

Large-Scale Service Transition

Context

BMW Financial Services required the launch of new business-critical IT services for international subsidiaries in China and Spain. The environments included frontend sales applications, back-office processing systems, and contract management platforms that directly supported financing operations and revenue generation.

The services had to be delivered within strict timelines while establishing a complete operational framework capable of supporting long-term business growth. High expectations for availability, quality, and compliance required a structured transition from project delivery to stable live operations.

Challenge

The transition involved deploying complex application landscapes in new market environments with different local conditions, stakeholders, and operational capabilities. A fully functional service organization had to be established from scratch, including processes, governance, monitoring, and support structures.

At the same time, releases, migrations, and organizational setup activities had to be coordinated to ensure a reliable go-live without disrupting business launch plans.

Role & Responsibility

As Start-up and Transition Manager, I assumed end-to-end responsibility for moving the systems from project implementation into sustainable operations.

- Overall coordination of migration, deployment, and go-live activities
- Ownership of release management and operational readiness
- Definition of non-functional requirements and service levels
- Alignment with business stakeholders and IT providers
- Establishment of operational governance and reporting structures

Key Actions

To ensure a controlled transition and reliable service launch, a comprehensive operational setup was designed and implemented:

- Managed migration and deployment of frontend, back-office, and contract management systems
- Defined SLAs with business stakeholders and established release processes
- Implemented ITIL-aligned Incident, Change, and Problem Management practices
- Designed standardized monitoring, backup, and operating procedures
- Built KPI structures to measure service performance and maturity
- Trained local operations teams and ensured effective knowledge transfer
- Centralized infrastructure and operating models where appropriate

Results & Impact

Both services were launched on schedule with a fully operational support organization in place, ensuring a controlled transition into production environments.

- Reliable go-live of business-critical systems following a coordinated cut-over plan
- Operational capabilities, processes and support structures validated prior to launch
- Operations teams prepared to manage incidents, changes, and releases from day one
- Significant increase in support effectiveness (second-level resolution ~20% → 85%)
- ~15% reduction in operational costs through process and infrastructure optimization