

## THE STRATEGIC IS PLANNING PRACTICES IN SLOVENIA

**Andrej Kovacic, Ales Groznik**

University of Ljubljana, Faculty of Economics

E-mail: {andrej.kovacic|ales.groznik}@uni-lj.si

---

*The paper presents the results a survey on the strategic IS planning practices of Slovenia's large organizations. The survey was based on a questionnaire previously developed in Singapore, and the results from both countries, one a developed country and the other in transition, are compared. It highlights the participation, critical success factors, initiators and the main benefits of strategic IS planning. The results, when compared to similar studies, show a very low number of companies that use strategic IS planning. It is also interesting to note that top management plays the role of a leading initiator in Slovenian organizations whereas the role of IS management is surprisingly modest. The main benefits of the strategic IS planning from the Slovenian business perspective are improved internal co-ordination, efficient and effective management of IS resources and improved productivity.*

**Keywords:** strategic information system planning, business information systems, survey, questionnaire.

---

### 1. INTRODUCTION

A lot of research has been done that focuses on identifying key IT issues concerning corporate transformation. Technical progress, together with the opening of a global market, are definitely among the primary factors which play important roles in a modern society. IT is an essential component of the strategy firms use in the global market. One of the consequences of the recent development in the field of information technology is an ongoing process of planning in both IS and business areas. In Slovenia, as well in other economies in transition, there is a significant lack of research in the area of strategic IS planning.

Slovenian organizations react very differently to projects or attempts to introduce modern IT and renovations to the business processes, though the purpose is clear: to reduce costs, a shortening of the business cycle, and an improvement in quality. The difficulties in the public sector are bigger than those in the private sector. An increase in the number of people employed in the public sector during the past few years has further entrenched bureaucracies. As a result the problems of efficiency are most often solved by purchasing computer hardware and software. Moreover, if managers feel their corporations are successful at present, they usually reject the ideas of strategic IS planning and renovating the business. Of course, when an organization is facing problems, there never seems to be enough financial or human resources to start such a project. While we were working on IS renovation projects in the last few years,

Kovacic [14] noticed that IT plays a key role in business process renovation and that there is a strong correlation between the quality of IS within an organization and the improving of an overall corporate culture and the organizations' strategies as adapted from Lederer and Sethi [15]. We must also keep in mind that incorrect or inadequate strategic IS planning can bring partial solutions when the system is not considered as a whole, and this makes these solutions unsatisfactory.

Since a large proportion of studies on strategic IS planning are based on case-oriented research, researchers have found it difficult to generalize their results when talking about a wide variety of organizations. After the study objectives and concerns for external validity and generalization had been evaluated, a questionnaire was determined to be the most appropriate research methodology for this study. The study was performed by the MIS Department of the Faculty of Economics in Ljubljana in 1998 and was based on a questionnaire that was previously developed by Conrath, Ang and Matthey [2], McLean and Soden [18], Pavri and Ang [19] and Teo, Ang and Pavri [27]. The questionnaire covered all areas we were planning to research and, most importantly it provided us with a useful set of results for the strategic IS planning practices in Singapore they served as valuable information with which we could compare and analyse all the aspects of our study. Table 1 shows a comparison between Singapore's and Slovenia's business environments.

This paper focuses only on the IS strategic planning part of the questionnaire, and this covers the following topics:

- A comparison between the macro-organizational features of those Slovenian organizations that undertook IS strategic planning and those that did not
- The participation in the strategic IS planning
- The critical success factors of the strategic IS planning
- The benefits of the strategic IS planning
- Other relevant strategic IS planning data (e.g. planning methodology, corporate and strategic IS planning alignment).

Table 1: Singapore (in 1997, Statistics Singapore) and Slovenia (estimated in 1999, Slovenia in Figures) top-line economic indicators

	Singapore	Slovenia
Land Area (sq. km)	647.8	20,273
Total Population	3,736,700	1,978,334
Gross Domestic Product (\$ billion)	94,602	21,426
GDP growth (%)	6.0	4.9
Labour Productivity (%)	2.2	3.3
Unemployment Rate (%)	1.7	7.7
Exports (\$m)	125,000	9,500
Imports (\$m)	132,400	10,100

The rest of our study covered general information about an organization, its structure and the general state of the IS, the architecture of the IS and its underlying technology, the state of the databases and data warehouses. Some of the other results

of the survey were published of other parts of the survey in Jaklic et al. [10] and Jaklic et al. [11]. We plan to carry out a survey every year which will help us compare the results and observe current trends in Slovenian organizations over a longer period of time.

## 2. METHODOLOGY

This survey was based on a questionnaire previously developed by Conrath, Ang and Matthey [2] and McLean and Soden [18]. The questionnaire was supplemented and successfully used in a survey in Singapore by Pavri and Ang [19] as well as by Teo, Ang and Pavri [27]. Since we wanted to compare the results, we used the same questionnaire as Teo, Ang and Pavri [27] but it was of course translated into the Slovenian language. Since we made use of an existing instrument, we did not investigate its reliability and validity.

Our target population included 450 large Slovenian organizations taken from a wide range of industries, randomly chosen from the Register of Organizations [23], a register of all the organizations in Slovenia. The inquiry was performed from July 1998 to December 1998. In order to ensure that the responses reflected the organizations' perspective of the strategic IS planning, the IS executives were asked to answer the questionnaire. The questionnaires were distributed by mail and the answers were obtained by mail or with the help of the web-based application<sup>1</sup>. All answers were collected in the same database. There was some verbal communication between the companies and authors, and this was mostly concerned with when the organizations expressed some doubts about the confidentiality of the information, but it did not influence the results.

The questionnaire was pre-tested on post-graduate and doctoral students for content validity, comprehensiveness and readability. After the feedback from pre-testing had been obtained, the questionnaire was pilot tested with five senior IS executives.

A total of 131 useful answers to the strategic IS planning part were obtained, and these represented the database for strategic IS planning practices in Slovenia. The rate of return was 29% and this is comparable to similar studies conducted by Karimi', Gupta and Somers [13], Lederer and Sethi [15], Pavri and Ang [19], Teo, Ang and Pavri [27] and Torkzadeh and Xia [29] where the rate of the return reached 21%, 24%, 22%, 20% and 23% respectively.

Table 2 shows the structure of the organizations according to the number of employees and their activities. The activities in the category Miscellaneous are of a different kind and these include consulting, transport, IT, catering, tourism, health service, government and telecommunications. The sample is comparable to Singapore's sample while regarding these two parameters, and this is evident in Table 2. The respondents were also reasonably well distributed according to the types of business and number of employees, and this can be compared to the distribution of all

---

<sup>1</sup> Its address is <http://www.ef.uni-lj.si/projekti/informatika>

the large companies in Slovenia [25], [8]. Therefore we can use the results of the survey to generalize about the size of large companies in Slovenia.

Table 2: Structure of organizations

	Present study			Teo et al.	
	Number	Percentage	Slovenian large organizations	Number	Percentage
<b>Structure by type of business</b>					
Manufacturing	54	41.4%	36.5%	23	32.9%
Retail and Wholesale	22	17.1%	12.0%	6	8.6%
Finance and Insurance	9	7.2%	3.2%	18	25.7%
Miscellaneous	45	34.3%	48.3%	22	31.4%
No Response	0	0%		1	1.4%
<b>Structure by total number of employees</b>					
< 100	29	22.1%	14.9%	13	18.6%
101 – 500	53	40.5%	43.5%	20	28.6%
501 – 1000	23	17.6%	24.8%	13	18.6%
> 1000	26	19.8%	16.8%	20	28.6%
No Response	0	0%		4	5.7%

The data analysis was performed in the same way as the survey was performed in Singapore. The results in the next section are presented in tables, and in cases where there is a lot of data to be presented graphs are used to represent the numbers.

### 3. RESULTS

Analysis of the questionnaires showed that over 50% of the responding companies performed some part of the strategic IS planning process. As can be seen from Figure 1, the relationship in Teo et al's study was better because 63% of companies implemented some part of the strategic IS planning process. This is particularly worrying since Teo et al's study was performed two years earlier.

As can be seen in Table 3, the number of firms that carried out the strategic IS planning increases directly in line with the total number of employees. A similar relationship was found in Teo et al's study where significant relationships were also found between strategic IS planning and annual sales revenue. In our investigation, the latter was not found to be significant ( $df=2$ ,  $\chi^2=2.7660$ ,  $p<0.2508$ ). On the contrary, there exists a strong relationship between the strategic IS planning and organization structure and this was not the case in Singapore.

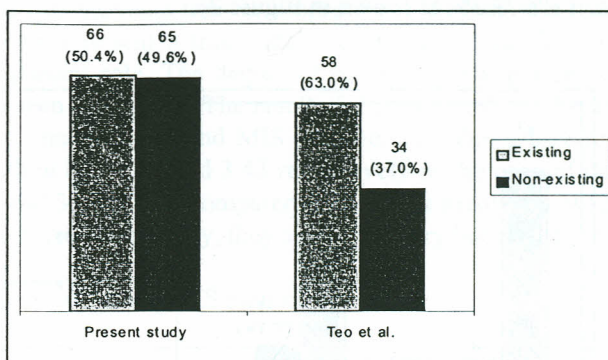


Figure 1: An IS strategic plan implementation

Table 3: The relationship between macro-organizational variables and strategic IS plan

	Present study				Teo et al.			
	Sample Size	Yes	No	Result of Chi-Square Test	Sample size	Yes	No	Result of Chi-Square Test
<b>Total Number of Employees</b>	131				66			
< 100		13	16	DF=3 Chi-square = 9.4685 p < 0.0237		2	11	DF=3 Chi-square = 9.315 p < 0.025
101 - 500		20	33			8	12	
501 - 1000		15	8			8	5	
> 1000		18	8			13	7	
<b>Physical Organisation Structure</b>	129				67			
Centralized		16	37	DF=1 Chi-square = 14.6823 p < 0.001		12	19	DF=1 Chi-square = 1.33 p < 0.250
Decentralized		49	27			19	17	

### 3.1. An IS strategic plan/corporate plan

As Clarke [1], Lederer and Sethi [15], Lederer and Salmela [16] presented previously, the key to the success of the strategic IS planning process is in the corporate and strategic IS plan alignment. Although the rate of companies conducting the strategic IS planning in Slovenia is much lower that of Singapore, it is surprising

Contrary to Teo et al's finding, our results suggest that the top-down approach is more widely used in Slovenia than in Singapore. This indicates that the strategic IS planning in Slovenia is still a traditionally oriented process in which management plays a very important role. The degree of peoples' participation in the strategic IS planning can be seen in Table 5. The results for Slovenia show that in the strategic IS planning, the top management and MIS management play a predominant role (on a scale of 1 to 4, they had 3.92 and 3.43 respectively in the present study compared to Teo et al's 3.79 and 3.36) when compared to the users involvement (2.55 compared to Teo et al's 2.8) where, surprisingly, they are at the very bottom of the scale.

Table 5: Participants in strategic IS planning

Participants (scale from 1 to 4)	Present study				Teo et al.		
	Number	Mean	S.D.	Rank	Mean	S.D.	Rank
MIS managers	64	3.92	0.32	1	3.79	0.59	1
Top managers	65	3.43	0.76	2	3.36	0.74	2
System analysts (developers)	55	3.20	0.86	3	2.75	0.88	4
Non-MIS managers	63	3.02	0.85	4	2.58	0.84	5
Consultants	62	2.92	1.05	5	1.89	0.92	9
Computer systems programmer	62	2.77	0.99	6	2.29	1.02	6
Computer operations personnel	57	2.56	0.94	7	2.05	0.91	7
Users	64	2.55	0.90	8	2.80	0.80	3
Vendors	58	2.36	1.03	9	2.02	0.86	8

If we compare the strategic IS planning methodologies with the participants, we can conclude that the combination of both top-bottom and bottom-up planning methodologies still prevails. A high rate of involvement by top management and MIS management and the significant lack of users' participation result in a high rate of organizations using the top-down approach.

### 3.3. The critical success factors

Among the 10 critical success factors listed, the first 4 in our study were related to the importance of management involvement and support as well as human resources related issues.

Getting top management support for the planning efforts (4.83 in the present study, 4.69 Teo et al) while having a clear-cut corporate plan and guide, means strategic IS planning efforts (4.52 in the present study, 4.41 Teo et al) represent the key factors for successful strategic IS planning according to Clarke [1], Karimi, Gupta and Somers [13] as well as in accordance Lederer and Sethi [15].

The ability to obtain sufficient qualified personnel ranks as the second most important critical success factor in the strategic IS planning of personnel in Slovenia (4.59 in the present study, 4.22 Teo et al). We believe that the reason for this deviation is the significant shortage of qualified resources who could support the increasing evolution and spread of information technology.

The fourth most important critical success factor is having a good user-IS relationship (4.38 in the present study, 4.22 Teo et al). This relationship is crucial for achieving the strategic objectives. Users and IS staff should act as partners when meeting the strategic objectives and this would lead to the organization operating extremely well. This was already proven in the past by Karimi, Gupta and Somers [13], Lederer and Sethi [15], Lederer and Salmela [16] and Porter [20]. Other factors that lead to success (see Table 6) are mainly related to planning (i.e. time management, environmental changes, the planning procedure, etc).

Table 6: Critical success factors in strategic IS planning

Critical success factors (scale from 1 to 5)	Present study				Teo et al.		
	Number	Mean	S.D.	Rank	Mean	S.D.	Rank
Getting top management support for planning efforts	64	4.83	0.38	1	4.69	0.54	1
Being able to obtain sufficiently qualified personnel to do a proper job	64	4.59	0.58	2	4.22	0.75	3
Having a clear-cut corporate plan to guide strategic IS planning efforts	64	4.52	0.73	3	4.41	0.80	2
Having a good user-IS relationship	64	4.38	0.76	4	4.22	0.68	3
Investing sufficient 'front end' time to ensure that all planning tasks and individual responsibilities are well understood	64	4.31	0.73	5	3.98	0.78	8
Anticipating likely changes in information technology (and environmental changes) which might affect the strategic IS planning process	64	4.28	0.74	6	4.10	0.67	5
Having free communication and commitment to change thought the organization	63	4.21	0.91	7	4.02	0.81	7
Having a clear, concise and formal planning procedure	64	3.98	0.86	8	4.05	0.85	6
Deciding on an appropriate planning horizon	64	3.89	0.89	9	3.95	0.60	9
Taking into account the people and the political side of strategic IS planning system	63	3.65	1.09	10	3.55	0.82	10

### 3.4. The benefits/satisfaction to be gained from the strategic IS plan

The respondents were asked to rate the degree of benefits derived from the strategic IS planning process on a five-point scale. According to the results shown in Table 7, the companies greatly appreciate the benefits from the strategic IS planning process (on a scale of 1 to 5, all the benefits were rated with a mean of 3.89 or higher). In both studies, the most important benefits were improved internal co-ordination (4.57 in the present study, 4.07 Teo et al), efficient and effective management of IS resources (4.45 in the present study, 4.05 Teo et al) and improved productivity (4.37 in the present study, 4.09 Teo et al). It is also interesting to observe that the

respondents value internal benefits more than the external ones. One possible reason for this might be that internal benefits are easily recognized whereas the external ones are not clearly defined.

Table 7: Benefits from strategic IS planning process

Benefits from strategic IS planning process (scale from 1 to 5)	Present study				Teo et al.		
	Number	Mean	S.D.	Rank	Mean	S.D.	Rank
Improved internal co-ordination	65	4.57	0.63	1	4.07	0.71	2
Efficient and effective management of IS resources	65	4.45	0.66	2	4.05	0.59	3
Improvements in productivity	65	4.37	0.81	3	4.09	0.64	1
Improvements in the quality in products/services	65	4.23	0.87	4	3.88	0.69	6
Improvements in the company's competitive position	64	4.16	0.91	5	4.00	0.81	4
Sound technology path and policies	65	3.97	0.80	6	3.70	0.63	7
Larger market share	63	3.90	1.00	7	3.30	0.91	8
Greater ability to meet changes in the industry	62	3.89	1.11	8	3.89	0.76	5

A comparison of the two studies shows that although the most important benefits match, they were nevertheless ranked differently. Improved productivity, which was the most important benefit in Teo et al's study, ranked only third in the present study. This is interesting somehow because improved productivity was, according to Davenport and Linder [3], Karimi, Gupta and Somers [13], Lederer and Salmela [16], Porter [20], Torkzadeh and Xia [29], the most important benefit of the strategic IS planning process and was clearly less in the present study (10 respondents rated the improved productivity less than semi-beneficial). This indicates that many Slovenian executives still perhaps do not understand the strategic role and benefits of IS. The traditional line of thought that using IS for the internal co-ordination and efficient and effective management support will have to be changed to improve productivity and will also have to be changed to improve the external benefits. The first step towards this change should be in part of the strategic IS planning process.

As was the case with the important benefits of the strategic IS planning process, the satisfaction with the strategic IS plan also ranked highly. Over 98 percent of respondents rated satisfaction with their strategic plan as above average.

### 3.5. An initiation of the strategic IS planning process

The results presented in Table 8 show that the initiators of the strategic IS planning process vary significantly between Slovenia and Singapore. Whereas Teo at al's study shows the natural rank of initiators (41.4% for IS management; 25.9% for top, IS and line management; 12.1% for top management and IS management), our study reveals that in Slovenia the most important initiator of the strategic IS planning



process is with top management (with 35.9%), followed by top management and IS management (with 28.1%) and IS management (with 23.4%).

Table 8: The initiators of strategic IS planning process

Initiated by	Present study			Teo et al.		
	Number	Percentage	Rank	Number	Percentage	Rank
Top management	23	35.9%	1	5	8.6%	4
Top and IS management	18	28.1%	2	7	12.1%	3
IS management	15	23.4%	3	24	41.4%	1
IS and line management	3	4.7%	4	3	5.2%	6
Line (or functional) management	2	3.1%	5	0	0.0%	7
Top, IS and line management	2	3.1%	5	15	25.9%	2
Missing data	1	1.6%	7	4	6.9%	5

Those responses regarding the initiation of the strategic IS planning process confirmed that in Slovenia strategic IS planning is still a traditional process in which top management play a very important role and this is surprising because one would expect IS management to significantly increase the importance of the strategic IS planning because of its level of expertise.

It also has to be pointed out that the top, IS and line management do not use a joint initiation process in Slovenian companies. In fact, the joint management initiation came last with only 3.1% in contrast with 25.9% in Teo et al's study.

### 3.6. An evaluation of the IS function

It is interesting to observe that among the companies that practiced the strategic IS planning process, only 23.1% have the objective measures of IS contributions to productivity, although 95% of the respondents rated the importance of developing such measures with a 3 or higher on a scale of 1 to 5. This result is in line with Teo et al's result that shows that 24% of the respondents have objective measures and 98% of the respondents rated their importance with a 3 or higher.

The lack of the objective measures of IS contributions to productivity is also connected to the benefits from the strategic IS planning. Since very few respondents have objective measures of IS contributions to productivity there is no mechanism which would measure the impact on productivity of business processes, and this results in a poor rating for improved productivity and this can be seen as a benefit of the strategic IS planning (Table 7).

Nevertheless, the results show that the importance of developing objective measures is recognized by the companies, but they have not been implemented in practice yet. It will be very interesting to see how this subject is going to develop in the future since the impact of information technology on productivity is still an important benefit.

#### 4. CONCLUSION

This article compares two small countries but one is developed and the other is in transition. Singapore has an open economy with strong service and manufacturing sectors and excellent international trading links because of its history. Extremely strong fundamental beliefs allowed Singapore to weather the effects of the Asian financial crisis better than its neighbors, but the crisis did force GDP growth down to 1.3% in 1998, from 6% in 1997. Projections for the growth of GDP in 1999 are in the -1% to 1% range. Rising labor costs and appreciation of the Singapore dollar when compared to its neighbors' currencies continue to be a threat to Singapore's competitiveness. The government's strategy to address this problem includes cutting costs, increasing productivity, improving the infrastructure, and encouraging the more important industries. In applied technology field, per capita of output, investment, and labor discipline, Singapore has the key attributes of a developed country.

Slovenia is one of the youngest European countries. It became an independent state in 1991 and is a full member of the Central European Free Trade Agreement, a founding member of the WTO, and an associate member of the EU. According to the quality of life, social standard criteria and GDP (10,832 US\$ per capita estimated in 1999), Slovenia is near or even above the European average. Its population is a highly qualified and capable labor force. Slovenia has a well-developed road and railroad network, three international airports, and a large freight port. Slovenia is a country in transition, with some of the attributes of a developed country. The process of privatization in Slovenia more or less ended in 1998. The relatively slow process of privatization of the Slovenian economy has caused a weak "voice of ownership", and the impact of shareholders can move the business culture toward business renovation has been limited. Most organizations that have existed for over 10 years have retained hierarchical and "self-governance" features in their business culture. The number of successful corporate business transformations has been low and the successful ones have been primarily in "private" corporations. The key problem is that in Slovenia and in the other developing countries of Central Europe transforming opportunities into a successful business requires managers with insight, flexibility, and decisiveness.

Although the importance of the strategic IS planning is clearly identified, this study shows that a moderate number (50.4%) of Slovenian companies are involved in strategic IS planning. This is surprisingly low if we take into consideration the fact that Teo et al's study reveals that 63% of Singapore's companies used this strategic IS planning in 1996. The reason for this and for some of the other differences could be the economical and political background of Slovenian organizations.

On the other hand, it is encouraging that those companies that perform the strategic IS planning have corporate and strategic plans aligned (92.4%), and this enables them to meet all their business plans and goals. The study also shows that strategic IS planning in Slovenia is still a traditional process in which top management plays an important role since these top managers are the key initiators and participants in the strategic IS planning when the which top-down approach is broadly used. This is surprising since one would expect the role of IS management to be significant because of their expert knowledge and experience. Along with the of sometimes

diminished role of IS management, the study also shows that 14.8% of the respondents stated that the users are dissatisfied with the timeline and the accuracy of the computer operations. This indicates that apart from the under performing role of IS management, user involvement in a strategic IS planning is also insufficient (user participation came last in the current study), although having a good user-IS relationship is one of the key factors that lead to success within this strategic IS planning.

The whole strategic IS planning process is still one of the key business activities that Slovenian companies will have to improve in, in order to be able to effectively participate in the whole global market of the information era. Since we plan to carry out this study every year, it is going to be very interesting to observe how the IS strategic planning process in Slovenia will develop.

We also have plans for our work in the future. We plan to compare our results with the results of other countries and to perform some additional statistical analyses to investigate the connections between the strategic IS planning and business performance.

## 5. REFERENCES

- [1] Clarke R. (1992). Strategic Information Systems: Retrospect and Prospect. *Proceedings of International Conference on Information Systems and Organizations*, Bled, Slovenia, pp. 156-160.
- [2] Conrath D. W., Ang S. J. K. and Matthey S. (1992). Strategic planning for Information Systems: A survey of Canadian Organizations. *INFOR*, Volume 30, Number 4, pp. 364-378.
- [3] Davenport T. and Linder J. (1994). Information Management Infrastructure: the new competitive weapon? *Proceedings of the 27<sup>th</sup> Hawaii International Conference on System Sciences*, Hawaii, USA, pp. 885 – 896.
- [4] Earl M. J. (1993). Experiences in Strategic Information System Planning. *MIS Quarterly*, Volume 17, Number 1, pp. 1-24.
- [5] Galliers R. D. (1994). Strategic Information System Planning: Myths, Reality and Guidelines for Successful Implementation. *Strategic Information Management*, pp. 129-147.
- [6] Galliers R. D., Pattison E. M. and Reponen T. (1994). Strategic Information Systems Planning Workshops: Lessons from Three Cases. *International Journal of Information Management*, Volume 14, Number 1, pp. 51-66.
- [7] Gupta Y. P. and Raghunathan T. S. (1989): Impact of Information Systems (IS) Steering Committees on IS Planning. *Decision Sciences*, Volume 20, Number 1, pp. 777-793.
- [8] *GV-in*, Business information system of Gospodarski Vestnik, (2000), [www.gvestnik.si](http://www.gvestnik.si).
- [9] Hagmann C. and McCahon C. S. (1993). Strategic Information Systems and Competitiveness. *Information & Management*, Volume 25, pp. 183-192.

- [10] Jaklic J., Indihar Stemberger M., Damij T., Grad J., Gradisar M., Kovacic A., Resinovic G. and Turk T. (1999). The State of Databases and Data Warehouses in Slovenian Organizations. *Proceedings of Short Papers, Proceedings of ADBIS'99; Third East-European Conference*, Maribor, Slovenia, pp. 124 – 138.
- [11] Jaklic J., Indihar Stemberger M., Damij T., Grad J., Gradisar M., Kovacic A., Resinovic G. and Turk T. (1999). Stanje poslovne informatike v slovenskih podjetjih: izhodišca in prvi rezultati raziskave. *Uporabna informatika*, Volume 7, Number 1, pp. 44 – 50.
- [12] Jarvenpaa S. L. and Ives B. (1991). Executive Involvement and Participation in the Management of Information Technology. *MIS Quarterly*, Volume 15, Number 2, pp. 205-227.
- [13] Karimi J., Gupta Y. P. and Somers T. M. (1996). Impact of Competitive Strategy and Information Technology Maturity on Firm's Strategic Response to Globalisation. *Journal of MIS*, Volume 12, Number 4, pp. 55 – 88.
- [14] Kovacic A. (1999). Information Technology as an Enabler to Enterprises in Transition. *Proceedings of The Third International Conference 'Enterprise in Transition'*, Split-Šibenik, Croatia, pp. 278 – 290.
- [15] Lederer A. L. and Sethi V. (1996). Key Prescriptions for Strategic Information Systems Planning. *Journal of MIS*, Volume 13, Number 1, pp. 35 – 62.
- [16] Lederer A. L. and Salmela H. (1996). Toward a Theory of Strategic Information Systems Planning. *Journal of Strategic Information Systems*, Volume 5, Number 3, pp. 237 – 253.
- [17] Luftman J. and Brier T. (1999). Achieving and sustaining business-IT alignment. *California Management Review*, Volume 42, Number 1, pp. 109-122.
- [18] McLean, E.R. and Soden, J.V. (1977). *Strategic Planning for MIS*. Wiley, New York.
- [19] Pavri, F. N. and Ang, J. S. K. (1995). A study of the strategic planning practices in Singapore. *Information and Management*, Volume 28, pp. 33 – 47.
- [20] Porter, M. E. (1985). *Competitive Advantage: creating and sustaining superior performance*, Free Press. New York, USA.
- [21] Porter M. E. and Millar V. E. (1985). How Information Gives You Competitive Advantage. *Harvard Business Review*, pp. 149-160.
- [22] Premkumar G. and King W. R. (1994). The Evaluation of Strategic Information System Planning. *Information & Management*, Volume 26, pp. 327-340.
- [23] *Register of Organizations* (Register Organizacij, 1998), [www.gvestnik.si](http://www.gvestnik.si).
- [24] Slovenian Corporate Law (Zakon o gospodarskih družbah). *Official Gazette RS-30/93*, (1993), Ljubljana.
- [25] *Slovenia in Figures '99*. Statistical Office of the Republic of Slovenia, (2000), [www.sigov.si/zrs](http://www.sigov.si/zrs)
- [26] *Statistics Singapore*, [www.singstat.gov.sg](http://www.singstat.gov.sg)
- [27] Teo T. S. H., Ang J. S. K. and Pavri F.N. (1997). The state of strategic IS planning practices in Singapore. *Information and Management*, Volume 33, pp. 13 – 23.

- [28] Teo T. S. H. and King W. R. (1999). An Empirical Study of the Impacts of Integrating Business Planning and Information Systems Planning. *European Journal of Information Systems*, Volume 8, pp. 200-210.
- [29] Torkzadeh G. and Xia W. (1992). Managing Telecommunications by Steering Committee. *MIS Quarterly*, Volume 16, pp. 187 – 199.

Received: 16 February 2000

Accepted: 23 March 2000

Andrej Kovačić  
Ales Groznik

## STRATEŠKO PLANIRANJE IS-a U SLOVENIJI

### Sažetak

*Iako je važnost strateškog planiranja IS jasna, studija pokazuje da samo usmjeren broj (50,4%) slovenskih poduzeća uključuje ovu vrstu planiranja. To je iznenađujuće malo ako uzmemo u obzir studiju Tea koja otkriva da je 1996. godine 635 singapurskih poduzeća izvodilo strateško planiranje IS. Ohrabrujuća je činjenica da poduzeća koja izvode strateško planiranje IS imaju usklađene poslovne i informatičke strateške planove (92,4%) što im omogućava postizanje zajedničkih ciljeva. Studija pokazuje da je strateško planiranje IS u Sloveniji još uvijek tradicionalno orijentiran proces u kojem vrhovno rukovodstvo igra važnu ulogu budući da su vrhovni rukovoditelji glavni pokretači i sudionici u planiranju IS-a. To je jako iznenađujuće. Očekivali bismo da glavnu ulogu imaju rukovodstva informatičkih odjela budući da imaju ekspertna znanja i iskustva.*

*Osim uloge informatičkog rukovodstva studija pokazuje da je 14,8% sudionika odgovorilo da su korisnici informacijskih sustava nezadovoljni trajanjem i preciznošću kompjutorskih operacija. To upućuje na činjenicu da je, osim nezadovoljavajuće uloge informatičkog rukovodstva, i uloga kompjutorskih kori svrstano na zadnje mjesto u ovoj studiji), iako je dobar odnos među korisnicima i informatičkim stručnjacima jedan od ključnih faktora uspjeha kod strateškog planiranja IS-a.*

*Cjelovit proces strateškog planiranja IS-a još uvijek je jedan od ključnih poslovnih aktivnosti koje trebaju slovenska poduzeća poboljšati da bi uspješno sudjelovala na globalnom tržištu informatičke ere.*

**Ključne riječi:** anketa, upitnik, strateško planiranje informacijskih sustava, usklađenost poslovnog i informatičkog strateškog plana, sudionici, kritički faktori uspjeha, glavne dobrobiti strateškog planiranja IS-a.