What language does your IT speak?

To compete, your business has to be flexible, adaptable and efficient. And it has to keep costs down. So it's more important than ever to digitise business processes, manage information effectively and build an IT system that's a solid foundation for doing things in a way that backs your strategy. The key to that is making sure your business and IT speak the same language. You also need to balance the complexity of your system with your ability to cope with fast-changing markets.

The benefits you'll get:

- *By mastering IT strategy, information management and enterprise architecture you'll be better placed to tackle your challenges.*
- *Having the right IT strategy will let you create real value by transforming IT into a business catalyst.*
- *Information management will help you deal with the masses of information and data in your business, and use it to make important decisions before the competition.*
- *Our broad expertise in enterprise architecture will help you digitise your business processes and make your organisation more agile and flexible.*

Why we are the right partner:

- *We have global expertise across all sectors.*
- *We know every client needs a unique solution, not an off-the-shelf service.*
- *We know business and IT.*
- *We know the consequences from potential actions, and can help you avoid pitfalls right from the start.*

We can help you overcome these challenges, so you can cope with regulatory demands and stand out from your competition. That's because we bring together expertise in IT strategy, information management and enterprise architecture.

While IT consultants can help you with individual IT issues, our service goes further to make sure IT truly supports your business. This is IT consultancy from a business perspective, backed by business expertise.

Making business and IT line up

Businesses have long wrestled with the strategic and operational challenge of making business processes and IT complement each other. Over the last decade IT has developed a growing reputation for being hard to control, slow and complex, as well as an expensive way of improving businesses. Things aren't made easier by the communication gap between business executives and IT managers. People literally think they speak completely different languages. Even so, many organisations have put the emphasis on IT. Instead they should be focusing on business, with IT as a supporter and facilitator.

Coping with complexity

Organisations have to 'think global and act local' – and that means complexity. Complexity across relationships with clients, suppliers and competitors. And complexity in business processes, internal structures, and how employees and business units behave and interact. So it's not just vital to line business processes up with IT. You also need to manage the increasing, overwhelming and often unstructured flow of information. Organisations collect vast amounts of it daily. But they often fail to structure and process it effectively and efficiently. That means they can't use, interpret or analyse it to make the right business decisions.
There are no generic solutions for issues like this. But it's vital that every sector and every business develops its own. That's where we come in.

A new way to align business and IT

IT consultants help clients cope with specific issues, from outsourcing and process engineering to cloud computing. But they're only pieces of the puzzle – small steps towards the ultimate goal of aligning business processes and IT. To start on that road, you need a solid business strategy and an operating model. Then, you need three capabilities:

1. **IT strategy**
2. **Information management**
3. **Enterprise architecture.**

We'll help you develop them and put them together so you have what you need to align business and IT processes.

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How we will help you stay a step ahead of change with an IT structure that supports your business

Developing an **IT strategy** based on your business targets and operating model means analysing your business situation, then defining goals, objectives and procedures, and how IT can create value.

Once you've defined the IT strategy, it's important to set up specific and measurable structures, policies and processes to deal with **information management.** That will help you collect, filter and process information so it's available in the right form for the right people across the business.

A practical IT strategy and efficient information management both call for **enterprise architecture** that's in tune and under control, with well-defined interfaces between the components. All three capabilities depend on each other. But it's the right combination that will make the difference.

Imagine a business is a human body. IT strategy is the brain and eyes, information management is the blood flow and enterprise architecture is the veins and heart. All three are vital, but they all rely on each other. And only with all three in place can the organisation work well, respond fast to the world around it and prosper.

We understand business and IT
Our consultants have a wide range of experience and expertise across industries and sectors. So they know the business implications of their IT consultancy, and what benefits you'll get. And they can help you build competitive advantage while avoiding pitfalls. We believe that IT strategy, information management and enterprise architecture capabilities are indispensable if your IT is going to truly support your business. That's why we offer them together as a single package.

Technology is one important facet of business information. It can help you make fast and effective business decisions ahead of your competitors. Depending on your particular needs, you can also draw on a broad range of other support, such as: strategic sourcing, shared service center, outsourcing, IT management, IT sourcing and security & risk, as well as people & change services.

It's about turning IT from a daunting cost driver into an essential capability that supports your business strategy in the long run, so the focus is on business and not IT. Studies show that aligning business and IT can create value and cut costs in business processes, talent management and organisational structure.
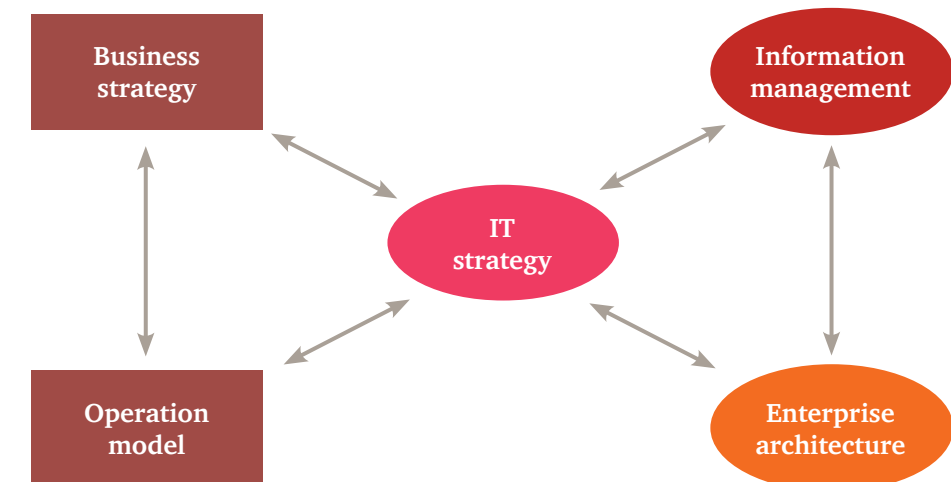
A selection of specific IT strategy services:
- IT strategy assessment
- IT business strategy development and business alignment
- Strategic IT planning development
- Controlling process integration
- Enterprise strategic planning integration
- IT portfolio management definition and implementation
- Strategic IT roadmap development and implementation

A selection of specific information management services:
- Business intelligence assessment
- Business intelligence maturity assessment
- Data services
- Support for enterprise performance management

A selection of specific enterprise architecture services:
- Enterprise architecture bootstrap
- Enterprise architecture assessment
- Enterprise architecture maturity assessment
- Enterprise architecture added value
- Requirements management
- Business process engineering

Creating the three core capabilities

We'll start with a health check. That means assessing your organisation to see how closely IT and business are working together and finding out where there's room for improvement. We'll also see where IT can add more value. Then we'll work with you to define your overall business strategy, and how you support it tactically. It should focus on unique selling propositions and competitive advantages, which influence your market positioning. With strategy clear, we can focus on the operating model. This will clarify how processes, IT and the different parts of the organisation interact.

Now we'll move on to help you build the three-way capability that we believe sets excellent businesses apart: IT strategy, information management and enterprise architecture.

Information management

The right information management can help you to deal with the growing volume of often unstructured information your business has to deal with. We'll show you how to filter, sort and store information and data. And we'll make sure you can find the up-to-date information that's essential to making big decisions.

Instead of storing masses of information in silos and not taking full advantage of it, you will be able to make it work for you. It won't just help you make business decisions faster, it will also help you solve strategic and operational issues, comply with regulations and manage your customer relationships. And your people will perform better because they will be able to find the information that matters fast, and in a pre-sorted form.

IT strategy

IT strategy will help you create value and transform IT into a business catalyst. While you'll need to control costs, you'll also need to invest strategically in your IT to boost competitive advantage.

You'll also need to weigh benefits against complexity. The more benefits an organisation gets from putting its strategy into action, the more complex it becomes. Businesses want benefits but they also want to avoid too much complexity. So an IT strategy is crucial to striking the balance between the two. We can help you create the right IT strategy, align it to your business strategy and get more value from your IT, so it helps you respond to change fast.

Enterprise architecture

Enterprise architecture structures knowledge about your IT as well as what you need to realise your strategy. It helps you manage change using co-ordinated roadmaps and projects, and define what you want the projects to achieve along with what's needed for them to succeed.

An organisation can only grow and build competitive advantage if its enterprise architecture is working efficiently. It's the driving force behind digitising information, aligning business processes with IT and turning information into easy-to-access decision-making tools. Through advice on enterprise architecture we can help you speed up business decision making, manage risk, cut IT costs, and get as much as possible out of your IT.

Transforming your IT

More on Business IT Alignment
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At PwC we use our global expertise, know-how and international network to create lasting benefits for our clients. We've come up with our own way of looking at change programmes. It's called Transform.

Four things make it different:

1. **It looks at the whole picture:** we think about your strategy, structure, people, processes and technology at every stage. And because we go beyond individual problems to concentrate on your overall ambition, we can help you get to the heart of the real issues that stand between you and a better business.

2. **It's collaborative:** we work with you as part of your team. So together we can adapt fast to changing conditions and make sure change works for you.

3. **It's built around a strong business case:** everything we do is designed to bring lasting benefits to your business, in line with your vision and goals. We look ahead to see what you'll need to do to produce the value your customers want. And we focus on that from the start so you see results faster and get the right kind of business in the future.

4. **It's designed to make change stick:** we lay the groundwork to help you make change part of your day-to-day culture. And we give you the skills to use a new approach to solving problems in the future.

	Assess	Design	Construct	Implement	Operate and review
Delivering Change — Strategy, Structure, Process, People, Technology	Create "case for change", initial target operating model and scope initiatives	Create transformation blueprint, detailed design and quick wins	Build new ways of working and plan rollout	Rollout new ways of working and ensure benefits are realised	Operate new organisation and implement continuous improvement
Driving Change — Change Management, Programme Delivery					