

ARIS PROVES “ON THE MONEY” FOR A MAJOR ITALIAN PLAYER IN COOPERATIVE CREDIT



Customer

Federazione Toscana Banche Credito Cooperativo (Co-operative Credit Banks of the Tuscan Federation) serves 33 banks of cooperative credit in the Tuscany region of Italy. These banks comprise more than 280 branches, 72,000+ members and 2,400 employees. Federazione provides consulting services to help these banks improve their organization and processes. In 2010, the federation won the Business Process Excellence award from IDS Scheer.

Industry

Government/Public Sector

Opportunity

Federazione Toscana BCC aims to achieve process excellence at 33 banks in Italy's Tuscany region. To achieve this, Federazione wants to introduce a process methodology that makes the banks results-driven. Standard processes would increase efficiency and effectiveness of the entire banking network. Yet each bank would need the flexibility to adapt those processes to its own organization.

Solution Set

ARIS and webMethods

Key Benefits

- Cost to map processes cut in half
- 70 percent less time spent on auditing and compliance
- Fewer errors since employees have access to accurate, up-to-date information
- Full return on investment in only two years



PROCESSES IMPLEMENTED
AND CUSTOMIZED
40 PERCENT FASTER



50 PERCENT
FASTER INFORMATION
SEARCHES

40 PERCENT
LESS PAPER
GOES TO WASTE



This major player in cooperative credit used market-leading ARIS products to create a Business Process Management (BPM) solution that delivers measurable improvements. Federazione designs a central process repository with integrated repositories at each individual bank.

A network-wide portal makes it easy for employees to access information on workflows, roles and responsibilities and Key Performance Indicators (KPIs).

“With the process repository, the whole network increased efficiency. The time to draft the documents related to the process regulation got shorter ... end users have a better understanding of process information, thanks to a unique format, syntax and operative models.”

— Angelo D’Arcangeli | BPE Project Lead, Federazione Toscana BCC

Key components

ARIS Architect is Web-based and supports professional, enterprise-wide BPM. It offers maximum flexibility for process modeling, analyzing and optimizing business processes via an intuitive user interface.

ARIS Designer allows even non-technical users to model and analyze business processes.

ARIS Publisher generates portal content dynamically when an employee signs in, guaranteeing up-to-the-minute process information for decision-making.

ARIS is the answer

To assure processes operate optimally across 33 banks, Federazione Toscana BCC took an integrated approach to BPM.

First, Federazione designed a “master” repository to host information on all processes at work throughout the banking network. This was done using ARIS Architect. Explained Cristina Martinelli, head of the Management Consulting department and BPE project lead: “The repository constitutes a methodology suitable both for the bank’s activity management and the bank’s knowledge management and communication, organized according to the intuitive principles of “who and how.”

Next, ARIS Designer was used to create repositories at each bank. Each repository automatically gets workflows from the master repository so they can be aligned with each bank’s unique organizational structure.

All process information is shared via a portal built with ARIS Publisher. This one portal—called Kadma—can be accessed by all 2,400 employees across 280+ branches. The portal centrally manages process workflows and elements of the overall system, such as process-related rules, organizational charts, descriptions of roles and responsibilities and KPIs.

Employees can easily get to process information, such as rules and regulations, at any time. They can search for scripts via process (distribution for hierarchical level) and document type (such as template, charts or papers).

Drivers: increased efficiency and effectiveness

“With the process repository, the whole banking network increased efficiency,” said Angelo D’Arcangeli, BPE project lead. “The time to draft the documents related to the process regulation got shorter. Effectiveness also improved because end users have a better understanding of process information, thanks to a unique format, syntax and operative models.”

Using the BPM solution, Federazione can identify redundancies, operational risks and effectiveness. This is accomplished by analyzing processes using quantitative and qualitative assessments. All procedures are published using an electronic knowledge and document management system to save paper and automatically update all employees at the same time.

Overall, employees are more informed about the company, its business model and its processes. In fact, there are fewer errors due to outdated or misleading information.

Reporting improves control

Federazione built standard reports on job descriptions, processes, regulations and taxonomy. Additionally, reports were built to improve how processes are managed and maintained.

For example, a script that manages all technical aspects of a process’s release is issued by the central system and then sent to each bank. This assures processes are aligned completely to the bank’s organizational structure.

Other reports help track:

- Process lifecycle, from the distribution by the federation through ongoing customization by the banks
- Migration from old processes to new ones
- The differences in how the same process is customized by each bank

Adding up the benefits

D’Arcangeli and Martinelli, who teamed to lead the project, agree this new way of managing processes has led to impressive results. For example, Federazione can now:

- Implement and customize processes 40 percent faster
- Map processes in half the time as before
- Save 40 percent on paper
- Search for information 50 percent faster
- Spend 70 percent less time on auditing and compliance since it’s easier to access information on processes and regulation

Federazione expects a full return on its investment in only two years—though the benefits will last much longer.

“With the solution, the banks now have a process methodology to become more results-driven while we’ve also helped them to better organize business-critical information,” Martinelli said.

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