

BITI Maturity Model – Business IT Integration

Bron: Boek “Designing and Transforming IT Organizations”

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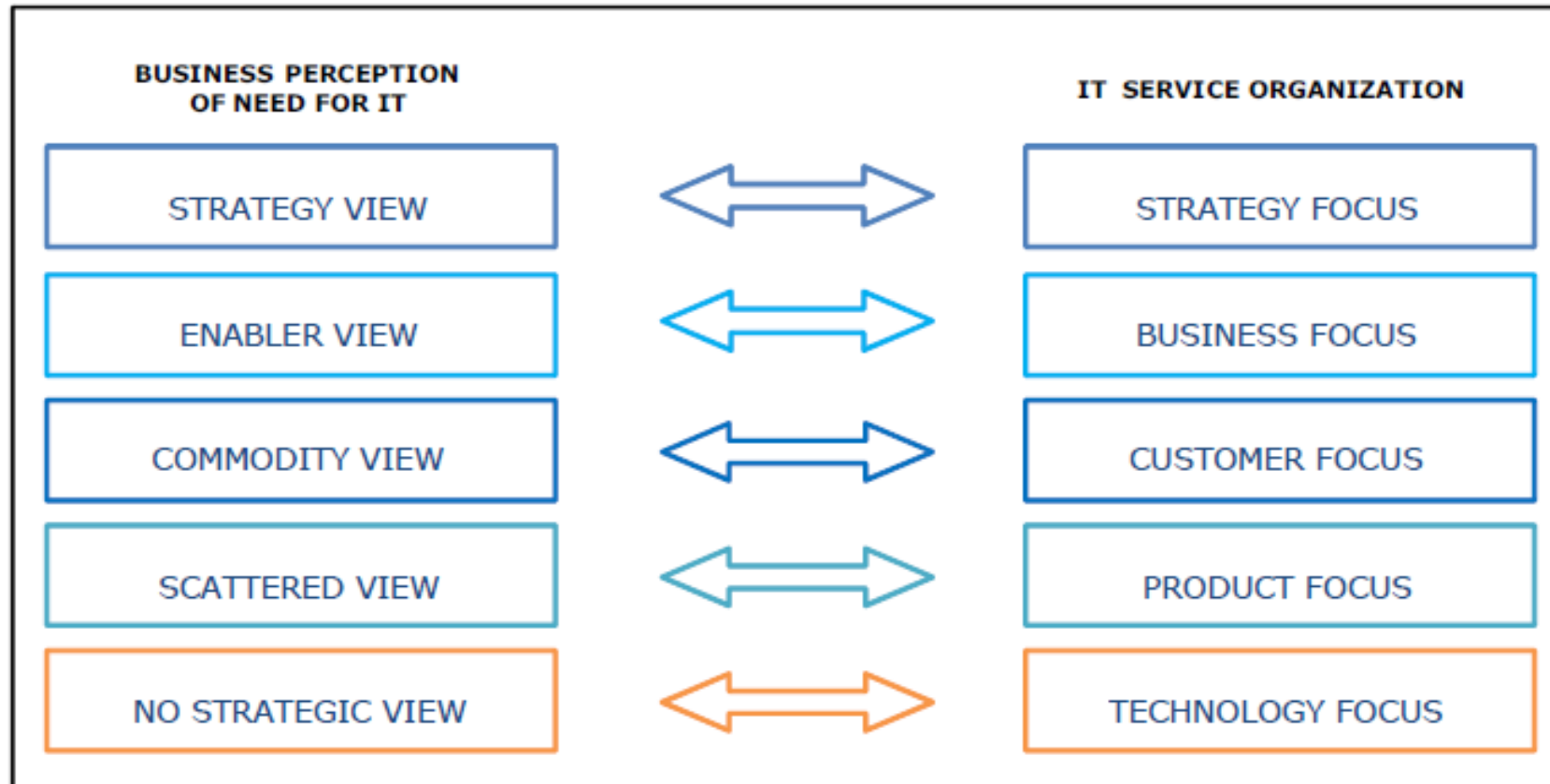


Figure 9.5 Business IT Integration Maturity Model (BITI, De Mari & Leenards 2009)

1) Business perception of need for IT

2) Focus of the IT organization



Important in this model is to consider business perception on need for IT, in the context of strategic importance: it should not be confused with businesses understanding of and operational need for IT. The maturity of the relationship between the business and the IT organization is presented in five levels. The two sides of the model determine the business view (left side) and the focus of the IT service organization (right side):

- **Business view** - the business perception of the importance of IT
- **IT focus** - what the IT organization considers important.

The model is based on several generic assumptions:

- Business IT alignment implies two parties. Different maturity levels are possible for each party.
- Each maturity level can be described and recognized.
- For proper relations the maturity of business and IT must be in balance.
- Difference in maturity levels means misalignment and the need for organization change.
- Adjusting maturity needs a trigger, takes time and requires a well-thought approach.

Maturity Business and IT must be in balance



	Business view	IT focus
1	<p>No strategic view - In this view the business does not see any added value of IT.</p> <p>IT is not perceived as necessary, but as an obstacle.</p> <p>The IT organization is mostly small, with no need for standardization and automation.</p>	<p>Technology focus - The IT staff worships technology and can only speak about technology issues.</p> <p>Focus on systems and on keeping them running.</p> <p>IT staff think mainly in technology terms.</p> <p>Projects are largely concentrating on infrastructure and underlying technology.</p> <p>IT staff is perceived to work chaotic and ad hoc.</p>
2	<p>Scattered view - In some areas of the business IT solutions are seen as helpful in supporting business functions (like finance).</p> <p>Only certain departments or functions experience added value of IT.</p> <p>Standard applications provide enough functionality.</p> <p>A common and shared vision on IT is missing.</p>	<p>Product focus - The IT department recognizes the users and therefore they have created a service catalog with technology based services described.</p> <p>Attempt to arrange work around agreements, and to achieve service levels.</p> <p>IT is organizing itself and work is more structured.</p> <p>Difficult for IT management to operate autonomous.</p> <p>Focus is on efficiency.</p>
3	<p>Commodity view - IT is seen as supportive and is possibly as important as electricity or water.</p> <p>IT support has to be available, cost-efficient, and act when needed.</p> <p>The business is able to function for hours without IT.</p> <p>IT is not competitive but conform the market.</p>	<p>Customer focus - The IT provider delivers standardized services that their customers can recognize and need. The IT provider will supply what is asked, not necessarily more.</p> <p>Customers come first.</p> <p>IT is acting as a provider and tries to respond to customer questions as good as possible.</p> <p>Standardized and predictable delivery of services.</p> <p>IT takes control over the infrastructure and focuses on functionalities the business wants.</p>

4	<p>Enabler view - IT is seen as mission-critical and the business can get damaged severely when IT is not working. The view therefore is still defensive.</p> <p>Important parts of business are IT driven or automated.</p> <p>A disruption which takes a lot of hours may lead to damage, financial and in reputation.</p> <p>Dependence of IT is such that only steering on cost is not justified anymore.</p> <p>Fall out of IT is a threat.</p>	<p>Business focus - The IT organization sees itself as a partner of the business and will have great understanding of the business needs and how to support these with IT.</p> <p>IT acts as a partner for the business.</p> <p>IT takes care of problems, and provides an efficient infrastructure which enables the business to perform well.</p> <p>IT understands business processes and knows how to improve them using IT.</p>
5	<p>Strategy view - IT is seen as an enabler for business growth, and is more offensive.</p> <p>With IT, new services and positions can be developed.</p> <p>IT based services may lead to a better market position.</p> <p>IT offers opportunities.</p>	<p>Strategy focus - IT sees ways to make money for the business using IT.</p> <p>There is no distinction between IT and business anymore.</p> <p>IT is co-owner of developing and applying IT services, to gain market share for the business.</p> <p>IT generates ideas for new competitive services.</p>

Table 9.1 BITI model: parallel maturity levels

Verder lezen?

Designing and Transforming IT Organizations



- Titel: Designing and Transforming IT Organizations
 - Subtitel: Roles, responsibilities and organization structures
- Auteur: Job ten Hagen
- Uitgever: TSO (uitgever van ITIL/Prince2)
- ISBN 9780117080744
- 220 pagina's, 170 x 240 mm
- Website & sample boek:
www.Designing-IT-Organizations.com



DESIGNING AND TRANSFORMING IT ORGANIZATIONS
ROLES, RESPONSIBILITIES AND ORGANIZATION STRUCTURES
GUIDANCE AND INSTRUCTIONS FOR SETTING UP IT ORGANIZATIONS

Popular frameworks provide insufficient guidance on organization structures, and in each IT service management project such guidance would be extremely welcome. This is the introduction book to a series of (plenty) eBooks that will provide background considerations, theory, instructions, and practical guidance for setting up organization structures in the context of improvement projects. The areas to be covered range from designing and transforming IT organizations in general, to detailed guidance on organizing service level management, change management, incident management, application management and security management.

This first book provides a coherent set of concepts and terminology including roles, role structures, job descriptions, processes, tools, responsibility, authority, profession, skills, responsibility matrices (RACI), human factors, Attitude/Behavior/Culture (ABC), separation of duties, conflict of interests, et cetera.

Employees are the core of an organization, so the human factor receives extensive attention. Also, the aspects of accountability and governance are discussed, because an IT service management organization has its place in governance, and accountability has to be ensured.

All these aspects and related topics are brought together in a coherent set of instruments and guidelines, in a reference model. The chapters in this book define the components of the reference and change model and discuss all aspects and related topics.

Assure the success of your future IT service management projects by applying the instruments of this unique title.

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