

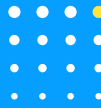
GLOBAL BANKING BENCHMARK STUDY 2022  
DIGEST FRANCE

# Accelerate to a Digital-first future





# About



Our Global Banking Benchmark Study aims to better understand the main trends, drivers and challenges banking leaders face today in their digital transformation journey.

Panel

Region

Profile

Size

Function

**1 000+**  
RESPONDENTS  
**14**  
COUNTRIES



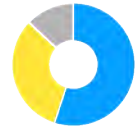
- 45% EMEA
- 30% North America
- 25% Asia



- 60% Retail bank
- 40% Commercial bank



- 55% below \$100bn
- 45% above \$100bn



- 55% Tech/Digital
- 32% Finance/Mkg/Operations
- 13% C-Suite



## FOCUS FRANCE

France Digest highlights key results from the French panel and gaps vs global peers to successfully address their digital transformation journey.

## France top 3 results



### TOP 3 DRIVERS

to engage digital transformation programmes

- Increase revenues
- Improve customer experience
- Face disruptive competitors



### TOP 3 BARRIERS

bankers face

- Regulation challenges
- Lack of unified strategy
- Lack of access to data



### TOP 3 AREAS

of improvement

- More investment in smart Technology and Cloud infrastructure
- A true customer-centric approach
- Improved access to and use of data and analytics



# France top 10 gaps vs global



## LEARNING #1

Banks are accelerating their digital transformation

### WHAT DIFFERS FROM GLOBAL

**68%** of the French panel is yet to make significant progress on executing their digital transformation plans vs **54%** global panel.

## LEARNING #2

Banks face increased competition from Giant/Fin Tech

### WHAT WE HAVE IN COMMON

Talent retention (34%), innovation (34%) and advanced technology (33%) are the **3** most envied competitor qualities retail and commercial banks quote.

## LEARNING #3

Banks rank customer experience as their most important digital transformation goal

### WHAT DIFFERS FROM GLOBAL

To achieve it French banks put performance tracking and omnichannel servicing as **n°1** priority when global peers rank integrated customer data and personalised customer journey at the top.

## LEARNING #4

Banks experience a disconnect between C-Level and senior management in terms of their digital capabilities

### WHAT WE HAVE IN COMMON

**30%** gap. **70%** of C-Level believe they are ahead of the competition in all aspects of the customer experiences (personalization, innovation, distribution), vs only 40% for senior management.

## LEARNING #5

Banks plan to revamp their internal operations to drive efficiency and cut costs

### WHAT WE HAVE IN COMMON

Investing in modern cloud-based core banking systems and intelligent technologies are among the **top 3** priorities of banks in the next 3 years. Very large banks are particularly keen on this.



### SHARING EXPERIENCE - NICKEL

Investing in data-driven customer feedback technology can help banks objectively analyse their digital banking customer experience. French digital-only bank Nickel did exactly this.

Thomas Courtois, President of Nickel explains:

“The first thing we did was to build a customer experience cockpit, which includes many indicators of customer satisfaction, customer effort, and potential churn for a number of key processes. This is in addition to our monthly NPS (net promoter score).”



# France top 10 gaps vs global



## LEARNING #6

Banks deal with many urgent priorities at the same time



### WHAT DIFFERS FROM GLOBAL

It is impossible to focus on everything at once, so priorities need to be established based on current weaknesses and projected return on investment. Only **35%** of French banks think they are ahead of the competition when it comes to deploying new technologies. This should be a clear focus for them.



## LEARNING #8

Banks have identified specific innovative traits to gain



### WHAT DIFFERS FROM GLOBAL

When the global panel ranks modern technology, agile culture, and data science capabilities, French banks consider product development, ecosystem integration, and seamless distribution.



## SHARING EXPERIENCE - BOURSORAMA

There are multiple components of agility, including having the technology and data that enable urgent change; collaboration between different teams; and a culture that promotes experimentation and adaptability.

Benoit Grisoni, CEO of Boursorama explains:

**“Ability to change is more of an imperative than ever. There are many aspects of agility within a bank, but it really comes down to an organizational mindset of realizing you have never completed the job.”**



## LEARNING #7

Banks rank a lack of operational agility as a significant barrier to digital transformation



### WHAT WE HAVE IN COMMON

**60%** of banks have an agile operating model (e.g., cross-functional collaboration, decentralized structures, real-time access to market) and **40%** have just started some aspects.



## LEARNING #9

Banks made progress in assessing their ESG credentials but not yet at their full potential



### WHAT WE HAVE IN COMMON

**60%** of banks have evaluated their investment portfolio's exposure to ESG risk and believe ESG is a key driver of their digital transformation plans and will provide a competitive advantage. They all agree that they do not have yet the data, capabilities, or processes in place to effectively evaluate ESG metrics when assessing credit risk.



## LEARNING #10

Banks still face the challenge of moving more quickly from intention to action



### WHAT DIFFERS FROM GLOBAL

Only **18%** French bankers feel they have the full ESG sponsorship and oversight at board level. It is twice lower than the global panel.



# Call to action

Publicis Sapient works with over 100 leading financial services companies around the world helping them to transform for the digital era. **We are building the next generation of Financial Services.** We are recognized for our unique ability to accelerate growth and effectiveness for business, at SPEED.



## STRATEGY

Impact: Clearly articulate strategy for digital transformation and gain a lasting competitive advantage



## PRODUCT

Impact: Embrace all the multiple components of agility and build a more agile organisation



## EXPERIENCE

Impact: Enhance the customer-oriented culture and deliver best-in class customer experiences



## ENGINEERING

Impact: Make technology platforms more agile to foster innovation and improve operation excellence



## DATA

Impact: Rethink the way to capture and reuse enriched data to deliver value, customer personalisation and data monetization

## Our contacts



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To access the full version of the global Banking Benchmark Study or more reports and case studies in Financial Services, please visit [www.publicissapient.fr](http://www.publicissapient.fr)