

## Case Study: Operations & IT Strategy Programme



*Dresdner Kleinwort Wasserstein is the investment bank of Dresdner Bank AG and a member of the Allianz Group. Headquartered in London and Frankfurt, with offices in leading international financial centres such as New York and Tokyo, it employs approximately 6,000 people around the world.*

### Operations & IT Strategy Programme Terms of Reference included:

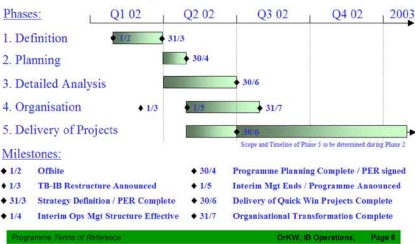
#### Investment Banking Operations European Strategy Programme

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#### Investment Banking Operations European Strategy Programme

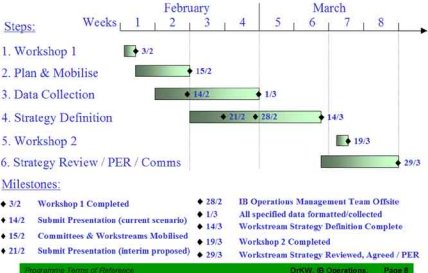
##### Plan & Milestones 1 - High Level Plan



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#### IB Operations European Strategy Programme

##### Phase 1 Definition Plan



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### Operations & IT Strategy Programme

Following many years of mergers and acquisitions, the time had come for Dresdner Kleinwort Wasserstein (DrKW) to consolidate its position and develop a 3-year strategy for its Investment Banking Operations and IT.

Given its environment at the time, the strategy was geared towards focusing on existing investments, backed by a rigorous analysis of the costs and benefits of current and proposed projects in order to determine the best way forward.

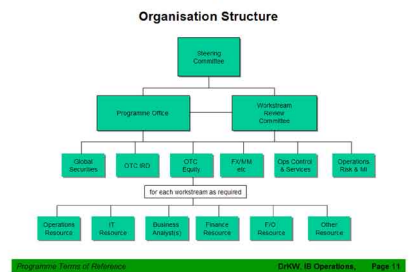
DrKW decided to set-up a professional programme environment, firstly to deliver a complete and integrated strategy for its European businesses; then to deliver the 80 or more major projects required to deliver the resulting strategy (costing £25 million in year 1 alone).

### Programme management skills

On the basis of his track record in successful programme management, Chris Charlton from Namaste Management was hired by DrKW on a permanent contract to set-up and lead the Programme through to the end of the first 6 months of the Delivery phase (a total of 18 months).

This included the organisation and management of multiple programme workstreams aligned with business divisions; and crucially, the integration and co-ordination of project and programme management teams across the primary investment bank functions, including front office, operations, IT & finance.

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Phase	Name	Description
1	Definition	Strategy formulation & documentation; development of business case
2	Planning	Create consolidated programme plan with scope, terms of reference and priorities agreed, documented and communicated; business case reviewed by board & signed-off
3	Analysis	Development of business process model and business requirement specifications for each function, process & system
4	Organisation	Effect full organisational transformation from current state into fully integrated investment banking operations organisation structure incorporating all levels of management
5	Delivery	Implement programme management office to co-ordinate the delivery of all tactical & strategic projects identified, starting with Quick Wins

**"Well organised and brought some much needed structure to the project management process. Demonstrated good team building capabilities, whilst able to lead from the front and drive team members well, often taking the time to train and coach staff in many different ways, often by example rather than formally..."**, Jeremy Mumford, Director, Strategy & Development, DrKW

### Strategy Development

The Investment Banking European Operations & IT Strategy encompassed:

- the integration of geographically and functionally dispersed management & organisation structures
- the elimination of duplicated management and operational processes including targeted cost reductions, enhancing the quality of client service and controls to reduce risk
- the consolidation of a fragmented & duplicated IT infrastructure to deliver a consolidated, cost effective, and scalable long-term system architecture and solution
- the development of clear divisional strategic business cases and roadmaps
- all leading towards the streamlining of the cost base in Europe and continued progress towards client-orientated and business-aligned functional centres of excellence

Please note that the details of the strategy are confidential.