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PROJECT MANAGEMENT OFFICE

Experience Brief

ADS Financial Services Solutions is a strategy consulting and systems integration firm dedicated to serving the needs of the financial industry.

ADS offers rapid, cost effective solutions to its clients' business challenges through its in-depth financial industry expertise, project management expertise and technology expertise.

ADS Financial Services Solutions is a strategy consulting and systems integration firm dedicated to serving the needs of the financial services industry. The Program Management Office develop infrastructure to support the complete business transformation program. It provides methodology and resources to supplement or support the establishment of an organization's specific purpose. ADS resources can provide the tools, training and staff required to create and operate a program/project management capability.

ADS has led numerous data/system conversions, management of complex projects and initiatives, and established project management capabilities for both conversions and consolidations. The establishment of a Program Management Office function carries with it several benefits. It provides value to an organizations project teams and management by providing an improved form and flow of information throughout the organization. ADS professionals are expert in evaluating requirements and providing the necessary level of support each project demands.

ADS resources have the high-level project management skills and implementation experience to produce unique comprehensive solutions for banks of all sizes. The goal of the PMO is to improve the ability of the organization to better control and monitor project cost, schedules, and quality. The components of the PMO encourages the use of a common project management language, improved flow of communication, and provides an early warning system for potential project obstacles. Templates and processes ensure that all projects utilize a standard approach to building project documents. ADS employ an approach to establish a PMO function that has been used successfully at many client sites.

PROJECT MANAGEMENT OFFICE ENGAGEMENTS

The following are examples of solutions we have provided for our Branch Banking clients:

PMO Assessment Project – Harris Bank

ADS resources reviewed current PMO processes to ensure best practices for Vision Statement and Objectives, Leadership and Communications, Project Governance, & Quality Assurance & Review. They conducted a gap analysis between current/planned processes and ADS Enterprise Program Management Office practices. Provided specific recommendations for improvement.



Harris Bank was provided with a detailed report of findings including comments, recommendations for improvement and documentation of specific benefits associated with the recommended actions. A project plan was developed; tools and templates were identified that further enhanced the Project Management within the PMO. Also, Observation on cost savings was provided and that was incorporated into the conversion/integration process already in place. The recommended actions are representative of ADS applying its 20 year history of managing and implementing successful bank conversions and integrations. Harris Bank benefit not only from industry best practices, but from ADS' practical experience in applying those practices over time and in various bank environments.

Strategic Collaboration on Project Excellence – Capital One Financial

ADS assisted Capital One in establishing the infrastructure and applying the appropriate processes to optimize project investments. They helped them to execute the processes with minimal risk in support of corporate strategies and realize achievement of business goals.

The ADS subject matter experts developed integrated project lifecycle for business critical initiatives. Provided comprehensive documentation of standards, processes and procedures, addressing the screening and identification of business critical programs. Identified key issues and provided recommendations enabling Capital One to strengthen controls regarding the administration and oversight of major program initiatives to facilitate compliance with regulatory and corporate requirements. Developed business case. Prioritize program and governance. Created benefits tracking and reporting and implemented program for quality control.

Project Office Conversion and System Integration – A Rhode Island Bank

For this Rhode Island Bank ADS professionals identified staff risk and responded with skill set identification and appropriate resources. Coordinated all conversion resources across multiple organizations. Provided structure and support for knowledge transfer and Bank ownership of the processes. Also, developed organization level conversion plans. Established Command Centers for event activities. Centralized XREF update processes. Coordinated all staff logistics. They handled issue escalation and exception processing. Provided measurable milestones and singular risk management. Influenced the organization to centralize planning around change events (technology, consolidation, acquisition). Provided focused leadership for planning and reporting.

Enterprise-Wide Conversion and Divestiture Program – Fleet Bank

ADS resources did the singular risk identification and contingency planning and established success measurement criteria within LOB's. Mobilized organization around conversion and divestiture issues and identified resource shortfalls, skill requirements, and provided supplemental staffing. They developed strategies for Keeping the Customer Whole and Interim servicing of divested accounts. Established Retained Customer Procedures. Also, established escalation and exception processing procedures, monitored Line of Business performance. Provided Office of the Chair reporting and centralized progress reporting.

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Technology Consolidation Program for Two Banks - Zions Bank

For Zions Bank ADS resources were responsible for the overall management of the consolidation of technology for two merging bank creating a multi-billion dollar holding company with hundreds of offices across multiple states. Managed the project office. Provided measurable milestones and singular risk identification. Developed and managed the program budget. Organized overall program to include participants from both banks and defined roles and responsibilities for the project team. Also, developed program strategy and project plans and monitored the execution of plans. Managed all program activities, centralized progress reporting and, developed project office.

Program Management of Y2K Business risk & Remediation Planning – Barnett Bank

ADS professionals designed, developed, tested, and implemented a focused enterprise wide business risk and remediation-planning program for this Bank. Mobilized 115+ business areas to identify and mitigate risk. Provided singular focus for Y2K program communication, management Reporting, risk assessment, and training. Developed and managed program budget. Implemented “score card” rating process across all business areas. Developed skill set requirements for Project Manager & Project Leaders within the bank. Monitored their performance and identified and resolved resource shortage/availability issues. Implemented Project Planning, Milestone and Management Reporting. Integrated Y2K project plans across the enterprise. Developed contingency process to mitigate risk. Provided ongoing support to 115+ business units. Identified, implemented, and provided training on project tools. Established and monitored standards for plan tracking and reporting, Project Review Board and issue Escalation and Decision Process.

Teller/Platform System Rollout - \$15 Billion Financial Institution

A large Midwest Retail Financial institution required a methodology and process for the implementation of a new teller and platform system throughout six states. A total of 8,000 devices were upgraded or replaced as part of this process. Client was able to insure a successful implementation by leveraging ADS subject matter experts and realized long term cost savings. They were able to adapt the project methodology for their future technology projects.

Teller/Platform System Design, Development & Implementation - \$180 Billion Institution

A large Northeast based financial institution required an independent assessment and definition of their teller and platform systems requirements, and development of a customized solution. ADS was able to leverage our experience with various teller and desktop systems to develop a “best practices” model. ADS was involved from “cradle to grave” that provided the client a sense of security. The client was able to use internal resources to other high profile initiatives. The entire project was on spec, on time, and within budget.

Selected Treasury Management Projects

Provided project planning and design of Brokat's new cash mgmt ACH WEB access product. Provided project mgmt, process analysis and WEB development skills for Corillian's Voyager product installation, configuration, and customization. Managed the deployment of Corillian's complete e-business banking solution including bill payment, loan application, enrollment and messaging, and interfaces to existing client systems. Reengineered the treasury management network for a large multinational firm. Performed an in-depth evaluation and report comparing functionality and cost benefit of the leading treasury management systems. Directed the product management, design and development of a robust international multi-bank, multi currency cash and treasury management workstation. Managed cash management operations team during a large bank charter collapse and consolidation project. Performed customer service cash management analysis for a large Midwestern bank. Developed customized OFX scripts for Quicken and MS Money. Developed a "Business Advisor" WEB site concept/approach for a major Mid-Atlantic Bank. Engaged in development of a corporate portal for a major New England bank.

OUR APPROACH

At ADS, our staff of professional consultants interacts seamlessly with management, lines of Business, and vendors – ensuring the timely delivery of quality results and expertise. With an average of 20 years experience in the financial services industry, our field-proven consultants are adept at providing realistic, practical, and effective hands-on solutions across the full spectrum of banking operations, project management, systems, and related technologies.

In order to provide these solutions, ADS employs accomplished project managers, bank operations specialists, business optimizers, technical solution providers, or professionals with various combinations of these skill sets. For example, several of our project managers have achieved the prestigious Project Management Professional (PMP®) certification from the Project Management Institute. Many of our consultants are also former bank executives and department managers, while still others are experts in computer system (ranging from mainframe legacy systems to the latest financial technologies).

BENEFITS

With a solid foundation in the financial services industry and an established track record of providing results, ADS professional staff strives to satisfy your needs through our unique formula of experience, innovation and dedication. These competencies enable us to provide solutions that reduce your overall project cost and length through the application of industry proven best practices, the experienced mitigation of risk, and by tapping into a knowledge base comprised of more than 1000 years of combined banking experience.