

Best Service International Case Study

Background

Best Service International is a large financial services institution that offers financial and credit products to its customers.

They pride themselves on offering the best quality customer service by providing their customers with designated Private Bankers. The bankers traditionally have worked from bank branches where they would engage with customers face-to-face and where the focus was on building strong relationships with their customers.

Due to COVID-19, Best Service International has been forced to close its branches resulting in their Private Bankers being moved out of the branches leaving them misplaced. To solve this, Best Service International decided to move their Private Bankers into one designated call centre where they will only engage with customers telephonically rather than the face-to-face interactions they are used to. Due to this change, the Private Bankers' contracts and roles have been amended to align with the new working environment.

The Private Bankers are contracted to:

- 1. Deal inbound calls from customers that are service, or sales related.
- 2. Designate time in their day to proactively engage with customers in their portfolio through a telephony system to cross-sell their new products. The tool they use to identify customers in their portfolio is called the 'Portfolio Tracker Tool'. This tool provides a list of leads that should be actioned by each banker which comes from their portfolio.
- 3. Make at least **3 new proactive sales** per banker per day.

The restructure happened in April 2020 and Best Service International has noticed a significant decline in sales. Initially, they believed that the drop in sales was a result of COVID-19 but on closer investigation, it has been identified that it is a result of Private Bankers not proactively engaging with customers, possibly due to low staff morale.

Their Findings

Their internal investigation identified key issues which were a result of the moving of bankers from branch to a call centre. The findings are:

- 1. Bankers are prioritizing inbound calls over proactive engagements.
- 2. There is a lack of structure in their day.
- 3. Bankers have low job satisfaction due to the change in their role. They went from feeling like important Private Bankers who dealt face-to-face with high-earning customers to your everyday call centre agents.



4. Their proactive calls are not welcomed by customers who treat their calls as if they are spam calls.

The Ask from the Client

The date is the 4th of January 2021 and Best Service International has come to you at The Choice Architects to help them solve the issue of Private Bankers not reaching their sales goals.

Instructions

Analyse the Best Service International case study and think of **ONE solution** that you think can solve their problem. It is important that when you present your solution you show the detail of how your solution would work and how you would go about practically applying it.

You will need to create and present a presentation showcasing your proposed solution.

Your presentation will need to include:

- 1. A data analysis of the sales data
- 2. Your proposed solution

Some important points:

- 1. The meeting will be a duration of one hour.
- 2. Your presentation should be between 10 to 20 minutes long.
- 3. Your solution to the problem does not need to be based on Behavioural Economic principles. You must solve it in whatever way you see fit.
- 4. If needed, please ask clarifying questions.