

Contents

Introduction and Basic Information on IT Strategy

Introduction to the Topic	3
IT Strategy: Definitions.	6
Areas of Application, Benefits and Target Group of an IT Strategy	9
Strategic Planning and Management of IT	10
Delimitation of IT Strategy to Digitalization Strategy	12
Working Questions for Chapter 1	15
Six Good Reasons for an IT Strategy	17
Organizational Challenges	17
What does IT Cost?	22
Project Management Skills and Better Time-to-Market	24
Compliance and Risk and IT Security Management	26
Mergers & Acquisitions	28
IT as an Enabler for Digitization and Industry 4.0 in the Manufacturing Industry	30
Working questions for Chapter 2	32
Reference	32
The Approach Model for Developing the IT Strategy	33
The 7 Steps to the IT Strategy at a Glance	33
Methodical Structure of the 7 Steps to IT Strategy.	38
Introduction to the Example Company	39

7 Steps to a Sustainable IT Strategy

Preparations: Setting up the Development of the IT Strategy as a Project	43
Goals of the IT Strategy	43
The IT Strategy as a Project	44
Time Horizon of the IT Strategy	56

The Economic Efficiency of an IT Strategy	57
Possible Problems on the Way to the IT Strategy	58
Working Questions for Setting up the IT Strategy Project	58
Step 1: IT Status Quo Analysis	67
IT Processes	67
IT Governance, IT Organization and IT Employees.	68
Technology	69
Finances	69
Working Questions and Implementation Step 1	70
Conclusion Step 1	98
Step 2: Analysis of the Corporate Strategy and Derivation of	
Challenges for IT	99
The Starting Situation	101
Internal and External Influencing Factors	101
Deriving Challenges for IT	113
The IT Vision	114
Working Questions and Implementation Step 2	116
Conclusion Step 2	123
Step 3: The IT Applications Strategy	125
Creating the Application Portfolio	126
The Application Life Cycle.	134
Evaluation of Applications and Derivation of Action Options	138
The Application Roadmap	138
Working Questions and Implementation Step 3	139
Conclusion Step 3	148
Step 4: The Sourcing Strategy	151
Basic Questions on Sourcing	151
The Type of Sourcing: Which IT Services can be Outsourced?	155
Sourcing Strategies at a Glance	160
Example: The Sourcing Strategy for the Produktio weltweit GmbH	166
Excursus: Tender for an IT Sourcing Project in 5 Phases.	171
Work Questions and Implementation Step 4.	179
Conclusion Step 4	187
Step 5: IT Organization and IT Governance	189
The IT Organization Model	190
IT Governance: Role of IT and Guidelines and Rules for IT in the Company.	208
Developing a Personnel Strategy for the IT Organization	220
Work Questions and Implementation Step 5	226
Conclusion Step 5	234

Step 6: Implementation—The IT Roadmap, Determination of the IT Budget and the IT Project Portfolio	237
Creating an IT Roadmap	237
Determining the Necessary IT Budget	246
The IT Project Portfolio	256
Working Questions and Implementation Step 6	268
Conclusion Step 6	279
Step 7: Monitoring and Control of the IT Strategy with the IT Strategy Cockpit	281
Basics of the IT Strategy Cockpit	281
The Structure of the IT Strategy Cockpit in 4 Phases	285
Implementation Possibilities of an IT Strategy Cockpit	295
Implementation of the Strategy	295
Working Questions Step 7	299
Conclusion and Outlook	305
References	307