

Newcastle Building Society

The Challenge

Prior to implementing Global 360's Process & Document solution in 2000, the Newcastle relied heavily on paper-based, manual processes. With limited management information (MI), managers spent hours assessing queues and prioritising and allocating tasks. Departments worked in silos and it was difficult to share resources when workload was heavy.

Once the initial implementation was in place, the Newcastle quickly realised that it could leverage its investment to offer back office, processing and call centre services to other financial institutions. Building on the success of its on-line savings account – one of the first offered in the industry – the Newcastle has strengthened its competitive position by diversifying into outsourced systems.

"Process management was pivotal in enabling the executive team to convince the Board of Directors that we had the tools and ability to diversify into new markets. Without process management in place, we couldn't have done that," says Ian Kilmartin, Third Party Services Executive.

The Solution

Since 2000, the Newcastle has continued to invest in the system with regular upgrades and enhancements with the help of Global 360's partner, Zarion.

"As an early adopter of new technologies – we hope to make process management more viable for smaller partners and we are in the process of scaling our offering to the point where more organisations can share it. This is good for the sector overall – as it means better service and better prices for customers throughout the industry," explains Colin Greaves, Operations Director.

The Newcastle opened a second processing centre in North Tyneside in 2009 to improve disaster recovery and business continuity. This second site enables the Newcastle to offer customers the extra resilience they require – if there is a failure at one site, all communications will automatically switch to the other. "This extra investment was only possible because of the income raised from the outsourced business," says Kilmartin.

Challenges

Replace manual, paper-based systems with an integrated solution to help balance workload, break down silos and become more customer-centric

Goals

Implemented Global 360 to automate Workflow and Imaging, speed processing and improve customer service

Results

Improved customer service enabled the Newcastle to achieve significant growth by diversifying into new markets



Customer Overview

Newcastle Building Society is one of the U.K.'s leading mutual building societies with assets of more than £4.5 billion under management. The society provides a range of products and services including mortgages, savings and investments, financial planning and insurance.

With a reputation for embracing innovative technology and developing groundbreaking products, the Newcastle has more than 1,000 staff and is the largest building society in the North East of England.





Impact on Managers

Since implementing Global 360, the Newcastle has developed its Management Information (MI) system. Managers can now produce real-time reports by department, team, individual, work type or process in just seconds. "It's great to know exactly where you are at the touch of a button," says Grand.

Service Level Agreements (SLAs) are tied into completing tasks by a certain time – now all post is with the business by late morning to ensure same day turnaround. "It's not just about skills, management and training – it's also about who needs to do what to meet the SLAs," explains Shaw.

"In addition, we can now see exactly how much work is costing in hours. All work is visible and this helps us to continually improve efficiency by reducing the time to complete a task," says Grand.

"We have also gained further efficiencies through automating processes. With automated account opening, customers apply on-line and we can open an account without touching anything," says Shaw.



Impact on Participants

"Process management has become part of the infrastructure and the culture of our organisation. It is fundamental to how we organise our teams and how we operate," says Shaw.

Since implementing the solution, the Newcastle has developed a fully flexible workforce that can move between departments or work from home when necessary.

"By multi-skilling – the Newcastle has truly taken advantage of business process management. "One of the biggest overall benefits of Global 360 is that individuals are no longer expected to handle peaks in workload on their own. Now there are up to 500 people who can help out if need be," explains Phil Grand, Customer Service Executive.

The Newcastle has also implemented a dedicated Flex Team whose sole purpose is to help to manage peaks in workload when they occur. "It's a very powerful thing to have 20-30 people extra on hand to help out within the hour if necessary," continues Grand.



Impact on IT

All back office systems are managed through the Global 360 solution with every piece of customer correspondence scanned and indexed at the point of entry.

"Scanning is now done in batches and by starting sooner; we now complete indexing much earlier in the day, explains Chris Shaw, IT Manager. "We're working with partner Zaron to automate work allocation and we're looking at optical character recognition to automate some indexing."

Business continuity and scalability have also been improved by working with partner Kofax which now handles all data capture. Archives that were previously stored on disk are managed through the workflow queues and on-line technology.

Impact on the Business

Newcastle Building Society now manages over £5 billion in funds, with more than 20 customer organisations in the solutions business.

"Process management gives us the flexibility to manage multiple brands – and to manage multiple product launches, new promotions and the peaks and troughs of market demand. We have the capability to get a new product to market within 16-20 days and can flex resources to meet our SLAs," says Greaves.

"Newcastle Building Society is now a one stop shop for technology, integration, processing, banking and management information. The outsourced business now accounts for a very significant percentage of our business and is growing at a phenomenal rate. Without Global 360 and Zaron, we would not have been able to achieve this at all," concludes Greaves.

"We now take Global 360 for granted – it's difficult to imagine running the business without it. The level of flexibility and integration is tremendous"

Colin Greaves | Operations Director