

Table 8-5: The Selection of Application Strategic Domain

Business Strategies		IT Paradigms								
		Off-line Enterprise	On-line Enterprise	Integrated Enterprise	Agile Enterprise	Informated Enterprise	Communicated Enterprise	Mobile Enterprise	Electronic Enterprise	Virtual Enterprise
Competitive Advantage	Differentiation	EPM	CAM	SCM	CAD CAM	KMS eDOC	WFS	WAP	eBiz	EIP
	Focus									
Innovations		CAD	CAD EUC	CAD	CAD CAM	KMS WFS	WFS	WAP	WFS	WFS
Growth		TPS	TPS	ERP	CAD CAM	KMS	eDMS	WAP	eBiz	SCM
Alliance	Repositioning			ERP	CAD CAM	KMS	WFS	WAP	B2B	WFS
	Diversification									
	Integration									

IT Differential Advantage

If the IT organization is to continue to attract a company's business units and their management, it must perform certain functions within industry practice with distinction. Rapid deployment of applications, a sophisticated matrix of applications, a low information processing cost, better user friendly software, and better information quality can all serve to differentiate a particular IT organization from the industrial pack.

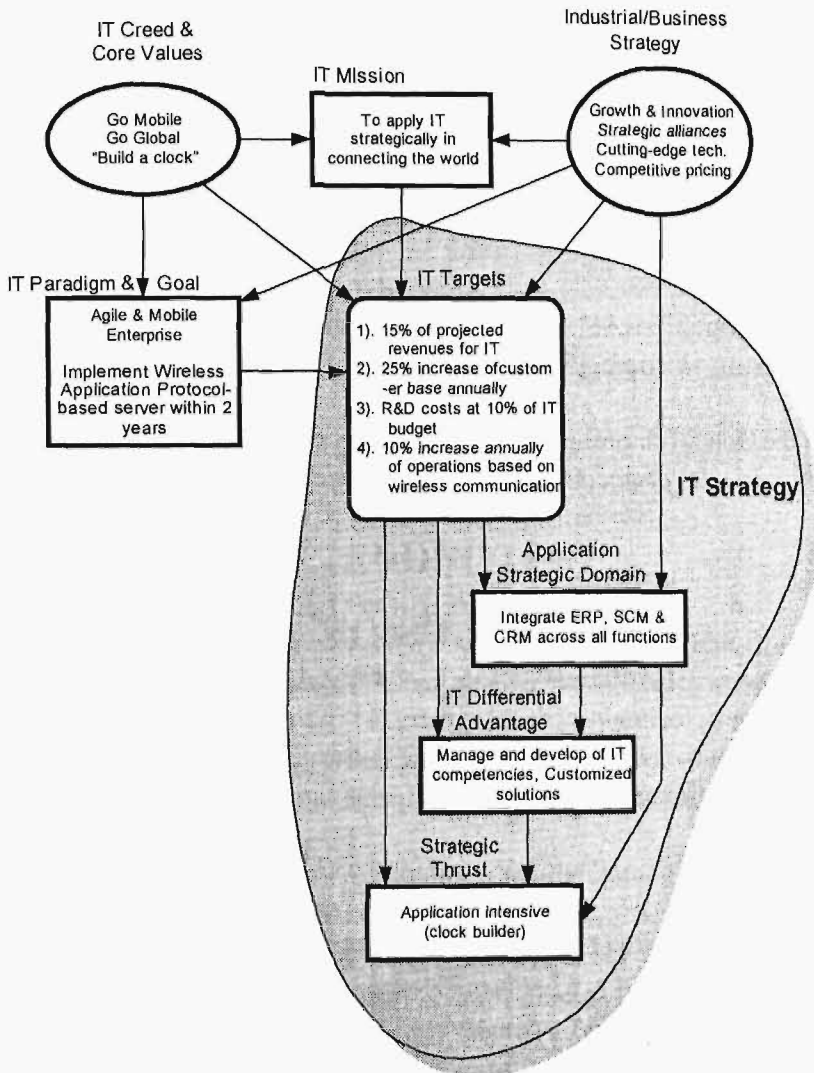
IT management may choose the right differential advantage by choosing between in-house and outsourcing of the planning, development, maintenance, information, data and network centers' services. By focusing on all or part of these centers it is possible to implement expected solutions.

Strategic Thrust

This consideration steers a course between strategic moves that are either too aggressive or too passive. Examples of application-intensive and business-intensive strategic thrusts are as follows:

- *Application-intensive thrusts:*
 - a. Legacy systems integration
 - b. Middleware integration
 - c. EAI-Enterprise Applications Integration
 - d. Workflow systems
 - e. Mobile integration
 - f. Other

Figure 8-10: The IT Strategy of Singtel



- *Business-intensive thrusts:*
 - a. BPR-Business Process Re-engineering
 - b. BPI-Business Process Integration
 - c. B2B
 - d. E-market development
 - e. Cost leadership in information tools delivery centers
 - f. Other

The strategic thrust selection should concentrate on a critical direction rather than on minor steps. The selected thrust can be seen in a company as offensive or defensive with all related repercussions. The selected trust should be selected in accordance with its IT targets.

Figure 8-10 provides an example of IT aims for a telecommunication company⁷.

After defining the IT strategic aims one can pass to the stage of tactical planning and define (Figure 8-4):

- IT Policies,
- Implementation of IT-strategy oriented structures,
- Managing IT strategy and policies.

After the tactical planning stage comes a level of IT operations in the scope of IT developmental projects and information processing and networking.

CONCLUSION

IT management is still an evolving discipline which can hardly follow the accelerated pace of technology development. IT is creating a new Information Civilization, which is about 50 years old but is minute in comparison to 6,000 years of human civilization.

BIBLIOGRAPHY

- Barker, J. (1985). *Discovering the Future*. Lake Elmo, MN: Infinity Limited.
- Bradley, S. P. & Nolan, R.L. (1998). *Sense & Respond: Capturing Value in the Network Era*. Cambridge, MA: HBS Press.

- Brynjolfsson, E. & Hitt, L. (1996). Productivity without Profit?: Three Measures of Information Technology's Value. *Working Paper Series*. MIT Center for Coordination Science.
- Collins, J. (2002). *Good to Great*. New York: HarperBusiness.
- Collins, J. & Porras, J.I. (1997). *Built to Last*. New York: HarperBusiness.
- Cummins, F. A. (2002). *Enterprise Integration*. New York: John Wiley & Sons.
- Haeckel, S.H. & Slyvotzky, A.J. (1999). *Adaptive Enterprise: Creating and Leading Sense-And-Respond Organizations*. Cambridge, MA: HBS Press.
- Hamel, G. (2000). *Leading the Revolution*. Cambridge, MA: HBS Press.
- Kuhn, T.S. (1970). *The Structure Of Scientific Revolution*. Chicago: University of Chicago Press.
- Quinn, J. B. (1980). *Strategy for Change: Logical Incrementalism*. Homewood, IL: Richard D. Irwin.
- Spewak, S.H. & Hill, S.C. (1993). *Enterprise Architecture Planning: Development a Blueprint for Data, Applications and Technology*. New York: John Wiley & Sons.
- Targowski, A. (1990). *The Architecture and Planning of Enterprise-wide Information Management Systems*. Harrisburg, PA: Idea Group Publishing.

ENDNOTES

- ¹ In some organizations IT office can be a front-office.
- ² A student project presented by Alison Say, Chau Phan Hong, Dennis Macy, and Karen Hoi, MBA Program of Western Michigan University in Singapore, 2002.
- ³ Level 1- highly capable individual, Level 2-contributing team member, Level 3- competent manager, Level 4- effective leader, Level 5-executive (Collins 2003).
- ⁴ Collins (2003) defines it by analogy that a hedgehog knows one big thing and a fox has a myriad of complex strategies. It comes from Isaiah Berlin's "The Hedgehog and the Fox."
- ⁵ More discussion on this issue is provided in Chapter 2.
- ⁶ Architectures of these applications are provided in Chapter 4.

- ⁷ A student project presented by Alison Say, Chau Phan Hong, Dennis Macy, and Karen Hoi, MBA Program of Western Michigan University in Singapore, 2002.

