Index

Page numbers with an *e* refer to exhibits.

A

Affinium, 71 Alvalade, 108–109 Analysis phase, BDID process, 19, 214, 215*e*, 216–223, 231 Apple Inc., 232 As-is process model, 156, 177, 178, 179–182, 180*e*, 220 AT&T, 232–233 Automation, 117–118

B

Balanced scorecard (BSC), 143-150, 148e, 221 business planning in, 144, 221 communication and linkage in, 144, 221 feedback and learning in, 144-145, 221 vision translation in, 143-144, 221 Bandwidth estimates, 189, 191, 196-202, 199e, 225 Bandwidth monitoring, 231–233 Bleeding-edge technologies, 47, 48-49, 48e Budgeting for ICT projects, 5, 6, 7, 47-49 **Business** analysts BDID model and, 214, 215, 216, 217-218, 219, 220, 221, 222, 224, 225, 226, 228, 229, 230 business process definition by, 61-62, 66, 68 business process model and, 157 corporate unbundling and, 81, 84, 85

ICT design diagrams and, 188, 189–190, 192, 194, 196, 197, 202-203, 210-211 ICT infrastructure decision making and, 21, 24, 55, 58 organization enablers and, 112-113 process improvement and, 110-112 or cess innovation and, 53, 69, 71, 110-112 process owners and, 66 product innovation and, 71 SWOT analysis and, 98-100 value propositions and, 81, 85, 86, 90 Business-driven infrastructure design (BDID) model, 213-235 customer focus of, 214, 215e, 233-234 ICT design team in, 216, 224 phases of, 18-20, 18e, 214, 215e, 216 process in, 213-214 Business intelligence (BI) definition of, 4 ICT and, 4-5 Business planning, in balanced scorecard, 144, 221 Business processes, 59-66 business process model and identifying, 157, 223, 224 characteristics of, 73-74 customer focus of, 63 defining, 61-63 documenting. See Documentation

249

250 ▶ INDEX

Business processes (Continued) existing vs. new infrastructure used in, 59-61 interaction of activities and operating procedures with, 68, 68e levers in, 66 management of, 64-65 measurement of, 63, 64-65 objectives and attributes of, 71-73, 73e, 123 ownership of, 65-66 process innovation and, 71-73, 73e Business process maps, 156-158, 158e, 159e, 220, 224 Business process modeling (BPM), 156-157, 158-185 basic building blocks of, 170, 170e compensation activities in, 170-171, 172e diagramming example in, 171-173, 174e staff and manager involvement in, 162-163 terminology differences in, 161-162 TSI case examples of, 173, 175–185, 176e, 180e, 184e Business process modeling notation (BPMN), 159-162 best practices in, 162 core graphic elements in, 166-169, 167e-169e, 175, 182-183 participants in. 166-167 process types in, 163-164, 163e, 164e, 165e terminology differences in, 161-162 terms used in, 166 Business strategy analysis phase on, 218-219 cost leadership and, 34-35 definition of, 30 FedEx examples of, 28-29, 30-31 focused approach to, 33-34 ICT alignment with, 53-54, 54e ICT implementation to support, 58 industry-wide approach to, 30-32, 35 informational inputs for, 54-56 product differentiation and, 35 technology strategy linked to,

35–36, 36e

С

Central Intelligence Agency (CIA), 147-150 Change initiatives. See Process improvement; Process innovation Cloud computing, 227-228 Communication and linkage, in balanced scorecard, 144, 221 Comparative SWOT analysis, 97-100, 99e, 222 Competitive advantage, 28, 29, 30, 31, 33-34, 34e, 42, 48, 49, 58 Competitive forces analysis, 55, 97, 100-105, 104e Competitors analysis phase on, 217-218 comparative SWO1 analysis on, 99-100, 52e importance of understanding, 219 Connecting Juagrams, 204, 205 Constant Contact, 227–228 Context diagram, 206, 207e Co opetition, 103, 105 Core competencies, 91–92 Corporate unbundling, 81–85, 83e, 86e Correlation statistic, 138-139, 221 Cost-benefit analysis, 10, 128, 221 Cost estimates, 225, 229 Cost leadership, 34-35, 34e, 218, 222 Cost reduction, 58, 81-82, 85, 90, 220 Customer perspective index, 149-150, 149e Customer relationship management (CRM), 7, 33, 68, 83-84, 83e, 95, 233 Customers analysis phase on, 217-218 bargaining power of, 102-103, 104-105 BDID model's focus on, 214, 215e, 233-234 postimplementation phase and, 233-234, 234e

D

Data and information quality (DIQ), 135–137, 136e, 137e Decision making business analysts and, 21, 24, 33, 53, 58

INDEX 4 251

ICT function and responsibilities for, 6, 8, 13 management role in, 37-40, 38e technology trend curve in, 47-49, 48e, 49e Dell, 234e Deloitte Touché Tohmatsu, Australia, 120 Design documents, 156, 188, 202-209. See also Diagrams Design phase, BDID process, 19, 214, 215e, 223-229 Desktop considerations, in design, 227 Diagram list, 205–206 Diagram notes, 204, 209, 209e, 210e Diagrams, 225 connecting diagrams in, 204, 205 context diagrams in, 206, 207e diagramming best practices in, 203 diagramming conventions in, 203-205 diagram notes in, 204, 209, 209e, 210e individual ICT diagrams in, 206-209, 210e list of, 205-206 splitting work groups on, 205 Direct costs in TCO analysis, 126–127, 126e Disintermediation, 120-121 Disruptive technology, 40-42, 41e Documentation, 155-211. 224-225 best practices for, 187-211 business process maps in, 156-158, 158, 159e, 220, 224 design documents in, 156, 188, 202-209 diagramming conventions in, 203-205 goal of. 156 Ticket Sales Inc. (TSI) case examples of, 155, 158, 159e, 173, 175-185, 176e, 180e, 184e, 194e, 196, 197e, 207e, 208e, 209e, 210e working documents in, 188 See also Business process modeling (BPM); Business process modeling notation (BPMN) Document list, 205-206 Downstream in supply chains, 92-93, 93e

Economic models, 127, 221 Economic utility, 127, 132-137, 221 Enterprise resource planning (ERP) systems, 7, 111, 121-122 Environmental scanning, 97

F

Ε

Fast followers, 29, 40, 42 FedEx, 28-29, 30-31, 32e, 36, 39, 40, 41-42, 59-60, 63, 67-68, 118-119 Feedback, in balanced scorecard, 144-145, 221 Financial-accounting approach to technology justification, 127, 128-132, 221 First movers, 28–29, 31, 35, 36 Flying Dog, 234e Frito-Lay, 118 Functional focus, 62 Functionality list, 189, 191–193, 191e, 1942-196e, 224 G Gau analysis, 156, 183, 217, 219-220,

222, 223-224, 233 Gartner, 7 GlaxoSmithKline, 71 Goal setting business process model and, 157 ICT projects and, 8 iterative IT planning process and, 36.37

Η

Hardware installation, 229-230 Hypercompetition, 60-61, 61e

T

ICT hierarchy diagram, 189, 191, 193, 194–195, 196e, 197e ICT. See Information and communication technology (ICT) infrastructure; Information and communication technology (ICT) projects Implementation of ICT projects existing vs. new infrastructure used in, 59-61 noncompetitive initiatives and, 65 types of, 58-59



252 ▶ INDEX

Implementation phase, BDID process, 19-20, 214, 215e, 229-231 Indirect costs in TCO analysis, 126-127, 126e Individual ICT diagrams, 206–209, 210e Information and communication technology (ICT) infrastructure, 20 - 23business analysts' responsibilities for, 21, 24, 33, 53, 58 business processes supported by, 59-66 business strategy alignment with, 31, 53-54, 54e components of, 21-23, 21e, 190 documentation set in, 189, 190e, 202-209 informational inputs on, 54-56 market research and, 33 measuring business value of, 125-150 modeling of, 189-190, 190e process improvement and innovation constrained by, 121-122 process improvement and innovation enabled by, 116-121 reasons to build, 52-53 using existing vs. new 59-61 working documents on, 191-202 Information and communication technology (1C1) projects belief in value of, 5-7 budgeting for, 5, 6, 7, 47–49 business intelligence and, 4-5 deciding when and why to build, 4-5 economic outcomes of, 56-58 goal setting for, 8 implementation of, 58-59 inventory of, 14 investment decisions in, 8-9 measurement of, 8 value management best practices for, 7-12, 11e Information flows in supply chains, 94-96, 94e Information technology (IT) departments, 5, 6 Infrastructure costs, 83-85, 83e

Innovation customer-driven, 233–234, 234*e See also* Process innovation; Product innovation Integration in product innovation, 70, 120 Intel, 70 Interaction costs, 82–84, 82*e* Intermediaries in processes, 120–121 Interpersonal skills of managers, 37, 38*e*, 40 Inventory of ICT investments, 14 iPhones, 232–233

K

Kimberly Clark Europe (KME), 115–116 KMG America, 120

L

Leading-edge technologies, 47, 48, 48e Learning, in balanced scorecard, 144–145, 221 LFGO, 234e Licensing, 71

Μ

Main data frame (MDF), 206-208 Main office core diagram, 208e, 209 Management business process modeling and, 162-163 ICT implementation to support, 58 informational and interpersonal skills of, 39-40 process innovation and improvement and, 111, 115 self-assessment of value management awareness among, 11–12, 11e structured skills of, 40 technology planning decisions and, 37-40, 38e visionary role of, 38-39 MapInfo, 72 Market research, 33 Markets, competitive forces analysis of, 100-105, 104e MasterCard, 72 Measurement of business processes, 63, 64-65

INDEX 4 253

in ICT projects, 8, 125–150, 220–221 in postimplementation phase, 231 Mission, 156, 157, 219, 222, 223 Multiattribute utility theory (MAUT), 132–135, 133e, 134e, 221

Ν

Netflix, 234*e* Net present value (NPV), 130–132, 132*e*, 221

0

Objectives in process innovation, 71–73, 73*e*, 123 strategic, 156, 157, 224 Orchestration, in product innovation, 70–71 Organizational tools, 218–219 Organization size, and design, 226 Outsourcing, 82, 83, 85

Ρ

Porsche, 70 Porter, Michael, 29, 33-34 Postimplementation phase, BDID process, 20, 214, 215e, 231–234 Process attributes, 72–73, 73e, 123 Process change documentation. See Documentation Process focus, 62 Process improvement business analyst and, 110-112 cross-functional teams in, 113 definition of, 107–108 design documents in, 156 ICT constraints on, 121–122 ICT infrastructure and, 116-121 organization enablers for, 112-116 process innovation vs., 107-108, 108e scope of, 112 starting point for, 110-112 Process innovation business analyst and, 53, 69, 71, 110-112 cross-functional teams in, 113 definition of, 108 design documents in, 156 example of, 108-110 ICT constraints on, 121–122

ICT infrastructure and, 116-121 organization enablers for, 112-116 political issues and, 113-116 process improvement vs., 107-108, 108e process objectives and, 71–72 product innovation and vision for, 69,70 scope of, 112 starting point for, 110–112 Process maps, 156-158, 158e, 159e, 220, 224 Process objectives, 71-73, 73e, 123 Process owners, 65-66 Product and services agreements (PSAs), 95 Product differentiation, 34 34e, 35, 218, 222 Product focus, 62 Product innovation, 69-71, 69e, 83-84, 830

Q

Quality improvement strategies, 81–82, 90, 112

Reach of content, 86, 87–88 Recommendations on business process, 159, 177–178, 183, 231 on ICT design, 217, 218, 219, 223–224, 231, 233 on process improvement or innovation, 156 Regression analysis, 139–143, 141e, 142e, 221 Return on investment (ROI), 128–130, 129e, 130e, 221 Richness of content, 86, 87–88 Risk, in process change initiatives, 111, 112, 115

S

Sarbanes-Oxley Act of 2002, 65 Self-assessment of value management awareness, 11–12, 11*e* Site surveys, 226–227 Soft products, 87, 93–94 Starbucks Coffee, 234*e* Statistical approach to technology justification, 127, 138–143, 221

254 **INDEX**

Strategic objectives, 156, 157, 224 Strategy. See Business strategy; Technology strategy Structured skills of managers, 37-38, 39e, 40 Suppliers, bargaining power of, 103, 104 Supply chains, 67, 68 analysis of, 92–93, 96, 97e cross-partner processes and information flows in, 94-96, 94e management model of, 94-95, 94e soft products in, 87, 93-94 upstream and downstream in, 92-93, 93e Sustaining technology, 40, 41, 42 SWOT (strengths, weaknesses, opportunities, and threats) analysis, 36, 56, 97-100, 222 System perspective index, 150

T

Technology justification models, 127 - 143Technology S-curve (technology curve), 42-47, 43e, 44e, 46e Technology strategy investment decisions in, 47-49, 48e, 49e business strategy linked to, 35-36, 36e iterative planning process for, 36-37, 37 management role in, 37-40, 38e Technology trend curve, 47-49, 48e, 49eTicket Sales Inc. (TSI) case, 155, 158, 159e, 173, 175-185, 176e, 180e, 184e, 194e, 196, 197e, 207e, 208e, 209e, 210e

To-be process model, 156, 177, 183–185, 184*e*, 220 Total cost of ownership (TCO), 126–127, 126*e*, 221, 225, 226 Trailing-edge technologies, 47, 48, 48*e*

U

UPS, 28, 29, 36, 40, 42, 59–60 Upstream in supply chains, 92–93, 93*e* U.S. Central Intelligence Agency (CIA), 147–150

V

Valmet, 70 Value chain deconstruction, 86–87, 88, 90-92, 91 Value chain modeling, 88–90, 88e Value chains, 67-68 Value management approaches to attaining, 12–17 best practices for, 7-12 challenges to adopting, 5-7 definition of, 4–5 quick self-assessment of, 11–12, 11e Value propositions analysis phase on, 217 corporate unbundling and, 85, 86e definition of, 80 Vision, 156, 219, 222, 223 Visionary role of managers, 37, 38-39, 38e Vision translation, in balanced scorecard, 143-144, 221 Virtualization, 227

W

Working documents, 188, 189, 191–202