

# Business Process Management and Process Automation

Presented to



COHN  REZNICK

FORWARD THINKING.

January 16, 2012

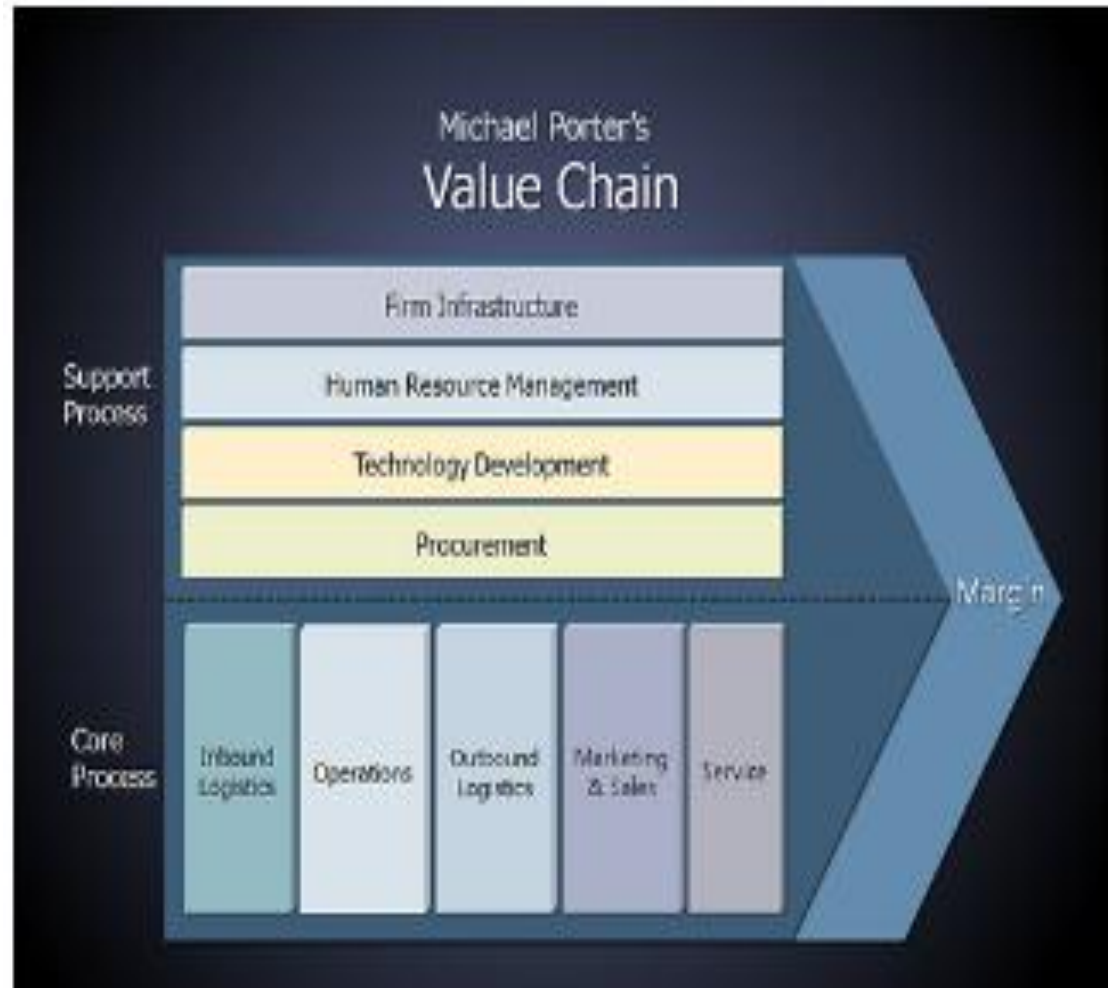


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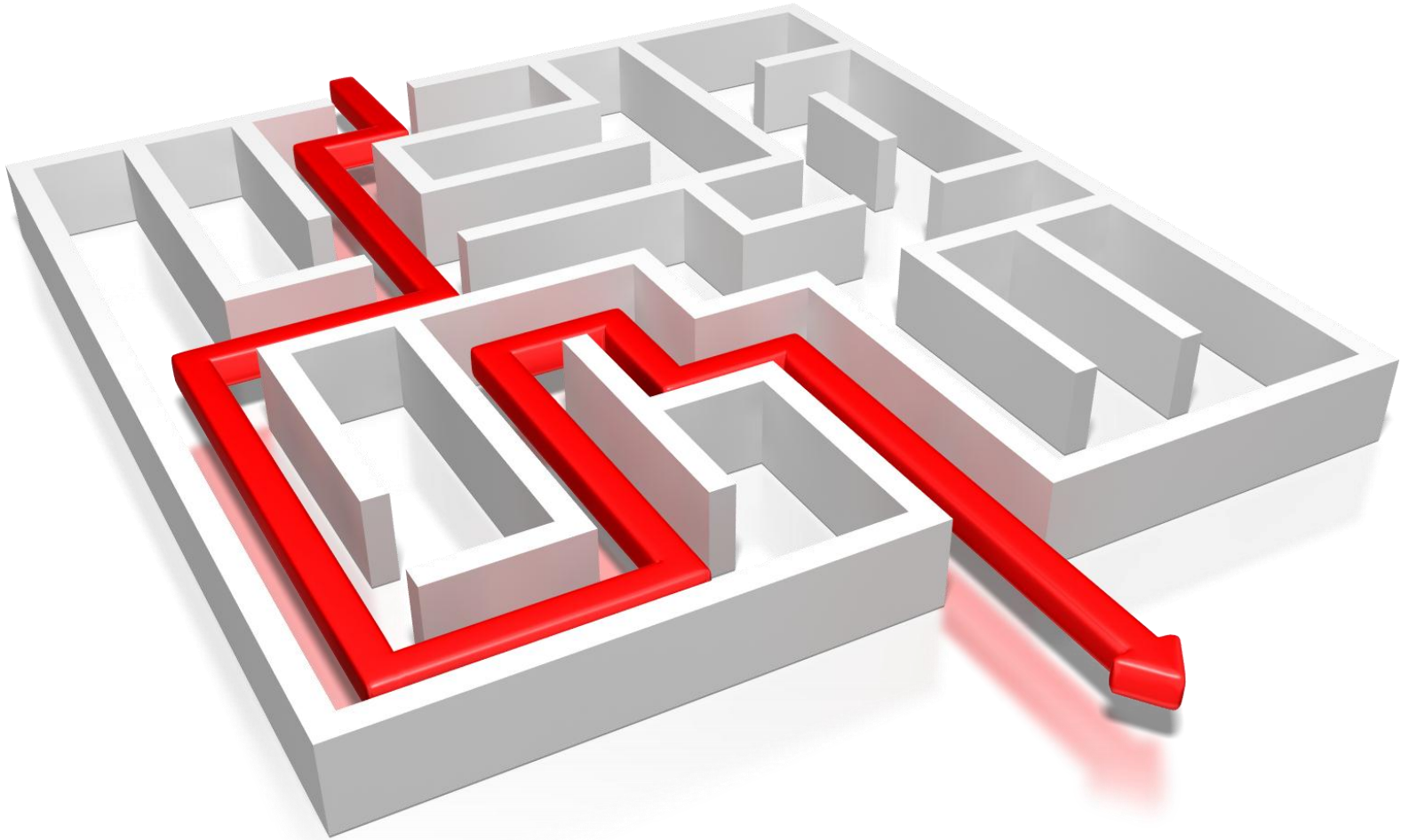
# Business Value Chain

A value chain is a chain of activities that a firm operating in a specific industry performs in order to deliver something valuable (product or service).

- Michael Porter, 1985



# Maze of Process Inefficiency



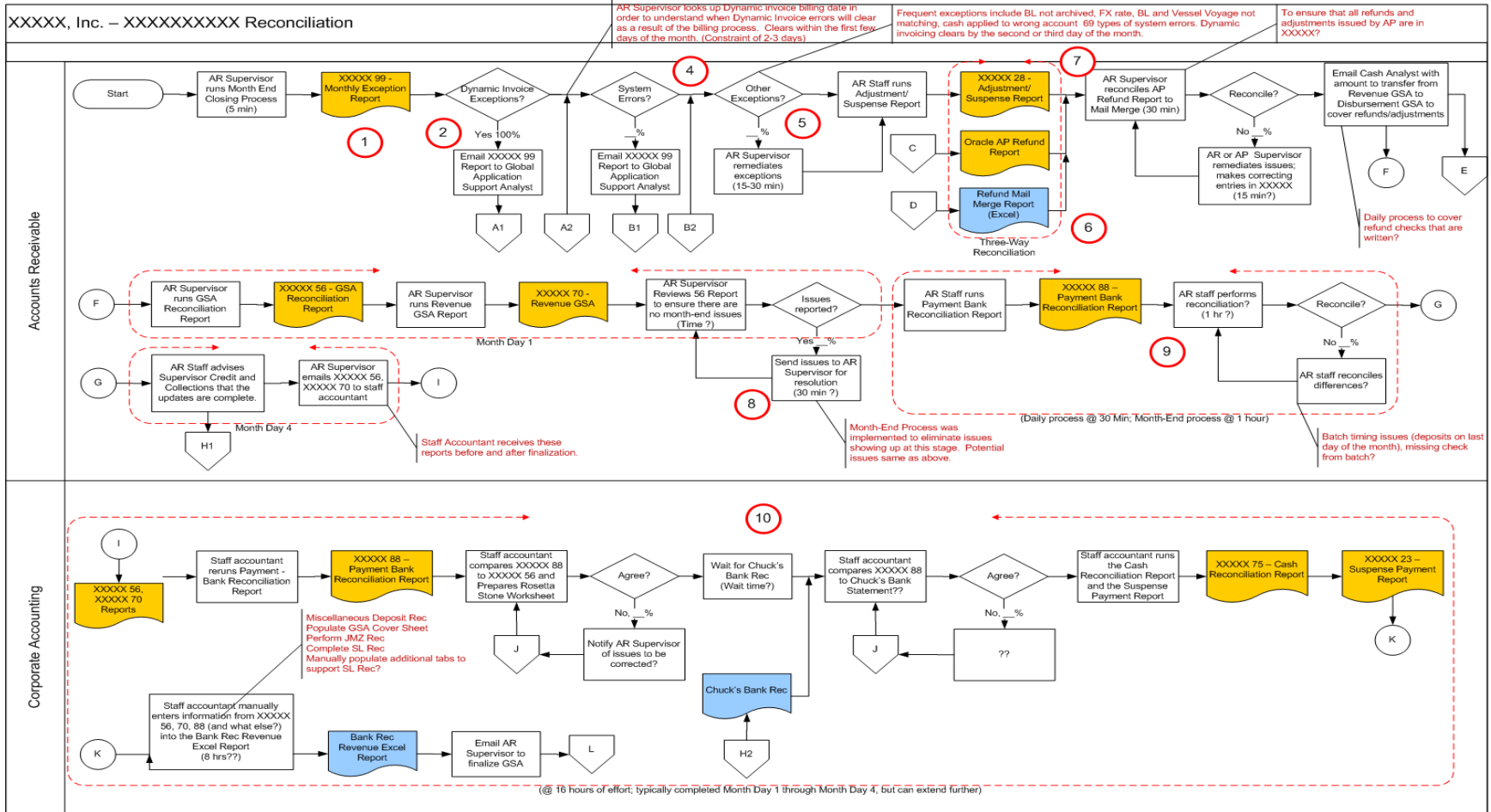
# Power of Process Improvement

- Reduce time and cost of value added activities
- Eliminate non-value added activities
- Increase reliability and consistency in the process

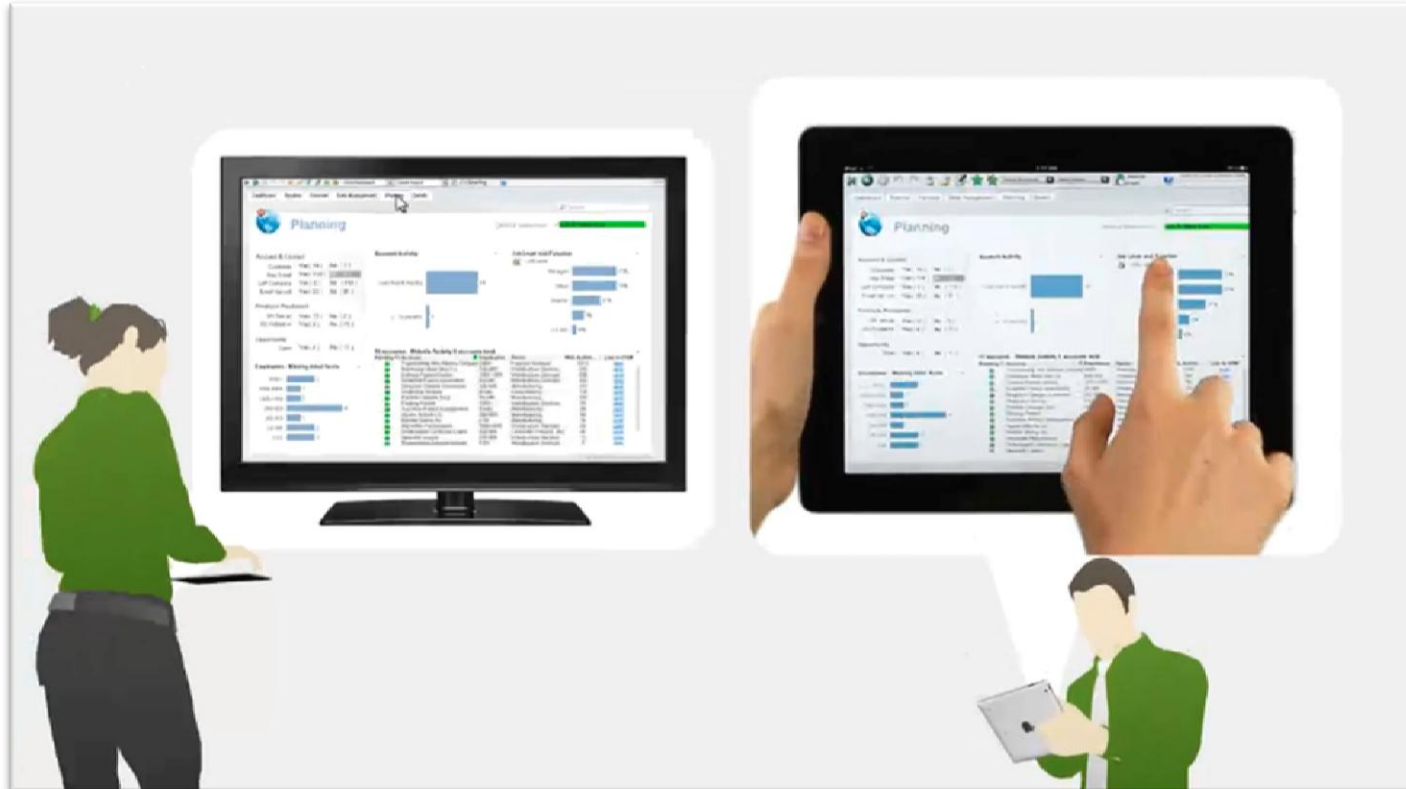
- Increased service Levels
- Greater delivery consistency
- Increased customer loyalty
- Improved margins



# Cross Functional Value Stream Map

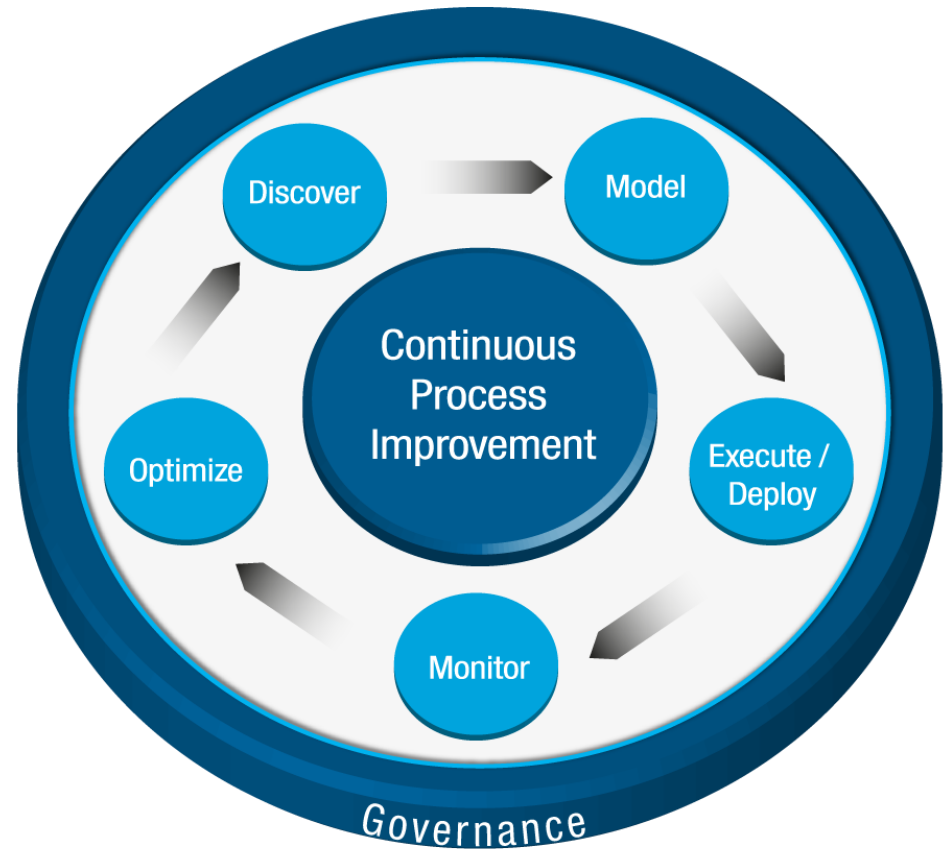


# The Way We Expect to Work is Changing



# Business Process Management

- BPM leverages technology systems to provide total visibility into an organization's business processes and extend the benefits of traditional business process improvement initiatives.
- Utilizing state-of-the-art, cloud-based technology, an organization can collaboratively discover, model, execute/deploy, monitor and optimize human-to-human, human-to-system, and system-to-system business processes to increase effectiveness and efficiency, while reducing costs and minimizing risk.



# Inefficient and High-Touch Loan Origination Processes?

## Bank Customers' Experience

- Waiting time of **two weeks** for loan results
- **Numerous** errors and re-submissions of customer data
- **Frequent** call backs from bank for more information
- No **visibility** in status of loan

## The Impact on Business Results

- **15 days** for loan approval process
- **Hundreds of man-days** lost to inefficient and manual processes
- **Numerous** loan origination systems increase IT support costs





# How Responsive Is Your Bank?

- How long does it take to **approve loan applications?**
- How many hours are you wasting asking for **duplicate information?**
- **How many times** does a customer call you for an application status?



## Regional European Bank

- Eliminated guesswork and error, which lowered risk and improved customer satisfaction by accelerating time-to-market for product processing.
- 500 percent faster time-to-market for processing products

# Banking Process Focus Areas

- Lending: Core Banking Transformation
  - Automate and streamline high-touch lending process to reduce costs.
- Account Opening: Customer Care and Insight
  - Provide better customer service and reduce errors and non-value added time.
- Cross Selling and Up Selling: Customer Care and Insight
  - Enable real-time credit decisioning for increased revenue and profitability.
- Payments: Payments and Transaction Services
  - Business led change that speeds payments and ensures security.
- Fraud and Anti-Money Laundering: Integrated Risk Management
  - Identify suspicious activity and accurately assess the level of risk in relation to customer impact.



# Getting Started

## FORMS



- > PAPER
- > INFOPATH
- > WEB
- > SHAREPOINT LISTS
- > ADOBE

## ACTIONS



- > APPROVE
- > REJECT
- > DELEGATE

## INFORMATION



- > SAP & SIEBEL
- > DATABASE: SQL AND ORACLE
- > DOCUMENTS: SHAREPOINT
- > NEW DATA: NEED TO CREATE

## REPORTS



- > OUT-OF-THE-BOX
- > FOR BUSINESS USERS
- > FOR TECHNICAL USERS

## PEOPLE



- > ROLES
- > INFORMATION EXISTS
- > STATE

## EVENT MONITORING



- > INTERNAL EVENTS
- > EXTERNAL EVENTS

## POLICIES



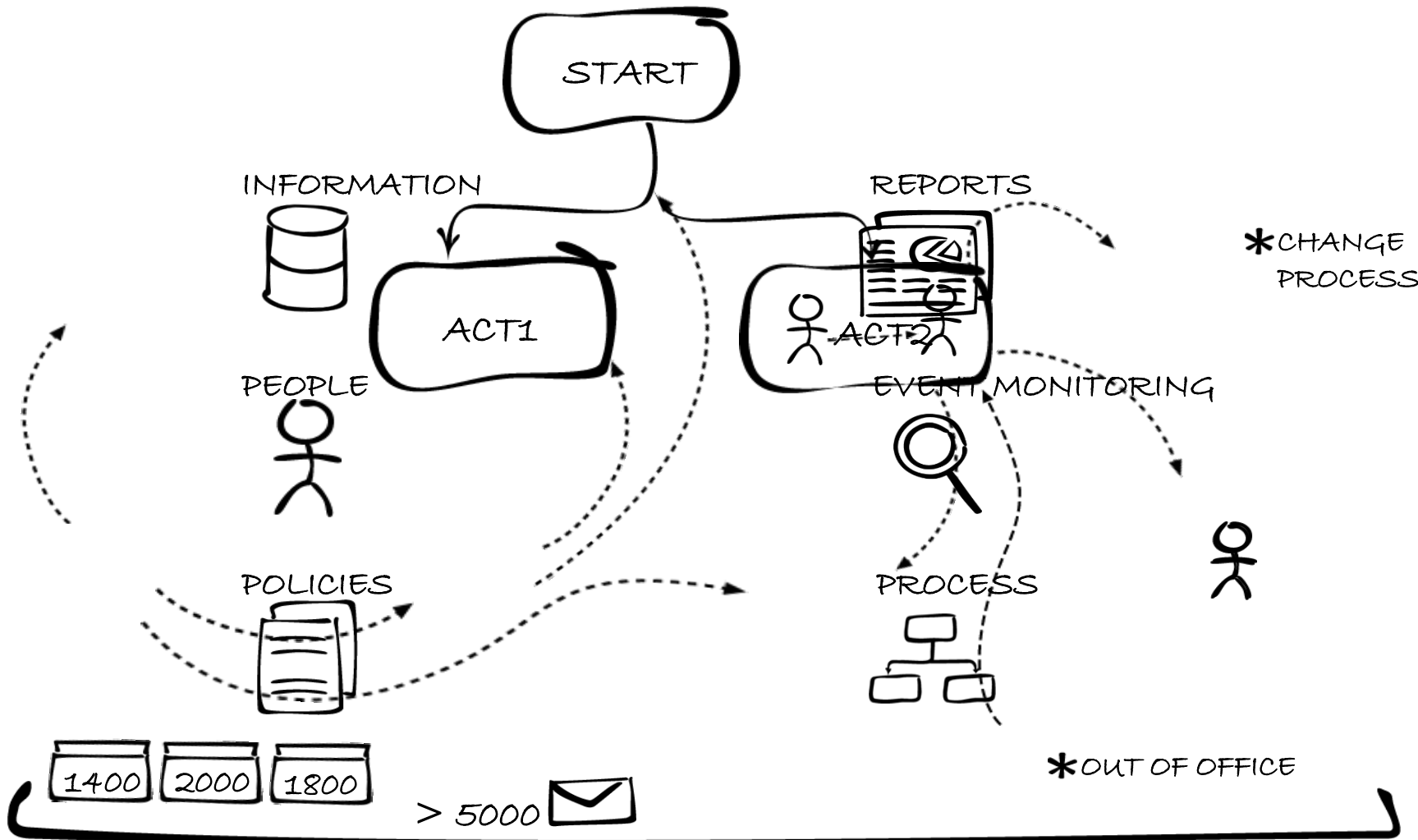
- > CUSTOMER DISCOUNT
- > TASK DELIVERY
- > SLA
- > EXPENSE CLAIM LIMIT

## PROCESS



- > DESIGN
- > ASSEMBLE
- > EXECUTE
- > MONITOR
- > OPTIMIZE

# Processes Tend to Be Involved and Complicated



# Employee Onboarding Solution Elements to Consider



## Forms

- Offer Letter,
- Start
- Exec Approval
- Hiring Manager
- IT, Facilities, Fin, Marketing

## Actions

- Start New Process
- Approved
- Declined
- More Info
- Processed

## Information

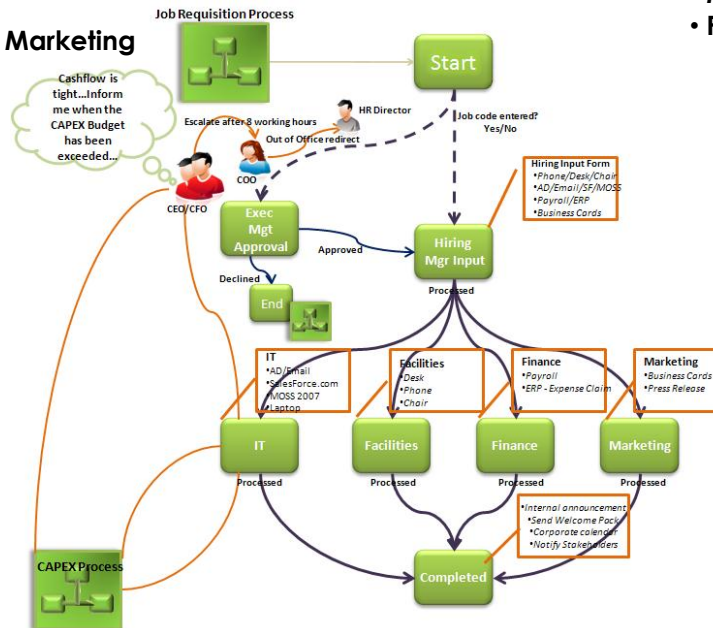
- Name, Position
- Salary, Start Date
- Hiring Manager, Job Code
- E-mail, Employee Nr

## Reporting

- # Processes Running
- Error, Completed
- Process Performance
- User Performance
- Completion of processes after Start Date
- CAPEX approval stats including ERP info.

## People

- New Employee
- HR, HR Director
- Hiring Manager
- CEO, CFO, COO
- IT, HR, Fin, Marketing



## Routing

- Who
- Role
- OOF
- Authentication
- Parallel
- Serial

## Policies

- Job Code?
- 1/2 CEO/CFO
- OOF
- Escalation
- Capex

## Event Monitoring

- CAPEX Spent > Budget

Binder Approvals Dashboard View

[View All Site Content](#)

### Overall Process Health



**+168%**

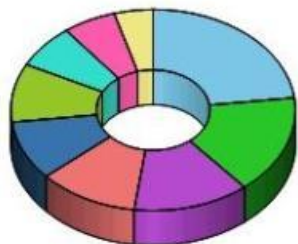
Historical Ave. Duration: 22.4 Days

Current Ave. Duration: 59.3 Days

### No. of Cases by Status and KPI

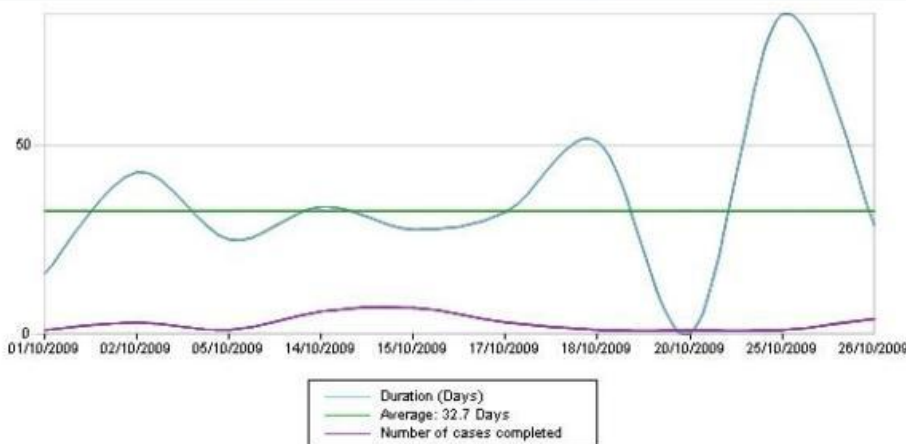


### Stage Duration Distribution



- Fact Sheet Submission (21.3 Days)
- Fact Sheet Sign-Off (14.6 Days)
- Delegated Underwriting Approval (12.2 Days)
- Final Review (10.5 Days)
- Compliance Review (8.8 Days)
- Credit Approval (8.7 Days)
- Compliance Approval (6.5 Days)

### Average Case Duration in Days for this month



### 10 Longest Outstanding Stages

Case Reference	Stage Name	Duration (dd:hh:mm)	Start Date
BA44777 - <a href="#">View Case</a>	Fact Sheet Submission	92:13:04	2009/07/29
BA81298 - <a href="#">View Case</a>	Fact Sheet Sign-Off	92:12:36	2009/07/29
BA34112 - <a href="#">View Case</a>	Fact Sheet Submission	92:12:08	2009/07/29
BA46477 - <a href="#">View Case</a>	Compliance Review	92:10:51	2009/07/29
BA72073 - <a href="#">View Case</a>	Fact Sheet Submission	91:16:08	2009/07/30
BA49697 - <a href="#">View Case</a>	Fact Sheet Submission	90:18:18	2009/07/31
BA48063 - <a href="#">View Case</a>	Fact Sheet Submission	90:13:39	2009/07/31
BA39693 - <a href="#">View Case</a>	Fact Sheet Submission	90:12:16	2009/07/31
BA37788 - <a href="#">View Case</a>	Fact Sheet Sign-Off	87:18:04	2009/08/03
BA22887 - <a href="#">View Case</a>	Financial Review	87:12:37	2009/08/03

### Binder Approvals (New Binders)

- [All Active Binder Approvals](#)
- [Binder approvals in 'Planning'](#)
- [Binder approvals in 'Functional Review'](#)
- [Binder approvals in 'Final Review'](#)
- [All Binder Approvals \(Active and Completed\)](#)

### Binder Approval Historical Reports

- [Average Stage Duration \(Summary\)](#)
- [Average Stage Duration \(by interval\)](#)
- [Average Approval Duration \(by interval\)](#)
- [Average Approval Duration \(summary\)](#)

[Recycle Bin](#)

Case Instance site for Case BA87000 - Test 001\_Accident & Health\_2009\_Binder

### Current Status: Functional Review

Sub-Status: Functional reviews in progress

#### Binder Approval Overview

Binder Approval			
<b>Scenario:</b>	New Binder With New Coverholder(s)	<b>SBU:</b>	Reinsurance
<b>Main Division:</b>	Accident & Health	<b>Introducing UnderWriter:</b>	Senthil Sakthivel
<b>Brit Net EPI (£):</b>	£2.46	<b>Review Outcome:</b>	
Main Coverholder			
<b>Trading Name:</b>	Test 001	<b>City:</b>	London
<b>Legal Name:</b>	Test 001	<b>BRM Code:</b>	10104773
<b>Approval Status:</b>	Under Review	<b>Allocated NPIG (£):</b>	NPIG
Coverholder Financials			
<b>Company for Financials:</b>	Test 001	<b>BRM Code:</b>	10104773
<b>Company Financial NPIG (£):</b>	£60,000.00	<b>Total NPIG remaining for allocation:</b>	£60,000.00
Other Coverholders			
(No Additional Coverholders are associated with this Binder Approval)			
Binder Fact Sheets			
<b>Name:</b>	BA87000_Aviation Treaty Risk Excess_Business Plan	<b>Plan Outcome:</b>	Approved

#### Outstanding Queries

There are no items to show in this view.

#### Available Actions

- Actions**
  - Continue to Final Approval
  - Request Additional Compliance Review
  - Request Additional Financial Review
- Case Management**
  - Cancel Binder Approval
  - Suspend Binder Approval
- Query Management**
  - Query Brit Employee
  - Query Broker
  - Query Underwriter

#### Approval Process

	Stage	Date Started	
	Fact Sheet Submission	22/10/2009	
	Fact Sheet Sign-Off	22/10/2009	
	Compliance Review	22/10/2009	
	Financial Review	22/10/2009	
	Financial Review Check	22/10/2009	
	Compliance Approval		
	Credit Approval		
	Delegated Underwriting Approval		
	Final Review		
	Binder Completion		

[View All Site Content](#)

#### Queries (Main C/H)

- [Current Live Binders](#)
- [Non-live Binders](#)
- [All Binders](#)

#### Binder Approval Lists

- [Audit Trail](#)
- [All Queries](#)
- [Binder Review Checks](#)

#### Documents

- [Temporary Documents](#)
- [DMS Documents](#)

#### Internal Links

- [Approval Process Calendar View](#)

#### External Links

- [Review Requirements Checklist](#)

- [Atlas](#)
- [Britnet](#)

[Recycle Bin](#)





Wells Fargo Real Estate Platform

Loans Overview

Complete the data below. Required fields must be completed to proceed and create a loan number. Click **Save & Continue** to move to the next step in the Loan Approval Report.

**Pannatoni**

Loan Number: **100765** (Origination)    Loan Type: **Construction**    Commitment Amount:

Borrower: **Barry Horne**    Project Type: **Retail**    Booked Date:

AFS Originator:     AFS Obligation:

**General Information**

Loan Number: **100765**

Request Date: **05/09/2006** (mm/dd/yyyy)

Relationship Name: **Pannatoni** Search

Loan Type: **Construction**

Request Type: **Origination**

Project Type: **Retail**

Project Name: **Pak Place Center**

Commitment Amount: (\$) **\$3,230,000.00**

New Money: (\$) **\$3,230,000.00**

Security:

**Secured**

Real Estate

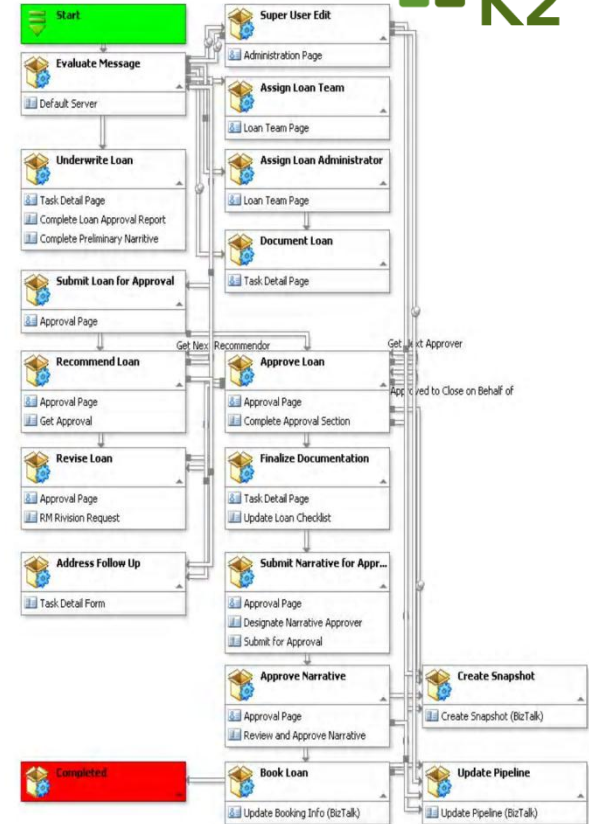
Personal Property

**Unsecured**

Credit Recourse:

**Yes**

Loan Creation



Active Loans

Select a loan from the list below and click the **View Loan** button to enter the loan record or the **View Pipeline** button to enter the Pipeline.

Display 10 | 25 | 50 | 100 Items Per Page  
Viewing 1 to 10 of 66 Items

Loan Number	Project	Relationship	DM	Amount
1. 100765 (Orig.)	Park Place Center	Pannatoni	N. Peterson	\$3,230,000
2. 102345 (Orig.)	Market St. Towers	Hughes Associates	W. Williams	\$10,000,000
3. 103456 (Orig.)	2nd Street Lofts 2nd Street Lofts W/W/W	Custom Builders LLC Custom Builders	N. Peterson	\$9,000,000
4. 123445 (Orig.)	MGM Grand Towers	LV Builders	N. Peterson	\$500,000,000
5. 123445-01 (Mod.)	MGM Grand Towers	LV Builders	N. Peterson	\$525,000,000
6. 123445-02 (Ext.)	MGM Grand Towers	LV Builders	N. Peterson	\$525,000,000
7. 130435 (Orig.)	Bayside Villas	WC Developers	N. Peterson	\$7,000,000
8. 130435-01 (Mod.)	Bayside Villas	WC Developers	N. Peterson	\$5,000,000
9. 143955 (Orig.)	1400 Hawthorne	Hawthorne Bros. LLC	N. Peterson	\$2,500,000
10. 150325 (Orig.)	Villas @ Main St.	Williams Associates	K. Wallace	\$1,500,000

View Loan View Pipeline More Options

Viewing 1 to 10 of 66 Items

status Link (if appropriate) | Liberty Link (if appropriate)  
© XXXX - XXXX Wells Fargo. All rights reserved.

Tasks

Tasks (15)

Relationships

Active Loans

Search

Reports

User Preferences

Tasks

>Lorem ipsum dolor sit amet, consectetur adipiscing elit sed diam.

Create Ad Hoc Task | Search | Print Preview

Display 10 | 25 | 50 | 100 Items Per Page  
Viewing 1 to 10 of 15 Items

Page 1 2 3 4 5 6 7 8 9 10

Previous Page Next Page

Active Tasks Completed Tasks

Filter List by Category: My Tasks Deadline Date: All Dates

Task	Received	Deadline	Loan Number	Project	Requestor	Office
1. Approve Loan	05/22/2006	06/30/2006	100765 (Orig.)	Park Place Center	S. Siewert	Los Angeles Re-Assign
2. Approve Loan	05/10/2006	05/20/2006	103456 (Mod.)	2nd Street Lofts	J. Smith	Beverly Hills Re-Assign
3. Finalize Documentation	05/01/2006		123445-01 (Mod.)	MGM Grand Towers	System	Las Vegas Re-Assign

Go to Task View Details

Viewing 1 to 10 of 15 Items

Previous Page Next Page  
Page 1 2 3 4 5 6 7 8 9 10

Active Loans Report

Tasks

**New Server Request - Windows Internet Explorer**  
 http://moss.denallix.com/E2E/Lists/New%20Server%20Request/AllItems.aspx

**Home - E2E Server Provisioning - Windows Internet Explorer**  
 http://moss.denallix.com/E2E/default.aspx

**Home - E2E Project-Credit Risk Analysis Tool - Windows Internet Explorer**  
 http://moss.denallix.com/E2E/Project-34/default.aspx?ProjectRequestID=34

**E2E Server Provisioning > E2E Project-Credit Risk Analysis Tool**

**Project Tasks**  
 Selected Filter: Default Quick Search: All

Folio	Process Name	Activity Start Date	Status
Financial Approval (1 item)			
Project 34: Credit Risk Analysis Tool	ProvisionServer	7/3/2009 8:12:38 AM	Available

< Previous | Page 1 | Next >

**Calendar**  
 July, 2009 Expand All Collapse All | Day Week Month

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
28	29	30	1	2	3 7:54 AM Project Prioritized 8:12 AM TQ Approved 8:12 AM Design Phase Begins	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18

**Project Status**

- Request
- Requirement
- Design
- Build
- Operational Readiness

Complete  InProgress  Not Started

**Project Links**

- Project Milestones
- ViewFlow

**Project Members**

Role	DisplayName	Email
Requestor	Planner B. Plannington	Planner@denallix.com
Customer	Customer J. Smith	Customer@denallix.com
Portfolio Manager	Portfolio Manager	Portfolio@denallix.com

# Banking – Automation of Forms



**Submit**

## Account Analysis Fee Waiver and Adjustment Form (Refer to SPM 302.70)

Date  
2/17/2010

Account Title

Branch/Department Name  Cost Center

Prepared By  Settlement Acct No:

Phone

Title

**SECTION 1: Monetary Adjustment**  
DDA Account will be credited for the entire or partial amount of Analysis Fees paid by the client. *Refer to SPM 302.70 for Approval Level Required.*

Waived (GL554030 Debit) \$

Adjustment/Account Closed \$

Bank Error Adjustment \$

**SECTION 2: Non Monetary Adjustment**  
The Account Analysis Statement adjustment will be made on the next statement cycle. This statement adjustment will show as a special line item and will update Total Service Fees. *Refer to SPM 302.70 for Approval Level Required.*

Show Debit/Credit Adjustment on Account Analysis Statement Cycle    Statement Cycle (Select Statement Cycle)     Debit    Amount \$

Credit

**SECTION 3: Waive Status**  
The client will be placed on Waive Status and no Account Analysis Fee will be charged for the period indicated below. *Refer to 302.70 for Approval Level Required.*

Select Time-Period that Settlement is to be Waived     1 Month     Other Time Period Other:

3 Months     6 Months

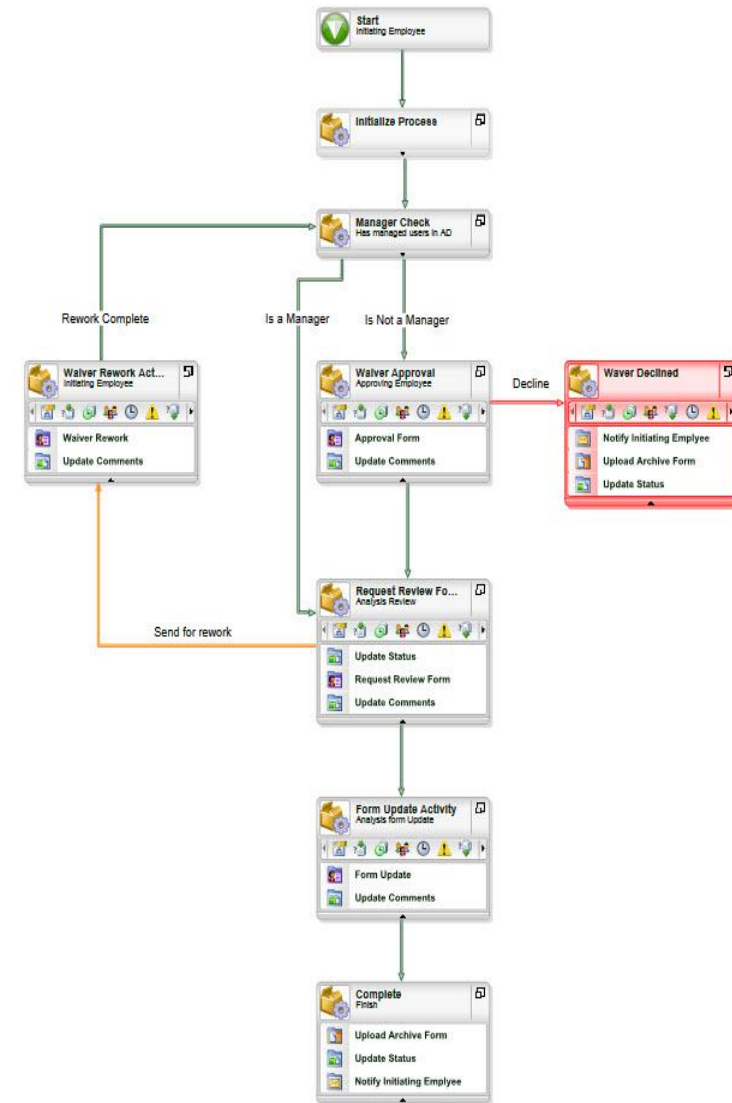
9 Months     12 Months

Enter Specified Timeframe    Enter Account Analysis Cycle

Start Date     End Date

**Comments**

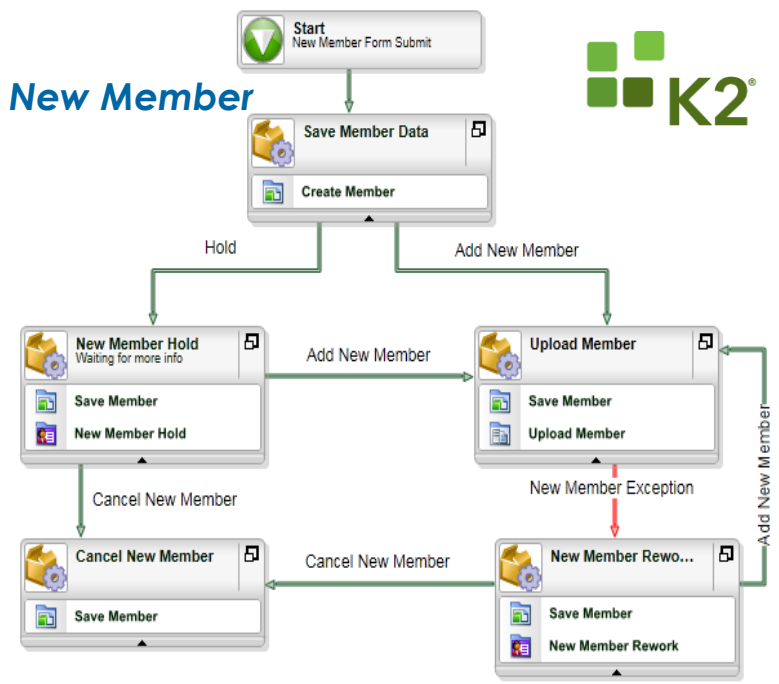
Comments



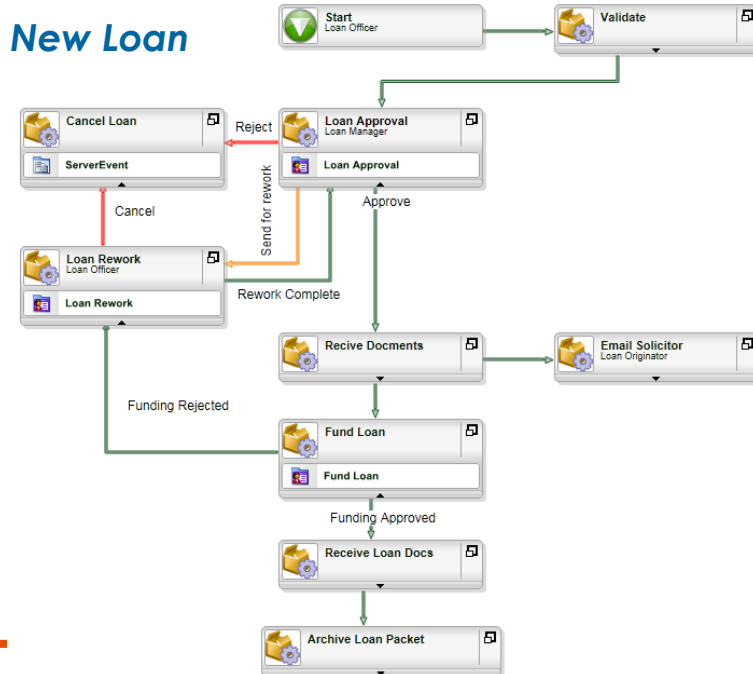
# Credit Union New Member/ New Loan Processes



## New Member



## New Loan



British Columbia Credit Union  
Applicants: View Applicant: 88888888 mission  
User Name 1000

### Member Information

Reason Open: [Dropdown] Awareness: [Dropdown]

### Personal Information

Member #: [Text] Branch: Main [Dropdown]  
 Title: [Dropdown] Given: [Text] Last Name: [Text]  
 Middle Name: [Text] Gender: [Dropdown] Birth Date: ddMMyyyy [Text] Age: [Text]  
 Usual Name: [Text] Benefit: [Dropdown]  
 Joint Name: [Text] Joint Last Name: [Text]

### ID and Consent

Primary ID: BC Drivers License [Dropdown] ID #: [Text]  
 Secondary ID: Major Credit Card [Dropdown] ID #: [Text] Card Type: N/A [Dropdown]  
 Signing Auth: Yes [Dropdown] SIN: [Text] Withdraw SIN Consent? [Checkbox]  
 Related Party: [Dropdown] Date Opened: ddMMyyyy [Text] Tenure: 0m [Text]

### Information Sharing

Privacy Option: Opt-In [Dropdown] Privacy Date: ddMMyyyy [Text] Third Party Use: No [Dropdown]  
 PEP: No [Dropdown] Position/Relation: [Text]

British Columbia Credit Union  
Applicants: View Applicant: 88888888 mission  
User Name 1000

### Address Information

Postal Code: [Text] Rural Address: [Checkbox]  
 Unit #: [Text] House #: [Text] Street: [Text] Type: [Text] Dir: [Dropdown]  
 Civic Address: [Text]  
 City: [Text] Province: BC [Dropdown] Country: Canada [Dropdown]  
 Residence: [Dropdown] Since: [Text] Length: [Text]

Does this applicant's mail go to a different address?

### Contact Information

Email: [Text]  
 Home Phone: (999) 999-9999 [Text] Cell: (999) 999-9999 [Text] Work: (999) 999-9999 [Text] Ext: [Text]  
 ID Password: [Text]

Buttons: [Back] [Next]

Calculator | Tools | Notes | Manual | Module | Help | Add Joint | Clear App | Log off

# Employee Onboarding



## Manager

Please enter the details of the new Employee and their requirements. Ensure that you provide a suitable role description as this will be distributed to the organisation.

**Decision** [Dropdown] [Action] [Save] [Cancel]

Employee [Dropdown] Role [Dropdown] Environment [Dropdown] Equipment [Dropdown] IT Systems [Dropdown] Accounts [Dropdown] Comments [Dropdown]

Laptop [Dropdown]  
 Mobile Phone [Dropdown]  
 Equipment Special Needs [Dropdown]

HP EliteBook  
 Lenovo ThinkPad  
 Dell Inspiron

Employee [Dropdown] Role [Dropdown] Payroll [Dropdown] Package [Dropdown] Comments [Dropdown]

Salary 30000  
 Car [Dropdown]  
 Cash Alt. [Dropdown]  
 Audi  
 BMW  
 Opel  
 Fiat  
 Volvo

## Home

- Inside Sales
  - Simon Evans
- Management
  - Dennis Parker
  - Nicole Dundon
- Sales
  - James Smith
  - Anderson White
  - Jane Shaw
  - Anna Smith
- Support
  - Janine Brown
  - Bill Saxton
  - Jane Doe
- Technical Sales
  - Jeremy Rooney
  - Jonathan King

Capture Employee Onboard Employee Refresh Save Cancel Enable SharePo

Employee SAP Details MOSS Details

Title Ms  
 First Name Jane  
 Last Name Doe  
 Gender Female  
 DOB 10/10/1982  
 Address 1 Harwood Terrace  
 City Fulham  
 Postcode SW6 2AF  
 Country GB  
 Telephone 0920292901

Status **Onboarding**  
 Status Date 3/7/2010 8:18:48 PM  
 Modified 3/7/2010 8:18:48 PM

**My Worklist**

Selected Filter: [Default] Quick Search: [All]

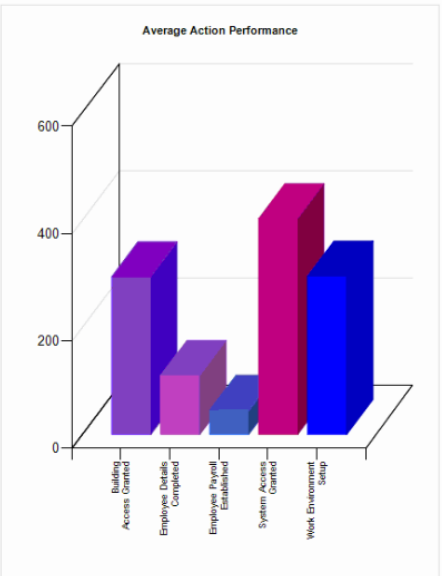
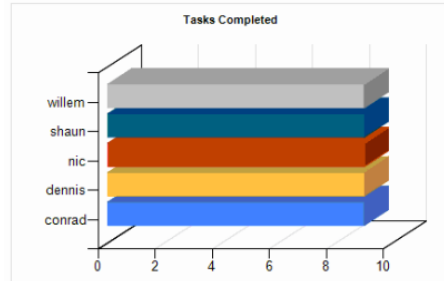
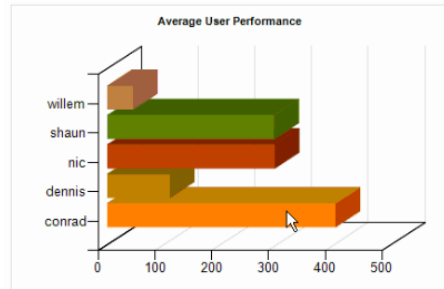
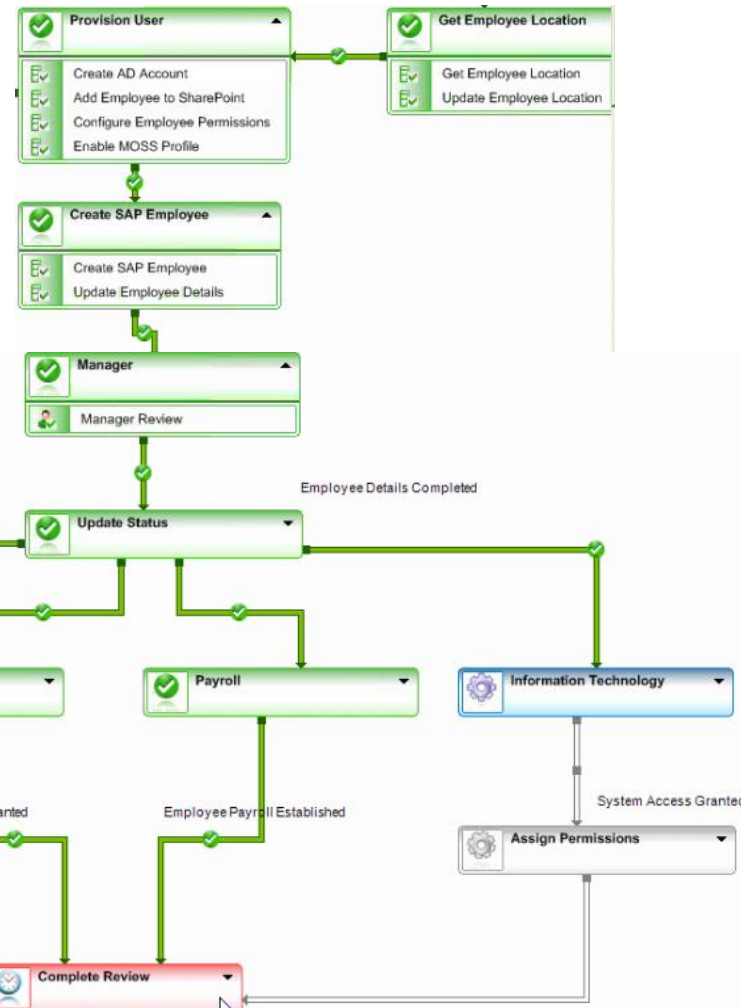
Folio	Activity Name	Status	Original Destination
MDM New Starter (1 item)			
MDM32028	Manager	Available	K2:K2DEMO/DENNIS
SBA New Employee (2 items)			
SBA30419	Manager Review	Available	K2:K2DEMO/DENNIS
SBA26019	Manager Review	Available	K2:K2DEMO/DENNIS

Employees Onboarding

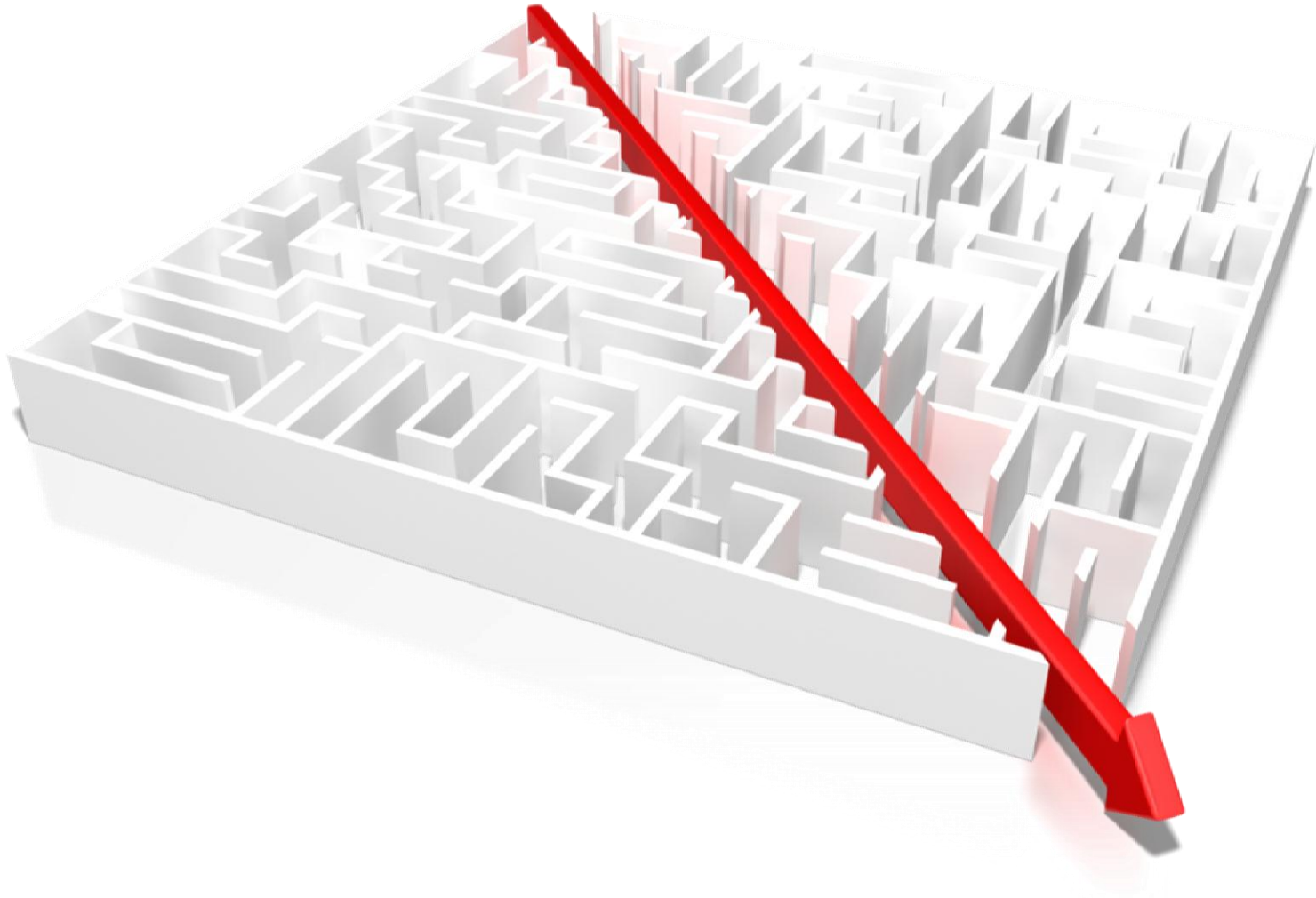
Name	Org.	Manager	Responsibilities	SAP ID	Status
James Smith	K2	Administrator	Everything	0000100064	Manager Updated
Jane Doe	K2	Dennis Parker	Supporting K2 customers	0000100077	Onboarding

Company Announcements

Anna Smith has joined Team MDH! new  
 by K2Service 3/7/2010 7:35 PM  
 A new team member has joined MDM.  
 Anna Smith will be filling the role of Sales Admin Support from the 29-03-2010



# Process Efficiency



# Thank You!

**David Rubin**  
**Principal**  
**National Director – Management**  
**Consulting**  
**(973) 871-4021**  
**[david.rubin@cohnreznick.com](mailto:david.rubin@cohnreznick.com)**

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