

## Business Process Modeling in Fiducia IT AG, Germany

Моделирование бизнес-процессов в ИТ-Fiducia AG, Германия



# Agenda

- **Company Overview:  
The Fiducia Group**
- **Real projects in Fiducia:  
Business Challenge**
- **Real projects in Fiducia:  
Solutions**
- **Real projects in Fiducia:  
Results and Benefits**

# The Mission of Fiducia IT AG –

Миссия Fiducia IT AG –

## The best range of services at fair market prices

Лучший спектр услуг по справедливым рыночным ценам



### Mitglieder des Vorstands

(from left to right)

Hans-Peter Straberger

Michael Krings  
Chairman

Jens-Olaf Bartels

Klaus-Peter Bruns  
Deputy Chairman

Carsten Pfläging

- The Fiducia group is one of the leading IT service providers in Germany as well as an IT Competence Center and the **largest IT service provider** in the Cooperative Financial Group. Fiducia provides their customers with a comprehensive range of services in the field of information technology.
- The core competencies of Fiducia are in **computer center operations requiring a high level of security** using state-of-the-art mainframe, open system and Unix technologies as well as in developing and implementing integrated IT solutions.
- With the **agree banking system**, Fiducia provides an **ultramodern integrated core banking system** now used by 770 banks. Fiducia is sustainably and constantly expanding their range of services. This lets customers focus on their core business in an ever more complex IT environment and thereby to strengthen their competitiveness.
- Fiducia offers customers the **best services at fair market prices**. This is a claim that Fiducia is solidly committed to.

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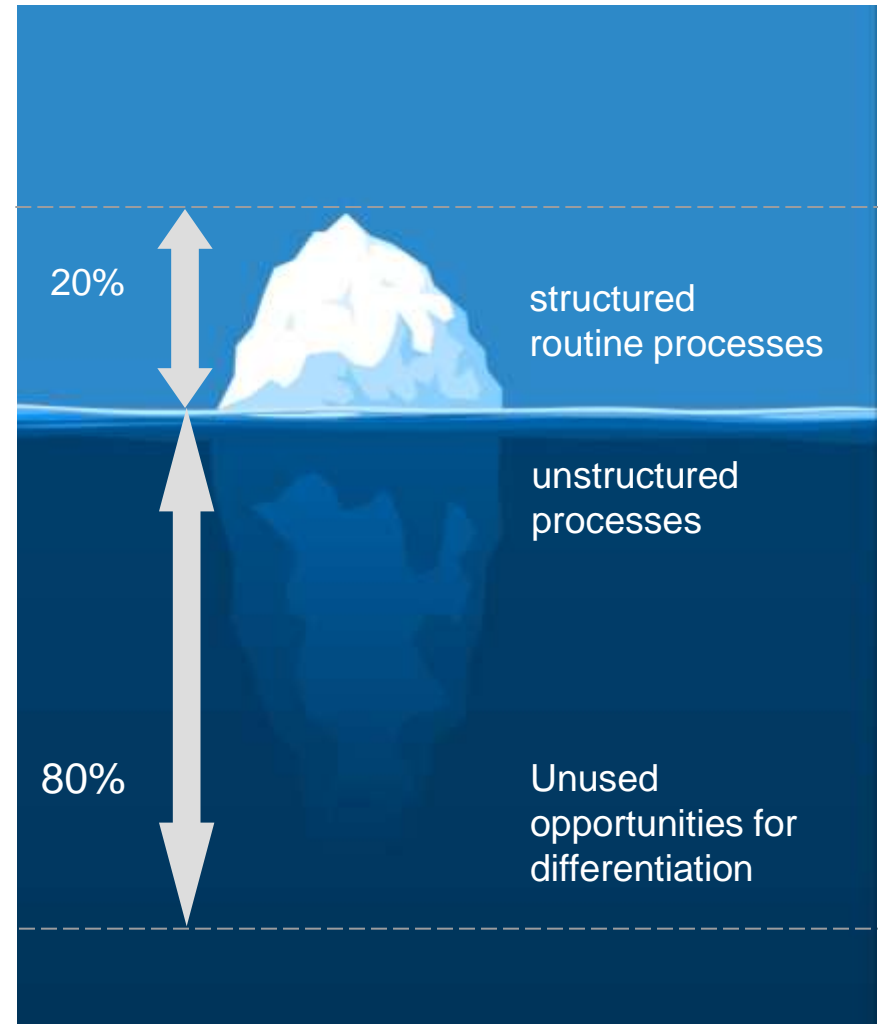
# Business process improvement through IT solutions

## 20% of business processes to be addressed

Улучшение бизнес-процессов посредством ИТ-решений

20% бизнес-процессов, которые должны быть рассмотрены

- Business projects with IT content focused on the "big" business applications
- Business process optimization is often outside the main line without IT support or instead of "shadow" IT (eg, Excel, Notes databases, etc.)
- The IT sector is not prepared for such solutions
- Support at the 80% of unstructured business processes is a powerful potential



## Complex workflows are difficult to structure

### Сложные процессы трудно структурировать

- These tasks require review and decisions by staff with expertise
- These tasks grow proportional in service companies
- The need for cooperation between the employees is growing significantly
- Opportunities to differentiate
  - better technical support,
  - improve transparency and access to information
  - and workflow guidelines to improve the productivity and effectiveness in the less structured environments





## Increasing the operational flexibility

### Увеличение операционной гибкости

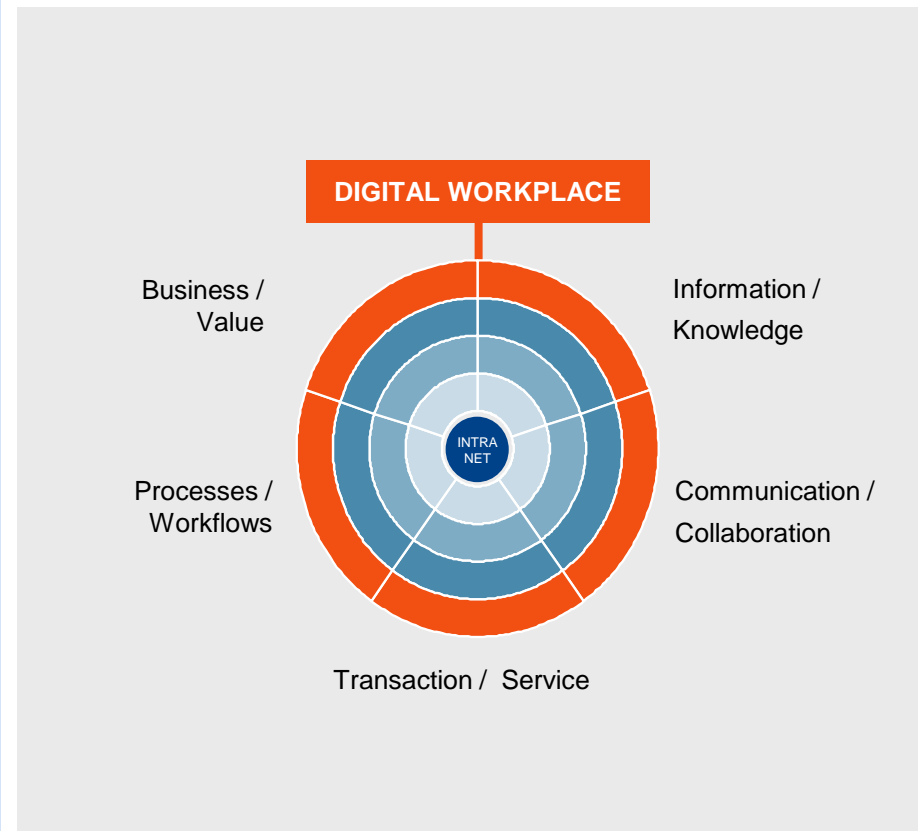
- Bring operational tasks in an enterprise context
- Introduction of a target system with the desired results for each role
- Conditions, no procedures on how these goals can be achieved
- Decisions can be more severely where the work gets done



## IT-supported Workflows increase flexibility

Процессы, поддерживаемые IT, повышают гибкость

- Establish the intranet as a process portal
- Make Workflow in the Intranet flexible, and adaptable without IT overhead
- Coordination of workflows directly between the parties that use this workflow (subject-oriented modeling)
- Ongoing transparency between the status of workflows and generating the compliant requirements
- Requirements for process indicators and analysis of process cycle times







## Change in interaction

### Изменение взаимодействия

- Interfaces between the service provider (internally and externally) becomes priority... regardless of the organizational structure
- Looking at the service provider and service user as the subject, is subject-oriented process modeling method that supports these
- Resilience is provided by the flexible adaptation to the changing requirements to the interfaces



## Interfaces between the services are critical to success

Интерфейсы между услугами имеют решающее значение для успеха

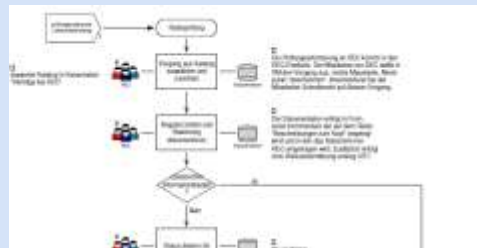
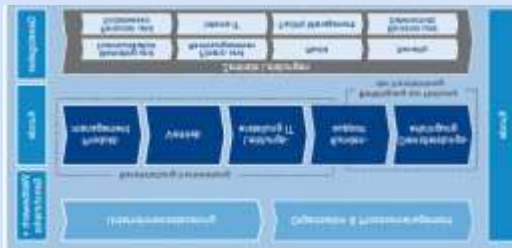
- Socket - plug principle ensures agility
- Measuring the quality of the interface to optimize the overall success
- Integration of external service providers thereby significantly easier
- Services within a flexible adaptable performance process (regardless of organizational structure)



## Process modeling isolated

### Моделирование процессов изолировано

- Process model is generic (WHAT makes the process?)
- Employees have the effect of the regulations, instructions (HOW?)
  - Media break between processes and rules
  - More than 1,000 rules and instructions overstrain the employee
- The use of the process model is not possible for technical implementation:
  - 3 tools with media breaks:
    - Intranet-Graphics                      Process Model
    - ADONIS                                      operations
    - Notes    workflow system-based



## Tools have their own look and feel

### Инструменты выглядят и воспринимаются по-разному

- Different applications for similar tasks are used
  - Example: applying for Permission
    - SAP own Portal
    - ITAM for IMS, DB2
    - Distributed solutions
    - ...
- Employees must use the same question for different tools, user interfaces
- Uniform transparency across all operation does not exist, each tool has its own management information

## Example: Requirements management previously by Email

Пример: поддержка требований, как было ранее

- Service providers previously had different input channels
- Employees previously had to know about 500 mailboxes to put the requirement into the right mailbox
  - No structured approach for the Service Order (only Email)
  - No transparency about the processing status
  - No overview of the requirements: Which department has how often required what





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## Single tool also reduces the regulations

### Единый инструмент минимизирует регламентацию

- Unified modeling of processes up to any required technical procedures implemented
- Scalability of the process through one process tool gives a uniform understanding at all levels
- Reducing regulations by 70% by direct connection of the regulations with the processes and procedures in one tool
- Relevant examination regulations (f.e. BaFin) are supported by technically implemented workflows in the direction of governance and compliance with the same tool

## Example: applying for Permission Workflow

### Пример: применение для процесса получения доступа

- Process defined consistently in one tool and implemented:
  - Business Process           IT service provision
  - main process               Operate and monitor IT services
  - IT-based procedure       applying for Permission Workflow
- Common understanding of the operations by the process owners, managers and process users through unified, integrated modeling
- As a "side result" of the necessary governance and compliance is supported by the tool (BaFin relevant)
  - Consistent workflow implementation from requesting the approval of supervisors, data owner, data trustee to administrator
  - Central data repository for all exam relevant control actions derived from the workflow (who has done what, when requested, agreed, performed?)

## Unified workflow decouples the various systems

Единый процесс отделяет от работы в различных системах напрямую

- Regardless of the operation of the target system is a user-friendly workflow provided
- Employees only know their requirements, not the complexity of the operation of different systems
- Exchange of target systems (f.e. administrator tools) does not affect the operation of the requesting employee
- Through consistent workflows across all target systems also uniform compliance information in one place
- Expansion of the intranet portal for the processes is made possible
- Processes (workflows) are shifted more into the intranet, thus connecting the interaction between different systems

## Standardization of operations with one user interface

### Стандартизация операций в едином пользовательском интерфейсе

- Tasks are increasingly carried out at one site (intranet).
- Overview of how the processing status in the workflows is on one place available for the employee (intranet)
- Operations, workflow tasks in a familiar dialogue conducted irrespective of the operating system and interfaces
- Simplify the process by implementing a uniform approach
- Modification of processes, applications in the workflow always possible in a central location, that offers high agility



## Metasonic introduce as a unified modeling method

### Metasonic как единый метод моделирования

#### **Objective: Only one modelling method in the Fiducia**

- Subject-oriented process modeling method as the single, detachment of EPK (ADONIS)

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## Metasonic introduce as a workflow engine

### Metasonic как единый workflow-движок

#### **Objective: fast adaptation of workflows without IT support (Notes Developer)**

- Quick Win by removing the "mailboxes" for the needs of requester. Intranet as a single requirements workflow
- applying for permission workflow to ensure the compliance requirements and improve the operation of the workflow through the employees
- reoccupation of workplace on the intranet workflow now available. Thereby the responsibility (governance) of the process increased. Through increased transparency about the processing status of all participants significantly reduced process cycle time (> 50%)
- Technical platform developed so that workflows can be developed further now standardized

## Resistances must be managed

### Спротивлением нужно управлять

- IT experts don't trust the feasibility of a workflow engine that puts out an IT-based modeling operations on the intranet
  - Afraid of losing competence
- Process Modeler doubt the intelligibility of the subject-oriented modeling
  - Rethinking experienced employees is difficult
- Basically, the awareness of the changes in the market towards agility, resilience extremely low
  - "We have worked in the last 20 years entirely successful so why change now?"
- Technical "gurus" and architecture "experts" would rather hold on to familiar. Such innovations are only suspiciously

## Solutions

## Решения

- IT experts question the feasibility of a workflow engine that puts out an IT-based modeling operations on the intranet
  - Afraid of losing competence
- Part of the "Notes" developers change to Metasonic experts to make them responsible
  - Takes much time and persuasion, but it works
- Basically, the awareness of the changes in the market towards agility, resilience present extremely low
  - "We have the last 20 years but made entirely successful so why change now?"
- It is very dependent on the company's situation. Financial IT industry still complains on a high level, the suffering is not strong enough. The understanding must be built and shown on a convincing way
  - Is expensive, but absolutely necessary for a hopefully intrinsic motivation to change these

## Solutions

## Решения

- Modeler doubt the intelligibility of the subject-oriented modeling
  - Rethinking experienced employees is difficult
- The shift is only difficult for experts in modeling , the less experienced modelers, especially the employees in the departments with no modeling experience will be happy about this new way of modeling
  - Use Departments as a positive response group, they are finally the customers and internal users of the modeling
- Technical "gurus" and architecture "experts" would rather hold on to familiar. Such innovations are only one suspect
- Here helps only the outstanding expertise of specialists from Metasonic. Because even be really good experts in Fiducia, who have collected all the arguments against this solution, all at once are receptive and an interested audience.
  - In future here will also help a broader user base
  - Also the approval of key opinion makers in the industry



## Success is guaranteed

### Успех гарантирован

- The flexibility and simplicity convinced. Build with Metasonic processes, procedures and if necessary, even generated IT-based workflows
- The ability model at each level immediately to validate by a 'real' procedure run, the quality of the models increased considerably
- The immediate test of the process between the process partners increases the understanding of the details in the implementation process. Same time is also the required quality of the information clearly. The interaction between the "subjects" will be promoted
- The opportunities offered from this tool Metasonic are also represented on strategic management level. Process cost savings, standardization, governance and compliance are does not just slogans, they are implemented with Metasonic

## Positive customer feedback motivates

### Положительные отзывы клиентов мотивируют

- So far, all solutions produce a very positive reaction, even from the critical users.
- The technical platform is now expanded so far, to integrate data into the workflow (Refinements) for the known requirements
- "industrialization" is possible to build new workflows
- Simple workflows (eg requesting, authorizing, with different participants, information distribution, information, ensure compliance, etc.) are ready for production in less than 5 days
- Requirements of well over 50 other workflows are available

## Modeling and implementation (not yet) in the departments

### Моделирование и реализация (пока еще не) в подразделениях

- The implementation of the requirements is carried out within the corporate organization
- The technical, procedural side is modeled by the organizational consultants in collaboration with the departments. If necessary, take place directly one executable implementation on the intranet for this workflow by organizing consultant
- The technical support in the business organization cares about the definition of data interfaces, which are then placed in generic Refinements for the organizational consultants
- Departments in the Fiducia had been no modeling of the processes carried out in the past, this was always been the task of corporate organization, in cooperation with the Departments

## What I want, what would I do differently

### Чего бы хотелось, что можно сделать по-другому

- The user interface developed in Metasonic must still more "nice" to be adaptable and flexible
- Even if beauty is not critical, it runs under the hygiene factors and is always a hurdle at the end-user discussion. These hurdle must be somewhat lower
- It was not helpful to listen to our own experts. All reminder and critics have become quieter, many silenced. They are the wrong consultants, if innovative steps must be gone
- The courage to take the risk, cannot reduce. The discussion with the experts spends a lot of time and energy without having to have a real value added.

## Summary

## Резюме

- Metasonic is on the right track and has a mature, innovative, and especially beneficial solution
- I'm glad to start on an early stage
- I could use the advantage of experience in implementing, successful solutions
- The risk of an early decision has paid off, the partner Metasonic is really a partner, which impresses me with its customer focus and expertise
- The modeling approach, to bring the subject in the center, is the important step that has raised the modeling of the last century, with little changes in the business, to an agile modeling with today's business challenges

**Your IT Partner**  
Ваш IT партнер



**Many thanks**  
**Большое спасибо**