

**SUNGARD
EXPERIENCE**
Jim Green
BMO Financial
Group



JIM GREEN, BMO FINANCIAL GROUP'S TECHNOLOGY VP, CHOSE A SUNGARD SOLUTION TO HELP HIS FIRM ANALYZE RISK AND EXPOSURE – BUT NOT EVEN ADAPTIV CAN HELP HIM WHEN HE'S REPRESENTING CANADA AT THE BRIDGE TABLE OR PLAYING POKER WITH THE TRADERS



As an IT executive with one of Canada's largest banks, Jim Green faces a set of challenges that will sound familiar to professionals everywhere who work at the intersection of technology and finance: "We're seeing higher expectations for on-time, on-budget project completion," Jim says, "more technological complexity, more exacting user-satisfaction criteria, and more non-negotiable complications originating from things like Sarbanes-Oxley and Basel."

Jim and his team meet these challenges with an equanimity that will also be familiar to fellow information technology veterans: "I suppose, overall, the demands are getting harder," he says, "but that's fine."

DEVELOPING SOLUTIONS

Founded as the Bank of Montreal in 1817, BMO Financial Group is today a highly diversified organization with 34,000 employees and extensive international operations.

Jim works primarily to support three areas within the bank: investment and corporate banking, international financial institutions and the enterprise-wide risk management group. "Although we don't use the term 'CIO'," he says, "that's

essentially what I'm doing for these areas. We're responsible for understanding the strategies of the clients, building out applications, supporting the applications, and providing overall IT management, including cost management." In addition, a portion of Jim's time, and approximately 40 of his 100 staff members, are dedicated to providing project management office services for certain of BMO's development groups.

When it comes to selecting IT solutions, Jim says that BMO tends to look to outside vendors unless they see a compelling difference between the bank's needs and those of the rest of the market. "That doesn't mean that we don't do any development," he explains, "but we do more around the integration of products within our infrastructure, as opposed to building from scratch."

HOME LIFE

FAMILY: "I'm married a second time and have a 19-year-old daughter in her second year at university."

HOME: "We're in a suburb of Toronto, about a half-hour from downtown."

CHARACTER OF THE CITY: "It's the financial capital of Canada. It's clean and growing, with lots of arts, sports and opportunity."

HOMETOWN: "I was born in Winnipeg, but I've lived in Toronto since I was seven."

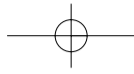
EDUCATION: "A bachelor's degree from the University of Toronto in general science, with a bit of computers, a bit of business, and a lot of math."

PASTIMES: "I'm on the Canadian national bridge team and I coach the Canadian women's team. In 2000, we won a world championship silver medal."

CHILDHOOD DREAM: "In high school, I was going to be an actuary. I like math."

CURRENT DREAM: "I'm well suited for what I do. In retrospect, I might have run my own company, or maybe been a surgeon."





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"THE INTERESTING THING IS THAT THE RISK MANAGEMENT GUYS TEND NOT TO BE VERY GOOD AT POKER. THEY THINK TOO MUCH. THE TRADERS ARE PREPARED TO WIN OR LOSE AND RISK IT ALL"

"ANALYTIC GYRATIONS"

One of the areas in which Jim and his group have been quite active recently is in risk management, as they have implemented SunGard's Adaptiv Credit Risk system, which SunGard is running for BMO on an application service provider basis.

Adaptiv helps BMO monitor and manage counterparty exposures. Jim explains: "As we trade on the exchanges, we'll execute many transactions with a given counterparty. Often these organizations are also BMO clients, and often there are offsetting transactions happening at the same time." The result, he says, is a complex landscape of credit and market risk, which Adaptiv brings into focus: "Adaptiv tracks all the exposures, goes through its analytic gyrations, and lets our traders know whether a transaction is going to be within their limits or not."

Some 300 BMO staff members use Adaptiv on a daily basis. About 90% of these are traders, who rely on it as one of several key tools, the others being closely integrated analytics, pricing and positionkeeping systems. The remaining 10% of users are risk specialist, and for them, Jim says, Adaptiv plays an even more central role. "For risk management in their oversight function, this system is absolutely critical."

Jim says he enjoys working with trading and risk systems, in part because he finds the complexity of the business and technology challenges interesting and in part because of the impact he can have. "If you do a project in this world and hit the sweet spot, you can contribute material value to the organization," he says, "and that value can be considerable, because we're talking about billions of dollars of instruments traded daily."

"The people who use these systems have to make split-second buy or sell decisions," he continues, "and having the right credit limit

WORK LIFE

BUSINESS HOURS: "Normally 8:00 a.m. to 6:00 p.m., with some e-mailing at home."

LOCATION: "First Canadian Place, one of the big towers in downtown Toronto. I also have a satellite office in Chicago."

OFFICE: "I'm on the 17th floor with a view of some neighboring towers."

DESK HYGIENE: "I'm medium-neat."

PERSONAL ORGANIZATION: "I delegate everything, including my personal schedule, to my assistant, or I'd screw it up."

DRESS CODE: "It's 'business casual', but not terribly casual. Toronto is not California."

CORPORATE CULTURE: "High-performing, with a lot of trust, respect and teamwork."

information is very important if they're going to make the right ones." Among the keys to getting the solutions right, Jim says, are early and thorough engagement with end users, strong project governance and access to the necessary resources. His familiarity with the worlds of trading and risk helps too – "I couldn't go off and do a trader's job, but I can speak their language and understand their concerns."

Jim may also benefit from knowing the psychology of his client groups – and, indirectly, from his skill at cards. An international bridge competitor, he also plays "hold 'em" poker and has taken on both traders and risk analysts. "The interesting thing," he says, "is that the risk management guys tend not to be very good. They think too much. The traders are prepared to win or lose and risk it all."

THE SUNGARD SOLUTION: ADAPTIV

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