Banking on Invisibility

Envisioning the next-generation of financial products, services and paradigms

Image: J.P. Morgan collaborated with frog to explore prototypes of a pre-launch payments wearable.

Challenge 05 Challenge

Challenge 05

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Published by **frog**

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KEY TAKEAWAYS

- **Diffusing into the digital**
  In-person banking is out: 78% of adults in the U.S. say that they prefer to bank via a mobile app or website.

  Forbes (2022)

- **A new competitive landscape**
  The number of open banking users worldwide is predicted to reach 63.8 million by 2024.

  Statista (2023)

- **Evolving CX expectations**
  75% of those surveyed said they expect their banking to be easy to use and available anytime, anywhere.

  Capgemini Research Institute (2022)

Shifting Horizons

Previously, banks had a prime position on the main streets. Now, that's wavering. In the future they may not even have a position in the phone app. Financial services are becoming so deeply embedded in our technology and in industries that they are reaching near invisibility.

The death of traditional banking has been a longtime favorite subject for commentators, and for just cause. It's undeniable that the rise of digital finance has resulted in a slow decline of the familiar brick-and-mortar bank. But what if digital finance was just a stopgap en route to something radically different?

Open banking has enabled brands across the board—from fashion to mobility to healthcare—to act as financial institutions, embedding loans, payments, payroll and more into existing offerings. In addition, an ongoing wave of consumer tech innovation is merging physical and digital worlds at daily touchpoints, meaning we can navigate payments without even thinking about the financial aspect. We leave a store, and our purchases are automatically calculated and debited. Our smart devices can make orders and payments to maintain their own upkeep. Our banking accounts are increasingly automated and intelligent, supporting us in maximizing our savings.

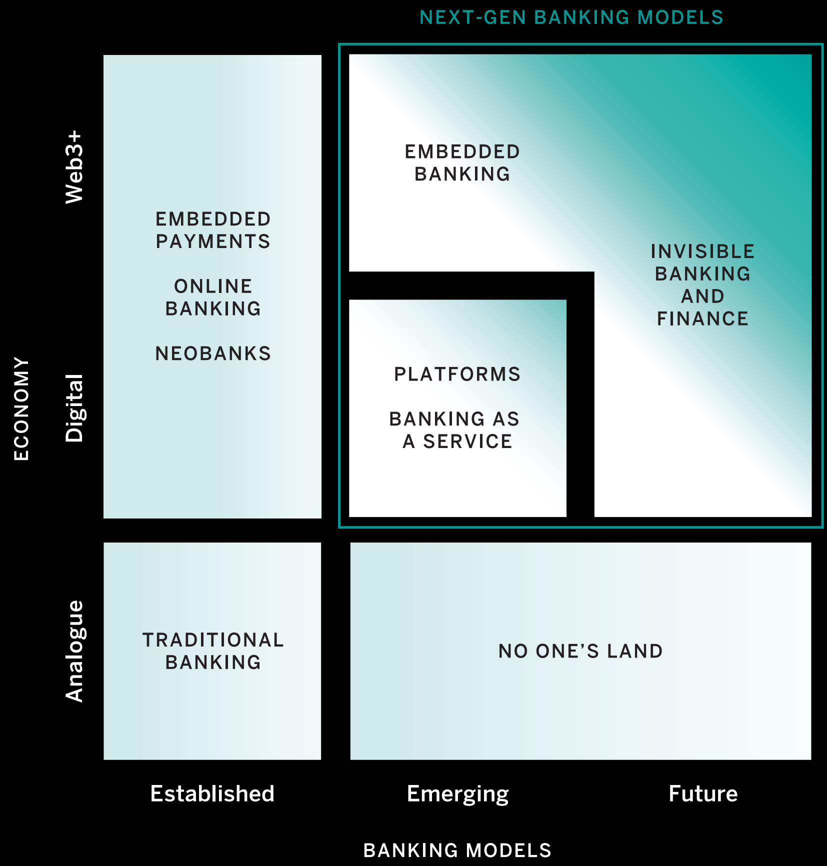
Financial services are heavily regulated and tend to be one of the more conservative industries. As a result, it can be slow to react, but when it does alter its course, the effects will be felt widely as money is so foundational to (and intertwined with) other industries. This metamorphosis will open up new revenue opportunities across industries—and will send out shockwaves that will be felt far beyond the realms of what we typically call finance.

We're also seeing alternative modes of operating and gaining revenue springing up across the financial services landscape. Next-generation banking models signal a wave of novel products and services made for a world with less rigid industry boundaries, which will soften or maybe even disappear.

An entirely new form of finance is on the horizon: one that's abstracted, seamless and connected at its core.

This has already happened in the automotive industry. Consider the move from 'car' to 'mobility,' extending the value chain beyond the physical product and creating a vaster space for interpretation. This growing ambiguity between financial and nonfinancial sectors means that banking is gaining the superpower to move into the subconscious, driving fast-evolving customer experience (CX) expectations and new competitive challenges.

For banks to thrive in an invisible world, it's crucial they deeply understand customer needs, habits and aspirations. Those working in financial services must be ready to perform the magic trick of becoming both invisible and all-seeing. An entirely new form of finance is on the horizon: one that's abstracted, seamless and connected at its core.



From digital to invisible

Digital finance in its current form can deliver relatively seamless CX—but it can also create fragmented user experiences, requiring the customer to engage with different entities and channels for product use and activation. An example is bancassurance, a current offering that enables banking customers to purchase travel insurance without leaving their bank's web portal or mobile application. But the seamlessness ends if the customer needs support or logs a claim, since communication is handled by the insurer, rather than the bank.

Invisibility can be achieved when the focus is not on banking or insuring—but on life events. Take the example of a wedding. Previously, a person seeking financing for their wedding would first visit their bank to secure a loan before advancing to the next step of hiring a wedding planner. With the move to invisibility, they could go straight to the wedding planner, who would bundle their planning services in with the rest of the financing for the event, to be paid back in agreed installments. This scenario not only removes the step of visiting a bank (or even a bank's website), but also removes the step of thinking about a bank. As with the bancassurance example, the bank and the wedding planner remain two separate entities, but at no point does the consumer directly engage with the financial institution itself. In this way, finance moves so far into seamlessness that it altogether dissolves out of sight. In this report we'll go on to explore how the envelope can be pushed further with some of the developments happening at the more experimental fringes of finance.

$240 billion

is the predicted size of the Internet of Payments (IoP) market by 2026

Wired (2022)

A new face for dematerialized finance

When banking cards became popular in the mid-twentieth century, there were concerns that the dematerialization of finances could result in careless spending. Some would argue this is exactly what happened, with **credit cards linked to overspending when compared to cash purchases**. Skip forward fifty years and, due in part to the pandemic, cash has finally entered its death spiral, with cashless societies growing in number and consumers of all ages forgoing paper money in favor of digital payments. A result is that those old mid-century fears are rearing up again in a new form. If banking is invisible, do consumers risk losing control of their money?

A growing percentage of younger U.S. consumers, including **31% of millennials**, have their primary checking account with a digital bank such as Cash App, Chime and PayPal. In **one survey**, 77% of millennials and 66% of consumers said they were considering switching to a digital-only bank, citing convenience as the primary motivator. But even with data portability becoming easier, the percentage who do switch banks each year currently tends to run on the low side, **at around 4% of consumers**. Instead of switching, consumers are opening more accounts and are engaged with a greater variety of providers. We don't just have one bank account anymore. Arguably, the previously established significance of the primary current account is diminishing. With a trend towards complexity, a new question surfaces: how can a bank increase wallet share?

We're seeing challenger fintechs, such as Clearpay and Klarna, offering innovative spending options with less friction in the form of buy now, pay later (BNPL), which consumers are welcoming with open arms. In 2022, an estimated **360 million people worldwide used BNPL**, a figure that's predicted to rise to 900 million by 2027. There are signs that BNPL providers will evolve from financing individual purchases to supporting lines of credit, essentially emerging as an entry-level offering for credit cards. While some banks are pivoting to offer BNPL services, traditional banks are typically too slow and complex to play in the fast-changing space BNPL represents.

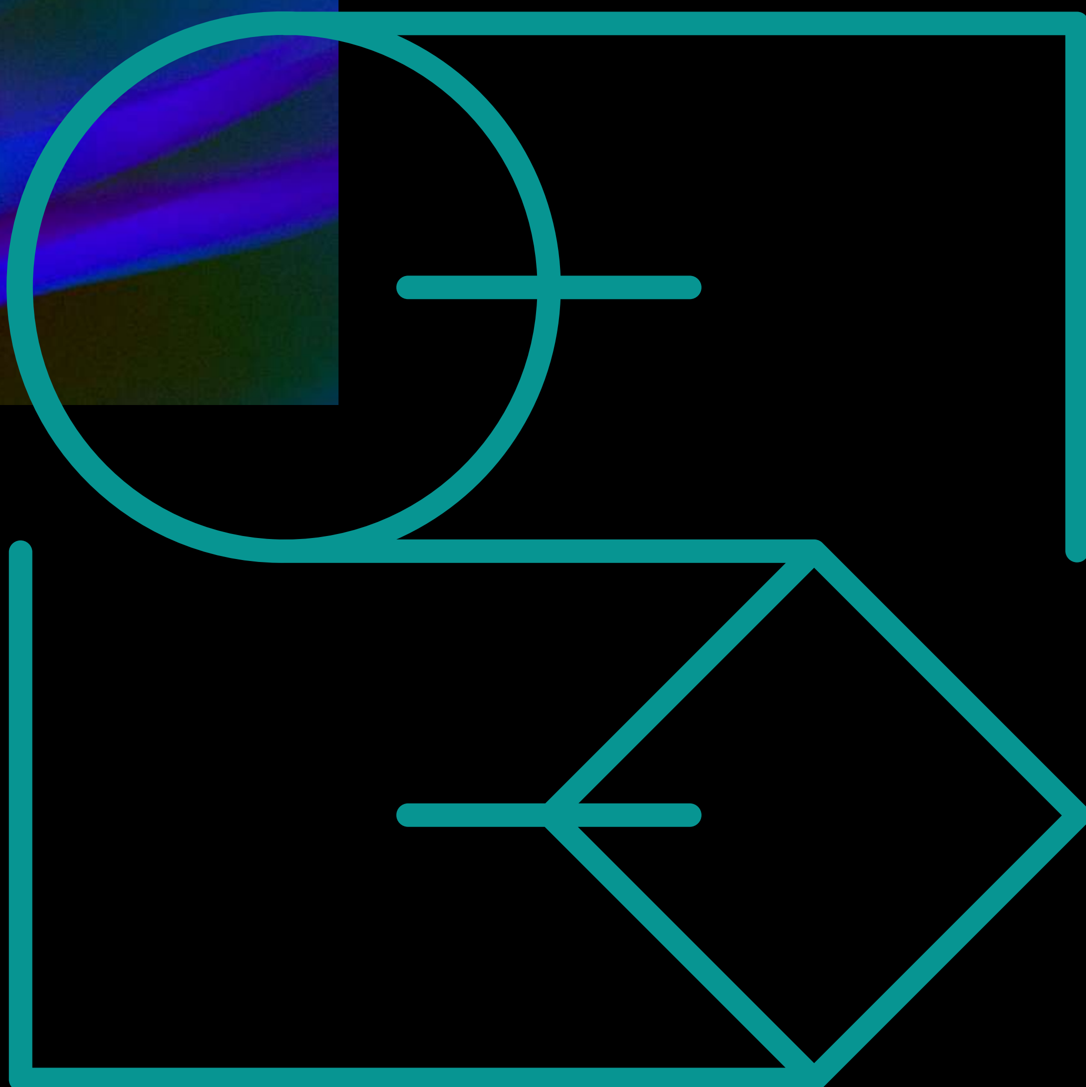
Undoubtedly, the ease-of-use that seamlessness and invisibility promise is cause for excitement, but there's a risky edge to invisible finance that must be attended to. This new face of financial services is surfacing amid a backdrop of inflation, a looming recession and a cost-of-living crisis. **73% of Gen Z** say that the current economic environment has made it challenging to save. Would increasingly abstracted spending mean consumers will further lose control of their finances?

Transformation in three parts

The financial services landscape is essentially being rewritten and there are major challenges ahead that incumbent banks must navigate. The wave of invisibility is poised to strike all industries, but it has the potential to affect financial services most profoundly. That's because while other industries have physical products or services, much of financial services is pure information, with only a limited dependency on a physical entity.

We believe that organizations looking to thrive in the world of invisible finance must commit to a three-part mindset shift. First, they must think of themselves as leaders. Second, they must face competition from areas that they previously didn't even realize existed. Third, they must be prepared to invent their own future.

Acheiving this means sensing using evolving data-driven insights, responding with an ecosystem of strategic partnerships and joining the charge to activate future-proof behavior.



Where Finance Meets Magic

It's time for the world of finance to harness disruptive technologies to become smarter, more intuitive and connected—while evolving to be undetectable.

Leaders from Deutsche Bank and Esusu share their insights into key challenges in finance today. Where will the next wave of innovation come from? How can financial services deliver on new customer expectations? Can innovations in finance and social good be intertwined?

Watch video ⟶

To match consumer expectations in an increasingly invisible financial landscape, success lies in a trio of interlocking strategies:

e Sense Sense Sen

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Sense

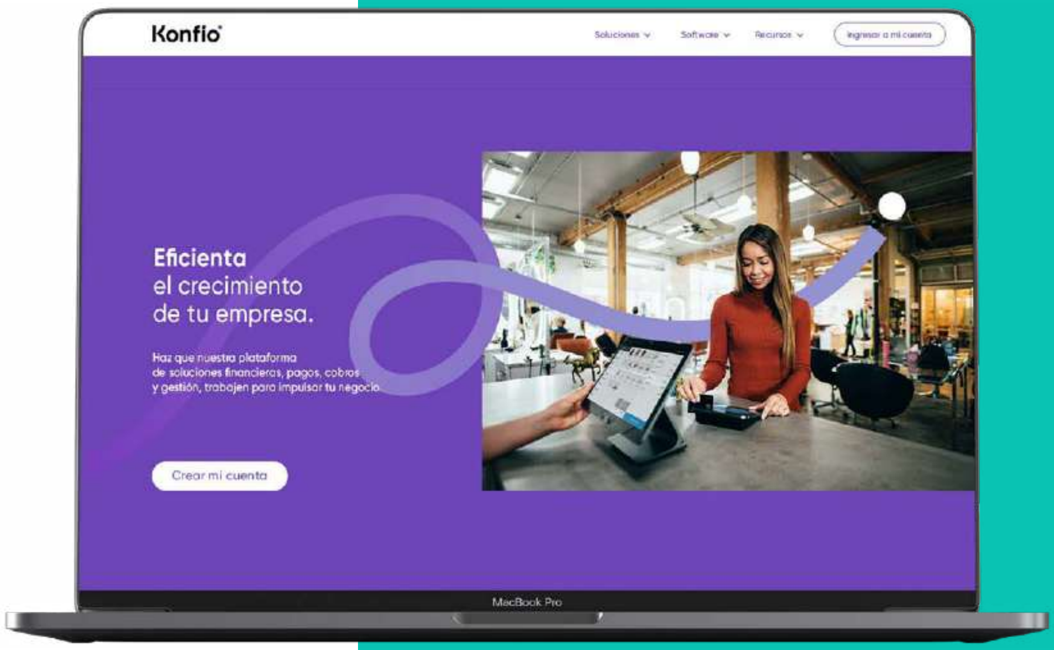


Image: frog partnered with Mexican fintech, Konfío, for an award-winning identity and strategy collaboration.

Data Talks

New sources of data, advanced analytics and AI-powered insights have given rise to innovative ways of creating personalized experiences. The main consumer jobs-to-be-done remain the same— helping consumers save and grow their money while offering competitive banking fees and rock-solid security—but additional needs are emerging. Consumers now desire portability of banking, personalization of offers and an expectation of surprising, smart products and services powered by cutting-edge tech.

Do you remember the first time you used Uber? Thanks to the convergence of payments tech with a radically different business model, getting from A to B became imbued with a new sense of magic. It's time for financial services to create similarly powerful experiences. This can look like developing meaningful, tailored user journeys and smoothing out the mundane, bureaucratic aspects of banking.

It's up to banks and the wider financial ecosystem to use all the tools available to them to sense the evolving needs of consumers, gaining almost psychic abilities to ensure they can give customers what they want. Achieving magical experiences can be as simple as leveraging the right mindset with the appropriate infrastructure, while doing the work to get to know consumers and maintain their trust during times of flux. The outcome? Deepened brand-consumer relationships and co-created visions that traditional finance could previously only dream of.

The trust factor

While fintech was once seen as the biggest threat to incumbent banks, some now argue that the likes of Microsoft, Google and Netflix have taken that spot. This is because the world's largest tech companies already have global customer bases and do not need the infrastructure or capital that banks bring to the table. But even if a tech giant such as Amazon could become a fully-fledged bank, or could provide financial services without the backing of a conventional institution such as Goldman Sachs, would they be able to compete with banks on trust?

Big tech's ability to use social media and marketplace platforms to subtly conduct mini psychological experiments on users has positioned them as indisputable leaders in human data research. As **Wired** has pointed out: "Big tech has a significant head start when it comes to innovating and using their vast swathes of data to respond quickly to consumer trends, at scale." As a result, the tech giants have a solid understanding of evolving user needs in the financial sphere. However, when it comes to **who consumers actively trust with their financial information**, banks currently lead the way. Trust is the main advantage that incumbent banks retain over new entrants. Yet, in a fast-paced business landscape, that could change with surprising pace. That's why, in order to thrive in this new world, banks must be ready to partner with big tech and be willing to transform from the inside out.

There is untapped potential in the responsible use of the transaction data held by financial institutions. Though currently, some barriers do stand in the way. For example, banking data is often siloed. In addition, banks tend to be conservative about enhancing their internal data with external data sources. But, with an enormous pool of transaction data, and trust built over decades and even generations, it's a natural fit for banks to position themselves as a partner for consumers who wish to reclaim control over their finances.

Knowledge is power

Banks must use data they hold to their advantage, playing product matchmaker and creating even more loyalty. By aggregating and analyzing consumer patterns, banks can replace promotions with trustworthy and personalized recommendations. Understanding what brands are often purchased together, or whether an item is purchased multiple times by the same household, can lead to powerful insights. It's time for banks to counter the noise with curation, perspective and navigation much further upstream than the point of service.

Transaction and interaction data must be treated with emotional intelligence to best benefit customers. This could mean creating rewards for reaching small spending or saving milestones—such as giving credits for free home delivery or vouchers towards a product on their wishlist. By partnering up with other organizations, banks can help consumers save money on smaller items, while helping them save up money for larger spends. Another way that banks can connect with consumers is by using their spending history to offer proactive budget suggestions and ways to get more out of their money. For example, if an individual typically plans a trip for August, their bank could compile a proposed breakdown of suggested spending given recent activity, destinations that match that budget and recommendations for flights and accommodations when a customer is likely to get the best deal.

73% of retail banking executives surveyed say they struggle to turn data into useful insights.

Capgemini Research Institute, World Retail Banking Report, 2022

The personal touch

As we become more reliant on autonomous, invisible technology, the need for it to work reliably will come under increased scrutiny. In the inevitable case of bumps in the road during a customer journey, there must be strong customer service underlying the technology. The human touch is especially important when it comes to big purchases: when buying a home or car, for example, the reassurance that human contact offers is essential. It all comes down to excellent CX—something banking can learn from the tech giants. **Jeff Bezos has been quoted** as saying: "We're not competitor obsessed, we're customer obsessed. We start with what the customer needs and we work backwards." With the desire for personalized, tailored services growing in importance, especially among younger demographics, financial services must look to big tech for innovative offerings and ways to engage audiences of all ages.

Client Story

Konfío arrived on the Mexican fintech scene with a mission to provide small and medium-sized enterprises (SMEs) with a human-centered alternative to traditional banking's aggressive fees, bureaucracy and lack of transparency.

Together with frog, Konfío developed an identity design and strategy that showcased an ongoing commitment to approachability, launching rebranded offerings that streamlined all its tools and products into a unified experience.

Read the full Konfío story ⟶

Design Mind: Studio Sessions

Experts from Innovate Finance, United Ventures and Capgemini Invent discuss the new invisibility superpowers shaking up the world of finance.

This second episode of Studio Sessions explores how next-gen banking models intersect with the digital asset economy—and unpacks the resulting shifts in consumer behavior and expectations.

Watch video ⟶

DesignMind
StudioSessions

Studio Sessions is also available as a podcast—listen now on Apple Podcast and Spotify.

Respond

Image: frog and global financial services leader J.P. Morgan have partnered to explore the unfolding world of payments experiences in invisible banking.

Ecosystems Are Go

Invisible finance is connected at its core. The old saying goes “no person is an island”—and no bank is, either. Growth in the sector will focus on forging partnerships to deliver a responsive, CX-focused ecosystem of capabilities, especially targeting previously underserved consumer groups. The bank-centric method, with traditional financial institutions relied on for clearing and settlement, is rapidly being replaced. Today, various third parties can enable settlement by non-financial service providers, on a peer basis or through a collaborative model. This consists of collaboration between banks, mobile operators and other stakeholders in the mobile payments value chain, including a potential trusted third party that manages the deployment of mobile applications.

Banks must now make the very fundamental strategic choice of whether they wish to compete as a ‘network’ business model or compete in specific businesses serving others’ networks.

Responding to a new generation of customers takes strategic planning and action from multiple players. The younger waves of customers have a different relationship with banking. They’re more likely to be gig economy entrepreneurs or involved in the creator economy. They expect that their bank will invest in the latest technology. It’s crucial to take these new segments seriously. Financial services must shed their reputation of being dismissive of, and disconnected from, contemporary culture. If not, banks risk seeing the brand value they have generated by serving as a ‘trustworthy advisor’ being downgraded into a brand known for ‘old ways’ of doing things.

Smart environments

Rising technologies, such as AI, are facilitating a broad new set of possible applications. We're seeing more products equipped with an intelligent component, securely analyzing, predicting and advising based on real-time data processing, before adjusting product features to match customer needs. For customers, intelligent products having a feeling of being completely customized to them, with features adjusted to each individual depending on contextual, environmental and situational awareness.

Where the Internet of Things (IoT) and payments intersect, we arrive at the Internet of Payments (IoP)—a market that J.P. Morgan have stated could be worth **$240bn by 2026**. Enabling frictionless transacting and enhanced user experiences, the continued growth of wearables will unlock new opportunities for payments to blend physical and online worlds—accessing digital payment tools is as simple as a movement of the arm.

Payments infrastructure consistent with an increasingly smart environment will require continued innovation in identity technology and identity data protection. IoP only works if trust between connected parties exists. IoP goes beyond wearables, including payments that can be completed through any connected device. For example, Amazon uses Just Walk Out technology to eliminate standard checkout processes. Likewise, smart cars have the capacity to pay automatically when at a gas station or tollbooth. Meanwhile, the public transportation system in the Netherlands issues 'invisible tickets' to know when passengers have entered the system, where they've gone and when they've completed their journey—and charges them accordingly.

The digital asset economy

We must be prepared for the world of finance to become more complex and less tangible as it evolves alongside the disruptive and game-changing digital asset economy. A digital asset is any content or service that is either directly or indirectly created or delivered in digital form, with a well-known example being NFTs (non-fungible tokens). Whether an NFT is an artwork or an event ticket, it is essentially a non-financial product or service that includes an indistinguishable and inseparable financial capability. The creator of the product and service is the sole customer-facing entity for all aspects of buying, using and selling—covering both non-financial and financial aspects.

NFTs currently only exist at the more experimental fringes of the economy, but they represent how superpowered financial invisibility could play out in the future.

Another key aspect to the digital asset economy is the ability to create a digital twin from any physical asset. Digital twins of specific business operations and factories—such as car manufacturers—already exist, with different external factors used to stimulate impact. In the future, it's possible that an entire company could be replicated in the digital world, running AI to test various strategies and features. Taking this to an even higher level of complexity, this could be carried out with a digital replica of a city to experiment with social and city planning strategies.

The growth of the digital asset economy promises to move finance towards a decentralized model, including peer-to-peer lending, borrowing and crowdfunding and the rise of crypto exchange and stablecoin. In addition, through the process of tokenization, the economy can expand to include new types of assets. Entities that are not immediately bankable—from rare books, art and wine to vehicles and real estate—can become tradeable, underpinned by smart contracts.

Connecting with new segments

Freelancers are predicted to represent **half of the U.S. workforce by 2025**. Side hustles by creators are turning into main gigs and salaries are dividing into income streams. It's increasingly easy to make a digital asset, meaning anyone can become a creator (whether as a business, semi-professional or hobby) and make an income from their creations. This is strengthening the digital asset economy, in which we're seeing a shift from banks to platforms. In the digital asset economy, we could see more creators selling their rights to their digital creations. Take, for example, the video game Minecraft. It's possible for users to make modifications and extensions in the game which they can then sell. A user might create a new biome or a new kind of resource, which, if popular with other Minecraft users, could then provide them with income. What if they could then leverage their predicted income on their creations to get an advance from the bank?

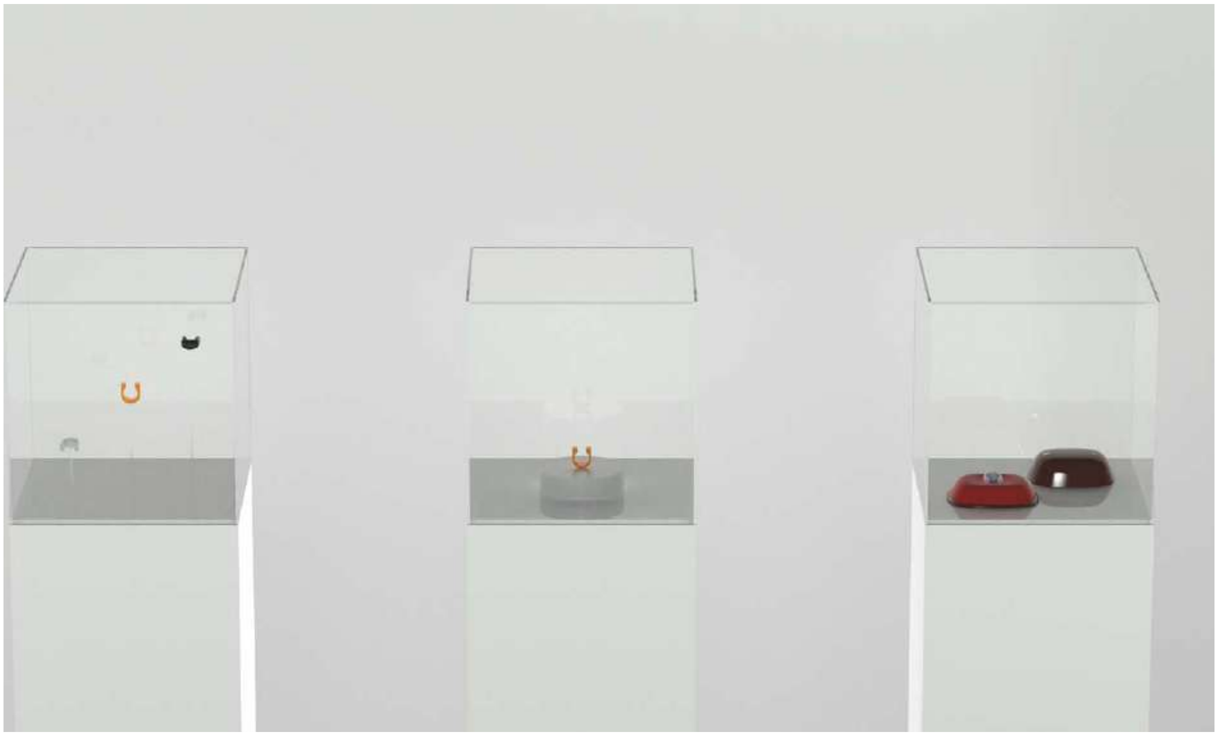
95% of executives say legacy systems are inhibiting customer centric growth strategies and optimization

Capgemini Research Institute, World Retail Banking Report, 2022

Currently, numerous streams of income aren't recognized by major financial institutions, meaning freelancers—and Minecraft creators alike—are left out of financing opportunities that could enable them to grow their business. In answering the needs of this rapidly growing segment, banks stand to attract customers that are currently overlooked by outdated risk profiling. From credit scores to payment schemes, banks are in a powerful position to help individuals navigate the financial peaks and troughs inherent in different working models. Becoming a powerhouse of growth for the gig economy, which is estimated to be worth **455.2 billion U.S. dollars in 2023**, will require banks to adopt a change of attitude and priorities, as well as an agile approach. It's time to flip the script, find new depth and show up for the niches that are ahead of the mainstream.

CLIENT STORY

J.P. Morgan



To gain loyalty, payment experiences must be seamless and frictionless as standard, while also representing social or cultural collateral.

Partnering with global financial services leader **J.P. Morgan**, frog has developed a blueprint to deliver payments ecosystem innovation for those looking to unlock opportunities in the wearable payments devices space.

This is the moment to ask: how can wearable payments enable seamless experiences for resorts, gaming and beyond with a fashion-forward approach?

Read the full J.P. Morgan story ⟶

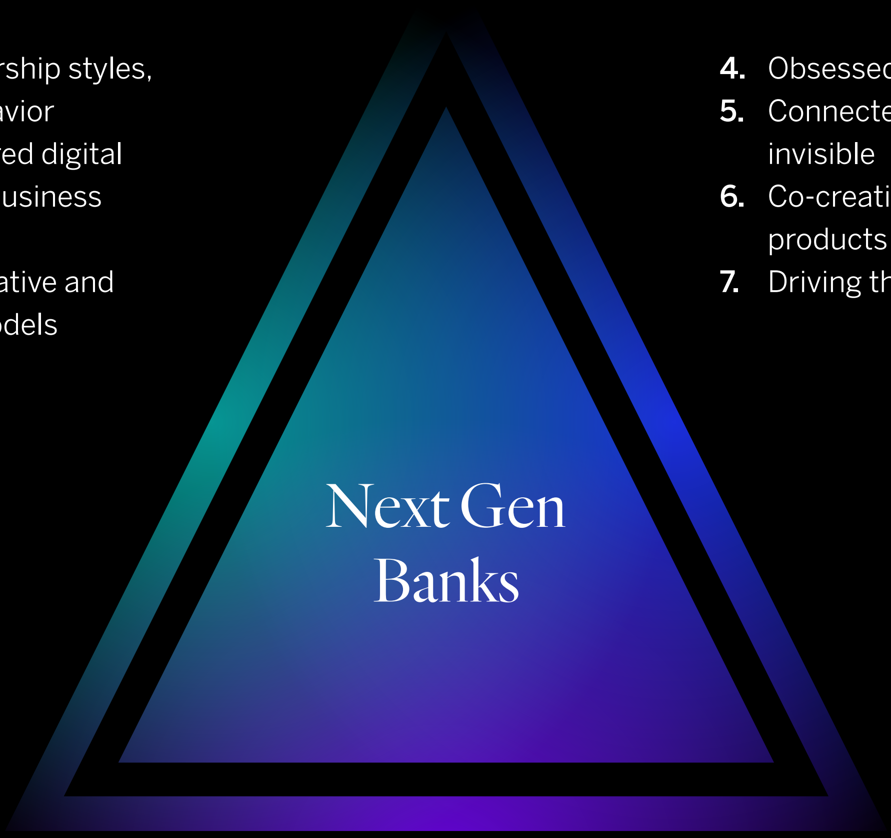
12 Superpowers for the Future of Banking

Direction

1. Forges new leadership styles, mindset and behavior
2. Shapes the required digital DNA for distinct business strategies
3. Builds new, innovative and agile business models

Focus

4. Obsessed with CX
5. Connected and sometimes invisible
6. Co-creating new, tech-forward products and services
7. Driving the circular economy



Foundation

8. Manages risks in a smart way
9. Attracts and keeps top talent
10. Designs flexible IT platforms and architecture
11. Utilizes zero manual operations
12. Insights-driven and predictive

Activate

"The shift in our economic environment is calling banks to show up as *bold, capable partners* behind every segment of today's society."

Fortune Favors the Bold

For many consumers, the core benefit of invisible finance will be the power to 'see through' banking to focus on what matters—whether that's buying groceries, starting a business or purchasing a vehicle—because paying is embedded into the activities they care about. With banking becoming something woven into people's daily lives instead of as an item on their to-do list, will finance be invisible by default, with chosen moments of visibility? Will we see invisibility as a mode that finance uses strategically, or will invisibility become the norm?

The interconnected developments of invisible finance, next-gen banking and the digital asset economy will have major implications for all industries and will create significant challenges for governments, central banks and regulators. Creation and experimentation in financial services is untapped. To stay relevant in the face of incoming paradigm shifts, work on a systemic level is needed. This means activating transformative leadership styles and mindsets to enter invisibility territory, while maintaining trust. The approach in mindset needed for this new world of business will take many years and is markedly different to current digital transformation initiatives.

This is a moment that requires a willingness to activate change across the board; whether it's rewriting past formulas of success or investing time shaping successful future business models and ideating on the transitions required.

Masters of prediction

Big tech represents a new class of financial services competitors with powerful networks and deep investment pockets. The unique scale and 'ecosystem' model of tech giants have the potential to fundamentally change competitive dynamics in banking. Meta, Apple, Amazon and Alibaba are major forces in the global economy whose platforms are eating everything: including financial services.Offerings include Apple Pay (a service that banks sign up to and are hidden behind, with Apple taking a cut) to PayPal (who, in addition to facilitating online payments, offers loans and credit) to the world of Amazon (who deliver payments, insurance, cash deposits and lending).

52% of executives are prioritizing investments in third parties to develop innovative propositions.

Capgemini Research Institute, World Retail Banking Report, 2022

Platforms and next-gen banking models such as Banking as a Service (BaaS) fit together like a jigsaw puzzle. BaaS has seen licensed banks, such as Marqeta and Starling, 'share' their license using application programming interfaces (API), enabling digital banks like Monese and brands like Uber and Amazon to offer financial services without a license. By utilizing BaaS to access a banking license, platforms can leverage content and connect with engaged users to offer financial services with an extended reach. Banks need to prepare for the possibility of a major incursion of the big techs into their core markets, where this has not happened already. It will soon become the norm to send funds via phones to contacts without even leaving a messaging app or logging into a bank account. In some parts of the world this is now common, such as in China, thanks to WeChat. Technology is driving and enabling such advances, and it's the major tech players, rather than the banks, that are best placed to benefit.

To ready themselves for the disruptive change coming from tech giants, banks must rise to the challenge of repositioning and reimagining their organization. For example, to attract top talent, banks must play to their strengths. They might not currently be able to complete with big tech when it comes to areas such as technological innovation or the novelty factor but, as previously mentioned, likely lead the way when it comes to the qualities of trust, purpose and security. The key is to self-reflect then determine a clear strategy to leverage existing skillsets and attract the right external talent.

Image credit: Hannah Bain Photography

New visibility

For a bank considering their CX strategies, factoring in invisibility could be the difference between a strategy that loudly announces their presence or a strategy that is felt and only intrinsically known. Banks previously relied on being highly visible. A solid presence has been an essential part of their trusted image, with grand or central locations in towns and cities. But with more branch closures every year, the embodied incarnation of banking is eroding. And with financial services weaving itself through the lives and actions of consumers, the very visibility that banking once prided itself on is potentially about to be flipped on its head.

While a branding strategy is currently considered successful if it attracts positive attention by the target audience, in the brave new world of invisibility, seamlessness, in place of awareness, reigns supreme. We may see strategy shift to an integrative approach, with the measure of success being a seamless positioning in the daily or weekly routines of the target audience. Brand is barely detectable, emerging only at key moments in the customer journey.

How this will look exactly is still to come into focus, but will likely exist somewhere between the quality-signifying approach of ‘ingredient branding’ (think Intel Inside or Gore-Tex) and the shorthand, ubiquitous nature of the likes of Hoover, Kleenex and Jacuzzi. No matter how the cards fall, this shift is not something to be afraid of, but to leverage.

Expanding the comfort zone

Incumbent banks must become adept at predicting user needs—and then activating. This means finding ways to overcome the challenges of legacy-based infrastructures and utilizing software algorithms, machine learning and artificial intelligence in the service of enhancing financial experiences. To stay at the customer’s top-of-mind when purchases are being made, banks must develop partnerships that enable them to serve customers from start to finish. For example, a bank might support a consumer buying an apartment by helping them compare their options, then organize mortgage and offer financial planning—this could all take place on a third-party loan app with bank in the background orchestrating.

> “The very visibility that banking once prided itself on is potentially about to be flipped on its head.”

The shift in our economic environment is calling banks to show up as bold, capable partners behind every segment of today’s society. While the current omni-channel approach (comprising branch, relationship manager, self-service, contact center, online banking and mobile banking) won’t go away, the complexity and cost structure of this model will make it increasingly unappealing—for investors, bank executives and customers alike. The needs of today’s consumers boil down to wanting elevated experiences, whether it’s in the form of new apps, contactless payments or smoother onboarding to financial institutions and optimized offerings, such as better overdraft options or access to appealing savings and investing opportunities. Incumbent banks often lag behind their competitors when it comes to these two key aspects. But this isn’t a game of us vs. them. All players in financial services must find ways to forge ahead in turbulent times, which means working together, or stripping back and working on something new or in a totally new way.

Q&A

How to meet new customer expectations in financial services

"The benchmark for financial products and services has been elevated by entities that are not even part of the industry."

What should be top-of-mind for organizations delivering financial products and services today? What role can data play going forward?

Join us as we take on the big questions facing the financial sector today. In this deep dive, Payal Wadhwa explores financial wellness, makes a case for positive friction and highlights the importance of controlled experimentation.

Read the full interview ⟶

Invisibility Doesn’t Mean *Disappearing*

In our daily work with senior executives of financial services firms, we see a strong interest in understanding the coming waves of change, but many are in need of a bold vision and tangible actions to get ready for the shift. Although the more speculative aspects of invisible finance are currently on the far horizon when it comes to the considerations of most bank CEOs, there is a strong case for starting to evaluate and strategize. This is due to both the incredible opportunity to grow a bank’s business and the significant threat to their existence.

Ultimately, banking is never going to be the thing driving people to act—what drives action are life events and major purchases. Banking must update its operating to be able to give people what they need seamlessly and responsibly. Banks need to closely co-operate and co-create with businesses that specialize in the many different life events and interest areas that often require financing.

Rather than step aside and be relegated to serve as the pipes behind the scenes, banks have the right and the reason to own their customers’ relationship with their money. In the invisible banking model, banks do not disappear, they simply connect with the products and services differently. Equally, it’s not that brand doesn’t matter in this future, but that there’s a different way of experiencing a brand. Winning in invisible banking means going beyond customer-centricity to create emotional connections that drive consumer behavior. Frictionless experiences are just the beginning; the key aspiration lays in designing for emotions, whether it’s comfort, feeling cared for or living out a fantasy. Now is the moment to Sense, Respond and Activate the future of banking.

Ready to find out how you can leverage the latest insights and innovations to deliver what consumers want today? Get in touch to learn more.

Stay tuned.

Discover more episodes in the Chief Challenges series.

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This report was also made with insights and data from Capgemini Research Institute's '**World Retail Banking Report**,' 2022 and frog's 'The Future of Retail Banking is Unapologetically Front & Center,' by **Alex Stock** and **Colleen Galbraith**.

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