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The Evolution of the Office of the CIO

How to create tech products people love

Galit Fein

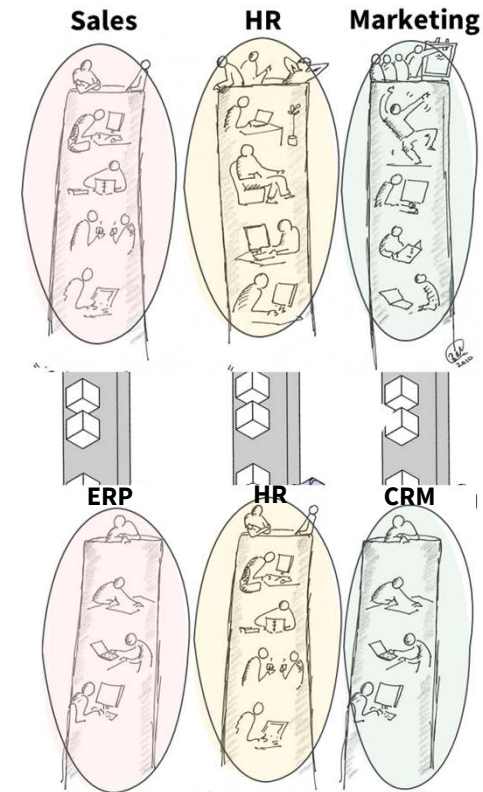EVP and Senior Analyst @ STKI

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Why OCIO?

1990s: Business leaders owned discovery (they decided what to build)

IT/ OCIO v1 as an order taker

Business

Business Requirements

IT

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Business

2000s: OCIO was born

מטה - Office of the CIO

Align IT to the business
Make a holistic view on business demands
OCIO as an order taker

OCIO

Sales | HR | Marketing

OCIO was born

IT

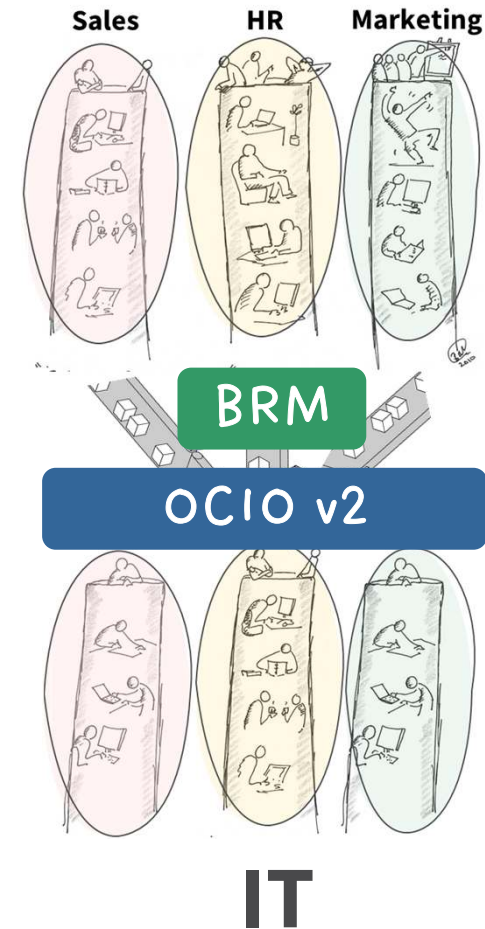STKI.INFO

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Business

2017-2022: BRM was born

BRM

Business Relationship Manager

Better CX for new IT clients
Cross-organizational new projects
Customer-facing projects:
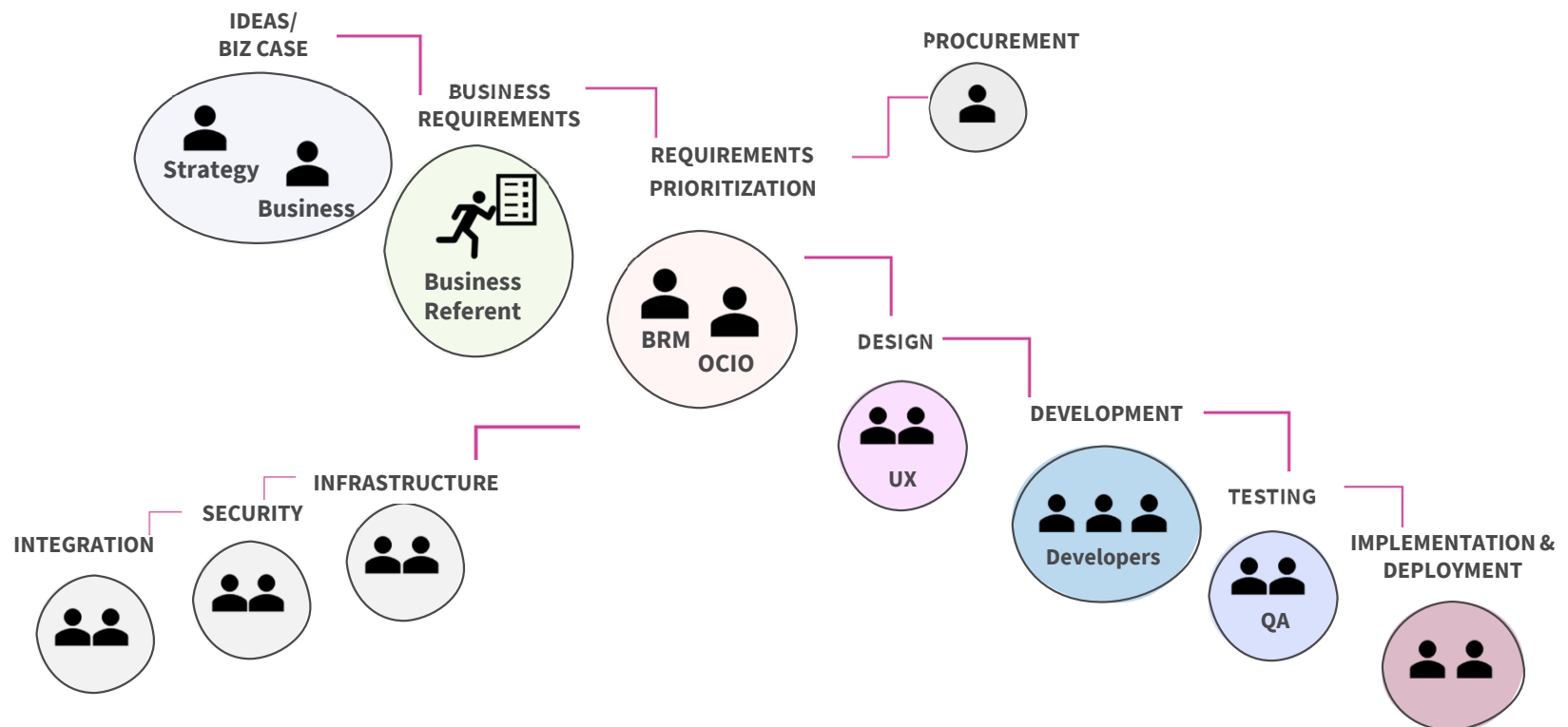Digital – Web, mobile, e-commerce, marketing

BRMs were great and capable, but **not empowered**

Sales   HR   Marketing

BRM

OCIO v2

IT

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Even with the addition of BRM and OCIO,
the project management process remained the same

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The role of the BRM disappeared

As the demand for shortening the Time-to-Market increased –
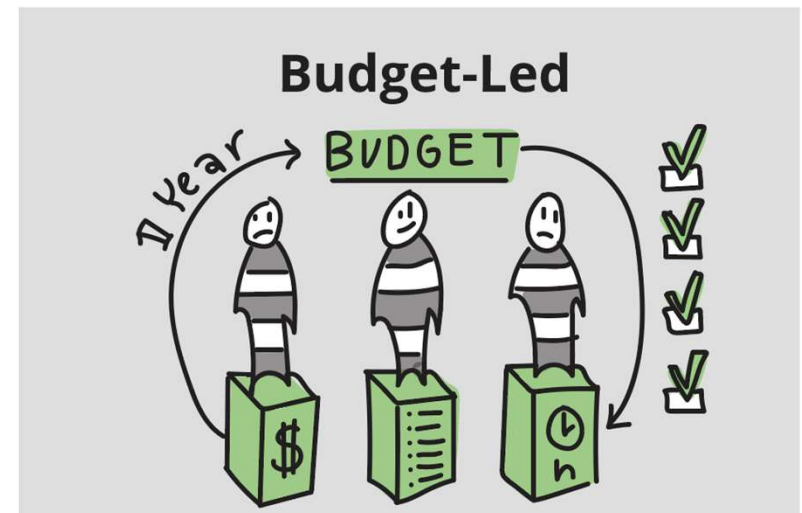the roles of translators and controllers began to diminish

Business

Business
requirements

BRM/ OCIO

הגדרת
דרישות

IT
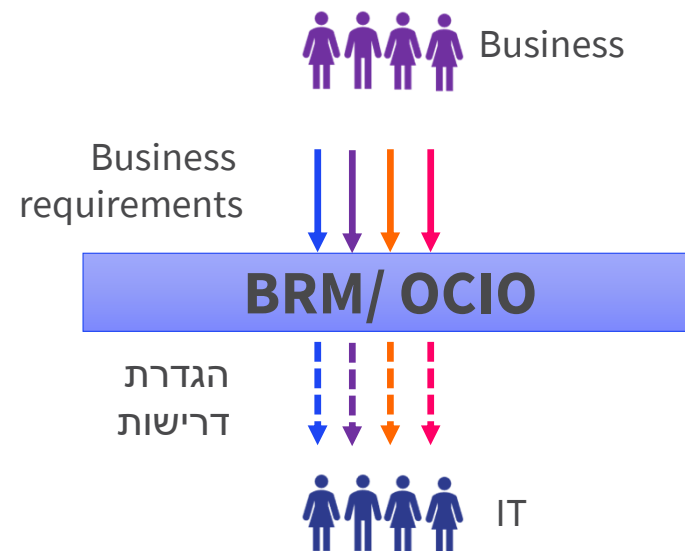
In reality of continuous planning, product evolvement

BRM has become a bottleneck - a bureaucratic station in a middle of the flow

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OCIO remained responsible for

IT roadmaps, resources, and budgets

Date-based Roadmap

Budget-Led

THE PROBLEM:

Most companies rarely trust the committed dates and estimated costs anymore

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STRATEGYN   ODI PROCESS   JTBD   SERVICES   OUR RESULTS   RESOURCES   ABOUT

Why Your Budgeting Process is failing your Business

By: Bob Pennisi Ph.D.

Budget-led Org

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Focus on long-term planning and mitigate the risk by making sure that people work on the right thing

How? By building monitoring and controlling organizational year-based roadmaps

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Plan VS Actual

A time-consuming process, not only to plan but also to follow up on how all parts of the org are doing compared to the plan.

Deviation from the plan
is the most important metric

THE PLAN

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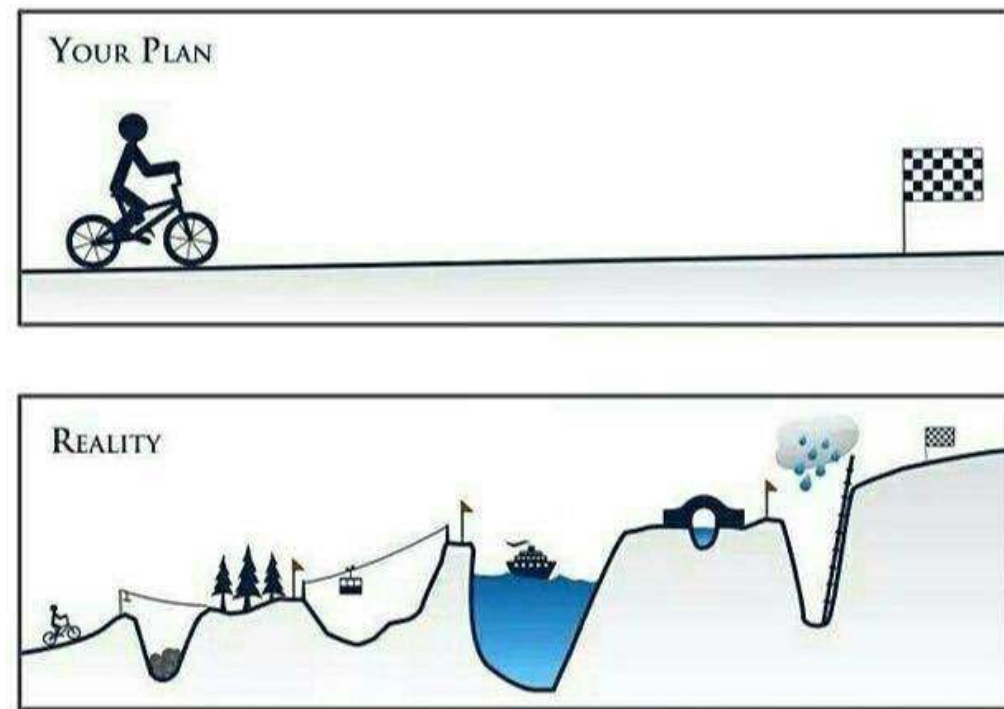STKI IT Knowledge Integrators
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Locked Focus

No matter if the target moves away, the structures are set up to make sure you stick to the obsolete plan.

It does not allow new insights to impact what gets delivered and the org cannot have customer focus nor compete in a fast-moving market.

Most times people in the org spend most of their time trying to find ways to game the system to be able to have any success at all.
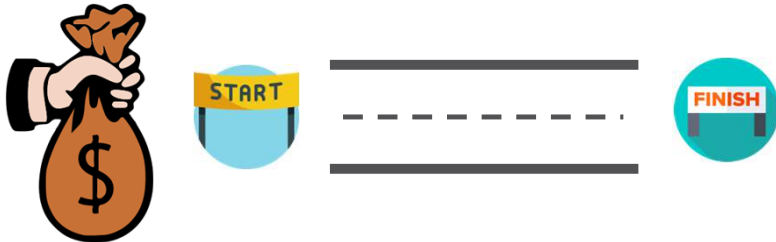
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Budgeting

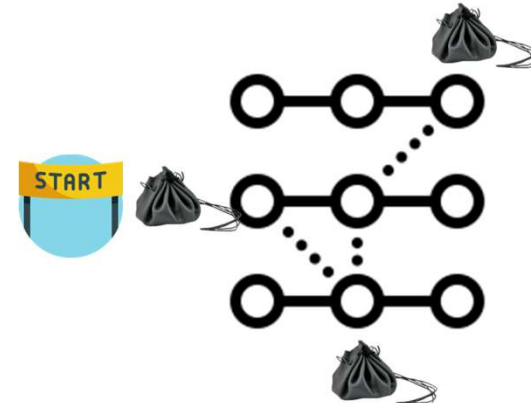**Beloved Budget planning** (RIP)

Traditional Budget Planning

Project's assumptions are made **in advance**

Discovery-driven Budget Planning

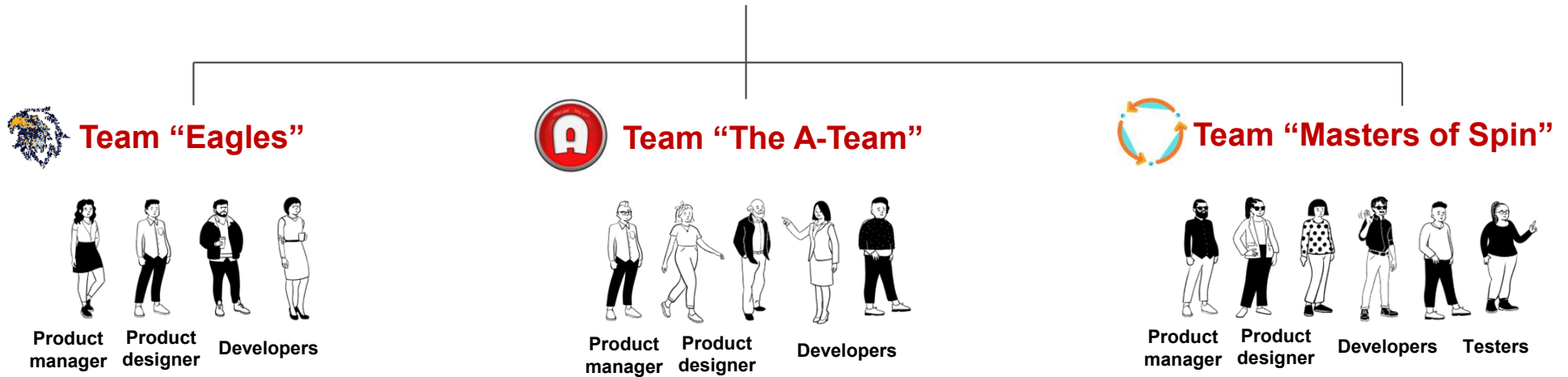New ventures are **uncertain** from the start

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OCIO v3 in Product-led Organization
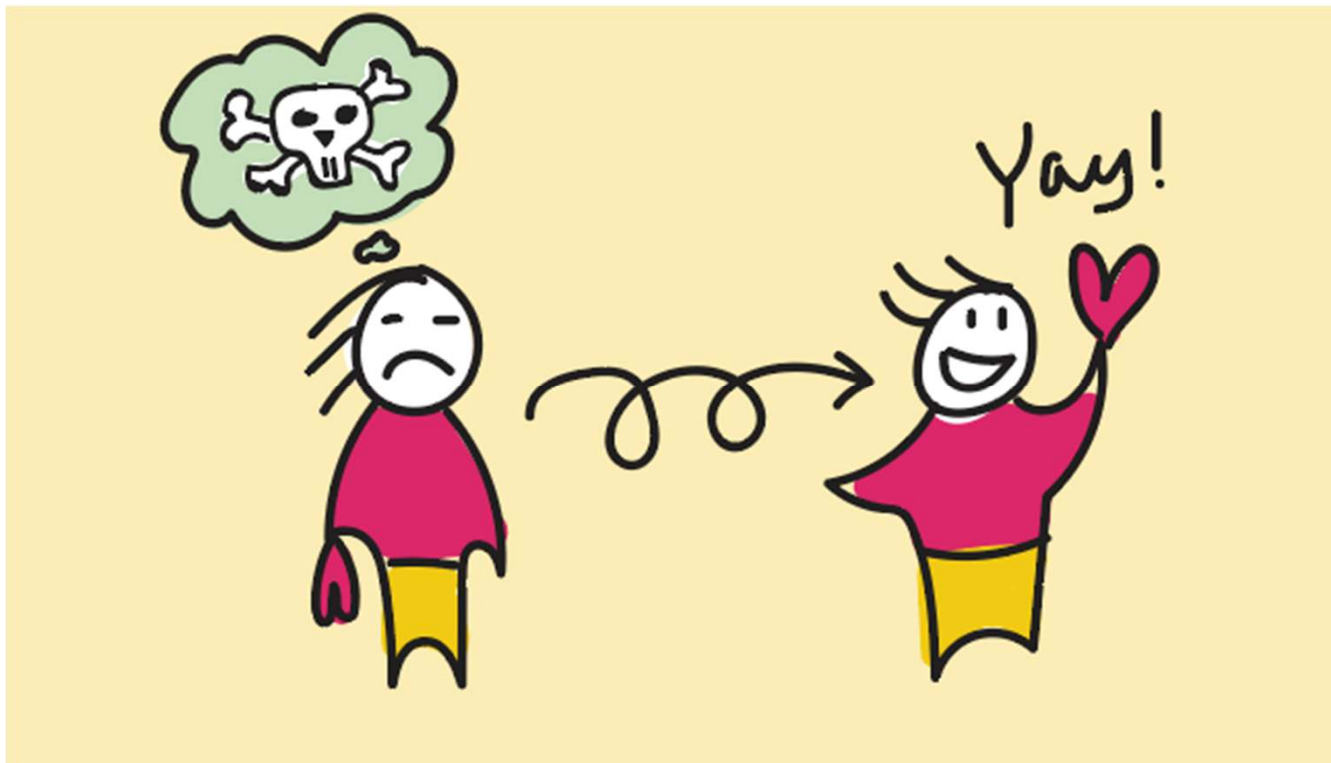
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Organization

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Team "Eagles"

Product manager · Product designer · Developers

Team "The A-Team"

Product manager · Product designer · Developers

Team "Masters of Spin"

Product manager · Product designer · Developers · Testers

All the rest of the org is built to support the Product Teams and help their success, they are measured by it

Head of product

Head of design

Head of development

OCIO

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OCIO v3:

Can we afford
to build, sell
and operate
a new product?

Do we have
the right skills?

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Do we have the right skills?

OCIO/ IT HR

Managed Services

Staff Augmentation

Product manager

UX

Developer

Developer

Developer

Tester

Offshore

Neashore

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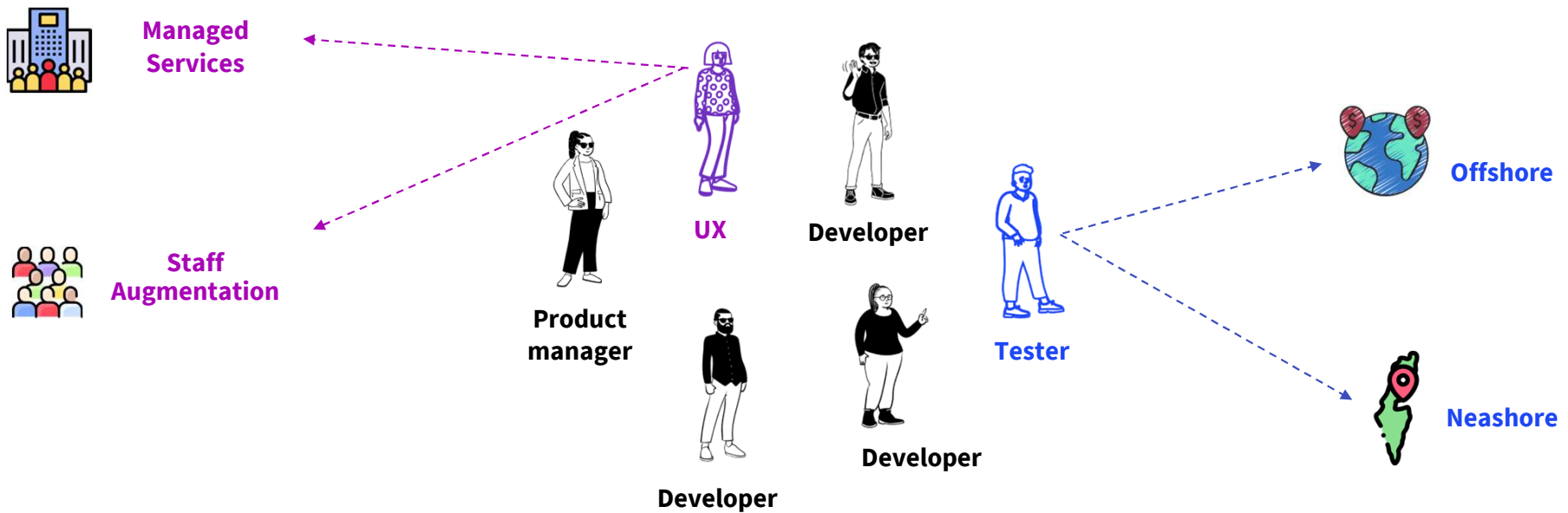
OCIO in Product-led Organization

OCIO as a business order taker

Product Teams

Product Team A

Product Team B

Product Team C

Platform Teams

Data Team

OCIO

OCIO as a Product Manager enabler:

- Budget
- Resources
- IT HR (Skills)

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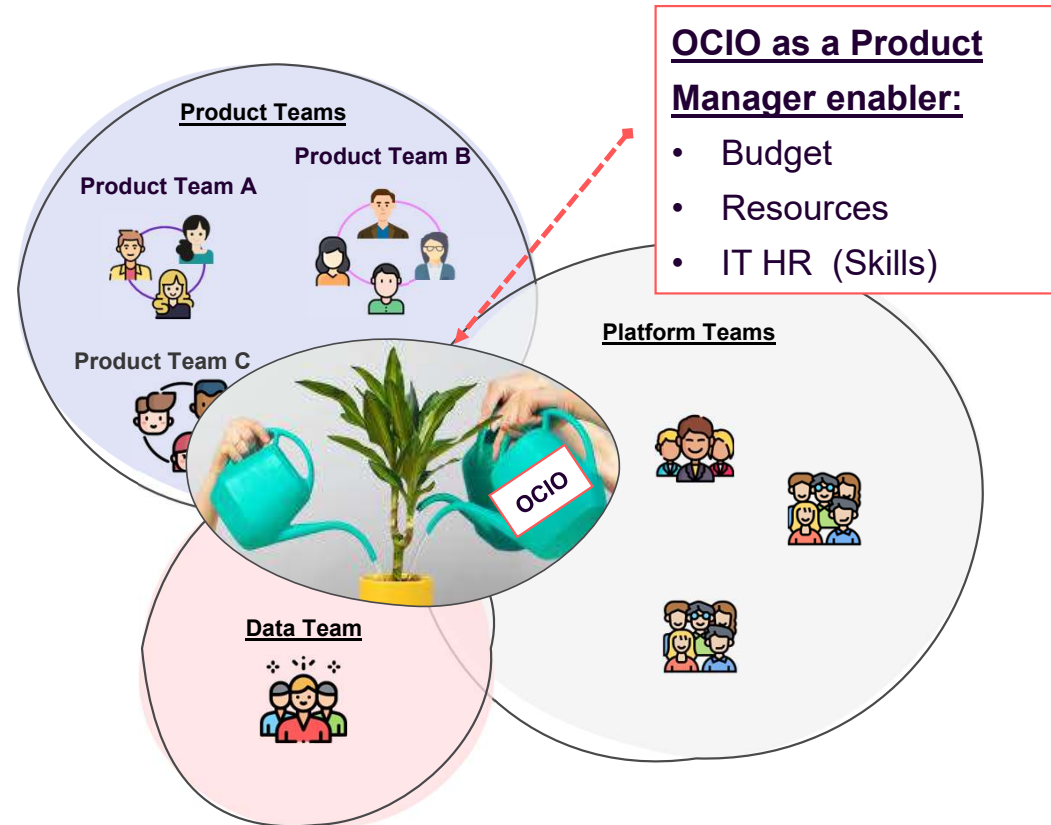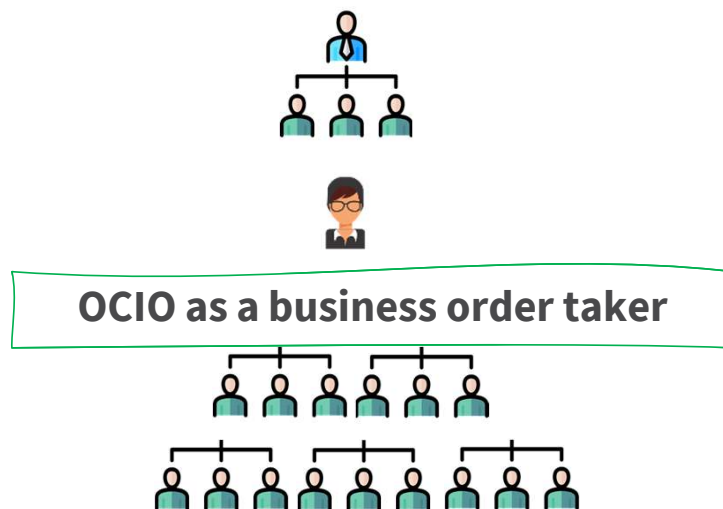
OCIO Enables the Product Manager to get her work done

• By getting her resources (people or budget) on time

• According to product success evidence, based on predetermined OKRs

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Thank you

Galit Fein
EVP and Senior Analyst
@ STKI

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