

Extended Enterprise Helps Leading Nordic Bank Achieve High Performance, Reduced Costs & Skilled Offshore Talent



SITUATION

To maintain a dominant position in the region and grow substantially through mergers and acquisitions, the customer wanted to find an offshore service partner who could help acquire highly competent talent pool and take care of the complete development and maintenance of a well-defined system portfolio.

IMPACT

The customer wanted to scale up and was faced with a challenge of capacity scalability and cost efficiency. Lack of access to a talented resource pool and scalable infrastructure were also critical challenges to the customer.

RESOLUTION

ITC Infotech provided the client with robust software engineering processes, a scalable resource pool, and high performing dedicated teams along with cutting-edge infrastructure that facilitated effective governance.

The Customer

One of the largest banking and financial services organizations in Nordics with operations in Banking, Insurance and Investment Management areas. The bank has around 3.6 million customers and 313 branches in 15 countries offering a full range of banking services in the international financial markets.



The Need

The customer's business objective was to maintain a dominant position in the region by offering high quality products and services. In order to accomplish this, the customer required access to highly competent talent and sought a partner who could offer capabilities for complete development and maintenance of a well-defined system portfolio, focus consistently on cost efficiency, and offer capacity scalability (infrastructure and skills) while living up to the bank's core values and policies.

Challenges

- Talent pool requirement on complete spectrum of IT skills – Developers, Leads, Architects, Analysts, Quality Consulting and Project & Program Management
- Highly complex custom built core banking platform built on niche technologies
- Desire to offer highly competitive products & solutions on contemporary technology platforms
- Scalability & Flexibility of talent
- Optimal IT Development Costs
- Knowledge distillation and creation of knowledge assets
- Cultural alignment

The Solution

The customer was looking for an offshore IT partner who could provide the right technology and domain capability and reduce costs significantly. ITC Infotech was chosen as a strategic partner because of our agility, flexibility, scalability, consistency of team response, management commitment, and quality of response.

ITC Infotech began the engagement with the client in 2006 where the infrastructure was setup and initial teams were built for development projects. The foundation phase included branch setup, training and support for inorganic growth through higher onsite and migration projects. A custom Extended Enterprise ODC set up provided multiple services across all IT groups mirroring the Development Areas of customer.

This was followed by the integration and consolidation phase focused on creating a mirrored organization through offshore program, AMS projects, integration with SSC and ODC enablers like Domain Experts, Quality Consultants, Metric & Measurement and Knowledge Empowerment. Various collaboration programs were conducted to enable Virtual Management, Agile Enablement, Employee engagement and expansion into non-IT aspects like Visual Graphic Unit and Business Analytics Unit.

The augmentation phase included a tactical sourcing strategy comprising of knowledge risk mitigation through enhanced customer presence at ODC and full system responsibility movement to India. The engagement drivers were improved by KT institutionalization through bidirectional travel, POS (Partners Opinion Survey) and recruitment process alignment through common evaluations.

ITC Infotech ensured enterprise wide engagement with the customer and touched almost all aspects of business including Personal Banking, Commercial Banking, Forex, Treasury, Life & Pension, Credit, and Asset Management. The ODC provided specific trainings to resources on processes, tools, and culture. The

Extended Enterprise was created to align with the customer's changing business needs and to help augment competencies of project associates.

Highlights

- **Resourcing** - Over 850 in all relevant technologies
- **IT Sourcing** - 24% to 42% with ITC as exclusive partner
- **Service Lines** - From mere resourcing to full projects and IT consulting
- **Infrastructure** - The development center in India is presently spread over 2 buildings in the campus with approximately 80 resources onsite
- **Onsite – Offshore Ratio** - 5:95
- **Centres of Excellence** - The Extended Enterprise was supported through custom CoEs for capability building, testing, technology and domain

Business Benefits

- High performance through dedicated teams and state-of-the-art infrastructure
- Scalable resource pool to manage various tasks
- Robust software engineering processes and effective governance
- Complete alignment of delivery and people practices with the home organization
- Setup aligned with governance; total operational and IP control given to the customer
- Faster time to market for new products
- Enhanced talent acquisition and retention
- Mitigation of knowledge risk through enhanced customer presence at the ODC and integration of improvised engagement drivers

ITC Infotech's IT Solutions Practice For BFSI Industry

ITC Infotech has substantial experience and exposure in the BFSI industry and provides IT services and solutions to various financial institutions worldwide. With more than 50% of BFSI technical consultants certified in the Banking domain, ITC Infotech has a comprehensive client list including, Fortune 500 banking clients, lending companies, insurance companies, securities firms and trading houses across the globe.

Driven by a strong leadership team and a large pool of experienced technology consultants, the BFSI practice offers a wide range of IT services, differentiated through proven industry knowledge and robust delivery management. Powered with the domain expertise of consultants in the areas of retail banking, risk management, capital markets, equity trading and insurance, we offer domain specific solutions catering to current and emerging business needs of BFSI customers.

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