

# Industrial and Commercial Bank of China Argentina Reduces Project Delivery Times with CA Project & Portfolio Management



## CLIENT PROFILE

**Industry:** Financial services

**Company:** Industrial and Commercial Bank of China Argentina

**Employees:** 3,200

### BUSINESS

Industrial and Commercial Bank of China Argentina has 110 branches and 3,500 employees. Its services include transactional accounts, insurance, loans and investments.

### CHALLENGE

The bank needed to reduce time to market for projects and improve IT governance so it could better meet demands from the business. This meant achieving unified visibility of its activities.

### SOLUTION

CA Project & Portfolio Management enables the bank to track the work of 300 employees across 1,000 projects a year. The solution facilitates demand management, reporting and investment decisions.

### BENEFIT

The project success ratio at Industrial and Commercial Bank of China Argentina has increased from 69 percent to 88 percent. The bank has also been able to reduce costs through better budgetary management.

## Business

Global Banking across 41 countries

Industrial and Commercial Bank of China has operated successfully in Argentina since 1998. It provides financial services for households, businesses, SMEs and large corporations. The bank provides a full range of transactional products, including loans, investment banking and common investment funds. In Argentina, the bank now has 110 branches in 17 provinces throughout the country.

Industrial and Commercial Bank of China Argentina is part of the ICBC group, which has an international presence across 41 countries, from New York to London, from China to Singapore and to Australia, among others.

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## Challenge

Reduce project delivery time through improved IT governance

Tracking activities and evaluating information across its project portfolio had become very time-intensive for Industrial and Commercial Bank of China's Argentinian operations.

This situation was exacerbated by the lack of a centralized tool that could be used to ensure a homogeneous methodology for project management.

Guillermo Tolosa, CIO at Industrial and Commercial Bank of China Argentina, comments, "We wanted to reduce the time to market for new business initiatives and improve the governance framework being used for IT projects."

The bank's staff was managing projects via two different solutions that had been developed in-house. These solutions, however, were reliant on manual processes.

As well as improving efficiency, Industrial and Commercial Bank of China Argentina wanted to increase visibility. As Tolosa explains, "With better visibility of our projects, we would have a better understanding of how to manage our IT investments."

A lack of central visibility was also impacting the bank's ability to manage capacity against demand.

"We work on around 1,000 projects a year, which vary between 100 hours and 50,000 hours of effort," comments Tolosa. "Without a centralized view of all our activities or formal project management processes, we often found we had insufficient resources to meet demand from the business."

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"We wanted to reduce the time to market for new business initiatives and improve governance."

### **Guillermo Tolosa**

CIO, Industrial and Commercial Bank of China Argentina

## Solution

Unified visibility of projects and resources

Industrial and Commercial Bank of China Argentina deployed CA Project & Portfolio Management in September 2009. The integration with other CA Technologies solutions already deployed by the bank was a key driver behind the selection of CA Project & Portfolio Management.

All 300 IT and project staff use the solution to track their time and project updates. Around 1,000 projects are tracked on an annual basis according to the following work streams:

- Business projects
- Regulatory projects
- Revenue Increase projects
- Service Increase projects
- Departmental projects.

Day-to-day project management is just one facet of the CA Project & Portfolio Management implementation. The solution is also being used to:

- Generate information for the bank's finance department
- Balance capacity with demand
- Evaluate ideas and approve requirements
- Create standardized reports and work plans.

Using the solution, Industrial and Commercial Bank of China Argentina can create a variety of reports, for example for project status; capacity and availability of development resources; expenditure by cost centers; and the overall health of portfolio.

"CA Project & Portfolio Management supports project management best practices and enables greater governance and comprehensive reporting," adds Tolosa.

The Argentinian bank is also able to make more informed decisions regarding its projects and portfolios when resource requirements or timelines change. This means the 'estimate to complete' date for each activity can be updated on a fortnightly basis to set accurate expectations within the business.

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## Benefit

More successful projects delivered for a lower cost

Using CA Project & Portfolio Management has initiated a step-change in project management at Industrial and Commercial Bank of China Argentina. “Our staff is now able to easily track their time workload,” comments Tolosa. “Greater visibility of how staff spend their time helps us better manage our resources.”

As well as providing greater transparency around staff activities, the solution also provides better insight into the overall project portfolio. This enables the bank to identify capacity constraints or budget issues and take a more proactive approach to addressing them.

“Using CA Project & Portfolio Management we can evaluate project portfolios and check the percentage in terms of investment we are assigning to each business goal, whether it is growth, service increase, cost reduction etc,” adds Tolosa.

Enhanced project, portfolio and resource management has also enabled Industrial and Commercial Bank of China Argentina to:

- Improve staff satisfaction thanks to a more manageable workload
- Provide accurate project completion dates to the business, which means other associated activities, such as customer marketing campaigns, can be scheduled concurrently
- Deliver more projects on time and to budget, thereby reducing the bank’s costs.

“Our project success ratio has increased from 69 percent to 88 percent in less than two years,” comments Tolosa. “CA Project & Portfolio Management has played a pivotal role in this improvement and will help us to continue to make more efficiency and financial savings.”



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