



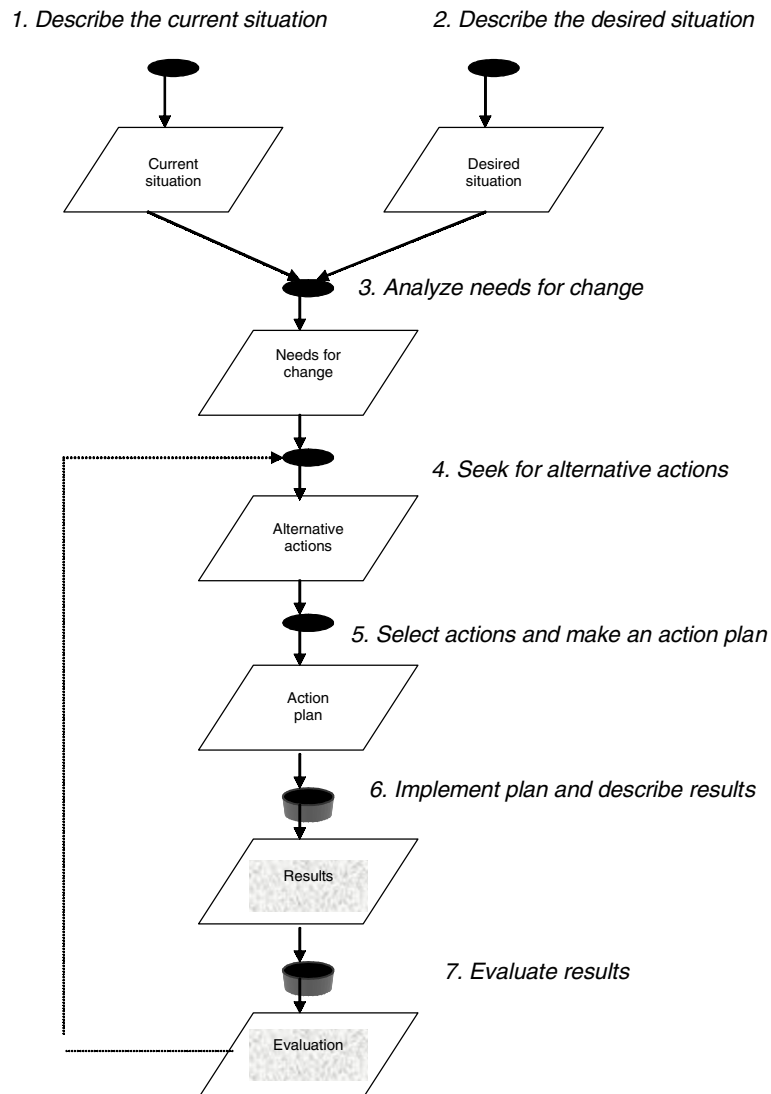
Chapter VI

Strategy Implementation

Stages 6 and 7 cover strategy implementation in the Y model. While stage 6 is concerned with implementing the plan and describing results, stage 7 is concerned with evaluating results as illustrated in Figure 6.1.

The creation of IS/IT strategy has become a major challenge to business executives and IS/IT executives in recent years. Investments in information technology have been large, and many failed investments reflect this challenge. The impact of IT on organizational performance has grown in strategic importance, and thus the significance of failed IT investments is even greater. Information processing and information technology are becoming critical to many business and government operations, and the technology itself is changing at a rapid rate. New information technology will continue to transform organizations, and changes in how industry participants use IT can alter established relationships in an industry. Strategic IS/IT planning can play a critical role in helping organizations to increase efficiency, effectiveness and competitiveness. Although organizations use different methods in their analysis of current and desired situation, the resulting plans are to be implemented.

Figure 6.1. The two stages of implementation



The importance of the implementation of strategic IS/IT plans is illustrated by the significant attention paid to it in recent years. Studies show that implementation is important for four reasons. First, the failure to carry out the strategic IS/IT plan can cause lost opportunities, duplicated efforts, incompatible systems, and wasted resources. Second, the extent to which strategic IS/IT planning meets its objectives is determined by implementation. Third, the lack of implementation leaves firms dissatisfied with and reluctant to continue their strategic planning. Fourth, the lack of implementation creates problems establishing and maintaining priorities in future strategic IS/IT planning.

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