

Retail Bank Accelerates Service and Sales Success

STREAMLINED AGENT DESKTOP BOOSTS KEY METRICS

CLIENT

The client is one of the largest banks in the United States, having assets of around \$100 billion. The company provides investment management, retail and commercial banking, consumer finance, and investment banking products and services around the world.

CLIENT CHALLENGE

This bank felt it could improve customer service and sales returns of its sales and service center agents. They use a mix of legacy applications – Siebel CRM, VB, mainframe, and browser-based. These disparate applications and their complex back-and-forth, screen-switching operations impacted several performance areas.

- ❑ **Call handling time.** Agents had to toggle between many screens, cut-and-paste data, and read online procedures guides to ensure compliance.
- ❑ **Sales opportunities.** The time spent wrestling with the application mix reduced the effectiveness of agents as sales representatives.
- ❑ **Training time.** New agents required weeks of training just to gain basic proficiency; moving to “experienced” status took even longer.
- ❑ **Error rates.** The old architecture required longer times to enter and verify new data to ensure quality and compliance.
- ❑ **Personnel selection and turnover.** Application-intensive processes favored agents who were more skilled in computer knowledge than interpersonal skills. Employees who were better in “soft skills” seemed to have a higher turnover rate, possibly from obstacles using the existing application set.

SOLUTION

The client’s IT staff worked with OpenSpan to implement, in a short time, several first – order tasks.

Integrate disparate legacy applications, without changing a single line of code.

- ❑ A Windows-based CRM system
- ❑ A VB legacy CRM system
- ❑ Emulators running multiple 3270 mainframe sessions and applications
- ❑ Browser-based Web applications

Build composite interfaces of commonly-accessed fields and controls.

Composite interfaces that merged many screens into one meant unified views of customer information and allowed workflow improvements.

Automate and merge repetitive tasks. OpenSpan's technology helped the client automate agent desktops in these areas:

- ⌘ Customer verification
- ⌘ Payment transfers
- ⌘ Lien releases and mortgage discharge
- ⌘ Address and phone number changes
- ⌘ Passing data to an outbound sales system
- ⌘ Recording customer comments

RESULTS

Our client was able to deploy around a dozen solutions on agent desktops with significant productivity gains.

- ⌘ **Reduced critical AHTs.** Composite interfaces and automated steps significantly reduced agent times for major tasks; in one payment process, 22 steps were automated, and AHT dropped from 360 seconds to 120 seconds (reduction of about 66%). Another priority task's solution automated 5 steps and AHT shrunk from 90 seconds to 35 (around 61% less).
- ⌘ **Increased sales opportunities.** Shorter AHTs and better agent focus produced greater sales of cross- and up-sell products and services.
- ⌘ **Reduced training time for agents.** The client realized a significant drop in the 5 - 7 week training period for new agents. Agents are now considered tenured or experienced in much less than the prior 60 days.
- ⌘ **Reduced agent turnover.** One customer objective was a reduction in agent turnover, and while the statistics are still being compiled, a streamlined agent process has allowed the bank to focus on hiring agents with "soft" skills and not just proficiency in computer tasks.
- ⌘ **Increased accuracy of call details.** Speed and less application distractions have sharpened agent attention and service skills. Automatic copy between forms has significantly reduced data errors.
- ⌘ **Improved agent compliance.** New user prompts, forms, and automated workflow steps consistently reinforce proper procedures and correct task completion.
- ⌘ **Logged transactions.** Center managers can now log individual users' desktop metrics for task analysis and workflow refinement.

SUMMARY

The client's implementation of OpenSpan technology only took three months, and began building ROI immediately. OpenSpan's short development cycles mean that bank analysts can react quickly to performance feedback and deploy future solution improvements to every desktop in record time.

GET MORE INFORMATION

OpenSpan initial projects alone can deliver huge productivity improvements and significant cost savings; subsequent projects rapidly pay for themselves. Browse other OpenSpan case studies, white papers and online demonstrations by visiting www.openspan.com.



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