

## Process Excellence

### Background

Constantly growing cost pressures are being exacerbated by regulatory requirements and new customer needs as a result of digitisation. This is leading to the questioning of current business processes, which therefore need continuous improvement, not only in terms of process efficiency but also to ensure that customer requirements are fulfilled.

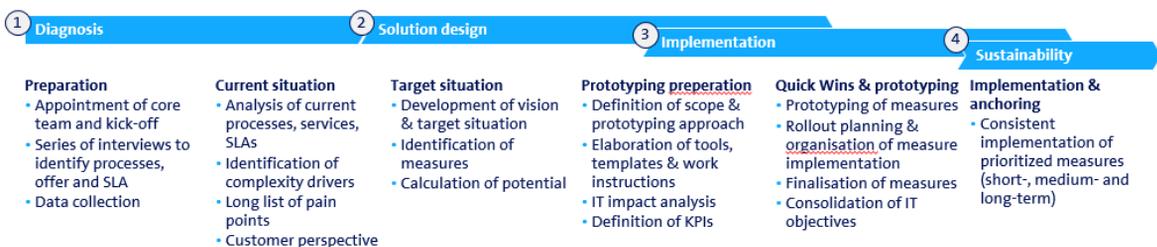
Traditional optimisation methods are already widely used and established. Especially in combination with new technological developments further optimisation potential can be exploited.

### Current action areas

1. **Pressure on margins and rising costs**
  - › Margins are coming under increasing pressure because of the market, competition and customer expectations.
  - › In addition, legacy systems and the largely manual processing of special cases are leading to higher costs for the bank, most of which cannot be passed on and therefore negatively impact financial results.
  - › Proactive cost management with the identification and implementation of the necessary measures is essential.
2. **Tighter regulatory conditions**
  - › There is often insufficient time to meet regulatory requirements and dedicated resources must be made available for this.
  - › In terms of process mapping, the focus often falls on the fulfilment of legal provisions, while the issue of proper, optimal integration is usually ignored.
3. **Digitalisierung und Automatisierung mittels Robotics lässt weitergehende Prozessoptimierung zu**
  - › New technological solutions involving robotics mean that business processes can be optimised more easily.
  - › These solutions are still rarely used in Switzerland and their suitability varies according to individual requirements.
4. **Disruptive developments are challenging existing bank models and their IT architecture**
  - › Integrating solutions into existing processes and systems in cooperation with third parties (e.g. FinTechs) is difficult.
  - › A fragmented IT architecture also makes it more difficult to design optimal business processes.

### Our process

With the holistic approach of Swisscom Management Consulting, optimisation potential is identified and realised using clearly defined measures.





# swisscom

## Our process in detail

### 1. Diagnosis

- > Current processes are analysed and documented using targeted interviews and/or workshops with the defined key stakeholders.
- > Pain points, complexity drivers and quick wins are identified. Customer perspective is taken into account from the outset.
- > Project scope, regulatory conditions and optimisation targets are defined.
- > The results are included in a roadmap for the entire project and the solution design phase is set out accordingly.

### 2. Solution design

- > Development of the solution likely to achieve the optimisation targets. This includes an initial business case.
- > Definition of recommended actions through preparation and prioritisation of solution variants tailored to the customer.
- > Definition of process methodology and selection of necessary tools (possible tool evaluation).
- > Practical implementation plan based on chosen methodology.

### 3. Implementation

- > Implementation depends on the chosen methodology and objectives, and can therefore take various forms.
- > RfI and RfP to narrow down list of providers.
- > Proof of concept to choose the most suitable tool.
- > Rollout plan and organisation of measure implementation.
- > Final preparation of prioritised measures.
- > Ensure measures are implemented consistently in line with the objectives.

### 4. Sustainability

- > Continuous monitoring of project objectives and costs.
- > Identification and introduction of additional measures to ensure changes are embedded within the organisation for the long term.

## Your benefits with us, Swisscom Management Consulting

- > We offer a structured, phase-based, tried and tested process model that can be used in a modular way as required.
- > We can look back on years of experience and broad expertise in the process excellence field, including both business and IT know-how.
- > As a BPO and ITO provider for banks and other industries, we have been constantly improving our processes and adapting our business model to the needs of the market and technological changes for many years.
- > Swisscom has been dealing with digitisation for many years and has implemented projects and proofs of concept in the robotic process automation (RPA), artificial intelligence and blockchain fields.

A digital innovator and the leading IT and BPO service provider in Switzerland, Swisscom supports banks with management consulting services as their independent sparring partner on the path to digital transformation.

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## Your contacts



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