New Way 49 - Mapping of IS capability

Introduction

This report describes a new outcome for the Four Cycle Method by Salmela & Spil [SPI-02], extending the outcome of Peppard [PEP-04].

In this report the theory of the six honest men is used to describe the new outcome "Mapping of IS capability" [KIP-42], answers 6 questions; W*hat*, *Why, When, How*, *Where* and *Who*.

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What is IS capability?

Capability or organizational capability is the set of competences an organization needs to accomplish certain organizational goals. IS capabilities are the set of competences an organization needs to successfully implement and use information systems, according the strategic goals associated with these information systems. It's important that the ambition level matches with the capability level.

Why is IS capability necessary?

Creating an overall IS strategy becomes increasingly more difficult because of the impact of complex information systems and the importance of aligning IS/IT with business strategies. The IS capability of an organisation determines whit what competencies they have to do this. Mapping of IS capability is done to identify the current IS capability and if disappointing to improve it.

When is mapping of IS capability done?

Mapping of the IS capability of an organisation is done in the beginning of the third phase (Analyzing IS resources and technology infrastructure) of the Four Cycle Method because the results can have impact on "Planning the IS organisation" and the fourth cycle.

How can mapping of IS capability be done?

IS capability is depends mostly on the organization's ability to implement and manage change. Implementation of a new IS/ES involves removing current problems and constraints to progress through more integrated processes and systems.

Where in an organization should mapping IS capability be done?

Today companies are outsourcing more and more also due to the complexity of IS/IT. Therefore the IS capability is distributed. So mapping should be done internally and also externally at the outsourcer to determine the overall IS capability.

Who should map the IS capability?

Competences from multiple functions are needed in the IS Capability mapping team. Significant resource elements of the competencies within the 'supply' domain often reside within the IS function.

References

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[SPI-02] Salmela H, Spil T A M, Dynamic and emergent information systems strategy formulation and implementation, International journal of information management, ISSN 0268-4012, vol. 22 (2002), afl. 6, pag. 441, 2002

[PEP-04] Peppard, J. et al. Beyond strategic information systems: towards an IS capability. Journal of Strategic Information Systems 13, pp167-194, 2004

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