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CHALLENGE THINKING. LEAD CHANGE.

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# From Tactical to Strategic

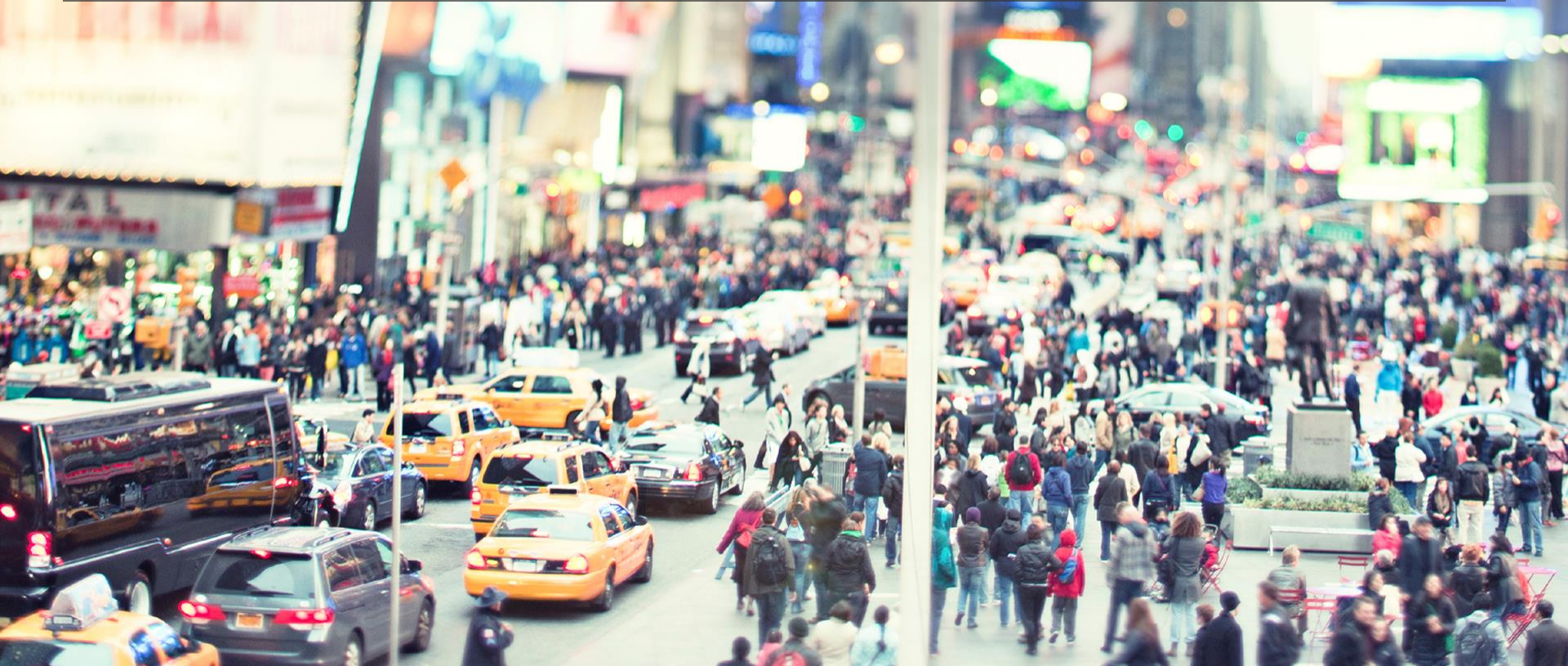
*How to begin transforming your ITSM organisation*

Duncan Watkins, Senior Consultant

14<sup>th</sup> October 2018



# Why is Strategy important?



# Everything leads to your Business Technology Strategy

Artificial Intelligence

Technology Adoption

Service Transition

XLA's

Digital Transformation

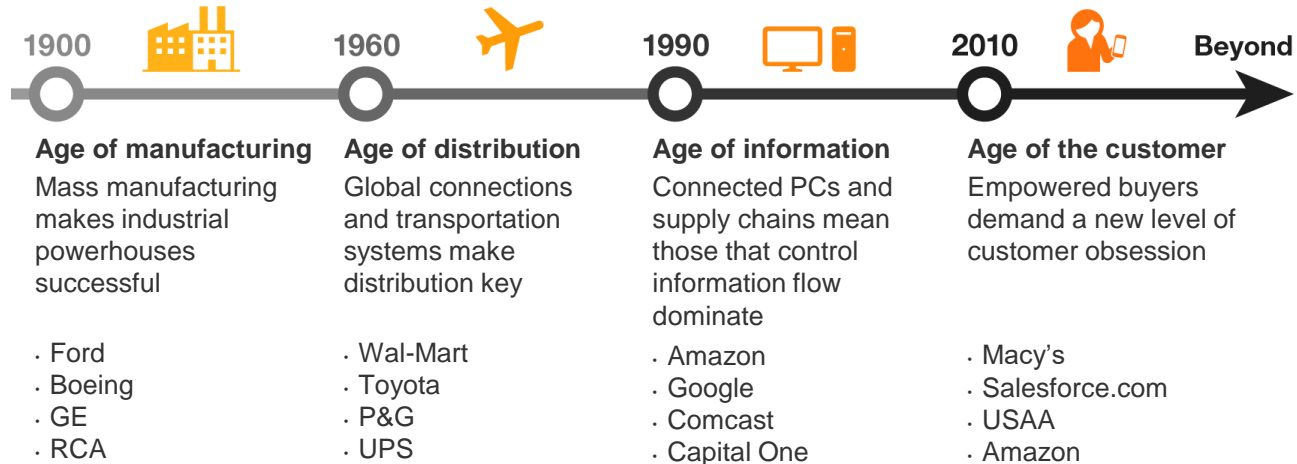
Process Value

Service Desk Success

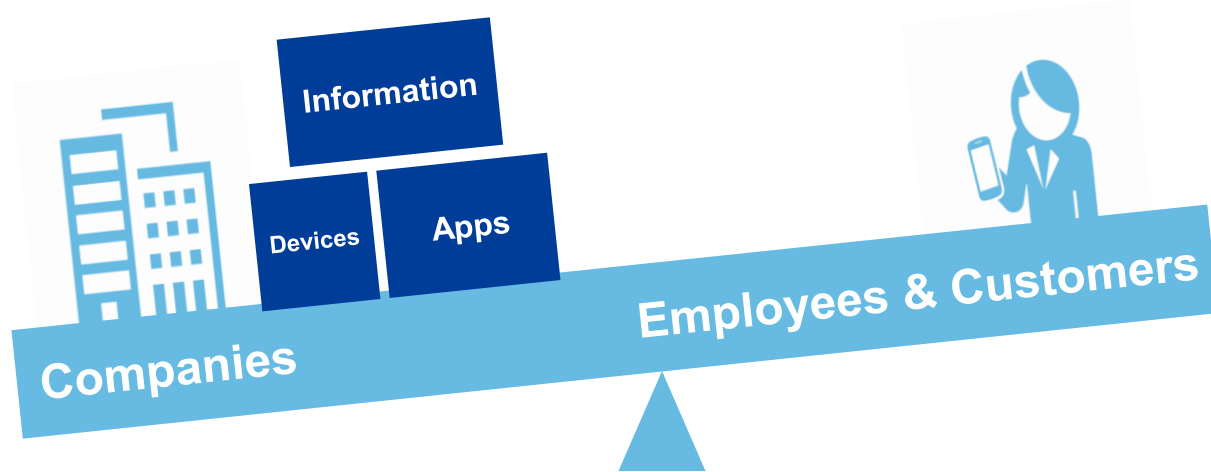
ITIL4

Continual Service Improvement

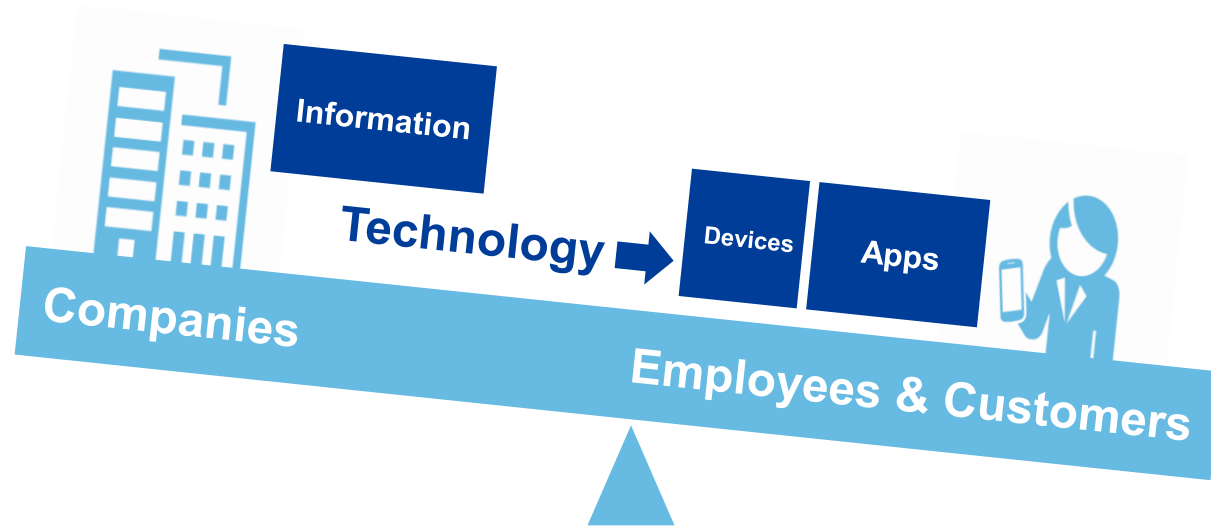
# Empowered customers have given rise to a new era



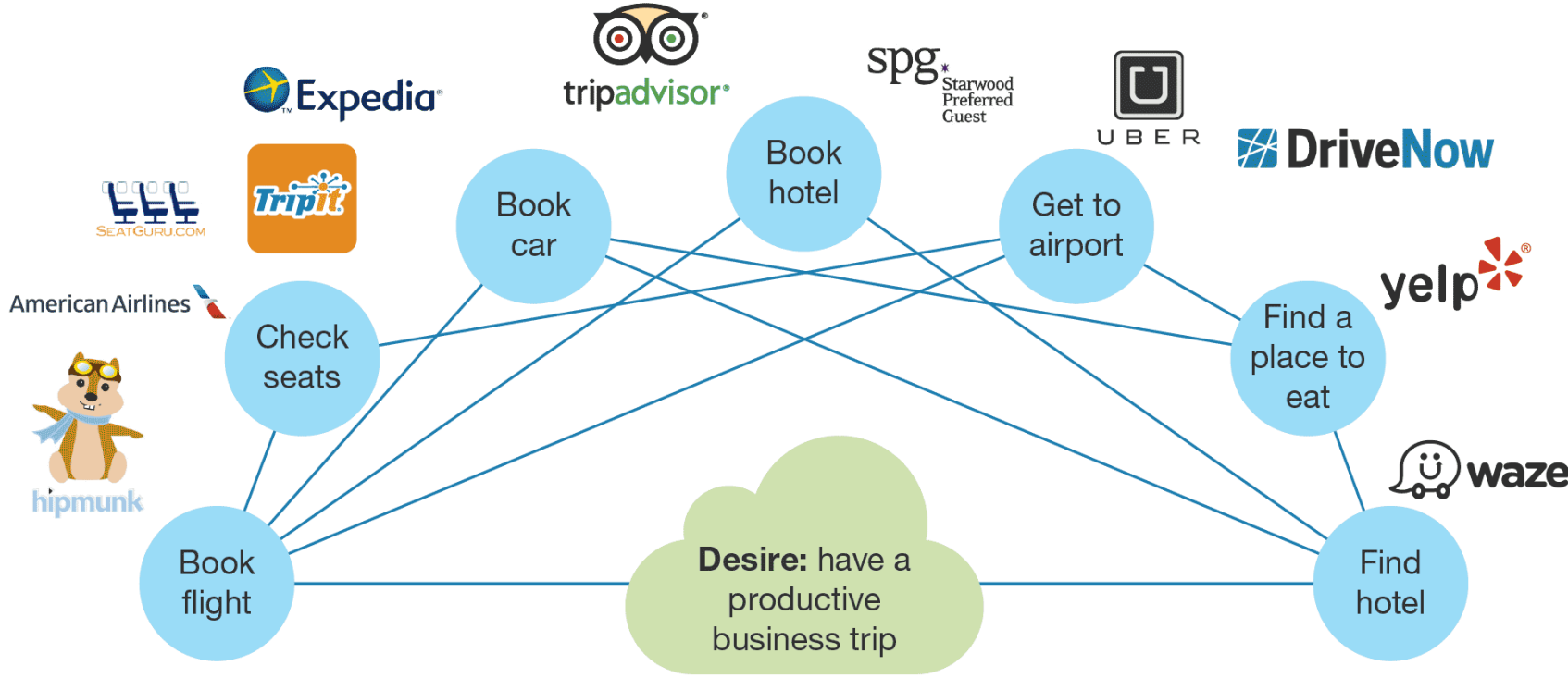
# Companies have historically had most of the power over technology . . .



... but technology itself is now  
empowering  
employees & customers



# People create their digital value ecosystem to satisfy their needs

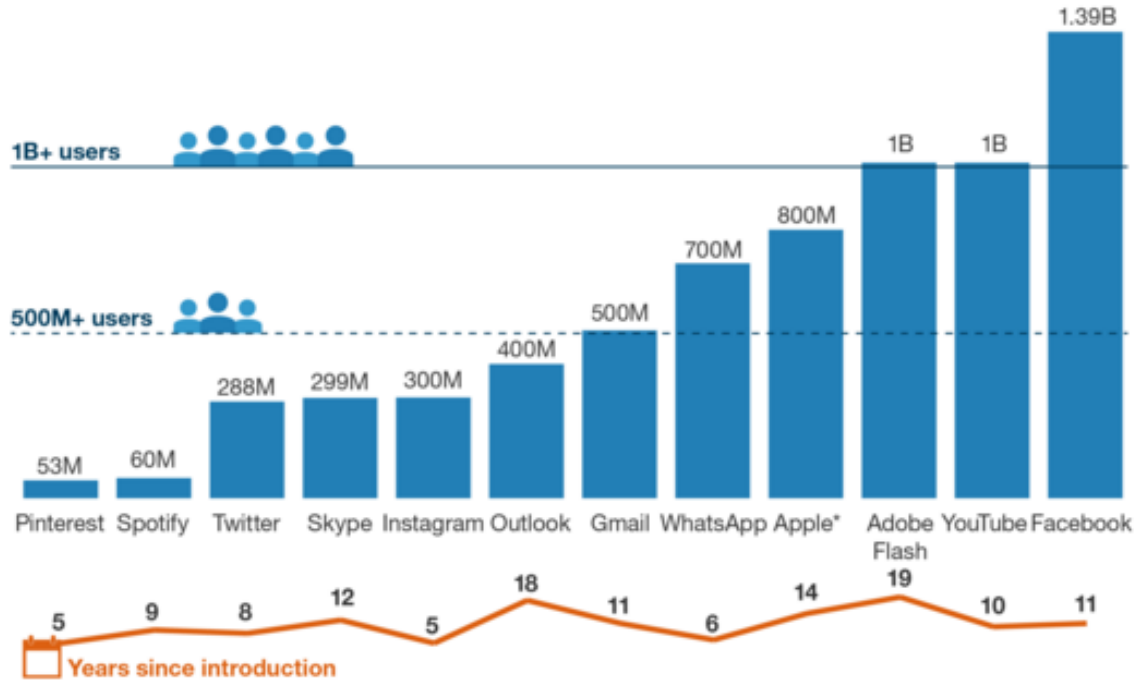




A close-up photograph of a person's hands holding a silver smartphone. The person is wearing a light blue button-down shirt and a silver metal-link wristwatch on their left wrist. The background is heavily blurred, showing warm indoor lighting and several out-of-focus green circular bokeh lights. The overall mood is professional and tech-oriented.

**What trends are driving Business Technology strategy?**

# We are in an age of “Hyper adoption”



\*Number of credit cards registered with Apple

117907

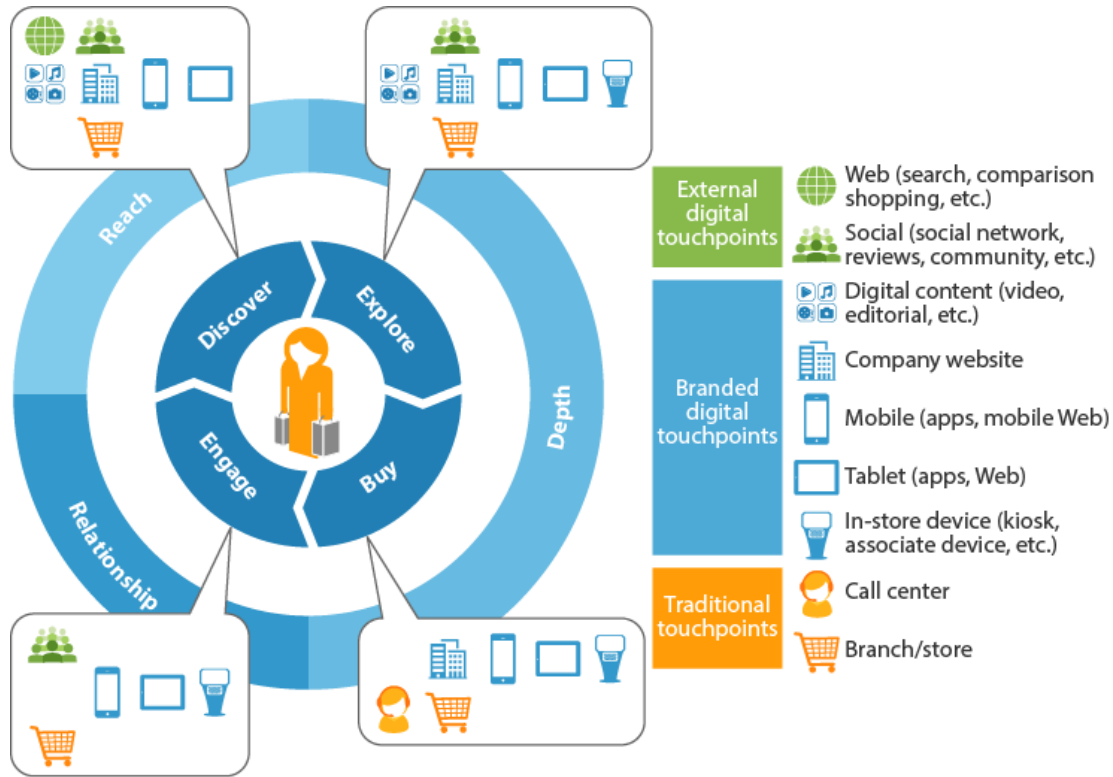
Source: Forrester Research, Inc. Unauthorized reproduction or distribution prohibited.

The background of the entire image is a dense, repeating pattern of green Android robot figures. The robots are rendered in a 3D style with a glossy finish, and they are scattered across the frame in various orientations, creating a textured, almost abstract background. A dark green semi-transparent rectangular box is centered horizontally and vertically, containing white text.

**By 2019 there will be 3.5 billion smartphones in the world**

# We face a wave of innovation





**Complexity is the new reality**



**In this online world IT's success is not measured by how well it responds to "the business" – but how well it enables us to compete in this environment**



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amazon.com

**Some brands understand  
this**

Others find out





**What are the principles of a  
Business Technology strategy?**



# 1) You always have a strategy, even when you don't



No matter what you intended to do, patterns are your de facto strategy

What can we infer from that?

- What happens in an organization is a complex inter-relationship between people, what they do, how they do it and why they do it
- Culture (the way we do things around here) is a powerful determinant of strategy
- Identifying patterns and how they change is an important part of strategy
- If you don't have a strategy, start by understanding your patterns

## 2) You can only do what is strategic to you

You have to have authority over the areas in the strategy

Anything else is just an idea – and the best you can do is influence someone else to make it part of THEIR strategy



### 3) What is strategic to you, is operational to somebody else – but they have to be linked



A new service management tool is strategic for the CIO, operational for the CEO BUT the CEO and the Board DO want good technology services

If your strategy doesn't support the CEO strategy it will fail

Most organizations separate strategy into layers, because:

- Including all layers in a single strategic document make it impossible to read
- We want the people with responsibility for a layer managing the layer
- But layers quickly become separated and strategy is fragmented

## 4) Strategy is Governance, Execution is Management

### Governance

- Where are we going?
- What are our values?
- How will we measure success?
- What business are we in?

### Management

- How will we get there?
- Does everything we do reflect those values?
- How will we meet or exceed those metrics?
- How do we get better at being in that business?

### Can we do both roles at the same time?

Yes – for example the CEO (under the authority of the board) does both

But the systems they use are separated

There are checks and balances between them

## 5) Strategy is an **ONGOING** comparison between where we are and where we want to be

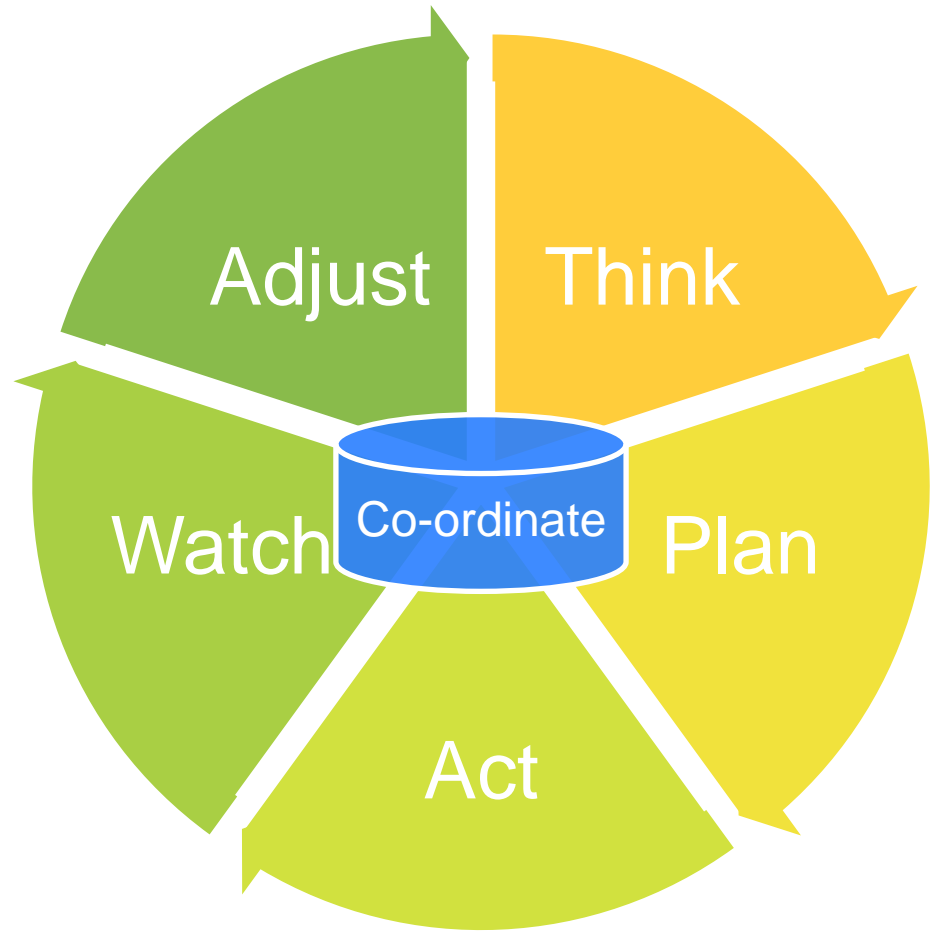


As soon as you take the first tangible action in your strategy, you change the current state of the organization

- That change will have intended and unintended consequences
- “Where you are” is different now. And it may change “where you want to be”

This means that strategy will constantly be changing

**6) Strategy is not a document, it is a dynamic with a dashboard**





## 7) Strategy is never complete

There will always be strategic initiatives – and they will always demand people's time:

- Effective organizations manage the expectation of change at all levels and all times
- Change resourcing models to clarify how strategic initiatives co-exist with everyday tasks
- Change HR systems to allow for flexible resourcing (and performance metrics)
- Recognize both achievement and change



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# Thank you

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