Data Driven Decision Making

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13 December 2013

BNP PARIBAS
CORPORATE & INVESTMENT BANKING | The bank for a changing world

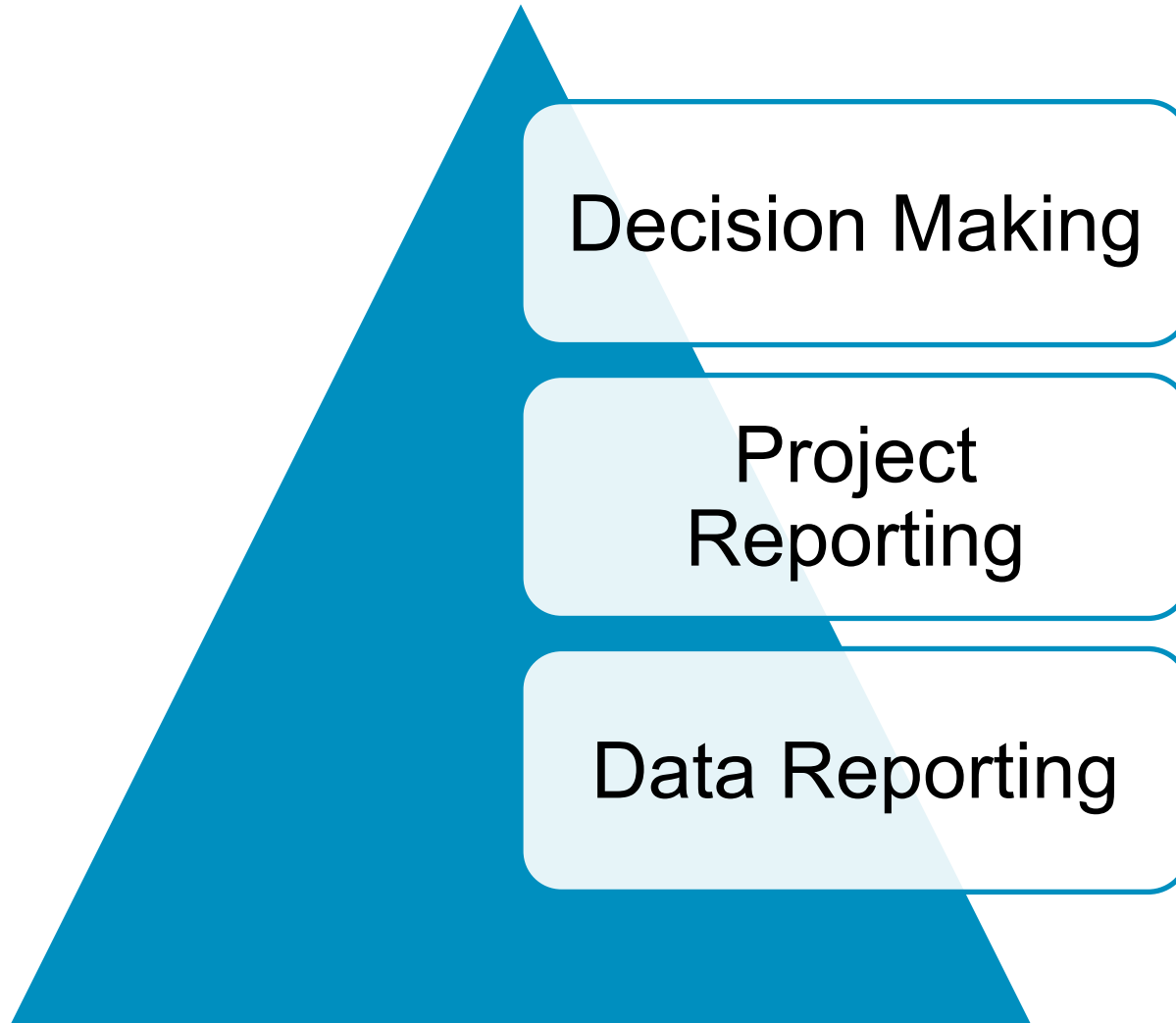Fixed Income IT

Agenda

Background

Goals & Objectives

Methodology

Findings and Conclusions & Recommendations

Summary

Background

Decision Making

Project Reporting

Data Reporting

Background - Areas of Focus

Data Driven Decision Making

CA Clarity

- Programme and Portfolio management
- Time Tracking
- Project reporting

JIRA

- Task management
- Supports AGILE teams
- Bug tracking, feature/request management

Estimate to Complete (ETC)

- Budget
- Forecasting

Agenda
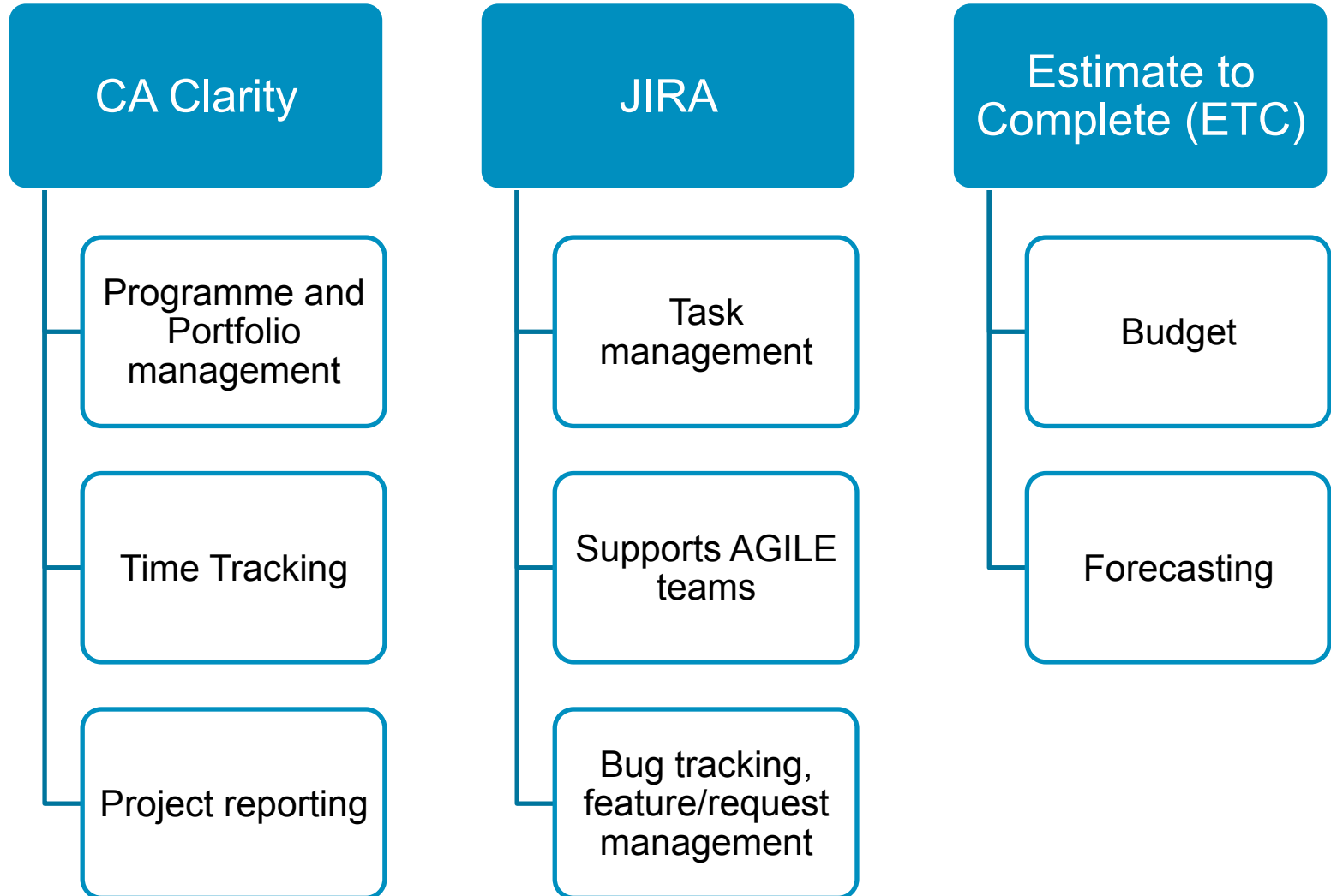
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Goals & Objectives

Understand Clarity usage and best practice required to support effective decision making

Improve application of the Estimate to Complete (ETC) measure

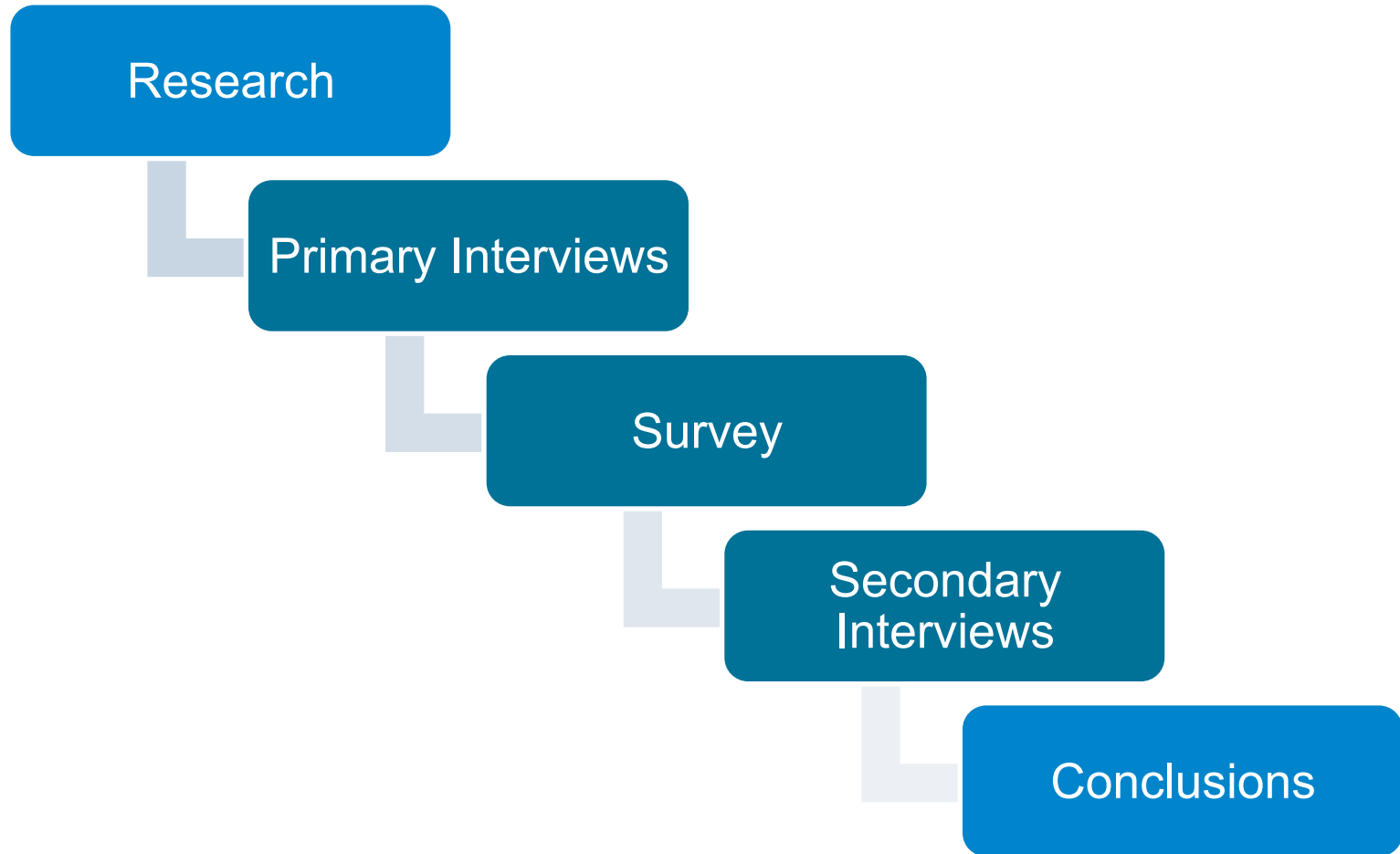Enhance JIRA's visibility and connectivity to Clarity

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Summary

Research

Primary Interviews

Survey

Secondary Interviews

Conclusions

Agenda

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Findings and Conclusions & Recommendations:

Clarity
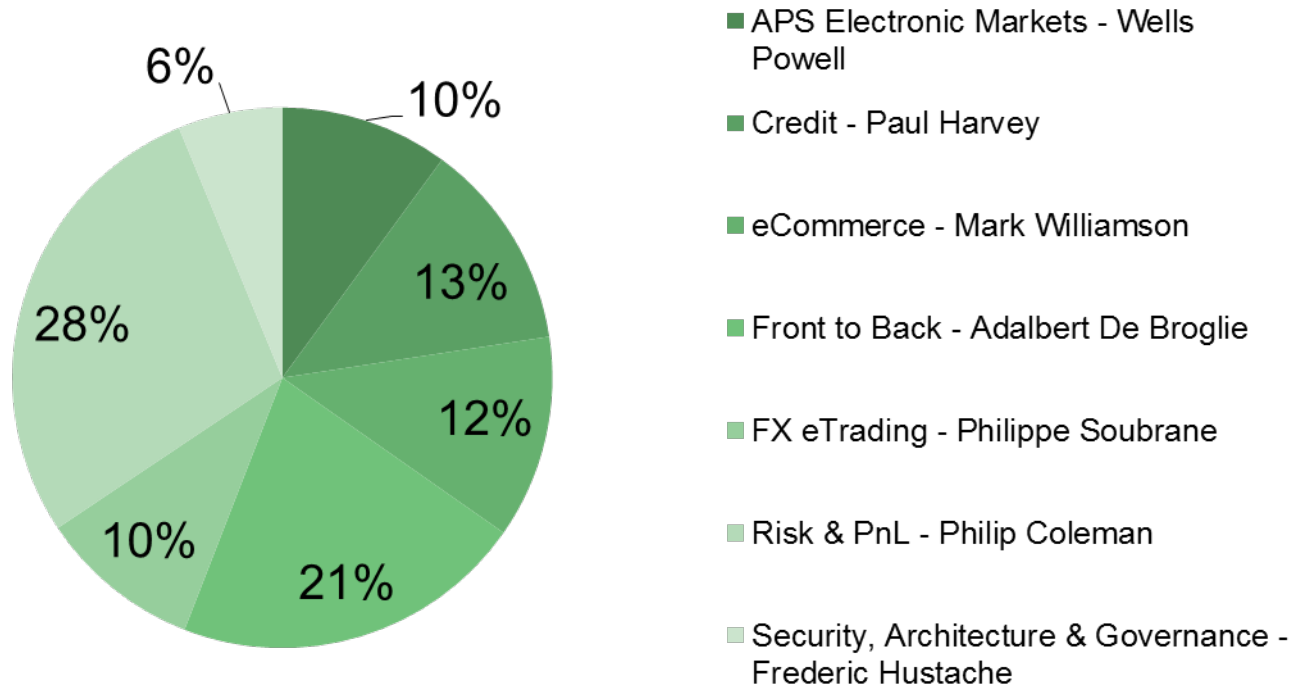
Summary

Clarity Findings

Primary Interviews

- Recently implemented
- Used mainly for budgeting time
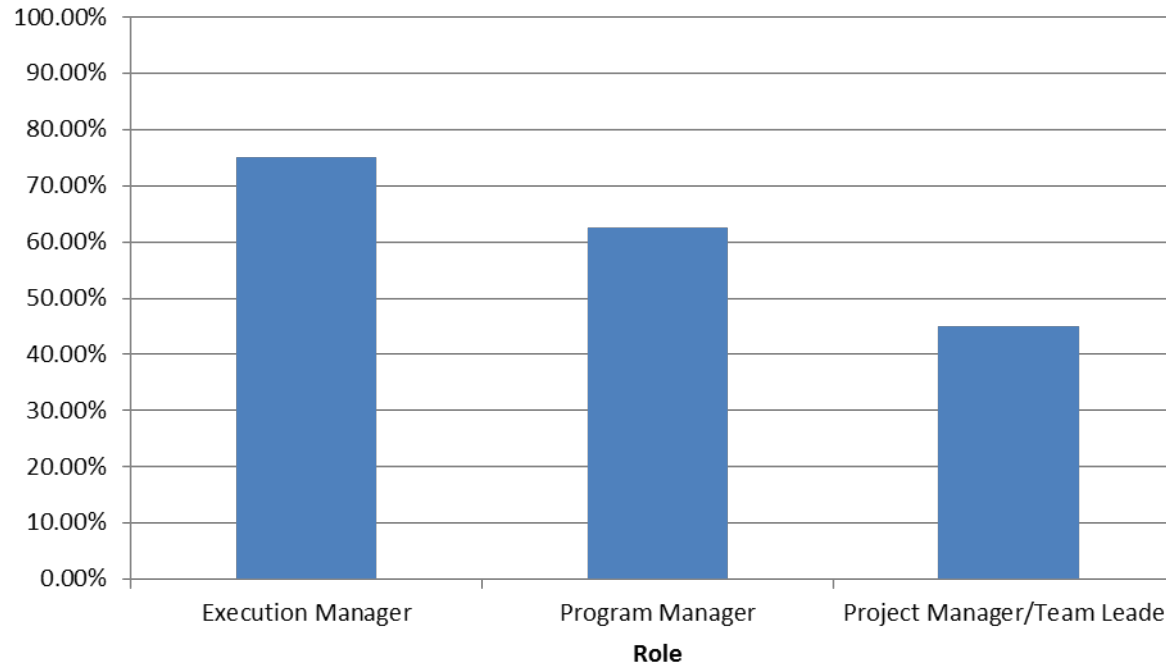- Inconsistent data quality
- Benefits are misunderstood

WPI

Survey Respondents Based on Execution Area

Pie chart segments: 10%, 13%, 12%, 21%, 10%, 28%, 6%

Legend:
- APS Electronic Markets - Wells Powell
- Credit - Paul Harvey
- eCommerce - Mark Williamson
- Front to Back - Adalbert De Broglie
- FX eTrading - Philippe Soubrane
- Risk & PnL - Philip Coleman
- Security, Architecture & Governance - Frederic Hustache

Number of Respondents	288

Data Driven Decision Making

Percentages of Respondents Based on Role

Role	Percentage of Respondents	Number of Respondents
Execution Manager	75.00%	6
Program Manager	62.50%	25
ProjectManager/Team Leader	45.00%	72
Total		103

Clarity Project Card

Project Card	Functional Layer	Sponsor	Project Manager	Total Budget / Forecast over years (cash m€)	Extra Budget required in 2013 ?	Investment Driver	Capitalisation
IRG RPNL Exotics Envelope	Risk P&L	NA	BARRETT, Graham	0.00 m€	No	Industry mandated / Regulatory	Cap3

Clarity Project

data as of : 12 Nov 2013 09:00:02.800

Project Description

Context   NA

1

Benefits

Scope

Project Approval(s)

2

	Date	Decision	

Project Status

Overall Status	% Complete	Global	Risk	Cost	Timing	Trend
	0%					

3

Executive Summary   -

Achievements   -

Upcoming Activities   -

Back to Green Plan   -

Risk & Dependencies   -

Key Milestones | Start 01/01/2013 | End 31/12/2014

4

| 1 | | 2 |

J F M A M J J A S O N D J F M A M J J A S O N D
2013 / 2014

Key Milestones (top 10)

5

Key Milestones (top 10)	Baseline	Revised	Comments
1-Project Start	-	01/01/2013	
2-Project End	-	31/12/2014	

Project Card

IRG RPNL Exotics Envelope

Project Plan

only upto 20 tasks presented
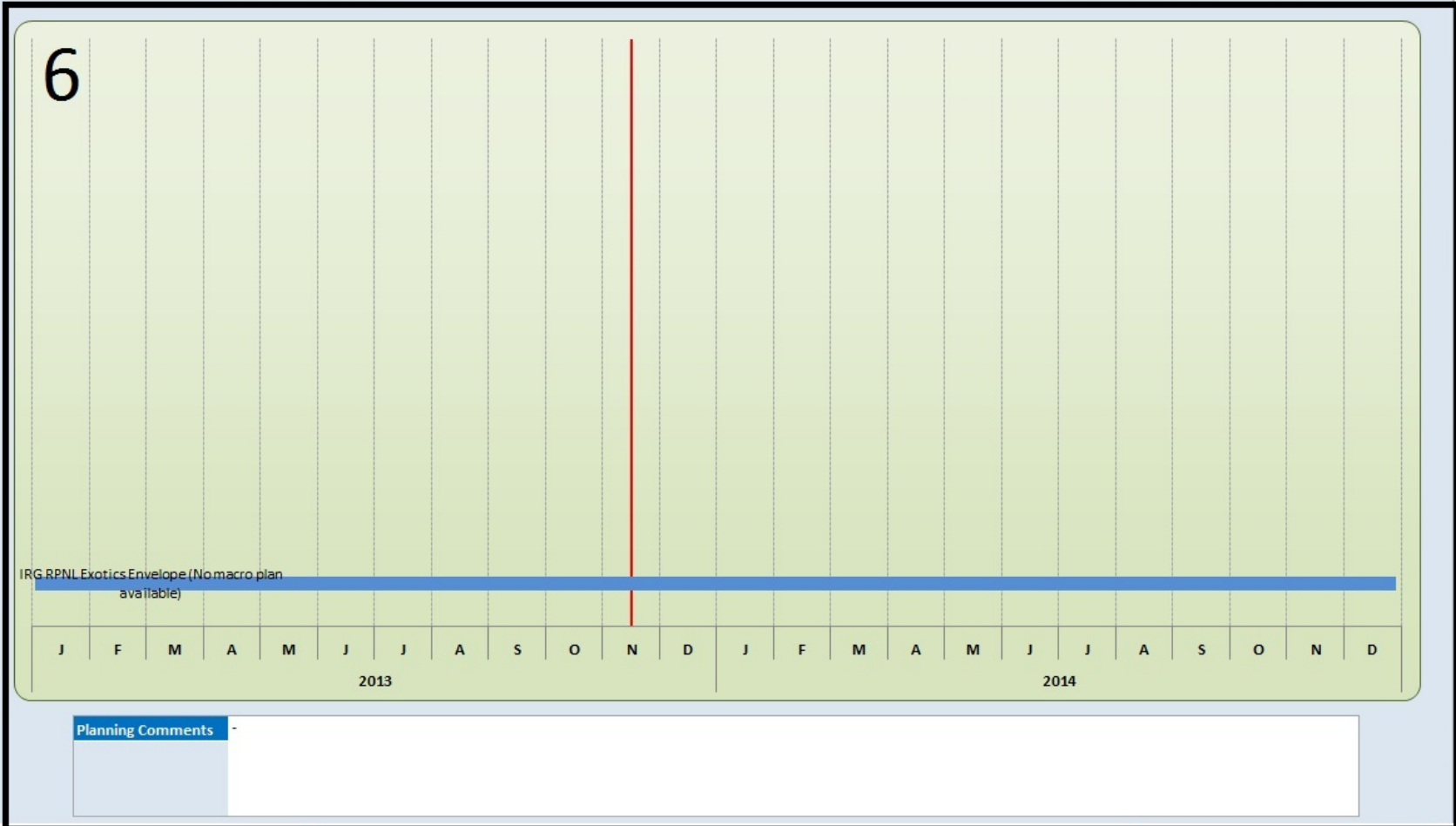
Clarity Project Card contd.

Project Card — Project Financials

IRG RPNL Exotics Envelope — *Cash and P&L values in m€. Effort in FTE.*

Cash in mEUR

	Tot Budget (over years)		A12		A13		B13		B14	
	Cash (m€)	FTE	Cash (m€)	FTE	Cash (m€)	FTE	Cash (m€)	FTE	Cash (m€)	FTE
Permanent	0.00	0.0	0.00	0.0	0.00	0.0	0.00	0.0	0.00	0.0
Contractor	0.00	0.0	0.00	0.0	0.00	0.0	0.00	0.0	0.00	0.0
Consultant	0.00	0.0	0.00	0.0	0.00	0.0	0.00	0.0	0.00	0.0
Sub Total	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Software	0.00		0.00		0.00		0.00		0.00	
SW/Appli Consulting	0.00		0.00		0.00		0.00		0.00	
Hardware	0.00		0.00		0.00		0.00		0.00	
Travel & Exp.	0.00		0.00		0.00		0.00		0.00	
Others	0.00		0.00		0.00		0.00		0.00	
Total	**0.00**	**0.0**	**0.00**	**0.0**	**0.00**	**0.0**	**0.00**	**0.0**	**0.00**	**0.0**

P&L in mEUR - Project Costs

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	TOT
Non capitalised investments	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Depreciations	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total P&L impact (project)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

P&L in mEUR - Running Costs

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	TOT
Additional IT running costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Financials Comments

Clarity Project Card contd.

Project Card

IRG RPNL Exotics Envelope

Project Governance

8

Project Manager	BARRETT, Graham		
Sponsor	NA		
Stakeholders			

SteerCo Members		SteerCo Planning	Notes

Project Card Component Ratings

Evaluating Components with a Weighted Scale
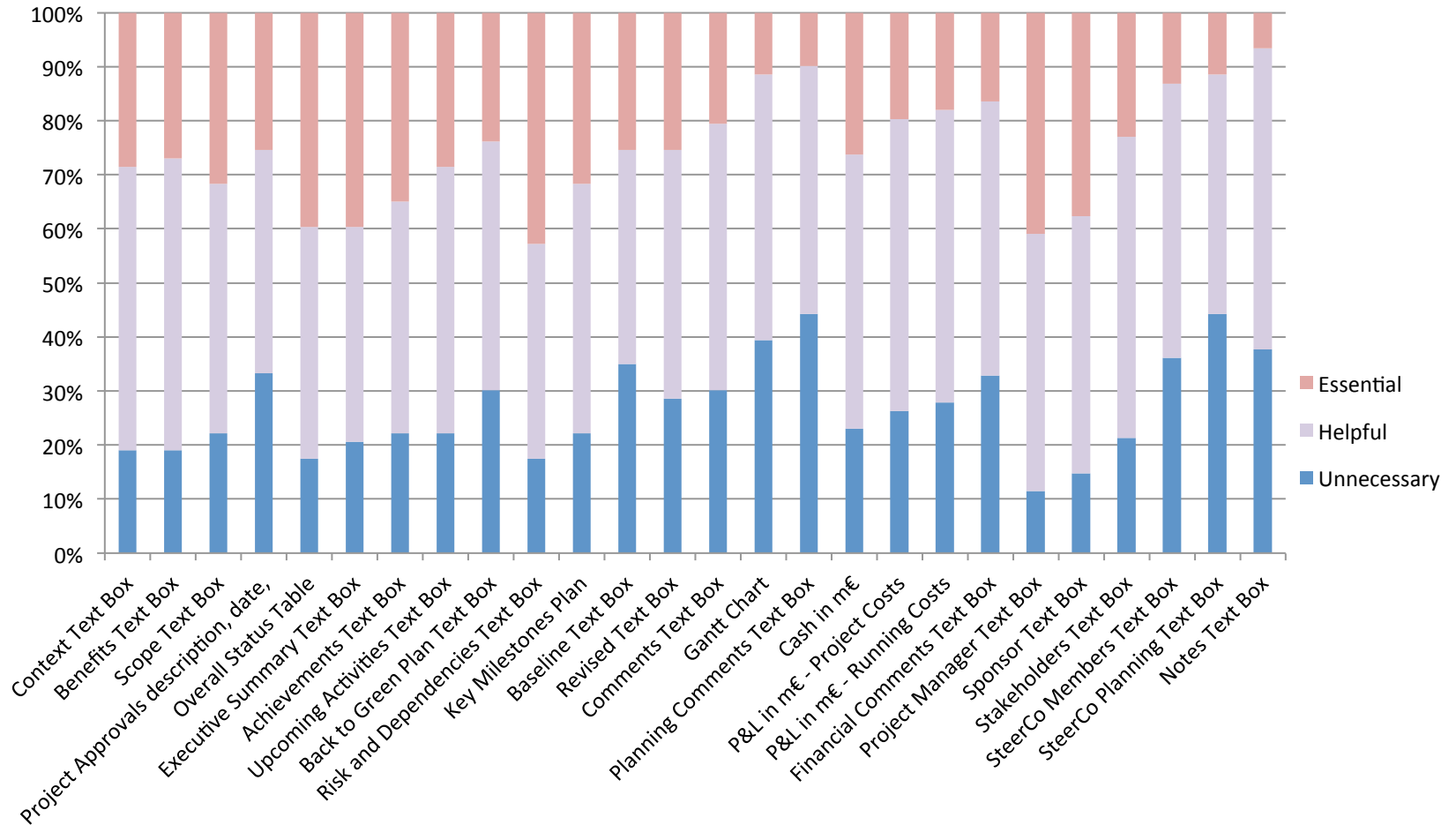
Box and Whisker Chart of Components' Values
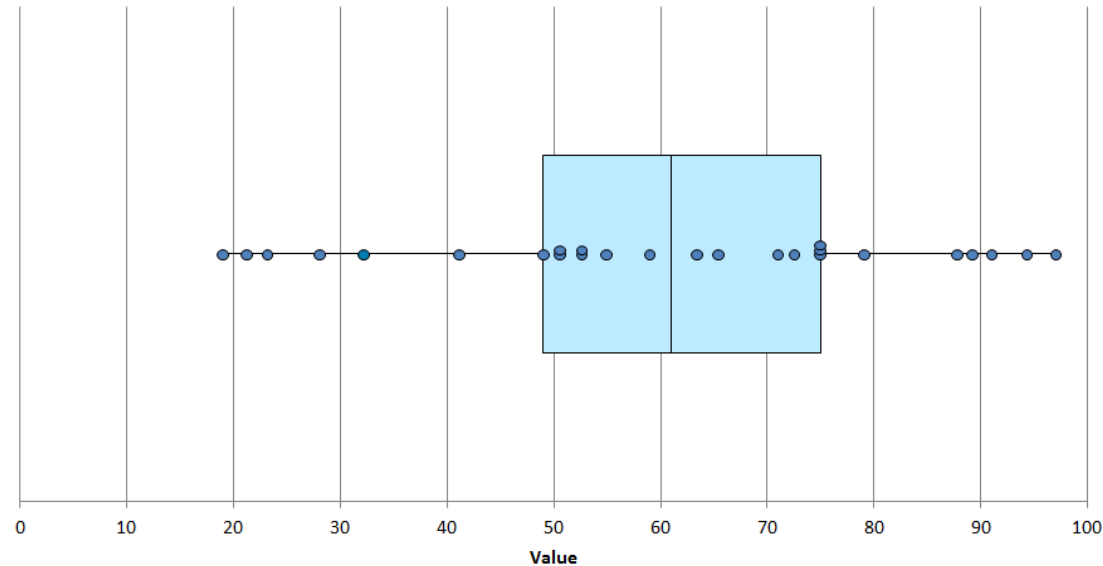
Components Below Q1:

- Gantt Chart

- Financial Comments textbox

- Notes textbox

- Planning Comments textbox

- SteerCo Planning textbox

- SteerCo Members textbox

Components Between Q1 and Q2:

- Back to Green Plan textbox

- Baseline textbox

- Key Milestones Top 10 List

- P&L in m€
  - Project Costs
  - Running Costs

- Project Approvals

Additional Components
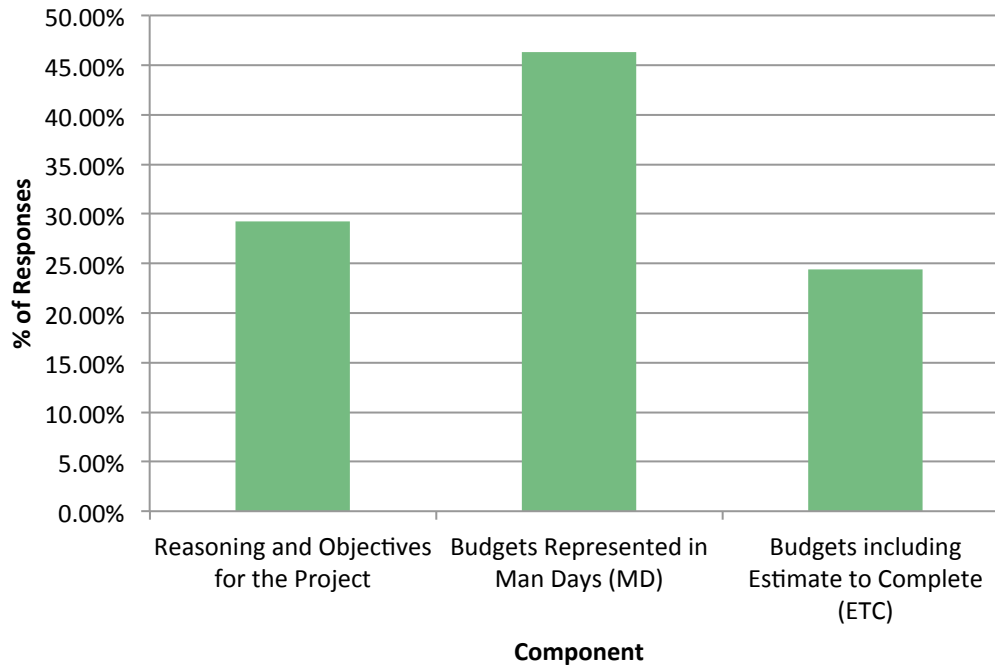
Respondents' Suggestions:

- Cost benefit of project
- ETC for budget and forecast
- Evolution of budget
- Risk & Issues

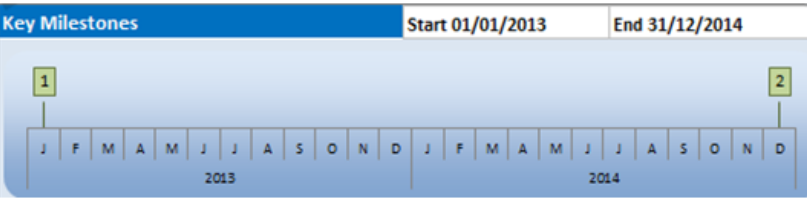| Components	% of Respondents	Number of Responses
Reasoning and Objectives for the Project	29.27%	24
Budgets Represented in Man Days (MD)	46.34%	38
Budgets including Estimate to Complete (ETC)	24.39%	20

Clarity Findings

Secondary Interviews

- Gantt Chart is helpful but not necessary unless it can assist in budgeting

- Project financials would be better represented in man days

- May be helpful to have customized Project Cards per teams

Proposed Project Card Template Page 1

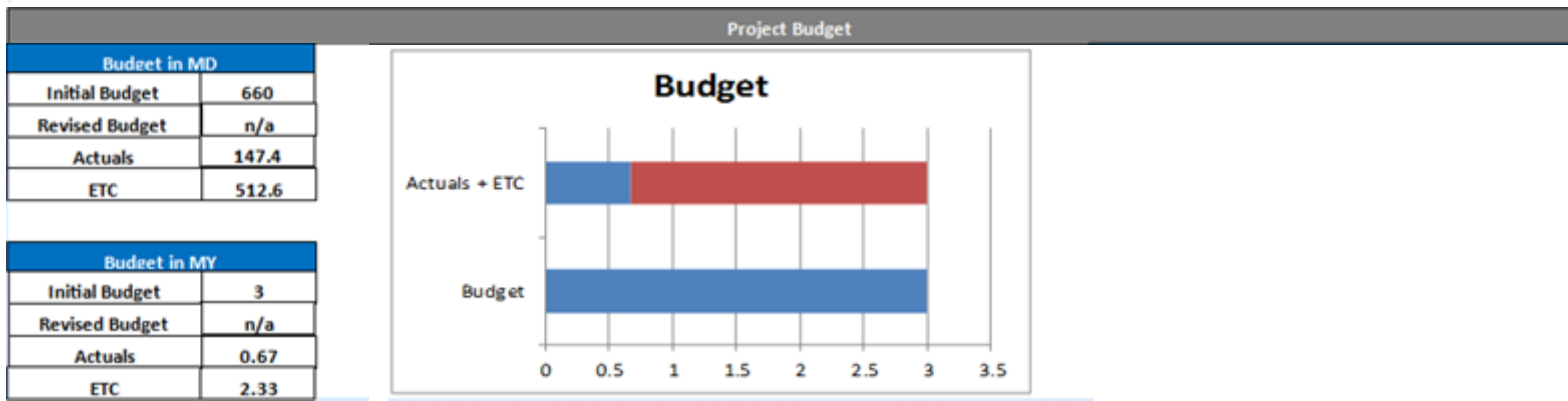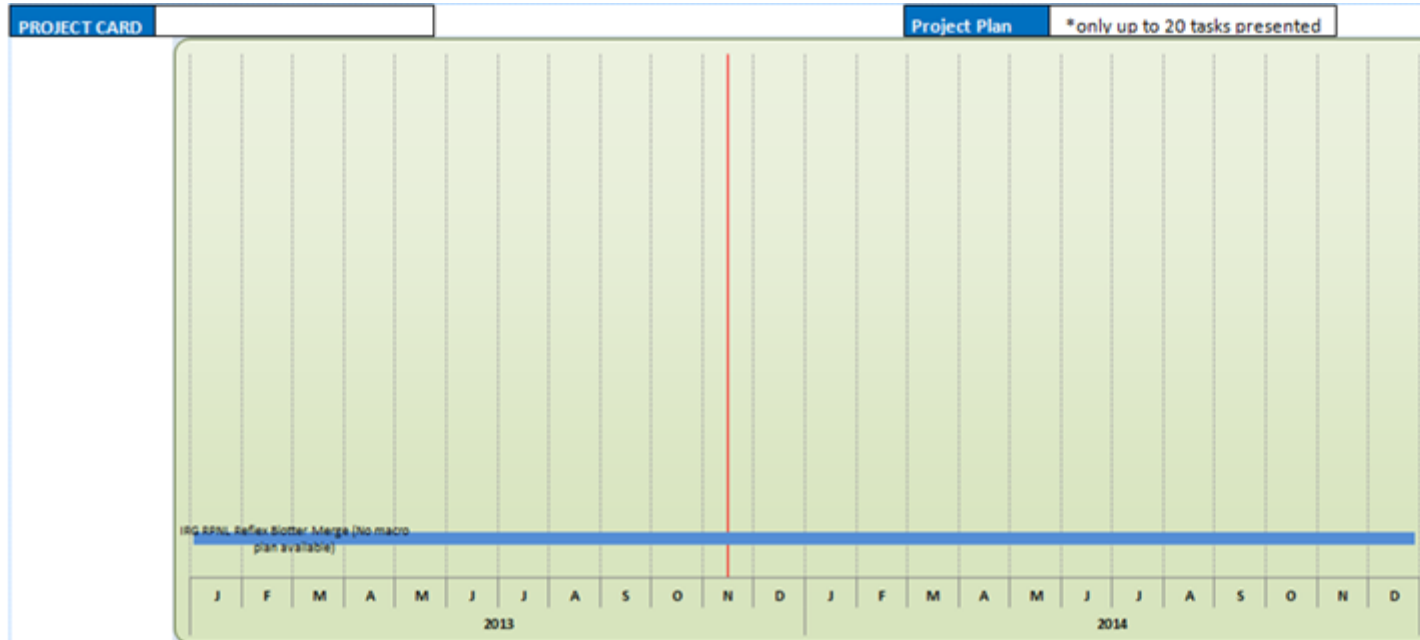Proposed Project Card Template Page 1

Proposed Project Card Template Page 2

| PROJECT CARD | Project Plan | *only up to 20 tasks presented |

IPG RPNL Reflex Blotter Merge (No macro plan available)

| J | F | M | A | M | J | J | A | S | O | N | D | J | F | M | A | M | J | J | A | S | O | N | D |

2013 — 2014

Project Budget

Budget in MD	
Initial Budget	660
Revised Budget	n/a
Actuals	147.4
ETC	512.6

Budget in MY	
Initial Budget	3
Revised Budget	n/a
Actuals	0.67
ETC	2.33

Budget

Actuals + ETC

Budget

0   0.5   1   1.5   2   2.5   3   3.5

Proposed Project Card Template Page 2

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Findings and Conclusions & Recommendations:
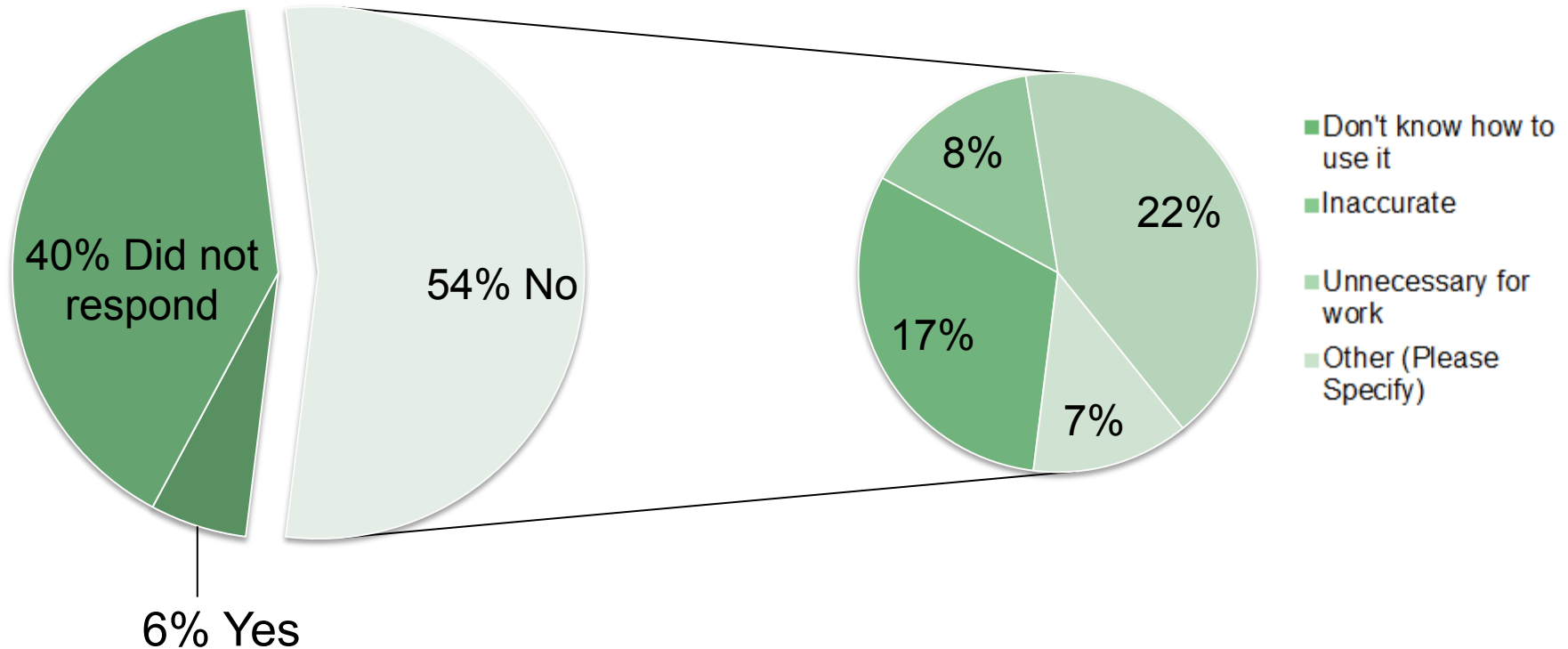
ETC

Summary

ETC Findings

Primary Interviews

- Included in Clarity but not used properly

- No defined use for reporting

- Not commonly used in project teams
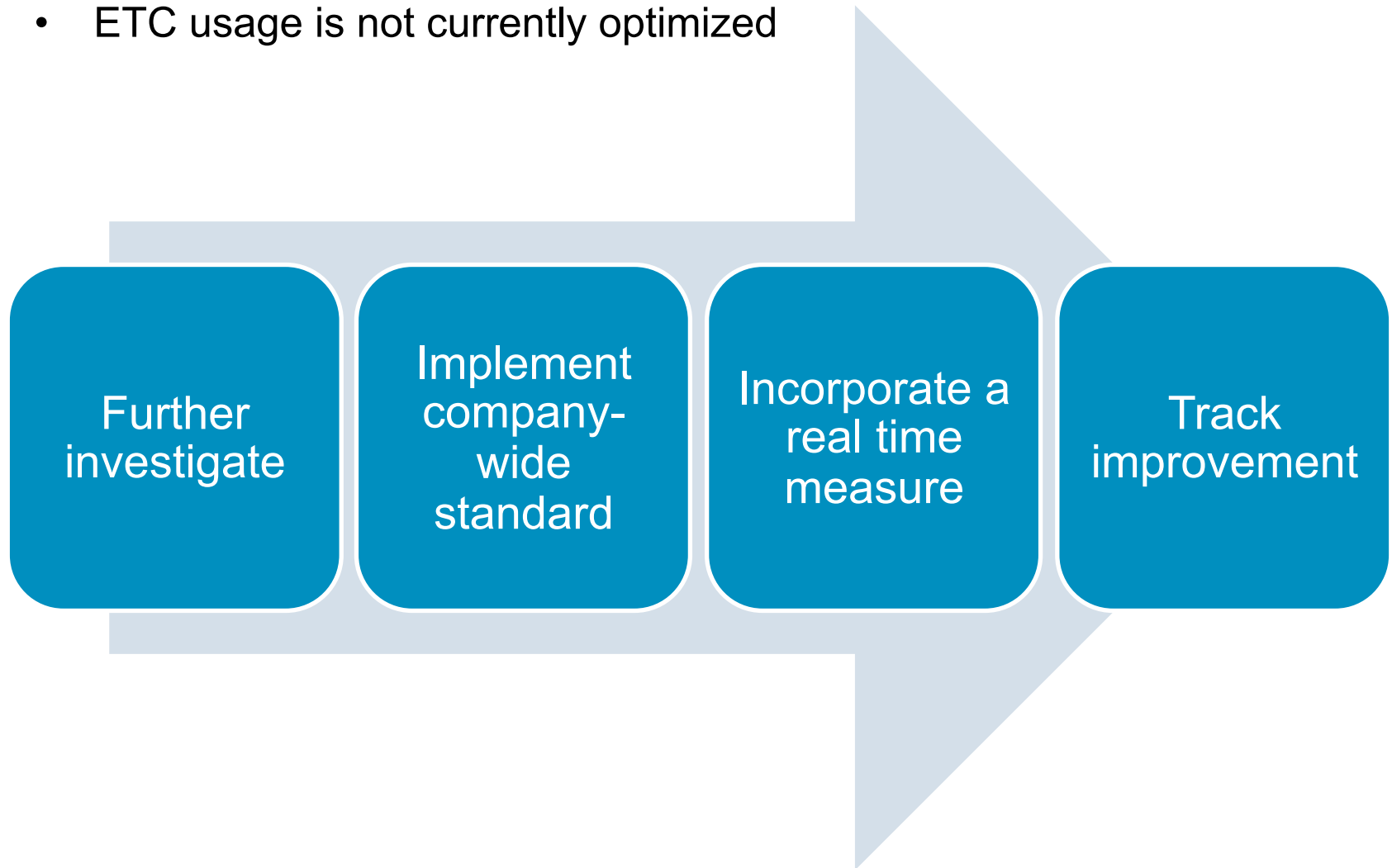
Why employees are not using ETC

Secondary Interviews

- Currently not used but would be beneficial for forecasting

- Needs more education on usage

- Would be better represented in REAL time

Conclusions and Recommendations - ETC

- ETC usage is not currently optimized

Further investigate → Implement company-wide standard → Incorporate a real time measure → Track improvement

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Findings and Conclusions & Recommendations:
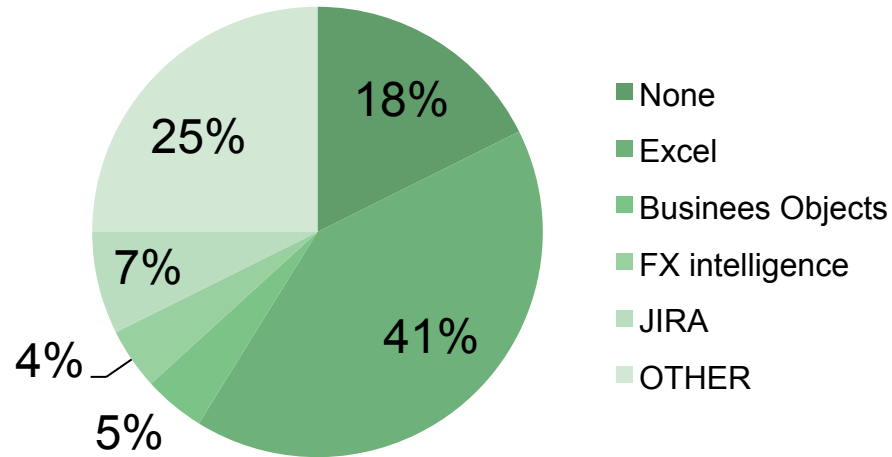
JIRA

Summary

Data Driven Decision Making

Primary Interviews

- Useful tool for task management

- Contains useful internal features

- Produces data that is updated in Clarity

Survey Results – JIRA external reporting

External Reporting tools

Pie chart: External Reporting tools
- None: 18%
- Excel: 41%
- Businees Objects: 5%
- FX intelligence: 4%
- JIRA: 7%
- OTHER: 25%

Tableau	In-house developed reports	MIS reports that link eComm	Power Pivot
KPI Spread sheet	SVN	Wiki release pages	Quality Centre/Index

How JIRA is connected to Clarity

Pie chart "How JIRA is connected to Clarity":
- 66% Not
- 24% Manually
- 4% Web
- 6% Other

Legend:
- Not
- Manually
- Web
- Other
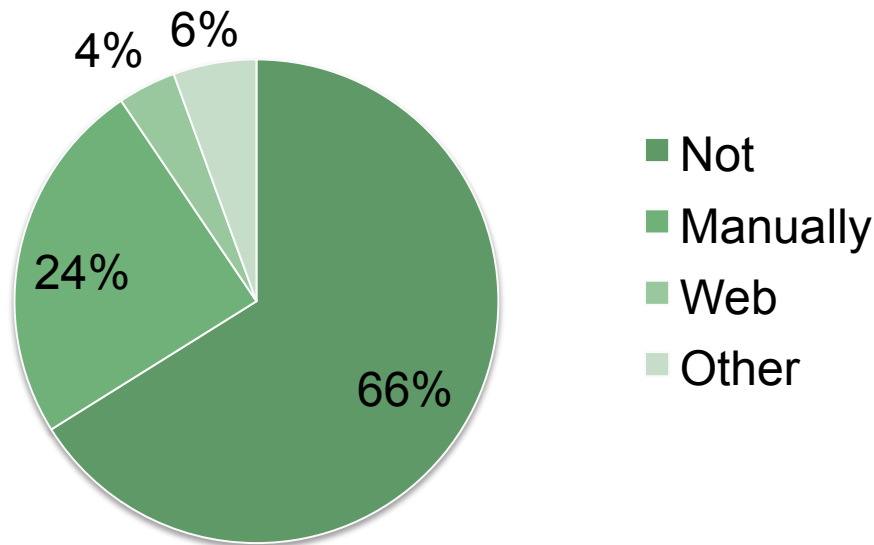
Other Responses:

• In unused Clarity fields

• Not at the moment, but would be ideal

• Connection was not well made at the present

• JIRA works with AGILE management where Clarity works with waterfall management

Secondary Interviews

- External databases are team specific

- There is no current linkage with Clarity

Data Driven Decision Making

Visibility

- JIRA has many unused internal reporting tools

- There is no majority of external reporting tools

Increase user access of JIRA throughout FIIT	Share best practices	Track improvement

Conclusions and Recommendations - JIRA

Connection to Clarity

- JIRA has no formal connection to Clarity

- Employees presently are manually entering JIRA data into Clarity

- Received a positive reaction

  - Optimization of Project Mapping

  - Employees would gain more value added time

| Further investigate shared data | Understand possible connections | Test connections | Track improvement |

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BNP PARIBAS CORPORATE & INVESTMENT BANKING

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Summary - Clarity

Suggested Clarity Project Card

Summary – Clarity Recommendations

Regularly review project card

Investigate potential of customizing project cards per team

Training sessions for Clarity

Further investigate

Implement company-wide standard

Incorporate a real time measure
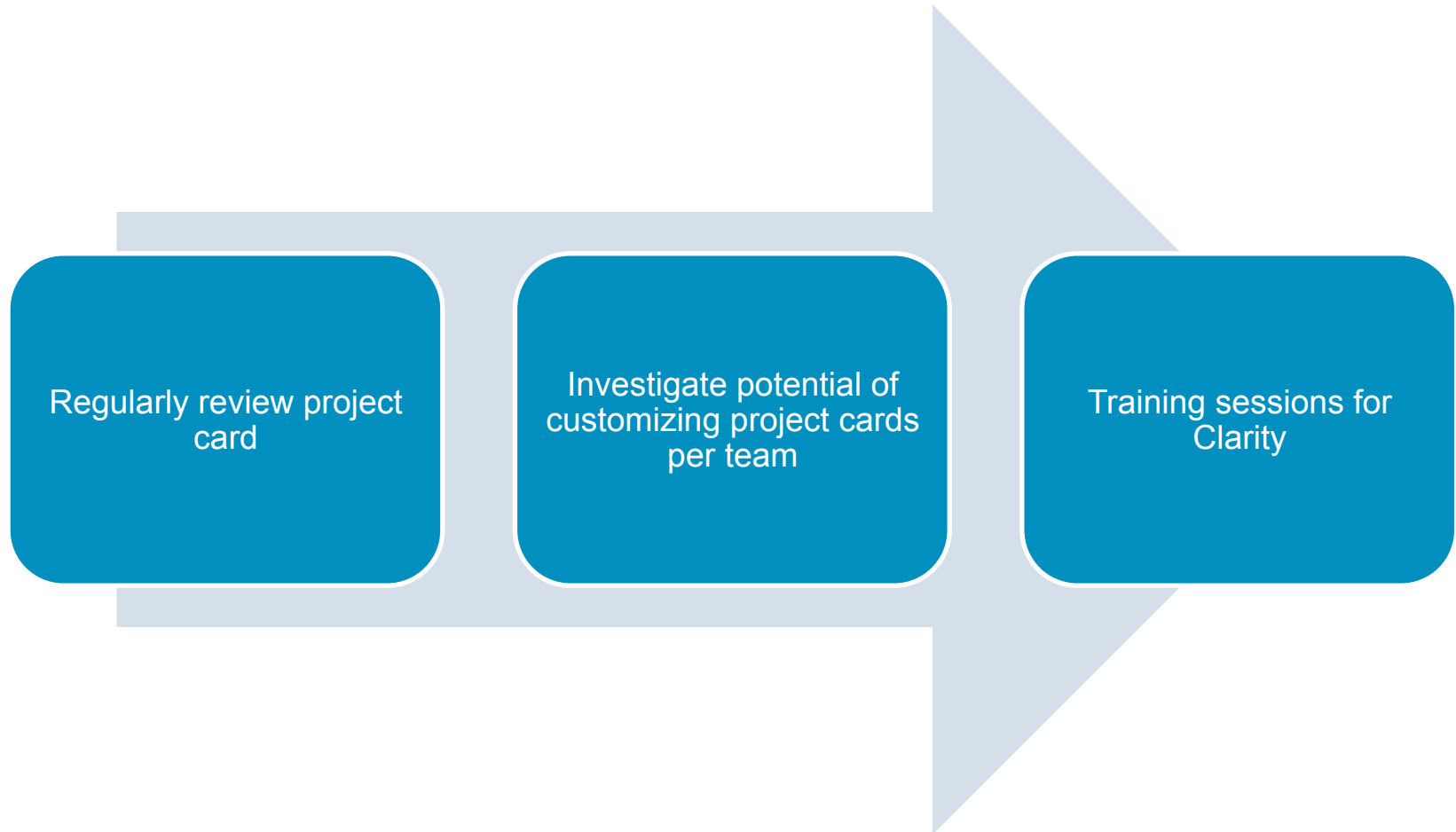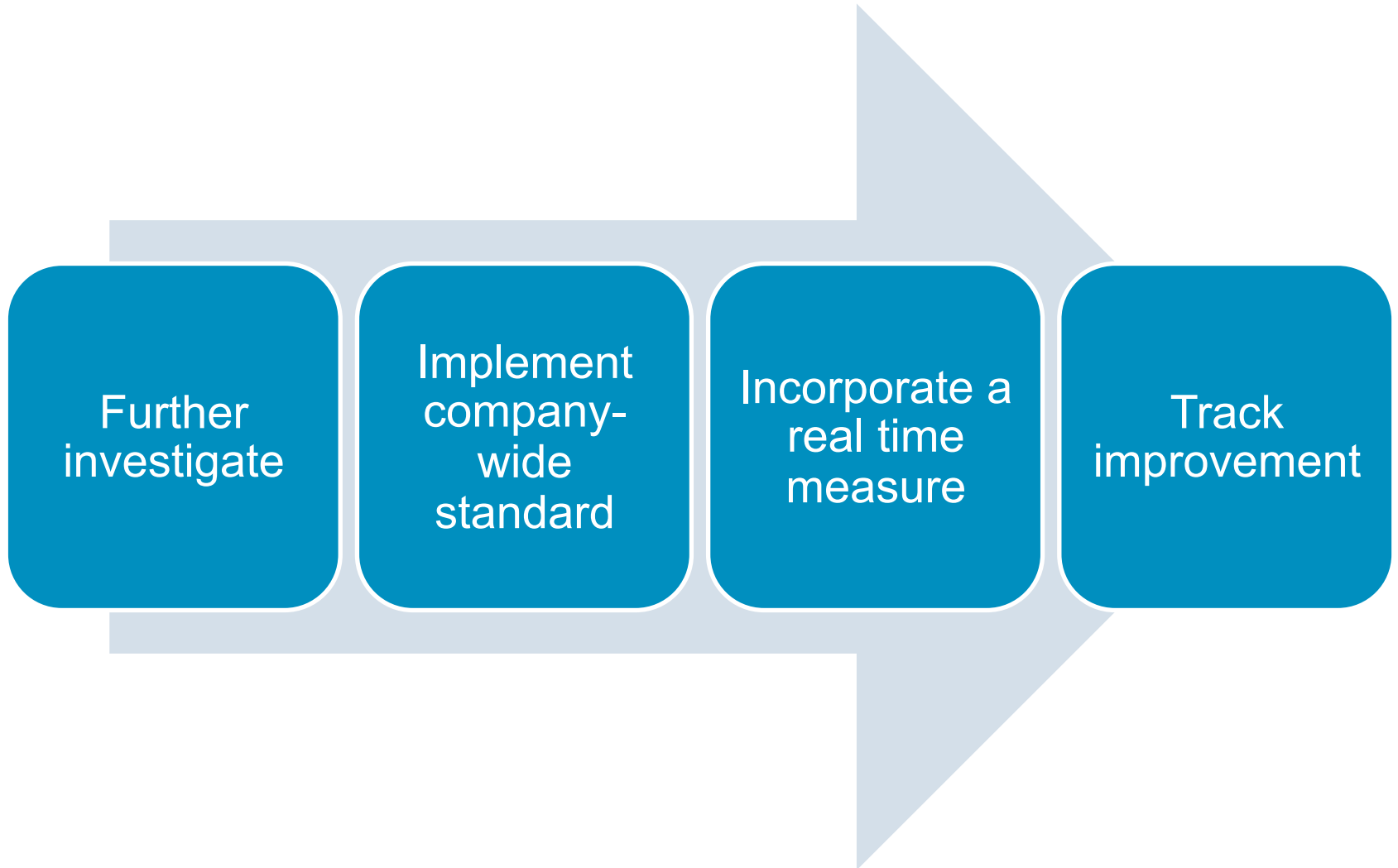
Track improvement

Summary – JIRA Recommendations

Visibility

- Increase user access of JIRA throughout FIIT
- Share best practices
- Track improvement

Connection with Clarity

- Further investigate shared data
- Understand possible connections
- Test connections
- Track improvement

Acknowledgements

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Questions?

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