BUSINESS TRANSFORMATION READINESS ASSESSMENT

Leading Telco Completes Transformation
Assessment to Accelerate their Digital Agenda

Summary

This leading telecommunications business took part in Sogeti's Business Transformation Readiness Assessment, to look at smarter ways of delivering on their IT transformation goals so that they can continue to deliver the best possible customer experience.

The Client

This organisation launched in 2003 with the vision of doing things differently to other mobile operators. Their ethos has always been to make life easier for their customers; by helping them to get the most out of their mobile devices, offering real value from the services provided and by removing the barriers that frustrate them.

They want to help their customers to make the most of the internet, whether that is catching up on emails over the weekend, updating their Facebook, checking their Twitter feed or Skyping their friends on the move.

"Without this assessment it would have not been possible to reach the Target Operating Model."
CIO Vendor Manager

The Challenge

This organisation believes that everyone should enjoy the benefits of 4G with no hidden catches, and at no extra cost. However demand has increased dramatically since the roll out of 4G, and as a result they need to ensure that they continue to give their customers the best possible experience.

In order to keep delivering on this promise, they began looking at smarter ways of delivering on their IT transformation goals. Having worked with Sogeti already for many years as a strategic partner for Quality and Digital Assurance, they began a Business Transformation Readiness Assessment with Sogeti's DevOps division, to gain a detailed understanding of the challenges and opportunities that could be identified. These are bespoke assessments that vary in length, based on the number of interviews that need to be completed. This particular assessment was carried out over a three week period.
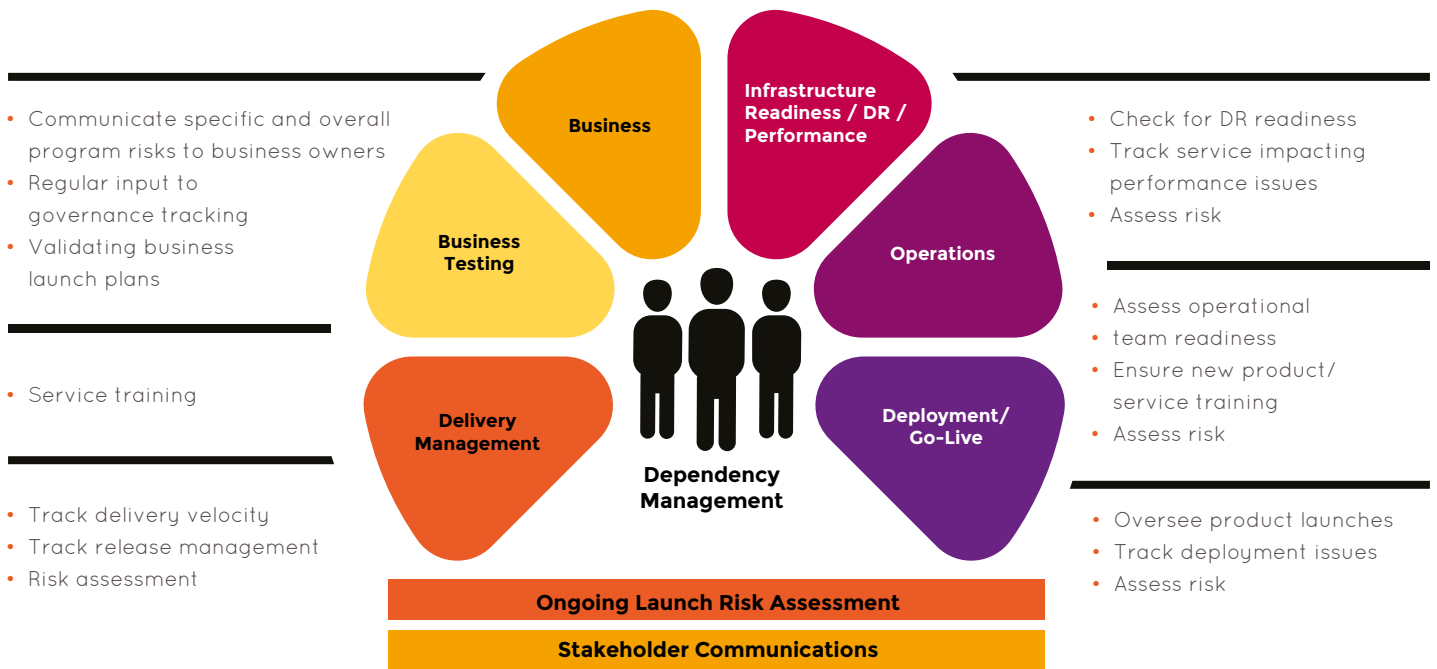
Results

The in-depth review that Sogeti undertakes covers the key areas of governance and responsibilities required to ensure a successful IT transformation. The process enables businesses to:

- Validate and test the potential end state model based on pre-defined readiness criteria/factors
- Determine their readiness factor ratings and maturity levels
- Identify mitigation actions to ensure a successful delivery of the transformation programme
- Repeat the process at agreed intervals to continue to identify any potential issues / challenges which could hinder the transformation programme from not being successfully delivered

Business Transformation Process

- Communicate specific and overall program risks to business owners
- Regular input to governance tracking
- Validating business launch plans

- Service training

- Track delivery velocity
- Track release management
- Risk assessment

Business

Business Testing

Delivery Management

Infrastructure Readiness / DR / Performance

Operations

Deployment/ Go-Live

Dependency Management

- Check for DR readiness
- Track service impacting performance issues
- Assess risk

- Assess operational
- team readiness
- Ensure new product/ service training
- Assess risk

- Oversee product launches
- Track deployment issues
- Assess risk

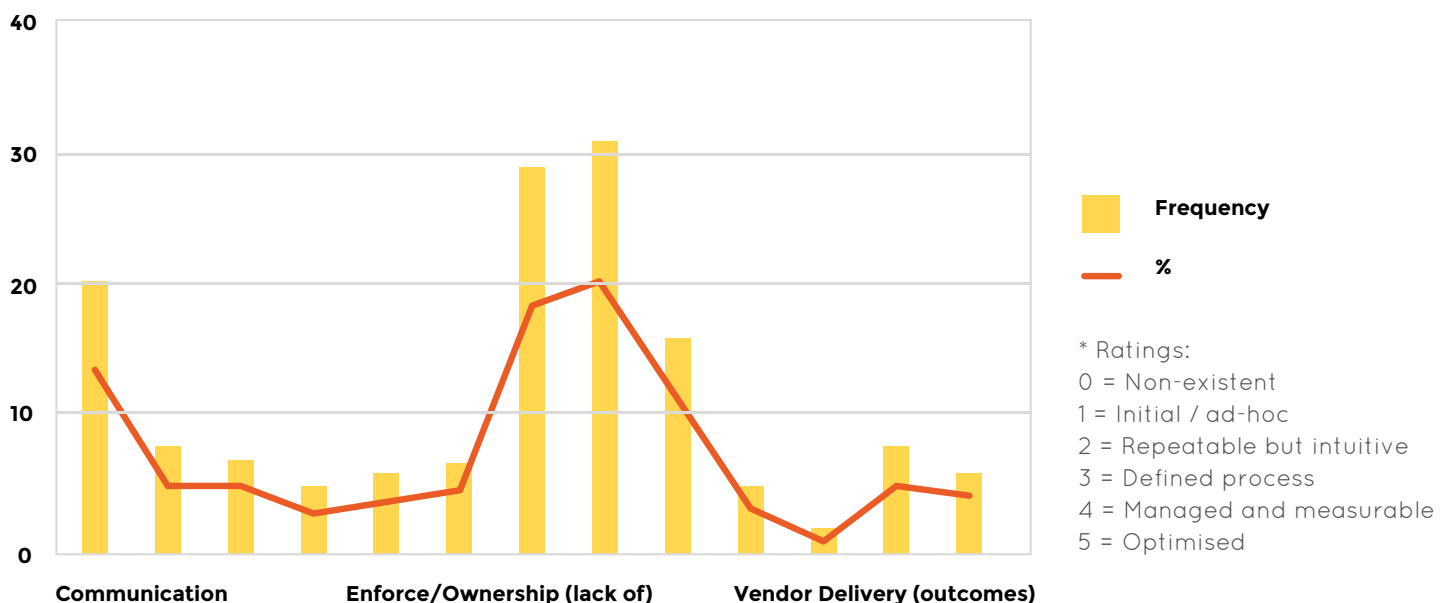**Ongoing Launch Risk Assessment**

Stakeholder Communications

Once we had carried out the Business Transformation Readiness Assessment, the recommendations and deliverables covered the following functions:

- Comprehensive & detailed programme change plan
- Agreed & circulated communications plan
- Clear programme management and ways of working
- Published target operating model
- Documented "to be" process flows
- Agreed & published training plans
- Identified business readiness tasks & timelines

As we ran the Business Transformation Readiness Assessment, we took a temperature check by interviewing key stakeholders which provided valuable insight into how people were feeling and how things within the transformation could be done better. Below shows a snapshot of the discovery. This made the transformation and Target Operating Model directional and effective.

It was very clear having carried out the validation where this organisation stood on the maturity model:

Frequency

%

* Ratings:
0 = Non-existent
1 = Initial / ad-hoc
2 = Repeatable but intuitive
3 = Defined process
4 = Managed and measurable
5 = Optimised

Communication   Enforce/Ownership (lack of)   Vendor Delivery (outcomes)

Benefits

The business leaders at this leading Telco have a strong desire to scale, they want to disrupt the market and keep the momentum of success going through ongoing innovation.

The process we followed helped them to understand that they must continue to 'make IT right', and that they can do this by reinforcing their customer focus, retaining high Electronic Mobile Payment Services, and maintaining the momentum that has brought them so much success to date. Their employees are aware that 'change is in the air' and it involves new technology and new infrastructure. This change opens up the ability to deliver the best possible customer experience, but for this to happen transformation is required and they need to ensure that it's a smooth process that creates zero disruption to the business.

Completing the assessment and discovery we were able to work together to provide and improve the following:

- Planning
- Communications
- Collaborative working
- Governance and reporting
- Leadership reviews
- Target Operating Model – production
- Training and up-skill
- Risk and issue tracking
- Rules of engagement for supplier and vendors
- Viewpoint

At the end of this process the customer provided the following feedback:

"We now know the areas to focus on and what quick wins we can make, we have listened to our staff and know how important it is to engage and communicate. Never underestimate how important it is understand the culture change that is required within any business transformation. Without this assessment it would have not been possible to reach the Target Operating Model."

CIO Vendor Manager

About Sogeti

Sogeti is a leading provider of technology and engineering services. Sogeti delivers solutions that enable digital transformation and offers cutting-edge expertise in Cloud, Cybersecurity, Digital Manufacturing, Digital Assurance & Testing, and emerging technologies. Sogeti combines agility and speed of implementation with strong technology supplier partnerships, world class methodologies and its global delivery model, Rightshore®. Sogeti brings together more than 25,000 professionals in 15 countries, based in over 100 locations in Europe, USA and India. Sogeti is a wholly-owned subsidiary of Cap Gemini S.A., listed on the Paris Stock Exchange.

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