



Project impact

+ 15% average increase in
productivity
Streamlined operations

Objective and vision

A large retail bank with over 1,000 branch offices was losing market share due to a lack of customer growth. In order to become the “go-to bank”, the client wanted to galvanize sales growth, productivity and customer service efforts. Realizing that substantial improvements needed to be made at the retail branch level, they enlisted the help of Alexander Proudfoot to strengthen management capabilities, minimize administrative work and reduce customer wait times.

Approach

Corrective action was taken to pinpoint and eliminate excessive administrative work and redundant activities. The result was extra time for management to actively supervise staff, provide coaching and better serve customers. A set of established best practices was introduced across all branch locations. Each branch also had a better understanding of how to match resources with customer demand during peak hours of business.

Sustainable results

A new operational outlook resulted in a 15% improvement in overall branch productivity and reduced queue times by 35%. An internal team was assembled to sustain the results and prepare for future improvements.

The Challenges

Proudfoot conducted an employee survey that revealed several shortcomings at the branch level. When asked about customer service, 88% of those surveyed agreed it was important but did not associate it with increased revenues. It also became evident that a large variance in individual performance levels was causing delays in customer service – 88% of employees surveyed thought they needed additional training. Internal training efforts were almost non-existent with supervisors spending 51% of their time performing administrative tasks and 30% reacting to problems. Furthermore, management’s inability to engage people was hurting morale. According to the survey, an alarming 67% of the staff said they would resign if they were offered a job with equal pay.

The client had no way of managing queue times or measuring customer service levels.

Our Approach

The first step was to map key processes and then make them more efficient. The elimination of deposit and withdrawal slips, as well as improved identification and verification processes in client services resulted in faster transactions and greater customer satisfaction. Process improvements freed up more time for management to train and mentor employees. Employees became more confident in their ability to meet customer needs and upsell additional products and services. Queue management resources were implemented to help branch leadership and employees perform better during peak business hours.

Quick wins deliver 20% productivity gain

The immediate need was for Proudfoot to roll out their pilot programme in 41 branch locations. The results included teller and client service productivity improvements of 14% and 16% respectively. Other

highlights were a 25% reduction in selected transaction times, a 36% reduction in card processing/client service identification and verification and a 20 – 30% reduction in customer wait times. A 50% reduction in administrative work increased the amount of active management at the branch level from less than 5% to an impressive 36%. Proudfoot initiated ongoing audits and developed an internal team to roll out the pilot program across the client’s entire branch network covering in excess of 1,000 branches.

“The renewed focus on customer service has done wonders for our organization. I was really impressed with the speed and precision at which Proudfoot was able to get the results we needed.”