

CASE STUDY:

Separation & Integration – Systems Integrator

UK Gas Utility

Overview

The customer is a leading distributors of Gas across the North of England. As a result of the customer bringing outsourced operations in-house, the customer had to initially separate the systems and then integrate the operations into their mainstream business within a year.

Highlights

- > The scale of operation covered Applications supporting 1,200 staff (including 600 field engineers) spread across 17 sites hosted on a variety of servers and migration of about 20TB of data.
- > The Customer had engaged a number of delivery partners for transition which led to a complex management matrix and coordination challenge.
- > Managing challenges across planning governance, design and assurance with minimal disruption to business
- > Managing the delivery partners across the program
- > Successful exit from TSA 3 months ahead of the stipulated deadline.
- > Low risk 'lift and shift' approach with focus entirely on the smooth transition.

As part of an acquisition the customer insourced the Business and IT operations which had previously been outsourced. The process involved the setting up of new infrastructure and transition of applications, desktops, laptops and mobile devices. Complex and diverse delivery requirements and stringent timelines, necessitated a multiple vendor delivery model.

The customer was originally directly involved in managing the transition activities working with the delivery partners. However, the programme quickly got into delays and major milestones were missed. Enzen was brought in as systems integrator to rescue the programme and take accountability for managing the IT Transition programme and provide assurance to the customer on certainty of delivery.

Strategy	Security	Data Centres	Infrastructure	Data	Applications
IT Strategy	Data Scope	Space	Current Availability & Contracts	Access to legacy data	Baseline
Outsourcing	Data split with shared systems	New Build/ Existing	Keep current service provider if possible	Data Cleansing	Health-check
Insourcing	End-user data management	Hosting	Supplier provided approach	Shared Data	Landscape
System Integrator	Legacy system access			Responsibility to split	Interfaces
	Inter-connectivity with seller's systems			Audit trail	

Key Challenges addressed by Enzen as a systems integrator

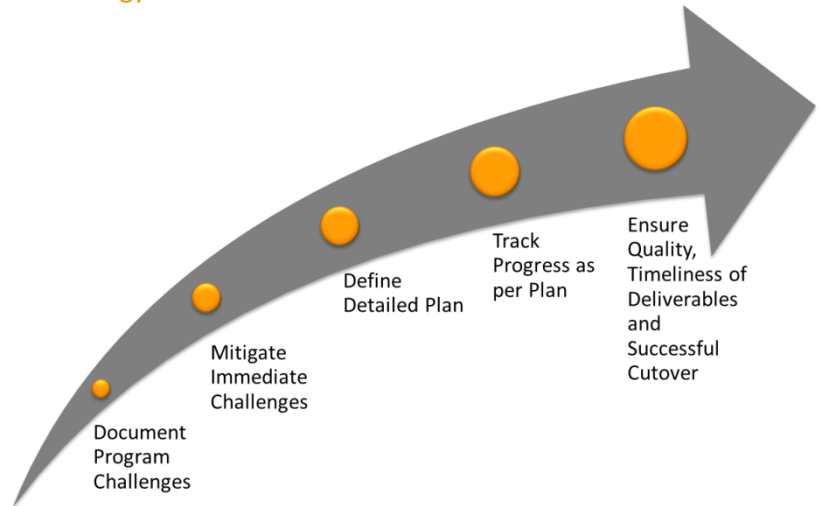
- > Undear Scope: Lack of dear scope, understanding and documentation of the business processes, assets, applications & network topology.
- > Inadequate Accountability and Responsibility from Delivery Partners: Lack of commitments from Delivery Partners to do the requisite due diligence resulted in a weak foundation.
- > Resistance from delivery partners: Lack of willingness and acceptance from delivery partners to have a systems integrator who would coordinate the end to end program and be single point of contact for the customer.
- > No single view of the programme: lack of clarity amongst all stakeholder groups about the 'as-is' state of the systems and the programme defined to deliver the transition.
- > Resource churn: Continuous churn of key team members of the delivery partners as well as employees/contractors in the customer organization.
- > Diverse policies and procedures: Separation and Integrating of Systems supported by multiple vendors with diverse and different policies and procedures.
- > Big consequence of failure: Hard date to be met to migrate some of the key application & assets in the initial stage. If these dates were not met, the customer would have to bear huge costs.

## Key Benefits

- Greater Accountability: Single partner to co-ordinate and deliver Programme.
- Better Governance: Structured Governance, Roles & Responsibilities across different work streams resulted in high degree of predictability.
- Process Orientation: Established process and methods to effectively manage delivery partners.
- Coherence of delivery: Achieved the objectives as a team by Collaborative, inclusive and proactive teamwork despite challenges because of varied styles of working.

Enzen set-up a strong team taking direct control of Programme Management, Technical Design Authority, Programme Management Office, Solution Assurance, Cut over and Implementation planning. A phased transition strategy was put together and agreed by all stakeholders to de-risk the delivery. Enzen's team introduced programme governance, programme management office and technical assurance to bring visibility and confidence in the overall deliverability of the programme.

## Our Methodology



By understanding the critical nature of customer's requirements, Enzen formed a team of experienced program managers, business and technology experts to deliver the following:

- Predictability of Cost & Schedule: Tracked the progress against milestones, activities / dependencies on the critical path.
- Structured Governance: Regularly updated and reported on progress to Stakeholders at all levels with right levels of inputs for decision making to support the delivery of the program.
- Effective Stakeholders Management: Identified the key stakeholders and ensured that their expectations were understood, agreed and managed.
- Tight Delivery Management: Ensured that delivery was as per the definition of the acceptance criteria and stage gates defined at the beginning.
- Coherent Vendor Management: Managed vendor activities to ensure conformance to all commitments – Timelines, Scope and Deliverables.
- Immaculate Implementation planning and execution: Prepared the cutover strategy, the implementation plan and managed the communications.
- Effective Change Management: Worked with the business teams to ensure a common understanding of the changes post transition amongst customer's employees and contractors.

Enzen managed to successfully deliver the programme objectives. As a result, the customer successfully exiting from its TSA obligations and 'business as usual' was established via transitioned systems running independently.

