Foreword

Large-scale system-related projects are becoming increasingly important and visible in the business world. This reflects the accelerating convergence of IT with business and its importance in today's competitive economic environment. Extensive and complex system landscapes exist, and have existed in companies (and between them) for quite a while, serving adequately and unproblematically, organisational objectives. It is arguable that such historically-evolved constructs do not represent a novelty. Nonetheless, their re-design, adaptation and management, driven by strategic-intent and events, is indeed a field well-worthy of research. A merger is likely to reveal such a situation. Namely, the challenge of re-defining, adapting and managing the "wiring" of the newly-formed organisation to enable the corresponding synergy realisation.

The inherent difficulty of researching in this field is posed the uniqueness characterising each and every merger-situation. For standardised solutions / recipes are likely to be too high-level to be of significant practical value, while highly-customised solutions are by definition limited to their wider application and coverage. The author has correctly identified this difficulty and subsequently embarked in achieving an optimum balance: A holistic conceptual framework allowing and calling for customisation as to best serve the problem at hand. The main premise here is that a solid and situation-specific understanding is the very first, and often underestimated, step in dealing with the post-merger ICS challenge. The value of the author's proposition is demonstrated through its application in practice. In a similar manner, we believe that the proposition's usefulness, as demonstrated by the included real-life case-study, will be replicated to other business instances. Last but not least, our hope and ambition with this piece of work is to help increase awareness regarding the more general notion that nowadays "wiring" is not just about "wires".

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