

# ICT STRATEGIC PLANNING

When ICT strategic planning is well formulated and implemented, it provides a number of important benefits.

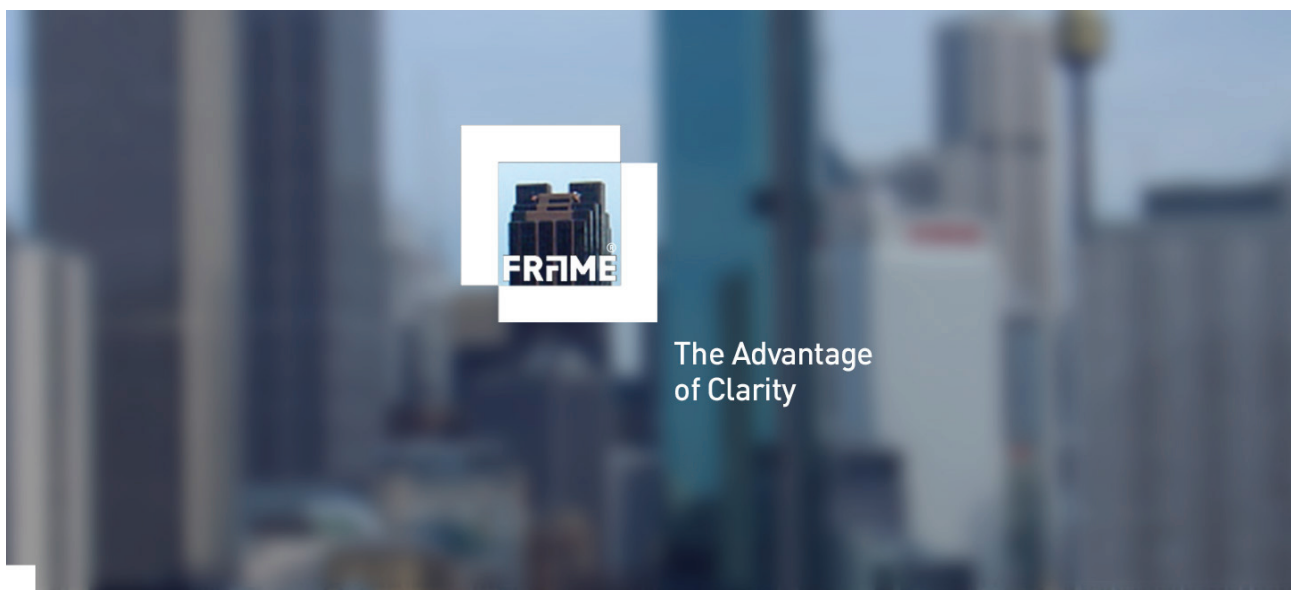
- It aligns technology with your business goals, enabling a contribution to your organisation's key strategic objectives.
- It enables ICT systems to be fully integrated across each department, which in turn allows for organisation-wide management of your ICT environment. The needs of your customers are fully considered and satisfied.
- It builds a relationship between the ICT department and the rest of the business which secures commitment to the strategy, since all key stakeholders are involved in the process.

The Frame ICT strategic planning process yields a clear and disciplined methodology and set of analytical tools that could be used as a basis for your strategic decision-making.

Frame has a comprehensive approach to review and develop ICT strategic plans. Specifically, we:

- use a structured and disciplined process to gather, analyse and interpret all of your critical inputs and develop the strategy
- draw on senior internal (and occasionally external) advisors and consultants to provide specialist advice
- reference global and local experience.

The process is sufficiently flexible to consider your specific issues as well as market influences that may affect strategic decision-making. And the process is repeatable, such that it can be used to refresh your strategic plan in the future.



Frame's ICT strategic planning process consists of nine steps grouped into three phases:

- discover
- analyse
- define.

## **Phase 1: Discover**

### **1.1 Review current situation**

The first step of discovery is to understand the issues and challenges in your current business and ICT environment that the ICT strategic plan is required to address. This is done from a financial and non-financial perspective. The non-financial perspective provides insight into the realities of current arrangements from business, operating and commercial aspects. The financial perspective provides the base case ICT spend profile against which the impact of new potential strategies is assessed.

### **1.2 Identify business drivers**

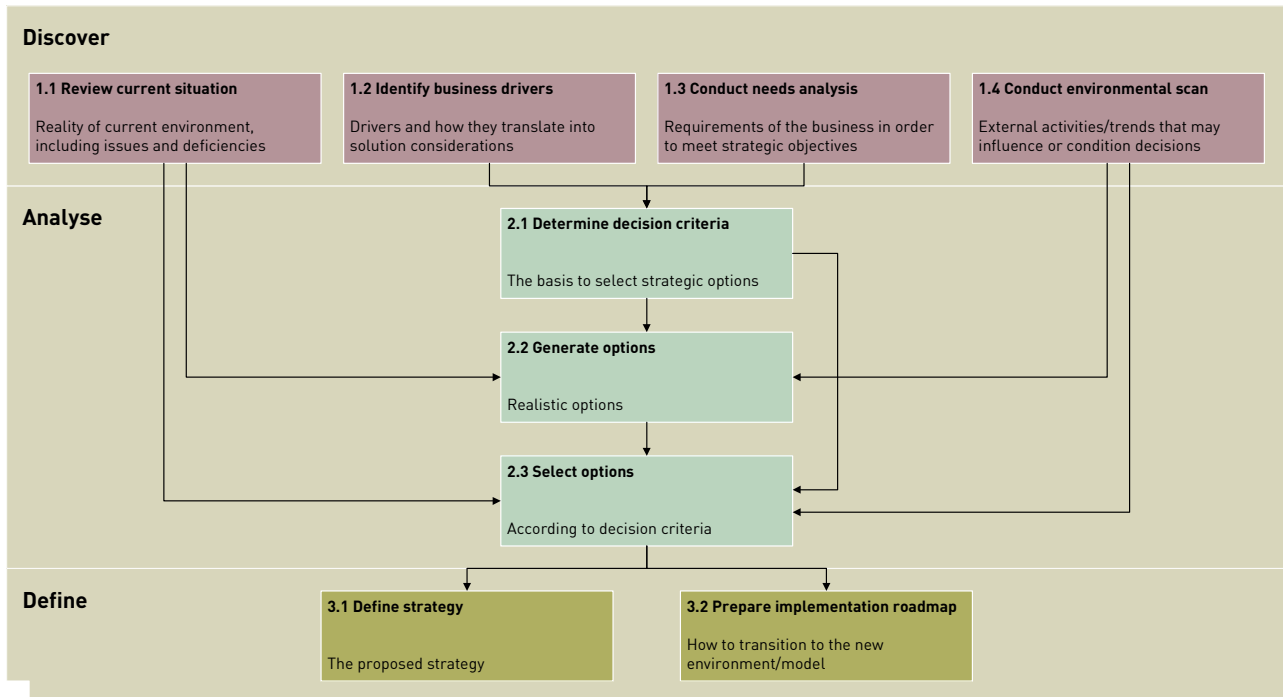
Your strategic direction drives and influences the type of ICT services required. The new strategy must be able to deliver these required ICT services. Therefore, we need to understand the considerations that stem from your corporate strategy which the ICT strategy must address. These considerations are used as a basis to evaluate how well potential strategy and solution options would meet the strategic imperatives of your organisation.

### **1.3 Conduct needs analysis**

A key objective of a strategy is to ensure that ICT services can effectively support business objectives. During this step, we identify the essential business, technology and operational requirements of ICT services that must be fulfilled in order for your stakeholders and the enterprise to meet their business objectives. The results of the needs analysis are used as a basis to evaluate how well potential options would meet these identified requirements of your enterprise.

### **1.4 Conduct environmental scan**

The environmental scan allows us to understand the external activities and trends that may influence the type of ICT model you should adopt and the decisions it should undertake. Specifically, implications of changes in the nature and structure of the ICT supply market, sourcing preferences and the industry sector landscape will help guide the ICT strategy to ensure that it is current, pragmatic and consistent with industry best practice.



## Phase 2: Analyse

### 2.1 Determine decision criteria

The first step of the analyse phase synthesises the criteria by which potential strategy options are to be evaluated. The decision criteria are formulated from the identified business drivers and ICT needs (from *Phase 1: Discover*). Some criteria will be relevant for all ICT services while others may be specific to a particular service. In addition, for those options identified as meeting these criteria, a further financial evaluation is undertaken as part of *2.3 Select options*.

### 2.2 Generate options

Next we identify the realistic options that will help you achieve your strategy objectives. The options are based on the outcomes of *1.1 Review current situation*, *1.4 Conduct environmental scan* and *2.1 Determine decision criteria*.

Options generation is fundamentally an assessment of key questions, including:

- What are the ICT systems and services required to meet your needs?
- What options are available to satisfy those needs?
- Which options best meet the needs?

### 2.3 Select options

Evaluating the options identified during *2.2 Generate options* against the defined decision criteria is the final analysis step. The financial implications of preferred options are also assessed here. The key output of this step is a recommendation as to the options that would be most suitable to form part of the new strategy.

## Phase 3: Define

### 3.1 Define strategy

Defining the strategy integrates all of the information gathered during discovery and analysis into the strategy recommendation. Specifically, the case or rationale for change is described and the implications are outlined from a benefits, risk and operational perspective.

### 3.2 Prepare implementation roadmap

The implementation roadmap identifies the critical issues that need to be addressed as part of the implementation planning and the timetable in which they will be answered. This information would subsequently be used by the implementation team to develop the overall implementation plan.

## Stakeholder engagement

In order to ensure that the new strategy adequately reflects the business objectives and technology requirements of your business and ICT stakeholders, Frame follows a collaborative engagement approach.

Each stakeholder group nominates representatives to:

- meet regularly over the duration of the strategy development process
- provide input into the strategy development
- validate key assumptions and recommendations.

These representatives provide detailed information on their business drivers and needs. We focus in particular on the technology services and specific service dimensions required to satisfy the current and future business requirements of the stakeholder groups.

We conduct one-on-one discussions with each group executive at key checkpoint intervals to provide progress updates and to review findings.

## **FRAME**<sup>®</sup>

### **Sydney (Head Office)**

Level 11, 189 Kent Street  
GPO Box 4647  
Sydney NSW 2001

**Tel** +61 (0) 2 9323 2800  
**Fax** +61 (0) 2 9323 2828

### **Canberra**

Unit 9, 25 Buckland Street  
PO Box 224  
Mitchell ACT 2911

**Tel** +61 (0) 2 6122 6800  
**Fax** +61 (0) 2 6122 6868

### **Melbourne**

Level 7, 31 Queen Street  
Melbourne VIC 3000

**Tel** +61 (0) 3 9927 3800  
**Fax** +61 (0) 3 9927 3838

### **Brisbane**

Level 1, 21 Mein Street  
Spring Hill QLD 4000  
GPO Box 2502  
Brisbane QLD 4001

**Tel** +61 (0) 7 3009 7800  
**Fax** +61 (0) 7 3009 7878