

INFORMATION MANAGEMENT STRATEGY

Organisations constantly demand quality information which will allow them to achieve their business strategy and objectives. To achieve this Information Management (IM) development and delivery needs to be fully aligned to the business strategy and objectives. This can only be fully achieved through a strategic approach; development and implementation of an IM Strategy.

Acuma's approach to Information Management strategy uses Acuma's proven methodology – the IVM Delivery Framework, Acuma IVM. The first stage of the IVM Delivery Framework is the ASSESS stage and it is this that Acuma uses to identify and assess the business requirements, formulate the strategy and roadmap and drive out the associated business case.

The key aspects of Acuma's approach are:

- Acuma's experienced people combined with our IVM (Information Value Model) approach,
- Our in-depth understanding of successful Information Management environments, covering both human and technical aspects (The *i*-Environment)
- Our understanding of how to organise effectively to maximise the value of information (The *i*-ECC)
- The quality of our deliverables
- A responsive and flexibility approach to directly address our customers needs.

The *i*-Environment

Acuma's *i*-Environment brings together within an integrated model, that includes both key aspects of effective information delivery and effective exploitation – the human as well as technical factors of Information Management.

These two key elements can be further subdivided to include the business perspective: the need for timely, accurate usable Information and the IT perspective: the need to harness and process the mass of data and present it effectively to the people that need it and in a format they can use and within appropriate timescales. These four elements are presented in the diagram opposite:

	Human Factors	Technical Factors
Business Perspective	Benefit Realisation ✓	Exploitation Capability ✓
IT Perspective	Lifecycle Delivery ✓	Lifecycle Architecture ✓

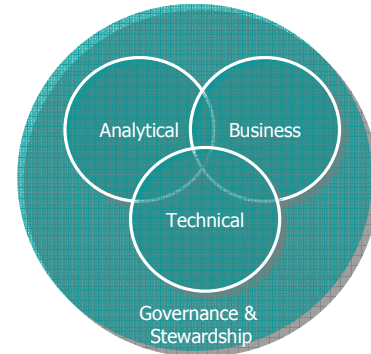
This results in four key focus areas for the model:

- **Benefits Realisation** – focused on business vision and direction, people and culture, process and organisation that can enhance acceptance and effective use of IM
- **Exploitation Capability** – focused on how information is accessed by the business, the technology used and its suitability and capability, information content and the overall service provided.
- **Lifecycle Delivery** – focused on the IM resource capability and mix, skills development, methodologies and leadership.

- **Lifecycle Architecture** – focused on the technology employed to make the data available, ensure it is of the right level of quality and provide the manipulation toolsets and technical infrastructure.

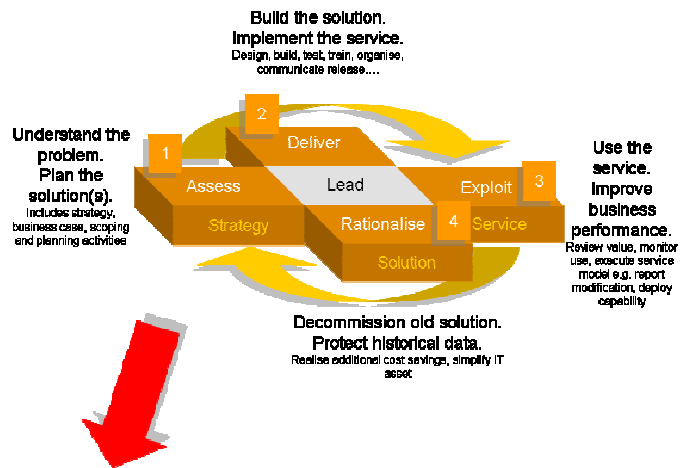
The i-ECC

The task of developing and maintaining the i-Environment when considering all the detailed areas can seem very daunting. To maintain the i-Environment requires an integrated experienced team that understands all of the elements and can work effectively with the business and IT functions. This integrated team Acuma called the i-Enabling Competency Centre (i-ECC). The diagram opposite presents a simple representation of the key skills.

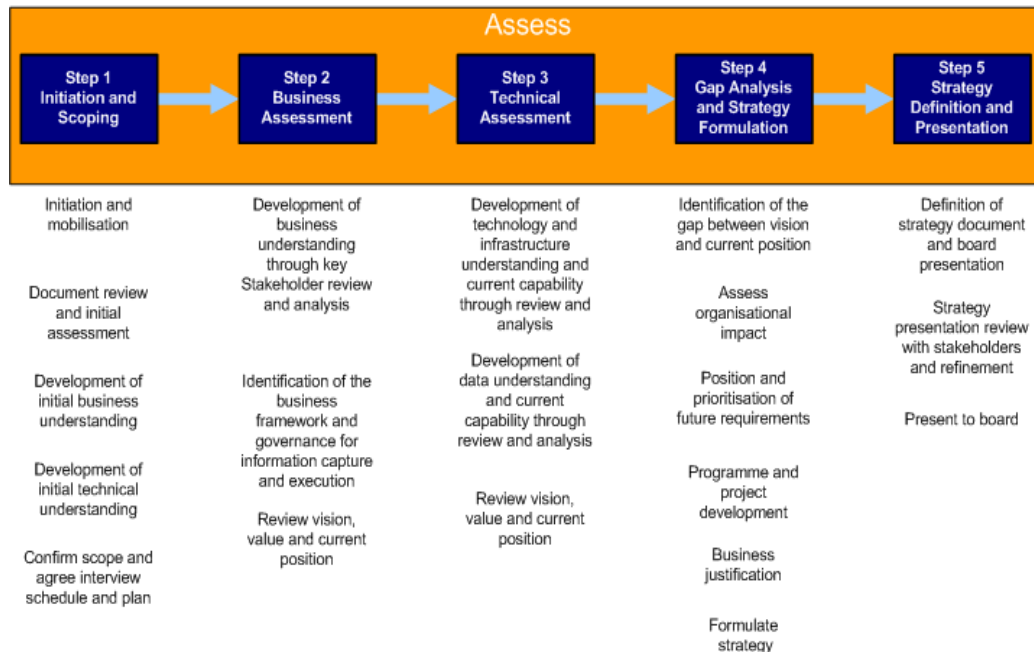


The Assess Stage

IVM provides a complete end-to-end approach for successful IM strategy, solution and service delivery. There are four key stages as illustrated in the diagram opposite, the first of which is Assess which is the focus of this paper.



The Assess stage is described in more detail in the following sections and outlined in the diagram below.



The Assess Stage minimises risk by bringing together a mix of business experts and technicians combined with our understanding of the i-Environment to drive out requirements and issues in order to clearly define and prioritise the content of the “target solution”.

The objectives of the Assess Phase are:

- To review and understand the customers strategic business objectives
- To undertake a requirements analysis and provide a business requirements specification for data warehousing and reporting needs in the short, medium and long term as well identifying Quick Wins
- To evaluate the systems in place today to provide a recommendation for the most appropriate technical solution that will fulfill the business requirements above. This will include a specification of:
 - Hardware platform;
 - Data warehouse system or database management system;
 - Reporting systems.
- To produce a project roadmap for the subsequent design, development, implementation and deployment phases of the IM environment, including:
 - Timelines
 - Project phasing
 - Resourcing costs (Internal and External)
 - Business Case
 - Costs.
- To provide a recommendation for the organisation, both business and technical, required to manage and develop such an environment, based on our experience of similar organisations and implementations (The i-ECC).

Specific elements within the scope of delivery for the Assess phase are:

- 1-to-1 interviews and focus group workshops to derive insight into key business drivers and major information needs, and potential business benefits to be derived from Information Management solutions
- Executive workshop(s) to validate prioritisation of business requirements based on identification of relative business value, budgetary ROI and feasibility of delivery
- Review existing Management Information and Data Warehouse service provision within the customer with respect to the overall business requirement, and assess and recommend solution architecture options for future delivery
- Validate the strategy and propose a roadmap for the Information Management solution delivery programme
- Identify any business and IM delivery organisational, process and skill impacts and corresponding recommendations
- Identify issues and recommend options for addressing data quality issues, including data ownership and stewardship and metadata management strategies
- Identification and implementation of Quick Wins
- Definition of business case for the proposed Information Management programme
- Definition of approach, overall roadmap and plan.