

Technology & Business Driven Decisions

Finding The Balance



“Historically, business and technology functions were separate, which often reduced cross-functional collaboration and led to siloed execution, delayed projects, and inflexible processes. Businesses often defined strategic objectives and developed separate supporting technology strategies .”

(Briggs, Tweardy, & Kark, 2019)



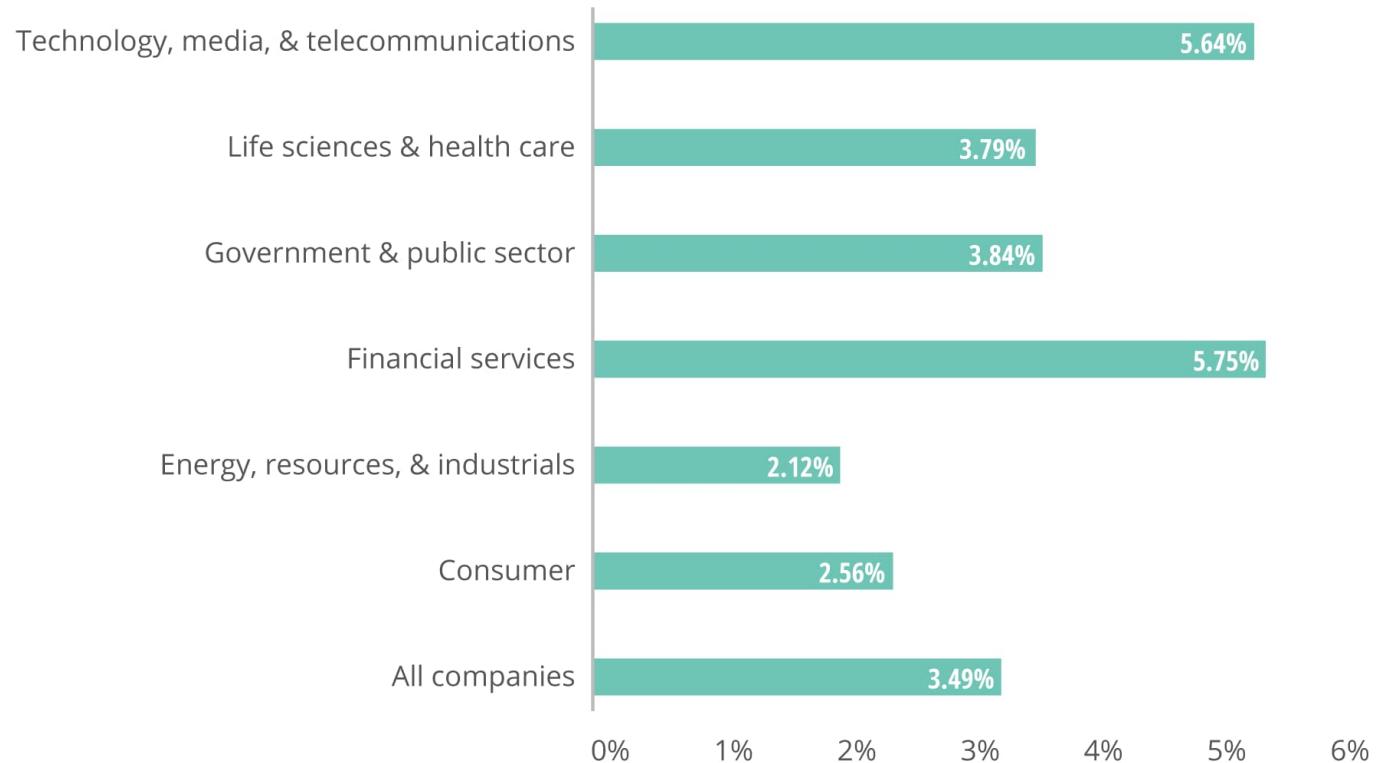
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“Business leaders often consider technology investments to be a “black box;” they know how much is being spent on technology but may not have a deep understanding of budget allocation or the value or ROI delivered. Technology should provide a solid foundation for future business growth, with strategic capital allocation and transparent investments that have clear metrics and accountability.” (Briggs, Tweardy, & Kark, 2019)

FIGURE 5

Percentage of revenue allocated to technology spending

IT budget as percentage of revenue



Source: Deloitte 2018 global CIO survey.

Deloitte Insights | deloitte.com/insights

“Every company is a technology company, regardless of what business they think they’re in. A bank is just an IT company with a banking license (Kim, Humble, Debois, & Willis, 2016).”



“It is virtually impossible to make any business decision that doesn’t result in at least one IT change (Kim, Humble, Debois, & Willis, 2016).”

“Time and time again, we learn that when IT fails, the entire organization fails.”

(Kim, Humble, Debois, & Willis, 2016)

“I think a lot of people in IT are still stuck in the mode where they view themselves as an enabler for the business. Where the reality is, in today’s world, technology is very often the source of critical business differentiators—strategic and operational. (Burton, 2019).”

“Your business can’t survive without technology, just as it can’t survive without sales, marketing, customer service, manufacturing, etc. Equally, the technology you support is all about the business. And yet, the words we use suggest that IT is just a utility “at the service” of or even subservient to its business counterparts.

We need to think in terms of the “IT organization” as a co-equal business branch of the organization. We need to recognize that every person in the IT organization is a businessperson and must be focused on their role in delivering value and outcomes that drives the business forward (Burton, 2019).”

“There are no IT decisions; there are only business decisions. CIOs and leaders in IT must be able to collaborate with other business leaders to find the right and balanced solutions.”

(Burton, 2019)

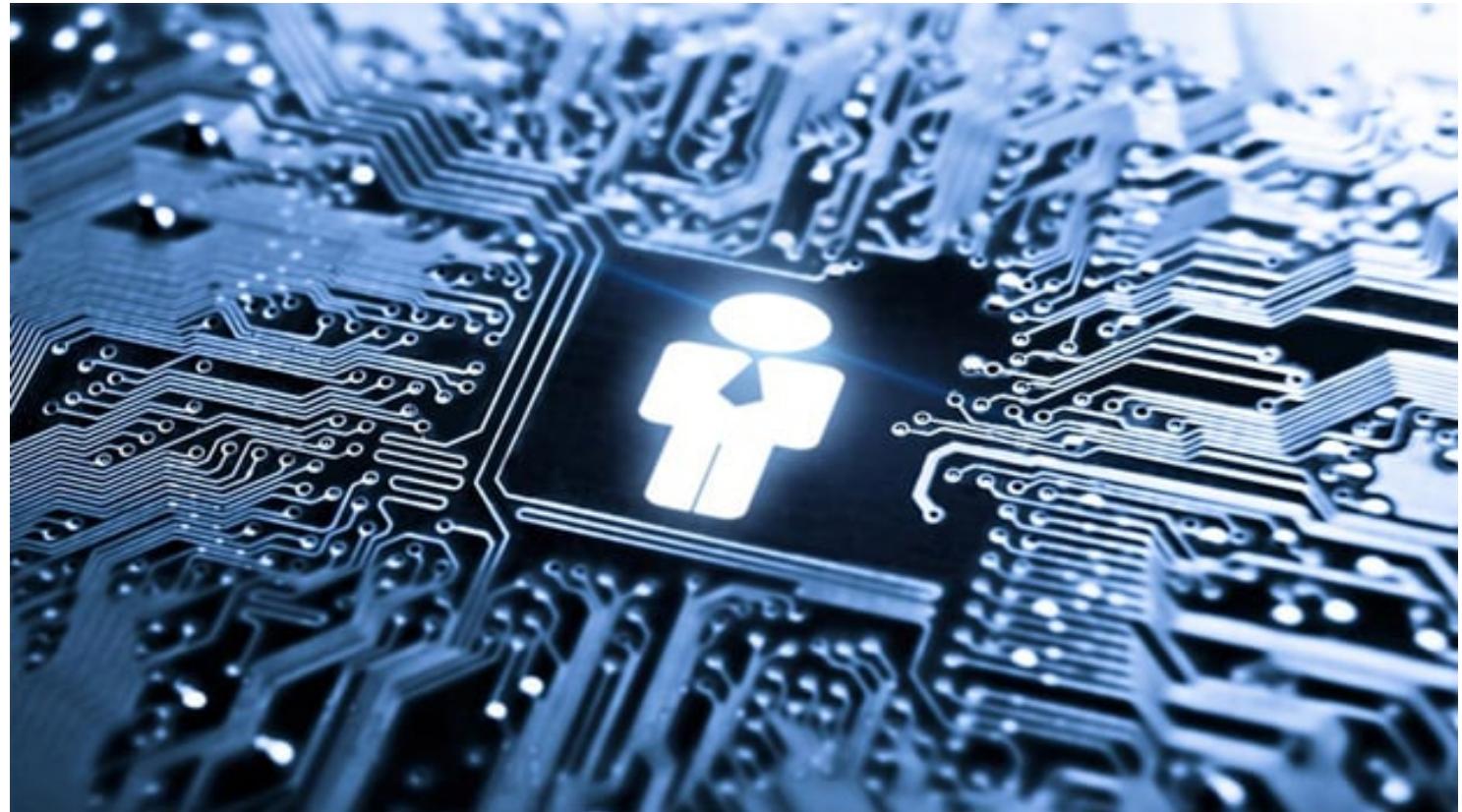
“As the pace, scale, and impact of technological innovation and disruption have exponentially escalated, technology has become a primary influence on business strategy, strategic choices, and value-creation models.”

(Briggs, Twardy, & Kark, 2019)



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“As technology becomes the catalyst for business strategy and transformation, the lines between business and technology functions are blurring and the expectations of IT are shifting, leading many organizations to reimagine the role of technology and rethink traditional operating models and organizational structures (Briggs, Twardy, & Kark, 2019).”



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“With technology driving transformation, long-term sustainable value will only be created by unifying business and technology strategies to cocreate exponential value for companies.”

(Briggs, Tweardy, & Kark, 2019)



“A collaborative strategy development process between business and technology leaders can help ensure that technology investments fit into the bigger picture and that business opportunities can be supported by technology capabilities and investments.”

(Briggs, Twardy, & Kark, 2019)

Works Cited

Briggs, B., Tweardy, J., & Kark, K. (2019, May 13). Reimagining the role of technology. *CIO Insider*.

Burton, B. (2019, March 20). It's Time for the "Business Versus IT" Debate to Be Over. *Aragorn Research*.

Kim, G., Humble, J., Debois, P., & Willis, J. (2016). *The DevOps Handbook: How to Create World-Class Agility, Reliability, & Security in Technology Organizations*. Portland, Oregon: IT Revolution Press.