

Case Study – Delay in Broker Dealer consolidation Results in 200% increase in budget/timeline than originally scoped

Delay in starting integration multiplied cost, schedule, and complexity by 200%

Key Challenges

- Broker Dealer consolidation of two organizations into single combined entity
- Two Broker Dealers operating separately and with dual streams for 4 years post-merger
- Establish common chart of accounts across both entities
- Retail Brokerage had cultural preference not to change and kept things the same. Additional links/manual work-arounds and enhancements within their legacy systems were built

Approach

- Establish common program framework across all workstreams - “Active” vs. “Passive” PMO
- Retail Brokerage insisted on the project team delivering the exact same functionality given they were familiar with it
- Consolidating BPS streams optimized common client relationships on both platforms

Choices and Actions

- Coordination, planning, and Mock challenges appeared to be related to the overall program structure – there was no visibility across delivery teams, planning was done in isolation, push vs. pull communications, command center, etc...

Impacts

Chart of Accounts

- New requirements on COA, G/L reporting, and finance team engagement impacted timeline

ICI IMPACT Implementation

- Lack of participation from key workstreams and COA dependency impacted timeline – delayed 8 months / \$4.5 mm over budget
- Smooth go-live event once implemented

BPS Conversion/Broker Dealer Consolidation

- Large number of Day 1 issues encountered – related to processing, front-to-back trade flow, and static data set-up
- Overall timeline and cost impacted by user/code customization and untangling linkages – delayed 2 years from target and 200% over budget