

# BearingPoint®

## Strengthening LEONI's regional IT capabilities and improving its global IT alignment

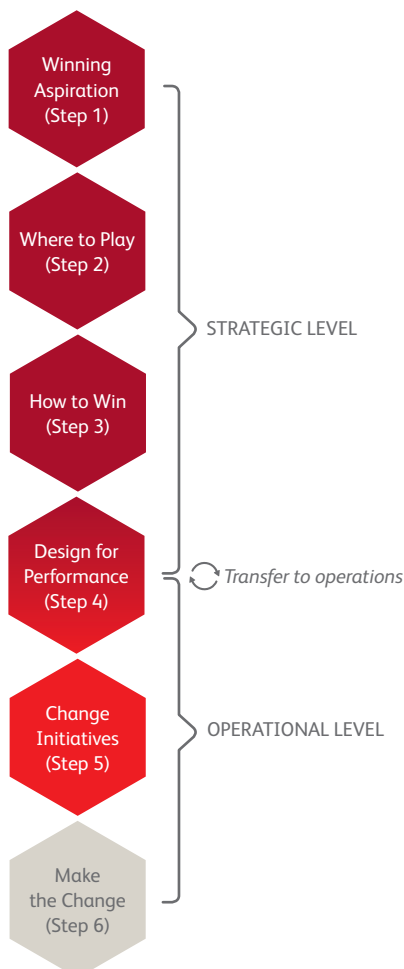


## LEONI

*'I am very pleased with the results of the Global IT Service Center Strategy project, since they are well-aligned with our global IT strategy, suitable to strengthen our regional IT teams and will increase the global collaboration and communication.'*

**Dr. Gerd Bachbauer,**  
**LEONI CIO**

**FIGURE 1: BEARINGPOINT'S 'FROM-STRATEGY-TO-RESULTS' APPROACH**



## About LEONI

LEONI is a global supplier of wires, optical fibres, cables and cable systems as well as related services for the automotive sector and further industries. Posting an annual revenue of some €4.1bn in 2014, the German-based company employs about 74,000 people in 31 countries.

In recent years, LEONI experienced a period of rapid growth owing to internal revenue increases as well as mergers and acquisitions. LEONI IT Service Centers were established to extend the global reach of IT activities into the fast growing business regions and achieve cost savings by captive offshoring. In 2015, global IT Service Centers employed around 200 staff in seven countries, which is one third of the entire IT workforce.

## The challenge

Due to rapid business growth, LEONI's IT Service Centers grew its headcount by 100% in 3 years, and became an essential pillar in the company's service delivery. The IT Service Centers were managed independently with a strong focus on regional services.

To support the overall strategy of a global service delivery model, a stronger alignment between the central IT organisation and the various IT Service Centers in terms of management, organisation, positioning, products and services, skills, and global coordination was required.

Further, the regional IT Service Centers themselves were highly dependent on central IT support as they lacked the requisite skills, capabilities and know-how to fully support the business in the region.

The objective of the Global IT Service Center Strategy project, therefore, was to strengthen the capabilities of the regional IT Service Centers to enable them to better meet business requirements, while also improving their global integration into the global IT organisation to leverage synergies.

## The solution

LEONI's CIO established a new IT department - Information Management International Services (IM-IS) - with the goal of achieving a better global alignment of LEONI's IT activities.

Working with BearingPoint, LEONI's IM-IS management team developed a commonly agreed and aligned Global IT Service Center strategy for the IT organisation. Specifically, the strategy identified the key global principles in addition to developing the action points to support their implementation.

To that end, BearingPoint leveraged its 'From-Strategy-to-Results' approach. Six steps were initiated to review and adjust the positioning of the global IT Service Centers (See Figure 1).

There were three key phases to the project:

1. BearingPoint performed selected IT stakeholder interviews to collect existing SWOTs, GAPS and expectations. Steps 1-4 of the new IT Service Center Strategy were agreed upon and eight improvement topics were identified.
2. IT stakeholder meetings helped to further specify the improvement topics. Here, the team defined and agreed on a set of global principles, and brought together existing and newly created guidelines per improvement topic.
3. The Global Service Center Strategy Blueprint, including an implementation roadmap and communication plan, was drafted, aligned and confirmed by the involved IT Service Centers and the extended IT Board.

## The outcomes

BearingPoint equipped LEONI to take advantage of a strategy that clearly establishes how to realise efficiencies and raise IT standards organisation-wide (Step 1 – 3).

**FIGURE 2: HIGH-LEVEL OVERVIEW OF LEONI'S GLOBAL SERVICE CENTER STRATEGY (STEP 1 – 3)**

WINNING STATEMENT				
Winning Aspiration (Step 1)	Globally aligned IT Service Centers increase the competitiveness of LEONI in the region and across the regions, with business innovative, and reliable IT solutions and infrastructure that are cost-efficient and follow business requirements and global/ regional IT standards			
Where to Play (Step 2)	CUSTOMER SEGMENTATION			CHANNELS
	End User/ VIP User Reliable system availability, quick response and high quality services	Key User Business-oriented IT solutions, sustainable process optimization by inter-active collaboration	Management User Pro-active business improvement by leveraging innovative and reliable technology	Service Desk/ Hotline
				Ticket System
				Portfolio Management
			Stakeholder Meetings	
How to Win (Step 3)	CORE CAPABILITIES			
	Good understanding of business processes	Efficient project implementation and IT operations	Quick response/ feasible reply on new IT requests	Offer new solution approaches to the business

Utilising BearingPoint's consulting expertise, the team distilled and garnered consensus around 47 global principles, which specified the future positioning and mode of collaboration of IT Service Centers with the central IT organisation. These principles will shore up the capabilities of the regional IT Service Centers, just as they will bolster their integration into the global IT organisation.

Furthermore, by addressing eight key improvement topics, 30 change initiatives were identified that – once implemented – will ensure the sustainable execution of these global principles. Added to that, a roadmap for 2016 was developed to address the most important 18 topics quickly (Step 4 & 5).

**FIGURE 3: HIGH-LEVEL OVERVIEW OF GLOBAL PRINCIPLES AND CHANGE INITIATIVES (STEP 4 & 5)**

Design for Performance & Change Initiatives (Step 4 & 5)	DESIGN FOR PERFORMANCE TOPICS	GLOBAL PRINCIPLES	CHANGE INITIATIVES
	1. IT Organization	7	7
2. Business-IT Collaboration	7	3	
3. IT Communication & Collaboration	7	2	
4. IT Processes	8	4	
5. IT Service Level & Catalogue Management	2	4	
6. IT Skill & Resource Management	6	4	
7. IT Performance Management	5	3	
8. IT Financial Management	5	3	

The most significant results relate to the aligned organisational structure, IT process and governance framework. Some of the agreed global principles include:

- the IT Service Center top level organisational structure mirrors the Central IT organisation
- the IT Service Center processes are an integral part of the global IT process map

Above all, the Global IT Service Center Strategy project mobilised approximately 60 LEONI stakeholders across different regions to meet, discuss and agree on how they want to shape their future as a team. This team enablement will ensure the value proposition: *'Through our professional IT Demand and Service Management, we develop with our customers IT solutions that stabilise and improve business performance and thus create a competitive advantage for LEONI in and across the regions'*

*'The Global IT Service Center Strategy project was helpful to align the organisational structures of our international IT units and to create an overall agreement regarding key principles, guidelines and required change initiatives – now it will be much easier to make the change on a global scale.'*

**Mr. Martin Wallner, LEONI IM Vice President for International Services**

*'BearingPoint's professional facilitation of our discussions in different regions and cultural environments and the careful and open-minded way in which they drove the strategy definition was impressive – more than 60 global IT stakeholders were involved and they all committed themselves to the project results, which I find truly remarkable.'*

**Mr. Daniel Cardillo, Head of LEONI IM Service Center Americas & Project Manager**

## Committed consultants with adaptive intelligence

BearingPoint consultants understand that the world of business changes constantly and that the resulting complexities demand intelligent and adaptive solutions. Our clients, whether in commercial or financial industries or in government, experience real results when they work with us. We combine industry, operational and technology skills with relevant proprietary and other assets in order to tailor solutions for each client's individual challenges. This adaptive approach is at the heart of our culture and has led to long-standing relationships with many of the world's leading companies and organizations. Our global consulting network of 9,700 people serves clients in more than 70 countries and engages with them for measurable results and long-lasting success.

For more information, visit our website [www.bearingpoint.com](http://www.bearingpoint.com).

### Contact

Yvon Donval  
Partner, General Manager, BearingPoint China  
[yvon.donval@bearingpoint.com](mailto:yvon.donval@bearingpoint.com)  
+86 21 6288 7866

[www.bearingpoint.com](http://www.bearingpoint.com)

