

Model Management Practice

BIAN @ CIBC Overview

Enterprise Architecture

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Introduction

Presenter



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Over 20 years technology and business analysis experience working in the insurance and banking industry. The past few years of my career has been spent leading the model management practice for the Enterprise Architecture & Data Governance group in CIBC.

Introduction

About CIBC

CIBC is a leading North American financial institution and one of the top 5 banks in Canada. From Personal, Business, and Commercial Banking to Wealth Management and Capital Markets businesses, our 45,000 employees provide a full range of financial products and services to 10 million clients in Canada, the United States and around the world. CIBC was founded in 1867 and has its headquarters in Toronto.

Investor Facts*:

- Total Assets of \$651.6 billion
- Market Capitalization \$50 billion
- Reported Revenue \$18.6 billion
- Reported Net Income \$5.1 billion

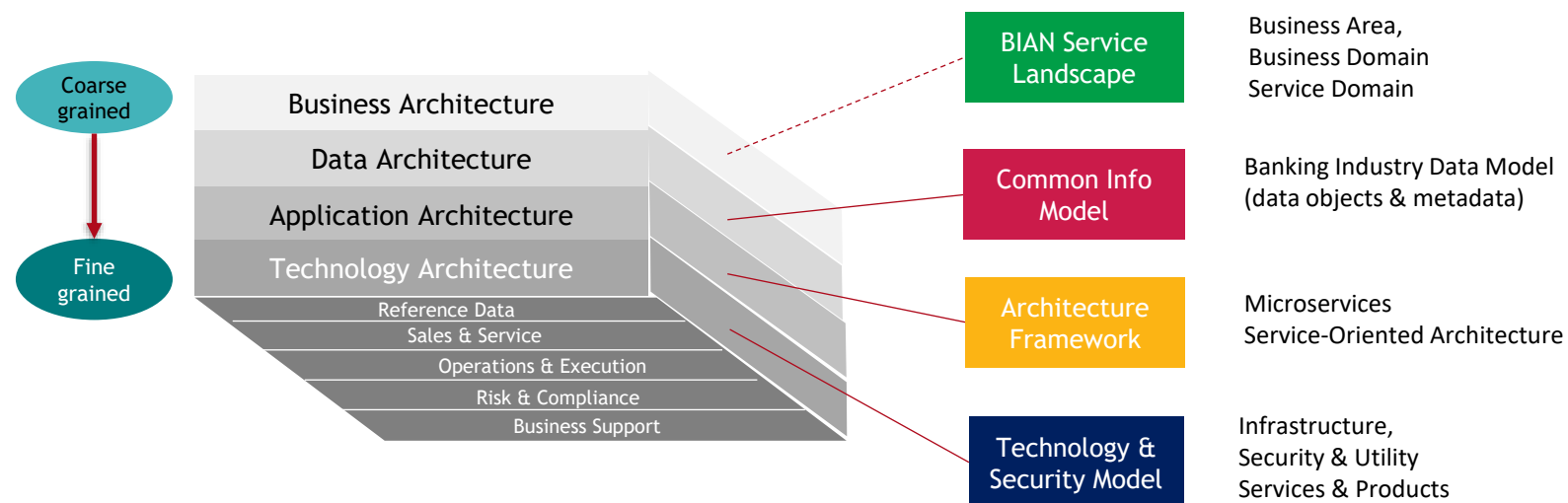
Awards & Recognitions:

- Recognized by Global Finance magazine as the Best Consumer Digital Bank in Canada (2020).
- Earned top overall score in The Forrester Banking Wave™: Canadian Mobile Apps report (2019)
- Recognized by Celent Research for delivering a cutting-edge integration platform that leverages open source technologies (2019).

*Reported as of October 31, 2019



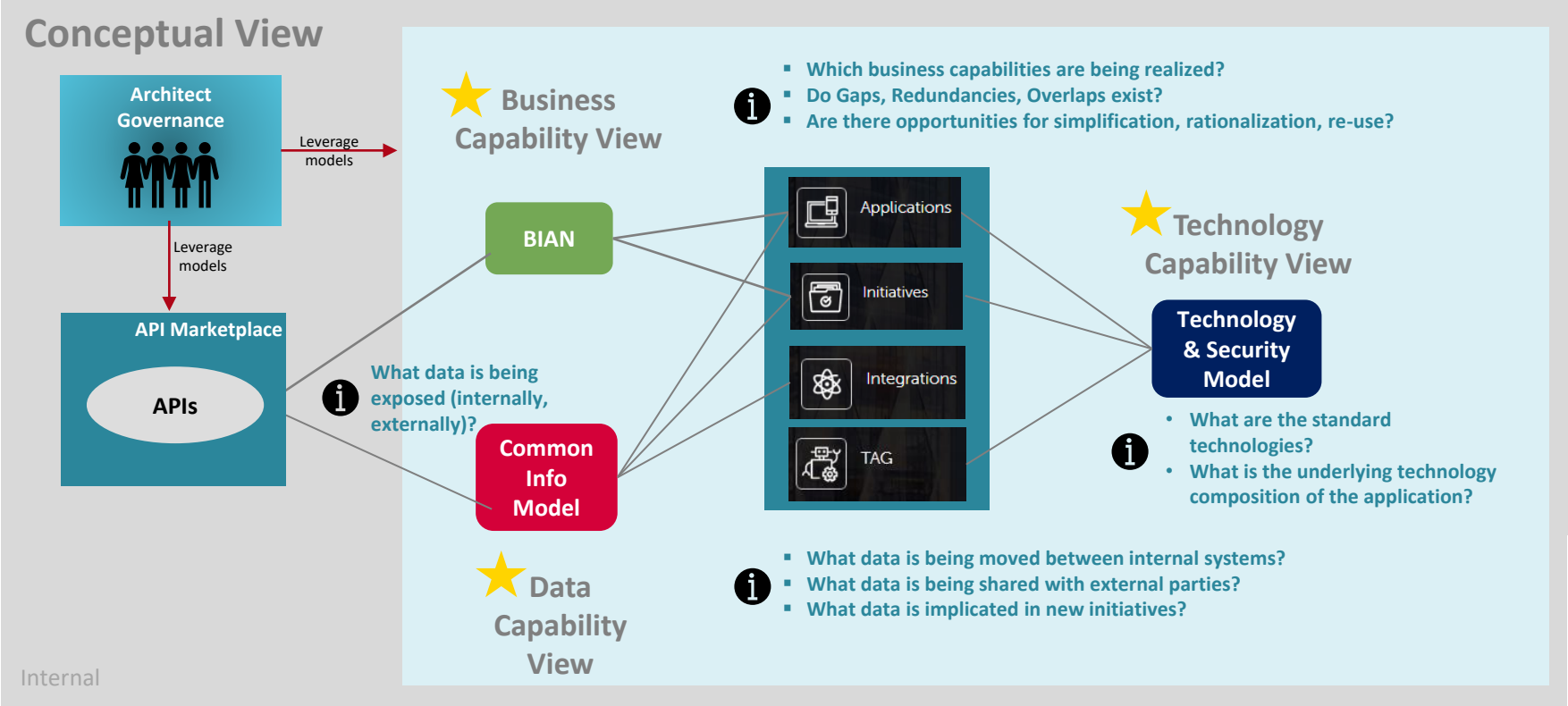
Our models are framed around the Architecture stack and represents a view to each layer



BIAN is **technology and implementation agnostic** and focuses solely on the business capability level; capabilities that support the realization of our banking products and services and that help us run as a bank.



Our vision is to leverage models that are fit for purpose and inform our strategic decisions.



Why BIAN? The Value Proposition



Applying a Business Capability Lens to our Technology Landscape

- a. We mapped every application in our portfolio to BIAN Service Domains
- b. This allows us to view our application portfolio alignment to the BIAN Service Domains; we can identify applications that overlap across multiple service domains and applications that support similar capabilities.



Creating a Value Chain 'Bank on a Page' View for the Enterprise

- a. We were able to create a 'Bank on a Page' view through which we can examine our current technology investments against business capabilities, and which can help us identify rationalization and optimization opportunities as well as potential gaps.
- b. Our triage, governance and risk processes will be able to leverage the same 'Bank on a Page' view to evaluate proposed new solutions to our application portfolio and to promote application rationalization and modernization while preventing the proliferation of redundant applications.



Future proofing our Technology Portfolio for Disruptive Industry Change

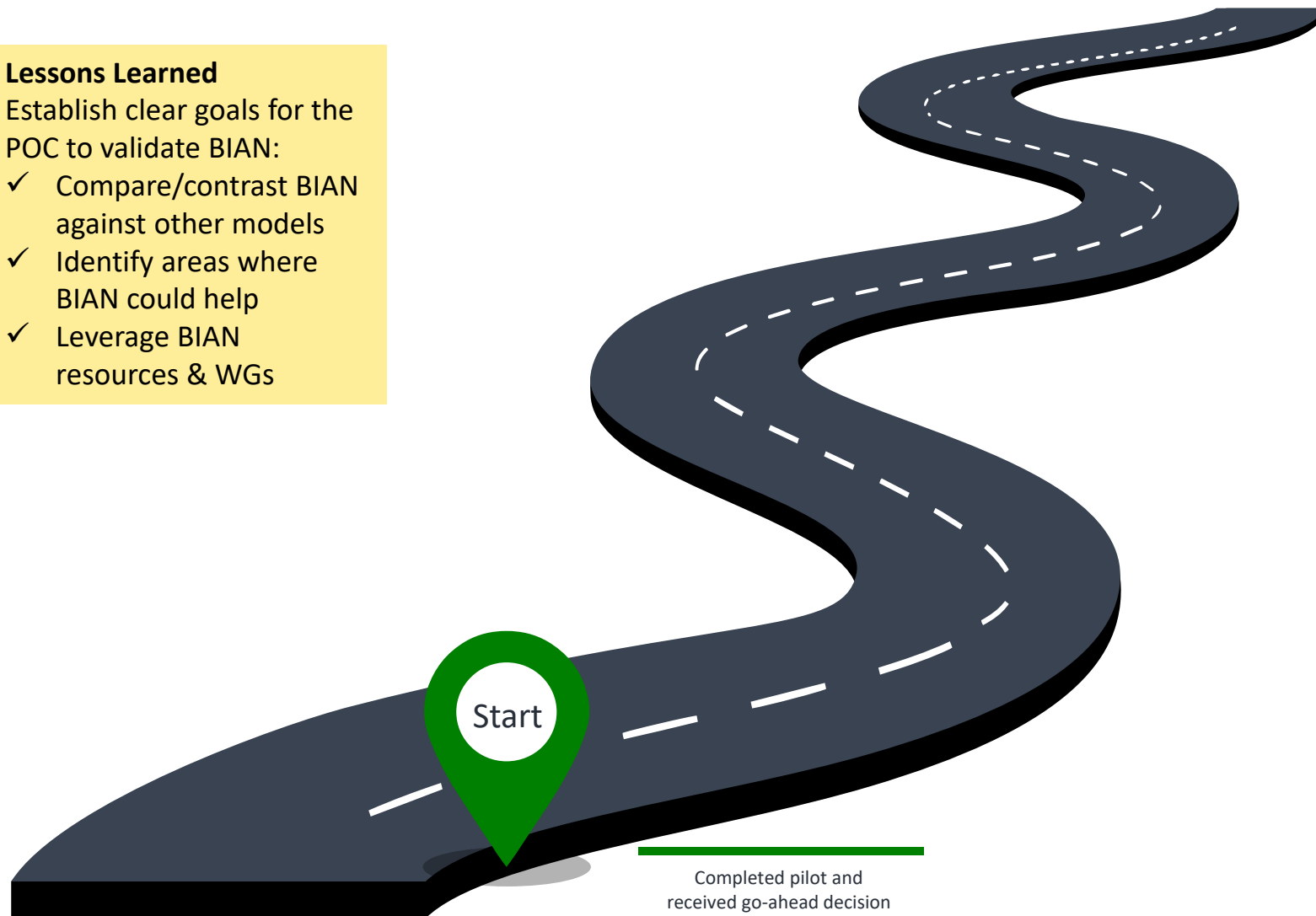
- a. We anticipate that BIAN will assist us to evolve our core banking capabilities into a componentised framework and enable us to **help our clients achieve their ambition** while adapting to changing market and technology demands.
- b. We are positioning our Bank for Domain Driven Design, Microservices architecture and Open Banking.

CIBC BIAN Journey – Planting the Seed

Lessons Learned

Establish clear goals for the POC to validate BIAN:

- ✓ Compare/contrast BIAN against other models
- ✓ Identify areas where BIAN could help
- ✓ Leverage BIAN resources & WGs



Completed pilot and received go-ahead decision to move forward with BIAN (Q3 2018)



CIBC BIAN Journey

01- Lessons Learned

- ✓ A clear Roadmap is helpful on how to incrementally roll out BIAN as the model is complex & the PCM effort is huge for big organizations with legacy systems and proprietary models.
- ✓ Start with a small group of change agents & champions to establish a baseline.

Developed BIAN Roadmap
And Project Organization
& Scope for Phase 1
"Plant the Seed"
(Q4 2018)

01

Start

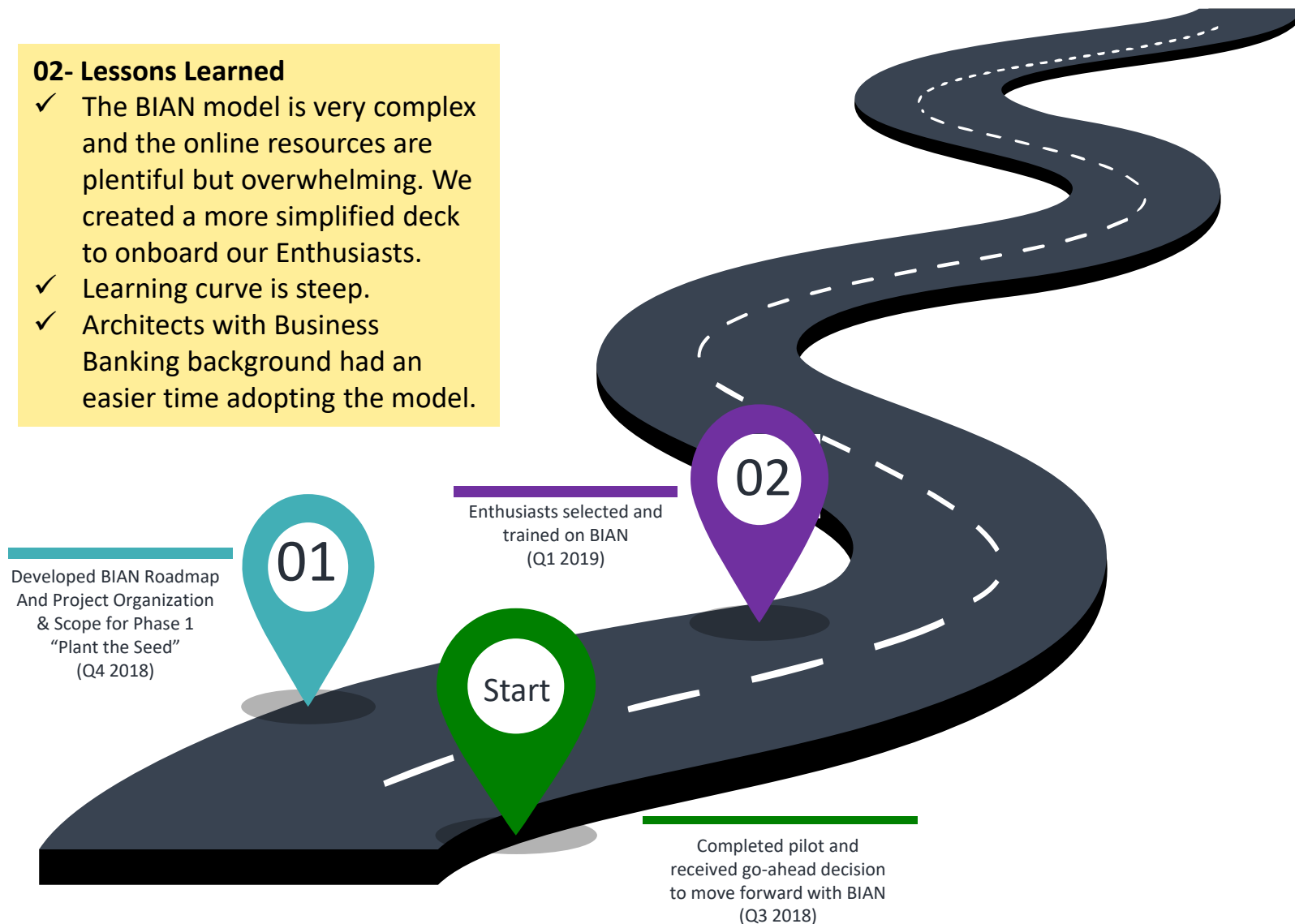
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(Q3 2018)



CIBC BIAN Journey

02- Lessons Learned

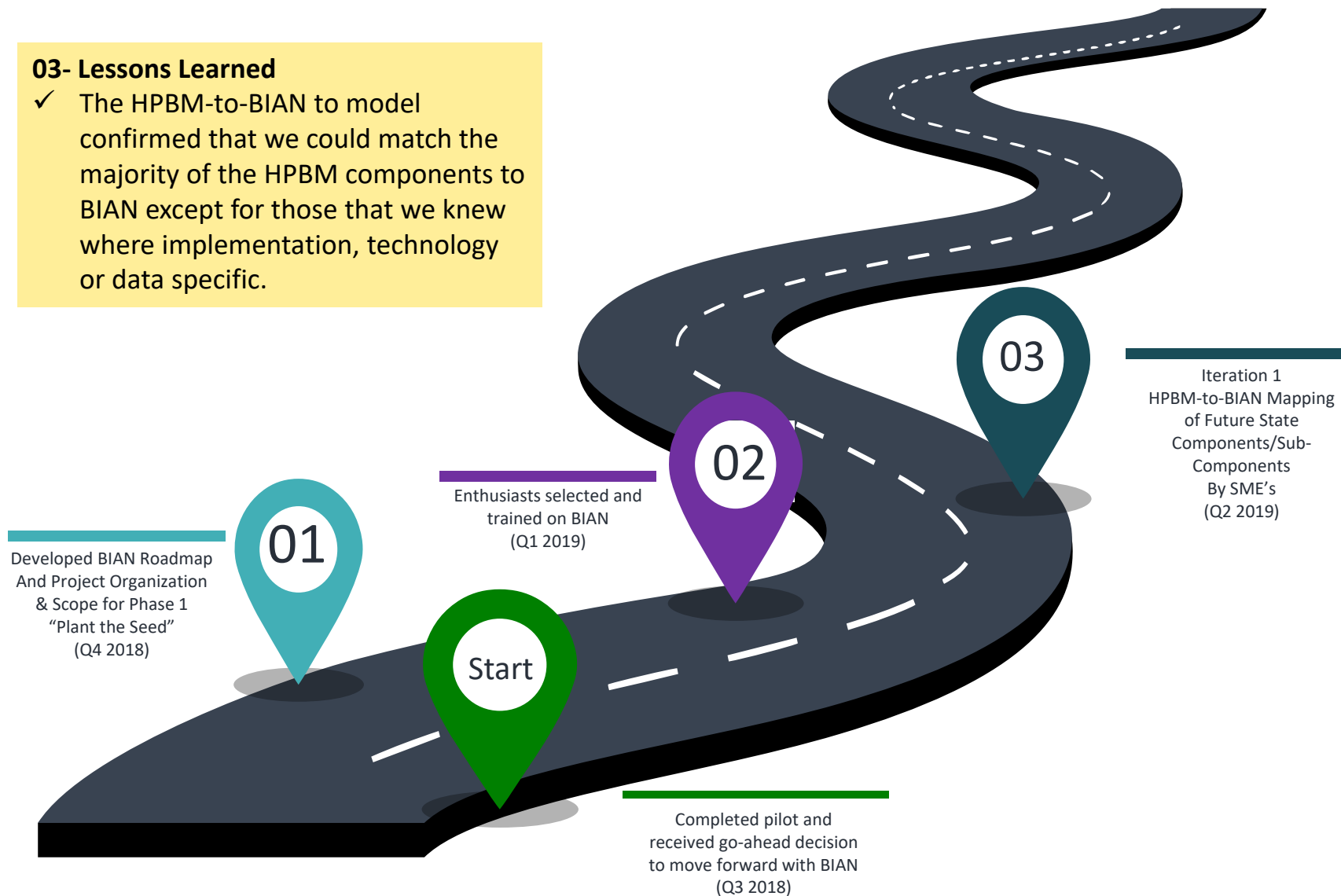
- ✓ The BIAN model is very complex and the online resources are plentiful but overwhelming. We created a more simplified deck to onboard our Enthusiasts.
- ✓ Learning curve is steep.
- ✓ Architects with Business Banking background had an easier time adopting the model.



CIBC BIAN Journey

03- Lessons Learned

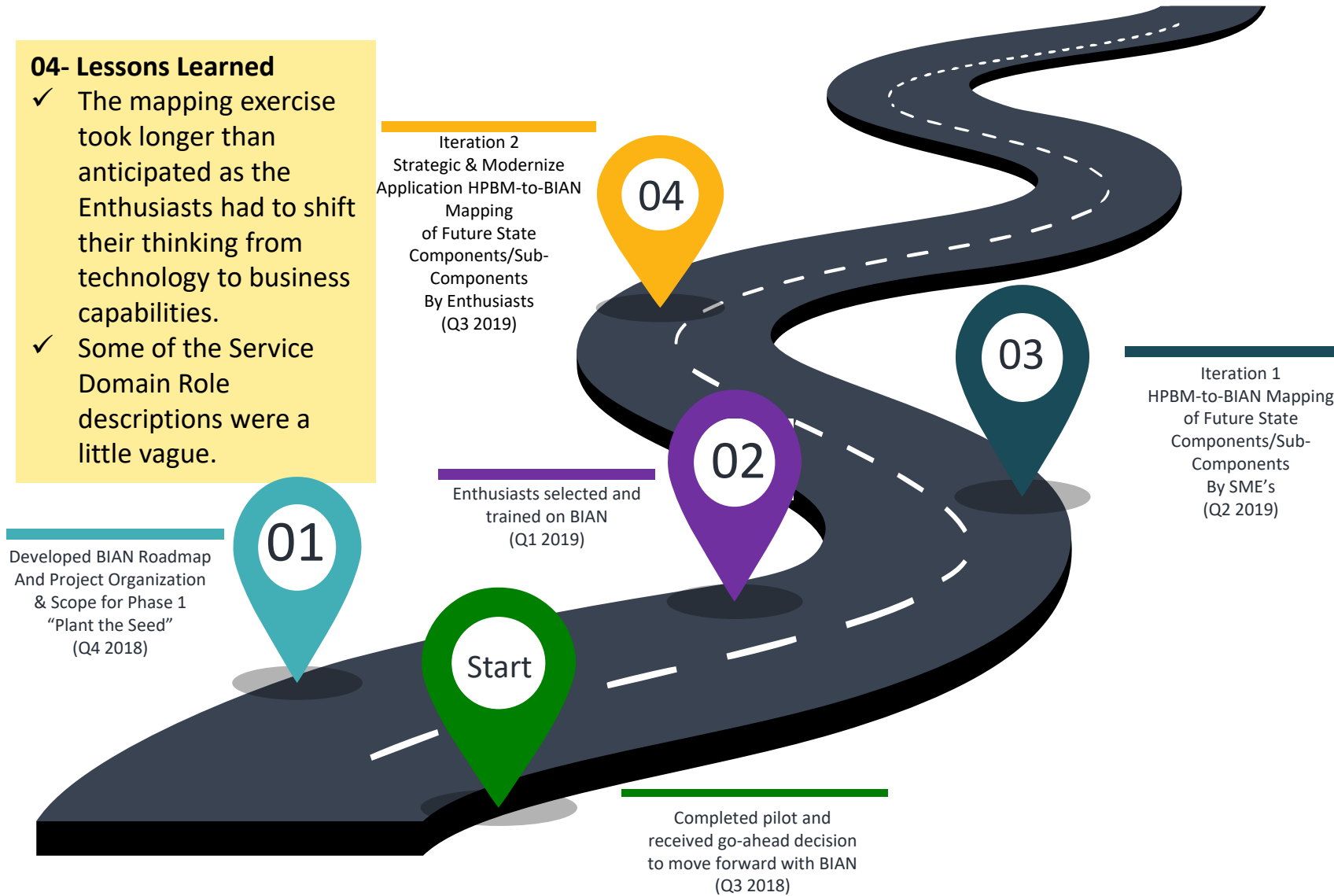
- ✓ The HPBM-to-BIAN to model confirmed that we could match the majority of the HPBM components to BIAN except for those that we knew where implementation, technology or data specific.



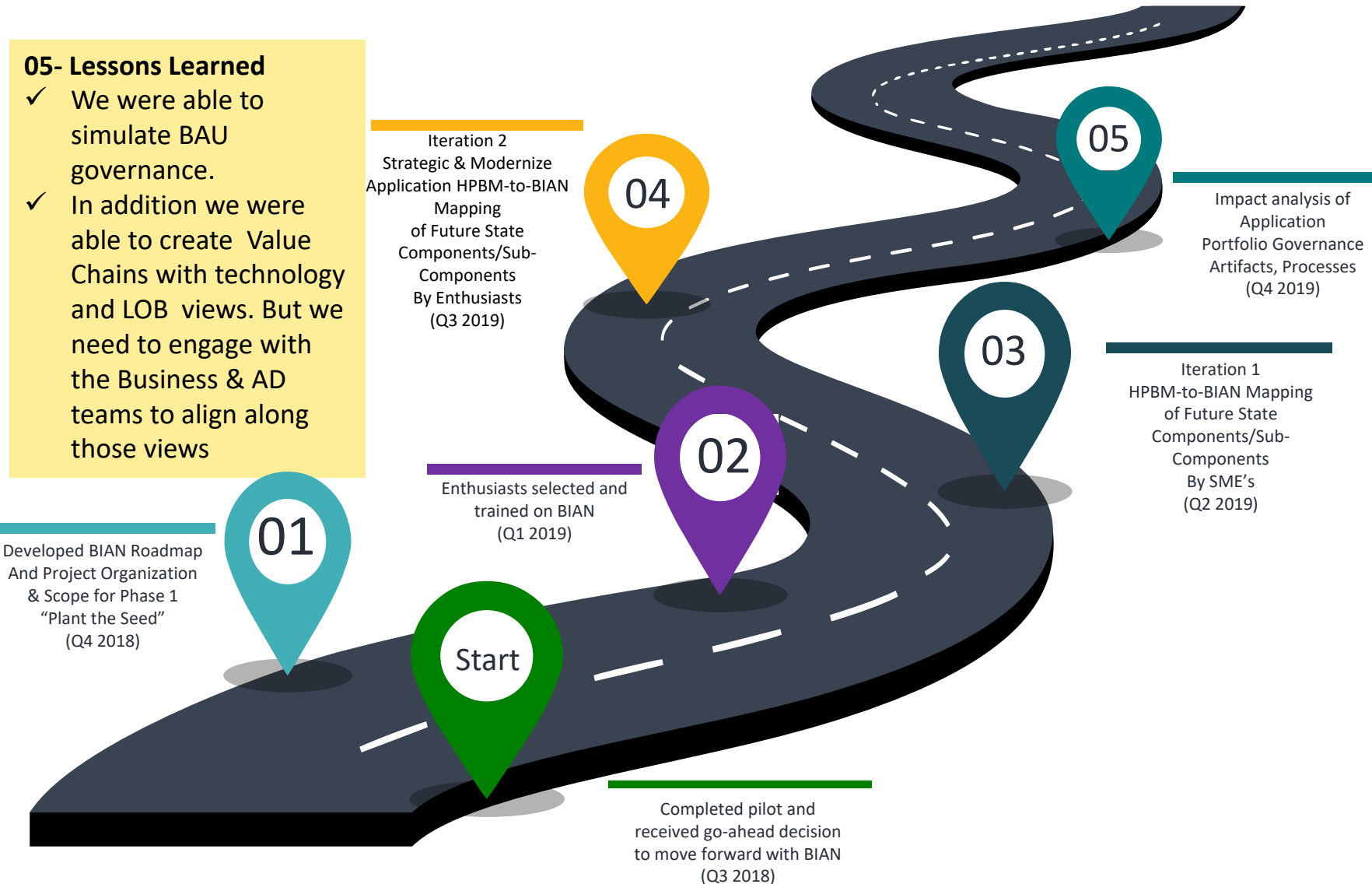
CIBC BIAN Journey

04- Lessons Learned

- ✓ The mapping exercise took longer than anticipated as the Enthusiasts had to shift their thinking from technology to business capabilities.
- ✓ Some of the Service Domain Role descriptions were a little vague.



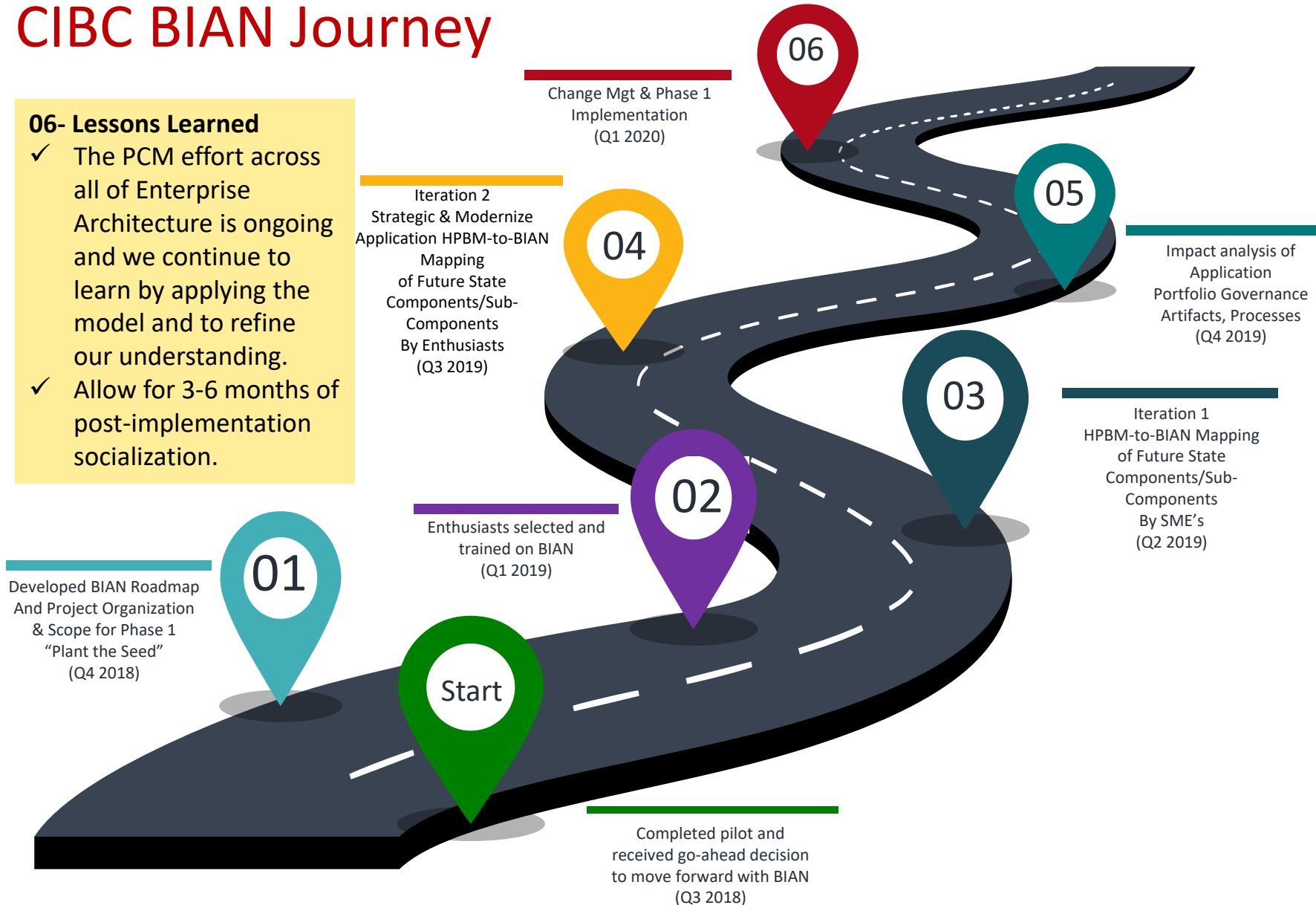
CIBC BIAN Journey



CIBC BIAN Journey

06- Lessons Learned

- ✓ The PCM effort across all of Enterprise Architecture is ongoing and we continue to learn by applying the model and to refine our understanding.
- ✓ Allow for 3-6 months of post-implementation socialization.



What are the opportunities going forward?

We have a unique opportunity to partner more closely with our business and technology partners to develop solutions with the following benefits –



Raise Business Value: The alignment to a common framework and ubiquitous language improves cross-functional collaboration and communication to successfully deliver business solutions and value.

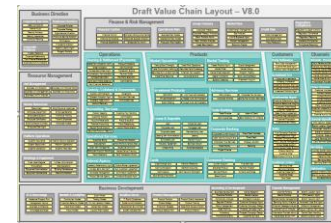


Lower Cost & Risk: Cost and risk are minimized through a tightly managed value chain that effectively connects purpose to strategy to business and organizational capabilities.

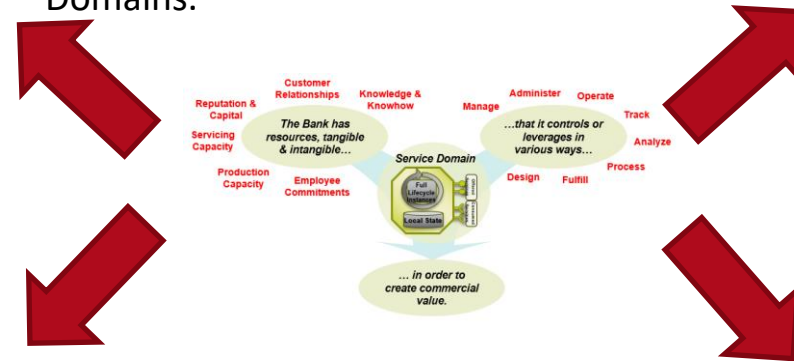
Leveraging BIAN Artifacts and Tools



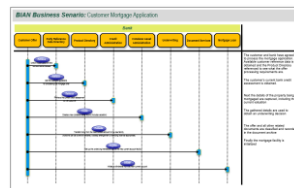
The **BIAN Service Landscape** is a logical, organizing framework of all currently identified Service Domains.



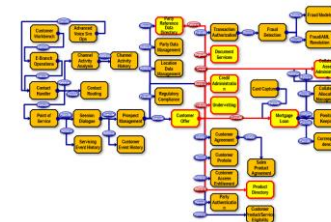
The **BIAN Value Chain** view shows the service domains that the organization uses in the front office, middle and back office.



The **BIAN Service Domain** is a generic, elemental business capability building block and is stable over time.



The **BIAN Business Scenario** is a linked sequence of interactions between Service Domains in response to a business event.



The **BIAN Wireframe** represents the available service connections for a selection of Service Domains.

Moving from the business narrative to business scenarios to componentized capabilities to a component-based architecture and design.



Thank You

