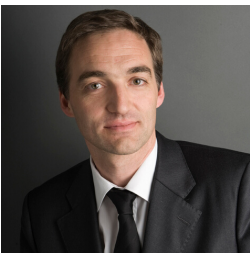# CIO IN THE STORM:
4 TIPS TO STAY THE COURSE

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During this Covid-19 crisis, CIOs are finding themselves pushed to the edge, with increased pressure on their IT infrastructure to maintain steady operations, while carefully managing costs and preparing to support the "back-to-business" phase. CYLAD Consulting shares good practices from best-in-class companies.

In the initial days of the crisis, CIOs had to respond drastically and adapt quickly to support the transition from a centralized to a decentralized (i.e. remote) working environment:

• How to ensure network reliability with an increased bandwidth demand?
• Which applications require remote access?
• How to strenghten the Cybersecurity measures?

All of these questions required an immediate response.

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After this first phase, CIOs now need to secure a sustainable level of support for Business-critical activities, while maintaining or even reducing cost.

Here are **4 best-practices**, easily implementable, that CYLAD shares from its experience working with best-in-class industrial companies:

1/ Ensure IT reliability: Implement a daily-crisis-dashboard with KPIs to track and monitor employee's ability to access their working environment and to reduce work disruption

- **Technical Health:** on-site and remote connections (volume, speed, failures…), service desk activity (incidents, requests)

- **Operational Excellence:** focus on critical applications: percentage availability, number of incidents, accelerated escalation process activation in case of service shortage

- **CyberSecurity:** Security incidents (minor / major / critical)

- **People (IT workers):** on-site / remote number, sick leaves status, actions from HR for well being

2/ Refocus business priorities: Initiate a project ranking and selection, and put on hold short-term non-essential activities and projects and focus on long-term business sustainability

- Assessed by multi-functional top management team for fast decision making, all business being represented in IT-Business partnership model

- Value-based approach considering value generated for business, operational KPIs at stake, evaluation of risk of not doing

- Ensure compliance to security standards for each activity

- Prevail short term impact while not jeopardizing capacity to prepare the future for the Business

3/ Adjust workload-capacity plan: assess need for resources re-allocation based on new priorities and level of operations continuity

- Based on projects on hold vs prioritized, re-allocate internal resources

- Based on Make or Buy strategy, evaluate impact of the decisions on suppliers, partner with Procurement to revise and align purchases with projects

4/ Control cost: Monitor carefully on a weekly basis the cost impact of the crisis on IT spend

- Increases to be anticipated: network costs, remote licences, service desk

- Identification of savings to compensate for increases: licences volume for new projects ramp-up, travels, devices replacement slow-down, contract negotiation eg. licences…

We hope these tips will help you stay focused in the storm. These times are tough but can be an opportunity to accelerate identification of mid-term transformations to be launched for IT, such as :
- Implementation of a continuous Value-driven Governance,
- Review of Operating Model,
- Improvement of IT Financial Management,
- Step-change in Technology and Innovation.

On these topics, **CYLAD can be your partner to bring your IT to the next level.**

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