Contents

ACKNOWLEDGEMENTS VII

COURSE INTRODUCTION 1

Let's Get to Know Each Other 1
Overview 2
Key Audience 2
ITIL 4 Certification Scheme 3
ITIL® 4 Digital and IT Strategy Course 4
ITIL® 4 Digital and IT Strategy Assessments 8

PART 1: WHAT IS DIGITAL AND IT STRATEGY? 11

MODULE 1: KEY CONCEPTS OF DIGITAL AND IT STRATEGY 13

Intent and Context 13
Module Objectives 13
Module Topics 14
Digital, Information, Operational, and Communication Technology 14
Digital Organization, Digital Business, Digitization, and Digital Transformation 16
Services, Products, and Competitive Advantage 18
Tiers of Strategy 21
Business Models 25
Operating Models 28
Key Points Covered in the Module 31

MODULE 2: STRATEGY AND THE SERVICE VALUE SYSTEM 33

Intent and Context 33
Module Objectives 34
Module Topics 34
Opportunity and Demand 34
Value 37
Governance 38
ITIL Guiding Principles 39
Continual Improvement 42
ITIL Practices 43
Key Points Covered in the Module 44

PART 2: THE STRATEGY JOURNEY 45

MODULE 3: WHAT IS THE VISION? 47

Intent and Context 47
Vision 49
Module Objectives 49
Module Topics 50
Digital Disruptions 50
Balanced Strategic Focus 55
Positioning Tools for Digital Organizations 59
Assignment 1: Digital Disruption and Digital Positioning 64
Key Points Covered in the Module 65

Copyright © 2020

MODULE 4: WHERE ARE WE NOW? 67
Intent and Context 67
Module Objectives 68
Module Topics 68
Environmental Analysis 68
Opportunity Analysis 78
Digital Readiness Assessment 80
Key Points Covered in the Module 83

MODULE 5: WHERE DO WE WANT TO BE AND HOW DO WE GET THERE? (STRATEGIC PLANNING) 85
Intent and Context 85
Module Objectives 86
Module Topics 86
Strategy Planning 86
Financial Aspects of Digital and IT Strategy 92
Business Models for Strategy Planning 98
Portfolio Optimization 101
Key Points Covered in the Module 107

MODULE 6: WHERE DO WE WANT TO BE AND HOW DO WE GET THERE? (STRATEGIC APPROACHES) 109
Intent and Context 109
Key Focus Areas of the Strategic Approaches 110
Module Objectives 110
Module Topics 111
Strategic Approaches for Customer/Market Relevance 111
Strategic Approaches for Operational Excellence 118
Strategic Approaches to Evolution 122
Strategic Approaches to Social Responsibility and Sustainability 126
Assignment 2: Strategic Approaches for Digital Organizations 128
Key Points Covered in the Module 130

MODULE 7: TAKE ACTION (MANAGING STRATEGIC INITIATIVES) 131
Intent and Context 131
Module Objectives 132
Module Topics 132
How Strategies are Implemented 132
Coordinating Strategy and Strategic Initiatives 137
Leading Digital Transformation 140
Digital Leadership 148
Assignment 3: Strategy Planning and Communication 153
Key Points Covered in the Module 154

MODULE 8: DID WE GET THERE? (MEASURING STRATEGY) 157
Intent and Context 157
Module Objectives 158
Module Topics 158
Key Facts About Measurement 158
Measuring a Strategy 165
Instrumenting Strategy 167
Key Points Covered in the Module 170

 Copyright © 2020

MODULE 9: HOW DO WE KEEP THE MOMENTUM GOING? 171
Intent and Context 171
Module Objectives 172
Module Topics 172
Long-Term Momentum: Ensuring Organizational Viability 172
Short-Term Momentum: Parallel Operation 181
Assignment 4: Digital Strategy in VUCA Environment 184
Key Points Covered in the Module 185

PART 3: STRATEGIC CAPABILITIES 187

MODULE 10: MANAGING INNOVATION AND EMERGING TECHNOLOGIES 189
Intent and Context 189
Module Objectives 190
Module Topics 190
Managing Innovation 191
Formal Approach to Innovation Management 195
Culture that Supports Innovation 200
Approaches to Innovation 202
Evaluating and Adopting Emerging Technology 205
Key Points Covered in the Module 207

MODULE 11: MANAGING STRATEGIC RISK 209
Intent and Context 209
Risk 209
Module Objectives 210
Module Topics 210
Risk Management 211
Risk Identification 212
Risk Posture 218
Risk Treatment 219
Key Points Covered in the Module 221

EXAM PREPARATION GUIDE 223

MOCK EXAM 229

APPENDIX A: SYLLABUS 289

APPENDIX B: GLOSSARY 309

APPENDIX C: RELEASE NOTES 315

APPENDIX D: INSTRUCTOR FEEDBACK FORM 317

Copyright © 2020