

# CASE STUDY: PROCESS IMPROVEMENT INITIATIVES AT A LEADING BANK IN SAUDI ARABIA

## About the Client

A leading bank in the Kingdom of Saudi Arabia with a strong brand that is associated with rich product and service portfolios offered locally and regionally (Pakistan (through a majority owned subsidiary), Dubai, Qatar) in addition to a branch in London.

## Business Challenges

As T&O mainly supported business units, most of the requirements were either enhancement of existing applications or maintenance and fixes. There was major resistance from the project team in following processes while executing the projects.

Internally various unit teams started changing processes to suit their needs and this resulted in creation of project/unit specific processes. Soon T&O started facing following issues related to project governance and risk:

- No formal and quantitative method of reporting project status.
- No mechanism to monitor, mitigate and manage risks
- Lack of complete ownership (SPOC) of all lifecycle activities of project from requirements gathering to deployment.
- Lack of trust in PMO as a source of project information.
- Non-adherence of projects to the best practices, as indicated by ARR, which resulted in brickbats from the business

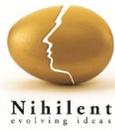
## Project Description

The Technology & Operation division (T&O) supports various business units, and is responsible for the technology infrastructure, operations and software development.

T&O had a lot of issues regarding Governance Risks and Compliance. This was highlighted in ARR (Audit & Risk Review). ARR raised major concerns on T&O and realized risk for the business. The T&O head wanted experts who could identify corrective actions to resolve these issues and ensure cost, quality, and time to deliver to business.

ARR also recommended revisiting best suitable frameworks and implementing the one which would ensure mitigation of risks for their business. T&O wanted to accomplish the following objectives:

- Identify best suitable framework for adoption
- Establish strong governance
- Mitigate risks to their business
- Ensure process compliance
- Assess themselves on process maturity



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## Business Challenges contd.

- Not realizing control to predict and manage time to delivery even shift to outsourced development activities
- Internal difference of opinion amongst the senior management with regards to the implementable processes

## Business Benefits

- Effective resolution to GRC issues raised in ARR
- Structured product acquisition, customization and implementation
- Establishment of effective processes
- Clear ownership and responsibilities based on defined processes
- Reduced changes and optimized time-to-deliver

## Nihilent's Role

Nihilent, an expert in implementing COBIT, CMMI and ITIL frameworks conducted a detailed gap analysis of AS IS processes covering all business unit sample projects and people with reference to all best practices from these various frameworks.

Based on the existing practices and issues, Nihilent recommended CMMI-DEV framework as the best suited framework.

## Key Attributes of Proposed Solution

- Facilitate process modification, implementation and institutionalization
- Establish Integrated Project Management and Project Monitoring control mechanism
- Establish T&O level risks database and formal risk monitoring and escalation thru Primavera/MS-EPM
- Redefine project categories (Major, Intermediate, Minor) to bring tighter process control
- Lighter process to execute short duration enhancements
- Standard process to manage & control outsourcing project activities
- Monthly audit to escalate process issues in time and corrective actions on the same
- SCAMPI A Appraisal for CMMI Level 3

## About Nihilent

Nihilent Technologies, established in the year 2000, is a global business consulting and solutions integration company having a holistic and systems approach to problem solving. Headquartered in Pune India, Nihilent helps clients to enable change in terms of strategy, people, process, technology, and content for achieving sustained performance. Nihilent is appraised on CMMI-DEV (V1.3) at Maturity Level 5 and CMMI-SVC (V1.3) at Maturity Level 3. Our operations span across North America, Europe, Africa, Middle East and Asia.