



CASE STUDIES

CUSTOMER CASE STUDY: MARTIN COUNTY (Florida)

IT staff size = 30



Problems/challenges:

- Mainframe staff resistant to change – business as usual attitude
- IT Department looked upon as nothing more than a fix-it shop by the business
- Bureaucracy
- Distrust among staff
- Staff performing at minimum level

Steps taken to resolve problems:

- Completed a high-level IT assessment
- Completed staff performance assessment
- Facilitated presentation to IT staff on how to build a competitive IT organization
- Facilitated 3-day Organization and Planning Workshop to acquire buy-in throughout the organization and design a plan to resolve the issues that were highlighted in the assessment
- Implemented recommendations from the workshop: reorganization, staff mentoring in self-management and process design and implementation (Release Management, Problem Management, and SLA's)

Results:

- CIO was able to execute new vision/strategy
- Staff was doing more with less
- After a 2 year period IT was acknowledged by the business as a partner in technology decisions
- Eliminated under-performing staff (not worth coaching)

CUSTOMER CASE STUDY: HACTL (Hong Kong)

IT staff size = 150



Hong Kong Air Cargo Terminals Limited (Hactl) is the world's leading international air cargo terminal operator. Located at Hong Kong International Airport, the world's busiest airport for international air cargo, Hactl has played a key role in enhancing Hong Kong's position as the international air cargo hub and gateway to China.

Problems/challenges:

- The IT organization was not working effectively as a team
- The business was going through a culture change. Just recently HACTL was a monopoly --> no industry competition. The business and the IT staff had no sense of urgency. The mentality in IT was reactive in nature
- As of a few years ago HACTL experienced serious competition with Guangzhou, AAT expansion, and others. The challenge was to change the mindset of the IT department to be more service oriented, proactive and to bring REAL value to the business
- IT was not cost-effective
- Lack of a formal IT environment
- HUGE disconnect between Applications Development and Operations

Steps taken to resolve problems:

- Completed an IT assessment to determine most critical issues
- Facilitated an Organization Planning and Development Workshop to design a new IT strategy. The goal was to resolve the numerous issues and challenges for IT and the business which were highlighted in the assessment
- Implemented recommendations from the Workshop
- Facilitated an interactive presentation for management and key staff on what it takes to build a competitive IT organization
- Facilitated quarterly organization mini-workshops (checkups) to address new organization related issues as they arise
- Implemented a self-discipline mentoring program to promote teamwork throughout IT
- Facilitated individual performance mentoring programs for key IT staff that had not fully met expectations
- Facilitated corporate-wide presentations (sponsored by HR and the CEO) on the subject of self-discipline to help people become more productive and adapt to a changing business climate
- Redesigned the organization structure
- Highlighted new functions
- Developed job descriptions
- Designed a Production Acceptance process

Results:

- IT was better aligned with business requirements
- Improved teamwork throughout the organization
- Implemented the processes to Integrate Applications Development and Infrastructure organizations
- Improved the productivity of several key staff
- Transformed IT to become more customer-service oriented

**CUSTOMER CASE STUDY: STANDARD AND POOR'S
(New York City)**

IT staff size = 85

The logo for Standard & Poor's, featuring the words "STANDARD" and "& POOR'S" stacked vertically in a serif font, with a horizontal line above "STANDARD" and below "& POOR'S".

Many people know Standard & Poor's as one of the world's preeminent providers of credit ratings, and for such globally recognized financial-market indices as the S&P 500®. But that's only part of the picture. We also provide a wide range of other products and services designed to help individuals and institutions around the world make better-informed financial decisions with greater confidence.

Problems/challenges:

- Unstable computing environment
- Negative perception that IT was not bringing value to the business
- According to executive management --> financial analysts were not very productive with the technology
- Informal Data Center environment
- Not cost-effective

Steps taken to resolve problem:

- Completed an IT assessment to determine most critical issues
- Presented to IT staff on how to build a competitive IT organization
- Facilitated a 3-day Organization Planning and Development Workshop to document a roadmap to address the issues that were highlighted in the assessment
- Designed a new strategy to focus on customer productivity
- Analyzed the job function of key financial analysts. We discovered duplication of responsibilities and extensive manual processing of critical tasks
- Designed and implemented a Problem Management, Change Management, and Production Acceptance process
- Assessed the job responsibilities/characteristics of every IT employee
- Facilitated the restructuring of the IT organization with complete buy-in
- Designed and implemented a new Personal Productivity Services function to focus on customer productivity (desktop solutions)

Results:

- ❑ Improved reliability and availability of the computing environment
- ❑ Institutionalized new cost-effective service offerings
- ❑ Improved teamwork and communication throughout the organization
- ❑ Improved productivity for financial analysts
- ❑ Aligned IT with business objectives. Published a book titled *Managing IT as an Investment: Partnering For Success* to document our success. The CEO sponsored the development of this book

**CUSTOMER CASE STUDY: THE WEATHER CHANNEL
(Atlanta)**

IT staff size = 40



weather.com

Since 1982, The Weather Channel has brought timely weather information to the world. Beginning as a 24-hour, 7 day television network devoted entirely to weather, it has expanded across several mediums to bring the breaking weather to its viewers and users

Problems/challenges:

- Lack of a formal infrastructure support organization
- Lack of processes
- Poor system availability
- Poor customer satisfaction
- Staff was always in a reactive mode
- Lack of senior infrastructure support staff

Steps taken to resolve problems:

- Completed an IT assessment to determine most critical issues
- Facilitated 3-day Organization Planning and Development Workshop to document a roadmap to address the issues that were highlighted in the assessment. Designed a new strategy to focus on building a 'world-class' Infrastructure support organization
- Designed a formal Infrastructure Support organization based on a service-oriented model
- Developed new job descriptions
- Recruited infrastructure support staff
- Implemented a Service Desk function
- Implemented best practices to build a competitive IT organization (Problem Management, Change Management, Configuration Management, Release Management, etc.)
- Implemented key service metrics

Results:

- Formalized production environment
- Improved Reliability, Availability, Serviceability
- Improved service delivery
- Integrated IT with business objectives
- Established a world-class production environment

**CUSTOMER CASE STUDY: SONY PICTURES
(Los Angeles)**

IT staff size = 110



Sony Pictures Entertainment's global operations encompass motion picture production and distribution, television programming and syndication, home video acquisition and distribution, operation of studio facilities, development of new entertainment technologies and distribution of filmed entertainment in 67 countries worldwide. Sony Pictures can be found on the World Wide Web at sonypictures.com

Problems/challenges:

- CIO could not move IT team quickly enough to embrace change and execute his 3-year vision
- Ineffective Infrastructure support organization. They actually had 2 separate infrastructure organization structures reporting into the CIO – a highly political atmosphere

Steps taken to resolve problems:

- Presented to IT staff on how to build a competitive IT organization
- Completed an IT assessment to determine most critical issues
- Facilitated 3-day Organization and Planning Workshop to design a new organization structure
- Designed an Internal Support Agreement

Results:

- A new organization structure (with one enterprise infrastructure services organization) was designed and implemented as the deliverable from the workshop. There was complete buy-in (top-down and bottom-up)
- Improved teamwork

**CUSTOMER CASE STUDY: TV NEW ZEALAND
(Auckland)**

IT staff size = 40

tvnz.co.nz

TVNZ is New Zealand's biggest free to air broadcaster and is also the nation's television public service broadcaster. Under the guidance of the TVNZ Charter our public service broadcasting responsibilities require us to reflect New Zealand to New Zealanders.

To New Zealanders this unique and special responsibility means quality television that educates, informs and entertains through local 'home grown' programming and the best of international programming.

Problems/challenges:

- CEO wanted to integrate Engineering Department with the IT Department – this directive was given to the CIO to implement
- The average tenure for the engineers was over 20 years. Very resistant to change.

Steps taken to resolve problems:

- Completed an IT assessment to determine most critical issues
- Completed a people assessment of all engineers and IT staff
- Facilitated 3-day Organization Planning and Development Workshop to document a roadmap to resolve the issues that were highlighted in the assessment
- Self-discipline mentored key staff to adapt to change
- Designed SLA's
- Designed a new organization structure
- Designed a formal Problem management process

Results:

- Implemented a new organization structure integrating company engineers under the umbrella of IT with complete buy-in.
- CIO's strategy moved forward without people obstacles
- Improved customer service