

# How digital leaders in enterprise businesses are tackling today's technology challenges

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With Tom Clark, CTO, Ardonagh Advisory

## CTO's priorities

- **Simplification:** Ardonagh explicitly drives value through integration; and failing to do this, or to do so at pace, creates complexity and cost. The same is true for most businesses: simplification and consistency in IT are the only route to efficiency.
- **Flexibility:** A technology platform to support growth in a changing world, whatever form it takes and accounting for a decreasing degree of predictability.
- **Resilience:** Scalability, security, responsiveness – a whole set of characteristics amounting to infrastructure that always supports the business.
- **A sound enterprise architecture:** It should be component-based, but also sensitive to heritage/legacy systems which might be unavoidable. An architecture which manages and ultimately replaces those legacy systems in a predictable and controlled way is worth the investment.

**“Setting the benchmark for excellence means getting a sweet spot between people, data and technology to be a market leader in your space. That manifests itself in how you engage with your customers and also how you drive efficiency and collaboration within the organisation.”**

Tom Clark, CTO, Ardonagh Advisory

## Strategies for success

- **Incremental approaches:** no big bets. Commit to incremental changes because any change initiative lasting more than a few months will fail.
- **Cloud first:** for scalability, standardisation and total agility.
- **Forget the three year horizon:** a three year strategy is out of date by the time it's written. Long term planning is possible, but it should specify the component-based architecture at the heart of the technology stack to support agility, rather than specific outcomes.

## A lesson from Private Equity

As a PE-backed group, Ardonagh is particularly focused on value creation. Tom says that every business can learn from the PE methodology which includes:

- **Ruthless efficiency:** particularly as we head into tougher economic times, the role of technology is to drive increasing efficiency.
- **Keep an eye on the exit:** or what Tom calls “planning from right to left”: know what shape the business should be in for the exit event you seek to achieve, and then execute on the process to get you there.



Means  
Business



Tom Clark is CTO of Ardonagh Advisory, part of the Ardonagh Group, a rapidly growing Private Equity-backed group of insurance brokerage businesses.

The Group's ambition is to complete the acquisition of a new venture every month, and it often falls to Tom to manage the challenges of integrating the mature legacy technologies brought into play by these M&A activities.

## YOUR HOSTS



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