

THE AGILE ENTERPRISE

*Reinventing your Organization for Success
in an On Demand World*

NORMAL PAL
eBusiNEss RESEARCH CENTER
SMEAL COLLEGE OF BUSINESS
PENNSYLVANIA STATE UNIVERSITY

DANIEL C. PANTALEO
STRATEGIC ISSUES GROUP
SAP AG

Springer

Table of Contents

Acknowledgements.....xiii

Introduction: The Agile Enterprise: Reinventing Your.....1
Organization for Success in an On Demand World

BY NIRMAL PAL AND DANIEL C. PANTALEO

Chapter 1: Emergence of the Agile Enterprise: Building—11
Organizations for the Global, Digital Economy

BY NIRMAL PAL AND MICHAEL LIM

Introduction

Emerging Agility

Agile Enterprise

Organizing for Agility

Visions and Values

Breakthrough Culture

Adaptive/Innovative Team

Adaptive Infrastructure

Conclusion

Chapter 2: Business Process Automation: A Framework for.....33
Combining Best and Next Practices for the Agile Enterprise

BY MATHIAS KIRCHMER AND DANIEL C. PANTALEO

Introduction

Business Agility Through Best and Next Practices

Business Process Automation as Enabler

The Business Process Factory: A Critical Link

Chapter 3: Services are the Language and Building.....49
Blocks of an Agile Enterprise

BY MICHAEL URAM AND BILL STEPHENSON

Introduction

Agile Enterprises Deliver Value in the Form of Services

*The Architecture of Agility: Services are the Building
 Blocks of an Agile Enterprise*
Architectural Change
From What and for Whom to How
Management of Change
Aligning the Tactical for Strategic Intent
Summary

**Chapter 4: The On Demand World: Mapping the.....87
 Government Genome**

BY JANET CALDOW

The Government Genome
On Demand Information Technology Infrastructures
Case Study: On Demand Arizona
Understanding Where We've Been and Where We're Going

Chapter 5: Innovation Management in an Agile Enterprise.....101

BY ANTHONY C. WARREN AND MARK TURRELL

Introduction
Background
The Collapse of Protective Barriers
New Models of Innovation
Corporate Culture
Innovation Management
Conclusion

Chapter 6: Agile Enterprises and Offshore Outsourcing.....127

BY RAVI KALAKOTA

Introduction
What is Offshore Outsourcing?
The Offshore Outsourcing Process Landscape
Executing Offshore Outsourcing
Summary

Chapter 7: Adaptive Innovation Management.....151

BY VENKATESH SHANKAR AND JELENA SPANJOL

Introduction
Solutions-based Innovation Management: Agility versus Adaptivity
What is Adaptive Innovation Management? The Mode]

*Moving from Product-to-Customer to Capability-to-Customer
Problems Linking
Barriers to Deep Capability to Customer Problems Linking
How Can Firms Move from Conventional to
Adaptive Innovation Management?
Implications of Adaptive Innovation Management*

Chapter: 8 The DNA of Organizational Agility.....167

BY RALPH WELBORN AND VINCE KASTEN

*Uncertainty is the Mother of Invention—and Agility
Core Challenges to Organizational Agility
Root Causes
The DNA of Organizational Agility—Answering the
Question of the How
The 3D Business Blueprint—Creating Semantic Consistency
Fred Skinner Faces a Crisis
Building the Agile Court System
Success in Western Australia
A 90-Day Plan: Converting the Agility DNA to Use
From Tacit to Executable—•••The Crux for Agility- One More Time*

**Chapter 9: Agile and Adaptive: Making Organizations.....195
More Responsive to Customers - A Xerox Case Study**

BY DIANE MCGARRY AND FRED HELLER

*The Solution—A New Way of Keeping Satisfied
Customers... Keeping Customers Satisfied
The Sentinel Customer Satisfaction Assurance System
How Sentinel Works
How Sentinel is Deployed
Comparison With Satisfaction Surveys
Experience-Based Learning
Information Management Never Had
Measures of Success
Customer Experiences With Sentinel
Future Deployment
National Integrated Healthcare Delivery System
XBRG Findings on the Xerox Satisfaction Measurement
Process—Seeing the Forest, Not the Trees*

Chapter 10: Implementing the Agile Enterprise:.....219
The E-Business Opportunity Model

BY DAVID SCHUFF, JACQUELINE ZINN, AND MUNIR MANDVIWALLA

Executive Overview

Understanding the Potential of E-Business Technologies

Building the E-Business Opportunity Model

Contextual Opportunity Factors

Product Opportunity Factors

Transactional Opportunity Factors

Operationalizing the EOM as the EOI

Application of the EOI: Life Insurance

and Pharmaceutical Manufacturing

Common E-Business Opportunities across Industries

Common E-Business Challenges across Industries

Drawing Lessons from the E-Business Opportunity Model

Chapter 11: Security and Privacy for the Agile Enterprise.....255

BY BRIAN GEFFERT AND IRFAN SAIF

Security and Privacy's Role in the Agile Enterprise

Not the Roadblock but a Process Breakdown

Root Cause: Lack of Common Risk Language

Additional Factors Leading to Security and Privacy Breakdown

Silo Security and Privacy: Ineffective and Inefficient Use of Resources

Impact of the Security and Privacy Breakdown on the Organization

Agile Enterprise Approaches to Security and Privacy

Strategic Approach to Enterprise Security and Privacy

Impact on Current Initiatives

Security and Privacy: The Enabling Foundation

Agile Security and Privacy: Strategic Approach and Foundation

Chapter 12: Small Manufacturers and the Agile Enterprise.....277

BY DAVE CRANMER

Introduction

Today's Environment

Infrastructure

Business Processes

Manufacturing Processes

System Requirements

Relationships
Basic Components in the Agile Enterprise
Tomorrows Strategies
Conclusion

Chapter 13: IT and the Agile Government: The Role of.....295
Information Technology in Improving the Efficiency
of Government Functions

BY SAMIR SHAH AND ARTHUR STEPHENS

Introduction
Customer Drivers of Agility
Agility Barriers
The Agility Framework
The Pennsylvania Technology Case Study
IT Governance
Strategic Planning
IT Projects Must Measure-Up
Focusing on Customer Service is Key to Success
Being Efficient and Effective is Always a Process
Developing a Committed IT Workforce
 Takes Managerial Commitments
Consistent Communications is Critical
Conclusion

About the Contributors.....309

Index.....321