

Contents

1	Introduction	1
1.1	Strategic Management of IT Landscapes	2
1.2	Navigating This Book	3
1.3	Who Should Read This Book?	4
1.4	Scope of This Book, Further Reading	5
2	Strategic Planning of IT	7
2.1	Scope and Definition	8
2.2	Role of IT in the Organisation	11
2.3	Strategic Positioning of IT	17
2.4	Strategic Objectives	22
2.4.1	Deriving IT Goals	23
2.4.2	Principles for Strategic Guidance	26
2.4.3	Strategies to Underpin Goal Achievement	31
2.5	IT Strategy	43
2.5.1	Content of an IT Strategy	43
2.5.2	IT Strategy Document	45
2.5.3	Guidelines for IT Strategy in Practice	47
3	Enterprise Architecture	55
3.1	Scope and Definition	56
3.2	Enterprise Architecture Frameworks	60
3.3	Best-Practice Enterprise Architecture	65
3.3.1	Information Timeliness and Granularity	67
3.3.2	Constituents of Best-Practice Enterprise Architecture	70
3.3.3	Landscape Planning Status	87
3.4	Business Landscape Management	89
3.5	Views of the Enterprise Architecture	97
3.6	Guidelines for Personalisation of Best-Practice Enterprise Architecture in Practice	102
4	IT Landscape Management	105
4.1	Scope and Definition	106
4.2	Objectives and Benefits	110

4.3	Constituents of IT Landscape Management	115
4.3.1	Elements of Application Landscapes	115
4.3.2	Relationships in Application Landscapes	125
4.4	IT Landscape Management Processes	130
4.4.1	Documenting the IT Landscape	130
4.4.2	Analysing the IT Landscape	140
4.4.3	IT Landscape Planning	157
4.4.4	Governing the Further Development of the IT Landscape	185
4.5	Establish Organisational Change	187
4.5.1	Roles and Responsibilities	187
4.5.2	Integration into Processes of IT and Decision Making	190
4.5.3	Maturity Level of IT Landscape Management	194
4.6	Guidelines for Personalisation of IT Landscape Management in Practice	206
4.6.1	Conception of IT Landscape Management	208
4.6.2	Sampling and Optimising	215
4.6.3	Anchoring IT Landscape Management in the Organisation	215
5	Technical Standardisation	219
5.1	Scope and Definition	220
5.2	Objectives of Technical Standardisation	222
5.3	Elements of a Standardisation Catalogue	223
5.3.1	Architectural Domains	225
5.3.2	Technical Components	228
5.4	Technical Standardisation Processes	233
5.4.1	Maintaining, Providing and Communicating the Blueprint	234
5.4.2	IT Innovation Management	235
5.4.3	Strategic Evolution of Technical Standards	238
5.4.4	Enacting Standardisation	241
5.4.5	Directing Compliance with Technical Standards	242
5.5	Organisational Structures	243
5.5.1	Roles and Responsibilities	243
5.5.2	Entities, Boards and Integration into Processes in IT and Decision-Making	244
5.5.3	Maturity of IT in Terms of Technical Standardisation	246
5.6	Guidelines for Technical Standardisation in Practice	252
6	EAM Governance	261
6.1	Scope and Definition	262
6.2	IT Organisation	264
6.2.1	Collaboration Model Between Business and IT	264
6.2.2	Form of Organisation	266
6.2.3	Decision Boards	276
6.2.4	Changing the IT Organisation	283

6.3 Strategic Control Toolkits	285
6.3.1 Control Indicators	292
6.3.2 Decision-Making Groups and Their Information Needs	303
Literature	313
Glossary	319
Abbreviations	335
Index	337