

CASE STUDY: IT Strategy Development

UK Gas Utility

Overview

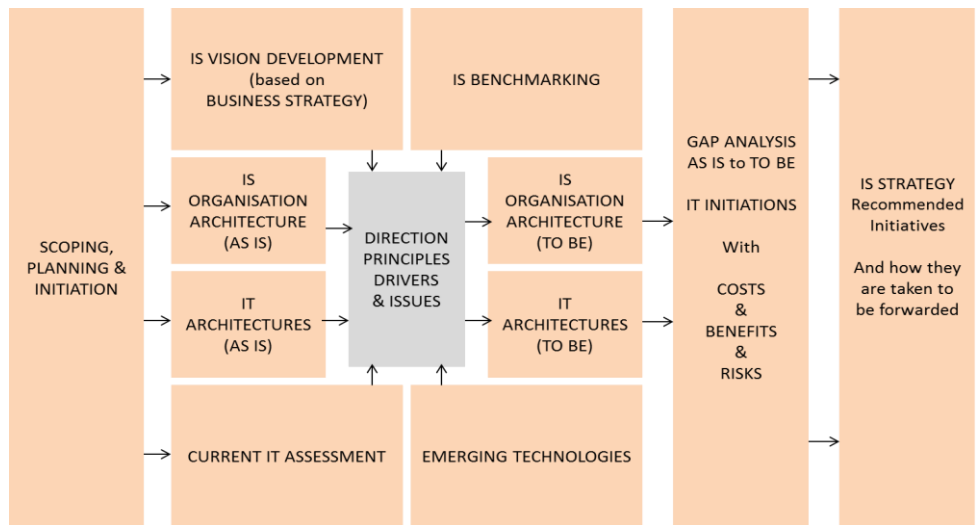
Enzen was engaged by a leading Gas Distribution Network in UK to develop their IT Strategy and IT organisation structure in line with organisation's vision along with a road map of initiatives to address the expectations from IS enabled by emerging technology platforms.

In business change is the only constant. Businesses are constantly looking at ways to improve efficiencies , cut costs provide better services to customer to meet the expectations from the investors , regulator and fast changing market conditions. The IS function is looked upon by the business to enable business change , transformations using emerging fit for purpose technologies. Developing an effective IT Strategy and roadmap that is fully aligned to the Business vision and one that enjoys the business buy-in is absolutely vital for IS to become the true enabler for business success

The customer operates a lean IT organisation having a core IT team managing outsourced IT Operations. Driven by the vision to be benchmarked as an upper quartile IT organisation the customer embarked on a elaborate exercise to develop an IT Strategy ,an Enterprise Architecture that will enable them to achieve the business vision and future goals together with an organisation structure to achieve the IT Strategy.

Highlights

- > Alignment of IS vision with corporate and business Vision
- > Analysis of AS-IS Organisation and proposal for TO-BE Organisation structure
- > Benchmarking Plan and Criteria for current IS Function
- > Review of current AS-IS IT Landscape and TO-BE Landscape
- > Analysis of Emerging Technologies and proposal
- > IT Strategy Drivers
- > Improvement Plan for Initiatives



Enzen worked closely with the IT and Business to capture expectations and deliver a strategy that is acceptable and achievable along with a roadmap of short term and long term initiative to help achieve the overall business vision. The engagement involved

- > A comprehensive SWOT analysis of the current IT set-up and way of working
- > A detailed survey involving all business directors to understand their views on IT services and expectations from the IT organisation and what they would like the IT Strategy to achieve
- > Capturing the Business vision , objectives and challenges and a set of IT principles and drivers
- > Developing the AS IS and the TO BE Enterprise Architecture
- > Performing a GAP analysis and capture the key observations
- > Establishing an IS Strategy Framework and road map of initiative to achieve the Business objectives
- > Develop the Organisation structure that will deliver the strategy

Key Benefits

- Captured the improvement required to achieve NGN business through IS as a strategic driver
- Provided an independent review of current state of people, process and technology in use in IS Strategy
- Provided a set of improvement plan to help customer achieve its IS Strategic Objective and delivering towards Business and Corporate Vision

Strategy on a page

The strategy on a page provide the key Business and IT elements driving and influencing the IT strategy at a glance

Business Strategy	IT SWOT		IT Positioning / Direction
<p>Network Business Vision To be benchmarked by Ofgem and the HSE consistently in the top two comparable utilities on Safety, Efficiency and Customer Service.</p>	<p>Strengths</p> <ul style="list-style-type: none"> IT Governance Management & Control Framework IT Security Audit Compliance 	<p>Opportunities</p> <ul style="list-style-type: none"> GDNS IT process efficiencies Improve IT external relationships via user groups E-Commerce 	<p>Vision for IT To be recognized by NGN Senior Management as an effective, efficient IT Asset Manager responsible for ensuring that the NGN IT Assets (Applications, Data and Technology) provide value and support the Business Goals</p>
<p>Business Goals</p> <ul style="list-style-type: none"> Safe and reliable network A partnership that delivers efficiency improvement, high standards of customer service and mutual benefit Committed and high performing employees Regulatory compliance Maintain and enhance the quality of the asset base High standards of corporate governance Maximum outcome from the regulatory review 	<p>Weaknesses</p> <ul style="list-style-type: none"> Reliance on UUOL IT assets Business knowledge largely with 3rd party suppliers Lack of detailed baseline of contractual agreements 	<p>Threats</p> <ul style="list-style-type: none"> Contract/commercial/legal issues Impact of SOMSA late delivery ASA exit evaluation IT partners becoming suppliers 	<p>IT Goals</p> <ul style="list-style-type: none"> To provide IT that supports the Business Vision and Goals (Business Support) To secure and safeguard our IT assets – to minimise the risk of IT service failure (Asset Security) To minimise the cost of IT whilst maintaining the required service levels (Cost Control) To identify and promote technologies that will help us deliver our other goals (Emerging Technologies)
<p>Business Values</p> <ul style="list-style-type: none"> Believing in a workplace free of accidents and injuries Valuing and rewarding our direct employees for their contribution to the business Motivating our partners to continuously improve performance for their own benefit, and ours Treating customers as we would wish to be treated Seeking opportunities for growth and productivity improvements Maintaining high standards of corporate governance Taking pride in being a respected part of the community Achieving the expectations of our owners 	<p>IT Principles</p> <div style="display: flex;"> <div style="flex: 1;"> <p>IS Strategy</p> <ul style="list-style-type: none"> Is aligned to the business strategy Has IT investment driven by business objectives Sets out the justification and plans for future IT Endorses the IT policies, standards and processes to be followed Defines our IT Management & Control Framework including Stakeholder Management </div> <div style="flex: 1;"> <p>Technology Roadmap</p> <ul style="list-style-type: none"> Is based on proven marketplace standards Is compliant with our strategic architectures Demands that it support and not constrain the business Recognises that it should be refreshed before it puts the business at risk Has appropriate support, backup and Disaster Recovery to meet business needs </div> </div>		<p>Areas for IT Focus</p> <ul style="list-style-type: none"> GDNS Way Ahead Project SOMSA Delivery & Transition to Service IS Strategic Plan (including Data Centre & SAP consolidation options) Improve IT relationships & communications Information Management Continuous improvement – metrics established Wipro contract renewal New Technology exploitation
	<p>Applications Feature</p> <ul style="list-style-type: none"> Security and Integrity Reliability and Availability (when needed) Ease of use Adequate support Flexibility 	<p>Information Strategy</p> <ul style="list-style-type: none"> Is managed as a strategic resource Has recognised business owners / custodians Is always accurate Meets our statutory requirements Data will be captured only once 	

The outcome of the IT Strategy exercise was a set of comprehensive and high value deliverables that enabled the customer to make the right decisions both strategically and commercially as described below

Project Initiation	Vision & Benchmarking	IT Assessment & Investigation	Architecture Development	Gap Analysis	IS Strategy Report
<ul style="list-style-type: none"> Project Plan Launch Communication 	<ul style="list-style-type: none"> IS Vision Benchmarking Position IS Organisation Architecture (AS IS) Benchmarking Plan Executive Summary (Draft) 	<ul style="list-style-type: none"> IT Assessment IT Architecture (AS IS) Emerging Technology Proposals 	<ul style="list-style-type: none"> IS Strategy Drivers IS Organisation Architecture (TO BE) IT Strategy Drivers IT Architectures (TO BE) 	<ul style="list-style-type: none"> Initiative Portfolio Justified Prioritised Initiatives 	<ul style="list-style-type: none"> Executive Summary IT Capital Plan Upper Quartile Plan Technology Challenge Plan

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