

Kronos Hours of Operations Analysis (HOA)

Actionable intelligence drives informed branch decisions

As branch-based transactions continue to decline, institutions are looking to more effectively staff branches based on demand, with an emphasis on delivering complex sales and service functions to account holders visiting branch locations. At the same time, increasing workforce optimization to drive labor cost savings while maintaining service levels is critical. A key analysis is to evaluate current operating hours and make data-driven decisions to adjust weekly hours of operation to better match current trends in transactional volume traffic.

Gain a competitive advantage: Kronos Hours of Operations Analysis

Kronos® for Banking offers solutions for delivering a superior branch experience. One of those solutions, Kronos Hours of Operations Analysis, provides in-depth business intelligence to help drive more effective decisions within your branches. This powerful solution equips banks and credit unions with information to help them make critical decisions around their branch network operating hours. By analyzing transaction volumes, pay rates, labor costs per transaction, and part-time employee utilization, Kronos Hours of Operations Analysis can track how branches are evolving and identify issues that executives and frontline management are facing. These might include assessing the impact of mobile and online banking, taking a closer look at the sales-centric branch, reviewing transactional analysis trends, and more.

Armed with data-driven insights, you can take steps to right-size operating hours to better serve customers and save money. A dedicated Kronos solution consultant will be assigned to your project to ensure the analytics report generated from your data addresses your specific questions and concerns.

These might include:

- When and where are we busiest: location, day of week, time of day?
- Can we reduce hours but still provide the same level of service to our customers/members?
- Do different branch types demand alternate or longer hours?
- Are we spending needlessly to maintain Saturday hours? Should we consolidate and only keep select locations open and cross-train staff to support those hours?



Key Benefits

- » **BOOST OVERALL PERFORMANCE** by staffing branches to optimize sales and service while controlling labor costs
- » **IMPROVE DECISION MAKING** with easy access to powerful, data-driven business intelligence
- » **DRIVE BRANCH EFFICIENCY** with detailed information around transaction volumes, labor cost per transaction, service utilization, pay rates, and part-time employee utilization
- » **SET ACHIEVABLE GOALS** based on valuable insights into workforce optimization and hours of operation
- » **EVOLVE OPERATING HOURS** to better serve account holders and save money



Visualizing your data can lead to more informed decision making

A Kronos Hours of Operations Analysis includes a full write-up and analysis of the data findings and includes a visual presentation of key findings such as:

Labor Cost Impact: A weekly, monthly, and annual summary of the potential labor-cost impact after the reduction in operating hours.

Activity Heat Map: A by-day-of-week and incremental view of the historical branch traffic. See Figure 1.

Activity Comparison: A by-day-of-week representation of average activity counts broken down by transactions, products, and services. See Figure 2.

Activity Summary: A summary grid detailing the average activity counts between the old and new hours, the net activity (after lost-volume expectations), and the FTE count required to cover the workload based on provided time standards and existing staff model inputs.

Staffing (FTE) Comparison: An incremental, graphical comparison of the historical average FTE versus the projected adjusted staffing requirement within the new operating hours.

Fig. 1: Current vs. proposed hours and related heat graph

Main Street Lobby: Current vs. Proposed Hours

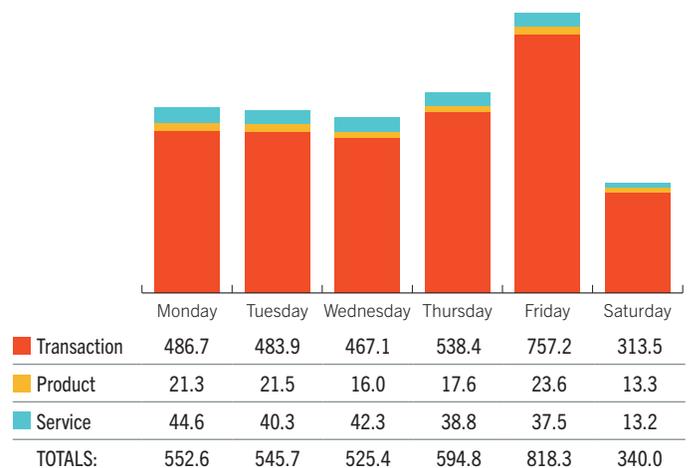
Op Hours	Mon	Tue	Wed	Thurs	Fri	Sat
Current	9:00a–5:00p	9:00a–5:00p	9:00a–5:00p	9:00a–5:00p	9:00a–5:30p	9:00a–12:00p
Proposed	9:00a–6:00p	9:00a–6:00p	9:00a–6:00p	9:00a–6:00p	8:30a–5:30p	No change

Transaction Summary

Total Lobby Transactions	Total Drive-Thru Transactions	% of Total Lobby Transactions	% of Total Drive-Thru Transactions	% of Total Transactions
15,226	7,269	5.80%	10.06%	6.72%

TIME	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	AVERAGE
7:00 AM	-	-	-	-	-	-	-
7:30 AM	-	-	-	-	-	-	-
8:00 AM	-	-	-	-	-	-	-
8:30 AM	-	-	-	-	-	19.5	19.5
9:00 AM	54.0	34.6	46.4	36.8	61.3	61.3	49.0
9:30 AM	47.3	35.2	41.4	28.8	58.0	58.8	44.9
10:00 AM	43.0	45.6	43.4	38.5	60.5	63.3	49.0
10:30 AM	45.3	37.0	51.4	42.0	55.5	73.5	50.8
11:00 AM	50.3	45.8	43.2	37.8	66.8	85.8	54.9
11:30 AM	49.3	42.2	46.6	35.5	59.0	72.8	50.9
12:00 PM	51.5	44.0	46.0	33.5	47.3	7.0	38.2
12:30 PM	34.0	39.0	37.0	40.5	51.0	-	40.3
1:00 PM	31.0	37.2	38.6	36.8	67.5	-	42.2
1:30 PM	39.3	34.8	32.2	38.0	62.8	-	41.4
2:00 PM	34.0	34.2	30.0	34.5	64.5	-	39.4
2:30 PM	38.0	24.6	33.6	35.8	55.8	-	37.5
3:00 PM	45.3	33.8	34.2	36.3	70.5	-	44.0
3:30 PM	42.5	33.0	40.0	43.3	77.8	-	47.3
4:00 PM	49.3	39.8	37.0	47.8	65.0	-	47.8
4:30 PM	40.0	41.8	39.0	39.5	70.8	-	46.2
5:00 PM	-	-	-	-	37.3	-	37.3
5:30 PM	-	-	-	-	-	-	-
6:00 PM	-	-	-	-	-	-	-
6:30 PM	-	-	-	-	-	-	-
7:00 PM	-	-	-	-	-	-	-
TOTALS:	693.8	602.6	640.0	605.0	1031.0	441.8	4,014
% OF WEEK:	17%	15%	16%	15%	26%	11%	

Fig. 2: Activity comparison by day of week



In Figure 2, each day of the week is broken down into average activity counts by transaction, product, and service.

Analysis & Recommendations

- Main Street is the highest volume branch in the network, making up 6.72% of all transactions, the hours seem to match demand and the branch is consistently busy.
- RECOMMENDATION — extend hours for this branch, given the amount of consistent traffic. Since there are already a few extended-hours branches in the same district, this would increase the overall number in the network.

In Figure 1, the busiest days/increments are represented by the darkest shading and move to progressively lighter shades for slower times. This heat map provides an instant visual overview and synopsis of transaction volume—and substantiates the change from the “Current” to “Proposed” hours of operation.

Interested in learning more? Contact Matt Hertel: matthew.hertel@kronos.com.