



information technology organizational assessment

A \$10 billion plus international lodging company had developed a strategic plan to improve its application portfolio, computing infrastructure, and information technology organization. After three years of performing to plan, the company decided it was time to accelerate efforts towards the efficiency and effectiveness of its information technology (IT) organization. Although the company realized that many of the targeted organizational improvements would require years to implement, it was important to show near-term business results.

Technology Consulting Associates, LLC (TCA) was hired to assess the IT organization and develop a plan for further improving its efficiency and effectiveness.

vision

Using a 5-step approach, TCA's assessment of the IT organization focused on three major areas:

1. Costs
2. Organizational Structure
3. Processes and Supporting Technology

Process	Objectives	Milestones	Tools & Techniques
Plan	<ul style="list-style-type: none"> ✓Set timeframes and budget for assessment ✓Define and communicate project expectations ✓Establish common framework 	<ul style="list-style-type: none"> ✓Project team identified ✓Final approval of project scope, budget, resources, and timeline 	<ul style="list-style-type: none"> ✓TCA FRAMEWORK Methodology ✓Joint Requirements Planning Sessions
Prepare	<ul style="list-style-type: none"> ✓Ensure efficiency and effectiveness of the project 	<ul style="list-style-type: none"> ✓IT Organization Assessment Forms and Tools Prepared ✓Finalization of gathering process and participants 	<ul style="list-style-type: none"> ✓TCA IT Organization Assessment Templates ✓TCA Project Management Toolkit
Gather	<ul style="list-style-type: none"> ✓Detail current IT organization structure, responsibilities, processes, and costs ✓Determine business requirements and goals for IT ✓Acquire external information 	<ul style="list-style-type: none"> ✓Data acquisition complete 	<ul style="list-style-type: none"> ✓Interviews ✓Questionnaire(s) ✓Internal Company IT Documentation ✓External organizations and information sources
Assess	<ul style="list-style-type: none"> ✓Determine efficiency and effectiveness of IT organization in supporting business goals, applications, and infrastructure 	<ul style="list-style-type: none"> ✓Financial assessment complete ✓Function and process assessment complete 	<ul style="list-style-type: none"> ✓External Studies ✓IT Organization Report Card ✓IT Organization Assessment Database
Complete	<ul style="list-style-type: none"> ✓Develop understanding of IT organization opportunities and risks ✓Create strategy for realizing opportunities and reducing risks 	<ul style="list-style-type: none"> ✓IT organization opportunity inventory and definitions complete ✓Six month implementation strategy complete including high-level work plan 	<ul style="list-style-type: none"> ✓Joint Analysis and Design Sessions ✓TCA Business Case Templates and Spreadsheets ✓TCA FRAMEWORK Methodology

results

The project delivered a baseline assessment, vision, and implementation plan for the IT organization covering the following areas:

- Organizational Structure

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experience

- Organizational Model
- Layers and Span of Control
- Roles and Responsibilities
- Processes and Supporting Technology
 - IT Planning
 - Application Development and Maintenance
 - IT Operations
- Costs
 - Overall
 - Operational
 - New Development
 - Application Support and Maintenance
 - Administration

Over fifty recommendations to improve the efficiency and effectiveness of the IT organization were made. Each recommendation contained a ranking, a description and high-level estimates for duration, effort required, and cost to implement the recommendation.

value

Corporate management embraced the project's findings and initiated the recommended implementation plan.

During the six month period following the project the following actions were taken:

- IT staff was reduced by over 15%
- IT operational, application, and maintenance organizations were streamlined reducing the number of layers and increasing the span of control
- Accountabilities and responsibilities were formally assigned
- A project was initiated to develop a time tracking system for improved chargeback and accounting
- A project was initiated to develop and implement a service request system
- A project was initiated to develop and implement continuous improvement of IT processes
- Zero-based budgeting was introduced
- A \$25 million application development project with a high probability of failure was canceled, saving the company the remaining budget of \$20 million