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Banking on a big CX transformation

“This customer experience transformation project with Deloitte Digital has helped us build new core capabilities for better understanding of our customers and for taking meaningful actions based on those insights. As a result, we are building stronger connections with our customers and discovering new ways we can improve our business and grow.”

—Cristo González Álvarez,
Chief Transformation Officer, Unicaja Banco

QUICK STATS

- 57,000 M€ in total assets
- 7,000 employees
- +1,100 branches

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THE ISSUE

Being a big bank comes with big expectations, especially on the customer front. When dealing with a large organization, many customers can feel disconnected—as if their voices are not being heard. For Unicaja Banco, a major Spanish bank, leaders wanted to make sure they were listening—and getting solid insights to improve the customer experience and drive new value.

THE SOLUTION

Teaming with Deloitte Digital, Unicaja Banco designed and built a “voice of the customer” program to collect customer feedback along three different journeys associated with credit application processes (mortgages, small and medium-sized enterprises, and cards). By integrating customer experience surveys, other data, and new digital capabilities, the bank’s *Unicaja Escucha* program created a new source of insights to support strategic decision-making and help improve services. The program effectively closes the loop at the individual level, with alerts providing information directly to branches—ultimately helping to increase customer satisfaction and brand loyalty.

SAP® technology enabled

SAP Qualtrics XM Platform

THE IMPACT



Greater customer engagement, with +29% response rates in two of the three application processes



Increased customer satisfaction and brand loyalty



Improved insights for enterprise decision-making



A new single source of rich customer data to support marketing and operations initiatives



Identification of opportunities to expand the “voice of the customer” program to other touchpoints and users

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