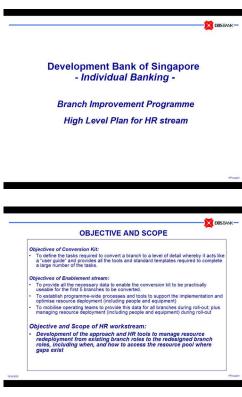
# **Case Study: Branch Improvement Programme**

MANAGEMENT



Headquartered in Singapore, DBS is one of the largest financial services groups in Asia. The largest bank in Singapore and the fifth largest banking group in Hong Kong, DBS has dominant positions in consumer banking, treasury and markets, asset management, securities brokerage, equity and debt fund raising. Beyond Singapore and Hong Kong, DBS serves corporate, institutional and retail customers through its operations in China, Thailand, Malaysia, Indonesia, India and the Philippines.

### HR & Training Workstream...



**DELIVERABLES** (conversion & enablement)

HR Stream

- R Stream
  1) Document describing DBS' approach and HR policy concerning the conversion of the branches (FAGs assuming zero redundancies)
   Identify strategic issues (incervices, compensation, DBS/POSB Integration)
  2) Description of the assessment and rede/poyment process (process diagram)
   Overall activity dans required to complete conversion
   Other to the observation of the assessment and rede/poyment process (process diagram)
   Overall activity dans required to complete conversion
   Other to be and techniques
   Taking reds analysis approach for assessing the training needs and plan the training needs and techniques
   Rede/poyment tools and techniques
   Rede/poyment tools and techniques
   Description of taks, responsibilities and proformas for managing the interaction from & to resource pool
  S) Mobiles of HR support tamp repared for pre-, during- and post-conversion tasks
   HR support tamp repared for pre-, during- and post-conversion tasks
   Hotline for HR support tamp repared for pre-, during- and post-conversion tasks
   Hotline for HR support tamp repared for pre-, during- and post-conversion tasks
   Hotline for HR support tamp conversion
   TOR for HR responsibilities versus business ownership areas

#### **Branch Improvement Programme**

As part of the integration strategy following several major acquisitions, Chris Charlton from Namaste Management (working on contract with a major consulting firm) was jointly responsible for planning, mobilising and managing the Branch Improvement Programme (BIP) across all the branches of DBS in Singapore with a programme team of 90 people, including bank staff, consulting firms, and contractors.

The Programme included a major strategic change for DBS encompassing the phased implementation of a new organisation structure and new roles and responsibilities for all layers of management of the branch network. In addition, BIP included the remodelling and redesign of the layout of each branch to facilitate improved customer focus and operational efficiency, including full-scale business process re-engineering. The overall strategic programme was designed to fulfil DBS' ambition of becoming a 'world class regional bank'.

"I would like to thank you for a job well done and let you know that I really appreciate all the effort you have put into this project. You have demonstrated a very positive attitude to work and with your intelligence, abundant energy, wide work experience and capabilities, it has been a pleasure working with you and all of us in the team will naturally miss you..." Vijay Kumar, Managing Director, **Development Bank of Singapore** 

#### **Staff Training Programme**

The programme also involved a major cultural shift for all staff with the implementation of a customer-focused sales strategy and staff training programme, a unique undertaking for a bank in Singapore. The work done in Singapore was to be replicated in each country that DBS operated in, starting with Hong Kong, Thailand and the Philippines.

"Although I've only worked with you for a relatively short period of time, you've come across to me as very focused (with a touch of humour) & charismatic in your work for DBS. Definitely a joy working with you..." Kheng Cheong, Business Development Manager, Development Bank of Singapore

As a major component of the overall Branch Improvement Programme, Chris also managed three specific pieces of work with a project team of 40 people, including:

#### 1. HR workstream

The development of the approach and HR tools to manage role allocation (including staff assessment and retraining), human resource redeployment from existing branch roles to the new organisation structure, including when, and how to access the resource pool where gaps existed.

#### 2. Branch Layout workstream

The design of the layout for each branch, including all equipment required (including communications, computers, furniture, sales & marketing materials, etc.), based upon existing constraints and the refurbishment strategy as designed. In addition, the development of the required design, tendering & procurement processes to support the implementation of the physical changes including the establishment and negotiation of the necessary contracts with suppliers and contractors; plus the tools to manage the redeployment of equipment from branch closures and converting branches.

#### 3. Knowledge workstream

The collection and analysis of all relevant business, customer, financial, and human resource data to enable the Business Development Manager and conversion teams to understand fully the existing operations of each branch and how these elements would change as part of the BIP conversion. This included the development of a resource model to determine staffing requirements for each branch within the new organisation structure.

"Glad you remembered our request and appreciate you finding the time not only to conduct staff assessments for the HR team but also talking to them [about their careers]. Thanks a lot and all the best in your future projects. I wish you well for your pursuits with Namaste Management and will certainly let you know when there's an opportunity for us to work together again. You come across to me as very bright, intelligent, resourceful and most of all very committed..." Ee-Boon Seah, Head of IB Human Resources, Development Bank of Singapore



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