



## MCA Awards 2018 Winner

### Customer Engagement

#### IBM with Barclays

**Background & Problem.** Barclays bank has moved away from thinking of SkyBranch as a traditional contact centre and designed it to be a “virtual branch”, bankers handling customers problems from end to end and measurement based on customer satisfaction rather than call duration.

This has already involved job enrichment and upskilling for the virtual bankers and resulted in Barclays recognising that “Quality of Hire” (QoH) is a key issue. As automation proceeds, sophisticated, motivated human bankers will become both more crucial and harder to recruit and train. This is underemphasised in Digital Transformation and so “people” has become the silent “p” underpinning success.

Barclays engaged the team from IBM to advise on how the QoH could be measured and raised for the moment banker role in SkyBranch.

**Approach & Methods.** The team developed for the bank a re-usable HR study methodology based on combining elements of Operational Research, Data Science and Occupational Psychology. The study of ca 2000 moment bankers found that tenure rather than performance was the key driver for QoH and that attrition was concentrated in specific staff clusters. Combining that with structured qualitative interviewing allowed elucidation of the optimum profile for recruitment and improvement of QoH.

**Client Feedback.** “IBM were different they looked like they wanted to partner with the business to truly understand what was going on”. “The insights that you delivered really opened our eyes to things that were right in front of us that we couldn’t see. it was pretty special really”.