

A photograph of three business professionals (two women and one man) sitting around a table in a bright office, engaged in a meeting. A semi-transparent white box is overlaid on the center of the image, containing the main title.

MTBank: Tailoring New Retail Offerings to Customers in a Dynamic Marketplace

Partner

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Company

MTBank

Industry

Banking

Products and Services

Commercial and retail banking instruments and related services

Web Sitewww.mtbank.by**SAP® Solutions**

SAP CRM rapid-deployment solution

PartnerAtlantconsult (www.atlantconsult.com)

The MTBank, a key financial institution in the Republic of Belarus, wanted to implement a customer intelligence system to support a portfolio of new retail offerings and set the stage for globalization. Challenged by a volatile European economy, the bank needed to keep time to market short, so it chose the SAP® CRM rapid-deployment solution. This SAP software had an **attractive predetermined price** and provided critical functionality quickly while maintaining scalability.

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Breaking new ground in retail banking

Founded in 1994, the MTBank has survived a number of changes in the region's political and economic climate to become the tenth largest among 30 banks in the Republic of Belarus. It was the first in its market to open the door to foreign investment, welcoming Swiss, Latvian, and British shareholders. By the turn of the millennium, it had joined the Society for Worldwide Interbank Financial Telecommunication — the international consortium better known as SWIFT — and instituted support for leading credit cards. In its second decade, the company won an award for straight-through processing excellence from prestigious Deutsche Bank.

Today MTBank maintains branch offices in a number of cities in Belarus and holds a substantial loan line of US\$10 million from the International Finance Corporation (IFC), a member of the World Bank Group. Recently MTBank launched an ambitious program to design, develop, and market innovative "loan factories" for retail customers seeking car loans and for small businesses seeking express credit instruments.



30 banks

Competing for
customers in Belarus



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Seeking fast and scalable customer intelligence

With a leading investment firm as a new principal stakeholder, MTBank began exploring outreach opportunities by considering options for enhancing its retail portfolio. Artem Strelchenok, chief operating officer, knew that streamlining the way the bank captured and leveraged knowledge about customers and prospects would be a necessary first step. As he explains, “We needed to define customer segments and identify demand trends so that we could plan strategically.”

The search was on for a solution to realize the bank’s immediate goals for increased reach and revenue while laying the foundation for long-term growth and diversification.

“One important requirement was support for a friendly customer interface. We wanted telephone service representatives to have easy access to all the information they needed to get the job done fast for callers.”

Artem Strelchenok, Chief Operating Officer, MTBank



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Choosing reliability and scalability

Strelchenok first investigated working with a local software company whose products support MTBank's corporate banking business. But its solutions were a poor fit, because they provided only limited functionality for MTBank's longer-term goal to acquire 50,000 new retail customers. Offerings from Oracle Corporation and SAP were also considered, and both larger providers presented solutions capable of scaling to MTBank's future requirements.

But the pricing for the SAP software was attractive, and the selection team was impressed with the fact that the SAP Customer Relationship Management (SAP CRM) application was in use in large international organizations. The bank was interested in the SAP CRM rapid-deployment solution because it promised a quick return on investment in the short term and smooth integration of additional functionality in the future. So the SAP CRM rapid-deployment solution carried the day.

"We decided that SAP CRM was the best solution for helping us manage customers, business partners, and all the marketing tasks that go into making the most of those relationships."

Artem Strelchenok, Chief Operating Officer, MTBank



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Empowering feet on the ground

Atlantconsult was the implementation partner for the software project. Although this was the consulting firm's first venture in the banking business, the project ran smoothly from start to finish. Only a month after the contracts were signed, MTBank launched its new customer service call center.

Shortly after that, the retail business functions were operating in SAP CRM and the solution was helping MTBank harness the history of its banking customers.

As with all SAP Rapid Deployment solutions, SAP templates and tools based on industry best practices made light work of rolling out the application. How-to guides and other training materials facilitated user adoption as well.



1 month

To launch the customer service call center at MTBank



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Increasing predictability and reducing risk

SAP Rapid Deployment solutions are based on a holistic integration approach that helps ensure a consistent business process evolution. MTBank is still fine-tuning its particular implementation, but already it has applied the native workflow logic to improve loan procedures and boost the quality of customer-related data.

“The unified customer database and single version of the truth across departments have already proved their worth,” says Strelchenok. With the right information available at the right time and place, the central management of banking products from different lines of business is becoming vastly more effective. The bank has begun to identify and pursue new market opportunities aggressively, and stakeholders are currently exploring the features for contact management and marketing campaign management.

“In short, the SAP CRM rapid-deployment solution is a cost-effective approach to helping us realize our business development strategy in both the short and long term.”

Artem Strelchenok, Chief Operating Officer, MTBank



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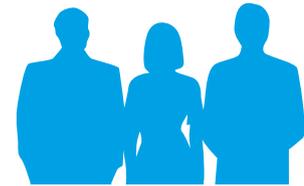
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Adding up the benefits

The predetermined price and scope of each implementation phase at MTBank fostered greater predictability and lower risk. Operations in general are much more streamlined and decisions are better informed since the solution went live. And Strelchenok says the quantifiable results are “simply brilliant.” MTBank is introducing about two new products every quarter and has already acquired 20,000 new retail customers – just under half the number it needs to reach its total objective.

Through three new distribution channels – an Internet market, a Web-based portal, and a network of new physical branch offices – the bank processes 7.5 times more loans than it did without SAP CRM. The average time to process loan applications has dropped from 3 or 4 hours to 20 minutes. And the revenue growth from retail banking has been an astounding 30%.



20,000

New retail customers
acquired in the first six
months



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Maintaining the momentum

The vision for the future of the SAP CRM rapid-deployment solution at MTBank includes leveraging business intelligence by analyzing the first-year results as input to refining the retail strategy. The company will adjust business processes so that the people on the front lines have immediate access to accurate and consolidated details on a customer's loans, deposits, and credit card accounts. The contact center plans to venture into social media platforms like Facebook and Twitter. And marketing executives are investigating ways to cross-sell and up-sell across the existing customer base.

“The SAP CRM rapid-deployment solution has given us a strong yet flexible framework for our retail business, and we foresee healthy future growth.”

Artem Strelchenok, Chief Operating Officer, MTBank

