



Modernising to compete in a changing market

Deloitte
Accelerating Improvement and Adaptability in Banking

Introduction



Considering the amount of time and investment in banking technology over the past 20 years, financial applications and websites should be among the most user-friendly. However, this is often not the case.

Banking application and customer interfaces are moving in the right direction but can still include slow client on-boarding, clunky user experiences and frequent prompts to “call us for further assistance.” Less visible to customers, at least for now, are difficulties in adopting new technologies like GenAI and advanced analytics. All of this creates vulnerability to new competitors, as well as to any incumbent firm that can get their technology right.

But why is so much effort resulting in comparatively little progress? And what are some firms doing to reverse the trend?

Consumer services have been transformed by technology over the past two decades. However, the digital services provided by banking and brokerage firms have consistently lagged other consumer service-oriented industries. There are many possible reasons for this, including regulatory considerations where rules and requirements around privacy protections, resilience and continuity can drive a higher regulatory burden for technology solution. However, a major culprit is the continuing reliance upon on-premises mainframe infrastructure.



Although several large firms are now making progress toward public cloud and Software-as-a-Service (SaaS) solutions, core processing remains mostly on-premises across the industry.

This legacy infrastructure can make it virtually impossible to truly adopt the principles of agile software development, since large swathes of data and back-end processes are by necessity beyond the control of even the best product owner.

With the financial services industry protected from wholesale digital disruption by the large moat of regulatory requirements, the result is that operations typically feature a significant number of manual, and even paper-based tasks, despite decades of effort and the availability of both off-the-shelf software and cost-efficient outsourcing services.

Likewise, customer-facing applications, both mobile and browser-based, lag behind customer expectations and often require phone interaction for routine enquiries or to resolve issues, despite this being a major red flag for the new generation of customers.

Other consumer services, such as social media, music and

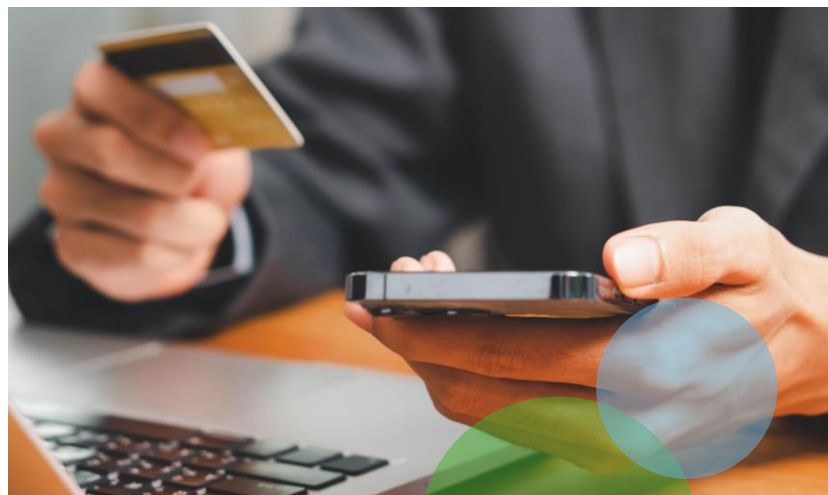
video streaming and online shopping, feature applications that are so user-friendly they can become addictive. Services like GPS navigation, ride sharing, takeaway food, and even peer-to-peer payments are, if not addictive, at least significantly supplanting traditional alternatives.

After all, who uses a paper map or writes a cheque to a friend these days?

Much has been written about new ways of working that can lead to digital success: agile delivery, the product mindset, dev/ops, continuous integration, and continuous deployment (CI/CD), etc. and the exponentially shortened delivery cycle they can bring about.

For the layperson this is the difference between a banking app that releases an update once a quarter to fix bugs and roll out new features, and a video streaming app that revises its code behind the scenes more-or-less continuously to correct problems before they are even noticed by users, and release new features with controlled testing to statistically determine customer preferences without even having to ask.

The benefits of agile development and the path to adoption have been discussed for several years (see Deloitte’s previous report on agile banking, *Fast and frequent delivery*¹). Many banks, brokerages, and even asset and wealth managers have ushered in successive waves of organisational restructuring to “be more agile,” and CIOs have prioritised cloud migration and user interface (UI) improvements. However, many firms are still wrestling with technical, organisational, and strategic challenges that have prevented gains in technology benefits. Why is this the case and why have so few FSIs achieved comparable results to other consumer services? And what can FSIs do to get it right?

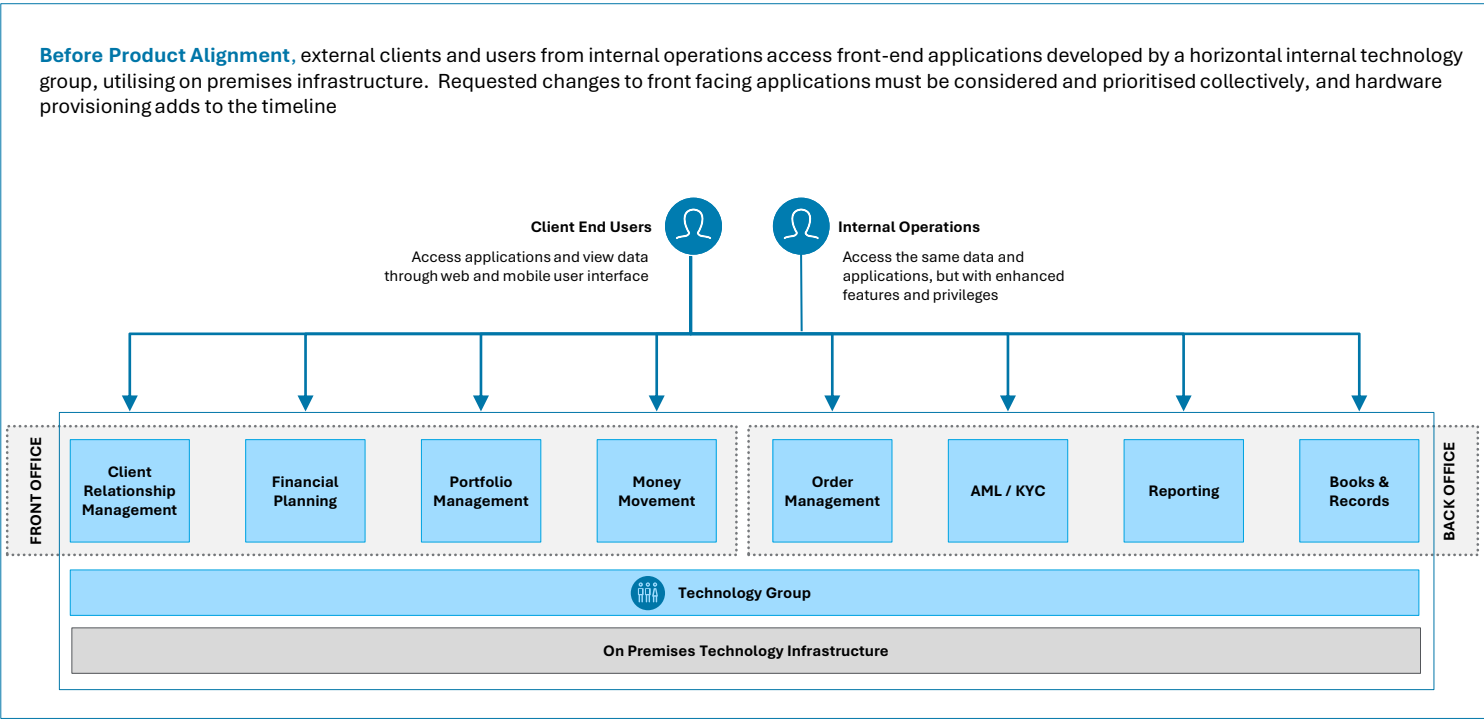


1. (Daru, Sathe, & Geetika, 2020)

Modernisation

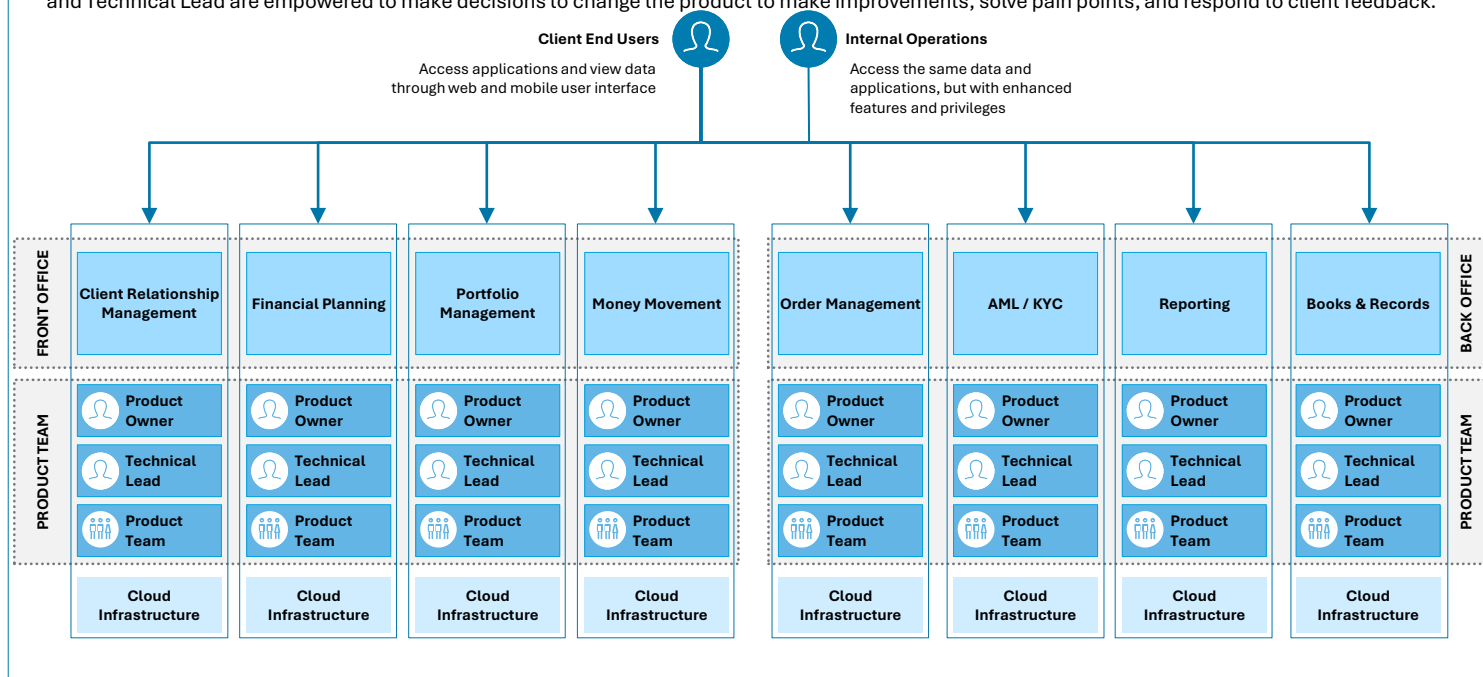
Starting with the core data that supports the business. Think of accounts, positions, or client demographics; this is generally stored in a monolithic back-end system. Data is freely accessible within the system to any application on the mainframe. However, any change necessitates testing of all aspects of the system, so changes are typically limited to once per quarter to allow time for integrated test programmes involving multiple teams. Given the advanced age of such systems, accessing data from more modern systems within the enterprise can also be challenging.

Three broad horizontal layers characterise most organisations. The business forms the first layer, usually defined as the front office and client relationship management. It is supported by operations, consisting of professionals who operate the company’s systems and deal with any exceptions or fallout when automated systems fail. And finally, technology is a kingdom unto itself, consisting of the technology infrastructure, its own people to keep it running, the business-facing applications that run on it, and the developers who create and maintain them.



The goal of product-oriented modernisation is to break these layers into vertical “products” to enable agile delivery. This empowers technical teams aided by scrum masters but ultimately directed by a business representative, such as the product owner, to control a distinct piece of functionality all the way from the user experience through the operational processes that support it, to the application language and the virtual cloud servers it runs on. Products that are bounded into discrete vertical stacks and controlled in this way can modernise quite rapidly, while functions that depend on horizontal swathes for their support simply cannot.

After Product Alignment, each application sits on a discrete “micro” technology stack with its own leadership and supporting team. The Product Owner and Technical Lead are empowered to make decisions to change the product to make improvements, solve pain points, and respond to client feedback.



Microservices, as opposed to a monolith, feature autonomously owned, loosely coupled components with automated testing and deployment capabilities. They are structured in such a way that components can be changed without disrupting their current functionality, so new features can be tested and added without affecting front-end internal consumers (e.g., web and mobile pages), who can adopt the new feature, or not, when they are ready.

These front-end UI applications often find their scope for modernisation and improvement blocked by integration with the back-end monolith, where changes are infrequent and expensive. With microservices, enhancement requests from such consumers are constantly prioritised by the product owner to balance the available capacity of their team against the priority of customers’ needs, so that the technology is truly responsive to the business.

Driven by this increased focus on customer-centricity, banking is witnessing a transformation in its “ways of working” across its segments or product-driven streams, thereby enhancing the value delivered to customers. These areas require improved methods for developing new products or simplifying existing ones, while consistently providing value to their customers. Modernisation acts as a catalyst for increased operational efficiency within these different value streams, with successful use cases seen across customer journeys involving credit cards, mortgages and other retail lending.

Public cloud is a big part of the agile product playbook because it frees the team from dependence on internal infrastructure and physical hardware procurement and enables the automated testing that makes CI/CD possible. Public cloud is discussed further in succeeding sections.

Making it real

Agile, product-oriented transformation requires a fundamental shift to a new paradigm. This is characterised by development teams having autonomy to determine their own workload. They decide when they have completed a given task (e.g., product modernisation) and when they are ready to start on the next one (e.g., the next product or enhancement). This is described as “pull” rather than “push” methodology.

Needless to say, this can be a cultural dislocation for many firms. It requires concerted effort, retraining, and perseverance to overcome cultural resistance. Our experience helping banks and brokerages to “make the leap” has revealed several lessons that can help firms on their modernisation journey.



Data is where the rubber meets the road.

- From a technology perspective, financial services operations consist of retrieving and changing data.
- Bringing data out of the mainframe and making it accessible to next-generation applications on cloud enables agile delivery.
- Establishing data ownership is key to improving an application or operation. Improvements will only be possible when the product team has ready access to, and sufficient control over, the data needed for the operation.



Expect resistance to new ways of working.

- Agile delivery often requires breaking objectives into minimum viable products (MVPs) and starting work in parallel.
- Rework is common in the early phases of delivery.
- The goal is not to deliver on a set of objectives; the goal is operations and technology that can change quickly to support new business objectives that are not yet known.
- Antagonism between operations/business and technology becomes even more counterproductive; they can only be successful if they trust and listen to each other.



Prioritisation is a two-way street.

- Leading practice is to prioritise based on business impacts, technical feasibility and the level of effort required.
- Programme leaders and product owners must optimise resources and output to maximise achievable benefits. Setting an effort threshold can help; even the highest impact objective must be assessed for level of effort and feasibility. The same effort might achieve many smaller objectives with collectively higher value.



Product owners should be eager to make progress.

- The best product owners not only have knowledge and experience but also a relentless curiosity about their products, their consumers, and the supporting technology.
- The desire to constantly improve the product, exceed customer expectations, and employ better technology is tempered only by the team’s available time.
- Where product owners balk at the next challenge or refuse to take on additional products or enhancements it may be due to a lack of resources.



Documentation is a common pain point.

- Many organisations don’t know how good (or bad) their process documentation is until they try to use it.
- Poor documentation means more time is needed from key business subject matter specialists to deliver modernisation. This quickly becomes a bottleneck.



Breaking the reliance on in-house solution expertise and key person dependencies.

- Legacy system knowledge can be concentrated in pools of specialist resources. These specialist resources can be siloed, costly and add to enterprise technology risk.
- Utilising shared services models and SaaS opportunities can break down or even remove these concentration risks and free up technology specialists for other more strategic activities.



Pay special attention to outsourcing and SaaS third-party integrations.

- Third-party technology and outsourced service providers (vendors) operate to their own schedules.
- All third-party dependencies, both expected and unexpected, need to be identified as early as possible and carefully monitored.
- Product teams that depend on third-party offerings must understand the vendor’s offering. They will have options about what and how much of the vendor to use, but vendors willing and able to make timely changes for a single client is the exception rather than the rule.



Outsourcing and Software-as-a-Service

In a 2023 Forbes Insights report, nearly six out of 10 banking leaders surveyed consider legacy infrastructure to be the top challenge impeding their organisation's business growth.² However, replacing legacy core systems can often be seen as cost-prohibitive, multi-year endeavours and some banks may "feel like hostages" to their legacy technology. In a SaaS cloud-based model, users switch over to access software applications on a licenced basis and can side-step their own mainframe version. This eliminates the need for local installation and on-going maintenance and can be a cost-efficient alternative.

Indeed, no discussion of operations and technology in financial services would be complete without acknowledging the prevalence of outsourcing, because almost every organisation has a third-party provider somewhere in their footprint. Traditional third-party service and software providers can reduce fixed costs and allow firms to focus on their bread and butter: building client relationships and offering financial services. However, in a modernised, agile business model, they can seem like stones in the path of a swiftly flowing stream—everyone must adapt around them.

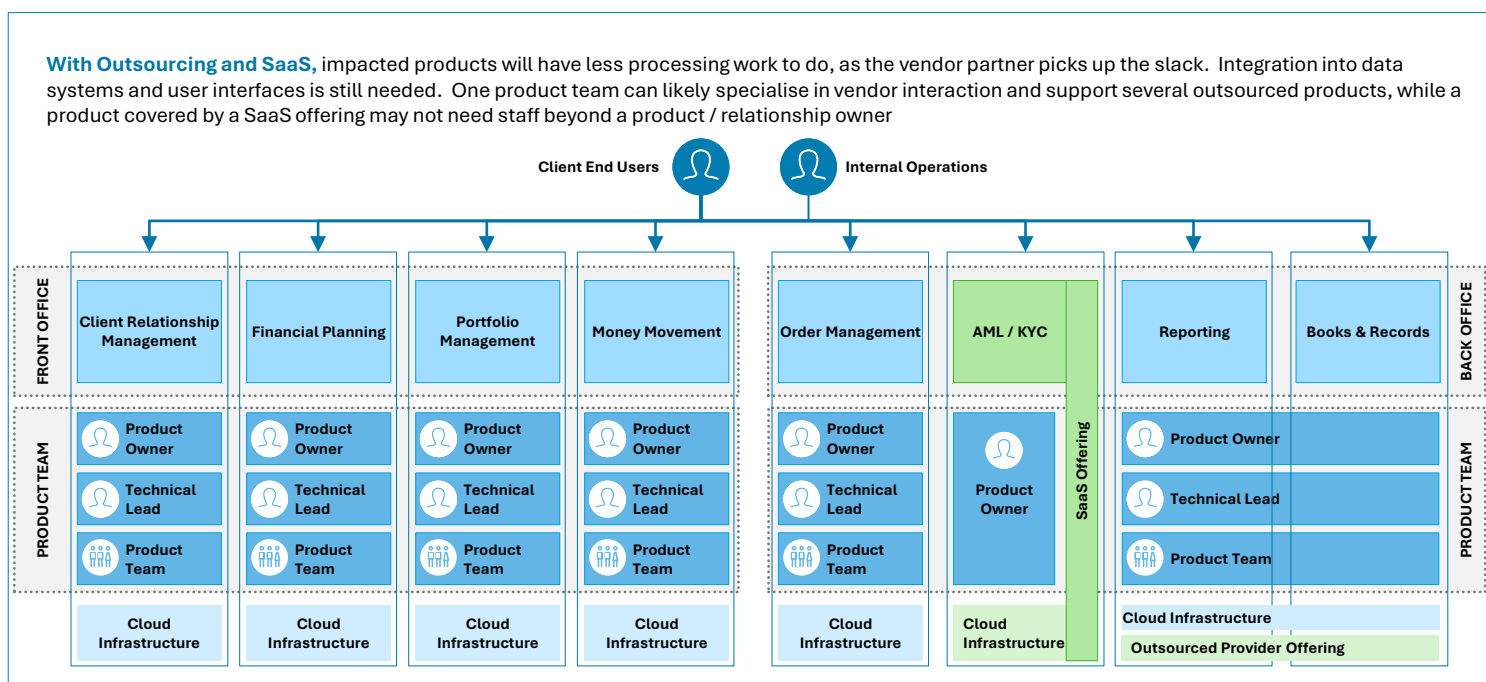
This is because the third-party providers generally run cost-efficient yet cumbersome mainframe systems with limited scope for change or customisation. A third party linked to a core on-premises solution can be a relatively inflexible arrangement that can be doubly challenging to pick apart when software changes are required.

Notwithstanding these limitations, outsourcing providers to the financial services sector have grown in scale and complexity as well as in the breadth of services offered. In many cases, existing third-party solution providers, along with new entrants, have modernised their traditionally exclusive on-premises offers to include SaaS models.

In the context of the emerging cloud migration trend these can represent opportunities for financial institutions to evolve existing technology relationships or undertake alternative technology arrangements. Additionally, SaaS models can allow for a more agile adoption of new capabilities or elevate existing solutions to be more operationally effective without taking on the enduring overhead of software ownership or maintenance.

As long as existing systems or processes can be integrated with the new offering, SaaS can provide cost efficient, flexible and scalable solutions in comparison to the traditional cumbersome on-premises systems.

Throughout this transformation, it is crucial to keep stakeholders, particularly regulatory authorities and the board, informed and manage oversight risk effectively. It is important to remember that when problems arise, they can be costly to the bottom line, disrupt operational continuity and damage reputation, with significant implications for customers and partners.



While outsourcing technology ownership can have drawbacks, such as loss in overall control of software, additional steps to access data, and externally driven changes to core operational solutions, the benefits of a cloud first strategy along with an openness to SaaS can far outweigh these.

A SaaS enabled solution supported by its own third-party agile product development team can successfully outsource responsibility for the solution, keeping up with changing regulatory compliance requirements and wider software change requirements, allowing financial institutions to focus on core capabilities, streamline processes and, in many instances, improve customer experience.

2. Forbes (2023)

Case study: Seamless Transition to SaaS for a Global Financial Leader



About the Client

The client is a leading global financial services firm headquartered in the United States. With operations spanning the globe, it is one of the world's largest asset management firms, overseeing more than \$3 trillion in assets under management and \$40 trillion in custody and administration. Employing nearly 50,000 full-time staff worldwide, the firm is a critical player in the financial services sector.

The firm's technology landscape featured a heavily customised on-premises platform that supported its operations but posed significant challenges in scalability, compliance, and agility.

The Challenge

In 2014, the firm embarked on a transformational journey toward a global shared service model. This initiative aimed to align all business units under a unified global policy. Its on-premises platform was highly customised to the firm's specific business needs, resulting in costly and time-consuming updates, and restricting its ability to access new value-adding features. Over time, several limitations emerged:



Technical Limitations:

The platform's centralised and tightly integrated structure made it difficult to adapt quickly to changing needs and integrate with modern tools, limiting flexibility and scalability.



Operational Inefficiencies:

Updates required extensive testing cycles, resulting in deployment delays of 12 weeks for incremental updates, and up to 12 months for a major release update.



Compliance Challenges:

A lack of automation in its business rules engine limited the firm's ability to implement regulatory changes promptly.



High Total Cost of Ownership (TCO):

Maintenance, hardware upgrades, and frequent manual interventions significantly inflated costs, with upgrade expenses ranging from €50k to €85k, depending on complexity.



Over-Reliance on IT:

The legacy platform required significant IT involvement for routine updates and configuration changes, creating bottlenecks and hindering the firm's ability to achieve self-sufficiency.



Time-to-Market Delays:

Inability to quickly roll out new features and respond to evolving business needs created competitive pressure, further exacerbated by the platform's heavy reliance on IT for routine updates and change management.

Self-sufficiency, scalability, and compliance became critical objectives, driving the firm to seek a modern SaaS-based solution.



The Implementation

In 2022, the firm decided to migrate its technology stack to the cloud, partnering with Fenergo, the leading provider of Client Lifecycle Management (CLM) solutions for financial institutions. The implementation focused on transitioning from a heavily customised on-premises system to a multi-tenanted, API-first architecture designed to integrate seamlessly with the client's existing ecosystem.

The project aimed to replace the firm's legacy on-premises technology with a scalable SaaS platform, streamline operational processes for greater efficiency, and simplify regulatory compliance while significantly reducing costs over time.

Transition Process

The 18-month migration process employed an agile, phased methodology to ensure alignment with strategic business and technology goals. Fenergo collaborated iteratively with the client, assessing the existing on-premises infrastructure, mapping business objectives, and identifying areas for improvement, such as product lifecycle management and the handling of related parties and hierarchies.

The migration scope was extensive, covering 300,000+ products, 260,000+ legal entities, 5 million documents, 1 million related parties, and 5,000 in-flight journeys. Comprehensive testing—including full-scale simulations and sandbox validations—was executed to ensure data accuracy, system security, and seamless functionality post-migration.

Additionally, Fenergo partnered with the firm to develop new domains and offerings, addressing critical requirements around information barriers and data protection. The transition process required a seamless switch, ensuring that the moment the on-premises system was decommissioned, the SaaS platform was fully operational.

Several technical challenges were overcome as part of the migration. The migration involved mapping legacy data to a globally defined best-practice data model, leveraging sophisticated tooling to ensure data accuracy and integrity. Pre-configured rulesets and standardised workflows played a key role in streamlining compliance and operational efficiency – facilitating the seamless migration of 30 global policies, as well as over 20 operational workflows.

Collaborative engineering efforts between Fenergo and the client delivered an innovative solution to stream large volumes of documents from the legacy Document Management System (DMS) to Fenergo's cloud-native document store without impacting other DMS users.

To enhance operational readiness, the implementation introduced features to improve migration performance,

support seamless transitions, and streamline processes for key operational needs. These included capabilities for recalculating access layers, optimising migration workflows, and managing critical data migrations efficiently.

Fenergo's SaaS API-first architecture enabled seamless integration with the client's existing systems, including CRM and ERP platforms. Its cloud-native design provided dynamic scalability, eliminated downtime for updates, and ensured enterprise-grade security with end-to-end encryption and role-based access controls. This ensured a future-proofed solution aligned with the organisation's long-term technology strategy.



The Outcomes

Since the migration went live, the firm has experienced significant improvements:



Reduced Total Cost of Ownership:

Pivoting to SaaS significantly reduced the firm's total cost of ownership by eliminating the need for on-premises servers and cooling systems, saving considerable infrastructure and energy costs. Additionally, integrated disaster recovery services eliminated the need for redundant infrastructure investments.

Automatic updates ensured seamless upgrades without operational disruptions, saving over \$200,000 annually on upgrade costs. Features are deployed instantly, reducing timelines from 20 weeks to zero. This not only cuts costs but also provides the client with immediate access to the latest technological innovations, keeping the firm competitive in a rapidly evolving landscape.



Self-Sufficiency & Scalability:

SaaS empowered the firm to independently manage and maintain its technology stack, reducing reliance on IT resources for routine updates and configurations. By eliminating the need for manual updates and feature deployments, the platform significantly reduced operational overhead, enabling the firm to reallocate resources toward strategic initiatives.

The platform's dynamic scalability enabled the firm to easily adjust to fluctuating workloads without the need for significant capital investments in hardware or infrastructure. This adaptability ensured they could meet both current and future demands efficiently and cost-effectively, while continuing to deliver sustainable long-term value.



Regulatory Change Management:

With Fenergo as a trusted partner, the firm can now navigate the ever-evolving financial landscape with greater confidence. Regulatory mandates are now addressed more efficiently, reducing turnaround times from months to days.

The introduction of a no-code change management process has seen a reduction in configuration and change management by up to 80%, allowing rules, workflows and risk models to be deployed, configured, and tested in just 1 day. This agility ensures the compliance process remains scalable and future-proof, minimising workload and reinforcing the firm's ability to adapt to regulatory change.



Operational Efficiency:

The SaaS platform has delivered significant improvements in operational efficiency, enabling transformative results for our client. Onboarding times are on track to be reduced by as much as 50%, while periodic reviews could save as much as 1,155 days, significantly accelerating critical processes.

Error rates are projected to decrease by 65%, ensuring smoother and more accurate workflows, while a 75% reduction in client outreach requirements minimises administrative overhead and enhances customer experience.

Real-time reporting and dashboards provide clear visibility into workflows, enabling the firm to optimise processes and address bottlenecks quickly. With an average time saving of 78.7%, the platform ensures that fluctuating workloads can be managed seamlessly, maintaining high service quality, and delivering a superior client experience.



Breaking up the monolith

As effective as they can be, SaaS offerings are generally specialised and can replace only a specific function or set of functions. The rest of the mainframe monolith remains as intractable as ever. Because data and processes within the mainframe can interconnect freely, their interdependencies tend to grow and become more complex over time. Given that many of these systems are more than 30 years old, untangling their interlinked applications into discrete products can be quite intimidating. A change to one process can affect many others, necessitating laborious testing and creating a chicken-and-egg problem, with teams asking, “how can we modernise our product when we depend on product X, which is not yet modernised?”

One approach is to replicate the entire system in a modular architecture, test it, and then switch production capacity over once it is ready. The resulting “monolith in the cloud” can then be more easily redesigned into products because all of the data is now available in cloud architecture.

A drawback of this “big bang” method, however, is that it does not start to deliver business value until the massive cloud conversion is complete. Even the legacy system being copied will likely change over such a long timeframe, and the business requirements it supports are changing even faster. The programme can therefore lose momentum (not to mention funding) and collapse before it starts delivering value.

However, this is where incentives can determine the difference between success and failure. In some cases, global companies making these “big bang” decisions are establishing standalone technology businesses in lower tax jurisdictions. Designed to maximise tax efficiencies, grants, and R&D tax incentives, these standalone entities can significantly reduce overall funding requirements and potentially generate positive net present values through group tax savings.

An alternative is for the system to be broken up into discrete business functions, or products, which can be separated from the whole and delivered as completed functionality in the cloud and then back synced to the mainframe so that adjacent functions waiting their turn to modernise continue to function as is.

This approach means that value can be delivered as rapidly and discretely as possible in true agile fashion, which gives the programme early wins and the momentum to carry it through the long road ahead. Early wins are important because in both this and the big bang approach, costs will increase while the modernised systems are developed and run in parallel with legacy systems. The drawback to this approach is that the overall timeline could be longer, and legacy systems will have to be supported for longer than with wholesale replication to a “cloud monolith.”



Public cloud

With the advent of public cloud, the data centre and its supporting staff—the ultimate horizontal organisation—is no longer necessary. Instead, a small team can make decisions to scale up and down their infrastructure on the cloud, tailored to the needs of their product alone. Depending on the efficiency of the data centre and the computing capacity versus the business need it meets, this may not represent a massive cost saving—but it does benefit from converting a large, fixed upfront investment to variable cost and paying only for what is needed.

Even in the relatively conservative financial services industry, public cloud infrastructure is rapidly gaining traction as the method of choice. In 2023, 48% of banking and investment services CIOs surveyed by Gartner reported having deployed workloads to cloud, and 44% planned to deploy cloud workloads in the next 18 months.³ However, experience across financial services reveals that although organisations may have cloud deployments, the bulk of their processing remains on monolithic mainframe applications that date from the 1990s or earlier.

The cost of the foundational modernisation required to address these systems is high, while the cost to maintain a fully depreciated mainframe can seem relatively low. Client-

facing sites and apps provide baseline functionality so pressure to modernise can be indirect, and therefore many institutions are not truly invested in moving their fundamental data processing to a cloud-first model.

Nevertheless, the cloud migration trend is gathering steam. In 2021, 29% of banking CIOs surveyed stated that they intended to reduce data centre technology funding over the coming year. By 2023, that number has risen to 47%, while in the same year 53% of CIOs expected to increase cloud technology funding.⁴

The speed of cloud deployment is what makes the difference for business agility. Instant availability of additional infrastructure capacity, combined with CI/CD toolchains, enables the rapid development and deployment that makes the mainframe process, with its quarterly release cycles and monolithic test processes, seem to stand still.

The CI/CD toolchain allows changes to application code to be thoroughly tested through automated processes and deployed across environments in only a few weeks.⁵ Suddenly, bug fixes, improvement requests, and integrations can be worked through iteratively, resulting in rapid release of new and better features and a dramatic overall improvement in the client-facing experience.

3. Gartner, June 2023




4. Gartner, August 2023

5. (Sacolick, 2022)



Product ownership

Prior to starting the journey to transition from a monolith to a product organisation, a firm must determine which of its offerings merit designations as “products.” The following guiding questions help make that determination:

 Guiding question	 Example	 Counterexample
Does the offering serve a key client function?	Client bank account details: A centrally stored, encrypted archive with validation functions and an API to read or edit/delete the details based on client ID or account number.	Client data: Data, including demographics, contact info, and client preferences, is too large and has too much diverse functionality to represent a single product and should be broken up further.
Is the offering compact enough to be owned by one team, yet large enough to warrant a dedicated team?		
Can the offering be considered an atomic unit of the business (i.e., can’t be broken up further)?		

Note that the role of product owner is a challenging and critical cross-disciplinary role, where successful practitioners have, or develop, expert knowledge of the business function and its underlying technology. A few individuals (product manager, architect, design lead) should be able to work across the teams to ensure collaboration without inhibiting each teams’ autonomy.⁶

A major goal of the modern organisation is that processes should be straight-through and seamless, including interaction with the provider. That means the team managing the product is quite small for the volume of activity (e.g., trades, balance inquiries, client data maintenance requests) flowing through it from websites, mobile apps, and operations workstations. Agile team members engaged in enhancing and maintaining each product must therefore become the go-to subject matter specialists for the firm.⁷

6. (Swanton & West, 2023)

7. (Wong, Murphy, & Mann, 2020)

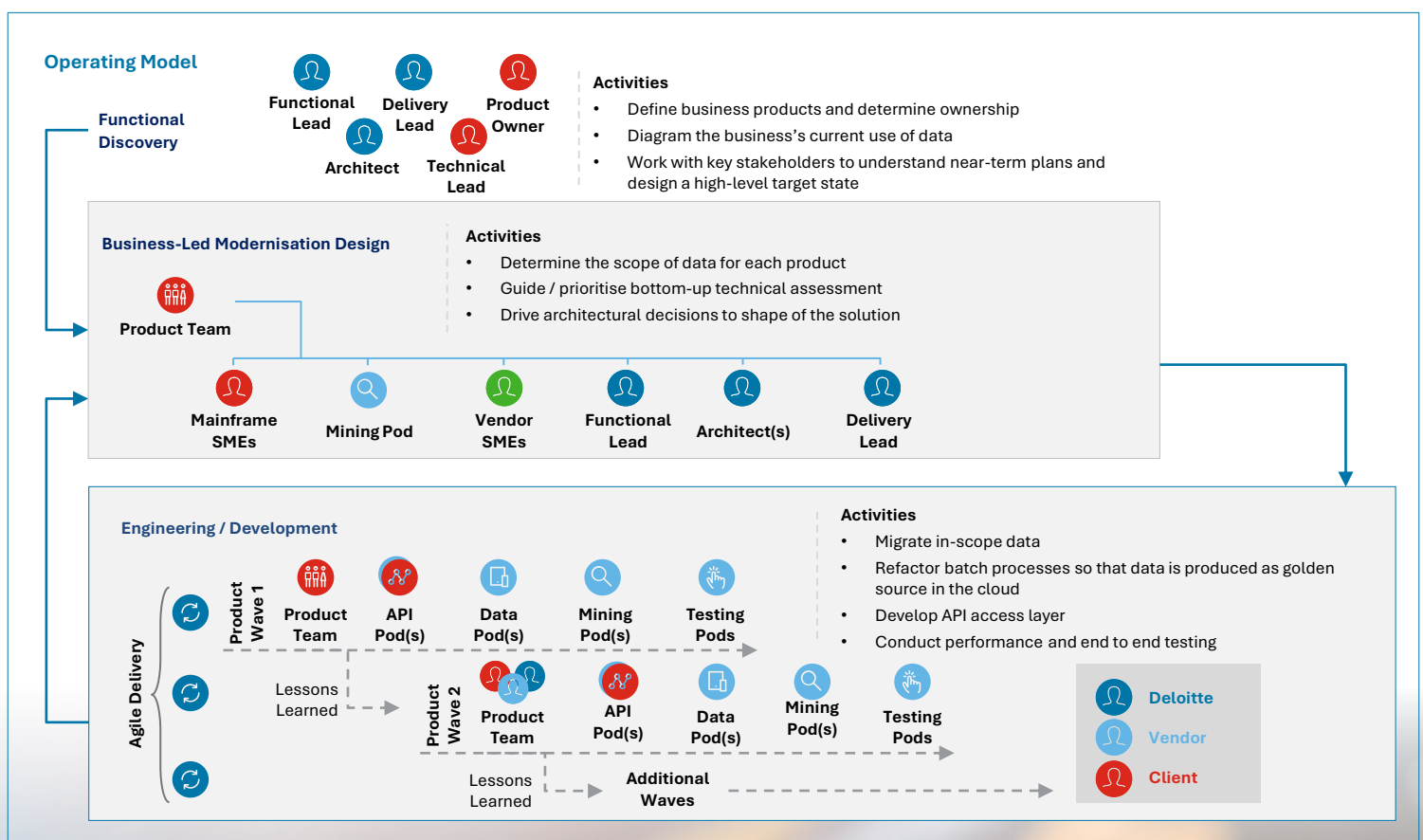


Case study: Brokerage modernisation encompassing 20M+ lines of code

The client, a large and growing retail brokerage, has achieved substantial customer experience improvements as a result of a large-scale modernisation of its brokerage platform. Prior to starting the modernisation journey, Deloitte worked closely with the client to divide the platform into 18 high-level “product families” corresponding to key functionality across the brokerage and customer data domains. This allowed the client to not only accelerate its adoption of the product mindset but also break up the modernisation into smaller chunks to deliver a stream of early wins.

To achieve the goal of business-led modernisation, combined Deloitte and client teams first engaged in “functional lab” planning, including product vision, high-level business architecture, data identification, and finally technical architecture and planning.

Each product team then continued with its products until they achieved cloud as the golden source for their data, with several “waves” of products being modernised in parallel. This changed the client’s massive mainframe footprint, featuring 20 million lines of code, 9,000 tables, 10,000 batch jobs, and 2,000 stored procedures, into a set of understandable and achievable business-oriented products.



One of the products that was prioritised was a portfolio analysis tool. The primary challenge facing this product was that its data resided in tables that were shared with other products—so there was no single technical lead with sufficient expertise and knowledge on how to decouple the data for the migration. Further, the product owner was part of the team that owned the UI and was very familiar with the function, but not the back-end data.

Working closely with mainframe architects, a design to identify the necessary data in the shared tables which could be loaded to cloud to serve as a baseline came first. Next, the team developed a set of microservices to replace the old java and stored procedure calls and allow customers to set up and modify their portfolios through the website and mobile app.

Due to the structure of the operating model, architectural decisions were driven by product requirements, with the product owner accepting technical input but ultimately owning all decisions. This meant that the product owner had to get up to speed quickly to understand the pros and cons of all technical decisions and build the confidence to know when the company was doing the right thing for its customers.

Previously, portfolio analysis was only able to integrate with accounts and positions data during the overnight batch cycle, leading to a clunky experience where clients could only select accounts and positions for analysis if they had been present the previous day. This led to constant support calls by customers who concluded that the tool must be broken, but they had to be told to wait until the start of trading the next day before setting up their portfolio.

By disentangling from the original mainframe monolith, the team was able to achieve real-time integration between the portfolio analysis, accounts, and positions. This led to very tangible customer experience improvements because now trades were reflected instantly in the portfolio, which resulted in a drastic reduction in support calls. Mainframe disentanglement was the biggest hurdle and was achieved over the course of eight months: three for planning and five for engineering and migration. The team is now able to release code for incremental product enhancements every three weeks.

Conclusion

Having a product-oriented organisation is critical to delivering responsive customer-facing applications. It depends on an agile software development organisation, which, in turn, depends on cloud adoption, leveraging SaaS models where beneficial, breaking up monolithic systems, and making fundamental back-end data readily available. Brokerage and banking organisations that are able to embrace the challenge and reorganise around their core products can take advantage of the latest technology, become responsive to their

customers' needs, drive operational efficiency and remain focused on costs. They are also able to develop the momentum, quality and capacity for improvement and innovation that delivers increased competitiveness and an enhanced customer experience. Those that feel they can continue to coast on established reputations, existing infrastructure, and efficient but static offerings may be correct—but for how much longer?



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Scott is a Director in the Operations Solutions practice at Deloitte Ireland, focused on banking operations and FinTech.

With over twelve years of experience in complex programme management and project delivery, he specialises in end-to-end operational and technology-driven transformational change in Financial Services.

Scott also leads out on key strategic alliances within Financial Services for the firm. Scott has extensive experience leading large-scale change programmes working collaboratively with multi-disciplinary teams, technologies partners and stakeholders.



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Graham is the lead Partner for our Engineering practice in Ireland and is our local Ecosystems & Alliances lead.

Graham has over twenty years' experience advising and driving the delivery of tech enabled business transformation for public and private sector clients in Ireland and across EMEA.

During his career, Graham has operated at the C-suite level in many organisations locally and abroad, driven growth in start-ups and FinTech companies, designed and delivered complex transformations, and has extensive commercial relationships with the wider technology partner ecosystem.

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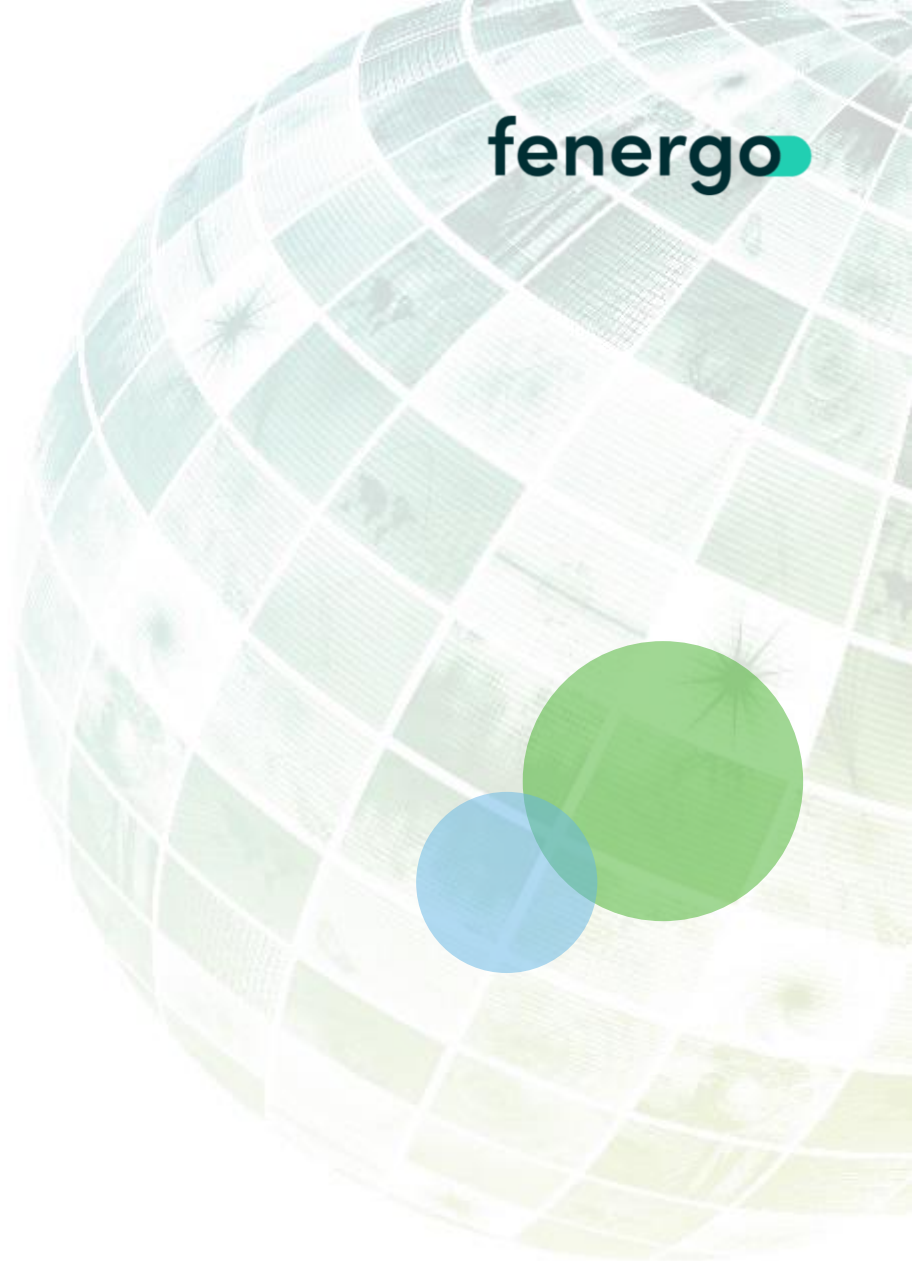
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