Today

TOPICS

❑ Your Client Brief and Consultants report

❑ Recap IT, services, productivity & growth

❑ Finding sources of evidence for your Consultants Report: Glen Smyth, Library

OUTCOMES

➢ Able to begin work on the first stage of the Consultants Report

➢ Able to connect the Clients problems and solutions to these broader concepts

➢ Able to find relevant sources

What is your Consultants Report?

1. **BACKGROUND**
   - IT consultants work in a variety of contexts. They may be partners in an IT consulting firm or they may be part of an organisation's internal consulting team. They may be technical specialists, management specialists or a combination of the two.

   - This assessment is designed to help you gain the critical, analytical, and communication skills expected of an IT professional (technical or managerial) who can operate as a consultant.

2. What do clients expect from a consultant?

Typically, a client asks a consultant to recommend how to solve a problem for them. The consultant then:

- helps the client diagnose and articulate the real problem
- researches the evidence on the relevant topics,
- analyses the evidence s/he finds
- develops options for how to solve the problem
- makes recommendations about these options (i.e. presents the evidence persuasively) to her/his client, in an oral presentation and a written report

3. Who is your Client and why are they asking you to help them?

Your client is The Newtown Bank. The bank's profits are declining and it is particularly concerned by the role of its IT infrastructure in this. The bank needs a consultant to carry out the five steps above with a particular focus on three techniques that might help them:

- Service-oriented enterprise and IT architecture, and microservices

- Sourcing external services (outsourcing) including cloud services

- IT governance, service management and DevOps

4. Where to find more information about your client

The document **Newtown Bank Ltd. Increasing profitability with IT infrastructure: Client Brief for Consultants Report** describes your client under the following headings:

- Newtown Bank's business,

- Corporate structure,

- IT infrastructure,

- The banks problem: profits are declining

- Major cause of the problem: inefficiency and inflexibility of IT , and IT investment not aligned with corporate strategy and goals

- IT goals for solving the problem: increase productivity, flexibility, and business value of IT

- IT strategies: service-oriented view of IT, external sourcing, governance, IT service management and DevOps

Go to Ass 5. on Canvas for more information

Requirements for the Consultants Report Structure of the report (1)

❑ Clarify Newtown Bank's problem and its root causes

❑ Clarify Newtown Bank's IT-related goals

❑ Explain what service oriented architecture, external sourcing, and IT governance and IT service management are, based on evidence (i.e. cut through the hype)

❑ Explain the general benefits of using a service oriented architecture, external sourcing, and IT governance and IT service management, based on evidence

Requirements for the Consultants Report Structure of the report (2)

❑ Explain the general risks of using a service oriented architecture, external sourcing, and IT governance and IT service management and possible risk mitigation strategies for each of these, based on evidence

❑ Evaluate the benefits and risks to Newtown Bank of using a service oriented enterprise and IT architecture, external sourcing, and IT governance and IT service management to solve their problem and meet their IT-related goals

❑ Based on this evaluation, recommend specifically how the problem and each goal could be addressed by each of the three strategies

❑ Discuss how the three strategies relate to each other and the additional benefits to be gained from the synergy of implementing all three techniques

How will you develop your Consultants Report?

❑ Your work on the report is broken down into stages, so that we can give you feedback at each stage that will help you with the next stage. The first two stages are done individually and the final two stages in groups of three different specialists. The following information is a summary, full information about each assignment can be found on Canvas in the **Assignments Module**

❑ In **Assignment 2: Constructing a synthesis grid for your Consultants Report (Individual),** you search for sources of evidence relevant to Newtown Bank's IT goals about ONE of the three techniques above which you have chosen as your specialisation. You evaluate these sources according to the R.E.V.I.E.W. criteria on the Library's website, organise information from them into a synthesis grid, cite each article, and create a glossary and bibliography.

How will you develop your Consultants Report?

❑ Based on the feedback you get from that assignment, **in Assignment 3: Summary and draft recommendations for your Consultants Report (Individual),** you write a summary of the main ideas in your synthesis grid relevant to Newtown Bank that you have drawn from your sources draft recommendations for using your technique to help them.

❑ After Assignment 3, you will form a group of three with two specialists in the other techniques to combine your expertise (and the insights from the feedback on Assignment 3) to draft the final report for your client.

❑ **Assignment 4: Presentation of your recommendations from the Consultants Report (Group)** is an oral presentation of your report, at which you will be given feedback on improvements to include in your final report:

❑ **Assignment 5: Consultants Report (Group).**

Recap: "productivity' and 'growth'

- **Productivity** is a measure of economic efficiency at various levels – firm, industry, sector, nation

- **Increased productivity** is the ability to produce more with the same or less input
  - e.g. revenue vs income @IBM

- **Increased productivity** leads to economic growth - firm, industry, sector, nation
  - e.g., per capita GDP (ratio of GDP to population)

Two ways of increasing productivity in services

❑ Optimising
- ▪ Increasing productivity by changing the ratio of input to output as far as possible

- ▪ It can be achieved for example through:
  - Process improvement, e.g. IT governance, CMMI, QA, IT service management http://www.youtube.com/watch?v=vBguassbAzo&feature=related (this is important for Newtown Bank)
  - Computational processes can replace people: e. g.?

❑ Innovating
- ▪ A radical new way of doing things e.g.
  - Business analytics
  - Smart services (the internet of things)
  - New models of business – the platform economy

Services innovation: the platform economy

❑ *Value creation will depend less on owning capital assets and more on sharing, providing and exploiting them. Algorithmic business models will enable "things" to become economic agents alongside people and businesses, and will enable those agents to change roles and complete different tasks as their situations change from one business moment to the next.*

- What is a digital platform?
    - Online structures that enable a wide range of human activities
    - Changes the way we work, socialise, create value and compete for profits
- E.g. amazon: from retailer to conglomerate:
    - The company's list of current and possible competitors includes logistics firms, search engines, social networks, food manufacturers and producers of "physical, digital and interactive media of all types".
    - Car insurance

Gartner Inc., 2016