

CASE STUDY: BRANCH TRANSFORMATION

AUTOMATION TECHNOLOGY AND A FOCUS ON PERSONAL CONNECTIONS DROVE EFFICIENCIES FOR THIS COMMUNITY BANK.

With a rich, 125-year history in the region, First Citizens National Bank (FCNB) was ready to raise the bar for its consumers. Led by President and COO Judy Long, the bank engaged in a strategic branch transformation project that included a de novo branch as well as a rebuild of the highest volume branch in their network.



OVERVIEW

WESTERN & CENTRAL TENNESSEE

Community Bank established in 1889

21 LOCATIONS | 23 ATMs

EFFICIENCY IMPROVEMENTS

Green Village Location

Busiest branch, with 26,000 transactions per month



Cross-sell rates increased by **50%**

CHALLENGES

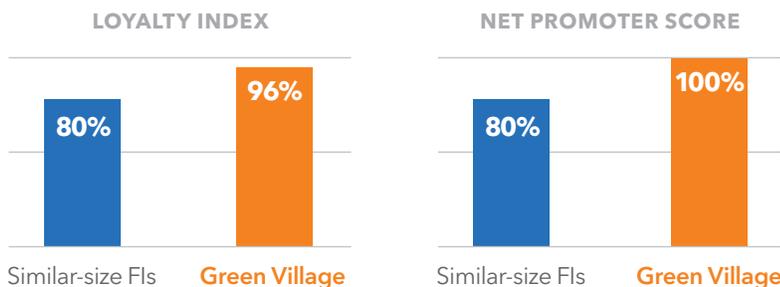
- Reduce costs associated with cash management
- Re-envision the branch layout
- Differentiate through customer experience

SOLUTIONS

- Five-step branch transformation program
- Automation technology
- Open-concept branch design

CUSTOMER SATISFACTION

Green Village Location



IMPACT

- Increased self-service transactions by 44% in one quarter
- Increased mobile deposits by 90% in one quarter
- Total branch network index score rose to 92%

BRANCH TRANSFORMATION

PEOPLE

Strategy: Involve employees in the transformation.

IMPLEMENTATION:

Tellers were transitioned into Financial Experience Specialists (FES), with increased skill sets and the opportunity for incentives based on sales performance.

INSIGHT:

"I used to hear it all the time, 'I'm just a teller,' and it drove me crazy," says Judy Long, FCNB's President and COO.

"They're more connected to your customers than anyone else. We're trying to convince them that *they are the bank*. The new technology we've implemented has helped embed that philosophy in our employee's minds - and we don't hear that phrase anymore."

IMPACT:

Untethered tablets at the branches have encouraged more and deeper product conversations between staff and consumers. "Now our FES have a tool that helps them generate conversations," she says.



PROCESS

Strategy: Make more efficient use of tellers' time.

IMPLEMENTATION:

The team identified and counteracted two major pain points that challenged teller efficiency: frequent vault buy/sell trips, and cash counting.

INSIGHT:

"Initially, our staff continued to count the cash, even though they were using the new Express Cash Recyclers (ECRs) we had installed," says Long. "We finally told them, 'Just commit to them for a day, and we won't hold you accountable for any daily difference.' Making that statement worked - and now the ECRs are indispensable."

IMPACT:

The ECRs virtually eliminated the need for vault buy/sell trips; some staff have become so comfortable with the technology, they no longer keep any petty cash in their drawers.

TECHNOLOGY

Strategy: Implement automation to drive efficiencies and migrate transactions.

IMPLEMENTATION:

An in-lobby teller terminal, a tech bar with video demos and interactive touch screens, mobile deposit capabilities, digital merchandising and a 24/7 in-lobby deposit-automation terminal.

INSIGHT:

"In some respects, branch employees are part-time technologist," Long notes. "They need to be well-versed in all distribution channels and comfortable with automation technology tools."

IMPACT:

The bank was able to reduce branch hours and completely close some branches on Saturdays. Additionally, deposit-automation capabilities significantly increased self-service and mobile deposits at the revamped Green Village location.

We can help design a branch transformation strategy that's targeted to your organization's unique challenges and pain points. For more information, visit Diebold.com or email requests@diebold.com to start the conversation.