

Chapter V

Strategic Improvement of Non-Routine Services^a

ABSTRACT

How can IT strategic planning contribute to the organization's future state?

- *Plan:* How can an IT strategic planning effort yield a business-oriented prioritized service portfolio with business benefits?
- *Act:* How is the plan deployed and executed? How does the handling of non-routine Requests provide a strategic advantage? How can hierarchical organizations address the challenge of increasingly non-routine responses that demand networked solutions?
- *Monitor:* What were the measured results?
- *Analyze:* What strategic advantages did the organization achieve towards its mission?

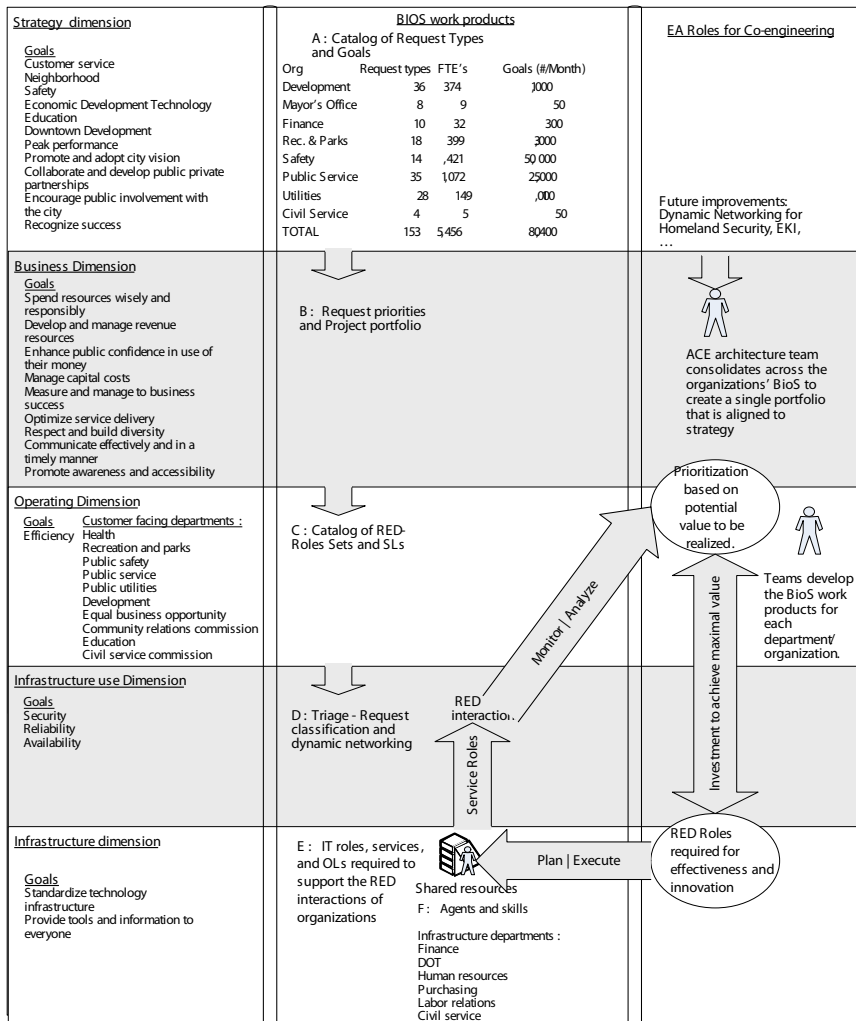
What is the role of EA governance?

- How was the Co-engineering method applied leading to the citizen-aligned IT strategic plan?
- How was the triage-based assignment of agents (across organizations, applications, and processes) enable more dynamic adaptation to non-routine Requests and a networking of organizations?

Figure 1. Strategy Planning and Execution

At a glance:

How can IT strategic planning contribute to the organization's future state?



Historically, strategic planning for the CIO has meant discerning the business's strategy and then trying to achieve it. Today ... the CIO's role cannot be reactive... The CIO has the capability to see where the basis for competition will be. That is not to say that CIOs should write their IT strategy independently and then attempt to force the business strategy to match it. Rather, the point is that both the business

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