OPTIMISING A BANKING PROCESS

TEAM: GUAN TENGYAN, SAMUEL LEE LIANG HONG, JAVIER LOH GUO TONG, ONG YU JIA, ZHANG YUE
SUPERVISING PROFESSORS: DR TAN CHIN HON, DR MICHEL-ALEXANDRE CARDIN
INDUSTRY SUPERVISORS: JON SCHEELE, VENKATRAMAN RAMAMURTHY, VISHNU BHAN

1. Problem Statement

The new Payments Platform will address current potential operational issues, and aims to maximise system efficiency. The team will study the current process, and make solid recommendations to help ANZ reach its objectives.

2. Problem Definition

Important current issues include:

- Inefficient Processing
- Increased Defect Rates under certain conditions

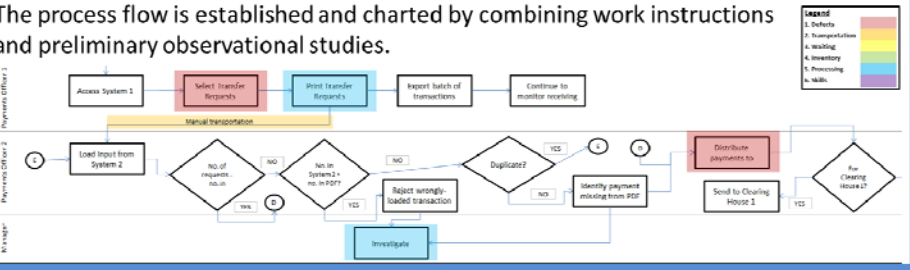
3. Project Objectives

Formulate a data analysis framework together with a simulation model to:

- Support ANZ team's recommendations
- Identify additional areas of improvement
- Suggest solutions to the identified areas
- Quantify benefits of recommendations

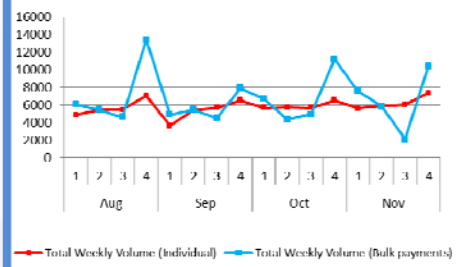
4. Process Mapping

The process flow is established and charted by combining work instructions and preliminary observational studies.

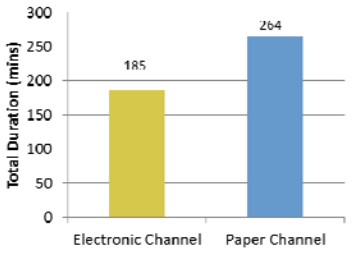


5. Process Analysis

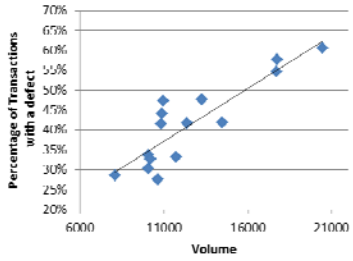
Volume Spikes due to Bulk Payments



Electronic Channel is 30% faster



Defect Rates Increase with Volume



Diversified Workforce

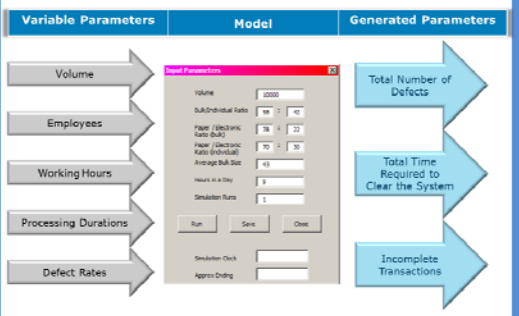
Status \ Employee	1	2	3	4	5
DATA ENTRY			√	√	√
AUTH CHECK 1	√	√	√	√	√
AUTH CHECK 2	√	√	√	√	√
CALL BACK					√
AUTHORIZE			√		√
PENDING		√	√	√	√
MANUAL	√	√	√	√	√
APPROVED		√			

6. Simulation Model

A simulation model was built to capture the process features and enumerate through selected possible system changes.

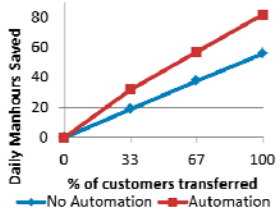
Cases

1. Base case
2. Base case, peak
3. 10k → 11k volume
4. 10k → 12k volume
5. 33% transfer P → E
6. 66% transfer P → E
7. 100% transfer P → E
8. Automate Electronic step 2
9. Automate Electronic step 2, 33% transfer P → E
10. Automate Electronic step 2, 66% transfer P → E
11. Automate Electronic step 2, 100% transfer P → E
12. Half step 8 volume
13. Spread bulk payments

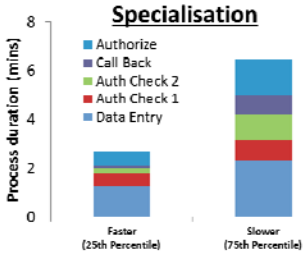


7. Results and Recommendations

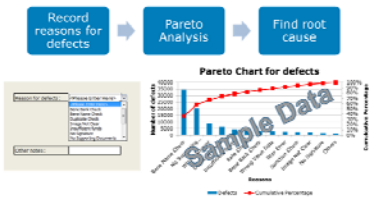
Paper → Electronic Channel



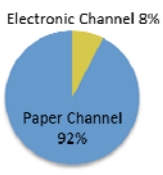
Specialisation



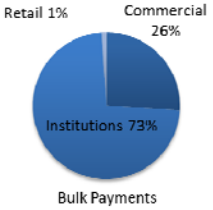
New Data Collection Plan



Who do we Target?

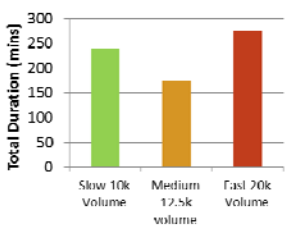


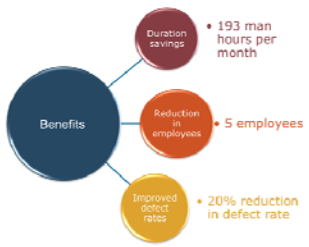
Commercial Segment



Bulk Payments

Spreading Volume Spikes





- Pre-process bulk payments
- Process bulk transactions as a whole, instead of de-bulking into individual transactions
  - e.g. time spent on data entry is halved