Case Study: ICT Infrastructure Operations Capability Roadmap

CTO GROUP

Engagement Purpose

Formalisation of Current Capabilities
CTO Group was engaged by a large Federal Government department's ICT Operations Branch to develop a capability roadmap to communicate the Branch's strategic vision, describe its plan to meet the objectives of the Division and to provide a mechanism to implement and govern the required transformation. The roadmap was to provide a current state view of the technology and services provided by the Branch, capture in-flight activities and provide the transformational activities to transition the Branch to the future state operating model.

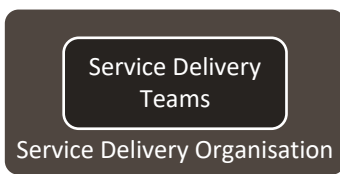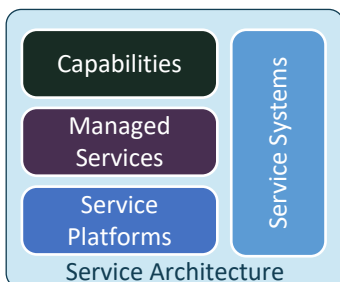**Transition to an 'As a Service' Provider**
The Branch strategy was to adopt an 'as a Service' approach to be able to meet the demands of changing business requirements and ICT delivery mechanisms. Key engagement outcomes were to provide an 'as a Service' conceptual operational model plus a roadmap containing high level transformation activities required to reach the future state operations.

Client Need

A Changing Business Environment
A departmental merger resulted in increased demands on the ICT Operations Branch. There was a requirement to support an increased user base, more diverse technology and a higher number of new initiatives. Providing a high level framework and developing capability roadmaps at the start of the integration was a proactive approach to planning and operational efficiency.

What Was Provided

Service Architecture

- Capabilities
- Managed Services
- Service Platforms
- Service Systems

Service Delivery Organisation

- Service Delivery Teams

Current State Capabilities and Services View

1. Definition of an architectural model describing capabilities, services, platforms and the underpinning delivery organisation.

2. Application of the architectural model across the branch, providing a complete view of all current capabilities which wasn't previously available to the Branch.

3. All in-flight and planned activities were placed on a roadmap (for each capability and service).

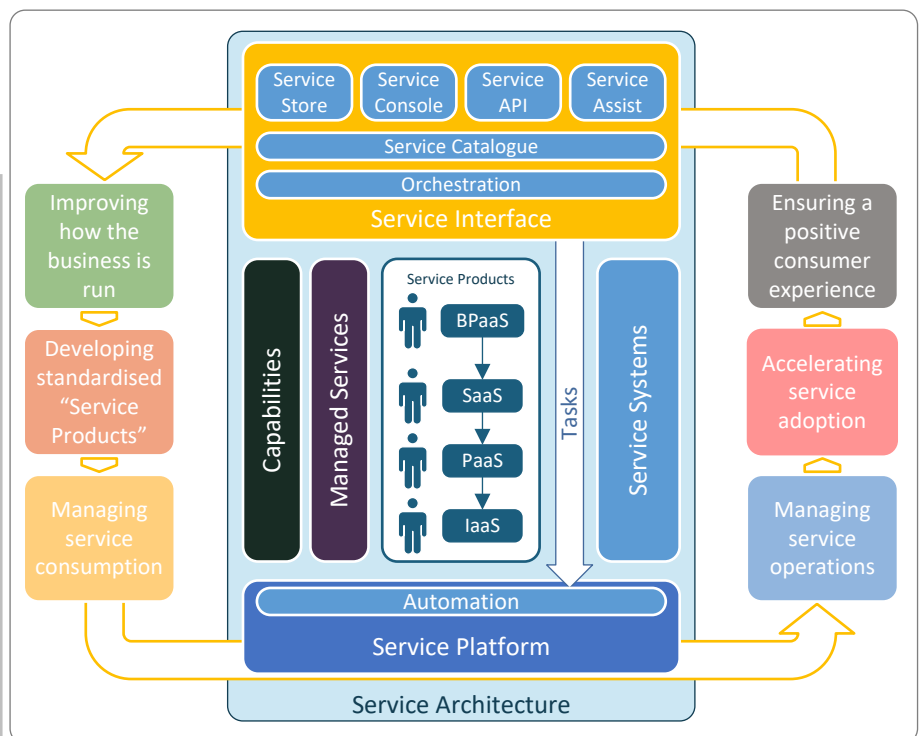### Future State
'As a service' Operating Model

1. Definition of a future state 'as a service' operating model. Future state was based on CTO Group's Service Adoption Model (SAM) which provides an operation framework to becoming a service provider.

2. Definition and description of the operation concepts of:
- Business Management
- Service Product Management
- Service Consumption
- Service Operations
- Service Adoption
- Customer Experience

Service Interface
- Service Store
- Service Console
- Service API
- Service Assist
- Service Catalogue
- Orchestration

- Improving how the business is run
- Developing standardised "Service Products"
- Managing service consumption

Ensuring a positive consumer experience
- Accelerating service adoption
- Managing service operations

Capabilities · Managed Services

Service Products
- BPaaS
- SaaS
- PaaS
- IaaS

Tasks · Service Systems

Automation

Service Platform

Service Architecture

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Key Outcomes

'Service' View of Operations	Provided a capability and services view of ICT operations to replace the previous organisational and technology centric perspective operational view
'as a Service' Transformation	Provided a conceptual operational model to assist the Branch in transforming from a traditional delivery model to an 'as a Service' model. Identified the high level transformation activities to enable future planning and decision making.
Communication of Core Concepts	Provided the Branch executive with a communication tool that could be used for a business or ICT audience. The description of future state was structured in a way to clearly communicate, without technical complexity, the concepts and principles of a service based delivery model.

Relevance

Proven and Purposeful
The roadmaps were used by the Branch Executive to communicate their intent to transform to a service based ICT delivery model. They were also used to inform future work packages and to validate inflight service improvement activities.

Fit for Purpose
Although developed using a proven CTO Group methodology, the content and presentation of the roadmaps were tailored to suit the key themes and messages associated with the engagement.

Outcome Based Deliverable
The roadmap was completed using a phased and agile approach to ensure the content and presentation met the needs of the project sponsor and key stakeholders. Completion milestones focused on clear outcomes and deliverables, rather than on time and effort.

Federal Government Experience
This engagement is one example where CTO Group has provided strategic planning services to a Federal Government executive client. Other examples include the Australian Taxation Office, the Department of Defence, the Department of Human Services and the Department of Home Affairs.

Subsequent Activities

Roadmaps Complete

CTO Group developed a service costing model and applied the model to 2 services defined in the capability roadmap. The model was then used to cost other services.

Development of a Services Costing Model

Classified Network Review

CTO Group performed a review of the Classified Network and provided findings plus recommendations.

July 2015

January 2016

December 2016

CTO Group performed a review of the ICT operational support of a major Business client and provided findings plus recommendations

Operational Support of Business Review