

Determining the Business Information Systems Strategy

عوامل موثر بر سبد برنامه های کاربردی

(1) *External long term*—external business environment

- the state of the industry in terms of profitability, growth and structure;
- the degree to which IS/IT is, or is capable of, changing the products, markets and interrelationships of the industry.

(2) *External short term*—external IS/IT environment

- the actual use of IS/IT by competitors and others in the industry to gain a relative advantage;
- the opportunities created by IS/IT to change the balance of competitive forces and influences on the industry, both in the existing value chain and by new entrants or product/service substitution.

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(3) *Internal long term*—internal business environment

- how new IS/IT applications could more effectively support or enhance the business strategy of the enterprise;
- how new IS/IT applications could enable the business to adopt a more appropriate strategy to suit the future business environment.

(4) *Internal short term*—internal IS/IT environment and current application portfolio

مراحل و مسیر تدوین

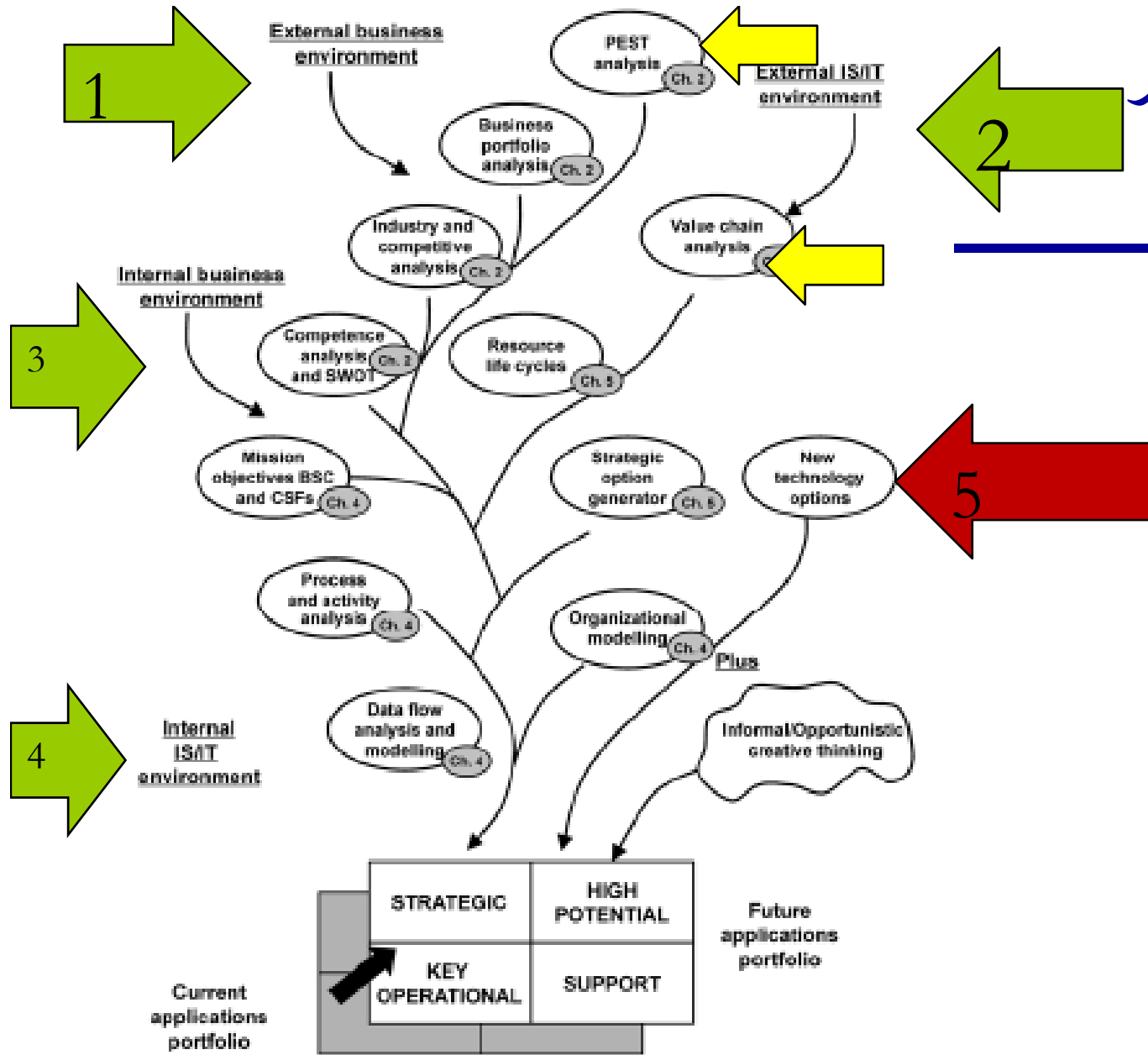


Figure 6.1 The inputs and tool kit

چارچوب تدوین استراتژی سیستم اطلاعاتی

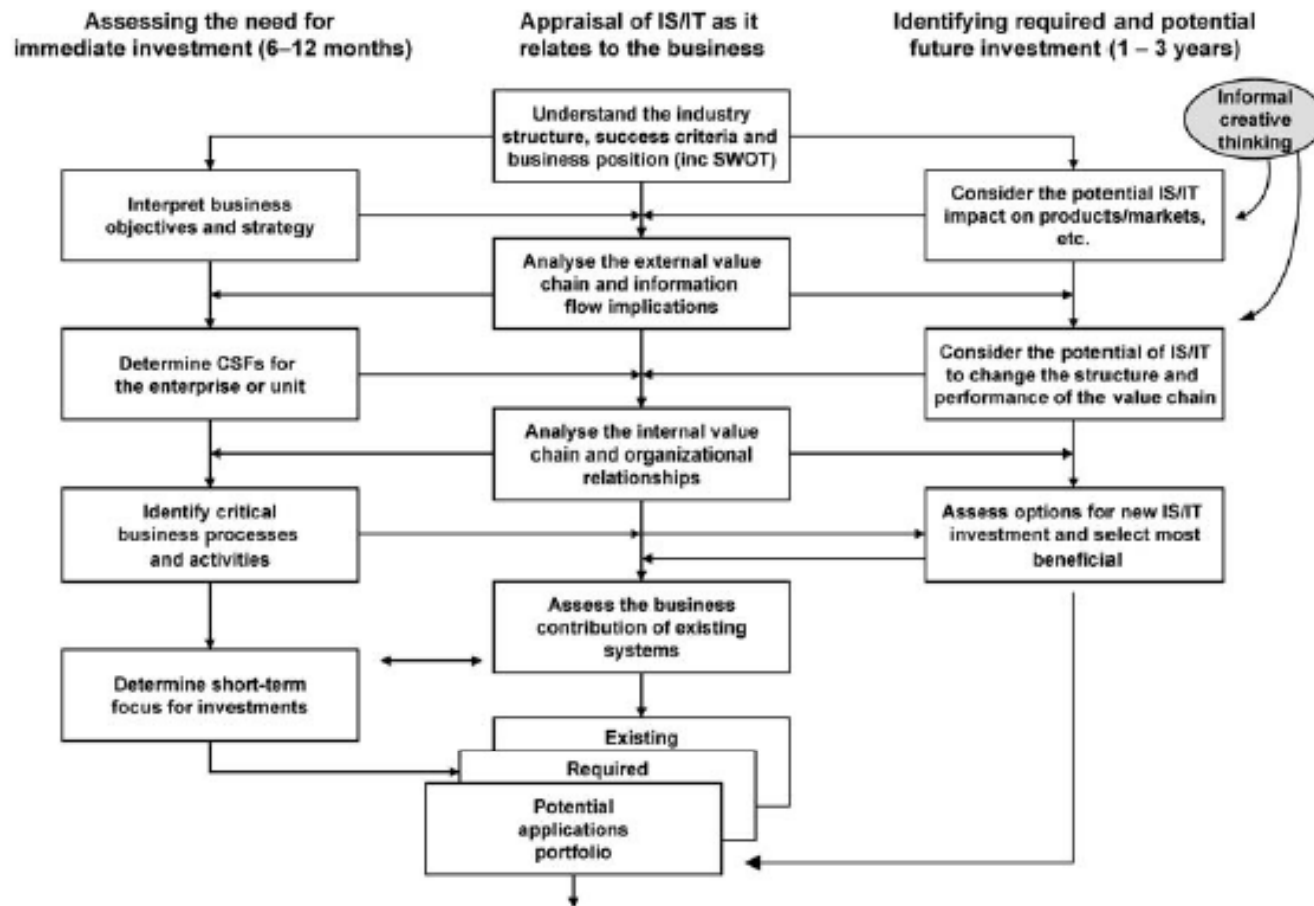


Figure 6.2 Overall framework for determination of the business IS strategy

خروجی استراتژی سیستم اطلاعاتی

- (1) *The existing applications*—those currently in place and being developed to be installed in the near future, usually 6–12 months. They processes and performance and how well they support the achievement of known future requirements. The strengths and weaknesses of each need to be understood, but in a future as well as a current context.
- (2) *The required applications*—those that will be necessary to achieve the business objectives and strategy within the business planning horizon and can be shown to have specific contributions to make.
- (3) *The potential applications*—those that might prove valuable in the future, provided they prove feasible to deliver and can be shown to produce relevant benefits, either to the strategy directly or by significant indirect effects through improved business performance.

اثر IS/IT بر محصولات و خدمات

- the business units and their relationships to each other and to the corporate body;
- the stage of maturity of the industry or industries within which the businesses compete;
- the product and customer portfolios of the business units and the contributions to revenues and profits, and demands on resources that each group of products/markets makes;
- the competitive forces affecting the business units and the corporation, and their impact on the business—this in turn leads to a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis of the companies' positions regarding each of the forces to identify areas of greatest concern and need for action;
- the key competencies required to succeed in the industry and the relative status of the organization's competencies in each dimension—customer, product and operations.

تعیین انتخابهای استراتژیک سیستم اطلاعاتی

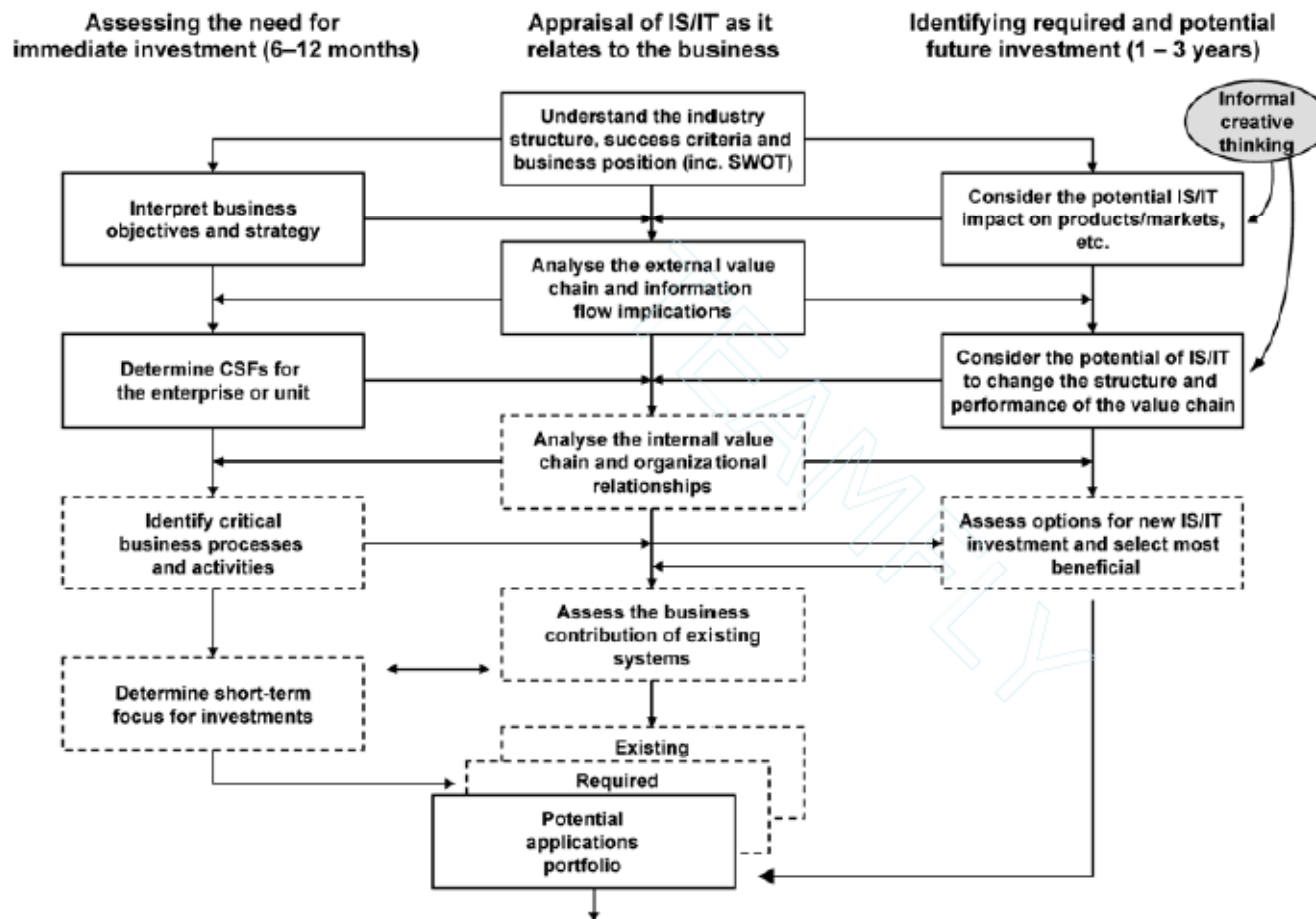


Figure 6.3 The steps which define the strategic IS potential and options

تبيين اهداف

Interpreting Business Objectives and Strategy

Business objectives and strategies are the products of a number of considerations:

- what the organization *might do*, based on the environment within which it operates or by moving into new environments;
- what the organization *wants to do*, based on the values and views of, chiefly, the senior executives and stakeholders;
- what the organization *must do* if it is to survive in its environment, depending on the pressure groups and their influence;
- what the organization *can do*, based on its resources and capabilities.

ساختار اهداف

Another way of structuring objectives, adopted by a major retailer, for use in determining IS/IT requirements considers objectives at three levels:

- *permanent objectives*, which reflect the mission and overall goals of the company and its long-term intentions;
- *strategic objectives*, which the company wants to achieve in the medium term;
- *tactical objectives*, which the company and its divisions can and must achieve in the short term to make strategic and permanent objectives attainable.

تعیین اولویتها

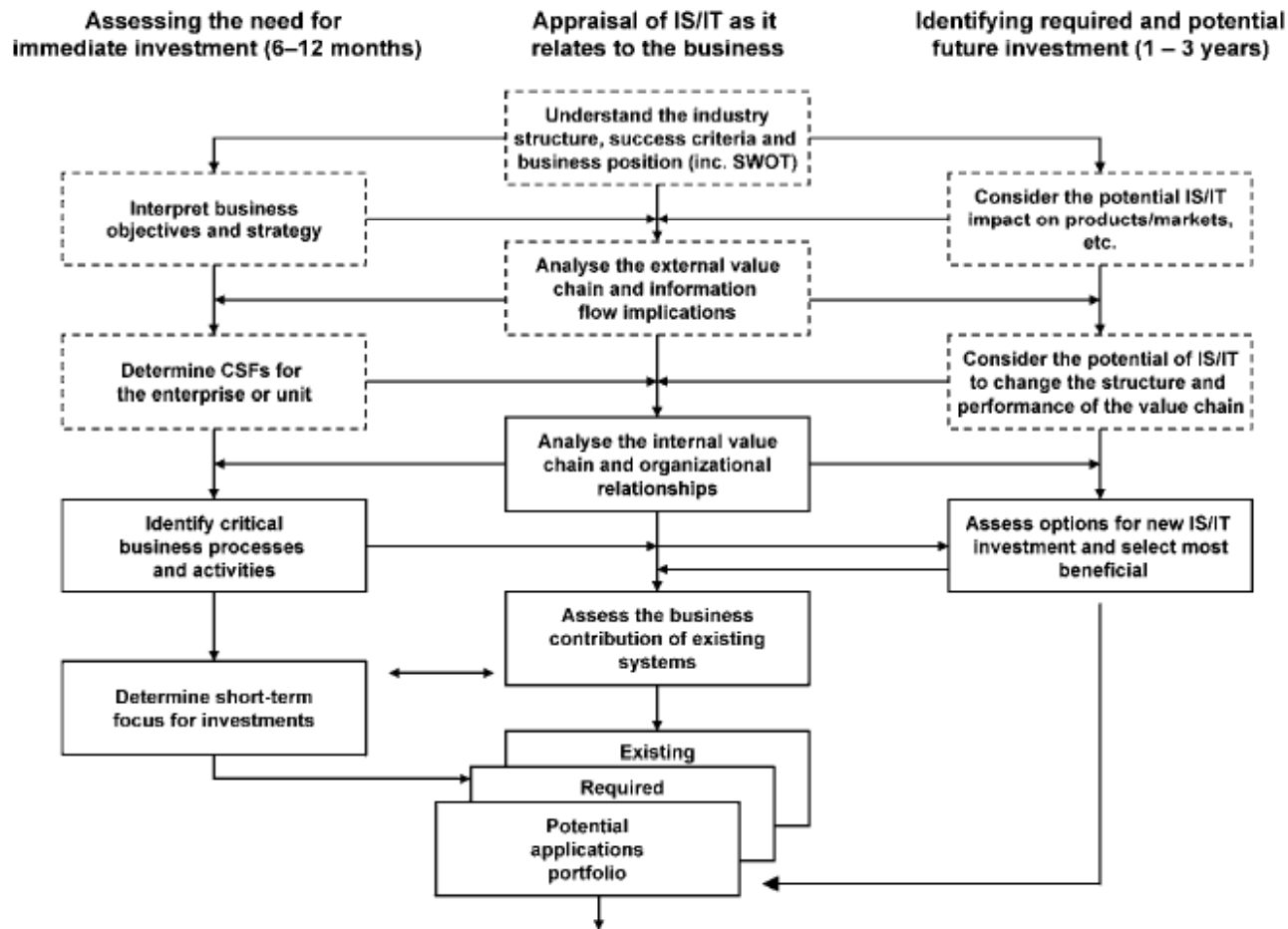


Figure 6.4 The steps which establish the relative priorities within the overall demand

فاکتورهای بحرانی موفقیت

- a high-cost, low-value-adding activity with few CSFs clearly only offers cost-reduction possibilities from IS/IT investment;
- a high-value-adding activity could be made more effective through IS/IT investment, but this will only be worthwhile if its improvement relates directly to agreed business CSFs. If, however, it is a high-cost as well as a high-value-adding activity, then IS/IT may still help to reduce the cost;
- where a number of activities are associated with a CSF, then they need to be assessed collectively in terms of options for enhancing the value or reducing the cost of each, via IS/IT developments;
- however, if an activity adds little value and is not associated with any of the CSFs, it is more important to question whether it is needed at all than to consider how to improve it through IS/IT! Every organization carries out some activities that actually add no value, and some organizations have even computerized them!

موارد ممکن برای سرمایه گذاری

The overall route through the 'creative' chain can be summarized as:

- What could IS/IT do for all the firms in the industry, in terms of changing business parameters and relationships?
- What could IS/IT do for the organization, based on its particular position within the industry?
- Which options offer most immediate benefit in terms of the business objectives/strategy and the way the company operates and is managed?

سازمانهای بزرگ و تلفیق

The factors that can affect the corporate as opposed to purely business unit 'value added' of IS/IT can be outlined as follows:

- whether the units compete in the same or different industries and the similarity or otherwise of their products and services;
- whether the units are in similar competitive positions in their industries, whether the industries have similar rates of growth (or decline) and whether the types and mix of competitors are different;

سازمانهای بزرگ و تلفیق

- whether they have similar levels of strategic competency in each of the three key dimensions—customer, operations and product;
- whether they have the same (or similar) customers, distribution channels, and/or suppliers, with whom information can be shared and value chain links can be mutually developed;
- whether they trade with one another (i.e. are related in a value chain, where IS/IT links could give the company an overall advantage);
- whether they carry out similar processes (i.e. are the internal value chains of the same type and/or are some or all of the primary value chain components similar?);
- whether they are of similar sizes and scale of operation (e.g. numbers of customers or suppliers);
- whether they have similar objectives and are adopting similar strategies, and, as a consequence, have similar CSFs (units with different CSFs will have significantly different IS/IT priorities);
- whether the parent company requires a consistent, even standard, structure of information from all the units;
- whether support activities are broadly similar and (can be) organized in the same basic structure.