

# Defining a New Operations and IT Organization for a Major Financial Services Company

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## Situation

- The Operations and IT organization of our client, a major financial services company, included more than a thousand employees
- The company was spun off from another financial services organization and during its first year focused on operating independently
- With separation activities largely completed, the company sought to optimize the Operations and IT organization to support the company's needs
- Key needs included clarifying the organization's services, business processes, and organizational structure

## Solution

- By working with the business executives to understand their needs and the Operations and IT executives to assess the current state of the organization, Pariveda designed a new organization which included:
  - Shifting the IS strategic focus from low-cost client intimacy, with implications on organizational structure, people and processes
  - Defining a unified vision for the new organization
  - Building the organizational structure from the top down, based on organization-specific needs and best practices using a clear organizational strategy
  - Identifying role / responsibility overlaps to be eliminated
  - Eliminating all conflicts of interest in order to improve segregation of duties
  - Structuring the organization span of control to be realigned with best practices
- The recommendations were brought together in an actionable plan, which included timing, dependencies, resources and costs for a time critical "go live"

## Benefits

- The Executive VP of Operations and IT said, "This is the best planned re-organization in our company's recent history"
- The organization is agile to support changing business needs and setup for on-going maturity
- The Executive VP of Human Resources was able to support the search and subsequent hiring of CIO or CTO-level candidate
- The new organization consolidated responsibilities for architecture, application development, and data center operations into new focused technology organization