

Where is the love?

Consumer Survey:
Accelerate growth through
advocacy in banking

What matters most to financial leaders

Spotlight on agility and tech innovation

The digital landscape is evolving fast, and banks and other financial institutions still agile enough to become powerful growth engines will lead in the adoption of innovative technologies enabling them to sharpen their competitive advantage.

What matters most

This Avanade edition of the biennial Accenture Banking Consumer Survey delivers a deep dive into what matters most for organizations between \$500M to \$5B. For these growth leaders, the study reveals findings that matter most for the here and now.

About the research

The 2025 research reflects responses from 2,621 customers who do business with companies in the MME banking category. Results span across North America, Latin America, Europe, Middle East and Africa, East Asia and Pacific and South Asia to build on a critical insight -- Banks need to do more than offer functionally efficient transactions to grow. To stand out and attract and retain customers, respondents said banks need to do better at addressing consumer frustrations and meeting their individual expectations. **When they do, they cultivate advocates**—customers who not only appreciate their bank but will also proactively recommend it to others.

For the full report, visit [Accenture Banking Consumer survey](#).



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Avanade is as relentlessly results focused as you are. That's why we never start by talking about technology. We start by understanding what matters to you, whether transformational or tactical, big or small. We then use our unique knowledge and expertise to develop the most impactful solutions.

Do what matters

Bring back the love— growth through advocacy

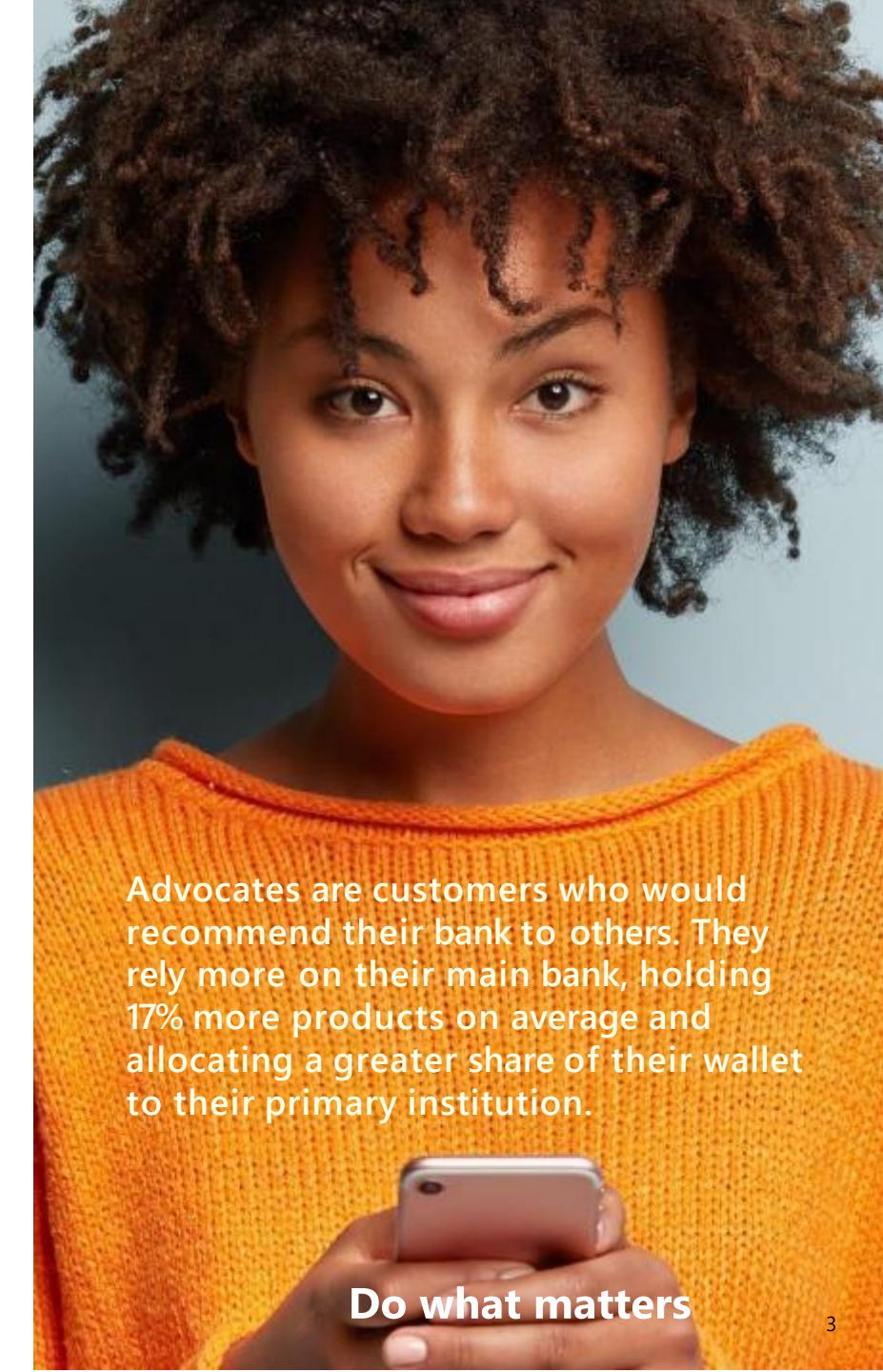
In a banking world battling for growth, the most obvious answer could be staring banks right in the face. Turning lazy loyalists into passionate advocates could almost double the growth rates for most banks. In fact, banks with the highest advocacy scores (top 20%) have **grown their revenues 1.7x faster** than those with the lowest scores.

Yet, the truth is, no bank can do it all. Economic realities demand trade-offs. Some will double down on trust, reinforcing their role as financial guardians. Others will lean into personalization, using data and AI to deliver tailored experiences. Some may focus on seamless service, ensuring every touchpoint

feels effortless. Banks must develop their own advocacy equation and make deliberate choices about where to lead, where to follow and where to let go.

The great news is that generative AI, when used correctly, can help put the soul back in banking.

More than ever, it is easier, cheaper and now possible to create a bank that is again, uniquely yours. The future of banking is about blending the best of digital and physical, using artificial intelligence (AI) to enhance relationships, not replace them. Banks that strike this balance will **turn customers into advocates**, charting a clear course to growth.



Advocates are customers who would recommend their bank to others. They rely more on their main bank, holding 17% more products on average and allocating a greater share of their wallet to their primary institution.

Customers as growth engines

Sixty-eight percent of customers engage with multiple banks, holding accounts with an average of two banks.

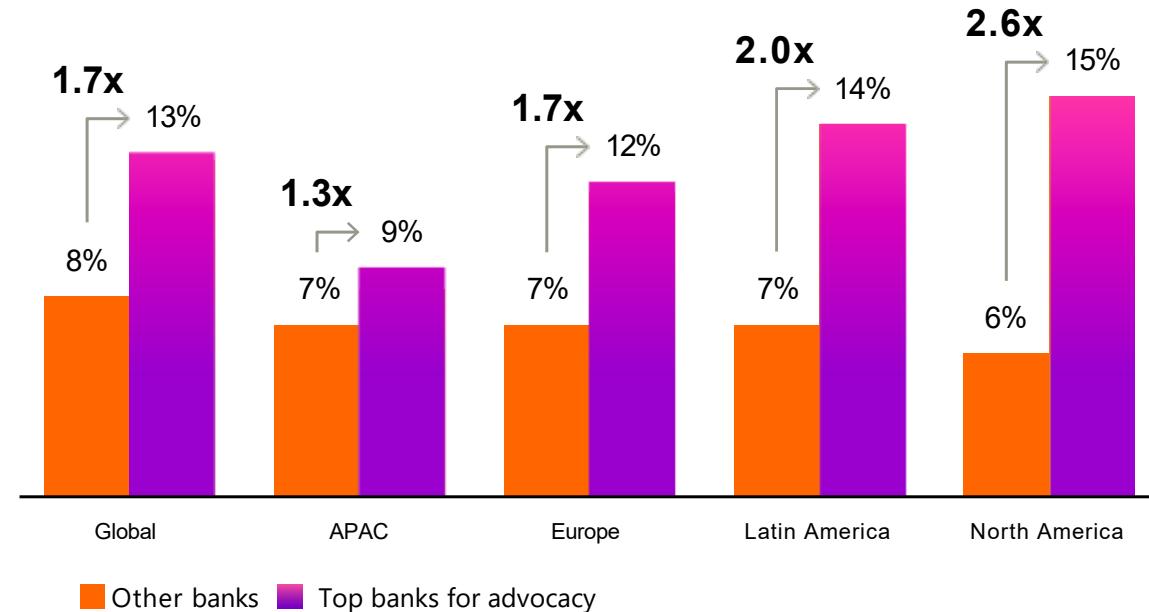
Within this context, it's clearly not enough to be efficient and convenient. To differentiate themselves, banks need to build advocacy. This isn't about customer loyalty; it's more. It's about building a growth engine. It's having customers who are not only loyal, but who also actively promote their bank, delivering measurable benefits including greater revenue growth and a greater share of wallet.

On the other end of the spectrum are customers who can be classified as **lazy loyalists**. The survey data shows that even with lower advocacy scores, the majority (66%) have remained with their primary bank for over seven years. However, the US holds the lowest at 48% compared to the other global markets. The danger is allowing these customers to lull a bank into a false sense of safety.

54% purchased a financial service or product from a new provider within 12 months

Figure 1: Revenue advantage for banks with high advocacy (2019-2023 CAGR)

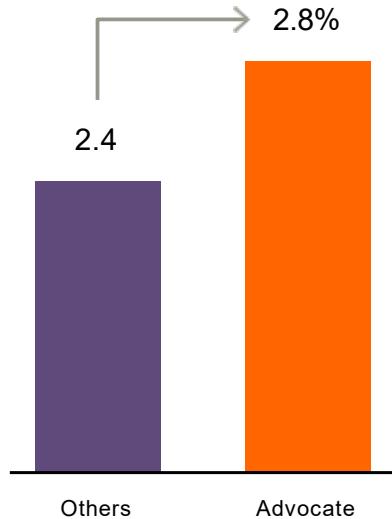
Overall banks in the top 20% for advocacy scores experience **1.7x faster revenue growth** globally, with even higher growth (2.6x) recorded in North America.



About the data

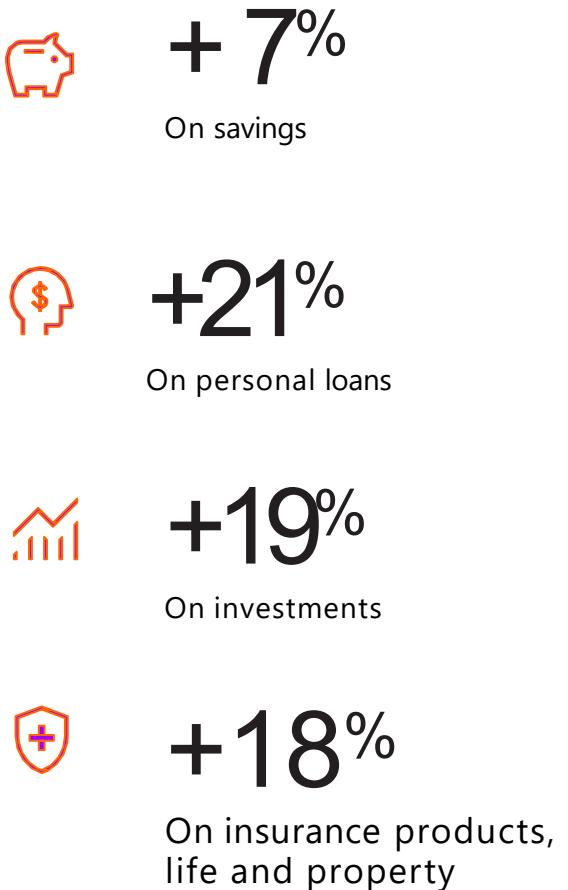
To understand the average impact of customer advocacy on revenue performance, the report reflects analyzed data, matching each bank's advocacy score with its revenue growth from 2018 to 2023. Then, compared the percentage differences to see how changes in advocacy scores relate to changes in revenue growth.

Figure 2: Average number of products with main bank



Advocates hold, on average, **17%** more products with their primary bank and they allocate **5% to 30%** more of their financial portfolio to their main bank.

Figure 3: Main banks' share of wallet delta (advocates vs others)



Advocacy pays off

Advocates rely more on their main bank, holding 17% more products on average and allocating a greater share of their wallet to their main bank.

This increase ranges from 5% to 30%, compared to other customers, depending on the product

Difficult to stand out

Digitization made banking easier and cheaper but less differentiated. Banks mobile app ratings are high, yet **40% of consumers find it hard to distinguish** between financial service brands according to an Accenture 2025 Top Trends report in banking.

To truly differentiate, banks must move beyond transactions and build advocacy.



Move beyond one-size-fits-all

Personalization is a powerful concept, but over the years, it's been reduced to a buzzword. While 72% of customers say personalization influences their choice of bank, just 3% use the tools bank are providing to personalize their experiences. There's a clear disconnect between what customers want and what banks think they want. In part, this is due to a lack of education, as mentioned. Too often, though, budgeting tools and automated alerts—think “tailored offers” or “next-best actions”—are coming across as impersonal and standardized, missing an opportunity for true connection in their delivery.

Banks' efforts to be personal are also getting lost in general industry noise, such as increased advertising. More than half of customers (51%) feel bombarded by advertising. The time and effort needed to research options makes engagement even less appealing.

Moreover, customers must often cover well-worn territory when crossing bank channels or taking those “next steps.” They shouldn't have to start over every time they interact with their bank, yet many do.

To bridge this gap, banks need to ensure continuity in conversations and recall past interactions, creating experiences that genuinely align with each customer's needs. This attention to detail makes customers feel valued and strengthens long-term engagement. True personalization doesn't mean isolated interactions. What works is consistent, continuous engagement that meets customers where they are.

Customers are looking for an online experience that feels like an “olden days” conversation with a branch manager—one who knows them well, understands their needs and provides relevant

guidance. Achieving this requires banks to move beyond one-size-fits-all solutions and design experiences tailored to each customer's unique financial situation and journey.

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of customers say personalization influences their choice of bank, but only 3% use personalized tools offered by their main bank.

Untapped opportunities for improvement

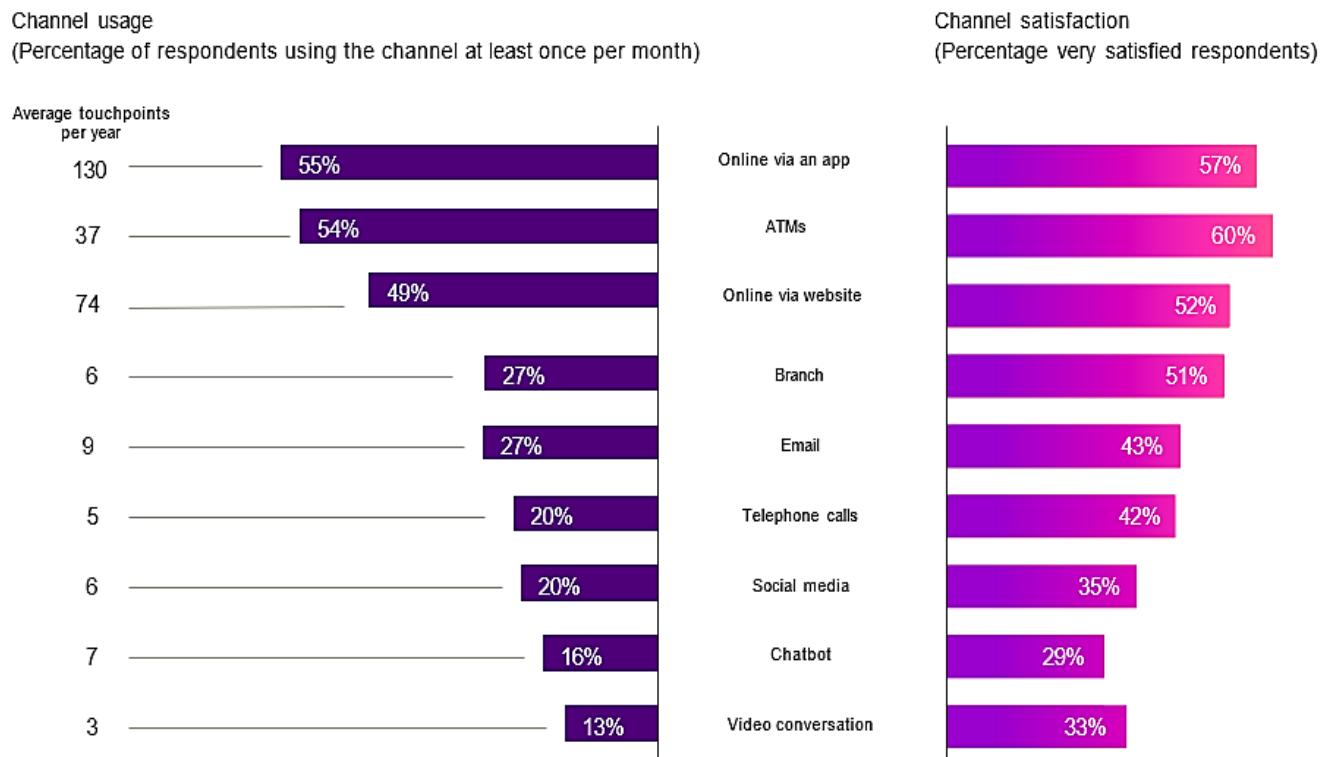
Even though customer service came up as the second most important driver of customer advocacy, just 21% of banking service executives see it as a value driver. [Most see it as a cost](#).

Meanwhile, customer perceptions of service tell a clear story. Just 32% feel service quality has improved in the last five years, and just 18% believe technology has made their experience better, according to a [cross-industry study](#) on customer service. That spells untapped opportunities for improvement.

Consider: Mobile apps are the go-to banking channel for most, with users averaging 130 interactions a year. Almost 11 interactions a month. They also receive the highest satisfaction score across service channels (Figure 4). However, most app interactions remain transactional—the two most common activities done at least weekly are checking balances (45%) and transferring money (31%).

More complex needs, such as loan applications or dispute resolution, don't transition smoothly across channels, leading to a disjointed experience. This, as chatbots, introduced to enhance engagement, have the lowest satisfaction scores across service channels and minimal adoption (Figure 4).

Figure 4: Channel usage and satisfaction



How can banks rekindle the customer connection?

Successful banks will shift their thinking from "why we can't" to "how we might" rebuild personal relationships.



01- Customer loyalty: Lean into Agentic AI

Banks can use Agentic AI to effectively restore the sense of being recognized and understood, treating customers as individuals. It enables personalized advice and experiences, strengthening customer relationships. Banks can then return to their role as financial consultants, not just transaction enablers.

Agentic AI takes the power of generative AI a step further. Individual agents are like focused specialists that can quietly run tasks from start to finish, without constant supervision. And that narrow scope is the point: by tightly binding what an agent is responsible for—e.g. “generate financial reports,” “triage support tickets”—we can give it just enough autonomy to act reliably. Ready-made agents are available in [Microsoft 365](#) and [Dynamics 365](#), or custom agents can be designed to help with more specific needs with [Copilot Studio](#).

Churn prediction - Predictive analytics for customer insights:

Banks use AI to predict when a customer might leave or close an account. By analyzing transaction patterns, customer behavior, and service interactions, AI can flag at-risk customers, enabling banks to take proactive steps to retain them (e.g., personalized discounts, targeted services).

Marketing and services - Behavioral segmentation: Banks segment customers based on behavior rather than traditional demographic data. AI analyzes transaction histories, spending habits, and interactions to group into micro-segments for more personalized marketing and services

Financial consulting - Personalized recommendations: Virtual assistants can analyze customer behavior and provide personalized recommendations, such as suggesting investment opportunities, loan products, or budgeting tools based on individual financial habits.

Loan underwriting/credit scoring - Automated credit assessment:

Agentic AI systems can evaluate a customer's creditworthiness more efficiently than traditional methods. AI models analyze a wide range of factors beyond just credit scores, including spending habits, social media behavior, and even real-time income data, to offer more accurate and personalized loan approvals

Turn AI into trusted intelligence

While banks are among the most trusted institutions for data security, [53% of customers worry about privacy](#), and 58% fear hacking risks. This skepticism makes them hesitant to embrace AI-driven services. Banks face a similar situation with AI today.

To move from “Artificial” intelligence to “Trusted” intelligence, banks must show that AI-driven insights are reliable, secure and genuinely beneficial. With tools like [Microsoft Purview](#), banks and other financial institutions can cost effectively implement data loss prevention and insier risk management to minimize the risk of data beaches and compliance violations.

02- Stop thinking about transactions; start thinking conversations

Most chatbots struggle even with basic transactions like retrieving documents or resolving issues, leading to frustrating customer experiences. This happens because they are designed to respond rather than understand what the customer is asking or needs.

Chatbots should function more like a knowledgeable advisor than a glorified FAQ.

The opportunity here lies in using more advanced gen AI "agents" to combine the lessons from "Remember me" with what it learns in real-time during **"conversations"** so that it functions more like a knowledgeable advisor than a glorified FAQ.

It should listen, learn and anticipate customer needs, to help them make informed decisions. Customers should feel like they are texting with their bankers, to the extent possible. The same kind of agents can also support human service representatives by summarizing past conversations and suggesting solutions in real time, while they're talking with customers. In this way, customers won't have to repeat themselves or struggle with complex menus when seeking help.

Client Experience

A leading wealth management group explored the impact that both gen AI and traditional AI could have on improving employee and customer experiences. As a result, Avanade worked with the client to:

- Develop an advanced chatbot for the technical services team to address adviser queries on superannuation and taxation.
- Develop an advanced chatbot to assist contact center agents in responding to customer calls.
- Build an AI-powered complaint categorization.

Better outcomes followed including improved productivity and reduced average handling time; reduced manual effort and time required by the team to respond to customer calls; enhanced customer response with improved quality and accuracy and accelerated time to competency, uplifting capability across the contact center team and technical services team.

03 - Connected experiences: Unify intelligent data and analytics platforms

As the industry shifts to simplified architectures, models and marketplaces, many SaaS platforms face legacy problems of their own, with outdated architectures that struggle to handle modern demands like unlocking unstructured data from documents and conversations.

Many banking providers seem caught in the "innovator's dilemma," balancing full-suite monolithic solutions with the need for modern, cloud-native, composable services to meet evolving industry demands.

Growth minded bank leaders must focus on reverse-engineering to decouple monolithic systems, adopt forward-engineering to reduce migration costs, and offer generative AI tools that enable banks to create solutions directly from customer preferences and specifications.

Successful banks can now create detailed, dynamic profiles that reflect a customer's financial knowledge, behaviors and preferences.

Cross sell services

Just as a great branch manager remembers their regular customers—their financial history, preferences and past conversations—data captured from multiple sources – branches, mobile apps, call centers or automated teller machines (ATMs) – can be used to create dynamic profiles that reflect a customer's financial knowledge, behaviors and preferences.

By consolidating and simplifying tech stacks for efficiency and quality, generative AI will continue to transform SaaS and banking platforms with advanced, AI-driven solutions delivering composable products and experiences.

Client Experience

A leading insurance company specializing in legal protection launched a digital transformation project with the aim of migrating its entire information system to [Microsoft Dynamics 365](#) for all business functions, including sales, marketing, finance, compensation service, customer service and accounting.

After an initial implementation with a different provider resulted in issues, the company turned to Avanade. As a result -- Employees and customers now benefit from:

- Increased team satisfaction due to new features available and stabilized infrastructure
- Enhanced service levels due to solution optimization
- Improved integration between the CRM and ERP

The company is now looking to reintegrate all business projects into its IT roadmap to enrich its information system, optimize the customer experience and implement new offers.



A proven approach to fast track your growth

Schedule an Innovation Workshop designed to help you get started.

You'll come away with:

- A **high-level assessment** of your current AI capabilities.
- A **concise action plan** tailored to fast track implementation.
- Customized recommendations and **1 to 2 high-impact use cases and next steps**, specific to your business needs.



Why Avanade?

At Avanade, we help you get started faster and stronger than ever before. Why? Avanade is unlike any organization. Thanks to our exclusive Microsoft partnership, we bring a market-leading AI pedigree, deep financial services expertise, modular approach, industry intellectual property and breadth of capabilities no others can fully match.

Let's keep the conversation going. [Visit: **avanade.com/contact**](http://avanade.com/contact)

About Avanade in banking

13

of the top 20
global banks are
Avanade clients

8

of the top 10
global insurers
are Avanade
clients

90+

Microsoft
Partner of the
Year awards

19x

Microsoft GSI
Partner of the Year
award winner



Unparalleled
Microsoft
financial
services
expertise



Microsoft
Azure is
trusted by 80%
of the world's
largest banks
and 85% of
GSIFIs



Do what matters

Get in touch

Avanade is a recognized leader in delivering Microsoft solutions to banks and other financial institutions. For more than 20 years, we have worked with clients worldwide developing and implementing solutions to address today's challenges.

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Avanade is the leading global provider of digital, cloud, AI and advisory services, industry solutions and design-led experiences across the Microsoft ecosystem. Founded in 2000 as a joint venture between Accenture LLP and Microsoft Corporation, Avanade has more certifications, Gold-level competencies and most valued professionals (MVPs) than any other Microsoft partner. Every day, our professionals in 26 countries innovate responsibly to make a genuine human impact for our clients, their employees and their customers.