A STRATEGY FORMULATION PROCESS FOR INFORMATION SYSTEMS PLANNING
Role of Information Systems Strategy Planning (ISSP)

- vital to continuing organisational success and effective information systems performance
- organisations still failing to deal effectively with untangling IS planning-related problems
- REASON=> many ISSP methodologies do not seem to realise that the IS-related problems result not merely from technological problems but are also derived from paying too little attention to the interrelationship between IS and business and organisational factors
- practice still faces three major problems:
  - need for integration of ISSP and overall corporate strategy
  - moderate practical utility of existing ISSP methodologies
  - limited management involvement and commitment to the ISSP activities
Scope of the paper

- attempt to develop an information systems strategy planning process
- elements of the process: phases, stages and modules of elementary activities
- consistent linkage of IS strategy with corporate strategy
  - by adopting elements of the corporate strategic planning literature
- framework for enforcing participation and involvement from managerial staff of the target organization
- supports a structured team approach during the process's implementation
- elements from the quality management approach
  - in order to guarantee review and control activities
Frameworks and techniques

- aid in categorizing the target organisation into a IS maturity stage, aid the analysis of the strategic impact of IT, or suggest how strategic advantage may be sought

- Examples:
  - stages of growth model
  - critical success factors analysis
  - five forces model of industry competition
  - portfolio management
  - strategic grid
  - customer resource life cycle
  - information intensity matrix
  - value chain analysis
  - enterprise-wide information model, etc
ISSP methods

- methods for carrying out comprehensive ISSP studies
- cover the entire sequence of actions

Examples:
- Business System Planning
- AXIAL
- RACINES
- TACT
- multiple methodology
- Method/1
- SISP
- Scenario-Based Information Systems Planning
IS development methods

- ISSP first part of a software development process
- A number of IS development methods include as their first phase the conduct of an ISSP study

Examples
- DAFNE
- MERISE
- Information Engineering Methodology
Information systems planning model
Organisational Structure of IS Strategy Planning Process

- **TARGET ORGANISATION**
  - IS Managers
  - Business Managers
  - Senior Business and IS Managers

- **FUNCTIONAL TEAMS**
  - Project Teams

- **ISSUE-SPECIFIC TEAMS**
  - Directors
  - Project Manager

- **COORDINATION**
  - GUIDANCE TEAM
  - Domain Experts
  - Information Technology Experts

- **EXTERNAL EXPERTS**
  - CORDINAT
Advantages of the process model

- use of a generalised strategy planning approach that can incorporate corporate strategy making issues (hence be considered familiar to business managers)
- explicit (and formal) incorporation of structures for management involvement;
- support of a group approach
- ability of managers to formally control and review the various deliverables during the whole life-cycle of the planning process
Limitations and weaknesses of the process model

- treats planning as an one-shot activity
  - IS planning operations should be on-going management activities and should form integral parts of the dynamic process of defining and monitoring corporate strategy.

- can be considered as a formalization of what Mintzberg calls 'strategy programming'
  - codification, elaboration and conversion of strategies.

- limited formal support introduced for the 'strategy thinking' aspect
  - synthesizing of qualitative and quantitative data into visions of the appropriate direction to pursue.

- significant empirical evidence is still required to refine the approach and further assure its practical applicability