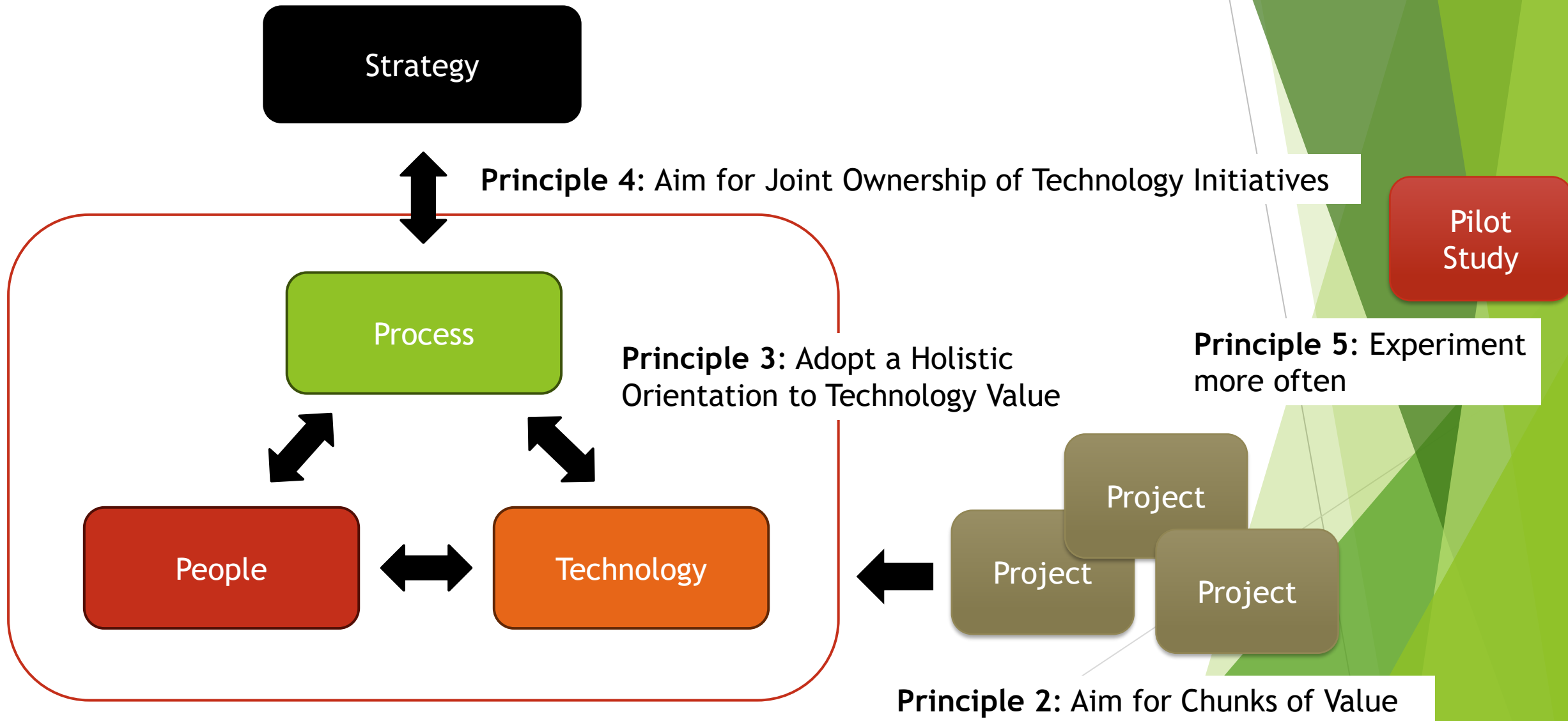
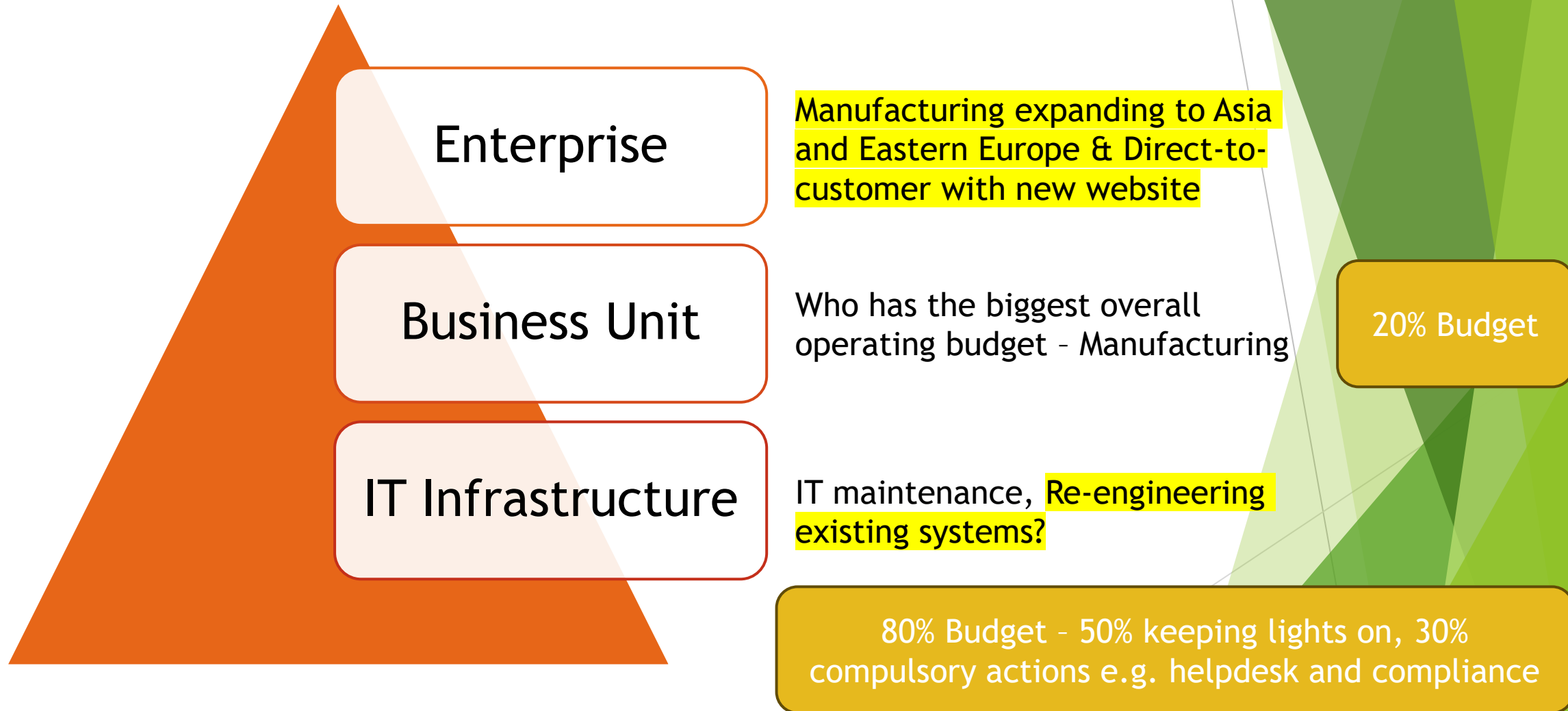


Principle 1: Have a Clearly Defined Portfolio Value Management Process

IT Value



IT Projects



Dimensions of IT Strategy

1. **Business Improvement** – stress relatively low-risk investments with short- to medium-term payback. The focus is on streamlining business processes.
2. **Business Enabling** – transforms or extends how a company does business.
3. **Business Opportunities** – small-scale experimental initiatives designed to test the viability of new concepts or technologies. High-risk projects that typically do not have well-defined, expected returns. These typically have a much lower success rate so funding is sometimes difficult to obtain.
4. **Opportunity Leverage** – leverages successful experiments or prototypes. Technology is easy to imitate; some initiatives may leverage the results of other companies.
5. **Infrastructure** – operating level hardware and software must be maintained. Typically not well understood by business managers

Balanced Scorecard Example

Vision	Transforming society through ease of access to ultra-high-speed information services		
Purpose	Delivering mobile services that contribute to society while acting lawfully, ethically and with integrity wherever we operate		
Strategic Priorities	Content Partnerships	Customer Service	Brand Awareness
Strategic Results	Strong supply chain for content and information services, exclusive agreements	Clarity in offering that surpasses anything in the market today, best user interface	Reinvigorated brand based on successes, attract a wider and younger audience

	Strategic Objectives	KPIs	Targets	Projects
Financial		<ul style="list-style-type: none"> Net profit Operating costs Revenue in target markets 	<ul style="list-style-type: none"> ↑ 5% per year ↓ 3% per year ↑ 12% per year 	<ul style="list-style-type: none"> Implement new financial accounting system Simplify billing operations Competitive end user requirements market studies for new UK regions
Customer		<ul style="list-style-type: none"> % Market share index % Customer satisfaction index % Focus group user index 	<ul style="list-style-type: none"> ↑ 3% per year 85% this year > 90% each focus session 	<ul style="list-style-type: none"> "Improve the Offering" two year programme Create improved offering selection process
Internal Processes		<ul style="list-style-type: none"> New products as % of sales Brand awareness score Cost efficiency index 	<ul style="list-style-type: none"> 12% this year ↑ 5% per year > 90% every reporting period 	<ul style="list-style-type: none"> Hook into 'Improve the Offering' programme Training programme for new offerings and user interface Product and marketing training programme
Organisational Capacity		<ul style="list-style-type: none"> Employee development plans Technology training index Supply chain efficiency index 	<ul style="list-style-type: none"> 95% in place 90% efficient 95% 	<ul style="list-style-type: none"> 2 year content supply agreements Technology improvement programme including data centre upgrade

Customer Focus - Integrity - Quality - Helpfulness - Community - Efficiency