

## Case Studies



### A LARGE PRIVATE SECTOR BANK

#### The client

Our client is one of India's largest private sector banks with assets worth USD 10 billion. The bank has 531 branches spread over 228 cities across India.

#### The need

The bank has a strong retail customer base as evinced by the spread of its branch network. Rapid expansion and the thrust of technology were followed by a realisation that a greater focus was needed on customer services. It was felt that the frontline staff was faced with many challenging day-to-day situations that they could handle more smoothly. The pressure of high volumes was an excuse to provide a poor standard of service.

#### What we did

Evolv spent 1500 man-hours studying the existing standards of service at the company's offices as well as understanding the customer profile and service delivery process. It was critical to appreciate the high transaction volume and speed of service the bank wants to provide to its customer. At the same time, the corporation focuses strongly on its technological advantage and wanted to educate its customers on how to use technology to get quick and easy service. High transaction volumes led to challenging customer service situations that could be handled well if the staff were equipped with appropriate responses for customer. To do this, 45 scripts, 20 Best Practice situations and 50 role-play situations were created to bring the practical element into the training. In addition, a series of assessments were designed that were used to monitor adherence to the service benchmark.

#### How it helped

During the sessions, the participants realised that the trainer was extremely well versed with the kind of pressure they faced at work everyday. The authentic role-play situations helped participants present their own solutions in the simulated environment and that brought a degree of ownership into the training that would have been challenging to achieve otherwise. Participants were sensitised to an alternative way of dealing with challenging situations and how simple customer service techniques can defuse potentially charged situations. The rigorous assessments and the clearly defined scoring rubric were used to identify where the service gaps were occurring and self-correction could take place. Refresher training was a focused intervention that addressed only those areas that scored below the desired benchmark rather than a recap of the entire exercise.