With 20% market share and 2.5 million customers, Millenniumbcp (Banco Comercial Português) is Portugal's leading private financial group. Its 2010 Consolidated Net results amounted to 302 Million Euros,

Millenniumbcp's Portuguese service network includes over 800 branches, phone banking and e-banking channels. The Bank has international operations in Poland, Greece, Mozambique, Angola, Romania and Switzerland. Millenniumbcp is listed on the Lisbon stock exchange (PSI20 index)

CUSTOMER CASE:

Millennium
bcp

With QPR ProcessDesigner and QPR Metrics software and QPR Portal Web User Interface Millenniumbcp defined a framework for managing its process model, sustaining in the following three pillars: Process Catalog, Process Performance and Risk Management.

Process Management culture adoption made easier with QPR

"QPR implementation project allowed BPM to be placed into the bank's agenda and involve its main transversal areas such as Quality, Risk, Compliance, Business Continuity, IT and Audit, creating a single process model, shared and available to all the organization.

The Board and Top Managers involvement held a decisive contribution to the initiative success, in order to put into action a Governance Model, where Process Owners take a fundamental role on actively managing processes"

Manuel V. Guimarães,
Quality General Manager,
Millenniumbcp

Process Model Unification and Sharing in Millenniumbcp

Aiming to increase the Process Management into the organization culture, Millenniumbcp considered critical to adopt a support tool to streamline and unify the Process Management. The tool should also allow to share good practices, reduce costs, and achieve bigger efficiency and effectiveness in business process execution and monitoring.

As the bank is ISO9001:2008 certified, the tool should also support the Bank Quality Management System.

As a solution, Millenniumbcp selected the QPR Suite (QPR ProcessDesigner Business Process Analysis/Management software, QPR Metrics Performance Management software and QPR Portal) and defined a framework to manage the process model

sustained in three pillars: Process Catalog, Process Performance and Risk Management.

By adopting QPR Suite, Millenniumbcp spread the process model information throughout all the organization, upon a unique integrated and unified process catalog, covering Processes Stakeholders' information requirements: Quality, Risk, Business Continuity, IT, Compliance and several operational areas.

The Project

Led by the Quality Department, the project, done in 4 months, counted with the collaboration of different Process Model Stakeholders and with FWD Advise support.

The Process Catalog was deployed in QPR ProcessDesigner, based on a key users

training approach, allowing their active participation in the meta-model definition, and starting immediately to model processes in QPR.

Processes Performance and Risk Management were defined and implemented in QPR Metrics covering: KPI's to follow process performance (in business, operational and customer perspective), KRI's to monitor processes risks and also Audit indicators. The software was also implemented into Operational Risk Model for Processes, a component of the Central Bank risk reporting (Bank of Portugal).

The Governance Model covered the daily processes management activities, the Process Owners and Process Managers responsibilities and the review cycle, with the involvement of Administration and Macro Process Owners. The Governance Model activities are performed in QPR Portal.

Achieved Results

The Model Management Committee, responsible by process prioritization and review, is now using QPR Suite as a reporting and support tool. Also the internal and external audits, in the Quality Certification scope, base themselves on the information contained in QPR.

The main results include the following:

- Training and enabling the Millenniumbcp team in QPR Suite (QPR ProcessDesigner, QPR Metrics, QPR Portal).

- Governance Model for Process Management

- Quality Certification reporting and Management Reporting

- LDAP connection for User Management

- Process Catalog available for more than 12,000 users Process Meta-model in QPR ProcessDesigner

- Performance Indicators Model (KPI's), Risk (KRI and Self-Assessment) in QPR Metrics

- In 4 months: 50% of the processes parameterized (including the certified processes), flowcharts and specific attributes.

Next Steps

The next steps will include the autonomous execution of Roll Out by Millenniumbcp team for the remaining process in Millenniumbcp's process catalog. The Process Governance Model will be expanded also to other Millenniumbcp group companies. It has already been deployed to the Millenniumbcp Ageas (Insurance) and Millenniumbank Romania (international operations) Process Models.
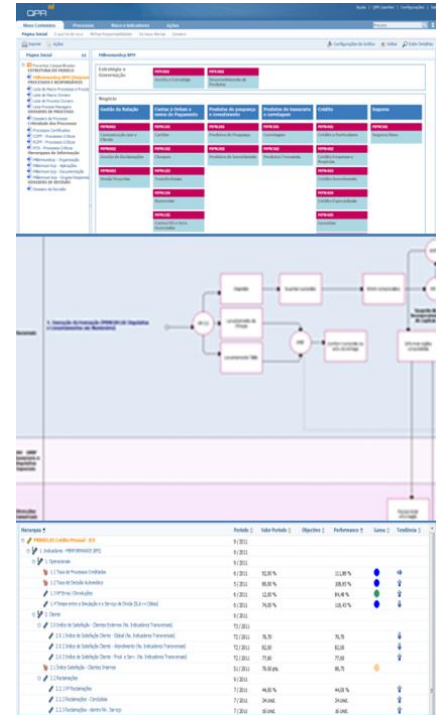
Two top pictures: visualizing and monitoring process performance indicators in QPR Portal.

The bottom picture: visualizing and monitoring Process Indicators in QPR Portal.

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