PNB has grown tremendously during its long history and is known for its diversity and growth potential. The PNB management team wanted a way to manage their ongoing budget process. They need to capture and continually track budgets for every parameter of the business. They also wanted to ensure that they could objectively monitor business performance.

**The Customer**

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**The Challenge: Automating Performance Management**

PNB had not automated its budget planning and monitoring processes, and with the bank continuously growing, these processes had become highly tedious. PNB wanted to monitor all the major business parameters reported by its head office, zonal offices, and regional offices. This data came from PNB’s Core Banking Solution (CBS) and Enterprise Data Warehouse (EDW) systems.

Another key challenge was monitoring performance on a daily basis. The management team was keen to monitor PNB’s key performance indicators (KPIs) across more than 6,000 branches and regularly benchmark performance with the industry as a whole. They needed precise, updated numbers, but they also needed to keep IT expenditure within budget.

**The Solution**

PNB implemented Corporater Business Management Platform and established business performance dashboards and daily performance dashboards. These dashboards standardized management information system (MIS) processes, providing analytics and meaningful visualization of performance at multiple levels of the company.

Corporater Business Management Platform helped PNB executives arrive at quick decisions and increase system productivity and efficiency. They implemented budget-planning KPIs for regional offices to use for their branches. This enabled participative budget planning across branches, regional offices, zonal offices, and the head office.

"We wanted to automate the budget planning and performance management framework and be assured that all the major business parameters were taken into account."

R S Kumar

General Manager, New Initiatives, Punjab National Bank

<table>
<thead>
<tr>
<th>CLIENT STATISTICS</th>
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<tbody>
<tr>
<td>• 5 countries</td>
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<tr>
<td>• 82 million customers</td>
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<tr>
<td>• 6,064 branches</td>
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<tr>
<td>• 2,165 ultra-small branches</td>
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<td>• 6,460 ATMs</td>
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**Industry:** Banking, Financial Services, and Insurance (BFSI)

Punjab National Bank (PNB) is one of the four largest banks in India and has operated for more than 120 years. Headquartered in New Delhi, the bank continues to provide prudent, trustworthy banking services for its customers.

To meet the growing aspirations of its customers and compete in difficult conditions, PNB offers a wide range of products and services. The company enjoys strong fundamentals, large franchise value, and a great brand image.
Corporater Business Management Platform at PNB

Data from PNB’s Core Banking Solution, Enterprise Data Warehouse, and other internal sources was imported into Corporater Business Management Platform. The platform processed this information and presented it in a dashboard format. PNB’s leadership team could view information from the head office, zonal offices, and regional offices in one comprehensive view.

Corporater’s implementation team configured to platform to automate PNB’s entire annual budgeting and planning processes. They established automated scorecards, KPIs for budget planning, data entry forms, performance reports, and data integration with PNB’s other internal systems.

The implementation team also ensured that PNB stakeholders had a clear view of performance indicators across more than 6,000 branches. This increased accountability at the branch level.

"Implementing Corporater Business Management Platform has made our life a lot easier, as we have managed to negate the subjectivities of independent systems; ensure a centralized, single version of data, which has greatly enhanced our yearly business planning; and manage overall performance."

R S Kumar

- Timeline-based performance
- Category-level growth analyses
- Budget and actual comparisons
- Forecasting
- Branch-level performance
- Benchmarking reports

PNB can also monitor the performance of its business divisions, based on daily, weekly, and monthly parameters, and share data across the organization by extracting data to other systems. Because Corporater Business Management Platform was designed by experts for experts, data shared across the company “speaks the same language” and is in line with the demands of the bank.

Results

Automated Benchmarking and Improved Performance

With the help of Corporater Business Management Platform, benchmarking parameters were used to automate the performance ranking of branches within each region. The 10 top-performing regions were used as the basis for the benchmarking. PNB believes in continuous improvement. By monitoring performance across its zones and regions, it has duplicated success models from top-performing branches to other branches.

Better Communication and Better Alignment with Organizational Goals

Corporater Business Management Platform has brought objectivity to how PNB manages performance. This is turn has improving relationships between management and staff. The platform has also created a seamless communication of corporate goals across the workforce, leading to better strategic alignment.

More Objective Data and Performance Forecasting

The platform’s robust reporting model provides granular-level insights, such as budget deviations, average growth, and top and bottom organizations for a given parameter. Since the platform completely eliminated manual entry, management can now make highly objective decisions based on platform data.

Also, Corporater Business Management Platform enabled performance forecasting, with forecasts based on average performance from the previous year.

Business in Control

Corporater Business Management Platform places strategy at the heart of enterprise performance management, ensuring that customers have everything they need to execute strategy and manage performance.

Our web-based business strategy software interface creates balanced scorecards, operational dashboards, strategy maps, strategic initiatives, enterprise reports, risk models, and related performance management disciplines, including quality improvements, financial resources, human resources, and others.

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