

# Case Study

## AON

### ITSM Maturity Benchmarking for Professional Services



#### Background

When professional services giant **Aon** called on Pink Elephant to undergo a PinkScan maturity assessment, its IT services department was already an efficient, well-run ship with not much to find fault with and already aligned with the ITIL V3 best practice framework.

The way Aon worked was predominately driven by the processes as set up in its toolset, in line with best practice. To move with the times, Aon were looking to establish ITIL4-aligned practices that would be enabled by the toolset rather than driving them.

With Pink's expertise and "undisputed reputation for leading the way towards IT Service Management best practices", Aon was looking for support to make mindful changes that would transform its ITSM user experience.

#### The Problem

In 2021, Pink Elephant received a call from Aon, a multinational professional services firm that provides a range of financial risk-mitigation services to help clients make better decisions. A few years previously, Aon's IT Services department was operating relatively efficiently but recognised that its process-driven mindset was affecting its user experience.

Departments were siloed and there was a lack of guidelines and control/governance mechanisms, which IT Senior Director Bharti Sharma described as "confusing and overwhelming at times".

#### Customer Benefits

- Using PinkScan to provide a baseline of the maturity of Aon's ITSM processes
- Establishing ITIL 4-aligned practices
- Transforming Aon's ITSM user experience
- Facilitating the shift to a service mindset
- Receiving full guidance by experts in the field from start to finish

#### Organisation Profile

The AON logo, consisting of the letters "AON" in a bold, red, sans-serif font.

Aon PLC is a British-American multinational professional services firm that sells a range of financial risk-mitigation products, including insurance, pension administration and health-insurance plans.



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India-based Bharti, who leads Aon's ITSM, Service Availability and Service Management Platform, said its IT Service Management had since undergone major changes in its operating model, procedures and structure. This was to reduce complexities, adopt ITIL4 best practices and improve agility as part of Aon's ITSM optimisation and maturity programmes.

Targeted areas included service catalogue, incident forms, incident classification, onboarding and major incident management, but Aon's core objective was to improve overall user experience.

Bharti said:  
"It's important to understand the challenges faced by the consumers of ITSM and not just enforce what the providers want to offer. The user experience aspect plays an important role in Service Management. It's important to understand the challenges from a colleague perspective, simplify the processes and add agility while balancing user focus areas and ITSM best practices."

Aon reached out to Pink Elephant, as it recognised the importance of evaluating its ITSM alignment against industry best practices as well as assessing the impact the improvements could have on the service provided by Aon.

Bharti said:

**"Pink Elephant is a very well-known and established consulting firm and has an undisputed reputation for leading the way towards IT Service Management best practices. Hence Pink Elephant was the first choice to get an assessment of ITSM maturity at Aon."**



## The Solution

From September 2021, Pink Elephant worked remotely with Aon over a four-month period to assess its IT Service Management practices. This involved Pink Elephant principal consultant Alan Munday interviewing more than 35 members of Aon staff from different IT and business disciplines across Europe, Asia Pacific and America, to gain a thorough understanding of how Aon's ITSM was performing.

Alan used Pink Elephant's globally renowned PinkScan assessment, the only independent and objective assessment service of its kind. The PinkScan has been used as a way of assessing maturity for many years, across multiple organisations and industry sectors, and covering a broad range of areas. Looking at the practices specifically, the assessment ensures it is focused on service management disciplines rather than a specific technology or organisation. PinkScan has evolved and improved as the ITIL framework has developed, and has become a trusted method of assessment, largely because the results and recommendations are completely impartial to the technology or people in place.

On top of this, Pink Elephant recognises that all organisations are different, with different challenges and different requirements. This is why the majority of Pink Elephant's consultants have been in operational roles and, therefore, fully understand the challenges and complexities of managing day-to-day environments. So alongside conducting the PinkScan, Alan was also able to analyse Aon's overall Service Management maturity levels, review documentation and fully understand the journey that Aon was looking to undertake.

Through these assessments, Pink Elephant recognised that the main perceived challenges that Aon was facing was the adoption and consistency of operation across its global IT organisation. This challenge is, in part, due to the growth of the organisation achieved through acquisition and mergers.

The majority of the Service Management processes were in place and operating to a good level of maturity, with commitment from management and staff to develop further. Given the global reach and complexity of Aon's IT services, its major challenge was ensuring the consistency of incident prioritisation and awareness of business impact regarding the 2500+ business services in production.

Alan said:

"Having undertaken the assessment and provided improvement recommendations, I then worked with individual Service Management process owners to delve deeper into the recommendations, identifying specific activities and priorities."

Alan also developed a draft IT reporting scorecard and a Major Incident Management Prioritisation Matrix to help drive consistency of understanding and operation of Major Incidents and ensure any material provided is properly documented.

When embarking on programmes such as this, one of the biggest challenges is to get people to change and move with you. To counter this, the Pink Elephant consultant worked closely with the programme coordinator from Aon to ensure that the communication and expectations were clear from the outset. This was also further supported with detailed updates as the project progressed.

## The Result

Pink Elephant has helped to optimise Aon's ITSM by facilitating the shift to a service mindset. With senior leadership commitment there is now a strong sense of alignment across the service operations and delivery with regard to Service Management maturity and outcomes. Bharti said:

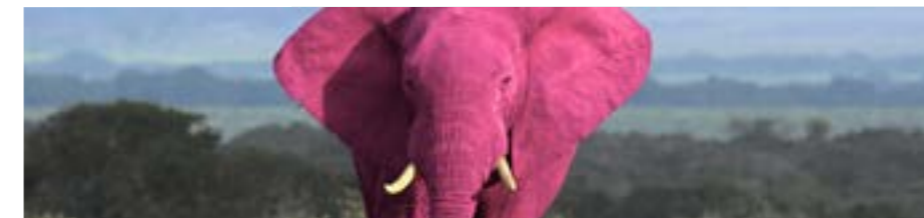
**"One of the biggest impacts is the readiness and acceptance to shift towards a service focus, including a unified service catalogue, establishing a framework to define services, measure and assess service performance, and shift from siloed to a more integrated services approach."**

"This is all based on the assessment done by an established consulting firm like Pink Elephant, that rated Aon's ITSM Maturity as significantly higher than industry standards for majority of the practices assessed."

Alan said:

"The benefits to a company with an already high maturity score approaching Pink for an assessment and consultation is that Pink Elephant is able to provide different perspectives and insights into areas that an organisation may not have considered. This allows organisations to adopt different activities that give improvements and also maintain momentum and interest in topics where staff can quickly become disinterested and do not enhance or grow."

Additionally, with service management as a discipline continuing to grow and develop, Pink Elephant is able to share the latest best practice knowledge and help to expand on solid foundations that have been built in mature organisations over many years.



**Interested in finding out more?**

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