



# Dowling

Innovation. Insight. Intellect.



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## IT SERVICE TRANSFORMATION - UTILITIES SECTOR

### **Dowling conducts an IT process maturity assessment using an innovative blend of best practise frameworks**

Our client is a global provider of electricity distribution and transmission services with posted revenues in excess of \$1bn per annum. With a history of growth through acquisition, the company's IT function had evolved to support a dynamic business that was always in the midst of change.

In January 2006, Dowling was engaged to diagnose the performance of our client's IT function and to lay the foundations for ongoing improvement. Through an innovative combination of the ITIL, CoBit and Prince 2 methodologies, Dowling conducted a process maturity assessment which articulated key areas for improvement. Some insights were that:

- A better understanding of the customer was needed, if IT was to be managed effectively as a business
- The metrics being used by IT were meaningful on their own, but together they were not capable of articulating the performance of IT from the customers' eyes
- There was inadequate service level management (SLM). IT needed to be transformed, putting SLM at its core

### **Transforming IT begins with understanding the customer**

In laying the foundations for ongoing improvement, Dowling worked closely with IT and the business to define exactly who IT's customers were, and how they may be segmented. A segment profile was developed for each customer group and from this insight, our client was able to conduct meaningful customer satisfaction surveys which improved their understanding of customer imperatives.

### **The most valuable metrics are those that align with customer objectives**

The insights from the customer satisfaction survey led to Dowling's ability to re-design the metrics used to measure the performance of IT. Dowling assisted in ensuring that the metrics used by IT were not simply a directory of best practise KPIs, but instead were meaningfully designed to align with and reflect the ultimate goal of customer satisfaction.

### **At the heart of IT performance is good service level management**

Dowling Consulting facilitated the development of a comprehensive IT Service Catalogue, using a variety of consulting techniques and validation methods. The Service Catalogue was not developed in isolation and was supported by the parallel implementation of Service Level Agreements and a suite of Service Level Management processes to ensure that the foundations were laid for a broader program of continuous improvement.

Dowling's work contributed significantly to our client receiving the 2006 itSMF Award for Innovation.