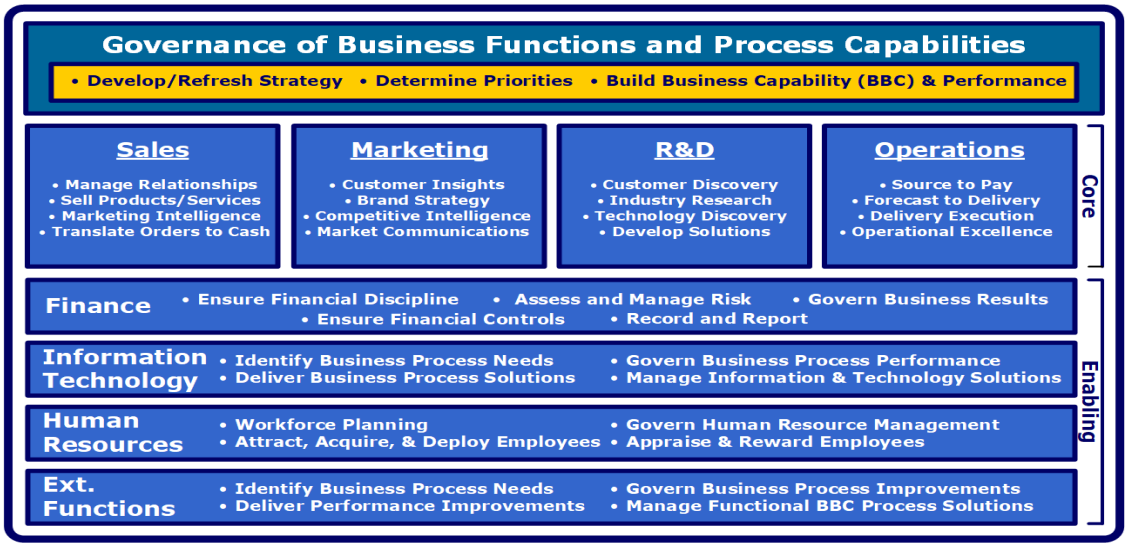
Case Summary: Governance & Building Business Capability



The Challenge

Most businesses are quite similar in how they operate. Core Business Functions focus on selling and delivering the business' products/services to Customers. Enabling Business Functions focus on improving the business' performance to accomplish strategic and fiscal plans. Interactions amongst these functions directly influence the business' results and success. The persistent challenge for Business Leaders is to strategically plan business improvements to increase overall performance and results (i.e. Building Business Capability / BBC) while establishing competitive advantages.

Establishing competitive advantages for a $4.6B Fortune 500 business required improving how business process activities were accomplished to improve business responsiveness to Consumer Packaged Goods (CPG) industry and market changes. They needed to define how Business Leaders would identify and plan improvements as well as how they managed resources (i.e. budget, personnel, etc.) through changes in priorities. They needed to define how to assimilate vast information to provide timely insights (i.e. priorities, impacts, analytics, etc.) for decision-making.

Business and Information Technology (IT) leaders needed to work collaboratively to influence business performance improvements. "Process solutions" were needed as re-defined procedures for process support (i.e. re-engineering) and as cloud-based solutions (i.e. CRM, Social Media) as well as added disciplines. These solutions would help to expedite work-efforts, control resources, and provide information to support business objectives. The need to build process solutions and decipher the sheer amount of related information seemed overwhelming. There was a plethora of existing business solutions (i.e. applications, technologies, etc.) that added levels of complexity and investment risks to new initiatives. Governance integrates the Build Business Capability planning of Business and Functional Leaders to influence the outcomes of delivered process solutions. It engages the Business Leaders of IT and other "Enabling Functions" with the Business Leaders of "Core Functions" to drive results (i.e. efficiencies, cost savings, and revenue).

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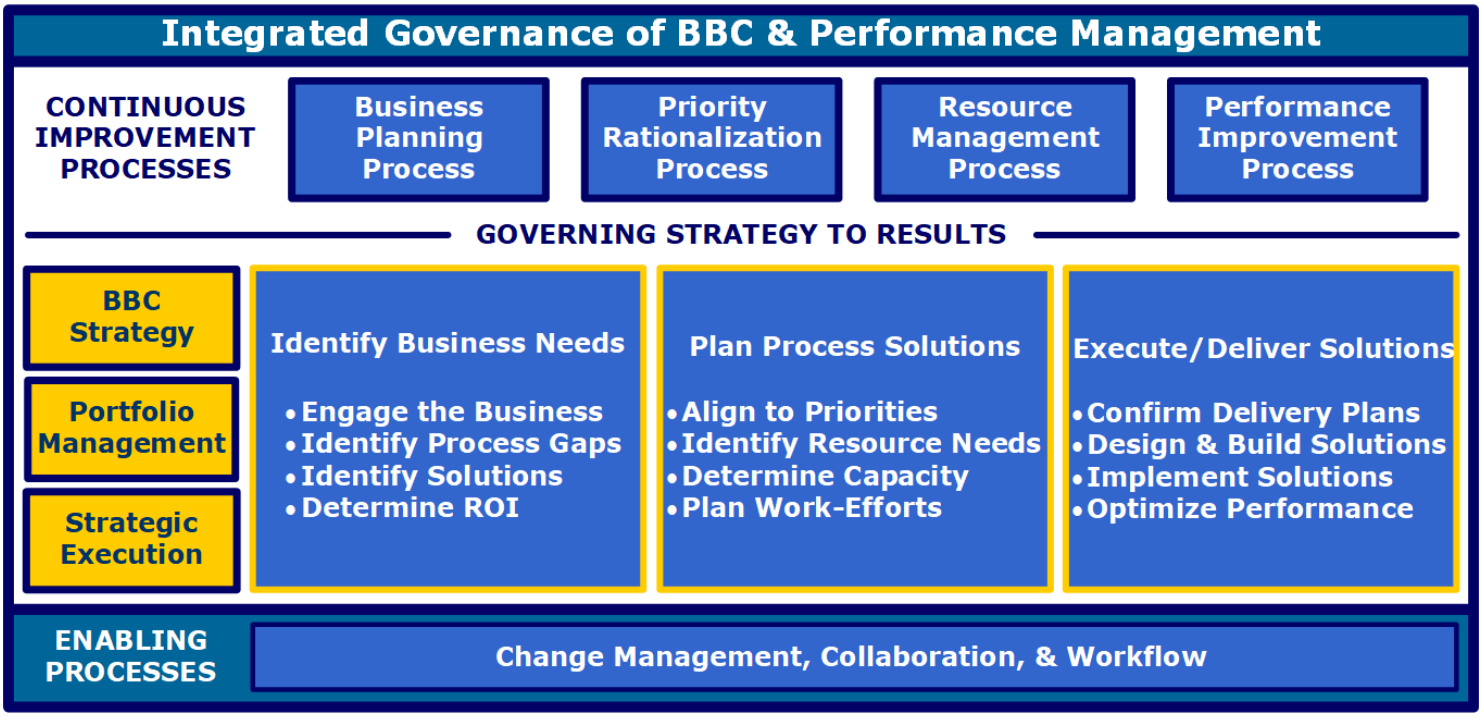
The Solution



Governance enabled driving business results by building investment management and process disciplines to identify performance improvement initiatives and monitor their improvements (i.e. progress, ROI). It improved the decision-making of Business Leaders and increased their ability to plan continuous improvements throughout the business via alignment of investments and work-efforts to business priorities. $50M in IT business requests were governed into $25M in IT projects (large and small) and work-efforts. Governance facilitated collaboration amongst Business Leaders to resolve issues (i.e. risk management, resource contention, etc.) and prioritize business requests with the highest ROI to the business. Governance enabled propagating "Business Thought Leadership" (strategy) into multi-level planning processes (for business context) to improve deliverables regardless of SME (e.g. HR, processes, systems, etc.). This improved the feasibility of innovative ideas and the accuracy of design for process solutions to drive business results.

Business Leaders now more effectively control/influence management and performance of the business. Governance asserts management of new initiatives, on-going activities, and expenditures based on alignment to business priorities, the sequencing of events, and the progress of deliverables. Governance required development of management and process disciplines to guide the business through the processes for identifying, planning, and delivering new solutions as well as continually improving current solutions and process support. It involved a rather sophisticated coordination of role-based information adapted to support the objectives of business, organizational, and functional planning. It produced a workflow of information (i.e. priorities, activities, performance analytics, etc.) during execution for delivery of essential solutions to the IT Business Solution Portfolio. Governance drives strategy and Change Management via a pragmatic methodology for Business Leaders to assert control and influence "to make a better business"!

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