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

Gendron, Michael S. Business Intelligence Applied: Implementing an Effective Information and Communications Technology Infrastructure. Copyright © 2012 SAS Institute Inc., Cary, North Carolina, USA. ALL RIGHTS RESERVED. For additional SAS resources, visit support.sas.com/bookstore.

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

Gendron, Michael S. Business Intelligence Applied: Implementing an Effective Information and Communications Technology Infrastructure. Copyright © 2012 SAS Institute Inc., Cary, North Carolina, USA. ALL RIGHTS RESERVED.
For additional SAS resources, visit support.sas.com/bookstore.

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

Gendron, Michael S. Business Intelligence Applied: Implementing an Effective Information and Communications Technology Infrastructure. Copyright © 2012 SAS Institute Inc., Cary, North Carolina, USA. ALL RIGHTS RESERVED. For additional SAS resources, visit support.sas.com/bookstore.