



## Retail Banking Workforce Management

### Branch Efficiency Project Offers Greater Than 500% ROI Enables National Commercial Bank to Improve Service, Reduce Staff

#### Challenge

To reduce cost-to-income ratios at bank branches and improve service

#### Solution

Demos used its StaffSmart<sup>®</sup> workforce management software to build a branch staffing model, conducted a pilot program and rolled out efficiency improvements

#### Results

- Self-funded project yielded **20% branch staff redeployment**, enabling an investment into proactive sales and extended hours and improved customer service
- **2-Year project ROI of over 500%**

*"Based on the reengineered processes, workflow and staff configuration, we were able to test the new branch model in two pilot branches with a reduction of over 20% in staff."*

*Courtney Campbell, Assistant General Manager of Retail Banking*

National Commercial Bank Jamaica (NCBJ) had a high cost-to-income ratios and significantly higher staffing levels than its similarly sized competitors. Significant investments in technology did not generate the anticipated efficiency gains in the branches and previous cost savings initiatives had immeasurable results or fell short of achieving their objectives. National Commercial Bank sought to implement a Branch Efficiency project and established three criteria for success: operating efficiency, customer service and transferability for roll-out. Demos Solutions realized all of these goals by using its "Find it, Prove it, Sustain it" methodology.

#### *Find it: Analysis and Recommendations Phase*

The Demos Solutions team researched existing processes, transaction times, customer waits, and workflows to develop a "baseline" of current staff and service. Then, Demos Solutions used its StaffSmart<sup>®</sup> workforce management software to develop staffing schedules driven by capacity (determined by bank volumes, activity steps, time standards and current staffing) rather than by history or by "staffing to peak."

#### *Prove it: Piloting Phase*

Demos Solutions worked onsite at two representative pilot branches to implement changes in scheduling and process. The pilot proved that simple changes in staff levels, schedules and process can yield dramatic results. The success of the pilots confirmed the accuracy of the Demos Solutions data and analysis, and validated the Branch Efficiency Project for NCBJ management as a successful and measurable investment.

#### *Sustain it: Roll-Out Phase*

NCBJ and Demos Solutions finalized the implementation of StaffSmart<sup>®</sup> as a centralized workforce management tool for the entire branch network. NCBJ branches realized savings **in excess of three times the investment** in the Branch Efficiency Project due to the combination of the network-wide StaffSmart<sup>®</sup> implementation and the institution of the Demos Solutions recommended changes to processes and workflows. After reinvesting some of the saved Full Time Equivalent (FTEs) in direct sales and extended lobby hours for each branch, the pilot realized a 22.9% and 29.1% decrease in the baseline FTE. NCBJ realized a minimum savings of 175 FTEs through network-wide implementation, and a 500% project ROI over a 2-year period.

#### About National Commercial Bank Jamaica

National Commercial Bank Jamaica Limited is Jamaica's largest bank with over US\$3bn in assets and US\$300mn in equity as of March 2005. Currently, AIC Limited, Canada's largest privately held mutual fund company, is a 75 percent shareholder. National Commercial Bank has more than 50 branches, agencies and special agencies to serve its customers. [www.jncb.com](http://www.jncb.com)

#### About Demos Solutions

Demos Solutions is a global leader in workforce optimization and revenue-driving productivity solutions for the financial services industry. Demos Solutions offers **500%+ return on investment** for its customers through its proven combination of "hands-on" consulting and workforce management technologies, the StaffSmart<sup>®</sup> suite, known as the "Art and Science of Workforce Optimization<sup>(sm)</sup>". For more information call 800.434.4924, ext. 420, or please visit [www.DemosSolutions.com](http://www.DemosSolutions.com)