

CGD

Industry: Banking Sector | **Client:** Largest Portuguese banking group

This group was created in 1876, during the reign of D. Luis. Today, it is the second largest bank in Portugal, operating as a commercial bank, with specialized financial services, investment banking and insurance. It is recognized for its contribution to the promotion of savings, financing of the economy, reinforcement of competitiveness, innovation and internationalization of Portuguese companies, being a fundamental piece for the stability of the financial system.

Problems and Challenges:

The problems and challenges of this project had to do with the need to have an impartial functional unit that would guarantee the quality and the necessary support to several organizational areas in order to make decisions about new projects that will bring value to the organization. In addition, it was also necessary to ensure support in justifying the budget request to the Administration for new projects.

The “Creating Business Case Offices” project aimed at implementing methods for the correct selection of projects to advance in the company. To this end, it was based on **the preparation of Business Cases proposed by the various areas of the company** and on the process of evaluating changes that call into question the benefits or mission proposed in Business Case.

Elements of Value:

With this project several value creation elements were created:

1. Analysis of AS IS methodology and identification of improvement aspects;
2. Interviews and focus group with the main stakeholders to define the needs and how to implement them;
3. Collection of financial and non-financial information from projects;
4. Identification of the main project KPIs;
5. Definition of the TO BE and implementation plan of the methodology and support tools;

6. Training the business units in the methodology and tool;
7. Follow-up and continuous improvement.

Transformational elements:

The implementation of this project resulted in lasting transformational effects for this large banking group. Specifically, about 50 potential projects did not advance (because they did not have enough potential) **resulting in savings of millions of euros for the organization.**

This project also boosted the beginning of the first steps of **creating a culture of scientific analysis** of the projects, avoiding the use of unfounded assumptions for the estimation of benefits.