

IT STRATEGY

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AGENDA

- Background
- Project Startup
- Project Approach and Deliverable
 - Business and IT Need
 - IT Architecture Design
 - Project Portfolio Adjustment
- IT Architecture Related Methodology
 - Architecture Strategy Developed to Address Gaps
 - Application Assessment
 - Option Analysis
 - Migration Plan
- Conclusion & Recommendation



BACKGROUND

- McKinsey
- → Change Program Initiatives
- Accenture
- → IT improvement required
- Business Case Development
- Introduce Relation Managers
- Use of Standardized Factory Processes
 - Project, Demand, Resource, Asset, Financial Management
 - System Development Life Cycle
- BCG

→ Building IT Effectiveness

- Assessment & Gap Analysis
- Strategic Plan
- Implement Plan



PROJECT STARTUP

• Kickoff Meeting is established, Team is informed about

- Scope: Objective, High-level Plan
- Project Organization: Project Organization, Responsibility, Role and Required Qualification
- Work: consultant&team joint working approach
- Meeting Schedule: weekly for team (separate into 2 level; working team and project review), bi-weekly for SC

Team Mobilization

- Consultant staff (including administrator) moved to the bank. Facility is ready within a few day (network, printer, fax, whiteboard and stationary)
- Only 100% dedicated bank staff are moved after internet connection is established



IT STRATEGY

WHY WE NEED TO DO IT STRATEGY?



Without **IT strategy**Projects, sometime loose
their focus

Project Approach and Deliverable



1. Business and IT Needs





1.1 BUSINESS OBJECTIVE AND REQUIREMENTS

BUSINESS OBJECTIVE AND REQUIREMENTS

Consultant has defined target Business Requirements for the bank based on best practices

The current IT architecture of the bank presents some areas of concerns, but no critical problems

- Good product and channel coverage
- Two key applications require immediate attention

Complex system changes are required to meet the Business Requirements defined

- All areas require changes, but to varying degrees
- Complex issues in information management and application integration

A revolution in project management culture is required to support this complex IT transition

- Current IT budget reflects magnitude of business change
- Current project portfolio is a strong starting point, by and large aligned to the changes required, but
- No project portfolio management tools and processes are in place
- Individual project management skills are very poor





KEY SUCCESS FACTORS & CAPABILITIES IN UNIVERSAL BANKING

	Channel	Risk Mgmt	Customer	Products	Operations	Workout	Monitoring		Corp Fund	porat ction	ie IS
Ē								Fin	HR	TR	ІТ
Reta	Ability to quickly convey and convert sales opportunities	Quick, cheap, and consistent credit C decisions v • Leverage 3 rd a party data	Consolidated view of customer profile, wallet, and potential Abili bund 3 rd p	Ability for product bundling including 3 rd party offering Designed for cost- effective delivery and processing Relationship bundling and pricing	Centralized processing Ability to share or outsource Prioriti plannin mgmt,		Understanding	IL		risk	s
S M E						Immediate action with defaulters Prioritization , planning, contact mgmt, and tracking	 Profitability Retail portfolio SME segment Corp customer 	tion of transactions and G levelopment and support	t and support	d operational	business need
		Consistent and					Simple, timely, and consistent track of activity and financials		levelopmen	I, market ar	ıt driven by
Corporate	Multi-channel portal access for all customer financial needs	sophisticated credit rating, risk pricing, behavior tracking • Leverage 3 rd - party data	Deep knowledge about customer, industry, and trends					Auto feed / reconcilia	Individual career d	Integrated view on ALN	Project portfolio mgr

BUSINESS INITIATIVES ADDRESS MOST KEY CAPABILITIES



BANK BUSINESS INITIATIVES AND THEIR OBJECTIVES



Business IT Effectiveness (BITE)

Operation Process Redesign

BUSINESS REQUIREMENTS TO MEET KEY CAPABILITIES IDENTIFIED By Segment Across The Chain Of Bank Activities



EACH BUSINESS REQUIREMENT HAS BEEN DETAILED Both World-class And 3-Year Target Achievement



KEY 3-YR TARGET FUNCTIONALITIES / SLA FOR <u>RETAIL</u> Summary

Channel	Risk Mgmt	Customer	Products	Operations	Workout	Monitoring	
Retrieval of customer and contact data crosss channels real-timeIdentify sales opportunities cross-channel in real-timeSupport sales with product presentation and triggers real timeWarm-transfers real-timeTiered service standards in real- time	Data validation real-time Application routing + track real-time Conditional decisions in 1 minute Real-time_check to credit database Daily alert on trigger events and calendar Daily alert of declining rating (for revolving products)	 Validation of data and routing real-time Integrate data crosss channels + present real-time Contact update and usage tracking in real-time Verify data consistency in 1 day Data mining, planning, and assignment updated in 1 day Summary report daily 	Develop, bundle, and initiate use of product suite real- time Integrate to 3rd party provider real time Update decision authority daily Bundle profitability estimated real time with costs updated daily. 1-day tracking of campaign success	One-point data input with entry validation in <u>real- time</u> 75% processes <u>real-time</u> flow Ability to integrate with outside service provider in <u>real-time 24x7</u> Back Office SLA tracking report in 1 <u>mos</u>	Collections planning and contact mgmt real- time Daily customer default reports Daily tracking report	MIS query systems with 1-day data lag Daily tracking of financial metrics Portfolio profitability analysis at month-end Monthly tracking of activity metrics	

SLA

Realtime

1 Day

1 Month

BUSINESS REQUIREMENTS FOR ALL SEGMENTS

			U		
Activity	General description	Retail	SME	Corporate	
Channel	 Support for sales capability (branch) 	Support for branch sales	 Support for branch and SME center sales 	 Improve e-banking channel 	
	 Support for sales capability (non-branch) 	 Support for non-branch sales 	 Support for sales ex- branch, ex-center 	 Support for non-center sales 	
	 Enable service consistency across channels 	 Standardize services in branch and non-branch channels 	 Standardize services in branch, SME center and non-branch channels 	 Standardize services for Corporate Center and e- banking 	
	 Support process improvement in delivery areas 	 Improve branch processes 	Improve branch and SME center processes	Improve Corporate center processes	
Risk Management	 Loan origination process flow support Risk assessment tools 	 Loan origination process flow support Credit scoring for all products 	 Loan origination process flow support Consistent credit risk rating 	 Process support limited to tracking Consistent credit risk rating 	
	 Capture external info about customer 	 Seamlessly incorporate external credit watchlists to application process 	 Use external data to cross-check financials and credit worthiness 	 Incorporate ratings and other external judgments to internal assessment 	
	 Risk based pricing 	• <na></na>	 Systematic and consistent differential pricing 	 Systematic and consistent differential pricing 	
	Early-warning tools	 Identify prospective defaulters 	Identify prospective defaulters	 Identify prospective defaulters 	
Customer	 Complete and consistent cust info 	 Customer profile, transactions, exposure, collateral 	 Customer profile, transactions, exposure, collateral 	 Customer profile, transactions, exposure, collateral 	
	 Consolidated view of cust, product usage 	 Consolidated customer view 	 Consolidated customer view 	 Consolidated customer view 	
	 Managing cross-sell across channels 	 Portfolio targeting, plan, tracking 	 Customer targeting, plan, tracking 	 Customer targeting, plan, tracking 	

Segment specific requirement



1.2 ARCHITECTURE

1. Business and IT Needs



CURRENT <u>RETAIL</u> APPLICATION ARCHITECTURE



BANK'S TEN KEY APPLICATIONS ASSESSED BASED ON A RANGE OF CRITERIA

In Scope	Assessment Criteria
SAFE – Processing engine for all deposit products	System details
<u>RB Credit</u> – Major Ioan/credit system	Architecture (Client/server, Host-centric etc) Platform Operating System
PLPS –Origination system for personal loans	Development Environment Database
<u>CLS</u> - Key system for workout process	 Age Sourcing (Tailored or In-house)
ATM –The key retail channel after branches	 Man months spent on maintenance Man months spent on enhancement
<u>FBS (Credit Card)</u> – Core credit card system	·
<u>CI</u> – Essential for customer focused business model	Non-functional performance Availability Reliability
Data Warehouse – Information repository for all decision making	Response time
FIS (GL) – Central for corporate management and feeds into OFSA system	Major issues Design constraints
<u>Treasury (ATB & TRB)</u> – Current area of concern	 Functionality shortcomings Interfacing issues Maintainability issues Usability issues

SAFE AND CI REQUIRE IMMEDIATE ATTENTION

Applications		Assessment
SAFE	Red	Good performance, scale for volume, but very hard to enhance functionality • Design limitations leads to major concern over viability • Need to investigate issue further now
CI	Red	Need immediate attention to put proper design and processes in place to ensure data integrity
PLPS	Yellow	Opportunity for response time improvement. Need to consider upgrade to a newer platform
Data Warehouse	Yellow	Opportunity to improve design, develop consistent data definitions and expand coverage area to serve as a solid foundation for MIS requirements
FIS (GL)	Yellow	Some minor functionality gaps. Working relatively fine for the current chart of accounts. Should revisit once new chart of account design is complete.
RB Credit	Green	Room for minor tuning to improve response time
CLS	Green	Room for database tuning and/or expansion to improve response time
АТМ	Green	Old and proprietary platform but will work fine for the next 3 years
FBS (Credit Card)		In progress
Treasury (ATB & TRB)		In progress



Sustainable for next 3 years Should be addressed within 3 years **Requires immediate attention**

SAFE Application Assessment: SAFE

В	usiness Function/Scope		Design Issues	
Deposit products for all segments			 Limit on number of accounts (field length limited) Master file length reaching limit (already using fields for multiple purposes depending on product) 	Impacts
			Product features hard-coded (not parameterized) in the program itself	Slow time-to-market for new product
	System Details			Limited product innovation
Architecture: Platform:	Host centric IBM Mainframe			Unable to open new account if limit is reached
Operating System: Development Env.:	IBM OS/390 v2 R9 IBM Cobol/MVS.		Functionality Issues	Very high risk position
Database:	IBM CICS v4.1 VSAM files 20 years (1982)		No revolving limit for savings	 mission critical application holding 7 million accounts dependent on 8 people and obsolete skills and platform
Type:	Tailored	Denneli		plation
(no definite	timeframe yet)	Deposit	Interfacing Issues	
MM on maintenance: MM on enhancement:	46 76		Other apps (ATM, MIT, DTC, ATS) modify master file directly	
			Maintainability Issues	
			 No documentation Dwindling skills base (SAFE experience and assembler knowledge declining) 	
Non	-Functional Performance			
Availability: Poliability:	07:00-23:00			
Response time:	Average (4-5s, 6-10s peak)		Usability issues	
			• No major issues	

Good performance, scale for volume, but very hard to enhance functionality

Design limitations leads to major concern over viability

Bottom Line Assessment (Red)

Need to investigate issue further now

OVERALL STATUS DERIVED FROM FOUR DIMENSIONS





1.3 PROJECTS

1. Business and IT Needs



IT ACTUAL EXPENSES ROUGHLY IN LINE WITH BENCHMARK BUT BUDGETED TO BE HIGHER IN NEXT YEAR



Note: IT costs include HW/SW cost, maintenance, manpower, communication, external providers, other IT expenses. Excludes depreciation & amortization Source: Consultant benchmark of global banks with corporate and retail focus; Corporate planning, IT planning

HIGH RATIO OF PROJECT TO NON-PROJECT *IT* SPEND LIKELY DUE TO BUSINESS CHANGE



TOP 33 PROJECTS ROUGHLY WELL TARGETED



LONG TAIL OF 59 REMAINING PROJECTS ONLY 5% OF TOTAL PORTFOLIO AND HARD TO CONTROL



APPROACH FOR PRIORITIZING PROJECTS





2.1 ASSESS GAPS **AND IDENTIFY OPTIONS AND** 2.2 DESIGN NEW ARCHITECTURE

ENTERPRISE ARCHITECTURE

2. Architecture Design

Phase	Diagnosis (March-May)		Design (May-July)		Implementation
Module & Activities	Business and IT Needs 1.1 Business objective and requirements Assessment of current IT 1.2 Architecture		2. Architecture Design 2.1 Assess gaps and Identify Options 2.2 Design new architecture 2.3 Define migration path		4. Implementation Support Support Skills Transfer
	1.2 Architecture 1.3 Projects		3.1 Assess gaps and identify new projects3.2 Develop business cases3.3 Prioritize and rationalize projects		

2.1 Assess gaps and Identify Options

BANK-WIDE TARGET FUNCTIONAL ARCHITECTURE



Methodology

FUNCTIONALITY AND PERFORMANCE DETERMINE SIZE OF GAP; SUPPORTABILITY AND EXPANDABILITY DETERMINE ABILITY TO FILL



ASSESSMENT FRAMEWORK BASED ON BUSINESS GAP AND ABILITY TO FILL GAP



ASSESSMENT OF CORE APPLICATIONS

System	Overall	Functionality	Performance	Vendor Support	Expandability
Finesse	Green				
АТМ	Green				
RB CI	Red		\bigcirc	\bigcirc	\bigcirc
SAFE	Yellow			\bigcirc	\bigcirc
RB Credit	Green				
PD, MMF, ATB, TRB	Red	\bigcirc		\bigcirc	\bigcirc
FIS	Yellow	\bigcirc			
FINESSE PROVIDES A RELIABLE PLATFORM FOR TELLER SERVICING, ACCOUNT OPENING AND SALES

Business Function/Scope		Dimension	Summary	Assessment	
Provides sales and servicing functionality to the high- speed branch counter		Functionality	Provides all required functionality for sales and servicing in the branches		
System Details Architecture: Client-server		Performance	Some concerns around performance		
Platform: Operating System:	PC Windows 2000	Viewel C.		bottleneck	
Development Env.: +, FAA, Database:	MSP, SSM, LG, SQL Server 2000	SOM	Supportability	Supported by well regarded vendor with skill base currently being	
Age: Type: MM on maintenance :	0 (Being rolled-out) Tailored -			established in SCB	
MM on enhancement :	-		Expandability	Based on an open modular architecture with standard interfaces to back-end systems	

Finesse: Functionality PROVIDES ALL REQUIRED FUNCTIONALITY FOR SALES AND SERVICING IN THE BRANCHES



Finesse: Performance SOME CONCERNS AROUND PERFORMANCE PARTICULARLY DUE TO POTENTIAL BANDWIDTH BOTTLENECK



Finesse: Supportability SUPPORTED BY WELL REGARDED VENDOR WITH SKILL BASE CURRENTLY BEING ESTABLISHED IN BANK



Finesse: Expandability BASED ON AN OPEN MODULAR ARCHITECTURE WITH STANDARD INTERFACES TO BACK-END SYSTEMS

			Assessment:
	Situation	Business imp	pact
Flexibility	 Based on an open, modular architecture Uses MS DNA specifications, allowing Finesse to integrate easily with other compliant applications Uses three standardized gateways to interface with the back-end systems calls stored-procedures in back-end systems, but should not restrict flexibility significantly FBA Navigator suite includes other tools for Call Center and Net Banking 	• No restrictions on flexibi	lity
Scalability	 Stress testing planned during implementation Channel Server able to support increased number of branches hardware upgrade may be required 		

2.3 DESIGN MIGRATION PATH

ENTERPRISE ARCHITECTURE

2. Architecture Design

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	1.3 Projects	╞	3.1 Assess gaps and identify new projects3.2 Develop business cases3.3 Prioritize and rationalize projects	L	

EXISTING APPLICATIONS HAVE BEEN ASSESSED ALONG FOUR DIMENSIONS Gap Analysis Against 3-year Requirements

MAJOR SYSTEMS

or around the system

requirements

DETAILED VIEW

NEXT STEP – DEFINE AND ANALYZE OPTIONS TO FILL GAPS Three Emerging Options

		Integrated Core Banking Suite	Core Banking System + CRM System	CRM System only				
red	RB CI			Replace with new CIF from CRM system				
yellow	SAFE	Replace with new modules	Replace with new modules	Enhance by "workaround"				
yellow	FIS	from integrated suite	from Core Banking System	Replace/enhance option to be evaluated again after new Chart of Account				
green	RB Credit	Consider replacing with new module from integrated suite	Consider replacing with new module from CBS	Кеер				
white	Retail CRM Corporate CRM	Implement new modules from integrated suite	Implement new modules from CRM system	Implement new modules from CRM system				
red	SCCS	Replace with new module from integrated suite	Replace with new module	Replace with new module				
yellow	Other emerging channels	Sel	ectively replace or enhance & integrate	_				
red	Treasury Source and implement a new Treasury System separately							

Options to be further refined and analyzed based on viability, risk of business disruption, internal capability, timeframe and financials

3. IT PROJECTS PORTFOLIO ADJUSTMENTS

ENTERPRISE ARCHITECTURE

2. Architecture Design

Phase	Diagnosis (March-May)		Design (May-July)		Implementation
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RESULTING TARGET APPLICATION ARCHITECTURE

THREE INTERDEPENDENT AREAS REQUIRE SPECIFIC ATTENTION

RECOMMENDATIONS FOR THREE KEY AREAS

Architecture Area	Situation	Strategy	Migration
1. Core Banking (Deposit & General Ledger)	SAFE and FIS can last the next three years, but should be replaced within a five year horizon	Use the deposit and general ledger components from a core banking suite	Implement deposit and GL modules concurrently to simplify integration and ensure full benefits
2. Customer Information File	RB CI should be replaced within the next three years	Use the CIF component from the same core banking suite used to replace SAFE and FIS	Implement the CIF module before deposit and GL to address immediate needs
3. Retail CRM & Call Center	New call center system planned which must be coordinated with existing branch sales tool (Counselor)	Use Counselor in call center if new Unisys proposal acceptable, otherwise ensure tight cross- channel integration	Reassess Unisys call center proposal. If not viable plan tight integration with Counselor as part of e-Point implementation

"BEST OF SUITE" ARCHITECTURE OPTION SELECTED TO ADDRESS CORE BANKING GAPS Lower Integration Costs And Coverage Of All Long-term Gaps

PRIORITY PROJECTS IDENTIFIED ON BASIS OF FINANCIAL ATTRACTIVENESS, RISK, AND IT CRITICALITY

4 STANDARD BENEFIT TYPES ARE DEFINED

FRAMEWORK FOR ESTIMATING DIRECT COSTS OF EACH PROJECT DEFINED

SYSTEMATIC ASSESSMENT OF IMPLEMENTATION RISK APPLIED

Diak Feator	Risk Scores						
RISK Factor	0 1		2	3			
Project duration	< 6 months	6-12 months	12-24 months	>24 months			
Dependency on other projects	None	1-2	3-5	>5			
Technical difficulty/level of innovation	Easy, existing technology	Easy, new technology	Complex, existing technology	Complex, new technology			
Availability of staff with the needed skills/know-how	Existing	Easily made available	Can be sourced externally	Difficult to find			
Number of departments participating in implementation	1	2-3	4-10	>10			
Number of departments affected by the project	1	2-5	5-20	>20			
Number of affected users	0-50	50-100	100-200	>200			
Distribution of users	Central/ HO	Bangkok	Regional	Country-wide branch network			

Total project risk = Sum of individual risk scores

- Low = 0 7
- Medium = 8 16
 - High = 17 24

OVERVIEW OF ASSUMPTIONS AND APPROACH

Key Assumptions	Approach
Set standard rates for IT labor cost, business labor cost IT labour cost = Avg. of Bt 28,000 per month Business labour cost = Avg. of Bt 26,000 per month 	Provided Excel-based templates for consistent data capturing of all projects
Applied standard rate for product margin	Held workshop for Bank team (both business and IT) responsible for data-gathering
 Debit card net margin = Avg. Bt 2,200 per card Debit card net margin = Avg. Bt 80 per card Housing loan net margin = Avg. Bt 34,000 per loan Home Equity Loan net margin = Avg. Bt 9 775 per loan 	Conducted first review of preliminary output for consistency, assumption, sanity-checking
 Personal loan net margin = Avg. Bt 2,600 per loan 	Applied Consultant benchmarks to benefit claims
Applied cost of funds of 5%	Met with executive to review preliminary figures (iterative process)
	Use executive comments to review benefit and cost calculations

THE PRIORITY PROJECTS WERE IDENTIFIED ON BASIS OF *IT* CRITICALITY, FINANCIAL ATTRACTIVENESS AND RISK

Example project: CORPORATE / SME LOAN ORIGINATION

Business Initiatives	Credit Proce Corporate &	ss Redesign SME Business Model	Division/ Bus	ines	ss Group	roup Corporate Banking Group		
Objective/short description of this IT Proj	ect	Key functionalities			Timeframe			
 <u>Description</u>: System will help track the loan origin process so that AO can effectively follow up on th Increase process efficiency to allow AO to s Effectively following Credit Policy Guide (Fo if too much loan given for corporate in petro industry, system will alert. When amount of 	ation e process ell more r example, chem credit	Improve process flow and routing via systematic data capture, consistency checking, work routing, process tracking, calendar and milestone monitoring Data Validation			12 months			
 Industry, system will alert. When amount of credit greater than customer's net-worth, system will also alert) Seamlessly integrating with the back office administration systems Reducing risk of error and expediting the approval time Reducing unnecessary re-keying Warning when customer default(pre & post) Mainly for credit products both funding and non-funding for HO. Branches, Business Center 		 Ensure data-capture completed before next routing permitted Catch 'nonsense' and internally-inconsistent data 				Sta	tus	
		entries Application Routing & tracking • Route application per loan type, limits, customer rating other rules • Track status of application • Ensure filing of loan documentation Validate that loan portfolio effectively follow Credit Policy			Not started			
		Guide			IT sta	ff required	Business staff required	
						5 FTE	10 FTE	
					Financials			
					Total Cost: Total Benefi BCR: Net Benefit:	Bt 251 Mn 1.5 Bt 122 Mn		
Co	rresponding E	Existing Projects				Ri	sk	
 Loan Origination System 					Risk Score: Risk Rating:	12 Medium		
					Importance o	of IT support		
					Critical/ Sup	portive		

OPTIONS FOR CORPORATE / SME LOAN ORIGINATION

	Solution	Pro and Con	Implementation Risk		
Low-tech	Mainly paper-based, may use some simple tools (e.g. spreadsheet) for logging purpose	++ Lowest cost Cannot force full compliance	Low		
In-house	Internal IT development based on workflow tools such as Lotus Notes, MS Exchange	+ Low cost Long time for requirement definition and development Consume a lot of IT resources	Highest		
Package	Ready made solution i.e. CPMS (the only commercially available package in the market)	++ Shorten requirement definition and development time Very high cost	High • No proven live-site yet • Vendor viability		
Recommendation	Use low-tech solution Keep watching progre Opportunistically expl	in parallel with the process redesign ss of the reference site ore low-cost (or no cost) small-scale	prototyping with CPMS		

CORPORATE/SME LOAN ORIGINATION

Benefit (Bt Mn)								
	Yr	<u>0</u>	<u>1</u>	<u>2</u>	<u>3</u>			
Revenue enhancement		-	75	149	149			
Cost reduction		-	-	-	-			
Risk management		-	-	-	-			
Total		-	75	149	149			
Total benefit	= 373							

Cost (Bt Mn)							
	Yr	<u>0</u>	1	<u>2</u>	<u>3</u>		
Hardware		-	-	-	-		
Software		16	141	-	-		
HW maintenance		-	-	-	-		
SW maintenance		-	30	30	30		
Manpower		1	3	-	-		
Contract and other costs		-	-	-	-		
Total cost		17	174	30	30		
Total cost	=	 251		_			
BCR = 1.5 Net Benefit = 122							

CORPORATE/SME LOAN ORIGINATION Revenue Enhancement

3. IMPLEMENTATION

ENTERPRISE ARCHITECTURE

3. Implementation

PMO TYPICALLY RESIDES BETWEEN STEERING COMMITTEE AND INDIVIDUAL PROJECT MANAGERS

FIVE STANDARD REPORTS AS PART OF THE PROJECT MANAGEMENT TOOL KIT

1. Project Status Report									
 Project information Project ID, Project Name, Project Manager, Project Sponsor Project Indicator (green, yellow, red) Project Progress Project Status accomplishments in reporting period major changes Next Steps Key Project Milestones 									
2. Time	eline And Budget								
	Comments								
	Comments								

	3. Issues For Resolution	
Description		
Resolution		
Due By		
Responsible		

4. Risk Management

Risk

Likelihood, impact and priority

Mitigation

Owner

Status

	5. Change Management	
Description		
Impact		
Status		

PROJECT STATUS REPORT

Project ID	Project Name	Reporting Period
Date: Project Manager:	Project Indicator:	Main reason (if yellow or red):
Project Sponsor:	Green Green on track	
	Yellow a few issues exist, but can get back on track	
	Red Red Unlikely to meet commitment	

Project Progress			
 Project Status Accomplishments in reporting period Major changes to project 	Key Project Milestones	Baseline <u>Plan</u>	<u>Completed/</u> Current Plan
Next Steps			

TIMELINE AND BUDGET

RESOURCES REQUIRED TO FINISH ALL 24 PROJECTS

<u>Timeline</u>

During	2002			2002				2002				2002 2003			2003				2003				2004					20	
Project	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4													
Total IT FTE	54	75	79	83	62	62	48	41	46	43	32	28	28	28	-	-	1.												
Senior PM (FTE)	2	3	5	6	6	6	5	5	4	4	3	2	2	2	-	-													
• PM (FTE)	7	11	11	11	5	4	1	-	2	2	2	2	2	2	-	-													
Architect (FTE)	8	3	5	2	1	1	2	1	3	-	-	-	-	-	-	-	IT resource capacity already												
Developer (FTE)	37	58	58	64	50	51	40	35	37	37	27	24	24	24	-	-	confirmed												
Total Business FTE	95	134	139	147	93	136	92	82	78	78	67	57	57	57	-	-													
• Retail (FTE)	71	106	99	107	66	63	20	-	-	-	-	-	-	-	-	-													
Corporate (FTE)	7	7	19	19	23	23	22	32	28	28	17	7	7	7	-	-													
Shared (FTE)	17	21	21	21	4	50	50	50	50	50	50	50	50	50															
																	Need to confirm business resource commitment eg names, cross-commitments												

TENTATIVE PROJECT TIMELINE TO BE CONFIRMED IN FIRST STEP OF IMPLEMENTATION PHASE Summary without 6 Ongoing Non-priority Projects

		Droject	Exocutivo		Ye	ar1			Yea	ar2			Yea	ar3			Yea	ar4	
		Project	Evecutive	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Independent Of Sharing & Outsourcing	1. 2. 3. 4. 5. 6. 7. 8.	Retail Cont&Campgn Retail Loan Approval Credit Rating+Pricing Corp Cash Mgmt. Corporate Internet Corporate Loan Orig. Credit Recovery Treasury																	
Charing 9	9. 10. 11.	Call Center ⁽¹⁾ Card system upgrade ⁽²⁾ SW Trade Finance																	
Outsourcing Decision Projects	12. 13.	Core Banking Suite Sharing /Outsourcing																	
Roll-Out & Infra-structure	14. 15. 16. 17. 18.	RB Front – Finesse EDC Roll-Out ⁽¹⁾ ATM Purchase ⁽¹⁾ WAN Capacity Anti-Virus																	
			Sr Mgrs	2	3	5	6	6	6	5	5	4	4	3	2	2	2		

(1) (2)

Potential benefits available from sharing / outsourcing Enhancement project to be compliant with Visa / MasterCard

Projects needing Senior Project Managers

HIGHLIGHT ALL ASPECTS

The <u>IT management</u> processes are weak

 Over 100 projects not well managed (no project structure, no cost benefit analysis, no timeline, weak documentation)

R

(Y)

G Y R

(Y)

R Y Y G

 (\mathbf{Y})

Weak development procedures

The IT organization has strengths and weaknesses

- Strong technical skills
- Acceptable service levels (despite some weak areas)
- Low cross understanding between IT users and IT staff

Steady state IT spending in line with industry standard, but short term cash costs are high because of the high investment linked to the change program

The IT application architecture needs major adjustments to meet future business needs

- Several core applications need immediate replacement: Treasury, Cl
- Other core applications will need replacement within 3-5 years: SAFE, FIS
- Many non-core system gaps or enhancements required
- Other applications meet all the key needs of business users

The IT infrastructure is mainly in line with industry practice, but some improvements needed
CONCLUSION & RECOMMENDATION

Need to find the chain activities of organisation and also customers

IT project management

- •Establish IT Steering Committee structure for on-going portfolio management
- •Establish the IT Project Management Office (PMO)
- •Establish tracking and reporting process & tools

Project portfolio

- •Launch priority projects
- •Allocate accountability resources as per project plan
- Stop low value projects and obtain formal sign-offs







ขอบคุณครับ

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