



AT UMB BANK IN KANSAS CITY, KRIS LOVELESS IS IN CHARGE OF SO MANY SUNGARD SYSTEMS – ELEVEN, IN FACT – THAT SUNGARD HAS SET UP A DEDICATED PROGRAM MANAGEMENT OFFICE TO HELP HIM OUT



MISSOURI



KANSAS CITY

If Kris Loveless's career experiences were turned into a business school course, it might be called "Managing Complexity and Change". As vice president and senior project manager with UMB, Kris is responsible for overseeing the many facets of the bank's relationship with SunGard. This task is complex because Kris is involved in managing 12 major systems from SunGard. It involves change because UMB has implemented and upgraded a remarkable number of SunGard systems in a short time, and because it is now moving to make further improvements aiming towards straight-through processing (STP).

#### A BIT OF HISTORY

"UMB has been using SunGard products since the beginning of time," Kris says, with only slight exaggeration. "But in just the past few years, we have greatly expanded our relationship with the decision to move toward a single provider."

A mid-size bank headquartered in Kansas City, Missouri, UMB has a particularly strong presence in such areas as mutual fund administration, custody services and cash management. "UMB is the 11th largest U.S. mutual fund administrator," Kris says, "with \$200 billion in assets and over 500 customer accounts, and we've been doing custody and trust management for more than 50 years."

Since 2000, the bank has adopted SunGard's workflow system PowerImage, SunGard's employee benefits package OmniPlus and SunGard's trust and custody system Global Plus. In addition, with the acquisition of a mutual fund processing company, the bank expanded its fund accounting and transfer agency activities, and chose SunGard's Investar\*ONE to support this business.

Kris points out that UMB's multi-year series of implementations required a considerable effort. "These were all major projects under way in the same time frame," he says. "So you can imagine that for a while we were pretty tactical in our focus. But as the project pace slowed down, we have been thinking about how we could better leverage all the SunGard products in support of one another."

When Kris initially took on responsibility as UMB's liaison to SunGard, the first thing he did was gather facts: "I met with the presidents of each of the SunGard business units we work with. I talked internally with our own people. I also drew a map showing all the existing lines of communications between SunGard and UMB."

#### HOME LIFE

HOME: "Liberty, Missouri – a suburb that is about an 18-mile drive away."

FAMILY: "A wife and two teenage boys. All of us love the outdoors."

PASTIMES: "We like gardening and landscaping."

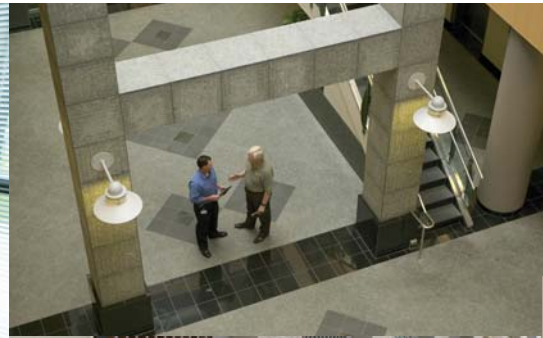
OTHER INTERESTS: Audi Car Club, golf.

EDUCATION: "A systems and data processing degree from William Jewell College in Liberty."

HOMETOWN: Kansas City.

BEST FEATURE OF KANSAS CITY: "Low cost of living; great sense of community; little traffic to speak of."

DREAM JOB: "Proprietor of a fine wine store."



**"UMB HAS BEEN USING SUNGARD PRODUCTS SINCE THE BEGINNING OF TIME"**



As Kris and his counterparts at SunGard discussed what he'd learned, the idea emerged of developing a core team on the SunGard side that could pull together all of the company's resources on behalf of UMB, operating from a strategic perspective – a program management office. "The immediate impact of the project management office was more centralized communication and better coordination," Kris explains. "Essentially, it has helped simplify our relationship."

One of the first improvements resulting from the new office was the implementation of dashboard reporting. "This gives us executive-level updates in a consistent format on the status of all the projects under way at any given time," Kris explains.

#### ATYPICAL DAYS

"Essentially, my job is to do everything I can to strengthen the bridge between SunGard and UMB," Kris says. "It's a very varied role."

One recent day, Kris hosted a seminar for UMB staff focusing on workflow solutions – a session to educate them on the capabilities of PowerImage and get them thinking about opportunities to apply it. "Here's a situation where we own the product," he explains, "but we're not yet fully leveraging the capabilities."

"During the same week," he continues, "we also had an upgrade, so I was into the operations side, working with the appropriate technical resources on the SunGard side."

#### LEVERAGING FOR STP

Among the more strategic components of Kris's mandate has been to focus on STP. "We've been looking at STP and defining what that is going to mean for UMB, and how we are going to leverage all the SunGard products to achieve it."

#### WORK LIFE

**BUSINESS HOURS:** 7:30 a.m. to 5:00 p.m.

**LOCATION:** A 220,000 square-foot operations center, one of five buildings in UMB's campus in downtown Kansas City.

**OFFICE:** "We have an open plan with cubicles."

**DISTINCTIVE DÉCOR:** "Car stuff."

**PERSONAL ORGANIZATION:** Palm Pilot.

**DESK HYGIENE:** "My filing system may look a bit chaotic to an outside observer, but it's pretty effective."

**BUSINESS TRAVEL:** "Occasionally Milwaukee, where our fund services office is."

**DRESS CODE:** Business casual, which includes jeans."

"The goal we've defined is the electronic flow of trades and transactions, regardless of the system, with human intervention coming in strictly to deal with exceptions."

Given the many types of transactions that UMB processes and the number of systems involved, Kris sees the ideal of STP as requiring a long-term commitment. "When you talk about integrating these large platforms," he says, "it's not a simple matter." It is, however, precisely the kind of challenge made easier by having someone with Kris's perspective providing guidance for UMB, and a central resource like the program management office supporting him at SunGard.

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