Managing & Optimising a Transport Services Organisation's Information Assets Portfolio

Business drivers

This case study will be of interest to senior IT and business leaders in organisations with highly fragmented IT estates. Such organisation's different IT systems often evolve with little joined up thinking. The organisation's `information assets' do not get valued the same way that other corporate assets such as marketing, facilities, people or capital assets are.

Without managing the organisation's information assets as a valuable, corporate wide portfolio there is high risk that, over time, significant process duplication, system duplication and associated cost inefficiencies will build up.

Client

Our IT project sponsors were the Strategy & Technology Group Information Management (IM) Director and CIO for the UK capital's integrated transport services provider. Our business sponsor was the CFO and Chairman of the organisation's IM Steering Committee (IM SC).

Client situation

Due to significant cost pressures the CFO was accountable for delivering a major Operational Cost Review (OCR) programme. Group IM had already committed to generate significant savings

by delivering a network rationalisation and data centre consolidation programme. However, consideration had not yet been given to how a more joined up enterprise-wide approach at a functional and process level could also drive business and IT cost savings.

What we provided

We provided one of our Senior Consultants to engage with senior business stakeholders and to draw attention to the risk and cost of similar systems being developed independently. The Senior Consultant also identified key business processes that could be standardised and multi-million pound cost savings that could be made through process efficiency improvements.

Project outcome

The IM SC formally endorsed the scope of the recommended end-to-end processes that could be standardised. It formalised the work within a project, the Operational Process Review, and assigned business funding to Group IM to initiate the project start up phase.