

Measuring IT performance and communicating value.

MEASURING IT PERFORMANCE AND COMMUNICATING VALUE.

Source: MIS Quarterly Executive . 2011, Vol. 10 Issue 1, p47-59. 13p. 6 Diagrams.

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Abstract:

CIOs need effective approaches for measuring, monitoring, and communicating performance about the management information technology in their firms. Traditional IT metrics such as IT budgets or IT spending as a percentage of revenue foster a focus on reducing IT costs rather than emphasizing the business value of IT investments, their role in business processes, and their ability to enable business innovation. Based on interviews with CIOs and other senior managers in various organizations, we present a framework to guide CIOs in using IT, business process, and business unit metrics for communication with CEOs, other senior business executives, and their own direct reports. Case examples are provided for five domains that emerged from our data analysis. We also provide guidelines for how CIOs can develop a portfolio of metrics that matter to business leaders and then evolve them to improve the value that IT brings to the overall organization.

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