

I/T Business Plan Alignment:

It is often difficult to get an organization's I/T strategy to align with its business strategy. Too often I/T is simply overlooked, and/or underfunded, when determining what areas of the business I/T should be supporting. In some instances, I/T is not represented at the planning table when goals and strategies are developed, but brought in after the fact to "make everything work". ProjX's Business Plan Alignment process forces the organization to:

- Develop weighted averages for each organizational Goal to assist in determining its importance to the organization.
- Identify very specific strategies that will enable the organization to successfully meet each of their identified goals. *(Some of these may already be in place and others may need to be developed)*
- Measure the strategies against each of the each of the weighted goals to determine how effective each strategy would be for multiple Goals. *(MeetingWorks is very instrumental in this process)*
- From the above processes, identify which strategies need to be heavily invested.

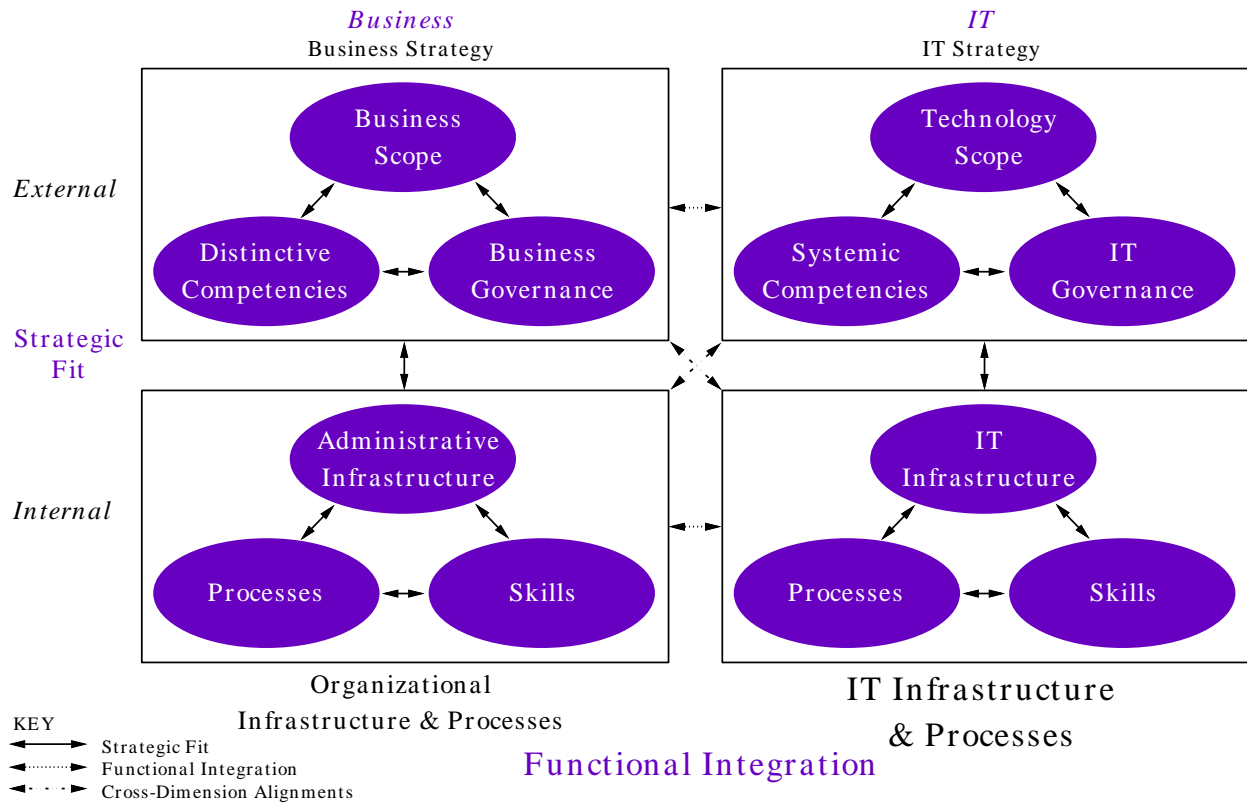
The next step in the process is to determine the I/T content for each of these strategies. The following questions are used to guide the process:

1. How much of the identified strategy is I/T driven?
2. How much of the identified strategy CAN be I/T driven?
3. What technology is required to successfully implement the strategy?
4. Does the organization currently possess this technology?
5. Can the organization afford the technology?
6. Does the I/T staff have the capabilities to support the technology ?

Some of the strategies that are heavily I/T oriented may end up being those of significance to the organization. Once identified, these particular strategies are laid out as individual projects with all associated risks and benefits identified. These are then compared to other non-IT strategies to determine where capital funding is to take place.

The following Strategic Alignment Model is used as a guide in the process:

The Strategic Alignment Model⁴



⁴ "Understanding Strategic Alignment", John C. Henderson, Boston University; N. Venkatraman, MIT, Business Quarterly, Winter 1991