

**Award category** – *Make sure this is consistent with the category you're entering*

**Project title** – *Use the same title on both this document and the entry form*

**Name of company**

**1. Describe your nominated project in the context of your business area (summarise how it is innovative and/or effective as part of your wider business activities and how it was implemented). (25 marks)**

Money Bank is a medium-sized European bank serving a mix of personal and SME customers. Noticing that Net Promoter Scores were low, they embarked upon an extensive review of their customer service activities across all customer-facing departments including branches, telephone banking and webchat services.

They concluded that there were significant improvements that could be to improve the customer experience in terms of workflow redesign, retraining and upskilling of staff, the revamping (of some) and removal (of other) scripts in telephone banking in order to reach the following goals:

- a. Resolution after the first contact by the customer
- b. Problem solving using the minimum possible hand-offs
- c. A reduction in the time taken to resolve issues
- d. Better communication about the process throughout
- e. Success measured by customer satisfaction levels

The specific challenges that had to be addressed were....

A team was formed, comprising..... in order to create department and company-wide communication flows and a streamlined overall strategy. The strategy set out....

**2. Summarise the ways in which this project is innovative. (25 marks)**

Our project team used the following sophisticated analysis techniques in order to gain the most from the data and feedback available to us:

- a)
- b)

We believe that this is the first time that these techniques have been combined in order to offer us.....

It was the first time that strategies for customer service had blurred the boundaries between our different banking channels and that the strengths of each department had been assessed and then shared with our colleagues across the organisation.

Box 4. Describe the change process (or product/service launch if relevant) as well as the impact that it made on the market and the organisation's principle stakeholders.

**3. Describe the impact of the project on your business and its stakeholders. (20 marks)**

The changes that we have implemented have been extremely impactful, both internally and for our customers.

Our colleagues have expressed much higher levels of satisfaction since they have been trained in the relevant skills to be able to solve problems at the point of contact. They have gained in confidence. In addition, there are closer relationships between different banking channels, which help Money Bank in dealing with high volumes of work in particular areas better, as staff are able to collaborate across channels in the following ways:

a)

b)

Some samples of customer feedback....

In addition, we received positive press coverage....

**4. What are the measurable benefits of your initiative? (20 marks)**

Since the launch of the improvement package, our Net Promoter Scores have gradually gone up, particularly since the completion of staff training as you can see in the graph below:



Figure 1: In addition, staff satisfaction measures have improved by X%, with colleagues expressing their increased confidence in dealing with customer enquiries...

Staff turnover rates have fallen and sickness days lost, particularly due to stress, have reduced. This has saved Money Bank £X000 in the past 3 months.

The number of new customers opening new accounts after positive referrals has increased by Y%.

The bank's scores against the measures set out in Section 1 are as follows:

**5. What is the current status of your project? How is the project running now? Do you have plans to expand, progress or modify it in the future? (10 marks)**

Since the completion of rollout, our new strategy has gone from strength to strength both in meeting customer expectations and in empowering and motivating colleagues to offer outstanding service to our customers. Colleagues across all channels are multi-skilled and able to work more flexibly, meeting the peaks and troughs of our business.

The statistics demonstrate the measurable success of the initiative and we are currently working with our offshore subsidiary to implement some of the changes that have been so impactful.

The increased confidence amongst our colleagues has led them to make further suggestions for improvement which we are taking on board, as well as developing a more formal mechanism for staff participation and suggestions.

We are currently reviewing our back office operations with all the benefits gained from the customer service review in mind. We expect this to streamline our review process for the future.