



Evening Session 12 Oct 2021

Assisted by a multi-disciplinary team



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**XPERIAN**  
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Strategy (from Greek **στρατηγία** *stratēgia*, art of troop leader; office of general, command, generalship) is a general plan to achieve one or more long-term or overall goals under conditions of uncertainty.



### 500 B.C. Military

Strategy is the utilization during both peace and war, of all of the nation's forces, through large scale, long-range planning and development, to ensure security and victory. (*Random House Dictionary*)



### 1950's Game Theory

Strategy refers to the rules that a player uses to choose between the available actionable options. Every player in a non-trivial game has a set of possible strategies to use when choosing what moves to make.



### 1960's Management

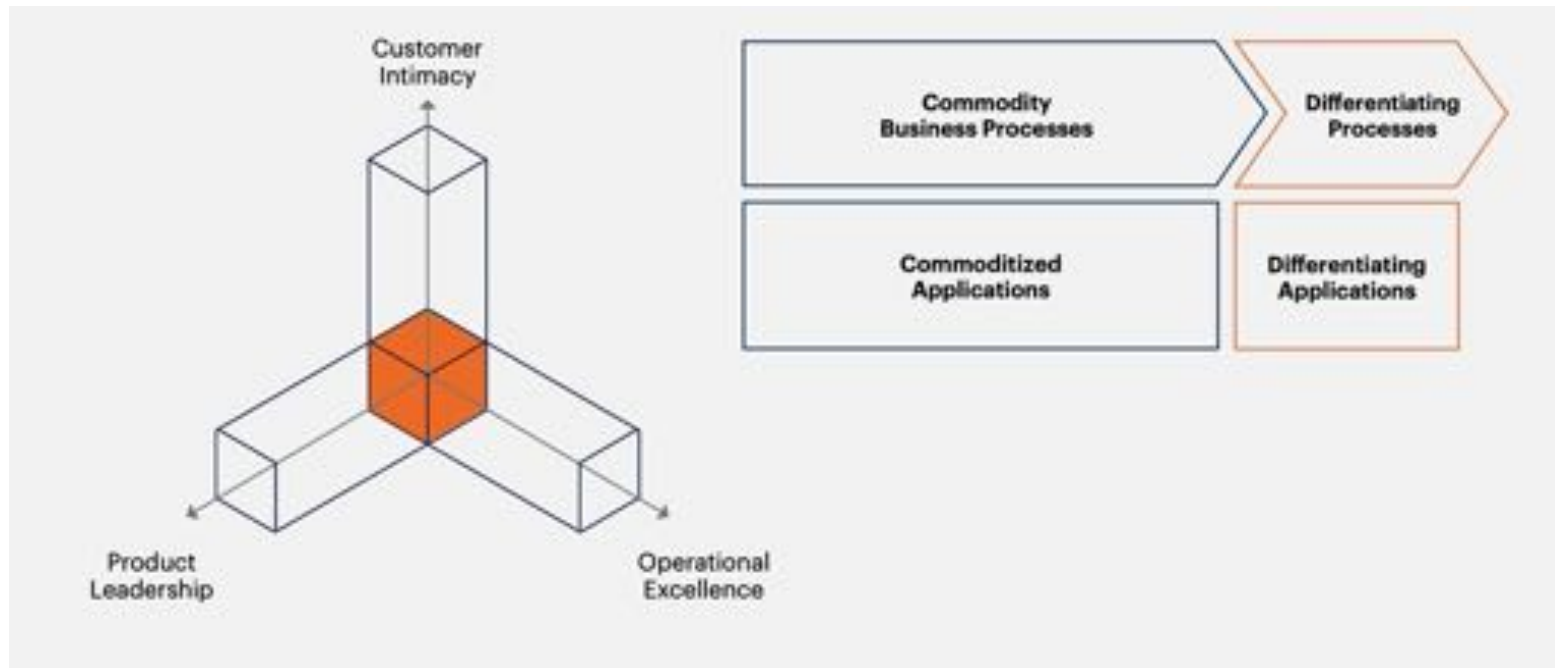
How a business is going to compete, what its goals should be, and what policies will be needed to carry out those goals. The combination of the ends (goals) for which the firm is striving and the means (policies) by which it is seeking to get there. (*Michael Porter*)

# About Strategy





# Strategy Pyramid



GARTNER: IT strategy is the discipline that defines how IT will be used to help businesses win in their chosen business context.



## Strategic Differentiation



# Strategy Topics

## Scoping

- S-1 The purpose of an IT strategy
- S-2 Strategic business IT alignment
- S-3 Concerns of the executive management
- S-4 The role of IT within the organisation
- S-5 Changing influencing factors
- S-6 Map IT on business capabilities
- S-7 Digital transformation
- S-8 Integrating digital transformation

## Technology

- T-1 Adopt emerging technologies
- T-2 Modular platforms and ecosystems
- T-3 An optimal application landscape
- T-4 Data analytics and business intelligence
- T-5 Dealing with legacy systems

## Partnerships

- P-1 Strategic sourcing
- P-2 Partnerships

## Governance

- G-1 IT-related goals
- G-2 Integrating risks into strategy
- G-3 Quality concerns affecting a strategy
- G-4 Data governance
- G-5 Embedding procurement into the strategy
- G-6 Mergers and acquisitions

## Service Delivery

- D-1 IT services to excel at
- D-2 Differentiated and layered IT services
- D-3 Running smooth operations
- D-4 Target operating model

## Organisation

- O-1 A centralised or decentralised IT
- O-2 IT teams enhancing business agility
- O-3 Effectively attracting and retaining talent
- O-4 Fostering a positive culture

## Portfolio & Value

- V-1 IT asset investment strategy
- V-2 Turning a cost centre into a profit centre
- V-3 Building a convincing value proposition
- V-4 Consolidation into a strategic portfolio

## Wrap up

- W-1 Pre-requisites for implementation
- W-2 Wrapping up



## SCOPING

S1 S2 S3 S4  
S5 S6 S7 S8

## TECHNOLOGY

T1 T2 T3 T4  
T5

## PARTNERSHIPS

P1 P2

## ORGANISATION

O1 O2 O3 O4

## SERVICE DELIVERY

D1 D2 D3 D4

## GOVERNANCE

G1 G2 G3 G4  
G5 G6

## PORTFOLIO-VALUE

V1 V2 V3 V4

## WRAP UP

W1 W2



## Strategy Board

Each participant assigns her/his priority or weight to the 34 strategy topics by placing chips or coins on this Strategy Priority Board. The total number of chips/coins placed on a topic determines its priority or weight.





### 1. Preliminary strategy scoping

Participants go through all the cards and discuss which of these are relevant for your organisation and will serve as the basis for your strategy workshop. The online tool is configured with the participant names and all selected cards.

### 2. Strategy workshops

The selected cards are discussed in order of priority and per domain. The outcome of each discussion can be entered in the online tool. Several iterations may be required to arrive at a final strategy.

### 3. Validation

The workshop results are detailed and consolidated in a single IT strategy document; these must be validated by executive management and major stakeholders.

### 4. Implementation

You are now all set for implementing your strategy in your organisation, kicking it off with communicating your strategy to all employees and motivating them to engage.



# Four Step Approach



Each participant reads the front of each card and attempts to determine the relevance of the topic to the organisation. This will serve as a basis for the discussion during the actual strategy workshop.

The suggested approach and solutions on the back of each card are indicative so other scenarios or options might be more applicable depending on the context and specifics of your organisation.

Each participant can express his/her opinion, so short speeches are encouraged. This is an iterative process which might require several rounds of discussion to finalise the strategy.



## **The Rules of the Game**



Consolidates input  
from all participants  
to all 34 topics



**Online  
Tool**

**<https://www.surveymonkey.com/r/CX7P96N>**



**Let's  
Play**

1. IT Strategy is an **essential** part of an organisation's overall strategy
2. Don't let this be a one-time exercise but keep it **up-to-date**
3. **All opinions** are valuable but consider that means are limited
4. Unless things are left undiscussed, there are **no losers**, only winners
5. Put your money where your mouth is and turn strategy into **actions**



**Take  
Aways**