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

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

Collaborative Transition Enablement

Context

Daiichi Sankyo Europe was introducing several new internal applications to support global IT functions, including vendor management and financial management systems. These solutions were intended for internal use but involved multiple stakeholders across countries and organizations.

Implementation activities were carried out by project teams, while the future service organization had to be prepared to operate the systems reliably once live. Internal IT units, business representatives, global software vendors, and local service providers all needed to coordinate their activities despite differing processes, priorities, and working styles.

Challenge

Collaboration across stakeholders was hindered by complex approval processes, unclear responsibilities, and cultural differences between locations. Decision-making cycles were slow, communication was fragmented, and excessive coordination loops delayed progress.

Without improvements to ways of working, the risk of delays, misalignment, and an unprepared service organization at go-live was significant. At the same time, regulatory requirements demanded structured documentation and quality gates throughout the transition.

Role & Responsibility

As Transition Lead and Service Manager, I coordinated stakeholders across business, IT, vendors, and future operations to drive implementation progress and ensure readiness for stable service delivery.

- Overall coordination of transition activities across stakeholders
- Establishment of governance and communication structures
- Alignment between project teams and future operations
- Optimization of quality gates and documentation processes
- Operational responsibility for Incident, Problem, and Change Management during transition

Key Actions

To improve collaboration and delivery speed, existing working methods were restructured using pragmatic agile practices aligned with ITIL 4 principles.

- Introduced prioritization mechanisms to focus efforts on critical items
- Implemented visual coordination tools such as Kanban boards
- Established iterative planning cycles to replace rigid schedules
- Facilitated retrospectives to continuously improve collaboration
- Streamlined decision paths and reduced unnecessary approval loops
- Coordinated stakeholders across time zones and organizational boundaries
- Ensured alignment with regulatory documentation and quality requirements

Results & Impact

The transition achieved operational readiness through significantly improved collaboration, transparency, and responsiveness across all parties involved.

- Decision-making cycles accelerated, enabling faster progress during implementation
- Escalations decreased as coordination became more structured and transparent
- Issue resolution improved due to clearer prioritization and communication
- Waiting times between activities were reduced across stakeholder groups
- The service organization was fully prepared for handover and stable start of operations

Business-Critical Service Reliability

Context

Fondsdepot Bank operated an integration API responsible for transaction processing used by external distribution partners of one of Germany's leading fund platforms. The service connected partner systems with the bank's internal core systems and was directly tied to revenue-generating business processes.

Any disruption affected partner operations immediately and carried significant business and regulatory risk. Ensuring reliable performance under real production conditions was therefore critical.

Challenge

The service operated in a complex environment involving multiple external partners, internal systems, and third-level support providers. Frequent incidents, interface disruptions, slow response times, and unclear coordination mechanisms reduced reliability and increased operational risk.

Decision paths were inefficient, responsibilities were not always clear, and communication overhead slowed resolution of issues. At the same time, ongoing partner onboarding and system changes had to be supported without disrupting live operations.

Role & Responsibility

As IT Service Manager, I coordinated all operational activities across internal teams, external partners, and service providers to ensure stable service delivery. Although not holding budget authority, I acted as the central coordination point for incident resolution, change execution, and prioritization of operational work.

Responsibilities included ownership of Incident, Problem, and Change Management as well as coordination of third-level support and vendor activities in the production environment.

Key Actions

A reliability-focused approach was implemented to improve responsiveness and reduce operational risk without interrupting ongoing service delivery:

- Introduced clear prioritization and escalation mechanisms for incidents and changes
- Optimized incident response processes to accelerate resolution times
- Strengthened problem management to address recurring root causes
- Stabilized critical interfaces between partner systems and internal platforms
- Improved coordination of changes to minimize service disruptions
- Streamlined communication paths across stakeholders and providers
- Increased transparency of service status and operational workload

Results & Impact

Service reliability improved significantly while maintaining continuous production operations and supporting business growth.

- Incident response times improved by approximately 20%
- Interface-related disruptions decreased by about 15%
- Coordination overhead and escalation frequency were reduced
- Operational risk lowered through clearer structures and prioritization
- The service became more predictable and capable of supporting ongoing partner integration