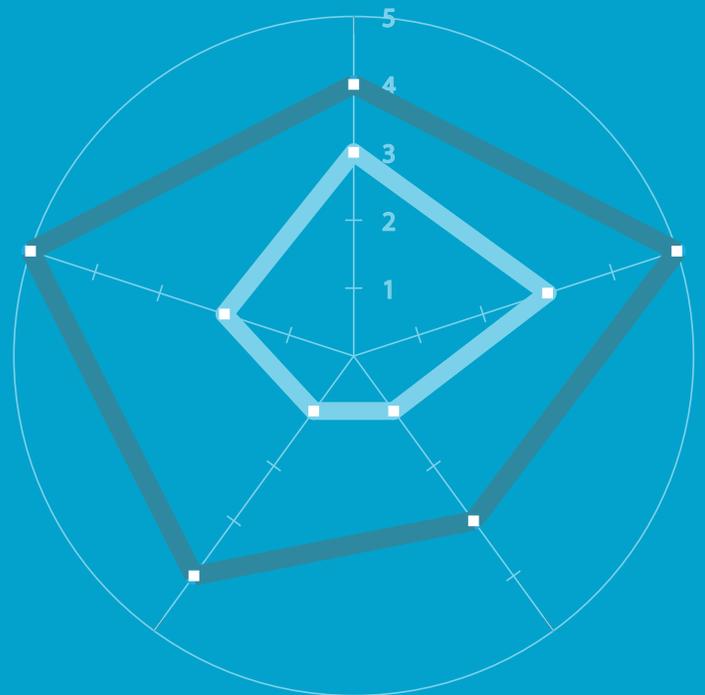


Driving the Vision Forward

Building business-aligned IT roadmaps to help you reach your goals



 Future State
 Current State

Contents

Introduction	3
Pitfalls of Internal Roadmap Development	4
Defining a Measurable IT Roadmap	5
BestIT Roadmap Services	7
Alignment & Governance	
Business Capability & Risk	
Technical Delivery	
Conclusion	10
About BestIT	11

Introduction

The definition of a functional IT organization is changing. It's not only about implementing the latest in mobile, cloud and security. It's not only about "keeping the lights on." IT is also about driving business growth—that is the next generation.

Successful companies navigate through this advancing environment with an actionable IT roadmap that helps them decide when to make the right technology investments to produce the best results for the business. Executive leadership understands how IT can help the company expand. They know if they have the right amount of talent and resources to get projects done. They make sure current and future technology investments are linked to business goals. They know if the right tools are in place to automate processes and effectively drive innovation—and if they don't, they have a plan to obtain those vital resources.

Leaders need a clear vision of how their strategic efforts will impact people and performance, as well as how they will be successful.

This has led to new trends that are beginning to change the landscape of IT:

- Business leaders are demanding a new CIO – the Chief Innovation Officer – but recognize this cannot happen until a strong foundation has been built.
- The strategic focus on big data, cloud services, mobile devices and applications in the highly interconnected world will not change. Each technology space will mature rapidly as more enterprises adapt and low barriers to entry encourage young startups with big ideas. The real trend and challenge is effective adoption and building capability as these areas mature.
- As people become more innovative and sophisticated at home, IT will face unrelenting, high expectations from internal and external customers. Employees will bring their own device and applications. The customer will value accessibility and have greater choice.

IT leaders commonly develop an IT strategy divorced from the business strategy and active collaboration with the other members of business leadership. Even more of an issue is that these strategies are focused on the IT organization's current state and don't address *what can be*. Research shows 70% of executives feel IT strategic planning is ineffective because it is often done in isolation without considering the impact on the business.

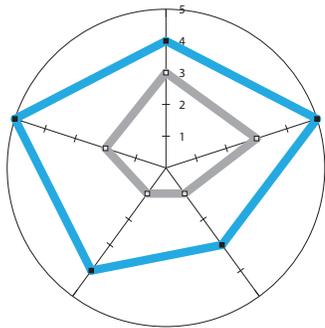
As technology and markets continue to evolve, businesses must seize opportunities to solve predicted challenges in this new digital environment and unpredictable challenges that can be uniquely molded to gain a competitive advantage. A sustainable IT roadmap is essential to achieving major business transformation.

Pitfalls of Internal Roadmap Development

Effective communication and collaboration is a catalyst for success and unity. When there is a lack of transparency and visibility on both sides, tension can result from this disconnect. Recent studies show business executives feel IT has become less effective at enabling business goals in the last three years. In a recent survey, only 3% of IT executives felt they were completely effective at targeting places in the business where IT can add the most value, govern IT performance and drive technology enablement or innovation in business process and operations.¹

Why is this happening? Common struggles in the strategic planning process result from a variety of issues:

Current and Future State



■ Current State (As-Is)

■ Future State (To-Be)

We develop a model of the current and future state of your business based on the scope. This is a common example of the technology environment based on key aspects of the IT organization.

- **Shortage of IT talent.** When the structure of the IT team is not aligned with the demands of the organization, challenges begin to arise. Instead of delivering large technology projects, IT teams are occupied with putting out daily fires, leaving business leaders to wonder what IT does all day. Skillset gaps within IT teams contribute to overall slowness in project delivery. Business leaders have expectations that IT teams aren't currently equipped to support without the right talent or budgets.
- **Non-strategic IT investment decisions and projections.** IT governance determines how the IT function manages demand, delivers performance and value while protecting the organization against risk. Without a proper governance structure in place, there can be no surety that tactical plans developed by IT leadership align to the near or long-term goals of the organization.
- **No communicated business strategy or vision.** Without a formal business strategy in place, it can be difficult for IT leadership to align initiatives with business goals. A lack of communication in all areas of the business, ineffective leadership and disunity among departments leads to strategies developed in siloes. Business executives have to work with IT to address the gaps in IT service delivery by providing input in areas that affect the organization.

When organizations choose to begin an IT roadmap project internally, the bias from the data gathering process will skew the conclusions and solutions outlined in the roadmap. Biased data won't get to the root of business issues and will lead to solutions that replicate previous problems. A strategic vision is a compelling, federating tool to give a

“Their broad pool of resources with deep experience and knowledge shed light in important areas, and provided valuable insight for the management team. A valuable experience we are still leveraging.”

Vice President of IT
Cosmetics Retailer

company a goal to aim at—a future state to desire and strive for. The planning should always result from the visioning, as opposed to building a bottom-up aggregate of isolated initiatives, which may only achieve strategic goals by accident. Bringing resolution to these issues will enable the organization to shift its focus toward new capabilities and competitive advantage.

Through data gathering, it's important to understand that although we can capture perception and emotion in the qualitative process, the heart of the assessment is the data. We can listen to what people say but sustainable strategies should be substantiated with facts derived from data. Without it, the resulting roadmap will simply be an opinion.

If roadmaps are not developed with the proper sequences, data gathering techniques, skills and competencies, it will not provide the desired outcome and can lead to wasted time, resources and further misalignment.

Defining a Measureable IT Roadmap

What tools, frameworks and best practices are you using to build your IT Roadmap? Do you have access to dashboards that can help you make decisions to improve your company agility and speed to market? What are your shadow IT costs? How do you stay on top of changing customer needs and market demands? How do you make sure technology helps grow your business?

If you don't have the answer to some of these questions, then it's time to revisit the process in which you built your IT roadmap, assess your current capabilities and how it relates to business outcomes.

Understanding what an IT roadmap should be and what it should contain is important to measurable strategy development. An IT roadmap is usually defined as a plan that details short-term and long-term goals with specific technology solutions to meet those goals. For BestIT, an IT roadmap is a plan to achieve the future state of the business over time with measurable milestones and metrics to observe the evolution. A comprehensive IT roadmap will identify the gaps holding the business back from achieving goals, provide a detailed analysis of the current state of IT and present both short and long-term solutions designed to get business and IT in congruence.

The outcome of an actionable IT roadmap should address concerns based on the roadmap scope. At the end of the roadmap development process, IT and business

Change management ensures potential changes to IT service components are reviewed to minimize impact to service quality.

leaders should understand the different ways IT provides value to the organization. That can be determined through these components based on your unique needs:

- **Risk alignment between business and IT**
- **IT spend (absolute/compared to industry)**
- **IT organization performance (and the perception)**
- **Architecture and business support**
- **Growth/scalability/agility**
- **Competitive differentiation**
- **Service orientation/internal customers**
- **Visibility/Reporting/Transparency**

Knowing how much your technology investments give you a competitive advantage puts you in a better place to increase your market share. Implementing the latest technology advancements could differentiate your business from a competitor, but it doesn't always create additional business. If your technology infrastructure is designed to be a service organization it's going to have an impact on how you operate and how you interact with your customers.

Identifying the Need for Strategic Mapping & Measurement	
Issue	Outcome
Value of work effort not defined or measured accurately	Expected financial gains related to strategic goal not realized
Lack of IT Integration	More technical and process complexities and/or costs
Consolidation/shared services	<ul style="list-style-type: none"> • Lack of internal IT support • Higher costs of operations • Lower quality/predictability
Value proposition unclear	Disconnect with stakeholder expectations and unclear value of efforts
Lack of executive support/engagement	Difficulty prioritizing business initiatives with the possibility of undermining business success
Disconnect between efforts and business needs	Disenchantment with users and business leaders driving low adoption

Defining and managing scope is one of the most critical pillars of effective project management.

Establishing a charter that defines the scope of how big we want to look at your organization is the first step in the roadmap process. Does the roadmap scope contain an assessment of all of the components listed above or will the roadmap be more

confined to specific aspects of the business? Your organization also needs to decide what the initial intent of the IT roadmap will be. Is it to test the security controls and governance of the business, increase performance or reduce costs?

It's also necessary to determine how granular this roadmap needs to be to achieve the desired outcome. Once the scope, intent and granularity of the roadmap are effectively defined with involvement from IT and business members, the data gathering process can begin.

Our IT Roadmap Services

The digital revolution has provided a higher degree of dexterity in the data gathering process. Your technology portfolio should be based on independent data to help you make the right decisions for your business.

An IT roadmap project will help the business recognize the depth and constraints certain issues and blind spots have on the business. Alignment of IT activity and initiatives to business strategy ensures dollars spent are supporting the achievement of the goals and objectives that have been defined to guide forward momentum.

IT governance helps ensure every dollar, resource and application invested in IT meets the desired business goal.



Figure 1: Trend in Roadmap Focus

BestIT's roadmap solution has the capacity to analyze three important areas of your business: **Alignment & Governance**, **Business Capability & Risk**, and **Technical Delivery**. You can choose to have all three of these areas analyzed for your roadmap or pick the areas you believe are most important for evaluation.

Alignment & Governance

Refocus your governance into tiers that keeps managers monitoring progress, leadership tracking value and variance, and executives managing vision. This area of focus covers these dimensions:

- **Strategic Alignment**
- **IT Governance**
- **IT Financials**

Business Capability & Risk

Understand your risk, compliance and vulnerabilities. These points are covered in this area of focus:

- **Application and Development**
- **Data/Information**
- **Security/Compliance**

Technical Delivery

Ensure every line of code is in sync with budget and critical business requirements.

The areas assessed under this section are as follows:

- **IT Organization & Operations**
- **Technical Architecture**
- **Project/Portfolio Management**

BestIT captures data through a series of interviews with key members of business and IT



Figure 2: We work with key personnel to assess your organization's core design standards, process, underlying documentation, procedures and framework

teams and conducts analyses of documentation, architecture, and processes and procedures to make judgments on root causes, correlations and interdependencies. Correlations are an important part of a roadmap assessment. A single data point can uncover even bigger issues.

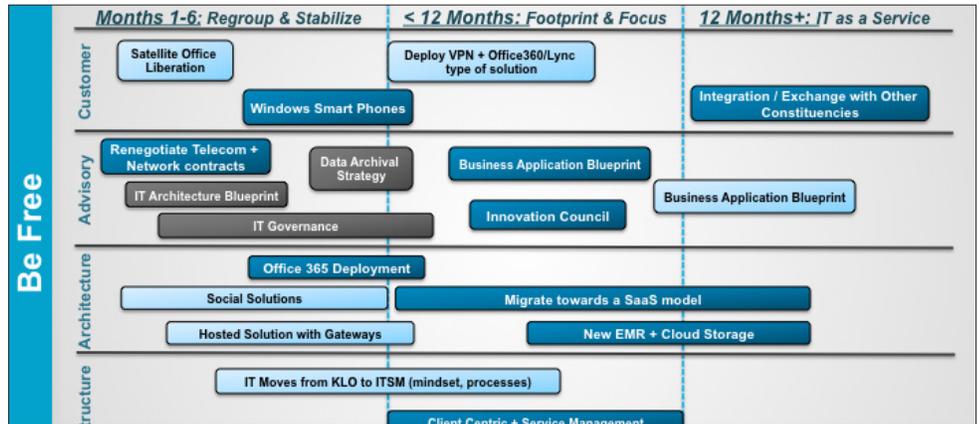


Figure 3: Example from a roadmap final report of Next Steps to Stabilize and Leapfrog New Architecture.

BestIT can help you create applied innovation to your business, explore contiguous growth areas and increase your organization’s agility to seize opportunities when they arise.

“We can now concentrate on penetrating new market segments and drive revenue growth.”

President
Pharmaceutical Company

- Clarify your vision for success and develop a measurable path forward
- Determine the true economic value of your strategic initiatives
- Locate your knowledge capital and evaluate efforts to leverage those resources
- Assess your readiness for change and the impact on the culture of your organization
- Map your projects and operations processes to strategic goals



Figure 4: Redacted example from a roadmap final report of the Force Field Analysis of Business Strategy

Our IT roadmap services will give your business a full view from a strategic, tactical and financial point of view to build the foundation for an IT that spurs business growth.

Conclusion

Enterprise competitive performance is a critical differentiator in today's business environment. Companies with better performances are creating more profit, greater shareholder value and are more resilient in the fast changing economy. The capacity to respond and act upon emerging trends and new possibilities is what differentiates the leaders from the followers.

BestIT will help you develop a dynamic technology strategy that is bonded with business initiatives. Now is the time to reinstate IT where it belongs—a core business engine and a center for innovation and performance.

About BestIT

BestIT is a full-service IT firm specializing in the strategic development of business aligned IT roadmaps. We begin engagements with a focused assessment of the business and IT environment to identify points of concern and provide recommendations to bridge the gaps. Through collaboration with key members of business and IT leadership, a roadmap is developed that provides an actionable strategy to maximize the performance of technology investments and promote future business growth.

Originally founded as a boutique Oracle consultancy in 2004, the company now provides an array of highly specialized information technology services catered to business goals for organizations worldwide.

BestIT is headquartered in Phoenix, Arizona. To schedule your introductory meeting, contact us at info@bestit.com or call 1.877.222.8615.

1. Khan, N., & Sikes, J. (2014, March). IT under pressure: McKinsey Global Survey results. McKinsey & Company.

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