



Measuring success



Gruppo BPER

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MTA: BPER

Chairman

Guido Leoni

CEO

Fabrizio Viola

Organizational Services Mgr.

Marco Bertazzoni

Fiscal Year 2008

Assets—€52.8 Billion (~\$78B)
Profit—€209 Million (~\$309M)
Employees—11,922

ROI Study Highlights*

- 253% ROI in one year
- 405% ROI over five years*
- 122% IRR over five years
- Investment €1 Million (\$1.5M)
- Payback within 3 months
- €10 Million Net Savings over five years (\$15M)

Business Benefits

- Reduction of over 150 million printed pages annually
- Faster, more actionable reports and analysis
- Faster, more efficient monitoring of client accounts
- Ability to differentiate customers on value
- Ability to improve customer communicate

Study Scope

- RSD EOS Software
- RSD EOS Thin Client
- RSD Folders

Gruppo BPER makes information actionable for better banking with RSD software—realises a 253% ROI in one year

Executive Summary

Founded in 1867 as Banca Popolare di Modena, the bank started out as a mutual society to finance the craftsmen and local business activities growing through a series of mergers and acquisitions to become the 6th largest bank in Italy. Banca Popolare dell'Emilia Romagna (BPER) has grown to become a “federal” banking group with 10 regional banks, consisting of 1,272 branches spread across 17 regions and 76 provinces with over 2 million clients in Italy. Gruppo BPER has investments in 8 product companies ranging from Private and Investment Banking to Wealth Management and Consumer Banking—all with conservative roots in sustainable profitability, sales productivity and operational efficiency while constantly balancing growth with sound capital ratios.

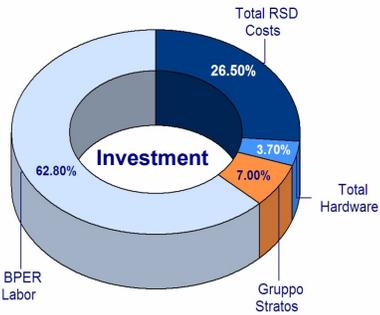
In 2003, Gruppo BPER wanted to replace its multiple existing tools sets with a single, more robust solution that would do more than just reduce the volume of centralised printing. As BPER looked for solutions, it discovered a comprehensive and efficient solution in use by its recent acquisition, Banca di Sardegna, where RSD had been successfully used for years. The RSD EOS (Enterprise Output Solution) software allowed BPER to not only reduce the number of paper reports, but transform the static report data into dynamic, actionable analysis that would change the way BPER uses information in processing and decision making. In RSD folders, BPER found multiple solutions ranging from personalised report delivery and analysis to acting as the back-end to Internet Banking, whereby customers can view on-line historical statements in a fast, efficient and cost-effective way.

Today, BPER has been able reduce costs and complications associated with paper. More importantly, BPER is able to free up significant resources and streamline operations and improve decision making by transforming data into real intelligence that allows the user to quickly tailor the information to solving problems. With RSD, information is now presented in a highly searchable, customised format that allows the users to quickly focus and prioritise accounts—what use to take days is now accomplished in minutes allowing BPER to focus on improving its customer service while improving its financial performance.

Using RSD, BPER can now securely control, monitor and report on how information is used across the bank's federal model. With RSD, BPER can focus on new capabilities and strategic benefits like customer statement history delivered via Internet Banking made possible with RSD Folders.

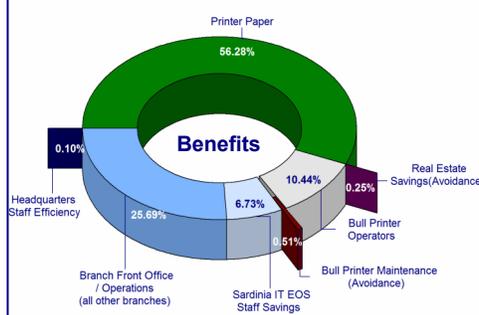
Using RSD, BPER has a single, robust information delivery and reporting solution which has significantly improved how BPER uses information to streamline processes and reduce costs resulting in a 253% ROI in one year.

Financial Impact



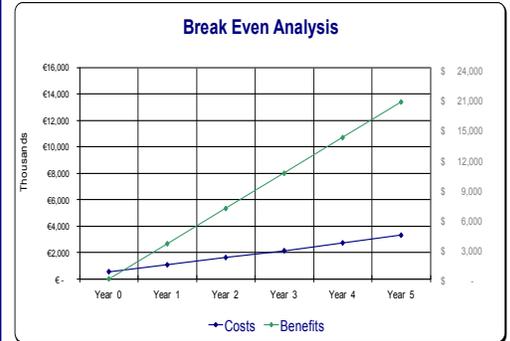
Quantifying the RSD Investment

- The purchase of the RSD software and maintenance accounts for 26.5% of the total investment, with annual costs averaging less than €150K
- RSD's low overhead and demands on computing resources accounts for the 3.7% cost for hardware and mainframe allocation cost
- Implementation and consulting fees are a nominal 7% of the total cost, illustrating the straight-forward, bullet-proof reliability of the RSD solution



Benefits achieved from RSD

- **Paper savings**—By moving to electronic report delivery, Gruppo BPER's paper savings, approximately 13% of total benefits, alone have paid for the RSD investment
- **Printer Savings**—Over 5% of the total benefits or almost half the cost of the RSD investment has been saved by retiring the centralised Bull printer and the staff and space required to operate them



Breakeven Analysis

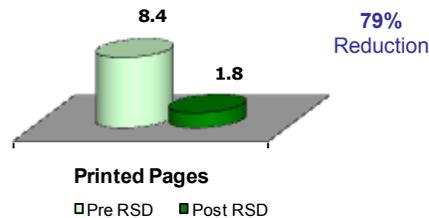
With the RSD solution, Gruppo BPER has been able to reduce paper costs, printing and storage costs.

The RSD solution has delivered an ROI of 253% in one year alone and an ROI of 405% over five years and an internal rate of return (IRR) of 122%, reaching breakeven in just three months, confirming the superb quality and value of the investment.

Operational Impact

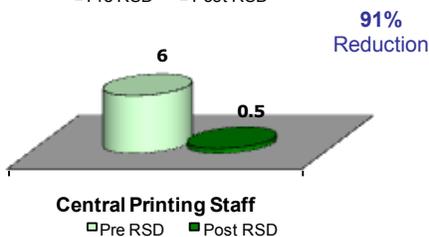
Reduced printing

Millions of pages are no longer getting printed (locally or centrally) resulting in both printing savings, but also helping Gruppo BPER to reduce its carbon footprint



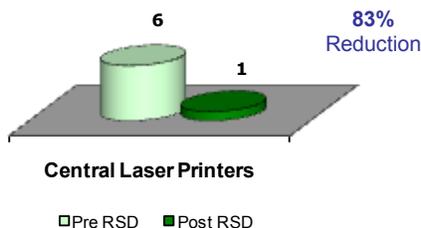
Reduced staff required

Previously Gruppo BPER ran 3 shifts in the central print depot consisting of 2 staff to manage and print the reports for the entire bank that were then distributed to the regions and branches. This has been all but eliminated with only a partial FTE left to manage the central print group



Reduced centralised printers

By moving reports to electronic delivery, Gruppo BPER has been able to reduce its physical print group in both printers and space



Future Benefits

Harvesting additional value

During the study, the Gruppo BPER team identified a number of additional areas where it could maximize the benefits realised from its RSD investment. Leveraging its RSD solution, Gruppo BPER has the opportunity to harvest additional value by:

- Increasing analysis—leverage RSD for additional customer analysis using the proven XLS macros for export and formatting requested data
- Increase pre-defined reports and analysis to arm Gruppo BPER with profitability and customer value analysis