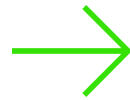# ITOM Transformation. Blueprint, Roadmap & Business Case

Global Aviation Software Services Provider

→

Harrison James

CLIENT OVERVIEW

Our client is a global aviation software services market leader, providing mission critical services and solutions to their clients, worldwide.

They operate in over 200 countries, have over 4,000 staff and celebrated their 25th anniversary in 2022.

BUSINESS CHALLENGE

Our client has a requirement to improve their IT service quality they deliver to their end clients.
As part of that, they plan to embark upon a transformation programme to ensure they meet their IT service requirements to their customers now, and the future.

Our clients challenges are:
- IT Services are currently delivered out of India with limited best practice enterprise capabilities in place
- There is a need to standardise and simplify IT service provision globally by centralising several activities
- Key functions are missing that are needed to run a global IT service
- Increase in levels of service quality expected due to new customer wins with higher demands
- Lack of standard way of working between Product Towers and Group Technology
- Impending IPO means greater scrutiny of performance which is linked to company value

HARRISON JAMES SOLUTION

Harrison James has significant experience in ITOM Transformational journeys and deployed three Senior consultants all of whom have 20 plus years experience of making major IT operating model change.

Step 1 - Initial Engagement & Pre Work

Understanding Business Drivers - Overall strategy, vision, objectives and market challenges

Understanding Service Drivers - Performance, cost, quality and stakeholders

High Level Current & Target Operating Model - Capabilities, services, organisation, suppliers and technology

Step 2 - Workshops & Discovery

Target Operating Model - Production of "strawman" model to review with the client. Agile design sprints with the client to refine the design

Frameworks - Review of the use of Best Practice frameworks that supported the TOM

Capability - Design of all the capabilities aligned to the Best Practice frameworks and how the sit within the new model

Organisation - Design of organisational structure that is aligned to the new model and global service requirements

Governance - Creation of the required governance forums, artifacts and accountabilities mapped to the new org and capability model

Step 3 - Analysis & Proposal

The Harrison James team working with the clients IT Senior Leadership Team produced a suite of artefacts that provided the required information to inform a business case / decision

ACHIEVEMENTS

High Level ITOM Design
Current to Target Model Capability diagrams and supporting detail to be able to visualise the IT Service Enterprise

Organisation Design
Current to Target Model organisation map to set out the "people" change required to achieve the target state, supported by Role definitions.
An enterprise RACI was also developed to demonstrate the Accountabilities across the IT Enterprise

Governance Framework Model
Current to Target Model Governance owners, forums, schedules and reporting defined
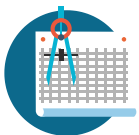
Service Alignment to Business Products
Model to show Service Grouping with Lines of Business products

ITSM Tooling Architecture
A best of breed ITSM architecture with the clients primary ITSM tool (ServiceNow) at the heart of the design

High Level Road Map
Multi-year roadmap supporting the clients aggressive business drivers to deliver the change that focused on bottom up tactical in-flight improvement and hard hitting top down transformational change
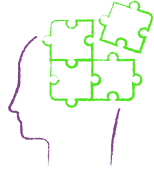
KEY DECISIONS

Build not buy was selected by the client and the focus would be to train, coach and mentor existing staff where possible to assist them in moving into their new roles

The change to target needs to be rapid (1 year) to meet the demands of the business and the Lines of Business would be onboarded in a waterfall fashion.

Adoption of an iterative capability journey that delivers an MVP level of maturity for the year 1 target and then maturity sprints in year 2 enable the arrival to the clients target state.

Creation of a follow-the-sun support model that ensured we operate where our customers are

OUTCOMES

Delivered a high-level IT Operating Model in 8 weeks with a roadmap enabling strategic decisions to be made
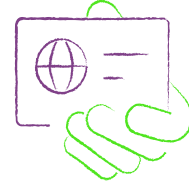
Developed a Target Operating Model that significantly improved IT services in line with the strategic goals

Developed the understanding with the IT Leadership Team of Enterprise IT and other IT Frameworks to establish a best fit for the client
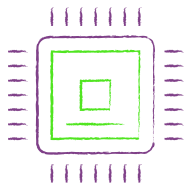
Improvement in IT resource productivity with the introduction of ITIL aligned workflows and processes to ensure that the right people are working on the right thing, at the right time
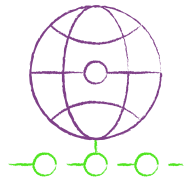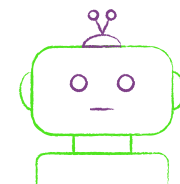
Introduced Best Practice Models that were "best fit" for the organisational goals of the client
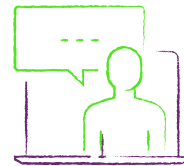
Introduced elements of Agile aligning to the desired business way of working

IT Operating Model that enabled the objectives to be realised and agreed across the leadership group removing the silo product thinking

Created a follow the sun support model that operated where their customers are

WHAT MAKES US DIFFERENT?

More Value, Less Hype

Our engagements are friendly, pragmatic and reliable. On many occasions we deliver over the brief.

Tailored Outcomes

While we agree best practice is best practice, we pitch our deliverables at your required level of maturity

Square Pegs, Square Holes

We utilise all the best practice frameworks across the IT Enterprise. All our consultants have 10+ years experience

People, Process & Tools

When we work with you we work fully across the IT lifecycle and look at your challenges across all the dimensions if IT capabilities

We Love What We Do!

As ever the proof is in the pudding! Our clients love our candid straight approach. and once engaged we quickly become a trusted partner.