

**From Costly to Cost Effective:
Transforming IT for Efficiency and Bottom-Line Impact**

**A Workshop for
Simple and Consistent Tools for Improving IT's Value
and IT Management's Effectiveness**

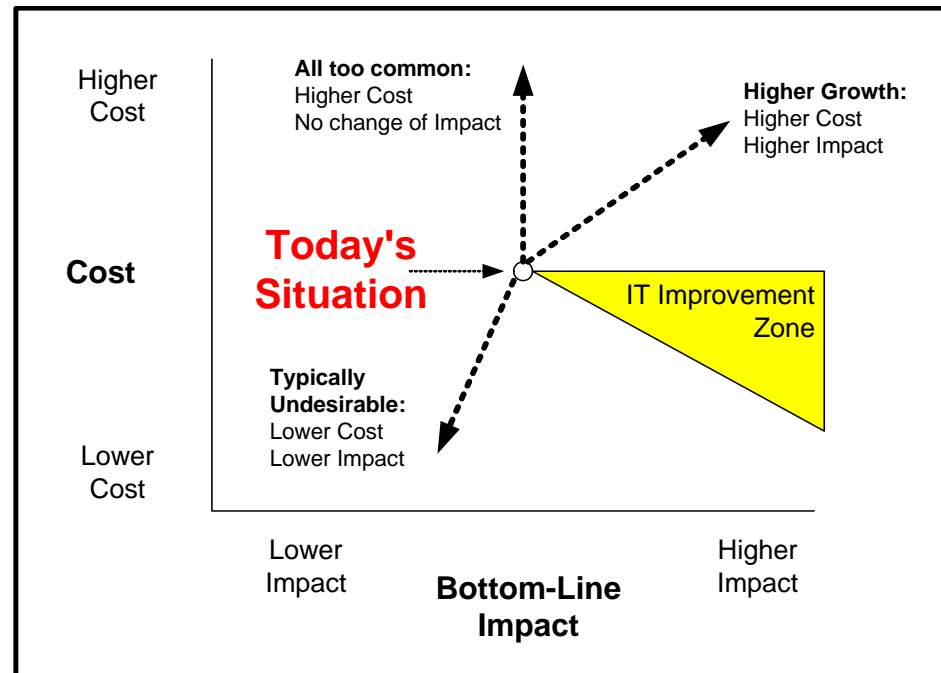
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The Goal

Most CIOs are pressured to reduce the costs of IT and the business, and at the same time provide immediate and effective leadership in improving the competitive performance of the business. To survive, and to juggle all of the factors involved in doing this, the CIO must have a simple and self-consistent approach to all the IT and business planning and management activities. Having a simple and self-consistent approach ensures that all the moving parts of IT and business are optimized towards increasing value (bottom-line impact) and reducing cost. The result is a superior IT organization in terms of its contribution to the company's bottom line. It's crucial that the CIO and direct-reports understand the simple and self-consistent approach based on 1) strategic intentions 2) service portfolios and 3) costs. (As an aside: this also builds the foundation for establishing "agile" capabilities in managing IT – without the simple and consistent approaches, nothing can be agile.)

We began our most recent book¹ with these thoughts: Our goals of controlled IT costs and improved bottom-line impact work together. The combination allows management to move from today's current cost and bottom-line position to a future controlled-cost and improved bottom-line impact position.

To accomplish this, business executives and IT managers balance new IT investments with re-assessment of existing investments. Money saved in one area can be applied to the other. From senior management's perspective, it all adds up to the "IT spend". From IT management's perspective, it all represents the resources that must be managed effectively. Working together, the goals of controlled IT costs and improved bottom-line impact can be realized.



¹ From *Business Strategy to IT Action*, Wiley 2004

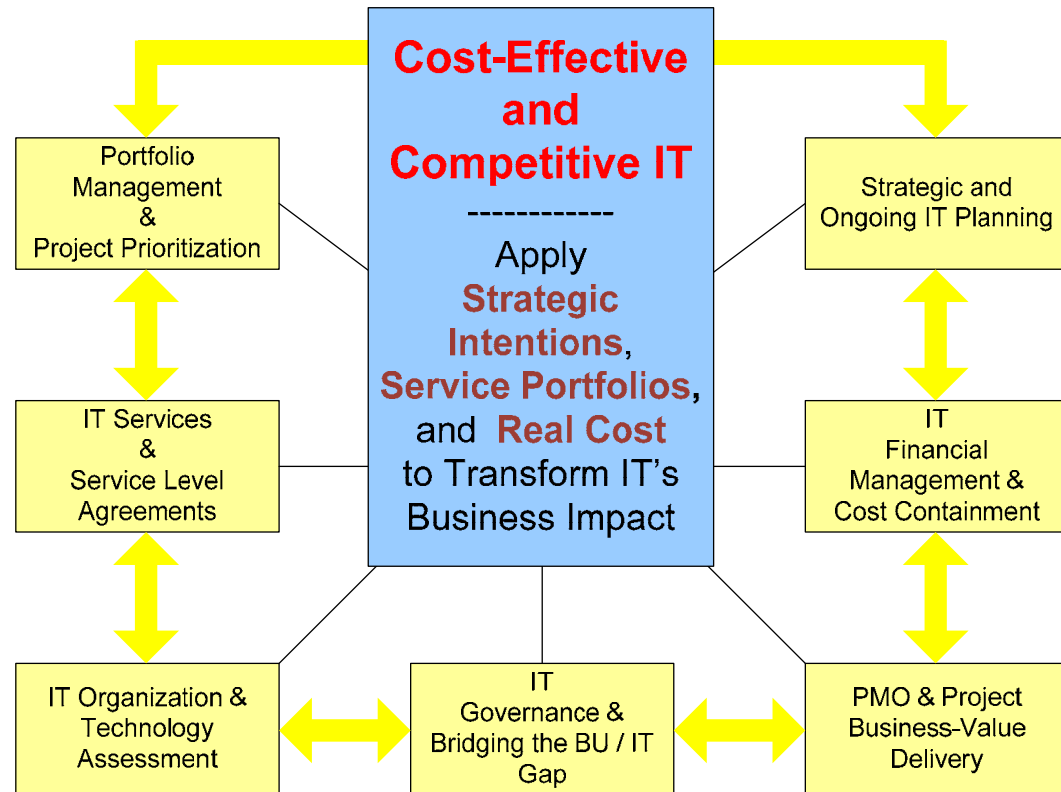
Cost Effective and Competitive IT – The Strategic Management Framework for IT

This is the goal for the workshop: establishing the simple and self-consistent approaches to all IT activities, all with the objective of reducing costs and improving bottom-line impact.

The Challenge

Most companies apply a variety of management processes to organize and control their IT activities. These processes range from strategic IT planning to IT budgeting, project management, and various forms of IT governance. The chart at right shows the seven basic classes of IT management processes applicable to organizing and controlling IT.

However, most of these processes operate independently, essentially in silos. For example, we often find that the outcomes of strategic IT planning do not directly affect the IT budgets. Similarly PMOs do not often apply planning or SLAs in their oversight of project management. So one key objective is to make each of the IT management processes apply a consistent and effective set of frameworks. In doing this, the fundamental concept is to use 1) basic strategic definitions, 2) portfolios, and 3) service definitions in all seven management processes.



1) Strategic Definitions

We use the term *strategic intentions* to capture what management intends to do strategically, in the coming one to three years. We apply this concept in four contexts:

- *Strategic Intentions for Business.* This defines business management's intentions to improve competitive and bottom-line performance for the company or organization as a whole. (Note that these concepts apply equally to government and non-profit organizations; the term "competitive" is changed to "mission" for such organizations.)
- *Strategic Intentions for Business Units.* This defines each business unit management intentions to improve competitive and bottom-line performance for that business unit. These strategic intentions may derive directly from the organization-wide intentions, or they may be

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specific and unique to the business unit. The business units themselves may function in different industries or competitive domains, or they may be individual functional units within the organization (for example, finance, manufacturing, and marketing.)

- *Strategic Intentions for the Use of IT.* This defines exactly how management intends to use information and/or automation in the conduct of the business. Note this emphasizes how IT will be used – not how IT will be supplied.
- *Strategic Intentions for the Delivery of IT.* This defines IT management’s intentions to improve how IT is developed and delivered for the organization.

A description of these strategic intentions is shown in the following figure.

Strategic Intention	Definition of Strategic Intention	Example Application of the Strategic Intention
A) Business Strategic Intention	A statement of <u>business strategy for the corporation</u> ; done with several <i>strategic intention</i> statements	(One, of several strategic intention statements is) The company’s strategic intention is to <i>become global, and therefore extend operations to Eastern Europe</i>
B) Business Unit Strategic Intention	A statement of <u>business strategy for each important business unit or business function</u> ; done with several <i>strategic intention</i> statements for each business unit	(One, of several strategic intention statements is) The HR strategic intention is cost reduction, and therefore <i>centralize and standardize employee benefits management world-wide.</i> (One, of several strategic intention statements is) The (Business Unit X) strategic intention is to <i>compete based on product innovation, and therefore introduce new product lines each year.</i>
C) Strategy Intention for the Use of IT	A statement of the <u>strategy for how IT is to be used</u> or applied in the business; done with several <i>strategic intentions</i> for the use of IT	(One, of several strategic intention statements is) The company’s strategic intention is to improve sales performance, and therefore every sales person has available real-time information about clients and products
D) IT Delivery Strategy Intention	A statement of <u>strategy for the supply/delivery of IT</u> ; done with several IT Supply <i>strategic intentions</i>	(One, of several strategic intention statements is) The company’s IT strategic intention is to simplify IT service delivery and therefore reduce the number of key vendors

2) Portfolios

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We use portfolios to describe the entire IT spend. These portfolios include projects, applications, infrastructures, user services, and IT management activities. Taken together, they comprise 100% of the IT spend for the company or organization. A description of the portfolio processes is as follows.

Strategic Management Framework Component	Definition of Strategic Management Framework Component	Example Application of the Framework Component
F) IT Portfolios Processes	A portfolio management process exists for the <u>entire IT spend</u>	Management Processes for assessing budgeting : Application Portfolio, Infrastructure Portfolio, User Services Portfolio

3) Services

We construct the portfolios as services *delivered to the business organization*. While similar to ITIL service definitions, the focus here is on the things that the business organization sees directly as services provided to them.

Throughout, the Strategic Management Framework for IT applies these three foundational concepts. Overall the objectives are to find consistency and effectiveness in their application. In so doing, management effectiveness is substantially increased, and the result is great effectiveness in meeting business requirements and taking the IT investment to the bottom line. A description of the IT Services is:

Strategic Management Framework Component	Definition of Strategic Management Framework Component	Example Application of the Framework Component
E) IT Services Definitions	A defined statement exists of the <u>set of IT services the IT organization provides to business units</u>	Services provided to business units: Help Desk. IT Consulting. Application operation. PC workstation support. Remote access.

Self Assessment

The following three pages contain charts that the IT manager can use to determine the scope of the challenge.

- Chart 1 examines whether the foundational concepts described above are currently used in the company or organization
- Chart 2 examines whether these foundational concepts are used in each of the seven management processes
- Chart 3 defines the outcomes for each of the seven management process
- Chart 4 examines the degree of consistency throughout the seven management processes, in terms of the use of the outcomes from each management process

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Chart One: The Use of the Strategic Management Framework Components

Strategic Management Framework Component	Definition of Strategic Management Framework Component	Example Application of the Framework Component	We use such statements now	The statements exist, but we do not use them	We do not have such statements	I do not know
A) Business Strategic Intention Statements	A statement of business strategy for the corporation; done with several strategic intention statements	(One, of several strategic intention statements is) The company's strategic intention is to become global, and therefore extend operations to Eastern Europe	☑ if correct	☑ if correct	☑ if correct	☑ if correct
B) Business Unit Strategic Intention Statements	A statement of business strategy for each important business unit or business function; done with several strategic intention statements for each business unit	(One, of several strategic intention statements is) The HR strategic intention is cost reduction, and therefore centralize and standardize employee benefits management world-wide. (One, of several strategic intention statements is) The (Business Unit X) strategic intention is to compete based on product innovation, and therefore introduce new product lines each year.	☑ if correct	☑ if correct	☑ if correct	☑ if correct
C) Strategy Intention for the Use of IT Statements	A statement of the strategy for how IT is to be used or applied in the business; done with several strategic intentions for the use of IT	(One, of several strategic intention statements is) The company's strategic intention is to improve sales performance, and therefore every sales person has available real-time information about clients and products	☑ if correct	☑ if correct	☑ if correct	☑ if correct
D) IT Delivery Strategy Intention Statements	A statement of strategy for the supply/delivery of IT; done with several IT Supply strategic intentions	(One, of several strategic intention statements is) The company's IT strategic intention is to simplify IT service delivery and therefore reduce the number of key vendors	☑ if correct	☑ if correct	☑ if correct	☑ if correct
E) IT Services Definitions	A defined statement of the <u>set of IT services the IT organization provides to business units</u>	Services provided to business units: Help Desk. IT Consulting. Application operation. PC workstation support. Remote access.	☑ if correct	☑ if correct	☑ if correct	☑ if correct
F) IT Portfolios Processes	A portfolio management process for the <u>entire IT spend</u>	Management Processes for assessing budgeting : Application Portfolio, Infrastructure Portfolio, User Services Portfolio	☑ if correct	☑ if correct	☑ if correct	☑ if correct

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Chart Two: Whether the Strategic Management components are used in the seven management processes.

IT Strategic Management Process	IT Management Activity	Is this IT Management Activity done in my company?	Whether each of these six components are used in performing the IT Management Activity					
			A) Business Strategy Statements	B) Business Unit Strategy Statements	C) Strategy for the Use of IT Statement	D) IT Delivery Strategy Statement	E) IT Services Definitions	F) IT Spend Portfolio Processes
Strategic and ongoing IT Planning	Strategic IT Planning	YES / NO	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used
	Annual IT Planning	YES / NO	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used
	IT Investment Planning	YES / NO	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used
	Enterprise Architecture	YES / NO	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used
Portfolio Management	IT Spend Portfolio Management	YES / NO	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used
	Project Prioritization	YES / NO	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used
IT Financial Management	IT Contracts and Vendor management	YES / NO	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used
	IT Budgeting	YES / NO	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used
	Cost Containment	YES / NO	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used
	IT Performance Management	YES / NO	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used
Organizational, Technology Assessment	Strategic and Operational IT Assessment	YES / NO	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used
PMO and Value Delivery	PMO – Project Management	YES / NO	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used
	PMO Value Management	YES / NO	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used
Services and SLAs	IT Services and Metrics	YES / NO	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used
	Service Level Agreements	YES / NO	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used
IT Governance	IT Governance and Steering Committees	YES / NO	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used	<input checked="" type="checkbox"/> if used

Chart Three: Outcomes for the IT Strategic Management Activity

IT Strategic Management Category	IT Strategic Management Activity	Is this IT management activity done in my company?	Typical Outcomes for the IT Management Activity
Strategic and ongoing IT Planning	Strategic IT Planning	YES / NO	
	Annual IT Planning	YES / NO	
	IT Investment Planning	YES / NO	
	Enterprise Architecture	YES / NO	
Portfolio Management	IT Spend Portfolio Management	YES / NO	
	Project Prioritization	YES / NO	
IT Financial Management	IT Contracts ,Vendor management	YES / NO	
	IT Budgeting	YES / NO	
	Cost Containment	YES / NO	
	IT Performance Management	YES / NO	
Organizational and Technology Assessment	Strategic and Operational IT Assessment	YES / NO	
PMO and Value Delivery	PMO – Project Management	YES / NO	
	PMO Value Management	YES / NO	
Services and SLAs	IT Services and Metrics	YES / NO	
	Service Level Agreements	YES / NO	
IT Governance	IT Governance, Steering Committees	YES / NO	

This chart will be completed during the two-day Workshop.

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Chart Four: the Consistency across the Seven Management Processes

IT Strategic Management Category	IT Strategic Management Activity	Is this IT management activity done in my company?	Outcomes produced by the Strategic Management Activity: Are they applied in other Strategic Management Activities?						
			Strategic and Ongoing IT Planning Outcomes	Portfolio Management (PM) Outcomes	IT Financial Management (ITFM) Outcomes	Organizational and Technology Assessment Outcomes	PMO and Value Delivery Outcomes	Services and SLA Outcomes	IT Governance (ITG) Outcomes
Strategic and ongoing IT Planning	Strategic IT Planning	YES / NO							
	Annual IT Planning	YES / NO		<input checked="" type="checkbox"/> if PM Outcomes are used	<input checked="" type="checkbox"/> if ITFM Outcomes are used	<input checked="" type="checkbox"/> if Assessment Outcomes are used	<input checked="" type="checkbox"/> if PMO/Value Outcomes are used	<input checked="" type="checkbox"/> if Services/SLA Outcomes are used	<input checked="" type="checkbox"/> if ITG Outcomes are used
	IT Investment Planning	YES / NO							
	Enterprise Architecture	YES / NO							
Portfolio Management	IT Spend Portfolio Management	YES / NO	<input checked="" type="checkbox"/> if Plan Outcomes are used		<input checked="" type="checkbox"/> if ITFM Outcomes are used	<input checked="" type="checkbox"/> if Assessment Outcomes are used	<input checked="" type="checkbox"/> if PMO/Value Outcomes are used	<input checked="" type="checkbox"/> if Services/SLA Outcomes are used	<input checked="" type="checkbox"/> if ITG Outcomes are used
	Project Prioritization	YES / NO							
IT Financial Management	IT Contracts, Vendor Mngt	YES / NO							
	IT Budgeting	YES / NO	<input checked="" type="checkbox"/> if Plan Outcomes are used	<input checked="" type="checkbox"/> if PM Outcomes are used		<input checked="" type="checkbox"/> if Assessment Outcomes are used	<input checked="" type="checkbox"/> if PMO/Value Outcomes are used	<input checked="" type="checkbox"/> if Services/SLA Outcomes are used	<input checked="" type="checkbox"/> if ITG Outcomes are used
	Cost Containment	YES / NO							
	IT Performance Management	YES / NO							
Organizational and Technology Assessment	Strategic and Operational IT Assessment	YES / NO	<input checked="" type="checkbox"/> if Plan Outcomes are used	<input checked="" type="checkbox"/> if PM Outcomes are used	<input checked="" type="checkbox"/> if ITFM Outcomes are used		<input checked="" type="checkbox"/> if PMO/Value Outcomes are used	<input checked="" type="checkbox"/> if Services/SLA Outcomes are used	<input checked="" type="checkbox"/> if ITG Outcomes are used
PMO and Value Delivery	PMO – Project Management	YES / NO	<input checked="" type="checkbox"/> if Plan Outcomes are used	<input checked="" type="checkbox"/> if PM Outcomes are used	<input checked="" type="checkbox"/> if ITFM Outcomes are used	<input checked="" type="checkbox"/> if Assessment Outcomes are used		<input checked="" type="checkbox"/> if Services/SLA Outcomes are used	<input checked="" type="checkbox"/> if ITG Outcomes are used
	PMO Value Management	YES / NO							
Services and SLAs	IT Services and Metrics	YES / NO	<input checked="" type="checkbox"/> if Plan Outcomes are used	<input checked="" type="checkbox"/> if PM Outcomes are used	<input checked="" type="checkbox"/> if ITFM Outcomes are used	<input checked="" type="checkbox"/> if Assessment Outcomes are used	<input checked="" type="checkbox"/> if PMO/Value Outcomes are used		<input checked="" type="checkbox"/> if ITG Outcomes are used
	Service Level Agreements	YES / NO							
IT Governance	IT Governance, Steering Committees	YES / NO	<input checked="" type="checkbox"/> if Plan Outcomes are used	<input checked="" type="checkbox"/> if PM Outcomes are used	<input checked="" type="checkbox"/> if ITFM Outcomes are used	<input checked="" type="checkbox"/> if Assessment Outcomes are used	<input checked="" type="checkbox"/> if PMO/Value Outcomes are used	<input checked="" type="checkbox"/> if Services/SLA Outcomes are used	

Strategic Intention	Definition of Strategic Intention
A) Business Strategic Intention	A statement of <u>business strategy for the corporation</u> ; done with several <i>strategic intention</i> statements
B) Business Unit Strategic Intention	A statement of <u>business strategy for each important business unit or business function</u> ; done with several <i>strategic intention</i> statements for each business unit
C) Strategy Intention for the Use of IT	A statement of the <u>strategy for how IT is to be used</u> or applied in the business; done with several <i>strategic intentions</i> for the use of IT
D) IT Delivery Strategy Intention	A common, documented statement of <u>strategy for the supply/delivery of IT</u> ; done with several IT Supply <i>strategic intentions</i>

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Strategic Intention	Example Strategic Intention
A) Business Strategic Intention	(One, of several strategic intention statements is) The company's strategic intention is to <i>become global, and therefore extend operations to Eastern Europe</i>
B) Business Unit Strategic Intention	<p>(One, of several strategic intention statements is) The HR strategic intention is cost reduction, and therefore <i>centralize and standardize employee benefits management world-wide.</i></p> <p>(One, of several strategic intention statements is) The (Business Unit X) strategic intention is to <i>compete based on product innovation, and therefore introduce new product lines each year.</i></p>
C) Strategy Intention for the Use of IT	(One, of several strategic intention statements is) The company's strategic intention is to improve sales performance, and therefore every sales person has available real-time information about clients and products
D) IT Delivery Strategy Intention	(One, of several strategic intention statements is) The company's IT strategic intention is to simplify IT service delivery and therefore reduce the number of key vendors

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IT Strategic Management Category	IT Strategic Management Activity	Is this IT management activity done in my company?
Strategic and ongoing IT Planning	Strategic IT Planning	YES / NO
	Annual IT Planning	YES / NO
	IT Investment Planning	YES / NO
	Enterprise Architecture	YES / NO
Portfolio Management	Portfolio Management	YES / NO
	Project Prioritization	YES / NO
IT Financial Management	IT Contracts ,Vendor management	YES / NO
	IT Budgeting	YES / NO
	Cost Containment	YES / NO
	IT Performance Management	YES / NO
Organizational and Technology Assessment	Strategic and Operational IT Assessment	YES / NO
PMO and Value Delivery	PMO – Project Management	YES / NO
	PMO Value Management	YES / NO
Services and SLAs	IT Services and Metrics	YES / NO
	Service Level Agreements	YES / NO
IT Governance	IT Governance, Steering Committees	YES / NO

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Strategic Management Framework Component	Definition of Strategic Management Framework Component	We use such statements now	The statements exist, but we do not use them	We do not have such statement	I do not know
A) Business Strategic Intention Statements	A statement of business strategy for the corporation; done with several strategic intention statements	<input checked="" type="checkbox"/> if correct	<input checked="" type="checkbox"/> if correct	<input checked="" type="checkbox"/> if correct	<input checked="" type="checkbox"/> if correct
B) Business Unit Strategic Intention Statements	A statement of business strategy for each important business unit or business function; done with several strategic intention statements for each business unit	<input checked="" type="checkbox"/> if correct	<input checked="" type="checkbox"/> if correct	<input checked="" type="checkbox"/> if correct	<input checked="" type="checkbox"/> if correct
C) Strategy Intention for the Use of IT Statements	A statement of the strategy for how IT is to be used or applied in the business; done with several strategic intentions for the use of IT	<input checked="" type="checkbox"/> if correct	<input checked="" type="checkbox"/> if correct	<input checked="" type="checkbox"/> if correct	<input checked="" type="checkbox"/> if correct
D) IT Delivery Strategy Intention Statements	A statement of strategy for the supply/delivery of IT; done with several IT Supply strategic intentions	<input checked="" type="checkbox"/> if correct	<input checked="" type="checkbox"/> if correct	<input checked="" type="checkbox"/> if correct	<input checked="" type="checkbox"/> if correct
E) IT Services Definitions	A defined statement of the <u>set of IT services the IT organization provides to business units</u>	<input checked="" type="checkbox"/> if correct	<input checked="" type="checkbox"/> if correct	<input checked="" type="checkbox"/> if correct	<input checked="" type="checkbox"/> if correct
F) IT Spend Portfolios Processes	A portfolio management process for the <u>entire IT spend</u>	<input checked="" type="checkbox"/> if correct	<input checked="" type="checkbox"/> if correct	<input checked="" type="checkbox"/> if correct	<input checked="" type="checkbox"/> if correct

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IT Strategic Management Process	IT Management Activity	Is this IT Management Activity done in my company?
Strategic and ongoing IT Planning	Strategic IT Planning	YES / NO
	Annual IT Planning	YES / NO
	IT Investment Planning	YES / NO
	Enterprise Architecture	YES / NO
Portfolio Management	IT Spend Portfolio Management	YES / NO
	Project Prioritization	YES / NO
IT Financial Management	IT Contracts and Vendor management	YES / NO
	IT Budgeting	YES / NO
	Cost Containment	YES / NO
	IT Performance Management	YES / NO
Organizational and Technology Assessment	Strategic and Operational IT Assessment	YES / NO
PMO and Value Delivery	PMO – Project Management	YES / NO
	PMO Value Management	YES / NO
Services and SLAs	IT Services and Metrics	YES / NO
	Service Level Agreements	YES / NO
IT Governance	IT Governance and Steering Committees	YES / NO