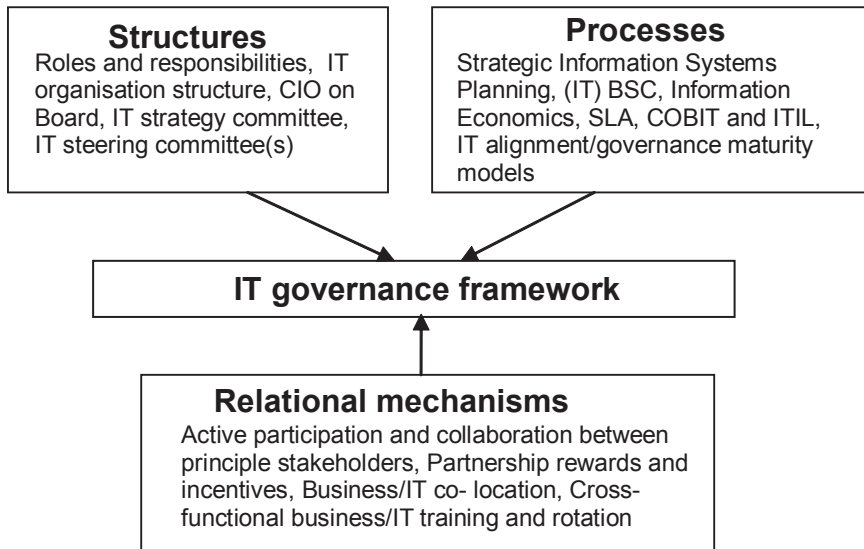## Chapter IV

IT Governance in Practice:
Six Case Studies

Introduction

In order to obtain an understanding on how large organizations implement IT governance in a pragmatic way, six pilot cases were selected from different sectors. Case research is particularly appropriate for research within the IT area because researchers in this field often lag behind practitioners in discovering and explaining new methods and techniques (Benbasat, Goldstein, & Mead, 1987). This is certainly true for the concept of IT governance. The purpose of this case study research is to look for different IT governance elements in use and how they contribute to better IT governance within the organisation. In Figure 1, a schematic representation of necessary elements for IT governance is summarized.

For this case research, data was gathered by conducting several face-to-face, in-depth interviews with both IT and business representatives of the case study

Figure 1. Necessary elements of an IT governance framework

| **Structures** Roles and responsibilities, IT organisation structure, CIO on Board, IT strategy committee, IT steering committee(s) | **Processes** Strategic Information Systems Planning, (IT) BSC, Information Economics, SLA, COBIT and ITIL, IT alignment/governance maturity models |

IT governance framework

Relational mechanisms
Active participation and collaboration between principle stakeholders, Partnership rewards and incentives, Business/IT co- location, Cross-functional business/IT training and rotation

organisations. IT representatives included, amongst others (global), IT and ICT directors, while business representatives included controllers, directors finance, executive vice presidents, and others. Starting from the IT governance framework, two different interview questionnaires were developed, one for the IT people and one for the business people. The pilot in-depth case of KBC is based on six extensive interviews with both business and IT representatives. Five additional pilot mini cases are based on two to three interviews with business and IT people. After-interview consultation of the interviewees or people in the particular organisation took place in order to better grasp the situation and the IT governance context. Figure 2 gives an overview of the six case studies.

For the sake of meticulous case study writing, the interviews were tape-recorded. This allowed for a better understanding of the interviewees' insights and perceptions on their organisation's IT governance mission, as well as the use of accurate citation. Other data collected for the case study writing included case study organisations' websites, company brochures, internal reports, internal presentations, and so forth. Obviously, all prepared materi-

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