

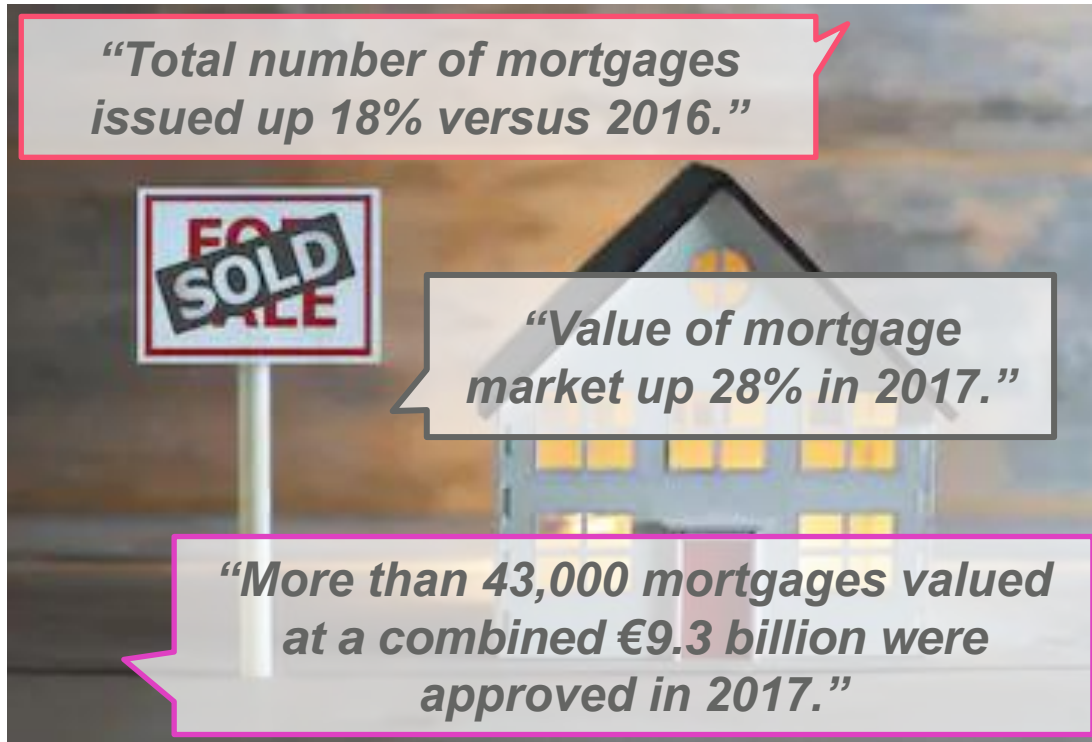
Coyne Research and Ulster Bank A Mortgage Metamorphosis

Submission For: Customer Experience Research

Submitted By: Alice Wainwright, Coyne Research and Jim McCormick, Ulster Bank

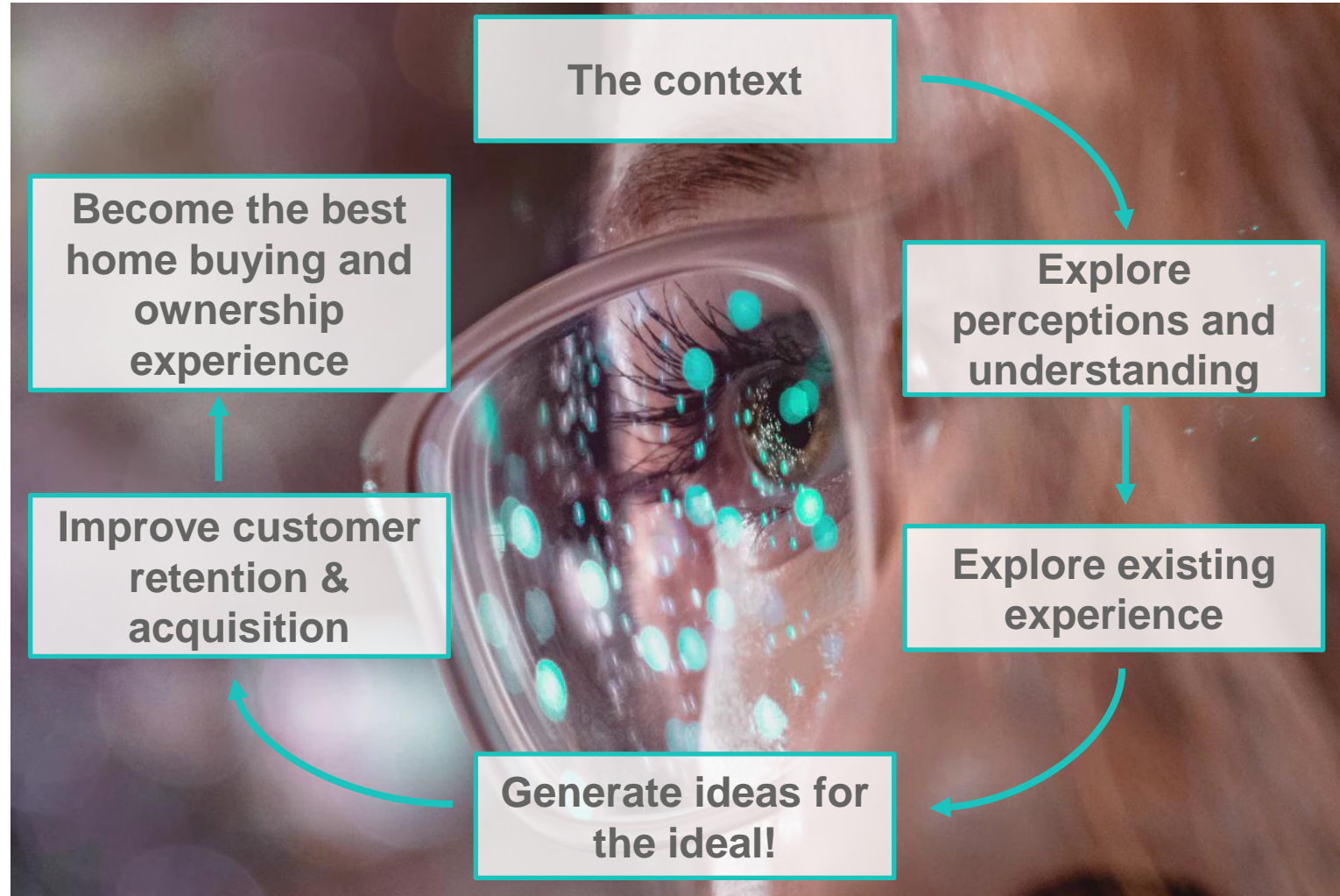


The Challenge: The current mortgage process and offering was reducing Ulster Banks potential share of an active and growing market



Sources: <https://www.rte.ie/news/business/2018/0125/935975-mortgage-figures/>
<https://www.irishtimes.com/business/economy/first-time-buyers-lead-the-way-as-mortgage-approvals-up-23-1.3368243>

The Objective: The research needed to give a real insight into every stage of the journey through the eyes of the consumer



The Approach: Given the breadth of the research objectives a multi-faceted research programme was designed

1. The Brand



2. The Product



3. The Journey



The Approach: A holistic view of the market

We took to the streets...



Reviewed existing data sources...

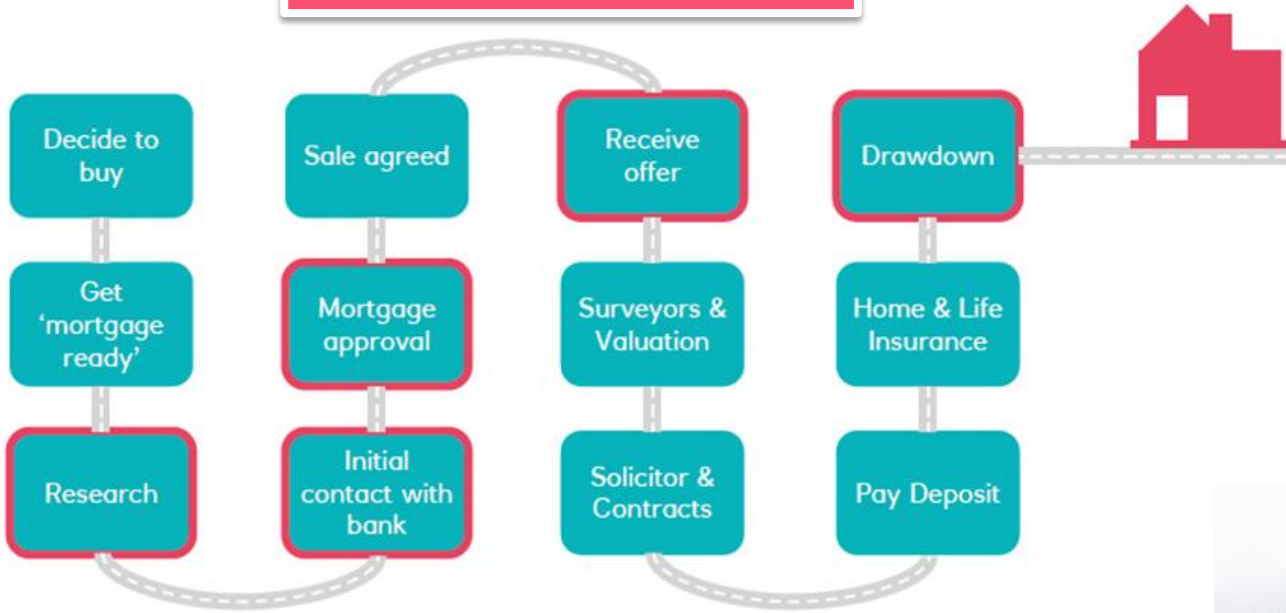


And assessed the product offering
across the market...



The Approach: The depth of our insight was driven by following the end to end journey across multiple touchpoints

54 In-depth Interviews and Online Pre-Tasks



Quantitative Drop Out Analysis

Broker In-depths



The Approach: And we had metrics in place to measure success

Pre and Post Change Implementation Mystery Shops

Other Sources



- ✓ Coyne Research brand tracker
- ✓ Transactional NPS study
- ✓ Internal Business Metrics

PERSONAL BANKING / MORTGAGES

First time buyers

Helping you buy your own home

Request a call back

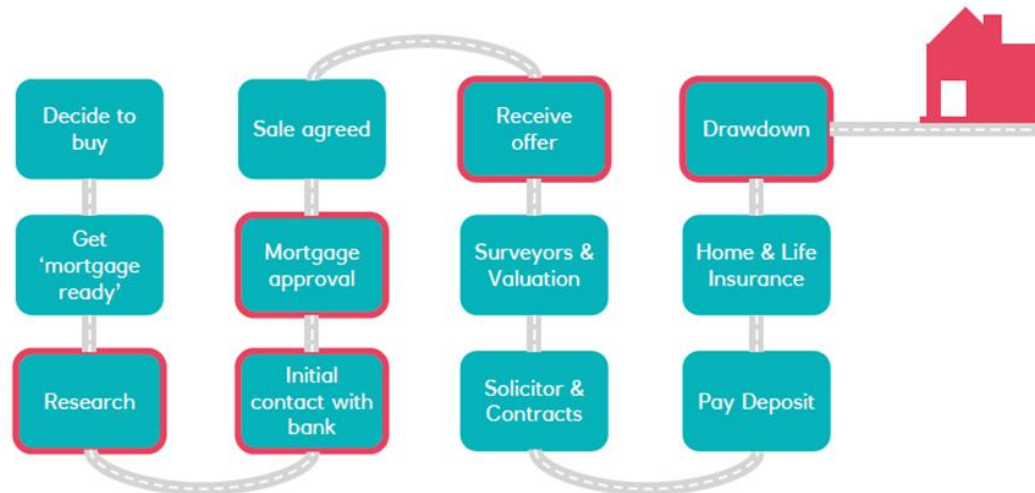
Read this Important Information about our mortgages



The Outcomes: Clear actionable recommendations were given for each stage of the mortgage process

These key learnings were categorised into:

- ✓ Understanding the customer.
- ✓ The process.
- ✓ Staff and customer experience.
- ✓ The product.



Insights were embedded via co-creation workshops



The Impact: Very positive impact on business metrics targeted at the outset

1. Increased appeal of the product offering.
2. Increased conversion of initial appointments to offers.
3. Increased volume of applications.
4. Increase volume of offers.
5. Increased volume of drawdowns.
6. Improved mystery shop findings particularly for; appointment wait times and knowledge of staff members.
7. Higher levels of customer satisfaction with the mortgage experience.



The Impact: Insights supported existing advertising and communications campaign development

Finally, findings from the research also fed into parts of the development of the new campaign from Ulster Bank and Boys & Girls...



Ireland's
lowest
2 year
fixed rate

Search: Ulster Bank First Five



Ulster Bank
help for what matters



A campaign, with the customer at the centre, that generated strong cut through and recall for Ulster Bank.

A Final Word From **Ulster Bank**...



“The research programme delivered invaluable insight into our end to end customer experience, enabling us to make informed change to our mortgage strategy and processes. The actionable findings from the research, delivered via innovative and accessible formats, have driven a high level of stakeholder engagement, ensuring that the customer is at the centre of all decision making. Our overall aim is become the best home buying and ownership experience in Ireland, and this research played a fundamental part in helping us to work towards this. The impact of the changes made to date have been outstanding, and we continue to see notable improvements in the volume of applications, offers and drawdowns.” Jim McCormick, Head of Commercial Excellence, Ulster Bank

Thank you

