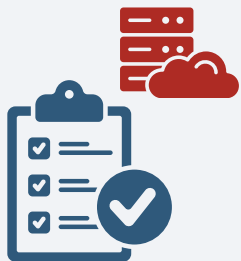


ACTION GUIDE:

HOW TO IMPROVE VISIBILITY INTO YOUR TECHNOLOGY INVESTMENTS

Most organizations don't intentionally overspend on technology. They simply haven't created a structured process for understanding where technology investments create business value, where unnecessary complexity has accumulated, and where new technologies like AI are introducing both opportunity and hidden cost.



Step 1:

Build a Complete Technology Inventory

Create a comprehensive inventory of every software platform, cloud service, security product, AI application, infrastructure component, subscription, and third-party vendor supporting the organization.

You can't optimize investments you don't fully understand.



Step 2:

Connect Technology to Business Outcomes

For every major technology investment, ask:

- Which business capability does it support?
- Who depends on it?
- What measurable value does it provide?
- Does another platform already perform the same function?

Technology without a clearly defined business outcome should be evaluated for consolidation, replacement, or retirement.



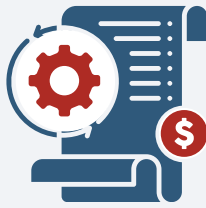
Step 3:

Identify Waste, Redundancy, and AI Sprawl

Review:

- Duplicate software
- Unused licenses
- Idle cloud resources
- Overlapping cybersecurity platforms
- Legacy applications
- AI subscriptions
- AI credit usage
- Department-purchased technology
- Multiple vendors solving the same problem

Reducing unnecessary complexity often improves security and operational efficiency while lowering costs.



Step 4:

The least expensive technology isn't always the best investment.

Consider:

- Cybersecurity impact
- Operational resilience
- Business continuity
- AI governance
- Compliance requirements
- Vendor reliability
- Long-term scalability

Technology decisions should strengthen resilience rather than simply reduce spending.



Step 5:

Make Technology Investment Reviews an Ongoing Leadership Practice

Technology environments evolve continuously.

Regularly review:

- Software utilization
- Vendor performance
- Cloud consumption
- AI credit usage
- AI governance
- Security effectiveness
- Business alignment
- Opportunities for consolidation

Organizations that continuously evaluate technology investments avoid unnecessary spending, improve cybersecurity, strengthen AI governance, and ensure every technology dollar supports long-term business objectives.