MGT2210 Information Management Within the Enterprise

Lecture Notes Unit 5–IT Strategy 1

Units5 and 6: IT Strategy

Youtube-The Vasa Project Management and scope creep

<https://www.youtube.com/watch?v=kmJ59yyYza4&t=9s>

Week 9: Business Engagement Strategy

1. Business Engagement Strategy
2. Creating and Maintaining a seat at the table - how to be a retail presence example of Mayor Menino during crisis
   1. Focus on Tech - what can IT do to make business better, empower, communicate, automate etc
   2. Focus on Business Strategy-what is the primary goal of the business unit, how do they work, who are their partners they share data with?
   3. Staffing Hybrids-
3. Advanced Staffing Models
   1. Outsourcing and Impacts-when does it make sense org wise and financially, QA as an example, infrastructure
   2. IT as a business unit focus-IT is so ingrained in most business today. Creating it as a priority is critical to servicing the business unit
4. Metrics an PR
   1. Time tracking - systems and reporting strategies, opportunity to allocate costs
   2. Profitability -money talks so make your metrics about cost/benefit in $s.
   3. Advanced Analytics- Using BI or simple excel to demonstrate systemic value
   4. Proving the value of service- soft skills and being there with great analytics and service and a trackrecord of delivery is the nirvanna
   5. Advertising Internally - promote yourself, your team, the work they do, Be a bit shameless with judgement, the better your team does the better you do

Week 10: Build Versus Buy Decision Making

1. Build vs Buy
   1. Costs-review cost factors, infra, software, licensing etc.
   2. Delivery Models-various ways to deliver-discuss
   3. Support Models-cost vary greatly if you buil vs buy, support of apps, infra etc vs paying a vendor support fees
   4. Lifecycle of System Considerations-Is the system going to be around in 5 + years? How will it change and integrat and what is changing in vendor landscape
2. Integration Consideration
   1. Systems architectures -inhouse versus hosted or cloud and considerations for PII and such and general strategy alignment
   2. Data Management-what is the data management strategy-keeping system info consistent
3. SAS and Cloud Models
   1. Service contract issues-egress from cloud is a problem, cpu and storage costs too. If you go to the cloud you stay there
   2. Support Models-inhouse, SAS and Cloud review and discuss

In Class Case Exercise 2

IT Strategy 1 Group Exercise:

You work as a project manager for a mid sized Boston based financial services company. You work in IT and to date you have been managing small projects for specific business units with great success. As the saying goes “the reward for good work, is more good work”…Todd Larson. There has been a lot of chatter recently amongst management about the old custom built CRM system being old, out of date and lacking greatly in the functionality needed to grow the sales part of the business. So guess who has been volunteered to kick off a new effort to review what new CRM solutions are out there and what the opportunities might be in either building a new system or buying one and integrating it. The age old question….build versus buy.

This job which you have been “volunteered” to lead is high stakes. You are going to be vaulted to a level of visibility in the organization. You will be talking to the president of the sales team and his regional Sr VPs. The president of the sales team is a very tough customer. He is not IT savvy at all. His version of analytics are the sales reports that are dropped on his desk on paper every morning. Moreover, he is a bully and is skeptical of IT as a service provider and he is not a pleasant personality in general. He will be a challenge. That said, he has many savvy managers and users that work for him as we will discuss.

This is the backdrop….

In class we will-

1. Review the org chart of our business sponsor (sales and marketing) and profile the users and decision makers (influence model)

Then we will break up into teams to create:

1. A buy versus build score card-evaluation framework including all consideration criteria as discussed
2. A project communication strategy
3. A conflict resolution strategy and process
4. A list of critical success factors that we can regularly measure the project against to see if we are achieving what we set out to do.