



# AN ITSM TRANSFORMATION PROGRAMME LIKE NO OTHER

**COMPANY:** Hewlett Packard Enterprise  
and Royal Dutch Shell

**SECTOR:** Technology

After the highly successful pan-European IT-SMART transformation programme involving HP Service Manager (HPSM) carried out for Hewlett Packard Enterprise (HPE), Soitron was tasked with the global migration programme for Royal Dutch Shell, one of HPE's largest customers. Rolled out across more than 100 countries and affecting 180,000 employees, this highly complex programme was delivered exactly to the contract: on time, on budget, zero unplanned downtime and with all pre-agreed benefits.

## Project summary

IT-SMART was a successful IT transformation programme implemented by Soitron across Europe. It involved the standardisation of HPSM legacy workflow suites for 50 of HPE's leading European clients - all of which needed either upgrading, re-evaluating or closing down, as well as the archiving of transactional data. Soitron completed the project on time and below budget, and proved to save HPE \$18.3 million.

Royal Dutch Shell, one of the world's six oil and gas "supermajors", also needed to be migrated to HPE's platform. Due to its uniquely large, integrated and complex nature, Shell's transformation was scheduled after the completion of the IT-SMART programme.

The Shell case presented several IT service management challenges. Shell's dependency on a deeply complex and integrated IT service involved multiple partners and technologies across the globe. It was also highly visible and integrated into all aspects of the Shell business and affected in some way each and every staff member from a workforce of 180,000. This meant that if anything went wrong, significant downtime would take place and cause

both considerable disruption and cost to the entire global Shell business. However, the migration needed to take place as Shell was the last HPE customer on the legacy EDS platform and the technology was at the end of its life. Therefore, this placed enormous pressure for HPE to find the right ITSM tools to migrate to the new HPSM platform as soon as possible.

“ This project was unique because of its extreme complexity and size. From Soitron's perspective, it was an interesting challenge, and delivering these results successfully has made us very proud. We utilised resources in four countries, where everyone worked continuously to achieve a very clear goal. I believe this is a great showcase of Soitron's capabilities for ITSM transformations. ”

**DANIEL OLSSON**

Soitron UK, Chief Operating Officer



## The solution

Soitron was given poll position to lead the Shell transformation services from start to finish. Critical to Soitron's approach was the company's development of "IT service management best practices" model that covered seven key categories of service delivery. It was also Soitron's deep experience working within the HPE service management environment and with the HPE technical teams that gave the team the insight to work according to this model.

Soitron broke down the Shell project into a series of releases – step changes that included both technical and non-technical aspects. Each release was broken down further into cutovers, a subset of a release. In total during the programme, there were six releases and ten cutovers. This approach meant that the migration was brought down to manageable business changes, each one resulting in progression, but negated all risks to the overall system and its operational functionality during each stage.

To execute the plan, a timeline was created which outlined the completion of seven of the cutovers within one year. Due to the extreme importance of this programme, three further cutovers were added to make it an 18 month programme from start to finish; however the foundations were completed within one year.

The Soitron methodology made it possible to take on a new pricing structure based on the tasks delivered, as opposed to simply an outsourcing project based on the number of people working on each task.

With HPE acting as an integrator of Shell's partners, the programme successfully connected each party with IPAAS (Integration Platform as a Service) technology, automatically transferring selected incident, change and service catalogue workflows and overcoming software limitations without the need to change the code.

The volume of these transactions amounted to several hundred thousand per month.

A number of innovations were developed and deployed during this project for ITSM. These included:

- \* Nine integrations with all of Shell's technology partners and suppliers were implemented successfully using the integration platform.
- \* All configuration and asset datasets were relocated to alternative databases.

- \* A large library of customised reporting was developed.
- \* In-flight workflow was electronically migrated resulting in no activity (or data) left behind in the old system and a "clean break".

Shell's internal governance was consulted and supported throughout the programme key stages, with both HPE and Soitron governance processes occurring throughout the entire programme.

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This was the hardest migration of all and the entire team has worked very hard with excellent collaboration to achieve a positive outcome without any negative impact to Shell's Businesses. These efforts will afford a clean and safe migration. You have my utmost appreciation and gratitude for a job well done. //

**TOM THAYER**

Account Delivery Leader, Royal Dutch Shell

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The Shell programme was a test of our people, our processes and our best practice. We were in a good position to deliver this programme according to plan, especially as we have worked with HPE for so many years and understand both their technology and their culture. Leading such an important migration was an honour for our team and proved that we can deliver high-pressure, mission critical projects to the letter of the agreement. //

**TOMÁŠ TURKOVIČ**

Head of Outsourcing, Soitron Group



## How Soitron made it easier

- \* Having the right people for the job.
- \* Clear methodology & tested "IT service management best practices"
- \* Experience in how to succeed with ITSM
- \* Innovation which minimised risk.
- \* Unrivalled insight into the HPE way.
- \* Precision management.
- \* Clear lines of communication.
- \* Clear responsibilities and set roles.

## Achieving the results

This project was all about the end result – getting the entire Royal Dutch Shell business migrated to the new, future-proof HPE platform.

There were three critical aspects that determined the ITSM success of this project:

1. No unplanned downtime: Soitron's plan to break down the migration into a series of releases and cutovers allowed for work to be completed without impacting day to day business. As a result, risk was successfully contained throughout the programme. There were no back-outs at any time and no disturbances to the business outside of the planned activities.
2. On time: As Shell was the last HPE client to be migrated, it was a priority programme. Soitron achieved this project slightly ahead of the original schedule.

3. On budget: Many programmes of this nature experience unplanned issues; regardless of this, Soitron was able to manage the budget within the original agreed estimates.

Both Shell and HPE calculated the added benefits of this work with these IT service management metrics:

- \* More than 20 non-financial benefits were realised across the Shell and HPE businesses.
- \* The financial benefits were achieved as envisioned and planned. This led to a monthly operational cost reduction, which recovered programme cost in approximately five months.
- \* The completion of this programme allowed HPE to initiate the shutdown of the old system.
- \* The final timeline and costs were significantly lower than equivalent and even smaller programmes.

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The Shell programme was the most challenging I have led to date. Some of the challenges included handling a massive data set, numerous interfaces to external systems, a vast range of internal and external stakeholders and through all this change and transition, maintaining seamless service delivery. It has been a privilege to lead such a highly skilled and professional team and see them rise to the occasion, and then surpass all expectations placed upon them.

The Soitron team has much to be proud of after completing this programme and will have gained a wealth of experience to bring to the next endeavour. ”

**DEE BHAMRAH**

Soitron, Lead Project Manager



“ Soitron’s exemplary record in performance goes on. Without Soitron, this programme would never have been attempted. The flexibility and drive needed to both take on and complete this programme completely suited Soitron and positioned them as one of our best externally sourced partners.

Shell can look forward to a future-proof technology delivered with superior service levels and operating at lower costs. The Soitron team was superb, highly efficient and truly professional across all standards.

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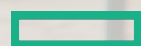
**COLIN ROGERS**

HPE, Programme Director

## Why Soitron?

Soitron was selected as HPE’s outsourcing partner of choice because of its:

- \* Best practice and innovation.
- \* Technical capabilities.
- \* Highly capable people.
- \* Locations throughout CEE.
- \* Highly competitive price and clear return on investment.
- \* Methodology which adheres to the most up to date and highest standards.
- \* Strong management.
- \* Communications tools.
- \* Risk management.



### Hewlett Packard Enterprise

Hewlett Packard Enterprise is an industry leading technology company that enables customers to go further, faster. With the industry’s most comprehensive portfolio, spanning the cloud to the data center to workplace applications, our technology and services help customers around the world make IT more efficient, more productive and more secure.



Shell has been a technology pioneer for more than 100 years, and has come up with many industry-transforming “firsts” to deliver energy its customers and partners need.

### SOITRON\*GROUP

Founded in 1991, Soitron is a leader in introducing new technologies and innovative solutions. Today Soitron is one of the largest IT service providers in the CEE, with more than 800 employees and facilities in Slovakia, Czech Republic, Romania, Turkey, Bulgaria and the United Kingdom.

Soitron has been helping both regional organisations and multi-nationals such as HP, AT&T, Vodafone, Tatra Bank, Orange and E-On to grow their business through the highest-accredited services including system integration for IT infrastructure, unified communications, customer interaction, content management, security and IT services and outsourcing.

More information about Soitron UK available at [www.soitron.co.uk](http://www.soitron.co.uk).

Since 2007, Shell has spent more than \$1 billion annually on research and development. In 2014, our research and development expenditures were \$1.2 billion. Shell’s technical and engineering staff amount to more than 43,000.

Shell companies have operations in more than 70 countries and territories with businesses including oil and gas exploration and production; production and marketing of liquefied natural gas and gas to liquids; manufacturing, marketing and shipping of oil products and chemicals and renewable energy projects. Royal Dutch Shell plc is incorporated in England and Wales, has its headquarters in The Hague and is listed on the London, Amsterdam, and New York stock exchanges.

For further information, visit [www.shell.com](http://www.shell.com).