



Migros Bank Cutover - November 3, 2009
Interview: 10 Questions for Migros Bank and Finnova

1. The cutover is history. What is your personal conclusion?

Stephan Wick, Migros Bank Head of Logistics:

We are very satisfied and relieved that we have managed to move into a new world without any major incidents. At the same time, we are proud of what we have achieved and impressed with the performance of everybody involved, not only with regard to the project in general but also with the cutover in particular.

Christoph Erb, Finnova Head of Customer Care and Member of the Executive Board:

First of all, we are very pleased and proud that we have again been able to go live on schedule. Also, we have premiered a new migration process for Migros Bank, reducing the bank's effort on the one hand and shortening the lead time of the actual migration process dramatically on the other hand. This cutover has shown once more that you cannot plan everything but that things can be resolved quickly with a professional attitude and good communication.

This implementation project has proved that Finnova is ready for larger banks as well. Increased automation and the combination of our development kit and the core banking solution have propelled us into a whole new league - bringing added value to the Finnova Community not only today but also tomorrow.

2. What were the different project stages and how long did it take to implement the Finnova software?

Stephan Wick:

The Migros Bank Board of Directors gave its green light to explore alternatives to IBIS/RTC in November of 2006. About six months later, the same board decided to examine a possible cooperation with Finnova and its Indian partner Polaris in more detail. The final decision in favour of this cooperation then followed on August 21 of 2007, together with the granting of funds. Project Delphi was ready for take-off.

The initial stage lasted until the end of 2007 and consisted of putting together a team of internal and external specialists. We also acquired the necessary Finnova know-how and selected various project partners.

The main task during the second stage, from January to October of 2008, was the implementation of specific Migros Bank functionalities into the Finnova software. It included hundreds of gaps that had to be developed first by Finnova, then parameterised by Comit and finally tested by Migros Bank. Simultaneously, the new IT infrastructure was set up by the project team and T-Systems. And last but not least, around 80 bank employees from various branches and the head office were recruited to test the first executable Finnova release in real-time starting mid-2008. Roughly 10,000 test cases were created and tested time and time again in 15 releases to provide the best possible software quality.

2009 was marked by the preparations to get the bank ready for the change-over from IBIS to Finnova. During various stages, all staff received training. Training material, user manuals and simulated business days had to be prepared for this purpose. And finally, data migration - either automated or manually - had to be projected and the cutover to be planned and exercised down to the last detail.

3. Who was part of the project team and how was it organised? Who had the lead?

Stephan Wick:

The project team was led by an internal programme manager and consisted of approximately 300 internal and external staff members.

4. Were there any critical moments in the course of the process?

Stephan Wick:

We were able to stick with the original project schedule for the most part. One of the challenges facing Finnova was, however, to get the required functionalities ready on time. They rose to the challenge and everything was good to go on schedule and in good quality this July. This left us with enough time for parameterisation, testing and training.

5. Which were the main factors leading to the success of this large-scale project?

Christoph Erb:

We have seen many migration projects in recent years and today's market has built the expertise to make such projects a success. As far as we are concerned, it is essential to get a feel of the general attitude towards a project. It puts us into the position to select appropriate means of communication, such as road shows, to stir positive emotions. A tightly coordinated project management, efficient decision making processes, expert knowledge and an early and far-reaching integration of the actual bank staff are, needless to say, further pieces that complete the picture.

These kinds of project are very complex because there are so many influencing factors to consider. Our installations undergo thorough and in-depth testing to minimise the risk of potential errors. But what makes the difference in the end and is the cornerstone of our success is our intensive end-user training. True to the idiom that practice makes perfect, it

puts users into the position to work one day with the old familiar system and to switch to the new one with the blink of an eye.

Stephan Wick:

Important factors were staffing, clear governance structures and effective decision making processes, firm focus on the essentials, close cooperation between partners and last but not least a strong project office including all important contact persons.

6. Can you say a few words about the dimensions of this cutover? For example, how many people are now working with the Finnova software? How many persons were involved in the cutover? How many workstations had to be refitted? How many peripheral systems have been integrated?

Stephan Wick:

Migros Bank counts 1,500 employees who all have access to the software. About the same number of workstations had to be refitted therefore. More than 600 internal and external specialists took part in the actual cutover process. And all in all, more than 80 peripheral systems were migrated or redeployed and connected to the Finnova software.

7. What aspects of everyday business have seen the most significant improvements thanks to the new IT solution and are making work easier for all users?

Stephan Wick:

The Finnova solution provides a wide range of functionalities with a consistent operating logic. This enables users to focus on a concise number of applications and to learn the most important routines with less effort. Some processing steps have, in addition, been automated and response times reduced.

8. In what ways do Migros Bank customers benefit from the new banking software?

Stephan Wick:

Customer output comes, for example, in a new and more individual look and the M-Card has been armed with extended functions. Our customers furthermore benefit from a modern and seamlessly integrated e-banking platform with real-time execution.

9. What do you expect from the new software in terms of costs and functionalities?

Stephan Wick:

Thanks to Finnova we will see a sharp reduction of IT-related costs in the future. From the cooperation with Finnova and our Indian partner Polaris we also hope to gain some flexibility to react quickly to new customer and market requirements.

10. How does the future look like with regard to Finnova? Are you already thinking of implementing any new modules, for example?

Stephan Wick:

Finnova will of course remain our first choice when it comes to implementing new requirements and evaluating the introduction of new modules. And in Polaris we have found a partner that can implement any gaps by means of the Finnova Development Kit.