

## DRIVING GROWTH

## TREASURY MANAGEMENT INSIGHT

Banks compete and thrive on relationships. Increasingly, a robust suite of treasury management products is essential to success.

### THE BOTTOM LINE

### OUR TREASURY MANAGEMENT INSIGHT PINPOINTS YOUR BANK'S BEST OPPORTUNITIES to:

ENABLE YOUR SALES PROCESS to ENHANCE REVENUE and GAIN MARKET SHARE

IMPROVE FEE INCOME and DIVERSIFY REVENUE

DEVELOP an OPERATING MODEL ALIGNED to STRATEGIC OBJECTIVES

IDENTIFY INEFFICIENCIES in ONBOARDING and CLIENT SERVICING

West Monroe Partners empowers organizations to establish Treasury Management as a source of differentiation and competitive advantage.

Financial Institutions are focused on optimizing their Treasury Management operating models, a critical line of business, in order to deliver best-of-breed cash management products and services. Consider:

- ◆ Is your bank diversifying revenue effectively in a challenging interest rate environment?
- ◆ Are you using treasury management products as a competitive advantage?
- ◆ Are you cross-selling treasury management products effectively to serve the entire commercial relationship?
- ◆ Is your bank positioned competitively in its target markets?
- ◆ Do product implementations differentiate customer experience and accelerate revenue?
- ◆ Does your commercial online banking presence offer the right tools and features for success?

### Don't overlook opportunities

Commercial customers of all sizes expect and need treasury management solutions to operate efficiently and profitably. Many banks, however, overlook opportunities to use such products to capture additional non-interest income and increase customer loyalty.

With broad banking and treasury management expertise, we can help assess, design, and implement solutions that improve performance.

### Targeted opportunities in four areas

Treasury Management Insight combines data analysis, on-site discovery, and assessment to provide recommendations for improving financial and operational performance in four areas:

- ◆ Operating model strategy - establish a leading operating model to align goals, processes, technologies, and, responsibilities with strategic objectives
- ◆ Sales and revenue - develop, track, and, manage profitable treasury management relationships
- ◆ Product management - understand competitive product and pricing to improve current product penetration in the commercial portfolio
- ◆ Service delivery - optimize existing technology and identify new technologies and processes that can improve efficiency and establish treasury operations as a source of competitive advantage

### Focused analysis and prioritized opportunities

Banks large and small can benefit from refining their treasury management operations. For example, our clients have realized profitable growth and market share gains, as well as measurable improvements to internal operations and customer service.

Is treasury management contributing to your bottom line and client service? Our assessment evaluates the key aspects of a successful line of business and defines priorities for improving performance and competitive advantage.

# DISTINGUISHED TREASURY MANAGEMENT SERVICES CAN DO MORE THAN DIFFERENTIATE A BANK.

## Cohesive Implementation and Service Model for Large, Multi-Region Bank

A large commercial bank with over \$1 trillion in assets looked to West Monroe Partners to lead an operating model assessment aimed at increasing customer satisfaction while remaining cost neutral, improving internal efficiency, and increasing revenue.

We worked with our client to align Implementation and Servicing core competencies into a hub and spoke global support model which includes supporting international customers, and delivered a change management plan that facilitated the change in order to mitigate the risk to the internal organization and customers.

The outcome achieved is an organization aligned to improving the customer experience – by positioning people, processes, and technology in the most strategic way to implement cash management products and services efficiently, to succeed with Service Level Agreements, with measurable effectiveness.

## Onboarding Model Optimization for a Regional Bank

A regional bank with \$120 billion in assets and over \$70M in new Treasury Management fee income on-boarded annually, redefined its current process flows and systems involved from the initial client contact through implementation and training, in order to automate workflows for better collaboration across cross-functional teams.

Over 40 internal opportunities were prioritized to improve time to revenue; including overall decrease in the time needed to on-board a new treasury management customer/product. A capacity management model was used to identify true implementation resource needs.

The project resulted in establishing solutions to identify accountability throughout the implementation process through metrics, SLA's and incentives. The organization experienced:

- ◆ **20%** decrease in overall processing time
- ◆ **1/3** of the efficiency was driven through internal measurement and accountability.

## Treasury Management Insight Diagnostic leads to target model and strategic roadmap

Our client, a \$950 million (assets) Commercial Bank sought to qualify annual revenue by undertaking an assessment of current Treasury Management operations, to identify, develop, and execute specific strategic initiatives. West Monroe Partners brought a Treasury Management Center of Excellence approach to provide subject-matter expertise, collaborating with the bank to:

- ◆ Quantify the dataset for revenue management and collection strategies
- ◆ Review product adoption based on customer penetration and segmentation
- ◆ Implement servicing and reporting leading practices
- ◆ Establish a leading practice to evolve the Treasury Management operating model for aligning skills and goals with business

A comprehensive strategy was consolidated into a roadmap of strategic projects and a target operating model, for Board of Directors approval, to prioritize initiatives and detail contribution to revenue, resource investment and implementation timeline.