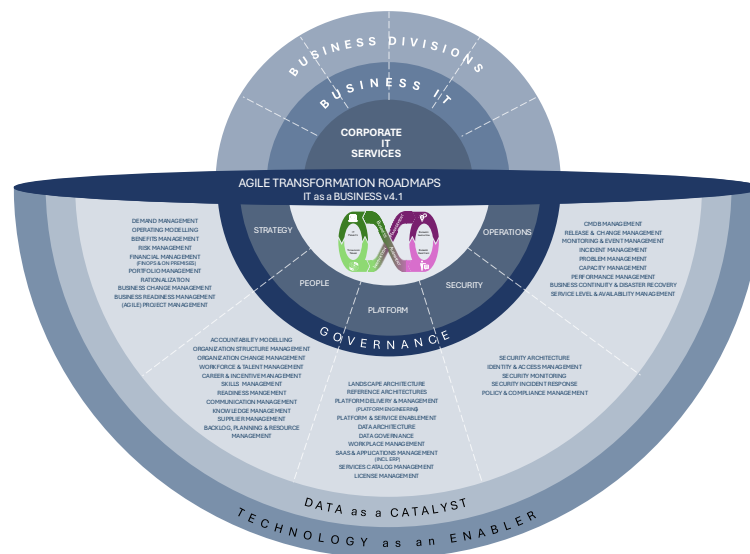




45 Degrees IT Capability Framework Description of the 45 Capabilities

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2 The Value Loop: Business Alignment and Innovation at the Core



In this evolution of the IT as a Business Framework, a deliberate shift has been made in how business value is positioned and explained. Business Alignment and Innovation Management are no longer treated as individual capabilities among many others. Instead, they are elevated to the core of the framework and form what we call the **Value Loop**.

The Value Loop represents the continuous interaction between understanding business needs and opportunities on the one hand, and translating those insights into innovation and change on the other. Business Alignment ensures that IT continuously connects with business strategy, priorities, and outcomes. Innovation Management ensures that those insights are converted into solutions, improvements, and new capabilities that create tangible value.

Together, these two elements form a self-reinforcing loop. Business direction drives innovation, innovation reshapes possibilities, and those new possibilities in turn influence business strategy. This loop is where business value is generated, validated, and renewed over time.

The 45 capabilities defined in this framework do not exist as isolated disciplines. Each capability — whether strategic, people-focused, platform-oriented, security-related, or operational — contributes to supporting, enabling, or safeguarding this Value Loop. Some capabilities provide structure and governance, others provide execution power, scalability, stability, or control. All of them ultimately serve the same objective: enabling IT to continuously create and sustain business value.

By explicitly placing the Value Loop at the center of the framework, IT is positioned not merely as a service provider or delivery organization, but as an integrated business capability that actively participates in shaping outcomes. The framework thus reflects a clear principle: **business value is not a by-product of IT activities, but the direct result of intentional alignment and innovation, continuously supported by the full set of IT capabilities.**

3 Strategy

3.1 Demand Management

Demand Management focuses on systematically capturing, analyzing, prioritizing, and shaping business demand for IT services and capabilities. The objective is to ensure that IT capacity and delivery are aligned with business priorities and strategic objectives, while avoiding overload and inefficiencies.

Key aspects include forecasting future demand based on business plans and initiatives, assessing the impact and value of incoming requests, and prioritizing demand in line with strategic goals, constraints, and available resources. Demand management also involves close collaboration with business stakeholders to continuously refine requirements and manage expectations.

Effective demand management enables transparency, improves decision-making, and ensures that IT investments are directed toward initiatives with the highest business value.

3.2 Operating Modelling

Defining and optimizing the operating model is crucial for aligning IT services with business objectives and enhancing efficiency.

Defining the Operating Model: This involves creating a blueprint that outlines how IT services will be delivered and managed. Key components include:

- Identifying and documenting all IT services offered, with clear definitions and service-level agreements (SLAs).
- Process Framework: Establishing standardized processes and workflows
- Operating Model Canvas: Defining roles, responsibilities, and hierarchies to define accountability and effective communication.

Optimizing the Operating Model: This aims to improve the efficiency and effectiveness of IT services. Steps include:

- Continuous Improvement: Implementing a cycle of regular reviews and updates to refine processes and services based on feedback and performance data.
- Performance Monitoring: Using key performance indicators (KPIs) to measure and track the performance of IT services, identifying areas for improvement.
- Automation and Innovation: Leveraging new technologies and automation to streamline processes, reduce costs, and enhance service delivery.

3.3 Benefits Management

Benefits Management ensures that IT initiatives deliver measurable and sustainable business value. It focuses on identifying, planning, tracking, and realizing benefits throughout the lifecycle of initiatives, services, and investments.

This capability includes defining clear business outcomes, establishing benefit ownership, and setting up metrics and KPIs to monitor progress and value realization. Benefits management goes beyond financial returns and includes efficiency gains, risk reduction, customer experience improvements, and strategic enablement.

By continuously monitoring and actively managing benefits, organizations ensure that IT investments contribute directly to business objectives and that corrective actions are taken when expected value is at risk.

3.4 Risk Management

Risk Management addresses the identification, assessment, mitigation, and monitoring of risks related to IT services, platforms, and initiatives. The goal is to protect business value and continuity while enabling informed decision-making.

This capability covers operational, financial, security, compliance, and strategic risks. It includes defining risk appetite, performing structured risk assessments, and implementing mitigation measures such as controls, safeguards, contingency plans, and escalation mechanisms.

Effective risk management enables organizations to balance innovation and control, reduce uncertainty, and proactively address threats that could impact service delivery or strategic outcomes.

3.5 Financial Management

Financial management in an IT as a Service (ITaaS) or IT as a business model context encompasses both FinOps for cloud and traditional IT finance management for on-premises environments.

FinOps combines best practices, processes, and tools to ensure cost-efficiency, optimization, and accountability in cloud usage. Key components of FinOps include resource tagging, usage monitoring, and cost allocation, which help organizations manage and optimize cloud spending effectively. We typically use the FinOps Foundation framework in those type of engagements.

Traditional IT finance management focuses on budgeting, cost allocation, and financial planning for on-premises IT infrastructure. Key components include capital expenditure (CapEx) management, operating expenditure (OpEx) control, and financial reporting. By integrating these approaches, ITaaS models can provide a holistic view of IT financial health, enabling businesses to make informed decisions and align IT investments with strategic goals.

Furthermore, this integration facilitates cost transparency and encourages a culture of financial accountability across the organization. Effective financial management in ITaaS ensures the efficient and cost-effective delivery of IT services, driving value and fostering innovation. Ultimately, this approach supports the organization's overall objectives by optimizing IT resources and investments, resulting in sustainable growth and competitive advantage.

3.6 Portfolio Management

Portfolio management is essential for optimizing the value and performance of IT assets, encompassing infrastructure, applications, and projects. It involves strategic planning, resource allocation, and continuous evaluation to ensure alignment with business goals. Key Components include:

Infrastructure: Managing physical and virtual IT assets, ensuring they are cost-effective, scalable, and support business needs. This includes maintaining hardware, networks, and data centers. Effective infrastructure management ensures reliability, performance, and cost-efficiency.

Applications: Overseeing the lifecycle of software applications, from development to deployment and maintenance. This involves ensuring applications meet user requirements, integrate seamlessly with

existing systems, and deliver business value. Application management includes regular updates and upgrades to keep applications relevant and functional.

Projects: Coordinating IT projects to ensure they are completed on time, within budget, and achieve their objectives. This involves prioritizing projects based on business impact, resource availability, and alignment with strategic goals. Project management includes planning, execution, monitoring, and evaluation to ensure successful outcomes.

By integrating these key components, portfolio management in an ITaaS setup enables organizations to optimize IT resources, reduce costs, and drive business value. It provides a holistic approach to managing IT assets, ensuring they contribute effectively to achieving the organization's strategic objectives. Continuous evaluation and improvement are vital to maintaining alignment with business goals and adapting to evolving needs.

3.7 Rationalization

Application and infrastructure rationalization is the strategic process of assessing and optimizing an organization's portfolio of software applications and IT infrastructure. The primary goal is to ensure that both applications and infrastructure align with business objectives, improve efficiency, and reduce costs. This involves evaluating current assets, identifying redundancies, and determining which applications and infrastructure components should be retained, replaced, consolidated, or retired.

Rationalization of both applications and infrastructure helps organizations streamline their IT landscape, improve operational efficiency, and reduce costs. It ensures that the IT portfolio remains relevant and aligned with business objectives, ultimately driving better business outcomes.

By following a structured approach, organizations can make informed decisions about their software and infrastructure investments, optimizing IT resources and supporting strategic goals.

3.8 Business Change Management

Business change management in the context of IT as a business refers to the structured approach of guiding an organization through necessary changes to align with IT strategic initiatives. This process ensures that the business adapts to IT advancements and leverages technology to achieve its goals.

When implementing strategic IT changes, such as rolling out a new ERP system, the organization must embrace new business practices guided by the technology. Effective business change management ensures a smooth transition, minimizes resistance, and maximizes the benefits of IT strategic changes, ultimately driving business growth and innovation.

By fostering a culture of adaptability and continuous improvement, organizations can stay competitive in a rapidly evolving technological landscape. This involves clear communication, stakeholder engagement, comprehensive training, and ongoing support to ensure the successful adoption of new systems and processes. Aligning business practices with IT advancements not only enhances operational efficiency but also enables the organization to achieve its strategic objectives and deliver greater value to customers and stakeholders.

3.9 Business Readiness Management

Business readiness management is a critical aspect of ensuring a smooth transition during strategic IT changes, such as implementing a new ERP system. It focuses on preparing the organization, especially its employees, to adapt to new systems and processes. This involves comprehensive training, ongoing support, and communication to build competence and confidence.

Training: Effective training programs are essential for business readiness. These programs should be tailored to different roles and responsibilities within the organization, ensuring that all employees understand how to use the new systems effectively. Training can include workshops, online courses, hands-on practice sessions, and user manuals.

Support: Ongoing support is crucial to help employees adapt to new changes. This can include help desks, support teams, and online resources to address any issues or questions that arise during and after the implementation. Providing a robust support system ensures that employees feel confident and competent in using the new systems.

Communication: Clear and consistent communication is vital for business readiness. Regular updates, newsletters, and meetings can keep employees informed about the progress of the change and any upcoming training sessions or support resources. This helps in managing expectations and reducing resistance.

By focusing on training, support, and communication, business readiness management ensures that the organization is well-prepared for IT strategic changes, leading to a smoother transition and greater success.

3.10 Enterprise (Agile) Project Management

Enterprise project management (EPM) in an IT as a Business (ITaaB) context involves a hybrid approach that leverages both traditional waterfall and agile methodologies to optimize project delivery. This integrated strategy ensures that projects are managed efficiently, meeting business goals while adapting to the dynamic needs of the organization.

Waterfall Methodology: Waterfall is best suited for projects with clearly defined requirements and deliverables, such as infrastructure upgrades or regulatory compliance initiatives. This linear approach follows a structured sequence of phases: initiation, planning, execution, monitoring, and closure. Each phase must be completed before moving on to the next, ensuring thorough documentation and risk management.

Agile Methodology: Agile is ideal for projects requiring flexibility and iterative development, such as software development or innovation initiatives. Agile emphasizes collaboration, continuous feedback, and incremental delivery. Teams work in short sprints, delivering small, functional components of the project that can be tested and refined based on stakeholder input.

Integrated Approach: EPM in an ITaaB environment combines these methodologies to match project needs. This approach allows organizations to leverage the predictability of waterfall for certain projects while embracing the adaptability of agile for others. By tailoring project management practices to specific project requirements, organizations can achieve greater efficiency, responsiveness, and alignment with business objectives, ultimately driving success in a dynamic IT landscape.

4 People

4.1 Accountability Modelling

Accountability modelling in an IT as a Business (ITaaB) environment is a crucial aspect of designing an effective operating model. It involves clearly defining the roles and responsibilities for each service and capability within the organization, ensuring that every task is accounted for and managed efficiently.

In an ITaaB setup, services and capabilities are treated as discrete business units, each with its own set of objectives and performance metrics. Accountability modelling assigns specific roles to manage these units, detailing what each role entails and how it contributes to the overall business goals. This includes defining who is responsible for strategic planning, execution, monitoring, and continuous improvement of each service.

This structured approach ensures transparency, prevents overlaps, and promotes efficient resource utilization. It also enhances collaboration across teams, as everyone understands their role and how it fits into the larger picture. Effective accountability modelling helps organizations achieve operational excellence, drive innovation, and align IT services with business objectives, ultimately contributing to overall business success.

This modelling is influenced by various other strategic and operational decisions: architectural choices, autonomy decisions, cost, skills, maturity,...

4.2 Organization Structure Management

Establishing an organization structure in an IT as a Business (ITaaB) setup is the culmination of several interconnected workstreams, including operating modeling, accountability modeling, enablement setup, service catalog work, skills assessments, and readiness programs.

The journey begins with Operating Modeling, where the organization defines key processes, workflows, and interactions. This phase identifies core services and capabilities that align with strategic goals.

Next is Accountability Modeling, which clarifies roles and responsibilities. By assigning ownership and developing a Responsibility, Accountability, Consulted, and Informed (RACI) matrix, the organization ensures clarity and prevents overlaps.

Enablement Setup follows, where a central team of specialists is established to support decentralized teams. This team develops standardized processes, offers training, and maintains centralized platforms, acting as a hub of expertise.

Service Catalog Work involves creating a comprehensive catalog that lists all available services, including descriptions, SLAs, and performance metrics. This catalog is regularly updated to reflect changes and new services.

Skills Assessments and Readiness Programs are crucial to ensure the organization has the necessary talent and capabilities. These initiatives identify skill gaps, provide targeted training, and prepare teams for new responsibilities and technologies.

Finally, the outcome of these workstreams is integrated to draft the organization structure. This ensures that the structure is well-informed, aligned with strategic objectives, and equipped to drive

business value, foster innovation, and adapt to evolving needs. Continuous monitoring and regular updates are essential for maintaining effectiveness and relevance.

4.3 Organization Change Management

Organizational change management is essential for successfully transitioning to a new IT as a Business (ITaaB) structure. After defining the new organization, it's crucial to manage the change effectively to ensure smooth implementation and employee engagement. This involves a comprehensive change management plan, active leadership support, clear communication, targeted training, and robust support mechanisms. The goal is to prepare employees for new roles, address their concerns, and foster a culture of acceptance and collaboration. Continuous monitoring and feedback are vital to adjusting the approach as needed and ensuring the new structure aligns with business objectives. By following these steps, organizations can achieve a seamless transition, maintain operational excellence, and drive business success in the ITaaB environment. Effective change management not only supports employees during the transition but also enhances overall organizational resilience and agility.

4.4 Workforce & Talent Management

In an IT as a Business (ITaaB) environment, workforce and talent management are crucial for maintaining a competitive edge and driving business success. A strategic approach is required to attract, develop, and retain talent that aligns with the organization's goals and technological needs.

Proactive talent acquisition strategies are essential to attract top candidates who possess the necessary technical skills and cultural fit. This involves leveraging diverse hiring channels, utilizing advanced recruitment tools, and building a strong employer brand. Implementing robust performance management systems helps set clear expectations, provide regular feedback, and recognize achievements. This ensures employees are aligned with organizational objectives and motivated to perform at their best. Creating a positive work environment is key to retaining top talent. Offering competitive compensation, career advancement opportunities, employee engagement initiatives, and work-life balance programs are vital components of retention strategies.

Succession planning is critical for identifying and preparing future leaders. This ensures continuity of critical roles and supports organizational stability.

Effective workforce and talent management in an ITaaB setup drives innovation, enhances productivity, and ensures the organization remains competitive in a rapidly evolving technological landscape. By focusing on these areas, organizations can build a resilient and skilled workforce ready to meet future challenges.

4.5 Career & Incentive Management

In an IT as a Service (ITaaS) or IT as a business model, career and incentive management play crucial roles in driving employee performance and organizational success.

Career management involves creating clear pathways for employee growth and development. This includes providing opportunities for skill enhancement, professional training, and career progression. In an ITaaS model, where technology and service delivery are paramount, employees need to stay updated with the latest technological advancements and industry trends. Effective career management ensures that employees are motivated, skilled, and aligned with the company's strategic goals.

Incentive management focuses on designing and implementing reward systems that motivate employees to achieve high performance. This can include financial incentives like bonuses, stock options, and performance-based pay, as well as non-financial incentives such as recognition programs, career development opportunities, and flexible work arrangements. In an ITaaS environment, where innovation and efficiency are key, well-structured incentives can drive employees to deliver exceptional service, foster innovation, and improve customer satisfaction.

Together, career and incentive management help create a motivated, skilled, and engaged workforce, which is essential for the success of an ITaaS business model. They ensure that employees are not only rewarded for their contributions but also have a clear vision of their future within the organization.

4.6 Skills Management

Skills Management focuses on identifying, developing, and maintaining the skills required across IT services, platforms, and domains. It ensures that competencies are aligned with strategic and operational needs.

This capability includes skills assessments, skills mapping to roles and capabilities, targeted training programs, and continuous learning initiatives. It provides insight into skill gaps and supports informed decisions on hiring, training, or sourcing.

Effective skills management increases delivery quality, reduces dependency risks, and enables faster adoption of new technologies and practices.

4.7 Readiness Management

Readiness Management ensures that teams and individuals are prepared to operate new or changed services, platforms, and processes. It focuses on operational and people readiness rather than technical delivery alone.

This capability includes readiness assessments, onboarding support, operational preparedness checks, and transition support activities. It works closely with change management and business readiness activities.

By proactively managing readiness, organizations reduce operational risk and ensure smooth transitions into steady-state operations.

4.8 Communication Management

In an IT as a Business environment, communication management is essential for ensuring effective collaboration, transparency, and alignment with organizational goals.

Communication management involves the systematic planning, implementation, monitoring, and revision of all channels of communication within an organization. This includes internal communication among employees and departments, as well as external communication with clients, stakeholders, and partners.

Effective communication management fosters a culture of transparency, enhances teamwork, and ensures that all stakeholders are informed and engaged, ultimately contributing to the success of the IT as a Business model.

4.9 Knowledge Management

In an IT as a Business environment, knowledge management is essential for harnessing organizational knowledge to drive innovation, efficiency, and competitive advantage.

Knowledge management involves systematically capturing, organizing, sharing, and utilizing knowledge within the organization. It ensures that valuable information, whether documented or based on employee expertise, is preserved and made accessible. By structuring and categorizing knowledge effectively, organizations can facilitate easy retrieval and use of information.

Sharing knowledge across the organization is crucial, and this is often achieved through collaboration tools and knowledge-sharing platforms. Encouraging a culture of open communication and continuous learning helps in the seamless exchange of knowledge.

Utilizing the captured knowledge to improve decision-making, problem-solving, and innovation is a key aspect of knowledge management. By integrating knowledge into business processes, organizations can enhance service delivery and customer satisfaction.

Effective knowledge management fosters a culture of continuous improvement, enabling the organization to respond swiftly to changes and challenges in the IT landscape. This proactive approach ensures that the organization remains agile, informed, and capable of maintaining a competitive edge.

4.10 Supplier Management

In an IT as a Business environment, supplier management is crucial for ensuring the seamless delivery of IT services and maintaining a competitive edge.

Supplier management involves the systematic process of selecting, managing, and evaluating suppliers to ensure they meet the organization's needs and standards. This process begins with identifying and selecting suppliers that align with the organization's strategic goals and quality standards. Once selected, contracts are negotiated and managed to ensure clear terms and conditions, including service level agreements (SLAs), pricing, and delivery schedules. Effective contract management helps mitigate risks and ensures accountability.

Suppliers must also adhere to internal standards set by the customer. These standards can include compliance with security protocols, data privacy regulations, specific operational procedures, and reference architectures. Ensuring suppliers meet these internal standards and reference architectures is critical for maintaining service quality, consistency, and protecting the organization's interests.

Continuous monitoring of supplier performance against agreed-upon metrics and SLAs is essential. This involves regular reviews, audits, and feedback mechanisms to ensure suppliers meet expectations and deliver value. Building and maintaining strong relationships with suppliers is also a key aspect of supplier management. This fosters collaboration, innovation, and continuous improvement, with effective communication and mutual trust being essential for successful supplier partnerships.

By effectively managing suppliers and ensuring they adhere to internal standards and reference architectures, organizations can ensure the reliability and quality of their IT services, reduce costs, and drive innovation. This ultimately contributes to the success of the IT as a Business model, ensuring that the organization remains agile, efficient, and competitive in the market.

4.11 Backlog, Planning & Resource Management

In an IT as a Business environment, backlog, planning, and resource management (people resources) are essential for efficient project execution and service delivery.

Backlog management involves maintaining a prioritized list of tasks, features, and projects that need to be completed. This backlog is continuously updated based on business priorities, customer

feedback, and strategic goals. Effective backlog management ensures that the most critical tasks are addressed first, aligning with the organization's objectives.

Planning is the process of defining the scope, objectives, and timelines for projects and tasks. It involves breaking down the backlog into manageable work items, estimating effort, and setting deadlines. Planning ensures that resources are allocated efficiently and that projects are completed on time and within budget. It also includes risk assessment and mitigation strategies to handle potential challenges.

Resource management focuses on optimizing the use of people resources. This involves assigning the right people to the right tasks based on their skills, availability, and workload. Effective resource management ensures that employees are not overburdened and that their skills are utilized effectively. It also includes tracking resource utilization and making adjustments as needed to meet project demands.

Together, backlog, planning, and resource management ensure that IT projects are executed efficiently, aligning with business goals and delivering value to customers.

5 Platform

5.1 Landscape Architecture *(new)*

Landscape Architecture focuses on maintaining a coherent, understandable, and manageable view of the overall IT landscape. It provides structural insight into how applications, platforms, data, and integrations fit together and evolve over time.

This capability includes documenting logical and physical landscapes, mapping dependencies, identifying overlaps and gaps, and maintaining high-level views that support strategic decision-making. Landscape architecture acts as a bridge between strategy and execution by translating business direction into architectural coherence.

By continuously maintaining a clear landscape view, organizations reduce complexity, support rationalization initiatives, and improve alignment between business, architecture, and delivery teams.

5.2 Reference Architectures

In an IT as a Business environment, reference architectures management is essential for integrating and operating both cloud and on-premises platforms seamlessly. This involves creating standardized frameworks that guide the design, deployment, and management of IT solutions across hybrid environments.

Reference architectures management ensures that cloud-based and on-premises systems can communicate and work together effectively. It provides a scalable architecture that adapts to changing business needs, allowing resources to be scaled up or down based on demand. Robust security measures are implemented to protect data and ensure compliance with regulatory requirements, with security protocols and monitoring systems in place across both environments.

In the cloud environment, it is crucial that standards are not only available but also enforced. This includes setting and maintaining standards for data management, security, and application deployment to ensure consistency and reliability. Additionally, it involves defining which cloud services can be used, ensuring they meet organizational requirements and standards. Standards for service management are also included, covering aspects such as service delivery, performance monitoring, and incident management.

Performance optimization is a continuous process, involving load balancing, resource allocation, and performance tuning to meet business objectives. Governance frameworks are established to manage IT resources effectively, setting policies, procedures, and standards for IT operations to ensure consistency and control across the hybrid environment.

By leveraging the benefits of both cloud and on-premises platforms, enforcing standards in the cloud environment, and including standards for service management, organizations can maintain a cohesive and efficient IT infrastructure, supporting their business goals and enhancing overall operational efficiency.

5.3 Core Platform

In an IT as a Business environment, managing the core platform is crucial for ensuring the seamless operation and integration of various IT services. The core platform encompasses the foundational infrastructure, including hardware, software, networks, and facilities, that supports the development, deployment, and management of IT solutions.

Effective management of the core platform involves several key aspects. First, it requires robust integration and interoperability to ensure that different systems, whether on-premises or cloud-based, can communicate and work together seamlessly. This includes setting up APIs, middleware, and other integration tools.

In a cloud-based platform, this also includes the provisioning of a landing zone. A landing zone is a modular and scalable configuration that provides a secure and compliant environment for deploying cloud services. It includes elements such as identity management, network configuration, and security controls.

Continuous performance monitoring and optimization are necessary to maintain high levels of efficiency and reliability, involving load balancing, resource allocation, and performance tuning. Governance frameworks play a vital role, establishing policies, procedures, and standards for IT operations to ensure consistency and control. This includes defining which cloud services can be used and maintaining standards for service management.

Security and compliance are integral parts of core platform management, but due to their importance, they will be covered in a separate topic.

By focusing on these aspects, organizations can maintain a cohesive and efficient IT infrastructure, leveraging both cloud and on-premises platforms to support their business goals and enhance overall operational efficiency.

5.4 Platform Delivery & Management (Platform Engineering)

Platform Delivery & Management focuses on building, operating, and continuously improving shared technology platforms that enable teams to deliver services efficiently and consistently. It treats platforms as products with clearly defined users, services, and service levels.

This capability includes provisioning and operating core infrastructure platforms, cloud landing zones, automation capabilities, and shared services. It also encompasses lifecycle management, reliability, scalability, and performance of these platforms.

By applying platform engineering principles, organizations reduce cognitive load for delivery teams, accelerate time-to-market, and ensure that platforms evolve in line with business and technical needs.

5.5 Platform & Service Enablement

Platform & Service Enablement ensures that delivery teams can efficiently consume platforms and shared services. It focuses on usability, accessibility, and adoption of platforms, rather than only their technical implementation.

This capability includes documentation, self-service capabilities, onboarding support, reference implementations, and enablement practices that help teams use platforms correctly and effectively. It also provides feedback loops between platform teams and consumers.

Effective enablement maximizes platform value, drives standard adoption, and ensures that shared services accelerate rather than hinder delivery.

5.6 Data Architecture

Data Architecture defines how data is structured, integrated, and used across the organization. It provides a blueprint for data domains, data flows, storage patterns, and analytical use cases.

This capability includes defining conceptual, logical, and physical data models, guiding integration patterns, and aligning data structures with business domains. Data architecture ensures consistency, interoperability, and scalability across operational and analytical systems.

By clearly defining data structures and flows, organizations enable reliable data usage while supporting innovation and advanced analytics.

5.7 Data Governance

Data Governance ensures that data is managed as a strategic asset and used responsibly across the organization. It defines how data quality, ownership, security, compliance, and lifecycle are governed.

This capability includes defining data ownership and stewardship, data quality standards, metadata management, compliance with regulations, and policies for data access and usage. It works closely with data architecture and platform teams.

Effective data governance increases trust in data, supports regulatory compliance, and enables consistent data-driven decision-making.

5.8 Workplace Management

Workplace management involves a comprehensive approach to optimizing the efficiency, productivity, and satisfaction of employees within an organization. It encompasses strategic planning, resource allocation, process optimization, and fostering a collaborative work environment. Effective workplace management ensures that employees have the necessary tools, resources, and support to perform their tasks efficiently. Here are the key components:

- Task Management: Implement systems for managing individual and team tasks, ensuring accountability and progress tracking.
- Collaboration and Communication: Foster a collaborative environment through effective communication channels and team-building activities.
- Project Management: Plan, execute, and monitor projects to ensure they are completed on time and within budget.
- Document Management: Establish protocols for storing, sharing, and managing documents securely and efficiently.
- Automation: Identify and automate repetitive tasks to improve efficiency and reduce manual workload.
- Analytics and Reporting: Use data analytics to monitor performance, identify trends, and make informed decisions.

5.9 SaaS & Applications Management (incl. ERP)

SaaS & Applications Management focuses on managing business applications delivered through SaaS, packaged solutions, and ERP systems. It ensures that applications remain reliable, secure, and aligned with business needs throughout their lifecycle.

This capability includes vendor management, configuration management, integration oversight, lifecycle planning, upgrades, and operational support. It also covers managing dependencies between applications and platforms.

By actively managing business applications, organizations ensure continuity of critical processes while optimizing cost, risk, and functional fit.

5.10 Services Catalogue Management

Service catalogue management in an IT as a Business environment involves creating and maintaining a comprehensive repository of all IT services available to an organization. This repository, known as the service catalogue, provides a single source of consistent information on all services and service offerings, ensuring that it is accessible to the relevant audience. The service catalogue includes details about each service, such as descriptions, service levels, costs, and how to request them. It supports various stakeholders, including users, customers, product teams, and support teams, by offering tailored views that match their needs and access levels. By centralizing service information, service catalogue management enhances transparency, improves service delivery, and aligns IT services with business objectives. It also facilitates better decision-making, efficient resource allocation, and compliance with regulatory requirements. Overall, service catalogue management is crucial for optimizing IT service management, improving user experience, and supporting the strategic goals of the organization.

5.11 License Management

License management in an IT as a Business environment involves the systematic tracking, controlling, and optimizing of software licenses across an organization. This practice ensures compliance with software vendor agreements, prevents overspending on unused licenses, and mitigates the risk of legal penalties due to non-compliance. Effective license management provides a clear view of all software assets, their usage, and associated costs, enabling better decision-making and resource allocation. It encompasses managing licenses for on-premises software, cloud-based applications, and hybrid environments. By maintaining an accurate inventory of licenses and monitoring their usage, organizations can optimize their software investments, reduce costs, and improve operational efficiency. Additionally, license management supports strategic planning by providing insights into software utilization trends and future needs. This proactive approach not only safeguards the organization against compliance risks but also enhances overall IT governance and aligns software usage with business objectives.

6 Security

6.1 Security Architecture

Security architecture in an IT as a Business environment involves designing and implementing a comprehensive framework to protect an organization's information and technology assets. This strategic approach aligns security measures with business objectives and risk management strategies, ensuring cohesive and effective protection across all layers of the organization's digital operations. Security architecture integrates policies, procedures, and technologies to safeguard against cyber threats, data breaches, and unauthorized access. It encompasses various components, including access management, threat detection, and incident response, to create a resilient defense system. By embedding security into business operations, organizations can proactively address potential vulnerabilities, reduce the likelihood of security incidents, and enhance operational efficiency. A well-defined security architecture supports compliance with industry standards and regulations, fostering trust with clients and stakeholders. Ultimately, security architecture is crucial for maintaining business continuity, enabling digital transformation, and supporting the organization's strategic goals.

6.2 Identity & Access Management

Identity and Access Management (IAM) in an IT as a Business environment involves managing digital identities and controlling access to resources to ensure that the right individuals have the appropriate access at the right times. This comprehensive approach integrates policies, technologies, and processes to safeguard sensitive information and support business operations. IAM systems authenticate and authorize users, manage user identities, and enforce access policies across on-premises, cloud, and hybrid environments. By implementing IAM, organizations can enhance security, streamline access management, and comply with regulatory requirements. Key components of IAM include identity lifecycle management, access control, authentication, and authorization. IAM also supports single sign-on (SSO) and multi-factor authentication (MFA) to improve user experience and security. Effective IAM reduces the risk of data breaches, ensures compliance with industry standards, and enables efficient management of user access. It aligns IT services with business objectives, providing a secure and seamless user experience while protecting critical assets.

6.3 Security Monitoring

Security monitoring in an IT as a Business environment involves the continuous observation and analysis of an organization's networks, systems, and data to detect and respond to security threats. This proactive approach is essential for identifying vulnerabilities, preventing cyberattacks, and ensuring the integrity, confidentiality, and availability of critical assets. Security monitoring integrates various tools and technologies, such as Security Information and Event Management (SIEM) systems, Intrusion Detection Systems (IDS), and Intrusion Prevention Systems (IPS), to provide real-time visibility into the security posture of the organization. By continuously collecting and analyzing data from multiple sources, security monitoring helps organizations detect anomalous activities, respond to incidents promptly, and mitigate potential risks. This process not only enhances the organization's ability to protect its assets but also supports compliance with regulatory requirements and industry standards. Effective security monitoring is crucial for maintaining business continuity, protecting sensitive information, and fostering trust with customers and stakeholders.

6.4 Security Incident Response

Security incident response in an IT as a Business environment involves a structured approach to managing and mitigating the impact of security incidents. This process is crucial for protecting an

organization's information assets, maintaining business continuity, and minimizing damage from cyber threats. Security incident response encompasses the preparation, detection, containment, eradication, and recovery phases, ensuring a comprehensive strategy to handle incidents effectively. By implementing a robust incident response plan, organizations can quickly identify and address security breaches, reducing the risk of data loss and operational disruption. This proactive approach also supports compliance with regulatory requirements and enhances the organization's overall security posture. Key components of security incident response include incident detection tools, incident response teams, and communication protocols. Effective incident response not only mitigates immediate threats but also provides valuable insights for improving security measures and preventing future incidents. Ultimately, a well-defined incident response strategy is essential for safeguarding the organization's digital assets and maintaining stakeholder trust.

6.5 Policy & Compliance Management

Policy and compliance management in an IT as a Business environment involves establishing and maintaining a framework to ensure that all IT operations adhere to relevant laws, regulations, and internal policies. This process is crucial for minimizing risks, avoiding legal penalties, and maintaining the organization's reputation. Effective policy and compliance management integrates policies, procedures, and controls to guide employee behavior and operational processes. It involves continuous monitoring, auditing, and updating of policies to reflect changes in regulatory requirements and business objectives. By implementing a robust policy and compliance management system, organizations can ensure that their IT practices align with industry standards and best practices. This proactive approach not only supports regulatory compliance but also enhances operational efficiency and fosters a culture of accountability and transparency. Key components include policy creation, communication, training, and enforcement, as well as regular reviews and audits to ensure ongoing compliance and effectiveness.

7 Operations

7.1 CMDB Management

CMDB Management focuses on maintaining an accurate and reliable Configuration Management Database that provides visibility into IT services, configuration items, and their relationships. The CMDB serves as a foundational component for effective operations, change, incident, and problem management.

This capability includes discovering, documenting, and maintaining configuration data across infrastructure, platforms, applications, and services. It ensures that configuration information is kept up to date and reflects the actual operational environment.

By providing trusted configuration data and dependency insights, CMDB management supports impact analysis, reduces operational risk, and improves the effectiveness of operational decision-making.

7.2 Incident Management

Incident management in an IT as a Business environment involves a structured approach to identifying, managing, and resolving unplanned interruptions or reductions in the quality of IT services. This process is essential for maintaining service continuity, minimizing downtime, and ensuring that IT services meet business needs. Incident management aims to restore normal service operations as quickly as possible while minimizing the impact on business activities. It encompasses various stages, including detection, logging, categorization, prioritization, investigation, and resolution of incidents. By implementing a robust incident management process, organizations can enhance their ability to respond to IT disruptions efficiently, improve service reliability, and maintain customer satisfaction. Effective incident management also supports continuous improvement by identifying root causes and preventing future incidents. Key components include incident detection tools, incident response teams, and communication protocols. Overall, incident management is crucial for maintaining operational stability, protecting business operations, and supporting the organization's strategic goals.

7.3 Problem Management

Problem management in an IT as a Business environment focuses on identifying, analyzing, and resolving the root causes of recurring incidents to prevent future disruptions. This proactive approach aims to minimize the adverse impact of incidents on business operations by addressing underlying issues that cause service interruptions. Problem management involves a structured process that includes problem identification, investigation, diagnosis, and resolution. By implementing effective problem management, organizations can reduce the frequency and severity of incidents, improve service reliability, and enhance overall IT service management. This process not only helps in maintaining stable and efficient IT operations but also supports continuous improvement by identifying trends and patterns in incident data. Key components of problem management include root cause analysis, known error management, and proactive problem identification. Ultimately, problem management contributes to a more resilient IT infrastructure, enabling organizations to deliver consistent and high-quality services to their users and stakeholders.

7.4 Change Management

Change management in an IT as a Business environment involves a structured approach to managing changes within IT systems and services to minimize disruptions, maintain service quality, and support

organizational goals. This process ensures that changes, ranging from software updates and configuration adjustments to significant infrastructure shifts, are implemented smoothly and efficiently. Effective change management reduces risks, improves compliance, and enhances communication across departments. It involves assessing the impact of changes, obtaining necessary approvals, and monitoring the implementation process to ensure successful outcomes. By managing changes systematically, organizations can maintain continuity, security, and compliance while adapting to evolving business needs. Key components of change management include change request submission, impact analysis, change approval, implementation, and post-implementation review. This proactive approach not only mitigates potential disruptions but also supports continuous improvement and innovation within the IT environment. Ultimately, change management is essential for maintaining operational stability, protecting business operations, and aligning IT services with business objectives.

7.5 Monitoring & Event Management

Monitoring and event management in an IT as a Business environment involves the continuous observation and analysis of IT services and infrastructure to detect, interpret, and respond to events that could impact service quality. This proactive approach ensures the optimal performance and reliability of IT services, supporting broader business objectives. Monitoring involves systematically tracking the performance and health of IT components, such as networks, servers, applications, and data centers. Event management focuses on identifying significant changes in the state of these components, categorizing events, and initiating appropriate responses. By integrating monitoring and event management, organizations can detect issues early, prevent major incidents, and maintain service continuity. This practice also supports compliance with industry standards and enhances security by swiftly addressing potential threats. Effective monitoring and event management improve operational efficiency, reduce downtime, and provide valuable insights for continuous improvement. Overall, this approach is crucial for maintaining the health and effectiveness of IT services, enabling organizations to deliver consistent and high-quality services to their users and stakeholders.

7.6 Release & Change Management

Release & Change Management ensures that changes to IT services are introduced in a controlled and predictable manner while minimizing risk and disruption to operations. It combines structured change governance with coordinated release execution.

This capability includes assessing the impact and risk of changes, obtaining approvals, planning releases, coordinating deployments, and performing post-implementation reviews. It supports both frequent incremental changes and larger, planned releases.

By integrating change and release practices, organizations balance stability and agility, ensuring continuity of service while enabling continuous improvement and innovation.

7.7 Performance Management

Performance management in an IT as a Business environment involves the continuous process of monitoring, measuring, and optimizing the performance of IT services and infrastructure to ensure they meet business objectives. This approach aligns IT performance with organizational goals, enhances service quality, and supports strategic decision-making. Performance management encompasses various activities, including setting performance standards, tracking key performance indicators (KPIs), and implementing improvements based on data analysis. By systematically managing performance, organizations can identify and address inefficiencies, prevent service disruptions, and

improve user satisfaction. Key components of performance management include performance monitoring tools, data analytics, and reporting mechanisms. Effective performance management not only ensures that IT services operate efficiently but also supports compliance with industry standards and regulatory requirements. It fosters a culture of continuous improvement, enabling organizations to adapt to changing business needs and technological advancements. Ultimately, performance management is essential for maintaining operational stability, optimizing resource utilization, and achieving business success.

7.8 Business Continuity & Disaster Recovery

Business Continuity (BC) and Disaster Recovery (DR) are crucial strategies designed to ensure that an organization's IT services remain operational and can quickly recover following unexpected disruptions. While these strategies are interrelated, they serve different purposes and encompass distinct processes.

Business Continuity (BC) focuses on maintaining essential business functions and operations during and after a disaster or disruption. The primary goal of BC is to ensure that critical business processes continue to operate, minimizing the impact on the organization's overall functionality. This involves identifying essential functions, implementing preventative measures, and establishing contingency plans to keep the business running smoothly.

Disaster Recovery (DR), on the other hand, is focused on restoring IT systems, data, and infrastructure to their pre-disruption state. DR involves a set of procedures and tools to recover data, applications, and hardware that are critical for the organization's operations.

In an IT as a Business environment, these strategies are vital for minimizing downtime, protecting sensitive data, and maintaining customer trust. Organizations rely heavily on their IT infrastructure to deliver products and services, so any disruption can have significant financial, operational, and reputational consequences. Implementing robust BC and DR plans ensures that the organization can quickly respond to and recover from unexpected events, thereby safeguarding its operations and preserving stakeholder confidence.

By integrating BC and DR into their overall risk management and operational strategies, organizations can create a resilient IT environment that supports long-term business sustainability and success.

7.9 Service Level & Availability Management

Service Level & Availability Management ensures that IT services consistently meet agreed service expectations and are available to support business operations. It combines service level governance with proactive availability design and monitoring.

This capability includes defining, negotiating, and managing service level agreements, monitoring operational performance, and designing services for resilience and availability. It ensures that service performance is transparent and aligned with business priorities.

By actively managing service levels and availability together, organizations improve reliability, customer satisfaction, and confidence in IT service delivery.