



BPCE, France

SWIFT infrastructure rationalisation

“I was very pleased with the results from the assignment conducted by SWIFT Consulting Services. SWIFT has provided BPCE with clear and tangible recommendations. In a very short timeframe, they went great lengths to provide value to our company. A big thank you to SWIFT Consulting Services; excellent value for money and certainly to be recommended to everyone.” Fabrice Denelle, Head of payments

The challenges

- Creation of BPCE Group in 2009 out of Caisse D'Épargne and Natixis
- 11 SWIFT infrastructures in France
- Political issues for choosing the target platform for consolidation
- Unquantified business case

The solution

- Neutral assessment of BPCE group SWIFT infrastructures
- Tangible recommendations for consolidation and further fine-tuning of withheld infrastructure(s)
- Clear migration roadmap minimising operational impact

The benefits

- Reduced total cost of SWIFT infrastructures of EUR 3.85 Mio (more than 50%)





KBC Bank NV

Total Cost of Ownership (TCO) benchmarking



The challenges

- Strong focus on cost reduction and operational excellence
- Are the investments and maintenance costs still in balance with the usage and business requirements?
- Strategy to deal with legacy applications and middleware layers not finalised
- As part of the strategy and group synergy opportunities, consider migrating entities to central HUB

The solution

- Objective quantitative and qualitative validation of cost analysis
- Benchmarking with Industry to reveal pain points and optimisation areas
- Quick wins to reduce cost
- Prioritisation of pain-points with as-is architecture
- Objective analysis of possible unit price for CEE entities

The benefits

- Quantitative analysis and benchmarking of cost and FTE, architecture, operations and future requirements
- Validation of to-be architecture and its priorities
- Reduced cost thanks to simplified architecture
- SLA catalogue and pricing options





Central Bank of Ghana, Ghana

Country wide implementation of Alliance Release 7



The challenges

- Need for experts to perform a safe systems upgrade
- Time constraint to meet deadlines set by SWIFT and Central Bank
- Various levels of knowledge and operational excellence
- Inconsistent application of best operations practices
- Raise the country-wide quality of SWIFT

The solution

- Preparation and project plan done by SWIFT Experts
- Work sessions to increase SWIFT knowledge of banking community
- SWIFT and Bank of Ghana experts will perform on-site consultancy and upgrades
- Recurring contract to implement continuous improvements

The benefits

- Safe and timely upgrade of the community
- On-site solution of most urgent issues
- Attractive price for the community



Bpost – the Belgian Postbank

From fire-fighting to well-oiled operations



The challenges

- SWIFT administrator no longer works in the institution and left with all passwords. Nobody dares to touch the live system.
- No functioning backup and test systems.
- Critical period: Liberalisation of European postal services in 2011

The solution

- Initial fire fighting: re-installation of backup and test systems
- Technical audit to analyse areas for improvement
- Implementation of recommendations
- Training (standard and hands-on)
- Operational review of payments processing

The benefits

- Quick and cost effective solution to resolve critical issues





Wells – Wachovia

Merger



The challenges

- How to merge two large institutions with redundant SWIFT capabilities
- How to plan for BIC re-alignment with minimum customer impact
- Leverage current value with added capabilities
- Realize true cost reductions post-merger
- Increase capacity

The solution

- Increase efficiency with centralised support model.
- Detailed data analysis.
- Pre/post conversion of BIC merger analysis
- Increase MA-CUG services

The benefits

- Provided best practices and overall industry expertise
- Looked at as a “full service solution”
- Improved the client experience





Bank of Montreal

Displacement of the legacy infrastructure



The challenges

- Replace legacy SWIFT connectivity but retain embedded payments application in the new environment
- Reduce maintenance costs for annual SWIFT release
- Provide a bank-wide SWIFT capability with a standardised interface
- Enable support and maintenance of the solution within the Bank of Montreal

The solution

- Migrate SWIFT connectivity function from the legacy interface to SWIFT Alliance Access and Integrator
- Retain payments application by decoupling the SWIFT Wire Room from the payments application
- Create a bank-wide standard MQ interface for all applications requiring SWIFT services
- Create a Center of Expertise within the BMO IT Group

The benefits

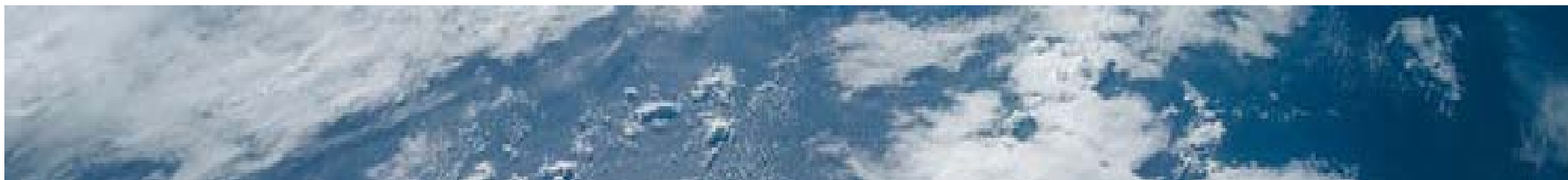
- Greatly reduced maintenance costs realised by the removal of the Legacy SWIFT interface
- Decoupling SWIFT Wire Room from the payments application allows BMO flexibility and options in the selection of the future payments engine
- BMO COE reduces reliance on vendors





Newedge, UK

Operational review at an investment Manager



The challenges

- Legacy system components and tactical solutions
- Political struggle between IT and operations
- Rapidly growing business and insufficient scalability
- Regulatory pressure

The solution

- Analysis of business flows communication channels and supporting applications
- Advise on concrete opportunities to increase operational efficiency and/or reduce cost or risk through changed business processes and/or alternative applications

The benefits

- Clear business case for selection of new Payments Engine, E&I application





Correspondent Banking

Maintaining a competitive edge



The challenges

- Maintain a competitive edge in order to attract and retain more business
- Staying competitive against industry peers
- Understand where current product sets may be lacking to attract new business
- Speed to market

The solution

- In-dept peer analysis
- Comprehensive analysis of what products can be offered today without back office enhancements
- New product offerings
- Sales training

The benefits

- Enhance product offering
- Increase revenue
- Client satisfaction
- New revenue streams
- Product reselling to existing customers





Market Infrastructure

Improving automation and competitive positioning



The challenges

- Identify potential areas for enhanced automation to streamline business processes
- Improve STP in order to mitigate operational risk
- Cost benefit analysis infrastructure vs. the use of SWIFT as a Market Infrastructure

The solution

- SWIFTNet Browse allowed Market Infrastructure's members to connect to local clearing services
- Future use of ISO 20022 messages to be sent directly to clearing agent from back office applications eliminating manual uploads

The benefits

- The recommendations helped the Market Infrastructure understand and identify growth opportunities and competitive positioning
- Reduced messaging cost, and increased operational efficiency, and level of client service





ANBIMA

Standards



“Involvement and partnership with the Brazilian community, Professionalism, Responsiveness, Experienced professionals, commitment to understanding local market needs, ability to provide comprehensive suggestions based on best practices”, Liliane Dutra, Senior Business Analyst, SIBOS 2010

The challenges

- Develop and modernise the Brazilian market
- Integrate institutions that render services
- Standardise information transfers

The solution

- Implement ISO 20022 standards for local post trade securities services in Brazil, leveraging the specific expertise and knowledge of SWIFT Consulting services
- Gap Analysis between Brazilian Market formats and ISO 20022
- Recommendations regarding standards and best practices

The benefits

- Implementation of standardised messaging
- Complete GAP Analysis
- Detailed mapping of 9 Galgo System Flows





Banking Operations

Consolidation of payment operations



The challenges

- Deep hierarchy of payments settlement organisation
- No centralised view on payments
- No access to real-time info
- Duplicate systems/processes

The solution

- Document the end-to-end payment process in each location
- Identify areas of duplication in which a centralised area of expertise can be created
- Provide a high-level benchmark of operational efficiency for each of the payments processing areas
- Recommendations for process/system improvements in accordance to market practices

The benefits

- Rationalised correspondent banking relationships by currency
- Elimination of multiple payment applications
- Creation of a center of expertise to handle exception processing





Bank Readiness

Corporate awareness sessions



The challenges

- Understanding of corporate challenges and the ability to meet their needs
- Moving across department silos to provide corporate on-boarding
- Understanding of the benefits of SWIFT to corporates and aligning them with bank's initiatives

The solution

- SWIFT's Bank Readiness Program to provide:
 - Corporate awareness
 - High level assessment of banks infrastructure requirements
 - Bank's product offerings
 - Bank's overall initiatives

The benefits

- Increase awareness of market uptake
- Enhance product offering
- Proactive vs. reactive in providing corporate on-boarding process
- Departmental alignment in providing corporate solutions





eBay/PayPal

Bank on-boarding



The challenges

- Decide whether to implement host-host connections with banks or multi-bank feeds
- Long term goal to have prior day, current day, and payments for all core banks implemented on the SWIFT network
- Define what works best for eBay's requirements

The solution

- Leverage best practices
- Act as liaison to banks
- Develop guide to optimise future on-boarding activities
- Implement standards and avoid bank-by-bank nuances

The benefits

- Understanding of best practices for corporates
- Understanding of all required resources for project alignment
- Consider overall volume when having pricing discussions
- Understanding of bank readiness/qualifications





Treasury Management

Reducing wire repairs cost



The challenges

- Low STP rates at the correspondent bank
- High wire repair cost

The solution

- In-depth analysis of outbound wire transfers from origination to delivery
- Provide best market practice and work with client's vendor to increase STP

The benefits

- Reduce overall wire repair cost by an average of \$60,000 per year





DTCC

Leveraging ISO 20022 Standards



The challenges

- Maintain the link to the legacy application and its data requirements while at the same time converting to the new ISO standard and data requirements
- Comply with US and Global market practice while still on the legacy platform
- Messaging volume is 75-225K messages per day at peak

The solution

- Leverage SWIFT Consulting Services and the Standards experts
- Support in the mapping to ISO 20022 standards while at the same time supporting the legacy data requirements through the creation of XML extensions in the messages

The benefits

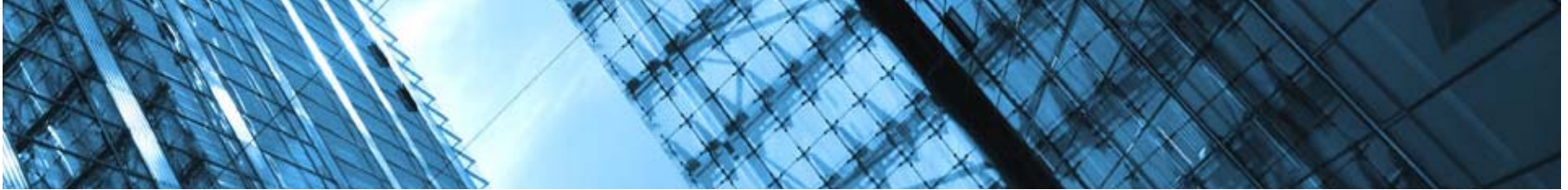
- Compliance with Global and US market practice
- Successful implementation of the XML extensions to bridge the gap to the legacy environment
- Outsourcing to SWIFT for expertise and experience
- Project is on schedule





BNYM

StaQs



The challenges

- Identifying quick-hits for improvement and continued enhancements of corporate actions message quality
- Align with market practice
- Improve the client experience
- Validate changes and check for compliance

The solution

- Continue one year STaQs subscription to monitor and enhance Corporate Action Messages.
- Value-added analysis of STaQs results including “quick wins” and prioritised roadmap for improvements
- Benchmark STaQs results against industry peers

The benefits

- Achieved 15% increase in compliance for targeted systems to an almost 90% compliance rate
- Understanding of ranking vs. industry peers based on benchmarking provided by SWIFT
- Identified common issues when comparing results with peer results



Payments Trends – Business Intelligence



“In today’s competitive marketplace, it’s essential to know how you’re performing relative to your peers. As a result of SWIFT’s Business Assessment Program, we not only gained a full view of our competitive positioning, we were able to determine our strengths and weaknesses and assess the opportunities.” Senior Vice President – Head of Payment Products

The challenges

- Gain insight into traffic trends
- Assess growth and direction vs. industry peers
- Validate bank strategy and determine wallet share

The solution

- Benchmarking of current traffic growth and market share vs. peers
 - Payment and statement traffic
 - Domestic and international corridors
 - Messaging ratios to determine efficiencies
- Analysis of data including reciprocity with counterparties
- Peers defined by the client

The benefits

- Full view of the transaction flows from other peer groups allowing the client to view the penetration of wallet and see where their peers are going
- Assess country and corridor specific opportunities
- Helped to validate bank strategy (penetration) and if the bank was leveraging their footprint in a specific country





ODIN, Norway

Integration Services



The challenges

- Implementation of cutting edge funds distribution hub
- Automation of settlement process
- Many subsystems need to 'talk' to a central business controller application
- Translation between SWIFT and proprietary formats
- Reporting to authorities

The solution

Implementation of Alliance Integrator including:

- Feasibility analysis
- Requirements definition
- Development of business flows including transformation and routing
- Ongoing support to in-house developers

The benefits

- Efficient connections between business controller and various system components through single platform
- Improved STP
- Reduced operational risk
- Standardisation on ISO 20022





BNP Paribas RCC Inc

SWIFT enable a legacy COBOL application



The challenges

- US subsidiary needed to rapidly SWIFT-enable a newly obtained legacy application
- Legacy application was COBOL-based with no SWIFT capabilities
- Prime brokerage business was being run manually, so speed to market was essential
- Already had a robust SWIFT infrastructure but no connectivity to new system

The solution

- Implement SWIFT Alliance Integrator to map the COBOL formats to SWIFT
- Leverage SWIFT consulting services for initial implementation to allow for fastest possible implementation
- Enable a transfer of knowledge from SWIFT consultants to BNP IT staff

The benefits

- Project went live in less than four months
- Reduced operational risk by reducing manual processing
- BNP IT staff received sufficient training and knowledge transfer to maintain the system





Leveraging Alliance Integrator for domestic low value payments



The challenges

- To deliver a domestic low value payments solution in a short time frame
- To advise on and to deploy a new technology platform for running this service
- To integrate several technology components in remote locations
- To provide end-to-end project management

The solution

- Allows the customer to implement the new service based on SWIFTNet FileAct Y-Copy

The benefits

- Fast time to market for the solution by drawing on deep solution and technology knowledge of SWIFT consultants
- Outsourcing all development work to SWIFT while retaining project control





Leveraging Alliance Developer Toolkit to generate customised reports



The challenges

- To produce customised reports out of the box
- To deploy and troubleshoot the solution in Sydney while doing the development in Hong Kong
- To integrate during the project an extension of the original scope

The solution

- Use the Alliance Access ADK component to extract customised message data
- Capable of digesting around 80,000 FIN messages daily (in/out together) or 1.2 million monthly, or an average of 1.3 million database records daily
- A scalable solution to allow for more customised reports in the future

The benefits

- Ad hoc reporting that gives immediate insight into the daily FIN traffic
- Allows for better risk mitigation related to identifying potential messaging gaps

