Maximizing benefits from ICT in Federated/Hybrid organization models and balancing the roles of CIO & CPO function in Higher Education

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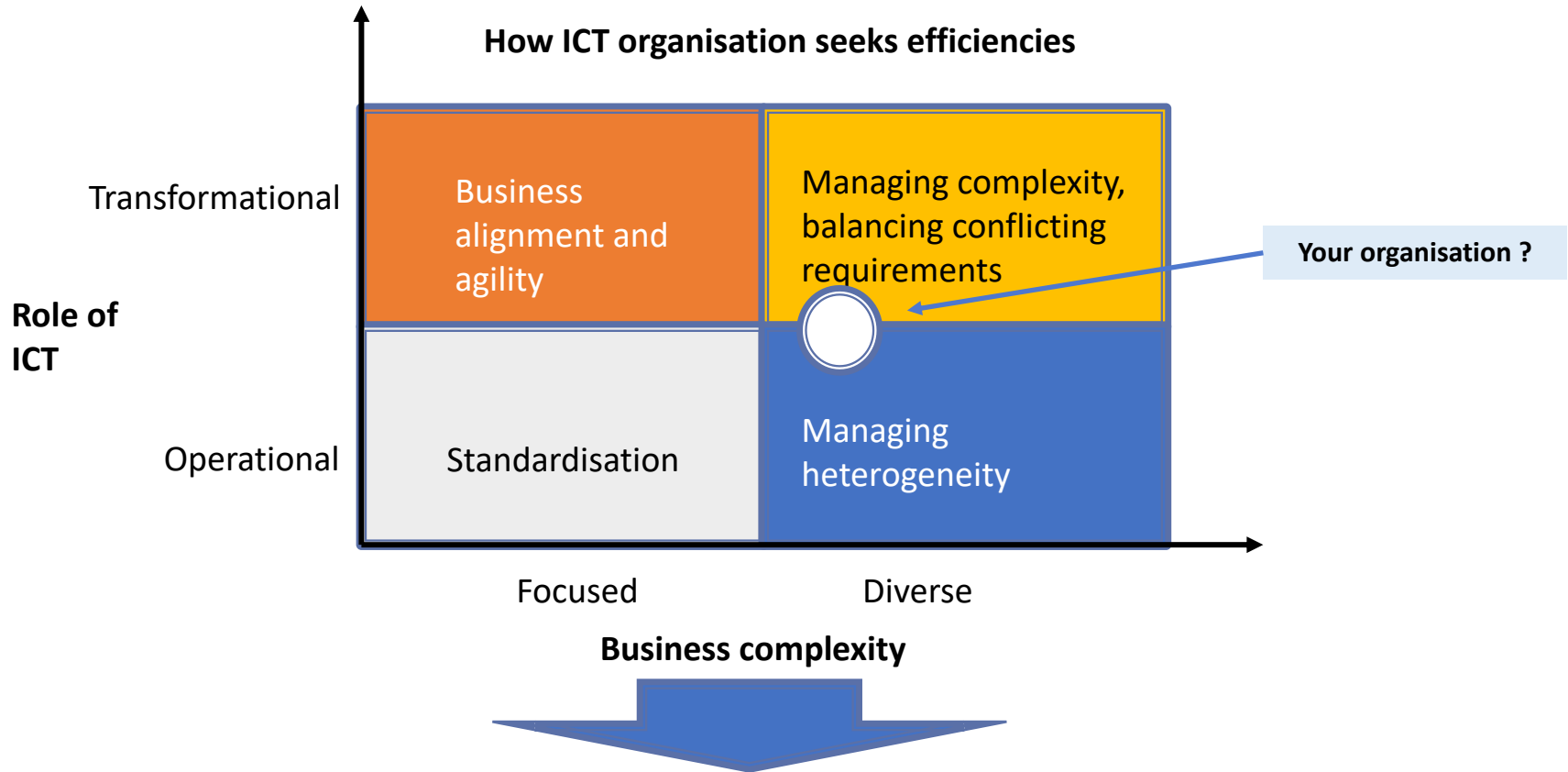
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Agenda

- Summary

- Dimensions affecting ICT Organisation

- Structural choices affecting ICT

- Typical structure of Organisation

- Commercial Value in Federated & Hybrid ICT organisation

- Typical structure in Hybrid – CIO & CPO

Summary

- ICT organisation is driven by the complexity of business and ICT's role.

- There are multiple ways in which ICT organisations can seek to provide value to the business:
    - Driving standardisation,
    - Managing business complexity,
    - Enhancing the agility of business and IT, etc.

- The corresponding structures range between Centralised, Federated and Hybrid.

- Higher education institutions with their complex business structure provide an example for the **federated** and **hybrid models**.

- This will result in a number of different levers:
    - Streamlined processes
    - Self-service and automation
    - Business partnering, etc.
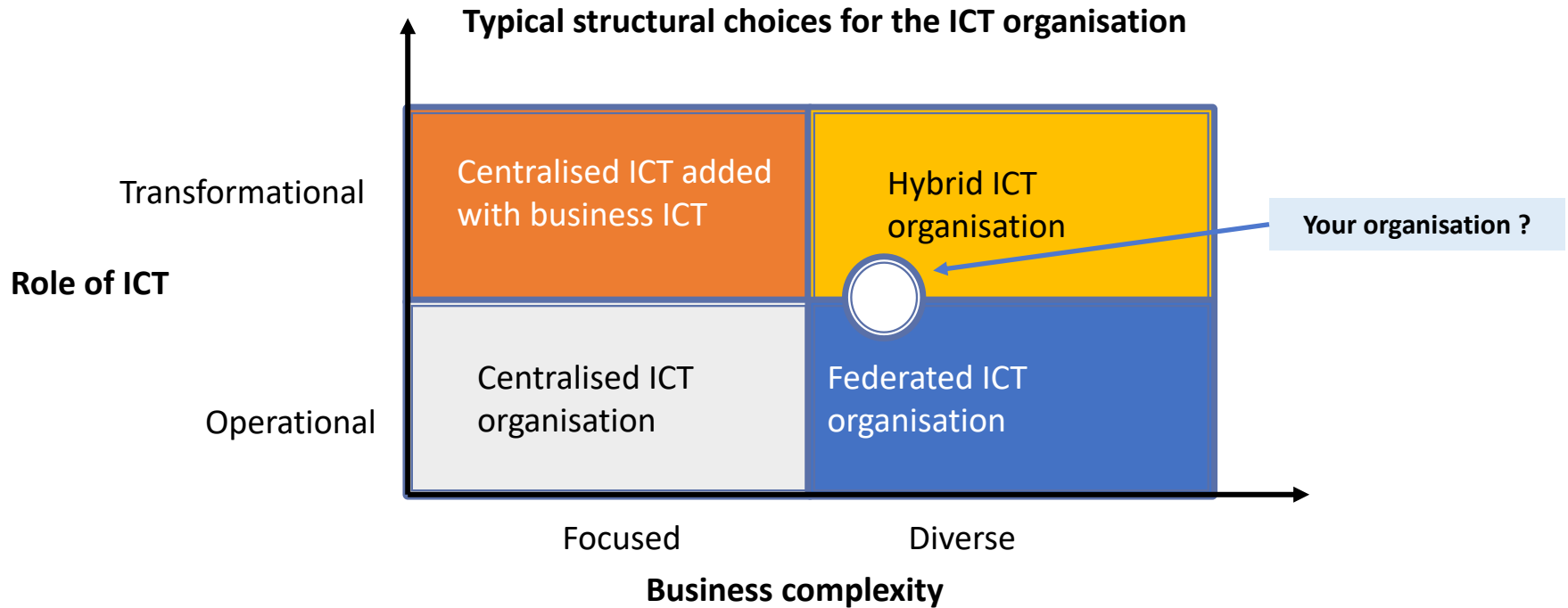
Dimensions affecting ICT organisation

Illustrative map

How ICT organisation seeks efficiencies

Role of ICT

	Focused	Diverse
Transformational	Business alignment and agility	Managing complexity, balancing conflicting requirements
Operational	Standardisation	Managing heterogeneity

Your organisation ?

Focused   **Diverse**

Business complexity

Mapping Business complexity & ICT's role helps identify approaches to ICT value proposition
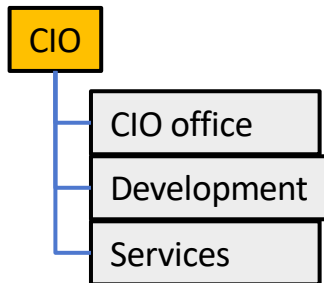
Structural choices of organisation

Illustrative map

Typical structural choices for the ICT organisation

Role of ICT

	Focused	Diverse
Transformational	Centralised ICT added with business ICT	Hybrid ICT organisation
Operational	Centralised ICT organisation	Federated ICT organisation

Your organisation ?

Business complexity

Structural choices are driven by mapping of ICT organisation : Role & Business complexity
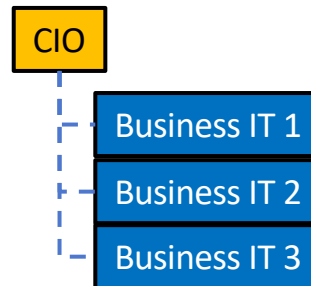
Typical organisation of ICT
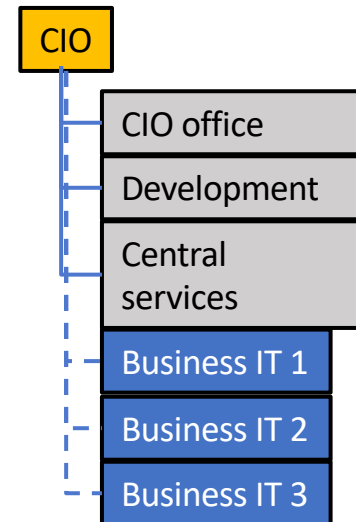
Illustrative model

Centralised ICT organisation

- CIO
  - CIO office
  - Development
  - Services

Centralised ICT added with business ICT

- CIO
  - CIO office
  - Development
  - Services
  - Business support

Federated ICT organisation

- CIO
  - Business IT 1
  - Business IT 2
  - Business IT 3

Hybrid ICT organisation

- CIO
  - CIO office
  - Development
  - Central services
  - Business IT 1
  - Business IT 2
  - Business IT 3
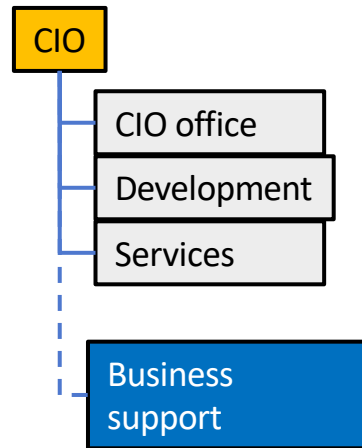
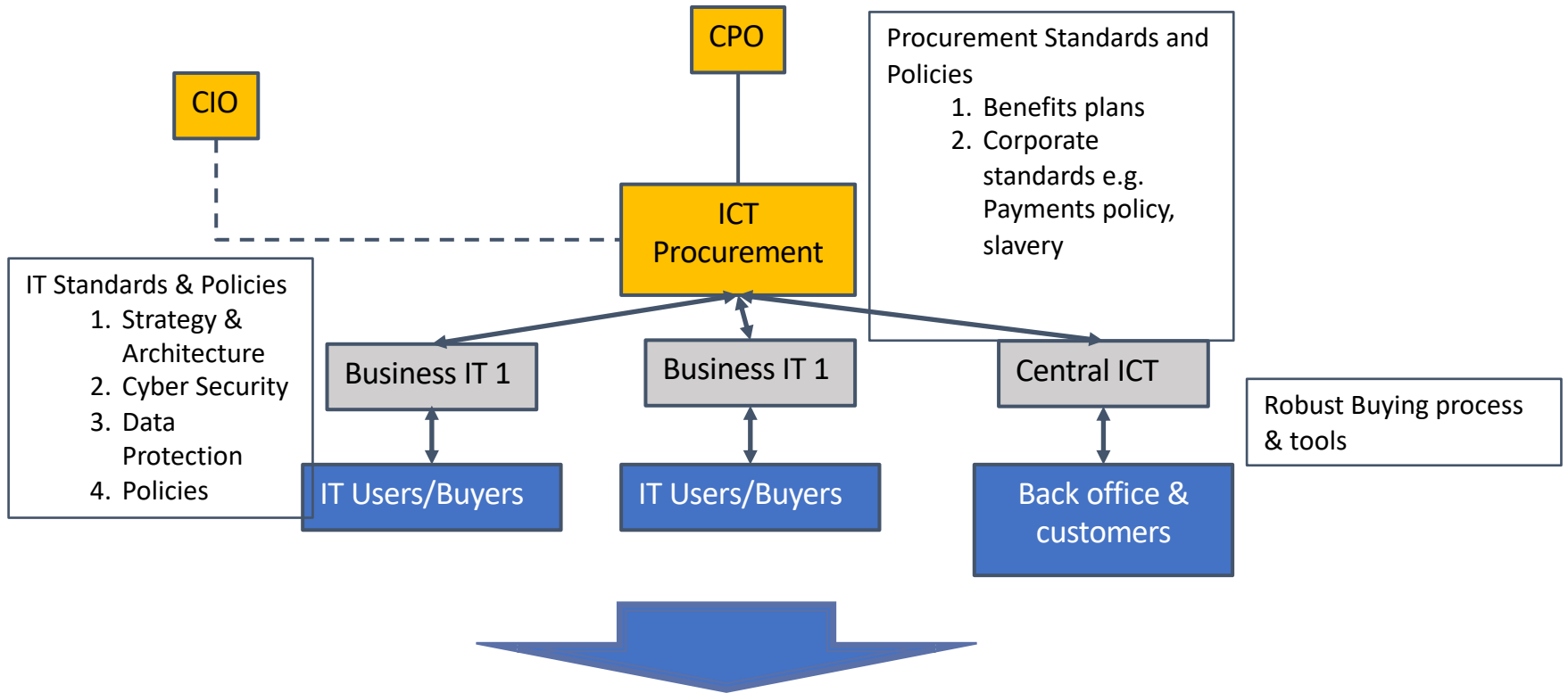# Commercial value for different types of organisation

Federated

- Low volume Standard & Non-Standard ICT : A **common streamlined process** to provide usage and cost visibility.

- High volume Standard ICT items : centrally supported **self-service/automated** approach and centralised Procurement to **leverage scale**

- Procurement resources are typically engaged on **projects of strategic importance** which are non-repetitive in nature. The main role of Procurement professional is balancing the demands of business with CIO drivers (e.g. Security, Architecture) while enhancing commercial opportunities.

Hybrid

- **Central supplier management** of common products and services . However, acknowledge specialist requirements which will be addressed locally.

- **Robust processes and tools** embedded into the standard operating procedures. Benefits of Procurement deals without compromising critical IT requirements e.g. data protections.

- **Strong business partnering** and clarity of responsibilities between CIO and CPO organisation.

Hybrid organisation – typical structure

CPO

Procurement Standards and Policies
1. Benefits plans
2. Corporate standards e.g. Payments policy, slavery

CIO

ICT Procurement

IT Standards & Policies
1. Strategy & Architecture
2. Cyber Security
3. Data Protection
4. Policies

Business IT 1

Business IT 1

Central ICT

Robust Buying process & tools

IT Users/Buyers

IT Users/Buyers

Back office & customers

Clarity of roles & responsibilities and governance mechanisms critical to success

Q & A