G-Cloud 14

Service Definition - Wipro IT Strategy & Transformation

Wipro IT Strategy & Transformation

Devise pragmatic, value-focused IT strategies, roadmaps and operating models to drive business IT alignment and deliver business outcomes with higher ROI

Wipro IT Strategy & Transformation

IT Strategy, Roadmap and Blueprinting

- Create IT Strategy in alignment with business strategy & IT vision and develop pragmatic and realistic roadmaps to realize them.
- Helps drive business IT alignment, improves IT planning & execution efficiency and raises profile of IT within the organization.

IT Architecture Governance

- Establish and operationalize architectural governance processes that strikes balance between immediate business imperatives and longer-term architectural objectives.
- Helps improve IT planning & execution efficiency and reduces technical debt within the organization.

IT Innovation

- Facilitate innovation programs that harness emerging technologies to enable business transformation.
- Helps adoption of emerging technologies to unlock business value and increases organizational competitiveness.

IT Operating Model

- Co-create a fit for purpose, agile, forward-looking and product-centric IT operating model with improved ways of working with the business.
- Helps unlock more value streams, improves ways of working and adapts IT organization to meet business need efficiently.

IT Organization Re-Design

- Re-design IT organizational construct integrating assessment, planning, execution and operations holistically, in alignment with IT operating model.
- Helps improve IT efficiency, enhances efficacy of the IT organization that is adaptable to business need.

Service Definition

An IT Strategy approach starts with understanding the business drivers and imperatives and ends with an implementable change program

What

Business Imperatives: Reasons driving change
- Economic environment
- Industry Projections
- Business Model Innovations
- Technology Innovations

Business/ IT Strategy Alignment
- Business/ IT Vision/ Strategic Intent
- Business/ IT Objectives
- Business/ IT Imperatives
- Business/ IT Operating Model

IT / Business Opportunities

Descriptions
- Leveraging Information
- Integrating silos
- Agility
- Business Case

Challenges
- Business Processes
- Organization
- Workforce/ Culture
- Technology

Align: "To-Be" States
- Architecture
  - Infrastructure
  - Applications
- Project Portfolio
- Processes
- Governance
  - Leadership
  - Measurements
- Org. Structure
  - Skills and Training

Plan: Transformation/ Change Programs
- Quick win Rollout Plan
- Capability Development Plan
- People and Structure Alignment Plan
- Readiness/ Communication Plan
- Resource Requirements
- Schedule/ Timing
- Investment Plan

How

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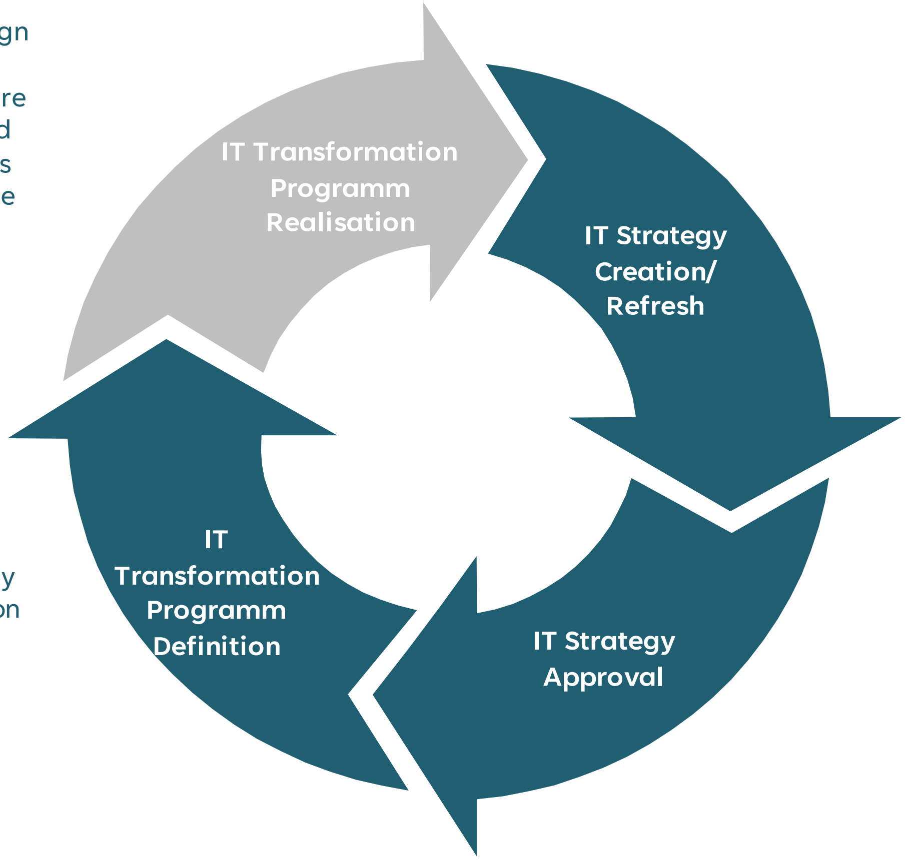
Service Definition

Framework for IT Strategy Programme

IT Strategy programs in four phases

- Continuous monitoring of implementation of key design and architecture principles
- Governance process to ensure value objectives are realized
- Ensure appropriate business adoption of targeted change



- Assessment of current IT capabilities using IT Capability Framework
- Identification of IT strategy drivers based on the business strategy, market influences and technology trends
- Assessment of current IT strengths and weaknesses
- Development of a vision statement, IT Strategy Principles and high-level Blueprints
- Development of a high-level IT Transformation roadmap to realize the IT Strategy
- Documentation of a summarizing IT strategy plan

- Detailed specification of blueprints for each IT strategy building block (transformation theme)
- Detailed business cases and KPI framework for progress tracking
- Set up program governance
- Establish PMO(s)
- Initiate Project resource planning / RFPs

- Revise Scope with key stakeholders using Business Value Framework
- Revise business case / agree e.g. Cost reduction targets and revenue enhancement potential with key business stakeholders
- Agree on Roll-out approach

Service Definition

Approach for an IT Strategy covering the demand and supply side

Mobilise and Envision

Develop over-arching IT Strategy Vision

- Confirm engagement objectives
- Understand business strategy and key business capabilities to support 5-year vision (across business divisions and geos)
- Understand current IT operating model and in-flight, planned projects
- Identify business and IT pain points/ opportunities
- Conduct market scan for technology, industry trends
- Develop over-arching IT Strategy Vision (incl. principles covering IT demand and supply perspectives)

Demand Side – To Enable Business Strategy through IT

Assess Application Portfolio

- Understand business value chain, processes and capabilities
- Baseline application portfolio, projects and identify gaps
- Understand business-IT governance

Align Application Portfolio to Vision

- Define To-Be application landscape and architecture to support business vision
- Define To-Be business IT governance model and investment framework

Plan to Implement

- Define key initiatives and prioritise
- Define roadmap to achieve To-Be application landscape
- Develop business case
- Develop implementation plan

Supply Side – Enabling IT to Execute

Assess IT Capabilities

- Review IT organization
- Understand current sourcing approach
- Assess IT processes and key metrics
- Assess IT Infrastructure
- Benchmark IT capability, identify opportunities for improvement

Align IT Capabilities to Vision

- Define target IT Operating Model and governance
- Define To-Be IT capabilities and corresponding IT organization
- Define To-Be IT processes, and metrics
- Define To-Be infrastructure

Define IT Strategy

- Define key IT capability gaps
- Define sourcing strategy
- Define an integrated business aligned strategic roadmap for IT (i.e., demand & supply side).

Service Definition – IT Operating Model

THE RATIONALE IT organizations are cost centers that cater to the business's need for technology enablement. IT's own challenge is how to effortlessly balance the "Demand" and P&L impact from the business, with its own capacity readiness from a "Supply" perspective

THE BENEFIT Maturing the IT Operating Model effectively to solve for the priorities facing the office of the CIO sets the foundational building blocks for a disciplined organization that marches in lock step with the company's IT strategy, presenting the CIO with a single, more powerful voice to the executive committee

THE ISSUE Many IT organizations do not refresh how they work, during and after org redesigns, thereby unsuccessfully force-fitting how traditional IT planning and interactions have worked in the past into their new structures / priorities.

Fundamental Challenge

How do you deliver discipline... | **While enabling..** | **And driving a strategic voice...** | **Without negatively impacting...**

Focus Areas

- Capital Management enabled Control Levers
- Demand Planning based Buy/Hold/Sell decisions
- Create / Update IT Service Catalog
- Subsidy Model to drive LoB Adoption
- Cost Estimation and Budgeting
- Multi-year Planning

Building blocks enabling the OCIO to operate a governance process to match supply and demand

Demand

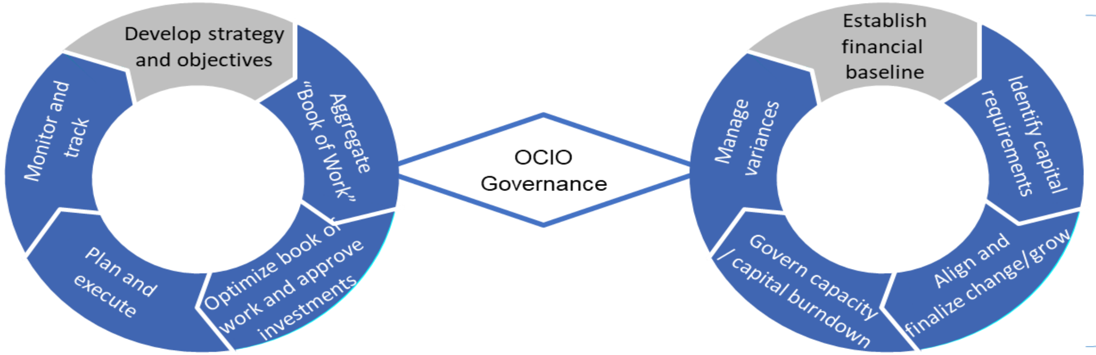
Who

Divisional CIOs

IT – LoB business liaisons

Application owners

Enterprise Architecture



Supply

Who

Shared Service Leaders

CTOs

Application owners

Infrastructure Owners

Demand Definitions

- **Define strategy and objectives**
  - Define and refresh technology strategies and recovery methodologies
  - Define annual planning objectives and messaging
- **Aggregate "Book of Work"**
  - Consolidate initiative (grow/change) needs from the business with base (run/fix) needs to meet objectives – for DevOps
  - Prepare "Investment Appeals", and "Capacity Appeals"
  - Prepare and rationalize Book of Work
- **Optimize Book of Work and approve investments**
  - Objectively categorize and prioritize decisionable initiatives and base needs
  - Approve final capital and initiative plans with LOBs
- **Plan and execute**
  - Develop project and time-bound investment plans
  - Prepare funding requests and manage unfunded capital requests
- **Monitor and track**
  - Explain variances and adjust plans as needed

Supply Definitions

- **Establish baselines**
  - Establish operational baselines – update CMDBs, asset inventories, utilization KPIs
  - Establish expense objectives (period capital and expense limits by P&L impact, per LoB)
  - Identify depreciation targets, carry through from past year and impact of increased demand
  - Capital vs. operating expense, retiring assets, tie depreciation rolloffs to asset refresh
  - Define change/grow and run charge targets and rates
- **Identify capital requirements**
  - Estimate projects and capital requirements
- **Align and finalize change vs grow**
  - Reconcile supply-side capacity constraints with demand-side requirements
  - Create investment requests for additional period funding/return capital to business
  - Formalize capital and expense allocations per LOB, initiative, etc.
- **Govern capacity / capital burndown**
  - Manage funding process, manage actuals to budget, deploy checks and balances
- **Manage variances**
  - Track and monitor budget variances

Thank you.

Kindly contact us at the following Wipro email id for any further information and engagement related details.

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