



Jeffrey Oakley, Harrisburg: Aligning Business Strategy with Technology Success

[Jeffrey Oakley, Harrisburg](#) shares why successful organizations align technology investments with clear business objectives. His practical approach focuses on creating scalable IT systems that improve efficiency, support collaboration, and drive sustainable growth. Learn how strategic technology decisions can strengthen long-term business performance and prepare organizations for future opportunities.

The Evolution of IT: Beyond the Cost Center

1

The Butler

IT as a utility – reactive, administrative, invisible until something breaks

2

Business Partner

IT embedded in operations – enabling processes and supporting key decisions

3

Strategic Driver

IT working *on* the business – shaping strategy, creating competitive advantage



The Productivity Paradox



Why 75% of Large IT Projects Fail

Most failures aren't technical – they stem from a **communication gap** between business leaders and IT teams. When strategy and execution speak different languages, even well-funded initiatives collapse.

The IT Value Stack

Measure success through business metrics – revenue impact, customer retention, operational efficiency – not uptime or ticket volume.

Defining the Strategic Framework

True IT strategy is the **harmonization of organizational goals with technology infrastructure** – not a separate plan, but an integrated one.

Business Model Components

Identify profit sites, value configuration, and the competitive forces shaping your market position

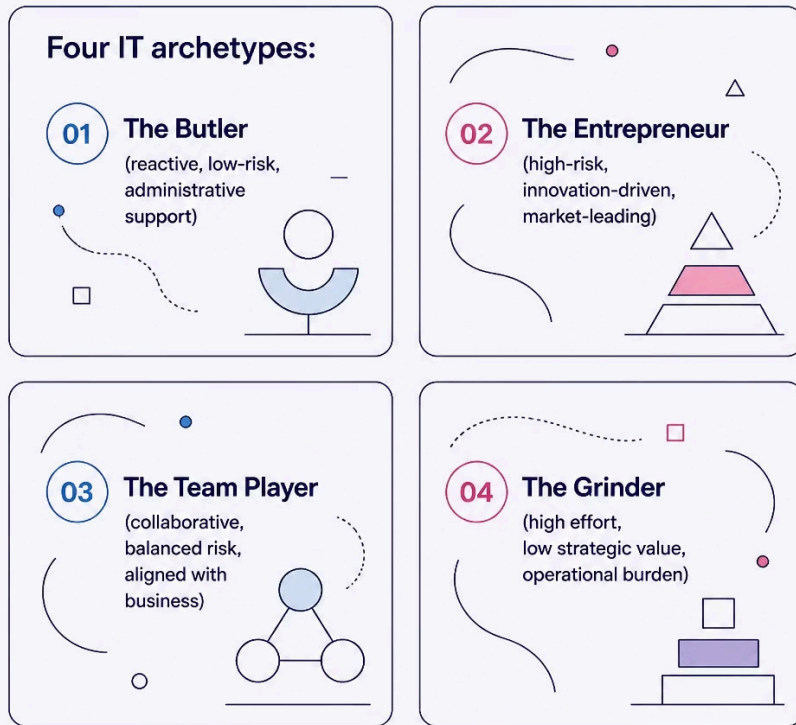
Formulation vs. Execution

Strategy is only as strong as its execution – align organizational capabilities directly with market choices

IT Harmonization

Technology infrastructure must mirror and enable strategic intent – not operate as a parallel track

Diagnosing Your IT Role



Which Archetype Are You?

Every IT organization falls into one of four roles. Understanding yours is the first step toward intentional evolution.

- **Risk-takers** pursue market-leading innovation with high-stakes bets
- **Risk-averse** organizations prioritize stability and operational continuity
- Identify **friction points**: Where is IT slowing the business down?

Integrating IT into Strategy



IT as Business Process Consultants

Elevate IT from order-taker to advisor – involved early in strategic planning, not called in after decisions are made



Bridge the Jargon Gap

Build executive literacy in both IT and business language – shared understanding eliminates costly misalignment



Create Competitive Asymmetry

Leverage IT to build privileged customer relationships and proprietary insights competitors cannot easily replicate



INTEGRATION STRATEGIES

Definition, Types and Examples

Real-World Impact: Data as a Strategic Asset

Transactional vs. Analytical Information

Most organizations are **drowning in transactional data** but starved for analytical insight. The difference determines whether data drives decisions – or just fills reports.



Case Study – Samsung: By analyzing **100,000 reports** across their sales organization, Samsung identified patterns in lost deals and recovered significant revenue through targeted strategy changes.

The Information Hierarchy



Raw Data

Unprocessed transactions and events



Information

Contextualized and structured



Strategic Insight

Actionable intelligence driving decisions

The Path Forward: Building the Digital Enterprise



Scale with Confidence

Prioritize **scalability, security, and performance** as foundational pillars – not afterthoughts

Co-Adapt

CIOs and business executives must evolve together – shaping strategy as a shared responsibility

Measure What Matters

Success is not technical – it is the **alignment of technology with measurable business outcomes**