

IMPROVE IT PERFORMANCE BY 18%

Effective stakeholder management is the key to IT success

CTO KEN PLATT INCREASES EXECUTIVE TEAM'S IT SATISFACTION BY 18% OVER THREE YEARS



"You might have thought there were some aspects of the business you were serving really well, and some relationships that you thought were really good... only to find criticisms or comments that gave you a reason to talk to people and try to understand what they were really feeling about IT."



Learning Resources has been leading the way in innovative, hands-on children's educational tools for over 30 years. It has partnered with ETA/Hand2Mind and Educational Insights to create "eureka" moments for children, and happiness for both parents and teachers.

KEN'S SITUATION

Ken Platt is the shared services CTO of Learning Resources Inc. and leads an IT group that serves over 350 people. As the business grew, he had a feeling that the business could be better served by IT but wasn't exactly sure how to best tackle it.

KEN'S ISSUES

- Misunderstanding of what the business needed and no formal way to solicit feedback
- No baseline evaluation of IT's performance
- The business is constantly asking for more
- No concise framework for managing IT issues

THE PATH FORWARD

After consulting with Info-Tech Research Group, Ken decided that using quantitative research to build an IT satisfaction roadmap was the best way forward. Why? In order to properly understand how his key business stakeholders felt, Ken would need an organized and transparent way to collect feedback. His challenge? Changing the perception of IT from "a group of firefighters" to truly strategic business partners.

TAKING THE LANDSCAPE

Ken knew he needed an assessment, but was struggling to find the correct solution.

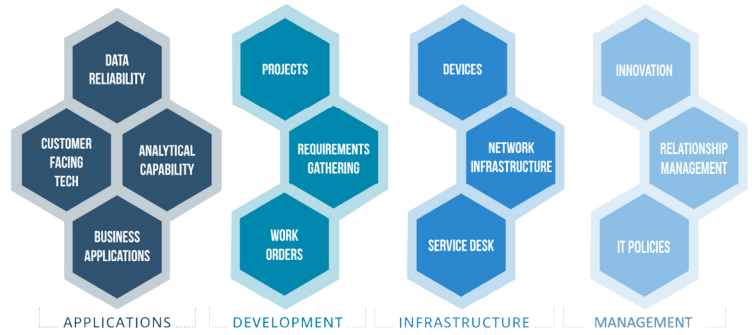
- What questions would he ask?
- What survey engine would he use?
- Would he administer the survey himself?
- How would he measure results and use them to develop his strategy?
- How would he even find time to look into it?

CREATING THE BASELINE

Info-Tech presented its new approach to them: CIO Business Vision. It was an immediate hit because of the following features:

- The report provided a straightforward framework for organizing IT issues (pictured).
- The survey process was easy and completely handled by Info-Tech.
- All questions were phrased in non-technical, business-friendly ways.
- The report's key insights would be presented to Ken by an expert analyst.

Info-Tech's Core IT Service Framework



THE RESULTS

Ken said the report provided by Info-Tech after the survey was phenomenal, but he definitely needed help interpreting some of the findings. To assist, Info-Tech provided an in-depth results call (for no extra fee) to help Ken identify areas of focus. Not only were the advisors happy to help with interpretation, but they also follow up regularly, checking in to see if there's anything else they can help with.

Ken's Scorecard

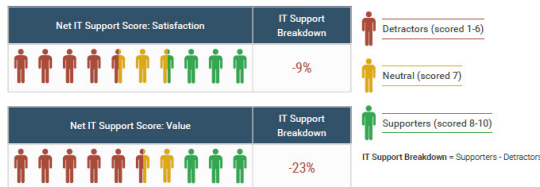
Overall Metrics

Overall Satisfaction and Value are key indicators of the overall impression of the IT department. These metrics let the IT leader determine at a glance if they are meeting the needs of the business.



IT Support Breakdown

The IT Support Breakdown charts are indicators of the percent of stakeholders that fall into three important categories. Promoters are loyal enthusiasts of IT. Neutral stakeholders are satisfied but unenthusiastic about IT. Detractors are unhappy stakeholders who can damage your reputation.



IT Relationship Satisfaction

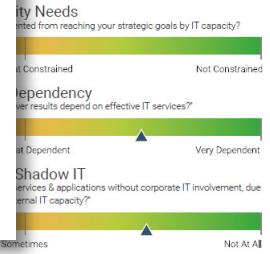
Relationships are a key driver in stakeholder management. It is important that the business feels IT understands their needs and is getting enough communication.

Relationship	Satisfaction	Last Year
Needs Satisfaction with IT's understanding of your needs.	67%	--
Execution Satisfaction with the way IT executes your requests and meets your needs.	64%	--
Communication Satisfaction with IT communication.	65%	--

Business Satisfaction and Importance for Core Services

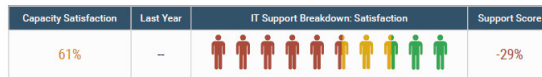
The core services of IT are important when determining what IT should focus on. The most important services with the lowest satisfaction offer the largest area of improvement for IT to drive business value.

Core Service	Satisfaction	Importance Ranking	Last Year
IT Policies Satisfaction with policy design and enforcement around security, governance, etc...	70%	12 th	--
Network & Comm. Infrastructure Satisfaction with reliability of comm. Systems and networks	70%	1 st	--
Business Apps Satisfaction with applications and functionality	68%	5 th	--
Service Desk Satisfaction with responsiveness and effectiveness of service desk	67%	3 rd	--
Data Quality Satisfaction with providing reliable and accurate data	67%	2 nd	--
Analytical Capability and Reports Satisfaction with effective standard reports, custom reports capability, and the ability to generate business insights	65%	6 th	--
Work Orders Satisfaction with small requests and bug fixes	65%	10 th	--
Requirements Gathering Satisfaction with BA's ability to understand and support the business	64%	11 th	--
Devices Satisfaction with desktops, laptops, mobile devices etc.	63%	4 th	--
Projects Satisfaction with large department or corporate projects	63%	9 th	--
IT Innovation Leadership Satisfaction with providing opportunities for innovation and innovation leadership to improve the business	59%	8 th	--
Client-Facing Technology Satisfaction with user experience and effectiveness	56%	7 th	--



Projects Capacity Satisfaction

Satisfaction with the ability to get IT capacity to complete Projects



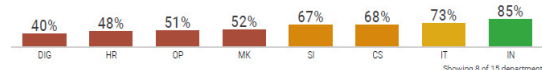
Ability to Deliver Effective Projects

Satisfaction with completed IT Projects ability to meet your business needs



Projects Capacity Satisfaction By Department

Project capacity satisfaction indicates if departments are provided enough capacity to complete significant IT projects to meet strategic goals. Below are the most and least satisfied departments in regards to project capacity.



Work Orders Capacity Satisfaction

Satisfaction with the ability to get IT capacity to complete Work Orders



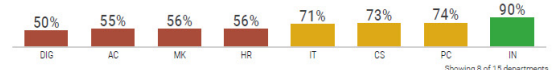
Ability to Deliver Effective Work Orders

Satisfaction with completed IT Work Orders ability to meet your business needs



Work Orders Capacity Satisfaction By Department

Below are the most and least satisfied departments in regards to the capacity they receive from IT to complete small customizations, bug fixes, and feature requests.



THE IMPROVEMENT ROADMAP

2013 ● Year One

Overall IT Satisfaction **66%**

“That was a rough conversation to have,” he says, “but it makes sense that the lowest satisfaction scores offer the highest improvement gains.”

Action Items:

Reduce network delays
Address help desk issues

Improvement Plan:

Ken personally coached staff in weekly review sessions of network administration and help desk operations, guided by Info-Tech’s best practices, to ensure his team always had a good attitude and was providing proper assistance.

2014 ● Year Two

Overall IT Satisfaction **72%** ▲6%

“We saw an immediate improvement that came with the new help desk processes.”

Action Items:

Despite ongoing network and help desk improvements, project satisfaction scores continued to sit in the 60% area.

“IT isn’t about quick fixes. It’s a long process of continual improvement.”

Improvement Plan:

Identify common project pitfalls, with a heavy focus on improving the requirements gathering stage of project management.

2015 ● Year Three

Overall IT Satisfaction **84%** ▲12%

As a department, IT is now valued, respected, and involved in the organization,” is how Ken describes the sentiment towards IT. “It’s a far cry from how things were a couple years ago.”

Reception by the Business

At first, there was a lot of apprehension on the part of the senior executives about following through and making a real difference with the report findings.

The value-add was that the stakeholders realized Ken and his group were proactively taking steps to improve and measure themselves. Using a structured report showed they were on top of issues. IT was not afraid of bringing trouble areas into the spotlight, a gutsy move they thought.

KEN’S PROUDEST ACCOMPLISHMENTS

- He often hears people in the business say his IT staff are **“better than the IT staff they’ve worked with in any other company”**
- The help desk is considerably more responsive, responding to issues quickly and answering **70% of them in the first day**
- **Ken meets with senior leadership every month** to discuss initiatives, growth objectives, and IT’s continuing progress

REFLECTING ON 3 YEARS OF IMPROVEMENT

- A 18% uptick in IT satisfaction amongst business stakeholders.
- Confidence in the IT group is being restored. Ken's team went from being "support" staff, to the organization's "go-to" people in 3 short years.
- The IT group moved from being reactive to proactive, working with other business units to pre-empt business changes that require IT's help.
- IT feels empowered now to handle smaller issues on their own. They now have a clear understanding of why they do things and how they help the bottom line.
- They continue to use CIO Business Vision as part of their annual strategic plan.

Core Service	Year 1	Year 3	Improved
Overall IT Satisfaction How satisfied business stakeholders are with IT, as a whole	66%	84%	18% ↑
Overall IT Value The value that IT provides to the business, relative to IT's perceived cost	65%	81%	16% ↑

Core Service	Year 1 Satisfaction	Year 3 Satisfaction	Improved
Service Desk Satisfaction with responsiveness and effectiveness of service desk	67%	87%	20% ↑
Work Orders Satisfaction with small requests and bug fixes	70%	82%	12% ↑
IT Policies Satisfaction with policy design and enforcement around security, governance, etc...	70%	81%	11% ↑
Network & Comm. Infrastructure Satisfaction with reliability of comm. Systems and networks	70%	81%	11% ↑
Business Apps Satisfaction with applications and functionality	68%	79%	11% ↑
Data Quality Satisfaction with providing reliable and accurate data	67%	78%	11% ↑
Projects Satisfaction with large department or corporate projects	63%	76%	13% ↑
Requirements Gathering Satisfaction with BAs ability to understand and support the business	64%	76%	12% ↑
Analytical Capability and Reports Satisfaction with effective standard reports, custom reports capability, and the ability to generate business insights	65%	75%	10% ↑
Devices Satisfaction with desktops, laptops, mobile devices etc.	63%	75%	12% ↑
IT Innovation Leadership Satisfaction with providing opportunities for innovation and innovation leadership to improve the business	59%	73%	14% ↑
Client-Facing Technology Satisfaction with user experience and effectiveness	56%	69%	13% ↑

ON A PERSONAL NOTE

After sharing the results of the in-depth assessment, Ken was met with enthusiastic stakeholder feedback. Validating that what he's doing is working allows for more calculated future risks and rewards, and gives Ken the confidence to pull it off. He's currently looking into running Info-Tech's "Innovation Workshop" in 2016 with the hopes of raising the bar higher yet again.

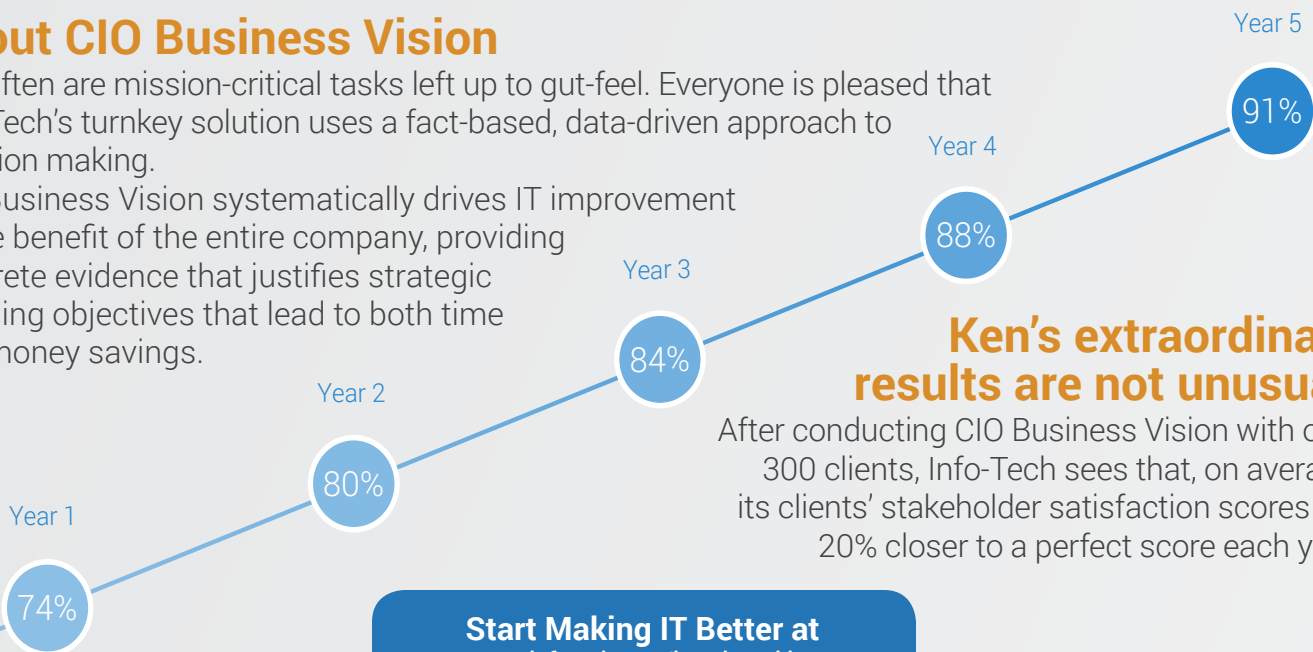


"I definitely feel that IT is aligned with the business now. I'm happy to remind them all that we'll be surveying again at year-end!"

About CIO Business Vision

Too often are mission-critical tasks left up to gut-feel. Everyone is pleased that Info-Tech's turnkey solution uses a fact-based, data-driven approach to decision making.

CIO Business Vision systematically drives IT improvement to the benefit of the entire company, providing concrete evidence that justifies strategic planning objectives that lead to both time and money savings.



Ken's extraordinary results are not unusual!

After conducting CIO Business Vision with over 300 clients, Info-Tech sees that, on average, its clients' stakeholder satisfaction scores get 20% closer to a perfect score each year.

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