Our purpose

To promote and advance the education and practice of computing for the benefit of the public

Strategic Engagement of IT & Business:

Roadmaps & Managing Demand

BCS Consultancy Specialist Group Event 23rd July 2020

Dr Alan Warr

About the presentation

Agenda

1. Overview strategic engagement of IT & business
2. Growth & challenges of IT business partnering
3. Governing the demand from business units
4. IT roadmaps for business-driven demand
5. Technology use cases for innovation demand
6. Business cases for shaping individual demand
7. Shaping & reporting demand as a portfolio

Dr Alan Warr MBA MSc PhD MBCS CITP FIC FCMI

IT Management Consultant

PA; BT; Kings Fund; Capita; KPMG; Metanoia

Chair of BCS Consultancy Specialist Group

Formerly Vice Chair of Council of IBC

Researcher in Organisational Transformation

Doctoral LBS, Post-Doc @ Wave Lab at Uni of the Aegean

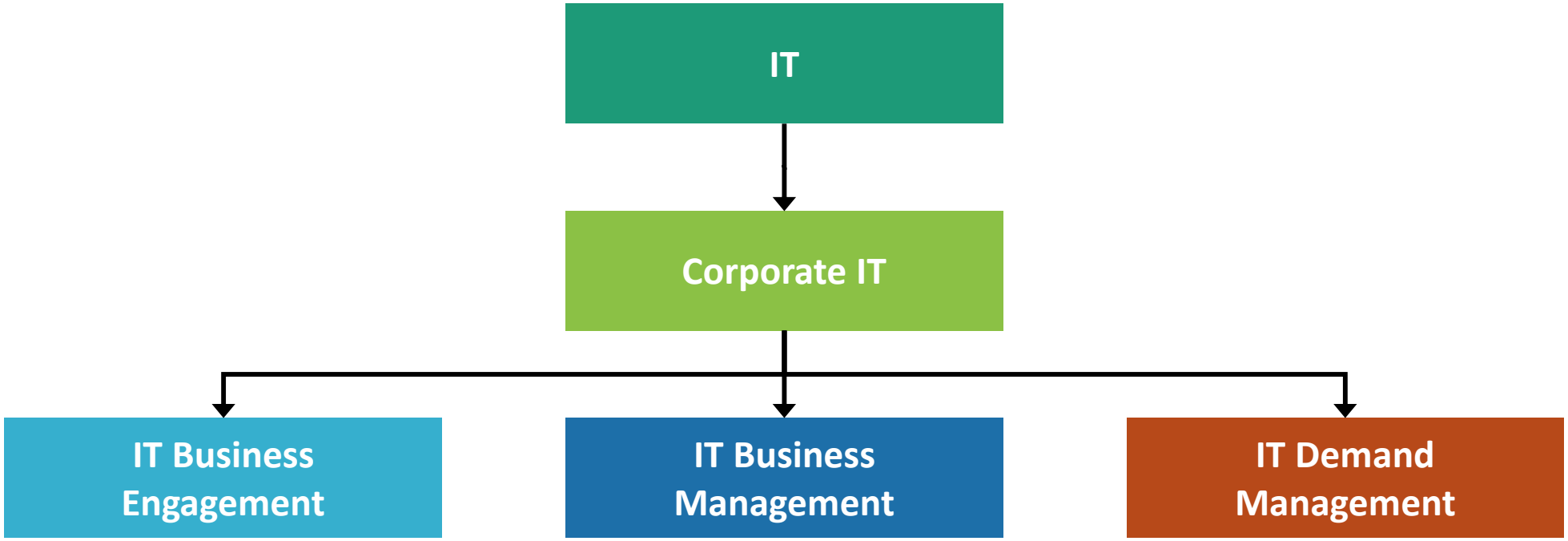
Former Lecturer in IT/Digital Strategy

Cranfield, Bournemouth, Henley

Alan’s experiences in strategic engagement

PA Consulting & BT Consulting	IT strategy & CIO advisory consultant
Bupa Group IS Division	Head of IT Business Consulting
States of Jersey Government IT	Interim Head of IT Business Support
Guys & St Thomas NHS Hospital	Interim Business Relationship Manager
Royal Brompton & Harefield Hospital	Interim Senior Business Relationship Manager
KPMG UK Digital & IT Divisions	IT Business Relationship Manager

Positioning the topic



Level: Post-experience

Body of Knowledge: Emergent

CPD Aim: Stimulate Opportunities

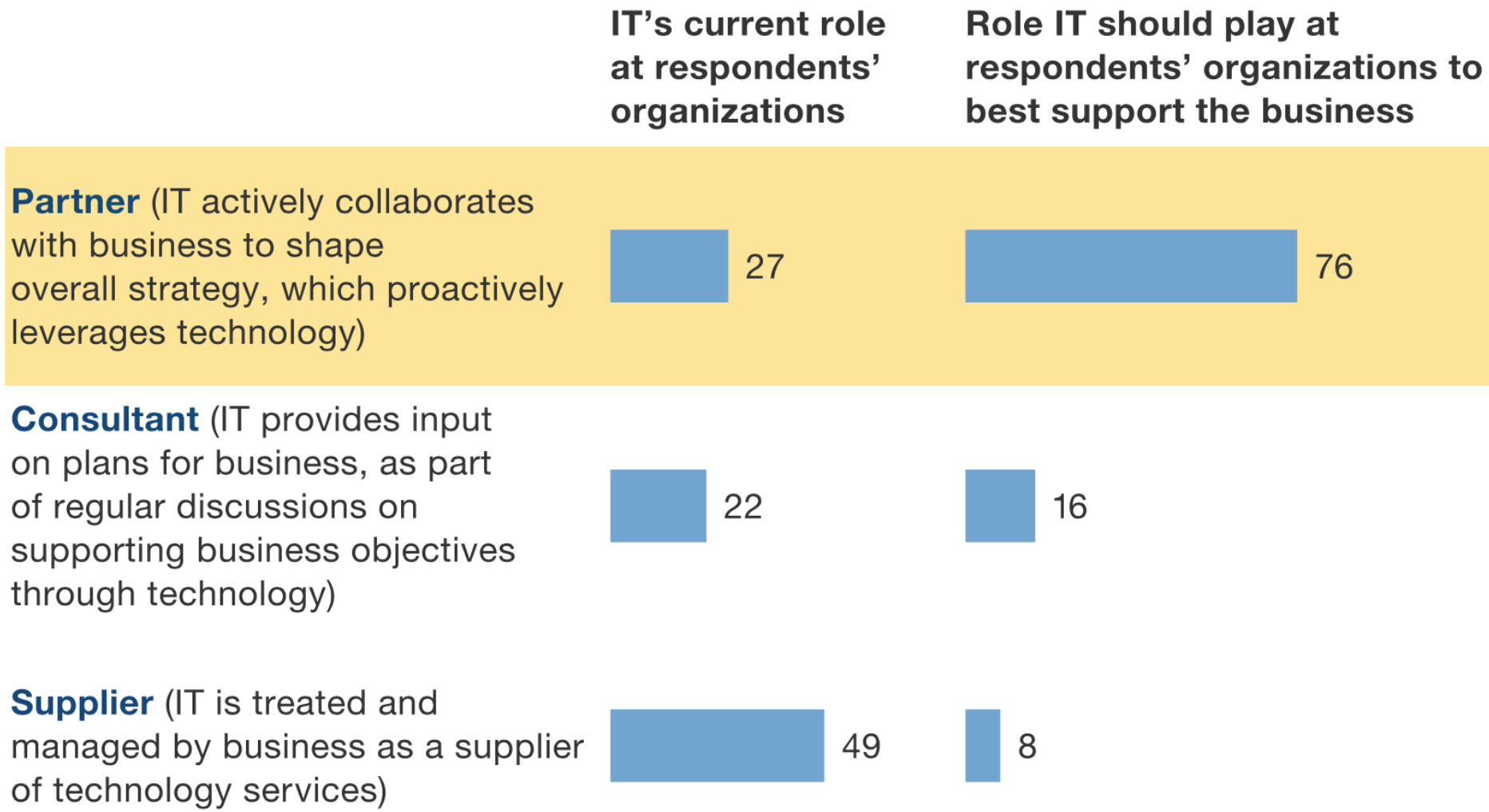
Relevant to roles: CIO, IT SMT, IT BRM, IT BA, IT PMO, IT Consultants plus CxOs & Transformation Professionals

Issues in organisations: Large, complex with internal IT providers; public and private sectors, high & low tech.

Overview strategic engagement of IT & business

Strategic engagement at the dawn of IT

Yet the IT v Business Gap Remains Massive



[1]Respondents who answered "don't know" are not shown, so figures may not sum to 100%.

McKinsey, "Partnering to shape the future–IT's new imperative" May 2016 | Survey

With Considerable Lost Value (1)

Areas where IT organizations are completely or very effective[1]	Likelihood of effectiveness at companies where IT is a partner, vs all others
Implementing bottom-up innovation ideas	**3.43×**
Creating a healthy and effective IT culture	**3.27×**
Measuring IT's performance on multiple dimensions	**2.64×**
Bringing ideas for new IT solutions to business	2.6×
Partnering with business to develop new capabilities supported by technology	2.5×
Proactively engaging with business leaders on new ideas or enhancements to existing systems	2.5×

McKinsey, "Partnering to shape the future–IT's new imperative" May 2016 | Survey

With Considerable Lost Value (2)

Areas where IT organizations are completely or very effective[1]	Likelihood of effectiveness at companies where IT is a partner, vs all others
Introducing new technologies faster and/or more effectively than competitors	2.29×
Working with business leaders to improve existing systems when asked	2.15×
Delivering new projects or enhancements on time and within budget	2.13×
Digitizing business processes	2.06×

McKinsey, "Partnering to shape the future–IT's new imperative" May 2016 | Survey

Strategic Engagement is Key to Convergence

Professor Joe Peppard, Principal Scientist,
MIT Centre for IS Research (CISR), Boston, USA.

"When companies feel they have a problem with IT, the route they typically follow is to restructure IT, replace the CIO with someone with new ideas, maybe appoint digital tsars, or perhaps even look to a third party to run IT for them,"

"But that's a bit like rearranging the deck chairs on the Titanic."

"The challenge is not to design a more digitally-savvy IT unit; the question is how to organize the entire firm for success with technology. That's fundamentally different."

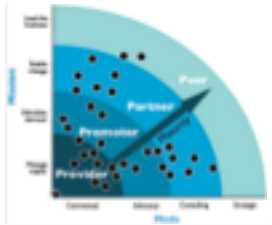
Source: https://mitsloan.mit.edu/ideas-made-to-matter/overdue-a-new-organizing-model-it

Growth & challenges of IT business partnering

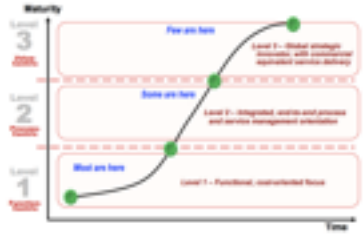
Strategic Engagement Maturity Models

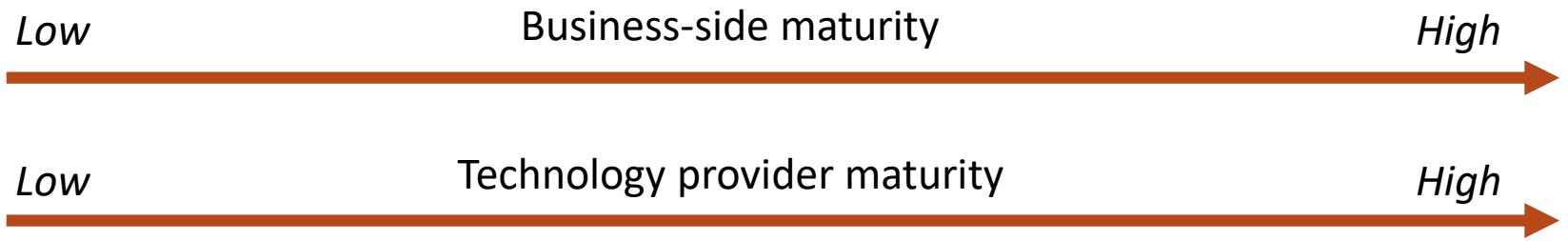
BRMI's BRM Maturity Model

CSC LEF's BRM Maturity Model



Vaughan Merlyn's Model





Specialist Engagement Roles

Partner	Ensuring that IT is an effective enabler by **connecting the business to the relevant area in IT**.
Ambassador	**Promoting IT to the business** and educating IT on the needs and drivers of the business.
Strategist	Works with the business to help understand **how their business direction will be underpinned by technology** provided by IT and the impact that IT has on the organisation & industry.
Translator	**Promoting the use of simple, every-day terminology** to ensure that the business gets the IT solutions and services that it needs
Analyst	Understanding business direction and helping **shape IT solutions** to match this direction
Marketer	**Ensuring the technology deployed is being used** fully across the business
Innovator	Making suggestions, introducing innovation and being **an advocate for what technology can provide**. **Challenging the business and IT** to find the most relevant, most appropriate technology, based on innate knowledge of the line of business and requirements

Source: Deloitte UK's BRM team, published on Linkedin Jobs in 2017 (Adapted).

Common Engagement Activities (3)

47

Common Engagement Activities (2)

46

Common Engagement Activities (1)

Partnering

- **Mapping stakeholders**, their issues & agendas
- Plan & lead on improving **IT/business relationships**
- Regular **partnering meetings** with key stakeholders

Ambassador

- **Relationship improvement planning** with business & IT
- Internal **consultancy** to build **trusted advisor** status
- **Educate IT providers on business** imperatives
- **Escalation pathway** for the business on IT problems
- Oversight of **service desk incidents & problem mgt**
- Brokering **service level agreements** & SLA reporting
- Reporting **business satisfaction with IT** provision
- Serve as BRM on **project & other governance boards**

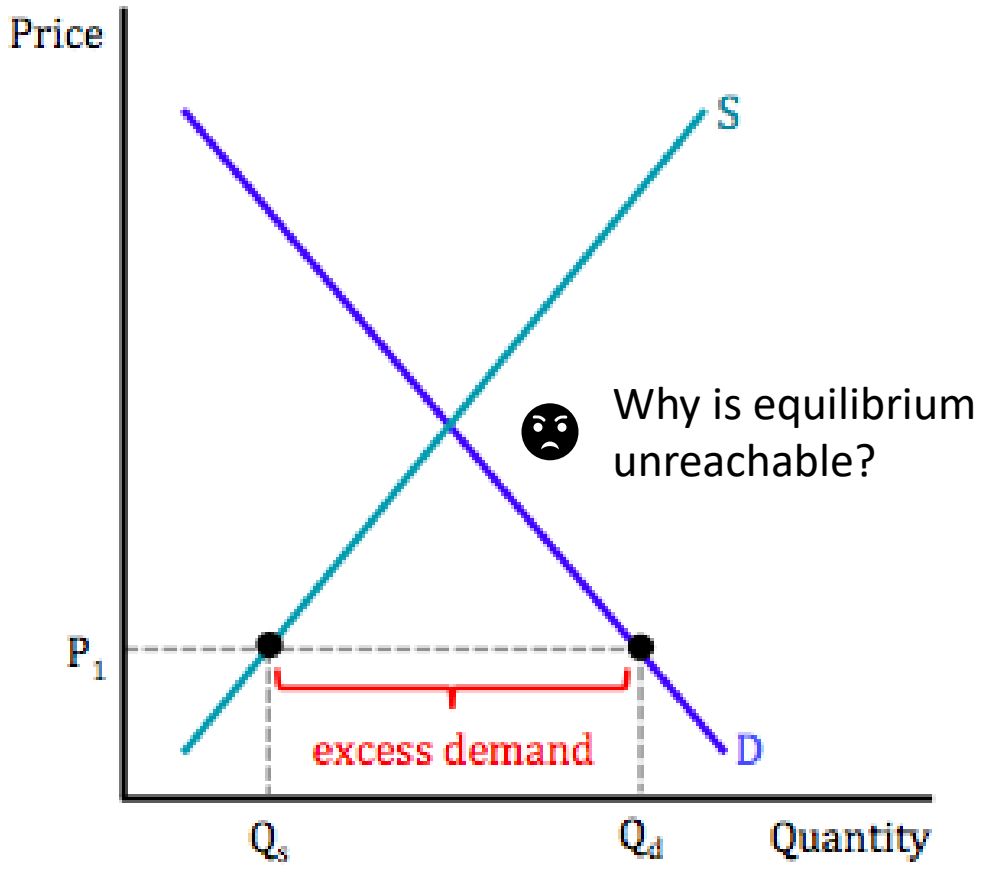
Strategist

- Supporting business developing their **IT road maps**
- Ensure **alignment of IT strategies** with business needs
- IT **demand management** onto projects ingestion

45

Governing the demand from business units

Why Does Demand Exceed Supply in 80% of IT Departments?



Funding deficiencies: Deferring investment & spend is easier for IT than many other business model components.

Free good: Hard to charge for IT costs, so IT budgets are top-sliced and IT becomes free at the point of consumption.

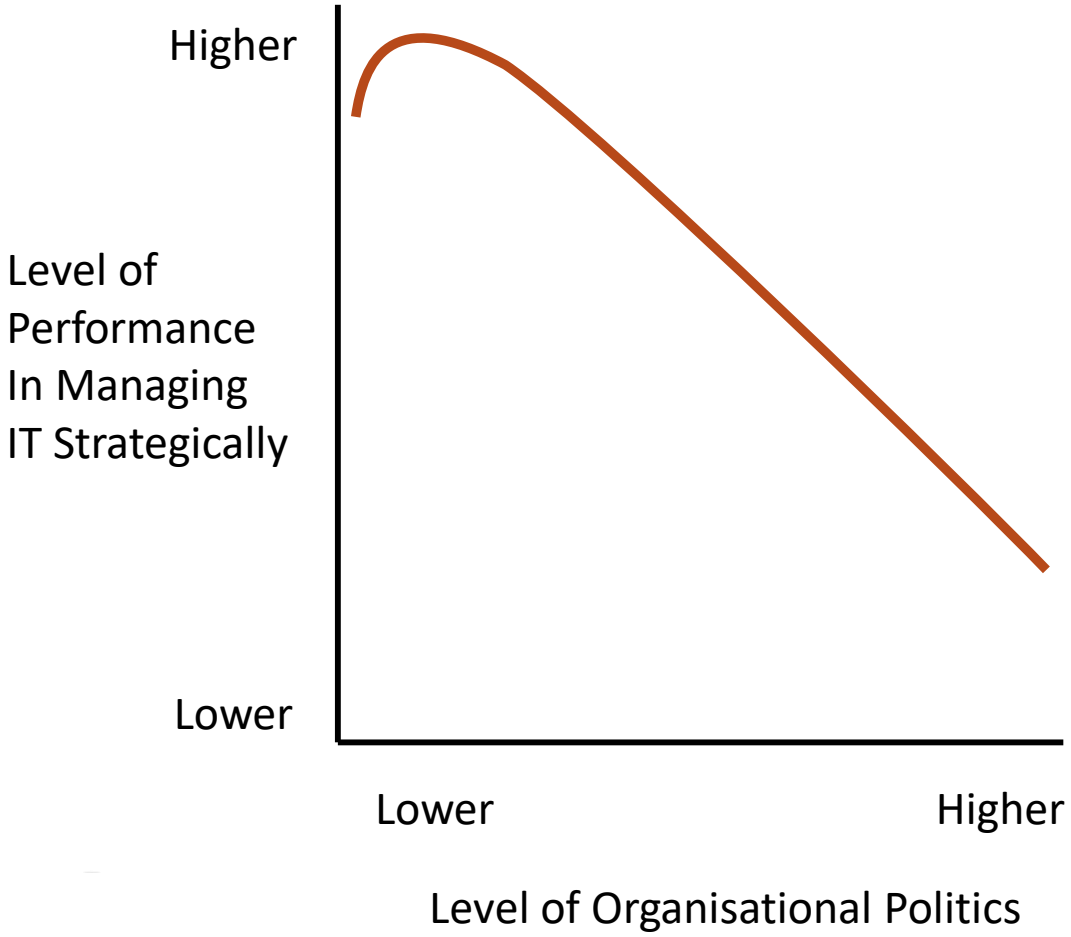
Cost optimism: Business cases rarely include the full cost of an IT service or IT product or IT project.

Benefits optimism: Benefits are often hard to predict and are frequently "cash realisable" only or intangible.

Unacknowledged risk: Industry marketing too often plays down risks to build new markets for new technologies.

Capability deficiencies: Short-termism often means the IT department cannot develop the capabilities ahead.

And Managerial Power & Politicking Adds to the Challenges



Engineering Culture: IT professionals don't value organisational politics as it compromises good engineering.

Diminishing Power of IT Monopoly: ExCo tasks CIO with control of IT, but users have shadow IT & cloud options.

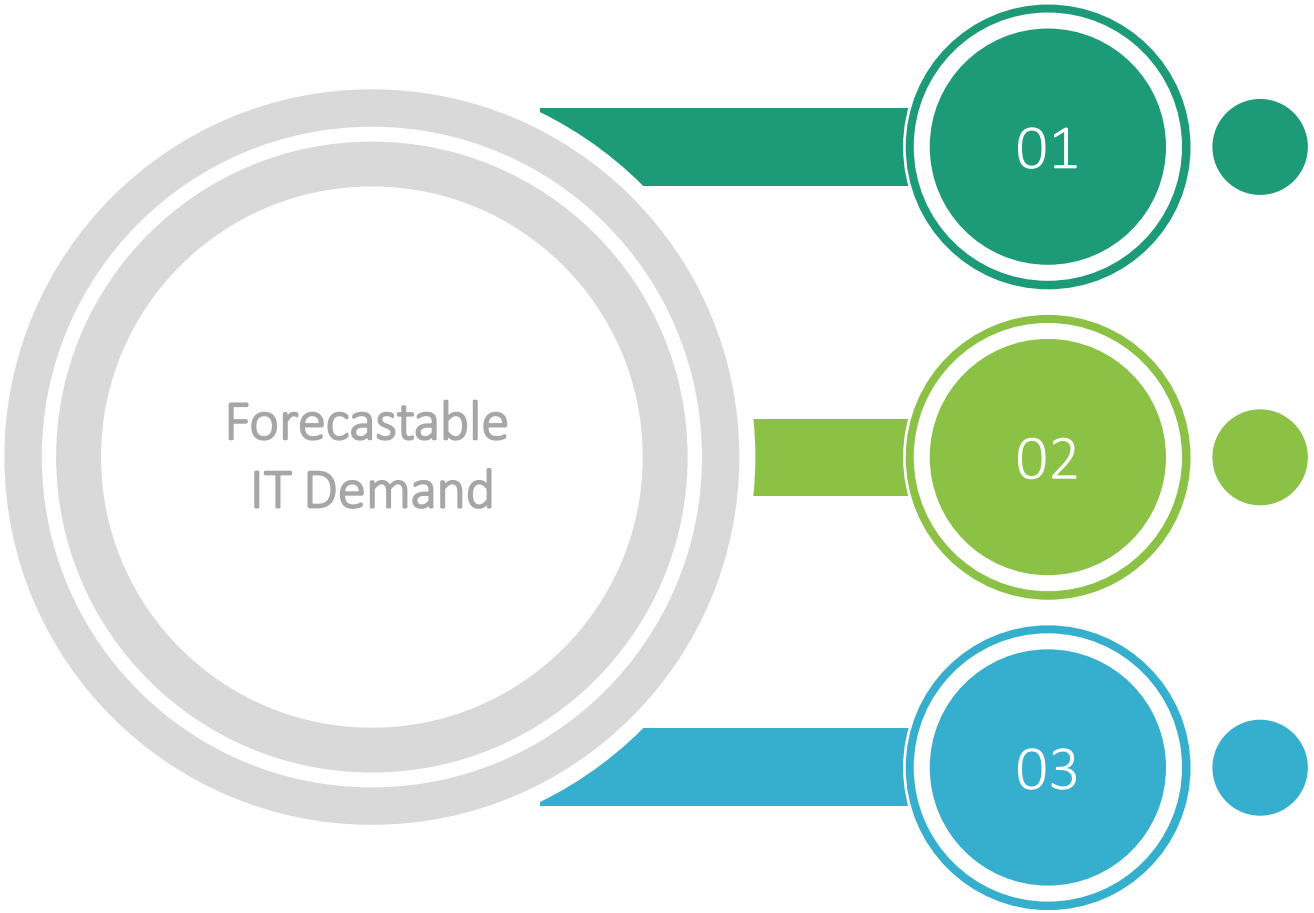
Power Can't Overcome Ignorance: Optimism biases are not addressed by applying power, they come about anyway.

Politicking Leaves Toxicity: The use of power by IT or the business units impacts engagement and partnering.

Reference: Alan Warr's PhD Thesis

Dispositioning BAU IT demand

Engaging the right part of the IT services ecosystem onto forecastable demand



Running a Support Desk

Incidents and “white gloves” support needs

Developing the Services Catalogue

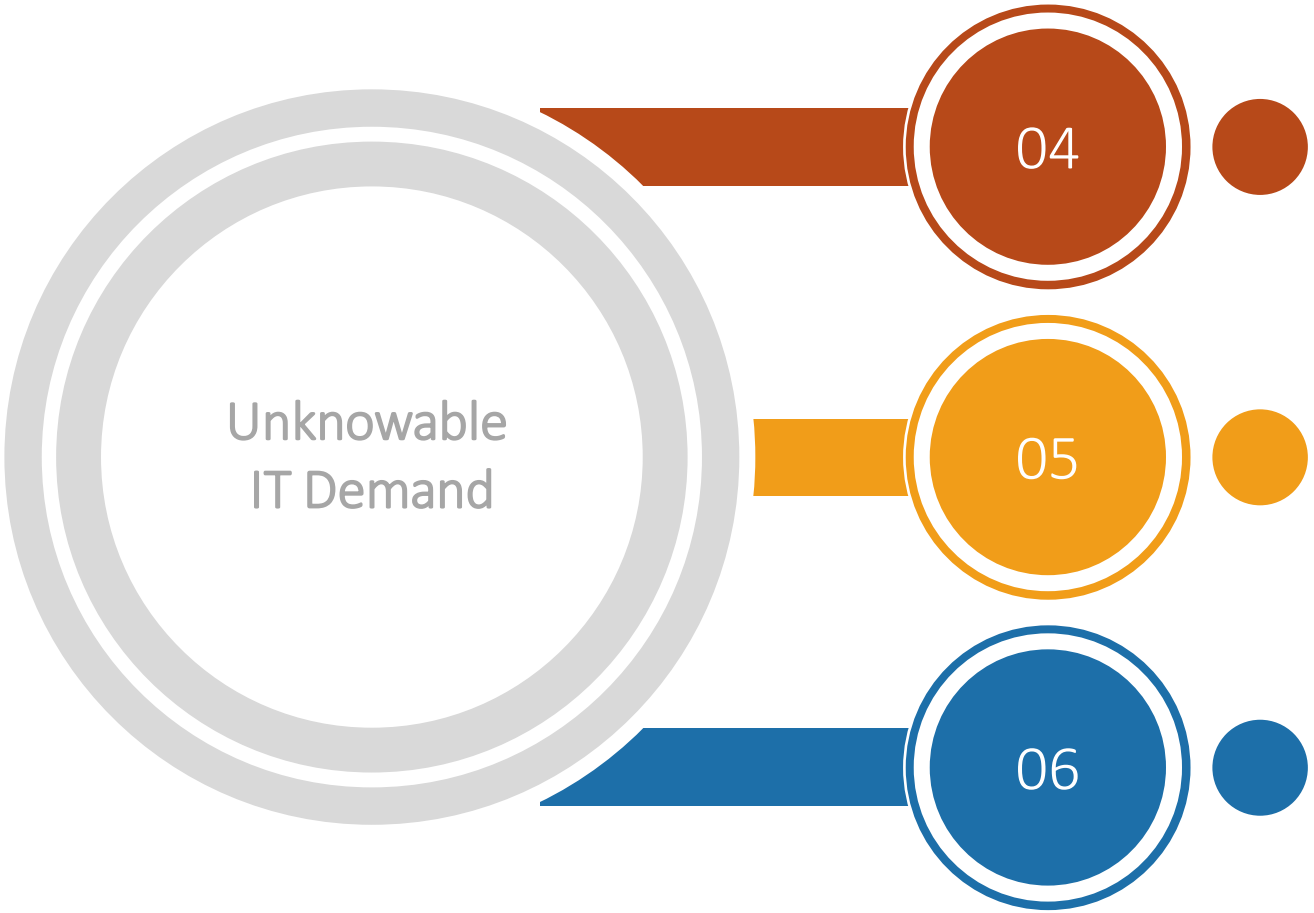
Standard services provisioned for call off

Delivering an IT PMO

Managing approved projects

Demand Shaping Unknowable IT demand

Uncovering high level requirements and shaping for engagement with the IT supply ecosystem



Facilitating IT Strategies & Roadmaps

Aligning IT with the future business

Shaping Business Ideation

Responding to ideas and shorter-term needs.

Timing Value-Based IT innovations

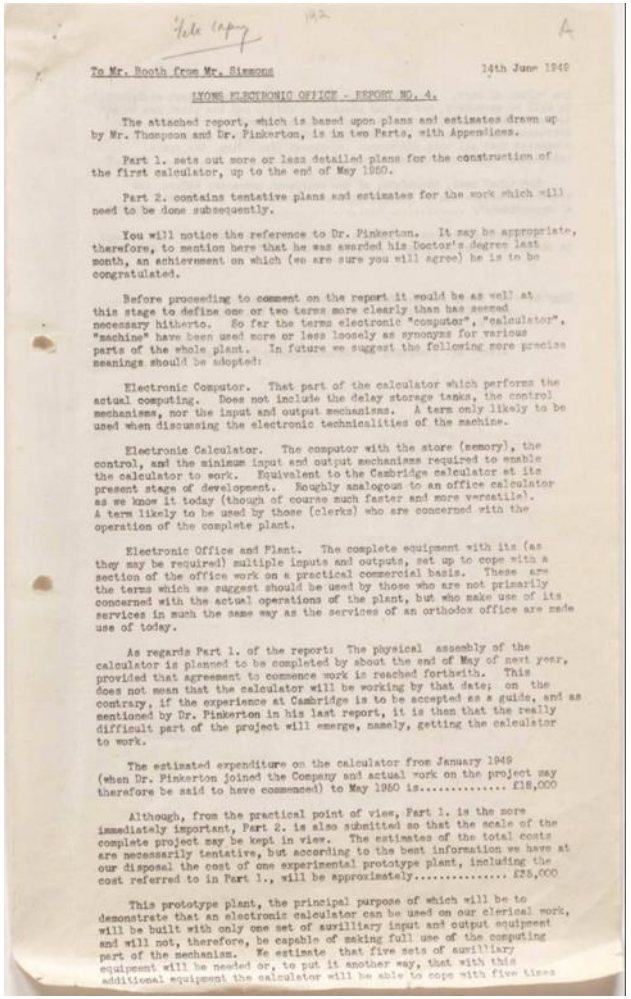
Experimentation to identify future IT opportunities

A Complex Governance Regime for IT is Now Common

Responding to the excess of demand & historic project challenges

IT roadmaps for business-driven demand

LEO was the first business computer & started the information age – approved through a costed 5+ year roadmap.



To Mr. Booth from Mr. Simmons 14th June 1949

LYONS ELECTRONIC OFFICE - REPORT NO. 4.

The attached report, which is based upon plans and estimates drawn up by Mr. Thompson and Dr. Pinkerton, is in two Parts, with Appendices.

Part 1. sets out more or less detailed plans for the construction of the first calculator, up to the end of May 1950.

Part 2. contains tentative plans and estimates for the work which will need to be done subsequently.

You will notice the reference to Dr. Pinkerton. It may be appropriate, therefore, to mention here that he was awarded his Doctor's degree last month, an achievement on which (we are sure you will agree) he is to be congratulated.

Before proceeding to comment on the report it would be as well at this stage to define one or two terms more clearly than has seemed necessary hitherto. So far the terms electronic "computer", "calculator", "machine" have been used more or less loosely as synonyms for various parts of the whole plant. In future we suggest the following more precise meanings should be adopted:

Electronic Computor. That part of the calculator which performs the actual computing. Does not include the delay storage tanks, the control mechanisms, nor the input and output mechanisms. A term only likely to be used when discussing the electronic technicalities of the machine.

Electronic Calculator. The computor with the store (memory), the control, and the minimum input and output mechanisms required to enable the calculator to work. Equivalent to the Cambridge calculator at its present stage of development. Roughly analogous to an office calculator as we know it today (though of course much faster and more versatile). A term likely to be used by those (clerks) who are concerned with the operation of the complete plant.

Electronic Office and Plant. The complete equipment with its (as they may be required) multiple inputs and outputs, set up to cope with a section of the office work on a practical commercial basis. These are the terms which we suggest should be used by those who are not primarily concerned with the actual operations of the plant, but who make use of its services in much the same way as the services of an orthodox office are made use of today.

As regards Part 1. of the report: The physical assembly of the calculator is planned to be completed by about the end of May of next year, provided that agreement to commence work is reached forthwith. This does not mean that the calculator will be working by that date; on the contrary, if the experience at Cambridge is to be accepted as a guide, and as mentioned by Dr. Pinkerton in his last report, it is then that the really difficult part of the project will emerge, namely, getting the calculator to work.

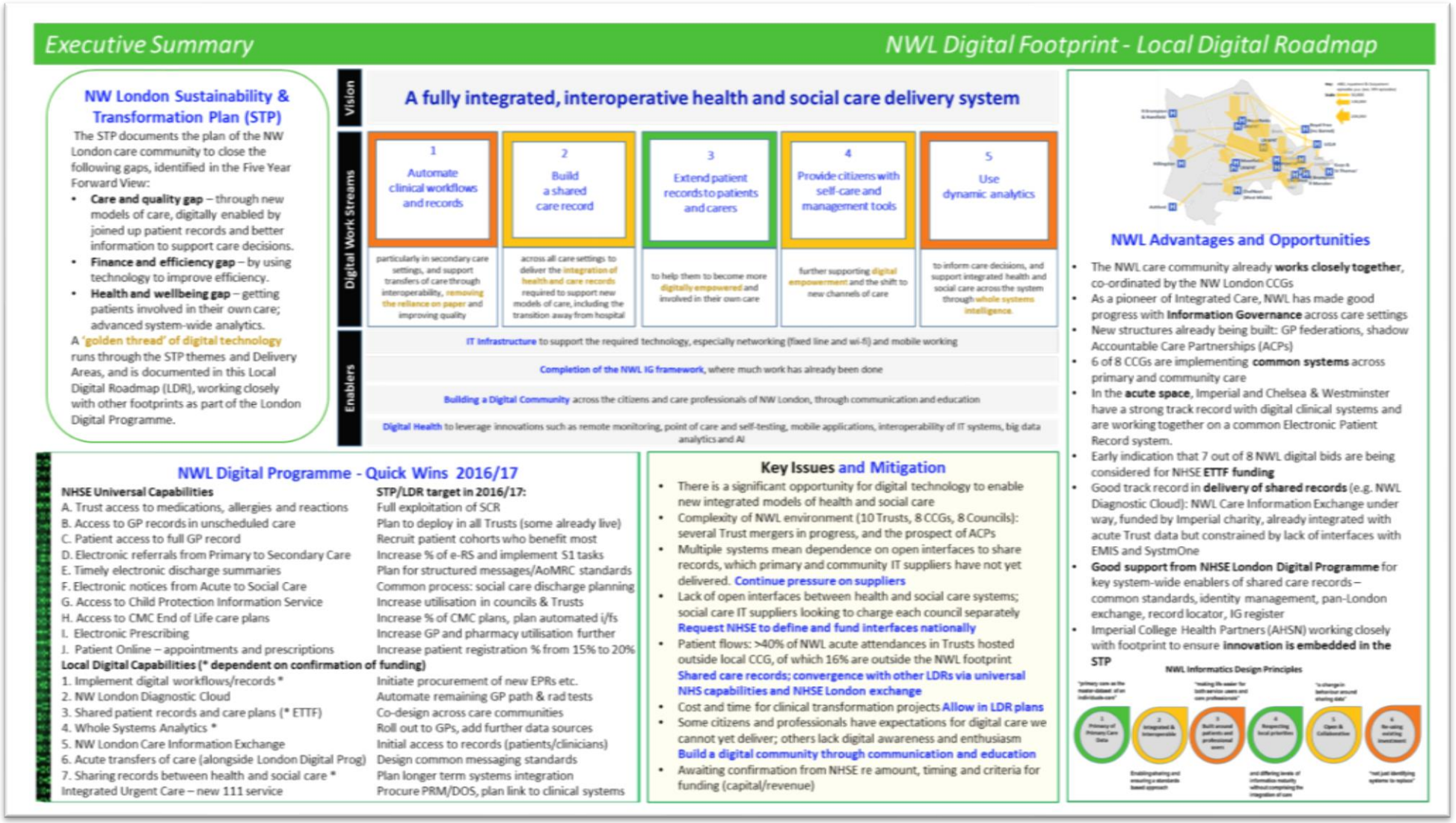
The estimated expenditure on the calculator from January 1949 (when Dr. Pinkerton joined the Company and actual work on the project may therefore be said to have commenced) to May 1950 is..... £18,000

Although, from the practical point of view, Part 1. is the more immediately important, Part 2. is also submitted so that the scale of the complete project may be kept in view. The estimates of the total costs are necessarily tentative, but according to the best information we have at our disposal the cost of one experimental prototype plant, including the cost referred to in Part 1., will be approximately..... £35,000

This prototype plant, the principal purpose of which will be to demonstrate that an electronic calculator can be used on our clerical work, will be built with only one set of auxilliary input and output equipment and will not, therefore, be capable of making full use of the computing part of the mechanism. We estimate that five sets of auxilliary equipment will be needed or, to put it another way, that with this additional equipment the calculator will be able to cope with five times

Source: https://warwick.ac.uk/services/library/mrc/archives_online/digital/leo/digitised/

NHS North West London Digital Roadmap 2017-2020



Executive Summary

NWL Digital Footprint - Local Digital Roadmap

NW London Sustainability & Transformation Plan (STP)

The STP documents the plan of the NW London care community to close the following gaps, identified in the Five Year Forward View:

- **Care and quality gap** – through new models of care, digitally enabled by joined up patient records and better information to support care decisions.
- **Finance and efficiency gap** – by using technology to improve efficiency.
- **Health and wellbeing gap** – getting patients involved in their own care; advanced system-wide analytics.

A 'golden thread' of digital technology runs through the STP themes and Delivery Areas, and is documented in this Local Digital Roadmap (LDR), working closely with other footprints as part of the London Digital Programme.

Vision

A fully integrated, interoperative health and social care delivery system

Digital Work Streams

1	2	3	4	5
Automate clinical workflows and records	Build a shared care record	Extend patient records to patients and carers	Provide citizens with self-care and management tools	Use dynamic analytics
particularly in secondary care settings, and support transfers of care through interoperability, removing the reliance on paper and improving quality	across all care settings to deliver the integration of health and care records required to support new models of care, including the transition away from hospital	to help them to become more digitally empowered and involved in their own care	further supporting digital empowerment and the shift to new channels of care	to inform care decisions, and support integrated health and social care across the system through whole systems intelligence.

Enablers

- **IT Infrastructure** to support the required technology, especially networking (fixed line and wi-fi) and mobile working
- **Completion of the NWL IG framework**, where much work has already been done
- **Building a Digital Community** across the citizens and care professionals of NW London, through communication and education
- **Digital Health** to leverage innovations such as remote monitoring, point of care and self-testing, mobile applications, interoperability of IT systems, big data analytics and AI

NWL Digital Programme - Quick Wins 2016/17

NHSE Universal Capabilities	STP/LDR target in 2016/17:
A. Trust access to medications, allergies and reactions	Full exploitation of SCR
B. Access to GP records in unscheduled care	Plan to deploy in all Trusts (some already live)
C. Patient access to full GP record	Recruit patient cohorts who benefit most
D. Electronic referrals from Primary to Secondary Care	Increase % of e-RS and implement S1 tasks
E. Timely electronic discharge summaries	Plan for structured messages/AoMRC standards
F. Electronic notices from Acute to Social Care	Common process: social care discharge planning
G. Access to Child Protection Information Service	Increase utilisation in councils & Trusts
H. Access to CMC End of Life care plans	Increase % of CMC plans, plan automated i/fs
I. Electronic Prescribing	Increase GP and pharmacy utilisation further
J. Patient Online – appointments and prescriptions	Increase patient registration % from 15% to 20%
Local Digital Capabilities (* dependent on confirmation of funding)	
1. Implement digital workflows/records *	Initiate procurement of new EPRs etc.
2. NW London Diagnostic Cloud	Automate remaining GP path & rad tests
3. Shared patient records and care plans (* ETTF)	Co-design across care communities
4. Whole Systems Analytics *	Roll out to GPs, add further data sources
5. NW London Care Information Exchange	Initial access to records (patients/clinicians)
6. Acute transfers of care (alongside London Digital Prog)	Design common messaging standards
7. Sharing records between health and social care *	Plan longer term systems integration
Integrated Urgent Care – new 111 service	Procure PRM/DOS, plan link to clinical systems

Key Issues and Mitigation

- There is a significant opportunity for digital technology to enable new integrated models of health and social care
- Complexity of NWL environment (10 Trusts, 8 CCGs, 8 Councils): several Trust mergers in progress, and the prospect of ACPs
- Multiple systems mean dependence on open interfaces to share records, which primary and community IT suppliers have not yet delivered. **Continue pressure on suppliers**
- Lack of open interfaces between health and social care systems; social care IT suppliers looking to charge each council separately **Request NHSE to define and fund interfaces nationally**
- Patient flows: >40% of NWL acute attendances in Trusts hosted outside local CCG, of which 16% are outside the NWL footprint **Shared care records; convergence with other LDRs via universal NHS capabilities and NHSE London exchange**
- Cost and time for clinical transformation projects **Allow in LDR plans**
- Some citizens and professionals have expectations for digital care we cannot yet deliver; others lack digital awareness and enthusiasm **Build a digital community through communication and education**
- Awaiting confirmation from NHSE re amount, timing and criteria for funding (capital/revenue)

NWL Advantages and Opportunities

- The NWL care community already **works closely together**, co-ordinated by the NW London CCGs
- As a pioneer of Integrated Care, NWL has made good progress with **Information Governance** across care settings
- New structures already being built: GP federations, shadow Accountable Care Partnerships (ACPs)
- 6 of 8 CCGs are implementing **common systems** across primary and community care
- In the **acute space**, Imperial and Chelsea & Westminster have a strong track record with digital clinical systems and are working together on a common Electronic Patient Record system.
- Early indication that 7 out of 8 NWL digital bids are being considered for NHSE **ETTF funding**
- Good track record in **delivery of shared records** (e.g. NWL Diagnostic Cloud): NWL Care Information Exchange under way, funded by Imperial charity, already integrated with acute Trust data but constrained by lack of interfaces with EMIS and SystmOne
- **Good support from NHSE London Digital Programme** for key system-wide enablers of shared care records – common standards, identity management, pan-London exchange, record locator, IG register
- Imperial College Health Partners (AHSN) working closely with footprint to ensure **innovation is embedded in the STP**

NWL Informatics Design Principles

Source: https://www.healthiernorthwestlondon.nhs.uk/documents/sustainability-and-transformation-plans-stps/north-west-london-local-digital-roadmap

Roadmap Contents

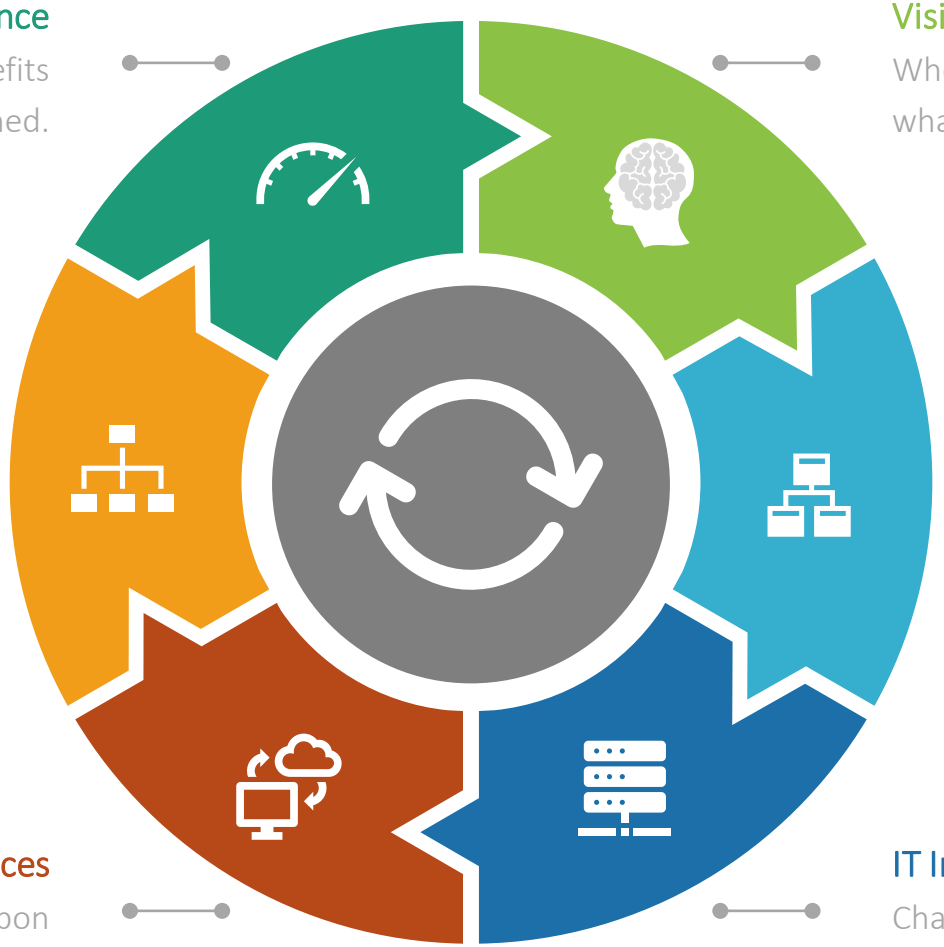
But can typically address about 70% or less of IT demand in best cases

Programme Delivery & Governance

High level business cases, implementation, benefits & cost profiles and how delivery will be governed.

Vision

Where the business needs to go with IT and what is driving the needs to invest & change..



IT Organisation, Architectures, Standards & Policies

How the IT organisation needs to change to align with business needs.

IT Applications

How the business strategy translates into new and changed applications..

IT Services

How business operations will draw upon existing and new IT services..

IT Infrastructure

Changes needed to IT infrastructure to align with the business needs and organisation.

Five Sources of Insights for IT Roadmaps

Which should be combined for the best evidence and knowledge base for the IT roadmap

IT Management-Led

IT managers and IT specialist propose the IT roadmap.

Consultant-Led

Consultants deploy methods and tools to develop the IT roadmap

Business-Led

Business leaders determine the IT roadmap from business needs.

Technology-Led

Technology firms advise the best IT roadmap to pursue.

Organisation-Led

Teams across the organisation develop a thematic IT roadmap.

Source: Adapted from work of Professor Michael Earl at the Oxford Centre for Research in Information Management

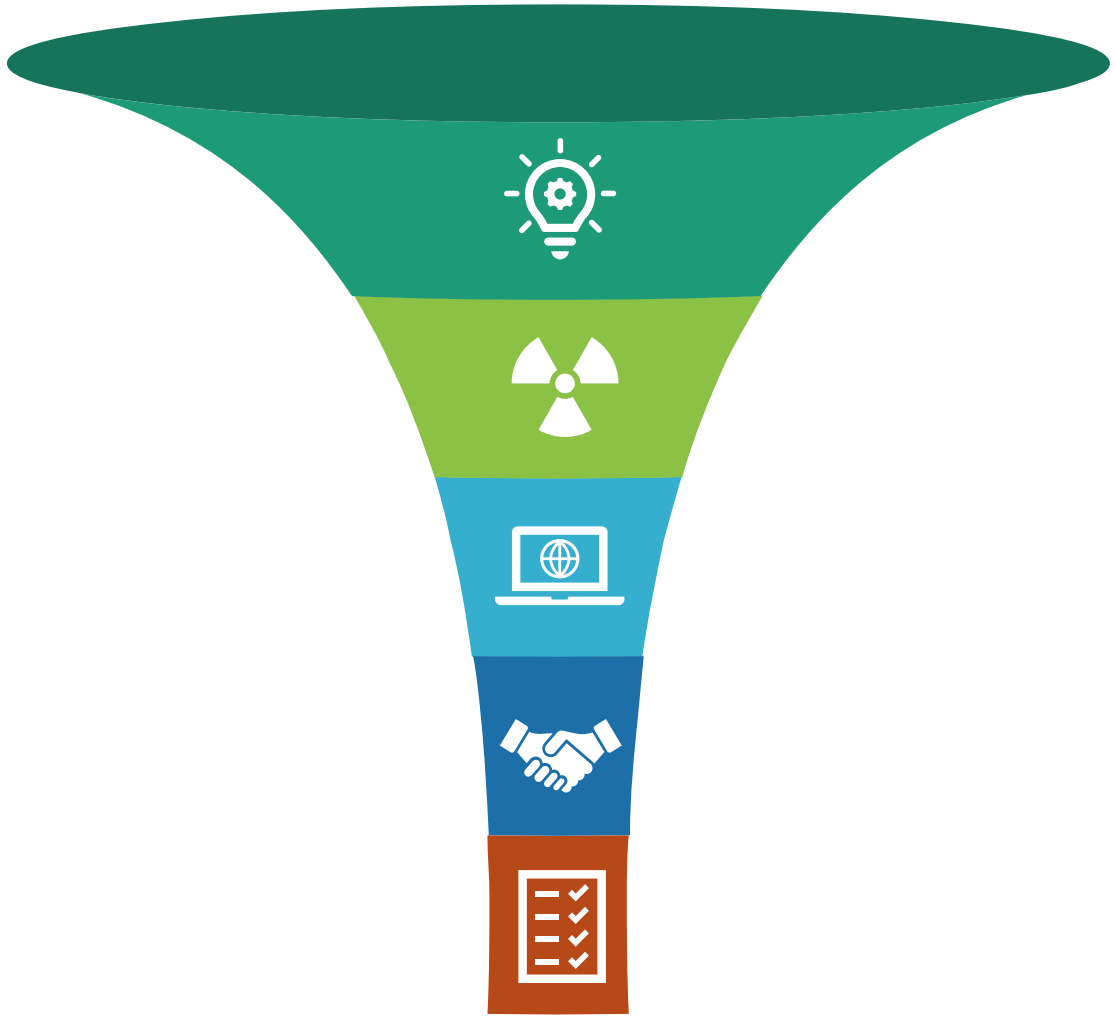
Contrasting Approaches: Three Case Studies

Organisation Type	Source of Leadership	Approach Taken	Outcomes
County Police Force	**Internal Team** sponsored by senior officer and IT Director. Police and IT staff who receive training ahead.	**Workshops** across the Force facilitated by the internal team. They consolidate needs and work into costed programme.	**IT investment levels more than double.** Award winning IT strategy/roadmap impacts crime levels within 2 years.
Financial Services Firm	**IT SMT Member and Corporate Finance.** Business Units and Business Functions provide information based on a uniform template.	**Annual budget cycle approach** requires business functions & ITD to identify IT investments needed for forthcoming year.	**Budgets levels constrain investment.** Prioritization scoring determines what will be done and becomes the roadmap for IT Dept.
Chain of Childcare Nurseries	**CEO and IT Consultant.** Involvement of managers and internal IT staff.	**Management workshops** review current and future IT needs. High level requirements & business cases reveal a costed IT programme.	**Transformational roadmap** that replaced the core information system in a drive to reduce costs and return chain to profits and growth.

Shaping IT ideation

Demand Shaping: Ideation to Project initiation

We love our ideas!



1 **IDEATION**

Document early thoughts about the potential of the new project and senior level sponsorship.

2 **PROTECTING FUNCTIONS**

Guide the idea through a review by the firm's protecting functions to identify "show-stoppers" and address issues.

3 **TECHNOLOGY CONSIDERATIONS**

Surface with the IT Professionals the right technologies to be used within current architectures and risks and constraints.

4 **BUSINESS CASE APPROVAL**

Develop the business case covering idea, benefits, costs, risks & implementation and gain funding and sponsor approvals.

5 **PROJECT START UP or DISCOVERY SPRINT**

PMO can now establish the project with governance and add it to project and portfolio management.

Protecting Functions are Easily Overlooked

Essential to ensure that an idea is not detrimental to the wider company but have a key role in demand.

LEGAL

Is it legal? What legal requirements must be included?

INFORMATION PROTECTION

Are we protecting personal data appropriately?

RISK

Are the commercial and reputational risks acceptable to the wider organisation?

SECURITY

Can this idea be implemented without affecting the security posture of the organisations and others?

PROCUREMENT

If procurement have policies been applied?

CHANGE MANAGEMENT

Has change been included?

IT ARCHITECTURAL ASSURANCE

Are any proposed technologies acceptable?

OTHERS

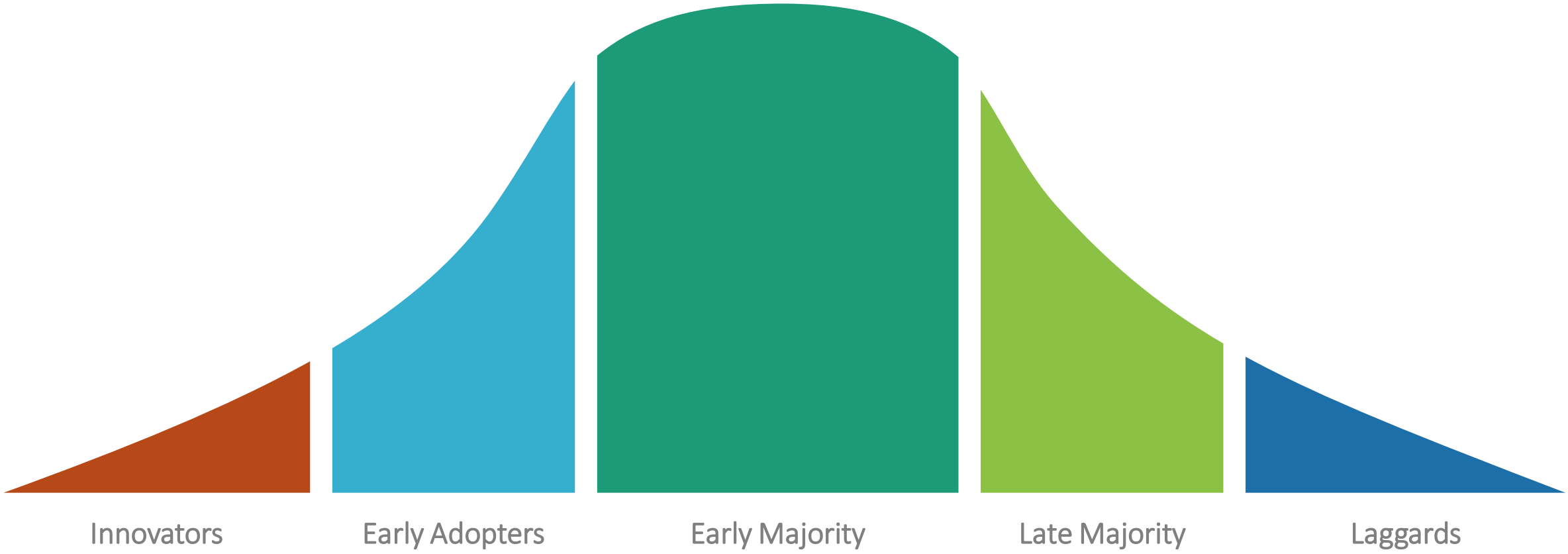
Ideas may have other issues requiring wider review

Contrasting Approaches: Three Case Studies

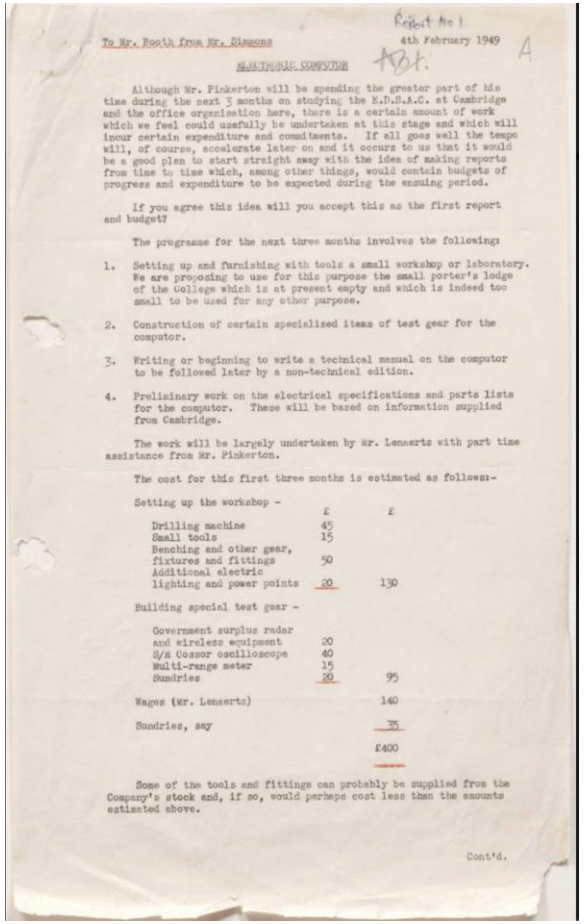
Organisation Type	Approach	Pros	Cons
NHS Region	**Ideation Support Team** of nurses and doctors seconded and trained to support digital health opportunities across region.	Business-side professionals trained up with an agreed process for bringing through ideas. Centrally funded for fixed period.	Regional CEOs agreed on need and supportive but took quite a while for both specialists and local organisations to get going.
Insurance	**Dragons Den.** CEO & CIO introduce consultancy support for IT-enabled innovations. Ideas supported to investment cases.	**Engages businesses** with the prospect of glory, but the risks of appearing unprepared for individuals is double edged.	**Very senior level involvement** often in small but useful innovation. Justified here by need to build an innovation culture.
Financial Services	**BRMs** introduced to take ideas or immediate needs for IT and work up case for IT SMT approval.	**Clean and simple** approach that gives business units one place to take IT ideation. BRMs develop methods. IT SMT can disposition to the BRMs.	BRMs get **"caught in the middle"** between often vague ideas and risk averse IT department and struggle to satisfy both sides.

Stimulating innovation demand

Perfectly timing the demand for small early experiments can avoid costly mistakes and catch-ups



The idea at Lyons for an “Electronic Computer” was started with a small 3-month experiment on a minimum budget



Report No 1

To Mr. Booth from Mr. Simmons 4th February 1949

ELECTRONIC COMPUTER

Although Mr. Pinkerton will be spending the greater part of his time during the next 3 months on studying the E.D.S.A.C. at Cambridge and the office organisation here, there is a certain amount of work which we feel could usefully be undertaken at this stage and which will incur certain expenditure and commitments. If all goes well the tempo will, of course, accelerate later on and it occurs to us that it would be a good plan to start straight away with the idea of making reports from time to time which, among other things, would contain budgets of progress and expenditure to be expected during the ensuing period.

If you agree this idea will you accept this as the first report and budget?

The programme for the next three months involves the following:

1. Setting up and furnishing with tools a small workshop or laboratory. We are proposing to use for this purpose the small porter's lodge of the College which is at present empty and which is indeed too small to be used for any other purpose.
2. Construction of certain specialised items of test gear for the computor.
3. Writing or beginning to write a technical manual on the computor to be followed later by a non-technical edition.
4. Preliminary work on the electrical specifications and parts lists for the computor. These will be based on information supplied from Cambridge.

The work will be largely undertaken by Mr. Lenaerts with part time assistance from Mr. Pinkerton.

The cost for this first three months is estimated as follows:-

	£	£
Setting up the workshop -		
Drilling machine	45	
Small tools	15	
Benching and other gear, fixtures and fittings	50	
Additional electric lighting and power points	20	130
Building special test gear -		
Government surplus radar and wireless equipment	20	
G/A Cossor oscilloscope	40	
Multi-range meter	15	
Sundries	20	95
Wages (Mr. Lenaerts)		140
Sundries, say		35
		£400

Some of the tools and fittings can probably be supplied from the Company's stock and, if so, would perhaps cost less than the amounts estimated above.

Cont'd.

Although Mr Pinkerton will be spending the greater part of his time over the next 3 months on studying the EDSAC at Cambridge and the office organisation here, there is a certain amount of work we feel could be usefully undertaken at this stage and will incur certain expenditure and commitments. If all goes well, the tempo will, of course, accelerate later on….

SMALL BUDGET

£550 including labour (around £15k in 2020 pounds).

LOWEST COST EQUIPMENT

Military surplus and second-hand test equipment.

LAB SET UP IN EMPTY BUILDING

Empty Porter’s lodge temporarily used.

LEARNING ON TECH & BUSINESS USE CASE

Research focused and testing the idea with the use case case.

Managing Demand Through the Innovation Life Cycle

INNOVATION

Style: Experiment to learn best options.

Risk: High risk and failure acceptable.

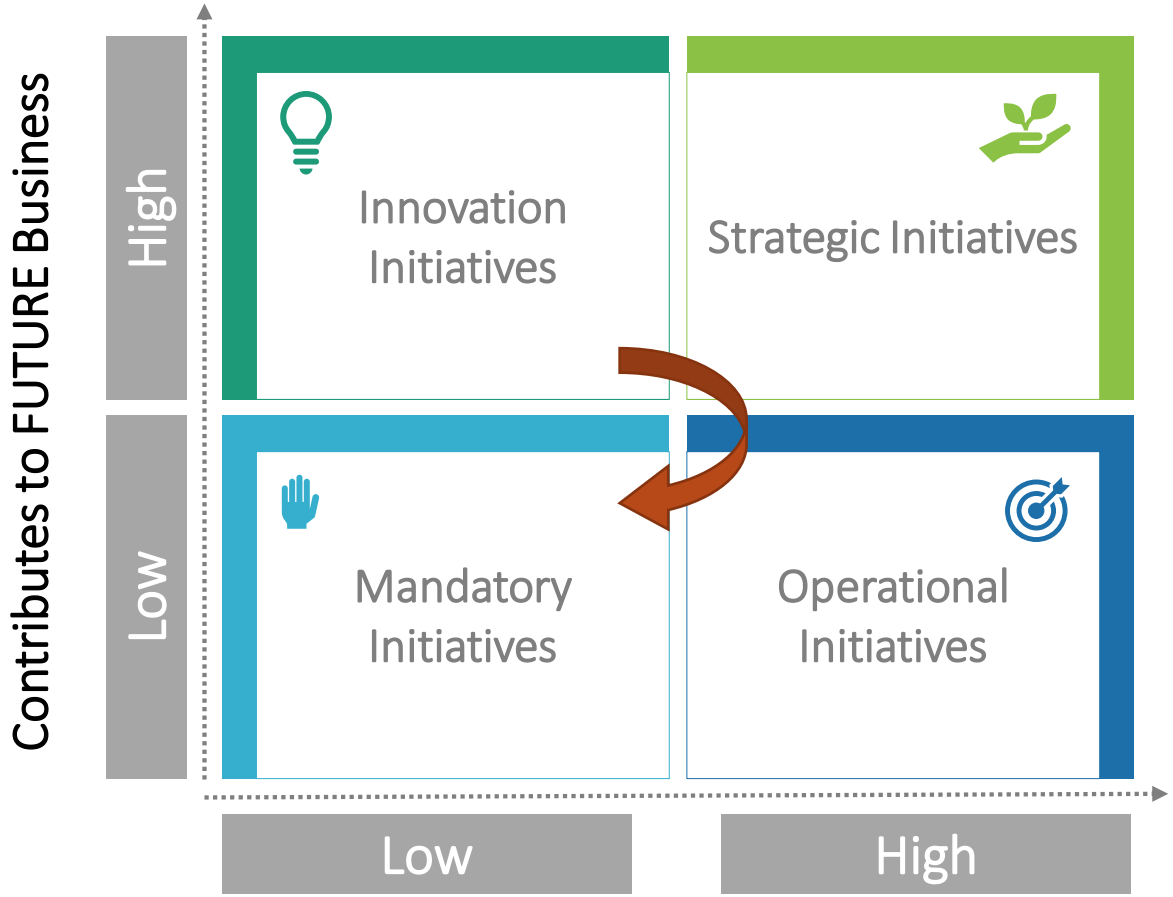
Success: Knowledge of tech and use cases

MANDATORY

Style: Minimise resources

Risk: Lowest risk possible

Success: Delivered at least cost



STRATEGIC

Style: Agile response to consumer feedback.

Risk: High risk but failure not acceptable

Success: Future products & services.

OPERATIONAL

Style: Optimise with formal project management.

Risk: High risk cannot be acceptable.

Success: Delivered to time and budget.

Source: Adapted from the work of Professor John Ward at Cranfield.

Example: AR Use Cases Gaining Traction

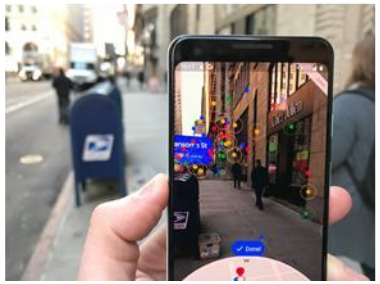
Maintenance

ABB

Branding

Pepsi

Direction Finding



Google Maps

Visualisation

Apple Campus

Gaming

Pokemon Go

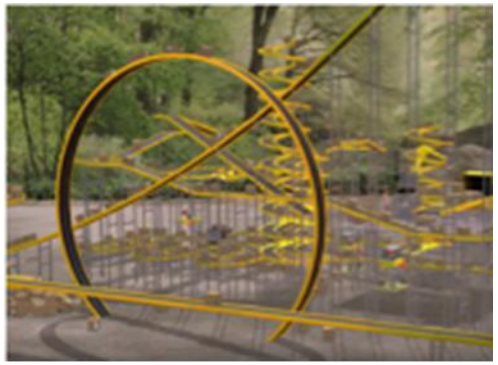
Education

BBC & Natural History Museum

Information Overlay

Ikea

Art



Apple

Contrasting Approaches: Three Case Studies

Organisation Type	Approach	Pros	Cons
County Council	**CIO** invests in a technology showcase facility. Stimulates many business ideas & the confidence to work on them.	**"Pull"** approach allowing realistic presentation of new technologies without the sale agendas of conferences & marketing.	**Unfocused.** Several ideas were truly pioneering and transformed the sector, but linkage to CC strategy random.
City Economic Development Unit	**Innovation Workshop** run sponsored by unit Director and seeded at start with heavily researched use cases on tech economic growth.	Once stimulated the workshop could **stretch their thinking**, evaluate, prioritise and gain commitment to progress.	**Two weeks of research and materials development** for a 20-minute stimulation session at the start of the workshop is expensive.
Specialist Retail Chain	CEO and FD commission **consulting team** from a specialist innovation practice to "catch them up" with competitors on IT innovations.	**Share price step change** as news of the team circulated. Independent, expert team challenged conventions and identified radical innovations	More successful at the work than in transferring skills into the organisation. Capabilities to innovate largely unchanged.

Business cases for shaping individual demand

High Level IT Business Case

Adapted from global insurance firm

Financial Forecasts

Delivery costs, ongoing costs and financial benefits

Project Description

Business goals and proposed changes..

Options Assessment

Considering all options incl. NULL option..

Benefits (acknowledging costs)

Outcomes that will be delivered.

Delivery Scope & Timescales

High level implementation plans.

Risk Management

Risks to the project & their mitigation

Shaping & reporting demand as a portfolio

Information Model for IT Demand Portfolio Management (1)

Major Projects, Initiatives and Ideas – Other demand incl. incidents and service catalogue requests.

Project / Initiative

- Reference No
- Title
- Description
- Stage in Lifecycle
- Business Unit
- Category (Strategic, etc.)
- BU Sponsor
- IT SMT Sponsor
- Stakeholders
- BRM
- PM
- Governance Board / Forum
- Business Units Impacted
- Date of Last Review
- Status (RAG)

Schedule

- Urgency
- Date Requested
- Start Date
- Duration
- Finish Date
- % Completed

Value

- BU Goals Supported
- Benefits: Cash generated
- Benefits: Cash Realisable
- Benefits: Non-Cash
- Benefits: Intangible
- Costs: Capital Expenditure
- Costs: Business Unit
- Costs: Other Business Units
- Costs: IT Department
- Costs: Other
- Budget Allocation
- ROI / NPV
- Benefits Realisation Plan

- “Normalised” Level of Value

Information Model for IT Demand Portfolio Management (2)

Major Projects, Initiatives and Ideas – Other demand incl. incidents and service catalogue requests

Risks

- Market/Economic Risks
- Business Change Risks
- Technology Risks
- Implementation Risks
- Scarce Resources Risks
- Other Risks
- Constraints
- Dependencies

- “Normalised Level of Risk

Approvals

{Approvals varies by organisation}

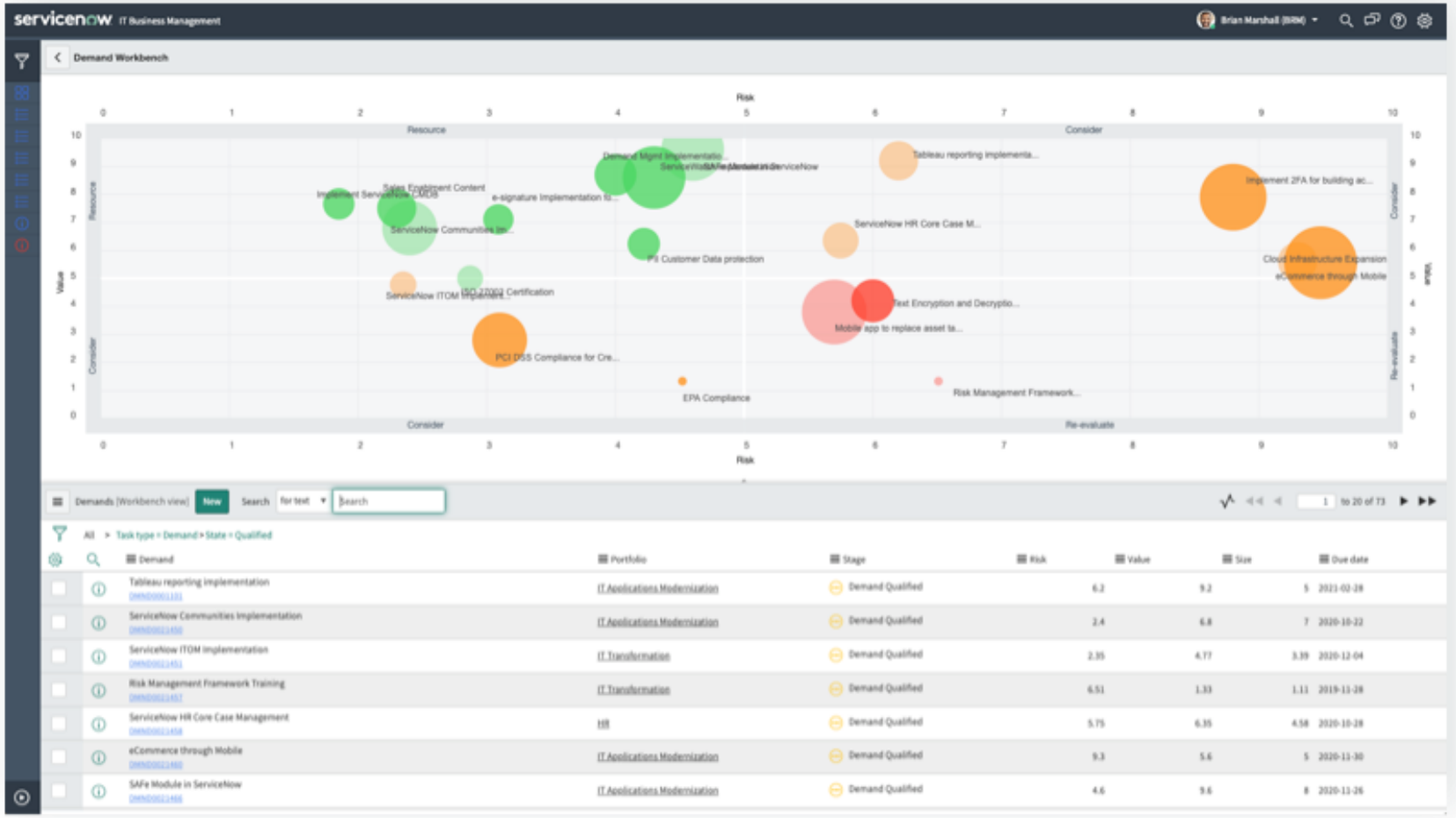
- Self-Approval (e.g. Support Ticket)
- Line Manager Approval (e.g. Service Catalogue)
- Sponsor Approval (e.g. Idea)
- IT SMT Approval (Tech Investment)
- IT Architecture Approval (e.g. New Technology)
- Business Unit SMT Approval (Major Business Change)
- ExCo Approval (Major Investments Business Case)

ITBM Activities Log

{1 : many relationship}

- Activity Reference
- Date
- Activity Type
- Person
- Role
- Action
- Outcome
- Residual Issues
- Next Steps Needed
- Attachments

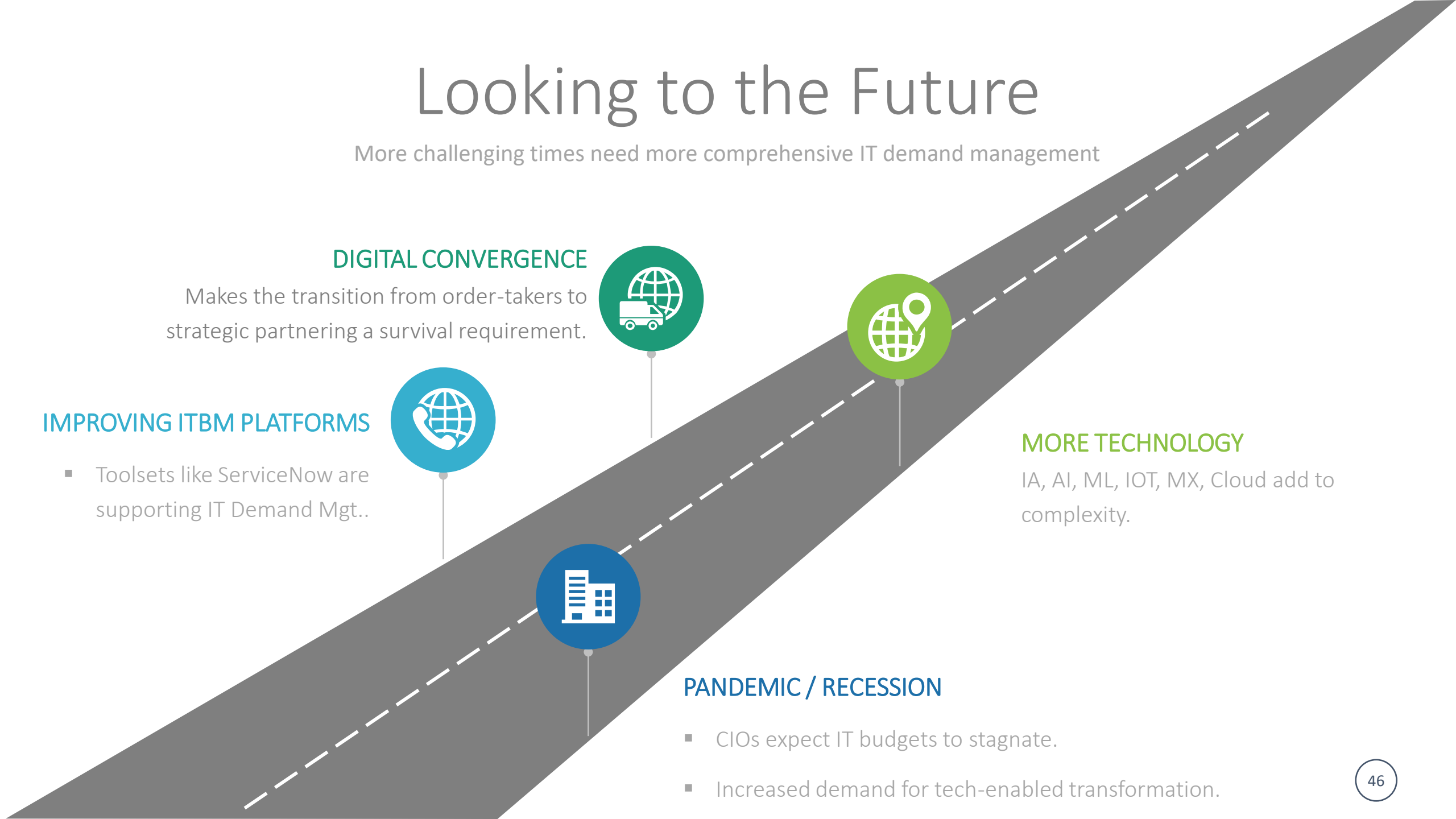
Information and Tools Facilitates Evidence-Based Management of Demand as a Portfolio



Source: ServiceNow

Looking to the Future

More challenging times need more comprehensive IT demand management



DIGITAL CONVERGENCE

Makes the transition from order-takers to strategic partnering a survival requirement.

IMPROVING ITBM PLATFORMS

- Toolsets like ServiceNow are supporting IT Demand Mgt..

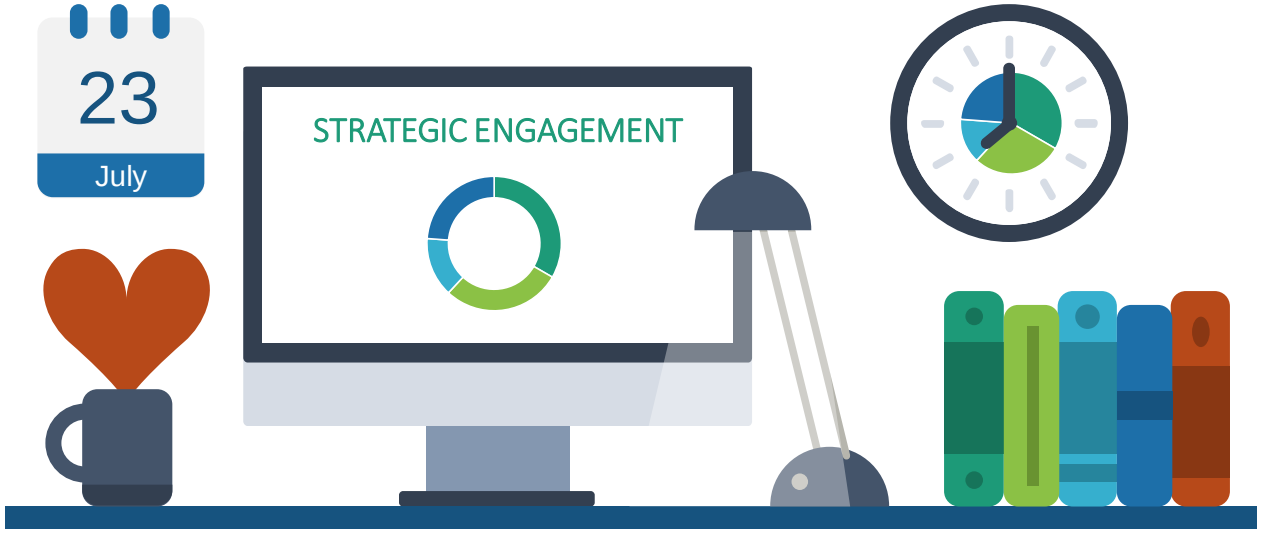
MORE TECHNOLOGY

IA, AI, ML, IOT, MX, Cloud add to complexity.

PANDEMIC / RECESSION

- CIOs expect IT budgets to stagnate.
- Increased demand for tech-enabled transformation.

Comments and Questions



THANK YOU!

Our purpose

To promote and advance the education and practice of computing for the benefit of the public

ADDITIONAL MATERIALS

Common Engagement Activities (1)

Partnering

- **Mapping stakeholders**, their issues & agendas
- Plan & lead on improving **IT/business relationships**
- Regular **partnering meetings** with key stakeholders
- **Relationship improvement planning** with business & IT
- Internal **consultancy** to build **trusted advisor** status
- **Educate IT providers on business** imperatives

Ambassador

- **Escalation pathway** for the business on IT problems
- Oversight of **service desk incidents & problem mgt**
- Brokering **service level agreements** & SLA reporting
- Reporting **business satisfaction with IT** provision
- Serve as BRM on **project & other governance boards**

Strategist

- Supporting business developing their **IT road maps**
- Ensure **alignment of IT strategies** with business needs
- IT **demand management** onto projects ingestion

Common Engagement Activities (2)

Translator

- Ensuring business understands **service catalogue**
- Explaining IT **provider processes** to business
- Insisting business comply with **standards & policies**
- Promoting **business understanding** of IT architectures
- Influencing on deployment of **new IT capabilities**
- Reframing **frustrations** as opportunities for provider
- Bring business perspective to **IT Senior Mgt Team**

Analyst

- High level **business analysis & business cases**
- **BA / PM** for small projects & service improvements
- Help manage business **process change**
- Facilitating **project charter & sponsorship**
- Applying **value management** to IT initiatives
- Inputting information to **portfolio management**
- Involvement in **budgeting & funding** processes

Common Engagement Activities (3)

Marketer

- Understanding the **maturity of the business** areas
- Understanding the **maturity of the IT areas**
- Influence to **use IT provider** services & capabilities
- Deliver **communications programme** for IT provider
- Create **promotional events** to showcase IT
- Ensure effectiveness of **intranet content** for IT
- Influence changes to the IT **operating model**

Innovator

- Explain new tech and **catalyze innovations**
- Orchestration of **ideation & demand shaping**
- PM for **smaller POCs** & other experiments
- **Spreading innovations** around business
- **Publicizing** IT innovations to build capabilities
- Pursuing **recognition & awards** for successes