

IT SATISFACTION SCORECARD

AurCorp

This document was prepared by Info-Tech Research Group on March 14, 2019

Data is comprised of 64 responses , including responses by: Aaron Gibbs, Alden Rodgers, Alicia Hahn, Angela Mayer, Bennie Santos, Benton Lamb, Blair Huang, Brenton Reed, Brice Kirk, Carla Meadows, Casey Cannon, Catalina Goodman, Christie Riley, Darrick Pham, Dexter Church, Edwardo Phillips, Elba Sims, Elbert Glenn, Elma Cruz, Erika Carroll, Geoffrey Travis, Harlan Calhoun, Harriet Lynch, Helena Blackburn, Herschel Roach, Hosea Walton, Hyman Spencer, Ines Mathews, Irwin Molina, Jake Paul, Jorge Calderon, Judith Ingram, Karin Lambert, Karla Barron, Kelli Hancock, Lauren Roth, Lavonne Kidd, Leslie Hobbs, Lila Conway, Lilly Arroyo, Lizzie Herman, Magdalena Rivas, Marco Wagner, Marietta Ruiz, Marva Ashley, Pedro Herrera, Rachael Morrison, Rhea Harper, Robin Everett, Rodney Jenkins, Sandy Cain, Sheena Cochran, Stacey Barry, Tanya Porter, Ty Hammond, Tyler Melendez, Vicente Hansen, Walker Fleming, Willa Wood, Yolanda Conrad

6 respondents did not complete the survey , including: Brett Leblanc, Deena Irwin, Elsa Barrett, Kathleen Wilson, Meagan Hahn, Miquel Fitzgerald

91%
Completion Rate

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How to Use This Report

Enabling the business and satisfying stakeholders is THE mission of the IT department. The purpose of this annual report is to collect and present stakeholder feedback.

The report contains the following information:

Overall Stakeholder Satisfaction. See overall business satisfaction and across core IT services. This page shows which services are highest and lowest performing and what business priorities are. Use this information to **prioritize key issues and create an improvement roadmap or IT Strategy.**

Capacity Satisfaction. Highlight the business impact of IT constraints. This page demonstrates constraints on business units due to a lack of IT capacity. It covers constraint at a project level, work order level, and shadow IT. Use this information to direct, plan and budget for IT capacity.

Satisfaction by Department. Dive deeper into satisfaction and priorities for each individual Department within the organization. Understand the actual IT priorities and satisfaction levels of each key Department and read open-ended comments from respondents. Use this information to build action plans to manage critical stakeholders.

This report is the first step in the stakeholder management process. We recommend sharing the report with your IT team, communicating priorities and the importance of stakeholder satisfaction. We also recommend sharing with your senior management team. Leadership understanding of IT commitment to stakeholder satisfaction and business leaders' priorities is critical. Look to leadership to finalize priorities, capacity, and budget. Finally, connect with individual stakeholders to understand their needs, ensuring ongoing communication and transparency.

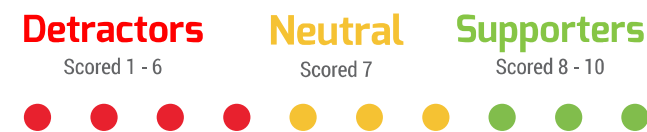
This survey is designed to be completed annually, so if you complete it in a subsequent year, we treat the previous year's survey results as an internal benchmark so you can chart your progress over time.

Happy trails!

The Info-Tech Team

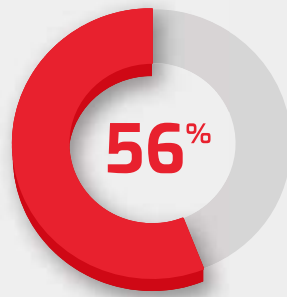
Reading the IT Support Breakdown

The IT Support Breakdown categorizes respondents into three categories: supporters, neutral respondents, and detractors. Each dot represents 10% of all respondents. The IT Support Score evaluates the proportion of respondents who are satisfied with IT compared to those who are dissatisfied. A positive score indicates more supporters than detractors, while red indicates the opposite.



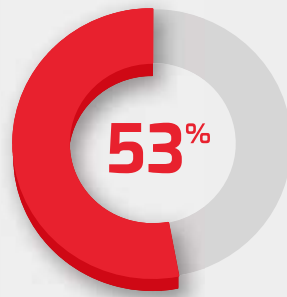
IT Support Score = Supporters - Detractors

IT Satisfaction Scorecard



IT Satisfaction

Satisfaction with the IT department and its ability to support your needs



IT Value

Satisfaction that IT provides high value relative to your perception of cost and staffing



64% Communicates Effectively

Satisfaction with IT communication.

trending unavailable

45% Understands Needs

Satisfaction with IT's understanding of your needs.

trending unavailable

64% Executes Requests

Satisfaction with the way IT executes your requests and meets your needs.

trending unavailable

64% Trains Effectively

Satisfaction with training quality and timing.

trending unavailable



Security Friction

Remote/Mobile Device Access Friction is acceptable

64% AGREE
64% above average

Regulatory Compliance-driven Friction is acceptable

59% AGREE
59% above average

Office/Desktop Security Friction is acceptable

55% AGREE
55% above average

Data Access Friction is acceptable

45% AGREE
45% above average

Business Satisfaction and Importance for Core Services

The core services of IT are important when determining what IT should focus on. The most important services with the lowest satisfaction offer the largest area of improvement for IT to drive business value.

		Satisfaction	Importance
IT Innovation	Satisfaction with providing opportunities for innovation and innovation leadership to improve the business	72% trending unavailable	12 TH
Devices	Satisfaction with desktops, laptops, mobile devices etc.	65% trending unavailable	10 TH
Network & Comm. Infrastructure	Satisfaction with reliability of comm. Systems and networks	65% trending unavailable	9 TH
Business Apps	Satisfaction with applications and functionality	64% trending unavailable	7 TH
Service Desk	Satisfaction with responsiveness and effectiveness of service desk	62% trending unavailable	4 TH
Requirements Gathering	Satisfaction with BA's ability to understand and support the business	61% trending unavailable	3 RD
Client-Facing Technology	Satisfaction with user experience and effectiveness	61% trending unavailable	6 TH
Data Quality	Satisfaction with providing reliable and accurate data	60% trending unavailable	1 ST
Analytical Capability and Reports	Satisfaction with effective standard reports, custom reports capability, and the ability to generate business insights	57% trending unavailable	4 TH
Work Orders	Satisfaction with small requests and bug fixes	56% trending unavailable	13 TH
IT Policies	Satisfaction with policy design and enforcement around security, governance, etc...	56% trending unavailable	2 ND
Projects	Satisfaction with large department or corporate projects	54% trending unavailable	8 TH
IT Security	IT Security	50% trending unavailable	11 TH

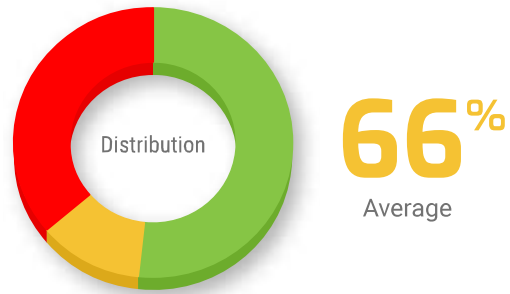
Relationship

IT Capacity Scorecard

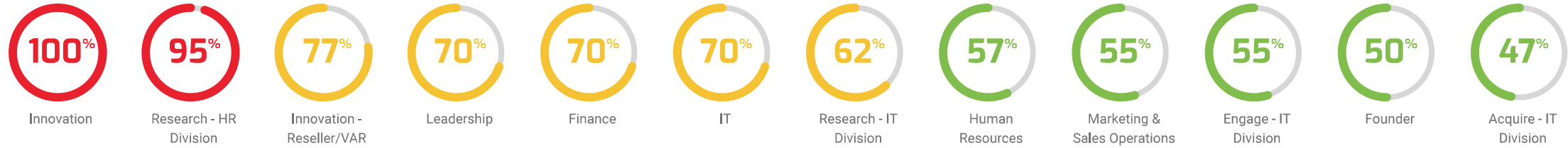
Capacity Needs

Constraint

To what extent is your group constrained and prevented from reaching your strategic goals by IT Capacity?



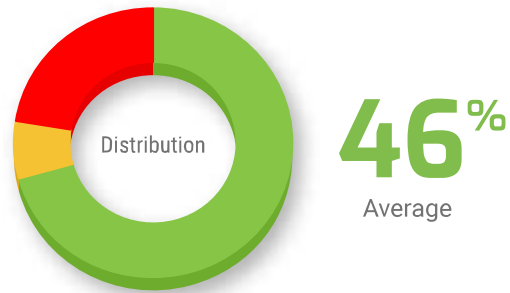
Capacity Constraint by Department



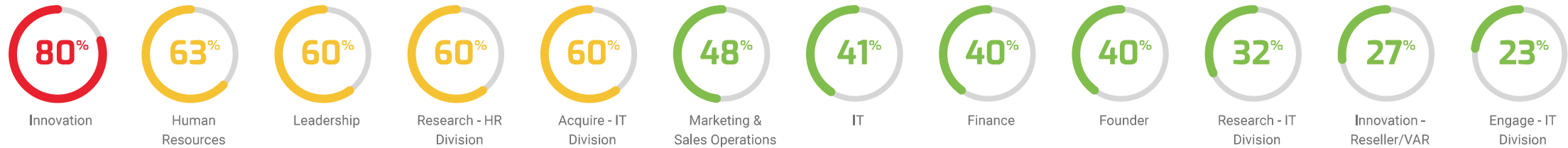
Shadow IT

Overall Shadow IT

To what extent do you look externally and purchase IT services & applications without corporate IT involvement, due to a lack of internal IT capacity?



Shadow IT by Department



Projects

57% Capacity Satisfaction

Satisfaction with the ability to get IT capacity to complete projects.

IT SUPPORT SCORE: -38%



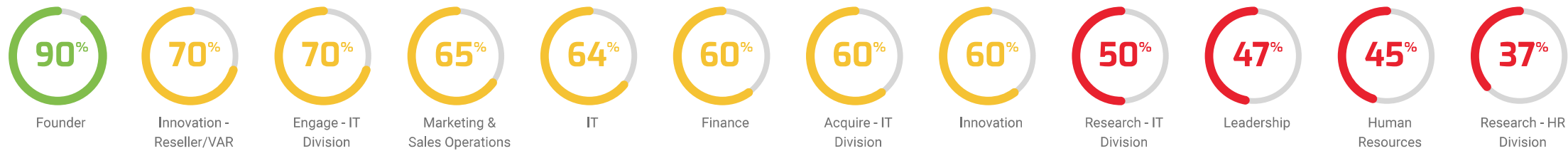
62% Ability to Deliver Effectively

Satisfaction with completed IT projects ability to meet your business needs.

IT SUPPORT SCORE: -22%



Capacity Satisfaction by Department



Work Orders

71% Capacity Satisfaction

Satisfaction with the ability to get IT capacity to complete Work Orders

IT SUPPORT SCORE: 19%



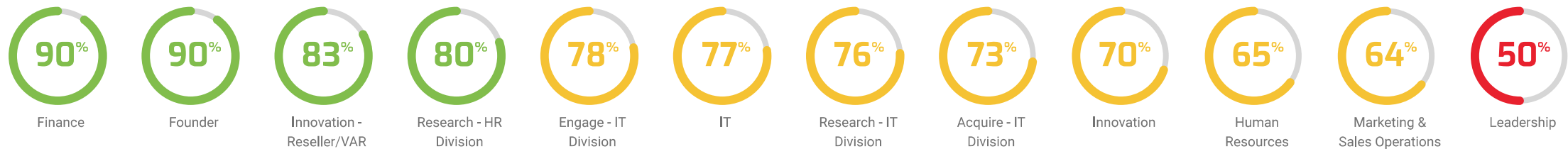
73% Ability to Deliver Effectively

Satisfaction with completed IT Work Orders ability to meet your business needs

IT SUPPORT SCORE: 34%



Capacity Satisfaction by Department



Business Objectives Scorecard

Business Objectives

Distribution

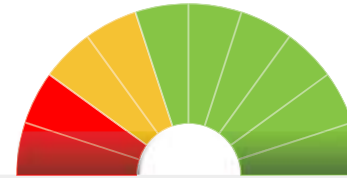
Average

Satisfaction By Seniority

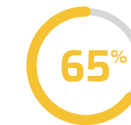
Executives Directors Managers Team-Level

1 **Growth**

Sed auctor at mauris a tempus. Vestibulum finibus mattis eros, eu suscipit lectus porta non.

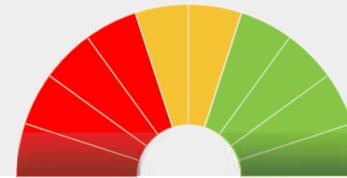


59%

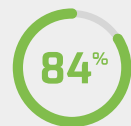


2 **Productivity**

Sed auctor at mauris a tempus. Vestibulum finibus mattis eros, eu suscipit lectus porta non.



32%

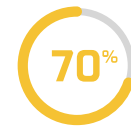


3 **Profitability**

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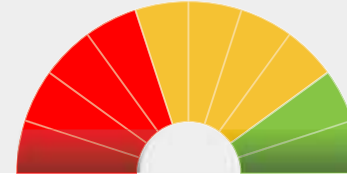


56%

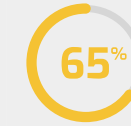


4 **Maintain Financing**

Sed auctor at mauris a tempus. Vestibulum finibus mattis eros, eu suscipit lectus porta non.



73%



5 **Competitive Analysis**

Sed auctor at mauris a tempus. Vestibulum finibus mattis eros, eu suscipit lectus porta non.

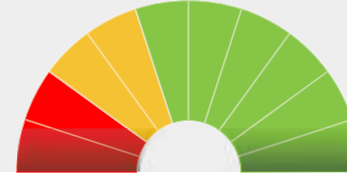


66%

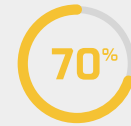
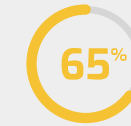


6 **Employee Retention**

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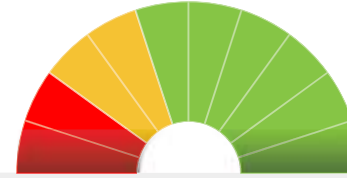


86%



7 **Customer Service**

Sed auctor at mauris a tempus. Vestibulum finibus mattis eros, eu suscipit lectus porta non.

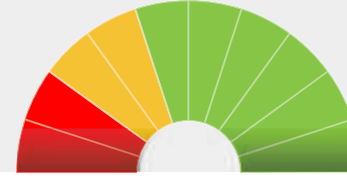


47%

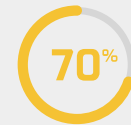
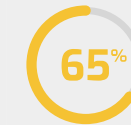


8 **Change Management**

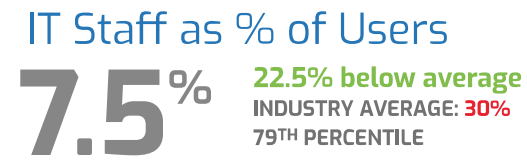
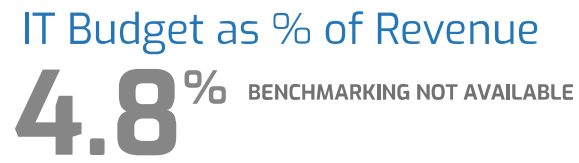
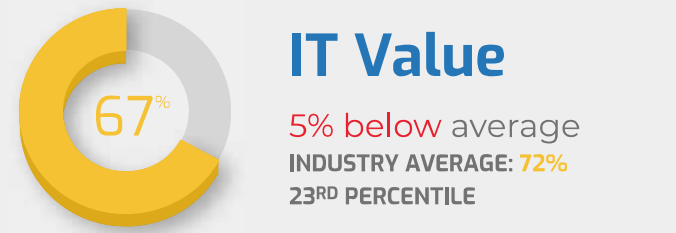
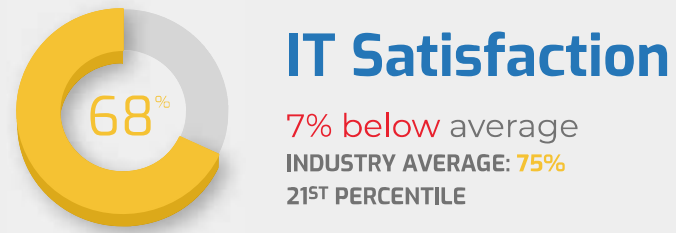
Sed auctor at mauris a tempus. Vestibulum finibus mattis eros, eu suscipit lectus porta non.



19%



Benchmarking



		Satisfaction	
Capacity	Shadow IT	Use of Shadow IT: procurement of IT services and applications without IT involvement	46% 13% above average
	Capacity Constraint	Satisfaction with responsiveness and effectiveness of service desk.	66% 8% above average

		Satisfaction	
Relationship	Trains Effectively	Satisfaction with training quality and timing.	N/A --
	Understands Needs	Satisfaction with IT's understanding of your needs.	69% 3% below average
	Executes Requests	Satisfaction with the way IT executes your requests and meets your needs.	63% 9% below average
	Communicates Effectively	Satisfaction with IT communication.	59% 12% below average

Business Satisfaction and Importance for Core Services

The core services of IT are important when determining what IT should focus on. The most important services with the lowest satisfaction offer the largest area of improvement for IT to drive business value.

		Satisfaction	Percentile
Devices	Satisfaction with desktops, laptops, mobile devices etc.	77% 1% below industry	44 TH
Service Desk	Satisfaction with responsiveness and effectiveness of service desk	77% 1% below industry	36 TH
Work Orders	Satisfaction with small requests and bug fixes	72% 3% below industry	37 TH
Business Apps	Satisfaction with applications and functionality	71% 1% below industry	30 TH
IT Policies	Satisfaction with policy design and enforcement around security, governance, etc...	69% 3% below industry	35 TH
Network & Comm. Infrastructure	Satisfaction with reliability of comm. Systems and networks	68% 8% below industry	14 TH
Client-Facing Technology	Satisfaction with user experience and effectiveness	66% aligned with industry	43 RD
Requirements Gathering	Satisfaction with BA's ability to understand and support the business	63% 4% below industry	17 TH
IT Innovation Leadership	Satisfaction with providing opportunities for innovation and innovation leadership to improve the business	60% 7% below industry	14 TH
Projects	Satisfaction with large department or corporate projects	59% 11% below industry	12 TH
Data Quality	Satisfaction with providing reliable and accurate data	58% 16% below industry	5 TH
Analytical Capability and Reports	Satisfaction with effective standard reports, custom reports capability, and the ability to generate business insights	54% 13% below industry	9 TH

Satisfaction By Department

Finance



Top Priorities

- 1 Analytical Capability and Reports
- 2 Data Quality
- 3 Projects

70% CAPACITY CONSTRAINT

Resellers



Top Priorities

- 1 Client-Facing Technology
- 2 Service Desk
- 3 Data Quality

77% CAPACITY CONSTRAINT

Business Development



Top Priorities

- 1 Client-Facing Technology
- 2 Data Quality
- 3 Devices

47% CAPACITY CONSTRAINT

Founder

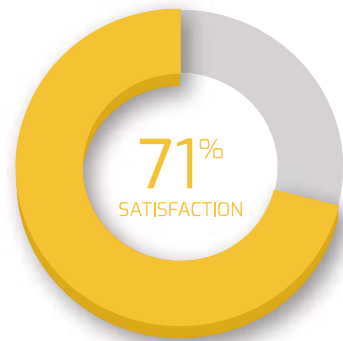


Top Priorities

- 1 Projects
- 2 Client-Facing Technology
- 3 Requirements Gathering

50% CAPACITY CONSTRAINT

IT

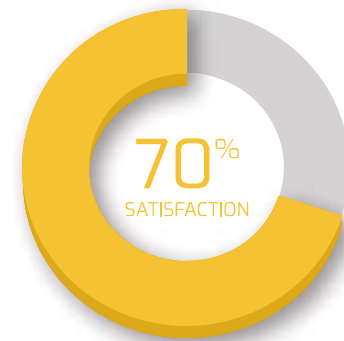


Top Priorities

- 1 Client-Facing Technology
- 2 Network & Comm. Infrastructure
- 3 Service Desk

70% CAPACITY CONSTRAINT

Product Development

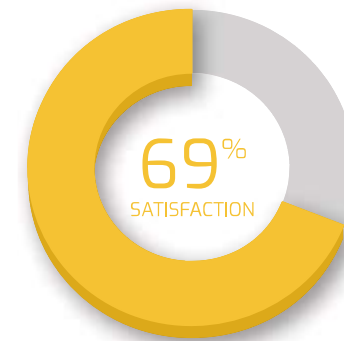


Top Priorities

- 1 Client-Facing Technology
- 2 Service Desk
- 3 Requirements Gathering

95% CAPACITY CONSTRAINT

Divisions

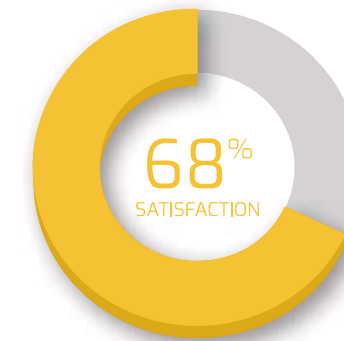


Top Priorities

- 1 Client-Facing Technology
- 2 Network & Comm. Infrastructure
- 3 Service Desk

62% CAPACITY CONSTRAINT

Customer Service

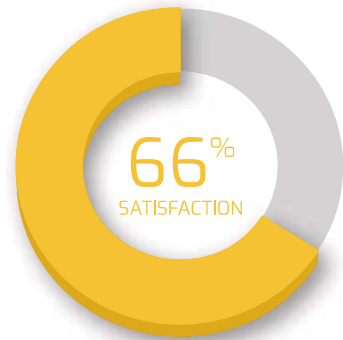


Top Priorities

- 1 Analytical Capability and Reports
- 2 Data Quality
- 3 Business Apps

55% CAPACITY CONSTRAINT

Marketing & Sales Operations

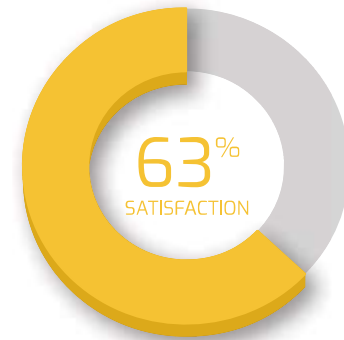


Top Priorities

- 1 Client-Facing Technology
- 2 Network & Comm. Infrastructure
- 3 Service Desk

55% CAPACITY CONSTRAINT

Human Resources



Top Priorities

- 1 Network & Comm. Infrastructure
- 2 Business Apps
- 3 Service Desk

57% CAPACITY CONSTRAINT

Innovation



Top Priorities

- 1 Client-Facing Technology
- 2 Projects
- 3 Requirements Gathering

100% CAPACITY CONSTRAINT

Leadership



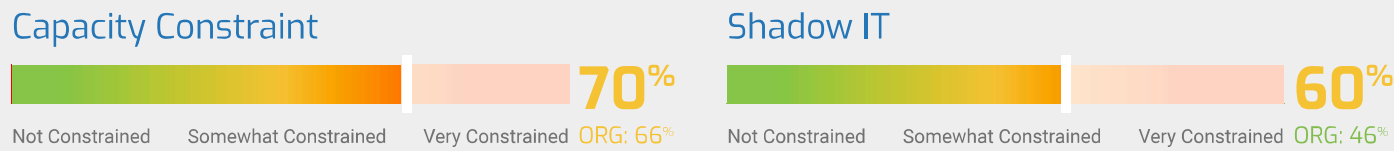
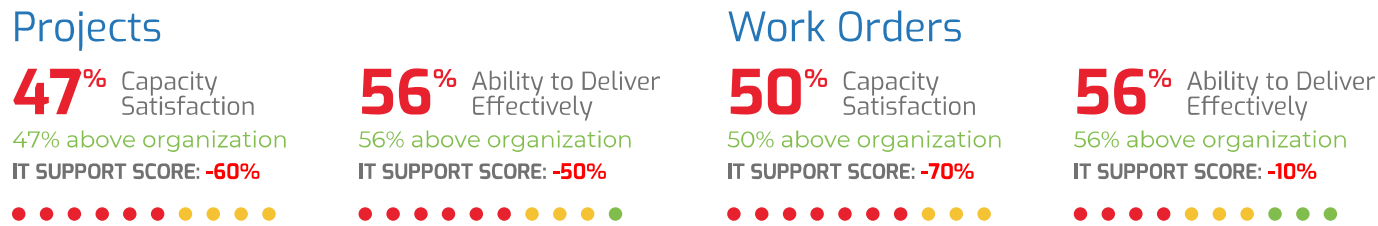
Top Priorities

- 1 Client-Facing Technology
- 2 Analytical Capability and Reports
- 3 Data Quality

70% CAPACITY CONSTRAINT

Leadership Priorities

Overall Satisfaction and value are key indicators of the overall impression of the IT Department. These metrics let the IT leader determine at a glance if they are meeting the needs of the business.



		Satisfaction	
Relationship	Trains Effectively	Satisfaction with training quality and timing.	N/A --
	Understands Needs	Satisfaction with IT's understanding of your needs.	61% 8% below organization
	Executes Requests	Satisfaction with the way IT executes your requests and meets your needs.	49% 14% below organization
	Communicates Effectively	Satisfaction with IT communication.	44% 15% below organization

Business Satisfaction and Importance for Core Services

The core services of IT are important when determining what IT should focus on. The most important services with the lowest satisfaction offer the largest area of improvement for IT to drive business value.

		Satisfaction	Importance
Devices	Satisfaction with desktops, laptops, mobile devices etc.	84% 7% above organization	9 TH
Service Desk	Satisfaction with responsiveness and effectiveness of service desk	83% 6% above organization	8 TH
IT Policies	Satisfaction with policy design and enforcement around security, governance, etc...	74% 5% above organization	11 TH
Business Apps	Satisfaction with applications and functionality	69% 2% below organization	7 TH
Client-Facing Technology	Satisfaction with user experience and effectiveness	67% 1% above organization	3 RD
Network & Comm. Infrastructure	Satisfaction with reliability of comm. Systems and networks	63% 5% below organization	6 TH
Requirements Gathering	Satisfaction with BA's ability to understand and support the business	54% 9% below organization	6 TH
Work Orders	Satisfaction with small requests and bug fixes	53% 19% below organization	7 TH
Data Quality	Satisfaction with providing reliable and accurate data	51% 7% below organization	5 TH
Projects	Satisfaction with large department or corporate projects	51% 8% below organization	6 TH
Analytical Capability and Reports	Satisfaction with effective standard reports, custom reports capability, and the ability to generate business insights	43% 11% below organization	4 TH
IT Innovation Leadership	Satisfaction with providing opportunities for innovation and innovation leadership to improve the business	41% 19% below organization	6 TH

Leadership Feedback

Overall Satisfaction

Department Satisfaction: **53%** | Department Value: **49%**

What is your top suggestion for how IT can change or improve to better meet your needs?

Steve Leblanc: Be able to flex capacity and skills to meet different needs. Adapt more rapidly when projects are off track.

Ernesto Chambers: New laptop has been wonky Better access to reporting & analytics would be really helpful (eg; Data Cubes)

Ahmed Kramern: Communication equipment frequently fails (VCs, phones, etc.).

Jacqueline Key: We need more throughput. I basically tell my teams to expect that they can't expect much/anything from IT. We now have resources for McLean & Company, but they feel very slow.

Penny Mata: Meeting with the Business stakeholders regularly to understand their needs and come with proactive solutions.

Requirements Gathering

Department Satisfaction: **63%** | Department Rank: **8**

What is the greatest area of improvement within requirements gathering to better support the business?

Jacqueline Key: Become more agile. Feels like we have implemented a process that takes forever and yields little. My experience with the MLI compared to my experience with everything else recently in IT is night and day. With the MLI, we had a working prototype within a month, and we have been iterating ever since. With the HR dashboard, we have spent lots of time, but have seen nothing of substance.

Penny Mata: Better understanding of our goals and what we are trying to actually accomplish

Business Apps

Department Satisfaction: **71%** | Department Rank: **6**

What is the biggest opportunity for IT to better meet your needs through business applications? (Is there a gap in application coverage, a process or an app that isn't effectively meeting your needs?)

Steve Leblanc: Better collaboration tools.

Ernesto Chambers: Data Analytics

Ahmed Kramer: It is time to revisit our sharepoint implementation. Salesforce Cases are a mess; I know they are working to fix this, but its been a year.

Jacqueline Key: We need more Salesforce help.

Trevor Timbeck: The biggest opportunity for improvement is to have someone really understand the workflow and day to day challenges of my team.

Client-Facing Technology

Department Satisfaction: **66%** | Department Rank: **1**

What does IT need to know about the greatest opportunity to improve customer-facing technology?

Steve Leblanc: Better support the buying and onboarding processes.

Ahmed Kramer: 1st, we need to get customers to our website. Then we need to find a way to keep them coming back.

Jacqueline Key: We live in a world where customers want to be able to work with their own data, in a way that is useful to them. The reports are stunningly beautiful and very useful, but if customers want to do their own cuts of data, it's virtually impossible. Make dashboards, not just reports. Allow for printing of reports when necessary, but provide some flexibility.

Penny Mata: Meet with members to better understand their needs.

Leadership Feedback

Data Quality

Department Satisfaction: **58%** | Department Rank: **3**

What is your top suggestion for how IT could better meet your data, reporting and analytics needs?

Steve Leblanc: We need fewer reports, better management reporting capabilities, and a move toward "plain vanilla" Salesforce.

Ernesto Chambers: We need a holistic BI strategy... right now, you need to engage an expert any time you want to run a report

Ahmed Kramern: I literally get a different answer to common data depending on what report I run. Even things on the same dashboard seem to have different underlying data. Also, I can't get 'overview' data for the whole business without spending hours working it manually through on Excel. Only reason this isn't a '1' is that at least I can run reports myself now, even if they might be somewhat wrong. The old days of Crystal Reports and having to ask for every single thing was even worse. The data might have been better, but waiting six months and having to queue it up made it totally useless.

Penny Mata: Better understand what decisions we need to make, and how reporting could help us.

Analytical Capability and Reports

Department Satisfaction: **54%** | Department Rank: **4**

What is your top suggestion for how IT could better meet your data, reporting and analytics needs?

Steve Leblanc: We need fewer reports, better management reporting capabilities, and a move toward "plain vanilla" Salesforce.

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Penny Mata: Better understand what decisions we need to make, and how reporting could help us.

IT Innovation Leadership

Department Satisfaction: **60%** | Department Rank: **11**

What is your best idea for how technology can be utilized to innovate, transform and optimize performance?

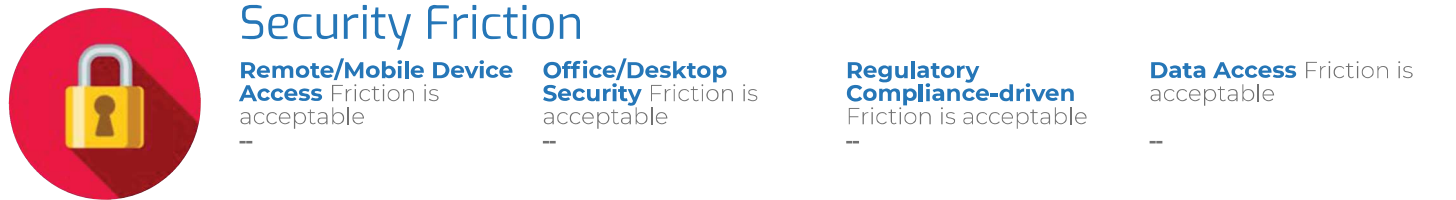
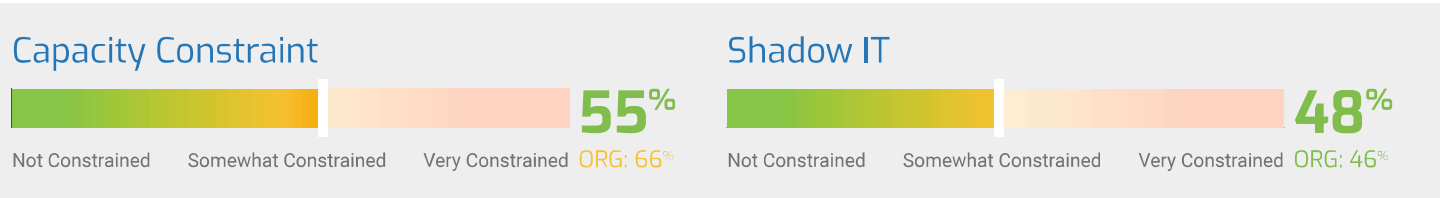
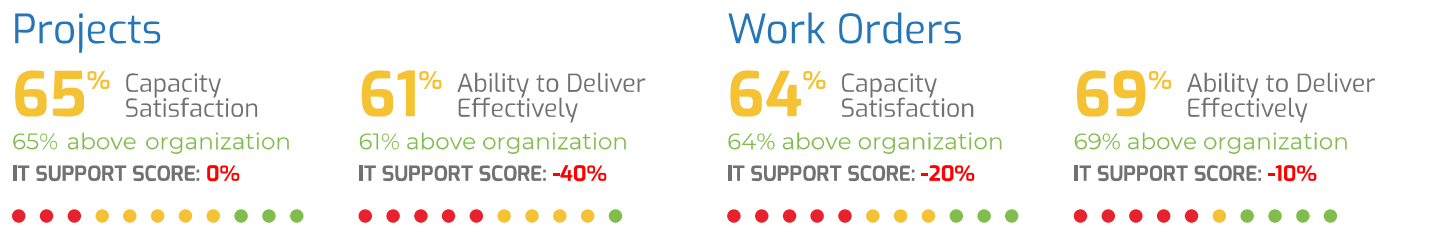
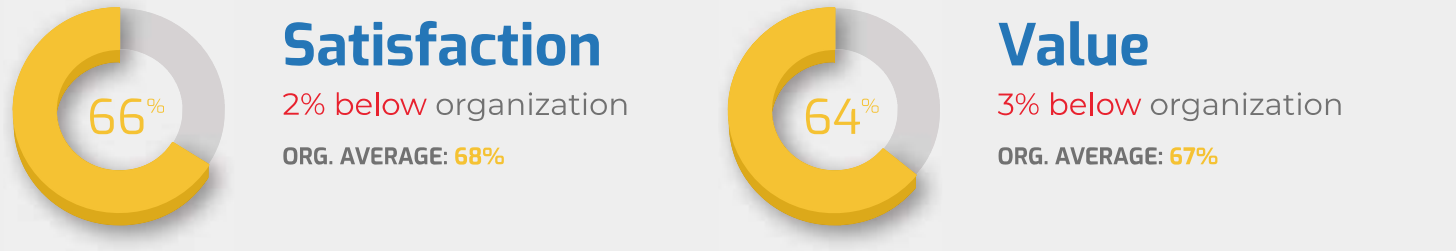
Ernesto Chambers: Data Analytics More engaging models for reaching our customers

Ahmed Kramern: I love the innovation days. I think we have brilliant IT minds who come up with fantastic ideas. But where do those ideas go? How do they get implemented? Do they get implemented? Whenever we have an idea now, we seem to go through a lot of requirements and get minimal output. What happened to agile? It really feels like it's gone, at least to me and me groups.

Penny Mata: Talk to business stakeholders for their ideas

Marketing & Sales Operations Priorities

Overall Satisfaction and value are key indicators of the overall impression of the IT Department. These metrics let the IT leader determine at a glance if they are meeting the needs of the business.



		Satisfaction	
Relationship	Trains Effectively	Satisfaction with training quality and timing.	N/A --
	Understands Needs	Satisfaction with IT's understanding of your needs.	68% 1% below organization
	Executes Requests	Satisfaction with the way IT executes your requests and meets your needs.	66% 3% above organization
	Communicates Effectively	Satisfaction with IT communication.	59% 0% aligned with organization

Business Satisfaction and Importance for Core Services

The core services of IT are important when determining what IT should focus on. The most important services with the lowest satisfaction offer the largest area of improvement for IT to drive business value.

		Satisfaction	Importance
Business Apps	Satisfaction with applications and functionality	78% 7% above organization	7 TH
Devices	Satisfaction with desktops, laptops, mobile devices etc.	73% 4% below organization	8 TH
Service Desk	Satisfaction with responsiveness and effectiveness of service desk	73% 4% below organization	5 TH
Network & Comm. Infrastructure	Satisfaction with reliability of comm. Systems and networks	66% 2% below organization	4 TH
Work Orders	Satisfaction with small requests and bug fixes	66% 6% below organization	6 TH
Client-Facing Technology	Satisfaction with user experience and effectiveness	63% 3% below organization	4 TH
Data Quality	Satisfaction with providing reliable and accurate data	63% 5% above organization	5 TH
Projects	Satisfaction with large department or corporate projects	63% 4% above organization	5 TH
Requirements Gathering	Satisfaction with BA's ability to understand and support the business	60% 3% below organization	6 TH
IT Policies	Satisfaction with policy design and enforcement around security, governance, etc...	60% 9% below organization	11 TH
Analytical Capability and Reports	Satisfaction with effective standard reports, custom reports capability, and the ability to generate business insights	59% 5% above organization	8 TH
IT Innovation Leadership	Satisfaction with providing opportunities for innovation and innovation leadership to improve the business	56% 4% below organization	8 TH

Marketing & Sales Operations Feedback

Overall Satisfaction

Department Satisfaction: **66%** | Department Value: **64%**

What is your top suggestion for how IT can change or improve to better meet your needs?

Alden Rodgers: Same with all departments, but Communication is critical as we grow.

Penny Mata: Working mainly offsite now it highlights how slow SFDC is when working in the office. I still think there is definable something wrong somewhere on the network. This would have a huge effect on the organization. IF you can decrease the wait time by 20 seconds per click for a few hundred people that would be a huge productivity boost.

Aaron Gibbs: We need to improve communication between our groups, specially as it relates to projects. Sales Ops is frequently not asked to participate early enough in the decision making process, or at least asked for potential impact assessments. This results in us scrambling at the last minute, sometimes delaying our own projects, and does not lead to high quality solution design. I do believe we are all working at getting better in this area.

Brenton Reeds: Define the scope of what IT is supporting. In the past anything technical (Salesforce.com, website, process) fell under the IT umbrella. To better answer the satisfaction questions, it might help to understand what IT's role at AurCorp is. At present, anything IT related internally lives with Sales/Ops while the website and helpdesk lives with IT (as far as I understand it?). If that's accurate, then my answers reflect my satisfaction.

Ty Hammond: I have two recommendations: i) Better communication on the status of work items. When a request is put in and there is no update for days, weeks or months, it is frustrating. I can handle being told there is a delay, but what I can't handle is being left in the dark. ii) Better identification of stakeholders. There have been projects in the past where IT seems to be driving them forward but does not involve business stakeholders who are impacted. There seems to be a gap there.

Marco Wagner: Better intake process.

Requirements Gathering

Department Satisfaction: **63%** | Department Rank: **8**

What is the greatest area of improvement within requirements gathering to better support the business?

Alden Rodgers: Just more experience in the role. tough to go and get. Takes time.

Aaron Gibbs: I think IT is building capacity in this area, but it will take time to grow. The BAs are typically not very experienced at this type of work, and lack an in-depth knowledge of the business. As I said however, I think this will improve in the future as skills and knowledge increase.

Brenton Reeds: I haven't had an opportunity to work with IT in this capacity

Ty Hammond: Until recently, the IT business analysts did not seem to approach business stakeholders. I think this is starting to change but it seems to be taking a while.

Marco Wagner: Timeliness and willingness to change.

Business Apps

Department Satisfaction: **71%** | Department Rank: **6**

What is the biggest opportunity for IT to better meet your needs through business applications? (Is there a gap in application coverage, a process or an app that isn't effectively meeting your needs?)

Penny Mata: Not an application but I think more meeting rooms would be a good idea.

Aaron Gibbs: IT needs to turn around requests for licenses much faster - it sometimes takes months (possibly because no follow up happens?) There should be increased emphasis on cross platform tools, not OS specific ones!

Ty Hammond: Our mail server and active directory is poorly maintained. The performance of our exchange server is really bad at times, mostly ok, but bad at times. From an active directory point of view, there is no management around user data. Employee titles, reporting structure and contact information is not kept up to date. This is a challenge as I constantly reference Outlook to see information about employees, only to see that the information is wrong (i.e. Adrian Biljan has the job title "Cave Man"). It would be great if IT could enable the maintenance of this information to be performed by other departments (HR) who will do it.

Marco Wagner: Be more flexible in terms of what someone wants to use.

Marketing & Sales Operations

Client-Facing Technology

Department Satisfaction: **66%** | Department Rank: **1**

What does IT need to know about the greatest opportunity to improve customer-facing technology?

Alden Rodgers: Website - Acquisition focused site and user experience on Engage side. Both currently being worked on by IT.

Aaron Gibbs: Unsure

Ty Hammond: I do not believe that IT thinks outside of the box when it comes to delivering customer facing technology. We have one tool (the website) we use to solve every problem. We should be looking for other opportunities to engage with our clients through new technological mediums, not just tweaking what we already have.

Penny Mata: I think IT needs to do a better job working with user experience in mind.

Data Quality

Department Satisfaction: **58%** | Department Rank: **3**

What is your top suggestion for how IT could better meet your data, reporting and analytics needs?

Alden Rodgers: Not sure that this really falls in our IT department. Some of it does, but mostly in Salesforce.com. Ideally we could get more website data into SFDC.

Aaron Gibbs: Unsure what data IT provides to help me manage my group - we look after all of that ourselves. We also do most of our own reporting, so not much to say here.

Marco Wagner: As far as I'm aware, Salesforce.com notwithstanding, we don't have BI tools to perform business insights.

Penny Mata: Better requirements gathering to understand how we need the data presented.

Analytical Capability and Reports

Department Satisfaction: **54%** | Department Rank: **4%**

What is your top suggestion for how IT could better meet your data, reporting and analytics needs?

Alden Rodgers: Not sure that this really falls in our IT department. Some of it does, but mostly in Salesforce.com. Ideally we could get more website data into SFDC.

Aaron Gibbs: Unsure what data IT provides to help me manage my group - we look after all of that ourselves. We also do most of our own reporting, so not much to say here.

Marco Wagner: As far as I'm aware, Salesforce.com notwithstanding, we don't have BI tools to perform business insights.

Penny Mata: Better requirements gathering to understand how we need the data presented.

IT Innovation Leadership

Department Satisfaction: **60%** | Department Rank: **11**

What is your best idea for how technology can be utilized to innovate, transform and optimize performance?

Alden Rodgers: More analytics on Web usage?

Aaron Gibbs: We are pretty self-driven when it comes to technology choices.

Marco Wagner: I have yet to work with them.

Penny Mata: I think the best way we can use technology is to provide a personalized prospect/member experience. I believe we need to utilize more technology in order to provide users the opportunity to consume our products/services in different ways.

Finance Priorities

Overall Satisfaction and value are key indicators of the overall impression of the IT Department. These metrics let the IT leader determine at a glance if they are meeting the needs of the business.



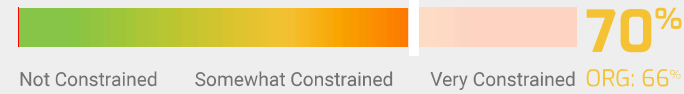
Projects



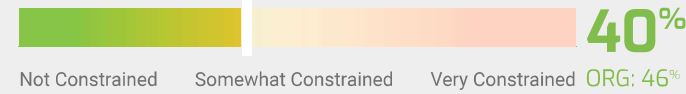
Work Orders



Capacity Constraint



Shadow IT



Security Friction

Remote/Mobile Device Access Friction is acceptable
Office/Desktop Security Friction is acceptable
Regulatory Compliance-driven Friction is acceptable
Data Access Friction is acceptable

Relationship

		Satisfaction
Trains Effectively	Satisfaction with training quality and timing.	N/A --
Communicates Effectively	Satisfaction with IT communication.	90% 31% above organization
Understands Needs	Satisfaction with IT's understanding of your needs.	80% 11% above organization
Executes Requests	Satisfaction with the way IT executes your requests and meets your needs.	80% 17% above organization

Business Satisfaction and Importance for Core Services

The core services of IT are important when determining what IT should focus on. The most important services with the lowest satisfaction offer the largest area of improvement for IT to drive business value.

		Satisfaction	Importance
Client-Facing Technology	Satisfaction with user experience and effectiveness	N/A	10 TH
Service Desk	Satisfaction with responsiveness and effectiveness of service desk	100% 23% above organization	5 TH
Devices	Satisfaction with desktops, laptops, mobile devices etc.	90% 13% above organization	11 TH
Network & Comm. Infrastructure	Satisfaction with reliability of comm. Systems and networks	90% 22% above organization	4 TH
IT Policies	Satisfaction with policy design and enforcement around security, governance, etc...	90% 21% above organization	12 TH
Work Orders	Satisfaction with small requests and bug fixes	85% 13% above organization	6 TH
Requirements Gathering	Satisfaction with BA's ability to understand and support the business	80% 17% above organization	7 TH
Data Quality	Satisfaction with providing reliable and accurate data	80% 22% above organization	2 ND
Analytical Capability and Reports	Satisfaction with effective standard reports, custom reports capability, and the ability to generate business insights	80% 26% above organization	1 ST
Business Apps	Satisfaction with applications and functionality	70% 1% below organization	8 TH
IT Innovation Leadership	Satisfaction with providing opportunities for innovation and innovation leadership to improve the business	70% 10% above organization	9 TH
Projects	Satisfaction with large department or corporate projects	70% 11% above organization	3 RD

Finance Feedback

Overall Satisfaction

Department Satisfaction: **90%** | Department Value: **90%**

What is your top suggestion for how IT can change or improve to better meet your needs?

Rhea Harper: It would be great to have a contact in IT who would be available to assist with the technical side of new Finance-related projects. For example, we have reporting requirements that may require new systems or significant changes to existing systems. Understanding that there are significant resource and availability constraints, we have generally tried to do our own data gathering and preliminary evaluations. This can just be somewhat limiting.

Business Apps

Department Satisfaction: **71%** | Department Rank: **6**

What is the biggest opportunity for IT to better meet your needs through business applications? (Is there a gap in application coverage, a process or an app that isn't effectively meeting your needs?)

Sheena Cochran: The current applications that are used within finance meet the majority of our day to day needs in Finance. We do obtain some support from a third party (BAASS) on one of our core applications - AccPac. The biggest opportunity I see is to leverage current functionality within SFDC and to better integrate it with AccPac to meet our new reporting needs. However, since SFDC is supported in house and AccPac is supported partially via our outside provider, it is more difficult to make changes to the current integration.

Data Quality

Department Satisfaction: **58%** | Department Rank: **3**

What is your top suggestion for how IT could better meet your data, reporting and analytics needs?

Rhea Harper: My sense is that the current tools are somewhat underutilized and I think we would benefit from some training on how to better utilize custom reports in SFDC, and as I mentioned, some support on the integration to AccPac. BI will be a major focus in the next year.

Analytical Capability and Reports

Department Satisfaction: **54%** | Department Rank: **4**

What is your top suggestion for how IT could better meet your data, reporting and analytics needs?

Rhea Harper: My sense is that the current tools are somewhat underutilized and I think we would benefit from some training on how to better utilize custom reports in SFDC, and as I mentioned, some support on the integration to AccPac. BI will be a major focus in the next year.

IT Innovation Leadership

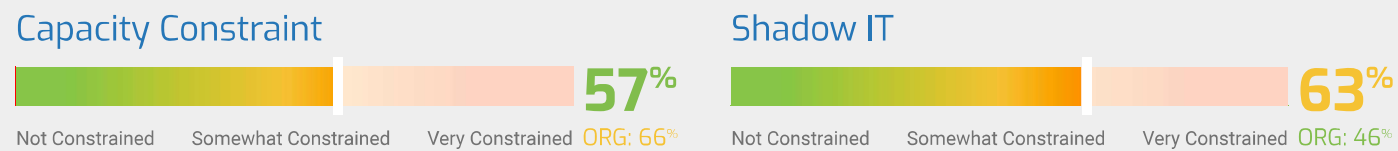
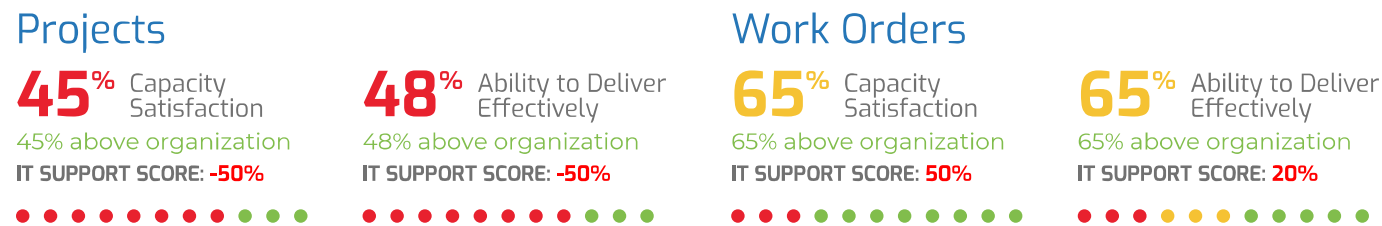
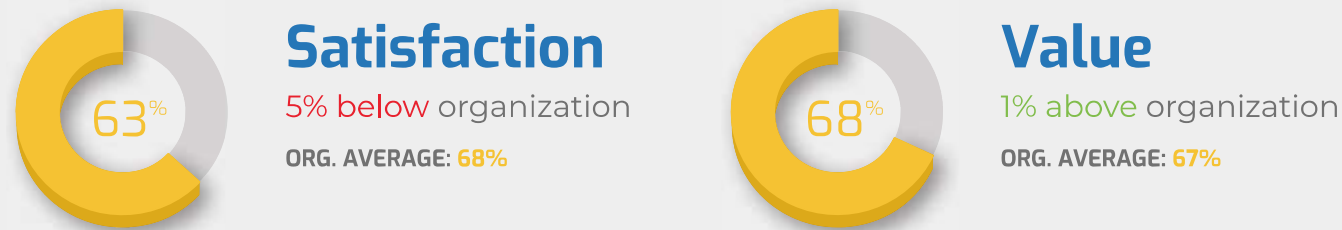
Department Satisfaction: **60%** | Department Rank: **11**

What is your best idea for how technology can be utilized to innovate, transform and optimize performance?

Rhea Harper: New technologies could be leveraged to make our department more efficient at processing expenses, booking travel, and gathering data for business intelligence.

Human Resources Priorities

Overall Satisfaction and value are key indicators of the overall impression of the IT Department. These metrics let the IT leader determine at a glance if they are meeting the needs of the business.



		Satisfaction	
Relationship	Trains Effectively	Satisfaction with training quality and timing.	N/A --
	Understands Needs	Satisfaction with IT's understanding of your needs.	50% 19% below organization
	Executes Requests	Satisfaction with the way IT executes your requests and meets your needs.	48% 15% below organization
	Communicates Effectively	Satisfaction with IT communication.	43% 16% below organization

Business Satisfaction and Importance for Core Services

The core services of IT are important when determining what IT should focus on. The most important services with the lowest satisfaction offer the largest area of improvement for IT to drive business value.

		Satisfaction	Importance
Service Desk	Satisfaction with responsiveness and effectiveness of service desk	78% 1% above organization	4 TH
Work Orders	Satisfaction with small requests and bug fixes	65% 7% below organization	7 TH
Client-Facing Technology	Satisfaction with user experience and effectiveness	63% 3% below organization	6 TH
Network & Comm. Infrastructure	Satisfaction with reliability of comm. Systems and networks	63% 5% below organization	2 ND
Devices	Satisfaction with desktops, laptops, mobile devices etc.	57% 20% below organization	5 TH
Data Quality	Satisfaction with providing reliable and accurate data	55% 3% below organization	7 TH
IT Policies	Satisfaction with policy design and enforcement around security, governance, etc...	48% 21% below organization	10 TH
Projects	Satisfaction with large department or corporate projects	46% 13% below organization	8 TH
Requirements Gathering	Satisfaction with BA's ability to understand and support the business	40% 23% below organization	10 TH
Business Apps	Satisfaction with applications and functionality	40% 31% below organization	4 TH
Analytical Capability and Reports	Satisfaction with effective standard reports, custom reports capability, and the ability to generate business insights	35% 19% below organization	6 TH
IT Innovation Leadership	Satisfaction with providing opportunities for innovation and innovation leadership to improve the business	30% 30% below organization	11 TH

Human Resources Feedback

Overall Satisfaction

Department Satisfaction: **63%** | Department Value: **68%**

What is your top suggestion for how IT can change or improve to better meet your needs?

Pedro Herrera: For the most part I think IT delivers extremely high value. I almost always receive speedy responses and immediate support. However, I've noticed that we often experience a lot of same problems over and over again specifically in relation to new hires groups. We encounter a lot of the same login, profile, and hardware issues. It would be good if IT could modify the necessary internal processes to ensure that we don't see the same issues repetitively.

Sheena Cochran: Invest invest invest Make IT a priority and remember it's actually more an issue at upper manager level and not front line. Customer service is not an issue, our service desk do all they can to assist but it's no good if they are working with outdated software and technology. Put some of the money we spend on more frivolous things into the areas that really matter and can make a difference.

Lavonne Kidd: - Hire at least one more Service Desk Technician in Toronto. - Designate one of the IT employees as the person responsible for reviewing IT related quotations and promise a response within 5 business days - Develop a uniform process to ensure accuracy in the address book and distribution lists - Develop a system that ensures Helpdesk does not assign the same employee ID to more than one person

Requirements Gathering

Department Satisfaction: **63%** | Department Rank: **8**

What is the greatest area of improvement within requirements gathering to better support the business?

Pedro Herrera: I think requirements gathering is major pain point for a lot of IT departments. Personally the only consistent process for requirements gathering I've seen is working with our design team through filling out creative briefs. Other than that, I've never experienced a formal process with IT. That being said, I haven't been involved as a key stakeholder for many major IT initiatives.

Business Apps

Department Satisfaction: **71%** | Department Rank: **6**

What is the biggest opportunity for IT to better meet your needs through business applications? (Is there a gap in application coverage, a process or an app that isn't effectively meeting your needs?)

Pedro Herrera: I'm pretty satisfied with the majority of our business applications, but I feel we're really in need of a new dialer in SFDC. The Avaya dialer should be automatically tagging calls instead of requiring sales reps to manually attach them to accounts and contacts. This would drastically improve our ability to manage productivity. Anything that helps remove the possibility of human error in data management would help.

Client-Facing Technology

Department Satisfaction: **66%** | Department Rank: **1**

What does IT need to know about the greatest opportunity to improve customer-facing technology?

Pedro Herrera: Our website is awesome but there are definitely aspects that could be improved. The search engine is quite weak and Sales sometimes sees a different view from our members which can make it difficult to provide service.

Data Quality

Department Satisfaction: **58%** | Department Rank: **3%**

What is your top suggestion for how IT could better meet your data, reporting and analytics needs?

Pedro Herrera: My only concerns around data and analytics involves SFDC. We've implemented a lot of governance around data management which has helped the problem, but our organization has yet to figured out how to get the most out of our CRM through making smart decisions with accurate data.

Analytical Capability and Reports

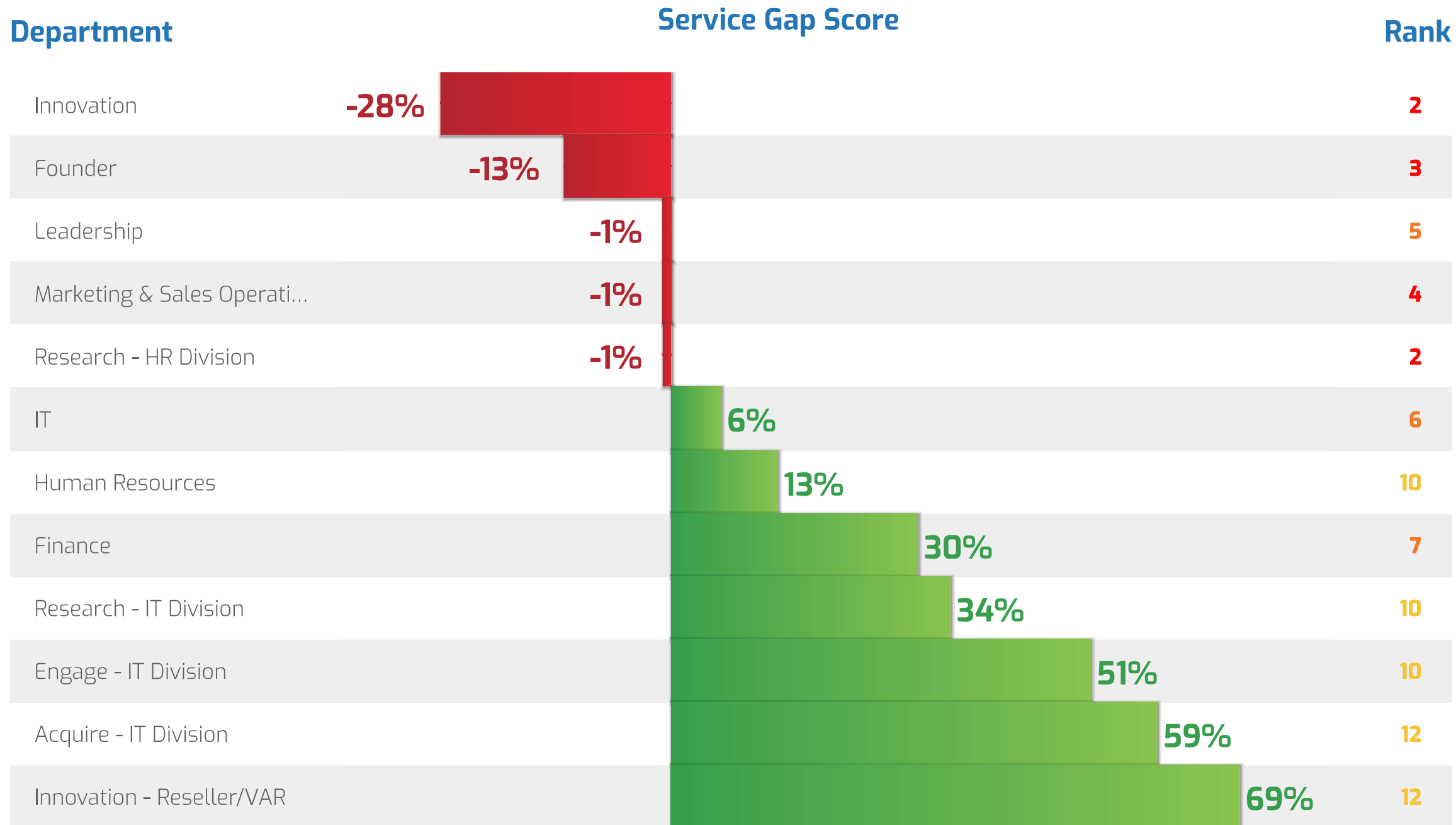
Department Satisfaction: **54%** | Department Rank: **4**

What is your top suggestion for how IT could better meet your data, reporting and analytics needs?

Pedro Herrera: My only concerns around data and analytics involves SFDC. We've implemented a lot of governance around data management which has helped the problem, but our organization has yet to figured out how to get the most out of our CRM through making smart decisions with accurate data.

Requirements Gathering Satisfaction by Department

The following charts rank Departments from under-served to over-served for this core service. This chart allows you to see the spread of satisfaction and the Service Gap for each Department related to this core service so you can make an informed decision on aligning resources



Service Gap Scores

Satisfaction - Importance < 0

When importance outweighs satisfaction, Departments are being under-served. The larger the gap, the greater the difference between satisfaction and importance. Aim to close service gaps to increase the effectiveness in these Departments.

Satisfaction - Importance > 0

When satisfaction outweighs importance, Departments are satisfied with this specific core service relative to the importance ranking. There may be room to reallocate resources, but be sure to maintain high satisfaction and improve medium to low satisfaction in the long-term.

Rank Scores

Highest Importance

This core services was ranked between 1st and 4th most important for the Department.

Medium Importance

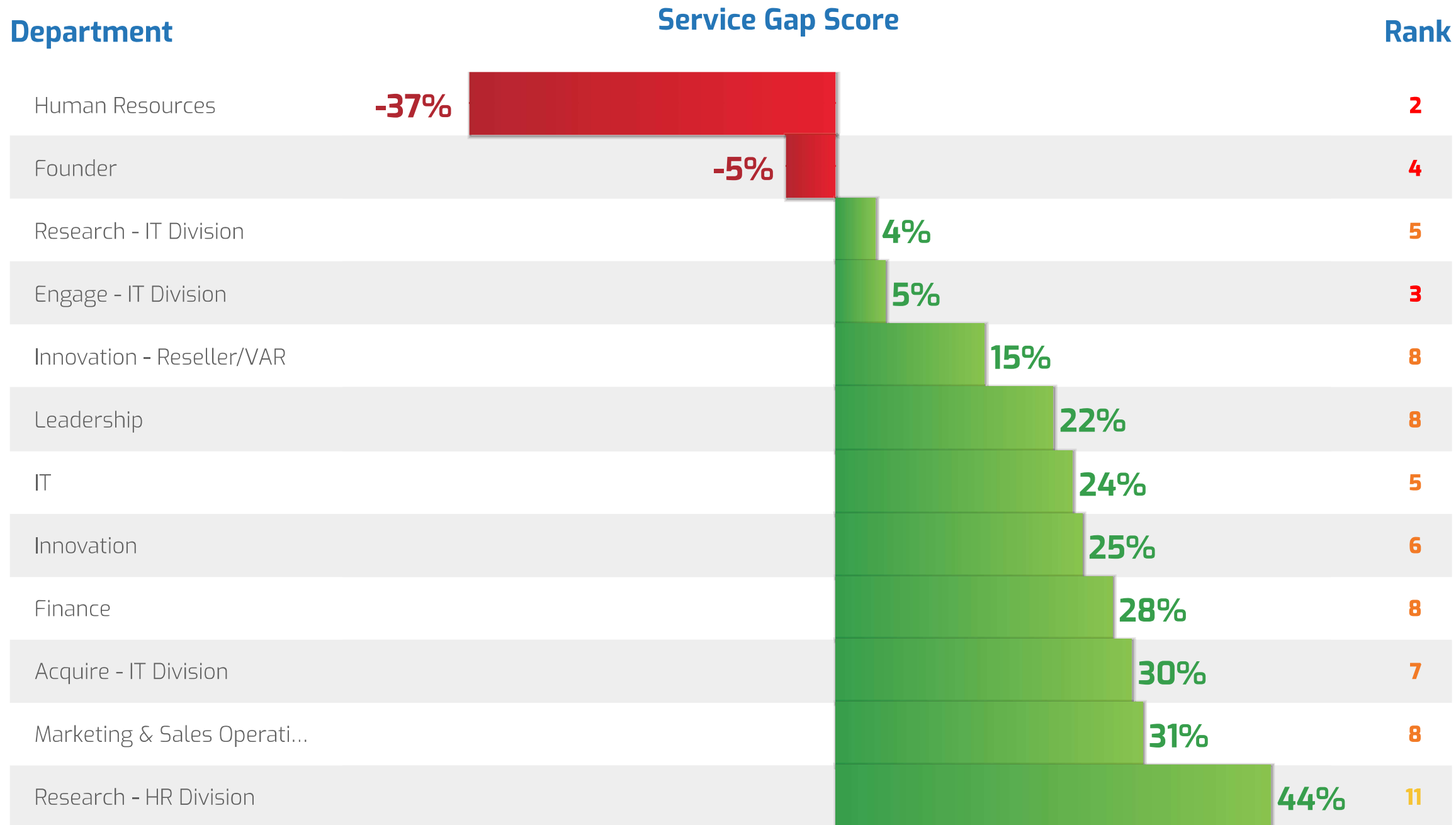
This core services was ranked between 5th and 9th most important for the Department.

Low Importance

This core services was ranked 10th or lower most important for the Department.

Business Apps Satisfaction by Department

The following charts rank Departments from under-served to over-served for this core service. This chart allows you to see the spread of satisfaction and the Service Gap for each Department related to this core service so you can make an informed decision on aligning resources



Service Gap Scores

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Highest Importance

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Medium Importance

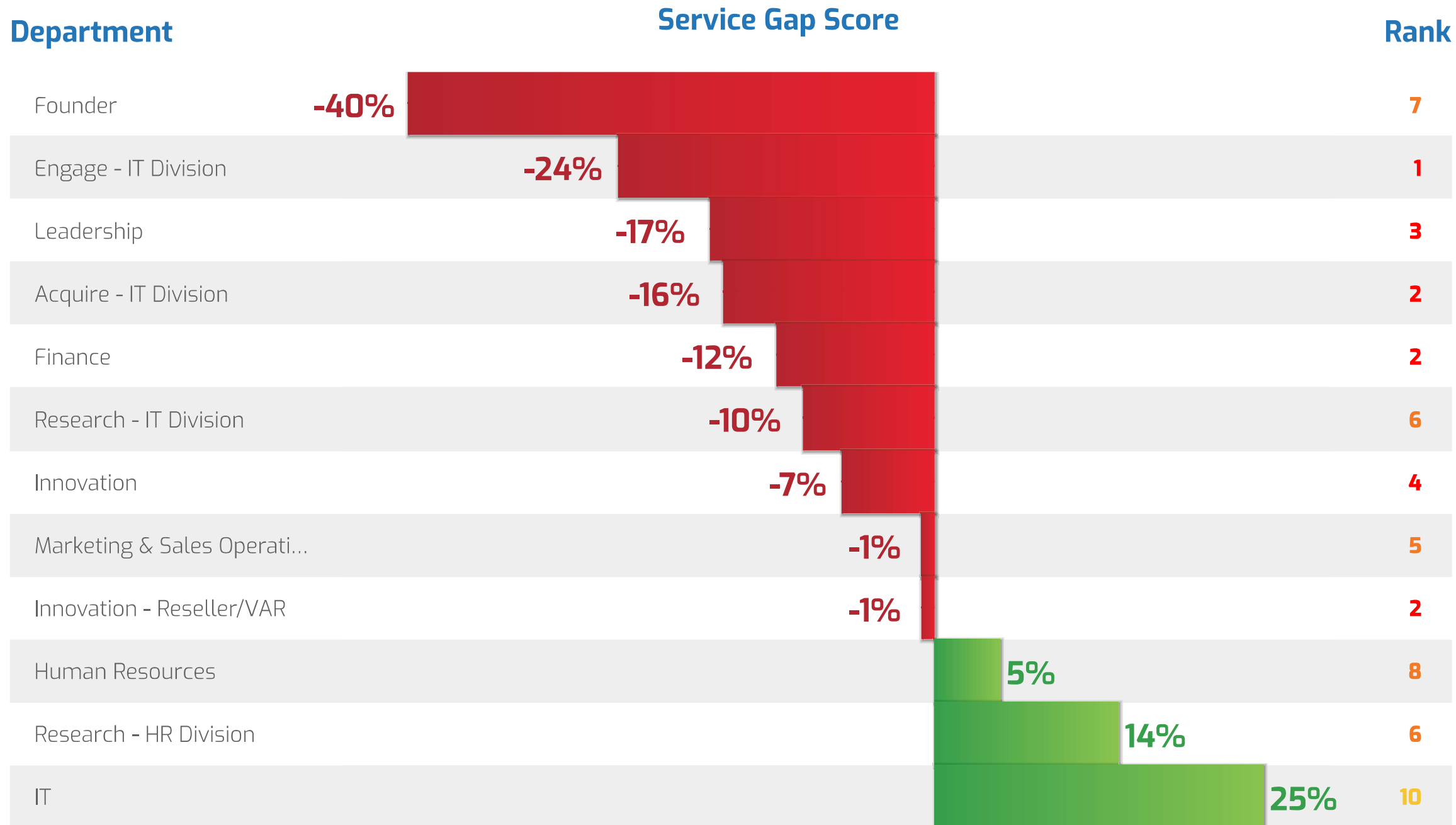
This core services was ranked between 5th and 9th most important for the Department.

Low Importance

This core services was ranked 10th or lower most important for the Department.

Data Quality Satisfaction by Department

The following charts rank Departments from under-served to over-served for this core service. This chart allows you to see the spread of satisfaction and the Service Gap for each Department related to this core service so you can make an informed decision on aligning resources



Service Gap Scores

Satisfaction - Importance < 0

When importance outweighs satisfaction, Departments are being under-served. The larger the gap, the greater the difference between satisfaction and importance. Aim to close service gaps to increase the effectiveness in these Departments.

Satisfaction - Importance > 0

When satisfaction outweighs importance, Departments are satisfied with this specific core service relative to the importance ranking. There may be room to reallocate resources, but be sure to maintain high satisfaction and improve medium to low satisfaction in the long-term.

Rank Scores

Highest Importance

This core services was ranked between 1st and 4th most important for the Department.

Medium Importance

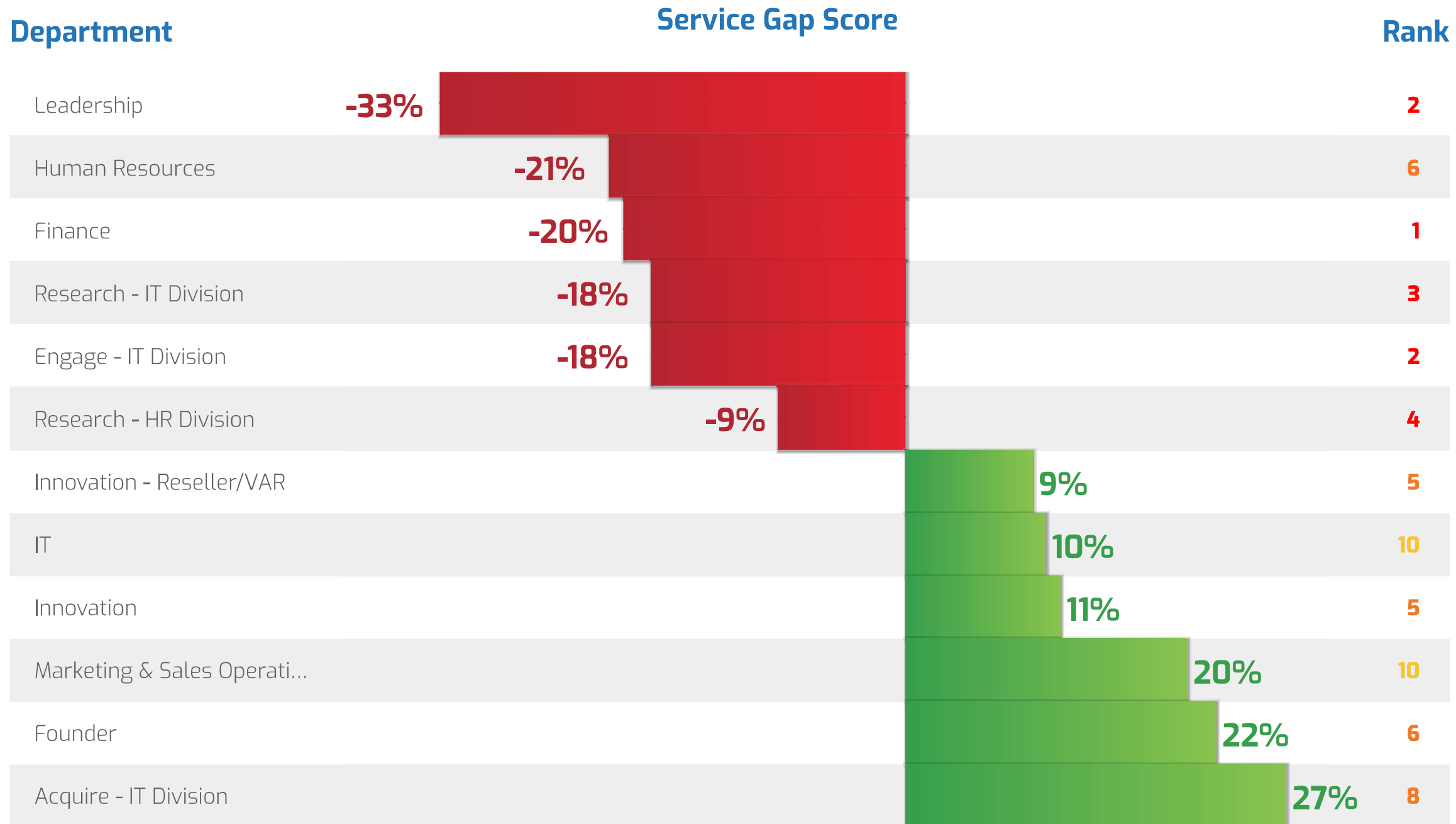
This core services was ranked between 5th and 9th most important for the Department.

Low Importance

This core services was ranked 10th or lower most important for the Department.

Analytical Capability and Reports Satisfaction by Department

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Service Gap Scores

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Rank Scores

Highest Importance

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Medium Importance

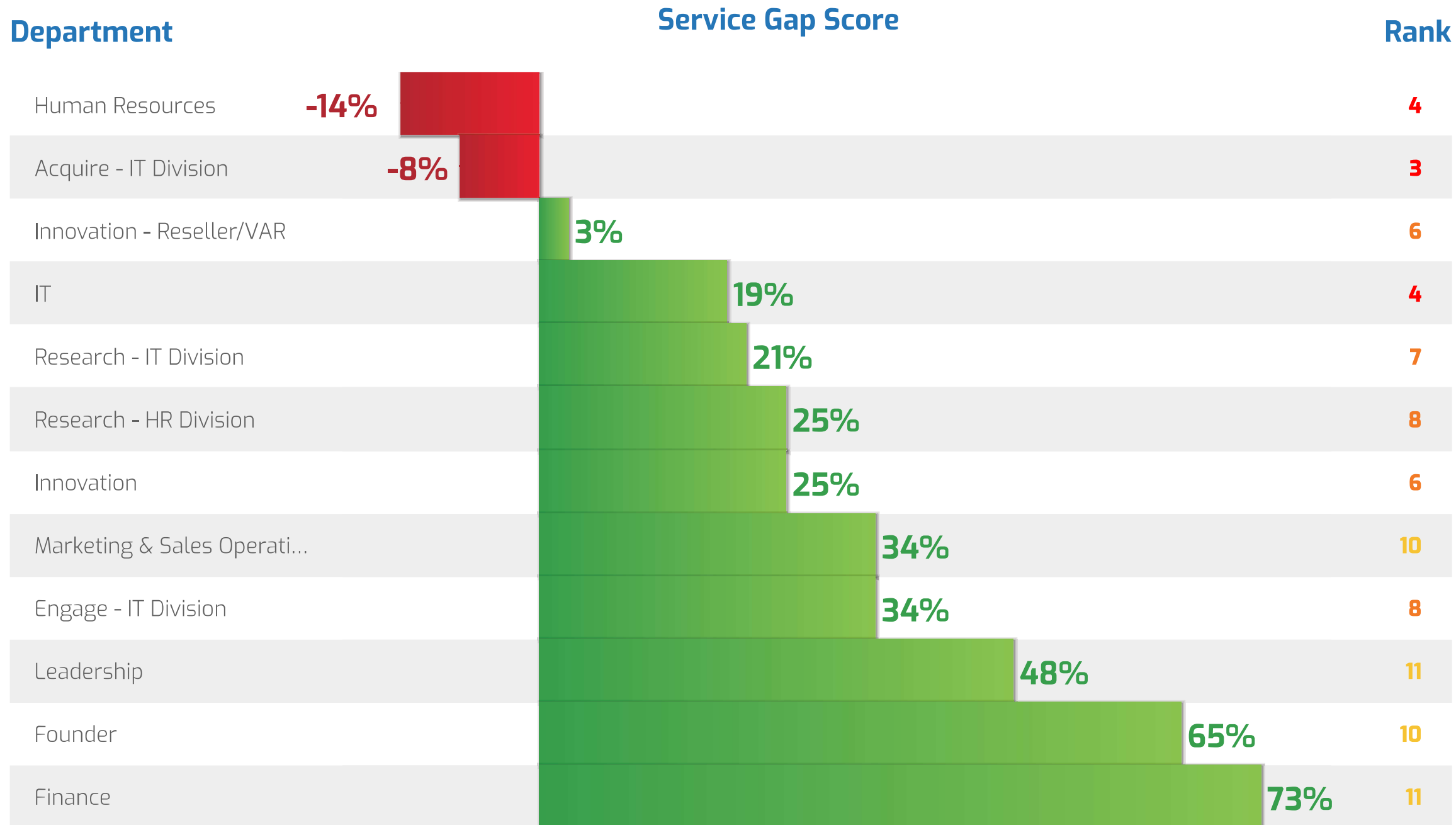
This core services was ranked between 5th and 9th most important for the Department.

Low Importance

This core services was ranked 10th or lower most important for the Department.

Devices Satisfaction by Department

The following charts rank Departments from under-served to over-served for this core service. This chart allows you to see the spread of satisfaction and the Service Gap for each Department related to this core service so you can make an informed decision on aligning resources



Service Gap Scores

Satisfaction - Importance < 0

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Satisfaction - Importance > 0

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Rank Scores

Highest Importance

This core services was ranked between 1st and 4th most important for the Department.

Medium Importance

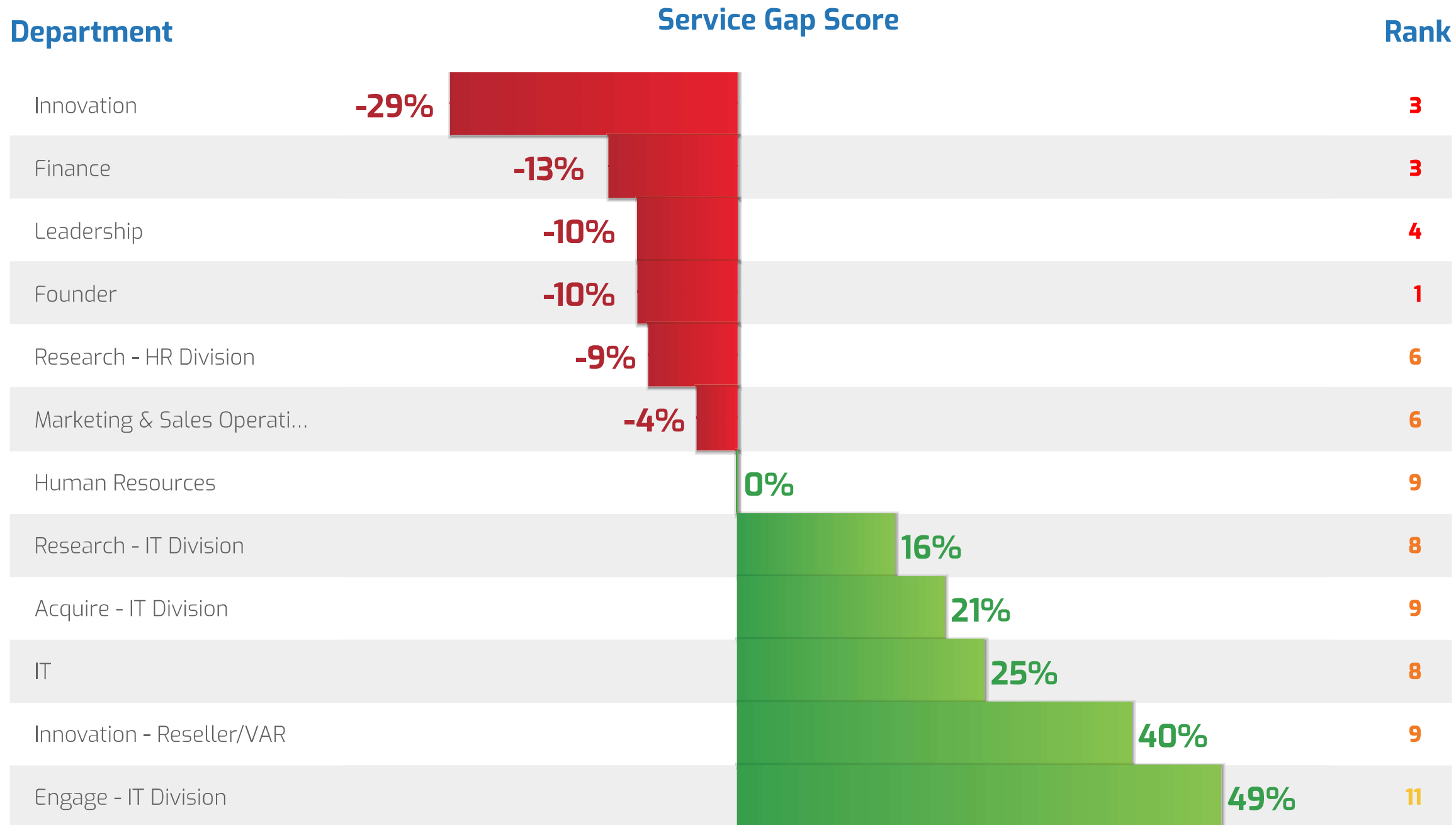
This core services was ranked between 5th and 9th most important for the Department.

Low Importance

This core services was ranked 10th or lower most important for the Department.

Projects Satisfaction by Department

The following charts rank Departments from under-served to over-served for this core service. This chart allows you to see the spread of satisfaction and the Service Gap for each Department related to this core service so you can make an informed decision on aligning resources



Service Gap Scores

Satisfaction - Importance < 0

When importance outweighs satisfaction, Departments are being under-served. The larger the gap, the greater the difference between satisfaction and importance. Aim to close service gaps to increase the effectiveness in these Departments.

Satisfaction - Importance > 0

When satisfaction outweighs importance, Departments are satisfied with this specific core service relative to the importance ranking. There may be room to reallocate resources, but be sure to maintain high satisfaction and improve medium to low satisfaction in the long-term.

Rank Scores

Highest Importance

This core services was ranked between 1st and 4th most important for the Department.

Medium Importance

This core services was ranked between 5th and 9th most important for the Department.

Low Importance

This core services was ranked 10th or lower most important for the Department.