



Style Definition: TOC 3

# BANKING INDUSTRY KNOWLEDGE REPOSITORY – CORE BANKING

June 2024



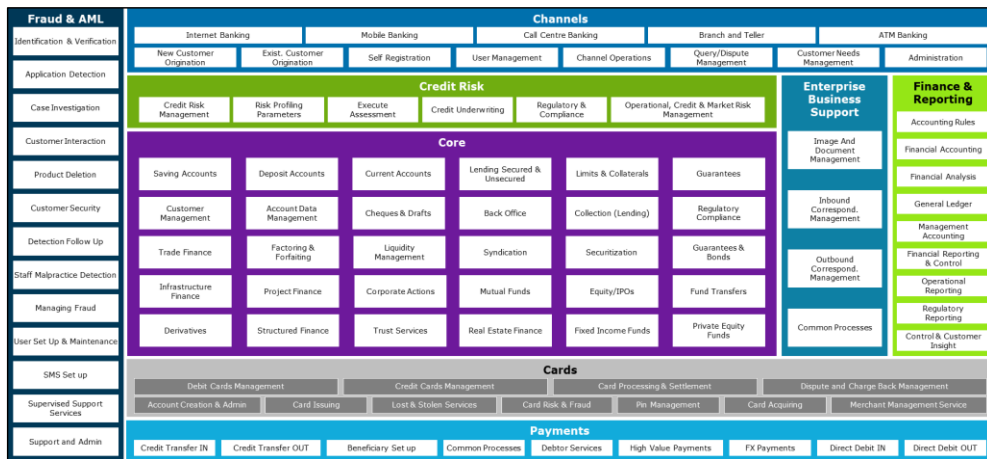
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# 1. Core Banking Value

Core Banking solutions aim to provide banks with modern design and technology that can help them reduce their total cost of ownership, boost operational efficiency and flexibility, and ensure they have an IT platform that will be sustainable for the future. Below is a depiction of a classical capability framework for modern banks, and Capgemini assists its clients from a core banking perspective on products highlighted within the purple block in the center.



# 2. Capabilities

Capgemini is partner to the various products listed in here, collaborating to help provide the full suite of Core Banking offerings to our clients, suited to their needs. Currently, we are engaged in delivering multiple Temenos projects while we continue to build capabilities to do more work around Mambu and Thought Machine.

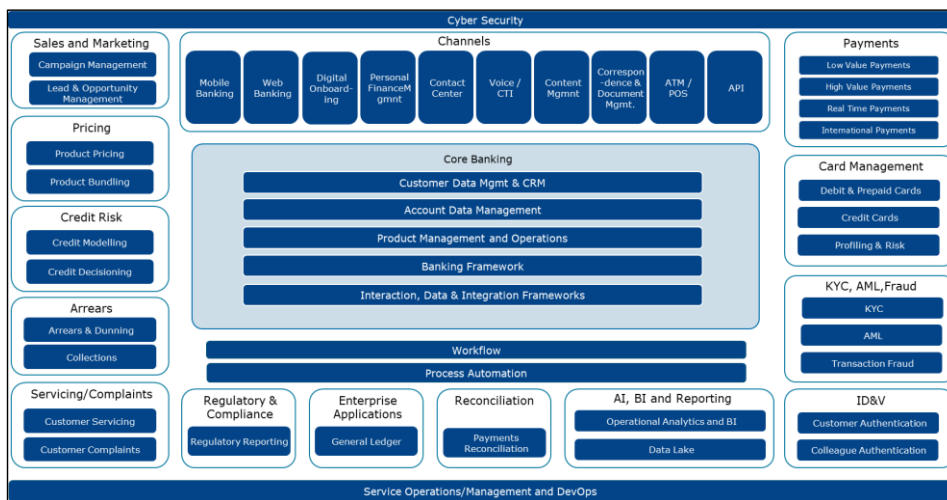




## 2.1 Accelerators

### Implementation

- Connected Banking Reference Architecture (CBRA)  
The end-to-end CBRA framework accelerates and de-risks core-banking implementations by leveraging pre-integrated assets, allowing banks to pace their investments with a choice of service models while greatly accelerating time to market and reducing costs.



- Code Review Utility
  - Utility to check and ensure the coding standards are adhered to
  - Improves performance of development, quality of code and deliverables
- Package Review Utility
  - Utility to check all interdependent components availability and reduce package installation errors
  - Reduces the need for iterative fixing of issues in package installation
- Capgemini Implementation Body of Knowledge (CIBOK)
  - Internal repository of processes, templates, guidelines, and tools
  - Best practices on Core Banking platform implementations

### Data Migration

Capgemini's Data Migration approach tackles the major challenges that impact our clients (for instance, mergers & acquisitions, introduction of shared services, and increased requirements for business intelligence from legacy systems). Capgemini uses the following data migration accelerators,

- Data Migration Methodology, standard global method for data migrations developed by Capgemini
- Data Migration Workbench, a proprietary tooling specifically developed for executing data migrations
- Temenos TIFF (Transact Integration Migration Framework) is an integrated component to Transact and facilitates a common framework to design interfaces with minimal effort

### Testing

- ADAPT (Adaptive Test Automation Framework) is an in-house intelligent adaptive test automation framework which will help in test automation of legacy applications as well as the current/future applications using open-source technologies
- Test Data Management tool and Test Optimization



## 2.2 Partnerships

Capgemini has established strong relationships over many years with various alliances who have been collaborating to provide a comprehensive suite of Core Banking Modernization solutions for our clients. Some of our key partners are:

### Temenos

Temenos Transact offers a customer-centric core banking solution providing extensive banking functionalities using cloud and agnostic technology.

- Partnership
  - Capgemini was awarded with “Global Delivery Partner of The Year Award – 2021 and 2024” by Temenos
  - 24 years of Temenos experience in providing full life cycle services
- Resources
  - 850 trained resources globally focused on Temenos products
  - Centers of Excellence (CoEs) supporting skill building, resource development and growth opportunities
  - Temenos Academy, a fully enabled in-house training center
- Commitment
  - 25+ clients around the world
  - 30+ Tools and Accelerators, Ips and Repositories

### Finacle

Experience in Finacle Core Banking solutions across multiple banks in different geographies, majorly in the areas of Finacle Implementation, Upgrade, BAU enhancements, and Maintenance & Support

- 300+ Experienced resources globally

### Mambu

Capgemini and Mambu aim to support banks, to accelerate digital banking adoption, improve customer retention and fast track the launch of new products using innovative technologies

- Acknowledged by Mambu as Best Partner Project of the Year 2021 in EMEA

### nCino

The nCino Cloud Banking Platform empowers institutions through an end-to-end platform that spans business lines and combines capabilities for a seamless experience

- Tools and Accelerators
  - Internal and external training programs to cross train NJTs on nCino and Salesforce
  - 7 resources certified in the last quarter with nCino 301 Commercial Banking Configuration (overall 50+ certified nCino experts)

### Finastra

Finastra provides an open innovation platform for banks, fintechs and non-banks to connect and collaborate. Capgemini has partnered extensively with the firm, from providing extensive training to using it for banking clients across the globe.

- Competencies
  - Capgemini has been recognized as the Everest 2022 Leader in Finastra IT Services, and has created a Finastra Centre of Excellence
  - 60+ employees have been certified as Finastra experts in trade and lending, with more than 80 trade processes targeted and a repository of 2500+ Finastra trade test cases created
- Offerings



- Primary offerings include ADVISE, which helps with consultation regarding new product and service launches, TRANSFORM, focusing on customer experience and operating model re-design, and OPERATE, providing a next gen IT platform for trade finance
- Applications
  - Finastra's applications range from a Fusion Trade Innovation implementation for a large Australian bank, to facilitating business operations for the US arm of a Japanese mega bank

### Thought Machine

Capgemini and Thought Machine aim to support banks, to accelerate digital banking adoption, improve customer retention and fast track the launch of new products using innovative technologies.

- Partnership
  - The Thought Machine Center for Excellence supports skill building, resource development and growth opportunities
  - 100+ thought certified resources and 2+ person years of TM experience
- Competencies – reusable assets and accelerators
  - Smart Contract Creation Utility – Deploys automatically, and automates criteria based account migration
  - Thought Machine Integration Adaptor - Generic integration layer which can be reused for any bank during integrations

## 3. Offers

Capgemini has over 20 years of experience working on banking systems and presenting its clients the best-in-class solutions to tackle every problem arising in all the different aspects of the Core Banking value chain. Some of our key offers include:

### Strategy and Roadmap

Capgemini helps its clients to craft an approach and a roadmap to create a core banking system environment that is simpler and more efficient, highly flexible, and that fosters responsiveness to the dynamic banking environment.

- The offer entails:
  - Banking Product Transformation
  - Digital Strategy
  - Establishing business priorities, drafting business and technical architecture
  - Designing target operating model
- Capgemini aims to work with its clients to:
  - Conduct a feasibility study
  - Evaluate platforms, and select one
  - Formulate the business case and chart out the roadmap and operating model

*Clients Engaged:* East West Bank, Green Dot Bank

### Implementation Services

Capgemini helps implement modern core banking platforms such as Temenos Transact, Finacle, and Mambu.

The services include:

- Proposition Design
- Product Configurations (Retail, Commercial, Wealth Management, Private Banking, Capital Markets)
- Development of fully customized solutions with global and multi-site deployments
- Process Re-engineering



*Clients Engaged:* Bank of Ireland, Discover Financial Services, MUFG, Nordea, Exim Bank, MB Bank

#### **Data Migration and System Integration Services**

Data Migration workstream combined with our key partner competences help deliver extensive migration service capabilities. The service offerings include:

- Structuring of the modernization plan and data migration approach
- Extraction of legacy data, Transformation and Loading of data to target ecosystems
- Data and Reporting for governance
- Reconciliation and Mapping of Data by leveraging migration frameworks and innovation tools from DM lab
- System Integration Services

*Clients Engaged:* Morgan Stanley, Mashreq Bank, First Abu Dhabi Bank, Standard Chartered Bank

#### **Upgrade Services**

- Upgrade Assessments
- Version Upgrade Services: Upgrade of legacy systems

*Clients Engaged:* ME Bank, First Abu Dhabi Bank, Metro Bank

#### **Testing Services**

- Test strategy, planning and execution
- Dress Rehearsals

*Clients Engaged:* Bank of Ireland, ME Bank, First Abu Dhabi Bank, Standard Chartered Bank

#### **Application Management Services**

- Defect resolution and restoration service
- Manage support center for bank

*Clients Engaged:* ME Bank, Credit Suisse, First Abu Dhabi Bank, Mashreq Bank, Discover Financial Services, Standard Chartered Bank

## **4. Client Case Studies**

### **Temenos Core Banking Solution Implementation for MUFG (Multi country rollout starting with India)**

- Business Challenges
  - Scalability issues due to outdated system technology
  - Challenges in integrating with state-of-the-art peripheral systems
  - Inconsistent product configuration across branches/countries
  - Inability to generate reports as desired
  - Difficulty in catering to new regulatory requirements
- Capgemini Approach
  - Standardized product offering across all the countries in scope
  - Solution Planning - T24 Global Model Bank as the baseline to build the client Model Bank
  - Definition of Data migration, testing, integration, infrastructure services components
  - People and project – Training, governance and PMO to support the E2E System Integration
  - Hybrid agile approach for solution definition
- Value Delivered

With Capgemini's solution, the client was able to achieve:

  - Fit and gap exercise to identify gaps in a time bound manner
  - Time reduction by re-using defined process and utilization of accelerators
  - Cost optimization by leveraging offshore based solution definition model
  - Delivered a smooth engagement by capitalizing on the strong partnership with Temenos



- Ensured utmost quality of the solution by engaging an experienced T24 team who can understand and provide correct consultation

#### Core Banking Transformation Program for Bank of Ireland

- **Business Challenges**  
The client was facing the following issues:
  - A product-centric, core-banking system that limited customer segmentation and support for customer-focused channels and services
  - Increasing inefficiency of an inflexible legacy-system
  - Prolonged time-to-market for new products and services
  - The need was for a scalable, process centric solution fit for multiple jurisdictions
- **Capgemini Approach**  
A tailored solution supporting the bank's needs was proposed. Key deliverables included:
  - Integration of 10 digital applications
  - Deployment of an 'out of box' version of Capgemini's Connected Banking platform
  - Configuration of 'pre-integrated' elements for a Steering Committee demo
  - Definition of custom digital differentiators including a digital-payments application
  - Development of a reference architecture level 3 business processes and roadmap
- **Value Delivered**
  - On completion of implementation, legacy systems were decommissioned, thereby achieving:
    - Reduced operational costs
    - Improved business-process flexibility
    - Improved market agility
    - Better sustainability/scalability
  - Client's complex product line was simplified
  - Enabled quick creation of new, customer-segment-focused products and services
  - Cost savings and improved efficiencies from STP produced by the cloud-based platform

#### Temenos Implementation/Migration/Production Support for Morgan Stanley APAC

- **Business Challenges**
  - Post a difficult implementation, the client initiated a T24 maintenance services optimization initiative to establish a standardized process driven support team to support banking ops and business, as well as implement a standard system architecture that supported current and future business needs
  - Later, the bank was looking to upgrade from R09 to R19 to leverage new technical and functional capabilities and drive improved business outcomes
- **Capgemini Approach**
  - Maintenance Services Optimization: Established Right shore Support Team
  - Implemented Incident and Problem Management procedures to identify and reduce production issues to achieve Short Term and Long-term improvements
  - Reviewed and strengthened configuration management and deployment processes, controls, tools
  - Hong Kong / Singapore Implementation: Implemented Hong Kong and Singapore branches and conducted big bang migration of 5,000 customers and 80,000 accounts
  - Hong Kong Restricted Banking License: re-implemented T24 solution to be compliant with new licensing regime and conducted phased migration of customers and accounts
  - R09 to R19 Upgrade: Technical upgrade followed by a functional upgrade and move to cloud
- **Value Delivered**
  - Significant Cost Savings by means of our Right shore delivery
  - Number of incidents drastically reduced from 180 to 7 (yearly) in a span of 6 years
  - Increased business availability due to reduction in turnaround time for issue resolution





- Reduced risk with a distributed service model for Business continuity in case of disaster
- Delivered efficiency improvements across IT and Business estimated at 38%
- Drove business growth in Asia region and realized an increase in the customer base of 300%

#### Data Migration for First Abu Dhabi Bank

- Business Challenges
  - Client has large retail banking based in UAE and announced merger with another bank having large corporate base
  - The migration was to be completed from legacy to T24. The key aspect is that T24 was already running and servicing the clients. The migration should not have impacted existing client services and should seamlessly take-in the customer, accounts, and contracts from legacy.
  - Migration within the cutover window to accommodate major volume including Personal and Corporate Banking
    - Customer: ~1 Million, Account: ~ 550K, Loans – 81K (79KPB,2K Corporate)
    - Deposits 10K (8K PB, 2K Corporate) Signatures – 1 M (950K PB, 50K Corporate)
    - Cheques – 500K, Historical Data Cheques – 20M
- Capgemini Approach

Capgemini collaborated with the client and deployed a core team of senior consultants to perform the migration (supporting Asset migration across legal entities)

  - Capgemini tasks included:
    - Detailed Data Migration Strategy and Approach
    - Migration Approach for each product – Account, Customer and contract balances, PL & accruals
    - Mapping field requirements of Applications in T24
    - Designing transformation logic
    - Technical and Business Support for Migration
    - Go-Live command center and post live support
  - Planned migration earlier as strategy to reduce the cutover window, ahead of migration date to save time during migration window
- Value Delivered

With Capgemini's solution, client was able to achieve:

  - Seamless migration within the cutover window
  - Reconciliation of GL without any issues
  - Branch opening and using T24 as per the stipulated cutover time
  - Dress Rehearsals with like-to-like production cutover, with the strategic decision of early lives of static data, non-impacted software components, company creation etc. resulted in reduction of migration window to less than 26 hours from 30 planned hours
  - Go Live after the DR's were achieved well within the planned time of 30 hours

#### Comprehensive Service Delivery Lifecycle for Discover Bank (Finacle Implementation)

- Business Challenges
  - Implementation of Finacle Universal Banking Platform to bring processing of Banking business In-house, to improve efficiency and gain competitive advantage.
  - Develop state of art Customer Servicing application for faster and efficient banking transactions
- Capgemini Approach
  - Business Requirement development
  - Test strategy and test plan
  - Data Migration strategy
  - PMO Set-up for Program Execution.
  - Disaster recovery planning, testing and support



- Design and development of state-of-the-art CRM front-end application. Integration with Finacle APIs and other external services.
  - Web services to connect Core Banking package with enterprise applications
  - Environment Build and Management
  - Core banking Batch Design and Operations
- Value Delivered
- Successful implementation of Finacle, resulting in Reduced Time to Market, Agility in product offerings, better regulatory compliance to US laws, efficient servicing of customers through the new CRM front end

#### Thought Machine implementation for a French bank

- Business Challenges
- Time to Market (TTM) for new contracts was impacting growth and customer experience when benchmarked against the industry
  - Bank's Innovation team completed a study and arrived at the conclusion that the organisation required a flexible core banking solution
  - Bank chose Thought Machine (TM) Vault as its new Core Banking platform and Capgemini as a partner to implement this solution and integrate with Channels / and Non-core capabilities
- Capgemini Approach
- Solution Planning – TM's Vault solution as the baseline to rebuild the client Core Banking System
  - Defined and designed the integration services and APIs to support the TM platform integrating with surround systems (26 systems)
  - Definition, design and implementation of the Full cloud infrastructure to support development, test and production
  - People and project – Training and governance to support the E2E System Integration services
  - Hybrid agile approach for solution definition and solution delivery
- Value Delivered
- Ensured quality of the solution by engaging an experienced Thought Machine Core Team who can provided SME support and guidance to Bank.
  - Created a framework to reduce the complexity and time to build a business logic in the Smart Contracts.
  - Product Propositions delivered or being delivered.
  - Small Grant products live since November 2021 which resulted in a TTM reduction from 800 mins / contract to 10 mins / contract.
  - Short Term Loan products in Q1 2023

## 5. Key Contacts



Region	Contacts
Global	Matt Reece
United Kingdom	Matt Reece
North America	Nikhil Rajwade
APAC and Temenos CoE	Sarang Bondre

Capgemini 

