



*Effective IT Management – Plan Thoroughly, Navigate Safely, Reach Your Destination*  
*An Integrated Solution Tailored to the Needs of IT Executives*

Munich, July 2009

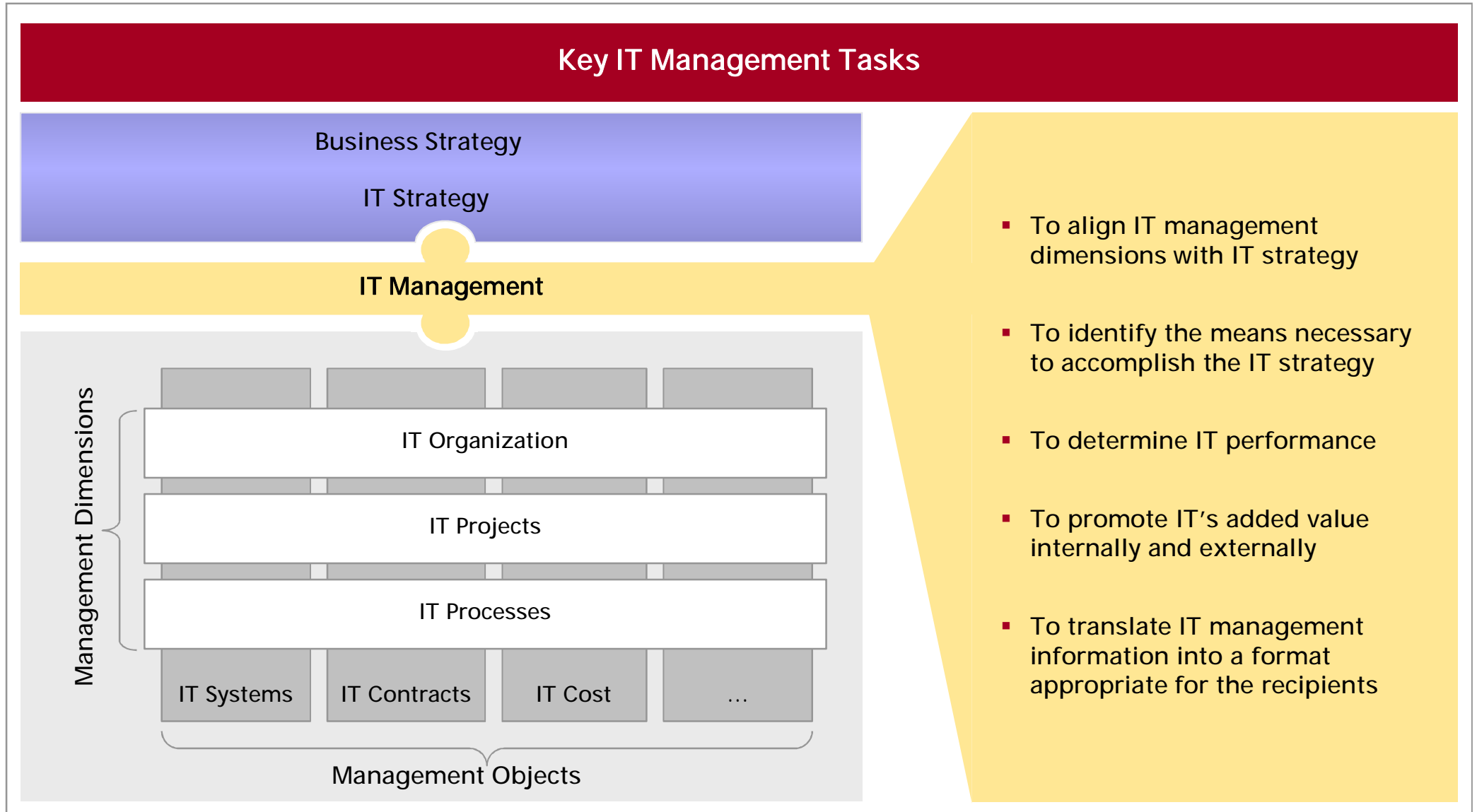
NOTICE: Proprietary & Confidential

This material is proprietary to METIS Management Consulting GmbH (METIS). It contains trade secrets and confidential information, which is solely the property of METIS. This material is solely for the internal use of METIS' clients or business partners. This material shall not be used, reproduced, copied, disclosed, transmitted, in whole or in part, without the express consent of METIS.

© METIS 2009. All rights reserved

1.	<b>Challenge</b>
2.	Building Blocks of an Integrated Solution
3.	Our Approach
4.	METIS – Company Profile

# An integrated IT management has to focus the IT organisation on its key deliverables and makes IT's added value transparent to the business



In practise the road to implementing an integrated IT management often is paved with a multitude of considerable obstacles

Client Examples

### Obstacles for an Integrated IT Management



**No central data repository:** The raw data is distributed across various systems, thus evoking significant manual data consolidation efforts



**No standard system model:** The various data sources are based on different models resulting in a non-homogeneous data basis



**Controlling-driven IT management:** The actual KPIs often reflect the available controlling data rather than the IT strategy and its objectives



**No reference model:** KPIs are often developed without referring to the underlying IT process models



**Overloaded set of Key Performance Indicators:** Instead of drawing upon few but meaningful KPIs, most management information systems blur the picture by relying on too many indicators



**Limited analytics:** Most available management information systems report planned vs. actual but fail to support the root cause analysis



**Limited reporting:** The usual set of simple standard reports cannot be customized and consolidated across various systems

1. Challenge

**2. Building Blocks of an Integrated Solution**

3. Our Approach

4. METIS – Company Profile

An integrated IT management encompasses a sound KPI system, a self-contained data warehouse, and a continuous improvement process

### Components of an Integrated IT Management

#### Key Performance Indicators

Few but meaningful key performance indicators that

- evaluate IT accomplishments against original IT objectives
- can be further analyzed via a drill down along the relevant IT management dimensions and objects

#### Data Warehouse Tool

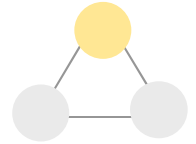
A data warehouse tool that

- contains all relevant raw data
- realizes a KPI system allowing for flexible and user defined analysis

#### Continuous Improvement Process

Institutionalised process that forces the IT organisation to measure, to analyse, and to improve its performance continuously

# KPIs of an integrated IT management system reveal the interrelation between cost efficiency, quality and risk



### Fundamental KPI Requirements

IT Strategy & IT Objectives

#### KPI Categories

Input Quality

Output Quality

Process Input

Process Output

Process Efficiency

Input Risk

Output Risk

#### Data Warehouse

Accounting

IT  
Controlling

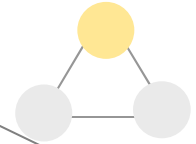
Contracts  
&  
Licences

IT  
Architecture

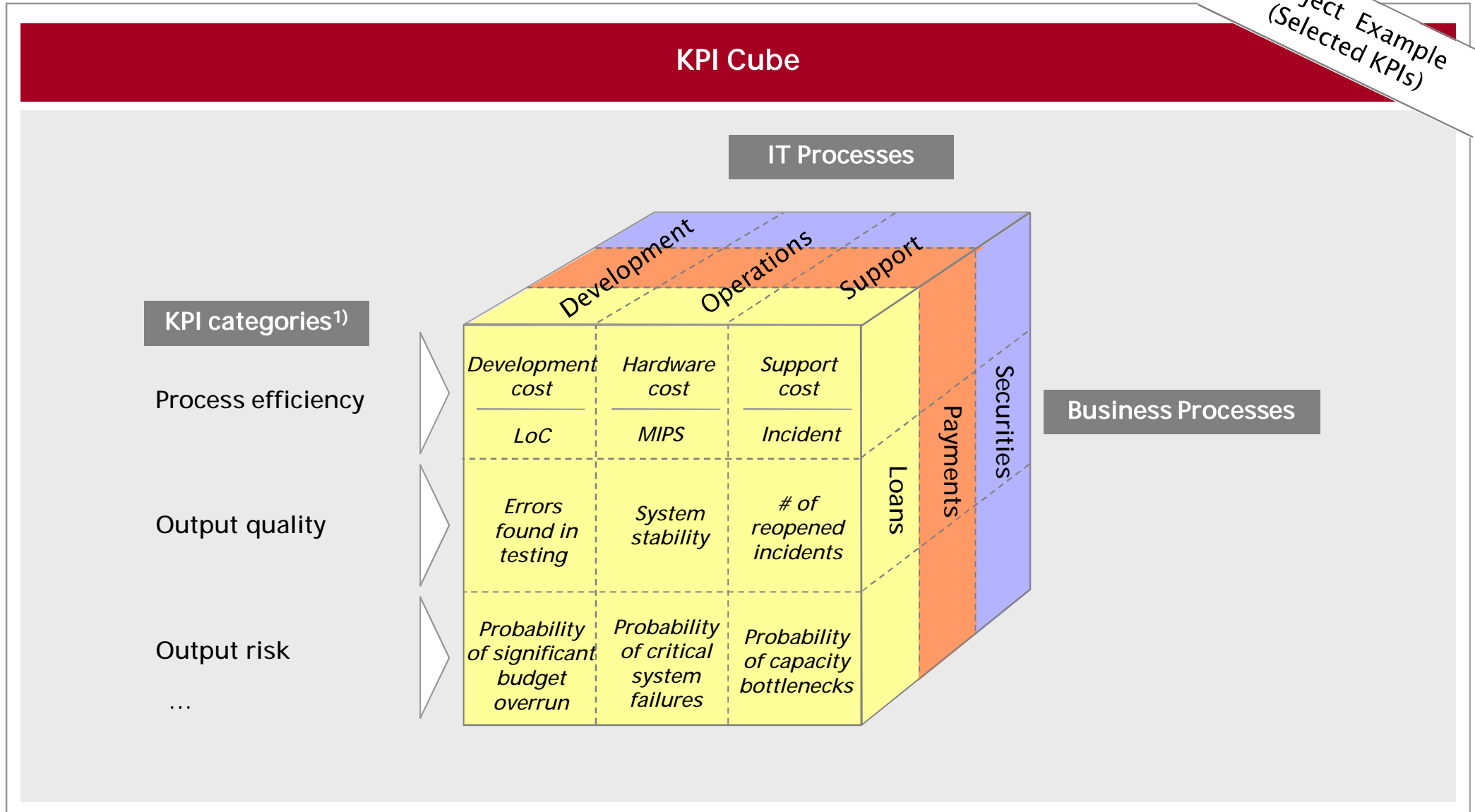
#### KPIs have to be

- **Process-based:** KPIs measure the performance of an underlying well-defined IT process
- **Interrelated:** KPIs describe the interdependencies between efficiency (input cost/process output), quality and risk
- **Relevant:** KPIs reflect and quantify the IT objectives compliant with the business strategy
- **Meaningful:** KPIs measure the fulfilment of the actual objectives in a traceable and unambiguous manner
- **Efficient:** as many KPIs as necessary and as few as possible
- **Up-to-date and transparent:** KPIs incorporate the most recent data, allowing a drill down to support a root cause analysis

Along an IT reference model, METIS helped its client to implement a sound set of up-to-date and traceable IT KPIs

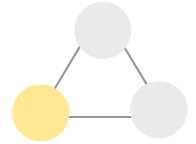


Project Example  
(Selected KPIs)



1) Focus on IT performance-related categories

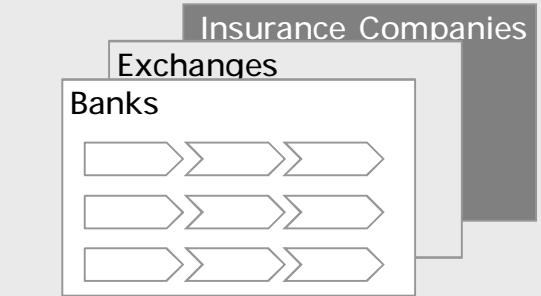
# METIS provides the client with a system based solution which automates KPI reporting and supports performance analysis and IT-planning



## IT Management Tool – *BestPractice's Management Cockpit*

### Based on a reference model

- Includes proven best practices and international IT governance standards (e.g. COBIT and ITIL)
- Employs a process reference model, adaptable to the client's individual requirements



### Modular design

- Containing modules for all IT management areas with specific analytical capabilities:
  - IT architecture
  - IT controlling
  - IT contracts etc.

<b>Management Summary</b> • Key-Performance-Indikator • IT-Geschäftsziele • IT-Marketing	<b>IT-Controlling</b> • Kostenrechnung • Dienstleistungserfassung • Planung und Steuerung • Barische Zuordnung	<b>Benchmarking</b> • Zielkarten • Kosten- und Nutzenpotenziale • Branchenvergleich • Interne Vergleiche	<b>IT-Architekturmanagement</b> • Bedarfsplanung • Infrastrukturmanagement • Software-Assessment • Prozess-Anforderungskart • Lifecycle Management • IT-Architekturbrief	<b>IT-Vertragsmanagement</b> • Übersicht Verträge • Auslaufende Verträge • Lieferantenstruktur • Vertragsänderungskarte • Verhandlungserfolg • Lizenzübersicht
<b>Leistungsverrechnung</b> • Kosten- und Preise der IT • Flexible Kostenerrechnung • Prozesskostenerrechnung • Leistungsanpassung • Service-Kosten	<b>IT-Risikomanagement</b> • Notfallpläne • Produkt-Continuous-Karten • Prozess-Continuous-Karten • Risiko-Report • Operative Risiken	<b>SLA-Management</b> • Zufriedenheit der Anwender • SLA-Optimal-Reporter • Analyse und Optimierer • SLA-Vertragsmanager	<b>Strategische Planung</b> • Unternehmensperspektiven • Produkt-Strategie • IT-Mittelwertplanung • IT-Sourcing-Strategie • IT-Budgetierung	<b>Prozess-Management</b> • Kernprozessmodell • Prozess-Modeller • Prozess-Monitor • Arbeitsanweisungen • Personalplanberechnung
<b>Anforderungsmanagement</b> • Anforderungsübersicht • Priorisierung • RCM-Management • Statusübersicht • Innovationsmanagement	<b>Wertbeitragmanagement</b> • IT-Nutzungsoptimierung • IT-Nutzungsoptimierung • IT-Produktivität • Kundenzufriedenheit • IT-Wertbeitragsbilanz	<b>IT-Projektcontrolling</b> • Projektstatusübersicht • Projektvertragspotential • Projektplanung • Projektbudgetkalkulation • Maßnahmencontrolling • Projektteamsmanagement	<b>SB-Management</b> • SB-Strategie • SB-Budgetmittel • Cash-Management • SB-Nutzungs-Monitor	<b>Verwaltung</b> • Benutzerverwaltung • Einstufungen • KPI-Modeller • Import/Export/Sicherung • Benutzerhandbuch • Kontakt

### Providing customized views and reports

- IT management summary, covering all relevant management information
- Individual analysis of KPIs along
  - Products, processes, organizational units etc.
  - Graphical depiction, period, measurement unit etc.



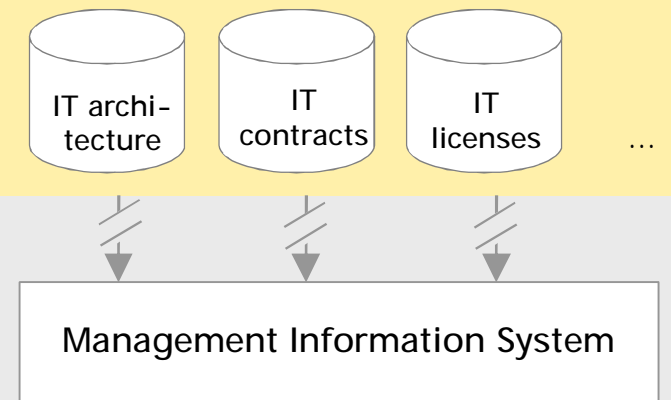
The implementation of the *Management Cockpit* enabled a leading German bank to decommission all its various, isolated IT management tools

Project Example

### *BestPractice's Management Cockpit at a Leading German Bank*

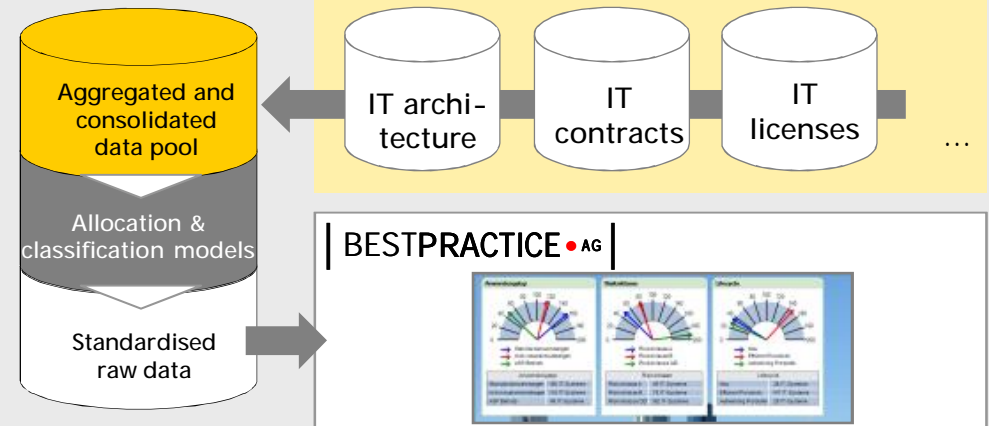
#### The challenge

- The required IT data were distributed across various systems, precluding adequate management analysis and resulting in substantial manual reconciliation efforts
- Individual analysis were either conducted in a time-consuming ad hoc fashion or could not be done at all, causing substantial management frustration
- Costs could not be mapped to IT processes since SAP did not provide this functionality

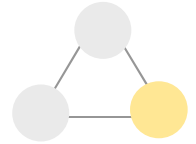


#### The solution

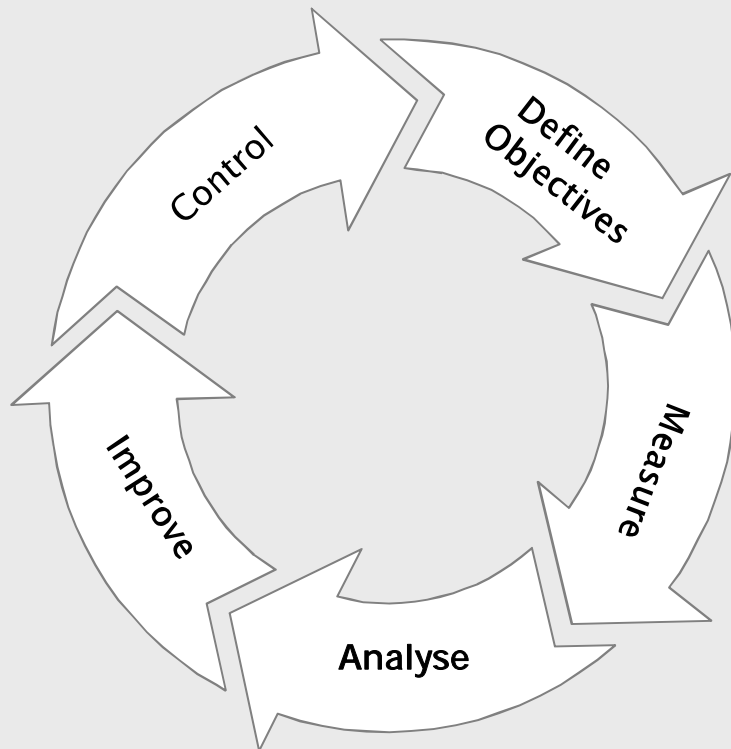
- *BestPractice* outrivalled its competitors by convincing the bank through its superior price-performance-ratio; Selected modules of the *Management Cockpit* were installed in a 4 weeks project
- The integrated IT *Management Cockpit* now allows the bank's IT managers to conduct individualised analyses across different data sources and to generate reports on demand



Improving IT's performance will be supported through a circular process which is executed continually



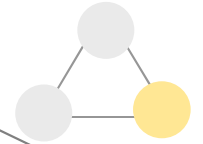
### Continuous Improvement Process



#### Crucial Success Factors

- *Organisational culture*  
Establishing a culture of excellence in the organisation
- *Business buy-in*  
Close collaboration of business managers and IT managers assuring mutual understanding between business and IT
- *Methodological competence*  
Effective use of methodological frameworks in order to improve KPIs (e.g. internal/external benchmarking, Lean Sigma, Business Process Optimisation, methodology training for the employees)
- *Incentives*  
Rewarding the achievement of defined objectives by implementing an adequate incentive program

# An continuous improvement process for a German TOP 5 bank was successfully implemented by METIS

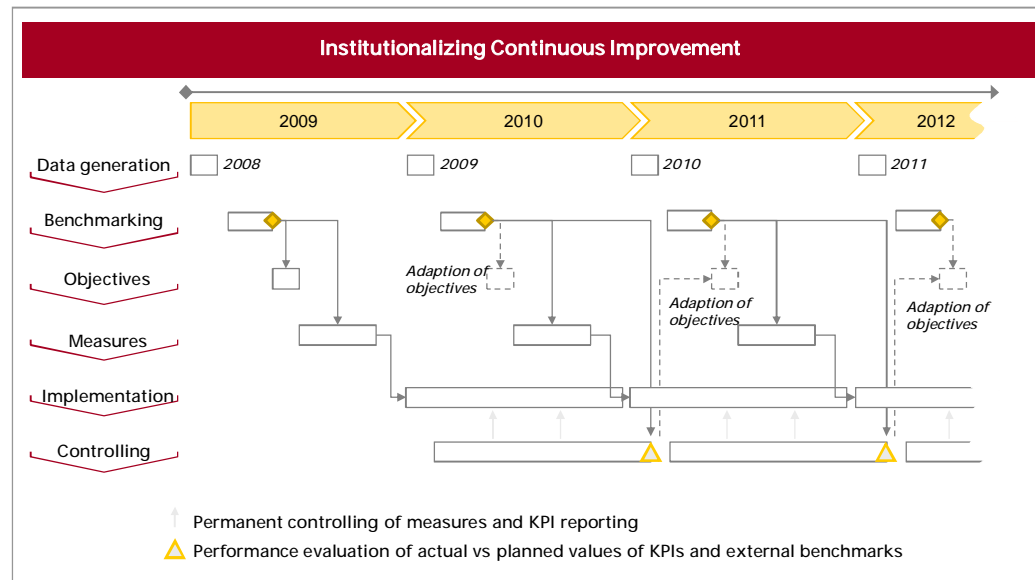


Project Example

## Implementing a Continuous Improvement Process

### CONTINUOUS IMPROVEMENT

The continuous improvement process focuses on the results of the internal/external benchmarking

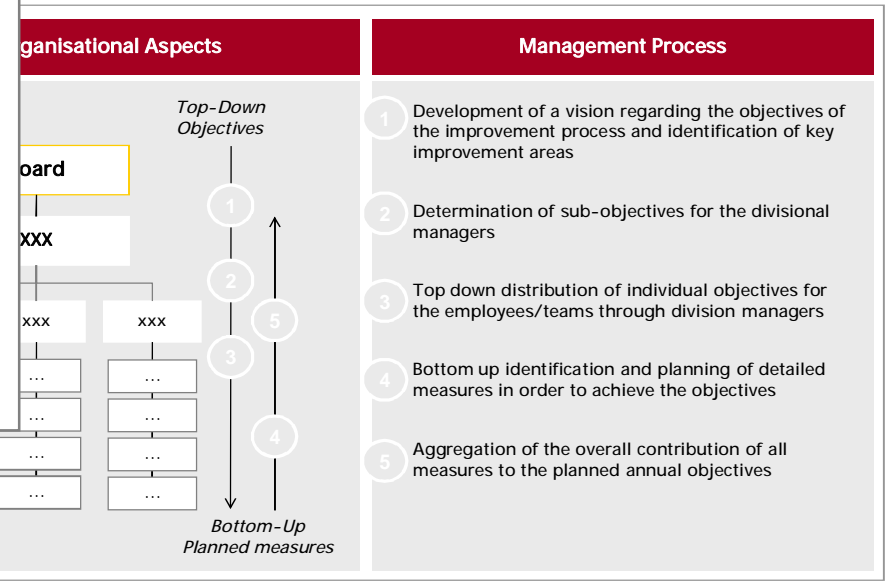


© METIS 2009 – Proprietary & Confidential

14

### CONTINUOUS IMPROVEMENT

could be planned „top down“; individual measures should be bottom up“



© METIS 2009 – Proprietary & Confidential

15

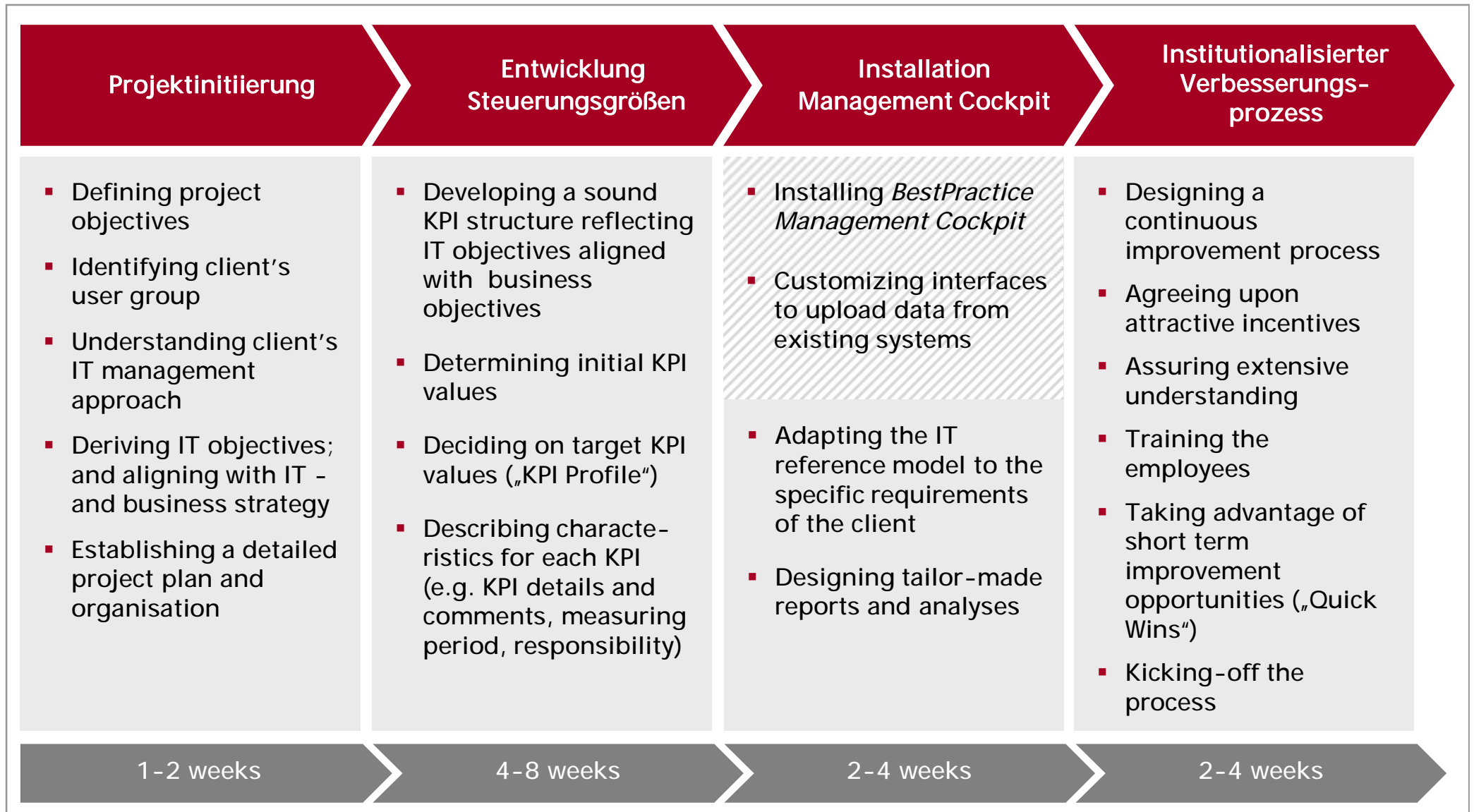
1. Challenge

2. Building Blocks of an Integrated Solution

**3. Our Approach**

4. METIS – Company Profile

**METIS' fully fledged integrated IT management project can be completed within 4-5 months (maximum); individual modules can be finished faster**



 = In cooperation with BestPractice AG

## METIS' integrated IT management solution takes the client's IT management discipline to the next level in one fell swoop

### Advantages of METIS' Integrated Solution



- ✓ Efficient and meaningful set of KPIs
- ✓ Tailor-made to the IT management needs – rather planning/steering than accounting/controlling-driven
- ✓ Deviations (actual vs. planned figures) can be tracked through root cause analysis (data “drill down”)



- ✓ Incorporating international IT governance standards and centralising all relevant data within one system
- ✓ Cost efficient yet powerful
- ✓ Automates processes freeing up resources for analytical work



- ✓ Step-by-step IT performance optimization by a well structured improvement process
- ✓ Realization of “Quick wins”

1. Challenge

2. Building Blocks of an Integrated Solution

3. Our Approach

**4. METIS – Company Profile**

# As a highly specialized consultancy, we assist our financial services clients in strengthening their market position and optimising their cost structures



We develop innovative, state of the art solutions tailored to the actual needs of the financial services industry and are competent partners for our client's senior management.

Our consulting approach is based on co-operative partnership, confidence and integrity; we actively and intensively collaborate with client staff members on all organisational levels.

We make sure that our concepts are successfully implemented and necessary changes are accepted and understood by all affected parties;

We actively support our clients in their transformation process. Our methodological competencies comprise market analyses, strategic and organisational development, cost improvement, process reengineering, benchmarking as well as project and change management.

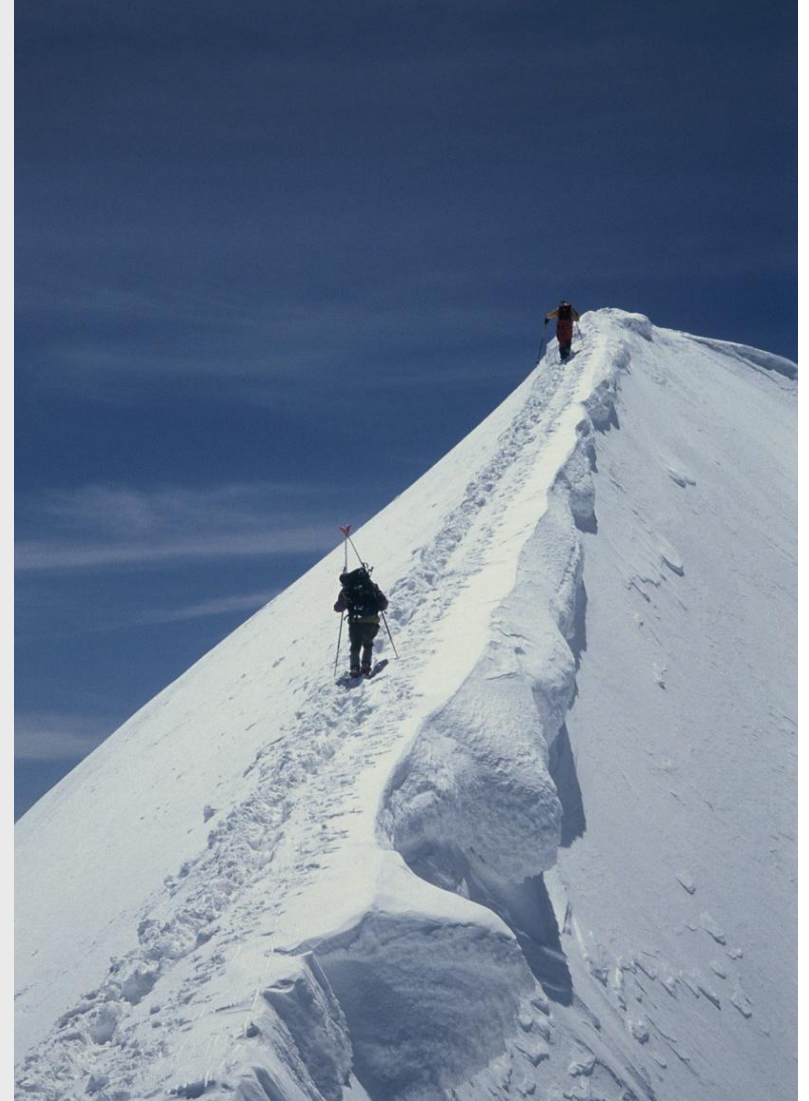
We focus on the core processes/products „Loans“, „Securities“, „Life Insurance“ as well as „Corporate Services“ (in particular CREM - Corporate Real Estate Management, IT and Procurement).

## Our name is inspired by the Greek mythology and means two important things to us - inspiration and motivation

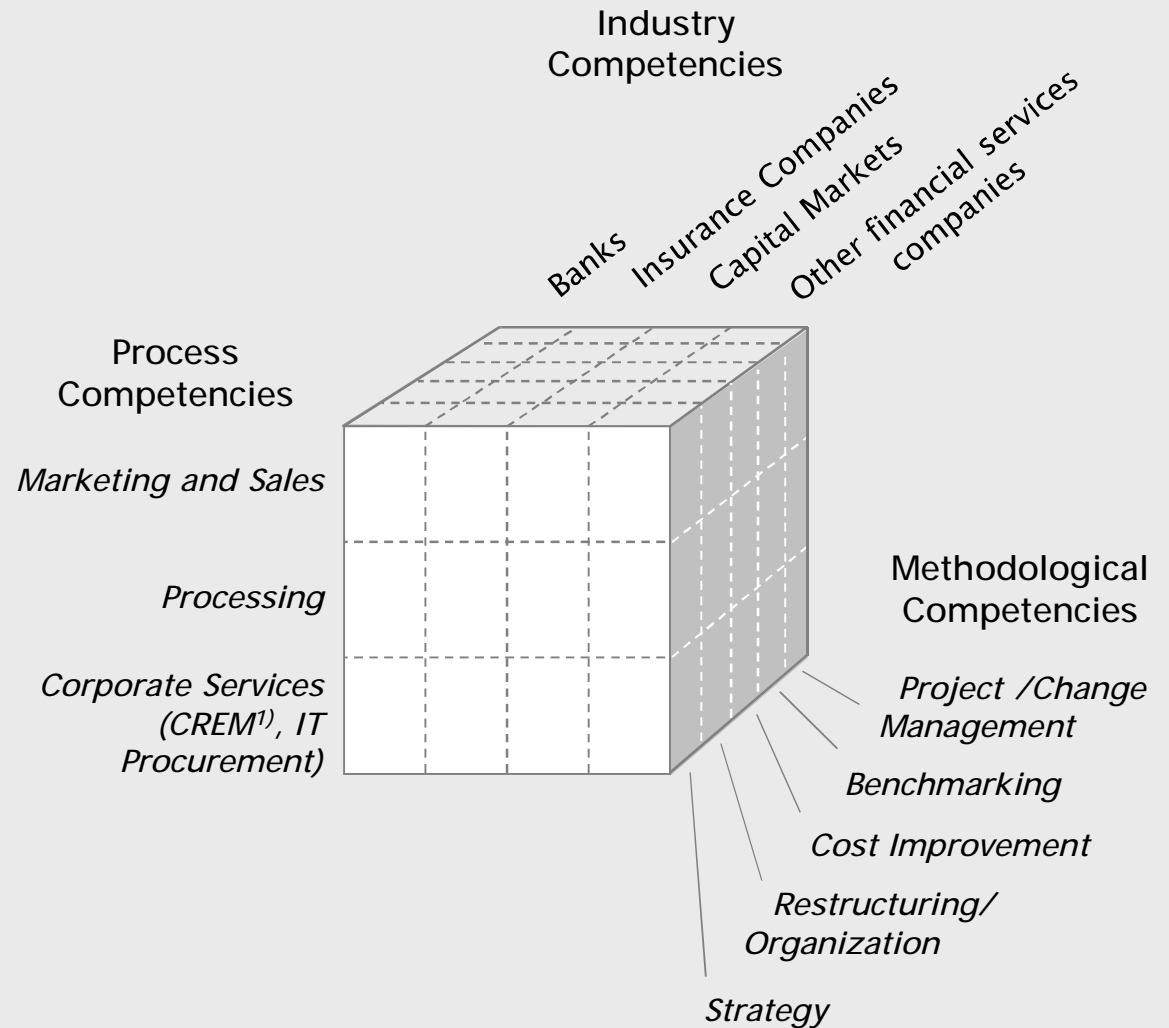
In the Greek mythology, metis is the intellectual capacity to reach a goal employing unconventional but highly sophisticated strategies. Metis was used if success was to be won where usual means failed. In Homer's epics Ilias and Odyssey only the person capable of using metis finally succeeded.

The name also represents our mission as these traits epitomize perfectly the high standards we apply to our consulting work :

- » We develop innovative and individual solutions tailored to the actual needs of our clients with a high degree of concretion and ready for implementation.
- » Our solutions measurably contribute to strengthening the market position and improving the efficiency of our national and international clients thereby increasing their companies' value significantly.



# Our service offer for financial services clients is based on comprehensive industry, process and methodological competencies



1) Corporate Real Estate Management

Our teams successfully assisted some of the most renowned financial services players in their respective markets

The image displays a collection of 24 logos for various financial institutions, arranged in a grid. To the right of the logos is a photograph of a snow-capped mountain peak, likely Mount Everest, under a clear blue sky. The logos are as follows:

- Allianz
- AMERICAN EXPRESS
- BNP PARIBAS
- CiV Versicherungen (Partner der Citibank)
- COMMERZBANK
- deutsche apotheker- und ärztebank
- Deutsche Bank
- DEUTSCHE BÖRSE GROUP
- Dresdner Bank (Die Beraterbank)
- ERGO
- European Bank for Reconstruction and Development
- HypoVereinsbank
- LBB
- LB BW (Landesbank Baden-Württemberg)
- Leonberger Bausparkasse
- Münchener Hypothekbank eG
- Sachsen LB
- Siemens Financial Services
- SOCIETE GENERALE
- Standard Bank
- UBS
- Volksfürsorge
- WestLB (WestLB International S.A. Luxembourg)
- wüstenrot (Partner der Württembergischen)

## The METIS management team has long-standing experience in the financial services industry

**Andreas  
Bornemann**



- A.T. Kearney, Principal Financial Institutions
- Mitchell Madison Group, Partner Financial Services
- Ernst & Young International, Manager Financial Services

- 15 years of strategy/management consulting for banks, insurance companies and real estate firms

- Master's degree in Business Administration (Dipl. Kfm.)

**Alexander  
Elsner**



- Ernst & Young International, Partner & Head of Financial Services D/CH, member of E&Y Global Leadership Team
- Bayerische Hypotheken- und Wechselbank AG, Corporate Account Manager

- 19 years of strategy/management consulting for banks, insurance companies, leasing and factoring providers

- Banker
- Doctor of laws (Dr. jur.)

**Thomas  
Ruppelt**



- MMG Partners, Partner
- Berliner Börse AG, Member of the Executive Board
- Mitchell Madison Group, Partner Global Securities Practice
- Deutsche Bank AG, Head Office IT/ORG

- 18 years of strategy/technology experience in the financial services industry (banks, capital markets and securities services)

- PhD (Dr. rer. nat.) in Computer Science

## Please feel free to contact us for further information

Dr. Thomas Ruppelt

Phone : +49 89-520389-27

Fax: +49 89-520389-29

Email: [t.ruppelt@metis-mc.com](mailto:t.ruppelt@metis-mc.com)



METIS Management Consulting GmbH  
Widenmayerstraße 36  
D-80538 Munich  
GERMANY

Phone: +49 89-520389-0

Fax: +49 89-520389-29

Internet: [www.metis-mc.com](http://www.metis-mc.com)