

YOUR JOURNEY STARTS HERE.

Complete the diagnostic program to get the data you need to **start your stakeholder management journey.**

The following report is a sample of what you will receive after completing the CIO Business Vision program. Each report is customized to the individual organization, highlighting the IT department's most pressing needs.

- Measure Business Stakeholder Satisfaction**
- Highlight the Business Impact of IT Constraints**
- Prioritize Key Issues & Create an Improvement Roadmap**
- Build Action Plans to Manage Critical Stakeholders**

Inside the Report

1



Measure Business Stakeholder Satisfaction

Once a year, take a step back from IT's day-to-day operations and look at the big picture.

Understand your stakeholders' satisfaction with and needs from IT.

Build your strategy for managing & improving IT services over the long term.

2



Measure Business Stakeholder Satisfaction

Let business leaders be your advocates: demonstrate the impact of IT under-resourcing on business results.

Evaluate project & work orders from both a capacity and execution perspective.

Use data to make the case for more IT resources or budget.

3



Prioritize Key Issues & Create an Improvement Roadmap

Cut through the noise: uncover the IT services that matter most to your business leaders.

Align your team behind achieving your vision, communicating the rationale behind your decisions.

Prioritize quick wins to show your stakeholders that rapid improvement is a priority.

4



Build Action Plans to Manage Critical Stakeholders

Understand satisfaction & needs by department, seniority, and individual.

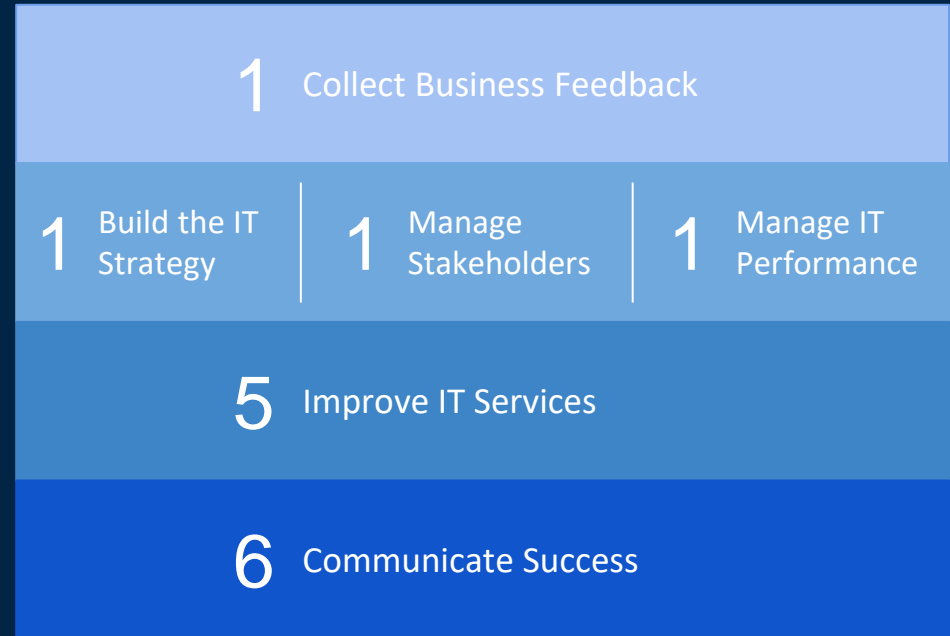
Work with your most important and most dissatisfied stakeholders to ensure their needs are met.

Empower your team to build relationships with key stakeholders to make IT a trusted business partner.

Build a Data-Driven IT Strategy

An Annual Program

- 1 Collect Business Feedback**
Measure business-leader satisfaction with IT and assess business needs.
- 2 Build the IT Strategy**
Prioritize key issues and create an improvement roadmap.
- 3 Manage Stakeholders**
Improve business leader relationships and ensure their needs are met.
- 4 Manage IT Performance**
Align IT leadership performance metrics with measurable business results.
- 5 Improve IT Services**
Execute planned IT improvement efforts with your team.
- 6 Communicate Success**
Provide ongoing updates to the business on value created by IT initiatives.



1. Collect & Share IT Feedback

GOAL

Brief the CEO & Critical Stakeholders

- Meeting with your CEO and CFO should be an exercise in relationship building, especially around IT's dedication to enabling the business and satisfying stakeholders.
- The exact flow of the meeting will depend on your organization's dynamics, the data, and your preferences.

PROCESS

Getting Direction

1. Communicate results to CEO/steering committees.

- No matter how good or bad the results, they can be used to create commitment to action and improvement. Coming prepared with an agenda or talk track and initial action plans will benefit the outcome of this meeting.

2. Get CEO direction on goals and objectives.

- Ask the CEO what they want to see from your initiatives. This input should develop and improve the initial action plans. Address how to prioritize stakeholders.
- If a capacity gap exists and you feel comfortable making the case, discuss capacity and demand to get at what is feasible and what is not. Be prepared to discuss why you believe a gap exists, how it can be closed, and the benefits of closing it.

3. Determine which other critical stakeholders to engage.

- Determine which other stakeholders should be looped in.

Highlight Success Stories:

...
...
...
...
...

Be Transparent in Identifying Challenges:

...
...
...

Reflect on Action Plans and Integrate Improvements Into a Timeline:

1st Quarter Actions:

2nd Quarter Actions:

3rd Quarter Actions:

4th Quarter Actions:

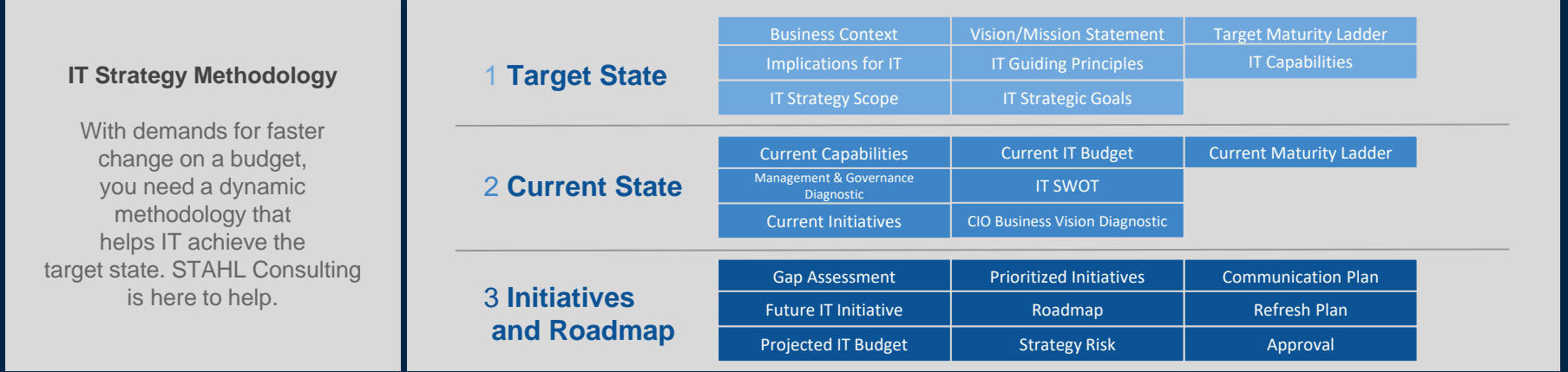
2. Build the IT Strategy

- PHASE 1**
Understand the Business Context
- 1.1 Review the business context.
 - 1.2 Identify IT implications from the documented business context.
 - 1.3 Group the IT implications into themes.
 - 1.4 Define the IT strategy scope.

- PHASE 2**
Define the IT Target State
- 2.1 Create the IT mission and vision statements and identify IT guiding principles.
 - 2.2 Define IT goals.
 - 2.3 Indicate the target state IT maturity.
 - 2.4

- PHASE 3**
Assess the IT Current State
- 3.1 Assess current IT capabilities.
 - 3.2 Review MGD results.
 - 3.2 Assess in-flight initiatives.
 - 3.3 Identify relationship between current initiatives and capabilities.
 - 3.4 Review current IT budget.
 - 3.5 Conduct IT SWOT analysis.
 - 3.6 Review CIO BV results.
 - 3.7 Identify current-state maturity.

- PHASE 4**
Bridge the Gap and Create the Strategy
- 4.1 Assess the gaps between current- and target-state capabilities.
 - 4.2 Brainstorm initiatives to address the gaps in capabilities.
 - 4.3 Create initiative profiles.
 - 4.4 Identify IT strategy risks.
 - 4.5 Identify required IT budget.
 - 4.6 Sponsor check-in.



3. Manage Stakeholders

GOAL

Actively Manage Stakeholders

- How you tackle meeting with business leaders will depend on how many there are and how many are important to the CEO.

PROCESS

Build the Stakeholder Playbook

1. Identify and prioritize stakeholders.

- Use the discussion with the CEO as a starting point.

2. Decide who will be accountable for stakeholders.

- The CIO shouldn't be responsible for managing more than ten individual business stakeholders, so decide who will.
- For organizations with an unwieldy number of stakeholders, consider using a tier system to group them.

3. Create a plan and regular meeting process.

- Begin by reiterating the objective of the program: creating stakeholder satisfaction and driving business value.
- Use the department priorities poster to review results.
- Areas with very low scores, very high scores, or significant deviation from the business should be explored. Address neutral or negative feedback with a positive, client-facing attitude.
- Use the action plan templates to develop solutions.

4. Determine an ongoing stakeholder management plan.

- At minimum, follow up with each stakeholder six months after the survey. Create a program to ensure this occurs.

Start With a Plan:

- Communicate individual department results
- Communicate IT goals
- Identify business leader priorities and pain points

Bring Your Tools:

- STAHL Consulting IT Satisfaction Report Card
- STAHL Consulting IT Capacity Report Card
- STAHL Consulting Client Feedback Forms
- Action plans (blank)
- Department priorities poster
- Mission, goal, and objectives

Reflect on Action Plans and Integrate Improvements Into a Timeline:

1st Quarter Actions:

2nd Quarter Actions:

3rd Quarter Actions:

4th Quarter Actions:

4. Manage IT Performance

Increase Accountability

- The best way to instill a culture of business satisfaction is through IT team accountability for results.
- Assign accountability for IT service satisfaction to IT team members or teams themselves, e.g. the service desk manager is accountable for the service desk satisfaction metric.
- Ensure that each accountable staff member is empowered to make decisions and to take action to improve their satisfaction metric. Accountability can be sliced by business unit or by system supported.

Align With Evaluations

- Include satisfaction metrics in the performance evaluations of senior managers, and consider their use for bonuses.

Get to Action

- Use STAHL Consulting project blueprints and toolkits to help you improve satisfaction and results, as well as improve process maturity.



5. Improve IT Services

Build Your Key Initiative Plans

- Work with STAHL Consulting to improve your highest priority IT services.
- Our Key Initiative Plans are designed to help IT leaders focus on the most important and impactful initiatives to improve their function.
- We provide you with tools and training to help you succeed at key projects that are proven to increase business satisfaction and enhance the capability of all key roles.

Get the Help You Need

- For each key initiative, determine whether you prefer guided assistance from an analyst, a one-week on-site workshop, or the tools to tackle it on your own.



6. Communicate Success

GOAL

Communicate to the Business

- By this point you should have a clear understanding of a) business leader priorities and b) commitments to action from IT teams.
- With this information you are ready to assemble business leaders and share IT's improvement plan over the next year.
- This information should be communicated to all business leaders who were invited to participate in the survey.

PROCESS

Execute on Your Annual Plan

1. Manage communication with quarterly business updates.

- Soliciting feedback and not acting on it is as bad as not soliciting it at all, if not worse. Schedule quarterly updates with the business to communicate progress.
- Prepare a timeline that highlights the milestones that were and will be achieved.
- Post results scorecards to keep them top of mind.

2. Six-month follow-up: Meet with all business leaders.

- Depending on number of participants and quality of results, this may be conducted as one meeting or a series.
- To keep business leaders engaged this meeting must be conducted within three months of completing the survey.

Next Up: Start Next Year's Business Feedback Exercise

Highlight Success Stories:

...
...
...
...
...

Be Transparent in Identifying Challenges:

...
...
...

Reflect on Action Plans and Integrate Improvements Into a Timeline:

1st Quarter Actions:

2nd Quarter Actions:

3rd Quarter Actions:

4th Quarter Actions:

IT Satisfaction Scorecard / AurCorp

Table of Contents

IT Satisfaction Scorecard IT

Capacity Scorecard

Benchmarking

Additional Research

Satisfaction By Department

Satisfaction By IT Service

Anonymous Feedback

How to Use This Report

Enabling the business and satisfying stakeholders is THE mission of the IT department. The purpose of this annual report is to collect and present stakeholder feedback.

The report contains the following information:

Overall Stakeholder Satisfaction. See overall business satisfaction and across core IT services. This page shows which services are highest and lowest performing and what business priorities are. Use this information to **prioritize key issues and create an improvement roadmap or IT Strategy.**

Capacity Satisfaction. Highlight the business impact of IT constraints. This page demonstrates constraints on business units due to a lack of IT capacity. It covers constraint at a project level, work order level, and shadow IT. Use this information to direct, plan and budget for IT capacity.

Satisfaction by Department. Dive deeper into satisfaction and priorities for each individual Department within the organization. Understand the actual IT priorities and satisfaction levels of each key Department and read open-ended comments from respondents. Use this information to build action plans to manage critical stakeholders.

This report is the first step in the stakeholder management process. We recommend sharing the report with your IT team, communicating priorities and the importance of stakeholder satisfaction. We also recommend sharing with your senior management team. Leadership understanding of IT commitment to stakeholder satisfaction and business leaders' priorities is critical. Look to leadership to Gnalize priorities, capacity, and budget. Finally, connect with individual stakeholders to understand their needs, ensuring ongoing communication and transparency.

This survey is designed to be completed annually, so if you complete it in a subsequent year, we treat the previous year's survey results as an internal benchmark so you can chart your progress over time.

Happy trails!

The STAHL Consulting Team

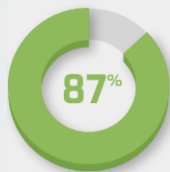
Reading the IT Support Breakdown

The IT Support Breakdown categorizes respondents into three categories: supporters, neutral respondents, and detractors. Each dot represents 10% of all respondents. The IT Support Score evaluates the proportion of respondents who are satisfied with IT compared to those who are dissatisfied. A positive score indicates more supporters than detractors, while red indicates the opposite.



IT Support Score = Supporters - Detractors

IT Satisfaction Scorecard / AurCorp



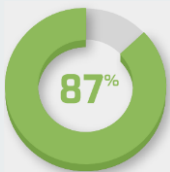
IT Satisfaction

Satisfaction with the IT department and its ability to support your needs

Up 8% from last year



NET PROMOTER SCORE: 86%



IT Value

Satisfaction that IT provides high value relative to your perception of cost and staffing

Up 9% from last year



NET PROMOTER SCORE: 90%

85%

Understands Needs

Satisfaction with IT's understanding of your needs.

0% from last year

85%

Executes Requests

Satisfaction with the way IT executes your requests and meets your needs.

Up 4% from last year

84%

Communicates Effectively

Satisfaction with IT communication.

Up 7% from last year

80%

Trains Effectively

Satisfaction with training quality and timing.

Up 6% from last year



Security Friction

Regulatory Compliance-driven Friction is acceptable

100% AGREE
Up 11% from last year

Remote/Mobile Device Access Friction is acceptable

97% AGREE
Up 16% from last year

Office/Desktop Security Friction is acceptable

93% AGREE
Up 4% from last year

Data Access Friction is acceptable

90% AGREE
Down 3% from last year

Business Satisfaction and Importance for Core Services

The core services of IT are important when determining what IT should focus on. The most important services with the lowest satisfaction offer the largest area of improvement for IT to drive business value.

		Satisfaction	Importance
Service Desk	Satisfaction with responsiveness and effectiveness of service desk	88% Up 3% from last year	4 TH
IT Security	IT Security	87% Up 7% from last year	2 ND
Work Orders	Satisfaction with small requests and bug fixes	86% Up 2% from last year	7 TH
IT Policies	Satisfaction with policy design and enforcement around security, governance, etc...	84% Up 9% from last year	9 TH
Requirements Gathering	Satisfaction with BA's ability to understand and support the business	81% Up 2% from last year	13 TH
Business Apps	Satisfaction with applications and functionality	80% Up 15% from last year	6 TH
Projects	Satisfaction with large department or corporate projects	79% Up 7% from last year	12 TH
IT Innovation Leadership	Satisfaction with providing opportunities for innovation and innovation leadership to improve the business	78% Up 10% from last year	11 TH
Devices	Satisfaction with desktops, laptops, mobile devices etc.	77% Up 10% from last year	8 TH
Network & Comm. Infrastructure	Satisfaction with reliability of comm. Systems and networks	76% Up 12% from last year	1 ST
Data Quality	Satisfaction with providing reliable and accurate data	71% Up 8% from last year	3 RD
Client-Facing Technology	Satisfaction with user experience and effectiveness	69% Up 16% from last year	5 TH
Analytical Capability and Reports	Satisfaction with effective standard reports, custom reports capability, and the ability to generate business insights	67% Up 9% from last year	10 TH

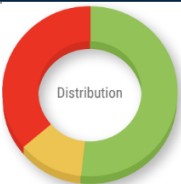
IT Satisfaction Scorecard / AurCorp

IT Capacity Scorecard

Capacity Needs

Constraint

To what extent is your group constrained and prevented from reaching your strategic goals by IT Capacity?



66%

Average

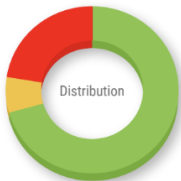
Capacity Constraint by Department



Shadow IT

Overall Shadow IT

To what extent do you look externally and purchase IT services & applications without corporate IT involvement, due to a lack of internal IT capacity?



46%

Average

Shadow IT by Department



Projects

57% Capacity Satisfaction

Satisfaction with the ability to get IT capacity to complete projects.

IT SUPPORT SCORE: -38%



62% Ability to Deliver

Satisfaction with completed IT projects ability to meet your business needs.

IT SUPPORT SCORE: -22%



Capacity Satisfaction by Department



Work Orders

71% Capacity Satisfaction

Satisfaction with the ability to get IT capacity to complete Work Orders

IT SUPPORT SCORE: 19%



73% Ability to Deliver

Satisfaction with completed IT Work Orders ability to meet your business needs

IT SUPPORT SCORE: 34%



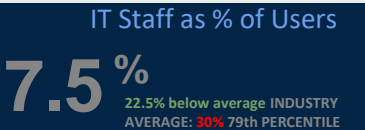
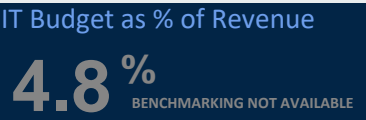
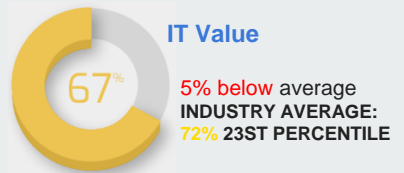
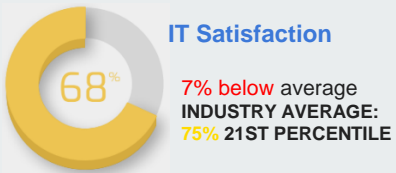
Capacity Satisfaction by Department



Business Objectives Scorecard

Business Objectives	Distribution	Average	Satisfaction By Seniority			
			Executives	Directors	Managers	Team-Level
1 Growth <small>Sed auctor at mauris a tempus. Vestibulum finibus mattis eros. eu suscipit lectus porta non.</small>		59%	65%	49%	70%	84%
2 Productivity <small>Sed auctor at mauris a tempus. Vestibulum finibus mattis eros. eu suscipit lectus porta non.</small>		32%	65%	49%	70%	84%
3 Profitability <small>Sed auctor at mauris a tempus. Vestibulum finibus mattis eros. eu suscipit lectus porta non.</small>		56%	65%	49%	70%	84%
4 Maintain Financing <small>Sed auctor at mauris a tempus. Vestibulum finibus mattis eros. eu suscipit lectus porta non.</small>		73%	65%	49%	70%	84%
5 Competitive Analysis <small>Sed auctor at mauris a tempus. Vestibulum finibus mattis eros. eu suscipit lectus porta non.</small>		66%	65%	49%	70%	84%
6 Employee Retention <small>Sed auctor at mauris a tempus. Vestibulum finibus mattis eros. eu suscipit lectus porta non.</small>		86%	65%	49%	70%	84%
7 Customer Service <small>Sed auctor at mauris a tempus. Vestibulum finibus mattis eros. eu suscipit lectus porta non.</small>		47%	65%	49%	70%	84%
8 Change Management <small>Sed auctor at mauris a tempus. Vestibulum finibus mattis eros. eu suscipit lectus porta non.</small>		19%	65%	49%	70%	84%

Benchmarking



Security Friction

- Remote/Mobile Device Access Friction** is acceptable
- Office/Desktop Security Friction** is acceptable
- Regulatory Compliance-driven Friction** is acceptable
- Data Access Friction** is acceptable

		Satisfaction	
Capacity	Shadow IT	Use of Shadow IT: procurement of IT services and applications without IT involvement	46% 13% above average
	Capacity Constraint	Satisfaction with responsiveness and effectiveness of service desk.	66% 8% above average
Relationship	Trains Effectively	Satisfaction with training quality and timing.	N/A --
	Understands Needs	Satisfaction with IT's understanding of your needs.	69% 3% below average
	Executes Requests	Satisfaction with the way IT executes your requests and meets your needs.	63% 9% below average
	Communicates Effectively	Satisfaction with IT communication.	59% 12% below average

Business Satisfaction and Importance for Core Services

The core services of IT are important when determining what IT should focus on. The most important services with the lowest satisfaction offer the largest area of improvement for IT to drive business value.

		Satisfaction	Percentile
Devices	Satisfaction with desktops, laptops, mobile devices etc.	77% 1% below industry	44 TH
Service Desk	Satisfaction with responsiveness and effectiveness of service desk	77% 1% below industry	36 TH
Work Orders	Satisfaction with small requests and bug fixes	72% 3% below industry	37 TH
Business Apps	Satisfaction with applications and functionality	71% 1% below industry	30 TH
IT Policies	Satisfaction with policy design and enforcement around security, governance, etc...	69% 3% below industry	35 TH
Network & Comm. Infrastructure	Satisfaction with reliability of comm. Systems and networks	68% 8% below industry	14 TH
Client-Facing Technology	Satisfaction with user experience and effectiveness	66% aligned with industry	43 RD
Requirements Gathering	Satisfaction with BA's ability to understand and support the business	63% 4% below industry	17 TH
IT Innovation Leadership	Satisfaction with providing opportunities for innovation and innovation leadership to improve the business	60% 7% below industry	14 TH
Projects	Satisfaction with large department or corporate projects	59% 11% below industry	12 TH
Data Quality	Satisfaction with providing reliable and accurate data	58% 16% below industry	5 TH
Analytical Capability and Reports	Satisfaction with effective standard reports, custom reports capability, and the ability to generate business insights	54% 13% below industry	9 TH

Additional Research

IT Strategy

Rapidly Develop a Visual IT Strategy

Break the cycle of outdated and unread IT strategies.



Become a Strategic CIO

Create a personal development plan to take your career to the next level.



Define the Business Context for Strategic IT Initiatives

Ensure your IT initiatives are based on an understanding of organizational objectives.



Plan & Execute a Digital Transformation

Take a step closer to your end customers by creating a customer-centric digital strategy.



IT Performance Management

Develop Meaningful Service Metrics to Ensure Business and User Satisfaction

Reinforce service orientation in your IT organization by ensuring your IT metrics generate value-driven resource behavior.



Maximize Business Value From IT Through Benefits Realization

Embed benefits realization into your governance process to prioritize IT spend and confirm the value of IT.



Business Relationship Management

Transform IT Into a Value Creator With Business Relationship Management

Leverage a deep knowledge of the business to become an innovative and strategic partner.



Build and Deliver an Optimized IT Update Presentation

Show IT's value and relevance by dropping the technical jargon and speaking to the business in their terms.



Manage Stakeholder Relations

As a CIO, you are responsible for addressing a wide variety of competing demands of many different stakeholders



Additional Research

IT Service Improvement

Satisfying the needs of the business means effective delivery of IT services that matter most. Consult STAHL Consulting's research library to start improvement efforts for your most critical services. Each link will take you a project toolkit designed to help you kick-start the initiative and make real improvements quickly. Don't try to improve everything at once — focus on what matters.

<p>Requirements Gathering</p> <p>63% Satisfaction 8th Importance</p> <ul style="list-style-type: none"> Build a Strong Approach to Business Requirements Gathering Reduce Time to Consensus with an Accelerated Business Case 	<p>Business Apps</p> <p>71% Satisfaction 6th Importance</p> <ul style="list-style-type: none"> Visualize Your Application Portfolio Strategy with a Value Driven Roadmap Streamline Application Maintenance Govern & Manage an Enterprise Software Implementation 	<p>Client-Facing Technology</p> <p>66% Satisfaction 4th Importance</p> <ul style="list-style-type: none"> Align IT with a Real End Customer 		
<p>Data Quality</p> <p>58% Satisfaction 6th Importance</p> <ul style="list-style-type: none"> Restore Trust in Your Data Using a Business Aligned Data Quality Management Approach Establish a Business-Aligned Data Management Practice Modernize Data Architecture for Measurable Business Results 	<p>Analytical Capability and Reports</p> <p>54% Satisfaction 6th Importance</p> <ul style="list-style-type: none"> Build a Next Generation BI with a Game Changing BI Strategy Leverage Big Data By Starting Small 	<p>Devices</p> <p>77% Satisfaction 7th Importance</p> <ul style="list-style-type: none"> Build an End User Computing Strategy Pave the Road to Unified Endpoint Management 	<p>IT Innovation Leadership</p> <p>60% Satisfaction 8th Importance</p> <ul style="list-style-type: none"> Kickstart IT Led Business Innovation Become a Transformational CIO Sustain & Grow Innovation Maturity in Your Enterprise 	<p>Network & Comm. Infrastructure</p> <p>68% Satisfaction 4th Importance</p> <ul style="list-style-type: none"> Own the Cloud Strategy & Action Plan Modernize the Network Modernize Enterprise Storage
<p>Projects</p> <p>59% Satisfaction 7th Importance</p> <ul style="list-style-type: none"> Establish an Effective PMO for IT Optimize Project Intake Approval & Prioritization Grow Your Own PPM Solution Tailor Project Management Processes to Fit Your Projects 	<p>Service Desk</p> <p>77% Satisfaction 5th Importance</p> <ul style="list-style-type: none"> Standardize the Service Desk Build a Continual Improvement Plan for the Service Desk 	<p>Work Orders</p> <p>72% Satisfaction 7th Importance</p> <ul style="list-style-type: none"> Design Build a User Facing Service Catalog Create a Service Management Roadmap Establish a Right Sized Release & Deployment Management Process 	<p>IT Policies</p> <p>69% Satisfaction 10th Importance</p> <ul style="list-style-type: none"> Take the Pain Out of IT Policies Take Control of Compliance to Conquer Every Audit 	

Satisfaction By Department

Finance



Top Priorities

- 1 Analytical Capability and Reports
- 2 Data Quality
- 3 Projects

70% CAPACITY CONSTRAINT

Resellers



Top Priorities

- 1 Client-Facing Technology
- 2 Service Desk
- 3 Data Quality

77% CAPACITY CONSTRAINT

Business Development



Top Priorities

- 1 Client-Facing Technology
- 2 Data Quality
- 3 Devices

47% CAPACITY CONSTRAINT

Founder



Top Priorities

- 1 Projects
- 2 Client-Facing Technology
- 3 Requirements Gathering

50% CAPACITY CONSTRAINT

IT



Top Priorities

- 1 Client-Facing Technology
- 2 Network & Comm. Infrastructure
- 3 Service Desk

70% CAPACITY CONSTRAINT

Product Development



Top Priorities

- 1 Client-Facing Technology
- 2 Service Desk
- 3 Requirements Gathering

95% CAPACITY CONSTRAINT

Divisions



Top Priorities

- 1 Client-Facing Technology
- 2 Network & Comm. Infrastructure
- 3 Service Desk

62% CAPACITY CONSTRAINT

Customer Service



Top Priorities

- 1 Analytical Capability and Reports
- 2 Data Quality
- 3 Business Apps

55% CAPACITY CONSTRAINT

Marketing & Sales Operations



Top Priorities

- 1 Client-Facing Technology
- 2 Network & Comm. Infrastructure
- 3 Service Desk

55% CAPACITY CONSTRAINT

Human Resources



Top Priorities

- 1 Network & Comm. Infrastructure
- 2 Business Apps
- 3 Service Desk

57% CAPACITY CONSTRAINT

Innovation



Top Priorities

- 1 Client-Facing Technology
- 2 Projects
- 3 Requirements Gathering

100% CAPACITY CONSTRAINT

Leadership

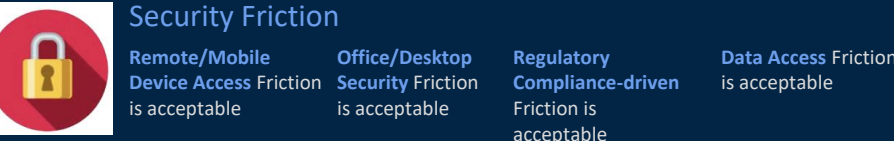
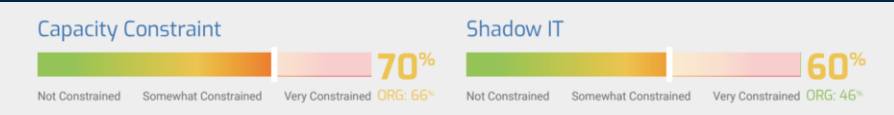
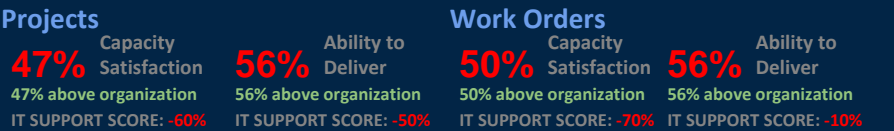
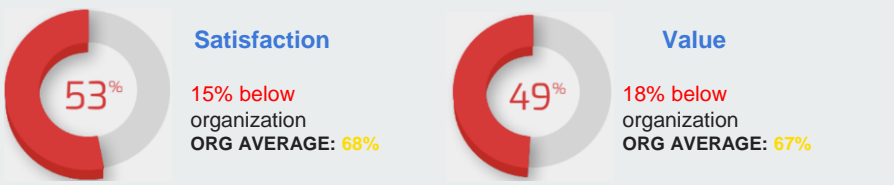


Top Priorities

- 1 Client-Facing Technology
- 2 Analytical Capability and Reports
- 3 Data Quality

70% CAPACITY CONSTRAINT

Benchmarking



		Satisfaction	
Relationship	Trains Effectively	Satisfaction with training quality and timing.	N/A --
	Understands Needs	Satisfaction with IT's understanding of your needs.	61% 8% below organization
	Executes Requests	Satisfaction with the way IT executes your requests and meets your needs.	49% 14% below organization
	Communicates Effectively	Satisfaction with IT communication.	44% 15% below organization

Business Satisfaction and Importance for Core Services

The core services of IT are important when determining what IT should focus on. The most important services with the lowest satisfaction offer the largest area of improvement for IT to drive business value.

		Satisfaction	Importance
Devices	Satisfaction with desktops, laptops, mobile devices etc.	84% 7% above organization	9 TH
Service Desk	Satisfaction with responsiveness and effectiveness of service desk	83% 6% above organization	8 TH
IT Policies	Satisfaction with policy design and enforcement around security, governance, etc...	74% 5% above organization	11 TH
Business Apps	Satisfaction with applications and functionality	69% 2% below organization	7 TH
Client-Facing Technology	Satisfaction with user experience and effectiveness	67% 1% above organization	3 RD
Network & Comm. Infrastructure	Satisfaction with reliability of comm. Systems and networks	63% 5% below organization	6 TH
Requirements Gathering	Satisfaction with BA's ability to understand and support the business	54% 9% below organization	6 TH
Work Orders	Satisfaction with small requests and bug fixes	53% 19% below organization	7 TH
Data Quality	Satisfaction with providing reliable and accurate data	51% 7% below organization	5 TH
Projects	Satisfaction with large department or corporate projects	51% 8% below organization	6 TH
Analytical Capability and Reports	Satisfaction with effective standard reports, custom reports capability, and the ability to generate business insights	43% 11% below organization	4 TH
IT Innovation Leadership	Satisfaction with providing opportunities for innovation and innovation leadership to improve the business	41% 19% below organization	6 TH

Leadership Feedback

Overall Satisfaction

Department Satisfaction: **53%** | Department Value: **49%**

What is your top suggestion for how IT can change or improve to better meet your needs?

Steve Leblanc: Be able to flex capacity and skills to meet different needs. Adapt more rapidly when projects are off track.

Ernesto Chambers: New laptop has been wonky Better access to reporting & analytics would be really helpful (eg; Data Cubes).

Ahmed Kramern: Communication equipment frequently fails (VCs, phones, etc.).

Jacqueline Key: We need more throughput. I basically tell my teams to expect that they can't expect much/anything from IT. We now have resources for McLean & Company, but they feel very slow.

Penny Mata: Meeting with the Business stakeholders regularly to understand their needs and come with proactive solutions.

Requirements Gathering

Department Satisfaction: **63%** | Department Rank: **8**

What is the greatest area of improvement within requirements gathering to better support the business?

Jacqueline Key: Become more agile. Feels like we have implemented a process that takes forever and yields little. My experience with the MLI compared to my experience with everything else recently in IT is night and day. With the MLI, we had a working prototype within a month, and we have been iterating ever since. With the HR dashboard, we have spent lots of time, but have seen nothing of substance.

Penny Mata: Better understanding of our goals and what we are trying to actually accomplish

Business Apps

Department Satisfaction: **71%** | Department Rank: **6**

What is the biggest opportunity for IT to better meet your needs through business applications? (Is there a gap in application coverage, a process or an app that isn't effectively meeting your needs?)

Steve Leblanc: Better collaboration tools.

Ernesto Chambers: Data Analytics.

Ahmed Kramer: It is time to revisit our sharepoint implementation. Salesforce Cases are a mess; I know they are working to fix this, but it's been a year.

Jacqueline Key: We need more Salesforce help.

Trevor Timbeck: The biggest opportunity for improvement is to have someone really understand the workflow and day to day challenges of my team.

Client-Facing Technology

Department Satisfaction: **66%** | Department Rank: **1**

What does IT need to know about the greatest opportunity to improve customer-facing technology?

Steve Leblanc: Better support the buying and onboarding processes.

Ahmed Kramer: 1st, we need to get customers to our website. Then we need to find a way to keep them coming back.

Jacqueline Key: We live in a world where customers want to be able to work with their own data, in a way that is useful to them. The reports are stunningly beautiful and very useful, but if customers want to do their own cuts of data, it's virtually impossible. Make dashboards, not just reports. Allow for printing of reports when necessary, but provide some flexibility.

Penny Mata: Meet with members to better understand their needs.

Leadership Feedback

Data Quality

Department Satisfaction: **58%** | Department Rank:**3**

What is your top suggestion for how IT could better meet your data, reporting and analytics needs?

Steve Leblanc: We need fewer reports, better management reporting capabilities, and a move toward "plain vanilla" Salesforce.

Ernesto Chambers: We need a holistic BI strategy... right now, you need to engage an expert any time you want to run a report

Ahmed Kramern: I literally get a different answer to common data depending on what report I run. Even things on the same dashboard seem to have different underlying data. Also, I can't get 'overview' data for the whole business without spending hours working it manually through on Excel. Only reason this isn't a '1' is that at least I can run reports myself now, even if they might be somewhat wrong. The old days of Crystal Reports and having to ask for every single thing was even worse. The data might have been better, but waiting six months and having to queue it up made it totally useless.

Penny Mata: Better understand what decisions we need to make, and how reporting could help us.

Analytical Capability and Reports

Department Satisfaction: **54%** | Department Rank: **4**

What is your top suggestion for how IT could better meet your data, reporting and analytics needs?

Steve Leblanc: We need fewer reports, better management reporting capabilities, and a move toward "plain vanilla" Salesforce.

Ernesto Chambers: We need a holistic BI strategy... right now, you need to engage an expert any time you want to run a report

Ahmed Kramern: I literally get a different answer to common data depending on what report I run. Even things on the same dashboard seem to have different underlying data. Also, I can't get 'overview' data for the whole business without spending hours working it manually through on Excel. Only reason this isn't a '1' is that at least I can run reports myself now, even if they might be somewhat wrong. The old days of Crystal Reports and having to ask for every single thing was even worse. The data might have been better, but waiting six months and having to queue it up made it totally useless.

Penny Mata: Better understand what decisions we need to make, and how reporting could help us.

IT Innovation Leadership

Department Satisfaction: **60%** | Department Rank: **11**

What is your best idea for how technology can be utilized to innovate, transform and optimize performance?

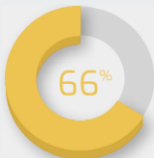
Ernesto Chambers: Data Analytics More engaging models for reaching our customers.

Ahmed Kramern: I love the innovation days. I think we have brilliant IT minds who come up with fantastic ideas. But where do those ideas go?How do they get implemented? Do they get implemented? Whenever we have an idea now, we seem to go through a lot of requirements and get minimal output. What happened to agile? It really feels like it's gone, at least to me and me groups.

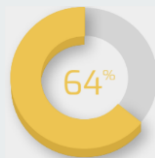
Penny Mata: Talk to business stakeholders for their ideas

Marketing & Sales Operations Priorities

Overall Satisfaction and value are key indicators of the overall impression of the IT Department. These metrics let the IT leader determine at a glance if they are meeting the needs of the business.



Satisfaction
 2% below organization
 ORG AVERAGE: 68%



Value
 3% below organization
 ORG AVERAGE: 67%

Projects

Capacity Satisfaction: **65%** (65% above organization)
 Ability to Deliver: **61%** (61% above organization)
 IT SUPPORT SCORE: **0%**

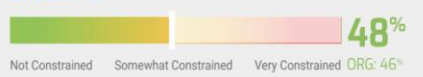
Work Orders

Capacity Satisfaction: **64%** (64% above organization)
 Ability to Deliver: **69%** (69% above organization)
 IT SUPPORT SCORE: **-20%**

Capacity Constraint



Shadow IT



Security Friction

Remote/Mobile Device Access Friction is acceptable
 Office/Desktop Security Friction is acceptable
 Regulatory Compliance-driven Friction is acceptable
 Data Access Friction is acceptable

Business Satisfaction and Importance for Core Services

The core services of IT are important when determining what IT should focus on. The most important services with the lowest satisfaction offer the largest area of improvement for IT to drive business value.

		Satisfaction	Importance
Business Apps	Satisfaction with applications and functionality	78% (7% above organization)	7 TH
Devices	Satisfaction with desktops, laptops, mobile devices etc.	73% (4% below organization)	8 TH
Service Desk	Satisfaction with responsiveness and effectiveness of service desk	73% (4% below organization)	5 TH
Network & Comm. Infrastructure	Satisfaction with reliability of comm. Systems and networks	66% (2% below organization)	4 TH
Work Orders	Satisfaction with small requests and bug fixes	66% (6% below organization)	6 TH
Client-Facing Technology	Satisfaction with user experience and effectiveness	63% (3% below organization)	4 TH
Data Quality	Satisfaction with providing reliable and accurate data	63% (5% above organization)	5 TH
Projects	Satisfaction with large department or corporate projects	63% (4% above organization)	5 TH
Requirements Gathering	Satisfaction with BAs ability to understand and support the business	60% (3% below organization)	6 TH
IT Policies	Satisfaction with policy design and enforcement around security, governance, etc...	60% (9% below organization)	11 TH
Analytical Capability and Reports	Satisfaction with effective standard reports, custom reports capability, and the ability to generate business insights	59% (5% above organization)	8 TH
IT Innovation Leadership	Satisfaction with providing opportunities for innovation and innovation leadership to improve the business	56% (4% below organization)	8 TH

Relationship

		Satisfaction
Trains Effectively	Satisfaction with training quality and timing.	N/A --
Understands Needs	Satisfaction with IT's understanding of your needs.	68% (1% below organization)
Executes Requests	Satisfaction with the way IT executes your requests and meets your needs.	66% (3% above organization)
Communicates Effectively	Satisfaction with IT communication.	59% (0% aligned with organization)

Marketing & Sales Operations Feedback

Overall Satisfaction

Department Satisfaction: **66%** | Department Value: **64%**

What is your top suggestion for how IT can change or improve to better meet your needs?

Alden Rodgers: Same with all departments, but Communication is critical as we grow.

Penny Mata: Working mainly offsite now it highlights how slow SFDC is when working in the office. I still think there is definable something wrong somewhere on the network. This would have a huge effect on the organization. IF you can decrease the wait time by 20 seconds per click for a few hundred people that would be a huge productivity boost.

Aaron Gibbs: We need to improve communication between our groups, specially as it relates to projects. Sales Ops is frequently not asked to participate early enough in the decision making process, or at least asked for potential impact assessments. This results in us scrambling at the last minute, sometimes delaying our own projects, and does not lead to high quality solution design. I do believe we are all working at getting better in this area.

Brenton Reeds: Define the scope of what IT is supporting. In the past anything technical (Salesforce.com, website, process) fell under the IT umbrella. To better answer the satisfaction questions, it might help to understand what IT's role at AurCorp is. At present, anything IT related internally lives with Sales/Ops while the website and helpdesk lives with IT (as far as I understand it?). If that's accurate, then my answers reflect my satisfaction.

Ty Hammond: I have two recommendations: i) Better communication on the status of work items. When a request is put in and there is no update for days, weeks or months, it is frustrating. I can handle being told there is a delay, but what I can't handle is being left in the dark. ii) Better identification of stakeholders. There have been projects in the past where IT seems to be driving them forward but does not involve business stakeholders who are impacted. There seems to be a gap there.

x
Marco Wagner: Better intake process.

Requirements Gathering

Department Satisfaction: **63%** | Department Rank: **8**

What is the greatest area of improvement within requirements gathering to better support the business?

Alden Rodgers: Just more experience in the role. tough to go and get. Takes time.

Aaron Gibbs: I think IT is building capacity in this area, but it will take time to grow. The BAs are typically not very experienced at this type of work, and lack an in-depth knowledge of the business. As I said however, I think this will improve in the future as skills and knowledge increase.

Brenton Reeds: I haven't had an opportunity to work with IT in this capacity.

Ty Hammond: Until recently, the IT business analysts did not seem to approach business stakeholders. I think this is starting to change but it seems to be taking a while.

Marco Wagner: Timeliness and willingness to change.

Business Apps

Department Satisfaction: **71%** | Department Rank: **6**

What is the biggest opportunity for IT to better meet your needs through business applications? (Is there a gap in application coverage, a process or an app that isn't effectively meeting your needs?)

Penny Mata: Not an application but I think more meeting rooms would be a good idea.

Aaron Gibbs: IT needs to turn around requests for licenses much faster - it sometimes takes months (possibly because no follow up happens?) There should be increased emphasis on cross platform tools, not OS specific ones!

Ty Hammond: Our mail server and active directory is poorly maintained. The performance of our exchange server is really bad at times, mostly ok, but bad at times. From an active directory point of view, there is no management around user data. Employee titles, reporting structure and contact information is not kept up to date. This is a challenge as I constantly reference Outlook to see information about employees, only to see that the information is wrong (i.e. Adrian Biljan has the job title "Cave Man"). It would be great if IT could enable the maintenance of this information to be performed by other departments (HR) who will do it.

Marco Wagner: Be more flexible in terms of what someone wants to use.

Marketing & Sales Operations

Client-Facing Technology

Department Satisfaction: **66%** | Department Rank: **1**

What does IT need to know about the greatest opportunity to improve customer-facing technology?

Alden Rodgers: Website - Acquisition focused site and user experience on Engage side. Both currently being worked on by IT.

Aaron Gibbs: Unsure.

Ty Hammond: I do not believe that IT thinks outside of the box when it comes to delivering customer facing technology. We have one tool (the website) we use to solve every problem. We should be looking for other opportunities to engage with our clients through new technological mediums, not just tweaking what we already have.

Penny Mata: I think IT needs to do a better job a working with user experience in mind.

Data Quality

Department Satisfaction: **58%** | Department Rank: **3**

What is your top suggestion for how IT could better meet your data, reporting and analytics needs?

Alden Rodgers: Not sure that this really falls in our IT department. Some of it does, but most is in Salesforce.com. Ideally we could get more website data into SFDC.

Aaron Gibbs: Unsure what data IT provides to help me manage my group - we look after all of that ourselves. We also do most of our own reporting, so not much to say here.

Marco Wagner: As far as I'm aware, Salesforce.com not-withstanding, we don't have BI tools to perform business insights.

Penny Mata: Better requirements gathering to understand how we need the data presented.

Analytical Capability and Reports

Department Satisfaction: **54%** | Department Rank: **4**

What is your top suggestion for how IT could better meet your data, reporting and analytics needs?

Alden Rodgers: Not sure that this really falls in our IT department. Some of it does, but most is in Salesforce.com. Ideally we could get more website data into SFDC.

Aaron Gibbs: Unsure what data IT provides to help me manage my group - we look after all of that ourselves. We also do most of our own reporting, so not much to say here.

Marco Wagner: As far as I'm aware, Salesforce.com not-withstanding, we don't have BI tools to perform business insights.

Penny Mata: Better requirements gathering to understand how we need the data presented.

IT Innovation Leadership

Department Satisfaction: **60%** | Department Rank: **11**

What is your best idea for how technology can be utilized to innovate, transform and optimize performance?

Alden Rodgers: More analytics on Web usage?

Aaron Gibbs: We are pretty self-driven when it comes to technology choices.

Marco Wagner: I have yet to work with them.

Penny Mata: I think the best way we can use technology is to provide a personalized prospect/member experience. I believe we need to utilize more technology in order to provide users the opportunity to consume our products/services in different ways.

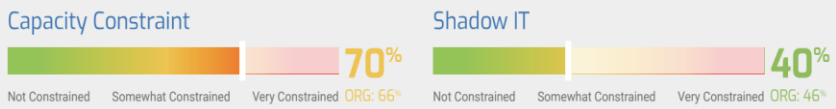
Finance Priorities

Overall Satisfaction and value are key indicators of the overall impression of the IT Department. These metrics let the IT leader determine at a glance if they are meeting the needs of the business.



Projects
Capacity Satisfaction: **60%** (60% above organization)
Ability to Deliver: **80%** (80% above organization)
IT SUPPORT SCORE: **-100%**

Work Orders
Capacity Satisfaction: **90%** (90% above organization)
Ability to Deliver: **80%** (80% above organization)
IT SUPPORT SCORE: **100%**



Security Friction

- Remote/Mobile Device Access Friction: is acceptable
- Office/Desktop Security Friction: is acceptable
- Regulatory Compliance-driven Friction: is acceptable
- Data Access Friction: is acceptable

		Satisfaction	
Relationship	Trains Effectively	Satisfaction with training quality and timing.	N/A --
	Communicates Effectively	Satisfaction with IT communication.	90% 31% above organization
	Understands Needs	Satisfaction with IT's understanding of your needs.	80% 11% above organization
	Executes Requests	Satisfaction with the way IT executes your requests and meets your needs.	80% 17% above organization

Business Satisfaction and Importance for Core Services

The core services of IT are important when determining what IT should focus on. The most important services with the lowest satisfaction offer the largest area of improvement for IT to drive business value.

		Satisfaction	Importance
Client-Facing Technology	Satisfaction with user experience and effectiveness	N/A	10 TH
Service Desk	Satisfaction with responsiveness and effectiveness of service desk	100% 23% above organization	5 TH
Devices	Satisfaction with desktops, laptops, mobile devices etc.	90% 13% above organization	11 TH
Network & Comm. Infrastructure	Satisfaction with reliability of comm. Systems and networks	90% 22% above organization	4 TH
IT Policies	Satisfaction with policy design and enforcement around security, governance, etc...	90% 21% above organization	12 TH
Work Orders	Satisfaction with small requests and bug fixes	85% 13% above organization	6 TH
Requirements Gathering	Satisfaction with BA's ability to understand and support the business	80% 17% above organization	7 TH
Data Quality	Satisfaction with providing reliable and accurate data	80% 22% above organization	2 ND
Analytical Capability and Reports	Satisfaction with effective standard reports, custom reports capability, and the ability to generate business insights	80% 26% above organization	1 ST
Business Apps	Satisfaction with applications and functionality	70% 1% below organization	8 TH
IT Innovation Leadership	Satisfaction with providing opportunities for innovation and innovation leadership to improve the business	70% 10% above organization	9 TH
Projects	Satisfaction with large department or corporate projects	70% 11% above organization	3 RD

Finance Feedback

Overall Satisfaction

Department Satisfaction: **90%** | Department Values: **90%**

What is your top suggestion for how IT can change or improve to better meet your needs?

Rhea Harper: It would be great to have a contact in IT who would be available to assist with the technical side of new Finance-related projects. For example, we have reporting requirements that may require new systems or significant changes to existing systems. Understanding that there are significant resource and availability constraints, we have generally tried to do our own data gathering and preliminary evaluations. This can just be somewhat limiting.

Business Apps

Department Satisfaction: **71%** | Department Rank: **6**

What is the biggest opportunity for IT to better meet your needs through business applications? (Is there a gap in application coverage, a process or an app that isn't effectively meeting your needs?)

Sheena Cochran: The current applications that are used within finance meet the majority of our day to day needs in Finance. We do obtain some support from a third party (BAASS) on one of our core applications - AccPac. The biggest opportunity I see is to leverage current functionality within SFDC and to better integrate it with AccPac to meet our new reporting needs. However, since SFDC is supported in house and AccPac is supported partially via our outside provider, it is more difficult to make changes to the current integration.

Data Quality

Department Satisfaction: **58%** | Department Rank: **3**

What is your top suggestion for how IT could better meet your data, reporting and analytics needs?

Rhea Harper: My sense is that the current tools are somewhat underutilized and I think we would benefit from some training on how to better utilize custom reports in SFDC, and as I mentioned, some support on the integration to AccPac. BI will be a major focus in the next year.

Analytical Capability and Reports

Department Satisfaction: **54%** | Department Rank: **4**

What is your top suggestion for how IT could better meet your data, reporting and analytics needs?

Rhea Harper: My sense is that the current tools are somewhat underutilized and I think we would benefit from some training on how to better utilize custom reports in SFDC, and as I mentioned, some support on the integration to AccPac. BI will be a major focus in the next year.

IT Innovation Leadership

Department Satisfaction: **60%** | Department Rank: **11**

What is your best idea for how technology can be utilized to innovate, transform and optimize performance?

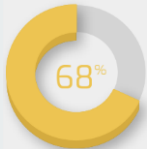
Rhea Harper: New technologies could be leveraged to make our department more efficient at processing expenses, booking travel, and gathering data for business intelligence.

Human Resources Priorities

Overall Satisfaction and value are key indicators of the overall impression of the IT Department. These metrics let the IT leader determine at a glance if they are meeting the needs of the business.



Satisfaction
 5% below organization
 ORG AVERAGE: 68%



Value
 1% above organization
 ORG AVERAGE: 67%

Projects

Capacity Satisfaction **45%** Ability to Deliver **48%**
 45% above organization 48% above organization
 IT SUPPORT SCORE: -50% IT SUPPORT SCORE: -50%

Work Orders

Capacity Satisfaction **65%** Ability to Deliver **65%**
 65% above organization 65% above organization
 IT SUPPORT SCORE: 50% IT SUPPORT SCORE: 20%

Capacity Constraint



Shadow IT



Security Friction

Remote/Mobile Device Access Friction is acceptable
 Office/Desktop Security Friction is acceptable
 Regulatory Compliance-driven Friction is acceptable
 Data Access Friction is acceptable

Relationship

Trains Effectively

Satisfaction with training quality and timing. **N/A** --

Understands Needs

Satisfaction with IT's understanding of your needs. **50%** 19% below organization

Executes Requests

Satisfaction with the way IT executes your requests and meets your needs. **48%** 15% below organization

Communicates Effectively

Satisfaction with IT communication. **43%** 16% below organization

Business Satisfaction and Importance for Core Services

The core services of IT are important when determining what IT should focus on. The most important services with the lowest satisfaction offer the largest area of improvement for IT to drive business value.

		Satisfaction	Importance
Service Desk	Satisfaction with responsiveness and effectiveness of service desk	78% 1% above organization	4TH
Work Orders	Satisfaction with small requests and bug fixes	65% 7% below organization	7TH
Client-Facing Technology	Satisfaction with user experience and effectiveness	63% 3% below organization	6TH
Network & Comm. Infrastructure	Satisfaction with reliability of comm. Systems and networks	63% 5% below organization	2ND
Devices	Satisfaction with desktops, laptops, mobile devices etc.	57% 20% below organization	5TH
Data Quality	Satisfaction with providing reliable and accurate data	55% 3% below organization	7TH
IT Policies	Satisfaction with policy design and enforcement around security, governance, etc....	48% 21% below organization	10TH
Projects	Satisfaction with large department or corporate projects	46% 13% below organization	8TH
Requirements Gathering	Satisfaction with BA's ability to understand and support the business	40% 23% below organization	10TH
Business Apps	Satisfaction with applications and functionality	40% 31% below organization	4TH
Analytical Capability and Reports	Satisfaction with effective standard reports, custom reports capability, and the ability to generate business insights	35% 19% below organization	6TH
IT Innovation Leadership	Satisfaction with providing opportunities for innovation and innovation leadership to improve the business	30% 30% below organization	11TH

Human Resources Feedback

Overall Satisfaction

Department Satisfaction: **63%** | Department Values: **68%**

What is your top suggestion for how IT can change or improve to better meet your needs?

Pedro Herrera: For the most part I think IT delivers extremely high value. I almost always receive speedy responses and immediate support. However, I've noticed that we often experience a lot of same problems over and over again specifically in relation to new hires groups. We encounter a lot of the same login, profile, and hardware issues. It would be good if IT could modify the necessary internal processes to ensure that we don't see the same issues repetitively.

Sheena Cochran: Invest invest invest Make IT a priority and remember it's actually more an issue at upper manager level and not front line. Customer service is not an issue, our service desk do all they can to assist but it's no good if they are working with outdated software and technology. Put some of the money we spend on more frivolous things into the areas that really matter and can make a difference.

Lavonne Kidd: - Hire at least one more Service Desk Technician in Toronto. - Designate one of the IT employees as the person responsible for reviewing IT related quotations and promise a response within 5 business days - Develop a uniform process to ensure accuracy in the address book and distribution lists - Develop a system that ensures Help Desk does not assign the same employee ID to more than one person.

Requirements Gathering

Department Satisfaction: **63%** | Department Rank: **8**

What is the greatest area of improvement within requirements gathering to better support the business?

Pedro Herrera: I think requirements gathering is major pain point for a lot of IT departments. Personally the only consistent process for requirements gathering I've seen is working with our design team through filling out creative briefs. Other than that, I've never experienced a formal process with IT. That being said, I haven't been involved as a key stakeholder for many major IT initiatives.

Business Apps

Department Satisfaction: **71%** | Department Rank: **6**

What is the biggest opportunity for IT to better meet your needs through business applications? (Is there a gap in application coverage, a process or an app that isn't effectively meeting your needs?)

Pedro Herrera: I'm pretty satisfied with the majority of our business applications, but I feel we're really in need of a new dialer in SFDC. The Avaya dialer should be automatically tagging calls instead of requiring sales reps to manually attach them to accounts and contacts. This would drastically improve our ability to manage productivity. Anything that helps remove the possibility of human error in data management would help.

Client-Facing Technology

Department Satisfaction: **66%** | Department Rank: **1**

What does IT need to know about the greatest opportunity to improve customer-facing technology?

Pedro Herrera: Our website is awesome but there are definitely aspects that could be improved. The search engine is quite weak and Sales sometimes sees a different view from our members which can make it difficult to provide service.

Data Quality

Department Satisfaction: **58%** | Department Rank: **3**

What is your top suggestion for how IT could better meet your data, reporting and analytics needs?

Pedro Herrera: Our website is awesome but there are definitely aspects that could be improved. The search engine is quite weak and Sales sometimes sees a different view from our members which can make it difficult to provide service.

Analytical Capability and Reports

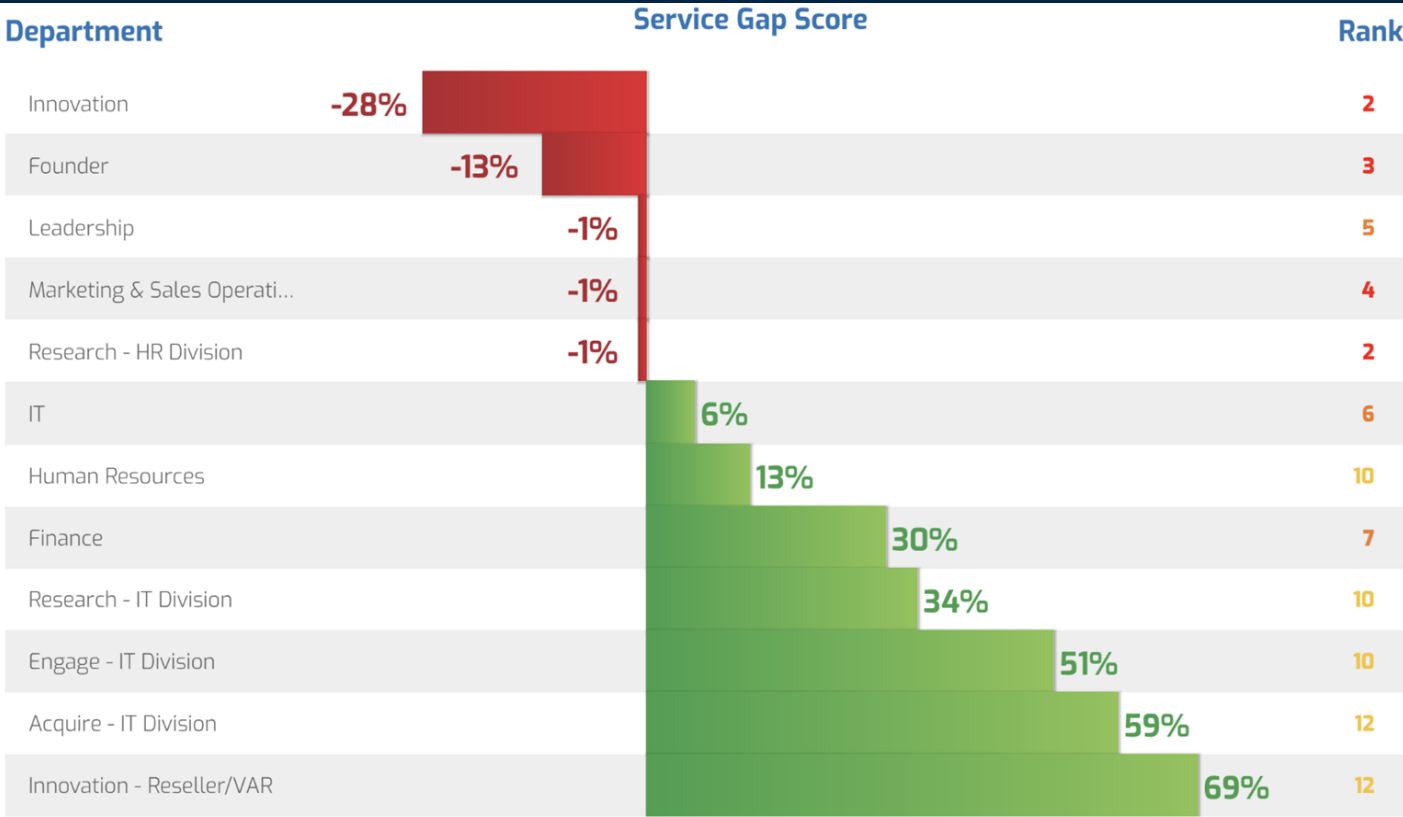
Department Satisfaction: **54%** | Department Rank: **4**

What is your top suggestion for how IT could better meet your data, reporting and analytics needs?

Pedro Herrera: Our website is awesome but there are definitely aspects that could be improved. The search engine is quite weak and Sales sometimes sees a different view from our members which can make it difficult to provide service.

Requirements Gathering Satisfaction by Department

The following charts rank Departments from under-served to over-served for this core service. This chart allows you to see the spread of satisfaction and the Service Gap for each Department related to this core service so you can make an informed decision on aligning resources



Service Gap Scores

Satisfaction - Importance < 0
 When importance outweighs satisfaction, Departments are being under-served. The larger the gap, the greater the difference between satisfaction and importance. Aim to close service gaps to increase the effectiveness in these Departments.

Satisfaction - Importance > 0
 When satisfaction outweighs importance, Departments are satisfied with this specific core service relative to the importance ranking. There may be room to reallocate resources, but be sure to maintain high satisfaction and improve medium to low satisfaction in the long-term.

Rank Scores

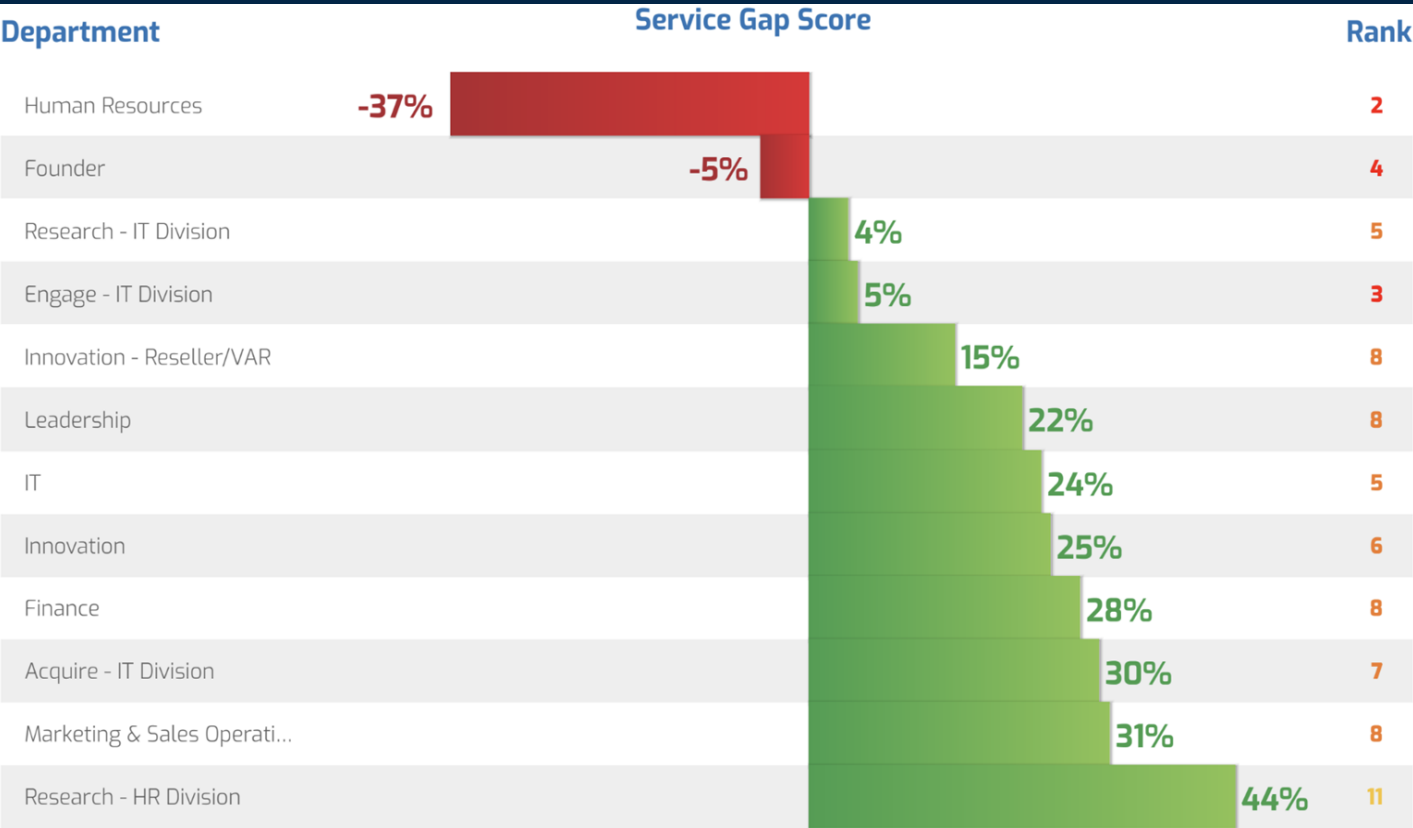
Highest Importance
 This core services was ranked between 1st and 4th most important for the Department.

Medium Importance
 This core services was ranked between 5th and 9th most important for the Department.

Low Importance
 This core services was ranked 10th or lower most important for the Department.

Business Apps Satisfaction by Department

The following charts rank Departments from under-served to over-served for this core service. This chart allows you to see the spread of satisfaction and the Service Gap for each Department related to this core service so you can make an informed decision on aligning resources



Service Gap Scores

Satisfaction - Importance < 0
 When importance outweighs satisfaction, Departments are being under-served. The larger the gap, the greater the difference between satisfaction and importance. Aim to close service gaps to increase the effectiveness in these Departments.

Satisfaction - Importance > 0
 When satisfaction outweighs importance, Departments are satisfied with this specific core service relative to the importance ranking. There may be room to reallocate resources, but be sure to maintain high satisfaction and improve medium to low satisfaction in the long-term.

Rank Scores

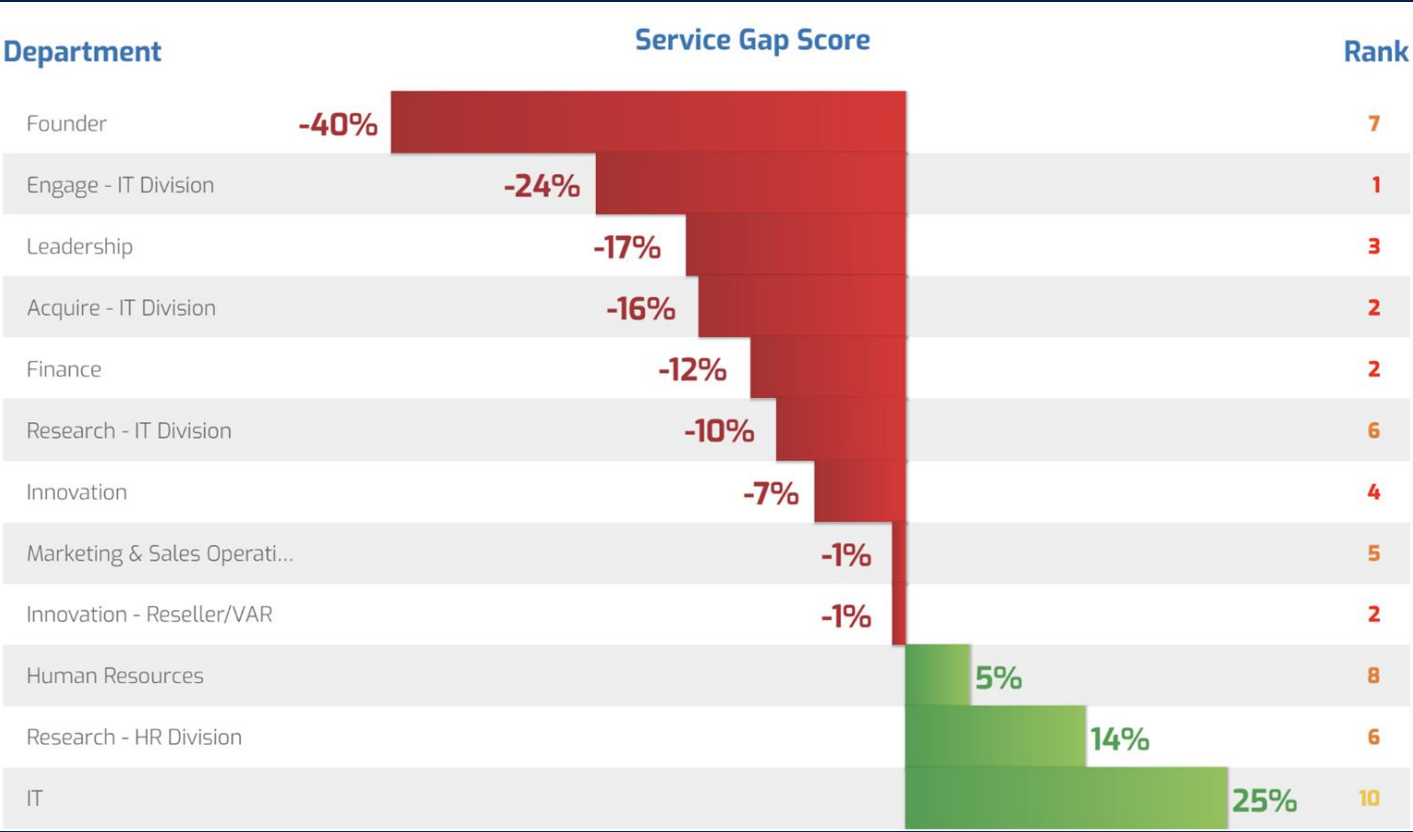
Highest Importance
 This core services was ranked between 1st and 4th most important for the Department.

Medium Importance
 This core services was ranked between 5th and 9th most important for the Department.

Low Importance
 This core services was ranked 10th or lower most important for the Department.

Data Quality Satisfaction by Department

The following charts rank Departments from under-served to over-served for this core service. This chart allows you to see the spread of satisfaction and the Service Gap for each Department related to this core service so you can make an informed decision on aligning resources



Service Gap Scores

Satisfaction - Importance < 0
 When importance outweighs satisfaction, Departments are being under-served. The larger the gap, the greater the difference between satisfaction and importance. Aim to close service gaps to increase the effectiveness in these Departments.

Satisfaction - Importance > 0
 When satisfaction outweighs importance, Departments are satisfied with this specific core service relative to the importance ranking. There may be room to reallocate resources, but be sure to maintain high satisfaction and improve medium to low satisfaction in the long-term.

Rank Scores

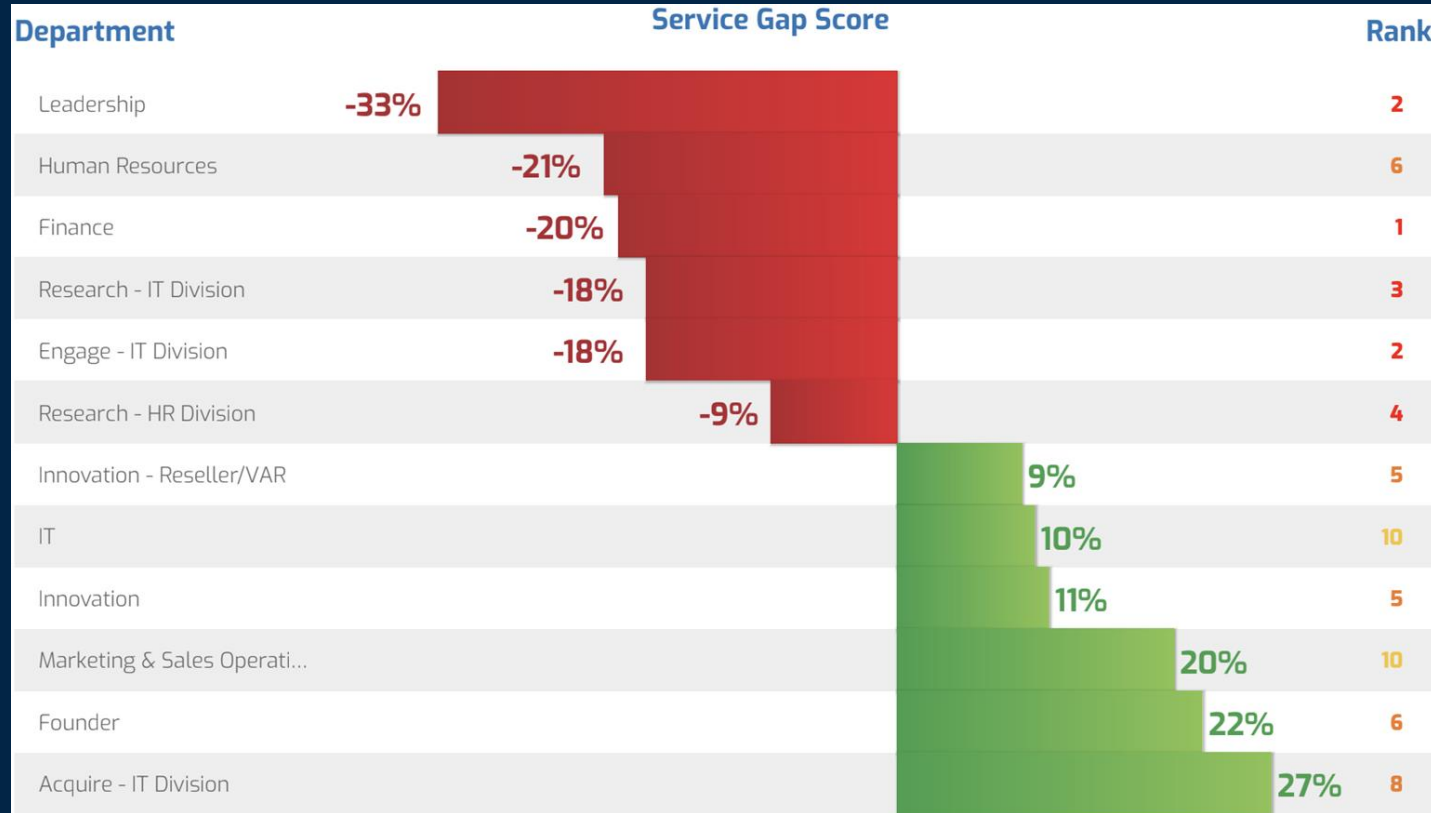
Highest Importance
 This core services was ranked between 1st and 4th most important for the Department.

Medium Importance
 This core services was ranked between 5th and 9th most important for the Department.

Low Importance
 This core services was ranked 10th or lower most important for the Department.

Analytical Capability and Reports Satisfaction by Department

The following charts rank Departments from under-served to over-served for this core service. This chart allows you to see the spread of satisfaction and the Service Gap for each Department related to this core service so you can make an informed decision on aligning resources



Service Gap Scores

Satisfaction - Importance < 0

When importance outweighs satisfaction, Departments are being under-served. The larger the gap, the greater the difference between satisfaction and importance. Aim to close service gaps to increase the effectiveness in these Departments.

Satisfaction - Importance > 0

When satisfaction outweighs importance, Departments are satisfied with this specific core service relative to the importance ranking. There may be room to reallocate resources, but be sure to maintain high satisfaction and improve medium to low satisfaction in the long-term.

Rank Scores

Highest Importance

This core services was ranked between 1st and 4th most important for the Department.

Medium Importance

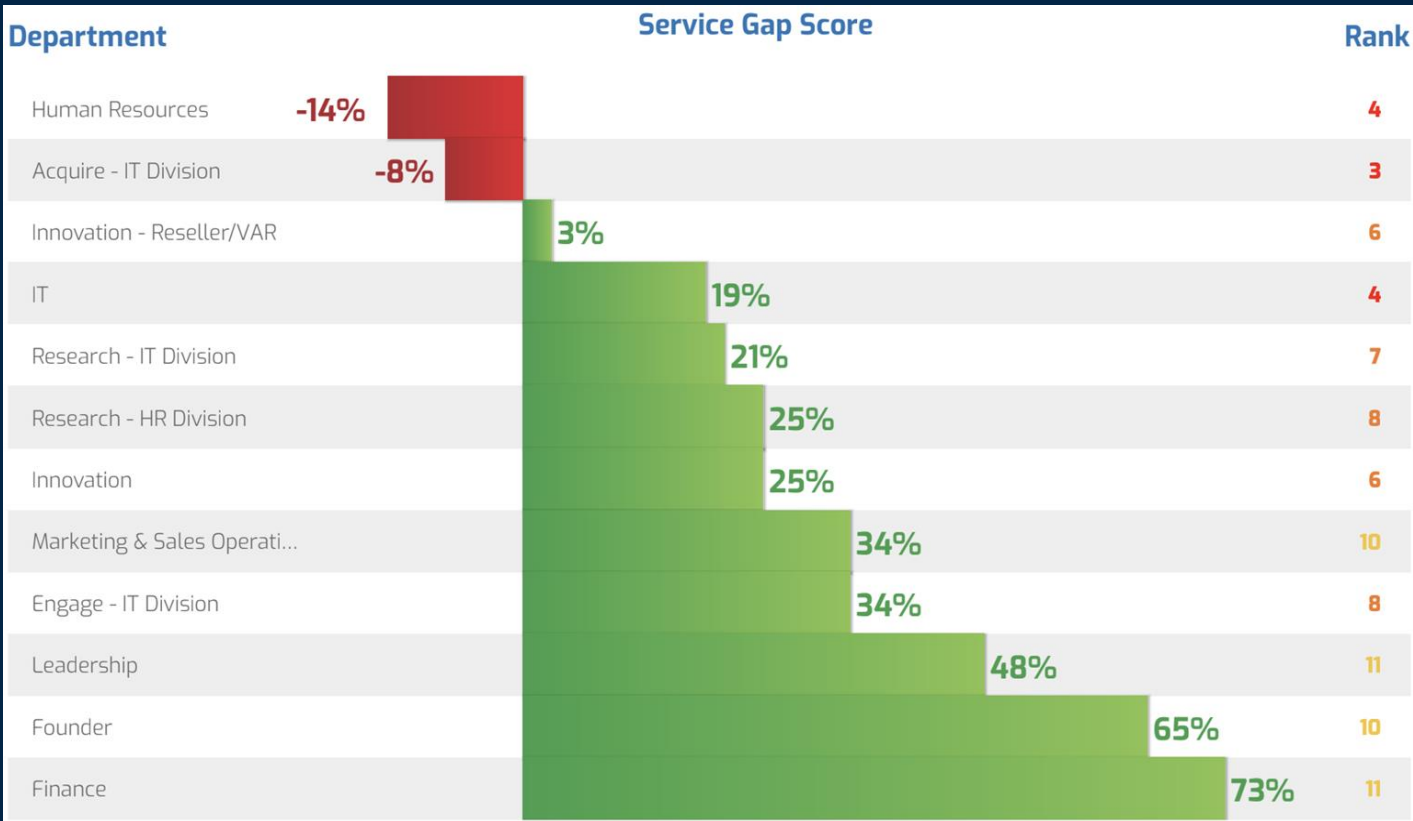
This core services was ranked between 5th and 9th most important for the Department.

Low Importance

This core services was ranked 10th or lower most important for the Department.

Devices Satisfaction by Department

The following charts rank Departments from under-served to over-served for this core service. This chart allows you to see the spread of satisfaction and the Service Gap for each Department related to this core service so you can make an informed decision on aligning resources



Service Gap Scores

Satisfaction - Importance < 0
 When importance outweighs satisfaction, Departments are being under-served. The larger the gap, the greater the difference between satisfaction and importance. Aim to close service gaps to increase the effectiveness in these Departments.

Satisfaction - Importance > 0
 When satisfaction outweighs importance, Departments are satisfied with this specific core service relative to the importance ranking. There may be room to reallocate resources, but be sure to maintain high satisfaction and improve medium to low satisfaction in the long-term.

Rank Scores

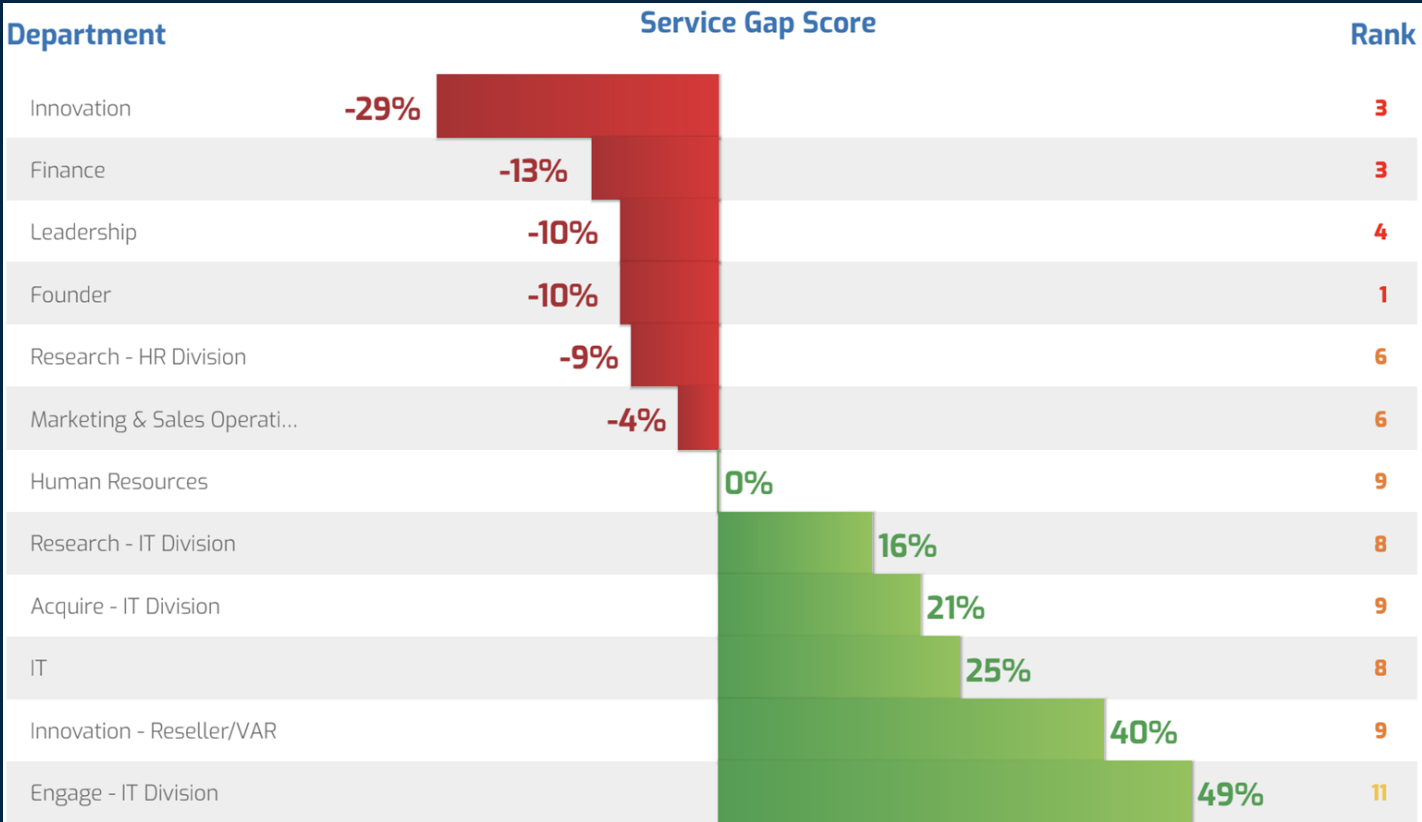
Highest Importance
 This core services was ranked between 1st and 4th most important for the Department.

Medium Importance
 This core services was ranked between 5th and 9th most important for the Department.

Low Importance
 This core services was ranked 10th or lower most important for the Department.

Projects Satisfaction by Department

The following charts rank Departments from under-served to over-served for this core service. This chart allows you to see the spread of satisfaction and the Service Gap for each Department related to this core service so you can make an informed decision on aligning resources



Service Gap Scores

Satisfaction - Importance < 0
 When importance outweighs satisfaction, Departments are being under-served. The larger the gap, the greater the difference between satisfaction and importance. Aim to close service gaps to increase the effectiveness in these Departments.

Satisfaction - Importance > 0
 When satisfaction outweighs importance, Departments are satisfied with this specific core service relative to the importance ranking. There may be room to reallocate resources, but be sure to maintain high satisfaction and improve medium to low satisfaction in the long-term.

Rank Scores

Highest Importance
 This core services was ranked between 1st and 4th most important for the Department.

Medium Importance
 This core services was ranked between 5th and 9th most important for the Department.

Low Importance
 This core services was ranked 10th or lower most important for the Department.

CIO Business Vision Diagnostic



of organizations have stakeholders who are satisfied with IT.

Only 16%

Ensure you are making decisions based on real data by systematically collecting insights from your key business stakeholders.

Our **CIO Business Vision Survey** will enable you to:

- Highlight the business impact of IT constraints
- Prioritize key services and create an improvement roadmap
- Build action plans to manage critical stakeholders

CIO Business Vision Diagnostic



Measure business satisfaction and stop flying blind!

Frequently asked questions:



Who does this go out to?

Business leaders (manager and above) outside of IT

How long will it take participants to complete the survey?

10-15 minutes

How many questions are there?

31 Questions + Custom Business Objectives (Optional – max. 10)

What is the target participation rate?

70-75%

Are anonymous results available?

Yes

How is the survey invitation sent?

STAHL Consulting sends uniquely addressed survey links to identified participants via email

What preparatory documents are required?

- Work Order
- Demographic & Participant Template
- Reviewed Questions
- Reviewed Survey Communications

Can I customize the questions?

Yes, but we cannot remove questions or change their core meaning. Only changes to the terminology used in the survey can be accommodated.

Is benchmarking data available?

Yes

Is there a built in year-over-year comparison?

Yes

CIO Business Vision Diagnostic Program

Stakeholder management is a critical aspect of running a successful IT department. The CIO Business Vision diagnostic is a low-effort, high-impact program that will provide detailed report cards on your organization's satisfaction with IT's core services.

The most important thing a CIO can do is understand the business needs and actively measure that the business is satisfied. The CIO Business Vision program enables you to do just that by receiving feedback on key IT functions.

Use these insights to understand your key business stakeholders, find out what is important to them, and improve your interactions. The valuable statistics you will receive from this survey range from stakeholder satisfaction metrics, IT capacity metrics, and departmental metrics, including stakeholder feedback reports.

The value of this survey has four key points:

- **Measure Business Stakeholder Satisfaction**
 - Understand your stakeholders' satisfaction with and needs from IT.
 - Build your strategy for managing & improving IT services over the long term.
- **Highlight the Business Impact of IT Constraints**
 - Let business leaders be your advocates: demonstrate the impact of IT under-resourcing on business results.
 - Evaluate project & work orders from both a capacity and execution perspective.
 - Use data to make the case for more IT resources or budget.
- **Prioritize Key Issues & Create an Improvement Roadmap**
 - Uncover the IT services that matter most to your business leaders.
 - Align your team behind achieving your vision, communicating the rationale behind your decisions.
 - Prioritize quick wins to show your stakeholders that rapid improvement is a priority.
- **Build Action Plans to Manage Critical Stakeholders**
 - Understand satisfaction & needs by department, seniority, and individual.
 - Work with your most important and most dissatisfied stakeholders to ensure their needs are met.
 - Empower your team to build relationships with key stakeholders to make IT a trusted business partner.

CIO Business Vision Diagnostic Program

We encourage our clients to run the CIO Business Vision program on an annual or bi-annual basis to build a data-driven IT strategy.

This process is comprised of six steps:

- 1. Collect Business Feedback:** Measure business-leader satisfaction with IT and assess business needs.
- 2. Build the IT Strategy:** Prioritize key issues and create an improvement roadmap.
- 3. Manage Stakeholders:** Improve business leader relationships and ensure their needs are met.
- 4. Manage IT Performance:** Align IT leadership performance metrics with measurable business results.
- 5. Improve IT Services:** Execute planned IT improvement efforts with your team.
- 6. Communicate Success:** Provide ongoing updates to the business on value created by IT initiatives.

