



Group C1.1

Case Study: Investment Services App

Team presentation



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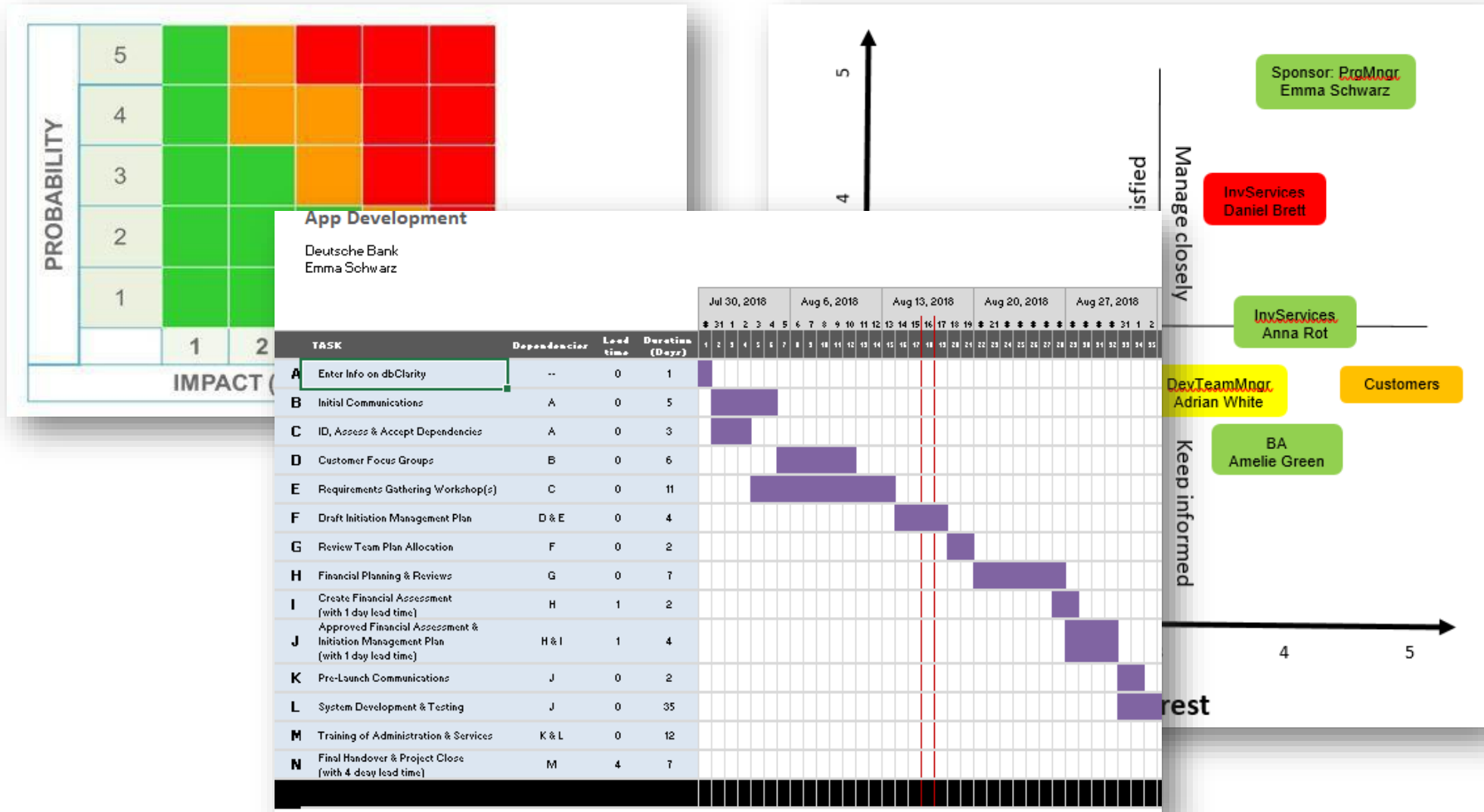
Business Analyst / Front End



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Software Engineer - Backend

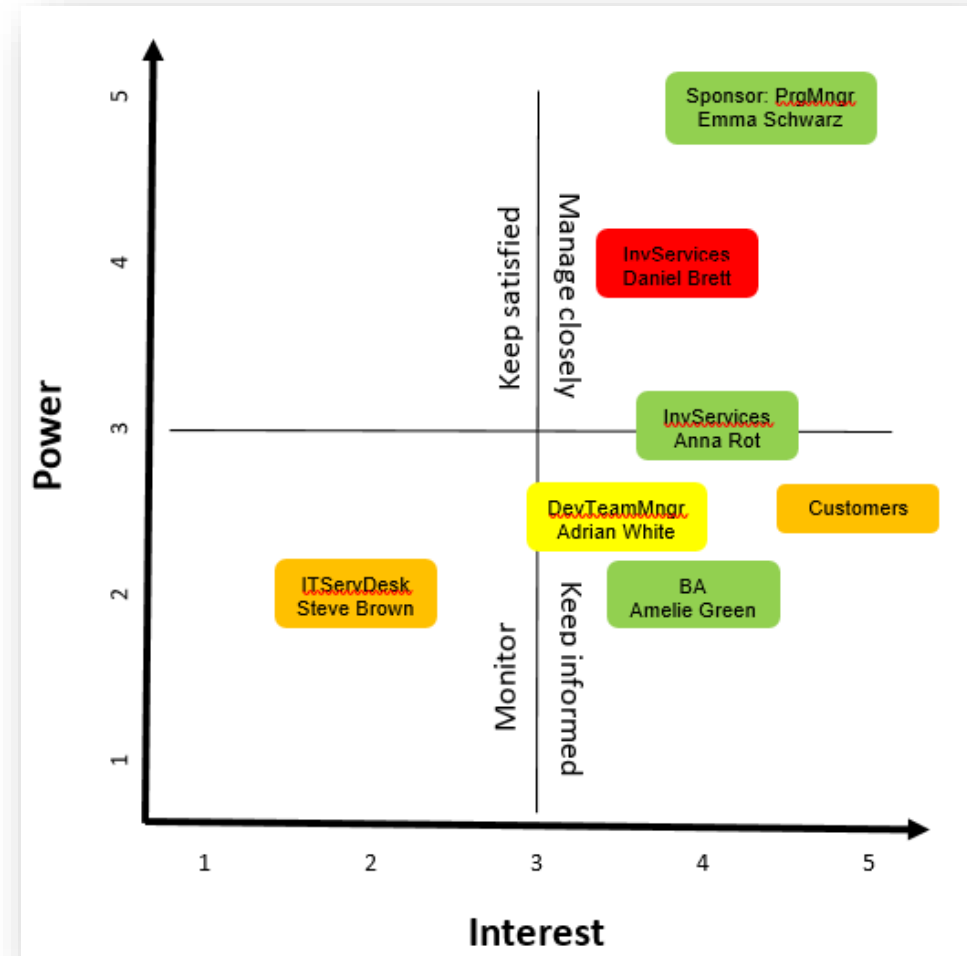
Business Methods



The Stakeholders

Findings:

- Competitor has better app
- Customers are not happy
- The team is highly motivated
- Experts and novices on board



User Stories: DB Trading Team



Name: Florian Trader

Age: 35 years, married, two kids

Experience:

- Trader for many years
- Well analysis abilities
- Member of the DB Trading Team

Problems with APP:

- Frustrated about the previous app
- Slow working, not all information displayed

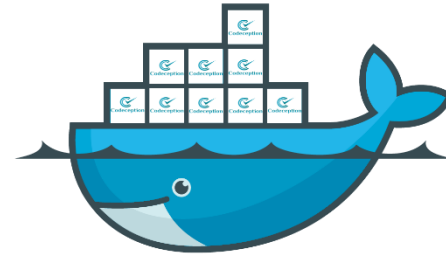
Overview: Technologies

Front End



NetBeans

Back End



docker



Database



Agile Development Methodology

Time Management

Role Switching

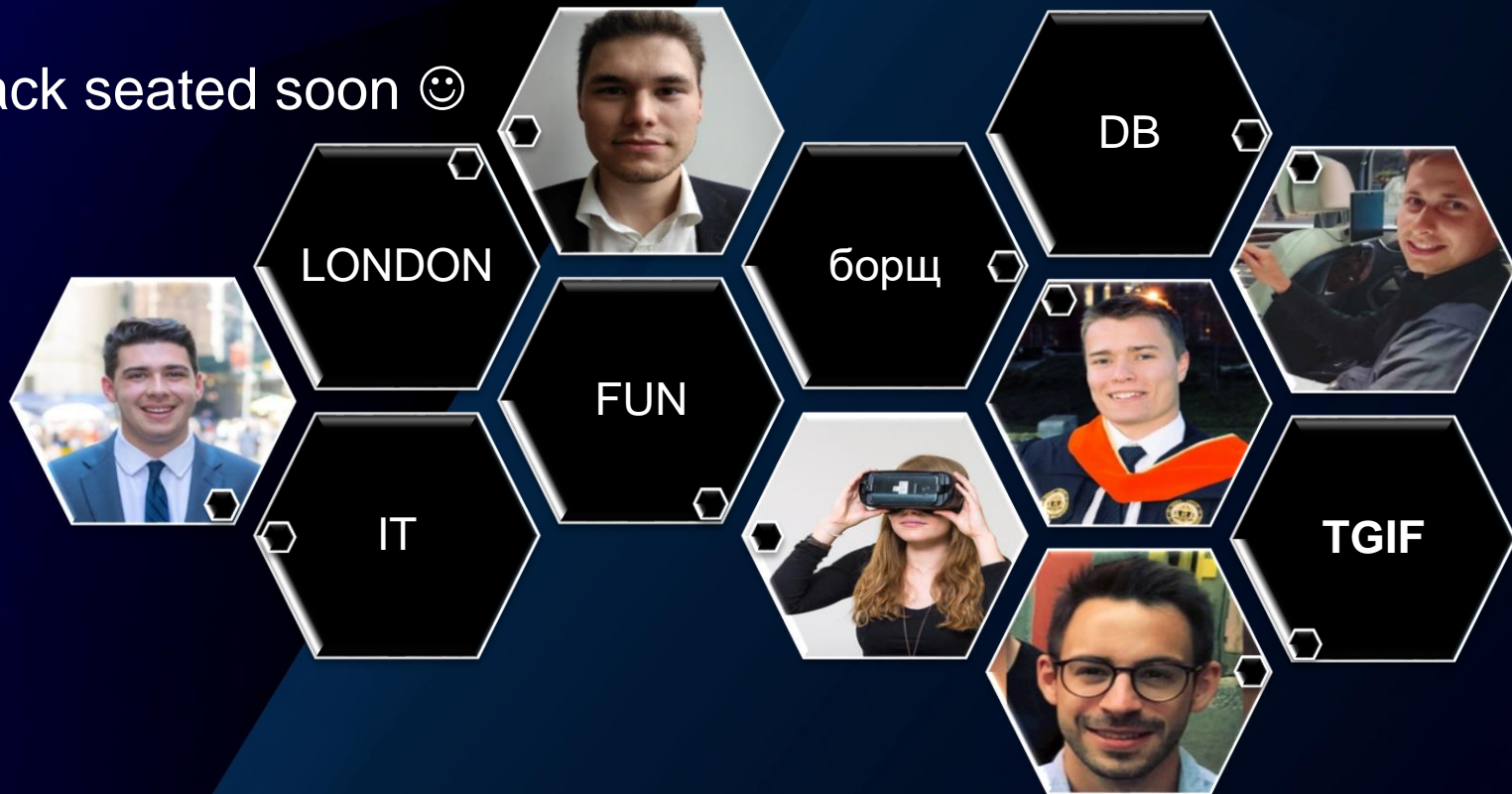
Testing & Development Approach



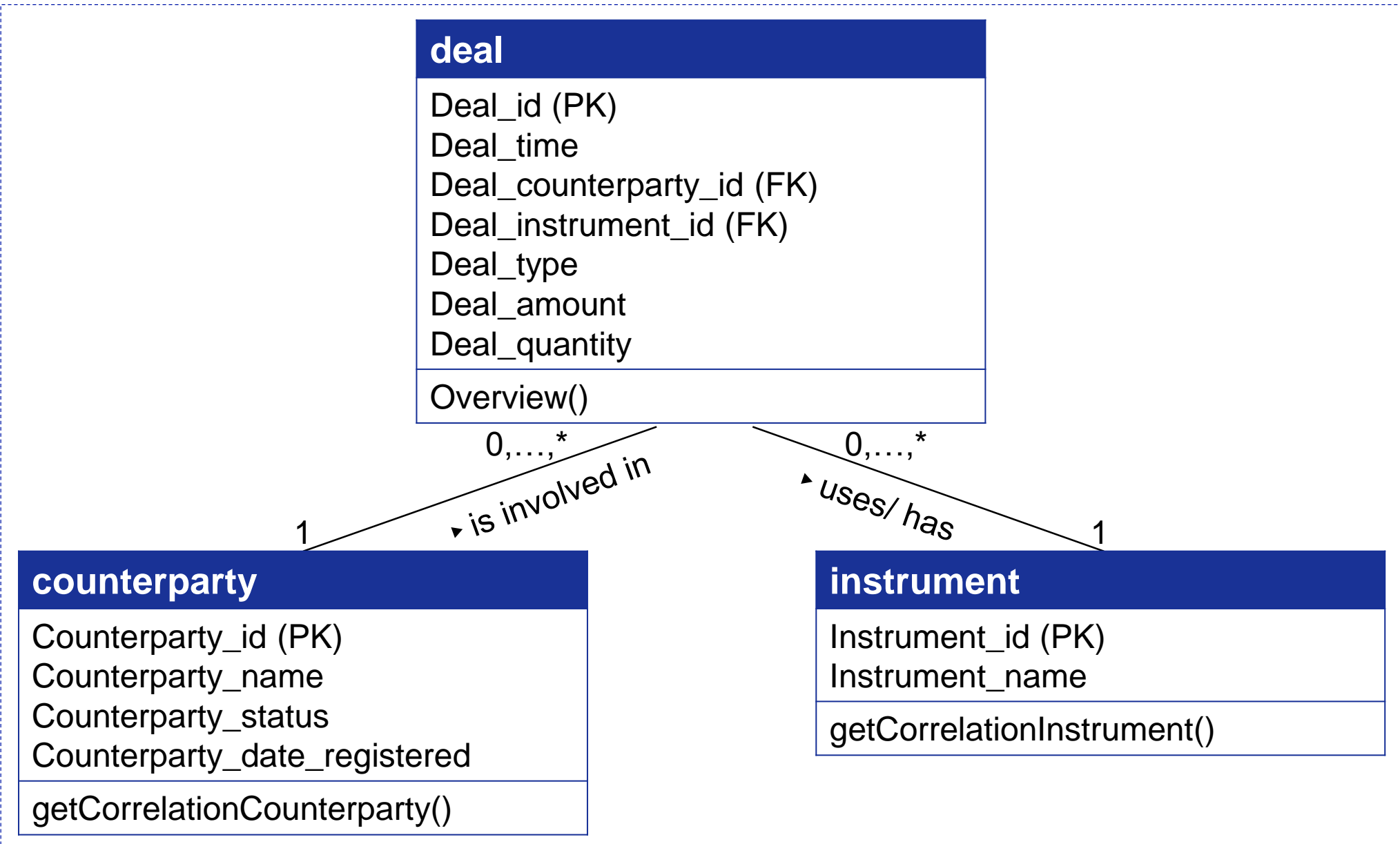


Thank you!

Please be back seated soon 😊



Data model: Snippet



Requirements for the APP

Requirements:

- Logon with feedback from server
 - User stays on page; no refresh, no history-back should work
- Display JSON raw data from server
- Don't show team's login credentials
- Filterable table, but data read-only
 - Display correlations between data, possible diagrams

Module 1: Context and Governance

1. Possible: Regulatory, Strategic, Transformational

There is an already existing app, which has some issues with the usability and the access to the full range of information that customers expect. At dB a transformational change is defined as “activities to improve and develop the bank’s infrastructure, operations or any other material changes to organisational structures, processes and IT systems.” [week 1 – p.237]

2. It is not a Core Change Initiative,

Because small improvements of an existing app will be done and no core changes. Moreover, the criteria for being a CCI are not fulfilled, because there are no “[...] most important change initiatives, programs or projects for DB Group which are based on strategic impact, financial impact and implementation complexity.” [week 1 – p.238]

More detailed analyses, see “Types of Change Activities at DB” [week 1 – p.240]

- Strategic impact:
 - Externally communicated initiative contributing to strategic targets → no breach
 - Significant reputational impact (incl. regulatory risk) → no breach
 - Risk of significant litigation charges/through civil lawsuit/criminal sanction or regulatory fines → no breach

Module 1: Context and Governance

More detailed analyses, see “Types of Change Activities at DB” [week 1 – p.240]

- Substantial investment required:
 - Remaining lifetime investment > 50m (based on cash spend) → costs are less than 50k EUR → no breach
 - Balance sheet impact CRD4 > EUR 10bn, RWA > EUR 5bn → no breach
 - P&L impact – ACB reductions > EUR 50m, Revenue increase > 50m, FTE reduction > 500 → no information available about these cases, but rather no breach
- Implementation complexity
 - Multi-year implementation timeline → project runs for 3-5 months, no support from IT services expected, no further info available → no breach
 - >= 3 divisions/functions involved → no breach
 - Crucial dependency for other CCI → no information → rather no breach

Module 1: Context and Governance

3. Required key documents

Artefact	Initiation	Planning	Execution	Closure	Case Study
Charter	Yes	No	No	No	required
RACI + Stakeholder List	Yes	Yes	Yes	Yes	required
Transformation Risk Assessment	Yes	Yes	Yes	Yes	required
Change Management Plan	No	Yes	Yes	Yes	required
Steering Committee ...	--	--	--	--	no
Closure Doc.	No	No	No	Yes	required
Milestone Plan	Yes	Yes	Yes	Yes	required
Change Control Log	x	Yes	Yes	Yes	required
Tollgate Self-assessment	--	--	--	--	no
Gantt Chart	Will be delivered
PESTLE	Will be delivered
Requirements elicitation techniques	Will be delivered
Lessons learned report	Will be delivered
Probability/ Impact Matrix					Will be delivered

Political

- Currently high political uncertainty due to BREXIT, US government, and other conflicts e.g. in the middle east
- Political trends to protect individuals' rights and privacy
- Increasing requirements for data security
- Trend towards sustainability

Economical

- Currently very good environment for investment in securities
- Interest rate slowly raising, possibly indicating a slow-down of the market and therefore lower customer tendency to invest in shares (which will be bought through the app)
- Increasing labour costs (hourly cost)
- Low supply of qualified workforce to deliver first class service in bank branches

Sociological

- Increasing trust into machines
- More and more people, especially younger, are familiar with digital technology
- Fear of digital frauds
- Low interest in financial topics
- Low knowledge in financial topics

Technological

- Continuously progress in digitalisation
- Improved soft- and hardware may result in better performing and designed (UI) applications
- Wider spread of broad band results in a higher and real-time connectivity

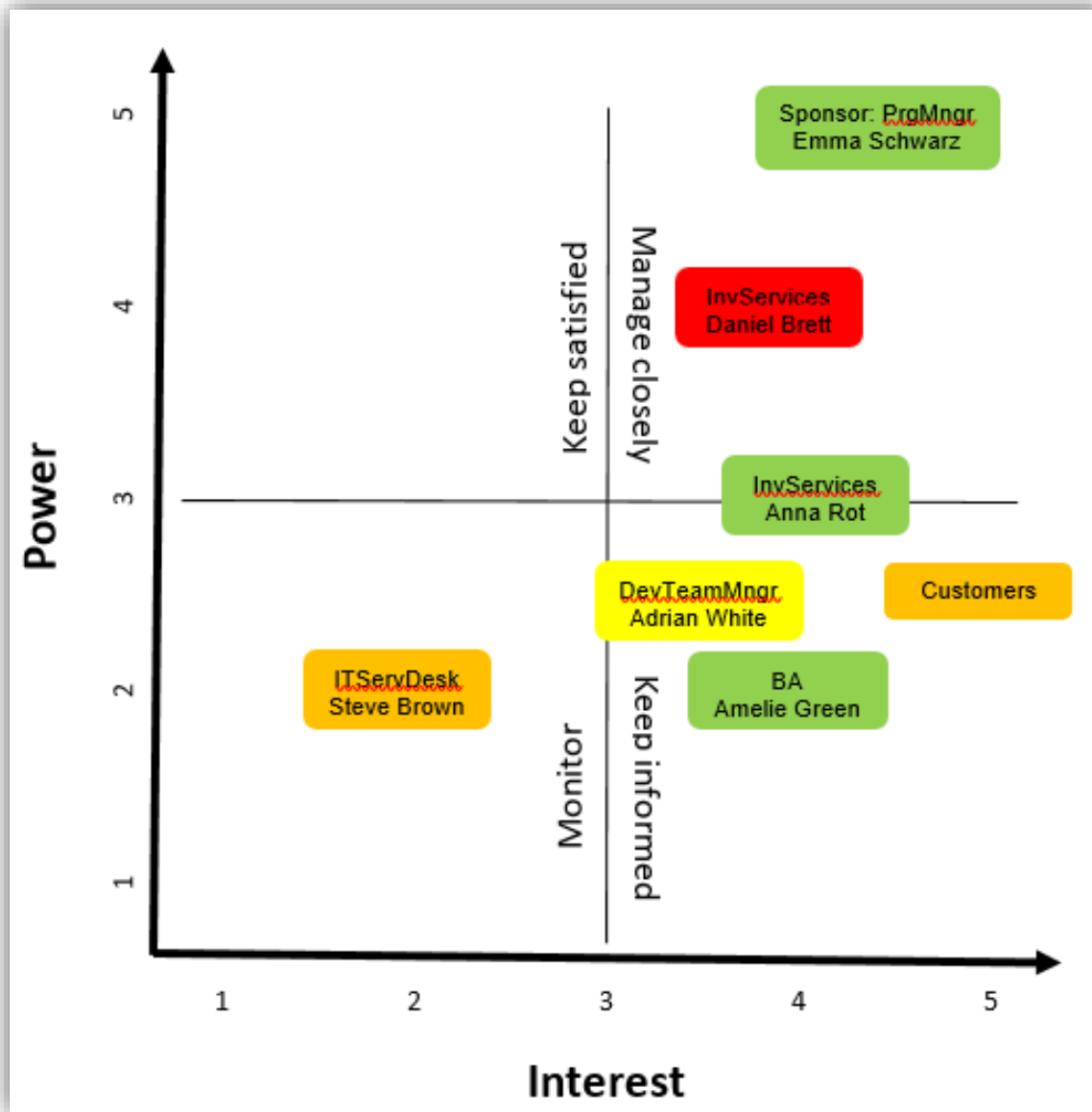
Legal

- Highly regulated financial market
- Indoctrination required about the financial risk
- Stricter regulations concerning private data (e.g. GDPR)

Environmental

- Climate change: rising temperatures (will effect server cooling)
- Rising sea level
- In average higher risk for wild fires

Module 3: Stakeholder Analysis – Diagram



Management Board

DB branding

Sponsor: programme manager (Emma Schwarz)

[power: 5 , interest: 4.5]

- Very positive about all aspects of programme
- Believes it will deliver much higher level of benefits compared to Business Case
- This is her first appointment as programme manager
- Investment Services background
- Good relationships with most of the managers in Investment Services

Representatives from Investment Services (Daniel Brett)

[power: 4 , interest: 4]

- 10 year experience in Investment Services
- Has been critic of IT projects that have been rolled out in his area
- Previous projects have not delivered what he was asking for

Representatives from Investment Services (Anna Rot)

[power:3 , interest:4]

- New to DB but has worked for 2 competitors
- Big fan of the way technology is engaging with customers

Module 3: Stakeholder Analysis – Part 3

Customers

[power: 2.5 , interest: 5]

- Initially accepted first version of Investment Services App
- Frustrated: competitors offer better apps (easier to use, more information)
- Would like to have assistance in case something goes wrong while using the app
- Increasing number of questions/concerns relating to data security

IT Service Desk (Steve Brown)

[power: 2 , interest: 2]

- Believes a new app is a waste of time and tight targets
- Would like to have fewer software updates

Development Team Manager (Adrian White)

[power: 3.5 , interest: 2]

- High regard by his colleagues
- Very successful in this type of project
- Is frustrated that his team is used/abused to meet last-minute
- Doesn't have large enough team to deal with all of the conflicts

Business Analyst (Amelie Green)

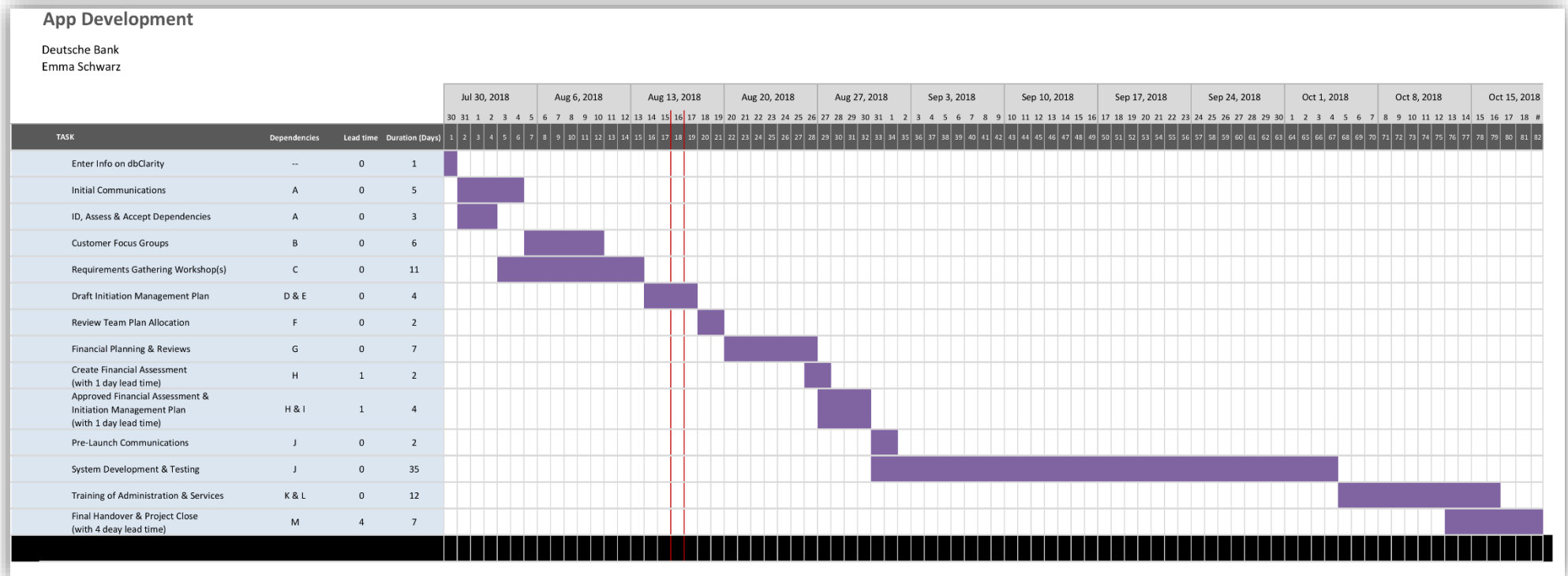
[power: 2 , interest: 4]

- Will be her first project as BA
- She is very keen, excited, has worked as developer at DB before

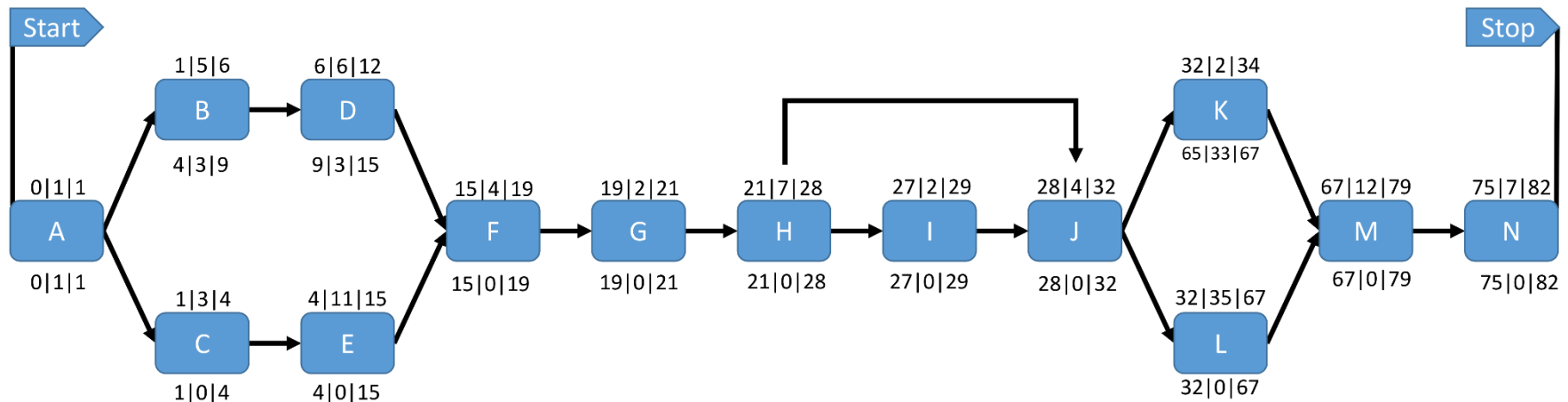
Module 4: Scope and Requirements

Stakeholder	Elicitation techniques	Reason for choice
Programme Manager (Emma Schwarz)	Interview	Build up a good relationship, receive information from that single source
Representatives from Investment Services (Daniel Brett and Anna Rot)	Interview	Understand Investment Services needs, build up good communication channel
Customers	Survey	Understand what customers expect from the new app and what their current complaints are
	Prototype (analysis of competitor's app)	Drawing out requirements for new app
IT Service Desk (Steve Brown)	Interview	Receive information from that single source
Development Team Manager (Adrian White)	Interview	Receive information from that single source
Business Analyst (Amelia Green)	Interview	Receive information from that single source

Module 6a: Gantt Chart



Module 6b: Network Diagram



Legend:

Process	Name of Process
A	Enter Info on dbClarity (1 day)
B	Initial Communications (5 days)
C	ID, Assess & Accept Dependencies (3 days)
D	Customer Focus Groups (6 days)
E	Requirements Gathering Workshop(s) (11 days)
F	Draft Initiation Management Plan (4 days)
G	Review Team Plan Allocation (2 days)

Process	Name of Process
H	Financial Planning & Reviews (7 days)
I	Create Financial Assessment (2 days + 1 day)
J	Approved Financial Assessment & Initiation Management Plan (4 days + 1 day)
K	Pre-Launch Communications (2 days)
L	System Development & Testing (35 days)
M	Training of Administration & Services (12 days)
N	Final Handover & Project Close (11 days)

Module 7: Risk Management – Part 1

Risk Description	Impact Description	Probability [1-5]	Impact [1-5]	Resolution/Mitigation
Projects requires more than the available 50k Euros	Insufficient funding might slow down or totally stop the development of the new app. Furthermore, insufficient funding might also affect the product's quality and scope	3	2	Agile
Projects requires more than the planned 5 months of development	Will delay the release of app. Project costs will probably exceed the budget due to higher workforce expenses	4	1	Agile
Team's motivation worsens due to failures	Lowers efficiency, longer dev times, higher dev costs	2	4	Agile, team events, workshops
No information on intended milestones from other projects in the programme. Difficult to confirm dependencies. Bad communication between projects and their managers, respectively	No/bad information flow between projects Redundancies, douplicity, doing work that has already been done before	1	4	Agile, weekly project manager meetings

Module 7: Risk Management – Part 2

Risk Description	Impact Description	Probability [1-5]	Impact [1-5]	Resolution/Mitigation
DB dev platform has being updated and new to developers. Training is only in around 3 weeks!!	Delays, longer dev times and higher costs	4	2	Rescheduling training, provide documentation asap
Customers do not accept new product due to poor usability	Customers will not use new technology or use competitors apps. No progress in efficiency and productivity of daily business. Wasted effort to develop new app	2	5	Customer surveys, customer service
Competitors products simply better than DB's app	Customers likely to use competitor's app	1	4	Market analysis, analysis of existing products
Data insecure, might be corrupted	Trust/reputation concerns, fines, customer acceptance	2	5	Make sure developers are aware of data security standards, security trainings

Module 7: Risk Management – Diagram



Module 8: Communication & Change Management

Media

- Oral (scrum meeting)
- Visual (.ppt presentation)
- Written (email, reports)
- Electronic (see above)

Methods

- Interactive (team, other stakeholders)
- Push (customers, sponsor)
- Pull (sponsor, team)

Module 9: Project Change Management

Change

A project change. One of the developers has been taken off your project and put onto one with a higher priority. You have been asked to consider the options of extending your project by 2 weeks or spending €15k. Make a recommendation for the course of action and draft the related change request form.

Response

Agile – If project is on time and depending on the time of change a project delay of 2 weeks might be acceptable. Otherwise –if budget allows- spend additional 15k Euro to ensure quality and time scope of project.