

Modernization, Digital Transformation Readiness and Cost Savings

This case study played out in a Canadian social services agency - the largest of its type in Ontario. The client needed improved digital capabilities to support its growth and to increase its agility, thus engaging us as its interim CIO.

The organization's current state was assessed by means of a structured survey that identified the organization's IT challenges and IT priorities as seen through the eyes of the end user. Thirteen primary technology and governance restitution activities were designed, funded and successfully performed over a six-month period (Table 1).

Table 1: The 13 primary categories of restitution activity we defined and executed

Technology Stream	IT Governance Stream	Data Governance Stream
Full network remediation	Updated IT policies	Developed a comprehensive data strategy
Full human productivity tools technology and IAM refresh	Established IT processes	Identify and select a tool for unstructured data management
Reconfigured service desk tools and increased governance	Established IT risk management	Develop a governed approach to data quality
Full device monitoring and patching technology refresh	Restructured the IT department	
Migrated the data centre to cloud	Established IT strategy and IT architecture capabilities	

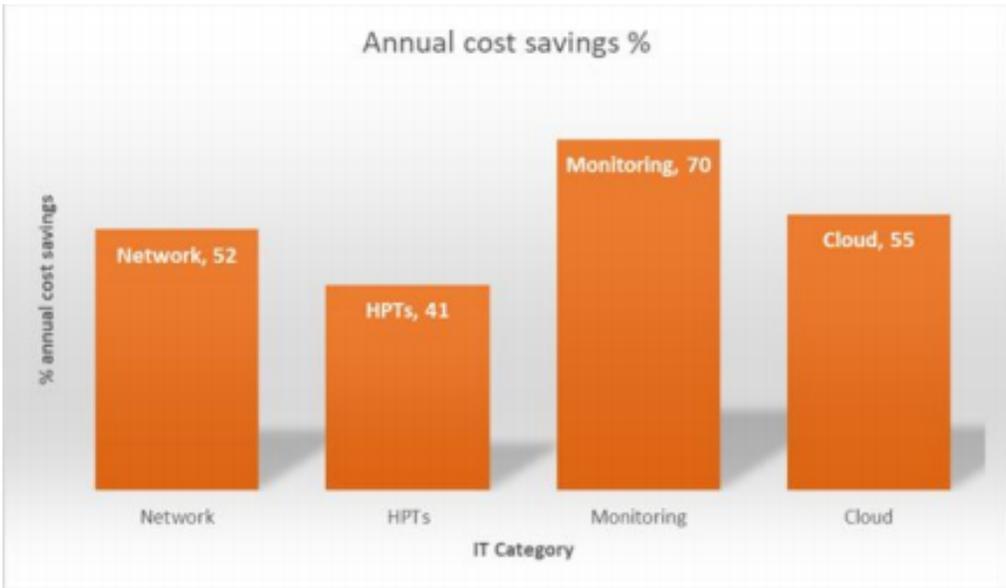
The technology stream also resolved various cybersecurity vulnerabilities and enabled a modern approach to integrated identity and access management. A Security Operations Centre (SOC) was established to include a focus on people as a cyber risk. The major engagement outcomes are outlined in Table 2 below.

Table 2: The top 20 outcomes of the engagement

Historical Challenge	Status
Unstable WiFi	Fully resolved
Low bandwidth	Fully resolved
Landline issues	Started (dependent on network remediation)
Network bottlenecks	Fully resolved
Single points of failure	Resolved, ongoing
No data loss prevention	Resolved, ongoing
No IT risk management	Resolved, ongoing
Vendor non-performance	Resolved, ongoing
No/Limited interoperability	Fully resolved
Incident management issues	Resolved, ongoing
Cybersecurity vulnerabilities	Resolved, ongoing
Poor reliability and consistency	Fully resolved
No paradigm guiding IT structure	Resolved, ongoing
No data centre operational continuity	Fully resolved
Identity and access management issues	Fully resolved
Limited collaboration and team functionality	Fully resolved
Heavy investment in data centre infrastructure	Fully resolved
Limited operational and IT processes alignment	Ongoing
Considerable data centre management time and effort	Fully resolved
Cost Savings	18% of IT spend

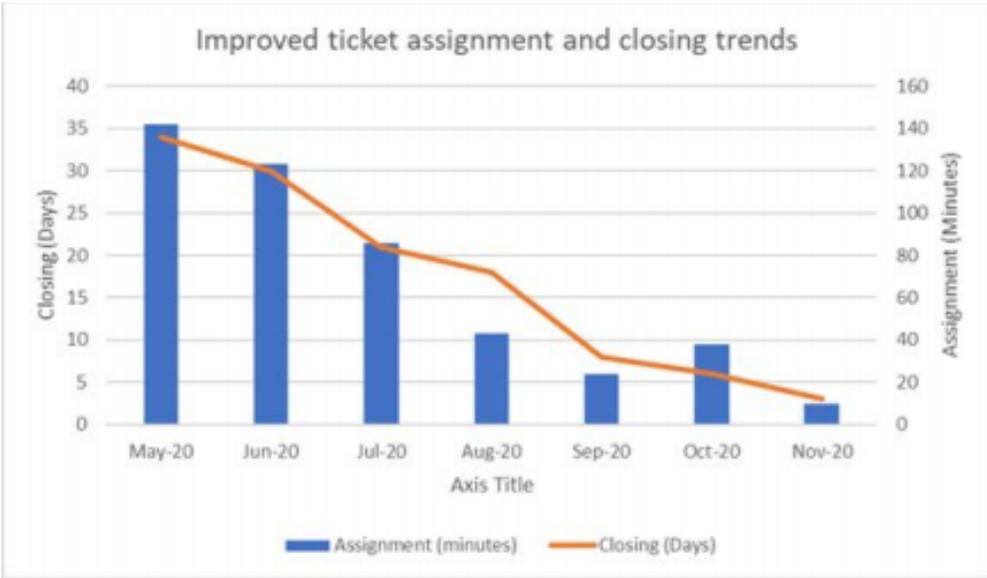
From a financial impact perspective, IT inefficiencies were eliminated during the intervention, resulting in an IT budget reduction of 18% in spite of enhanced IT capabilities and risk mitigation. This was a good outcome given that budgets everywhere are under pressure.

Figure 1: Savings were achieved in four high impact areas



Furthermore, Service desk and incident management performance improved significantly - as seen in Figure 2 - which had positive implications for end-user satisfaction, as we heard during our close-out presentation to the client and its senior management team.

Figure 2:



Notwithstanding continuous improvement activities, a major upcoming intervention is to substantially enhance the organization’s data capabilities by implementing the data strategy developed as part of the data governance stream. Furthermore, formally aligning organizational strategy with IT strategy will serve to minimize future digital strategy execution gaps.

This case study detailed the nature of CIO leadership required for digital transformation readiness and technology modernization. In it, each element of the IT operating model was addressed to achieve this successful outcome. Digital distinction and cost savings were achieved with limited resources in a limited timeframe, an unusual achievement irrespective of organization size or resources. The organization is now positioned to increasingly redirect IT spend from fire-fighting to digital innovation as just reward for its courageous efforts.