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Page 1: COMPANY INFORMATION

Q1 Is this nomination for your own organization, or are you submitting a nomination on behalf of another organization? **My Organization**

Q2 Primary Contact Information:

Contact for Award Process	Jody Houton
Organization Name	Vizolution
Job Position/Title	Content Marketing Executive
Email Address	jody.houton@vizolution.co.uk
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Q3 Secondary Contact Information:

Contact Name	Charles Minns-Shearer
Organization Name	Vizolution
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Q4 Who should the CXPA contact to obtain the right to publish the nominated organization's branding profile, including logo, key metrics and potential winner's information? (Skip if information is the same as above)

Contact Name	Jody Houton
Organization Name	Vizolution
Job Position/Title	Content Marketing Executive
Email Address	jody.houton@vizolution.co.uk
Phone	07522507291

CX INNOVATION AWARDS 2019

Q5 Select the Industry which best describes the nominated organization (Please select one):

Technology,
Other (please specify):
Customer Experience Technology provider

Q6 Which regions does the nominee organization work in? (select all that apply):

Europe,
Latin America ,
North America ,
South America

Page 2: CX INNOVATION AWARD APPLICATION

Q7 Title for Innovation:

Launching the UK's first ever mortgage application journey

Q8 Describe the Innovation: Why and What was the idea that this organization was trying to change or create to bring value or resolution to a customer's pain point?

In a landmark partnership with Vizolution, Royal Bank of Scotland (RBS) deployed the UK's first ever paperless mortgage journey. Branded DigiDocs, the solution utilises Vizolution's innovative screensharing technology, vScreen, and document management platform vDoc, enabling customers to upload, download and sign documentation remotely during phone, web or branch journeys.

The UK's first completely paperless mortgage process, powered by Vizolution and deployed by RBS, sets a new standard for the banking industry and demonstrates how taking steps to meet evolving consumer requirements, while prioritising environmental considerations, can also generate significant commercial benefits.

In order to understand where the user experience/ customer expectations of the original mortgage journey were not being met, Vizolution and RBS held journey mapping workshops and gathered customer and agent feedback through contact centre visits. A range of stakeholders, including Heads of Line, Compliance, Operations and Front-Line employees were engaged from the outset.

The original mortgage journey began with a telephone appointment. As customers did not supply information in advance, handling time was inflated because agents had to spend significant time gathering information about customer needs, as well as checking circumstantial factors, such as income and affordability.

Agents also often encountered difficulties explaining complex information and repayment options.

After calls concluded, agents would mail information packs and documents to customers, who were then required to sign and return them via post, causing significant delays and costs. To complete the process, customers then had to go into branch to provide identification.

This process meant average applications involved 66 sheets of paper, four uses of the postal service and at least one branch visit.

Key pain points, including the costs and delays caused by postal deliveries; difficulties in explaining the product and application process; and the inconvenience of unnecessary visits to branch, were identified. Vizolution therefore set out to devise a more modern, customer-focused mortgage application journey for RBS.

Q9 Describe how this organization did things differently as part of identifying, testing and implementing the idea considering the following: Methodologies and tools used

Branded 'DigiDocs' for RBS, Vizolution's vScreen (a unique screensharing solution) and vDoc (a self-serve portal that enables customers to upload, download and sign documentation remotely) were deployed to solve these problems, digitise the paper-heavy process and enhance the user experience. The journey was transformed in 3 main innovative ways:

1. Customers can upload, download and electronically sign documents in their own time, eliminating mail delays, the need for paper, and associated costs. Automatic workflows ensured customers are promptly notified of updates in their application and reminded of any outstanding actions.
2. Agents can visually display information, like repayment options, on the customer's screen during remote advice sessions, improving efficiency and customer understanding.
3. Branch visits are no longer compulsory as customers can upload a photo as identity verification.

Crucially, while the new journey offered new digital functionality, it retained the valuable human support and reassurance offered by contact centre staff. The workflow functionality also meant regulations were adhered to and ensured compliance by providing a full and secure audit trail of each customer interaction.

As vScreen and vDoc are SaaS browser-based solutions, all agents and customers need is internet access, and the use of a computer, tablet or mobile phone.

One of the key strengths of the solution is that it does not require time-consuming integration with existing bank systems.

DigiDocs was rolled out in stages, by initially transforming telephony operations in Q2 2017, followed by online in Q3, 2017, and finally branches in Q4, 2017.

Initially deployed within NatWest, the Vizolution RBS partnership has continued to strengthen, with 98% of mortgage applications across RBS, NatWest and Ulster Bank brands now processed through DigiDocs.

Q10 Describe how innovative the idea or solution is considering the following: How unique or different the idea or solution is across the industry How has it advanced CX and awakened others inspiration and interest in CX?

As the first bank in the UK to offer a totally paperless mortgage journey, RBS has managed to differentiate itself from its competitors and offer a truly customer-centric journey that works around the customer rather than making business processes the priority.

The innovative DigiDocs project has been a landmark customer experience initiative for the banking industry and set the precedent for environmentally-sustainable banking.

Not only has it transformed a formerly paper-heavy process into a paper-free journey, saving 7 million documents, but the additional environmental burdens caused by transporting mail and travelling to branch for identity verification have also been eliminated.

Although the principal focus of the initiative was improving efficiency and customer satisfaction, this project also demonstrates how ethical policies can be aligned with commercial success.

Feedback from agents, customers and media has been overwhelmingly positive.

Q11 Describe the benefits achieved and/or CX improvement of the innovation considering the following:

What factors were used to quantify and measure the improvement success?

KPIs were established (including length of journeys; NPS) before the deployment of Vizolution technology. Success of the project would factor in the improvement of these metrics. The environmental impact of the completely paperless process has also been sizeable, with an average of 7 million documents saved per year.

What impact did the product or service have on the customer and how was this measured?

Customer journeys were drastically reduced by 11 days; and NPS scores increased from 53 for the paper journey to 79 for the paperless journey. Customer feedback has been overwhelmingly positive. A Facebook page was set up for customers to share their experiences of using DigiDocs.

What impact did the product or service have on the employees, and how was this measured?

Feedback from agents, customers and media has been overwhelmingly positive. Example agent testimonial: "Nothing makes your job more worthwhile than customer satisfaction – a paperless application went to offer in less than 48 hours! We all love paperless."

As a result of the innovation how did it change the business operating norms?

The impact of this innovation has been transformational, and the paperless mortgage process, DigiDocs, is now the de facto mortgage application process for customers across RBS group.

Q12 Please describe the 'before' and 'after' success metrics that were used to determine this newly innovative approach was successful:

The customer experience has been completely transformed. Customers benefit from a quicker, easier and more convenient process, with an online journey that can now be completed from any location. The bank benefits from significant savings in printing and postal costs, a more efficient working system, and increased conversion rates.

The project exceeded expectations across all KPIs, delivering rapid return on investment by improving both the bank's operation and the customer experience:

- 100% decrease in paper, resulting in 7 million documents saved annually
- Over £7bn lending facilitated in the first half of 2018
- Paper and postage costs eliminated
- Average journey times reduced by 11 days
- 74% of offers issued within 14 days. 5% of offers within 24 hours
- 79 NPS for Q1, 2018 (compared with 53 for the paper journey)

Q13 Which types of work is the innovation focused on? (select all that apply):

**Customer-Centric Culture,
Customer Experience Strategy,
Metrics, Measurement, and
ROI**

Q14 Supporting Documents:

Vizolution RBS paperless mortgage Presentation.pdf (613.3KB)

Q15 Additional Supporting Documents:

RBS Paperless Mortgage Process - KPIs.pdf (279.8KB)

Q16 Describe the Supporting Documents: If attaching supporting documentation above, please be sure your description is clear as to what the supporting document contains and how it pertains to this Innovation Award nomination.

Presentation to showcase how the project was created, and the results attained. Easy to read slides to demonstrate the KPI improvement
