



Mobilising digital transformation and enabling the customer journey

CASE STUDY

Our Client, a global Tier 1 Bank, needed to shape and accelerate the delivery of a major digital transformation initiative, covering their Retail Banking and Customer Servicing operations in the UK. The initial engagement had an extremely short timescale of six weeks and reflected the ambitious standards that were demanded by such a high-profile programme.

Several online customer journeys had to be defined and delivered within this deadline in order to promote customer self-servicing, real-time processing and to reduce manual back office workloads. Their organisational structure is complex, with multiple business units spread across many countries. This meant that there were a significant number of stakeholders and approvals involved, with frequent conflicts in opinion which needed to be resolved.

Furthermore, while the transformation teams were working with an Agile delivery methodology, teams elsewhere in the organisation were working to a strict phased and gated waterfall model. This was causing significant issues on both sides, with a lack of a bridge between the different processes leading to poor communication, undocumented dependencies and missed deadlines.

Why Icon Solutions?

Icon was approached to provide the IT delivery model and plans, together with high level solution designs and current system analysis to produce a target architecture and gap analysis, along with a list of impacted systems.

We were selected because of our proven experience designing and implementing digital transformation initiatives in the banking industry: we understand the critical early need to adopt a collaborative approach with stakeholders.

Our Approach

Icon analysed the current state of the projects:

- ➔ Understanding the roles and responsibilities of different teams
- ➔ Establishing a stakeholder map
- ➔ Identifying issues and risks
- ➔ Determining the status of the customer journeys and requirements

Within the initial six week engagement, Icon Solutions mobilised the delivery of the programme by providing a process and communications model and establishing an effective working group comprising of analysts, architects and subject matter experts. This governance was critical in keeping the multiple dependencies between different teams aligned, and in managing change across the programme. This enabled Icon to produce a realistic, achievable delivery roadmap.

We also helped the business choose the most optimal solutions, based on our objective systems impact and gap analyses which led to understanding of the risks, issues and dependencies. Following the appropriate decisions and approvals, we then developed end-to-end architecture and solution designs, to which the business stakeholders were already aligned and therefore could immediately drive implementation work for the programme.

The Outcomes

Our Client owns complex legacy systems which are difficult and costly to change. However, they also recognised the need to introduce a modern digital banking platform, to promote and expose new APIs, increase customer self-servicing and reduce manual back office workload.

Icon successfully:

- ➔ Designed end-to-end solutions for customer journeys which integrated the digital platform to legacy systems
- ➔ Established communication and process links between digital and legacy teams and mitigated key risks and issues

Icon's contribution led to an extension of project scope, in terms of both technical design and leadership, that lasted for more than a year.



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DIFFERENTIATE YOUR ORGANISATION**

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