



0 media disruptions

100% agile project

20% faster change management

LGT BANK PROFESSIONALIZES CHANGE MANAGEMENT

The Liechtenstein LGT Group puts an end to integration gaps for change management. Changes to software applications are centrally documented and controlled. The solution is based on the AXON IVY's BPM platform.

Computer science is on the verge of a big challenge, to make faster changes to existing applications. Especially in the banking sector, new regulations stipulate the high frequency of changes to be completed. Against this background, a high level of transparency of existing requirements, the emerging functions in the systems, and the change processes is required. The Liechtenstein Bank LGT Group has therefore decided to map the Change-Request-Process (CRP), from request to introduction of new features, with the AXON IVY's Workflow-Engine.

Already a very welldefined process

The bank already had a clear idea at the beginning of the project, and in regards to the process flow, we completed detailed Change Management before the introduction of a process solution. In terms of software, only Word and Excel files were required to document the process flow which was then exchanged via e-mail. Otherwise, there were on-site meetings and corresponding meeting minutes were also exchanged. As a result of this process, there were inte-

gration gaps. Also, there was no clearly defined system for the storage of documents. Only the list provided centrally in the intranet was evidence of the status of change requests.

Central control

With the CRP project, the process should be supported uniformly through a single tool in order to reduce the diversity of measures implemented and to avoid integration gaps. Also, an existing change request (CR) should be automatically included in the next downstream location for editing and transparency should be established from the requests which have not yet been included, from the standpoint of informatics and information management expertise.

Brief: The CRP should be centrally documented and accessible at any time for all involved in order to improve transparency, quality, and efficiency of the process. The Axon.ivy BPM Suite is used because LGT has previously successfully used the software and therefore defines it as a unified BPM engine for all business processes.



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"Thanks to the new system, we can now process change requests from our four banks in Lichtenstein, Switzerland, Singapore and Hong Kong in a central system. Therefore, the process for all involved becomes transparent and overall the process quality and efficiency is significantly improved."

PROJECT GOALS:

- Create disruption-free change management
- Deliver high transparency in change processes
- Develop transparent, easy-to-use document filing
- Leverage a single BPM engine for all business processes

Quickly productive thanks to Scrum

A positive effect on the success of the project came from the fact that LGT had done a very good job on the preparatory work - as already mentioned, the process was already largely defined. In workshops, remaining open questions were clarified as close to the start of the development as possible to get to the real needs. As is generally commonplace for projects, there were also some new requirements, for example, with regard to permissions and roles of users.

When developing the solution, AXON IVY employed Scrum - a framework, in short, which defines small development steps for functions into regular time slots, which are then tested as to their suitability on an ongoing basis and adjusted in case of need. The present project was developed in 3-week cycles, which is why after less than two months the first parts could be delivered and tested.

Thanks to Scrum methodology, Phase 1 of the project could finally be delivered, the process from the application of change requests to approval, already just after about half a year from the start of the development. AXON IVY about the successful completion of the project: "Thanks to Scrum, complete transparency governs the development progress, cost, and delivery of increments at any given time. The quality of

development, documentation, and the deliveries was also always very high."

Well run, objectives achieved

The early involvement of technical developers LGT had the positive effect that with implementation of Phase 1 the customer was accordingly prepared and the infrastructure existed which was necessary for the installation. The impeccable handling of the project was also confirmed by Dr. Petra Vogler, Head of Business Consulting at LGT Financial Services: "Thanks to the new system, we can now process change requests from our four banks in Liechtenstein, Switzerland, Singapore and Hong Kong in a central system. Therefore, the process for all involved becomes transparent and overall the process quality and efficiency is significantly improved." After completing the first phase of the project from capture and registration, through to resource requirements estimation and security check and on to the approval of a change request, all phases of the process are mapped in a Web-based platform and are controlled from there. In a further phase of the project, the realization of the new software features, from the beginning of the development and on through to Go-Live, is supported for implementation by AXON IVY's Change Management.



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About the LGT Group

LGT Group is a financial company founded in 1920 headquartered in Vaduz in the Principality of Liechtenstein. It is one of the companies of the Princely House of Liechtenstein, which is also personally managed by the LGT Group. As of December 31, 2012, the LGT Group managed assets of CHF 102.1 billion (USD 111.6 billion). The rating agency of Moody's rated the LGT Bank with Aa3, Standard & Poor's with A+.

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