

## “Cost Management Checkups” for Retail Bank Branches

These checkups will focus on areas known to provide cost management opportunities for bank branches. Verint will conduct any one of these programs for you at no charge.

- Sales Productivity
- Current Time Standards and Non-Customer-Facing (NCF) Activity Settings
- Workforce Management (WFM) Processes
- Process Improvement Review

Based on data from your bank and our database of “like bank” benchmarks, brief visits to a few branches and management interviews, Verint will prepare an analysis that includes **an as-is assessment** of the area we are analyzing, **a forward looking view** of potential operational, process and people improvements, as well as any **identified exposures to hidden cost or compliance issues**.

### Sales Productivity

Verint has worked with many organizations on identifying metrics and practices that lead to improved sales productivity. From our point of view, sales productivity means the ability to conduct more value added sales sessions with the proper allocation of labor costs. In this program we will assess the areas that are often barriers to improving sales productivity such as: a) proper measurement of productivity, b) deployment of resources to high value markets and, c) improving the quality of processes in a sales session. More specifically, Verint's Sales Productivity checkup will:

- Determine current sales per FTE per day by branch using products sold and platform-based sales FTE data you supply to us. Sales per FTE per day is a common key performance indicator for sales team performance in retail banking.
- Compare your average sales per FTE per day statistics with banking industry benchmarks, to highlight your standing relative to the banking industry.
- Assess and recommend improvements to the process by which you allocate sales staff based on high vs. low opportunity markets.
- Review current branch-based sales strategy with your management team including how goals are set, expectations for proactive selling, and how results are tracked and reported at various levels of the organization.
- Analyze your current sales management process for platform-based sales staff, including a review of tools and applications they may be using to manage referrals and leads, as well as their approach to proactive selling.

### Current Time Standards and Non-Customer-Facing (NCF) Activity Settings

In an effort to maintain the costs associated with teller operations and provide tellers with more opportunity to focus on sales support, banks should consistently focus on streamlining transaction processing and teller operations. An important aspect of this endeavor is comparing current branch operational requirements to benchmark targets and to identify specific inefficiencies in your teller processing/operations. As part of your Time Standard and NCF Activity Assessment, Verint will:

- Review current time standards (or non statistical processing times) for each major transaction type and evaluate them against others in the banking industry, which will provide a view of how your bank ranks for various transaction types.

- Conduct non statistical sampling of transaction time standards in the field to identify any major outliers
- Review the time spent on NCF Activities and the underlying processes and policies. Compare to benchmark practices from others in the banking industry.
- Provide high level recommendations for improvements along with an estimate of the range of potential savings that might be achieved if such improvements were implemented.

### **Workforce Management (WFM) Processes (if applicable)**

If you have a staffing and scheduling tool, establishing management processes that align to your WFM model will ensure your organization is leveraging all available information from the WFM solution, receiving full value from your investment, and promoting ongoing program sustainability. As part of the WFM Process Assessment, Verint will conduct interviews and request information from representatives from your team to determine:

- How the model is used today to make resource allocation and/or staff scheduling decisions
- How the model is used to support other capacity planning events such as:
  - Annual budget process
  - Periodic FTE reviews (i.e., monthly)
  - Hiring
  - Managing absences
  - Analysis for business or process change/evaluation
- Key reports and information from the solution that are frequently used for decision-making
- Management structure, roles and responsibilities currently in place to support ongoing use of your WFM tools
- The process for and frequency of making updates to model assumptions to reflect the current operating environment
- Plans for using the model to support current and future business initiatives.

### **Process Improvement Review**

A key aspect of increasing the time that employees spend serving and interacting with customers is to be sure that they are not encumbered by processes that are inefficient, outdated, or create little value for the customer or network. As part of the Process Improvement Review, Verint will:

- Review key NCF branch processes, such as ATM balancing, cash shipments, and vault balancing to analyze how they compare to industry best practices and identify where there are opportunities to streamline, thus providing additional time for employees to serve customers.
- Review critical customer facing activities including the top 5 teller transactions and top 3 most time consuming sales activities
- Discuss with subject matter experts current branch auditing requirements and provide insight on how the audit requirements may vary from the most efficient and effective practices within the industry.
- Identify improvement opportunities across all areas studied. Identify how any changes could be reflected in the WFM model for improved cost management and sustainment.