



Procertis Case Study 3



Procertis Enterprise Products Drive Service Provider Differentiation

1 The Challenge

From the Business Perspective:

The client is a leading European ICT outsource service provider offering a range of capabilities including managed desktops, applications, voice and data networks, business process outsourcing and systems integration. Spun off from a European telecoms giant and part of a larger Group, they offer comprehensive service desk, data centre and network service capabilities across the globe.

Already well established in mainland Europe they were growing market share in the UK and striving to expand beyond their traditional European customer base. However, their history as a large scale 'box and wires' services provider made it difficult for them to differentiate themselves in an already competitive and highly commoditised outsource market. They knew they had to develop a market offering that differentiated their technical services. But just as important, they needed a mechanism through which to engage with the strategic decision makers within their client organisations, as well as with the operational managers.

From the IT Perspective:

Technical services were delivered through differentiated service delivery silos, while service integration and customer facing functions were delivered through a separate sales and service management arm. The recent win of a first major UK outsourcing deal necessitated rapid and massive expansion of the infrastructure estate with attendant organisation, process and technology implications. A roadmap was required to drive development of the infrastructure underpinning service delivery to a point capable of supporting both the increased volume and the differentiated market proposition.

The Requirement:

Procertis were tasked with a three-pronged programme:

1. To assess the current delivery capability of the various service lines and identify strengths and weaknesses





2. To describe in practical terms what an appropriate leading-edge service delivery capability would look like, and set out an infrastructure transformation plan to achieve this.
3. To assist the marketing function in articulating a marketing statement reflecting the transformed capability, and help create an appropriate client engagement process.

2 *Our Approach*

In order to be able to assess the current service delivery capability and to articulate a coherent target capability we needed a common measurement framework. We opted for the Procertis AssessiT[®] product to provide the descriptive measurement capability, plus elements of the BizMaps[®] product to help address issues around delivery process and customer engagement.

Extensive qualitative data concerning current infrastructure maturity and service delivery capabilities were collected via rigorous interviews with key representatives from all service lines and from the service management area. Interviews were also conducted with key client organisations to get the picture from the service user point of view.

In addition we worked extensively with senior management and sales and marketing through structured workshops to formulate a view of what an aspirational and competitive service offering would look like. This view was also informed and modified by extensive research and by our own experience.

Both current and aspirational views were analysed using the AssessiT[®] and BizMaps[®] tools and the gap between the two used to formulate a transformation plan which included technology, process and organisational aspects.

Finally, a core marketing message was developed based on the requirements derived from the target service capability statement. A modified consultative customer engagement process was also defined which incorporated objective assessment of the potential client's service needs using an AssessiT[®] - derived model.

3 *Key Findings*

When judged against the industry as a whole a number of key deficiencies were found in both infrastructure maturity and the processes surrounding service delivery. These issues were centred on lack of end-to-end system monitoring capabilities, standardisation and pre-provisioning of hardware, and poorly structured individual delivery line offerings which rendered construction of integrated service offerings difficult and expensive. These factors would need to be addressed to reduce costs and as a first step in developing a competitive, differentiated offering.

In terms of a transformed service vision, the AssessiT[®] model provided a range of descriptive archetypes. It also focused discussion on what was pragmatic and achievable. Using the model it could be shown that a drive towards a highly virtualised infrastructure capability (real time infrastructure),





while bringing the client in line with the marketed offerings of their competitors, would offer no particular differentiation. It merely represented a necessary but insufficient condition for a viable market proposition. Further AssessiT[®] - based workshops indicated that a leveraged offering, making full use of Group capabilities in both telecommunications and IT, would provide a much more compelling proposition.

3 Results

From the assessment of the current capabilities of the service delivery lines a tactical change and investment programme was defined to address the highlighted technology and process deficiencies. Immediate cost reduction benefits would be delivered through reducing the diversity of technologies maintained and supported, rationalisation and consolidation of skill sets and removal of process replication and rework.

From the AssessiT[®] - based vision for delivery capability, a set of technical and governance requirements were laid down which would drive and guide, over a three year period, the strategic development of the services and the underlying infrastructure. The expected benefits would be driven primarily from significantly improved sharing and utilisation of the infrastructure, enhanced ability to upscale and downscale, the ability to offer more flexible and business-aligned service levels and cost structures, and the ability to easily and repeatably amalgamate service line offerings into fully integrated end-to-end business process solutions.

Finally, the AssessiT[®] model itself was reduced and modified to form the underlying framework for a new consultative client engagement process supporting the new integrated service marketing proposition.

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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