

CUSTOMER CASE:



Risk Management and Compliance and Process Management in Banking, Finance and Insurance sector.

Methodology frameworks used:

- Internal Financial Control (COSO, SOX)
- Process Management (ITIL)

QPR products used:

- QPR ProcessGuide

Banco Espirito Santo (BES) is the largest listed bank in Portugal, and the second largest private financial institution in Portugal by net assets. It has average one fifth market share in the domestic market and more than 2 million customers. BES has shown particular ability to diversify its revenue sources by ranking highly in strategic business areas such as Retail, Private Banking and Asset Management, Corporate Banking and Investment Banking.

## The Group BES Process Catalog: Creation of a single Process Framework



*“BES previously had several tools related to processes and procedures. QPR enabled BES to combine different needs from 6 different departments, the main process stakeholders, and also the Process Sponsors that interact with the processes on a daily basis”*

*Dra. Maria João Mileu,  
Head of Organization  
Department*

**Group BES wanted to create a repository for all business and support processes. This process repository should work as the base for the internal control system, processes rationalization, operational risk management and auditing. QPR ProcessGuide performance management software allowed BES to change from several systems to an integrated and unified one.**

Before introducing QPR ProcessGuide, the needs for improvement were to support all processes, with flowcharting capabilities and simultaneously allowing complementary information (KPI's, COSO and SOX financial control systems) and also data management (association between processes)

combining information previously scattered in several supports.

Being a major financial institution in Portugal, Banco Espirito Santo had to combine all the information related to the several processes into a single Process Catalog. By using a single tool it wanted to be able to process great amount of information, but at the same time keep the data processing simple enough for day-to-day usage.

### The Project

The project, involved the Board of Directors and the main departments of the organization, such as Organizational, Compliance, Risk, Auditing, IT and other stakeholders of the Process Catalog.



Fundamental to the project success was to train the key-users in the IT department, as well as the main information recipients of the Process Catalog to use QPR ProcessGuide as a development tool.

This training enabled the team to understand how the software works on a detailed level. It also helped them to become actively involved in making all needed definitions.

The meta-model was mostly done by using software's out-of-the box capabilities. Approximately 80 percent of the unified process model needs were covered by this approach.

Having the IT department involved in the whole process and understanding the meta-model details to a great extent made possible to develop interfaces and reporting add-ons with in-house resources from Group BES. The work was supported by QPR's Portuguese partner FWD Advise. Thanks to this approach easy model maintenance and usage autonomy were achieved.

## Achieved Results

As a result of the project a unified Process Catalog was implemented with all stakeholders' compromise.

Implementation was executed with ease and speed: 32 functional areas, 900 processes and 350 users were migrated into QPR ProcessGuide in just two months time.

Compliance with COSO and ITIL attributes were achieved - risks, controls and applications among others.



## Next steps

Usage of information created by QPR Process Guide was introduced to management and regulatory reporting

The Group BES Process Catalog was rolled-out to many other Group BES, companies such as BESI, BESA, ESAF and BES Spain, and also to companies of the Tranquilidade Group (an integrated insurance group).

The next steps include implementing the Balanced Scorecard model (KPI's and SLA's) for each process with the help of the QPR ScoreCard performance management software.

Also an interface with other bank systems will be build and the Process Catalog is rolled-out to the remaining companies of the Group BES.