Project Management@Credit Suisse IT
Presentation at CSG University Bern

Urs Käser, Back Office IT, Special Projects,
November 14, 2012
Content

- Introduction Urs Käser
- Credit Suisse – a global bank
- The project management execution environment at CS
- Program financial messaging platform – an overview
- The project manager book of work
- Wrap Up
- Q&A
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# Urs Käser – Project Manager @ Credit Suisse IT

## Personal space

<table>
<thead>
<tr>
<th>Name</th>
<th>Käser</th>
</tr>
</thead>
<tbody>
<tr>
<td>First name</td>
<td>Urs</td>
</tr>
<tr>
<td>Age</td>
<td>52</td>
</tr>
<tr>
<td>Marital state</td>
<td>Married</td>
</tr>
<tr>
<td>Children</td>
<td>4 kids</td>
</tr>
<tr>
<td>Address</td>
<td>Dättwilerstr 8 5405 Dättwil</td>
</tr>
<tr>
<td>Email</td>
<td><a href="mailto:urs.kaeser@credit-suisse.com">urs.kaeser@credit-suisse.com</a></td>
</tr>
</tbody>
</table>

## Educational & professional space

### Education
- Federal diploma Information Mgmt
- BSc Electrical Engineering

### Profession
- Project/Program Management
- Programming and System Analyst
- Commissioning Engineer Broadcast Transmitters

## Leisure space

### Soccer club
FC Baden
Vice president & Chairmen junior department

### Sport
Fitness, golf, tennis, skiing,
Barca més que un club
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- **Credit Suisse – a global bank**
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Credit Suisse Group today – key facts

- Global bank headquartered in Zurich, serving clients in private banking, investment banking and asset management.
- Registered shares of Credit Suisse Group AG (CSGN) are listed in Switzerland (SIX) and as American Depositary Shares (CS) in New York (NYSE).
- Total number of employees: 48,400.
- The Group’s long-term ratings are: Moody’s A2, Standard & Poor’s A, Fitch Ratings A.
Information Technology
Partnering Closely with the Business in All Regions

New York
Main Business: Investment Banking

London
Main Business: Investment Banking

Zurich
Main Business: Private Banking, Private and Corporate Clients

Raleigh
Near-shore development center, primarily supporting NY

Wrocław
Near-shore center, primarily supporting EMEA and Switzerland

India
Outsourced and co-managed offshore center in different locations

Singapore
Mainly serving fast growing markets of APAC region
Information Technology
Facts & Figures

- 67,750 supported users in 550 locations
- 4 main hub Production – Disaster Recovery pairs of data centers consuming 14 MW$^2$ of power (approx. 25,000 US homes)
- Hardware
  - 95,600 workstations/laptops
  - 23,000 physical servers with more than 28,000 terabytes of storage
  - 8 host/mainframe CPUs with 73,000 MIPS$^3$ provided
- Software
  - ~6,400 applications
- Email
  - 70,000 email accounts

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1 As of March 2012
2 MW = Mega Watt
3 MIPS = Million Instructions per Second
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The project management execution environment at CS
IT Governance structure – high level picture

Governance definitions
- **Strategic alignment** of business and IT at bank and divisional level
- **Business - IT alignment**
  E.g. management and prioritization of budget and requirements (SLAs, quality, cost)
- **Intra IT alignment**
  E.g., conflicting solutions or business services / requirements
- **Functional IT management**
  Architecture, risk and financial controlling, performance measurement

Various aspects have to be taken into account from a Project Management perspective:
- Stakeholder analysis and communication plan
- Project governance model and structure driven by execution model (make vs. buy)
## Role descriptions covering IT Projects

### Main Business and IT Roles

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
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</thead>
<tbody>
<tr>
<td><strong>Business</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Project Sponsor</strong></td>
<td>- Business Representative responsible for Project</td>
</tr>
<tr>
<td></td>
<td>- Decides on funding for the Project</td>
</tr>
<tr>
<td><strong>Business Project Manager</strong></td>
<td>- Contact for all relevant divisions / business representatives regarding IT requests within project</td>
</tr>
<tr>
<td></td>
<td>- Manages business requirements, leads scope planning and prioritization in alignment with business and IT</td>
</tr>
<tr>
<td><strong>IT</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Project Provider</strong></td>
<td>- Head of IT department responsible for the Project delivery</td>
</tr>
<tr>
<td></td>
<td>- Overall responsible for delivery of projects and management of approved budget</td>
</tr>
<tr>
<td><strong>Project Supplier</strong></td>
<td>- Head of IT department owner of the IT resources that will be working on the project</td>
</tr>
<tr>
<td></td>
<td>- Responsible to assign resources to Project tasks based on provider requests</td>
</tr>
<tr>
<td><strong>IT Project Manager</strong></td>
<td>- Overall responsible of planning, management, execution, deployment and financial management of the project</td>
</tr>
<tr>
<td></td>
<td>- Responsible for ‘IT Project’ level processes</td>
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<td></td>
<td>- Controls Projects costs based on approved budget</td>
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<td></td>
<td>- Reports status of implementation to Project Sponsor</td>
</tr>
</tbody>
</table>
The project management execution environment at CS
Agile Project Management vs Waterfall Project Management

Approach Principles

very steep

very flexible

Phase and Iteration Principles

long phases function based

short iterations object based

Waterfall plan driven heavy processes

Agile Light processes

code and fix

Phase and Iteration Principles

CMMI: Capability Maturity Model Integration
IT-PV: CS Projekt Vorgehen
XP: Extreme Programming
ASD: Agile SW development
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CS operates a **global financial messaging platform** centrally out of Zurich to support the financial messaging needs of the divisions PB, IB and AM and locations globally. Serves **some 90 CS branches in more than 30 locations**. The hub enables CS to run B2B transactions with up to **8000 SWIFT participants**. Branches generate approx. **250 Million SWIFT messages** per year, including large value payments, stock exchange transactions and other critical business content.
The number of the year, it starts with 5 Trillion ...

How does this map to the Financial Messaging Program

- This is the average amount of money transferred per day over the CS messaging network
- The stability of the current environment remains extremely important throughout the Future Messaging Platform Program
History and motivation
Financial Messaging Program in execution phase

2009
- Refine Target Design
- Revisit Main Drivers (Business)
- Validate Hub Strategy

2010
- RfP Execution
- and Product selection

2011
- FMP Implementation

2012-14

External Factors
- Peer Behavior
  - c
- SunGard Strategy
  - b

Financial Messaging program

Program Key Data
- Timeline 2010-2014
- Budget ~xy Mio CHF (incl 8 Mio for HW)
- Team +40
- Fixe price contract with vendor (Swift/Arkelis in Mechelen/Belgium)

Information on messaging-related strategies of peer banks were gathered
- Information on messaging-related strategies of peer banks were gathered
- SunGard was announcing an est. 5 year lifetime for MINT and offered AMH is successor product
- SunGard announced MINT to be EOL on Oct. 15th, 2013
- Fix price contract with Swift/Arkelis to deliver Financial Messaging Platform
Mint/FMP – the big picture
Replacement of Mint and legacy components

RoW Locations

Switzerland (Host)

Print Gate
SPOKE

SW
Data Stage

IC Internal Connector

AMH

Mint

EC External Connector

SAG SWIFT Alliance gateways

SWIFT International financial messaging network

NEW

OLD
Focus on AMH product capability and integration

Key Characteristics
- High volume message hub
- STP engine for automated message processing
- Workbench for exception handling
- High resilience / distributed architecture
- Well integrated into CS infrastructure
- Internal connector layer for integration with applications
- External connector layer for integration with external networks

High level of technical complexity has to be taken into account – plan, approach, risks, PoC, reference installation
FMP Roadmap
High Level Timeline agreed with Stakholders

<table>
<thead>
<tr>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q4</td>
<td>Q1</td>
<td>Q2</td>
</tr>
<tr>
<td>Q3</td>
<td>Q4</td>
<td>Q1</td>
</tr>
<tr>
<td>Q2</td>
<td>Q3</td>
<td>Q2</td>
</tr>
</tbody>
</table>

Program Execution Phase

Transition into Target Organization

- NFR footprint
  - 31 Mar
  - Go/No-Go, 2 Nov

- SEPA (Wave 1.1)
  - 19 Jan

- SWIFT/FIN
  - Handshake
  - Go/No-Go
  - 15 Nov

- SIC/SECOM
  - Handshake
  - Go/No-Go
  - 31 Mar

- Mint Wave
  - 31 Mar

- Final Frontier - TBC
  - 15 Nov

November 2012
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The PM book of work
Software Development Live Cycle and Tollgates

- Tollgates are milestones & decision checkpoints at the end of each project phase
- Based on agreed deliverables and assessment criteria, at each tollgate the governance body decide about further progress (and funding), needed amendments or project stop
- Project staff profile has to be aligned along the executed phases
The PM book of work
Requirement Engineering & Change Requests

- It is mandatory to have established a project change request process to prevent moving targets
- Requirements and Architecture Sign-Off is setting the baseline to control and manage the process
The PM book of work
Lab, testing and production environments

Several environments to be managed and various aspects have to be taken into account from a PM perspective:

- Provisioning process, investment, lead time
- User management, access and role model, IT risks requirements, CID client identifying data
- Development and maintenance track, SW configuration and deployment management
**Focus on Those who Matter Most**

Failure to identify a key stakeholder can cause major problems for a project. However, figuring out who is most important can be a daunting task.

**Embrace Responsibility**

The best strategy for keeping stakeholders on task is to identify and clearly define responsibilities along with plans for how to keep in contact with them. Consider periodical meetings to review plans and keep everyone ‘in the loop.’

**Manage Stakeholder Expectations**

Stakeholders can control a significant portion of the project. Whether this control comes in the form of finances or other, non-monetary contributions, their happiness during a project or after its completion is often the bottom line for determining the project’s success.
# The PM book of work

## Weekly Snapshot on planned activities

<table>
<thead>
<tr>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
</tr>
</thead>
<tbody>
<tr>
<td>Morning coffee</td>
<td>Morning coffee</td>
<td>Morning coffee</td>
<td>Morning coffee</td>
<td>Morning coffee</td>
</tr>
<tr>
<td>Project team: daily briefing</td>
<td>Project team: daily briefing</td>
<td>Project team: daily briefing</td>
<td>Project team: daily briefing</td>
<td>Project team: daily briefing</td>
</tr>
<tr>
<td>Project leads: daily briefing</td>
<td>Project leads: daily briefing</td>
<td>Project leads: daily briefing</td>
<td>Project leads: daily briefing</td>
<td>Project leads: daily briefing</td>
</tr>
<tr>
<td>Working on current issues and actions on PM and operational level</td>
<td>Project Core team</td>
<td>Stream Leads: Weekly status update</td>
<td>Lean IT weekly whiteboard session</td>
<td>Weekly Status Reporting</td>
</tr>
<tr>
<td>IT Stream Lead one2one: Weekly catch-up</td>
<td>Business Stream Lead one2one: Weekly catch-up</td>
<td>Weekly Executive Committee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Weekly Project Change Control Board</td>
<td>Weekly Risk Management Tracker</td>
<td>Weekly Executive Committee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>NFR team: daily de-briefing</td>
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<td>NFR team: daily de-briefing</td>
</tr>
</tbody>
</table>

- **Lead**: Project team: daily briefing, Project leads: daily briefing
- **Participation**: Project team: daily briefing, Project leads: daily briefing, NFR team: daily de-briefing

**PM Tasks**

- **Weekly Project Change Control Board**
- **Weekly Risk Management Tracker**
- **Weekly Executive Committee**
- **Weekly Status Reporting**
  - Progress
  - Issues / Risks
  - Financials
  - Dependencies

**Preparation**

- Executive Committee

**Weekly**

- Lean IT weekly whiteboard session
- Morning coffee
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Wrap Up
Project Management is a challenge on different disciplines

What are the PM skills needed to be successful

- Be a leader and a manager
- Be a team builder and a team leader
- Be an excellent communicator
- Be a good organizer
- Be a competent and consistent planner
- Be a problem solver
- Be a negotiator and influencer
- Set up and manage budgets
Questions and Answers