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RBS
The Royal Bank of Scotland

Customer
Royal Bank of Scotland

Highlights
Major bank reduces service management administration time up to 75% by automating critical IT processes.

Headquarters
Edinburgh, UK

Industry
Financial Services

Employees
90,000

Business
Banking

Enabling Better Banking Experiences with ServiceNow

At Royal Bank of Scotland (RBS), providing industry-leading service is always first priority. Through its offices and branches in Europe, North America, and Asia, RBS offers a wide range of financial products and services to over 20 million customers. With a focus on transforming customer experiences, RBS has set a goal to be the number-one UK bank for customer service, trust, and advocacy by 2020.

Technology is integral to achieving this ambition, enabling RBS employees to have positive and efficient interactions with colleagues, customers, and regulators. However, as RBS grew through acquisitions, its IT environment became more complex and difficult to manage. To achieve its business transformation, customer service, cost reduction, and compliance objectives, the bank needed to simplify IT service management (ITSM).

With 14,000 users using 13 different ITSM tools and multiple configuration management databases (CMDBs), RBS was spending too much administrative time on change management. Raising a change took an average of seven hours employee time and required using five or more different tools. Once a change was raised, manual approval processes caused further delays. Regulatory compliance was a challenge as well—with 56 controls monitored by regulators, the risk of service failures can be high for RBS or any financial institution.

"We needed the flexibility and speed to deliver incremental changes with contained risk and improve the way we deliver technology services to our businesses, enabling them to deliver the best service to our customers," says Pete Coleman, Head of Service Delivery at Royal Bank of Scotland. "To accomplish this, we needed a single integrated toolset to automate the delivery and control of incident, problem, change, and configuration management."

RBS decided to partner with ServiceNow for its ITSM journey and engaged ServiceNow Professional Services to assist with the implementation. "ServiceNow appealed to us because it is cloud-based and easy to use," says Coleman. "ServiceNow gave us a sandbox environment to experiment with for six months before we actually signed the deal, so we were confident that the solution would meet our needs."

Working together with ServiceNow Professional Services and internal stakeholders, RBS integrated ServiceNow with 15 data sources and delivered the solution to all 14,000 users in just 10 months, setting a new baseline for the bank on how to deliver success quickly.

A Smooth and Collaborative Implementation

"Leveraging ServiceNow's technical expertise allowed us to focus our own efforts on stakeholder engagement and managing business change," says Coleman. "The ServiceNow team listened well, gave us good direction, and helped drive quality and efficiency throughout the process. The result was a successful and collaborative implementation."

Challenges

- Business growth and control and compliance requirements had increased the complexity of service management with many tools and processes

- Time to market for service delivery and changes lagged, making it difficult for employees to provide world-class customer service

- Risk and costs associated with change management and compliance began to mount, putting a strain on resources

- Needed to support the bank's stated business objective to become the #1 bank for customer service, trust, and advocacy—while reducing costs and meeting compliance requirements

Results

- 76% improvement - Average time to raise a change

- 60% improvement - Average time to raise an incident

- Savings to be made by the decommission of 10 legacy systems

- More than 50% of the controls associated with IT Critical Processes automated

- One Configuration Management database that is visible to all processes

- 46,000 man hours per month saved

- Reducing the risks associated with unauthorised and failed change through automated integration between Change and Incident

- Rollout of common service management processes and controls to areas that historically operated independently

- Introduction of Standard Change, giving the option for pre-approved, repeatable changes

- Improved Forward Planning and Conflict Management

- 80% of users say that ServiceNow is easy to use and more than 75% say it has improved their working day

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