

CENTERIS 2013 - Conference on ENTERprise Information Systems / PROJMAN 2013 - International Conference on Project MANagement / HCIST 2013 - International Conference on Health and Social Care Information Systems and Technologies

## Case Study of Strategic IT Demand Management in Organizations - Exploratory Results

Igor Aguilar Alonso \*, José Carrillo Verdún, Edmundo Tovar Caro

*Facultad de Informática, Universidad Politécnica de Madrid, Campus de Montegancedo, Boadilla del Monte (Madrid), 28660, Spain.*

---

### Abstract

Strategic IT demand plays an important role in the success of a business. This process must be addressed at the strategic level by the board of directors and senior executives. This paper describes the results of an exploratory case study conducted to ascertain the status of strategic IT demand management in organizations. This case study indicates whether organizations have clear and well-defined processes and whether these processes are allocated the necessary resources, for example, whether demand interacts with the project portfolio, what use is made of this portfolio, and also what types of standards and methodologies are used for strategic IT demand management process. The results of the study provide a basis for the design of a global framework covering all three levels of the IT demand management process (strategic, tactical and operational), which we intend to use to design a methodology for strategic IT demand management.

© 2013 The Authors Published by Elsevier Ltd.

Selection and/or peer-review under responsibility of SCIKA – Association for Promotion and Dissemination of Scientific Knowledge

Keywords: Strategic IT Demand Management; Information Technology; IT Governance; Portfolios Management; Standar and Methodology.

---

---

\* Corresponding author. Tel.: 0034-913366921

*E-mail address:* [iaguilar@zipi.fi.es](mailto:iaguilar@zipi.fi.es). (I. Aguilar), [jcarrillo@fi.upm.es](mailto:jcarrillo@fi.upm.es) (J. Carrillo), [etovar@fi.upm.es](mailto:etovar@fi.upm.es) (E. Tovar).

## 1. Introduction

Information technology (IT) nowadays plays a very important role in the success of a business in different organizations; it is and should be considered as a strategic element and should be an integral part of corporate governance [1]. This is the responsibility not only of IT managers, but also of the board of directors, executive management and senior executives [7].

There have been many attempts at improving IT governance over the years in order to promote satisfactory project completion. Companies have invested a lot of money to solve this problem, but have failed because they have focused on IT supply without taking into account business requirements.

One of the problems facing boards of directors and financial managers is to establish how profitable IT project investments are. The major obstacle in this respect is that the strategic IT demand management process, which is part of corporate governance of IT [17], [15], [4] and a key process for business success, has been underrated.

This can be attributed to the confusion of the concepts of *corporate governance of IT* [17], [15], [4] and *IT management* [13] until ISO standard 38500 [10] recently clarified the notions which are addressed at different levels of the hierarchical structure of an organization. Therefore, unless the two processes are perfectly coordinated, it is impossible to prioritize IT investments for maximum return.

We have conducted a literature review of strategic IT demand management and have not found much literature dealing with this topic. The problem with this process is that there is no prescription defining processes and specifying the different activities, roles and responsibilities of senior executives that are responsible for strategic IT demand management in organizations. On this ground, we have conducted an exploratory study to learn more about what is happening in organizations. The objectives of this study were as follows:

- Find out how important a role IT plays in organizations with a view to achieving business success.
- Review and analyse the extent to which the concept of strategic IT demand management in organizations is recognized, established and accepted.
- Determine the standards and methodologies that are currently used in organizations for strategic IT demand management.
- Determine the impact of current interest in specific topics related to strategic IT demand management. In this case, we have included portfolio management and its use in organizations.

This paper is organized as follows. Section 2 describes how the research was carried out taking into account the research methodology, the context of research and investigation related to the study. Section 3 summarizes the results of the study concerning the importance of IT. Section 4 provides a classification of the study responses. Section 5 discusses the case study. Finally, we present the conclusions and future work in Section 6.

## 2. Background

### 2.1. Research method

We used the case study method to conduct exploratory research in order to determine the current status of strategic IT demand management in organizations, because strategic IT demand management is considered as a new topic in the area of research [3]. This case study is considered as exploratory [21], [22] because we failed to locate many sources of information during the literature review of this topic. On this ground, we

متن کامل مقاله

دریافت فوری ←

**ISI**Articles

مرجع مقالات تخصصی ایران

- ✓ امکان دانلود نسخه تمام متن مقالات انگلیسی
- ✓ امکان دانلود نسخه ترجمه شده مقالات
- ✓ پذیرش سفارش ترجمه تخصصی
- ✓ امکان جستجو در آرشیو جامعی از صدها موضوع و هزاران مقاله
- ✓ امکان دانلود رایگان ۲ صفحه اول هر مقاله
- ✓ امکان پرداخت اینترنتی با کلیه کارت های عضو شتاب
- ✓ دانلود فوری مقاله پس از پرداخت آنلاین
- ✓ پشتیبانی کامل خرید با بهره مندی از سیستم هوشمند رهگیری سفارشات