

ProMazo Consulting Case Study - Digital Transformation for DeltaBank's Retail Banking Unit Using Jira

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Executive Summary

What? This proposal is an attempt to identify and analyze the strategic moves required to facilitate the digital transformation of the current management system of DeltaBank's retail banking unit into a robust management platform based on Jira - an issue tracking and project management software that bridges gaps among cross-functional teams and helps deliver service experiences quickly.

Why? Amid failure of small U.S. banks (e.g. Silicon Valley Bank, Signature Bank, and First Republic Bank), fears for rising interest rates (5.33% as of August 14, 2023 according to FRED), and the looming recession, individual investors might steer away from regular retail banking, such as making low-interest savings and applying for loans (i.e. incurring long-term debt). Given the current economic outlook, these individuals might prefer interacting with larger banks or making long-term investments that are more robust to rising interest rates and potential recession. Thus, a regional bank specialized in retail banking (i.e. DeltaBank) needs to acquire and retain customers by distinguishing itself from competitors with high efficiency and optimal user experience. The management platform based on Jira recommended in this proposal promises to bring visibility and efficiency into processes and tasks of DeltaBank's retail banking unit, thereby improving customer satisfaction and injecting confidence into its existing and potential customers.



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How? This proposal seeks to identify the fundamental business processes and core interactions seen in a retail banking unit, propose a Jira-based management platform for DeltaBank's retail banking unit to manage the identified core interactions via *Jira Software* and *Jira Service Management* (plus its integrations and extensions), as well as explain why Jira can tackle inefficiencies within those processes.

Overview of the Fundamental Process in a Retail Banking Unit

Before analyzing how Jira can be utilized to help implement the new system, one should realize that it is necessary to understand the fundamental business process in a retail banking unit, as shown below:

- (1) ***Account Opening***: Manage the process of opening new accounts for customers, including verifying identity, collect required documents, and set up account services.
- (2) ***Deposits and Withdrawals***: Manage transactions related to deposits, withdrawals, and transfers between accounts.
- (3) ***Loans and Credit***: Process loan applications, evaluate creditworthiness, and manage loan disbursements and repayments.
- (4) ***Transactions and Data Security Monitoring***: Facilitate various types of payments (such as bill payments, fund transfers, and foreign exchange transactions) and prevent fraudulent activities (such as unauthorized transactions and identity theft).
- (5) ***Customer Relationship Management (CRM)***: Handle customer inquiries, manage customer interactions, maintain customer records, and analyze data to improve customer experiences.

Process Flow Development for 3 Pivotal Process

DeltaBank's development of the new Jira-based management system should focus on a few core interactions. Having understood the fundamental business process above, one can identify the flow and steps for 3 pivotal processes, because they are essential to boosting efficiency and improving customer experience:

- (1) Steps for Account Opening:
 - ***Information Collection***: Bank collects customer's details and chosen account type.
 - ***Verification***: Customer's ID and documents are verified.
 - ***Application***: Customer fills out an account application form.
 - ***Approval***: Account is reviewed and approved. Bank assigns an account number.
 - ***Activation***: Customer makes an initial deposit and account becomes operational.
 - ***Tools & Education***: Customer receives usage guidelines to understand account features

(2) Steps for Transactions and Data Security Monitoring:

- **Transaction Capture**: Gather data on fund transfers or transactions.
- **Pattern Analysis**: Use algorithms to detect unusual patterns.
- **Flagging**: Identify potentially fraudulent activities.
- **Alert Generation**: Generate alerts for review by analysts and notify affected customers and / or institutions
- **Decision**: Determine if the activity is fraudulent based on customer feedback
- **Blocking**: Temporarily freeze suspicious transactions based on customer feedback.
- **Reporting**: Document findings and actions taken.
- **Adaptation**: Continuously train the fraud detection machine learning model to increase accuracy.

(3) Steps for Customer Relationship Management (CRM):

- **Data Analysis**: Understand customer preferences and behavior.
- **Personalization**: Tailor interactions and offerings via targeted messaging and newsletter.
- **Feedback Collection**: Gather customer opinions and feedback.
- **Issue Resolution**: Address concerns and solve problems.

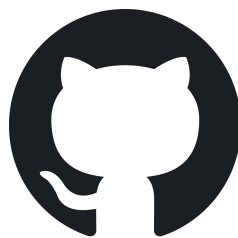
Jira Customization

Jira Software and *Jira Service Management* (with its integrations and extensions) can be used to enhance the effectiveness in the process identified above.

In the processes of Account Opening, the major features required are *Jira Service Management* and its integration with database management systems (DBMS). The customer data & information collected can be passed from the Jira-based management platform and stored in database management systems, such as *PostgreSQL* or *MySQL*, to help DeltaBank's retail banking unit manage copious customer records and enable extraction for potential data analysis. Additionally, with the help of *Jira Service Management*, the information collected can be passed between individuals and teams (such as legal team and data team) to assist the verification, analysis, and decision-making process.



In the processes of Transactions and Data Security Monitoring, the necessary features are *Jira Software*, *Jira Service Management*, and their integration with source control systems. Similar to the data collection process above, the transaction captured in this process is stored in DBMS linked to DeltaBank's platform. What makes this process different is that it requires the development of an automated pipeline that pulls data for analysis, alerts affected parties if suspicious activities are detected, and blocks transactions if authorized by affected customers. In order to implement this pipeline, DeltaBank's IT, data, and development teams must first develop the algorithms & code in *Jira Software* using Scrum and Kanban boards; meanwhile, other teams can also access the content in read-only mode for visibility. Then, the source code is stored in source control systems, such as *GitHub*, and linked to *Jira Service Management*. The code automates the flow of pulling data, analyzing data, flagging suspicious transactions, alerting affected customers, and reporting inaccuracies. Any inefficiencies or inaccuracies reported by the platform users or customers are created as tasks and fed back to the product backlog in *Jira Software*, where IT, data, and development teams can fix bugs, modify code, re-train models, make updates, and improve the pipeline's performance.



In the process of Customer Relationship Management (CRM), the main features needed are *Jira Service Management's customer portal* and its integration with communication tools. The personalization via data analysis can be done with a similar pipeline as that mentioned above. As for feedback collection, DeltaBank's retail banking unit can leverage the *customer portal* offered by *Jira Service Management* to receive customer inquiries and concerns. Moreover, *Jira Service Management's* integration with communication tools, including *Zoom*, *Slack*, and *Microsoft*

Teams, allows customers to talk to DeltaBank's customer service in real time or schedule virtual meetings regarding their personal finance. And of course, customer feedback can also be sent as requests to other teams, or tasks to development teams working with *Jira Software*. This enables DeltaBank's retail banking unit to centralize customer interactions and respond promptly regardless of the channel.



Previous Example

Smaller / regional banks have had plenty of successes in the digital transformation of their existing management tool into a Jira-based management platform. For example, in 2010, *BforBank* (Crédit Agricole's online bank) partnered with Jira to launch a management tool to manage incidents, development, assets and customer support requests.

The tool is used across projects (from web developments to data warehouse projects) to bridge the IT and business team. While Jira is mainly used by IT teams on a day-to-day basis, the software is employed as a cross-functional tool for request handling, with business teams able to track the progress of their requests in read-only mode for better visibility. According to Anthony G., an application integrator for BforBank, his teams “remain convinced of the tool's benefits, and have enhanced these with numerous add-ons to help BforBank reach its goal of long-term scalability.”



Conclusion / Recommendations

Leveraging Jira can reveal and address bottlenecks in Account Opening, Transactions and Data Security Monitoring, and Customer Relationship Management, as *Jira Software* will provide a centralized platform for DeltaBank's Retail Banking Unit to allow cross-functional communication, help real-time collaboration, track and manage tasks, and enable quicker issue identification & solution.

More importantly, with *Jira Service Management* and its integration with database management systems (such as PostgreSQL and MySQL) and source control systems (like GitHub), connectivity with communication tools (such as Zoom and Slack), and customizable workflows via automated pipelines, the new platform can store large amount of data for potential analysis, react quickly to customer feedback, and expedite decision-making. This enhances data-driven insights, transparency, and accountability, thereby fostering a proactive approach to tackling inefficiencies and improving customer experience for the core interactions in DeltaBank's Retail Banking Unit.