Nomination Form: 5714

Shurkey, Barry

Page: Nomination Form

Nominee's First & Last Name (or contact name for nominated company)

Shurkey, Barry

Nominee's Business Title

Chief Information Officer

Nominee's Company Name

NTT DATA Services

Please select the nomination category

Category

Corporate CIO

- The nominee may be with a technology or technology enabled company with a title of Vice President or Chief Information Officer of higher.
- The nominee's leadership demonstrates cross functional team building, fosters innovation, and optimizes the use of information technology that supports the attainment of company business goals.
- The nominee exhibits the building and coaching of highly efficient teams of IT professionals that encourages teamwork, trust, and career advancement while instilling a passionate, enthusiastic attitude about the work they perform.

As part of the selection process, nominations will be judged on the following criteria:

- Example(s) of successfully delivered IT projects and services that add significant value to organization business functions. (30%)
- Providing rock solid IT infrastructure services that regularly exceed or meet defined operational service levels. (25%)
- Demonstrates deep knowledge of company business processes and how his/her IT team contributes to the overall success of achieving business goals and objectives. (25%)
- The ability to interact with and influence fellow business executives, achieving the recognition of the Information Technology team as a critical business partner in establishing overall business strategy and culture. (20%)

Award category judges' interview:

- **Nominees for this award have the possibility to be interviewed by the judges on June 27th between 10:00 am and 12:00 pm. All nominees for this award should be informed of the potential for this interview.**

*Should your job have more of a corporate technology or science officer responsibility, you may wish you consider applying for the CTO Award.

Does the nominee have responsibility for the management of IT professionals?

Yes

1. Describe briefly the Information Technology project or service that the nominee's team has implemented and maintained that best exemplifies significant value to the business. (20%)

In 2017/2018, NTT DATA completed the integration stemming from a $3B acquisition of Dell Services in November 2016. This established the company as a top 10 global business and technology services provider. CIO Barry Shurkey helped lead the carve out of Dell Services into NTT DATA which aggressively expanded NTT DATA's business in North America and other regions.

Under Shurkey's guidance, the team integrated Dell Services into several workstreams, including more than 200 IT projects and 450 resources. Over an 18-month period, Shurkey oversaw the migration of:

- More than 1,000 applications

- 37,000 email boxes and 6,500 mobile devices

- 30,000 desktops and laptops

- 54 facilities and 1,600 data circuits

- 9 data centers

- 30,000+ employees

In addition, the team completed the technology migration of 2000+ service desk agents from the legacy Dell Avaya platform to the NTT DATA platforms.

2. Explain how the nominee's understanding of company operational processes enable him/her to suggest key process changes the IT team could realize by implementing enhanced solutions to critical business applications. (30%)

Shurkey understood the importance of flexibility, innovation and creativity when it came to the integration of two global competitors. Expecting an existing department to handle hundreds of migration processes simply would not do. To tackle this challenge, Shurkey created a new team designed to streamline the integration process.

As part of the governance process, Shurkey established a Program Management Office (PMO), which was responsible for ensuring the cross IT workstream dependencies were well-defined and agreed upon. The PMO conducted several "wall walks," in which each worksteam presented their high-level milestones. During these sessions, other workstreams would identify schedule conflicts, such as requiring another workstream's task to be completed earlier. These conflicts were addressed and critical dependencies documented.

The PMO was also a key interface to Dell for IT integration issues that could not be resolved at the workstream level. During major cutover events, the PMO, under Shurkey's leadership, staffed the command center and monitored the project "go live" initiation stage to ensure they occurred on schedule.

The command center had representation from each workstream. As critical cutover events occurred, the workstreams would confirm status and address any issues. In addition, the command center looked for common issues across employees or applications to help with early detection of what could have led to a broader problem.

3. Describe the nominee's leadership ability to partner with the company's business functions in providing innovative solutions to address major business needs. (25%)

The key driver for acquiring Dell Services was to improve NTT DATA's ability to serve clients through its global presence and gain a greater market share, while also expanding the number of solutions the company could offer. One of the primary objectives of the program was to not impact any clients. Conducting successful migrations associated with the integration of Dell Services is critical in achieving the NTT DATA vision of becoming a top five global IT services leader. In this process, the hundreds of migrations were all successful, with zero customer impacts.

While the overall integration process was cumbersome, Shurkey took precautions to meet any challenge head-on. Not only did he take measures to proactively address potential issues, but he also responded in a timely manner to unforeseen complications. For example, the IT workstream was tightly integrated with the business units to make sure IT related activities were clearly communicated and coordinated.

An important note is that two-thirds of the business applications used by Dell Services were retired and the data migrated into comparable NTT DATA solutions. This retirement activity greatly simplified the application footprint, but did require extensive organizational change management activity to ensure the successful transition of these applications.

The program's success came down to several key factors. Shurkey's team developed a robust and proactive communications plan under which they coordinated hundreds of thousands of client and employee communications with a very important caveat - no client downtime. They also adhered to a well-defined project management structure, which included detailed IT project schedules, an overall integration schedule detailing dependencies across other NTT DATA workstreams and effective program governance.

Another key tool was a program database which contained all of the applications that were migrating, the project they mapped into, the planned migration date for the application, how they mapped to the TSA stepdown process, dependencies on any third parties or software assignments, and assurances that all applications checklist items were met. This database allowed for the generation of "what-if" scenarios to optimize the schedule based on project costs, projected savings, critical software licenses, and so on.

Furthermore, Shurkey himself took a very hands-on role in the integration process. Not only did he hold weekly reviews of key issues and risks, Shurkey also reviewed each of the IT workstreams, focusing specifically on individual issues and risks, upcoming critical deliverables and milestones. These were all reviewed and discussed in weekly sessions with Dell to review status and cross-company dependencies, thus ensuring a seamless transition.

4. Describe what the nominee has done to assure that new technology implemented delivers long-term effectiveness and efficiency to the company. (25%)

The combined new company of NTT DATA Services represents one of the industry's most comprehensive services portfolios designed to modernize business and technology. Outside of expanding NTT DATA Services' presence from 10 to 40 countries, the integration process also allowed for a procurement savings of more than $100 million annually, facility consolidation savings of $50 million and workforce alignment savings to remove duplicate functions of almost $100 million.

The new NTT DATA Services brought tremendous economic benefits to the new entity, including:

- Improved global reach offering most cost-effective solutions

- Expanded portfolio of services which has provided clients with more options

- Increased depth and breadth of capabilities available within the Industry Verticals

The two companies had a client overlap of less than 10% which greatly expanded the opportunity pipeline and accelerated revenue:

- Pipeline growth of 50%

- Immediate revenue growth of over 100%

- Incremental annual revenue growth by improving cross sell opportunities of almost $350 million by 2019

Very key to the project were the following steps NTT DATA took to ensure clients were confident in the company:

1. NTT DATA ran sales training on how to discuss the integration and acquisition

2. Key accounts were identified and those NTT DATA determined which accounts required leadership to meet with them, provide initial tours of facilities

3. The company sent an initiation letter from CEO, John McCain to the top 250 clients

4. NTT DATA planned pre-set communications for sales share with clients on an ongoing basis for our phases

5. Legal engagement and quality assurance on contract transitions from Dell Services to NTT DATA, clients had to sign the contract agreeing to maintain the work and transition to the logo flagship of NTT

5. Additional comments related to the nomination.

Headquartered in Plano, Texas, NTT DATA Services is a division of NTT DATA Corporation, a top 10 global business and IT services provider with 118,000+ professionals in more than 50 countries, and NTT Group, a partner to 88 percent of the Fortune 100.

NTT DATA Services partners with clients to navigate and simplify the modern complexities of business and technology, delivering the insights, solutions and outcomes that matter most. It delivers tangible business results by combining deep industry expertise with applied innovations in digital, cloud and automation across a comprehensive portfolio of consulting, application, infrastructure and business process outsourcing services.

Attach an optional document related to the nomination. (i.e. video, powerpoint, website) Judges may or may not review it.

No File Uploaded