

responsibility and service ethos. Fee-for-service cost recovery allows IT services to have a pipeline for funding while implementing unit costing for better resource management and lowering hidden costs. Measures such as this, combined with customer-centric SLAs, allow IT to improve service and effectively manage stakeholder expectation and scope creep.

Other changes seen within successful customer-centric business operations include a culture of accountability, ownership, and empowerment to solve customer problems. The appropriate governance and effective use of outsourcing within processes also contribute to success. Any implementation would be through a staged approach as a change program, focusing on key areas of business and processes. As with any other implementation, a customer-centric business is only as successful as its leadership, execution, and ongoing development and management.

CUSTOMER-CENTRIC BUSINESS APPLIED TO IT

Beyond an overall objective and approach for the provision of IT services to a business, a customer-centric business approach provides IT with solutions to many aspects of IT services, including:

- **Strategy** — a strategy for service provision and operations of IT
- **Revenue** — a solution for the provision of revenue for IT services, while driving out hidden costs
- **Service** — a model for providing IT services and a framework for improving services

- **Stakeholder management** — a method for managing stakeholders and their expectations, while increasing the reputation of IT
- **Process management** — an approach for defining processes within both business and IT, while ensuring the integrity of business logic and information management
- **Requirements gathering** — a robust technique for defining requirements and a basis for testing
- **Enterprise architecture** — a way to provide underlying principles for architecture

Meeting the increasing expectations of customers and revising business operations to accommodate globalization and trends in technology is driving business to be increasingly customer-centric. The report looks at the implementation and management of a customer-centric approach for sustainable profitability and as a strategy for business-driven IT. The report is relevant to the following audiences:

- **Business managers** — use the approach outlined as a tool for achieving change in business operations
- **IT managers** — harness the customer-centric business approach for provision of business-driven IT
- **Sales managers** — apply the customer-centric approach to drive sales and customer retention
- **Operational managers** — use the practical approach presented to help improve and align operations
- **Executive leadership** — use the report as a basis for the formulation of change



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