Mobile Banking
Best practice and case studies
# TABLE OF CONTENTS

## ACKNOWLEDGEMENTS

- About the author: David J Cavell FCIB 3
- About the publisher: RBR 3
- Confidentiality 3
- Disclaimer 3

## TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Bank of South Pacific (BSP), Papua New Guinea</td>
<td>19</td>
</tr>
<tr>
<td>1.1</td>
<td>Background</td>
<td>19</td>
</tr>
<tr>
<td>1.2</td>
<td>Delivery channel mix</td>
<td>20</td>
</tr>
<tr>
<td>1.3</td>
<td>Leveraging e-channels – for retail banking customers</td>
<td>20</td>
</tr>
<tr>
<td>1.4</td>
<td>Leveraging e-channels – domestic remittances</td>
<td>22</td>
</tr>
<tr>
<td>1.5</td>
<td>Leveraging e-channels – commercial traders</td>
<td>22</td>
</tr>
<tr>
<td>1.6</td>
<td>Conclusion</td>
<td>24</td>
</tr>
<tr>
<td>2</td>
<td>Barclays Bank Group, UK</td>
<td>26</td>
</tr>
<tr>
<td>2.1</td>
<td>Background</td>
<td>26</td>
</tr>
<tr>
<td>2.2</td>
<td>Delivery channel innovation</td>
<td>26</td>
</tr>
<tr>
<td>2.3</td>
<td>Current mobile banking strategy</td>
<td>27</td>
</tr>
<tr>
<td>2.4</td>
<td>‘Pingit’</td>
<td>28</td>
</tr>
<tr>
<td>2.5</td>
<td>Conclusion</td>
<td>30</td>
</tr>
<tr>
<td>3</td>
<td>CaixaBank (La Caixa), Spain</td>
<td>31</td>
</tr>
<tr>
<td>3.1</td>
<td>Background</td>
<td>31</td>
</tr>
<tr>
<td>3.2</td>
<td>Delivery channel strategy</td>
<td>31</td>
</tr>
<tr>
<td>3.3</td>
<td>Mobile banking</td>
<td>32</td>
</tr>
<tr>
<td>3.4</td>
<td>Contactless</td>
<td>33</td>
</tr>
<tr>
<td>3.5</td>
<td>Conclusion</td>
<td>35</td>
</tr>
</tbody>
</table>

© RBR 2013 Page 4
4. Commonwealth Bank of Australia (CBA), Australia
   4.1 Background
   4.2 Transformation at CBA
   4.3 Mobile banking at CBA – the foundations
   4.4 Building the service
   4.5 Conclusion

5. Deutsche Postbank (Deutsche Bank Group), Germany
   5.1 Background
   5.2 Delivery channel strategy
   5.3 The mobile mission
   5.4 Mobile features
   5.5 Looking to the future
   5.6 Conclusion

6. FNB (First Rand Group), South Africa
   6.1 Background
   6.2 A multi-channel delivery strategy
   6.3 Laying the foundations for cell phone banking
   6.4 Building up the service proposition
   6.5 The eWallet
   6.6 The developing tablet
   6.7 Understanding and supporting the customer
   6.8 Conclusion

7. Garanti Bank, Turkey
   7.1 Background
   7.2 Delivery channel strategy
   7.3 First generation mobile banking
   7.4 The developing market
   7.5 iGaranti
   7.6 Click on the Avatar!
   7.7 Conclusion

8. ICICI Bank, India
   8.1 Background
   8.2 The mobile banking proposition
   8.3 The platforms
   8.4 Mobile Money partnerships
   8.5 Business development
   8.6 Conclusion

9. Moven, USA
   9.1 Background
   9.2 A bank account for the next generation
   9.3 Service features
   9.4 Channel strategy
   9.5 Building the foundations for tomorrow
   9.6 Conclusion
10. NTT DOCOMO (NTT), Japan
   10.1 Background 73
   10.2 An evolving business model 73
   10.3 Payment facilities: growth and development 74
   10.4 Service development 75
   10.5 Lifestyle service development 76
   10.6 Trials and pilots 77
   10.7 Conclusion 78

11. OCBC Bank, Singapore
   11.1 Background 79
   11.2 The early OCBC mobile banking service 79
   11.3 Heralding a new generation 80
   11.4 Personal financial management (PFM) 82
   11.5 Conclusion 83

12. Standard Bank, South Africa
   12.1 Background 84
   12.2 Services and features 84
   12.3 Other developments 86
   12.4 Financial inclusion 88
   12.5 Conclusion 89

13. Wells Fargo, USA
   13.1 Background 90
   13.2 The Wells mobile banking options 90
   13.3 Mobile cheque deposit 92
   13.4 Conclusion 92

14. Western Union, USA
   14.1 Background 94
   14.2 Segments and needs 95
   14.3 Mobile wallets 96
   14.4 Working with billers 97
   14.5 Conclusion 97

SECTION B: DEVELOPMENT AND IMPLEMENTATION OF A MOBILE BANKING STRATEGY
   98

15. The developing mobile market
   15.1 The scale of the opportunity 98
   15.2 Africa 99
   15.3 China and India 101
   15.4 The USA 102
   15.5 Summary 104

16. Customers
   16.1 Background 105
   16.2 The customer – checklist of issues 105
   16.3 Generation and gender issues 106
   16.4 Where and why? 107
   16.5 Customer support 108
   16.6 Summary 109
17. BT and YOUBIQUITY FINANCE, UK
   17.1 Introduction
   17.2 Smartphone adoption and use
   17.3 Social media
   17.4 Conclusion
18. Features and functionality
   18.1 Background
   18.2 General banking functionality
   18.3 Social media
   18.4 Working with other channels
   18.5 Conclusion
19. The ATM Industry Association (ATMIA)
   19.1 Introduction
   19.2 Best practices for mobile device banking security
   19.3 ATM contactless payment acceptance best practices
   19.4 Conclusion
20. MasterCard, Europe
   20.1 Background
   20.2 MasterCard and the developing digital world
   20.3 Contactless
   20.4 MasterPass
   20.5 User feedback by social media
   20.6 Financial inclusion
   20.7 Conclusion
21. Visa, Europe
   21.1 Background
   21.2 A developing portfolio
   21.3 Enabling mobile financial services
   21.4 The Visa Ready programme
   21.5 Contactless
   21.6 Conclusion
22. Final thoughts
   22.1 An optimised approach
   22.2 Building the business case
   22.3 Conclusion

APPENDIX: CONTRIBUTORS
### TABLE OF FIGURES

Figure 1: The rural trading environment of BSP ................................................................. 23  
Figure 2: The launch of Pingit in February 2012 ................................................................. 28  
Figure 3: CBA flagship branch in Brisbane ........................................................................ 37  
Figure 4: Timeline of Deutsche Bank’s mobile banking offering ....................................... 44  
Figure 5: Deutsche Bank’s mobile banking product line ....................................................... 45  
Figure 6: The exciting interior of the new dotFNB stores ................................................. 50  
Figure 7: Moven mobile money management ....................................................................... 68  
Figure 8: The Moven proposition ........................................................................................ 70  
Figure 9: Detailed information displays at OCBC ............................................................... 82  
Figure 10: The Standard Bank branch of the future at Potchefstroom ............................... 87  
Figure 11: The bank shop concept now being rolled out at Standard Bank ....................... 89  
Figure 12: Mobile cheque deposit at Wells Fargo ............................................................... 92  
Figure 13: The benefits of mobile banking ......................................................................... 112  
Figure 14: Consumer preferences for online video chat with financial services provider 113  
Figure 15: Using social media to interact with customer services at your bank ............. 113