Business/IT Planning as a Port Operator in the Era of Global Supply Chains

Michael Gerrard
GARTNER INC.

9/23/09
Topics

• How should I manage my relationship with the IT organization
• What are the critical points of alignment between my business plans and the IT organization’s plans
Business/IT Role Segmentation Model

**Business:**
- **Innovative/Risk Tolerant/Fast Moving**
- **Traditional/Risk Averse/Mature**

**Expected IT Role:**
- **Tactical/Utility**
- **Strategic/Transformational**

**The Butler**
"IT provides support services but is not strategically important"

**Expected IT Role:** Tactical/Utility

**The Entrepreneur**
"IT is a vital component of our operational model"

**Expected IT Role:** Strategic/Transformational

**The Grinder**
"IT is a cost of doing business"

**The Team Player**
"We are dependent on IT systems in our business operations, so we give IT as much time as we can afford"

**Business:**
- **Traditional/Risk Averse/Mature**
- **Strategic/Transformational**

AAPA
American Association of Port Authorities

Seaports Deliver
Prosperity

Alliance of the Ports of Canada, the Caribbean, Latin America and the United States
IT Governance vs. IT Role

**Business:**
- **Innovative/Risk Tolerant/Fast Moving**

**The Butler**
- Minimized governance
  - Anticipate business needs
  - Portfolios for focus
  - Low governance overhead

**The Entrepreneur**
- No time for IT governance
  - Principles for speed/quality balance
  - Clear domain responsibility

**The Grinder**
- Governance as self-protection
  - Principles for focus
  - Benefits realization for value
  - Strong ROI criteria

**The Team Player**
- Formal collaborative governance
  - Clear decision rights
  - Focus on benefits realization
  - Agile governance processes

**Expected IT Role:**
- **Tactical/Utility**

**Expected IT Role:**
- **Strategic/Transformational**

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Strategic Planning: An integrated process

1. Biz Goals
2. Biz Strategy Creation
3. Strategic Intents
4. Business Planning
5. IT Business Support Planning
6. IT Strategy/Operating Model Development
7. 3-5 Year Operational Plan
8. IT Migration Plan (Biz and IT Programs)
9. Develop Annual Operating Plan
10. Adjust IT Operating Model
11. Execution

- Business Planning
- IT Support Planning
- Annual Operating Plan
- Integrated
- Input/Outputs
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