DEPOSIT REENGINEERING

From the Banker's Perspective

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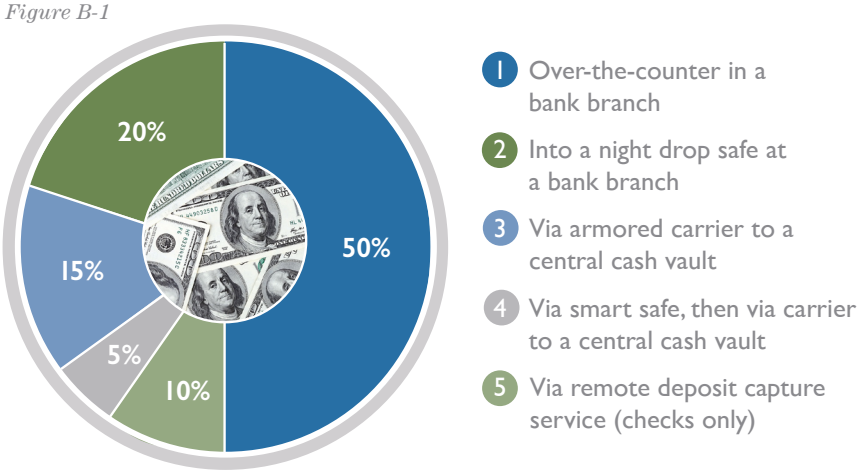
CHECKS: A FACT OF LIFE

Customer payments using currency and checks are a fact of life for retailers and small businesses, which generate large amounts of cash and checks that need to be deposited to a bank. More than 4.3 million business locations[1] make more than two billion check and cash deposits annually to U.S. banks. These cash and check deposits enter into the banking system via one of five primary methods:

Figure B-1



Since the 2008 financial crisis, U.S. banks have been ramping up mobile, remote deposit and online services and moving away from physical locations to avoid overlap. Culling branches, with their real-estate, labor and security costs, has become a popular way for banks to boost profits at a time of sluggish revenue and loan growth. The number of branch locations has steadily declined since 2009, according to data from the Federal Deposit Insurance Corp.

Customer payments using currency and checks are a fact of life for retailers and small businesses, which generate large amounts of cash and checks that need to be deposited to a bank.

As banks reshaped their retail infrastructure to cope with ever-increasing operating costs, bankers have actively sought out — and invested in — technology to improve and reengineer the commercial deposit process. Banks have introduced new deposit-taking methods such as remote deposit, which enables the electronic capture of a check image and depositing of the image via a bank's web-based application. That eliminates the need for the customer to travel to a bank branch and make the deposit over the counter or via the night drop or ATM. The use of remote check deposit services continues to grow rapidly, but it does not reduce the need to physically deposit currency and coin.

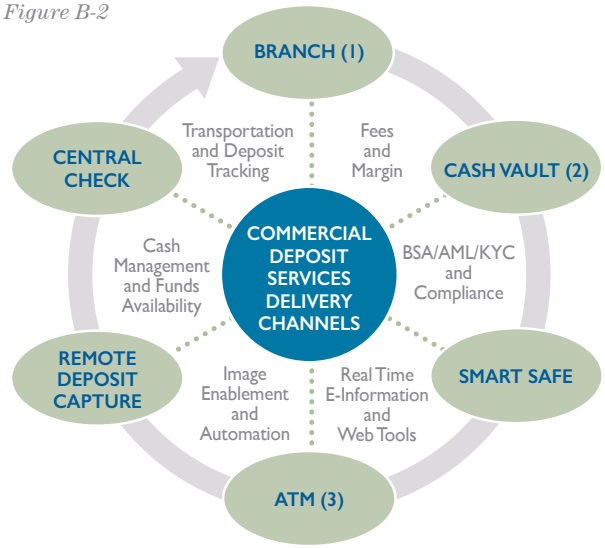
As banks have reshaped their consumer (i.e., retail) delivery channels, significant volumes of transactions have migrated to retail automated teller machines (ATMs) and online banking. Banks have downsized branches in favor of supermarket outlets, teller-less kiosks, and other non-commercial locations. As a result, businesses have been left with fewer convenient bank depository locations or are required to pay for costly armored services to transport deposits to central vaults.

Banks will continue to drive transaction volume out of their branch networks so that these brick and mortar sites can be dedicated to selling financial products and services. As a result, bank operational infrastructure is transforming to support reshaped commercial deposit service delivery channels.

[1] *U.S. Census Bureau, Statistical Abstract of the United States: 2012*

At the core of a bank's deposit product strategy is the depositor of cash and checks. A bank's deposit product strategy determines its service delivery channel strategy, which is supported by an operational strategy. Technology, liquidity, and regulatory strategies are cornerstones of an overall commercial deposit product and system strategy, as depicted in Figure B-2 below. To remain cost competitive, banks must develop deposit handling systems that monitor, track, process, and verify cash on an integrated enterprise-wide common platform.

Figure B-2



Consumer Cash and Check Transactions

Somewhat unexpectedly, the use of currency as a consumer payment medium remains high. However, signs of the ongoing long-term transformation of payments from paper instruments to cards and electronics remain evident. One catalyst in this transformation has been the increasing popularity of bill-payment services offered by consumers' depository banks. By initiating payments via computer or mobile device, the consumer avoids the cost of postage and the need to reconcile outstanding checks; the merchant avoids the cost of processing paper checks and hauling them to the bank for deposit; and the bank shifts a huge amount of paper processing to electronic processing and sharply cuts the costs associated with printing and mailing bank statements with paid checks (among many other savings).

Not only is more currency in circulation, but deposit transaction volume also continues to increase from more commercial depositing locations. As banks have transformed their branch systems by replacing large locations with small in-store or supermarket branches, they have also aggressively replaced tellers with ATMs. Thus, the banks have shifted consumer transactions from the teller line to the ATM line and online. With banks downsizing their retail locations, commercial deposits are increasingly processed through a diminished branch capacity. As a result, banks' costs associated with commercial deposit processing have perversely continued to increase while service levels have declined.

The implications of these payment system trends and transformation of the banking system delivery channel have driven, and will continue to drive, banks to reengineer how they process commercial deposits.

Current Business Deposit-Taking Services

Banks provide business customers multiple ways to make their commercial deposits, including various related deposit services. The primary depository methods banks provide to business clients are:

- Over-the-counter branch deposit
- Night drop branch deposit
- Check-only branch deposit
- Direct cash vault deposit
- Electronic deposits
- Remote deposit check capture
- Smart safes
- Other deposits (including debit/credit card merchant processing)

The use of one or all of these deposit-taking services depends upon the relative proximity of the depositor and the bank, the timing and frequency of deposits, and the amount of funds involved. Based on an industry survey of six major U.S. banks, approximately 70 percent of commercial cash deposit transactions are made through a bank branch (50 percent over the counter, 20 percent night drop), with the remaining 20 percent of deposit transactions made directly to a bank's central cash vault and 10 percent are deposited via remote check capture. Except for electronic deposits, most of the common depository service processing provided by banks tends to be archaic and relatively inefficient.

As customers transform the way they bank, the value proposition of traditional branches comes into question.

TRANSACTION COSTS

Transaction Cost Analysis

The rise of the digital consumer and the high-cost infrastructure of bank branches lead to a declining return on investment (ROI) for banks and cut into profitability of other areas of the bank. Branches remain an important interaction point with customers, however, and play an essential role in complex product sales and relationship building for both retail and small-business customers. But as customers transform the way they bank, the value proposition of traditional branches comes into question. The cost of a branch transaction is approximately 20 times higher than the mobile transaction and 40 times higher than an online transaction. A 2012 study[2] showed that average transaction costs (including labor and IT costs) for U.S. banks were:

Figure B-3

[2] *CEB TowerGroup 2012, as reported in "Rebooting the Branch: Branch Strategy in a Multi-Global Environment," PwC Financial Services Institute, December 2012 at www.PWC.com/f~i.*

Research demonstrates that financial institutions spend an inordinate amount of time processing transactions and handling cash deposit from commercial customers within the branch environment.[1]

- Processing 50%
- Administration 17%
- Sales 18%
- Customer Service 15%

[1]*Source: Reengineering the Bank, Paul Allen*

Reducing in-branch commercial transaction processing and cash handling time would allow financial institutions to spend more time selling and servicing their customers.[2]

- Cash Deposit Verification Hours 10%
- Total Teller Paid Hours 90%

[2]*Source: Major Bank Study*

Objectives Regarding Transaction Costs

Banks and their service providers must continue to drive transaction costs lower as market pricing is increasingly commoditized. The average list price for deposit services increased by more than five percent between 2011 and 2012, according to the Blue Book of Bank Prices.[3] Meanwhile, the industry average labor cost for all teller transactions (retail consumer and business) increased from $.61 in 2002 to $1.08 in 2013. Commercial deposit costs remain high, between $5.00 and $8.00 per average business deposit, including cash and checks deposited over-the-counter or through the night drop in a bank branch location.

While achieving a paperless environment is a worthy goal for banks, a less-paper environment is a realistic starting point. Automating processes by deploying imaging and business process management technologies is a preferred transition strategy for migrating away from today's paper-and labor-intensive environment. While the bank may be actively reengineering, designing, and implementing new systems and processes, it must build into those systems automated technology-based transaction monitoring to ensure compliance with federal anti-money laundering laws.

REENGINEERING THE DEPOSIT-TAKING FUNCTION

Financial institutions have spent billions of dollars to automate systems that were previously manual processes. The commercial deposit process employed by many banks, however, has remained the same since the money changers handed gold coins over stone tablets. More than 50 percent of commercial cash deposits continue to be counted manually by tellers in branches.

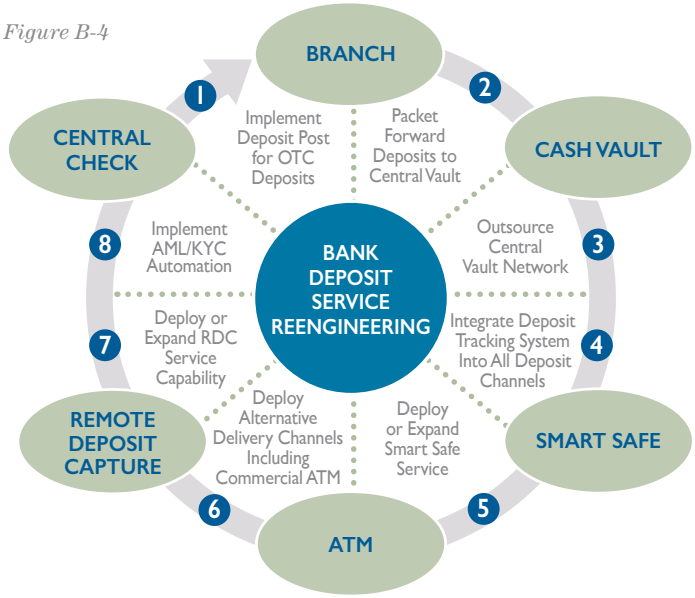
The focus of reengineering is to optimize the process flow without focusing on the efficiency of a particular task. For example, if a cash verification process from input to its cumulative output requires seven steps in the current environment, the reengineered environment should take only three steps.

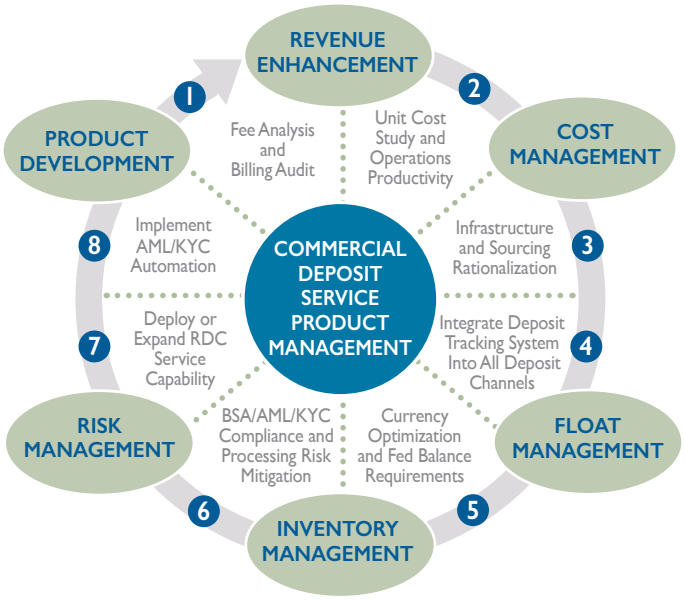
The reengineered environment may certainly utilize automation, such as currency-counting hardware, to optimize the process but the improvement does not rely on automation in itself. The process of reengineering commercial deposit processing is about improving how depository customers interact with the bank, reducing all-in operational costs while enhancing a bank' s competitive position.

[3] *The Blue Book of Bank Prices is published by Phoenix-Hecht, Research Triangle Park, NC (919) 541-9339, www.PhoenixHecht.com*

There are eight primary phases involved in reengineering a bank's commercial deposit processes, as illustrated in Figure B-4 below. As the figure shows, the eight phases overlap each other. A bank may implement these phases sequentially or substantially simultaneously, depending upon larger strategic issues, geographic limitations, or capital constraints.

Figure B-4





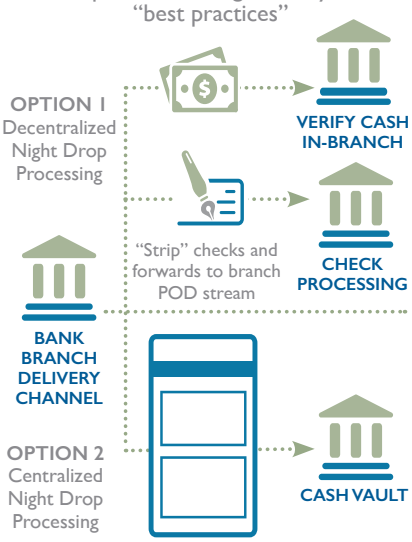
Few banks have achieved optimal conversion rates of the post-deposit verification service, especially for over-the-counter deposits in branches made by mid-sized and small businesses.

Most major U.S. banks and many large international banks have implemented Phases 1 and 2 but few have effectively addressed all of the phases of deposit reengineering. It is important to note that of the banks that have implemented Phase 1, few have achieved optimal conversion rates of the post-deposit verification service, especially for over-the-counter deposits in branches made by mid-sized and small businesses.

The first phase of reengineering entails migrating night drop commercial customers to a standard tamper-evident plastic deposit bag and improved night drop process.

Step 1: Conversion to dual pocket from single pocket zipper lock canvas, vinyl, non-standard plastic bags

Step 2: Implement improved night drop depository service processes using industry "best practices"



PHASE I: Post-Deposit Verification

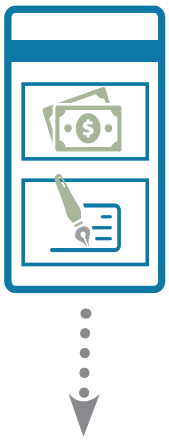
A post-deposit verification service enables business customers to deliver cash and check deposits to a bank branch or other designated drop-off facility prior to the business day cutoff and receive provisional credit for the deposit prior to the currency actually being counted and verified. Typically, the credit is provisional; that is, the deposit is subject to the bank's final count, verification and, if required, adjustment within a specified period of time, usually no more than forty-eight hours.

Numerous major banks have implemented commercial post verification deposit services, most of which work in a substantially similar manner.

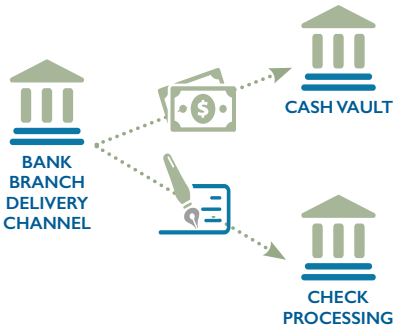
1. Deposits are placed in disposable, tamper-evident plastic deposit bags with two compartments: one for checks and the deposit ticket, the other for cash.
2. The cash portion of the bag (usually the top compartment) is sealed through the use of advanced adhesives and features that provide evidence of tampering if unauthorized attempts are made to reopen the bag. The check portion of the bag (usually the bottom compartment) is sealed with a reusable closure.
3. The customer's name, location identifier, date, cash amount, checks amount, total deposit amount, and other relevant information are written or pre-printed onto the outside surface of the bag.
4. The bags are imprinted with unique tracking numbers, and sometimes bar codes. This allows for effective tracing throughout the deposit process and can be a useful tool in tracking misrouted or lost deposits. Bar coded deposit documents are also used by advanced Deposit Tracking Systems that provide real time status of a deposit from deposit location through final bank verification.
5. The fully prepared and sealed deposit bag is then brought to a bank branch and presented to a teller, either by the customer or an armored carrier.
6. The teller removes, or "strips," the checks from the re-sealable portion of the deposit bag and processes the checks along with the original deposit ticket. The checks and deposit ticket are entered into the ongoing branch proof-of-deposit workflow.* The ledger credit and collected funds status of the check portion of the deposit are based on the bank's standard availability schedule.
7. The cash portion remains sealed in the bag and unverified. The teller enters the cash total as a "provisional" credit based upon the "said to contain amount" written on the deposit ticket. The teller prepares or the system generates a "cash-in" or "cash-in-transit" transaction ticket, a copy of which accompanies the cash deposit to the point of verification. Meanwhile, a duplicate cash-in ticket is placed in the teller's cash drawer as a substitute for the actual currency.*
8. The bank provides the customer with a deposit receipt indicating provisional credit has been made to the customer's bank account.
9. The bank then determines the most efficient and cost-effective location and times to verify the cash portion of the deposit.
10. The final (i.e., non-provisional) currency credit is typically provided within 24-72 hours depending upon the bank's policy, branch location, and verification processes.

**Note: Teller capture or related back branch office image (or 3rd party) capture of check items and related image workflow provides greater efficiency than physical transportation and paper workflow.*

Step 1: Implement OTC post verification product – in-branch verification



Step 2: Implement optimal processing infrastructure with package forwarding as appropriate



Steps to Success

A bank can take several important steps designed to implement a post-verification system:

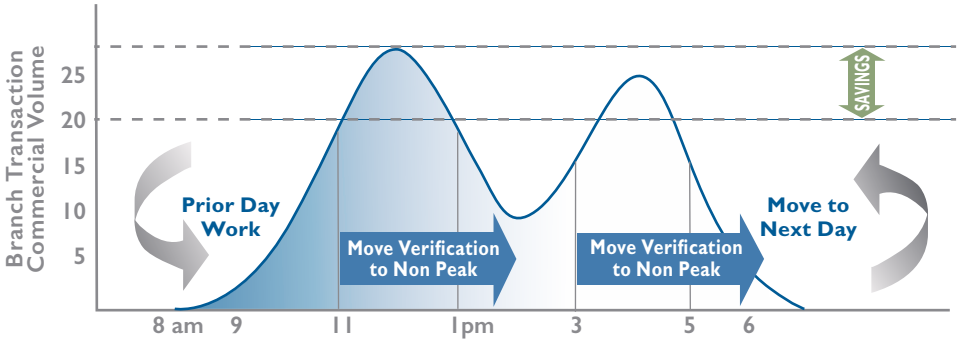
1. Implement new customer deposit preparation procedures.
2. Begin charging for processing over-the-counter and night drop deposits.
3. Implement internal policies, procedures, and systems that support in-branch post-verification of commercial deposits.
4. By transferring the post-verification process to off-peak times, teller transaction processing time will be reduced, thereby reducing queue time and enabling more customers to be serviced more quickly.
5. Ideally, service levels and profitability are optimized when the transaction processing capacity equals the actual transaction volume throughout the processing day, or:

Capacity= Volume

In an environment where C<V, service levels deteriorate. Commercial depositary customers typically are unwilling to endure long waits to make their deposits. Conversely, where C>V, idle capacity increases unit costs. This would occur during low volume periods where tellers would be doing no productive work.

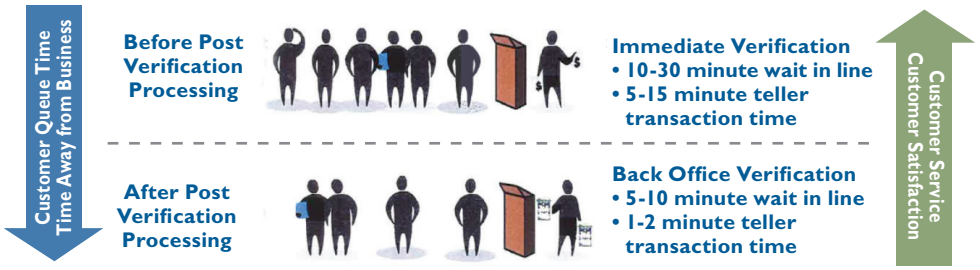
Commercial Deposit Branch Workflow Dynamics

Optimizing the commercial deposit workflow processes enables reduction of teller resource requirements by staffing to average instead of peak transaction volumes.



Time Savings for Commercial Customers

Completing verification processes in the back office will significantly reduce wait time for retail and commercial customers. This differentiates your bank by "giving more time back" to your commercial and retail customers.



PHASE 2: Process Centralization/Package Forwarding

A key element behind centralized processing is the use of package forwarding to centralize the processing and verification of commercial deposits made over the counter or via night drop at bank branches. The trend in retail bank delivery channels continues toward the reduction and eventual elimination of tellers engaged in processing activity. Instead, they are being redeployed into sales and customer service activities. Likewise, commercial deposit processes must transition from the teller lines in branches to a central processing environment.

There are three primary package forwarding models that should be considered in Phase 2: in-branch, hub-and-spoke, and central vault (the latter two can be outsourced). Each of these three package forwarding models can be used independently or in conjunction with each other, depending upon a bank's internal capabilities and external market requirements.

Evaluating the Package Forwarding Models

Any evaluation to determine the optimum package forwarding model must consider the following influencing factors:

- **Changes to resource allocations.** As work is transferred out of the branch and into a hub-and-spoke or central vault environment, the human resource allocation in the branch system must either be reduced or reallocated to customer service or selling activities. The objective of Phase 2 is not to just move peas (costs) around on the plate; rather it is to remove costs altogether by doing things better.*
- **Transportation costs.** Armored transportation costs are almost certain to increase in a high-volume package forwarding model. It is very important to maximize the customer conversion rate in Phase 1 to a post-verification service first, before implementing Phase 2. Typically, a minimum of 25-35 post verified deposits per branch, or a conversion rate of approximately 60 to 80 percent should be achieved before a hub-and-spoke or central vault model offsets the incremental transportation costs.*
- **Night-drop processing.** By their nature, night-drop deposits are already post-verified. By centralizing night-drop processing, the related volumes can provide the bank with greater economies of scale sooner, both for transportation and processing.

Note: Teller capture or related back branch office image (or 3rd party) capture of check items and related image workflow provides greater efficiency than physical transportation and paper workflow.

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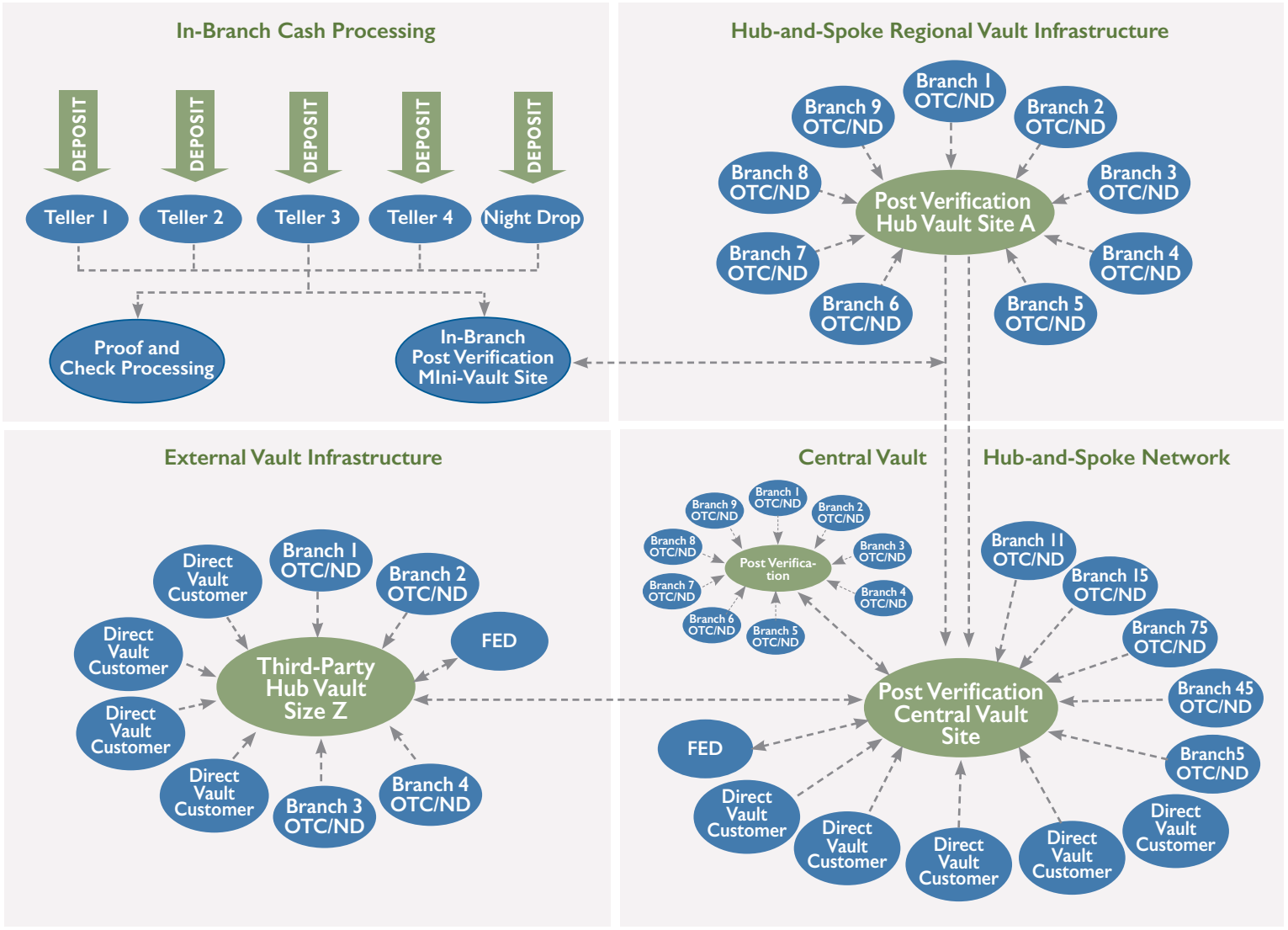
Today, a bank's vault cash levels typically equal or exceed the reserve requirement.

- **Market requirements.** Market demands will greatly influence the final design of the post-verification service and employment of package forwarding. Processing deadlines, adjustment procedures, and pricing structures will vary by market.
- **Inventory levels.** Currency inventory levels have a carrying cost to the bank. Historically, a bank's inventory of currency could offset a significant portion of its Federal Reserve required reserves. Now, mostly due to sweep accounts and related yield management techniques, a bank's vault cash levels typically equal or exceed the reserve requirement. The bank, therefore, has a strong incentive to minimize currency inventory levels by processing the currency and converting it to an earning asset as quickly as possible.
- **Risk mitigation.** Processing risks in a decentralized teller environment are inherently different from those in a centralized processing operation. A hub-and-spoke or central vault environment can implement risk management procedures faster, more securely, efficiently and effectively, and with a greater degree of success than in a decentralized processing system.

Figure B-5

OPTIMIZE LOGISTICS, SERVICE AND COSTS



PHASE 3: Rationalize Central Vault Operations

Many banks have outsourced all or a portion of their back office cash handling operations. In some instances a third party cash processor, such as an armored carrier, can provide cash services at a lower cost than a bank can provide internally. Four key considerations must be addressed when planning to outsource cash deposit verification and currency/coin supply services to a third party vendor:

1. **Customer ownership.** Armored carriers have captured significant cash processing market share from banks. As the carrier becomes the cash processing entity, banks can lose not only the related cash processing revenues but also intimacy with its customers.
2. **Long term cost structure.** Carriers tend to dominate certain regional markets, which can result in significant increases in cash processing costs over time. Competitive markets can be ensured through efficient and effective business practices.
3. **Risk.** Increased risk is associated with maintaining the bank's cash inventory at an unregulated non-bank third party provider.
4. **Service levels.** Although some third party cash processors provide excellent service levels, some do not. If a bank outsources its cash processing to a third party and service levels decline, this can negatively impact the bank's relationship with its commercial customers regardless of the origin of the quality problem.

Many banks are increasingly motivated to outsource their cash vaults to a third-party service provider, typically an armored carrier or cash-in-transit (CIT) company.

Investing in a cash vault infrastructure upgrade is an expensive proposition, but banks' aging vault infrastructures cannot support the required service or processing efficiency levels without some new investment. Consequently, many banks are increasingly motivated to outsource their cash vaults to a third-party service provider, typically an armored carrier or cash-in-transit (CIT) company.

Additionally banks can realize great synergy between check and cash operations reengineering. In particular, distributed check image capture in an outsourced third-party cash vault can deliver both operational efficiencies as well as improved service levels, such as later deposit deadlines. Outsourced cash vault check capture and truncation is becoming commonplace as centralized item processing centers have given way to distributed capture.

PHASE 4: Integrate Electronic Deposit Tracking Systems Into All Channels

For most merchants, managing the daily check and cash deposit process is labor-intensive, risky, and prone to errors. Store employees must manually collect and count cash, then an employee or an armored truck service delivers it to the bank. Similarly, the armored carrier and the bank of deposit engage in a manual, paper-based, labor-intensive and high-cost process. Up to 10 or more paper documents can be generated for each commercial deposit, and more when deposit discrepancies and adjustments occur.

Electronic commercial depository systems (ECDS) create commercial deposit information using machine-readable data formats, typically barcodes. An integrated

ECDS system seamlessly links the commercial deposit and cash shipment information through an intranet or Internet system providing real-time cash handling information to participants at significantly lower costs. The industry leading ECDS service is DTS Connex. DTS Connex enables online deposit creation and the ability to track deposits through each step of the chain of custody. This cloud based service reports when an armored carrier has picked up the deposits, when the depository banks have received and credited each deposit, and if there were any adjustments to a deposit. The service then analyzes all that information to ensure the optimal deposit process is deployed on a sustainable basis.

Small businesses, especially where they are retailers located in a shopping center or mall, can facilitate their deposit and change order processing by using centrally located commercial teller machines, commercial change order machines, and business-only kiosks. Banks can employ these self-service business transaction machines to replace or complement existing merchant teller or non-intelligent night-drop facilities.

Smart safes can improve employee safety, minimize cash-handling risk and errors, boost staff productivity, and accelerate credit for cash deposits.

PHASE 5: Deploy or Expand Smart Safe Service Capability

Technology enables banks to offer more effective solutions for managing coin and currency. One such solution is a deposit-only electronic "smart" safe that a retailer typically would contract for with an armored carrier. During the business day, store employees deposit excess cash and large bills into the safe. At the end of the business day, instead of preparing a deposit, all funds in excess of the next day's starting fund are inserted into the smart safe where they are secure and counted electronically.

Smart safes can improve employee safety, minimize cash-handling risk and errors, boost staff productivity, and accelerate credit for cash deposits. They do have limitations, however. Because the smart safes can hold a limited amount of currency, they are best suited for smaller retailers, gas stations, or quick-serve restaurants. In addition, most current smart safe products do not accept coins for deposit.

Smart safe deposit services can offer the following benefits:

- Improve cash flow with daily credit for cash placed in smart safes without having to prepare a physical bank deposit.
- Lower costs by reducing daily armored carrier pickups to every fourth day.
- Virtually eliminate deposit adjustments.
- Save time in preparing and managing currency deposits.
- Mitigate opportunity for theft and provide added security.

PHASE 6: Deploy Alternate, Self-Service Deposit Delivery Channels

Alternate deposit delivery channels include commercial ATMs with bulk deposit capacity in high volume locations, commercial change order and change deposit machines, as well as business-only kiosks and other cash handling technology and processes designed to improve the profitability and competitiveness of a bank's commercial deposit services. Other deposit services can include making deposits thru the U.S. mail or via a FedEx or UPS service partnership with a depository bank.

PHASE 7: Deploy or Expand Remote Deposit Capture Service Capability

The Check 21 Act, which became effective in 2004, paved the way for the development of Remote Deposit Capture (RDC) in which the merchant can create the digital version of the original check and transmit the digital data to the merchant's depository bank, usually via a bank-provided Internet application, for credit to the merchant's account. The Check 21 Act created a new negotiable instrument called a "substitute check," which contains an image of the front and back of the original check that can be processed in lieu of the original check. A substitute check is the legal equivalent of an original check under the Check 21 Act.

Remote Deposit Capture typically provides benefits including merchant convenience, faster deposit availability, quicker return of dishonored checks, and reduced tranportation cost and risk.

The merchant captures the image of the check and transforms it into digital form either as an image or data, then transmits this image or data electronically to the merchant's depository bank. The substitute check or the equivalent digital data is cleared and settled electronically, thereby expediting credit to the customer's account. Remote Deposit Capture typically provides benefits including merchant convenience, faster deposit availability, quicker return of dishonored checks, and reduced transportation cost and risk. With increased use and service offerings, the merchant's cost to use RDC services (banking fees, scanner prices, etc.) are expected to decrease over time.

Remote Deposit Capture has quickly evolved into a must-have deposit product in most U.S.-based banks in order to remain competitive. The benefits to depositors include:

- Saves trips to the bank.
- Accelerates clearing time and improves cash flow.
- Extends bank business hours.
- Reduces return item risk by accelerating returned items to the bank of first deposit.
- Facilitates regional or nationwide consolidation of banking relationships by bypassing local depository banks.

The benefits of Remote Deposit Capture to banks include:

- Attracts low-cost deposits.
- Accommodates customers located beyond the branch's local area.
- Reduces branch servicing costs by extending the self-service channel.
- Reduces processing costs.
- Eliminates transportation costs and delays in deposits reaching the bank.
- Reduces paper deposit ticket costs.

PHASE 8: Implement Enhanced Automated AML and KYC Technology Solutions

Banks and other financial institutions are subject to the Bank Secrecy Act and its anti-money laundering provisions. This is frequently referred to as BSA/AML. In reengineering the depository function, banks must continue to comply with the Act's provisions regardless of whether transactions are handled manually or electronically, or remotely or in a bank branch.

Compliance with BSA/AML policy and regulatory procedures and auditing make it necessary for banks to increase their investment in expertise, qualified resources, improved processes, monitoring, and technology in order to monitor critical activities and transactions. BSA/AML is enforced by FinCEN, the Financial Crimes Enforcement Network, which is a bureau of the U.S. Treasury Department.

Also driving financial institutions to implement AML software were increased regulatory requirements, such as FinCEN's rule for reporting cross-border electronic funds transfers, and the due diligence process mandated by the "Know-Your-Customer" (KYC) provision of the 2001 USA Patriot Act for all financial institutions. New lengths of customer due diligence and risk evaluation were mandated when a financial institution opens a new customer relationship.

Another factor driving the spending growth was the broadening of regulatory scrutiny to new segments such as small banks, credit unions, insurers, and brokerages or non-bank entities such as PayPal. Previously, many such institutions handled AML requirements through manual processes or avoided them altogether. However, regulators are increasingly putting pressure on these industry segments to implement industry standard technology.

Finally, the trend to integrate anti-money laundering and antifraud operations onto a common platform — the enterprise-wide compliance approach — is gathering steam, with a significant number of financial institutions adding new anti-fraud modules to existing AML platforms, or replacing legacy systems with software capable of supporting both AML and anti-fraud functions.

Demand deposit accounts (DDA) and related services, currency and coin services, and check processing are the cornerstone of a bank's profit margin for cash management services.

COMMERCIAL DEPOSIT PRODUCT MANAGEMENT

Demand deposit accounts (DDA) and related services, currency and coin services, and check processing are the cornerstone of a bank's profit margin for cash management services. Like any business, the well-managed bank seeks multiple opportunities to enhance profitability by increasing revenues, controlling costs, managing its inventory (of coin and currency), and managing the risks inherent in all of these.

SUMMARY AND CONCLUSIONS

The payments landscape has changed significantly and bankers must adapt or be disintermediated by those changes. Check volume will continue to diminish, remote deposit capture will continue to proliferate, and coin and currency are here to stay. Online and mobile banking, coupled with increased ATM functionality, will drive consumer banking while non-bank payments and digital wallet services such as Apple Pay are becoming more widely accepted among both consumers and their financial institutions.

New regulations and increased regulatory scrutiny will continue to drive up banks' costs, while new risks will necessitate improved governance, risk management, automation, and compliance systems. Banks must reengineer their commercial deposit products, operations, risk management and cost structures in order to remain competitive and profitable. All of this affects the way that businesses interface with their banks and the costs they bear as customers.

The payments landscape has changed significantly and bankers must adapt or be disintermediated by those changes.

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Previously, Kevin was Senior Vice President and Managing Director of the Financial Services Group at Trintech, a financial software solution company based in Dallas. Additional positions held by Kevin included Senior Vice President and Manager of the Treasury/Payments Division of Commerce Bank and Managing Principal at Carreker Corporation.

Kevin has been a presenter on corporate bank relations and cash forecasting for the American Management Association course on Corporate Cash Management, as well as a frequent speaker at cash management and payment industry events. In addition, he is a co-patent holder of an innovative payment system Internet application, the Deposit Tracking System.

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