



Digital Redefinition of Commercial Banking

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| 02 | Digital Transformation of Traditional Banking Roles |
| 03 | Deep Dive: Digital Natives |
| 04 | Deep Dive: Digitally Disrupted |
| 05 | Deep Dive: Digitally Influenced |
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This section provides a detailed analysis of:

- Major components of Commercial Banking Value Chain
- Digitally-impacted Commercial Banking processes/areas and new use-cases throughout the value chain
- Digitally-impacted Job roles throughout the value chain
- Job roles segregation on the basis of the intensity of digital impact:
 - Digital Natives
 - Highly Automated
 - Digitally Disrupted
 - Digitally Influenced

Digital transformation across Value Chain: Banking operational processes including Underwriting, Loan Servicing, Cash Flow Management are being highly impacted by digital technologies whereas analytical & client-facing advisory processes are moderately impacted

| VALUE CHAIN (1/2) | LENDING/FINANCING | | SALES | TREASURY/INTERNATIONAL SERVICES | |
|-------------------|---|--|--|--|--|
| | Loan Agreements Review | Asset Valuation | Personalised Sales Brochures & Product Manuals | Liquidity Forecasting | Real-time Payments Processing & Visibility |
| | Automated Business & Personal Credit Rating | Loan Origination | Client Targeting | FX Volatility and Exposure Analysis | Cloud-based Integrated Receivables |
| DIGITAL USE CASES | Digital Underwriting Process | Economic Forecasting for Financial Projections | Customer Segmentation | Global Cash Management | Trade Finance Automations |
| | Business Loan Administration | Defaults Prediction | Identity Verification/Profiling | Commercial Cards and Virtual Card Accounts | Intercompany Netting Automation |
| | Loan Servicing | AI-enabled Financial Spreading | Client Retention | FX Hedging Strategy | Automated FX Execution and Confirmation |
| VALUE CHAIN (2/2) | CAPITAL MARKETS | CLIENT MANAGEMENT/CRM | MERGERS & ACQUISITIONS | RISK | LEGAL & COMPLIANCE |
| | News Sentiment Analysis | Self-Service Portals | Target Due Diligence | Transaction Breach Analysis | Loan Agreements Review |
| DIGITAL USE CASES | Equity/Debt Instrument Pricing | Tailored Solutions | Analytics-based Deal Pricing | Fraud Analysis | Deal Due Dilligence |
| | Deal Due Diligence | Automated Product Recommendations | Divestiture Financials Processing | Market & Credit Risk | Sanctions Compliance Management |
| | Virtual Deal Rooms | Real-time Deal Monitoring | Analytics-based Post-Merger Integration Insights | | |

Low  High
Digitization

Commercial Banking Value Chain: Back-Office & Mid-Office roles are being automated through RPA and AI-enablement whereas Front-Office(advisory) roles are being augmented with digital tools

| VALUE CHAIN (1/2) | LENDING/FINANCING | | SALES | TREASURY/PAYMENT SERVICES | |
|------------------------------|---|----------------------------------|---------------------------------|---|--|
| | Loan Underwriter | Loan Administrators/Processors | Loan Officers | Treasury Modeller/Analysts | Treasury & Trade Solutions Product Manager |
| DIGITALLY IMPACTED JOB ROLES | Credit Risk Analysts | Loan Verification Specialist | Sales Managers/Specialists | FX Product Manager | Cash Management Managers |
| | Commercial Lending Specialists/Managers | Loan Servicing Managers/Analysts | Regional Sales Representatives | Payments Analyst | Treasury & Trade Solutions Analyst |
| | Unsecured Lending Analyst | Lending Strategy Analyst | Sales Analysts | FX Operations Associate | Treasury Risk analyst |
| | Leveraged Loan Syndicate Analyst | Portfolio Manager | Branch Manager | FX Strategist | Payments Products Manager |
| VALUE CHAIN (2/2) | CAPITAL MARKETS | CLIENT MANAGEMENT/CRM | MERGERS & ACQUISITIONS | RISK | LEGAL & COMPLIANCE |
| | Associate - Debt Capital Markets | CRM & Analytics Manager | Investment Banking Associate | Market Risk Quant Research Associate | Loan Document Specialist |
| DIGITALLY IMPACTED JOB ROLES | Equity Risk Manager | Relationship Managers | Quantitative Analytics Manager | Digital Fraud & Security Manager | Due Diligence Investigator |
| | Analytics Manager-Debt Capital Markets | Strategic Planning Manager | Technology Project Manager, M&A | Open Banking/ PDS2 Channel Security Manager | Transaction Monitoring Quality Analyst |
| | Equity Research Associate | CRM capabilities expert | M&A Specialists | | |



Note: Analysis is based on the DRAUP's proprietary engineering database and well as secondary research, updated in September, 2018