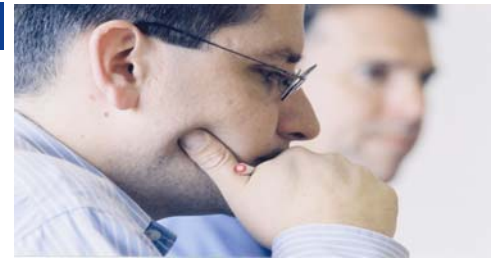


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OLD NATIONAL BANK

Case Study

Conversion & Consolidation

"We realized we didn't have the resources or project methodology in place to accomplish the consolidation on our timeline, so we tapped ADS to develop and manage the plan to merge operations by year-end."

Mark Neidig
SVP, Operations

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

CLIENT

Old National Bancorp (ONB) is a \$9.1 billion bank holding company headquartered in Evansville, Indiana, and operates over 140 banking offices and 261 ATMs throughout Indiana, Illinois, Ohio, Kentucky, and Tennessee. Through various subsidiaries, Old National provides a broad range of banking services as well as trust and investment management services, insurance, brokerage services for both individuals and companies, and investment products.

SITUATION

After completing a series of bank acquisitions, ONB made the decision to consolidate the data processing and back office operations functions for these banks in order to realize cost efficiencies and improve service delivery capabilities to customers.

CHALLENGE

The consolidation effort involved the phased conversion of four disparate systems to the Old National common platform and operating environment over a four-month timeframe. In addition to the conversion to a common platform, ONB was in the process of implementing a new check and statement image system across the enterprise. This effort was being done concurrently with the systems conversion and management had directed that Old National's tradition of providing excellent customer service not be compromised by the conversion and implementation projects.



OLD NATIONAL BANK *(continued)*

“ADS identified areas to target for consolidation, the resources required, a timetable and an action plan.”

APPROACH

A blended team comprised of ONB and ADS resources was established to work on developing a comprehensive tactical project plan to convert and merge the banks within the required timeframe and ensure that all project objectives were met. This plan was to include all project analysis, sizing, design, development, and management activities required to complete the implementation.

RESULT

As co-manager of the conversion effort, ADS helped to lead the project team in developing and implementing a comprehensive plan that resulted in the successful:

- Conversion of four disparate donor systems to the ONB common platform;
- Consolidation of all back office operations including the development of new procedures;
- Analysis and documentation of associated business impacts, related risks, and risk mitigation strategies;
- Implementation of project management controls and governance processes including issue and risk escalation and contingency procedures;
- Definition of all project and program roles and responsibilities for all participants;
- Identification of required skill sets and training requirements;
- Training of employees and support in transferring knowledge to ONB staff;
- Support of conversion balancing and reconciliation activities; and
- Ongoing communication of project status to ONB executives.

BENEFITS REALIZED

With ADS assistance, ONB was able to meet all critical project objectives. These included:

- Achieving the financial goals of the consolidation on schedule and within budget;
- Maintaining uninterrupted enterprise-wide service levels and minimal customer impact; and
- Successfully integrating the implementation of the new check and statement imaging system into the conversion strategy.

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