

Index

- Account:
 management, 122–129, 132, 237
 manager(s), 120–132, 135–136, 181, 183, 248, 250
- ACSI. *See* American Customer Satisfaction Index
- Aligning IT with the business, 13, 77, 246
- American Customer Satisfaction Index, 234–236, 239, 241
- Annual plan. *See* IT annual plan
- Balanced scorecard, 195–199
- Bejerot, Nils, 127
- Benchmarks, 152–153
- Big Mac index, 194
- Board of directors, 35–36, 41–44
- Boehm, Barry, 105
- Break even analysis, 87, 89
- BSC. *See* Balanced scorecard
- Business case, 29, 32, 34–35, 40, 83–91, 96, 98, 103
- Capability Maturity Model Integration, 12, 147
- Cascading measures, 198–200
- Centralization versus decentralization, 32, 118, 125, 131, 135–136
- Chance of failure, 96
- CIO Magazine*, 246–247
- Clemons, Eric K., 87–88
- Client(s). *See* Customers, clients, and consumers
- CMMI. *See* Capability Maturity Model Integration
- COBIT. *See* Control Objects for Information and Related Technology
- Competency(ies), 219, 221–223, 228
 core. *See* Core competency
 individual. *See* Individual competency
 organizational. *See* Organizational competency
- Competitive Strategy*, 52
- Competitive:
 advantage, 225, 228–229, 231
 intelligence, 142–143, 145, 152
 pressures, 180
- Competitor interviews, 142
- Component, 161–162, 228
- Conglomerate(s), 171–172, 220
- Consumer(s). *See* Customers, clients, and consumers
- Contingencies, 89, 107
- Control Objects for Information and Related Technology, 12
- Core:
 competency(ies), 171–172, 220–225, 236, 251
 product(s), 223–224, 228
 service(s), 223, 228–231
 service offerings, 228–229
- Cost:
 benefit analysis, 87, 97
 driver(s), 69–71, 135
 management, 13, 135, 246
- Council(s) (of the IT steering committee), 28–35, 40, 42–43, 45–47, 83–84, 90–91, 98–100, 129, 248, 250–251

- Covariance, 104
- Current:
- business environment (of the IT multiyear plan), 56–69
 - environment (of the IT multiyear plan), 57–60
 - technology environment (of the IT multiyear plan), 56–60, 66
- Customer:
- courtesy, 239–243
 - experience, 210–211, 248. *See also* End-user experience
 - loyalty, 236, 238–239, 241
 - management, 13, 117–137, 225, 248–249, 251
 - satisfaction, 127, 179, 180, 235–236, 238–241, 250
 - segment(ation), 163–170, 179, 182–183, 185
 - service, 132, 135, 233–244
 - support, 239–242
- Customers, clients, and consumers, 14–17, 21, 118, 242, 247–251
- Datz, Todd, 109
- Demand:
- driven, 160, 179, 250
 - side, 175, 181–182
- Dimension, 93, 95, 97, 104
- Disenfranchisement, 118
- Disintermediation, 61, 176, 228
- Domain, 168, 206
- Effectiveness, 9, 26–27, 39, 108, 141, 249
- Efficiency, 9, 26–27, 39, 108, 141, 249
- Einstein, Arthur, 236, 241
- End-user experience, 190, 192–193, 204–205, 208. *See also* Customer experience
- Executive Committee (of the IT steering committee), 27–30, 32–35, 40–43, 45–47, 83–85, 89–91, 95, 99–100
- Expected yield, 89, 95–97
- EY. *See* Expected yield
- Firefighters, 18–20
- Freshman mixer syndrome, 144
- Front office, 181–183, 250–251
- Functional factory, 181–184, 250
- Functional service, 237, 241
- Future:
- business assumptions, 62–64, 70
 - business assumptions list, 62–66
 - business environment (of the IT multiyear plan), 56, 60–64, 66
 - environment (of the IT multiyear plan), 50–66
 - technology environment (of the IT multiyear plan), 56, 64–66
- Gagnon, Christopher E., 237
- Gaps and required initiatives (of the IT multiyear plan), 66–68
- Goals (of the IT strategy), 53–57, 59, 76–77, 101, 172
- Going native, 127
- Gracefully reactive, 18–20
- Gronroos, Christian, 237, 240, 241
- Hamel, Gary, 220, 225–230
- Hawthorne effect, 118–119
- IDM. *See* Investment distribution matrix
- Indexing, 206–207, 209–210
- Individual competency, 221
- Information Technology Infrastructure Library, 12, 147
- Infrastructure council, 40
- Intelligent needs analysis, 169–170
- Internal rate of return, 97
- Interview guide, 148, 150
- Investment:
- distribution matrix, 91–95, 97–99, 104–105
 - plan. *See* IT investment plan
- IRR. *See* Internal rate of return
- ISO 9000, 234
- IT:
- annual plan, 26, 34–35, 53, 68–74, 76
 - governance, 13, 17, 23–49, 118, 225, 246, 248–251
 - investment plan, 35, 69, 71–74
 - operating plan, 33–35, 69–74
 - multiyear plan, 26, 33–34, 53, 56–68, 76
 - scorecard, 197–211
 - steering committee. *See* IT Steering Committee
 - strategy, 13, 17, 26, 28, 33–36, 47, 51–79, 118, 128, 180, 198, 225, 246, 248–251
 - value matrix, 17–18
- IT Governance*, 38
- IT Governance Institute, 14, 24
- ITIL. *See* Information Technology Infrastructure Library

- ITSC. *See* IT steering committee
- IT Steering Committee, 26–40, 44–47, 68, 83–84, 89–90, 93, 99–100, 103, 119, 128–129, 166, 248, 250–251
- council(s). *See* Council
- communication, 38–39
- deliverables, 34–35
- Executive Committee. *See* Executive Committee
- executive director, 40–41
- members, 29–31
- objectives, 26–27
- processes, 33–34
- reporting structure, 35–38
- roles and responsibilities, 31–33
- Special Interest Group(s). *See* Special Interest Group
- structure, 27–29
- Jones, C., 105
- Kaplan, Robert S., 195–197, 208
- Key performance indicator(s), 201–204, 208–211
- Klein, Mark, 236, 241
- KPI. *See* Key performance indicator
- Lagging indicator(s), 195
- Law of information utility, 198, 210–211
- Leading indicator(s), 195
- Market:
- intelligence, 17, 139–157, 170, 211, 225, 248, 251
 - segmentation. *See* Customer segmentation
- Market-driven management, 16–17, 20–22, 47, 219, 225, 241–242, 246–251
- Markowitz, Harry, 103–105
- Mass market, 161, 163, 165
- Mayo, Elton, 118–119
- McKenna, Patrick, 104
- MDM. *See* Market-driven management
- Meta Group, 97
- Metric, 202, 211
- Minimal utility threshold, 19
- Mission statement (of the IT strategy), 53–57, 59, 74, 76–77, 101, 172, 225, 230
- Modern portfolio theory, 103–105
- MPT. *See* Modern portfolio theory
- Multiple presentation formats, 200–201, 209
- Multiyear IT plan. *See* IT multiyear plan
- Multiyear plan. *See* IT multiyear plan
- MUT. *See* Minimal utility threshold
- Needs analysis, 169
- Net present value, 89, 96–97
- Norton, David P., 195–197, 208
- NPV. *See* Net present value
- Objectives (of the IT strategy), 53–57, 59, 76–77, 101
- Offering, 161
- product(s). *See* Product
 - service(s). *See* Service offering
- Offshoring, 66, 229–230
- Operating plan. *See* IT annual plan
- Organizational competency(ies), 217–232
- Outsourcing, 19, 21, 24, 44, 60, 218, 223–224, 229–231, 238, 251
- Parr, F. N., 105
- Performance:
- management, 107, 189–214, 225, 248, 250–251
 - measure(s), 201–204, 208–211
 - monitoring, 34
- Personal service, 124, 162, 237, 241
- Peters, R. J., 105
- PM. *See* Performance measure
- Porter, Michael, 52, 173, 225–228, 230
- Portfolio:
- management, 13–14, 81–114, 118, 243, 248, 250
 - premium, 105, 108
 - theory. *See* Modern portfolio theory
- PPP. *See* Purchasing power parity
- Prahalad, C. K., 220, 225–230
- Primary data, 195
- Proactive partners, 19–20, 75
- Product, 161–162, 173, 175, 177, 240, 251
- component, 162
 - offering, 161, 181, 240–242
- Professional service(s), 239–240
- Project:
- management office, 100
 - plan. *See* IT investment plan
 - prioritization, 91–99
 - selection, 90, 99–100, 109
- Purchasing power parity, 194
- Putnam, Lawrence, 105
- Quinn, James Brian, 237

- Return on:
 assets, 97
 capital, 89, 95, 97
 equity, 89
 investment, 89, 95, 97
- Risk(s), 86–89, 95–97, 100–109
 confront/avoid/tough-out (CAT), 88–89
 financial, 86–87
 functionality, 86–88
 management, 34
 project, 86–88
 systemic, 86–88
 technical, 86–88
- Risk-adjusted valuations, 95–97
- RITLAB. *See* Running IT like a business
- Road show, 133–134
- ROC. *See* Return on capital
- ROE. *See* Return on equity
- ROI. *See* Return on Investment
- Ross, Jeanne W., 38
- Running IT like a business, 11–14, 219, 225, 246–251
- Safe hands, 10, 25–27, 39, 44, 47, 108, 212, 249
- Sarbanes-Oxley, 98
- Schinderman, Arthur M., 201
- Scope creep, 106
- Segmentation. *See* Customer segmentation
- Service, 161–162, 171–173, 175–177, 179–180, 234, 236, 250–251
 offering. *See* Service offering
 organization, 176, 180, 225
 mentality, 238, 242
- Service offering, 128–129, 161, 179–183, 185, 198, 204–205, 211, 228, 234, 236, 240–242
 component, 161, 234, 236, 241
 management, 17, 159–187, 248, 251
 manager, 182–184
- Service science, management and engineering, 237–238
- Shadow spend, 31, 130, 131
- SIG(s). *See* Special Interest Group
- Sink, D. S., 196
- Six Sigma, 234
- Sliced bread problem, 191–192
- Software Engineering Institute, 12
- SOM. *See* Service-offering management
- Special Interest Group(s) (of the IT steering committee), 29, 31–32, 35, 40, 42, 46–47, 83–84, 90, 100, 248, 250–251
- SSME. *See* Service science, management and engineering
- Standish Group International, Inc., 7, 101–102
- Stockholm syndrome, 127
- Strengths, weaknesses, opportunities and threats analysis. *See* SWOT analysis
- Supply:
 driven, 160, 178–179, 250
 side, 175, 181–182
- Surrogate data, 195
- SWOT analysis, 149
- Target market, 161, 163, 166
- Technical service, 237, 241
- Technology conversion factor, 69–71
- Technology/service boundary, 19
- The Economist*, 194
- Thor, C. G., 196
- Time compression, 106
- Total Quality Management, 234
- TQA. *See* Total Quality Management
- Transparency, 9–10, 25–27, 39, 47, 82, 108–109, 209, 212, 249, 251
- TSB. *See* Technology/service boundary
- Tuttle, T. C., 196
- Value:
 added, 173–176, 179–180, 185, 236
 chain(s), 172–176, 178
 creation, 178–179
 proposition, 145
- Verhoef, Chris, 105
- Vision Statement (of the IT strategy), 53–57, 59, 74, 76–77
- Weill, Peter, 38
- Welch, Jack, 196, 202