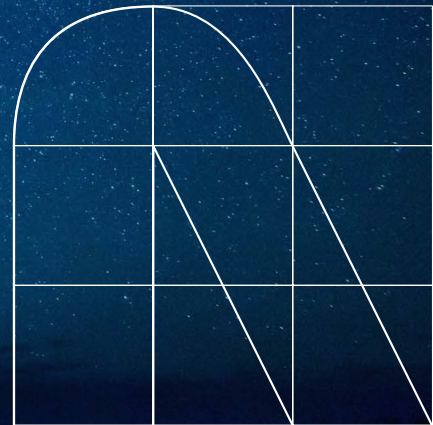Solution Brief

Building and Sustaining a Successful Customer Centre of Excellence (COE)
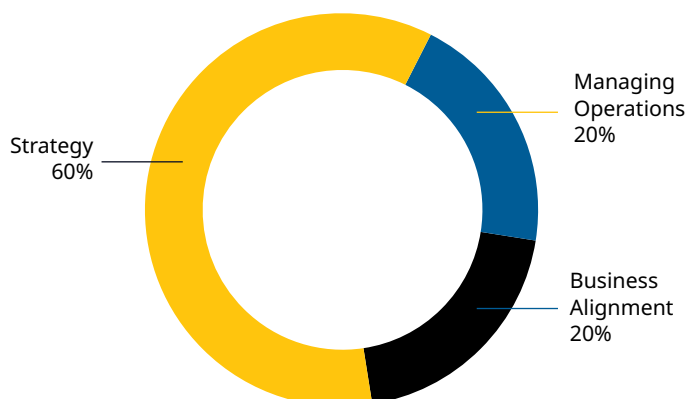
In the fast-paced world of modern business, organisations encounter a diverse array of obstacles. Among the most significant challenges are the need to sustain efficient operations, foster harmonious business/ IT collaboration, and propel strategic evolution. Addressing these hurdles demands creative solutions to foster enduring prosperity and achievement.

Drawing from our extensive SAP experience, we see a common challenge that surfaces consistently within the SAP ERP Community. Upon the implementation of new SAP technologies, the primary emphasis frequently pivots towards the upkeep and management of core IT operations, in addition to the adoption of fresh iterations and products. However, this concentrated effort on daily operations and transformation has the potential to obscure the significance of innovation and the creation of business value. Consequently, there is a risk of IT becoming misaligned with the overarching strategic objectives of the business.

The effort spent by IT leaders

Strategy 10%
Managing Operations 40%
Business Alignment 50%

The effort IT Leaders should ideally spend

Strategy 60%
Managing Operations 20%
Business Alignment 20%

Building the Customer Centre of Excellence (COE)

Our COE services have been designed to effectively address the IT challenges encountered by our customers. Founded on building a comprehensive strategy that fosters a closer alignment between business and IT, we can empower technology leaders to take the lead with agility, alignment with business strategy and a culture focused on continuous improvement. In our experience those customers that adopt a COE model can maximise their SAP return on investment and drive enhanced business value across the 4 key areas of a COE:

Lead: Provide valuable insights into COE leadership to uncover tangible benefits and realise its maximum potential.

Run: Effective operations aligned with business objectives.

Evolve: Maintain a strategic living roadmap and bring in best-of-breed technology.

Adopt: Industry best practices, Tooling, Governance and Service Excellence.

COE Advisory Services. How we can help you:

Our SAP consulting experts will work closely with your team in establishing the COE. Our Advisory Services will also provide invaluable guidance to your leadership team to facilitate the transformation of your organisation's IT operations based on the following approach:

We focus on Strategy Development, creating a clear roadmap that aligns COE implementation with your business objectives.

We ensure Business/IT Alignment, integrating the COE strategy deeply within your organisation's broader goals.

We define your COE and Target Operating Model (TOM), establishing a precise definition of COE, its role and a TOM that maximises skills and capabilities.

Successful leadership of a COE demands a distinct skill set, and our programme is designed to offer invaluable insights into this area. We equip your leadership team with the necessary tools and skills needed to guide your COE to optimal efficiency. Furthermore, we assist you in shaping a strategic architecture and roadmap that will foster innovation and pave the way for future organisational growth. Through our programme you will also uncover the tangible benefits that a well-executed COE can bring to your organisation, ensuring the realisation of its full potential.

Our Approach to Building the COE:

We collaborate closely with our customers to develop a COE that aligns with their business Key Performance Indicators (KPIs) and drives value whilst enhancing customer or user satisfaction.

Phase1: COE Strategy

We work with our customers to establish the vision, mission, future aspirational state, and key objectives for the COE.

Phase 2: Services Design & Governance

The Services Design and Governance phase focuses on developing the necessary service catalogue for the COE.

Phase 3: Operating Model and Structure

The Operating Model and Organisation Structure is designed to define the high-level operating model for the COE and identify the necessary organisational structures to be established.

Phase 4: Capability Requirements

The Capability Requirements phase aims to gain a thorough understanding of our customers' current skill sets, capabilities, and desired future state.

Phase 5: Implementation and Transition

Once the essential components of the COE have been identified and agreed upon, we collaborate with our customers to implement the COE framework.

Delivering Results for our Customers

By adopting the COE Excellence programme, our customers can unlock a range of benefits:

Streamlined operations achieved through the COE implementation will lead to improved efficiency and effectiveness.

Enhanced Business/IT alignment allows for strategic success, aligning technology initiatives with overall organisational goals.

Accelerate your strategic evolution and foster innovation, enabling organisations to stay ahead in a rapidly changing landscape.

Moreover, the flexibility in resource allocation and project management enables optimal utilisation of available resources. Lastly, improved engagement and collaboration among teams within the COE environment drive greater synergy and deliver successful outcomes with tangible business benefits.

Case Study

We have successfully implemented a COE in Collaboration with "The Open University" resulting in:

- Improved operational efficiency and effectiveness
- Improved alignment between IT and the Business – IT strategy roadmap aligned with business KPIs
- Effective demand management resulted in improved time to market
- Reduced cost of ownership and improved customer satisfaction
- Flexibility in resourcing to enable The Open University teams to focus on strategic value add activities

Next Steps:

Are you ready to transform your technology leadership approach? Schedule a personalised consultation to explore how a modern Centre of Excellence can address your current challenges and drive your organisation's growth.

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Learn more about NTT DATA Business Solutions

www.nttdata-solutions.com/uk

We Transform. SAP® Solutions into Value.

We understand the business of our clients and know what it takes to transform it into the future. At NTT DATA Business Solutions, we drive innovation - from advisory and implementation, to managed services and beyond, we continuously improve SAP solutions and technology to make them work for companies – and for their people.

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