

Client	The client is a leading global banking group.		
Project Name	Credit Transformation Programme		
Project Start Date	Oct 2009	Project End Date	Ongoing
Industry	<input checked="" type="checkbox"/> Commercial banking	<input type="checkbox"/> Insurance	
	<input type="checkbox"/> Fund Custody & Investment Services	<input type="checkbox"/> Investment banking	
	<input type="checkbox"/> Private banking	<input type="checkbox"/> Asset and wealth management	
	<input 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 checked="" type="checkbox"/> Portfolio risk management	<input checked="" type="checkbox"/> Business process improvement	
	<input checked="" type="checkbox"/> Specialised risks	<input checked="" type="checkbox"/> Training and people change	
	<input type="checkbox"/> Data Quality	<input checked="" type="checkbox"/> System selection and implementation	
The Challenge	<p>Following an independent review the client has a requirement to reduce the cost-to-serve within its UK credit underwriting function. The resulting programme includes four key work streams:</p> <ul style="list-style-type: none"> Automated credit decisions – delivery tranche one LEAN manual underwriting processes – delivery tranche two Target operating model – delivery tranche two Training and communications – delivery tranches one and two <p>With tranche one progressing towards delivery, the client requires robust programme / project management processes and governance structures to progress the three remaining work streams. All approaches must fit within the bounds of an existing bespoke change management framework. ‘Hands on’ project management is also required for multiple activities.</p>		
Approach and Solution	<p>avantage supplied resources to establish the above and assume management responsibilities within the work streams. Governance structures and escalation paths have been implemented with each tier having fully defined scope and responsibilities. Project Terms of Reference documentation has been produced and formally approved. Project deliverables are being documented and a clear audit trail maintained. A process has been implemented to allow tracking and reporting of all project Actions, Risks, Issues, Assumptions and Dependencies. Project plans are currently being finalised with interdependencies established and tracked across work streams.</p>		
Results and Benefits	<ul style="list-style-type: none"> Improved governance, accountability, reporting and control. Improved visibility of work stream status, progress, potential bottlenecks and inter-dependencies. Identification and resolution of conflicting / undefined elements of 		

	<p>scope.</p> <ul style="list-style-type: none"> • Agreed deliverables, including net FTE impacts and a benefits realisation schedule. • Stakeholder engagement and tracking established. • Technology solution identified. • End-user focus groups established across the stakeholder population. • Agile development approach agreed. <p>The programme is progressing on schedule. Priorities have been established allowing focussed effort, and, critical path activities are under close supervision. Fundamental principles that apply across the programme have been identified, agreed and documented.</p> <p>Initial prototype due for release to initiate the Agile review and amend process.</p> <p>The avantage resource is required to take both an over-arching programme view across all work streams and balance this with a detailed understanding, workshop facilitation, workload allocation, micro-management of UK and off-shore resources, etc.</p>
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Software used	<p>Capsoft 'HotDocs' product incorporated into the solution as well as global amendments to in-house bespoke systems.</p>
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