



Case study

Name: Computacenter
Sector: IT Infrastructure Services
Location: Kerpen and Erfurt, Germany

Utilising Performance Management to Achieve Operational Excellence

Following a successful performance improvement project within the Global Infrastructure Organisation (GIO) division of Computacenter UK, there was the desire to have a common way of working and measuring performance across all areas of GIO.

As an extension to the UK project, Managementors were asked to support Computacenter in developing and implementing a Management Operating System (MOS) in Germany, to address the issues faced there, as well as encouraging knowledge transfer. This had to be done in alignment with local agreements and cultural requirements.

Key challenges

- The need to drive and focus on efficiencies as a lever for continuous improvement
- To implement a common system to pave the way for collaborative working with visibility of performance across countries
- To deliver a common system that is prepared and flexible to change for future efficiencies
- To enable and encourage knowledge transfer and versatility

Key gains

- Fit for purpose organisational structure, improved managerial role of team leaders and processes in place to manage capacity, utilisation and efficiency in the delivery
- Initial net benefit of 1.5m from the first full year and additional year-on-year benefits expected from utilising free capacity with new business
- Continued the journey towards a common way of working where Computacenter could adopt and use a single Management Operating System (MOS) globally across Group Managed Services
- Added value with structured working practices, including benchmarking and the sharing of best practices, to help make informed business decisions and deliver everyday efficiencies
- Detailed visibility of capabilities and performance, contributing to future working strategies and planning

Background

Computacenter is Europe's leading independent provider of IT infrastructure services and advises businesses and users on IT strategy, technology implementation and performance optimisation, as well as managing customers' IT infrastructures. The company provides user support, the best devices, and secure provision of applications and data to support individual working styles and improve collaboration with consulting, as well as the implementation and operation of networks and datacentre infrastructures on or off customer premises and in the Cloud.

Computacenter combines global reach with local expertise through Infrastructure Operations Centres and Group Service Desks across Europe, South Africa and Asia, from which employees provide user support in 18 languages. Customers with global requirements are served through an extensive international partner network, which mirrors the requirements of Computacenter's European-headquartered client base.

“As Computacenter had already delivered a successful MOS through Managementors in the UK, it was logical to do the same in Germany to enable a common platform for collaboration and help deliver best practice. This would also assist in steering towards a global MOS to add further benefits that could be demonstrable across the entire organisation.”

Nils Scheller, Managing Director and Head of Global Infrastructure Operations, Germany



Rollout of Management Operating System to Germany helps support best practice and common way of working

Computacenter have been moving from a client based delivery model to a shared, global delivery model. GIO is a pillar of Computacenter's Group Managed Services division. Corporate and Government clients are served around the world by Operational Command Centres in the UK, Germany, South Africa and India. Through this shared service facility, more than 1,200 professionals provide remote infrastructure management.

Following the successful completion of a performance improvement project at GIO UK, Managementors were invited to develop and support a similar project for their German operations. In doing so, Managementors would need to recognise and embrace both cultural differences and diverse methods of working, as well as the local legal process. In return, this would provide Computacenter with a more unified approach to its global operations with a common Management Operating System (MOS), which could then be easily utilised and adapted for use in other countries.

Nils Scheller, Managing Director and Head of Global Infrastructure Operations in Germany comments: "With Managementors' experience and in recognising the success of the project undertaken in Computacenter UK, we felt this was also the right solution to the issues we had and to accompany us on our journey to become more aligned. We have implemented a similar system to best effect for Germany in terms of replication and sharing of best practice, and to take advantage of the performance and efficiency gains that could be achieved."

Initially a scoping and discovery phase with operational and performance analysis was undertaken, and the findings reported back to the management team to enable them to understand the issues within the business. Managementors provided local consultants to work alongside and collaborate with Computacenter staff in Germany. They identified issues around team structure and management roles and capacities, with weak processes in place to monitor or measure operational KPI's, resource allocation, project completion or financial return.

In addition, core processes were identified and addressed to enable an improvement in performance. By working closely alongside Computacenter's staff and observing current work processes, resourcing and reporting, Managementors were able to gain a deep understanding of operational procedures and existing performance, recognising areas for improvement.

Nils adds: "The scoping and discovery phase really helped to confirm the need for change and to kick-off the project with positive momentum."

A project plan was then developed, with agreement at all stages by the management team and the Works Council, to deliver changes that would bring improvements to work allocation and the measurement of output from the various teams in the organisation.

This method of working enabled Managementors to create and deliver a MOS based on easy-to-follow and measurable working principles, that were in line with local and legal requirements, whilst also being aligned to the MOS in use in the UK.



Delivery of Management Operating System (MOS) with Procedures, Guidelines and Support in Local Language, delivers Processes, Methods and Measurement for Improved Performance

The MOS was structured around the five core principles of Forecast, Plan, Control, Report and Review. This allowed management and staff to understand both operational and performance flows and results, as well as identify further opportunities for improvements to additionally increase financial returns and gains.

Improved forecasting enabled managers to evaluate scheduled work, resource availability and utilisation, review historical data, analyse input from sales and drive improvement in performance for each area. The planning process translated into daily, weekly and monthly elements considering work to be completed, skills required, resource availability and allocation and tools required.

The MOS was designed to ensure that it complied with German data protection requirements and individual performance management requirements that are different to the UK. Whilst this provided challenges, processes and procedures were developed that enabled monitoring of current work and job statuses as well as team output, allowing managers to ensure work was being completed as planned. Furthermore, this gave improved visibility of issues, allowing appropriate modifications, actions or measures to be quickly carried out in order to rectify these issues and reduce any impact on works completion and the associated costs.

In order to implement the MOS, Computacenter had to change the organisational structure within the division. On the one hand the team leader role was changed. On the other hand Computacenter decided to invest in additional team leaders to enable active management. Evidence indicates that this investment has paid off, with the gains recognised from using the MOS. In addition, Computacenter defined a MOS manager as a new permanent and full-time position in order to maintain and develop the MOS further.

Mikaela Fix, MOS manager at GIO DE says: “Working with so many different characters and personalities was a challenge at the beginning of my work as a MOS Manager. But the feedback from our team leaders and managers and a positive acceptance of the MOS in GIO DE shows me every day that this project was absolutely necessary. The MOS is not my management system but our management system and we work on developing this together. Since the beginning of the year we have implemented a weekly FAQ call as a further development to enable collaborative working.”

For the MOS to work effectively, both management and staff had to be engaged, understand and collaborate in each element and process. Managementors published detailed guidelines and recommendations in the form of a procedures manual to complement the MOS, with support given to enable Computacenter Germany users to complete the installation themselves, in line with the recruitment of additional team leaders and the implementation of the new organisation.

Nils adds: “From GIO UK and the pilot we have done at GIO DE, we have seen that MOS is not a one time improvement, but an ongoing process. The longer you use MOS the more mature the operation becomes, and the more benefit you get from it.”



Performance Gains and Benefits

The MOS delivered by Managementors has had significant impact on the German organisation in assisting the leadership to make core business decisions and changes to daily operations. For example, with a group of 23 team leaders, the MOS is helping them to define and develop their teams in achieving better working practices and outcomes which, in turn, means they are delivering improved customer satisfaction and services in their day-to-day roles.

Mikaela states: “Our teams raised over 300 issues in the first year and this count grows every day. Over 200 issues have already been resolved with potential savings of more than 3,000 hours per month. For example, our shared support team saved over 1.5 FTE through working on issues and optimising their work structures and planning standards since the beginning of using MOS.”

Mikaela continues: “Implementing a generally accepted MOS allows us to speak the same management ‘language’ across all teams and countries. We make our decisions on data-based evidence and experiences of our professionals every day. The high acceptance of this way of working in all teams in GIO DE, and the support we got from our Works Council in the rollout phase, supports us in the firm conviction that the decision to undertake this project has established a stable basis for further growth and development.”

Nils adds: “At the end of the first year and with the MOS in place we see an annualised net benefit of €1.5m. The benefit is mainly driven by identifying free capacity and utilising existing staff with new business. In addition to the initial saving, we expect the MOS to provide us a basis for systematically improving our efficiency year-on-year and thus driving additional benefits of >€1m year-on-year.”

Nils concludes: “We have started with high aspirations. Managementors did an excellent job in guiding us on this journey to make this project a success. The MOS helps to improve our quality and cost efficiency year by year and allows us to tap further strategic benefits from using MOS across the group.”



Contact us to find out what Managementors can do for you

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