Director, IT Director
Job Interview Case

August-2023

Case

The team would like to have a better understanding of your thoughts regarding the current and future state of IT and your approach to developing a team (resource planning, training, motivation and overcoming resistance/ “can’t do attitude”). In a short, 2-4 slide maximum, presentation they’d like you to present a high-level plan including ideas for structure, process development, resource allocation and staffing, leadership approach, etc. to cover the next two-year time horizon.

The situation today is as follows:
Nel is a global company, consisting of factories and offices across the globe. The company growth has been significant over the last few years and further expansions are planned.

Some challenges we face today include out-of-date platforms and systems, two separate Active Directories, lack of technical and process documentation, and a need to increase cyber security and be ISO/NIST compliant, in the near future.

Expected future state:
With fast growth, we are in the need of building a central globalized IT function, and to consolidate and standardize products and platforms to ensure consistent IT services that can scale with the business growth.

Presentation
Provide a 30-minute presentation to the team.

Preface

This slide provides context for the following presentation

Assumptions:

- nel intends to allocate reasonable budget and headcount into IT to support current technology, legacy platform remediation, and future technology introductions.
- The nel leadership team supports the need to build a globalized IT team and understands the need for investment.
- The nel business areas realize that they are a partner in this journey, and are responsible for defining the capabilities needed to sustain and grow the business.
- The Technology Strategy conceptual roadmap is based on the candidate's brief exposure to the internal organization and current technology of the organization and is a high-level proposal, not intending to define any current or future specific projects.
- This deck is 9 slides total but includes 2 original slides, 1 title slide, 1 closing slide and this preface slide leaving 4 slides with content, in line with the case study outline and as discussed prior with the TA team.

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Company Facts:

- Founded in 1927
- 8 locations including manufacturing facilities in Norway, the US, and Denmark
- 620 employees worldwide
- Acquired Proton Energy Systems (US) in 2017

Q2 2023 Financial Highlights:

- Revenues and income NOK 475M (USD 46M)
- Order intake NOK 428M (USD 41M)
- Order backlog NOK 2965M (USD 284M)
- Cash balance NOK 4122M (USD 395M)
- Net income (loss) NOK -342M (USD -33M)

Current & Future Investments:

- US (Michigan) Gigafactory in collaboration with General Motors ETA 2025
- Capacity increase globally including 2x in Herøya

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navigating the current and future state of global information technology

LINDSAY EWING
14TH AUGUST 2023



Introduction

navigating the current and future state of global information technology

Through recent acquisitions and fast paced growth, nel is at a stage where it is ready to invest in IT to prepare for future growth and expansion.

In order to accomplish this, nel is investing in a central, globalized, collaborative IT function, to consolidate and standardize products and platforms to ensure delivery of consistent, foundational IT services that can scale with the business.

Key artifacts in this IT Transformation are:

- Evolving work trends: Changes in recent years.
- Adaptive leadership: Traditional styles embracing new workforce.
- Success through adaptation: Alignment with changing work dynamics crucial.
- Role of modern IT: Enabling agility, growth, and future work expectations.
- Growth trajectory: Expansion via acquisitions and organic growth.

This presentation will discuss the analysis of the current IT environment, including staffing, the future vision and high-level strategy, and finally a conceptual implementation plan and leadership approach over the next 2 years.



Current IT Landscape and Team Analysis

Current IT Landscape:

- Solid infrastructure with modern applications
- Legacy platforms providing core functionality
- Multiple ERP systems
- Multiple active directories
- Infrastructure refresh cycle
- Cloud, On-premise & Hybrid platforms
- Advanced factory automation

Opportunities:

- Reduce technical debt
- New capabilities from new technology
- Streamline processes
- Application rationalization
- Reduce O&M cost & decrease overhead
- Training and growth opportunities for staff
- Increased employee hiring and retention

Current IT Staffing:

- Skill gaps in new technology
- Contract labor
- Knowledge transfer
- Globally distributed team
- Available support based on skillset and time zone

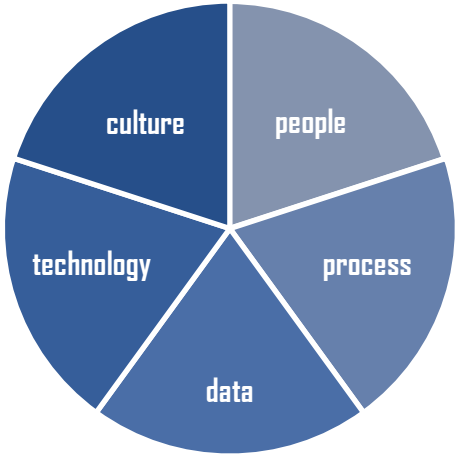
Challenges & Risks:

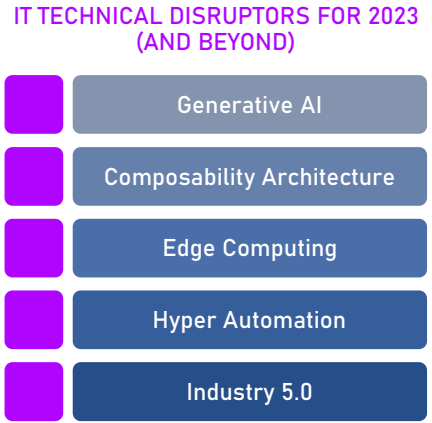
- Funding : CapEx vs OpEx
- Leadership backing
- Resistance to change at all levels
- Preparing for a multiverse of future possibilities
- IT operating budget including headcount
- Compliance remediation

Future Vision and High-Level Strategy

High Level IT Strategy:

- Legacy Systems : stabilize, isolate, update, or replace
- Infrastructure : refresh and standardize
- Core Enterprise Systems : consolidate and update
- Resources : restructure, training & certification, specialization, generalization
- Process : optimize, document, automate workflows
- Cybersecurity : biosecurity, MFA, education, continuous testing
- Compliance : CMMC, NIST/DFARS, ISO, GDPR, SOX/FSAP/EC, GAAP/IFRS
- Risk : identify early, mitigation planning, rapid response
- Culture : diversity, equity, inclusion, openness, transparency, honesty

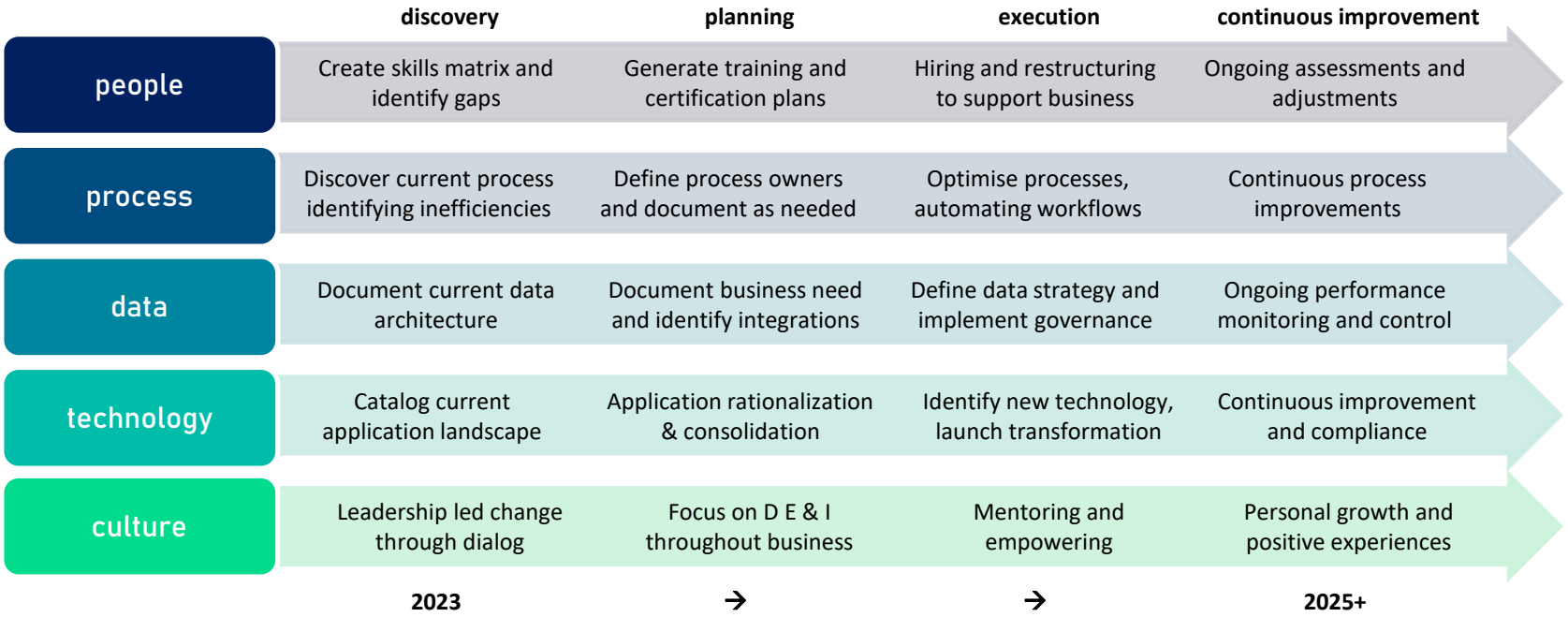




Embracing the Future of IT:

- Commit to harnessing the full potential of technology to reshape the industry
- Enhance user experiences, and drive innovation, pioneering change
- Drive transformative digital solutions that push boundaries
- Create meaningful connections across the global and across the industry
- Empower individuals and make life more efficient, interconnected, and sustainable with positive user experiences
- Delivery business capabilities to form the digital landscape of green energy for generations to come

Implementation Roadmap and Leadership Approach



IT transformation through people, process, data, technology, and cultural change, fostering a positive environment for growth and success

Thank You

