

# Soulad se strategií

## MPH\_EKIS Ekonomika a řízení IT

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# Co už známe

- Vztah mezi strategií, IT Governance, IT Service Management je třeba řídit
- Vše, včetně jejich souladu mezi sebou, má vliv na výkonnost podniku

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- Strategic alignment = proces vytváření souladu se strategií
- Strategic fit = výsledek (outcome) procesu vytváření souladu se strategií
- organizational capability = an ability of an organization to perform a coordinated set of tasks, utilizing organizational resources, for the purpose of achieving a particular end result
- IS capabilities = vlastnost/schopnost ISu podporující/umožňující vykonávat procesy a využívat podnikové zdroje pro dosažení konkrétního cíle/výsledku
- operational capability = de facto procesy
- dynamic capability = a firm's ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments

- Určit (spočítat) soulad mezi strategií a informačním systémem
- Může ukázat na nedostatky v IS a pomoci při budoucím rozhodování/plánování
  - ▶ např. tvorbě informační strategie
  - ▶ tj. soulad se strategií lze považovat za analytický nástroj pro tvorbu IS strategie
- Není jednoduché realizovat, komplexní způsob měření souladu je MSF measurement model (McLaren et al., 2011)

# Multilevel Strategic Fit

Table 1. Steps in Multilevel Strategic Fit Measurement Model	
Step	Application Details
(1) Identify the <b>IS capabilities set</b> to be measured according to the type of IS	Identified a relevant yet parsimonious set of IS capabilities for measuring the strategic fit of a firm's SCM that included operational efficiency, operational flexibility, planning, internal analysis, and external analysis (McLaren et al. 2004a).
(2) Measure the firm's current level of support for each IS capability using a <b>realized IS capabilities instrument</b>	Measured the realized level of support each case's SCM provided for each SCM capability using a purpose-built "Realized SCM Capabilities Assessment Instrument," which contained Likert-type items adapted from existing survey measures (see Appendix C3).
(3) Identify the firm's realized competitive strategy archetype using a <b>realized competitive strategies instrument</b>	Identified each case's Miles and Snow (1978) archetype (defender, analyzer, prospector, or reactor as outlined in Table 2) using an 11-dimension "Realized Competitive Strategy Instrument" adapted from Conant et al. (1990) (see Appendix C1).
(4) Determine the <b>theoretically ideal level of support</b> for each IS capability according to the firm's competitive strategy archetype	Determined the theoretically ideal level of support a firm's SCM should provide (low, medium, or high) for each SCM capability according to whether the firm was a defender, analyzer, or prospector.* The ideal levels were derived from an analysis of prior research (see Table 4).
(5) Calculate the <b>overall (Type B) strategic fit</b> of the firm's IS as the overall deviation between the firm's ideal and realized level of support for each IS capability	Calculated the overall strategic fit of each case's SCM as the Euclidean distance of the misfits between the realized and theoretically ideal level of support for each SCM Capability (see Table 5).
(6) Calculate the <b>detailed (Type C) strategic fit</b> of the firm's IS as the difference between the firm's ideal and realized level of support for each IS capability	Calculated the detailed strategic fit of each case's SCM by comparing the realized and theoretically ideal level of support for each SCM Capability individually (see Table 6).
(7) <b>Check for corroboration</b> of the overall and detailed assessment of strategic fit of the firm's IS using interviews and archival documents	Checked that the overall assessment of the strategic fit of each case's SCM from Step 5 was corroborated by examining the evidence from the interview transcripts, archival documents, and the respondents' subjective rating of the overall level of fit (see Table 7). Also checked that the individual capabilities that had the greatest and least strategic fit from the detailed assessment of strategic fit in Step 6 were corroborated by interview evidence from the case participants.

\*Since reactors do not exhibit consistent strategic patterns, they are usually omitted from empirical studies. Thus, it is not possible to derive the theoretically ideal IS capabilities for a reactor from the existing literature.

# Takto mohou vypadat výsledky

**Table 7. Overall Strategic Fit of the SCM at Each Case Study**

Case	Strategic Fit from Analysis of Interviews	QUALITATIVE MEASURES	QUANTITATIVE MEASURES		
		Sample Qualitative Evidence	Average Perceived Level of Strategic Fit from Questionnaire*	Strategic Fit from Euclidean Distance Calculation† (Step 5)	Strategic Fit from Euclidean Distance Ignoring Greater than Ideal Misfits†
A1	High	<ul style="list-style-type: none"> <li>• <i>"[The IS are] enabling us to reduce costs which is one of the main drivers for us. So it fits quite well with our strategic needs."</i></li> </ul>	High (4.0 out of 5)	High (0.9)	High (0.7)
A2	Low	<ul style="list-style-type: none"> <li>• Requests for better systems for doing market scanning and competitive analysis.</li> <li>• Some frustration with poorly integrated custom developed applications.</li> </ul>	Low-Medium (2.5 out of 5)	Low (2.2)	Medium (1.9)
B	Low	<ul style="list-style-type: none"> <li>• Ongoing projects to integrate multiple ERP and APS systems and develop more collaborative planning capabilities.</li> <li>• Frustration with heavy usage of standalone spreadsheets and databases.</li> </ul>	Low-Medium (2.5 out of 5)	Low (2.7)	Low (2.7)
C	Low	<ul style="list-style-type: none"> <li>• <i>"The [IS] is a bit of a hindrance when you consider all the time taken to set up new customers."</i></li> <li>• <i>"We really need a more flexible system in place."</i></li> </ul>	Low (2.0 out of 5)	Low (2.2)	Low (2.1)
D	Medium	<ul style="list-style-type: none"> <li>• <i>"I think they're pretty good."</i></li> <li>• <i>"I think it's pretty efficient."</i></li> <li>• <i>"I'm sure our contract manufacturers have everything totally integrated. But we don't need it as much."</i></li> </ul>	Medium (3.0 out of 5)	Medium (1.3)	Medium (1.3)
E	Medium	<ul style="list-style-type: none"> <li>• <i>"The systems meet the minimum needs ... improvements would save time and money."</i></li> <li>• <i>"These systems are great at gathering the information but there is very little intelligent use of the information gathered."</i></li> </ul>	Medium (3.0 out of 5)	Low (2.1)	Medium (1.6)



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- Určení souladu se strategií nemusí být jednoduché
- Pokud se však projde celý proces, organizace toho o svém IT a jeho souladu se strategií zjistí poměrně hodně.

- Příprava (za dva body):
  - ▶ Rozdělte si rovnoměrně články z Appendix A z článku od McLaren et al.
    - ★ projděte si článek, srovnajte s McLaren et al. a ukažte, jaký je mezi nimi rozdíl a čím McLaren et al. rozšiřuje původní článek
    - ★ Najděte článek, který využívá (ne pouze zmiňuje) McLaren et al. a zařaďte ho s jeho pomocí do kontextu.

# References I

McLaren, Tim S. et al. (2011). "A Multilevel Model for Measuring Fit Between a Firm's Competitive Strategies and Information Systems Capabilities". In: *MIS Quarterly* 35.4, 909–A10. ISSN: 02767783 (cit. on p. 6).