

# Service Delivery Optimization

>> Read how a leading defense contractor gained a comprehensive set of capabilities to support their complete service lifecycle from service design to service optimization, and are now able to meet the needs of business and technology stakeholders.

### Situation

One of the nation's preeminent defense contractors with more than \$30 billion in annual revenues and operations that include information technology services, satellite technology development, electronic systems development, shipbuilding and aircraft development. It has a broad range of customers in the federal, state and local government, and commercial sectors. Over the last several decades, with the significant changes to the defense establishment, this organization has grown by acquisition and has successfully merged and integrated the operations of the acquired companies into its business.

To address the information technology support of the consolidated businesses they established a centrally managed IT shared services organization (SSO) primarily focused on the reduction of IT costs. They have recognized that they now have the opportunity to optimize the delivery of IT services through transformation from their current model in which they execute statements of work and manage the infrastructure to a service delivery model through the process of Service Delivery Optimization.

### Solution

BTM Corporation partnered with the customer to design a new services-oriented operating, funding and governance model to enhance their ability to standardize service offerings, improve quality control, reduce the cost of delivery, and standardize discovery of and access to pre-existing services. Key management capabilities from the BTM Framework and templates from BTM Accel were utilized to accelerate the configuration of newly defined processes along with a service delivery operating guidebook to for applying a consistent set of principles, policies, and standards to the design, development, evolution, and operation of the customer's IT services.

### Results

The new service delivery model includes all of the necessary elements for implementation – process flows, services engineering implementation templates, role definitions and functional relationships, governance models, the service catalog model, and the services taxonomy model. The model supports services engineering, services provisioning, service management, service level management, governance and program control and is consistent with IT Service Management principles.

The first 4 services have been implemented using the new model. The implementation of those services has resulted in a new understanding within the IT management structure of the opportunities made available through a service delivery model. The next steps include the development of a roll out plan for the transformation of the existing statement of work based activities to achieve those benefits against a more than \$1B annual technology spend.

### Engine for Service Delivery Optimization



*...gained a comprehensive set of capabilities to support their complete service lifecycle from service design to service optimization*



## Customer Example

### Extended Enterprise



>> Read how a global financial institution adapted to an evolving knowledge economy and achieved transparency in sourcing to identify and assemble a set of strategic partners in a way that best leveraged their competencies while positioning themselves to access a globally distributed pool of resources.

#### Situation

A global financial institution with more than 2,000 retail branches in its home country and operations in over 80 countries defined an aggressive business strategy to respond to competitive pressures. The strategy included streamlining its operations and reducing costs. As part of this effort, the company decided to serve its business units through four consolidated data centers. The company faced a number of problems with the conversion to this centralized approach, and its business units experienced unacceptable levels of service. Communication between the technology groups and the businesses was poor. Metrics to assess the feasibility of the conversion were inadequate, and processes to monitor progress were non-existent. The company's inability to control the technology initiatives needed to support its business strategy placed the viability of the organization at risk.

#### Solution

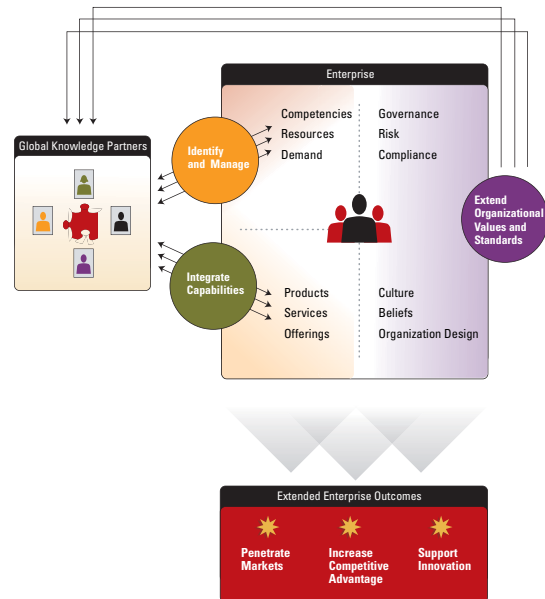
BTM Corporation partnered with the company to unify business and technology decision making within the company, and with its key business suppliers. Leveraging our extended enterprise solution, we tailored a phased transformation approach to enhance governance processes, decision quality, and outsourcing supplier performance.

In order to support improved decision making, the company needed visibility to key portfolio and program metrics in order to facilitate intra-group and group-business communications. BTM rapidly configured BTM 360 Works dashboards and defined metrics for assessing current and projected costs. In addition, BTM designed several new capabilities to support the development of a common process for data center conversion with capabilities such as Portfolio & Program Management, Strategic & Technical Governance, Approval & Prioritization and Enterprise Architecture Standards. BTM templates were leveraged by the groups to drive a consistent approach for evaluating risks and benefits amongst the various business and technology stakeholders. Over time, information was maintained through a collaborative effort between the company and its service providers with BTM Works 360 becoming the single source of record for the supporting data and metrics for all conversion projects across the company.

#### Results

As a result of BTM's Extended Enterprise Solution, the company had a repeatable process for business transformation, a centralized provision of business technology that included clear working and communication protocols, and metrics and methods to ensure quality decisions and outcomes. The company's businesses no longer received conflicting or redundant communications, resulting in higher levels of service and satisfaction. Decisions were supported by sound and defensible metrics, avoiding unnecessary costs and further increasing confidence the businesses had in the conversion. BTM Works 360 provided visibility into conversion decision rationale and active conversion status, and was used for collaboration.

#### Extended Enterprise Interactions



*“The company’s businesses no longer received conflicting or redundant communications.”*



## Customer Example

# Governance & Organizational Design

>> Read how a consumer packaged goods giant gained systemic perspective and oversight of their decision-making activities by establishing decision-making bodies, defining their scope and responsibilities, and creating a strategy-centric decision process.

### Situation

A Fortune 100 consumer products company, largely successful in the marketplace, was beginning to see signs of weakness. After building its product portfolio through the acquisition of several iconic brands, the company was experiencing diminishing margins. This was a clear example of "success breeding excess." Among the problems: each division was making business technology investment decisions in an independent and haphazard manner; and, once initiatives were underway, no controls existed either to ensure business-technology alignment or to ensure quality results. The organization also lacked visibility into business technology projects in progress, as well as the assets already deployed throughout the company.

### Solution

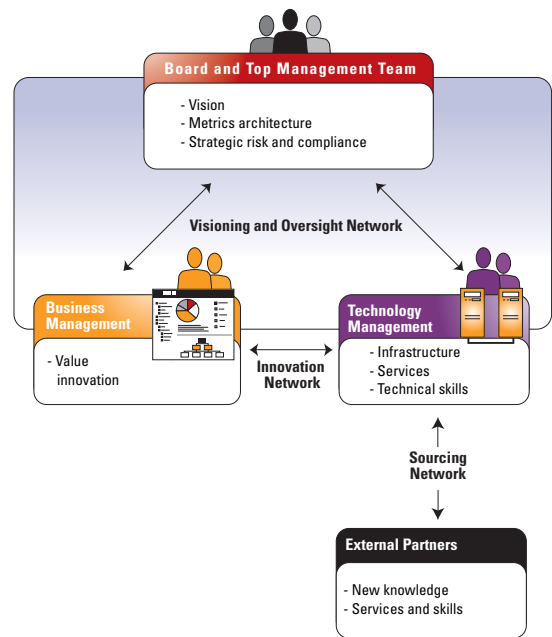
BTM Corporation developed a comprehensive Maturity Advance Plan (MAP) to improve the organization's business technology governance deficiencies. The MAP prioritization and sequencing was based on an assessment of the organization's BTM maturity level, its business objectives, strategies and other planned initiatives. A phased, multi-year approach was taken to increase the company's maturity level from "a pre-level one" to "level three" on the 5 level maturity model to advance from a position of learning and defining, to one in which it was developing and executing a number of integrated BTM Framework™ capabilities including Portfolio & Program Management, Approval & Prioritization, Business Architecture and Strategic and Tactical Governance.

The first phase of the MAP focused on configuring the enterprise wide governance framework, including the processes, organizational structures, roles and responsibilities. BTM 360 Works was used to provide the analytics and reporting for all technology investments. The second phase further institutionalized governance disciplines in the organization by establishing tactical governance by creating an overarching lifecycle with defined "stage gates", design patterns and standard artifacts, to enforce consistency and drive reuse at a project level. The final phase focused on building out capabilities for business and technology architecture, including an architecture framework and reference library of models identified for the various stages of the investment lifecycle.

### Results

As a result of implementing BTM's Governance & Investment Management Solution, the company greatly improved the visibility and decision-making process for its technology investments at both a strategic and tactical level. The quality of investment decisions dramatically improved, as did the company's ability to oversee initiatives. Providing senior managers real-time visibility into their entire technology portfolio further enhanced the company's to focus on exceptions and add value by improving investment outcomes and decreasing costs. Finally, the company established the capabilities to define, categorize, model and implement architectures resulting in greater use of standard, approved business technology assets, improving efficiency and reducing risk at the same time.

### A Networked Governance Model



*“The quality of investment decisions dramatically improved, as well as the company’s ability to oversee initiatives.”*