

Fulfilling too-big-to-fail regulation and restructuring the bank required sophisticated project management skills and strategy know-how

Swiss G-SIB

CUSTOMER SITUATION

- TBTF regulations involve the incorporation of a ring-fenced Swiss banking unit and restructuring several of the bank's units
- Substantial program mandate with multiple projects including evaluations of strategic options (e.g. for asset management unit)
- Business proposals to be aligned within the group, between divisions and with regulators

PROJECT CHALLENGE

- Implementing TBTF regulations in a G-SIB means complex multiple parallel restructuring deliverables in various units
- Projects loaded with expectations and requirements compete for resources demanding sophisticated project management
- Numerous interdependent deliverables, project risks and budget implications requiring strategic thinking

APPROACH

- Agree project mandate, priorities and roadmap in detail; install reviews / controls for deliverables
- Challenge target operating models with stakeholders, i.e. include strategic alternatives, align results, agree final TOM sign-off
- Focus on CtB requirements and their implementation; prepare RtB processes and hand-over to BAU

VALUE ADDED BY ZEB

Evaluation of strategic options to implemented operating model

- Project teams understand road map—motivation to deliver is high
- Project sponsors are well informed and wholeheartedly support the team
- All strategic options are adequately considered—senior management is aware of all options

Successful Implementation of a Target Operating Model (TOM) for investment banking operations within a globally operating Universal bank

Globally operating universal bank

CUSTOMER SITUATION

- Customer with tremendous growth in previous years mainly through M&A activity translating into diffuse operational setup
- Strong need to implement a new a target operating model (TOM) for IB operations in order to achieve cost synergies
- The TOM addresses comprehensive centralization (from 12 hubs to 3), standardization (globally harmonized process model) and automation (implementation of Calypso)

PROJECT CHALLENGE

- Very complex, international & multi-year program in an unstable & challenging environment (financial crisis, regulatory flood, etc.)
- Day-to-day challenges caused by strict scope management, continuous monitoring and tracking of project KPIs
- Management, workers' council and employees with divergent interests and opinions

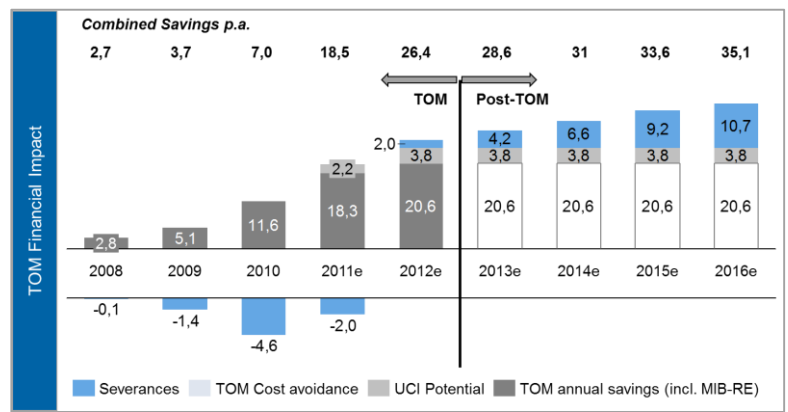
APPROACH

- General and content support of the back office top management and work streams (including PMO functions/internal coordination)
- Preparation of regular meetings and milestone reporting
- Design and calculation of TOM business case (including employee transfer statistics per location)
- Support of project execution (e.g. service level agreements)

VALUE ADDED BY ZEB

Combined savings

Rounded figures in EUR m



- Coordination and alignment between different work streams and geographies requiring strong change management capabilities
- Hands-on assurance of several successful go-lives by entering into task force mode in case of any unforeseen issues / incidents
- Realization of several millions of Euros running cost savings through rigorous and systematic controlling of project KPIs

Assistance for an incoming top management team to conduct a thorough corporate digital strategy review and develop a strategic agenda

Market-leading direct bank

CUSTOMER SITUATION

- New top management team leading the direct bank
- Strong growth track and ambitious valuation
- Developments in market environment require review of strategic positioning and agenda based on an internal and external review of the current strategy
- Some business lines with significant challenges

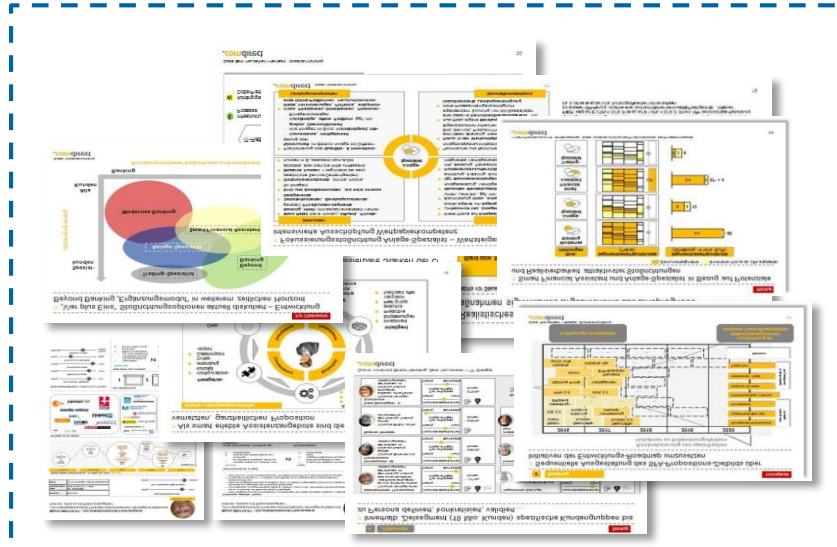
PROJECT CHALLENGE

- Development of financial baseline based on an analysis of the current business model and market environment developments
- Exploration, evaluation and prioritization of various options regarding the strategic positioning and development of the bank
- Formulation of strategic initiatives originating from the new strategic target image. Adjustment of medium-term plan

APPROACH

- Utilization of benchmarks, market insights, best practices and diagnostics in order to enable an overarching strategic analysis
- Realization of a series of top management workshops to develop a joint perspective
- Operational support in development and assessment of a new strategic program and its corresponding strategic options

VALUE ADDED BY ZEB



- Provision of required tools, data and experience for conducting a superior analysis that is incorporating all internal and external factors
- Moderation of top management workshops
- Objective support regarding the development and assessment of the new target strategy
- Revised corporate strategy reflecting the current digital and market environment approved by the board and communicated to investors/market

Leveraging asset expertise to generate income growth at a large German asset-based lender

Large German asset-based lender

CUSTOMER SITUATION

- The customer is a Frankfurt-based leading specialist in global asset-based financing in the areas of shipping, aviation, offshore and land transport financing
- The bank aims to unlock additional revenue potentials by leveraging existing client relationships and using its profound asset/industry knowledge

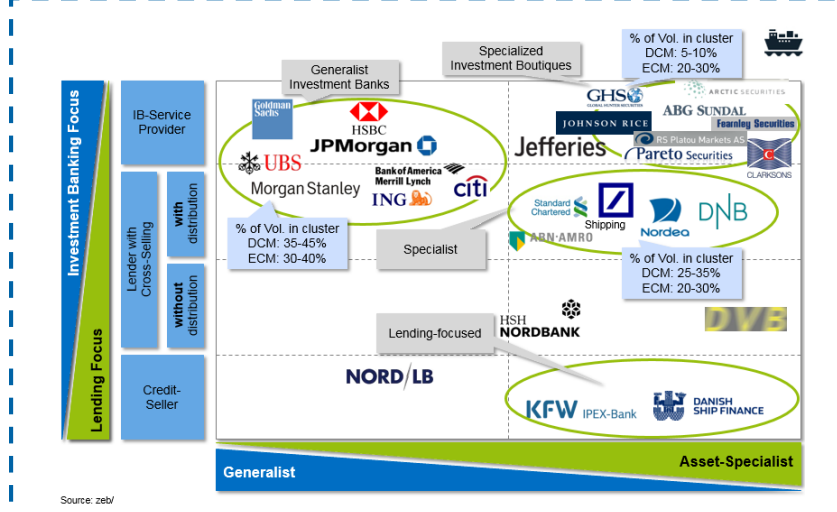
PROJECT CHALLENGE

- Utilization of multiple transaction databases (Thomson Reuters, Dealogic, Maritime Money, Bloomberg, zeb proprietary data) to estimate market potentials
- Estimation of market attractiveness and strategic positioning including strategic considerations regarding inherent opportunities and risks of the various fields of activity

APPROACH

- Project is based on three principles:
- Quantifying strategic potentials and profitability based on industry data (data-driven approach)
 - Incorporating all possible options in an open-minded manner
 - Building on bank's expertise as an asset finance specialist

VALUE ADDED BY ZEB



Source: zeb/

- The client's board of managing directors benefits from a company-wide strategic evaluation of future growth potentials in the corporate finance and capital market industry
- Recommendations follow a systematic analysis that is mainly based on available industry data—thereby creating transparency and consensus among project participants with respect to the strategic evolution of the bank's business.