

Runner-Up: Dickerson Financial Corporation (DFC)

Josh Laire

There is intense competition among banks to improve the quality of services to attract customers in the competitive banking industry. For Dickinson Financial Corporation (DFC), one obstacle toward effective customer service was the company's reliance on paper to initiate and process customer service. Josh Laire, project lead and application development integration manager at DFC, realized that these processes were preventing ROI and was concerned that the problem would only get worse: With DFC adding another \$3 billion in assets and growing from 100 branches to more than 200, time-intensive manual processing threatened to slow down future growth.

DFC needed to improve scalability, ROI, and faster customer service, but it also wanted to implement better risk management through automated compliance with documented processes. To help address these issues and meet its business goals, DFC turned to Adobe LiveCycle Forms ES and Adobe LiveCycle Process Management ES, speeding the completion and processing of forms as platform- and application-independent Adobe Portable Document Format (PDF) files. Laire coordinated with the business units to define their business requirements and the scope of information needed. By documenting each workflow and external system that was touched during the process, DFC was able to create processes that let the computers do the majority of the work. (See Figure 1.) DFC accomplished this task by integrating web services in an SOA platform that could be called at the precise time needed to update the correct system with the correct information and only involving the user to verify that the information was correct. Users were able to increase the amount of work that they were capable of accomplishing by not having to research to find the information that was needed for each process, but, rather, look at the material that was presented to them and verify that the customer hadn't changed their information or hadn't requested something that was out of the ordinary. This allowed for front-line users to have more time for interaction with the customers and back-line users to have the ability to handle additional workload.

DFC has seen significant results since the implementation of Adobe solutions, realizing 1,408% ROI over the course of three years. Qualitative and quantitative results include

- Savings of more than \$2.4 million across Dickinson subsidiaries
- Dramatically accelerated processing time for banking forms – Customer Due Diligence Forms handled 76% faster; Address Change Forms 50% faster; Account Closing Forms 43% faster
- Slashed time to process debit card requests by 95%
- 90% of benefits realized began in first year
- Executed CIO charter of using technology to grow banking services
- Enabled bank to serve new customers without increasing staff needed to process forms
- Freed employees to engage with customers for increased up-selling and cross-selling
- Accelerated time-to-revenue with faster service delivery

Now, dynamic digital documents are used to initiate the automatic processing of a number of customer account activities and requests. DFC staff can now enter a few details about existing customers or requested services, and backend systems instantly validate and pre-populate the appropriate forms with data. Also, this automatic process virtually eliminated the illegible and incomplete forms that were a major source of delays, saving several days or even a few weeks of processing time.

In the future, DFC plans to make a number of additional implementations, including the migration of 161 forms from their current environment (Paper or Electronic) into a workflow system, the inclusion of signature pads, and integration with Web service / API management system. DFC is also starting to focus on giving incentives to consumers such as a savings account "change back" program. With Adobe LiveCycle, the company can now automate document completion, delivery, and processing, moving forms instantly cross-country, turning a 10-15 business day process to a

10-15 minute process, all while significantly increasing saving costs, operational efficiency, and customer loyalty. Laire says, "The automation supported by Adobe LiveCycle solutions is helping us to meet our customers' needs more quickly and accurately, and that, in turn, is helping us meet our targets for growth and profitability."

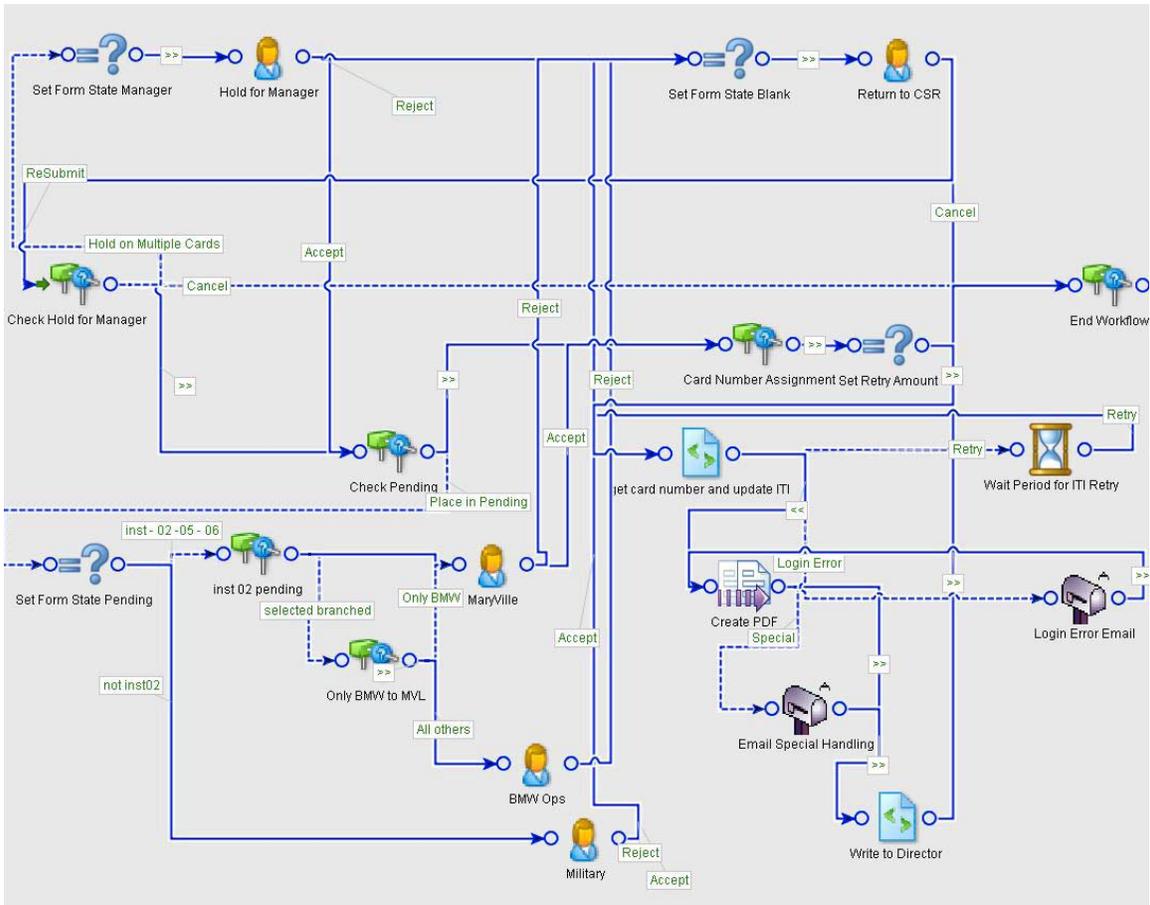


Figure 1. Debit Card Workflow at DFC.

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