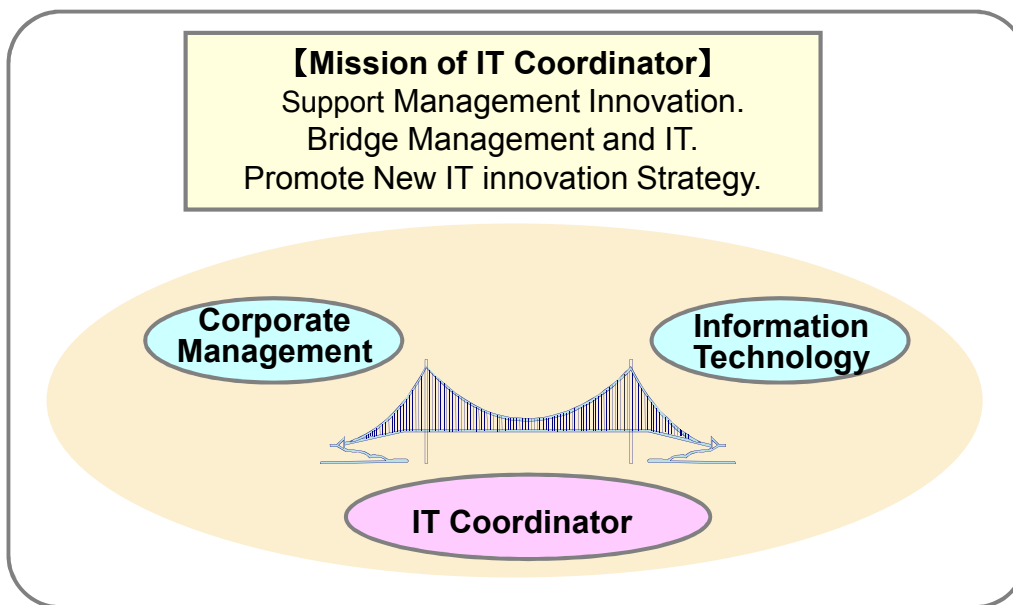


**IT Coordinator (ITC)
Process Guideline Ver.1.1
(Abridged Edition)**

IT Coordinator (ITC) is a qualified professional who works as a bridge between management and information technology. ITC understands business problems and opportunities in the context of the requirements, recommends solutions that enable the corporation to achieve its goals, and promote IT investment to build an IT environment that truly contributes to the corporate management.



Framework of Process Guideline

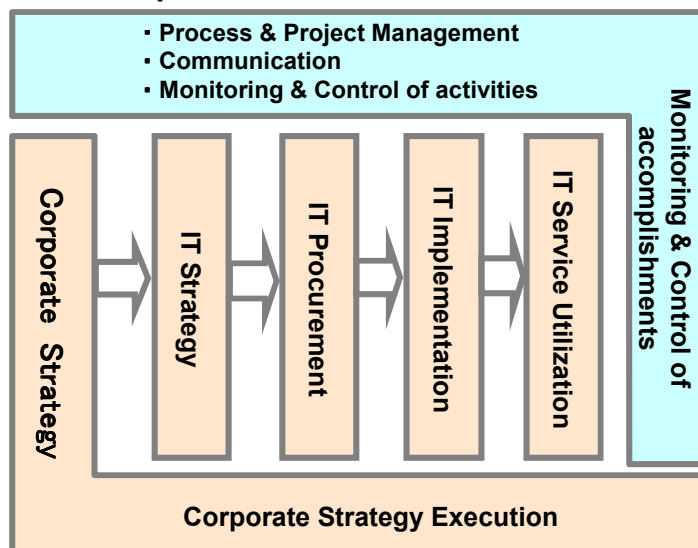
Common Guideline

- **Process & Project Management:**
Manage activities of each phase from the viewpoint of process management.
- **Communication:**
Manage taking consideration of “human relationship.”
- **Monitoring & Control:**
Monitor & control activities and accomplishments based on the assessment criteria.

Phased Guideline

broken down into five phases; Corporate Strategy, IT Strategy, IT Procurement, IT implementation, and IT Service Utilization.

Concept of Process Guideline



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Common Guideline: Process & Project Management

This PGL considers management as process and covers the concept of process management to maintain, improve and innovate the process.

Process is a sequence of related business activities to achieve a strategic goal.

“Process Management” :

- ① Maintain and operate processes in order to perform the corporate strategy, fulfilling its objectives in the most appropriate manner.
- ② Innovate the process in the most appropriate and agile ways responding to the environmental changes surrounding the corporation.

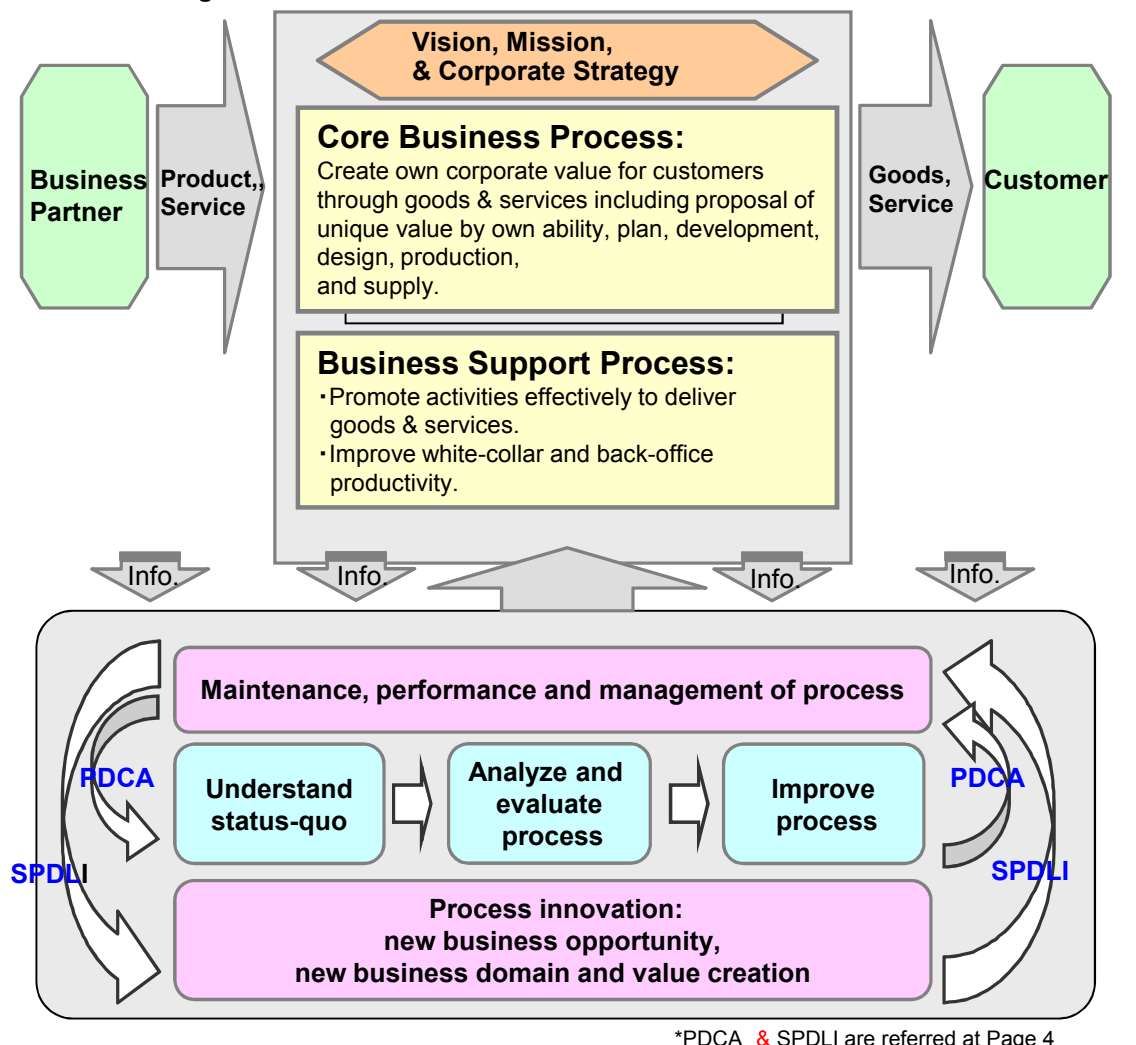
“Project Management” :

- ① Establish the best plan to perform the project, adopting proper methods and tools.
- ② Manage Scope, Cost, Schedule, Communication, Risk, and Quality.
- ③ Control project to achieve strategic goal by reporting to the stakeholders in a timely and appropriate manner.

【Balance corporate activities with the following 6C’s】

- Customer**
- Competitor**
- Company**
- Corporate Social Responsibility (CSR)**
- Core Competence of corporation**
- Competence of human resources**

〈Process Management〉



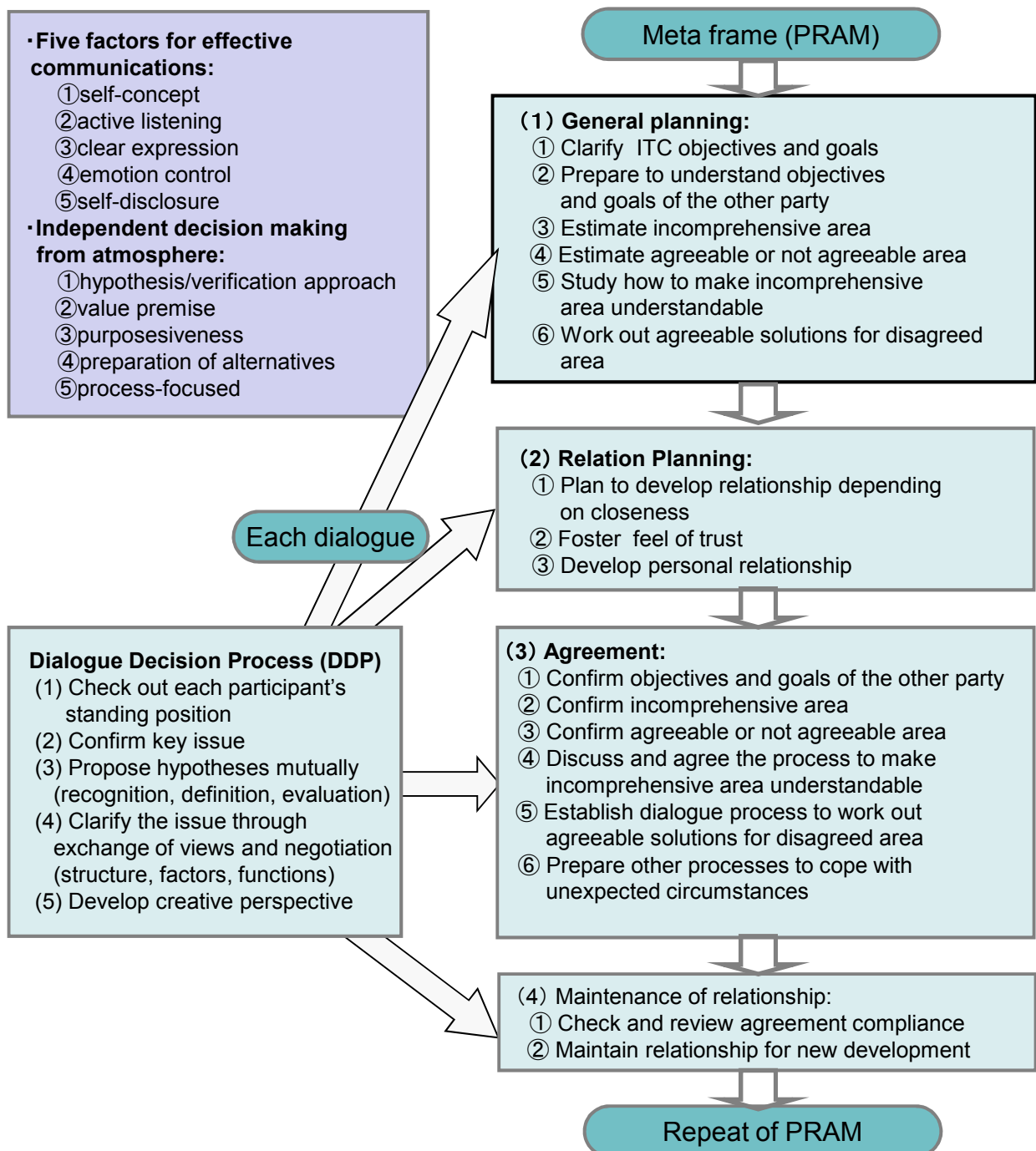
Common Guideline: Communication

•Objective of communication:

Mutual trust is essential to establish preferable atmosphere to accomplish objectives of each phase of IT processes. Mutual agreement should be pursued based on this principle.

•Definition of communication:

ITC communication depends on a process of negotiation. There are various communication models, which have developed from stimulus-response model, needs compliance model, and then to interaction model through consensus-building known as PRAM (Planning, Relation, Agreement and Maintenance).

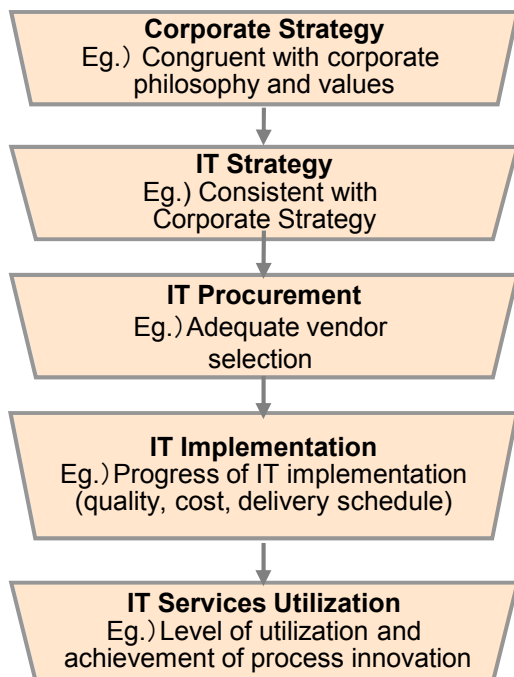


Common Guideline: Monitoring & Control

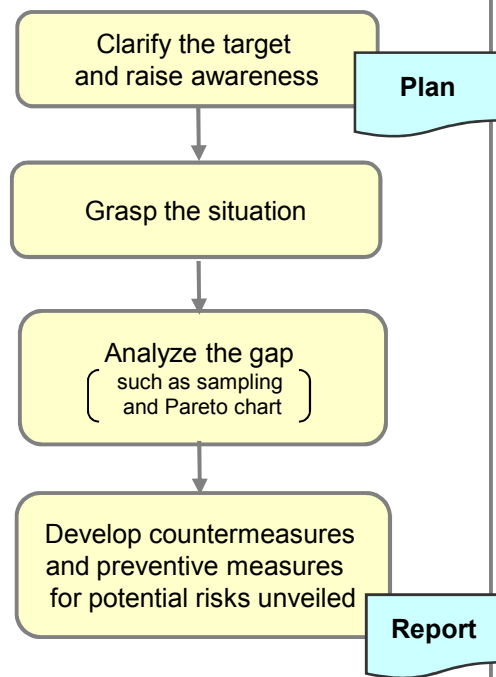
【Monitoring & Control in all ITC activities】

- ① Check the latest situation timely and compare with the established goal.
- ② When gaps are encountered, take proper countermeasures or prevention measures and report to the stakeholders in order to make corrective actions.
- ③ Verify whether the goal itself has been properly reviewed.

【Processes to be monitored & controlled in each phase of ITC actions】



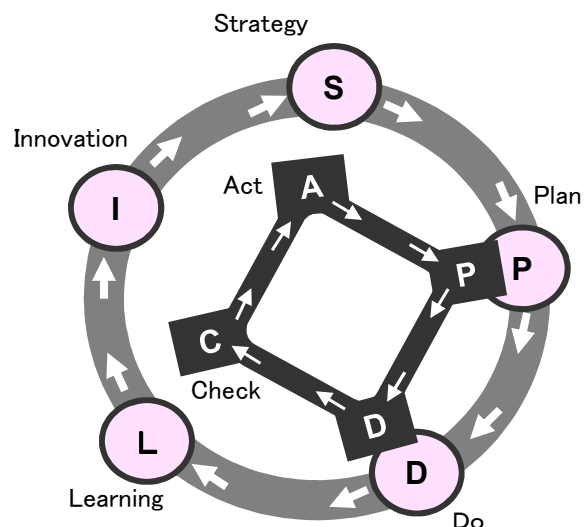
【Process chart of monitoring & control】



【Double-loop Control】

In order to fully function the PDCA cycle, *Double-loop Control* is effective in properly identifying and responding to risk changes, and in reviewing mechanism of monitoring & control itself.

Not only PDCA cycle, but also SPDLI cycle is effective in seeking a drastic innovation based on the corporate strategy and learning organization, sharing intelligence and knowledge with stakeholders.



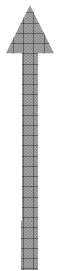
Corporate management maturity / IT utilization maturity

■ Corporate Management Maturity:

- ① *Corporate Management Maturity* is a tool to evaluate practices of corporate management, and to rank the status of management at a specific stage, based on a certain standard generally accepted by experts and public organizations.
- ② It aims to raise status of corporate management to higher rank by improving and innovating immature portions or weaknesses.
- ③ It is essential to develop the corporate strategy to the most realistic and practical one in order to meet with its management maturity level.

AAA (900 -)	<Continuous excellent results produced through innovation> Organizational objectives and ideal conditions for their attainment are shared throughout the organization and with relevant external stakeholders. Operation "principles and rules" for the realization of customer value are established. Self-sustaining, mutually reinforcing linkages are established on a permanent basis through dialogue, both internally and externally. Continuous learning takes place to create and improve original value. As a consequence, most activity and overall results surpass industry level standards and are considered best practice.
AA + (600-699) - (500-599)	<Considerable value creation through organization-wide learning> Organizational objectives and ideal conditions for their attainment are shared throughout the organization. Operating "principles and rules" for the realization of customer value are established. Self-sustaining, mutually reinforcing linkages are established within the organization through dialogue, and organization-wide learning to make new discoveries and create original values are deployed. As a consequence, many activity and overall results are showing improvement trends and have achieved highest levels of industry standards.
A + (800-899) - (700-799)	<Value creation based on strategic understanding and implementation> Organizational objectives and ideal conditions for their attainment are shared throughout the organization. The existing gap with the present is recognized and addressed strategically. Active organization-wide dialogue and cooperative inter-departmental relationships are established; individual departmental goals are consistent with organizational goals. Changes to customers or markets are dealt with on the principle of realizing customer value. Results of activities are starting to lead to the development of new approaches. As a consequence, activity and overall results show improvement trends and have surpassed those of same level competition.
B + (400-499) - (300-399)	<Innovation emerging from improvement based on conventional schemes> Organizational objectives and ideal conditions for their attainment are identified, leading to improvement based on recognition of the existing gap with the present. Increasing importance is placed on organization-wide dialogue, with cooperative relationships between departments and across activities developing towards the realization of organizational objectives. As a consequence, activity and overall results are starting to show improvement trends.
C + (200-299) - (100-199)	<Improvement based on conventional schemes> Adopted approaches remain general because organizational objectives and ideal conditions for their attainment are unclear. Improvement is mostly based on conventional schemes or one-off activities. As a consequence, activity and overall results are not improving as expected.
D (0 - 99)	<No evidence of efforts towards improvement> Ideal conditions for an organization are not identified, and the focus is on maintaining the status quo. Improvement cannot take place because of the lack of perspectives and ideas for innovation. Activity and overall results show no improvement trends and are clearly at a low standard.

Maturity Level



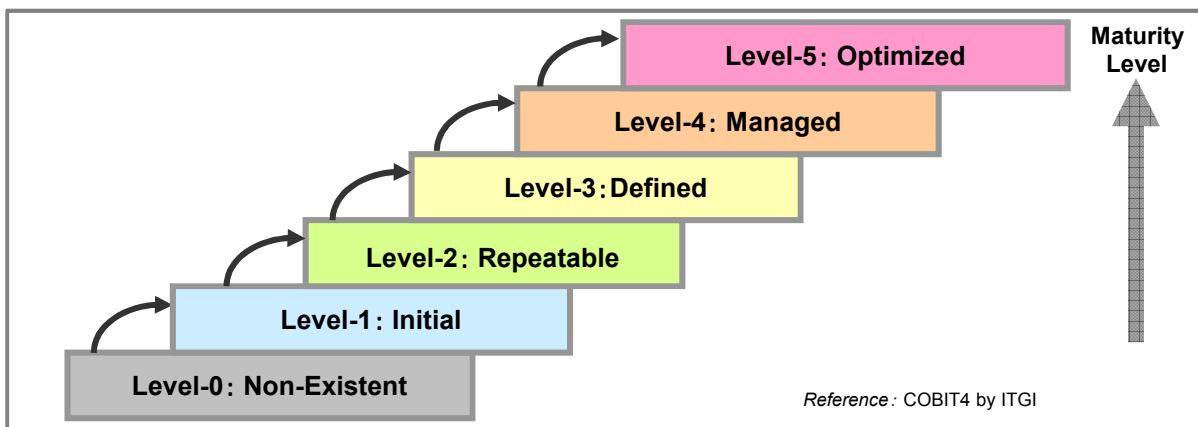
Source: Japan Quality Award (JQA)

■ IT Utilization Maturity:

Serious consideration should be made so that the level and magnitude of IT implementation be matched with current IT maturity level. Various restraint factors such as company scale, industrial category and type of business should be taken into account as well.

IT Maturity Level = IT Governance x IT Literacy x IT Environment x IT Service Utilization

- ① IT Governance: Whether utilization of IT is derived from clear objective backed by standardized business process and the mechanism of monitoring and control is in place?
- ② IT Literacy: Whether there is thoroughness of IT utilization and well-trained PC operation by all users?
- ③ IT Environment: Whether IT resources are adequately allocated, and IT service level is properly maintained?
- ④ IT Service Utilization: To what extent the goal of corporate strategy has been fulfilled by applying IT services?



The Principles in the Common Guideline

Several principles are defined in each phase of the Common Guideline. To perform Process & Project Management, Communication and Monitoring & Control properly, it is recommended to observe these principles. Following is the list of principles with some references. (Cf. The principles of the phased guideline are listed in Page 12.)

Principle	Reference
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< Process & Project Management >

1. Principle of congruence	Keep congruence among business environment, corporate strategy, and major management subjects.
2. Principle of pragmatic balance	Maintain the balance among scope, schedule, cost, risk, and quality in process and project management to eliminate discrepancy.
3. Principle of capable organization	Establish organization by recruiting human resources necessary for the process and project from inside and outside of the corporation.
4. Principle of visualization and control	Control process and project to achieve the objective sharing common recognition by means of visualization of the current operational status.

< Communication >

5. Principle of effective communication skills	Have smooth communications among persons involved pursuing further improvement of communication skills of ITC.
6. Principle of communication style	Apply the best approach and style understanding surrounding environment, situation, and human type & style of the other party
7. Principle of communication models	Understand mutual knowledge, information, recognition and ability, and utilize the best communication model corresponding to the situation.
8. Principle of group decision making and leadership	Prevent easy decision making influenced by prevailing mood of the meeting by understanding human mental tendency.
9. Principle of leadership style	Adapt leadership style to the level of persons or group, and thus develop solution process.

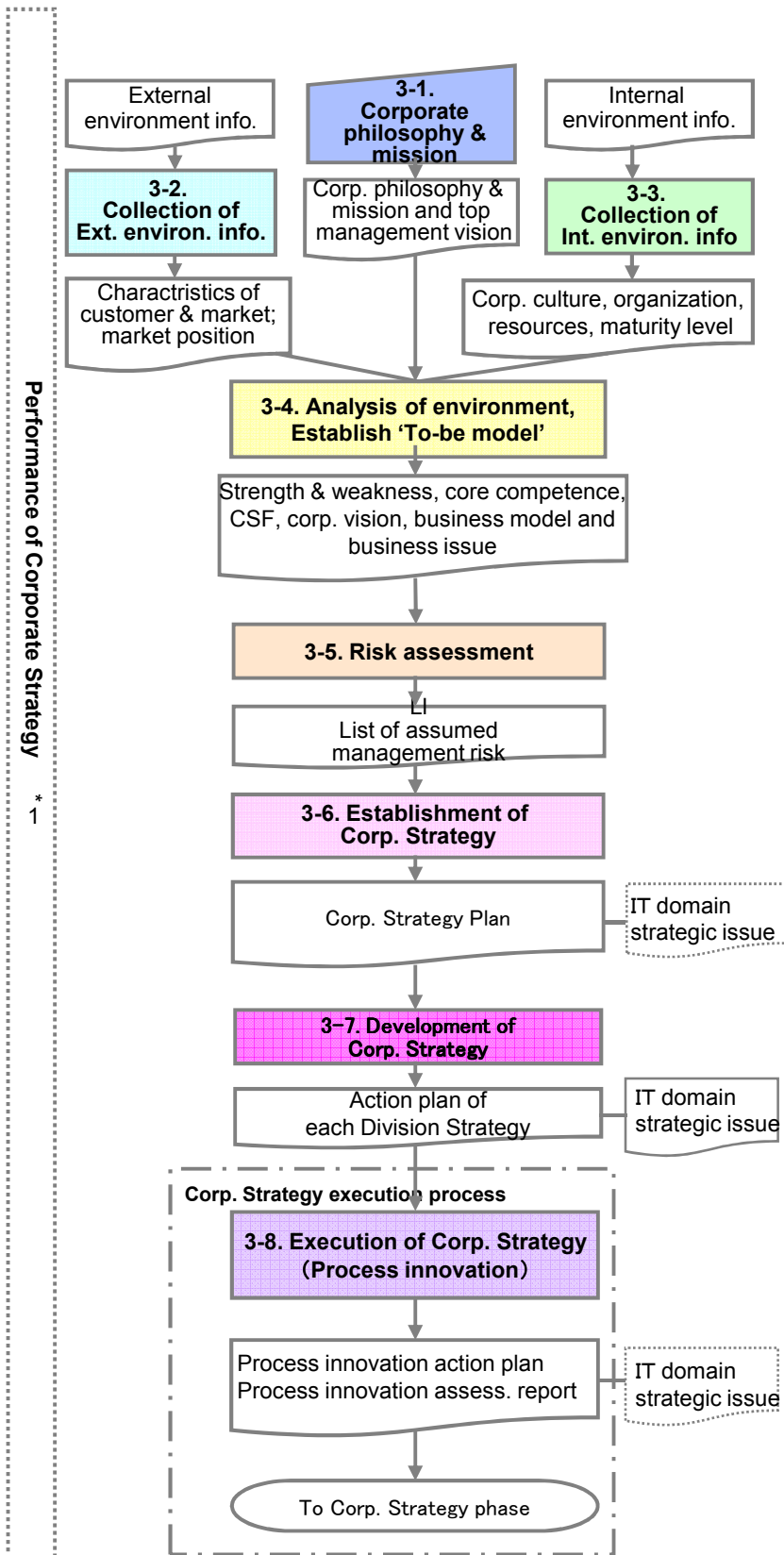
< Monitoring & Control >

10. Principle of purposiveness	All activities of the corporation should be related to and consistent with the objective.
11. Principle of effective use of methodology	Mechanism of monitoring and control and the derived result should be useful and effective for the corporation.
12. Principle of stakeholders' endorsement	Mechanism of monitoring and control and the derived result should be endorsed by the stakeholders.
13. Principle of adaptability to changes	Adapt promptly to business environment changes and relevant regulations.
14. Principle of truth	The truth of monitored events should be verified by appropriate data or information.
15. Principle of fairness and neutrality	Monitoring and control should be performed from fair and neutral standpoint.

Phased Guideline: Corporate Strategy Phase (I)

Process Chart

Activities



3-1. [Corp. philosophy & mission]
Confirm top management vision directly.

3-2. [Collection of external environment information]
① Define external environmental area
② Collect customer and market information
③ Collect other information; eg. legal, industrial, regional, IT-related information etc.

3-3. [Collection of internal environment information]
① Collect information about top management and organization (Corp. governance and maturity, etc.)
② Collect info. about management resources

3-4. [Analysis of management environment and establishment of 'To-be model']
① Check collected info. & data
② Analyze management environment: Strength & weakness, and core competence
③ Clarify business issue, and define CSF
④ Check the consistency of to-be model with corporate philosophy & mission

3-5. [Risk assessment]
① Prevent management risk, and crisis management
② Analyze risks and consider proper measures
③ Minimize loss or damage

3-6. [Establishment of Corporate Strategy]
① Formulate management vision, business model, CSF
② Formulate scenario for success; 5W1H + Whose, Whom, Which, How much, How often
③ Clarify role & responsibility

3-7. [Development of Corp. Strategy]
① Establish strategic target (KGI, KPI)
② Check consistency of management index with KGI
③ Review the above in each organization layer.

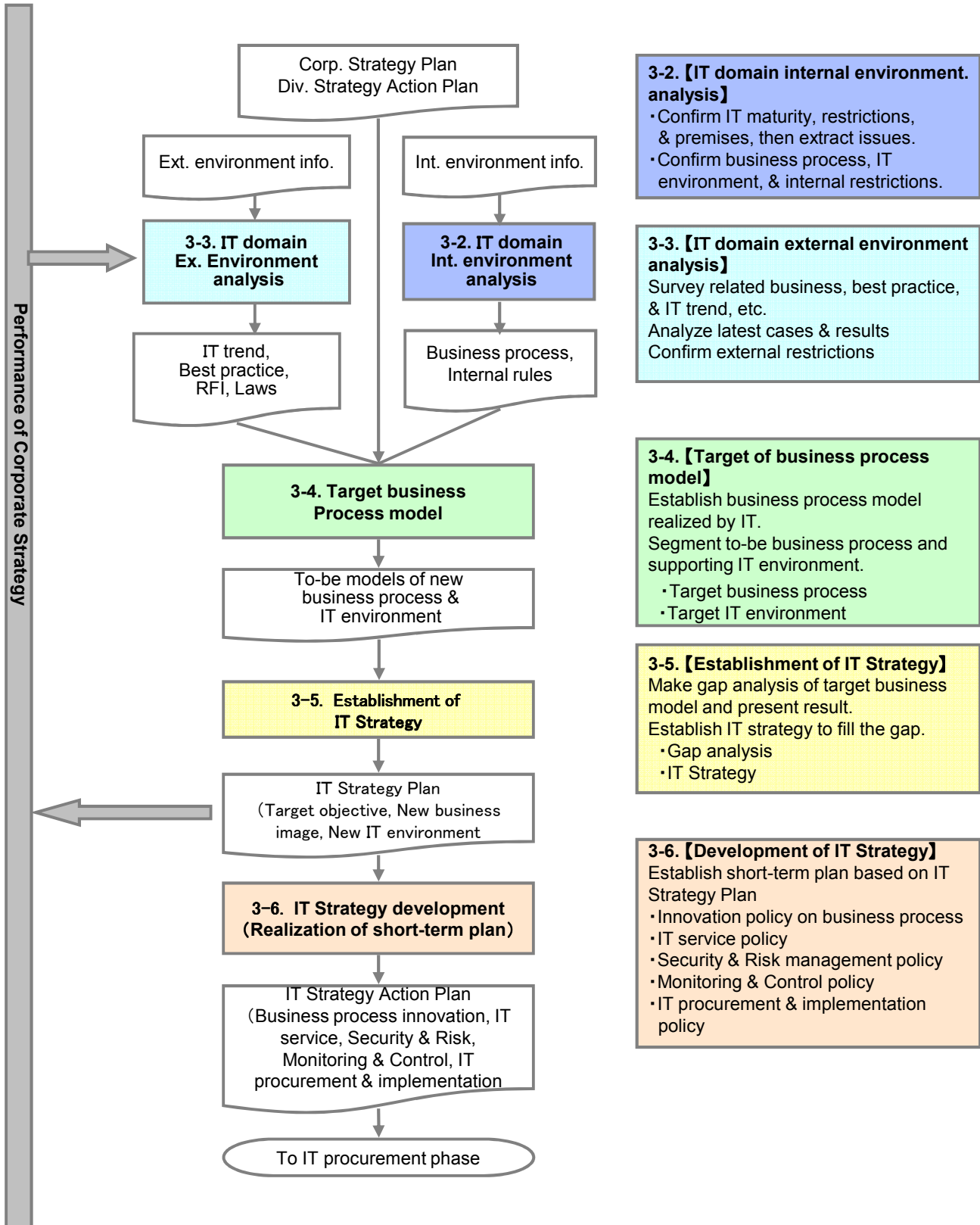
3-8. [Execution of Corp. Strategy]
① Clarify process innovation issue
② Formulate business process model
③ Execute process innovation
④ Review using Double Loop control

*It is assumed that Corp. Strategy execution process which is shown in the above dashed box has been already existent."

Phased Guideline: IT Strategy Phase (II)

Process Chart

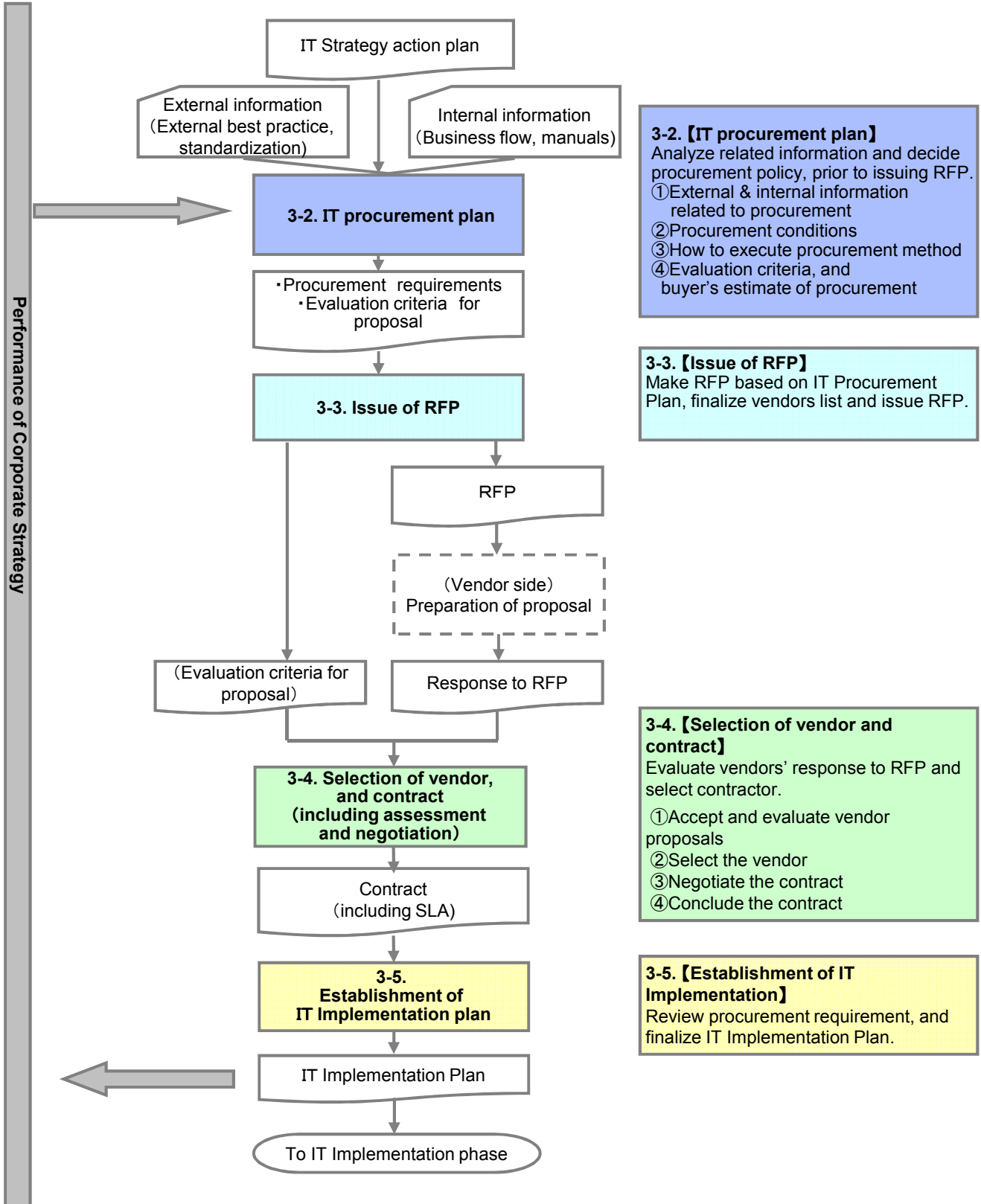
Activities



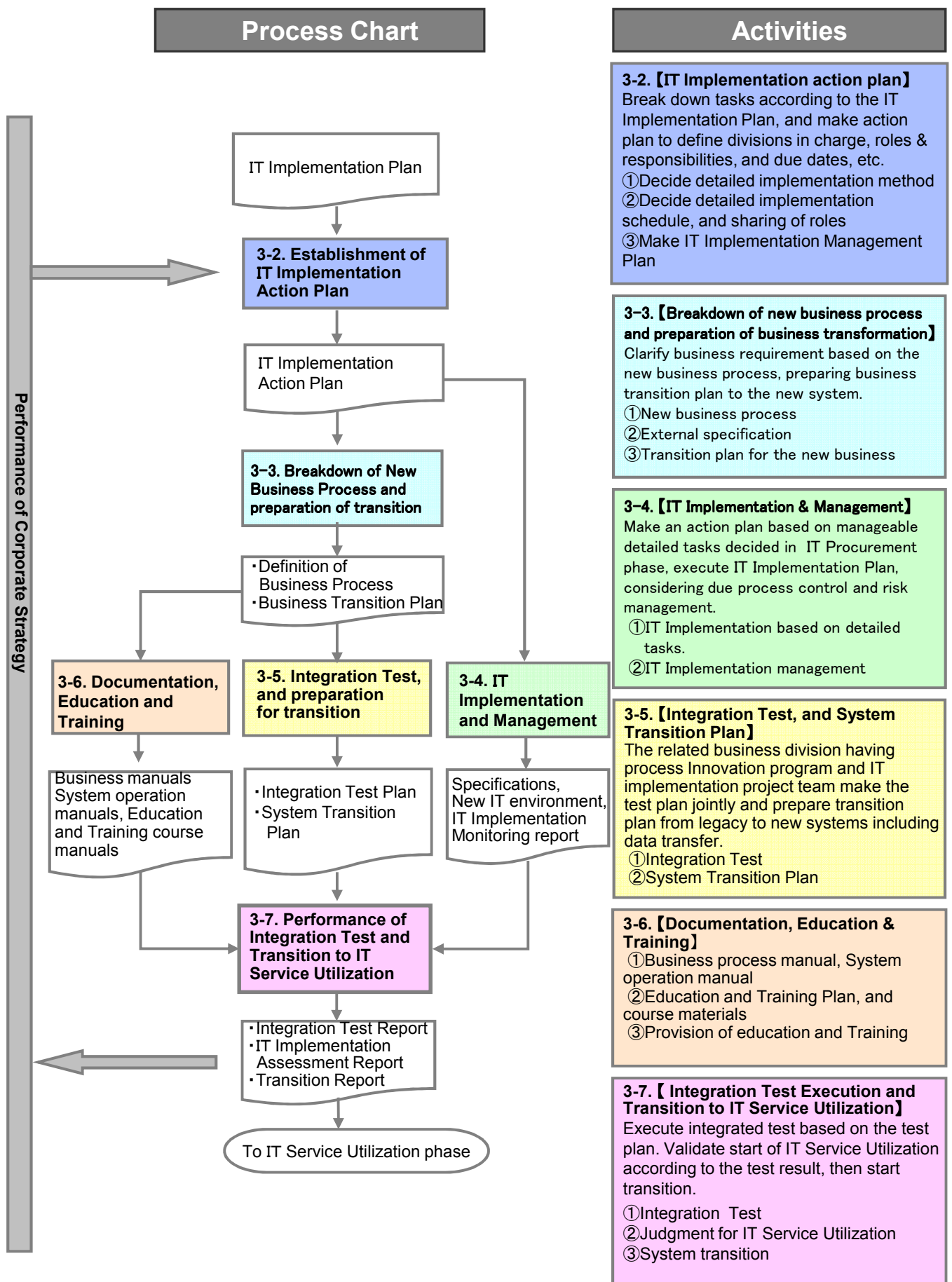
Phased Guideline: IT Procurement Phase (III)

Process Chart

Activities



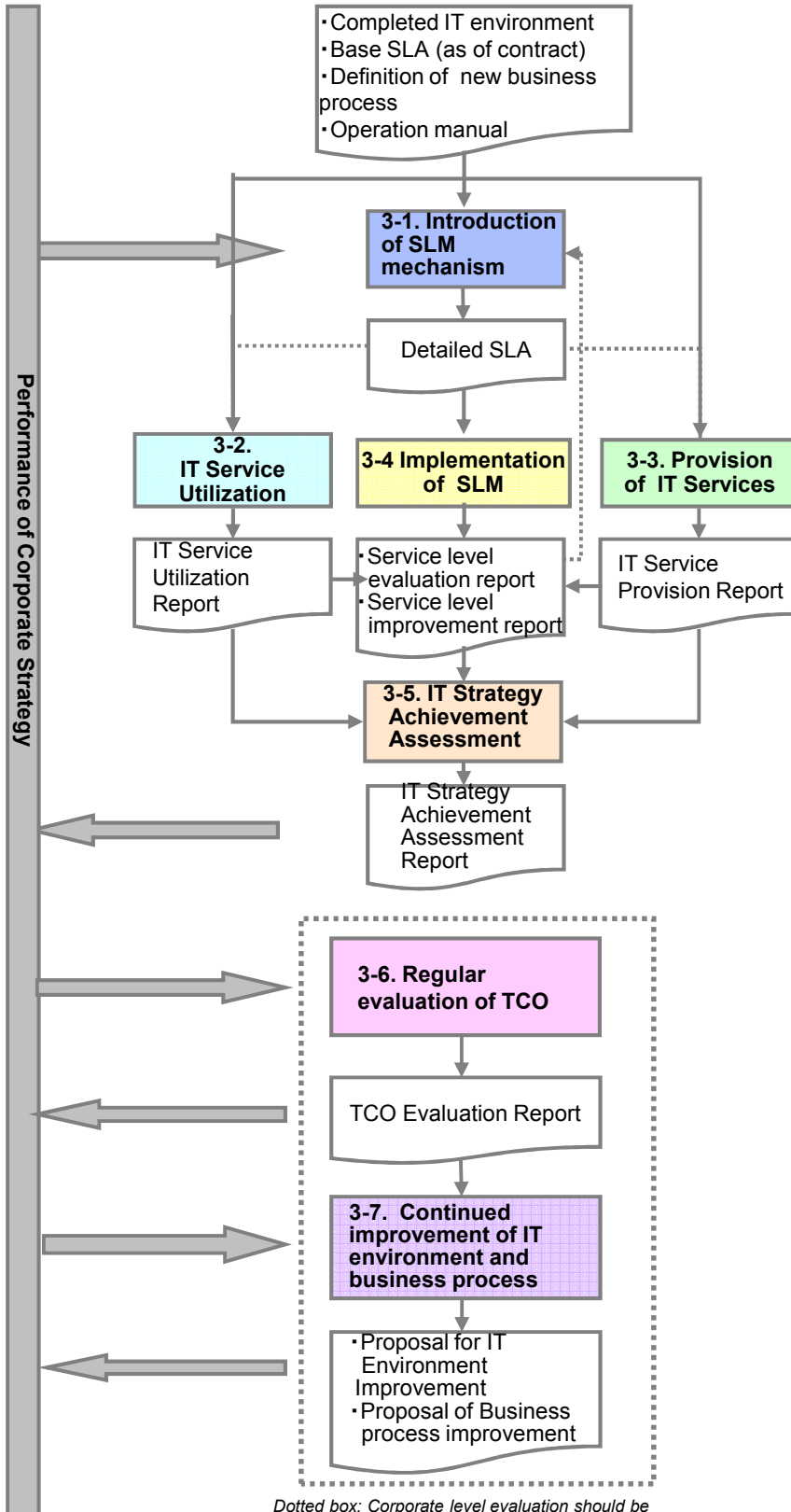
Phased Guideline: IT Implementation Phase (IV)



Phased Guideline: IT Service Utilization Phase (V)

Process Chart

Activities



Dotted box: Corporate level evaluation should be performed to determine the next actions.

3-1. [Introduction of SLM mechanism]

- ① Service level assessment index
- ② Timing & method of capturing service level assessment index
- ③ SLM practices

3-2. [IT Service Utilization]

Perform business process improvement utilizing IT services based on newly defined business process and business manual in IT Implementation phase.

3-3. [Provision of IT Services]

- ① As business operation:
Daily operation, Trouble response, Operation support (Help desk)
- ② As system management operation:
Operation management, Cost management, Security management, Vendor management, Capacity management

3-4. [Implementation of SLM]

- ① Service level assessment index
- ② Service level assessment
- ③ Service level improvement
- ④ Requirement and management of Service alteration

3-5. [IT Strategy Achievement Assessment]

- ① IT Strategy Achievement Assessment Index
- ② Assessment of IT Strategy Achievement

3-6. [Regular evaluation of TCO]

Evaluate cost per performance, clarifying issues and roles of IT management.

3-7. [Continued improvement of IT environment and business process]

- ① Proposal of improvement of IT Service Division
- ② Proposal of improvement of Business Division

The principles in the Phased Guideline

There are several principles in each phase of the Process Guideline. In promoting each phase, it is recommended to observe these principles. Following is the list of principles with some references. (Cf. The principles of common guideline are listed in Page 6.)

Principle	Reference
〈 Corporate Strategy Phase 〉	
16. Principle of creation of customer value	Create customer value responding to market & customer needs & wants.
17. Principle of consistency with corporate philosophy	Establish mid-and-long term corporate strategies consisting with business vision based on the corporate philosophy and mission.
18. Principle of CSR and going concern	Recognize going concern and social value of the corporation, increasing value for stakeholders.
19. Principle of core competence and total competence	Maintain core competence to provide unique value for customers, and achieve total competence with high maturity level
20. Principle of maturity level of management	Maturity of each corporation varies; assess corporate maturity and establish the strategy optimized to its maturity level.
21. Principle of knowing share and growth	Promote management based on sharing and utilizing the knowing, enhance human and organizational skills, and encourage the growth by innovating management.
22. Principle of best distribution of resources.	Optimize internal resource allocation and utilize external resources to adapt to changes of business environment.
23. Principle of management based on strategies and facts.	Make business judgment based on strategies and facts, and promote information management and process innovation to adapt to environment changes.
24. Principle of continuous improvement and innovation	Perform business process innovation and continuous improvement to adapt to corporate strategy changes, and continuously monitor those activities.
25. Principle of profitability	Perform appropriate financial management for long-term growth considering funding & profitability of corporation.
〈 IT Strategy, IT Procurement, IT Implementation, and IT Service Utilization Phase 〉	
26. Principle of consistency with corporate strategy	Pursue consistency with corporate strategy in each phase of IT utilization.
27. Principle of harmonization of human and IT domain.	Pursue harmonious cooperation between human operation and IT service.
28. Principle of concurrent process innovation	Promote business process innovation with collaboration between the IT project and business divisions.
29. Principle of IT maturity level	Pursue proper implementation of IT services according to IT maturity level.
30. Principle of corporate management responsibility	Top management should take leadership of process innovation by IT service utilization.
31. Principle of clear role of stakeholders	Clarify role and responsibility of each project member.
32. Principle of proper action to business environment change and technology trend	Take a proper countermeasure corresponding to changes of external environment, internal circumstances and IT trend.
33. Principle of security and risk management	Manage properly risk control based on the security policy.
34. Principle of investment vs. effectiveness	Perform IT investment by proper assessment of ROI (Return of Investment).
〈 IT Procurement Phase 〉	
35. Principle of optimized IT procurement	Evaluate life time, efficiency, effectiveness, easiness of migration and realization, and risk of existing and new technology as well as current IT status.
36. Principle of neutrality	Take neutral stance, and secure fairness, openness, and transparency of procurement process.
37. Principle of selection by evaluation criteria	Perform evaluation and selection in procurement process according to predetermined evaluation criteria.
〈 IT Implementation Phase 〉	
38. Principle of collaborative creation by stakeholders	Create IT environment and new business process to be implemented collaboratively by stakeholders.
39. Principle of contract fulfillment	Firmly fulfill the contract between the vendor and the procuring company.
〈 IT Service Utilization Phase 〉	
40. Principle of completion of IT project.	Complete the project so that the business process innovation is actually implemented.
41. Principle of achievement of IT strategy goal by IT service utilization	Achieve IT strategy goal of the related business division having process innovation program by utilizing implemented IT service.
42. Principle of continuous improvement and innovation by IT utilization	Continue improvement and innovation by collaboration of IT service division and business division.