Strategic IT Planning

Align IT with Business Strategies

Who Should Take This Course?

This course is designed for CIOs, IT directors and senior IT executives, corporate and IT planners, and senior business executives/strategists who have responsibilities in implementing IT initiatives in their organisation. IT managers, executives and other senior professionals responsible for strategic IT planning in an organisation will certainly benefit.

Process performance and improvement are two keys in improving business execution today. They form the basis of efficiently and effectively delivering both products and services to the customer. Today, enterprise transformation, integration and consolidation are sweeping organizations. Process understanding and analysis are a crucial foundation for e-commerce, e-government and enterprise excellence. A key result of process management is achieving a lean and more flexible organization.

This seminar covers the core concepts in documenting and improving the processes of the enterprise. The seminar includes the idea of process excellence and the center of excellence for processes.

A technique for determining process rank based on yield versus risk is also covered contributing to an ISO compliant view of processes. Sections are included that cover the increasing emphasis on the digital enterprise and workflow usage. Typical examples of some of the BPM tools used today are provided through demonstration.

This course includes extensive exercises organized around a case study concept that the participant can use as a starter along with BPM Toolkit provided with the course materials. The techniques presented in this workshop provide a staff the means to increase value by starting projects with realistic skills and knowledge.

Learning Outcomes

- Produce the strategic IT planning framework, formalise and document the IT master plan

- Describe how to progress from business and organization analysis to identification of IT direction and business value

- Analyze the fusion of IT and key strategic resources that achieve and sustain business and IT performance leadership

- Produce strategy and capability maps that align business and IT capabilities and identify opportunities that create new business value

- Appraise and align IT performance, initiatives, applications and technologies that support business needs and justify IT investment

Strategic Management of IT

Introduction – The Evolving Role Of IT strategy

- A little IT history and a new role for IT
- The changing role of IT management
- The long wave cycle and IT
- IT as a foundation for business execution

Exercise – IT As A Commodity

Strategy Setting In Business

- Customer focused IT
- Balanced scorecard approach for IT customers
- Identifying customer needs today
- Increasing IT/customer relationship skills
- Dealing with deployment issues

Demonstration – Strategy Mapping

Strategic Planning Management/Methodology

- A strategic planning methodology
- Strategic foundations for IT
- Communicating strategy
- The IT strategic plan outline
- The planning project

Exercise – Formulating The Plan Outline

IT Strategy and the Business

Strategy Focused IT

- Business architecture
- Enterprise analysis – understanding business structure
- Business performance
- IT performance link
- The strategy business architecture link
- IT architecture and IT strategy

Exercise – The One Page Business Architecture

Aligning Business And IT

- A variety of approaches
- The scorecard approach for performance
- Strategy mapping
- Value chains for IT
- Business goal alignment

Case – Why Business Models Matter

Establishing IT Strategic Direction

- IT value chains
- Cascading value chains
- Service chains
- Examining the IT environment (a five forces view)
- Examining the enterprise internal environment

Exercise – Aligning IT and The Business

Building an IT Strategic Plan

Determining Business Need
- Analyzing the current situation
- Previous plan review
- Assessing results
- Determining IT issues of performance
- The annual IT performance summary

Case – 6 IT Decisions IT Should Not Make

IT Goals And Objectives
- Establishing the IT future
- Establishing critical success factors
- Defining key performance indicators
- Ranking project initiatives
- Assessing technology impact
- The technology forecast (IT and business)

Exercise – Technology Forecast

Building The Strategic Plan
- Plan outline and components
- Initiatives and assets to accomplish initiatives
- Plan justification
- Implementation options (e.g. outsourcing)
- Integrating multiple plans
- Communicating the plan

Exercise – Preparing and the IT Plan

IT Plan Deployment

Are You On Course?
- Monitoring IT direction and performance
- Identifying the need and degree of correction
- Making the correction and changing the course
- Maintaining flexibility
- Continuous improvement in IT

Case – Getting IT Right

Change Management
- The drivers of IT change
- What needs to change?
- Methods, techniques and key tasks of change management
- Leveraging people and processes
- Barriers and accelerators for change

Exercise – Coping With Technology Change

Setting And Measuring Business/IT performance
- Business/IT performance management
- Monitoring ongoing operations
- Monitoring operational activities
- Expectations – users, business, IT
- The IT BI briefing book and dashboard

Demonstration – An IT Performance Dashboard

Learning Benefits
⇒ Use techniques learned in the course for development of an IT master plan.
⇒ Incorporate Enterprise Architecture as a foundation for aligning and establishing the business's value chain.
⇒ Identify and define critical success factors and key performance indicators that drive IT's strategic plans.
⇒ Assess ways to align IT strategic implementation options that make business sense.
⇒ Ensure choice of metrics provide key insight across IT process, staff, training, and business goals in managing IT.

Knowledge Consultants, Inc. is a professional services firm founded in 1984. KCI provides consulting and professional education services. With over 30 courses taught worldwide, KCI provides the opportunity to develop core strengths in the following certification areas:

- Process Management
- IT Management
- Business Performance Management
- Business Analysis
- Analytical Techniques for Business
- Business and IT Architecture

KCI has expanded its training and consulting efforts internationally into Europe, Southeast Asia and the Middle East. KCI has an outstanding list of current and past clients including many of the Fortune's 100 companies.

Meet the Expert
Frank Kowalkowski

Frank Kowalkowski is President and CEO of Knowledge Consultants Inc., a professional services firm founded in 1984 with practice areas in knowledge management, business intelligence, and performance, business and system architectures, supply chain management, and application design and development.

With more than three decades of management consulting and industry experience under his belt, Frank's spectrum of expertise mainly lies in manufacturing, distribution, insurance, financial services and the public sector. He has also played key roles in a wide range of projects, including e-Commerce, Application Integration, ERP and Supply Chain Management, Knowledge Management, Artificial Intelligence, Benchmarking, Business Performance Measurement, Business and Competitive Intelligence, Technology Deployment, Data Warehousing, and Process Improvement.

Prior to his presidential post at Knowledge Consultants, Inc., Frank was the Director of Consulting for the Spectrum Group, responsible for reengineering consulting, process improvement and operational systems consulting. His engagements also included senior management presentations, audits, assessments, organizational studies, and methodology development and implementation.

In addition to being a keynote speaker at international conferences as well as a conference chair, he has written numerous papers and spoken at conferences on a variety of subjects such as technology forecasting, process analytics and management, business analysis, management disciplines, and enterprise performance management.

Frank is also the author of a 1996 book on Enterprise Analysis and over 70 papers. He is currently working on a BPM book for managers and a new edition of the enterprise analysis book.

Frank focuses on training and consulting efforts internationally in regions such as North America, Europe, Southeast Asia and the Middle East. He has an outstanding list of current and past clients including many of the Fortune's 100 companies.

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