

Target audience for book

CIOs or IT Heads in multinational or global firms, their planning departments, and companies providing consultancy services to them.

Topic is globalizing IT

Many large organisations are either contemplating or actually undergoing a globalisation of their IT operations. There are two key drivers behind such a move. The first is that co-ordination of IT operations, for example in IT purchasing, can reduce costs. The second, and more significant driver is that many multi-national companies are integrating business processes such as supply chain management across locations, and harmonization of IT systems and service across sites is a key prerequisite for this to work.

The combination of these two drivers - cost and service - ensures that the change towards management of IT on a global basis is ever more popular.

Objective is practical advice

The book presents a practical approach for initiating and reinforcing global IT, focussing on the mechanisms that need to be put in place to effectively manage IT strategy, standards, architecture, and control across sites in a global firm. Key considerations are explained for each domain together with concrete details of recommended organisation, processes and deliverables. The approach fits cleanly into established best practices for IT such as the COBIT® framework for IT management.

Benefits of the approach

- Tangible alignment reached between IT and business
- Effective process for cascading global IT strategy through an organisation
- Affiliates and head office reap value from approach
- Low resource requirements for implementation
- Excellent platform for strategic IT decisions.

Positioning of book in market

'Global IT Management: A Practical Approach' is the *first* book worldwide dedicated to giving umbrella guidance on globalizing IT. Publication is by the top publisher John Wiley & Sons.

Author profile

Robert Barton, 15 years professional IT experience throughout Europe, including three years as Head Global IT Strategy, Architecture and Standards at a leading global pharmaceuticals corporation. Education at Cambridge and INSEAD.

Key selling points of book

- All major elements of global IT management incorporated in one book
- Examples from leading global firms provide context throughout the book
- Practical, Keep-IT-Simple approach
- Compact text combines background with concrete implementation details
- Supported by online examples.



Organisation

The model defines roles and responsibilities for organising IT functions across locations, emphasising reporting lines and which responsibilities are traditionally held locally and globally. The model then recommends the composition of decision making bodies for both strategic direction and operational decisions.



Architecture

The model defines a straight forward approach to how IT organisations can collect an accurate view of the interplay between business processes, applications, and IT infrastructure in their firm. This architectural "big picture" helps IT and line functions agree where they currently stand and where they need to go, providing valuable input to strategy, standards and control workstreams.



Strategy

The model focuses not on what your IT strategy should be, rather on what steps an IT organisation needs to take to agree on strategy, and then how this can be implemented effectively in a global organisation - the trick being to cascade the strategy in such a way that it becomes locally relevant and is built in to local plans.



Standards

Global IT standards, for example the mandatory use of a particular model of PC, are often the first and regularly unpopular point of contact between affiliates and head office. The model focuses on how to define and maintain standards, and handle exceptions that arise. The primary aim is to make sure that the management of standards is accepted locally and works effectively.



Control

Balanced scorecards are the modern mechanism for holistic management of performance and are particularly well suited to global IT organisations needing to escape from historical evaluation on cost alone. The model presents the essentials of how to put balanced scorecards for IT in place, focussing on the specificities of IT in choice of metrics, and the interdependence with strategy and standards.

- 1 Why Globalise IT Management?
- 2 Organisation
 - 2.3 Introduction
 - 2.4 Core IT services
 - 2.5 Forces shaping IT organisations
 - 2.6 Basic organisational variants
 - 2.7 Two sides to a coin
 - 2.8 A practical approach
 - 2.9 Key players and institutions
 - 2.10 Moving towards action
- 3 Architecture
 - 3.3 Introduction
 - 3.4 Options and expectations
 - 3.5 Managing architecture
 - 3.6 Organisation
 - 3.7 Funding
 - 3.8 Map current IT architecture
 - 3.9 Adapt architecture to requirements
 - 3.10 Tool support
 - 3.11 Summary
- 4 Strategy
 - 4.3 Introduction
 - 4.4 Options and expectations
 - 4.5 Managing strategy
 - 4.6 Organisation
 - 4.7 Funding
 - 4.8 Agreeing strategy
 - 4.9 Align organisation
 - 4.10 Implementation
 - 4.11 Review
 - 4.12 Tool support
 - 4.13 Summary
- 5 Standards
 - 5.3 Introduction
 - 5.4 Options and expectations
 - 5.5 Choice of standards
 - 5.6 Managing standards
 - 5.7 Organisation
 - 5.8 Funding
 - 5.9 Defining new standards
 - 5.10 Maintaining standards
 - 5.11 Handling exceptions
 - 5.12 Tool support
 - 5.13 Summary
- 6 Control
 - 6.3 Introduction
 - 6.4 Options and expectations
 - 6.5 Managing control
 - 6.6 Organisation
 - 6.7 Funding
 - 6.8 Allocating IT costs
 - 6.9 Project control
 - 6.10 Implementing balanced scorecards for IT
 - 6.11 Tool support
 - 6.12 Summary
- 7 Value of Global IT Management - Tested
- 8 Glossary and Acronyms
- 9 References
- 10 Appendix: Positioning with established best practices
 - 9.3 COBIT®
 - 9.4 ITIL®
 - 9.5 PRINCE2®

Guidance on resource requirements given

Each chapter exhibits concrete cases from leading firms: Philips, Nestlé, Novartis, Toyota, UBS

Each chapter combines theory with practice:

Key considerations including basic options available

Concrete work templates

Fit with established best practices