

Getting IT right

Business IT Alignment



HOGESCHOOL
UTRECHT
UNIVERSITY OF
APPLIED SCIENCES



A.J. Gilbert Silvius
Lector
**Business, ICT
en Innovatie**

Gilbert Silvius

1963

Koninklijke Militaire Academie



Precision Bass

Vlaardingen Koninklijke Landmacht

Erasmus Universiteit

2 kinderen

MBA

Getronics

Synergie Consultancy



LECTOR BUSINESS, ICT EN INNOVATIE



Projectmanagement

Business ICT Alignment



2027

Katholieke Universiteit Leuven

Ede

PhD



Universiteit Utrecht



Utrechtse Ondernemers Academie

Bedrijfseconomie

Master of Informatics



VAN NETSVELD
verandermanagement, projectmanagement

AFGHANISTAN



Master of Project Management

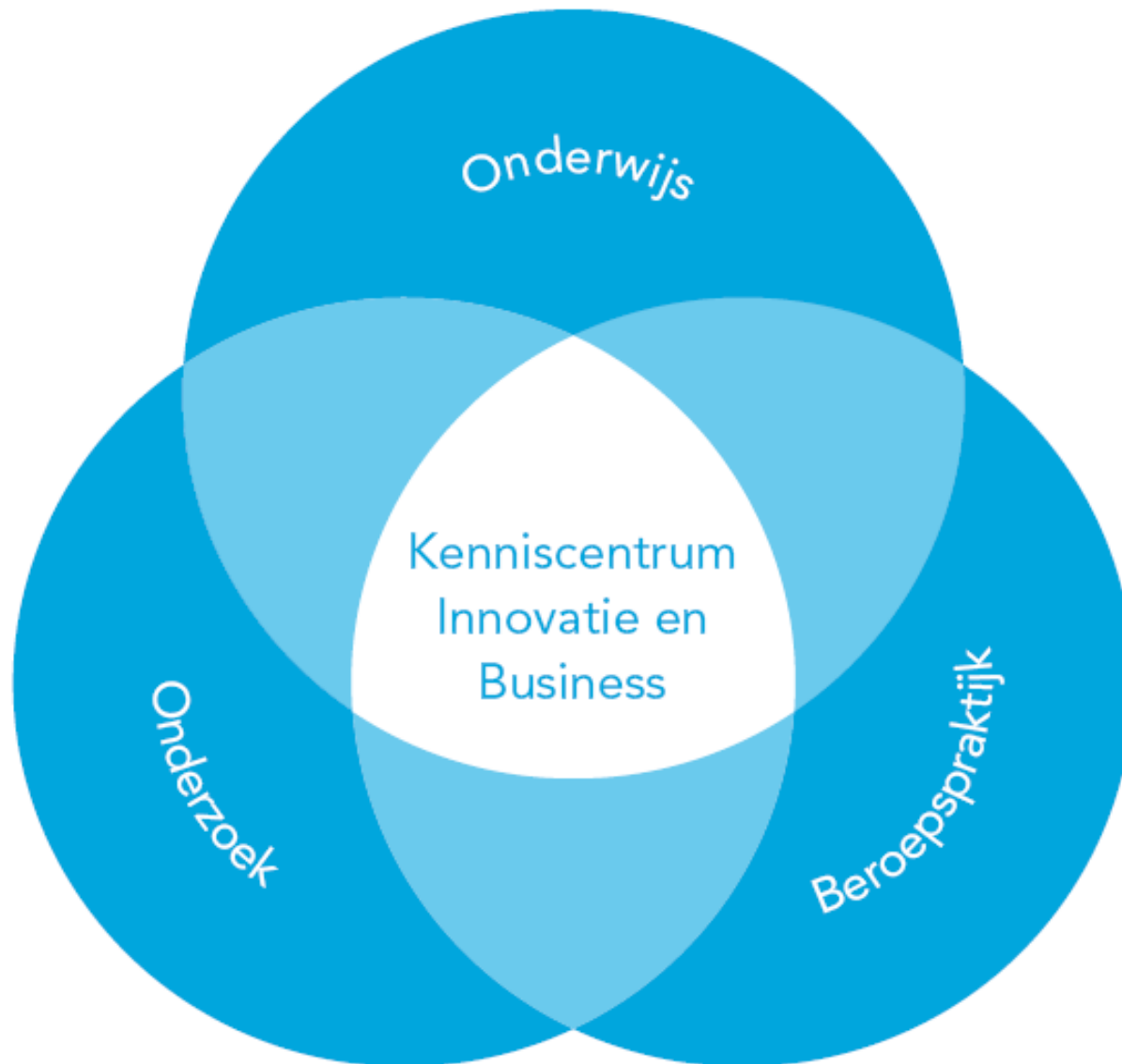


HOGESCHOOL
UTRECHT
UNIVERSITY OF
APPLIED SCIENCES



Hogeschool Utrecht

Kenniscentrum Innovatie en Business



Missie

**Wij
inspireren en
innoveren
het onderwijs en de
beroepspraktijk**

A photograph of four children of diverse backgrounds holding hands in a circle, symbolizing unity and collaboration. The children are positioned around the central text, with their hands forming a continuous line across the bottom of the frame.

Getting IT right

Business IT Alignment



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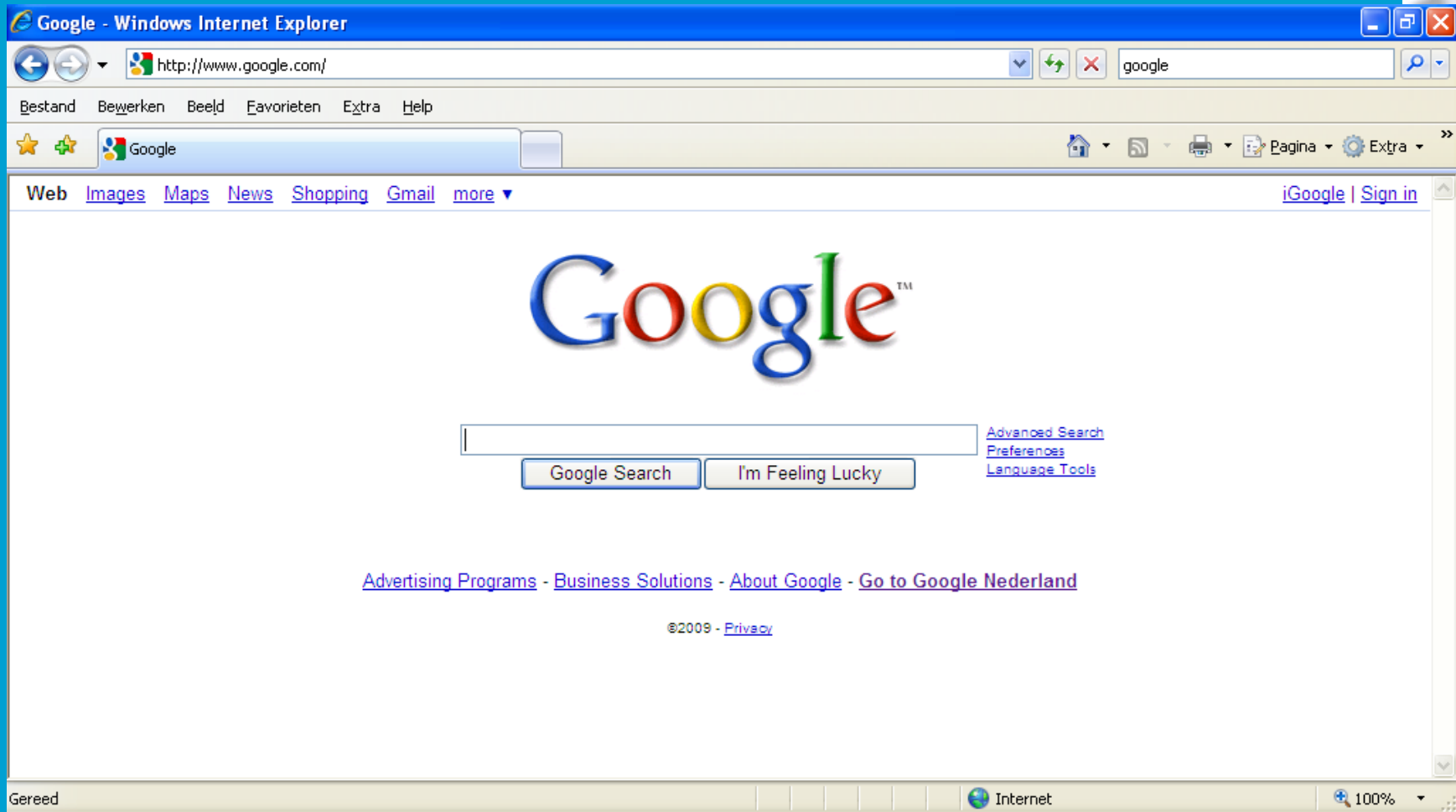
A.J. Gilbert Silvius
Lector
**Business, ICT
en Innovatie**



In what business is this company?



In what business is this company?

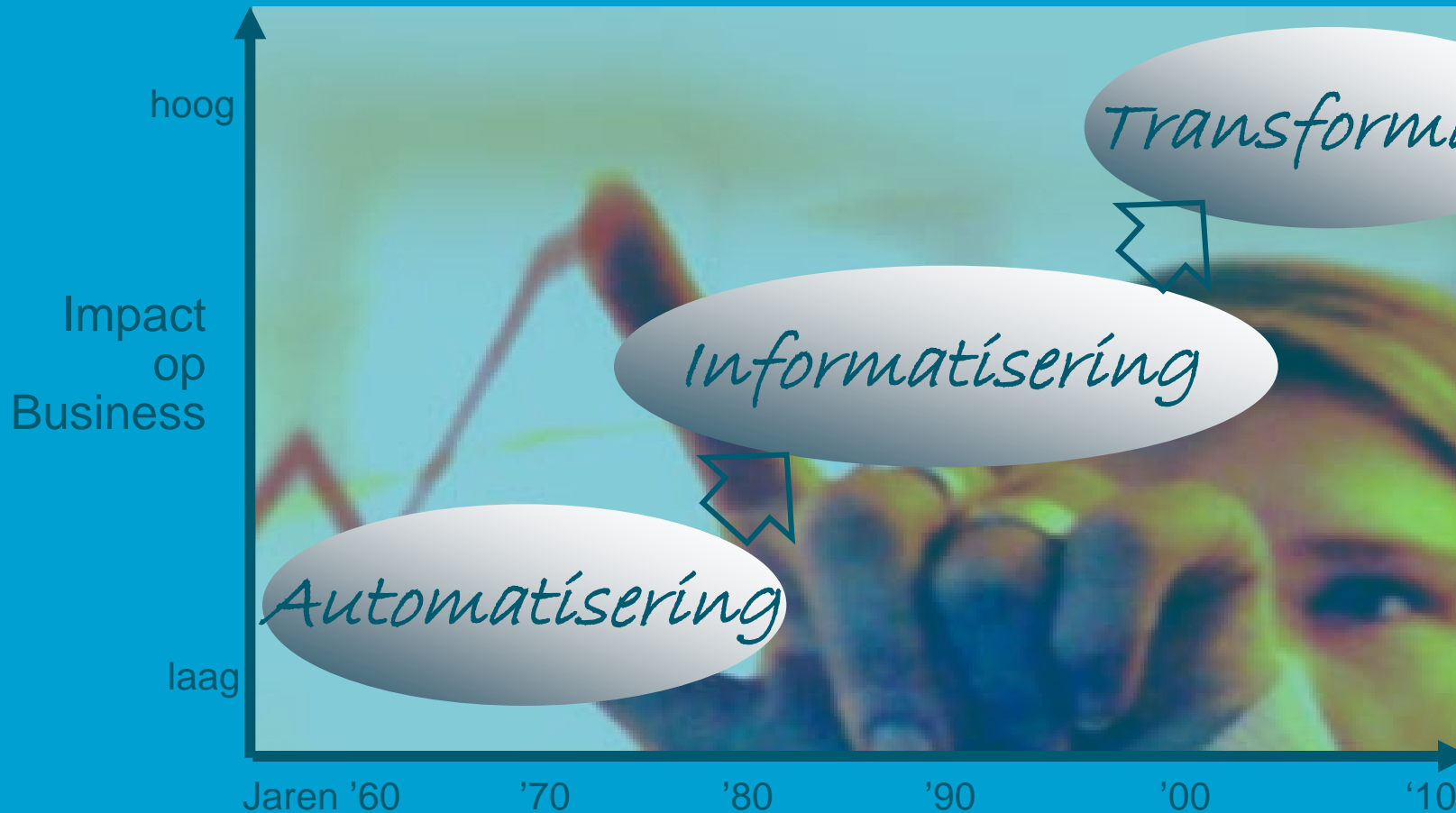


In what business is this company?

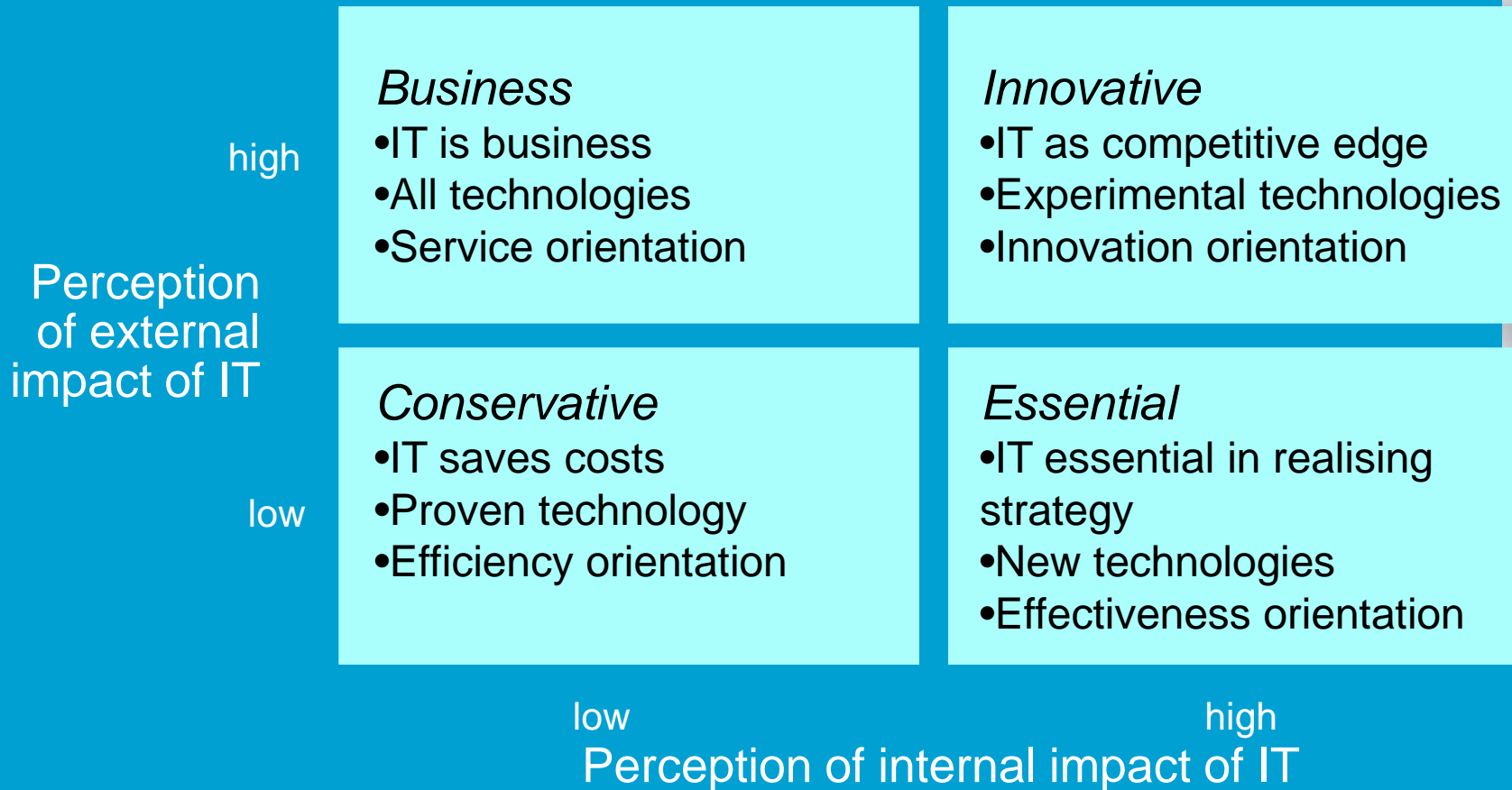
The image shows a screenshot of the Facebook website as it appeared in a Windows Internet Explorer browser window. The browser's address bar shows the URL `http://nl-nl.facebook.com/`. The page features the Facebook logo, a login section with fields for "Email" and "Password", and a "Sign Up" section. The "Sign Up" section includes fields for "Full Name", "Your Email", and "New Password", along with dropdown menus for "I am:" (Sex) and "Birthday:" (Month, Day, Year). A green "Sign Up" button is visible. Below the "Sign Up" section, there is a small text block: "By clicking Sign Up, you are indicating that you have read and agree to the Terms of Use and Privacy Policy." On the left side of the page, there is a world map with several orange person icons connected by dashed lines, illustrating global connectivity. The browser's taskbar at the bottom shows the "Gereed" taskbar and the "Internet" icon.



ICT als bron van innovatie



BIA strategies



Top-10 Concerns

A survey of 300 CEOs, CIOs, and other enterprise managers reveals that business and IT alignment tops the list of management concerns.

- 1) IT and business alignment
- 2) IT strategic planning
- 3) Security and privacy
- 4) Attracting, developing, and retaining IT professionals
- 5) Measuring the value of IT investments
- 6) Measuring the performance of the IT organization
- 7) Speed and agility
- 8) Creating an information architecture
- 9) Reducing complexity
- 10) Reengineering business processes

nicholas g carr

IT Doesn't Matter

innovate

Business IT Alignment

■ *Wat is het?*



business it alignment - Google zoeken - Microsoft Internet Explorer

Bestand Bewerken Beeld Favorieten Extra Help

Vorige Zoeken Favorieten

My Web Search Zoeken Adres <http://www.google.nl/search?sourceid=navclient&hl=nl&ie=UTF-8&rls=GGLG,GGLG:2006-03,GGLG:nl&q=business+it+alignment> Ga naar Koppelingen

Google business it alignment Uitvoeren Bladwijzers 73 geblokkeerd Spelling controleren Verzenden naar business it alignment Instellingen

Het Internet Afbeeldingen Discussiegroepen Nieuws meer »

Google business it alignment Zoeken [@avanceerd zoeken](#)
[Voorkeuren](#)

Zoek: het Internet pagina's in het Nederlands pagina's uit Nederland

Het Internet Resultaten 1 - 10 van **circa 6.150.000** voor **business it alignment** (0,15 seconden)

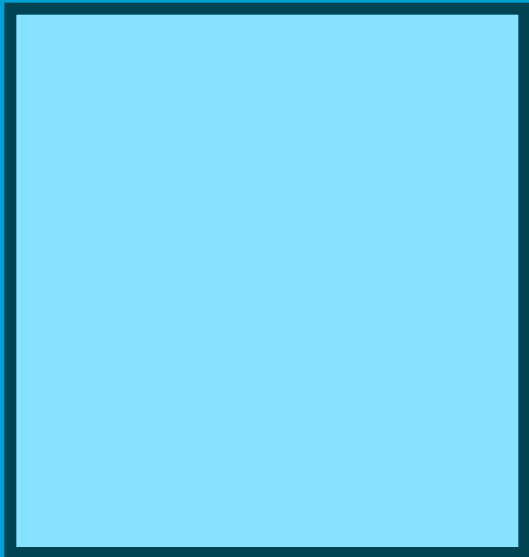
Business IT Alignment Gesponsorde Koppelingen Gesponsorde Koppelingen
www.gw-web.nl advies en coaching voor verbeteren effectiviteit informatievoorziening

Project: Value-based business-IT ALignment (VITAL) (www ...
 Titel-Eng, Value-based **business-IT ALignment** (VITAL). Samenvatting, **Business-ICT** afstemming is de afstemming van de diensten die ICT levert of de behoefte ...
www.onderzoekinformatie.nl/nl/oi/mod/onderzoek/OND1308083/ - 18k -
 In cache - [Gelijkwaardige pagina's](#)

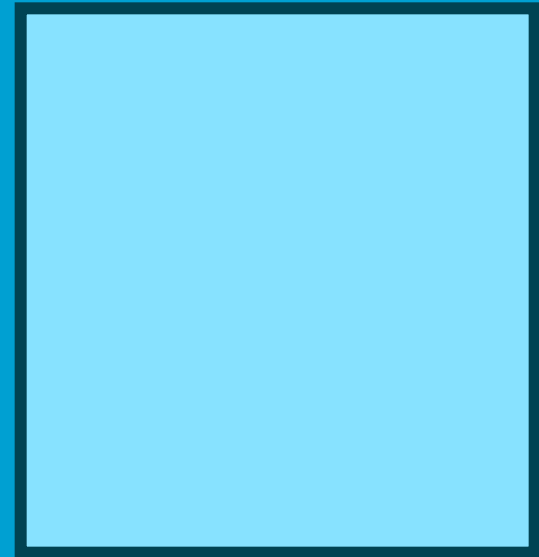
Business Alignment?
 13 december gratis kennissessie:
 "De kloof tussen Business en ICT"
www.colfield.nl

Gratis IT ROI-rapport
 Gratis IT ROI-rapport & toegang

Business IT Alignment



Business



IT

Alignment

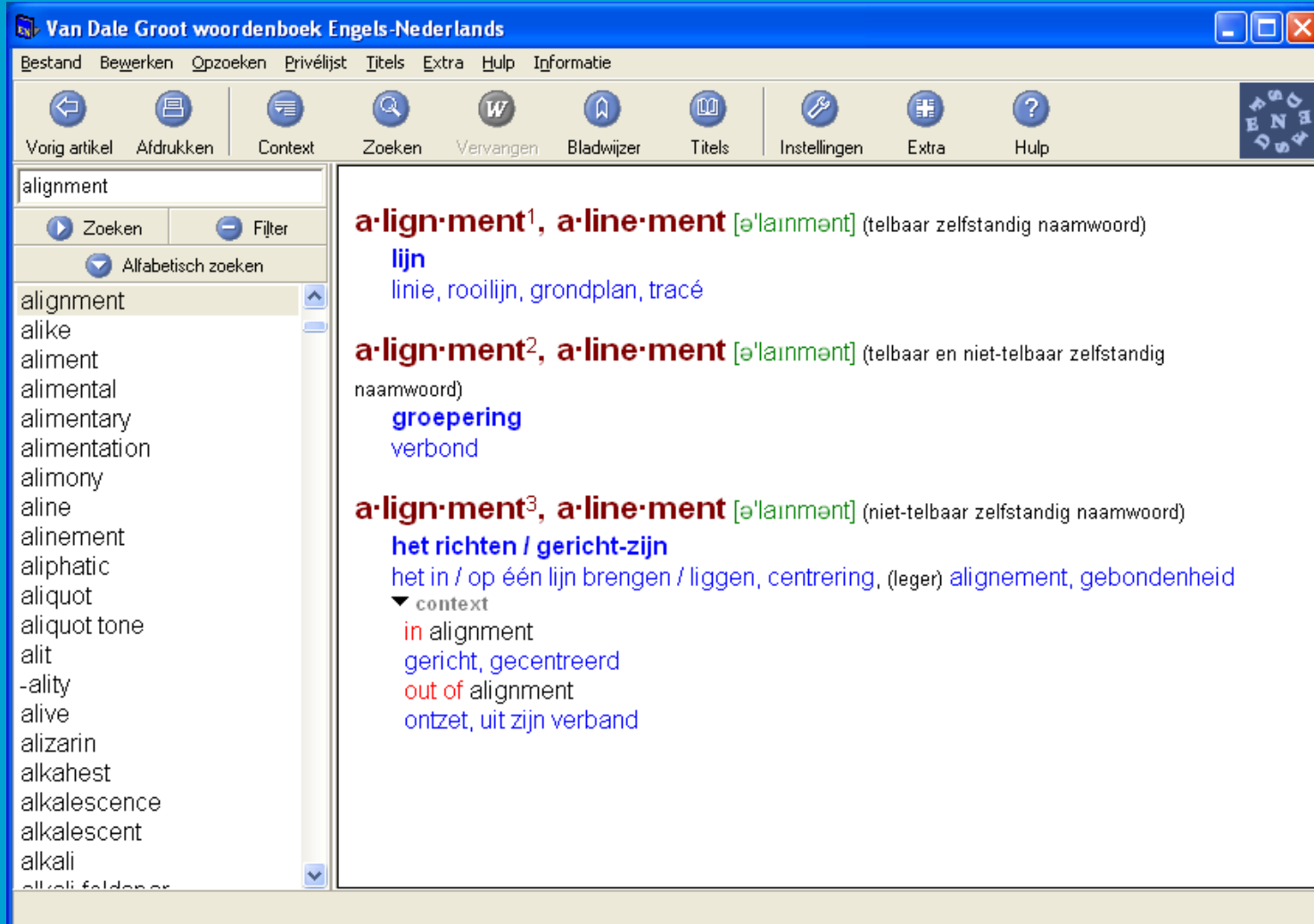


Klare taal?

- Business IT Alignment
- IT Governance
- IT Planning
- Information Planning
- IT Service Management
- IT Strategy



Alignment?



Van Dale Groot woordenboek Engels-Nederlands

Bestand Bewerken Opzoeken Privélijst Titels Extra Hulp Informatie

Vorig artikel Afdrukken Context Zoeken Vervangen Bladwijzer Titels Instellingen Extra Hulp

alignment

Zoeken Filter

Alfabetisch zoeken

alignment
alike
aliment
alimental
alimentary
alimentation
alimony
aline
alinement
aliphatic
aliquot
aliquot tone
alit
-ality
alive
alizarin
alkahest
alkalescence
alkalescent
alkali
alkali-feldspaat

a·align·ment¹, a·line·ment [ə'laɪnmənt] (telbaar zelfstandig naamwoord)
lijn
 linie, rooilijn, grondplan, tracé

a·align·ment², a·line·ment [ə'laɪnmənt] (telbaar en niet-telbaar zelfstandig naamwoord)
groepering
 verbond

a·align·ment³, a·line·ment [ə'laɪnmənt] (niet-telbaar zelfstandig naamwoord)
het richten / gericht-zijn
 het in / op één lijn brengen / liggen, centrering, (leger) alignement, gebondenheid

▼ context
 in alignment
 gericht, gecentreerd
 out of alignment
 ontzet, uit zijn verband



Alignment?

- 'fit' (Venkatraman, 1989)
- 'harmony' (Luftman et al. 1993)
- 'integration' (Weill and Broadbent 1998)
- 'linkage' (Henderson and Venkatraman 1993)
- 'bridge' (Ciborra 1997)
- 'fusion' (Smaczny 2001)



Vragen

- Alignment:
 - Proces of Toestand?

Weill and Broadbent (1998):

'Alignment is a journey, not an event'



Vragen

- Alignment:
 - Proces of Toestand?
 - Eenrichtingverkeer of wederzijdse beïnvloeding?





- Wieringa et al. (2005):
 - ‘the problem of matching IT services with the requirements of the business’
- Poels (2006):
 - Alignment implies a ‘mutual influence’ between business and IT.

Twée benaderingen

- BIA as the degree to which the business mission, objectives and plans are supported by the IT mission, objectives and plans



Twée benaderingen

- BIA as the degree to which the business mission, objectives and plans are supported by the IT mission, objectives and plans
- A more holistic view of BIA (Henderson and Venkatraman)



Het Strategic Alignment Framework

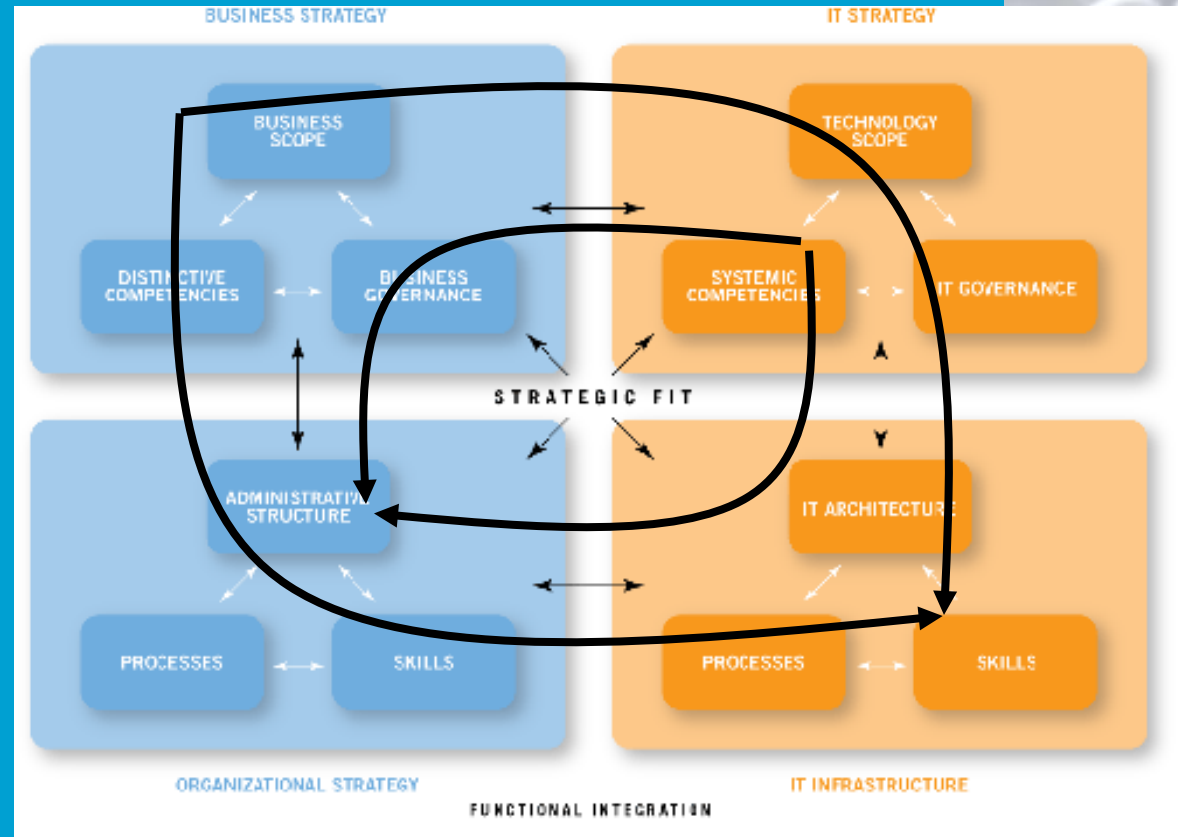
Vier afstemmingsperspectieven:

1. Strategierealisatie

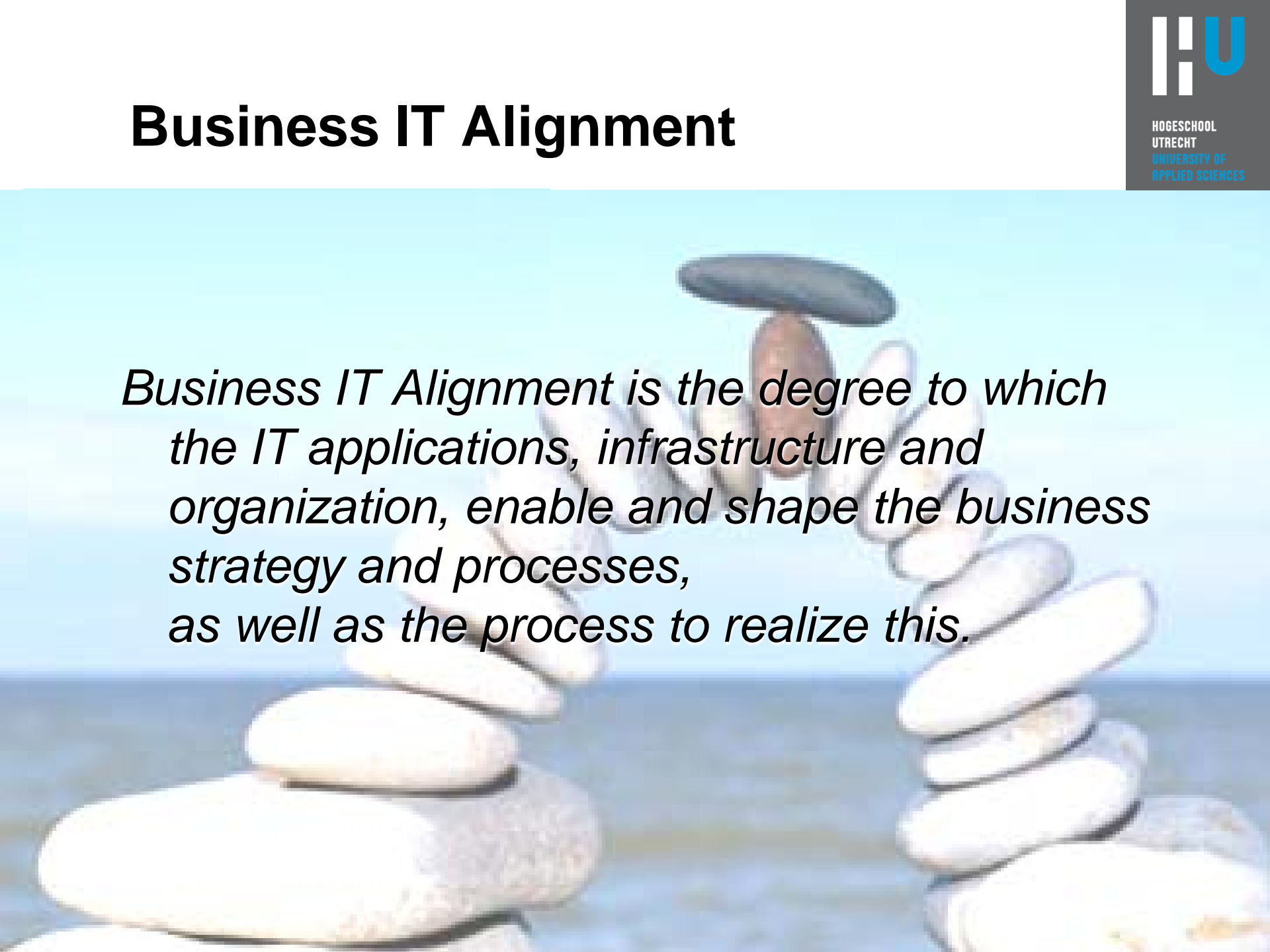
2. Technologie potentieel

3. Concurrentiepotentieel

4. Service niveau



Business IT Alignment



Business IT Alignment is the degree to which the IT applications, infrastructure and organization, enable and shape the business strategy and processes, as well as the process to realize this.

Luftman (2000)

Stimulansen voor BITA

Top management
sponsorship voor IT

IT betrokken bij
strategie ontwikkeling

IT heeft goed begrip
van de business

Business-IT
partnership

Goede prioriteitstelling
van IT projecten

IT toont
leiderschap



Obstakels voor BITA

Geen sponsorship van
het topmanagement

Relatie tussen business
en IT afstandelijk

IT ontbeert begrip van
de business

IT realiseert
doelstellingen niet

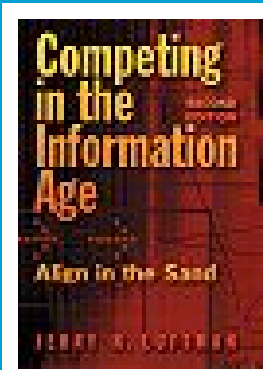
Zwakke prioriteitstelling
IT projecten

IT management ontbeert
leiderschap



Jerry Luftman


Business & IT Alignment Maturity



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Faculty: Distinguished Professor

Jerry N. Luftman

Wesley J. Howe School Responsibilities

- Program Director, [Master of Science in Information Systems \(MSIS\)](#)
- Executive Director of Graduate IS Programs
- Wesley J. Howe School Of Technology Management Executive Committee
- Wesley J. Howe School Of Technology Management Curriculum Committee

Stevens Institute Duties

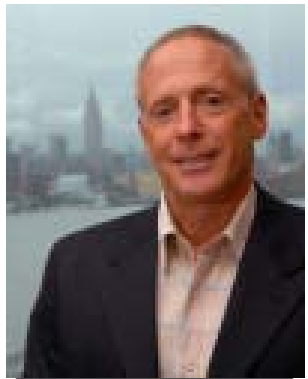
- Stevens Information Technology Strategy Committee Chair

Education

- Ph.D. (1990) Stevens Institute of Technology (Information Management)
- MBA (1974) Saint John's University (Executive Management)
- B.S. (1970) New York University


Research and Interest Areas

- Information Technology Strategy
- Alignment of Business and Information Technology
- Emerging Technologies
- Value of Information Technology
- Information Technology Governance



**Wesley J. Howe School of
Technology Management**
Stevens Institute of Technology
Morton Building, Room 316
Castle Point on the Hudson
Hoboken, New Jersey - 07030

Phone: (201) 216-8255
FAX: (201) 216-5385
jluftman@stevens.edu



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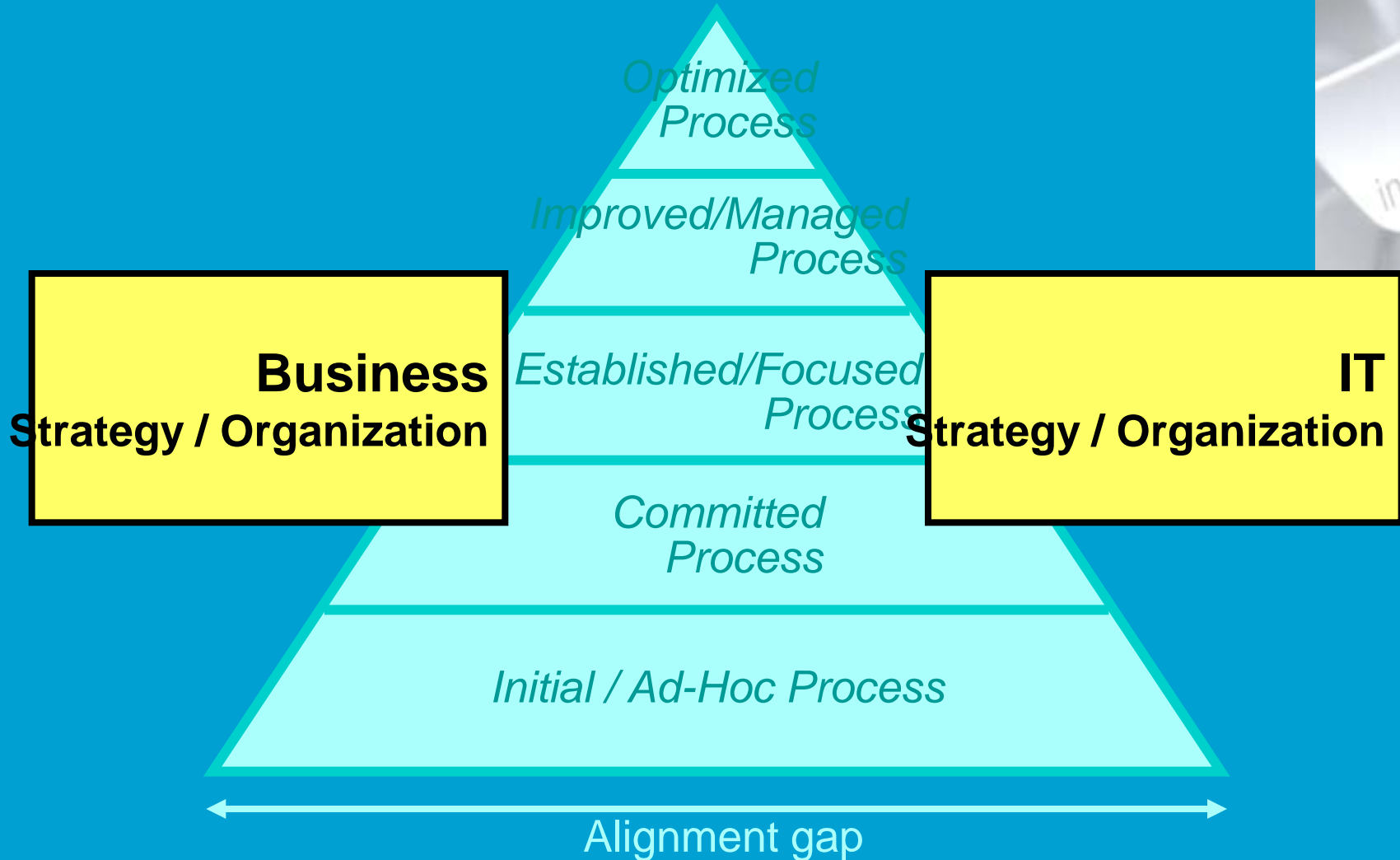
Volume 4, Article 14
December 2000

ASSESSING BUSINESS-IT ALIGNMENT MATURITY

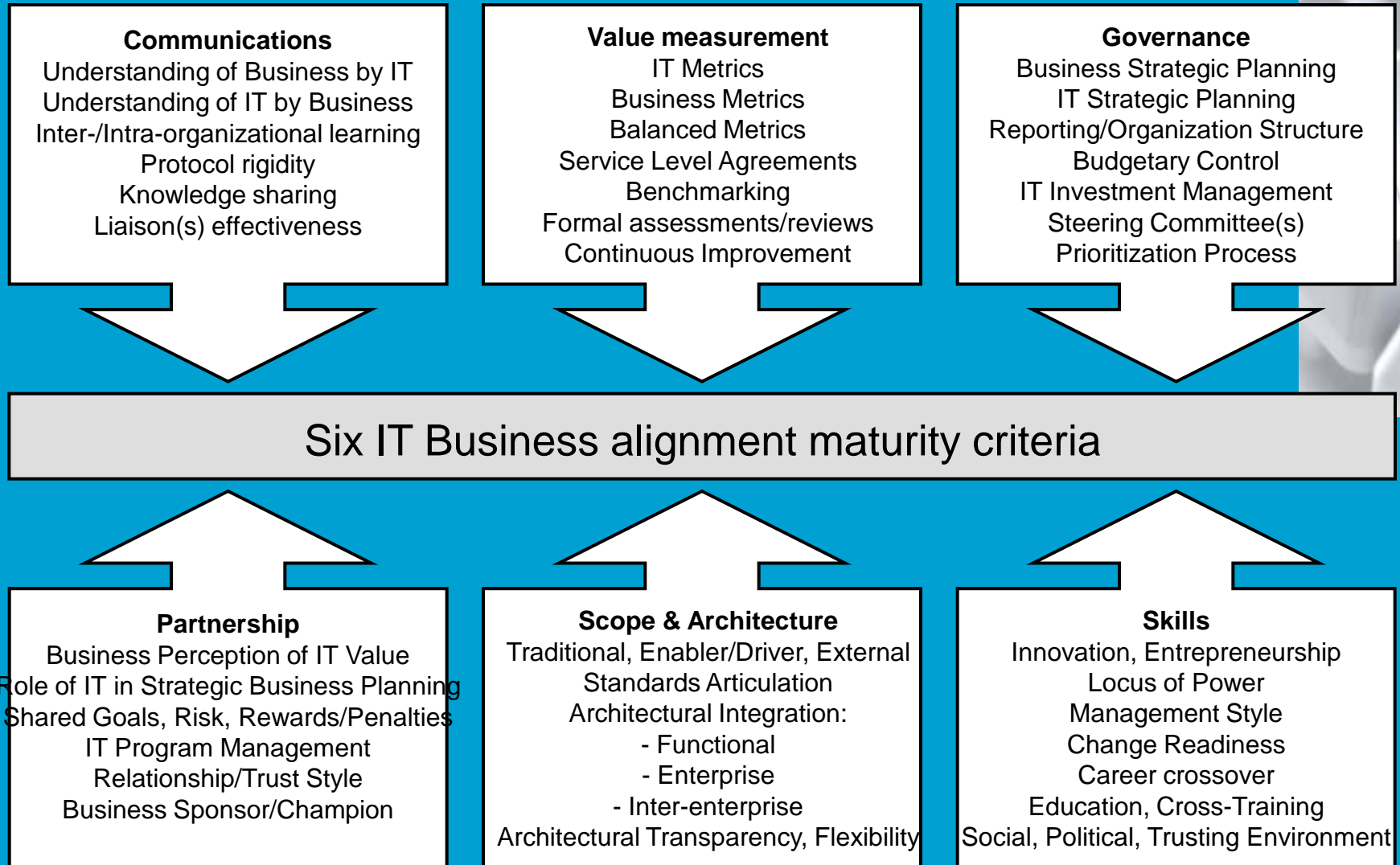
Jerry Luftman
School of Management
Stevens Institute of Technology

jluftman@stevens-tech.edu

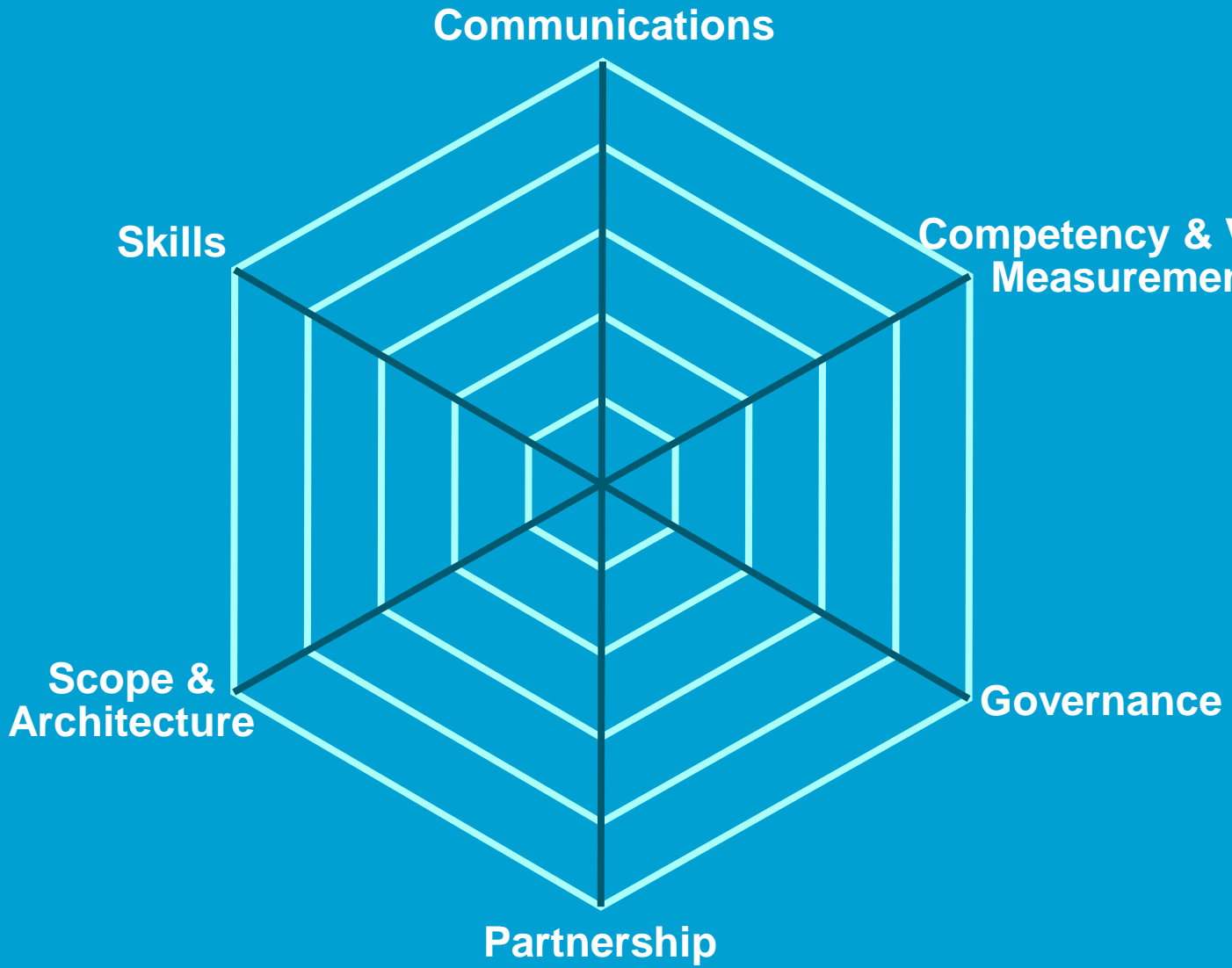
Maturity of the Business IT Alignment process



Business IT Alignment Maturity Variables



Business & IT Alignment Maturity Variables



Luftman 2007

- 197 companies



Why is alignment still an issue?

- The first reason is that the definition of alignment is frequently focused only on how IT is aligned with the business. Alignment must also address how the business is aligned with IT. Alignment must focus on how IT and the business are aligned with each other; **IT can both enable and drive business change.**
- The second reason is that organizations have often looked for a silver bullet. Originally, some thought the right technology (e.g., infrastructure, applications) was the answer. While important, it is not enough. Likewise, improved communications between IT and the business help but are not enough. Similarly, establishing a partnership is not enough nor are balanced metrics that combine appropriate business and technical measurements. Clearly, mature alignment cannot be attained without effective and efficient execution and demonstration of value, but this alone is insufficient. **Our research has found that all six of these components must be addressed to improve alignment.**
- The third reason IT-business alignment has been elusive is that there has not been an effective tool to gauge the maturity of IT-business alignment—a **tool that can provide both a descriptive assessment and a prescriptive roadmap on how to improve.**



Luftman 2007

Figure 3: Industry Maturity Levels by the Six Criteria

Industry Name	# of Companies	Communication	Competency	Governance	Partnership	Scope of IT Architecture	Skills	OVERALL Average
Retail	7	3.65	3.57	3.52	3.9	3.81	3.51	3.7
Transportation	3	3.1	3.8	3.57	3.53	3.63	3.6	3.54
Hotel / Entertainment	6	3.46	3.46	3.53	3.44	3.62	3.45	3.49
Services	27	3.18	3.21	3.28	3.32	3.28	3.22	3.2
Insurance	6	3.16	3.15	3.3	3.17	3.24	2.9	3.15
Manufacturing	46	3.22	3.1	3.15	3.3	3.17	2.9	3.15
Health	5	3.06	2.79	3.34	3.06	3.24	3.17	3.11
Chemical	7	2.78	2.84	2.93	2.87	3.28	2.84	2.93
Financial	57	2.83	2.92	2.98	2.86	3.03	2.7	2.9
Government	6	2.94	2.7	3.07	3.07	2.99	2.67	2.9
Oil / Gas / Mining	3	2.96	2.86	2.92	2.84	3.22	2.64	2.9
Utilities	7	2.96	2.94	2.81	2.84	3.13	2.6	2.88
Pharmaceutical	14	2.74	2.58	2.71	2.64	2.85	2.71	2.7
Educational	3	1.86	1.74	1.66	1.41	1.78	1.833	1.71

Overall Alignment Average Score: 3.04

Main observations

- Industries vary in their alignment maturity
- Alignment maturity is rising
- Business executives score alignment higher than IT executives
- Rankings among Level 2, 3, and 4 companies are remarkably consistent



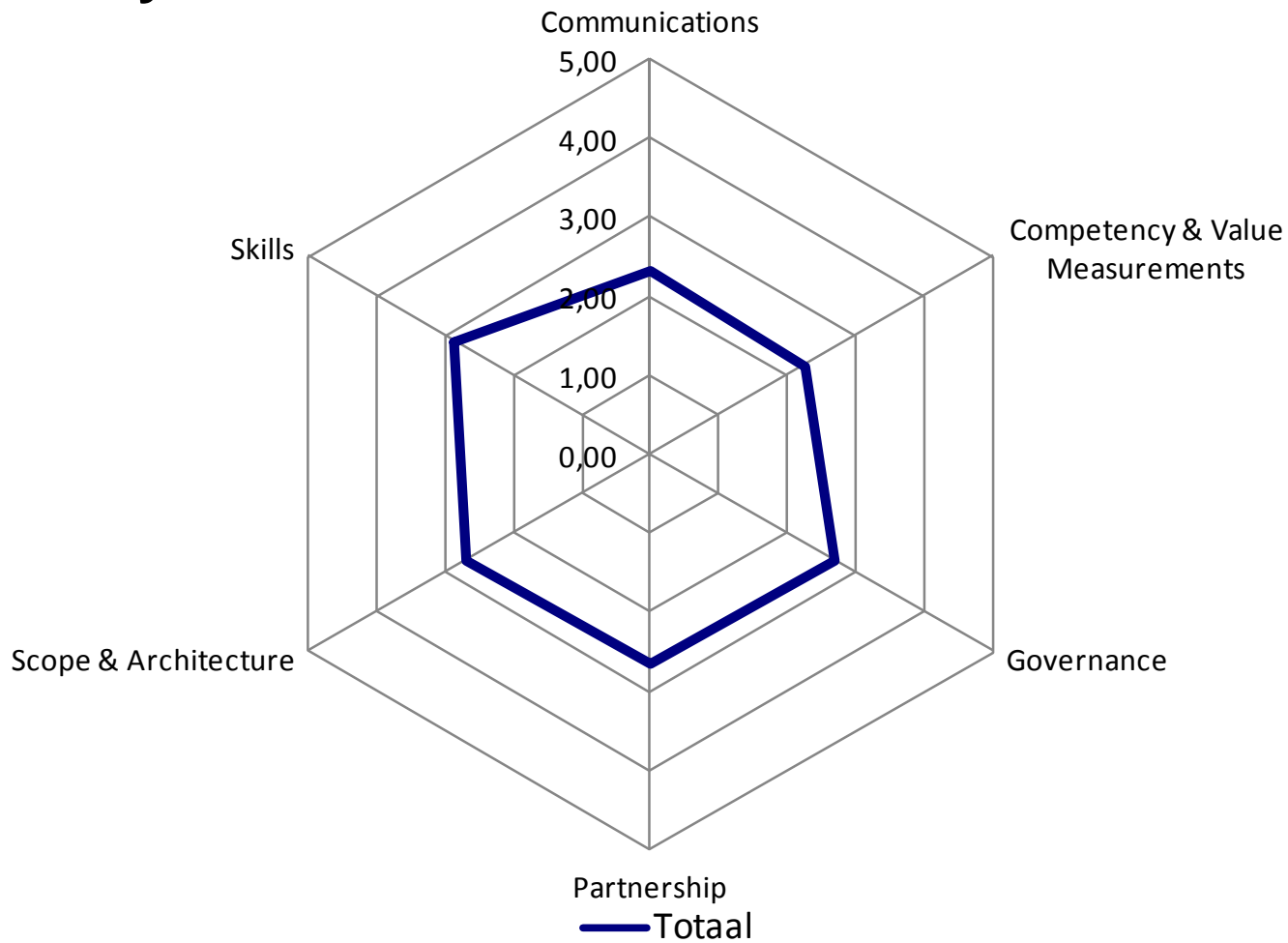
ROC BIA maturity onderzoek



- Ca. 25 ROC's, in twee groepen
 - September 2009 – Januari 2010
 - Februari 2010 – Juli 2010
- 8 – 10 respondenten per ROC
 - 'Business'
 - ICT
 - Intermediair
- Vragenlijst gebaseerd op Luftman assessment
 - Ist
 - Soll

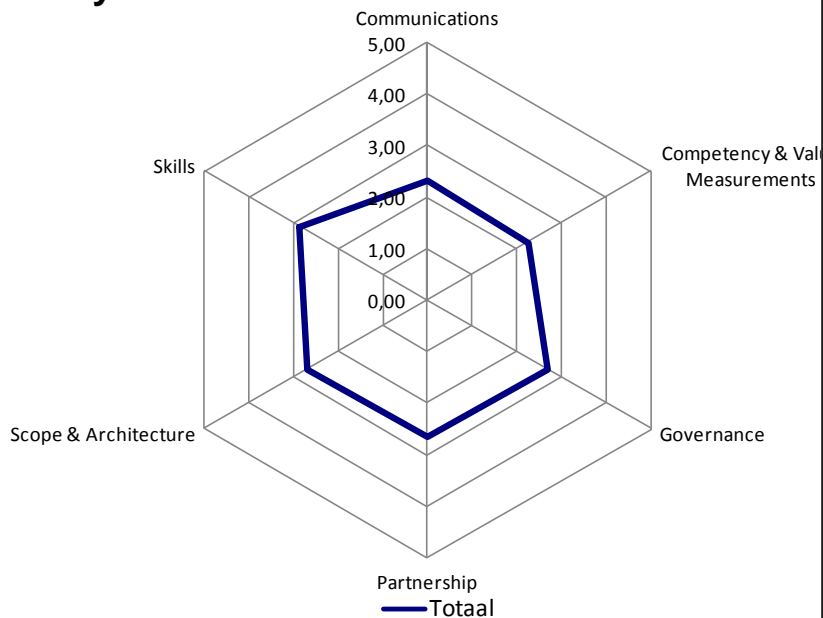
Overall

Maturity

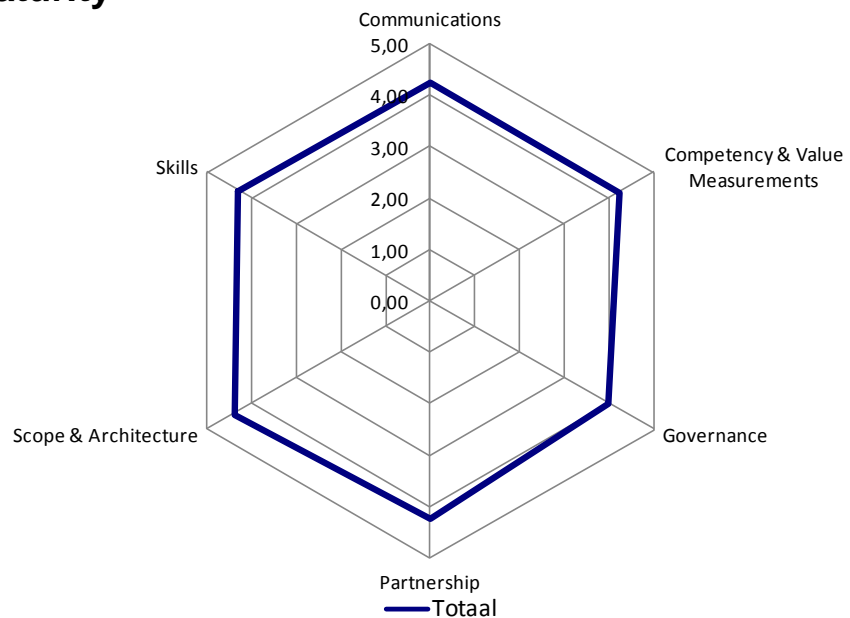


Huidig / Gewenst

Maturity

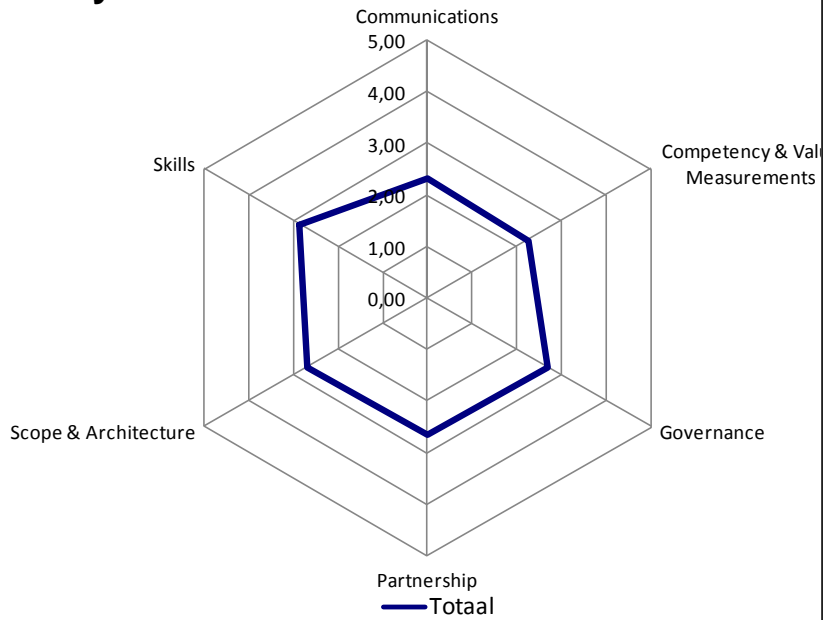


Maturity

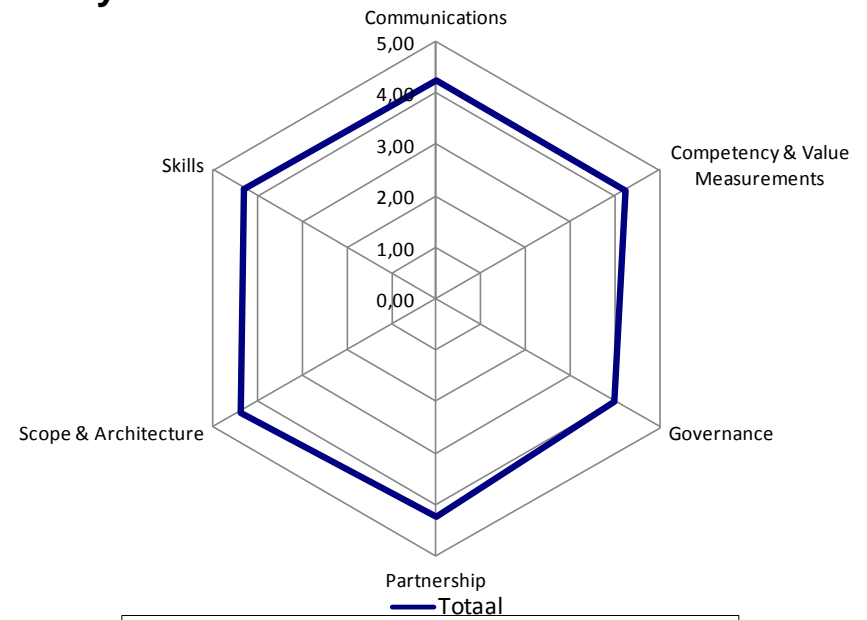


Huidig / Gewenst

Maturity

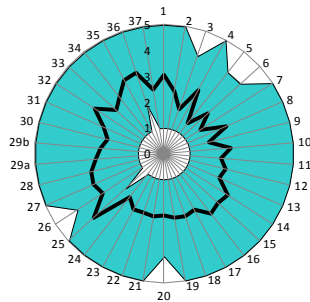


Maturity



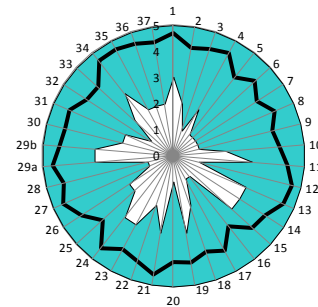
Spreading

- MAX
- Gem
- MIN



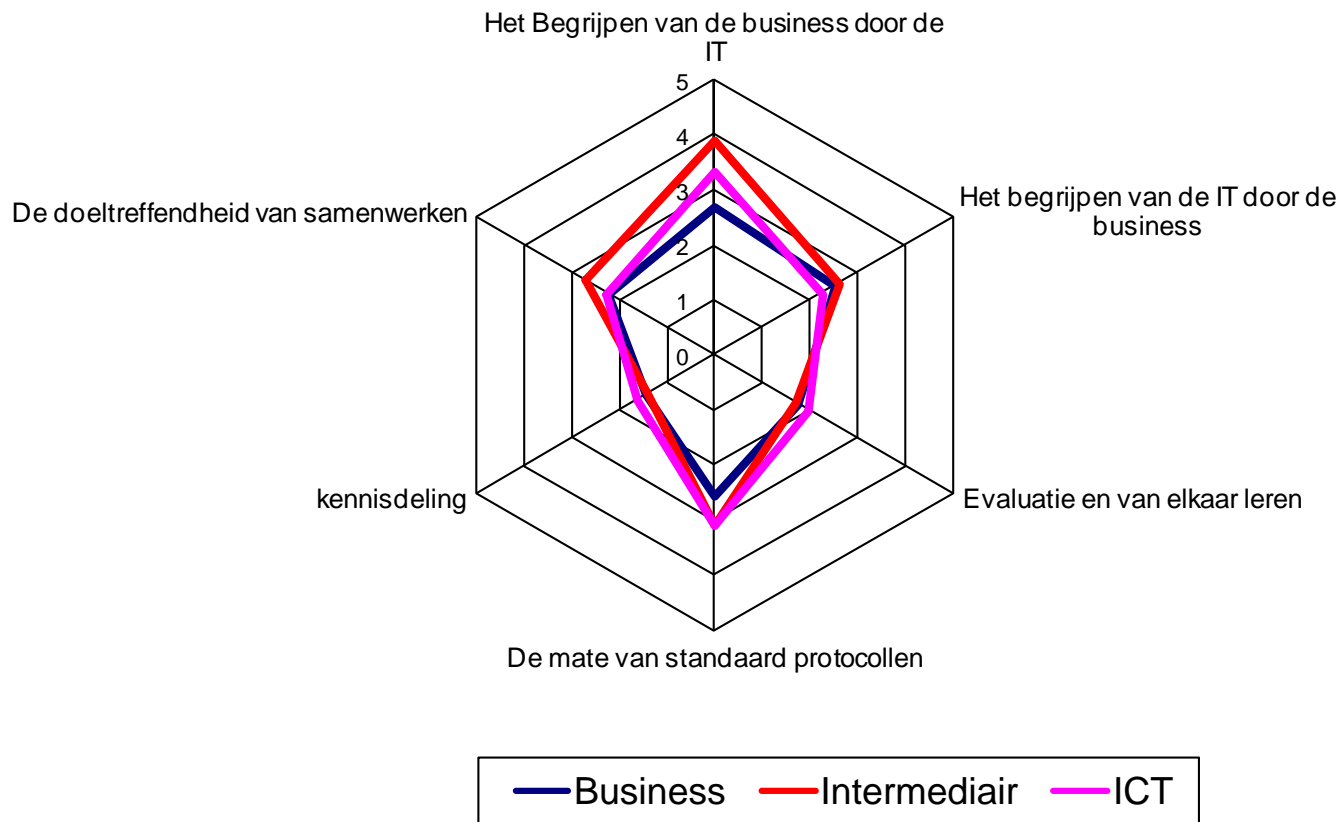
Spreading

- MAX
- Gem
- MIN



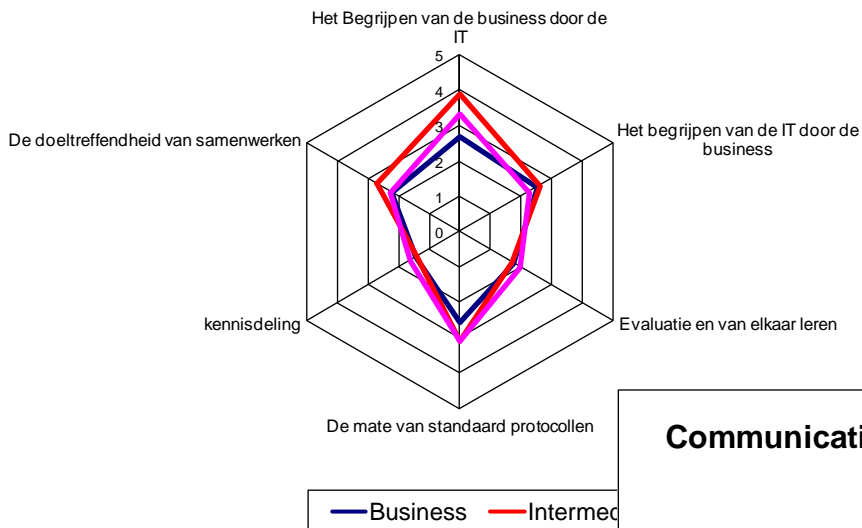
Communicatie

Communicatie

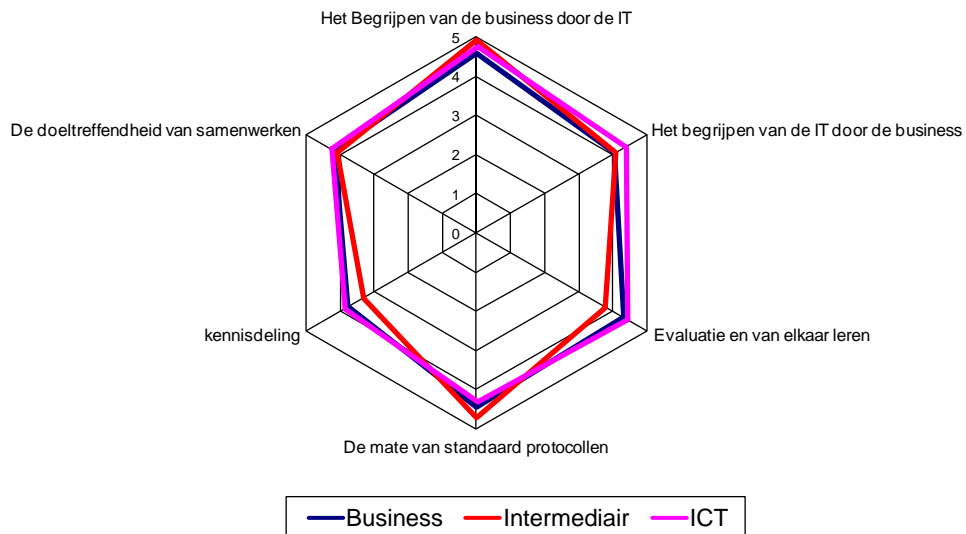


Communicatie

Communicatie

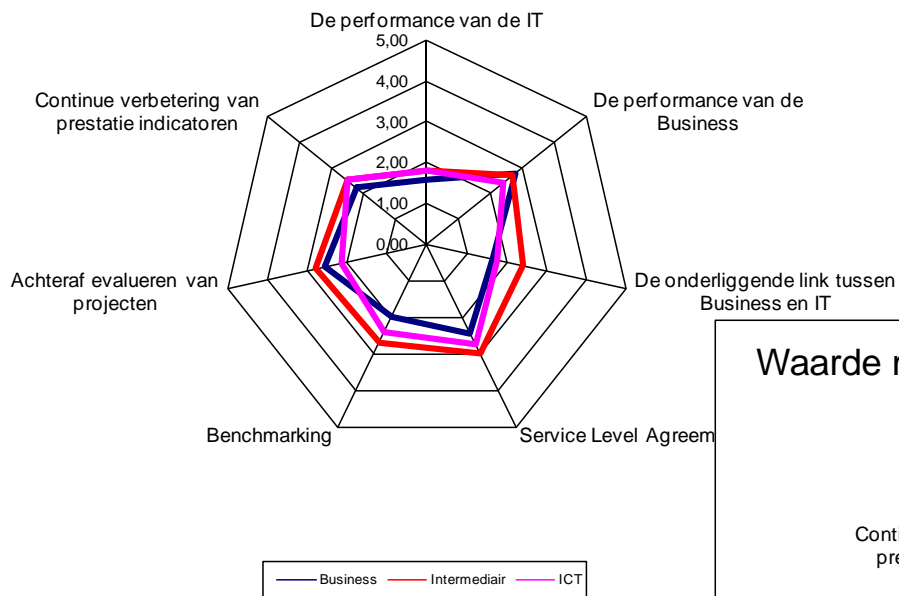


Communicatie

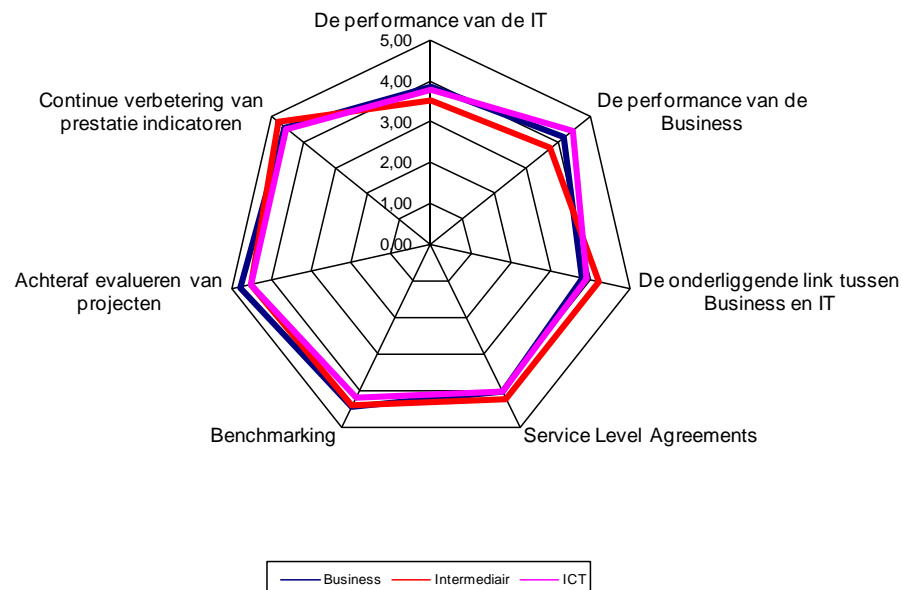


Waardetransparantie

Waarde metingen



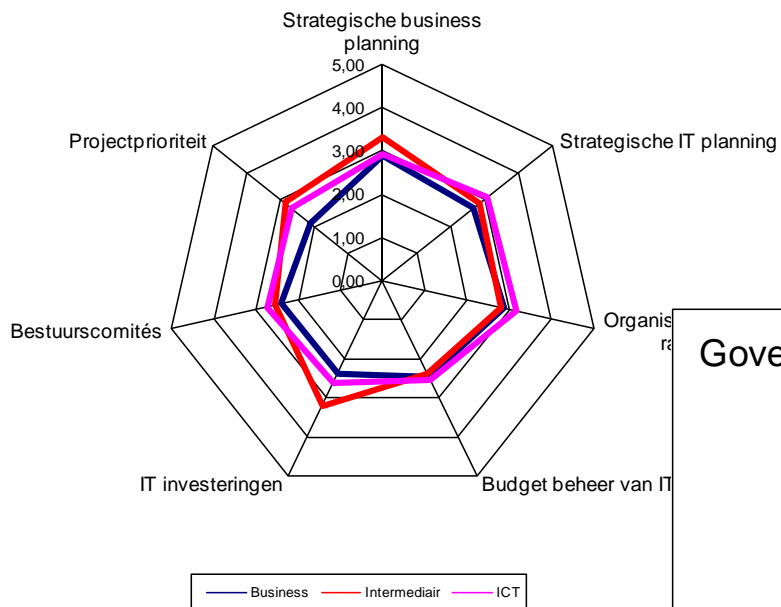
Waarde metingen



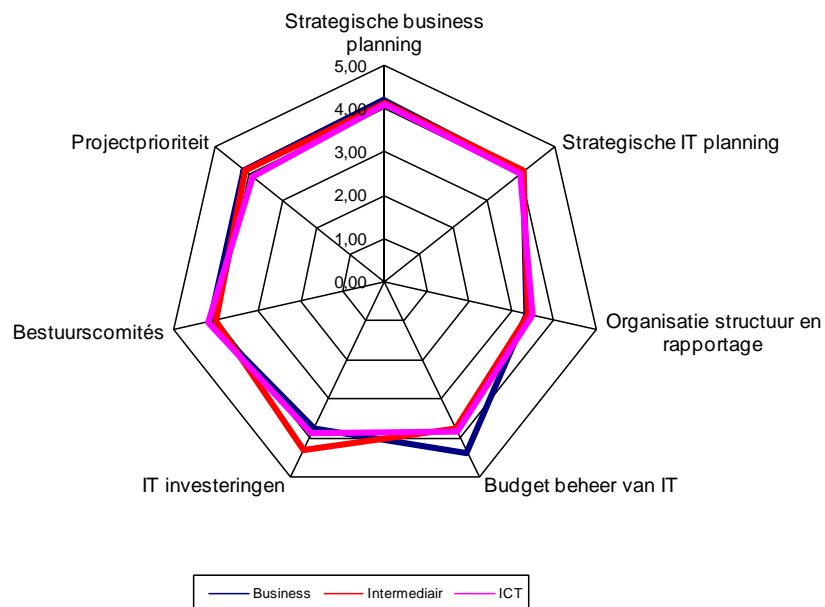
Governance



Governance

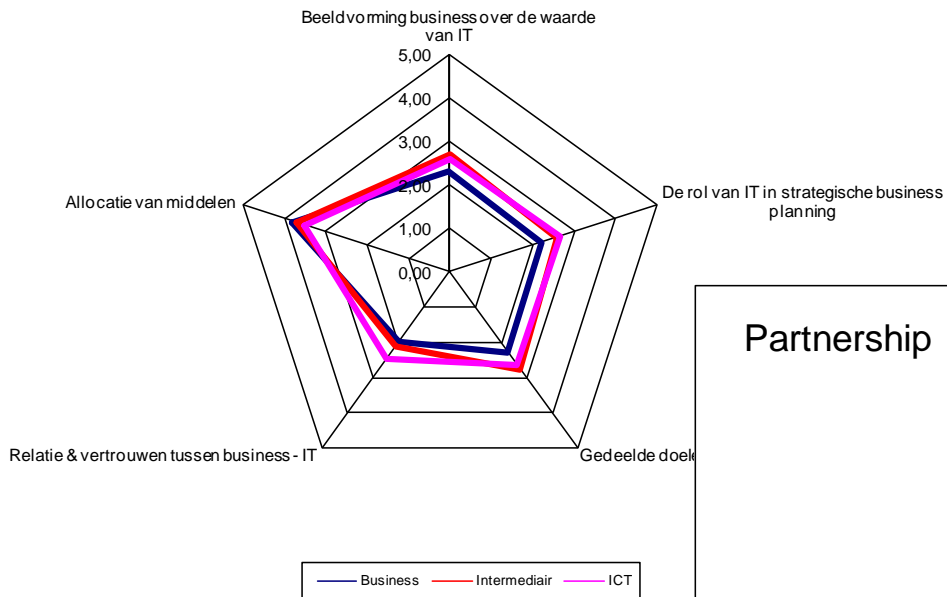


Governance

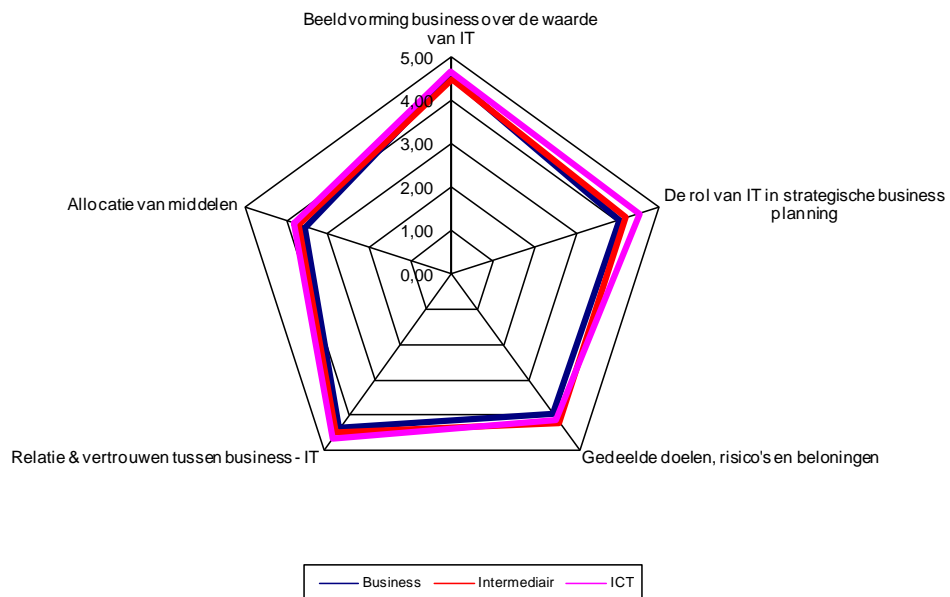


Partnership

Partnership



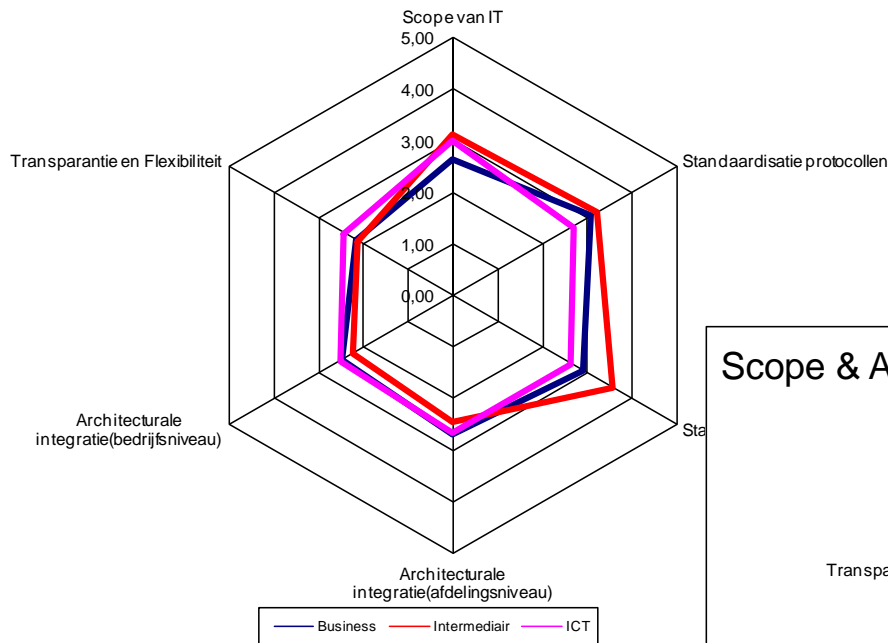
Partnership



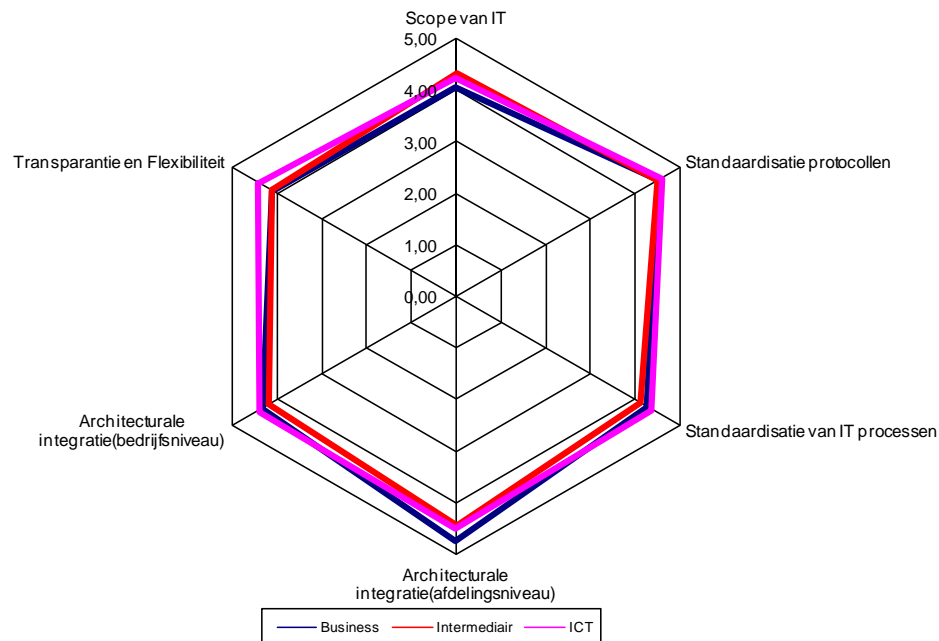
Scope en Architectuur



Scope & Architectuur

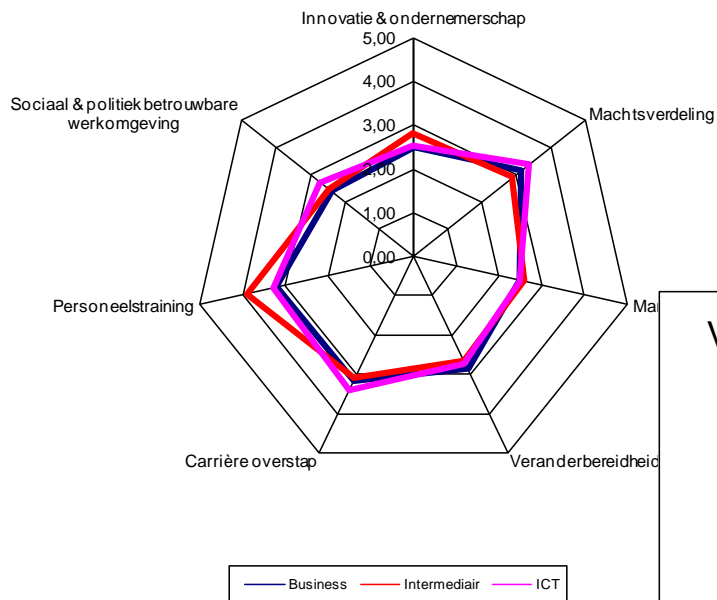


Scope & Architectuur

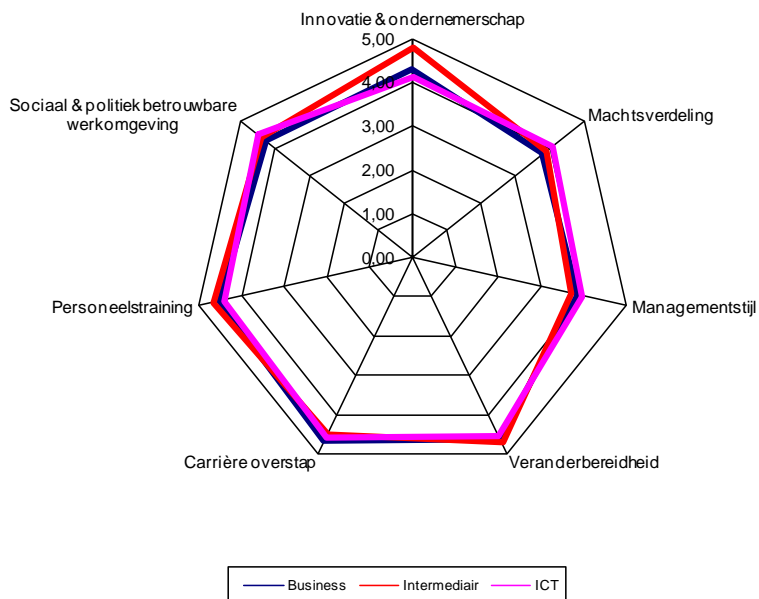


Skills

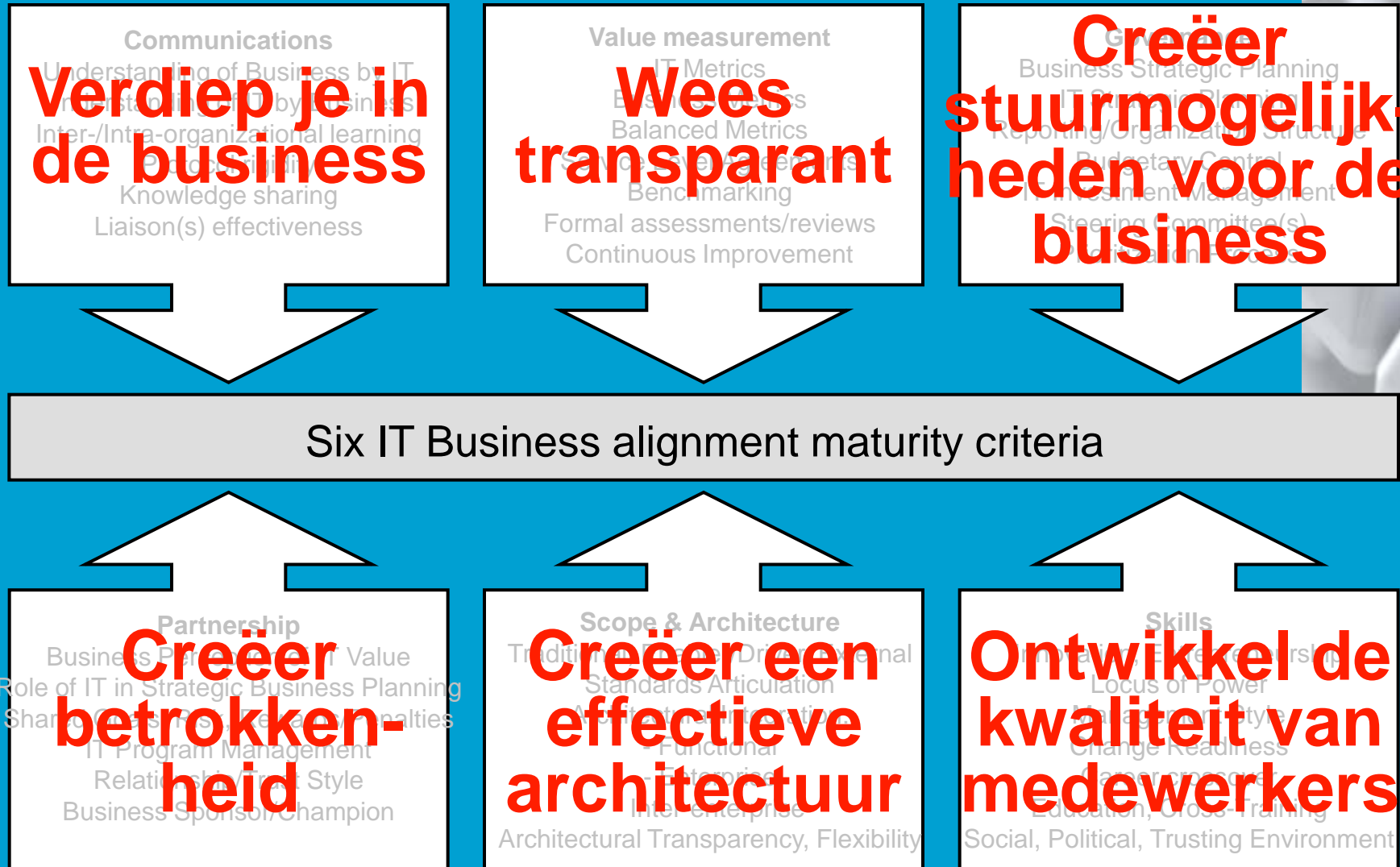
Vaardigheden



Vaardigheden



Wat te doen?



IT strategieën

Perception
 of external
 impact of IT

high

Business

- IT is business
- All technologies
- Service orientation

Innovative

- IT as competitive edge
- Experimental technologies
- Innovation orientation

IT does

matter!

low

Conservative

- IT saves costs
- Proven technologies
- Efficiency orientation

Essential

- IT essential for realising
- New technologies
- Effectiveness orientation

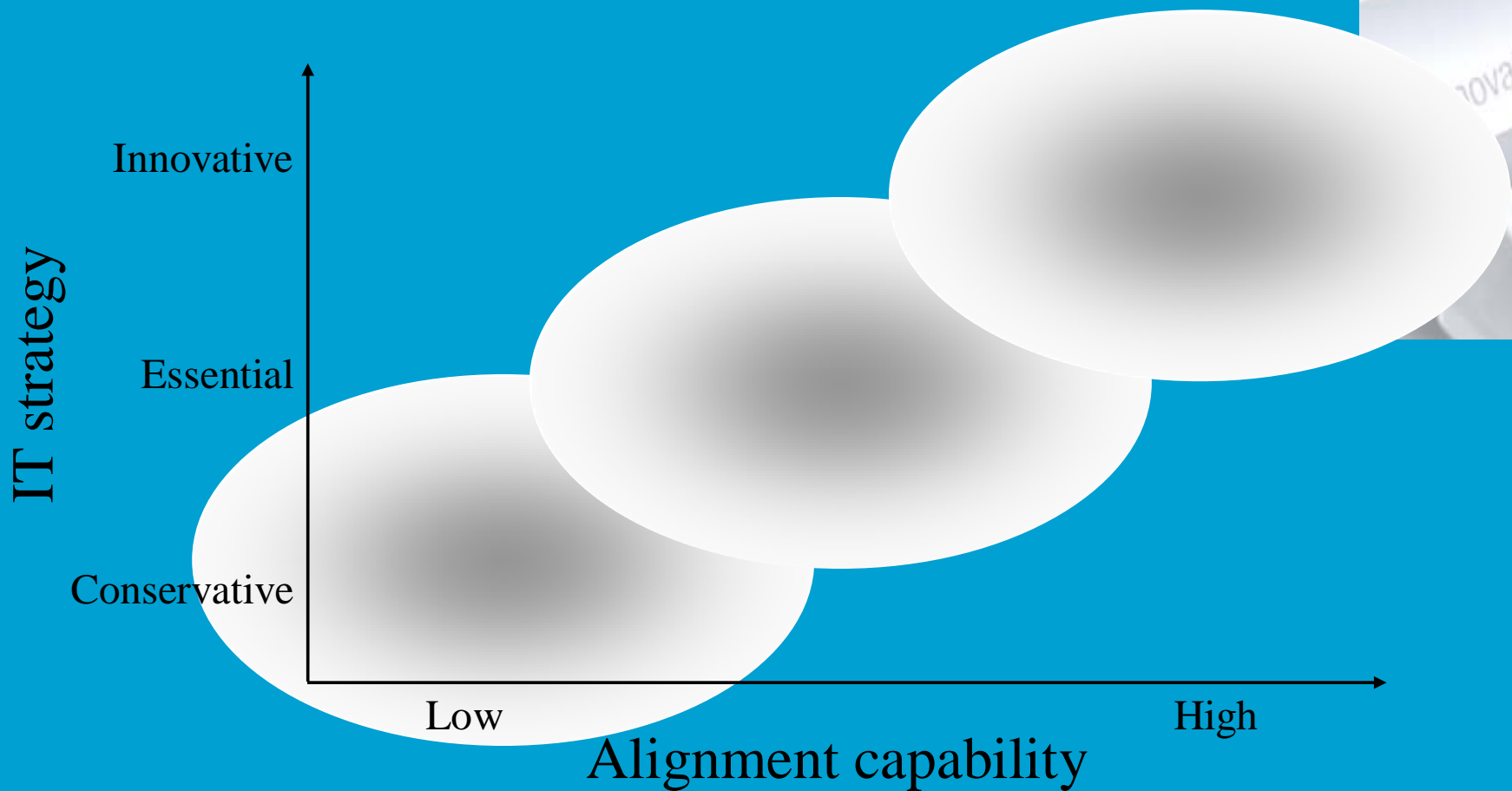
low

high

Perception of internal impact of IT



Strategie geeft Alignment





The new IT professional

Competencies



Technical Competencies	Behavioural Competencies	Contextual Competencies
Technical knowledge	Leadership	Business (general)
Domain knowledge	Engagement & motivation	Business (specific)
Tool knowledge	Self-control	Marketing
Product knowledge	Assertiveness	Systems, products & technology
Project knowledge	Relaxation	Personnel management
....	Openness	Health, security, safety & environment
	Creativity	Finance
	Results orientation	Legal
	Efficiency	
	Negotiation	
	Values appreciation	
	Ethics	



WAAR JE OOK BENT,
JE KUNT ALTIJD VERDER

ARE YOU UP TO THE CHALLENGE?

HOGESCHOOL UTRECHT BIEDT DRIE UITDAGENDE MASTEROPLEIDINGEN VOOR DE PROFESSIONAL DIE INVESTEERT IN DE TOEKOMST.

Master of Project Management

Organisaties veranderen steeds vaker en steeds sneller. Projecten zijn daarom aan de orde van de dag. Met de Master of Project Management biedt Hogeschool Utrecht een geaccrediteerde masteropleiding aan, die uniek is in Nederland.

De studie richt zich op werkende professionals met een bacheloropleiding en drie tot tien jaar relevante werkervaring. Na afronding van de studie heeft u zowel de kennis als de persoonlijke vaardigheden om complexe projecten adequaat te leiden. U bent dan echter meer dan een competente projectmanager. U

Master of Informatics

U heeft een bacheloropleiding op het terrein van bedrijfskunde en/of ICT en werkt sinds enige jaren als professional binnen de ICT sector. De ontwikkelingen op uw vakgebied fascineren u. Uw belangstelling gaat daarbij niet uitsluitend uit naar de technologie, maar vooral ook naar de bedrijfskundige aspecten ervan. Daar ligt ook uw ambitie, u bent toe aan een management- of adviesfunctie op het gebied van ICT, bijvoorbeeld ICT-manager, informatiemanager of (senior) ICT-consultant.

Met de Master of Informatics maakt u zich de vereiste vaktechnische en adviesvaardigheden eigen en

Master of Engineering

De Master of Engineering legt zich toe op het verhogen van de efficiency van een ontwerpproces en het creëren van de hoogste meerwaarde voor producent en afnemer. Een belangrijke sleutel hierbij vormt het werken in een multidisciplinair team. Daarnaast wordt op basis van Concurrent Engineering aan ontwerpuitdagingen gewerkt.

De (deeltijd)opleiding met de specialisaties Integrated Product Development, Integrated Building Processes en Maintenance Management is bedoeld voor professionals in de industrie-, bouw- of utiliteitssector met enkele

Vragen??

