



Case Study

Process analysis preparing for system renovation

Optimisation of business processes of an international building society

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Securing future viability in terms of competitiveness requires efficient and modern processes as well as optimum system support. The consultants at afb have analysed and optimised the business processes of an international building society with a view to achieving greater user-friendliness, efficiency and compliance.

THE CUSTOMER

The building society is part of an international group of companies active in the financial-services sector. It has provided financing for more than a million private homes since its foundation, has more than a million customers and more than a thousand employees.

THE CHALLENGE

To secure its future competitiveness this building society planned to introduce a new application for its customers to save up for a loan. The objective was to come up with a modern and dynamic solution characterised by usability, flexibility, adaptability and efficiency. To this end, in the run-up to the actual system launch, existing processes were to be subjected to in-depth examination in order to identify potential for optimisation. Under a tender procedure in late 2014 the building society selected afb on the strength of its experience as a consulting partner

and commissioned us to analyse and optimise its business process architecture and to structure the upcoming IT project. The chief objectives were process optimisation by means of best-practice avoidance of redundancies, identification of optimisation potentials as well as the broadening of technical knowledge and the improvement of cooperation capability.

Key milestones on the way to process optimisation were the reduced organisational and technical interfaces as well as an optimised level of automation and maintainability. The optimisation potentials to be realised, ideally as 'quick wins', were related in particular to user satisfaction, efficient data capture and processing, harmonised data retention and shorter throughput times. Ultimately the transparent documentation, which can be used for business as well as IT purposes, and the graphic modelling of the processes, was to lead to improved cross-team collaboration.

QUICK FACTS

Business sector
Building society

Partnership
2014 until today

Project scope
afb-Consulting

Scope of work
**Process optimisation
and preparation of an
IT-project**

„Having become acquainted with afb as innovative and highly competent business partners, we decided to hire them as external consultants. We are most satisfied with the way the project was conducted and with the results; afb completely fulfilled our expectations in terms of technical expertise and experience of process development.“

Head of Process Management at the building society

THE PROCEDURE

To achieve the project goals our experts implemented afb-Consulting's service modules, which are optimally suited to the needs of financial-service providers.

The module used to describe, analyse and optimise the processes was **Business Process Modelling (BPM)**. The afb consultants recorded and modelled the core business processes of the divisions concerned, paying particular attention to aspects such as compliance, automation, parameterisation, usability and user satisfaction.

The consultants checked and completed the existing process models including activities and special cases. They transparently documented optimisation potentials as they identified them, thereby making them available for subsequent analysis and evaluation. During the entire project term the building society and afb collaborated closely in situ. This included a large number of workshops and interviews with the users in the various specialist departments. During the entire process the recording of information and the ongoing comparison of results in more than 30 workshops and interviews with users guaranteed that the documentation and suggested improvements reflected reality and were endorsed by the specialist divisions.

Well over 100 potentials for optimisation were objectified and prioritised with the aid of quantity structures, throughput times and possible cost savings. For example, document management offered the greatest potential for automation, product management for parameterisation, and the templates for business transactions and tasks for usability.

The module **Solution Outline and Project Scoping (SOPS)** was implemented in the generation of basic concepts or lists of requirements for the preparation of the IT project and in the specification of the scope of the actual implementation project, including the systems and partners participating in the project. In addition, the consultants extracted the specialist objects and functions from the identified activities and outlined interdependencies. Finally, afb also developed a project structure including delivery waves.

THE RESULT

Thanks to afb's consultancy services the building society is benefitting from enhanced transparency regarding the potential for increasing the quality and output of the business processes that were targeted, the reduction of downtimes and process throughput times as well as clarity regarding the consequences of the change process.

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from mind: Customer orientation, digitisation and innovation are the drivers of our work for financial and service providers, vendors and manufacturers.

to market: Our mission is to optimise business processes for the credit, leasing or factoring-based financing of goods flows. This benefits a large number of customers throughout Europe.

afb: For more than 20 years, industry know-how and best practices have been the basis for solution-oriented consulting and the development of user-friendly software. afb's range of services is rounded off by application and infrastructure operation, business process management and outsourcing.

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from mind to market



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