THE BUSINESS CHALLENGE

Our client had just redeployed a new Tier 1 ERP platform in order to better support business initiatives and reduce costs. In alignment with this effort, the company decided to seize an opportunity for real business transformation: they would “recreate” their IT organization (ITO), building both a best practices environment that would scale for future growth and a culture that would empower employees to take ownership of that future. They needed a blueprint and the leadership to get them there.

AGSI’S HIGH-LEVERAGE SOLUTION

AGSI’s proprietary methodology and on-the-ground observations from hundreds of ITOs provided the building blocks for transformation. Our BT3™ Framework – which defines the path to business technology effectiveness across an array of dimensions – was employed to quantify the current ITO’s performance levels and gaps in three key areas: Methods and Standards (having an engineering approach to day-to-day service delivery), Project Management (having the knowledge and tools to meet particular project requirements), and Process Management (consistently and profitably meeting business and customer requirements).

With that insight, AGSI developed a future state roadmap that defined required goals and competencies, laid out techniques and tools for tracking those capabilities, and defined performance measures and accountability. Every process and sub-process was mapped for optimization. Skills assessment and gap analysis were performed for each employee, alongside development of relevant improvement plans. The ITO’s structure was realigned to match lines of business, with a champion assigned to each. In tandem, the AGSI team worked with ITO leadership to facilitate execution on critical activities, and mentored staff with an emphasis on transferring skills.

Throughout, we focused on clear goals: drive improvement, make sure processes are as simple as possible and truly actionable, keep enterprise needs uppermost, and ensure that every step aligns with business strategy. Going beyond defining processes, we worked to facilitate ownership across the ITO team.

VALUE TO THE ENTERPRISE

Our client was able to mature its ITO from a reactive support organization to an integrated, measured and continually improving team. The new organization is responsive, scalable and able to deliver value with the lowest possible total cost of ownership. Most important, the knowledge transfer has empowered the ITO team to sustain growth and promote change.

IN BRIEF

CLIENT: National Building Products Manufacturer

ENGAGEMENT: IT Transformation

CHALLENGE: Align with other significant change initiatives to build an integrated, mature IT organization that can be a true champion for the business

OUTCOME: Thorough identification of performance gaps, vision and roadmap for the future state, and transformation to a best practices environment