

Incident & Problem Management



Square Peg Support

Our team supported the Project Management Office in developing a robust central Incident & Problem Management (I&PM) process using three principles:

1. The approach was designed to minimise bureaucracy
2. Individual incidents were managed by teams as close to the level of the incident or problem as possible, with a central team providing co-ordination
3. A 3-phased approach: hyper care, intensive care and business as usual

To implement the process, central and local teams were appointed with technical and business expertise pertinent to the issues most likely to arise in each geography and we designed a schedule of minimum bureaucracy reports and meetings to ensure the team were kept abreast of developments and that resolution actions were tracked and co-ordinated. The teams were planned in shifts by location to ensure the right skills are always available 24/7 and were equipped in a series of war-rooms with appropriate technology and facilities.

In addition, incident management software was licensed and training provided (both internally and for external partners dealing with the system build, infrastructure and technical support) to ensure that each technical problem encountered in the SAP implementation could be methodically tracked.

Shortly before go-live Square Peg planned and ran a virtual rehearsal for all I&PM team members. In the course of an afternoon, this simulated a day-in-the-life of hyper care and practised the use of the online incident management tool and the meeting and reporting disciplines that would be mandatory post-go-live. In addition we created a communication campaign including a detailed manual, posters, emails and crib-sheets to remind employees in the field what to do in the event of a problem.

Result - During the cut-over weekend the I&PM process swung into action, successfully managing some 1,300 problems and incidents during the initial 4 weeks of post go-live. Project Management Office Director, Iain Sturrock summarised its success "Square Peg provided us with very detailed and thorough support as we designed and launched our I&PM process. As a result, the process worked very slickly from the outset and was instrumental in ensuring smooth and swift resolution of issues across all the countries involved. One of the key elements of success was the alignment of the I&PM process with the business contingency management process. Square Peg also supported the development of this process. The seamless integration of the two processes was instrumental in raising the confidence level of the business through the period'.

The Challenge

With the separation of Birds Eye Iglo Group (BEIG) from Unilever, the business had to re-platform all its activity from telephony to reporting, across eight European countries. The project, known as Pioneer, was change at every level of the organisation.

As part of the business continuity risk management approach many members of the business we engaged in preparing, testing & rehearsing contingency plans for use in the event of disruption arising from Pioneer.

In parallel a process was required centrally to co-ordinate, prioritise and oversee the management of incidents and problems.

This process needed to be robust enough to cope with the high volume of user-related issues to be expected in a project of this scale. On the other hand it needed to be simple enough to be easily followed in the event of disruption.