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CME 201 TOPIK DALAM IT GOVERNANCE
PERTEMUAN 4-5
PROGRAM STUDI MAGISTER ILMU KOMPUTER
FAKULTAS ILMU KOMPUTER

KESELARASAN (*ALIGNMENT*) BISNIS DAN IT

Pertemuan 4,5

INDIKATOR

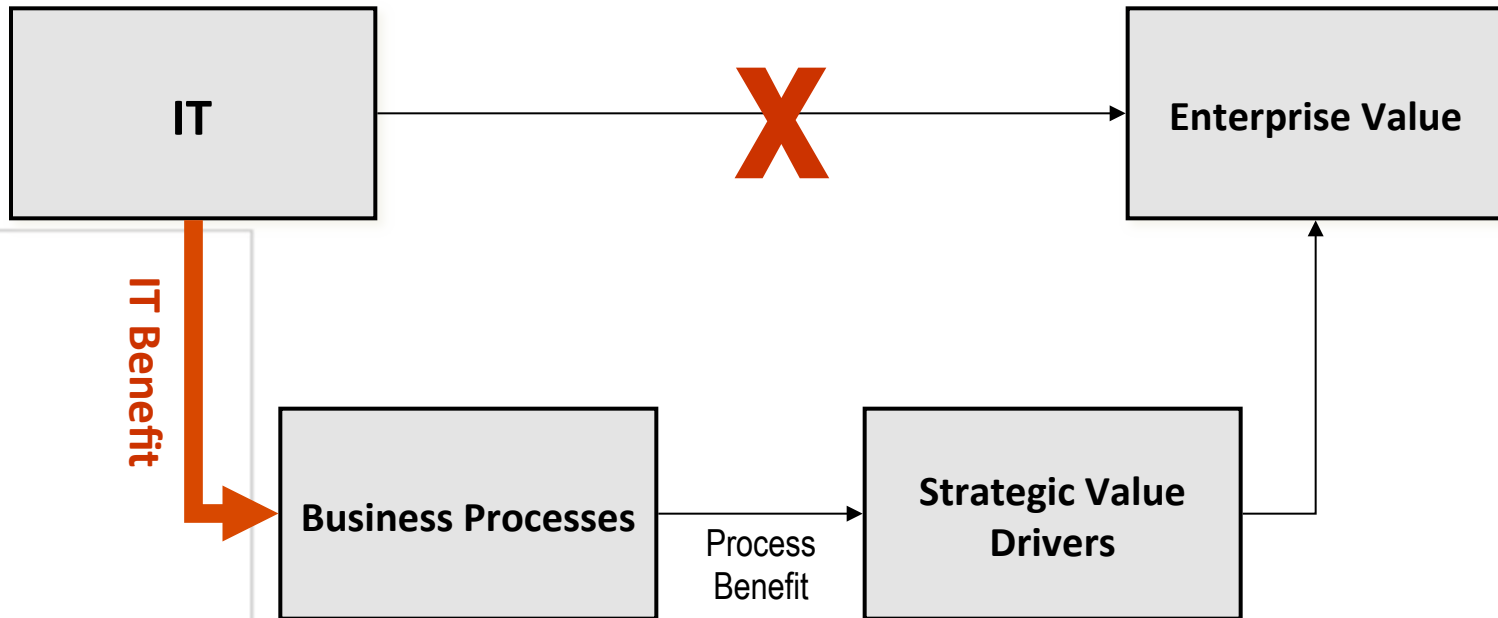
Mahasiswa dapat :

- Memahami prinsip dan pentingnya keselarasan bisnis dan IT
- Memahami konsep investasi IT

IT Value Delivery

"Instead of valuing something by its cost, figure out how much it's worth."

Benefit from IT is derived exclusively via business processes it supports or enables.



- **enables** the process in the first place
- increases **effectiveness** of the process
- increases **efficiency** of the process
- reduces **risk** of the process (e.g. through higher flexibility)
- increases **competitiveness** of the *enterprise as a whole*
- increases efficiency of the enterprise
- reduces risk of the enterprise

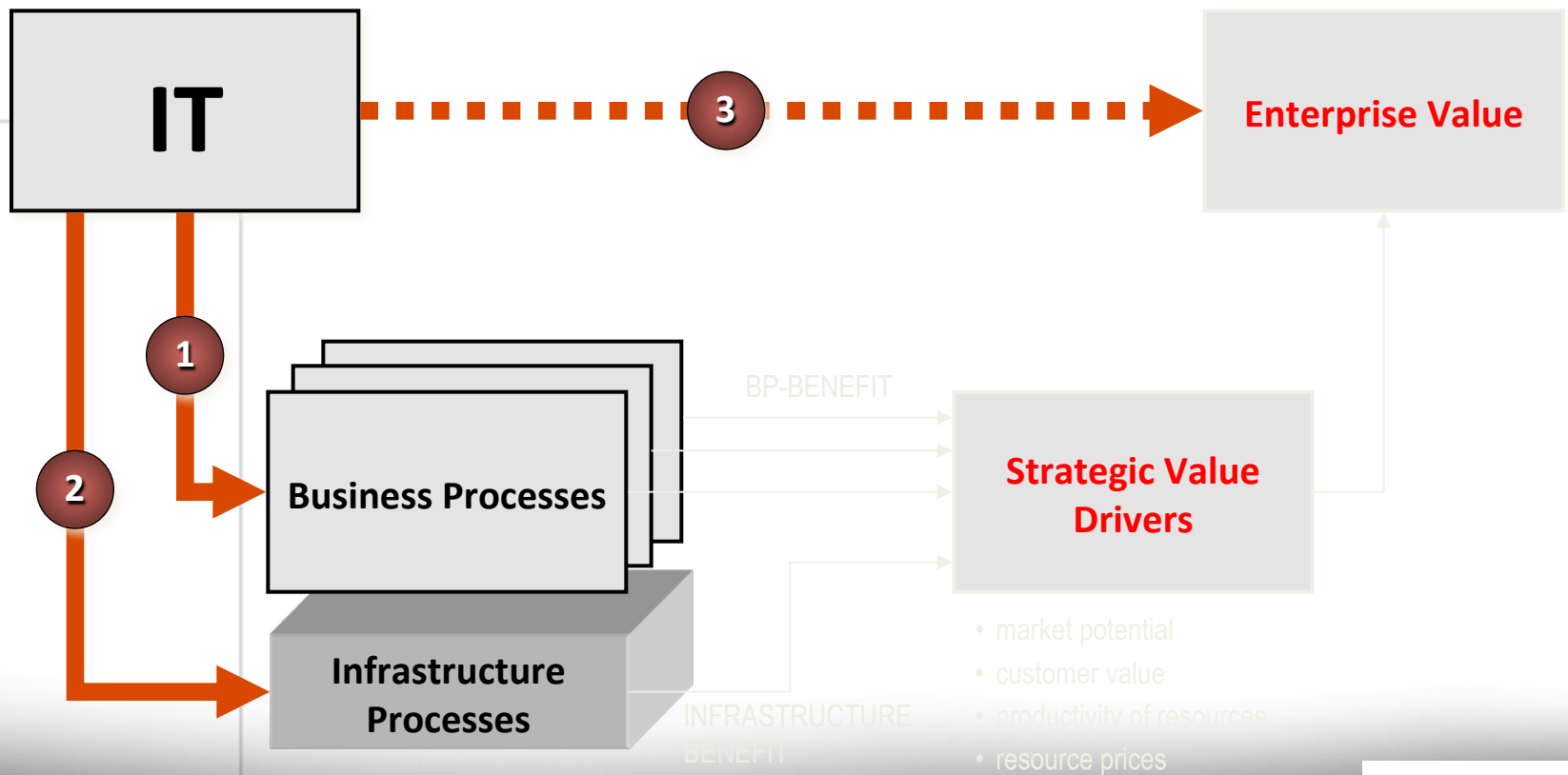
- market potential
- customer value
- productivity of resources
- resource prices

Types of benefit

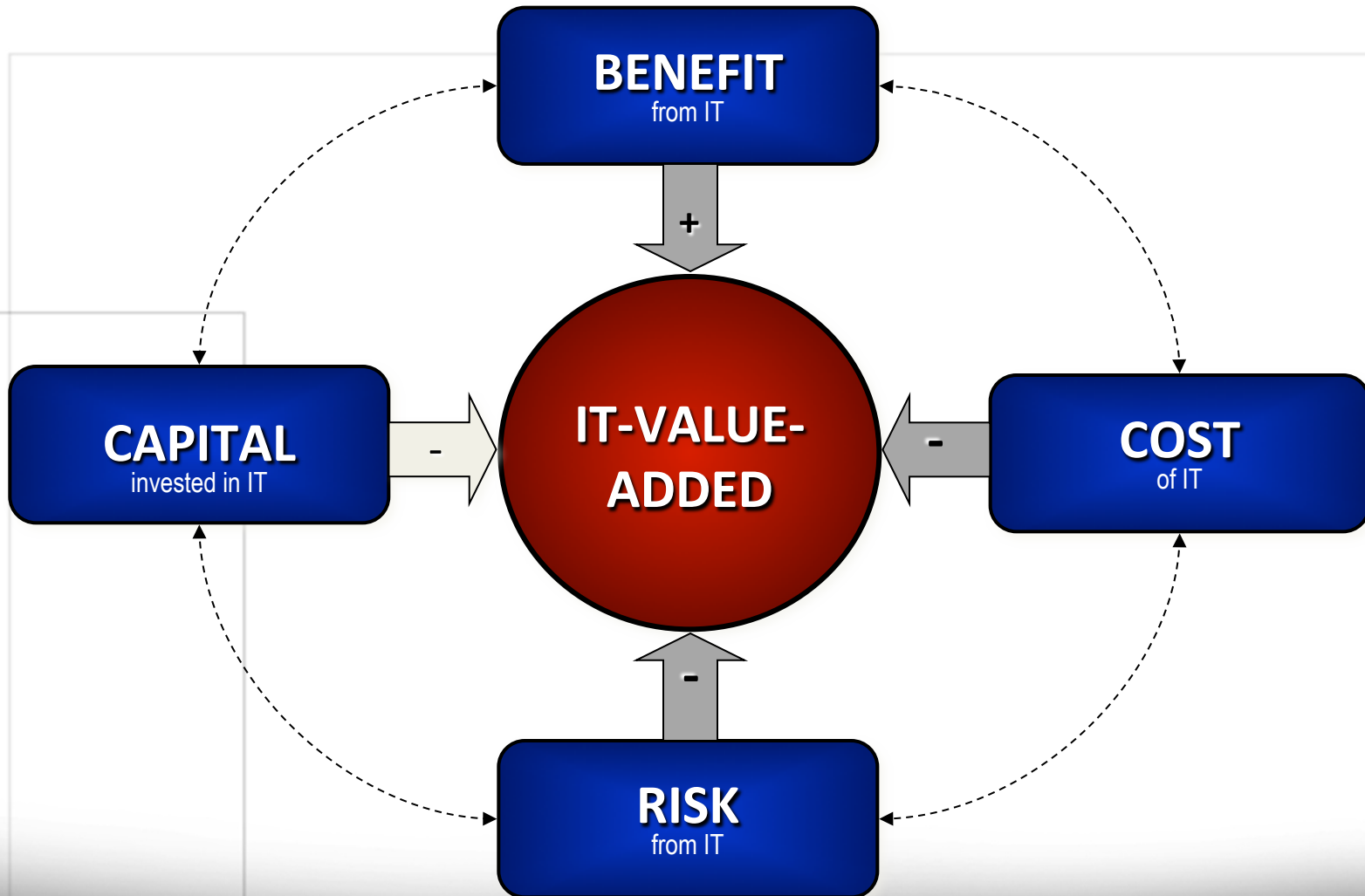
1 = Business Process Benefit (increased effectiveness and efficiency, lower risk of business process)

2 = Infrastructure Benefit (higher flexibility of the company as a whole, lower total cost, lower marginal cost for Business Unit IT)

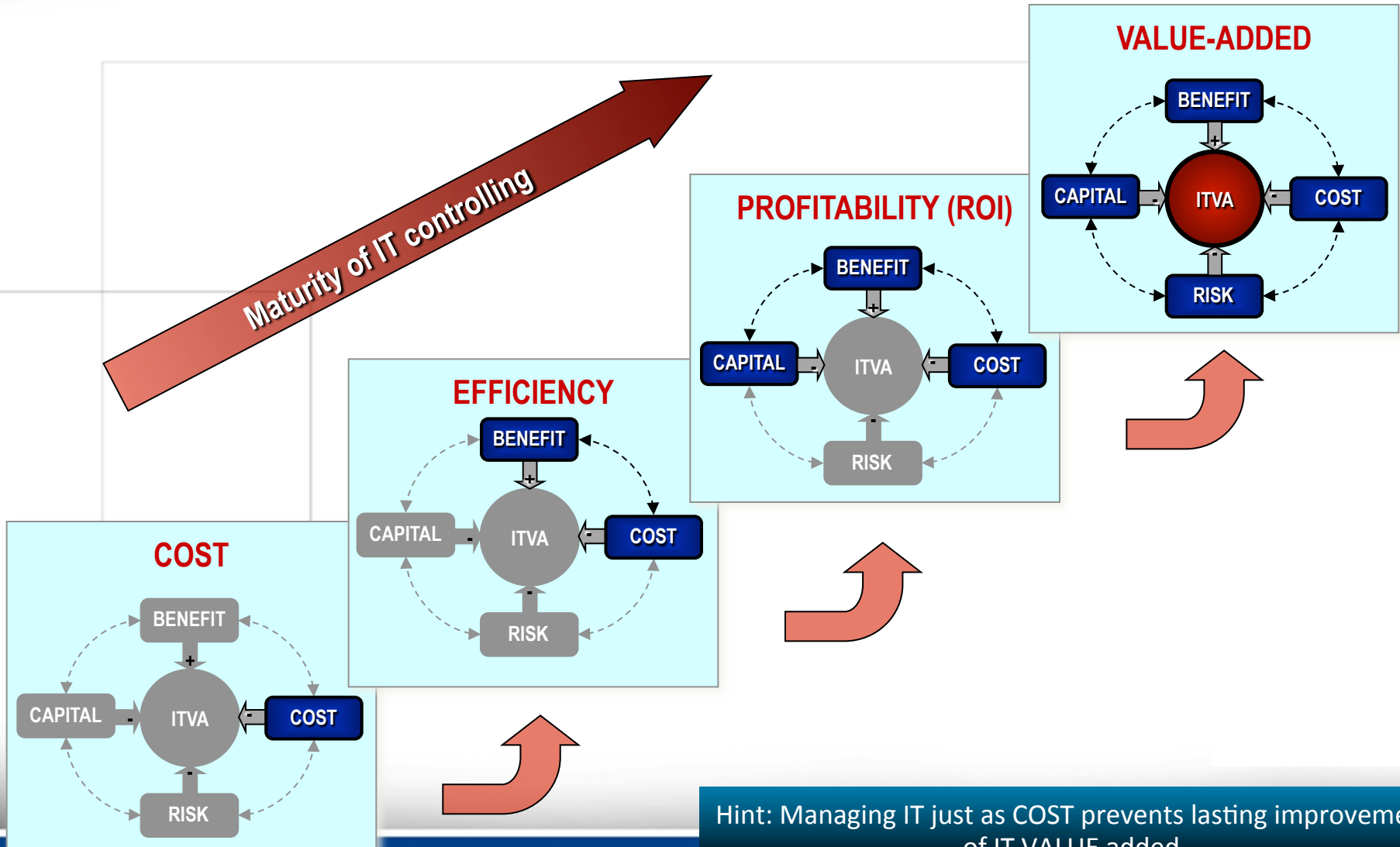
3 = Indirect Benefit (Benefit = opportunity costs; „must-do-projects“ for legal, technological, or competitive reasons)



What elements determine the value added to the enterprise?

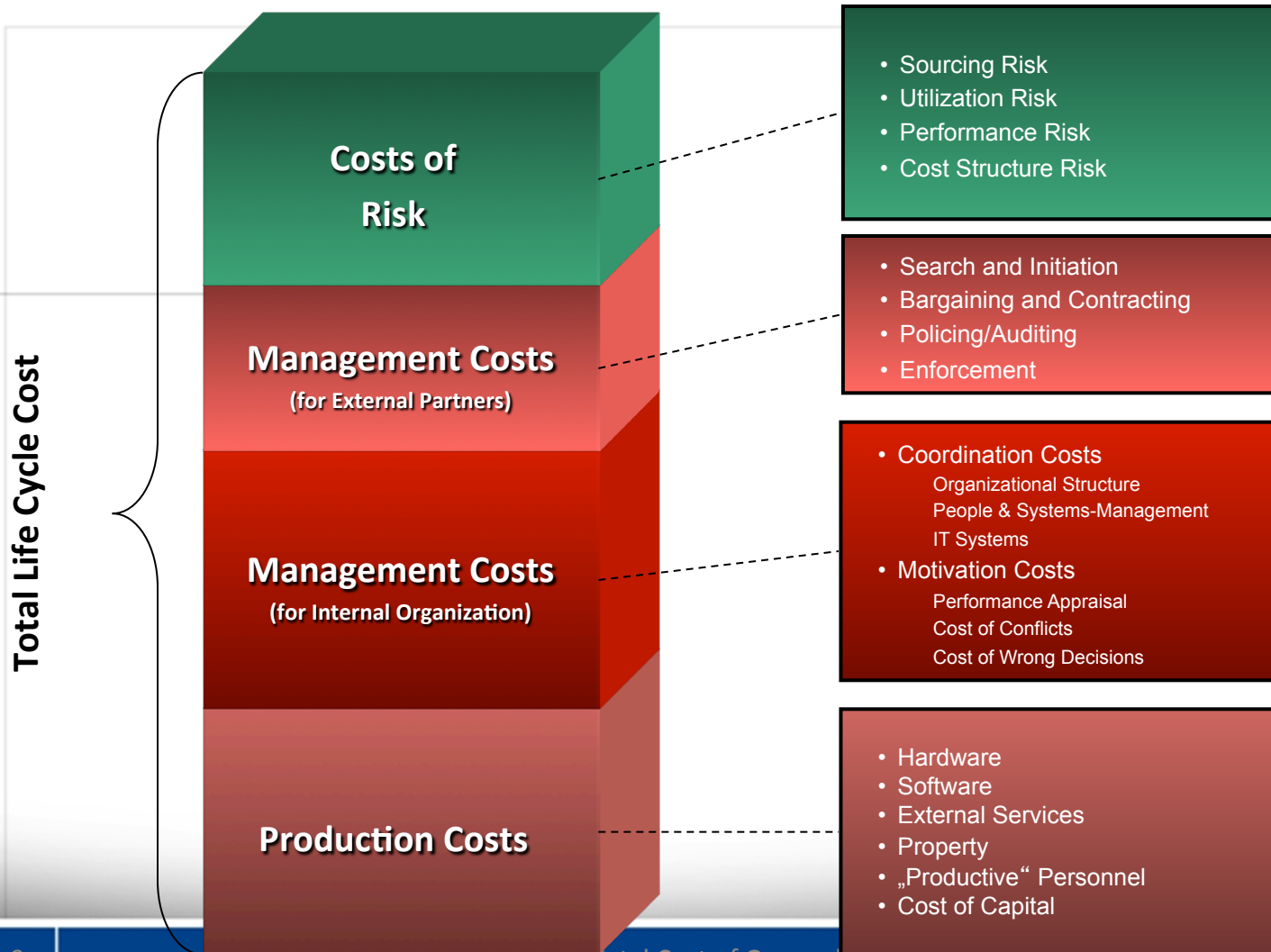


How do you CONTROL IT-Value added?

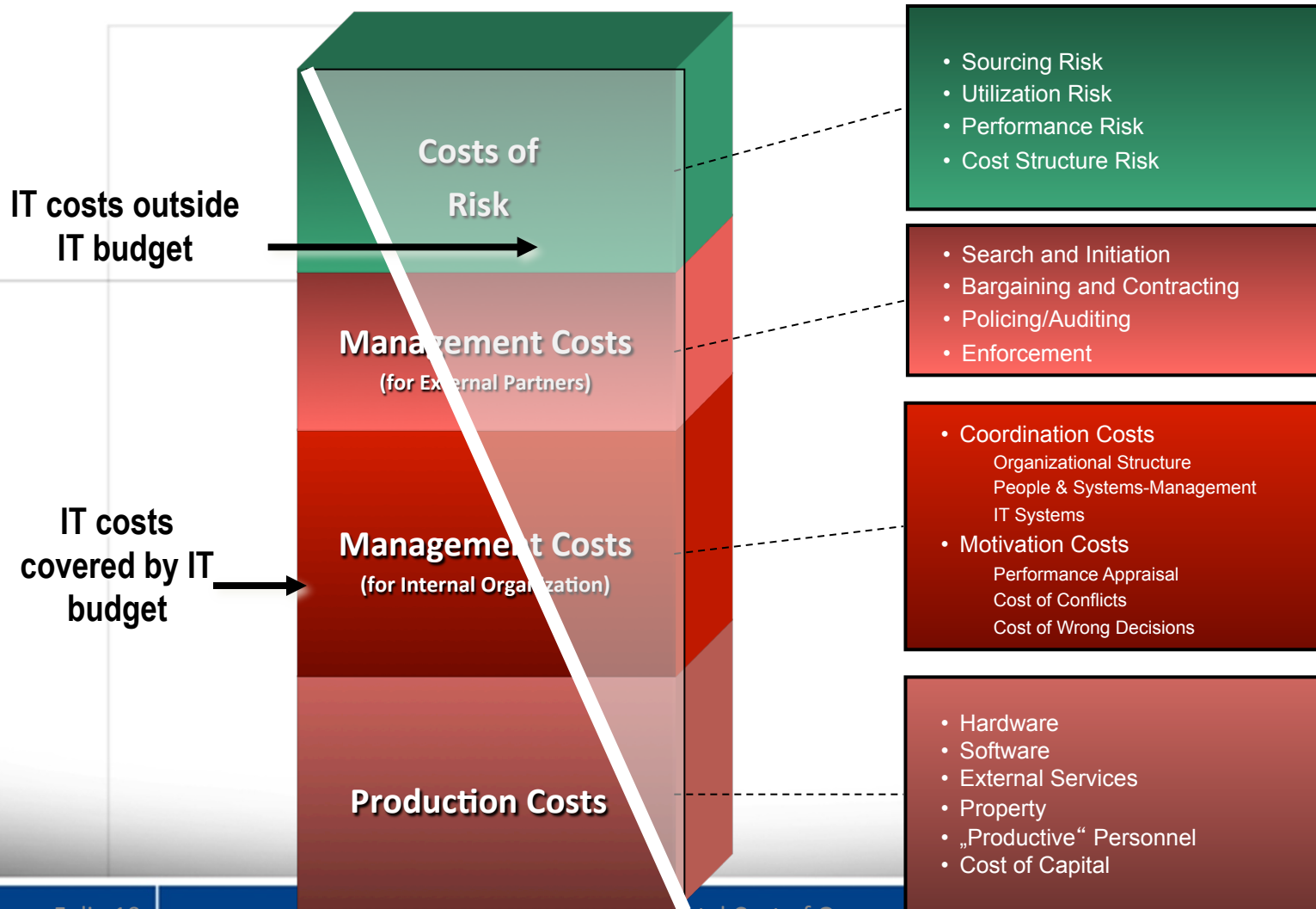


Hint: Managing IT just as COST prevents lasting improvement of IT VALUE added.

Lasting IT cost management requires a **holistic view of the IT life cycle** (Total Cost of Ownership = TCO).



Total IT costs are higher than the IT budget!

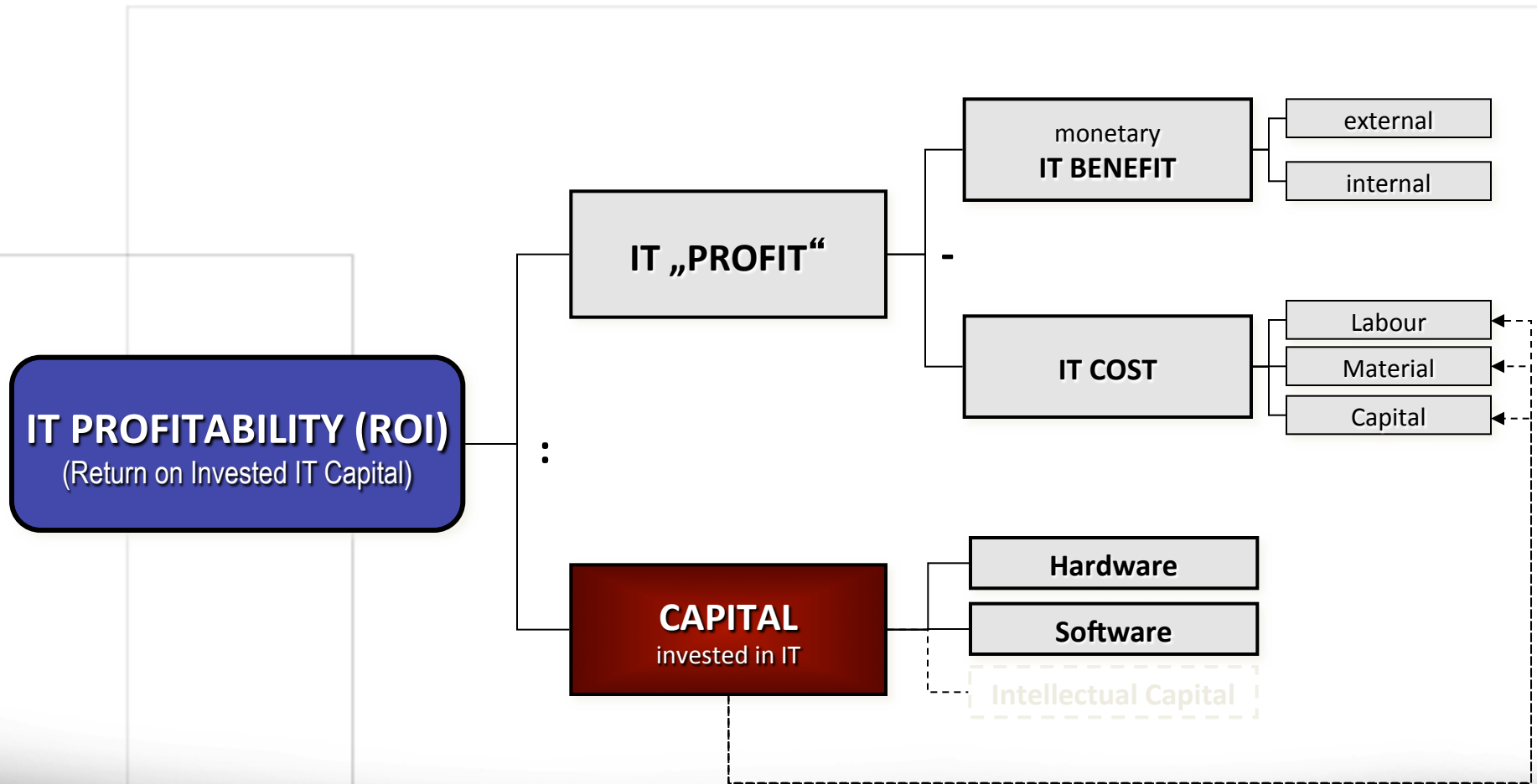


IT Risk must be viewed from two sides: strategic and operational

Responsibility



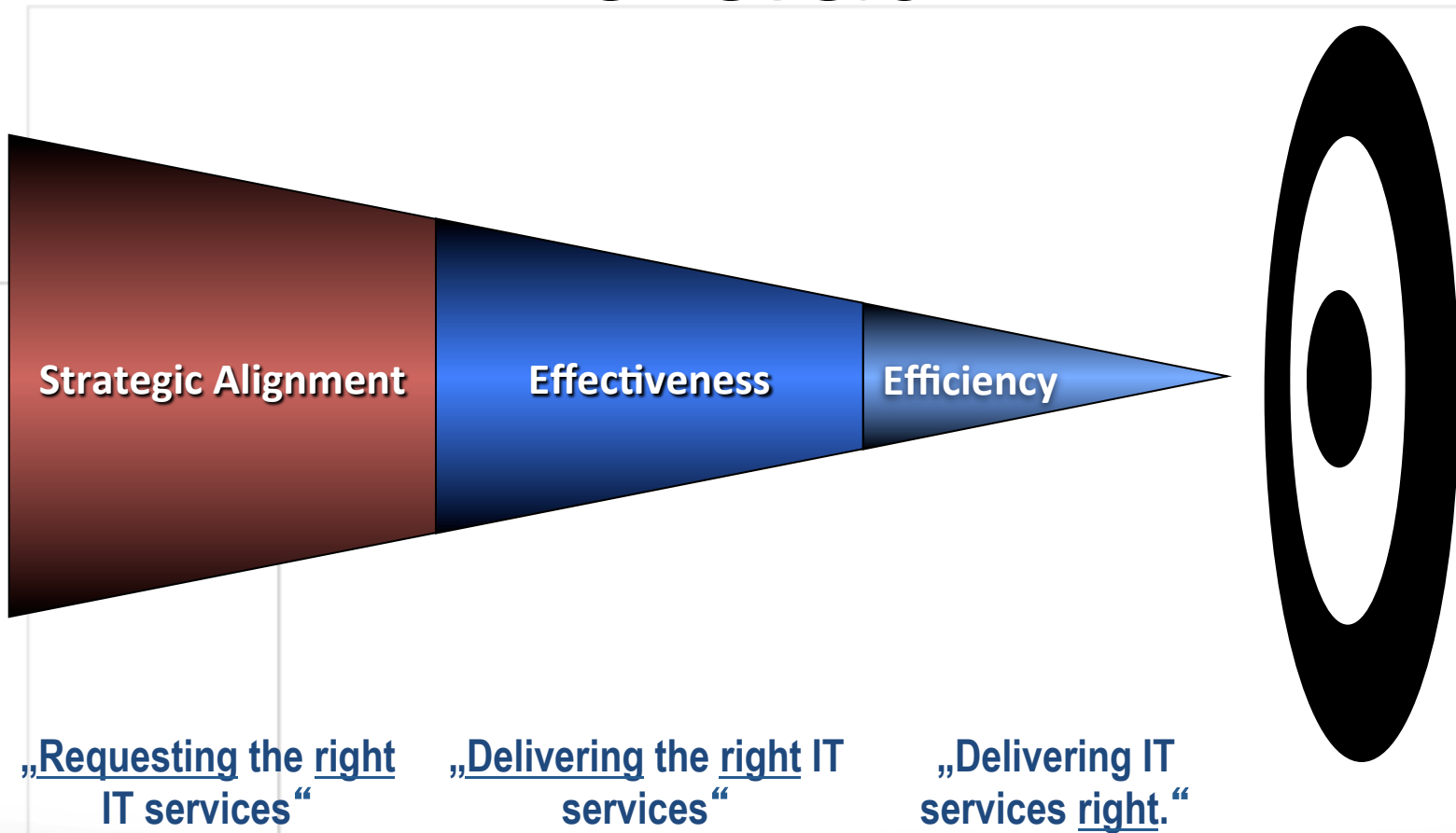
Capital invested in IT and the „profit“ derived from IT usage determine the **Return on Investment** of IT



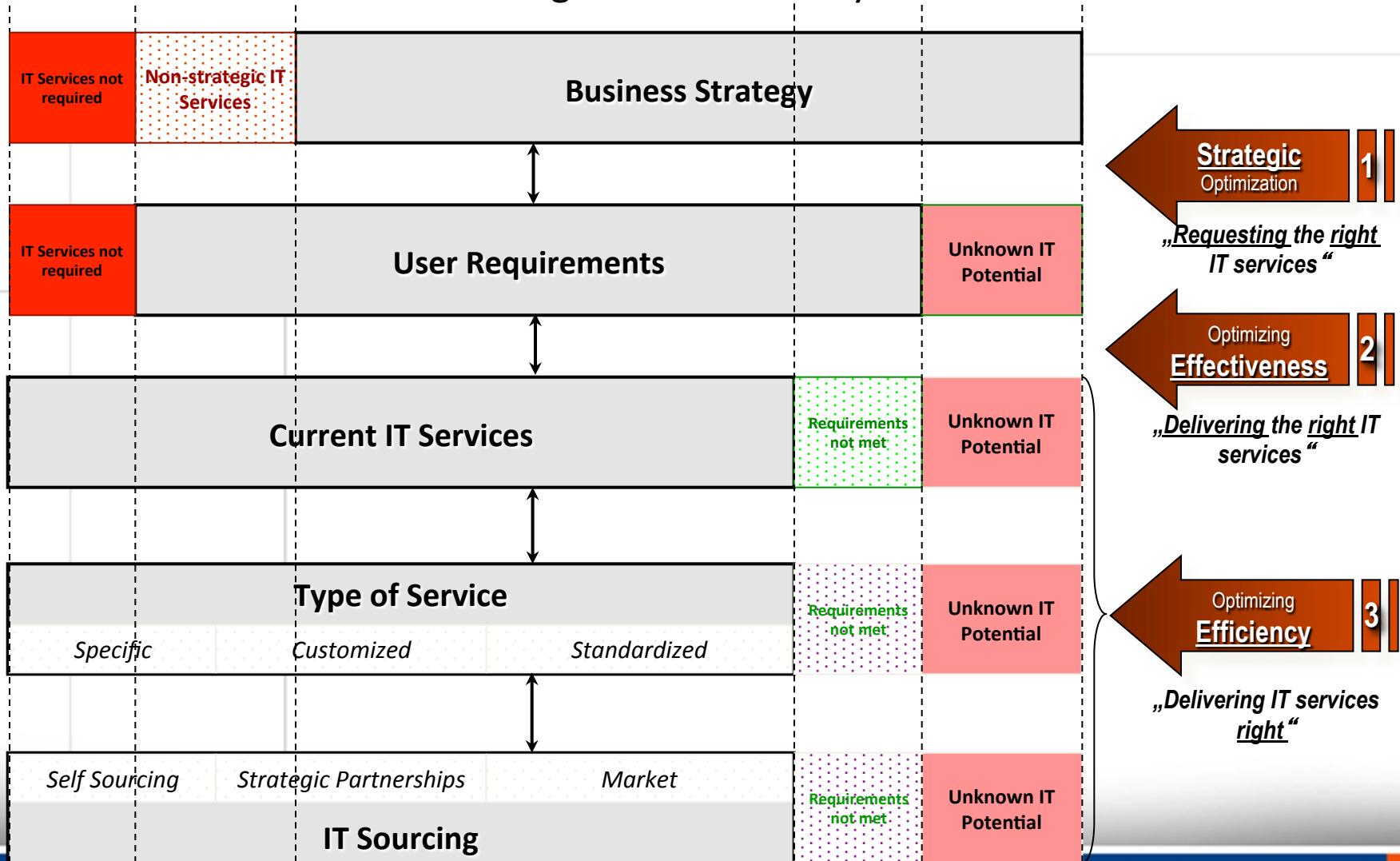
IT Value Drivers (Overview)

| VALUE ELEMENTS | Strategic IT VALUE DRIVERS |
|-------------------------------|----------------------------|
| IT BENEFIT | Strategic Alignment |
| | Functionality |
| | Service Level |
| | Degree of Innovation |
| IT COST | Specificity |
| | Complexity |
| | Economies of Scale |
| | Economies of Scope |
| | Economies of Learning |
| | Risk Taking |
| | Flexibility |
| IT RISK | Business-/IT-Alignment |
| | Cost Structure |
| | Availability |
| | Reliability (Integrity) |
| CAPITAL invested in IT | IT Sourcing Mix |

IT Value-Added can be managed using **3 Levers**



The right **sequence of optimization** is crucial to avoiding „doing the wrong things more efficiently“!



What are **Strategic Guiding Principles** for IT?

A GOOD IT-Strategy :

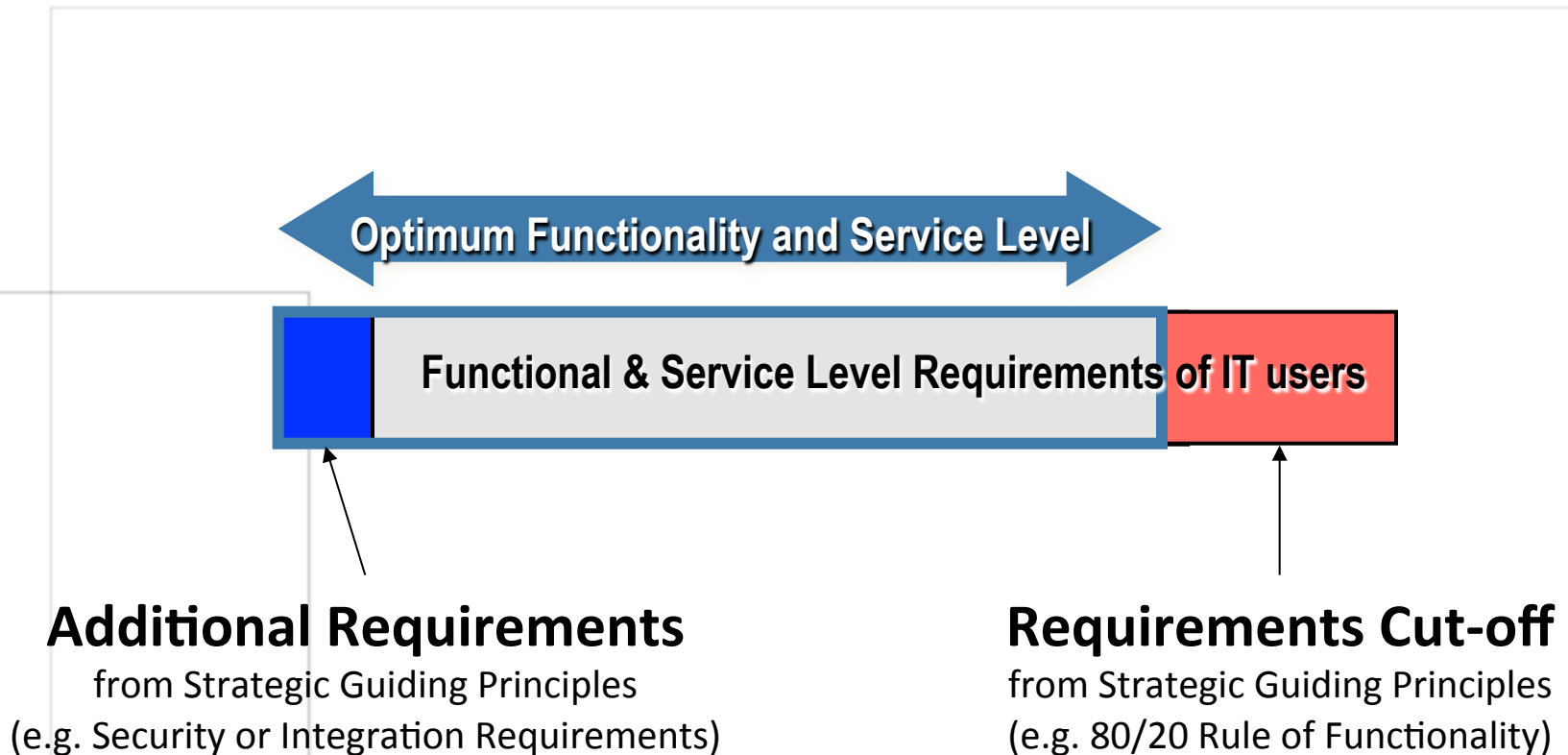
- states a basic belief or attitude towards using IT in the organization – in one or two clear sentences
- is a guideline for action – but also allows valid arguments against it
- is in non-technical language to be understood by non-IT people and IT people alike
- influences corporate-wide and/or business unit-wide behaviour
- has lasting effects
- has objective reasons

A BAD IT-Strategy :

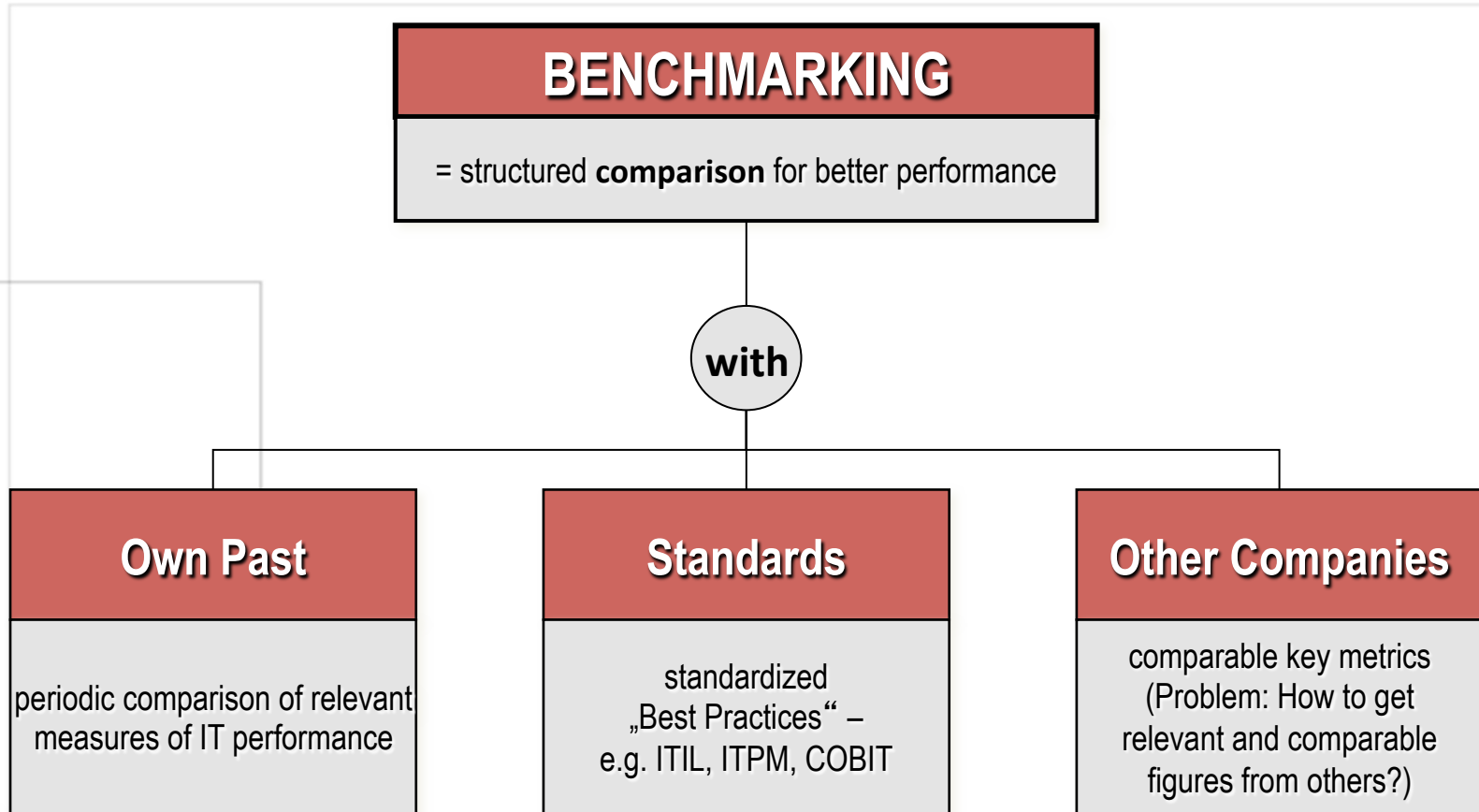
- is a statement no one can object to („All new applications must have simple handling.“)
- is too general („Total cost of IT must come down.“)
- has no logical reasons = „Because I tell you“-principles
- is too technically detailed and therefore quickly outdated

☞ Implement strategic guiding principles approved and committed to by all IT stakeholders – **before** optimizing effectiveness and efficiency!

The **overall** optimum for the organization is achieved by **aligning** user requirements with the strategic guiding principles.



Benchmarking – used correctly – can deliver important information for IT controlling



Hint: Do not neglect „internal“ benchmarking in favour of external Benchmarking!

TERIMA KASIH