

CASE STUDY

FROST BANK'S JOURNEY TO A PAPERLESS TRUST DEPARTMENT

From Paper-Based Processing to Capturing One Million Pages in Just Four Months

Frost Bank provides a wide range of trust, investment, agency and custodial services for individual and corporate clients. These services include the administration of estates and personal trusts as well as the management of investment accounts for individuals, employee benefit plans and charitable foundations. By December 31, 2017, the estimated fair value of trust assets was \$32.8 billion, including managed assets of \$14.1 billion and custody assets of \$18.7 billion.

Long-term customer relationships are the cornerstone of Frost's business, but as the company continued to grow, the Trust Department's paper-based document retention system needed to improve and innovate. Management decided to digitize paper records for administration and operations.

The **Trust Department** processes thousands of documents across the bank's regions every month to help customers manage, protect and distribute substantial assets. This includes a variety of trusts, asset management agencies and estate planning and administration.

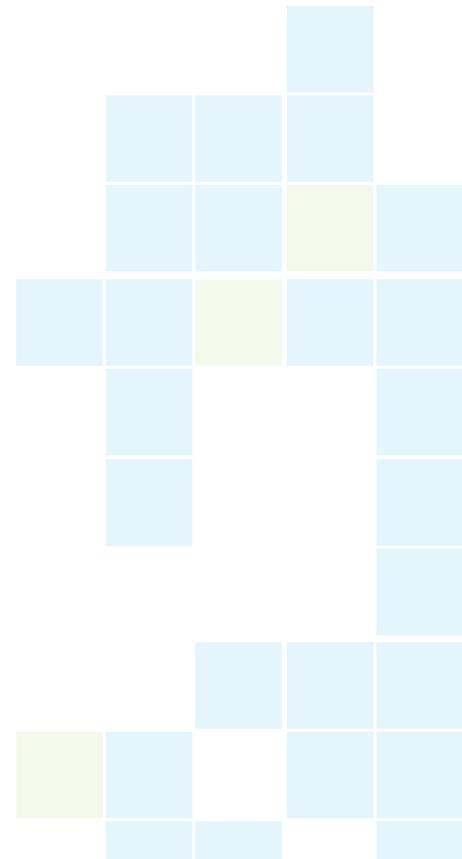
Strict regulations require trust departments to keep detailed records and order tickets of securities transactions in chronological order. By law, assets in trust accounts as well as books and records of these accounts must be kept separate from the books and records of other bank activities such as routine withdrawal and deposit transactions.

Administrators in the Trust Department each handle anywhere from 150-350 accounts, respond to customer inquiries, make changes to assets, recommend third-party asset management specialists and more.

CLIENT SNAPSHOT

[Frost Bank](#) is a Texas-chartered bank with more than 130 branches across the state. The Trust Department manages over \$30B in assets, ranking it as the 60th largest bank in the country.

Frost Bank offers clients a wide range of banking, investment and insurance products to help them better manage their money, grow their wealth and protect their assets.



OVERVIEW OF PROJECT



Challenge

Frost's trust group stored all trust-related documents as physical papers, which made finding and preserving documents difficult and prevented them from servicing customers at any location.



Solution

IBM FileNet, Kofax Capture and Pyramid eXpeditor for Content work together to capture documents so users can search and act on them.



Results

A paperless trust department. Within four months after deploying the solution, the trust group indexed over one million documents. Pyramid eXpeditor for Content added document management tools allow the users to more easily search for documents and their customers to be serviced at any location.

THE CHALLENGE

Frost's trust record files were completely paper-based. All documents came in paper form and were sometimes copied for multiple accounts. They would be filed and hand-placed into the appropriate folders in large vaults (sometimes located on a different floor of the building) or in desk drawers and filing cabinets.

This system made it difficult for Frost to serve customers from any location other than the client's "home" location because the paper documents only existed there. This also made it harder to collaborate with business users across different locations.

When a customer called with a question or an employee needed to work on an account, the process of finding the customer's folder and corresponding documents was quite extensive – if the documents were even at that location.

"Finding documents was such a pain," Linda Gaida, Senior Vice President, Processing Services Manager at Frost Bank said. "If we needed a file, we had to submit a request for the file to be pulled. Our file clerk would walk down multiple hallways and the stairs to the filing room or vault room, search for the file, pull the file, put it in a cart, and then deliver during one of the two delivery times in the day."

This process could take several hours, and if a customer called after the second delivery time passed, they may have had to wait until the next day to hear back. For urgent requests, a special delivery trip would be necessary.

Each administrator could have a different process and preferred place of storing the documents for their accounts. "Some administrators made an entire filing cabinet and system within their office just to avoid having to use the vaults," Linda added. A secondary consequence of all this paper was diminishing storage space. Trust documents must be kept for a long time and there are often multiple copies of each piece of paper filed in various folders.

This obstacle became obvious when several branches moved to new locations with less storage space (not to mention the challenge of transporting millions of pieces of paper).

THE PROCESS

“Bringing Pyramid Solutions on board was a like a breath of fresh air,” Linda said. “When the [Pyramid Solutions’] team came into the office, they literally drew a plan on the white board and it was like a light bulb went off. It was a major turning point.” To do this, the two teams worked closely to map out a solution that encompassed Frost’s objectives from both the business and IT sides of the house.

Frost needed to adopt a document imaging (capture) solution that automatically and properly filed customer documents into a shared repository, giving administrators access from any location and allowing them to serve customers from any location.

Through many conversations, business users and managers decided on five main goals.



- 1 Enable administrators to work smarter and faster.



- 2 Create a consistent document scanning, indexing, storing and retrieval process across all regions.



- 3 Allow customers to be served from any region.



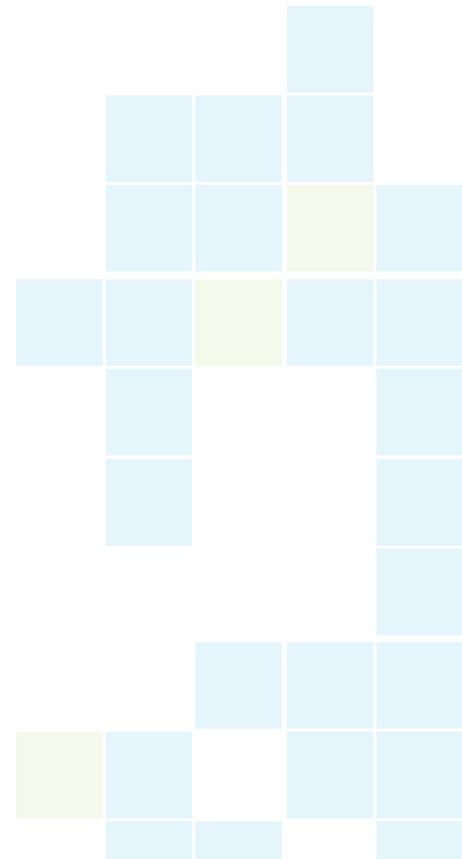
- 4 Maintain compliance requirements already in place.



- 5 Reduce the need for on-premise vault/storage space.

“

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THE SOLUTION

The first step in the project was to integrate **Kofax Capture** with **IBM Content Navigator** so users can convert paper documents into PDFs and save them to the **IBM FileNet P8** repository. By creating a shared repository that stores all trust documents, users from any location across the state can access documents, which means they can serve customers anywhere, too. In addition to integrating Kofax and FileNet, Frost implemented **Pyramid eXpeditor for Content**.

“Our original plan was to just use out-of-the-box IBM Content Navigator,” Massiel Hill, IT Business Analyst-Trust at Frost Bank said. “But then we saw the additional functionality that Pyramid eXpeditor brought and we were sold.”

How Frost Uses Pyramid eXpeditor for Content



To Find Specific Information on a Document

Administrators frequently have to access or look up information repeatedly such as who can receive payouts on a trust, a date that a bill is due, when to distribute allowances, etc. To streamline this task, they now [bookmark](#) that information on the document so they can jump to it with one click.



To Split and Modify Pages From a Trust Package and Add it to Folders

Many trust documents affect multiple accounts. When a change is made to one trust document, it must be applied to all affected accounts as well. Previously, users would go to the copy machine, copy the document and physically place updated pages in the corresponding files. Now they can leverage the [split/merge functionality](#) that allows users to split the page out of the document, modify it, duplicate it and then merge it into the corresponding documents.



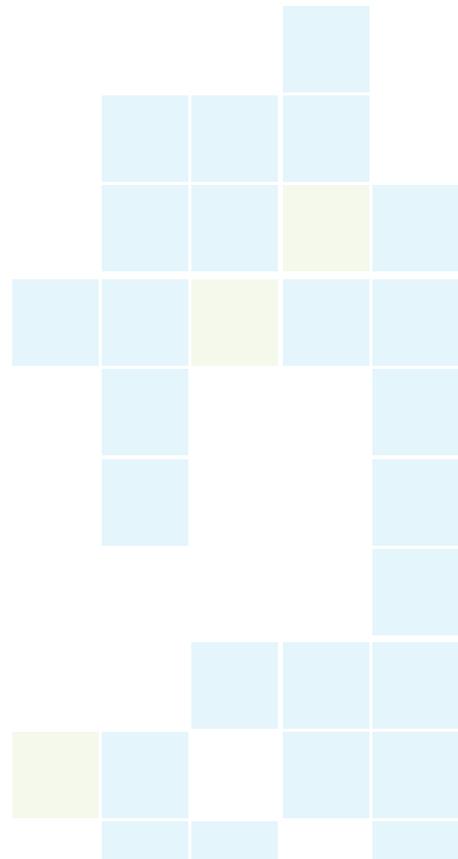
To Merge Emails and Attachments Into One Document

During the capture and ingestion process, email correspondence gets split into individual documents. To keep track of the conversation, users can leverage the split/merge tool to merge all pages and email attachments into one document.



“Pyramid eXpeditor is incredibly user-friendly,” Massiel said.

“The split/merge capability makes the indexer’s job a lot easier. Implementing Pyramid eXpeditor also went really smooth with no issues. Pyramid Solutions’ team was receptive to questions and suggestions along the way and was always responsive. It really made the project easy.”

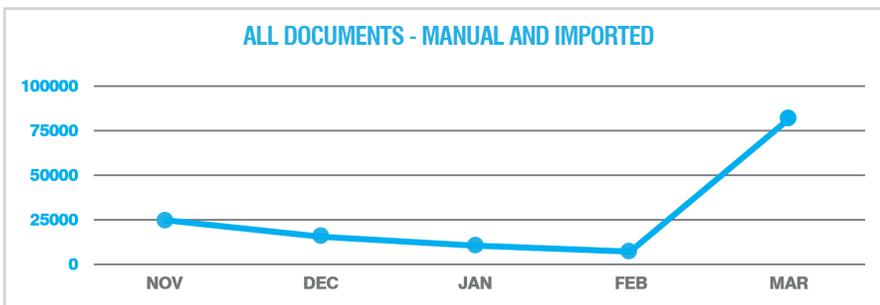


THE SOLUTION'S IMPACT

“When I began working at Frost, I met with many of the business users to learn what their struggles were and what they wanted out of this new system. In a lot of these conversations, users expressed hesitation about transitioning to a new system,” Massiel described. “One person even said ‘I’m just going to retire. I’m not going to use a new system,’ but almost all our users are leveraging it. They all want their old documents indexed, too. Now our problem is that too many people want to use the solution.”

One of the most impactful results of the project is the shared repository of trust documents. Since beginning the project, they’ve indexed 142,686 documents.

November: 25,819 total documents
December: 14,635 total documents
January: 12,780 total documents
February: 11,140 total documents
March: 78,312 total documents



This means a few things for Frost users:



The response time for customer inquiries is immediate.



They can search for documents across multiple locations.



Customers can be serviced at any branch because all the documents reside in a common repository.



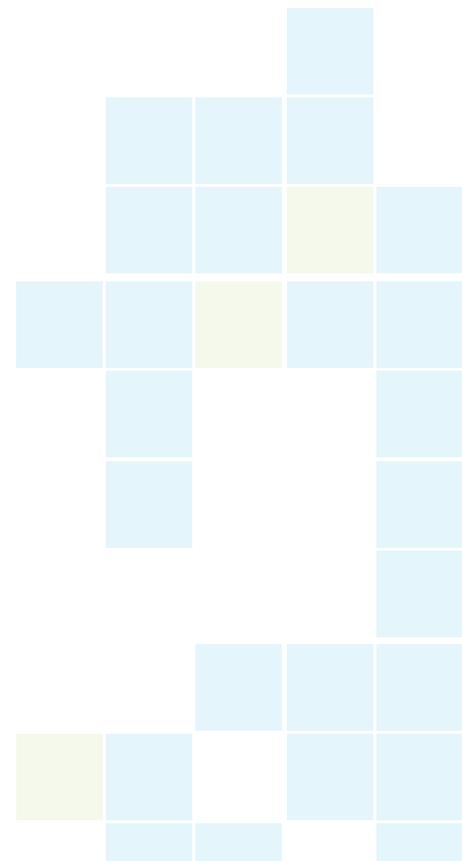
It's easier to search and retrieve documents because they can search on data and metadata.

In addition, Frost now experiences major space and cost savings. If you stacked the number of pieces of paper indexed from November 2017 to March 2018, it would reach a staggering 367 feet.



The threat of documents being destroyed by flooding or damage is gone, we don't have to rent storage space to accommodate all the paper, files can be accessed from any branch which our business users and customers love and it's far easier to find documents and service our customers," Liz Gonzaba, State-Wide Operations Manager, Frost Bank said.

“The only downside is we're not getting our daily number of steps in because we don't have to make frequent walks to the vault.”



ABOUT PYRAMID SOLUTIONS, INC.

Your process needs to flow smoothly and we're here to help with enterprise information management solutions. Pyramid Solutions provides solutions for advanced case management, business process management, advanced document imaging and RPA to drive greater operational efficiency and reduce dependency on paper-based and manual processing.

With years of experience, we have a deep understanding of the most complex systems. With your business goals leading every decision, we offer creative, effective solutions. For additional information about Pyramid Solutions, visit PyramidSolutions.com.

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