



Understanding impact on consumer behaviour due to COVID-19

**Banking, Financial Services
and Insurance (BFSI) sector**

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Foreword

The COVID-19 or the novel coronavirus disease began in December 2019 and by March 2020, the World Health Organisation (WHO) officially classified the disease as a pandemic¹. Since then it has escalated into a global health and an unprecedented economic crisis. Both the public and private sectors have struggled to manage the impact of the pandemic on trade both at home and at global scale.

Many organisations across industries such as tech, auto and transportation saw ripple effect of supply chain disruption on day to day operations and earnings while many industries such as retail and banking, responded quickly by pivoting to digital channels to maintain their connect with customers. Regardless of industry and category, the profound effect of the pandemic on consumer behaviour could be felt. Consumers quickly changed their spending portfolio increasing the spending initially to stockpile essentials and then drastically reducing spend in several other categories such as public transportation, restaurants, etc.

This has left organisations across industries, geographies, sizes wondering how to respond to the shifting consumer sentiment and whether this behaviour is transitory or the new normal. Hence, understanding this behavioural shift has become all too important for businesses. And, it begins with listening closely to the market and the consumer conversations before making any design changes to strategy, product, service or experiences.

KPMG in India's design thinking practice is engaged in making efforts to evangelise design led thinking and support organisations in their journey to design human centric experiences. In today's context, this means empathising with the customer to understand how their needs have changed.

In this point of view, it is our sincere effort to provide you with a picture of behavioural trends that have the potential to last medium to long term. The report aims to introduce what we believe to be the ten key behavioural shifts and examine its implications across the key sector of banking, financial services and insurance (BFSI).

We hope you find the contents of this point of view insightful and this helps you observe your customers closely to capture their changing motivations and needs. We would welcome the opportunity to discuss how you can capture these insights for customers specific to your organisation or your industry to build a resilient business aligned to the post-COVID-19 world.



1. World Health Organization (WHO) Press Release, Director-General opening remarks at media briefing on COVID-19, 11 March 2020

About this point of view

This point of view offers an opinion about the impact of COVID-19 on consumers and analyses the behaviours induced due to the pandemic. This document particularly views the consumer behaviours in context of the Indian market. It further assesses implication and opportunities of these behaviours across banking, financial services and insurance (BFSI).

Our reason to pen this point of view

Since the pandemic has reshaped our lives from how we shop, travel, work to even how we breathe, we believe this reorganisation is going to have a significant long-lasting impact on the way businesses design products, services and operate as well as engage with customers in the future. Hence, it is our intent to share the behavioural changes that will be pivotal in shaping the businesses of the future and will act as a guiding map for brands to start redesigning their strategy, product, services and experiences.

Our methodology of research

The research methodology used in this point of view is exploratory research. Exploratory research methodology provides flexibility in the findings for topic of this nature that is evolving and changing as we speak. The above method is coupled up with trend analysis, our experience and several conversations with clients across industries who are navigating their businesses through this challenging time.

How to read this point of view

The first section, Introduction, sets the context around importance of tracking consumer behaviour change. The second section, shifts in consumer behaviour as a result of COVID-19, highlights the consumer behavioural trends we have observed in the market classified under five pillars of KPMG's Five My Framework² i.e. My motivation, My attention, My connection, My wallet and My watch. These behaviours and their interconnection between each other are then analysed and summarised in 10 key behavioural shifts of significance. In the third section, we examine the implication of these 10 key behaviours on BFSI broken down into sub industries. In the subsequent section, we conclude with three key design opportunities for the industry.

Takeaway for readers

As you read this point of view, you will be able to note key behavioural trends brought by COVID-19 that will likely stay medium to long term. It will help you analyse how this impacts your business and identify redesign opportunities as a result of that.

2. Me, my life, my wallet, KPMG Global Customer Insights, September 2017

I. Introduction

We would like to begin by acknowledging that given the magnitude of COVID-19 crisis, no amount of analysis, research and foresight can accurately predict how the post- COVID-19 world will shape up. However, it is our endeavour to share with you our point of view to the best of our judgement, while at the same time accepting that our understanding of markets and consumers are evolving in real time. The general tendency to overstate the permanence of impact of a crisis or a shock is not lost on us.

As we come to terms with the insurmountable impact of the COVID-19 pandemic, we start to see how it has reshaped the world economically, socially, geographically and even politically. The impact can especially weigh down on the growth of a developing country like India. Despite imposing one of the strictest lockdowns (starting 25 March 2020) confining 1.3 billion people³ in the boundaries of their homes, India's growth story seems to have come to a screeching halt.

The World Bank estimates India's economy to grow 1.5 per cent to 2.8 per cent for FY21, as on April 2020⁴. The human cost of the pandemic is far more disheartening with an estimated 14 crore people losing employment, nearly 40 million migrants losing their livelihoods and 45 per cent households reporting a sharp income drop.^{5,6}

3. "India to go into nationwide lockdown", The Independent, Adam Withnall, 24 March 2020
4. South Asia Economic Focus Spring 2020, The World Bank, April 2020
5. Centre for Monitoring Indian Economy (CMIE), Mahesh Vyas (MD CEO CMIE), April 2020
6. COVID-19 Crisis Through a Migration Lens Report, The World Bank, April 2020

Businesses, too, have been paralysed as they suspended their operations or scaled back to focus only on essentials in the last few months. Key sectors that have been hit hard are MSME, tourism and hospitality, aviation, automobile and real estate. While sectors such as FMCG, media and entertainment, banking, financial services and insurance (BFSI) will

have a more nuanced impact and stand to gain in some aspects and lose in some. Overall, 53 per cent of businesses across the country have already faced the brunt of this pandemic⁷.

No other event in the recent modern history has had a direct impact on the daily lives of 1.3 billion people of this country. It is therefore only

reasonable to say that a pandemic of this nature has the potential to leave a lasting impact on our mindset and behaviours.

An interesting way to know the collective state of mind of a nation at any given point in time, is to look at their Google search history. As of April 2020, this was what had been occupying Indian minds.



From learning how to work remotely, finding novel ways to do basic social activities, adapting to a digital way of life to being consumed by thoughts of hygiene and safety – people of India are being pushed to change their habits and form new behaviours. The science of habit formation indicates that the longer it takes for life to resume to some normalcy, the more permanent these behaviours will become.

While there is no easy way to navigate this pandemic, what we do know for sure is that in pursuit of designing policies, products, services, experiences for the

COVID-19 and post COVID-19 world, governments and businesses will have to start paying close attention to changing consumer behaviours and habits.

Businesses that will fail to account for this most critical variable i.e. consumer behaviour change, and wait for pre- COVID-19 era to return, will be left behind as the humans of COVID-19 may be vastly different from the ones of pre COVID-19. It truly feels like the end of an era.

7. Federation of Indian Chambers of Commerce and Industry (FICCI) Survey, March 2020

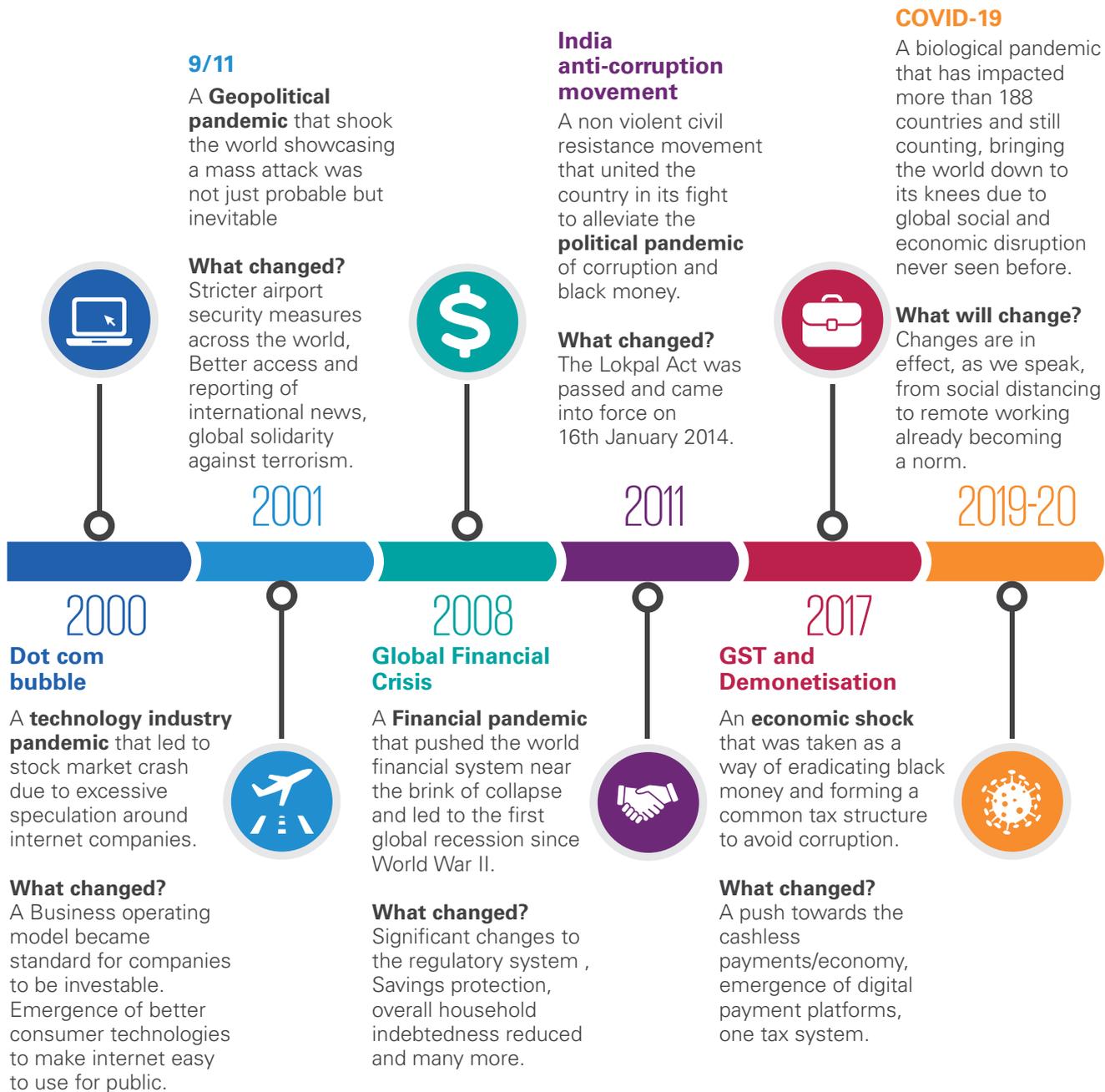
II. Shifts in consumer behaviour as a result of COVID-19

One may have heard of a famous saying "Never let a crisis go waste". An interesting truth about crises is that it propels us to examine the social fabric of our society, reveal structural weaknesses in our systems and can rip apart the definition of normalcy. A brief look back at some of the defining crises in the recent modern times can help understand how societies respond to events of disruption. It can reveal what truly matters to a population and how their lives change.

Taking a sampling of such events/ crises⁸ that induced or triggered a shift in the mindsets and/or behaviours of Indian society, culminating into a form of change implemented by governments, businesses and eventually becoming the new normal - provides us a better understanding of shifting behaviours in our current context.

8. Press search and news archives , 2000 to 2020





Each of these events and several others in history have led to some change in human behaviour and governments/businesses have had to respond with a lasting change (policy/service/experience change). Given the scale of the current pandemic, one can safely say that it will have a far-reaching consequence on humanity, more severe than other events. While some of the current behaviours may seem to be more immediate natural

fight or flight response to this shock, many of them would have seeds of permanence that will define our lives during and post COVID-19.

Governments and businesses will have to adapt to this collective shift in society and respond with policies, products, services, experiences that will be reflective of the priorities of the new post COVID-19 world. It is therefore only befitting that governments around the

world are putting together some of the largest economic stimulus packages in the history.

So, what are these behaviours emerging as a result of COVID-19? Which ones will be temporary and which ones are more likely to stay? What should businesses focus on and where do they start to prepare for during and after COVID-19 times?

Our observations of emerging consumer behaviours during COVID-19 times

To understand the mindset and behaviour that underpins decision making for consumers today, we turn to KPMG's five Mys framework. KPMG five Mys framework has been designed to help identify what consumers value in an experience, trade-offs they are making, factors that are influencing their decisions across all aspects of their lives and what are their needs today.

KPMG Five My's Framework

Characteristics

that drive behaviour and expectations.



My Motivation

Business Impact

Helps businesses understand consumer expectations from experience, service, product.

Ways we direct our attention and **focus**.



My Attention

Industry Impact

Knowing how to win customers attention can help companies invest in interactions, channels that matter to customers.

How we **connect** to devices, information and each other.



My Connection

Industry Impact

Getting smarter about how consumers connect and with whom they connect can fuel better insights.

How we balance the **constraints of time** that change across life events.



My Watch

Industry Impact

Understanding trade offs consumers make between time and money and how it changes based on new life events.

Characteristics

that make for different shares of the wallet across life events.



My Wallet

Industry Impact

Understanding consumer changing spending patterns can help redesign commercial models.

Basis our exploratory research and business experience with clients across industries, we observed key behaviours exhibited by consumers today across the five pillars outlined above. These behaviours exclude some of the immediate knee jerk reactions that may have been a result of pandemic news or initial announcement of lockdown. Here are those key behaviours:



What we learned from observing behaviours across these five drivers was that there were strong linkages between certain behaviours while some were, interestingly, in conflict with each other revealing the dichotomy in human mindset. Based on the following criteria, we summarised and arrived at ten key behaviours of significance –

- a. Analysis of interlinkages, as mentioned above
- b. Potential permanence or long-term prevalence of these behaviours
- c. Most importantly, the observation that many businesses may not necessarily be paying attention to these behaviours.

By sharing these ten key behaviours, we want businesses to evaluate their offerings from these behavioural lenses and ask themselves “Are my products or services fulfilling these needs of consumer today?” “Have I made adjustments to my offerings; business models based on this understanding of the customer?”.

Let’s understand these ten key behaviours in detail:

- 1. Seeking trust, safety and assurance** – The reduced consumer confidence indicates that people are seeking transparency and assurance from brands on quality, delivery, hygiene so much so that they are spending more time learning about the quality of the product and what measures brands are taking to safeguard employees, vendors and customers. Safety being a top priority implies that consumers are willing to pay more for products that promise safety. This also means pre-COVID-19 brand loyalties may get hit as consumers try new brands and products due to availability. The brands that will establish trust, safety, assurance in the minds of consumers, will stand to do well.
- 2. Humanising digital experience** – There is an obvious increase in the propensity towards accepting digital for ease of use, convenience and desire of contactless interactions. However, the tactile experience of engaging with products/ services can never be replaced by technology,

as evident by consumer behaviours i.e. seeking positive, comforting experiences, seeking human interaction, need for brand communication to feel more caring and seeking products/experiences that add value to life. Digital experiences that incorporate human touch will be desired in future.

- 3. Phygital experiences** – Consumers are spending time on multiple digital platforms, learning to engage with brands in new ways but they are also still heavily reliant on known friendly local kirana (mom and pop) stores for localised human connect and trust. It appears that a seamless navigation of physical and digital world may be preferable as opposed to just digital. This is further confirmed by an observed behaviour that there is heightened sense of awareness of physical environment, products, objects by way of paying attention to their features, make, usability, safety aspects. This only reaffirms the need for physical or tactile experience that only stores can provide.
- 4. Compassionate communication** – There is going to be a psychological impact of the time people spend in lockdown. It is observed that people are looking for ways to relieve stress by seeking distraction, some are seeking more information about the crisis and some are seeking comforting and optimistic experiences. It is not surprising that they are looking for increased communication from brands, of hope, empathy, to address questions/ concerns and be assured of safety. They expect brands to be sensitive in their tone, compassionate towards the hardship the world is facing, show how they are helping in an authentic and caring way.
- 5. Contactless Interactions** – With increased adoption of digital platforms, people are learning how to shift almost all daily activities such as working, shopping, banking, exercising, learning/ studying, socialising to a digital platform. This is also slowly building confidence in our ability to survive and potentially thrive with our social and business transactions becoming contactless. However, the need for human touch across these interactions will still always be desired.



6. **Sense of community** – One of the positive outcomes coming out of this crisis, which has impacted visibly every human life on the planet, is the sense of social solidarity that has connected people across geographies, continents, political aisle and social strata. This has led to people taking interest in how brands, organisations are taking care of their employees, helping communities which is resulting in trust being fostered in the brand. There is a large momentum to also support local origin products especially ever since the 'AatmaNirbhar Bharat Abhiyan' was announced.
7. **High value for money** – The increased expectations of hygiene and safety coupled with product availability in the market is leading to willingness to pay more. There is also an increased spend across certain premium categories, perhaps due to children, pets, senior citizens/high vulnerable group at home. Also observed is a tendency to forego price comparisons at the moment. One can argue these to be short to mid-term behaviours due to the lockdown. At the same time, there has been reduction in income due an economic downturn, significantly diminishing the purchasing power. Hence, the long term expected behaviour of the consumer is to give priority to routine expenditures and to a brand that promises safety, at the same time seeking high value out of products/services they spend on.
8. **Staggering of expenses** – With diminished purchasing power yet having to spend more on quality products, there is very likely to be a cross category battle. Consumers will lean towards precautionary savings for the future and choose to spend only routine expenditures but at a high-quality cost. This means delaying or postponing non-routine expenditures making tradeoffs by buying something of high perceived value now (e.g. personal vehicle) vs. postponing something of relatively less perceived value later (e.g. a phone next year).
9. **Value of time** – The time spent during lockdown and during COVID-19 times has propelled people to relook at how and where they spend their time. From spending more time at home with family, on unpaid work (home and caregiving responsibilities), managing work from home to exploring multiple digital platforms – TV to short entertaining digital videos, people are learning to value their time and spend it on activities/experiences that matter. This is likely going to give way to seeking products/ experiences that also add value to life and not necessarily just simply save time.
10. **Innovative thinking** – They say necessity is the mother of invention and this has been truly tested during COVID-19 times. Due to restrictions on mobility and access to various products/ services, people across the world have found ingenious ways to make things work. From making their own masks, building novel contactless devices/approaches to finding ways to help the disenfranchised during the crisis, people have solved problems through innovation. It is very likely that this frugal innovative thinking coupled with exposure to new experiences during these times will enable people to try as well implement novel ways of doing things in the future.

We believe these behaviours will likely last medium to long term in some shape or form and businesses should factor these in, as they adjust their offerings for COVID-19 / post COVID-19 times. Besides understanding these behaviours, it is also important to understand the implications of these behaviours on banking, financial services and Insurance (BFSI), which will help put the actions organisations should take, in perspective.



III. Potential implications of key behaviours for Banking, financial services and insurance (BFSI)

Banking, financial services and insurance (BFSI)

Comprising sub segments of banking, insurance and non-banking financial companies (NBFCs).



Overarching behaviours of significance

(These behavioural implications are common across all BFSI segments i.e. banking, insurance and NBFCs)



Compassionate communication

In order to enable swift and efficient transitions of calls between executives and bankers in remote sites, adoption of cloud-based telephonic systems would be critical. This will help establish swift communication with customers.

Chatbots will have a greater role in dealing with online customers. By sending wait time messages, the executive may be able to shift work from call centre to concerned bank representative and provide quick response to the customer. At the same time, ensuring chat bot interaction feels authentic and not robotic.

NBFC's, particularly, will be impacted as there might be a substantial drop in transactions, loan repayments, etc. This will in turn influence the day to day collection and profitability of the NBFCs, which must be communicated to customers to maintain transparency.



Value of time

The interaction between the customer and the company assistant should evolve to invoke emotion of assurance and reliability. Customers should feel the conversations to be meaningful and respectful of their time and effort.

To increase the effectiveness of virtual platforms amongst customers, entities should develop an approach of utilising time effectively, economically and efficiently.



Innovative thinking

Customers want to be in constant touch today, financial entities should mark all their digital and physical networks always open to keep their customers updated. The customer portals should be intuitive and responsive in design that can be accessed and navigated easily through a web browser or a mobile application.

Consider new innovative delivery frameworks amalgamating design methodologies with agile delivery frameworks such as service blueprints to enhance services.

Consider rapid trainings for employees to double-down on AI in a Human + Machine approach.



Key behaviours

(These have specific implications across BFSI segments i.e. banking, insurance and NBFC)

Banking

Trust

Banks will be judged based on their response today in the market. Hence, they would need to be more careful while framing policies. They should revise their policies to position the entity as a safe institution.

Protection of data becomes very crucial in establishing trust amongst customers. Securing customer data during this time where everything is evolving into the digital arena becomes a critical submission.

Phygital

Implementing Video Know Your Customer processes (V-KYC) and facial recognition technologies can make digital onboarding easier for new customers and help improve the accuracy of customer data throughout the process. This will attract cost proficiencies and reduction in reversal time.

Many senior citizens might face difficulty in transitioning themselves to digital experiences, therefore bringing a Phygital experience catering to their needs become very crucial. For enhanced personal interaction, video banking can help erase customer anxieties.

With the help of customer-care executives and other banking personnel, an educational tool might help in setting up the video banking platforms on devices. Phone banking services should also be strengthened as pandemic may continue to disturb contact centre operations, affecting response time and quality of the services

Money

Banks may need to manage their earning outcomes and dues in context to the current emergency interest rate cut-offs. They might not be able to deliver increased customer profitability. Hence, they may consider distinguishing their deposit portfolio to accept the erosion.

Customers will now look at the option to save what they have. Banks should contemplate how to retain or increase the bank's share on the existing customers' wallet.

As the bank reduces higher cost deposits such as, in the case of FDs, they may need to make customers understand that keeping money with banks can be beneficial in the long term.

Contactless interaction

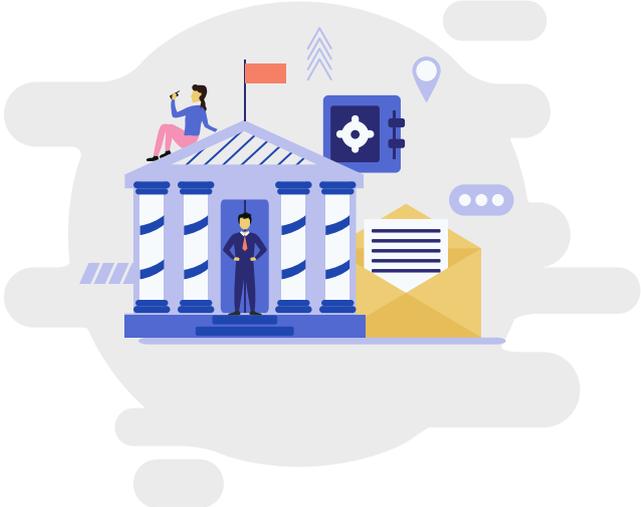
Future of banking would transition from branch to branchless banking, where bank offerings would transition from product to service experience.

Incorporating technologies such as facial or voice recognition through devices can assist in maintaining social distancing norms and improve customer experience during third party payments, ATM, and business-related banking transactions.

Community

The importance of bank accounts has now been better understood in context of people who didn't have one. Banks should consider working with communities to bring financial inclusion.

Banks should focus on becoming a resource for people. Just like building a team, banks should emphasise more on relationships and ask people 'What can I do to help?'; 'What can I do to make things work for you?'



Insurance sector



Trust

Customers have now started to assess their insurance claims in the light of the current situation and soon this would become a set pattern for customers assessing the same periodically. Insurance companies would have to minimise time lags for claims to be informed, evaluated and remunerated to create transparency and establish trust in the market.

As facts around COVID-19 treatment and diagnosis are still being discovered by medical entities, insurance companies do not have enough data related to patient profiles, illness rates, cost of treatment, etc. This data is vital to guarantee the risk and decide the premium of products. Hence, there is a risk of under or overpricing products. Health insurers will have to revisit their policies for COVID-19 and other pandemics to deliver transparency of information among their customers.

Phygital

Workforce would need to be upskilled with a Human + Machine mindset in order to digitise claims eligibility and processing.

Digitally empowered go-to-market models will need to be improvised to help deliver a unique value proposition to customers that might provide a competitive advantage to the company.

Money

Measuring business plans with assurance by the customers is going to be much more difficult given the extensive economic impact of the crisis. Therefore, customers should be aware (especially those having life insurance) of the low to negative interest rate situation, that might extend more than previously predicted.

While the uncertainty will decrease over time, acquirers will need more vigorous and urbane scenario modelling capabilities. That means creating and examining scenarios that incorporate downside risk in combination with principal 'base case' valuations.

Contactless interaction

Incorporating online verification of documents can create a contactless interaction for customers.

Community

Environmental, social, and governance (ESG) criteria have informed investment strategies and decision-making trends probable to speed up in the COVID-19 situation. Therefore, it becomes important for an insurance entity to represent their social purpose. This social purpose has the power to impact investment decisions of policy holders.



Non banking financial services

Trust

With markets stepping down, most of the NBFCs have lost close to around 30% to 40% value in the first month of lockdown. This news has been consumed by the customers, hence, NBFCs would need to gear up their policies to gain the trust of the customers.

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The massive shift to digital interactions and transactions poses cyber-risk. This applies to a company's internal data as well as customer data. For instance, operations teams are equipped with a virtual private network to log into the company's system. Such a network, if not guarded well, may have loopholes that hackers could exploit. Hence, NBFCs require greater adherence to security protocols and the stringent use of cyber security technologies.

Phygital

Financiers are probable to give attention to those opportunities where credit can be digitally delivered and collected. Hence interactions between the customer and the portal should be fluid.

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NBFCs trusting digital processing of transactions and bills can have their processes disturbed due to hardware shortages since trade in countries like Korea and China faced disruption in operating their factories. Therefore, NBFCs should consider limiting their dependencies on hardware.

Money

MSMEs might struggle to sustain their businesses and this will impact the collection of NBFCs assets. NBFCs will have to monitor their assets periodically.

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Businesses affected due to COVID-19 situation may take time to repay their loans and will require financial assistance to repay their loans. Hence, NBFCs need to bring interactive policies that will keep customers busy so that the company gets enough time to sort out the finances.

Contactless interaction

Companies will need to ramp up their call centre operations to keep pace with the rising volumes. This means using new-age solutions such as cloud telephony, AI-powered chatbots, and interactive voice response etc.

Community

Conveying and demonstrating the industry's social purpose will impact customers and will establish a socio-economic position of the company in the market.





IV. Opportunities for design



Considering all the potential behavioural implications outlined in the section above, what needs to be highlighted are the top opportunities for BFSI sector and its segments that organisations can immediately focus on. While the organisations must address all the behavioural trends and implications laid out earlier, over time, the top opportunities outlined below are immediate points of action.

Banking, financial
services and
insurance (BFSI)

**comprising sub segments
of banking, insurance,
NBFCs.**

Top opportunities for redesign

Banking



The acquisition of new customers through online platforms should be encouraged. In order to incorporate smooth transition of customers to online channels, banks should introduce an educational tool that might help users navigate through video banking applications.

User experience features in mobile applications such as facial and voice recognition should be incorporated into the devices. These features can assist in maintaining social distancing norms and improve customer experience during third party payments, ATM, and business-related banking transactions.

To achieve fast transitions of calls between executives and bankers in remote sites, banks should adopt cloud-based telephony systems.

Insurance



Health insurers will have to research and collect data related to patient profiles, morbidity rates, cost of treatment, etc. and with proper analysis, revisit their policies for COVID-19 and other pandemics.

The workforce should be educated on the lines of human and machine integration. They should have knowledge of various technological tools and their implementation. For this, the entities should conduct effectively planned training programmes.

Insurance companies should treat policyholders in a more empathetic way. They should look forward to implementing business-level changes in their organisation such as reduction of insurance rates, or, offering flexible payment options to their policyholders.

NBFCs



Identification of vulnerable loopholes in the area of cyber-security should be detected in priority. Hence, NBFCs should give greater adherence to factors that might invite threats in the later stage and safeguard themselves from the same. This can be attained through constant research and mapping of internal as well as external data.

Companies should launch new customer interaction programmes that will cater to their immediate needs. The above programme can be designed after studying the behaviours of the user at each stage of the engagement with the entity. This provision will also provide time for companies to revise policies and sort finances at their end.

Enhancing services becomes crucial for financial entities. Therefore, companies should amalgamate design methodologies with agile delivery frameworks such as service blueprints to find loopholes.

V. Conclusion

This is a pivotal time in history for businesses to truly experiment and adapt to the changing reality or stay still and risk perishing. The magnitude of change can be daunting and leave you feeling confused as to where do I start?

We recommend the following

1. Start with understanding your consumer today.

Leverage the consumer behaviour insights we have laid out as a map to understand which behaviours are strong and impact your business the most. Understanding the consumer will need to go beyond surveys and need to start by observing, engaging with customers and immersing in their experience through empathy studies, ethnography studies to capture meaningful insights. Even if access to customer is challenging at present, we believe we are having a shared experience as we go through this pandemic and you can dig deep into your own experiences, your employee experiences to start with. Time invested in understanding your customers today will reap rewards in the future.

2. Identify gaps in your customer experience journey

where your brand is not addressing the new needs or responding to identified new behaviours. Similarly, look at the current design of your strategy, product, services to identify opportunities for redesign that align with the new customer behaviours. Some of these opportunities will be large transformational change but many of them will be small incremental changes which, if implemented, can unlock efficiencies, cost optimisation and productivity gains immediately.

3. Involving and co-creating with customers

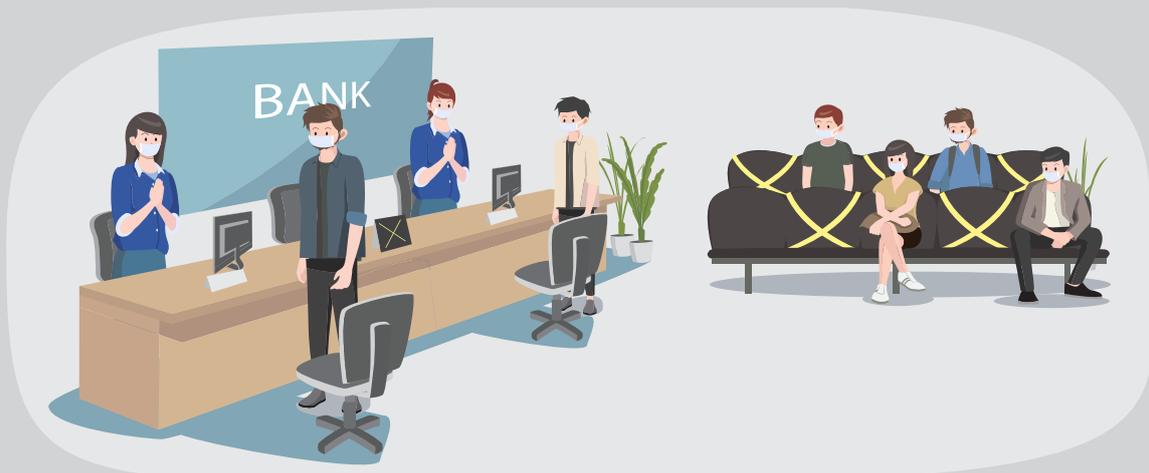
is going to be more important than ever. As customers experience heightened awareness of design in everyday things and everyday life, they have an acute sense of concern and awareness of what works and what doesn't. And who better to give input in your product/service/experience redesign process than the customer himself. People are also engaging in more frugal and ingenious ways to find solutions to problems; hence,

giving a voice to the customer in your design process can help you experiment with new ideas and solutions. This will also help the organisation to stay agile, nimble and experiment with new offerings.

- ## 4. Evolve measurement of customer experience
- beyond NPS (net promoter score) and CSAT (customer satisfaction score) to encompass holistic experience across the entire customer journey before, during and after engagement with your product/brand/service. Each touchpoint in the journey can provide insights into pain points, delights that are not necessarily captured by traditional mechanisms of customer satisfaction.

No one knows how long this pandemic will last or how many more such crises the world will see but the lessons learnt in customer behaviour from the current situation can prepare us to build a resilient tomorrow for our brands.

Also published in this series of **“Understanding impact on consumer behaviour due to COVID-19”** on **Consumer sector** (FMCG, Durables and Retail). Do take a look at that Point of view (POV) as well.



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KPMG in India design thinking services

Design Thinking and strategy

- Design strategy and roadmap
- Ethnography research and behavioural insights
- Product and service design
- Design office (centre of excellence)

Experience design

- Customer and user research (CX/UX research and assessment)
- CX/UX design and management
- Service design

Culture of continuous innovation

- Design culture assessment and mindset nudge
- Design skills enablement

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