

SERVICE DELIVERY | OPERATIONS MANAGEMENT | VENDOR AND FINANCIAL STEWARDSHIP

IT OPERATIONS PERFORMANCE TRANSFORMATION

I led a multi-year program that transformed a corporate IT operation from reactive firefighting to a measured, predictable service model. Five levers did the work: service desk discipline, self-service and automation, network modernization, a command-center operating cadence, and vendor and financial stewardship. Every lever was traced to a metric that the business could see.

ENVIRONMENT

Multi-state retail enterprise with ~280 stores, distribution centers, and design studios supporting 3,000+ users.

MY ROLE

Led the 28-person operations team through the program, built the operating cadence and command center, and owned vendor governance and the operations budget.

CUSTOMER SATISFACTION

~98%

from a ~84% baseline

SLA ATTAINMENT

98%+

from an 81% baseline

FIRST-CONTACT RESOLUTION

84%

from a 68% baseline

40%

smaller backlog

22%

lower ticket volume

47%

fewer network incidents

\$1.1M+

recurring savings

INSIDE THIS SAMPLE

01

Overview and headline results

02

Results in motion

03

The five levers

04

Command center exhibit

05

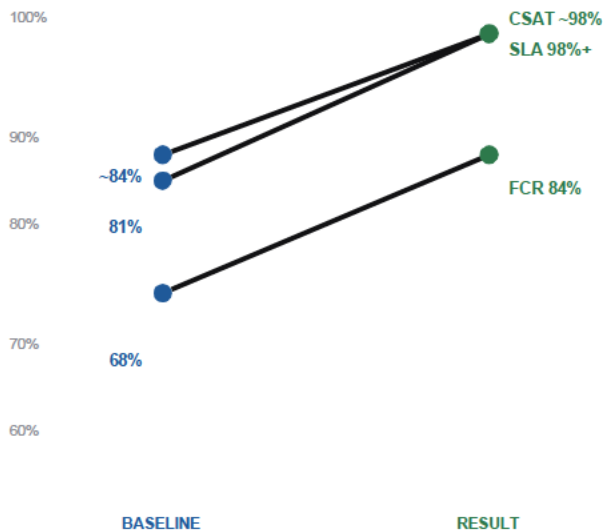
Scorecard and stewardship

SECTION 02

RESULTS IN MOTION

Service quality rose while demand fell. The left chart shows the three service measures from baseline to result. The chart on the right indexes three workload and stability measures to a baseline of 100.

SERVICE QUALITY



WORKLOAD AND STABILITY (BASELINE = 100)

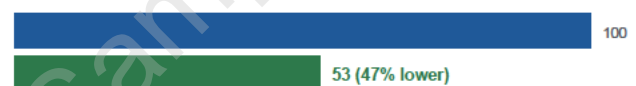
BACKLOG



TICKET VOLUME



NETWORK INCIDENTS



WHY THE GAINS HELD

- Each metric had a named owner, a target, and a weekly review slot.
- Fixes were moved into knowledge articles, runbooks, and automation, so the team solved each problem once.
- Network stability improvements removed whole categories of store tickets.
- Self-service absorbed routine requests, freeing analysts to focus on complex work.
- Vendor performance was held to the same evidence standard as internal teams.
- Backlog aging was reviewed daily, which kept small queues from becoming large ones.

RELATED RELIABILITY RESULTS

~99.9%

availability on the national SD-WAN and wireless estate

27%

lower mean time to restore (see Work Sample 01)

40%

fewer repeat incidents (see Work Sample 01)

2%

budget variance on a \$3M+ IT portfolio

SECTION 03

THE FIVE LEVERS

Each lever paired a management change with a measurable result. The levers reinforced one another, which is why the gains compounded.

1	Service Desk Discipline and Knowledge Standardized triage, a knowledge-first resolution path, and peer teaching through the team's Service Champions and Each-Teach programs raised the share of issues solved on first contact.	FCR 68% to 84% CSAT ~84% to ~98%
2	Self-Service and Automation An AI virtual agent, automated request fulfillment, and joiner, mover, and leaver automation removed routine demand from the queue.	Tickets down 22% Analyst time redirected to complex work
3	Network Modernization A national SD-WAN and wireless program replaced fragile store connectivity with monitored, resilient paths. Performance	Incidents down 47% ~99.9% availability
4	Command-Center Operating Cadence A daily, weekly, monthly, and quarterly review rhythm puts every red indicator in front of an owner with a next action and a due date.	SLA 81% to 98%+ Backlog down 40%
5	Vendor and Financial Stewardship Evidence-based vendor reviews, licensing optimization, contract consolidation, and lifecycle controls reduced recurring costs while service improved.	\$1.1M+ recurring Budget within 2% of plan

LEVER-TO-RESULT MAP

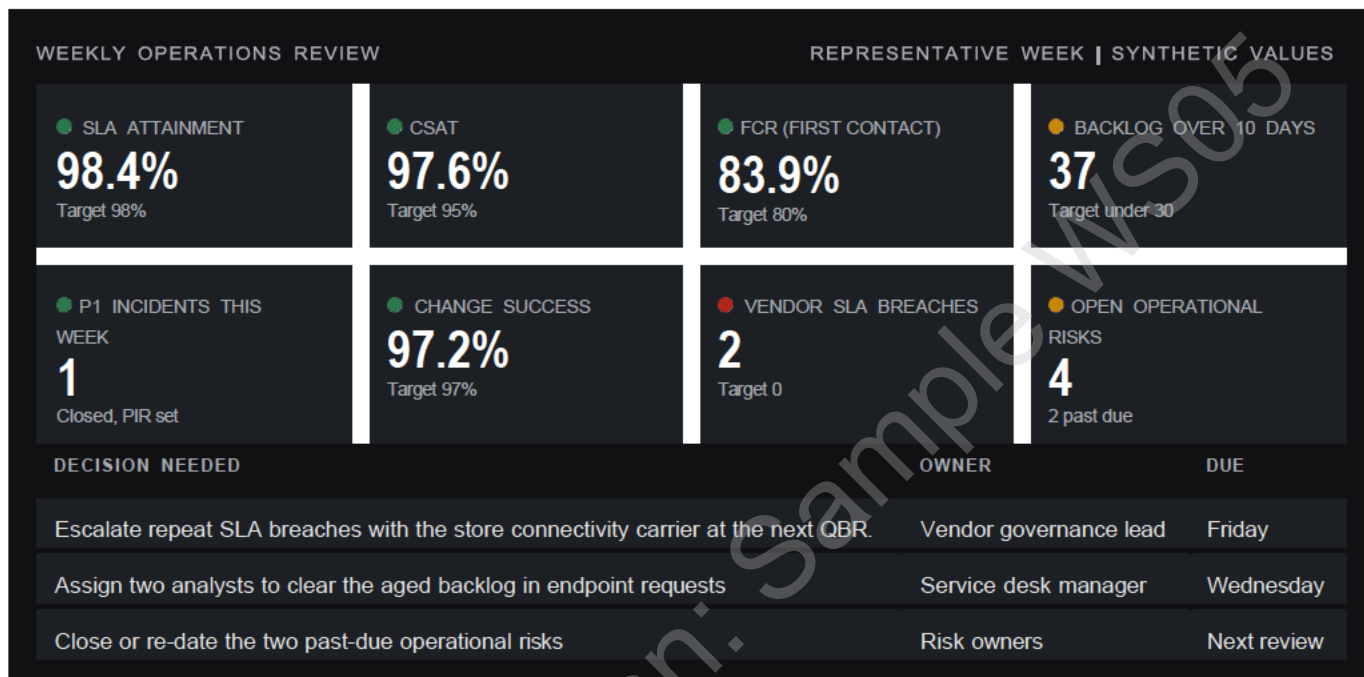
	CSAT	SLA	FCR	BACKLOG	TICKETS	NETWORK INCIDENTS	SAVINGS	BUDGET
1 Service desk discipline and knowledge	■		■					
2 Self-service and automation	■			■	■			
3 Network modernization					■	■		
4 Command-center cadence		■		■				
5 Vendor and financial stewardship		■					■	■

Results reflect the combined program. A filled square marks a primary contribution.

SECTION 04

COMMAND CENTER EXHIBIT

The command center consolidated service health, incidents, infrastructure, vendors, risk, change, financial exposure, and automation into one operating view. The exhibit shows the weekly review page as leaders saw it.



OPERATING CADENCE

DAILY

Operational health, active incidents, aging work, and immediate risk

WEEKLY

Service performance, recurring issues, vendor actions, and change health

MONTHLY

Trends, financial exposure, reliability, and transformation progress

QUARTERLY

Vendor QBRs, capacity, lifecycle, and investment decisions

DECISION DISCIPLINE

- Every red or declining indicator carries an owner, a next action, and a due date.
- Trends drive priority more than any single-week snapshot.
- Service and business impact set management priority.
- Financial exposure always appears with its operational context.
- Vendors are reviewed with the same evidence as internal teams.
- A metric that changes, no decision comes off the dashboard.

SECTION 05

SCORECARD AND STEWARDSHIP

The scorecard below states each result with its baseline and the levers that produced it.

MEASURE	BASELINE	RESULT	PRIMARY LEVERS
Customer satisfaction	~84%	~98%	Service desk discipline, knowledge, and self-service
SLA attainment	81%	98%+	Operating cadence, backlog control, vendor governance
First-contact resolution	68%	84%	Triage standards, knowledge, and peer teaching
Backlog	Index 100	40% lower	Daily aging review, automation
Ticket volume	Index 100	22% lower	AI virtual agent, automated fulfillment, network stability
Network incidents	Index 100	47% lower	SD-WAN and wireless modernization
Recurring savings	N/A	\$1.1M+	Vendor optimization, licensing, lifecycle controls
Budget accuracy	N/A	Within 2%	Monthly forecast review on a \$3M+ portfolio

FINANCIAL STEWARDSHIP

- Licenses matched to actual use and role needs.
- Overlapping vendor contracts consolidated at renewal.
- Asset lifecycle controls recovered and redeployed hardware.
- Forecasts are reviewed monthly against actual spend.

WHAT I WOULD REPEAT

- Start with three service metrics that the business already feels.
- Give every metric one owner and one review slot.
- Remove demand at the source before adding capacity.
- Hold vendors to the same evidence standard as the team.

MANAGEMENT VALUE

The program raised service quality and lowered cost at the same time, which earned operations a stronger voice in investment decisions. The method works at any scale: pick the measures the business feels, assign owners, run a steady review cadence, and remove demand at its source.