

# The Unified Banking Process Framework (UBPF)

*Developed and Managed by*  
The School of Information Systems  
Singapore Management University

*Created in Collaboration with*

**Technology and Operations leaders  
across the Banking industry**

- **National Infocomm Competency Framework (NICF), Financial Services Technical Committee**
- **Infocomm Development Authority of Singapore (IDA)**
- **Singapore Workforce Development Agency (WDA)**

Updated on 20 Feb 09

# Main Contributors

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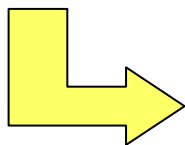
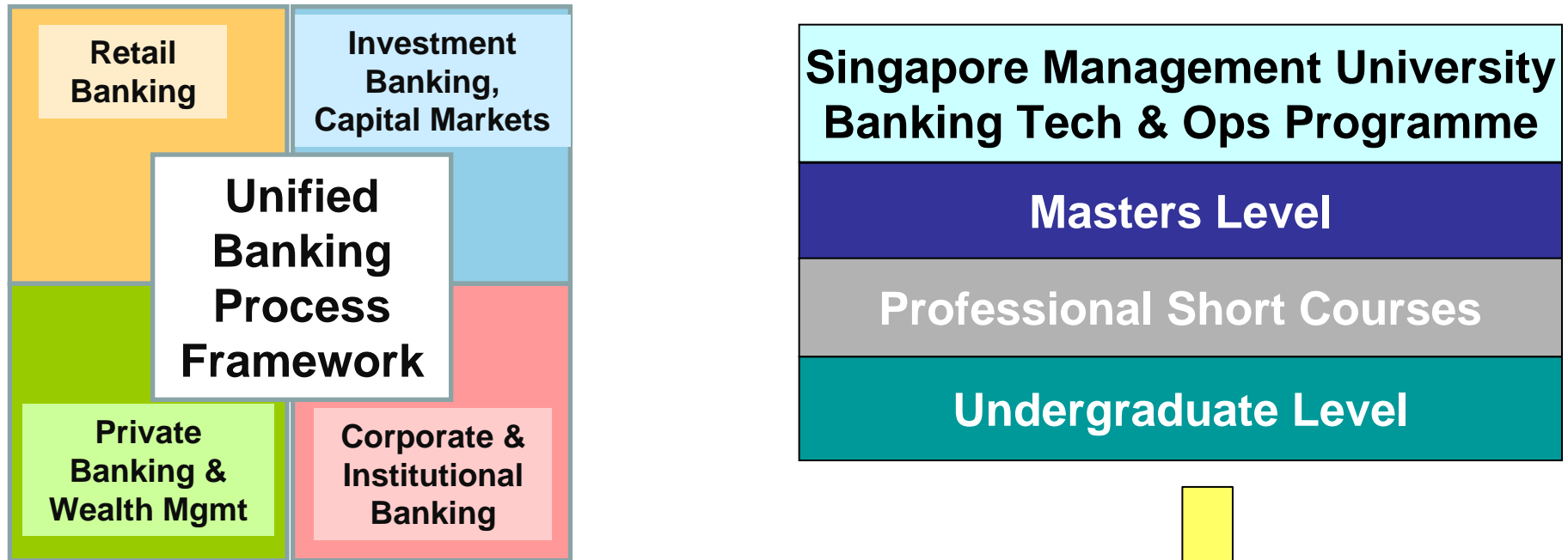
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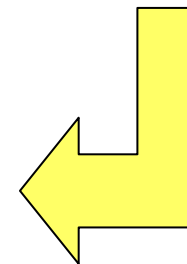
## NICF Financial Services Technical Committee

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# The SMU-Banking Industry initiative develops skills in Banking Technology across different levels

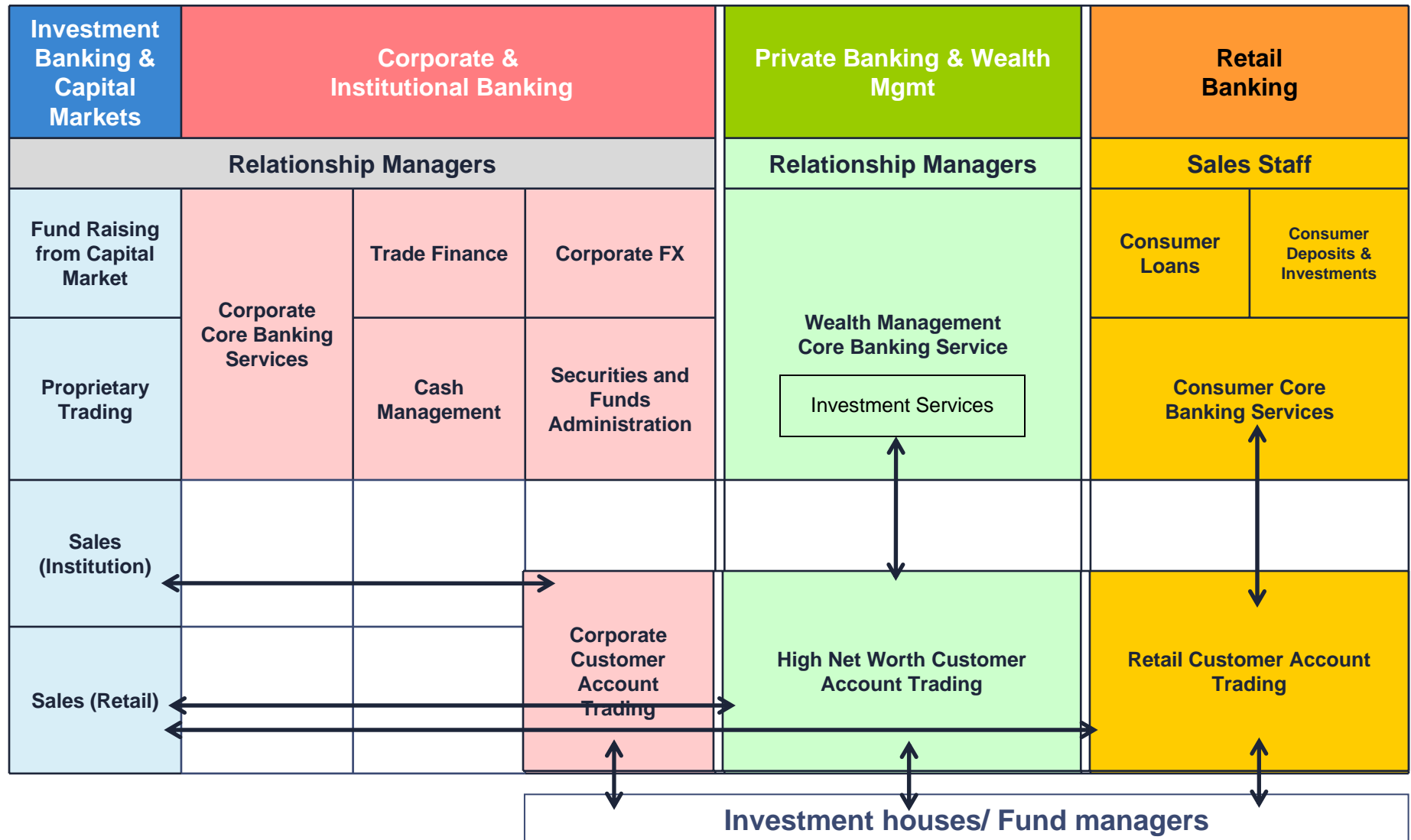


Joint effort to develop IT skills for the banking industry

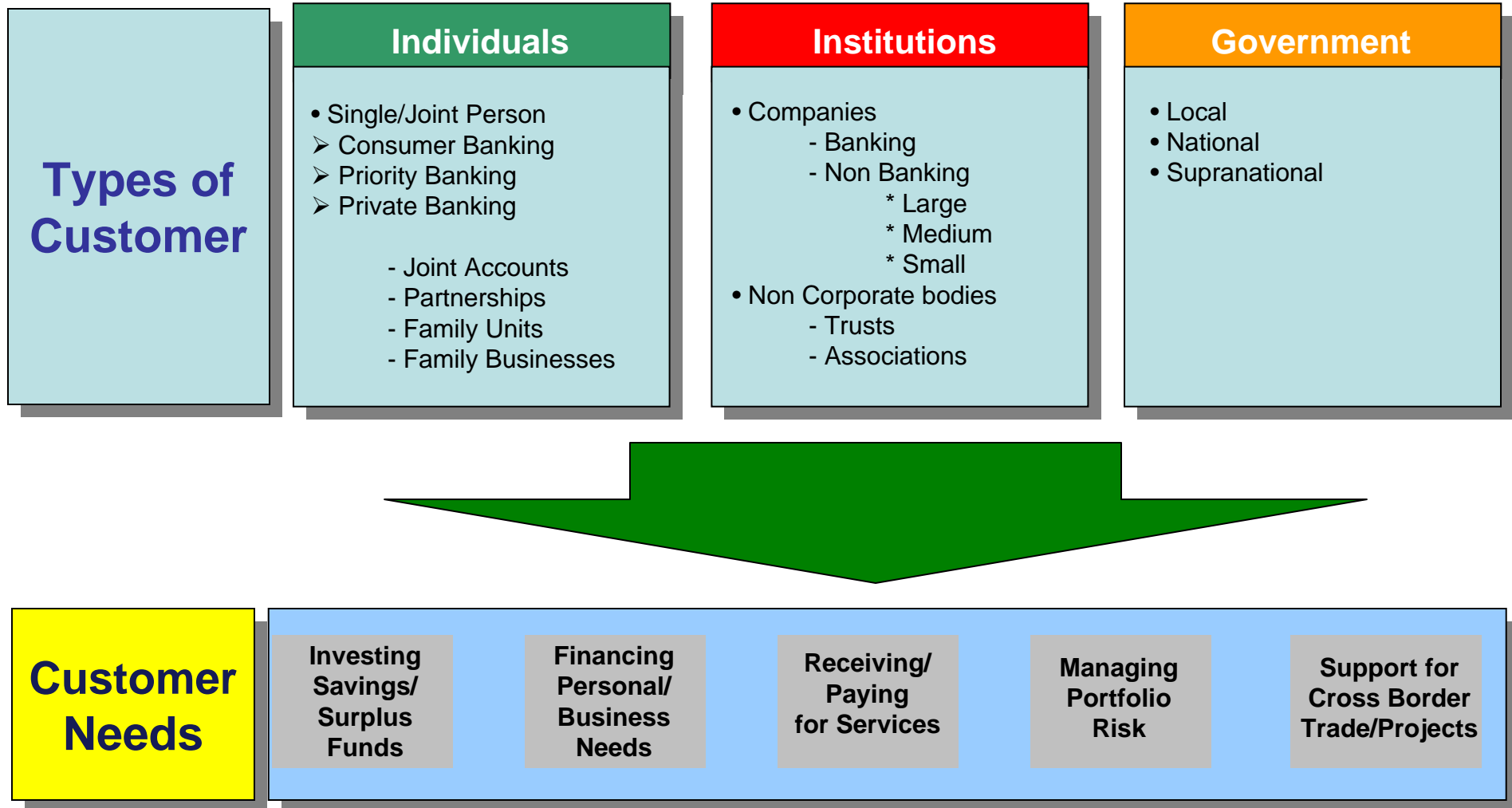


- ATTRACT
- PREPARE
- RETAIN

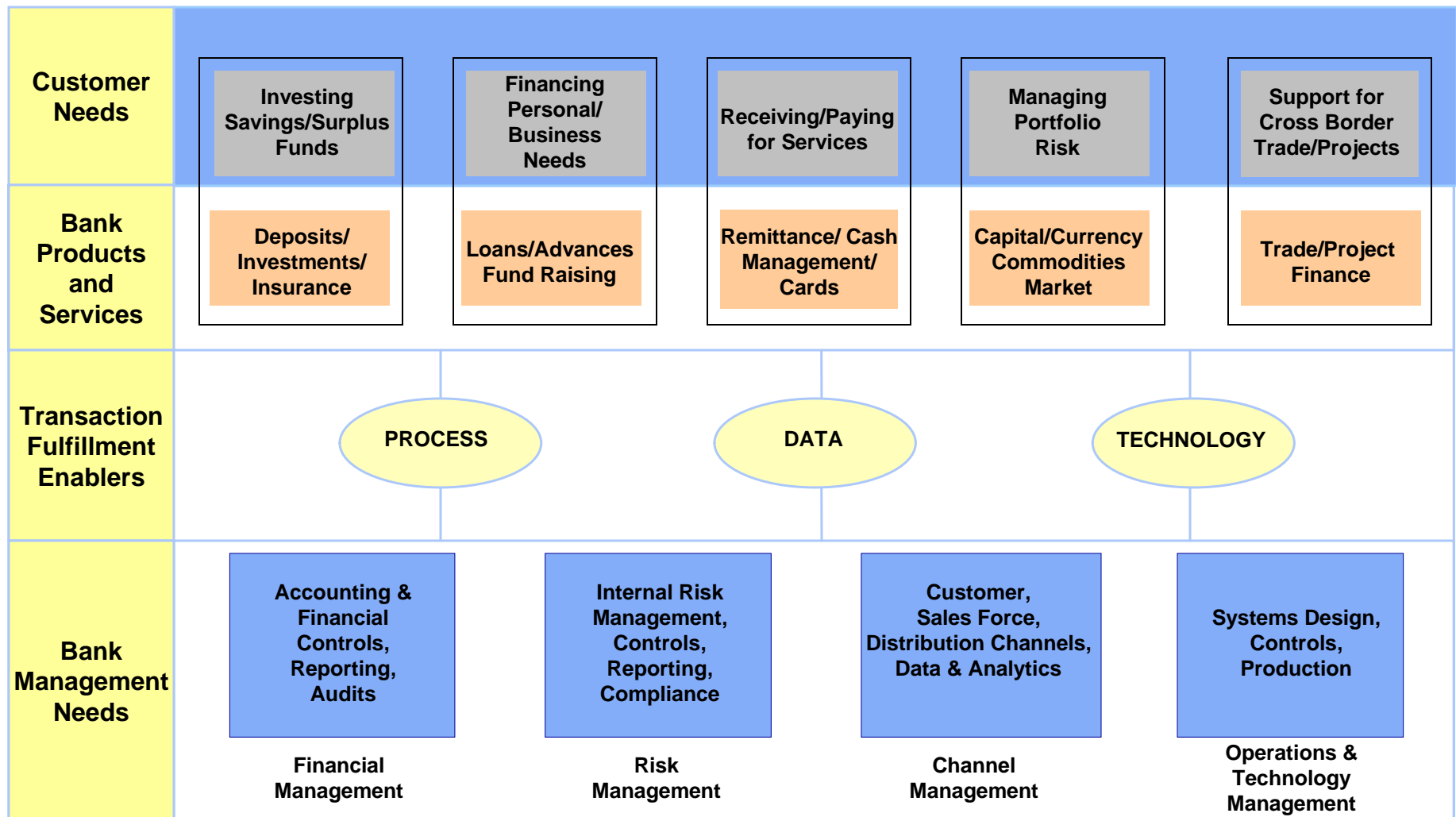
# The 4 Major Business Segments of the Banking Industry



# Types of Banking Customers and Customer Needs



# Customer Needs and Bank Management Needs

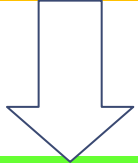


Processes, data and technology are the fulfillment enablers for customer needs and management needs

# From Initial SMU Banking Process Framework to Unified Banking Process Framework

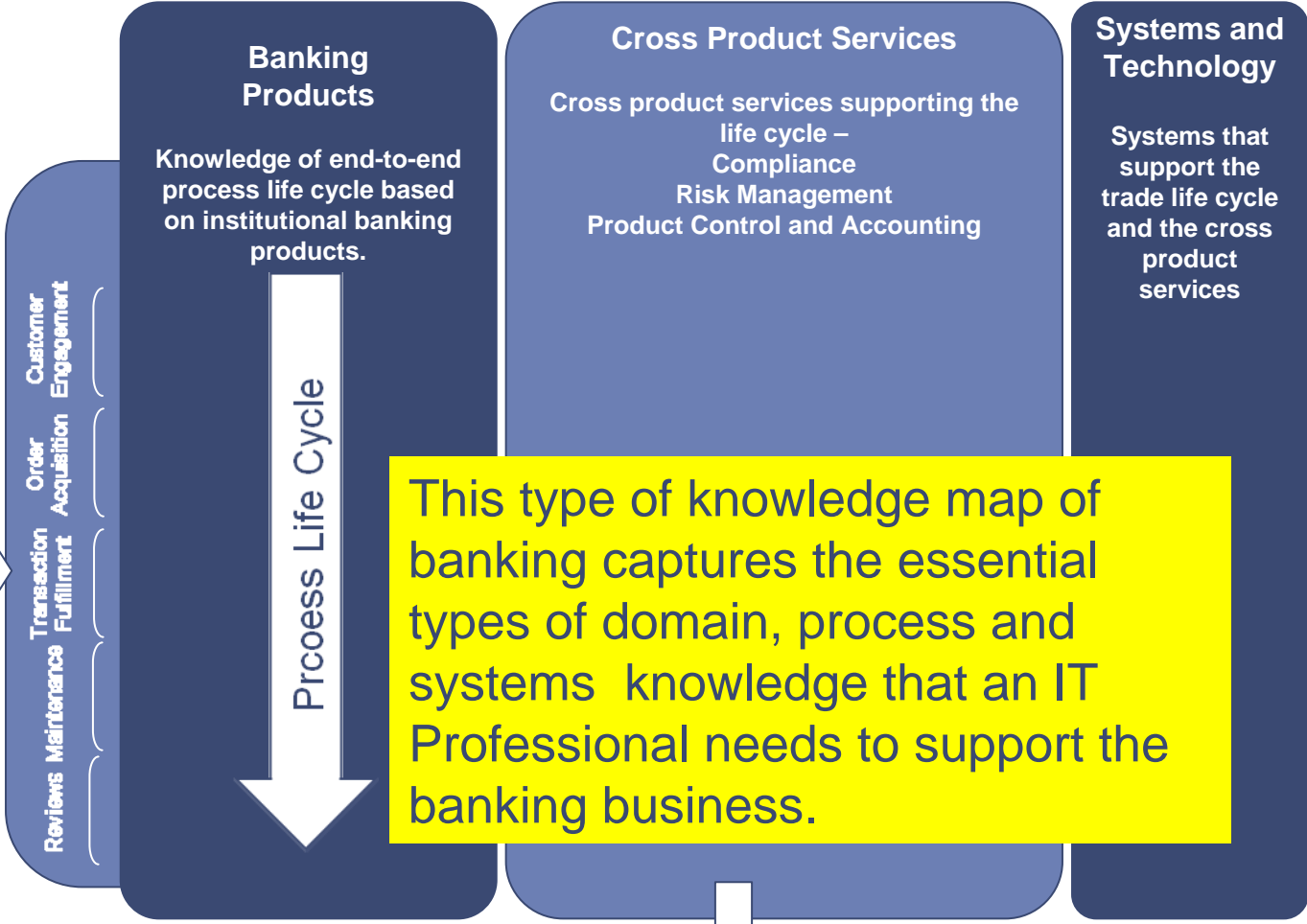
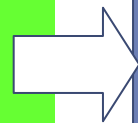
2006 - 2007

Initial SMU SIS Banking Process Framework



2008

Singapore's National Infocomm Competency Framework- Financial Services working group



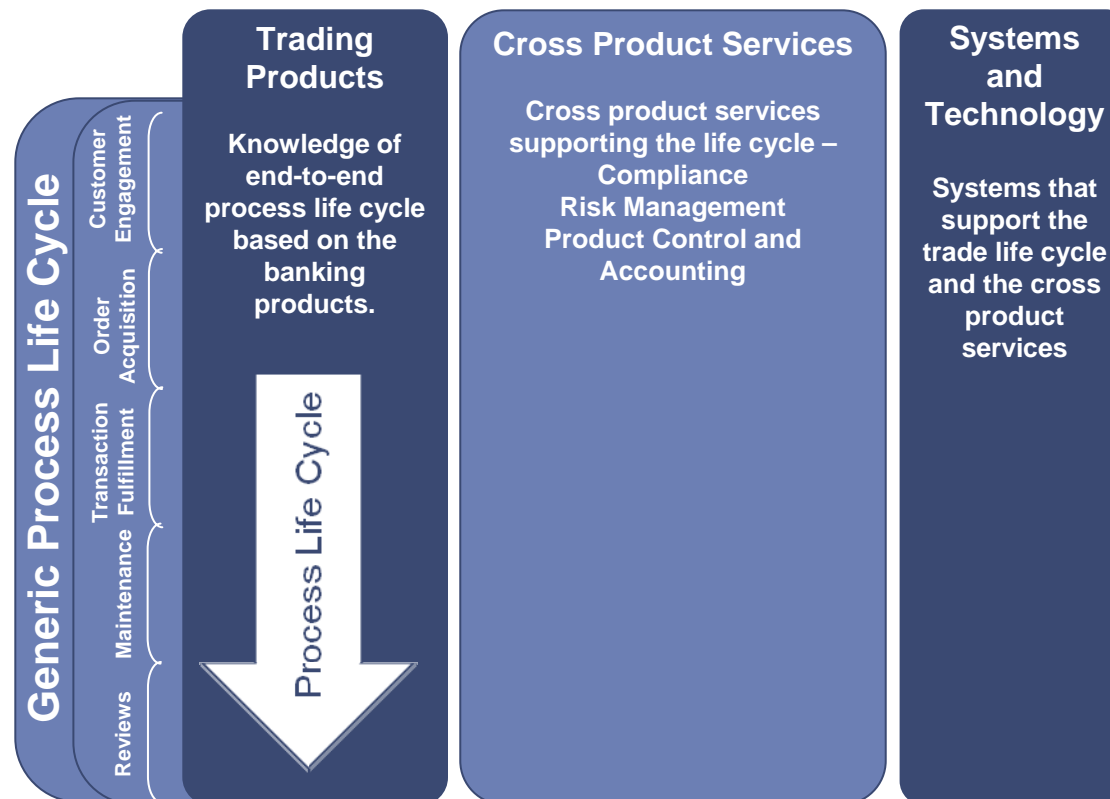
Late 2008 onward

SMU SIS Revised  
**UNIFIED BANKING PROCESS FRAMEWORK**

# Process & Systems Knowledge Map for a Banking Business Segment

The overview map captures and covers the types of domain knowledge that IT professionals are supposed to demonstrate. The knowledge map highlights:

- 1) The key activities in the end-to-end process life cycle for the products of a specific Banking Business Segment;
- 2) The key activities in the internal management & controls (compliance, risk management, product control), and accounting systems that support:
  - Delivery of products across the entire Process Life Cycle, and
  - The cross product services
- 3) The specific technology systems that support the above functions.





# Unified Banking Process Framework

REGULATORY BODIES

Customers / Market Participants (internal, external)

## BANK

**1. Bank Lines of Business View: Customers, Products and Services for Investment, Corporate, Private, Retail**



**2. Product & Process Lifecycle View**

Knowledge of end-to-end process life cycle based on specific banking products.

**3. Cross Product Support Services View (Middle Office)**

Cross product services supporting the life cycle –

- Compliance
- Risk Management
- Product Control
- Accounting

**4. Systems View**

Application Systems that support the product through entire process

**5. Channel Delivery & Infrastructure Technology View**

**6. Organization and Sourcing View**

**7. Process Performance View**

**8. Total Cost of Process Execution View**

**9. Change Scenario & Impact Tracing View**

# The ability to manage the linkages between business process AND the Banking Software Solutions...

1. **Understand banking products for each major line-of-business in terms of**
  - a) End-to-end processes and work flows for each family of products
  - b) Operations functions and jobs supporting the product families
  - c) IT solutions (architecture, functionality, data management) used for front, middle and back office functions, corporate functions, and for external interactions
  - d) Product-Process-Operations-Technology linkages and critical interdependencies
  - e) How CHANGE events and scenarios ( $\Delta$  Product,  $\Delta$  Process,  $\Delta$  Ops,  $\Delta$  IT) will impact end-to-end work flow, service delivery and process performance
2. **Able to lead and manage Design-Source-Implement-Operate projects**
  - IT focused and/or
  - Process and operations focused
3. **Able to collaborate effectively with senior management across the various business functions and units of the bank**

...to support *integrated* Business-Process-Technology analysis, decision making and execution

# Viewing banking products in terms of their process life cycle

**Creation**

Product Design & Setup

Customer Engagement

Customer Order Acquisition

**Execution**

Transaction Fulfillment

Maintenance

Reviews

# Execution Process Life Cycle Summary for Major Banking Segments

		Investment Banking		Corporate & Institutional Banking			Private Banking & Wealth Management		Retail Banking	
		Fund Raising & Issuance	Capital Markets, Trading	Corporate Finance	Cash Management	Securities and Fund Administration	Investment, Capital Market & Corporate Services	Retail Services	Individual Retail Customer	Retail Merchant Customer
Generic Process Life Cycle	Customer Engagement		- Pre trade	- Sales - Account & Product Setup	- Sales - Account & Product Setup - Credit Facility Setup	- Sales - Account & Product Setup - Credit Facility Setup	- Sales - Account & Product Setup	- Sales - Account & Product Setup	- Sales - Account & Product Setup - Standing Instructions (Payment & Clearing)	- Sales - Account & Point-of-Sales Device Setup
	Order Acquisition		- Trade	- Contract initiation per contract			- Contract initiation per contract	- Contract initiation per contract	- Contract initiation per contract	
	Transaction Fulfilment		- Post trade	- Contract life cycle tracking till maturity per contract		- Contract life cycle tracking till maturity per contract	- Contract life cycle tracking till maturity per contract	- Contract life cycle tracking till maturity per contract	- Contract life cycle tracking - Individual retail transaction fulfilment (Cards) - Revolving credit for outstanding balances (Cards)	- Collections/ Clearing through VISA/ MC/ AMEX
	Account Maintenance		- Account Maintenance	- Contract life cycle tracking till maturity per contract	- Account Maintenance	- Contract life cycle tracking till maturity per contract	- Contract life cycle tracking till maturity per contract	- Contract life cycle tracking till maturity per contract	- Contract life cycle tracking - Account Maintenance - Standing Instructions Maintenance (Payments & Clearing)	- Account Maintenance
	Reviews		- Customer Level Portfolio Management - Product Level Review across bank - External reviews	- Customer Level Portfolio Management - Product Level Review across bank - External reviews	- Customer Level Portfolio Management - Product Level Review across bank - External reviews	- Customer Level Portfolio Management - Product Level Review across bank - External reviews	- Customer Level Portfolio Management - Product Level Review across bank - External reviews	- Customer Level Portfolio Management - Product Level Review across bank - External reviews	- Consolidated Customer Portfolio Statement - Customer Profiling and Buying Patterns - Customer Loyalty Programmes (Credit Card Issuance) - Third Party Joint Promotions	- Customer Level Portfolio Management - Product Level Review across bank - External reviews

# Key Support & Control Processes that are Common Building Blocks Across Multiple Segments of Banking

		Investment Banking		Corporate & Institutional Banking			Private Banking & Wealth Management		Retail Banking		
		Fund Raising & Issuance	Capital Markets, Trading	Corporate Finance	Cash Management	Securities and Fund Administration	Investment, Capital Market & Corporate Services	Retail Services	Individual Retail Customer	Retail Merchant Customer	
Generic Process	Product Design & Setup		X	X	X	X	X	X	X	X	
	Customer Engagement		X	X			X				
	Order Acquisition										
	Transaction Fulfilment	Confirmation Management,		X	X	X	X	X	X	X	X
		NOSTRO Account Reconciliation		X	X		X				
	Account Maintenance										
Reviews	Margin calculations		X	X	X	X	X	X	X	X	