

## 1: Currency Exchange & International Banking | Citizens Bank

*Managing Bank Conversions is the first guide that covers the gamut of management issues for systems conversions due to technology changes, mergers and acquisitions, and changes that encompass project organization, management control, and implementation.*

A guide to migrating transactions and other records for system implementation teams. Now available on Amazon. Continuing the series on the data conversion cycle: This process is generally referred to as validation, and it has three objectives: Identify errors in mapping data elements between systems Identify errors in the source system extraction processes Identify errors in the source system records As you can see from the diagram below, the validation process is the key feedback point in the data conversion cycle. Validation typically uses several techniques, selected based on the nature of the data being inspected. Application level comparison – A user logs in to each system and compares the information in the source system with the information in the target system. This is the most labor-intensive technique, but invaluable for confirming that the data elements were mapped to the correct fields in the target system Objective 1. Report level comparison – A user or analyst compares a report from the source system with a report containing the same records, prepared from the target system. The reviewer looks for differences in the number of records, and incorrect or truncated values. Once identified, a member of the conversion team should investigate whether the difference was caused by the extraction process Objective 2 or resulted from issues in the source system Objective 3. However, it can be fairly labor intensive. This technique is best used when reviewing data with a limited number of values, such as assignment to an organization, as arbitrary values are difficult to compare. Excel vlookup automated comparison – An analyst prepares an Excel workbook using the data extracted from the source system in one worksheet, and the corresponding data extracted from the target system in another worksheet. An automated comparison in a third worksheet is then possible using vlookup and other analytical functions within Excel. This approach requires more preparation, but is usually fastest in execution, especially when inspecting very large numbers of records containing arbitrary values, such as strings names and addresses , dates, and numerical values. As with report level comparison, differences are investigated to determine whether the root cause was the extraction process Objective 2 or an error in the source system Objective 3. Much like Chinese cooking, most of the labor in a data validation exercise is in the preparation. To that end, validation planning should include an analysis of the data being loaded to the source system, to determine the following: What user-accessible field mappings have been made? It may be possible to identify one or two users with the access rights to check all of the mappings, using application level comparison. Which data elements would be difficult to compare visually, in a report level comparison? It is useful to identify the specific fields requiring an automated comparison, so that custom reports can be created in advance to extract the records for loading into Excel. It is also common practice to load the source records into the worksheets and prepare the comparison worksheet while the data is being loaded into the target system, to save time. Usually, there are no dependencies in the inspection process, because the data, once loaded, is static. However, if there are issues that will impact the availability of conversion resources, they should be identified in advance. A well-planned and coordinated validation process can proceed on a broad front, with a number of workers inspecting specific record types, using specified tools and techniques. The team should have the goal of minimizing the time required to conduct validation, as it is the final step before a move to production. This is critical, in that during the time between the final extract of data from the legacy system used as the source, to the move of the new system to production, transaction will continue to be processed. These transactions must then be re-entered into the new system. The validation process falls between loading the data to the target system and actually using it, in every cycle. Whether that initial use is development, testing, or production, the process needs to be followed. Note that validation findings of the final load before the move to production may have to be subjected to a triage process, in that any corrections will have to be made in that production system. Consequently, the principal measure of success of validation in earlier cycles should be the elimination of sources of error. A solid validation and correction process should

reduce the number of corrections in production to nearly zero.

### 2: Next Step International |

*Managing Bank Conversions: The Guide to Organizing, Controlling and Implementing Systems Conversions [Kent S. Belasco] on [www.enganchecubano.com](http://www.enganchecubano.com) \*FREE\* shipping on qualifying offers. This is a reprint of a previously published work.*

Time to pop the champagne, sit back and savor your hard-won success, because the rest will be a piece of cake, right? For a merger or acquisition to be truly successful, NOW is when you to really get to work, and make no mistake, time will evaporate before your very eyes. What we mean by that is having a clear map of all of the physical retail stores or branches, how they currently operate and how you want them to function in the future. Some will be prime locations that do a lot of business and others may be flagging in the market and may need a revised approach, coupled with a modernized footprint. If a company is only acquiring the physical real estate and not the book of business of those locations, the decisions will be quite different than if an acquisition is all-encompassing. By purchasing locations and the backend business, brands will have to rebrand locations, communicate new products and services to current customers and work to mitigate any employee and customer attrition. Within a holistic tiering strategy, companies will have a clear assessment and understanding of whether a location will simply get an update of existing signage or whether there will be a brand replacement strategy to reestablish the brand by optimizing both exterior and interiors in those locations. There may be opportunities to reposition the signage on the site to advance the brand and the outward projection of the new brand, and to adapt the interiors to support your brand, strategic customer experience and core communications strategies. What we want to understand is: End-to-End Management It takes planning and a lot of watchdogging to do a merger and subsequent conversion successfully. From the physical environment and staff all the way to the customer, user and brand experience, there are many moving parts that must be defined, designed, deployed, and adopted by the staff. Even people who have gone through a merger or acquisition before have come to understand that each scenario is different and conversions require customization. You need planning, communications and attention to detail for each step in the conversion process from end-to-end. Once a holistic strategy is developed, you need a team that can leverage brand experience, retail expertise and design implementation into a successful brand rollout. What we want to help our clients do is to strategically think about how their brand gets executed, purposefully design brand into the retail space, and intentionally manage how that brand gets implemented physically and on the back-end, including operationally and culturally. There is also an entire digital strategy that goes along with the operational deployment of brand, as well as team training and sustainment that is part of cultural alignment. So, three major phases of a brand conversion are: A bank brand had branches operating in the southeast. With the acquiring bank, our team had worked with the bank to develop their curbside branch and their schematics guidebook – a kit-of-parts or cookbook – a set of standards to inform design direction for branch formats, coupled with consulting on how the brand and communications are laid into those branches. In , the bank announced that they were acquiring another bank that had branches. With some overlapping markets, they planned to close 50 branches and rebrand the remaining branches. But it needed to happen quickly with conversion of locations in a nine month timeframe. The Adrenaline team managed the entire exterior and interior brand conversion process. We worked with the bank to develop holistic tiering strategies and completed site visits and surveys to all locations. Our team completed a survey of existing signage and a brand survey of any existing branded element within the branches, both on the interior and exterior. Based on the results of the surveys married to their tiering strategy, we then helped them develop sign packages for each branch and managed the work teams installing them. Coupled with signage implementation, there was another entire workstream simultaneously managing the interior rebrand, which was facilitated with the existing guidelines from the previously established brand cookbook. So, in less than a year, the bank brand grew its brand presence and nearly doubled its branch footprint. The Takeaway Smart strategy and focused execution are what separate successful conversions from lackluster facelifts. While some companies may be looking for one company to plan, design and implement – handling the myriad steps in the conversion process –

others may want to take-on some of the work themselves, or with different implementation teams. The bottom line is that someone needs to integrate it all together under a seamless, streamlined, comprehensive effort. As long as the strategy is right, an effective workstream integrator can help ensure that the brand promise is delivered upon every step of the way. Are you in the process of merging or being acquired? Contact us at [info@adrenalineagency.com](mailto:info@adrenalineagency.com).

### 3: Managing M&A Conversions - Adrenaline

*Get this from a library! Managing bank conversions: the guide to organizing, controlling, and implementing systems conversions. [Kent S Belasco].*

### 4: Board of Directors | ABC BANK

*Managing Bank Conversions: The Guide to Organizing, Controlling and Implementing Systems Conversions by Kent S. Belasco Paperback, Pages, Published*

### 5: Foreign Currency Exchange, Wire Transfers & More | TD Bank ForEx

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### 6: Validating Data Conversion | The Practicing IT Project Manager

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### 7: Alpine Trust Conversion FAQs | Midland States Bank

*Keep in mind that it is imperative for the bank's management, at all levels, to participate in the planning and completion of all tasks on the project plan. Remember, too, that banks must plan out the conversion on paper before tackling the work itself.*

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