

Risk Management

Global bank, Switzerland

Stakeholders: Managing Director, Front-End Solutions; and Project Director, New Portfolio Management System

Goals

- ◆ Management of the Order Management Team, with responsibility for developing critical stock exchange interface functionality. Risk reduction, and provision of methodological and architectural guidance to one of the 10 top-priority transformation projects within the organisation (annual budget > \$14 Million).
- ◆ Assessment of the architecture that has been used in the design of around 100 web-based applications (annual maintenance budget > \$30 Million) to identify the root causes of high maintenance costs and long delivery schedules.

Results

Identified areas of poor modularity, participated in architecture steering group meetings, and advised on the adoption of best practices for modularity in large-scale Service Oriented Architectures.

Interviewed key members of the organisation to obtain an overview of teams, processes, and intended product line design objectives, conducted a tool-assisted analysis of several million lines of code assess the level of conformance with the intended architecture.

- ◆ Delivered critical order management functionality and interfaces to trading systems to the project on time and within budget.
- ◆ Compiled and presented a business case for incremental legacy replacement and adopting a Software Product Line Engineering (SPLE) approach.



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Collaboration for Life

Risk Management

Understand risk exposure

Risk assessment: Annotation of value chain models with performance metrics, known risks, and potential risks. Analysis of the model to identify high-impact risks, to quantify impact, and to estimate probabilities.

Undertake calculated risks

Business risk management: Regular risk assessment updates to inform a systematic approach to business risk management.

Eliminate avoidable risks

Complexity management: Analysis of organisational structures, product lines, and supporting software-intensive systems. Separating spurious complexity from intrinsic complexity.

Improve resilience of operations

Cloud computing risk management: Assessment of cloud service provider reliability, implementation of appropriate levels of redundancy, and maximisation of the level of automation in cloud failure management.

Minimise unidentified risks

Vendor management: Assessment of vendor capabilities, definition of deliverables, definition of milestones, orchestrating the deliverables from multiple vendors, validation of deliverables.

