

Designing the future IT organization

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Situation

Taweelah Asia Power Company (TAPCO) is a \$3bn energy company that is building, operating and maintaining electricity generation and water desalination plants in Abu Dhabi (UAE) as part of the government's privatization program

TAPCO's incoming Executive MD sought to evaluate the effectiveness and value from current IT and to develop an IT strategy to meet future business needs.

Ian Foster was engaged to review TAPCO's IT systems, skills and competencies and define the future IT organization and its associated strategy.

Action and Approach

A collaborative, business led approach was undertaken, working with the executive management team, department heads, key users, the IT department, peer companies and IT service providers.

A rapid study assessed manager's goals and responsibilities, key processes and systems and the core competencies, leadership behaviors and structure of the IT organization.

A future IT organization was designed that provided greater clarity and separate the responsibilities for new projects/development and operations/maintenance and which formalized the roles for IT policy and standards, strategic planning, project and vendor management. Virtual teams comprising business process leaders were recommended to guide future applications and super-users roles were enhanced to improve end-user support.

Results and Benefits

The separation of development work from operations is helping the organization to focus more on planned (value added) work while maintaining an effective service. In addition, changes in sourcing contracts and service provision have reduced operating costs by more than 50%.

The implementation of the new roles and way of working has helped to:

- Stabilize and increase resiliency in the IT infrastructure
- Meet the needs for service and capacity growth
- Clarify and simplify IT responsibilities
- Increase use of standards to improve quality of projects, operations and service delivery, and reduce the cost-to-serve
- Deploy super users to leverage greater value from core applications

Quote

“In a short space of time, Ian articulated the issues and opportunities we had within IT. He provided a roadmap, and designed the future IT organization that is helping us deliver a more valuable, reliable and cost-effective IT service”

Tom Samson, Executive MD, Taweelah Asia Power Company.