

FROST BANK



“USING COGNOS BUSINESS INTELLIGENCE, WE WERE ABLE TO IDENTIFY SIGNIFICANT OPPORTUNITIES WHICH ALONE MORE THAN PAID FOR OUR ENTIRE COGNOS INVESTMENT. MORE EFFICIENT TRADE REPORTING IN THE BROKERAGE DIVISION SAVES MORE EXPENSES ANNUALLY.”

—LOUIS BARTON, EXECUTIVE VICE-PRESIDENT, FROST BANK

Cullen/Frost Bankers, Inc., headquartered in San Antonio, is a financial holding company with more than \$11 billion in assets. It offers a full range of banking and financial services to retail and commercial customers throughout Texas.

Founded in 1868, Frost is the largest Texas-based bank in the state, and the only one of the top 10 Texas bank holding companies to survive the financial crisis of the 1980s. Through internal growth and expansion in key Texas growth markets, the company has more than doubled in asset size since 1993, producing a strong and consistent record of earnings.

Industry

- Financial services

Geography:

- United States

Information Needs:

- Provide a common Web portal with a single source of consistent information for analysts, executives, and managers
- Timely access to information at the right time
- Improve communication between siloed banking units

Platform:

- NCR Teradata Data Warehouse

Solution:

- Cognos ReportNet
- Cognos Metrics Manager
- Cognos PowerPlay
- Cognos Visualizer

Users:

- Over 600

Benefits Realized:

- At-a-glance view of key performance indicators
- Immediate expense reduction cost recovery
- Increased revenue
- Reduction of paper reporting saved annual maintenance fees

CHALLENGES FACED

Frost’s strategy for success includes two key elements: first, truly knowing the customer and building strong customer relationships, and increasing fee revenue portion of total revenue. Frost’s old labor-intensive and paper-based method of reporting made achieving these goals difficult and time-consuming.

“We couldn’t accurately confirm if we were selling and growing products that drive revenue,” explains Louis Barton, Executive Vice-President at Frost Bank. “Under the old reporting method, it was difficult to get agreement on product definitions and other metrics.”

So the organization adopted a new business intelligence objective: provide a common Web portal with intuitive, consistent information delivery for analysts, executives, and managers. In their view, delivering the right information to the right people at the right time would create real business value.

STRATEGY FOLLOWED

The first step was to build a Teradata enterprise data warehouse to manage the bank’s customer and business information. Next, Frost undertook a selection process to find the right enterprise BI platform. After defining the business, IT, and investment requirements, the organization created a short list of BI vendors. In the end, they selected Cognos because it scored highest on conformance to requirements and company stability.



THE NEXT LEVEL OF PERFORMANCE™

In terms of deployment, the company adopted a managed approach. They began with one or two initiatives in areas that were paper or process intensive. With that, they'd perform benchmarking to identify industry best practices and successes. Then, they determined how well the data warehouse and BI tools could reform processes. After success in one area, they moved on to another to build up to enterprise-level BI.

BENEFITS REALIZED

Cognos is used throughout the bank for a variety of reporting and analysis tasks. The ability to centralize, standardize, and verify information has led to significantly reduced costs and increased revenue. And it has taken less than a year for the organization to recoup its BI investment.

BI has allowed resources to be shifted from maintenance and administration of information to analysis and action. Overall, products reach the market sooner and the organization can now make quicker adjustments to business strategy.

Meanwhile, a management scorecard allows executives to track sales goals, data quality, and operational issues, and understand the factors that drive the business. At a glance, decision-makers can view sales trends in terms of growth and attrition.

The organization has also lowered hard-dollar expenses associated with staff, hardware, and supplies. The product management process requires less cycle time, and business issues are resolved more quickly.

"Cognos can justify the cost of its solution many times over with any customer simply by reducing or eliminating the paper reporting process." says Barton.

ABOUT COGNOS:

Cognos, the world leader in business intelligence and performance management solutions, provides world-class enterprise planning and BI software and services to help companies plan, understand and manage financial and operational performance.

Cognos brings together technology, analytical applications, best practices, and a broad network of partners to give customers a complete performance system. The Cognos performance system is an open and adaptive solution that leverages an organization's ERP, packaged applications, and database investments. It gives customers the ability to answer the questions — How are we doing? Why are we on or off track? What should we do about it? — and enables them to understand and monitor current performance while planning future business strategies.

Cognos serves more than 23,000 customers in more than 135 countries, and its top 100 enterprise customers consistently outperform market indexes. Cognos performance management solutions and services are also available from more than 3,000 worldwide partners and resellers. For more information, visit the Cognos Web site at <http://www.cognos.com>.



WWW.COGNOS.COM

(08/06)

Cognos, and the Cognos logo are trademarks or registered trademarks of Cognos Incorporated in the United States and/or other countries. All other names are trademarks or registered trademarks of their respective companies.