Module 1: Context & Governance

# You need to summarise:

1. What type of change initiative the ‘App Improvements’ project will be?
2. Will it be a Core Change Initiative (CCI)?
3. What key documents will need to be produced for the project
4. Who will authorise the project and any project changes?
5. Where will reports go?

# Answers:

1. Possible: Regulatory, Strategic, **Transformational**
   1. 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]

In the following one finds a more detailed analyses, based on slide “Types of Change Activities at DB” [week 1 – p.240]:

* 1. Strategic impact:
     1. Externally communicated initiative contributing to strategic targets 🡪 no clear information, but rather not.
     2. Significant reputational impact (incl. regulatory risk) 🡪 no clear information, but rather not.
     3. Risk of significant litigation charges/through civil lawsuit/criminal sanction or regulatory fines 🡪 none
  2. Substantial investment required:
     1. Remaining lifetime investment > 50m (based on cash spend) 🡪 costs are less than 50k EUR 🡪 no breach
     2. Balance sheet impact CRD4 > EUR 10bn, RWA > EUR 5bn 🡪 no breach
     3. P&L impact – ACB reductions > EUR 50m, Revenue increase > 50m, FTE reduction > 500 🡪 no information available about these cases, but rather no breach
  3. Implementation complexity
     1. Multi-year implementation timeline 🡪 project runs for 3-5 months, no support from IT services expected, no further info available 🡪 no breach
     2. >= 3 divisions/functions involved 🡪 no breach
     3. Crucial dependency for other CCI 🡪 no information 🡪 rather no breach

1. 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 … | -- | -- | -- | -- |  |
| 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 | -- | -- | -- | -- |  |
| 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 |

1. Authorisation of the project and possible changes

Sponsor

1. Reports go to:
   1. Change Manager, Change Manager reports to Sponsor
   2. DB clarity (DB clarity is a tool for delivering standardized management reporting)