



Referenz: Telefónica Deutschland

Funktion: CIO

„Dr. Thomas Dorn hat den Neuaufbau unserer IT-Organisation sowie unserer IT-Systemlandschaft nicht nur intellektuell sauber durchdacht, sondern vor allem durch überzeugende Fach- und Managementkompetenz aktiv herbeigeführt.“

Andreas Bodczek, CEO, Telefónica Deutschland GmbH

Über die Telefónica Deutschland GmbH

Telefónica Deutschland gehört zu den großen IP-Carriern in Deutschland und konzentriert sich auf Internetdienstleistungen für Geschäftskunden. Telefónica besitzt ein mehrfach redundantes, flächendeckendes Backbone sowie die Anbindung an das weltweite Netzwerk des spanischen Mutterkonzerns.

Aufgabe

Die erfolgreiche Wachstumsstrategie der Telefónica in den letzten Jahren brachten völlig neue Anforderungen in Art und Dimension an die IT-Organisation mit sich. Die Begegnung dieser Herausforderungen erforderte die Konzeption und Umsetzung von Aufbau- und Ablauforganisation sowie IT-Systemlandschaft und eine Professionalisierung der Schnittstelle zu den Fachbereichen (IT-Service-Portfolio-Management).

Lösung

Dr. Dorn erstellte ein ganzheitliches Konzept. Durch die Stellung als Interim-CIO auf Basis einer erfolgsabhängigen Vergütung hat er für die konsequente und durchgängige Umsetzung gesorgt.

Nutzen, Vorteile

Durch die von Pragmatismus und klarer Ergebnisverantwortung gekennzeichnete Arbeit wurde die Telefónica mit einer IT-Organisation ausgestattet, die den Anforderungen des Business und Marktes heute und in der Zukunft gerecht wird.

Branche

- Telekommunikation

Aufgabe

- Konzeption IT-Architektur / Systemlandschaft
- Übernahme Interims-Management und Stellung PMO
- Entwicklung IT-Strategie
- Konzeption Balanced Scorecard
- Organisationsentwicklung

Lösung

- eTOM konforme IT-Architektur
- Balanced Scorecard
- Einführung von ITIL-Prozessen

Nutzen, Vorteile

- Klare IT-Strategie
- Strategiekonforme und zukunftsfähige
- IT-Organisation und IT-Landschaft
- Automatisierung IT-Prozesse

Vorher

- Zersplitterte IT-Verantwortung
- Unklare IT-Strategie, Rollen und Verantwortlichkeiten
- Hohe manuelle Aufwände im operativen Geschäft

Nachher

- An den Unternehmenszielen ausgerichtete und im Verantwortungsbereich erfolgreiche IT-Organisation

ACCELERATE TO INCREASE OUR LEADERSHIP	<h2 style="color: #003366;">01 IT's Strategy</h2>
A vision for our future	We will be the organization accredited for enabling breakthrough results in organizational, process and information systems capabilities in support of TDe's growing business
A mission that defines what we are doing	Our mission is to deliver value to the business and to mitigate business risks: <ul style="list-style-type: none"> • by focusing on aligning with the business and on collaborative processes & solutions, • by ensuring IT application- and data integrity, • by tracking project delivery and monitoring IT production, and • by concentrating on optimizing expenses and <i>delivering</i> the value of IT.
A role model that guides us	OSI-MARTE, COBIT, or ITIL is our role model.
Goals that point to our success	<ul style="list-style-type: none"> ■ Meeting requirements and expectations of the customer of the process within budget and on time; ■ Transparency on risk taking and adherence to the agreed organizational risk profile; ■ Enhanced performance and cost management; ■ Improved return on major IT investments; ■ Improved time to market; ■ Increased quality, innovation and risk management; ■ Appropriately integrated and standardized business processes.
Values that shape our actions	In IT we: <ul style="list-style-type: none"> ■ deliver what we have promised our customers; ■ listen to each other and communicate directly – we are open for new ideas; ■ understand and appreciate the value each colleague, collaborator and partner can add; ■ encourage transparency, respect, trust into each other, integrity, open communication and collaboration as sources for success, motivation, team spirit and employee satisfaction; ■ work together efficiently and professionally.
	Telefonica Deutschland GmbH IT Department

Auszug: Telefonica Deutschland IT-Strategie (1/2)

ACCELERATE TO INCREASE OUR LEADERSHIP	<h2 style="color: #003366;">04 Strategy Map</h2>									
Themes	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="background-color: #003366; color: white; text-align: center;">Telefonica Excellence</td> <td style="background-color: #003366; color: white; text-align: center;">Customer First</td> <td style="background-color: #003366; color: white; text-align: center;">Innovate to Win</td> </tr> </table>	Telefonica Excellence	Customer First	Innovate to Win						
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Auszug: Telefonica Deutschland IT-Strategie (2/2)