

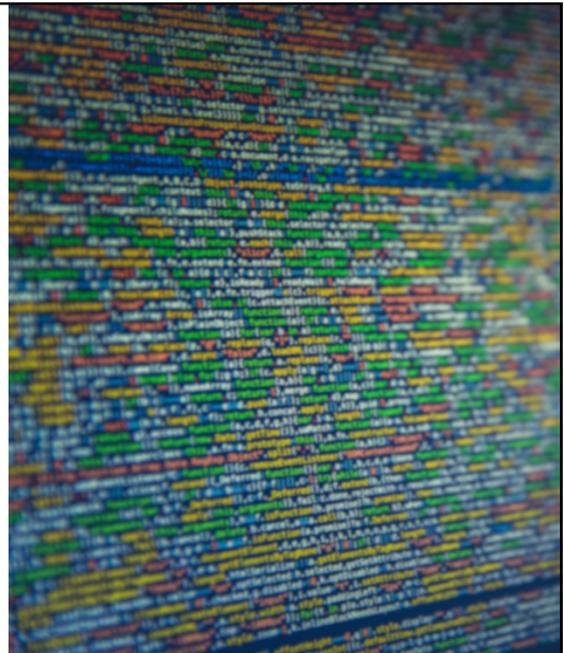


# The Truth Behind IT: Adding Value to the Business

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CIO, Department of Technology Services

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Governor's Office of Management and Budget

The goal of IT:  
Increase business  
value



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## The power of IT:

- Improve the flow of work
- Make better decisions
- Increase transparency



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GOMB

**IT Projects are .....**

(insert an adjective)



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GOMB

Difficult                      Stressful

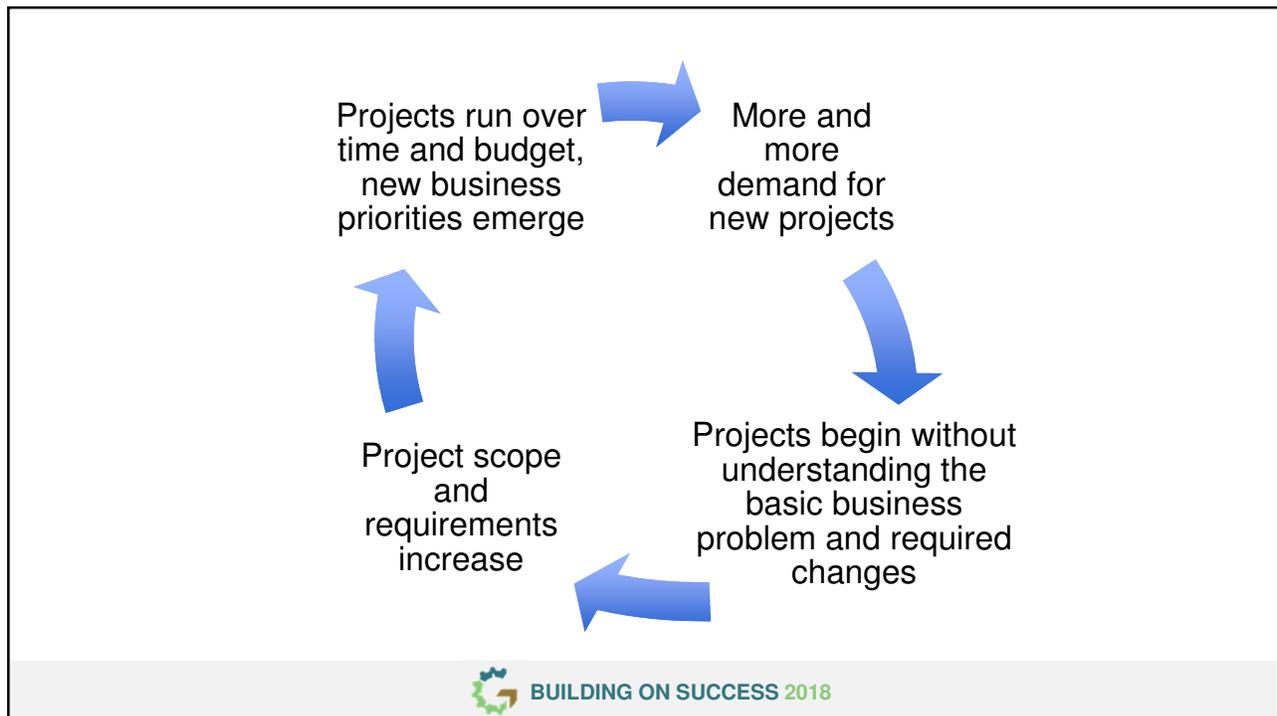
Complex

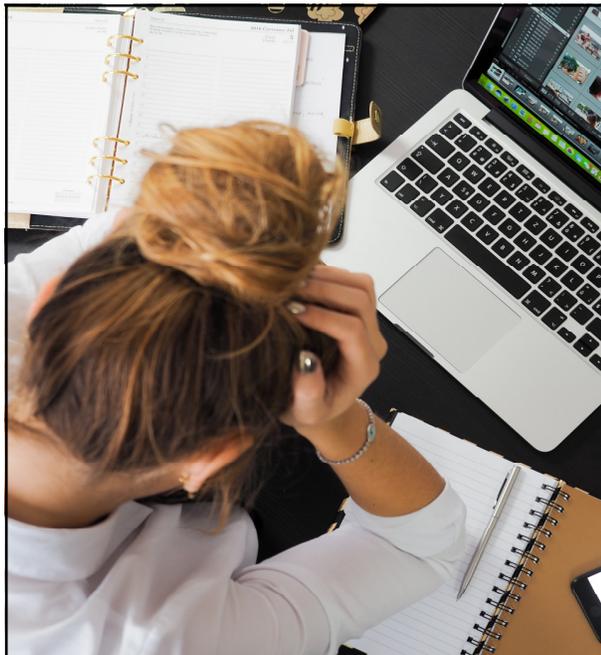
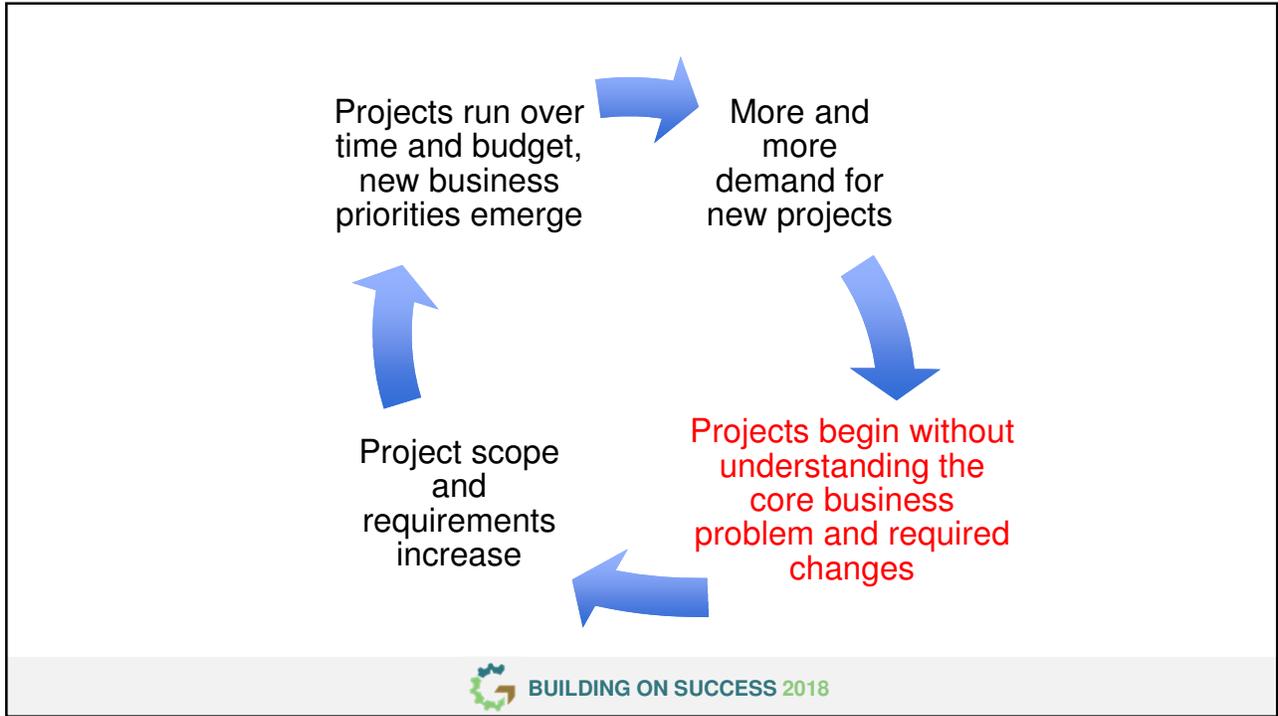
**IT Projects are .....**

Critical                      Challenging

Expensive                      Essential

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## Common results

Projects:

- Take too long or don't finish
- Don't realize significant business value (for investment)
- Opportunity cost





## Case Study: On-line Application



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### “Aha” moment

*“A moment of sudden insight or discovery”*



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## Business must not jump to technology as a solution by itself

Technology can only improve performance if it solves a core problem and leverages the right business changes

## Direction of the Solution

### What's the constraint?

Understanding the core business problem and business changes necessary to achieve the business goal

### What to change?

New project engagement process between state agencies and DTS

- 1) The engagement process is focused on the business goals, problems and required changes with high level technical recommendations
- 2) The engagement process results in a "full kit" for project management



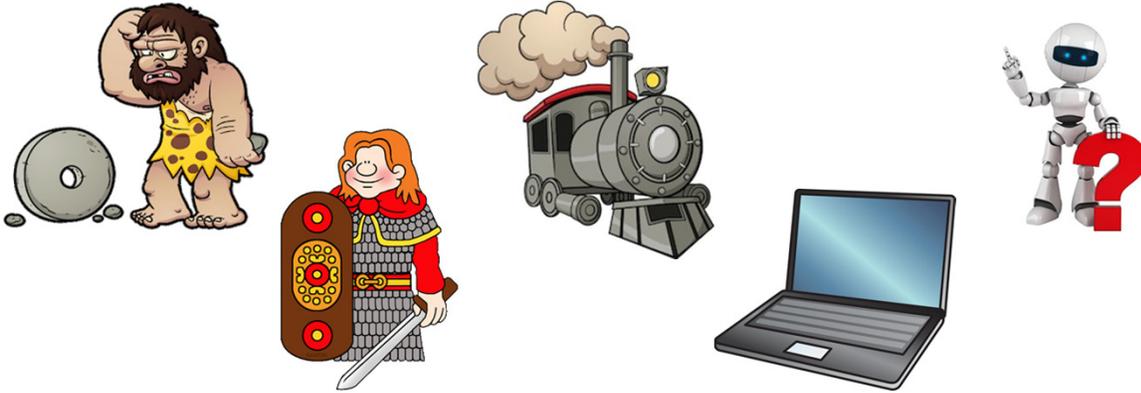
## Department of Technology Services (DTS)

Legislation consolidated all existing IT resources and services into one department to:

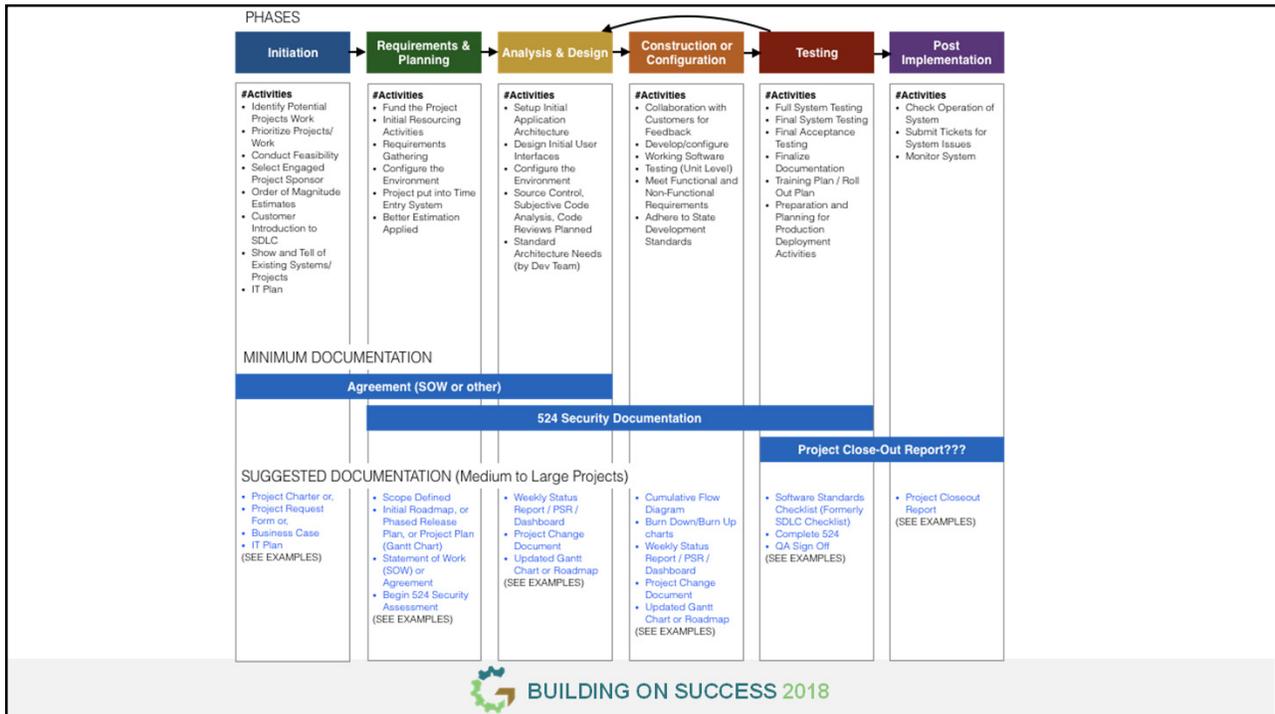
- **Reduce costs**
- **Increase service levels to state agencies**
- **More closely align IT with business needs**



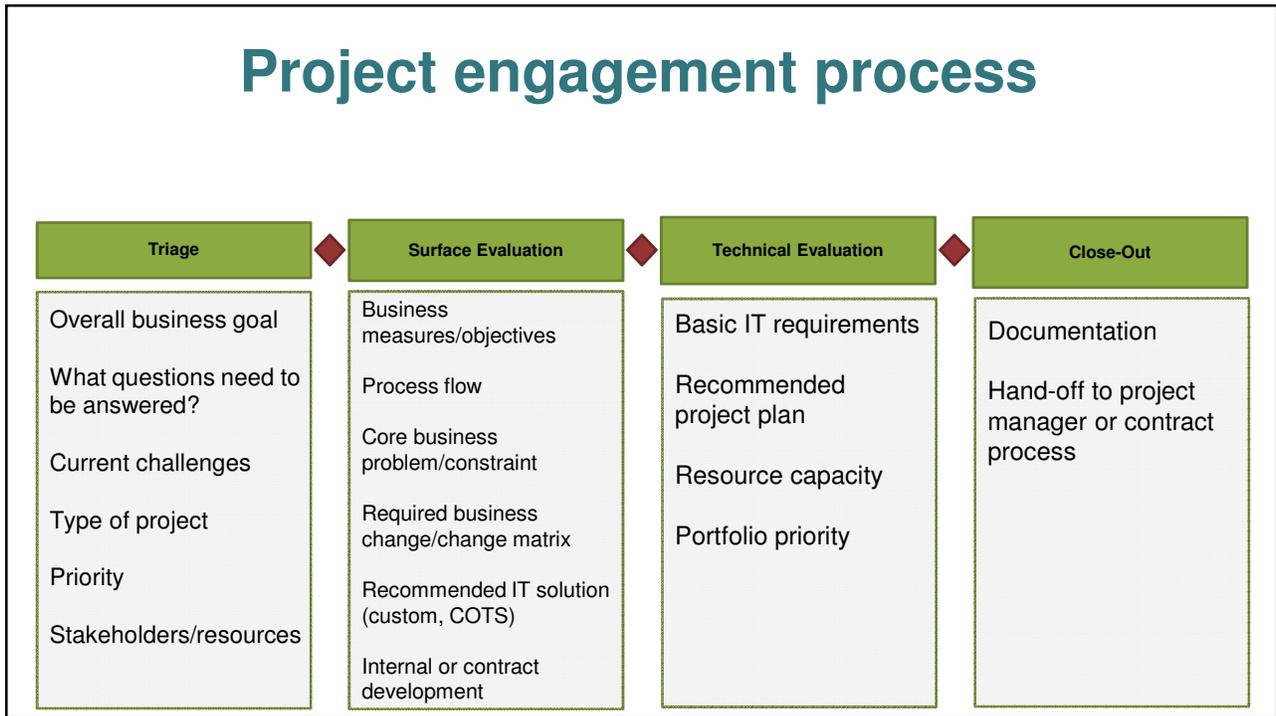
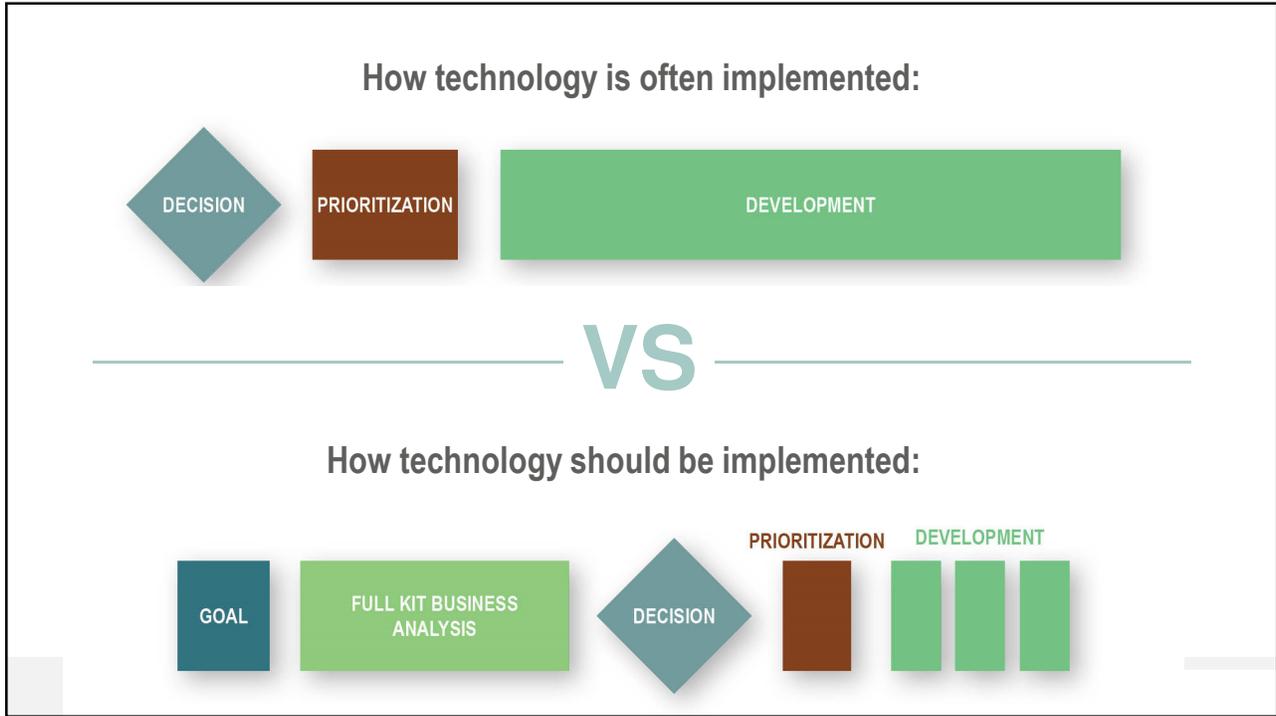
# Innovation Timeline

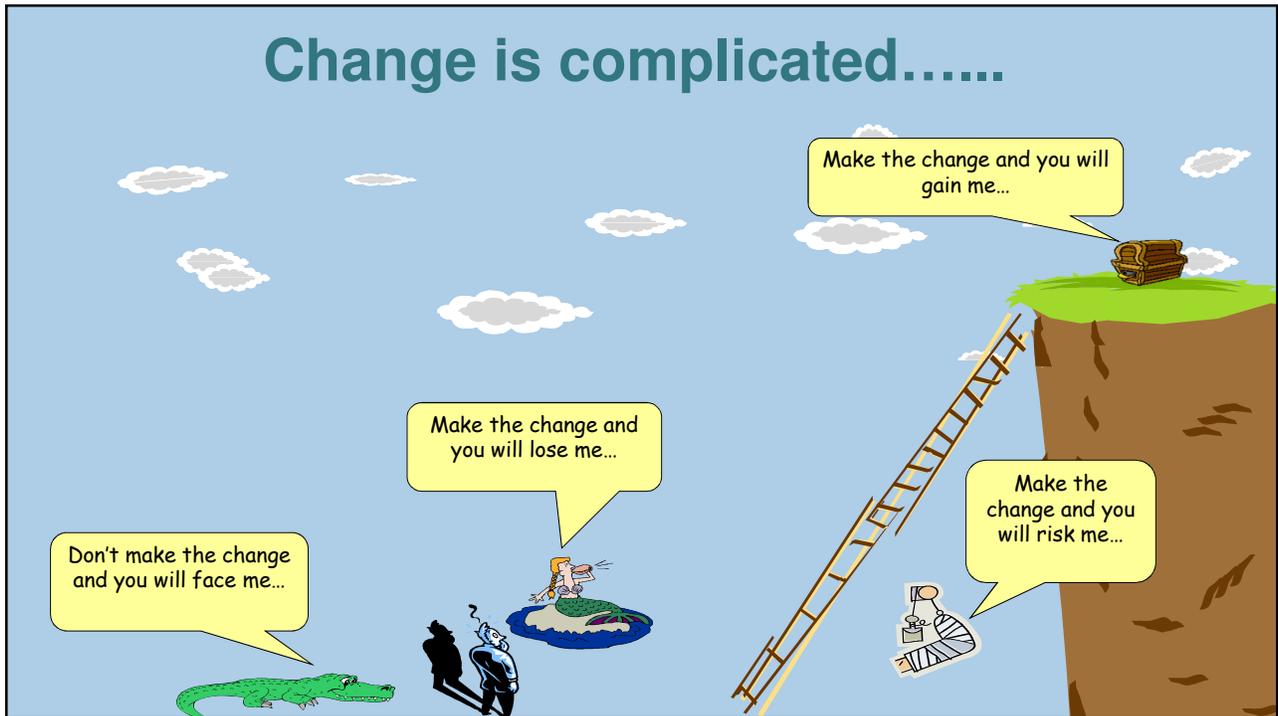
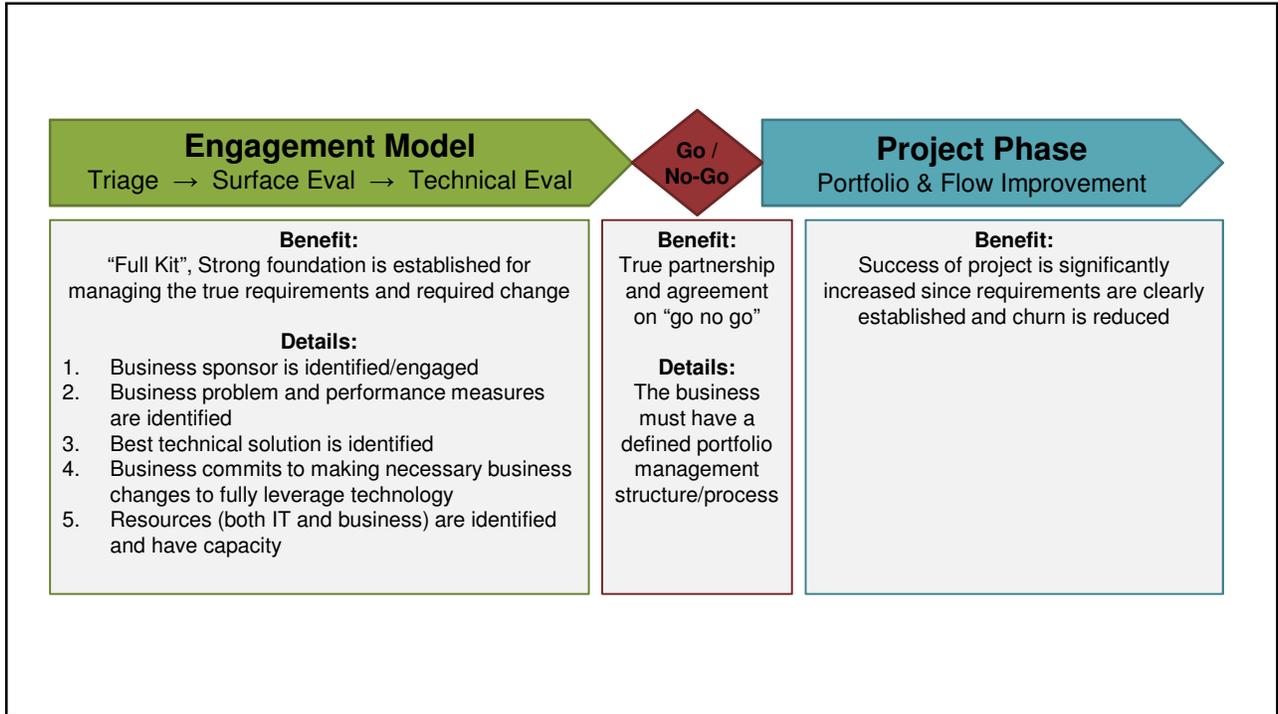


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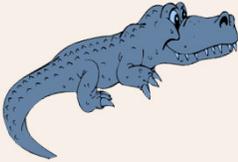


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## Change matrix – how to cause the change

	Of Making the Change	Of Not Making the Change
Positives		
Negatives		

## Example: enterprise solution

	Of Making the Change	Of Not Making the Change
Positives	Leverage proven functionality, cheaper licensing, broader user community	Don't have to re-engineer business processes, just stay the same
Negatives	Need to change current business practices and procedures	Build technical debt, poor business performance

## Why is this different?



=

True business case



## Proofs of concept

Project	Project results	Value realized
1	Business change <u>only</u>	No needed \$
2	Clarified business goal/problem	Focused requirements
3	Business change + technical solution	Combined solution/less \$
4	Business change + technical solution	Combined solution/less \$
5	Business alignment around multiple data/information needs	Focused requirements



## Proof of concept - initial feedback

- The process was straightforward and helpful
- The process mapped a clear path forward
- Too often decisions are made without stakeholder feedback, the process brought in multiple perspectives on the business problem
- This process gets you to a decision point faster
- There was no feeling of pre-conceived solutions, it was an open process
- The evaluation required a time commitment, but was done efficiently
- The up-front evaluation will speed up the overall project completion



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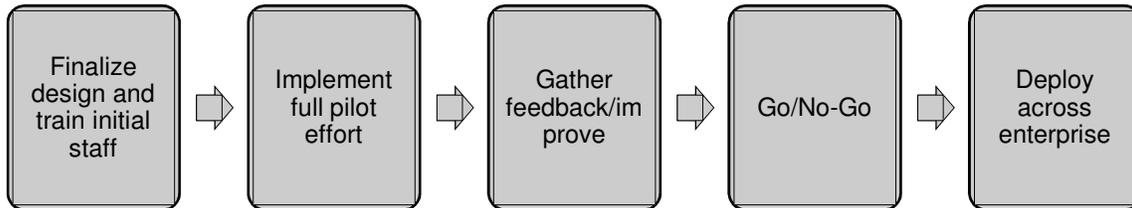
## Criteria for success

- The engagement process requires commitment and a strong partnership
- The process must be fast and efficient
- The engagement process should focus management time and attention on critical projects
- There must be agreement on “go no go” decisions
- Projects not requiring a high level of analysis (maintenance, contract renewals, small spends) require less administrative overhead and time



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## Next Steps



**Meeting time, scope and budget constraints are important, but true success is measured by an increase in business value**



**Your job is  
the goal you pursue,  
not what you do.**

**Thank You!**

