

Toward Digital Alignment: IS/IT Strategy Development for a Non-Profit Foundation Using Ward & Peppard

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Abstract

This paper presents a strategic information systems (IS) and information technology (IT) planning for a prominent national non-profit organization, hereafter referred to as XYZ Foundation, using the Ward & Peppard methodology. Facing rapid technological advancements and evolving operational landscapes, XYZ Foundation seeks to enhance its digital capabilities, improve service delivery, and strengthen donor trust. The study details a comprehensive analysis of the organization's internal and external business environments, as well as its current IS/IT landscape. Key findings reveal challenges in system integration, IT human resource capacity, and the absence of a long-term technology roadmap. Based on a thorough gap analysis, strategic recommendations include the development of an integrated digital portal, automation of donation processes through fintech integration, implementation of blockchain for transparency, migration to cloud infrastructure, and significant investment in IT human resource development and governance. The proposed strategic roadmap outlines a phased implementation plan from 2025 to 2029, aiming to foster internal efficiency, expand social outreach, and build a robust, future-ready digital foundation.

Keywords : Strategic Planning; Ward Peppard; IT Masterplan.

1. INTRODUCTION

In the current digital landscape, the integration of a well-structured Information Systems (IS) and Information Technology (IT) strategy is not only beneficial but imperative for ensuring operational efficiency, accountability, and long-term sustainability [1], [2]. However, many nonprofit institutions struggle with fragmented systems, unoptimized digital services, and a lack of unified strategy to leverage IT effectively [3]. For organizations like XYZ Foundation, strategic IS/IT planning is no longer merely an option but a critical imperative for enhancing operational efficiency, increasing competitiveness, and ensuring long-term sustainability in the digital era. However, the effective utilization of IS/IT often falls short of its potential, failing to deliver the anticipated improvements or successful adoption. This paper addresses these challenges by presenting a strategic IS/IT planning initiative for XYZ Foundation, a significant national non-profit organization.

XYZ Foundation is a prominent national *amil zakat* institution that has received official authorization from the Ministry of Religious Affairs of the Republic of Indonesia (SK Kemenag RI No. 255 Tahun 2016). Established in 2001, this social and *dakwah* organization has experienced substantial growth, reached over 80,000 active donors and extending its program reach to more than 100 districts/cities by its 2022 annual report. This scale positions XYZ Foundation as a significant and influential entity in empowering communities and aiding individuals through the professional and accountable management of *zakat*, *infaq*, and *sadaqah* (ZIS) funds. The organization manages a diverse portfolio of services catering to both internal and external stakeholders, including ZakatKita, Aqiqah Service, Pesantren KHN, NHUmroh, and Simaster. All divisions and services within XYZ Foundation currently leverage information technology (IT) to support their business processes. For instance, the Simaster application functions as an internal Enterprise Resource Planning (ERP) system, facilitating critical operational activities such as division management, quality control, procurement, and employee projects.

Despite this existing IT utilization, XYZ Foundation faces several significant challenges that hinder the optimal performance and strategic alignment of its information systems. A primary challenge is the insufficient integration of external consumer-facing services. This fragmentation leads to disjointed consumer service history data, complicating behavioral analysis and the implementation of targeted Customer Relationship Management (CRM) strategies. Consequently, the potential for personalized service and enhanced consumer loyalty remains largely untapped. The organization also grapples with technical limitations, including a scarcity of qualified human resources in IT, inadequate computer infrastructure, and vulnerabilities in network security. These constraints impede efforts to improve the quality and efficiency of digital services. Overall, the current use and development of IT across certain divisions and services are not optimally supporting comprehensive business process performance. This suggests a reactive rather than proactive approach to IT investment and development. Another critical weakness is the lack of a long-term technology master plan, leading to "by-case" IT project development and potentially overlapping application systems. This reactive approach risks

the organization falling behind current technology trends and making inefficient investments. These challenges underscore the urgent need for a strategic information system planning approach, such as the Ward & Peppard method, to align the organization's business needs with robust technological support, ensuring sustained growth, enhanced transparency, and greater accountability [4].

To address these limitations, strategic IS/IT planning becomes essential. The Ward and Peppard method is a widely recognized framework that systematically aligns IT capabilities with organizational goals through multi-dimensional analysis, including business process evaluation, environmental scanning, and IT portfolio management [5]. Unlike traditional approaches, this methodology leverages tools such as SWOT, PESTLE, Value Chain Analysis, Porter's Five Forces, and the McFarlan Grid to evaluate both internal and external factors comprehensively [6]. One of its key advantages lies in bridging the gap between IT investments and business strategy, enabling organizations to prioritize technological initiatives that deliver tangible value [7]. Moreover, it supports the formulation of a scalable IT roadmap and governance model, helping institutions transition from reactive IT usage to proactive capability development, which is crucial for nonprofit entities that operate with constrained resources [8]. The flexibility of the Ward and Peppard method has made it applicable across diverse sectors including education, public services, and nonprofit organizations. Its ability to adapt to context-specific challenges allows institutions like XYZ Foundation to build a strategic foundation for digital transformation.

The objective of this paper is to analyze the existing IS/IT landscape of XYZ Foundation and to propose a strategic roadmap for its digital transformation. This involves detailing the current operational context, identifying key challenges, conducting a multi-faceted environmental analysis using established frameworks, and subsequently formulating actionable recommendations and a phased implementation plan to guide the organization towards optimal and sustainable technology utilization.

2. RESEARCH METHODOLOGY

The selection of an appropriate methodology is crucial for the successful formulation of strategic IS/IT planning, as it helps minimize risks and ensures alignment with established processes and objectives. For this strategic planning initiative at XYZ Foundation, the Ward & Peppard method was chosen due to its systematic approach in bridging business requirements with necessary technological solutions. This methodology was developed in recognition of past IS/IT investments often failing to adequately support organizational objectives or capitalize on emerging business opportunities, especially when compared to competitors who effectively leveraged IS/IT for competitive advantage.

The Ward & Peppard method commences with a comprehensive assessment of an organization's current business position, encompassing both internal and external facets, to develop IS/IT plans and strategies that are intrinsically aligned with the overarching business strategy. This approach includes a detailed analysis of both the business environment and the IS/IT environment, making it highly suitable for non-profit organizations like XYZ Foundation with their diverse activities and specific needs [9]. The key phases of the Ward & Peppard method are broadly divided into two main stages: Input and Output.

2.1 Input Stage

In the input stage, several analytical assessments are performed to evaluate the organization's current business and IT posture. The internal business environment is examined to assess organizational strategy, processes, resources, and objectives, thereby identifying core values and operational capabilities [10]. The external business environment considers broader economic, regulatory, and industry-specific dynamics that could impact strategic direction [7]. The internal IS/IT environment analysis evaluates the current state of IT infrastructure, application portfolios, human resource readiness, and how well existing technologies support the organization's business needs [8]. Meanwhile, the external IS/IT environment analysis investigates emerging technology trends, customer expectations, industry standards, and competitors' technological maturity to identify opportunities and threats [6].

To conduct these analyses, various analytical tools recommended within the Ward and Peppard methodology were applied. Value Chain Analysis was used to map primary and support activities that add value to the organization, helping identify where IT can enhance efficiency and transparency [5]. SWOT analysis was utilized to classify internal strengths (e.g., an agile IT team, ERP systems), weaknesses (e.g., limited human resources), opportunities (e.g., digital ecosystem growth), and threats (e.g., cybersecurity risks), which are instrumental in defining strategic response options [11]. Porter's Five Forces model provided insights into industry competition, power dynamics with suppliers and donors, and the risk posed by substitutes, helping gauge the organization's competitive standing [5]. The PESTLE framework analyzed macro-environmental factors—such as regulatory support, economic stability, social trends, fintech developments, legal compliance, and environmental pressures—that could influence future IT planning [12]. Additionally, the McFarlan Strategic Grid was employed to classify existing applications by strategic relevance and guide prioritization of digital transformation projects [13].

2.2 Output Stage

In the output stage, the methodology delivers three core strategies: the IS Business Strategy, which defines the application portfolio and architectural blueprint to align IT systems with service functions; the IT Strategy, which focuses on optimizing IT human resources and leveraging available technologies; and the IS/IT Management Strategy, which outlines governance, policy frameworks, and procedures for IT implementation [5]. Following these outputs, a Gap Analysis is conducted to compare the current IS/IT environment with the ideal future state, informing actionable recommendations [10]. Finally, future application portfolios are mapped using the McFarlan Grid, and an implementation roadmap is structured from 2025 to 2029, segmented into four progressive stages: preparation, planning, development, and implementation.

3. RESULTS AND DISCUSSION

This section presents the results of the strategic analysis conducted using the Ward and Peppard methodology, encompassing both internal and external assessments of business and IS/IT environments. The findings serve as the foundation for identifying current system gaps and formulating a strategic IS/IT roadmap tailored XYZ Foundation.

3.1 Internal Business Environment

The internal analysis began with Value Chain Analysis on Figure 1, which identified the organization’s primary activities—such as inbound logistics (customized crowdfunding via ZakatKita), operations (Umrah and Hajj management), outbound logistics (structured donation reporting), marketing (social media outreach), and service (post-donation support and financial transparency). Support activities included firm infrastructure (integrated ERP and management systems), HR management (digital attendance and payroll), technology development (currently underutilized), and procurement (efficient goods acquisition and partnerships). This mapping clarified the value-added processes and revealed areas for technological strengthening, particularly in service integration and innovation.

A subsequent SWOT analysis (Figure 2) highlighted internal strengths, including an adaptive IT team, existing ERP infrastructure (Simaster), and a secure IT environment. Weaknesses were mainly concentrated in human resource limitations, dependency on key personnel, absence of a long-term IT master plan, and system silos. Opportunities identified included increased digital literacy among donors, the potential to expand digital ZIS services, and partnerships with fintech or digital service providers. External threats such as cybersecurity risks, outdated systems, and fast-paced technological shifts further underscored the need for agility. From this, four strategic options were defined: integration of digital services, capacity-building for IT personnel, implementation of IT security standards, and formulation of a long-term IT roadmap.

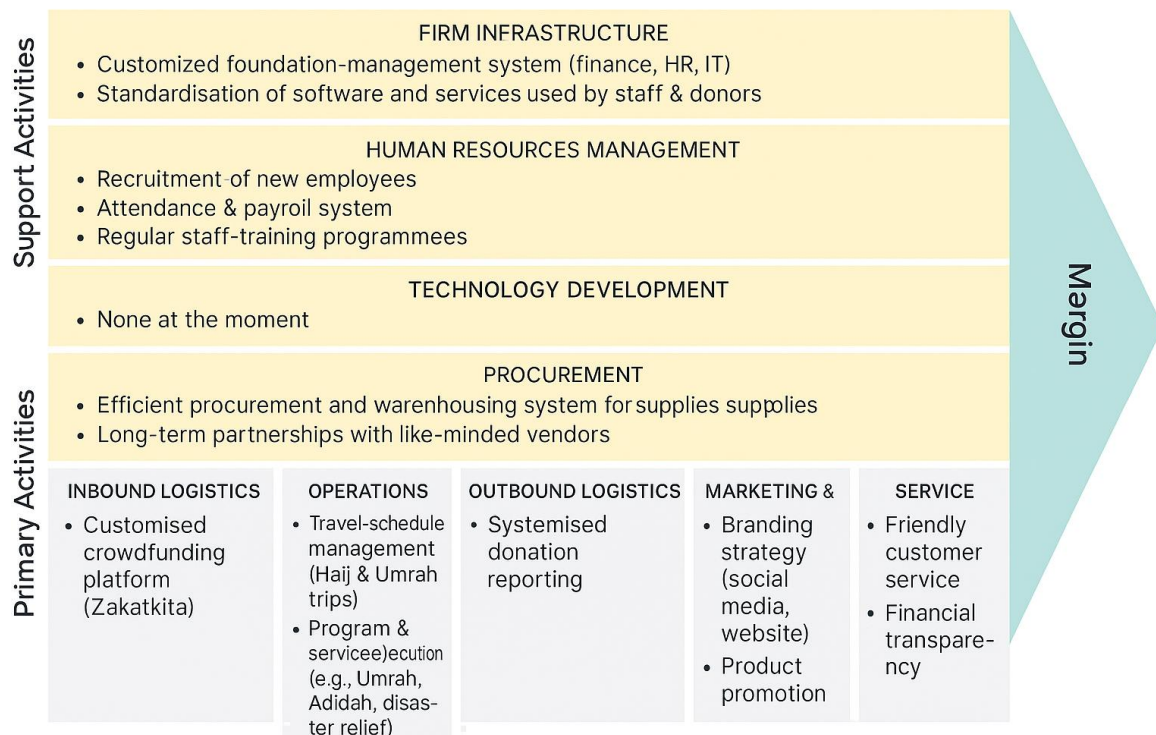


Figure 1. Value Chain Analysis

INTERNAL EXTERNAL	STRENGTH (S)	WEAKNESSES (W)
	<ul style="list-style-type: none"> Financial Independence Adaptive and agile internal IT team Nationally integrated ERP system Secured IT infrastructure 	<ul style="list-style-type: none"> Limited number and competence of IT personnel Dependence on key IT staff No long-term technology master plan environment
OPPORTUNITIES (O)	S-O Strategies	W-O Strategies
<ul style="list-style-type: none"> Diversification of digital business units Digitization of ZIS ecosystem and social services Training and certification for IT personnel 	<ul style="list-style-type: none"> Integrate digitized services to provide a more loyal and personalized user experience 	<ul style="list-style-type: none"> Enhance IT personnel quality through ongoing certification program and recruit qualified IT staff
THREATS (T)	S-T Strategies	W-T Strategies
<ul style="list-style-type: none"> Cyberattacks and phishing Lack of national/international standards e.g., ISO Rapid technology obsolescence 	<ul style="list-style-type: none"> Implement periodic standardization and maintenance of I8/IT security 	<ul style="list-style-type: none"> The absence of a long-term technology master plan may lead to falling behind current technology trends

Figure 2. SWOT Analysis

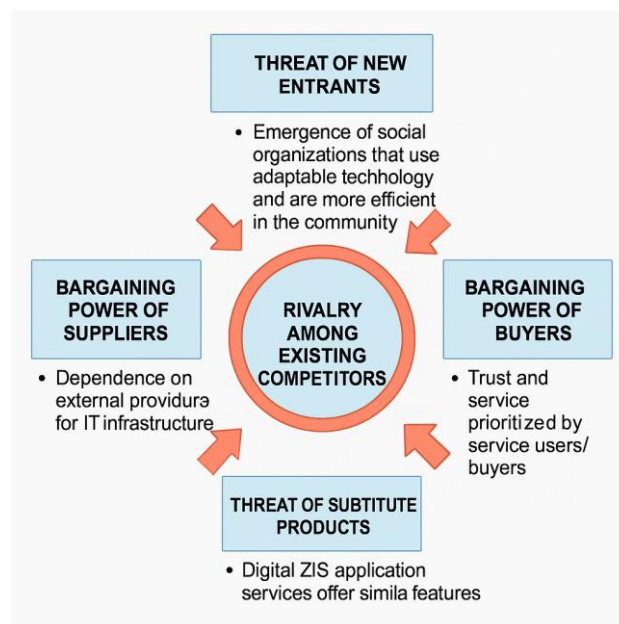


Figure 3. Five Force Analysis

3.2 External Business Environment

To evaluate external business pressures, Porter's Five Forces framework was applied (Figure 3). The organization operates in a highly competitive environment, with multiple zakat institutions leveraging similar digital platforms. Threats from new tech-savvy entrants are rising, while the bargaining power of donors (buyers) increases expectations for transparency and reliability. Dependence on third-party IT vendors also elevates supplier power, while digital donation apps present a threat of substitution. These dynamics stress the importance of differentiation through technological innovation and donor-centric design.

The PESTLE analysis on Table 1 provided macro-environmental insights. Politically, the organization benefits from favorable regulations under the Ministry of Religious Affairs. Economically, donation inflows are vulnerable to inflation and income instability. Socially, the public—especially youth—are increasingly open to digital giving platforms. Technologically, innovations such as payment gateways, QRIS, and mobile banking create opportunities for automation, while also driving competition. Legal factors emphasize compliance with Zakat Law and financial transparency, while environmental factors present opportunities for eco-friendly donation programs. This broader perspective reinforced the necessity for a scalable, secure, and adaptive IS/IT framework.

Table 1. PESTLE Analysis

Factor	Key Issues	Strategic Implications
Political	- Zakat regulations from BAZNAS and the Ministry of Religious Affairs support the legitimacy of official zakat institutions. - Indonesia’s political climate is stable for nonprofit operations. - Presidential Regulation on Electronic-Based Government Systems (SPBE) promotes digitalization of public and social services.	Align IT initiatives with national e-government policies and leverage supportive regulations for system modernization.
Economic	- Donation volume is directly affected by public economic conditions (e.g., inflation, recession). - Rising operational costs may reduce funding for programs. - Opportunities exist for donation diversification through CSR and fintech partnerships.	Diversify revenue streams via recurring donations, payroll-based giving, and digital CSR collaborations.
Social	- Public awareness of zakat, infaq, and waqf is increasing. - Younger generations are highly digital-literate and open to social media platforms. - There is growing demand for transparent, engaging, and mobile-based services.	Build mobile-first, interactive, and gamified platforms to increase donor engagement and long-term trust.
Technological	- Innovations in fintech (QRIS, e-wallets, payment gateways) simplify and expand access to donation channels. - Rising competition from digital-first donation startups. - Emerging technologies like AI and blockchain enable transparency and donor personalization.	Integrate real-time donation dashboards, AI-based donor analytics, and blockchain for enhanced transparency.
Legal	- Must comply with Zakat Law and BAZNAS oversight. - Financial reporting is required periodically to regulatory bodies. - The Personal Data Protection (PDP) Law mandates strict user data security.	Apply international security standards (e.g., ISO 27001), implement privacy policies, and ensure audit traceability.
Environmental	- Environmental sustainability and “green zakat” are becoming more relevant. - Donors and the public are increasingly supportive of eco-friendly and socially conscious programs.	Develop eco-conscious programs (e.g., green wakaf), reduce paper use through digital systems, and adopt green IT practices.

Table 2. Mc Farlan Grid Analysis

	High Strategic Impact	Low Strategic Impact
High Operational Importance	Strategic Applications <ul style="list-style-type: none"> • Simaster NH • Public Website 	Key Operational Applications <ul style="list-style-type: none"> • ZakatKita • NH Umrah • Aqiqah NH • Employee Project System
Low Operational Importance	High Potential Applications <ul style="list-style-type: none"> • Real-time Tracking System • Quality Control System 	Support Applications <ul style="list-style-type: none"> • HRIS • Procurement System

3.3 Internal IS/IT Environment

The internal IS/IT environment analysis focuses on the existing IT resources, infrastructure, and governance frameworks used to support both operational execution and business decision-making. This analysis was conducted through interviews with the IT Director of XYZ Foundation and document reviews, covering hardware, software, human resources, IT governance, and system alignment.

3.3.1 Hardware Infrastructure

XYZ Foundation possesses a foundational IT infrastructure that includes two servers—one main and one backup—deployed for internal and external applications. These are hosted in a secure, climate-controlled room with physical security measures and a genset for backup power. A Mikrotik network ensures connectivity between buildings. However, the hardware inventory lacks detail on core components such as network switches, routers, firewalls, and backup UPS systems, suggesting a need for more comprehensive asset tracking. There is no evidence of redundancy planning or scalability considerations, which poses a risk for service continuity during peak loads or failure incidents.

3.3.2 Software Landscape

The internal ERP platform, Simaster, is used to manage division-level operations, quality control, procurement, employee projects, and administrative processes. Public-facing services, such as ZakatKita, Aqiqah NH, Pesantren Khairunnas, and NHUmroh, rely on independent applications developed either in-house or by third parties. These systems operate without a unified middleware or data integration layer, creating silos and duplication of effort. Application development follows a reactive, "by-case" model, meaning upgrades and system automation occur only when prompted by immediate operational need. This model lacks a roadmap for long-term modular development or API standardization.

3.3.3 Human Resources (IT Team Structure and Competencies)

The IT division consists of only four personnel who manage national-level IT needs. The team includes a Director of IT, one server administrator (the only team member with formal security training), one spreadsheet manager, and one application developer. Most staff have no formal IT certifications and rely heavily on self-taught or academic knowledge. This structure is inadequate for ensuring secure system development, risk mitigation, and innovation at scale. The lack of role redundancy and career development plans increases the risk of burnout, project delays, and strategic stagnation.

3.3.4 IT Governance and Security

Currently, the organization does not implement a formal IT governance framework such as COBIT, ITIL, or TOGAF. Policies around system access, change management, and audit controls are informal. This absence limits accountability, weakens IT performance monitoring, and increases exposure to data security incidents. Furthermore, the foundation lacks a formal data protection policy despite the upcoming enforcement of Indonesia's Personal Data Protection (PDP) Law, making it vulnerable to future compliance violations.

3.3.5 Application Portfolio (McFarlan Grid)

Table 2 reveals that while essential tools exist, their siloed nature and limited interoperability hinder operational efficiency and strategic agility. Without centralized governance and a long-term IS/IT roadmap, the organization remains locked in a reactive mode, limiting innovation, scalability, and the ability to deliver integrated donor experiences.

3.4 External IS/IT Environment

The external IS/IT environment analysis captures the trends, opportunities, and risks influencing how XYZ Foundation interacts with donors, partners, regulators, and technology providers. This analysis is essential to contextualize the foundation's strategic IT choices within the broader ZIS (zakat, infaq, shadaqah) technology ecosystem.

3.4.1 Emerging Technology Trends

Digital transformation is accelerating across the philanthropic sector. Leading platforms such as Kitabisa.com and Dompot Dhuafa have adopted fintech solutions like Midtrans and Xendit to automate donation processes via API integration, enabling real-time transaction notifications and automated reconciliation. In contrast, XYZ Foundation still relies on multi-bank manual payment processing and spreadsheet-based finance reporting, which introduces inefficiencies and potential donor distrust.

3.4.2 Big Data and Artificial Intelligence (AI)

AI and data analytics are being utilized in modern ZIS platforms to automate fund allocation, track beneficiary performance, and personalize donor engagement. Initiatives like Zavira, BAZNAS's 24/7 virtual zakat assistant, illustrate how AI-powered chatbots are transforming donor interaction. According to Zahiruddin [14], AI-based systems are expected to significantly increase operational efficiency and trust by 2025 in both Indonesia and Malaysia's ZIS sectors. Failure to adapt to this trend may leave the foundation less competitive and unable to meet evolving donor expectations.

3.4.3 Regulatory Pressure

XYZ Foundation must comply with the Zakat Law, as overseen by BAZNAS and the Ministry of Religious Affairs, and will soon be subject to Indonesia's PDP Law. These regulations mandate secure data storage, audit readiness, and transparency. The absence of formal data protection measures and IT audit trails presents a risk of non-compliance, potentially resulting in penalties or loss of public credibility.

3.4.4 Vendor Dependency and Service Risk

The foundation depends on third-party vendors for cloud hosting, application development, and payment processing. However, no documented service-level agreements (SLAs) or vendor performance standards were found during analysis. This introduces vulnerabilities related to data availability, service continuity, and vendor lock-in—issues that can significantly disrupt operations if left unaddressed.

3.4.5 Competitor Benchmarking

Competitors in the digital zakat sector are increasingly mobile-first, donor-centric, and innovation-driven. These organizations offer advanced user interfaces, gamified donor journeys, and transparent dashboards—all of which raise donor expectations across the industry. Without similar features, XYZ Foundation may experience donor attrition and struggle to attract the younger, digital-native demographic.

In conclusion, the external IS/IT environment underscores the urgency for XYZ Foundation to shift from manual, reactive systems toward an integrated, future-ready digital strategy. Embracing innovations such as fintech APIs, AI, and robust data governance will not only enhance efficiency but also reinforce donor trust, ensure regulatory compliance, and solidify the foundation’s position in an increasingly competitive philanthropic ecosystem.

3.5 Gap Analysis and Strategic Formulation

The gap analysis compared the current fragmented and manual systems to an envisioned integrated, intelligent infrastructure. Key gaps included lack of single sign-on across services, manual donor data management, absence of real-time dashboards, and weak IT governance. To address this, the strategy recommends developing a unified portal (*NH One-Portal*), integrating fintech APIs for automated payments, implementing blockchain-based dashboards for donation transparency, expanding to hybrid cloud infrastructure, and strengthening cybersecurity via multi-factor authentication and standardized policies.

Table 3. Gap Analysis

Category	Current Condition	Ideal Condition	Gap Identified	Proposed Solution
Application Integration	Public apps (ZakatKita, NH Umroh, Aqiqah) operate separately.	Integrated portal with Single Sign-On (SSO).	Fragmented user data, inconsistent UX.	Develop One-Portal with unified UI and SSO.
Payment System	Manual bank transfers; reconciliation via spreadsheets.	Automated fintech/API-based payments (e.g., QRIS, Midtrans).	Delays, manual errors, no real-time feedback.	Build API-integrated ZIS platform using Midtrans/Xendit.
Donation Transparency	Reporting is periodic; no real-time audit trail.	Blockchain-based dashboard visible to public.	Transparency gaps, donor trust reduced.	Develop immutable, live fund-flow dashboard.
Infrastructure	On-prem servers with limited backup or scalability.	Hybrid-cloud with automated backup & scalability.	High downtime risk, resource limits.	Phase migration to cloud IaaS.
IT Human Resources	Only 4 IT staff; limited certifications; high dependency on key individuals.	Certified IT team with external/vendor support.	Skill bottlenecks, burnout.	Recruit certified staff (e.g., AWS, CISSP), outsource DevOps temporarily.
Governance & Planning	Projects developed “by-case”; no long-term IT roadmap.	Strategic 3–5 year IT Master Plan aligned with business strategy.	Overlapping systems, reactive investment.	Develop IT Master Plan; implement COBIT/TOGAF; create IT audit function.
Innovation Capability	Service features similar to competitors, lacking novelty.	Differentiated, AI-enhanced digital experiences.	Competitive disadvantage.	Add AI-based donation recommendations, personalized dashboards, chatbots.
Security & Compliance	No formal cybersecurity policy; only one staff handles security.	Standardized security protocols, MFA, and PDP compliance.	High cyberattack risk, legal non-compliance.	MFA-enabled IAM, audit logging, data protection SOPs, regular penetration testing.
Vendor Management	Relies on third-party providers with no SLAs or formal contracts.	SLA-backed vendor relationships with contingency plans.	Risk of downtime, lock-in, weak oversight.	Define SLAs, establish vendor performance metrics and fallback arrangements.
User Experience (UX)	No centralized donor dashboard or service tracking.	Real-time, personalized donor portal with updates and service transparency.	Low engagement, lack of clarity for donors.	Build real-time user portal with dashboards and service feedback features.

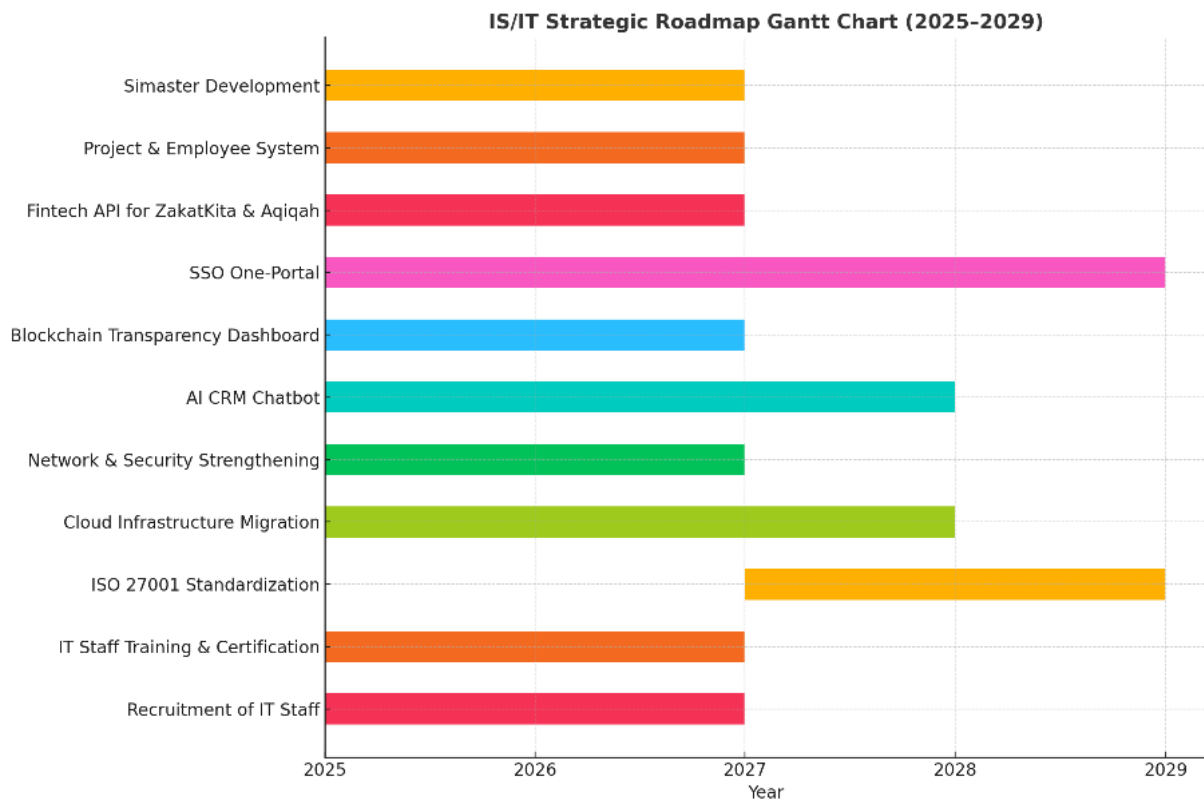


Figure 4. Implementation Roadmap

The proposed IT/IS roadmap (Figure 4) spans five years (2025–2029), structured into preparation, planning, development, and implementation phases. This includes ERP enhancement, CRM integration, infrastructure upgrades, and human resource development through certifications and vendor partnerships.

3.6 Discussion

The strategic planning analysis conducted using the Ward and Peppard framework has yielded critical insights into the state of IS/IT at XYZ Foundation, revealing significant gaps between the current capabilities and the organization’s long-term vision for digital transformation. These findings emphasize that while the organization has made meaningful progress through digital adoption—particularly with the implementation of internal systems like Simaster and service platforms such as ZakatKita—its digital infrastructure remains fragmented and lacks strategic cohesion.

One of the most prominent issues is the disconnected nature of its applications, which leads to duplicated data, inefficient reporting, and limited ability to analyze donor behavior holistically. As revealed in the value chain and McFarlan Grid assessments, most of the organization’s digital tools operate in isolation, diminishing the effectiveness of its ERP and donor platforms. This fragmentation is not only a technical issue but also a strategic one, as it hinders the organization’s ability to personalize services, automate operations, and scale efficiently. The development of a unified platform—NH One-Portal—with Single Sign-On (SSO) integration is a necessary step to centralize services and provide a seamless user experience, both internally and externally. Furthermore, the SWOT and GAP analyses underscore the importance of organizational agility, particularly in human resources and governance. Although the IT team is dedicated and capable, the lack of formal certifications, limited personnel, and absence of a structured IT governance model represent major constraints. These internal weaknesses, coupled with growing technological complexity, necessitate strategic investments in both capacity building and outsourcing. For example, short-term reliance on DevOps vendors and long-term development of an in-house, certified IT team could provide sustainable scalability.

The external business environment also presents both challenges and opportunities. Competitive pressures, as highlighted in Porter’s Five Forces, suggest that donor expectations for digital convenience and transparency are escalating. Donors now compare nonprofit experiences to those offered by commercial fintech platforms, expecting real-time feedback, personalized communication, and financial accountability. This necessitates not only technical upgrades but a shift in mindset—from passive technology usage to data-driven donor engagement. In addition, the PESTLE analysis reveals that regulatory support and social trends align favorably with the organization’s mission. However, the economic vulnerability of donation-based institutions calls for improved resilience through digital efficiency. Opportunities exist in fintech integrations, blockchain transparency tools, and AI-based CRM. These technologies are not simply “nice to have”; they are becoming essential in maintaining donor trust and scaling impact in an increasingly competitive ecosystem. For

instance, the implementation of AI chatbots, as successfully explored in other nonprofit sectors, can reduce dependency on human support while offering 24/7 service availability. For instance, the implementation of AI chatbots, as successfully explored in other nonprofit sectors, can reduce dependency on human support while offering 24/7 service availability [15].

The findings also reflect the growing urgency to establish strategic governance frameworks. The current reactive approach to IT projects—developing systems on an as-needed basis without a long-term roadmap—has led to redundancies and technical debt. A proactive governance structure, using frameworks such as COBIT or TOGAF, would allow the organization to assess IT value, manage risk, and ensure alignment with business goals. Moreover, the proposed adoption of international standards (e.g., ISO 27001) will be critical for long-term sustainability, especially if the organization seeks to grow donor bases or partner with institutions that require demonstrable IT compliance [16]. Lastly, the proposed five-year roadmap provides a phased, realistic plan for digital maturity. Prioritizing integration, automation, transparency, and capacity development ensures that technological investments are not just operational upgrades, but strategic enablers of mission success.

In sum, the discussion demonstrates that XYZ Foundation stands at a pivotal crossroads. The insights derived from the Ward and Peppard analysis illustrate a path forward—one that blends technology, governance, and people. The proposed strategies are not simply technical fixes but transformative steps that align digital systems with the organization's mission of social impact and donor accountability.

4. CONCLUSION

This study has demonstrated the importance of a structured and strategic approach to IS/IT planning for nonprofit institutions, specifically within the context of XYZ Foundation. Through the application of the Ward and Peppard methodology, the research has comprehensively assessed the organization's internal and external business and IT environments, uncovering substantial gaps between the existing systems and the organization's long-term strategic vision. Despite several digital tools already in place—including the ERP (Simaster) and various service-specific platforms (ZakatKita, NH Umroh)—the absence of system integration, unified governance, and a long-term roadmap has resulted in inefficiencies, operational silos, and limited decision-making capabilities. The internal analysis revealed challenges in IT human resource capacity, security, and system interoperability, while the external landscape highlighted both increasing competition and the need to adapt to rapidly evolving technologies such as fintech integrations, AI, and blockchain. To address these issues, the study proposed a set of strategic initiatives grounded in the framework's output stage. These include the development of an integrated NH One-Portal platform, adoption of automated donation systems using fintech APIs, implementation of blockchain-based dashboards for transparency, and the gradual migration toward hybrid cloud infrastructure. The need for IT governance reform—through frameworks like COBIT or TOGAF—and capacity development through certification and outsourcing was also emphasized. The five-year roadmap (2025–2029) presents a phased plan to guide the organization through preparation, planning, development, and full implementation of IS/IT initiatives. If executed effectively, these recommendations will enable XYZ Foundation to achieve operational efficiency, enhanced donor trust, and a robust digital foundation capable of supporting long-term impact and sustainability. More importantly, it ensures that information technology is not merely a support function but a strategic driver for fulfilling the organization's mission in a competitive, digitally connected world.

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