

# Boardroom backing for IT strategy

**W**hen did the Chief Executive last call you to say “thanks” for your work on IT strategy? Don’t worry, you’re not alone. But there’s a cure...

*Today’s CIOs and IT Directors are under greater pressure than ever before. They must continue striving for service excellence, source new solutions effectively, stay vigilant to keep the project portfolio on track, and attract the best and brightest staff to the team ... all within a straitened economic climate where “more-for-less” is the norm.*

But now there’s an additional challenge in the form of IT consumerisation. For the first time, CEOs and CFOs are equipped at home with smartphones and tablets. They have opened personal social media accounts, and adopted cloud services for their home email accounts, address books and file storage. They can’t understand why those highly-effective consumer technologies can’t be harnessed for corporate use, so they’re peering into the CIO’s world more energetically and critically than they used to. In response, IT leaders need to demonstrate potential value of technology at every turn, and the IT strategy is a critical opportunity to do just that. It must have clear and immediate meaning to the board, demonstrating alignment to the full set of business goals. Some of your C-level colleagues will see IT as an internal investment, no different to office space, company cars or photocopiers. If you can’t demonstrate the return on investment, then why should they invest? But all too often, planners and architects inside the IT team get caught up in arcane and interminable “Enterprise Architecture” and “Technology Roadmap” initiatives which take ages to conclude, and are unlikely to produce the case for internal investment that you’ll need in the boardroom. That’s unsustainable. It’s time to change the approach.

## ACCELERATING IT STRATEGY

CIOs need to deliver strategic plans for IT in language which is meaningful and digestible to the board. Only this way will they survive and thrive in the face of increased scrutiny. Imperatives like standardisation, re-use, and process automation may seem sensible to IT folk, and may indeed have business value, but they’ll only get a positive reception if they’re translated properly.

A carefully conceived and constructed IT strategy is compelling to the entire C-suite, bringing not only improved efficiencies through automation, but also major enhancements to the customer experience, speed-to-market benefits, meaningful management information, and sometimes even seismic shifts in the business model.



## FACT SHEET

### Accelerated IT Strategy for CIOs

- IT strategy must have clear and immediate value to the board
- CIOs are usually struck by significant constraints to the formulation of their IT strategies
- We want to support more CIOs in making a real impact in their organisations

Successful IT strategy makes a meaningful contribution to the broader business strategy, offering technology-enabled innovation as well as ever-greater operational efficiency. It eloquently articulates how the CIO has optimized the portfolio of IT investments in support of the long-term business goals, and thereby engages and enthuses boardroom stakeholders.

## OVERCOMING CONSTRAINTS

Engagement and enthusiasm is probably just the outcome you'd like, but it's one you may struggle to realise. CIOs are usually struck by significant constraints to the formulation of their IT strategies, such as:

- Unclear or intangible business strategy information providing no foundation or focus for IT
- Ingrained impressions around the IT team that "strategy" is simply a sequence of technology refresh projects
- Deep attachments to formal Enterprise Architecture, including the modelling of stable components which need not change
- Difficulty in seeing beyond the limitations of today's IT landscape
- Limited availability of the right kinds of experienced resources

## HELP IS AT HAND

Our robust, streamlined approach to IT strategy yields meaningful results quickly. We believe this measured approach strongly differentiates CGI.

We've used our extensive experience of producing IT strategies for our clients to continuously refine our approach, so we can also expect to avoid the usual pitfalls.

Our method comprises four phases, which can be tailored to our clients' individual needs:

- In the *Vision* phase we run confidential interviews and review existing documents to understand and challenge your business strategy, filling in the gaps as necessary, and producing summary infographics of your future state business and IT.
- In the *As-Is* and *To Be* phases we produce models of your current and future technology landscapes, using our simplified TOGAF compliant tools and templates. We focus on elements which will see change in support of the business strategy (if it ain't broke, why spend months modelling it?)
- In the *Roadmap* phase, equipped with these models, we can very efficiently identify the gaps, then produce a roadmap showing the most efficient portfolio of projects to transform your IT services to meet the business need.

Vision

As-Is

To Be

Roadmap

We underpin all of this with a benefits dependency map—an unparalleled communications vehicle for helping business and IT stakeholders to understand each other and engage in constructive discussion.

Our clients find shorter, sharper IT strategy engagements represent much better value for money, so we deploy a small, focused team of highly experienced advisors, to allow this work to complete as quickly as possible. We usually deliver a meaningful IT strategy in a period of 10-15 weeks. This helps our clients avoid the most common risks of IT strategy projects, such as:

- Work developing its own direction and momentum, becoming misaligned and interminable
- Too many business strategy changes occurring in parallel, exacerbating misalignment
- Major issues and risks recognised too late to react effectively
- Too little time remaining for IT to return on the investment.

For clients who already have an IT strategy and are only seeking assurance, we can also run an independent IT strategy review to enhance and strengthen your current thinking. This is an even shorter engagement, often taking just one or two months.

Our IT Strategy and IT Strategy Review offerings are underpinned by our absolute focus on helping CIOs to realise business value from IT, and thereby improve their performance in the boardroom. We want to support more CIOs in making a real impact in their organisations. If that sounds interesting please contact [jeremy.worrell@cgi.com](mailto:jeremy.worrell@cgi.com) for more information.

## DID YOU KNOW?

Our advisors:

- supported a retail bank's IT strategy, providing and prioritizing 20+ business ideas, one of which is projected to yield £5M of benefits
- used enterprise architecture to define the strategic IT roadmap for the National Police Improvement Agency, receiving positive press comments from the responsible Chief Constable
- ran an independent, in-depth review of a major insurer's IT strategy, resulting in reprioritisation of planned investments, accelerating time-to-value
- are proud to be technology agnostic
- are backed by the UK's largest team of CESG security experts

## ABOUT CGI

**With over 68,000 professionals in 40 countries, CGI fosters local accountability for client success while bringing global delivery capabilities to clients' front doors.**

**Founded in 1976, CGI applies a disciplined delivery approach that has achieved an industry-leading track record of on-time, on-budget projects.**

**Our high-quality business consulting, systems integration and outsourcing services help clients leverage current investments while adopting new technology and business strategies that achieve top and bottom line results.**

**As a demonstration of our commitment, our average client satisfaction score for the past 10 years has measured consistently higher than 9 out of 10.**

For more information about CGI, visit [cgi-group.co.uk](http://cgi-group.co.uk) or email us at [enquiry.uk@logica.com](mailto:enquiry.uk@logica.com) or call us at +44 (0) 845 070 7765



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