

Contents

Preface	xi
What's New in This Edition 5.0?	xi
Key Features of This Book	xii
Teaching IT Strategy	xii
Teaching Mini Cases	xiii
The Structure of This Book	xiii
Supplementary Materials/Instructor Resources	xvi
IT Focus Groups	xvii
About the Authors	xviii
Acknowledgments	xix
SECTION I: DELIVERING VALUE WITH IT	1
<hr/>	
Chapter 1 From Technology to Value	1
What Is IT Value?	2
Challenges in Delivering Technology Value	5
Telling the IT Value Story	7
Best Practices in Enhancing Technology Value	9
Conclusion	14
Chapter Review Questions	15
Chapter Discussion Questions	15
References	15
Chapter 2 Developing IT Strategy for Business Value	18
A Model of Strategy Co-Evolution	18
Common Pitfalls with IT Strategy Development	21
IT Strategy Implementation	22
Four Critical Success Factors for Strategy Development	26
Improving IT Strategy Development and Implementation	27
Challenges for CIOs	29
Conclusion	30
Chapter Review Questions	31
Chapter Discussion Questions	31
References	32
Chapter 3 Advancing a Data Strategy	33
Why Do We Need a Data Strategy?	33
What Is a Data Strategy?	36

Where Does Data Strategy Fit?	38
The Data Journey	40
Advice to Managers	41
Conclusion	42
Chapter Review Questions	42
Chapter Discussion Questions	43
References	43

Chapter 4 | Creating and Evolving a Digital Strategy 45

What Is a Digital Strategy?	46
What Is the Value of a Digital Strategy?	48
Developing and Implementing a Digital Strategy	49
Supporting Digital Strategy	51
Conclusion	56
Chapter Review Questions	56
Chapter Discussion Questions	56
References	57

Chapter 5 | IT in the Cloud: Delivering Value Differently 59

Cloud Computing: The Current Reality	60
Developing a Cloud Strategy	62
Cloud Computing Challenges	63
Cloud Vendor Selection and Management	66
Recommendations for Managers	69
Conclusion	70
Chapter Review Questions	70
Chapter Discussion Questions	71
References	71
Appendix	72

Section I Mini Cases 74

Global Logistics and the Maritime Transport Ecosystem	74
IT Planning at ModMeters	80
Digital Transformation at GDI	84

SECTION II: IT-BUSINESS PARTNERSHIP 92

Chapter 6 | Effective Governance for IT Value 92

The Increasing Importance of Governance	93
Elements of Effective IT Governance	94
IT Governance Evolution	97

Promoting Effective IT Governance	99
Conclusion	101
Chapter Review Questions	101
Chapter Discussion Questions	101
References	102
Chapter 7 The IT Budgeting Process	103
What Is IT Budgeting?	103
The Importance of Budgets	107
The IT Planning and Budget Process	108
Corporate Processes	109
IT Processes	111
Assess Actual IT Spending	112
IT Budgeting Practices That Deliver Value	113
Conclusion	115
Chapter Review Questions	116
Chapter Discussion Questions	116
References	116
Appendix	117
Chapter 8 Cyber Risk and the Enterprise	118
What Is Cyber risk?	119
A Risk Management Approach to Cyber Risk	121
Cyber Risk Management Challenges and Opportunities	124
Improving Cyber Risk Management	126
Conclusion	128
Chapter Review Questions	129
Chapter Discussion Questions	129
References	129
Chapter 9 Building IT-Business Partnerships	131
The Evolving Nature of IT-Business Partnerships	132
Learning from Successful IT-Business Partnerships	134
Building Strong IT-Business Partnerships	136
Conclusion	144
Chapter Review Questions	144
Chapter Discussion Questions	145
References	145
Appendix	146
Chapter 10 What to Do about Shadow IT?	148
What Is Shadow IT?	149
Shadow IT: Bane or Blessing?	152

Shadow IT Governance	154
Leveraging Shadow IT	156
Conclusion	158
Chapter Review Questions	159
Chapter Discussion Questions	159
References	159

Section II Mini Cases 162

Transforming IT at Global Digital Imaging	162
IT Investment at North American Financial	168
Enterprise Architecture at Nationstate Insurance	173

SECTION III: IT-ENABLED INNOVATION 178

Chapter 11 | Developing Thought Leaders in IT 178

What Is a Thought Leader?	178
Thought Leadership and IT	180
Characteristics of an IT Thought Leader	183
Fostering Thought Leaders in IT	184
Conclusion	186
Chapter Review Questions	186
Chapter Discussion Questions	187
References	187

Chapter 12 | Managing Disruption in IT 189

Disruption in Organizations	190
Disruption and IT	192
Disruption and the Future of IT	193
Managing Disruption in IT	195
First Steps for IT Managers	197
Conclusion	199
Chapter Review Questions	199
Chapter Discussion Questions	199
References	200

Chapter 13 | Enabling Personalization with IT 202

What Is Personalization?	203
Customization versus Personalization	204
The Customer Perspective	205
The Vendor's Perspective	206
When Personalization becomes “Creepy”	207
Personalization and Trust	208

Key Steps to Improving Personalization	210
Conclusion	212
Chapter Review Questions	212
Chapter Discussion Questions	213
References	213
Chapter 14 Enhancing the Employee Experience with IT	215
What Is Employee Experience?	216
How Does Today's IT Affect Employee Experience?	219
Creating a Positive Employee Experience with IT	221
Getting Started with Employee Experience	225
Conclusion	228
Chapter Review Questions	228
Chapter Discussion Questions	229
References	229
Chapter 15 Moving to an API Economy	232
What Is an API?	233
The Value of APIs	235
The API Economy	236
A Framework for Thinking about APIs	237
Getting Started with APIs	241
Conclusion	244
Chapter Review Questions	244
Chapter Discussion Questions	244
References	245
Chapter 16 Engaging with Artificial Intelligence	247
What Is AI?	248
What Are Organizations Doing about AI?	249
Dimensions of AI Management	251
Recommendations for Managers	253
Conclusion	256
Chapter Review Questions	256
Chapter Discussion Questions	256
References	257
Section III Mini Cases	258
Enterprise Transformation at Trustworthy Insurance	258
Artificial Intelligence (AI) at Dependable Trust	264
Working Smarter at Continental Furniture International	270

Chapter 17 The New World of IT Work	276
The Evolving Composition of the IT Workforce	277
The Risks and Benefits of Using Non-Traditional IT Workers	279
Finding the Right Staffing Balance	282
Effective Management of New IT Workers	284
Conclusion	287
Chapter Review Questions	287
Chapter Discussion Questions	288
References	288
Chapter 18 Managing Emerging Technologies	290
Emerging Technologies in Business Today	290
Identifying Emerging Technologies	292
Assessing Emerging Technologies	293
Addressing Uncertainty	294
Managing Emerging Technologies	295
Recommendations for Getting Started in ET Management	297
Conclusion	298
Chapter Review Questions	298
Chapter Discussion Questions	299
References	299
Chapter 19 Information Security and Enablement	300
Current Information Security Practices	301
Information Security Challenges	302
Improving Information Security	306
Recommendations for Managers	308
Conclusion	310
Chapter Review Questions	310
Chapter Discussion Questions	311
Reference	311
Chapter 20 Developing New IT Talent Management Capabilities	312
Challenges with IT Talent Management Today	313
The Talent Management Challenge	315
Develop a Talent Management Strategy	317
Create New Talent Management Behaviors and Structures	319
Apply Technology Appropriately	322
Recommendations for Managers	324
Conclusion	325
Chapter Review Questions	325

Chapter Discussion Questions	326
References	326
Chapter 21 Coping with Technical Debt	329
What Is Technical Debt?	330
What Causes Technical Debt?	333
The Risks and Opportunities of Technical Debt	335
The Challenges of Managing Technical Debt	337
What Can Be Done about Technical Debt?	339
Conclusion	342
Chapter Review Questions	342
Chapter Discussion Questions	343
References	343
Section IV Mini Cases	345
Introducing Agile Development at American Attire	345
Doing It Differently at RoverTel	352
Consumerization of Technology at IFG	359