



Risk Data Management Services

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One of the most significant lessons learned from the global financial crisis that began in 2007 was that bank's data architectures and systems were inadequate to support the broad management of financial risks. Financial institutions lacked the ability to aggregate risk exposures and identify concentrations quickly and accurately at the group level, across business lines and between legal entities. Financial institutions were unable to manage their risks properly because of weak risk data aggregation capabilities and risk reporting practices; this has severe consequences to the stability of the financial system as a whole.

At the core of risk management is risk detection through high quality and reporting of relevant data.

Key challenges in implementing Risk Data Management:



Risk Data Management (RDM): Key Service Offerings

Our services are designed to assist our clients with leveraging data as a strategic asset for their risk, regulatory and compliance programs. Leveraging traditional and advanced solutions, these services will help clients develop and execute sound risk data management programs, and use such strategies as a competitive advantage.

Our Risk Data Management services helps business leaders embed a proactive and dynamic risk data infrastructure capability and help deal with regulatory reporting. Our offerings help clients achieve the following objectives:

Augment Understanding of Data
Avoid Errors in Data Submission
Effective Risk Data Aggregation and Risk Reporting
Improving Data Consistency/ Quality

Regulatory & Risk Data Requirements	Implementation of data programs and data requirements in support of major regulatory mandates, risk management and compliance requirements
	Defining data requirements, source-to-target mapping, provisioning/sourcing approaches, lineage/traceability, etc.
	Implementation of data-related aspects of regulatory implementation activities across industries (e.g., capital, liquidity, resolution planning, etc.)

Basel Committee on Banking Supervision (BCBS) 239	Implementation of data & technology architecture for holistic view of the organization's financial performance and risk profile; documentation of Critical Data Element (CDE)
	Identification of golden sources and implementation of data flow diagrams capturing the data flow through systems and data transformations **
	Classification of data and data stewards for each Critical Data Element (CDE)
	Identification and remediation of ineffective controls and breaches; implementation of data quality controls, metrics and associated thresholds

Strategy & Enablement	Creating data strategies and driving enablement activities to support regulatory, risk and compliance programs
	Assist in data architecture design, development & management
	Enablement in ancillary areas: meta-data, master-data-management (MDM), data governance-related tools
	Implementation and support for robotics, process automation and cognitive initiatives
	Development of data governance including organization, policies, process, target operating model
	Assistance in vendor "fit" strategy, vendor selection and implementation (e.g., OFSAA/AXIOM/Collibra/ Informatica/SAS/etc.)
Customized regulatory and operational risk analytics framework design, development and implementation	

Data Quality & Data Controls	Set up and manage data quality programs across industries and regulatory and operational domains
	Implement client's unique data requirements
	Customize queries to measure quality
	Provide monitoring and remediation services

Data Validation & Independent Testing	Support data audit, independent testing, and compliance programs with regards to data management initiatives for regulatory and risk programs
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Managed Risk Services and Operations	Provide ongoing operations of data programs and data requirements in support of regulatory mandates and risk management
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Deloitte also provides a host of customized solutions based on the need of clients.



Project Management Services

In-effective project management is amongst the top 5 barriers to a successful engagement execution.

Deloitte's approach to Results Management Office (RMO) extends the traditional (PMO) role to better enable the achievement of program objectives. In contrast to PMOs, RMOs focus on the strategic outcomes or results the organization seeks for the program, including technical or financial performance thresholds.

Keeping the risk management plan up to date can transform it from a door stop into a vital project management tool.

The primary traits of our Result Management Office (RMO) in contrast to Project Management Office (PMO) is as follows:

Traits of PMO	Traits of RMO	Our Approach
Administrative	Strategic and Agile	RMO is focused on the strategic outcomes or results the Financial Institution seeks for the program, including technical or financial performance thresholds
Reactive	Anticipatory and proactive	Unlike a PMO, which is process based, the RMO depends on — and delivers — different skill combinations to effect effective change and program Delivery
Efficiency Focused	Effectiveness focused	The results and the value a program must deliver
Output focused	Outcome focused	Align the results with the strategic objectives of the Bank
Cost and schedule focused	Leverages human capital	Providing specific domain knowledge to achieve
Process focused	Collaborative and communicative	Align projects and initiatives under a common vision and approach.
Performance focused	Risk intelligent	Focus on decisions required to achieve results and the program's ability to meet its objectives rather than simply tracking and reporting cost, schedule and scope information.

Project Management Services: Key Service Offerings

Project Initiation and Planning: Mobilizing resources, official kick off of the project, confirming our understanding of the objectives of the engagement, the current situation, and project planning



Operating RMO: Operate the RMO by supervising the different initiatives, implementation & ensuring efficient and effective delivery of the project pillars



Setting up RMO: Establish the RMO processes, governance and structure by utilizing Deloitte's methodologies, industry standards and best practices

Handing over RMO: Transfer of the RMO to Bank's team including knowledge transfer, which will be achieved by supporting the Bank in developing a highly qualified RMO team who, in the future, will be able to run Bank RMO without external assistance



The Deloitte Difference:



Industry Experience & Specialized Knowledge: Deloitte's professionals have extensive experience in managing large scale risk transformation projects and are supported by a team of Subject Matter Experts (SMEs) with extensive experience in risk and regulatory compliance engagements



Value Beyond Scope of Work: Assist in periodic review of processes, provide issue repositories and insights based on multi-dimensional trend analysis



Centralized Quality Management: Dedicated central quality review and management team prior to issuance of reports, conduct risk transformations



Effective Delivery Model: Robust delivery model with effective combination of execution, supervisor and quality review capabilities with global delivery model approach for project execution with seamless integration across global teams



Pan India Presence: Dedicated multi-locational Financial Services Team across locations to effectively service all client locations



Capability to support increasing volumes: Our capability to support our clients in conducting timely reviews with adequate resourcing support on need basis

Our Experience and Specialization:

Deloitte named the global leader in **Risk Consulting**, based strategy and capability by IDC MarketScape

Experience of working with more than **10 large banks and the banking regulator in India and Middle East**

Deloitte has **rich experience in India and across the globe**, including the regulatory bodies, including working with the largest banks across the areas of Enterprise Risk Management (ERM), Risk & Capital Management and technology implementation

Provided **system automation services** to more than 20 financial institutions for delivering on multi-year risk data transformation initiatives

Dedicated multi-locational **Financial Services Team of over 175 members**

Deloitte has delivered multiple multi-year risk and finance transformation and project management services (Basel and other regulatory programs)

Experience of providing **services to the in-house departments and captive units** of more than 30 financial institutions, supporting them in **finance, credit risk, market risk & system** initiatives

Worked with the **largest public sector, private sector and foreign banks** in India, providing **risk data management & project management** services.

Contact Us:

Abhay Gupte

Partner
Risk Advisory
agupte@deloitte.com

Asif Lakhani

Partner
Risk Advisory
asiflakhani@deloitte.com

Aruna Pannala

Partner
Risk Advisory
apannala@deloitte.com

Deloitte.

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