

Branch Sales and Service Transformation – Asian Bank

Client Situation	What we did	Impact
<p>Context</p> <ul style="list-style-type: none"> Client is one of the top 4 fully integrated financial services group in its country. The bank has more than 200 branches locally <p>Challenge</p> <ul style="list-style-type: none"> Branch productivity was significantly lower than industry peers (~ 40-50% lower) Branch operating model broken and tilted towards service Limited in-branch sales practices, branch 	<p>9 month partnership focusing on retail and SME banking</p> <ul style="list-style-type: none"> Developed a new branch operating sales and service model, e.g., in-branch service to sales, outbound sales, sales tools, and KPIs Put in place a robust and digitized performance tracking mechanism Used a line-led approach to build frontline capability to drive business Embedded change management practices to create and sustain momentum <p>Our Approach</p> <ul style="list-style-type: none"> Shared goals and objectives <ul style="list-style-type: none"> Sales & service orientated, engaged employees, and customers Clearly articulate operating model <ul style="list-style-type: none"> Operating practices, performance management, capability building, culture Sequenced journey <ul style="list-style-type: none"> Holistic and well thought through phased approach for end-to-end transformation 	<p>Impact</p> <ul style="list-style-type: none"> 30% increase in retail CASA acquisition 80% increase in SME CA acquisition productivity <p>Key learnings</p> <ul style="list-style-type: none"> From strategy design to full implementation is a 12 + month journey that involves <ul style="list-style-type: none"> Continuous fine-tuning of model Repeated communications Gain 'real' buy-in from the frontline Everything related to people should be well-thought through, e.g., training, KPIs "Soft" issues, such as mindset, and alignment of strategic direction Initial rollout should be gradual to allow for opportunities to refine model