

## **Case Study - Roadmap Application Rationalization**

### **Customer Profile:**

Leading provider of banking, wealth management services, insurance, corporate, investment banking and transaction processing services on a global basis

Employs approximately 80,000 employees who serve more than 18 million clients through offices in Canada, the U.S. and 53 other countries

### **Business Case:**

Through M&A activity, customer had acquired overlapping application portfolios. By creating a roadmap to rationalize the application portfolio, Customer will:

- Reduce server, license and application development costs
- Reduce operational and reputational risk
- Reduce support costs
- Increase client satisfaction

ForwardThink Group was identified as the best of class vendor to create the Application Rationalization Roadmap.

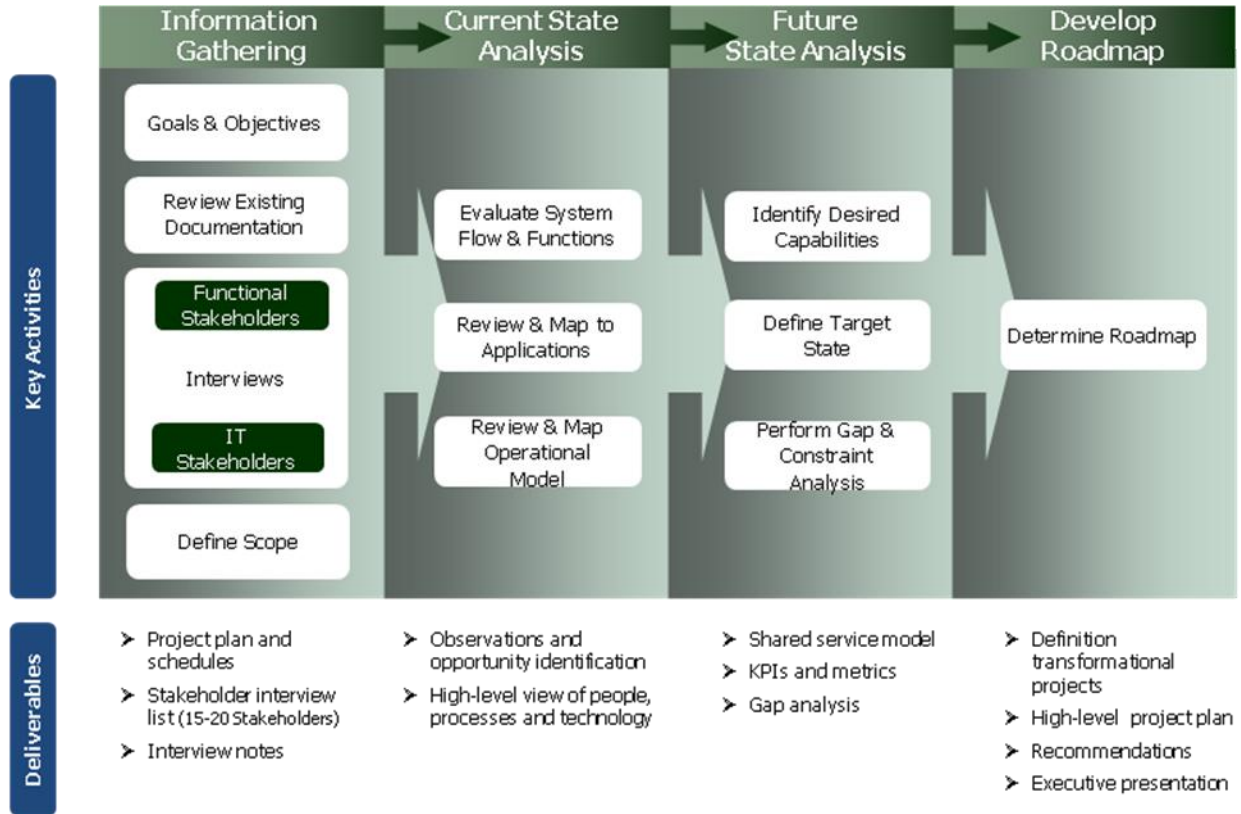
### **Project Objectives:**

The following were the primary project objectives:

- Creation of a future state roadmap for Capital Markets. The goals of the roadmap were to:
  - Allow customer to profitably manage rapid growth and future expansion plans by improving operational capabilities
  - Plan for the short, medium and long range horizons
  - Cohesively consolidate shared services
  - Lower costs through optimization of people, processes and technologies
  - Replicate best practices across business units, geographies and acquisitions
  - Integrate LOBs through vision, mission, values and organizational structure
  - Manage day to day operations through an effective, metric-driven approach

**ForwardThink Group Approach / Methodologies:**

The approach leveraged Forward Think Group’s proven roadmap methodology. A graphic of the approach is show below:



**Key Deliverables/ Milestones:**

The following were the key deliverables:

- **Current State Report**
  - Classifies perceptions (organizational, operational, etc.), pain points and strategic themes for the current state business and technology organization
  - Straw man model of technology support operational framework
  - Current SLAs and metrics
  - Gaps and areas for improvement
  - Interview/Workshop questionnaires
- **Future State Report**
  - Identification of Customer strategy to create transformational framework.
  - Clear definition of the value proposition and benefits of the target state.

- Understanding of ownership (governance and stewardship), inhibitors, risks, issues and dependencies
- Definition of decision criteria to support prioritization
- Roles, responsibilities, organization and prioritized plan for business and technology organizations.
- **Roadmap**
  - Operating Model Transformation Plan
  - Long term roadmap
  - 90 day plan
  - Benefit alignment
  - Executive Presentation

### **Best Practices:**

- **Stakeholder Involvement** - Regular, structured involvement from business & technology stakeholders with participation in key meetings and decisions
- **Thought Leadership** - Knowledge of the Wealth Management industry best practices and experience in process re-engineering development and implementation
- **Executive Sponsorship** - High level sponsorship of program and support for team to ensure consistent communications and change management
- **Readiness** - Change Management across organization, infrastructure, processes and deployment
- **Methodology** - Proven methodology that incorporates business focus, that is culturally acceptable and provides process and tools for successful implementation
- **Roadmap Process** - Consensus driven process to detail current state and a pragmatic, executable roadmap.
- **Application Rationalization** – Collected over 75 quantitative and qualitative attributes of the application portfolio.

### **About ForwardThink Group, Inc.**

ForwardThink Group, Inc., a leading consulting firm, offers a wide range of Management and IT Consultancy services to the Financial Services Industry with a special focus on Banking, Asset and Wealth Management, Capital Markets and Insurance Industries. ForwardThink Group provides solutions designed to help organizations meet the challenging business needs of today and tomorrow.

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