



Procertis Case Study 1



AssessiT[®] Analyses Global Financial Services Organisation

1 The Challenge

From the Business Perspective:

The client, the European arm of a global financial service provider, operates in a highly competitive and rapidly changing commercial environment. Their customers are other financial services organisations for whom they mediate transactions - in high volume - on a daily basis. They run a highly mobile work force whose vision is to be able to operate from any global location, through any platform, with reliable remote access to a single consistent view of the corporate data.

Supporting IT services were provided by the internal IT department, in partnership with a number of outsourced service suppliers. A long running programme of IT service development and transformation aimed at evolving the “any time, any location, any platform” vision had faltered and had yet to deliver. The business were operating with increasing independence from IT and needed to understand what value IT and their partners were providing.

From the IT Perspective:

The IT function, working with its partners, had improved their service delivery capability and were engaged in planning further improvements to realise the service vision. However they recognised that there were problems with the relationship with the business and that the service provision relationship with their partners could be more productive.

The Requirement:

Procertis were asked by IT and its major outsource partner to take a look at the current effectiveness of IT service delivery within the organisation. The primary aim was to identify how service delivery, both between IT and the business and between IT and its service partners, could be improved to revitalise the relationship with the business, deliver better value and get the transformational programme back on track.





2 *Our Approach*

In order to attack the problem we first needed to agree with the client which services were to be included in the investigation. This proved to be an unexpected challenge since existing service definitions were pitched at a very granular level, lacked business orientation, were extremely varied and highly dependent on the viewpoint of the provider. We therefore worked with the client to create a simplified service taxonomy which directly reflected the strategic needs of the business. This would then provide a firm basis for analysis and future planning that would relate directly to the delivery of business benefit.

Once the service taxonomy and scope were agreed, the next step was to define how service delivery was to be measured. For this an objective measurement model was required that could be bought into by all stakeholders - business, IT and outsourced suppliers. The AssessiT[®] product, a component of the Procertis Enterprise Range, was chosen for the job as it provided the majority of the necessary measurement factors. Because of the flexibility of the product, we were also able to define additional measurement factors to include within the model, which extended the analysis to cover specific issues concerning the IT/business relationship.

With the AssessiT[®] measurement model fully defined, nominated knowledge holders drawn from the business units, IT and the suppliers were subjected to in-depth interviews and the captured data analysed by the AssessiT[®] tool. Results covering individual services, plus a consolidated view, were presented in accessible graphical form to senior management.

3 *Key Findings*

A number of detailed issues were uncovered relating to the organisation and delivery of individual services, and appropriate recommendations for rapid improvement were incorporated into a tactical change plan. However, the overriding concerns emerging from the analysis focused on the wider aspects of communication and governance between IT, their delivery partners, and their business customers. These included:

- **Communications**
 - The development of a framework for customer engagement management was found to be paramount. Persistent failure in this area had precipitated a detachment between IT and its business customers which had percolated through to relations with the service partners, resulting in an increasing misalignment between the delivered services and the true needs of the business.
 - A lack of published SLAs and back-to-back OLAs had fostered an “arms length” relationship between all parties, with service delivery and support often being conducted through personal relationship rather than being process driven, making service and resource planning difficult and incurring significant unnecessary cost.





- **Governance**

An absence of any formal process for initiating and managing change development projects and delivering them into the operational environment had further undermined the relationship with the business users, causing projects to be initiated by business owners with external third parties, which could not subsequently be supported by the IT organisation. This had resulted in significant wastage in time and money. A Delivery Management System incorporating a suite of defined best practice processes was needed to formalise change activities. This would also have the effect of drawing the business units more closely into the working practices of the IT department.

- Ownership of the infrastructure architectural design was dispersed between at least two internal groups, who in turn were each responsible for gathering and interpreting business requirements. The result was incoherence in the change plan and increasingly poor return on investment. The introduction of a single functional entity within the organisation to act as a bi-directional interface between business and IT would drive rationalisation of the technical architecture and a clear entry point for feeding business requirements into the change cycle. The effect would be to drive down infrastructure TCO and re-focus the change programme back onto the strategic needs of the business.

3 Results

The findings from the AssessiT[®] analysis were used to develop short term tactical change plans for each of the individual IT services within the scope of the exercise.

Addressing the longer term, recommendations from the analysis were used as the basis for introducing formalised procedures for:

- Understanding the requirements of the business and translating these into deliverable change projects underpinned by a defensible business case.
- Ensuring the changes are efficiently delivered into the operational environment .
- Producing a coherent infrastructure development plan aligned with future business vision.

In addition, formal SLAs were negotiated and published between all parties. These were subsequently further enhanced as the time for outsource contract renewal approached. The modified SLAs now not only incorporate criteria for day-to-day service delivery, but also monitor how effectively the service provider is able to engage with the customer to deliver effective service transformation. These modified requirements formed the basis of the RFP issued to all potential suppliers.

About Procertis

Procertis is an IT and business strategy consultancy specialising in all aspects of change management. Our approach is to distil knowledge and experience into consultancy tools that remove significant pain from the thinking that you, the decision maker, has to do.

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