

Large retail bank

Credit Card – operational and management efficiency

Situation

The client was the product of several mergers. This had resulted in an operational legacy under which activities were dispersed over a number of sites.

The inefficiencies and duplication that this caused were being particularly felt in the client's significant consumer lending operations.

Challenge

While there was an urgent need to improve the efficiency of both operational and management processes, it was important that customer service levels were maintained throughout any change.

eacg was engaged to challenge the internal work that had already been carried out, and to prepare a Target Operating Model and high-level programme plan for the revised operations.

Solutions

A team comprising an experienced consultant and a Subject Matter Expert gathered information via both a series of structured interviews and extensive reviews of existing documentation.

Analysis of the data gathered resulted in recommendations which included:

- a storyboard outlining a 10-phase programme which was
- scheduled over 18 months, resulting in a consolidation of both front- and back-office activities into concentrated geographies, and showing a 10% reduction in headcount by the end of the programme
- detailed analysis of the biggest risk to the overall programme and identification of a further three major risks
- six specific quick wins
- six long-term benefits
- six 'radical thoughts' which the client might consider if they were prepared to increase their risk appetite.

Benefits

The client received recommendations from an independent, objective source that resulted in a high-level programme plan that, while confirming their initial thinking, also identified a number of areas where additional benefits could be found.

They were also able to sharpen the focus of the impending programme in a number of key areas, to reduce risk and increase likelihood of success.