IMPROVE
IT PERFORMANCE
BY 18%

Effective stakeholder management is the key to IT success
CTO KEN PLATT INCREASES EXECUTIVE TEAM’S IT SATISFACTION BY 18% OVER THREE YEARS

“You might have thought there were some aspects of the business you were serving really well, and some relationships that you thought were really good... only to find criticisms or comments that gave you a reason to talk to people and try to understand what they were really feeling about IT.”

Learning Resources has been leading the way in innovative, hands-on children’s educational tools for over 30 years. It has partnered with ETA/Hand2Mind and Educational Insights to create “eureka” moments for children, and happiness for both parents and teachers.

KEN’S SITUATION
Ken Platt is the shared services CTO of Learning Resources Inc. and leads an IT group that serves over 350 people. As the business grew, he had a feeling that the business could be better served by IT but wasn’t exactly sure how to best tackle it.

KEN’S ISSUES
• Misunderstanding of what the business needed and no formal way to solicit feedback
• No baseline evaluation of IT’s performance
• The business is constantly asking for more
• No concise framework for managing IT issues

THE PATH FORWARD
After consulting with Info-Tech Research Group, Ken decided that using quantitative research to build an IT satisfaction roadmap was the best way forward. Why? In order to properly understand how his key business stakeholders felt, Ken would need an organized and transparent way to collect feedback. His challenge? Changing the perception of IT from “a group of firefighters” to truly strategic business partners.

TAKING THE LANDSCAPE
Ken knew he needed an assessment, but was struggling to find the correct solution.
• What questions would he ask?
• What survey engine would he use?
• Would he administer the survey himself?
• How would he measure results and use them to develop his strategy?
• How would he even find time to look into it?
CREATING THE BASELINE

Info-Tech presented its new approach to them: CIO Business Vision. It was an immediate hit because of the following features:

- The report provided a straightforward framework for organizing IT issues (pictured).
- The survey process was easy and completely handled by Info-Tech.
- All questions were phrased in non-technical, business-friendly ways.
- The report’s key insights would be presented to Ken by an expert analyst.

THE RESULTS

Ken said the report provided by Info-Tech after the survey was phenomenal, but he definitely needed help interpreting some of the findings. To assist, Info-Tech provided an in-depth results call (for no extra fee) to help Ken identify areas of focus. Not only were the advisors happy to help with interpretation, but they also follow up regularly, checking in to see if there’s anything else they can help with.

Ken’s Scorecard
“That was a rough conversation to have,” he says, “but it makes sense that the lowest satisfaction scores offer the highest improvement gains.”

**Action Items:**
Reduce network delays  
Address help desk issues

**Improvement Plan:**
Ken personally coached staff in weekly review sessions of network administration and help desk operations, guided by Info-Tech’s best practices, to ensure his team always had a good attitude and was providing proper assistance.

**Year Two**

<table>
<thead>
<tr>
<th>Year One</th>
<th>Overall IT Satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>66%</td>
</tr>
</tbody>
</table>

“We saw an immediate improvement that came with the new help desk processes.”

**Action Items:**
Despite ongoing network and help desk improvements, project satisfaction scores continued to sit in the 60% area.

“IT isn’t about quick fixes. It’s a long process of continual improvement.”

**Improvement Plan:**
Identify common project pitfalls, with a heavy focus on improving the requirements gathering stage of project management.

<table>
<thead>
<tr>
<th>Year Two</th>
<th>Overall IT Satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>72% ▲ 6%</td>
</tr>
</tbody>
</table>

“IT isn’t about quick fixes. It’s a long process of continual improvement.”

**Improvement Plan:**
Identify common project pitfalls, with a heavy focus on improving the requirements gathering stage of project management.

<table>
<thead>
<tr>
<th>Year Three</th>
<th>Overall IT Satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>84% ▲ 12%</td>
</tr>
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</table>

As a department, IT is now valued, respected, and involved in the organization,” is how Ken describes the sentiment towards IT. “It’s a far cry from how things were a couple years ago.”

**Reception by the Business**

At first, there was a lot of apprehension on the part of the senior executives about following through and making a real difference with the report findings.

The value-add was that the stakeholders realized Ken and his group were proactively taking steps to improve and measure themselves. Using a structured report showed they were on top of issues. IT was not afraid of bringing trouble areas into the spotlight, a gutsy move they thought.

**KEN’S PROUDEST ACCOMPLISHMENTS**

- He often hears people in the business say his IT staff are “better than the IT staff they’ve worked with in any other company”
- The help desk is considerably more responsive, responding to issues quickly and answering 70% of them in the first day
- Ken meets with senior leadership every month to discuss initiatives, growth objectives, and IT’s continuing progress
REFLECTING ON 3 YEARS OF IMPROVEMENT

- A 18% uptick in IT satisfaction amongst business stakeholders.
- Confidence in the IT group is being restored. Ken’s team went from being “support” staff, to the organization’s “go-to” people in 3 short years.
- The IT group moved from being reactive to proactive, working with other business units to pre-empt business changes that require IT’s help.
- IT feels empowered now to handle smaller issues on their own. They now have a clear understanding of why they do things and how they help the bottom line.
- They continue to use CIO Business Vision as part of their annual strategic plan.

ON A PERSONAL NOTE

After sharing the results of the in-depth assessment, Ken was met with enthusiastic stakeholder feedback. Validating that what he’s doing is working allows for more calculated future risks and rewards, and gives Ken the confidence to pull it off. He’s currently looking into running Info-Tech’s “Innovation Workshop” in 2016 with the hopes of raising the bar higher yet again.

“I definitely feel that IT is aligned with the business now. I’m happy to remind them all that we’ll be surveying again at year-end!”

<table>
<thead>
<tr>
<th>Core Service</th>
<th>Year 1 Satisfaction</th>
<th>Year 3 Satisfaction</th>
<th>Improved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall IT Satisfaction</td>
<td>66%</td>
<td>84%</td>
<td>18% ↑</td>
</tr>
<tr>
<td>Overall IT Value</td>
<td>55%</td>
<td>81%</td>
<td>16% ↑</td>
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</table>

<table>
<thead>
<tr>
<th>Core Service</th>
<th>Year 1</th>
<th>Year 3</th>
<th>Improved</th>
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</thead>
<tbody>
<tr>
<td>Service Desk</td>
<td>67%</td>
<td>87%</td>
<td>20% ↑</td>
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<tr>
<td>Work Orders</td>
<td>70%</td>
<td>82%</td>
<td>12% ↑</td>
</tr>
<tr>
<td>IT Policies</td>
<td>70%</td>
<td>81%</td>
<td>11% ↑</td>
</tr>
<tr>
<td>Network &amp; Comm. Infrastructure</td>
<td>70%</td>
<td>81%</td>
<td>11% ↑</td>
</tr>
<tr>
<td>Business Apps</td>
<td>68%</td>
<td>79%</td>
<td>11% ↑</td>
</tr>
<tr>
<td>Data Quality</td>
<td>67%</td>
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<tr>
<td>Projects</td>
<td>63%</td>
<td>76%</td>
<td>13% ↑</td>
</tr>
<tr>
<td>Requirements Gathering</td>
<td>64%</td>
<td>76%</td>
<td>12% ↑</td>
</tr>
<tr>
<td>Administrative Capability &amp; Reports</td>
<td>65%</td>
<td>75%</td>
<td>10% ↑</td>
</tr>
<tr>
<td>Devices</td>
<td>63%</td>
<td>75%</td>
<td>12% ↑</td>
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<tr>
<td>IT Innovation Leadership</td>
<td>59%</td>
<td>73%</td>
<td>14% ↑</td>
</tr>
<tr>
<td>Client-facing Technology</td>
<td>56%</td>
<td>69%</td>
<td>13% ↑</td>
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About CIO Business Vision

Too often are mission-critical tasks left up to gut-feel. Everyone is pleased that Info-Tech’s turnkey solution uses a fact-based, data-driven approach to decision making. CIO Business Vision systematically drives IT improvement to the benefit of the entire company, providing concrete evidence that justifies strategic planning objectives that lead to both time and money savings.

Ken’s extraordinary results are not unusual!

After conducting CIO Business Vision with over 300 clients, Info-Tech sees that, on average, its clients’ stakeholder satisfaction scores get 20% closer to a perfect score each year.

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