

SCENARIO BOOK

Technology Advisory

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Making the right tech decisions is critical to accelerating the flow of customer value. Are you on the right path?

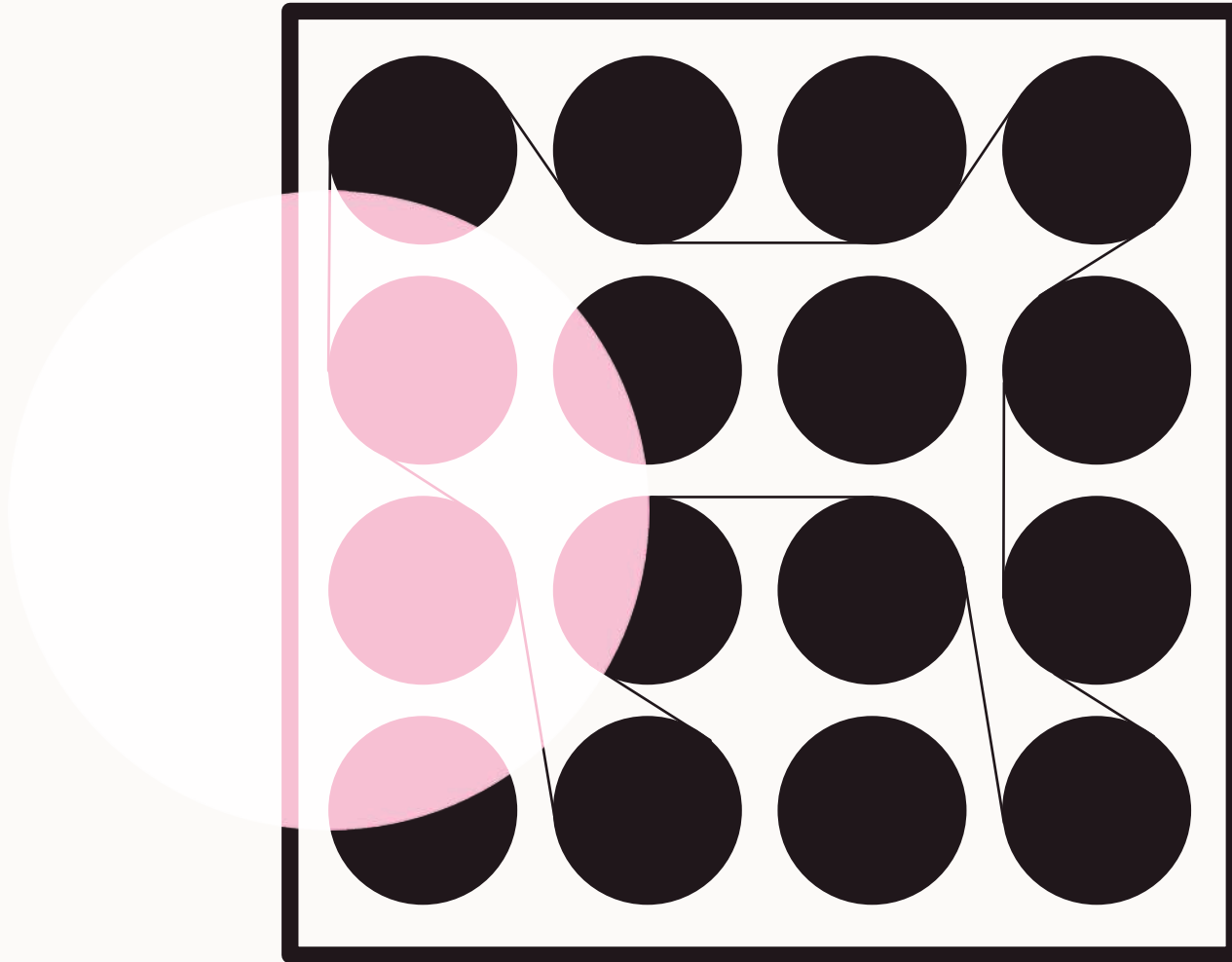
HYPR

An abstract graphic design featuring a grid of thin black lines forming a pattern of triangles. Overlaid on this grid are several overlapping circles of various sizes and colors, including black, dark purple, and light pink. The circles are arranged in a way that they appear to be floating or moving across the grid, creating a sense of depth and movement. The overall aesthetic is modern and tech-oriented.

Your scenario?

- Your business needs to continuously evaluate its technology strategy to ensure the system can deliver the value customers need today and tomorrow
- You're considering significant investment in new initiatives to help achieve this, some of which may involve new vendors and partners
- You also know the tech landscape is changing fast and you want to be confident that these investment decisions keep you on the right side of change
- While many people in the business have contributed to building and updating the tech strategy, it's time to seek a fresh, independent view to provide expert assurance and validation

“We know that technology plays a central role in achieving business critical outcomes and making the right decisions about tech has an impact far into the future. When so much is at stake, external expertise and advice can make a huge financial difference to the business”



A road to nowhere?

We believe there are five headline reasons why enterprises find themselves veering off-course with technology:

01 Unclear vision and goals

The human-technical system must be geared to achieving explicit business outcomes dependent on factors such as life stage of the business. Too often, we see technology strategy and roadmaps that seem divorced from business objectives. ([See our Situational Analysis Scenario Book](#) for more on this).

02 The pace of technology change

Change has either compromised or made the existing strategy redundant. The system cannot adapt quickly enough to change. There's a feeling of being caught in the headlights and this may lead to tactical investments. These take the business further off-course. It's hardly surprising given that it's incredibly hard to keep up-to-date with the pace of change and impossible to predict the future with any confidence.

03 The complexity of the system

Transparency across the delivery portfolio is limited by complexity. Executives cannot see the breadth and depth of work going on making it very challenging to be fully confident about initiatives worth investing in.

04 Sub-optimal impacts

The strategy didn't provide a truly holistic view of the human-technical system. Existing initiatives aren't delivering what was expected because they are sub-optimal in terms of the whole system. They might be taking the business down an alleyway.

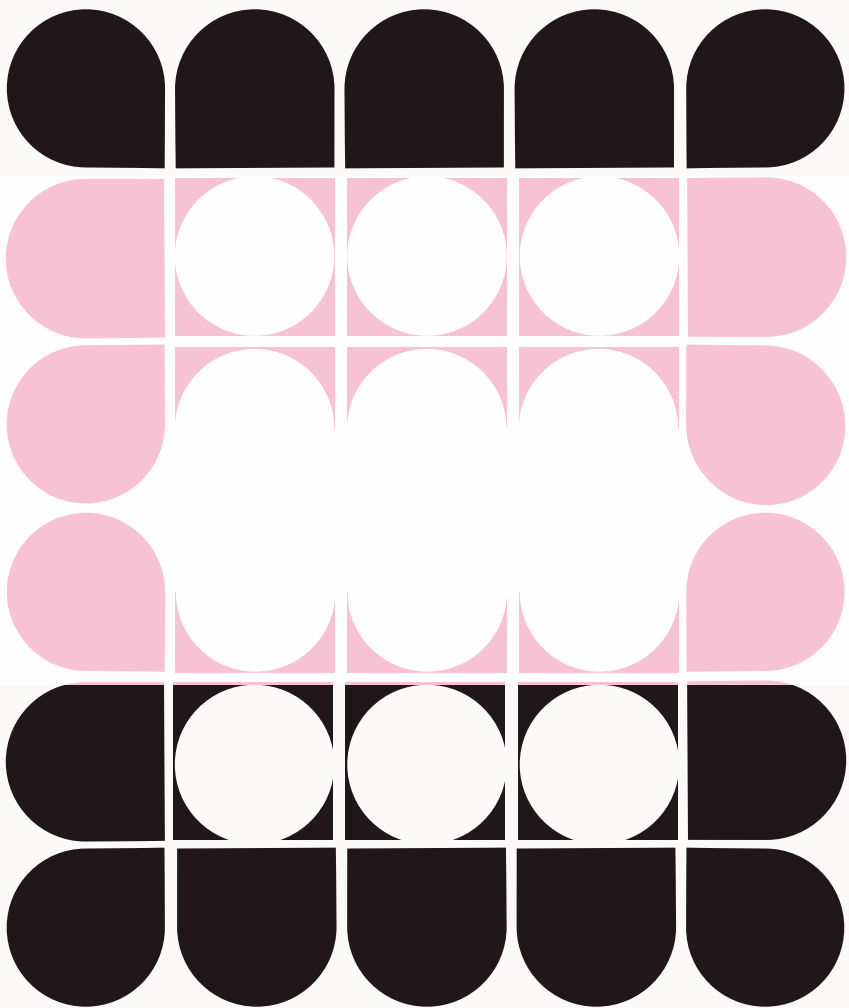
05 A lack of capability and competencies

Many businesses lack the core expertise to take on complex delivery of application or data engineering, resulting in poor approaches and compromised execution. For example, businesses may find themselves hamstrung by earlier 'buy-build-rent' decisions about software applications.

What's a good approach to strategy and planning?

A good strategy and plan to execute it:

- Aligns to business goals
- Is written in a language the wider business can understand
- Focuses on accelerating the flow of customer value today and long into the future
- Meets both human and technical needs of the system
- Reflects the complexity of the system
- Identifies the risks inherent in the journey
- Is holistic, such that new initiatives in one area aren't detrimental to others
- Should consider all existing technology and provide release plans for planned improvements, sunseting, end-of-life schedules and replacements etc. It shows the milestones and benchmarks for onboarding new technology
- Can adapt to business strategy pivots, changing priorities, the changing tech landscape and the adoption of new capabilities
- Provides transparency across the delivery portfolio and adapts to changes in scope of the delivery portfolio
- Indicates the resources required across different initiatives – capital, people, energy, communication etc
- Highlights critical dependencies
- Outlines training of teams required to make initiatives successful



Build a team to realise value

From across the business

A great strategy and plan isn't focused on technology. *It's focused on delivering the outcomes the business wants to achieve and technology's role in that.* This immediately implies that there's a much wider range of stakeholders than simply 'technical experts'.

With the right expertise

Your team should have representatives with core expertise across technology, product, design, user experience, market validation and quality assurance. You'll need partners and vendors involved too when appropriate.

With governance and execution in mind

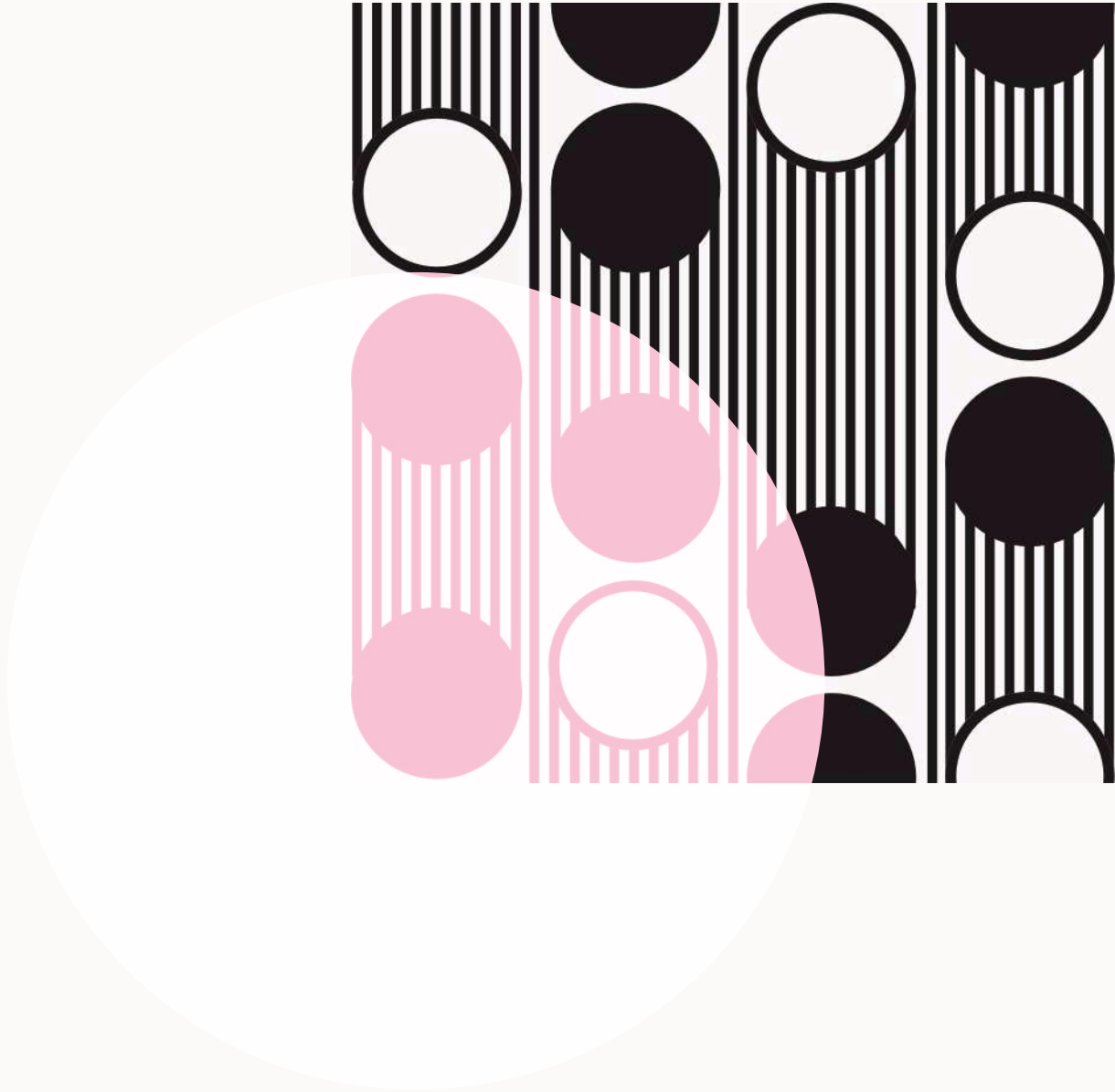
A strategically and goal-aligned team will have both governance and execution roles. Senior executives and boards help to define the 'why' – developing strategy, illuminating the pathway to success, providing guidance and making sure things stay on track in every dimension. Senior managers and their teams execute the plan by self-organising, figuring out the best 'what' and 'how', measuring their progress and feeding back to their sponsors.

With external help to support, refine and validate plans

Across all of this, there's huge value in engaging an independent set of eyes that can:

- Augment the brain's trust
- Challenge assumptions
- Bring new thinking to the table
- Use new models which allow you to see things through different lenses
- Identify wider pitfalls and risks
- Bring a holistic, human-technical focus
- Demystify trade-offs
- Set better expectations
- See much further into the future

Building confidence in your technology strategy is key to successful execution.



How we can help

Our Technology Advisory service provides you with the expertise to make the right decisions and build a better plan.

Working with senior leadership at any scale

We've worked extensively with boards, senior executives and technical advisory committees of enterprises, large and small.

Designing an engagement that works for you

We're flexible on the scope of any engagement and can help you map out the engagement that best delivers for you (see the next section). You might engage us for a governance role, more detailed input on a specific initiative, vendor analysis or to help with a build/buy decision. We also offer [Fractional CTOs](#) for fast-growing businesses that want 'always there' guidance in the longer term.

Expertise and experience

Common to every tech strategy engagement is the expertise and experience of our people across every area of the human-technical system. Our teams have 'been there, seen that', work at the cutting edge of tech and are super-clued-in to what the future might look like.

■ What we bring to the table

Every engagement is different. Here are some key things we can do to help develop your tech strategy and make the right decisions.

High-level discovery

All technology-enabled change requires broad discovery across technical and team aspects, as well as commercial and customer outcomes. You want to understand what the human-technical system needs to deliver for your business, how your existing technology aligns to that and your appetite for risk and investment.

Audits for deeper analysis

Building for the future starts with knowing your current reality. We can conduct baseline audits on your technology, teams and practices using an Improvement Model to benchmark performance across every area of the human-technical system. These audits will help you define your digital maturity, understand the big constraints you're facing and what needs to change as you build for the future. ([See our Situational Analysis Scenario Book](#) for a more detailed picture of audits).

Seeing things through different lenses

We use a variety of models and practices to help you think about technology decisions. They allow you to look at things in contexts which you may not have considered. They can help you;

- Explore your commitment to making technology a central part of the business's ability 'to change the marketplace'
- Make better build-buy-rent choices about software
- Make better trade-offs in resource allocation
- Ensure that you have a balance between disruptive and operational initiatives
- Consider governance models that focus on customer value over cost
- Better map your transition from legacy applications and architecture

The power of experiments

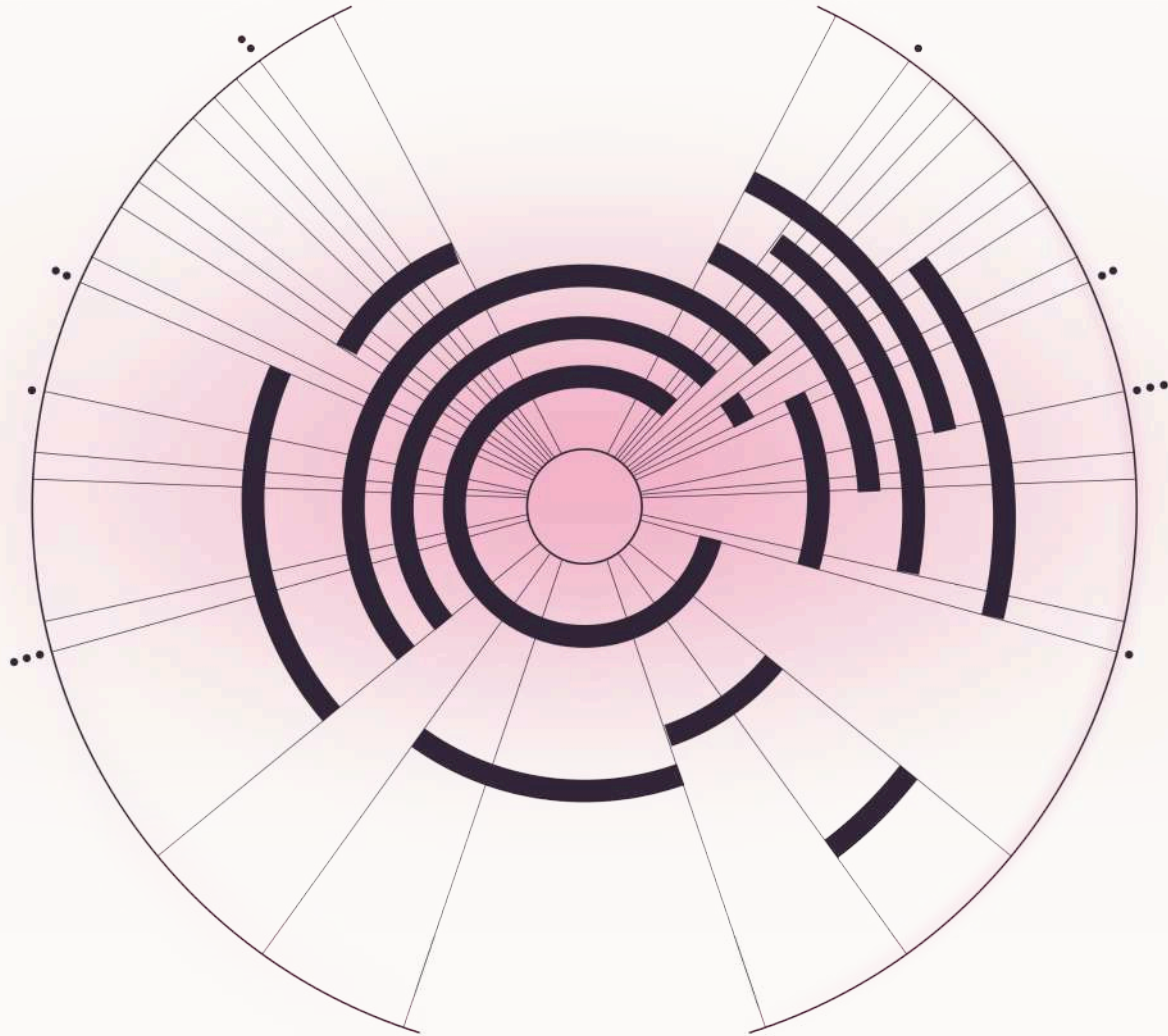
Any plan needs to adapt to what's learnt during execution. We can help you build experiments as you iterate the plan to prove what works (or not).

Laser focus, common language

Our team is focused on understanding how your system can accelerate the flow of customer value delivered by software. We talk in a language that everyone in your business can understand and act on.

Objectives and measuring progress

Technology change needs a set objective aligned to business outcomes and key results that show your progress. We have expertise in the Flow Framework and DORA metrics that provide you with hard evidence of how flow is improving through value streams as the plan is executed.



Why HYPR?

We can help you keep you on the right side of technology change and make the decisions that ensure your system accelerates the flow of customer value. Call us now...

■ What makes us different?

Focus on flow – Progressive enterprises are focusing on finding and removing delays from their system through the practice of Value Stream Management (VSM). We're a leading VSM consultancy helping enterprises in NZ and Australia.

Systems thinking – We take a systems-thinking approach to avoid local optimisations that contribute little to the whole.

Focus on your people – Technology and people are one system and two sides of the same coin. We focus as much on the social constructs and human networks as we do on the tech.

Transition not transformation – Your enterprise operates in a VUCA (Volatile, Uncertain, Complex, Ambiguous) world. It needs to keep flying while making changes. We know from experience that transition is the only way you can do both.

Our people – We're a diverse team with shared purpose and values. We have extensive skills across our consulting lines, from the very best software engineers to strategic experts able to engage at board level. They have lived at the coalface of change.

We're ready to help

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We can help you keep on the right side of technology change and make the decisions that ensure your system accelerates the flow of customer value. Call us now...

Gillian Clark – Director

gillian@hypr.nz
+64 21 642 079

**Gareth Evans – Director and
Chief Engineering Officer**

gareth@hypr.nz
+64 21 0227 6744

**Ajay Blackshah – Chief
Practices Officer**

ajay@hypr.nz
+64 21 747 633

Written by our team
Edited by Sian Hoskins
Design by Anam Berdugo, HYPR Creative Director

Thanks to all the clients and 'Friends of HYPR' who provided feedback and the pioneers of ideas and models that help us see things in new and different ways.

HYPR INNOVATION

GENERATOR NZ
Level 1, 22-28 Customs St East
Auckland Central
PO BOX 106-229
Auckland City 1143

www.hypr.nz