PLAT4MATION

How to create the best 360° CIO dashboard

A guide to picking the right use cases for your
360° CIO dashboard

November 2022

Introduction

This booklet aims to guide you through the steps of setting up your own 360° CIO dashboard, in which selecting the right use cases is key:

1. Define a set of use cases
2. Find the supporting data
3. Merge the data in a real-time dashboard
4. Start making informed decisions
5. Continuously improve and add relevant use cases

First, we'll briefly explain the need for and key function of a 360° CIO dashboard. We give you tips on how to select the right actionable metrics and how to turn them into actionable insights.

At the end of this booklet you will find the Use Case Library. This will help you explore what use cases you need to realise for your 360° CIO dashboard.

NOTE: Our Use Case Library is not exhaustive and will be different for every company. Use it to determine your own use cases and learn how to start speaking the language of the business.

Contents

Why a 360° dashboard?

Rapidly changing IT landscape and growing complexity

Changes in IT infrastructure (cloud), the rise of microservices architectures, continuous integration and delivery and an increasing number of security threats all make the IT value chain more complex.

As a result, the role and position of the CIO is changing too. It's time for CIOs to make a shift in both mindset and the way they operate the value chain. Because IT can no longer be seen and run as an expense center. In fact, IT should be run as a business where IT drives the business and vice versa.

Start speaking the language of the business

The right insights can provide executives the information required to successfully manage their IT value chain in the current volatile digital era.
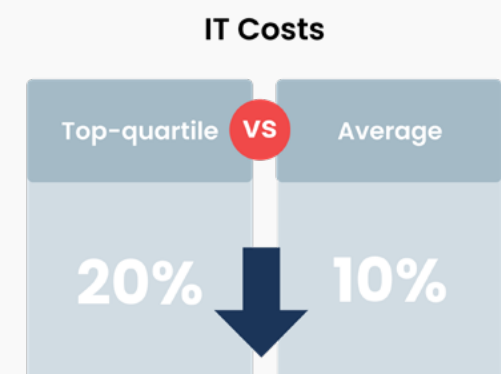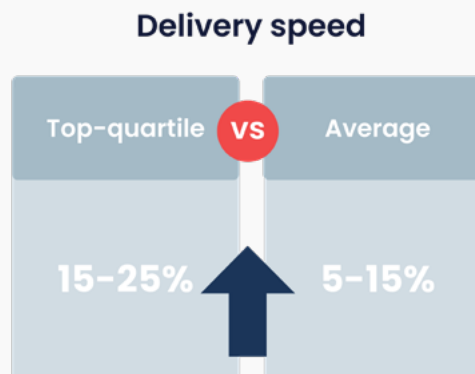
With actionable dashboards containing real-time value metrics, you can illustrate the business value delivered by IT capabilities, offering a comprehensive data model to facilitate strategic decision-making across the entire IT value chain.

Benefits

- IT can showcase the business contribution of the IT value chain and provide insights into the required investments and resource allocation.
- Executives can start making informed strategic decisions thanks to 360° visibility of the IT value chain, which is a must-have in today's digital business environment.

Proof that it works...

The top quartile companies where IT is a business driver instead of a cost center have achieved twice the business impact of average companies in three areas:

Service Quality

Top-quartile	VS	Average
15-25%	↑	5-15%

Delivery speed

Top-quartile	VS	Average
15-25%	↑	5-15%

IT Costs

Top-quartile	VS	Average
20%	↓	10%

Key function of a 360° dashboard

A 360° CIO dashboard offers a comprehensive overview of IT business value metrics, enabling executives and their team members to make informed decisions based on actionable value metrics.

The dashboard helps you get grip on your IT value chain by informing you about:

- What business value has been created across the organization by IT
- Customer and employee sentiment regarding IT-related efforts
- Employee usage of (and sentiment toward) IT services and applications
- Security risks before an incident occurs
- Overall IT spend and execution of initiatives

Selecting the right actionable metrics

Selecting the right set of business-connected metrics to provide insight into the added business value of IT can be challenging. A common mistake is to measure is what we call Vanity and Lagging metrics, whereas you should measure Value and Leading metrics.

Value vs. Vanity metrics

Instead of reporting based on performance, showcase the value of IT to the overall business. You can measure the cost, but translate it to contributed value.

❌ Application availability within SLA norm?

✅ Core feature availability and user satisfaction

Leading vs. Lagging metrics

Instead of YTD reporting in hindsight, look forward. Showcase trend analyses in stead of snapshots.

❌ Number of priority 1 incidents in the past month

✅ Trend analysis on number of priority 1 incidents; action required to prevent increasing numbers

The 3 Rs rule

A 360° CIO dashboard that supports data-driven decision-making contains actionable metrics. Check if your metrics are indeed actionable by applying the 3 Rs rule:

Repeatable

Reliable

Real-time
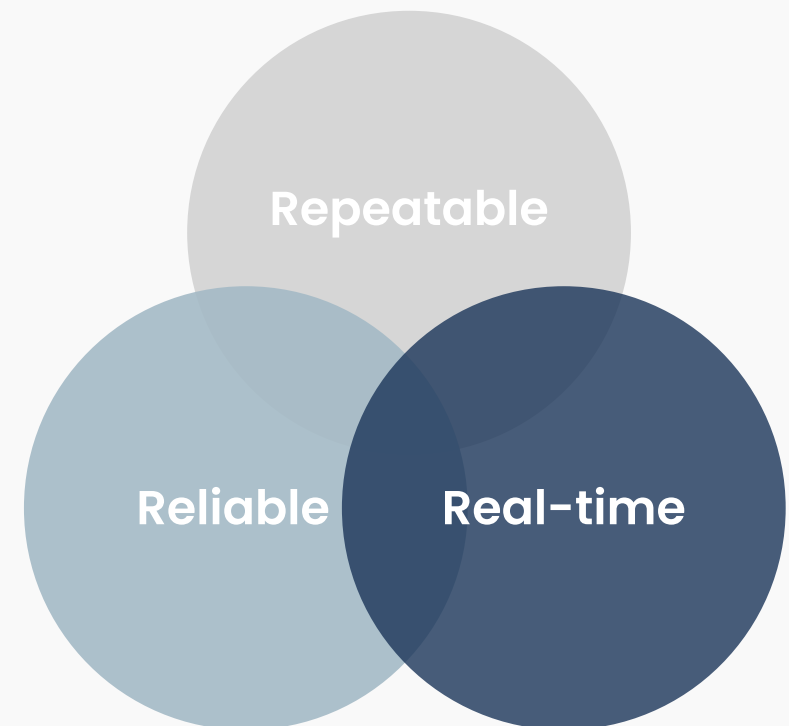
How to go from raw data to actionable insight

The most essential element of a 360 dashboard are its actionable insights, which allow CIOs to drive business with their IT factory. In other words, you need to translate the right selection of single metrics and KPIs into value-adding use cases.

This exercise will make you think twice about the purpose of a certain metric, which in turn will stimulate value-based decision-making.

Here's a nice illustration showing the importance to start from use cases rather than KPIs & metrics, which provide an incomplete view with no business context:

The IT Manager thinks he's doing a great job because he's overperforming on the availability (99%) of a particular IT service whilst the SLA prescribes 97%.
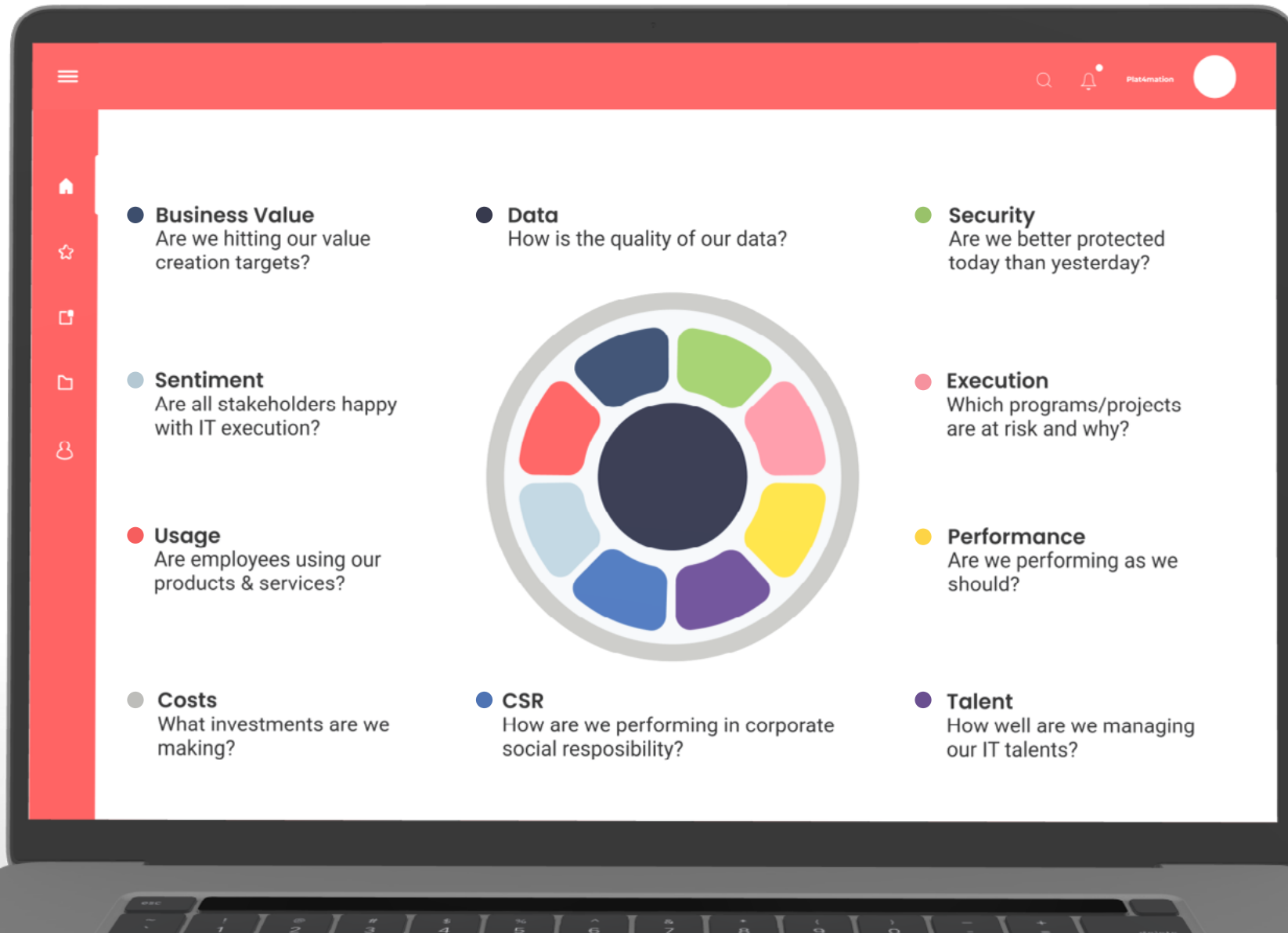
Meanwhile, field service employees are frustrated because this exact service is not working on mobile devices…

By combining the Availability and Employee Experience metric in a 360˚ CIO dashboard, you can see what value IT really brings! Doing so will help you spot areas for improvement in stead of looking backward all the time.

Use Case Library

We've divided our Use Case Library into 10 categories. These categories ensure you get that 360° view of your IT value chain.

Business Value
Are we hitting our value creation targets?

Data
How is the quality of our data?

Security
Are we better protected today than yesterday?

Sentiment
Are all stakeholders happy with IT execution?

Execution
Which programs/projects are at risk and why?

Usage
Are employees using our products & services?

Performance
Are we performing as we should?

Costs
What investments are we making?

CSR
How are we performing in corporate social resposibility?

Talent
How well are we managing our IT talents?

Business Value

Aligning IT activities with strategic business goals is directly related to speaking the language of the business and becoming a business driver. It's about the connection between IT efforts and its landscape and the business goals they should be supporting. This category will help you demonstrate alignment by showcasing the value and contribution of IT to the business.

Goal

Are we hitting our value creation targets (e.g. digital transformation)?

Key Indicators

- Pipeline generation from strategy
- Benefits from strategic initiatives

Use Cases

✓ View relationship between IT programs and strategic initiatives to show how IT impacts business transformation

✓ View value creation of IT programs to show your impact on business revenue generation

✓ View ROI of IT programs to show you're cost-effective

Security

Security is crucial to any organization. A 360˚ CIO dashboard should therefore show risk exposure across various risk assessments and scenarios. This includes visibility into high-risk security issues, vulnerabilities from cloud and corporate environments, and response performance.

Goal

Are we better protected today than yesterday?

Key Indicators

- Is our cyber risk tolerable?
- Is our customer data safe?

Use Cases

✓ Assess the readiness of my employees to reduce the risk caused by human error

✓ View readiness of my internal customers to reduce the risk of human error

✓ Monitor which parts of my business are unprotected to create a vulnerability overview

✓ View all major issues in the past quarter to create a risk level overview
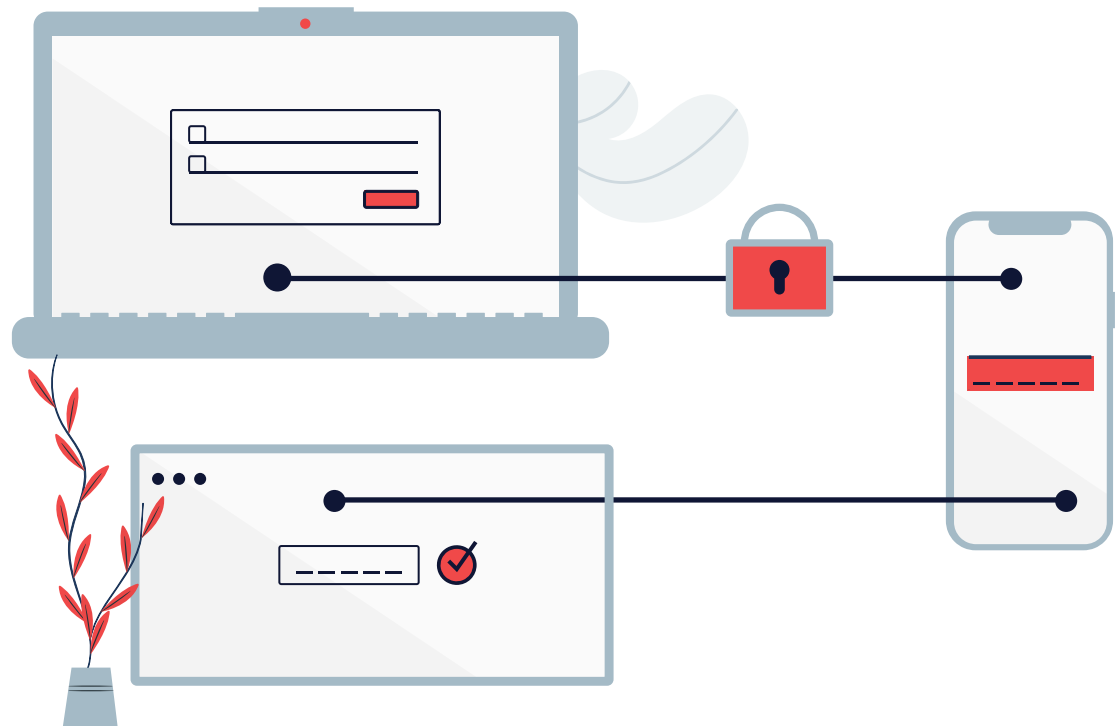
Usage

Identify improvement opportunities by tracking application usage (monthly active users), adoption, and frequency of use metrics. Deeper insights should be available by executive function, region, specific application, and service. The purpose of this is to see if adoption of services is on track and if the services provided (costing IT effort and money) are actually used by the target groups.

Goal

Are employees using our products & services?

Key Indicators

- Are employees using apps/services?
- Are employees productive?
- Are customers using apps/services?

Use Cases

✓ View application usage to make informed decisions about which ones to keep supporting and which to drop

✓ See adoption rate per user group to monitor if the transition to a new system and/or applications is running smoothly

Execution

Aligning execution with strategic business goals to deliver on time and within budget is of key importance to any IT Project Management team. This category includes program execution risks, tracks program benefits, aligns resources to strategic priorities, controls the budget, and enables smooth releases.

Goal

Which programs/projects are at risk and why?

Key Indicators

- Are we delivering at speed?
- Are we on budget?

Use Cases

✓ Overview of all IT projects and budgets (actual vs target) to change budget allocations or make a go/no-go decision on projects

✓ View resource allocation to understand if we are putting the effort where it is needed most (e.g. strategic initiatives, projects at risk, etc.)

✓ View a timeline of IT projects in order to understand if we are running behind and need to make changes to team set-up, budget, etc.

✓ View my teams' velocity to see how fast we are going through the IT backlog

Sentiment

In this category, we monitor how customers, stakeholders, and employees feel about the IT products and services. Customer sentiments about IT products and services, executive briefings, and partner portal surveys are essential in order to adapt, identify gaps, and improve your existing services.

Goal
Are all stakeholders happy with IT execution?

Key Indicators
- Are customers and stakeholders happy with our products/services?
- What sentiment do employees express?

Use Cases
✓ View employee satisfaction levels for service improvement

✓ Monitor health and sentiment of IT staff to improve service levels through happy and engaged employees

✓ View employee experience levels per product and service to monitor how satisfied they are with our systems and applications

✓ View stakeholder feedback regarding IT services to know what, where and how to improve

Performance

One of IT's core functions is to provide a landscape that drives productivity. This means IT services need to be available and support employees in executing their work. Our aim here is to identify improvement opportunities by tracking application usage (active users per month), adoption and frequency of use metrics. Deeper insights are available by executive function, region, specific application and service.

Goal

Are we performing like we should?

Key Indicators

- Are the critical systems/core features available?
- Are we doing better every day?

Use Cases

✓ View supplier performance (SLA, XLA) to steer on terms and agreements

✓ View uptime of important chains of applications/ systems to detect any causes of delays or broken chains while the rest is performing fine

✓ View priority #1 incident trends to understand how we have performed lately

✓ View time to resolution of incidents/support requests to understand our response time to requests from the business

Costs
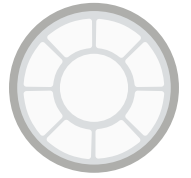
IT leadership should use financial data to help ensure investments are on track to deliver the desired outcomes and to make course corrections along the way. By looking at the entire landscape, IT leaders can improve operational efficiency, ensure investment for the near future and showcase the relation between costs and impact.

Goal

What investments are we making?

Key Indicators

- How did we spend our money?
- What expenses do we have?

Use Cases

✓ View total cost of ownership to understand which part of the budget is recurring

✓ Monitor network costs to see what portion of the budget is spent on this service

✓ View application costs in relation to the total budget

✓ View service costs in relation to the total budget

✓ View FTE spend in relation to the total budget

✓ View pending investments to understand if the budget allows this

Data

Data is one of the most valuable strategic business assets to date. With today's vast amounts of data, the need to manage data quality becomes more important. Data analytics help to monitor data quality and improve decision making, operational efficiency, and your competitive edge.

Goal

What is the quality of our data?

Key Indicators

- How comprehensive is our data?
- What does data storage cost?

Use Cases

✓ Check if our IT data sets are complete and contain the desired critical data

✓ Have consistent data overviews to check for contradictions in our databases

✓ Check data validity to ensure data complies to required value attributes and formats

✓ Check data accuracy to ensure our data reflects real-world objects

✓ Check data uniqueness to avoid record duplications in data sets

✓ Check if data uploads and actions have been automated to save time

Talent

For successful talent management, a CIO should focus on the right use cases and KPIs. The goal is to support the IT Talent Management strategy by providing the CIO with information about talent sourcing, retention, training, personal development and turnover rate.

Goal

How well are we managing our IT talents?

Key Indicators

- IT Talent Acquisition & Attraction
- IT Talent Learning & Training
- IT Talent Succession Planning
- IT Skills Gap

Use Cases

✓ Monitor IT talent acquisition and attraction to check recruitment team performance and spot areas for improvements

✓ View IT talent retention within our IT department

✓ View IT talent learning and training paths to successfully upskill our IT staff

✓ Track succession planning to ensure we have a high-quality IT talent pool

✓ View IT occupations demand and supply to understand our current workforce and identify skills gaps

Corporate Social Responsibility

CSR has proven to attract more skilled and motivated workers, and it helps eliminate production inefficiencies. CSR initiatives also force business leaders to re-examine HR practices and product/component resourcing—adding more value for customers.

Goal

How are we performing in the domain of Corporate Social Responsibility?

Key Indicators

- Environmental Responsibility
- Ethical Responsibility
- Philanthropic Responsibility
- Economic Responsibility
- Top-level Goals Summary

Use Cases

✓ View our environmental responsibility contribution related to IT assets and activities

✓ View how we perform on ethical responsibility within our IT department

✓ View our community involvement to assess our philanthropic responsibility

✓ View our financial means to fund environmental, ethical and philanthropic responsibilities

About Plat4mation

Plat4mation is a global pure-play ServiceNow partner that makes work flow. Our goal is to boost workforce productivity and happiness by implementing solutions that provide great experiences and ensure work flows intelligently across and between organizations. Furthermore, we future-proof our solutions by enabling our customers to continually measure and improve performance.

Besides offering world-class ServiceNow Implementation and Managed Services, we provide thought leadership to strategically guide our customers to take full advantage of all ServiceNow capabilities. Our award-winning ServiceNow Application Development Services ensure we can transform any business need into a powerful digital business application.

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