

INVESTMENT BANK TRANSFORMATION BUSINESS MANAGEMENT

ICBC Standard Bank

OVERVIEW

1. Situation

- ✓ The newly formed Investment Bank in London required a robust management framework to drive collaboration, streamline operations, manage risks and ensure compliance. The goal was to launch the Investment Bank operational environment from inception by aligning existing global business functions across IB Advisory, M&A, ECM, DCM and Client Coverage while adhering to governance and operational standards

2. Task

- ✓ As a Management Consultant and Business Manager, I was responsible for designing and implementing an efficient operating framework to support the Investment Bank's objectives, ensuring effective operational and risk management, collaboration and compliance

3. Actions

- ✓ 1. Global Target Operating Model (TOM):
 - Designed and implemented a global TOM that aligned the objectives and operations of the joint venture. This model streamlined processes, reduced redundancy and facilitated collaboration between ICBC and Standard Bank
- 2. Framework development:
 - Developed end-to-end financial, operational, governance and control frameworks that enabled and strengthened the operational environment. These frameworks provided the necessary structure for efficient operations and ensured compliance. Additionally, the establishment of clear policies and procedures, as a separate initiative, aimed to further enhance operational effectiveness and support sustainable growth
- 3. Cross-functional collaboration:
 - Collaborated with departments across compliance, risk, legal, tax, internal audit, finance, product control, operations, marketing, HR, facilities, technology and external stakeholders. This ensured each function's needs were incorporated, creating a seamless and integrated business operation globally

4. Results

- ✓ - Set up a secure and compliant Business Management function that strengthened risk management, governance and operational resilience, supporting the Investment Bank in achieving its strategic objectives.

- Enhanced alignment and collaboration across diverse business units resulting in significant operational efficiencies and a unified approach to the joint venture's goals.

5. Primary support to:

- ✓ Senior executives, including the Head of Investment Banking (SMF & Executive Board Member), Chief Executive Hong Kong, and Heads of Capital Markets, Client Coverage, and IB Advisory, with coverage of M&A, ECM, and LevFin