Clear business decisions before IT builds.

When "CIO Business Readiness" is especially valuable

Technology, budget and timeline are set — ERP, CRM or AI platform. But target picture, standards and responsibilities on the business side are still rough. The real question is not whether IT can deliver, but whether the business has decided what it should deliver.

Specifically, the aim is to …

DECIDE	BECAUSE …
● Which six business decisions must be made binding before the build	● open fundamental questions otherwise land in the project — and IT decides by proxy.
● What is the company-wide standard — and which variants stay permitted	● every unit otherwise gets its own variant; customizing and operating costs explode.
● Who owns value, data and ways of working after go-live	● a business case without an owner remains an assertion after implementation.

VALUE LEVER 1 · DESIRED OUTCOME

As CIO, commission what has been decided — instead of negotiating inside the project.

You receive an approved requirements package — not another specification:

- **The six decisions are closed.** Value hypothesis, ways of working, standards, roles, data ownership and waves are decided, documented and signed off by the business.
- **The handover to IT and implementation partner is unambiguous.** Implementation partner and IT build on a contradiction-free brief — assumptions and open points stay transparent.

VALUE LEVER 2 · HIGH DECISION CONFIDENCE

Your requirements package holds, because every decision is taken and signed off by the business.

A technically clean system is not yet an effective one. Every initiative must therefore pass three readiness tests:

- **Evidence value and target picture.** Value hypothesis with baseline, target and owner, plus the target picture of future ways of working, are defined with the business.
  Result: a business compass instead of a feature list.
- **Clarify standards and accountability.** Company-wide standards, permitted variants, roles, decision rights and data ownership are decided — before configuration.
  Result: clear ownership instead of IT decisions by proxy.
- **Approve scope and waves.** What now, what later, what never: the steering committee signs off scope, priorities and deviations; implementation partner and IT confirm readiness.
  Result: an approved requirements package — ready for design and build.

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VALUE LEVER 3 · FAST DECISION

From eight weeks on, it is decided what the business hands to IT — and what not.

As a sprint, CIO BUSINESS READINESS shortens the path from a rough intent to a robust business mandate.

- **Weeks 1–3: Evidence the decision gaps.** The six decisions are checked against the current state of the initiative: decided, open, or taken by proxy by IT.
- **Weeks 4–6: Close the decisions.** Value hypothesis, ways of working, standards, roles, data and waves are settled with the business in prepared decision rounds.
- **From week 7: Approve the handover.** Requirements package documented and signed off by the steering committee; implementation partner and IT confirm feasibility and readiness to start.

> **Sprint principle.** First make the gaps visible, then decide, then hand over. Speed comes from the business deciding before the build — not IT deciding inside the project.

VALUE LEVER 4 · LOW MANAGEMENT EFFORT

Your business leadership decides — without a large-scale strategy project.

Strat-Exx prepares each of the six decisions so that business owners and CIO can take them in a few rounds — based on existing documents.

Only four inputs are required from your organization:

- access to the business case, project documents and the process and data landscape,
- perspectives from executive management, business units, IT and the implementation partner,
- existing standards, roles and responsibilities,
- management decisions at three clearly prepared decision points.

VALUE LEVER 5 · LIMITED IMPLEMENTATION RISK

No build before the business has decided.

The bigger risk is not a later project start. It is building what was never decided — and paying for customizing, exceptions and renegotiation for years.

The sprint limits this risk:

- Each of the six decisions has a named owner on the business side.
- Standards and permitted variants are fixed before configuration.
- Value hypothesis with baseline, target and date — verifiable after go-live.
- Handover with readiness to start confirmed by implementation partner and IT.

> **Typical use case.** Upcoming ERP/S/4, CRM or AI platform decision; running initiative with scope drift and escalations; new CIO mandate with an open business target picture.

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At the end of the project, all decision foundations are on the table — ready for handover to IT and implementation partner:

A. a **Decision Gap Map** across the six decisions: decided, open, by proxy,

B. a signed-off **value hypothesis** with baseline, target, date and value owner,

C. a **target picture of future ways of working** with company-wide standards and permitted variants,

D. defined **roles, decision rights and data ownership** for project and operations,

E. an **approved scope with wave plan**: what now, what later, what never,

F. a **signed-off requirements package** with readiness to start confirmed by implementation partner and IT.

> **The benchmark.** What counts is not the number of requirements, but whether value, standards and accountability are decided before the build — so that IT builds instead of negotiating.

Which decisions is your IT currently taking by proxy for the business?

YOUR CONTACT



Dr. Clemens Oertel

CONFIDENTIAL STRATEGY CONVERSATION

30-Minute Conversation

Via Google Meet · book anytime

calendly.com/clemens-oertel-strat-exx/30min

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