

BANKING ON DIGITAL TRANSFORMATION

Computacenter's ServiceNow Centre of Excellence helps challenger bank use the Now Platform to transform service delivery, improving user and customer experience

SERVICES

- Now Platform design, consultancy and implementation
- Three-month pilot program
- Enterprise roll-out

USER EXPERIENCE

- Improved user experience via self-service portal
- Supported Digital Workplace initiative
- Increased service delivery capability

BUSINESS IMPACT

- Supported digital transformation journey with significant estimated ROI
 - Major time and cost savings
 - Strategic platform to drive continual service improvement and best practice ITSM
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OBJECTIVE

To help Clydesdale and Yorkshire Bank (CYBG) to successfully transform service delivery as part of a digital first strategy, Computacenter's ServiceNow Centre of Excellence has deployed the Now Platform from ServiceNow to support 6,000+ users.

SOLUTION

The Now Platform is the Bank's strategic platform to enable a continual uplift in its ITSM capability to support digital transformation and enhance the user experience. CYBG implemented IT service management in six months and is live on Incident, Problem, Change, Request, Self Service, Knowledge and Call Management.

OUTCOME

The Now Platform underpins a major Service Transformation programme, which is focussed on improving the customer experience and driving a Digital Workplace initiative. This has generated operational efficiencies and gives the Bank confidence in the continued enterprise roll-out.

CYBG has made significant time, cost and business agility improvements and estimates significant ROI will be achieved. The Bank is providing employees with a better user experience and can manage change more efficiently which supports CYBG's ability to react fast and move at speed.

ABOUT CLYDESDALE AND YORKSHIRE BANKING GROUP

CYBG PLC is a full-service bank focused on UK consumers and small and medium-sized enterprises (SMEs) and operates under the Clydesdale Bank, Yorkshire Bank and B brands. They serve nearly three million customers through an omni-channel model of online, mobile and telephone banking, together with a network of 159 branches and business banking centres, mostly in the UK's economic heartlands of Scotland, the North of England and the Midlands.



The Now Platform helps us deliver a future-proof digital workplace that gives users an Amazon-like experience for accessing IT services.

Scott McGarvey, Head of ITSM at CYBG



OBJECTIVE

Supporting the strategic move to becoming a digital bank

CYBG is listed on the LSE and ASX, has 2.7m customers, 159 branches and a network of business and private banking centres. 'B' is the Bank's award-winning digital retail banking service. The number of change requests and change programs had doubled year on year since the Bank's IPO in 2016. Legacy service management and operations systems were not designed to provide the required level of flexibility, automation and control needed to maintain outstanding customer service levels. As a result, the Bank needed a new ITSM strategy and platform.

Best in class ITSM delivering a digital workplace

Staff had numerous ways to access different IT services. However, contacting the IT department to log an incident could only be done by telephone, resulting in 7,000 calls per month. CYBG wanted to rationalise this and create a single user portal to carry out common problem, incident and change activities.

Scott McGarvey is the Head of ITSM at CYBG and has played a leading role in the Bank's ongoing journey to become a digital bank. Following a detailed evaluation, the Bank made the strategic decision to choose ServiceNow to give users a single platform to 'get things done'. Scott says, "The Now Platform had all the capabilities that we were looking for and represented best in class ITSM. It is a flexible, modular platform that gives us the ability to easily change any of the workflows supporting the business. It offered us a rapid deployment path which ultimately means a lower overall cost. As a cloud-based and Evergreen platform, the Now Platform helps us deliver a future-proof digital workplace that gives users an Amazon-like experience for accessing IT services."

SOLUTION

Two months go live for Incident, Problem and Change

The ServiceNow Centre of Excellence worked with CYBG on a very successful pilot program. The use of sprints, hothouses and an agile development approach accelerated the deployment.

Scott explains, "We went live on the Now Platform for Incident, Problem and Change in two months. This confirmed that the Now Platform's out of the box starting position was quite advanced. It has a fast, intuitive interface which meant we were able to quickly deploy our own workflows without resorting to coding. The pilot gave us confidence the roll out could be achieved at speed." Phase one of an enterprise roll out went live in March 2018 for a fully integrated set of ITSM processes for Change, Problem, Incident, Call Management and Knowledge Management. The Bank is also working on continually evolving and refining its processes and workflows.

Scott continues, "Replacing six legacy tools with one platform allowed the Bank to introduce more standardised and integrated business processes. By using a single system of record, our data and subsequent reporting are consistent and accurate which also has an audit, compliance and risk benefit. The Now Platform ensures we can drive delivery of critical IT services with greater confidence."

Measuring service with a truly customer centric approach

The project team invested time in ensuring the Now Platform's configuration management database (CMDB) was accurate and up to date. The Bank started with a focused approach to mapping its service architecture to enable the goal of getting full visibility over its infrastructure and services for supporting the digital platform, B. This gives the Bank greater levels of automation and control over its IT environment.



The Now Platform will underpin our Service Transformation programme which is focussed on improving the customer experience and driving our Digital Workplace initiative.

Fraser Ingram, CIO at CYBG



SIGNIFICANT TIME, COST AND BUSINESS AGILITY IMPROVEMENTS

- More than 5000 hours saved per year through report automation
- 3 FTE's reallocated to higher value tasks
- 1000 hours saved per month through automation of password resets
- 50% increase in speed of raising a change request
- Lead times reduced by 50% for implementing change requests
- Issues resolved before they impact users

Scott adds, "The CMDB underpins everything that we do and is a core foundation for the next stage of our ITSM journey. We can instantly see how SLAs are performing and manage service with true customer centricity. The updated CMDB supports service impact analysis for availability and enables the pace of change that we need to manage a modern digital platform. It enables our strategy to provide a world class service customer experience and gives us the ability to scale up as our business grows."

Improving the user experience by enabling greater self-service

The Bank has recently gone live on a powerful self-service portal. This allows 6,000+ users to do much more than log incidents. Users can now reset passwords, track requests, see updates on service status and requests and receive applications from a service catalogue with automated approval workflows which saves time and enhances the user experience. Early indications since going live, is that the bank is on target to significantly reduce the number of interactions with the service desk.

Scott says, "Digital transformation has two aspects. The first is about becoming a digital bank and we are doing very well against this target. The second is to improve the user experience by enabling greater self-service. The Now Platform project is accelerating the internal program for digital workplace transformation. Reducing the volume of calls and changing the way people can interact with the help desk translates to cost savings, which will be a major contributor to the ROI."

OUTCOME

Service transformation to achieve significant ROI

The Bank is pleased with progress to date and the forecasted return on the Now Platform project. As Fraser Ingram, CIO, CYBG comments, "The partnership with ServiceNow has enabled us to deliver IT service management in just six months. Not only has this quickly generated operational efficiencies, it gives us confidence as we extend the Now Platform within IT and across the Bank. The Now Platform will underpin our Service Transformation programme which is focussed on improving the customer experience and driving our Digital Workplace initiative."

Scott adds, "We are providing employees with a better user experience and estimate that the investment and transformation will also deliver a significant ROI which highlights the tangible outcomes from many of the benefits we achieved. Ultimately, we will have an improved service delivery capability for dealing with increased volumes all at a lower sustainable cost. The Now Platform is not just an ITSM platform. It supports our business strategy and feeds into all services and applications. Our vision is to use the Now Platform as our strategic platform to enable a continual uplift in our ITSM capability to support digital transformation."

Driving informed business change and continual service improvement

Replacing a legacy reporting tool and using the accurate CMDB data has led to further benefits. Producing the monthly customer service review (CSR) report took three days but was fully automated in the first month and presented via dashboards. In addition, a further 20 reports were automated saving on average 5000+ hours per year, freeing up three full time employees to work on higher value initiatives supporting the bank's growth and expansion. Extracting and manipulating data is a thing of the past. Today, real time service dashboards can be monitored across the IT department. Staff are empowered to perform daily service reviews better as there is a greater focus on SLA driven processes and the Now Platform automatically manages all follow on tasks.



The Now Platform gives us greater confidence in managing change more efficiently which supports the Bank's ability to react fast and move at speed.

Scott McGarvey, Head of ITSM at CYBG



Scott explains, "We can perform a monthly CSR, using insightful data points showing trend analysis and hot spots. Better management information gives us the ability to make more informed business decisions. The time saved allows management to focus on continual service improvement activity, value creation and delivery. The staff efficiency savings also mean we can support the Bank's growth without having to hire extra people."

Increasing operational speed, agility and flexibility

CYBG is on target to automate 2,000 password resets each month. By reducing the time required, the bank will save 1,000 hours per month.

The Bank has seen a 50% increase in the speed with which users can raise a change request, equivalent to saving 100 hours per month. Lead times have also been reduced by 50% for implementing all types of change request

The Change Advisory Board (CAB) has automated and streamlined many manual processes. "The Now Platform gives us greater confidence in managing change more efficiently which supports the Bank's ability to react fast and move at speed," adds Scott.

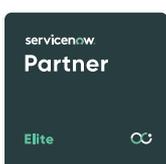
The integration of Problem and Incident data allows the Bank to quickly identify problem trends. Despite the large volume of calls to the service desk, it can track emerging themes and common incidents in real time, e.g. tickets raised by applications in the last 30 minutes and reporting by threshold.

Scott says, "By managing problems more proactively, we are moving towards a position where we can resolve issues before they impact on the user. This helps to achieve the highest levels of customer service availability. The insight into trends and availability issues gives us unprecedented control and visibility over the digital mobile and web platform."

Continuing the digital transformation journey

Scott concludes, "Computacenter's ServiceNow Centre of Excellence has supported our digital transformation journey with ServiceNow and worked closely with us through a number of challenges that such a transformation brings to a bank."

Future developments include extending Service Requests throughout the company to support Joiners, Movers and Leavers processes, access management for key areas for the Bank, adopting innovations such as virtual agents, rolling out the mobile client to support a BYOD/virtual working policy and integrating IT Operations Management.



MORE INFORMATION

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