



**MAYS BUSINESS SCHOOL**  
TEXAS A & M UNIVERSITY

# CAYNE ENTERPRISES

LINKING IT STRATEGY BACK TO THE BUSINESS

## TEAM 8

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# AGENDA

- Current State
- Recommendations
- Implementation Timeline
- Cost/Benefit Analysis
- Risk Management
- Key Performance Indicators
- Conclusion

# IT ENVIRONMENT ANALYSIS

A SWOT analysis allows an organization to analyze the current environment surrounding the organization

## External

		Opportunities	Threats
		<i>IT can learn from other companies and the external market</i>	<i>IT poorly manages acquisitions and the competition has more experience</i>
Internal	Strengths	IT can be improved to maximize its value as a core function of the business through learning	IT can provide a standard set of policies for implementation of projects and acquisitions
	Weaknesses	IT can outsource non-core functions to free up resources and focus on value-creating activities	IT can implement IT Governance initiatives to develop better and more efficient IT systems

# LINKING STRATEGIC OBJECTIVES

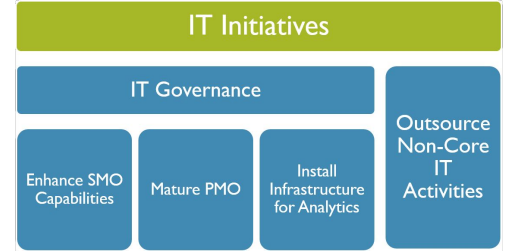
*Our vision is to provide standardized, value-added, and results-driven services to Cayne Enterprises that facilitate expansion and exceed customer expectations.*

## Business Objectives

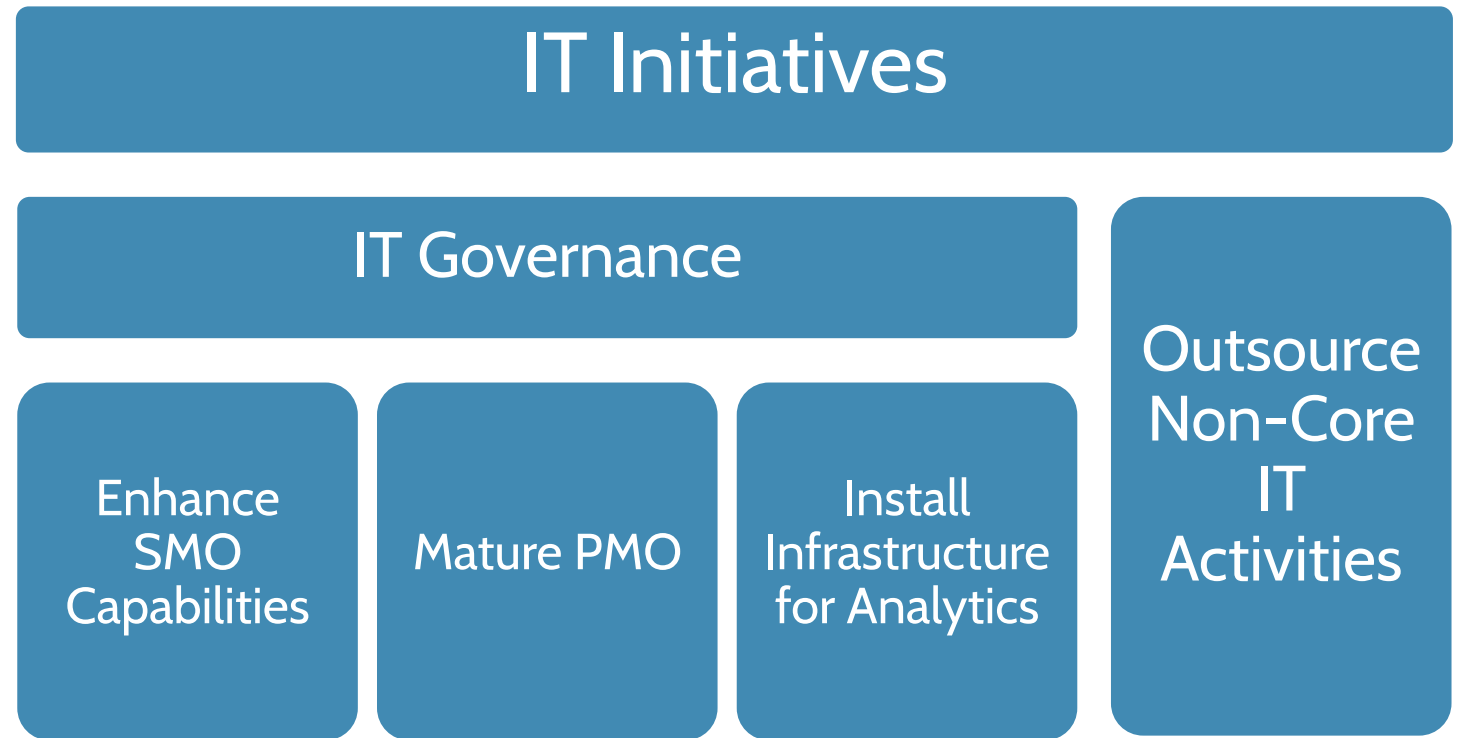
## IT Objectives



# IT INITIATIVES



We propose four initiatives to optimize service and process capabilities, exceed project expectations, improve decision making, and focus on core competencies while making costs more efficient



# IT GOVERNANCE

## IT Initiatives

### IT Governance

Enhance SMO Capabilities

Mature PMO

Install Infrastructure for Analytics

Outsource Non-Core IT Activities

Cayne Enterprises' lack of a controlled environment and governance, failure to meet business expectations, and inability to adapt to changing environment leads us to suggest introducing a control framework

## BENEFITS

- Provide a controlled environment to implement all initiatives
- Optimize cost and increase value of IT
- Provides global best practices for IT business processes
- Better management of risks
- Increase alignment between business and IT
- Help comply with Sarbanes-Oxley (SOX)
- Provide consistent approach to manage changes

COBIT

# ENHANCE CAPABILITIES OF THE SERVICE MANAGEMENT OFFICE

IT Initiatives

IT Governance

Enhance SMO  
Capabilities

Mature PMO

Install  
Infrastructure  
for Analytics

Outsource  
Non-Core  
IT  
Activities

The Service Management Office is a centralized office that provides greater efficiency and effectiveness, through shared resources and knowledge.

## ACCESS MANAGEMENT

IT should identify access management controls, employ an access management tool, and create an office for Data and Asset Security

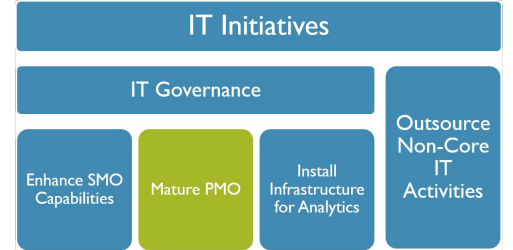
## CHANGE MANAGEMENT

IT should implement strong change management plans, policies, and procedures for the acquisition of new companies

## SERVICE DESK

IT should create a service desk to facilitate the flow of incidents to the proper technical support staff through escalation

# MATURE THE PROJECT MANAGEMENT OFFICE



Maturing all aspects of the PMO will increase project success rates, increase process standardization, and ease competency development

## PEOPLE

- Establish a coaching environment under PMO
- Strongly encourage PMs to take PMP certification

## PROCESS

- Redefine existing processes through a feedback mechanism
- Follow a collaborative approach to streamline the processes defined by different frameworks

## TOOLS

- Develop a standardized PMO portal which could serve as a one-stop-shop for all PMO related products and services

## GOVERNANCE

- Clearly identify decision makers
- Strictly audit compliance of all processes



# INSTALL INFRASTRUCTURE FOR ANALYTICS

## IT Initiatives

### IT Governance

Enhance SMO Capabilities

Mature PMO

Install Infrastructure for Analytics

Outsource Non-Core IT Activities

## CURRENT STATE

Operational Data

Operational Data

Operational Data

Balanced Scorecard

## DESIRED STATE

Operational Data

Operational Data

Operational Data

ETL System

Data Warehouse

Balanced Scorecard

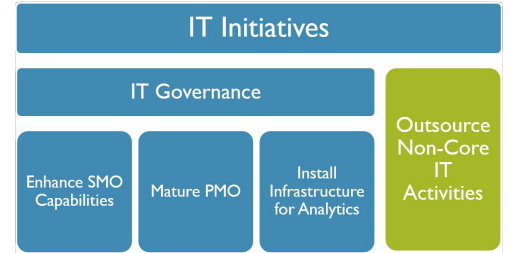
Data warehouse and reporting infrastructure will help to analyze real-time information

Use of tools for data collection and data moving will remove manual errors

Use of organizational wide dashboard will standardize the performance review process

BI SOLUTIONS

# OUTSOURCE NON-CORE IT ACTIVITIES



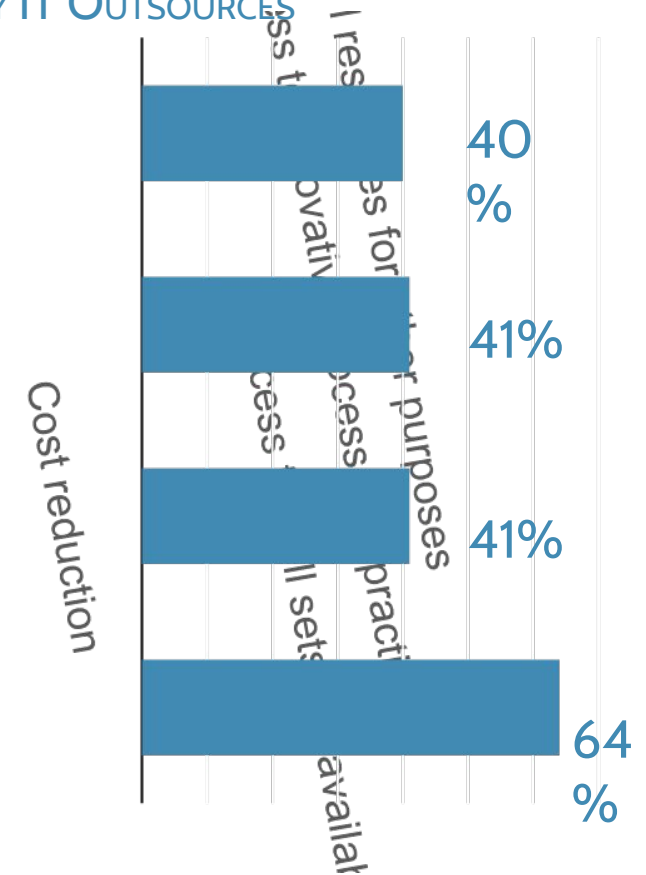
Outsourcing the following services to an onshore, third-party vendor will help IT focus on strengthening its core competencies.

- Network Services
- Hosting Services
- Storage Services

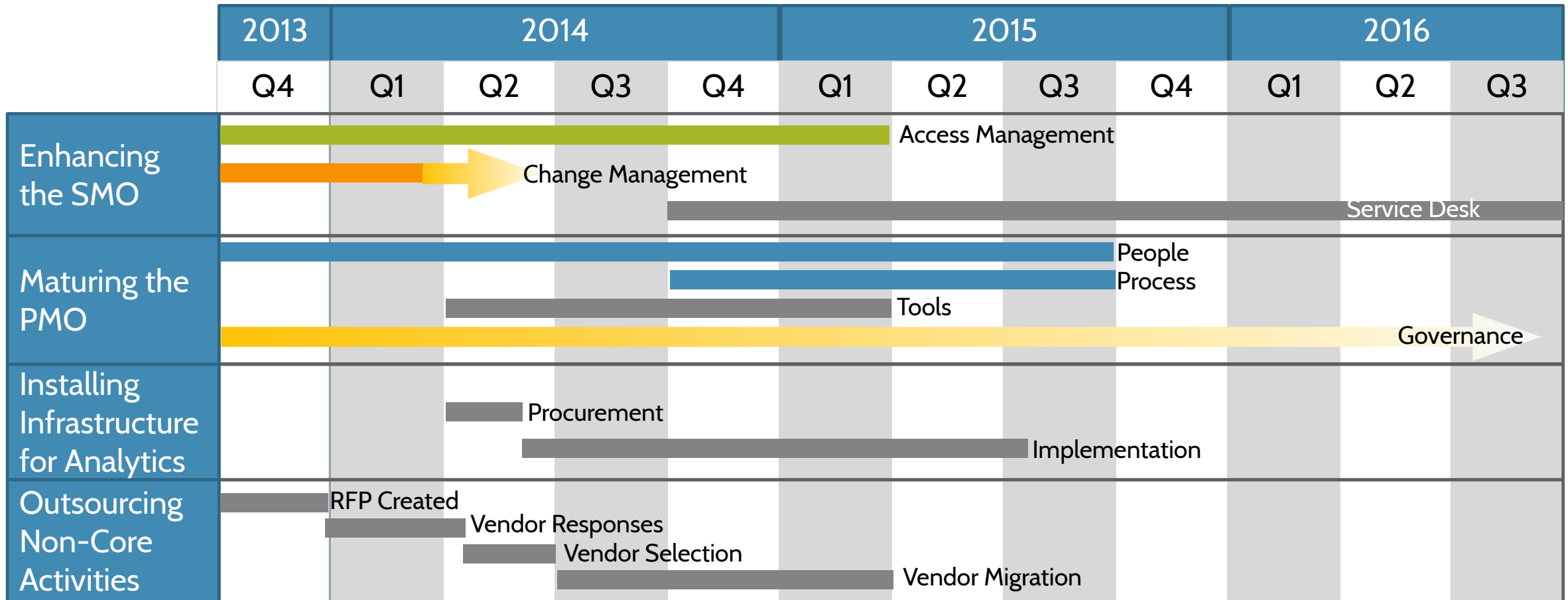
## RFP CONSIDERATIONS

- Location: close to Houston
- Flexible, short-term but renewable contracts
- Storage Services
  - Access management
  - Physical and Environmental controls
  - Potential for extra rack and floor space
- Network and Hosting Services
  - Availability
  - Speed
  - Reliability

## WHY IT OUTSOURCES



# INITIATIVE IMPLEMENTATION TIMELINE

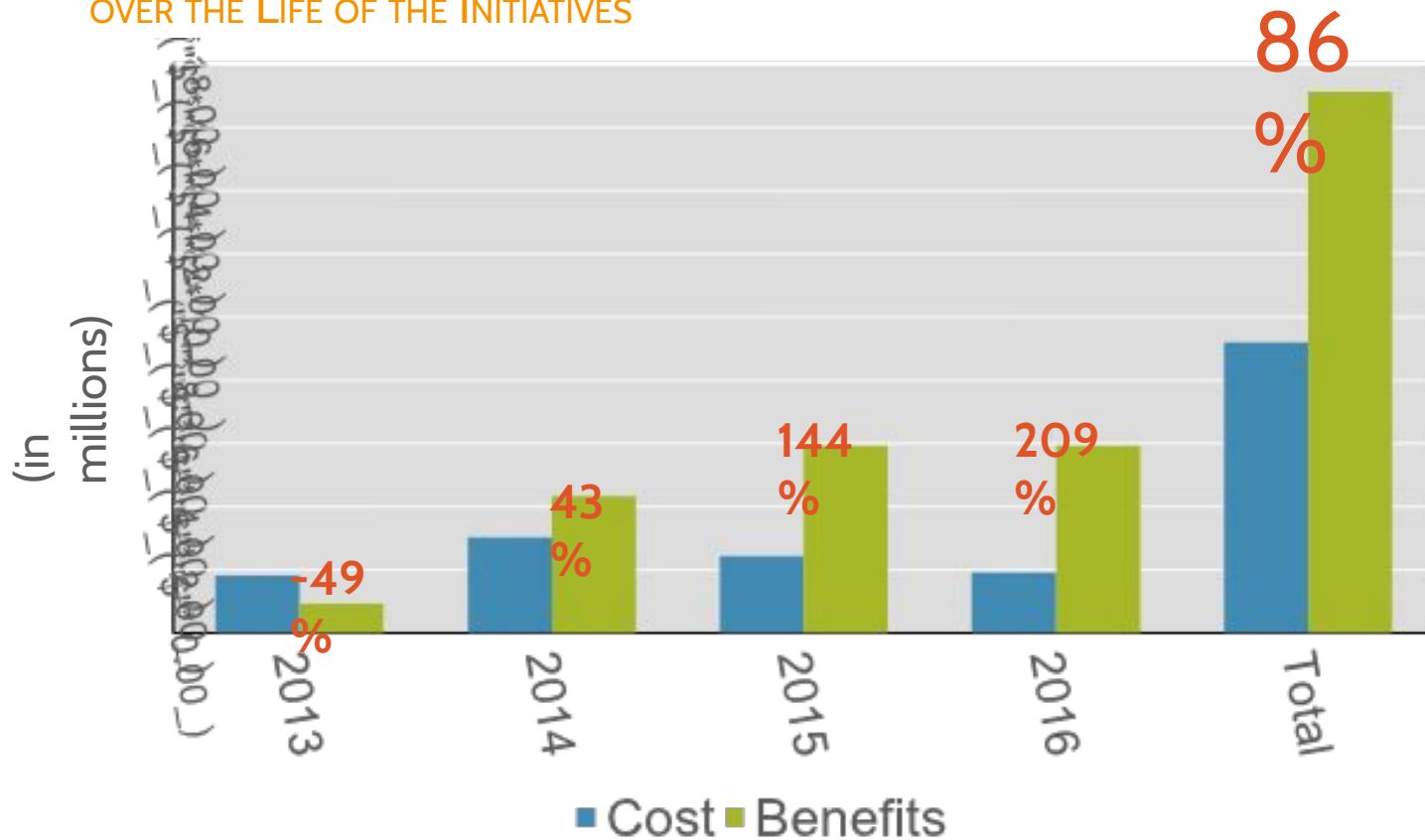


■ Service Strategy 
 ■ Service Design 
 ■ Service Transition 
 ■ Service Operation 
 ■ Continuous Service Improvement



# COST/BENEFIT ANALYSIS

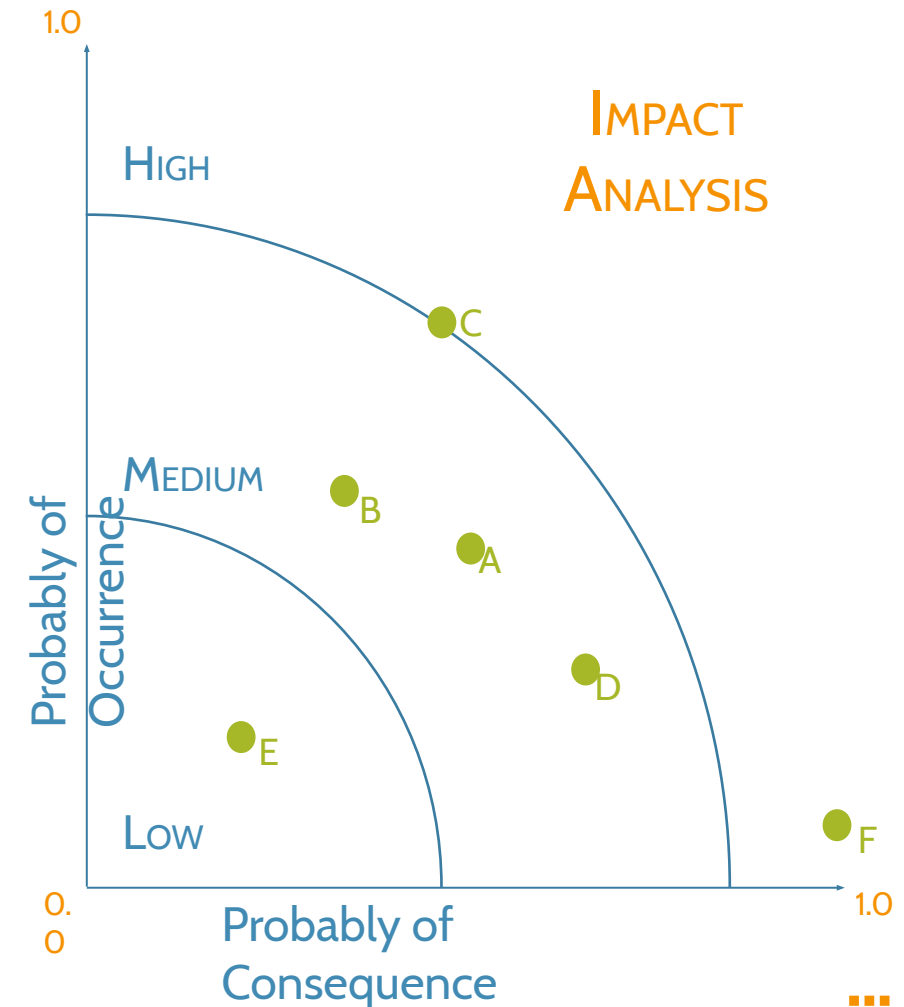
## RETURN ON INVESTMENT OVER THE LIFE OF THE INITIATIVES



Costs	\$9,204,522.40
Benefits	\$17,134,720.00
<b>Return</b>	<b>\$7,930,197.60</b>

# RISK MANAGEMENT

	RISKS	MITIGATIONS
A	Perception of IT as non-core business does not change	Maintain a continuous flow of effective communication
B	Disillusionment with frameworks	Plan for regular knowledge transfer sessions
C	High reliance on tools implementation to support initiatives	Provide employee training
D	Inadequate management of initiatives due to lack of motivation and interest	Communicate the importance of initiatives and the expected benefits
E	Lack of stakeholder buy-in for consolidation and standardization efforts	Keep the stakeholders constantly updated using a project champion
F	Insufficient security practices	Incorporate security measures in every new initiative and during systems modifications



# KEY PERFORMANCE INDICATORS

Key Performance Indicators will help the IT organization recognize trends, identify problem areas, and calculate the value added by the four initiatives that we suggest

## VALUE ADDED

- Customer and employee perception of usefulness and effectiveness
- Maturity level
- Data similarity across platforms and reports

## VALUE CAPTURING

- Employee productivity
- Number of business requirements met per project
- Number of project successes
- Delivery speed of projects

## COST REDUCTION

- Number of security breaches for IP and access
- Employee turnover
- Number of incidents
- Time spent rerouting incidents
- Wait times for reports
- Number of manual data errors

## CONCLUSION

Our initiatives will help to secure IT as a core business function by demonstrating that IT services, project, and analytics can be utilized to increased productivity, reduce costs, and facilitate expansion

86  
RETURN ON  
INVESTMENT  
%

Enhance the SMO

Mature the PMO

Install Infrastructure for Analytics

Outsource Non-Core IT Activities



QUESTIONS?





# Project Analysis

## APPENDICES

### Success Stories

- New Organizational Chart
- Enhancing the SMO Implementation Timeline
- Maturing the PMO Implementation Timeline
- BI Cost and Implementation Timeline
- Steps in Choosing a BI Vendor
- Steps in Choosing an Outsource Vendor
- Risk Analysis
- Key Performance Indicators
- Project Champions

### Cost/Benefit Analysis

- Company Fact Sheet and Assumptions
- Cost Analysis
- Benefit Analysis
- ROI Calculation

### Example Deliverables

- Flowchart for Escalation
- Communications Management Plan

## IT PROBLEMS IDENTIFIED

*fluctuations in business requirements*

– “failures to meet business expectations”, “responding to

- **Poor escalation and incident management** – “struggles with communicating about the impact of incidents”
- **IT gap between acquired organization and existing organization** – “fluctuations in business requirements resulting from acquisitions”
- **Poor transparency into IT costs** – “pressure from his peers about visibility into the cost of IT”
- **Poor information security** – “breaches in information security around the protection of intellectual property rights”
- **Poor access management** – “the distribution of presentations by email limits access to executive management, preventing lower level staff from visibility into portions of the presentation they need to make decisions”
- **No centralized data collection and analytics tools** – “collection of data needed to generate the scorecards involves multiple manual steps performed by individual in each of the business units”
- **No apparent controls to reign in out of control projects** – “failures to meet business expectations”, trouble “responding to fluctuations”
- **Poor corporate-level knowledge management** – “raised questions in the reliability of the information presented”, “multiple manual steps performed by individuals in each of the business units”
- **Poor communication between business units** – “generates questions about the true meaning behind the numbers”, “difficult to communicate completely and drill down into the information behind the top-level metrics”
- **Poor change management** – “scrambling to understand expectations and lead his team to meet and exceed those expectations”, “understanding and responding to fluctuations in business requirements resulting from acquisitions and divestitures”

# CAYNE'S STRATEGIC BUSINESS OBJECTIVES

## External

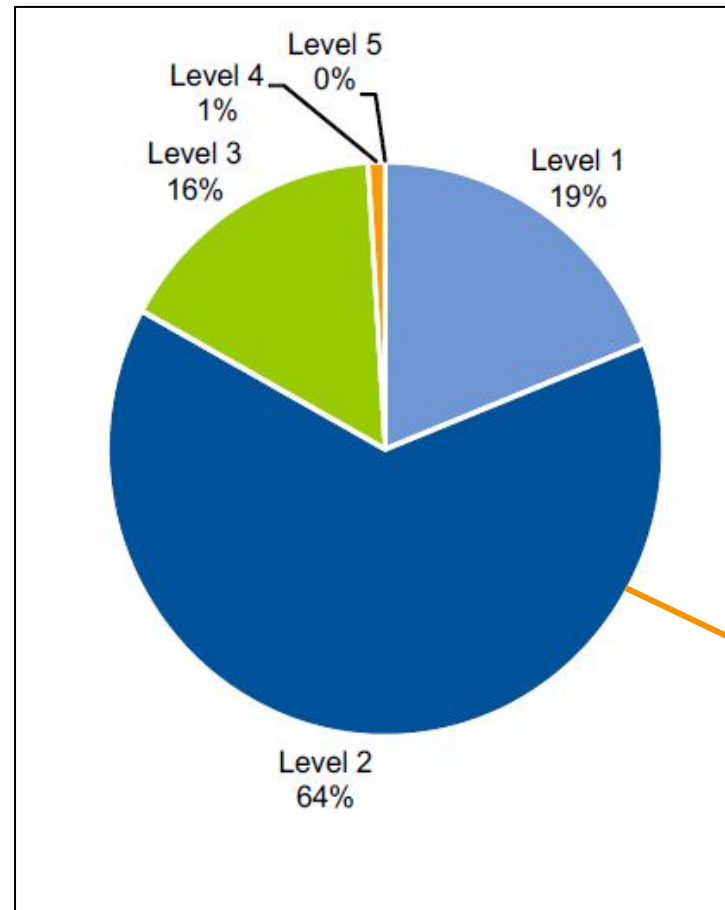
		External	
		Opportunities <i>Cayne can extend their customer base and their resources through acquisitions</i>	Threats <i>Cayne is effected by poor economic climate and the strength of competitors</i>
Internal	Strengths <i>Cayne maintains strong relationships, global presence, and research and development</i>	Cayne can use their recognized resources to improve management of acquiring new companies	Cayne can ensure management standards are employed to coordinate effectively in a global network
	Weaknesses <i>Cayne has managed their finances poorly and must liquidate to cover debt</i>	Cayne can reduce the cost of operations while providing value-added services	Cayne can improve the efficiency of spend items by enforcing control objectives

## Business Objectives

1. Globalization – SO
2. Integration – ST
3. Cost Efficiency –  
WO
4. Control – WT

## PROPORTION OF IT PMOs AT MATURITY LEVEL 1-5

Through the research done by Gartner, we determined that Cayne Enterprises is at PMO Maturity Level 2



Most organizations are at PMO Maturity Level 2, so we can assume that Cayne Enterprise's PMO is most likely at Level 2

## COMPANY FACT SHEET AND ASSUMPTIONS

Cayne achieves **\$500 million** in revenues each year.

Cayne employs **1,200 employees** globally.

Cayne spends **\$100 million** in operating costs each year.

The IT budget is **4 percent** of revenues.

IT operating costs are **\$4 million** annually.

## COST ANALYSIS – BY INITIATIVE

Staffing Costs		Hours Worked					Total
		Enhance the SMO	Mature the PMO	Install Infrastructure	Outsource		
Business Analyst	\$ 38.11	61800	5100	6850	4800		78550
Human Resource Specialist	\$ 25.83	2700	0	0	0		2700
Project Manager	\$ 38.18	600	3710	3300	0		7610
Senior-level Manager	\$ 49.63	5180	0	1200	400		6780
Service Desk Analyst	\$ 18.91	65280	0	0	0		65280
		\$ 3,939,375.20	\$ 336,008.80	\$ 446,603.50	\$ 202,780.00	\$	4,924,767.50
Consulting Costs		Hours Worked					Total
		2013	2014	2015	2016		
Business Analyst	\$ 39.22	4080	16320	16320	16320		53040
Partner	\$ 122.55	60	250	250	250		810
Project Manager	\$ 44.12	1450	5750	5750	5750		18700
Senior-level Manager	\$ 78.43	550	2050	2050	2050		6700
		\$ 274,460.78	\$ 1,085,098.04	\$ 1,085,098.04	\$ 1,085,098.04	\$	3,529,754.90
						<b>Infrastructure Costs</b>	\$ 750,000.00
						<b>Total Cost</b>	\$ 9,204,522.40

# COST ANALYSIS – BY YEAR

Staffing Costs		Hours Worked					Total
		2013	2014	2015	2016		
Business Analyst	\$ 38.11	31250	37150	9950	200		78550
Human Resource Specialist	\$ 25.83	1350	1350	0	0		2700
Project Manager	\$ 38.18	460	3900	3050	200		7610
Senior-level Manager	\$ 49.63	2440	3140	900	300		6780
Service Desk Analyst	\$ 18.91	0	0	32640	32640		65280
		\$ 1,364,468.00	\$ 1,755,397.20	\$ 1,157,532.90	\$ 647,369.40	\$ 4,924,767.50	
Consulting Costs		Hours Worked					Total
		2013	2014	2015	2016		
Business Analyst	\$ 39.22	4080	16320	16320	16320		53040
Partner	\$ 122.55	60	250	250	250		810
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		\$ 274,460.78	\$ 1,085,098.04	\$ 1,085,098.04	\$ 1,085,098.04	\$ 3,529,754.90	
						<b>Infrastructure Costs</b>	\$ 750,000.00
						<b>Total Cost</b>	\$ 9,204,522.40

# COST ANALYSIS – NUMBER OF EMPLOYEES

	NUMBER OF EMPLOYEES															
	Enhance the SMO				Mature the PMO				Install Data Analytics				Outsource			
	2013	2014	2015	2016	2013	2014	2015	2016	2013	2014	2015	2016	2013	2014	2015	2016
Business Analyst	15	16	1	1	1	2	2	-	-	4	4	-	-	-	3	-
Human Resource Specialist	2	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Manager	-	1	1	1	1	2	2	-	-	2	2	-	-	-	-	-
Senior-level Manager	3	3	1	1	-	-	-	-	-	1	1	-	1	1	-	-
Service Desk Analyst	-	-	16	16	-	-	-	-	-	-	-	-	-	-	-	-

	Consultin			
	2013	2014	2015	2016
Business Analyst	8	8	8	8
Partner	1	1	1	1
Project Manager	2	2	2	2
Senior-level Manager	2	2	2	2



# COST ANALYSIS – PERCENTAGE OF TIME WORKED

## PERCENTAGE OF TIME WORKED

	Enhance the SMO				Mature the PMO				Install Data Analytics				Outsource			
	2013	2014	2015	2016	2013	2014	2015	2016	2013	2014	2015	2016	2013	2014	2015	2016
Business Analyst	100%	100%	10%	10%	32%	61%	48%	-	-	47%	38%	-	-	-	78%	-
Human Resource Specialist	33%	33%	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Manager	-	10%	10%	10%	23%	45%	34%	-	-	45%	36%	-	-	-	-	-
Senior-level Manager	38%	38%	15%	15%	-	-	-	-	-	30%	30%	-	10%	10%	-	-
Service Desk Analyst	-	-	100%	100%	-	-	-	-	-	-	-	-	-	-	-	-

	Consultin			
	2013	2014	2015	2016
Business Analyst	100%	100%	100%	100%
Partner	12%	12%	12%	12%
Project Manager	70%	70%	70%	70%
Senior-level Manager	50%	50%	50%	50%

# BENEFIT ANALYSIS

- Proper role identification and asset management can save \$11,000 per 100 employees annually
- Ensuring change management approaches can save 30% of IT operating costs annually
- Maturing the project can save the organization 12% of the IT budget
- Implementing a data warehouse and using it for business intelligence can save 5% of the IT Budget
- Outsourcing hosting, network, and storage services, 30% of IT operating costs can be saved annually

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<b>Service Mgmt Office</b>	\$	4,334,720.00
<b>Access Management</b>	\$	434,720.00
<b>Change Management</b>	\$	3,900,000.00
<b>Project Mgmt Office</b>	\$	7,800,000.00
<b>Data Warehouse</b>	\$	2,000,000.00
<b>Outsourcing</b>	\$	3,000,000.00
<b>Total after three years</b>		<b>\$ 17,134,720.00</b>

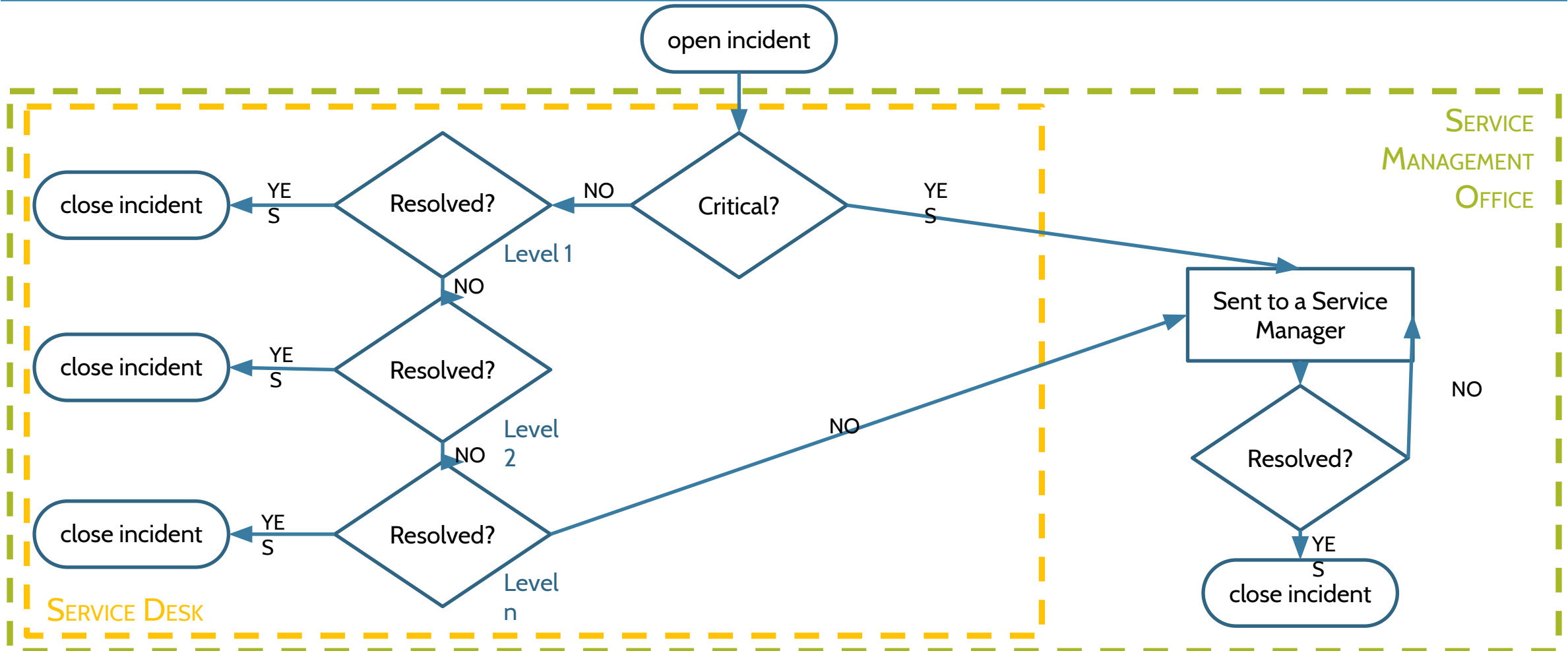
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## ROI CALCULATION

	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Total</b>
<b>Cost</b>	\$ 1,826,428.78	\$ 3,027,995.24	\$ 2,430,130.94	\$ 1,919,967.44	\$ <b>9,204,522.40</b>
<b>Benefits</b>	\$ 933,440.00	\$ 4,333,760.00	\$ 5,933,760.00	\$ 5,933,760.00	\$ <b>17,134,720.00</b>
<b>ROI</b>	<b>-49%</b>	<b>43%</b>	<b>144%</b>	<b>209%</b>	<b>86%</b>

$$\text{Return on Investment} = \frac{\text{Benefits Earned} - \text{Initiative Cost}}{\text{Initiative Cost}}$$

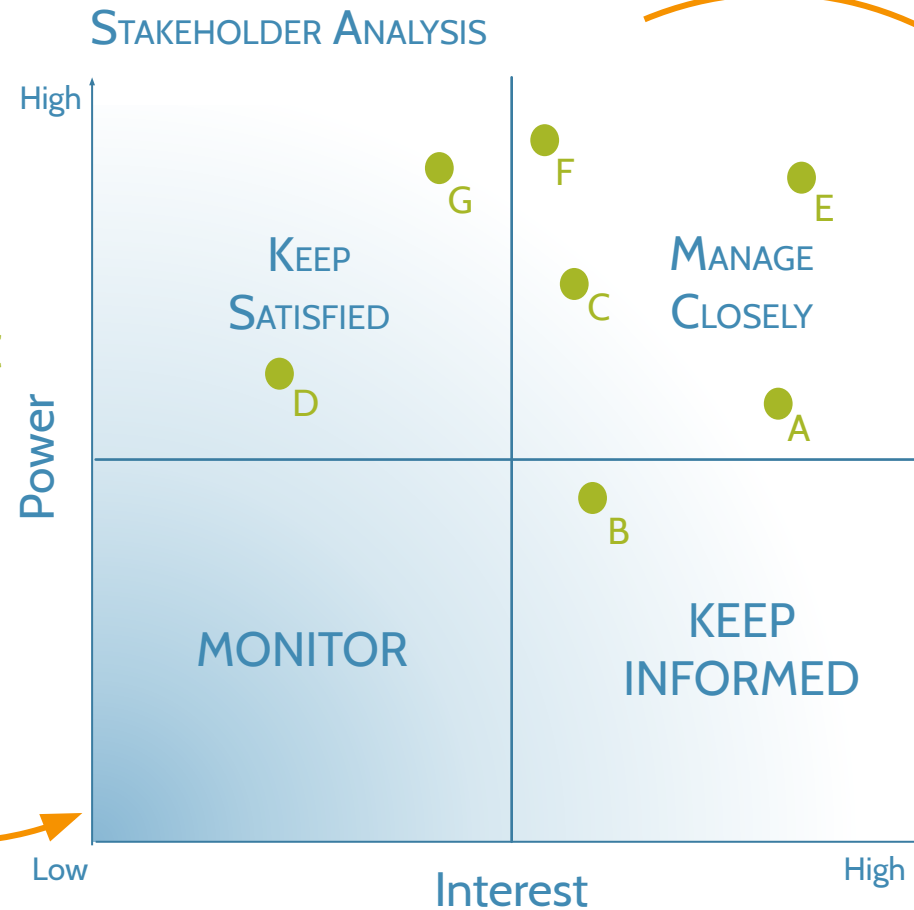
# FLOWCHART FOR ESCALATION – SERVICE DESK



# COMMUNICATIONS MANAGEMENT PLAN – SERVICE DESK

## STAKEHOLDERS

- Service Desk Analysts **A**
- Customers **B**
- Operations Support Teams **C**
- Service Manager (SMO) **D**
- Service Desk Managers **E**
- Head of the Service Management Office **F**
- Chief Information Officer **G**



## COMMUNICATIONS PLAN

### Keep Satisfied

- Report effectiveness of the service desk.

### Manage Closely

- Keep updated on initiatives including kickoffs, new additions, and performance.
- Incentivize with performance rewards for reduced incidents.

### Keep Informed

- Ensure progress reports on incidents including escalation, progress, and closing are given.

## ROLES AND RESPONSIBILITIES – SERVICE DESK

Employees	Receive initial contact from customer	Log incident	Classify incident	Prioritize Incident	Search for Work Around	Escalate Incident	Update Progress Communication	Perform Verification	Close Incident	Report to Management
Service Desk Analyst	A	A	A/R	A	A	A	A	A	A/S	A
Customer	P	P/I	I/R		P		P	P	P/S	
Operations Support Team						P	A			
Service Manager							A			
Service Desk Manager							R	R		R/S
Head of Service Management Office										R/S

A = Accountable  
 P = Participant  
 R = Review Required  
 I = Input Required  
 S = Sign-off Required

## SUCCESS STORIES – ITIL, COBIT, AND MATURING THE PMO

### Boston Gas Company

Boston Gas Company adopted COBIT as a benchmark to measure current and future IS functions which added value to business by focusing on overall business objectives while strengthening IT controls.

### Constellation Energy

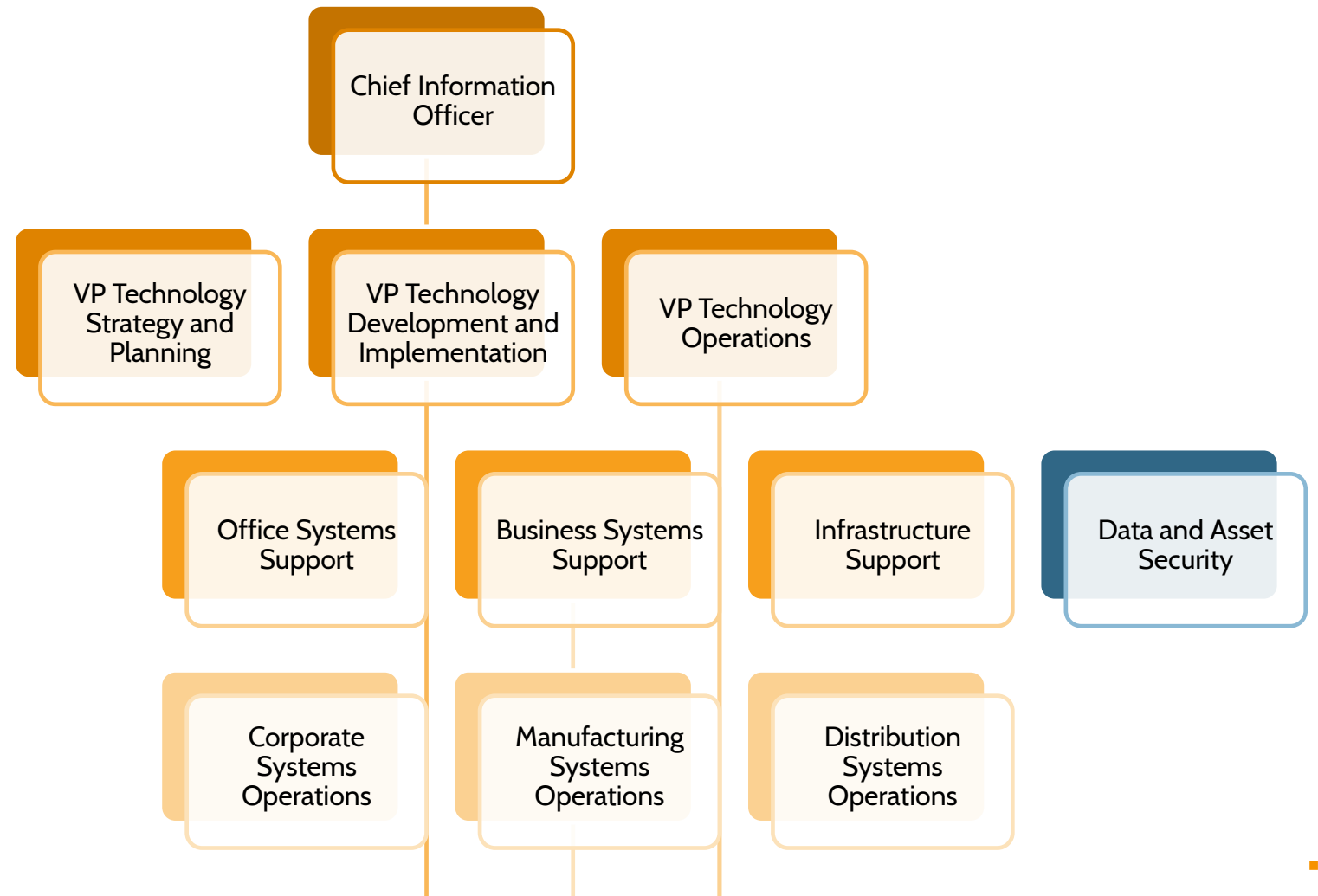
Constellation Energy's investment in ITIL v.3 enabled its business to grow fourfold; at the same time, it improved service levels and reduced IT unit service costs by 12% annually.

### Intel

After two years of consistent efforts to make PMO more efficient, Intel's PMO emerged as a standardized entity with strong relationships with business units.

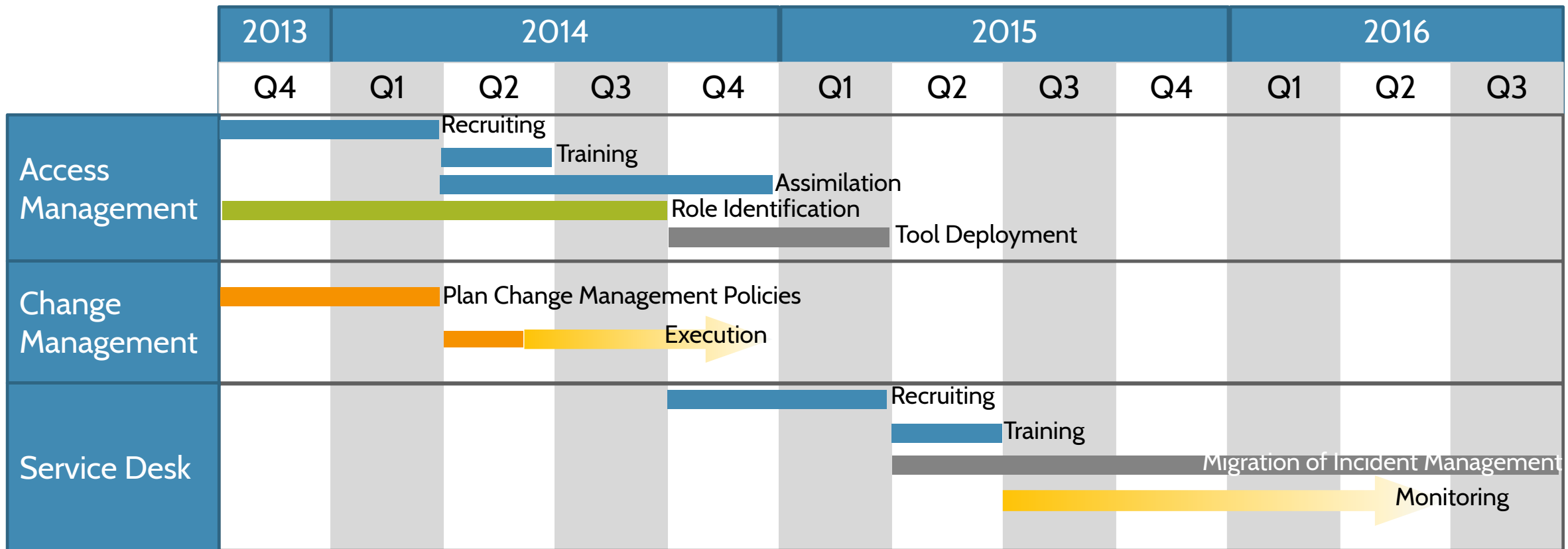
# NEW ORGANIZATIONAL CHART

Creating a new Data and Asset Security will require that the organizational structure of the IT organization at Cayne Enterprises will have to be reconstructed





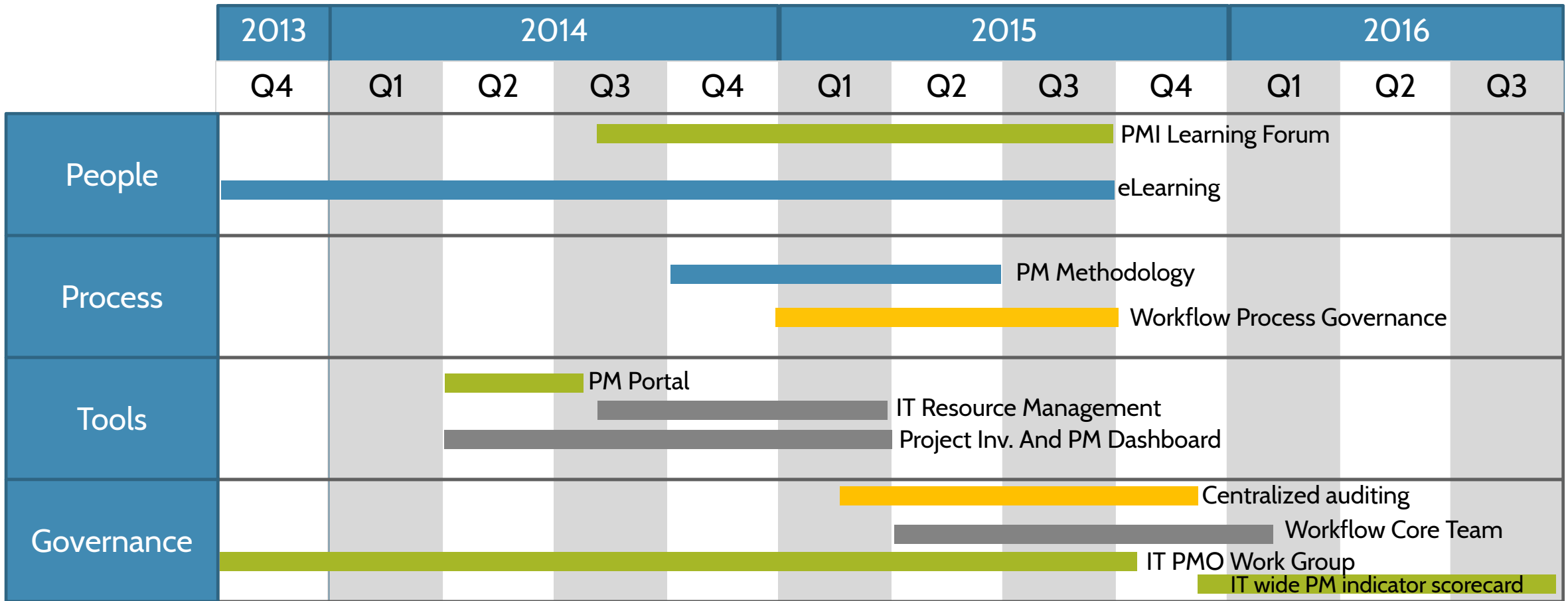
# ENHANCING THE SMO IMPLEMENTATION TIMELINE



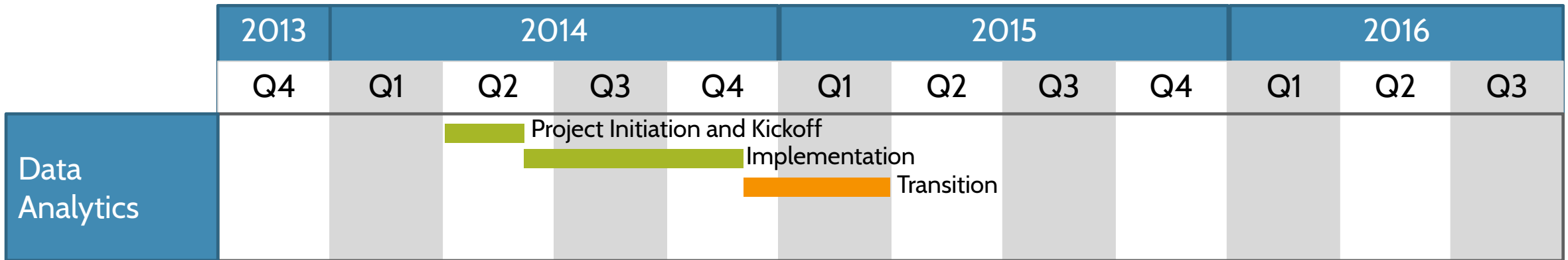
■ Service Strategy 
 ■ Service Design 
 ■ Service Transition 
 ■ Service Operation 
 ■ Continuous Service Improvement



# MATURING THE PMO IMPLEMENTATION TIMELINE



# BI COSTS AND IMPLEMENTATION TIMELINE



■ Service Strategy 
 ■ Service Design 
 ■ Service Transition 
 ■ Service Operation 
 ■ Continuous Service Improvement

**COSTS INCLUDED \$750,000**  
 Consulting and Development Costs  
 Storage and Storage Infrastructure  
 Costs  
 ETL Costs  
 DBMS and Other Infrastructure Costs

# STEPS IN CHOOSING A BI VENDOR

1. Decide on expectation of organization
  - size, budget and business requirements
2. Determine vendor's financial stability, market share, and industry experience
3. Identify scalability and competitive position of potential vendors
4. Finalize two potential vendors and analyze response completeness
5. Conduct a technical evaluation and pilot experiment
6. Gain buy-in
7. Implement and support

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# CONSIDERATIONS IN SELECTING AN OUTSOURCING VENDOR

## ■ Adherence to the RFP

- Vendor knowledge of the vertical
- Track record
- Quality of personnel
- Employee turnover
- Infrastructure
- Years in business
- An onsite visit
- Ability to scale
- Commitment to relationship
- Definition of processes
- Alignment of focus
- Quality certifications

# RISK ANALYSIS

When determining the impact of the risks, we gave a percentages to the likelihood that the event would occur and the extent of the damage and consequences if it did occur

Risk	Probability of Occurrence	Probability of Consequences
Perception does not change	30%	40%
Disillusionment with frameworks	35%	26%
High reliance on tools	59%	37%
Inadequate management	18%	48%
Lack of stakeholder buy-in	13%	14%
Insufficient security practices	9%	75%

# KEY PERFORMANCE INDICATORS

Activity	Value to IT and Cayne	Metrics
Access Management	<ul style="list-style-type: none"> <li>• Reduces the number of security breaches for IP and access</li> <li>• Employees perceive data to be secure and safe</li> </ul>	<ul style="list-style-type: none"> <li>• Number of security breaches for IP and access</li> <li>• Employee perception on the effectiveness and usefulness of the security unit</li> </ul>
Change Management	<ul style="list-style-type: none"> <li>• Reduced employee turnover</li> <li>• Reduced incidents following an acquisition due to migration of legacy systems</li> <li>• Business requirements are more easily defined and met</li> </ul>	<ul style="list-style-type: none"> <li>• Employee turnover in departments directly involved in the acquisition</li> <li>• The number of incidents following an acquisition</li> <li>• The number of business requirements met per project</li> </ul>
Service Desk	<ul style="list-style-type: none"> <li>• Incidents are properly escalated</li> <li>• Fewer incidents are given the incorrect impact definition</li> <li>• Time spent rerouting incidents due to faults is reduced</li> <li>• Better employee perception on service</li> </ul>	<ul style="list-style-type: none"> <li>• Number of incidents at each level</li> <li>• Number of incidents with incorrect impact definition</li> <li>• Time spent rerouting incidents</li> <li>• Employee perception on effectiveness and usefulness.</li> </ul>

# KEY PERFORMANCE INDICATORS

Activity	Value to IT and Cayne	Metrics
People	<ul style="list-style-type: none"> <li>• Increase efficiency of IT Project Mangers</li> <li>• Efficient resources to troubleshoot</li> </ul>	<ul style="list-style-type: none"> <li>• Employee productivity</li> <li>• Number of project successes</li> </ul>
Process	<ul style="list-style-type: none"> <li>• Optimize and standardize processes to implement IT services</li> <li>• Remove redundancy and improve efficiency</li> </ul>	<ul style="list-style-type: none"> <li>• Maturity Level</li> </ul>
Tools	<ul style="list-style-type: none"> <li>• Standardize tools, and templates for all projects</li> <li>• Streamline way of working throughout the organization</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery speed of projects</li> <li>• Number of manual errors</li> </ul>
Governance	<ul style="list-style-type: none"> <li>• Increase standardization and compliance of processes</li> <li>• Continual improvement and standardization of processes and methodologies</li> </ul>	<ul style="list-style-type: none"> <li>• Number of compliance incidents</li> <li>• Ratings in audits</li> </ul>
Data Warehouse and BI	<ul style="list-style-type: none"> <li>• Improve productivity of employees and management</li> <li>• Improve data management and error handling</li> <li>• More timely reports and better managed scorecard</li> </ul>	<ul style="list-style-type: none"> <li>• Wait times for reports</li> <li>• Employee productivity</li> <li>• Data similarity across reports</li> </ul>
Outsourcing	<ul style="list-style-type: none"> <li>• Better focus on core competencies</li> <li>• Better customer perception of service quality</li> </ul>	<ul style="list-style-type: none"> <li>• Number of compliance incidents</li> </ul>



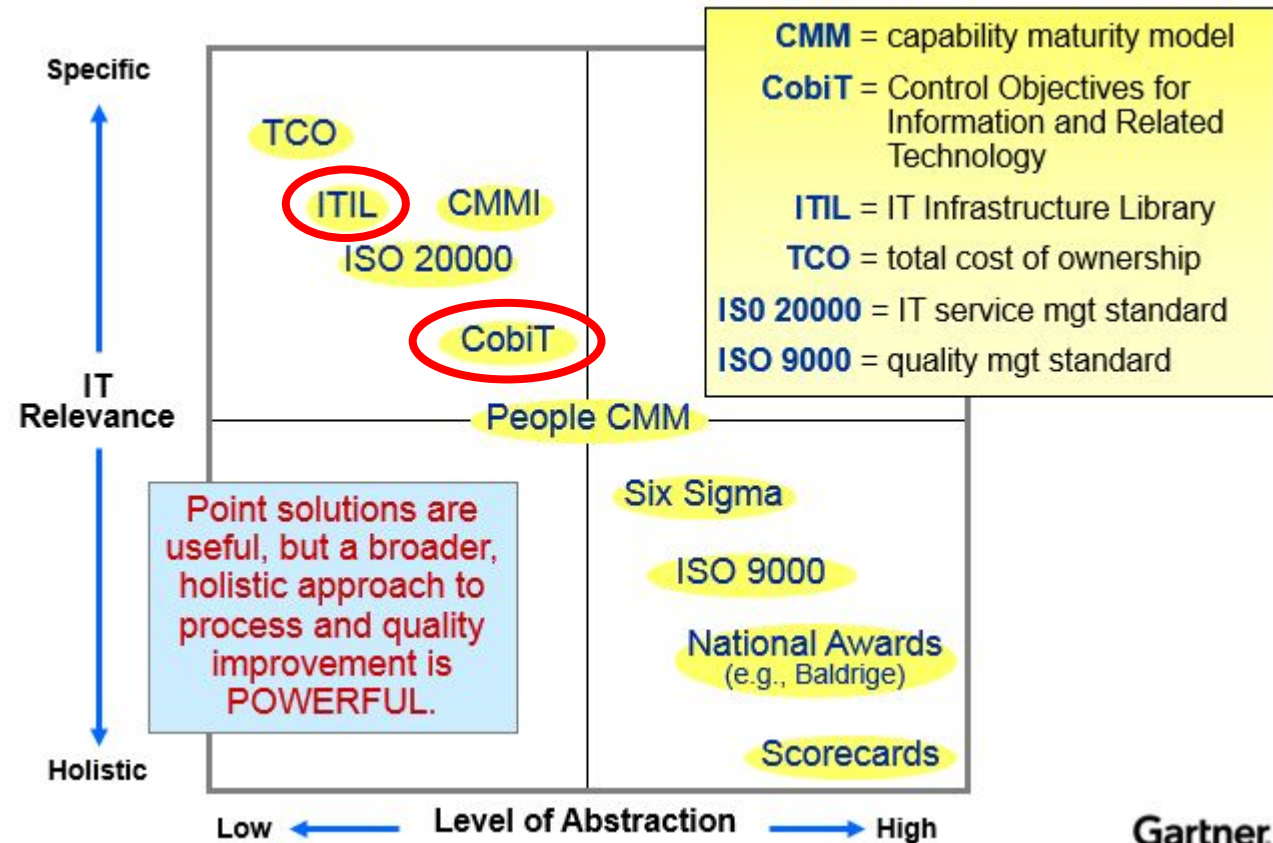
# PROJECT CHAMPIONS

A project champion keeps the project team and organization a whole energized to increase stakeholder acceptance of the project

- Enhancing the SMO
  - Access Management – HEAD OF DATA AND ASSET SECURITY
  - Change Management – CHIEF INFORMATION OFFICER
  - Service Desk – HEAD OF SERVICE MANAGEMENT OFFICE
- Maturing the PMO – HEAD OF PROJECT MANAGEMENT OFFICE
- Installing Infrastructure for Analytics – VP FOR TECHNOLOGY DEVELOPMENT AND IMPLEMENTATION
- Outsourcing Non-core IT Activities – CHIEF INFORMATION OFFICER

# SELECTION OF FRAMEWORKS

We chose COBIT and ITIL for Cayne Enterprises after analyzing its current state of affairs as these frameworks would help in building a strong foundation to support our suggested initiatives



# BENEFITS OF COBIT AND ITIL

## BENEFITS OF COBIT:

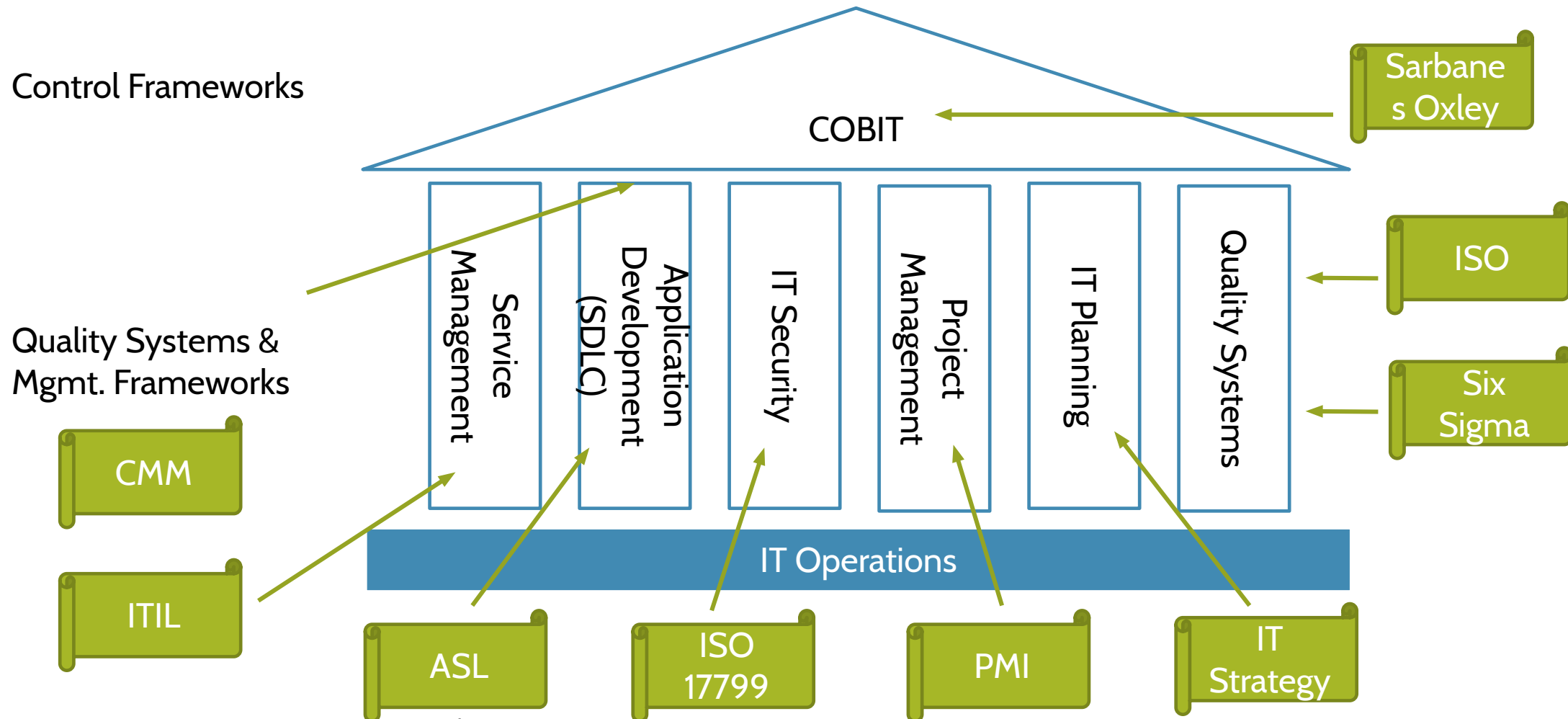
- Improved information quality for making business decisions
- Reduced cost of IT
- Improved IT governance
- Reduced operational risks
- More efficient and successful audits

COBIT  
and  
ITIL

## BENEFITS OF ITIL:

- Better quality of IT services through execution of consistent, reliable, and repeatable processes
- More reliable IT services
- Improved user and customer satisfaction with IT
- Increased business productivity, efficiency and effectiveness

# IT GOVERNANCE MODEL



# ITIL SERVICE LIFE CYCLE

Cayne Enterprises can improve process efficiency and better manage the changes occurring through acquisitions by following ITIL Service Lifecycle Approach

