

BE FREE

BE FREE OF  
**TECHNOLOGY**

EXECUTE YOUR STRATEGY  
SERVICE CORE



# WHAT IS EXECUTE YOUR STRATEGY?

## Manage Your Budgets

BestIT provides ongoing consulting in the area of financial management of Information Technology. Most executives today want to ensure that they are spending what is necessary to keep the lights on and have an IT that is a value differentiator to their potential customer base. No more, no less. We make the financial and capital investment planning process simple to understand and execute.

We'll help you redirect dollars from more commoditized services to keep the lights on into those strategic projects that will help sustain and foster growth of the business:

- **IT Financial Planning and Management**
- **Capital Investment Planning and Execution**

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## Execute Your Projects

You've got the plan, the roadmap with details outlining what projects we're going to take on and in what sequence. Now the question becomes, do I do them with my in-house team or do I want a trusted partner with the necessary infrastructure in place to help me accrue the benefits out of the execution of my projects? BestIT will integrate with your team and will literally be your project management and execution engine. Beyond managing and execution, we'll oversee your programs and help ensure you are realizing the benefits you set out to gain at the onset and creation of a new project.

We'll help you define the key metrics for success and ensure you stay on-schedule and on-budget for all project and programs related activities in IT. We'll help turn IT from a cost center to a profit generator thru these strategic initiatives:

- **IT Financial Planning and Management**
- **Capital Investment Planning and Execution**
- **IT Financial Planning and Management**

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## Be More Competitive

You've got the roadmap, you've got your budget set and your projects being executed on-time and budget. Now it's time to think about how you're going to aggressively grow the company. Whether you are interested in pursuing ways to become an innovative leader in your industry, redesigning your business model and structure to be more efficient or actively looking for new targets for M&A activity, BestIT will help you through the necessary due diligence processes to ensure your decision making is sound and you can easily integrate new processes or companies on the fly.

Beyond the due diligence process, we'll help you manage and monitor the performance of your organization thru the build out of dashboards that focus on Enterprise Performance. Make the right decision at the right time and enjoy the benefits:

- **Innovative Framework**
- **Performance Reporting and Analysis**
- **Organizational Design and Transformation**
- **Mergers and Acquisitions**

### What We Cover

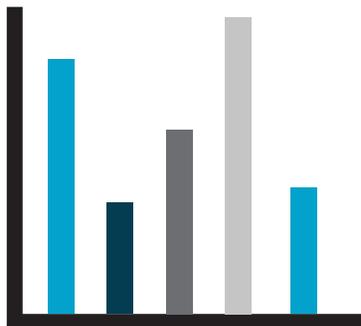
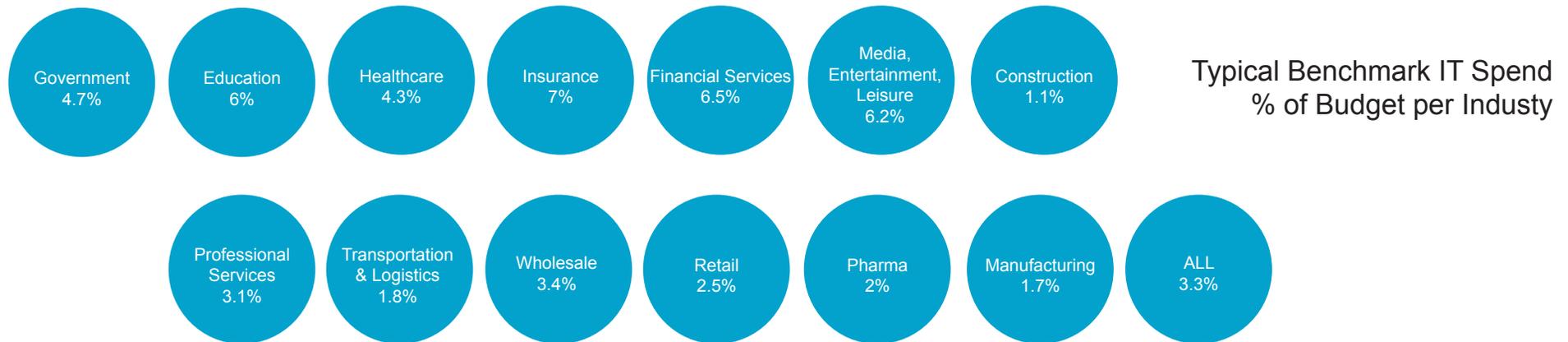
|                                    |   |                            |  |                                |                      |                                  |                                      |                        |
|------------------------------------|---|----------------------------|--|--------------------------------|----------------------|----------------------------------|--------------------------------------|------------------------|
| IT Financial Planning & Management | Capital Investment Planning and Execution | Project Execution Services | Project & Program Portfolio Management | Benefits Realization & Accrual | Innovation Framework | Performance Reporting & Analysis | Organization Design & Transformation | Mergers & Acquisitions |
|------------------------------------|---|----------------------------|--|--------------------------------|----------------------|----------------------------------|--------------------------------------|------------------------|

# MANAGE YOUR BUDGETS

The Roadmap has set your strategic IT initiatives and mapped them to your specific business goals. Now how do we execute and manage against our budget? BestIT works with all of our clients to set a strategic yearly budget that will set the course to execute projects and achieve your strategic goals. We become a part of your team, we integrate with Finance and Executives to help them understand what will be needed for capital investments and what it's going to take to keep the lights on for technology.

Areas of benchmark where we'll focus to give you the most bang for your buck:

- **Operations and Maintenance** - What we like to call, Keep the Lights on. For most companies, this will comprise typically 50% of your IT budget. What BestIT will do is work whatever angle necessary to optimize this spend and redirect your savings to the investments that are going to have the biggest impact on your business.
- **Capital Investment Planning and Execution** - Where the true value of IT is harnessed. We'll help plan your strategy and projects that will help you achieve your goals. From there, BestIT will help you understand what type of returns you can expect in Revenue, Savings, Capabilities, Profits etc. Execute your Projects with BestIT and watch your company's performance take the next step forward.



The questions all executives ask - How much is enough? Do I have the right spend in IT, the right resources, the right infrastructure, architecture, development etc. We're here to guide your direction and we promise to deliver "the right about of IT" that will help sustain and grow your business.

# STRATEGY EXECUTION AND MAPPING

| What We Cover                           |              |
|---|--------------|
| Kaplan Norton Strategic Mapping         |              |
| Hoshin Planning                         | Real Options |
| Generally Accepted Accounting Practices |              |
| Program & Portfolio Management          |              |
| Applied Information Economics           |              |
| Balanced Scorecard                      |              |

While defining a strategic vision or goals is an exercise familiar to most executive teams, the actual execution of the strategy and achievement of the expected goals is mostly a miss (more than 65 percent of enterprise Initiative fail to achieve their targets).

This lackluster performance not only deprives companies from their returns on investments, but also reduces their future economic value and burns precious resources that could have otherwise delivered value and performance.

BestIT's strategic execution center of excellence provides a continuous suite of tools and best practices to help companies:

- **Formulate and share their vision, with qualified goals and targets**
- **Decompose and map the vision to programs and projects, which together will achieve the vision**
- **Map the organization and the efforts under way to the strategy, to maintain focus and congruence**

- **Provides a Program and Governance execution framework to leverage best practices and increase the success rate of strategic efforts**
- **Establishes a continuous monitoring and management / course correction of the efforts, including the recognition and accrual of the benefits along the way and upon completion.**

Our team of Subject Matter Experts leverages advanced, field-proven tools and methodologies, working in collaboration with your teams to ensure success now but also help you prepare for the future performance.

Get back in control of your strategic execution.

# MARKET AGILITY AND CUSTOMER LOYALTY

The economy is changing fast from ups to downs, from global to local, with new entrants and old industry pillars disappearing overnight. Customers are educated, savvy, informed and no longer want to play a passive buyer's role. Employees and staff expect to find in the office the same tools, capabilities and experience they find outside, at all times.

BestIT built a catalog of best practices and tools to help you indentofy market niches to explore, customer loyalty and satisfaction approaches including customer portals and Six Sigma / VOC based feedback loops and explore how to respond rapidly to market changes.

Our Innovation practice is a two way exchange where exprts bring new technologies and concepts to the business, to explore their potential, in the same time executives and leaders challenge innovators to solve their business needs or constraints.

| What We Cover         |
|-----------------------|
| Knowledge Management  |
| Six Sigma             |
| Innovation Framework  |
| Business Intelligence |

# EXECUTE YOUR PROJECTS

Projects and programs are critical investments for organizations, whether within the technology department or at the enterprise level. They are where new functionalities are being created or enhanced, where strategy is being executed and where the response to market needs is practically built.

The average success rate for projects in the U.S. (as per Gartner) is just above 50 percent, and the success rate for enterprise initiatives is even lower. That's a lot of resources wasted away, every day.

BestIT's Project and Program Center of Excellence can run your projects, stand-alone. We fully utilize the Project Management Institute (PMI) guidelines, rules and characteristics for project, program and portfolio management, as well as Six Sigma elements, Hoshin continuous planning and Deming / PDAC cycle to provide you with the best-of-breed project and program solution.

We employ a team-based approach in order to ensure that project planning and scope is aligned with the vision.

Cooperative team approach ensures that all stakeholders have a common goal and vested interest in the success of a project or overall the program.

**We Assess.**

**We Design.**

**We Build.**

**We Deliver.**

Initial engagement with the client starts with a comprehensive IT assessment—we want details! Sometimes small problems indicate major risks.

The assessment concludes with an architecture roadmap as a deliverable with consideration from the business.

An end-to-end solution is developed based on this architecture roadmap.

We implement, measure, achieve and support the solution with standard ITIL and PMO processes.

# END TO END PROJECT MANAGEMENT

We provide a proven methodology to ensure stakeholder expectations have been identified and captured and subsequently broken down into manageable components for delivery. We provide tools and techniques to ensure requirements align to the needs, intent and expectations of the project financials return on investment.

Best practices include:

- **Budget Management**
- **Scope Management**
- **Resource Management**
- **Communication Management**
- **Workload Breakdown Structure**
- **Estimating**

Our integrated reporting portal provides continuous updates on the status and progress, but also on risk and issues, to offer a one-stop showing experience for the executive.

## SOFTWARE DEVELOPMENT LIFECYCLE

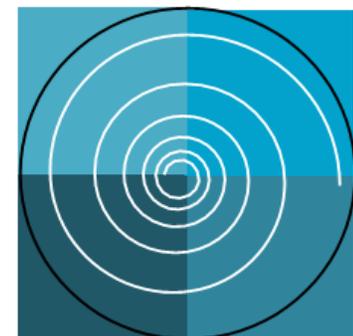
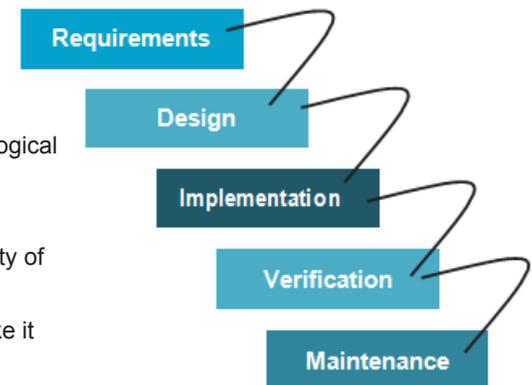
Several models exist to structure the development process. Each model of SDLC (Waterfall, Agile or Incremental) is built around a logical Work Breakdown Structure (WBS) which logically organizes the development effort in linear or iterative phases.

Each one has its pros and cons based on several factors including the level of definition / maturity of the requirements, the availability of the end-users and stakeholders, the location (single, multi, and multi-regional) and spread of the development team as well as existing know-how and culture. BestIT will help you choose the right model, and provide you with the support and knowledge to make it a success.

Our PMs are well versed in all common SDLCs, and we can in many cases improve them with our field-based best practices.

Project Methodologies employed include:

- **Waterfall model**
- **Spiral model / Knowledge Based**
- **Iterative / Incremental**
- **Agile: XP, SCRUM, Feature Driven Development (FDD), Lean and Kanban.**



# SOFTWARE QUALITY ASSURANCE

BestIT's Software Quality Assurance includes Quality Control and Testing / Validation.

Testing validation consists of the verification of suitability and acceptance of the artifacts against pre-determined criteria and industry-recognized standards of quality. Quality control is the assurance that the right control, testing or verification has taken place as planned, and has been pronounced successful.

Together the two disciplines ensure the predictability of delivering artifacts that match expectations and encompass the entire software development process.

**Microsoft suite of products utilizing:** Web, Load, UI Regression and Automation Testing.

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# RISK / ISSUE MANAGEMENT AND REPORTING

Risk is inherent in every project and we continually strive to minimize project risks to ensure that the outcome is as close as possible to the original plan and expectations.

BestIT's Risk and Issue Management are based on a Composite Risk Index (CRI) which turns probability of occurrence and severity or risk exposure into a practical and manageable tool. The Risk Matrix (Register) and Issue Table are seeded using our past lessons learned as well as the information gained during the initiation / kickoff and our interactions.

The overall reporting on the project is integrated into a project portal to give a 360-degree view of the project status and progress, with a focus on the variance against the plan: if the project is on track and has only negligible variance, there is then no need to do extensive reporting. If there is a recorded variance then there need to be substantiated data to enable course correction.

## Tools & Techniques

**Composite Risk Index Process**

**Earned Value Analysis**

**Project Portal**

# EXECUTE YOUR PROGRAMS

We help identify goals and vision for the program/project, allowing you to rally everybody behind the program banner. It also helps define precisely the outcome, quantify the costs and the benefits and launch the overall effort.

A program is the structured execution of activities over time which, together, creates expected business value. A program can be comprised of one or multiple projects and subprograms, and is often either strategic or a major component of the enterprise multi-annual plan.

Although multiple work products and tangible are created and delivered during the execution of a program, the actual declaration of success comes from the achievement of the business benefits or value resulting from the deployment and use of these artifacts, amongst other things.

A strategic program for example, would be comprised of a number of inter-linked initiatives (e.g.: creating a new product, launching a new distribution channel), which together would create future economic value (e.g.: market share, sales).

## Tools & Techniques

**Strategic Mapping**

**Kaplan Norton Mapping**

**Hoshin Planning**

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## Establishing Vision for Success & Stakeholder Alignment



A program is at its core a large and complex effort to achieve a specific business value. It starts with a vision, and the program rallies the team and participants behind this banner. But the devil is in the details, and a high-end vision will require many cycles of refinement, change and maturation before it can be declined at all levels of details and remain true to its original intent.

The clarity of the vision, as well as the complete alignment of all stakeholders with it is paramount to ensure that all teams, participants and observers will get the same message, the same goal description.

It also helps define precisely the outcome, quantify the costs and the benefits and launch the overall effort.

BestIT will help you ensure that the program is aligned with the company's strategic or enterprise level objectives, will facilitate agreement on scope, ensure common understanding of outcomes and will help identify and engage stakeholders. Finally, our experts will help or design the program's structure, decomposition into projects and sub-programs and write the overall program charter.

# EXECUTE YOUR PROGRAMS

## Sponsorship & Governance

The primary reason for programs to fail is the inadequate or inconsistent sponsorship and governance. The sponsorship is the definition and continuous guidance provided to the program team and leadership, including the clarification on the business goals, benefits case and course adjustments unavoidable with an effort that often spans over months or years. The governance is the leadership and management structure that both holds all the parts together and provide a single body management decision and repository of knowledge. We help ensure there is a clear executive champion of the program, establish a governance plan to manage project execution, create a process and cadence for raising issues, and ensure a review process is in place with full participation from the stakeholders.

The clear line of sight with the sponsor and the visible, unambiguous involvement of the stakeholders is the best guarantee of success.

### Tools & Techniques

**Program Management Handbook**

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## Impact Analysis & Organizational Change Management

Change is movement, and movement creates friction, or resistance. Transformation initiatives are generating the same friction within the organization: the more change (movement), the more resistance. We help identify the organizations (department, region, function) to be impacted by the deployment of a solution or product, through assessing the level of impact / disruption including from other initiatives and decisions, and establishing change management strategies and plans to optimize the deployment and buy-in from the teams, while helping get faster returns on the program investments.

BestIT leverages its Organizational Change Management process and best practices to make sure a transformation is not just successful, but is delivering the business value that was stated in the original business case.

### Tools & Techniques

**OCM Framework**

**Emotional Intelligence**

# HIGH PERFORMANCE PMO

Organizations have often more than one project or program happening. How to qualify and select candidate projects or programs? How to manage the overall investments including capital, and the returns? What is the current risk / fiduciary exposure of the company?

These are some of the reasons why PMOs and portfolios exist.

PMOs are meta structures, which provide an organization with a single version of truth for best practices, SDLC, processes, reporting and acceptance. They can be at a departmental level (e.g.: IT, Finance) or at the Enterprise level (EPMO).

Portfolios are the management of a class of assets within the enterprise: projects, investments, applications, strategic goals, etc. The benefit of a portfolio is to allow the operational

level to take care of the operations while ensuring overall performance and alignment with the company's objectives or strategy.

| Project Management Office  | Program Management Office   | Enterprise PMO   | Service Management Office   | Transition and Transformation Management Office  |
|--|---|--|---|--|
| <p>A structure dedicated to improve the performance of the launch, execution and deployment of projects. The Project Office is primarily measured in terms of overall project performance and consistency.</p> | <p>Focused on managing the projects and program within a major enterprise-level program. Similar to a Project Office, the Program Office focuses on the performance and consistency at achieving the business / strategic value of the program.</p> | <p>Federates all projects and PMOs under one banner, raising immediately the performance expectation through standardization of tools, processes and best practices.</p> <p>EPMOs can be project or program-focused.</p> | <p>Mostly in ITSM and ITIL- mature organizations, the SMO is the one organization federating all the services delivered to the business and the end-users. It usually includes an operations arm (instant performance of the systems) and a user-service performance arm (performance of the business / users supported by technology).</p> | <p>A composite of the traditional transition offices recommended by most advisors (Alsbridge, Everest, KPMG) and of the more focused transformation office that management consulting firms set up for large initiatives. The TTMO is a tool to achieve a specific set of changes.</p> |

# PROJECT/ PROGRAM PORTFOLIO MANAGEMENT (PPM)

Conduct a comprehensive assessment of your organization's ability to manage and deliver your portfolio of initiative.

Ultimate goal is to establish centralized management of processes, methods, and technologies used by project managers and the project management office (PMO) to analyze and collectively manage a group of current or proposed projects based on numerous key characteristics. The objectives of PPM is to determine the optimal resource mix for delivery and to schedule activities to best achieve your organization's operational and financial goals — while honoring constraints imposed by customers, strategic objectives or external real-world factors.

The PMO ensures that the proper governance structure is in place for your projects and programs or portfolios. The governance is fundamentally a three-tiered structure:

1 **Operational:** Execution is taking place with acceptable performance, and exceptions, issues and risks are addressed at the level closest to their origination.

2 **Leadership:** Usually through a steering team or committee, the periodic review of the performance trends, escalations and exceptions handling. The leadership level also provides tactical direction to match the overall / strategic guidance.

3 **Strategic / Executive:** The periodic (but less frequent than leadership) meeting of the sponsors and key stakeholders to define or review the goals and objectives, provide fresh guidance or course changing directions and acknowledge the variances and accomplishments to date against the charter.

Each level provides upward reporting and downward decisions and guidance, according to their individual charter.

# HIGH PERFORMANCE PMO

## PMO Excellence - Best Practices

BestIT can provide you with a repository of best practices honed over thousands of hours of projects and program execution. But you are probably not starting from scratch, so we will build a simple and effective process to integrate best practices and elect the ones that your PMO should promote. In a self-serving twist, BestIT can bring on its knowledge and best practices on how to create and manage a high performance PMO, in order to help you:

**Set up a PMO:** All activities to establish a PMO, staff it with the right competencies, put in place the tools and processes necessary to a smooth execution and along the way explain train and coach people on how it works and how to take advantage of this new capability.

**Optimize:** If you already got started and built PMO foundations, we will assess and review what is in place and update or complement it with our best practices and the result of our assessment (a roadmap). The optimization includes enhancing the performances and streamlining processes as needed, verifying the alignment with the PMO charter and in general the fine-tuning of the PMO engine to provide higher performances.

**Run:** We actually run the PMO on your behalf, with some or no participation of your teams. We create or integrate best practices, processes and procedures to establish the baseline body of knowledge that will make the PMO sustainable. Then we execute following the model, which in effect is a turnkey PMO.

**Transition:** Eventually, you want to own and operate the PMO. This can be a tough job if you do not have resources and a history of running a full size PMO before. Now comes the easy part: once we have optimized and stabilized the PMO, we transition it to your team. The transition includes coaching and basic training, as well as a “driving school” approach: we show your teams how we operate the PMO; then we operate together, until we are both comfortable that the new team can operate with just us watching or being in support. As a matter of fact, a risk-free transition.

# BENEFITS REALIZATION AND ACCRUAL

Most programs, investments and strategic plans have in common that they assume the realization of benefits to offset the requested investments in hard and soft resources.

In most cases the benefits are never fully realized or at least recognized, casting doubts on the fiduciary discipline of the sponsors and leadership, and allowing critical decisions (go / no-go, kill or keep, slow down or accelerate) to be made in absence of a fact based substantiation. This severely short changes the organization and undermine the capacity of the executive teams and boards to make decisions.

Leveraging a collection of advance economics and analytics tools, BestIT can help you put in place:

- **Rigorous Business Cases where benefits and costs are equally substantiated**
- **Processes and disciplines to recognize the benefits as they are accrued, up to their transfer into a dedicated chart of account.**
- **Discipline to stop the spillage of benefits linked to the annual or fixed term of the budgeting / forecasting process**
- **Ongoing measurement and reporting on the instant value of the benefits realized, and their Net Present Value adjustment.**

| Tools & Techniques            |
|-------------------------------|
| Financial Analysis            |
| NPV                           |
| Applied Information Economics |
| Real Options                  |

# PERFORMANCE REPORTING AND ANALYSIS

Although all projects and programs produce huge amounts of reports and diagrams showing versions of status and progress, it can be hard for an executive to understand and believe in the true status of a single or a portfolio of initiatives.

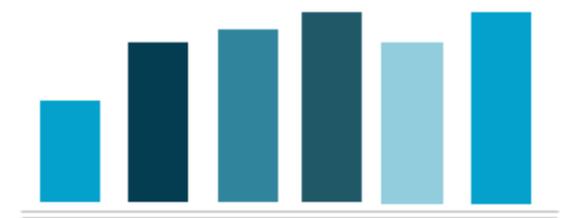
BestIT has developed a trued-up reporting solution that takes the raw data produced every day and translates it into simple, effective performance reporting for the leadership.

Most reports routinely state the amount of effort, resources and exceptions that describe the latest and the cumulated consumption (burn) of an effort.

The real value to the leadership is to determine the variance against the plan, the projected variance at completion and to know if there is a situation that requires attention or intervention. Only when a variance exceeds the acceptable value should it be escalated and investigated.

BestIT has established a reporting system that emphasizes the operational accountability of line and project or program managers, ensure that escalations linked to inadequate performances are only those worth the senior management time and attention.

| Tools & Techniques             |
|--------------------------------|
| Statistical Analysis           |
| Trued-up Performance Reporting |
| Kaplan Norton Mapping          |



# ORGANIZATIONAL DESIGN AND TRANSFORMATION

Organizations have tremendous potential within the people they employ and the processes they are aligned to. Our organizational design and transformation practice works to unlock that potential and shape your organization for the future.

## Architect your Organization • Align Skillsets to Business Needs • Organizational Transformation

### Architect

Our subject matter experts assess the structure of your organization in terms of value creation, operational enablement and strategic contribution and craft a roadmap to make the change. We help you getting there too.

### Align

Few organizations have the internal capacity and capability to perform a deep analysis of business need, skills, roles and job alignment. Many events can drive a chasm to form between the skills and capabilities the organization has today and its current or future needs. This is especially true when the the need is greatest – at times of great growth, rapid decline, technological shift or pronounced business change. We help you see the gaps and put a clear, practical plan in place.

### Establish a Transformation Center of Excellence

### Transform

To assist clients in the process of transforming their business, BestIT utilizes its Organizational Change Management (OCM) framework. Based on industry best practices, our framework includes the strategy, process and activities that drive organizational and individual transitions to achieve program success. Our approach focuses on generating awareness, understanding, and acceptance for large-scale transformations, but can be tapered for smaller engagements to integrate and empower your people.

### Excellence

In today's business climate, organizations that excel build transformation into their DNA. Establishing a Transformation Center of Excellence is the foundation for strategic agility – whether its used to address a changing marketplace, leaps in technology, new vision, or M&A, the TCoE gives you the control.

# MERGERS & ACQUISITIONS

The BestIT M&A Integration service offers independence from the operational burden with pre-and-post merger M&A activities to ensure compelling fit between companies, ensure achievement of business value and strategic purpose and help companies conduct pre-and-post merger activities successfully.

BestIT provides guidance for successful integration of processes, technologies, organizations and cultures. We help leaders with implementing their M&A strategy to ensure that newly acquired assets are seamlessly integrated and realize expected benefits or returns from the integration (top-line, bottom-line, market reach, etc.).

- **Reduce Risk – Mitigate risk out of M&A integration**
- **Increase predictability of success and business case justification**
- **Relieve burden on operations**
- **Have experts review your M&A program**
- **Realize and measure \$ value of M&A**
- **Execute and monitor 360 integration**

We focus on preserving value of the entities to be integrated, ensuring business continuity before, during and after execution as well as breaking down the complexities of the integration process.

Our approach addresses the M&A challenges faced by businesses and includes:

- **Definition and organization of critical integration activities by phase**
- **Design scalable, customized integration scripts**
- **Identification and mitigation of integration challenges**
- **Creation of strategic audience-focused communication matrices and plans**
- **Integration Center of Excellence and organization change management**
- **Key Performance Indicators and critical success factors**
- **Integration best practices**

| <b>Pre-M&amp;A services involve a combination of due-diligence actions to ensure ideal alignment is achieved:</b>  | <b>M&amp;A Support and Governance establishes a transparent and stable environment for moving process activities forward while de-risking the transition and managing for overall success:</b>   | <b>Post M&amp;A Services establish the foundation and baseline for project success:</b>   |
|--|--|---|
| <ol style="list-style-type: none"> <li>1. <b>Readiness assessment (Enterprise Value / Takeover Value)</b></li> <li>2. <b>Strategy development</b></li> <li>3. <b>Due diligence assessments</b></li> <li>4. <b>Process integration planning</b></li> <li>5. <b>Contribution analysis and transition planning</b></li> </ol> | <ol style="list-style-type: none"> <li>1. <b>Process integration and optimization</b></li> <li>2. <b>Transition management</b></li> <li>3. <b>Organization change management</b></li> <li>4. <b>Core competency development</b></li> <li>5. <b>SWAT crisis management/business Intelligence</b></li> </ol> | <ol style="list-style-type: none"> <li>1. <b>Integration evaluation to ensure project checklists are completed and the accrual of benefits have been achieved in relation to:</b> <ol style="list-style-type: none"> <li>a) <b>Architecture</b></li> <li>b) <b>Organization</b></li> <li>c) <b>Systems</b></li> <li>d) <b>Applications</b></li> </ol> </li> <li>2. <b>Valuation realization checkpoint</b></li> <li>3. <b>Closing of business case justification / lessons learned</b></li> </ol> |

Instead of having you throw a bunch of money at IT, we give you a roadmap and strategy for now and for the future. Our goal is the same as yours — to help your business succeed in a fast-changing environment with the best IT.