

Clarion Digital Transformation - Technology

The Digital Transformation initiative at Clarion involved moving to a new Operating Model for the organisation post Covid-19 for the delivery of Events covering digital and non-digital delivery across the globe. Key to this goal was rebuilding the IT function and hence the IT Function Transformation programme was design to align IT to the new business operating model. The IT Transformation programme covered a number of key domains of change; governance, technology strategy, processes, application optimisation, infrastructure changes, security, recruitment, IT operating model implementation, budget approval and technical change delivery standardisation using agile techniques.

Operations

The following key areas have been driving changes to the new delivery model for Technology:

- Interim IT Organsational Structure: the interim structure changes are near completion, a few additional people transiations are to be completed and some roles still remain unfilled as we move towards a future IT operating model in line with the requirements which came out of the change programme (Central / Regional structures etc). **The initial design was completed and implementation to the full IT TOM will involve standing up a Enterprise Architecture capability in FY24**
- **IT Transformation Project planning** was completed with the Tower Leads using the Jira / Kanaban Board platform including alignment with Tower owner plans, team OKRs further supporting Job Descriptions and roles in the interim IT organisation design.
- The **Technology strategy** was completed and baselined with IT stakeholders
- Management Information: A consistent, committed set of KPIs (linked to CMO establishment) covering BAU and change initiatives is to be developed. **A IT KPI framework MPV was developed** and presented at the SteerCo for approval with the move now to develop a full set of requirments and a a full production version using PowerBI.
- Standing up of a IT Steering Committee has commenced to review CIA Jira boards/projects and the impact of CIA projects across IT capacity/resource loading based on business priorities. **A IT Capacity Model MPV has been developed** and was presented at the SteerCo for approval with a move now to develop a full production version using PowerBI.
- A significant amount of work has also been put into getting **the FY24 IT budget submitted and approved which was completed in Nov '22**

- Working with David White/David Hay on the development of the CMO change approval process and a **supplier lead surge/burst capacity model** to meet the delivery of key business projects globally and regionally continues

BAU & Projects

- We continued the **accelerated recruitment of all open roles and new roles** which will aid the delivery of projects including Scrum Masters, IT Admins for Salesforce/Workday, Developers, Business Analysts, Project Managers, Service Delivery Managers and BI Engineers. We have been able to bolster our Salesforce support team to better manage the backlog of tickets and delivery of projects through the new hires and this will continue into FY24. See the table below:

Role	Start Date	Name	Approved Recruitment
Security Analyst	Started in Sep '22	[REDACTED]	- Workday Finance Admin - Workday Developer - Business Analyst 2 - US Service Delivery Manager - Security Ops Analyst x2
Salesforce Admins x2	Started in Sep and Oct '22	Ayana [REDACTED]	
IT Service Admin	Started in Oct '22	Alex [REDACTED]	
Business Analyst	Started on 14 th Nov '22	[REDACTED]	
Senior Salesforce Developer	Started on 21 st Nov '22	[REDACTED]	
Asia Service Delivery Manager	Recruited Internally	[REDACTED]	
BI Analyst aka Senior Insight Engineer/Developer	Started on 28 th Nov '22	[REDACTED]	
Scrum Master	Started on 7 th Dec '22	[REDACTED]	
Service Desk Lead/Manager	Started on 7 th Dec '22	[REDACTED]	
UK Service Delivery Manager	Started on 22 Dec '22	[REDACTED]	
BI Analytics Senior Developer	Started on 9 th Jan '23	[REDACTED]	
Salesforce Admin US	Starts on 23rd Jan '23	[REDACTED]	

- We have moved forward with the development of a **supplier lead surge/burst capacity model** to meet the delivery of key business projects globally and regionally, example third party MSPs including OSV, EPAM, CloudRock, Nebula Consulting, Perficient and PA Consulting. This is a direct response to the work on the **Business Application and infrastructure reviews** to select strategic partners, and obtain delivery capability for our upcoming projects, so we will explore whether it is viable to wrap this into MSA/SoW agreements for the longer term

covering our core systems (Workday, Salesforce, Vertex and Avendio) and infrastructure services:

Surge/Burst Capacity Preferred Partners:

- **Workday:**
 - **OSV and/or CloudRock**
 - **Integrations:**
 - **Preficient and/or EPAM (Dell Boomi Platform)**
 - **Salesforce / CPQ:**
 - **EPAM**
 - **Vertex:**
 - **PwC**
 - **Pardot:**
 - **Nebula**
 - **Avendio**
 - **Look to provide knowledge to salesforce provider**
 - **Data**
 - **Jarmany**
 - **IT Consultancy**
 - **PA Consulting**
- **A infrastructure service review commenced with PA Consulting in October** to develop a 2/3 year roadmap for implementation of IT infrastructure projects involving Panoptics. A finalised roadmap with quarterly planning is emerging but we have moved forward with a global Network Refresh Programme and the zero touch deployment of software builds to enhance customer experience.
 - Work on CDP continue across the globe including **Power BI** dashboards which is in build phase and is progressing well. The business stakeholders are keen to prioritise their business need over hitting a target date, so we will continue to work with them throughout the next quarter to keep aligned on this
 - **Project Paragon and Gold** focussed on business KPIs and BI dashboards globally and across sectors whilst improving data quality. A MPV Dashboard covering business KPIs was presented and well received by senior business stakeholders in Dec 2022.
 - The ***Business Operating Change Programme***, alongside the new ***CMO structure/processes*** are now getting embedded to allow operational needs to continue with clear visibility, transparency and prioritisation of capacity. **The CIA Project boards will now be continually reviewed and updated prior to the SteerCo at the** IT Steering Committee meetings to review new CIAs and the impact across IT capacity/resource loading based on business priorities.

- In Security Operations, the POC for the **Sophos XDR** extended pilot proved successful and full global roll out will now commence via IT CAB approval.
- We kicked off a project in Dec 2022 to develop a assessment framework to determine our most critical core systems and **develop IT Disaster Recovery test plans for our core 5 systems**, which will complete in late January, prior to the formal testing/execution of plans from February 2023 onwards
- We held a number of **ITIL based process workshops in Nov and December 2022 to design interim IT change, incident and problem management processes** based upon best practice. Process deployment design and planning has commenced. This resulted in the standing up of the IT CAB and some changes to incident and service request process configuration changes in JIRA ITSM
- The Technology team have been involved in a number of security incidents and remediation activities covering domain impersonations, fraudulent attacks and phishing attacks
- HR have been working with IT on the planning and approval for the roll out of the SFIA and RoleModel Plus framework for IT skills benchamarking and PDP development against the SFIA Industry best practice framework inconjunction with BCS.

Technology Achievements

- The **recruitment and onboarding of 12 new recruits** over a 4 month period into the Technology function
- **Full FY24 budget submission** completed and presented to various teams / groups
- **Implementation of the interim IT organisation structure.** This is a restructure of IT to align better to the business for the future covering Technology/Ops Delivery, Service Management and the Data Analytics & Insights teams. New role JDs developed and communicated including OKRs
- The **Technology strategy** was completed and baselined with IT stakeholders
- **MPV IT KPI dashboad developed** and approved to develop a full set of requirements and a a full production version using PowerBI
- **A IT Capacity Model MPV was developed** and presented at the SteerCo for approval with a move now to develop a full production version using PowerBI
- All Hands Technology call held on 10th Nov communicating the Technology Transformation programme roadmap, objectives and aims with CMO alignment

Technology focus

- **Complete cutover of Phase 1** infrastructure/O365 for Adhouse and Image Engine by the end of February 2023 on the **Asia Integration Project**

- **Complete Infrastructure roadmap and planning** including workshops with Panoptics on 17th Jan 2022 and 30th Jan 2023. **Key delivery projects** for implementation will include:
 - Refresh network equipment implementation for Putney offices and plans for RoW
 - Wi-fi Upgrade
 - Zero Touch Deployment
 - O365 Backup
 - MFA Tightening roll out
 - Deployment of Sophos XDR
- Finish IT DR / Business Continuity framework and test plan development and start the execution of **testing on top 5 services/systems**
- Commence **process deployment** for newly designed ITIL based designed **interim IT change, incident and problem management processes** based upon best practice. This will aid the development of the future state IT support model.
- **Conduct Business Apps reviews** for Salesforce and Workday (CloudRock) through partners in liaison with the stand up of Product Improvement Boards (PIBs)
- **Kick off JML processes mapping project** to address challenges in this area
- Get approval for the **Agile Business Pilot** to be run with the business
- Document designs and **stand up Clarion Azure Tenant** configuration for land zones/start up mode
- **Hold All Hands Technology Meeting/Call** – 1st and 2nd Feb 2023 in Tulsa
- Move towards full IT Operating Model (TOM) state through the **development of a EA capability**
- **Continue recruitment** of all outstanding open and new roles to populate the IT TOM in FY24
- **Stand up IT steering committee** for capacity management and alignment to business priorities