

Case Study - Bank Legal Entity Build-out in Brazil

Project focus created success
in terms of mobilization,
planning and development

Key Challenges

- Complete the build-out of a new legal entity.
- Marry a combination of global and local systems to facilitate nimble entry into marketplace.
- Optimize existing global processes developed for off-shore Brazil activity and support that activity through local operations.
- Support existing as well as new investment instruments within the fixed income and derivatives space.
- Develop a model for future infrastructure of in-house and outsourced activities as volumes grow.
- Establish common and standardized framework and operating principles to drive the program

Approach

- Evaluated existing program. Identified gaps in overall program management process, strategy and approach.
- Leverage best practices to support resolution of project gaps around overall approach, scope definition, requirements, strategy, vendor roll-out, and implementation.
- Established program-wide framework including centralized PMO structure, common processes and standardized tools across the planning, development, testing and implementation phases.
- Clearly defined scope, success criteria and program structure.
- Formalized planning processes around project and test planning; established team ownership and management tracking of overall progress.
- Liaised across the organization to create consolidated program with one team / one objective. Launched integrated strategy to meld efforts initiated from the Business with Back Office technology. Implemented an integrated test discipline to execute SIT and UAT testing through a centralized command center
- Proactive program management with focus on project delivery, issue mitigation, and transparency

Actions Taken

- Implemented a centralized PMO and program management.
- Clearly defined blueprint and framework for Day 1
- Established standard milestones and developed minimum requirements for going live
- Created cohesive work streams for planning and development activities
- Completed work stream project plans and consolidated plans into single plan
- Created a integrated front, middle and back office testing strategy and discipline for Systems Integration Testing and User Acceptance Testing

Results

- Rapid mobilization and launch of centralized program management structure.
- Established collaborative cross-team work effort and program transparency.
- Definitive timelines, scope, requirements, milestones, deliverables, plans, and tracking processes established.
- Established clear principals of project management to insure accountability, deliverables achieved, risks, controls and transparency.
- Rapid acceleration and completion of program planning and development
- Integrated test discipline established across 29 front, middle and back office systems
- Successful planning and orchestration of testing efforts