

Case Study – Bank of Scotland

Project Background

The Bank of Scotland's International Division was going through a phase of installing new systems. Inside the division was a team of twelve people, dealing with the clearance of foreign cheques and documentary letters of credit – up to 100 transactions a day were coming into the department.

The department wanted to improve their throughput and efficiency but there was no solution for their process inside the new systems that were being installed, and no change was available for at least three years, so a quick and cost-effective stand-alone solution was required to manage this element of the department's work.

The key business requirements included:

- The ability to manage in excess of 100 cheques and documentary letters of credit a day.
- A process to capture document details (values, currencies, controls) and to reconcile the transaction with the partner bank involved. This process needed to output a letter detailing the transaction.
- A method to create and assign new customers, and allocate a suitable partnering bank in the foreign country.
- A daily procedure to reconcile what monies had come in, from where, and to book them onto the system, and record the transactions.
- The ability to see the commission that the bank had made on each transaction.
- A detailed audit trail of every transaction.

Procession was asked to deliver a quick and effective solution to the problem.

Our Solution

We created a system for the department using the Procession® tool, based on direct input from the team.

The initial specification of the system was agreed with management. Once the essence of the process was agreed, we spent 8 weeks building the system.



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During a demonstration of the completed system, additional process improvements were identified by the team and they were absorbed directly into the system, as part of the session. The end result was a system that was built by, and for, the whole team.

Key Success Factors of the Project

- Within 8 weeks, a system was custom designed and built using Proccession®. When the system was delivered, the Bank reported that it met their needs perfectly.
- The department's productivity level and efficiency was greatly increased. Instead of the previous 10 transactions per person, they could now handle over 20 transactions per person.
- Within the first year, half of the team were deployed to other areas within the division, because the system had simplified the human element of the process.
- Up-to-the-minute information was available to management and all users of the system.
- The team could now work in a very structured way, being able to easily identify the current stage of processing for each document and who was assigned to deal with it.
- Any overdue steps in the process were now automatically escalated.
- The process-based architecture of the system has allowed the organisation to easily adapt to changing regulatory requirements.
- The end-to-end process as deployed was clearly mapped and understood, yet remains adaptable.

“Within a short period of time, Proccession had produced a system that accommodated our business processes and closely mirrored all the relevant procedures.

The system was adapted to our needs rather than the other way around.

Proccession was able to meet the Bank's need for a system that could be easily refined and amended to cope with the changing business requirements.”

Norman Turner
Head of Payment and International Services
Bank of Scotland



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