

# CASE STUDY: Retail Banking



Stractics Group

**Scenario:** A retail bank was losing credit card market share due to excessive fulfillment cycle-times and approvals

## Organizational Context

The Dubai, UAE unit of a global retail bank had an underperforming credit card business. The cycle-time from “request for card” to “customer has card in hand” was excessive and was causing significant customer drop-off as well as excessive service related costs. Net-net, a business with falling revenues and increasing costs.

## Critical Business Issue

- Falling revenues
- Increasing costs
- Loss of marketshare

## What We Found

- Improvement potential of \$32M
- Mis-aligned management team
- Significant amount of non-value added work and duplication
- Lack of cohesive and rigorous management system at both business and operational levels
- Bloated organizational chart with significant number of overlapping roles
- Unclear roles and responsibilities across the organization, both vertically and horizontally
- High level of resistance to change (higher than normal)

## What We Promised

- Substantial improvement in Operational Income
- Reduction of Direct and Indirect Labor Costs
- Significant improvement in Customer Satisfaction
- Implementation of a new Management Control

## What The Client Said

*“The 3-week organizational CAT-Scan identified \$32M worth of potential improvements. With Stractics Group’s help we implemented a new system for managing that resulted in \$30M bottom-line savings in only six months. Subsequently I have used Stractics on a number of other successful projects across my organization.”*

CEO

## What the Client Achieved in Six Months

**Operating Income Improvement  
\$30M against an investment of \$1.2M**

20%

Improvement in  
Labor Cost

35%

Improvement in  
Cost of Poor Quality

37%

Improvement in  
Customer Satisfaction

15%

Improvement in  
Operating Income

## How We Worked With The Client

- Conducted an initial in depth organizational scan which identified more than \$32M in potential performance improvements
- Improved key/mission critical end-to-end processes through use of our proprietary Symphony™ process improvement methodology
- Refocused the design of the organization to support the re-designed processes
- Established complete management alignment at all vertical layers of the organization
- Designed and helped managers implement a comprehensive system for managing focusing on planning and staffing, workflow metrics and reporting and review processes
- Established sustainable Continuous Improvement Process focused on Barrier Identification, Root Cause Analysis and Problem and Process resolution