Building your IT strategy

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Welcome

- Today we'll look at some tips for building your IT strategy

- As we go through please keep note of any tips you would like to share with the audience after the presentation

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- 2013 is the year of large scale adoption of big data technologies.

- By 2015, 20% of Global 1000 orgs will have a strategic focus on information infrastructure equal to that of application management.

- Most enterprises have yet to explore the possibilities of an expanded Internet and are not ready for it.

- The smart machine era will be the most disruptive in the history of IT.

- Large cloud services providers such as Amazon are re-inventing the way in which IT services can be delivered.

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What is strategy?

- Business Strategy – "a plan of action designed to achieve a long-term or overall aim"

- Garner: "IT strategy is how IT will help the enterprise win. This breaks down into IT guiding the business strategy, and IT delivering on the business strategy."

- Broken down into three areas
  - **IT operating model**
  - **IT sourcing strategy**
  - **IT capabilities**

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Steps

- Discovery

- Analysis

- Development

- Approval

- Delivery

- Review

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Ground rules for success

- Review the business strategy if exists... IT strategy should always underpin this

- If it doesn't exist, work with key business stakeholders to agree general principles

- Innovation runs across all areas and is rarely something that is done in isolation... however make sure you have permission....

- Be clear about your "what's" and "how's" – more later

- Be disruptive

IT Operating Model

Customers & stakeholders

- Customers
  - Supporting customer service initiatives is key
  - Be clear about the scope of the service you provide
  - Smart-phones, tablets, online expectation
  - Digital inclusion
  - Apps, photos, social media, SMS, Whatsapp

- Stakeholders
  - Requirements and desired outcomes
  - Problems, challenges, efficiencies, opportunities
  - Don't shy away from asking for feedback
  - Look at yourself "outside in"

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Governance

- Gartner defines "as the processes that ensure the effective and efficient use of IT in enabling an organisation to achieve its goals."

- Review your IT Governance maturity using appropriate frameworks.
  - e.g. frameworks - ISO 20000, ISO 27001, ITIL & COBIT

- Plan to deal with shadow IT

- Prioritisation, approval and progress

- Good governance = confidence… which usually helps with investment

Service Delivery

- Look for gaps where business capabilities do not meet with existing service provision
  - People, training, processes, reporting, measurement, delivery, tools

- Benchmark using frameworks

- Create programme to deliver improvements

- Measure progress – balanced scorecard

Change Delivery

- Programme Management

- Delivery methodology

- Be transparent

- Top up internal capabilities with third parties

- Create virtuous cycle

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Information Security, Risk & Compliance

- Information Security (ISO 27001)

- Data Protection

- Business Continuity / Disaster recovery

- Contractual obligations

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Many thanks for Neil McMaster – Head of IT Service Delivery at Catalyst Housing Limited for agreeing to use this image of him

IT Sourcing strategy

Sourcing strategy

- In-House, Managed Services, Outsourcing, Multi-sourcing, co-sourcing or in the cloud?

- Selecting the right third parties

- If you're not clear then complete a review to give you the strengths and weaknesses

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Budget

- A solid budget is key to delivering change

- Include contingency

- Budget at the macro level rather than the micro level

- Budget without business case – release budget with business case

- Work closely with finance team

- Tip: structure your budget to allow easy monthly reporting against budget

Procurement & value for money

- Tendering for big ticket items

- Buying smartly for smaller items

- Measure and demonstrate

- Build confidence to release more budget

- Get your suppliers working for you

- Sourcing needs managing

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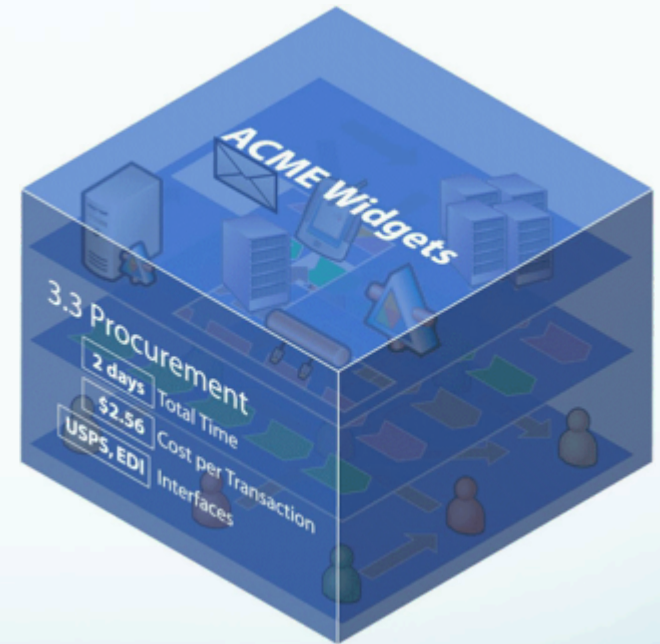IT Consultancy Limited

IT Capabilities

Enterprise Architecture

- Business outcome driven enterprise architecture helps align IT strategy with Business strategy

- City building vs House building

- Lots of tools / frameworks. E.g. Business capability modelling

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Business Capability Modelling

- Business Capability model useful for documenting the "what"

- Describes what the business does (outcomes and service levels)

- Abstracts and encapsulates people, process and technology into building blocks
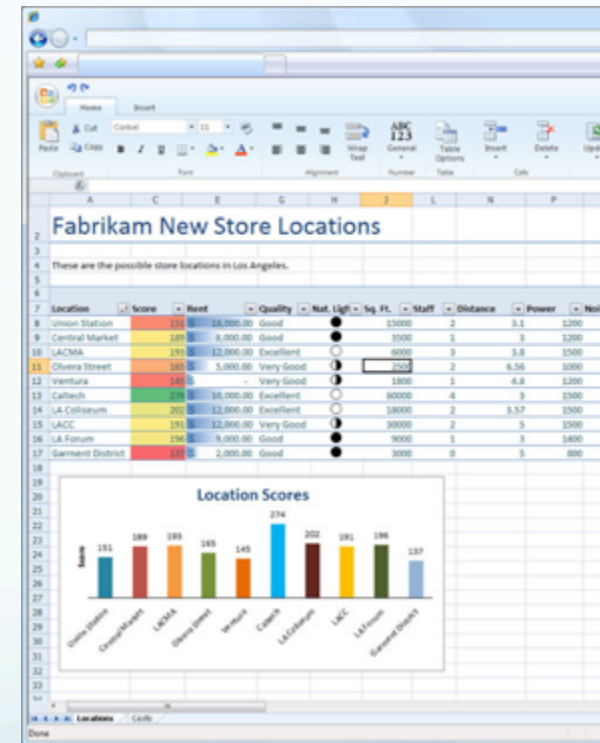

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Your team capabilities

- Be clear on the role of your team – support, project delivery, integrator, etc

- Talent strategy

- Restructuring?

- Training & development plan

- Complement skills (or fill skill gaps) using 3rd parties

- Resource up or deliver what you can with existing team?

- When planning don't over allocate your team! (80% rule)

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Applications

- Look for gaps where business capabilities not met with IT or has excessive complexity or manual data flow

- Develop future state where business capabilities are met in a consolidated, simplified, automated and appropriate way

- Look at business process automation as a way of automating activities and data flow

- "As is" and "future state" application mapping & application catalogue

- Big Data
- Business Intelligence
- Master Data Management
- Compliance
- Extracting value

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Mobility & Social Media

- Both internal and external

- Large growth area

- It will not be long before the principal tool of a RSL and resident / customers is a smart phone (B2B)

- Residents want to consume via smart phone technology (B2C)

- Huge opportunities to innovate and standout

- Social media = public stage to succeed or fail

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Putting it all together

- Differs greatly per business

- Some Powerpoint deck, others report or brochure

- Aimed at an IT and non-IT audience = Business language

- Usually visually rich

- Include strategic principles & outcomes

- 36 month investment plan & budget

- Always shows link between IT and Business strategy

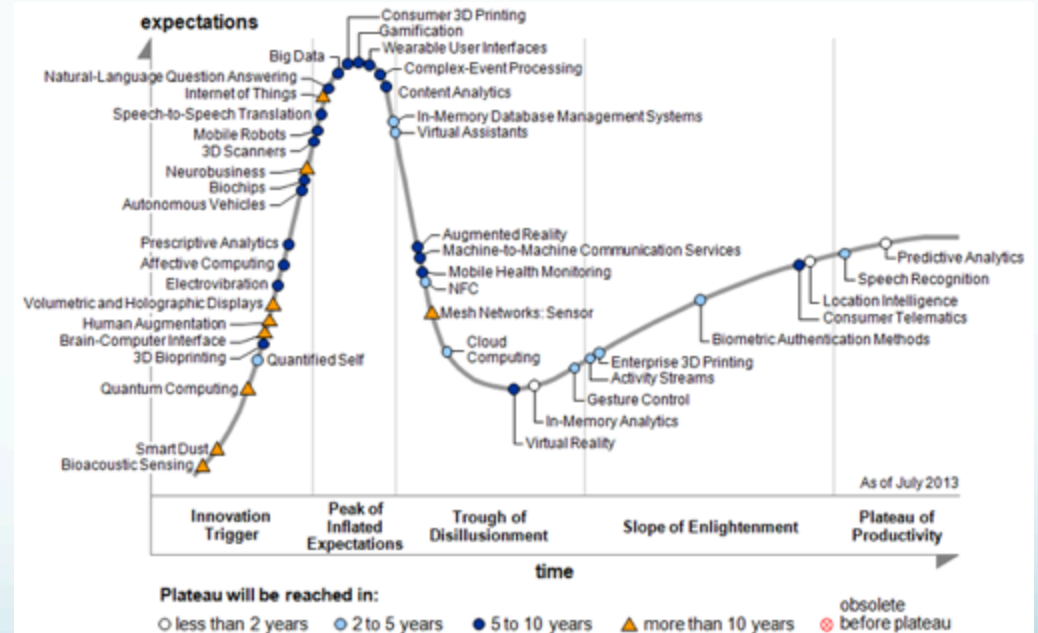- Could be customer facing...? (In the form of simple pledges)

Putting it all together

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What's hot in Housing....

What's hot in Housing

- Application Consolidation, CRM, BPM

- B2C

- Digital Inclusion

- Apps

- Cloud

- Data

- Information Security

- BYOD

Source: Hype cycle –Gartner

Any questions?

Please feel free to connect with me on Linked-in or email me:

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