



Barclays France Banking Process Management

"For our sales people, this is a very modern application that allows them not only real time gains, but also access to archives and follow-up of operations including details of the people involved with approval procedures. They can therefore optimize their work and better serve their clients on a day to day basis."

Hubert Loqueville, Director of operations for Barclays France.

Solution overview

Business sector

Banking

Project Goals

> Managing Bank Operations

- Optimize the management of credit attributions from the opening of an account to the publication of an offer, including the automatic routing between the different people working in the branch agencies and the back office.
 - Automate the flow of client information between the branch agencies and the back office by dematerializing the exchanges of instructions for internal operations (transfers, account maintenance charges, etc.)
 - Automate the treatment of account lifecycle. (opening, changes and closing). The W4 workflow is complemented by the Hummingbird GED
- ##### > Securing the Flow of Information
- Forms that are accessible from user work stations have replaced faxes and mail exchanges between the headquarters and the branch agencies.
 - The workflow application ensures the reliability of information by avoiding errors thanks notably to form assistance (account numbers etc.)

Results

> Strengthened Client Relations

- Client account managers have 5 to 10% more time which they dedicate to new clients.

> Rapid and Pertinent Decision Making

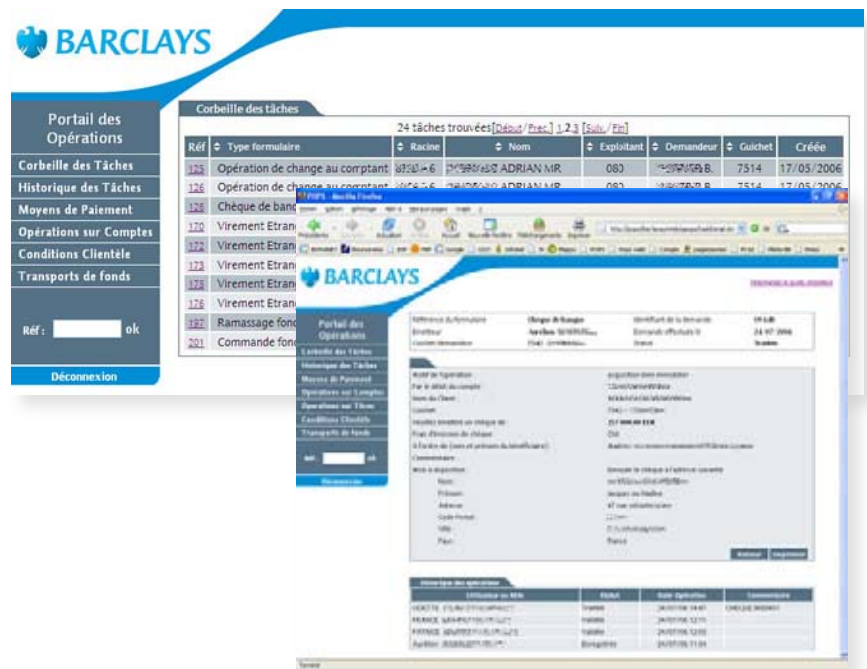
- The time to treat a request is reduced to less than an hour as opposed to an entire day.
- The tracability of operations allows better communications with the client concerning pertinent account status information

> ROI confirmed in 6 months

- The reassignment of work tasks allowed a savings equivalent to two full-time paid positions.

Barclays manages its banking operations with W4 from the credit chain to the lifecycle of accounts.

The acquisition of the ING Ferri Bank July 2005 and the will to position itself amidst the 5 top world banks led Barclays France to restructure its information system and services. The objectives were to improve banking activities, investments and control of assets. Restructuring the services in anticipation of rapid growth became a top priority.



Three goals were uppermost in Barclays' thoughts when initiating paperless processing and the automation of exchange flows between branches and the back office: enabling customer account managers to focus on their commercial activities, improving speed and traceability in the processing of operations, and reducing manual tasks in the back office. This ambitious project first saw the light in December, 2005 and has already reached the end of its first stage...



> Barclays France : Banking Process Management

There are two main building blocks in this program. The first concerns the implementation of data entry forms on the intranet portal for banking operations, thereby replacing faxes and e-mails between the branches and head office. The second concerns the automatic connection of all instructions from the branches to the processing systems. After automating the credit process, therefore, Barclay's is now setting about improving its internal information flow.

Working on exchanges

The goal is to gather all types of instruction concerned in operations and to produce entry forms that are accessible on the operations portal – the bank's intranet site available on branch employees' workstations. Until now, exchanges between the branches and HQ took place via fax, e-mail, or letter, with different printed forms for each operation. These forms were often filled in by hand or entered in distinct Lotus databases for each type of operation after following the approval and signing process.

In order to get all the staff sections involved, a work group was set up to steer this project comprising participants from Operations, IT, the Branches, and the Organization. In March, 11 entry forms went on line including requests for domestic transfer, change of operator code, requests for cancellation of interest or account handling charges, etc. The existing employee signature repository was incorporated into the system. The number of forms available should rise to 30 by the end of June. The new forms will include instructions such as requests for cash transport, international transfers, and certain operations involving securities. "We currently process some 300 requests per day but the tool is sized to handle several thousand daily operations", observes Hubert Locqueville, Operations Manager at Barclays.

Traceability

Once the form has been filled in by the branch, if the employee has signatory status the request is sent directly to the back office. If approval by another person is required, the form automatically appears in the appointed person's in-tray of tasks. "Certain requests require the intervention of several signatories", stresses Locqueville. Once the form is processed, it is automatically routed to a task summary basket in the back office. This automation of the whole chain enables users to follow the progress of their request in real time on their screens. "It's a process that allows us to get rid of the physical paperwork while providing full tracking and thus auditing of the entire chain," explains Locqueville. Furthermore, the Workflow tool is connected to central systems, meaning a full historical record of customer operations can always be obtained. If the back office rejects the operation, the information goes back to the customer account manager's in-tray where the task is closed while leaving a full trace in the customer records.

Team involvement

To get the 53 Barclays branches and the back-office system users involved, Barclays implemented a specific training kit including a user handbook and intranet access to the Workflow tool. "A half-hour telephone conference with a member of the project team was organized for each branch", adds Locqueville. The back offices were not overlooked and were given customized sessions.

To listen to him speaking, the reception was enthusiastic. "For staff in the commercial network, it's a modern tool that saves them time and gives them instant access to records of operations and details of those in charge of approval and processing, thus giving them better control over their activity and providing better day-to-day service to their customers." What's more, the benefits are also felt in the back office: "BO staff at last see their work recognized through the presence of the operator's name at each processing step in the operation. They are also freed from manual tasks like interpreting handwritten documents and checking for signatures, which leaves them more time to focus on higher added value tasks", he adds, stressing that this overhaul of the process has brought the branches and head office closer together.

To achieve this, the bank has chosen the workflow tool from the software publisher W4, which is already in use for the automation of credit files and flow exchanges. It was coupled with an EDH tool from Hummingbird. This system is operational since the end of 2006. "We've been very pragmatic in our approach. We prefer advancing in small steps rather than launching headlong into a full system overhaul; it's an approach that helps us reduce the risk and cost entailed in this kind of project," concludes Locqueville.

A propos de Barclays France

Present in France since 1917, Barclays France is a multi-specialized bank with a portfolio of activities in both private and commercial banking, plus Barclays Real-Estate and Barclays Asset Managers. Barclays France manages more than 12 billion euros in assets for 150,000 clients and offers an extended range of products and services not only for individual international clients, but also for private investors, institutions and small business organizations.

Barclays France is composed of a network including 54 branch agencies with 15 offices for Barclays Finance, and over 500 account advisors. Moreover, Barclays Contact, the call center (middle office) includes 20 people in charge of reception and follow-up of client requests.