

# **Competitive Advantage: Aligning Strategic Planning and Business Intelligence**

Steve Ivey & Togamau Te'o

Version 6

# Context

Quality information is the key to making quick, rational business decisions .

ATKEARNEY

# Objective

Share the journey of Strategic Planning and Business Intelligence

- Model
- Key success factors
- Challenges

# Background

- Definitions (briefly)
  - SP, BI, CA
- Competitive advantage (CA)?
  - Meaning
  - Nature
  - Importance
  - How does CA emerge?
  - How do we measure it?
  - Linking to Strategic Planning/BI



Competitive Advantage: “a characteristic, feature or opportunity that an organisation possesses that will make it more attractive than its competitors”.

(Grant et al, 2014)

# Competitive Advantage



# Competitive Advantage (cont'd)



**"This really is an innovative approach, but I'm afraid we can't consider it. It's never been done before."**

# Advice

- Even if a BI strategy was originally developed, its relevance declines over time if BI providers are not continually revisiting ever-changing business needs and the reality of new data sources that could be added in the mix.
  - *Refresh Strategic Plan Refresh BI Strategy*
- Many organizations jump straight into solution design and purchase the latest BI platform without a true understanding of the organization's needs, or without assessing practices and processes around the data feeding BI.
  - *Do the analysis through strategic plan audit*

# Imagine if You could.....

- Instantly predict market trends and student needs
- Predict how market price volatility will impact your costs
- Ability to monitor and analyse deviations and quality issues in real time mode
- Following trends in student attendance and study preferences to improve outcomes
- Predict cash flows for the organisation based on accurate forecast models



# Planning Overview

## USQ Strategy & Planning Framework

*OUR THEME*

One USQ

*OUR STRATEGY*  
*TIER ONE PLANS*

USQ Strategic Plan  
2016-2020

*OUR VALUES*

Respect

Integrity

Excellence

*OUR PILLARS*

Education

Research

Enterprise

*SECOND TIER PLANS*  
*THREE YEARS*

Educational  
Experience

Social Justice

Marketing Plans

Campus Strategic  
Plan

Research & Innovation  
Plan

Reconciliation  
Action Plan

ICT Strategic Plan

ICT Strategic Plan

*THIRD TIER PLAN*  
*ANNUALLY*

Organisational and Resource Management Plan

# Business Drivers

- Increasing growth in student load
- Diversifying income sources
- Delivering operational results
- Reducing organisational costs
- Attracting and retaining new students
- Creating new relevant programs
- Culling poor performing courses

People

Process

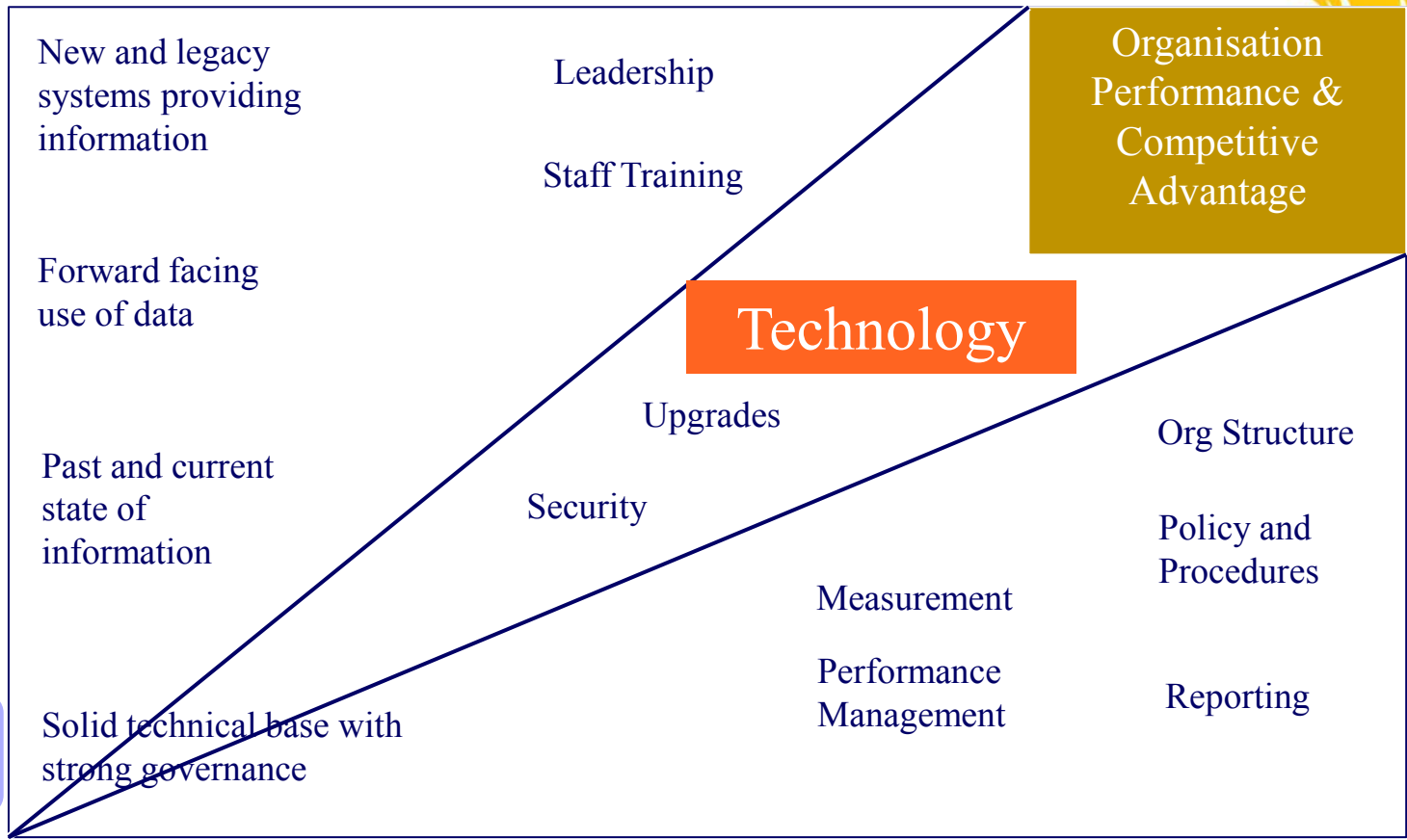
Technology

# Alignment Model

People

Business Intelligence

- Business Process Applications
- Analytic Applications
- Business Intelligence Capabilities
- Information Infrastructure



Process

- Mission
- Vision
- Values
- Objectives
- Strategies
- KPI's
- Targets

Strategic Planning

# Alignment Outcomes

## Drivers to Establish Competitive Advantage

Operational  
Excellence

Student  
Satisfaction

Innovation

## BI and Analytics Spectrum

Strategic  
Analytics

Tactical  
Analytics

Operational  
Analytics

## USQ BI Capability

Strategic Plan  
Delivery

Student Experience  
Outcomes

Data analytics &  
Reporting

Information  
Supporting Decision  
Making

# ROADMAP



Understand the Business Context and BI Landscape

Evaluate the BI activities

Create a BI Roadmap for Continuous Improvement

## **Establish the business context:**

- Business Vision, Objectives, key drivers
- Business case
- High level ROI

## **Undergo requirements gathering:**

- Requirements specification
- Overall BI Requirements

## **Assess current BI maturity:**

- SWOT analysis
- BI maturity assessment
- Summary of current state

## **Envision BI Future state:**

- BI Patterns
- BI activities
- List of functions

## **Construct a BI roadmap:**

- BI improvement initiatives
- BI Strategy and Roadmap

## **Plan for Continuous Improvement:**

- Review
- Update
- Deploy

# Key Success Factors for Alignment

- Define and optimise corporate reporting standards
- Focus on the business not the data
- Establish a dashboard
- Define clear dimensions and structures
- Develop a master data management plan
- Establish corporate data governance and clear ownership of master data
- Use report visualisation in pilot
- Leverage web technologies
- Focus on cross organisational efforts
- Distinguish between business driven and IT driven projects
- Realise a mobile version of BI

# Challenges

## Strategic Planning

- Too far out
- Market and regulatory uncertainty
- Organisational changes

## Information Management

- Lag KPIs
- Lead KPIs
- Interoperability
- Education and Training

# Takeaways and parting words

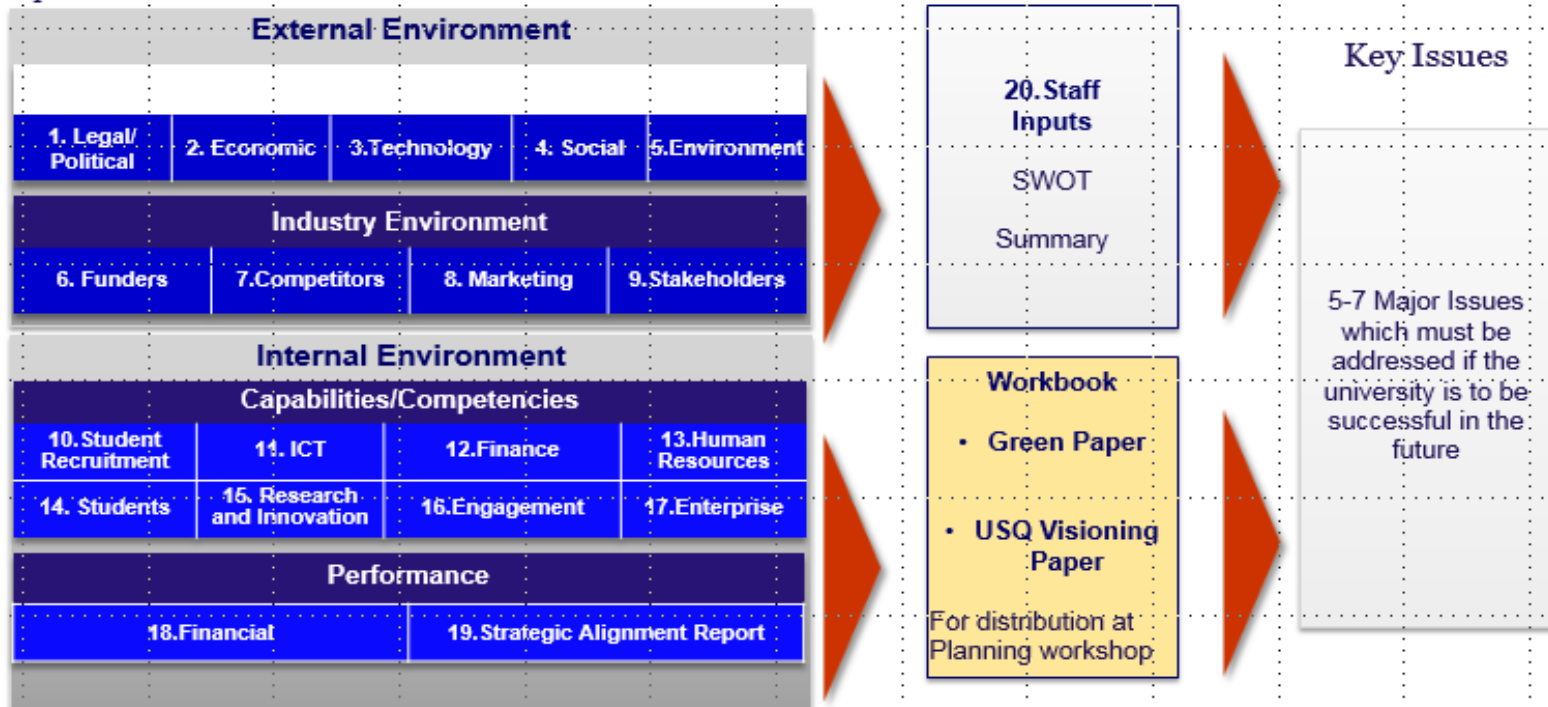
- Quality information is the key (no substitute for accurate data)
- Alignment model (key aspects)
- Drivers to Establish Competitive Advantage
- Important to have a roadmap to guide establish BI capability and alignment with SP
- Define your key success factors
- Do the analysis through strategic plan audit



# Strategic Audit

## The Strategic Audit

*The Strategic Audit is a key tool for Council to understand the changing environment and its implications for the university's future, to ask the right questions of management and to engage in strategic thinking in collaboration with management. The model below has been used to provide a framework for understanding the university's strategic position.*



# Q&A

