

# Introducing the UK's first paperless mortgage

■ RBS CASE STUDY



# About RBS



**Serving 18.9 million customers across the globe, RBS is one of the UK's leading Banks. Operating through the brands RBS, NatWest and Ulster Bank, the group offer a wide range of products and services to personal, commercial and large corporate and institutional customers.**

With 1.1 billion mobile or online transactions conducted annually<sup>1</sup>, RBS is transforming to serve the needs of today's customers. As busy lifestyles mean visiting a branch is not convenient for everyone, the Bank is committed to developing better ways for customers to interact with them. Their mission is simple: **to be the No. 1 Bank for customer service, trust and advocacy.**

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<sup>1</sup> RBS, Annual Report and Accounts 2017

# The Customer Challenge

**As part of their vision to ‘serve customers well’, in 2016 RBS conducted a thorough examination of their telephony mortgage application processes. Several significant pain points were identified and found to be inflating costs, lengthening journeys and causing customer frustration.**

The original process began with a telephone appointment. No information was supplied by the customer in advance of the call, so in order to provide the optimum advice and identify the most suitable product, agents would have to ask the customer about their needs, as well as check relevant circumstantial factors such as income and affordability. Agents also often encountered difficulties explaining complex products and repayment options.

After the call concluded, the agent would mail a pack with information and documents to the customer, and customers were required to sign and return this to the bank via post. Finally, customers were required to go into branch for identity verification to complete the process.



# Original RBS Mortgage Journey:



**This journey meant that an average application involved 66 sheets of paper, 4 instances of post and at least 1 visit to a branch.**

In order to increase customer satisfaction and reduce journey times, RBS set out a radical plan to eliminate paper, postal delays and unnecessary branch visits from journeys.

# The Solution



**RBS partnered with Vizolution to transform their telephony mortgage journey, and within 3 months the first new journey was ready for trial for NatWest re-mortgage applications.**

Branded 'DigiDocs', the new journey used a combination of Vizolution's vScreen and vDoc solutions.

Journeys were transformed in 3 ways:

- 1** Customers could upload, download and electronically sign documents without the need for paper, and mail delays were eliminated due to digital document exchange.
- 2** Agents were able to visually display information on the customer's screen during the advice session, making it easier for customers to understand.
- 3** Branch visits were not required as customers could upload a photo of their identification, which was verified by Experian.



**Customer sent invitation to the DigiDocs Portal**



**Customer uploads required documents via DigiDocs in advance of advice session**



**Agents use vScreen to hold remote advice session and highlight key information**



**Further communication with customer delivered digitally via DigiDocs**



**Funds transferred to customer**

# Results



The project was successful across all KPIs and achieved:



**Over £1.5bn lending facilitated per month**



**100% decrease in paper, resulting in over 7 million documents saved per year**



**11 days saved on average**



**74% of offers issued within 14 days for the Paperless process compared to 46% for Paper**

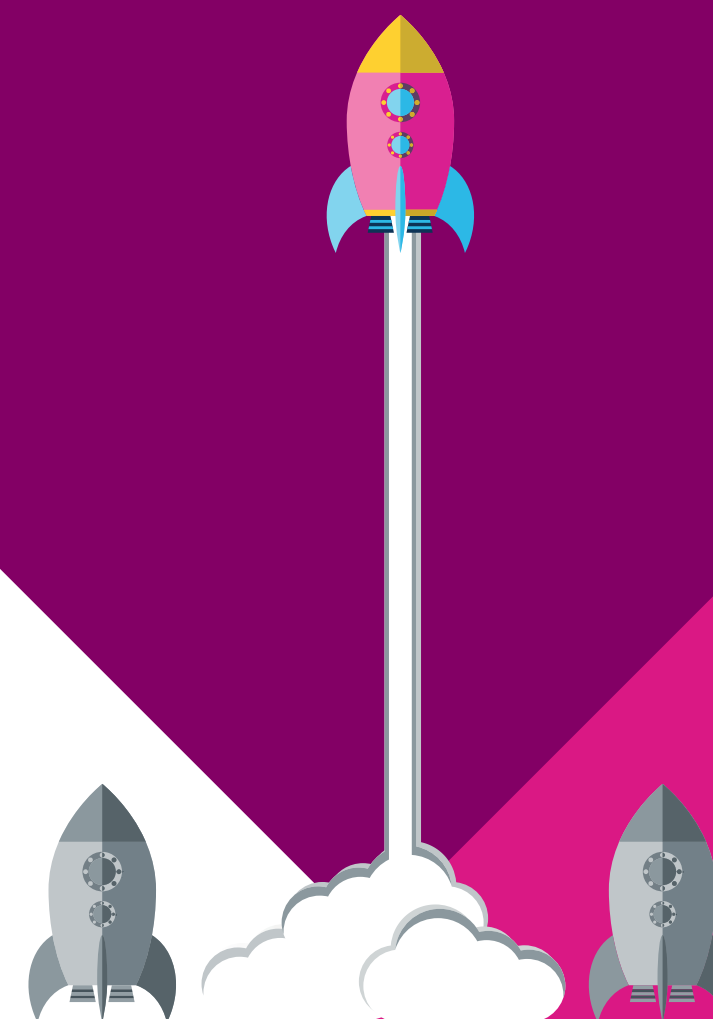


**5% of offers within 24 hours for Paperless process compared to 0% for Paper**



**Paperless: 79 NPS; Paper: 53 NPS**

In Q3 2017, DigiDocs was universally rolled out across RBS, NatWest and Ulster Bank for all telephony application types. In Q4, the solution was extended further into online self-service and branch channels. Today, no matter how a customer chooses to engage with RBS, they receive the same great paperless experience.



# Success Stories



A customer applied with a competitor for their mortgage to buy their dream home in January. They came to us on 14th March as at that point the competitor hadn't even instructed a valuation. On 21st March we sit here with the customer having their mortgage offer ready to buy and complete by the 29th March!"

RBS Agent



I'm a bit of a technophobe, but I was very impressed with how smoothly the interview went and all the documents being stored digitally."

RBS Customer



A customer was a captain in the army and was based abroad. He needed to move fast to secure the deal to buy his first home and didn't have time to wait for the post to come through, which in his experience usually took 3-4 weeks to reach his base. I was able to introduce him to the paperless portal on the pre-call and in his words "it's like magic" - if we hadn't been able to offer paperless he would have literally had to fly back to the UK to complete his application. This is paperless at its best!"

RBS Agent





# On the Collaborative Process



DigiDocs has allowed RBS to introduce a transformative, unique approach to our mortgage process. The rate of adoption has been outstanding and shows the appetite our customers have for digital solutions that are quicker, easier and more convenient to use. All those benefits combined have contributed to NatWest now holding the #1 NPS score for Apply and Set up of a mortgage.

**Ian McLaughlin**

Managing Director, Home Buying and Ownership at RBS

**Customer Satisfaction Innovation of the Year Winner**  
UK Customer Satisfaction Awards



**Financial Services Winner**  
UK Business Awards



**Digital Transformation Innovation Winner**  
Customer Contact Innovation Awards



**Customer Experience Innovation in Product Winner**  
2019 CX Innovation Awards







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