Paperless CRM and BPM:

Better Together for Treasury Management Onboarding

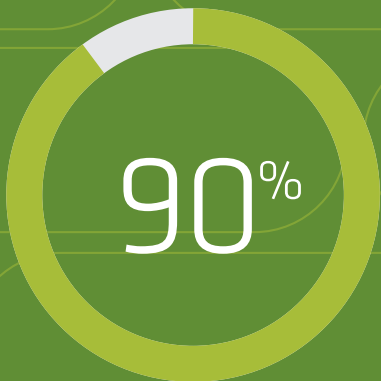**DELUXE** | Treasury Management Solutions

75%
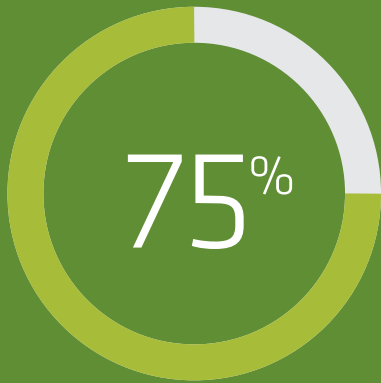
of new treasury implementations experience avoidable issues

Lost documents impact one-out-of-three customers during the treasury onboarding process

90%

of institutions could accelerate revenue by reducing implementation timeframes

The treasury onboarding process at most financial institutions has plenty of room for improvement:

A growing number of financial institutions are taking these sobering statistics from Novantas to heart and are rethinking their onboarding process, says Joe Pitzo, vice president, solution management for Deluxe.

"The treasury management onboarding process influences the impression customers have of a financial institution," Pitzo warns. "Financial institutions should not want the first impression that customers have of them to be based on the information they have to collect or the forms they have to fill out themselves."

The stakes are rising for financial institutions to get their onboarding process right: **68 percent of corporate customers would switch banks for a better treasury onboarding experience, Novantas reports.**

More financial institutions are discovering that the solution to these challenges is automating the treasury onboarding process with a combination of customer relationship management (CRM) and business process management (BPM) solutions. These technologies connect people and content throughout the treasury onboarding process to eliminate manual steps, improve visibility, and speed turnaround.

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A lack of visibility

Once a customer need is identified, the financial institution's sales team generates agreements and set-up forms for each product. Agreements are typically printed, presented in-person to the client and physically signed. Completed set-up forms are distributed to the implementation team for each product or service. After an implementation team reviews the set-up forms, they are validated by the financial institution's operations team, which arranges training and customer activation (billing and document archival).

Each step in the process described above is paper-intensive and creates opportunities for redundant data, missing documentation, delays in receiving documents, keying errors, compliance risks, longer cycle times, customer and internal stakeholder dissatisfaction, and lost or delayed revenue.

"The treasury onboarding process at most financial institutions requires too much paper," Pitzo says. He recalls that the documents required by one bank to onboard a large corporate customer covered an entire board room table, and required the customer to sign or initial 80 documents. Incredibly, the financial institution later discovered that several documents were missing that required customer signatures.

Pitzo adds that antiquated treasury onboarding process at one financial institution required certain information to be entered 25 times. Entering information this many times opens the door to keying errors that result in inconsistent data across the treasury onboarding process, he explains.

The biggest problem with the treasury onboarding processes at most institutions is the lack of internal and external visibility into the status of the implementation, and any outstanding documents," Pitzo says

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Fragmented systems

Making matters worse are the staggering number of disparate legacy systems involved in the treasury onboarding process. "The treasury onboarding process may seem straightforward, but there are a lot of moving parts and disparate systems that create a significant amount of complexity," Pitzo says.

The typical financial institution has between 5 and 14 back-end systems supporting its treasury onboarding process, including a customer portal, various line-of-business systems, and a billing system. "These systems must be integrated for the treasury onboarding process to work effectively," Pitzo says. "In many cases, financial institutions use home-grown technology to tie these systems together."

The problem is that most of the information that financial institutions collect from customers never makes it into their back-end systems that support the treasury onboarding process. Information resides as e-mails, Excel spreadsheets or images stored on the laptops of bank personnel, or in file sharing solutions.

More financial institutions are using CRM systems to store information collected from customers, and to update the status of an implementation. Gartner notes that CRM solutions provide capabilities such as:

- **Cash management and problem resolution**
- **Knowledge management**
- **Real-time decision support**

> **"Automating treasury onboarding with CRM solutions requires a significant upfront and ongoing development effort,"** Pitzo notes.

- **Integrated e-mail, chat, and online collaboration**
- **Multisource search optimization**
- **Adaptive business rules engine**
- **Enterprise feedback management**

But Gartner warns that there are significant downsides to building functionality within a CRM environment to support business applications such as treasury management onboarding:

- **CRM solutions lack strong workflow capabilities**
- **Business users are often surprised at the degree of development effort required to achieve a solution with the workflows and base capabilities that they need**
- **The learning curve for achieving competence in configuring and customizing CRM solutions is long**
- **There is a lack of strong partners for users that want to "plug" BPM functionality gaps**
- **Change requests typically require the involvement of the IT department**

"Automating treasury onboarding with CRM solutions requires a significant upfront and ongoing development effort that few financial institutions are able to support," Pitzo concludes.

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CRM and BPM together

This is where BPM solutions come in. Using a BPM solution in conjunction with a CRM platform enables financial institutions to better manage the content required to onboard treasury customers, without the significant development lead-time and effort required to build this functionality into a CRM platform.
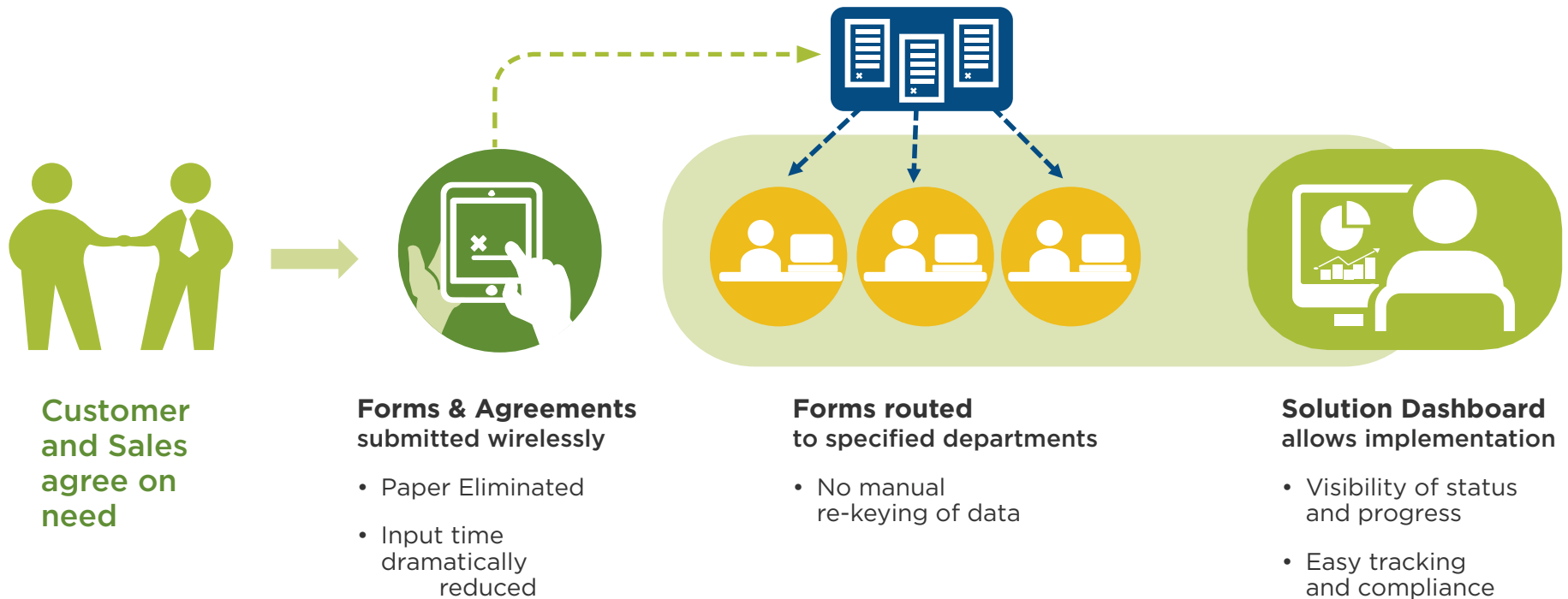
BPM solutions use smart forms to capture and validate information from customers. Templates speed the generation of forms. "What better way than self-service online forms to let customers initiate the treasury onboarding process?" Pitzo says. BPM solutions also provide customers with multiple channels for signing documents: online, tablets, and physical paper that is sent via e-mail or mailed and scanned by the financial institution. "Electronic signatures are a must-have for treasury onboarding," Pitzo explains. Customers and internal stakeholders are automatically notified of events and status changes. Follow-up messages to customers also can be automatically scheduled and transmitted. And online dashboards display the real-time status of an implementation, like the tools offered by package delivery companies or national pizza delivery chains. Customers and internal stakeholders also can instantly view all documents related to a treasury implementation online, at any time using a PC, laptop, smartphone, or tablet.

Leading BPM solutions make all this possible through out-of-the-box integration with internal systems such as CRM solutions, e-mail servers, and document archival platforms, and external applications for customer request submission, electronic signatures, customer file upload, event-driven, template-based customer notifications, and real-time implementation status visibility. Some BPM solutions also provide hundreds of purpose-built features and functions for capturing data and documents, workflow automation, online access to content for internal stakeholders and customers, interfaces for quickly changing workflows and integration points using point-and-click functionality as business requirements change.

> "What better way than self-service online forms to let customers initiate the treasury onboarding process?" Pitzo notes.

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The result

Implementing a paperless treasury management onboarding platform, that incorporates CRM and BPM solutions, allows for wireless submission of agreements, forms are electronically routed to specified departments, a solution dashboard drives the implementation process, customers and internal stakeholders have visibility into the implementation status and progress, and information is tracked and controlled.

Customer and Sales agree on need

Forms & Agreements submitted wirelessly

- Paper Eliminated

- Input time dramatically reduced

Forms routed to specified departments

- No manual re-keying of data

Solution Dashboard allows implementation

- Visibility of status and progress

- Easy tracking and compliance

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The benefits

Implementing CRM and BPM solutions together for treasury onboarding connects people and content throughout the process and reduces the manual steps of preparing and delivering documents, validating documentation, tracking exceptions, and ensuring that customer signatures are present, Pitzo says.

He says that using CRM and BPM together for treasury onboarding is helping financial institutions:

• **Reduce sales data entry by more than 25 percent**
• **Decrease manual follow-up activities by 80 percent**
• **Reduce manual onboarding tasks by 50 percent**
• **Increase process efficiency by 35 percent**

Automating these tasks frees financial institution staff to focus more time on generating revenue.

What's more, using CRM and BPM solutions together for treasury onboarding ensures that customers and stakeholders have access to the most up-to-date information. "Manual spreadsheets are out-of-date as soon as they are created," Pitzo explains. Customers can generate status reports from an online portal or mobile device. All this frees staff to focus more time on value-added activities that generate revenue.

BPM solutions also enable financial institutions to rapidly develop and deploy a treasury onboarding solution without the need for custom development. "Most financial institutions that deploy a BPM solution as part of their treasury onboarding

solution require no development whatsoever," Pitzo explains. He describes BPM technology as a 'win-win' for financial institutions: it provides institutions with pre-packaged capabilities, and the ability to easily custom workflows and integrations as needs change.

How to get started

To achieve the full benefits of using BPM and CRM technology together for treasury onboarding, Pitzo recommends that financial institutions start by tapping the expertise of partners who have successfully leveraged the technologies to automate treasury onboarding. "Financial institutions should have a fresh set of eyes review their treasury onboarding process," Pitzo recommends. Financial institutions also should solicit feedback on their treasury onboarding process from customers. Financial institutions should evaluate their current tools for onboarding customers to look for opportunities to replace outdated solutions or consolidate technologies. "Some financial institutions use multiple databases for treasury onboarding that can be eliminated," Pitzo says. Financial institutions should also develop a roadmap for fully automating the treasury onboarding process. "Don't try to do everything on Day 1. But don't settle for fringe benefits," Pitzo says. "Map out where your financial institution wants to be." Finally, periodically survey customers and stakeholders to gauge the progress of your automation efforts.

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Conclusion

The treasury management onboarding process at most financial institutions costs too much, results in too many errors, takes too long, provides inadequate visibility, creates compliance risks, and puts customer relationships at risk. Keen on improving the customer experience, more financial institutions are automating the treasury management onboarding process with CRM solutions. On their own, CRM solutions require too much upfront and ongoing development effort to effectively automate the treasury management onboarding process. But using CRM and BPM solutions together connects people and content across the treasury management onboarding process to eliminate manual tasks, improve visibility and control, and accelerate cycle times and time-to-revenue —all without an onerous development burden.

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