

CIO Advisory Services

Achieving business advantage through IT excellence

Solution overview

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“CIOs see business expectations of IT taking a big leap in 2008, and CIOs are now expected to deliver the solutions that make the enterprise different in a way that matters to company performance and customer satisfaction. That is a tall order, requiring CIOs to think differently about their role in 2008 and beyond.”

- Gartner, Inc., Gartner EXP Worldwide Survey of 1,500 CIOs Shows 85 Percent of CIOs Expect “Significant Change” Over Next Three Years [press release], Jan. 23, 2008, retrieved from <http://www.gartner.com/it/page.jsp?id=587309>.

Business challenges

Over time, the mission of the information technology (IT) organization has evolved. In the past, IT's main goal was to support the business by efficiently managing systems, improving service levels to users and driving costs out of operations. Today, there is the added element of advancing the business—adding value by developing flexible capabilities to support growth, automating business processes, or facilitating mergers and acquisitions—where success is measured by how effectively IT can help the business seize opportunities and respond to new challenges.

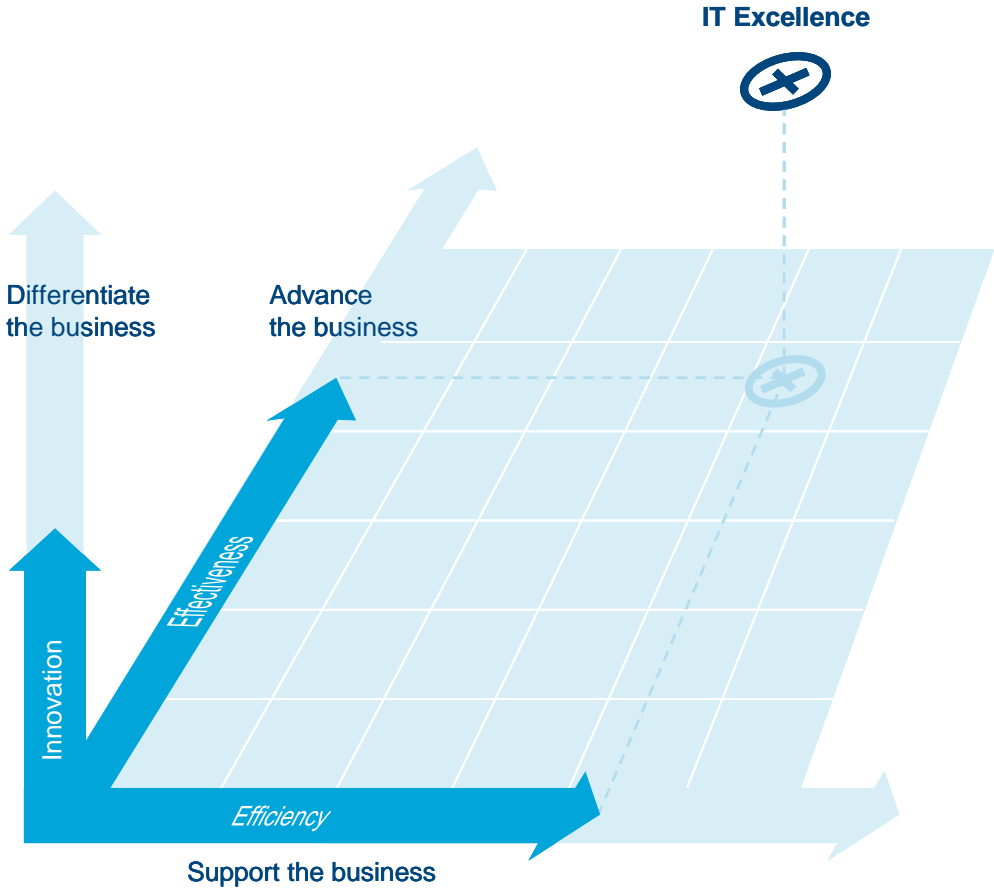
In some organizations, expectations are higher still. Chief information officers (CIOs) are increasingly expected to innovate—adopting new technologies to maintain or grow market share, reduce business costs and drive business profitability. While a certain amount of innovation is required in virtually every industry, for some, it's a matter of survival. In these industries, IT must differentiate the business by supporting new business models or creating new products or services through innovative solutions.

The concept isn't new. The promise that IT can add value, advance the business and even differentiate it has been around for years. What is new is that these aspirations have turned into expectations—even mandates—as technology and IT services have finally matured to the point where these goals are realistic. Gartner surveyed 1,500 CIO's in 2007 and noted that “CIOs see business expectations of IT taking a big leap in 2008, and CIOs are now expected to deliver the solutions that make the enterprise different in a way that matters to company performance and customer satisfaction. That is a tall order, requiring CIOs to think differently about their role in 2008 and beyond.”^[1]

With this expanded set of goals, managing for success—or IT excellence—is a matter of informed trade-offs. Because it's impossible for any IT organization to invest in its goals with unlimited resources, CIOs must balance the equation among efficiency, effectiveness and innovation (Figure 1). However, no single ratio can achieve IT excellence for all companies. A business-driven approach is needed to determine the right amount of innovation to be competitive, the right amount of effectiveness to be nimble and meet new challenges, and the right amount of efficiency to help sustain IT excellence.

^[1] Gartner, Inc., Gartner EXP Worldwide Survey of 1,500 CIOs Shows 85 Percent of CIOs Expect “Significant Change” Over Next Three Years [press release], Jan. 23, 2008, retrieved from <http://www.gartner.com/it/page.jsp?id=587309>.

Figure 1. With an expanded set of goals, CIOs must balance the equation among efficiency, effectiveness and innovation to achieve IT excellence.



What we offer

PricewaterhouseCoopers can help you envision, plan and execute your journey to IT excellence. We offer a range of services and solutions that cover numerous aspects of building a sustainable business advantage, from advisory services that help you define the strategic vision for IT—and continuously synchronize your vision through governance—to implementation solutions to help you deliver on that vision. Our CIO Advisory Services can help you:

PricewaterhouseCoopers can help envision, plan and execute your journey to IT excellence, creating a sustainable business advantage and ultimately transforming your business.

- Strike the right balance among efficiency, effectiveness and innovation to meet business objectives
- Address new business challenges—cost and competitive pressures, globalization, ecosystem complexities, regulatory mandates, and an ever-changing economy—and create a sustainable competitive advantage
- Improve service levels and client satisfaction by delivering the services and functionality the business expects, enhancing the operational credibility of the IT organization
- Transform IT engineering and operations to enhance business performance through improved IT agility
- Position the IT organization for a larger effect on the enterprise by building on operational credibility to establish the CIO as a strategic partner and an agent of change

Our approach

As management and technology consultants, we offer you a holistic set of services and solutions to address your specific needs. We start by helping you synchronize IT's vision with the business vision. We help you define and articulate an IT strategy that proactively balances efficiency, effectiveness and innovation, eliminating waste and missed opportunities arising from misaligned visions. And we can help you become an agent of change, shaping and enhancing your organization's business strategy by communicating the value of innovative technologies to create competitive advantage.

Once the goal of IT excellence has been defined for your organization, we help you assess and transform your current IT organization and capabilities, identifying the necessary resources and approaches to support the required changes. We help you access timely and accurate information to manage your portfolios and monitor your results. And we help you gain the necessary agility to readjust the balance among efficiency, effectiveness and innovation as business objectives evolve.

Our service delivery consists of more than the methodologies and reusable assets behind each solution. We collaborate with you, listening to your needs and working by your side to define and implement a solution that makes sense in your business context. Our proprietary methodologies guide the project team and are flexible to tailor the solution to your needs. We understand that there is more to an effective solution than technologies or processes—such as implications for the people involved. In every engagement, we consider the effect on the organization and apply organizational change management techniques as an integral part of the solution.

Solution details

PricewaterhouseCoopers' CIO Advisory Services (Figure 2) helps you engage the broader organization with a clear statement of your mission and vision and define a target architecture and governance framework to guide progress and mitigate risks. Our offerings help you utilize business operational excellence methodologies such as Lean Six Sigma to support IT transformation and focus on leadership, governance and continuous improvement while making it easier to work with the business. PricewaterhouseCoopers' CIO Advisory Services includes:

- **IT Strategy.** We help you achieve IT excellence and differentiation by aligning your Business and IT Strategy to gain greater efficiency, effectiveness and innovation of the IT function.
- **Shared Services and Outsourcing Advisory - Offshoring.** We help you improve your sourcing decision-making by providing end-to-end advice

across diverse sourcing models and alternatives including business process outsourcing (BPO), IT outsourcing (ITO), and shared services.

- **Business System Integration solutions.** We help you effectively transform existing processes and information systems investments into innovative business solutions using approaches such as SOA while leveraging onshore/offshore integration capabilities.
- **IT Infrastructure Services.** We help you optimize your IT infrastructure investment, leverage emerging technologies, and enable operational excellence in key areas of innovation and agile IT to include Data Centers and Cloud Computing; converged Networking Technologies and ITIL-based Enterprise Services Management, Change Management, Configuration Management and Vendor Management.

Because business expectations are in constant flux, PricewaterhouseCoopers' CIO Advisory Services is designed to provide you with the foundation to address these continual changes through a robust IT strategic planning process, more mature IT management and system integration capabilities, and a service-based IT infrastructure.

Our credentials

PricewaterhouseCoopers has a compelling record of accomplishment helping clients address their most perplexing IT issues, from strategic to tactical and planning to execution. For decades, we've helped CIOs and IT organizations address critical business challenges and rapidly improve performance.

Our 7,100 professionals around the world have the experience and dedication to help you achieve your business goals. We take a practical approach that yields short-term value while building toward your long-term vision. We collaborate with you to adapt our methodology to your needs. And we understand the effect of new technologies and processes on people, so we apply organizational change management techniques in every engagement.

As both management and technology consultants, we are positioned to help you increase the business value IT can bring to your organization.

- We assisted a global logistics group with the outsourcing of its entire IT infrastructure, including designing and negotiating the service contract, creating pricing models, and establishing prices for services. As a result, IT infrastructure costs were reduced by up to 30 percent and business demand and IT services were aligned.
- We helped the treasury group of a leading regional bank integrate a SOA platform and more closely align its technology with its business processes. The new architecture, combined with business process and organizational improvements, helped the bank to reduce customer “on-boarding” processing time by 75 percent.

We are technology-independent, yet we leverage partnerships with leading technology vendors to provide solutions that address your IT and business needs.

Let PricewaterhouseCoopers help you provide the leadership and capabilities you need to meet business expectations and gain a sustainable business advantage.

Figure 2. PricewaterhouseCoopers' CIO Advisory Services offers a range of services and solutions that cover critical aspects of building a sustainable competitive advantage.

CIO Advisory services	
<p>IT Strategy</p> <ul style="list-style-type: none"> • IT Strategy & Business Alignment • IT Governance & Organization • Application and Portfolio Rationalization • IT Cost Management • Merger Technology Integration 	<p>Business System Integration Solution</p> <ul style="list-style-type: none"> • Enterprise Architecture and Center of Excellence • Service Oriented Architecture (SOA) • Systems Architecture • Business Process Management • Integration Strategy and Roadmap • Quality Management and Testing • Application Development • Project and Portfolio Management • Large Scale Technology Program Management
<p>Shared Services & Outsourcing Advisory</p> <ul style="list-style-type: none"> • Country Risk Assessment • Contract Review and Structuring • Offshore Strategy • Shared Service Center Assessment and Design • Alliance and Vendor Management • Human Resources Outsourcing • IT Outsourcing • Business Process Outsourcing • Sourcing, Selection and Service Level Assessment • Build and implement shared services 	<p>Infrastructure</p> <ul style="list-style-type: none"> • Computing Technologies • IT Service Management • Networking Technologies • IT Asset Management • IT Capacity Management <p>Business Continuity Management</p> <ul style="list-style-type: none"> • Business Impact Analysis • Disaster Recovery Planning • Business Continuity Plan Development • BCP Strategy selection • BCP Testing • BCP Evaluation • Emergency Preparedness Evaluation and Certification

Helping our clients get sustainable, measurable results

PricewaterhouseCoopers is a leading management and technology consulting company serving the Forbes Global 2000 and many of the world's largest public services organizations. Our thousands of passionate, experienced consultants help organizations around the world solve their most pressing challenges, day in and day out. Through our collaborative and flexible approach, we help our clients get practical, sustainable, measurable results, make the right strategic decisions and implement the right solutions.

We are PricewaterhouseCoopers, management and technology consultants.

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