



## **INA chooses SWIFT for corporate-to-bank connectivity solution**

### **Features and benefits**

Improved visibility of cash balances;

Manual processing replaced with automation, removing the inherent risk of errors and omissions;

Improved timeliness and reliability of transaction processing;

Improved time taken for reconciliations and the reliability of account balance reporting;

Automated monitoring of transactions and created alerts for issues that require prompt attention;

Financial messaging based on industry standards, making the infrastructure future-proof, and created an efficient process for adding and removing banking partners.

By automating the communication process between INA's ERP system (SAP), the SWIFT network and the respective banks, transactions are now streamlined and secure, and INA can implement additional SWIFT products and services. Furthermore, INA is the first corporate in Croatia to have been issued its own BIC code.

### **Challenge**

INA Group had separate e-banking solutions with all business banks and existing processes requiring significant manual work every day. Continuous centralisation of treasury processes in the INA Group meant that the quantity of work and risk factor would only increase over time. Identifying a seamless process for financial transaction processing, integrating all bank channels with existing treasury management and ERP systems, embracing automation and standardised processes as much as possible to ultimately increase efficiencies and reduce costs was the ultimate challenge. A reliable corporate-to-bank communication channel and timely access to information for reporting and decision making purposes was therefore critical for the INA treasury department.

“We expected improved internal communication through automation and we are delighted with the results – users can process transactions more easily and they have feedback on the payment status in the same screen instead of needing to use separate e-banking system for each bank and each company. Reporting on the number and value of transactions is much easier than before.”

**Mladen Lucić**  
Director of Cash Management

## Solution

By identifying very specific project requirements in the planning phase, the INA and SWIFT teams were confident that SWIFT Alliance Lite2, the cloud-based financial messaging solution, was the right choice for INA's bank connectivity needs. Implementing the solution required the existing e-banking terminals to be replaced by a single channel of bank communication and single point of approval. This meant connecting the existing ERP with multiple banks through an industry standard solution. In the first phase, banks and companies in Croatia were included, with others due to be covered in the next phase(s) of the project.

INA followed a pragmatic and professional approach to prepare for the SWIFT implementation project. INA had prepared SAP at group level for the implementation: the processes and standards had already been centralised for the entities in the initial scope of the project, and the pilot bank had been involved early in the discussions with SWIFT.

A project of this nature takes considerable and careful planning to deliver a successful outcome. It was not sufficient just to meet the short term needs; the solution also needed to be scalable and able to support INA into the future. INA is well placed to gain further benefits from its SWIFT investment by taking advantage of a wide range of additional corporate services and solutions offered by SWIFT.

## Key milestones

2017	Solutions were analysed
Sep 2018	The project was scoped and defined
Apr 2019	Go-live with the first bank, on schedule

The project consisted of three separate mini-projects: the installation of SAP Bank Communication; middleware development; and setting up the connection to SWIFT. INA is currently conducting testing with other Croatian banks with a view to them going live by mid-2019, and other (foreign) banks and companies will be included in the next phase(s).

## The future

By embracing automation and industry standard financial messaging, INA is well placed to further digitise its financial processing activities and to take advantage. INA plans to roll out Alliance Lite to all its business banks and INA Group Companies, and potentially to cover some other bank products (such as Letters of Credit and Bank Guarantees) in the future.

INA is well placed to gain further benefits from its SWIFT investment by taking advantage of a wide range of additional corporate services and solutions offered by SWIFT, such as gpi for Corporates, and the KYC Registry.

INA Group is the leading oil company in Croatia and a major regional player in oil and gas exploration and production, oil processing, and distribution of oil and oil derivatives. INA Group consists of several affiliated entities, entirely or partially owned by INA, d.d. The Group is based in Zagreb, Croatia. INA also conducts oil and gas exploration and production activities in Angola and Egypt. Oil is processed at INA's oil refineries in Rijeka and Sisak, while INA's regional retail network consists of 500 retail locations in Croatia and neighbouring countries. INA Group is a member of MOL Group.

Due to the continued success and growth of the INA's operations, the treasury team continually monitors the market for ways to improve its efficiency in cost-effective ways through the use of technology. INA was keen to benefit from proven technology, industry standards in financial messaging as well as best practices to further increase the security and efficiency of its daily banking operations, such as payments and bank statements.

SWIFT is a member-owned cooperative, providing secure financial messaging services to more than 11,000 organisations, across the financial ecosystem, in almost every country in the world. For nearly five decades we have delivered certainty, continuity and excellence by constantly evolving in an everchanging landscape. In today's fast moving, increasingly connected and challenging world, this approach has never been more relevant.

[www.swift.com](http://www.swift.com)