

IT Governance setup for an Indian conglomerate

Case study on group IT governance setup



Background

Client is among the top 10 Indian business houses with rapid growth and expansion globally. They have businesses in resources, logistics, agribusiness and energy sectors.



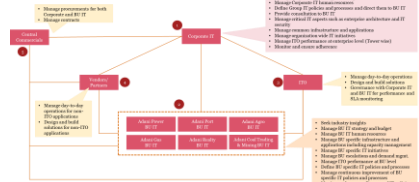
Pain points

- Client has outsourced the IT environment and had a federated IT structure. While Corporate IT team manages common applications, common infrastructure, security, enterprise architecture (EA), etc. Business unit (BU) IT teams are responsible for managing their BU specific applications, infrastructure, etc.
- IT Operations have been outsourced to a third party. Key challenge was to manage the IT outsourcing partner, corporate and business IT setup.
- There was an absence of uniform IT practices across entities and there was an absence of mechanism to control various IT processes. A robust IT governance structure that would help define role and responsibilities of Corporate IT team, BU IT teams and IT outsourcing (ITO) partner was required.
- Client wanted to understand the IT operating models followed by other Indian conglomerates.

Our solution

- PwC designed IT governance model for the corporate IT team, Business IT teams and IT outsourcing partner
- Defined IT governance processes in alignment with COBIT framework and defined roles and responsibilities of each stakeholder
- Provided a view of IT governance models followed by other Indian conglomerates and designed IT governance model for the corporate IT team, business IT teams and ITO partner
- Defined IT governance cadence for executive committee, management committee and project delivery

Key governance relationships have been identified between Corporate IT, BU ITs, Central Commercial, ITO, and other strategic vendors



As an example, 'Manage Security' as a governance process can be depicted using the process map and RANCI chart for understanding the governance relationships between Adiant constituents (C/S)



Client benefits

Defined guidelines for IT governance

Clarity on roles and responsibilities of each stakeholder

Defined governance cadence for meetings with ITO partner

Recommendations for setting up enterprise architecture structure, project management office and other important structures needed to increase effectiveness of IT department.

Fulfilling the PwC Purpose of building trust in society and solving complex problems

Additional benefit for the community at large:

Our recommendations have helped the client identify the appropriate governance structure which would remove ambiguity in roles and responsibilities and lead to efficient delivery of IT services to the group.

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