



Business Strategy & ICT Strategy

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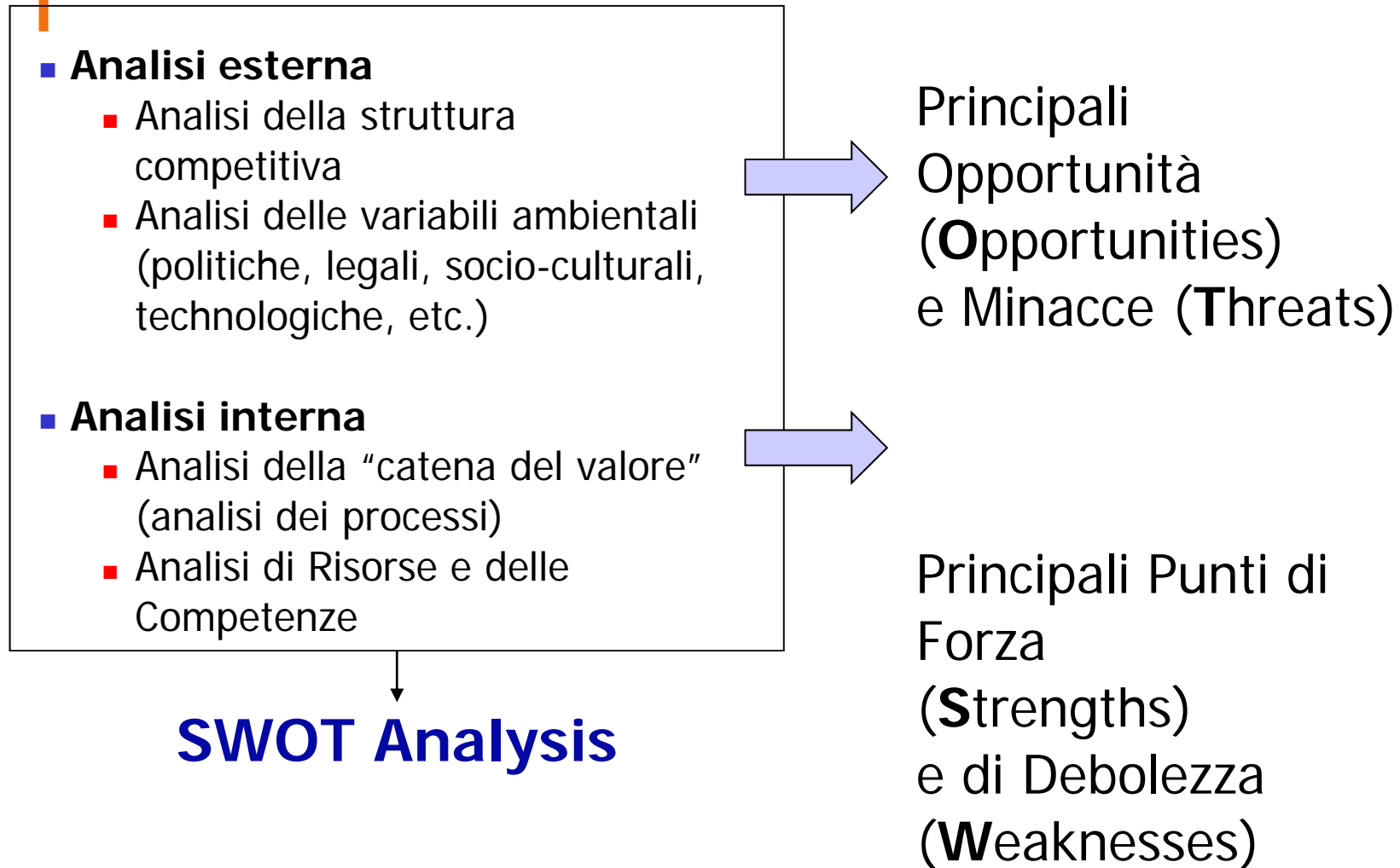


Strategia di business: alcuni concetti chiave

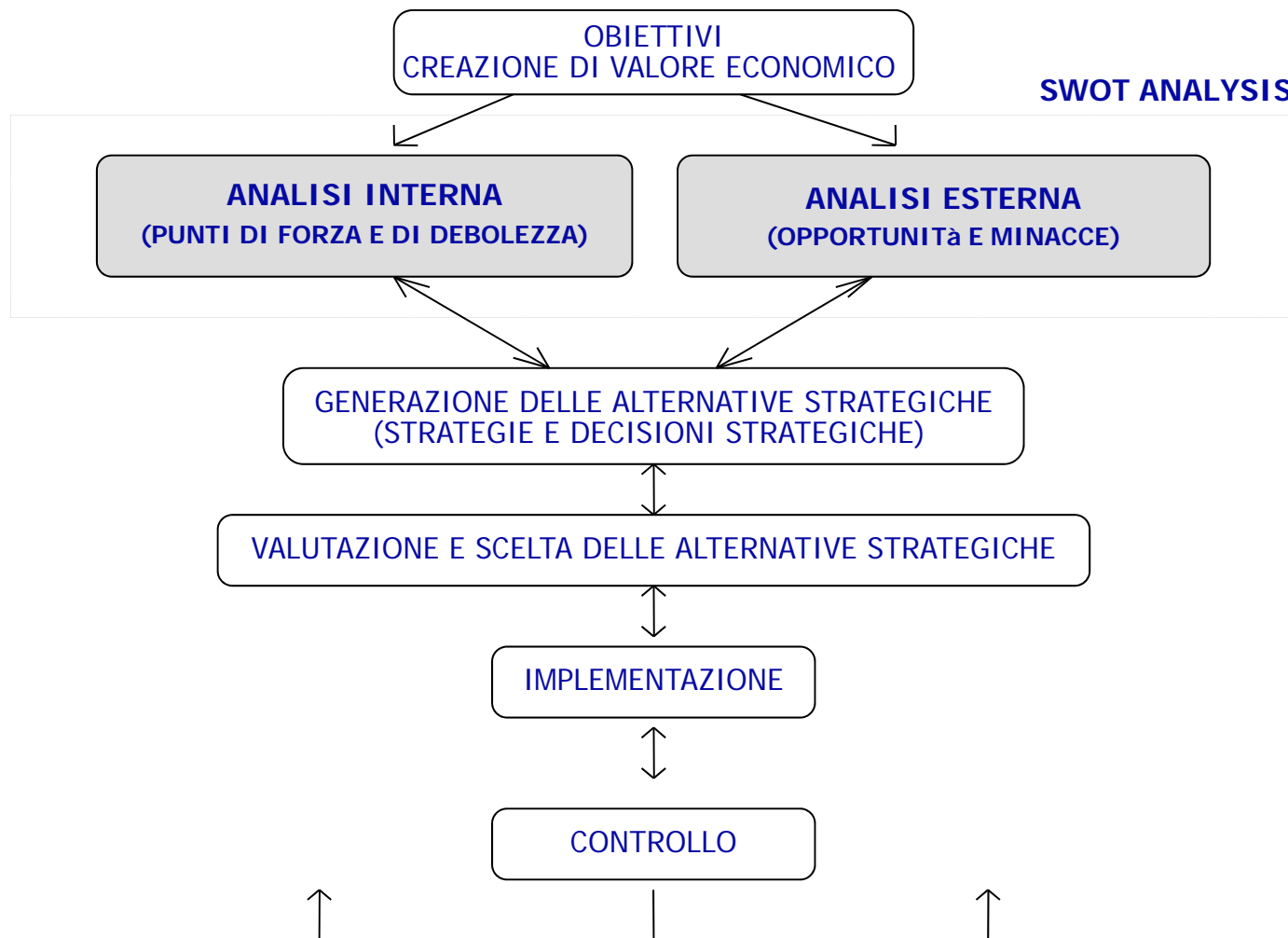
I concetti di “decisione strategica” e di “strategia”

- **Decisione Strategica:** decisione che
 - ha *effetti di lungo termine, rilevanti e “irreversibili”*
 - richiede *notevoli risorse ed investimenti*
- **Strategia:** *piano integrato* che
 - identifica la “*direzione*” e l’“*ambito*” dell’azione dell’impresa
 - mira ad ottenere *performance di lungo termine superiori ai competitor*
 - si basa su un *insieme coerente di decisioni strategiche*

Analisi Strategica: la SWOT Analysis



Processo decisionale strategico: la schema logico

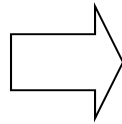




Strategia di business: alcuni modelli di riferimento (cenni)

La SWOT a livello di Business Unit

Focus su singola SBU



- Prodotti/servizi ragionevolmente omogenei
- Mercato ragionevolmente omogeneo
- In competizione con imprese ragionevolmente "simili"

Obiettivi:
Creazione di valore economico

ANALISI ESTERNA

OBIETTIVI

- Analisi e valutazione delle principali minacce ed opportunità:
 - Competitive (competizione allargata)
 - Altre (tecnologiche, legislative, di mercato, ecc.)
- Valutazione dell'attrattività dell'area di business

METODOLOGIE

- **Modello delle 5 forze competitive**
- Scenarios Analysis
- Metodi di previsione
-

ANALISI INTERNA

OBIETTIVI

- Analisi e valutazione dei principali punti di forza e debolezza dell'impresa rispetto ai concorrenti
- Identificare le fonti del vantaggio competitivo

METODOLOGIE

- Modello della catena del valore
- Modello delle risorse e competenze critiche
- Metodi di process analysis
-

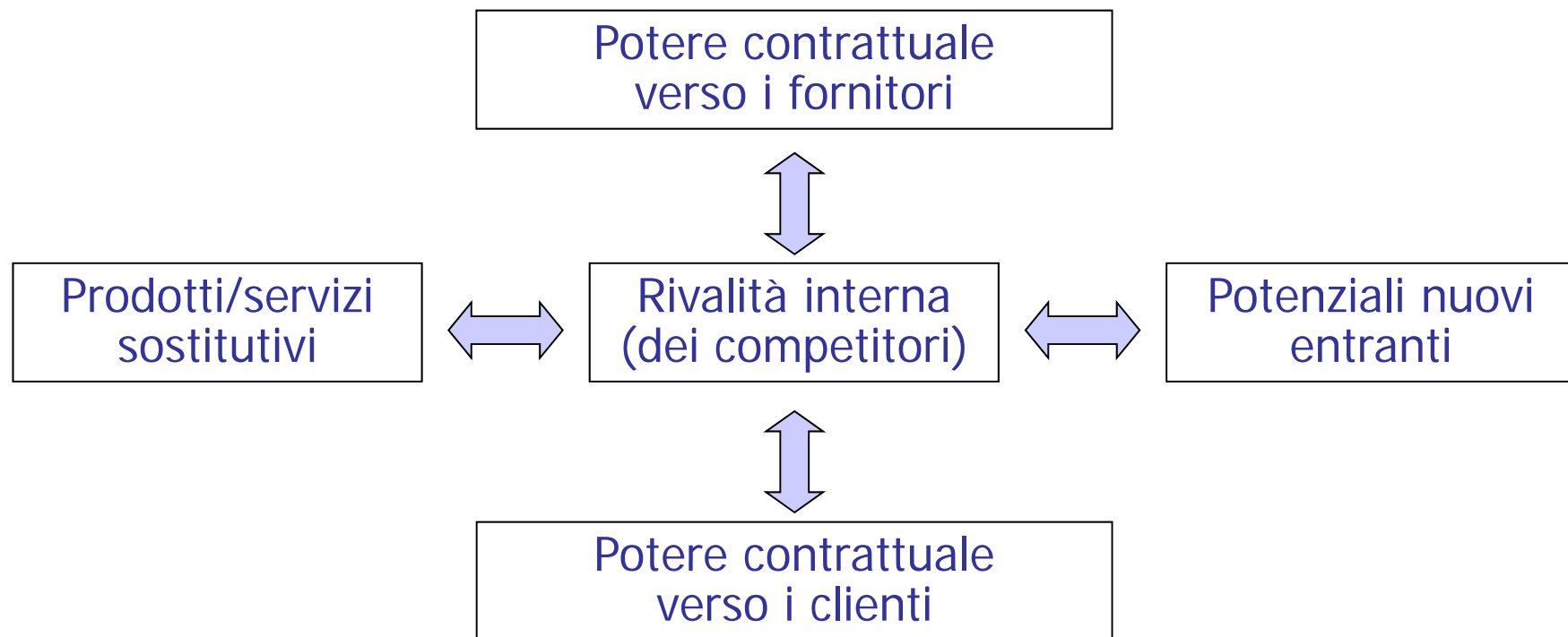
Opzioni strategiche: quali differenziali competitivi ?

- Differenziali di costo
- Differenziali di attrattività (qualità, servizio, ecc.)

Opzioni strategiche: quali azioni/progetti?

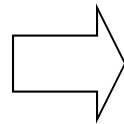
La competizione allargata: il modello delle 5 forze competitive

- *Attrattività di un'area di business* = profittabilità media (tra tutte le imprese dell'area di business) nel medio-lungo termine
- L'attrattività di un'area di business è inversamente proporzionale al *grado di competizione allargata* (M. Porter)
- Ipotesi semplificative: sostanziale omogeneità dei prodotti-servizi e dei competitori



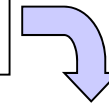
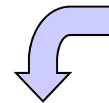
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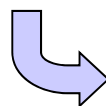
ANALISI INTERNA

OBIETTIVI

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METODOLOGIE

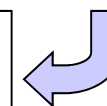
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Opzioni strategiche: quali differenziali competitivi ?

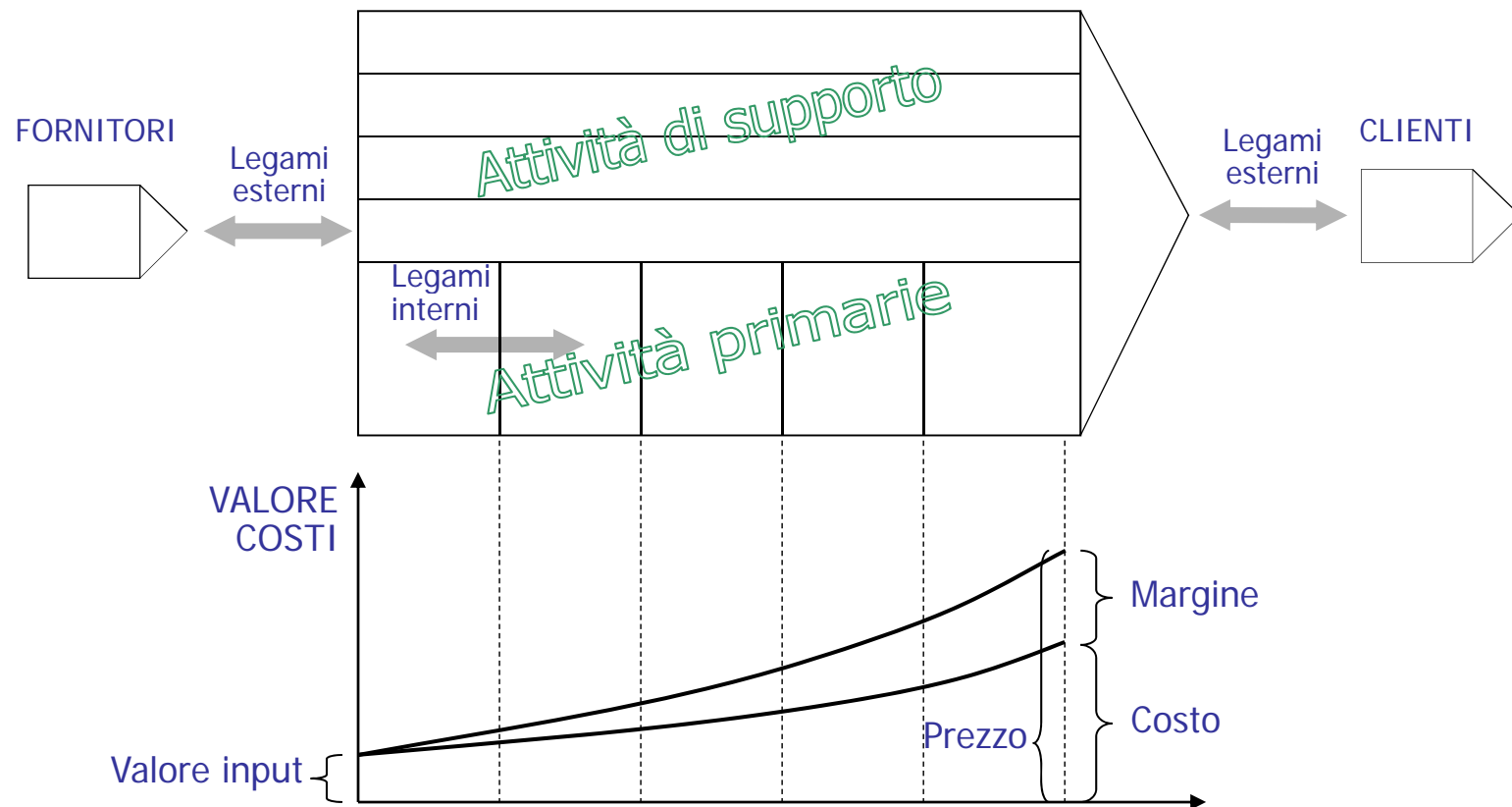
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Opzioni strategiche: quali azioni/progetti?



La catena del valore (la logica dei processi)

La catena del valore è l'insieme delle "attività" svolte dall'impresa e dei legami interni ed esterni



VALORE = valore percepito dal cliente (prezzo che il cliente è disposto a pagare)

La catena del valore: lo schema di Porter

- Le *attività primarie* contribuiscono direttamente alla creazione del “valore” percepito dal cliente
- Le *attività di supporto* non hanno impatto diretto sul valore ma sono necessarie per lo svolgimento delle attività primarie





Il valore strategico dell'ICT

Harvard Business Review Debate

Does IT (ICT) matter?

Carr's Article: IT doesn't matter Harvard Business Review (May 2003)

- IT (ICT) cannot be a source of sustainable, long term, competitive advantage, since it is becoming more and more
 - standard
 - cheap
 - available to all
 - outsourcable

...in a word a commodity

- IT (ICT) is more and more essential to operations but it is insignificant to strategy

Reply from other HBR's authors

- **Technological perspective**

ICT Competence is seen as a bundle of software & hardware assets and technical skills that are fully available on the market

- **Infrastructure perspective**

The focus is mainly on Infrastructure (hardware and network) that is becoming more and more a commodity

- **Single ICT Project perspective**

The focus is on the single ICT Project, that may or may not be the driver of competitive advantages

VS

- **Organizational & Business Perspective**

ICT Competence is the ability of a company to exploit/leverage ICT to pursue business innovations, to change business practices, to improve business performance this is in short supply!

- **Application perspective**

Business Applications are extremely customized ... built on the specific business logic of the company ... embedded in the organizational routine of the company. They can create strategic differentiation

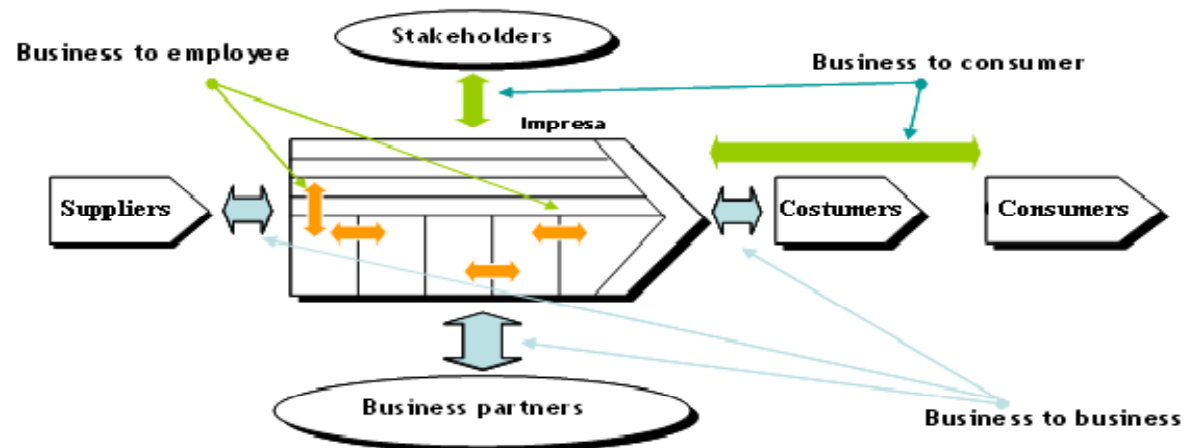
- **Learning Process perspective**

This capability is the result of a complex and long cumulative (path dependent) and collective (organizational) learning process. This can lead to durable and defendable competitive advantage

The “strategic” role of IOT according to the “strategic” models

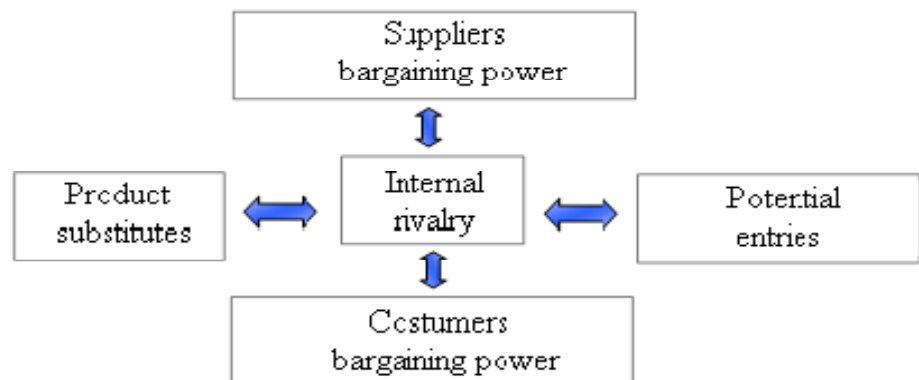
Internal Perspective

ICT can create new sources of competitive advantage both in terms of cost and differentiation by impacting on the company's Value Chain



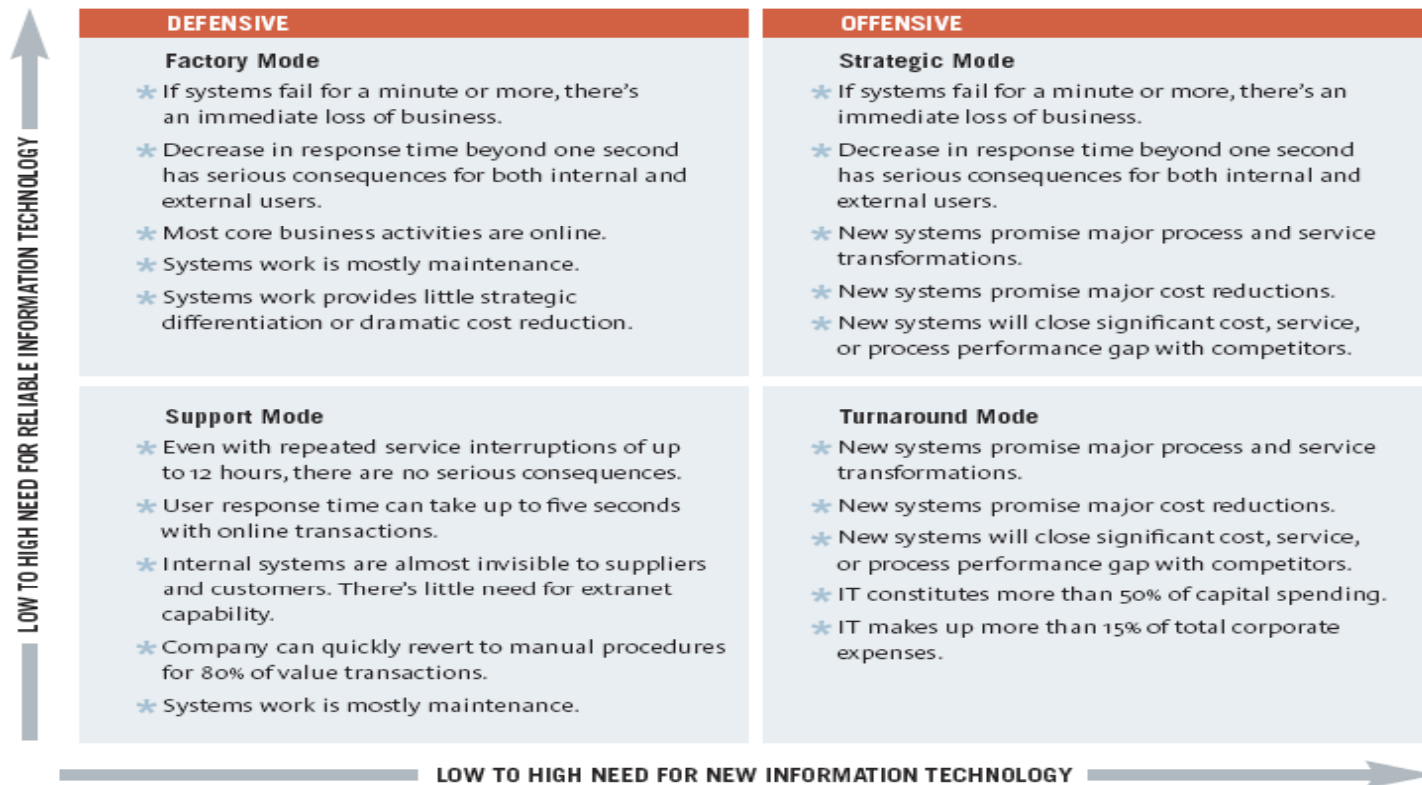
External Perspective

ICT can drive transformations in the competitive landscape, changing the role and the intensity of each competitive force (internal rivalry, potential entries, substitute products, suppliers' and customers' bargaining power)



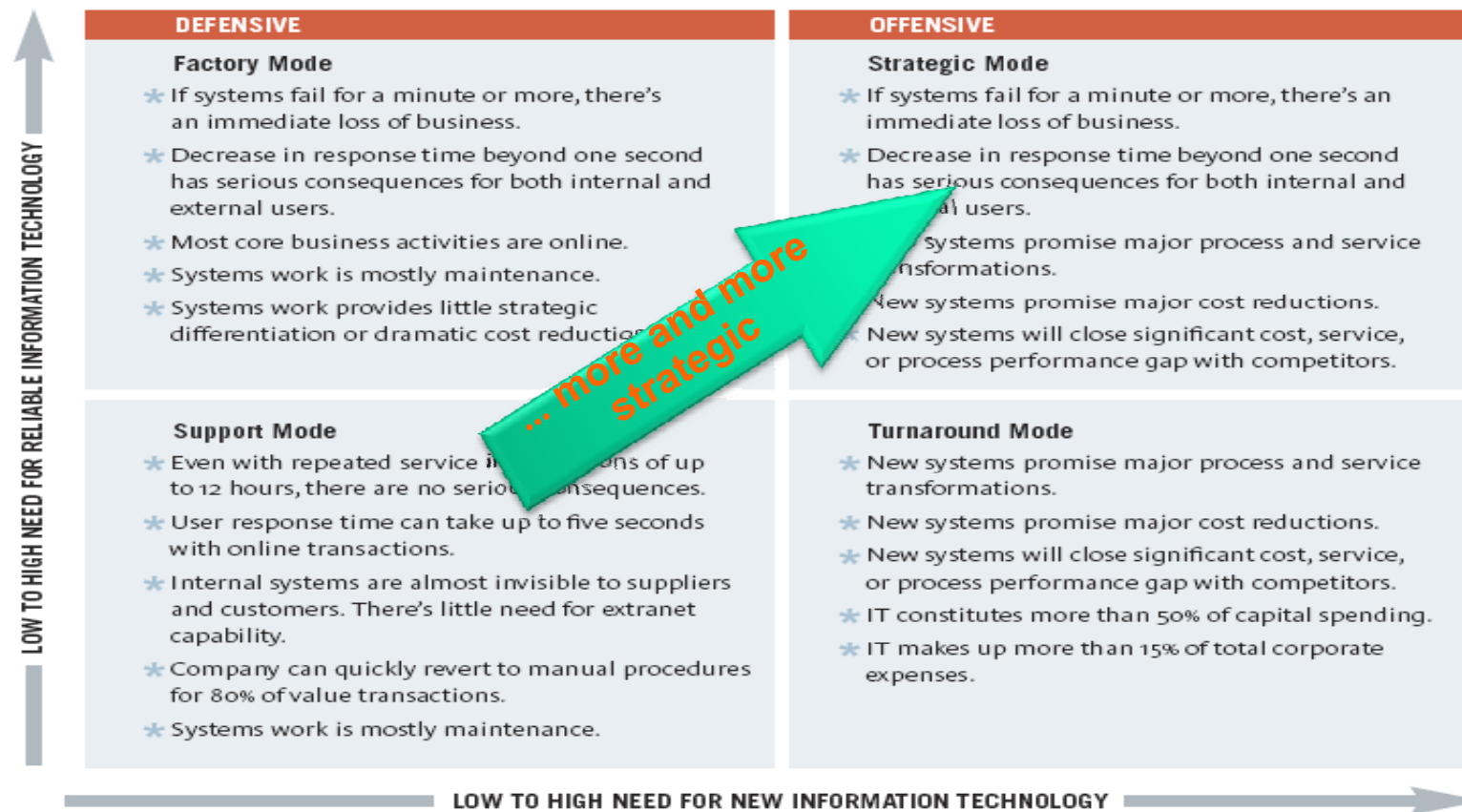
... but the real business role of ICT depends on the specific business context

The business role of ICT: depends on the specific business context (Nolan & McFarlan's Approach)



The position of a company on this grid depends on both exogenous (industry characteristics) and endogenous (company characteristics) variables

The business role of ICT: is becoming...



Business Strategy: IT matters

C.K. Prahalad

C.K. Prahalad



- “Inventor”, together with G. Hamel, of “Core Competence”
- “the Most Influential Thinker on Business Strategy” in 2008 according to BusinessWeek
- In his last book, “The Age of Innovation”, Prahalad dedicates a chapter – “IT matters” – to the strategic role of ICT

... but: the cultural barriers

- Top Management's real commitment and sensitivity to ICT - the **CEO** above all
- The characteristics of the **CIO** and his/her key people (in terms of leadership, business acumen, organizational competence, communicational skills, etc.)
- **Business Managers'** open-mindedness and sensitivity to ICT

ICT Governance: the cultural barriers

- Top Management's real commitment and sensitivity to ICT - the CEO above all

- ❑ *"Top management's ability to really worry about ICT? It is a cultural problem. ICT is like mathematics : either someone was able to teach it well, help you to understand and appreciate, or you are put off for life" (Massimo Capuano, CEO, Milan Stock Exchange)*
- ❑ *" You can learn finance and marketing, but not technology. ICT is not sexy enough for a top manager to take the time to understand and learn" (Luca Majocchi, CEO, Seat Pagine Gialle)*

- Business Managers' open-mindedness and sensitivity to ICT

ICT Governance: the cultural barriers

- Top Management's real commitment and sensitivity to ICT - the **CEO** above all
- The characteristics of the **CIO** and his/her key people (in terms of leadership, business acumen, organizational competence, communicational skills, etc.)

- ❑ *"... ICT people must be able to play their game: to speak the language of business, to demonstrate concrete results, earning credibility..."*
- ❑ *"ICT people speak a language different from ours: I don't want technical terms or acronyms, I want logical reasoning!"*
- ❑ *"The CIO must have a good mix of technical, organisational, communication and relationship skills"*
- ❑ *"Too often CIOs focus only on their projects, paying no attention to their actual impact on the business"*
- ❑ *"... It would be useful for the key people in the IT Department to have an MBA ..."*

ICT Governance: the cultural barriers

- Top Management's real commitment and sensitivity to ICT - the **CEO** above all
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Business Managers: the different approaches to ICT

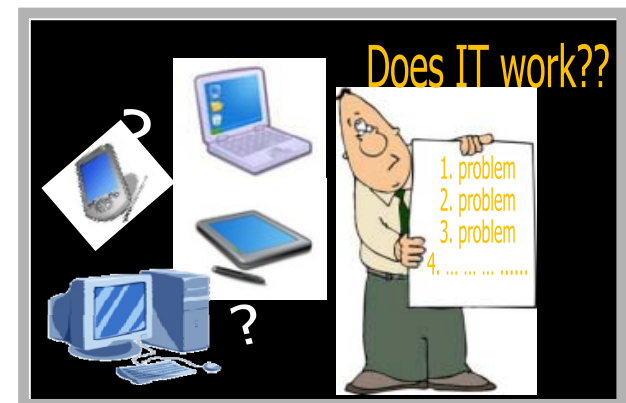
✓ Pro-active (Proattivo)



✓ Re-active (Reattivo)



✓ Eternal sceptic (Eterno scettico)



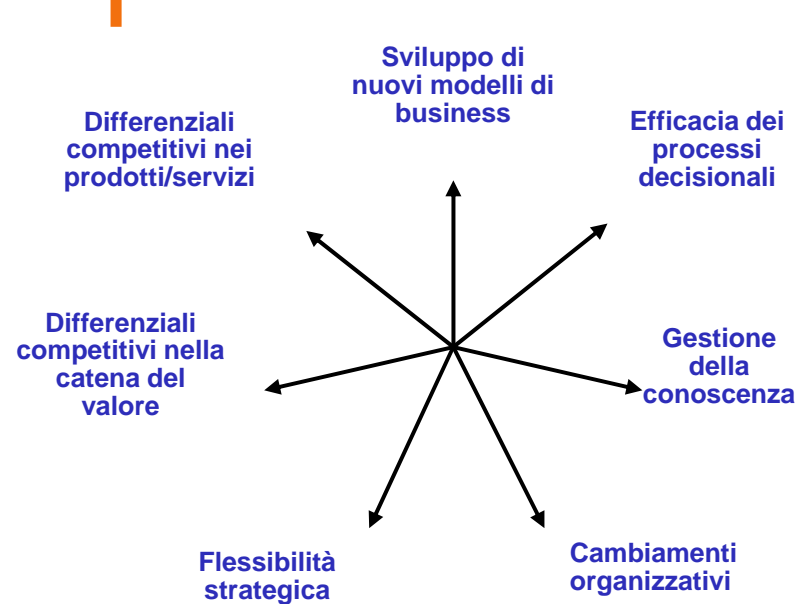
✓ Procrastinator (Temporeggiatore)



✓ Unwitting (Ignavo)



ICT Strategy and strategic decisions



ICT STRATEGY

Ancorata alla business strategy ...
... con specifiche missioni di business
Supporto/abilitazione a:

ICT STRATEGIC
DECISION
a livello di

Applicazioni/Servizi
Business oriented

Architettura

Modello di funzionamento





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