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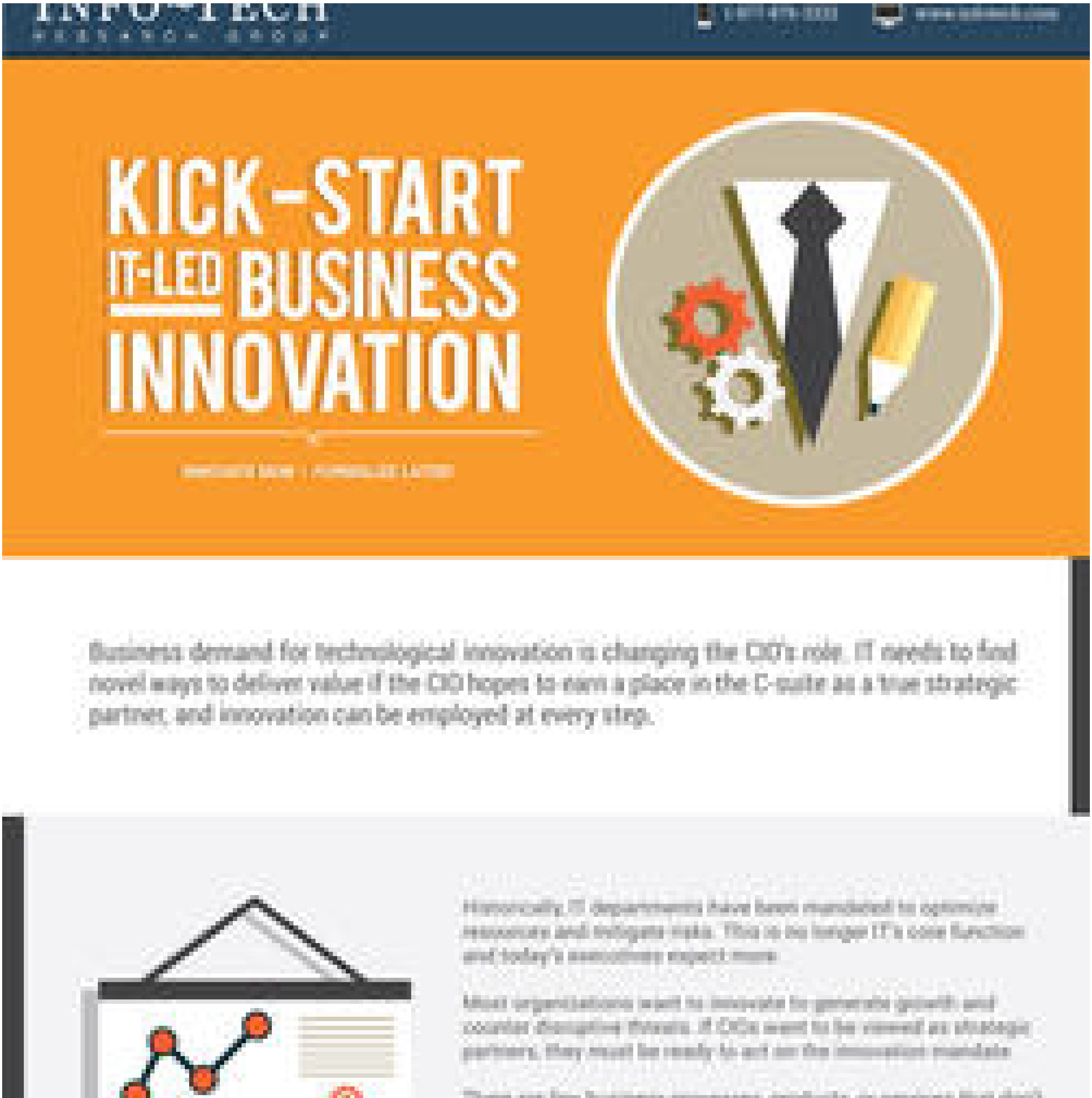
All

Kick-Start IT-Led Business Innovation

Innovate now – formalize later!



Business demand for technological innovation is changing the CIO's role. IT needs to find novel ways to deliver value if the CIO hopes to earn a place in the C-suite as a true strategic partner, and innovation can be employed at every step.

Historically, IT departments have been mandated to optimize resources and mitigate risks. This is no longer IT's core function and today's executives expect more.

Most organizations want to innovate to generate growth and counter disruptive threats. If CIOs want to be viewed as strategic partners, they must be ready to act on the innovation mandate.

touch IT, and each of these touchpoints presents an opportunity for innovation.

IT needs to start capitalizing on these opportunities now. With each successful innovative project, the CIO will get one step closer to earning a seat at the C-suite table.

Implement a Shared Services Model

Look before you leap: assess your internal capabilities and develop a careful plan before adopting a shared services model.

IT innovation might be viewed as less important than

Implement a Shared Services Model

Look before you leap: know your own people, process, and technology capabilities before you make the move to implement a shared services model.

Shared Services Model

Your IT group has excess capacity, superior capabilities, and peers that require similar IT services.

As a result, your organization wants to leverage this capacity and your superior capabilities in order to reduce costs and improve overall performance by implementing a shared services model.

Keep in mind that the implementation of a shared services model is a difficult and lengthy process that requires a great deal of internal analysis, as well as an assessment of customer needs.

Becoming a shared services provider is comparable to becoming a vendor and most IT groups don't have the capabilities to easily make the transition.

Before jumping into the project, assess your customer requirements and your current people, process, and technology capabilities to assess if your organization is ready to implement a shared services model and if adequate alignment exists between you and your target customer.

Implementing a shared services model needs to be viewed as more than just extending a current service to other sites.

SHARED
SERVICES

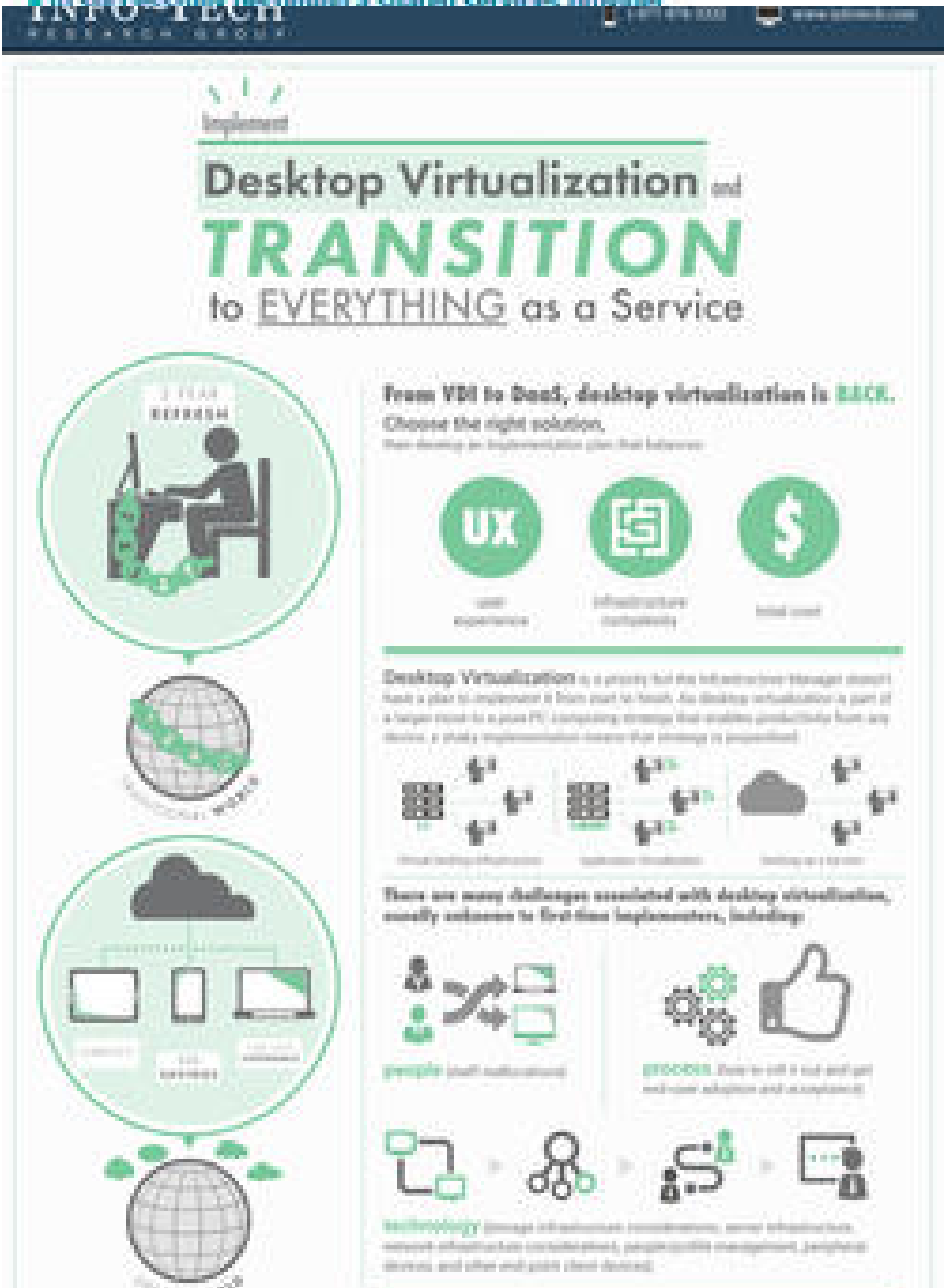
As a "vendor," think of the IT service you're offering as the "product."

Ensure that you understand the responsibilities and accountabilities that come with the implementation of a shared services model. You must be able to support and provide adequate service levels for your customers on an ongoing basis.

Implement Desktop Virtualization and Transition to Everything as a Service

From VDI to DaaS, desktop virtualization is back. Choose the right solution, then develop an implementation plan that balances user experience, infrastructure complexity, and total cost.

There are people, process, and technology capability prerequisites to successfully becoming a shared services provider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Implement
Desktop Virtualization and
TRANSITION
to EVERYTHING as a Service
3 YEAR
REFRESH
UX
user experience
infrastructure complexity
total cost

From VDI to DaaS, desktop virtualization is BACK.

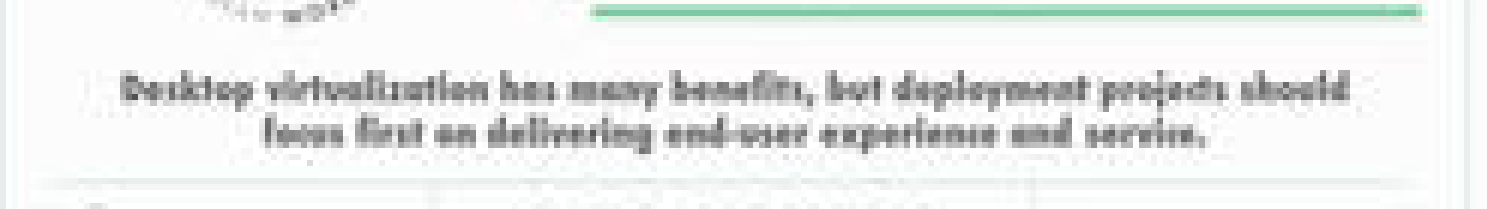
Choose the right solution,

There are many challenges associated with desktop virtualization, usually unknown to first-time implementers, including:

people (staff reallocations)

process (how to roll it out and get end-user adoption and acceptance)

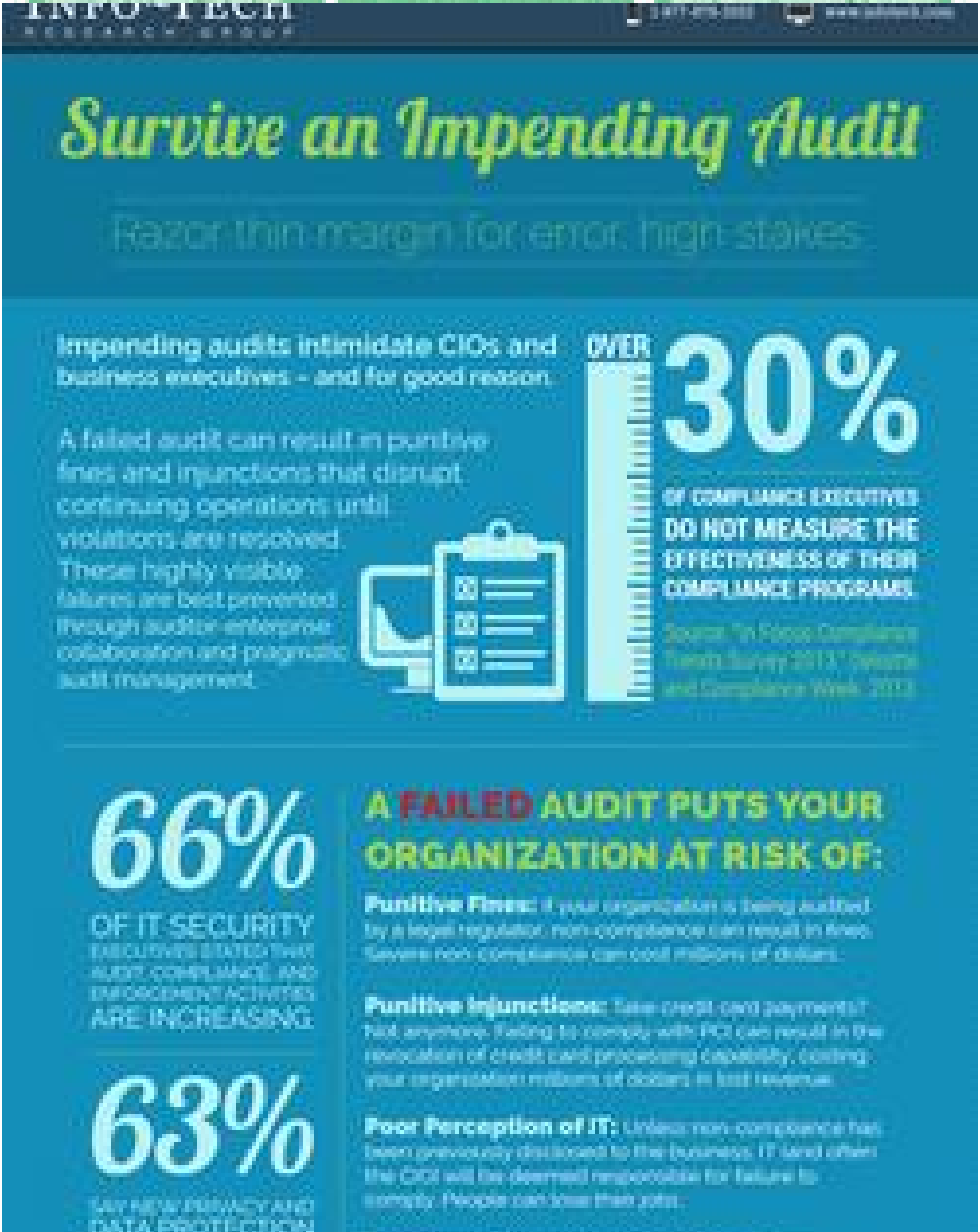
technology



Desktop virtualization has many benefits, but deployment projects should focus first on delivering end-user experience and service.

Survive an Impending Audit

Razor thin margin for error, high stakes.



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Survive an Impending Audit

Razor thin margin for error, high stakes

Impending audits intimidate CIOs and business executives – and for good reason.

A failed audit can result in punitive fines and injunctions that disrupt continuing operations until violations are resolved. These highly visible failures are best prevented through auditor-enterprise collaboration and pragmatic audit management.

OVER 30% OF COMPLIANCE EXECUTIVES DO NOT MEASURE THE EFFECTIVENESS OF THEIR COMPLIANCE PROGRAMS.

Source: "In Focus Compliance Trends Survey 2013," Security and Compliance Week, 2013

66% OF IT SECURITY EXECUTIVES STATED THAT AUDIT, COMPLIANCE, AND ENFORCEMENT ACTIVITIES ARE INCREASING.

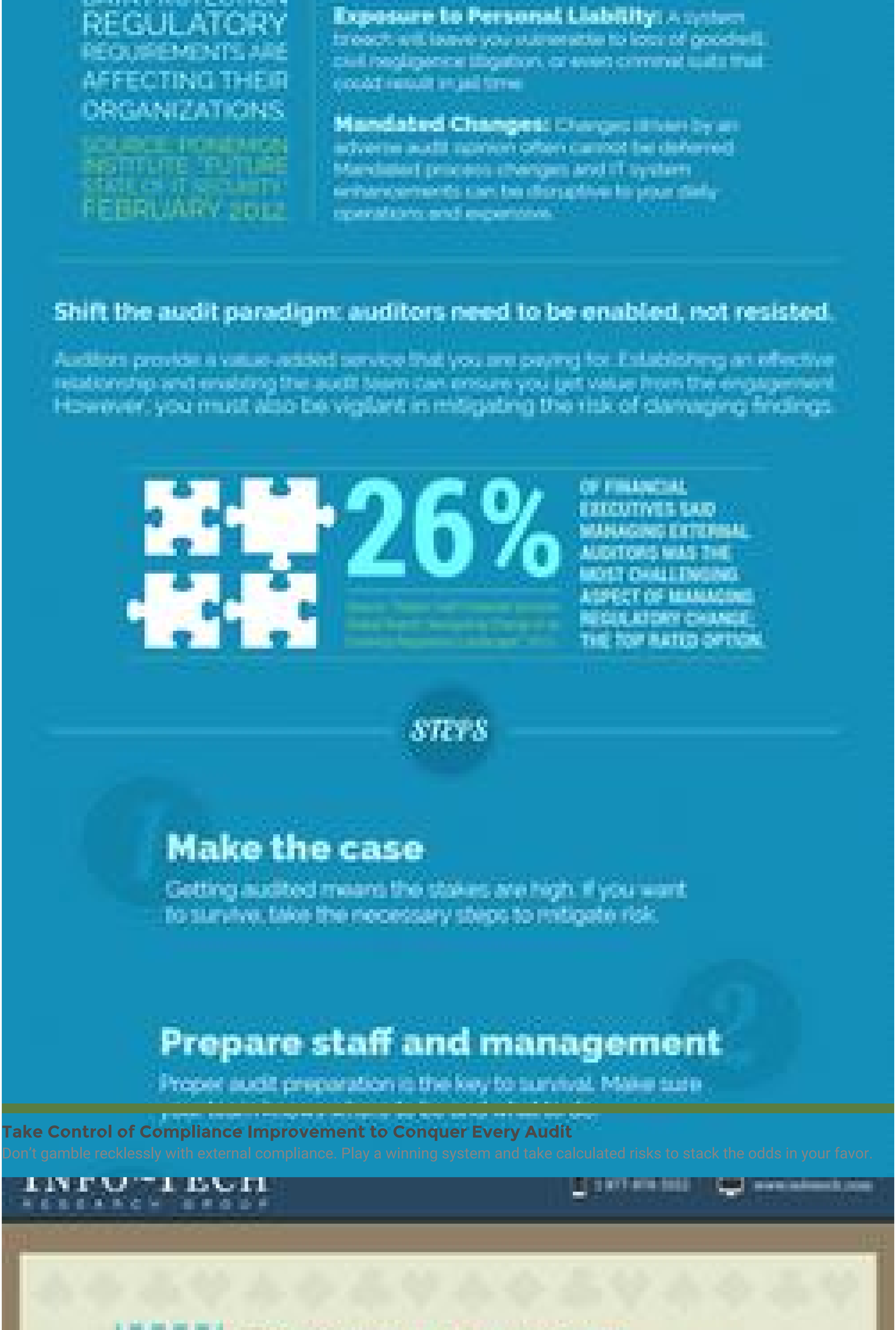
63% SAY NEW PRIVACY AND DATA PROTECTION

A FAILED AUDIT PUTS YOUR ORGANIZATION AT RISK OF:

Punitive Fines: If your organization is being audited by a legal regulator, non-compliance can result in fines. Severe non-compliance can cost millions of dollars.

Punitive Injunctions: Take credit card payments? Not anymore. Failing to comply with PCI can result in the revocation of credit card processing capability, costing your organization millions of dollars in lost revenue.

Poor Perception of IT: Unless non-compliance has been previously disclosed to the business, IT (and often the CIO) will be deemed responsible for failure to comply. People can lose their jobs.



REGULATORY REQUIREMENTS ARE AFFECTING THEIR ORGANIZATIONS

SOURCE: PONEMON INSTITUTE, FUTURE STATE OF IT SECURITY, FEBRUARY 2012

Exposure to Personal Liability: A system breach will leave you vulnerable to loss of goodwill, civil negligence litigation, or even criminal suits that could result in jail time.

Mandated Changes: Changes driven by an adverse audit opinion often cannot be deferred. Mandated process changes and IT system enhancements can be disruptive to your daily operations and expenses.

Shift the audit paradigm: auditors need to be enabled, not resisted.

Auditors provide a value-added service that you are paying for. Establishing an effective relationship and enabling the audit team can ensure you get value from the engagement. However, you must also be vigilant in mitigating the risk of damaging findings.

26% OF FINANCIAL EXECUTIVES SAID MANAGING EXTERNAL AUDITORS WAS THE MOST CHALLENGING ASPECT OF MANAGING REGULATORY CHANGE, THE TOP RATED OPTION.

STEPS

Make the case

Getting audited means the stakes are high. If you want to survive, take the necessary steps to mitigate risk.

Prepare staff and management

Proper audit preparation is the key to survival. Make sure

Take Control of Compliance Improvement to Conquer Every Audit

Don’t gamble recklessly with external compliance. Play a winning system and take calculated risks to stack the odds in your favor.

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Take Control of Compliance Improvement to Conquer Every Audit

Don't gamble recklessly with external compliance. Play a winning system and take calculated risks to stack the odds in your favor.

Compliance improvement and optimization is generally initiated in response to new or changed compliance requirements, a mandate from the business, or an impending audit. This reactive approach to compliance improvement is not only disruptive to business and IT operations, but it is also less effective than a proactive program.

More than 88% of organizations with revenues exceeding $100 million and 58% of organizations with revenues less than $100 million conduct an annual IT audit

Source: From Cybersecurity to IT Governance – Preparing Your 2014 Audit Plan, Protiviti Third Annual Audit Benchmark Survey

A reactive approach to compliance puts your organization at risk of:

Punitive Fines

If your organization is being audited by a legal regulator, non-compliance can result in fines. Retained non-compliance can cost millions of dollars.

Punitive Injunctions

Take credit card payments? Not anymore. Failing to comply with PCI can result in the revocation of credit card processing capability, costing your organization millions of dollars in lost revenue.

Poor Perception of IT

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Mandated Changes

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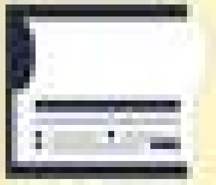


Exposure to Personal Liability

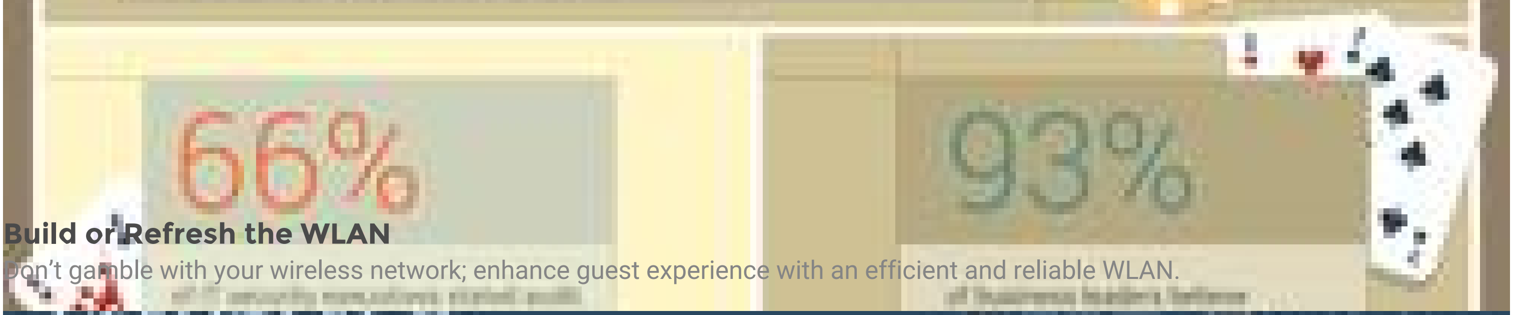
A serious breach will leave you vulnerable to loss of goodwill, civil, employment litigation, or even criminal suits that could result in jail time.

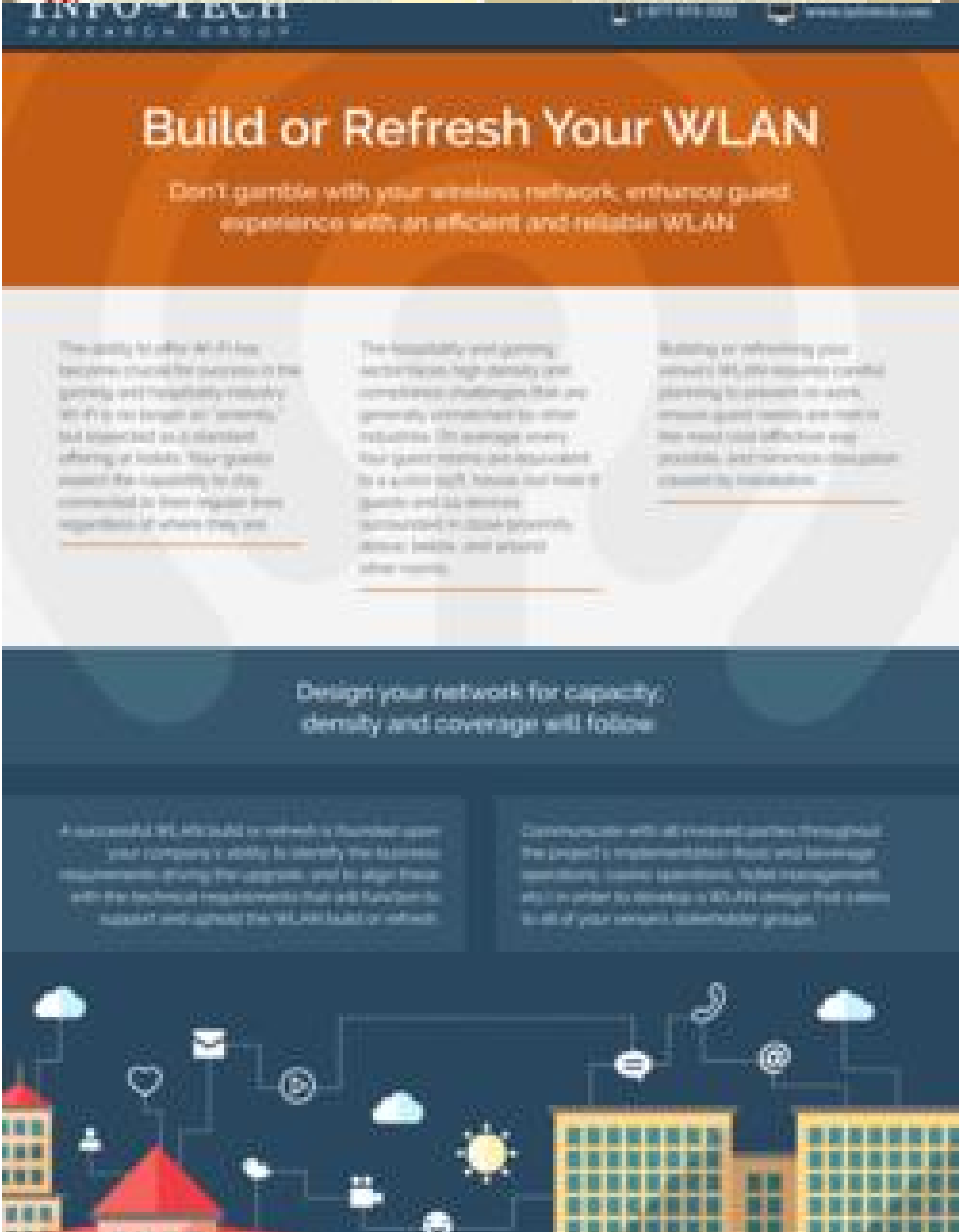
Don't gamble recklessly with external compliance. Play a winning system and take calculated risks to stack the odds in your favor.

Proactive compliance management means continually identifying and eliminating gaps to guarantee long-term success.

Build or Refresh the WLAN

Don’t gamble with your wireless network; enhance guest experience with an efficient and reliable WLAN.

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Build or Refresh Your WLAN

Don’t gamble with your wireless network; enhance guest experience with an efficient and reliable WLAN

[illegible]

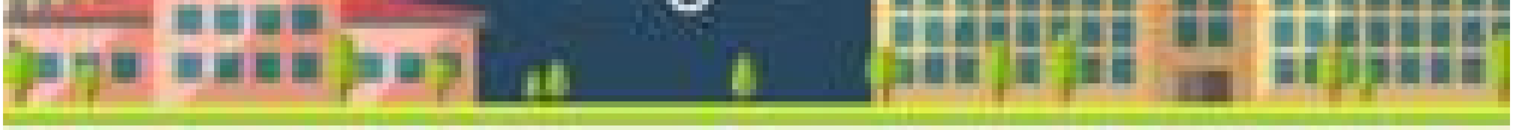
[illegible]

[illegible]

Design your network for capacity; density and coverage will follow

[illegible]

[illegible]



When you build or refresh your venue's WLAN, you open your venue to the possibility of monetizing wireless access, which can be done in several ways.

Charge users for premium network access.

Increase revenues through marketing by forming partnerships and promoting services and products to guests via the wireless network.

Track your guests when they connect to understand their characteristics, behavior, and trends in consumption. These analytics will drive your ability to better serve guests, enhancing overall experience and venue reputation.

Project Steps

Define your WLAN state

- Identify your current state and key drivers for the WLAN build or refresh project.
- List your business requirements and resulting technical requirements for your network.

Build the business case

- Determine an estimate surrounding project financials, potential sources of new revenue, and TCO of the WLAN build or refresh.
- Define your metrics for success and obtain stakeholder buy-in for the project.

Select your WLAN solution

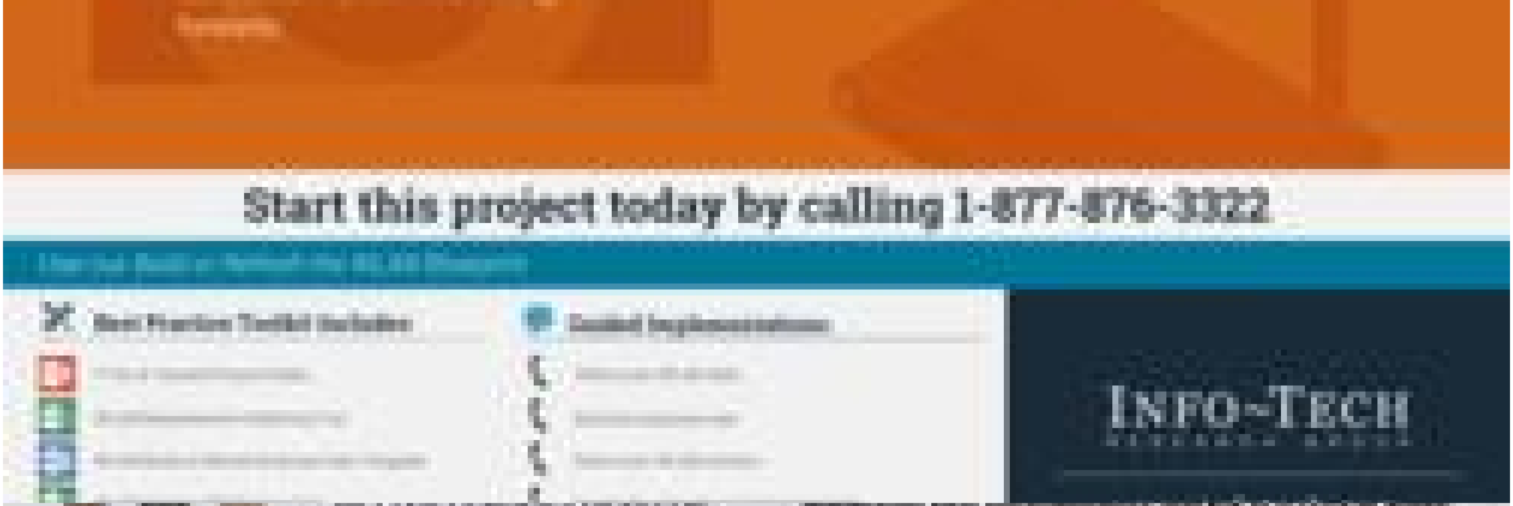
- Know the vendor market space and determine your equipment needs.
- Create, distribute, and score vendor RFPs based on your set of pre-determined WLAN requirements.

Design the network and deployment plan

- Work with your vendor to determine the physical design for your WLAN build or refresh.
- Perform unit, system, and acceptance testing when launching the network refresh.
- Minimize guest disruption from the project by identifying network downtime mitigation tactics.

Implement and measure success

- Assess the overall success of the initial WLAN build or refresh implementation along with your vendor.
- Use continuous monitoring, along with your metrics for success, to ensure continued improvement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BETTER STAFF.
GOOD LEADERS HAVE A CASCADING EFFECT ON THEIR STAFF.
Leadership brand
Communication
Inspiring staff
Meeting effectiveness
Conflict resolution
Strategic time management
STEPS FOR SUCCESS

Make IT a Partner in Successful M&A Due Diligence

Get IT involved in the M&A process pre-close to help ensure post-close success.

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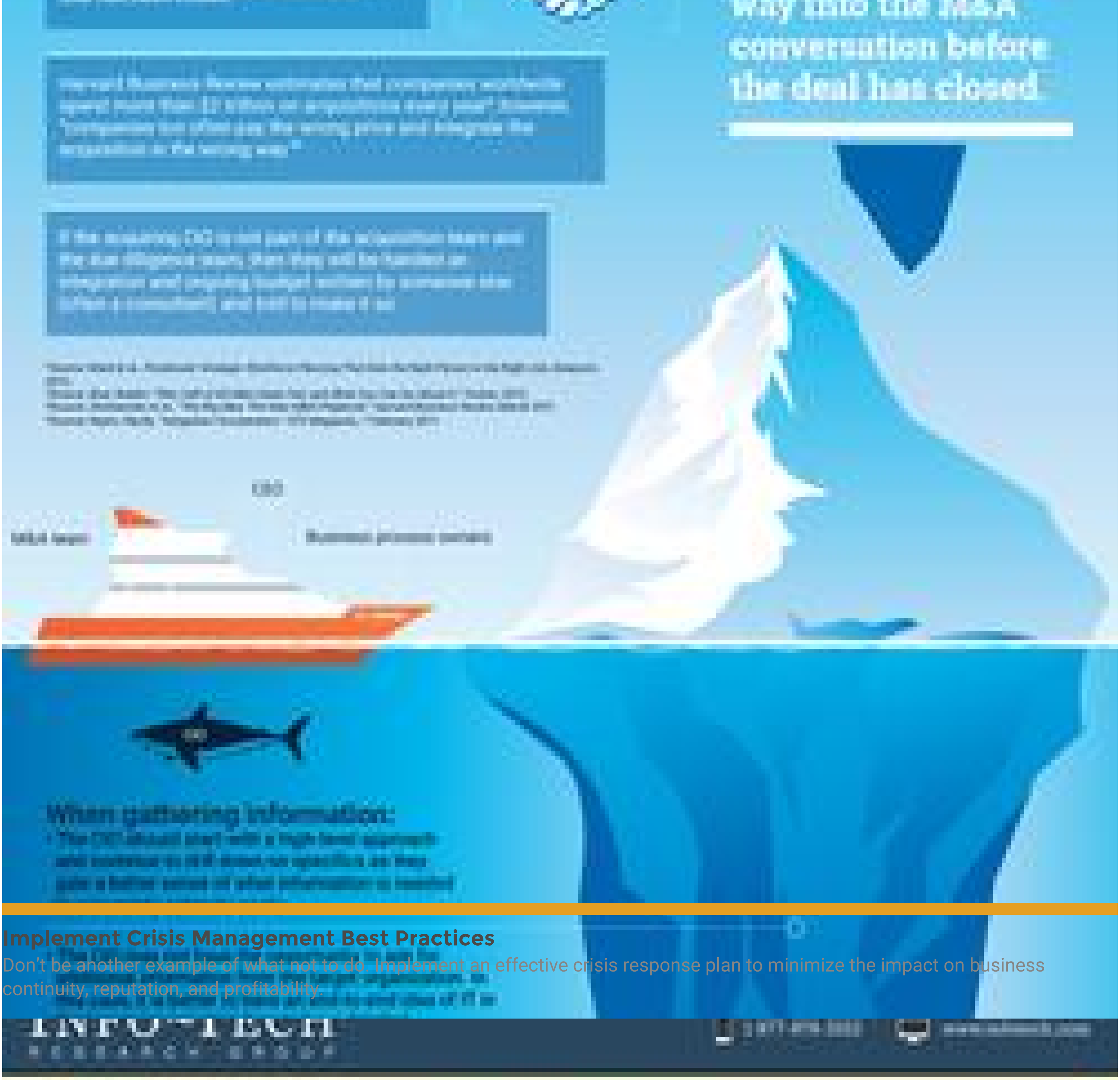
Make IT a Partner in Successful M&A Due Diligence
Get IT involved in the M&A process pre-close to help ensure post-close
50%
70%
$
To mitigate risks and create accurate cost estimates, the CIO must force their


conversation before
the deal has closed
CEO
M&A team
Business process owners
When gathering information:
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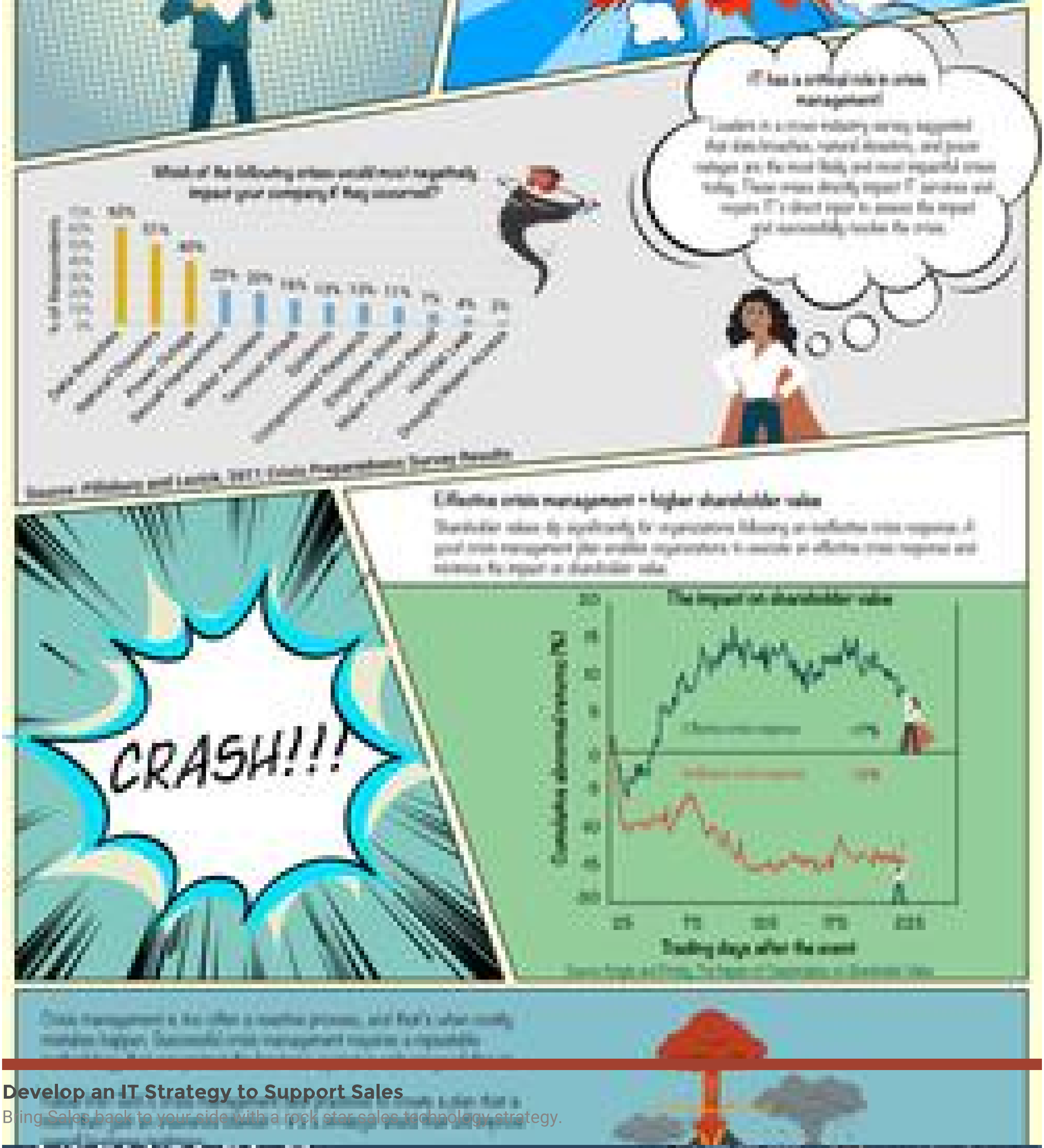
Implement Crisis Management Best Practices

Don’t be another example of what not to do. Implement an effective crisis response plan to minimize the impact on business continuity, reputation, and profitability.

IMPLEMENT
CRISIS MANAGEMENT
BEST PRACTICES
Don't be another example of what not to do. Protect your organization with an effective crisis management plan.
BOOM


IT has a critical role in crisis management!
Which of the following crises would most negatively impact your company if they occurred?
Source: Pillsbury and Levick, 2017 Crisis Preparedness Survey Results
Effective crisis management = higher shareholder value
CRASH!!!
The impact on shareholder value
Trading days after the event

Develop an IT Strategy to Support Sales

Bring Sales back to your side with a rock star sales technology strategy.

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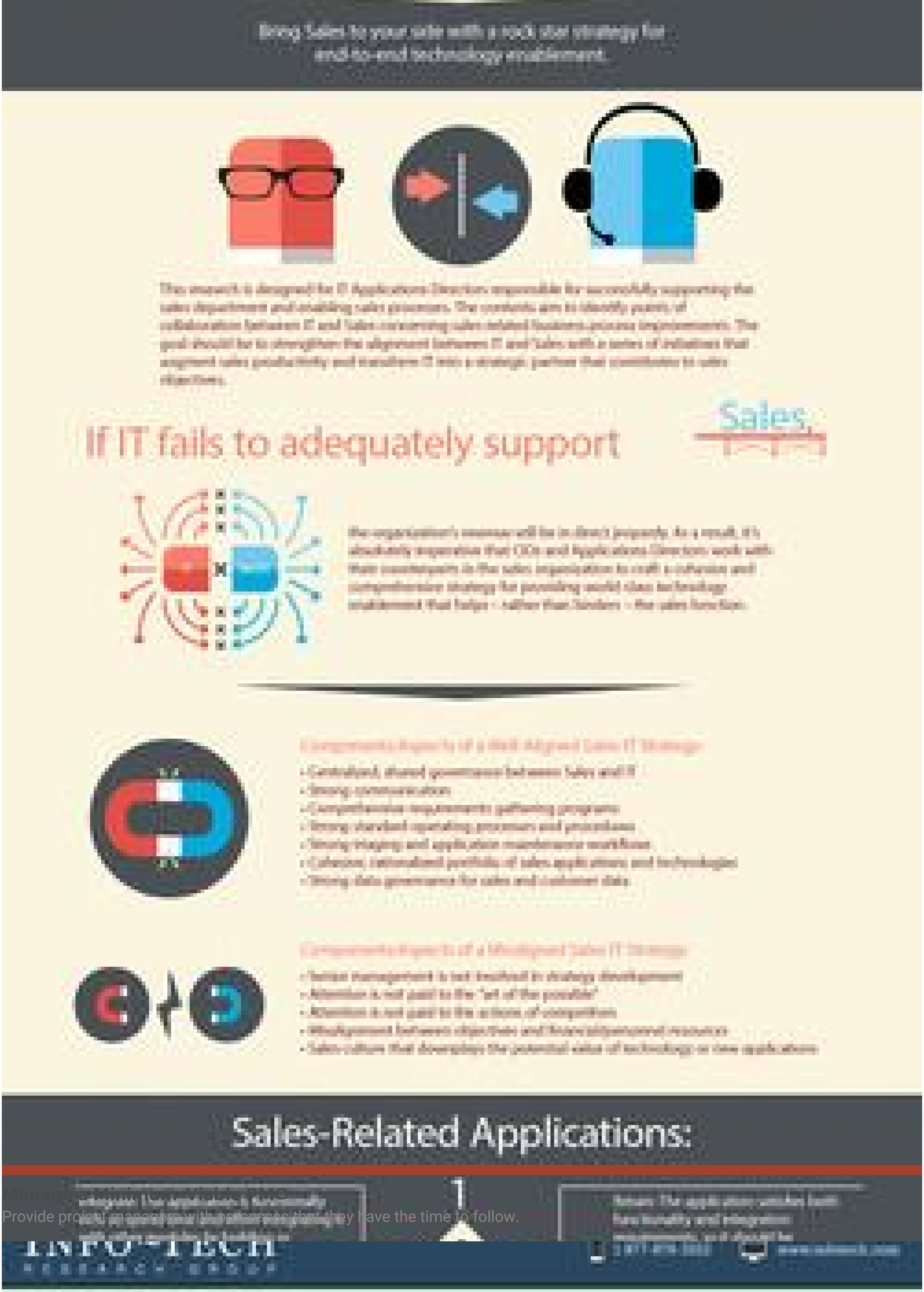
DEVELOP
an
IT Strategy
to
Support Sales



Bring Sales to your side with a rock star strategy for end-to-end technology enablement.

This research is designed for IT Applications Directors responsible for successfully supporting the sales department and enabling sales processes. The contents aim to identify points of collaboration between IT and Sales concerning sales-related business process improvements. The goal should be to strengthen the alignment between IT and Sales with a series of initiatives that augment sales productivity and transform IT into a strategic partner that contributes to sales objectives.

If IT fails to adequately support Sales

the organization's revenue will be in direct jeopardy. As a result, it's absolutely imperative that CIOs and Applications Directors work with their counterparts in the sales organization to craft a cohesive and comprehensive strategy for providing world-class technology enablement that helps – rather than hinders – the sales function.

Components/Aspects of a Well-Aligned Sales-IT Strategy

- Centralized, shared governance between Sales and IT
- Strong communication
- Comprehensive requirements gathering program
- Strong standard operating processes and procedures
- Strong imaging and application maintenance workflows
- Cohesive, rationalized portfolio of sales applications and technologies
- Strong data governance for sales and customer data

Components/Aspects of a Misaligned Sales-IT Strategy

- Senior management is not involved in strategy development
- Attention is not paid to the "art of the possible"
- Attention is not paid to the actions of competition
- Misalignment between objectives and financial/personnel resources
- Sales culture that downplays the potential value of technology or new applications

Sales-Related Applications:

Integrate: The application is functionally [illegible] with other modules by building on

1

Retain: The application satisfies both functionality and integration requirements, so it should be

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Manage a Minimum-Viable PMO

Provide project managers with processes that they have the time to follow.

MANAGE A MINIMUM-VIABLE PMO

Provide project managers with processes that they have the time to follow
Survival Kit
1
2
3
4

Perform a Data Audit

Don't just execute an audit to identify what issues exist, probe deeper to unravel why they exist.

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Perform a
Data Audit
Don't just execute an audit to identify what issues exist, probe deeper to unravel why they exist.

You need to take action!

Data issues are deeply rooted and extremely complex. Not only do organizations have trouble choosing a starting point for bad data, but they also have difficulty finding the root cause of the issue. As a result, data audits can be long, tedious initiatives which offer little insight into the data issues.

Business pains

- There is uncertainty as to whether the data is complying with laws and regulations.
- The business has trouble executing its main business processes due to bad data.
- Employees get different answers from what are supposed to be the same data sets.
- There is a genuine inability to make good business decisions because the data is of such low quality.
- The business is experiencing severe dissatisfaction from customers, partners, and suppliers alike due to the bad data and it is eroding the business's reputation.
- The business is leaking money as a result of duplicate mailings, time wasted finding new customer information, etc.

IT pains

The business continues to complain to IT that the organizational data is inadequate for its operations.

CIOs and IT departments feel that they need to step in to alleviate pains caused by bad data.

Don't try to solve a case without interviewing your witnesses and questioning your suspects.
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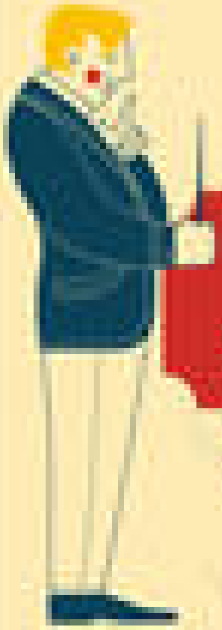
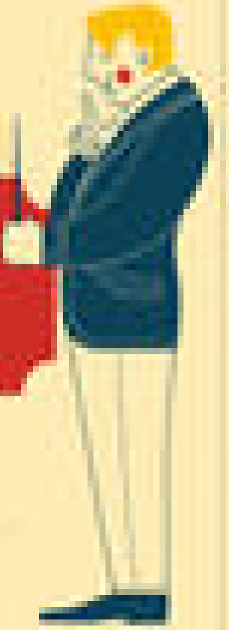
Establish an Effective PMO for IT

Over 60% of IT projects don't succeed – build an effective PMO to avoid becoming another statistic

Establish an Effective PMO for IT
Over 60% of IT projects don't succeed. Build an effective PMO to avoid becoming another statistic.
Many organizations use projects as a method for achieving strategic goals. Due to the project-based nature of most IT departments, IT is often tasked with managing, executing, or delivering many projects or project components for both IT and the business.

Managing many projects simultaneously in a coordinated manner is beyond the capability of many organizations. This results in a poor understanding of project performance and making decisions based on inadequate information. Projects are more likely to fail and be inefficient in their execution, leading to a destruction of business value.





A PMO is the conductor of your project orchestra.

Without a PMO, projects execute independently in an uncoordinated manner. A PMO brings them together into a single holistic view and maximizes project synergy.

Capability Name	Description
 Portfolio Management	Holistic coordination of projects as a portfolio to ensure benefits delivery
 Resource Management	Manages and balances resources across the portfolio including specialized resources and general capacity

Integrated Monitoring & Reporting

Consistent portfolio, program, and project metrics and reporting

Governance, Risk, and Compliance

Establishment of policies and approval structures to manage and mitigate risk and enforce compliance across the portfolio

Communication

Disseminating critical process, project, and portfolio information

Stakeholder & Change Management

Stakeholder analysis, culture analysis, culture modification, and change management

Project Management Delivery

Provision of PMs to projects / departments without PMs

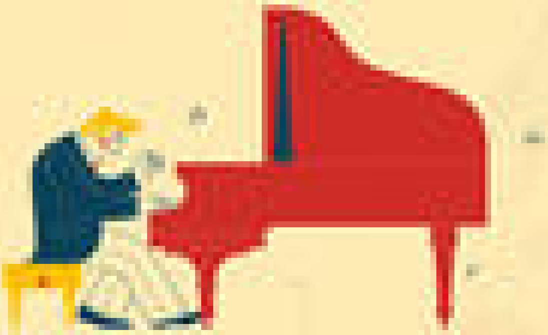
Project Management Support

Management of PM tools, training, knowledge management, consulting services, and other support made available to individual projects

Vendor Management

Manage vendors, contracts, and SLAs across portfolio

Like instruments in an orchestra, projects are best viewed as a holistic collection.



Just having a PMO is insufficient: a high-performing, holistic, capability-based PMO can attain quadruple the impact of low-performing PMOs.*

Source [illegible]

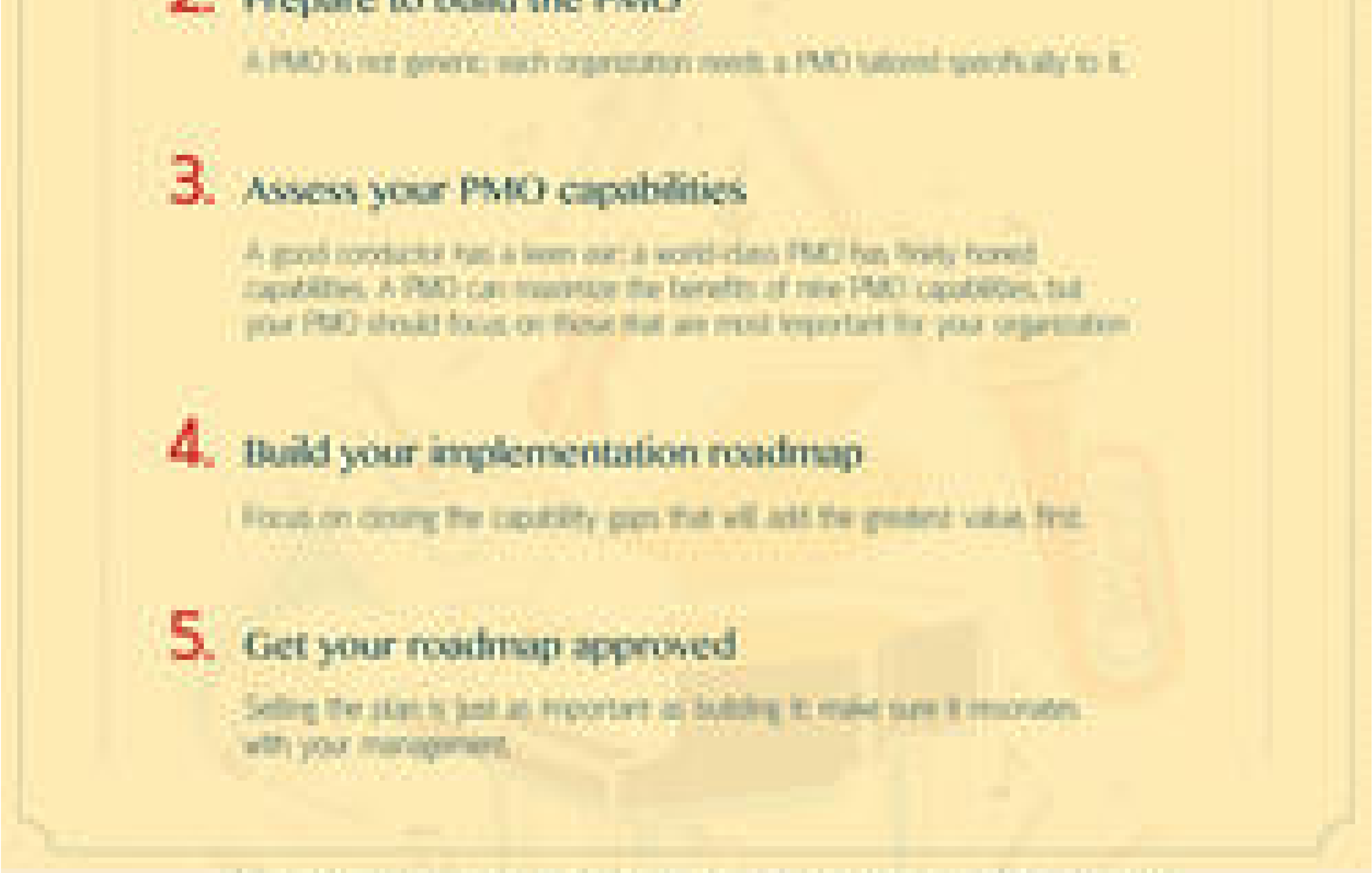
Low-performing PMOs focus on processes and enforcing compliance, where high-performing PMOs recognize that project portfolio management is the key to a holistic, successful PMO.

Project Steps

1. Understand the characteristics of high-performing PMOs

   Determine if a PMO is right for your organization

2. Prepare to build the PMO



2. Prepare to build the PMO

A PMO is not generic; each organization needs a PMO tailored specifically to it.

3. Assess your PMO capabilities

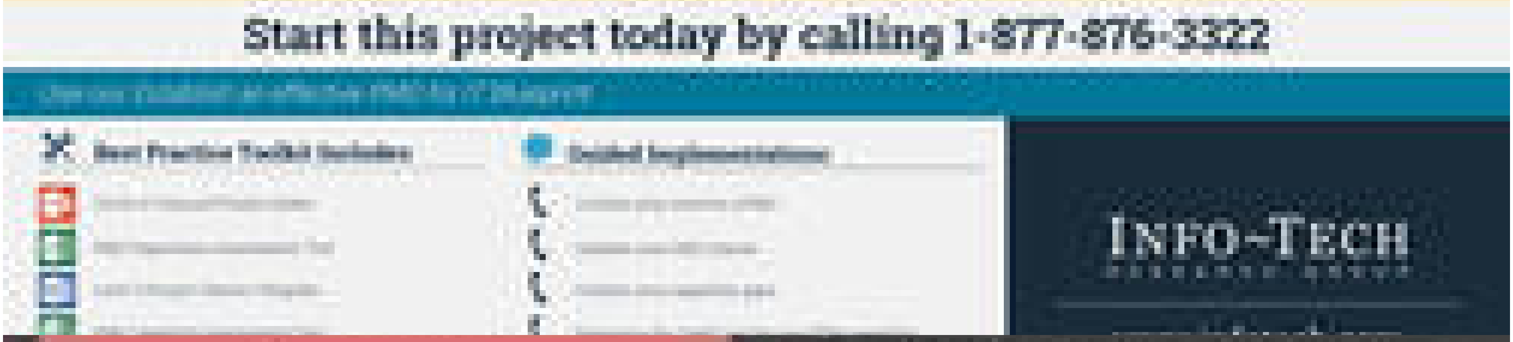
A good conductor has a keen ear; a world-class PMO has finely honed capabilities. A PMO can maximize the benefits of nine PMO capabilities, but your PMO should focus on those that are most important for your organization.

4. Build your implementation roadmap

Focus on closing the capability gaps that will add the greatest value first.

5. Get your roadmap approved

Selling the plan is just as important as building it; make sure it resonates with your management.



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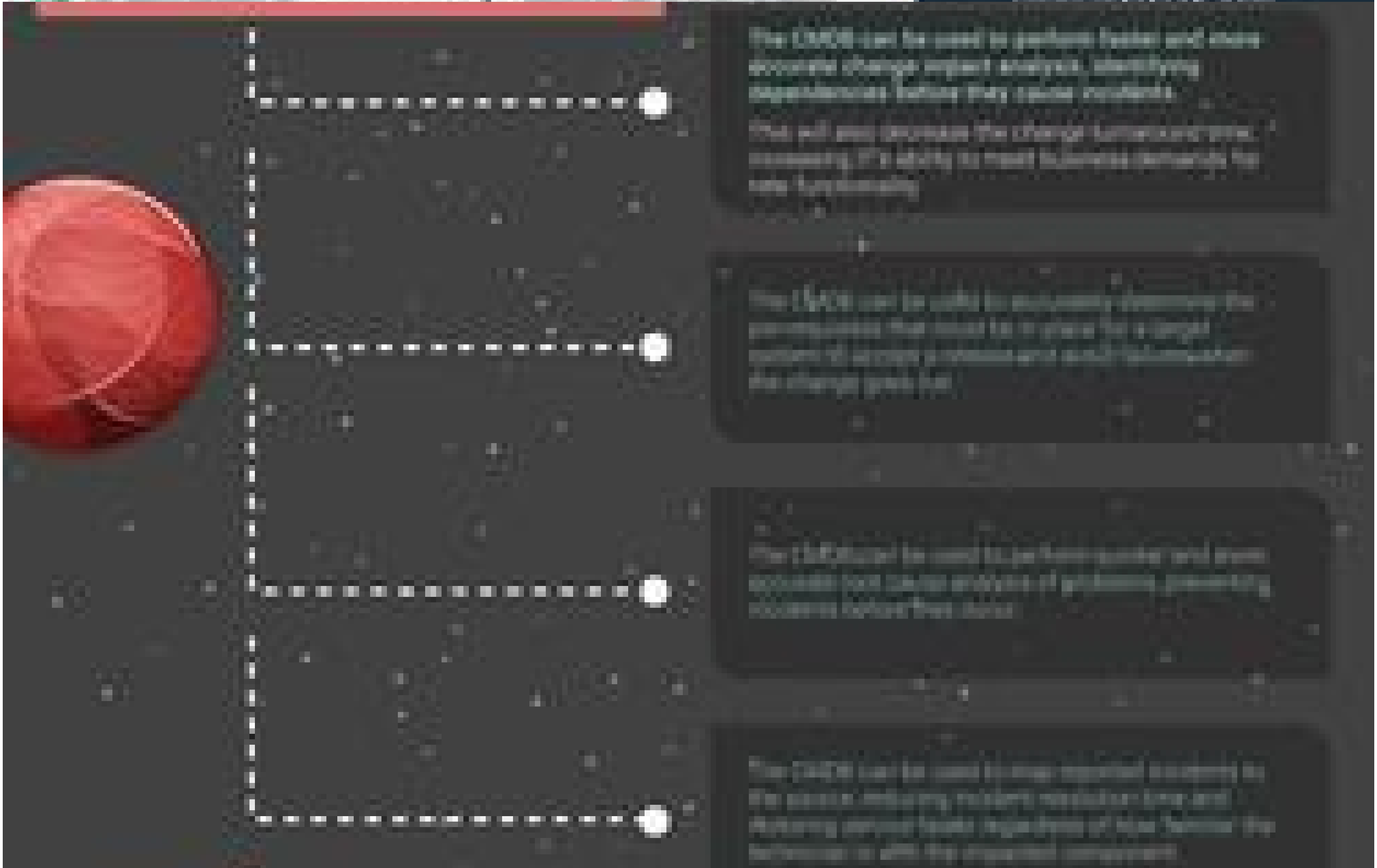


The CMDB can be used to perform faster and more accurate change impact analysis, identifying dependencies before they cause incidents.

This will also decrease the change turnaround time, increasing IT's ability to meet business demands for new functionality.

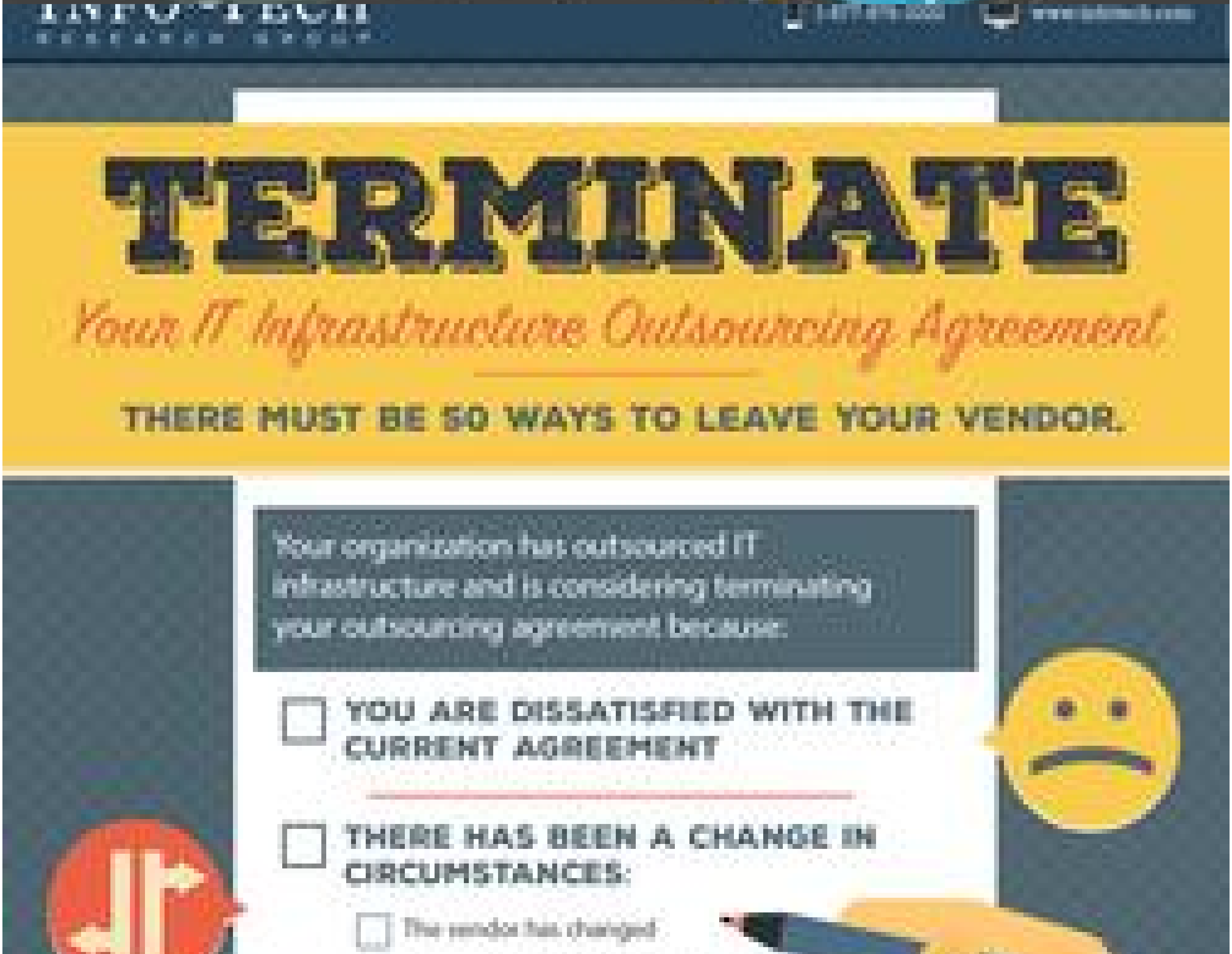
The CMDB can be used to accurately determine the prerequisites that must be in place for a target system to accept a release and avoid failures when the change goes live.

The CMDB can be used to perform quicker and more accurate root cause analysis of problems, preventing incidents before they occur.

The CMDB can be used to map reported incidents to the source, reducing incident resolution time and restoring service faster regardless of how familiar the technician is with the impacted component.

Terminate the IT Infrastructure Outsourcing Relationship

There must be 50 ways to leave your vendor.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TERMINATE

Your IT Infrastructure Outsourcing Agreement

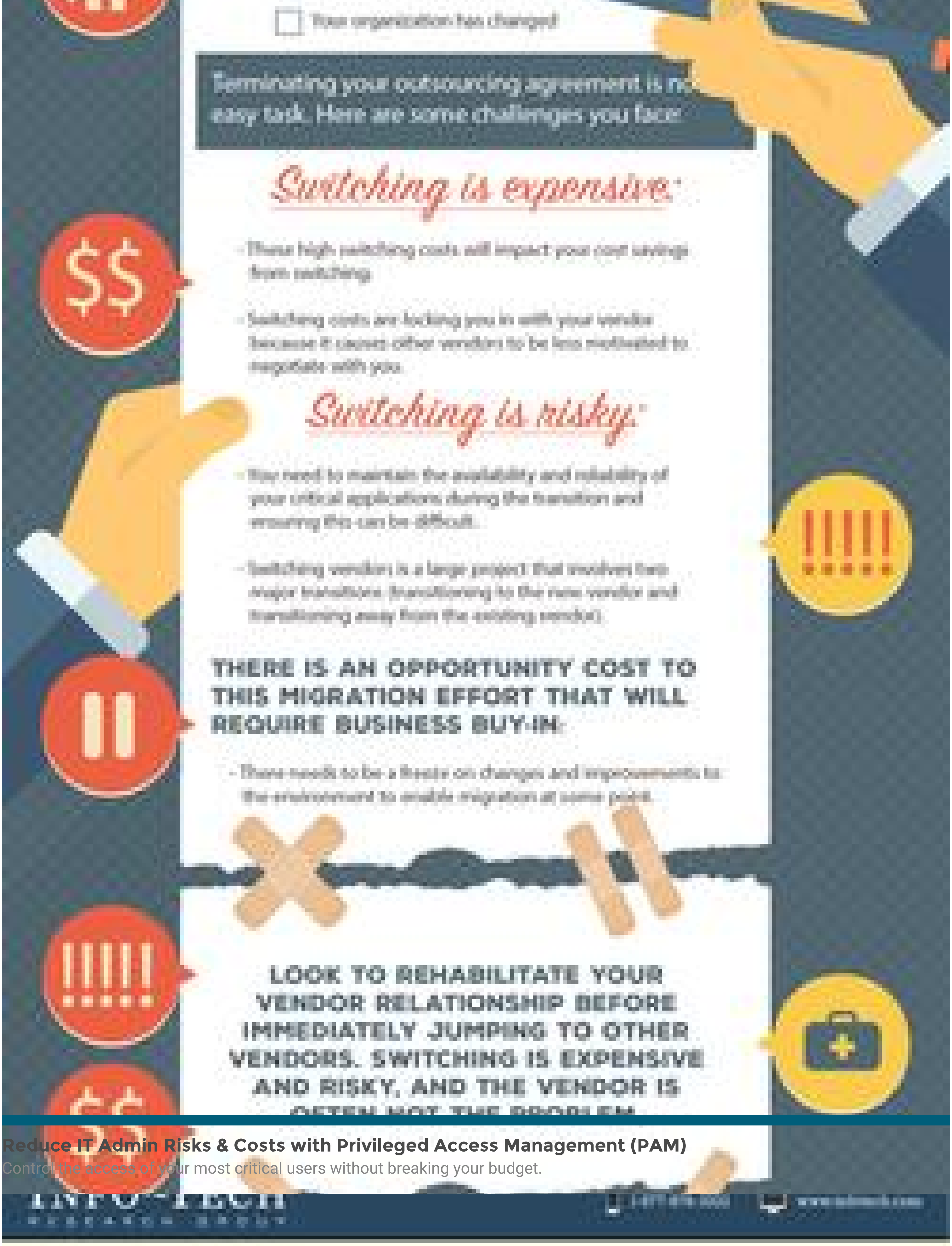
THERE MUST BE 50 WAYS TO LEAVE YOUR VENDOR.

Your organization has outsourced IT infrastructure and is considering terminating your outsourcing agreement because:

☐ YOU ARE DISSATISFIED WITH THE CURRENT AGREEMENT

☐ THERE HAS BEEN A CHANGE IN CIRCUMSTANCES:

☐ The vendor has changed



☐ Your organization has changed

Terminating your outsourcing agreement is no easy task. Here are some challenges you face:

Switching is expensive:

- These high switching costs will impact your cost savings from switching.
- Switching costs are locking you in with your vendor because it causes other vendors to be less motivated to negotiate with you.

Switching is risky:

- You need to maintain the availability and reliability of your critical applications during the transition and ensuring this can be difficult.
- Switching vendors is a large project that involves two major transitions (transitioning to the new vendor and transitioning away from the existing vendor).

THERE IS AN OPPORTUNITY COST TO THIS MIGRATION EFFORT THAT WILL REQUIRE BUSINESS BUY-IN:

- There needs to be a freeze on changes and improvements to the environment to enable migration at some point.

LOOK TO REHABILITATE YOUR VENDOR RELATIONSHIP BEFORE IMMEDIATELY JUMPING TO OTHER VENDORS. SWITCHING IS EXPENSIVE AND RISKY, AND THE VENDOR IS OFTEN NOT THE PROBLEM.

Reduce IT Admin Risks & Costs with Privileged Access Management (PAM)

Control the access of your most critical users without breaking your budget.

Reduce

IT Admin Risks & Costs

IT Admin Risks & Costs

with Privileged Access Management

Control the access of your most critical users without breaking your budget.

I'm a security/operations manager and I'm dealing with the following problems:

Internal

- There are no change management practices for when people leave the organization or change roles.
- A breach occurred due to mismanagement of privileged accounts.
- System or machine-to-machine account passwords are rarely changed.

External

- Must meet regulatory compliance requirements.
- Need to be better prepared to protect admin accounts as they are a target in today's threat landscape, putting my job at risk.

Users, especially admin users with their heightened levels of access, are an

organization's weakest link.

Simply implementing technology is not enough. Organizations need a formal PAM solution and process.

The time for ad hoc anything is over.

Formal processes and solutions need to be in place. Not doing anything can be low cost, but you're masking a great complication that is high risk.

Protect your admins

Your internal employees have always been a vulnerability against

Establish a Service-Based Costing Model

Not knowing your costs is an expense you can't afford.

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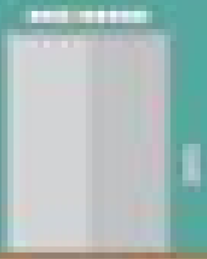
ESTABLISH A
Service Based
COSTING MODEL

NOT KNOWING YOUR COSTS IS AN EXPENSE YOU CAN'T AFFORD.

CIOs are frequently under pressure to justify expenditures on IT and demonstrate the value of IT. Business and financial leaders can see expenditures on hardware, software, contracts, and labor, but have difficulty correlating these expenditures with benefits to the business.

Service-based costing helps to translate expenditures into value through transformation of dollars into outputs. The cost of service outputs can be compared against industry benchmarks and alternative sourcing options, such as cloud services, to demonstrate cost efficiency or added value. Budgeting and forecasting are improved as costs can be closely tied to capacity and demand. It also helps to foster an understanding by the business as to how their consumption of IT services impacts the corporate financial bottom line.

However, service-based costing is extremely difficult to do. Costs can be difficult to identify, allocations are complex, data may not be available, and service definitions may be insufficient. The Info-Tech approach allows you to "grow as you go," making use of your existing service data and improving your service-based costing capabilities as the organization matures.



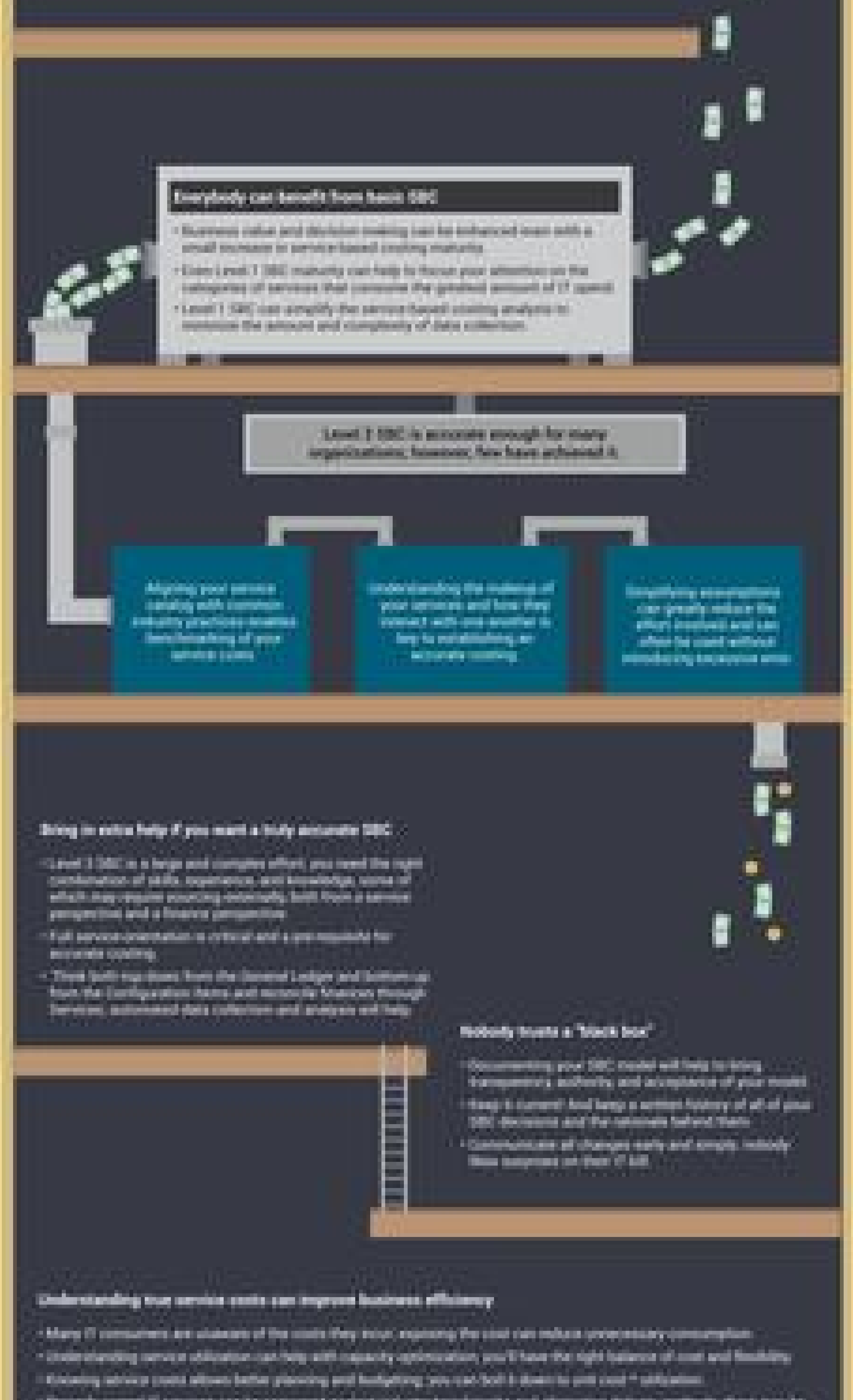
SERVICE-BASED COSTING DOESN'T HAVE TO BE PERFECT TO BE VALUABLE.
PICK YOUR MOST VISIBLE SERVICES AND SHOW OFF YOUR COST STRUCTURE.

Don't begin without purpose

- Know how you intend to make use of your service-based costing results before you begin. If there is no clear purpose, it will be a waste of time.
- Service-based costing is complex, difficult, and lengthy.
- Service-based costing requires a serious commitment in order to do it right.
- Service-based costing is useful to achieve certain objectives, but is not a panacea for all costing woes.

Service-based costing (SBC) is not for everyone

- Do only what you need. If your capability is already sufficient to meet the needs of the organization, don't embark on improving your service-based costing capability.
- The Info-Tech Service-Based Costing Maturity Model can help you determine where you are today and where you need to arrive in the future; do only what you need!



Everybody can benefit from basic SBC

- Business value and decision making can be enhanced even with a small increase in service-based costing maturity
- Even Level 1 SBC maturity can help to focus your attention on the categories of services that consume the greatest amount of IT spend
- Level 1 SBC can simplify the service-based costing analysis to minimize the amount and complexity of data collection

Level 2 SBC is accurate enough for many organizations; however, few have achieved it

Aligning your service catalog with common industry practices enables benchmarking of your service costs

Understanding the makeup of your services and how they interact with one another is key to establishing an accurate costing

Simplifying assumptions can greatly reduce the effort involved and can often be used without introducing excessive error

Bring in extra help if you want a truly accurate SBC

- Level 3 SBC is a large and complex effort; you need the right combination of skills, experience, and knowledge, some of which may require sourcing externally, both from a service perspective and a finance perspective
- Full service-orientation is critical and a pre-requisite for accurate costing
- Think both top-down from the General Ledger and bottom-up from the Configuration Items and reconcile finances through Services; automated data collection and analysis will help

Nobody trusts a "black box"

- Documenting your SBC model will help to bring transparency, authority, and acceptance of your model
- Keep it current! And keep a written history of all of your SBC decisions and the rationale behind them
- Communicate all changes early and simply; nobody likes surprises on their IT bill

Understanding true service costs can improve business efficiency

- Many IT consumers are unaware of the costs they incur; exposing the cost can reduce unnecessary consumption
- Understanding service utilization can help with capacity optimization; you'll have the right balance of cost and flexibility
- Knowing service costs allows better planning and budgeting; you can boil it down to unit cost * utilization

- Properly costed IT services can be compared against industry benchmarks and alternative delivery methods; there may be a less expensive way to deliver the services users rely on.
- Outsourcing can improve the overall efficiency of your IT department, allowing you to focus on delivering services that provide competitiveness and outsourcing commodities.

Steps

1

Assess Your Maturity and Need

Know where you are – and where you're going. Use the Info-Tech Service Based Costing Maturity Model to recognize your current level of capability as well as where you need to be to meet the needs of your organization.

2

Establish a Level 1 Service-Based Costing Model

Start off on the right foot: Service-based costing is complex and difficult. Level 1 will help you get results quickly without having to transform all of IT to a service-based delivery model.

3

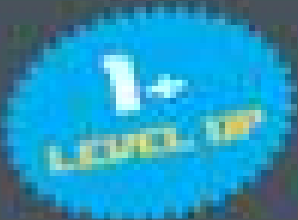
Establish a Level 2 Service-Based Costing Model

Be fulsome: Enhance your Level 1 capability by evolving from categories of services to individual services, recognizing even service-to-service consumption, to reach a level of service cost accuracy sufficient for benchmarking against industry.

4

Establish a Level 3 Service-Based Costing Model

Get accurate and precise: By this point you are fully committed to service-based costing and it is time to bring in sophisticated software and skills to take your service-based costing to the next level.



5

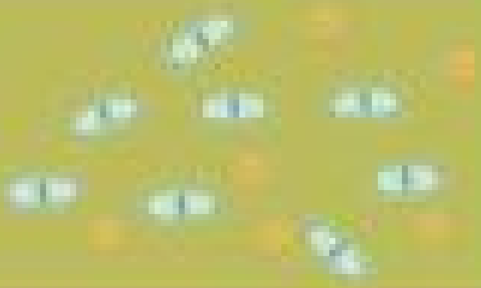
Document and Maintain Your Service-Based Costing Model

Keep current. The service-based costing model is not a one-time activity. It must be maintained over time to reflect both changes in cost structures and in the nature of the business. Make sure to follow a proper change management process and keep the documentation up to date.

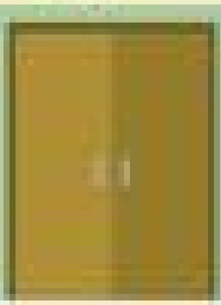
6

Use Service-Based Costing to Drive Business Value

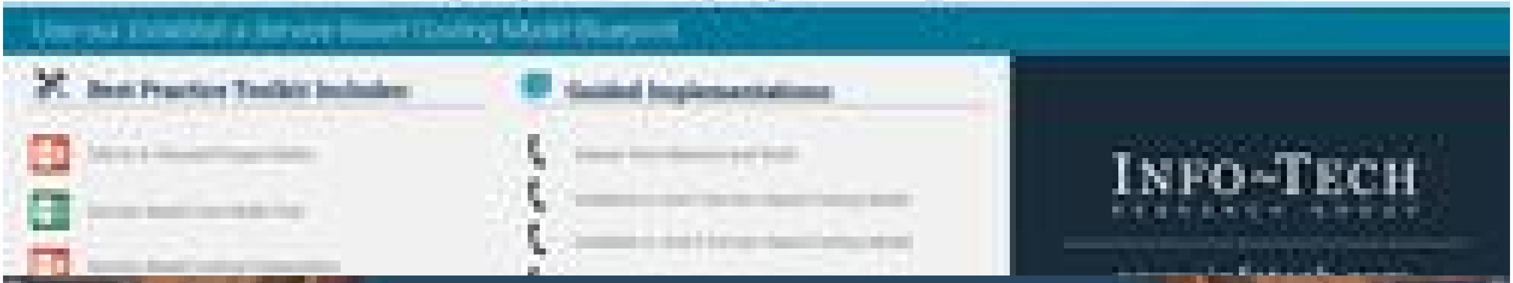
Drive value. Show management how to drive value from service-based costing by enhancing business decision making, increasing service use accountability, and improving cost forecasting.



Office



Start this project today by calling 1-877-876-3322



Use our Establish a Service-Based Costing Model Blueprint

Best Practice Toolkit Includes:

- [illegible]
- [illegible]
- [illegible]

Guided Implementations:

- [illegible]
- [illegible]
- [illegible]

This research is designed for:

Project Manager

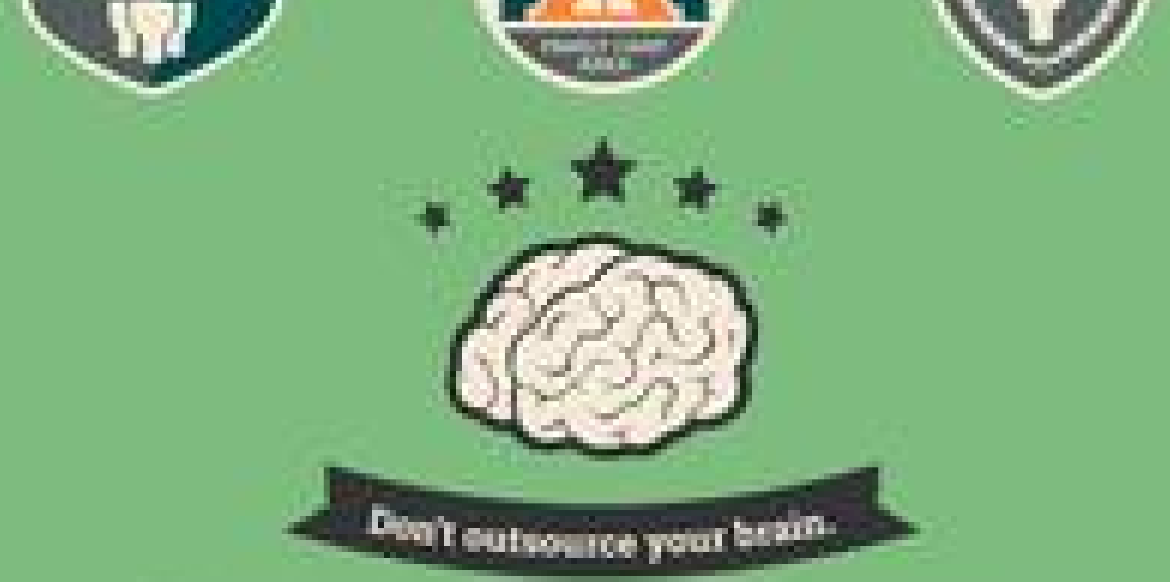
Organizations embarking on a large scale software implementation project

Head of Applications

PROJECT MANAGER

ORGANIZATIONS

HEAD OF
APPLICATIONS

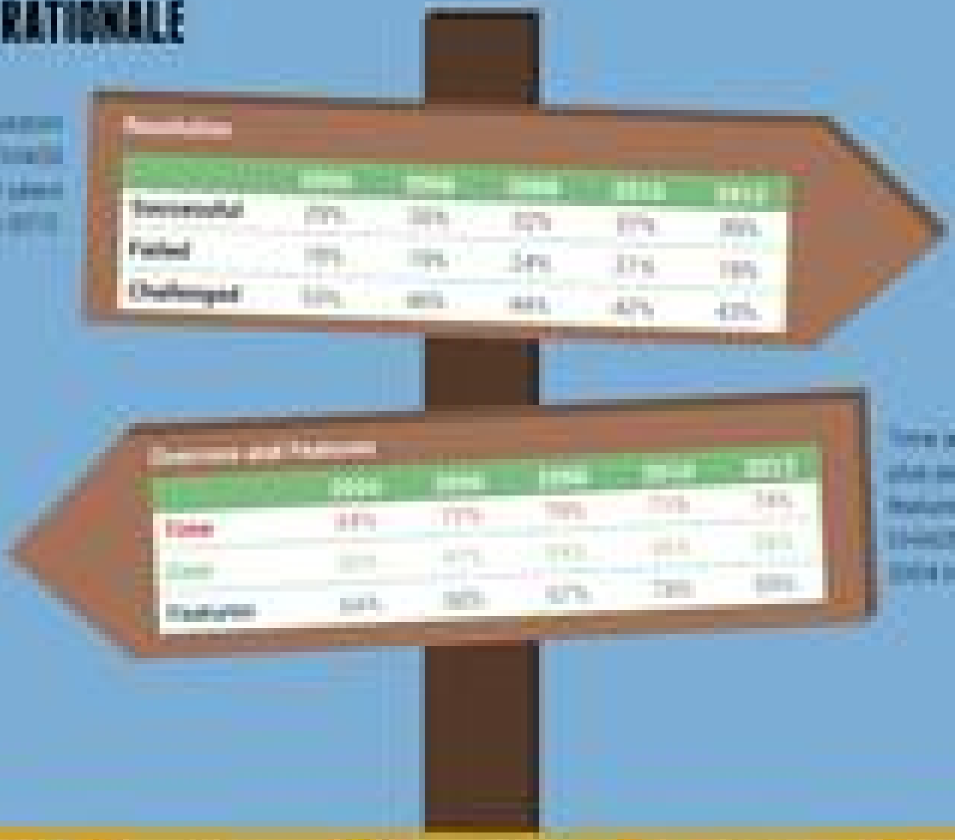

Don't outsource your brain.

Plan for risks, and assume greater accountability over your project in order to overcome common software implementation pitfalls.

PROJECT STEPS

STEP 1

PROJECT RATIONALE



Project resolution results from CHAOS research for years 2004 to 2012.

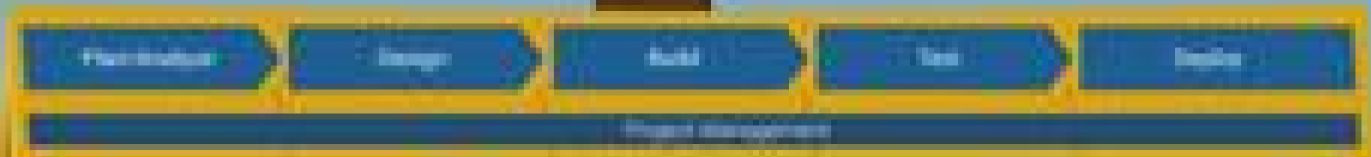
Resolution

	2004	2006	2008	2010	2012
Successful	29%	35%	32%	37%	39%
Failed	18%	19%	24%	21%	18%
Challenged	53%	46%	44%	42%	43%

Overruns and Features

	2004	2006	2008	2010	2012
Time	84%	72%	79%	71%	74%
Cost	56%	47%	54%	46%	59%
Features	64%	68%	67%	74%	69%

Time and cost overruns, plus percentage of features delivered from CHAOS research for years 2004 to 2012.


Plan/Analyse
Design
Build
Test
Deploy
Project Management

Optimize the Current Testing Process for Enterprise Mobile Applications

One-size-fits-all testing does not work – test for a mobile-specific context.

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Optimize Your Current
Testing Process
For
Enterprise Mobile
Applications
One-size-fits-all testing does not work – test for a mobile-specific context.
Application development managers need to
address the key business problems with the

Testing enables better development practices.

In the case of mobile testing, it will include distributed application level testing

Optimization of mobile-specific testing tools will help the development teams better understand why mobile applications fail under certain conditions and will strengthen the development of such loosely coupled applications in the future.

PROPER MOBILE TESTING WILL REFINE INSTITUTIONAL KNOWLEDGE AROUND DEVELOPMENT BEST PRACTICES AND PROVIDE YOU WITH THE OPPORTUNITY TO INNOVATE WITH BETTER PRACTICES.

Testers will be able to work from a common framework with consistent concepts and terminology across all types of applications.

lower overall testing costs

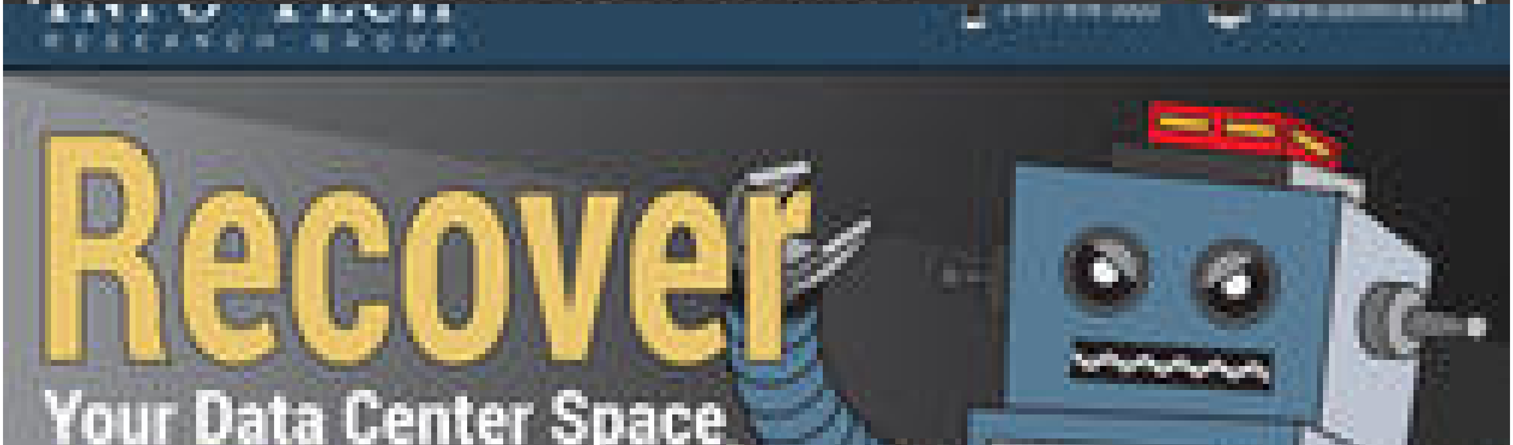
ENGAGE A SUBJECT MATTER EXPERT WITH EXTENSIVE EXPERIENCE IN MOBILE TESTING.

A subject matter expert provides insight on approaches that will achieve optimal results when implementing mobile testing processes.

Issue: 48% of organizations lack mobile testing experts for their testing processes.

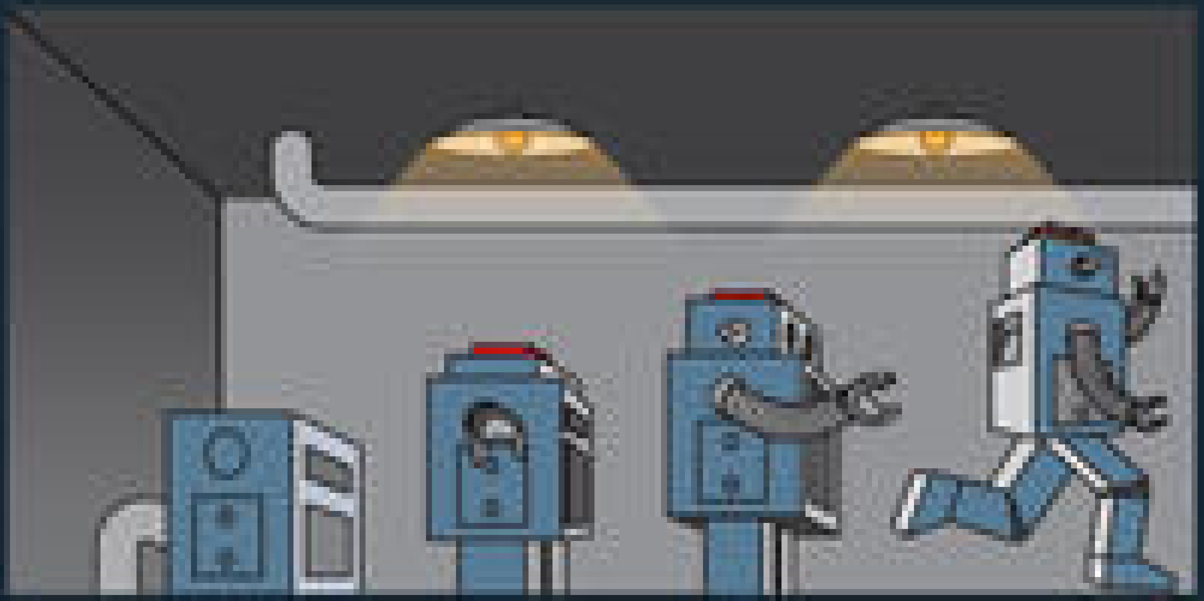
Recover Data Center Space After IT Infrastructure Outsourcing

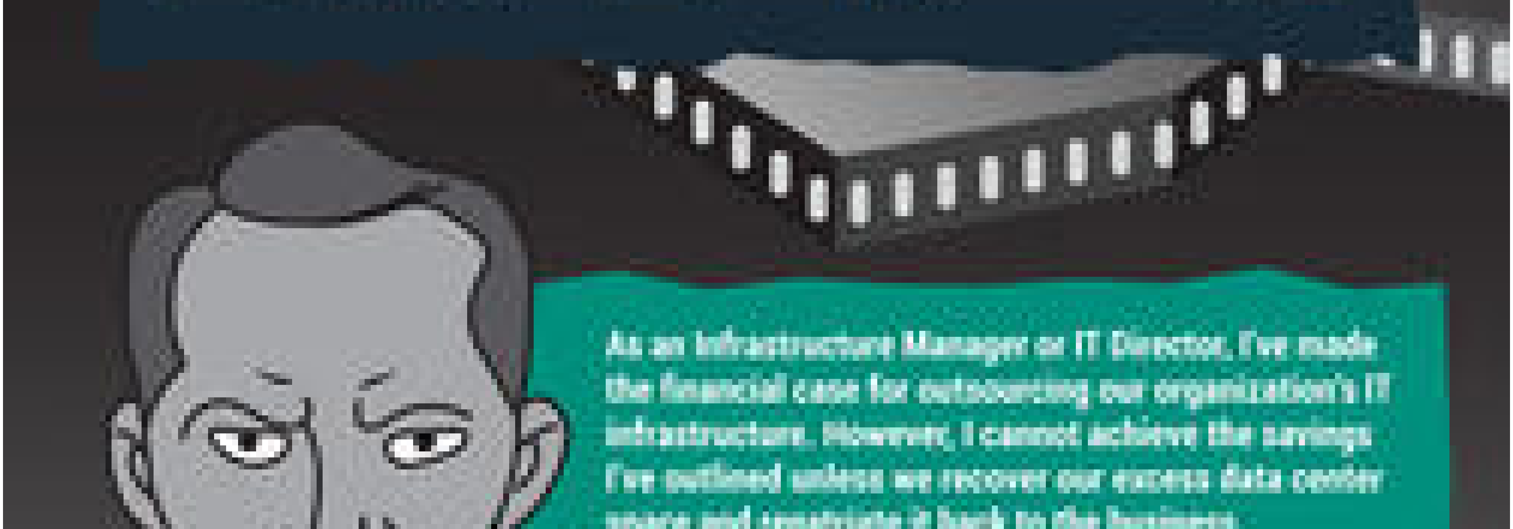
Get rid of your extra in-house data center space and equipment before you destroy your outsourcing business case.



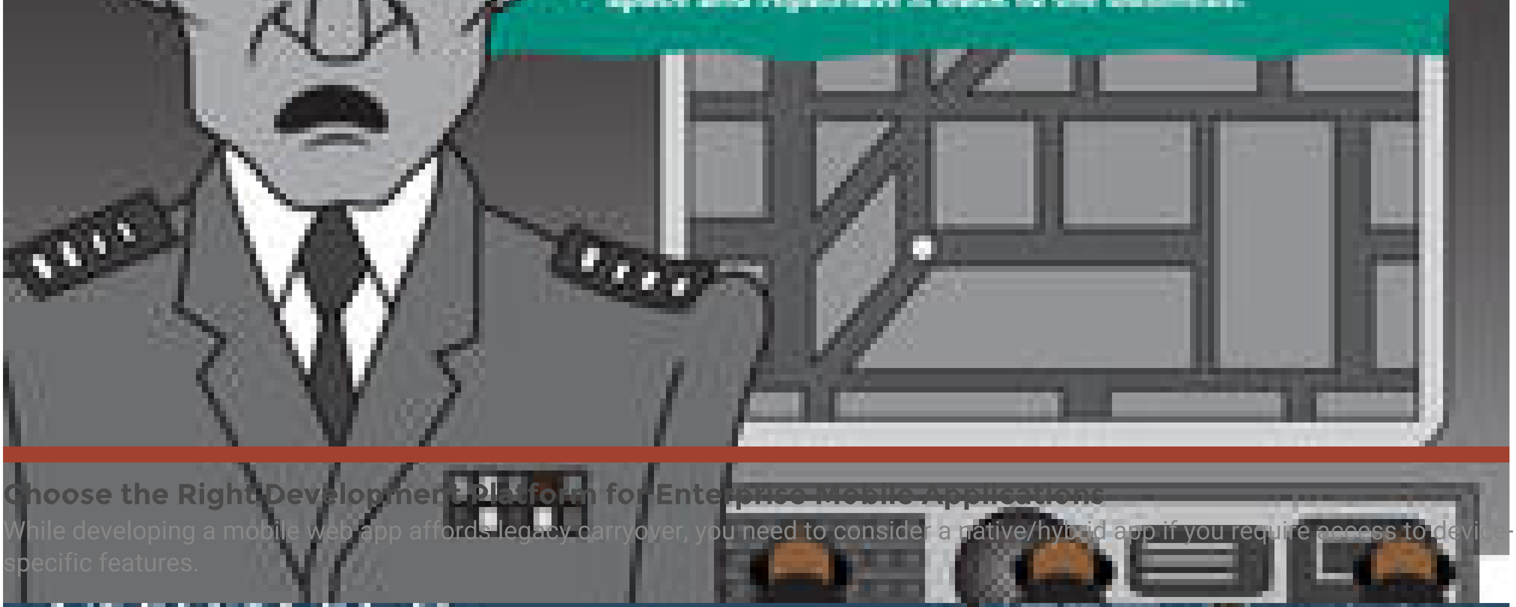
After IT Infrastructure Outsourcing.

Get rid of your extra in-house data center space and equipment before you destroy your outsourcing business case.



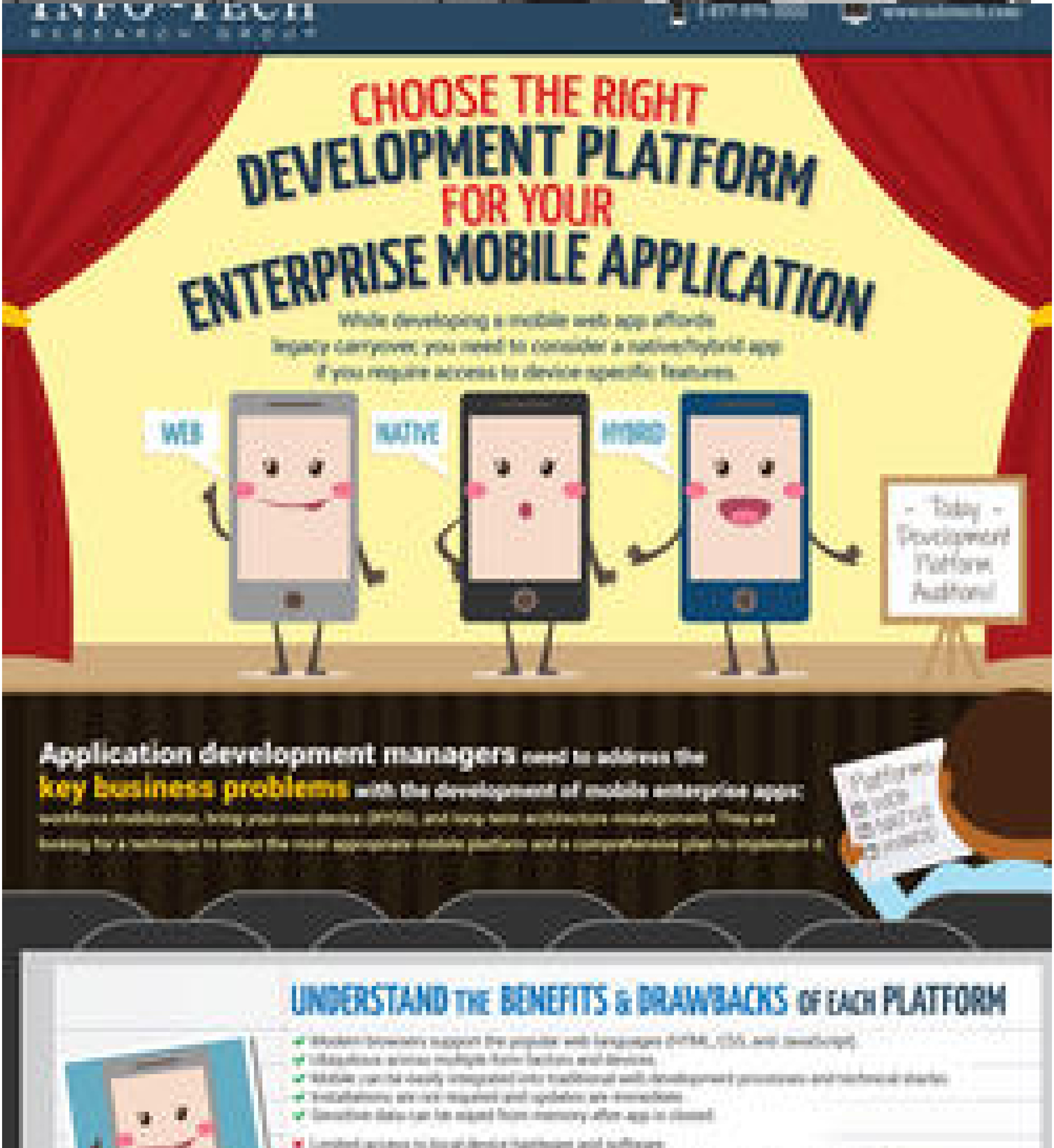


As an Infrastructure Manager or IT Director, I've made the financial case for outsourcing our organization's IT infrastructure. However, I cannot achieve the savings I've outlined unless we recover our excess data center space and repatriate it back to the business.



Choose the Right Development Platform for Enterprise Mobile Applications

While developing a mobile web app affords legacy carryover, you need to consider a native/hybrid app if you require access to device-specific features.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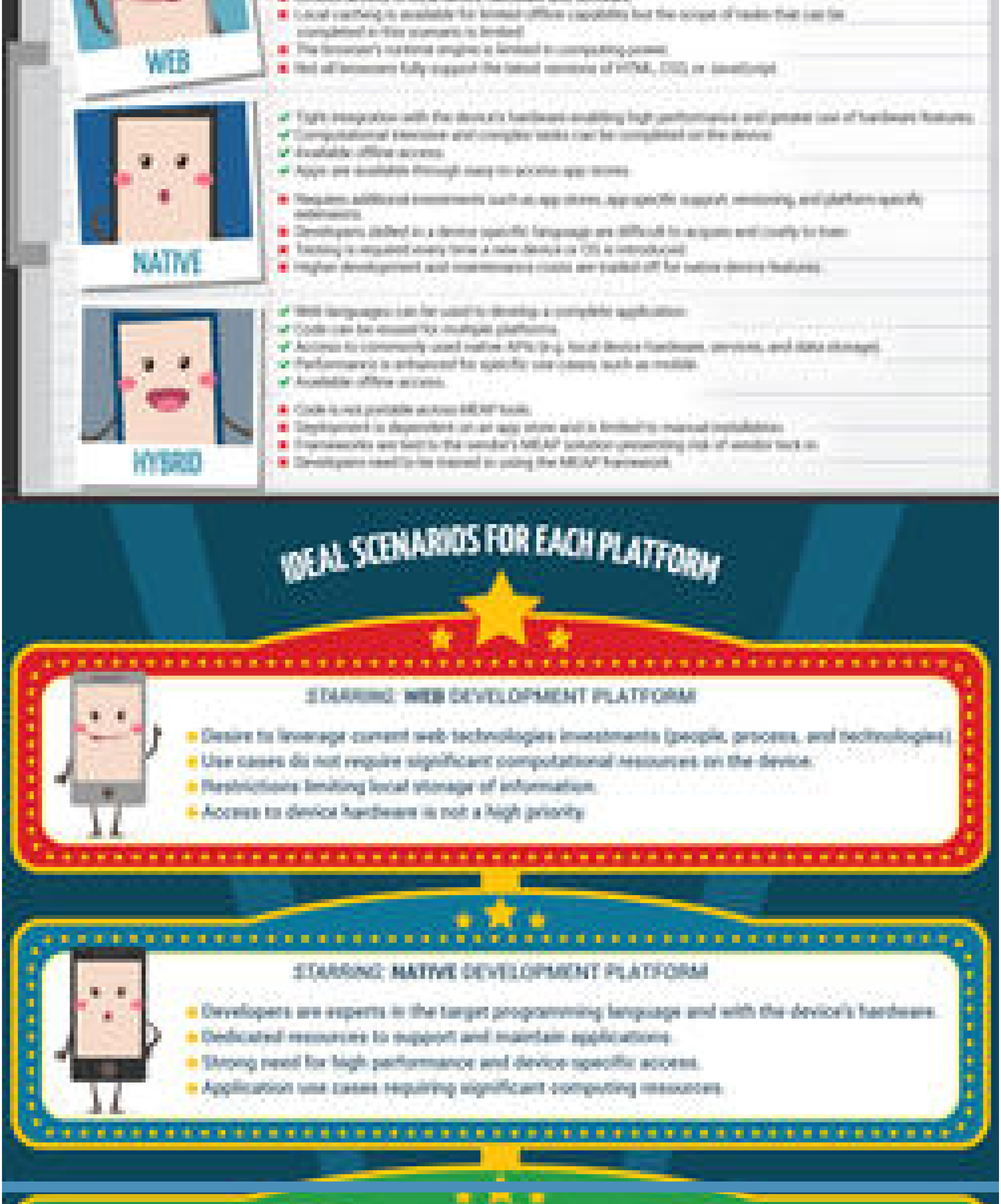
CHOOSE THE RIGHT
DEVELOPMENT PLATFORM
FOR YOUR
ENTERPRISE MOBILE APPLICATION
WEB
NATIVE
HYBRID
- Today - Development Platform Auditions!
Platform Selection Guide

While developing a mobile web app affords legacy carryover, you need to consider a native/hybrid app if you require access to device specific features.

Application development managers need to address the **key business problems** with the development of mobile enterprise apps: workforce mobilization, bring your own device (BYOD), and long-term architecture misalignment. They are looking for a technique to select the most appropriate mobile platform and a comprehensive plan to implement it.

UNDERSTAND THE BENEFITS & DRAWBACKS OF EACH PLATFORM

- ✓ Modern browsers support the popular web languages (HTML, CSS, and JavaScript)
- ✓ Ubiquitous across multiple form factors and devices
- ✓ Mobile can be easily integrated into traditional web development processes and technical stacks
- ✓ Installations are not required and updates are immediate
- ✓ Sensitive data can be wiped from memory after app is closed
- ✗ Limited access to local device hardware and software


WEB
NATIVE
HYBRID
IDEAL SCENARIOS FOR EACH PLATFORM

- Local caching is available for limited offline capability but the scope of tasks that can be completed in this scenario is limited
- The browser's rendering engine is limited in computing power
- Not all browsers fully support the latest versions of HTML, CSS, or JavaScript

- ✓ Tight integration with the device's hardware enabling high performance and greater use of hardware features
- ✓ Computational intensive and complex tasks can be completed on the device
- ✓ Available offline access
- ✓ Apps are available through easy to access app stores

- Requires additional investments such as app stores, app specific support, versioning, and platform specific extensions
- Developers skilled in a device specific language are difficult to acquire and costly to train
- Testing is required every time a new device or OS is introduced
- Higher development and maintenance costs are traded off for native device features

- ✓ Web languages can be used to develop a complete application
- ✓ Code can be reused for multiple platforms
- ✓ Access to commonly used native APIs (e.g. local device hardware, services, and data storage)
- ✓ Performance is enhanced for specific use cases such as mobile
- ✓ Available offline access

- Code is not portable across MEAP tools
- Deployment is dependent on an app store and is limited to manual installation
- Frameworks are tied to the vendor's MEAP solution presenting risk of vendor lock-in
- Developers need to be trained in using the MEAP framework

STARRING: **WEB** DEVELOPMENT PLATFORM

- Desire to leverage current web technologies investments (people, process, and technologies)
- Use cases do not require significant computational resources on the device.
- Restrictions limiting local storage of information.
- Access to device hardware is not a high priority.

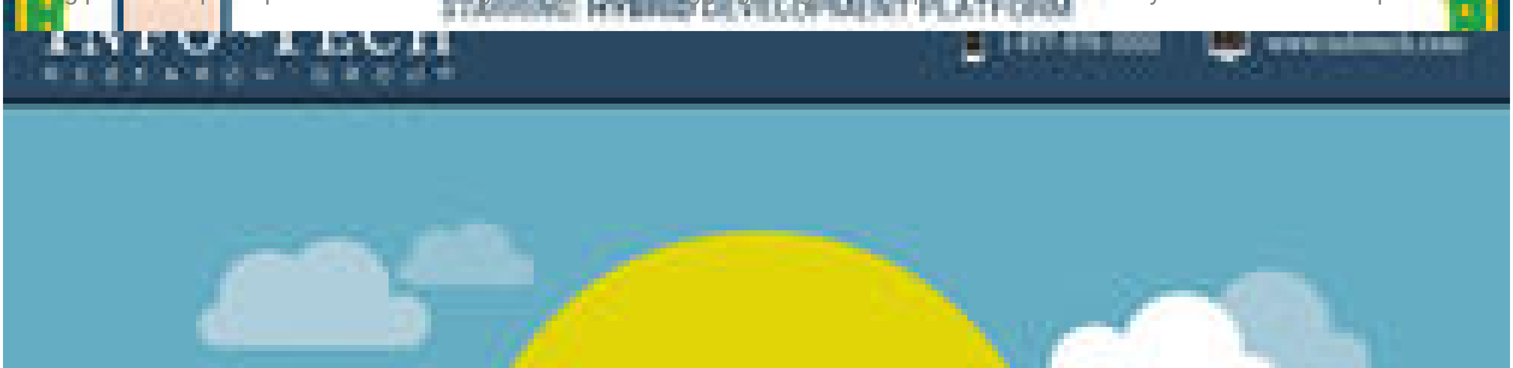
STARRING: **NATIVE** DEVELOPMENT PLATFORM

- Developers are experts in the target programming language and with the device's hardware.
- Dedicated resources to support and maintain applications.
- Strong need for high performance and device specific access.
- Application use cases requiring significant computing resources.

STARRING: **HYBRID** DEVELOPMENT PLATFORM

Develop a Comprehensive Business-to-Business Integration Strategy

Strong partnerships require seamless integration; don't let lagging integration capabilities undermine your B2B relationships.



Develop

A Comprehensive Business-to-Business Integration Strategy

Strong partnerships require seamless integration; don't let lagging integration capabilities undermine your B2B relationships.

No business is an island:

Every business needs to exchange data with other organizations in their value chain. Whether it is exchanging financial transactions such as purchase orders and invoices, sharing medical information about patients, or exchanging employment data with the government, such processes require data transfer between business entities.

The business sees the efficiencies and cost savings associated with B2B integration but overlooks the implications of increasing integration capabilities with trading partners. Every new partner that is onboarded comes at a cost: sometimes the cost of new technology but always the cost of IT resource demand. The complexity and implications of B2B integration may cause projects to be postponed, and delays in integration further drive costs up and drive capabilities down.

Understanding the requirements of your trading partner landscape, the goals and objectives of the business, and the constraints of the IT environment can help you design a scalable strategy for maximum return. This allows the business to reap the benefits of B2B integration, while IT gains control over variability.

Manage Stakeholder Relations

Make proper stakeholder management a habit.

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Manage Stakeholder Relations
Make proper stakeholder management a habit.
Your Challenge

[illegible] approach for maximum success. Each of your stakeholders is likely to react differently to your goals, so spending time to understand them and treat them the way they want to be treated will be critical to your success.

Track your stakeholder management success over time by using Info-Tech templates and tools to highlight where you should be focusing your attention.

Stakeholder management is more important than you realize — it can make or break your IT project, organization, and career.

Poor stakeholder management can undermine you and your department's credibility within the organization.

Both executives and project managers have lost their jobs due to mismanaging stakeholders — **don't be one of them.**

Realize that you have more stakeholders than you think you do.

Realize that you may not intuitively know who all your stakeholders are as it takes investigative analysis to uncover the less obvious ones.

Understand that the stakeholder landscape is constantly shifting; revisit and update your stakeholder analysis when change occurs.

Think broadly and analytically to uncover hidden stakeholders.

Know where to focus your efforts.

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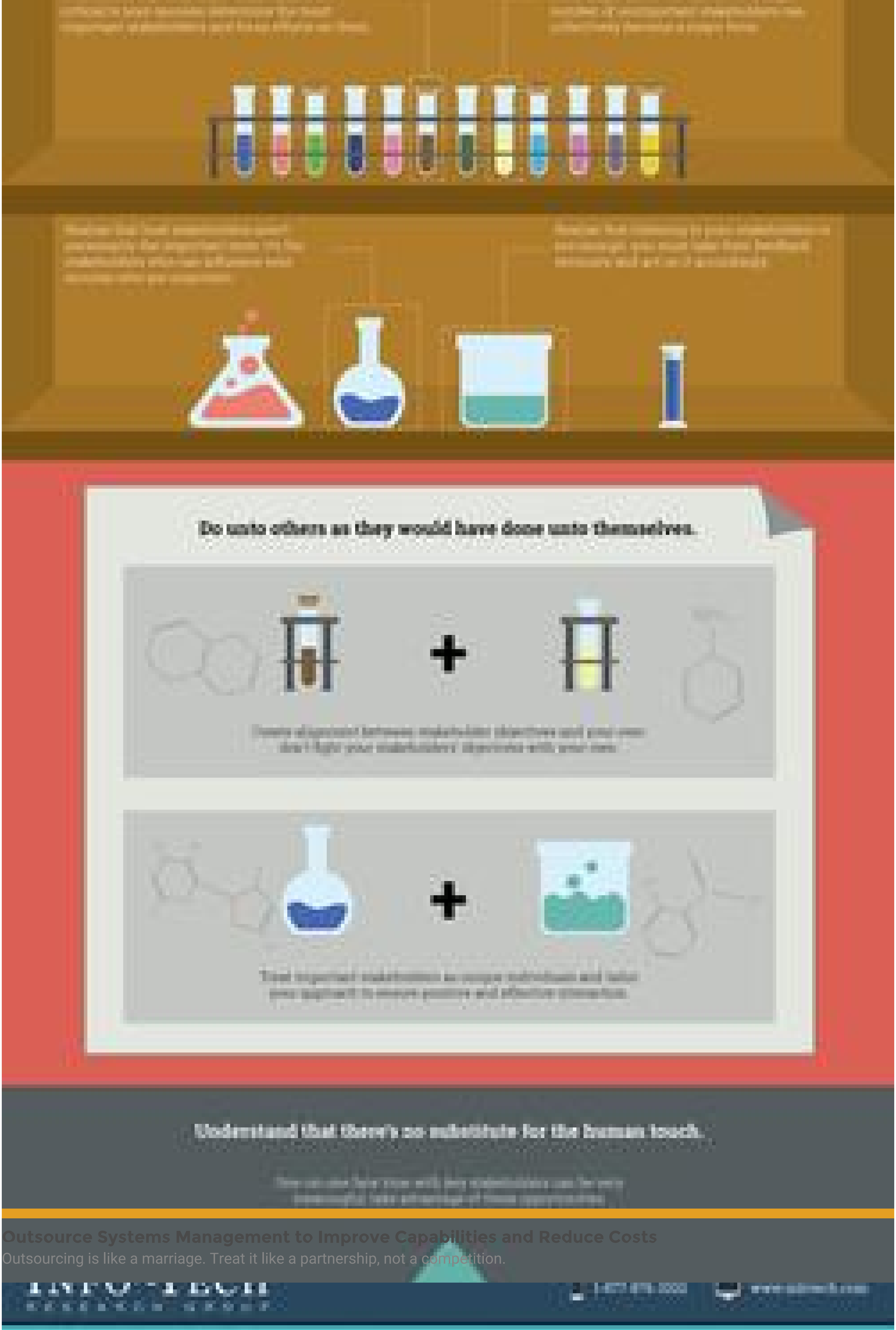

Do unto others as they would have done unto themselves.

Understand that there's no substitute for the human touch.

Outsource Systems Management to Improve Capabilities and Reduce Costs

Outsourcing is like a marriage. Treat it like a partnership, not a competition.

Improve Capabilities and Reduce Costs by Outsourcing Systems Management

Outsourcing is like a marriage. Treat it like a partnership, not a competition.

As infrastructure manager, I'm facing some of the following challenges:

I lack the internal resources or technical capabilities to move forward with further automation.

I implemented and optimized my internal systems management capabilities, but am still not seeing the desired results.

I am interested in outsourcing, but I am not sure if I stand to benefit from it.

Outsourcing is an attractive option, but I'm fearful of getting locked in with an unsatisfactory vendor.

I'm not sure what I need to have in place before I pass my systems management to a third party.

Outsourcing is like a marriage

to succeed, you need to work to collaborate with your vendor and build a meaningful partnership. This means frequent, open communication from the initial engagement. With that said, even though you should expect the best, you need to be prepared for the worst. Make sure you have an exit strategy ready to avoid getting locked in to an unhappy investment.

- The famous mantra is "do what you do best and outsource the rest." That's decent advice but it's not really that simple. In fact, outsourcing can be a viable option for those services that you are good at, but don't drive enough revenue to warrant continued internal investment.
- The decision to outsource isn't about offloading problems. Outsourcing is a strategic tool that must line up with organizational goals and it's objectives.
- If your house isn't in order, handing the keys over to somebody else isn't going to get it clean. Outsourcing requires significant preparation. Spend the bulk of your time in the requirements gathering and vendor selection phase to ensure a good fit and avoid surprises down the road.

While many organizations do see some cost savings as a result of outsourcing the real driver is gaining access to capabilities that are beyond the means of your organization. Treat cost savings as a bonus.

Steps

Step 1 | Assess Whether Outsourcing Systems Management Will Help You Achieve Your Goals

The real value of outsourcing systems management isn't in cost avoidance, but in capability enhancement.

Outsourcing isn't a quick win; it requires adequate preparation, including a rigorous requirements gathering process and process development.

Step 2 | Build a Project Charter to Communicate to Stakeholders the Value of Systems Management

Outsourcing systems management must be a strategic decision, not a way to dodge responsibility.

Align outsourcing with strategic IT and organizational goals.

Be prepared to anticipate stakeholder needs and respond to common outsourcing myths. Kill the gossip before it starts.

Step 3 | Identify and Select a Best-Fit Service Provider With an Optimized RFP

Focus your RFP on outcomes rather than inputs to give you and your vendor some flexibility.

Be sure to clarify vendor/client responsibilities to ensure complete coverage of duties.

Step 4 | Ensure Collaborative Engagement with Win/Win Contract Design

Regular, open communication with your provider is key to a strong outsourcing relationship. Have an engagement plan and write it into your contract.

Review your contract for common pitfalls and oversights in order to protect yourself from an unsatisfactory relationship.

Make sure you have an exit strategy. Expect the best but plan for the worst—avoid vendor lock-in.

Step 5 | Plan the Transition to a Managed Service Provider

Be prepared to devote 50% of your project timeline to requirements gathering and procurement.

Don't neglect the testing and training period. Your staff needs to know how to work with the vendor's solution or it won't be used to its maximum effectiveness.

Have regular internal meetings to ensure that your arrangement is continuing to meet your objectives, and to nip small issues in the bud before they become big problems.

Start this project today by calling 1-877-876-3322

Use our Outsource Systems Management to Improve Capabilities and Reduce Costs Blueprint

Best Practice Toolkit Includes:

- [illegible]
- [illegible]
- [illegible]
- [illegible]

Guided Implementations:

- [illegible]
- [illegible]
- [illegible]
- [illegible]

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A project charter should contain the following:

- Executive summary and project overview
    - Goals
    - Benefits
    - Critical Success Factors
- Scope
- Key Deliverables
- Stakeholders and RACI
- Risk Management
- Projected Timeline and Key Milestones
- Review and Approval

Step 3
Analyze Requirements

The environmental scan should ensure you have an up-to-date understanding of the regulatory environment, the eLearning market and the preferences of your target customer.

Requirements Elicitation

Visionary User Scenarios	Use Cases	Requirements
Can be gleaned from the observations or behaviors captured from the focus groups regarding behaviors, motivations, and preferences	Initial list can be developed by breaking down the user scenarios into logical components. The inventory can be supplemented through additional workshops, interviews, and vendor demonstrations	Functional and non-functional requirements can be deducted from the details of each use case

Pursue requirements elicitation techniques that lend themselves to 'greenfield' engineering.

Greenfield engineering is a requirements elicitation technique when development starts from scratch as no prior system exists (in this case, for ELearning). Requirements come from end users, customers, and vendors, and are triggered by user needs.

User Scenarios

User scenarios are short stories of various individuals who engage in eLearning, driven by a certain motivation or with a certain goal in mind.

Strong user scenarios include information that is relevant to the process the user undergoes to achieve their goal.

Use Cases

Use cases define a sequence of interactions between a system and the parties that interact with it, and provide a good way to deduce the functional and non-functional requirements of an eLearning system.

Use case: a set of scenarios tied together by a common user goal. Use cases can also be defined by asking the stakeholders for reasons they would use the system or tasks they need to accomplish with it (where each use case forms a scenario or goal).

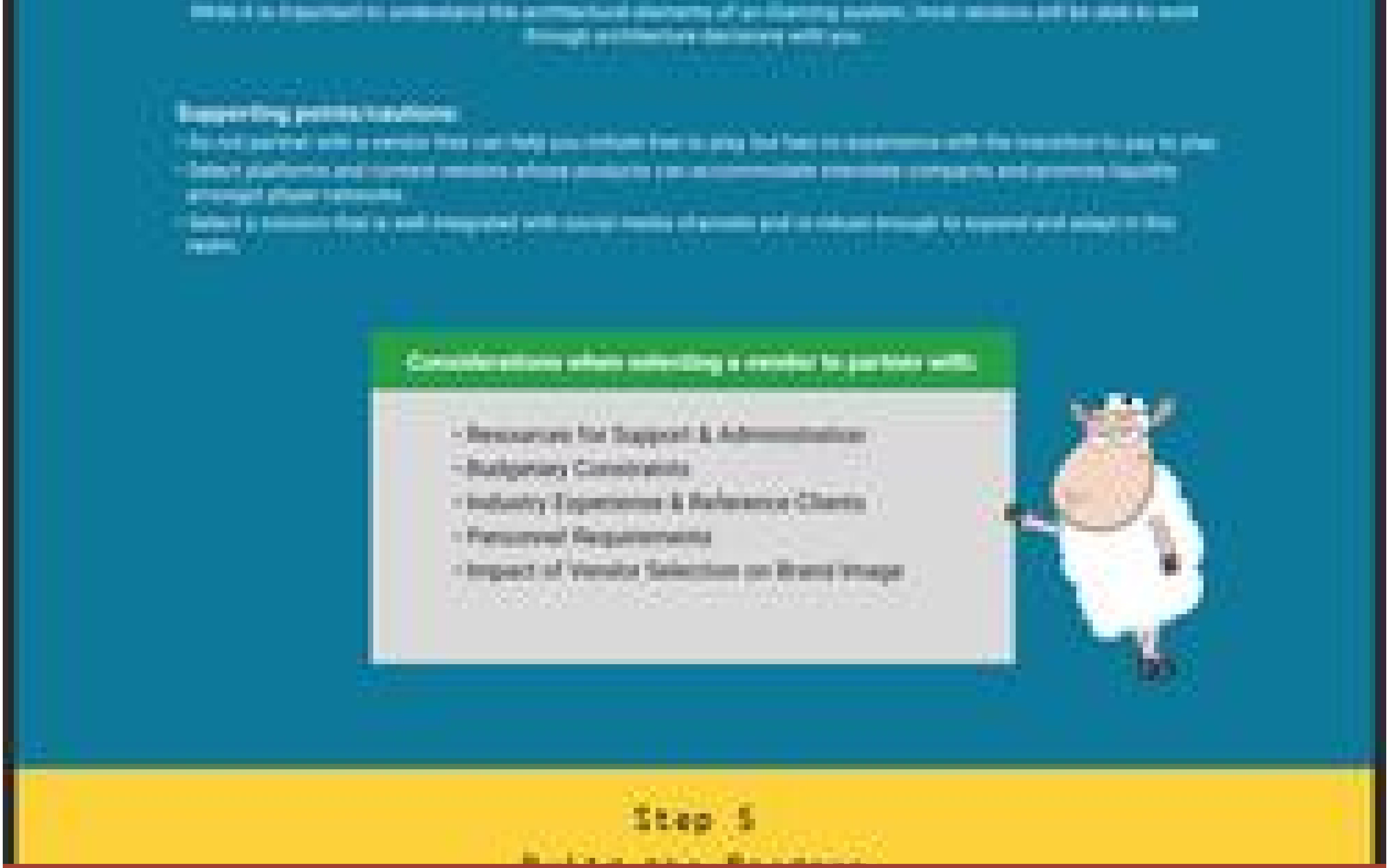
Requirements

Non-functional requirements – Specific criteria that can be used to judge the operation of a system. It defines how a system is supposed to be.

Functional requirements – Breaks down business requirements that outline exactly what needs to be done and delivered, and should be understood by business analysts, project managers, developers, and testers.

Business requirements – High level requirements that management would typically understand.

Step 4
Identify Solutions



Supporting points/cautions:

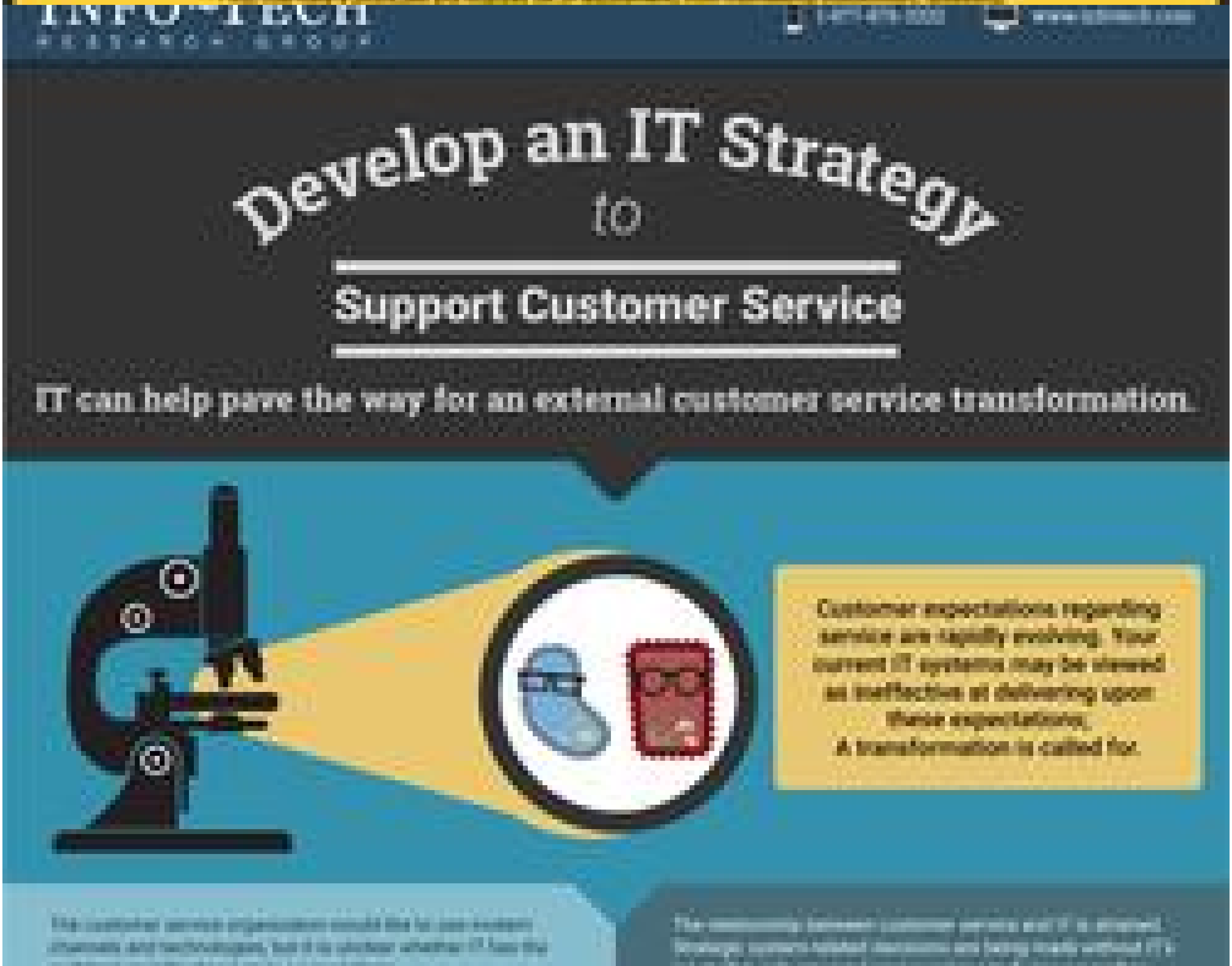
Considerations when selecting a vendor to partner with:

- Resources for Support & Administration
- Budgetary Constraints
- Industry Experience & Reference Clients
- Personnel Requirements
- Impact of Vendor Selection on Brand Image

Step 5

Develop an IT Strategy to Support Customer Service

IT can help pave the way for a Customer Service transformation.



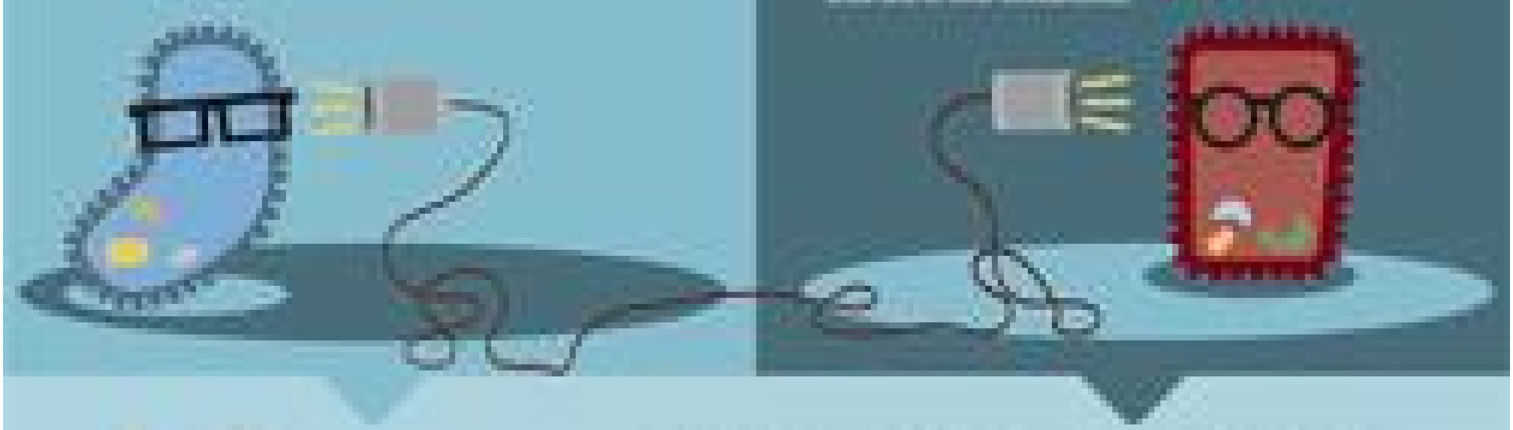
Develop an IT Strategy to Support Customer Service

IT can help pave the way for an external customer service transformation.

Customer expectations regarding service are rapidly evolving. Your current IT systems may be viewed as ineffective at delivering upon these expectations; A transformation is called for.

architecture/infrastructure to support them.

[illegible] IT is only engaged [illegible] as they arise and to offer recommendations.

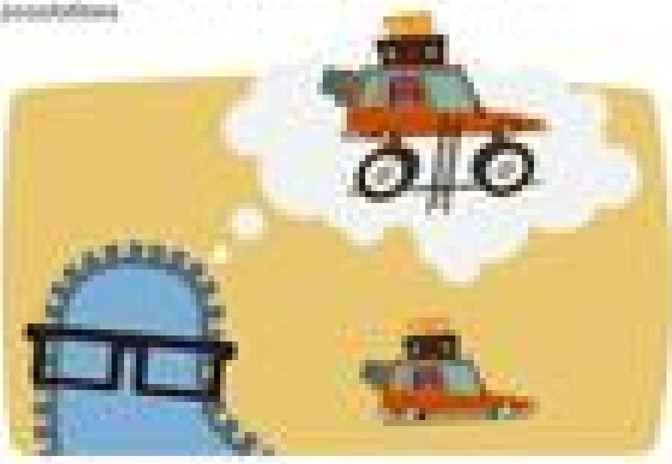


Embark on a journey with your customer service organization. Let this project be a starting point for strategic collaboration. Demonstrate to the business that IT understands their challenges, and can help put technology to work to create new offerings and meet their customer service vision. Evaluate business processes and the respective supporting systems to gain a strategic perspective on IT initiatives that will enable your customer service revolution.

If you are a firefighting IT department, consider this project as an opportunity to mend your relationships with the business and transform yourself into a strategic partner and innovator.

Be clear about roles and responsibilities: identify the right process and task owners to ensure project success.

Where transformation is called for, start with future state visioning. Current state analysis can impede your ability to see future possibilities.



Get your house in order by enhancing core or traditional customer service functionality first, and then moving on to more ambitious business enabling functionality.

There are multiple strategies that IT can work with Customer

Service to deliver, unlocking their potential business value.

IT is only one or two degrees of separation from the end customer – it's simply a matter of perspective. IT's involvement and collaboration can significantly impact the customer experience.

IT › **Customer Service** › **External Customers**

Customer Service Strategy:

Retention

Seamless Multi-Channel Strategy
Proactive Customer Service

Efficiency

Volume Diversion to Lower Cost Channels
Agent Empowerment

Cross-Sell/ Up-Sell

Up-Sell and Cross-Sell Opportunities

Info-Tech Recommeded Evolution for Customer Support IT Systems:

Build CS Capabilities on Traditional Channels

① Enable Traditional CS Channels
② Improve Efficiency

Engage Customers on Social Media

③ Pursue Social Media Channels
④ Proactively Provide Customer Service

Enable 360° View

⑤ Identify Up-Sell/Cross-Sell Opportunities

🟦	In person, mail, phone, fax, email and web
🟨	Facebook, Twitter, etc.
⬜	Cross channel data integration with sales and marketing data

Although Info-Tech recommends undertaking initiatives that build a solid foundation before embarking on business enabling initiatives, there may be "low hanging fruit" that will increase buy-in and excitement from the business and improve customer service in parallel.

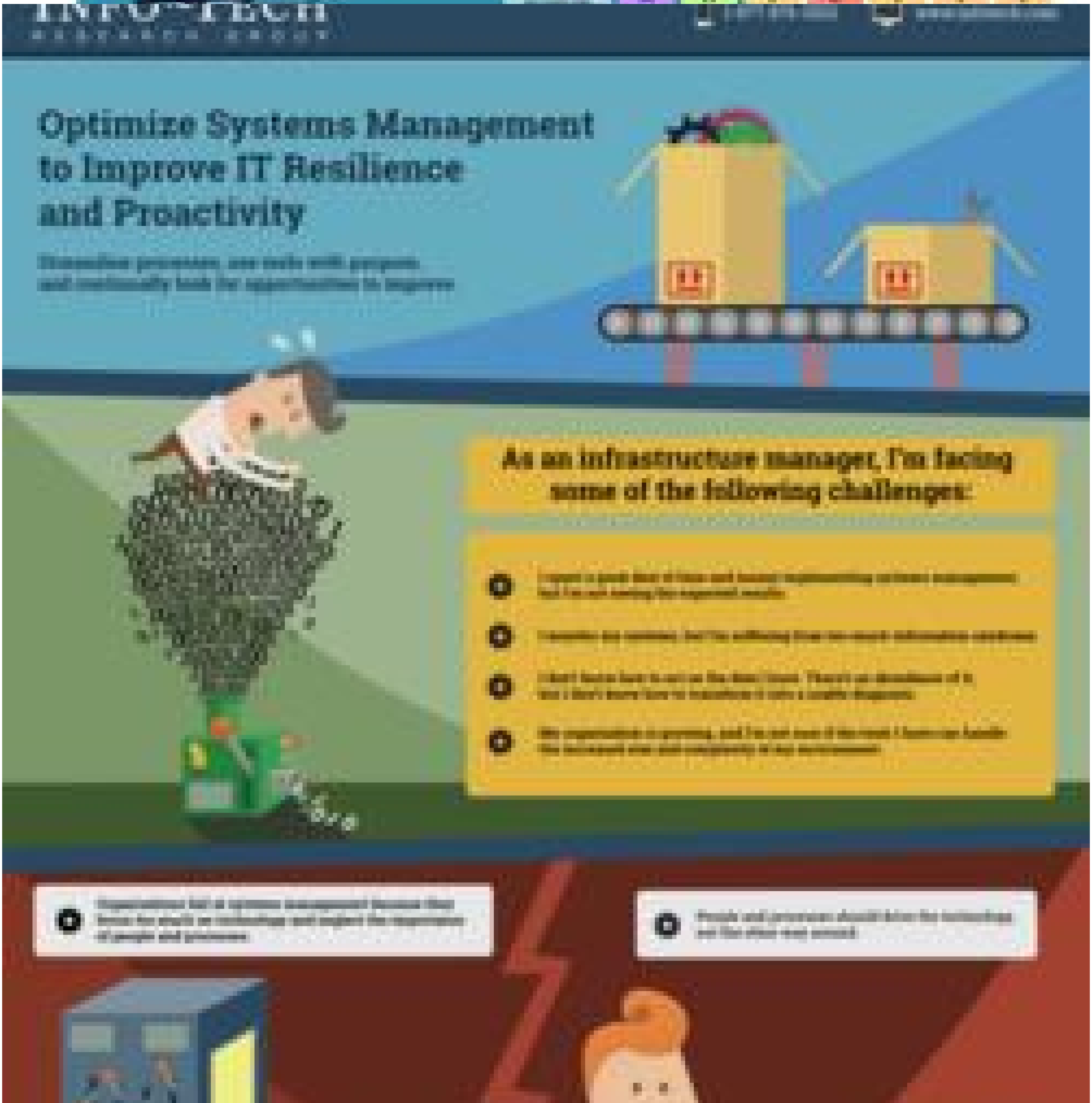
Do not overlook these opportunities.

Steps

1. Structure the Project

Optimize Systems Management to Improve IT Resilience and Proactivity

Streamline processes, use tools with purpose, and continually look for opportunities to improve.



Optimize Systems Management to Improve IT Resilience and Proactivity

As an infrastructure manager, I'm facing some of the following challenges:

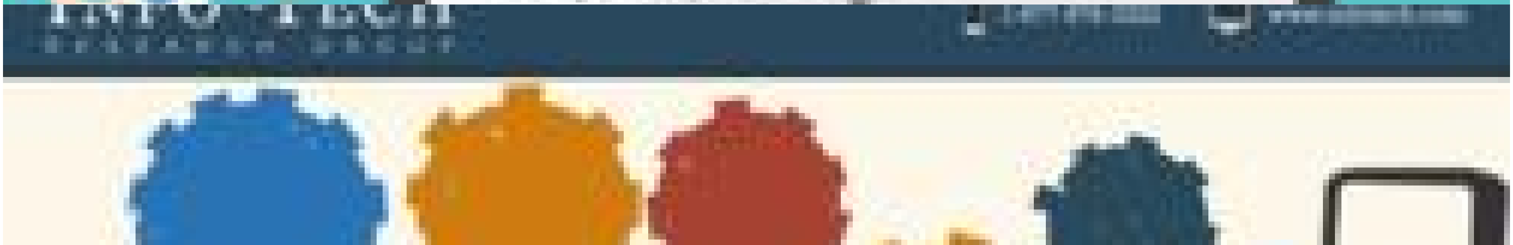
Implement Systems Management to Improve Availability and Visibility

Without sound systems management practices, you don’t control outages, they control you.

Implement Systems Management to Improve Availability and Visibility
Without sound systems management practices, you don't control outages, they control you.
ERROR!!

Mobilize the Workforce by Mobilizing ERP

Mobility isn’t about shiny new toys, it’s about empowering your workforce.



Mobilize the Workforce by Mobilizing ERP

Mobility isn't about shiny new toys, it's about empowering your workforce

As an ERP Applications Manager you have wondered how the proliferation of consumer mobile technology can be leveraged to optimize your ERP system.

Your mobile field force is burdened with manual, paper-based processes that impact your ability to optimize mobility in general. You are also wondering if mobile is right for you and, if it is, how mature does your mobile development capability need to be? You also need help building the business case and quantifying the savings from mobile ERP. Last, you must know that when the project is complete you have added strategic value to your organization.

Mobile ERP is a form of process optimization. Optimizing business processes leads to:

10% reduction in frequency of service or product delivery delays

10% reduction in error rates

15% improvement in cycle times

A [illegible]* survey indicates that ERP implementation and process optimization yields greater savings than just ERP

30%
15%
28%
32%
22%
7%
53%
40%

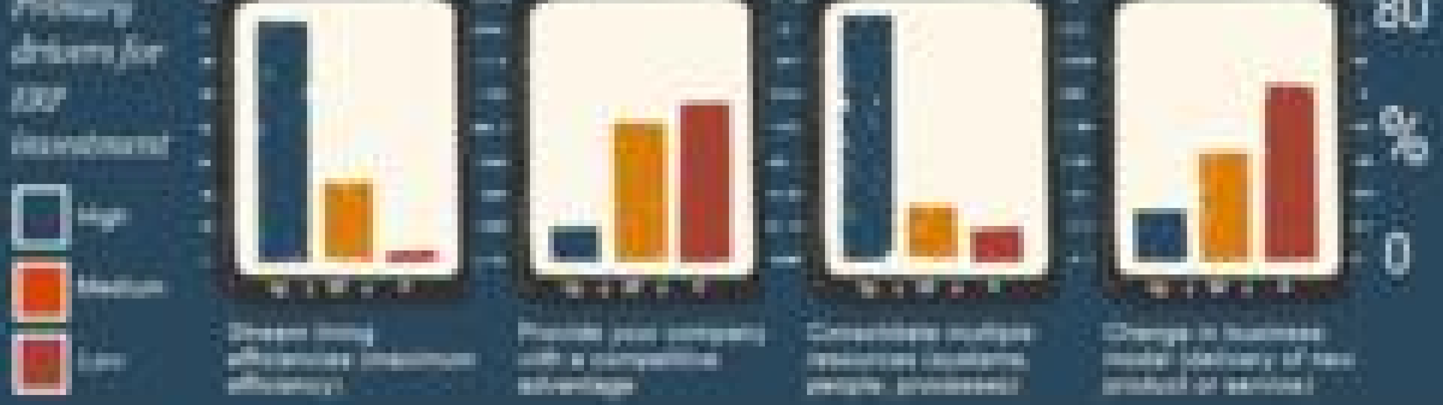
*World Academy of Science and Technology

There are 3 main areas where mobile ERP drives savings:

- Process automation
- Productivity improvements
- Management decision-making time

But organizations often stop optimizing their ERP systems once mobile implementation is complete.

This is contrary to the fact that over 70% of organizations state that their main reason for implementing ERP is to optimize their business processes.



Streamlining efficiencies (maximum efficiency)

Provide your company with a competitive advantage

Consolidate multiple resources (systems, people, processes)

Change in business model (delivery of new product or service)

BYOD has already mobilized

business processes, but you don't know it.

Save over $45,000 when you complete the project using the Info-Tech project blueprint.

Step 1: Determine if you should pursue mobile ERP

Create a Game Plan to Implement Cloud Backup the Right Way

Optimize your backup initiative and mitigate the challenges of the cloud.

Implement Cloud Backup the Right Way

Your Challenge

Were the following key business objectives obtained as a result of your cloud backup and recovery initiatives?

Our Solution

1 Evaluate the business case for targeting backup at the cloud

2 Identify candidate data sets and assess opportunities and readiness

3 Mitigate the challenges of backing up to the cloud

- [illegible]
- [illegible]
- [illegible]

4 Build a cloud backup implementation roadmap

- [illegible]
- [illegible]
- [illegible]

Take a close look at the CAPEX and TCO gaps

[illegible]

Don't go into the clouds without a parachute

[illegible]

Moving to the cloud takes preparation.

You may need to invest in your network, and you may need to take steps to ensure that your cloud provider will meet your requirements for security, availability, and your restore time for data.

Look past dollars-per-gigabyte.

Cloud backup vendors advertise rock bottom prices in dollars per gigabytes of storage. But cloud backup doesn't eliminate costs, it redistributes them. Look at the long-term TCO before you make your decision.

Start this project today by calling 1-877-876-3322

Use our Create a Game Plan to Implement Cloud Backup the Right Way Blueprint

Best Practice Toolkit Includes:

- [illegible]
- [illegible]

Guided Implementations:

- [illegible]
- [illegible]

INFO~TECH
RESEARCH GROUP

integration technologies do I need?
should I store my data?
I get insights?
architectural principles?
maintain my architecture?
PROJECT STEPS
Design a Big Data Architecture Strategy

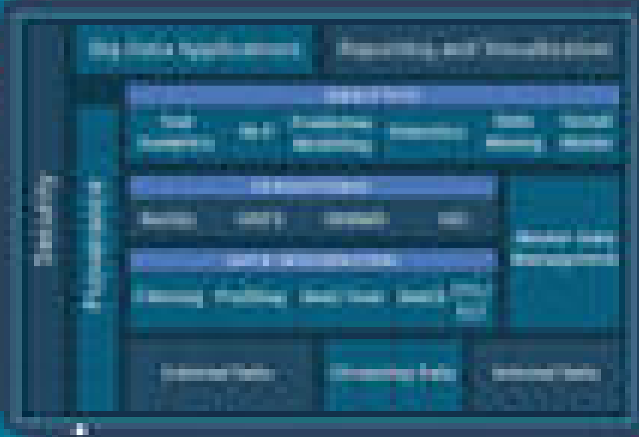
Use the Info-Tech Big Data Architecture Principles & Guidelines Template and the Info-Tech Big Data Architecture Decision Making Tool to determine your organization's big data patterns and use case strategy.

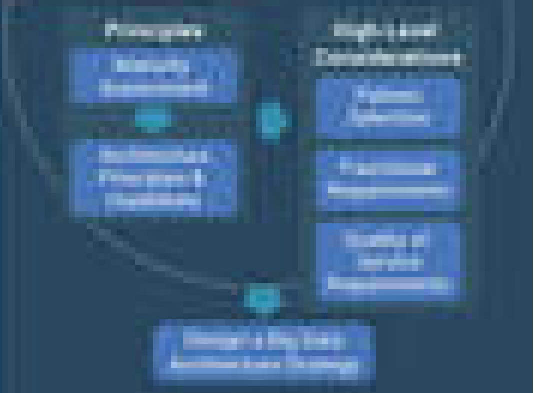
The maturity of the organization influences the architectural principles, and will in turn influence the big data architecture.

☐ Explorer
☐ Analyzer
☐ Integrator
☐ Innovator

Use the Big Data Maturity Assessment Tool to determine where your organization stands with big data. The tool will classify the organization into one of four levels.

used, it is important to understand the organization's specific needs and desired outcomes.


Big Data Applications
Reporting and Visualization
Security
Provenance
Text Analytics
NLP
Predictive Modeling
Statistics
Data Mining
Social Media
Master Data Management
Internal Data
Streaming Data
External Data


Principles
Maturity Assessment
Architecture Principles & Guidelines
High Level Considerations
Pattern Selection
Functional Requirements
Quality of Service Requirements
Design a Big Data Architecture Strategy

Build the Big Data Architecture

Use Info-Tech's Reference Architecture as an anchor for big data architecture decisions. This project step will take you through each component of the model and outline considerations that must be accounted for before proceeding.

Determine Common Service Needs

Common services are capabilities that each primary building block will have an interface with: MDM, security and provenance.

Master Data Management (MDM) should be the hub of your big data processing.

MDM holds the truth about people, places and things your organization is interested in.

Big data security is different from traditional data security.

Big data platforms are lacking built-in security. They do not yet provide full separation of access models, they are introducing new layers opening up new opportunities for hackers. Data tiered among nodes for redundancy and high availability yet communication between nodes is not secure.

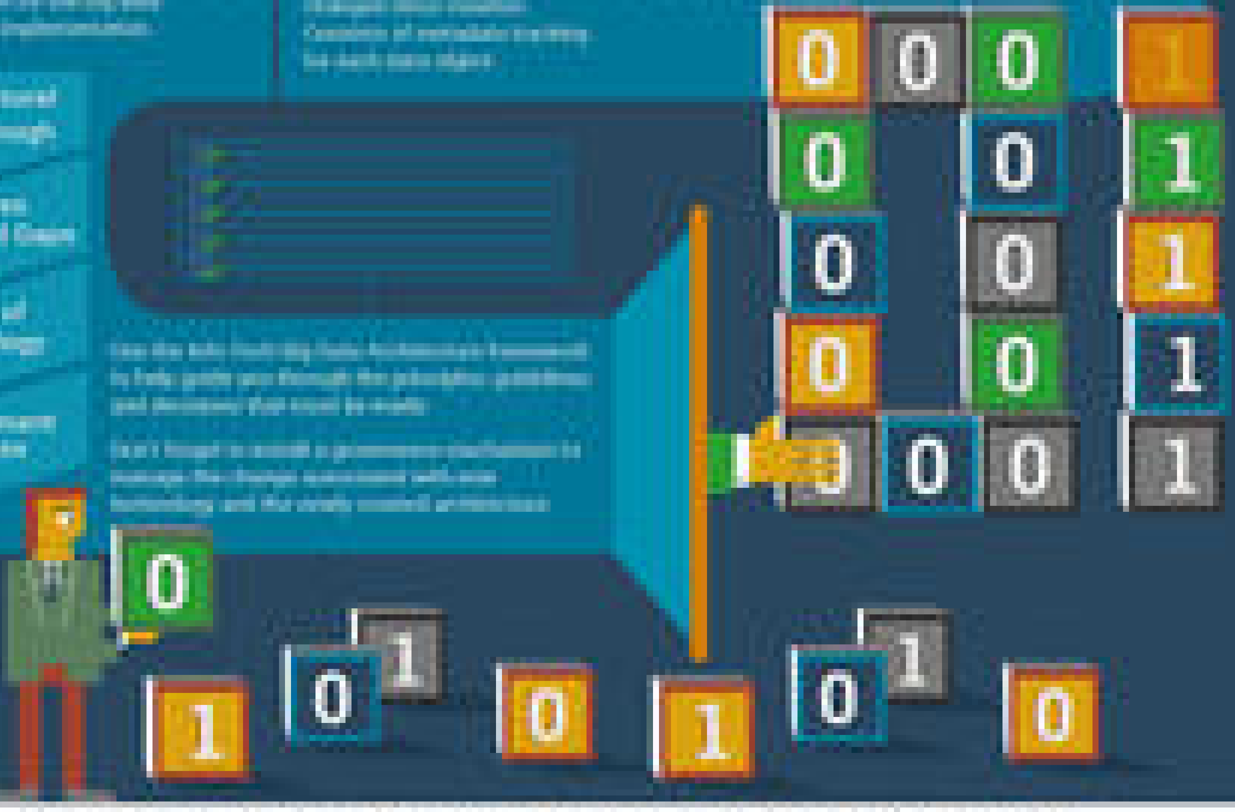
Plan the Big Data Architecture Implementation

Info-Tech recommends these four steps in preparation for the big data architecture implementation.

- Architectural Walkthrough
- Address Uncovered Gaps
- Proof of Technology
- Procurement Process

Metadata: data through who, where, and why it was created, what has it been used for, and how it has changed since creation. Consists of metadata tracking for each data object.

Data provenance is the ability to maintain information about whether or not data can be trusted.



Use the Info-Tech Big Data Architecture framework to help guide you through the principles, guidelines and decisions that must be made.

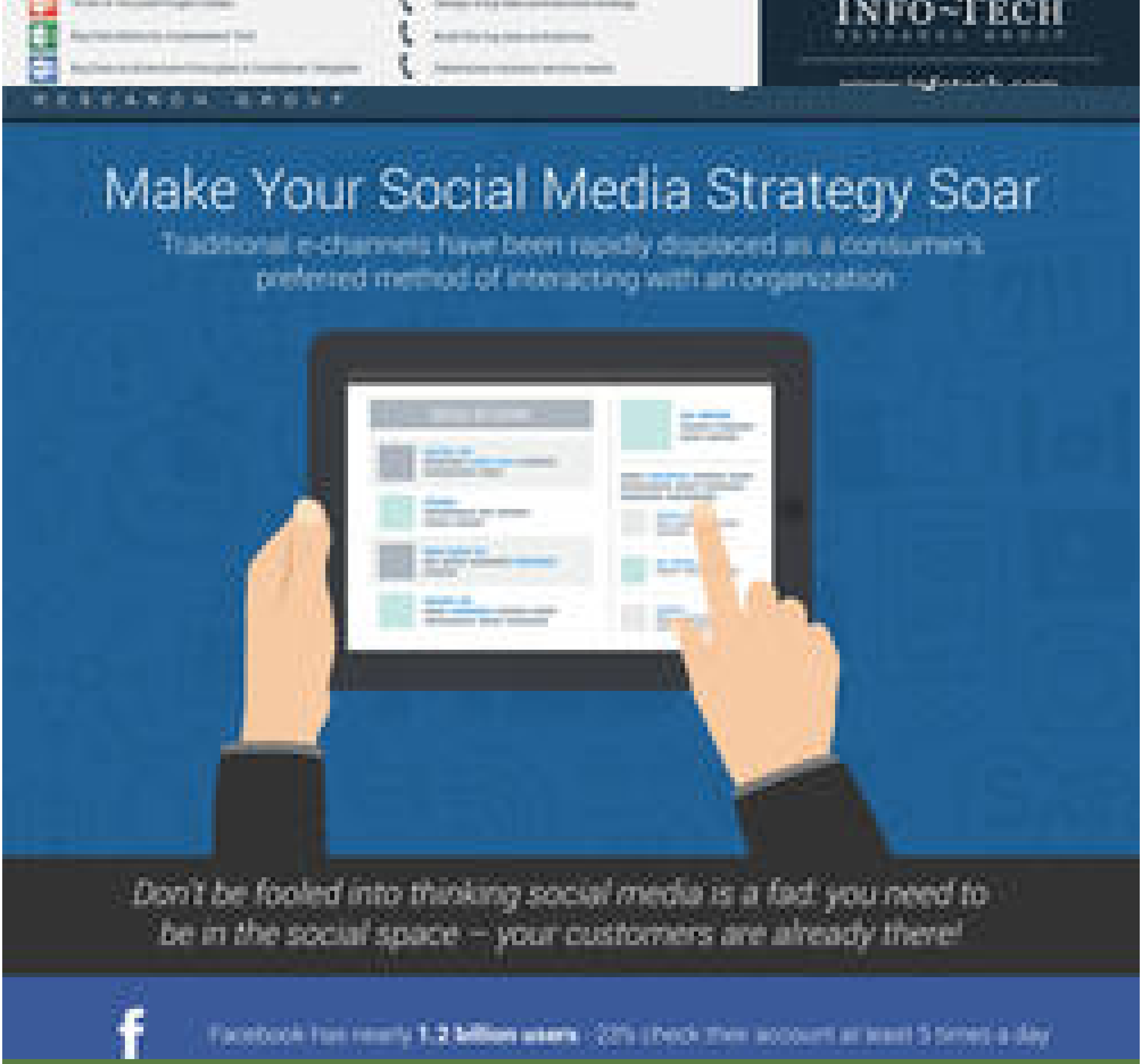
Don't forget to install a governance mechanism to manage the change associated with new technology and the newly created architecture.

Start this project today by calling 1-877-876-3322

Use our Create a Customized Big Data Architecture and Implementation Plan Blueprint

Best Practice Toolkit Includes:

Guided Implementations:



Make Your Social Media Strategy Soar

Traditional e-channels have been rapidly displaced as a consumer's preferred method of interacting with an organization

Don't be fooled into thinking social media is a fad: you need to be in the social space – your customers are already there!

Facebook has nearly **1.2 billion users**. 20% check their account at least 5 times a day

Lead a Digital Transformation to Advance Revenue Generation

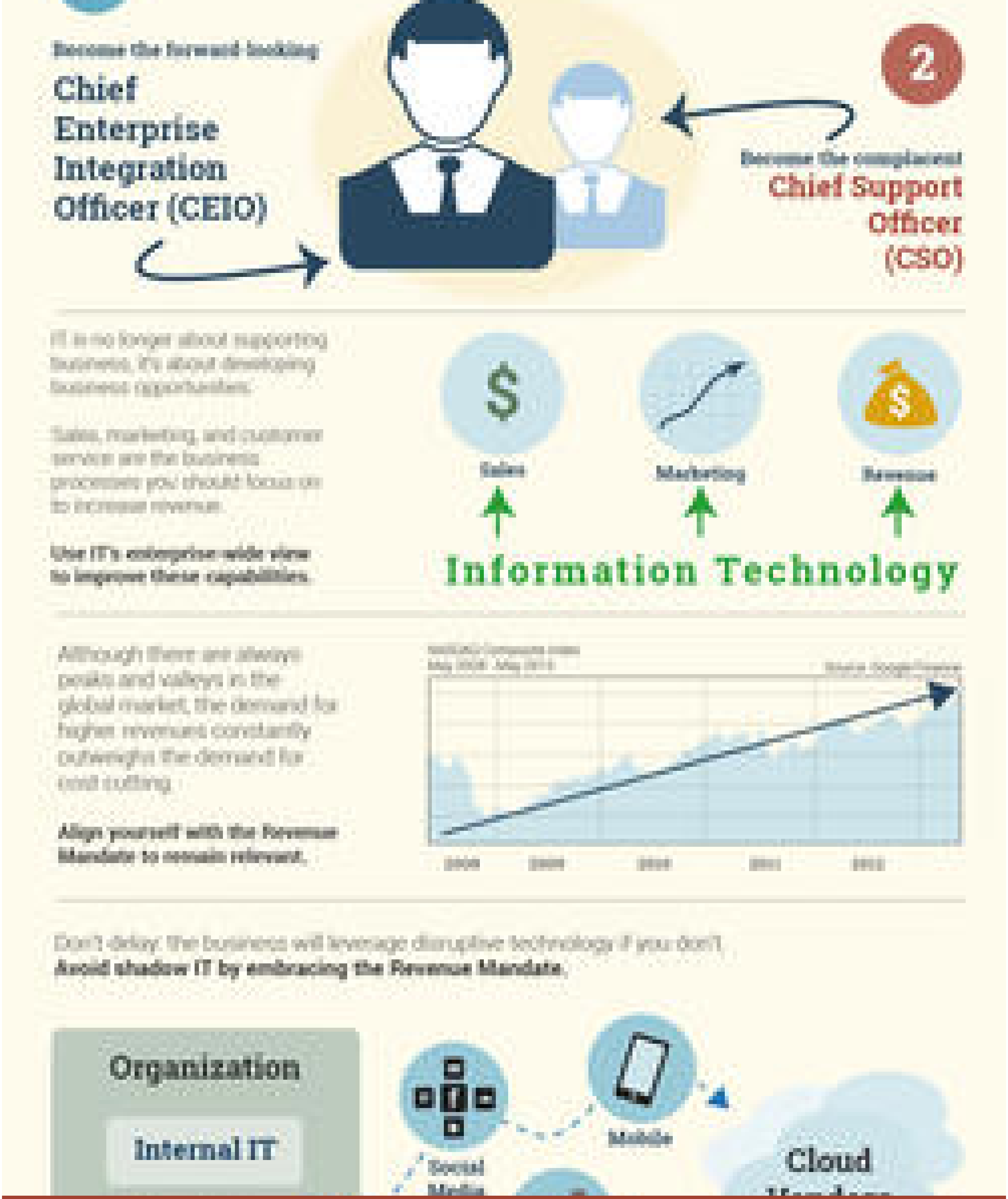
Create a strategic IT-enabled roadmap that uses social, mobile, and analytics to improve marketing, sales, and customer service.

Exploit Disruptive Technologies to Meet the Revenue Mandate

Social, mobile and analytics continue to create new opportunities for revenue generation

Your career as a CIO is about to change: you can drive revenue or support business operations.

Which option will you choose?



Become the forward-looking

Chief Enterprise Integration Officer (CEIO)

2

Become the complacent

Chief Support Officer (CSO)

IT is no longer about supporting business, it's about developing business opportunities.

Sales, marketing, and customer service are the business processes you should focus on to increase revenue.

Use IT's enterprise-wide view to improve these capabilities.

Sales
Marketing
Revenue
Information Technology

Although there are always peaks and valleys in the global market, the demand for higher revenues constantly outweighs the demand for cost cutting.

Align yourself with the Revenue Mandate to remain relevant.

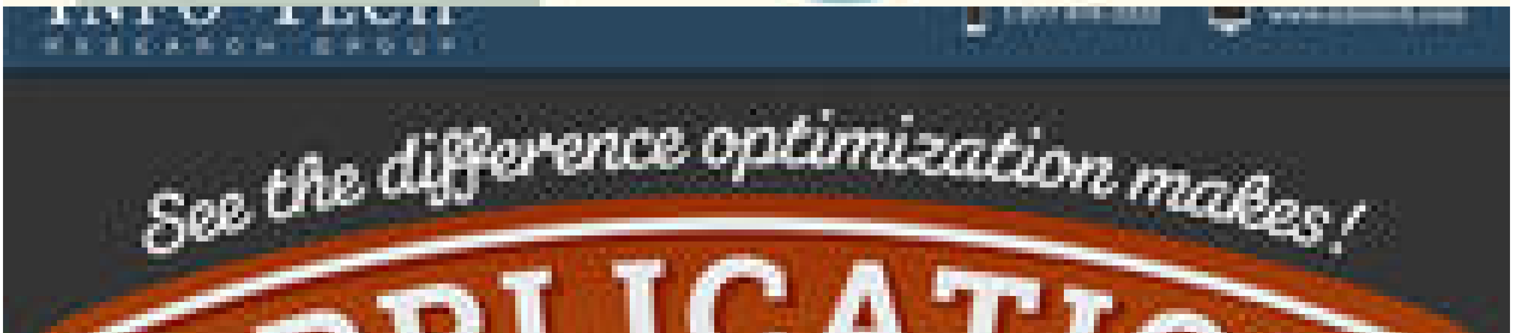
NASDAQ Composite Index
May 2008 - May 2013
Source: Google Finance
2008
2009
2010
2011
2012

Don't delay: the business will leverage disruptive technology if you don't.
Avoid shadow IT by embracing the Revenue Mandate.

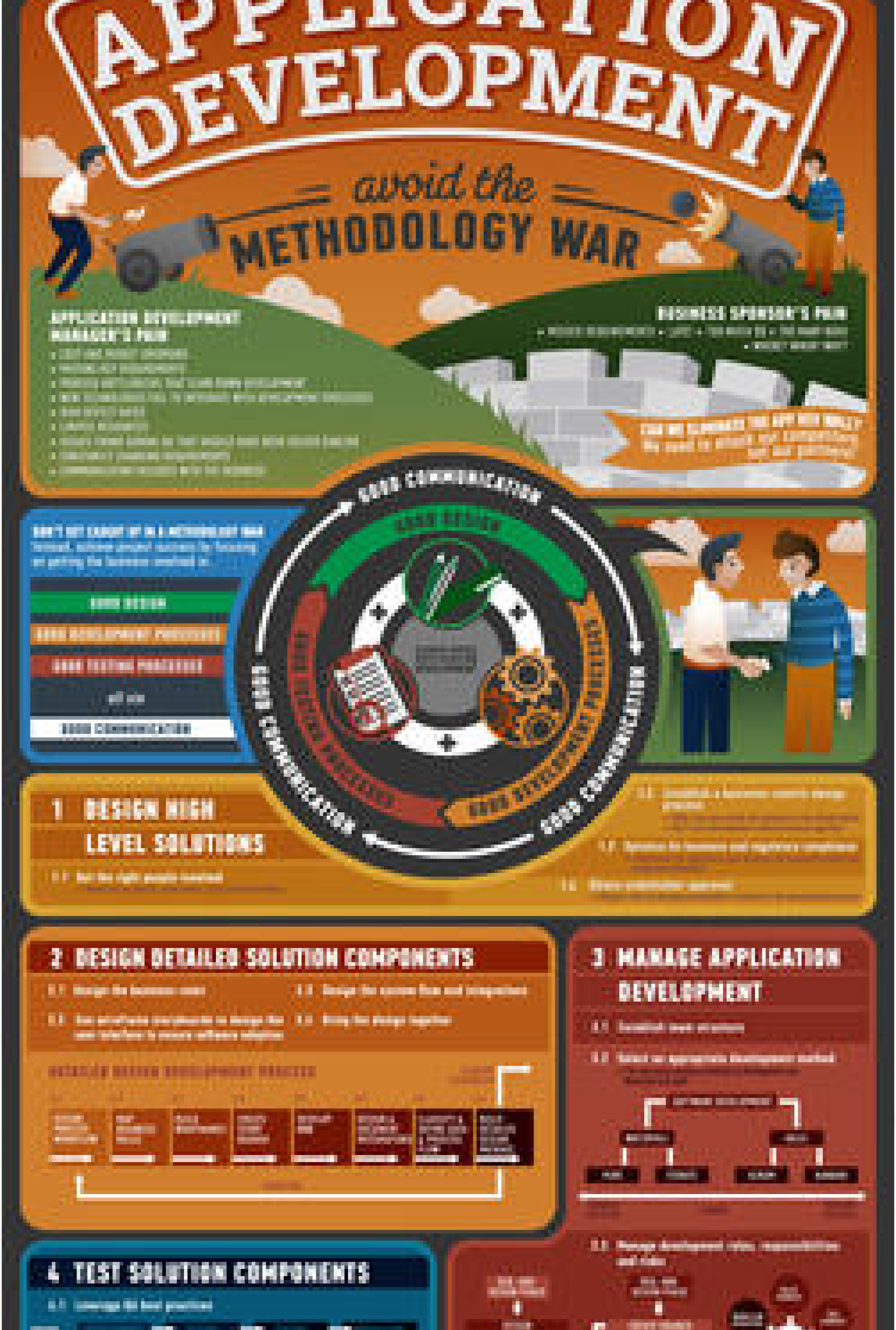
Organization
Internal IT
Business
Social Media
Mobile
Cloud Vendors

Application Development

See the Difference Optimization Makes!



Info-Tech Research Group
See the difference optimization makes!
APPLICATIO



APPLICATION DEVELOPMENT

avoid the METHODOLOGY WAR

APPLICATION DEVELOPMENT MANAGER'S PAIN

- [illegible]
- [illegible]
- [illegible]
- [illegible]
- [illegible]
- [illegible]
- [illegible]
- [illegible]
- [illegible]

BUSINESS SPONSOR'S PAIN

[illegible]

CAN WE ELIMINATE THE APP DEV WALLS? We need to attack our competitors, not our partners!

DON'T GET CAUGHT UP IN A METHODOLOGY WAR Instead, achieve project success by focusing on getting the business involved in:

GOOD DESIGN

GOOD DEVELOPMENT PROCESSES

GOOD TESTING PROCESSES

all via

GOOD COMMUNICATION

GOOD COMMUNICATION
GOOD DESIGN
GOOD DEVELOPMENT PROCESSES
GOOD TESTING PROCESSES
GOOD COMMUNICATION
GOOD COMMUNICATION
GOOD COMMUNICATION

1 DESIGN HIGH LEVEL SOLUTIONS

1.1 Get the right people involved

1.2 Establish a business-centric design process

1.3 [illegible]

1.4 Obtain stakeholder approval

2 DESIGN DETAILED SOLUTION COMPONENTS

2.1 Design the business rules

2.2 Design the system flow and integrations

2.3 Use wireframes and storyboards to design the user interface to ensure software adoption

2.4 Bring the design together

DETAILED DESIGN DEVELOPMENT PROCESS

3 MANAGE APPLICATION DEVELOPMENT

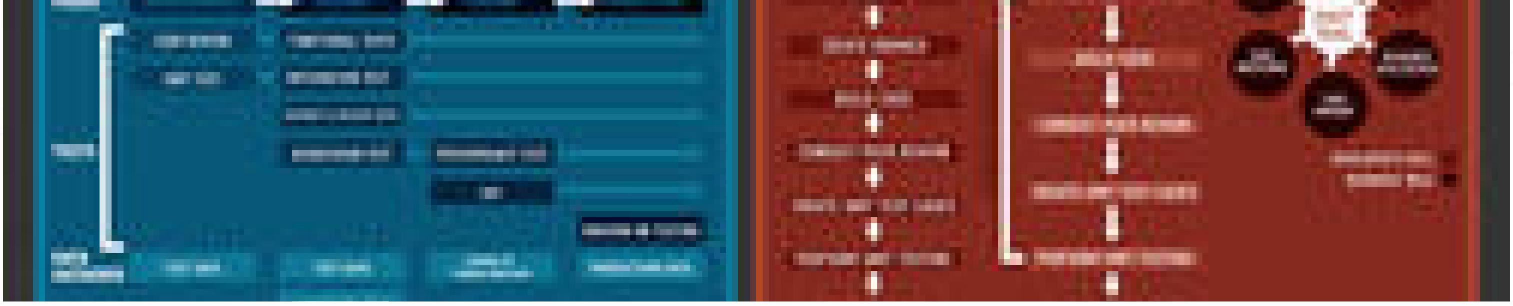
3.1 Establish team structure

3.2 Select an appropriate development method

3.3 Manage development roles, responsibilities and risks

4 TEST SOLUTION COMPONENTS

4.1 Leverage QA best practices



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