TURN COST-BASED TECHNOLOGY SPENDING INTO STRATEGIC INVESTMENTS
Enterprise Governance and Program Management Provide the Structure

OPTIMIZE

THE BUSINESS CHALLENGE

Our client was running two separate technology platforms and wanted to consolidate to the one that would best support growth. Which should they choose? AGSI performed a quick assessment and found that one platform was 40 years old and the other offered no vendor support; we recommended that they move instead to a commercial ERP platform. With that migration coming, our client had an opportunity that was truly transformational: to *create a best practices environment for technology governance* that would be strategic rather than tactical, align investments with business objectives, and *provide sustainable oversight of project execution and ROI*. Company leadership needed the plan and tools to get them there.

AGSI'S HIGH-LEVERAGE SOLUTION

Using the Clarity model in our proprietary Business Technology Effectiveness Framework, AGSI helped this client build and launch an Enterprise Governance Board (EGB) and Program Management Office (EPMO) that established *the roadmap for their best future state*. The EGB's charter, roles and responsibilities, structure for investment approval and prioritization, process for tracking in-flight projects, and expected analysis outputs for the larger business were all detailed. The plan also provided the *process for evaluating whether forecasted project return had in fact been realized*.

In tandem, we built an EPMO that provided the structure for an *enterprise view of all initiatives underway*. Projects can now be tracked by such variables as size, discipline, business unit or region, or by their status as strategic, discretionary or operational – yet *all roll up to one IT portfolio with full transparency*. Redundancies in execution, process or business unit initiatives can be seen easily.

AGSI leveraged a SharePoint tool the company already had to build out *a dashboard for executives*. Leadership can see a "Red/Yellow/Green" overview of every technology project in-flight, or drill down by business unit, for example, to get more information on a particular project not meeting its schedule.

VALUE TO THE ENTERPRISE

When the EGB and EPMO first launched, over 100 technology projects were under discussion and the IT organization was under severe pressure for saying "no" to requests. A year later the combined structure is providing oversight the company never had, *putting decision-making into the hands of the business units themselves* and *tying technology spend directly to the generation of value*. AGSI provides additional value as a best practices voice at the table, contributing perspective on how other companies are handling relevant challenges. The client now has clarity not just on where they are spending but also how they can spend more effectively.

IN BRIEF

CLIENT:
National Beverage Distributor

ENGAGEMENT:
Enterprise Governance Board and Enterprise Program Management Office

CHALLENGE:
Create and launch a strategic oversight mechanism with a sustainable process for evaluating technology investment requests and tracking results

OUTCOME:
A best practices enterprise environment that provides first-time clarity about technology spend, expected risks and benefits, projected vs. actual business return, and much more

AGSI

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