Redefining Leisure Destinations International's IT

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AGENDA

Context

Recommendation

Timeline

Risks and Mitigation

Conclusion

Leisure Destinations International (LDI) is growing its business, but needs its IT Services and Systems to be able to support the growth

Background

LDI is a leading four-season resort. LDI is continuously growing and offering more services to its customers. It operates globally with 13 resort villages. The competitive advantage stems from the village, facilities, and quality.
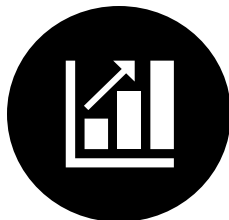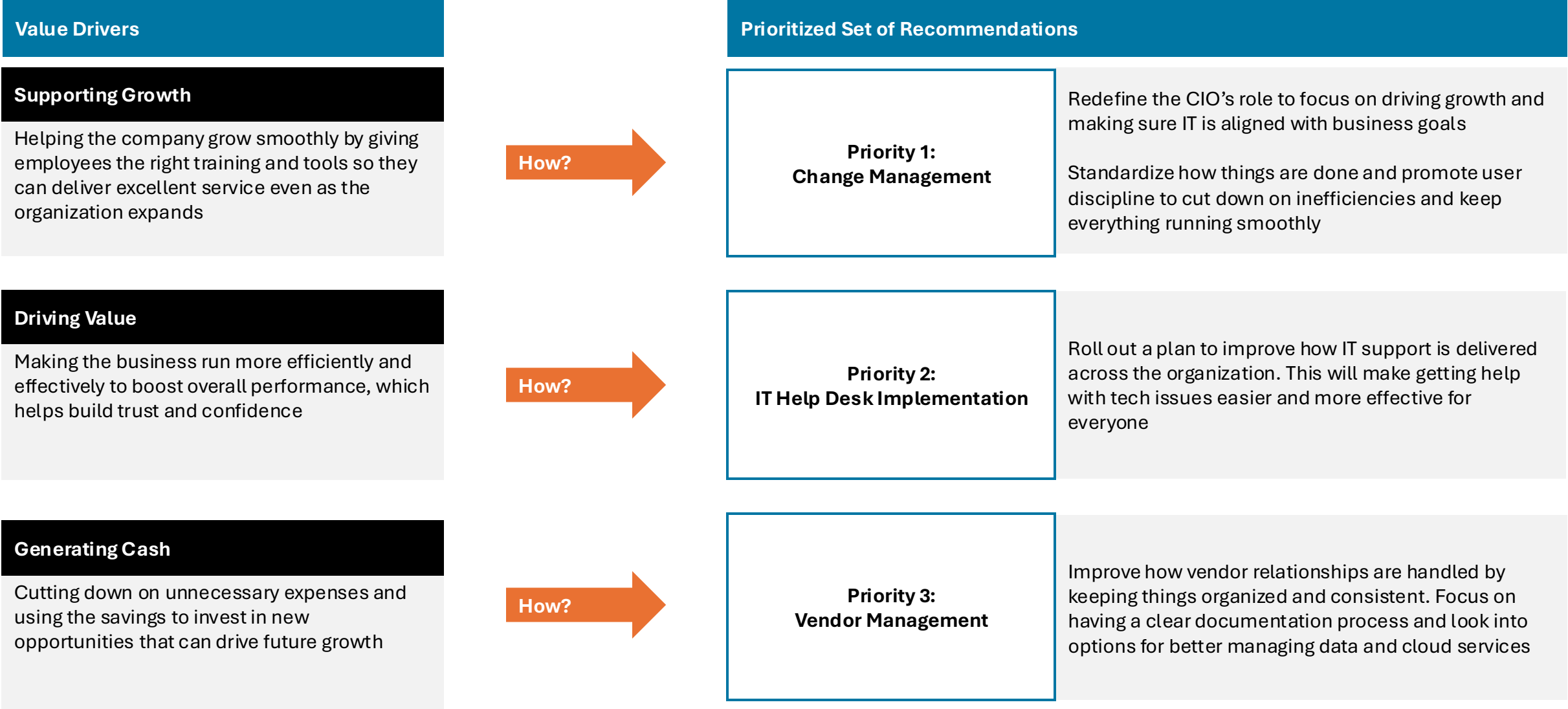
IT Challenges

It has been challenging for IT services and systems to support LDI's growth. There are inefficiencies with the services of LDI. As a result, there is a lack of ownership, higher costs, a lack of standardization, and more!
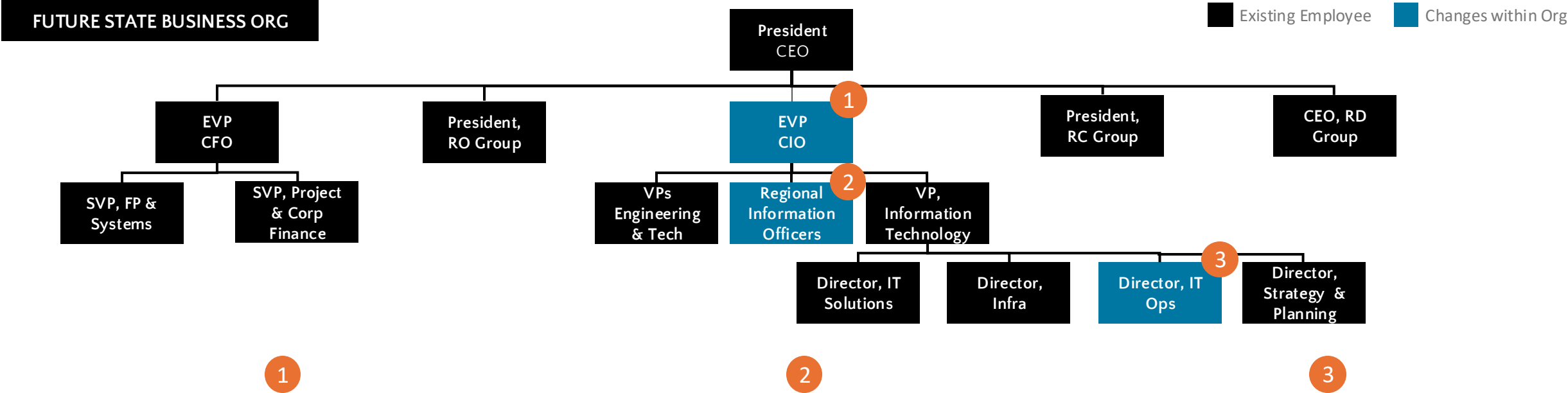
Question

How should Leisure Destinations International prioritize IT projects to better position LDI for growth?

Project LDI Project Charter: Transforming LDI's IT to sustain the 3 main value drivers of generating cash, supporting growth, and driving shareholder value
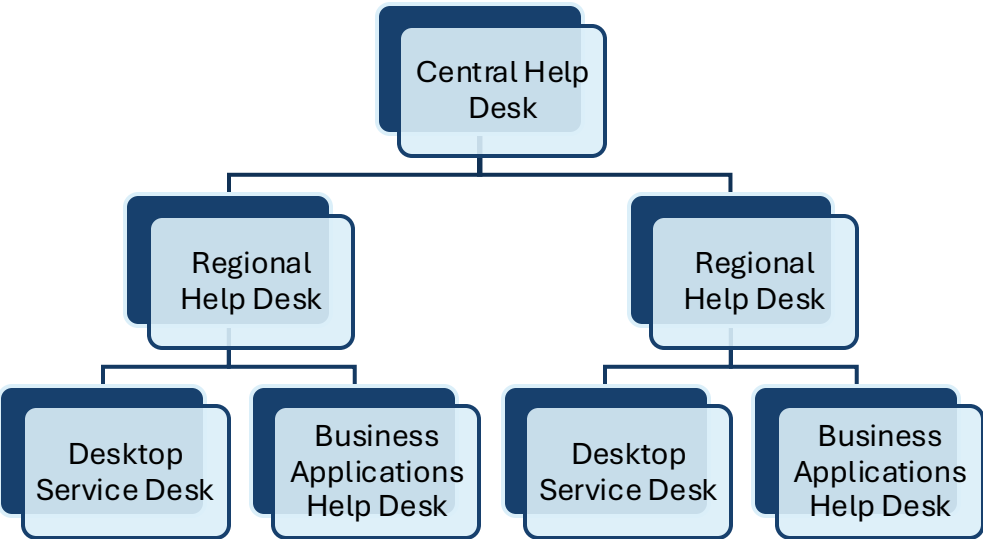
Value Drivers		Prioritized Set of Recommendations	

Supporting Growth

Helping the company grow smoothly by giving employees the right training and tools so they can deliver excellent service even as the organization expands

How? →

Priority 1: Change Management

Redefine the CIO's role to focus on driving growth and making sure IT is aligned with business goals

Standardize how things are done and promote user discipline to cut down on inefficiencies and keep everything running smoothly

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Driving Value

Making the business run more efficiently and effectively to boost overall performance, which helps build trust and confidence

How? →

Priority 2: IT Help Desk Implementation

Roll out a plan to improve how IT support is delivered across the organization. This will make getting help with tech issues easier and more effective for everyone

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Generating Cash

Cutting down on unnecessary expenses and using the savings to invest in new opportunities that can drive future growth

How? →

Priority 3: Vendor Management

Improve how vendor relationships are handled by keeping things organized and consistent. Focus on having a clear documentation process and look into options for better managing data and cloud services

Context | Recommendation | Timeline | Risks and Mitigation | Conclusion

One of the first priorities for LDI is to be looking at Change Management to better position for future growth

FUTURE STATE BUSINESS ORG

■ Existing Employee ■ Changes within Org

President CEO

EVP CFO

President, RO Group

EVP CIO **(1)**

President, RC Group

CEO, RD Group

SVP, FP & Systems

SVP, Project & Corp Finance

VPs Engineering & Tech

Regional Information Officers **(2)**

VP, Information Technology

Director, IT Solutions

Director, Infra

Director, IT Ops **(3)**

Director, Strategy & Planning

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(1)

Move CIO Role to position for overall growth

- Shift the CIO role to drive **company growth** and make sure **IT aligns with business goals**

- Give the CIO **authority for major IT decisions** and provide **the resources needed for innovation**

- Ensure the CIO leads **key projects** that help the company move forward

(2)

Move RIOs under CIO for standardization

- Have **RIOs report to the CIO** to create consistent IT practices across all regions

- Solve the issue of **inconsistent systems** by setting up **clear IT rules**

- Schedule **regular check-ins with Region & LoB Presidents** to keep everyone accountable and solve for **user discipline issues**

(3)

Rethink Director level reports for later initiatives

- Update director-level reports to align with **IT Service Management (ITSM)** goals

- Use **simple metrics** to measure IT service quality and impact on the business

- Give directors **ongoing training** to stay current with IT trends

Our second priority for LDI is to have a well-established IT Service Management that will support IT changes made for business growth

Organization Chart

- Central Help Desk
  - Regional Help Desk
    - Desktop Service Desk
    - Business Applications Help Desk
  - Regional Help Desk
    - Desktop Service Desk
    - Business Applications Help Desk

Descriptions

Centralized Help Desk:
- Service level management
- Request fulfillment strategy

Regional Help Desk:
- Single point of ownership of incidents
- Responsible for tracking and reporting incidents
- Manages incident by ensuring help and service desk don't repeat tasks

Desktop Service Desk:
- Only Desktop Service Desk can purchase PC/Laptops to standardize across regional offices
- Requests for new PC/Laptops must be approved by Desktop Service Desk

Business Applications Help Desk:
- Manages customer and user expectations

Formal Request Fulfillment Process – High Level

Request Service → Record, Classify, and Prioritize Request → Approve and Assign Request → Resolve Request → Resolve Ticket → Close Request and Notify Central Desk → Close Incident/ Service Ticket and Notify Customer

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Our second priority for LDI is to have a well-established IT Service Management that will support IT changes made for business growth

Unified Reporting

- Central Help Desk will have ownership of the Unified Reporting dashboard

- Regional Help Desk will have the responsibility of ensuring each incident is being properly reported and tracked

- Business Application Help Desk and Desktop Service Desk must track their progress and report to the Regional Help Desk

Corporate Service Level Management

- Connect all IT services to the benefits it provides the business or customers

- Communicate with Director of Strategy and Planning to define expectations for customers

- Monitor that SLAs are aligning with the expectations and adjust as needed

Importance of Well-established IT Management

- Better **business alignment** by shifting to focus on customer business activities

- **More efficient operations** by reducing redundant tasks between service and help desks

- **Less risk of legal compliance issues** due to better recording of incidents

- Better **management of incidents** because of ownership established

LDI should prioritize vendor management by establishing a standardized documentation process to improve performance and reliability of outsourced systems
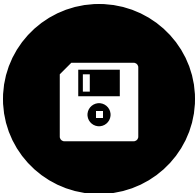
Conduct a Business Impact Analysis (BIA) and Define Standardization Goals

- Analyze each outsourced system's role and impact on revenue, customer satisfaction, and operations

- Use the BIA finds to set goals, such as improving uptime, reducing redundancy, and streamlining integration

- Define RTO and RPO for each system to ensure business continuity

Standardize SLAs and Incident Management Across All Vendors

- Develop a standardized SLA template, covering clear performance metrics, response times, data protection requirements, and penalties

- Implement a centralized ticketing system to track vendor-related issues and streamline resolution

- Train relevant team members on the SLA terms to ensure effective vendor relationships management

Implement Centralized and Standardized Data Approach

- Partner with leading warehouse providers to have a centralized data consolidation

- Standardize APIs and data formats across all vendors, making it easier to improve system integration

- Reduce the reliance on isolated vendor systems by applying a hybrid cloud model empowered with scalability to handle peak loads

Establish a Long-Term Vendor Management

- Develop a Vendor Management Office (VMO) to monitor vendor performance, ensuring SLA adherence

- Conduct regular audits to assess vendors for security, service quality, and data compliance

- Hold periodic meetings with vendors, analyzing incident trends, and adjusting SLAs or processes as needed

Outcomes

1. Hold vendors accountable
2. Enhance stronger security and compliance
3. Optimize resource allocation and cost savings

The timeline outlines 5 key phases to be completed within a year guiding LDI through their Change Management, ISTM setup, and Vendor Management implementation

Task	Jan '25	Feb'25	Mar'25	Apr'25	May'25	Jun'25	Jul'25	Aug'25	Sep'25	Oct'25	Nov'25	Dec '26
Phase 1: Define Objectives with core business	■											
Define Key Stakeholders (Who will be impacted)?	■	■										
Develop Communication Plan		■										
Phase 2: Launch Change Management Initiatives & Mitigate dependencies			■	■	■							
Phase 3: Set up ITSM Foundations (Centralize Help Desk & SLA Implementation)						■	■	■				
Phase 4: Implement Vendor Management Strategy (BIA, SLAs, VMO)						■	■	■				
Phase 5: Rollout of ITSM & Vendor Management									■	■		
Review, Measure and Optimize										■	■	■

There are potential risks associated with our proposed prioritization recommendation, but they can be mitigated with strategic planning

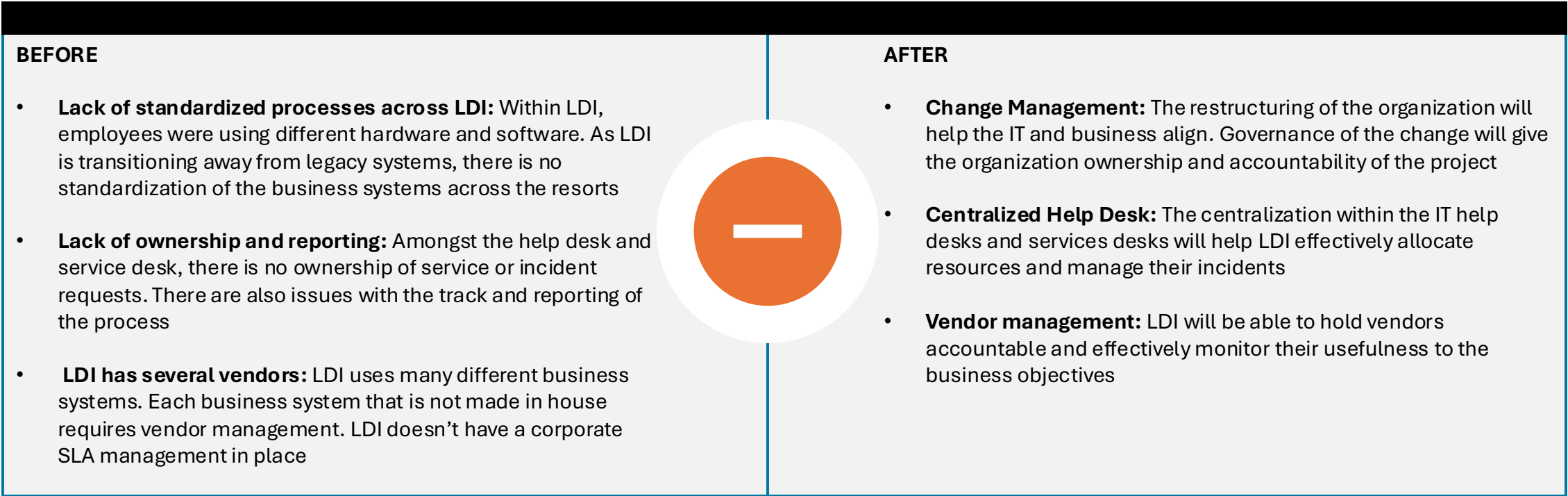| Potential Risk	Risk Matrix	Mitigation Plan
High Degree of Centralization The centralization of IT Management may result in slower responsiveness to individual business needs, since it is being routed to one help desk before it is assigned to the desk that will resolve the ticket		• Relationship management between IT and business to help understand business processes effected by IT capabilities • Ensure ongoing communication between IT and business • Continuous monitoring of customer satisfaction metrics to assess responsiveness of business needs
Loss of Valuable Knowledge This project relies on executives and leaders to ensure a smooth and effective transition from the old practices to a better IT and business aligned process. There is a risk of the employees who have many responsibilities and ownership of tasks within the identified prioritized assignments leaving the company. The loss of employees that the project relies on could also mean a loss of valuable knowledge that will slow the progress down		• Document and track processes to ensure any changes can be easily identified by newer employees • Train many employees for each assignment to ensure many employees can perform it, to reduce the reliance on one employee
Employee and Partners Resistance Standardizing hardware, such as laptops and computers, and SLAs may be met with resistance. Employees may prefer an alternate brand that they are more familiar with than the required laptop brand the company will use, therefore they may push back on this change. SLA partners may not want to conform to the standardized templates due to their own documentation or the time it will take to make the necessary changes		• Clear governance to assess the changes are being enforced • Incentives to encourage employees or partners to make the changes • Training of the new processes or systems to help employees embrace the transition

The proposed prioritized projects will support Leisure Destinations International (LDI) growth by ensuring an alignment of IT and business objectives

Priorities

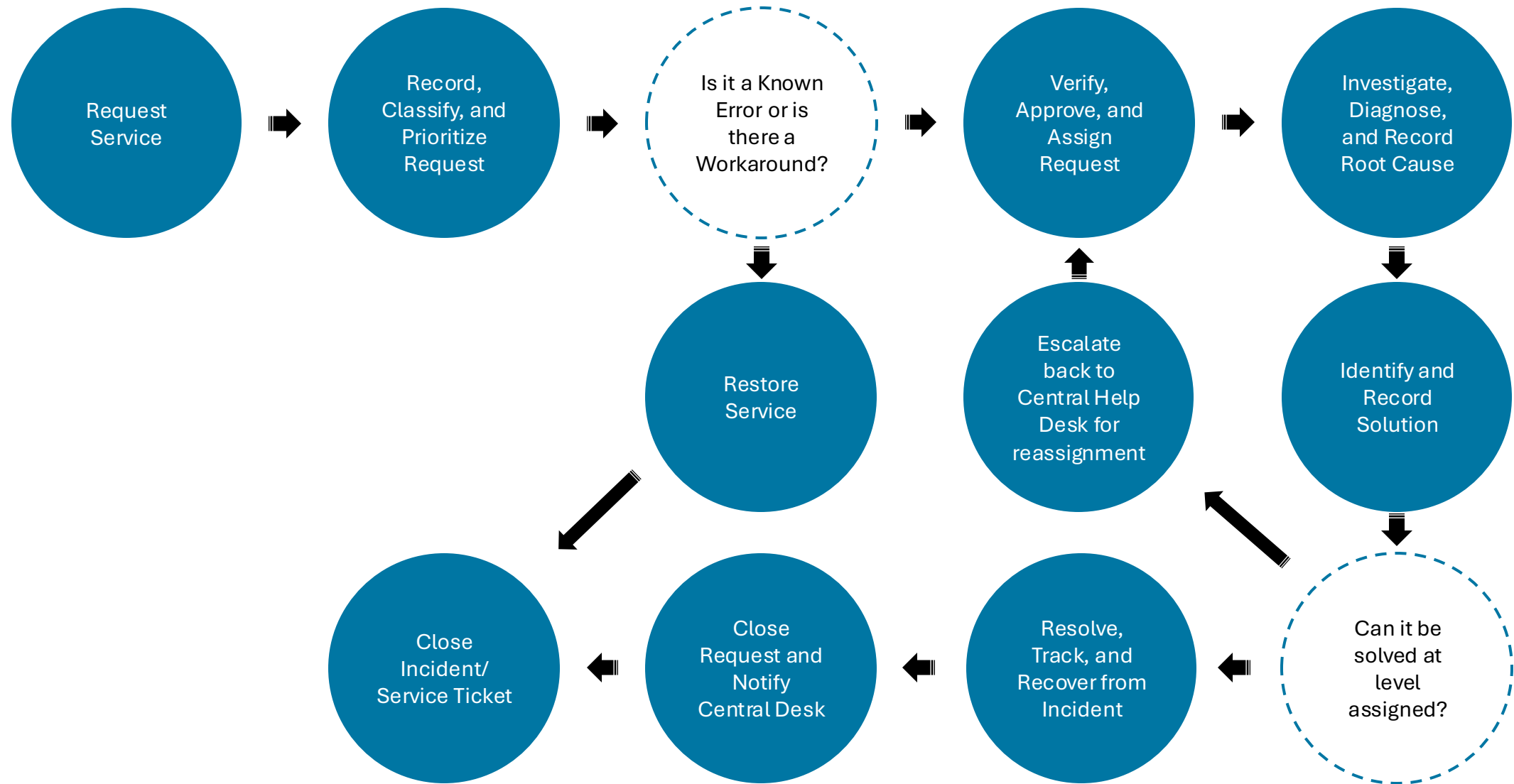1. Change Management
2. IT Service Management
3. Vendor Management

BEFORE

- **Lack of standardized processes across LDI:** Within LDI, employees were using different hardware and software. As LDI is transitioning away from legacy systems, there is no standardization of the business systems across the resorts

- **Lack of ownership and reporting:** Amongst the help desk and service desk, there is no ownership of service or incident requests. There are also issues with the track and reporting of the process

- **LDI has several vendors:** LDI uses many different business systems. Each business system that is not made in house requires vendor management. LDI doesn't have a corporate SLA management in place

AFTER

- **Change Management:** The restructuring of the organization will help the IT and business align. Governance of the change will give the organization ownership and accountability of the project

- **Centralized Help Desk:** The centralization within the IT help desks and services desks will help LDI effectively allocate resources and manage their incidents

- **Vendor management:** LDI will be able to hold vendors accountable and effectively monitor their usefulness to the business objectives

APPENDIX

APPENDIX: Formal Request Fulfillment Process

Sources: *ITM COBIT DSS02 – Managed Service Requests and DSS03 – Managed Problems*

APPENDIX: Expanded Risks and Mitigations

Potential Risk	Risk Matrix	Mitigation Plan
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Lack of In-house IT Capabilities There is a lack of IT expertise within LDI to make the transition to the cloud for data. It will be difficult to move to the cloud and consolidate data with the current IT staff.		• Provide training to in-house IT employees to enhance their expertise • Outsource third party to help close the knowledge gap
Higher Initial Costs and Requirements Implementing a centralized ticketing system, hybrid cloud infrastructure, and a Vendor Management Office (VMO) may require a significant upfront investment in technology, training, and staffing		• Create a phased implementation plan to spread costs over time, prioritize high-impact areas first, and explore cost-sharing with vendors where possible

RPO vs RTO vs MTD

Lightening Strike /
Power Surge

Last Backup

Systems and
Data Restored

Management
Risk Tolerance

MTD

RPO

RTO

Time   2am   11am   5pm   8am

Duration   -9 hours   0 hour   +6 hours   +21 hours
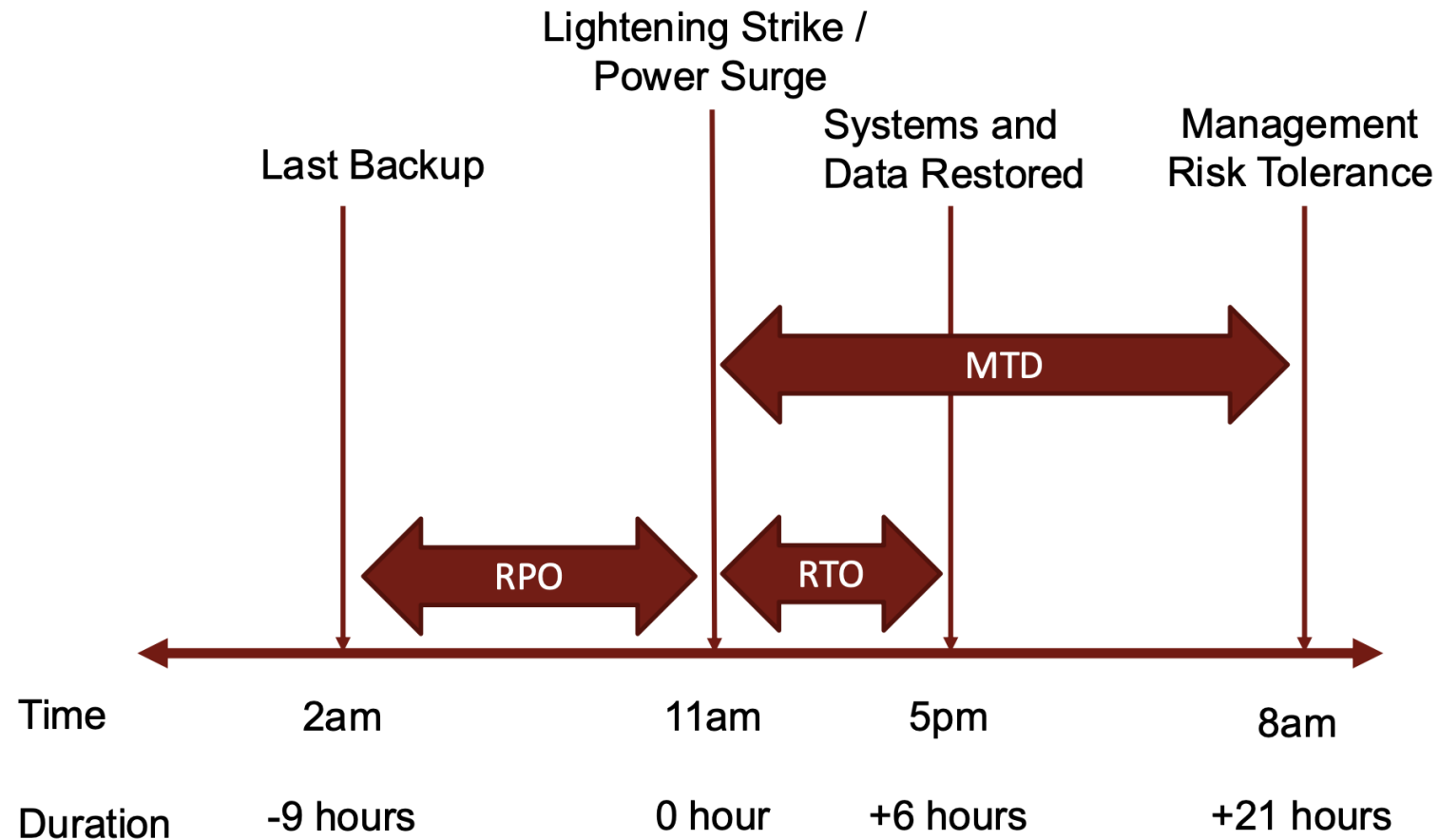
- ## Organizational drivers
  - Reliance on **strategic vendors** to provide custom products, services or outsourcing functions
  - Enhance the **business perception** of IT effectiveness to help CIOs achieve success
  - Increase **awareness** of data breaches and financial, reputational, regulatory risks
  - Increase enterprise risk management **focus**, extending to third parties

- ## Regulatory drivers
  - Complex laws, regulations, standards requirements (e.g., SOX, GLBA, HIPAA, PCI DSS, GDPR, CPRA) explicitly mandate that corporate control activities **extend to third parties** when appropriate and the risk of noncompliance has increased significantly
  - Vendor management is an area of increased focus by the **auditors and regulatory agencies** across all disciplines
  - **Confidential information** must be safeguarded against unauthorized access

Sources: *IT GRC Vendor Risk Management*

APPENDIX: Affirmation

We did not use GenAI
- Binyan Hu
- Sourabrata Samantha - Nikhil Sista
- Katia Torres Sanchez