# CASE: IT Strategy

Accomplishments

- Developed the strategic plan and two-year roadmap to align IT with the corporate strategic plan and business initiatives.

- Developed and implemented a tactical plan to address the gaps in culture, people and process in the IT organization.

- Developed the three year budget for the IT organization.

- Inventory of all active projects across the company, showing alignment with corporate goals and objectives.

- Focused IT resources on the top three business initiatives.

- Established a review committee to monitor projects and resource alignment.

- Facilitated the recruiting and hiring of IT leadership to implement the strategy.
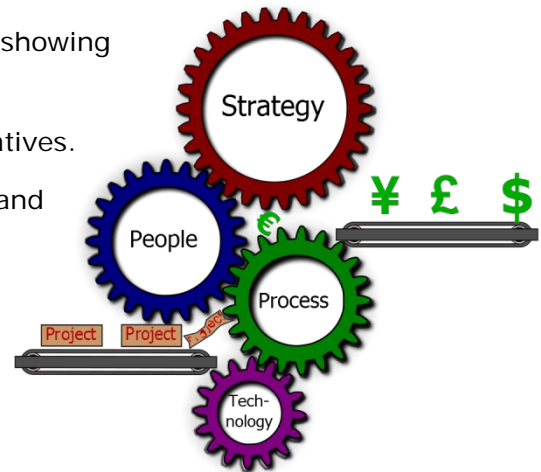
Client Profile

The Client is an established global high-tech manufacturing company that designs, engineers and manufacturers high-capital test systems for the semiconductor industry as well as consumable test jigs. The company has sales and customer service offices in Europe and Asia, with manufacturing sites in the US as well as off-shore. Their growth strategy relies heavily on acquisition of similar and complementary products and companies. The Client also manufacturers consumable products used by the high-capital systems. This market is heavily fragmented, with over a dozen major companies accounting for only 20% of the market.

The Client Challenge

The Client engaged eCameron after the executive team gave IT a "vote of no confidence" and "wanted it fixed." As a result of a series of expense reductions, the IT team had been down-sized to operate in a sustaining mode, and, with the absence of leadership, the group was in disarray. With the post-2009 market upturn, it was ready to start a series of strategic business initiatives and did not have confidence in the current IT organization's ability to deliver business value.

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Process

eCameron's approach was a two-phase assessment. As with most of our engagements, we completed an initial Rapid Review using our Strategy, People, Process, and Technology model to provide an executive summary and focus for the second phase. This two-week report and subsequent presentation included a review of corporate strategic plans, goals, objectives, and impressions and comments from the preliminary interviews with the executive team, key business stakeholders, and all IT staff members. Also included in the Rapid Review was an overview assessment of key IT processes, systems, and strategic vendor's value.

The second phase, delivered an extensive and detailed assessment of the high-value areas highlighted in the Rapid Review, as well as the a comprehensive IT Strategic Plan, 24-month IT Roadmap (including alternatives and recommendations), and implementation plans.

The complete engagement included:

- Developing and attaining approval of the IT Strategic Plan.

- Definition and ownership of the IT Mission, Vision, and Guiding Principles.

- Outlining a strategy for technology investments.

- Compiling a portfolio of the IT assets—people, processes, systems, and technologies, along with their associated risks and potential mitigations.

- Analyzing IT capabilities to identify between commodity *vs* differentiating business services: resulting with a focus on integration services and business optimization.

- Identifying IT core competencies required to implement the IT strategy.

- Creating a SWOT (strengths, weaknesses, opportunities, and threats) analysis of department readiness and capabilities *vs* strategic requirements.

- Identifying alternative roadmaps to achieve and realize the business value.

- Developing an optimal organizational structure and recommendations for implementation under the current business constraints.

Once the strategic plans were completed, eCameron was engaged to implement many parts of the plan. First and foremost was to assist in recruiting and hiring effective IT leadership.

For More Information

To explore your company's IT Strategy, call or email Todd Williams:

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