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TOWN OF MILTON
Case Study: Using Innovation to Break Down Business Silos

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TOWN OF MILTON DRIVES INNOVATION USING A DATA-DRIVEN APPROACH

"As we drive relationship management, we effectively drive innovation, partnerships, and collaboration. CIO Business Vision breaks up silos...makes you know how important relationships are at all levels of the business."

-Frank Adili, Senior Manager, IT, Town of Milton

Watch Frank's Story

THE TOWN OF MILTON

Milton, Ontario, is Canada's fastest growing community and a place of opportunity for families, individuals, visitors, and investors. Milton is a blend of urban and rural, modern and historic, set in the backdrop of the Niagara Escarpment.

THE TOWN'S CHALLENGE

The Town of Milton has experienced record-breaking growth and is considered the fastest growing community in Canada with a population that's more than tripled in the last 15 years.

Frank Adili is the IT leader at the Town of Milton and is responsible for supporting Town services including: Corporate Services, Community Services, Planning and Development, Executive Services, Engineering, and Fire. With the growth and demand, Frank knew he needed to be strategic and innovative.

With innovation as the goal, Frank needed to remove 3 common IT challenges:

1. **Limited resources and competing priorities across town services.**
2. **Limited understanding of stakeholder and business needs.**
3. **Relationship management between IT and business stakeholders.**

THE CIO BUSINESS VISION REPORT

CIO Business Vision is a low effort, high impact program that provides detailed report cards on the organization's satisfaction with IT's core services. The report insights help IT leaders understand key business stakeholders, find out what is important to them, and improve interactions.

> **"The key to Milton's success lies in technology utilization and a consistent and driving approach to innovation!"**
>
> *-Frank Adili, Senior Manager, IT, Town of Milton*

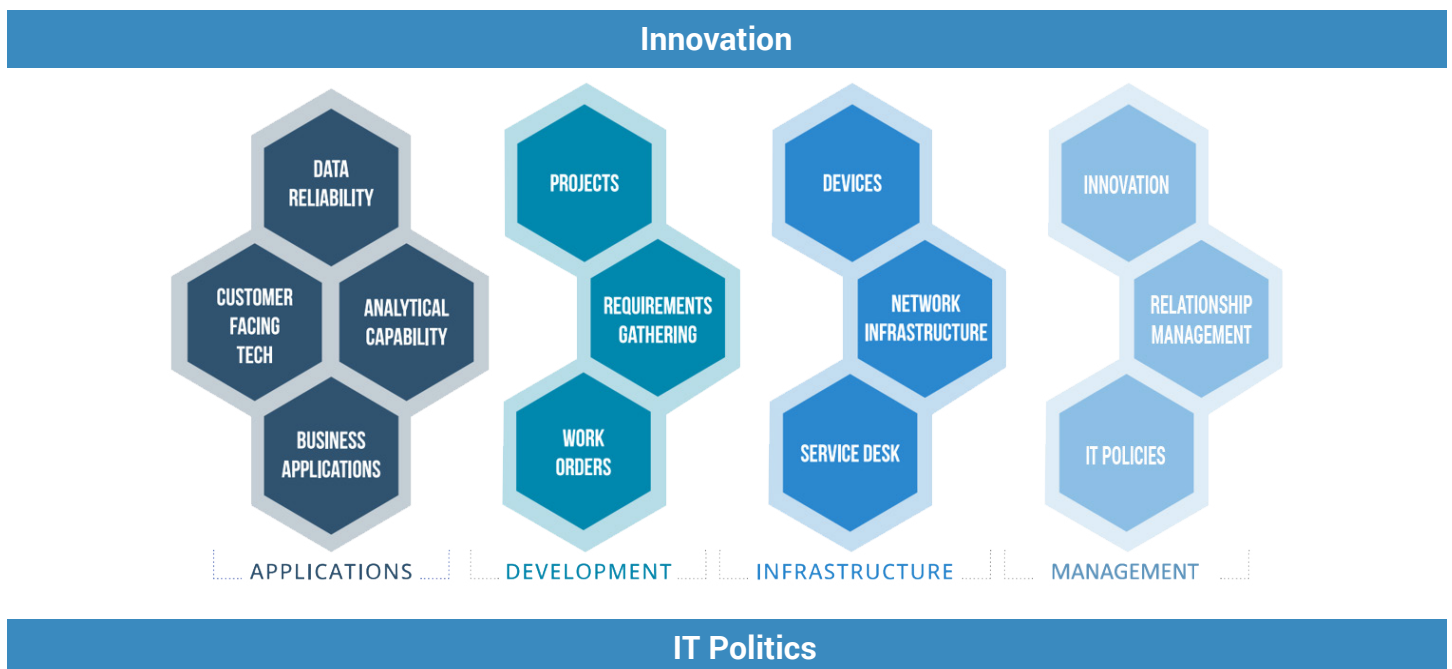## TAKING A DATA-DRIVEN APPROACH

Frank knew an accurate IT baseline and better business understanding could only come from a data-driven approach. He looked at a couple of strategies including internal questionnaires and outside consulting, but quickly found these had high price points or were based on "gut feel."

Already an Info-Tech member, Frank discussed his desire to use a data-driven approach to managing IT and was presented with the CIO Business Vision stakeholder satisfaction program. What made CIO Business Vision simple was Info-Tech's:

- ✔ Straightforward framework for organizing IT issues (image 1.1).
- ✔ Ability to take charge of the entire program.
- ✔ Easily followed survey questions.
- ✔ Expert analyst, who would interpret the findings and present the report's key insights.

At first, Frank was expecting some insight into the business. **What he didn't expect was the extent of the feedback and direction he'd gain.**

Image 1.1 IT Core Service Framework

Innovation

| DATA RELIABILITY | PROJECTS | DEVICES | INNOVATION |

CUSTOMER FACING TECH — ANALYTICAL CAPABILITY — REQUIREMENTS GATHERING — NETWORK INFRASTRUCTURE — RELATIONSHIP MANAGEMENT

BUSINESS APPLICATIONS — WORK ORDERS — SERVICE DESK — IT POLICIES

APPLICATIONS — DEVELOPMENT — INFRASTRUCTURE — MANAGEMENT
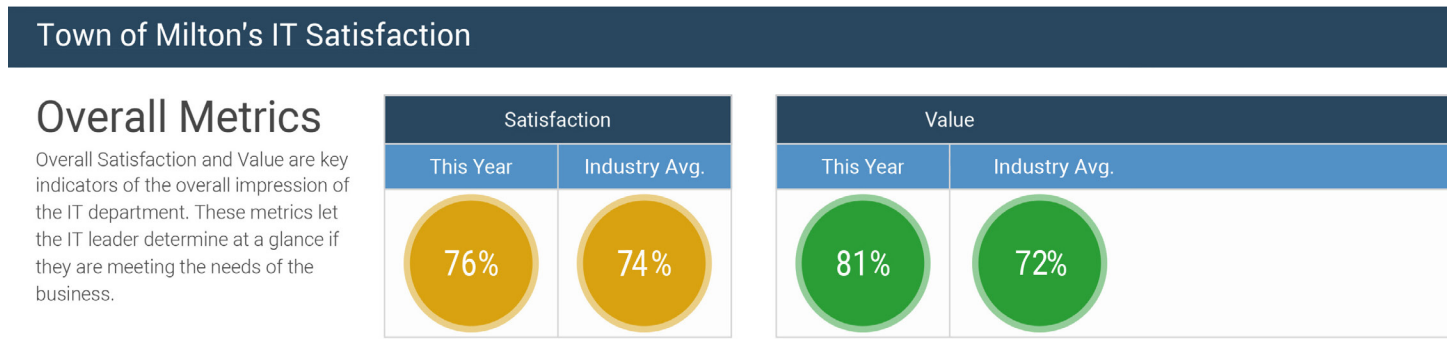
IT Politics

THE RESULTS:
To Drive Innovation, IT Needed to Break Down Business Silos and Partner Across the Business

The report paved the way for an overall performance increase in Frank's IT department by highlighting the team's strengths and areas of improvement. Frank's team now had an overall benchmark (image 1.2) and a starting point in the Info-Tech IT maturity model (image 1.3) that could be measured year over year. **Frank's goal?** Quickly move from supporting town government to **leading through innovation.**

Image 1.2 Overall IT Satisfaction - Town of Milton

Town of Milton's IT Satisfaction

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.

Satisfaction	
This Year	Industry Avg.
76%	74%

Value	
This Year	Industry Avg.
81%	72%

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	Industry Avg.
Needs Satisfaction with IT's understanding of your needs.	80%	71%
Execution Satisfaction with the way IT executes your requests and meets your needs.	73%	71%
Communication Satisfaction with IT communication.	81%	70%

Image 1.3 Info-Tech's IT Maturity Model

90-100%	**Innovator**/ Transforms Reliable Technology Innovation
80-90%	**Business Partner**/ Expands Executive Execution on Business Projects
70-80%	**Trusted Operator**/ Optimizes Executive Fulfillment of Work Orders
60-70%	**Firefighter**/ Supports Reliable Infrastructure of IT Service Desk
< 60%	**Unstable**/ Struggles Inability to Provide Reliable Business Services

Satisfaction

Frank's Position:
TRUSTED OPERATOR

Satisfaction	**76%**
Value:	**81%**
Average Score:	**78.5%**

THE ANALYSIS

In order to move from Supporter to Innovator on the maturity model, Frank and his team identified 3 areas needing improvement:

Satisfaction

71%

1.   Project Execution and IT Capacity: The overall report and project scorecard revealed that more focus needed to be on project completion (71%). A lack of overall IT capacity was one of the reasons some departments were unable to achieve business goals, but there was some improvement needed in project processes and execution. The business units were saying: "We really like everything you're doing, but we're still not getting everything that we want done".

Satisfaction

68%

2.   Relationships with Departments: Business applications and client technology scores(68%) highlighted the importance of applications and client technology to the business. With a better focus on relationships, Frank can identify improvement needs in these areas and the importance of the required improvements.

Satisfaction

71%

3.   IT Innovation Leadership: IT innovation had a high importance ranking, but low satisfaction score (71%) and Frank knew that he needed a greater focus on using innovation to improve all scores across the survey.

Image 1.4 IT Satisfaction by Core Services

Town Of Milton	Total Survey Responses: 28	INFO~TECH RESEARCH GROUP

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.

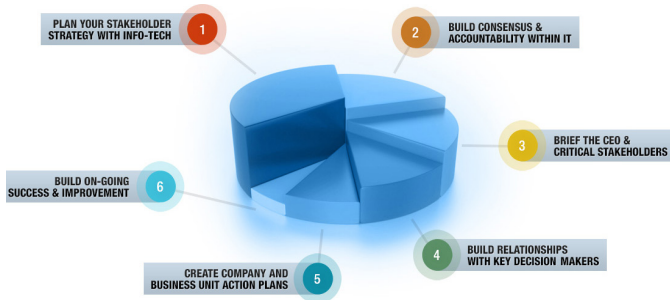| Core Service	Satisfaction	Importance Ranking	Industry Averages	
Service Desk Satisfaction with responsiveness and effectiveness of service desk	93%	2nd	79%	
Work Orders Satisfaction with small requests and bug fixes	88%	10th	75%	
Requirements Gathering Satisfaction with BA's ability to understand and support the business	83%	12th	69%	
IT Policies Satisfaction with policy design and enforcement around security, governance, etc...	80%	11th	71%	
Network & Comm. Infrastructure Satisfaction with reliability of comm. Systems and networks	80%	1st	75%	
Data Quality Satisfaction with providing reliable and accurate data	80%	3rd	72%	
Devices Satisfaction with desktops, laptops, mobile devices etc.	78%	7th	75%	
Analytical Capability and Reports Satisfaction with effective standard reports, custom reports capability, and the ability to generate business insights	72%	8th	67%	**FRANK'S AREA OF IMPROVEMENT**
Projects Satisfaction with multi-departmental Corporate wide initiatives	71%	9th	71%	
Enterprise Business Applications Satisfaction with applications and functionality	69%	6th	72%	
IT Innovation Leadership Satisfaction with providing opportunities for innovation and innovation leadership to improve the business	68%	5th	66%	
Client-Facing Technology Satisfaction with user experience and effectiveness	66%	4th	66%	

RE-FOCUSING PRIORITIES

Frank's past focus on network infrastructure, core services, and the service desk showed in stakeholder satisfaction. With the insight from CIO Business Vision, Frank expanded his focus for the year to:

- ✔ Developing projects, project governance, innovation, and analytics.
- ✔ Understanding business needs and goals.
- ✔ Building stronger business relationships.

In addition, Frank realized the importance of using relationship management to become a true business partner. He knew that shifting IT's focus to innovation and key project completion would result in increased satisfaction and perceived value. In the coming year, he will use Info-Tech's CIO Business Vision implementation process (image 1.5) to manage improvements and stakeholder relationships.

Image 1.5 CIO BV Implementation Process

1 PLAN YOUR STAKEHOLDER STRATEGY WITH INFO-TECH
2 BUILD CONSENSUS & ACCOUNTABILITY WITHIN IT
3 BRIEF THE CEO & CRITICAL STAKEHOLDERS
4 BUILD RELATIONSHIPS WITH KEY DECISION MAKERS
5 CREATE COMPANY AND BUSINESS UNIT ACTION PLANS
6 BUILD ON-GOING SUCCESS & IMPROVEMENT

"We were spending a lot of time on network infrastructure, core services, and the service desk. We still keep that up, but now we focus on innovations that will not only deliver projects, but also drive those projects to completion... Delivering real business value and innovation along the way."

"A very useful tool, and easy to use...CIO Business Vision gives core elements and basic stepping stones for developing strategy in the most innovative technological way possible."

-Frank Adili, Senior Manager, IT, Town of Milton

IMPACT ON THE IT TEAM

The CIO Business Vision program had a significant impact on the IT team as a whole. It provided the baseline and strategy necessary for forming the correct solutions. For the IT team at the Town of Milton the report:

- ✔ Created a team rallying point for a success strategy.
- ✔ Validated strengths – showed them what they were doing right.
- ✔ Helped identify and prioritize key areas like core network, devices, analytics, reporting, service desk, etc.
- ✔ Created a "connect" point for IT with separate business divisions.
- ✔ Drove confidence with senior management, making IT a collaborative partner.
- ✔ Gave positive direction and guidance.
- ✔ Showed what they needed to do to get to the next level.

For Frank, CIO Business Vision has been, quite simply, a game-changer. He gained a clear picture of the steps his department needed to take and a better understanding of IT's role in achieving corporate goals.

IMPACT ON THE TOWN

When Frank presented CIO Business Vision results, feedback from senior business leaders and stakeholders was overwhelmingly positive. As Frank says: *"They could see that we really understood their needs and had our finger on the pulse of business priorities and goals."*

The town also received significant benefits from IT's participation in CIO Business Vision. Because ITs' focus is on innovation, they are now in a better position to have their needs met. CIO Business Vision provided:

- ✔ Alignment of IT deliverables to the goals within each business unit.
- ✔ Insights on how IT's time and investment can be maximized to support the organization as a whole.
- ✔ Clarity and focus on the overall strategy needed in order for the organization to meet its objectives.

ABOUT CIO BUSINESS VISION

Mission-critical tasks are too often left up to gut feeling. Info-Tech's turnkey solution uses a fact-based, data-driven approach to decision making and 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.

Invest in true business innovation and IT relationship management
Get started with CIO Business Vision today
infotech.com/benchmarking

infotech.com/benchmarking

INFO-TECH DIAGNOSTIC PROGRAMS

MAKE INFORMED IT DECISIONS LIKE FRANK BY STARTING YOUR DIAGNOSTIC PROGRAM TODAY