# IT Infrastructure Assessment

This report conducts a thorough IT due diligence assessment as a component of the enhanced due diligence process for mergers and acquisitions. It delves into the company's IT infrastructure, systems and applications, cybersecurity, and strategic planning. Through a series of targeted questions, the report evaluates the scalability and flexibility of the IT infrastructure, highlighting areas for improvement and assessing readiness for future growth or integration.

## Company A

presents a neutral prospect for a merger or acquisition, with potential for improvement but also significant challenges that need addressing. Th ree key reasons for this status include: 1. \*\*Technology Modernization Efforts vs. Outdated Systems\*\*: Company A is actively working on technology transformation projects, including adopting agile methodologies and modernizing its IT infrastructure. This indicates a forward-thinking approach and a potential for future growth and integration. However, the reliance on outdated technology, coupled with network and connectivity issues, poses significant operational risks. The mixed state of IT infrastructure-balancing modernization efforts against the backdrop of legacy systemssuggests a neutral prospect that could tilt towards positive with successful modernization or negative if current challenges persist without resolution. 2. \*\*IT Governance and Strategy Alignment\*\*: The company's IT strategy aligns with its overall business objectives of growth, customer satisfaction, and operational excellence, showing a clear direction for future development. However, challenges related to technology stability, integration, and the effectiveness of governance frameworks

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# 1. IT Infrastructure

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**Evaluate the company's current IT infrastructure.** 



### Key Findings

The company is undergoing a positive transformation towards Agile methodologies and digital innovation.

There is an ongoing effort to modernize IT infrastructure and applications.

The reliance on outdated technology and frequent technology issues indicate significant challenges.

Network and connectivity issues suggest inadequate network architecture or insufficient capacity planning.

Data management practices appear fragmented, impacting the company's ability to leverage data effectively.



### Action recommendations

Prioritize the modernization of legacy systems to reduce reliance on outdated technology.

Invest in robust network infrastructure to support current and future connectivity needs.

Develop a unified data management framework to improve data-driven decision-making.

Reevaluate operating processes to reduce silos and increase cross-functional collaboration and agility.

Continue the focus on digital innovation and technology transformation initiatives.

## Evaluation of Company A IT Infrastructure

## **Key Strengths:**

- **Adoption of Agile Methodologies:** The company is actively transforming to Agile ways of working, which is a positive move towards improving efficiency and adaptability in IT projects.
- **Technology Transformation Initiatives:** There are mentions of technology transformation and greenfield projects, indicating an ongoing effort to modernize IT infrastructure and applications.
- Hybrid Work Environment: The adaptation to a hybrid work model and the provision of updated office IT
  hardware suggest that the company is making efforts to support a flexible and modern work
  environment.
- **Focus on Digital Innovation:** There is a focus on digital innovation and strategy, which is crucial for staying competitive in the financial services industry.

#### Areas for Improvement:

- **Outdated and Unstable Technology:** Numerous comments point to the use of outdated technology and frequent technology issues, including system crashes and slow computer systems. This indicates a significant reliance on legacy systems that are not meeting current business needs.
- **Network and Connectivity Issues:** Reports of bandwidth issues, VPN problems, and frequent system outages suggest that the network architecture may be inadequate. This could be due to outdated network infrastructure or insufficient capacity planning.
- **Data Management Challenges:** Minimal visibility into data, obscure data dictionaries, and scattered data sources indicate a lack of a cohesive data management strategy. This can hinder data-driven decision-making and operational efficiency.
- Inflexible and Siloed Operating Processes: The presence of siloed processes and the mention of cumbersome processes suggest that the IT infrastructure may not be optimally designed for crossfunctional collaboration and agility.

#### Conclusion:

Company A IT infrastructure shows signs of undergoing transformation with a focus on agility, digital innovation, and technology modernization. However, the reliance on outdated technology, coupled with network and connectivity issues, poses significant challenges. The data management practices appear to be nted, which could impact the company's ability to leverage data effectively. To address these issues, Company A should prioritize the modernization of legacy systems, invest in robust network infrastructure to support current and future connectivity needs, and develop a unified data management framework. Additionally, reevaluating operating processes to reduce silos and increase flexibility could further enhance the efficiency and responsiveness of the IT infrastructure.

How scalable and flexible is the IT infrastructure to support future growth or integration?





Outdated systems and technology infrastructure limit current scalability and flexibility.

Frequent system issues and a lean IT team challenge efficient operations and rapid response to change.

Investments in technology upgrades and modernization efforts are underway, indicating an awareness of the need for improvement.

Positive employee perceptions suggest a culture conducive to embracing change and technological advancement.

Continuous investment in modernizing the IT infrastructure and addressing integration issues will be crucial for enhancing scalability and flexibility.

### Action recommendations

Accelerate the modernization of outdated systems and technology infrastructure to improve scalability and flexibility.

Expand the IT team to address frequent system issues more efficiently and support rapid response to change.

Enhance integration capabilities by simplifying or consolidating tech platforms to reduce siloed operations and cumbersome processes.

Leverage positive employee perceptions by involving them more in the digital transformation process to harness innovative ideas and improve IT provisioning.

Establish clear, updated, and organized policies and procedures to improve visibility into data and IT infrastructure management.

**Summary:** The IT infrastructure at Company A appears to be in a transitional phase with efforts towards modernization and agility, but it currently faces challenges in scalability, flexibility, and integration due to outdated systems, frequent system issues, and a lean IT team. However, the company's commitment to digital transformation, agile methodologies, and investment in technology upgrades suggests a potential for improvement in scalability and flexibility to support future growth or integration.

### Supporting Information:

#### Challenges in Current IT Infrastructure:

- Outdated systems and technology infrastructure limit current scalability and flexibility.
- Frequent system issues and a lean IT team challenge efficient operations and rapid response to change.
- Siloed operating processes and cumbersome processes due to multiple tech platforms that do not integrate well.

### Efforts Towards Modernization and Agility:

- Commitment to digital transformation and adopting agile methodologies indicates a move towards a more scalable and flexible IT environment.
- o Investments in technology upgrades and modernization efforts are underway, suggesting an awareness of the need for improvement.
- The introduction of rotational programs for exposure to multiple areas of technologies and the focus on innovation to elevate client experience show a strategic approach to building a futureready IT infrastructure.

#### • Employee Perception and Impact on IT Infrastructure:

- Positive employee perceptions of career growth opportunities, flexibility, and management support for innovation and learning new technologies suggest a culture conducive to embracing change and technological advancement.
- Negative perceptions regarding the slow and confusing IT provisioning, outdated/incomplete/disorganized policies and procedures, and minimal visibility into data indicate areas where IT infrastructure flexibility and scalability could be improved.
- **Conclusion:** Company A IT infrastructure currently faces challenges that may hinder its scalability and flexibility. However, the company's strategic focus on digital transformation, agile methodologies, and technology upgrades, combined with a culture that values innovation and learning, positions it to potentially overcome these challenges and support future growth or integration. Continuous investment in modernizing the IT infrastructure and addressing integration issues will be crucial for enhancing scalability and flexibility.

### Assess key IT systems and applications.



## Key Findings

The IT systems at Company A are undergoing modernization with a focus on Agile methodologies and digital innovation.

There is significant tech debt due to late entry into in-house technology capabilities, with efforts to address these through updates and new technology adoption.

Employee feedback indicates mixed satisfaction, with complaints about system reliability, speed, and integration issues.

Frequent technology issues such as system crashes, slow performance, and connectivity problems are reported, indicating room for improvement in system stability and effectiveness.

Maintenance and support for custom-built technology and the effectiveness of ongoing updates are areas for close monitoring.

### Action recommendations

Accelerate the pace of modernization and updates to address tech debt more effectively.

Implement a comprehensive feedback mechanism to better understand employee dissatisfaction and address system issues promptly.

Enhance the stability and performance of IT systems to reduce system crashes, slow performance, and connectivity problems.

Increase investment in staff training and support for the transition to newer systems to ease the challenging transition period.

Conduct a thorough review of maintenance and support strategies for custom-built technology to ensure they align with the company's strategic goals.

## Assessment of Key IT Systems and Applications at Company A

Summary: The IT systems and applications at Company A have shown a trajectory of gradual improvement and modernization, with a focus on adopting Agile methodologies and digital innovation. However, employee feedback indicates a mixed level of satisfaction due to outdated technology, frequent system issues, and a challenging transition to newer systems. There is evidence of investment in technology and a move towards automation, but the pace and effectiveness of these updates seem inconsistent across departments.

### Evolution and Updates of IT Systems:

- Transition towards Agile processes and digital banking solutions indicates an ongoing effort to modernize IT systems.
- Late entry into creating in-house technology capabilities has led to significant tech debt, with efforts underway to address these through updates and new technology adoption.
- Frequent system updates and a focus on digital innovation suggest a strategy for continuous improvement, though execution appears uneven.

### Employee Satisfaction with IT Systems:

- Mixed perceptions highlight a divide between areas experiencing modernization and those struggling with outdated systems. Positive feedback on Agile processes and innovative solutions contrasts sharply with complaints about system reliability, speed, and integration issues.
- Reports of frequent technology issues, such as system crashes, slow performance, and connectivity problems, indicate significant room for improvement in the stability and effectiveness of IT systems.

## Custom-Built Technology and Maintenance:

- There is limited direct mention of custom-built technology; however, the emphasis on digital innovation and the development of in-house technology capabilities suggest its presence.
- Maintenance and support for these technologies appear to be a challenge, evidenced by the gradual process of system transitions and reliance on IT contractors for support due to staffing issues.

Conclusion: Company A is in a phase of technological transformation, aiming to modernize its IT systems and applications through Agile methodologies and digital innovation. While there are clear signs of investment and strategic intent to update and improve technology, employee feedback reveals significant dissatisfaction with the current state of IT systems, including issues with stability, performance, and the pace of modernization. The maintenance of custom-built technology and the effectiveness of ongoing updates remain areas for close monitoring to ensure alignment with the company's strategic goals and employee needs.

## What are the biggest risks to IT systems?

Negative



## **Key Findings**

Outdated and inefficient technology infrastructure leads to operational inefficiencies and increases the risk of system downtimes.

Lack of integration among systems complicates processes and affects the ability to provide seamless customer service.

Inadequate IT support and staffing levels contribute to slow IT provisioning and reduce the organization's ability to maintain and improve IT systems.

Security and compliance concerns pose significant risks to customer trust and the organization's legal and regulatory standing.

Resistance to change and slow adoption of modern technologies impede the organization's ability to innovate and stay competitive.

### Action recommendations

Invest in technology upgrades to replace outdated systems and improve operational efficiency.

Enhance system integration to streamline processes and improve customer service.

Increase IT support and staffing levels to ensure adequate coverage and faster IT provisioning.

Strengthen cybersecurity measures and compliance protocols to protect against breaches and ensure regulatory compliance.

Foster a culture of innovation and agility to accelerate the adoption of modern technologies and methodologies.

Based on the comprehensive employee perceptions provided, it is evident that Company A faces significant challenges within its IT systems and infrastructure. These challenges not only impact the day-to-day operations but also pose substantial risks to the organization's ability to maintain a competitive edge, ensure employee satisfaction, and deliver exceptional customer service. The insights gathered highlight critical areas of concern that require immediate attention to mitigate risks and align the IT infrastructure with the organization's strategic objectives.

## Biggest Risks to IT Systems at Company A

- Outdated and Inefficient Technology Infrastructure: Employees frequently mention the use of archaic
  systems and the slow pace of technology upgrades. This outdated technology infrastructure hinders
  operational efficiency, reduces employee productivity, and increases the risk of system downtimes.
  Examples include frequent system crashes, bandwidth issues in call centers, and slow computer systems
  that are confusing to navigate.
- Lack of Integration Among Systems: There is a significant challenge with systems not communicating
  effectively with each other, making communication and documentation tedious. This lack of integration
  complicates processes, increases the likelihood of errors, and affects the organization's ability to provide
  seamless customer service. It also complicates data management and analysis, crucial for informed
  decision-making.
- Inadequate IT Support and Staffing Levels: The perceptions indicate a notable dissatisfaction with IT support, including non-existent or lean IT departments in some areas, leading to issues with coverage and slow IT provisioning. This situation is exacerbated by high employee turnover and frequent layoffs, which strain the remaining staff and reduce the organization's ability to maintain, troubleshoot, and improve IT systems effectively.
- **Security and Compliance Concerns:** Employees express concerns about compliance being unrealistic and the potential for online banking breaches, suggesting vulnerabilities in the organization's cybersecurity measures. In an industry where security and compliance are paramount, these issues pose significant risks to customer trust and the organization's legal and regulatory standing.
- Resistance to Change and Slow Adoption of Modern Technologies: Despite efforts towards technology transformation, there is a perception of slow adoption of the latest market trends and agile methodologies. This resistance to change and the slow pace of modernization impede the organization's ability to innovate and stay competitive in the rapidly evolving banking sector.

**Summary:** The insights from employee perceptions at Company A reveal critical risks within the IT systems and infrastructure, including outdated technology, lack of system integration, inadequate IT support, security vulnerabilities, and resistance to modernization. Addressing these issues is imperative for enhancing operational efficiency, ensuring data security, and improving employee and customer satisfaction. Strategic investments in technology upgrades, fostering a culture of innovation, and bolstering IT su nd cybersecurity measures are essential steps towards mitigating these risks and positioning Company A for long-term success.

# 3. IT Governance, Cybersecurity, & Data Protection Mar 22, 2024 2:46 PM

## Evaluate the company's IT governance frameworks.



## Key Findings

The company is in the process of adopting Agile methodologies, indicating a move towards improving IT governance.

There are challenges with outdated systems and a culture that hinders rapid progress, suggesting that modernization efforts are lagging.

Frequent audits and a perception of micromanagement point to a potentially inefficient or overly conservative approach to compliance.

Employee feedback suggests frustration with bureaucracy and politics, which can impede Agile transformation and IT governance efficiency.

There is an ongoing effort to modernize technology infrastructure and focus on digital innovation, but the pace may not meet industry standards.

#### **Action recommendations**

Accelerate the adoption of Agile methodologies by addressing internal bureaucracy and politics that hinder transformation.

Develop a strategic plan to prioritize and expedite technology modernization efforts, ensuring they align with industry standards.

Reevaluate the compliance and audit processes to identify and eliminate redundancies, focusing on enabling business agility and innovation.

Engage employees in the transformation process to gain insights and foster a culture supportive of rapid innovation and change.

Implement a governance model that balances compliance needs with the agility and efficiency required for modern IT governance.

## Evaluation of IT Governance Frameworks at Company A

Company A IT governance frameworks appear to be in a state of transition and under stress, as evidenced by employee perceptions. The company is making efforts to adopt Agile methodologies and modernize its technology stack, but faces challenges with outdated systems, frequent audits, and a culture that sometimes hinders rapid progress. Compliance with industry-specific regulations and standards is a focus, but the frequent audits and the perception of micromanagement suggest that the approach may be more reactive than strategic.

### **Detailed Analysis:**

 Adoption of Agile Methodologies: Positive employee feedback indicates a commitment to adopting Agile methodologies, which suggests an effort to improve IT governance by increasing responsiveness and efficiency. However, the transition appears to be in the early to middle stages, with some employees experiencing frustration due to bureaucracy and politics, which can impede Agile transformation.

- **Technology Modernization Efforts:** Employees have noted that the company is working on updating its systems and has a focus on digital innovation and strategy. This indicates an awareness of the need for modern IT governance frameworks that can support new technologies and processes. However, the presence of outdated systems and the perception of slow movement in this area suggest that modernization efforts may not be keeping pace with industry standards.
- **Compliance and Audits:** The frequent mention of ndicates that compliance with industry-specific regulations and standards is a priority for Company A. However, the perception that audits are overly frequent and sometimes redundant suggests that the company's approach to compliance may be inefficient or overly conservative. This could indicate a governance framework that is more focused on avoiding penalties than on enabling business agility and innovation.
- **Significant Findings from IT Audits:** While specific results from the most recent IT audits are not provided, the repeated mention of audits and compliance challenges suggests that there may have been significant findings related to outdated systems, data management issues, and possibly gaps in compliance. The focus on audits also implies an ongoing effort to address these findings, although the effectiveness of these efforts is not clear from employee feedback.
- **ges and Opportunities for Improvement:** The mixed perceptions of IT governance at Company A several challenges, including the need to balance compliance with agility, the need to modernize technology infrastructure, and the need to streamline governance processes to reduce bureaucracy. However, there are also opportunities for improvement, such as leveraging Agile methodologies to increase IT governance efficiency and focusing on strategic technology investments to address system modernization needs.

#### ion:

Company A IT governance frameworks are characterized by a commitment to compliance and an effort to modernize, but face challenges related to outdated systems, inefficient processes, and a culture that may not fully support rapid innovation. To enhance its IT governance, the company could benefit from a more strategic approach to compliance, a focused effort on technology modernization, and a governance model that supports both agility and efficiency.

### What cybersecurity measures are in place to protect against threats and data breaches?

Neutral



## **Key Findings**

Employees report that technology is often outdated and unstable, increasing vulnerability to cyber threats.

There are efforts to modernize technology and focus on digital innovation, indicating an ongoing effort to improve cybersecurity.

Lack of specific mention of past cybersecurity incidents or compliance with data protection regulations like GDPR or CCPA, suggesting potential non-compliance risks.

Reported issues with outdated procedures and technology could pose risks of non-compliance with data protection regulations.

Concerns about how securely employee data is handled and protected, given broader technology issues.



## **Action recommendations**

Accelerate technology modernization efforts to replace outdated systems with more secure, updated versions.

Implement a clear incident reporting and handling protocol to improve transparency and preparedness for cybersecurity incidents.

Conduct a comprehensive compliance audit to identify and address potential gaps in adherence to data protection regulations like GDPR and CCPA.

Review and update software licenses and intellectual property management practices to mitigate legal and security risks.

Enhance measures to protect employee data, including better encryption and access controls, to address concerns about data security.

## Evaluation of Cybersecurity Measures at Company A

**Summary:** Company A appears to have a mixed approach towards cybersecurity and data protection, with some positive initiatives but also significant gaps and challenges. The company's efforts to modernize its technology and adopt agile methodologies suggest a forward-thinking approach. However, employee perceptions indicate issues with outdated systems, technology instability, and potential non-compliance risks, which could undermine cybersecurity efforts.

### **Cybersecurity Protocols and Incidents:**

- **Outdated Systems:** Employees have reported that the technology is often outdated and unstable, which can create vulnerabilities to cyber threats. Outdated systems are less likely to be supported with security patches and updates, increasing the risk of breaches.
- **Technology Modernization Efforts:** There are mentions of the company working on modernizing its technology and focusing on digital innovation. This could indicate an ongoing effort to improve cybersecurity measures by updating systems and software.
- **Incident Handling:** There is no specific mention of past cybersecurity incidents or how they were handled. This lack of visibility could either mean that incidents are not communicated effectively within the company or that there have been no significant incidents to report.
- Compliance with Data Protection Regulations: There is no explicit mention of compliance with specific data protection regulations like GDPR or CCPA. Given the reported issues with technology and processes, there could be risks of non-compliance, especially in handling customer and employee data securely.

### **Gaps and Risks:**

- **Non-Compliance Risks:** The reported issues with outdated procedures, processes, and technology could pose risks of non-compliance with data protection regulations. This is particularly concerning given the global emphasis on data privacy and security.
- **Software Licenses and IP Risks:** There is no direct information on the status of software licenses or intellectual property-related risks. However, the reported technology challenges suggest that there might be gaps in ensuring all software is licensed and up-to-date, which could expose the company to legal and security risks.
- **Employee Data Protection:** While there are mentions of a focus on employee wellness and support, there is no specific information on how seriously the company takes the protection of employee data. Given the broader technology issues, there could be concerns about how securely employee data is handled and protected.

**Conclusion:** Company A approach to cybersecurity appears to be evolving, with efforts to modernize and innovate. However, the reported technology challenges and lack of clear information on compliance and incident handling suggest there are significant gaps that need to be addressed. To mitigate risks, the company

| should focus on updating its technology infrastructure, ensuring compliance with data protection regulations, and improving transparency around cybersecurity efforts and incident management. |
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Assess IT operations, including their efficiency, management and administration.

Negative



## **Key Findings**

IT operations are challenged by outdated systems and frequent technology issues, leading to operational inefficiencies.

The IT team is described as 'VERY lean,' indicating potential understaffing issues that could impact response times and coverage.

There is a reactive rather than proactive approach to IT management, with frequent technology issues and slow transition to updated technology.

Operational challenges include bandwidth issues in call centers and frequent downtime of print servers, directly impacting productivity and customer service.

While there is a commitment to modernization, the pace of change is slow, and there are significant challenges in managing and resolving IT issues efficiently.

#### **Action recommendations**

Increase staffing levels in the IT department to improve coverage and response times.

Implement a more proactive IT management strategy to anticipate and prevent technology issues before they occur.

Accelerate the transition to updated technology and streamline processes to reduce operational inefficiencies.

Invest in robust IT issue tracking and resolution systems to improve the stability and efficiency of IT operations.

Enhance communication and feedback mechanisms to ensure that IT issues are promptly reported and effectively resolved.

## Assessment of IT Operations at Company A

**Summary:** IT operations at Company A appear to be challenged by outdated systems, frequent technology issues, and a lean IT team structure that struggles with coverage and efficient problem resolution. Despite a commitment to modernizing technology and adopting agile methodologies, operational inefficiencies and a lack of streamlined processes significantly impact the efficiency, management, and administration of IT operations.

### • Efficiency and Management:

- The IT team is described as "VERY lean," indicating potential understaffing issues that could lead to delayed response times and coverage gaps.
- Frequent technology issues, including bandwidth problems in call centers and weekly latency issues, suggest a reactive rather than proactive approach to IT management.
- Positive mentions of a commitment to agile methodologies and technology transformation projects indicate an awareness and intention to improve, but the transition appears slow and fraught with challenges.

## • IT Issue Tracking and Resolution:

- Employees experience "frequent systems issues" and "constant updates to systems and procedures," which may indicate a lack of a stable, efficient system for tracking and resolving IT issues.
- The presence of "frequent reorganizations" and "continuous turnovers" could disrupt the continuity and effectiveness of IT support structures.
- Positive feedback on management's openness to feedback and suggestions for improvement suggests that there are mechanisms in place for reporting issues, but the effectiveness of these mechanisms in resolving issues is unclear.

### Operational Challenges and Inefficiencies:

- The reliance on outdated systems and the slow pace of transitioning to updated technology create significant operational inefficiencies, as seen in the "constant updates" and "weekly latency issues."
- Specific examples of operational challenges include "bandwidth issues" leading to dropped connections in call centers and "print servers" frequently going down, directly impacting employee productivity and customer service.
- The "lean" IT team structure, combined with a high volume of technology incidents and a slow, bureaucratic process for implementing changes, exacerbates these challenges, leading to a work environment described as "stretched too thin" and "challenging."

Conclusion: Company A IT operations are currently hindered by a combination of outdated technology, insufficient staffing, and procedural inefficiencies. While there is a clear recognition of the need for modernization and improvement, the pace of change and the ability to effectively manage and resolve IT issues in a timely manner are areas that require significant attention and resources.

## Evaluate the level of IT support and training provided to employees.



## Key Findings

Comprehensive training programs and support for career development indicate a strong foundation for employee development.

Investment in technology and learning resources shows the company's commitment to employee success.

Inadequate onboarding and training for new hires suggest initial support could be significantly improved.

Technology infrastructure and support issues, including outdated systems and non-responsive IT department, highlight critical gaps in IT support.

High turnover and staffing issues may exacerbate challenges with IT support and training, impacting the effectiveness of these programs.

#### Action recommendations

Review and enhance the onboarding process to ensure comprehensive training and support for new hires.

Invest in upgrading technology systems and infrastructure to meet current and future needs.

Improve responsiveness and availability of the IT support department to address technology incidents and queries promptly.

Develop strategies to reduce high turnover rates, potentially through improved working conditions or benefits.

Conduct regular assessments of training programs and IT support to identify and address gaps or areas for improvement.

## Summary:

The level of IT support and training provided to employees at Company A appears to be mixed, with a significant number of positive remarks about the training opportunities and support for career development, but also notable concerns regarding the adequacy and effectiveness of IT support, technology infrastructure, and the onboarding process.

## Analysis:

## Positive Aspects of IT Support and Training:

- **Comprehensive Training Programs:** Employees have access to various training programs, including detailed trainings and opportunities for learning new technologies, which are supported by management. This indicates a strong foundation for employee development and skill acquisition.
- **Support for Career Development:** There is a clear emphasis on career growth, with many employees highlighting opportunities to grow their skill sets and advance within the company. This is further supported by mentorship and networking opportunities.
- **Investment in Technology and Learning Resources:** Some feedback points to the company investing in technology and providing employees with the necessary tools and resources to succeed in their roles. This includes updated IT hardware and access to learning platforms.

### **Negative Aspects of IT Support and Training:**

- Inadequate Onboarding and Training for New Hires: Several employees reported issues with onboarding, including slow IT provisioning, lack of comprehensive training for new hires, and a reliance on self-teaching. This suggests that the initial support and training for new employees could be significantly improved.
- **Technology Infrastructure and Support Issues:** Frequent mentions of outdated systems, slow and confusing computer systems, and frequent technology incidents indicate that the company's technology infrastructure may not meet the needs of its employees effectively. Additionally, the IT department is described as non-responsive or non-existent in some departments, highlighting a gap in IT support.
- **High Turnover and Staffing Issues:** High attrition rates and reports of being short-staffed could be exacerbating the challenges with IT support and training, as existing employees may not have the bandwidth to provide adequate training or support to new hires.

**Conclusion:** While Company A has made commendable efforts in providing training opportunities and supporting career development, there are significant areas for improvement in IT support and the technology infrastructure. Enhancing the onboarding process, upgrading technology systems, and ensuring responsive IT support are critical steps to address the concerns raised by employees and improve the overall IT support and training environment.

Assess critical dependencies and disaster preparedness related to IT operations.



# Key Findings

Company A relies on outdated technology systems, posing a risk for system failures.

The lean IT team may not be sufficient for rapid response in disaster scenarios.

There's a lack of explicit disaster recovery and business continuity plans, raising concerns about the company's preparedness for IT-related disasters.

Frequent network and bandwidth issues indicate critical dependencies on stable internet service providers and internal network infrastructure.

The management and integration of third-party vendors into disaster preparedness plans are not adequately discussed, which could be a significant oversight.

### Action recommendations

Invest in modernizing IT systems and infrastructure to reduce dependency on outdated technology.

Expand the IT team and enhance training to ensure rapid response capabilities during a disaster.

Formulate comprehensive disaster recovery plans that include all aspects of IT operations and regularly test these plans.

Create or refine business continuity plans that address potential IT failures, including scenarios involving third-party vendors.

Develop a robust vendor management strategy that includes integrating them into disaster preparedness plans.

Assessment of Critical Dependencies and Disaster Preparedness Related to IT Operations at Company A

#### Summary

Company A appears to have several critical dependencies related to its IT operations, including reliance on outdated technology systems, frequent technology issues, and a lean IT team. These factors, combined with the reported frequent system outages and bandwidth issues, suggest potential vulnerabilities in disaster preparedness and business continuity planning. The employee perceptions indicate a need for significant improvements in both technology infrastructure and disaster recovery planning to ensure business resilience.

Critical Dependencies Related to IT Operations

- Outdated Technology Systems: Employees have reported the use of outdated systems and technology, which can be a significant dependency as these systems may not be supported or could be prone to failures.
- Lean IT Team: The lean nature of the IT team, as mentioned, could pose a risk during a disaster scenario where rapid response is required across multiple systems or locations.
- Third-Party Vendors: There is an implied dependency on third-party vendors, especially for IT contractors and possibly for cloud services (given the move towards digitization). However, there's no explicit mention of how these vendors are managed or integrated into disaster recovery plans.
- Bandwidth and Connectivity Issues: Frequent network and bandwidth issues, including those affecting call centers, indicate a critical dependency on stable internet service providers and internal network infrastructure.

- **Disaster Recovery Planning**: There is no explicit mention of existing disaster recovery plans. Given the reported frequent IT issues and system outages, it's crucial to evaluate whether current disaster recovery strategies are adequate and tested regularly.
- Business Continuity Planning (BCP): Similarly, there's a lack of information on business continuity plans. The reliance on outdated technology and the lean IT team could be significant gaps in ensuring business operations can continue smoothly in the event of a disaster.
- **Remote Work and Flexibility**: The adaptation to remote work during the pandemic shows some level of operational flexibility. However, the reported technology issues for remote employees suggest that more robust infrastructure and support are needed for a truly resilient remote work model.
- **Vendor Management and Integration**: The management and integration of third-party vendors into disaster recovery and business continuity plans are not discussed. Given the reliance on IT contractors and potentially other technology service providers, ensuring these vendors are part of the disaster preparedness strategy is crucial.

#### Recommendations

- **Upgrade Technology Infrastructure**: Invest in modernizing IT systems and infrastructure to reduce dependency on outdated technology and improve overall resilience.
- **Strengthen IT Team and Support**: Expand the IT team and enhance training to ensure rapid response capabilities during a disaster. Consider establishing specialized disaster recovery and business continuity roles.
- **Develop and Test Disaster Recovery Plans**: Formulate comprehensive disaster recovery plans that include all aspects of IT operations, from data backups to application availability. Regularly test these plans to ensure effectiveness.
- Enhance Business Continuity Planning: Create or refine business continuity plans that address potential IT failures, including scenarios involving third-party vendors. Ensure plans are comprehensive and cover all critical business functions.
- **Vendor Management Strategy**: Develop a robust vendor management strategy that includes criteria for selecting vendors, integrating them into disaster preparedness plans, and regularly reviewing their performance and compliance with agreed standards.

## Conclusion

While Company A is making strides towards modernizing its technology and adopting agile methodologies, the reported employee perceptions highlight significant areas for improvement in IT operations and disaster preparedness. Addressing these areas is essential for minimizing business disruption and ensuring long-term resilience.

Evaluate the company's IT strategy and its alignment with the overall business strategy.

Positive



## **Key Findings**

Company A is undergoing a significant IT transformation to align with its business strategy of growth, customer focus, and agility.

Major IT initiatives include technology transformation, agile methodology adoption, and technology infrastructure modernization.

These IT projects aim to enhance operational efficiency, customer experience, and support company growth and competitive positioning.

There is a strategic focus on overhauling outdated systems and adopting agile methodologies to improve responsiveness and operational efficiency.

Challenges such as technology instability and outdated systems need to be addressed to ensure the success of IT initiatives.



#### **Action recommendations**

Continue to prioritize IT projects that directly support business strategy goals of growth, customer satisfaction, and operational excellence.

Address identified challenges related to technology instability and outdated systems to prevent potential hindrances to IT project success.

Enhance coordination among IT support teams to ensure seamless implementation and maintenance of new technologies and methodologies.

Monitor the impact of IT modernization efforts on employee productivity and customer service to ensure desired outcomes are achieved.

Consider establishing a feedback loop from customers and employees to continuously improve IT strategies and align them with user needs.

## Summary:

Company A IT strategy appears to be in a phase of transformation and modernization, aiming to align more closely with its overall business strategy of growth, customer focus, and agility. Major IT projects include technology transformation, greenfield projects, adopting agile methodology, and modernizing technology infrastructure. These projects are prioritized based on their potential to improve operational efficiency, enhance customer experience, and support the company's growth and competitive positioning.

## Analysis:

- **Technology Transformation and Greenfield Projects**: Company A is actively working on technology transformation projects, including the adoption of new, modern technologies and the initiation of greenfield projects. These efforts are aimed at overhauling outdated systems and processes to make the bank more competitive and responsive to market demands.
- Adoption of Agile Methodology: The bank is committed to adopting agile methodologies across its operations. This move is designed to increase flexibility, improve product development cycles, and foster

a culture of continuous improvement. The prioritization of agile adoption suggests a strategic focus on enhancing responsiveness and operational efficiency.

- Modernizing Technology Infrastructure: There is a clear emphasis on modernizing the bank's technology infrastructure. This includes updating IT hardware, improving network stability, and investing in new technologies. These upgrades are critical for supporting the bank's growth, improving employee productivity, and enhancing customer service.
- Impact on Business Strategy: The IT projects underway at Company A are closely aligned with its broader business strategy, which focuses on growth, customer satisfaction, and operational excellence. By modernizing its technology stack and adopting agile practices, Company A aims to improve its service offerings, streamline operations, and better meet the needs of its customers and employees.
- Challenges and Considerations: Despite these positive steps, there are challenges related to technology instability, outdated systems, and the need for more coordinated IT support. These issues, if not addressed, could hinder the successful implementation of IT projects and their potential impacts on the business.

#### Conclusion:

Company A IT strategy is geared towards transformation and modernization, with a strong alignment to its overall business objectives. The prioritization of technology upgrades, agile adoption, and infrastructure modernization projects demonstrates a clear commitment to improving operational efficiency, customer experience, and competitive positioning. However, ongoing challenges related to technology stability and coordination must be managed to ensure these IT initiatives deliver their intended benefits.

## How might a merger or acquisition impact the IT strategy and ongoing or planned IT projects?

Negative



## **Key Findings**

Employees report issues with technology platforms not effectively communicating, indicating a need for a cohesive IT strategy.

Poor communication regarding changes has led to uncertainty and discomfort among employees, affecting IT project direction and alignment.

Layoffs and staffing issues, along with a lack of training for IT staff, are severely impacting ongoing and planned IT projects.

There is a need for a comprehensive IT integration plan to ensure seamless operations post-merger.

Investment in training and development for IT staff is crucial to address talent and skill gaps.



#### Action recommendations

Develop a comprehensive IT integration plan focusing on system compatibility and platform integration across merging entities.

Establish clear communication channels and change management processes to keep stakeholders informed and aligned with IT strategies.

Invest in targeted training and development programs for IT staff to upskill in new technologies and improve leadership and collaboration.

Reassess the IT department's resource needs post-merger, prioritizing projects with significant strategic value and ensuring adequate support.

Focus on building a positive culture that values innovation, collaboration, and employee well-being to enhance morale and success in post-merger IT projects.

## Impact of Merger or Acquisition on IT Strategy and Projects at Company A

**Summary:** The merger or acquisition has significantly impacted Company A IT strategy and ongoing or planned IT projects, as evidenced by employee perceptions. These impacts include challenges in technology integration, communication gaps, and disruptions in ongoing IT projects. To ensure a successful merger or acquisition, it is crucial to address these issues promptly.

- **Integration of Diverse Technologies:** Employees have reported issues with technology platforms not communicating effectively, leading to cumbersome processes. This indicates a need for a more cohesive IT strategy that prioritizes the integration of disparate systems to ensure seamless operations postmerger.
- **Communication and Planning:** The merger has been marked by poor communication regarding changes, leading to uncertainty and discomfort among employees. For IT projects, this translates to a lack of clear direction and misalignment with overall business objectives, necessitating improved communication channels and planning mechanisms.
- Resource Allocation and Training: There have been mentions of layoffs and staffing issues, alongside a
  noted lack of training and development for IT staff. This situation can severely impact the progress of
  ongoing and planned IT projects by reducing the available talent pool and limiting the growth of existing
  staff.

## Recommendations to Mitigate Risks and Enhance Success

- Enhanced Integration Planning: Develop a comprehensive IT integration plan that focuses on the
  compatibility of systems and platforms across merging entities. This plan should include a detailed
  assessment of existing IT infrastructures, identification of redundancies, and a roadmap for integration or
  decommissioning of systems.
- 2. **Improved Communication and Change Management:** Establish clear communication channels and change management processes to keep all stakeholders informed about IT strategies and project statuses. This should include regular updates, feedback mechanisms, and involvement of IT staff in decision-making processes to ensure alignment with business goals and employee expectations.
- 3. **Investment** ning and Development: To address the talent and skill gaps highlighted by employees, Company A should invest in targeted training and development programs for IT staff. This could involve upskilling in new technologies, leadership development for IT managers, and cross-functional training to improve collaboration across departments.
- 4. **Strategic Resource Management:** Post-merger, it's crucial to reassess the IT department's resource needs carefully. This includes not only staffing levels but also technology investments. Prioritizing projects that offer the most significant strategic value and ensuring adequate support for these initiatives can mitigate the risk of project disruptions.
- 5. **Focus on Culture and Employee Engagement:** Given the negative perceptions around the merger, focusing on building a positive culture that values innovation, collaboration, and employee well-being is essential. Engaging IT staff in the vision for the future and recognizing their contributions can enhance morale and drive success in post-merger IT projects.

By addressing these areas, Company A can mitigate the risks associated with mergers or acquisitions and enhance the overall success of its IT strategy and projects. This will require a concerted effort across all levels of the organization, with a particular focus on integration, communication, and employee development.