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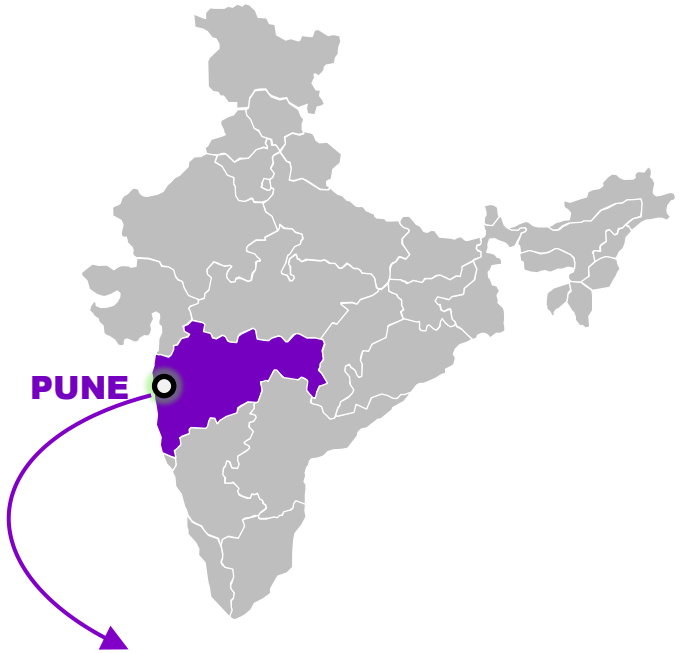
EUROPEAN BANK FINANCE DATAWAREHOUSE CREDENTIAL

JUNE 2024

FINANCE DWH – FINANCE & RISK GLOBAL DWH MANAGEMENT WITH REGULATORY REPORTING

PRGRAM	FDW is the central data hub for the global finance and regulatory reporting for the entire client group. It is the 3rd most critical applications globally for the bank.
ATCI responsibilities	CDL, Contract & Financial Management, Program management, Technical & Business Architect support, Application Development, Application Managed Service
FTEs	150 FTEs
Locations	India, Philippines, Germany, Poland
Technology	Oracle PL/SQL, Java / J2EE, MicroStrategy, Unix, Oracle DBAs, Selenium
Delivery Phases	Functional Designs, Technical Architecture, Technical Designs, Development & Unit Test, In-Sprint Test, Platform Test, Infrastructure & Production Support



- Development Services
- Functional Analysis Services
- Testing Services
- Environment Maintenance / Infrastructure Services
- Runbook Management
- Production Support
- Production Change Management

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CREDENTIAL - FINANCE, RISK & REGULATORY REPORTING APPLICATION

PROJECT BACKGROUND

- Finance DWH (DataWarehouse) is the central data hub for the global finance and regulatory reporting for the entire client group.
- Incumbent for Finance DWH based in a non-strategic location for Client. This is client's 3rd most critical applications globally.
- Taking over application development of client's Finance DWH while delivering parallel required regulatory releases.
- Low maturity in current processes leads to an inefficient delivery model.

OPPORTUNITY

- Accenture took over AD, AM and SL3 support from other vendors for Financial DWH which is one of the top 3 business applications and is highly critical due to its central reporting functions for the entire group.
- Client was sourcing the development externally from a mix of vendors – the largest being an incumbent from Russia / Ukraine.
- Accenture Manila was already delivering parts of the Finance DWH scope (test/config/deploy + SAS)
- Client is very happy with the quality and certainty of delivery of this scope. Accenture thus had a good starting position to grow into core development and maintenance activities.

SOLUTION

- Accenture took over a complex DWH system comprising of 120+ Technical components / 46 Functional components which backend 2000+ Source systems of Global DB
- Accenture helped **build up the capabilities in Finance GCC for the Client** in Pune to speed up and industrialize the India delivery
- Accenture **industrialized & optimized delivery processes**, leveraging innovative commercial model to incentivize investment into Innovation, executed a multi-year Transformation journey adopting **"New IT"** & added value through **custom built Automation & Innovation solutions, AI & ML adoption, Cognitive Analytics & RPA.**
- Cost savings, quality improvement and time-to-market reduction in a multi-layered transformational journey that does not stop at just optimizing delivery.
- **Project locations:** India, Philippines, Europe
- **Team Size**: India – 125 Philippines – 24 Europe – 1
- **Technologies:** Java, Oracle, MicroStrategy, SAS, Unix, Oracle DBA **Functional –** Finance, Risk, Core Banking
- **DevOps:** GitHub, Control M, UDeploy, Python
- **Platforms:** Exadata 7 & ExaC@C, Java 7/8

RESULTS

- Significant **Delivery Quality** improvement with defect rate well below industry threshold
- Year on year **sustained & increased cost savings** in effect helping Client achieve the targeted **TCO savings**
- **Full automated Service management**
- **Full Automated Regression suite**
- **Increased Delivery throughput** through adoption of Client proprietary Agile Delivery model
- **Configured DevOps** across all phases of SDLC using GitHub, Control M & UDeploy based deployments & Python scripting
- **Revamped** complex **Infrastructure** to achieve virtualization and in-turn paving the way for Agile adoption
- Executed **Test Transition** from incumbent & eventual **Transformation** using greenfield approach
- Enhanced **Production Application stability** & significant Incident reduction through improved Delivery quality
- Half-year & Year end processing managed without fallouts. This is the most critical Business activity for the program.
- Setup **Finance DWH Academy**: Knowledge hub for FDW system

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ACCENTURE IS BANK'S STRATEGIC PARTNER FOR FINANCE CHANGE MANAGEMENT

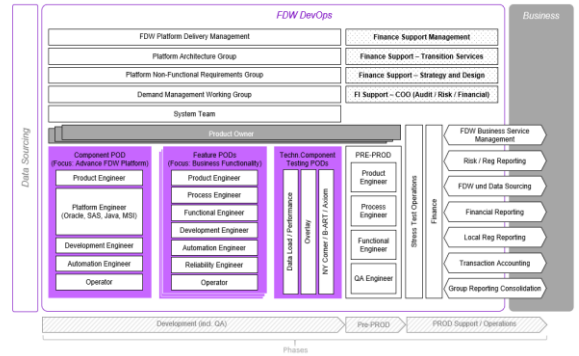
Market Context

Finance DWH is an embedded strategic platform for the bank's Risk, Treasury and Finance (RTF) functions. It is at the heart of the bank's application landscape. Due to the compliance objectives of its regulatory reporting and controlling function, it is continuously monitored.
As the bank's strategic partner in the RTF portfolio, Accenture delivers high quality E2E software, ensures stable production services (24x7) and drives the bank's platform strategy into the future.

Delivery into the NEW

- Accenture has started to transform the delivery from a classic waterfall to a large-scale agile delivery. Moving more than >250 FTE and >15 Teams into a Client proprietary Agile model target picture in one go.
- In parallel the team has started to pave the way for a wider platform modernization (cloud-based).

TARGET OPERATING MODEL



Programme Rationale

Finance DWH is subject to various internal and external forces driving the need for constant system development:

External Factors

- Continuous development to support constantly evolving business needs
- Frequently new regulatory requirements (Basel IV, EBA/GL/20117/16, Ana Credit)

Internal Factors

- Increase efficiency
- Cost reductions through investment in IT
- Tech Transformation & Journey to Cloud

Accenture Differentiators

Unique technological skillset

Finance DWH is a complex platform where Oracle, Java, MSI and SAS skills are required. ACN has provided these skills with upskilling to create T-shaped profiles; more than 80% of team is Code Committer

Into the NEW as a companion

ACN is already in the NEW (Cloud Computing, Agile Operating, Machine Learning & Artificial Intelligence) and is seen as a partner to continuously develop new platform functionalities.

Location strategy adapted to the client's delivery model

In response to client's request for gradually aligning to their strategic location of Pune, India. The location of India is home to 125,000+ ACN technology employees.

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FINANCE DWH PROGRAMME REALIZES THE BANK'S STRATEGIC GOALS

Scope

Functional areas

- **Internal reporting & calculations :**
  - Accounting, Liquidity, Risk analysis
  - **ADC Audit & Maintenance**
  - **Process improvement, Optimization, Automation**
- **External reporting & calculations**:
  - **Regulatory and Risk reporting** (Basel III and IV, **Ana Credit, Definition of Default, IFRS 12, IFRS 9**), Taxation & Licensing

Technological partner

- Major **platform upgrades & Journey to Cloud**
- **Technical architecture** development:
  - Space optimization, performance tuning, direction for development
- Support along **SDLC** from requirements gathering, design, development, testing to deployments

Value Delivered

- Delivered defect rate reduced by 91%
- 98,2% of req. tested before Integration
- Environment refresh activity reduced from 5.5 weeks to 2 weeks / year

750 TB data

20% reduction in data storage

Requirements delivered

600 annually

800 financial stress tests yearly

>5000 Reports created

Technical Innovations:

- Implementation of Basel IV, Definition of Default novelties
- Upgrade to Oracle new 19c standard

Bank's Strategy	The Bank's Finance Strategy	PROJECT OBJECTIVE
Investments in Technology for modernizing IT architecture, legacy infrastructure and platforms that are vital for day-to-day operations in order to accelerate responsiveness to changing requirements.	• Strive to improve processes, controls and adherence to data quality standards in collaboration with businesses, Risk and COO • Continue to implement Strategic Planning Tool capability in line with newly defined target state system architecture	• Support of the main strategic regulatory reporting requirements (capital adequacy, Ana Credit, IFRS9, IFRS12) • Finance DWH together with Clementine will be the two main systems of the whole Risk, Finance and Treasure architecture, strategically supported by Accenture
Achievement of organization-wide cost reductions	• Partner with CTO to drive Cost Catalyst and focus on process-driven cost reductions • Improve the change delivery model	• Involvement of Accenture in driving bank's strategic initiatives: transition of delivery from Manila to Pune, Agile transformation

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FINANCE DWH – ENGAGAMENT MODEL EVOLUTION

Offshoring initiated to accomplish Scalability & Cost effectiveness

Obvious first approach for delivery: "Everyone in one room" at onshore.

People are easily approachable, no language barriers, all roles at one place.

But certain problems come with this approach:

- **Scarcity of talent.** It is increasingly difficult to find the right people with the right skills.
- **High cost of delivery** due to Onsite rates.
- **Limited scalability** due to large competition for talent and often seating and building restrictions.

Enrich Distributed Model to more focus more on India aligning with Client's strategic aspiration

Distributed Delivery Model approach: Engaging with Offshore Delivery centre / best both worlds

- Cost-efficiency as ATCI has large talent pool & easily scalable
- Expertise available across all relevant Services expected, as per FSD

Distributed Delivery Model with more ATCI focus : Closer collaboration with Captive

- Aligning to Strategic location for Client
- Accenture Office in close proximity to Client's – leveraging synergies
- Delivery Governance from ATCI including CDL role
- More Cost-efficient Offshore delivery teams with small Onsite team as bridgeheads

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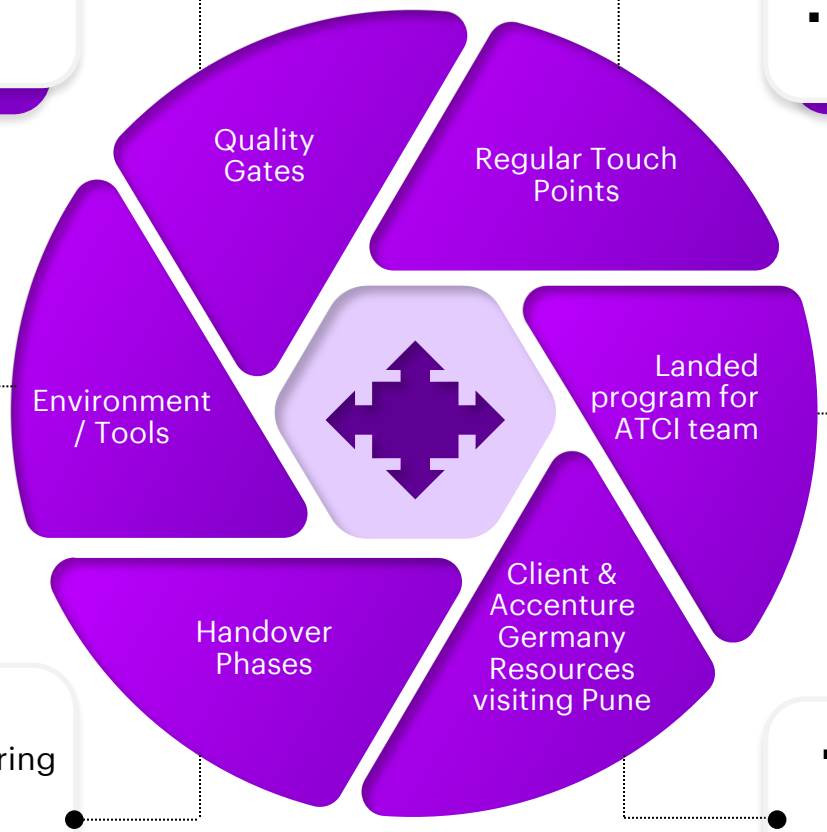
FINANCE DWH - PROGRAM MANAGEMENT IN LOCK STEP WITH GCC

- Shift of key roles on both sides to India
- ATCI Deliverables subject to the defined quality gates

- In-person Weekly Status review with Captive leads
- Weekly Delivery meetings at Captive location
- Joint planning sessions hosted in Client or India offices



- ATCI team given relevant / privileged access like Onshore
- Consolidation of end-to-end services in ATCI enabling better Delivery control

- ATCI team travelling onshore (Germany) on short term assignments
- Building personal relations with stakeholders, which supports better collaboration between Germany & India

Collaboration with GCC

- Additional emphasis on collaboration during handover phases e.g.
- Functional Design Walkthroughs
- Agile Ceremonies & Test Handovers

- Client / Accenture Functional Designers working in India (Pune) for 2-3 weeks
- Sr Accenture Account management regularly visiting ATCI team

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THANK YOU !

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