AIA TRANSFORMS OPERATIONS WITH A NEW TARGET OPERATING MODEL (TOM)

A BESPOKE TOM FROM PTS WAS AT THE CENTRE OF AIA'S DATA CENTRE MODERNISATION PROGRAMME

In reviewing its operational footprint across 12 countries in Asia, AIA decided to consolidate all core IT services into two regional data centres and start the process of removing more than 30 others. PTS was engaged to review the strategic roadmap, as well as AIA's values and culture, before finalising design principles for the TOM itself, with those considerations front of mind.

Working closely with AIA, we agreed on the breakdown of core capabilities between in-house IT, new services, and preferred suppliers. Once approved, PTS' project team developed a view of top-tier management teams and their functions, and boundaries for the new services in order to identify how to manage interdependencies.

From this outline structure, PTS agreed on the teams, governance roles, related skills, and competencies for each new role, providing a baseline required for the governance, strategy, change, and operations under the TOM.

A CHANGE IN IT DELIVERY ARCHITECTURE EVOLVED INTO A SERVICE MANAGEMENT MODEL

With regional data centres set to operate from Hong Kong and Singapore, it was established that existing operational teams across countries would morph into a services management model, taking on local customer and IT management, regional IT management, and a third-party team delivering services out of AIA's regional and local data centres.

A NEW TOM FOR A NEW DELIVERY ARCHITECTURE

Due to this proposed delivery change, a TOM that focused on the needs of the regional team and the in-country delivery team was needed. The regional team would have overall responsibility for the delivery of core services and data centres. The in-country delivery team would manage the IT services and applications, in addition to smaller IT systems that needed to remain in-country due to compliance requirements. These would be managed under a service agreement with the regional team.

To meet this change in arrangement, PTS designed a new TOM with end-to-end organisational structure, mapping the roles and responsibilities of all IT staff, as well as the end-to-end service structure, proposed service level targets, and a proposed IT services catalogue for all services delivered out of the regional data centres.

BESPOKE DELIVERABLES FROM PTS TO AIA

The result in this change of business blueprint saw IT operating at an optimum level and with increased confidence – a direct outcome from PTS' successful delivery of four key pieces of work:

• Governance frameworks

• A new organisational chart

• A detailed account of common capabilities

• A framework to develop and confirm appropriate service levels and KPIs.

PTS accomplished this undertaking by gaining deep and invaluable insight into AIA's modus operandi, as well as an understanding of probable future IT challenges. What drove our team was the understanding that with the right framework, AIA would see improved efficiency throughout the organisation, an overall confidence boost in the affected teams, the ability to foresee changes ahead and, as a direct result, the minimising of high-impact incidents.

PTS' DEMONSTRABLE IMPACT

"PTS' comprehensive approach has enabled the Client to understand and prepare for the changes ahead while minimising the risks involved, meaning that the organisation will soon benefit from an IT Service operating at optimum levels. This will in turn increase confidence in the IT team and minimise the risks of high-impact incidents, dramatically improving efficiency levels throughout the organisation."

Head of Infrastructure Services & Chief Information Security Officer, Group Technology Services