

FEEDBACK

“A lot of the quick wins were really good...we should have done it ages ago...It helped me understand the business a lot better.”

BO.— *Broadband Planning*

“[it] has driven a lot of input to support many other strategic choices; I see it as part of building a better capability to execute properly.”

CD.— *Head of Retail Technical Consulting*

Business Opportunities & Improvements (BOI)

“Nothing in business is a sure bet. However, if business critical information is made available even before a project begins, it can help management make the right decisions.”

The Business Opportunities and Improvements (BOI) process is a DBS custom solution designed to address the pressing market need for greater insight and clarity into the effects of IT&T capital investment decisions. A unique approach to information collection and custom info-graphics presentation methods, using distinctive collaborative techniques along with high-speed data analytical tools, are combined to form specialized feasibility studies that lie at the heart of this process — and our customers find that our expertise and unique approach in this area leads to early risk and reward identification that ensures superior results.



“From my perspective [it] is not so much about strategy but it’s more about how to execute strategy, the process gives the information to what you want to execute and why and gives you enough information to have some very robust conversations.”

CD.— *Head of Retail Technical Consulting*

“A very good process that enabled the business to take something “fuzzy”, in terms of problems or opportunities—something that’s at quite at a “grey level” and turn it into values and bridging that gap or making that “leap of faith” for people and that’s a very hard thing to do”

DL.— *BA Manager*

Three Key Benefits

We empower our customers with the information and understanding that they need to make wise and informed investment decisions. Our unique process provides the following high level benefits:

1. **Early identification of business benefits**—Within a very short space of time, we are able to pinpoint potential “wins” and benefits for our customers. With the aid of workshops, interviews, feasibility reports and financial valuations, we identify and classify a wide spectrum of high-level business benefits that will result from varying business changes resulting from correct solution implementation. Distinctive collaborative techniques are then used to get early vendor engagement that in turn facilitates the identification of numerous high-level options and choices that will fully satisfy the requirements of the business case in question. This approach significantly improves the chances of high return-on-investment that often does not eventuate without drastic management intervention otherwise.

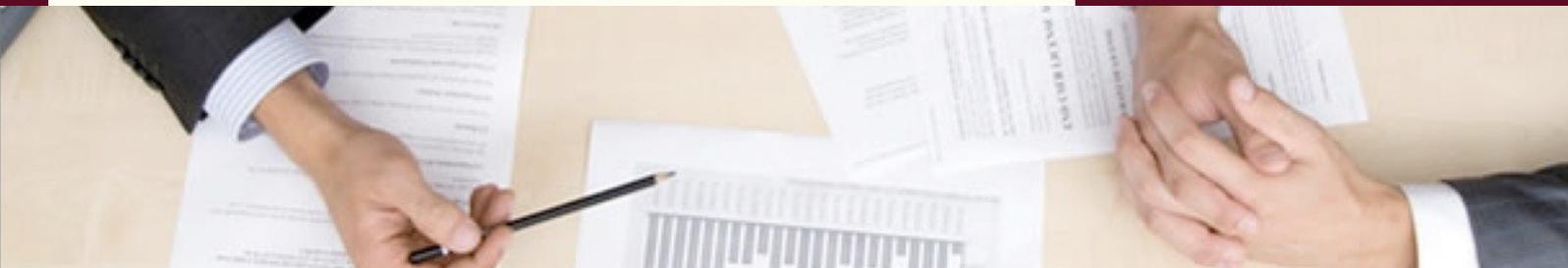
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- 2. Early identification of high level solution options, timings, and cost**—We work with our customers' partners and solution vendors to provide a ranked guide of solution options while working with those vendors to reduce costs, minimize timing issues and account for risks due to incorrect or potentially harmful assumptions. Typically businesses find IT capital investment decisions are made from a technology perspective only. The BOI process ensures solution options are viewed from a number of different perspectives, considering impacts and benefits to a range of business areas such as: Financial, Technology, Operations, Marketing and Sales, Service and Support.

“The biggest benefit was that the business was able to compare the cost difference and also see different options from different vendors i.e.: having the ability to pick and choose implementation...”

Now they've had the opportunity to discuss the potential solutions and also look at the business benefits and also the cost components. It was a very good exercise”

SJL.— *Solution Architect*



- 3. Evidence-based decision approach**—The entire BOI process is contained within a highly structured, eight-week schedule. At each stage of the process, results are condensed and consolidated into easy to understand “drill-down” packs. This ensures a high degree of clarity and transparency at each juncture of the process. Our unique infographics presentation methods ensure that complex information is quickly reduced into ‘easy to understand’ charts and graphing visual aids – greatly assisting management teams to quickly absorb a wide range of detailed information. BOI greatly assists in reducing information over-whelm which in turn changes corporate IT investment approach from a ‘gut-feel’ decision making culture to a strong evidence-based decision making culture.

“People, on the whole, were very supportive of the feasibility exercise once they saw that we were working towards common goals”

MM.—*Senior Product Manager, Next Generation Services*

“I enjoyed getting the multiple groups together across the business and technology streams and working collaboratively on a problem.”

RL.— *Head of Next Generation Products*

“Participating in the decision making and also understanding the business needs. Personally that was what I really liked about the process the most.”

SJL.— *Solution Architect*

BOI: Quality Decision Making

Why is BOI so important?

BOI is so important because it helps us answer the question “How do we get to where we want to be?” The BOI process is a crucial stage in the IT planning process.

“It is cause for alarm then, that executives themselves perceive the quality of decision-making at their companies as mixed at best. Well over half of executives surveyed – 61% - characterize management decision-making at their companies as moderately efficient or worse, a figure that climbs to 72% for large organizations. Nearly one in five – rising to over one quarter in North America - thinks that management frequently gets its decisions wrong.” “46% assert that wading through huge volumes of data impedes decision-making.” “Timeliness is also a problem. Only 10% of executives report that information to make a decision is usually there as needed, with more than one-third admitting it is only available after a long delay or not at all.” Survey of 154 executives of large organizations from around the world conducted by the *Economist Intelligence Unit* – March 2007.

Knowledge we have mastered so long ago we have forgotten we know it such as the skill of reading.

e.g. Teachers can often underestimate how difficult it is for students to master new subject material.

Unknown Knowns

Unknown Unknowns

Known Knowns

Known Unknowns

Concepts and Skills and Information that we are aware we possess e.g. the ability to ride a bicycle

e.g. Young children often have no concept of tax or mortgages and are unaware such knowledge is missing from their total sum of knowledge.

Knowledge we are aware we do not possess but we often know where to get it

e.g. tax rules and regulation knowledge that we do not possess but we can go to a lawyer or accountant to get.

In today’s demanding corporate environment high performing companies must have a reasonable idea of an IT project’s feasibility to justify even the initial investment associated with planning. If one can get a brief high level set of quality information early enough in the investment cycle, one can start to grasp the breadth and depth of the scope of required activities needed to ensure a high return on investment. The quickest and surest way to achieve a good quality outcome for your IT investment is to leverage DBS’s expertise utilizing the BOI process to summarize all the issues so that all parties can understand them without drowning in the detail.

