



CASE STUDY

IS THE TECHNOLOGY VISION IN SYNC WITH THE BUSINESS VISION?

TRANSFORM

A Strategy Review Ensures an Enterprise Perspective

THE BUSINESS CHALLENGE

Our client had recently completed improvements related to IT infrastructure, consolidation and right-sizing. Even so, the company's **CFO questioned whether the CIO's strategic planning went far enough**, and a highly customized ERP implementation had been halted mid-rollout because success wasn't clearly defined. Our client wanted answers to **three strategic questions for the future**: are we on the right path, are we organized properly, and what gaps do we have in our skills and/or capacities? As well, they needed an expert team to realign their ERP implementation.

AGSI'S HIGH-LEVERAGE SOLUTION

We **used AGSI's proprietary BT3™ framework – which measures business technology effectiveness across an array of dimensions** – to review the entire IT organization (ITO); assess alignment of the ITO's strategy with the business vision and drivers; develop decision criteria for the ERP platform; define performance gaps; and develop relevant improvement plans. The improvement plans centered on recommendations that supported business objectives, with priorities and sequencing clearly established. One of the most significant improvements, an effective enterprise governance process, helped to **ensure that every current or planned initiative would generate value to the business**.

With the business vision and new technology strategy in clear focus, we analyzed the ERP platform to identify the root cause of the problems. We determined that the company's success criteria had changed significantly since the platform was developed; the previous tactical, store-based solution no longer worked in the face of a new enterprise, shared services strategic plan. After **facilitating consensus across the C-level team**, AGSI was able to establish new decision criteria and design a recommended roadmap for moving forward on implementation of a solid, proven platform.

A major component of transformation was **AGSI's development of the optimal organization structure for the ITO**. With the right resource management – having the right people in the right job with the right skills – our client can improve performance, manage variable capacity to best meet demand, and reduce total costs. **Every effort can be measured and reported in business impact terms**.

VALUE TO THE ENTERPRISE

Our client had very specific questions, and **they got clear answers** to every one. In addition, they gained the means to select and **successfully roll out a new ERP platform** in one year. Most important, they have a guiding strategy that will make every future technology decision far easier. **Leadership has first-time transparency into exactly what the ITO is spending and how it is executing**. And the ITO has an organization structure and delivery process that position the team for success as a valued partner dedicated to supporting the business.

IN BRIEF

CLIENT:

Automotive Retailer
(75+ franchises across U.S.)

ENGAGEMENT:

Technology Strategy Review and
ERP Requirements Validation

CHALLENGE:

Determine whether IT had a strategic plan sufficient to support business objectives; ensure that a struggling ERP implementation was realigned to complement the strategic plan

OUTCOME:

An objective-based technology roadmap with over 50 specific recommendations was designed and implemented; a new best practices plan led to ERP success