SnellConsultancy

Technology and Innovation Consulting

Data Centre Transformation Programme Leadership
for a German Linux Service Provider

Business drivers

This case study will be of interest to senior IT executives and business leaders in organisations needing to recruit senior Director level programme delivery resource at very short notice

Client

Our project sponsors were the CIO, the CFO, and the Head of Global Infrastructure at a global Linux software service management company headquartered in Nuremberg, Germany.

Client situation

The Director of Programme Delivery, Infrastructure Transformation had signed off work at short notice on sick leave. He was overseeing a multi-million, multi-year DC transformation programme. The largest and most critical project was to move the organisation's business critical linux production services from its offices in Germany to a Tier 3 DC in Czech Republic. A new agile delivery approach had been adopted but, with only months to go, the Director was not able, with any confidence to predict whether the project would deliver to a 'go live' date The date had been agreed with the organisation's audit committee which was closely monitoring the project due to the business critical nature of the services being migrated.

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Key challenges for our client included:

➢ Maintaining momentum at a critical point in the programme life cycle

➢ Establishing delivery predictability

➢ Identifying gaps in the delivery architecture, resourcing and governance limiting success

What we provided

We provided an IT consultant with extensive experience of data centre transformation programme delivery. He undertook a programme review and he worked very closely with the existing team of infrastructure and network engineers to introduce agile metrics, agile project planning, and introduce basic programme governance, controls and reporting to improve the programme's overall delivery predictability

Project outcome

It was identified that the project was running two months late. This was shared with the programme steering committee and CIO who took the necessary corective actions.