

## When a large bank wanted to transform its data centres to reduce risk and improve sustainability We helped them develop the strategy, business case and ultimately delivered one of the largest projects in the history of the bank on time and on budget.

### The Challenge

Following multiple mergers and acquisitions, a large bank had more data centres than were required. Independent reviews identified data centre risks and issues covering capacity constraints, single points of failure, high power consumption and ineffective processes. As a result, data centres represented the most significant risk exposure in the bank's group risk register and a program was established to integrate and transform the data centres. A large investment was required within a relatively short period of time adding significantly to the complexity of the program.

### How we helped

Deloitte played a leading role in managing the program end to end. This included developing the strategy, business case, program mobilisation, execution, benefits realisation and ultimately program closure. Deloitte managed the remediation of existing data centres, the set up of a new data centre and the migration of legacy data centres into two purpose built facilities. Deloitte also played a leading role in defining the new data centre operations structure, people and processes by leveraging the ITIL v3 Service Management Framework.

### Value delivered

A program of work, in excess of \$300m, was delivered on time and to a budget variance of less than 2% over a period of 3 years without a single instance of business disruption. Both hard and soft benefits exceeded the plan and included among other things:

- A 30% reduction in energy consumption resulting in sustainability improvements i.e. equivalent of ~4,000 cars off the road per year

- A significant reduction in the bank's risk exposure, mitigating the potential for business disruption
- The build and fitout of a new state of the art data centre with a unique commercial arrangement in place which can adapt to a changing technology landscape
- The consolidation of data centres into a purpose built site and release of excess property.

The program was recognised for its success by winning a major industry award for Project Excellence and for its ability in dealing with complexity, customer focus during execution and sustainability achievements.



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