

4sl Group Project Library – Case Study

Categorisation

- **Company:** Global IT Service Provider
- **Service category:** IT Asset Management
- **Sector:** Financial Services
- **Date:** Feb 2010

4sl Deliver IT Asset Management (ITAM) Service Improvement

Client agenda

Engaged by a large global service provider, 4sl provided IT Asset Management services to meet contractual responsibilities for the client organisation and also satisfy internal requirements across the whole supply chain.

With assets owned by the service provider in use across the client estate along with client owned assets, there were significant challenges across:

1. accurate financial reporting both internally within the service provider for recharge capability to their client and within the client itself from a service perspective.
2. the procurement and supply chain across the 100+ countries being serviced on over 25% of all orders.
3. existing processes, tooling and organisational structure

4sl were asked to undertake an initial assessment and propose and deliver effective and efficient service improvement initiatives and to drive those enhancements into the service.

Engagement outcomes & deliverables

Immediate Remediation of the Service

- Improvements driven into the Supply Chain processes and vendor relationships – escalations/queries on asset provision requests/orders from client reduced from >25% to <8% within 4 months resulting in a significant improvement in the view of the service from the client and reduction in “noise” to senior management from the client
- A review of the end-to-end processes required to fulfil the ITAM function was undertaken. Process gaps were identified across some areas of the function and suitable processes were created and tested to remediate this.
- Driving the ITAM function towards a successful Service Readiness Review and Service Introduction to ensure readiness capability to support the environment both during and following the global IT infrastructure and estate refresh/transformation

Tooling

- Fit for Service review of the proposed toolset for Asset Management was carried out and recommendation made to increase efficiency and capability where it was cost effective to do so. This is a shared service used across multiple client accounts causing significant challenges to the effective use within this particular account due to maintenance window conflicts, system functionality/capability and costly centralised support.
- Identification of significant issue around legacy asset recovery – Legacy assets with a net book value in excess of 10 MIO USD had been replaced with new hardware without being recovered from the end user.

- As ownership of these assets is with the Service Provider there was a financial implication along with the end user data integrity issue. 4sl implemented a one time solution along with BAU processes to recover these missing assets and agree the transfer of liability (data loss) and ownership back to the client where assets in non-recoverable.
- Creation and implementation into BAU of a complete MIS pack for the function to fulfil both internal requirements across Finance, Compliance, Audit and Services Management as well as client reporting requirements to ensure Licence Management Compliance capability, environmental waste policy adherence and client data management effectiveness.

Financial & Risk Outcomes

- Identification of significant gap in existing process which had led to a loss of over 100K USD worth of assets within the account so far. Closure of this gap to save an estimated 400K USD over the remaining lifetime of the account contract.
- Identification of user behaviour and process gaps causing assets to be irretrievable. 4sl arranged for the ownership and liability to passed back to the client removing data loss and legal risk from the Service Provider both on the existing estate and as a BAU process in future.

Adding value to Bank's service delivery function

4sl was selected for the engagement because of our experience and results from previous Asset & Licence Management projects. Furthermore, the client demanded a detailed understanding of the demands and challenges associated with relationships and contractual implications between Third Party Service Providers and their clients, particularly around the delta between contractual obligations to the client and the potentially conflicting internal requirements for a given Service Vertical, along with proven technical and project delivery expertise.