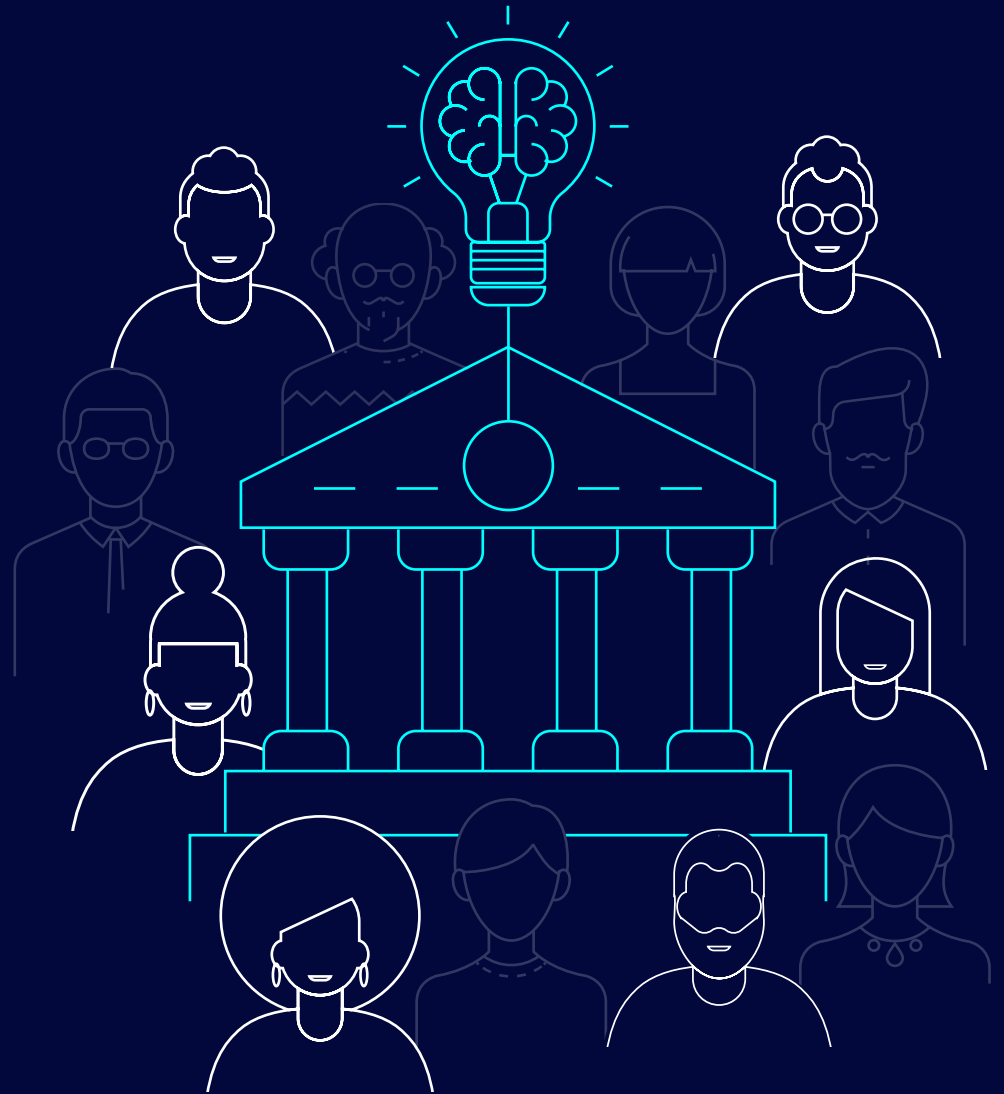


Rethinking **Banking**

THE NEW CUSTOMER
PERSONAS





Introduction

Hopefully you will have read our recent thought-provoking whitepaper: **Rethinking Banking**. The report was written following detailed analysis of trends arising from the research we recently conducted with 2,000 bank and building society customers.

Our goal was a simple one: to gain a detailed understanding of consumers' attitudes and behaviours towards their bank or building society, at a time of rapid evolution. To gain an understanding of where and how they bank, today's drivers of trust (and reasons for switching) and customers' views on banks' ethical and sustainable practices. As well as understanding their appetite for digital propositions.

While working with the outputs from the research, our data scientists identified six new customer banking clusters – or personas. In the light of wholesale industry change, understanding them will help decision-makers in our specialist sector create more accurate (and innovative) customer solutions spanning product, channel, service and customer experience.



The six new banking personas

There are six new personas in all in this report. For each, we have provided both traditional socio-demographic data with new behavioural, channel and attitudinal data from our recent banking research.



1. The Switchers



2. The Disconnected



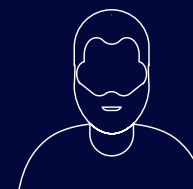
3. The Progressive



4. The Personal



5. The Valued



6. The Enriched

In the second part of this report, we've directly compared how the six new personas differ - and see eye-to-eye - on key topics. Together, they also provide a valuable picture of the direction of travel we all need to adapt to while Rethinking Banking.



50%

**are full-time
employees**



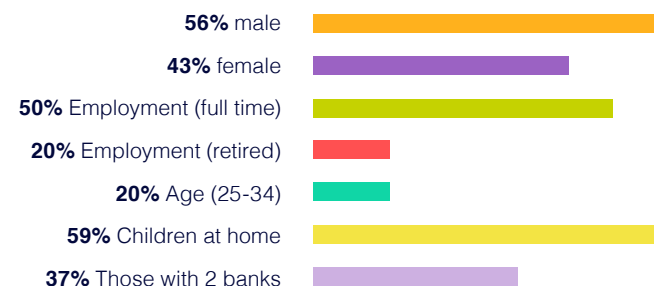
1. The Switchers

Summary

The Switchers, who believe that their bank has caused them problems, made their financial situation worse or who just wants to make money for themselves are the most likely to have multiple accounts indicating they are more prone to switching and searching for new providers in order to resolve their dissatisfaction. Although they are primarily motivated by financial benefits, either as a reward for loyalty or a reason for switching, they also want a more ethical bank and better service, which aligns with their feeling of being poorly treated rather than a broader societal concern.

Demographic profile

This group is more likely to be male, working full time and aged between 25 and 34 with young children. This persona is likely to have two bank or building society accounts (average 2.2) and banks with Barclays, Halifax, Bank of Scotland, Metro Bank and The Co-operative Bank.



Attitudes towards their bank

This persona believes their bank has caused them problems and aggravated their financial situation. They are the most likely group to have multiple accounts, indicating they are prone to switching and searching for new providers to resolve their dissatisfaction.

Motivations to switch

They are primarily motivated by financial benefits, either as a reward for loyalty or an incentive for switching. They also say they want a more ethical bank and better service, which aligns with their feelings of being poorly treated.

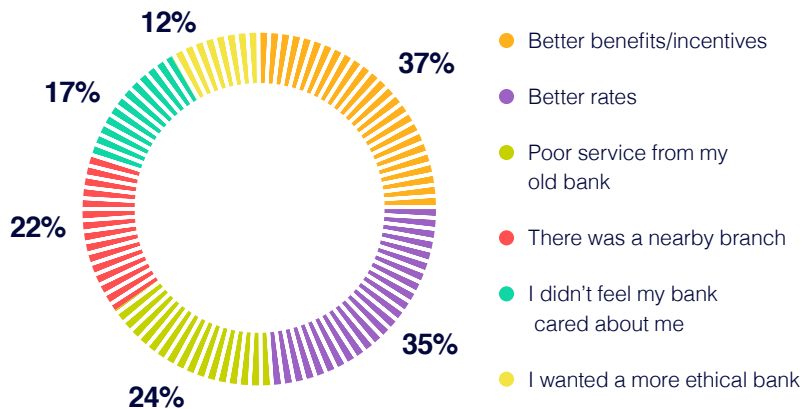
Views on sustainability

This is further reflected in their views on sustainability. They are among the least likely to believe that sustainability is important, although conversely, they are also among the most likely to feel that banks should do more in this space. This is likely to reflect their views on banks being irresponsible and self-seeking.

Vulnerability in banking

With regard to vulnerability, this group were the most likely to say they would use any special support services offered. So, despite believing their bank has caused them problems, they say they are open to being helped – perhaps as a way of making reparations or recouping on past financial losses.

What prompted you to switch banks?



How to engage with The Switchers

Capitalising on their promotional make-up

Given this group is influenced by offers and incentives, engagement could be increased through programmes that 'nudge' next step behaviours with offers (for downloading apps for example) - or through random acts of kindness (e.g. on birthdays) to demonstrate value – and create talkability and advocacy.

Turnaround programmes

While this group is more disaffected with their bank than other Personas, that doesn't mean that some or all aren't high potential.

An understanding of how they rate key elements of your offering: customer service, complaints handling and likelihood to recommend would enable communications to turn around customers through highly personalised turnaround communications demonstrating their individual value and importance to the bank.

Our experience in this area

At Capita, transformation and innovation are incredibly important, especially when it comes to customer experience. And striking the right balance between intuitive design and an empathetic customer journey could help Switchers feel more at home. See how we can achieve this and help you **connect more with your customers.**



Over

3 in 1

have accounts with
2 banks



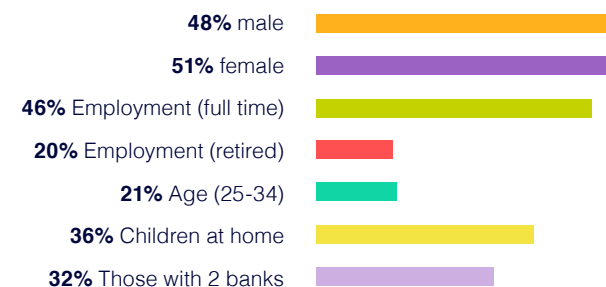
2. The Disconnected

Summary

The Disconnected, who believe that their bank wouldn't care if they moved to another bank are among the least likely to have 1-2 accounts. This lack of a sense of connection might indicate that they are simply opening new accounts without closing the old ones, so these figures represent dormant, rather than active accounts. Given that they are primarily motivated by interest rates and cash rewards and take little interest in anything their bank does, from sustainability initiatives to support for vulnerable customers and loyalty programmes, their relationship is entirely pragmatic.

Demographic profile

Slightly over-indexing on being female, this segment is aged between 45 and 64, working full or part-time, and with older or adult children. On average they own 2.2 accounts and bank with Nationwide, Halifax, Santander and Lloyds.



Attitudes towards their bank

This persona believes their bank wouldn't care if they moved to another bank and are likely to have more than a couple of accounts. with different providers. Their lack of connection might indicate that they are simply opening new accounts without closing the old ones, so these figures represent dormant, rather than active accounts.

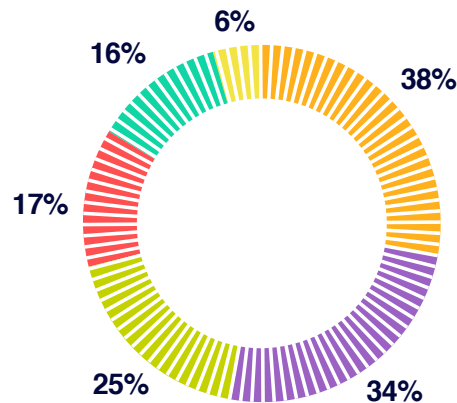
As the least likely to trust their bank and the Government with their personal data, this suggests a general distrust of institutions and a desire for privacy.

Motivations to switch

Given they are primarily motivated by interest rates and cash rewards and take little interest in anything their bank does, from sustainability initiatives to support for vulnerable customers and loyalty programmes, their relationship is entirely pragmatic.

It is also very limited, with The Disconnected holding the lowest number of products or accounts with their main banking provider. This indicates that they are basing their answers to the survey on their experience with this one account making their opportunities for engagement and their perspective narrower than the other persons.

What prompted you to switch banks?



- Better benefits/incentives
- Better rates
- Poor service from my old bank
- There was a nearby branch
- I didn't feel my bank cared about me
- I wanted a more ethical bank



How to engage with The Disconnected

'Reward' bonuses and customer-only products

This older group is motivated by higher interest rates and rewards. Targeted bonus rates for savings products, offered to customers of all savings balances will resonate with this group and build trust,

Supporting the vulnerable

Given their age, this group has a higher propensity to be either vulnerable – or have parents at risk. The accurate definition of services supporting disabilities, illness and challenging life events is likely to inform and engage this audience relevantly. Implementing early identification of the vulnerability triggers of vulnerability will help provide better solutions and support for this group – and your entire customer bases.

Our experience in this area

It's important to recognise it's not always your direct customer that may need assistance. And spotting where we can provide what may be much-needed support is crucial. See how [awareness and flexibility could help more vulnerable customers](#) and their families.





Equal balance of male

49%

and female

51%



3. The Progressive

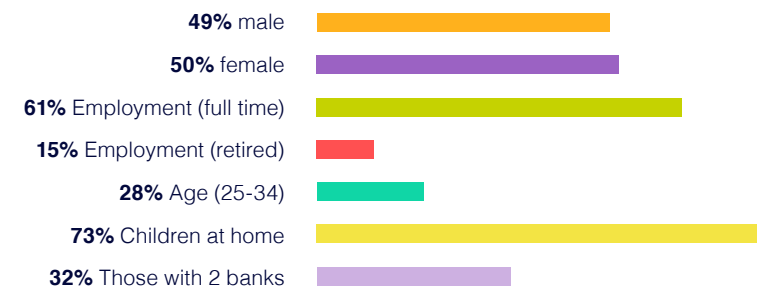
Summary

The Progressive, who believe that their bank or building society lags behind in its technology or copies ideas from others, tend to hold a wider range of financial products with their main provider, particularly their mortgage and investment account.

This suggests they might be basing their view of their bank being slow to innovate on the digital experience of these products and they cite 'better technology' as a reason to switch, particularly to a digital brand. They are also the most likely to go in branch and telephone their bank, perhaps because they don't rate the digital or mobile services on offer, particularly for important transactions.

Demographic profile

Equally male and female in make-up, this group are aged under 34 and have young children. The group most likely to be working full time, they bank with Barclays, Halifax, HSBC and Bank of Scotland.



Attitudes towards their bank

The Progressive believe their bank lags behind in its technology - or copies ideas from others. This Persona typically tends to hold a wider range of financial products with their main provider than other Personas, particularly their mortgage and investment account. This suggests they might be basing their view of their bank being slow to innovate on personal digital experience of competitors' products and cite 'better technology' as a reason to switch, particularly to a digital brand.

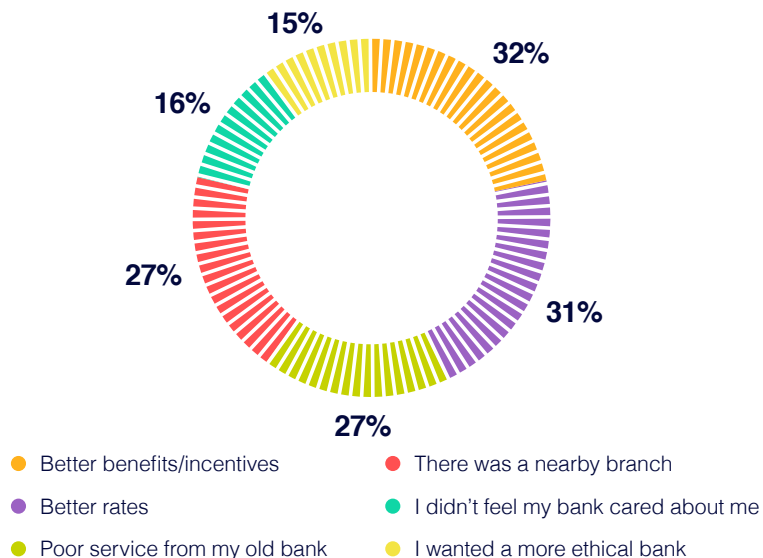
Motivations to switch

They are the Persona most likely to go in branch or to telephone their bank, perhaps because they don't rate the digital or mobile services their bank offers. They are, interestingly, the most likely Persona to want shares as a reward for loyalty, so perhaps they are prepared to wait for their bank to improve and innovate, after all.

Vulnerability in banking

Importantly, this group were also the most likely to identify themselves as vulnerable customers, suggesting they don't feel their bank is behaving in an inclusive way towards them, and is neither as progressive nor as accessible as they would like.

What prompted you to switch banks?



How to engage with The Progressive

Online tech tour

Given this segment has lost faith in their bank due to a belief they are digitally backward by comparison, animated 'digital guided tours' showcasing the functionality customers can access across channels would help build more positive perceptions – as well as reducing customer service calls to your IT Helpdesk.

Personalised in-branch prompts

The most likely persona to use branches, pre-loaded prompts triggered either by the customer passing identification at the counter, or by GPS when they enter the branch. Prompts, for example, can be used to offer customers more suitable products - or solutions that would reduce debt or interest rates

Our experience in this area

Understanding a customer's viewpoint and why they make the decisions they do can help to craft a better experience, and help them remain engaged with your communications and services. [See how we use behavioural science to enhance customer journeys.](#)





36%

have adult children



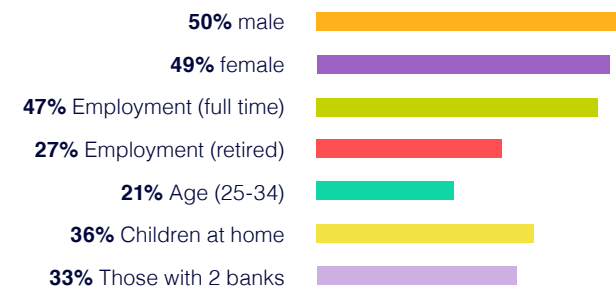
4. The Personal

Summary

The Personal, who believe their bank is making good efforts to improve its service, both digitally and in terms of customer support, tend to have an everyday, service-based relationship with their bank and its people and are more neutral on its broader social or societal purpose. They are the persona most aware of the move to paperless statements but are one of the least likely to know that their money can make a difference. They rely on the bank to be both customer-friendly with good digital experiences, but also to have people who go 'above and beyond'.

Demographic profile

Equally male and female, over a third are over 55 and the most likely Persona to be retired. Less than half work full time. They hold an average of two accounts each and bank with Nationwide, Barclays, Bank of Scotland and The Co-operative Bank.



Attitudes towards their bank

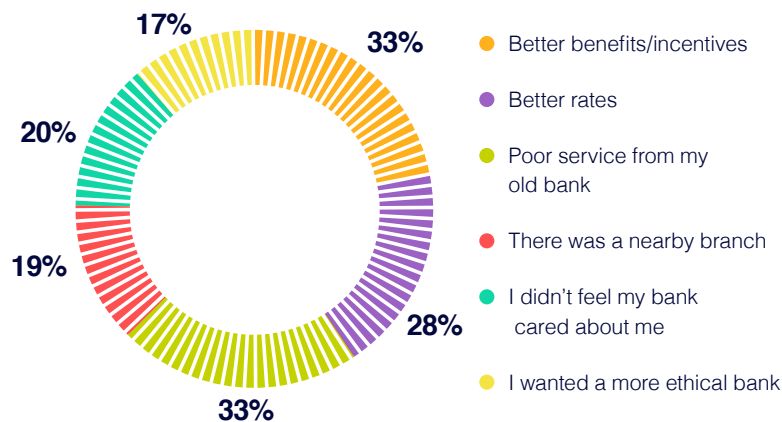
This persona believes their bank is making good efforts to improve its service, both digitally and in terms of in-branch support. They tend to have an everyday, service-based relationship with their bank and are broadly neutral on its broader social or societal purpose. They are the persona most aware of their bank's move to paperless statements yet, ironically, are one of the least likely to realise their money can make a difference when invested ethically.

Motivations to switch

They rely on their bank to be customer-friendly with good digital experiences, and rate highly the value of staff who go 'above and beyond.' They consider poor digital skills to be a form of vulnerability and are more likely to be aware of and have used support services, which suggests they have been more receptive to information and more active in seeking out help for themselves.

This desire for a more personal connection can be seen in their switching behaviour as they will leave a bank that gives poor service. They are also the most likely to rate 'convenience' and 'better technology' as reasons for considering moving to a non-bank provider, and that they trust those brands, so their loyalty is not limited just to their bank.

What prompted you to switch banks?



How to engage with The Personal

Services for customers in need of help

One of the older personas, research shows that few within this group are aware of their bank's services for vulnerable people. A series of communications could be introduced as a strategic communications stream with a view to increase this segment's engagement with these services, simultaneously chiming with the service ethic they hold dear. This activity could be mirrored in a programme of internal training and communications that increase the identification of vulnerable behaviours.

Deepening the 'personal connection'

Given this persona values highly the personal and the one to one, loyalty will be engendered through communications and solutions that deepen this further. This could include increased personalisation, small- volume offers tailored to history or invitations to try services that propensity models would point to take up.

Our experience in this area

Knowing your customers well can help you tailor your journeys, products, and services, and provide an experience that will really resonate. It's important to understand the needs of your customers so you can make crucial business decisions that benefit everyone. See how [analysing data could unlock more](#).





17%
are in retirement



5. The Valued

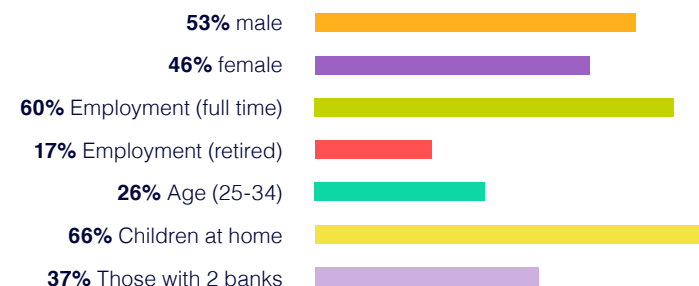
Summary

The Valued persona holds the most financial products, which suggests that they have entrusted much of their lifestyle to their bank and can credibly say that they feel understood and valued. As the youngest persona group this suggest they are very active and engaged in their financial situation from an early age and see it as an important part of their life.

They rate easy account opening and customer service as important criteria, indicating that they appreciate a seamless journey in return for choosing to take extra products with their bank and they will switch if they don't feel cared-about.

Demographic profile

The youngest of the six personas, this group is slightly more likely to be male than female. Most work full time and, as a group, they hold one of the lowest average number of bank or savings accounts (1.9) per person. They are most likely to bank with Barclays, HSBC, Bank of Scotland and Starling.



Attitudes towards their bank

The Valued persona holds the most financial products overall with their existing bank, suggesting satisfaction with their existing provider. This is echoed in the fact this is the Persona who most believes that their bank rewards their loyalty.

The youngest group, The Valued have engaged early with their financial situation and recognise its role and importance. They rank ease of account opening and customer service as being very important, indicating expectations of a seamless journey.

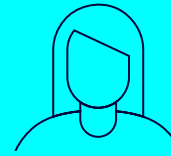
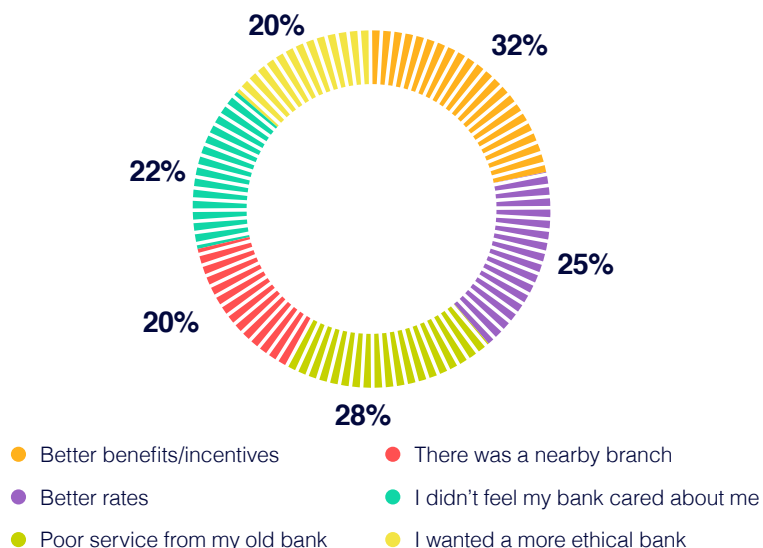
Motivations to switch

The Valued are both a tech. and data savvy group. They recognise the value of credit scoring, as a means of accessing better financial solutions and are comfortable with the exchange of information for privileges.

Views on sustainability

They have strong views on sustainability, both of its societal importance in general and their bank's efforts. They are the group most likely to think their bank is 'doing enough' sustainably, suggesting they have been receptive to communications from or about their bank's initiatives on that front.

What prompted you to switch banks?



How to engage with The Valued

Next product investing

Comfortable with the value of financial products and warm to their bank, this group would respond well to propensity-based CRM modelling to identify 'the next product' suitable for them. Despite their early age, higher income members of this cohort would also be suitable for financial planning services.

Sustainability tech

Given the importance of sustainability to this group, apps and tech which, for example, measures their carbon footprint with the bank – and how they could reduce it further would engage this group.

Our experience in this area

Technology and the systems you have in place can help you connect with customers and streamline parts of your business, so you can focus on areas that need your attention most. See how [we spot tech trends and implement the innovative systems that could improve customer experiences.](#)





Over
1 in 5
are aged between
25-34



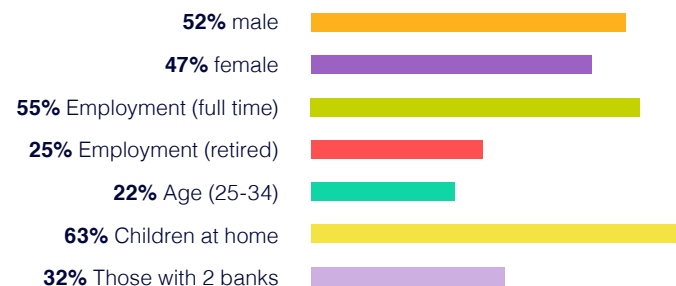
6. The Enriched

Summary

The Enriched, who believe that their bank actively helps to improve their financial wellbeing are the Persona group most likely to use challenger brands such as Starling and Revolut. To this end, they put a high value on personalised products and digital experiences and are the most likely to rely on banking apps. They hold strong views on sustainability and are among the most likely to be aware of sustainability targets and green products and projects, indicating that they are either seeking out information on these from their bank or are receptive to communications such as social posts, advertising campaigns and emails.

Demographic profile

The second youngest persona of the six, this group is slightly more likely to be male. Over a third are under 34 and they hold an average of 2.1 accounts each. The younger members of the Persona bank with Starling, Metro Bank and Revolut, older ones bank with Lloyds and HSBC.



Attitudes towards their bank

The Enriched, believe that their bank actively helps to improve their financial wellbeing are the group most likely to use challenger brands such as Starling and Revolut. To this end, they put a high value on personalised products and digital experiences and are the most likely to rely on banking apps.

Motivations to switch

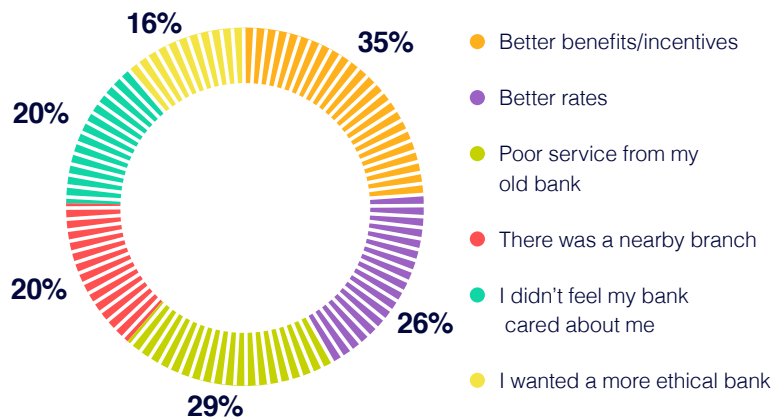
They are receptive to support services, including money management and budgeting and being helped to get better rates and rewards, particularly discounts on foreign exchange, which indicates they are frequent travellers.

They are the persona most likely to trust supermarkets and the Government with their data which indicates they are perhaps more socially tolerant and politically moderate than the other personas.

Views on sustainability

They hold strong views on sustainability and are among the most likely to be aware of sustainability targets and green products and projects, indicating they are either seeking out information on these from their bank or are receptive to communications such as social posts, advertising campaigns and emails.

What prompted you to switch banks?



How to engage with The Enriched

Customer panels

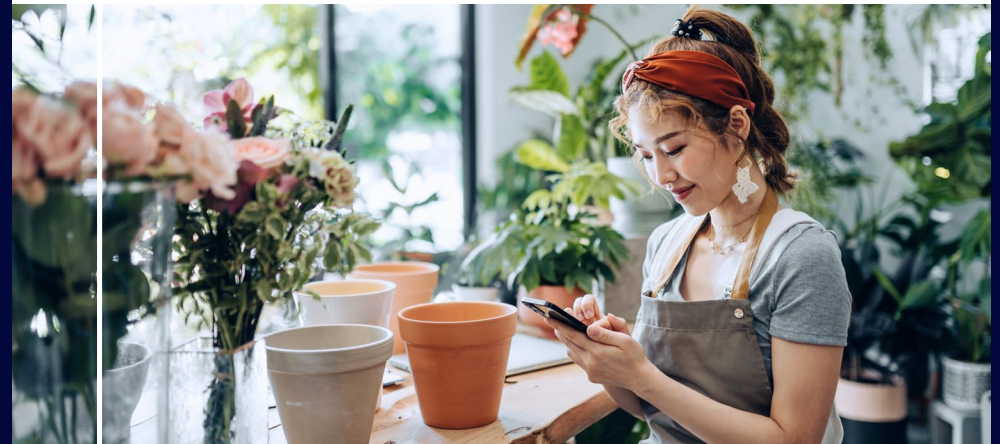
As a group engaged with their bank(s), products and comfortable technology as well as their eyes open to competitors, this group would work well in a customer panel where they could feed back on enhanced and new products. Doing so may also feed into their self-worth as a valued customer, especially when the activity is rewarded.


Improving customer wellbeing

Companies including Fidelity and Aegon are already investing heavily in improving the financial wellbeing of their client base, often using behavioural science combined with technology to help customers understand, overcome barriers and drive them to tools and content to help them understand debt, pensions, interest rates and more. Given this group is already open to this, customer experiences and communications flows that support this would further engage customers with their bank.

Support where it's needed

Whether it's understanding customer decisions or implementing systems that guide them, it's important to first understand your options and where to start. Our experts can help you identify where **behavioural science could add value** and how optimising the tech you use could **help customers truly connect**.



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**How do the six
personas compare and
contrast on key issues?**

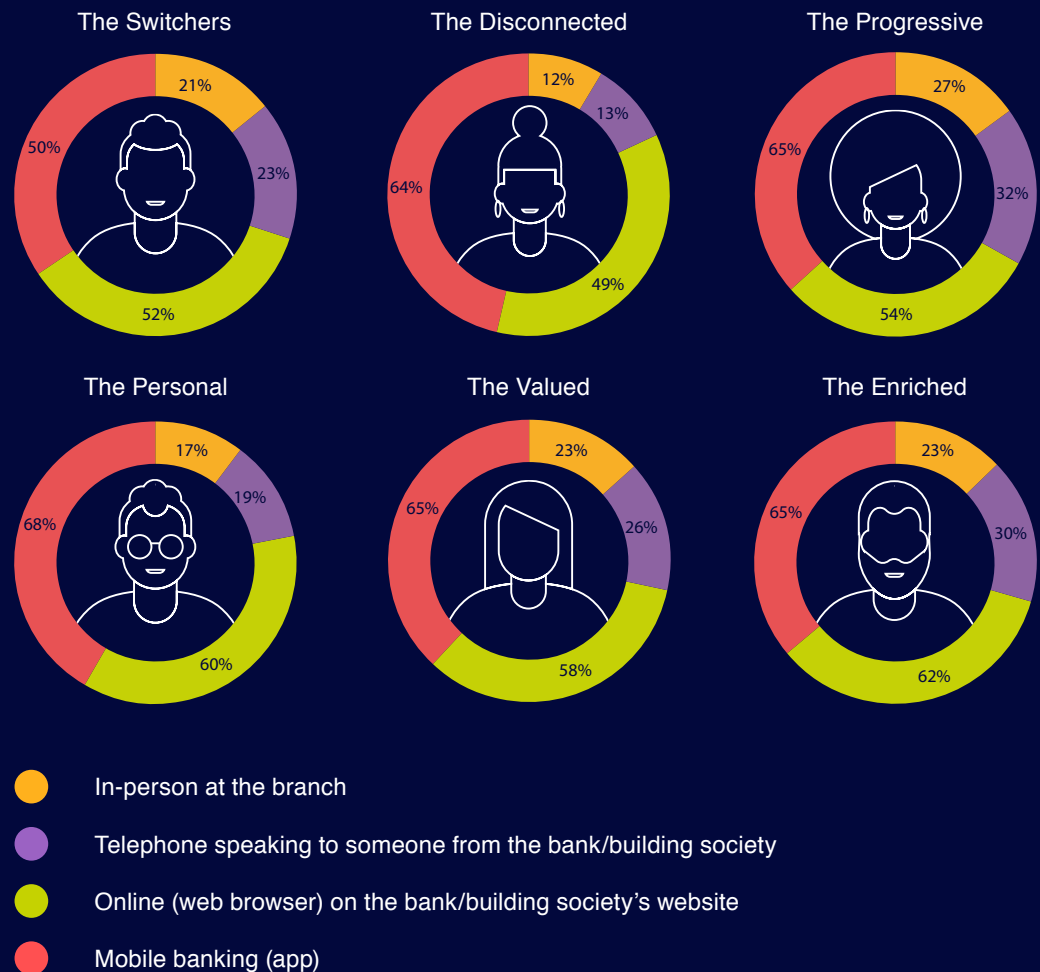
Frequency of channel usage, by persona

Across all personas, mobile banking via an app championed as the most frequent way to interact with their bank, with The Personal at the highest with 68%.


The Enriched were most likely to go online onto the bank's website, and The Progressive were most likely to pick up the phone.

Overall, it was the Disconnected that recorded the lowest points across all personas, with only 12% engaging in-person at a branch, and 13% speaking to someone over the phone.

How frequently, on average, do you actively 'use' your bank or building society?



For this question, the total number of answer choices selected can be greater than the number of respondents that answered the question. Therefore, the data in the individual charts will not equal 100% as the selected data can cause the total response percentages to exceed 100%.

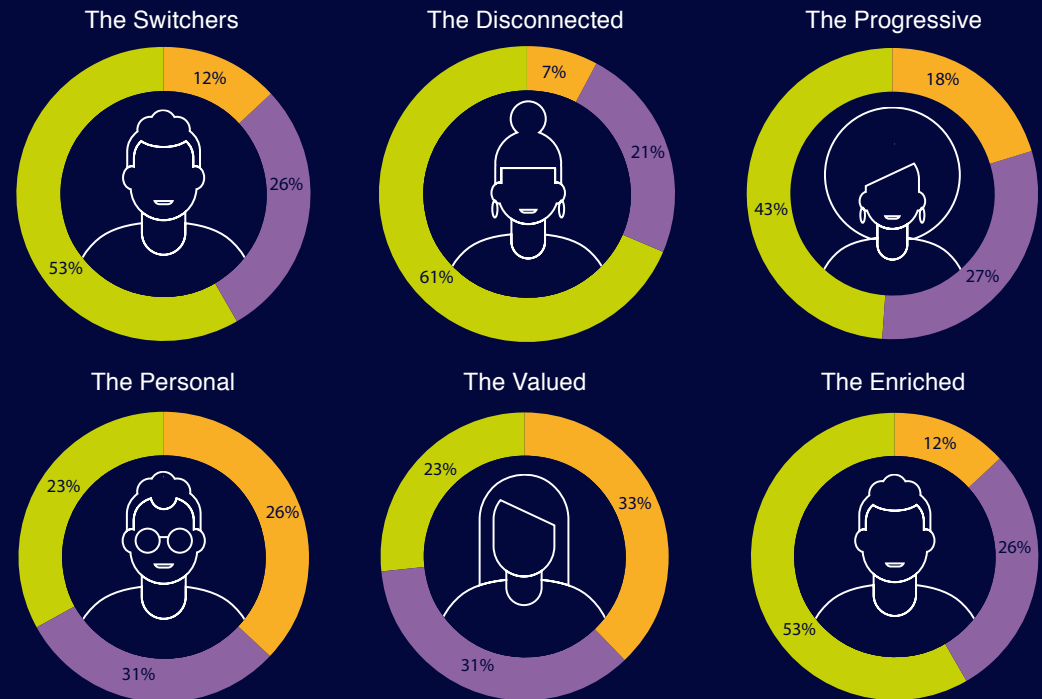


Do the personas
feel their bank is
rewarding loyal
customers?

The Disconnected persona is the least likely to think that loyal customers are well rewarded, while the Valued and Enriched are significantly more likely to think this.

However, it is worth noting that The Valued and The Enriched are also the most likely to think that the rewards are insufficient. This suggests they are well aware of their value as customers and feel their support should be better reciprocated.

Do you think your bank rewards loyal customers?



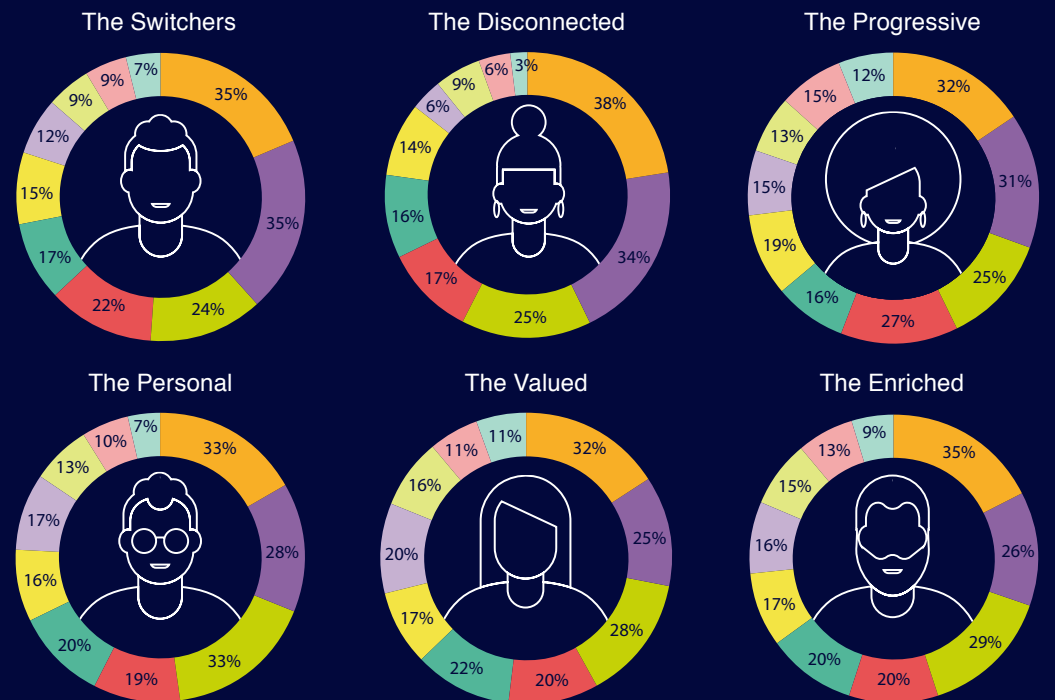
- Yes – loyal customers are well rewarded
- Yes – but the rewards are insufficient
- No – my bank does not reward loyal customers

Primary reasons for switching

The Switchers and The Disconnected are more motivated by financial incentives to switch, although The Aggrieved voice a stronger desire for a more ethical bank, which aligns with their feeling of being poorly treated.

The Personal switched because of poor service and a feel of not being cared about, so they are looking for a more personal connection. The Valued are the most likely to cite the sense of being cared about, whilst the Enriched are slightly more pragmatic, with more of them looking for better benefits and rates than The Valued.

What prompted you to switch banks?



- There were better benefits and incentives on offer
- There were better savings and interest rates on offer
- I thought the customer services at my old bank was poor
- There was a local bank branch nearby
- I didn't feel my bank understood or cared about me
- I moved to another area
- I wanted a bank that was more sustainable and ethical
- It's where my partner does their banking
- It's where my parents do their banking
- It's where my children do their banking

For this question, the total number of answer choices selected can be greater than the number of respondents that answered the question. Therefore, the data in the individual charts will not equal 100% as the selected data can cause the total response percentages to exceed 100%.

Criteria for selecting a new bank or building society

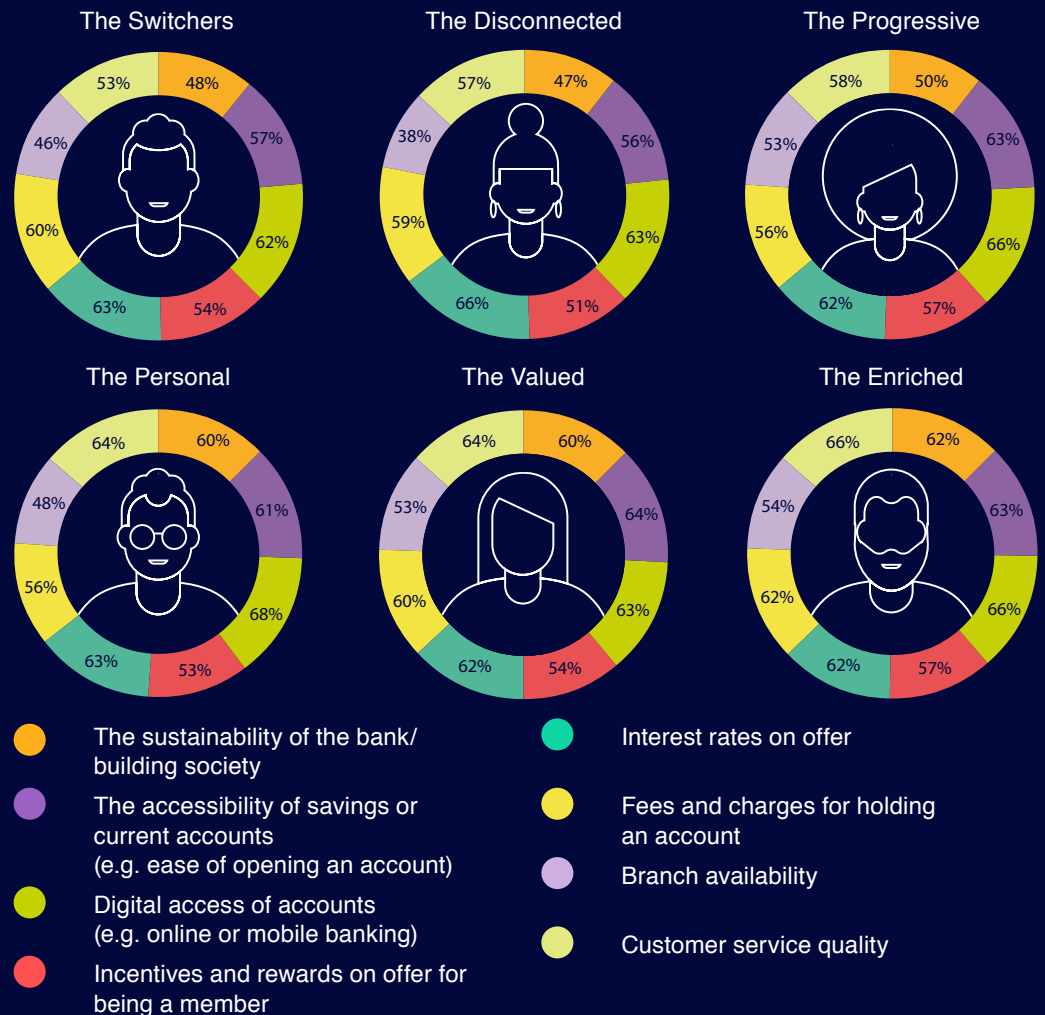
When choosing a bank or building society, the availability of digital services, interest rates and quality of customer service were the top three criteria.

All personas over-indexed on these. However, beyond this, paths diverge.

The Disappointed are less likely to rate branch availability as key, but over-index on interest rates. The Supportive (who believe their bank is improving), are most likely to rate digital and customer services, indicating that this is where they look for improvements.

Both The Valued and The Enriched over-index on ease of account-opening and customer service, indicating that they appreciate a personal, customer-centric experience.

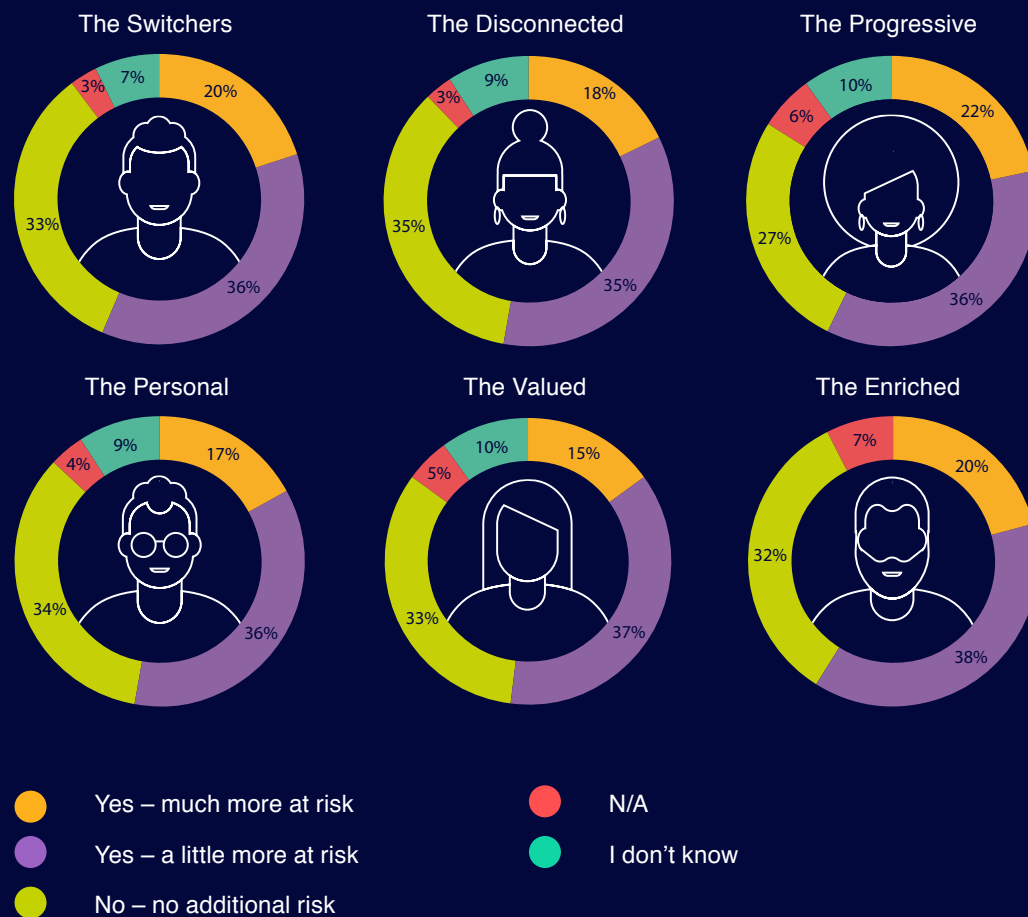
How have your priorities shifted in the last two years when selecting a bank/building society?



For this question, the total number of answer choices selected can be greater than the number of respondents that answered the question. Therefore, the data in the individual charts will not equal 100% as the selected data can cause the total response percentages to exceed 100%.

Which personas most feel the cost-of-living crisis will make them more vulnerable?

All the personas were slightly more likely than the survey average to believe that the Cost-of-Living Crisis could make them more vulnerable and they were in broad agreement with each other on whether or not it was likely. However, it is The Progressive who are least likely to feel potentially vulnerable, perhaps because they are the most likely group to be working full-time and feel they have a more secure income and financial situation overall.





Let us help you with Rethinking Banking

We would love to help, guide and advise you through such extraordinary times and help you with Rethinking Banking.

To find out how Capita can help your business adapt [get in touch](#).

**The perfect moment
doesn't just happen.**

Contact us for other content that you may be interested in exploring, including our Future Trends Report.

 **Capita**