

Clarity — Tiny Case Study 1

XYZ Corp manages investments of all kinds, such as stocks, bonds, real estate, art work, etc. Throughout the years, they have made multiple acquisitions to expand into various domains.

Each business unit operates autonomously: they get to pick their own tech stack, often brought along from an acquisition. Some units are using Excel for record keeping, because “it works and no need to fix what is not broken”.

Management of most business units are reluctant to change.

The board is concerned about risk: there is danger that some business units are over-leveraged. They need a quick and clear way to capture a snapshot of what the company is invested in, and to run risk models on that data.

The board hires Jane as the new CIO, with the task of harmonizing technology across the entire corporation, and enabling a clear view of what each business unit is invested in.

Questions:

1. You're in Jane's shoes, what's your first course of action?
2. What technologies/solutions would you attempt to implement?
3. How would you convince department heads of your plans?