

## Aufgabe 5: Fallstudien zu Governance Domains (Testat 15.1)

3 M

Entscheid	Governance Domain
David Drew used to have his own supergroup for IT decision making	IT Principles
endorse IT projects of more than \$US1 million and prioritise IT resources	IT Investment Prioritization
the committee was Drew's base for creating consensus for a unified IT strategy	IT Principles
Drew needs to tie them all together with a single governance structure that serves the unique needs of each business while somehow maintaining consistency across the units and building support for a unified IT strategy across the company.	IT Principles
To do that, Drew has developed a governance structure that promotes the IT goals of 3M as a whole - standardization, cost savings and ROI - at the functional and business unit levels of the company.	IT Principles
Drew's governance structure starts at the bottom, at the business process level. Each of the six business divisions must keep a running list of "e-productivity" projects, which identify a specific business process (such as order management or customer service) whose cost, quality and speed can be improved by IT.	IT Architecture
Leaders in the business units choose the projects and champion them, with IT in a supporting role.	IT Architecture
Each business division has a quarterly cost-reduction dollar target, and the projects are reviewed to see if the goals are being met. If they aren't, the business unit leadership has to explain itself to the top executives. That pushes the units to become more accountable for IT projects and to devote the resources necessary to help Drew's staff get the job done.	IT Investment Prioritization
Of course, Drew also measures his own staff on its ability to drive those projects to success. If the projects look like they might be transferable across more than one business unit, they become "Super E's" and get bumped up to the corporate level.	IT Investment Prioritization
Each e-productivity project must adhere to a list of common applications, hardware and programming languages. In this way, Drew is gradually pushing the different divisions toward a common architecture without having to issue a fiat from above.	IT Architecture
He calls the architecture "embedded governance" because it's built into the projects and drives the technology decisions that benefit 3M as a whole, not just the individual business units.	IT Principles

## SSC

Entscheid	Governance Domain
IT knows which core processes to focus on because the company has an IT supergroup, the IT executive committee, devoted to talking about them 12 times a year.	IT Principles
The IT budget, which used to be controlled almost entirely by State Street's highly independent business units, is now in the committee's hand.	IT investment Prioritization
The committee focuses primarily on IT investments	IT Investment Prioritization
..but it also discusses business strategy and the role of IT in supporting it, as well as IT-specific issues like security and architecture.	IT Principles
The different units still have their own discretionary budget, and quite a bit of power to determine their own IT destinies, but they all know that the IT executive committee is there to serve the interests of the company as a whole, which right now is focused on improving customer service across all the business units.	IT Investment Prioritization
Fiore already had seen a backlash against the depth and complexity of the IT discussions in the committee meetings. He reduced the size of the committee from 22 to 10 and rejiggered its mission to focus more on business and less on specific technology discussions.	IT Principles

## Flex

Entscheid	Governance Domain
Electronics manufacturer Flextronics also has an IT supergroup that consists of the CFO, the COO and the presidents of the company's different business units and functions.	IT Principles
the group focuses on using IT to support and enforce a set of common practices in the company's core processes of planning, manufacturing and global distribution.	IT Principles
"We need to provide global consistency"	IT Principles
The company has a single version of all its major software platforms that it installs around the world. Webb even has a staff of 60 fully dedicated in-house consultants who drop in like commandos to set up the infrastructure at a new plant. Control is so tight from Webb's 120-person corporate group (800 IT people worldwide) that when Webb ships a router to a new factory, it has already been configured and tested by his corporate group.	IT Architecture
Webb makes sure to keep the discussion in the room big-picture.	IT Principles
I'll show them the business risks we face and then explain the level of investment that I think makes sense to alleviate that risk.	Business Application Needs
He also keeps the details of IT architecture to himself.	IT Architecture