

Index

A

Accounts payable (AP)
 self-service, 238
 Adapting, MET phase, 144
 Agile processes, 253–255
 landscape, 255–256
 Agile SD, 256–258
 challenges, 262–263
 emphasis, 260
 limitations, 258–260
 Agile software
 development, 245
 methods, benefits, 247–248
 Alfresco, 286, 293, 297
 Alternative-based costing
 (ABC), 211
 Amazon
 data centers, construction, 62
 virtual private clouds, 68
 Amazon Elastic Compute Cloud
 (EC2), 315
 Amazon Web Services (AWS), 315
 Analytical MDM, 211, 212
 ETL function, 215
 Apache, 87, 289
 Web Server, 297
 Apple, computer platform, 82
 Application programming
 interfaces (APIs)
 impact, 289
 usage, 26
 Application service provider (ASP), 93
 market
 education, 102
 problems, 101
 models, breakdown, 101
 Atlassian, 292
 Audit capability, provision, 43, 46
 Audit controls, 231–232
 Automatic Data Processing (ADP), 98–99
 Autonomy, 182

B

Basel II, 210
 Better Insurance Processing Technology (BIPT),
 108–109
 Big Brother, 52
 Billion-Dollar Lessons (Carroll/Murphy), 49
 Black-box services, development, 119
 Blackfield (scorched earth site), 49
 Blogs, collaboration, 316
 Bluetooth, 147
 Branding opportunities, improvement, 156
 Brazil, Russia, India, China (BRIC) countries,
 emerging economies, 310
 Brownfield, 49
 Bug tracker, 88
 Business
 challenge, 43, 47
 consumption, 192–193
 context, mobile connectivity (nature), 132f
 imperatives, 380
 initiatives, failure drivers (nontechnical issues),
 335
 management, OS (usage), 292–293
 models, 102
 challenges, 14–15
 needs, meeting (inability), 36
 processes, improvement, 135–136
 Business analysts (BAs), 246
 Business Intelligence 2.0 (BI 2.0), 190–191
 Business Intelligence (BI), 5, 189
 amount, impact, 204–205
 audience usage, 198
 challenges, 192–193
 defining, 189–190
 factors, 196–198
 impact, 8
 maturity, measurement, 191
 product, selection, 29, 30
 scope, 197–198
 search, 201–202
 tools, impact, 40, 349

- Business Intelligence (BI) (*continued*)
 trends, 198–204
 usage, 28–29
- Business Intelligence Competency Centers (BICCs),
 199, 203–204
- Business modeling, 121
- Business-related technology, applications/
 usage, 45
- Business to business (B2B), 132
- Business to customer (B2C), 132
- C**
- Capability maturity model (CMM) framework, 316
- Cathedral, bazaar (contrast), 89
- Cellular manufacturing, 248, 250–252
- Center of excellence (CoE), 203
- Central Hub and Spoke Architecture (CHSA),
 214–215
- Centralized computing, failure, 61
- Chaos, opportunity, 375
- Chief Information Officer (CIO)
 implementation scenarios, 342
 mission-critical talks, 108
 role, change, 55
- Chief risk officer (CRO), responsibilities, 274
- C (language), 81, 85
- Closed-loop control systems, 248, 252
 usage, 253
- Cloud computing, 5, 315, 376
 decisions, 63
 definitions, 64
 dimensions, 67
 history, 61–62
 impact, 8
 management, example, 66f
- Clouds
 architecture, 65–66
 examples, 66f
 changes, 67–69
 definitions, 63
 economics, 69–72
 future, 76–77
 manifesto, 64–65
 security, 75–76
 standards/interoperability, 74–75
- Collaborative distortions, 322
- Collaborative software, interactive web
 (relationship), 316
- Collateralized debt obligations (CDOs) risk creation,
 53
- Collective intelligence, 333–335
- Collins, Jim, 3, 7, 39, 266–267
 model, viewpoints, 51–55
 stages, 41–43
- Collins, Rockwell (case study), 276–277
- Colocated development team, 251f
- Command-and-control bureaucracies, inefficiency
 creation, 320
- Commercial off-the-shelf (COTS)
 applications, 13, 214, 344
 prevalence, 30
 MDM solution, 222
- Commercial products, comparison, 291t
- Communication, efficiency, 163
- Competitive pressures, 47, 50
- Computers, power consumption, 366
- Concept search, 175
- Concurrent versioning system (CVS), 88
- Consumers, enterprise contrast, 62
- Consumption, understanding, 366–368
- Content
 acquisition, 174–175
 strategy, planning, 186
 contextualization, 369
 development, 160
 identification/prioritization, 185–186
 indexing, 174–175
 providers, incentives, 146–147
 relevance, 174–177
 security strategy, planning, 186–187
- Content management systems (CMSs), 143–144
- Cost management, 45
- Crawling, 174
- Creative destruction, 7
- Cross-functional team, 251f
- Crowds, wisdom, 333–335
- Crowdsourcing, 299–300, 333
- Customer base, understanding, 28–29
- Customer cloud strategies, 74
- Customer relationship management (CRM), 148, 345
 failure statistics, 321t
 systems, 134, 208
 tools, 306
- Customer service, improvement, 157–158
- CXOs
 impact, 339–343
 technological decision, 345
- D**
- Data
 collection, 335–336
 governance/stewardship, 219–220
 locality/safety, 44
 profiling, 217
 quality, 192–193, 217–219
 dimensions, 218
 standardization/enrichment, 218
 validation/cleansing, 218
 warehouse, 193–196
- Database management system (DBMS), 289
- Data centers, distraction, 102
- Data federation (DF), 215

- Data mining (DM), 190, 199, 200–201
 - Data quality metrics (DQMs), 218–219
 - Data service federation (DSF), 215
 - Data warehouses, proliferation, 208
 - Date biasing, 175
 - Deliverables, list, 121
 - De-perimeterisation, 43–44
 - Deployment, 121
 - Digital presence, 288–289
 - OS, relationship, 290–292
 - Digital rights management (DRM), 93
 - Dimensional data, usage, 192–193
 - Direct revenue, nongeneration, 163
 - Dirty data, 192–193
 - Disaster recovery, improvement, 139
 - Discovery (MET phase), 141, 143
 - Disruptive technologies, reactions, 14–16
 - Distributed teams, 305–306
 - Distribution channel, Internet (usage), 102
 - DMSBT, 292–293
 - Dot-com bubble, problems, 101
 - Dual licensing model, 92
 - Dynamic discounting, 239–240
- E**
- Economic climates, 47
 - Economics, 307
 - Elasticity, rapidity, 65
 - Electricity, annual cost, 366–367
 - Electronic data interchange (EDI), 228
 - Electronic Health Records (EHRs)
 - economic incentives, 19–20
 - guidelines, problems, 18–19
 - information technology example, 17–20
 - institutional barriers, 19–20
 - technology limitations, 18
 - Electronics
 - consumer side, statistics, 360
 - disposal laws, 359–360
 - Employee training
 - benefits, 349–350
 - recommitment, 347–350
 - Employee turnover, risk mitigation, 348
 - Enablers, 54
 - Endecca, 182
 - Engineering models
 - alternatives, 248–253
 - summary, 253
 - Enterprise agility, achievement, 260–261
 - Enterprise customer relationship management,
 - importance, 292
 - Enterprise data warehouse (EDW), 212
 - Enterprise MDM, 211, 215–216
 - Enterprise 1.0 projects, 21–25
 - attributes, difficulty, 28t
 - examples, 32
 - groups, involvement (example), 22t
 - growth, unpredictability, 35
 - issues, 23–24
 - time line, example, 25t
 - Enterprise 1.0 representation, 5
 - Enterprise projects
 - activation, 27–28
 - comparison, 25–28
 - customizations, 26
 - design decisions, 26
 - integration, 26–27
 - objectives, 26
 - scope/scale, 31–36
 - technologies, 27
 - Enterprise Research Planning (ERP)
 - solution, 225
 - system, integration, 22
 - Enterprise Resource Planning (ERP), 148–149
 - leveraging, 235–236
 - OS, impact, 13
 - vendors, change, 11
 - Enterprise risk management (ERM), 265
 - failure process, 282–283
 - implementation, 281–282
 - implications, 271–272
 - initiation, location, 280
 - innovation/entrepreneurship, relationship, 272–275
 - IT, relationship, 270–272
 - limits, 277–278
 - organizational need, 279–280
 - overview, 269–270
 - owners, identification, 23–275
 - preparedness, 279–283
 - users, identification, 275
 - Enterprises
 - cloud computing, usage, 71–72
 - IT, cessation, 70–71
 - Enterprise Search and Retrieval (ESR), 5, 171
 - architecture, defining, 186
 - best practices, 187
 - business case, 181
 - challenges, 172
 - content acquisition, 174
 - content relevance, 174–177
 - defining, 173–180
 - deployment, forms, 182–183
 - impact, 10
 - implementation, 179–180
 - plan, 184–187
 - project team, example, 184t
 - integration, 176–177
 - results serving, 177–178
 - security, 178–180
 - usage, 183–187
 - Enterprise service bus (ESB), 119, 122, 214
 - Enterprise solutions, usage, 156

- Enterprise 2.0, 4–8
 - AIMM definition, 5
 - applications, risks, 166
 - business imperative, 380
 - concept, evolution, 320–321
 - current status, 377
 - distributed teams, usage, 305–306
 - drivers, 377–381
 - economy, impact, 378
 - failure, 326–327
 - future, 381–383
 - growth, 346–347
 - IT project failure, 319
 - organizational size/culture, 379
 - regulatory environment, impact, 378
 - results, expectations, 379–380
 - risks/rewards, 380–381
 - security concerns, 378–379
 - success, strategy, 328
 - systems, 382
 - technology maturity, 379
 - Web 2.0, contrast, 6
- Enterprise 2.0 business intelligence, 189
- Enterprise 2.0 projects
 - access/collaboration, 30–31
 - attributes, difficulty, 28
 - completion
 - measures, usage, 329
 - customization, ease, 31
 - failure
 - analysis, results, 337f
 - reasons, 327–330
 - framework, 376
 - Kumbaya Zone, 329–330
 - organizational considerations, 341
 - placeholders, absence, 31
 - questions/objectives, 29
 - stakeholders, interviewing, 334
 - success
 - measures, 329
 - requirements, 28–31
 - tools/partners, 29
 - user needs/benefits, attention (insufficiency), 328–329
- Enterprise 2.0 technologies
 - deployment, 340–341
 - implementation, CIO scenarios, 342
 - penetration, problems, 339
 - possibilities, 45
 - questions, 342
 - usage, 15
- Environmental impact information, 358
- EOS Directory, 295
- E-waste, 359
- Executive sponsorship, 335
- eXtensible Markup Language (XML), 132
- External parties, collaboration, 343–345
- Extract, transform, load (ETL), 212
 - function, 215
- F**
- Facebook, 320
 - customization/personalization, 165
- Failure
 - diagnosis, 324–325
 - hidden causes, understanding, 325–326
 - meaning, precision, 321
 - nontechnical drivers, 335
 - occurrence, reasons, 322
 - prevention, measurement (usage), 333–337
 - types, 327–330
- Feed, content insertion, 174
- Financial crisis, IT (impact), 40
- Financial risk, 269
- Free, limits, 36
- Free software costs, 86–88
- Free Software Foundation (FSF), 82, 83, 85, 91
- Fuld, Richard (meltdown complexity), 40
- Functional end users, 346
 - technical end users, contrast, 345–346
- G**
- Garbage in, garbage out (GIGO), 216–217
- Gartner, cloud definition, 64
- General ledger (GL) coding, 231
- Generally Accepted Accounting Principles (GAAP), 92
 - compliance, 25
- Geopolitical factors, 307
- Global engineering, 305
 - improvement, 306–307
- Global engineering 2.0, 314–317
- Global IT
 - cost savings, 308–309
 - drivers, 308–311
 - emerging market access, 308, 310–311
 - talent, availability, 308, 309–310
- Global Positioning System (GPS), 147
- Gmail, 315
- GNU General Public License (GPL), 82, 92–94
- Google, 92
 - Apps Premier Edition, 293
 - Code, 294
 - data centers, construction, 62
 - Enterprise Partner, 293
 - green regulation, 356, 358
 - innovation, 45–46
 - Maps, 293
 - Search Appliance, 182, 289, 293
- Governance, risk, and compliance (GRC) platforms, 270
- Great Duck Island, case study, 370

- Green IT, 355
 economic pressures, 359–361
 future, 371
 organizational pressures, 357f
 popularity, 364–365
 social/environmental pressures, 361–362
 technological pressures, 362–364
 Growth, 346–347
- H**
- Hands on IT viewpoint, 52
 Hardware, provision, 43
 Healthcare Information and Management Systems Society (HIMSS), meaningful use definition, 18–19
 Health information technology (HIT), stimulus plan, 19–20
 Hierarchy management, 221
 High-level agile development process, 254f
 High-risk society, 265–267
 impact, 267–268
 Hubris, success (impact) (Collins stage), 41–42
 Human resources (HR) systems, usage, 149
- I**
- Independent Software Provider (ISV), 65
 Independent Software Vendors (ISVs), 97, 101
 application construction, 164
 impact, 13–14
 requirements, submission, 29
 Industry, 47, 50
 Information
 access, democratization, 45
 hoarding, 322
 necessity, 197
 systems, usage (example), 179t
 visibility, 230–231
 Information architecture (IA), 100
 Information technology (IT)
 Big Brother, 52
 change, 3
 considerations, 47–51
 consumption, utility aspects, 56–57
 continuum, 51f
 cost management, 46
 creation, 192–193
 efficiency, 369
 enabler, 54
 Enterprise 2.0/staffing implications, 53, 55
 ERM, relationship, 270–272
 failure, understanding, 321–326
 financial considerations, 9
 future, uncertainty, 10–11
 hands off viewpoint, 53
 hands on viewpoint, 52
 high-risk society, impact, 267–268
 impact, 8–16
 knowledge leverage, 57
 libertarian viewpoint, 53–54
 managers, OSS assessment, 86
 mismanagement, risk, 268–269
 obstructionist viewpoint, 52–53
 oversight, Carper proposal, 27
 PR, disparity, 162
 resources, usage, 355
 role
 maximization, 56–58
 viewpoints, 51–55
 software, change, 11–16
 teams, impact, 245
 visibility, increase, 370–371
 vulnerabilities, 326f
 Information technology (IT) projects
 agile methods, usage, 254–255
 cancellation, 324–325
 distribution, 306–307
 failure rates, 9–10
 implications, 257
 Infrastructure as a Service (IaaS), 65
 Infringement, compliance risk
 (contrast), 88–89
 Initial public offerings (IPOs), 103
 In-linking, 175
 In-memory OLAP, 199–200
 Innovation, 45–46
 enhancement, ERM (usage), 273
 fostering, uncertainty (impact), 350–351
 MET phase, 143
 Insurable risk, 269
 Integration, MET phase, 143–144
 Interactive web, collaborative software
 (relationship), 316
 International Data Corporation (IDC), cloud
 definition, 64
 International distributed projects
 case study, 313–314
 culture, 312
 failure, reasons, 311–312
 language problems, 311–312
 time zones, impact, 311
 travel, impact, 312
 Internet Service Providers (ISPs),
 usage, 97–98
 Invoices, receiving, 228
 Irrelevance, capitulation (Collins stage), 43
 iTricity, 63
- J**
- Just-in-time (JIT)
 inventory method, 248–249
 thinking, 254

K

Key Performance Indicators (KPIs), 190
 standards, absence, 30
 usage, 28–29
 viewpoint, 191t

Knowledge management (KM), 149–150

Kumbaya Zone, 329–330, 331f

L

LAMP stack, 87, 289, 292

Libertarian IT viewpoint, 53–54

Lines of Business (LOBs), 210
 collaboration, 46
 information, provision, 34, 43
 managers, SOA essentials, 119–120
 partnership, 45

LinkedIn, 41, 315
 push technology, usage, 7–8

Linux, 82–84, 87, 289
 kernel maintainers, 93

Little's law, 249

Local area networks (LANs), 147

Location independence, 131

Location-independent resource pooling, 65

M

Management network, 160–161

Management stability, 336

Market engagement, 159

Marketing, impact, 159f

Mashups, 178

Master data
 components, 207
 life cycle management, 221–222

Master data management (MDM), 196, 207
 approaches, 211–216, 211f
 business rationale, 217t
 selection, 216

architectures, 211–216
 comparison, 213f
 business case, 209–211
 cost reduction, 209
 data quality, 217–219
 revenue growth, 210–211
 risk management, 210
 services/components, 216–222
 status, 208–209

Meaningful use, HIMSS definition, 18–19

Mergers & acquisition (M&A), 92, 103, 208

Metadata management, 220–221

Metrics, 145–146

Micro-perimeterization, 44

Microsoft
 computer platform, 82

Halloween Documents, 83

SharePoint, 182, 286, 293

Windows OS, 83–84

Mobile business
 HR systems, usage, 149
 management, 131

Mobile business applications
 considerations, 148–150
 knowledge management, 149–150
 system integration, 149

Mobile business intelligence, 199, 202–203
 pros/cons, 202t

Mobile connectivity, nature, 132f

Mobile content/services, 146–148

Mobile customer relationship management
 (M-CRM), 148

Mobile enterprise, 133–134

Mobile enterprise transition and management
 (METM), 131–132

Mobile enterprise transition (MET)
 dimensions, mapping, 142f
 economic dimension, 140
 framework, 139–141
 methodological framework, process dimension,
 140–141
 metrics, 145–146
 phases, 141–144
 social dimension, 141
 technical dimension, 140

Mobile operators (MOs), location data capture, 146

Mobile organizational structures, 146

Mobile platforms, risks/considerations, 135

Mobile technologies
 accessibility/communication, 136
 audience dispersal, 137
 business expectations, 135–139
 business value, 145
 cost reduction, 136
 customer service, value (addition), 137
 disaster recovery, improvement, 139
 environment/sustainability, 137
 management understanding/control,
 improvement, 138
 organizational structure, 137
 products, personalization, 136–137

Mobility
 business usage, mapping, 142f
 data capture ability, 138
 incorporation, business drivers, 140
 introduction, 132–133
 virtual team formation, 139
 workplace flexibility, 138

Model-driven architecture (MDA), concepts, 120

Month to date (MTD) sales, 193t

Moore's Law, 367–368

More, undisciplined pursuit (Collins stage), 42

Multitenancy, 65

- MySpace, customization/personalization, 165
MySQL, 87, 92
- N**
- National Institute of Standards and Technology (NIST), cloud definition, 64
Negawatts, consideration, 368
Net-native applications, 104
Net present value (NPV), 257
Network access, 65
Network Access Control, 44
Network Intrusion Detection Systems, 44
Niche markets, 300–301
Nonconformed data, 192–193
Non-mission-critical tasks, SaaS support, 108
Non-OLAP reports, 202
- O**
- Object Management Group (OMG), MDA creation, 120
Obstructionist IT viewpoint, 52
On-demand self-service, 65
Online analytical processing (OLAP), 190. *See also*
 In-memory OLAP
 cube, creation, 197
 report views, 202
 tools, usage, 30–31
OpenEMM, 292
Open-loop control systems, 252
Open Source (OS), 79
 alternatives, 80t
 appearances, deception, 294–295
 applications, 5
 COTS, contrast, 13
 usage, example, 33
 BI, 204
 cyclicality, 80
 defining, 84–86
 desktop applications, adoption, 298
 digital presence, relationship, 290–292
 future, 93–94
 ideology, 91–93
 intellectual property attorney assumption, 89–90
 legal risks, 88–91
 licenses, 90–91
 Microsoft resistance, 11
 overviews, 376
 products, comparison, 291t
 projects, development cycle, 287
 software, impact, 8, 13
 solutions, 301
 support, 296–297
 technologies, location, 285
 usage, 289–290
Open Source Software (OSS), 53
 implementation, 285
 IT manager assessment, 86
 problems, 36
 product types, 297–299
Operational integrity, 272
Operational MDM, 211, 212, 214–215
Operational resilience, 272
OpSource, 104
 virtual private clouds, 68
Oracle, 92, 367
 SaaS usage, 15
Organizational bench strength (increase), training (usage), 348
Organizational choice, increase, 16
Organizational risk, increase, 347
Organizations
 green movement, political/legal pressures, 356, 358–359
 impact, 356–364
 limitation, 341–343
 reputations, 361
 virtualization opportunities, 363–369
Omdir, 295
Outsourcers, 306
Outsourcing, 104
- P**
- Patches, management, 272
Payments issuance, 228–229
Pay-per-use, 65
Payroll systems, usage, 149
PDS document, usage, 175
Peak of Inflated Expectations, 6363
Peril, risk (Collins stage), 42, 267
Perimeter, reduction, 44
Perl, 87, 289
Personal computers, disposal, 360–361
Personalization, 131
Personal services, privacy (balance), 150
PHP, 87, 289
Plateau of Productivity, 63
Platform as a Service (PaaS), 65, 104
Platform-independent service model, 121
Platform-specific service model, 121
Power consumption, 366
Private cloud, 67–69, 67f
Private virtual clouds, 68
Procurement systems, 149
Procure-to-pay (P2P)
 audit controls, 231–232
 cultural change, 234–235
 decision paralysis, 235
 importance, 226–227
 information visibility, 230–231
 invoices, receiving, 228
 leadership, 232–233

- Procure-to-pay (P2P) (*continued*)
 payments issuance, 228–229
 prioritization, 234
 process, 225
 inconsistencies, 234
 overview, 228f
 processing costs, reduction, 232
 purchase orders, issuance, 228
 requisitioning, 227
 requisitions, approval, 227–228
 spend, understanding/controlling, 231
 technologies, 234
 technology
 overview, 236–237
- Procure-to-pay (P2P) automation
 benefits, 229–232
 defining, 227–229
 ERP software, relationship, 236
 risks/challenges, 233–235
- Products
 customization, 136
 development agility, 295–296
- Profit margins, 51
- Project management, importance (increase),
 316–317
- Project team, 184
- Proof of concept (POC), 192–193
- Public cloud, 69f
 efficiency, 71
- Public forums, usage (reasons), 154
- Public relations (PR) tactics, impact, 158
- Purchase orders
 flipping, 238–239
 issuance, 228
- Purchasing in chaos, 225
 characteristics, 226
- Pure-play solution, 182
- Push technology, usage, 7–8
- Python, 87, 289
- Q**
 Query expansion, 175
 Query processing, 177
- R**
 Really simple syndication (RSS) feeds, 316
 Real-time market research, 157
 Real-time query, 174
 Red Hat, 92
 Red shifting, 367–368
 Referential data, usage, 192–193
 Regulatory environments, 47, 50
 Repository search, 182–183
 Requests For Information (RFIs), usage, 33
 Requests For Proposals (RFPs), usage, 22, 238, 344
 Requisitions, approval, 227–228
- Resource description framework (RDF), 178
 Results serving, 177–178
 Return on investment (ROI), 119, 349–350
 existence, 162–163
 form, 232
 Reverse mentoring, 351–352
 Review, MET phase, 144
 RFID, 147
 Risk
 compounding, 347
 definitions, variation, 47
 denial (Collins stage), 42, 267
 management, 43, 47
 Ruby on Rails (RoR), usage, 33
- S**
 Salvation, grasping (Collins stage), 42
 SAP, 270
 implementation, 32
 SaaS usage, 15
 Sarbanes-Oxley Act (SOX), impact, 14, 46, 210, 274
 Scorched earth site (blackfield), 49
 Search, 316
 algorithms, factors, 175
 Search as a service, 132, 183
 Security, 75–76
 provision, 43–45
 Self-service, importance, 238
 Sentiment, measurement, 335–337
 Service products, scalability, 298
 Service
 customization, 136
 definition, 116
 example, 116f
 orientation, 116–117
 benefits, 117f
 providers, mobile technologies selection, 147–148
 Service-level agreement (SLA), 111, 118, 174
 usage, 286
 Service-oriented architecture (SOA), 110, 115, 132,
 172
 adoption, steps, 123f
 architectural style, 117
 best practices, 126–128
 business benefits, 118
 defining, 116–118
 delivery approach, activities, 120f
 ESB, usage, 214
 essentials, 119–122
 examples, 125–126
 focus, 121–122
 impact, 8
 importance, 26
 initiatives, due diligence, 124–125
 lessons, 124–126
 LOB manager focus, 122

- phases, deliverables list, 121
- practice, 122, 124
- technical benefits, 119
- usage, 13–14, 115, 376
- SharePoint, 182, 286, 293
- Shelfware, 12
- Simplicity, benefits, 256
- Single Central Repository Architecture (SCRA), 214
- Slope of Enlightenment, 63
- Small and Medium Business (SMB)
 - SaaS application usage, 105
 - vendor selection, 106
- Small and medium-sized businesses (SMEs), 197–198
- Small Office, Home Office (SOHO)
 - enterprises, contrast, 62
 - market, 103
- Social CRM, case study, 330–333
- Social dynamic, impact, 327
- Social failure, examples, 332–333
- Social media
 - impact, 159f
 - social networks, contrast, 154
- Social Network Analysis for Telecom Business Intelligence (SNAzzy), 200–201
- Social networking, 5, 153
 - approach, change, 158–159
 - audiences, access, 155
 - benefits, 154–158
 - best practices, 164–167
 - collaborative tools, development, 165
 - content
 - development, 160
 - requirement, 159–160
 - conversation, control (increase), 156
 - criticisms, 162
 - customer service, improvement, 157–158
 - impact, 8
 - progress, impediments/solutions/resolutions, 158–163
 - real-time market research, 157
 - risks, 166
 - tools, examples, 164
 - usage, reasons, 154
 - user information, access (increase), 157
- Soft skills, 261
- Software
 - models, 287–289
 - service designation, 99–100
 - testers, 246
 - updates, usage, 286
 - vendors, 322–323
- Software as a Service (SaaS), 5, 65, 97, 376
 - business models, 103
 - corrections, 103–105
 - cost savings, 107
 - customer expectations, 105–112
 - customization, 111
 - financing, 103
 - historical precedents, 100–102
 - impact, 12–13
 - integration, 109–110
 - market, 104–105
 - focus, 104
 - requirements, 103
 - outsourcing, 104
 - remote worker support, 108
 - skill savings, 107–108
 - software market change, 100
 - solution, 98
 - standards, 112
 - time to value, acceleration, 107
 - usage, 15
 - users, identification, 105–106, 106t
 - vendor selection, 111–112
- Software deployment
 - software vendors, impact, 322–323
 - system integrators, involvement, 323
 - technology buyers, impact, 322–324
- Software development kits (SDKs), usage, 26
- Software development life cycle (SDLC), 316
- Software development (SD), 245
 - approach, 27
 - context, work cell model, 251
 - controls, 258
 - managers, perspective, 256–258
 - parallels, 249–250
 - processes, 246
 - mass-production model, relationship, 250
 - projects, group involvement, 246
 - simplicity, benefits, 256
 - social networking, impact, 165–166
 - value, delivery, 256–257
 - visibility/transparency, 257–258
 - waterfall method, limitations, 246–247
- Software geography, 80
- Software vendors, threats, 14–16
- Sondegaard, Peter, 9
- Source biasing, 175
- Sourceforge, 294
- Southern Oak Insurance Company, SaaS case study, 108–109
- Speed sourcing
 - necessity, 344
 - vendor selection, contrast, 344t
- Spell-checker/thesaurus, 175
- Spend, understanding/controlling, 231
- Spread Firefox, 294
- Stages
 - impact, 47–50
 - politics, comparison, 49–50
- Strategic risks, 270
- Success, defining, 196
- Supply chain management (SCM), 148–149

- Sustainability, 355
 organizational response, 365–371
- Systems integrator (SI), 100, 323
 discovery, 22
 requirements, submission, 29
- T**
- Taxonomies, organization, 176
- Team survey map, 260f
- Technical end users, 346
- Technological pressures, 362–363
- Technology, 307, 308
 buyers, 323–324
 installation, business strategy (absence), 327–328
 maturity, 379
 pioneering, 45–46
 products, distribution (preconditions/reasons), 307–308
 provision, 43
- Technology Adoption Life Cycle (TALC), 4f
- Temporary protected status (TPS) report, consideration, 197
- Term count model (TCM), implementations, 175
- Term frequency-inverse document frequency (TF-IDF), 175
- Text match, 175
- Three-way matching, absence, 230
- Time-shared computing, 100
- Time to value, concept, 100
- Total cost of ownership (TCO), 86, 119, 181–182
- Traditional SI
 Little's Law, relationship, 249
 parallels, 252–253
- Transformation, 121
 service-related concepts, 122
- Transition road map, 261
- Troubled Asset Relief Program (TARP), 49
- Trough of Disillusionment, 63
- Twitter, 315, 320
 attacks, 32
 business needs, 36
 company background, 32–35
 Enterprise 2.0 lessons, 34–35
 framework, robustness, 33–34
 free limits, 36
 growth, unpredictability, 35
 IT infrastructure, change, 34
 platforms, switch, 34
 RoR, usage, 33
 system checkups, 36
 venture capital funding, 32–33
- U**
- Ubuntu Linux, 290
- Uncertainty, embracing, 350–351
- United Parcel Service (UPS), IT approach, 4
- Universal search, 182, 183
- University of California-Berkeley, cloud definition, 64
- UNIX, 81–83
 development, 81
- Unstructured data/BI search, 199
- Unstructured development, 36–37
- Upper management, solutions, 161
- U.S. government, cloud strategies, 74
- U.S. Patriot Act, 210
- User information, access (increase), 157
- Us *versus* them mentality, 251–252
- V**
- Value, delivery, 256–257
- Vendors
 clouds, 73t
 information management, 238
 portals, 237–240
 selection, speed sourcing (contrast), 344t
 strategies, 72–73
- Venture capital (VC), 48
 funding, 32–33
 success rates, 41
- Virtual data warehouses
 approach, 194–195
 physical data warehouse, contrast, 195t
- Virtualization, 315
- Virtual private clouds, 68, 69f
- Virtual private network (VPN), 68
- Virus, impact, 88–91
- Voice over Internet Protocol (VoIP), acceptance, 11
- Vulnerability, gauging, 335–337
- W**
- Wal-Mart, customer data (usage), 8–9
- Waterfall
 alternatives, 36–37
 methods, 245
 limitations, 246–247
 SDLC, 316
- Webalo, SaaS case study, 110–111
- Web Content Management (WCM), 180
- Web site application programming interface (WSAPI) initiatives, 172
- Wikinomics* (Tapscott), 8
- Wikipedia, impact, 316
- Windows OS, 83–84
- Windows Server, 182
- WordPress, 315
- Work-cell model, manufacturing context, 250–251
- Workflow software, 308
- Wuxi, cloud strategies, 74