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Colorado

Digital Government Summit



Colorado Digital Government Summit & Cyber Security Summit

September 18, 2007

Aligning IT Strategy with Business Processes / Objectives

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September 18, 2007

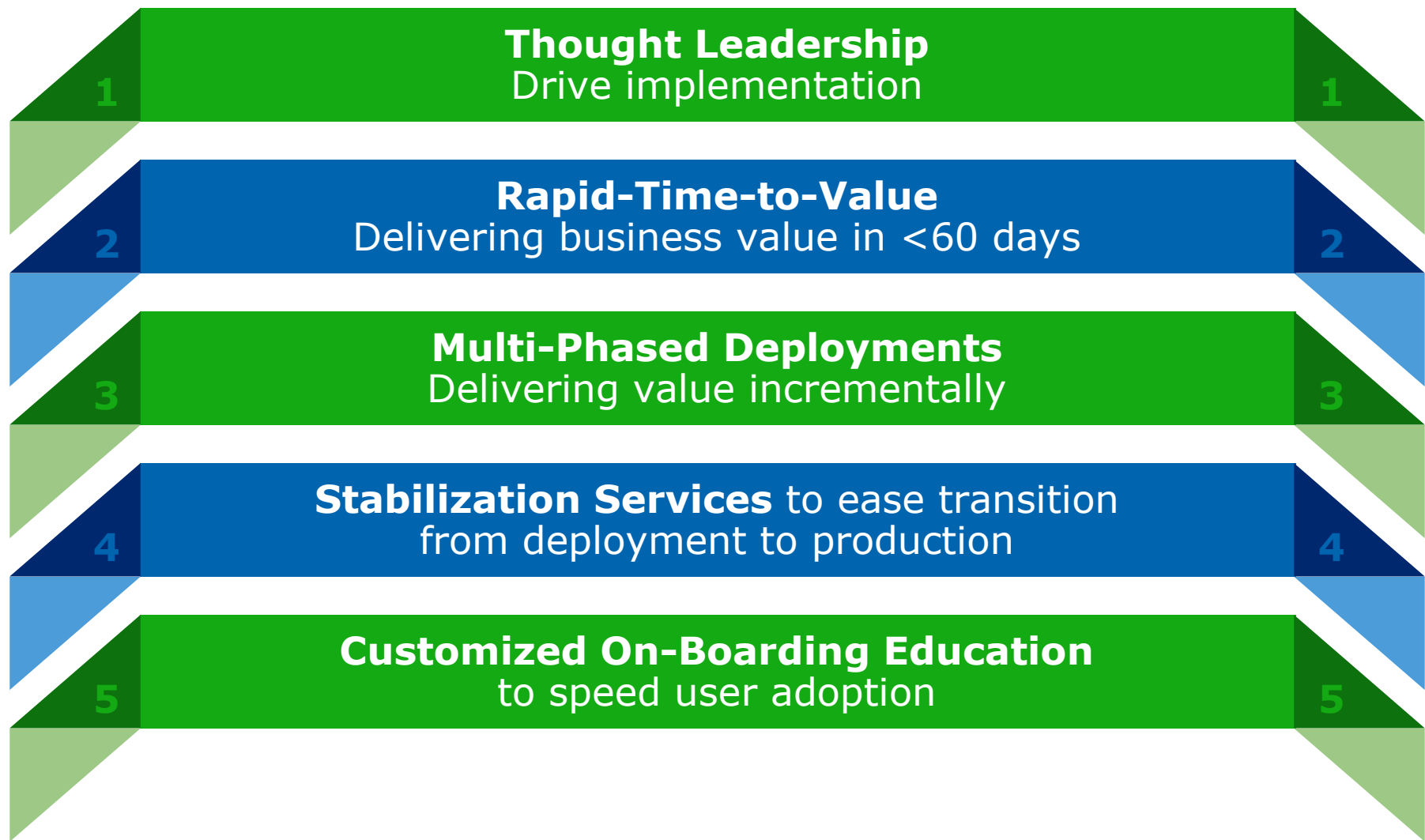
Aligning IT Strategy with Business Processes/Objectives

Aligning technology with business needs is one of the foremost challenges in government today. Tying it all together requires a broad analysis of objectives, costs, resources and timelines. Projects must be examined in light of their true drivers, and business leaders should be engaged throughout the process. This session discusses successful strategies in prioritization, collaboration and motivation.

Highlights

- > Aligning Technology
- > Requirements Analysis
- > Engaging Stakeholders
- > Successful Strategies
 - Prioritization
 - Collaboration
 - Motivation
- > Proven Pitfalls

Keys to Successful IT Projects



Step 1: **THOUGHT LEADERSHIP**

CHALLENGE

- > Mapping client business objectives to existing solutions

SOLUTION

- > Accelerated design through an existing repository of best practices

RESULT

- > Thought Leadership gets clients to the solution quicker

VISION >>> **OBJECTIVES** >>> **REQUIREMENTS** >>>
CONFIGURATIONS >>> **SPECIFICATIONS** =



Step 2: **RAPID TIME TO VALUE**

CHALLENGE

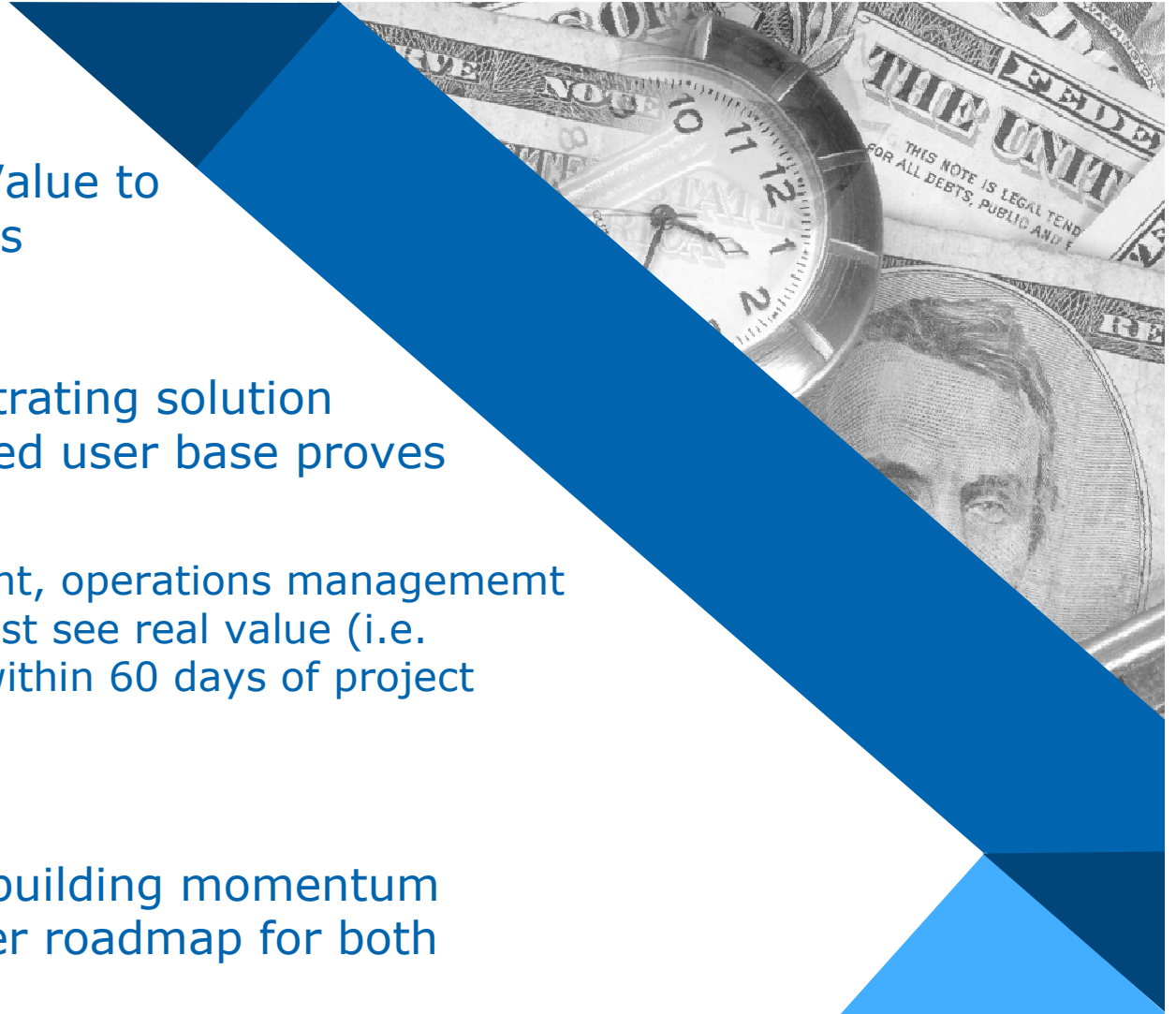
- > Demonstrating rapid Value to all organizational levels

SOLUTION

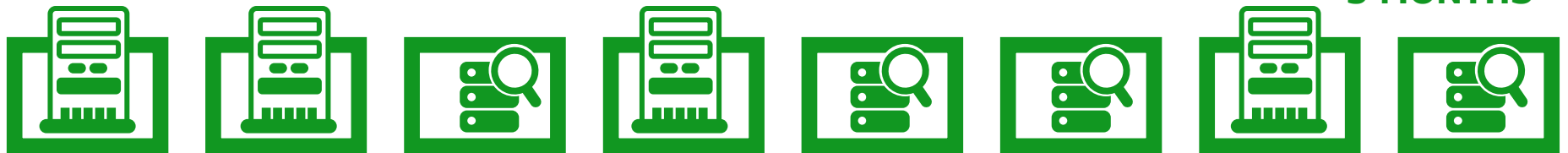
- > Initial project demonstrating solution functionality to a limited user base proves value to stakeholders
 - Executive management, operations management and end users; all must see real value (i.e. meaningful reports) within 60 days of project start!

RESULT

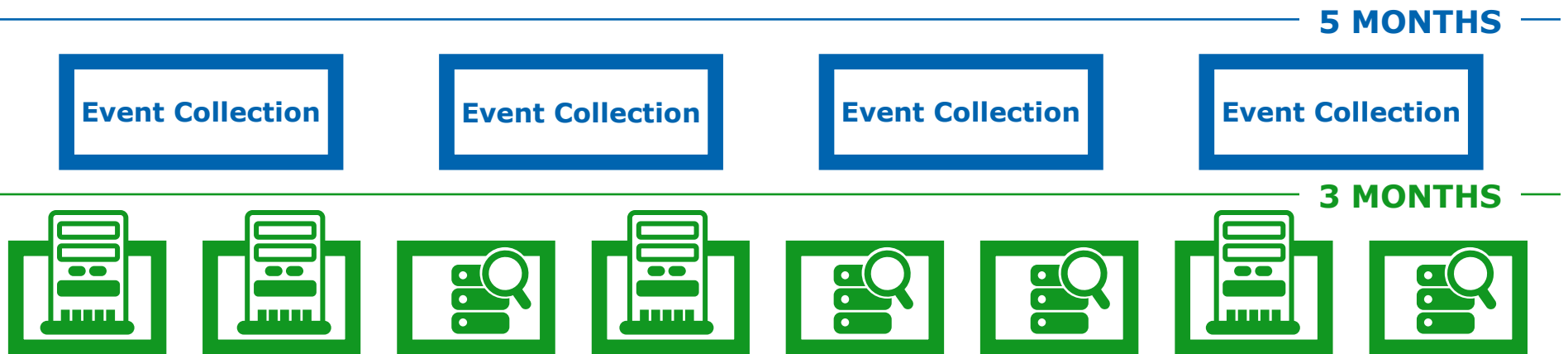
- > Executive buy-in and building momentum which lead to a broader roadmap for both product and services



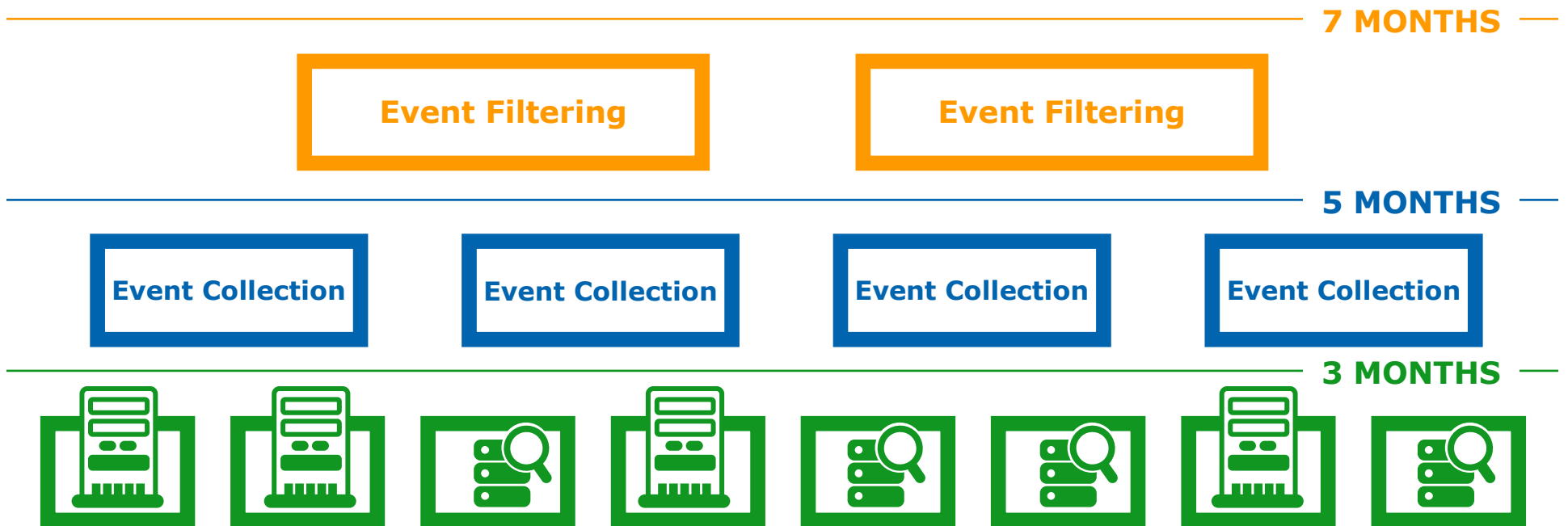
Step 2: **PRIOR METHOD**



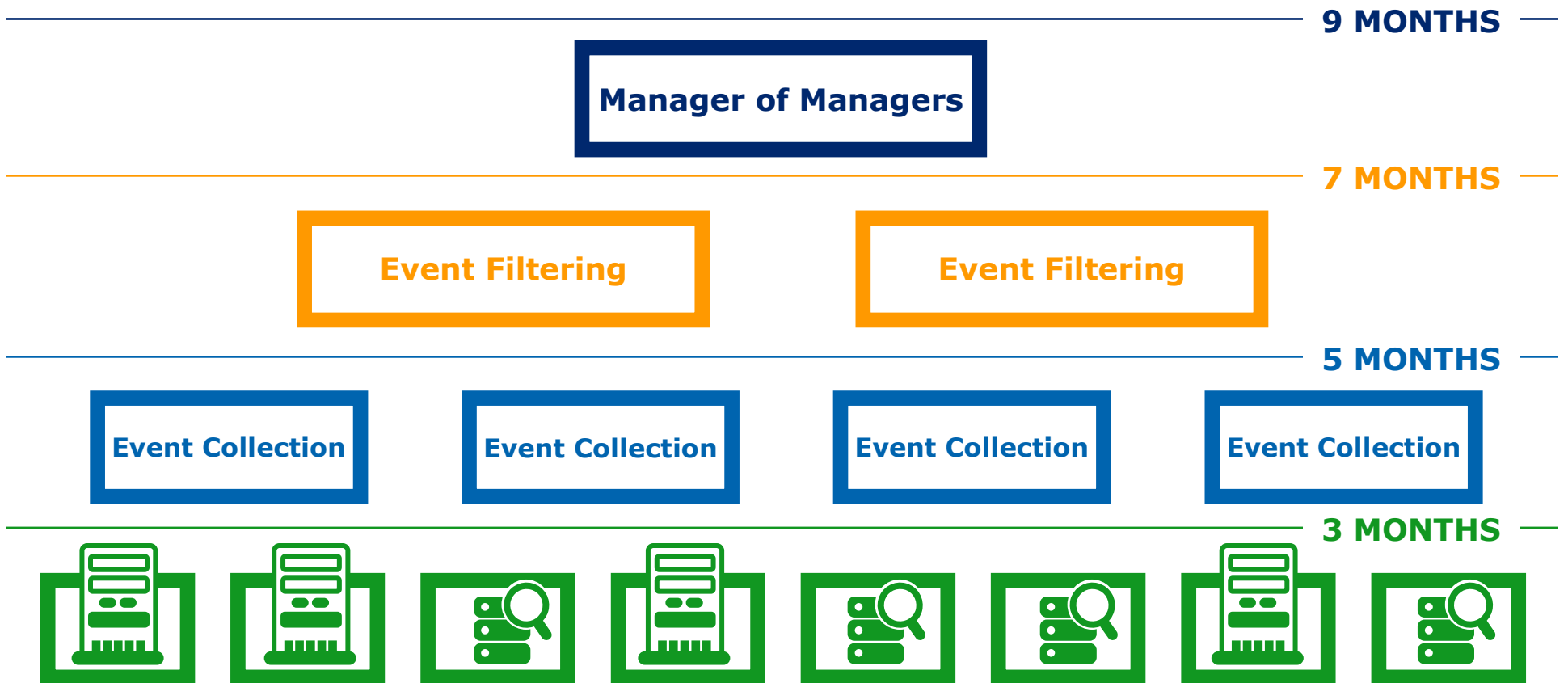
Step 2: **PRIOR METHOD**



Step 2: **PRIOR METHOD**



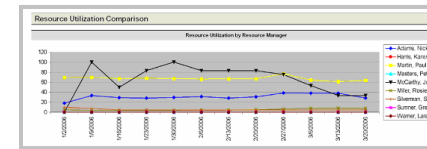
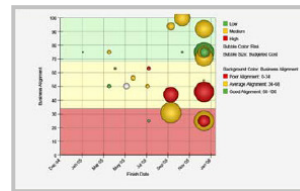
Step 2: PRIOR METHOD



Step 2: PRIOR METHOD

12 MONTHS

Resource Name		Jan 2008	Feb 2008	Mar 2008	Apr 2008	May 2008	Jun 2008	Jul 2008	Aug 2008	Sep 2008	Oct 2008	Nov 2008	Dec 2008
Allyson Green	Resource 01	200.00	200.00	200.00	200.00	200.00	200.00	200.00	200.00	200.00	200.00	200.00	200.00
Chadwick Jones	Resource 02	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00
Chris Harris	Resource 03	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00
Henry Green	Resource 04	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00
Bobby White	Resource 05	120.00	120.00	120.00	120.00	120.00	120.00	120.00	120.00	120.00	120.00	120.00	120.00
Mark Brown	Resource 06	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00
Donna Gonzalez	Resource 07	110.00	110.00	110.00	110.00	110.00	110.00	110.00	110.00	110.00	110.00	110.00	110.00
Bobby White	Resource 08	130.00	130.00	130.00	130.00	130.00	130.00	130.00	130.00	130.00	130.00	130.00	130.00
Chris Harris	Resource 09	160.00	160.00	160.00	160.00	160.00	160.00	160.00	160.00	160.00	160.00	160.00	160.00



Manager of Managers

9 MONTHS

Event Filtering

Event Filtering

7 MONTHS

Event Collection

Event Collection

Event Collection

Event Collection

5 MONTHS



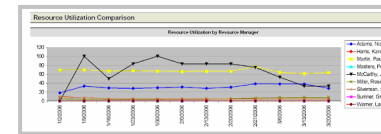
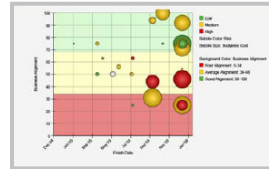
3 MONTHS



Step 2: RAPID TIME TO VALUE

Resource Remaining Availability Report

Resource Name	Resource ID	Remaining Availability by Month											
		Jan 2005	Feb 2005	Mar 2005	Apr 2005	May 2005	Jun 2005	Jul 2005	Aug 2005	Sep 2005	Oct 2005	Nov 2005	Dec 2005
Africa East	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Asia East	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Asia South	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Europe West	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Latin America	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Middle East	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
North America	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Oceania	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Other	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Unassigned	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000



3 MONTHS

AGENCY

3 MONTHS

BUSINESS UNIT

3 MONTHS

DEPARTMENT

3 MONTHS



3 MONTHS

Step 3:

MULTI PHASED DEPLOYMENTS

CHALLENGE

- > Sustaining momentum and keeping control of the project

SOLUTION

- > Phasing Deployments by Client usage of the solution through the addition of users (business units or departments) and maturing of capability
- > Phases should be no more than 90 days in length

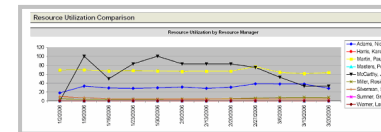
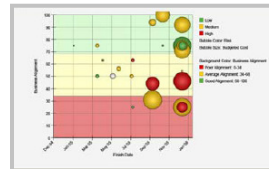
RESULT

- > Increases account penetration and minimizes risk to the client and vendor during the rollout
- > Shows incremental solution value rather than waiting for one go live date

Step 3: MULTI PHASED DEPLOYMENTS

Resource Remaining Availability Report

Resource Name	Resource ID	Remaining Availability by Month											
		Jan 2005	Feb 2005	Mar 2005	Apr 2005	May 2005	Jun 2005	Jul 2005	Aug 2005	Sep 2005	Oct 2005	Nov 2005	Dec 2005
Alice, Bob	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Charlie, David	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000
Eve, Frank	3000	3000	3000	3000	3000	3000	3000	3000	3000	3000	3000	3000	3000
Grace, Helen	4000	4000	4000	4000	4000	4000	4000	4000	4000	4000	4000	4000	4000
Ivan, John	5000	5000	5000	5000	5000	5000	5000	5000	5000	5000	5000	5000	5000
Karen, Lisa	6000	6000	6000	6000	6000	6000	6000	6000	6000	6000	6000	6000	6000
Mary, Nick	7000	7000	7000	7000	7000	7000	7000	7000	7000	7000	7000	7000	7000
Oliver, Peter	8000	8000	8000	8000	8000	8000	8000	8000	8000	8000	8000	8000	8000
Quinn, Rachel	9000	9000	9000	9000	9000	9000	9000	9000	9000	9000	9000	9000	9000
Steve, Tom	10000	10000	10000	10000	10000	10000	10000	10000	10000	10000	10000	10000	10000
Uma, Victor	11000	11000	11000	11000	11000	11000	11000	11000	11000	11000	11000	11000	11000
Wendy, Xavier	12000	12000	12000	12000	12000	12000	12000	12000	12000	12000	12000	12000	12000
Yvonne, Zach	13000	13000	13000	13000	13000	13000	13000	13000	13000	13000	13000	13000	13000
Adam, Ben	14000	14000	14000	14000	14000	14000	14000	14000	14000	14000	14000	14000	14000
Chloe, Dan	15000	15000	15000	15000	15000	15000	15000	15000	15000	15000	15000	15000	15000



3 MONTHS

AGENCY

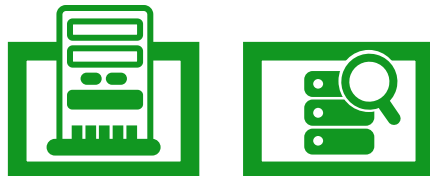
3 MONTHS

BUSINESS UNIT

3 MONTHS

DEPARTMENT

3 MONTHS

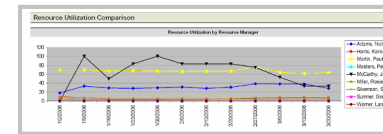
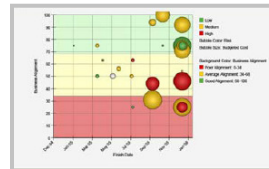


3 MONTHS

Step 3: MULTI PHASED DEPLOYMENTS

Resource Remaining Availability Report

Resource Name	Resource ID	Remaining Availability by Month											
		Jan 2005	Feb 2005	Mar 2005	Apr 2005	May 2005	Jun 2005	Jul 2005	Aug 2005	Sep 2005	Oct 2005	Nov 2005	Dec 2005
Alice, Bob	1001	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Charlie, David	1002	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Eve, Frank	1003	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Grace, Henry	1004	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Ivy, Jack	1005	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Karen, Liam	1006	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Mia, Noa	1007	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Oliver, Peter	1008	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Quinn, Ryan	1009	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Samuel, Taylor	1010	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Uma, Victor	1011	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Wendy, Xavier	1012	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Yara, Zach	1013	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000



6 MONTHS



6 MONTHS



6 MONTHS



6 MONTHS



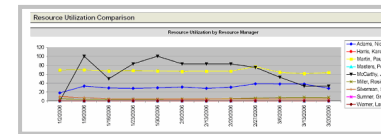
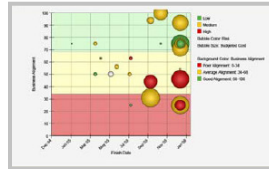
6 MONTHS

Step 3: MULTI PHASED DEPLOYMENTS

9-12 MONTHS

Resource Remaining Availability Report

Resource Name	Resource ID	Remaining Availability by Month											
		Jan 2005	Feb 2005	Mar 2005	Apr 2005	May 2005	Jun 2005	Jul 2005	Aug 2005	Sep 2005	Oct 2005	Nov 2005	Dec 2005
John Doe	1001	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Jane Smith	1002	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Bob Johnson	1003	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Alice Brown	1004	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
David Wilson	1005	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Emily Davis	1006	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Frank Miller	1007	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Grace Lee	1008	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Henry King	1009	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Ivy White	1010	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Jack Black	1011	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Karen Green	1012	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Leo Brown	1013	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Mia White	1014	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Nora Black	1015	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Oscar Green	1016	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Peter Brown	1017	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Quinn White	1018	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Rachel Black	1019	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Sam Green	1020	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Tina Brown	1021	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Uma White	1022	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Victor Black	1023	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Wendy Green	1024	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Xavier Brown	1025	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Yara White	1026	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Zoe Black	1027	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000



9-12 MONTHS



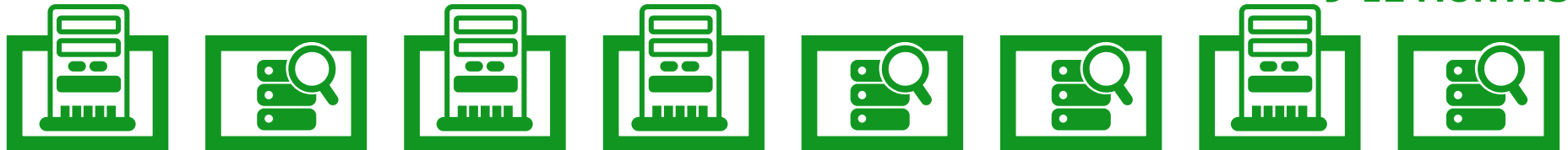
9-12 MONTHS



9-12 MONTHS

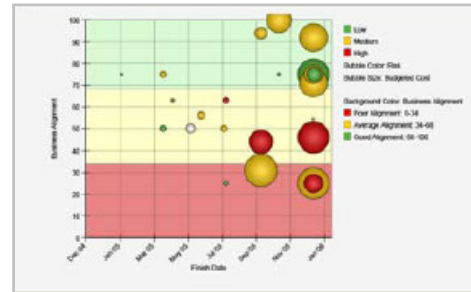


9-12 MONTHS

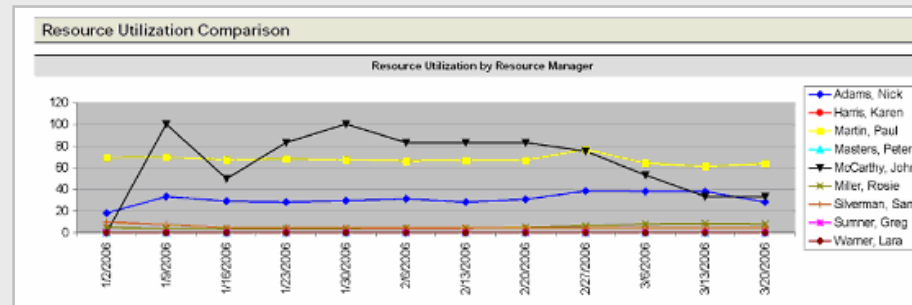


Step 3: MULTI PHASED DEPLOYMENTS

Executive



Management



Operational

Resource Name		Remaining Availability by Month											
Resource Name	Resource ID	Jan 2006	Feb 2006	Mar 2006	Apr 2006	May 2006	Jun 2006	Jul 2006	Aug 2006	Sep 2006	Oct 2006	Nov 2006	Dec 2006
Aitrose, David		237.00	88.00	-36.80	-32.00	-36.80	-35.20	50.40	193.20	176.40	184.80	325.60	310.80
Crowley, Jules	jcrowley	132.00	-8.00	-9.20	-8.00	-9.20	-8.80	-8.40	-9.20	-8.40	-8.80	132.00	125.00
Davis, Hunter	hdavis	17.60	16.00	18.40	16.00	18.40	17.60	100.80	110.40	100.80	105.60	105.60	100.80
Henry, Grant	ghenry	88.00	80.00	-46.00	-40.00	-46.00	-44.00	-42.00	92.00	84.00	88.00	88.00	84.00
Bailey, Mark		61.60	56.00	-27.60	-24.00	-27.60	-26.40	100.80	110.40	100.80	105.60	105.60	100.80
Mason, Marge	mmason	44.00	40.00	-46.00	-40.00	-46.00	-44.00	84.00	92.00	84.00	88.00	88.00	84.00
Zimmer, Samantha	szimmer	17.60	16.00	18.40	16.00	18.40	17.60	16.80	18.40	16.80	17.60	17.60	16.80
Banning, Adam		.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
Dunn, Jack	jdunn	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00

Step 4: **STABILIZATION SERVICES**

CHALLENGE

- > Maximizing solution success by easing transition from deployment to production

SOLUTION

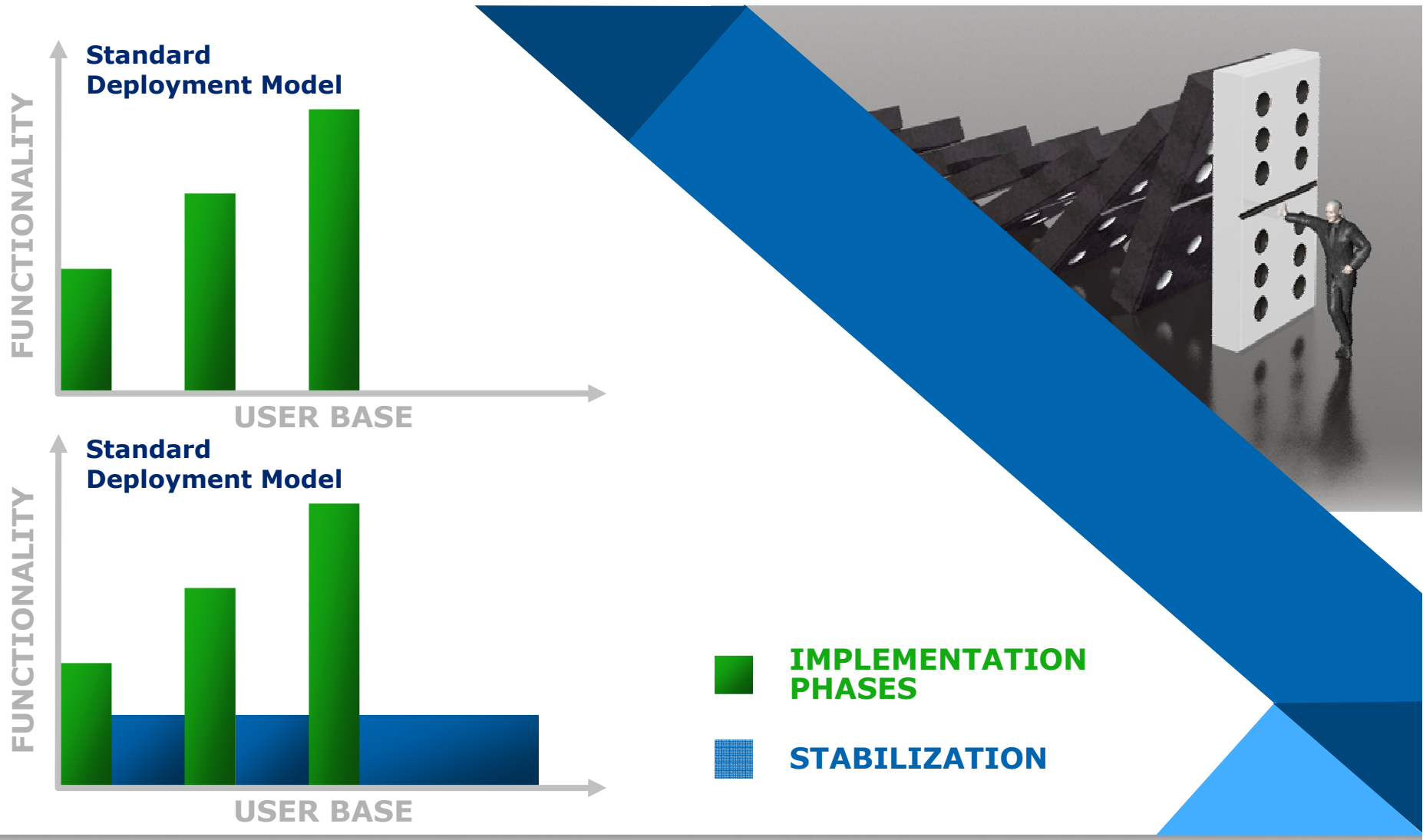
- > Maintain presence in account to provide Knowledge transfer, Minor modifications and the application of service packs to the deployed solution

RESULT

- > Improves customer satisfaction and further integrates solution into customer operations



Step 4: **STABILIZATION SERVICES**



Step 5: **ONBOARDING – CUSTOMIZED EDUCATION**

CHALLENGE

- > Poor adoption of technology by business users and lack of perceived value of the solution

SOLUTION

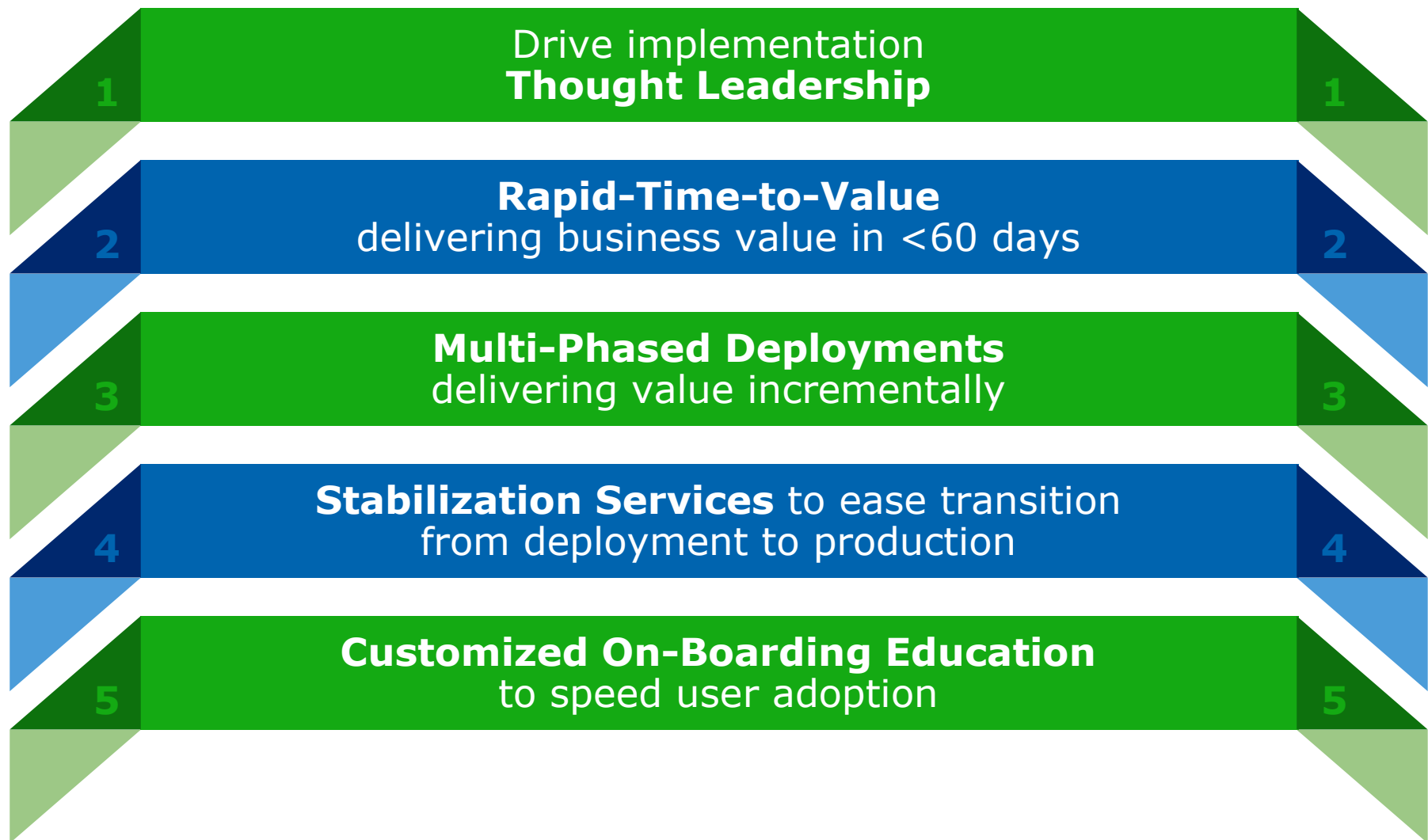
- > Customized, role-based education for end users

RESULT

- > Maximize user adoption and improves perceived value of the solution



Keys to Successful IT Projects



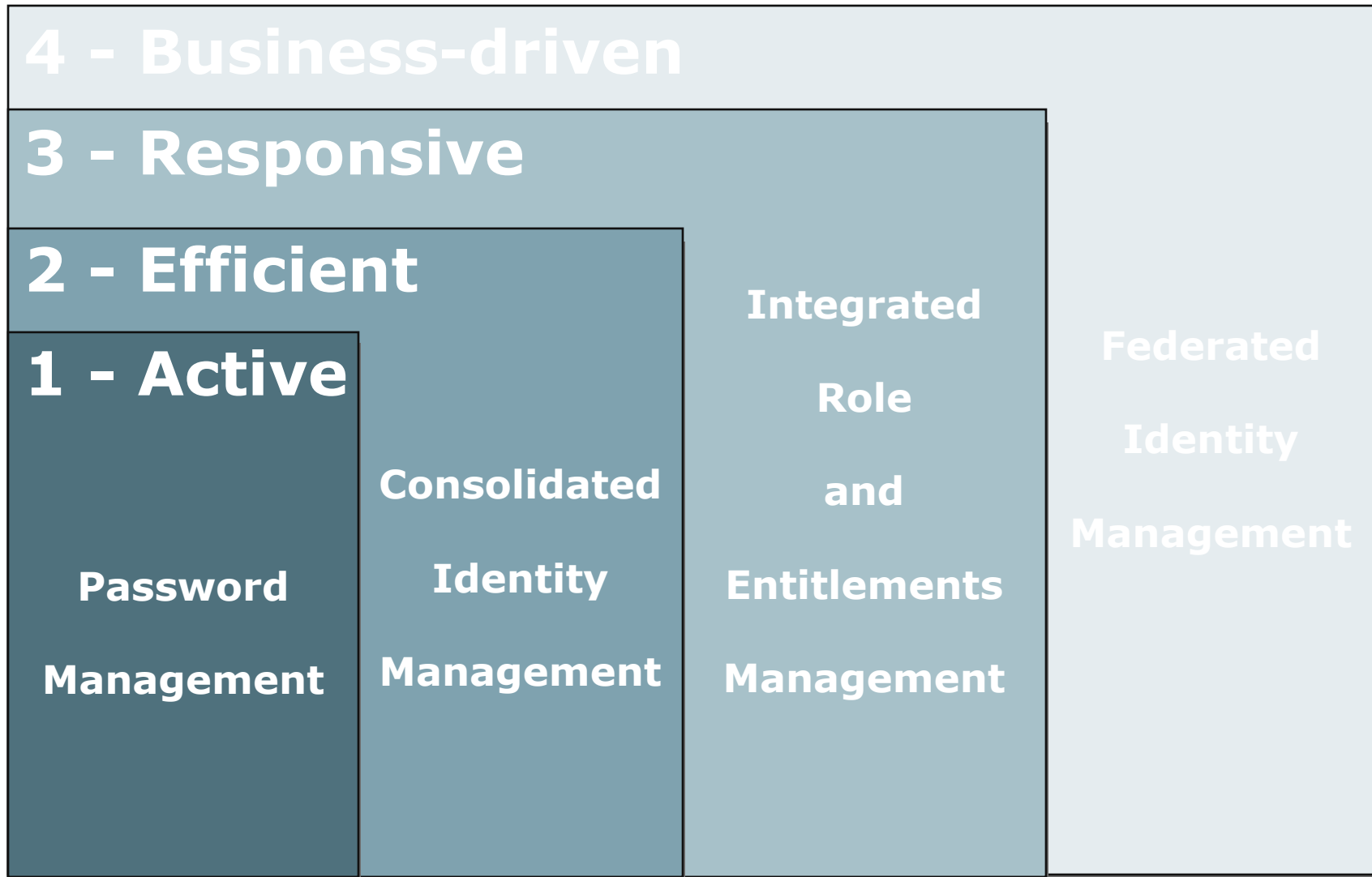
Successful Strategies (AKA Best Practices)

- > Have a roadmap or strategy in place – If necessary, conduct a readiness assessment/gap analysis to get there
- > Plan the engagement; define roles – Apply the principle of least privilege and look at possible process improvements
- > Implement in chunks – Don't try to tackle everything at once; identify what should be implemented during early, middle and later phases
- > Education & training – Get all users up to speed on how to use the system for their specific purposes
- > Ongoing support and optimization – Plan for maintenance, upgrades, ongoing fine-tuning, improvements, and customization


Proven Pitfalls

- > Not having a plan – Picking the technology du jour and implementing it without an over-all enterprise strategy
- > Focusing only on technology – You must also consider the existing process and the people involved
- > Biting off more than you can chew – Embarking on a long, overly complex project
- > Ignoring supportability/sustainability – Considering a project complete immediately after implementation; failing to optimize for additional value
- > Failing to focus on the different constituents for the system – All levels of the organization need to see value

IAM Maturity Model



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