

Client Profile



The client makes debt and equity investments in real estate in New York State. The company provides construction financing, mortgage lending and equity capital. Since 1974 it has invested \$10.5 billion, creating housing for 965,000 people.



Business Challenge

After summarily dismissing the head of IT, the company was referred to Actionable Strategies to assess the situation and take action. IT services were not meeting the needs of end users, costs increasing while service levels were falling, and IT turnover was rising. There were a series of critical infrastructure failures and numerous areas of technology risk, but there were no concrete plans to enact needed changes. The CEO demanded a resolution.

Solution Approach

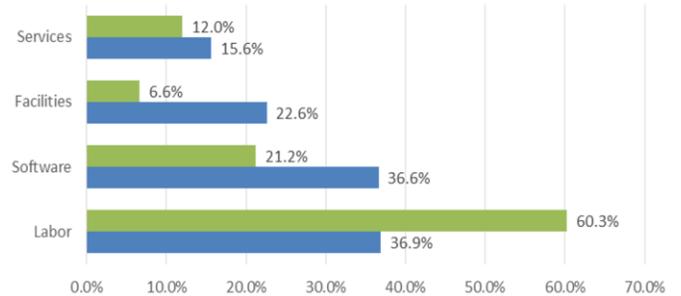
Senior consultants immediately took charge of the department, and provided interim CIO and day-to-day management services. Actionable Strategies assessed the situation and developed near-term plans and a strategic technology plan.

	Area
●	IT Management Practices
●	Technology
● ↓	Budget
●	Risk Management
●	Service Delivery
●	Human Capital

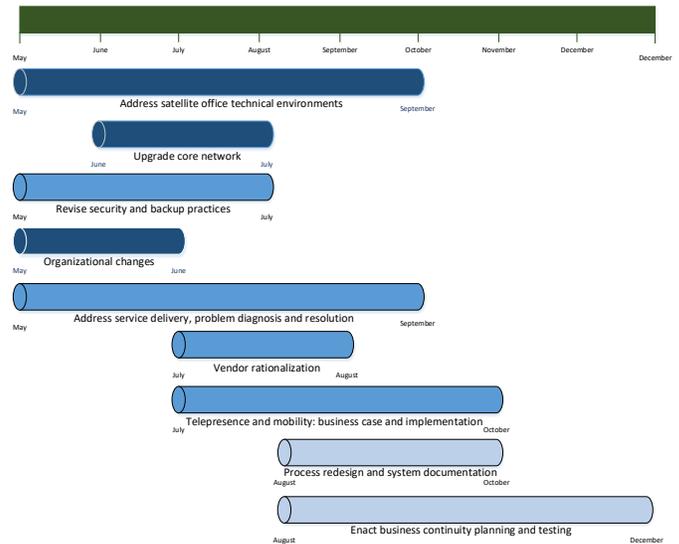
Heatmapping demonstrated to the executive team the root causes of issues

Benchmarking budgets across a number of dimensions identified that the client was increasing budgets but in the wrong areas. Service providers were charging more while outages were increasing. Software costs were bloated as the client attempted to extend an antiquated system rather than building out new capabilities and loading in legacy data.

Operating Expense Distribution



By describing the problem in business terms, Actionable Strategies was given the mandate for immediate action which established the foundation for the IT Strategic Plan.



Strategic Plan

Entering the next year, the client began executing on the IT Strategic Plan which included:

- ◆ **Human Capital:** Actionable Strategies drove selection of a new CIO and IT management team
- ◆ **Alignment:** The IT Strategic Plan mapped to business strategy including growth of locations across the state
- ◆ **Governance:** Strong management, supervision and reporting over vendors and internal IT
- ◆ **Analytics:** Modern analytical technologies were delivered faster and less expensively
- ◆ **Budget:** Reallocation of budgets increased service levels and reliability while delivering new capabilities