Customer
Poste Italiane (Italian Post Office) is among the largest postal operators in Europe and Italy’s leading operator of postal services. The company has evolved to meet the expanding needs of its customers, which include private citizens, companies and the government. As a result, Poste Italiane also operates as an express courier, a bank and an insurance company. Recently mobile communications services were added to Poste Italiane’s diverse product portfolio.

Industry
Logistics

Opportunity
Poste Italiane operates across many lines of business, including postal, banking, insurance and financial services. As a result, this diverse enterprise is subject to many different laws and regulations. The company is also widespread with 154,000 employees in 14,000 offices and 16 subsidiaries. This is why a traditional audit approach based on simple testing for each subsidiary or location simply wouldn’t work.

Solution Set
ARIS

Key Benefits
• Compliance now easier to prove, reducing risks
• Audits conducted 20 percent faster
• Testing takes 60 percent less time—staff gains more time for other value-added tasks
• Efficient ramp-up
• Stakeholders can easily share compliance information
• Single corporate view of compliance
• Redundant information systems eliminated
• One repository holds all audit compliance information

“With the enterprise risk management from Software AG, we have acquired the ability to quickly handle all the possible symptoms of a problem before it becomes really a problem.”

— Paolo Casati | Central Audit and Processes, Poste Italiane

Solution
Poste Italiane took a process-driven approach to Governance, Risk & Compliance (GRC). First, the company evaluated its internal control system from an architectural point of view and then used it as a modeling system for business processes, risks and controls. Poste Italiane turned to ARIS to model internal control processes, share results with key stakeholders and test controls to assure compliance. IDS Scheer Consulting helped Poste Italiane adapt the platform to its unique methodology and systems. ARIS became the central repository for all audit compliance information.
Poste Italiane

**Key components**

- **ARIS Architect** was used to model internal control processes.
- **ARIS Publisher** enabled Poste Italiane to share compliance information and results of internal analyses with the company’s control departments.
- **ARIS Risk & Compliance Manager** was used to test controls effectiveness and assure that the compliance requirements of legislative degree 262 (Italian SOX equivalent) were met.

**Getting control of compliance**

As a diverse enterprise, Poste Italiane has to comply with a wide range of laws and regulations issued by the European Union, the Italian Parliament and other authorities. Because of these different regulations—combined with the company’s dispersed structure—Poste Italiane was unable to use a traditional audit procedure based on testing. Instead, Poste Italiane opted for an integrated and methodical approach focused on control design and system reliability.

Its overall goal: to assure third parties that it met their objectives. This was difficult not only due to the dimension of the company but also the number of processes that needed to be considered and the number of contributing players.

**Needed: a flexible, scalable solution**

Poste Italiane wanted a single internal control system that would support compliance with all international practices and standards, such as CsSO, ERM and CoBit. Because the company continues to expand, it needed a compliance solution that could support an increasing number of activities, contributors and versatile requirements. Using ARIS, Poste Italiane found this solution.

Overall, the company aimed to:

- Collect and integrate relevant information efficiently and timely to understand and evaluate the internal control system
- Adopt an approach that would allow for a complete evaluation of the internal control system
- Avoid obsolescence and generalization problems associated with assessments limited to testing
- Provide assessment results to various internal stakeholders

First, the company used ARIS Architect to describe process activities and model internal control processes. Then, risks and controls were mapped into the process structure. This way, Poste Italiane was able to identify control strengths and weaknesses.

Poste Italiane then used ARIS Publisher to share the information with internal stakeholders. Testing via ARIS Risk & Compliance Manager helped measure the operating effectiveness of controls as well as to follow up with audit reports. Poste Italiane was able to combine all results into a single corporate view.

Process owners also were able to receive specific requested information, including organizational unit charts, process charts, lists of powers, and risk maps and evaluations. This enabled Poste Italiane to develop audit activities according to the needs of the different players involved in the different audit activities.

IDS Scheer Consulting helped combine process data coming from different areas of the organization into one system by using GRC best practices.

**Measuring the benefits**

Auditing and testing was performed by internal and external auditors. The result confirmed that Poste Italiane had established effective internal controls. Its main goal—assuring its internal control system met third-party objectives—was met.

Major benefits include:

- A 20 percent reduction in auditing time and required personnel
- Testing that’s up to 60 percent faster, giving staff more time for process improvements and analytics
- Improved efficiency—processes are now mapped by one process owner instead of many across business units
• Stakeholders are more involved in the compliance process and can easily share information
• Improved quality and real-time reporting of all test cases and their results
• Faster decision-making, thanks to increased transparency into the entire process landscape, including stakeholder-specific views
• Continuous processes improvements—since it’s easier to identify and mitigate weak controls

Poste Italiane now has a common compliance language and culture among all stakeholders. Additionally, information from audits can be re-used within the enterprise to bolster other areas of the enterprise, such as improved information security.

**ARIS at work**

Process management at Poste Italiane is supported completely by the ARIS platform. ARIS Risk & Compliance Manager gives the enterprise a consistent solution for process management, risk management and compliance management. Risk objects cover all the data needed to describe risks within the processes, controls and tests. Through the appropriate choice of attributes, data needed for planning testing activities can be predefined.

Transferring data from ARIS Architect into the ARIS workflow engine is done by scripts finalized in ARIS Risk & Compliance Manager. Then ARIS Risk & Compliance Manager creates test cases according to required frequency, assigns them to the appropriate group of testers and delivers these test notes via email.

The compliance software also sends warnings to the testers—for example, if they are about to miss a due date—and closes test cases after passing the due date. The tester assesses the control by performing the test and then saves the test results and comments. Accompanying documentation can be linked to the test results. Testing results and statistics are all available directly from the tool as a read-only report for the auditors.
ABOUT SOFTWARE AG

The digital transformation is changing enterprise IT landscapes from inflexible application silos to modern software platform-driven IT architectures which deliver the openness, speed and agility needed to enable the digital real-time enterprise. Software AG offers the first end-to-end Digital Business Platform, based on open standards, with integration, process management, in-memory data, adaptive application development, real-time analytics and enterprise architecture management as core building blocks. The modular platform allows users to develop the next generation of application systems to build their digital future, today. With over 45 years of customer-centric innovation, Software AG is ranked as a leader in many innovative and digital technology categories. Learn more at www.SoftwareAG.com.

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