ATH Blue, ATH Plus, and ATH Premium Process Improvement Case Study

At the branch XYZ, of Banco Popular de Puerto Rico, the distribution of some new ATH cards has been implemented. There are three new types of ATH cards offered: ATH Blue, ATH Plus, and ATH Premium. These new ATHs have required the implementation of a completely new process, which is different to the regular ATH process. There are 5 fully dedicated resources to support customers requiring one of the new cards. Each resource is available from Monday to Friday, for an 8-hour shift each day. Due to the high demand, sometimes a non-dedicated resource supports the team. This new process was implemented two months ago.

Since the implementation of the new process, several customer complaints related to the time required to provide the new ATH cards have been received. Several customers have not been attended to, to acquire the new ATH card, due to high demand. These unattended customers are put on a waiting list.

ATH cards' processing time depends on the type of card requested. To understand the process, the Branch Manager requested the Process Excellence team to complete a direct (or stopwatch) time study. The intention was to establish the current expected process time and define the standard work for each ATH card required. Information acquired is shown in *Table 1*.

The Branch Manager also acquired system data which contains information related to the date, ATH requested, and the duration of each transaction performed, among others. The data is from the two months after implementation of the new process. Data can be found in the file ATH Blue, ATH Plus, and ATH Premium Process Data.

Step ID	Step	Predecessor	Time Required (Minutes)	
1	Acquire customer information (name, address, and phone number) and add it to the ATH Request Form, which is a digital template.		2	
2	Select, in the ATH Request Form, the ATH card required (ATH Blue, ATH Plus, or ATH Premium) and wait for system's processing time. Each ATH has a different processing time.	1	3	ATH Blue
			8	ATH Plus
			12	ATH Premium
3	Go to the Digital Signature Station to acquire the digital signature of the customer and bank representative. *Note: Only one digital signature device is available. Since the device is shared, there is an average waiting time of 11 minutes. It takes 1 min to collect one signature.*	2	15	
4	Go back to the desk and press the "Print" button in the digital template.	3	2.5	

5	Go to the Printer Station to acquire the signed hardcopy of the ATH Request Form. *Note: Only one printer is available. Since the device is shared, there is an average waiting time of 7 minutes. It takes 1 minute to print the Form.*	4	10	
6	Go to the ATH Card Printing Station and print the ATH card. *Note: Only two ATH Card Printers are available. One device only prints ATH Blue & ATH Plus cards. The other one only prints ATH Premium cards. Since the devices are shared, there is an average waiting time of 8 minutes. ATH printer devices took a lot of space. There is no additional space for more than 2 devices.*	5	15	
7	Go to the desk and provide the customer the ATH Card required and the hardcopy of the ATH Request Form.	6	2	
8	Press "Finish" button in the digital template.	7	.5	
	Process Total Time (ATH Blue)		*50*	
	Process Total Time (ATH Plus)		*55*	
	Process Total Time (ATH Premium)		*59*	

Table 1 – Time Study Details

Instructions

Prepare a Power Point presentation answering the following questions (maximum of 8 slides). You will have up to 20 minutes to provide an overview of the case and to present the answers in your panel interview.

1. *What are your process improvement recommendations to the Branch Manager?*
2. *How did you use the data available to support your conclusions and recommendations?*
3. *How could you track the sustainability of the improvements (assuming they are implemented)?*

Challenge Question – This is an optional question. It is not required to be included in your presentation if you do not feel comfortable answering it.

1. *Would you use a Control Chart somewhere in your improvement methodology? What type of Control Chart would you use and why? Please draw the Control Chart selected and explain it.*