

---

Andreas Graesser

# Run IT

Dominating Information Technology

---

# Contents

<b>1</b>	<b>Introduction</b>	<b>1</b>
<b>2</b>	<b>Digital Vision</b>	<b>5</b>
2.1	The Perfect IT . . . . .	6
2.2	Design Thinking . . . . .	12
2.3	Run IT with Two FTEs Per Shift . . . . .	14
2.3.1	IT Personnel . . . . .	15
2.3.2	Monitoring Capabilities . . . . .	16
2.3.3	Exception Workflow . . . . .	19
2.3.4	Benefits of the OCC . . . . .	21
<b>3</b>	<b>The Five Pitfalls of Software Implementations</b> . . . . .	<b>23</b>
3.1	Underestimation of System Performance Issues . . . . .	26
3.1.1	Online Performance . . . . .	26
3.1.2	Batch Job Performance . . . . .	29
3.1.3	Managing Risks of Performance . . . . .	36
3.2	Weak Program Governance and Leadership . . . . .	37
3.2.1	Hard Skills and Soft Skills . . . . .	38
3.2.2	Program Governance is Needed . . . . .	40
3.2.3	Customer Example and Best Practice . . . . .	43
3.2.4	Managing Risks of Program Governance and Leadership . . . . .	46
3.3	Operational Unreadiness . . . . .	47
3.3.1	Transition to Operation . . . . .	50
3.3.2	Consequences of Operational Unreadiness . . . . .	56
3.3.3	Managing Risks of Operational Readiness . . . . .	57
3.3.4	Additional Risk Areas to be Covered Before Go-Live . . . . .	57
3.4	Mismanagement of Missing Software Features and Defects . . . . .	66
3.4.1	The Vicious Cycle of Custom Development . . . . .	66
3.4.2	Change and Request Management . . . . .	70
3.4.3	Managing Risks of Functional Readiness . . . . .	74

3.5	Unfocused Defect Resolution and Late Testing . . . . .	74
3.5.1	Testing and Defect Resolution Impacting Production . . . . .	79
3.5.2	Managing Risks of Defect and Test Management . . . . .	83
<b>4</b>	<b>Implementation of Cloud Applications . . . . .</b>	<b>87</b>
4.1	Introduction to the Specifics of the Cloud . . . . .	87
4.1.1	Cloud Set up and Operation . . . . .	89
4.1.2	Types of Cloud Computing . . . . .	90
4.1.3	Value of Cloud . . . . .	91
4.2	The Pitfalls of Cloud Implementations . . . . .	93
4.3	Additional Challenges with Implementations of Cloud Applications . . . . .	96
4.4	Risk Management of Cloud Implementations . . . . .	103
<b>5</b>	<b>Preparing the IT Operation for Production . . . . .</b>	<b>105</b>
5.1	Key Functions of the HyperCare Operation . . . . .	105
5.1.1	The Incident Channels . . . . .	107
5.1.2	The Call Center: Level-One Support . . . . .	108
5.1.3	The WarRoom: Level-Two Support . . . . .	109
5.1.4	The Development Support: Level-Three Support . . . . .	110
5.1.5	Software Deployment . . . . .	111
5.1.6	Testing During HyperCare . . . . .	112
5.2	Challenges with Incident Management . . . . .	112
5.3	Form Follows Function . . . . .	114
5.4	Additional Support Areas . . . . .	115
5.5	Risk Management: Preparing IT for Production Operation . . . . .	120
<b>6</b>	<b>Best Practices—And More . . . . .</b>	<b>123</b>
6.1	Need for Best Practices . . . . .	125
6.2	IT Service Management . . . . .	127
6.3	Best Practices of Program Management and Cutover . . . . .	130
6.4	Best Practices of Transition . . . . .	139
6.5	Worst Practices . . . . .	143
6.5.1	Ground Zero . . . . .	144
6.5.2	Risks and Mitigation . . . . .	146
6.6	Best Practice Assets . . . . .	147
6.6.1	Sign-Off Criteria for Go-Live . . . . .	148
6.6.2	Checklist “IT Transformation” . . . . .	153
	Reference . . . . .	163
<b>7</b>	<b>Digital Strategies . . . . .</b>	<b>165</b>
7.1	Core Components of the Digital Strategy . . . . .	166
7.2	Insurer Goes Digital . . . . .	168
7.3	Digital Supply Chain . . . . .	173
7.4	E-Commerce . . . . .	178

7.5	Digital Enterprise . . . . .	181
7.6	Digital Marketing . . . . .	185
7.7	Digital Manufacturing . . . . .	187
7.8	Digital Boardroom . . . . .	190
7.9	Small Business Meets Digital . . . . .	193
7.10	Showcase of a Start-Up Company . . . . .	196
7.10.1	<i>Inno</i> —the Company . . . . .	196
7.10.2	Service Offerings . . . . .	197
7.10.3	Go-to-Market Strategy . . . . .	199
7.10.4	Business Goals . . . . .	203
<b>8</b>	<b>Conclusion and Outlook . . . . .</b>	<b>213</b>
8.1	Graesser's Five Pitfalls—Summary . . . . .	213
8.2	Outlook . . . . .	216
<b>Index . . . . .</b>	<b>219</b>	