

# Preface

“Enterprise Governance of IT” is a relatively new concept in the literature and is gaining more and more interest in the academic and practitioner’s world. “Enterprise Governance of IT” is about defining and embedding processes and structures in the organization that enable both business and IT people to execute their responsibilities in creating value from IT-enabled business investments. As an example of its growing importance, the standardization organization ISO issued in 2008 a new worldwide ISO standard in this domain.

Within the University of Antwerp–Antwerp Management School–IT Alignment and Governance (ITAG) Research Institute, we have been executing applied research in this domain for many years now. With this book, we want to provide a complete and comprehensive overview of what Enterprise Governance of IT entails and how it can be applied in practice. Our conclusions in this book are based on our knowledge obtained in applied research projects, our many years of involvement in the development of COBIT, our own hands-on coaching and consulting experience in many industries in governance and alignment projects, and international state-of-the-art literature. In this way, this manuscript encompasses both academic models and concepts but also includes practice-oriented frameworks such as COBIT and discusses and analyzes many practical cases and examples in different industries.

The target audience for this book is threefold:

- Master students, for whom this textbook can be used in courses typical on IT strategy, Enterprise Governance of IT, IT management, IT processes, IT and business architecture, IT assurance/audit, information systems management, etc.
- Executive students in business schools, for MBA type of courses where IT strategy or IT management modules are addressed.
- Practitioners in the field, both business and IT managers, who are seeking research-based fundamentals and practical implementation issues related to it in the domain of Enterprise Governance of IT.

This book is organized into seven main chapters. Chapter 1 defines the core concepts around Enterprise Governance of IT as a means to enable business/IT



alignment and business value from IT. This chapter sets the scene of the complete book. Chapter 2 builds on the first chapter and stipulates a conceptual model to address the challenge of implementing Enterprise Governance of IT in practice. This chapter also provides an overview of contemporary best practices organizations are using and addresses related topics on, for example, the role of the board of directors in Enterprise Governance of IT and the context of interorganizational environments. In Chap. 3, the impact of Enterprise Governance of IT implementations on business/IT alignment is discussed. The first question is how an organization can measure and evaluate its current status of business/IT alignment. This discussion is supplemented with a benchmarking case, where business/IT alignment was measured for the Belgian financial services sector. Next, the impact of Enterprise Governance of IT practices on business/IT alignment is analyzed and illustrated. Chapter 4 discusses the value component of this textbook. It starts from describing the IT productivity paradox and then discusses two approaches to measure and manage the value of IT, at the level of an investment through the business case process and at the level of the IT department through the IT balanced scorecard. Chapter 4 also includes a detailed case study of a working IT balanced scorecard implementation. Chapter 5 positions COBIT in the field of Enterprise Governance of IT. This chapter discusses in detail all the core elements of the COBIT framework and explains how organizations could leverage them for the purpose of Enterprise Governance of IT. Related to this, Chap. 6 continues by discussing how COBIT can also be leveraged as a framework to execute IT assurance/audit assignments. This chapter also offers a lot of hands-on templates that can be used in practice. Chapter 7 finally provides some guidelines and trigger events to get started with Enterprise Governance of IT and outlines a balanced scorecard for Enterprise Governance of IT to manage and measure the outcome of the enterprise governance of IT project.

To support the reader in understanding and absorbing the material provided, each chapter provides (short and long) “assignment boxes” where readers can apply the concepts explained in comprehensive exercises. Also, at the end of each chapter, a summary and study questions are available enabling the reader to cross-check the insights obtained in a chapter. For people who want more information, each chapter provides hooks to more detailed background material by way of literature references.

We hope that with this book, we can contribute to further developing the emerging knowledge domain of Enterprise Governance of IT. This book is one of the outcomes of our activities within the University of Antwerp–Antwerp Management School–IT Alignment and Governance (ITAG) Research Institute. We do welcome reactions on this book or sharing experiences in the domain of Enterprise Governance of IT via [steven.dehaes@uantwerpen.be](mailto:steven.dehaes@uantwerpen.be) and [wim.vangrembergen@uantwerpen.be](mailto:wim.vangrembergen@uantwerpen.be).

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Achieving Alignment and Value, Featuring COBIT 5

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