



Digital transformation creates leadership position in the Eastern European banking sector

Founded in 1994, Raiffeisen Bank Bulgaria was the first green-field investment in the local Bulgarian banking market by its owner, Raiffeisen Bank International AG. Today, the institution provides banking services to a wide range of customers from a network of 138 branches.

The bank has created a single platform to run all IT “Change the Bank” initiatives and brought together the multiple in-house tools, external vendor systems and applications created over its 20+ year history.

ServiceNow is now the strategic platform for delivering organisational change, enabling the bank to meet its long-term goal of being a fast, adaptive and innovative leader in the financial services industry.

A modern bank built on technology innovation

Founded in 1994, Raiffeisen Bank Bulgaria was the first green-field investment in the local Bulgarian banking market by its owner, Raiffeisen Bank International AG.

Today, Raiffeisen Bank Bulgaria provides banking services to a wide range of corporate customers, private individuals, micro companies and entrepreneurs in the region, from a network of 138 branches.

The IT department, comprising of 125 employees, is tasked with running the IT systems, services and infrastructure that underpin the Raiffeisen Bank Bulgaria network, dealing with everything from first-level support for branch employees, to the development of innovative new applications to enrich the customer experience.

However, the ever-evolving technology ecosystem at Raiffeisen Bank Bulgaria was causing significant challenges. Over its 20+ year history, the Bank had procured many new systems, developed new tools in-house, integrated external vendor systems and deployed new applications.

Valentin Milanov, Head of IT Division, Raiffeisen Bank Bulgaria, explains: “We had more than 200 systems running across the bank simultaneously (internally developed, external and the so called “group solutions”), we were struggling with capacity



Customer

Raiffeisen Bank Bulgaria

Highlights

Bulgarian financial services provider drives IT transformation to create a modern bank that is built on innovation

Headquarters

Sofia, Bulgaria

Geographies

Bulgaria

Employees

2,570

Business

Financial Services

Partner

ITCE

management, demand management and resource utilization to manage such a complex ecosystem. We chose ServiceNow among several other platforms, due to the fact that it was the only cloud-based platform, that besides a good demand management process has options to expand further to other processes related to IT Service Management and even processes outside of IT."

Fast deployment for rapid transformation

With 26 projects running concurrently, a queue of 200+ IT changes, and a demand management processes impacting multiple units, it was critical that Raiffeisen Bank Bulgaria got a new platform up and running quickly in order to meet the expectation of the business.

In just four months, the ServiceNow platform and related ITBM processes were designed, implemented and rolled out in Raiffeisen Bank Bulgaria, providing a single platform to run all IT "Change the Bank" initiatives.

"The only way we could manage to implement the design and processes implementation in ServiceNow in such a short period of time was through close collaboration and intense work with Raiffeisen Bank management and project team." says partner ITCE's project manager.

Full visibility of resources enables Milanov's team to prioritise, plan and allocate tasks in an efficient way. All the different process roles have their own dashboards, where they can see tasks that have been assigned to them by team leaders and track their activities.

The speed of change has been impressive, as Milanov explains: "We needed to move quickly - inefficiencies were impacting our internal customers and the business needed to see results, fast. We appreciate ITCE's efforts and willingness as our partner to satisfy the complex list of requirements in such a short period of time."

Challenges

- Struggling to meet the fast dynamics & changing business demands – over the years a huge backlog of over 100 demands with unclear status had piled up
- Lack of visibility and transparency into the project statuses, resources and performance of the IT department, making it difficult to prove the value of IT to the business
- IT's focus on 'keeping the lights on' meant little time for innovation and development to keep ahead in the Bulgarian financial services industry

Solution

- IT Business Management, including process design and implementation of:
 - Demand Management
 - Resource Management
 - Project Portfolio Management
 - Business Applications Catalogue

Results

- Streamlined processes for Demand Management, Resource Management, Change and Release Management, Project Management
- Transparency of the demand queue, projects and changes status via business portals
- Release calendar
- Resource planning, utilization and forecasting of IT resources
- IT time management via timecards
- Service Catalogue & Business Applications Portfolio
- A leadership position in the Bulgarian banking sector, created by a focus on innovation and digital transformation projects



IT is now seen as a business partner rather than playing a supporting role.

– Valentin Milanov, Head of IT Division, Raiffeisen Bank Bulgaria

Business transformation for reputational change

Running ServiceNow IT Business Management (ITBM), the bank has gained complete visibility into its projects, IT resource insights, and a complete view of its delivery to better manage the demands of the business, resource allocation and prioritization.

Before ServiceNow, the bank's demand management was a cumbersome and manual process with unstructured workflows using email, spreadsheets, and other legacy project management tools. This resulted in drawn-out decision making, stale data, and an inefficient use of time for everyone involved.

Milanov says: "ServiceNow ITBM has become a strategic asset for Raiffeisen Bank. It's easy to see the progress of every project and how resources are being applied. Critically, we can now prioritise the demands, changes and projects that generate the most value for the business."

Business and IT now have a single platform for actionable insights that inform decision making. "Senior leaders no longer need to wait for status updates and managers spend virtually zero time tracking down and analysing data to prepare for review meetings. The focus of the business is on projects that deliver value, not administration and reporting," adds Milanov.

From supporting role to strategic business partnership

The strategic decision to bring in ServiceNow has initiated a notable change in the perception of the IT department within Raiffeisen Bank Bulgaria as partners of the Business.

Business leaders have access to the service portal, giving them a holistic view of activities relating to projects, changes, demands and business applications. "This wider visibility, collaboration between Business and IT, as well as the recognition of IT as a key partner of the business are among the top three benefits of using ServiceNow in our day-to-day life in the bank." says Milanov.

"Raiffeisen Bank Bulgaria is a progressive financial services organisation and has won best bank in the region for two years consecutive years. ServiceNow is the strategic platform that will enable us to deliver significant organisational change and meet our long-term goal of being a fast, adaptive and innovative leader in the financial services industry."



ServiceNow ITBM has become a strategic platform for Raiffeisen Bank. After implementing it for the IT department and making demands, changes, projects and resources visible, we are considering using it for processes outside of IT.

– Valentin Milanov, Head of IT Division,
Raiffeisen Bank Bulgaria

