



INNOVATING WITH INFOSYS FINACLE

PREFACE



Innovation continues to be the leitmotif of the global banking industry. A perfect storm of rising customer expectations, increasing competitive pressures and stringent compliance demands is compelling more and more banks to pursue innovation for sustainable competitive advantage.

Against this background, I am increasingly enthused to see that many of our partners in the financial services industry are leveraging Finacle solutions to develop deeper connections with stakeholders, power continuous innovation, and accelerate growth in the digital world.

We instituted the Infosys Finacle Client Innovation Awards in 2014 to formally recognize

and felicitate our innovative partners. In this booklet, I am proud to present the winners of the 2015 edition of the Infosys Finacle Client Innovation Awards.

In 2015, we received an overwhelming response in the form of 104 nominations across 6 innovation categories. Each nomination was judged on the merits of the degree of innovation, complexity of the initiative, and benefits delivered. Every nomination is an affirmation of how our clients are embracing breakthrough innovations quickly to take advantage of global technology shifts and deliver differentiated products and services, based on their customers' unique requirements.



Infosys Finacle Client Innovation Awards

We found the entire process of inviting and compiling the nominations extremely insightful and inspiring. We hope you will also derive similar value when you read about the worthy winners of 2015 edition of the awards.



Anirban Dey (Andy)
President - Customers and Operations
EdgeVerve

PRODUCT INNOVATION



ICICI BANK FOR POCKETS

A unique digital wallet for the
mobile first generation

INNOVATION DRIVERS

The digital payments industry in India is poised for dramatic growth with multiple players, both banks and non-banks, competing in this space with new business models, partnerships and innovations. The rising demand for mobile friendly payment solutions is being led by the world's largest youthful population seeking a superior digital experience. Many in this segment are either unbanked or have nascent banking relationships.

ICICI Bank wanted to create a unique bank-agnostic proposition for this mobile first generation. In depth research done by ICICI Bank

revealed that the audience wanted a distinct always-connected banking experience that transcended traditional banking and delivered a range of tailor-made services addressing their needs. Pockets by ICICI Bank is a product specifically designed and developed for this audience.

INNOVATION HIGHLIGHTS

Pockets by ICICI Bank is a Digital Wallet that can be used by all banking consumers, including non-ICICI Bank customers. It incorporates a host of new technologies and enables funds transfer through WhatsApp, Google+, Facebook, email, mobile number, and NFC payments through





Tap n Pay. To achieve this, ICICI Bank leverages Finacle web services of Finacle multi-channel framework on the e-banking solution, IBM Worklight, IBM Websphere Application Server. Pockets is engineered to provide exceptional services like in-app chat and in-app authenticated calls to customers. It also has a vibrant user interface and offers a gamut of features/services like P2P transfer, mobile/DTH recharge, movie ticket booking, bill splitter, shopping deals and a lot more that the younger generation uses on a daily basis. It is the first digital wallet in India that can be used to shop online or at any retail store with the option of a physical card. Customers can also seamlessly

upgrade to a savings account and use their wallet user credentials to log in to internet banking services.

INNOVATION BENEFITS

Pockets by ICICI Bank is an innovation that disrupts traditional customer acquisition models in banking. Not only is the wallet creation instant i.e. without documentation, the option to upgrade to a full service savings account is a novel concept for the industry. Within 6 months of launch, the app had been downloaded by more than 2 million customers, 70% of whom were new to the bank.



PRODUCT INNOVATION

RUNNERS-UP

PUNJAB NATIONAL BANK FOR PNB SAKSHAM

A deposit product that offers periodic payouts to enable regular income

INNOVATION DRIVERS

This innovation was driven by the need to meet the regular payout needs of some segments of depositors, like retirees who might want to make a lump sum deposit of their retirement dues for monthly payouts to deal with their expenses, or NRIs who might need to enable monthly payouts to designated beneficiaries in India. This also serves the customer segment of farmers who may deposit proceeds of their produce in lump sum and like to draw monthly pay out for meeting their day to day expenses. Citizens who have disposed of their movable/ immovable property and want to get monthly pay out for their livelihood by depositing the sale proceeds can also take advantage of this product,

Punjab National Bank leveraged the rules driven flexibility of Finacle core banking solution to configure products that cater to the growing needs of diverse customer segments.

INNOVATION HIGHLIGHTS

The PNB Saksham scheme allows customers to deposit lump sum amounts for specific periods, anywhere between 12 and 120 months. The bank then makes monthly payouts, consisting of interest plus part of principal, to the designated beneficiaries. The bank has also launched variants with a payout moratorium of 3 months or multiples thereof subject to a maximum of 9 years after the date of deposit.



INNOVATION BENEFITS

Punjab National Bank has been able to target the specific needs of a customer segment with annuity based product. PNB SAKSHAM product takes care of the recurring financial needs of the depositors over and above the interest income accrued on term deposit by way of regular monthly payout consisting of interest plus part of principal.

PRODUCT INNOVATION

RUNNERS-UP

SAMPATH BANK

FOR SAMPATH CARDLESS CASH

A product that enables ATM cash withdrawal without an ATM card

INNOVATION DRIVERS

All ATM transactions go through a two-step process of identifying the customer by an ATM card and then authenticating the customer by a Personal Identification Number (PIN). Sampath Bank wanted to create a solution that would allow customers to perform ATM transactions in an emergency even without their ATM cards. Sampath Cardless Cash was the result.

INNOVATION HIGHLIGHTS

The cardless cash system is implemented on the existing ATM system and uses the same level of PIN security as a normal card transaction. PIN

processing is done on the Encrypted Pin Pad (EPP) of the ATM and with Triple DES encryption, just as in regular card transactions. Once the customer has been authenticated, the process is then handed over to the transaction module where it is processed as any ordinary ATM transaction.

INNOVATION BENEFITS

The new service has found a significant level of acceptance among customers with cardless cash transactions accounting for over 2% of all daily withdrawals. Customers have also voiced their appreciation of the service on various social platforms.



CHANNEL / DISTRIBUTION INNOVATION



STANDARD BANK FOR SMART APP

A smartphone app to deliver
smart digital experiences

INNOVATION DRIVERS

Standard Bank wanted to initiate their digital journey in Africa by launching a cross platform smart app in Namibia. The objective was to deploy a smartphone app for Android and IOS devices across multiple African countries with a Finacle footprint providing a consistent, convenient and fun customer experience. The multichannel architecture developed and deployed for this initiative would also be the foundation for all future digital initiatives in the region. One of the key requirements of the solution was seamless integration with the Finacle suite so that all multichannel services and functionalities could be leveraged.

INNOVATION HIGHLIGHTS

The "Smart App" solution was built in Finacle e-banking solution with Finacle as the core banking system. The highlight of this initiative was the introduction of multichannel architecture and its successful integration into Finacle multichannel services using the SOA model.





INNOVATION BENEFITS

The extraction of all Finacle e-Banking functionalities into an external channel through Finacle multichannel framework delivered several business benefits. It allowed for a single code base across multiple countries with centralized domain knowledge and consolidated testing efforts allowing for rapid agile deployment to various countries in terms of product and functionality. The global centralized architecture also enabled Standard Bank to create a single app for multiple markets with added benefits like a single Digital ID across different smart devices such as the Apple Smart Watch.

As a result, customers in remote locations can now leverage all functionalities via the Smart App.

The Smart App solution developed for Namibia was the first milestone in Standard Bank's digital journey for their African business, which includes 15 other nations. It is estimated that the bank could completely recoup its investments in the Namibia implementation by migrating just 10% of current branch based transactions to the Smart App.



CHANNEL / DISTRIBUTION INNOVATION



WINNER

ICICI BANK FOR TWITTER BANKING

The first bank in Asia and the second in the world to offer transactional banking services on Twitter

INNOVATION BENEFITS

ICICI Bank has always been a pioneer in using path-breaking, innovative technology to reach out to their customers. In 2013, the bank introduced the world's most comprehensive banking facility on Facebook. With social media becoming more prominent in consumers' digital lifestyles, ICICI Bank now wanted to delight their customers by allowing them to execute banking transactions even as they were socializing on Twitter. The latest innovation was in line with the corporate philosophy of making banking easier for customers.

INNOVATION HIGHLIGHTS

With the launch of #icicibankpay in 2015, ICICI Bank became the first bank in Asia to offer a whole range of transactional services on the social media platform. Using #icicibankpay, customers could now transfer funds through direct messages, open fixed and recurring deposit accounts, view account balances, get statements, and request checkbooks etc. They could also use the service to recharge or make payments for mobile and DTH connections. The solution leveraged a host of technology solutions like Finacle online banking web services, Finacle core banking solution web services and middleware.



INNOVATION BENEFITS

By being one of the pioneers of Twitter Banking, ICICI Bank has reinforced their credentials as a consistent digital innovator and successfully positioned themselves as a preferred banking service provider among the Indian youth segment. Following the launch, the bank has also added more than 50,000 new followers to the @ICICIBank Twitter account.



CHANNEL / DISTRIBUTION INNOVATION

RUNNERS-UP

DISCOVER FINANCIAL SERVICES FOR RENEWING CORE

Transforming the direct
banking business

INNOVATION DRIVERS

Being a direct bank, Discover Financial Services (DFS) relies completely on self-service digital channels, including IVR systems, ATMs, web, mobile and call centers, to service existing customers and attract new clients. But the bank was working on a hosted platform from a third party vendor that lacked the capabilities and efficiencies required to support a truly self-service experience. DFS wanted to create the foundation for an enhanced omnichannel customer experience while also unlocking new cross-sell opportunities.

INNOVATION HIGHLIGHTS

To manage a complex core banking transformation, DFS opted for a progressive modernization strategy to mitigate transformation risk. The bank took a “one team” approach” to cope with the complexity and to integrate the contributions of individual project personnel. A multi-layer governance structure, which included program level, management level, and executive level groups, was put in place to steer the project forward. Prior to the final conversion of the deposits business, DFS and Infosys organized 12 simulated migrations, 5 disaster recovery readiness tests and 3 rounds of regression testing.





Finacle is the centerpiece of DFS's banking platform strategy and will over time support all banking products excluding credit and debit card processing. The new modern system architecture includes support for real-time processing, full service oriented architecture (SOA), and straight through processing. All third party banking applications and services now plug into the integrated solution hub, thus eliminating the need for multiple point-to-point interfaces.

INNOVATION BENEFITS

The replacement of a number of separate product silos with a single deposit and loan servicing system is expected to yield dramatic operational efficiencies. Discover has migrated

the deposits business to Finacle core banking platform and plans to migrate the loans business to the new platform going forward. DFS estimates that through the elimination of half of DFS's manual back office processes, the introduction of real-time automation in compliance, and the consolidation of account processing to a single platform, they will realize a 65% decrease in its servicing cost per account compared with current costs.

The addition of Finacle Studio and Finacle's product factory will also enhance DFS's agility in creating new products and product enhancements and streamline the introduction of new innovative services. Thanks to the integration of numerous data elements, the bank



now has a single cohesive view of customer relationships. The seamless integration of data has also reduced the number of steps required for opening a new account from 20 to 6. Due to the integration of numerous customer data elements into a single cohesive view of the relationship, most common customer requests now require 40% fewer clicks.

CUSTOMER SERVICE INNOVATION

WINNER

ICICI BANK FOR iWear

A next-generation always-connected
banking app for smartwatches

INNOVATION DRIVERS

With the rise of wearables within the personal computing space, ICICI Bank wanted to leverage the wearables platform to attract millennials and tech-savvy customers. The bank saw this as an opportunity to provide a more seamless, frictionless and personalized banking service that could be accessed at a glance.

INNOVATION HIGHLIGHTS

iWear by ICICI Bank was the first smartwatch banking app in the Indian banking industry. This next-generation app offers transactional and informational services for simplified banking and allows customers to stay connected with their

ICICI Bank accounts at all times. All smartwatch users, including those using Android Wear, Apple Watch and Samsung Gear, can use the iWear app after a simple OTP based registration process. The app offers users a range of transactional and informational services, including the ability to check transactions and account balance, pay bills, recharge mobile connections, locate the nearest ICICI Bank branch or ATM, and receive personalized offers. The cross-platform app leverages a number of technology solutions, including IBM Weblogic Application Server, Oracle, Finacle online banking web services, Finacle core banking web services and middleware.

INNOVATION BENEFITS

iWear app downloads have crossed the 10,000 mark since its launch in April 2015. For young digital customers, iWear extends the banking experience to a new category of rapidly growing personal digital devices. For ICICI Bank, the iWear launch represents another milestone in their evolution as a digital banking leader.



CUSTOMER SERVICE INNOVATION

RUNNERS-UP

THE COSMOS CO-OP. BANK LTD

Automated direct payments from Tally accounting software using the bank's Internet banking gateway

INNOVATION DRIVERS

The Cosmos Co-op. Bank Ltd. observed that most of their corporate customers were using accounting software, Tally, for managing receipts and payments. The bank recognized that automating direct payments through Tally using their Internet banking gateway could enhance the experience for corporate customers. The bank therefore decided to integrate Tally with Finacle online banking solution.

INNOVATION HIGHLIGHTS

The application has been developed with an emphasis on creating a user-friendly interface

and robust security. The solution uses a multi-tiered architecture that is highly scalable and extendable. Multiple users can concurrently read and write data with data administrators controlling access based on user-specific permissions. All transactions are processed online and in real-time thus substantially reducing turnaround times. Thanks to the service integration with the accounting software, corporate customers can now conduct critical banking transactions more securely and efficiently.

INNOVATION BENEFITS

The primary benefit is the enhanced experience for corporate customers. The solution also



substantially reduces operational and infrastructural costs by cutting down on paperwork. The ability to automate reconciliation also significantly reduces the administrative effort required to process a transaction. For Cosmos Co-op. Bank Ltd., all this translates into enhanced customer delight and loyalty. It creates a strong foundation from where the bank can now offer additional services to existing customers and acquire new corporate clients.



INNOVATIVE CUSTOM COMPONENT DEVELOPED



BANK OF INDIA

Instant remittance from foreign countries

INNOVATION DRIVERS

Bank of India (BoI) has a presence in 17 countries around the world. The bank wanted to develop a custom component that would allow their overseas customers to send instant remittances in INR currency to Indian accounts through Transfer, NEFT or RTGS payment modes.

INNOVATION HIGHLIGHTS

BoI developed an innovative custom component that allowed their overseas customers to send funds through payment mode transfer, NEFT and RTGS messages to the accounts available in their domestic core banking system. BoI's foreign

operations are on version 10 of Finacle core banking solution and their headquarters in India are on version 7. The custom component was designed in Finacle 10.x, which initiates Intersol Transfer, NEFT and RTGS transactions at foreign branches. Foreign and domestic core banking systems were integrated so that transactions could be initiated from foreign branches on Finacle 10 and settled in domestic branches on Finacle 7 environment. Finacle 10 communicates with Finacle 7 on the ISO8583 messaging system and communication compatibility is designed to enable bi-directional messaging between the sender, Finacle 10, and the receiver, Finacle 7. Once a transaction has been initiated and sent to the domestic core banking solution it generates





and returns a transaction/UTR number to the Foreign CBS. This component has already been successfully deployed and integrated in 11 of the 17 countries where Bol has a presence.

than external/Internet data packet sharing, for communication between the foreign and domestic operations data centre.

INNOVATION BENEFITS

Bol has witnessed a significant increase in its customer base in overseas markets following the launch of the instant remittance service. The new service offers a simpler experience for customers looking to transfer funds back to India and has also made it more comfortable for overseas branches to offer this facility. This innovative custom component also enhances security because it relies on Bol's Intranet, rather



INNOVATIVE CUSTOM COMPONENT DEVELOPED

RUNNERS-UP

BANK SOHAR

A component for better Effective FX Position Management of Bank at Treasury

INNOVATION DRIVERS

Bank Sohar Treasury manages the overall forex positions of the Bank including positions from proprietary trading as well as branch positions. The bank needed to get the customer to do bulk of their business with them. However, the bank was confronted with the challenge of assisting their customers automate their dividends payment process and online monitoring which other banks had not been able to achieve. Bank Sohar was able to fulfill this with an innovative component and in the process, won the business of processing customers' dividend payment.

INNOVATION HIGHLIGHTS

Bank Sohar leveraged the Finacle Treasury Solution to create a unique custom component for better Effective FX Position Management of Bank at Treasury. The innovative component enables better overall position management at Bank with responsibility drilled down to dealer level to manage individual sales/trading positions. The component enables automated position transfers from dealers to trading desk as per the bank's unique trading management where the same trader can manage sale desk and cover the position at Inter Bank, dealing in multiple currency pairs (around 5-8 major currency pairs per dealer).



INNOVATION BENEFITS

Bank Sohar was able to automate the dividends payment process and win this business from their customers. The component also provides increased flexibility with FX traders' role could be dynamic sales or interbank on any given day.



PROCESS INNOVATION



ANDHRA BANK

e-KYC to streamline account opening

INNOVATION DRIVERS

The primary objective was to streamline account opening procedures to reduce the time taken to open an account and enhance the account opening experience for customers.

INNOVATION HIGHLIGHTS

Andhra Bank's e-KYC solution for account opening leverages the interface provided by Unique Identification Authority of India (UIDAI) to fetch key customer details like name, address and photograph. New customers only have to provide their Aadhaar Number along with their biometrics to open a new account in Finacle.

INNOVATION BENEFITS

The new solution eliminates the need for customers to carry a bunch of documents to open a bank account. It also reduces the time taken to open an account to under 2 minutes by eliminating the hassles of KYC verification. The bank has used this service to open over 1.3 million accounts till date.



PROCESS INNOVATION

RUNNERS-UP

ERNAKULAM DISTRICT CO-OPERATIVE BANK

Automated loan account opening

INNOVATION DRIVERS

Ernakulam District Co-operative Bank wanted to automate the process of opening a loan account for customers leveraging Finacle. Instead of making their customer wait for their details to be collected and go through the approval cycle to open a loan account, the bank leveraged Finacle to crunch this entire process.

INNOVATION HIGHLIGHTS

The bank created a customized workflow solution to automate loan account opening in Finacle as per the data available in the loan approval process. Branch users just need to select the

customer ID in this workflow, after which the system validates the customer details in the Finacle database and creates the loan account as per the data available in the loan approval system. The solution will populate necessary messages if the mandatory fields are not available in the database. Disbursement to the operative CASA a/c and charge collections are also possible using the system.

INNOVATION BENEFITS

Customers of Ernakulam District Co-operative bank can now open an account in 10 seconds. The innovative solution significantly expedites the time taken to open a loan account while



validating the bank's business policies with regard to interest rates, charges etc. It also eliminates data entry mistakes, duplicate entries and delay in opening a loan account in Finacle. This has also simplified the process of MIS reporting.



PROCESS INNOVATION

RUNNERS-UP

RBL BANK

Complete automation of the check clearing process

INNOVATION DRIVERS

The existing process for signature verification required RBL bank users to toggle between the PDF file with the check images and the actual signatures in Finacle. Even the activity of return marking pertaining to Technical Scrutiny (TS) and Signature Verification (SV) had to be done manually based on PDF images. RBL Bank wanted to fully automate the clearing process and eliminate the time taken to scrutinize and verify checks.

INNOVATION HIGHLIGHTS

RBL has automated the check clearing process totally with a new Check Truncation System (CTS) that has been integrated with Finacle for signature verification and auto reject. The application features a separate module for Signature Verification. Based on the account number, the signatures and MOP are automatically retrieved from Finacle and displayed within the CTS application. The new system also allows users to reject any record by selecting the appropriate reason within the TS and SV module. Rejection details are also automatically updated in the Finacle system.



INNOVATION BENEFITS

RBL is one of the few banks to implement signature verification and auto reject in a CTS application. The solution creates tremendous process efficiencies by unifying processing, control and decision-making in a single application. Real-time integration and single screen authorization have also reduced process times.



INNOVATION IN PROJECT MANAGEMENT FOR MULTI-COUNTRY TRANSFORMATION



ING BANK

Simplifying multi-country transformations

INNOVATION DRIVERS

In early 2013, ING embarked on an ambitious exercise to transform their commercial banking operations spread across 28 countries and 3 continents. The bank had chosen Finacle as the Global Account Management System and wanted to leverage its robust account management modules and multi-entity features to bring multi-country operations under one entity with a unified database. This would provide the foundation for all current, savings and deposit account processing in ING's banking network and standardize all offerings and solutions around the key program objectives of maximizing customer centricity and operational efficiency.

INNOVATION HIGHLIGHTS

The ING transformation program combined Agile best practices like Scrum, iterative delivery and test-driven development with Infosys Agile concepts of risk management, function point estimation and the CMMI process model. The Proof of Usability model was also extensively applied to define the boundaries of scope and improve requirements gathering. Under this model, ING would share their future/end state business cases for the account management engine. Team Infosys Finacle would then configure these use cases to demonstrate the applicability as well as the best practices of solution processing in Finacle. The project involves 28 country rollouts and the replacement



of different legacy systems in different countries, and is expected to be completed by 2018

INNOVATION BENEFITS

The ING Commercial Banking Business transformation program has started with Ireland as the first country to go-live. The transformation program represents a major milestone in the pursuit of the target operating model for ING's commercial banking business as it involves the consolidation of new client services, operations, finance and the Agile methodology team. It also marks the centralization of the first of ING's

many commercial banking markets into the harmonized product catalog operated by the bank's product management. The automation and simplification of processes as part of the transformation will not only enhance customer satisfaction but also increase operational efficiencies. The time-to-market for new innovations will reduce from months to mere days. The time taken to open an account is expected to drop from two days to ten minutes. The total cost of ownership of the transformation was reduced significantly by leveraging Finacle's out-of-the-box capabilities for delivering nearly 85% of the project's requirements.

INNOVATION IN PROJECT MANAGEMENT FOR MIGRATION



WINNER

ICICI BANK

Innovative program management for core renewal

BUSINESS NEED

ICICI Bank was using Finacle Core Banking version 7 for their day-to-day banking activities since 2000. The bank decided to upgrade directly to version 10, bypassing all intermediate versions. The migration would bring many functional and technological enhancements and new features like 24x7 architecture for extended operations, SOA, Finacle Integrator, Enterprise CIF and Signature Management etc. This was one of the largest and most complex core banking migrations in the region considering it involved average of 10 million transactions per day, a 25 TB database, concurrent users across 4000+ branches, over 910 processes, over 60,000 user test cases, around 100 interfaces, huge

subsystems, downstream impact and multiple teams.

INNOVATION HIGHLIGHTS

Conventional migration strategies typically require a downtime of 48-72 hours. ICICI Bank deployed multiple innovative program management practices to manage the migration within a window of 16 hours. More than 45 mock migrations were conducted to fine-tune and make the process of migration faster, efficient and foolproof. The team carried out mock runs to make sure that the migration window of 16 hours was met. The data migration strategy was then broken down into multiple parts, tested separately and implemented in phases. The project was managed smoothly thanks to a



well -defined model for collaboration between various businesses, operations and technology teams along with partners and vendors for business and process transformation. The Program Management Office helped govern multiple projects that were running at various stages.

INNOVATION BENEFITS

The complexities of the project had to be balanced with the imperative to minimize the downtime considering the 24x7 channel transactions and business hours of the bank. ICICI Bank was able to go live with the new version

over a normal weekend. The transformation was complete without any adverse impact on business activities or performance across online channels. All regulatory and customer service related requirements were also met. With the implementation of Finacle 10.x, ICICI Bank now has the foundation from which to launch more innovative banking applications and services.

INNOVATION IN PROJECT MANAGEMENT FOR MIGRATION

RUNNERS-UP

STATE BANK OF INDIA

Innovative project management practices for core banking upgrade



INNOVATION DRIVERS

State Bank of India runs overseas operations in 25 countries on the Finacle Core Banking Solution. The bank undertook a massive exercise to migrate from the existing Finacle core banking solution version 7 to the next-generation solution on version 10. The complex project involved the alignment of existing products and customizations with the new version, upgrading the database and training the branch users on the new application.

INNOVATION HIGHLIGHTS

State Bank of India leveraged the Agile Implementation Framework extensively to pull off a big bang upgrade across their operations in 20 countries. The project involved the creation of a base product version with 533 customizations, 147 reports and common interfaces for Internet banking, Treasury, SMS and Office of Foreign Assets Control (OFAC) - Anti-Money Laundering (AML). This was followed by the creation of a country-specific localized version that sits over the base version. A Data Migration Tool was used to upgrade the database to Finacle 10.x and ensure cross-compatibility of Finacle products.



INNOVATION BENEFITS

Thanks to the upgrade, SBI now has a specially tailored next-generation core banking application with enhanced capabilities in assets, liabilities and trade finance. Several local third-party applications have been integrated. Alternative channels, such as ATM and Internet Banking, have also been seamlessly migrated. The large-scale multi-country migration was successfully completed within a record time of 19 months.



INNOVATION IN PROJECT MANAGEMENT FOR SINGLE COUNTRY TRANSFORMATION



WINNER

HOUSING BANK OF TRADE AND FINANCE

Transforming legacy into leadership

INNOVATION DRIVERS

Housing Bank of Trade and Finance (HBTF) wanted to transform their architecture from predominantly legacy-based applications to a modern technology platform. The primary objective was to implement a solution that could be standardized and scaled to support HBTF aspirations for global expansion and growth. The bank also wanted an agile architecture that could be adapted and aligned to changing customer expectations and needs. The new platform had to accelerate innovation by bringing time-to-market down from months to weeks. And finally, it had to reduce cost, complexity and time-to-compliance in an increasingly stringent regulatory regime.

INNOVATION HIGHLIGHTS

The transformation leveraged an extensive array of productivity aiding tools from the Finacle Solution Delivery Platform (FSDP) initiative to automate different lifecycle stages and ensured complete control over both time and quality of delivery. The delivery was further streamlined by creating a common technical team to assist and supplement the functional teams in handling migration, infrastructure, defect debugging etc. A strategic approach to team structuring also helped to add tangible and substantial benefits. For instance, the entire process of change management was simplified and vitalized by retaining more than a third of the team from the DRG phase for the implementation phase.





INNOVATION BENEFITS

The modern platform enabled HBTF to quickly and seamlessly shift to High Availability Architecture, an operation that previously took 6 hours. Now the bank has the functionality to implement load-balancing solutions, another critical feature that the old technology did not afford. The new next-generation architecture also enables HBTF to be more responsive to customer expectations and needs. Activities like loan origination for instance, which were previously done manually, have now been automated. The bank is able to accelerate innovation through the launch of personalized offerings, bundled products and enriched segment-specific portfolios. Overall, the new platform has reduced

the time taken to provide services to customers by as much as 30%. A unified 360-degree customer view also allows HBTF to institutionalize their retail and corporate client relationships and enhance the service experience exponentially.



INNOVATION IN PROJECT MANAGEMENT FOR SINGLE COUNTRY TRANSFORMATION



BANCOLOMBIA

Transforming 30 years of legacy



INNOVATION DRIVERS

Bancolombia is replacing their 30-year-old legacy systems with Finacle. This meant integrating Finacle with 36 legacy systems in different technologies and migrating 250,000 loans running in Cobol and DB2 Systems. The bank is implementing Finacle Mortgages in Finacle 10.6 as well as migrating the trade products from version 10.4 to 10.6.

INNOVATION HIGHLIGHTS

Bancolombia leveraged the agile project management methodology with Infosys Finacle to bring some key changes to the implementation process. For instance, the bank leveraged the Agile approach to create

independent cells comprising developers, testers, users etc. working as an integrated collaborative team. By implementing daily meetings with Kanban boards, the bank was also able to track the project more efficiently, increase team commitment as well as engender empowerment. Monthly sprints were used to align deliverables between users, Infosys Finacle and IT. For customization, the bank used Finacle Agile techniques to divide customization by packages and Agile Demo techniques to review the solution during the development phase. They also followed the Finacle testing process with the testing factory model and automation framework for end-to-end testing. Bancolombia's out-of-the-box approach to project management makes this implementation quite unique.



INNOVATION BENEFITS

Rather than building distinct interfaces between different applications, the project reused nearly 30% of generic files during integration. This approach not only reduced implementation effort but also the number of reports built in Finacle reporting tool from 300 to 60. The Bank is on track looking to replace its 30 years old legacy systems with Finacle.

INNOVATION IN PROJECT MANAGEMENT FOR SINGLE COUNTRY TRANSFORMATION

RUNNERS-UP

EMIRATES NBD

Core banking transformation to power inorganic growth

INNOVATION DRIVERS

Emirates NBD is the largest bank in the United Arab Emirates and a long-term Finacle partner. When the ENBD Group acquired BNP Paribas Egypt as part of their growth strategy, they decided to upgrade all legacy systems in line with the unified business and technology standards of the group with Finacle universal banking solution.

INNOVATION HIGHLIGHTS

The focus of the ENBD Egypt transformation was not only on the core banking application but also on aligning all surround systems to the ENBD Group business in Dubai, Saudi Arabia, London and Singapore. The massive transformation was

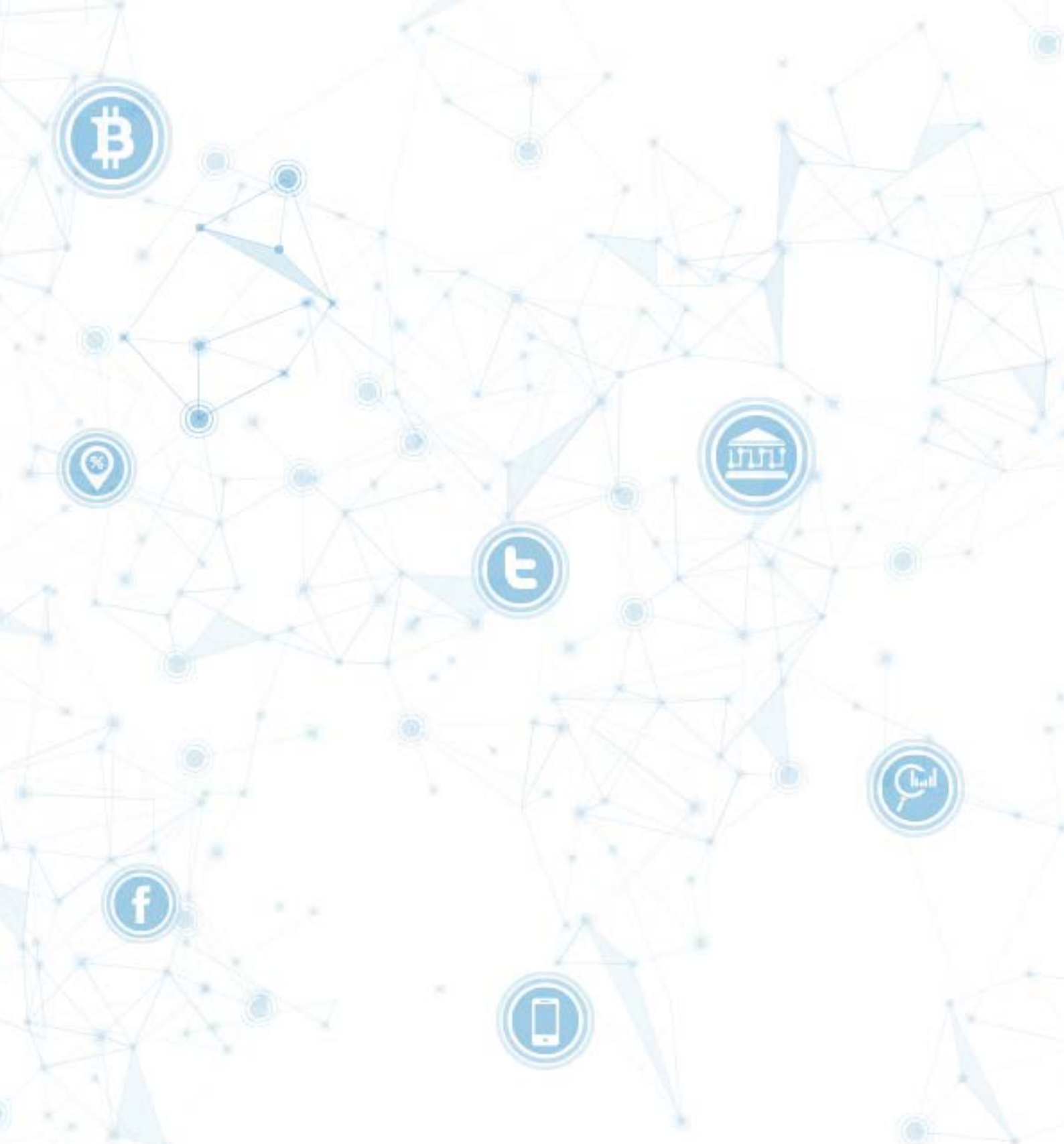
conducted out of four different locations – Paris, where the legacy system, Atlas team was located; Dubai, where both the ENBD IT and vendor implementation teams operated; Cairo, where the ENBD business team was located; and India, which hosted the Infosys Finacle development teams. A core Egypt team was formed and trained on various ENBD Group applications across branches in Egypt. After a detailed study of existing systems, a business product and process model was created in line with ENBD Group processes. All products, solutions and processes were standardized across 3 markets including the U.A.E., Saudi Arabia and Egypt. Business solutions were finalized after multiple levels of discussions with the Egypt business team, Egypt core team and ENBD Group domain team.



INNOVATION BENEFITS

Innovation benefits: The ambit of transformation covered over 400,000 customers, 700,000 accounts, 77 branches and 1,700 users. All legacy systems have been completely transformed to a new architecture with Finacle as the central core banking solution. The enhanced system capabilities support the quick rollout of new products and reduce processing time for users. The bank has achieved seamless integration with 15 subsystems & highly

available system. The processing time for users has been reduced. The bank can now achieve quick rollout of new products and branches due to enhanced system capabilities.



About Infosys Finacle

Finacle is the industry-leading universal banking solution from EdgeVerve Systems, a wholly owned subsidiary of Infosys. The solution helps financial institutions develop deeper connections with stakeholders, power continuous innovation and accelerate growth in the digital world. Today, Finacle is the choice of banks across 94 countries and serves over 848 million customers – estimated to be nearly 16.5 percent of the world's adult banked population.

Finacle solutions address the core banking, e-banking, mobile banking, CRM, payments, treasury, origination, liquidity management, Islamic banking, wealth management, and analytics needs of financial institutions worldwide. Assessment of the top 1000 world banks reveals that banks powered by Finacle enjoy 50 percent higher returns on assets, 30 percent higher returns on capital, and 8.1 percent points lesser costs to income than others.



For more information, contact finacle@edgeverve.com

www.finacle.com

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