

# Links CIO Performance Dashboard

As a CIO, steering your IT organization through change just got a little bit easier...







In today's era of technology enabled business innovation, IT organizations are challenged by business users who are demanding increased agility and responsiveness from IT to stay competitive. CIOs need to allocate more of their scarce IT resources for innovation and modernization to meet this demand, and re-position IT as a business partner.

To make IT organizations more efficient and create head room for innovation, CIOs are increasingly looking at a *structural* transformation – one that addresses both rationalization of application portfolios and the industrialization of the end-to-end operating model. We call this the **Industrial Model** for IT.

Access to actionable information is vital to steer this transformation, but is often missing, incomplete or fragmented in most IT organizations. Commercially available tools too do not effectively address the information needs of a CIO driving such a transformation.

**Links** is a Capgemini solution specifically built to help CIOs get easy, consolidated access to the right information on all vital parameters that impact the overall efficiency of an IT organization, and set up the right KPIs to steer change. It is based on hard experience gained through our engagements with CIOs – helping them transform their IT to an Industrial Model.

# What if a single dashboard gave you all the data you needed to raise your performance?

Links is an elegant, software-as-a-service (SaaS) solution that not only gets you the right level of information, but also helps you identify your transformation levers, and track the effectiveness of actions you put in place. Its rich visualization capabilities & graphics-oriented approach will make understanding your IT characteristics easier.

Links uses nearly 100 benchmarks (*collated from various industry sources, including our own experience and repository of best practices*) to compare and track your organization's performance data with industry good practices. This comparison helps you to quickly understand the strengths and weaknesses of your IT and identify areas of maximum improvement so that you can put in place specific transformation actions to close the gaps in your performance.

One set of benchmarks analyzes your application portfolio and measures how it contributes to business agility, its cost efficiency and its inherent level of risk. A second set of benchmarks analyzes your organizational and operational aspects and measures the level of efficiency at which you are operating.

Links comes ready with a set of KPIs covering aspects related to time to market, costs, quality and risks. KPIs can be used to view performance by IT or business units or by suppliers, allowing comparisons between entities. On top of this, specific new KPIs can be easily set up based on your transformation objectives.

## Links helps you set up a CIO Performance Dashboard that will help you find answers to:

- What are the strengths and weaknesses of our IT?
- What are our most viable rationalization opportunities?
- How will our project roadmap impact our portfolio?
- How can we align our IT spend to business priorities?
- How can we control Shadow IT?
- Are our sourcing decisions aligned to our priorities?
- What are the levers to improve operational efficiency?
- What KPIs should we measure, and for what benefits?



# Get actionable information at the click of a button

Links puts you in control of your data, and gives you flexibility. You might want to analyze specific parameters, get a big picture view, drill down into details, or mix parameters and build appropriate actions. Links provides three tiers of access to information, allowing successive levels of detailing as desired.

## 1. Dynamic visualization of your IT

The most innovative feature of Links is the visualization of your IT organization, rendered using interactive “Bubble Graphs”, giving you instant access to its key characteristics. Each application is represented as a bubble, the size of which can vary based on selectable criteria (e.g. FTE, ticket volume, TCO, etc.). Each application attribute used for analysis is assigned a different color to distinguish it (e.g. criticality, complexity, technology, level of risk, application usage, package vs. bespoke vs. SaaS, etc.).

You can create different views of the portfolio dynamically for custom analysis - grouped either by IT domains or business domains or main suppliers. You can also download these custom views as visual graphs (Treemaps) or lists for further analysis & actions.

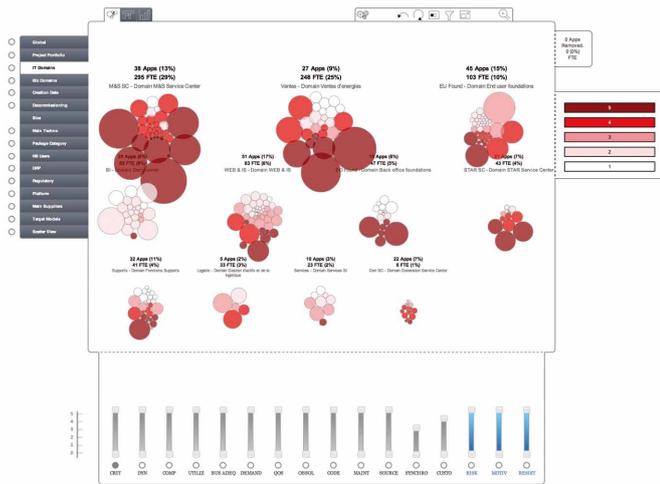
There are also pre-set scenarios to make often-used analyses easily accessible – as examples, what are the application candidates for decommissioning, move to the cloud and the most risky applications.

## Bubble Graphs help you get a fresh perspective of your IT

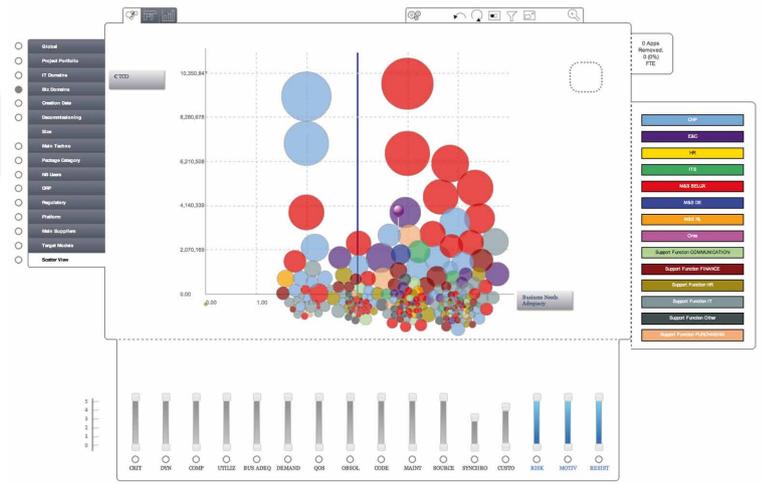
Dynamic visualization enables you to “slice and dice” your data as you want, to create different views for analyses and inferences to trigger actions. Whether you want a bird’s-eye view of your entire IT estate, to narrow it down to a specific grouping, or mix and match the characteristics you want to analyze - you have the choice. As a use-case, if you would like to isolate and view applications with the lowest criticality, least number of users and low activity, so that you can make a case for decommissioning with the respective business owner, it can be done in as little as three clicks!



## Your IT and its performance – dynamically rendered like never before.



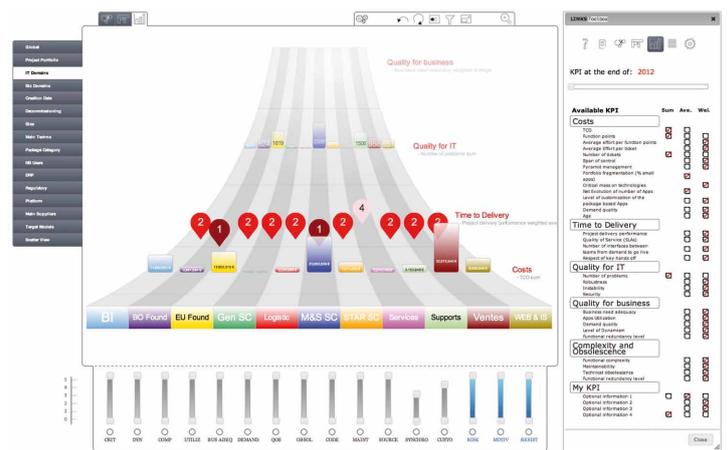
View showing split of applications by IT domains; the colors indicate the level of criticality of the application whereas the size of the bubble indicates the number of FTE working on it



View showing Scatter Graph; the colors indicate the business domains, while the axes measure the business needs adequacy of the application in relation to its TCO



View showing split of applications by age; the colors indicate the main technology used whereas the size of the bubble indicates the number of tickets opened in the last 12 months



View showing KPI performance by IT domain; different KPIs can be chosen from a menu and scrolled through

## 2. Benchmark Reports for the “Big Picture” view of the health of your IT

In essence, the benchmark reports are a summation of the detailed analysis of data on applications, organizations and costs. There are two types of benchmark reports that can be auto-generated on Links.

The first Benchmark Report is a result of **application portfolio analysis**, and is presented in the form of “Profiling Wheels”. Each Profiling Wheel tracks different data points that impact a specific parameter – business agility, cost efficiency and risk. Each data point is compared with a specific benchmark and scored on a scale of 1 (worst) to 10 (best) to arrive at the average score for the parameter. Any score below 5 is indicated in red, and warrants remedial actions to improve the score.

The second Benchmark Report is a result of **industrialization analysis**, using nine “Efficiency Levers” - each of which contributes to operational excellence and sustains IT performance. A pre-defined set of data points is measured for each of the nine Efficiency Levers we have identified. Each data point is compared with a specific benchmark and scored on a scale of 1-100. Average efficiency scores are computed for each lever and the overall IT organization. Any score below 50 warrants remedial actions to improve the score.

These benchmark reports can be generated at pre-determined intervals after a data refresh, and can be reliable indicators of the effectiveness of transformation actions.

### Make the maximum impact where it counts. Benchmarks help you improve Time to Market, Total Cost of Ownership and Quality of Service

On the application portfolio, these usually lead to rationalization actions to improve the business fit of applications, reduce the level of customization, reduce application count, improve maintainability or reduce the risk of unplanned downtime.

On the industrialization angle, these usually lead to improvement actions aimed at reducing organizational complexity, improving alignment between build and run teams, improving productivity, formalizing services and supplier consolidation for better management of results and lower costs.





### 3. Detailed reports for deeper insights on your IT

To help you analyze data points contained in the benchmark reports, Links provides nearly 120 innovative, graphical views of your application portfolio characteristics and a detailed report on 31 factors that impact organizational efficiency. These reports help you get deeper insights into your assets, identify vulnerabilities & develop potential actions to address them.

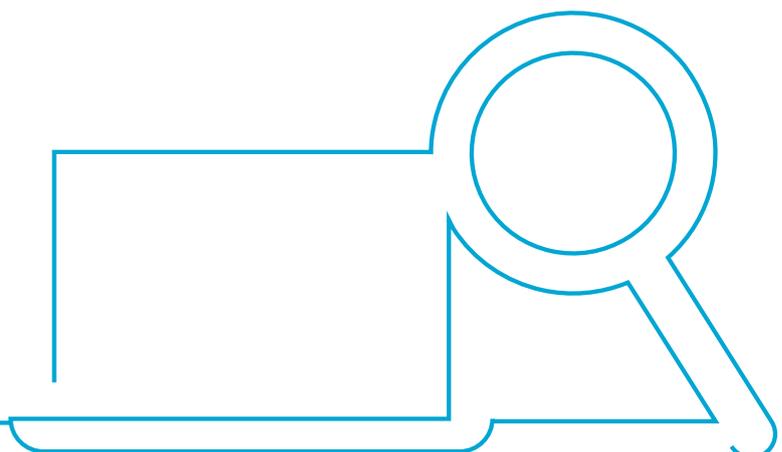
Application portfolio analysis reports cover a wide set of application characteristics like size, age, technology, complexity, obsolescence, maintainability, etc. with specific focus on critical applications. The risks in the portfolio are analyzed based on risk factors like security, robustness, HR dependence, technology obsolescence, etc. We also assess the level of adoption of major technological trends like Cloud, Analytics, Mobility, etc.

Industrialization analysis reports cover efficiency factors like consolidation of teams for critical mass and amortization of costs; mutualization of high value resources (architects, project managers); application maintenance & development; team structures and work distribution; alignment of KPIs across the delivery chain; industrialization of tools & processes; how external suppliers are used; and HR aspects like role distribution, team seniority, and costs.

### Uncover and address low performance

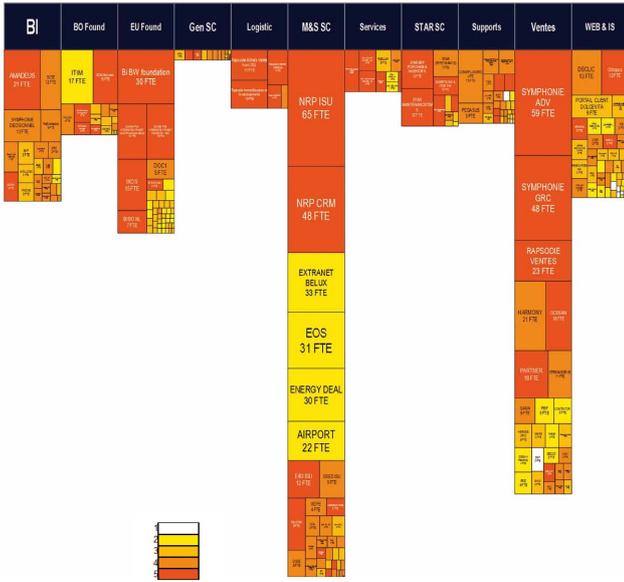
The granularity of data collected for application portfolio analysis is at the level of individual applications. This helps you identify specific, targeted rationalization actions on a discrete application or a set for tangible benefits.

The granularity of data collected for industrialization analysis is mainly at the level of the basic building blocks of your IT organization. This helps you understand the differences in their operational practices and performance and enables you to identify levers for consolidation, specialization of functions, and specific performance indicators for each unit.



# Your applications landscape, laid out for analysis

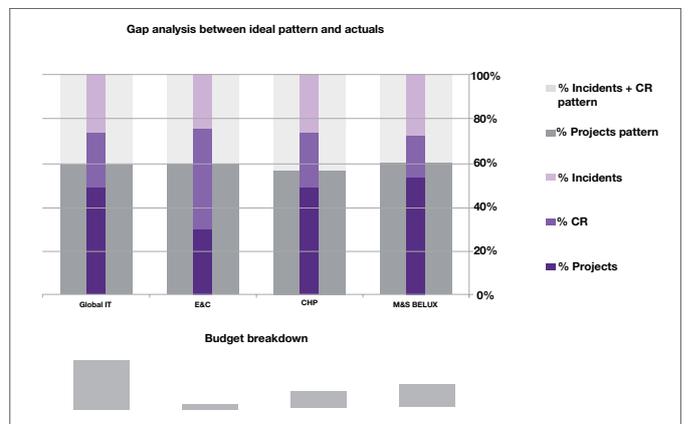
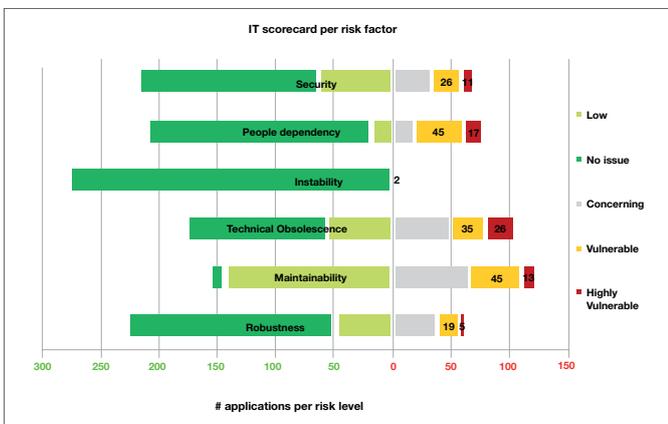
## Complexity levels of applications across IT domains



## Dynamism levels (spend on projects) of applications across business domains



Treemaps are used to depict the application landscape. Each block represents an application, and different colors are used to show analysis elements (e.g. criticality, complexity, technology, etc.). The size of each block represents the size of the application (e.g. # of FTE) and they can be grouped by different categories (IT domain, business domain, suppliers, etc.)



Risk scorecard to identify the main risk factors and their magnitude

Portfolio IT Spend Analysis helps align project and KLO spend to the business value of the application

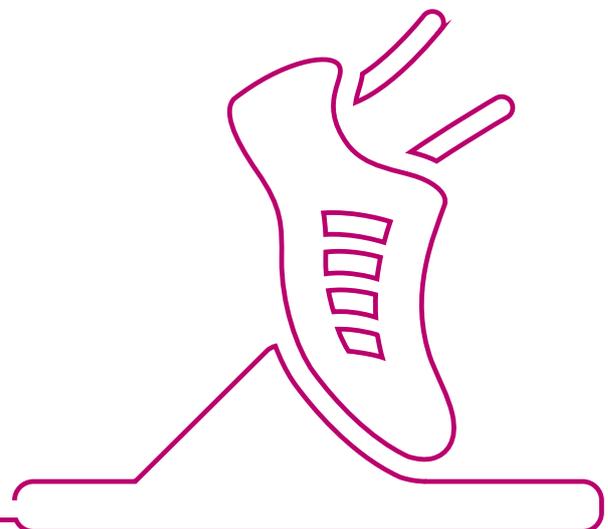
# We can help you get started - quickly

Links helps collate data from your pre-existing sources, augment it for completeness through smart forms into a data cube, and validate it to ensure accuracy.

We provide a hosted solution using a private, dedicated SaaS platform with an assured 99.0% availability that gives you secure, reliable access to your information when you need it. It is scalable and can handle most IT organizations' needs. A dedicated data cube is created allowing access only to identified employees and the Capgemini administrator to protect your confidential information.

We can also help you transform your IT to an Industrial Model using our 6 weeks Assessment (6wA) methodology. We provide a detailed transformation plan and the associated business case in tune with your objectives and organizational constraints – Links is used to underpin 6wA.

Links has already been used to set up the transformation agenda for multiple clients across different sectors. Some of them are shown below for reference.



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## About Capgemini

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Together with its clients, Capgemini creates and delivers business and technology solutions that fit their needs and drive the results they want. A deeply multicultural organization, Capgemini has developed its own way of working, the Collaborative Business Experience™, and draws on Rightshore®, its worldwide delivery model.

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