



A NEW **APPROACH**  
TO RETAIL BANKING  
OPERATIONS



## RETAIL BANKING THE MARKET OUTLOOK

---

The banking industry is facing complex and dynamic challenges. The industry is aware of the need to implement change in order to adapt to this era of declining revenue.

However, the banks will need to go beyond 'cosmetic' changes and focus on redesigning of operating models and build efficiencies to deliver better customer experience.

# TRENDS DRIVING TRANSFORMATION IN RETAIL BANKING

## **Customer**

**Empowerment:** focus on delivering excellent Customer Experiences (CXs) as market differentiators

## **Omni-channel Mates**

**with Strategy:** deploy a complex blend of communications and collaboration technologies in order to stay relevant, competitive, and profitable

## **Voice of the Customer**

**(VOC):** uncover issues that cause unsatisfactory CXs or discover ideas that improve them

## **Self Service:**

welcome the increased productivity and decreased cost associated with the automation of functions

## **Regulatory**

**Compliance:** meeting regulatory expectations from both micro- as well as macro-prudential perspectives

## **Reducing the High**

**Cost to Income Ratio:** getting it right can deliver an improved customer experience, structurally lower cost and reduced levels of operational risk

## **Process Automation:**

greater efficiency and reliability. Balance automation with the human touch. Artificial intelligence (AI) and natural language processing (NLP)

## **Predictive Capabilities:**

for preventing risk, improving collections and preventing bad debt

**At HCL, we believe that only a long-term transformation strategy can lay the groundwork for the future and drive excellence, while controlling costs, maximizing capacity, and ensuring scalability.**



## A ROBUST PORTFOLIO - OUR RETAIL BANKING CREDENTIALS

---

We possess in-depth experience in providing end-to-end services across retail banking product lines, while performing complex activities such as underwriting, dispute resolution, and chargebacks for cards and lending products. Moreover, our centers of excellence (CoE) focus on niche areas, including recoveries, collections, compliance, and analytics.



### CURRENT ACCOUNTS, SAVINGS ACCOUNTS, FIXED DEPOSITS, ISAS

- Customer Acquisition
- Account Opening
- Account Maintenance
- Transaction processing
- Payments processing

### SHARED SERVICES

- KYC/AML including sanctions
- Reconciliations
- Customer Service
- Fraud operations
- Accounts Payables, Receivables
- Remediation processes
- Analytics

### LOANS (UNSECURED, SECURED)

- Loan Acquisition
- Processing and Underwriting
- Loan Closing
- Loan File Set up
- Loan Administration
- Default Management

### CARDS

- Account Acquisition
- Application Processing
- Credit Appraisal
- Card Issuance
- Customer Fulfillment
- Collections and Recoveries
- Dispute Processing

**6000+ employees engaged in day-to-day hands on operations delivery roles for banking and financial services customers**





## ADDITIONAL LINES OF BUSINESS WITHIN THE RETAIL BANKING SPECTRUM

Receivables Management Services	Know Your Customer (KYC) Solution
HCL actions proactive measures to ensure high collection rates	HCL has a dedicated CoE for governance, risk, and compliance, including KYC and AML services
Our analytics-driven approach helps clients focus on developing treatment strategies for shorter decision-making cycles, reinforced marketing insights and increased collection efficiencies	Resources across business process operations covering KYC and AML Transactions
	Process modelling and implementing end-to-end processes
Robust end-to-end process execution	Proprietary and third-party workflows/case management tools
Pre-delinquency for controlling exposure to high-risk customers	Interfacing with external data providers critical to run KYC/AML operations like the European Union (EU), HM Treasury, OFAC, OSFI, SEC, World Check, Factiva-Dow Jones, other internal watch-lists, of banks
Collection effectiveness via improved analytics, tracing SKIP customers, operational rigor and discipline	Classroom- and computer-based training capability for KYC/AML operations analysts
Recalibrated recovery management	Lean and Six Sigma for process efficiency and agent productivity

# OUR DIFFERENTIATORS



Deep domain expertise



Platform-agnostic BPM solutions - HCL Toscana© and HCL RPA Solution



Enterprise-wide platforms – Strategic partnership with CSC to offer Sovereign – enterprise platform-based BPO solution



Platform-based solutions for KYC/AML, receivables management, and banking analytics



Integrated Global Delivery Model – Location-independent processing



Multichannel operations support – the Web, email, voice (inbound and outbound), chat



Dedicated governance, risk, and compliance CoE



Customized deal structuring and pricing models



Capex to opex cost structure



Operational and productivity improvement



Process standardization and real-time visibility

**With years of experience in servicing various banking clients across the world, HCL has developed an astute understanding of multi-locational business practices as well as an appreciation of the cultural context of our customers.**

# INNOVATION IN ACTION – OUR SUCCESS STORY

---







Our client had a goal to drastically reduce operational costs, deliver and manage its key products effectively and efficiently. It was also their objective to optimize overall costs to ensure business continuity and growth.

Five external suppliers were responsible for various operational components. With two mailrooms at different locations, and seven delivery locations, the bank was unable to achieve structural control with dissonant vendor co-ordination.

HCL transitioned all the activities — mailroom, back office, and contact center — within a mere four months.

Go-live was a successful big bang approach (switch off, switch on). HCL was able to achieve 'BAU' status in less than 45 days from go-live across all the locations.

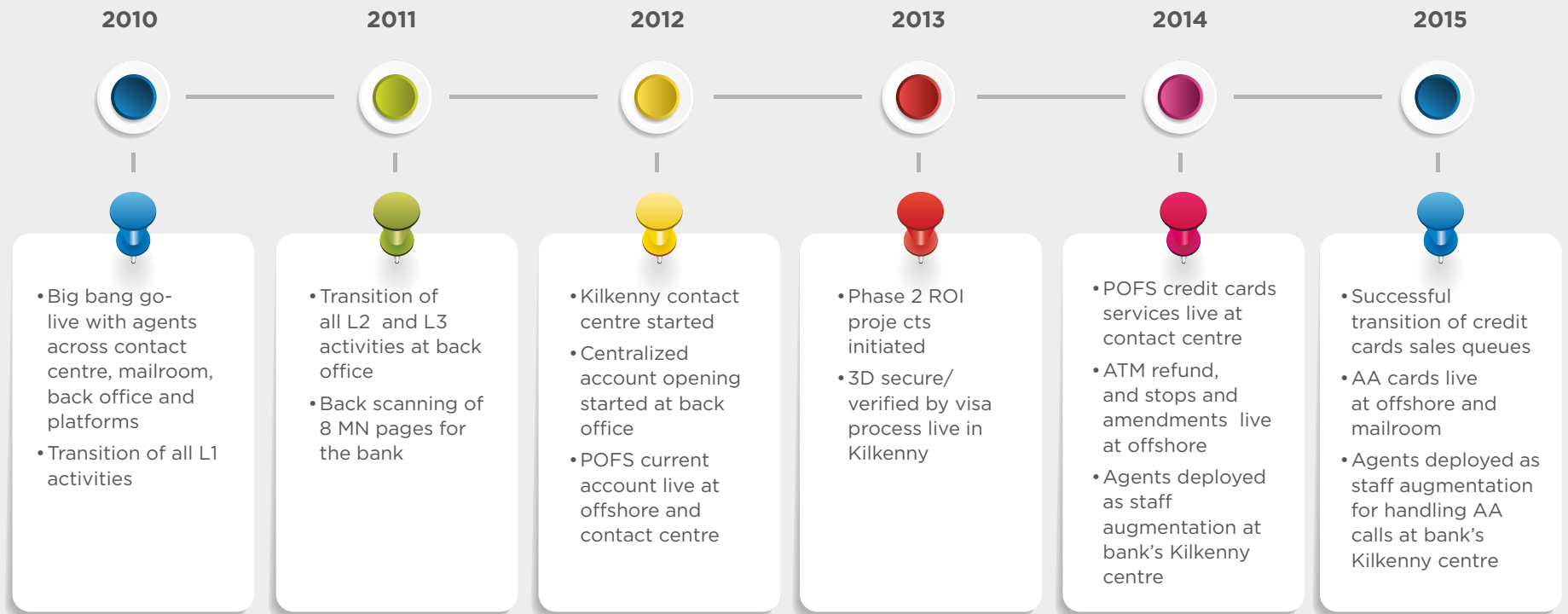


# HOW HCL OVERCAME THE TRANSITION CHALLENGES.

Business Challenges		Know Your Customer (KYC) Solution:	
<b>Technology/ Workflow Imaging Platform</b>			
<ul style="list-style-type: none"> <li>• Replace Legacy Platform within 8 weeks</li> <li>• Data Migration</li> <li>• Establish connectivity within 8 weeks</li> <li>• Business continuity from Day 1</li> </ul>	<ul style="list-style-type: none"> <li>• Customized workflow platform developed in 6 weeks</li> <li>• 36 million customer records migrated in 3 weeks</li> <li>• 3 countries, 6 locations connected in 7 weeks</li> </ul>		
<b>People</b>			
<ul style="list-style-type: none"> <li>• Hire, TUPE &amp; Train 700+ staff within 8 weeks in 3 countries</li> <li>• Staff transfer from existing vendor</li> <li>• Business continuity from Day 1</li> </ul>	<ul style="list-style-type: none"> <li>• 150 staff transferred from existing supplier</li> <li>• Internal resourcing</li> <li>• Contracted HR agencies</li> </ul>		
<b>Process / Model</b>			
<ul style="list-style-type: none"> <li>• Big Bang / No Parallel Run</li> <li>• Multiple delivery locations</li> <li>• Transition from Multiple vendors</li> <li>• Transfer knowledge from vendor</li> </ul>	<ul style="list-style-type: none"> <li>• Soft Launch</li> <li>• Set up Processing Center, Back office &amp; Contact center in 4 weeks</li> <li>• Back office Infrastructure ready in 4 weeks</li> <li>• SOP created</li> </ul>		



# THE JOURNEY



LANDSCAPE		PRE HCL	POST HCL	BENEFITS DELIVERED
Supplier Partners	5		1	<b>CSAT</b> moved to top five in UK (financial services) Cycle Time From <b>96 hr</b> to <b>24 hr</b> 100% Accuracy <b>12%</b> Rejection Rate → <b>4%</b>
Contact Centres	3		1	
Mailrooms	2		1	
Systems	Multiple interactions Six disparate systems Lack of consolidated customer view Inconsistent service		HCL's BPMS Single 360 customer view	
Archives	Two external client archives		HCL managed centralized archive	
		WORKFLOW CONSOLIDATION	DIGITIZATION	PROCESS HARMONIZATION

# DRIVING TANGIBLE OUTCOMES - BENEFITS & IMPACTS

---

Our approach helped us drive quantifiable operational efficiencies, reducing FTE by up to 46%, while bolstering business volumes by 300%

**50%**

reduction in cycle time for account creation via outbound call and SMS/Email alert for AML failed customers

**90%**

reduction in customer complaints via customer correspondence and workflow integration

**350K**

GBP savings and paper processing elimination via core banking application

**779K**

GBP savings and paper processing elimination via GB accounts activation

**446K**

GBP savings and paper processing elimination with automation of account closure process

**311K**

GBP savings and paper processing elimination via Toscana©-led letter generation process





www.hcltech.com

**Hello there! I am an Ideapreneur.** I believe that sustainable business outcomes are driven by relationships nurtured through values like trust, transparency and flexibility. I respect the contract, but believe in going beyond through collaboration, applied innovation and new generation partnership models that put your interest above everything else. Right now 110,000 Ideapreneurs are in a Relationship Beyond the Contract™ with 500 customers in 31 countries. **How can I help you?**

*Relationship*™  
BEYOND THE CONTRACT

**HCL**