Delivering a technology-driven Cloud capability programme

CASE STUDY

Our Client, a major Tier 1 global bank, needed support with a significant IT transformation programme, which included the migration of critical components to Google Cloud Platform (GCP).

The Bank needed a partner who could support both the global business and specific domain areas with overhauling their processes, architectures, implementation and migration strategies, in order to enable their transition to a Cloud-centric infrastructure.

The Chief Technology Officer for Data Services selected Icon Solutions to deliver a Technology Architecture for this Cloud Capability Programme. The objective was to bridge the gap between conflicting Application Development and Management (ADM) and IT Infrastructure and Delivery (ITID) initiatives, which were both disparately working on enabling DevOps and Cloud capabilities.

Two concurrent key programmes of work were involved: Capability Uplift and Infrastructure Simplification, which both had a dependency on the successful implementation of a Cloud-centric infrastructure. The Capability Uplift programme challenged the culture and approach to Software Development at the Bank, and promoted new development methods and technologies. The Infrastructure Simplification programme was rationalising heterogeneous / legacy infrastructures to reduce operational cost and complexity. At a high level, these initiatives appeared to be aligned, but in reality there were many prioritisation conflicts for multiple aspects of the common dependency on Cloud Capability.

Why Icon Solutions

The Bank chose Icon due to the team's unique attributes:

➜ **Integrity**: we put our Clients' interests first

➜ **Flexibility**: our team adapts rapidly to changing priorities

➜ **Experience**: our confidence, knowledge and expertise enables us to challenge past decisions where necessary, and find the right solutions for the business

➜ **Trusted advisor**: our Clients have confidence in our decision making, as we are technology-agnostic and have no conflict of interest

Icon was also engaged due to our excellent working knowledge of the Bank's systems and processes, as well as our existing relationships with key personnel across the Bank's global business functions. Our client's CTO had confidence in Icon's ability to deliver a successful outcome.

Our Approach

The Cloud Capability Programme was based on Icon's prior knowledge of multiple Cloud Service Providers: both Amazon Web Services (AWS) and GCP. Our involvement in the project provided the following key deliverables:

1. A repeatable process to onboard business areas and functions to GCP, incorporating customisation of the template design; a technical blueprint; a migration plan

2. Design of a DevOps Target Operating Model for GCP for in-scope functions, covering both resource education and implementation

3. Provision of specialist GCP technical training workshops

4. GCP architectural designs, and reviews of proposed designs produced by other areas

5. Review of the GCP Security process from a design and implementation perspective, to ensure alignment with corporate standards and governance

6. Data migration workflows and scripts within GCP for in-scope function

This was achieved by:

1. Leading architectural engagement for Cloud initiatives, drawing upon the knowledge and experience of development and architecture resources across different business units

2. Developing ongoing activities and highlighting successes in the organisation, to maximise efficiencies from DevOps adoption

3. Where deficiencies were discovered, leading efforts to define and deliver remediations and accelerate internal and external Cloud adoption

4. Mentoring, advising and consulting with technical teams on the Cloud journey to improve capabilities and increase consistency of offerings

5. Incubating and accelerating capabilities with existing teams: helping to navigate, challenge and support them through governance and on-boarding processes

Outcomes

As a result of Icon's involvement, the Bank was able to realise the following benefits:

➔ Accelerated delivery of projects and improved time-to-value

➔ Beneficial adoption of new technologies to supplement in-house expertise

➔ Avoidance of common problems with organisational maturity: ensuring corporate security and process approvals were applied to the repeatable process, thereby avoiding their repeated implementation by every project

➔ Technical expertise to represent the requirements of an enterprise financial services customer to the Cloud Service Providers, to ensure their acknowledgement of responsibility associated with the need for more stringent levels of service