

In Search of the Best BPM Tool – Telefónica Discovers ADONIS

Customer's Profile

Telefónica is the leading telecommunications operator in the Spanish- and Portuguese-speaking markets and one of the largest telecommunication providers in the world. In Spain Telefónica is the first company in terms of market capitalisation with a customer base of more than 140 million users and a market potential of 550 million. The main markets of Telefónica comprise 16 countries although the company is present in almost 50 countries with over 140.000 employees world-wide. Telefónica provides a complete range of communication services which includes: fixed network telephony, mobile telephony, data transmission and added-value services, business services, internet access, yellow-page-directories and CRM services and content.



Facts and figures:

Company name

Telefónica

Headquarters

Madrid

Website

www.telefonica.es

The Challenge

The main challenge for Telefónica was to create a common language for business process modelling in order to facilitate and improve the communication between the departments as well as the diffusion of the corporate strategy. Another key challenge was the introduction of a horizontal business organisation based on end-to-end processes instead of the traditional vertical (departmental) approach. Telefónica needed a business process management toolkit which could easily adapt its already existing methodology and represent the company's "reality" in a way that guarantees the employees an easy-to-follow process documentation. Modelling and standardisation of the business processes should allow Telefónica to control and manage the processes efficiently and to become more proactive in the future.

After the evaluation of different tools, Telefónica decided to use as it was considered to be the most appropriate solution for the company. A corporate license was purchased which ensured the unlimited installation of licenses in all the companies belonging to the Telefónica Group.

- ✓ Integration of Quality Systems
- ✓ Integration of Business Indicators
- ✓ Development of a Corporate Modelling Platform
- ✓ Process Standardisation
- ✓ Overall Process Optimisation
- ✓ Diffusion of Corporate Knowledge over the Intranet

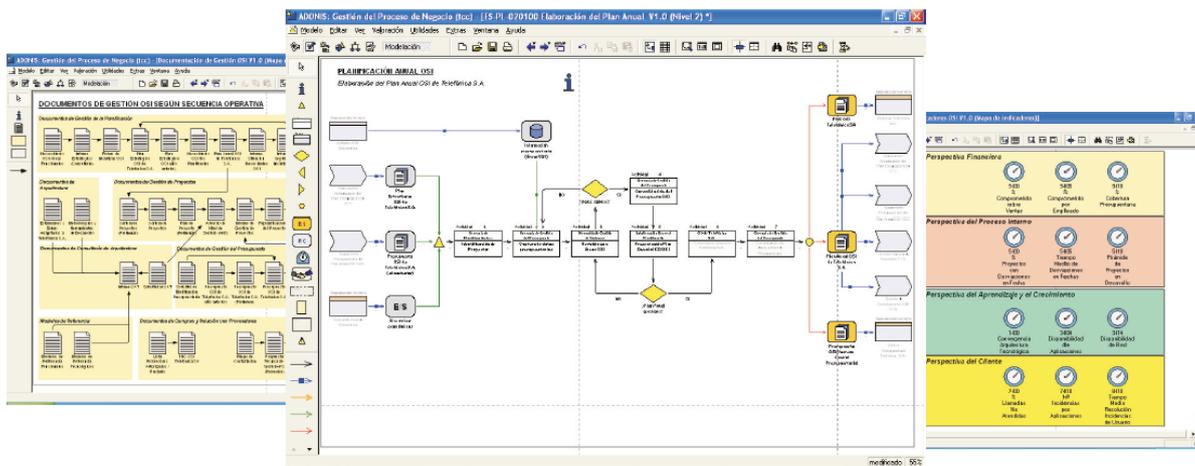
BOC's Involvement

BOC is, more than anything else, a strategic partner for Telefónica and our consultants have been participating in various projects of the company. Initially, BOC helped Telefónica to define its meta-modelling framework i.e. their model types, classes and relations. In a second step, BOC customised the software according to this framework and other company requirements. Additionally, handbooks containing the specific methodology were designed in order to facilitate the use of the software and the reading of the process flows. BOC also provided advanced training on Business Process Management and functionalities to Telefónica employees to ensure the effective application of the software.

The successful implementation of in the main companies of the Telefónica Group in Spain, like Telefónica Moviles among others, was followed by a further rollout of the software in various Group companies in Latin America. BOC was called to implement and train Telefónica employees in Brazil, Chile, Peru, Argentina, Puerto Rico, and Mexico.

The Benefits for Telefónica in using ADONIS can be resumed as follows:

- The application of ADONIS helped the company to follow a unique work procedure for its projects: first, the processes are analyzed and redesigned followed by the definition and assignment of the corresponding business functions. In the next step the organizational structure is determined (working environments) and the most appropriate systems are selected and implemented. Then the procedures are generated automatically before being approved and distributed as RTF documents and HTML. At the final stage, process indicators are monitored and evaluated in order to complete the cycle of continuing improvement.
- Today nearly all of the business processes of Telefónica have already been modelled (including processes maps, working environments and operative processes). All in all, about 20.000 ADONIS models are at the disposal of the company. As a consequence, Telefónica has gained a better knowledge of how the different Group companies operate which allows studies of best practices and the publication of reference processes for certain areas.
- The use of ADONIS also made it easier for Telefónica to certify its processes according to the ISO 9000:2000 standards by integrating different quality systems in different areas.
- The modelled processes are published in the company's Intranet, using the ADONIS documentation/publication component. This allows all employees to browse through the models and gain information about all the procedures within the company, people's responsibilities and tasks and their own position within the value-chain. The relevant documents for each process step and information regarding systems is also published in order to ensure transparent and clear processes and the efficient diffusion of organizational knowledge.



The ADONIS Telefónica Method (parts of)

During the last two years, Telefónica realized several new projects with BOC in order to use for Sarbanes-Oxley implementation, for advanced management of KPIs and some other scenarios, mainly regarding integrated process publication.

Web: www.boc-group.com

Imprint: publisher and manufacturer: BOC Products & Services AG, place of publishing and manufacturing: Vienna, Austria; <https://www.boc-group.com/imprint>

IT-based Management Solutions for Your Success