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A framework to analyse IS alignment approaches:

Towards the definition of underlying alignment mechanisms

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Presentation Outline

1. Context
2. Why an alignment analysis framework?
3. Framework structure
4. Involved domains
5. Alignment sequence
6. Environment scanning and temporal dimensions
7. Analysis of existing IS alignment approaches
8. Detailed analysis of BITAM (Business IT Alignment Method)
9. Analysis results
10. Underlying alignment mechanisms
11. Perspectives

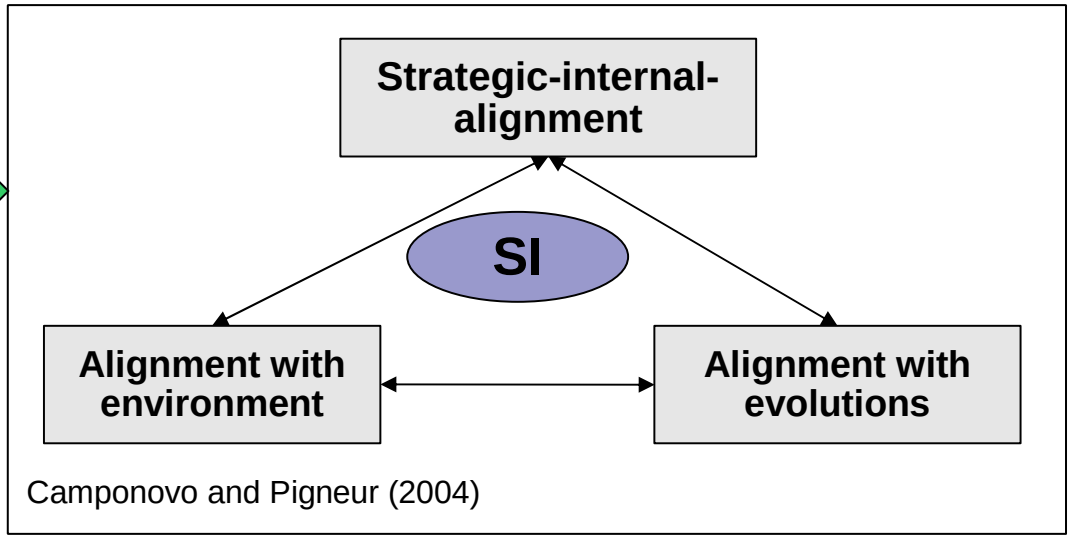
1. Context

Competitiveness of companies

Company evolution

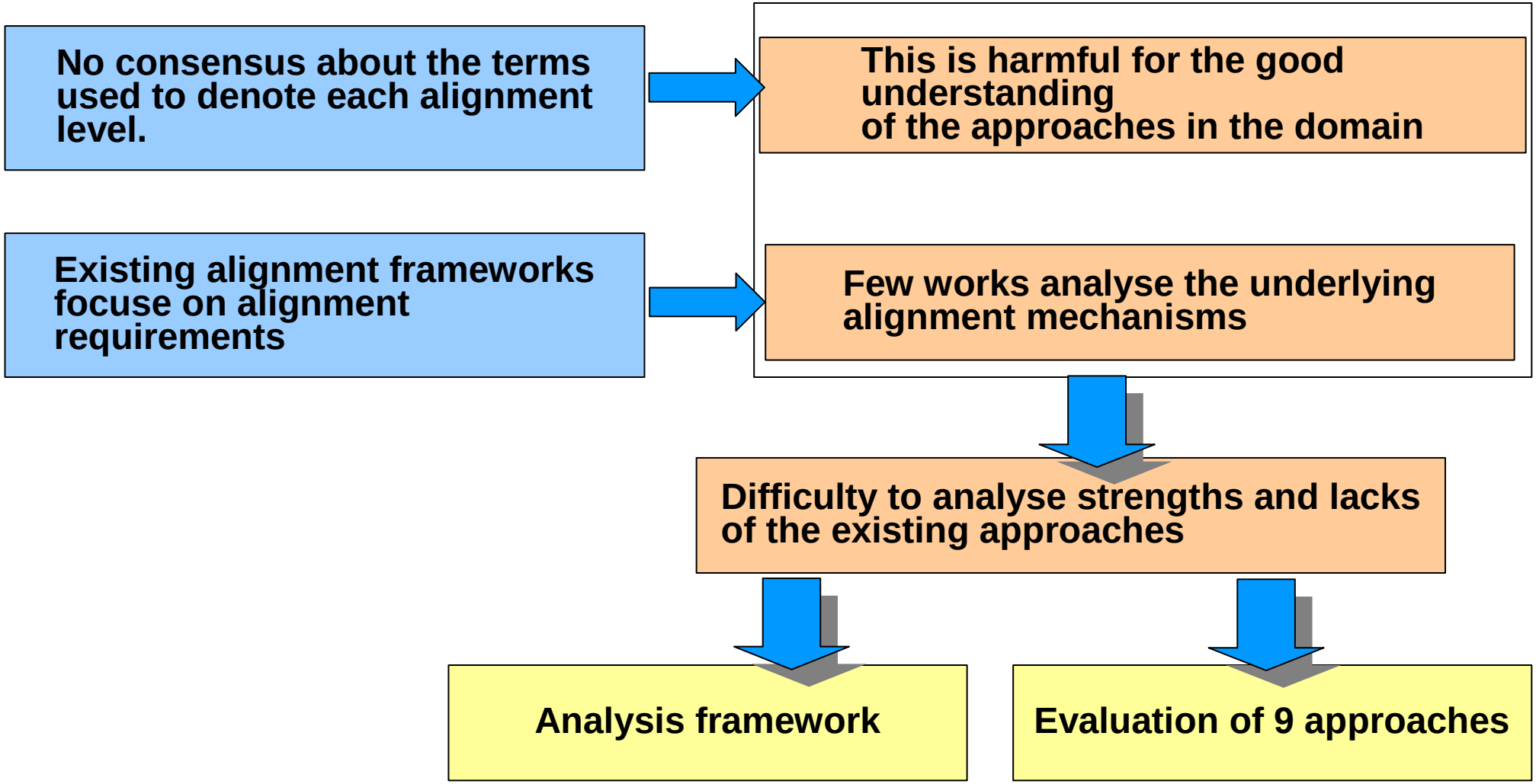
- Strategic
- Organisational
- Operational

Complete IS alignment

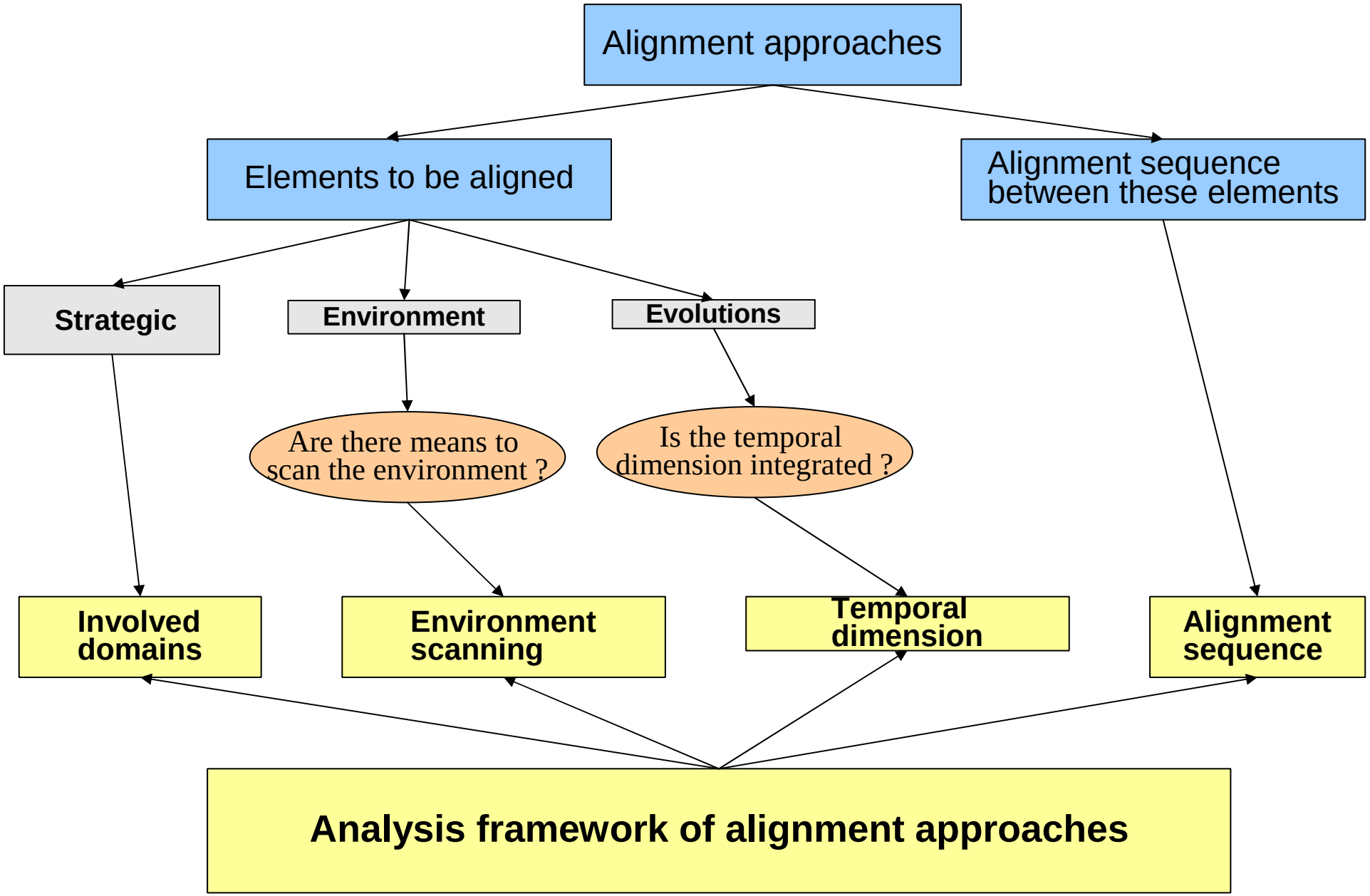


Camponovo and Pigneur (2004)

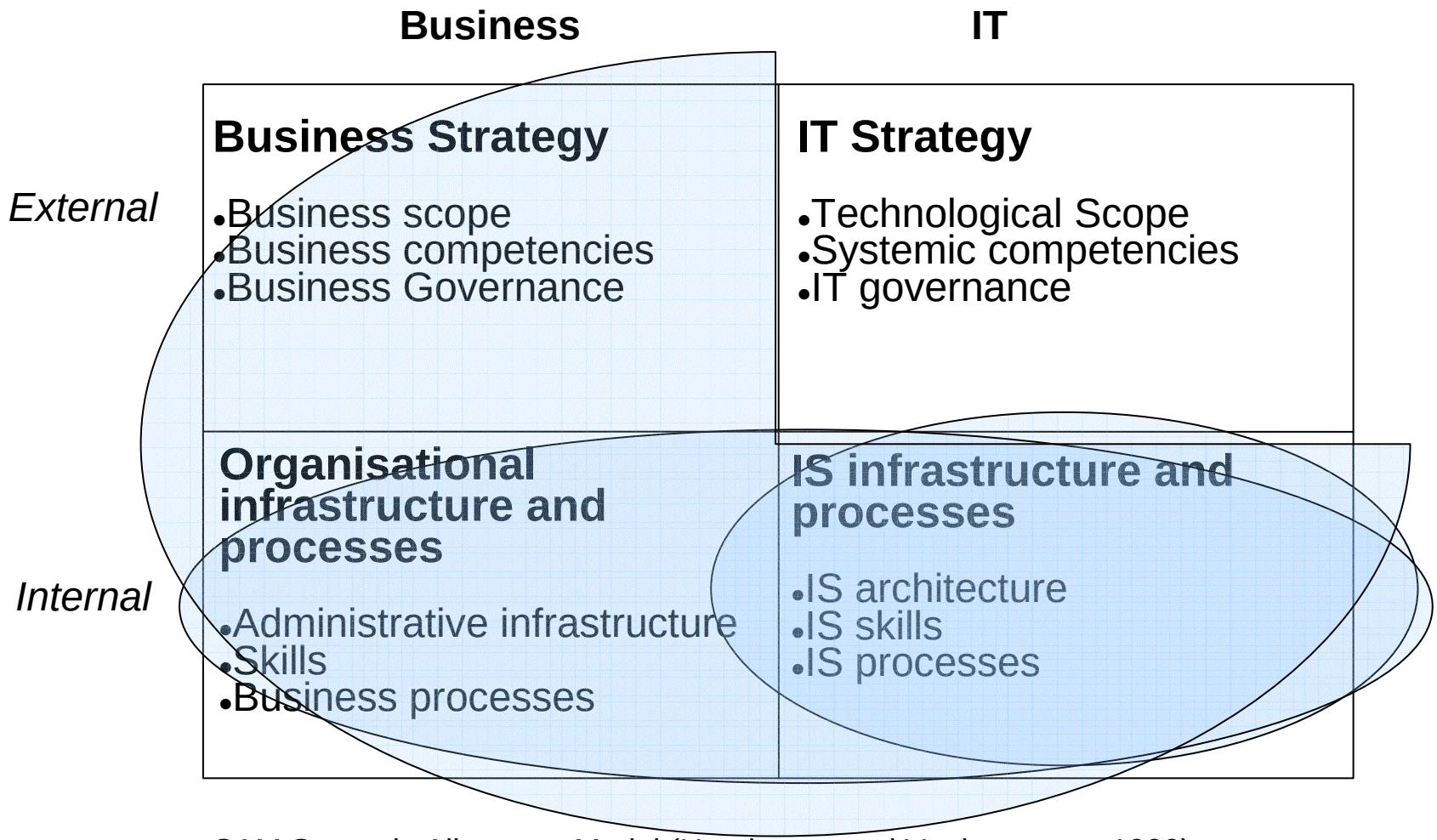
2. Why is an alignment analysis framework needed?



3. Framework structure

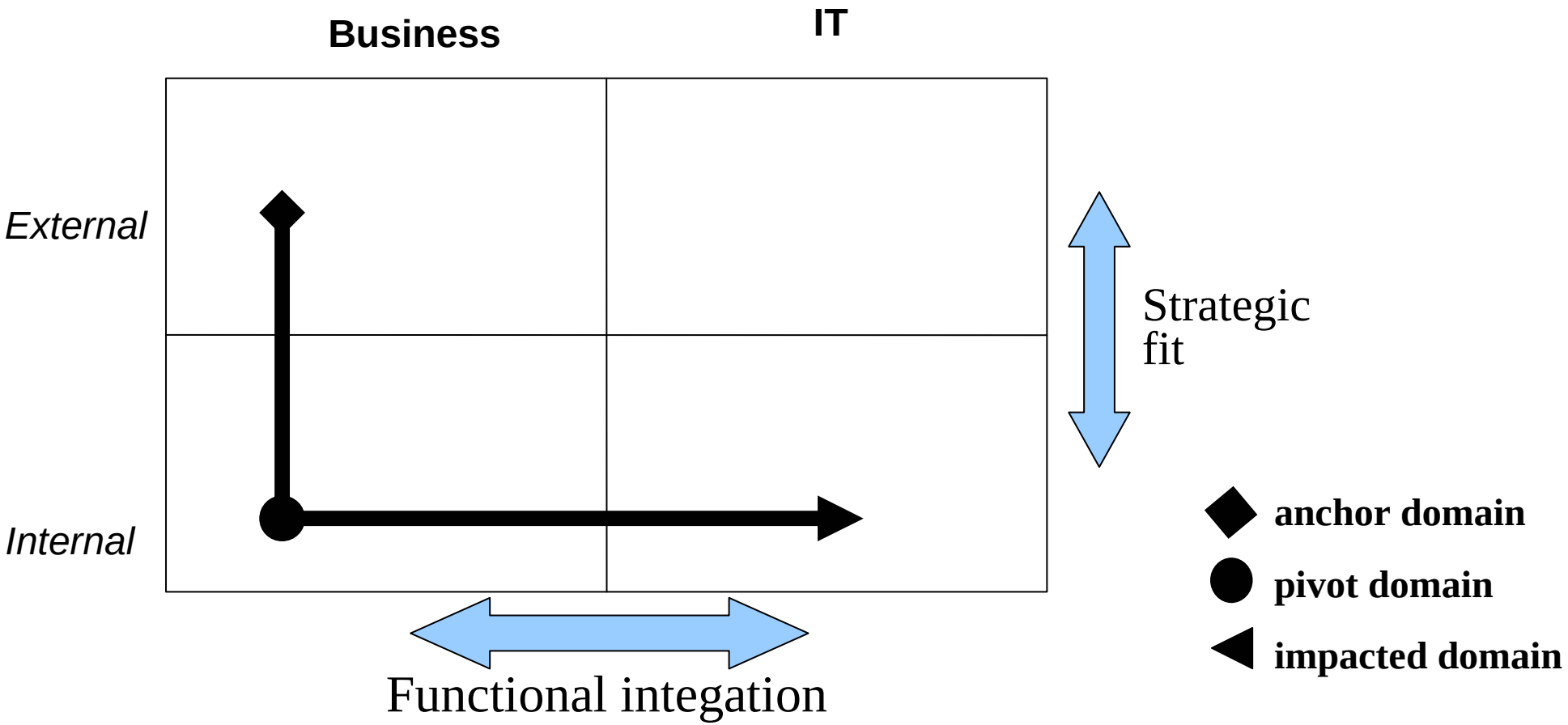


4. Involved domains



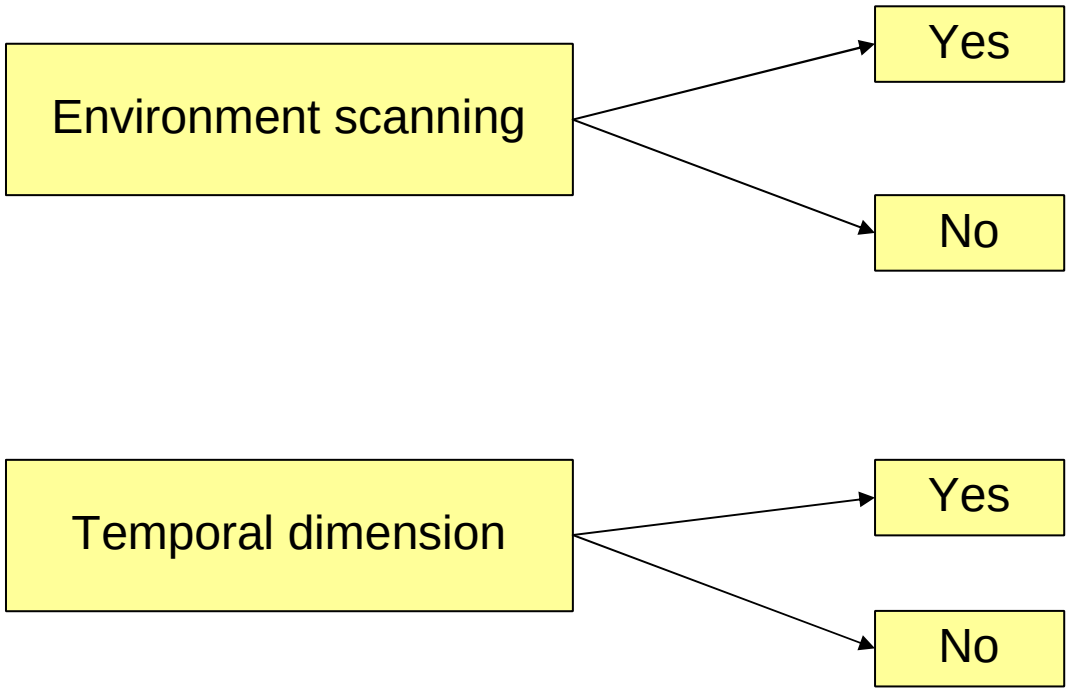
SAM Strategic Alignment Model (Henderson and Venkatraman, 1999)

5. Alignment sequence

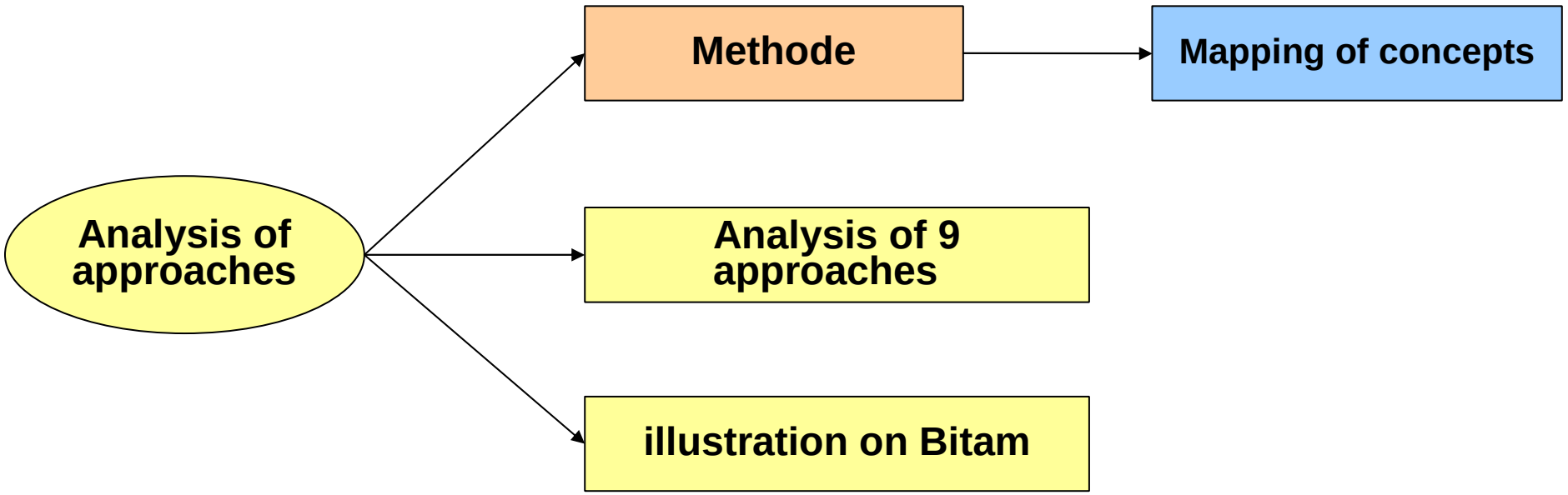


- **Type of relationships :** *strategic fit et functional integration (Henderson et al.)*
- **Domain classification :** *anchor, pivot et impacted (Luftman et al.)*
- **Alignment nature**: *planned / emergent (Hsiao et al.)*

6. Environment scanning and temporal dimension

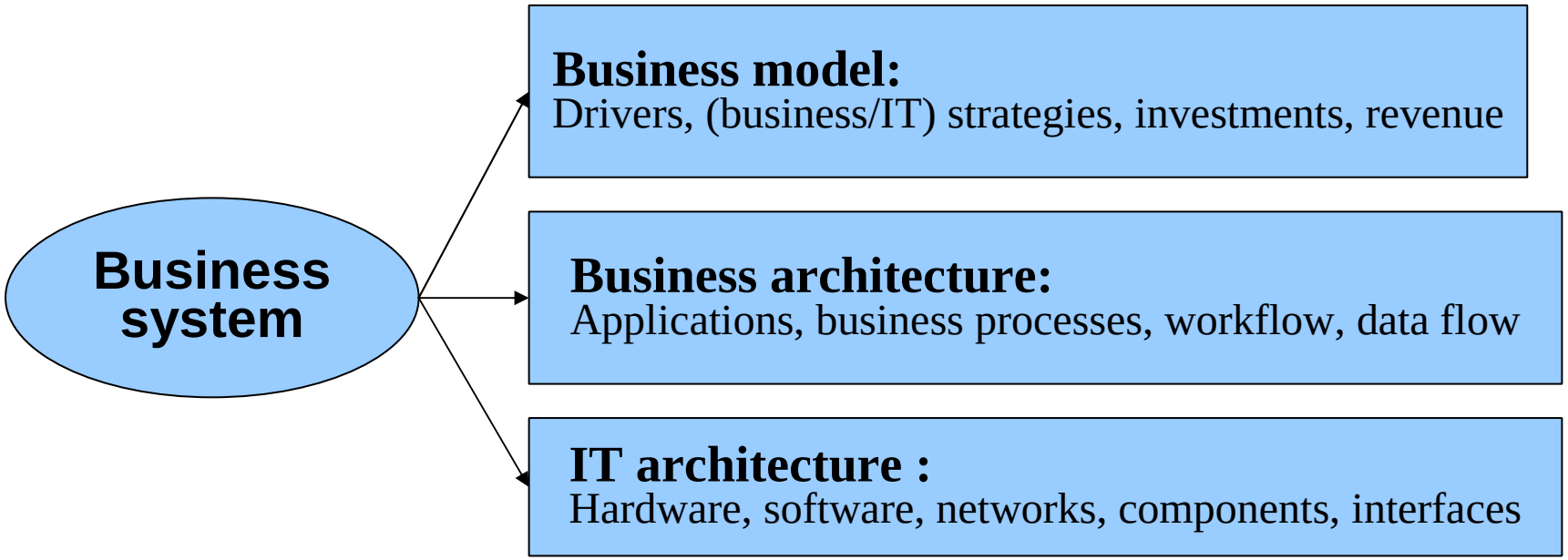


7. Analysis of existing IS alignment approaches



8. Detailed analysis of BITAM (1/7)

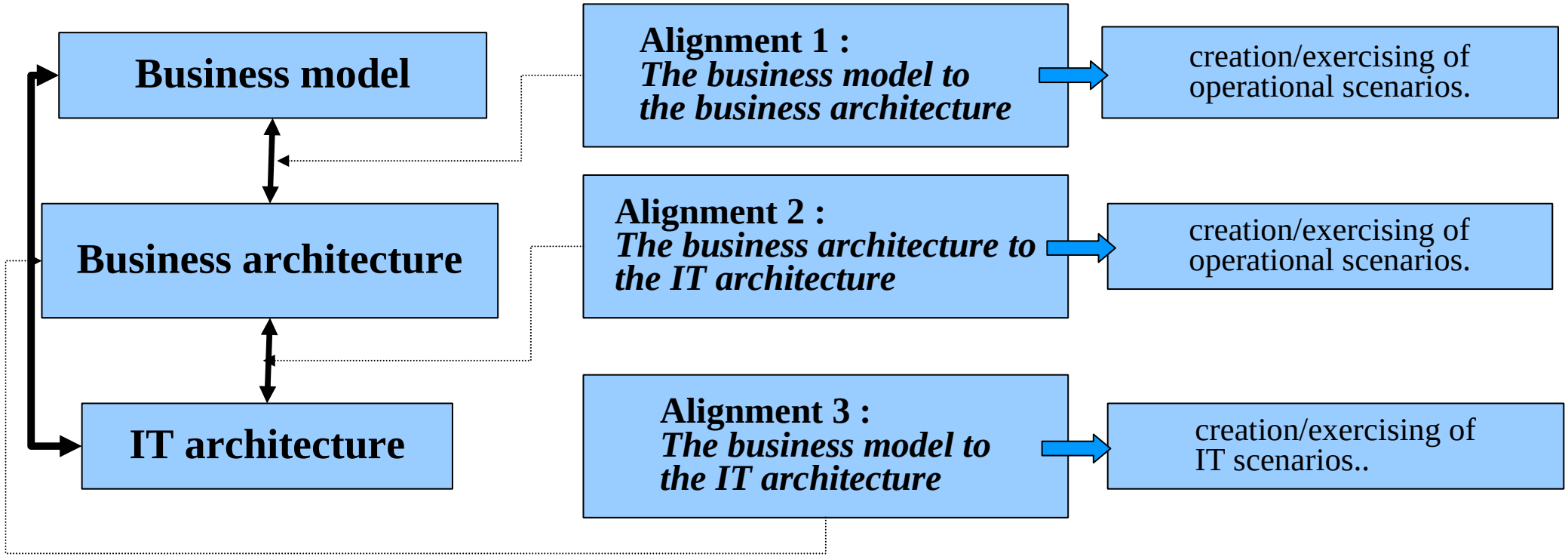
- Three layers of a business system :



- Misalignments: improper mappings between the layers.

8. Detailed analysis of BITAM (2/7)

- BITAM proposes to manage continuously ***three alignments:***



From Chen et al. (2004)

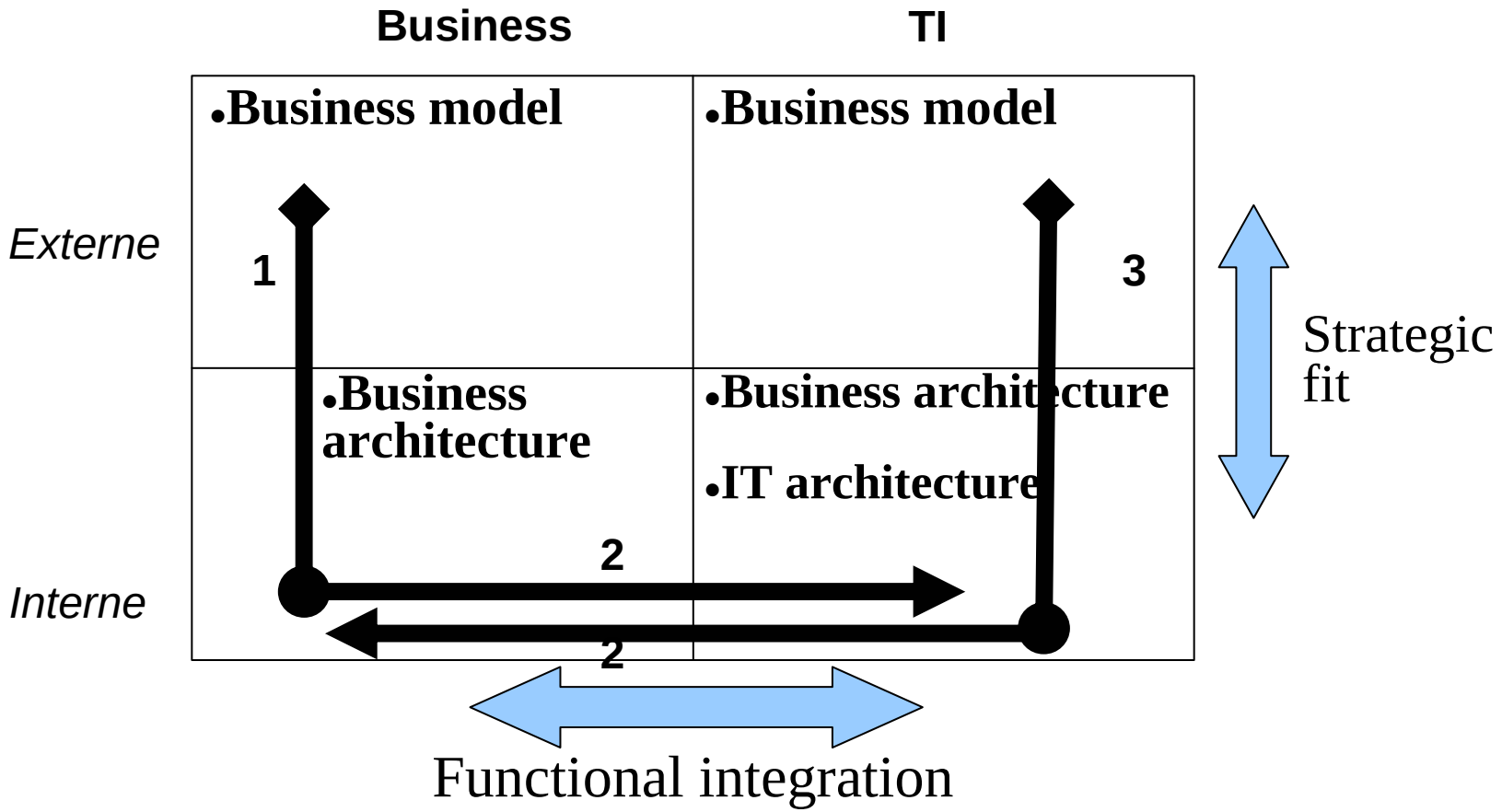
8. Detailed analysis of BITAM (3/7)

- **Involved domain mapping:**

	Business	**IT**
Externe	•**Business model**	•**Business model**
Interne	•**Business architecture**	•**Business architecture** •**IT architecture**

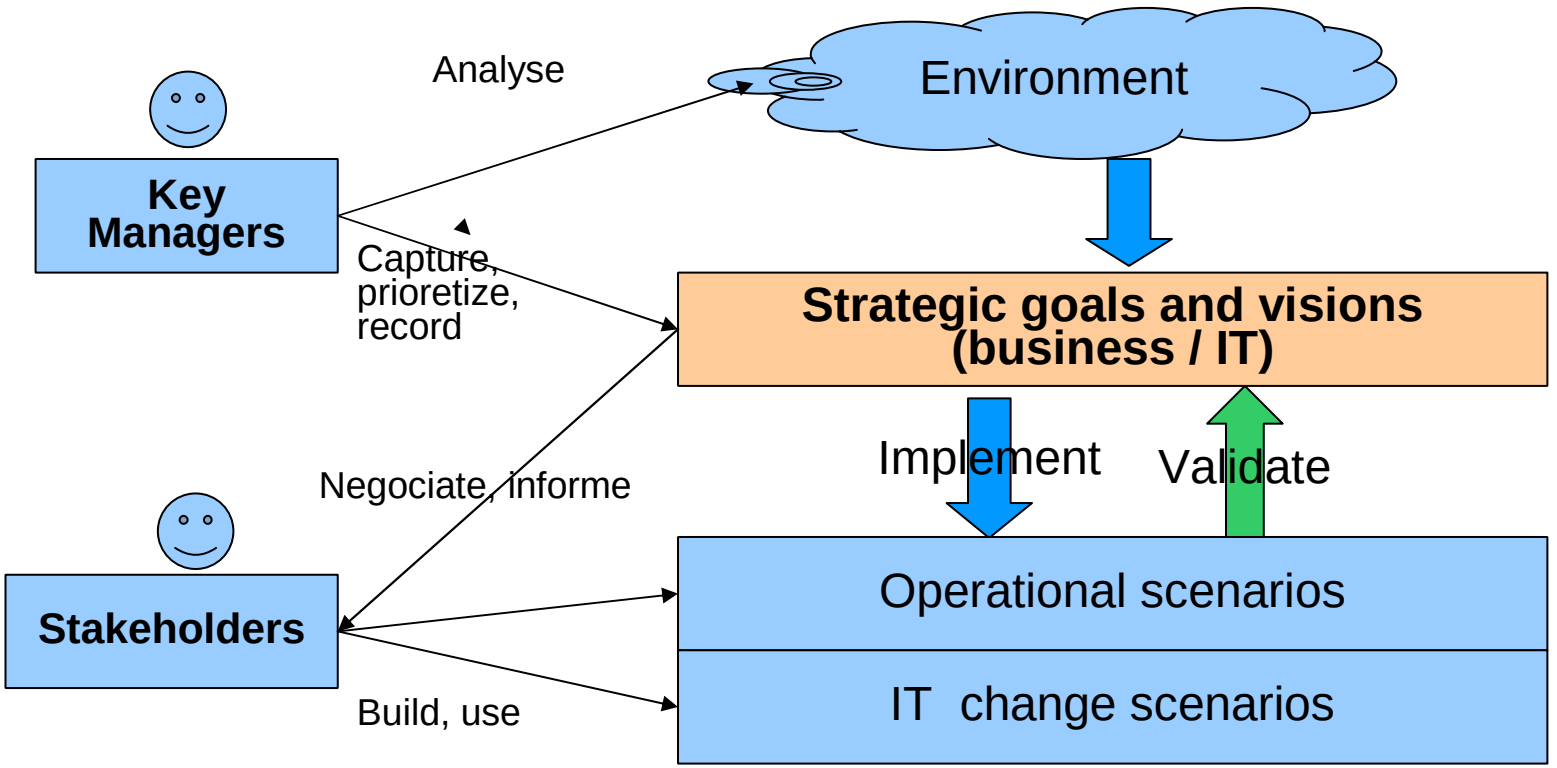
8. Detailed analysis of BITAM (5/7)

- **Alignment sequence identification :**
  - Alignment nature: planned



8. Detailed analysis of BITAM (6/7)

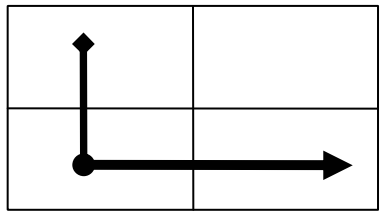
- **Environment scanning :**
  - Business environment is scanned in order to build business models.



8. Detailed analysis of BITAM (7/7)

- **Temporal dimension :** Not explicitly supported
- **Some elements are presented** by the creation of:
  - Operational Scenarios
  - Change IT Scenarios
- **These scenarios :**
  - are built from emergent requirements
  - do not address the next change

9. Analysis results



- **Alignment with the strategy :**
  - All the approaches

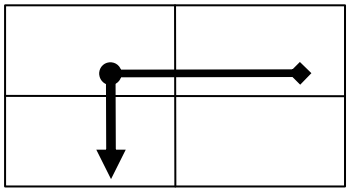
- **Alignment with the environment (environment scanning)**
  - Fujisu, MIT90s, Wieringa's approach, SEAM, Bitam

- **Alignment with evolutions**
  - SEAM : by the creation of As-Is and To-Be models at each organisational level

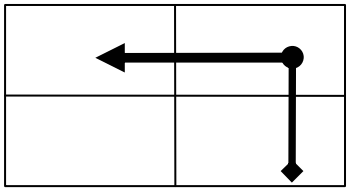
10. Underlying alignment mechanisms

Alignment sequence

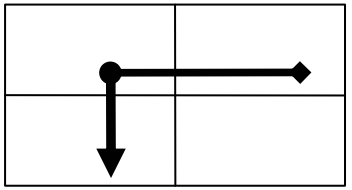
- **Planned** → begins at the external level



- **Emergent** → begins at the internal level

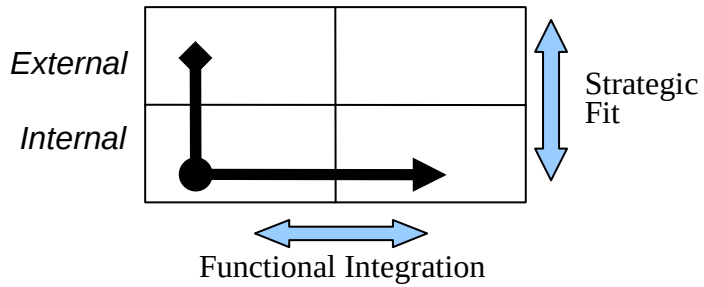


- The impacted domain takes often place at the internal level (exceptions : Fujisu, SEAM)



Strategic alignment

- **Three involved domains**
- **1 Strategic fit & 2 Functional integration**



11. Perspectives

- Evaluation of the potential of not “yet” exploited sequences
- Formalisation and development of environment scanning mechanisms
- Operationalisation of the temporal alignment support