

**DIEBOLD NIXDORF PERSPECTIVE**

# Mending the culture clash behind consumer experience

By Dewi Thomas, Vice President and Head of Managed Services, EMEA, Diebold Nixdorf

In my experience as a service provider, I interact with two very different types of people. In one corner are the innovators, who have great ideas, dream big and want to move fast and fail fast. In the other corner are the operators, who must keep the proverbial 'lights on' at all costs, while accommodating new and innovative (not to mention complex) requests from their counterparts. This culture clash behind the scenes can introduce unexpected, costly and time-consuming issues as financial institutions (FIs) attempt to speed new initiatives to market.

## **TCO vs. TCE**

You are likely used to thinking about the total cost of ownership or 'TCO' for a piece of hardware or software. But today's strategic initiatives have evolved dramatically. First, traditional project scopes have shifted: instead of multi-year projects, banks prefer very specific, manageable implementations that can be completed in a matter of months. Second, the most vital initiatives FIs need in order to thrive in the digitalised era are no longer channel-based. New functionality in individual channels is critical, of course, but the broader directive is often aimed at enhancing the overall consumer experience – and that's an omnichannel play that requires a harder look at the total cost of experience or 'TCE'.

Time and again, we find that FIs fully understand the upfront costs of a new project but vastly underestimate the integration and ongoing operational costs. Because they don't have the experience with these new types of project implementations to 'know what they don't know', they can't accurately tally the true TCE.

At Diebold Nixdorf, we closely examine the FI's organisation to understand where complexity can be removed and costs shifted. Using a holistic approach, we work outside the traditional silos to get to the root cause of operational challenges. There is no

'silver bullet'. Our experts, who are seasoned in business transformation projects and have access to Diebold Nixdorf's global knowledge bank, work to drive efficiencies and fix problems.

Internally, an FI's project implementation team may suffer from departmental worries: Is it a helpdesk issue? Do employees need better training? Are there engineering or software problems? Diebold Nixdorf is able to examine the entire end-to-end process and provide assistance and direction where needed, in a truly holistic fashion.

## **Innovation vs. operation**

Think about a recent initiative within your own organisation. How did you address the culture clash of internal innovators versus operations staff? Where did unexpected issues crop up along the way? How quickly and efficiently were you able to resolve them?

Collaborating with an experienced partner is one of the best ways to address those challenges before they become a real drain on resources – or worse, threaten to derail a project. The right partner should have the ability to work for you, not just with you. What I mean by that is your services partner should have the appetite to look past the P&L and evaluate ways to drive meaningful change for your organisation, to think about the business outcome for you, not just report on contracted SLAs.

Our outcome-driven approach to service excellence, Diebold Nixdorf AllConnect Services<sup>SM</sup>, ensures the highest levels of care and attention for your unique organisation. We help make behind-the-scene culture clashes a thing of the past, by driving efficiencies, delivering worry-free service, and freeing your employees – both the innovators and the operators – to focus on creating and enabling the connected touchpoints and seamless consumer experience that will truly differentiate your organisation. ■

*Find out more about our operational excellence approach to services at [DieboldNixdorf.com/AllConnect](http://DieboldNixdorf.com/AllConnect)*



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