

Study case

# Digital Transformation at the service of the banking industry - BBVA Case



### **Context**

BBVA is a financial group with a high level of solvency and profitability. It is present in more than 30 countries around the world, highlighting its commitment to the Latin American region where it is the leading financial franchise.

The mission of the BBVA Financial Group is: To generate trust by serving its customers more and better, with transparency and integrity, always offering products of the highest quality.

The objective was to design and implement the necessary actions to carry out strategic, transformational and operational improvements that would allow the automation and operational improvements that would allow the automation of several of its processes in order to unify the costs of all its branches.

With this challenge in mind, the aFactory team, together with the company's functional teams, analyzed the existing pain points and detected those areas where there were repetitive processes that not only did not add value, but also impacted the amount of time and resources invested.



# The challenge

It was evident that the branches did not have a comprehensive system to unify their information.

Employees had to perform many time- and resource-consuming administrative tasks, such as manually stamping invoices and filing documents on a shared drive, or manipulating data in spreadsheets, or manipulating data in Excel spreadsheets, among others.

The company needed more efficient methods and systems to save time and costs for the different branches (of the central operations), for (from the central operations), so the Continuous Improvement team worked with the other teams involved to drive the digital transformation through process automation, unified review and approval management integrated with SSO users and approval integrated with the bank's SSO users.



## **Our proposal**

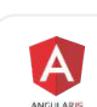
aFactory partnered with this industry-leading company to generate the first estimate, with the objective of getting a sense of the magnitude of the new development that aFactory will be undertaking. of the magnitude of the new development to be implemented. An estimated budget was presented along with a work plan for release delivery.

The different teams involved in the project (aFactory Team + IT BBVA Team) defined the system architecture, the team structure and responsibilities to cover process mapping services, development, service level agreements and process documentation. and documentation of the processes, while establishing expectations of the different users. In addition, metrics and reports were defined, specific metrics and reports were defined to continue to evolve and improve service delivery in the future.

The development was carried out in an evolutionary manner, with monthly reviews involving the end users so that they could validate or test the solution provided.



### **Used tools**



Tecnología **Angular Frontend** 



Tecnología



Websphere



# Solution

After an extensive and in-depth analysis of the variables, as well as the goals established in terms of optimization and cost improvement, the process began. After an extensive and deep analysis of the variables, as well as the goals set in terms of optimization and cost improvement, the survey process started with a team that included a functional analyst and a technical leader specialized in the industry. With the objective of defining in greater detail, adjustments were made to obtain a planning that was in line with the need.



We built autonomous work cells that integrated specialized talents:



improvements as the client's needs were prioritized or changed.

productive output with the integration of 8 months of support to achieve the inclusion of new functionalities and

We established a work workflow as strategic partners, which implied a weekly follow-up for a year (1) until the



### Creation of specialized work cells. Time and cost optimization.

- New management system. IT specialist collaborators.
- Troubleshooting.
- Capsule launches. Planning, follow-up and management.
- Daily internal and customer follow-up.
- Definition and preparation of templates. Definition and implementation of the general
- work methodology, ensuring that the whole team is focused on the team is focused on the objectives of the
- of the contract. Continuous feedback with the team to avoid the
- minimum impact that may arise due to the possible rotation of resources (testing, validation and running-in).



# adapt to unforeseen events? Time difference:

(A) How do we deal with and adapt to

### We have professionals in Chile, Spain, Argentina, United States.

• Cultural difference: We align ourselves to the client's culture to better

punctuality, deadlines, communication, etc. Language difference:

understand their expectations:

We have balanced the team with resources

business analysts who constantly interact with the analysts who are constantly interacting with different users within the business. Pandemic: Managing the project remotely has been a major

challenge. Daily monitoring and continuous

and achieve the objectives.

feedback were essential to motivate resources

with a good level of English, especially with the

The successful optimization of resources drove the minimization of administrative and operational management costs in all branches in Argentina, which led this leading company to maintain the new central operations system over time. and operational costs in all branches in Argentina, which led this leading company to maintain the new central operations system over time. In this way, we were able to meet our client's high expectations.



Results

**Testimonios** 

"It was a very positive experience to have worked with aFactory, the objectives were successfully met and the system was

Marcelo Boria

implemented in a timely manner, and the new central operations system was implemented in a timely manner, a development that lived up to our expectations. to our expectations."

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