From Tactical to Strategic

How to begin transforming your organisation

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Why is Strategy important?
Everything leads to your Business Technology Strategy

Knowledge Centred Service

Skills Management

Agile SM

Service Ecosystems

Cloud Computing

People

Service Management Office

Agile Models

IT Support Professionalism

Agile Feedback
Empowered customers have given rise to a new era

**Age of manufacturing**
Mass manufacturing makes industrial powerhouses successful
- Ford
- Boeing
- GE
- RCA

**Age of distribution**
Global connections and transportation systems make distribution key
- Wal-Mart
- Toyota
- P&G
- UPS

**Age of information**
Connected PCs and supply chains mean those that control information flow dominate
- Amazon
- Google
- Comcast
- Capital One

**Age of the customer**
Empowered buyers demand a new level of customer obsession
- Macy’s
- Salesforce.com
- USAA
- Amazon
Companies have historically had most of the power over technology . . .
but technology itself is now empowering employees & customers
People create their digital value ecosystem to satisfy their needs
What trends are driving Business Technology strategy?
We are in an age of “Hyper adoption”
By 2019 there will be 3.5 billion smartphones in the world

Source: Global Business And Consumer Tablet Forecast Update, 2013 To 2017
We face a wave of innovation
Complexity is the new reality
In this online world IT’s success is not measured by how well it responds to ”the business” – but how well it enables us to compete in this environment
Some brands understand this
What are the principles of a Business Technology strategy?
1) You always have a strategy, even when you don’t

No matter what you intended to do, patterns are your de facto strategy

What can we infer from that?

• What happens in an organization is a complex inter-relationship between people, what they do, how they do it and why they do it

• Culture (the way we do things around here) is a powerful determinant of strategy

• Identifying patterns and how they change is an important part of strategy

• If you don’t have a strategy, start by understanding your patterns
2) You can only do what is strategic to you

You have to have authority over the areas in the strategy.

Anything else is just an idea – and the best you can do is influence someone else to make it part of THEIR strategy.
3) What is strategic to you, is operational to somebody else – but they have to be linked

A new service management tool is strategic for the CIO, operational for the CEO BUT the CEO and the Board DO want good technology services

If your strategy doesn’t support the CEO strategy it will fail

Most organizations separate strategy into layers, because:

- Including all layers in a single strategic document make it impossible to read
- We want the people with responsibility for a layer managing the layer
- But layers quickly become separated and strategy is fragmented
4) Strategy is Governance, Execution is Management

Governance
- Where are we going?
- What are our values?
- How will we measure success?
- What business are we in?

Management
- How will we get there?
- Does everything we do reflect those values?
- How will we meet or exceed those metrics?
- How do we get better at being in that business?

Can we do both roles at the same time?
Yes – for example the CEO (under the authority of the board) does both
But the systems they use are separated
There are checks and balances between them
5) Strategy is an ONGOING comparison between where we are and where we want to be

As soon as you take the first tangible action in your strategy, you change the current state of the organization

- That change will have intended and unintended consequences
- “Where you are” is different now. And it may change “where you want to be”

This means that strategy will constantly be changing
6) Strategy is not a document, it is a dynamic with a dashboard

Co-ordinate
Plan
Act
Watch
Think
Adjust
7) Strategy is never complete

There will always be strategic initiatives – and they will always demand people’s time:

• Effective organizations manage the expectation of change at all levels and all times

• Change resourcing models to clarify how strategic initiatives co-exist with everyday tasks

• Change HR systems to allow for flexible resourcing (and performance metrics)

• Recognize both achievement and change
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Thank you