

Multi-Market Service Stabilization

Context

BMW Financial Services and Alphabet (a BMW Group company) relied on a portfolio of business-critical applications to support financing decisions and fleet operations across multiple European markets. These systems directly enabled dealership sales activities and represented a significant revenue stream.

Operations were centrally hosted in Munich and covered 12 European countries (excluding Germany), serving approximately 1,000–2,000 dealership users. The environment initially comprised around 15 applications and later expanded to roughly 30, requiring coordination across multiple external providers under strict BMW governance.

Challenge

Operations were taken over from a previous provider characterized by slow ticket handling, inconsistent practices across markets, and limited transparency for management. Incident volumes were high, SLA breaches occurred, and several essential ITSM processes were fragmented or missing entirely.

At the same time, ongoing projects, migrations, and system changes had to be integrated into live operations without disrupting business-critical services.

Role & Responsibility

As Managing Partner of Sitexs GmbH, I acted as **prime contractor** and IT Service Manager with full operational responsibility for the European application landscape.

- Central coordination of internal teams and 5–6 external providers
- Leadership of a dedicated team of 12 specialists
- Direct reporting to IT leadership in the respective markets
- Authority over operational decisions within BMW governance frameworks
- Responsibility for service stability, transitions, and performance

Key Actions

To regain control and establish sustainable operations, a comprehensive service management framework was introduced and executed:

- Established centralized operational governance across all markets
- Defined clear ownership, roles, and decision paths
- Harmonized Incident, Event, and Change Management processes
- Introduced Problem Management from the ground up
- Implemented additional disciplines including Service Level, Capacity, Availability, Continuity, Configuration, and Business Relationship Management
- Built structured monthly reporting to provide transparency for management
- Coordinated numerous system transitions and technical migrations into operations
- Improved performance through targeted infrastructure and database optimization

Results & Impact

The service environment was stabilized and successfully scaled while maintaining business continuity.

- Significant reduction in incident volumes and faster resolution times
- Improved customer satisfaction across supported markets
- Increased transparency for operational and strategic decision-making
- Annual operational cost reduction of approximately 10%
- Successful expansion from ~15 to ~30 productive applications without loss of stability