Development, implementation and maintenance of Software IT Applications at ICAI

The Institute of Chartered Accountants of India
Project Parivartan | What?

- Qualitatively new way of working which would bring together both aspiring and existing chartered accountants in the country to come together as a CA Pariwar.

- Create a single unified tightly integrated digital platform for catering to the entire community of chartered accountants, irrespective of their geographical locations.

- Comprehensive 360 degree evaluation of the existing processes and benchmarking them with the global best practices across the world.

- Recommend changes in the existing processes to meet global benchmarks.

- Evolve a solution blueprint and roadmap of Digital Technology that should be used to transform ICAI into a truly Efficient, Transparent and Global organization.
To realize the vision, ICAI needs to align its IT platform to specific business objectives / intentions...

- Align IT Strategy to stated Business Objectives / Wish list from stakeholders
  - Interact with stakeholders of the Institute to understand the current pain points in the IT landscape, capture the wish list and business objectives

- Assess “current state” Enterprise IT Infrastructure and Applications Portfolio
  - How capable is the current IT environment to cater to the needs of the stakeholders?

- Perform “Gap Analysis” between current and future state wish list and design a “future state” Enterprise IT Infrastructure and Applications Portfolio
  - Where are the opportunities for improvement?

- Develop a comprehensive IT Strategy and Roadmap for the Institute to realize the Vision
  - What does it take to realize the Vision and what would it cost?
  - When can the promise be delivered?
Why now?...

- **New channels of reaching out to Stakeholders**
  - *Do we need physical interaction at all touch points with the stakeholders? What is the “cost” of such a model?*
  - *Online exams for students, Personalized experience for the stakeholders, Online exchange of information with various stakeholders, internet based interactions/training models, ...*

- **Demands from increasing regulatory and compliance requirements**
  - *How are the students and members getting trained on the developing trends in the industry of interest in order to stay competitive?*
  - *How flexible are internal processes and IS systems to take on the challenges?*

- **Increased Integration of the Marketplace**
  - *How quickly can ICAI respond to new expectations from stakeholders? How correct and complete is the information being shared?*
  - *What is the turn around time to get the “right information”? Do the current IS Systems have such information in them?*

- **Handle Scale of Operations**
  - *How many students and members 5-10 years from now?*
  - *Will the current processes and IS Systems scale to handle such volume and resulting expectations?*
IT Strategy | What do we want to achieve?

✓ Knowledge Management
✓ Creating New Opportunities for Members
✓ Collaboration Platform
✓ E-Library
✓ E-Commerce

Offering Additional Services

Improved Stakeholder Interaction

✓ Members / Firms
✓ Students
✓ ICAI Departments
✓ Govt. and Regulatory Bodies
✓ Private and Public Organizations
✓ Vendors
✓ Public at large

✓ Information Capture
✓ Information Dissemination

Timely Information Exchange

Information Availability

Informed Decision Making

✓ Integrated Systems
✓ Information Anywhere, Anytime
✓ Secure Access

✓ Authentic and Accurate Information
Key themes of IT strategy at ICAI

ICAI will provide students, members, government stakeholders with a centralized digital platform to improve and optimize the interactions with the Institute while ensuring high turn around in service times.

ICAI will ensure complete visibility and accessibility to the information to the authorized end users ensuring its reliability and accuracy.

ICAI will actively engage in building a reliable, available and secure infrastructure platform embracing Green Computing principles across the value chain in its effort to reduce paper usage across its offices.

ICAI will pioneer the adoption of Green Computing and set a benchmark across its peer institutes in the world.

ICAI will enable its employees across HO, RO and Branch offices to have visibility and access to the information with best of the breed user experience across all touch points.

ICAI will actively pursue establishing a standard operating environment of its digital technology platform leveraging licensed software across all its offices thereby better optimizing the efficiencies of scale.

ICAI will aggressively pursue enablement of students and members in the emerging areas of accounting and auditing profession thereby ensuring timely availability of professional skill sets in the marketplace leading to better distribution of the opportunity pie across the CA Pariwar.
IT Strategy Definition | High Level Approach

1. Business Imperatives / Initiatives
   - Where can IT Help?

2. IT Imperatives / Initiatives
   - What applications are needed?
   - What infrastructure is required to power the applications?

3. Enterprise Applications
   - Enterprise Infrastructure
     - Which are Strategic, Tactical and Operational?

4. Proposed Roadmap
   - What will it cost and when will it be delivered?
Details | How was it done?

**Business-IT Alignment Definition**

- Comparison with Peer Institutes
- Top Management Inputs
- Stakeholder Interviews and Surveys
- Workshops

**IT Assessment Evaluation**

- Key Pain points and Drivers from Business for IT Systems
- Current State Enterprise IT Assessment
- Reconciled Process and Technology Imperatives
- Solution Requirements Definition

**Solution Blueprint Definition**

- Parameters for Evaluation
- Infosys Evaluation Framework
- Technology Options

**Strategic IT Roadmap and Governance Structure**

- Enterprise Technology Governance Model
- Enterprise IT Roadmap
- IT Organization Structure
- Business Case Definition Framework
- Information Economics Measurement Framework
- Enterprise Architecture Blueprint Definition

**Value Chain Analysis**

- Current State Process Maturity Assessment
- Comparison with Best Practices / Benchmarks
- Identify Gaps and Develop Recommendations

**ICAI Vision**
Who All Participated

- Inputs from ICAI Management
- Surveys/Questionnaire Responses from Stakeholders
- Discussions with Individual ICAI Departments
- Interviews with Govt./Regulatory Bodies
- Workshops with Stakeholders
- Best Practices from Peer Institutes around the World

Business Imperatives/Initiatives at ICAI
Need to work aggressively on the rest of the journey to realize the promise to the stakeholders...

**Completed scope of work**

- Align
- Strategize

**Way Forward... To be executed...**

- Plan
- Execute
- Control

- List of business priorities from stakeholders
- Current state of IT and list of initiatives
- Current investment in IT
- Identify quick wins (improvements in current initiatives)

- Enterprise Architecture Blueprint
- Prioritized IT Roadmap (taking into account current IT initiatives)
- Budgetary estimates for FY 09-10

- PMO set up
- Business value realization framework
- Product / SI vendor selection
- Kick-off execution

- First wave of execution based on Quick Wins (Faster Time to Market and Higher business benefits)

- Second wave of execution
- Initiate measurement of business benefits
What do we do next? | Moving forward to realize the promise...
Proposed IT Application Architecture | Project Parivartan
Thank You