

3 Empirical research

This Chapter describes the empirical research of the dissertation which was done in the form of a questionnaire.

3.1 Organisational framework of the research survey

Based on the theoretical findings, particularly regarding influencing factors of Business-IT-Alignment, the author developed a survey. The screens and the raw data of the survey questions can be found on the attached CD⁴³. Questions 1 to 5 raise demographical data and question 26 to 28 were given for an organisational reason and offer space for general feedback. The other questions (6 to 25) are matrix questions which are structured in three different perspectives (a, b, c). The participants were asked to rate each question with the degree of agreement:

- a) How do you rate the subjective benefit of this influencing factor in general?
- b) How do you rate the effort to implement / meet this BIA (Business-IT-Alignment) influencing factor in general?
- c) Please rate to which degree this influencing factor is implemented in your work environment (not in general).

Furthermore, every question contained an open text field for unstructured comments.

The author chose this structure to obtain different views on the influence factors of a BIA approach:

- a) With “a” the effectiveness of the influence factor for a BIA approach was analysed.
- b) The second dimension had the aim to determine how efficient the influence factor can be implemented.
- c) With “c” the overall implementation degree of the influence factor was raised for a follow up benchmark.

⁴³ Attached CD: “survey screens and raw data.doc”

Frage 9

	stimme vollkommen zu	stimme eher zu	teils / teils	stimme eher nicht zu	stimme garrnicht zu	Weiss nicht
a) Als Basis für die Ausrichtung der IT an der Unternehmensstrategie sind Maßnahmen zu treffen, damit das Top-Management und die Fachseite der IT vertrauen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
b) Dies umzusetzen / einzuhalten ist sehr aufwendig (im Allgemeinen)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
c) In meinem Arbeitsumfeld wird dies stark verfolgt / konsequent umgesetzt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

Weitere Bemerkungen zu dieser Frage:

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Figure 11: Screenshot as an example of the original survey in German language

The survey was online in the time from 8th May 2007 until 15th June 2007 under <http://www.onlineumfragen.com/login.cfm?umfrage=2898>.

The author identified managers, senior executives and consultants of IT-Demand and IT-Supply as suitable participants. Finally, the invitation to the survey was sent out to 40 people of the author's personal network and to 74 people with an according competence profile in the Open Business Club on www.xing.com. Additionally, the survey was also addressed indirectly to a suitable audience by posting the invitation in an IT-Management forum⁴⁴ and participants were encouraged to forward the invitation to suitable colleagues.

The survey was opened 113 times and had 49 analysable participations which can be found as an original raw data export on the attached CD.⁴⁵

⁴⁴ <https://www.xing.com/app/forum?op=showarticles;id=4231040>

⁴⁵ Attached CD: "survey screens and raw data.doc"

To analyse the results of the feedback, the raw data was exported to Microsoft Excel which enabled the configuration of logical expressions and gave the possibility to visualise variations. The following figure displays an export example for the data analysis of the matrix questions 6 to 25. The translation is directly presented in the figure to increase the comprehensibility of the translation and in order to reduce the risk of translation mistakes or macerations.

			5 stimme sehr zu total agreement	4 stimme eher zu I rather agree	3 teils / teils part / partly	2 stimme eher nicht zu I rather don't agree	1 stimme garnicht zu total disagreement	0 keine Angabe no comment	Durchschnittswert average value
ID	Einflussfaktoren für eine erfolgreiche Business-IT-Alignment (BIA), also der Ausrichtung der IT an der Unternehmensstrategie Influence factors for a successful Business-IT-Alignment (BIA), i.e. aligning IT to corporate strategy								
1a	Einflussfaktor ----- Influencing factor	#	0	0	0	0	0	0	0,00
		%	0,0%	0,0%	0,0%	0,0%	0,0%		
1b	Dies umzusetzen / einzuhalten ist sehr aufwendig (im Allg.) Very high effort is needed to implement this (in general)	#	0	0	0	0	0	0	0,00
		%	0,0%	0,0%	0,0%	0,0%	0,0%		
1c	In meinem Arbeitsumfeld wird dies stark verfolgt / konsequent umgesetzt For my work environment this is implemented consequently	#	0	0	0	0	0	0	0,00
		%	0,0%	0,0%	0,0%	0,0%	0,0%		
			0,00						
			0,00						

Figure 12: Example of the raw data export to analyse the matrix questions

Explanation of the different fields and how they are calculated:

- The total number of nominations for the degree of agreement is put in F1
- This is done for all questions in the matrix with the degree of agreement
- The percentage of each degree of agreement is calculated without concerning “no comment” in F2
- The amount of a specific agreement is multiplied with its value (F3 in this case with the value 4 for “I rather agree”)
- With this prior result the average value of agreement is calculated (F4) once from an IT-Demand and one from an IT-Supply point of view.
- F5 is an “efficiency” indicator which is calculated by subtracting the average implementation effort (Matrix question b) of the average value influencing factor (Matrix question a).

- F6 is an “implementation” indicator which is calculated by subtracting the average value of implementation (Matrix question c) of the average value of the influence factor (Matrix question a)

The discrepancy between the implementation effort and the effectiveness of the influence factor can give a hint about how efficiently this factor can be implemented. As a result, the author set up the following rule for the efficiency traffic light indicator (F5):

- Efficiency indicator $\leq 0,7$: The influencing factor can not be implemented very efficiently. The degree of impact is relatively small compared to the needed effort to implement it (marked red)
- Efficiency indicator between $-0,7$ and $0,7$: The effect can be achieved with a suitable amount of effort. But it is not one that is easily achievable according to the Pareto Principle (marked yellow)
- Efficiency indicator $\geq 0,7$: The influence factor can be implemented efficiently. The degree of impact is relatively higher than the effort needed to implement it. (marked green)

The implementation indicator (F6) is handled similarly to the efficiency indicator. The difference between the average value of the influence factor and the average value of the degree of implementation is calculated. This indicator gives a clue about how common the implementation is in relation to its effectiveness (highly effective factors should be persecuted accordingly consequently):

- Implementation indicator $\leq -0,7$: In relation to the effectiveness of this influence factor it is already implemented very high. It might already be over-engineered (marked yellow)
- Implementation indicator is between $-0,7$ and $0,7$: This influence factor appears to have proper attention in relation to its effectiveness (green marked)
- Implementation indicator $> 0,7$: This factor seems to be neglected in relation to its effectiveness (marked red)

The author is aware of the problematic risks of the survey and the approach of calculating indicators. The possibility of misunderstood questions by the survey participants and the attempt to reduce the results to an average number leads to the

point, that these findings should be understood as an approach to analyse trends and not details.⁴⁶

3.2 Analysing empirical findings

Questions 1 - 5

Questions 1 to 5 deal with demographical data and are considered in the form of matrix queries when analysing questions 6 to 25.

	Quantity	Percentage
Question 1: Is your job located on the business (IT -Demand) or IT side (IT-Supply)		
IT-Demand	14	29%
IT-Supply	35	71%
Question 2: Please select your management level		
Management	4	8%
2nd Management Level	9	18%
3rd Management Level	13	27%
Project Manager	10	20%
Consultant	12	24%
Else	1	2%
Question 3: Please describe your job or position (e.g. Marketing manager Europe)		
The answers to this question can be found in detail on the Attached CD ⁴⁷		
Question 4: Please select the size of your company		
Up to 1000	23	47%
1000 up to 5000	9	18%
More than 5000	17	35%
Question 5: Please select the industry of your company		
Industry	4	8%
Service	16	33%
IT & TelCo	14	29%
Retail	1	2%
Finance	5	10%
Chemical & Pharmaceutical	1	2%
Science & Medicine	1	2%
Else	7	14%

Table 7: Results of the dissertation research survey question 1 to 5

⁴⁶ Cp. Chapter 1.2 Methodology

⁴⁷ Attached CD: "survey screens and raw data.doc"

Question 6:

ID	Einflussfaktoren für ein erfolgreiches Business-IT-Alignment (BIA), also der Ausrichtung der IT an der Unternehmensstrategie Influence factors for a successful Business-IT-Alignment (BIA), i.e. aligning IT to corporate strategy	stimme sehr zu total agreement 5	stimme eher zu I rather agree 4	teils / teils part / partly 3	stimme eher nicht zu I rather don't agree 2	stimme garnicht zu total disagreement 1	keine Angabe no comment 0	Durchschnittswert average value (total)	Durchschnittswert average value (IT-Demand)	Durchschnittswert average value (IT-Supply)
6a	Für das Business-IT-Alignmnet (BIA) muss regelmäßig die IT-Strategie aus der Geschäftsstrategie formal abgeleitet werden ----- To achieve Business-IT-Alignment (BIA), IT-Strategy has to be formally deduced from corporate strategy on a regular base	28 59,6%	11 23,4%	5 10,6%	1 2,1%	2 4,3%	2	4,32	4,23	4,35
6b	Dies umzusetzen / einzuhalten ist sehr aufwendig (im Allg.) Very high effort is needed to implement this (in general)	9 19,6%	14 30,4%	17 37,0%	4 8,7%	2 4,3%	3	3,52	3,83	3,41
6c	In meinem Arbeitsumfeld wird dies stark verfolgt / konsequent umgesetzt For my work environment this is implemented consequently	8 17,8%	12 26,7%	18 40,0%	6 13,3%	1 2,2%	4	3,44	3,33	3,48
Efficiency indicator								0,80	0,40	0,94
Implementation indicator								0,87	0,90	0,87

Table 8: Dissertation research survey question 6

With 4,32 the degree of agreement to the effectiveness of this factor is quite high. But this influence factor is useless when the basis is missing as the comment of UserID 47 (IT-Supply, Manager of a consultancy) to this question shows “*often alignment is not possible due to a missing business strategy*”. User ID 10 (IT-Supply, IT-Manager Japan and Hong-Kong) presents another limitation, in that “*IT often is not part of the senior management*”.

Not only does the effectiveness of this factor seem high, also the relative effort for implementing it seems to be low from an average perspective, as the efficiency indicator shows (0,8). But it has to be considered that IT-Demand rates the effort for implementing this factor (efficiency indicator = 0,4) higher than IT-Supply. With an implementation indicator of 0,87 IT-Demand and IT-Supply illustrates that this factor seems to be neglected in relation to its effectiveness.

This discrepancy of a good efficiency indicator and a suboptimal implementation might be founded in the political discussion about the strategic relevance of IT, as commented by UserID 42 (IT-Supply, Manager) “*the phrase alignment is nonsense*,”

IT is a tool – similar to real estate, no one would be talking about real estate alignment”⁴⁸

Question 7:

ID	Einflussfaktoren für ein erfolgreiches Business-IT-Alignment (BIA), also der Ausrichtung der IT an der Unternehmensstrategie Influence factors for a successful Business-IT-Alignment (BIA), i.e. aligning IT to corporate strategy	5 stimme sehr zu total agreement	4 stimme eher zu I rather agree	3 teils / teils part / partly	2 stimme eher nicht zu I rather don't agree	1 stimme garnicht zu total disagreement	0 keine Angabe no comment	Durchschnittswert average value (total)	Durchschnittswert average value (IT-Demand)	Durchschnittswert average value (IT-Supply)
7a	Um die IT an der Unternehmensstrategie auszurichten muss ein organisationsweites Vorgehen zur Priorisierung von IT-Vorhaben bestehen To align IT to corporate strategy an organisation wide approach how to prioritise IT-Ventures is necessary	23 47,9%	19 39,6%	2 4,2%	2 4,2%	2 4,2%	0	4,23	4,15	4,26
7b	Dies umzusetzen / einzuhalten ist sehr aufwendig (im Allg.) Very high effort is needed to implement this (in general)	19 42,2%	10 22,2%	12 26,7%	3 6,7%	1 2,2%	2	3,96	3,92	3,97
7c	In meinem Arbeitsumfeld wird dies stark verfolgt / konsequent umgesetzt For my work environment this is implemented consequently	9 19,6%	14 30,4%	16 34,8%	6 13,0%	1 2,2%	2	3,52	3,42	3,56
Efficiency indicator								0,27	0,24	0,29
Implementation indicator								0,71	0,74	0,70

Table 9: Dissertation research survey question 7

In general there is a strong agreement that an organisational-wide approach for prioritising IT-Ventures supports BIA. UserID 26 (IT-Demand, Project manager Process optimisation and IT-Implementation) emphasizes this with the statement that *“a methodical approach is very important for the consequent implementation”*. With an efficiency indicator of 0,27, this factor can be achieved with a suitable effort whereas the implementation indicator shows that the attendance for the consequent implementation could be higher. No major discrepancy between IT-Demand and IT-Supply can be found.

⁴⁸ Also compare discussion of Nicholas Carr in Chapter 1.1

Question 8

ID	Einflussfaktoren für ein erfolgreiches Business-IT-Alignment (BIA), also der Ausrichtung der IT an der Unternehmensstrategie Influence factors for a successful Business-IT-Alignment (BIA), i.e. aligning IT to corporate strategy	stimme sehr zu total agreement 5	stimme eher zu I rather agree 4	teils / teils part / partly 3	stimme eher nicht zu I rather don't agree 2	stimme garnicht zu total disagreement 1	keine Angabe no comment 0	Durchschnittswert average value (total)	Durchschnittswert average value (IT-Demand)	Durchschnittswert average value (IT-Supply)
8a	Für eine Ausrichtung der IT an der Unternehmensstrategie muss die IT bei der Entwicklung der Unternehmensstrategie mitwirken For aligning IT to corporate strategy, IT has to be involved in the process of developing corporate strategy	12 25,5%	12 25,5%	16 34,0%	5 10,6%	2 4,3%	0	3,57	3,31	3,68
8b	Dies umzusetzen / einzuhalten ist sehr aufwendig (im Allg.) Very high effort is needed to implement this (in general)	9 20,5%	9 20,5%	17 38,6%	7 15,9%	2 4,5%	4	3,36	3,22	3,40
8c	In meinem Arbeitsumfeld wird dies stark verfolgt / konsequent umgesetzt For my work environment this is implemented consequently	5 12,2%	7 17,1%	15 36,6%	12 29,3%	2 4,9%	6	3,02	3,11	3,00
Efficiency indicator								0,21	0,09	0,28
Implementation indicator								0,55	0,20	0,68

Table 10: Dissertation research survey question 8

In today's current business culture, it is quite uncommon for IT to be involved in the process of developing corporate strategy as the comment of UserID 39 (IT-Supply, IT-Consultant) states: *"The inversion of the functional chain is a quite new discussion – especially on business side I agree totally. Although it is not mandatory it opens new perspectives"*. This might explain the average conformity of 3,57 with a slight tendency towards agreement as opposed to disagreement. Similarly, the efficiency and implementation indicators are in a mid-range and no major deviations between IT-Demand and IT-Supply can be found.

Question 9:

ID	Einflussfaktoren für ein erfolgreiches Business-IT-Alignment (BIA), also der Ausrichtung der IT an der Unternehmensstrategie Influence factors for a successful Business-IT-Alignment (BIA), i.e. aligning IT to corporate strategy	stimme sehr zu total agreement 5	stimme eher zu I rather agree 4	teils / teils part / partly 3	stimme eher nicht zu I rather don't agree 2	stimme garnicht zu total disagreement 1	keine Angabe no comment 0	Durchschnittswert average value (total)	Durchschnittswert average value (IT-Demand)	Durchschnittswert average value (IT-Supply)
9a	Um im Rahmen eines Beratungsauftrags die IT erfolgreich an der Unternehmensstrategie auszurichten muss das Senior-Management Auftraggeber der Initiative sein ----- A BIA Consulting approach can only be successful when senior management is sponsor of the initiative	28 62,2%	11 24,4%	3 6,7%	2 4,4%	1 2,2%	0	4,40	4,31	4,44
9b	Dies umzusetzen / einzuhalten ist sehr aufwendig (im Allg.) Very high effort is needed to implement this (in general)	8 18,2%	11 25,0%	13 29,5%	11 25,0%	1 2,3%	1	3,32	3,58	3,22
9c	In meinem Arbeitsumfeld wird dies stark verfolgt / konsequent umgesetzt For my work environment this is implemented consequently	9 23,1%	13 33,3%	11 28,2%	4 10,3%	2 5,1%	5	3,59	3,09	3,79
Efficiency indicator								1,08	0,72	1,22
Implementation indicator								0,81	1,22	0,65

Table 11: Dissertation research survey question 9

There is a strong agreement that a BIA consulting approach can only be successful when senior management sponsors the initiative⁴⁹. IT-Demand and IT-Supply agree that the effort for implementing this is proportionally lower and therefore can be implemented efficiently. The discrepancy of the implementation indicator of IT-Supply and IT Demand shows that IT-Supply sees this factor already much more conversed than IT-Demand. UserID 10 once again gives an indication about the political criticality of such an initiative with the comment: *“Interest for IT is often missing in senior management – Often senior management does not want to change existing process because of political reasons”*.

⁴⁹ Cp. phase 1 of IT-Strategy formulating process by Luftman in Chapter 2.2

Question 10:

ID	Einflussfaktoren für ein erfolgreiches Business-IT-Alignment (BIA), also der Ausrichtung der IT an der Unternehmensstrategie Influence factors for a successful Business-IT-Alignment (BIA), i.e. aligning IT to corporate strategy	stimme sehr zu total agreement 5	stimme eher zu I rather agree 4	teils / teils part / partly 3	stimme eher nicht zu I rather don't agree 2	stimme garnicht zu total disagreement 1	keine Angabe no comment 0	Durchschnittswert average value (total)	Durchschnittswert average value (IT-Demand)	Durchschnittswert average value (IT-Supply)
10a	Eine IT-Balanced-Scorecard (BSC) die direkt aus der Unternehmens-BSC abgeleitet wurde stellt das BIA sicher ----- An IT-Balanced-Scorecard which is directly derived from the corporate-BSC ensures BIA	8 20,0%	9 22,5%	13 32,5%	7 17,5%	3 7,5%	5	3,30	2,91	3,45
10b	Dies umzusetzen / einzuhalten ist sehr aufwendig (im Allg.) Very high effort is needed to implement this (in general)	8 22,2%	9 25,0%	14 38,9%	5 13,9%	0 0,0%	9	3,56	3,50	3,57
10c	In meinem Arbeitsumfeld wird dies stark verfolgt / konsequent umgesetzt For my work environment this is implemented consequently	5 13,5%	4 10,8%	9 24,3%	15 40,5%	4 10,8%	8	2,76	2,25	2,90
Efficiency indicator								-0,26	-0,59	-0,12
Implementation indicator								0,54	0,66	0,55

Table 12: Dissertation research survey question 10

The agreement that an IT Balanced Scorecard supports BIA is not very strong and IT-Demand even shows a slight disagreement. Although BSC is a management method and more common on the business side, IT-Supply sees a stronger effect of this and has a deeper implementation.

Question 11:

ID	Einflussfaktoren für ein erfolgreiches Business-IT-Alignment (BIA), also der Ausrichtung der IT an der Unternehmensstrategie Influence factors for a successful Business-IT-Alignment (BIA), i.e. aligning IT to corporate strategy	stimme sehr zu total agreement 5	stimme eher zu I rather agree 4	teils / teils part / partly 3	stimme eher nicht zu I rather don't agree 2	stimme garnicht zu total disagreement 1	keine Angabe no comment 0	Durchschnittswert average value (total)	Durchschnittswert average value (IT-Demand)	Durchschnittswert average value (IT-Supply)
11a	Eine Ausrichtung der IT an der Unternehmensstrategie ist wichtig und beeinflusst den Unternehmenserfolg stark, wenn die IT der Unterstützung der Kerngeschäftsprozesse dient ----- An alignment of IT to corporate strategy is important and has a strong influence on a companies success, when IT is used to support key business processes	32 72,7%	8 18,2%	4 9,1%	0 0,0%	0 0,0%	0	4,64	4,54	4,68
11b	Dies umzusetzen / einzuhalten ist sehr aufwendig (im Allg.) Very high effort is needed to implement this (in general)	9 20,5%	15 34,1%	13 29,5%	5 11,4%	2 4,5%	1	3,55	3,58	3,53
11c	In meinem Arbeitsumfeld wird dies stark verfolgt / konsequent umgesetzt For my work environment this is implemented consequently	12 29,3%	15 36,6%	11 26,8%	1 2,4%	2 4,9%	3	3,83	3,45	3,97
Efficiency indicator								1,09	0,96	1,15
Implementation indicator								0,81	1,08	0,71

Table 13: Dissertation research survey question 11

This question is used jointly with Question 12, where the importance of alignment is tested against the strategic relevance of IT. There is a strong agreement to the influence factor from both sides (IT-Demand and IT-Supply). Although the effort of implementing this factor is low in relation to its effectiveness, the factor seems to be neglected. UserID 39's comment (IT-Supply, Management Consultant) underlines that when thinking of BIA, the strategic relevance of IT should be considered: *“The answer to this question is dependant to the industry – in the finance sector it has to be agreed due to the high value contribution of IT and in energy sector it has to be abnegated due to a low value contribution”*

Question 12:

ID	Einflussfaktoren für ein erfolgreiches Business-IT-Alignment (BIA), also der Ausrichtung der IT an der Unternehmensstrategie Influence factors for a successful Business-IT-Alignment (BIA), i.e. aligning IT to corporate strategy	stimme sehr zu total agreement 5	stimme eher zu I rather agree 4	teils / teils part / partly 3	stimme eher nicht zu I rather don't agree 2	stimme garnicht zu total disagreement 1	keine Angabe no comment 0	Durchschnittswert average value (total)	Durchschnittswert average value (IT-Demand)	Durchschnittswert average value (IT-Supply)
12a	Eine Ausrichtung der IT an der Unternehmensstrategie ist wichtig und beeinflusst den Unternehmenserfolg stark, wenn die IT als Quelle strategischer Differenzierung dient ----- An alignment of IT to corporate strategy is important and has a strong influence on a companies success, when IT is source of strategic differentiation	25 59,5%	13 31,0%	3 7,1%	1 2,4%	0 0,0%	1 2,4%	4,48	4,50	4,47
12b	Dies umzusetzen / einzuhalten ist sehr aufwendig (im Allg.) Very high effort is needed to implement this (in general)	11 28,2%	12 30,8%	10 25,6%	6 15,4%	0 0,0%	4 9,0%	3,72	3,44	3,80
12c	In meinem Arbeitsumfeld wird dies stark verfolgt / konsequent umgesetzt For my work environment this is implemented consequently	7 19,4%	12 33,3%	11 30,6%	4 11,1%	2 5,6%	7 19,4%	3,50	3,78	3,41
Efficiency indicator								0,76	1,06	0,67
Implementation indicator								0,98	0,72	1,06

Table 14: Dissertation research survey question 12

Although this question asks for the importance of BIA when IT has a higher strategic relevance, the agreement is even slightly less than in Question 11. As the implementation indicators are both red in Question 11 and 12, this signifies that BIA in general is a theme that is not considered enough in relation to its relevance.

Question 13:

ID	Einflussfaktoren für ein erfolgreiches Business-IT-Alignment (BIA), also der Ausrichtung der IT an der Unternehmensstrategie Influence factors for a successful Business-IT-Alignment (BIA), i.e. aligning IT to corporate strategy	stimme sehr zu total agreement 5	stimme eher zu I rather agree 4	teils / teils part / partly 3	stimme eher nicht zu I rather don't agree 2	stimme garnicht zu total disagreement 1	keine Angabe no comment 0	Durchschnittswert average value (total)	Durchschnittswert average value (IT-Demand)	Durchschnittswert average value (IT-Supply)
13a	Die Verantwortung für die Ausrichtung der IT an der Unternehmensstrategie sollte nicht alleine beim CIO liegen, sondern auch Aufgabe der IT-Demand sein ----- Aligning IT to corporate strategy should not only be in responsibility of the CIO but also the job of IT-Demand	23 56,1%	12 29,3%	3 7,3%	3 7,3%	0 0,0%	2	4,34	4,36	4,33
13b	Dies umzusetzen / einzuhalten ist sehr aufwendig (im Allg.) Very high effort is needed to implement this (in general)	10 25,6%	10 25,6%	13 33,3%	6 15,4%	0 0,0%	3	3,62	3,78	3,57
13c	In meinem Arbeitsumfeld wird dies stark verfolgt / konsequent umgesetzt For my work environment this is implemented consequently	6 16,7%	12 33,3%	7 19,4%	8 22,2%	3 8,3%	6	3,28	3,13	3,32
Efficiency indicator								0,73	0,59	0,77
Implementation indicator								1,06	1,24	1,01

Table 15: Dissertation research survey question 13

An average agreement of 4,34 shows that it might be helpful that not only should the CIO be responsible for aligning IT to corporate strategy, but also IT-Demand should be part of this challenge. The slightly lower efficiency indicator of IT-Demand might be attributed to more responsibility for IT-Demand when implementing this factor. Even though there is quite a strong agreement to the effectiveness of this factor the implementation indicator suggests that it might be disregarded to a small degree.

Question 14:

ID	Einflussfaktoren für ein erfolgreiches Business-IT-Alignment (BIA), also der Ausrichtung der IT an der Unternehmensstrategie Influence factors for a successful Business-IT-Alignment (BIA), i.e. aligning IT to corporate strategy	stimme sehr zu total agreement 5	stimme eher zu I rather agree 4	teils / teils part / partly 3	stimme eher nicht zu I rather don't agree 2	stimme garnicht zu total disagreement 1	keine Angabe no comment 0	Durchschnittswert average value (total)	Durchschnittswert average value (IT-Demand)	Durchschnittswert average value (IT-Supply)
14a	Als Basis für die Ausrichtung der IT an der Unternehmensstrategie sind Maßnahmen zu treffen, damit das Top-Management und die Fachseite der IT vertrauen ----- As a basis for aligning IT to corporate strategy all actions have to be taken, that senior management and IT-demand trust IT-supply	21 48,8%	17 39,5%	4 9,3%	1 2,3%	0 0,0%	0	4,35	4,33	4,35
14b	Dies umzusetzen / einzuhalten ist sehr aufwendig (im Allg.) Very high effort is needed to implement this (in general)	12 28,6%	10 23,8%	12 28,6%	7 16,7%	1 2,4%	1	3,60	3,45	3,65
14c	In meinem Arbeitsumfeld wird dies stark verfolgt / konsequent umgesetzt For my work environment this is implemented consequently	4 9,8%	12 29,3%	14 34,1%	8 19,5%	3 7,3%	2	3,15	2,64	3,33
Efficiency indicator								0,75	0,88	0,71
Implementation indicator								1,20	1,70	1,02

Table 16: Dissertation research survey question 14

The efficiency and implementation indicator demonstrates that this once again is a valuable factor which could be implemented efficiently but is not considered enough. The much higher discrepancy of the effectiveness and the individual degree of implementation shows the importance and political criticality of this factor. UserID 42 (IT-Supply, board of directors) describes the translation problems between demand and supply which might be the cause of a reduced trust relation as follows: *“we would have fewer problems when management and IT-Demand would be able to clearly describe their needs. In real life you know if you need a warehouse or an office – this is not the case with IT.”*

Question 15

ID	Einflussfaktoren für ein erfolgreiches Business-IT-Alignment (BIA), also der Ausrichtung der IT an der Unternehmensstrategie Influence factors for a successful Business-IT-Alignment (BIA), i.e. aligning IT to corporate strategy	stimme sehr zu total agreement 5	stimme eher zu I rather agree 4	teils / teils part / partly 3	stimme eher nicht zu I rather don't agree 2	stimme garnicht zu total disagreement 1	keine Angabe no comment 0	Durchschnittswert average value (total)	Durchschnittswert average value (IT-Demand)	Durchschnittswert average value (IT-Supply)
15a	Für ein optimales BIA muss eine organisatorische Verknüpfung zwischen Business und IT institutionalisiert sein. Z.B. in Form von Crossover Karriereoptionen, Mitarbeiterzielen, Jobrotation o.ä. For an optimized BIA an organizational linkage between Business and IT has to be institutionalized. E.G. in form of crossover career options, aims for employees, job rotation and others	9 22,0%	10 24,4%	12 29,3%	7 17,1%	3 7,3%	2	3,37	3,30	3,39
15b	Dies umzusetzen / einzuhalten ist sehr aufwendig (im Allg.) Very high effort is needed to implement this (in general)	9 23,1%	14 35,9%	10 25,6%	6 15,4%	0 0,0%	4	3,67	3,25	3,77
15c	In meinem Arbeitsumfeld wird dies stark verfolgt / konsequent umgesetzt For my work environment this is implemented consequently	0 0,0%	9 23,7%	12 31,6%	13 34,2%	4 10,5%	5	2,68	2,75	2,67
Efficiency indicator								-0,30	0,05	-0,39
Implementation indicator								0,68	0,55	0,72

Table 17: Dissertation research survey question 15

The ordinal agreement of 3,37 to the effectiveness of an organisational linkage between business and IT and an unspectacular efficiency and implementation shows that this influence factor is not very important.

Question 16:

ID	Einflussfaktoren für ein erfolgreiches Business-IT-Alignment (BIA), also der Ausrichtung der IT an der Unternehmensstrategie Influence factors for a successful Business-IT-Alignment (BIA), i.e. aligning IT to corporate strategy	stimme sehr zu total agreement 5	stimme eher zu I rather agree 4	teils / teils part / partly 3	stimme eher nicht zu I rather don't agree 2	stimme garnicht zu total disagreement 1	keine Angabe no comment 0	Durchschnittswert average value (total)	Durchschnittswert average value (IT-Demand)	Durchschnittswert average value (IT-Supply)
16a	Die Ausrichtung der IT an der Unternehmensstrategie muss als Change Management Projekt verstanden werden, bei dem eine Brücke zwischen den beiden Welten mit Trainings, Team bildenen Maßnahmen o.ä. geschaffen werden muss ----- Aligning IT to corporate strategy must be understood as a change management project, which has to be supported by trainings, team building actions and others	10 23,3%	17 39,5%	9 20,9%	5 11,6%	2 4,7%	0	3,65	3,75	3,61
16b	Dies umzusetzen / einzuhalten ist sehr aufwendig (im Allg.) Very high effort is needed to implement this (in general)	8 20,0%	20 50,0%	10 25,0%	2 5,0%	0 0,0%	3	3,85	3,89	3,84
16c	In meinem Arbeitsumfeld wird dies stark verfolgt / konsequent umgesetzt For my work environment this is implemented consequently	3 7,9%	8 21,1%	13 34,2%	10 26,3%	4 10,5%	5	2,89	2,56	3,00
Efficiency indicator								-0,20	-0,14	-0,23
Implementation indicator								0,76	1,19	0,61

Table 18: Dissertation research survey question 16

Although several comments from users of other questions indicated that BIA often challenged by political barriers, there is no strong agreement that BIA should be considered from a change management point of view. The implementation indicator shows that even though change management is a more business near aspect, IT-Supply sees this factor deeper implemented as IT-Demand does. UserID 41 (IT-Supply, Division Manager IT) might give a reason for this with his comment that implementation of this only makes sense “with half formalised methods within the scope of updating IT-Strategy”.

Question 17:

ID	Einflussfaktoren für ein erfolgreiches Business-IT-Alignment (BIA), also der Ausrichtung der IT an der Unternehmensstrategie Influence factors for a successful Business-IT-Alignment (BIA), i.e. aligning IT to corporate strategy	stimme sehr zu total agreement 5	stimme eher zu I rather agree 4	teils / teils part / partly 3	stimme eher nicht zu I rather don't agree 2	stimme garnicht zu total disagreement 1	keine Angabe no comment 0	Durchschnittswert average value (total)	Durchschnittswert average value (IT-Demand)	Durchschnittswert average value (IT-Supply)
17a	Ein Beratungsauftrag der die IT an der Unternehmensstrategie ausrichten soll, muss in einem iterativen Prozess erfolgen: 1) Bestimmen der strategischen Relevanz der IT im Unternehmen 2) Kerngeschäftsprozesse identifizieren und analysieren wo die IT einen Wertbeitrag leisten / Kosten sparen kann 3) Umsetzen der IT-Vorhaben 4) Messen und Controllen des Wertbeitrags der IT-Vorhaben ----- A consulting approach that wants to align It to corporate strategy, always has to follow an iterative process: 1) Determine strategic relevance of IT in company 2) Identify key business processes and analyse where IT can contribute value / save costs 3) Implement IT-Venture 4) Measure and control the contributed value of the IT-Venture	18	16	4	3	2	0	4,05	3,83	4,13
17b	Dies umzusetzen / einzuhalten ist sehr aufwendig (im Allg.) Very high effort is needed to implement this (in general)	10 25,6%	21 53,8%	7 17,9%	1 2,6%	0 0,0%	4	4,03	3,90	4,07
17a	In meinem Arbeitsumfeld wird dies stark verfolgt / konsequent umgesetzt For my work environment this is implemented consequently	4 10,5%	11 28,9%	11 28,9%	9 23,7%	3 7,9%	5	3,11	2,70	3,25
Efficiency indicator								0,02	-0,07	0,06
Implementation indicator								0,94	1,13	0,88

Table 19: Dissertation research survey question 17

On average the survey participants rather agree with this process of a possible consulting approach, but express that the effect can be achieved with a suitable effort but it is not one that is easily realised according to the Pareto Principle. Within this the neglect (red implementation indicator) might be founded. UserID 22 (IT-Supply, Corporate IT Strategy & Portfolio Manager) notes that the process of the consulting approach has to be adapted to the circumstances of the consulting environment *“This process is rather suitable for small companies with a low IT maturity”*.

Question 18:

ID	Einflussfaktoren für ein erfolgreiches Business-IT-Alignment (BIA), also der Ausrichtung der IT an der Unternehmensstrategie Influence factors for a successful Business-IT-Alignment (BIA), i.e. aligning IT to corporate strategy	stimme sehr zu total agreement 5	stimme eher zu I rather agree 4	teils / teils part / partly 3	stimme eher nicht zu I rather don't agree 2	stimme garnicht zu total disagreement 1	keine Angabe no comment 0	Durchschnittswert average value (total)	Durchschnittswert average value (IT-Demand)	Durchschnittswert average value (IT-Supply)
18a	Für einen Wertbeitrag der IT an der Unternehmensstrategie ist es ausreichend, wenn die IT sich darauf beschränkt die Anforderungen der Fachseite technisch in time/budget/quality umzusetzen ----- For an according value proposition of IT to corporate strategy it is sufficient when IT concentrates on implementing the given requirements of business in time/budget/quality	2	3	8	13	16	0	2,10	2,33	2,00
		4,8%	7,1%	19,0%	31,0%	38,1%				
18b	Dies umzusetzen / einzuhalten ist sehr aufwendig (im Allg.) Very high effort is needed to implement this (in general)	3	3	18	6	6	6	2,75	3,56	2,48
		8,3%	8,3%	50,0%	16,7%	16,7%				
18c	In meinem Arbeitsumfeld wird dies stark verfolgt / konsequent umgesetzt For my work environment this is implemented consequently	3	7	15	7	4	6	2,94	2,90	2,96
		8,3%	19,4%	41,7%	19,4%	11,1%				
Efficiency indicator								-0,65	-1,22	-0,48
Implementation indicator								-0,85	-0,57	-0,96

Table 20: Dissertation research survey question 18

The aim of this question was to provoke the discussion about the strategic relevance of IT as raised by Nicholas G. Carr with his Harvard Business Review article "IT Doesn't Matter".⁵⁰ The average shows disagreement with the notion that IT should only be an efficient service provider. IT-Demand sees a much higher effort to adhere to this than IT-Supply does. UserID 21 (IT-Supply, head of competence area "Innovation through IT") sees smoother lines between demand and supply and their according responsibilities: *"The answer to this question is dependant on how good and detailed IT-Demand aligns its requirements by itself to corporate strategy. Furthermore the impact of IT has to be deduced out of corporate strategy, if the result is efficiency driven IT, such a reduction would be supposable. However an effective driven IT has to operate proactive."*

⁵⁰ Carr, N.: "IT Doesn't Matter", Harvard Business Review Article 2003

Question 19:

ID	Einflussfaktoren für ein erfolgreiches Business-IT-Alignment (BIA), also der Ausrichtung der IT an der Unternehmensstrategie Influence factors for a successful Business-IT-Alignment (BIA), i.e. aligning IT to corporate strategy	stimme sehr zu total agreement 5	stimme eher zu I rather agree 4	teils / teils part / partly 3	stimme eher nicht zu I rather don't agree 2	stimme garnicht zu total disagreement 1	keine Angabe no comment 0	Durchschnittswert average value (total)	Durchschnittswert average value (IT-Demand)	Durchschnittswert average value (IT-Supply)
19a	Mit SLAs steht eine probate Methode zur Verfügung welche sicherstellt, dass die IT den Anforderungen der Fachseite gerecht wird SLAs are a good method that ensure that IT satisfies requirements of IT-demand	5	11	12	8	3	2	3,18	3,00	3,23
		12,8%	28,2%	30,8%	20,5%	7,7%				
19b	Dies umzusetzen / einzuhalten ist sehr aufwendig (im Allg.) Very high effort is needed to implement this (in general)	6	13	16	2	0	4	3,62	3,63	3,62
		16,2%	35,1%	43,2%	5,4%	0,0%				
19c	In meinem Arbeitsumfeld wird dies stark verfolgt / konsequent umgesetzt For my work environment this is implemented consequently	6	11	13	5	1	5	3,44	3,14	3,52
		16,7%	30,6%	36,1%	13,9%	2,8%				
Efficiency indicator								-0,44	-0,63	-0,39
Implementation indicator								-0,26	-0,14	-0,28

Table 21: Dissertation research survey question 19

IT-Demand and IT-Supply seem to be similar in the supposition that SLAs are not the best method to ensure that IT satisfies the requirements of IT-Demand. Also, the efficiency and implementation indicators do not display a strong amplitude which might be founded in the point that SLAs are a method that are used in the RUN phase of IT-Ventures. The RUN Phase already has a high maturity and standardisation compared to other process steps that are closer to the customer. UserID 21 (IT-Supply, head of competence area "Innovation through IT") asserts that "SLAs are a necessity, but alone are not a sufficient aspect. SLAs do not help to align IT to the requirements but they support in the form of transparency". UserID 39 (IT-Supply, IT-Consultant) supports this statement with the point that "SLAs are not sufficient for this and press IT too strongly to a reactive role".

The dilemma with SLAs in this context is summarised by UserID 22 (IT-Supply, Corporate IT Strategy & Portfolio Manager) by arguing that "SLAs are easy, good SLAs that support the flexibility demand of business and are not technical orientated, are endlessly difficult"

Question 20

ID	Einflussfaktoren für ein erfolgreiches Business-IT-Alignment (BIA), also der Ausrichtung der IT an der Unternehmensstrategie Influence factors for a successful Business-IT-Alignment (BIA), i.e. aligning IT to corporate strategy	stimme sehr zu total agreement 5	stimme eher zu I rather agree 4	teils / teils part / partly 3	stimme eher nicht zu I rather don't agree 2	stimme garnicht zu total disagreement 1	keine Angabe no comment 0	Durchschnittswert average value (total)	Durchschnittswert average value (IT-Demand)	Durchschnittswert average value (IT-Supply)
20a	IT-Vorhaben die aus Business-Sicht getrieben sind unterstützen das BIA besser als Vorhaben die aus IT-Sicht getrieben sind ----- IT-Ventures that are driven by a business perspective support BIA better than ventures that are driven from a IT-perspective	17 41,5%	11 26,8%	11 26,8%	2 4,9%	0 0,0%	0	4,05	3,91	4,10
20b	Dies umzusetzen / einzuhalten ist sehr aufwendig (im Allg.) Very high effort is needed to implement this (in general)	3 8,1%	9 24,3%	18 48,6%	6 16,2%	1 2,7%	4	3,19	2,89	3,29
20c	In meinem Arbeitsumfeld wird dies stark verfolgt / konsequent umgesetzt For my work environment this is implemented consequently	8 22,9%	10 28,6%	15 42,9%	2 5,7%	0 0,0%	6	3,69	3,75	3,67
Efficiency indicator								0,86	1,02	0,81
Implementation indicator								0,36	0,16	0,43

Table 22: Dissertation research survey question 20

IT-Demand as well as IT-Supply participants of the survey rather agreed that IT-Ventures that are driven by a business perspective support BIA more effectively than when driven from an IT perspective. As the effort for implementing this is not as high in relation to its effect, the participants strongly convert this in their working environment. UserID 10 (IT-Supply, IT Manager Japan & Hong Kong) meets the concerns that there are no unmistakable problems that might emerge with such an approach. *“Business know-how can not replace technical know-how. The business side often tries to enforce their own ideas (often low graded from a technical point of view)”*.

Question 21:

ID	Einflussfaktoren für ein erfolgreiches Business-IT-Alignment (BIA), also der Ausrichtung der IT an der Unternehmensstrategie Influence factors for a successful Business-IT-Alignment (BIA), i.e. aligning IT to corporate strategy	stimme sehr zu total agreement 5	stimme eher zu I rather agree 4	teils / teils part / partly 3	stimme eher nicht zu I rather don't agree 2	stimme garnicht zu total disagreement 1	keine Angabe no comment 0	Durchschnittswert average value (total)	Durchschnittswert average value (IT-Demand)	Durchschnittswert average value (IT-Supply)
21a	Für eine Ausrichtung der IT an der Unternehmensstrategie ist ein weitaus größeres Augenmerk auf die zwischenmenschliche Kommunikation als auf die technischen Problemstellungen zu legen ----- To align IT to corporate strategy it is much more important to focus on the interpersonal communication than on technical challenges	13 32,5%	12 30,0%	11 27,5%	4 10,0%	0 0,0%	1	3,85	3,60	3,93
21b	Dies umzusetzen / einzuhalten ist sehr aufwendig (im Allg.) Very high effort is needed to implement this (in general)	11 28,9%	11 28,9%	9 23,7%	7 18,4%	0 0,0%	3	3,68	3,63	3,70
21c	In meinem Arbeitsumfeld wird dies stark verfolgt / konsequent umgesetzt For my work environment this is implemented consequently	5 13,2%	8 21,1%	17 44,7%	6 15,8%	2 5,3%	3	3,21	3,33	3,17
Efficiency indicator								0,17	-0,02	0,23
Implementation indicator								0,64	0,27	0,76

Table 23: Dissertation research survey question 21

On average, all participants have a slight tendency to agree that in order to align IT to corporate strategy, it is much more important to focus on the interpersonal communication than on technical challenges. It is interesting to see that IT-Supply has a stronger agreement to this but states a weaker implementation than IT-Demand. IT professionals are known for being less communicative and prefer to work separately compared to business people. UserID 10 identifies an argument why it could be helpful to concentrate communication on a specific subgroup, *“too much communication is not reasonable because it feeds doubters which might lead to a blockade. Only top management on the business side should be involved”*.

It seems that Jerry Luftman gave communication in the context of BIA a stronger relevance when he identified communication as one of the six alignment maturity criteria.⁵¹

⁵¹ Cp. Chapter 2.4.3 Assessing Business-IT-Alignment by Luftman

Question 22:

ID	Einflussfaktoren für ein erfolgreiches Business-IT-Alignment (BIA), also der Ausrichtung der IT an der Unternehmensstrategie Influence factors for a successful Business-IT-Alignment (BIA), i.e. aligning IT to corporate strategy	stimme sehr zu total agreement 5	stimme eher zu I rather agree 4	teils / teils part / partly 3	stimme eher nicht zu I rather don't agree 2	stimme garnicht zu total disagreement 1	keine Angabe no comment 0	Durchschnittswert average value (total)	Durchschnittswert average value (IT-Demand)	Durchschnittswert average value (IT-Supply)
22a	Nur wenn Anforderungen an die IT konsequent aus den Kerngeschäftsprozessen abgeleitet werden ist sicher gestellt, dass das IT-Vorhaben die Unternehmensstrategie unterstützt Only when IT requirements are consequently derived from key business processes, it can be assured that IT-Ventures support corporate strategy	11 28,2%	17 43,6%	4 10,3%	5 12,8%	2 5,1%	1	3,77	4,10	3,66
22b	Dies umzusetzen / einzuhalten ist sehr aufwendig (im Allg.) Very high effort is needed to implement this (in general)	5 14,3%	12 34,3%	13 37,1%	5 14,3%	0 0,0%	5	3,49	3,38	3,52
22c	In meinem Arbeitsumfeld wird dies stark verfolgt / konsequent umgesetzt For my work environment this is implemented consequently	3 9,1%	12 36,4%	11 33,3%	7 21,2%	0 0,0%	7	3,33	3,14	3,38
Efficiency indicator								0,28	0,73	0,14
Implementation indicator								0,44	0,96	0,27

Table 24: Dissertation research survey question 22

There is a tendency of agreement that IT requirements should be consequently derived from key business processes. IT-Demand sees a stronger effect in this but in comparison is not implementing this consequently. This is intensified by the point that IT-Demand describes the effort for implementing it lower in relation, which is reflected in the efficiency indicator (green) and the implementation indicator (red).

That this question also has to be considered from different points of view is mirrored in the comments of UserID 10 *“This leads to a tunnel vision and new ideas and strategies will not be detected”* and UserID 22 *“this might be true for the IT-Architecture but not for strategy! But why only consider business key processes? Management and support processes have a comparable potential!”*

UserID 27 senses the limitation that *“key business processes are often not aligned to corporate strategy. Therefore the simple derivation can not guarantee a target-orientated support.”*

Question 23:

ID	Einflussfaktoren für ein erfolgreiches Business-IT-Alignment (BIA), also der Ausrichtung der IT an der Unternehmensstrategie Influence factors for a successful Business-IT-Alignment (BIA), i.e. aligning IT to corporate strategy	stimme sehr zu total agreement 5	stimme eher zu I rather agree 4	teils / teils part / partly 3	stimme eher nicht zu I rather don't agree 2	stimme garnicht zu total disagreement 1	keine Angabe no comment 0	Durchschnittswert average value (total)	Durchschnittswert average value (IT-Demand)	Durchschnittswert average value (IT-Supply)
23a	Wenn ein Vertrauensverhältnis zwischen Fachseite und IT besteht, erzielt ein agiler Ansatz mit management by objectives meist bessere Ergebnisse als IT-Vorhaben, die nach einem "starren" Prozessmodell durchgeführt werden ----- Under the prerequisite of mutual trust between IT-Demand and IT-Supply, an agile approach with management by objectives achieves better results than IT-Ventures that are realised with a "ridged" process framework	15 38,5%	14 35,9%	8 20,5%	2 5,1%	0 0,0%	2	4,08	4,50	3,93
23b	Dies umzusetzen / einzuhalten ist sehr aufwendig (im Allg.) Very high effort is needed to implement this (in general)	2 5,7%	13 37,1%	8 22,9%	11 31,4%	1 2,9%	6	3,11	3,38	3,04
23c	In meinem Arbeitsumfeld wird dies stark verfolgt / konsequent umgesetzt For my work environment this is implemented consequently	3 8,1%	11 29,7%	15 40,5%	7 18,9%	1 2,7%	4	3,22	3,50	3,14
Efficiency indicator								0,96	1,13	0,89
Implementation indicator								0,86	1,00	0,79

Table 25: Dissertation research survey question 23

On average the participants agree that under the prerequisite of mutual trust between IT-Demand and IT-Supply, an agile approach with management by objectives achieves better results than process orientated approaches. These two factors are not mandatory disjoined as UserID 8 remarks *“these two factors do not exclude each other”*. The efficiency and implementation indicator show that this approach is not regarded very much although it could be implemented quite efficiently.

Question 24:

ID	Einflussfaktoren für ein erfolgreiches Business-IT-Alignment (BIA), also der Ausrichtung der IT an der Unternehmensstrategie Influence factors for a successful Business-IT-Alignment (BIA), i.e. aligning IT to corporate strategy	stimme sehr zu total agreement 5	stimme eher zu I rather agree 4	teils / teils part / partly 3	stimme eher nicht zu I rather don't agree 2	stimme garnicht zu total disagreement 1	keine Angabe no comment 0	Durchschnittswert average value (total)	Durchschnittswert average value (IT-Demand)	Durchschnittswert average value (IT-Supply)
24a	Modelle und Methoden wie ITIL, CMMI, CobiT, Six Sigma, SOA usw. helfen die IT an der Unternehmensstrategie auszurichten ----- Models and methods as ITIL, CMMI, CobiT, Six Sigma and others are useful to align IT to corporate strategy	7 19,4%	12 33,3%	10 27,8%	4 11,1%	3 8,3%	4	3,44	3,14	3,52
24b	Dies umzusetzen / einzuhalten ist sehr aufwendig (im Allg.) Very high effort is needed to implement this (in general)	13 37,1%	15 42,9%	6 17,1%	1 2,9%	0 0,0%	5	4,14	3,67	4,24
24c	In meinem Arbeitsumfeld wird dies stark verfolgt / konsequent umgesetzt For my work environment this is implemented consequently	3 8,8%	8 23,5%	16 47,1%	5 14,7%	2 5,9%	6	3,15	3,17	3,14
Efficiency indicator								-0,70	-0,52	-0,72
Implementation indicator								0,30	-0,02	0,37

Table 26: Dissertation research survey question 24

The implementation indicator shows that these models and methods are already quite broad in relation to their effectiveness. IT-Supply rates the effort of implementing such models and methods higher than IT-Demand which might be justified in the fact that mentioned have a stronger technical reference. Due to this UserID 10 maintains *“ITIL etc. are reasonable for the RUN area, but it has to be considered how innovation can be gathered outside these frameworks”*.

Question 25:

ID	Einflussfaktoren für ein erfolgreiches Business-IT-Alignment (BIA), also der Ausrichtung der IT an der Unternehmensstrategie Influence factors for a successful Business-IT-Alignment (BIA), i.e. aligning IT to corporate strategy	stimme sehr zu total agreement 5	stimme eher zu I rather agree 4	teils / teils part / partly 3	stimme eher nicht zu I rather don't agree 2	stimme garnicht zu total disagreement 1	keine Angabe no comment 0	Durchschnittswert average value (total)	Durchschnittswert average value (IT-Demand)	Durchschnittswert average value (IT-Supply)
25a	Es ist sinnvoll im Umfeld von IT-Vorhaben nach dem Paretoprinzip (80/20-Regel) zu handeln ----- It makes sense to act by the Pareto principal (80/20-rule) in the environment of IT-Ventures	16 42,1%	15 39,5%	4 10,5%	2 5,3%	1 2,6%	3	4,13	4,00	4,17
25b	Dies umzusetzen / einzuhalten ist sehr aufwendig (im Allg.) Very high effort is needed to implement this (in general)	1 3,0%	6 18,2%	10 30,3%	16 48,5%	0 0,0%	8	2,76	2,86	2,73
25c	In meinem Arbeitsumfeld wird dies stark verfolgt / konsequent umgesetzt For my work environment this is implemented consequently	6 18,2%	11 33,3%	11 33,3%	4 12,1%	1 3,0%	8	3,52	3,43	3,54
Efficiency indicator								1,37	1,14	1,44
Implementation indicator								0,62	0,57	0,63

Table 27: Dissertation research survey question 25

A strong agreement that the Pareto Principle is useful for IT-Ventures can be seen for the average of all participants. IT-Demand and IT-Supply agree that the effort to follow the 80/20 rule is not too high. This might be the reason why it is already implemented quite consequently; although in relation to its effectiveness, it could be implemented even stronger. Not holding to the Pareto Principle might lead to unnecessary costs as UserID 10 describes *“over-engineering and design is a German sickness. Partly the mass of functionality in design results in expensive failures.”*

3.3 Summary of the findings

The findings can be summarised suitable with the final comment of UserID 30:

“The questions reflect [...] the main control lever for the development and anchorage of an IT-Strategy and alignment. There is a need to make the contributed value of IT transparent to business and to anchor this in senior management. With this, a value system and communication play a major role. Instruments for continuity and constancy are available.” The importance of softer facts as communication and transparency is also underlined by UserID 29 (IT-Demand, Consultant): *“One of the main success factors for BIA-Ventures is that coherence becomes obvious and transparent to the different stakeholders of a company.”*

But the findings also show that the discussion if IT matters⁵² still transpires. The point that some people see IT as a tool and some see it as a strategically relevant part of business is underlined by the final comment of UserID 10 (IT-Supply, IT-Manager Japan & Hong Kong): *“German companies see IT as a negative necessity, with an accordingly low status. Innovative companies like Wal-Mart, Dell and Google distinguish themselves, because they think outside the box and realised that IT is a competitive advantage. I suggest implementing IT as a new dimension into the 5 forces model of Porter. Furthermore, the problems concerning a consulting approach are as often the implementation phase and internal barriers against changes.”*

⁵² Carr, N.: “IT Doesn't Matter”, Harvard Business Review Article 2003