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# Executive Summary

<<< Describe the executive summary>>>

# Vision and Mission

<<< Describe the Vision and Mission of IT Department for all the services provided to the Business>>>

# Business Context and Drivers

<<< Describe specific Business Drivers in the overall context of the industry and sector in which the service provider operates. Detail key details of the past performance of the business, IT’s contribution to the same and future outlook and future imperatives. Deliberate significant shift in trends and other external factors influencing the future direction of the company and explain how IT can address the same. >>>

# Strategic Objectives of Business

<<< List the specific strategic objectives of business, the timeframe to achieve those and the means. Detail the expectations of key stakeholders and partners and the critical areas of success to achieve these. >>>

# Strategic IT Drivers

<<< List the strategic IT Objectives. Include details of the rationale of determining these drivers as critical and strategic, the timeframe and means to achieve them. Detail the expectations of key stakeholders and partners and the critical areas of success to achieve these. Document and highlight any significant change in strategic direction of IT due to changes to Business Drivers, external IT environment, and internal consequences. Also include brief details about the key enablers to achieve these in terms of organization, resources, budgets, and sourcing and any other special requirements. Detail KPIs which shall be the basis to measure the successful achievement of the strategic objectives. >>>

# Business Needs Analysis

<<<List all the potential business needs under key categories for each business unit/ department>>>

<<< List down each Business Driver at organizational level and translate them into IT Drivers. There can be multiple IT Drivers for the same Business Diver. >>>

|  |  |
| --- | --- |
| **Business Driver** | **IT Drivers** |
|  |  |
|  |  |

<<< Against each IT Driver, list down the key outcomes. There can be multiple outcomes for each driver. These can be determined as part of various meetings conducted during the planning cycle. >>>

|  |  |
| --- | --- |
| **IT Drivers** | **IT Outcomes** |
|  |  |
|  |  |
|  |  |

<<< For each IT Driver, list down the key outcomes. There can be multiple outcomes for each driver. These can be determined as part of various meetings conducted during the planning cycle. >>>

|  |  |  |  |
| --- | --- | --- | --- |
| **Existing/ Current Services** | **IT Outcomes** | **Effectiveness**  **(High, Medium, Low)** | **Gaps in enabling achievement of the desired/ targeted outcomes** |
|  |  |  |  |
|  |  |  |  |

# Opportunities to Improve Services

<<< For each Service describe current capabilities in aspects like Technology, Processes, Organization, Sourcing, Performance, Personnel etc.>>>

|  |  |  |
| --- | --- | --- |
| **Service** | **Assessment of current capability** | **Potential Improvements** |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

<<< For each outcome with gaps identify potential enhancements to existing services and new services >>>

|  |  |  |
| --- | --- | --- |
| **IT Outcomes** | **Potential Enhancements/ New Services** | **Potential impact to IT Outcomes**  **(High, Medium, Low)** |
|  |  |  |
|  |  |  |

<<< Recommendations to Enhance the Service Portfolio to address business needs and achieve necessary IT Outcomes >>>

|  |  |  |  |
| --- | --- | --- | --- |
| **Service Area** | **Opportunities in near future** | **Proposed key actions/ next steps** | **Potential Investments required** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

# Strategic Initiatives

<<< For each Strategic initiative provide the following description. Describe the following in detail. >>>

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Initiative** |  | | | |
| **Description** |  | | | |
| **Service Area** |  | | | |
| **Category (Critical, Medium, Non Critical)** |  | | | |
| **Objectives** | | | | |
|  | | | | |
| **Contribution to key Outcomes** | | | **Existing Arrangements** | |
|  | | |  | |
| **Recommendations** | | | | |
| **Minimum** | | **Desirable** | | **Optional** |
|  | |  | |  |
| **Assumptions and Dependencies** | | | **Critical Success Factors** | |
|  | | |  | |

# Service Strategic Plans and Business Case

<<< Describe the business case and the commercial appraisal for all the strategic initiatives >>>

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Initiative** |  | | | | |
| **Description** |  | | | | |
| **Potential Benefits** | | | **Risks** | | |
|  | | |  | | |
| **Potential Benefits** | **Aggressive** | | **Realistic** | | **Conservative** |
| **Financial** |  | |  | |  |
| **Business Benefit 1** |  | |  | |  |
| **Business Benefit 2** |  | |  | |  |
| **Business Benefit N** |  | |  | |  |
| **Risk** | | **Description, Impact and Probability of occurrence** | | **Potential Remedy** | |
|  | |  | |  | |
| **Investments Required** | | | | | |
|  | | | | | |
| **ROI** | **Total Cost of Ownership** | | **Payback Period** | | **IRR (Internal Rate of Return)** |
|  |  | |  | |  |
|  |  | |  | |  |
| **Key Performance Indicators** | | | | | |
| **Business Sponsor** | **IT Sponsor** | | **Implementation Owner** | | **Sourcing Option** |
|  |  | |  | |  |

# Performance Goals and Objectives

<<< List down all the key Performance Goals and Objectives spanning across all Services provided by IT to business, including those ones which are being transitioned into the live environment. The Benefit Areas must be as tangible as possible for example; Financial, increased productivity, improved customer satisfaction. >>>

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Benefit Areas** | **Strategic Objectives of IT** | **Key Performance Indicators** | | **Target** | **Owner** |
| **Lag Indicators** | **Lead Indicators** |
| **Financial** |  |  |  |  |  |
| **Area 2** |  |  |  |  |  |
| **Area 3** |  |  |  |  |  |

# Appendix

<<<Insert here anything you may like to attach to support the document.>>>

**Introduction to Service strategy**

* Strategy Management for IT Services defines a standardized process for building strategic assets with vision, strategic goals, innovation, value creation, and resilient attitude for adapting new changes.
* Its main focus is to define the market, propose the service offerings, develop the service offerings as strategic assets, execute the developed offerings, also measure and evaluate the strategies.
* Strategy Generation for IT Services is the most critical process for long term sustainability of the organization’s offerings.

**STRATEGIC SERVICE ASSESSMENT**

* The Business strategy manager identifies the organization strengths and weakness. This is done by analyzing factors such as – existing services, resources, capabilities, projects, finance, operations etc.
* Next step is to identify the growth opportunities and threats. By analyzing external factors such as - customer’s, supplier’s, partner’s, political trend’s, socio economic trend, technology trend etc. organization gets fair idea of its current position in market and can formalize future growth and
* expansion plans. Business strategy manager lists all market spaces where organization currently has hold and also lists any new market space identified after internal and external analysis. To decide on which market space to target it is important to define all critical success factor required for a market. Based on this information a decision can be taken to cater to the market need or not.
* High level objectives are set after discussion with steering committee, service management director and service management process owners

**SERVICE STRATEGY DEFINITION**

* Business strategy manager defines the perspective to find out how objective can be achieved in best possible way. Vision and mission statements are prepared in alignment with business objective to be achieved.
* To determine how the service provider will be differentiated from other service provider in the industry the business strategy manager finalizes a position for organization.
* Based on positioning strategy and objectives to be achieved the business strategy manager finalizes on the type of service and the type of customer to be targeted. All services are mapped to business outcomes and aligned with end organization objective.
* Determine critical success factor, risk, assumption and dependencies to be considered while
* preparing the strategic plan. Prepare the IT strategy and decide on actions to be taken to achieve the objectives

**SERVICE STRATEGY EXECUTION**

* Identify budget requirements for developing new services identified as per IT strategy. Perform
* service valuation to check for feasibility of developing a service and if post program ROI is required.
* Prioritize IT strategy plans in the order of importance and ease of implementation. Communicate the plan to stakeholders.
* Business strategy manager lists down all available assets and their utilization pattern. Organization services, process, skills, tools etc. are compared with competitors and the gap is documented.

If an organization lack any of the critical success factor required being successful in identified market space then such critical success factors are to be developed.

Investment options are prioritized and approved by senior management. Service offerings are

developed accordingly. The business strategy manager will work with other service management

process owners to implement strategic plans and achieve desired outcome.

**METRICS**

* 1. Total number of services triggered as a result of IT strategy
  2. Number of new proposals, plans defined
  3. Number of new services proposed
  4. Number of failed services (that have not been approved by strategy manager/IT steering group)
  5. Total time taken for proposing a new service in service portfolio