

Simatree Case Study:

Data and Technology Strategy Optimization and Implementation Effort

Simatree helped the data and technology office of a financial regulatory organization advance their capabilities through improvements to their operations, organizational structure, and data strategy and architecture.

Overview

Starting in late 2022, the data and technology office of a financial regulatory organization engaged Simatree to review its organizational effectiveness and technology shortly after a major reorganization. Simatree's activities included an enterprise architecture capability maturity assessment and review of office priorities in support of the broader organizational five-year strategic plan. Simatree additionally assessed the organization's operating model, including a review of their organizational structure, internal processes, and vendor management practices. Simatree provided implementation support for several of these activities.

The data and technology leader also engaged Simatree in developing a tailored approach for new budgeting practices, leveraging Technology Business Management (TBM) and Capital Planning and Investment Control (CPIC) frameworks. Both frameworks will help the organization improve business outcomes through better management, and evaluation of information technology (IT) investments.

Simatree had supported the organization across a number of engagements ranging from enterprise strategy to data science since 2018, and this opportunity offered an expansion of services.

The Challenge

The organization's newly formed data and technology office needed to align its data and technology strategy with the Board's new five-year strategic plan. The data and technology office engaged Simatree to reassess organizational effectiveness and strategic direction, determine next steps for the office's longer-term data and technology strategies, and ensure the office is set up to deliver superior technical and data solutions for the organization's future.

The Solution & Benefits

Simatree reviewed the office's organizational structure as part of its assessment of organizational effectiveness, conducting numerous stakeholder interviews across teams to evaluate staffing and understand how teams interacted in delivering projects and resulting in the realignment of key roles and teams. Simatree also reviewed the office's project delivery processes, introducing several efficiencies throughout and guiding the office on Agile principles and change management methodologies. The Simatree team also suggested a streamlined approach for new and existing key performance indicators (KPIs) to enable the office to better track progress. In addition, the Simatree team analyzed and visualized timekeeping data for the office's staff and contractors to identify utilization trends (and anomalies) and make recommendations on where to adjust headcount to meet demands or resource gaps. This report provided senior leadership with better visibility, ensuring resources and activities are optimally aligned to achieving business goals. The Simatree team created the report in a way that will allow leadership to re-run the report and continually make adjustments based on future needs.

On the technologic front, Simatree assessed the maturity of the organization's enterprise architecture and performed a technical gap analysis as part of an effort to ensure alignment between the office's strategic plans and those of the broader organization. Simatree provided guidance and best practices for the office's data strategy as well as the tools to accelerate their cloud migration. This work provided the office with updated benchmarks for their organizational maturity and clear actions to reach their goal maturity level within a set timeframe. To encourage office-wide adoption of these actions, the Simatree team pushed organizational leadership to foster a courage-and-solution-oriented culture by developing and delivering workshops focused on enterprise architecture and roadmapping with best practice guidance and change management techniques to support.

Simatree also built a strawman proof-of-concept for the adoption of TBM for the office's budget. This involved mapping line items in the budget to the TBM framework (cost pools, IT towers, solutions, and business capabilities) to provide new granular and high-level budget views and demonstrate insights that could be found through implementation of TBM. The Simatree team then developed resources (e.g., process flows, roles and responsibilities, change management guidance) to aid in the implementation of CPIC and TBM to improve the tracking, evaluation, and outcomes for IT investments. This will enable the office to better translate IT investments to long-term business value.

Simatree improved the organization's vendor procurement processes by developing a series of vendor management tools for the office in SharePoint Lists with associated Power BI dashboards for executives that will be adopted throughout the entire organization. Simatree also provided best practice research on vendor management as well as process mapping and change management materials to ease the transition during implementation.