



The CIO's Cookbook

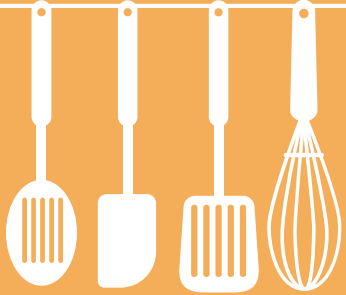
Finance & Macroeconomics

Leading Thoughts

- 1 | Creating growth oriented value proposition and managing total cost of technology are non-negotiable
- 2 | Digital transformation leverages cutting-edge technologies. It is expensive
- 3 | Deep rootedness of traditional technology investments are both, expensive and impediment to innovation
- 4 | Successful organizations respond effectively to financial challenges that stem from M&A, divestitures, seasonality and the need to transform

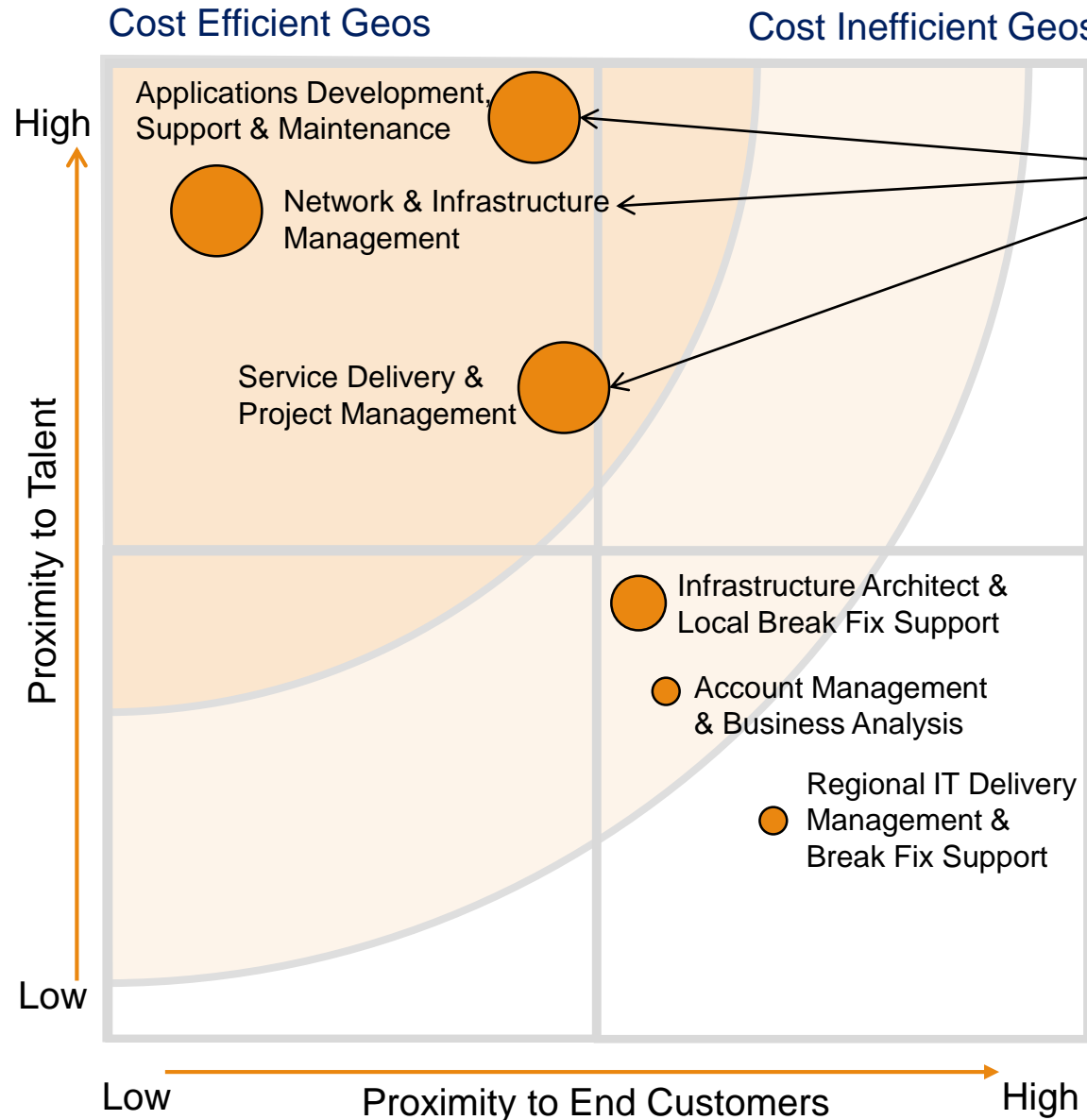


Considerations

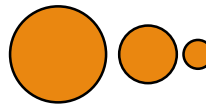


- 1 | Build a cross-functional investment governance team to include Procurement, Technology (architecture & standards), Risk & Compliance functions
- 2 | Ensure capital intensive investments have “Digitalization” and long term ROI perspectives, with inbuilt accountability
- 3 | Build elastic consumption model by emphasizing on “Cloud-First” investment strategy and leveraging third party resources. Strategic consulting as an example
- 4 | Imperatively ask your technology service owners to track what it costs to run traditional big ticket investments compared to investments in digitally transforming technologies
- 5 | Continuously evaluate and eliminate elements of traditional monolithic technology stacks. Re-invest for digitalization
- 6 | Ensure new-age technologies are implemented using start-up like agility and by teams that are empowered for disruption. “Think Big, Start Small, Move Fast” - Barbara Spurrier
- 7 | Optimize organizational TCO through near-shore, offshore and 3rd party staffing
- 8 | Manage contracts effectively to incorporate early exit, price lock, controlled CPI adjustments, penalty for delivery delays and performance driven incentives

Where Should Your Workforce Be?



**Build Centers of Excellence
Leverage Cost Effective Geographies**

Workforce Concentration → High  Low



Enablers For Success

Strategic

- CEO Sponsorship
- Global Leadership Orientation
- Think beyond IT
- Make Disruptive Changes

Engagement

- CFO/CTO Partnerships
- Knowledge Exchange & Travel
- Cognizance of Onshore Resistance
- Understand Offshore Limitations
- HR & Business Reviews

Financial

- Move from CapEx to OpEx
- Cost: Not a Driver but Outcome
- Global Contracts
- Supplier Management

Organizational

- Empowerment
- Attrition Management
- Succession Planning
- Hire for Attitude vs Experience
- Not top heavy

