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eBAM: A Journey to Account Management Efficiency

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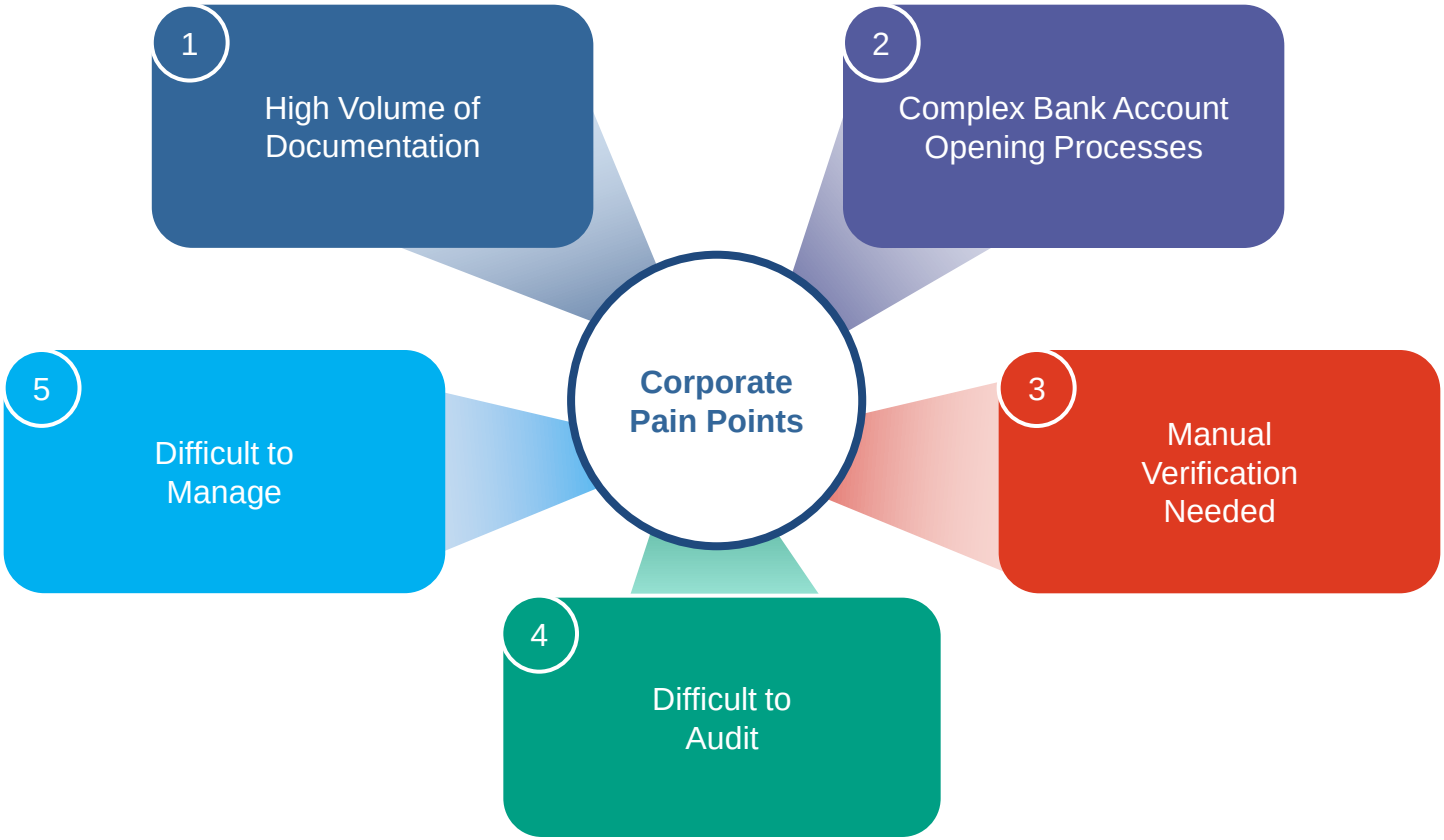
Tatiana Gomez

Wrigley

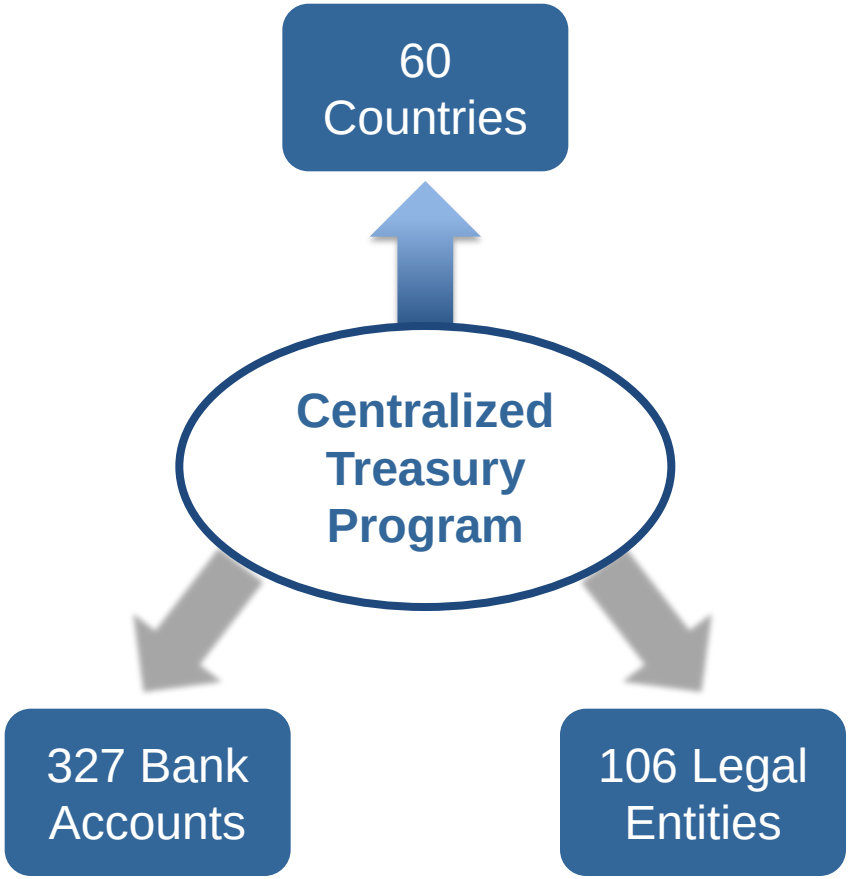
Why eBAM ?

Managing a large number of bank accounts manually presents various control and governance pain points. As corporates grow larger and more globalized, these pain points become more apparent.



Wrigley Bank Account Management

Size of Wrigley's Treasury



Before Citi® eBAM

- Legal Entity submits bank account request to corporate 4–12 weeks
- Corporate reviews/ approves submission via paper process 1–2 weeks
- Legal Entity receives approval proceeds with request 1–4 weeks
- Citibank completion 2–4 weeks

Potential Solutions

Three Alternatives for Wrigley

Citi eBAM via CitiDirect BE℠	• Ink signatures only • Digital and ink signatures
CitiConnect® eBAM	• ISO XML based
In-House Application	• Expensive and inefficient

Approach

A set of considerations drove the decision of which eBAM solution to implement for Wrigley. Citi eBAM via CitiDirect BE was deemed the best solution for our needs.

Primary Considerations

- Custom Work Flows
- International Accounts eBAM Country Footprint
- Internal Controls of Bank Management
- Web Application Legal Entity Access
- Confirmation from Bank Request Complete

Solution

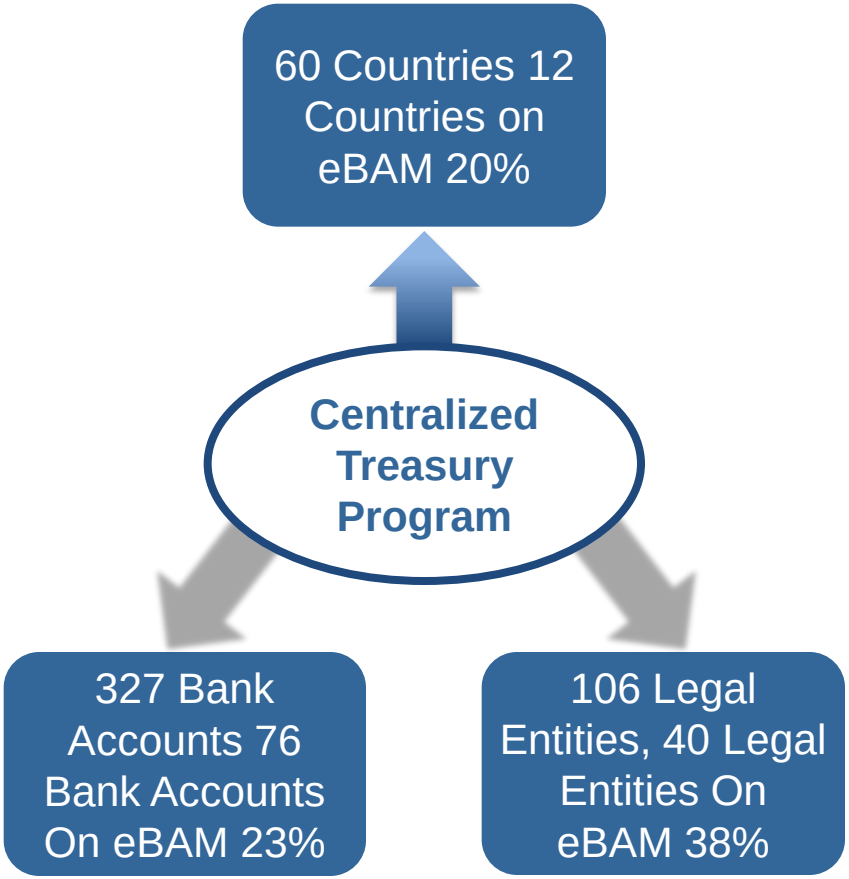
Citi eBAM via CitiDirect BE using Digital signatures

Implementation Process

1. Train Legal Entities
2. Create Digital Certificates
3. Create Work Flows and Roles
4. Citi to review and sanitize data
5. Receive information and data from Legal Entities, review and sanitize data
6. Request information/ documentation for Legal Entities

Wrigley Bank Account Management

% of Wrigley's Treasury on eBAM



After Citi eBAM

Legal Entity submits bank account request to corporate 5–15 days

Corporate reviews/ approves submission 1–3 days

Legal Entity receives approval proceeds with request 0-5 days

Citibank Completion 2–7 days

Challenges of the Wrigley Implementation

Successful mitigation of all challenges was achieved through the cooperation and careful project management between Wrigley and Citi.

1. **Working with internal legal team on any required documents**
2. **Updates to the eBAM system**
3. **Supporting Digital Certificates**
4. **Providing lead time to our Legal Entities**
5. **Acceptability of Digital vs. Ink Signatures**
6. **Deploying Legal Entity training**
7. **Legal Entity acceptance and usage**

Anand Mitra

Citi Treasury and Trade Solutions

Evolving Corporate Client Needs

Multinational Corporations work with multiple banks in multiple countries managing hundreds of accounts

Increased regulatory and compliance requirements

Account Management is manually intensive and lacks transparency

Increasingly creates need for

Easier, simpler and secure way to centrally conduct account administration

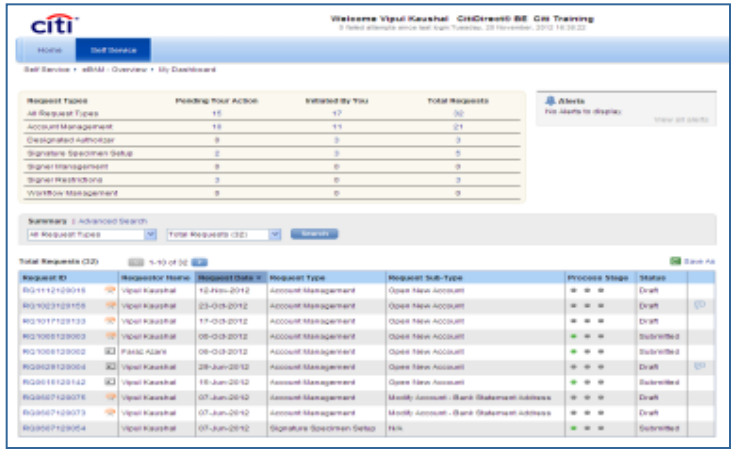
Greater control and visibility of account requests and signers

Reduction of paper intensive processes to save time, cost, and resources

Citi eBAM Approach

Citi offers two different options for Citi eBAM: eBAM via CitiDirect BE, a proprietary Citi solution and eBAM via CitiConnect, emerging multibank ISO XML messaging.

Citi eBAM via CitiDirect BE



Citi Web Front-end Live with 55 Countries

- Faster adoption
- Feature rich
- Efficient

Citi eBAM via CitiConnect

- Header Specifications
- Attachments Enabled
- Multi Formats
- Naming Convention

Personal Digital Signature Technical Specifications

- Sign an XML
- Sign attachments
- Transport certificates

ISO XML Messages

- 15 Message Types
- Multiple Business Scenarios

Currently in Pre-production Pilot

- Evolving ecosystem
- Multi-bank
- Standards

eBAM Benefits

Visibility and Control

- ✓ Authoritative database of accounts and signatories
- ✓ Traceability of all requests submitted via eBAM
- ✓ Full reports and audit trails
- ✗ Some bank processes remain manual

Targeted Efficiency with eBAM

	Target End-State % Improvement
Account Closure	90%
Account Maintenance	75%
Signer Add	75%
Signer Delete	75%
Account Opening	75%

Paper Reduction with eBAM

	Target End-State % Improvement
Account Closure	100%
Account Maintenance	100%
Signer Add	90%
Signer Delete	75%
Account Opening	50%

- Reduction in Corporate request preparation time
- Simple request can be Straight Through Processed
- Faster turn-around-time where e-documentation accepted
- Increased success rate

- Need for paper documentation does not go away entirely
- Consistent re-use of documentation
- Pre population of forms

Factors Affecting Client Evaluation of eBAM

Key considerations when determining which solution to implement:

- **Bank Offering Or Version ISO 20022 2.0**
- **Bank Account Organization**
- **Organization Preparedness**
- **Cost**
- **Digital Signatures**

Overcoming Key Challenges

Following are the key challenges a bank will typically face in adopting eBAM

Operational

- Document gathering, indexing and loading to database
- Varied processes and applications due to large country footprint

Resources

- Effort and Time required to digitize documentation
- Maintaining separate processes for paper and electronic channel

Legal and Regulatory

- Varying Country Regulation
- Customer Due Diligence (Know Your Customer)
- Data Protection

Technology

- Challenges of new technology adoption
- User adoption

Standards

- ISO XML messages enhancements are needed to overcome limitations seen in the 1st release of messages
- Need for synchronizing messages and requirements with treasury solution providers one at a time

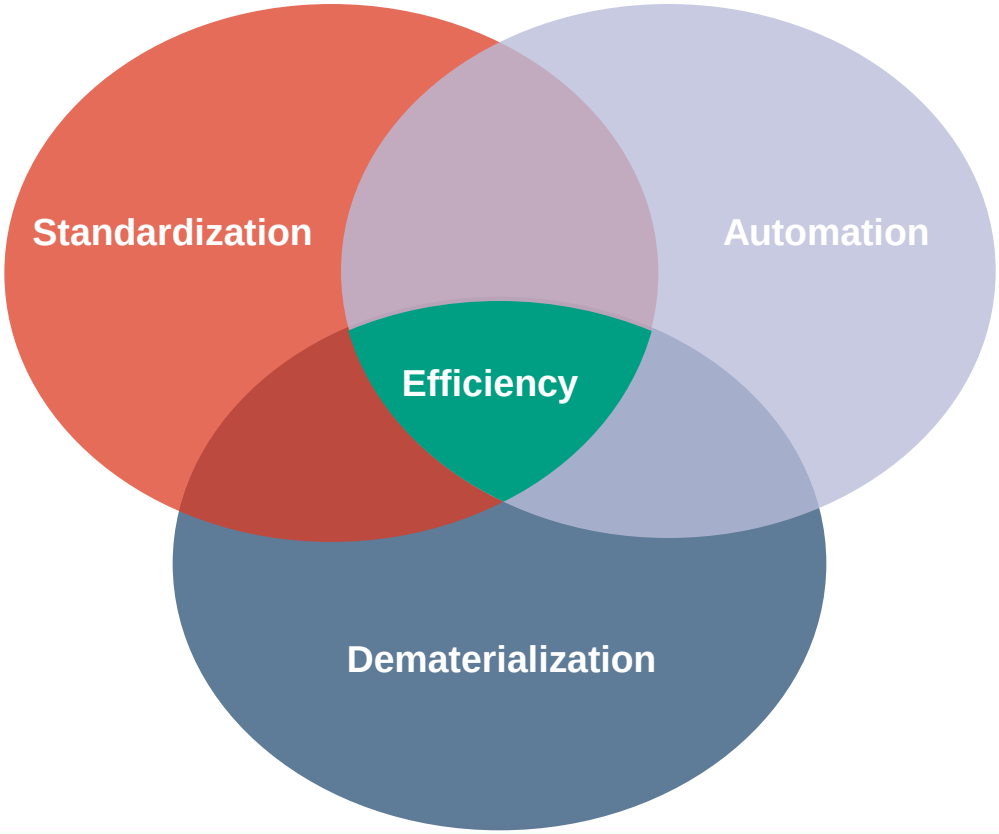
Corporate Adoption Practices

Electronic Bank Account Management adoption requires transformation of Corporate processes; this transformation will facilitate realizing the true potential of eBAM

- Transition from paper-based Workflow to electronic Workflow
- Introduce controls for monitoring
- Determine the scope and match with bank's eBAM capabilities and branch footprint
- Validation and reconciliation of corporate and bank data
- Collect Legal Entities, Accounts, Singers and Restrictions
- Evaluate hardware and software requirements
- Identify Roles and Controls
- Pilot with small account and country footprint

Summary

The efficiency of the new system will depend on the level of Dematerialization, Standardization and Automation.



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Citi works with its clients in greenhouse gas intensive industries to evaluate emerging risks from climate change and, where appropriate, to mitigate those risks.

efficiency, renewable energy and mitigation