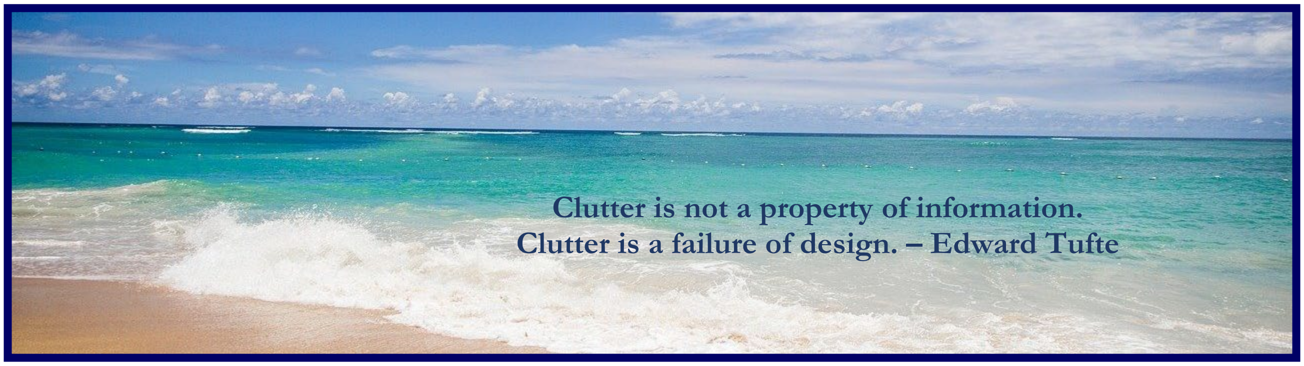
Case Summary: Information Management Strategy



The Challenge

Information Technology (IT) received so much scrutiny in the past that it stopped being considered a panacea ("throw IT at problems"). IT solutions tend to be expensive and impactful propositions (whether good or bad), so Business Leaders must be disciplined in their approach to leverage IT for strategic value and competitive advantages. IT ROI can be remarkably high!

Consider that seventy-five percent (75%) of the Earth is covered with water. Water is essentially everywhere but human lives are challenged every day due to the lack of it. It is not getting to its "point of need" where it is a critical resource. IT is about as fluid within businesses as water but so much of the value produced by this resource is not available at its "point of need" due to a lack of data integration or coordination of information.

Businesses are polluted with IT but will not realize its strategic value unless IT is used that way. IT is an increasingly complex discipline and the marketplace business leaders will be those that invest in planning how IT should be applied to increase capabilities, enhance solutions, improve performance, and establish competitive advantages.

A global leader in Communication Network Services engaged our consultancy to help with challenges to their dynamic business model to grow and contract with the economy. Though they had "downsized", the business demanded the same level of support with less resources (personnel and capital). They had many IT solutions, but the data was hardly shared. Systems used by departments were corrupting common data. That resulted in lost invoices and duplicated payments to Business Partners. Data in different departments was not organized so analysis/reports (for executives to make business decisions) took too long and were sometimes inaccurate.

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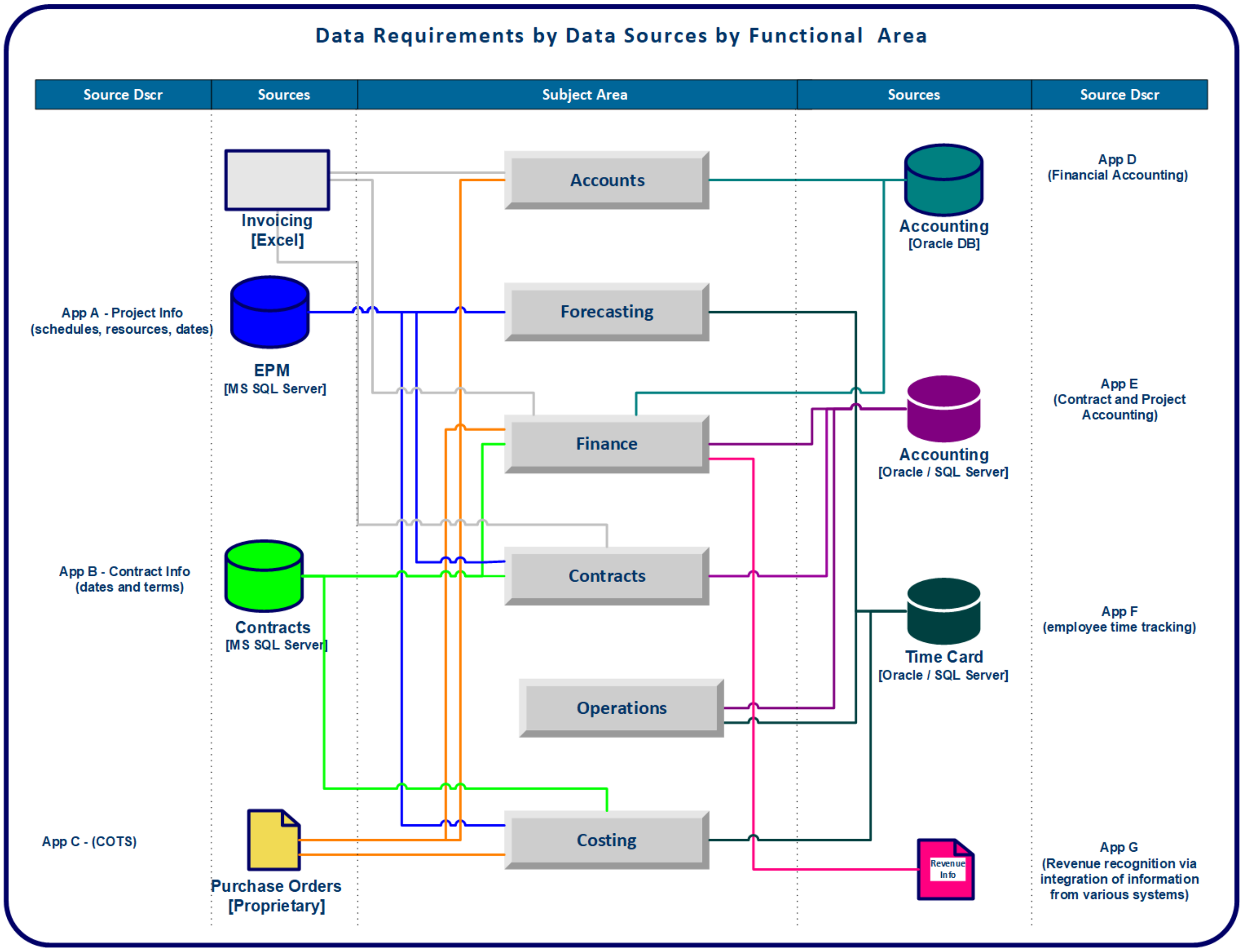
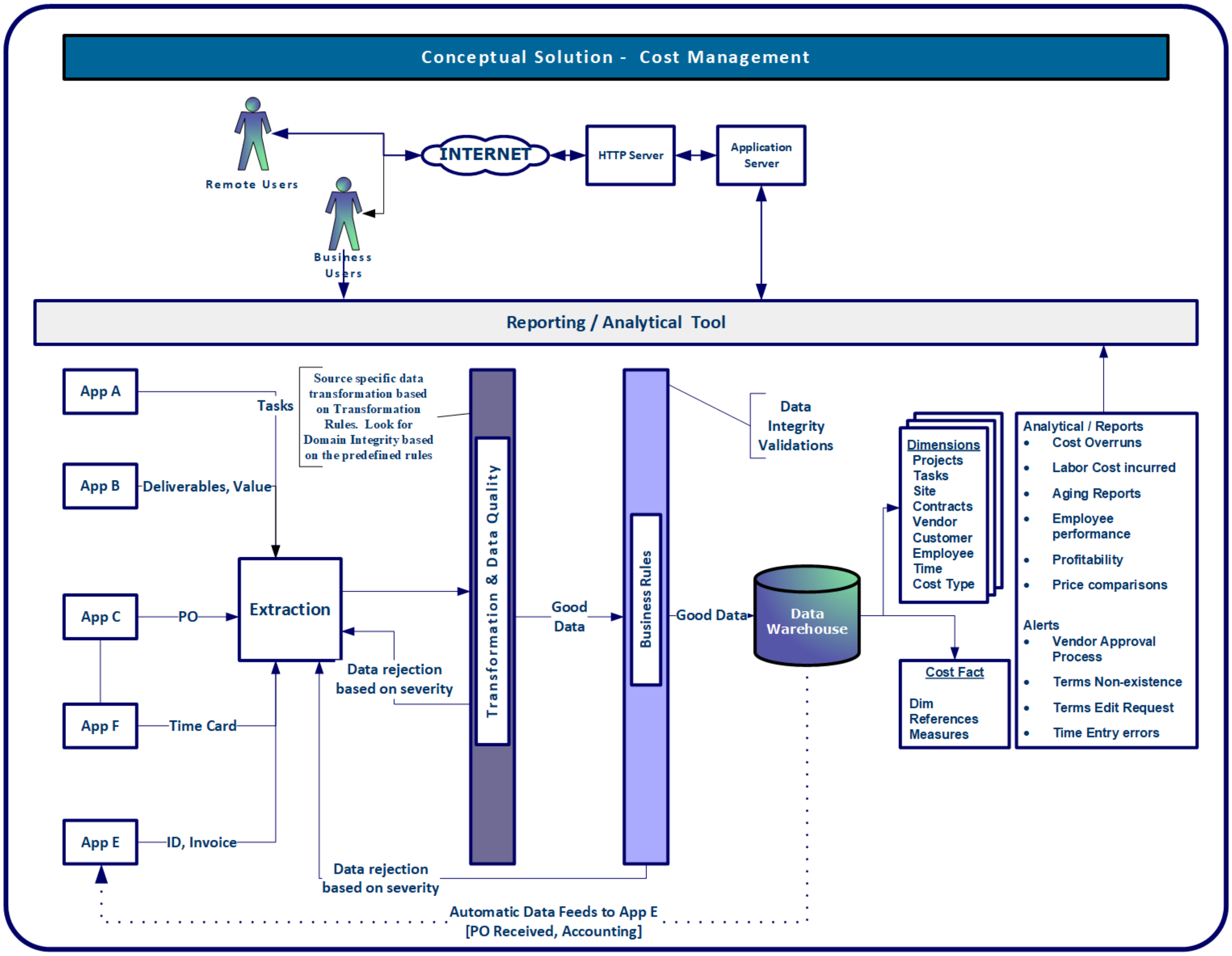
The Solution

We provided a consulting team for **Business-Technology Strategy** focused on their client-centric and operational needs to provide a "business transformation roadmap". This diagram below illustrates data linkage between various sources and Functional Areas. This combined with a report summary substantiated an integrated environment was needed for information accuracy, quality, and availability on demand. Current system solutions were not adequate to support reporting, analytics, and the integration/sharing of information.

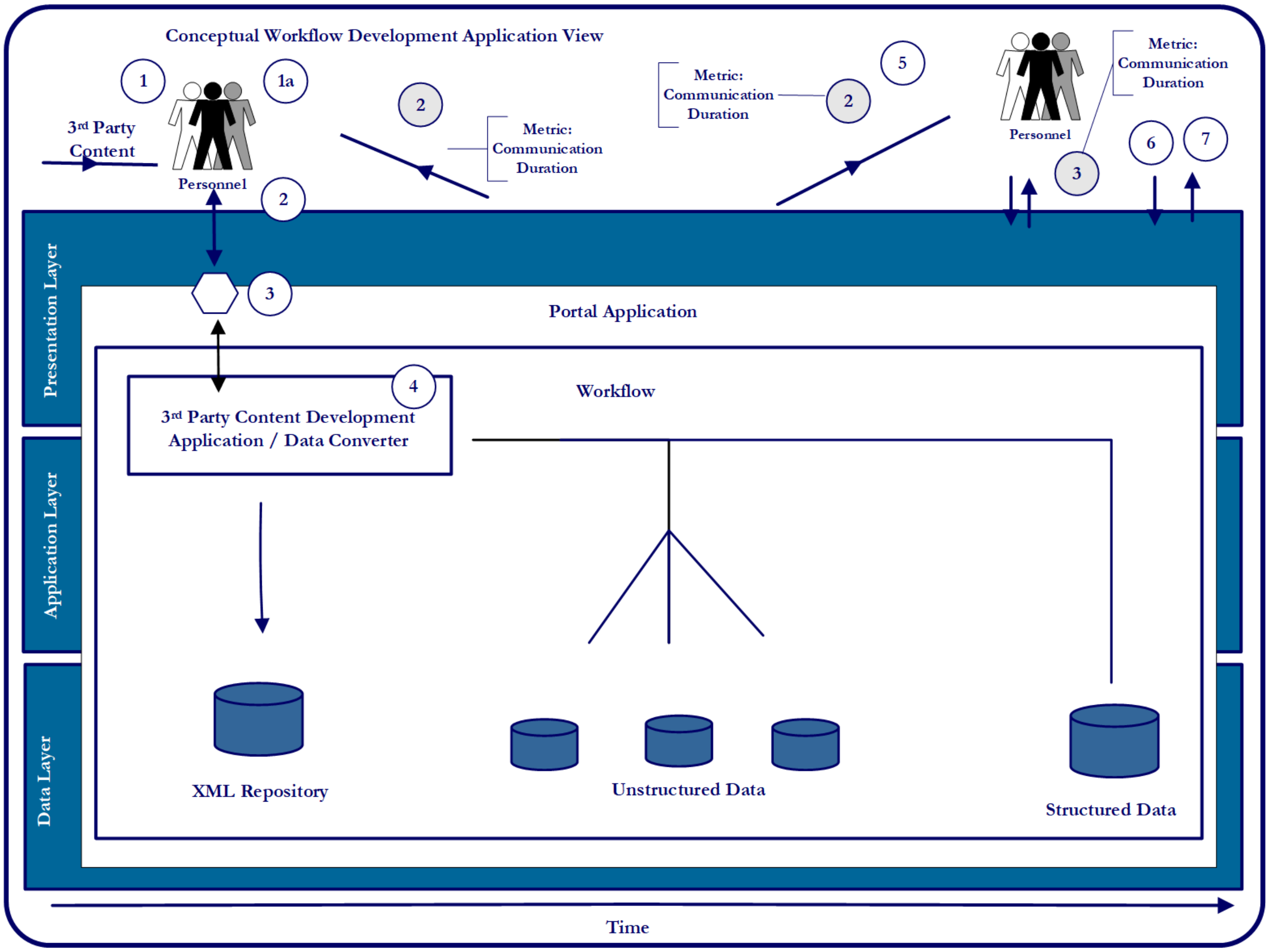


Our deliverables included the following:

- *Business Performance Management* strategies to monitor and reduce costs (i.e. Cost Management)
  - Through process controls to mitigate redundant work and provide access to analytics
- *Enterprise Architecture* based infrastructure models and plans (based on best practices)
  - Cloud-Based Application models to migrate current application system support offerings to segmented and targeted coherent business solutions
  - Re-engineered information dissemination process models for pervasive delivery



The diagram above represents the BI solution for Cost Management issues.



The Use Case above correlates multiple sub-processes within existing workflows. It describes the functional interactions between users and the application portal. We also provided alternative System Architecture Models elective based on the assessed impacts of various deployment factors.

	Existing: Model 1	Migration: Model 2	Expansion: Model 3	Model 3 + N
Learning Curve	Low	Medium	Medium-High	High
App Integration	Low	Medium	High	High
Bus Integration	Medium	Medium	Medium	Medium
Sys Integration	Low	Medium	High	Medium
Equipment	Low	Medium	Medium-High	High
Software	Medium	Medium-High	High	High

Recommendations included mitigating diverse business needs with technology-based initiatives

- Data Warehousing (DW) and Business Intelligence (BI) to provide the following
  - Design of data and information management structures
  - Identification of data quality problems and audit requirements (supports Sarbanes-Oxley)
  - BI/Analytics (performance, trends, etc.) relevant to specific business functions
- Application Portal to manage distribution and access to information
  - By tailoring particular portal functions to business process requirements for workflow control, content management, personalization, and collaboration
  - Through the integration and presentation of information (data, reports, applications)

Alternatives	Cost	Benefit	Technical Risk	Business Risk
1. "Do Nothing"	Very Low	Very Low	Very Low	Very High
2.Custom Development	Very High	Medium	High	Medium High
3.Component Integration	Medium	High	Medium	Medium Low

We provided alternative *"approach strategies"* that were very conservative (low cost), progressive (intermediate cost with reusable components), and strategic (higher cost). This was coupled with specific product recommendations, iterative solution deployment models, costs, and a business value proposition (BVP). Ultimately our client received strategies for *information management* to integrate and validate key data sources (aids in business management and growth), *workflow automation* to improve process efficiency and control (cost savings via improved employee utilization and morale by off-loading manual tasks and focusing on professional discipline), and *information dissemination* to improve the collaboration of revenue contingent information (impacts performance and cash flow).