



Tamás Grünvald has acquired 15 years of process management experience at various companies. He joined Budapest Bank in 2007 and as the leader of the business analytics team he played key role in the software selection process and then in the MEGA implementation, upgrade and setting up the methodologies behind. Currently he works in the process modeling team as senior process architect and his main role is supporting projects and orders, coordinating the activities of MEGA users and holding MEGA and BPMN internal trainings for new users.

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PROCESS MODELING AND ANALYSIS WITH MEGA AT BUDAPEST BANK

Interview with Grünvald Tamás, Senior Process Manager at Budapest Bank

In 2008 Budapest Bank decided to introduce the MEGA modeling tool in order to support a wide-scale restructuring program. Its internal process modeling team has modelled many thousands of processes over the past 5 years and it continues to do so at present as well.

When and for what purpose was Budapest Bank's Internal Process Organisation Team established? Why did you decide to set up a permanent team to manage your processes?

The Business Process Analyst Team was established by the Bank at the start of the restructuring program. The team's tasks were to provide support for the program's projects, which also included process assessment, design and re-engineering and specification of business needs. We had to establish a central competency due to the extensive nature of the program and the large number of business processes involved. Following completion of the program, this area has been changed and members of the Business Process Analyst team have been transferred to various business areas. A smaller Process Modelling Team was set up to manage and develop the database-assets of the processed procedures.

Could you describe the structure and the main responsibilities of the Process Organisation Team?

The Bank had two options when it set up the Process Modelling Team. It could either have chosen a centralised operational model, with the team working in a central organisation, or it could have adopted a decentralised model, with a relatively small central team supporting staff working in the various business areas. For cost-efficiency reasons Budapest Bank chose a decentralised structure.

The Process Modelling Team's remit is to document banking procedures that have been tailored to Budapest Bank by using BPMN methodology, support the projects in order to create new procedures in the most optimum way, assist in drawing up internal instructions containing optimised business procedures and manage the Bank's comprehensive process catalogue.

You decided that MEGA Modeling Tool best met your process organisation requirements. What criteria did you evaluate during your selection process?

Budapest Bank issued a invitation to tender to select the tools to model the processes. User requirements were the most important factor in determining the tender assessment criteria; we conducted a questionnaire-based survey before we issued the invitation to tender and carried out interviews with the management. As a result, the database-based operation, the existence of Hungarian support, industry trends, easy handling and modular structure were the important selection criteria for the tool.

What good practices have been introduced at Budapest Bank to assist the establishment of a successful process management system?

The process modelling tool was introduced with the help of a pilot project, which gave us the opportunity to tailor the methods recommended by MEGA and use the experience we gained from real live conditions. We selected the very extensive elements of the BPMN Standard to make sure that we avoided the extremely complex process diagrams and that we were able to provide traditional display methods.

After the introduction we set up a Champion Network to provide support for the users working in our area in the preparation and update of the process diagrams and to give them useful feedback in terms using and teaching the applications.

The fact that the procedures prepared by MEGA had been included in the bank instructions provided a great contribution to the establishment of the system, and, therefore, the processes are updated in accordance with the update cycles of the instructions. External development, which produces a process-graph and table-format from the drawn process-object also provides practical assistance; this is an obligatory element of our instructions. With their help we can save significant time compared with producing the tables by hand, and this also guarantees consistency between process-graphs and their table-formats.

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How do this well-organized process management practice contribute to the Bank's business successes?

Our team fundamentally provides assistance for the Bank's operation in three areas. Support for the Bank's strategy mostly comes from the analysis of ongoing processes. With lean tools we look for real opportunities in business processes to achieve better client experience, faster reactions and higher quality. MEGA process-graphs and table-formats prepared by our team or various business areas are included in most of the Bank instructions.

When the projects are launched, an increasing number of current processes are listed in MEGA and the rate of re-utilisation increases significantly. On the basis of our Bank Process Catalogue we can provide assistance to determine the scope of the projects and the current situation can be assessed faster. During process design we validate future or planned processes from an optimization point of view, and at the conclusion of the projects we provide help in assigning the various tasks.

If you could start the process modelling again, what would you do differently?

In the event of more significant changes, the roles of communication and change management cannot be emphasised often enough, so I would place more emphasis on these areas.

Mr. Grünvald, thank you very much for the interview.

BPM International Ltd.
Distributor of MEGA Suite in CEE region

+36-1-225-8378
info@bpminternational.eu
www.bpminternational.eu

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BUDAPEST BANK

Since its establishment in 1987, Budapest Bank Zrt. has been a key player in the Hungarian banking market. American company GE (General Electric Company) provides a solid financial background for the Bank; GE obtained its first shares in the Bank in 1995 and then in 2012 became its 100% owner. With its 2800 employees and 101 branches, the Bank provides extensive financial services for domestic clients as well as for small and medium-size companies. In 2013, Budapest Bank won the title of "Bank of the Year" at MasterCard's competition.