

Leading independent oil & gas exploration and production group enhances its service management delivery capability via assessment, gap analysis and improvement planning

This organisation focuses on four regions: Africa, Europe, South Asia and South America, and had seen significant growth since the turn of the century

The Head of IT recognised that more efficient and effective processes were required in order to enhance the current operation of Information Services as well as to provide scalability as the organisation continues to grow.

Background and Requirements

The organisation had commenced an IT transformation programme that included activities to align their processes and practices with ITIL^{®1}. The rapid growth in business that had been experienced since then meant that some of these were still disparate in nature, even more so when taking into consideration the different global territories being operated in.

The key business driver for the assignment was to further facilitate the alignment of processes and practices, both in the UK and abroad. There were two specific requirements that needed to be realised:

1. To produce a roadmap of prioritised improvements across all ITIL processes
2. To provide recommendations for better integration of first-line support across all regions, including consolidation into the Ireland facility

Scope and Approach

Initial activities focused on fourteen ITIL processes and the Service Desk function that was being operated in the organisation's London headquarters. Fox IT^{®2} commenced activities by first performing a detailed assessment of all of the processes in scope along with the Service Desk. This involved engaging with process owners, process managers and process practitioners in interview sessions; and this was further supported by observation of first and second-line support practices, and a review of some of the supporting documentation.

The assessment, whilst providing observational comments of the areas reviewed, concentrated on highlighting current strengths and identifying, documenting and prioritising any weaknesses (along with associated recommendations) in the area of IT service management (ITSM).

The second phase of activities was focused on the Service Desk functions based in Ireland and Ghana. Detailed assessments similar to those performed in London were undertaken at each location, with one week spent on each site. These assessments included close analysis of the local practices being executed as well as the supporting documentation that was in place, with specific focus being reviews of their operation of the Incident Management, Request Fulfilment and Problem Management processes.

¹ ITIL[®] is a registered trademark of AXELOS Limited

² Fox IT[®] is a registered trademark of Fox IT SM Limited

Head Office

Sentinel House
Ancells Business Park, Harvest
Crescent, Fleet, Hants. GU51 2UZ

Registered Address

Fox IT SM Limited
1 Vincent Square
London SW1P 2PN

Tel : +44 (0) 333 202 1018
Fax : +44 (0) 1252 240033
Email: sales@foxit.com

Company Registration Number 7390255
Company VAT Number GB 156 4959 68

A formal assessment report was produced for each individual location as well as the creation of a comparative analysis report that consolidated the Service Desk results from London, Ireland and Ghana.

Results and Outputs

The results of the London assessment enabled a baseline to be set upon which future process implementations and improvements could be measured, as well as provided the basis for developing a 16-month roadmap for improving the existing service management processes, as well as implementing new ones.

To support the written report and the associated roadmap, the organisation also requested the creation of a more detailed project plan that would further assist in planning a way forward and the assignment of resources. The project plan incorporated activities to address all of the identified issues contained within the assessment report.

The results of the local Service Desk assessments, in addition to setting a baseline, provided input to the organisation's strategy for consolidating their first-line support capability. Not only that, but it highlighted some immediate issues with the recording and tracking of incidents, and which could immediately be addressed without having to wait for any formal project activities to be initiated.

Value and Benefits

The development of the project plan helped the organisation facilitate the prioritisation of the recommendations contained within the report, ensuring that concentration was given, first and foremost, on quick wins and where most business benefit could be derived.

At the same time, the plan provided a mechanism for phasing process improvement and implementation work in the most appropriate manner, minimising the impact on normal business activities. This was particularly relevant given the aggressive project timescales.

The review of the three Service Desks provided support for the strategic vision of a single global Service Desk, and the report's findings helped deliver a smooth migration of first-line support into a single facility based in Ireland.

About Fox IT

Fox IT® has been a leading ITSM and governance business for over 30 years. We provide a range of practical and effective consultancy solutions designed to create agile, proactive, responsive IT organisations providing excellent IT services in alignment with our clients' goals to support and drive continuous business innovation. We achieve this by empowering your people with best practice training, developing and implementing the right operational processes, and using properly configured and integrated tools to enable IT services transformation.

To discuss how we can assist you in transforming your IT services, ITSM toolset selection or in obtaining ISO/IEC 20000 certification please call us now on +44 (0) 333 202 1018.

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Head Office Sentinel House Ancells Business Park, Harvest Crescent, Fleet, Hants. GU51 2UZ	Registered Address Fox IT SM Limited 1 Vincent Square London SW1P 2PN	Tel :+44 (0) 333 202 1018 Fax :+44 (0) 1252 240033 Email:sales@foxit.com	Company Registration Number 7390255 Company VAT Number GB 156 4959 68
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