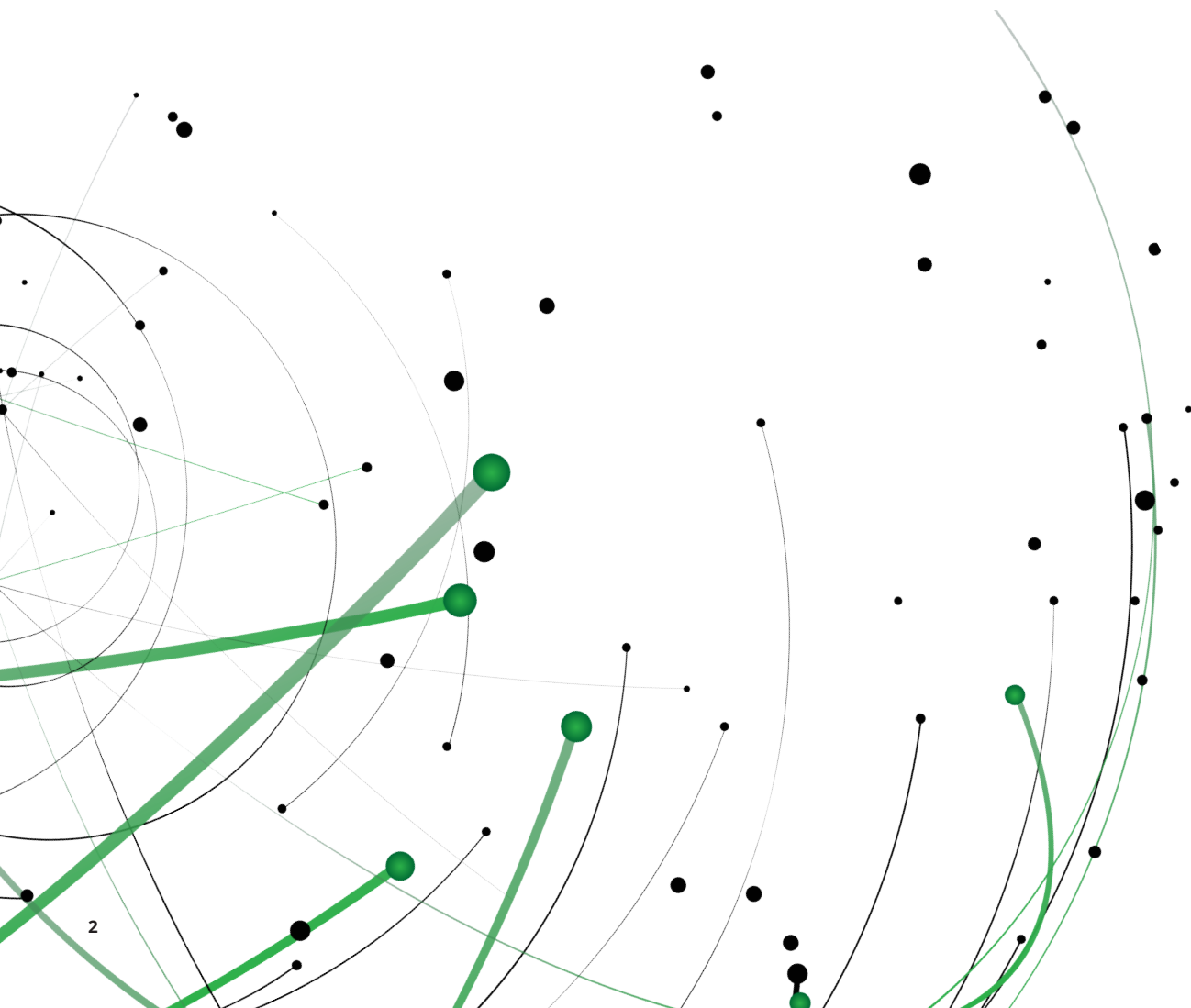


Technology Business Management

Delivering on the
promise of technology

Technology demands the same transparency you bring to every other critical need in the business. But do you truly have a handle on what your technology function is doing, why, and how well? And can you measure the outcomes it delivers?

Cost control is an important part of that question—but not the only part. An organization can save money on technology but still find that its technology function is unresponsive to people and processes and misaligned with its overall business strategy. What's needed now is an integrated approach that puts the whole picture together: people, process, and technology.



Strategic alignment, more value

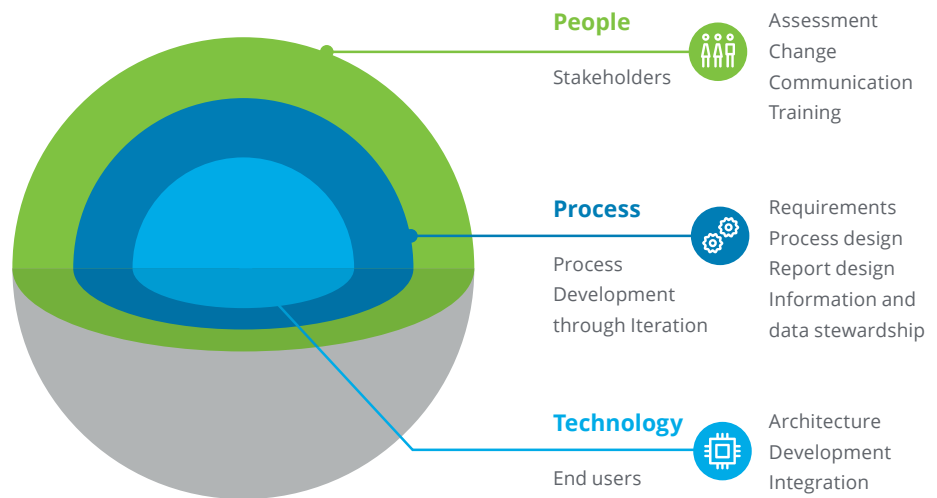
Improving engagement and outcomes

To align the technology function with the business, many companies are turning to the discipline of Technology Business Management (TBM). But TBM has evolved, just as enterprise technology has evolved, in the face of shifting tools, talent, and expectations. Yesterday's organizations may have looked to the technology function for efficiency, reliability, and compliance. But today's organizations expect the function to create new value for both the business and the customer—not at arm's length, but through direct engagement and outcomes.

That's why Deloitte's approach to TBM starts with people and process to drive technology integration and make the enterprise a coherent whole. Our suite of solutions and tools helps organizations reimagine the technology function and its role in helping the business meet its goals. While our approach looks beyond cost, it doesn't overlook cost. We've helped large organizations free as much as 30 percent of their overall technology spend to reinvest elsewhere.

Putting technology in perspective

Technology changes, but principles don't. Deloitte TBM focuses on people first, process next, and technology as the core.



People. The primary challenge in TBM maturity is organizational adoption and readiness. Without adequate support of leaders and the organization as a whole, a TBM solution could fail.

Process. TBM requires simple, intuitive, business-specific processes to be successful. Tailored processes should complement how companies operate and reduce the workload of people within the process stream.

Technology. Technology is powerful and valuable but is only effective when people are on board and processes have been designed correctly.

TBM as a connected workflow

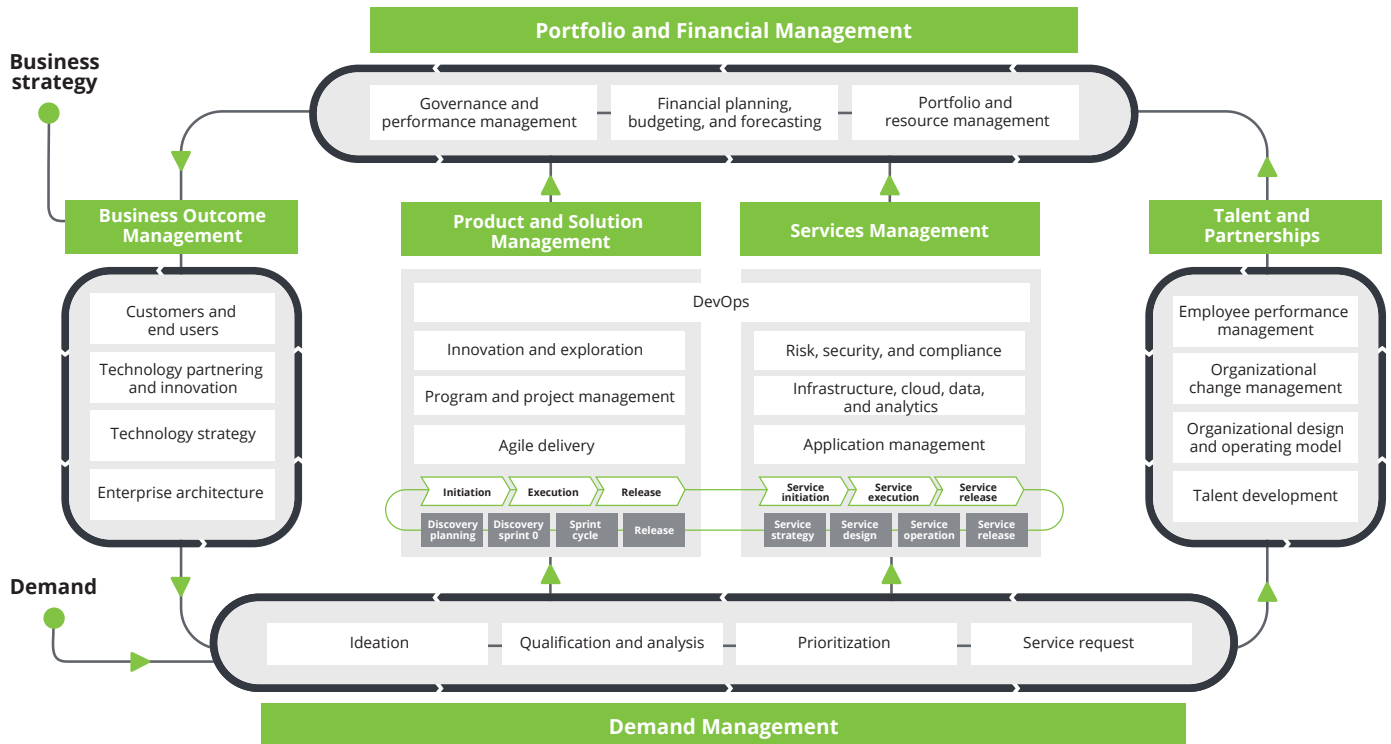
A multifaceted approach for multidimensional organizations

We see the organization as an organic whole and apply TBM as a connected workflow that takes every aspect into account. Our commitment to integrated thinking makes our TBM approach relevant to today's business needs and can help your organization achieve desired outcomes over the long term. Our approach features:

- **Interlocking elements.** Deloitte TBM addresses six competencies required to run the business of technology—not as siloed functions, but as interlocking elements that support each other.



- **Inclusive scope.** The challenges that TBM addresses “under the hood” are complex, so our approach addresses all necessary components.



Closing the gap

Delivering value to the business and the technology function

Technology leaders understand the importance of strategic alignment and value creation as much as anyone else in the organization. But they may be asking, “Do business leaders outside the technology function understand what my team is doing, why it matters, and the value we deliver?”

Business leaders want to ensure that the output of the technology function is aligned with the organization’s goals. But they may be asking, “How can we find and free money within the organization as it stands right now? And what could we do with those additional resources?”

Both groups ultimately focus on outcomes for the organization, but they view that pursuit from different perspectives. TBM can help leaders throughout the organization find satisfying answers to these questions. By closing the operational and understanding gaps that often exist between the technology function and the rest of the business, TBM focuses organizations on:

- **Dollar value.** TBM can identify cost improvements, free resources for redeployment, and reduce the administrative cost of annual financial management activities.
- **Accountability.** TBM assigns ownership and helps turn order takers into collaborative, trusted advisers who command respect through their mastery of technology portfolios.
- **Measured decisions.** The transparency TBM delivers helps reduce fear of the unknown by casting a light on the health of the technology portfolio. Better visibility and reporting are the sparks that can help your organization ignite improvements in strategic alignment and resource, financial, and risk management.

Why Deloitte?

Using technology to advance strategy

Deloitte delivers the skills and experience that can help you get maximum value from your technology function. Here's how:

- **Looping, not linear.** Deloitte TBM combines disparate processes into a continuous whole to accelerate the value, quality, and balance of your organization's technology investments. Our integrated approach spans:
 - Business Outcome Management
 - Portfolio and Financial Management
 - Talent and Partnerships
 - Services Management
 - Product and Solution Management
 - Demand Management
- **People first.** Because Deloitte TBM begins every engagement by looking at the human element and the big picture, we're able to align technology changes to your organization's needs. This flow of work can position your organization to realize value quickly—while helping you avoid the lateral impacts and unintended consequences of a technology-only approach.
- **Proven experience.** Deloitte TBM has more than 16 years of real-world achievement with large, complex organizations—some that have realized 30 percent savings in their technology spend.

Our hands-on experience gives our teams command of the nuances, pitfalls, and techniques that help companies turn plans into results. Our global experience delivers deep knowledge that's specific to each organization's business and industry type, while our interdisciplinary structure helps bridge the gap between technology and business strategy.

What's next?

Deloitte TBM takes an enterprise-wide view and helps you identify transformative improvements that harness the true potential of technology. But putting this approach in action doesn't have to be daunting. Let's talk.

Contacts

Michael Ravin

Managing Director
Technology Business Management
1 703 251 3689
mravin@deloitte.com

Chris Garibaldi

Principal
Technology Business Management
1 816 802 7287
cgaribaldi@deloitte.com

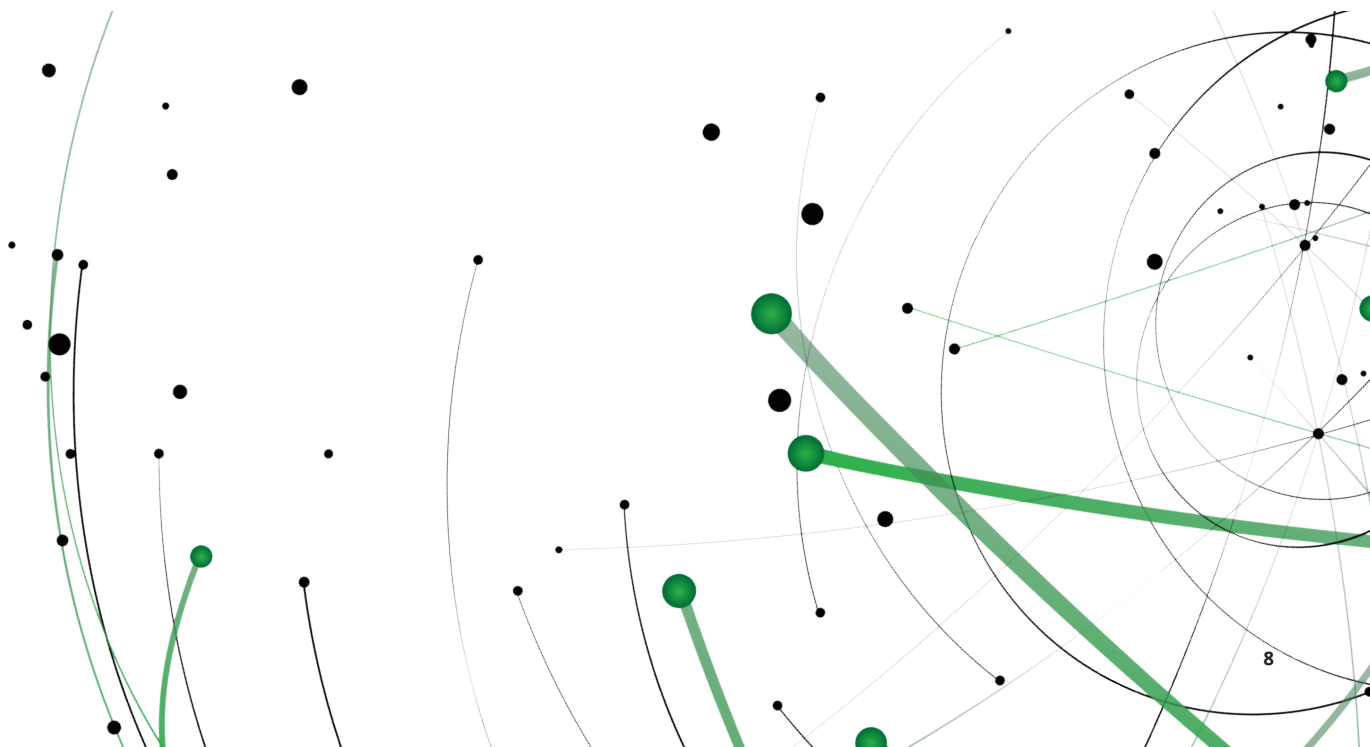
Luke Losinski

Senior Manager
Technology Business Management
1 312 486 2818
llosinski@deloitte.com

Is TBM right for you?

Whether or not you've explored TBM in the past, it may be time to put today's TBM to work for your organization. One way to begin exploring the possibility is with a quick self-assessment.

1. If you had to cut 30 percent of your technology cost, would you know how to trim the fat without cutting muscle or bone?
2. Do you know where your technology resources are deployed? Could you easily redeploy them if needed?
3. Do you know how your technology and resources are aligned to your strategic objectives?
4. Can your technology function justify what it's doing?
5. Do your business leaders understand how technology investments are distributed across your portfolio?
6. Did your technology budget increase last year—and do you know why?



**About Deloitte**

As used in this document, "Deloitte" means Deloitte Consulting LLP, a subsidiary of Deloitte LLP. Please see www.deloitte.com/us/about for a detailed description of our legal structure. Certain services may not be available to attest clients under the rules and regulations of public accounting.

This publication contains general information only and Deloitte is not, by means of this publication, rendering accounting, business, financial, investment, legal, tax, or other professional advice or services. This publication is not a substitute for such professional advice or services, nor should it be used as a basis for any decision or action that may affect your business. Before making any decision or taking any action that may affect your business, you should consult a qualified professional advisor. Deloitte shall not be responsible for any loss sustained by any person who relies on this publication.