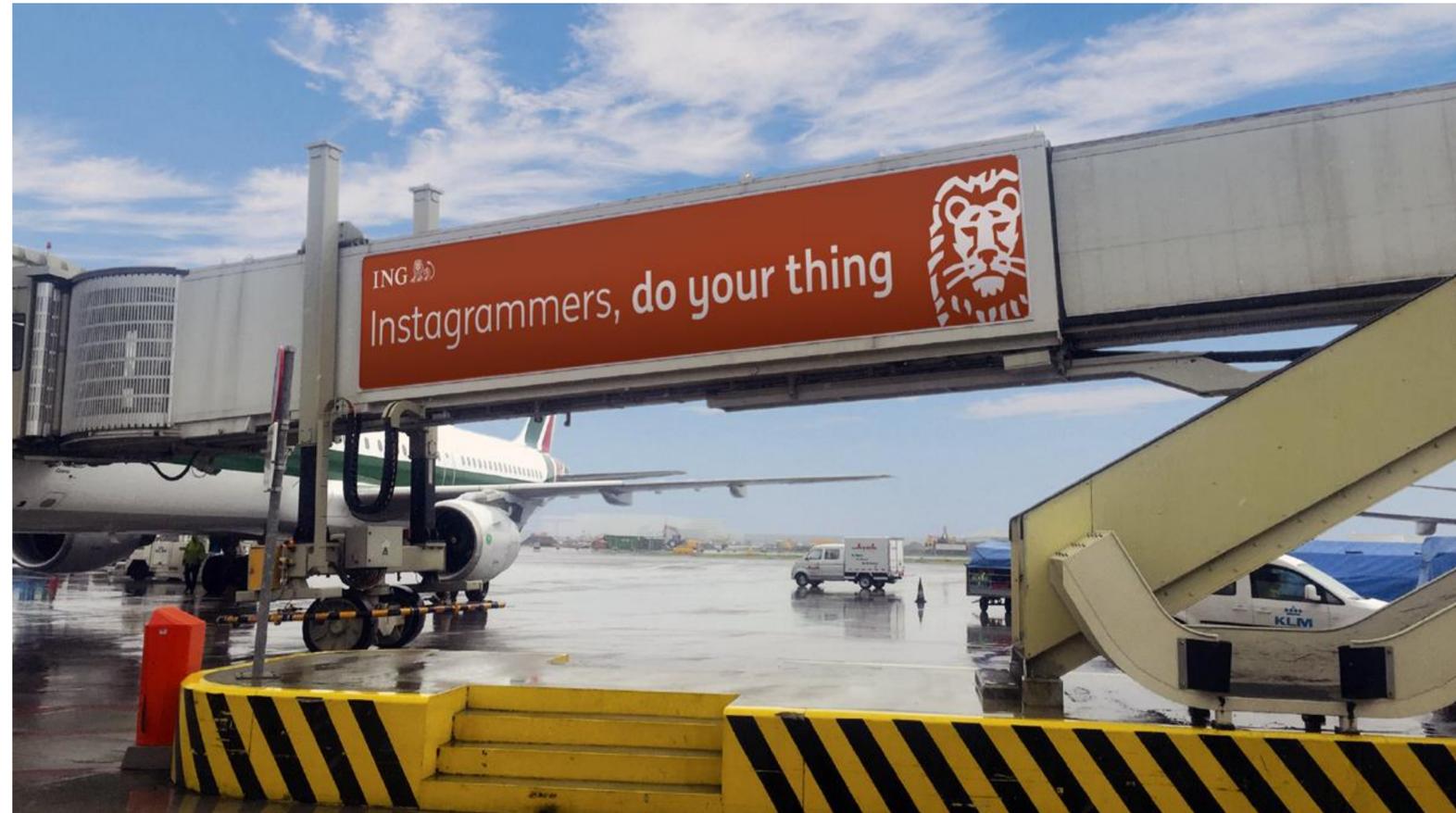
B
new



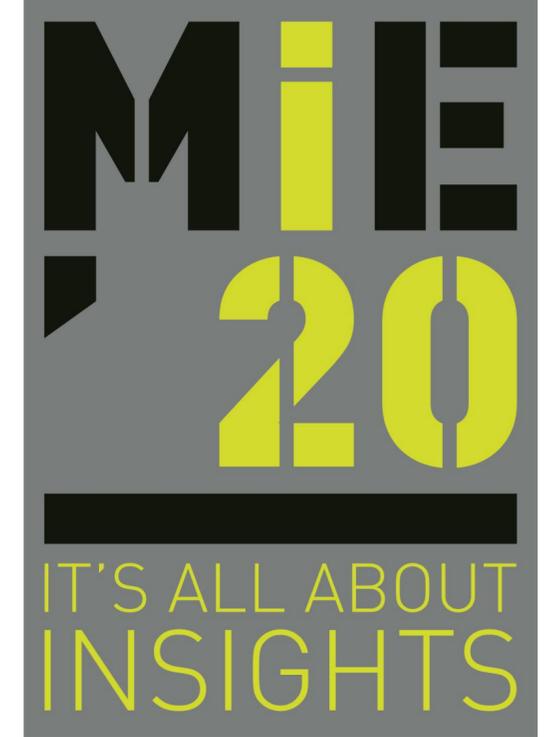
The screenshot shows the new website layout. The main heading is 'Let op! Geld lenen kost geld' with a small icon of a person carrying a heavy load. Below this, there's a large banner image of a family with the text 'Lening aanvragen vanaf 3,9%'. The page is divided into several sections: 'Boetevrij aflossen, inzicht via de ING App of Mijn ING en standaard een overlijdensrisicodekking', 'Lening aanvragen in Mijn ING', 'Bereken je lening', 'Waaroner lenen bij ING?', and a three-step process: 'Stap 1: Bereken je lening', 'Stap 2: Lening aanvragen in Mijn ING', and 'Stap 3: Offerte akkoord?'. Each step has a corresponding illustration and a 'Bereken je persoonlijke lening' button.

Start rate:
+144%

And let's not forget...more and **happier customers** due to much **smoother processes** and **better UX!**



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Pay attention: Mobile off or still, thanks!

Thanks for your review and attendance!

