HOW WE TRANSFORMED BRANCH PERFORMANCE - AND MEASURED IT
STEP 1
STEP 1
PROJECT DRIVERS
STEP 1

PROJECT DRIVERS

- CHANGE IN CUSTOMER EXPECTATIONS
STEP 1
PROJECT DRIVERS

- CHANGE IN CUSTOMER EXPECTATIONS
- CHANGE IN CUSTOMER BEHAVIOUR
STEP 1

PROJECT DRIVERS

- CHANGE IN CUSTOMER EXPECTATIONS
- CHANGE IN CUSTOMER BEHAVIOUR
- INEFFICIENT COST STRUCTURE IN THE DISTRIBUTION CHANNEL
STEP 2
STEP 2
SETTING KPIs
STEP 2
SETTING KPIs

• FEWER BUT BETTER BRANCHES: **NO INCREASE**
  IN OVERALL BRICK & MORTAR BUDGET
STEP 2
SETTING KPIs

• FEWER BUT BETTER BRANCHES: **NO INCREASE** IN OVERALL BRICK & MORTAR BUDGET

• PAY BACK IN LESS THAN 18 MONTHS
STEP 2 SETTING KPIs

- FEWER BUT BETTER BRANCHES: **NO INCREASE IN OVERALL BRICK & MORTAR BUDGET**
- PAY BACK IN LESS THAN 18 MONTHS
- REDUCE C/I BY MINIMUM OF **10%**
STEP 2
SETTING KPIs

• FEWER BUT BETTER BRANCHES: NO INCREASE IN OVERALL BRICK & MORTAR BUDGET
• PAY BACK IN LESS THAN 18 MONTHS
• REDUCE C/I BY MINIMUM OF 10%
• MORE TRAFFIC IN THE BRANCH
STEP 2
SETTING KPIs

• FEWER BUT BETTER BRANCHES: **NO INCREASE** IN OVERALL BRICK & MORTAR BUDGET
• PAY BACK IN LESS THAN 18 MONTHS
• **REDUCE** C/I BY MINIMUM OF 10%
• MORE TRAFFIC IN THE BRANCH
• **INCREASE** SALES BY MINIMUM 20%
MAKE OUR CUSTOMERS HAPPY

**EXPERIENCE GAUGE**

- **MAGICAL**
  - Extraordinary experience
  - Once in a lifetime
  - Always delights

- **ENJOYABLE**
  - Competes with leisure time
  - Often delights
  - Worth paying more for
  - The occasional ‘wow!’

- **REWARDING**
  - Often exceeds expectations
  - Worth advocating
  - Worth paying more for

- **FUNCTIONAL**
  - Works most of the time
  - Customer usually satisfied
  - Rarely exceeds expectations
  - Not yet worth advocating

- **DYSFUNCTIONAL**
  - Often does not work
  - Endured rather than enjoyed
  - Will not advocate

- **DAMAGING**
  - Causes negative advocacy
  - Annoying
  - Will never return

**Thermometer**

- **SCORCHING HOT**
- **VERY HOT**
- **HOT**
- **WARM**
- **UNCOMFORTABLY COLD**
- **BELOW FREEZING**
- **10**
- **8**
- **6**
- **4**
- **2**
- **0**
- **-2**

**BELOW FREEZING**
STEP 3
WHAT DID WE DO?
ANALYSING THE STATUS QUO

CUSTOMER JOURNEY

AWARENESS
MARKETING ENGAGEMENT & EVENTS
WORD OF MOUTH

ATTRACT
LOCATION FASCIA & WINDOWS
URL

THRESHOLD
WELCOME OPENING TIMES
HOME PAGE

ORIENTATION
CUSTOMER FLOW
NAVIGATION VISTAS

INTERACTION
INSPIRATION
PRODUCT INFORMATION
PROMOTIONS

BROWSING
SEARCH MERCHANDISING
ADJACENCIES & PROMPTS

PURCHASE
PURCHASE PROCESS
ENGAGEMENT
GOODBYE MESSAGE

ADVOCACY
RECOMMENDATION
BRAND LOYALTY
MEMBERSHIP
DESIGNING KEY ROLES
DESIGNING KEY ROLES

CUSTOMER MANAGER
A MULTI-SENSORY APPROACH
THE CREATIVE PROCESS
STEP 4
STEP 4
MEASUREMENT
STEP 4 MEASUREMENT

- PRE- & POST-PROJECT CUSTOMER EXPERIENCE SURVEY
STEP 4
MEASUREMENT

- PRE- & POST-PROJECT CUSTOMER EXPERIENCE SURVEY
- CUSTOMER OBSERVATION STUDY
  - CONTEXTUAL ENQUIRY
  - CUSTOMER JOURNEY SURVEY
STEP 5
100% INCREASE IN PRODUCT SALES PER FTE
60% increased footfall
30% fewer staff but number of transactions remains the same.
82% of counter transactions move to self-service or online.
THANK YOU
GRÀCIES