management consulting
TECHNOLOGY TRANSFORMATION

CHALLENGES FACED BY TODAY'S CIOs

Chief Information Officers (CIOs) understand that the right technology can do far more for an organization than simply support business operations. Advances in technology provide opportunities for businesses to not only drive efficiencies and control costs, but actually fuel growth, deliver faster and more meaningful insights, and enhance performance over time. However, rapidly changing conditions in the competitive landscape coupled with internal complexities often make supporting the business, let alone making strategic moves, challenging. Each of these pressures can lead to some of the top challenges CIOs face:

> How can I partner with business leadership to articulate and execute value creating strategies across the enterprise?
> How do I ensure the data the company relies on is accurate and provides the most useful information?
> How can I further leverage available data sets to produce insights that support proactive business decisions?
> How do I build a highly scalable function able to support acquisitions and other changes to the business?
> How should I balance the need for internal resources and capabilities against external support options?
> How can I leverage automation tools to streamline business processes and drive a consistent experience?
> How should I balance the ownership of applications and data? Does it reside within IT or the business functions?
> How do changes in the regulatory environment, such as GDPR, affect my organization? How can I address them?

Transformation Approach and Value Creation Model

Addressing these issues requires an integrated solution. Successfully transforming the organization involves touching nearly all facets of the organization, including the overarching strategy and vision, how the organization is structured, how talent is managed and developed, the tools and technology used, and how data is collected and shared. Our capability pyramid offers an integrated approach that addresses all key facets of the operating model as it relates to information technology.

Enterprise Insights
Harnessing data to bring key insights that drive decisions
— Dashboard Development | Reporting Strategy | Project & Portfolio Management

Planning & Alignment
Getting the optimal strategic direction and executing on broader enterprise objectives
— IT Strategy & Roadmap | Business Cases | Initiative Planning & Goal Setting

Organization & Talent
Building a scalable and efficient organization that drives performance and talent growth
— Organization Design | Shared Services Implementation | Governance | Talent

Process & Technology
Simplify, standardize and automate to drive efficiency, controls, financial insights and service levels
— Application Selection | Project & Change Management | Workflow & Process Automation | ERP | CRM | HCM

Data Management
Manage data quality, consistency and integration through systems and governance to ensure optimal reporting
— Master Data Management | Data Governance | Security & Compliance Design | Data Integration

Each of the five value drivers has the ability to deliver tactical, tangible benefits to the IT function. Cohen & Company has partnered with our clients to navigate the full transformation journey as well as small enhancements to their current processes and technologies. Let us understand the challenges faced by your organization and learn how we can help.

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PROJECT CASE STUDIES

Our experience spans the spectrum of technology services, from strategy through execution

STRATEGY

IT Assessment, Strategy & Application Selection

Situation

A logistics and distribution company was struggling to manage day-to-day operations in an environment riddled with manual processes and disparate, outdated technology.

Solution

Leveraging leading practices, we identified key process and IT improvement opportunities, led a structured application selection effort, and developed a roadmap to guide execution with an estimated 102% ROI.

Portfolio Reporting Strategy & Dashboard Development

Situation

A private equity firm couldn't clearly understand the performance of its portfolio due to a lack of consistent financial and management reports across its entities and manual effort required to consolidate.

Solution

We worked with the client to define key metrics and reporting needs, understand source systems and data structure, then deploy a reporting database and Tableau dashboard solution to enhance visibility.

Master Data Governance & Workflow Implementation

Situation

A global manufacturing company struggled with data quality and resulting operational issues, stemming from highly manual processes and lack of structure to govern master data across numerous systems.

Solution

By getting down to the master data field level, our team designed an improved information architecture and implemented a data governance workflow to route creation and maintenance activities.

HCM System Implementation

Situation

This global manufacturing company was operating in an environment of fragmented HR systems and manual processes, driving departmental inefficiencies and broadly hindering employee engagement.

Solution

We led PMO and change management efforts from process design workshops through testing, training, communications, and support, while holding the vendor accountable to deliver on the client's objectives.

EXECUTION

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