



# Contents

---

<b>FOREWORD</b>		xi
<b>OVERVIEW OF THE BOOK</b>		xv
<b>INTRODUCTION</b>		1
<b>CHAPTER 1</b>	<b>IT Portfolio Management: An Overview</b>	<b>7</b>
	Cha Cha Changes in the Current Environment	7
	Focus on IT Investments	8
	Forming, Norming, Storming: The IT Life Cycle	13
	Does IT <i>Really</i> Matter? The IT Productivity Paradox	14
	IT Portfolio Management 101	17
	Comparison of IT Portfolio Management and Financial Portfolio Management	27
	Value and Risks	28
	Conclusion	33
	Appendix 1A: Selected Firm-Level Studies of IT Returns	36
<b>CHAPTER 2</b>	<b>Planning for IT Portfolio Management: Ready, Aim, THEN Fire</b>	<b>39</b>
	Introduction	39
	Baseline Assessments	41
	Organization Readiness	42
	IT Portfolio Management Maturity	42
	IT Portfolio Management Capability Assessment	46
	Stakeholder Analysis	47

	Refining IT Portfolio Objectives	49
	Portfolio Metrics	53
	Chartering the Effort	54
	Task Planning	55
	Communication Planning	55
	IT Portfolio Management Software Selection	57
	Conclusion	58
	Appendix 2A: IT Portfolio Management Maturity Levels	59
<b>CHAPTER 3</b>	<b>People and Governance: The Most Important Success Factors of IT Portfolio Management</b>	<b>65</b>
	Introduction	65
	A Demanding Environment	67
	The New Focus for IT: Business	71
	The Business–IT Alignment	80
	IT Governance	81
	CobiT: Managing the Risk and Control of IT	91
	Getting Started	92
	Appendix 3A: Sarbanes-Oxley Compliance Road Map	97
	Appendix 3B: Top Issues Faced by Management	99
	Appendix 3C: Top Issues Mapped to Key Individuals and Governance Bodies	102
<b>CHAPTER 4</b>	<b>IT Portfolios and Their Content in Context</b>	<b>107</b>
	Introduction	107
	IT Discovery Portfolio	121
	IT Project Portfolio	128
	IT Asset Portfolio	142
	Conclusion	168
	Appendix 4A: Technology Readiness Levels: Hardware and Software	171
<b>CHAPTER 5</b>	<b>Building the IT Portfolio</b>	<b>175</b>
	Introduction	175
	Stage 1: Game Plan	185
	Stage 2: Planning	202
	Stage 3: Creating	211
	Stage 4: Assessing	234
	Stage 5: Balancing	246
	Stage 6: Communicating	260

	Stage 7: Governance and Organization	266
	Stage 8: Assessing Execution	270
	Conclusion	274
	Appendix 5A Value Categories and Value Factors	276
	Appendix 5B Risk Categories and Risk Factors	278
	Appendix 5C Readiness Assessment: Business, Internal, and Operational Diagnostics	280
<b>CHAPTER 6</b>	<b>The IT Portfolio Management Market and Industry Provider Assessment Methodology</b>	<b>285</b>
	Introduction	285
	IT Portfolio Software Market	286
	IT Portfolio Software Selection Process	289
	Industry Provider Assessment Methodology	292
	Conclusion	303
	Appendix 6A Advanced IT Portfolio Software Provider Evaluation Criteria	304
<b>CHAPTER 7</b>	<b>Final Thoughts</b>	<b>321</b>
	The Future Vision	326
<b>CASE STUDIES</b>		329
<b>INDEX</b>		367