

RBS, earning customer trust.

Focus on modern banking, outstanding service, and inventive marketing transforms customer experiences at leading multinational bank.



“We don’t expect customer trust—we earn it. Using Adobe Marketing Cloud, we are more helpful and relevant in every customer interaction online, through call centers, and in branches.”

Giles Richardson, Head of Analytics, RBS



SOLUTION

Adobe Experience Manager, Adobe Analytics, and Adobe Target solutions within Adobe Marketing Cloud

RESULTS

20%
INCREASE

CONVERSION

Boosted loan application completion from mobile channels



FASTER OPTIMIZATION

Accelerated time to market for new experiences from months to two weeks—from initial idea and testing to final deployment



COMMUNICATE

Improved communications across business units with rich data and clear communications



SIMPLIFY

Reduced content management footprint from 40 different solutions to one consolidated platform

The Royal Bank of Scotland

Established in 1727

Employees: 108,700

Edinburgh, Scotland

www.rbs.co.uk

SapientNitro

www.sapientnitro.com

CHALLENGES

- Fostering a culture of data-driven decision making
- Eliminating data silos and disjointed systems
- Delivering digital experiences that are relevant and easy to use

Intrigue in banking

Banking can have as much to do with politics, religion, and rebellion as it does with money. Nearly 300 years ago, Royal Bank of Scotland (RBS) was founded after funding the Jacobite Rebellion supporting the Stuarts, an exiled, Catholic royal family that wanted to reclaim the throne.

The Stuarts returned for several decades, but their line died out in the early 1800s. RBS, however, has prevailed over the centuries, fueled by its own tenacity, commitment to service, and willingness to take calculated risks.

An eye on winning

Any 300-year-old financial institution has seen its fair share of history, but few have seen anything as shattering as the global financial crisis of 2007 to 2008.

Weak asset quality and shrinking loan pools. Margin pressures due to low interest rates. Regulation so comprehensive as to be overwhelming. All of these factors made the future bleak for banks across Europe, including RBS.

Path to the future

Even more fearless in the face of uncertainty has been the bank's approach to earning back the trust of its biggest asset: customers. In a world where consumers have endless online and offline options for researching and buying new products and services, all at their fingertips 24x7, digital channels no longer just represent a more efficient way for banks to interact with customers. They are now critical for executing promotions, stimulating sales, and growing market share.

RBS foresaw a radical integration of the customer experience across physical and virtual environments and recognized that connecting channels would become vital to its future success. The bank set out to devise the perfect customer experience—an experience that would take advantage of digitization to provide customers with immediate access to cross-channel, targeted, just-in-time product and service information.

"Whether a customer opens a direct-mail piece, receives a follow-up email, visits a branch, or applies for a loan on a mobile device, the entire customer experience should mirror customer needs perfectly," says Giles Richardson, Head of Analytics at RBS. "We must be everywhere customers are and personally cater to their needs at every turn."

“Marketers can now, without IT intervention, make website updates 42% faster with Adobe Experience Manager compared to our .NET environment.”

Giles Richardson, Head of Analytics, RBS

Right technologies, right talent

RBS wasn't there yet, but it saw a clear path. It needed to apply advanced analytics to gain a 360-degree view of customers. The strategies to gain this view had to be based on customers' recent behaviors and past experiences with the bank, as well as signals embedded in mobile and social media interactions, online reviews, and bank logs of call-center interactions.

Figuring out how, when, and where to focus attention was crucial. Interactions had to be expressly tailored to a customer's stage in the decision journey. The bank knew it had to avoid repeated or irrelevant messaging, which would tire customers and lead to diminishing returns. RBS had to know how to recommend the customer's right next best action, at the right time.

The bank also knew it had to shift dollars to real-time, always-on marketing campaigns, instead of periodically blasting out one-size-fits-most campaigns. RBS set out to engage with customers through tailored communications and offers, presented immediately at every point in a customer's interaction with the bank.

Marketing makeover

RBS started by arming itself with a new data-driven digital marketing approach, anchored in the adoption of Adobe Marketing Cloud, including Adobe Analytics, Adobe Target, and Adobe Experience Manager. Next, RBS recognized that this new approach required agile teams of experts across functional areas. Everyone set aside titles and labels that might confine participation, because no one knew when an insight or a skill would come into play.

The marketing team established new identities for its digital marketing leaders, called Superstar DJs (short for digital journeys). DJs team up with guest DJs from outside teams—such as Customer Experience, HR, and legal—to participate and lend cross-functional expertise and insights.

For example, the DJ manager for checking accounts may invite a manager from RBS's call center team to participate as a guest DJ to help optimize customer experiences on a web page to sign up for new services. As a result, RBS marketers can tap into insights from colleagues across departments to uncover new ideas for transforming customer experiences and returns.

Both the DJs work together to report their findings and success in relentless pursuit of testing, organization-wide learning, and reiterating at a pace any bank would find challenging. An added benefit is that guest DJs now have valuable, firsthand experiences to share with their team members, while RBS marketers have ambassadors to communicate the value of adopting more data-driven strategies company-wide.

“There’s a sense of excitement and teamwork at RBS as we learn how to treat customers better and better.”

Giles Richardson, Head of Analytics, RBS

“Raising visibility from our digital marketing platform and data-driven strategies was vital to the shift,” says Richardson. “We had to have concrete, measurable insights and ways for our cross-functional teams to act on them to propel RBS into its next chapter.”

Cutting complexity, adding agility

It didn’t take long for the cross-functional teams to start clearing the path toward optimal customer experiences. Retiring 40 content management systems and a .NET environment that was bursting at the seams was a logical first step. Working with creative agency SapientNitro, RBS implemented the Adobe Experience Manager managed services offering for content management.

“Marketers can now, without placing additional burden on IT, make website updates 42% faster with Adobe Experience Manager managed services compared to the .NET environment,” says Richardson. “We can quickly develop landing pages that coordinate campaigns or update information as new regulations are introduced.”

Using Adobe Experience Manager, including managed services, sites, and assets capabilities, RBS can reuse content and images across web pages. Licensing information can be stored with images to improve tracking. The digital asset management capabilities also reformat images for display on tablets or smartphones, helping to deliver more beautiful customer experiences.

In addition, the company’s move to Adobe Marketing Cloud, including Experience Manager managed services, has improved legal review processes. Reviews took weeks in the past, but now take days or even hours.

A shifting culture

Making sure digital experiences were well received and working synergistically came next—and this required data. The company’s embrace of data-driven decision making is evident, with more than 100 page optimization tests done in the most recent quarter alone. Now, newly optimized experiences can be rolled out in weeks instead of months.

“There’s a sense of excitement and teamwork at RBS as we learn how to treat customers better and better,” says Richardson. “Who would have thought data could drive such a positive cultural shift?”

The new visibility into customer behaviors offers valuable insights, including that 30% of all customers use mobile devices to apply for loans. However, conversion rates were low. After testing and then rolling out a streamlined mobile experience, customer conversion on mobile jumped by 20% and loan applications were completed in minutes rather than days.

SOLUTION AT A GLANCE

- Adobe Marketing Cloud, including the Adobe Experience Manager, Adobe Analytics, and Adobe Target solutions. Capabilities used include:
 - Sites
 - Assets
 - Campaign management
 - Personalized targeting
 - Integrated customer profile
 - Operational reporting
 - Marketing reports and analytics
 - Data workbench
 - Data connectors
 - Tag management
 - AB testing
 - Multivariate testing

More than 110 real-time dashboards in Adobe Analytics, with information tied together using the data workbench capability, are offering insight into customer journeys across channels. For example, data collected online and through call centers is fed to local branches, helping personal bankers connect directly with customers and offer tailored services.

“We don’t expect customer trust—we earn it,” says Richardson. “Using Adobe Marketing Cloud, we are more helpful and relevant in every customer interaction online, through call centers, and in branches. For us, it’s now a natural extension of traditional banking experiences when we know exactly what each customer wants and they don’t need to explain it to us at every turn.”

For more information

www.adobe.com/solutions/digital-marketing.html



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