Company X

ICT Strategy

(sample document and template)

Contents

Date	Version	Summary of Edits

Ref: ST0001

1 Executive Summary

1.1 Purpose of the ICT Strategy

The purpose of COMPANY X ICT strategy is to:

- Present the ICT vision for COMPANY X

- Document the structure and processes required to achieve that vision

- Define a program of work, systems and projects to support the achievement of COMPANY X's ICT vision over the next three years.

The ICT Strategy document includes:

- A summary of COMPANY X's key business outcomes and organizational capabilities required to be supported by the ICT strategy

- The ICT vision

- Current state assessment, including an overview of the existing Knowledge Management Branch structure and ICT environment, and findings from the stakeholder consultation process

- Recommendations

- Priorities and implementation plan.

1.2 COMPANY X ICT Vision

COMPANY X is a complex and diverse organization comprising eight business units .... etc

The complexity of the company's role places clear demands on ICT which is reflected in the company's vision for ICT.

The COMPANY X ICT Vision is to:

- o *Establish an ICT environment that provides robust access to core services and supports staff to work effectively*

- o *Have the company engaged and involved in exploiting ICT in innovative and strategic ways to improve customer outcomes.*

The ICT vision is underpinned by a set of guiding principles – the first of which is a focus on five core application portfolios: grants management, contacts and relationship management, knowledge management, business support services and corporate services.

The remaining principles form a foundation for successful delivery of the ICT strategy:

- An appropriate and flexible ICT architecture
- An ICT governance framework
- The IT department performing as a strategic advisor
- ICT infrastructure that provides required access and performance.

The ICT application portfolio is grouped into five areas:

- Grants management – the applications that support the submission of applications through to approval, performance monitoring and payments.
- Contacts and relationship management – the applications that support contacts, targeting, market research, marketing analytics and relationship management planning and tracking
- Knowledge management – the applications, including the intranet, TRIM and collaboration tools which support the sharing of information
- Business support services – the applications that support the delivery of services to clients, including web based services
- Corporate services support – the internally focused applications such as HR/payroll and Finance.

The application portfolio supports the COMPANY X core capabilities:

- Provide information to Senior Management
- Manage contacts and relationships
- Provide information to clients
- Manage grants
- Facilitate investment and innovation
- Manage company operations, across all locations
- Share information with employees
- Conduct market research
- Manage marketing campaigns
- Provide input to and develop policy.

1.3 Current State Assessment

The current state assessment provides a summary of the current ICT environment, including an overview of the IT department structure, architecture, applications, status of the previous ICT strategy and findings from the stakeholder consultation process.

The findings are grouped into the categories of governance, applications and infrastructure and there are approximately 20 key conclusions which have formed the basis for the ICT strategy recommendations.

Overall, the key findings are summarized as follows:

1. ICT has a relatively high level of focus within COMPANY X and the IT DEPARTMENT structure appears appropriate for the oversight of ICT. There are opportunities to improve the management of ICT within COMPANY X through clarification of the IT DEPARTMENT role and increased involvement of the IT DEPARTMENT in the delivery of the ICT strategy and support for the implementation plan over the next three years

2. The current mode of operation for the IT department is 'ICT commodity provider' and considering the demands of a 'knowledge worker' environment, the IT department should shift to a role of 'ICT strategic advisor' and improve the level of exploitation of current ICT assets and more effectively assess the applicability of future ICT trends

3. There is a range of issues with the applications deployed within COMPANY X (in terms of business processes, culture and adoption of the systems and technology) and opportunities for improvement in particular with the grants management and contact management systems

4. A substantial amount of the business unit dissatisfaction with ICT in COMPANY X relates to issues with ICT policies, ICT access and support for the remote and mobile workforce

5. The current IT department is not structured or resourced to deliver the large number of un-prioritized initiatives expected by stakeholders. Many of the expected initiatives are in their early phases and simultaneous delivery of these projects is not advisable considering constraints in resourcing, both of the IT department and the sponsoring business units

6. The delivery of the many expected initiatives requires a prioritized implementation plan and the IT department requires a program management capability if it is to effectively coordinate the planned scope of ICT project work.

1.4 Recommendations

The recommendations are grouped into sixteen initiatives. The first three initiatives are foundational and are mandatory and/or required for the successful implementation of the following initiatives.

These initiatives form the program of work, which is prioritized in section 7.

	Initiative – Foundational	Recommendations
1	ICT Governance	• Create a robust program management capability / function for the delivery of projects • Clearly define the IT DEPARTMENT role, including oversight of the execution of the ICT strategy • Develop an architectural framework, including agreed technical / application / information architecture target diagrams • Reposition the IT department as a strategic ICT advisor for COMPANY X • Restructure the IT department to match the ICT direction (see Appendix) and rename it. (for example to the Information Management and Technology Branch) • Review and update the IT policies to ensure that the business needs are met in balance with costs and security needs • Monitor the appropriateness of Lotus Notes as the default technology and consider this within the context of the application architecture • Establish Notes development standards and improve the consistency and 'look and feel' for improved use ability of new databases • Develop a training strategy and improve access to training for COMPANY X employees regardless of their location • Develop a benefits realization framework and ensure that all business cases adopt the framework.
2	Disaster Recovery	• Establish a DR environment and ensure regular tests are conducted in accordance with the recommendations from the business continuity plan (BCP)

	Strategic and Operational Initiatives	Recommendations
	Insert project and operational initiatives eg	
1	Video Conferencing	• Continue with the video conferencing evaluation project, and ensure that the full scope of business requirements are defined • Assess the feasibility of a quick solution for the immediate regional needs
2	Relationship Management	• Define the scope of relationship management for COMPANY X and how this aligns with contacts management, campaign management and market intelligence functions and needs within COMPANY X • Assess the feasibility of an enterprise wide solution and establish the ICT demands for relationship management within COMPANY X
3	Wireless Office	• Complete the wireless office pilot within the Southern Cross building and assess the business need for the full rollout

The impact of the recommendations on the future state of COMPANY X is explained in the following section.

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