



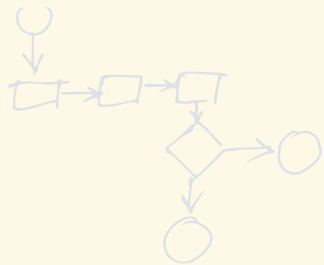
CIO AS
BUSINESS
DEVELOPER

STRATEGY development



EXECUTIVE SUMMARY

It is crucial that businesses' CIOs are able to identify, select and evaluate the IT services that provide maximum insight and increase growth and productivity. That requires tools that provide up-to-date operational insight into services' functionality and stability.



Crucial that CIOs of the Future Understand Business Needs

We need to break with the traditional notion of the IT Manager as the person who serves the business, is overall responsible for fixing problems, and tries to implement the projects that the business wants. The CIO of the future is able to foresee needs before they materialize, takes care of issues and solves problems before they become critical, and is better at saying yes than no. This calls for the right tools.

Most CIOs and IT Managers know from bitter experience how quickly executive board members' eyes begin to shift when IT, infrastructure, networks, needs and limitations are on the agenda—provided that such IT Managers are invited to executive board meetings in the first place.

In many executive board rooms IT has traditionally been viewed as a cost center; one that is necessary, but also one that it's hard to judge the true value of. In some organizations IT is even seen as a bottomless pit manned by staff who regularly come up with cryptic explanations for why this or that is not possible.

In a growing number of businesses technical managers are even bypassed altogether; for example when Marketing simply begin subscribing to cloud-based CRM systems.

There is, however, ample space in executive boardrooms for CIOs who understand how to redefine themselves from mere technical administrators to key figures who on their own initiative identify and integrate solutions that provide insight and help increase growth, competitiveness and productivity—and reduce costs. That requires business sense and insight into the markets, but also constantly updated information about how the chosen solutions and service providers live up to expectations. It's all about using the right tools; something that you can read much more about on the following pages.

CRUCIAL TO GATHER THE THREADS AND CHALLENGE THE BUSINESS

Today's typical startup businesses don't have their own infrastructures or costly customized IT solutions. Everything, from ERP and CRM to solutions for collaboration, authentication and productivity, resides in the cloud, because external partners are to a great extent able to provide the best and cheapest of such solutions. In such a scenario there's no room for a traditional operations-oriented IT Manager. This trend also applies to larger enterprises—although typically at a somewhat slower pace—when existing legacy systems are being phased out.

The problem with this scenario is that the overall responsibility for the business' digital development risks being spread across Sales, Marketing, HR and Finance. Possibly even to the extent where you end up with a series of solutions that don't seamlessly exchange data or don't support the overall goals of the business. That means loss of perspective, profitability and productivity.

That's why there's still a strong need for digital expertise—but with a strict focus on flexibility and real business value rather than on traditional technical nitty-gritty.

The CIO of the future—or Chief Digital Officer if you like—must therefore:

- Be aware of the fact that the survival of the IT department depends on its ability to provide insight into the market and into the organization's own data—and on its ability to challenge the business commercially
- Have a specific, manageable and understandable vision of how to use data and processes optimally to the benefit of the overall business—and constantly be ready to account for how IT brings value to the business, and how IT can help shape the future of the business

- Demand to be a member of the executive board and be part of decisions that affect the trajectory of the business
- Focus on creating growth and revenue instead of maintaining the traditional cost-centric approach
- Frequently and proactively suggest ways to ease collaboration, streamline processes and increase productivity
- Focus on solutions rather than challenges

THE RIGHT SERVICES PROVIDE THE WAY TO GROWTH

One absolutely crucial skill that the CIO of the future is going to need is the ability to understand which services and platforms match the business' needs for insight and scalability at any given time. The CIO must be the one who knows which services are able to provide a competitive edge, increase productivity or serve as launch pads for further growth or new lines of business.

Only then will you be capable of transforming IT from being a cost center to being an independent area of business that enables the overall business to increase its sales, revenue, customer base and net result. If you're furthermore able to document and visualize your results, it will also be much easier for you to make yourself heard and to build up alliances and communities of interest within the organization.

If you want to take IT to the executive board level, you need to make it clear how efficient use of technology is of strategic importance to the entire organization. That's why the vast majority of projects must also affect the business' bottom line positively. When that's the case, it's

highly useful to be able to provide case studies, specific and accurate assessments of the actual business value associated with a given initiative.

In short you need to talk business, sales and potential, for example of utilizing big data, instead of focusing on servers, bits and bytes. When you do this, it's vital to be proactive and to present solutions that increase efficiency—no topic or department is sacred.

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Ask yourself the following questions:

- How do I strengthen sales?
- How do I provide insight into our own processes as well as those of the markets?
- How do I remove barriers that prevent employees from working efficiently?
- How much time do employees waste while waiting for systems?
- Are our service providers efficient enough?
- How closely will we tie ourselves to new service providers—and what are the options for switching providers if one of them doesn't live up to a SLA? (Service Level Agreements)
- How are we able to verify if a potential new service provider is better?

HOW TO DOCUMENT THE PERFORMANCE OF SERVICES

It's crucial that you maintain a sense of perspective that enables you to continuously assess whether the services you've bought live up to the signed SLAs. For that purpose one traditionally uses solutions that monitor network performance, uptime, transmission speeds and other parameters that help identify performance within some section of the total infrastructure.

What's really important, however, is how the services perform in practice on individual end users' computers—and you don't get much information about that from tools that, for example, measure the overall network load.

Without that insight into the actual end-user experience it's practically impossible to assess whether or not your business gets what you pay for, how much time employees waste while waiting to log in, while waiting for reports or when looking up customer data. Without accurate

information about this—and without being able to document data exchange details and response times—you can quickly get caught in a battle between service providers about who's responsible for poor performance or poor availability.

MAKE AN INFORMED CHOICE OF SERVICE PROVIDERS

The whole point of an end-user performance monitoring solution, like PerformanceGuard from CapaSystems, is to provide a deeper level of insight by:

- Monitoring performance as well as network, application and user behavior across the entire infrastructure
- Being proactive, for example by identifying potential uptime or performance problems before they become actual problems
- Providing accurate technical data from the entire infrastructure that makes it significantly more easy for the IT organization to identify root causes of problems
- Providing top management with a solid basis for deciding which investments will yield the greatest benefits
- Measuring the exact benefits of having made a given investment
- Being able to monitor if service providers live up to a given SLA

Many cloud services offer the possibility of a limited-period test drive to allow you to assess how the services work in combination with the day-to-day operations and infrastructure of your business. Tools like PerformanceGuard can quickly provide you with detailed insight into the actual performance of such services over a period of, for exam-

ple, some weeks by analyzing precisely how data moves, where data is stored, and which data centers are used.

You can identify response times per network hop and identify barriers and delays along the way. That enables you to make a very informed choice of service providers. You will also have access to information that makes it easy for you to enter into a dialog with a given service provider about any issues or challenges that you need the provider to take care of—during initial negotiations as well as when your business has begun using the services on a day-to-day basis.



IDENTIFY AND HANDLE PROBLEMS BEFORE ANYBODY ELSE

PerformanceGuard also gives you a strong set of tools for handling problems—as well as your relationships with the service providers—by identifying and taking care of any challenges before they are perceived as problematic by the rest of the organization. This allows you to break with the traditional, reactive support model, where employees must actively report problems and possibly even wait for Support to send someone out to fix them—which ultimately hurts productivity and user satisfaction.

This helps ensure that you get your money's worth from the solutions and services that you have invested in, even if those services reside in the cloud or are run by a partner. You'll have access to information that is accurate enough to allow even an external consultant or partner to be quickly briefed about a problem and begin fixing it. Again, this saves time, money and resources.

GOODBYE LEGACY, HELLO FLEXIBILITY

Quite naturally, Enterprise-sized businesses are not able to rearrange their infrastructures with the speed and flexibility of a startup business.

However, the CIO who wants to become more agile and business-oriented needs to realize that years of innovation and traditional focus on customized solutions can lead to such as high level of complexity and such as high level of expenditure that it justifies a move towards a simpler IT setup based on standard solutions. That can free up resources, provide insight and ease adaptability and scalability, provided one is able to make sure that new service providers live up to their parts of the agreement.

PerformanceGuard lets you make sure of that. The solution is based on a relatively simple architecture that makes it possible to roll out the server application as well as monitoring agents on your entire infrastructure—all the way from the server level to every end-user agent—in just a few days, even in enterprises with thousands of users. Best practice-based monitoring and alerting templates as well as automatic registration of devices and applications makes getting started, collecting data and using the solution on a day-to-day basis quick and intuitive. That ensures a high ROI and a very limited use of time, resources and consultants.

GET INSIGHT FROM DAY ONE

Many businesses have embarked on change processes that have greatly affected the way that they use and buy IT services, and this trend will continue in the years to come.

That places great demands on the CIO and IT department to be the ones who champion the process of identifying and analyzing the contexts in which new and existing services can become central elements in increasing the growth and productivity of business. That, as mentioned previously, requires that you are able to identify if services perform optimally—also on individual users' computers—and that you are able to make service providers live up to agreements and SLAs.

At CapaSystems we don't just offer a tool—PerformanceGuard—that enables you to do this. We also apply a thorough, pragmatic and business-oriented methodology that lets you benefit from all the available options for increasing your insight into your infrastructure and operations from day one.

Call us on +45 70 10 70 55 and let us help you optimize your business—or read more on <https://www.capasystems.com/performance-monitoring/>

CapaSystems is a Danish software development company and consultancy. Since 1996 we've been dedicated to delivering software solutions that provide our customers with better overview, improved end-user quality of experience and increased flexibility while reducing their costs. We do that through expert advice and smart technology that helps our customers release the full potential of their IT systems. With CapaSystems you can be sure of getting a solution that matches your needs.

CapaSystems develop the CapaInstaller and PerformanceGuard software solutions at two development centers in Denmark. CapaSystems solutions are used by enterprises throughout the world.

CAPAINSTALLER

CapaInstaller is software that helps you automate installation and update processes, stay in control and use your time effectively. With CapaInstaller's centralized distribution features you'll no longer need to manually install software on users' computers—no more driving back and forth between locations. You'll have more time for important tasks, and you'll be able to respond more quickly to user queries. Fast responses mean more efficient and satisfied users—parameters that any IT department is being assessed against.

PERFORMANCEGUARD

PerformanceGuard helps you identify IT problems whenever and wherever they occur, whatever the cause, and whichever end user they affect. It does this by monitoring the actual quality and quantity of IT service deliveries from the end user perspective. With PerformanceGuard you can identify downtime, monitor user experiences, measure and evaluate defined KPIs, etc.



Book a meeting

Call us to book a presentation of our products that can save you and your organization vital time.



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