



## CASE STUDY

# ENHANCE STRATEGIC DECISION-MAKING FOR TECHNOLOGY INVESTMENTS

OPTIMIZE

A Governance Board is the Sustainable Solution

### THE BUSINESS CHALLENGE

Our client had redeployed a new Tier 1 ERP platform and was undertaking a complete transformation of its IT organization (ITO) in order to better support business objectives and reduce costs. To **achieve the maximum return** this transformation offered, the company also required **greater discipline around decision-making** on technology investments. Precision and clarity were particularly critical given the amount of change occurring in a concentrated timeframe. Our client needed an expert team to develop a governance structure and a sustainable process they could manage for the future.

### AGSI'S HIGH-LEVERAGE SOLUTION

AGSI's objective was to foster enterprise innovation, creativity and progress while capitalizing on the benefits of standardization, project management and governance. Using the Clarity model in our proprietary Business Technology Effectiveness Framework, we designed and implemented **a roadmap to best practices governance**. A board charter, roles and responsibilities, structure for investment approval and prioritization, process for tracking in-flight projects, and expected analysis outputs for the larger business were detailed. The plan also provided the **process for evaluating whether forecasted project returns had in fact been realized**.

Every enterprise project across the company – from upgrading the ERP platform to issuing credit cards for travel, from launching a new training system to archiving e-mail – is listed and prioritized. Projects can be tracked by such variables as size, discipline, business unit or region, or by their status as strategic, discretionary or operational – yet **all roll up to one IT portfolio with full transparency**. Redundancies in execution, process or business unit initiatives can be seen easily.

Once the board launched, AGSI participated for the first four months of meetings as a best practices voice at the table to help instantiate the right behaviors and provide advice on relevant challenges experienced by similar companies. Throughout the process we **focused on knowledge transfer**, ensuring that the board and ITO had the resources needed to take ownership of their respective roles under the new structure.

### VALUE TO THE ENTERPRISE

When the board first launched, the ITO was besieged by requests and able to produce very little stakeholder satisfaction. Now the governance board has externalized decision-making to company leadership and allows IT to enhance its execution. **Technology spend is tied directly to the generation of value**, and the ITO is strategic as well as tactical. Most important, the client now has clarity not just on where they are spending but also how they can spend more effectively.

### IN BRIEF

#### CLIENT:

National Building Products  
Manufacturer

#### ENGAGEMENT:

Technology Governance

#### CHALLENGE:

In alignment with other major IT transformation initiatives, create and launch a governance structure to approve and monitor technology investments

#### OUTCOME:

A best practices enterprise environment that provides clarity on project spend, risks and benefits, projected vs. actual business return, and much more