



service company IT assessment and strategic plan

The client, a leading facilities service company, had grown substantially from the rapid acquisition of smaller maintenance, building service, and janitorial companies. Without a tradition of a strong central IT organization, the business was upgrading its central payroll, finance, and sales support architecture. It needed a strategic plan to ensure IT support for the company's growth oriented business goals.

TCA was hired to:

1. Assess the current state of information technology at the company.
2. Determine what information technology should support the company's business goals, objectives, and plans.
3. Develop an implementation approach for achieving the desired business applications, computing infrastructure, and information technology organization.

vision

Adapting its FRAMEWORK® methodology, TCA's approach was the following:

1. Perform Application Portfolio Assessment
 - Interview application users and management personnel (business and IT) using TCA FRAMEWORK methodology
 - Assess applications based on level and quality of support for ten major business functions
 - Create recommended actions required to fix major application problems for each functional area
2. Perform IT Organization Assessment
 - Review staff training, capabilities, organizational structure, and management approach of IT organization
3. Perform IT Infrastructure Assessment
 - Develop profile of corporate infrastructure
 - Define Tactical Computing Infrastructure Upgrade Project covering immediate needs, including data communications, IP addressing, NT Domain strategy, server upgrades, operating system consolidation, network utilities, and field office printing
4. Develop IT Strategy
 - Identify short-term "fix it now" initiatives
 - Develop long-term strategic initiatives

results

An *Initiatives Database* was delivered that included application description and supporting documents

Application Portfolio recommendations included:

- Fix identified problems with core applications immediately
- Maintain core back-office business functions via existing ERP
- Supplement ERP with suite of specialized applications
- Provide Field Service access through the company's Intranet Portal



- Route customer and vendor access to Service Center applications through the company's Internet Portal

Computing Infrastructure recommendations included:

- Modify existing telecommunications infrastructure
- Implement IP addressing scheme, NT domain, and NT server architecture strategy
- Implement company-wide IP printing capability
- Manage the centralized computing infrastructure in the IT Service Center
- Standardize field technology configurations
- Implement Internet based communications and access where feasible

IT Organization recommendations included:

- Initiate aggressive short term recruitment of IT personnel
- Reorganize IT processes and responsibilities
- Increase focus on business application development, integration, and support

value

The project was completed on schedule, within budget, and provided the client with a comprehensive roadmap for IT development.