

# Emirates NBD increases branch

# Intellvisions™

## productivity by 35% using Opti-Q's revolutionary engine plus boosts branch sales by turning 'tellers into sellers'

Emirates Bank Group (now called Emirates NBD) was awarded the Asian Banker "Best Retail Banking Branch Innovation Award 2007" for Asia Pacific and Middle East in the Excellence in Retail Financial Services category. Emirates Bank gives this credit to innovative initiatives introduced by the business re-engineering unit to improve customer service through a structured plan to reduce customer waiting time, as well as streamlining quality and operational measurement.

The cornerstone of Emirates Bank's Retail strategy is the implementation of Opti-Q - the end to end self servicing Queue Management and Branch Transformation Engine.

Reducing the customer wait time and giving them a better banking experience is a bank's biggest challenge. Leveraging Opti-Q's industry class queue management systems, Emirates Bank recorded an 80% decrease in the customer wait time. Additionally, the VIP prioritization feature of Opti-Q helped Emirates Bank in identifying the 'Al Shaheen' (high net-worth priority banking customers) to give them higher priority in the queues. This not only enhanced customer satisfaction but also opened up avenues for up-selling and cross selling to existing customers.

**Pishu Ganglani, Head of Business Re-engineering  
Emirates Bank**

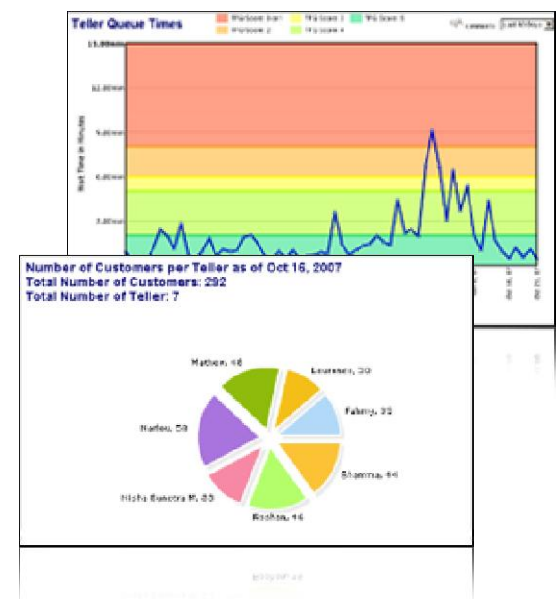
*"We have used Opti-Q since 2005 and it has helped us dramatically increase employee productivity and customer satisfaction levels."*



## Management by Objectives

The Bank decided to take a bold step and completely overhaul its performance management system in the branches by replacing all metrics with just 7 customer-focused KPI's (Key Performance Indicators) 2 of these KPI's were real-time updates from the Opti-Q system and measured wait time, service time and idle time of both tellers and sales staff. These collectively represented 25% of the branch's operational performance measure. The branch was measured as One Team using live data each month and all branch staff were rewarded based on this single branch score. "Our customers don't differentiate between staff when it comes to forming an opinion of our service quality", said Mr. Ganglani. "We therefore decided to measure a branch exactly the way a customer would and we empowered branch manager to drive performance at the individual level".

The motivation and commitment levels of branch staff increased significantly with the implementation of a measurable, transparent employee compensation package that takes input from the base Opti-Q system. The bank saw an immediate increase in productivity of the tellers that equated to about 45 FTE (Full Time Employee) or about 34% increase in staff productivity in the branches.



Emirates Bank's Real-Time Dashboard used to measure branch performance

# Lead Referral System (turning tellers into sellers module)

Once the bank successfully re-engineered their processes and reduced queue times, they discovered that many branches had average queue times below 1 minute. While conventional wisdom would suggest that the bank could save costs by reducing the number of tellers, EBG decided to experiment with ideas that would take advantage of the extra few minutes gained by the tellers. "We took this problem to Intellvisions and they brainstormed some ideas with my team to come up with a very unique solution", said Mr. Ganglani. "Intellvisions developed a **Teller Referral Module** for us to test if we could turn 'Tellers into Sellers'. By integrating our CRM with the Opti-Q system, tellers receive customer profiles and product eligibility data before the customer reaches the counter. This helps Tellers identify potential cross-selling and up-selling opportunities and direct sales teams to close the sale".

The pilot was very successful and was rolled out to 14 branches in the first half of 2007, accounting for over 10% of the sales generated from these branches.

"Innovation at EBG thrives on very close, strategic partnerships with a very select group of vendors who understand not only our strategic objectives, vision and aspirations but also manage our challenging deadlines and constantly changing requirements", Mr. Ganglani added. "Intellvisions management team share our passion for continuous improvement and work seamlessly with my team to bring these ideas to life"

## Realizing Merger Synergies

In 2007, Emirates Bank merged with the National Bank of Dubai (NBD) to create the Emirates NBD Group, the largest bank in the Middle East by assets. During the integration process, the business re-engineering team reviewed best practices across both banks and commenced a re-engineering program at NBD branches. The project delivered dramatic impact within 5 months. Opti-Q systems were deployed across NBD, customer queue times reduced by over 80% while sales improved by about 91%. The group is now working very closely with Intellvisions to develop and pilot other creative solutions for measuring customer satisfaction, allocating customers to the right service staff and further driving cross sell and up-sell opportunities.



## About Intellvisions

Intellvisions is a leading provider of Self-Service technologies. Our Solutions enable Financial Institutions, Utilities and Telecom to automate routine transactions to self-service channels thereby increasing operational efficiency while reducing transaction costs. To know more about our products, please visit [www.intellvisions.com](http://www.intellvisions.com) or email us at [sales@intellvisions.com](mailto:sales@intellvisions.com)

