BARCLAYS

How can design help Barclays regain Mortgage market share?

Shivani Sundar



Executive summary

Who:
Barclays

Symptom:
Losing mortgage market share

Suspected root causes from Barclays:

- Poor D2C customer experience
- Weak integration with intermediary channels
- Lack of unified customer view across service lines

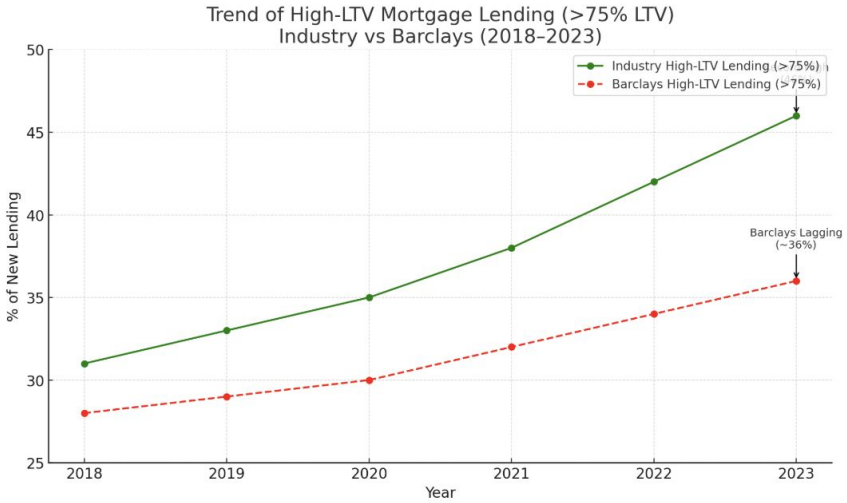
Expectation:
To deliver a pitch deck on our understanding of the problem & an approach of how design-driven thinking can help regain market share within 2 days

Assumption:
I'm an independent Lead Service design consultant. This slide is for Barclays.

What can we decipher about the problem?



Where does Barclays stand?



- Nearly half (46%) of new mortgages are now high-LTV loans (above 75%), but Barclays is less competitive in this space. It offers fewer high-LTV options and often includes higher fees for remortgages.
- Competitors like Nationwide and NatWest often offer better rates for low-LTV and first-time buyer deals. Lenders with strong broker relationships, such as Nationwide or HSBC, are leading the market.

FCA & PRA data

External perception

Barclays trades at a persistent discount to UK-focused rivals such as NatWest and Lloyds on a price to book basis. The bank insists it does not need more deals to meet its targets — it reckons lending growth will speed up as it builds on the momentum from earlier acquisitions. But it will need to start showing evidence quickly if it hopes to bridge the valuation gap.

> *Barclays couldn't, or wouldn't, see that he was using this as a way to get back at me*
> Sally James

After that, she says, she paid the newly restructured mortgage faithfully, found a buyer for her home and a cheaper place to buy.

But as soon as she applied for a new smaller mortgage with another lender, she discovered that Barclays had applied default notices to her credit score - scuppering the deal she was offered and wrecking her ability to gain credit.

Sources: Guardian.com, Article, Mortgage article

Inference

- 25–26% drop in new mortgage originations since 2023–24. Most of Q1 results were from acquisitions. Lost reputation from customers: Late payment errors have also harmed trust
- Operational missteps are undermining customer loyalty and increasing attrition. include delayed processing, high fees

What questions can design answer?

Why are prospects/customers not choosing Barclays mortgages?

How favourable are your product parameters for prospects?(fees, repayments options , switching charges etc.,)

Is the D2C offering, evoking trust communicating clearly and is it an intuitive digital experience?

Do we cater to all of our personas? Will first time buyers be okay in paying a huge deposit?

Is there friction in the digital mortgage journey? (data points, clicks, timeframe, uploads, etc.)

How is your relationship with your broker ecosystem? Are you confident that they refer you? If not why?

Do prospects find mortgage charter & Borrowing calculators useful/ drop-out because of the rates/ results?

Our approach



Project scope (6 months)

EXPAND	CONSIDER	REFLECT	INVOLVE	EXPRESS
– Industry reports and statistics – Trend platforms – Channel analysis – Competitor radar	– Contextual interviews – Ecosystem maps – Personas – Surveys – Social Listening	– Digital channel journey – Competitor edges – Strategic issues – Opportunity areas – As-is service blueprint	Co-creation sessions: – Broker experience redesign – Ideal onboarding journey – Customer trust signals	– Concept maps – Pilot experiences – Engagement models – To be service blueprint – Action plans
Barclays partners & customers			Barclays partners & customers	
Research & insight team			Product design team	
Service design team & Barclays				

Deep dive into the project phases



Let’s understand you better

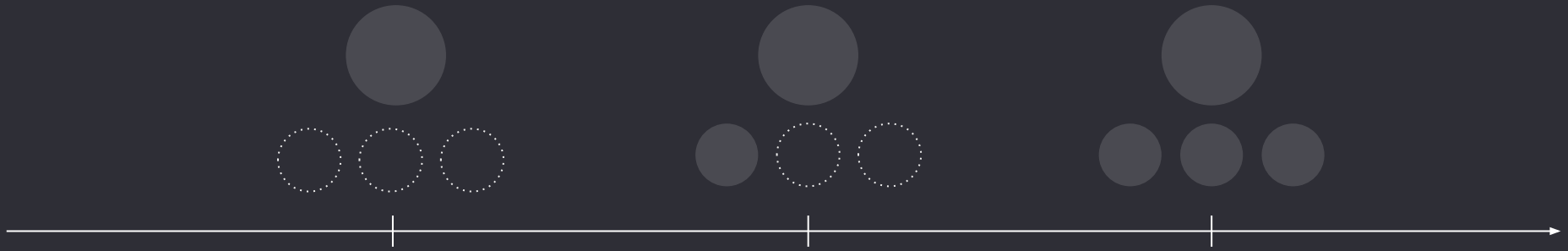
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Understand

Co-design

Let us understand your ecosystem?

Who are your ‘people’. Are they happy?



You

You are the ’Maker’. You understand evolving market & customer needs in Mortgages & adapt your product development

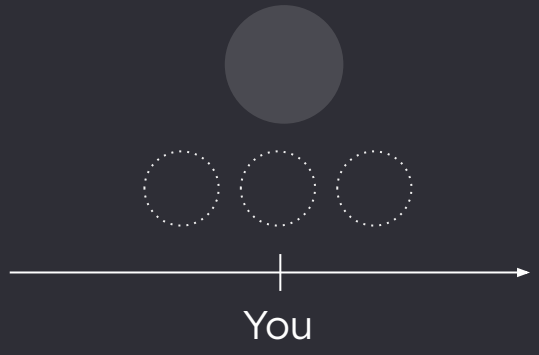
Partners

They could be brokers & other intermediaries that help your product reach the ‘users’. They get paid commissions by you.

Customers

They are the ‘Users’ of your product. They can directly engage with you or through partners. Do they understand you & your products clearly?

Let us understand ‘You’ better



You are the ’Maker’. You understand evolving market & customer needs in Mortgages & adapt your product development

What personas do we want to prioritise

Internal tooling & processes

Competitor radar scanning-mystery shopping

As-is service blueprint

Low effort

High effort

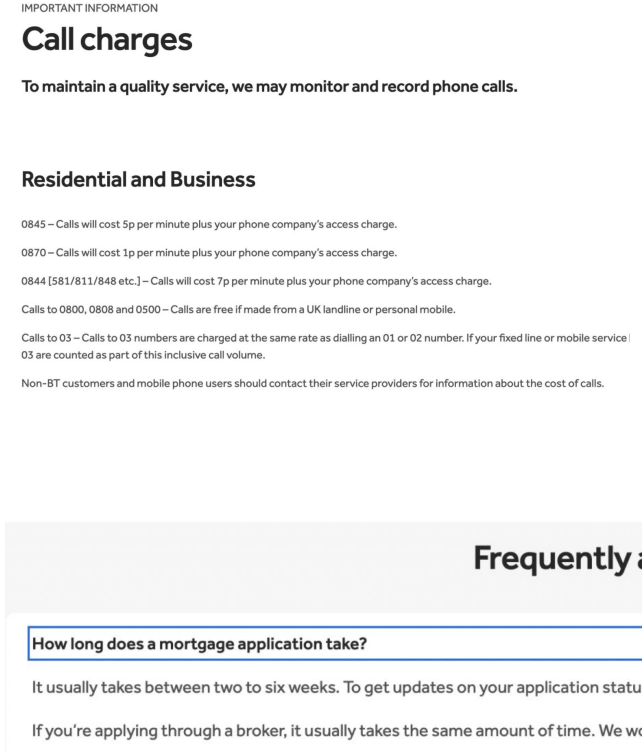
Involves stakeholders outside of Barclays

EXAMPLE EXERCISE

Competitor radar

What is stopping Barclays from being ranked highly?

- Is it product design? (fees etc.)
- Tedious onboarding steps & longer timelines?
- Not being listed on the correct sites?
- How do other lenders deliver D2C experiences? Do they prefer brokers over intermediary services?



IMPORTANT INFORMATION

Call charges

To maintain a quality service, we may monitor and record phone calls.

Residential and Business

0845 – Calls will cost 5p per minute plus your phone company's access charge.

0870 – Calls will cost 1p per minute plus your phone company's access charge.

0844 [581/811/848 etc.] – Calls will cost 7p per minute plus your phone company's access charge.

Calls to 0800, 0808 and 0500 – Calls are free if made from a UK landline or personal mobile.

Calls to 03 – Calls to 03 numbers are charged at the same rate as dialling an 01 or 02 number. If your fixed line or mobile service
03 are counted as part of this inclusive call volume.

Non-BT customers and mobile phone users should contact their service providers for information about the cost of calls.

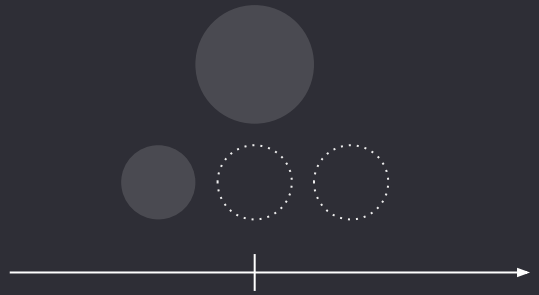
Frequently ask

How long does a mortgage application take?

It usually takes between two to six weeks. To get updates on your application status, use

If you're applying through a broker, it usually takes the same amount of time. We work clo

Let us understand ‘Partners’ better



Partners

They could be brokers & other intermediaries that help your product reach the ‘users’. They get paid commissions by you.

- Business model- partner channel incentives
- Tools to communicate with partners
- Partner enablement on cross-selling
- 1-1 interviews to understand Partner personas

Low effort
High effort
Involves stakeholders outside of Barclays

EXAMPLE EXERCISE

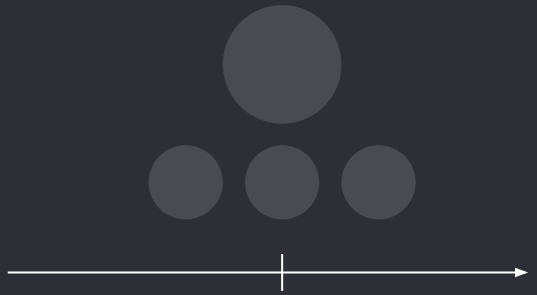
Partner personas

- Who are our partners helping us reach mortgage customers over competitors like Nationwide, Santander, or LBG?
- Are they estate agents?
- How much influence do we have over what they recommend?

  Are they pushing shorter-term mortgages to earn more from remortgage fees?



Let us understand ‘Customers’ better



Customers

They are the ‘Users’ of your product. They can directly engage with you or through partners. Do they understand you & your products clearly?

- Digital channel traffic & experience mapping
- Missed opportunities, emotional heatmaps
- Shadow money mentor & mortgage advisor conversations
- Surveys to understand exclusion criterias

Low effort
High effort
Involves stakeholders outside of Barclays

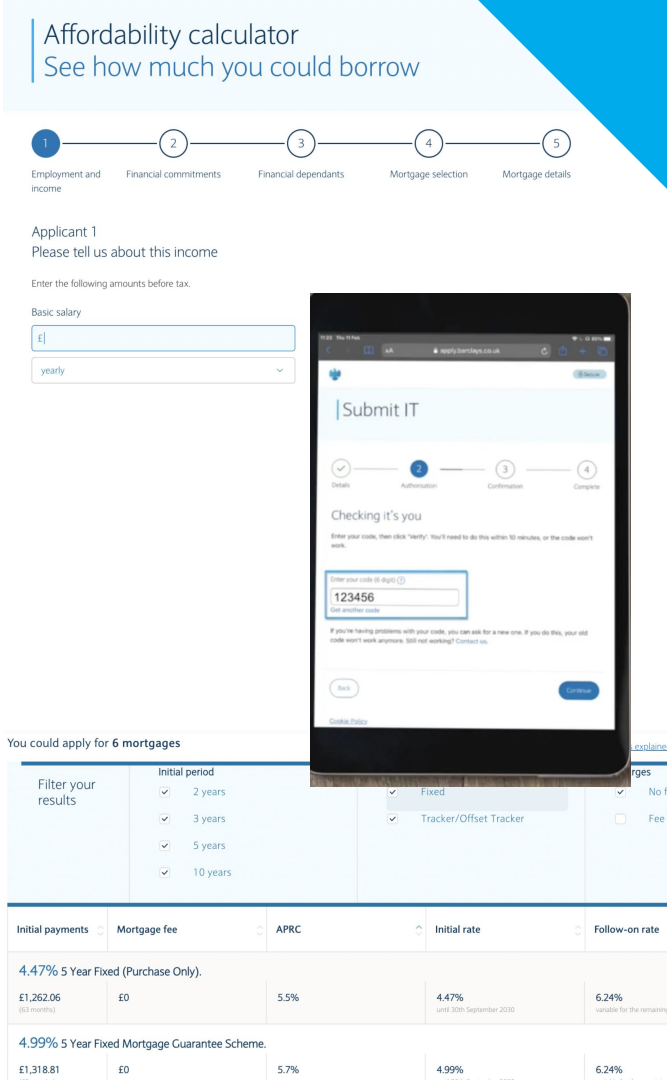
EXAMPLE EXERCISE

Digital offering

- Are users finding our tools helpful, or dropping off when they see high interest rates in affordability calculators?
- How easy is it to reach a Barclays mortgage advisor?

  Do users have to fill out lengthy forms and submit documents just to get a first meeting?
- Are we investing in the right channels as branch visits decline?

  Is visiting a branch still necessary?
- Is your intermediary service reaching your customer?
- Are comparison websites like MoneyFacts stating the right information about us?



Where are we?

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Understand

Co-design

Let’s reflect together

Work with Barclays team to reflect on what we have observed so far from the ‘ Listening phase’. Some examples could be around the digital channel journey, competitor edges, Opportunity areas from personas, definition of your Business design etc.,

Trends

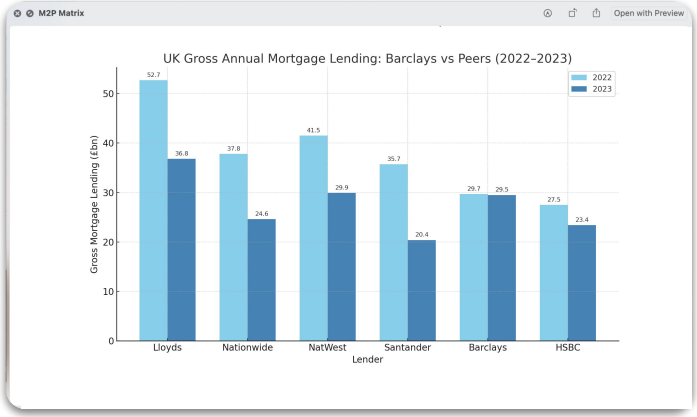
Market & customer

Pain-points

What doesn’t work

Opportunity

Whiteboard on them



“Nationwide supports first time buyers better than Barclays”

EXAMPLE EXERCISE

Let’s reflect together



Customer: Laura, first time buyer

‘’The digital channel journey is tedious’’

- Too many documents requested for the first appointment
- Rates are unfavourable
- Hidden fees
- Not sure if Agreement in Principle will affect credit score



Broker: Andrew, estate agent

‘Other lenders are offering better rates’’’

- Unhappy with commission rates
- Pressure from the bank to cross-sell
- No enablement from the bank on new products

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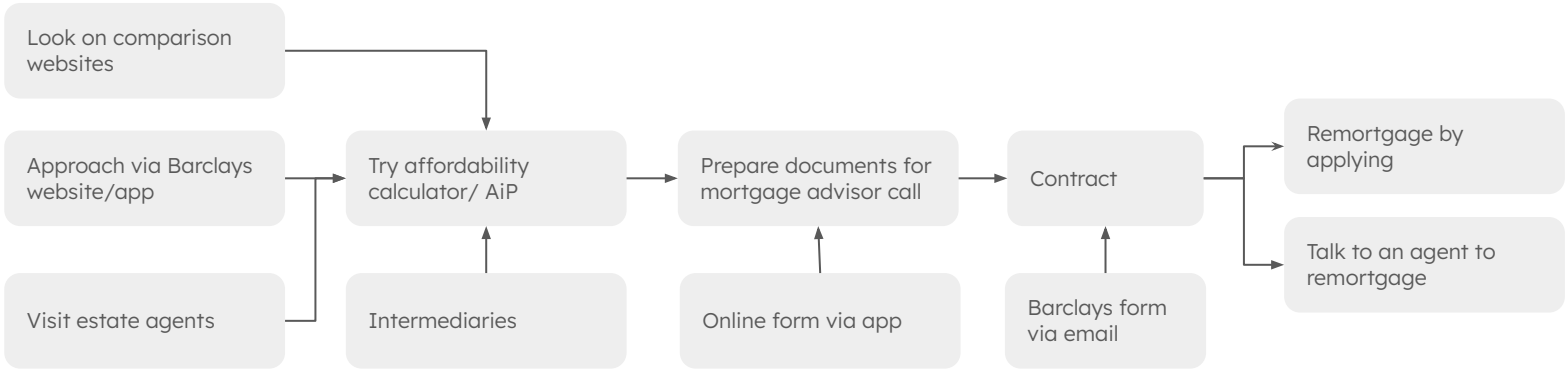
Co-design

EXAMPLE EXERCISE

Let’s start looking ahead, with you

Co-creation sessions on what the onboarding experience & service blueprint looks like:

- Extend this to understand the partner ecosystem & intermediary strength (channels & touchpoints)
- Look for points of drop-outs. When customers have dropped out after a mortgage advisor consultation, which lender did they go to & why?



Where are we?

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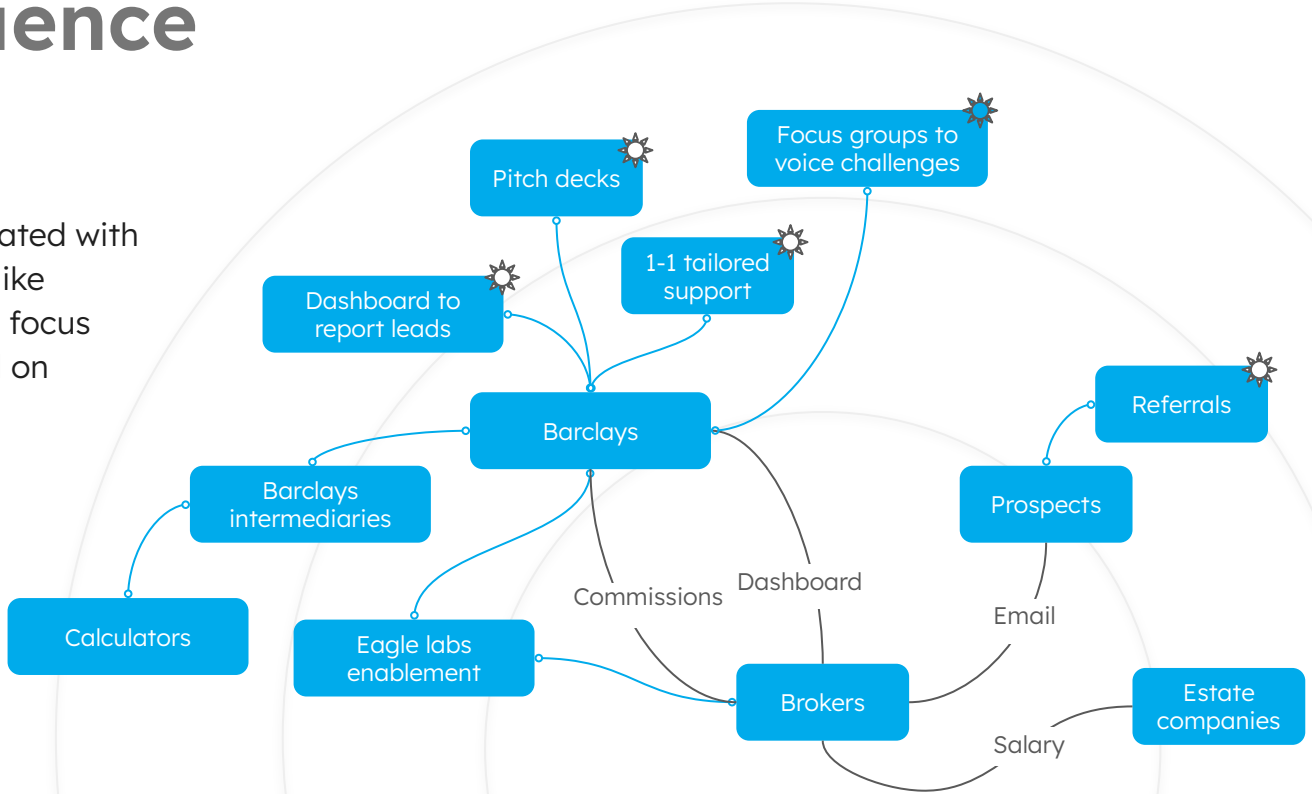
Understand

Co-design

EXAMPLE EXERCISE

Broker experience re-imagined

Broker engagement model accentuated with additional support touchpoints ☼, like Pitch decks to aid product pitching, focus groups to alter product rates based on real-world customer preferences, dashboard for Barclays to monitor Leads, grant tailored commissions



No access to external stakeholders?

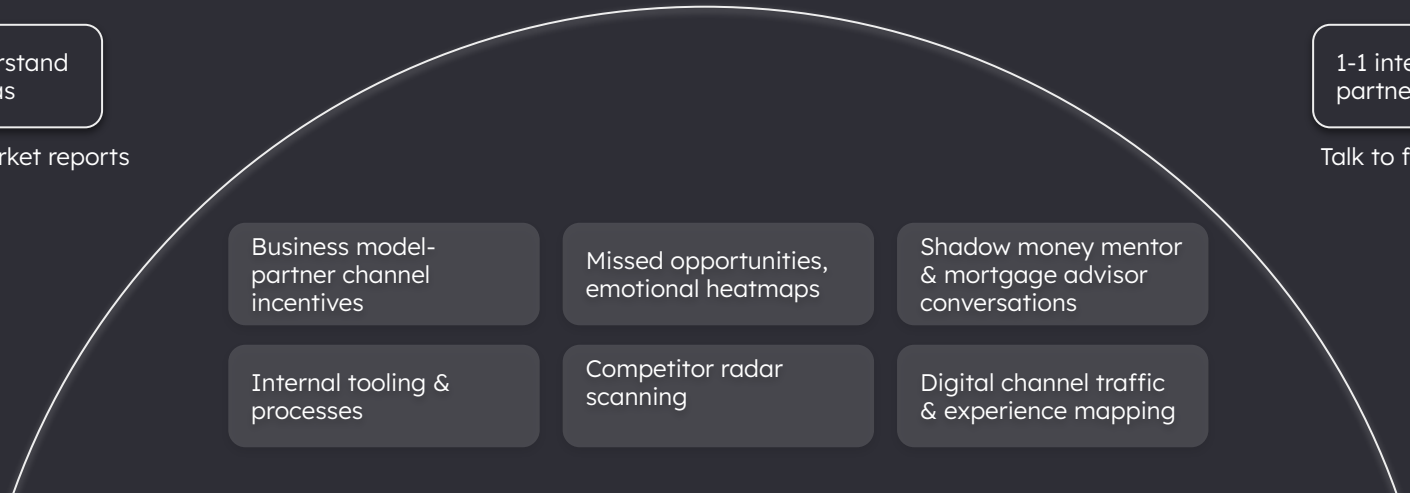
We will work with what we have, leveraging the most of what we know from you, market & external stakeholder facing stakeholders.

Surveys to understand exclusion criterias

Elicit this from market reports

1-1 interviews with partners & customers

Talk to front-stage actors



Blockers



Project scope (3 months)

UNDERSTAND

- Industry reports and statistics
- Channel analysis
- Competitor radar
- Partner & customer interviews

CO-DESIGN

- Reflect on Digital channel journey friction, Competitor edges & Opportunity areas
- As is service blueprint & recommendations for future
- Broker engagement model
- Ideal onboarding journey

Barclays partners & customers

Barclays partners & customers

EY Research & insight team

EY Product design team

EY Service design team & Barclays