DSL Software

The Investment Banking Technology and Operations arm of HCLT



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From the Editors' Desk

D SL SOFTWARE TO HCLT IBTO...the journey has been an achievement in the full sense of the word. This September, we

completed three years of successful partnering between HCLT and DB; spearheading the growing breadth of relationship between the two organisations. When we started the joint venture, our presence was only in a few areas of the bank.

With the relationship growing, we have been able to extend our presence and services to the bank in more areas, technologies and types of services. Today, we have grown over six-fold in terms of staff; with a four-fold increase of revenue. From a single location in Bangalore, we now operate from five different offices in the city and have sales offices and development centres in Singapore, London, Frankfurt and New York. We have developed interfaces to all business lines and also branched into services for operations. This has helped us carve a niche for ourselves as an exclusive organisation catering to Investment Banking solutions across the globe.

The journey has been very exciting and fruitful, giving ample growth opportunities for our staff to develop their capabilities and nurture bigger aspirations. Through the roller coaster ride of this wonderful journey, we have increased our knowledge and competencies in both breadth and depth, and we strive to learn more.

As we have been reiterating, DSL Connect is one of the many ways to stay in close contact with you. It's an effort from our side to provide you with insights into our strengths and the activities happening within the company, work related and otherwise. We extend our heartfelt thanks to you for encouraging us in this venture and sparing the time to give us valuable suggestions that will make DSL Connect a better newsletter. The feedback we have received has highlighted not only a positive reception to our endeavour, but also many very valuable suggestions. Reacting to your ideas, we have tried to restructure the newsletter and give you a peek into our future activities. Other changes based on your feedback will be brought in gradually over the next few issues. We would be very happy to continue hearing from you. Your feedback is the invigorating oxygen that will breathe new life and fresh ideas into DSL Connect.

As the year comes to a close, we extend season's greetings to every one of you. All of us at HCLT IBTO wish you prosperity and happiness in the coming year.

—Editorial Board, DSL Connect (dsl.connect@dslsoft.net)



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K.J. JOSEPH, Manager, Solutions Service Centre, USA, is the "oldest" member of the HCLT IBTO team. In an interview with *DSL Connect*, he shares his thoughts on his ten years with the organisation...

From Deutsche Software to DSL Software and now to HCLT IBTO...how has the journey been?

When I joined, I was part of a 60-person team at DSL Software (then Deutsche Software India). I started with small projects, moved from project to project, location to location, learnt a lot (both functionally and technologywise), worked with lots of people...these ten years have been exciting, fruitful and I've enjoyed it all thoroughly. Now we are HCLT IBTO and we've grown enormously. I feel privileged to have been able to work with excellent CEOs, starting with Jyothi Sahay. I cherish wonderful memories.

How did it all begin?

I started as a team member with Electronic Banking (EB), or Customer Access Group, as we called it. Then it was the major project for DB Singapore. It was a really good experience.

Later, I went to Germany as Project Leader for the DB custody project. By now, the EB team numbered 50-60 people. When the Project Manager had to leave for personal reasons, the management asked me to take over. Shifting my focus from technology to management was a challenge and an opportunity. I enjoyed both the learning and teamwork.

What are some of the most important lessons you've learnt on the job?

I have always believed in the value and importance of team effort. If, as a manager, you're an enabler, the results

Happenings

Brand Promotion

Response to advertisements fuels our expansion plans

In the last few months, we have initiated prolonged brand building exercises within the domestic market. Carried out under the HCLT IBTO banner, these exercises involved the release of specific recruitment / brand



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building advertisements (such as these) in the printmedia. Spaced over several months, the advertisements have drawn an overwhelming response...and have fuelled our expansion plans.

Expansion Technology Division moves to new office

A major part of our Technology Division has moved to a new address in the heart of town. Our new office at The Senate extends across 16,000 sft of well-planned space and allows us to gain the best advantage of consolidation. Our Operations Division has moved into the newly vacated premises in Whitefield. Our new software facilities were formally inaugurated by Mr Wolfgang Gaertner on Oct 4. Mr Ramakrishna, CEO, HCLT IBTO, was present on the occasion.



Celebration DSL Fiesta

The DSL Fiesta—the annual talent extravaganza that showcases the hidden talents of DSLites—has always been a grand affair. This year was no different. After excelling in the work field, DSLites, along with their families, got together on October 9 to celebrate a successful year...and display their cultural capabilities. The 3-hour marathon show, filled with energy, excitement and entertainment, re-



we so firmly believe in. It was an evening filled with songs, dances, puppet shows, theme

emphasised the

team effort that

shows with a strong social message and skits. The efforts of teams and individuals who contributed to the rapid growth of the organisation were recognised and honoured. Best project teams, individual contributors and winners at the DSL Olympics (held earlier) were presented with certificates and



mementos. Special mention was made of the achievements of DSLites who represented the company in events ranging from quizzes to sports to *antakshari* (song competitions). These people have always held the flag of our organisation high and we are proud of them.

A fitting finale to the evening was a special theme show (focusing on the importance of spreading IT literacy in rural areas), followed by dancing and dinner. Surprise gift hampers, filled with their favourite goodies, delighted children and parents alike.

HCL TECHNOLOGIES

Happenings

Collaboration An HCLT IBTO—IIM-B sponsored competition



Collaborating on a pioneering initiative towards thought leadership in the field of financial research, HCLT IBTO and the Indian Institute of Management, Bangalore, have launched the "Centre for Research in Finance and Banking", an initiative supported by HCLT IBTO, at IIM-B. Its purpose is to encourage and facilitate a constant flow of new

thoughts and ideas from the academic fraternity to the organisation, thereby giving the organisation a sustainable competitive edge and enabling it to constantly improve its domain skills across the finance vertical.

As part of this initiative, HCLT IBTO is sponsoring a research essay competition amongst the top business schools in India. This annual competition will focus on subjects related to the finance industry and is aimed at encouraging youngsters to understand, explore and be excited by the challenges the industry offers.

Topics for the inaugural competition are: "Market transparency, market regulation and market well being" and "The exchange rate dilemma". Submissions will be judged on originality and critical thinking.

Communication Sangam



Sangam, our bia n n u a l, a l l employee meet was held in July. During this meet the management shares its vision for the future with

the rest of the organisation. The employees are given an opportunity to interact with the panel of top management through an open Q&A session. Sangam evoked a heightened level of enthusiasm among all the participants. The Q&A session is a specially appreciated feature of the meet, as it facilitates free communication between employees and the decision makers.

Inauguration

Our new nearshore development facility in Singapore

A key milestone in our global expansion plans was reached on May 12, with the opening of the new HCLT IBTO Centre in Singapore. Mr. Tan Chek Ming, Assistant Managing Director, Economic Development Board, Singapore, inaugurated the Centre. Presiding over the inauguration, our CEO, Mr Ramakrishna, said, "We are very optimistic about, and committed to, our Singapore initiative and plan to use the high quality of technical talent available in Singapore itself. This office is geared to



serving the geographic proximity and will handle both IT development and operations work". The office will grow to 100-strong in the near future.

Alliances cicodo.

HCLT IBTO proactively looks to building alliances with organisations that have capabilities and offerings that complement and enhance its own strengths. Having imbibed the ethos of its parent company, HCLT IBTO reflects its progressive mindset and openness to building partnerships. Partnerships are based on requirements and scope and care is always taken to ensure that potential conflicts are avoided by achieving an understanding of how best to work together towards a common mission.

Our alliance with Cicada, a data management company, is a prime example of this philosophy. Cicada has a global infrastructure and proven and respected software development, integration and deployment processes. The organisation has offices in London, New York, Hong Kong and Oklahoma City.

Cicada's proprietary software, Composer, has the technology designed to take feeds from multiple internal and external data sources. It runs a variety of configurable automated arithmetic and probabilistic checks on the data, supports manual verification and modification of the data and produces a feed to the client's system(s).

Being a specialist in the high data volume investment banking domain, Cicada brings in knowledge and expertise that will help provide our clients with solutions that offer greater value in terms of technology and functionality. —DSL Connect (dsl.connect@dslsoft.net)



HE GLOBAL MARKETS (GM) business of Deutsche Bank forms the largest segment of its Corporate and Investment Banking operations. It is an eminent integrated Reaffirming the Trust

Our relationship with GM Operations was initiated during the first quarter of 2003, when a high level GM

financial solutions provider for a wide range of debt, foreign exchange, money market and commodities and derivative products; across origination, sales, structuring and trading service categories. It supports a large portfolio of Investment Banking products, both for its corporate clients around the world, as well as its own proprietary trading activities.

The GM product portfolio offers a combination of intellectual, capital-driven segments (such as interest rate options and structured equity derivatives) and distressed debt and volumeDeutsche Bank

An international leader in most product level engagements

In global league tables for international bond issuance, Deutsche Bank ranks first in bond issuance volume and second in issued value at \$123 billion. (Source: *Bloomberg* 2004)

In the burgeoning derivatives market, Deutsche Bank is a leader in both product development and delivery.

For its derivatives strength in euromoney, Deutsche Bank received the award for 'Worlds Best Bank for Risk Management'. (Source: *Euromoney* Awards, July 2004.)

It is also acknowledged as one of the world's leading foreign exchange houses. (Source: *Euromoney* Awards for Excellence, 'Best FX House', July 2004.)

driven commoditised segments (such as foreign exchange and government bonds).

Global Technology and Operations

To support its leadership status in the market place, the Technology and Operations division of Global Markets employs a resource pool of market savvy technology experts. Working round-the-clock, they provide production support for both technology systems and live operations. While maintaining its own talent pool of employees, the bank also sources similar talents from its vendors across the globe. HCLT IBTO has been a preferred strategic vendor to Deutsche Bank, for solutions and services in technology and operations domains.

The Engagement

GM Operations started its technology support engagement in 2001, with onsite staffing projects and maintenance and testing support functions. The relationship enlarged in 2002 to include development and production support work for DB 2.0, FX + etc. It has now expanded to include complete solutions offerings. HCLT IBTO provides managed services along with value additions such as a Production Management Centre (PMC) and Test Lab. We work across the spectrum in GM, with technology projects in the areas of Research and SPG, Derivatives, Securities, ICG, ICT, Global Finance, Global Rates, eCommerce, Controlling IT, Architecture and Shared Services. batch of resources to commence knowledge transfer was from the FX Ops silo of GM, in July of that year. A couple of months later, almost 50 resources across all the four silos were transitioning the processes. The scope for the 2003

team visited us. The first

smart sourcing involved 22 processes across four silos, equally distributed across presettlement, post-settlement and fee and brokerage processes. It was an experience for both parties, because of the operational and technological complexities involved in migration. Citrix, as the platform for connectivity, was

chosen over either Timbuktu or PC Duo as the preferred environment. Most of the existing systems were configured to the Citrix environment. Work commenced against stiff deadlines, in order to transition the processes before the year-end. Two of the FX Ops processes went live on Nov 17, 2003 from Bangalore and by the end of the year, over 40 FTE's were live from Bangalore, performing GM back office operations.

While the year 2003 was the testing ground, with pilot processes in select functions, 2004 saw a reaffirmation of the confidence and trust that had been earned. Growth has come both from the addition of more roles into the 2003 processes and also through moving up the value chain in higher end processes. The process mix of 2003 has also changed this year, with more people executing pre-settlement processes than post-settlement processes out of Bangalore. Starting from totally internal interactive processes, current functions involve interacting with entities outside of DB: other international banks, brokers and service providers. The emphasis is more on communication, be it be in fluent English or near-native German. In fact, now we have about eight process executives, based out of Bangalore, talking to banks in Germany in fluent German.

The expansion of operations knowledge is seen not only across multiple processes, but also across business domains. Today HCLT IBTO executives process transactions

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HCL TECHNOLOGIES

CL TECHNOLOGIES (HCLT), part of the HCL Group, founded in 1975, has been providing value-added, software-led IT solutions and services to large and medium-scale organisations for more than 29 years. The company's global IT services operations, headquartered at Sunnyvale, California, was opened in the year 1991, with a primary focus on application, technology and R&D outsourcing. Over the next seven years, its operations were extended to most parts of Europe, Japan, Hong Kong, Australia and New Zealand. HCLT's revenue amounted to US\$ 408 million for the financial year 2003-2004 and increased by 70% in the first quarter of 2004-05.

Client Profile

With a well defined business strategy, HCLT has built domain expertise across a host of chosen verticals, primarily banking and financial services, insurance, retail, semi-conductor equipment, petroleum, pharmaceutical, automotive and aerospace. Its client profile of 454 marquee clients includes 61 *Fortune 500* clients with more than 100 clients having an annual run rate in excess of US\$ 1 million

Centres of Excellence (CoE)

To better focus on various technical services and domains, HCLT was one of the first Indian IT services firms to float the idea of Centres of Excellence. These

centres were aimed at developing in-depth knowledge in the chosen area of excellence, be it ERP systems, domain areas or specific technical areas.

Some of the matured Centres of Excellence include the ERP CoE; CRM CoE; Mainframe CoE and Netcentric CoE, based out of the Noida offices of HCLT; EAI CoE, based out of Chennai and the Workflow / Documentum CoE, based out of Gurgaon. Other specialist CoEs include the BFS CoE, based out of Chennai; HCLT BPO-eServe; HCLT Infrastructure CoE-HCLT ComNet and HCLT Investment Banking CoE-DSL Software, based out of Bangalore.

Depending on the needs of the relationship, a customer might be serviced by one or more CoEs of HCLT with the interactions amongst the CoEs kept transparent to the customer. The strong technical and domain expertise developed by CoEs helps in providing effective, cost efficient and proactive solutions to clients. The CoEs continuously monitor and challenge the latest advances in the market and leverage it to tune the delivery of solutions to its clients.

Banking and Financial Services

With more than 3000 resources in the finance domain, over 20% of HCLT's revenues are derived from services to this sector. The company's expert banking team—skilled and creative techno-banking experts, with in-depth banking and banking software related IT experience—offer a professional blend of services with a high degree of quality.

The team has skills and experience that range from mainframe-related expertise to state-of-the-art n-tier architecture, with specialised expertise in areas like application development, application re-engineering, production support, application maintenance, platform migration, web enabling and data warehousing.

> HCLT has rich experience in handling large-scale development as well as production support and maintenance projects on all platforms and languages using proven methodologies. Specialised services in this segment support and maintain a wide variety of financial applications, in both proprietary and off-the-shelf international packages. HCLT also has in-depth experience in implementing and upgrading IT solutions in multilocation banks.

> HCLT has fostered the concept of multiple growth windows, in which it seeks to supplement its banking services through diverse avenues and

provide a high degree of value to its customers worldwide. To further its value, HCLT is building alliances and partnerships with leading banking service providers, so as to enhance its service proposition and provide operational and strategic advantages. Alliance with DB in 2001, resulting in the transfer of controlling stake in Deutsche Software India to HCL Technologies is a prime example of a successful partnership.

Leveraging HCLT Skills for Deutsche Bank

Over the past year, due to a closer integration between HCLT and DSL Software, a higher level of coordination has been achieved between the two organisations, including extensive leverage of the matured CoEs of HCLT for DB as also for DSL internally.

The model has been structured in an effective huband-spoke manner to leverage the skills of various CoEs (the multiple spokes) while retaining some key interfaces to DB through DSL (the hub). The advantage is delivery of more matured services, at the lowest cost, from HCLT to



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DB—while leveraging the existing understanding of DB practices developed within DSL over time. The result is a new cocktail of services to DB using the same channels.

Some key areas where HCLT skills have been leveraged directly for DB include:

- ERP CoE, NOIDA: DSL/HCLT was awarded the SAP R3 system RTB for a period of 5 years. The knowledge transfer for the project is currently underway; parallely 8 SAP practitioners have already been made fully operational to replace the existing externals in a phased manner. Additionally, the HCLT team has just concluded a core upgrade for the BW module of SAP, on schedule and to full customer satisfaction.
- EAI COE, Chennai: PWM International wanted to seamlessly integrate its core back-office system, dbTrader, with the new anti money laundering system, SMARAGD. The integration was also aimed at proving the messaging infrastructure developed by DB, Al2, for further use within the PWM system environment. While the EAI leverage was brought to bear on project delivery by the Chennai unit, the knowledge on dbTrader was internally leveraged from Bangalore. The same Centre is also providing Al2 implementation guidance to the HR Systems team and the dbFeeds ETL team.
- Document and Content Management CoE, Gurgaon: The GM.Dox CTB project is today delivered by the Gurgaon team with its extensive knowledge on Documentum. In addition, we also provide L1/L2 managed service support for Documentum related applications like GM Doxs. The same Centre delivers the Lotus Notes RTB and CTB services out of Singapore.
- Datawarehousing CoE: dbFeeds, an Informatica based ETL project is being executed under close guidance of the Datawarehousing CoE of HCLT. Deutsche Bank has decided to implement a state-of-the-art ETL environment using Informatica as the tool. The scope of this engagement is to provide a robust and efficient ETL environment embedded into Deutsche Bank Controlling IT's strategic architecture, to handle data retrieval for controlling and risk reporting and analysis purposes. This replaces the numerous point-to-point connections of the past, improving stability, transparency and performance of the ETL processes.

Benefits achieved include the extensive direct leverage created from the various CoEs for DB. At the same time key HCLT competencies have been leveraged internally for

Building Blocks for Our CoE



sharing of best practices and building internal competencies within DSL. One such important leverage was the consulting received from HCLT / eServe when DSL tion with ongoing sharing of best practices between the two on a regular basis.

operations wanted to achieve BS 7799 certification. The leverage continues beyond the certification with ongoing sharing of best practices between the two on a regular basis.

A True Symbiotic Relationship

The close collaboration between HCLT and DSL over the past years was the genesis of HCLT IBTO. Valuable contributions and expertise from HCLT are leveraged directly, rather than being re-developed within HCLT IBTO. By tapping the knowledge and experience of the many banking professionals within the organisation, HCLT IBTO contributes valuable insights to the BFS vertical of HCLT, not only in the investment banking arena, but also in retail and corporate banking areas.

What Gives HCLT it's Edge?

HCLT's ability to deliver scalable, flexible and cost effective IT services is due to its extensive offshore software development infrastructure and vast global marketing network. Service delivery is further strengthened through partnerships and SEI CMM Level 5, BS 7799 and ISO 9001 certified processes. (HCLT's 23 Development Centres have SEI CMM Level 5/4 certification. and all Application Centres are Level 5 certified.)

Further, the company has consistently built on its ability to:

- · . Leverage the service portfolio;
- Combine business insight with technology skills;
- · Operate on a proven global delivery model;
- Adopt a partnering approach that strikes the balance between flexibility and system orientation;
- Focus firmly on delivering customer value.

—Sanjay Kumar (sk.kumar@db.com) Prem Pavan (prem.pavan@dslsoft.net)

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CLUSTERED SERVERS

LUSTERING is just one form of parallel computing. The reason the concept of clustered servers merits its own classification, distinct from other related technologies, is because clustered servers can function either as a single entity or a collection of stand-alone servers. For example, a cluster of web servers can appear as one large web server, while individual servers within the cluster can be accessed separately.

The Evolution of Clustered Servers

Growing data volumes and applications led to increased demands on existing servers for greater reliability and shorter downtime. Need, in turn, led to invention.

What made the job easier was the fact that the concept of clustered servers for high performance computing had been in existence ever since the time of mainframes. However, the solutions they offered (through proprietary systems like the IBM RS6000) were limited to research organisations, universities and defence departments that ran their research programmes through government funded agencies. These clusters were used for weather forecasting, high-end graphical applications and defence projects like missile design.

The current High Performance Computing (HPC) industry has been shaped by a major cross-over point in 1982, when Ken Wilson was awarded the Nobel Prize in Physics for his discoveries "in understanding how bulk matter undergoes 'phase transition'-sudden and profound structural changes resulting from variations in environmental conditions". Ken Wilson had access to about 10 mainframe computers. This allowed him to move away from the prevailing wet or dry laboratory research model to the simulated research model. And the way science was conducted changed fundamentally. Simulation became a primary research tool and the HPC race was on.

The First Clusters

In 1994, Thomas Sterling and Don Becker, at The Center of Excellence in Space Data and Information Sciences (CESDIS), built a cluster computer called "Beowulf" under the sponsorship of the Earth and Space Sciences (ESS) project. They used 16 DX4 processors running Linux connected by channel-bonded 10 Mbps Ethernet. Beowulf proved that the commercial cluster could be an attractive alternative to HPC. An instant success, it set the stage for a shift from proprietary, special purpose supercomputers to Commercial Off-the-Shelf (COTS), open HPC systems.

Advantages of Clusters

- · High availability: Specifically designed for high availability through redundant systems / nodes. Can be defined for multiple levels of high availability and / or load balancing features.
- · Lower costs: Multi-fold cost savings. Can be built even with nodes of workstation hardware configuration and can provide highly competitive computing resources at a fraction of the cost for a single high-end server.

Component	IBM SP2	Dell Power Edge
Cost	\$ 15 million	\$ 3 million
Cost per giga flop	\$ 300,000	\$ 3000
Maintenance staff	15	3
Maintenance cost per year	\$ 1 million	A % of 1 million

- · Vertical and horizontal scalability: Multiple nodes can be added dynamically when periodic compute-intensive jobs need to be run. Nodes within the clustered server can be upgraded without incurring any down time of the application / services, thereby allowing them to continue to run on other nodes of the cluster while a node is being upgraded.
- Dynamic resources provisioning: Nodes can be moved across applications / services, dynamically provisioning the nodes to periodically compute intensive applications / services
- · Better response times: Since multiple nodes are handling the application requests, response times can increase dramatically.

Disadvantages of Clusters

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- · Complexity: Installing and administering clusters can be complex.
- · Resources: Can be a challenge to obtain / retain an experienced technical team.
- Maintenance: Initial maintenance, till set up has stabilised, may require closer monitoring.
- Multiple single point of failures: The storage box / cluster interconnects / network connects can prove to be multiple single point of failure locations within a clustered setup.
- Not for every one: A decision to switch to clusters should be preceded by an extensive study of the IT infrastructure within the organisation (size of operations, volume of data growth etc) and a cost-justification analysis.

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Knowledge Kiosk

A UNIQUE EXPERIMENT THAT BRINGS TRAINING TO DESKTOPS



A name with meaning...and purpose

Nalanda is the name of the Training and Development Division at HCLT IBTO. It's a name with a history: *Nalanda* was the first large-scale university in the world, dating back to the 6th century BC. In Sanskrit, "nalam" means lotus and "da" means "to give". Since the lotus is supposed to represent knowledge, the word *Nalanda* translates into giver of knowledge. A very appropriate choice of name for a division that deals with learning...and learning tools like *Knowledge Kiosk*.

PROCESSING Investment Banking back office work is a business driven by tight deadlines. Time is always a scarce commodity. In such an environment, how do you promote a learning culture in which training and development are given their due priority?

Nalanda, our Training and Development division, has resolved the dilemma with the creation of *Knowledge Kiosk*—an all-encompassing, self-learning tool developed in-house at HCLT IBTO. *Knowledge Kiosk* caters to more than 700 employees currently on board, with easy accessibility on their desktops.

What is Knowledge Kiosk?

Knowledge Kiosk is a web-based application: a rich source of information on a wide variety of subjects like domain knowledge in the area of investment banking, accent neutralisation, improving writing skills, enhancing listening abilities and even overviews of specific projects / processes. Further, it helps in understanding issues related to compliance, handling of confidential information and even provides a brief history of the client, Deutsche Bank! It also serves as a tool for learners to pick up methods to enhance their presentation skills.

"The information stored in *Knowledge Kiosk* has helped me to understand the complicated 'derivatives concept' very easily. What is more, I was able to learn at my own convenience and set my own pace", says Laxmi Narayan, a new entrant at HCLT IBTO.

Technical Details: With MS-Access as the back-end and HTML and JSP as the front-end, *Knowledge Kiosk* is housed in the server. It comprises training tools such as video coverage, interactive CDs, audio books and self-evaluation methods, to name a few. The information is displayed in an easy-to-read format enhanced with user friendly guidelines to help a new user.

Enhancing Communication

Our prime focus is on improving the ability to communicate with the client in crisp and simple language. However, such communication is truly effective only if one is conversant with cultural issues specific to the client's environment. *Knowledge Kiosk* makes this integration

possible by allowing users to view clippings from TV serials and movies (*Auf Wiedersehen Pet, The Office, The Commitment,* to name a few), thereby gaining exposure to both environment and nuances of language and expression.

Advantages in a Nutshell

- Freedom to learn at one's own pace, space and time.
- Capability to be a useful tool in imparting every type of training an employee at HCLT IBTO would need.



• Facilitating knowledge development at various levels, from beginners to advanced learners.

More Benefits Lie Ahead

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Presently *Knowledge Kiosk* is being used to drive programmes, such as induction, in a uniform, structured way, in addition to running communication related programmes. As a new initiative, 'Process Training Kits' are being developed to help reduce the time taken to train a new entrant in process-related activities and to streamline process-training mechanisms. In the near future, *Knowledge Kiosk* will also be used for actual Process Training. *Knowledge Kiosk* has thereby paved the way for creation of a system-driven training initiative, to help us fine tune training requirements to successfully meet the ever-increasing demands from our clients.

- M.S. Vadiraja (vadiraja.ms@db.com)

BCP @ HCLT IBTO

An overview of the steps we are taking to minimise risks by ensuring timely recovery of operations in case of unexpected business interruption.

TODAY, it is critical for most businesses to ensure continuity of their operations. In the financial sector, this requirement is exponentially larger. Business Continuity Planning, or BCP, an essential component of managing operational risk, is increasingly mandated by legal and statutory requirements such as SAS70, SOX404 and the proposed Basel II.

Industry	Rev / hr (\$m)	Rev / Emp hr
Energy	2.8	570
FI	1.5	1080
IT	1.34	184
Telecom	2	187

Understanding Risk

Business Impact Analysis (BIA) is the cornerstone of risk management in Business Continuity Planning. The principle behind BCP is to create a clear understanding of the revenue impact of possible contingencies. Various methodologies are employed in effecting a BIA, common factors in most of them being: examination of the critical success factors of the business, prioritisation of the critical business processes and a revenue impact assessment of various contingency scenarios.

The revenue impact of downtime in the financial sector is severe, with the resultant per capita impact being dramatically larger than in other industry sectors. This highlights the point that it is imperative for companies in the financial sector to consider people continuity in any long term BCP strategy.



Steps towards BCP Readiness

As the immediate priority, HCLT IBTO, in consultation with DB, will be addressing the issues involved in implementing BCP for operations and production support. This will be followed by BCP for the technology arm. BCP actions set in practice for the former will automatically create a parallel level of BCP for technology.

The two key business characteristics kept in mind while planning BCP at HCLT IBTO are:

- Operations have significantly higher BCP requirements.
- High growth rates put plans under pressure, pushing the frequency of plan maintenance beyond normal levels.

The various components of Business Continuity Management (BCM) have been spelled out. After a thorough analysis, a detailed workplan to address the gaps has been drawn up. Some of these critical gaps that can be closed immediately comprise the urgent action plans. Both sides have expressed concerns regarding the limitations of the current seat sharing strategies. The current thrust on a methodical approach to the problem and an emphasis on a complete solution, is a step in the right direction.

Immediate Challenges

- 1. Vertical Silos with highly specialised skills resulting in high people-dependency (there are no generic resources to shuffle).
- 2. Building level vulnerabilities as teams are concentrated in same buildings.
- 3. Single-city vulnerabilities, current setup is specially vulnerable to city-wide disaster.

Future Plans and Challenges

Our objective is to develop a state of BCP readiness that meets world-class BCP standards. That, in turn, involves being governed by a baselined, tested and frequently audited plan, which includes a mix of shared and dedicated BCP premises. Some of the major challenges ahead of us include critical issues, specifically in the following areas:

- People: The challenge is to evaluate people level contingency in a robust manner. This involves time to develop the skill sets and high costs of implementation. The approach needs to be well thought out to achieve optimal BCP at manageable cost and in a timeframe acceptable to all stakeholders.
- City and country level strategies: While a critical start has been made to tackle city and country level disaster in the Chennai and Singapore facility, these facilities only provide partial cover of the requirements. The city and country level strategy needs to be supplemented

BCP @ HCLT IBTO... contd from page 10

Action-line for the near-future				
People Company-wide awareness and orientation sessions to build a Business Continuity culture.				
Technology Major technology resilience issues to be solved over next two months, with the upgrade of IBTO's uplink to the GBN.				
Process Granular IT & FAC Recovery Plans and Crisis Management Plan under preparation. To be completed before end of the year.				
Premises A new facility (Vertex, 1500 seater) coming up in Q1 2005. Will assist in distributing the teams (and risk) across locations. At the same time, the dedicated seat options are being discussed with DB.				
 DB will be carrying out the following activities • BIA for each sub-process • Standardised strategy and requirements for each sub-process • Provision for selected infrastructure items like voice recording solution at the BCP site, specialised terminals like Bloomberg. 				
by leveraging DB's existing Disaster Recovery capabilities worldwide.				

Factors that will be leveraged to achieve this end include multiple, well spread-out sites within Bangalore, to provide good building level redundancy and a portcullis approach that makes people location-independent.

The Relationship Matures... contd from page 5

across OTC derivatives, exchange traded derivatives, fixed income securities, foreign exchange, money market and commodities lines of business domains. The hours of coverage also reflect the true global support model: some processes start with Australian business hours and the coverage extends up to close of business in New York.

Both GM and DB Gain Multiple Benefits

Though the initial driver of smart sourcing was the cost arbitrage, the relationship has yielded multiple benefits to Deutsche Bank. In itself, the combination of technology and operational workforces under a common roof has brought about the convergence of synergies needed to develop, test and maintain systems and processes. In addition, extensive domain knowledge build up, project management skills and capability to manage a resource pipeline with reducing turnaround time have increased the capabilities to build capacities. Our quality certifications in technology (CMM 5.0, ISO 9001) and operations spaces (ISO 9001:2000 and BS 7799) ensure service quality through matured methodologies. Handling of similar processes and systems across silos will further enhance the scope for adopting the best practices. C

> —Vivek Singh (vivek.singh@db.com) Lagdamane Dinesha (lagdamane.dinesha@db.com)

Ten Years Together... contd from page 2

will flow automatically. In 2000, while I was still leading EB, the management asked me to take charge of the CTAS (now TSS) project. It was an exciting opportunity, working with new technology and new people. And CTAS was a huge success. The secret of that success was the quality of team co-ordination and support. I'd like to take this opportunity to acknowledge the excellent project management efforts of managers in Bangalore.

Tell us something that will stay "ever green" with you.

I always wanted to stay close to technology. When you design something new, which leads to better results, that's one of the achievements that remains etched in your mind.

In these days of job-hopping, what's the magic formula that has made you stay on at HCLT IBTO?

The magic is in the management. They never gave me reason to think of changing jobs. I've never had a feeling of on-the-job stagnation. After all, the organisation has changed, my job responsibilities have changed...there's always been ample opportunity to grow, to learn, to work in different environments. Now I am enjoying the privileges and rewards of working with other HCL subsidiaries. HCLT IBTO has given me ample opportunities and satisfaction. It's a win-win situation, so why would I want to change jobs?

How does the journey ahead look?

I've started on a challenging new role and am hoping for great success. I would want the same kind of teamwork and success I've enjoyed in the past to continue. And as for the journey ahead: it looks exciting!

Do you have any advice to offer others in the organisation?

When you are working with large sectors like DB, the qualities I think important are: judging the gaps, sorting technical issues, working late into the night and team bonding. Everyone has to feel ownership of what we are doing. A proactive style, support, project management and relationship management are critical to success. What I have also seen and learnt from colleagues is to be innovative and open and focus on your job.

We also have to be future-wise. Technology is changing, a paradigm shift is happening. People should not be surprised by change and should be ready to face new challenges. If we do that, we can be sure of success.

A final word of advice: learn to share success stories. You may be doing great things; but while you may keep the credit, you need to share the ideas.

-DSL Connect (dsl.connect@dslsoft.net)

Clustered Servers... contd from page 8

Types of Clusters: A Broad Division

- High Availability (HA) or Fail Over Clusters: Provide uninterrupted availability of the services / applications. Failure of a node / component is managed at the cluster; end-users won't be aware of access interruption. Used in Web, Mail, News and FTP.
- Load Balancing Clusters: Used for distribution of resources / applications to ensure optimal response times to end-users. Each participating node runs an instance of the application / service. Incoming requests are distributed amongst the nodes based on business requirements and request handling logic. Used in ISPs.

Other Classifications

- Application Clusters: Middle-tier clusters that provide HA or Load Balancing features driven by the business needs of an organisation. Example: WebLogic Clusters.
- Database Clusters: The exponentially growing demand for high availability and better response times for applications (now being accessed from across the globe), are driving database availability, with no down time or very little down time. HA and Load Balancing

solutions have therefore moved into the database servers area. Recently, however, growth in this area has been driven by vendors offering technologies like cache fusion and providing better solutions at lower costs. Example: Oracle 9i with Real Application Clusters.

HCLT IBTO's Expertise in Cluster Implementations

We have implemented clustered solutions on multiple Unix flavours in several areas of the banking / finance domain. Some of these include:

- A clustered server setup for high availability, providing 24/7 uptime for a core banking application.
- Standby database architecture in a clustered environment to achieve a HA and complete Fail Over capabilities, as part of the disaster recovery strategy.
- Implementation of Oracle9i with RAC to provide for the high volume application needed to meet the SLAs specified by the management for this application domain.

-Ramana Rao (*ramana.rao@db.com*) Prasad R.A. (*prasad.ra@db.com*)

DSL Software

HCLT IBTO is the Investment Banking Technology and Operations arm of HCLT. HCLT's technological provess lies in the dedicated Offshore Development Centres that it operates for some of the world's leading organisations. HCLT's presence in across 15 countries, with an employee strength of 18000+ people globally, gives HCLT global reach and a vast rollout support capability.

HCLT IBTO has over a decade-long proven track record in delivering end-to-end technology solutions and operation services to global players in the niche area of Investment Banking. Headquartered in Bangalore, it has offices in London, New York, Frankfurt and Singapore. Our delivery centres are CMM Level 5 assessed, ISO 9001:2000 certified and also BS 7799 certified for information security in operations.

Our team of best-in-class financial domain specialists and IT service experts offers a combination of business insights and technology leadership that is unparalleled in the industry. Our clients include the world's leading investment banks and stock exchanges. The HCLT IBTO service portfolio covers trading, brokerage, securitisation and research in debt securities, foreign exchange, money markets, OTC derivatives, futures, options and equities. For more information visit us at www.dslsoft.net

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