Dirigir las TI como un Negocio
“Managing IT as a Business”

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CIO Conference
Madrid
6 July 2006
Buenos días

Estoy encantado de estar hoy aquí con ustedes
Temas clave

• Why IT Has Not Been Able to Contribute

• Dirigir las TI como un Negocio
  - “Managing IT as a Business”

• A Three-Point Plan For Improving Innovation

• Q&A
La tecnología en la “Línea de fuego”

Mercury News – August 2004
New Database Blamed As Profit Plummet 40%

C/Net – October 2004
Car Rental Company Has Taken a Multimillion-Dollar Hit on its Bottom Line Because of Problems with its IT

FineExtra.com – Sept 2004
Large Bank Brings IT Back in House

CIO Magazine – May 2005
The Crash of a Critical Legacy System is a Classic Risk Management Mistake that Cost the Airline $20 million and Badly Damaged its Reputation.

Computing – Dec 2004
IT Chief to go as Focus Shifts to Cost Cuts
Factores que impactan sobre el rol de las TI en la empresa
Why IT Has Not Been Able to Contribute

- Strong Market Forces
- Globalization
- Decentralized Business Operations
- Fragmented Approaches to IT Management
- Increasing Customer Demands
- Executive Expectations – The ‘Value’ Requirement
- Need for Increased IT Cost Control/Measurement
- Security Concerns
- Compliance & Controls – SOX
- Lack of Flexibility – Inability to Absorb Change
“Dirigir las TI como un Negocio”
“Managing IT as a Business”

Aplicando disciplinas de medida aceptadas de negocio, fiscales, presupuestarias, organizacionales, de marketing, de gestión, de inversión y rendimiento en el amplio entorno TI de una compañía.

Minimizar Riesgos Clave de Negocio
Lente de Gestión de las TI™
IT Management Lens™

• Seis factores de Riesgo de Negocio de TI/Seis factores de éxito

• 14 Competencias principales

• Enfoque Cualitativo y Cuantitativo
A Three-Point Plan For Improving IT’s Contribution

- Spend & Performance
- Visibility & Transparency
- Business Empathy
- Change Absorption
- Priorities & Governance
- People

Improved Contribution of IT
Business Empathy
= IT Governance/Investment Portfolio Management

What Does IT Governance Mean?

- Setting Project Priorities
- Establishing Overall IT Spend Priorities
- Rules of Interaction Between IT and the Business
- Rationing Resources
- Telling the Business What it Will Get From IT
- Establishing an IT Investment Portfolio
- A Budgeting Exercise
- Getting the Most Money Possible for IT Projects
- Flipping a Coin to See Which IT Efforts Go Forward
IT Governance/Investment Portfolio Management

• Body of Business Connection Rules, Agreements & Standards
• The Way Decisions Get Made
• How Conflicts Get Resolved
• Distribution of Power/Authority & Accountability
• Formal Processes For Service Delivery
• How IT Spend is Transformed
Operationalizing IT Governance

Addressing the issues of IT investment portfolio management, IT-business unit alignment/customer account-relationship management, and IT spend and performance.

- **Technology/Process**
  - IT Investment Portfolio Management

- **Organization**
  - IT/BU Alignment/Liaison
  - Customer Account/Relationship Management

- **Spend/Performance**
  - IT Spend
  - IT Performance/Value Measures
  - Spend Transformation

Minimizing Key Business Risks
IT Investment Portfolio Management

• Dynamic process, not a point-in-time event
• Driven by business strategy
• Total spend must be considered, not merely projects
• Portfolio approach, analyzing spend across multiple axis
• Ruthless prioritization
Link IT Strategy with Business Strategy
- Overall IT Investment Portfolio View

Financial Attractiveness (NPV)

Strategic Value

Most Attractive
High
Medium
Low

$ 30 M $ 15 M $ 1M

High Risk

Medium Risk

Low Risk

Objective A
Objective B
Objective C
Objective D
Objective E
Objective F
Objective G
Objective H
Objective I
Objective J

7.5 22.5

Financial Attractiveness (NPV)
IT Spend Transformation

• Total Spend Remains Constant or is Reduced

• Individual Components & Mix Are Shifted Over Time From Legacy to ‘New’ Strategic Spend

• Result is a ‘more efficient’ total spend
**Visibility & Transparency**

= IT Spend, Performance & Measurement

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<th>Cinco Principios Fundamentales</th>
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- Todos los gastos de TI fuera del Departamento de TI ensombrecen los gastos de TI.
- Coste total a lo largo del ciclo de inversión más efectos derivados.
- Disciplinas de priorización y presupuestación – aproximación a ‘Value for money’.
- ‘Priorización firme’ – Racionalizar la cartera actual y centrarse en la responsabilidad y propiedad de costes y factores clave.
- CFO fuerte en contabilidad de gestión de las TI - habilidades de las TI.
- Transformación de gastos TI como un objetivo crucial.
Key Components – Visibility & Transparency

IT Governance/Gestión de cartera de inversión

Gestión de TI (Lente)

“Plan Contable” de TI

Modelos de Gasto TI
- Tipología de uso

Puntos de medida específicos

Gestión de TI/Contabilidad de costes & Sistema de reporting

Múltiples fuentes de datos

Reporting de Gestión TI

Valor de Negocio TI
Gestión y Control
Rendimiento Operativo
How Do You Currently Measure IT Success?

☐ My PC and e-mail are working
☐ No catastrophic failures
☐ No calls at midnight
☐ ROI/Payback period or other financial metrics
☐ Project completion
☐ IT contribution to business success
☐ Other
Measuring Performance and Value

IT View

CIO, IT Mgt.

Functional IT Mgt

IT Mgt & Staff

Business View

CEO, CFO

Business Unit IT Liaison

Users

"Culture of Accountability"

IT Business Value

Management and Control

Operational Performance
Change Absorption
= IT Human Capital Management

- Role of the CIO
- Capability & Behavior Change
- Teaming Approach
- IT HR Management Processes
- IT Service Organization
- IT Career, Skills & Competencies Model
CIO Skills – 1990s

Technology 76%

Business 6%

Leadership & Management 6%

Organization & Culture 6%

Fiscal Management 6%
CIO Skills – 21st Century

- Fiscal Management: 20%
- Technology: 20%
- Business: 20%
- Organization & Culture: 20%
- Leadership & Management: 20%
Changing Role of the CIO & IT Organization

“Today, the CIO and his or her management team are expected to be the CEO and senior management team of a professional services organization (PSO) that services the core business as a client in a completely accountable business-like manner.”

Teaming Approach to IT Organizational Management

• Skills-based ‘Professional Services’ model.
• High-Performance, High-Quality teams to address both 24X7 activities and project-related efforts.
• Continual reshaping of teams based on business needs and IT resource pool capabilities.
• Virtual team environments (domestic, global, insourced and outsourced).
• Follow critical team-focused organizational design principles.
• Adopt a ‘Plan-Build-Run’ model.
How Do People in IT Organizations Advance?

- Building Their Skills
- Consistent Performance
- Understanding the Options Available
- Making Appropriate Choices
- Communicating Issues and Desires
- Taking Control of Their Own Careers
- Being ‘Survivors’
- Leaving the Company
IT Career, Skills & Competencies Model

• Skills-Based Career Development
• Competency Driven
• Employee-Owned Choices and Decisions
• Clearly Defined Progression Paths
• Performance-Oriented Rewards Based on Agreed Expectations
• Competitive Market Compensation
• Joint Employee-Employer Responsibility
• Open and Honest Dialogue
Capability & Behavior Change
- Culture of Accountability, Ownership & Change

Objective:

An Agile, Capable, Adaptable, Change-Embracing Workforce

• Collective Ownership of Results
• Adaptive Culture with Processes Geared Towards Regularly Absorbing Massive, Multiple Changes
• Ability to ‘Scale’ – Both Size and Speed
• Open and Candid Two-Way Communication
• Visibility and Transparency of Performance Measures
La “Nueva” Organización TI

**Antes**
- Gurúes de Tecnología
- Amplio personal interno de especialistas TI
- Outsourcing reducido – Comprando servicios externos de vez en cuando
- Gestión eficiente de las operaciones TI

**Coste**

**Futuro (Presente)**
- Un equipo de individuos con múltiples habilidades – técnicas y de negocio
- Hacer más con menos
- Previsión y entrega de ROI
- Dirigir relaciones complejas
- Operación de tecnología del negocio innovadora – Generando ventajas competitiva y resultados medibles
- Disciplina de medida del rendimiento y resultados financieros
- Gestión de complejas relaciones interdepartamentales

**Generación de Valor**
¡Muchas gracias!
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