BANCO DE CRÉDITO DEL PERÚ

OPTIMIZING HR PROCESSES TO IMPROVE EMPLOYEE EFFICIENCY

QUICK FACTS

Industry
Banking

Revenue
US$1.2 billion

Employees
15,500

Headquarters
Lima, Peru

Web Site
www.viabcp.com

SAP® Solutions and Services
SAP® ERP Human Capital Management (SAP ERP HCM) solution, including functionality for personnel management, payroll, enterprise compensation management, employee and manager self-service, and enterprise learning

Implementation Partner
SAP Consulting

Peru's largest bank, Banco de Crédito del Perú (BCP), is committed to continued growth and operational excellence. To standardize human resource management across the enterprise, BCP replaced 35 outdated legacy systems with the SAP® ERP Human Capital Management solution. Today, BCP is boosting efficiency with streamlined HR processes, improving its data integrity, and supporting employees better with self-services and a new training program.

Key Challenges

- Replace aging systems with software that meets current HR needs and regulations
- Improve data consistency and integrity
- Implement more efficient payroll processes
- Enable faster report generation
- Increase employee access to HR services
- Offer better employee training
- Provide greater integration of HR and accounting processes

Why SAP Was Selected

- Strong presence in regional and local banking industry
- Convincing reference customer visits
- Knowledge of banking industry and software support of best practices
- Robust, secure, and scalable technology
- Broad ecosystem of consultants and partners
- SAP's commitment to the project's success

Implementation Best Practices

- Solid management sponsorship
- Strong guidance from project office and clear guidelines
- Use of ASAP methodology
- Dedicated project team with both IT and business users
- Excellent teamwork with SAP® Consulting
- Strong focus on HR data migration
- Phased rollouts to manage project scope

Low Total Cost of Ownership

- Elimination of manual information-consolidation tasks
- Simplified application landscape – replaced 35 HR systems
- Less support needed for a single platform
- Optimized IT resources – faster response to business requirements; improved service
- Use of outsourced help desk services for level 1 and level 2 support

Financial and Strategic Benefits

- Reduced HR processing errors through automation and workflows
- Established a single source and point of access for trusted HR information
- Eliminated manual data validation tasks
- Provided employees and managers with readily available HR self-services

Operational Benefits

Key Performance Indicator	Impact
System maintenance complexity	-75%
Data reliability	+80% (now 98%)
Payroll reconciliation time	-90%
Data validation time	-90%
Use of paper in processing HR requests	-30%
HR processing time	-15%
Payroll closing period	-3 days
Response time to IT requests	-10%

Banco de Crédito BCP

"In the past, we had 35 systems supporting our HR processes. Today, all that information is in one place – consolidated, validated, and more secure."

Patricia Quevedo, Management Processes and Human Development Manager, Banco de Crédito del Perú

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Peru's Oldest Bank Modernizes Its HR Systems

Founded in 1889, Banco de Crédito del Perú (BCP) is Peru's oldest bank and that country's leading financial services provider. With more than 320 offices in Peru and international branches in both Panama and Miami, BCP is committed to sustained growth and continued excellence wherever it operates. That commitment was a principal driver in the bank's decision to replace a collection of 20-year-old business systems with SAP® software that included the SAP ERP Human Capital Management (SAP ERP HCM) solution. "In particular, we wanted to improve the integrity and security of our HR information while optimizing process efficiency with new capabilities such as employee self-services," explains Haydeé Urquiaga, a program manager at BCP.

The Keys to a Successful Implementation

BCP chose the SAP software after several visits to reference customers in the region. Ultimately, bank officials were impressed with SAP's experience in the banking industry and software support of best practices.

To help ensure the success of this large-scale project, BCP followed the ASAP methodology and enlisted the help of SAP Consulting services. The bank also took a phased approach to the rollouts to mitigate possible risks and safeguard operational continuity. The first phase of the project targeted transactional processes such as personnel management and compensation. Phase two focused on talent management.

Benefits You Can Bank On

In the past, BCP had nearly three dozen different systems supporting its HR processes. "Our HR information was not well integrated," notes Patricia Quevedo, BCP's management processes and human development manager. "Consolidating and validating all that data was a time-consuming manual effort." Standardizing on a single system provides the bank one source of consolidated HR data. "Today everyone uses consistent processes, and everyone sees the same information," says Quevedo. And, significantly, that sensitive HR information is better protected through the use of security profiles that control access.

Another benefit of the new software is greater efficiency. Reporting, for example, is vastly improved as the time spent on data validation has dropped an impressive 90%, and business users can now generate their own reports. At the same time, automation and workflows are streamlining HR processes from time management and payroll to travel requests and expense reporting. In addition, the information is far more reliable – enriching its value in business analysis. In fact, bank officials estimate that data reliability has improved some 80%.

Self-services are also making HR functions more readily available. Currently, nearly 11,000 bank employees use the self-service portal to quickly perform routine tasks such as viewing pay statements, requesting vacations, and managing business certifications. Administrators, too, use self-services that improve visibility and help them better manage their direct reports.

Future Returns

Just as important as loans and investments, BCP views its 15,500 employees as a valuable asset. BCP is using SAP ERP HCM to support improved employee development. A revitalized training program is now in place, and bank officials are about to roll out a new training catalog. The bank is also better able to provide its employees with timely feedback on individual performance. Using more automated processes, the bank recently completed a review cycle that included 100% of the workforce in just two weeks.

BCP's investment in an integrated HR system is clearly paying dividends – in delivering greater process efficiency and by helping the bank develop highly motivated employees.

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