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High performance. Delivered.

Driving High Performance IT: Tweak, Transform or Trash?

Frank Modruson
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What's Going on Here?

- What do these things have in common...
 - My old furnace
 - The Chicago “L”
 - Managing corporate IT

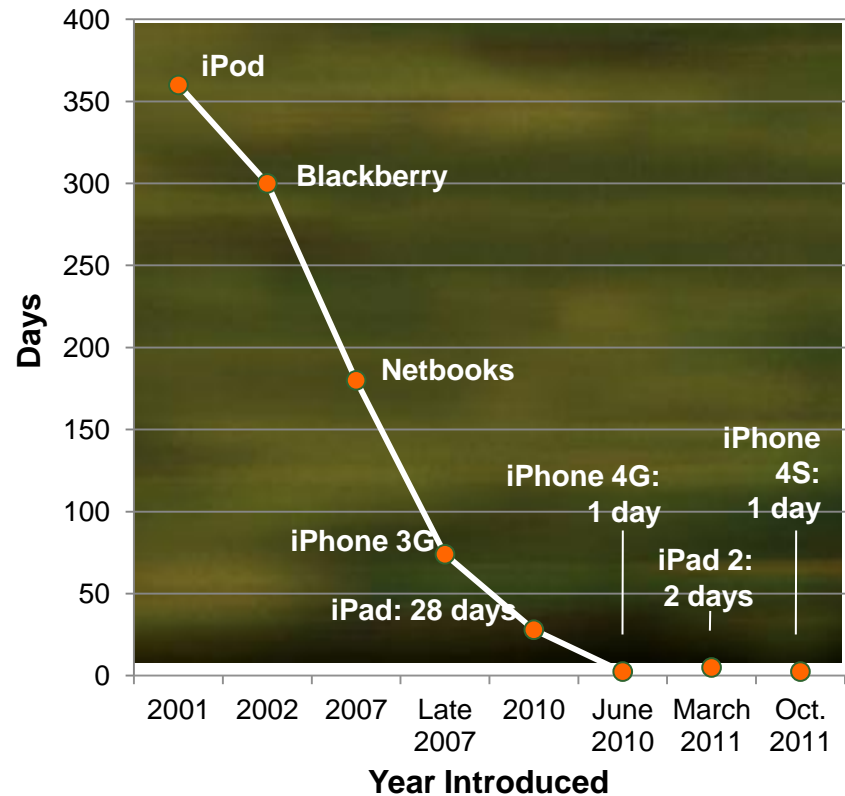


Consumerization of IT

“Consumers today are the No. 1 users of semiconductors; they passed over IT and government in 2004. That’s a big change... Today, most of us are focused on the consumer market as drivers.”

Intel CEO Paul Otellini
Oracle OpenWorld
November 13, 2007

Days to 1 Million Units Sold



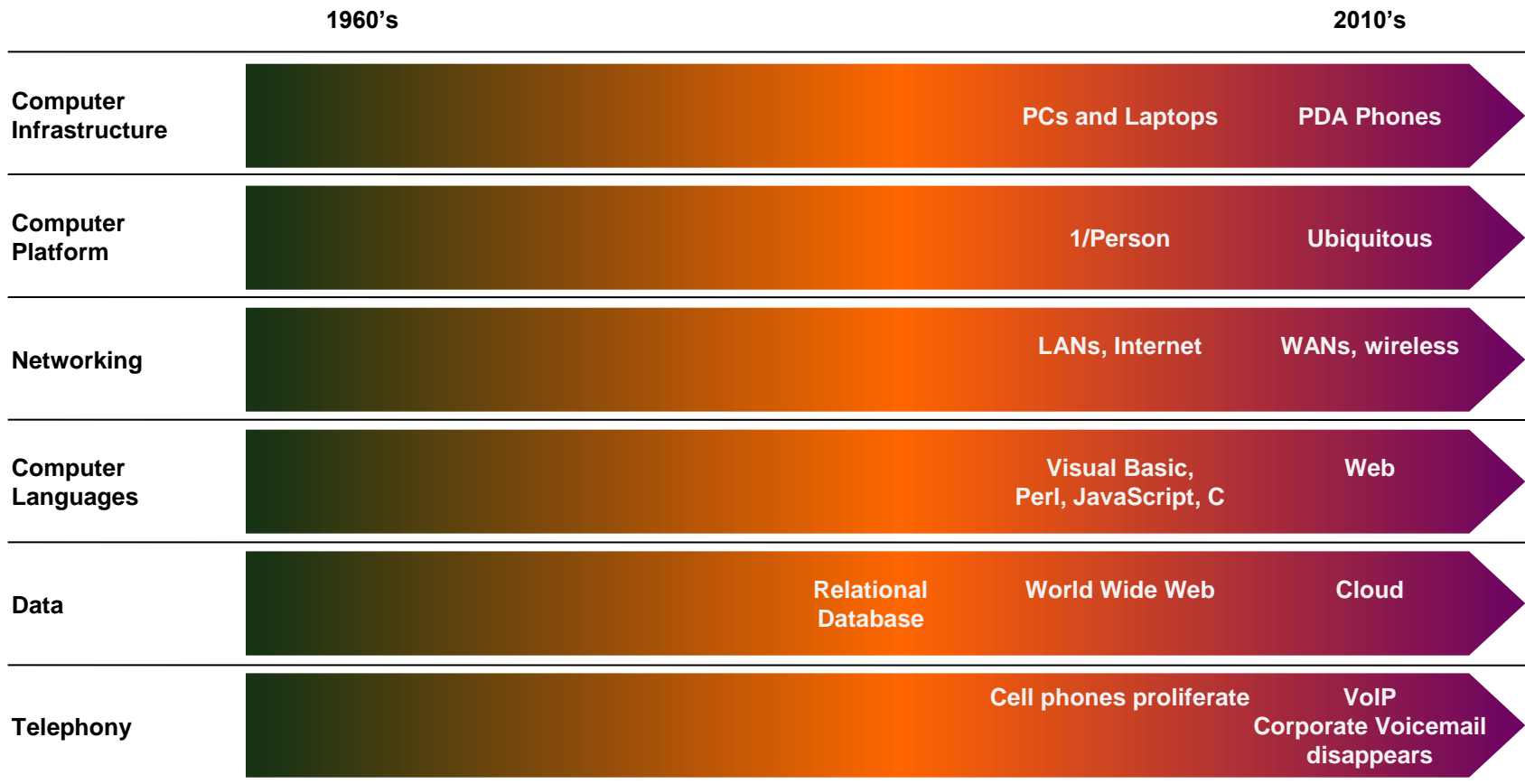


A Snapshot of Changing Technology

	1960's			2010's	
Computer Infrastructure	Mainframes	Minicomputers	AS/400	PCs and Laptops	PDA Phones
Computer Platform	1/Company	1/Location	1/Deck	1/Person	Ubiquitous
Networking	Tapes and disks	Hard-wired	Individual Corporate Networks	LANs, Internet	WANs, wireless
Computer Languages	Assembler and COBOL	Assembler and COBOL	Fortran, PL, Pascal	Visual Basic, Perl, JavaScript, C	Web
Data	VSAM	Information Management System	Relational Database	World Wide Web	Cloud
Telephony	Few; calls through switchboards	PBX office	First cells appear	Cell phones proliferate	VoIP Corporate Voicemail disappears



A Snapshot of Changing Technology





Tweak, Transform or Trash?



“The farther backward you can look, the farther forward you are likely to see.”

Winston Churchill,
1874-1965

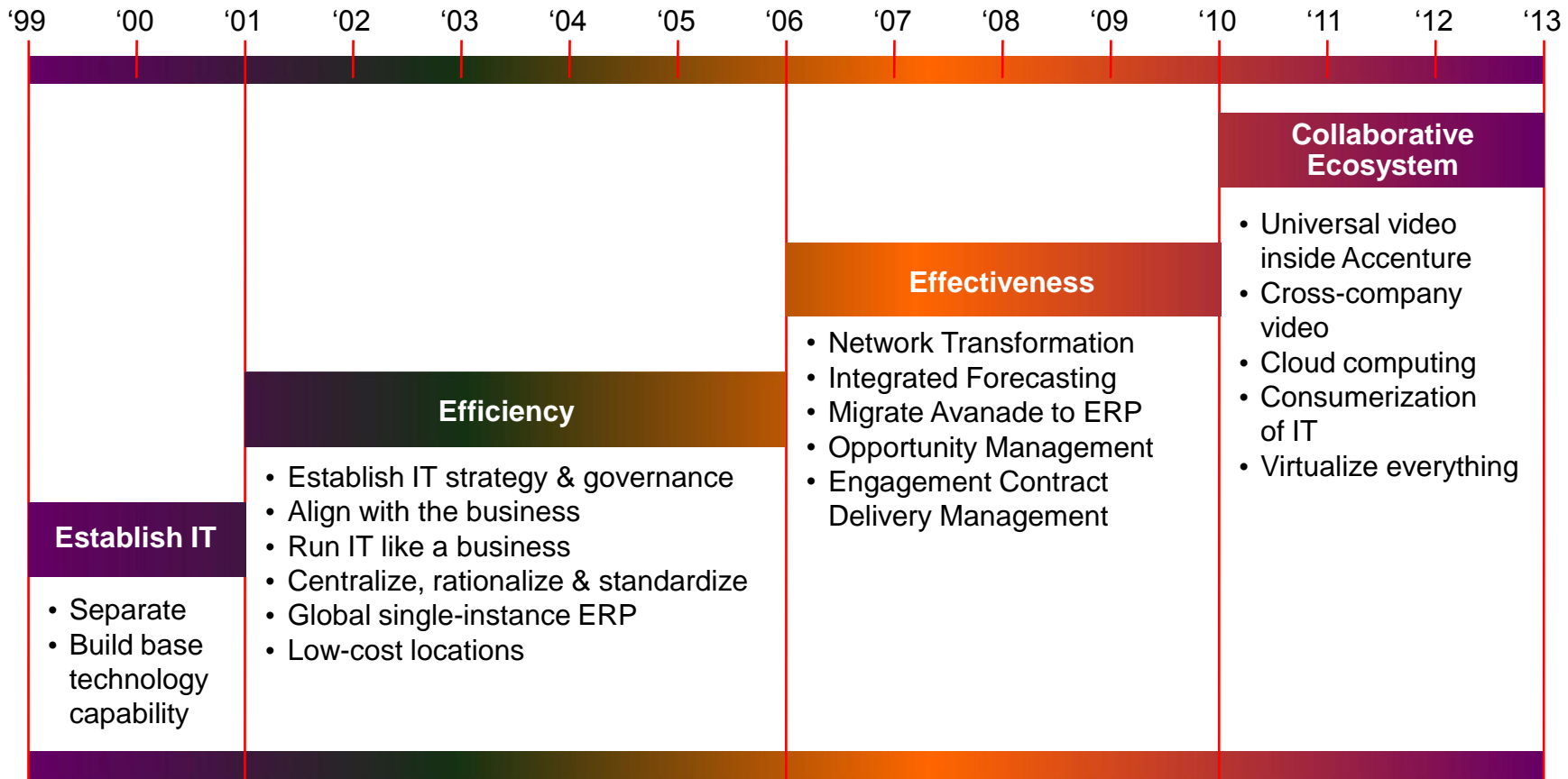


Accenture Today: 236,000 Employees, \$25.5 Billion in Revenues





Accenture's IT Journey





IT Governance: Roles and Responsibilities

	Key Decision Areas	Capital Committee	COO	ITSC	CIO	Business Sponsors
Strategy and Structure	IT Strategy (including policy formation, Strategic Scorecard, etc.)	I	C	A	R	C (their portion)
	Enterprise Architecture (including IT standards)	–	C	A	R	C (their portion)
	IT Organization	–	A	C	R	–
Multi-Year Planning	IT Initiatives (categories & budgets)	A	C	C	R	R (their init.)
	IT Product & Service Plan (incl. Global / Local accountability)	–	C	A	R	C (their portion)
	IT Strategic Sourcing Plan	–	C (exception)	C	A/R	C
Annual Planning	FY IT Priorities	–	C	C	A/R	I
	FY IT Initiative Plan	–	C	A	R	R
	FY IT Operating Plan	–	A	C	R	C (their portion)
	FY IT Capital Plan	–	A	I	R	C (their portion)
Execution	Variances, Changes, Issues—Performance Targets and Plans	–	C (> \$10m)	A (> \$1m)	R	C (operating) R (initiative)
	Benefits Realization	I	A (overall)	I	R	A (initiative)/R

A = Accountable R = Responsible C = Consulted/Participated I = Informed



Before and After

2001

75,000

\$11.44 Billion

67%

Baseline

Baseline

Baseline

0

600

1,500

Multiple

Not Measured

Employees

Revenue

% of Satisfied Sponsors

IT Spend in \$'s

IT Spend as % of Revenue

IT Spend per person

Sourced IT Staff

Global Applications

Local Applications

Technology Platforms

Benefits Realized

2011

236,000

\$25.5 Billion

92%

Down 17%

Down 61%

Down 70%

3,900

247

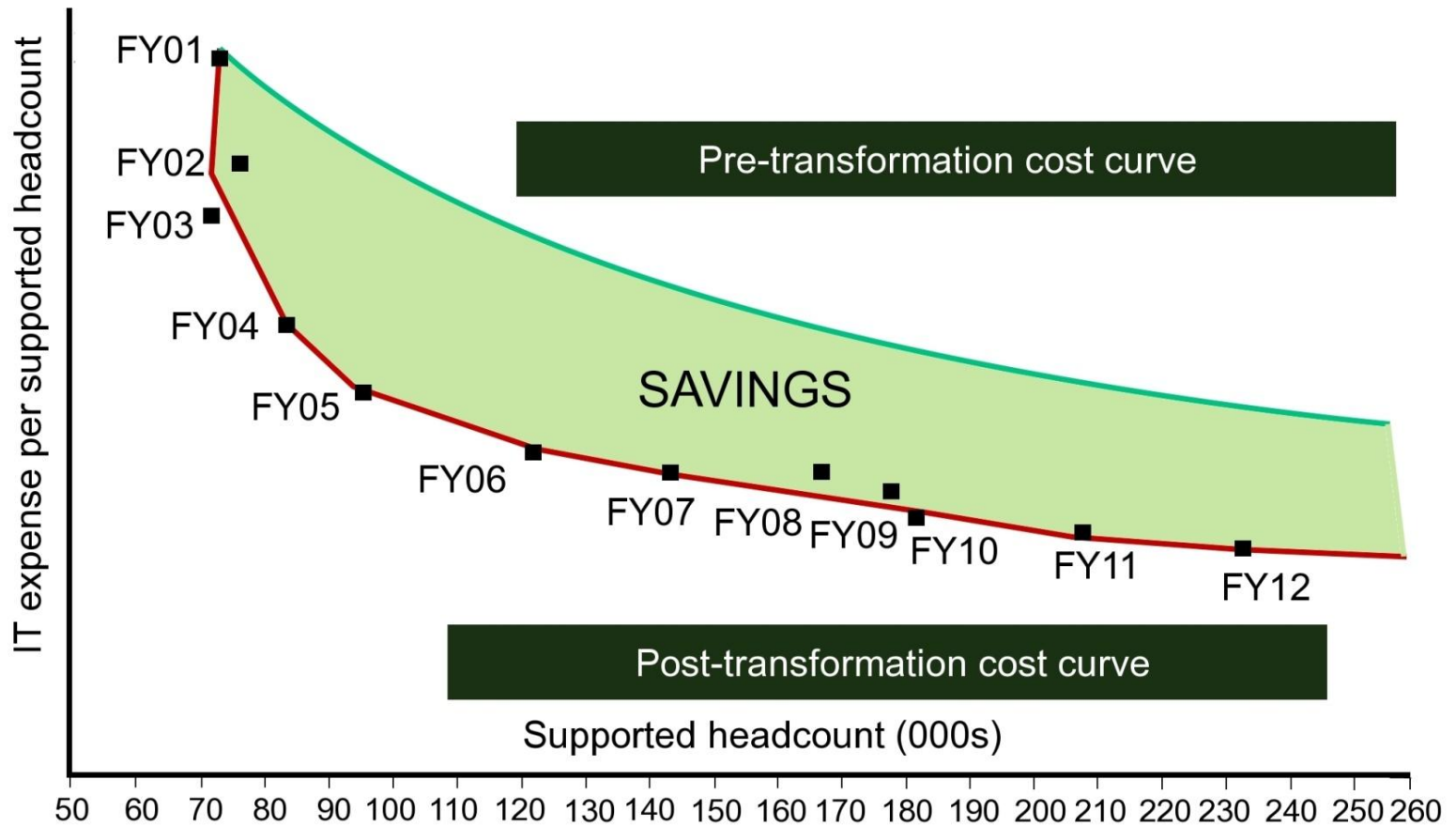
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One

124%

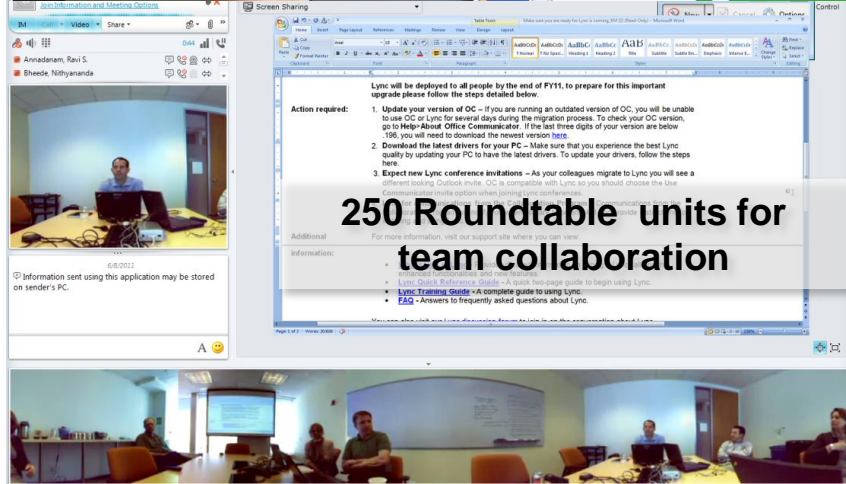
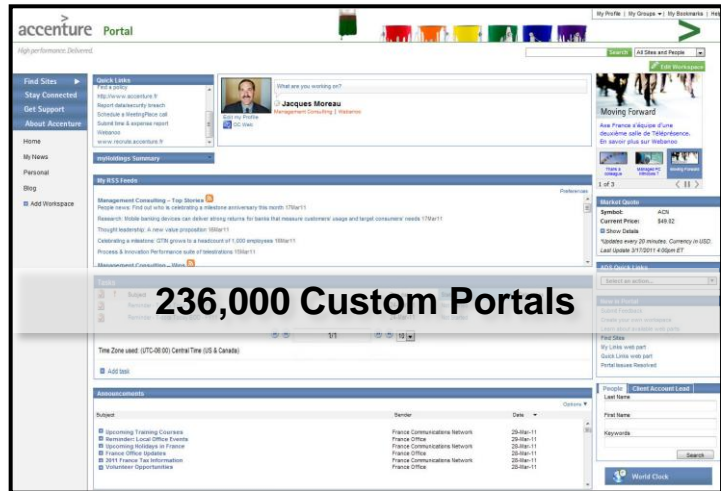
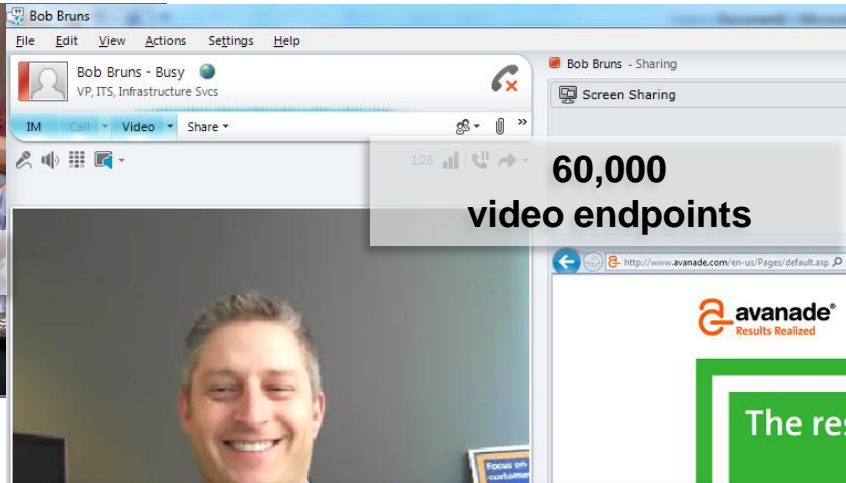


The Return on Accenture's IT Investment





Collaboration Counts!





Lessons Learned

- Leave the past behind—transform rather than tweak.
- Find your long-term strategy.
- Start with network transformation... cost-savings from this will enable your on-going transformation.
- We would have liked to go faster.
- Stay the course.
- You are never done.



Questions or Comments

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Read More:

[How Accenture Does IT](#)