Strategic Planning for an IT Service

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What’s in it for YOU!

• An overview of strategic planning models and techniques.
• Practical application tips for conducting your own planning activities.
• Real examples of strategic plans that can serve as a model for your future planning.
Todays Roadmap

• Why Strategic Planning (SP) for an IT Service is more important than ever.
• Overview of Strategic Planning Models
• Deep-dive into the “Bryson Model”
• Examine the SP process for the ServiceNow Shared Service
• Outline Tools & Techniques you can use to conduct your own SP activities.
• Lessons learned from the SP for ServiceNow.
Strategic Planning Today…The Why

• Rate of technology change
• Educated consumers who have choices & access to knowledge resources
• Rapid dissemination of news and events through social and widely available medias.
• U.S. economy is integrated with external economics and subject to dynamic change
• Boundaries between public, private, and nonprofit sectors are eroding.
That was not encouraging 😞

But we know this already and its going to be ok, IF.....

Photo Credit: “The Office” – NBC Universal.
We STAY FLEXIBLE and PLAN OFTEN!
An Analogy

“Would you tell me, please, which way I ought to go from here?”

“That depends a good deal on where you want to get to,” said the Cat.

“I don’t much care where...” said Alice.

“Then it doesn’t matter which way you go,” said the Cat.

- Lewis Carroll, Alice in Wonderland
Planning Types - The What

• **STRATEGIC (LONG-TERM) PLANNING** determines the major goals of the organization and the policies and strategies for obtaining and using resources to achieve those goals. It provides the foundation for the policies, procedures, and strategies to achieve goals.

• **TACTICAL (SHORT-RANGE) PLANNING** is the process of developing detailed, short-term decisions about what is to be done, who is to do it, and how it is to be done. Tactical planning is normally done by managers or teams of managers at lower levels of the organization, such as setting annual budgets.

• **OPERATIONAL PLANNING** is setting of work standards and schedules necessary to implement the tactical objectives. Operational planning focuses on specific supervisors and individual employees. The operational plan is the department manager's tool for daily operations.

Classic Organizational Planning Levels

• **Corporate (System)** – Plans or planning activities at the TAMU System Office level, Board of Regents, and/or directives from the Texas Legislature & Exec Branch. (Strategic)

• **Business (Institution or Agency)** – Plans or planning activities for an entire institution or agency that directs the business units. E.g. – Vision 2020 at Texas A&M Univ. (Strategic & Tactical)

• **Business Unit** - Plans or planning activities for a business unit within a business. E.g – Texas A&M IT Strategic Plan within Texas A&M University. (Primarily Tactical, some Strategic – depends on centralized vs. decentralized structure of business).

• **Business Unit Function** – Planning that occurs at the lowest grouping of people, services, and activities within a specific business unit. E.g. – Networking, Systems Engineering, etc. (Tactical)

## Strategic Planning Models Compared

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<th>Model</th>
<th>Pros</th>
<th>Cons</th>
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<tr>
<td>Bryson Model</td>
<td>• Appropriate for Non-Profits &amp; Public Inst’s</td>
<td>• Pro – classic/not evergreen</td>
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<td></td>
<td>• Pro – useful for identifying stakeholders</td>
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<tr>
<td></td>
<td>• Con – classic/not evergreen</td>
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<tr>
<td>Simerson Strategy Formulation</td>
<td>• Wide-reaching tools for preparation, development, and implementation</td>
<td>• Pro – will produce a classic strategic plan</td>
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<tr>
<td></td>
<td>• Pro – will produce a classic strategic plan</td>
<td>• Con – same!</td>
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<tr>
<td>Gartner IT Strategy Model</td>
<td>• Specific focus on IT strategy formulation</td>
<td>• Con – lacks breadth of non-IT considerations</td>
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<td>• Pro – Explicit guidance on developing IT business unit plans</td>
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When to conduct Strategic Planning on an IT Service?

**SERVICE DISTRIBUTION**
- Local Distribution Only
- Some Distribution across Institution or Agency (IorA)
- Distributed or available for distribution across entire IorA/System

**SERVICE ALIGNMENT**
- Low Alignment to IT and/or IorA Strategic Plan
- Some Alignment to IT and/or IorA Strategic Plan
- Clear Alignment to IorA Strategic Plan/System

**SERVICE COST**
- Contract at $250K or Less
- Contract at $250K - $1M
- Contract at $1M+

STRATEGIC PLAN ZONE FOR AN IT SERVICE
The Bryson Model – Selected Components

• SWOT Analysis
• Internal & External Environment Analysis
• Mission & Vision Document
• Value Mapping Matrix
• Summary of Projects & Changes for Future State
1\textsuperscript{ST} – Time for Continual Service Improvement.

A SWOT analysis is a structured planning method used to evaluate the strengths, weaknesses, opportunities and threats associated with an organization. A SWOT analysis can be carried out for a product, place, industry or person. It involves specifying the objective of the business venture or project and identifying the internal and external factors that are favorable and unfavorable to achieve that objective.

• **Strengths** - Characteristics of the business or project that give it an advantage over others.
• **Weaknesses** - Characteristics that place the business or project at a disadvantage relative to others.
• **Opportunities** - Elements that the business or project could exploit to its advantage.
• **Threats** - Elements in the environment that could cause trouble for the business or project.
The graduated step into granular detail from the SWOT analysis includes a detailed examination at the tactical level of the Internal and External Environment. The following components are included in each of the environments.

**Internal Environment (Institution/Agency or System)**
- Resources (People, Information, Culture, Competencies)
- Present or Previous Strategy (Overall, Departmental, Business Process)
- Performance (History, Results, Indicators, Available Scorecards)

**External Environment (Outside of System, State, Vendor Market, Regulations, etc.)**
- Forces and Trends (Legal, Educational, Physical, Social, Economic, Political, Technological)
- Key Resource Controllers (Customers, Donors, Regulators, Various Revenue Streams, etc.)
- Competitors and Collaborators
This exercise involves revisiting or creating the mission, vision, and values of the organization considering the information that has been stimulated and surfaced during the previous analysis activities. Participants will work to renew or revise these core components of the strategy.

Why? Participants have already been answering some of their own questions (or already knew the answer) during the analysis activities.
Using the Bryson 5-Step Strategy Formulation model, this component will create strategies and tactical objectives necessary for achieving the mission, vision, and values of the organization considering the context of internal and external environmental conditions. The 5-Step Process is identified below.

1. Identify **projects and changes** necessary to achieve the vision. Include alternatives to the “dream state.”
2. Recognize the **barriers that must be overcome** to achieve the changes.
3. Create **“major proposals”** (no more than 3) to achieve the vision.
4. Document **“tactical actions”** that are needed to implement the projects and major proposals.
5. Develop the **framework of a/an implementation plan(s).**

*Notice the “tactics” in this approach. For IorA plans at business or corporate level, true projects and proposals are typically absent.*
• Strategic plan writer(s) aggregate the data and develop the report.

• “Themes” emerge from the aggregation.

• Key stakeholders have the plan circulated to them for review and insight. Plan is refined and re-circulated as much as needed.

• Decision made through the respective governance body.
ServiceNow Shared Service
Strategic Planning Tools & Techniques

• Divide governance body or service leaders into a separate SWOT analysis from the technical leaders/stakeholders.
• Mix participants into groups through randomization to avoid “unit think.”
• Use “stars, check-marks, and question-marks” to refine the feedback during the planning sessions.
• Give plenty of time for the events, breaks, and ensure that food and drink is available.
ServiceNow Shared Service
Lessons Learned

Maturity Model

Strategic Planning for an IT Service

Lessons Learned – Open Discussion
Thank You!

Questions & Comments

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