

RETAIL BANKING KPIs

Retail Banking Characteristics

1. Retail Customers

Number of retail customers per each of the following:

- a. Employee
- b. Customer service representative
- c. Retail banking branch

2. Retail Banking Expense

Total non-interest expense per each of the following:

- a. Branch
- b. Employee
- c. Retail customer

3. Revenue per Retail Customer

Gross revenue divided by number of retail customers.

4. Retail Banking Efficiency Ratio

Non-interest expense divided by gross revenue [in percentage points].

5. Retail Banking Return on Assets

Net income divided by total assets [in percentage points].

6. Banking Relationship Time Span

Percentage of retail customers remaining with the bank for each time period:

- a. Less than 1 year
- b. 1 to 4 years
- c. 5 to 10 years
- d. More than 10 years

Platform

7. Number of New Accounts Opened per Platform FTE

Indicates the number of new accounts opened divided by the number of platform full time employees.

8. Customer Exit Sampling

Outside firm provides a monthly indicator.

9. Number of Customers Waiting

Branch manager will determine the busy hour and take a snapshot count of the number of customers waiting.

10. Dollar Cost per New Account Opened

Indicates the total employee expense of processing new account openings divided by the number of total new account openings.

Teller

11. Number of Teller Transactions per Teller FTE

Indicates the number of teller transactions completed divided by the number of teller full time employees.

12. Customer Exit Sampling

Outside firm provides a monthly indicator.

13. Number of Customers Waiting in Line

Branch manager will determine the busy hour and take a snapshot count of the number of customers standing in line.

14. Dollar Cost per Teller Transaction Processed

Indicates the total employee expense of processing teller transactions divided by the number of total teller transactions.

Employees

15. Total Retail Banking Staff Breakdown

Total number of retail employees in each of the following positions:

- a. Sales [licensed representatives]
- b. Sales [new account/customer service representatives, personal bankers]
- c. Tellers
- d. Marketing professionals
- e. Managers/supervisors
- f. Administrative/clerical support
- g. Other

16. Branch Banking Staff Breakdown

Number of branch employees per bank in each of the following positions:

- a. Sales [licensed representatives]
- b. Sales [new account/customer service representatives, personal bankers]
- c. Tellers

- d. Marketing professionals
- e. Managers/supervisors
- f. Administrative/clerical support
- g. Other [please specify]

17. Non-Branch Retail Banking Staff Breakdown

Number of non-branch retail employees in each of the following positions:

- a. Sales [licensed representatives]
- b. Sales [new account/customer service representatives, personal bankers]
- c. Tellers
- d. Marketing professionals
- e. Managers/supervisors
- f. Administrative/clerical support
- g. Other

18. Retail Banking Staff Turnover

Average annual turnover rate for each of the following:

- a. Officer/exempt
- b. Non-exempt
- c. Part-time, non-benefited tellers
- d. Part-time, benefited tellers
- e. Full-time, benefited tellers

19. Days to Fill Vacant Positions

Average number of days taken to fill vacant positions:

- a. Officer/exempt
- b. Non-exempt

20. Variable Compensation Programs

Yes/no KPI indicating whether the bank offers a variable compensation program:

- a. Overall
- b. Sales incentives
- c. Performance bonuses
- d. Commissions

21. Variable Compensation Participants

Yes/no KPI indicating whether the bank offers variable compensation to each type of employee:

- a. Tellers
- b. Platform [unlicensed]
- c. Licensed representatives
- d. Operations officers
- e. Managers/supervisors

Deposit Accounts

22. Deposit Account Attrition Rate

Number of discontinued accounts divided by number of new accounts [in percentage points]:

- a. Retail accounts [overall]
- b. Retail transaction accounts
- c. Retail savings accounts
- d. Retail time deposit accounts
- e. Small business accounts
- f. Individual accounts

23. Retail Deposit Sources

Percentage of total retail deposits by source:

- a. Individual accounts
- b. Small business accounts
- c. Wholesale funding [brokered deposits]

24. Retail Deposit Accounts per Employee

Number of retail deposit accounts divided by number of employees:

- a. Retail banking employees
- b. Branch banking employees

25. Retail Deposit Account Balances per Employee

Total retail deposit account balances divided by number of employees:

- a. Retail banking employees
- b. Branch banking employees

Fee Income

26. Retail Banking Fee Income

Annual fee income posted to the retail banking function [including processing fees, maintenance fees, and commissions].

27. Fee Income per Checking Account

Annual fee income divided by number of checking accounts.

ATM/Debit Cards

28. Debit Card Usage Ratio

Number of debit cards in use divided by number of personal checking accounts.

29. Transactions per Debit Card

Number of debit card transactions per month divided number of debit cards.

30. Transactions per ATM

Number of ATM transactions per month divided by number of ATMs.

Online Services**31. Internet Banking Usage Ratio**

Number of enrolled Internet banking users divided by number of checking accounts.

32. Bill Pay Usage Ratio

Number of enrolled Internet bill pay users divided by number of checking accounts.

Wire Transfers**33. Wire Room Productivity**

Wire transfers per day divided by number of wire room employees.

Account Opening**34. Number of Account Openings**

Number of new account openings per year.

35. Information Verification

Method[s] by which all information for the new account process is verified:

- a. Manual verification
- b. Computer verification
- c. Double data entry
- d. Other [please specify]

36. Number of Database Entries

Number of times the same information must be entered to establish a new account.

37. Automatic Updating of Other Databases

Yes/no KPI indicating whether the creation of new accounts automatically updates all other databases.

38. Number of Forms

Number of distinct forms used during the new account process.

39. Cycle Time for New Account Process

Length of time [in days] required for the processing of new accounts [from when the back office is notified to when all information is entered into the account information system].

40. Transaction Error Rate

Percentage of total transactions that have errors sufficient to require rework.

41. Rework Performance

Person[s] who corrects mistakes made during the new account process:

- a. New account employee
- b. Account service employee
- c. Other [please specify]

42. Feedback Solicited

Yes/no KPI indicating whether any form of external or internal feedback is solicited regarding the new account process:

- a. External
- b. Internal

43. Frequency of Feedback

Frequency of solicited feedback:

- a. Monthly
- b. Annually
- c. Other [please specify]

44. Insufficient Documentation

Percentage of new accounts opened per year with insufficient documentation.

Branch Operations**45. Branch Manager/Supervisor Time Allocation**

Average percentage of time allocated to each activity:

- a. Internal management duties
- b. Deposit account servicing
- c. Teller transaction processing
- d. Internal marketing/sales
- e. Consumer loan sales/origination
- f. Small business loan development/origination
- g. Out-of-office calls, business development
- h. Investment/insurance sales [with license]
- i. Other [please specify]

46. New Account/Platform Employee Time Allocation

Average percentage of time allocated to each activity:

- a. Internal management duties
- b. Deposit account servicing
- c. Teller transaction processing
- d. Internal marketing/sales
- e. Consumer loan sales/origination
- f. Small business loan development/origination
- g. Out-of-office calls, business development
- h. Investment/insurance sales [with license]
- i. Other [please specify]

47. Teller Time Allocation

Average percentage of time allocated to each activity:

- a. Internal management duties
- b. Deposit account servicing
- c. Teller transaction processing
- d. Internal marketing/sales
- e. Consumer loan sales/origination
- f. Small business loan development/origination
- g. Out-of-office calls, business development
- h. Investment/insurance sales [with license]
- i. Other [please specify]

48. New Accounts per Platform Employee

Number of new accounts opened per month divided by number of platform employees.

49. Accounts Serviced per Platform Employee

Number of deposit accounts serviced per month divided by number of platform employees.

50. Teller Transactions per Teller

Number of teller transactions per month divided by number of tellers.

51. Branch Cross-Sell Ratio

Average number of products sold to each customer:

- a. Actual
- b. Target

52. Lockbox Items per Lockbox Employee

Lockbox items per month divided by number of lockbox employees.

53. Saturday Lobby Hours

Yes/no KPI indicating whether the bank has Saturday lobby hours at each type of branch location:

- a. Traditional branch locations
- b. Supermarket/in-store branch locations

54. Sunday Lobby Hours

Yes/no KPI indicating whether the bank has Sunday lobby hours at each type of branch location:

- a. Traditional branch locations
- b. Supermarket/in-store branch locations

Additional Services

55. Additional Service Offerings

Checklist indicating whether the bank offers each service to retail customers [directly or indirectly through:

a subsidiary or third party]

- a. Investment planning/consultation
- b. Asset allocation
- c. Estate planning
- d. Real estate and tax shelter investment planning
- e. Income tax planning/preparation
- f. Retirement planning
- g. College education planning
- h. Comprehensive financial planning
- i. Mutual funds
- j. Annuities
- k. Insurance [accident/health]
- l. Insurance [life]
- m. Insurance [property and casualty]
- n. Insurance [long-term care]
- o. Insurance [credit]
- p. Personal trust service
- q. Discount brokerage service
- r. Full-service brokerage
- s. Investment record keeping and income collection
- t. Sales of gold and silver [precious metals]
- u. Letters of credit
- v. Other [please specify]

Investment Management

56. Branch Investment Sales Staff

Indicates the type[s] of employees selling investment products in branches:

SR = Dedicated sales representatives only

LE = Licensed branch employees only

BO = Dedicated sales representatives and licensed branch employees

57. Branches per Investment Representative

Number of branches divided by number of investment representatives:

- a. Dedicated sales representatives
- b. Total licensed employees

58. Investment Revenue per Dedicated Sales Rep

Total investment revenue per month divided by number of dedicated sales representatives.

59. Investment Revenue per License

Total investment revenue per month divided by number of licenses.

60. Investment Revenue per Branch

Total investment revenue per month divided by number of branches.

61. Customer acquisition

- a. New customers cards (#)
- b. New accounts opened (#)
- c. Prospects (#)
- d. Prospects converted to sales (#)
- e. Referrals (#)
- f. Revenues from new customers/total revenues (%)

62. Customer activity

- a. Average usage per repeat customer (\$)
- b. Nbr of active Customers (#)
- c. New business done with repeat customers (%)
- d. Growth in the average sales per repeat customer (%)
- e. Share of purchases made by customers (that is, the portion of the customers' purchases that go to the business versus their purchases from competitors, sometimes called 'share of wallet')

63. Customer retention

- a. Average duration of customer relationship (time)
- b. Customer retention rates (%)
- c. Customer turnover rates (%)
- d. Customers lost (# or %)
- e. Dormant customers (for example, those who have not purchased anything in six months)(#)
- f. Lost business revenues compared to market average (\$)
- g. Net customer gains (#)
- h. Repeat customers (%)
- i. New business done with repeat customers (%)
- j. Revenue from existing customers (%)
- k. Ratio of customers with no sales activity in last six months to total customers (%)

Other KPIs Customer

- 64. Number of new customer accounts opened per Branch**
- 65. Average number of days for resolution of customer complaints**
- 66. Ratio of Customer service staff to total accounts**
- 67. Number of customer complaints not addressed at first level**
- 68. % of inactive customer accounts**
- 69. Number of waivers for charges / fees for customer accounts**
- 70. Number of waivers for charges / fees for customer accounts per branch**
- 71. Number of waivers for charges / fees for customer accounts by employee**
- 72. Number of frozen customer accounts**
- 73. Level of cross selling ratio for customers**
- 74. Number of complaints from customer by RM**
- 75. % of total customers lost**
- 76. Number of customer accounts opened that are reported as operated by other persons**
- 77. Number of Introduced Customer Applications that are rejected**
- 78. Number of customers with multiple accounts under different names**
- 79. Number of customer requests processed after cut off dates**
- 80. Instances of Balance confirmation and other customer statement details provided to fraudster**
- 81. Number of government notices received requesting for customer account information**

82. Number of instances of erroneous rates offered to customers
83. Number of customers with unusually excessive unused cheque leafs
84. Number of system bugs reported with respect to customer charges during the month
85. Number of instances of old Deposit rates offered to customer
86. % of cheque issued by bank customers that bounced
87. % of cheque deposited by bank customers that bounced
88. Number of customer complaints for fraudulent transfers
89. Number of customer who have requested for more than --- 3-- mobile PIN resets in last quarter
90. Number of Customer Service employees with Training hours below _____
91. Attrition rate of Customer Service Employees
92. Number of Customer Service employees with Training hours below _____
93. Number of instances of breakdown of IVR / Customer care phone lines
94. Instances of phone banking customers not served within time
95. Number of customers with total loans exceeding a % of annual income
96. Amount of loans provided to customers with political connections
97. Number of third party vendors with access to sensitive customer data
98. Number of blacklisted/negative list customers who were granted loans
99. Number of customer complaints relating to credit cards

Account Activities

100. Number of new customer accounts opened per Branch
101. Ratio of Customer service staff to total accounts
102. Number of cash deposits over ---10,000--- in new accounts
103. Number of accounts with unusually high cash deposit /cash withdrawal ratio
104. Number of accounts with series of cash deposits close to regulatory thresholds
105. High cash volume (Rs 10L) in accounts
106. % of inactive customer accounts
107. Number of waivers for charges / fees for customer accounts

108. Number of waivers for charges / fees for customer accounts per branch
109. Number of waivers for charges / fees for customer accounts by employee
110. Number of frozen customer accounts
111. Number of reported instances of activation of frozen accounts
112. Number of accounts recently opened, but not activated.
113. Number of accounts opened for certain product which is considered outside of target market
114. Number of customer accounts opened that are reported as operated by other persons
115. Number of accounts opened with incomplete documents
116. Number of customers with multiple accounts under different names
117. Number of incidents involving Bank staff accounts
118. Number of accounts opened without verification of original documents
119. Number of government notices received requesting for customer account information
120. Number of noted instances of negative accounts balances (TOD)
130. Number of dormant accounts activated fraudulently
131. Number of net transfers over Rs _____ in accounts with low online activity
132. Number of password reset request per 1000 accounts
133. Number of foreclosed accounts that had balance receivable
134. % of non starters - accounts that have not paid first EMI
135. % field investigations to total loan accounts
136. Ratio of loan disbursement to third party accounts
137. Number of Fraudulent accounts opened for credit cards
138. Total number of accounts closed due to overdue payments / non receipt of overdues

ATM/Risk & usage

139. Number of instances of ATM damages
140. Number of days ATMs not guarded by security officers
141. Number of instances of cash out at ATMs
142. Transaction volume / ATM
143. % of ATM transactions at own ATM

144. Number of instances of forged notes dispensed from ATM machines

145. Number of instances of short / excess cash dispensed from ATM

146. Number of reported instances of ATM frauds

147. Number of cash thefts from ATMs

Cards/frauds and complaints

148. Number of reported frauds in E card/gift cards

149. Number of cards stolen

150. Number of Fraudulent accounts opened for credit cards

151. Number of credit cards with fraudulent credit limits assigned

152. Number of customer complaints relating to credit cards

153. Number of stolen cards reported

154. Number of duplicate transactions authorized on the credit cards

Branch activities

156. % of branches in remote locations

157. % of branches with Branch closure in excess of 3 days

158. Number of days when Branches are not guarded

159. Number of branches operating without CCTV

160. Number of thefts, robberies at branches per branch

161. % of Branches with poor audit rating

Transactions/Risk & Execution

- 162. Number of high value credit transactions delayed**
- 163. % of ATM transactions at own ATM**
- 164. Number of security incidents reported for mobile banking transactions**
- 165. Number of card transactions that are disputed by customers and still open**
- 166. Ratio of fraudulent transactions to total number of transactions**
- 167. Number of duplicate transactions authorized on the credit cards**

Deposit activity

- 168. Number of cash deposits over ---10,000--- in new accounts**
- 169. Number of accounts with unusually high cash deposit /cash withdrawal ratio**
- 170. Number of accounts with series of cash deposits close to regulatory thresholds**
- 171. Number of reported instances where Term deposits received as collateral were not lien marked**
- 172. Number of instances of old Deposit rates offered to customer**
- 173. % of cheque deposited by bank customers that bounced**

Branch excess

- 174. % of branches with Branch closure in excess of 3 days**
- 175. Instances of excess / short cash at cash counters**
- 176. Instances of excess/short cash by cash teller**
- 177. Number of customers with unusually excessive unused cheque leafs**
- 178. Number of instances of short / excess cash dispensed from ATM**