CUSTOMER-FOCUSED ORGANIZATION CASE STUDY

Metrobank is one of the largest banks in the New York City marketplace. With high volumes of customers per branch particularly during lunch time, Metrobank was concerned if they were delivering a level of service that was satisfactory to their customers.

In order to get an understanding of how their customers felt about the service being provided by Metrobank branches, they surveyed a statistically significant portion of their customer base, concentrating on customers that had visited a branch within the last 30 days (of the survey date).

While they found some positives, they also uncovered some complaints. The most predominant ones were:

> Customers were not happy with the line waits at the branches, particularly at the teller windows. They indicated that the average line wait was about 15 minutes and indicated that a line wait of about 9 minutes would be acceptable.
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> Customers felt that the tellers were often busy doing work other than helping customers and that they should prioritize their time better, particularly when they see a long line wait during lunch hours. They based their responses on the fact that (1) they would often see the tellers at teller stations either doing work other than helping customers (i.e., talking on the phone) or taking care of personal business (i.e., eating lunch) and (2) there were often unmanned teller stations.

In order to study the situation further, Metrobank implemented a shopping program to determine what the tellers were doing and did time and motion studies to determine the teller line wait problem.

What they found was:

> Tellers were very productive in their jobs; they spent almost no time taking care of personal business. In fact, they often ate lunch at their work stations so they could help serve customers during their lunch hour.
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> Phone calls made from the teller work stations were almost always work related. Sometimes it was a branch customer service rep and not a teller that was working with a customer on a problem at a teller station to solve a customer issue and perform a transaction so that customers would not have to wait in a second line.

On average, teller line waits were about 8 minutes, not 15 minutes as indicated by the customers. In fact, only about 5% of all teller line waits were at or in excess of 15 minutes.

However, while the actual news was good, there was still a lot of customer dissatisfaction that, through previous studies, represented a great risk to Metrobank in terms of losing customers.

If you were Metrobank management, what would you do to solve this problem? Given the above facts, what are some solutions you would recommend?

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