



TAKING THE ONUS FOR OUTCOMES AND EARNING C\$21 MN

Abstract

Linda Frost, Director of Wealth Management at a large Canadian bank and responsible for its account onboarding & servicing processes, was faced with a tricky challenge. With an unexpected non-peak season surge in new account requests, and without the leeway to add additional staff to handle the demand, Linda mandated long-time partner Infosys BPM to resolve the challenge. This case details how proactive process streamlining and automation saved the day, delivering additional revenues of over C\$21 Mn for the bank.



An unexpected surge

Linda Frost is a Director of Wealth Management for a Canadian banking giant, responsible for managing its account onboarding and servicing processes. The bank — which serves over 12 million customers with a broad range of retail banking, wealth management, and investment banking products and services — has had an over decade-long partnership with Infosys BPM, with a service level agreement (SLA) that requires Infosys BPM to provide qualified support staff to the bank on a consistent basis. Infosys BPM personnel handle several of the bank's processes, including the opening and audits of new accounts.

In recent months, during a non-peak season, the bank faced an unexpected surge in demand from high-net worth clients for opening new wealth management accounts. This created a major problem, since increasing the staff headcount at such a short notice was ruled out. Without increasing the headcount however, it was not possible to deal with the 25% spike in demand in a timely manner, and Linda was worried that potential high-net value customers would approach other banks to open their accounts. This meant that the operational risks were high, and could lead to loss in reputation of the bank. With some account

values close to C\$20 Mn, the bank faced a potential risk of financial losses as they stood to lose significant account opening and trade fees that would be generated from these new accounts, putting overall profitability at risk.

In order to tackle this problem, Linda connected with Abhishek Batra, who headed Infosys BPM's offshore team. Linda mandated him with taking the necessary steps to deal with the additional unexpected demand without increasing the total number of support staff.

Levelling up for action

It was a challenging ask, and Abhishek and the entire Infosys BPM team working for the bank's operations huddled together with Linda for a brainstorming session.

Soon, they figured out that they could deal with the additional unexpected demand in two ways. The first step was to review and refine the existing processes, and the

second was to automate these processes as far as possible.

Approach summary



As part of the first step, Abhishek and his team de-prioritized the account maintenance sub-processes so that the resources from the maintenance side could be moved to the account onboarding process. With Linda's approval, Abhishek moved nearly 70% of the staff working on maintenance processes to work on onboarding queues. Also, through cross-training and right-staffing, he managed to further increase the staff coverage working on the various onboarding processes .

Then, the team conducted a thorough analysis of the existing processes that were being used, creating a value stream map to identify the value add and non-value-added (NVA) steps. As a result of this analysis, the team identified four NVAs in the upstream phase and two in the downstream phase. Thereafter, Abhishek collaborated with Linda and removed the two downstream NVAs, thereby positively impacting process efficiency.

Finally, Abhishek's team also worked towards automating processes as far as possible. The team managed to identify three steps that could be automated completely - one step within the processing phase and two within the audit phase. After conducting thorough feasibility checks, they then successfully completed the automation exercise.

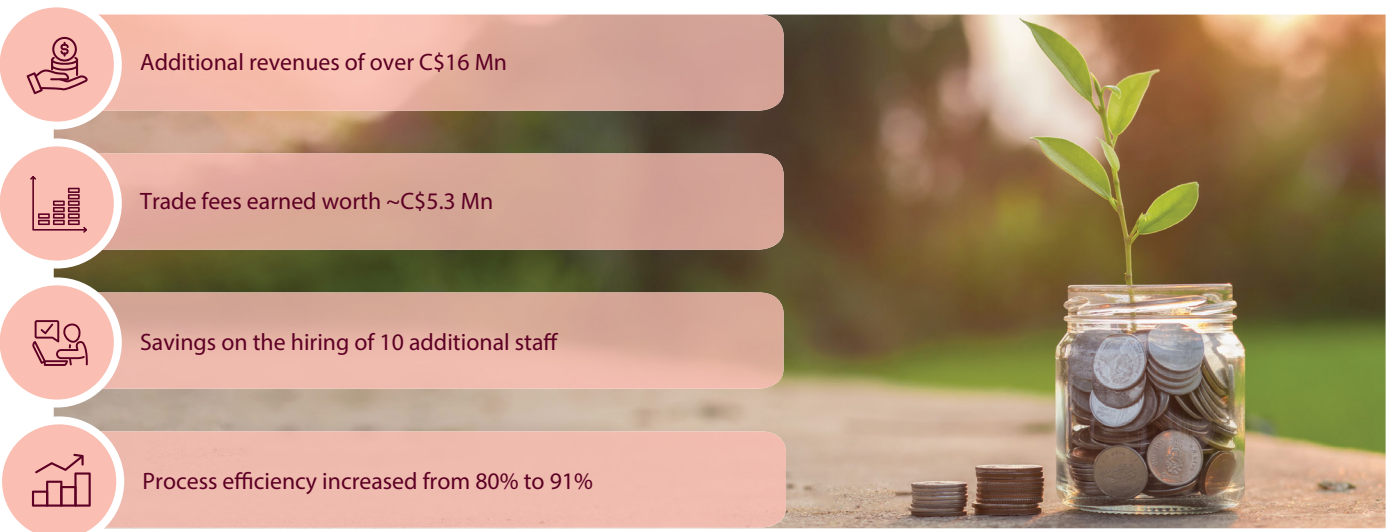
Coasting through the storm

Acting as a project Champion, Linda along with Abhishek refined the account onboarding processes, which helped increase the overall cycle efficiency from

80% to 91%. With this, not only were the operational personnel able to handle the unexpected increase in workload without facing any issues, the bank also saved on

the costs of 10 additional staff that would be otherwise needed.

Key benefits



The elimination of NVA steps also significantly streamlined the onboarding processes. As a result, the team was able to open over 118k accounts with a net worth of C\$797 Mn, on which the bank earned 2% revenue, to the tune of ~C\$16 Mn. Another source of revenue, the trade fee earned for

every transaction that was made through these accounts totaled ~\$C5.3 Mn.

The seemingly effortless handling of the surge in account openings did not go unnoticed. Linda received several accolades from senior management for the work done and being the project

champion, for which she gives full credit to Abhishek and his team. Even when the surge in demand went through the roof, their proactive steps to resolve the challenge helped the partnership and the bank to successfully navigate one of its busiest investment seasons ever.

**Names have been altered to preserve the identities of the people involved.*

For more information, contact infosysbpm@infosys.com



© 2023 Infosys Limited, Bengaluru, India. All Rights Reserved. Infosys believes the information in this document is accurate as of its publication date; such information is subject to change without notice. Infosys acknowledges the proprietary rights of other companies to the trademarks, product names and such other intellectual property rights mentioned in this document. Except as expressly permitted, neither this documentation nor any part of it may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, printing, photocopying, recording or otherwise, without the prior permission of Infosys Limited and/ or any named intellectual property rights holders under this document.