

Client	The client is the Luxembourgish subsidiary of a large international banking group		
Project Name	MIRÒ		
Project Start Date	July 2011	Project End Date	December 2012 (est.)
Industry	<input checked="" type="checkbox"/> Commercial banking	<input type="checkbox"/> Insurance	
	<input type="checkbox"/> Fund Custody & Investment Services	<input checked="" type="checkbox"/> Investment banking	
	<input checked="" type="checkbox"/> Private banking	<input checked="" type="checkbox"/> Asset and wealth management	
	<input checked="" type="checkbox"/> Retail banking	<input checked="" type="checkbox"/> Corporate	
	<input type="checkbox"/> Broker / Dealer		
Category of Service	<input checked="" type="checkbox"/> Performance measurement and monitoring	<input type="checkbox"/> Regulatory compliance and reporting	
	<input type="checkbox"/> Portfolio risk management	<input checked="" type="checkbox"/> Business process improvement	
	<input type="checkbox"/> Specialised risks	<input checked="" type="checkbox"/> Training and people change	
	<input checked="" type="checkbox"/> Data Quality	<input checked="" type="checkbox"/> System selection and implementation	
The Challenge	<p>The purpose of the project was to improve the subsidiary's management of Loan Loss Reserves on impaired loans by implementing the Group's web-based Management of Impaired Risk Online (MIRÒ) software.. This change delivered a secondary benefit of aligning LLR calculations and accounting rules to IAS/IFRS rules, thus meeting a recent audit point. Both Specific Individual and Specific Aggregated Loan Loss Reserves were in scope.</p> <p>The project involved the following stakeholders:</p> <ul style="list-style-type: none"> • Group Finance; • Local Finance; • Group Risk Management; • Retail & Commercial Banking; • Wealth Management; • Corporate & Investment Banking; • IT developments, Architecture and Bank Datawarehouse. <p>The project implied significant changes to existing central and local databases, risk systems, loan risk classification tools and CRM applications, as well as to working procedures and existing regulatory, LLR and risk reporting. In addition, a large number of applications had to be adapted in order to integrate the new tool.</p>		
Approach and Solution	<p>We ensured a successful implementation by carefully managing resources across workstreams during the three main phases of the project; namely:</p> <ul style="list-style-type: none"> • Business Analysis • Solution Development (including operating model changes to support the solution) • Testing (including testing strategy, test plan design, testing execution) 		

	<p>The projects' deliverables consisted of:</p> <ul style="list-style-type: none">• Project Committees organization, minutes drafting and actions follow-up;• Drafting and finalizing Business / Functional requirements;• Drafting and finalizing Testing Strategies and detailed Test Cases;• Update and submission of Project's Progress Reports during all phases (resource planning & availability management, budget monitoring);• Testing execution and report, bug reporting and bug fixing follow-up;• Design of training material, documentation on the new tool and changes brought to existing systems, and new or updated processes.
<p>Results and Benefits</p>	<p>The project brought the following benefits for the client:</p> <ul style="list-style-type: none">• Implementation of an integrated tool for managing Loan Loss Reserves;• IAS/IFRS compliant LLR calculation and accounting rules;• Harmonization of the local rules with the Group's ones;• Improved performance and reporting capabilities on LLRs;• Improved LLR review cycle and management;• Improved capacity for Group Finance to monitor management of LLR locally;• Process for LLR decision making by the group made easier.
<p>Software used</p>	<p>Proprietary credit risk systems, loan classification and client management applications, SAP Business Objects and implementation of the proprietary LLR management tool of the Group</p>