

Branch Network Expansion and Recovery

Our client needed an integrated growth strategy that addressed rapid expansion, increasing market share and improving branch office performance.

“We now have a consolidated, comprehensive roadmap that will allow us to expand our branch network without investing in additional resources. Additionally, we are able to use this same Playbook to help improve performance at existing branch offices.” – Vice President of Field Strategy, Mid-Sized Financial Services Company

Business Issue

A National Insurance company with aggressive grow targets needed a strategy to expand their branch network while improving performance of underperforming offices.

Their growth goals were to double the size of their productive agent workforce, improve market penetration through branch expansion, and improve performance at existing branches. The client's challenges with obtaining these targets were that their resources and infrastructure was not scalable to support their aggressive growth strategy.

Although the client had an abundance of resources and information, there was little coordination or prioritization between them. Additionally, there was a lack of clearly defined roles in the field management structure. This led to inconsistent messages and conflicting priorities being communicated to the field branches.

Adroit's Role

Adroit was hired to serve as a strategic advisor to the executive committee responsible for branch performance and growth strategy.

We applied a tested methodology and set of tools to establish blue prints and playbooks for branch expansion based on market and maturity levels of the branches.

Stages in the engagement included:

- Assess current situation and identify opportunities and challenges (SWOT analysis).
- Develop standardized models for branch expansion, performance management/metrics/systems, and best practice sharing.
- Create a maturity model to provide offices a roadmap of key metrics that should be achieved at various maturity levels.
- Map existing offices to maturity model to identify top performers for best practices and underperformers for improvements.

Outcome

The results of Adroit's analysis and advice led to:

An enhanced and executable strategy with clearly defined roles and responsibilities among various management levels and participants in the success of this aggressive plan.

Creation of a Branch Playbook – a reference guide for branch managers detailing expectations and results; and prioritizing core processes, best practices, and resources to be implemented at various stages of a branch's evolution.

A branch blueprint that outlines key elements of a branch at certain maturity and market levels (i.e., number of agents, product mix, core processes, systems).