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COLONIAL BANK

Case Study

Imaging Workflow

The "diagram and documentation brought clarity to a very complex process. The format used for the presentation allowed for quick reference between the diagram and documentation".

– Larry Blackwell, SVP IT Programming

ADS Financial Services Solutions is a strategy consulting and systems integration firm dedicated to serving the needs of the financial services industry. ADS offers rapid, cost effective solutions to its clients' business challenges through its in-depth financial industry expertise, project management expertise, and technology expertise.

CLIENT

Colonial BancGroup, Inc. is a bank holding company headquartered in Montgomery, Alabama, with more than 280 full-service offices in Alabama, Florida, Georgia, Nevada, Tennessee and Texas that has strategically expanded its presence as a part of a long-term strategy of sustained, controlled, qualitative growth. Since 1981, Colonial has acquired more than 60 community banks, integrating them into a structure that contributes to Colonial's community banking philosophy while achieving corporate synergies and efficiencies. Upon completion of its most recent acquisition – Union Bank of Florida – Colonial will have assets exceeding \$19 billion. Colonial offers a broad line of retail and commercial banking products as well as electronic banking services, credit card and merchant services, cash management services and wealth management services.

SITUATION

Colonial Bank had a long term project to convert their item processing operation from film to digital imaging. The project scope involved system conversions of the item capture and research/archive functions, as well as installing image-enabling enhancements to related processes. The scope of related processes ranged from exception item processing to fraud management to statements. The introduction of new distributed systems and interfaces was complicated by fragmented documentation by operational silos with varying effective dates. As a result, key participants were not up to speed on decisions made in other areas of the project.

CHALLENGE

The challenge facing the bank was to document the proposed business process at the enterprise level, portraying the workflow, timing and impacts for each step in the process. The level of detail needed to be granular enough to be relevant in describing the complexities of the process, but not so detailed as to require constant updating of operational changes. The resulting document would provide a common understanding of the process and the vision that was the final goal. It would also be available as a tool to identify gaps in controls in the process, as well as areas requiring operating procedures.



COLONIAL BANK *(continued)*

“The Imaging Overview....will be an invaluable resource for supporting our new system and a tool we will depend on heavily for the design of our integration testing.”

– Susan Childree, Information Technology Coordinator

APPROACH

ADS collected available documentation on the applications and processes set up or proposed by Colonial Bank. ADS interviewed team members of the various applications in the enhanced system for the workflow, processes, interfaces and controls specific to the Colonial environment. Through the interviews and subsequent analysis, gaps were identified and raised with the project team for resolution. Based on system documentation, silo information and interviews, ADS developed comprehensive narrative and graphic overviews of the process, data flows, and logical interaction of the various applications impacted.

RESULT

ADS provided Colonial Bank with a well-documented, understandable overview of the complex item processing environment to be implemented. The documentation contains a sufficient level of detailed information to provide a clear understanding of a complex process, while remaining above the in-depth operational detail level, therefore requiring minimal revisions.

BENEFITS REALIZED

With the documentation provided by ADS, the bank can now:

- Provide a common understanding among key participants of the imaging workflow and its requirements
- Readily recognize the impacts of changes to systems and procedures on downstream users
- Identify and build detailed operational procedures for steps in the workflow
- Utilize a documentation standard for future projects or existing processes
- Build appropriate Business Continuity and Disaster Recovery Plans

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