

City of Oslo Benefits From Unified Collaboration and Coordination Solution

Capgemini delivers ICT for Norway's capital city

The Situation

The City of Oslo delivers vital public services to the 600,000 inhabitants of the rapidly growing and increasingly diverse Norwegian capital. These services range from education to healthcare, social care, transport and urban planning. In 2009, the City of Oslo had a common and widespread groupware/e-mail solution for e-mailing, collaboration, coordination and contact information. Oslo had met challenges regarding the use of this business-critical solution, called Critical Path, which was implemented in 2002/2003. Among other issues, ensuring stability and good functionality for collaboration and coordination of daily business operations was particularly challenging. Government users no longer trusted Critical Path or used it to its full potential. Some of the business areas in Oslo had already chosen not to be a part of the existing solution and developed their own ones based on different versions of Microsoft Exchange. A new common tool for Oslo for e-mailing, collaboration

and coordination, calendar and contact information was urgently needed.

To add to the challenges faced by the Government, the previous Information Communication Technology (ICT) implementation had not run smoothly, and placed the organization under political and public scrutiny. A new ICT governance structure had been established to determine how future projects should be delivered, in which the Department of Finance and Business Development was the project owner. The project to replace Critical Path was the first to be implemented under a new ICT governance structure.

The Solution

The City of Oslo selected Capgemini as its partner for the project to design, procure and implement the new solution to replace Critical Path. Over an 18-month period, the Capgemini



team specified and procured a tool to extract data from Critical Path and migrate it to Microsoft Exchange 2007 and also migrate the few standalone Microsoft Exchange businesses in accordance with existing framework agreements and the new ICT governance procedures. Capgemini delivered all the necessary project management, architecture, testing, education and communication services. As the user base of nearly 35,000 people worked in 54 different business areas and delivered critical services for Oslo's population, the challenges involved were considerable.

The Result

Completed in March 2011, the project has delivered a solution that is stable, credible, and easier to use. It has met a positive response from the City Government's staff as demonstrated by an external quality survey. The survey covered both the quality of the solution, and the business areas' interaction with the project team, related to information, support, and training. The answer given for most of the questions was between 4 and 5, where 5 was the best rate.

As the first project to be managed under the new ICT governance model, it has proved it delivers results. Faith was also restored in the ICT organization. Capgemini's emphasis on long-term risk management, including beyond the end of the project lifecycle, has helped to ensure that responsibilities for the ongoing running of the solution are clear, and that benefits will continue to be delivered for years to come.

How Oslo City Government and Capgemini Worked Together

The project began in the autumn of 2009. Capgemini worked closely with Oslo City Government's ICT Director, who chaired the steering committee and wanted Capgemini to adopt a client-side role to managing vendor relationships for the project. Capgemini developed a procurement strategy, and helped the director and his team to evaluate tenders and vendors before proceeding to purchase the products, services and solutions and manage the test, approval and roll-out to 35,000 users. Guided by the ICT governance framework, the team developed a new way to steer and manage

a project, which focused on securing approval for key decisions such as the choice of vendors at the correct stages. This was underpinned by frequent status and budget reporting, and by rigorous definitions of roles and responsibilities, both for the roll-out and business as usual activity. Accountability for maintenance, operations, and further development was assigned early on to ensure that there would be no gap in these areas at the end of the project.

Capgemini designed and specified the architecture and interfaces for the new exchange which encompassed user provisioning, integration with public-facing information systems and central archives, and other parts of Oslo's IT infrastructure. The team also developed a migration approach to transfer the data of around 35,000 users from the existing solutions and a testing program to ensure that this approach was robust. The 54 businesses which were initially in-scope ranged from schools to road management. After discussing their requirements, it made sense to remove four of these

business areas from the project mandate. A phased implementation approach was agreed for the remaining 50 businesses, after a trial with three pilot groups was successful in the summer of 2010. Supported by a great deal of communication and implementation activity, a total of eight rounds of migration brought everyone on to the new Microsoft platform by early 2011, with the overall number of users on the platform ramping up steadily, and the businesses being migrated in groups that belonged logically together.

A weekly pattern was developed in which a wave of businesses was moved to the production environment on the first day of the week and any obstacles or issues were identified and addressed in time for approval of the project delivery on the last day of the same week. An existing service desk function was prepared in order to respond rapidly to any user issues. Overall, the fact that very few problems were raised testifies to the detailed preparation, testing program, education and planning.



About Capgemini

With more than 115,000 people in 40 countries, Capgemini is one of the world's foremost providers of consulting, technology and outsourcing services. The Group reported 2010 global revenues of EUR 8.7 billion. Together with its clients, Capgemini creates and delivers business and technology solutions that fit their needs and drive the results they want. A deeply multicultural organization,

Capgemini has developed its own way of working, the Collaborative Business Experience™, and draws on Rightshore®, its worldwide delivery model.

Learn more about us at
www.capgemini.com

Rightshore® is a trademark belonging to Capgemini

Capgemini Norway
Public Sector
Business Technology
Microsoft

Approved by
Oslo City Government
Bjorn Rollheim, Capgemini

In collaboration with



Oslo's City Government employs approximately 40,000 people and is responsible for a wide range of public services for Norway's capital and largest city. These include education from pre-school to secondary level and technical colleges, cultural institutions and events, local healthcare services, care for the elderly, local social services, childcare,

some housing and urban renewal, the road network and local transport, parks and green areas, environmental considerations, land use and urban planning. The City Government comprises eight Vice Mayors, each of whom heads a department which implements the decisions and policies of the democratically elected City Council, headed by the mayor of Oslo.

For more information, please visit:
www.oslo.kommune.no