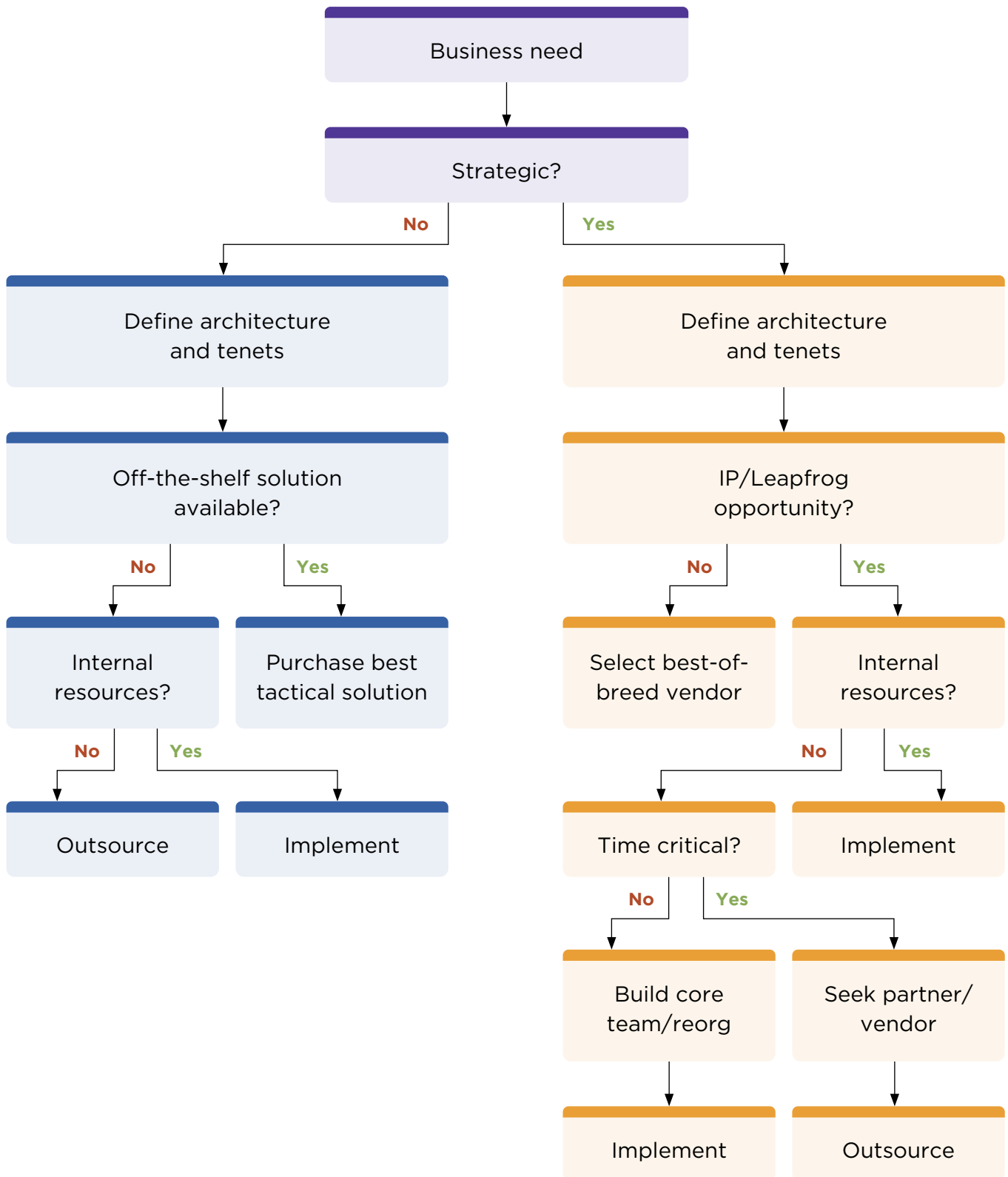The Positive Way

WAVESTONE

Executive Cheat Sheet

3 CRUCIAL STEPS TO DEVELOPING A TECHNOLOGY SOLUTION

The rapid pace of digital change will continue, which means IT and business leaders will have to find a faster and more effective way to advance their digital business agenda. Our Technology Solutions Decision Framework will help speed up the decision-making process and ensure the right projects are appropriately funded, architected, and executed.

THE TECHNOLOGY SOLUTIONS DECISION TREE

```
                          Business need
                              │
                              ▼
                          Strategic?
              No ┌──────────────┴──────────────┐ Yes
                 ▼                              ▼
      Define architecture            Define architecture
          and tenets                      and tenets
              │                              │
              ▼                              ▼
     Off-the-shelf solution            IP/Leapfrog
         available?                    opportunity?
      No ┌────┴────┐ Yes          No ┌──────┴──────┐ Yes
         ▼         ▼                 ▼             ▼
      Internal  Purchase best   Select best-of-  Internal
     resources? tactical        breed vendor     resources?
                solution
   No ┌──┴──┐ Yes                   No ┌────┴────┐ Yes
      ▼     ▼                          ▼         ▼
  Outsource Implement            Time critical? Implement
                             No ┌──────┴──────┐ Yes
                                ▼             ▼
                          Build core      Seek partner/
                          team/reorg      vendor
                                │             │
                                ▼             ▼
                           Implement      Outsource
```

There are three main steps in this framework:

Step 1: Discerning a solution's strategic value to the business

This helps you allocate the proportionate amount of resources in developing a solution. Projects that can contribute to a company's competitive advantage should be given priority.

Where does your organization sit on the following spectrum?

Low-tech organizations	Middle-of-the-road organizations	Tech-driven organizations
Invest less than 1% of revenue on technology	Split 65 – 35 on operations and growth	Invest over 15% of revenue on technology
Spend as much as 90% of their budget keeping the lights on		Use their budget to focus more on growing the business

If your company relies on technology as a competitive advantage but invests fewer than 1.5% of revenues, you know something needs fixing.

NEXT STEP

Make a case for added investment, or your only choice would be to approach the project in a more tactical manner rather than strategic. Alternatively, if your company is investing the right amount but most of it goes to operations, your priority would be to reduce costs and shift spending.

Step 2: Define the tenets to establish the right architecture

This is crucial to finding the best solution and resisting vendor influence. We recommend assessing the applicability of the following tenets based on your circumstances.

1 | Functionality requirements must be driven by the business requirements

2 | Only approach vendors to ask how they can help to fulfill your vision if the architecture is vendor neutral

3 | Focus on providing value-added features not readily available on the market that leverages your company's core competencies

4 | Define a vendor-neutral architecture to meet your company's needs first before rushing into an "integrated" solution that cannot be augmented later

5 | Integrate solutions before developing

6 | Minimize cost by driving reuse and convergence

7 | Place automation of core business functionality in back-end systems

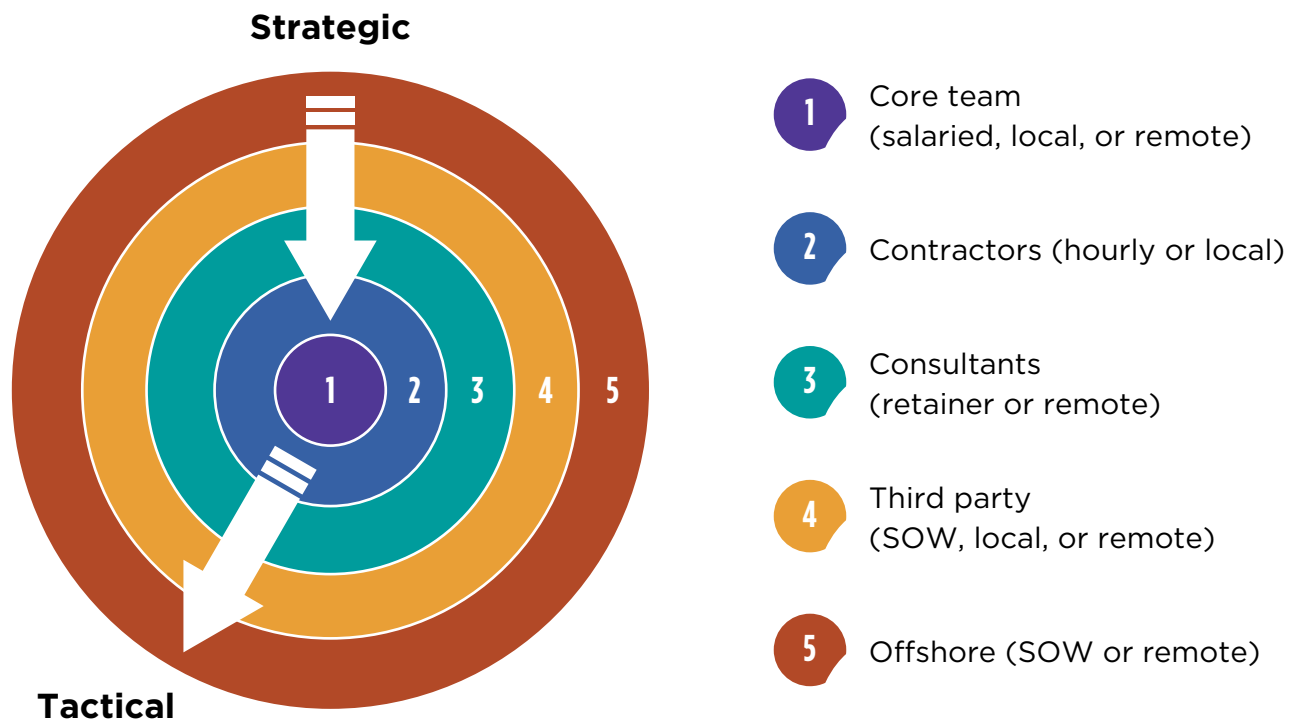**8** | Simplify your range of technologies

NEXT STEP

Unless your company is a business where a new network protocol is deemed strategic, you're better off having your team develop components that will create differentiating solutions at the top of the stack. Focus on providing value-added features not readily available on the market and that leverages your company's core competencies.

Step 3: Structure your team based on the right skills and cost levels

When faced with a project to deliver a solution, you may lack the required internal skillset or resources to meet the demanded deadlines. Part of your implementation strategy should be to identify how you will close these gaps.

Structuring the Team for Implementation

Strategic

Tactical

1. Core team (salaried, local, or remote)
2. Contractors (hourly or local)
3. Consultants (retainer or remote)
4. Third party (SOW, local, or remote)
5. Offshore (SOW or remote)

NEXT STEP

Perform a detailed skill-requirements assessment when designing the implementation strategy so that you can optimize costs. This also helps you identify the core technologies deemed strategic so that they are secured in-house either by training or hiring. Strategic solutions should be delivered by resources closest to the core and then be progressively augmented from the inside out. Tactical projects, especially those that are low-hanging fruit should be approached from the outside in.
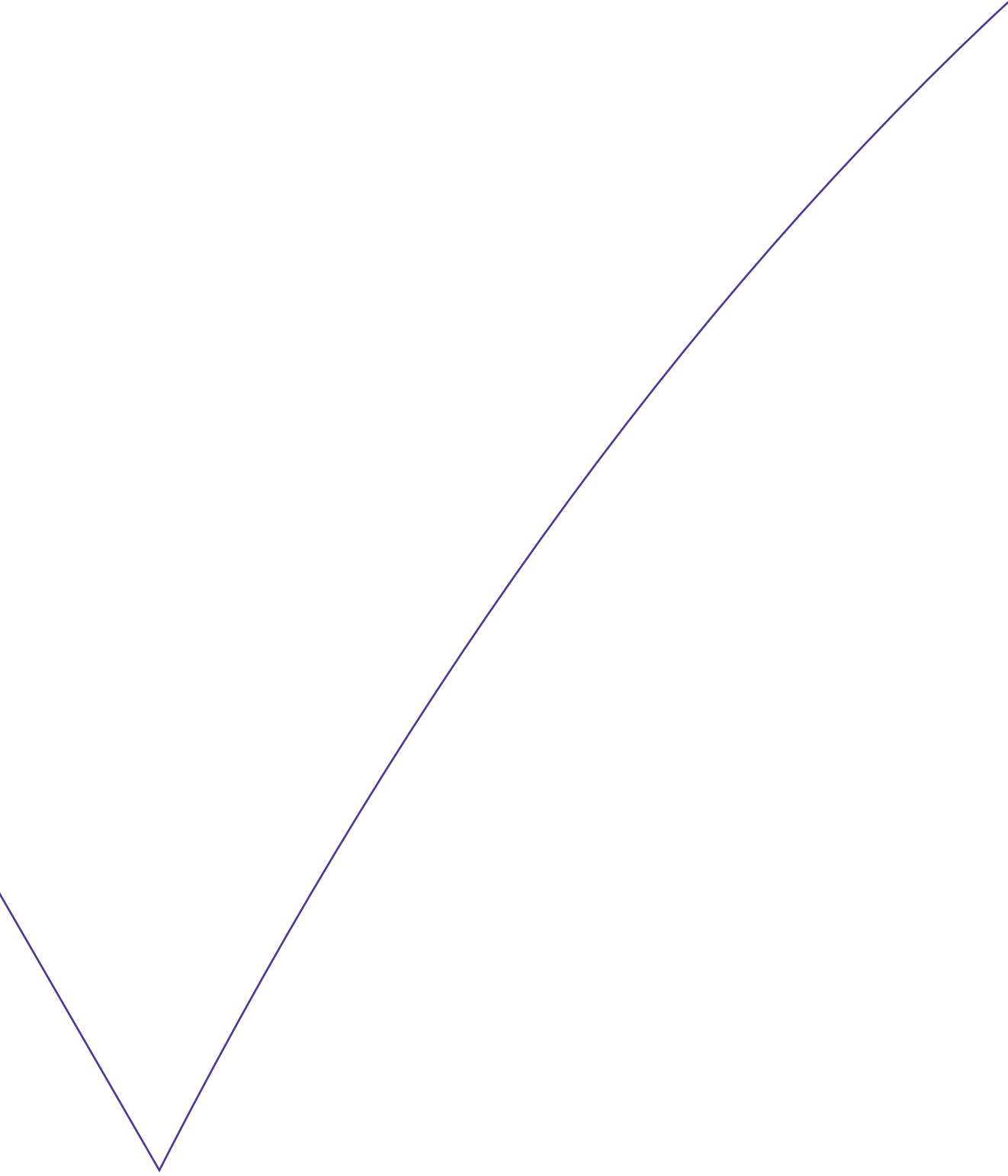
FEATURED EXPERT

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About Wavestone

Wavestone is a global leader in the field of cybersecurity. Our 700 cybersecurity consultants combine functional, sectoral, and technical expertise, and cover more than 1,000 engagements annually. Wavestone experts provide thought leadership to the industry and present at conferences around the world. And every year, we publish our CISO Radar to help CISOs better understand the issues in front of them.

To learn more about Wavestone's cybersecurity capabilities and how we could support your organization, please reach out to **keithmworfolk@wavestone.com** or call **610-854-2700**. You can also visit **Wavestone Cybersecurity**.

The Positive Way

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In a world where knowing how to drive transformation is the key to success,
Wavestone's mission is to guide large companies and organizations in their most critical transformation projects,
with the ambition of a positive outcome for all stakeholders. That's what we call "**The Positive Way**".

Wavestone brings together 3,000 employees across 8 countries.
It is a leading independent player in the European consulting market.

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