

**Client:** Payment Services, major high street bank  
**Assignment:** Lean Project to improve Business Cash Saver Process

## Improved process for deposits saves time and reduces risk

A lot of counting goes on in a bank. That may be stating the obvious, but a point worth making because counting takes time, costs money and there are many ways for it to go wrong.

Our client introduced a Business Cash Saver (BCS) service to reduce this. The idea was to cut out all processing at the point of deposit, but still offer business customers same day credit on monies paid in. Good news for customers because it became a lot quicker to make a deposit, and good for the bank because it took a complete cycle of counting out of the branches.

But, as with all good ideas, the devil was in the detail and it soon became clear the process of moving deposits over to and through the Regional Cash Centres needed attention.

This is where we came in. Our brief was to review the BCS end-to-end process to streamline and reduce the risk of fraud, enable a more efficient, more robust and secure process, and coach internal and external customers in the best practice use of this product.

### Our approach

The approach adopted consisted of four phases:

#### Phase 1: Scoping

An initial workshop was held with the Head of Cash Services along with local management of the team. This workshop developed the scope of the project, set benefit objectives and identified appropriate membership of the Lean project team

### **Phase 2: Manager and team leader engagement**

The local Cash Centre Management team and local Team Leaders were trained in basic Lean principles and guided on their role within the Lean Project. This was achieved in a workshop environment as well as individual guidance and coaching.

### **Phase 3: Lean project team member training**

The members of the Project team were trained in advance of the project launch in the principles of Lean and Lean problem solving tools and techniques. The training lasted one day and was a combination of 'classroom' based theory and more practical, 'hands-on' simulation activities.

### **Phase 4: Lean project event**

The Lean Project lasted four weeks which allowed the team to:

- Analyse the current state of their operation and identify waste within the existing process
- Define root cause of major areas of waste
- Identify 'quick win' improvement opportunities
- Develop a time phased future state operation (phase 1 – interim future state with minimum investment, phase 2 – ideal future state with more fundamental changes)
- Implement some of the improvement ideas
- Present their findings and recommendations back to their senior management team

As part of the team's experience, a number of specific tools and techniques were utilised. These included:

- Lean Training
- Value Stream Mapping
- Failure Mode Effect Analysis (FMEA)
- PDCA
- Spaghetti Diagrams
- Quad of Aims
- Ease-Benefit Matrix
- SIPOC

### Value delivered

The project lasted four weeks and realised impressive benefits:

- Reduction in queries – by approximately 66%
- Reduced incidence of fraud – targeted/deliberate up to 80% - Counterfeits up to 75%
- Reduced lead time (SLA) from 48 hrs to 24 hrs
- Improved productivity of over 25%
- Better communications (along entire process)
- Improved morale
- Reduction in errors – by about 66%
- 'A' fit Note quality yield increase - £20 +3% and £10 +2%
- Reduced machine maintenance and down time – increase notes per hour +10%

The recommendations of the team were fully accepted and implemented with actual benefits exceeding those originally forecast by the project team