Way 42 - Stakeholder views on IS/IT portfolio

1. Identify and choose the stakeholders (toolbox 1.0). The choices that are made can influence the way the user has to work a great deal.

2. Recording view of stakeholders (see toolbox 2.0), According to Schmidt et al. (2001), stakeholders may see risks in projects which the IS strategy planning manager did not notice. Roles, responsibilities and expectation of each stakeholder can be compared with the way IS strategy sees.

3. Common perspective on IS strategy (see Figure 2) with make analysis for change needed and perceived benefits for each stakeholders. List of perceived resistance and commitment of each stakeholder is in the next step.

4. Set up revision plan to resolve exceptions in order to avoid the problems that might arise. (see Figure 2)

Predicting the outcome! To get insight in the views of the different stakeholders is an important in order to create a successful IS/IT strategy.

Toolbox 1.0
- Participants are not the same as stakeholders
- Anyone that influenced by the IS strategy

Toolbox 2.0
- Check the roles, responsibilities and expectations of each stakeholder
- Risk factors involved according to each stakeholder
5. To match the expectation with organization competence. Abreu's and Conrarth's model (1993) at the figure 1 is based on expectation from stakeholders. Success is defined as acceptance, use, satisfaction and value. Expectations can be changed and when an organization demonstrates competence in

“Expectation Management is a critical risk in management strategy” — BACCARINI, 2004

systems design or implementation, such a change can occur. According to Schimdt (2001), failure to observe and manage these expectation, may very well lead to failure of an IT project. In the Figure 2 below, the information that gathered from all previous steps can be implemented in the following example matrix model for each stakeholder (Ward, 2002) & (Benjamin and Levinson, 1993).