IT-CMF allows organisations to understand where they need to focus to achieve their ambition.

**AIB and the IT-CMF**

AIB, the largest retail and commercial bank in Ireland, has a leading position in digital enablement. AIB’s ambition is to be recognised as having the best technology function of any Bank in Europe by 2019. To achieve this, AIB needed a methodology that allowed them to consistently track progress year on year. IT-CMF was identified as the most adequate solution.

### Who are the AIB?

<table>
<thead>
<tr>
<th>Market</th>
<th>Customer</th>
<th>Technology</th>
</tr>
</thead>
<tbody>
<tr>
<td>AIB is the largest retail and commercial bank in Ireland and has a leading position in digital enablement.</td>
<td>Our Net Promoter Score (NPS) for 2016 was 45. This is a positive upward trend Year on Year.</td>
<td>Our technology people are a mix of AIB and outsourced staff and we make 20k changes to the production environment every year.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NO. 1 DISTRIBUTION NETWORK</th>
<th>€1.7BN</th>
<th>€8.7BN</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>AIB</td>
<td>Profit Before Tax</td>
<td>New Lending Drawdowns</td>
<td>INITIAL PUBLIC OFFERING</td>
</tr>
<tr>
<td>300 Locations</td>
<td>€1.7BN</td>
<td>€8.7BN</td>
<td>%</td>
</tr>
<tr>
<td>1000 ATMs</td>
<td>Profit Before Tax</td>
<td>New Lending Drawdowns</td>
<td>INITIAL PUBLIC OFFERING</td>
</tr>
<tr>
<td>Partnership with Irish Postal Service</td>
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</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2.7M</th>
<th>&gt;650K</th>
<th>1.1M</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal and SME Customers</td>
<td>Mobile Users</td>
<td>Internet Banking/Online Users</td>
</tr>
</tbody>
</table>

53% of all key products purchased via online channels, 95% of customer engagement conducted through our digital channel and 67% of transactional customers are active on digital channels.
AIB’s ambition

AIB’s ambition was that AIB is recognised as having the best technology function of any Bank in Europe by 2019. In order to achieve this goal, AIB recognised that they needed to baseline their capabilities against their peer group to better understand where they needed to focus.

The solution

AIB needed a framework that allowed them to consistently track progress year on year. The IT-CMF was identified as the most appropriate solution.

Why the IT-CMF?

The IVI provides a globally acknowledged process IT-CMF which allows organisations to baseline their current capabilities while enabling targeted improvement of capabilities through the CIP (Capability Improvement Process).

Access to the IVI consortium with opportunity to engage with industry thought leaders and practitioners with extensive multi industry experience.

Access to business relationship managers is an essential value add to the overall IT-CMF process.

Comprehensive plan

As part of the scoping phase, detailed discussions took place between the IVI and CIO team. A comprehensive plan was developed covering all the key deliverables, timelines and expectations:

- CIO communications outlined the rationale for this approach;
- Survey participants were identified;
- On site pre-survey training sessions were delivered by IVI practitioners (purpose: to help participants fully understand and evaluate the survey questions);
- A survey was issued with agreed return dates;
- The survey results were shared with the CIO and CDO management teams.

Key survey findings

- Review the Technology Target Operating Model;
- Align Enterprise Architecture Management across CIO and CDO teams;
- Develop talent and capability for the future;
- Conducted a deep dive Op Model Review with a focus on Architecture, Engineering, and Demand;
- We also assessed Platforms, Data, Operations, Information Security, Risk and Demand Management;
- Single Technology Function
- Shared Service
- Platform Leads

Impact of the survey and next steps

- The survey results and feedback were pivotal to informing the IT organisation on key focus areas;
- This was particularly useful when shaping and agreeing next steps in terms of strategy and the new target operating model;
- Capabilities were identified as requiring development and formed the backbone to developing the one technology target operating model included;
- The GTS and Digital transformation process to a one technology solution for the Bank is currently underway;

Key metrics

What were the key metrics of this survey?

- Completion of the IT-CMF Executive Assessment survey by 73 participants: 61 in IT and 12 in the bank;
- Individual interviews with 16 of these participants: 12 in IT and 4 in the bank;
- The outputs included analysis, conclusions, improvement recommendations and preparation of draft and final report.

Outcome

The CIO’s average overall IT capability maturity was self-assessed at 2.3 or Level 2 (equivalent to Basic Maturity).

Find out how the IT-CMF can help your organisation. Contact today: Jeroen Kleinhoven (jeroen@cionet.com) or Herman van Bolhuis (herman@cionet.com)