The set-up of a global in-house service model for Network Engineering, Design, Build, Operations and Automation

... focussing on hiring and building the teams, implementing processes and creating a highly motivated team of experts

The situation

▮ is an established international bank, with assets of CHF1,000 billion, and a presence in over 50 countries. It is the largest Investment Bank in the world. The bank provides a range of services including investment banking, asset management, wealth management and retail banking. It employs 90,000 in the delivery of its services.

Communication Technology is vital to ▮, as part of its normal corporate activities, and particularly in its trading and banking functions. The company has over 900 offices, and these are serviced by over 30,000 network circuits throughout the globe.

The firm had invested over $200 million in new networks for its data centres, campus and branch offices, and decided to provide the ongoing support for these new networks with an in-house team, rather than one of its outsourcing partners. This was determined in order to reduce costs and provide a more flexible, effective service to the traditional outsourced model.

The problem

The bank wanted to manage the implementation of the new support model in a rapid manner, following standard program management methods. To do this, they required somebody with extensive program management experience, together with knowledge of IT and networking service models. At the time of the requirement, the bank did not have such individuals within its organisation. Independence was important in setting up the model, so that internal politics did not interfere with the solution, and the right staff were appointed to the various roles required.

The solution

The service model comprised all aspects of network services, including design, implementation, operation and particularly in the modern era automation. The organisation was sized conservatively, and the low numbers of staff on a global basis were considered possible due to the substantial automation that was planned for the ongoing activities.

The model designed was a *follow the sun* model, covering all global regions from the US to Australia. The data networks were based upon Juniper technology, and provided full resilience for all of the company's data centres and offices.

The company planned to develop the automation and orchestration solutions using agile methods and Cisco/tailf

network services orchestration (NSO) toolset.

The bank asked us to provide the program leadership using our dedicated expertise and experience of IT and network service models.

How we did it

We set-up the program using our standard processes involving:

- Research,
- Interviews,
- Marshalling of previous experience,
- Creative solutioning,

to create a standard Program Initiation Design, including:

- Plans,
- risk and issue logs,
- decision logs,
- resource models,
- stakeholder matrices,
- RACI analyses.

We defined the job descriptions for the various roles and managed the recruitment process in conjunction with the bank's staff to provide an objective, independent view of the candidates. The team comprised 150 people, across all technologies in networking, and included engineers, implementation engineers, operation staff and automation software developers.

The cost of the in-house solution was approximately $12m per year for the staff, and the on-going asset deprivation and 3rd maintenance amounted to approximately $35m per year.

We developed processes, organisation, communication methodologies, et cetera to create a unique, focused and motivated team to deliver the solution. The the total cost of the solution was less than 50% of the comparable cost that would have been incurred from an outsourced provider.

We directed the development of various automation solutions that conducted health checks automatically, orchestrated configuration of networks, and resulted in an $8 million saving for the bank.