

BUSINESS CASE

OPTIMIZING SECURITY & CASH FAIL PROCESSING

THE ISSUE

The settlement Back Office has a problem with transaction reliability, which lead to a significant amount of security and cash fails.
Impacts: high operational risks and running costs, financial penalties accompanied by a strong risk of damage to reputation.

THE STAKES

- Reduce the recurring flow of security and cash fails
- Reduce the fail resolution time
- Improve the relationship between different actors involved in the process

The project team that will implement the DMAIC approach consists of Back Office line managers and Equinox Consulting Lean Six Sigma experts.

KEY FACTS

A detailed study of the time spent processing a fail revealed significant room for improvement, especially by **eliminating tasks with no added value** ("Overall Process Efficiency").

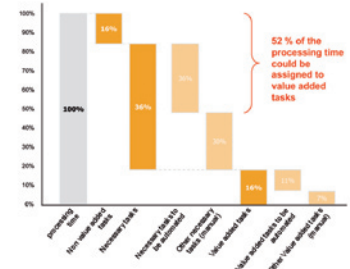
At the end of the Improve phase, dashboards allow daily and monthly activity monitoring. Automatically generated, they are made available to everyone involved in order to **industrialise optimization initiatives** at every step of the process.

RESULTS OBTAINED

- 50% less security and cash fails after 3 months.
- 80% of new fails resolved within 3 days
- Management of the remaining 20% (complex fails) in a dedicated organization
- The Fail management team's skill set was strengthened to enable them to independently resolve 85% of the fails.
- 2 FTEs were assigned to new value-adding tasks for the client

Business: Investment Bank
Equinox team: 1 part time Black Belt (40%) and 1 full time Green Belt
Length: 2 months

Overall Process Efficiency (OPE)



Dashboard - Activity control



BUSINESS CASE

OPTIMIZING THE CUSTOMER CLAIM AND INQUIRY PROCESSING

THE ISSUE

A significant deterioration in service quality over six months leading to strong customer dissatisfaction, and a potential loss of clients to competitors.

THE STAKES

The project was entrusted to the Lean Six Sigma experts of Equinox Consulting and was carried out using the DMAIC methodology in order to:

- Significantly improve the level of Customer satisfaction with this service
- Reduce the response time
- Reduce the processing costs per inquiry by 25%

KEY FACTS

The project team conducted a customer satisfaction survey in order to identify the **expected level of service** ("Voice of the Customer"). The team then measured the **performance of the current process** and compared it to customer service expectations to determine the main areas for improvement.

The mapping of the process makes it possible for all actors to **share a complete understanding of the existing process**.

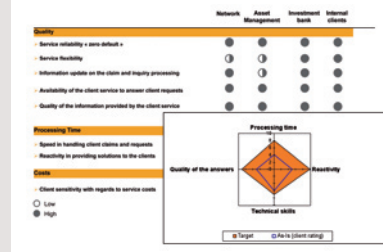
For each area of dysfunction (redundant tasks, unorganised follow-ups, lengthy response times...), workshops or interviews are carried out to provide a **detailed analysis of the underlying causes** and to identify "quick wins" and a medium-term action plan.

RESULTS OBTAINED

- Faster response time: 85% of inquiries are processed and answered within the expected time frame.
- 40% reduction in the processing cost per unit by redefining tasks and the responsibilities of different actors.
- Increased customer service quality, monitored regularly using per-client dashboards

Business: Custody
Equinox team: 1 part time Black Belt (40%) and 1 full time Green Belt
Length: 1.5 months

Voice of the Customer



Process mapping

