

IT Standards Rationalization

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Mahindra Satyam’s proven approach on IT Standards Rationalization helped one of the world’s leading Pharmaceutical Company improve operational efficiency and set-up systems and structures for effective business strategy execution by means of effective risk management and compliance with industry best practices.

‘Challenges to Rationalize IT Standards’

IT standards are put in place to ensure that all IT systems built or implemented across an organization adhere to a set of standards. Over a period of time, IT systems either fall out and ignore or do not adhere to these standards. In a few other cases, the organizations end up with too many standards that are either developed by multiple units in the organizations or developed in-house while there are industry standards that could be used instead. It also becomes essential that all the IT partners of an organization adhere to the standards. This becomes a little tricky when each partner bring in a set of standards that they adhere to.

Organizations should rationalize the processes defined w.r.t adding new standards, reviewing or retiring old ones. Also, it is essential that organizations always look for industry standards rather than develop their own, unless it is absolutely necessary. The diagram below depicts the factors contributing to the dysfunctional, competing and confusing set of IT standards that prevail in many large IT organizations.

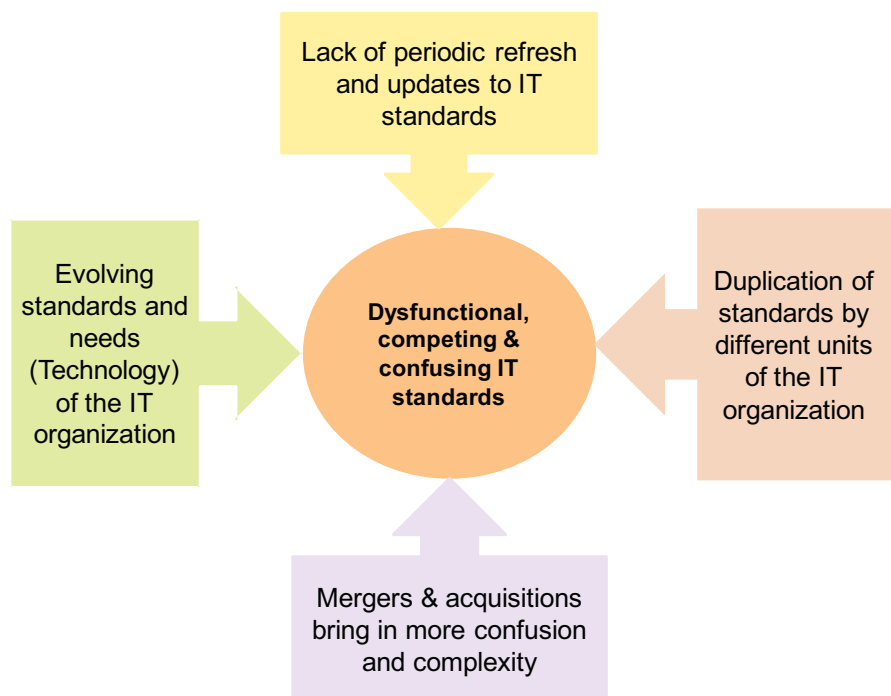


Figure 1: Factors contributing to dysfunctional IT standards

Point of View

Key objectives to set out on the journey of rationalizing IT standards are:

- Reduce risk and operational costs
- Reduce cycle time in solution deployment
- Ease to adopt & use and reduce non-compliance
- Raise visibility (of costs) of compliance
- Streamline processes for effective business strategy execution
- Evergreen standards and compliance to industry standards (by default)

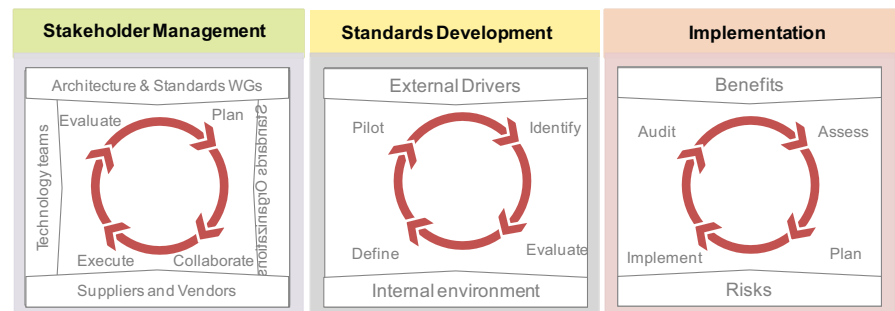
Key challenges that can be addressed through IT standards rationalization:

- Recommendations on standards that an organization can adopt, to enable effective business strategy execution - e.g. to execute a green field project, what could the ideal set of standards look like
- Identify opportunities to replace customer specific standards with industry standards
- Identify best practices for assessment and maintenance of IT standards of internal stakeholders and partners
- Define a repeatable process to assess standards and adapt IT standards as necessary with changes in technology, security vulnerabilities and business strategy
- Develop a framework that allows the organization to understand the impact of IT standards across their existing EA, Risk, Corporate Controls, and IT Quality frameworks
- Develop long term objectives and plans to manage changes and ensure adaptation

Develop a framework that allows the organization to understand the impact of IT standards across their existing EA, Risk, Corporate Controls, and IT Quality frameworks

An Integrated Approach on IT Standard Rationalization

Rationalization requires a strategic and methodic approach to harmonize all standards, processes, associated audits and risk strategies. Mahindra Satyam has devised a framework to perform all the activities required for this process. Based on our experience, we understand that the life cycle of IT standards in an IT organization can be managed through effective stakeholder management, standards development and effective implementation.



Managing standards throughout the lifecycle

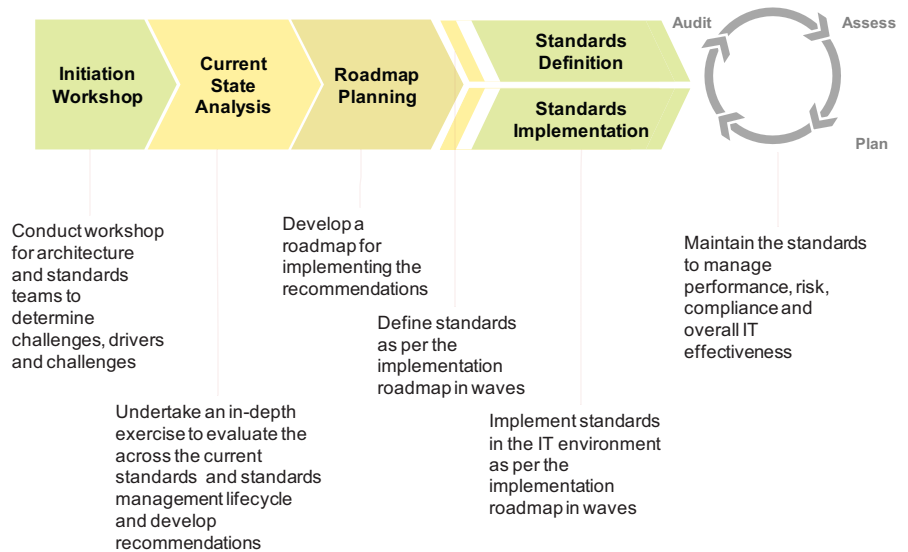
Point of View

Effective stakeholder and standards management along with building robust implementation capabilities is very important for organizations to derive optimum benefit from IT standards. The key activities performed are as follows:

Stakeholder Management	Standards Management	Implementation
<ul style="list-style-type: none"> Evaluate and collaborate with all stakeholders Continuously monitor the trends, developments and influence the stakeholders Reporting on standards governance results 	<ul style="list-style-type: none"> Evaluate periodically against benchmarks and collect inputs for standards management Continuously monitor external trends, participate in forums, influence and partner for standards definition Develop, revise and renew standards and pilot them 	<ul style="list-style-type: none"> Assess standard effectiveness, periodically Deploy a sound process for waivers Implement standards improvement and alignment Drive standards adoption and ensure strict compliance

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Mahindra Satyam's approach to IT standards rationalization and management is depicted in the diagram below:



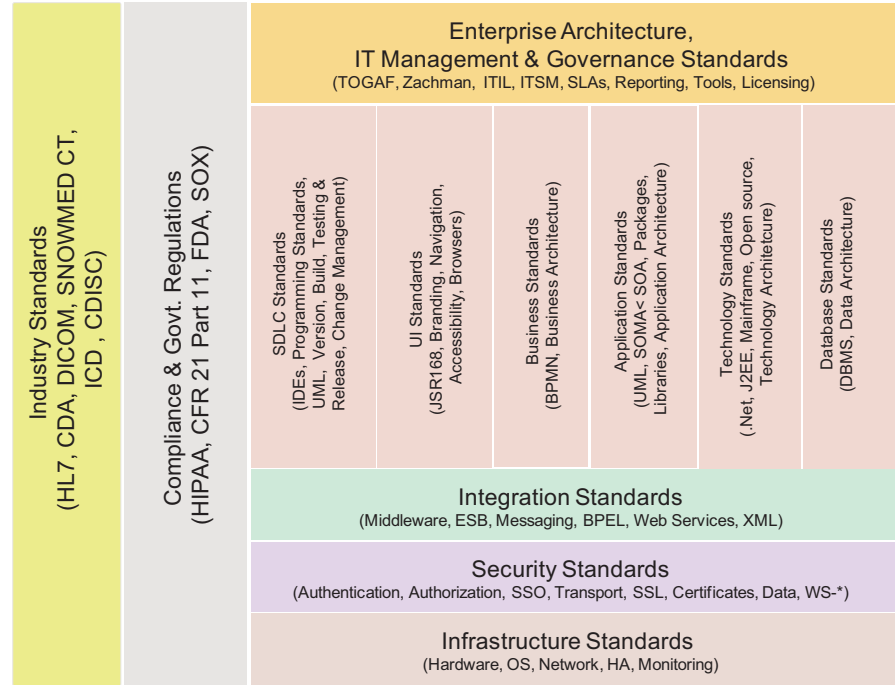
IT Standards Rationalization for a Leading Pharmaceutical Major

As a strategic partner to a global Pharmaceutical customer, Mahindra Satyam helped rationalize their IT standards to achieve specific IT objectives and streamline processes for effective business strategy execution. The program involved rationalization and prioritization of standards, in terms of compliance, conformance and choices. By doing this, the customer sought to achieve business process, information and technology interoperability. The program involved analysis of the risks associated with audits and governance of the standards, and ultimately measure and improve their efficacy and benefits.

Point of View

Mahindra Satyam defined the 4R framework to rationalize IT standards. The framework analyzed the risk v/s benefit profile of each standard and helped arrive at a decision on whether a specific standard shall be revised, retained, retired or replaced. Mahindra Satyam defined a preliminary IT standards landscape for the customer so that the categories of standards can be prioritized and rationalized based on the risks involved and benefits delivered by each category.

The framework analyzed the risk v/s benefit profile of each standard and helped arrive at a decision on whether a specific standard shall be revised, retained, retired or replaced.



IT standards rationalization helped the customer reduce issues around non-compliance, improve operational efficiency and set-up systems and structures for effective business strategy execution by means of effective risk management and compliance with industry best practices.

For further information please write to rfi@mahindrasatyam.net