



Accelerating a Leading Bank's Paperless Teller Strategy

The Opportunity. As part of its long-term paperless strategy, our client is preparing to implement a new branch image capture (BIC) solution nationwide. *The goal:* convert paper checks and bank tickets into electronic formats—reducing processing time, opportunities for error, transportation costs and other inefficiencies.

The Client.

A Fortune 200 company and top-10 national bank that offers a broad array of financial products and services to consumers, small businesses and commercial clients.

"Celerity brought organization to our business problem and enabled us to focus our attention on the solution."

Senior Manager
Top-10 National Bank

The Obstacles

Switching to a highly automated environment means dramatic changes, both for teller processes and daily operating procedures at all branches. To ensure a successful, sustainable integration, the bank first needed a thorough analysis of its current business processes and the future impacts of paperless transactions.

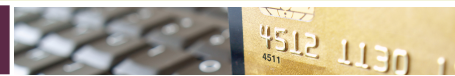
The Acceleration

Celerity rapidly assembled a team of senior business process engineers. These experts collaborated with the bank's business and technology leaders to define current-state operating processes, identify gaps and deficiencies and analyze the far-reaching impacts of the new technology.

We targeted five related work streams focused on optimizing current operations and preparing for future integration efforts:

- **Branch Operations.** We defined 30 major branch operation processes as part of the re-engineering effort and assessed more than 100 process exception scenarios for downstream impacts and risk.
- **Reporting and Controls.** We identified 237 reports required for daily operations and helped develop a tool that allows business system analysts to map data to the next generation reports.
- **Items Processing (Day 1).** Through resource estimations and paper risk assessments, we uncovered the true work demand required to run future-state processing centers. Moving forward, our findings will also guide accurate consolidation plans.
- **Items Transportation.** We identified the full spectrum of paper scenarios, constraints, regulations and resource requirements related to physical documents and courier pickups.
- **Deposit Reconciliation (Day 2).** We re-engineered all Day 2 processes affected by the software and defined new work structures and processes for adjusting transactions and fixing errors. We've created staffing plans and models to streamline a headcount reduction.

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Lasting Results

The Celerity team finalized future-state teller and back-office processes to integrate seamlessly with the new technology. We are currently supporting the BIC implementation—from the technical pilot through the full roll-out—representing various business lines and technology groups.

To-date, Celerity's BPM team has:

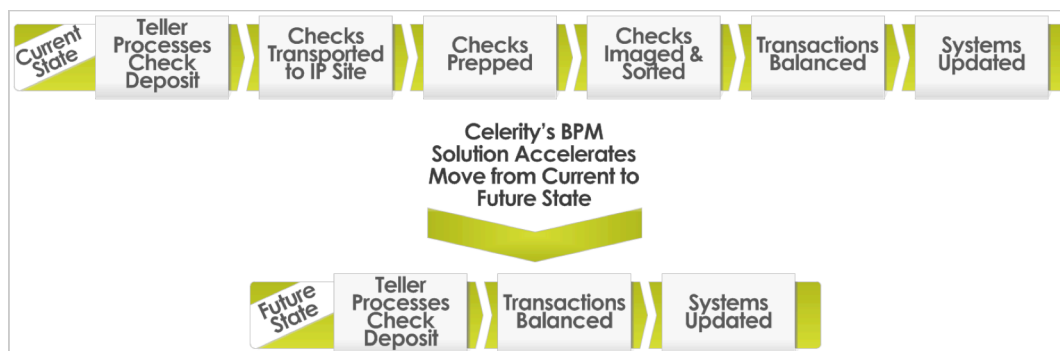
- Uncovered an additional \$5.5 million savings the bank can achieve in reducing transportation costs of paper items
- Identified reporting and controls data needed to drive essential business and technology decisions
- Provided critical insight into true resource demand required for future-state processing centers
- Provided bank management with accurate metrics to monitor and measure transactions
- Generated a tactical step-by-step guide to help process owners implement the integrated solutions
- Proactively identified risk and mitigation plan for reporting needs
- Led Process Review sessions to support change communication and ensure all stakeholders were aware of potential changes and impacts

Major savings are well within reach. By simplifying and consolidating disparate business processes, **the bank expects to save \$9 million.**

Celerity's BPM team is on target to help the bank realize its goal **of reducing transportation costs by 50%** while mitigating the impact of fewer courier runs to downstream processes.

Ultimately, through re-engineered processes and virtual transactions, the bank will gain an **estimated \$27 million in net benefits** over a three-year period.

Accelerating the Transition from Current to Future State



The Branch Image Capture software solution streamlined the operational steps from the point of transaction through account posting—reducing costs, time, potential for errors and other inefficiencies. But in any organization, a change of this magnitude first requires a thorough understanding of current and future processes and potential impacts across the organization. That's where Celerity Business Process Management (BPM) solution comes in.

Technologies Used

- ARGO Teller™
- TouchPoint® Teller
- Vision IP

Business Process Tools

- SIPOC
- Business process mapping
- Failure Mode & Effects Analysis (FMEA)
- Statistical analysis
- Time studies & performance studies
- Performance Evaluation & Review Technique (PERT)

About Celerity

Celerity is a business acceleration consultancy devoted to helping companies and government agencies break through key stuck points and solve critical problems. We deliver proven solutions in four main areas: technology adoption and integration, business process efficiency, strategy and alignment and talent.

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