

# Contents

**Foreword xi**

**Preface xv**

**Acknowledgments xvii**

## **Part One Introducing ICT Strategy**

Chapter 1 Defining Information and Communication  
Technology Infrastructure 3

ICT and Business Intelligence 4

ICT Value Management 5

Business-Driven Infrastructure Design 18

ICT Infrastructure Defined 20

Conclusion 23

Notes 24

Chapter 2 Introductory Business and Technology  
Strategy Concepts 27

Introduction to Business and Technology Strategy 28

Budgeting Technology Expenditures 47

Conclusion 49

Notes 50

Chapter 3 Why Build an ICT Infrastructure to Support  
Business Processes? 51

Reasons to Build an ICT Infrastructure 52

Business Processes in an Organizational Context 59

Organizations, Supply Chains, Value Chains, and Processes 67

A Summary: What Is a Process? 73

Conclusion 74

Notes 75

## **Part Two Understanding How ICT Produces Value**

### **Chapter 4 Understanding Your Organization and Its Competitive Environment 79**

Organizational Value Propositions 80  
Value Search Models: Internal and External Analysis 81  
Value Models: Environmental Scanning 97  
Conclusion 106  
Notes 106

### **Chapter 5 Process Improvement or Innovation? 107**

Improvement versus Innovation 107  
Determining a Starting Point 110  
Organizational Enablers 112  
ICT as an Enabler 116  
ICT Constraints 121  
Summary of Enablers of Process Change 122  
Conclusion 123  
Notes 123

### **Chapter 6 Measuring the Business Value of ICT 125**

Introductory Theories 125  
Technology Justification Models 127  
Balanced Scorecard 143  
Conclusion 150  
Notes 150

## **Part Three Best Practices**

### **Chapter 7 Best Practices for Documenting Process Change 155**

Design Documents 155  
Process Design Diagram Set 156  
Business Process Modeling 156  
Using TSI to Introduce BPM 173  
Conclusion 185  
Notes 186

### **Chapter 8 Best Practices for Documenting Technology Recommendations 187**

ICT Design Documents 188  
ICT Infrastructure Diagram Set 189  
ICT Infrastructure Modeling 189

## CONTENTS

Conclusion 210

Notes 211

Chapter 9 The Business-Driven Infrastructure Design  
Cycle 213

The BDID Process 213

Members of the ICT Design Team 216

BDID Phases 216

Conclusion 235

Note 235

**Appendix 237**

**About the Author 247**

**Index 249**