REDEFINING THE REALITY OF BANKING PROCESSES

PostFinance

100 %
TRANSPARENCY

119,5 BN CHF
TURNOVER

3.600
EMPLOYEES

CELONIS PROCESS MINING HELPS KEEP POSTFINANCE CUSTOMERS SATISFIED

The financial sector is about far more than number crunching and anonymous financial transactions. What shapes the long-term success of banks today is their interaction with the customer. **Bank customers expect simple, fast and transparent transactions, but internal processes need to be optimally integrated and coordinated for this to occur.** PostFinance recognized the challenge and now relies on Celonis Process Mining to analyze and optimize its business processes.

TOWARD BETTER CUSTOMER SATISFACTION

With 2.7 million private customers and 300,000 business customers, PostFinance, a subsidiary of Swiss Post, is one of the five largest financial institutions in Switzerland. **More than 50% of payments in Switzerland are processed via PostFinance, making it the largest payment processor in the country.** As a licensed bank, it offers its private and business customers a full range of financial services including pension and savings options, investment opportunities, and loans or lines of credit.

PostFinance has a strong focus on the customer: With the increasing digitalization of products, PostFinance wanted to create new incentives for existing customers and also attract new customers. **The final destination for this journey will be a "digital power house," where banking is made as easy and fast as possible for its customers.** This of course assumes that service processes will need to particularly have to run smoothly and that customers will not have to wait long for the services they want. In addition to digital products such as e-finance and the PostFinance app that allow customers to manage their assets and transactions at their convenience, the optimization and acceleration of its processes will make a long-term contribution to customer satisfaction, which, in turn, will lead to greater efficiency.

> "It became clear to me that there was a massive chasm between the way we imagined our processes functioned and the way they actually do."

Peter Lacher
COO

TRACKING THE ACTUAL PROCESSES WITH CELONIS PROCESS MINING

Processes are the heart of every business and crucial for success. PostFinance had a clear idea of what its own processes should ideally look like. However, the process map failed to provide much information about how processes actually work. For the sake of customer satisfaction, PostFinance particularly wanted to take a closer look on account openings. After all, up to 150,000 accounts are opened at PostFinance every year. A complex process landscape, which had to be simplified. The basis for leaner processes and faster turnaround times was delivered by the big data technology partner Celonis Process Mining.

PETER LACHER
COO

With Celonis, PostFinance can now track its actual processes, not just for opening accounts, but also for SAP-based purchasing. The software solution relies on enterprise data systems, merging data traces left by digital processes, reconstructing processes end-to-end, and modeling how they actually work. A visualization with as much detail as desired allows users to identify in real time those points in the process where there are extra detours and delays, extra demands on time and labor, the causes for such situations, and potential solutions to the problem.
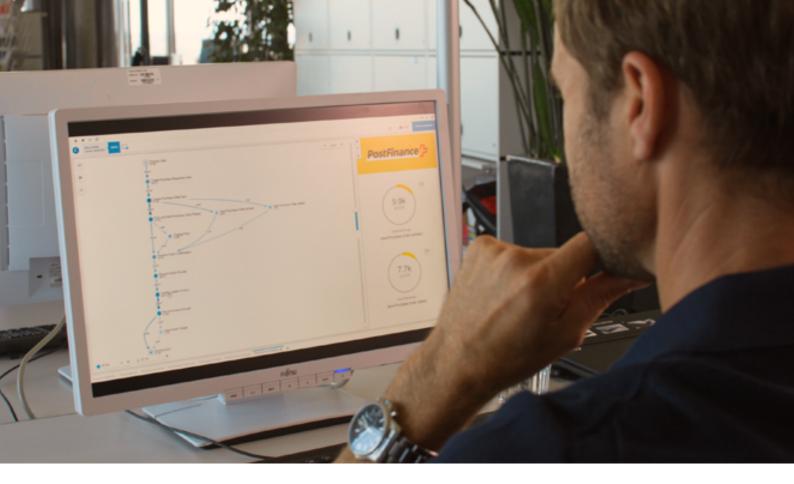
ACCOUNT OPENING MADE EASY

Although PostFinance was initially skeptical that Celonis Process Mining could cover the full breadth of its systems, these concerns were quickly laid to rest during implementation and proof of concept. During trial runs of process mining in account opening, loan settlement, and purchasing, it quickly became clear that all systems and data could be properly connected using standard connectors and PostFinance was able to model and analyze the desired processes. **"During the proof of concept, we were able to quickly gain important initial insights**

and translate them into concrete measures. At that point in time, we knew that we had found exactly the right solution with Celonis Process Mining," says Peter Lacher, COO.

In order to eliminate the weak points and to create uniform, efficient processes companywide, PostFinance deployed Celonis Process Mining for account openings in various regions and locations. The results were then compared, best practices identified, and internal benchmarks set. Since then, PostFinance has been able to save resources across regions and significantly accelerate processes. **"We have seen that we have very different constellations on how a process can proceed. Bringing these together in one easy-to-use tool was a revelation,"** says Michel Ellenberger, Head of Process Management for Accounts at PostFinance.

PROCESS MINING: AT ALL LEVELS, IN ALL DEPARTMENTS

Celonis will be providing PostFinance with even more support as it continues to make their processes more efficient and increase customer satisfaction. "We want to use Celonis where customers will notice it, i.e. where

we interact with the customer," says Daniel Schilliger, ICT Business Engineer. Therefore, PostFinance is busy identifying other, resource-intensive processes that might promise great savings potential once Celonis Process Mining is applied.

In the spirit of a hands-on mentality, more and more employees are being given access to Process Mining, a step facilitated by the flat hierarchies and culture at PostFinance. **"The more transparency you have and the more you understand how something works or functions incorrectly, the greater the likelihood that employees will think together and develop suggestions for improvement themselves, thanks to these insights."** From management to department heads to individual employees, process mining will be used in the future to promote innovative ideas and thus, according to Peter Lacher, promote the culture at PostFinance of "working together to do right by the customer."

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