10. Creating BIM strategy

10.1 Focus on outcome

Creating a BIM strategy means clarifying, creating and refining the strategic vision, strategic issues, strategic themes and the candidate programs and/ or projects that will commence after approval. The strategic vision expresses the projected future for the enterprise, its desired position in relation to its partners and supply chain ecosystem and the outcomes it wishes to bring about, both within the enterprise and in its dealings with customers and information chain partners.

10.1.1 Creating a strategic BIM vision

The strategic vision can be seen as a blueprint for change. It might well focus on a number of related (and sometimes unrelated) changes that are managed in the Improvement domain and should be fundamentally focused on outcomes, which are set in policies defined in Governance. Outcomes are the changes the enterprise or LoB aims to make in order to improve the benefits for the good of the enterprise and or its customers or partners. Government examples might include a healthier population, or improved access to education, perhaps reduction in crime or in the reduction in cost of public administration. Information services will be essential for each of these themes, collection and distribution of healthcare information (which will be subject to Privacy regulations), creation of accessible websites and distribution of information, collection of financial data for action.
BIM is important to ensure that strategic themes are enacted as expected. Consider also interface changes, focusing on how the enterprise positions itself in relation to its business environment both internally and with partners in terms of how it will do business or how its business needs will be achieved (perhaps through new ways of working with suppliers and/or customers).

Although BIM is not directly concerned with internal changes that focus on how the enterprise wishes to be constituted, such as any internal restructuring, infrastructure renewal or even change of culture, it must be influential in ensuring that such changes reflect the need to manage information with integrity and in line with BIM governance.
Results that are strategic but represent only a stage along the path to achieving more significant outcomes are known as intermediate outcomes. In your enterprise, a program directing the work of an employee training scheme might increase the number of employees trained to certain levels or in certain disciplines (one of which might be sales). For this scheme, an intermediate outcome might be a raised level of sales expertise in the workforce, and a final or policy outcome could be the beneficial effect on market share.

10.1.2 Strategic issues
An issue is a challenge facing the enterprise that requires action. It may be regarded as a problem or an opportunity. Issues that are critical to the enterprise high-level plans for realizing transformation outcomes, or that could jeopardize its business, are strategic issues.

All enterprises will differ in terms of the issues to which they must respond, there is no 'one size fits all'. The range of relevant issues will depend on individual circumstances, although many enterprises will identify common elements. Generally speaking, we can identify four categories:

- Business: how the enterprise interacts with its customers, information chain partners and its suppliers, how it provides its services and improves efficiency or revenue by meeting rising customer/citizen expectations or through the need to streamline supply chains.
- Political: decision-making, hierarchies, policy issues, e.g., the need to address public perceptions of a policy, for example one relating to a sensitive issue such as crime or health or where successful delivery requires collaboration and commitment from enterprises or organizational units within the enterprise that report to different management boards.
- Cultural: values, attitudes, competences and relationships, such as the need to change the existing behavior of staff and customers in order to work in new ways.
- Technical: IT, business information management and communication concerns, e.g., requirements for robust security on information provided and shared electronically, digital delivery, 'cloud first', capacity of technical resources needed to deliver high levels of service performance and common standards for information exchange and interoperation.

A critical success factor for a strategy is being able to demonstrate that a key issue has been addressed in a way that is clear and so that outcomes/benefits can be measured.

BIM therefore must be addressed strategically with specific measurable goals based around themes for improvement.

10.1.3. Strategic themes

Strategic themes are the areas of business activity in which the enterprise needs to engage to meet the challenges posed by strategic issues. BIM should be aware of and monitor strategic themes and issues to gauge the influence of them on information services and to identify any necessary improvements to information services.

The strategic vision describes the desired future, in broad terms, which will be the intended outcome of the changes undertaken by the enterprise. Strategic themes are the specific areas that must be addressed along the way. A road map to the desired future of BIM in the enterprise is mapped to strategic themes.

To illustrate the relationship between strategic issues, strategic themes and candidates for action, an example for an enterprise providing online services to its customers might be:
- strategic issue – the pressure to improve quality of service in online transactions because of poor customer experience;

- strategic theme – improvements in information provided to frontline staff, requiring better linkage between front and back office.

Candidates for action might include enterprise- wide Electronic Document/Records Management, internet access, and a programme of staff training; each of these being wholly dependent on effective BIM.
Some possible strategic themes for each of the four types of strategic issue (business, political, cultural, and technical) above could be:
1. themes relating to business issues:

    - responding to customer information needs
    - dealing with competition
    - new requirements for products and information services
    - requirements for partnering and other new external relationships

- new ways of doing business, brought about by new technologies, social media or automation of existing manual processes
- reorganization to improve efficiency
- regulatory changes

2. themes relating to technical issues:

- using innovative IT to improve support for the business
- using IT to transform the business (for example, through e-business, or apps)
- improved management and processing of information
- restructure of tasks and processes
- facilities for communication, within and beyond enterprise boundaries
- new systems for management, monitoring and regulation

3. themes relating to political issues:

- decision processes
- sources of power and influence in the enterprise
- definition of policy
- relationships with the external environment
- national and international regulatory issues

4. themes relating to cultural issues:

- enterprise values
- communications in the enterprise
- stakeholder perspectives
- skills of staff and new skills becoming necessary
- internal and external structures and relationships.

There are some obvious critical tests of success for this strategy. Services must be:
- joined up around customer needs, offering them valuable information services
- accessible, secure and reliable
- delivered and supported electronically, seamlessly and jointly by enterprises and departments that should be part of an information chain
- open and accountable
- able to be used by everyone entitled to do so, as mentioned above; not everyone can afford a smartphone, not everyone has access to the internet, and not everyone wants to communicate via these means, e.g., when this also implies risks (for instance banks changed the conditions on Internet services such that the client is in principle responsible in case of internet fraud. Business information must therefore be available to everyone, leading to a conclusion that paper will still be needed somewhere.

10.1.4 Creating and managing the strategy
Managing business, IS and IT strategies is about creating, harmonizing, implementing and monitoring strategies for the business and the information services and information

technology that support it. In other words, it is about managing strategically so that the enterprise business is supported, enabled or transformed in the most effective way possible by its information services and its information technology.

Creating and managing strategies follows three stages of planning, followed by the ongoing process of strategic management – implementing the programs that have been decided upon, and reviewing and updating the strategy. This is the sequence of activities that must be undertaken regarding the components of strategic management, cascading from strategic issues through major themes to individual programs and projects of change. The three stages of strategy development are:

• business analysis (looking in detail at the issues facing the enterprise, how things are currently done

• deciding the future state that the enterprise should move towards and identifying strategic themes

• strategic planning, translating strategic themes into candidates for action, prioritizing these and assisting executive management decide how to proceed.

The main characteristic of strategy formulation in the early stages of any strategy study is synthesis: identifying patterns and creating candidates for improvement from a wide spectrum of inputs. BIM should be focused on improving the way information is made available and information services are being used. Quality of service design, leading to the integrity of the application processing of the data and appropriate security/confidentiality are as important as availability of information services. The third stage of strategy development involves shifting the emphasis from strategy formulation to high-level planning, which is the necessary basis for detailed planning and implementation. Detailed planning will generate detailed breakdowns of activities and resources required, which is discussed in chapter 4.4

The strategy for the enterprise whether for the enterprise as a whole, individual LoB, or for its information services, should include as part of its overall mission, a strategic 'vision' that promotes BIM. The vision is a long-term view of how the enterprise wishes to position itself in relation to its business environment, for example, its role and functions, the products or services it will deliver, its relationship with customers or competitors. BIM should not be 'just another trend'; it should have an agenda for improvement.

10.2 Agenda of strategic themes: analysis and decisions

BIMC would focus upon the significant areas of improvement the enterprise will address, in order to respond to the risks and opportunities it faces. These themes will form the focus of interest for the strategy domain. The enterprise might need to change in terms of organizational units, and in turn business functions and activities, product and service delivery, management and staffing issues, technology, or external relationships will alter and all will have an impact on business information. The policies which will guide the decision making processes, and provide a framework for management decisions, will influence the patterns of behavior which drive the enterprise towards the desired future; governance policies will be key to changing behavior. The policies can be regarded as the 'strategy success factors' – that which the enterprise must focus upon if it is to move in the direction of the desired future and if BIM is not one of those success factors then it will inevitably fail to become established.

10.2.1 Analysis using DID model
Again, the analysis follows the same approach as we have seen earlier. But in this case, we stay within the strategy domain although we should reflect all topics in relation to

Governance to see whether they are still valid. Begin at *2.1 Business strategy* (see figure 10.1 and see table 2.1 (for reference) and follow the topics coming from the four perspectives on the strategy domain.
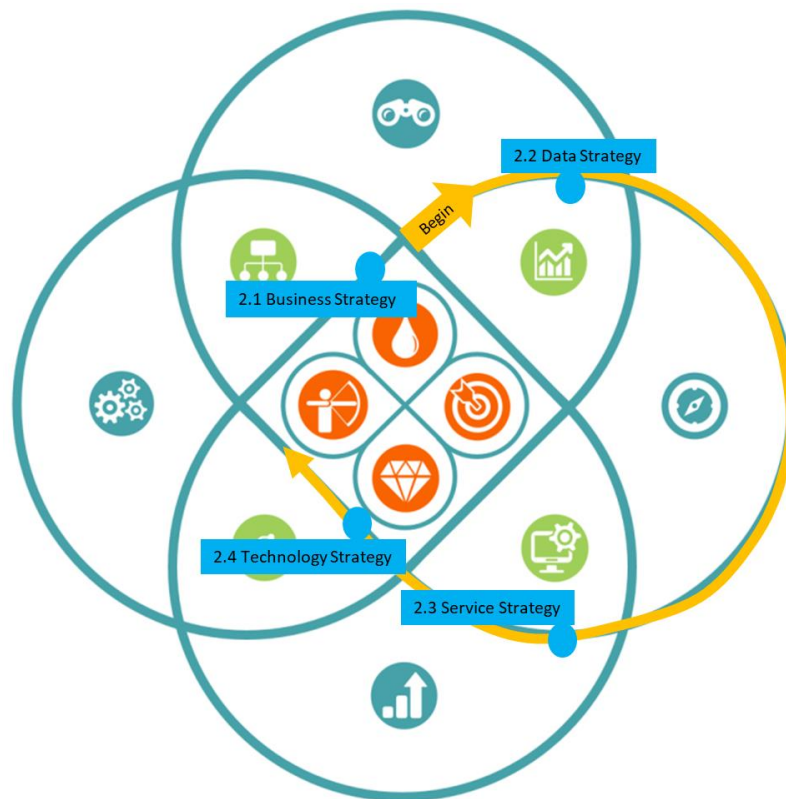

Figure 10.1 Analysis using DID guidance

10.2.2 Business strategy

You should have reached a view on whether your current business information services, the IT infrastructure or data structures are a part of your business problem, or largely irrelevant to it. And keep in mind that Improvement will depend on careful planning of any required changes.
As an outcome of your deliberations you should be aware that some of your IT applications will become redundant because they either do not support current or future demands for BIM or they are a cause of poor quality information being used. You may need new or substantially modified applications. You may need new network and computer capacity. You may need your infrastructure to have greater flexibility.

So, before using your understanding of your current IT to improve it, you first of all need to assess its continuing relevance to the new business environment. In any respect, the changes to the business portfolio and its impact on information services, whether carefully planned or disrupted by events will require you to understand portfolio, program and project planning.

10.2.3 Data strategy

The strategic focus will most likely (or it should) consider how all LoB can be served better by creating useful common modules of information and data that are used by many LoB (for example name and address of a customer might be shared across many enterprises in the information chain).

At LoB level, strategy is an amplification of perspectives of the enterprise strategy. The focus is on the interpretation of enterprise policies and their enactment to ensure the right information is being captured, processed and used, and to establish that appropriate outcomes are being met.

The information policies and principles set out in the Governance domain will impact data architecture, modelling, data portraits, database design and data administration and data stewardship. Data portraits of customers will be subject to privacy policy and external regulation, though some enterprises will see the opportunity to mine data and prefer to take risks.

Business areas should be represented in the committee where policy is adopted, and they should be free to be able to negotiate flexibility or degrees of compliance. Where a LoB negotiates exemption, it is not enough to simply say *'OK, we are now free to implement Apple computers instead of Microsoft Windows because we prefer to develop our ideas on a Mac'*; a proper exemption should be documented and recorded, after all we are promoting proper records management in BIM!

The agreed standardization policies and data architecture should be pursued by making strategy responsible for the instantiation of projects that meet the specifications set out. Clearly wanting to use a Mac is not just a technology issue.

10.2.4. Service strategy and service integration

Service strategy

The services perspective requires stakeholders to analyze both business information service needs and value and the issue of sourcing, e.g., build or buy?
All services that are built in support of information services will be part of an IT service portfolio, and the dependencies between the IT service portfolio and the information services portfolio must be unequivocal.

A service supplier is expected to have the correct mix of services that enables business objectives to be met consistently and effectively. The service portfolio is the internal view of that mix of services, whereas a service catalogue is the external view, the catalogue is open to view.
A primary consideration is the impact of improvements to enterprise business information services on customers, partners and suppliers. BIM should focus on projects that will lead to visible and demonstrable improvement in the way that business is transacted and these projects will be candidates for development from the portfolio.

The suppliers of the information services may be internal, external or a combination of the two. Whatever the structure, the relationship must be carefully managed. Information services consumed operationally will of course mean that day-to-day management activities will take place but that will not be the case at the strategic level.

When it comes to Sourcing at the strategic services level, contracts and agreements and detailed discussion will be mostly a Procurement undertaking. BIM must ensure that the strategy will meet business information needs. That is a question that cannot be answered generically, though BIM will need to establish both a Value For Money (VFM) case for existing and often, VFM criteria for introducing new information services or changing existing services. As mentioned, BIM should be visible in such discussions because Procurement no matter their experience and expertise, will not be looking at issues regarding information services supply or indeed at detailed issues regarding software quality.

Service integration

Service integration is the set of principles and practices which facilitates the collaborative working required to maximize the benefit of delivering services using multiple service suppliers. Service integration links services, the technology of which they are comprised and the delivery organizations and processes used to operate them, into a single ecosystem which is capable of meeting the needs of the business it supports. A good practice (e.g. Service Integration and Management, SIAM) exists to cover the technical side of integration but BIM must take responsibility to address integration issues regarding information and data sources and use.

As indicated in chapter four in this book , the scope of the information management organization will vary between enterprises. As a minimum, it will usually include management of the origination or acquisition of data, whether it originates in digital or other form, storage, processing to create more valuable data and reports *via* applications, and the transmission of the data or resulting reports.

Failure to enforce a holistic approach to managing information services and sources of the data will almost always lead to a fragmented set of information services and data stores (often known as islands of automation), which may be incompatible, contain duplicate or inconsistent information, and omit critical components of information.
The mess is compounded when information partners or supply chain partners are excluded from the picture of the ecosystem to be managed.

10.2.5 Technology Strategy

The portfolio of the agenda of the BIMC will guide the Technology Strategy.
The correct Portfolio, Programme and Project Offices model (Portfolio management good practice; P3O), will allow the enterprise to define a balanced portfolio of improvements (changes) and will ensure a consistent delivery process. Larger enterprises will have a sophisticated tangible office and team, smaller ones perhaps a virtual team. The creation of the Portfolio is governed by the executive decision making as described in the Governance domain.
A portfolio is defined as 'The totality of an enterprise's investment (or segment thereof) in the changes required to achieve its strategic objectives. Portfolio management is a coordinated collection of strategic processes and decisions that together enable the most effective balance of organizational (enterprise) change and business as usual. Be aware that a service portfolio is a subsidiary of the overall enterprise portfolio.

10.3 To conclude

As we postulated, perhaps the most important contribution of DID is to ensure that from the start of a programme to transform the business, or to improve BIM (using DID), an efficient connection exists between the various business information management activities, meaning that good governance is mandatory. The day- to- day operation of the framework is delegated by BIMC as we proposed in this book. BIMC can be a person or a department, but it can also be the whole of responsibilities delegated to different keypersons to work together making BIMC work. Coordinating BIM requires specific skills and knowledge.