

Tube Lines Transforms IT to keep London Moving

Capgemini collaborates with largest operator maintaining London Underground network to deliver a wave of transformation in IT

The Situation

Tube Lines maintains the trains, tracks and stations for three of the busiest lines on London Underground—Jubilee, Northern and Piccadilly, together carrying almost 2 million passengers daily. A massive investment program including new trains and refurbished stations is underway. To support this, Tube Lines has embarked on a major technology transformation program.

The goal is to transform Tube Lines into an “Enterprise 2.0” organization with new-generation IT based on Web 2.0 tools and technologies to enable employees, partners, suppliers and customers to better share information and ideas, and work together more effectively. Prior to embarking on the build phase of the program, Tube Lines wanted to ensure that the infrastructure was ready to embrace such a change as well as to avoid changing areas (that warranted improvement) just for the sake of transformation.

The Solution

Capgemini is Tube Lines’ premier IT partner under a long-term outsourcing arrangement signed in 2005. Unlike traditional outsourcing arrangements, Capgemini collaborates intimately with Tube Lines using a “One Team” approach for optimal service delivery. Capgemini’s day-to-day contractual responsibilities include supporting some 2,500 Tube Lines staff at 70 locations across the capital.

Although transformation readiness is not often recognized as a vital component of business and/or technology transformation programs, teams from both sides knew how significant it would be to address Tube Lines’ future vision. From September 2007 to February 2008, the joint team led by Capgemini embarked on a “Transformation Readiness Program” which was followed by the build phase.

“IT underpins all the services we provide and simply has to work well if the current massive investment in London Underground infrastructure is to deliver the major improvements that our customers and passengers expect from it. The collaborative approach we have developed with our outsourcing partner Capgemini has clearly paid huge dividends. We work as a single, unified team, with a shared sense of ownership, great levels of trust and mutual confidence - and great results.”

**Adrian Davey,
Head of IT,
Tube Lines**



The Result

The joint team adopted a “reuse and rebuild” model instead of “rip and replace.” By doing so, it successfully transformed service levels and user satisfaction ratings based on legacy IT infrastructures while also completing the design phase of the technology transformation program. This led to significant savings, in costs as well as time. An independent audit places the current Capgemini service in the top quartile for quality and bottom quartile for costs.

How Tube Lines and Capgemini Worked Together

The innovative “readiness evaluation” approach ensured that the program would not—as often happens—be used to “firefight” existing problems within the IT infrastructure. Both Tube Lines and Capgemini fully agreed that the approach would yield a net reduction in the overall cost of transformation by about 25%, and significantly reduce the time required to complete the transformation. Prime objectives of the program were to:

- define and agree measurable readiness criteria that would need to be met prior to commencing the IT transformation phase
- put in place monitoring processes to ensure objective and regular measurement of performance against agreed readiness criteria
- meet all the readiness criteria to agreed pre-defined levels.

Working collaboratively, Capgemini and Tube Lines defined and agreed on the following criteria:

- no high severity incidents for at least 6 months prior to program start
- rigor in problem management to reduce long term existing problems
- clearly documented operational processes that were centrally stored and easily accessible
- maximize use of existing assets and reuse of redundant kit
- comprehensive documentation of the “as-is” environment

- no major SLA failures 6 months prior to program start
- international Applications Management standards via a Definitive Software Library (DSL).

Control measures within the Transformation Readiness Program included an expanded set of monitoring processes (varying from daily to monthly depending on target being monitored), and a program to “monitor the monitors” comprising rigorous checks on the process. Responsibility for control measures was assigned to a special Transformation Readiness Taskforce reporting to the Head of IT at Tube Lines and the Capgemini Service Delivery Manager.

To adhere to best practice at every step, the team paid particular attention to periodically reviewing KPI performance as well as ensuring conformance to SLA and deliverables. The key success factor

was the adoption of a fully collaborative approach, with joint governance of the program by Capgemini and Tube Lines, shared risk/reward, and knowledge transfer at every stage from both sides. The independent auditor applauded the rigor, energy and thoroughness with which the program was implemented in an independent review.

The success of the Transformation Readiness Program enabled Tube Lines and Capgemini to begin the build phase of the IT Transformation Program on schedule in early 2008. Tube Lines and Capgemini are currently working on a technology transformation to match the service transformation that has already been delivered. This involves deploying the latest generation of Microsoft Vista-based enterprise technology, Windows Server 2008, SharePoint and Office Communications Server.



About Capgemini and the Collaborative Business Experience™

Capgemini, one of the world's foremost providers of consulting, technology and outsourcing services, enables its clients to transform and perform through technologies. Capgemini provides its clients with insights and capabilities that boost their freedom to achieve superior results through a unique way of working - the Collaborative Business Experience™ - and through a global delivery model

called Rightshore®, which aims to offer the right resources in the right location at competitive cost. Present in over 30 countries, Capgemini reported 2008 global revenues of EUR 8.7 billion and employs over 90,000 people worldwide.

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In collaboration with



Tube Lines is the Public Private Partnership which maintains the trains, tracks and stations for three of the busiest London Underground lines—the Jubilee, Northern and Piccadilly. Together carrying almost 2 million passengers a

day, travelers represent some 40% of traffic for the entire tube network. Tube Lines also provides a number of services across the network including the Emergency Response Unit (ERU), Distribution Services and Trans Plant, besides delivering a growing catalog of safety and skills courses as well as competency management consultancy. For more information, please visit: <http://www.tubelines.com>