



CASE STUDY

WHEN AN ITO HAS GAPS IN ALIGNMENT AND CONTROL OF INVESTMENTS

TRANSFORM

IT Optimization Delivers New Focus and Business Support

THE BUSINESS CHALLENGE

Our client, with dual headquarters and operations structures in the U.S. and Europe, had a new CIO with a mission to create a much more transparent, efficient IT organization (ITO). The U.S. and European teams **operated on parallel tracks without an enterprise view of strategy**, one often initiating efforts the other had decided against. The annual four-month technology planning at the beginning of one year typically resulted in a **scramble to execute initiatives that might or might not be relevant 18 months later as the budget year was running out**. The team needed expert help to transform the ITO into one with greater alignment and transparency, ensuring that they consistently deliver what the business needs and maintain the right levels of oversight.

AGSI'S HIGH-LEVERAGE SOLUTION

Our client's **long-term business strategy was the center** against which every ITO effort was evaluated. With that target, AGSI applied four industry models and employed our proprietary Business Technology Effectiveness Framework to assess operations and develop relevant improvement plans. Focusing on four key areas – governance, prioritization, program and project management, and resource management – we laid out **a roadmap defining specific best practice steps, roles and responsibilities, and tools for measurement**.

The result is a truly global enterprise governance model for technology investments. A **unified portfolio management and prioritization** program empowers our client to evaluate, rationalize and prioritize every project coming into the ITO. A new **governance board** provides oversight and includes members from all business units to maintain alignment. Instead of relying solely on annual planning, our client now has a model that also incorporates **quarterly planning** to review whether scheduled initiatives support business intent under current circumstances. AGSI's Workforce Capacity Calculator™ determined the ITO's **ideal distribution of skills** given its responsibilities. Software usage was standardized and centralized, with duplicative licenses eliminated. AGSI also created a clearinghouse of program information that the U.S. and European teams regularly supply, allowing the two to stay in **better alignment**.

VALUE TO THE ENTERPRISE

Before this transformation, our client had no visibility into or meaningful control of technology projects once they were approved. Their resource skills did not align with the organization's changing responsibilities. Now, they have not only the specific answers they looked for with regard to governance and workforce, but also **an ecosystem that's balanced** – with interrelated technology governance, project management, resource management and operations supporting the business. As an added benefit, they **reduced costs by \$10M** over a three-year period. This ITO is now a business partner.

IN BRIEF

CLIENT:

\$3B+ Global Manufacturer

ENGAGEMENT:

IT Governance and Resource Management

CHALLENGE:

Overcome barriers of multinational headquarters and distributed operations to create an enterprise technology governance and resource management model

OUTCOME:

A unified, best practices model supports business objectives, reduces operating costs, and optimizes organization structure, project management and governance