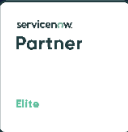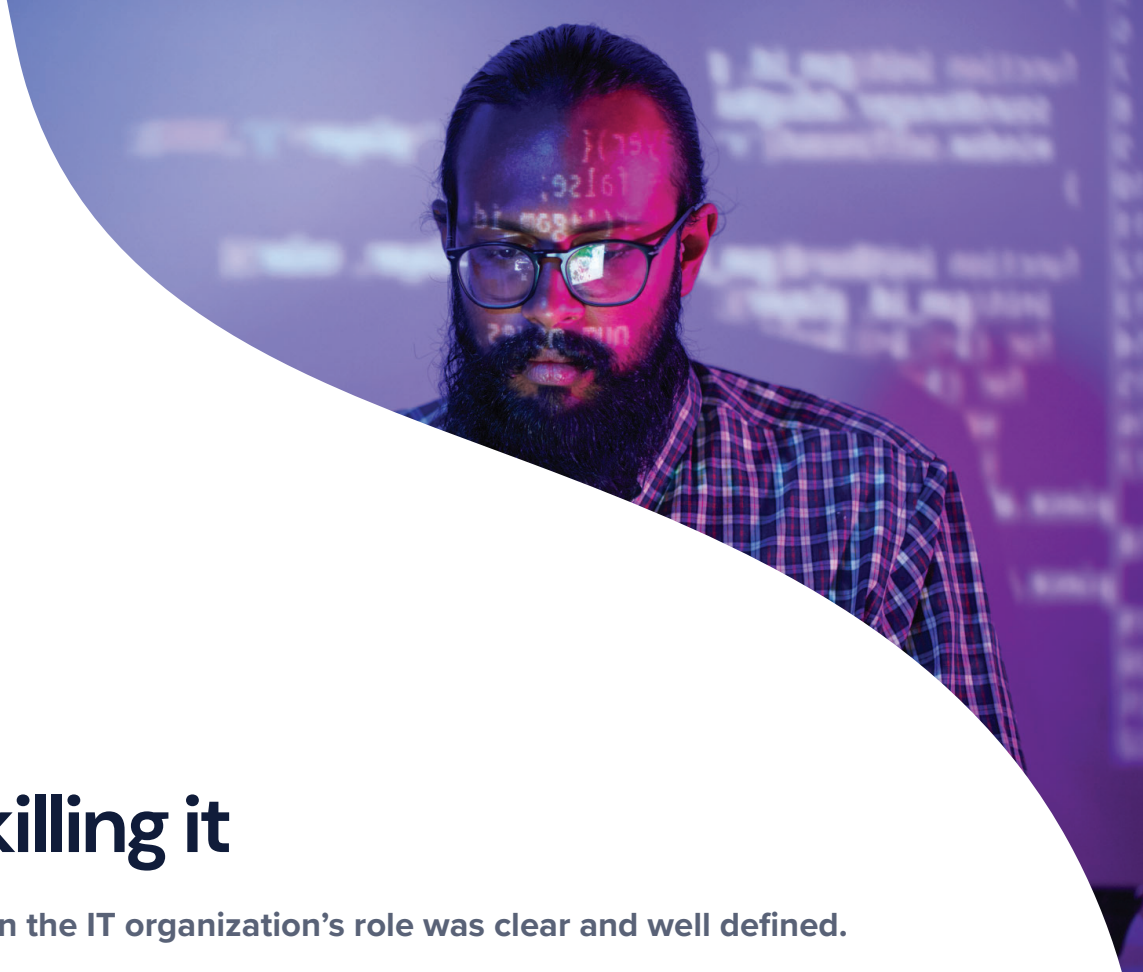**INDUSTRY REPORT**

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Leadership trends report: technology excellence

A 2022-2025 roadmap for delivering innovative and automated IT services, cybersecurity, and asset management.

IT, you're killing it

There was a time when the IT organization's role was clear and well defined.

Spec out the workstations, look after the network and maybe tend to a mainframe or server. That was about it.

Those days are long gone.

Technology leaders like you have adapted and evolved with changing trends. You realize that the cloud delivers cost savings and agility benefits. You know that hybrid working is changing the endpoint landscape. You've seen how the IT function has come out of the shadows and revealed itself to be a transformative business enabler—no longer a mere business support cost.

The game has changed.

Every business now relies on technology like never before. Your customers, suppliers, and employees expect slick and seamless digital services, intuitive apps, and reliable online experiences. In today's landscape, retailers offer banking services, car manufacturers offer over-the-air software upgrades and heavy industry firms are using augmented reality to conduct maintenance.

Innovation has become the standard position. Your IT organization is the delivery mechanism.

Let's look ahead to the trends, challenges, and opportunities that will define technology excellence in 2022.

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In this trends report you'll find:

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What's new in '22

Trend 1: Focusing on the core

Question: what was the number one reason IT budgets grew in 2020? Answer: Replacing outdated infrastructure. The second biggest reason: growing security concerns.

They top the list for a good reason. IT organizations everywhere need to be ready for the future. But the need for a strong IT foundation—reinvesting in the basics—is also greater than ever.

Outdated infrastructure, rising cybercrime threats, a hybrid workforce, and rising expectations of great digital experiences are putting intense pressure on core IT infrastructure.

It's why spending on IT is set to grow in 2022 and beyond. More of your IT budget will continue to go toward hosted and cloud-based services. It is expected to rise from 22% in 2020 to 26% in 2022. About 50% of all business workloads are expected to run in the cloud by 2023, up from 40% in 2021.

You need to be ready for the future. The time to prepare is now.

Trend 2: Come join us! We have cookies (and automation)

You've no doubt felt the impact of the IT skills shortage. The number of advertised tech jobs in H1 2021 was 42% higher than pre-pandemic levels. In the UK, tech jobs offer a salary premium of up to 50% on all advertised jobs. The bottom line: We must better align talent to high-value work and use automation to handle manual, low-value work.

Building a top-notch staff is not just about paying the highest salaries—good employee experiences are built on a variety of factors. Successful IT organizations need to create desirable workplace cultures and offer projects for IT professionals. And yes, a steady supply of cookies wouldn't hurt, either.

Nurturing and retaining the world's best tech talent is one side to the equation; the other is automating mundane tasks.

It's critical to leverage automation to win the war for top talent. It can free up your more skilled employees to focus on the work that matters. 'Virtual employees' can handle the chores your teams hate—the onerous, manual work—and let you put more resources toward employee well-being, training, and mentoring.

Trend 3: The latest alternative energy source: IT

We're not in Kansas anymore, Toto. It's a very different world out there. IT is no longer 'just' a support function. It's a leader and a driver of business transformation. In fact, 77% of business executives say that their technology architecture is becoming critical or very critical to the overall success of their organizations.
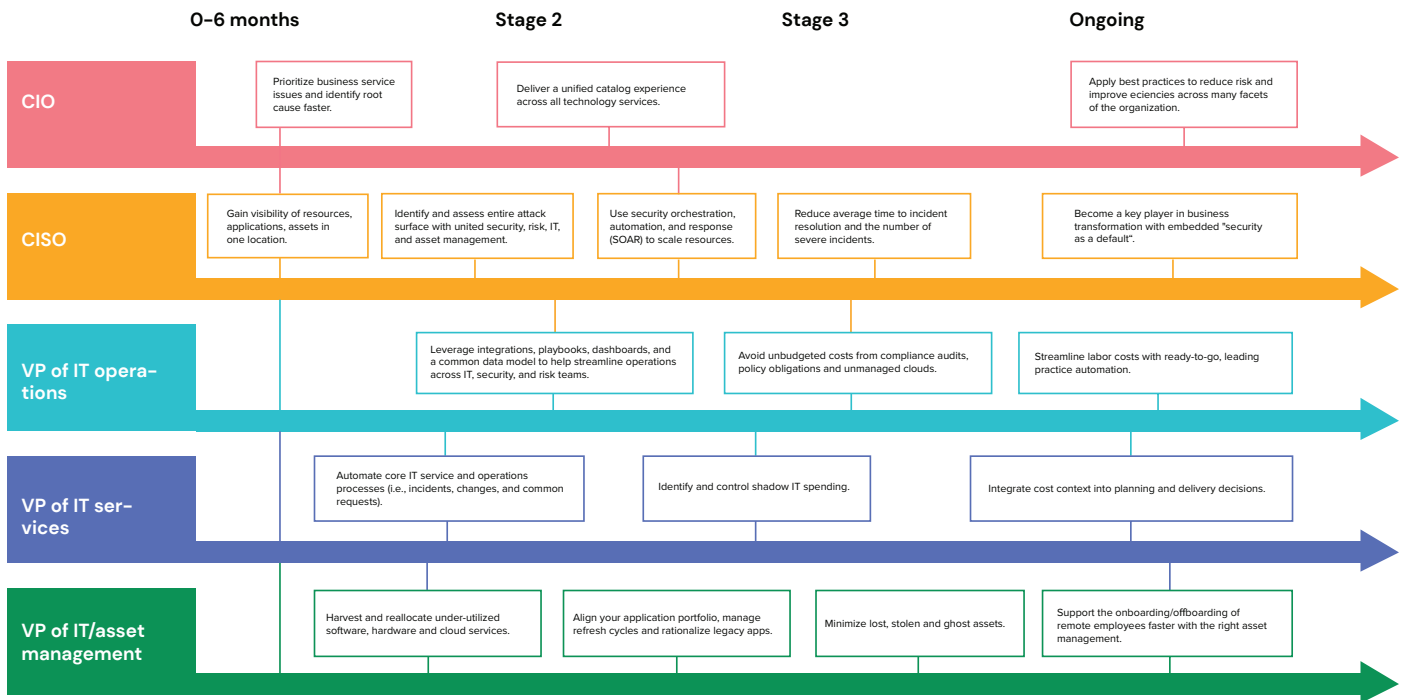
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But transformational IT is not a foregone conclusion. You need to position
your IT organization for success. That means putting the right tools in place
for your IT teams to help them get the work done efficiently and brilliantly. With the
core IT tasks covered via automation and continuous feedback to optimize processes,
your teams can prioritize work proactively and create digital offerings that fuel the business.

Only then can your teams accelerate software innovation across the enterprise through the at-scale
adoption of leading-edge architectures and delivery practices. Plus, you can support a much bigger,
broader technology landscape by identifying and seizing opportunities to cut costs, reduce risks and
optimize portfolios.

And when you can do all of this, you'll drive the future of the business.
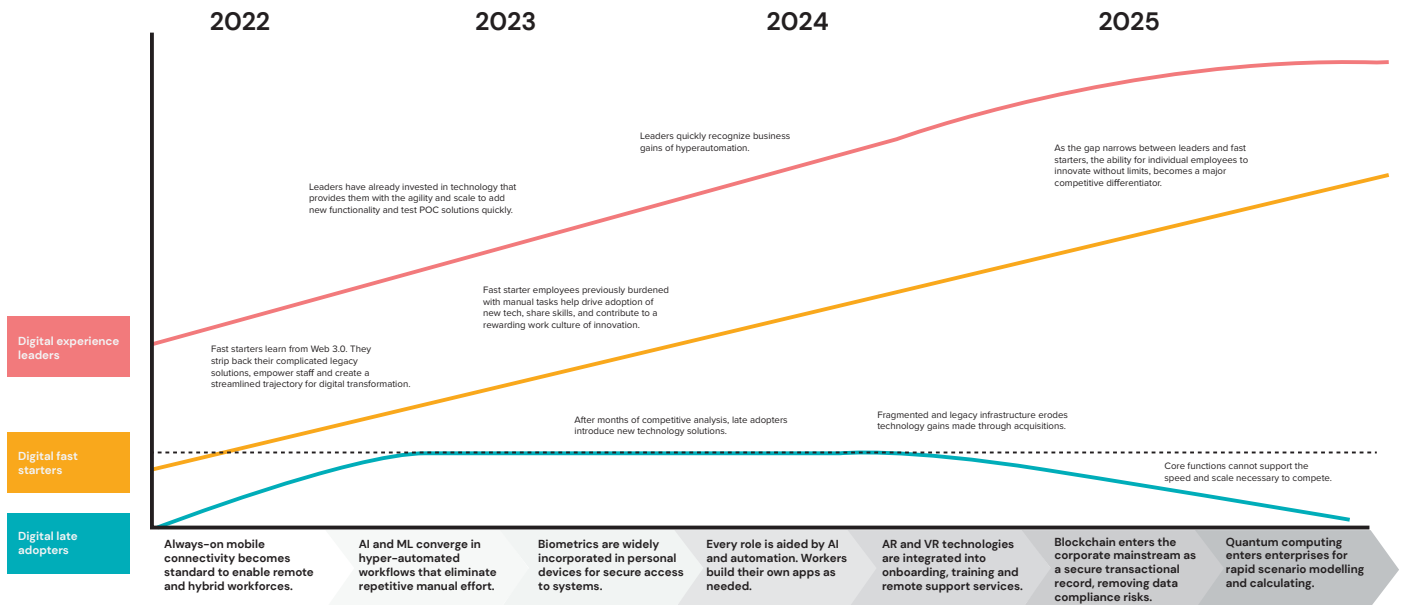
Roadmap to optimization

One small step for you, one giant leap for your business. It's as easy as one, two, three. This roadmap shows the path forward for your organization, and your role in it. See what business imperatives will matter most and how you can collaborate with peers to achieve your goals. It's a team effort, and here's the playbook.

	0–6 months	Stage 2	Stage 3	Ongoing
CIO	Prioritize business service issues and identify root cause faster.	Deliver a unified catalog experience across all technology services.		Apply best practices to reduce risk and improve eciencies across many facets of the organization.
CISO	Gain visibility of resources, applications, assets in one location. / Identify and assess entire attack surface with united security, risk, IT, and asset management.	Use security orchestration, automation, and response (SOAR) to scale resources.	Reduce average time to incident resolution and the number of severe incidents.	Become a key player in business transformation with embedded "security as a default".
VP of IT operations		Leverage integrations, playbooks, dashboards, and a common data model to help streamline operations across IT, security, and risk teams.	Avoid unbudgeted costs from compliance audits, policy obligations and unmanaged clouds.	Streamline labor costs with ready-to-go, leading practice automation.
VP of IT services	Automate core IT service and operations processes (i.e., incidents, changes, and common requests).	Identify and control shadow IT spending.	Integrate cost context into planning and delivery decisions.	
VP of IT/asset management	Harvest and reallocate under-utilized software, hardware and cloud services.	Align your application portfolio, manage refresh cycles and rationalize legacy apps.	Minimize lost, stolen and ghost assets.	Support the onboarding/offboarding of remote employees faster with the right asset management.

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Welcome to the future

Digital leaders will need to keep pace and thrive as new technologies are adopted across the enterprise. But not everyone is a Google or an Amazon.

Most companies will take one of two approaches: they work to catch up as quickly as possible, or they wait to see what everyone else does first. Fast starters have the chance to catch up to the industry leaders over time, as they innovate and carve out market space. Late adopters, on the other hand, won't have the right foundations in place to keep up—and in tomorrow's marketplace, they'll fail. Here's a quick look at how digital leaders, fast starters, and late adopters will fare in the next few years, along with a few key milestones.

| 2022 | 2023 | 2024 | 2025 |

Digital experience leaders

Digital fast starters

Digital late adopters

Leaders quickly recognize business gains of hyperautomation.

As the gap narrows between leaders and fast starters, the ability for individual employees to innovate without limits, becomes a major competitive differentiator.

Leaders have already invested in technology that provides them with the agility and scale to add new functionality and test POC solutions quickly.

Fast starter employees previously burdened with manual tasks help drive adoption of new tech, share skills, and contribute to a rewarding work culture of innovation.

Fast starters learn from Web 3.0. They strip back their complicated legacy solutions, empower staff and create a streamlined trajectory for digital transformation.

After months of competitive analysis, late adopters introduce new technology solutions.

Fragmented and legacy infrastructure erodes technology gains made through acquisitions.

Core functions cannot support the speed and scale necessary to compete.

Always-on mobile connectivity becomes standard to enable remote and hybrid workforces.

AI and ML converge in hyper-automated workflows that eliminate repetitive manual effort.

Biometrics are widely incorporated in personal devices for secure access to systems.

Every role is aided by AI and automation. Workers build their own apps as needed.

AR and VR technologies are integrated into onboarding, training and remote support services.

Blockchain enters the corporate mainstream as a secure transactional record, removing data compliance risks.

Quantum computing enters enterprises for rapid scenario modelling and calculating.

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For the chief information officer

So many tools, so little interoperability

How many apps, tools and platforms are you using? Hundreds? Maybe even thousands?

With so many disparate resources used across different teams, many IT organizations have lost control of their IT assets completely.

These silos of resources create unnecessary friction and increase costs. As a result, organizations mostly maintain their current tools and systems, rather than invest in new ways of working, and they miss out on innovation that could drive greater business growth.

But it's not the number of resources that are the problem (although this doesn't help)—it's the inability of these resources to talk to each other and share data. This leads to faults that can take time to fix.

Cohesive resources make it much easier to build a cohesive organization.

Sky–high expectations

Everyone's a digital expert, right? Your internal customers believe they know what's right and what's wrong when it comes to digital experiences. And in many ways they do—we're all consumers and we all see the seamless, easy-to-use experiences delivered by the world's tech giants.

Customers expect applications to be responsive, available and ever-evolving. And the minimum expectations are always moving upwards.

As organizations build and scale consumer-facing and direct-to-consumer applications, the performance of those systems is critical to the success of the business.

But how do you put the technology in place to meet these expectations?

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Where'd the time go?

Processes are much maligned, but completely necessary. Organizations are, in essence, just a web of processes, moving idea A to department B or product X to depot Y.

But too many processes between departments are manual. They involve physical inputs that could so easily be automated. Data entry, capturing information, sending documents—all of these tasks can be digitally automated, but aren't.

The result is a phenomenal amount of time and effort is wasted. It needn't be this way.

Your organization can't hire huge teams to address manual labor as the cost would be enormous. But manual labor hours don't scale as the organization grows. In other words, not automating processes is holding back your business.

Customers expect applications to be responsive, available and ever-evolving. And the minimum expectations are always moving upwards.

Opportunities

Predict service disruptions, find issues faster, and stay up and running

You know how it is. An application goes down, and your first responsibility is to fix it. The second? To fix it as quickly as humanly possible.

Apps and tools that share a common platform are easier to fix and maintain. They offer fast paths to resolution and even automated event analysis that helps reduce downtime.

You and your team have an opportunity to reduce the burden of maintenance and downtime. You can easily predict and prevent service disruptions with AI-powered anomaly identification and automatic remediation.

But you can achieve this only with more app integration.

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United under AI

Today, unified experiences and services aren't a nice-to-have, they're a need-to-have. And that's where AI comes in.

AI and automation tools help deliver better experiences to end users and customers. From AI-powered virtual agents addressing end user requests to infrastructure as a service that streamlines provisioning, unified services are the future.

About 90% of executives say that multiparty systems provide their ecosystems with a more resilient and adaptable foundation that creates new value with their partners. In other words, these systems are essential to expanding your presence and building resilience. The most successful enterprises in the future will be the ones that succeed in uniting systems for a single, consistent user experience.

> About 90% of executives say that multiparty systems provide their ecosystems with a more resilient and adaptable foundation that creates new value with their partners.

Save time, money and frustration

Easier said than done, right? But the results are in: applying best practices across your vendor processes, digital portfolio processes, cloud governance, workforce and process management functions will save your business time and money.

And the peripheral benefits include reduced risk exposure and greater efficiencies across many parts of your organization. Those are some byproducts you can embrace.

The big question is: how? The simple answer is to adopt an integrated workflow system that enables full control and visibility over processes, both inside your IT organization and across the business.

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For the VP of service management

A hybrid workforce complicates things

The pandemic forced organizations to adapt to a hybrid workplace uncomfortably fast, with information workers shifting to a permanently remote environment overnight.

IT organizations scrambled to make this transition as smooth as possible. Some were better prepared than others. Some still haven't adjusted.

But we're not moving back to a pre-pandemic working model any time soon. The status quo now includes a hybrid workplace, which means remote employees are totally reliant on technology services to get their work done. Service disruptions are more inconvenient than ever—and with increasingly flexible schedules for employees and multiple time zones to consider, services have to be up 24/7.

> # We're not moving back to a prepandemic working model any time soon.

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Working with blinkers on

Maybe you've seen horses wearing strange headgear with flaps covering part of their field of vision. Known as blinkers, they're designed to keep horses from seeing what's going on around them. If you don't have visibility across services, you're wearing metaphorical blinkers of your own.

As apps scale and become more complex, cross-service visibility is crucial. Without it, you'll start to see some unfortunate consequences. Unknown dependencies will impact usability. Measuring SLA performance will be tough. The end result? A degraded customer and employee experience. And no one wants that.

Buried alive by service requests

Your IT teams are drowning under a tidal wave of requests from the business. They can't meet the growing number of requests from employees, and that means the overall service experience is suffering.

These requests include common needs for a new PC or password reset, to demands from other technology teams for infrastructure as a service.

And when the IT team members are stuck playing catch-up and doing mundane tasks repeatedly, they don't have the time or energy to deliver innovation for the future of the business. It's frustrating for them because they want more meaningful and interesting challenges. And the business can't leverage the IT team's resources to drive the organization forward.

As apps scale and become more complex, cross-service visibility is crucial.

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Opportunities

Lighten the load

Automation sometimes gets a bad rap. But virtual employees, far from being the robot revolution that steals everyone's jobs, are actually a revolution for workers everywhere. Tedious, unfulfilling tasks can be automated, leaving skilled workers to focus on more important challenges.

Automating your core IT service and operations processes—such as incident resolution, changes, and common support requests—helps you deal with the present and future state of hybrid working. It can even help you discover and reallocate under-utilized software, hardware and cloud resources.

All of this leads to employees who can focus on complex but interesting work—which, in turn, means that it's easier to attract and retain top talent.

Ghost (asset) busters

How many IT assets do you have? It might seem like a simple question. But the answer is usually more complicated, thanks to lost, stolen, and ghost assets. And while ghost assets don't sound too scary, they'll still haunt your asset allocation spreadsheets.

It's critical to support employees with the right software and hardware allocations, but it can slow down the onboarding and offboarding processes of remote employees. By having full visibility into your assets and ensuring they're up to date, you can provide your employees with the best tools for the job. And by getting rid of ghost assets, you'll keep your company from paying renewal fees, taxes and insurance premiums on assets that aren't being used or no longer exist. It's basically an exorcism for inefficiencies.

> Virtual employees, far from being the robot revolution that steals everyone's jobs, are actually a revolution for workers everywhere.

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Un–fog the glass

It's time to get the transparency you need. By putting all of the data about your resources, applications, and assets in one location, you can get visibility across all of your environments, no matter whether they're on premises, in mobile devices, and in the cloud.

How does this work? A single integrated platform has the data reporting functions to cover all departments across the enterprise. Only then can you see the entire ecosystem. And once you have that 360-degree view, you can make data-driven decisions based on all of the available information, not just some of it.

> Once you have that 360-degree view, you can make data-driven decisions based on all of the available information, not just some of it.

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For the VP of operations management

Trending Challenges

The visibility vacuum

Do you know what IT tools you have at your disposal? But for many enterprises, there's no definitive answer. They have zero to limited visibility into what software, hardware and cloud resources are in service across the business.

There are too many blind spots—with no de facto information on what is used, where it's used, and by whom—that your operations team is exposing the business to both cyber security and compliance risks.

Other risks—from distributed line of business spend, cloud and app sprawl, lost, stolen and ghost assets—arise and increase wherever the visibility vacuum exists.

Catch-22, IT edition

Stop me if this sounds familiar: Your IT costs are escalating, but your tech budget is focused on apps and systems that aren't fully utilized. Executives want you to reduce costs, but at the same time, you know that your time and budget are better spent on growth initiatives.

In other words, you're at an impasse at a critical junction. Organizations are embracing new technology that lets them be more efficient, productive, and strategic. And if your organization doesn't follow suit soon, it might be too late to catch up to the competition.

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Thankfully, the ability to predict the future isn't limited to characters in fairy tales.

Your analytics tools are out of commission

It's better to be proactive than reactive. But when you have limited intelligence and analytics resources, it's hard to predict IT issues before they impact operations.

Thankfully, the ability to predict the future isn't limited to characters in fairy tales. With the right tools, you can pinpoint potential issues and resolve them before they affect anyone. You'll always be a step ahead of potential service disruptions.

Think of it as the high-tech version of a crystal ball. Gaze into its depths and you'll see a happy IT team and productive employees unhampered by technical issues.

Opportunities

Unchain IT

Automation is a game-changer. Your top talent is currently stuck dealing with IT incidents, changes, and common support requests, but automated processes can change that. Automation can help you understand what apps and services you're using, and where. And it can free your teams to focus on the most important parts of their job, not the administrative tasks.

The benefits are far-reaching. Employees get their everyday IT issues handled as soon as they occur—no need to wait until someone on your team can respond. Your team gets to do more interesting work. And the organization benefits from retaining their top IT talent and directing their attention to more strategic projects.

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Visibility on demand

Imagine not having to search multiple systems to find the information you're looking for. Imagine not having to toggle through a dozen tabs at once. Imagine not getting a headache every time you need to find out at what assets, applications, and resources your organization has.

Does that sound too good to be true? It's not. You can have all of that information at your fingertips, in one single location. Data on resources, apps, assets—whether on premises, in mobile devices, or in the cloud—all in the same place, and all accounted for. And now's the time to make it happen.

Streamline the simple way

Here's a conundrum: You want to streamline labor costs. You also want to reward top talent for their work. And despite what you might think, the two objectives aren't actually mutually exclusive. With ready-to-go, best practices automation, you get the benefits of both in a single, out-of-the-box package.

Automation will take care of repetitive manual tasks that take time and effort, but not much skill or ingenuity. Your employees, relieved of those tasks, will get to apply their talent and creativity to new initiatives. And so it's a win-win for everyone involved—including you.

> Automation will take care of repetitive manual tasks that take time and effort, but not much skill or ingenuity.

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For the VP of IT/budget asset management

Trending Challenges

Complying with compliance

Adopting SaaS across the organization is enough of a challenge without having to worry about compliance risks. But it's a must-do, right up there with getting full value from your tech stack.

With SaaS, there are a few things to watch out for: being in breach of contract with the provider, having unpatrolled access to provider services, and ensuring your use of any technology complies with government regulations. With a considerable number of overlapping data regulations and consumer protection acts, doing business as usual without doing something "wrong" is getting harder and harder. And that's assuming every member of your team never shares login details, never orders extra cloud instances, and never exceeds any of your vendor's allowances—infractions usually committed with the best of intentions. Even with AI help, your employees are only human.

Non-compliance costs businesses an average of $4 million a year in revenue losses—and costs have only been increasing over the last decade. So if you haven't already, it's time to make compliance a top priority.

The lure of shiny new tech

Who doesn't want the latest and greatest? Whether it's the latest iPhone model or a hyped-up tech investment, it's human nature to favor new things.

But while new things can be a great investment, they can also distract you from optimizing and maintaining your existing tech stack. To protect against this, you've got to ensure that your tech investment and maintenance budgets deliver against your IT and greater employee empowerment strategy.

And in doing so, you'll end up with the best of both old and new—and a top-grade tech stack.

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You've got to ensure that your tech investment and maintenance budgets deliver against your IT and greater employee empowerment strategy.

Cloudy Skies

Regular clouds grow irregularly and unpredictably. Yours, on the other hand, shouldn't. But between cloud creep and ad hoc instances, your cloud might be creating unexpectedly large costs.

Consolidating cloud instances will be a top priority as your organization innovates and scales, and now's the time to get started. Create tighter reins on who can create cloud instances. Work with vendors and make sure you manage them properly. By taking action, you'll be able to keep costs more predictable in the future, and your organization—and you—will benefit from it.

Between cloud creep and ad hoc instances, your cloud might be creating unexpectedly large costs.

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Opportunities

Master the M&A agility course

Unbudgeted costs are the worst, and they can come from any direction. More than 50% of companies surveyed have restructured since the beginning of the pandemic. And another 44% are considering doing it over the next 12 months.

Whether you're merging with a new entity or divesting an old one, it's critical to know what you have, what the other entity is either bringing to the table or taking away, and what your employees need to work seamlessly throughout the transition. That's where agility comes in. By embracing an agile approach, you'll be able to quickly respond to major business activity without disrupting employees on the ground. And you'll be able to prepare for tomorrow's IT budget, not just today's.

Out of the box and into the fire

Automation that's ready out of the box. It's a dream for you, but it might seem like a nightmare to your employees. But it won't take them long to realize it's a win for them, too.

Automation takes care of the repetitive parts of the job that are mundane and often mind-numbing—in other words, the things that people don't want to do. Now, instead of doing the same low-value tasks over and over again, your employees get to work on projects that matter. These are the projects that let them be creative and innovative, that let them learn and grow, and that move the organization forward.

Plus, there's another massive benefit of ready-to-go automation: Streamlined labor costs.

> Instead of doing the same low-value tasks over and over again, your employees get to work on projects that matter.

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Get your ducks in a row

Things looking a bit cluttered? It's understandable, but it's time to get organized. Now's your chance to align your application portfolio, manage refresh cycles, and rationalize legacy apps. And while you're at it, here's something else to put on your to-do list: Integrate cost context into planning and delivery systems.

In other words, make sure you know what you've got, how you're using it, and whether it's worth the money. Nobody likes spring cleaning, but hey, at least getting your ducks in a row is easier than herding cats.

Here's something else to put on your to-do list: Integrate cost context into planning and delivery systems.

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For the chief information security officer

Trending Challenges

Information overload

Despite their point tools, security operations and IT teams are being buried in an onslaught of cyberthreat and vulnerability alerts. They're not equipped to act quickly, let alone to prioritize effectively and tackle the largest pain point first. As the attack surface expands, they're unable to resolve the threats. They're stuck trying to patch one hole after another, blindly guessing which one is letting the most water into the boat.

To make matters even more difficult, the teams don't have the efficiency or expertise to scale. When this is their status quo, teams are doomed to work reactively, not proactively.

> Security operations and IT teams are being buried in an onslaught of cyberthreat and vulnerability alerts.

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Struggling superheroes

Your teams have been champions over the last two years. Moving to remote working models, working in isolation, picking up the slack from ill or resigning colleagues, all while learning to live through a deadly pandemic. Employees have been superheroes.

But they're exhausted superheroes. They want to take off the cape. They want to go back to ways of working that weren't crushing them. And they need automation to take over the manual parts of the job, so they can provide superhuman results without superhuman effort.

The world's worst game of hide and seek

"That thing—where is it again?" This shouldn't be an anxiety-inducing question. But when you have a complex technology stack that's spread across the on-premises environment, the cloud, and microservices, answering that question can be a time-consuming task. Poor visibility into distributed teams and their work only adds to the challenge. It's like hide-and-seek or hunting for treasure, except it's not fun at all.

The result? Your teams can't find what they need to do their jobs. And it slows down response times considerably, to the frustration of your teams and the people they're trying to help.

Employees have been superheroes. But they're exhausted superheroes.

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Opportunities

Armor up

Once you've safely automated your core security functions, a whole world of possibilities will open up. You can be more proactive, adopt MITRE ATT&CK and other frameworks, and consolidate vendors to consciously mature and streamline security operations. You can automate patch orchestration to work with change management systems and the CMDB to avoid disruption and continuously harden the attack surface.

And once you make these changes and fully embrace being proactive, you'll know without a doubt that you're protecting the organization to the best of your abilities.

Do it at double–time

Everything goes faster when your systems are connected. Leverage integrations, playbooks, dashboards, and a common data model to expedite investigation and response across IT, security, and risk teams, and marvel at how quickly it happens.

Another way technology makes life easier? Integrated AI-powered intelligence to assign mitigations and remediations to the right teams. You'll get the most efficient and effective response going without having to lift a single finger.

And when the everyday tasks get quicker, teams can start to turn their attention toward work that helps the organization achieve its long-term goals.

Always on and always ready

Make vulnerability a thing of the past. Now, you can leverage software intel to respond to vulnerabilities as soon as they occur, surface regulatory risk indicators, and remove restricted installations. And since you don't need to do it manually, it'll be easier and quicker than ever.

Another benefit of using automation for this kind of repetitive work? Technology can be always-on in a way that humans can't—and shouldn't—be. Leveraging tools like these makes sure your organization is protected 24/7, so you can be at ease.

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Crystal clear: How visibility into IT assets helped Finastra save $350K annually

Born from a 2017 merger between two large fintech companies, Finastra successfully consolidated multiple legacy technologies and processes, but it recognized it still had more work to do. The company needed visibility across infrastructure and apps. As Gary Collins, Director, ServiceNow Platform at Finastra, explains, "You can't automate what you can't see, and you can't prioritize incident resolution without total visibility of your information systems."

Finastra chose ServiceNow IT Operations Management to maximize the health of its systems, and the benefits are already apparent. "Not only can we audit every single piece of hardware, we can see all our software, where it is running, what version, and when it was installed," says Gary.

This visibility also allowed the company to create an end-to-end map of its services. "Finastra wasn't necessarily aware of all the components involved in the delivery of a service, and it didn't have all of the outage information associated with it," says Gary. "Now we can see the entire service end-to-end and tie it to uptime and downtime. With that information at our fingertips, we can proactively manage it far more effectively."

Now that Finastra has a precise, up-to-date view of their IT systems, it can continue the process of migrating services and products to the cloud. According to Gary, "Further migration to the cloud means that we reduce our own IT management costs and increase our overall agility when providing services and products to customers."

- **100%** of IT assets identified and fully audited

- **115** office locations worldwide gained infrastructure visibility

- **$350k** annual savings, thanks to ServiceNow

FINASTRA

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From surviving to thriving

There's no doubt that IT decision makers are facing a range of challenges. From a lack of qualified IT talent and increasing cybersecurity concerns, you're facing one hurdle after another. And it doesn't look like it'll let up any time soon.

That's the bad news. But the good news is that you have the right tools for the job, from automated workflows to do the work no one likes, to people who do the kind of ingenious work a machine could never hope to compete with. And if you take advantage of these tools, you won't just survive in tomorrow's marketplace. You'll thrive.

Ready to find flow?

Windward helps companies create an IT operations strategy that connects your vision to a roadmap for success. If you'd like to learn more and discuss a strategic IT Ops plan for your organization, feel free to email us at info@windward.com or go to www.windward.com.