

Risk Conference 17-18/10/2019
Esplanade Zagreb Hotel

**IFRS 9 Review of SEE
experiences:**

IT IMPLEMENTATION CHALLENGES

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Zagreb, 17.10.2019.

Sadržaj

1. Who?

2. What?

3. How?

4. LL

5. Q&A and COCKTAILS 😊



1. Who we are?

“Ako kaniš pobijediti ne smiješ izgubiti” – Luciano Secchi





43

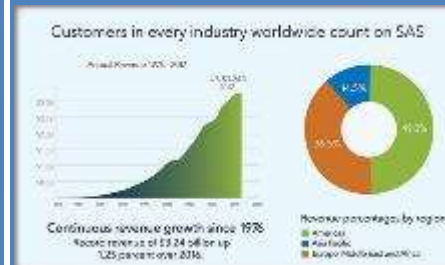
Years of



BUSINESS
ANALYTICS

#1

World's
LARGEST
privately held
software company



2018 Revenue

US \$ 3.27 b

Continuous Revenue
Growth since 1976

14,052



SAS employees worldwide

TOP

World's Best
Multinational
Workplaces list

GREAT
PLACE
TO
WORK®



94%

Annual customer
retention rate

92

of the top
100
companies

on the 2018

FORTUNE®

GLOBAL **500®** LIST



26%

Annual reinvestment in
R&D

83,000+

Customer sites in 149 countries



SAS in the Adriatic Region

- Established in **1992**.
- **90+ customers** with **97% renewal rate**.
- **40+** team members in **Ljubljana, Zagreb** and **Belgrade**
 - supported by members of SAS Global teams
 - cooperating with and supervising local partners



Fraud



Risk



CI



IoT



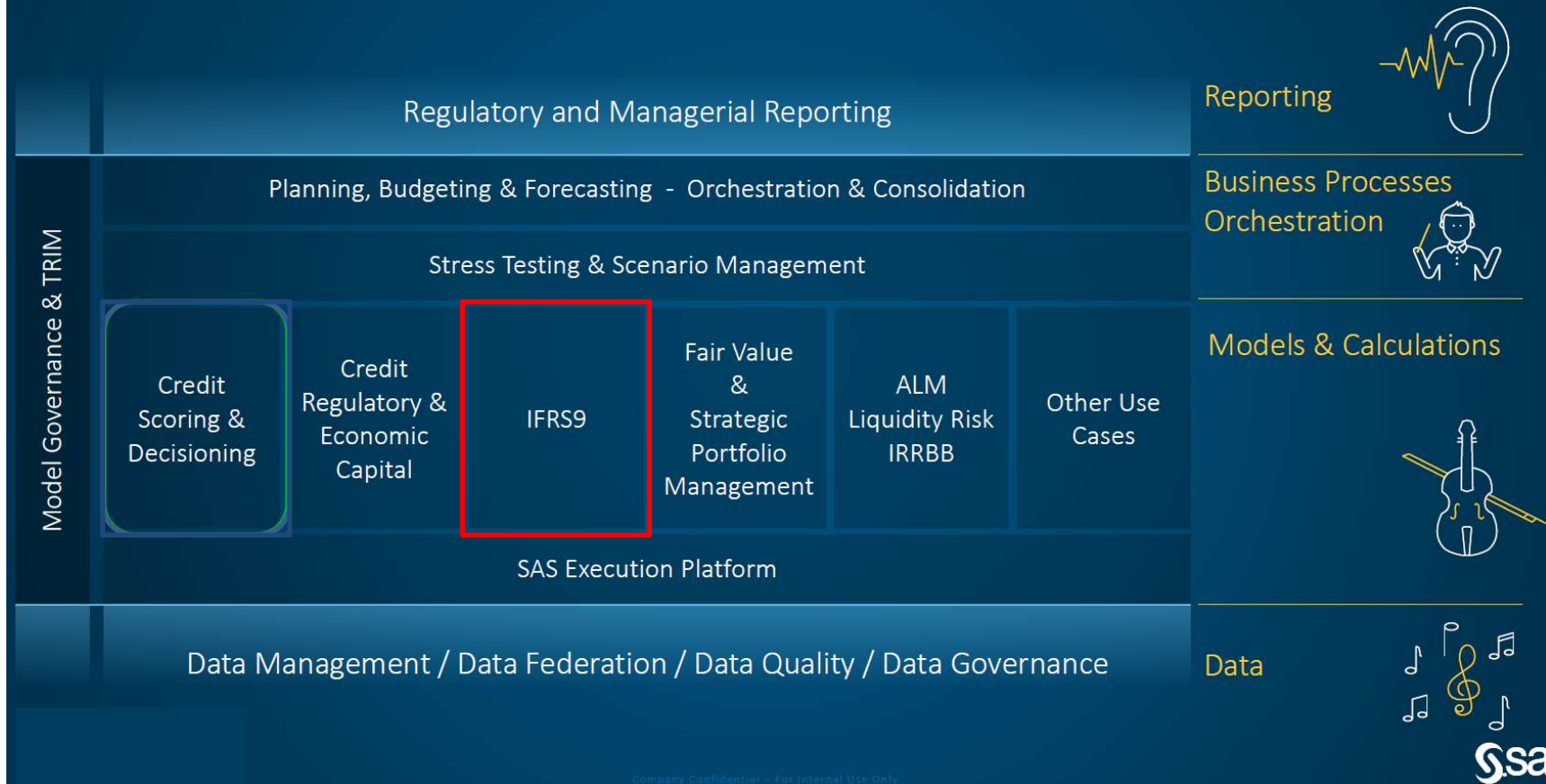
Solutions



The SAS Platform

SAS Risk & Finance Framework

Enterprise Modular Approach



2. What is happening? IFRS9!

“Što nas ne ubije, to nas ojača” – nepoznati autor ☺



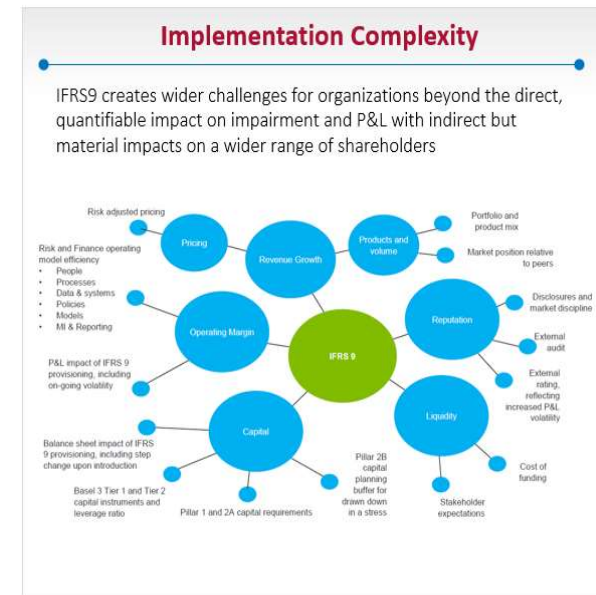
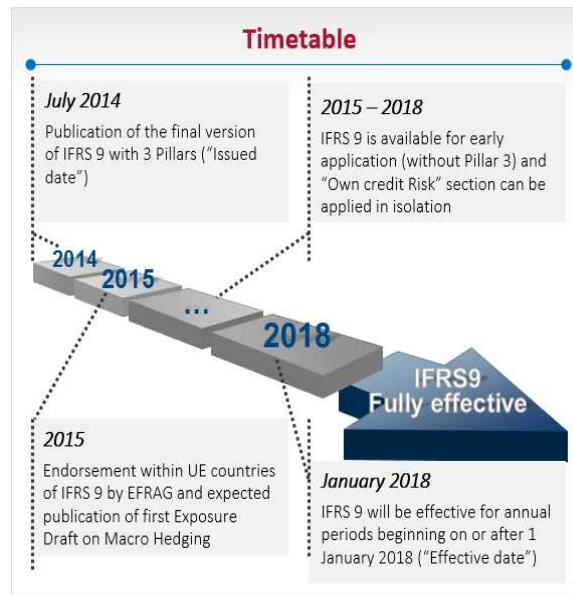
IFRS9 – A STILL frightening topic from 2014!

New Concept on the Market

Complex Business Program

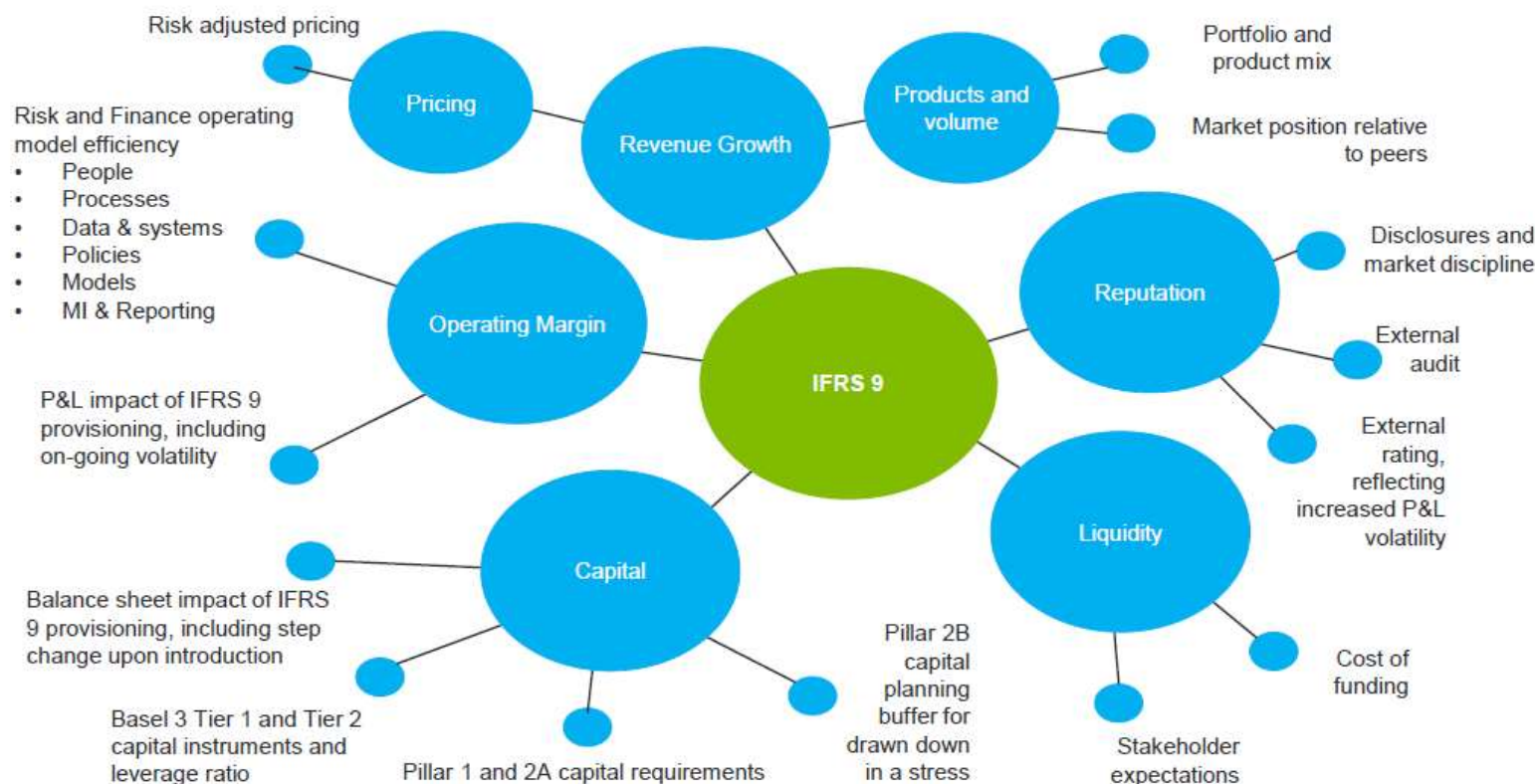
New SW (2014)

Multiple Parallel Projects
to be managed



Implementation complexity

IFRS 9 creates wider challenges for organisations beyond the direct, quantifiable impact on impairment and P&L with indirect but material impacts on a wide range of factors contributing to shareholder value.

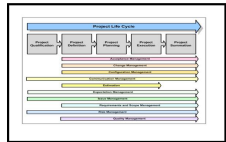


3. How we can manage it?

“Nije važno sudjelovati, važno je pobijediti.” – Max Bunker



Implementation strategy



Strong Plan
Commitment in:
- Deliverables
- Due dates

Hybrid Approach

High Flexibility
Commitment in:
- Wip Requirements
- New topics on the field



The standard Waterfall approach in Fixed Price configuration guarantees deliverables and time, that is mandatory for Regulatory projects.

On the other side, Agile approaches have the capability to easily accommodate changes, typical of such complex programs.

For this reason SAS suggest the below golden rules to maximize project experiences:

- Think Minimum Viable Product (MVP) and Fixed Size
- Require solid User-Stories (contradictory to vague) in a time-boxed approach
- Include a buffer of changes in the MVP
- Focus on Business Value for prioritization (Cost/Benefit matrix)



Implementation Strategy & Plan

Coaching Mindset

We believe that

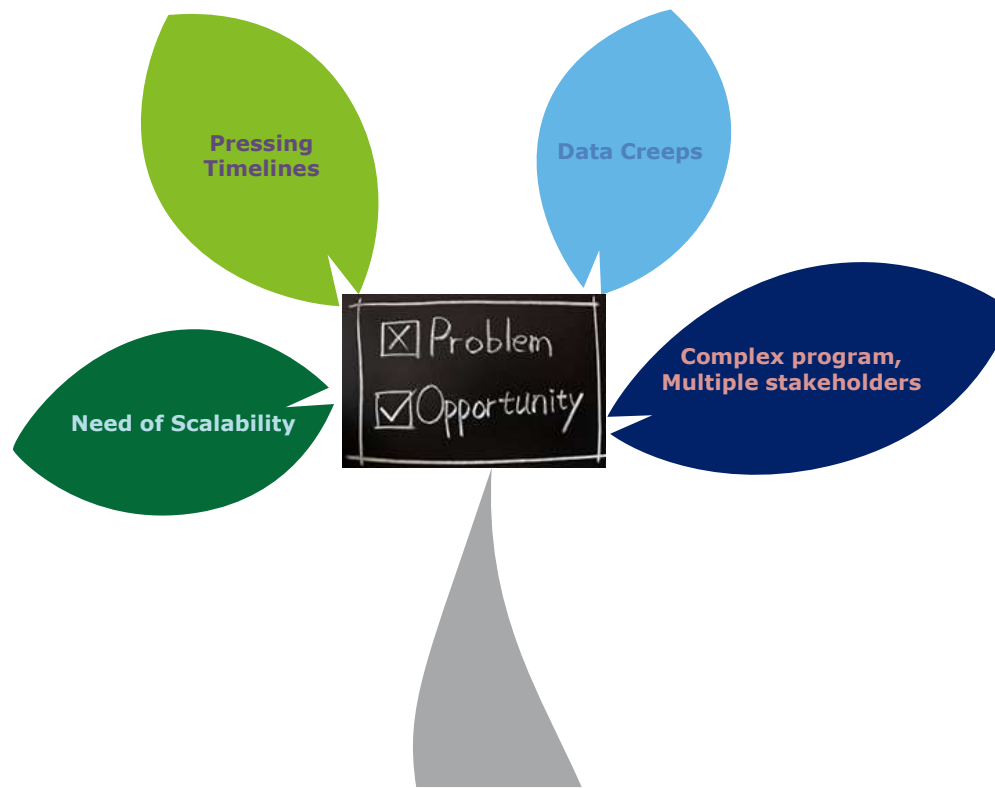
The best teacher is the experience and the opportunity to work together with our experts



Our approach to implementation projects includes skills transfer on a continuous basis. This is accomplished by creating mindshare between our consultants and Customer from the project start. We continually encourage participation of all staff might it be technical or non-technical involved on the project.

Implementation Strategy & Plan

Common Risk

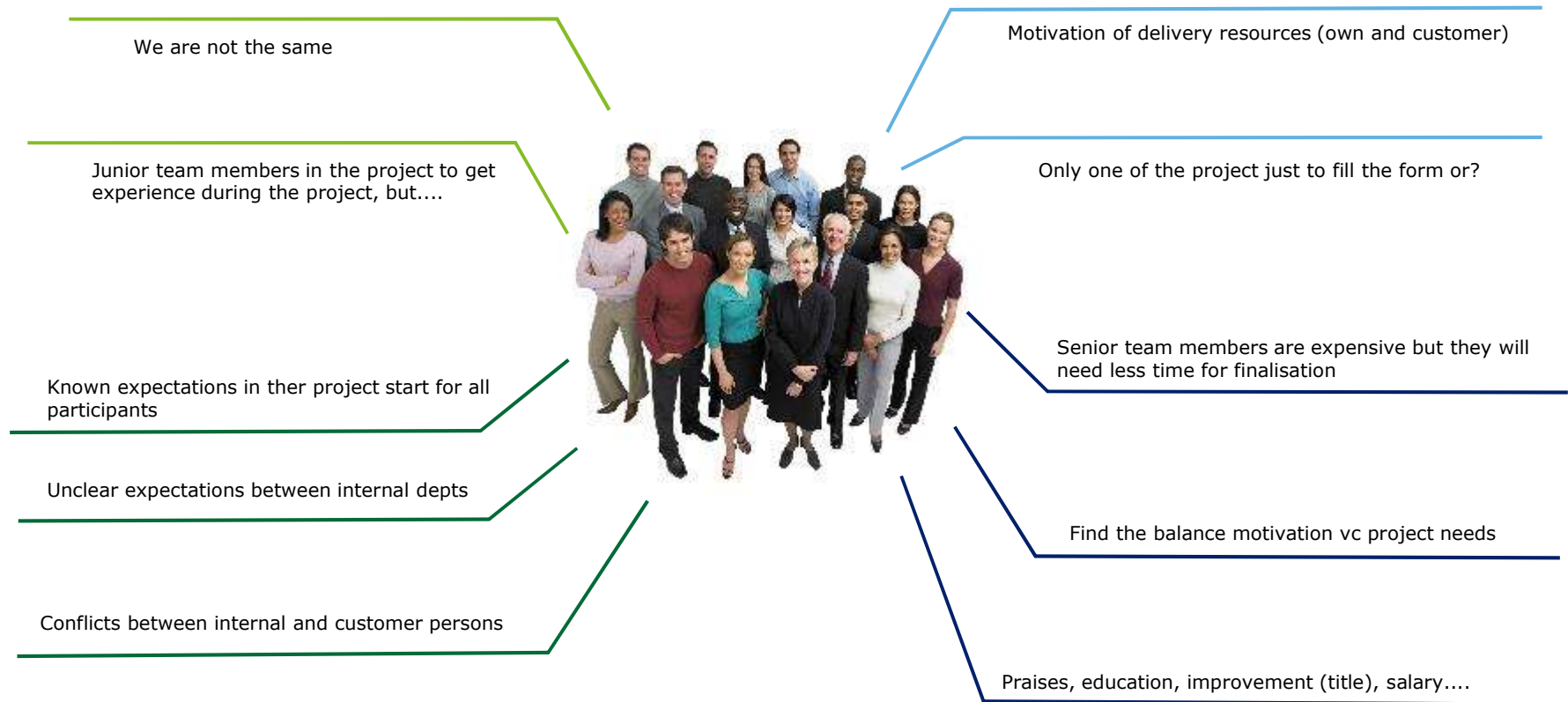


Implementation Strategy&Plan

Mitigation Plan



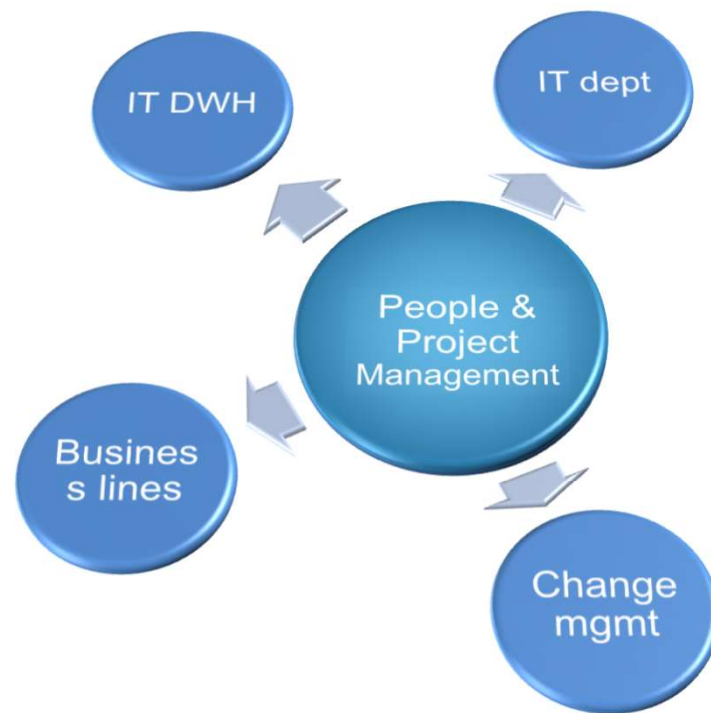
Implementation Strategy&Plan



4. Lessons Learned



Lessons Learned, So Far...



- Project must be followed and owned by the bank, not only by one department. Alignment of incentives of each department is essential. Some dedicated project staff should be arranged
- Project sponsor, which should be a C-level official, must set enough sources aside for the project: staff, location, time, IT systems etc
- Every phase of the project must be transparent. Meeting minutes have to be well-documented to ensure that each step is traceable
- Each project stakeholder must be informed in timely manner
 - Daily : analysts
 - Weekly : managers
 - Semi-monthly : all stakeholders
 - Monthly : C-level
 - Quarterly : Committee
- Change management procedure well defined upfront
- PEOPLE MANAGEMENT!!!

5. Q&A and Cocktails?

“Hvala sponzori – Bog vas blagoslovio” by Robert Knjaz



Hvala na pažnji!

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