

How to Maximize Technology ROI

And Create and Lead Superior IT Performance

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November 2009

Establish a Leadership and IT Operating Framework

Take a step back and look at your IT Performance today. Are you satisfied with ROI, TCO and Productivity? Is your team responsive or are your customers and users unsatisfied? Do you have a clear and holistic roadmap on how you operate and measure your IT Performance? Do you have a clear governance model for investment taking into consideration where your IT organization resides on a maturity or evolution framework? If not, experienced Technology Executives can define an Alignment, Leadership and Operating framework to guide your decisions and to benchmark, measure and establish where you exist today and how you are performing.

There is no silver bullet for across-the-board, world-class or best-in-class maximization of IT and ROI for your company. There are, however, some well-understood steps and time tested techniques that can make a major difference in preparing the IT organization to be a Leader within the company and to position them to meet the demands of today's global, fast paced business as well as take advantage of the economic recovery.

Perform an "As Is" Assessment against this framework and you'll quickly identify the gaps that exist, provide clarity and help establish both the short and long-term actions required by your IT organization to define a path to creating and leading Superior Performance. The following components of a well defined framework are areas that should be explored today and will certainly help you build business credibility and achieve maximum Technology ROI that's sure to gain the thumbs-up from the executive suite.

Importance of having a Strong Foundation to Build Upon

While it is tempting to react to the latest emerging trends, technologies and the nudging of CXO executives to move quickly, it is important that the IT organization have a well defined and understood Operating Plan that will create the right critical building blocks just like the foundation in your home. This FOUNDATION is absolutely necessary to ensure your IT function has the crucial repeatability, reliability and operational stability to enable blocking, tackling and future expansion. Some fundamentals that should be considered:

- Service Frameworks (COBIT, ITIL) and Service Level Agreements (SLAs)
- Process, Projects, Development, Vendor and Support Management discipline(s)
- Problem, Change, Configuration and Requirements Management
- Project Management Office & Governance Framework (PMO)
- Audits, Compliance & Risk Mitigation
- Operational performance metrics (uptime, failures, responsiveness, aging, backlogs, etc.)

Rationalize for Effectiveness - Cost, Complexity, Simplicity

Once you have the right foundation in place, you should focus your attention on ensuring you take stock and inventory of your entire IT environment and assets to include Applications and Software, Infrastructure, Telecom, Security, Networks, Integration and Enterprise Architecture. Over time and through the continued change of business whether this be leadership, corporate strategies and priorities, mergers and acquisitions, your IT backbone and environment can become fractured and inefficient without an ongoing and consistent process and framework to RATIONALIZE and reduce costs, complexity. Experienced experts can easily assess and measure your IT function and maximize technology ROI via a streamlined, simplified structure:

- TCO and Core Competency Analysis
- Outsourcing, Off-shoring and Shared Services models
- Enterprise and Product System Architectures, Integration strategies
- Application and Infrastructure Portfolios and Consolidation Plans
- Merger, Acquisition Due Diligence, Commercialization Readiness and Integration strategies
- Effectiveness metrics (defects, TCO, investment spend, support vs strategic, etc.)

Business Enablement and Optimization

You now have a strong Foundation that is rationalized and lean. You can begin to align and engage more frequently with the business to help optimize your company and deliver capabilities and services that maximize the ROI, TCO and Productivity of Technology. Through your existing platform, you can now add and build core **ENABLEMENT** strategies and services to help drive business objectives. We won't cover all these factors here, but the following are several areas that should be understood within your framework:

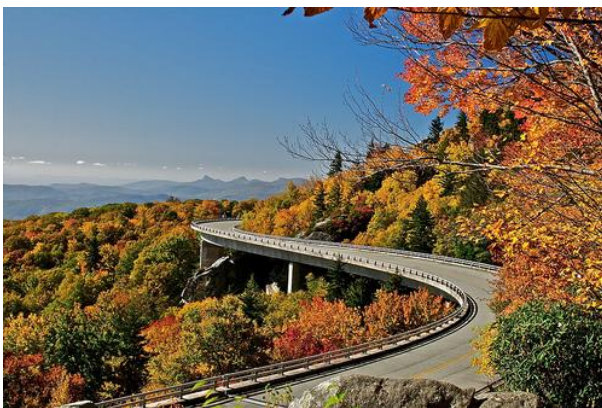
- Business Case ROI Analysis, Investment funding Criteria and Product, Technology Roadmap strategies
- Business Partnership, Enterprise Alignment and Collaboration
- Organization, Skills alignment and Performance Measurement
- Enterprise Business Process Optimization and Major Business Systems (ERP, CRM, Supply Chain)
- IT Value Chain, Agile Processes, SDLC
- Optimization metrics (rate change, trends, business linkage to revenue and costs, IT investments, etc.)

Differentiation and Competitive Advantages

The final pillar of your Operating Framework to drive and maximize significant Technology ROI in your company is IT **COMPETITIVE DIFFERENTIATION** strategies. These topics will place your IT function and team at the pinnacle of Superior Performance and will create out of the box, innovative use of Technology to propel and unleash business opportunities and competitive advantages. IT within your company will be tightly integrated with business strategy, have a seat at the table and experience the ultimate in collaboration and partnership:

- Virtualization, SaaS, PaaS, Cloud Computing Readiness, Enablement and Migration
- Performance Dashboards and Decision Intelligence
- Emerging / Disruptive Technologies and Innovation Strategies
- Technology enabled new Business Models and spin-offs
- Existing and New Customer Revenue Generation analysis and opportunistic prototype modeling
- Social Networking strategies

Conclusion



Many companies believe they can attack business enablement, optimization or even competitive advantages without having a core foundation in place in their Technology organization. They may experience brief successes, but do not have the ability to sustain performance without the critical building blocks and rationalized organization, infrastructure and systems. Moving up and through the **Performance Curve** is not a race or a trial and error effort, but the constant and methodical measurement, step function improvement and transformational change required to build and deliver lasting Technology performance. Let our expert's help you maximize your Technology ROI and achieve Superior IT Performance for your company.

*John Charnovich is a Founding Partner of TecExecs (www.TecExecs.com), a leading provider of technology leadership, best practice consulting and solutions that create Superior IT Performance. We deliver **Interim Executive Services, Mentoring and Search, Project Leadership, Strategic Business Alignment, Superior IT Practices and Product Software Excellence** that maximizes ROI, TCO and Productivity for start-up, SMB, Fortune 500 enterprises. Previously, John was the Chief Customer Officer for Kineticsware, a Global Consumer Goods Software Company, before its acquisition by Upside Commerce and has 25 years of Technology Leadership experience.*