

---

# Contents

---

<b>Foreword</b> . . . . .	ix
<b>Preface</b> . . . . .	xv
<b>Acknowledgments</b> . . . . .	xxiii
<b>Part 1. Information Systems Governance at the Service of the Digital Transformation</b> . . . . .	1
<b>Chapter 1. Enterprise Governance: A Framework that Includes IS Governance</b> . . . . .	3
<b>Chapter 2. Challenges of Enterprise IS Governance</b> . . . . .	11
2.1. Value creation . . . . .	13
2.2. IS risk management . . . . .	16
<b>Chapter 3. Objectives, Approaches and Key Success Factors of Enterprise IS Governance</b> . . . . .	21
3.1. Objectives of Enterprise IS governance (EISG) . . . . .	21
3.2. Approaches, frameworks and ongoing reflections. . . . .	23
3.3. Benefits of the approach and its key success factors . . . . .	27
<b>Chapter 4. How Can the Maturity of Enterprise IS Governance be Improved?</b> . . . . .	29
4.1. Scope of EISG and assessment of the company's global maturity level . . . . .	29

---

4.2. How can it be properly initiated? . . . . .	33
4.3. What can be done once the diagnostics have been made?. . . . .	34
4.4. How can the improvement process be initiated? . . . . .	35
<b>Part 2. Evaluation of the Maturity of Enterprise Information Systems Governance.</b> . . . . .	<b>37</b>
<b>Chapter 5. Maturity Evaluation Criteria for Each of the 11 Vectors.</b> . . . . .	<b>39</b>
5.1. Vector 1: IS planning and integration into the overall company's planning process. . . . .	40
5.1.1. Issues of this vector in the digital transformation. . . . .	40
5.1.2. Issues of the vector in terms of contribution to the IS governance . . . . .	40
5.1.3. Best practices associated with the vector and measurement of the company's maturity level in the vector . . . . .	41
5.2. Vector 2: IS urbanization at the service of strategic challenges in the frame of the Enterprise Architecture. . . . .	44
5.2.1. Issues of this vector in the digital transformation. . . . .	44
5.2.2. Issues of the vector in terms of contribution to the IS governance . . . . .	44
5.2.3. Best practices associated with the vector and measurement of the company's level maturity in the vector . . . . .	46
5.3. Vector 3: Portfolio management of value creation-oriented projects. . . . .	49
5.3.1. Issues of this vector in the digital transformation . . . . .	49
5.3.2. Issues of the vector in terms of contribution to the IS governance . . . . .	50
5.3.3. Best practices associated with the vector and measurement of the company's maturity level in the vector . . . . .	52
5.4. Vector 4: alignment of the IT organization with respect to business processes . . . . .	57
5.4.1. Issues of this vector in the digital transformation. . . . .	57

5.4.2. Issues of the vector in terms of contribution to IS governance . . . . .	57
5.4.3. Best practices associated with the vector and measurement of the company's maturity level in the vector. . . . .	60
5.5. Vector 5: IS-related budgetary management and costs control promoting transparency . . . . .	64
5.5.1. Vector challenges in the digital transformation . . . . .	64
5.5.2. Issues of the vector in terms of contribution to IS governance. . . . .	65
5.5.3. Best practices associated with the vector and measurement of the company's maturity level in the vector. . . . .	67
5.6. Vector 6: project management with respect to business objectives . . . . .	73
5.6.1. Issues of this vector in the digital transformation . . . . .	73
5.6.2. Issues of the vector in terms of contribution to the IS governance. . . . .	74
5.6.3. Best practices associated with the vector and measurement of the company's maturity level in the vector. . . . .	76
5.7. Vector 7: provision of IT services optimized with respect to clients' expectations . . . . .	81
5.7.1. Issues of this vector in the digital transformation . . . . .	81
5.7.2. Issues of the vector in terms of contribution to IS governance . . . . .	81
5.7.3. Best practices associated with the vector and measurement of the company's level of maturity in the vector . . . . .	87
5.8. Vector 8: prospective management of IT skills . . . . .	95
5.8.1. Issues of this vector in the digital transformation . . . . .	95
5.8.2. Issues of the vector in terms of contribution to IS governance. . . . .	95
5.8.3. Best practices associated with the vector and measurement of the company's maturity level in the vector. . . . .	98

5.9. Vector 9: IS-related risk management adapted to business challenges . . . . .	101
5.9.1. Issues of this vector in the digital transformation . . . . .	101
5.9.2. Issues of the vector in terms of contribution to IS Governance . . . . .	102
5.9.3. Best practices associated with the vector and measurement of the company's maturity level in the vector . . . . .	103
5.10. Vector 10: management and measurement of IS performance . . . . .	107
5.10.1. Issues of this vector in the digital transformation. . . . .	107
5.10.2. Issues of the vector in terms of contribution to IS governance . . . . .	108
5.10.3. Best practices associated with the vector and measurement of the company's maturity level in the vector. . . . .	109
5.11. Vector 11: IS-related communication management . . . . .	112
5.11.1. Issues of this vector in the digital transformation. . . . .	112
5.11.2. Issues of the vector in terms of contribution to IS governance . . . . .	112
5.11.3. Best practices associated with the vector and measurement of the company's maturity level in the vector . . . . .	113
<b>Appendices . . . . .</b>	<b>117</b>
<b>Appendix 1: IT Scorecard. . . . .</b>	<b>119</b>
<b>Appendix 2: Economic Steering of IT Department. . . . .</b>	<b>123</b>
<b>Appendix 3: Glossary . . . . .</b>	<b>129</b>
<b>Bibliography. . . . .</b>	<b>137</b>
<b>Index . . . . .</b>	<b>141</b>