

IT SATISFACTION SCORECARD

AurCorp

This document was prepared by Info-Tech Research Group

Data is comprised of **64** responses , including responses by: Aaron Gibbs, Alden Rodgers, Alicia Hahn, Angela Mayer, Bennie Santos, Benton Lamb, Blair Huang, Brenton Reed, Brice Kirk, Carla Meadows, Casey Cannon, Catalina Goodman, Christie Riley, Darrick Pham, Dexter Church, Edwardo Phillips, Elba Sims, Elbert Glenn, Elma Cruz, Erika Carroll, Geoffrey Travis, Harlan Calhoun, Harriet Lynch, Helena Blackburn, Herschel Roach, Hosea Walton, Hyman Spencer, Ines Mathews, Irwin Molina, Jake Paul, Jorge Calderon, Judith Ingram, Karin Lambert, Karla Barron, Kelli Hancock, Lauren Roth, Lavonne Kidd, Leslie Hobbs, Lila Conway, Lilly Arroyo, Lizzie Herman, Magdalena Rivas, Marco Wagner, Marietta Ruiz, Marva Ashley, Pedro Herrera, Rachael Morrison, Rhea Harper, Robin Everett, Rodney Jenkins, Sandy Cain, Sheena Cochran, Stacey Barry, Tanya Porter, Ty Hammond, Tyler Melendez, Vicente Hansen, Walker Fleming, Willa Wood, Yolanda Conrad

6 respondents did not complete the survey , including: Brett Leblanc, Deena Irwin, Elsa Barrett, Kathleen Wilson, Meagan Hahn, Miquel Fitzgerald

91%
Completion Rate

YOUR JOURNEY STARTS HERE.

Complete the diagnostic program to get the data you need to **start your stakeholder management journey.**

The following report is a sample of what you will receive after completing the CIO Business Vision program. Each report is customized to the individual organization, highlighting the IT department's most pressing needs.

Measure Business Stakeholder Satisfaction

Highlight the Business Impact of IT Constraints

Prioritize Key Issues & Create an Improvement Roadmap

Build Action Plans to Manage Critical Stakeholders



Inside the Report

1



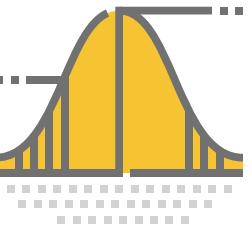
Measure Business Stakeholder Satisfaction

Once a year, take a step back from IT's day-to-day operations and look at the big picture.

Understand your stakeholders' satisfaction with and needs from IT.

Build your strategy for managing & improving IT services over the long term.

2



Highlight the Business Impact of IT Constraints

Let business leaders be your advocates: demonstrate the impact of IT under-resourcing on business results.

Evaluate project & work orders from both a capacity and execution perspective.

Use data to make the case for more IT resources or budget.

3



Prioritize Key Issues & Create an Improvement Roadmap

Cut through the noise: uncover the IT services that matter most to your business leaders.

Align your team behind achieving your vision, communicating the rationale behind your decisions.

Prioritize quick wins to show your stakeholders that rapid improvement is a priority.

4



Build Action Plans to Manage Critical Stakeholders

Understand satisfaction & needs by department, seniority, and individual.

Work with your most important and most dissatisfied stakeholders to ensure their needs are met.

Empower your team to build relationships with key stakeholders to make IT a trusted business partner.



Build a Data-Driven IT Strategy

An Annual Program

1 Collect Business Feedback

Measure business-leader satisfaction with IT and assess business needs.

2 Build the IT Strategy

Prioritize key issues and create an improvement roadmap.

3 Manage Stakeholders

Improve business leader relationships and ensure their needs are met.

4 Manage IT Performance

Align IT leadership performance metrics with measurable business results.

5 Improve IT Services

Execute planned IT improvement efforts with your team.

6 Communicate Success

Provide ongoing updates to the business on value created by IT initiatives.

1 Collect Business Feedback

2 Build the IT Strategy

3 Manage Stakeholders

4 Manage IT Performance

5 Improve IT Services

6 Communicate Success



1. Collect & Share IT Feedback

GOAL

Brief the CEO & Critical Stakeholders

- Meeting with your CEO and CFO should be an exercise in relationship building, especially around IT's dedication to enabling the business and satisfying stakeholders.
- The exact flow of the meeting will depend on your organization's dynamics, the data, and your preferences.

PROCESS

Getting Direction

1. Communicate results to CEO/steering committees.

- No matter how good or bad the results, they can be used to create commitment to action and improvement. Coming prepared with an agenda or talk track and initial action plans will benefit the outcome of this meeting.

2. Get CEO direction on goals and objectives.

- Ask the CEO what they want to see from your initiatives. This input should develop and improve the initial action plans. Address how to prioritize stakeholders.
- If a capacity gap exists and you feel comfortable making the case, discuss capacity and demand to get at what is feasible and what is not. Be prepared to discuss why you believe a gap exists, how it can be closed, and the benefits of closing it.

3. Determine which other critical stakeholders to engage.

- Determine which other stakeholders should be looped in.

Highlight Success Stories:

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...
...
...
...
...
...

Be Transparent in Identifying Challenges:

...
...
...
...

Reflect on Action Plans and Integrate Improvements Into a Timeline:

1st Quarter Actions:

2nd Quarter Actions:

3rd Quarter Actions:

4th Quarter Actions:



2. Build the IT Strategy

PHASE 1

Understand the Business Context

- 1.1 Review the business context.
- 1.2 Identify IT implications from the documented business context.
- 1.3 Group the IT implications into themes.
- 1.4 Define the IT strategy scope.

PHASE 2

Define the IT Target State

- 2.1 Create the IT mission and vision statements and identify IT guiding principles.
- 2.2 Define IT goals.
- 2.3 Indicate the target state IT maturity.
- 2.4 Identify target-state IT capabilities.

PHASE 3

Assess the IT Current State

- 3.1 Assess current IT capabilities.
- 3.2 Review MGD results.
- 3.2 Assess in-flight initiatives.
- 3.3 Identify relationship between current initiatives and capabilities.
- 3.4 Review current IT budget.
- 3.5 Conduct IT SWOT analysis.
- 3.6 Review CIO BV results.
- 3.7 Identify current-state maturity.

PHASE 4

Bridge the Gap and Create the Strategy

- 4.1 Assess the gaps between current- and target-state capabilities.
- 4.2 Brainstorm initiatives to address the gaps in capabilities.
- 4.3 Create initiative profiles.
- 4.4 Identify IT strategy risks.
- 4.5 Identify required IT budget.
- 4.6 Sponsor check-in.

IT Strategy Methodology

With demands for faster change on a budget, you need a dynamic methodology that helps IT achieve the target state. Info-Tech is here to help.

1 Target State	Business Context	Vision/Mission Statements	Target Maturity Ladder
	Implications for IT	IT Guiding Principles	IT Capabilities
	IT Strategy Scope	IT Strategic Goals	
2 Current State	Current Capabilities	Current IT Budget	Current Maturity Ladder
	Management & Governance Diagnostic	IT SWOT	
	Current Initiatives	CIO Business Vision Diagnostic	
3 Initiatives and Roadmap	Gap Assessment	Prioritized Initiatives	Communication Plan
	Future IT Initiative	Roadmap	Refresh Plan
	Projected IT Budget	Strategy Risk	Approval



3. Manage Stakeholders

GOAL

Actively Manage Stakeholders

- How you tackle meeting with business leaders will depend on how many there are and how many are important to the CEO.

PROCESS

Build the Stakeholder Playbook

1. Identify and prioritize stakeholders.

- Use the discussion with the CEO as a starting point.

2. Decide who will be accountable for stakeholders.

- The CIO shouldn't be responsible for managing more than ten individual business stakeholders, so decide who will.
- For organizations with an unwieldy number of stakeholders, consider using a tier system to group them.

3. Create a plan and regular meeting process.

- Begin by reiterating the objective of the program: creating stakeholder satisfaction and driving business value.
- Use the department priorities poster to review results.
- Areas with very low scores, very high scores, or significant deviation from the business should be explored. Address neutral or negative feedback with a positive, client-facing attitude.
- Use the action plan templates to develop solutions.

4. Determine an on-going stakeholder management plan.

- At minimum, follow up with each stakeholder six months after the survey. Create a program to ensure this occurs.

Start With a Plan:

- Communicate individual department results
- Communicate IT goals
- Identify business leader priorities and pain points

Bring Your Tools:

- Info-Tech IT Satisfaction Report Card
- Info-Tech IT Capacity Report Card
- Info-Tech Client Feedback Forms
- Action plans (blank)
- Department priorities poster
- Mission, goal, and objectives
- ...

Develop a Timeline for Follow-Up Meetings:

1st Quarter Actions:

2nd Quarter Actions:

3rd Quarter Actions:

4th Quarter Actions:



4. Manage IT Performance

Increase Accountability

- The best way to instill a culture of business satisfaction is through IT team accountability for results.
- Assign accountability for IT service satisfaction to IT team members or teams themselves, e.g. the service desk manager is accountable for the service desk satisfaction metric.
- Ensure that each accountable staff member is empowered to make decisions and to take action to improve their satisfaction metric. Accountability can be sliced by business unit or by system supported.

Align With Evaluations

- Include satisfaction metrics in the performance evaluations of senior managers, and consider their use for bonuses.

Get to Action

- Use Info-Tech project blueprints and toolkits to help you improve satisfaction and results, as well as improve process maturity.

Business Satisfaction and Importance for Core Services

The core services of IT are important when determining what IT should focus on. The most important services with the lowest satisfaction offer the largest area of improvement for IT to drive business value.

		Satisfaction	Importance
Devices	Satisfaction with desktops, laptops, mobile devices etc.	77% from last year	7TH
Service Desk	Satisfaction with responsiveness and effectiveness of service desk	Down 10% from last year	5TH
Work Orders	Satisfaction with small requests and bug fixes	Up 1% from last year	10TH
Business Apps	Satisfaction with applications and functionality	Up 6% from last year	6TH
IT Policies	Satisfaction with policy design and enforcement around security, governance, etc...	Up 2% from last year	12TH
Network & Comm. Infrastructure	Satisfaction with reliability of comm. Systems and networks	Down 14% from last year	2ND
Customer-Facing Technology	Satisfaction with user experience and effectiveness	Up 6% from last year	1ST
Requirements Gathering	Satisfaction with BA's ability to understand and support the business	0% from last year	8TH
IT Innovation Leadership	Satisfaction with providing opportunities for innovation and innovation leadership to improve the business	Up 6% from last year	11TH
Projects	Satisfaction with large department or corporate projects	0% from last year	9TH
Data Quality	Satisfaction with providing reliable and accurate data	Up 2% from last year	3RD
Analytical Capability and Reports	Satisfaction with effective standard reports, custom reports capability, and the ability to generate business insights	Up 4% from last year	4TH



5. Improve IT Services

Build Your Key Initiative Plans

- Work with Info-Tech to improve your highest priority IT services.
- Our Key Initiative Plans are designed to help IT leaders focus on the most important and impactful initiatives to improve their function.
- We provide you with tools and training to help you succeed at key projects that are proven to increase business satisfaction and enhance the capability of all key roles.

Get the Help You Need

- For each key initiative, determine whether you prefer guided assistance from an analyst, a one-week on-site workshop, or the tools to tackle it on your own.

IT Service Improvement

Satisfying the needs of the business means effective delivery of IT services that matter most. Consult AurCorp's research library to start improvement efforts for your most critical services. Each link will take you a project toolkit designed to help you kick-start the initiative and make real improvements quickly. Don't try to improve everything at once – focus on what matters.





6. Communicate Success

GOAL

Communicate to the Business

- By this point you should have a clear understanding of a) business leader priorities and b) commitments to action from IT teams.
- With this information you are ready to assemble business leaders and share IT's improvement plan over the next year.
- This information should be communicated to all business leaders who were invited to participate in the survey.

PROCESS

Execute on Your Annual Plan

1. Manage communication with quarterly business updates.

- Soliciting feedback and not acting on it is as bad as not soliciting it at all, if not worse. Schedule quarterly updates with the business to communicate progress.
- Prepare a timeline that highlights the milestones that were and will be achieved.
- Post results scorecards to keep them top of mind.

2. Six-month follow-up: Meet with all business leaders.

- Depending on number of participants and quality of results, this may be conducted as one meeting or a series.
- To keep business leaders engaged this meeting must be conducted within three months of completing the survey.

Next Up: Start Next Year's Business Feedback Exercise

Highlight Success Stories:

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Be Transparent in Identifying Challenges:

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Reflect on Action Plans and Integrate Improvements Into a Timeline:

1st Quarter Actions:

2nd Quarter Actions:

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How to Use This Report

Enabling the business and satisfying stakeholders is THE mission of the IT department. The purpose of this annual report is to collect and present stakeholder feedback.

The report contains the following information:

Overall Stakeholder Satisfaction. See overall business satisfaction and across core IT services. This page shows which services are highest and lowest performing and what business priorities are. Use this information to **prioritize key issues and create an improvement roadmap or IT Strategy.**

Capacity Satisfaction. Highlight the business impact of IT constraints. This page demonstrates constraints on business units due to a lack of IT capacity. It covers constraint at a project level, work order level, and shadow IT. Use this information to direct, plan and budget for IT capacity.

Satisfaction by Department. Dive deeper into satisfaction and priorities for each individual Department within the organization. Understand the actual IT priorities and satisfaction levels of each key Department and read open-ended comments from respondents. Use this information to build action plans to manage critical stakeholders.

This report is the first step in the stakeholder management process. We recommend sharing the report with your IT team, communicating priorities and the importance of stakeholder satisfaction. We also recommend sharing with your senior management team. Leadership understanding of IT commitment to stakeholder satisfaction and business leaders' priorities is critical. Look to leadership to finalize priorities, capacity, and budget. Finally, connect with individual stakeholders to understand their needs, ensuring ongoing communication and transparency.

This survey is designed to be completed annually, so if you complete it in a subsequent year, we treat the previous year's survey results as an internal benchmark so you can chart your progress over time.

Happy trails!

The Info-Tech Team

Reading the IT Support Breakdown

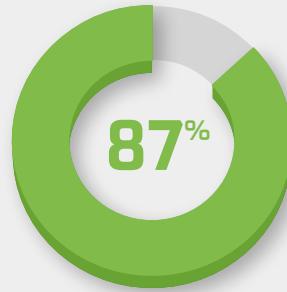
The IT Support Breakdown categorizes respondents into three categories: supporters, neutral respondents, and detractors. Each dot represents 10% of all respondents. The IT Support Score evaluates the proportion of respondents who are satisfied with IT compared to those who are dissatisfied. A positive score indicates more supporters than detractors, while red indicates the opposite.



IT Support Score = Supporters - Detractors

IT Satisfaction Scorecard

Relationship



IT Satisfaction

Satisfaction with the IT department and its ability to support your needs

Up 8%
from last year

NET PROMOTER SCORE: 86%



IT Value

Satisfaction that IT provides high value relative to your perception of cost and staffing

Up 9%
from last year

NET PROMOTER SCORE: 90%

85% **Understands Needs**

Satisfaction with IT's understanding of your needs.

0%
from last year

84% **Communicates Effectively**

Satisfaction with IT communication.

Up 7%
from last year

85% **Executes Requests**

Satisfaction with the way IT executes your requests and meets your needs.

Up 4%
from last year

80% **Trains Effectively**

Satisfaction with training quality and timing.

Up 6%
from last year



Security Friction

Regulatory Compliance-driven Friction is acceptable

100% AGREE

Up 11%
from last year

Remote/Mobile Device Access Friction is acceptable

97% AGREE

Up 16%
from last year

Office/Desktop Security Friction is acceptable

93% AGREE

Up 4%
from last year

Data Access Friction is acceptable

90% AGREE

Down 3%
from last year

Business Satisfaction and Importance for Core Services

The core services of IT are important when determining what IT should focus on. The most important services with the lowest satisfaction offer the largest area of improvement for IT to drive business value.

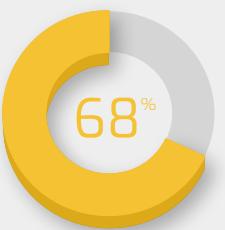
	Satisfaction	Importance
Service Desk	Satisfaction with responsiveness and effectiveness of service desk	 88% Up 3% from last year 4TH
IT Security	IT Security	 87% Up 7% from last year 2ND
Work Orders	Satisfaction with small requests and bug fixes	 86% Up 2% from last year 7TH
IT Policies	Satisfaction with policy design and enforcement around security, governance, etc...	 84% Up 9% from last year 9TH
Requirements Gathering	Satisfaction with BA's ability to understand and support the business	 81% Up 2% from last year 13TH
Business Apps	Satisfaction with applications and functionality	 80% Up 15% from last year 6TH
Projects	Satisfaction with large department or corporate projects	 79% Up 7% from last year 12TH
IT Innovation Leadership	Satisfaction with providing opportunities for innovation and innovation leadership to improve the business	 78% Up 10% from last year 11TH
Devices	Satisfaction with desktops, laptops, mobile devices etc.	 77% Up 10% from last year 8TH
Network & Comm. Infrastructure	Satisfaction with reliability of comm. Systems and networks	 76% Up 12% from last year 1ST
Data Quality	Satisfaction with providing reliable and accurate data	 71% Up 8% from last year 3RD
Client-Facing Technology	Satisfaction with user experience and effectiveness	 69% Up 16% from last year 5TH
Analytical Capability and Reports	Satisfaction with effective standard reports, custom reports capability, and the ability to generate business insights	 67% Up 9% from last year 10TH



Business Objectives Scorecard

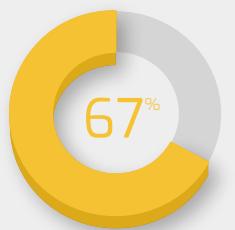
	Business Objectives	Distribution	Average	Satisfaction By Seniority			
				Executives	Directors	Managers	Team-Level
1	Growth		59%				
2	Productivity		32%				
3	Profitability		56%				
4	Maintain Financing		73%				
5	Competetive Analysis		66%				
6	Employee Retention		86%				
7	Customer Service		47%				
8	Change Management		19%				

Benchmarking



IT Satisfaction

7% below average
INDUSTRY AVERAGE: 75%
21ST PERCENTILE



IT Value

5% below average
INDUSTRY AVERAGE: 72%
23RD PERCENTILE

IT Budget as % of Revenue

4.8% BENCHMARKING NOT AVAILABLE



Security Friction

Remote/Mobile Device Access Friction is acceptable
--

Office/Desktop Security Friction is acceptable
--

Regulatory Compliance-driven Friction is acceptable
--

Data Access Friction is acceptable
--

Capacity

Shadow IT

Use of Shadow IT: procurement of IT services and applications without IT involvement



13% above average

Capacity Constraint

Satisfaction with responsiveness and effectiveness of service desk.



8% above average

Relationship

Trains Effectively

Satisfaction with training quality and timing.



--

Understands Needs

Satisfaction with IT's understanding of your needs.



3% below average

Executes Requests

Satisfaction with the way IT executes your requests and meets your needs.



9% below average

Communicates Effectively

Satisfaction with IT communication.



12% below average

Business Satisfaction and Importance for Core Services

The core services of IT are important when determining what IT should focus on. The most important services with the lowest satisfaction offer the largest area of improvement for IT to drive business value.

	Satisfaction	Percentile
Devices	Satisfaction with desktops, laptops, mobile devices etc.	1% below industry 44TH
Service Desk	Satisfaction with responsiveness and effectiveness of service desk	1% below industry 36TH
Work Orders	Satisfaction with small requests and bug fixes	3% below industry 37TH
Business Apps	Satisfaction with applications and functionality	1% below industry 30TH
IT Policies	Satisfaction with policy design and enforcement around security, governance, etc...	3% below industry 35TH
Network & Comm. Infrastructure	Satisfaction with reliability of comm. Systems and networks	8% below industry 14TH
Client-Facing Technology	Satisfaction with user experience and effectiveness	aligned with industry 43RD
Requirements Gathering	Satisfaction with BA's ability to understand and support the business	4% below industry 17TH
IT Innovation Leadership	Satisfaction with providing opportunities for innovation and innovation leadership to improve the business	7% below industry 14TH
Projects	Satisfaction with large department or corporate projects	11% below industry 12TH
Data Quality	Satisfaction with providing reliable and accurate data	16% below industry 5TH
Analytical Capability and Reports	Satisfaction with effective standard reports, custom reports capability, and the ability to generate business insights	13% below industry 9TH



Additional Research

IT Strategy

Rapidly Develop a Visual IT Strategy

Break the cycle of outdated and unread IT strategies.

 Download Blueprint

Define the Business Context for Strategic IT Initiatives

Ensure your IT initiatives are based on an understanding of organizational objectives.

 Download Blueprint

IT Performance Management

Develop Meaningful Service Metrics to Ensure Business and User Satisfaction

Reinforce service orientation in your IT organization by ensuring your IT metrics generate value-driven resource behavior.

 Download Blueprint

Become a Strategic CIO

Create a personal development plan to take your career to the next level.

 Download Blueprint

Plan & Execute a Digital Transformation

Take a step closer to your end customers by creating a customer-centric digital strategy.

 Download Blueprint

Business Relationship Management

Transform IT Into a Value Creator With Business Relationship Management

Leverage a deep knowledge of the business to become an innovative and strategic partner.

 Download Blueprint

Build and Deliver an Optimized IT Update Presentation

Show IT's value and relevance by dropping the technical jargon and speaking to the business in their terms.

 Download Blueprint

Manage Stakeholder Relations

As a CIO, you are responsible for addressing a wide variety of competing demands of many different stakeholders

 Download Blueprint

Maximize Business Value From IT Through Benefits Realization

Embed benefits realization into your governance process to prioritize IT spend and confirm the value of IT.

 Download Blueprint



Additional Research

IT Service Improvement

Satisfying the needs of the business means effective delivery of IT services that matter most. Consult Info-Tech's research library to start improvement efforts for your most critical services. Each link will take you a project toolkit designed to help you kick-start the initiative and make real improvements quickly. Don't try to improve everything at once – focus on what matters.

Requirements Gathering

63% Satisfaction **8th** Importance

- ⬇ Build a Strong Approach to Business Requirements Gathering
- ⬇ Reduce Time to Consensus with an Accelerated Business Case

Business Apps

71% Satisfaction **6th** Importance

- ⬇ Visualize Your Application Portfolio Strategy with a Value Driven Roadmap
- ⬇ Streamline Application Maintenance
- ⬇ Govern & Manage an Enterprise Software Implementation

Client-Facing Technology

66% Satisfaction **4th** Importance

- ⬇ Align IT with the Real End Customer

Data Quality

58% Satisfaction **6th** Importance

- ⬇ Restore Trust in Your Data Using a Business Aligned Data Quality Management Approach
- ⬇ Establish a Business Aligned Data Management Practice
- ⬇ Modernize Data Architecture for Measurable Business Results

Analytical Capability and Reports

54% Satisfaction **6th** Importance

- ⬇ Build a Next Generation BI with a Game Changing BI Strategy
- ⬇ Leverage Big Data By Starting Small

Devices

77% Satisfaction **7th** Importance

- ⬇ Build an End User Computing Strategy
- ⬇ Pave the Road to Unified Endpoint Management

IT Innovation Leadership

60% Satisfaction **8th** Importance

- ⬇ Kick Start IT Led Business Innovation
- ⬇ Become a Transformational CIO
- ⬇ Sustain & Grow Innovation Maturity in Your Enterprise

Network & Comm. Infrastructure

68% Satisfaction **4th** Importance

- ⬇ Own the Cloud Strategy & Action Plan
- ⬇ Modernize the Network
- ⬇ Modernize Enterprise Storage

Projects

59% Satisfaction **7th** Importance

- ⬇ Establish an Effective PMO for IT
- ⬇ Optimize Project Intake Approval & Prioritization
- ⬇ Grow Your Own PPM Solution
- ⬇ Tailor Project Management Processes to Fit Your Projects

Service Desk

77% Satisfaction **5th** Importance

- ⬇ Standardize the Service Desk
- ⬇ Build a Continual Improvement Plan for the Service Desk

Work Orders

72% Satisfaction **7th** Importance

- ⬇ Design Build a User Facing Service Catalog
- ⬇ Create a Service Management Roadmap
- ⬇ Establish a Right Sized Release & Deployment Management Process

IT Policies

69% Satisfaction **10th** Importance

- ⬇ Take the Pain Out of IT Policies
- ⬇ Take Control of Compliance to Conquer Every Audit

Satisfaction By Department

Finance



Top Priorities

- 1 Analytical Capability and Reports
- 2 Data Quality
- 3 Projects

70% CAPACITY CONSTRAINT

Resellers



Top Priorities

- 1 Client-Facing Technology
- 2 Service Desk
- 3 Data Quality

77% CAPACITY CONSTRAINT

Business Development



Top Priorities

- 1 Client-Facing Technology
- 2 Data Quality
- 3 Devices

47% CAPACITY CONSTRAINT

Founder

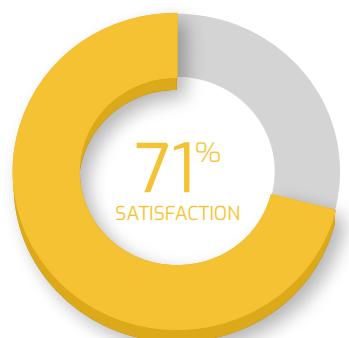


Top Priorities

- 1 Projects
- 2 Client-Facing Technology
- 3 Requirements Gathering

50% CAPACITY CONSTRAINT

IT



Top Priorities

- 1 Client-Facing Technology
- 2 Network & Comm. Infrastructure
- 3 Service Desk

70% CAPACITY CONSTRAINT

Product Development



Top Priorities

- 1 Client-Facing Technology
- 2 Service Desk
- 3 Requirements Gathering

95% CAPACITY CONSTRAINT

Divisions

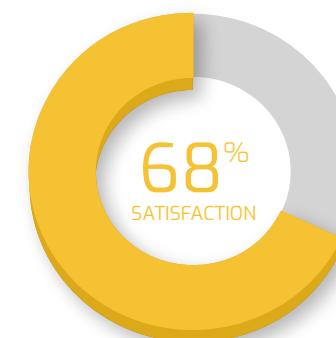


Top Priorities

- 1 Client-Facing Technology
- 2 Network & Comm. Infrastructure
- 3 Service Desk

62% CAPACITY CONSTRAINT

Customer Service



Top Priorities

- 1 Analytical Capability and Reports
- 2 Data Quality
- 3 Business Apps

55% CAPACITY CONSTRAINT

Marketing & Sales Operations



Top Priorities

- 1 Client-Facing Technology
- 2 Network & Comm. Infrastructure
- 3 Service Desk

55% CAPACITY CONSTRAINT

Human Resources



Top Priorities

- 1 Network & Comm. Infrastructure
- 2 Business Apps
- 3 Service Desk

57% CAPACITY CONSTRAINT

Innovation



Top Priorities

- 1 Client-Facing Technology
- 2 Projects
- 3 Requirements Gathering

100% CAPACITY CONSTRAINT

Leadership



Top Priorities

- 1 Client-Facing Technology
- 2 Analytical Capability and Reports
- 3 Data Quality

70% CAPACITY CONSTRAINT

Leadership Priorities

Overall Satisfaction and value are key indicators of the overall impression of the IT Department. These metrics let the IT leader determine at a glance if they are meeting the needs of the business.



Business Satisfaction and Importance for Core Services

The core services of IT are important when determining what IT should focus on. The most important services with the lowest satisfaction offer the largest area of improvement for IT to drive business value.

	Satisfaction	Importance
Devices	Satisfaction with desktops, laptops, mobile devices etc. 	7% above organization 9 TH
Service Desk	Satisfaction with responsiveness and effectiveness of service desk 	6% above organization 8 TH
IT Policies	Satisfaction with policy design and enforcement around security, governance, etc... 	5% above organization 11 TH
Business Apps	Satisfaction with applications and functionality 	2% below organization 7 TH
Client-Facing Technology	Satisfaction with user experience and effectiveness 	1% above organization 3 RD
Network & Comm. Infrastructure	Satisfaction with reliability of comm. Systems and networks 	5% below organization 6 TH
Requirements Gathering	Satisfaction with BA's ability to understand and support the business 	9% below organization 6 TH
Work Orders	Satisfaction with small requests and bug fixes 	19% below organization 7 TH
Data Quality	Satisfaction with providing reliable and accurate data 	7% below organization 5 TH
Projects	Satisfaction with large department or corporate projects 	8% below organization 6 TH
Analytical Capability and Reports	Satisfaction with effective standard reports, custom reports capability, and the ability to generate business insights 	11% below organization 4 TH
IT Innovation Leadership	Satisfaction with providing opportunities for innovation and innovation leadership to improve the business 	19% below organization 6 TH



Leadership Feedback

Overall Satisfaction

Department Satisfaction: **53%** | Department Value: **49%**

What is your top suggestion for how IT can change or improve to better meet your needs?

Steve Leblanc: Be able to flex capacity and skills to meet different needs. Adapt more rapidly when projects are off track.

Ernesto Chambers: New laptop has been wonky Better access to reporting & analytics would be really helpful (eg; Data Cubes)

Ahmed Kramern: Communication equipment frequently fails (VCs, phones, etc.).

Jacqueline Key: We need more throughput. I basically tell my teams to expect that they can't expect much/anything from IT. We now have resources for McLean & Company, but they feel very slow.

Penny Mata: Meeting with the Business stakeholders regularly to understand their needs and come with proactive solutions.

Requirements Gathering

Department Satisfaction: **63%** | Department Rank: **8**

What is the greatest area of improvement within requirements gathering to better support the business?

Jacqueline Key: Become more agile. Feels like we have implemented a process that takes forever and yields little. My experience with the MLI compared to my experience with everything else recently in IT is night and day. With the MLI, we had a working prototype within a month, and we have been iterating ever since. With the HR dashboard, we have spent lots of time, but have seen nothing of substance.

Penny Mata: Better understanding of our goals and what we are trying to actually accomplish

Business Apps

Department Satisfaction: **71%** | Department Rank: **6**

What is the biggest opportunity for IT to better meet your needs through business applications? (Is there a gap in application coverage, a process or an app that isn't effectively meeting your needs?)

Steve Leblanc: Better collaboration tools.

Ernesto Chambers: Data Analytics

Ahmed Kramer: It is time to revisit our sharepoint implementation. Salesforce Cases are a mess; I know they are working to fix this, but its been a year.

Jacqueline Key: We need more Salesforce help.

Trevor Timbeck: The biggest opportunity for improvement is to have someone really understand the workflow and day to day challenges of my team.

Client-Facing Technology

Department Satisfaction: **66%** | Department Rank: **1**

What does IT need to know about the greatest opportunity to improve customer-facing technology?

Steve Leblanc: Better support the buying and onboarding processes.

Ahmed Kramer: 1st, we need to get customers to our website. Then we need to find a way to keep them coming back.

Jacqueline Key: We live in a world where customers want to be able to work with their own data, in a way that is useful to them. The reports are stunningly beautiful and very useful, but if customers want to do their own cuts of data, it's virtually impossible. Make dashboards, not just reports. Allow for printing of reports when necessary, but provide some flexibility.

Penny Mata: Meet with members to better understand their needs.



Leadership Feedback

Data Quality

Department Satisfaction: **58%** | Department Rank: **3**

What is your top suggestion for how IT could better meet your data, reporting and analytics needs?

Steve Leblanc: We need fewer reports, better management reporting capabilities, and a move toward "plain vanilla" Salesforce.

Ernesto Chambers: We need a holistic BI strategy... right now, you need to engage an expert any time you want to run a report

Ahmed Kramern: I literally get a different answer to common data depending on what report I run. Even things on the same dashboard seem to have different underlying data. Also, I can't get 'overview' data for the whole business without spending hours working it manually through on Excel. Only reason this isn't a '1' is that at least I can run reports myself now, even if they might be somewhat wrong. The old days of Crystal Reports and having to ask for every single thing was even worse. The data might have been better, but waiting six months and having to queue it up made it totally useless.

Penny Mata: Better understand what decisions we need to make, and how reporting could help us.

Analytical Capability and Reports

Department Satisfaction: **54%** | Department Rank: **4**

What is your top suggestion for how IT could better meet your data, reporting and analytics needs?

Steve Leblanc: We need fewer reports, better management reporting capabilities, and a move toward "plain vanilla" Salesforce.

Ernesto Chambers: We need a holistic BI strategy... right now, you need to engage an expert any time you want to run a report

Ahmed Kramern: I literally get a different answer to common data depending on what report I run. Even things on the same dashboard seem to have different underlying data. Also, I can't get 'overview' data for the whole business without spending hours working it manually through on Excel. Only reason this isn't a '1' is that at least I can run reports myself now, even if they might be somewhat wrong. The old days of Crystal Reports and having to ask for every single thing was even worse. The data might have been better, but waiting six months and having to queue it up made it totally useless.

Penny Mata: Better understand what decisions we need to make, and how reporting could help us.

IT Innovation Leadership

Department Satisfaction: **60%** | Department Rank: **11**

What is your best idea for how technology can be utilized to innovate, transform and optimize performance?

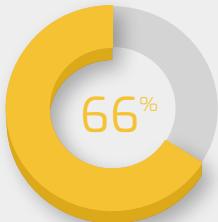
Ernesto Chambers: Data Analytics More engaging models for reaching our customers

Ahmed Kramern: I love the innovation days. I think we have brilliant IT minds who come up with fantastic ideas. But where do those ideas go? How do they get implemented? Do they get implemented? Whenever we have an idea now, we seem to go through a lot of requirements and get minimal output. What happened to agile? It really feels like it's gone, at least to me and me groups.

Penny Mata: Talk to business stakeholders for their ideas

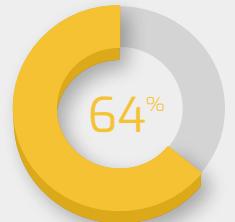
Marketing & Sales Operations Priorities

Overall Satisfaction and value are key indicators of the overall impression of the IT Department. These metrics let the IT leader determine at a glance if they are meeting the needs of the business.



Satisfaction

2% below organization
ORG. AVERAGE: 68%



Value

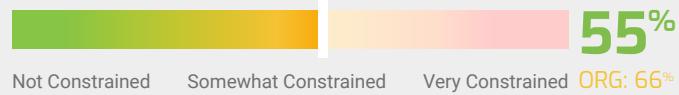
3% below organization
ORG. AVERAGE: 67%

Projects

65% Capacity Satisfaction
65% above organization
IT SUPPORT SCORE: 0%

61% Ability to Deliver Effectively
61% above organization
IT SUPPORT SCORE: -40%

Capacity Constraint

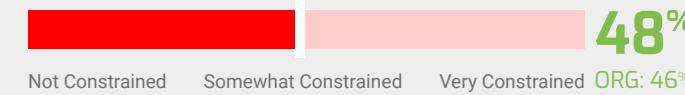


Work Orders

64% Capacity Satisfaction
64% above organization
IT SUPPORT SCORE: -20%

69% Ability to Deliver Effectively
69% above organization
IT SUPPORT SCORE: -10%

Shadow IT



Security Friction

Remote/Mobile Device Access Friction is acceptable

Office/Desktop Security Friction is acceptable

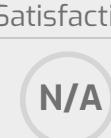
Regulatory Compliance-driven Friction is acceptable

Data Access Friction is acceptable

Relationship

Trains Effectively

Satisfaction with training quality and timing.



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Understands Needs

Satisfaction with IT's understanding of your needs.



1% below organization

Executes Requests

Satisfaction with the way IT executes your requests and meets your needs.



3% above organization

Communicates Effectively

Satisfaction with IT communication.



0% aligned with organization

Business Satisfaction and Importance for Core Services

The core services of IT are important when determining what IT should focus on. The most important services with the lowest satisfaction offer the largest area of improvement for IT to drive business value.

	Satisfaction	Importance
Business Apps	Satisfaction with applications and functionality	7 TH 78% 7% above organization
Devices	Satisfaction with desktops, laptops, mobile devices etc.	8 TH 73% 4% below organization
Service Desk	Satisfaction with responsiveness and effectiveness of service desk	5 TH 73% 4% below organization
Network & Comm. Infrastructure	Satisfaction with reliability of comm. Systems and networks	4 TH 66% 2% below organization
Work Orders	Satisfaction with small requests and bug fixes	6 TH 66% 6% below organization
Client-Facing Technology	Satisfaction with user experience and effectiveness	4 TH 63% 3% below organization
Data Quality	Satisfaction with providing reliable and accurate data	5 TH 63% 5% above organization
Projects	Satisfaction with large department or corporate projects	5 TH 63% 4% above organization
Requirements Gathering	Satisfaction with BA's ability to understand and support the business	6 TH 60% 3% below organization
IT Policies	Satisfaction with policy design and enforcement around security, governance, etc...	11 TH 60% 9% below organization
Analytical Capability and Reports	Satisfaction with effective standard reports, custom reports capability, and the ability to generate business insights	8 TH 59% 5% above organization
IT Innovation Leadership	Satisfaction with providing opportunities for innovation and innovation leadership to improve the business	8 TH 56% 4% below organization



Marketing & Sales Operations Feedback

Overall Satisfaction

Department Satisfaction: **66%** | Department Value: **64%**

What is your top suggestion for how IT can change or improve to better meet your needs?

Alden Rodgers: Same with all departments, but Communication is critical as we grow.

Penny Mata: Working mainly offsite now it highlights how slow SFDC is when working in the office. I still think there is definable something wrong somewhere on the network. This would have a huge effect on the organization. If you can decrease the wait time by 20 seconds per click for a few hundred people that would be a huge productivity boost.

Aaron Gibbs: We need to improve communication between our groups, specially as it relates to projects. Sales Ops is frequently not asked to participate early enough in the decision making process, or at least asked for potential impact assessments. This results in us scrambling at the last minute, sometimes delaying our own projects, and does not lead to high quality solution design. I do believe we are all working at getting better in this area.

Brenton Reeds: Define the scope of what IT is supporting. In the past anything technical (Salesforce.com, website, process) fell under the IT umbrella. To better answer the satisfaction questions, it might help to understand what IT's role at AurCorp is. At present, anything IT related internally lives with Sales/Ops while the website and helpdesk lives with IT (as far as I understand it?). If that's accurate, then my answers reflect my satisfaction.

Ty Hammond: I have two recommendations: i) Better communication on the status of work items. When a request is put in and there is no update for days, weeks or months, it is frustrating. I can handle being told there is a delay, but what I can't handle is being left in the dark. ii) Better identification of stakeholders. There have been projects in the past where IT seems to be driving them forward but does not involve business stakeholders who are impacted. There seems to be a gap there.

Marco Wagner: Better intake process.

Requirements Gathering

Department Satisfaction: **63%** | Department Rank: **8**

What is the greatest area of improvement within requirements gathering to better support the business?

Alden Rodgers: Just more experience in the role. tough to go and get. Takes time.

Aaron Gibbs: I think IT is building capacity in this area, but it will take time to grow. The BAs are typically not very experienced at this type of work, and lack an in-depth knowledge of the business. As I said however, I think this will improve in the future as skills and knowledge increase.

Brenton Reeds: I haven't had an opportunity to work with IT in this capacity

Ty Hammond: Until recently, the IT business analysts did not seem to approach business stakeholders. I think this is starting to change but it seems to be taking a while.

Marco Wagner: Timeliness and willingness to change.

Business Apps

Department Satisfaction: **71%** | Department Rank: **6**

What is the biggest opportunity for IT to better meet your needs through business applications? (Is there a gap in application coverage, a process or an app that isn't effectively meeting your needs?)

Penny Mata: Not an application but I think more meeting rooms would be a good idea.

Aaron Gibbs: IT needs to turn around requests for licenses much faster - it sometimes takes months (possibly because no follow up happens?) There should be increased emphasis on cross platform tools, not OS specific ones!

Ty Hammond: Our mail server and active directory is poorly maintained. The performance of our exchange server is really bad at times, mostly ok, but bad at times. From an active directory point of view, there is no management around user data. Employee titles, reporting structure and contact information is not kept up to date. This is a challenge as I constantly reference Outlook to see information about employees, only to see that the information is wrong (i.e. Adrian Biljan has the job title "Cave Man"). It would be great if IT could enable the maintenance of this information to be performed by other departments (HR) who will do it.

Marco Wagner: Be more flexible in terms of what someone wants to use.



Marketing & Sales Operations

Client-Facing Technology

Department Satisfaction: **66%** | Department Rank: **1**

What does IT need to know about the greatest opportunity to improve customer-facing technology?

Alden Rodgers: Website - Acquisition focused site and user experience on Engage side. Both currently being worked on by IT.

Aaron Gibbs: Unsure

Ty Hammond: I do not believe that IT thinks outside of the box when it comes to delivering customer facing technology. We have one tool (the website) we use to solve every problem. We should be looking for other opportunities to engage with our clients through new technological mediums, not just tweaking what we already have.

Penny Mata: I think IT needs to do a better job a working with user experience in mind.

Data Quality

Department Satisfaction: **58%** | Department Rank: **3**

What is your top suggestion for how IT could better meet your data, reporting and analytics needs?

Alden Rodgers: Not sure that this really falls in our IT department. Some of it does, but mosts in Salesforce.com. Ideally we could get more website data into SFDC.

Aaron Gibbs: Unsure what data IT provides to help me manage my group - we look after all of that ourselves. We also do most of our own reporting, so not much to say here.

Marco Wagner: As far as I'm aware, Salesforce.com notwithstanding, we don't have BI tools to perform business insights.

Penny Mata: Better requirements gathering to understand how we need the data presented.

Analytical Capability and Reports

Department Satisfaction: **54%** | Department Rank: **4%**

What is your top suggestion for how IT could better meet your data, reporting and analytics needs?

Alden Rodgers: Not sure that this really falls in our IT department. Some of it does, but mosts in Salesforce.com. Ideally we could get more website data into SFDC.

Aaron Gibbs: Unsure what data IT provides to help me manage my group - we look after all of that ourselves. We also do most of our own reporting, so not much to say here.

Marco Wagner: As far as I'm aware, Salesforce.com notwithstanding, we don't have BI tools to perform business insights.

Penny Mata: Better requirements gathering to understand how we need the data presented.

IT Innovation Leadership

Department Satisfaction: **60%** | Department Rank: **11**

What is your best idea for how technology can be utilized to innovate, transform and optimize performance?

Alden Rodgers: More analytics on Web usage?

Aaron Gibbs: We are pretty self-driven when it comes to technology choices.

Marco Wagner: I have yet to work with them.

Penny Mata: I think the best way we can use technology is to provide a personalized prospect/member experience. I believe we need to utilize more technology in order to provide users the opportunity to consume our products/services in different ways.

Finance Priorities

Overall Satisfaction and value are key indicators of the overall impression of the IT Department. These metrics let the IT leader determine at a glance if they are meeting the needs of the business.



Satisfaction

22% above organization
ORG. AVERAGE: 68%



Value

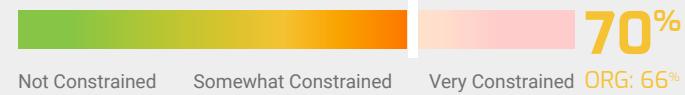
23% above organization
ORG. AVERAGE: 67%

Projects

60% Capacity Satisfaction
60% above organization IT
IT SUPPORT SCORE: -100%

80% Ability to Deliver Effectively
80% above organization
IT SUPPORT SCORE: 100%

Capacity Constraint



Work Orders

90% Capacity Satisfaction
90% above organization
IT SUPPORT SCORE: 100%

80% Ability to Deliver Effectively
80% above organization
IT SUPPORT SCORE: 100%

Security Friction



Remote/Mobile Device Access Friction is acceptable

Office/Desktop Security Friction is acceptable

Regulatory Compliance-driven Friction is acceptable

Data Access Friction is acceptable

Relationship

Trains Effectively

Satisfaction with training quality and timing.



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Communicates Effectively

Satisfaction with IT communication.



31% above organization

Understands Needs

Satisfaction with IT's understanding of your needs.



11% above organization

Executes Requests

Satisfaction with the way IT executes your requests and meets your needs.



17% above organization

Business Satisfaction and Importance for Core Services

The core services of IT are important when determining what IT should focus on. The most important services with the lowest satisfaction offer the largest area of improvement for IT to drive business value.

	Satisfaction	Importance
Client-Facing Technology	Satisfaction with user experience and effectiveness 	10 TH
Service Desk	Satisfaction with responsiveness and effectiveness of service desk 	5 TH
Devices	Satisfaction with desktops, laptops, mobile devices etc. 	11 TH
Network & Comm. Infrastructure	Satisfaction with reliability of comm. Systems and networks 	4 TH
IT Policies	Satisfaction with policy design and enforcement around security, governance, etc... 	12 TH
Work Orders	Satisfaction with small requests and bug fixes 	6 TH
Requirements Gathering	Satisfaction with BA's ability to understand and support the business 	7 TH
Data Quality	Satisfaction with providing reliable and accurate data 	2 ND
Analytical Capability and Reports	Satisfaction with effective standard reports, custom reports capability, and the ability to generate business insights 	1 ST
Business Apps	Satisfaction with applications and functionality 	8 TH
IT Innovation Leadership	Satisfaction with providing opportunities for innovation and innovation leadership to improve the business 	9 TH
Projects	Satisfaction with large department or corporate projects 	3 RD



Finance Feedback

Overall Satisfaction

Department Satisfaction: **90%** | Department Value: **90%**

What is your top suggestion for how IT can change or improve to better meet your needs?

Rhea Harper: It would be great to have a contact in IT who would be available to assist with the technical side of new Finance-related projects. For example, we have reporting requirements that may require new systems or significant changes to existing systems. Understanding that there are significant resource and availability constraints, we have generally tried to do our own data gathering and preliminary evaluations. This can just be somewhat limiting.

Business Apps

Department Satisfaction: **71%** | Department Rank: **6**

What is the biggest opportunity for IT to better meet your needs through business applications? (Is there a gap in application coverage, a process or an app that isn't effectively meeting your needs?)

Sheena Cochran: The current applications that are used within finance meet the majority of our day to day needs in Finance. We do obtain some support from a third party (BAASS) on one of our core applications - AccPac. The biggest opportunity I see is to leverage current functionality within SFDC and to better integrate it with AccPac to meet our new reporting needs. However, since SFDC is supported in house and AccPac is supported partially via our outside provider, it is more difficult to make changes to the current integration.

Data Quality

Department Satisfaction: **58%** | Department Rank: **3**

What is your top suggestion for how IT could better meet your data, reporting and analytics needs?

Rhea Harper: My sense is that the current tools are somewhat underutilized and I think we would benefit from some training on how to better utilize custom reports in SFDC, and as I mentioned, some support on the integration to AccPac. BI will be a major focus in the next year.

Analytical Capability and Reports

Department Satisfaction: **54%** | Department Rank: **4**

What is your top suggestion for how IT could better meet your data, reporting and analytics needs?

Rhea Harper: My sense is that the current tools are somewhat underutilized and I think we would benefit from some training on how to better utilize custom reports in SFDC, and as I mentioned, some support on the integration to AccPac. BI will be a major focus in the next year.

IT Innovation Leadership

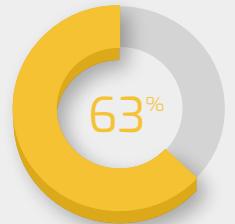
Department Satisfaction: **60%** | Department Rank: **11**

What is your best idea for how technology can be utilized to innovate, transform and optimize performance?

Rhea Harper: New technologies could be leveraged to make our department more efficient at processing expenses, booking travel, and gathering data for business intelligence.

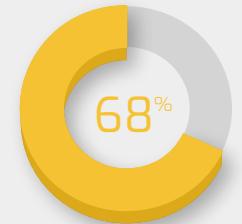
Human Resources Priorities

Overall Satisfaction and value are key indicators of the overall impression of the IT Department. These metrics let the IT leader determine at a glance if they are meeting the needs of the business.



Satisfaction

5% below organization
ORG. AVERAGE: 68%



Value

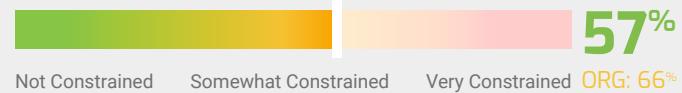
1% above organization
ORG. AVERAGE: 67%

Projects

45% Capacity Satisfaction
45% above organization
IT SUPPORT SCORE: -50%

48% Ability to Deliver Effectively
48% above organization
IT SUPPORT SCORE: -50%

Capacity Constraint



Work Orders

65% Capacity Satisfaction
65% above organization
IT SUPPORT SCORE: 50%

65% Ability to Deliver Effectively
65% above organization
IT SUPPORT SCORE: 20%



Security Friction

Remote/Mobile Device Access Friction is acceptable

Office/Desktop Security Friction is acceptable

Regulatory Compliance-driven Friction is acceptable

Data Access Friction is acceptable

Relationship

Trains Effectively

Satisfaction with training quality and timing.



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Understands Needs

Satisfaction with IT's understanding of your needs.



19% below organization

Executes Requests

Satisfaction with the way IT executes your requests and meets your needs.



15% below organization

Communicates Effectively

Satisfaction with IT communication.



16% below organization

Business Satisfaction and Importance for Core Services

The core services of IT are important when determining what IT should focus on. The most important services with the lowest satisfaction offer the largest area of improvement for IT to drive business value.

	Satisfaction	Importance
Service Desk	Satisfaction with responsiveness and effectiveness of service desk	78% 1% above organization 4 TH
Work Orders	Satisfaction with small requests and bug fixes	65% 7% below organization 7 TH
Client-Facing Technology	Satisfaction with user experience and effectiveness	63% 3% below organization 6 TH
Network & Comm. Infrastructure	Satisfaction with reliability of comm. Systems and networks	63% 5% below organization 2 ND
Devices	Satisfaction with desktops, laptops, mobile devices etc.	57% 20% below organization 5 TH
Data Quality	Satisfaction with providing reliable and accurate data	55% 3% below organization 7 TH
IT Policies	Satisfaction with policy design and enforcement around security, governance, etc...	48% 21% below organization 10 TH
Projects	Satisfaction with large department or corporate projects	46% 13% below organization 8 TH
Requirements Gathering	Satisfaction with BA's ability to understand and support the business	40% 23% below organization 10 TH
Business Apps	Satisfaction with applications and functionality	40% 31% below organization 4 TH
Analytical Capability and Reports	Satisfaction with effective standard reports, custom reports capability, and the ability to generate business insights	35% 19% below organization 6 TH
IT Innovation Leadership	Satisfaction with providing opportunities for innovation and innovation leadership to improve the business	30% 30% below organization 11 TH



Human Resources Feedback

Overall Satisfaction

Department Satisfaction: **63%** | Department Value: **68%**

What is your top suggestion for how IT can change or improve to better meet your needs?

Pedro Herrera: For the most part I think IT delivers extremely high value. I almost always receive speedy responses and immediate support. However, I've noticed that we often experience a lot of same problems over and over again specifically in relation to new hires groups. We encounter a lot of the same login, profile, and hardware issues. It would be good if IT could modify the necessary internal processes to ensure that we don't see the same issues repetitively.

Sheena Cochran: Invest in IT a priority and remember it's actually more an issue at upper manager level and not front line. Customer service is not an issue, our service desk do all they can to assist but it's no good if they are working with outdated software and technology. Put some of the money we spend on more frivolous things into the areas that really matter and can make a difference.

Lavonne Kidd: - Hire at least one more Service Desk Technician in Toronto. - Designate one of the IT employees as the person responsible for reviewing IT related quotations and promise a response within 5 business days - Develop a uniform process to ensure accuracy in the address book and distribution lists - Develop a system that ensures Helpdesk does not assign the same employee ID to more than one person

Requirements Gathering

Department Satisfaction: **63%** | Department Rank: **8**

What is the greatest area of improvement within requirements gathering to better support the business?

Pedro Herrera: I think requirements gathering is a major pain point for a lot of IT departments. Personally the only consistent process for requirements gathering I've seen is working with our design team through filling out creative briefs. Other than that, I've never experienced a formal process with IT. That being said, I haven't been involved as a key stakeholder for many major IT initiatives.

Business Apps

Department Satisfaction: **71%** | Department Rank: **6**

What is the biggest opportunity for IT to better meet your needs through business applications? (Is there a gap in application coverage, a process or an app that isn't effectively meeting your needs?)

Pedro Herrera: I'm pretty satisfied with the majority of our business applications, but I feel we're really in need of a new dialer in SFDC. The Avaya dialer should be automatically tagging calls instead of requiring sales reps to manually attach them to accounts and contacts. This would drastically improve our ability to manage productivity. Anything that helps remove the possibility of human error in data management would help.

Client-Facing Technology

Department Satisfaction: **66%** | Department Rank: **1**

What does IT need to know about the greatest opportunity to improve customer-facing technology?

Pedro Herrera: Our website is awesome but there are definitely aspects that could be improved. The search engine is quite weak and Sales sometimes sees a different view from our members which can make it difficult to provide service.

Data Quality

Department Satisfaction: **58%** | Department Rank: **3%**

What is your top suggestion for how IT could better meet your data, reporting and analytics needs?

Pedro Herrera: My only concern around data and analytics involves SFDC. We've implemented a lot of governance around data management which has helped the problem, but our organization has yet to figure out how to get the most out of our CRM through making smart decisions with accurate data.

Analytical Capability and Reports

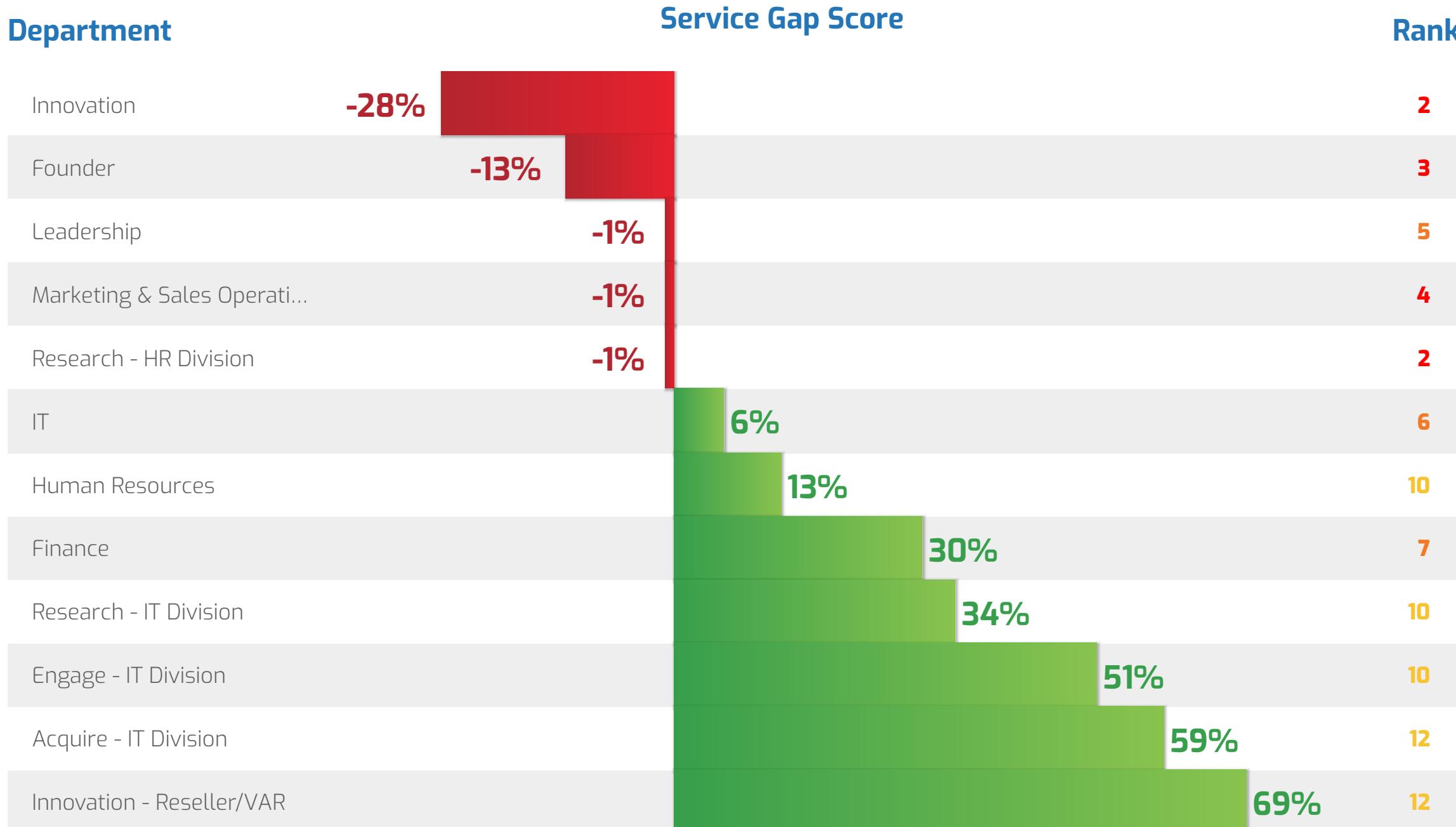
Department Satisfaction: **54%** | Department Rank: **4**

What is your top suggestion for how IT could better meet your data, reporting and analytics needs?

Pedro Herrera: My only concern around data and analytics involves SFDC. We've implemented a lot of governance around data management which has helped the problem, but our organization has yet to figure out how to get the most out of our CRM through making smart decisions with accurate data.

Requirements Gathering Satisfaction by Department

The following charts rank Departments from under-served to over-served for this core service. This chart allows you to see the spread of satisfaction and the Service Gap for each Department related to this core service so you can make an informed decision on aligning resources



Service Gap Scores

Satisfaction - Importance < 0

When importance outweighs satisfaction, Departments are being under-served. The larger the gap, the greater the difference between satisfaction and importance. Aim to close service gaps to increase the effectiveness in these Departments.

Satisfaction - Importance > 0

When satisfaction outweighs importance, Departments are satisfied with this specific core service relative to the importance ranking. There may be room to reallocate resources, but be sure to maintain high satisfaction and improve medium to low satisfaction in the long-term.

Rank Scores

Highest Importance

This core service was ranked between 1st and 4th most important for the Department.

Medium Importance

This core service was ranked between 5th and 9th most important for the Department.

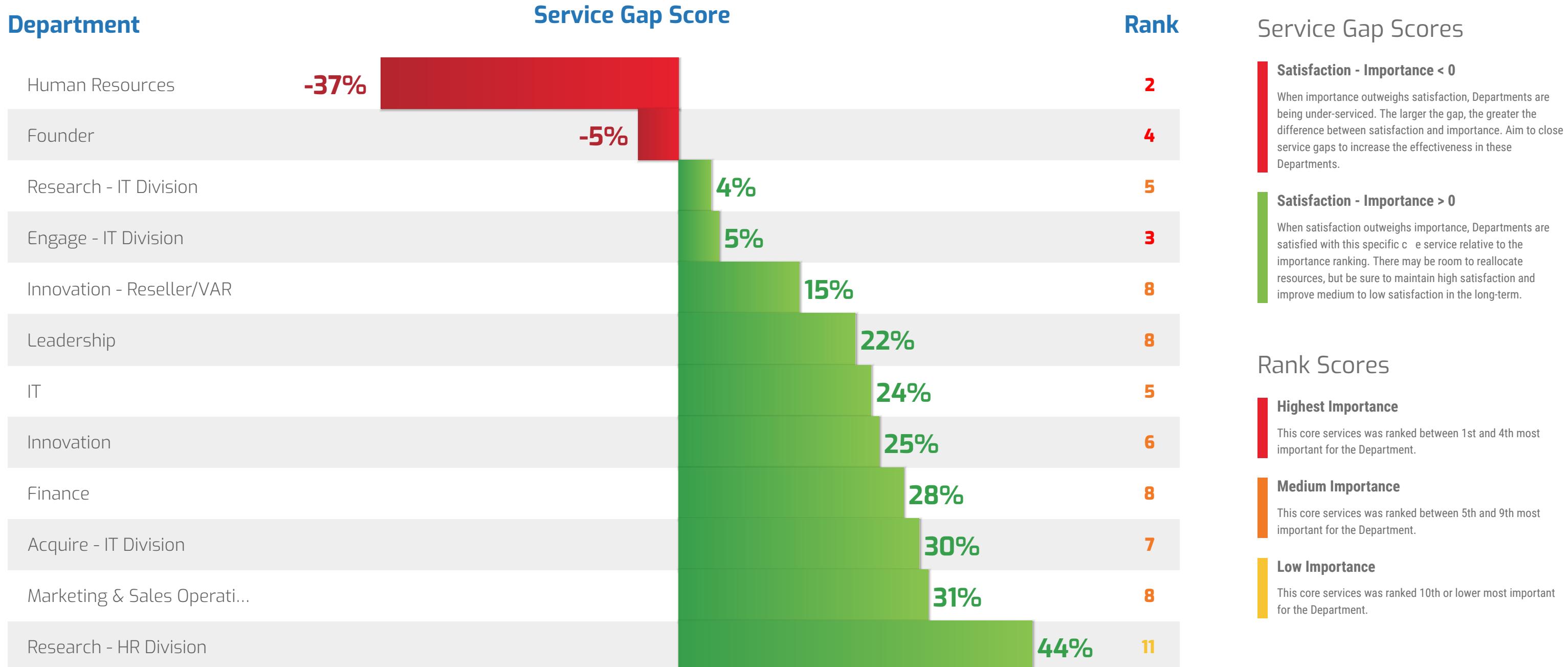
Low Importance

This core service was ranked 10th or lower most important for the Department.

Business Apps Satisfaction by Department



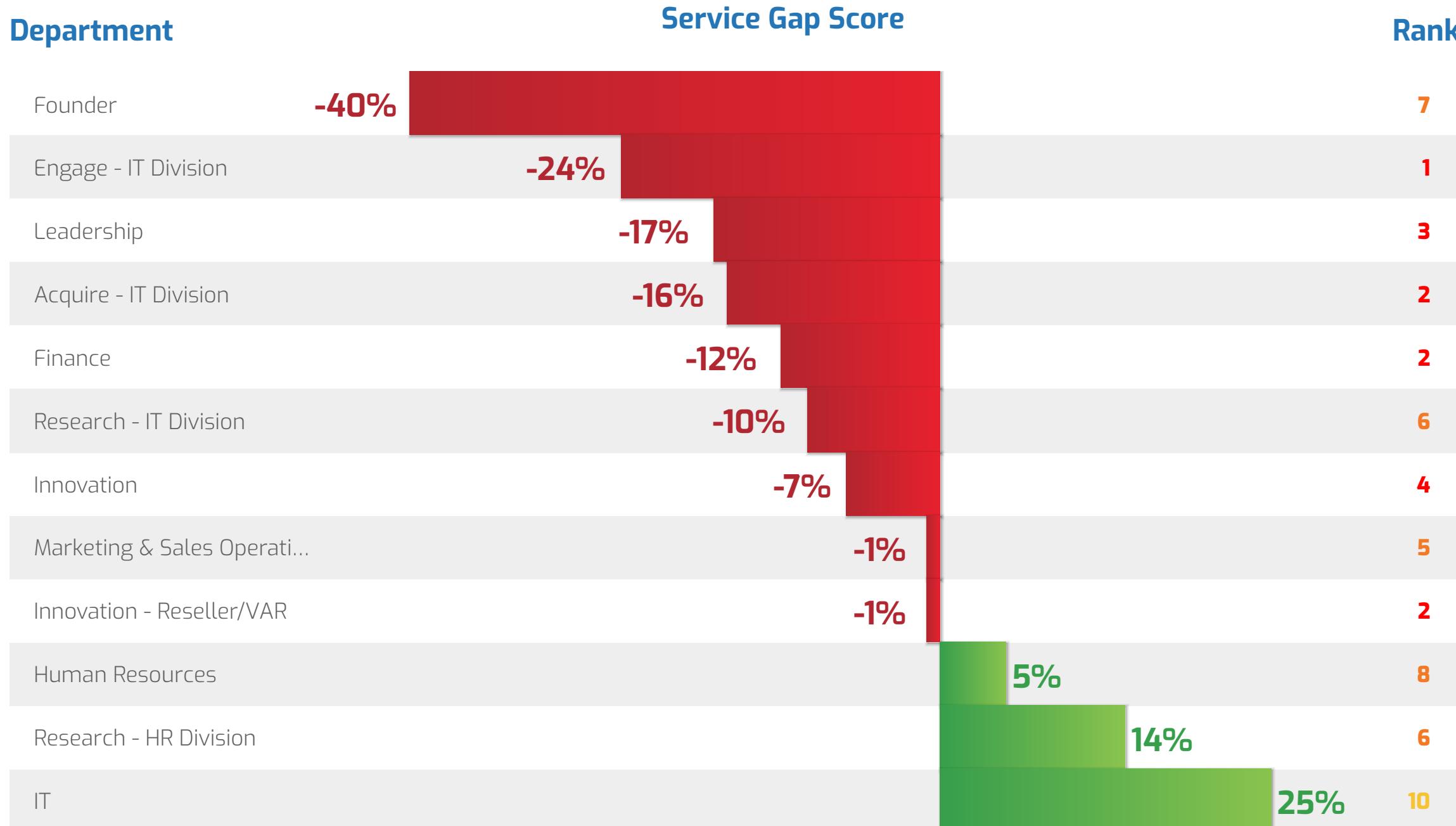
The following charts rank Departments from under-served to over-served for this core service. This chart allows you to see the spread of satisfaction and the Service Gap for each Department related to this core service so you can make an informed decision on aligning resources





Data Quality Satisfaction by Department

The following charts rank Departments from under-served to over-served for this core service. This chart allows you to see the spread of satisfaction and the Service Gap for each Department related to this core service so you can make an informed decision on aligning resources



Service Gap Scores

Satisfaction - Importance < 0

When importance outweighs satisfaction, Departments are being under-served. The larger the gap, the greater the difference between satisfaction and importance. Aim to close service gaps to increase the effectiveness in these Departments.

Satisfaction - Importance > 0

When satisfaction outweighs importance, Departments are satisfied with this specific core service relative to the importance ranking. There may be room to reallocate resources, but be sure to maintain high satisfaction and improve medium to low satisfaction in the long-term.

Rank Scores

Highest Importance

This core service was ranked between 1st and 4th most important for the Department.

Medium Importance

This core service was ranked between 5th and 9th most important for the Department.

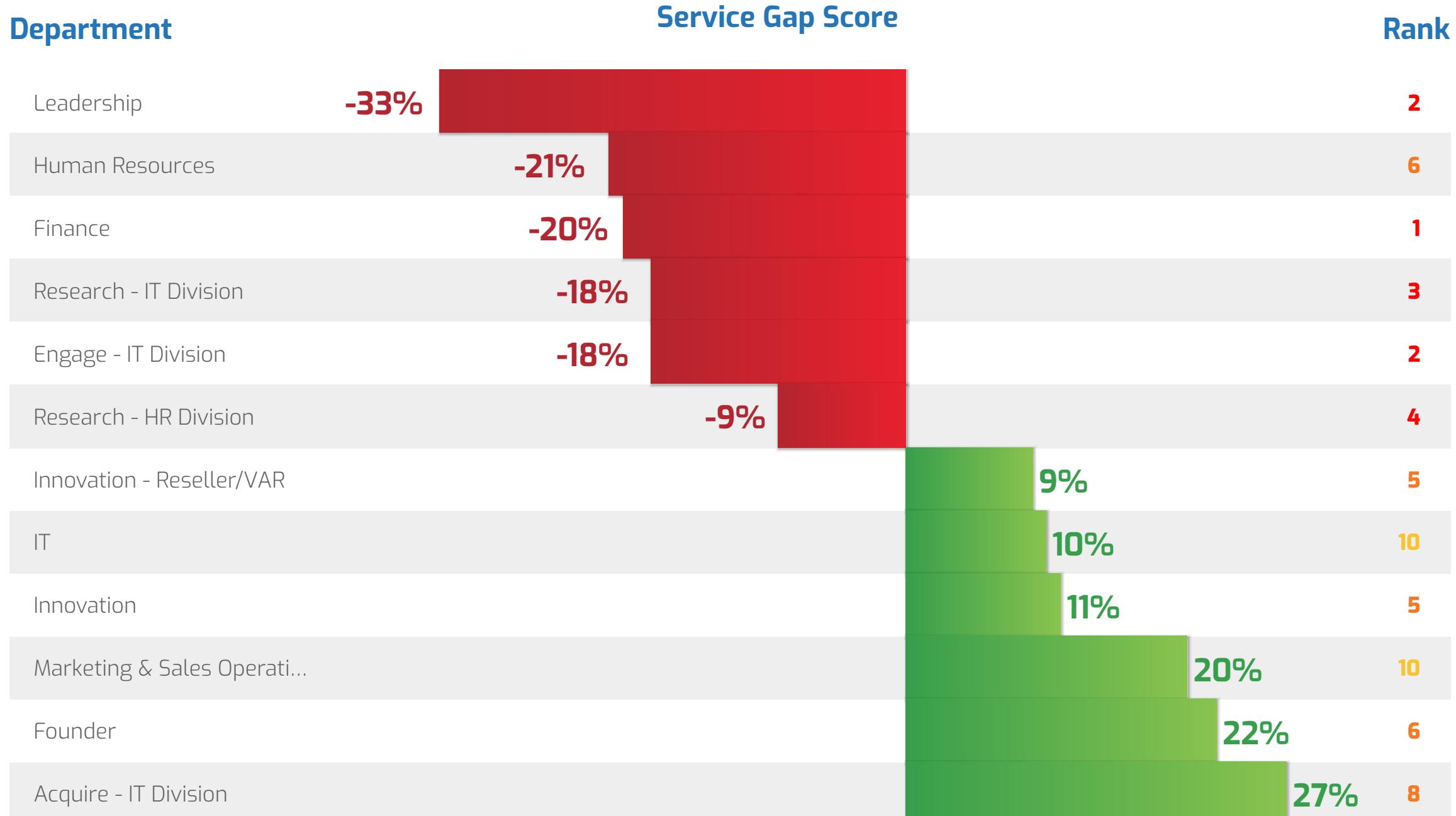
Low Importance

This core service was ranked 10th or lower most important for the Department.



Analytical Capability and Reports Satisfaction by Department

The following charts rank Departments from under-served to over-served for this core service. This chart allows you to see the spread of satisfaction and the Service Gap for each Department related to this core service so you can make an informed decision on aligning resources



Service Gap Scores

Satisfaction - Importance < 0

When importance outweighs satisfaction, Departments are being under-served. The larger the gap, the greater the difference between satisfaction and importance. Aim to close service gaps to increase the effectiveness in these Departments.

Satisfaction - Importance > 0

When satisfaction outweighs importance, Departments are satisfied with this specific core service relative to the importance ranking. There may be room to reallocate resources, but be sure to maintain high satisfaction and improve medium to low satisfaction in the long-term.

Rank Scores

Highest Importance

This core service was ranked between 1st and 4th most important for the Department.

Medium Importance

This core service was ranked between 5th and 9th most important for the Department.

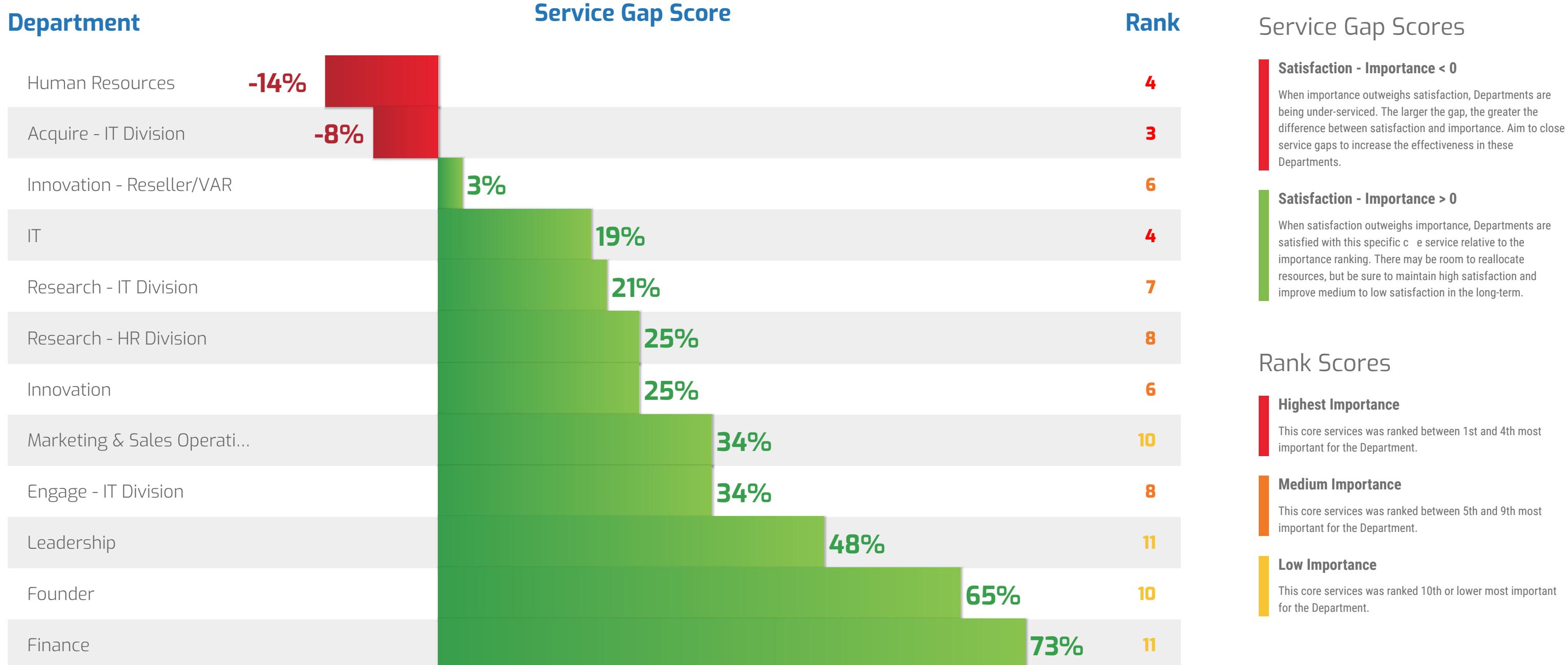
Low Importance

This core service was ranked 10th or lower most important for the Department.



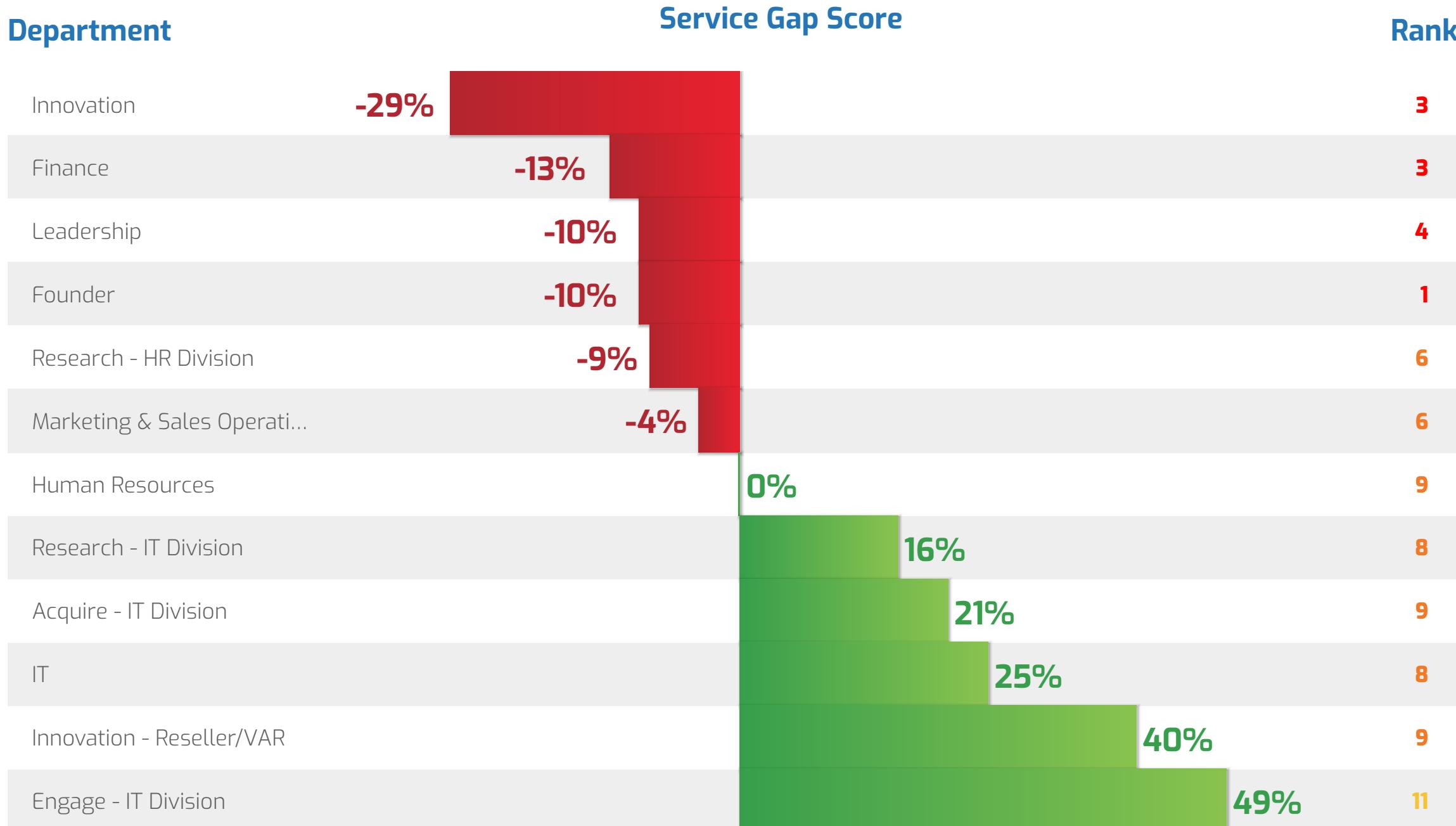
Devices Satisfaction by Department

The following charts rank Departments from under-served to over-served for this core service. This chart allows you to see the spread of satisfaction and the Service Gap for each Department related to this core service so you can make an informed decision on aligning resources



Projects Satisfaction by Department

The following charts rank Departments from under-served to over-served for this core service. This chart allows you to see the spread of satisfaction and the Service Gap for each Department related to this core service so you can make an informed decision on aligning resources



Service Gap Scores

Satisfaction - Importance < 0

When importance outweighs satisfaction, Departments are being under-served. The larger the gap, the greater the difference between satisfaction and importance. Aim to close service gaps to increase the effectiveness in these Departments.

Satisfaction - Importance > 0

When satisfaction outweighs importance, Departments are satisfied with this specific core service relative to the importance ranking. There may be room to reallocate resources, but be sure to maintain high satisfaction and improve medium to low satisfaction in the long-term.

Rank Scores

Highest Importance

This core service was ranked between 1st and 4th most important for the Department.

Medium Importance

This core service was ranked between 5th and 9th most important for the Department.

Low Importance

This core service was ranked 10th or lower most important for the Department.