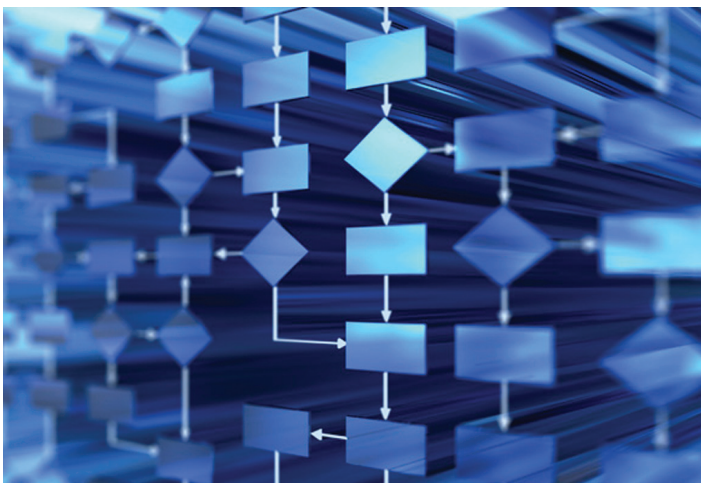


CASE STUDY

BUSINESS PROCESS DISCOVERY AND IMPROVEMENT BY FUJITSU AT LEADING U.S. BANK



BACKGROUND

At the close of 2008, after the tumultuous financial crisis afflicting Wall Street, a leading U.S. bank had completed U.S. government-sponsored acquisitions of a prominent investment bank and a large mortgage lender. Through these acquisitions the bank had become a much larger organization with many areas of redundancy, including what they had determined to be a bloated technology infrastructure and headcount levels.

Internally they had formed a mandate for a series of initiatives designed to drive efficiencies, including:

- An across-the-board headcount reduction of 13 percent
- A reduction in effort booked into its Time Tracking system of 20 percent
- A reduction in manual systems monitoring of 75 percent

In addition, the bank intended to survey its stakeholders to measure satisfaction levels with its IT service delivery and problem management process in the wake of its process efficiency initiatives. Going into the project, they had identified critical success factors that included:

- How can we quickly and accurately gain an understanding of how our processes operate today?

- How do we measure the performance of our current processes and find the inefficiencies?
- How can we compare operations, and do all of this quickly?

In addition to timeliness, the bank needed the analysis to be fact-based, rigorous, and sustainable. As an organization, they group all business processes into seven categories: Incident Management, Problem Management, IT Change Management, Event Management, Request Management, Maintenance Management, and Asset Management. The project commenced with investigation and analysis of its IT Change Management processes, with the intention of extending it to address the other process categories.

The bank evaluated a number of approaches to process discovery and analysis and ultimately selected Automated Process Discovery (APD) from Fujitsu. APD is an advanced process discovery technology that performs off-production analysis of existing business processes. Providing visualizations of typical flows, repetitions, and loopbacks, APD identifies process inefficiencies and bottlenecks where they exist and highlights the right processes for improvement and optimization.

BEGINNING WITH PROOF OF VALUE

After selecting APD, the bank began the project, focusing on their IT Change Management processes to prove that the technology worked and delivered value. Key processes that the bank wanted to understand included: whether too many people were involved in the Change Management process, whether the process consumed too much time, end-to-end process times and touch points, and the impact late approvals had upon requests and people's time. The bank supplied Fujitsu with data sets for the period from September 2008 to April 2009 and APD identified, in a matter of hours, metrics related to their Change Management processes that were undetectable to their internal reporting systems. Examples of the Fujitsu findings included:

- Change Requests never approved but nonetheless activated
- Change Requests requiring more than 100 approvals per request
- Long latency periods causing Change Requests to expire before approval

APD showed that for each Change Request, at least seven bank employees would open, read, and close the request without making any change to it. And this process recurred thousands of times. Fujitsu was then able to quantify the approximate costs of these errors and inefficiencies for the bank, and to make recommendations for “low-hanging fruit” areas for improvement.

During the project, the bank also retained the services of a leading U.S. consulting firm to perform discovery of the same processes using a traditional approach—interviewing process participants and manual documentation of processes. Not only was this approach more expensive, it also took longer, was more disruptive to the business, and provided less reliable results.

EXPANDING APD'S ROLE AT LEADING U.S. BANK

Subsequent to the initial work, senior management enlisted Fujitsu for a 400 man-day project to apply APD against all of their process categories to visualize and quantify areas where they could realize efficiencies and cost savings. An area of investigation involved Event Management, specifically passive monitoring of the IT infrastructure and trouble ticket processing. Fujitsu APD was used to identify the number of alerts being generated by a specific technology layer and platform, as well as to determine what percentage of the alerts were false and how many came via auto-ticketing. Alarming, only 0.02 percent, or approximately 200, of 45,000 alerts generated during the project period were generated via auto-ticketing.

In the area of Request Management, APD revealed that of an organization comprised of 160 systems analysts, 30 analysts were handling 89 percent of the requests being generated. Only eleven percent of the requests were managed by the remaining 130 systems analysts. The decision was made, based on the evidence provided by APD, to determine the unique skills in the group of 30 that were not represented in the other 130 support group staff, and to retrain them to manage this delta of the requests.

The outcomes from the project were deemed highly successful. Significant fact-based insight into current operations yielded robust baseline data to drive process efficiency initiatives. The process mapping was achieved quickly and accurately—with all business processes documented in less than three months.

WHAT'S NEXT

As part of the overall project, Fujitsu demonstrated the synergy between APD and its findings and Interstage® Business Process Manager (BPM). The findings from APD can be imported directly into Interstage BPM for a visual representation that can be acted upon. Interstage BPM's Studio module provides a standards-based modeling environment and tools for refining existing processes. Subject-matter-experts and process owners at this leading U.S. bank can collaboratively retool processes and then simulate impacts of different scenarios before implementing changes.

The next step in engagement with Fujitsu will involve helping the bank to optimize their processes. Fujitsu has redesigned inefficient processes and realigned process steps to save time and cost. In one example, Level 1 trouble tickets were being sent to Level 3 support personnel when they should have been pushed to self-service portals. With assistance from Fujitsu, these new processes are being developed and implemented.

ABOUT FUJITSU

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