

## **ExCeL Digital / IT Transformation Case Study**

### **Responsible for IT leadership, transforming the IT function and spearheading ExCeL's change agenda:**

- Key role in centralising a fragmented IT function & devising a multi-year digital transformation strategy
- Development of an IT Target Operating Model (TOM), closely aligned with business and BI demands
- Team leadership (20+), upskilling and facilitating progression via role redefinition using SFIA models
- Successful deployment of IT systems & infrastructure, including Microsoft Dynamics Business Central
- Designed numerous ITSM best practice processes based on ITIL, including 1st ExCeL IT Service Desk
- Remediated 100+ IT Internal & KPMG Cyber Security Maturity/Penetration Testing findings over 1 year
- Spearheaded new innovation, such as Matterport, People Counting, Wayfinding and Digital Signage
- Delivery of Cloud Assessment & Strategy, road mapping the delivery of 4G GSM System and 5G Trials
- Introduced a professional IT sales function with value-based pricing, process improvement & web portal

### **Key achievements and business outcomes include:**

- Increased resources by 200%, securing Board approval on a £10M budget and overseeing all spending
- Doubled team size over 18 months during a department restructure, providing clarity and leadership
- Delivered internal collaboration tool 'Workspace', enhancing communication & efficiency across teams
- Led the 'Smart Venue' initiative, developing a multi-year Digital Transformation strategy & roadmap
- Upgraded ExCeL to Wi-Fi 5, doubling access points & expanding users to 100,000 (a 300% increase)
- Championed future Wi-Fi 6 upgrade in 2020, increasing speed further and boosting client satisfaction
- First ever IT Service Desk implemented and rolled out across the organisation covering people, process and technology dimensions