



La nouvelle référence
La Business School de la première Université de France

Alignement stratégique: modèles et utilités managériales

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Agenda

- Présentation
- Pourquoi s'intéresser à l'alignement?
- Utilité managériale?
- Utilité conceptuelle?
- Exemples de recherche
- Problèmes majeurs

Origine du concept

- Chandler?
- Porter ?
- Venkatraman?
- Présence en dehors de la stratégie et des SI (concept de Bundles en RH)

SOURCES

- L'entreprise compétitive au futur, technologie de l'information et transformation de l'organisation, Michael S. Scott MORTON, Editions d'organisation, 1995, chapitre 5 Venkatraman N.
- Comportement stratégique, choix et gestion des systèmes d'information: contribution à la performance, A.M. CROTEAU, F. BERGERON, L. RAYMOND, SIM, N° 4, vol 6, 2001.
- Strategic alignment: leveraging information technology for transforming organizations, J.C. Henderson, H Venkatraman, IBM systems journal, 1999.

Composants du S.A.M.

Henderson, Venkatraman, 1999

- La problématique de l'AS implique, ***au minimum***, 4 domaines
 - Stratégie commerciale (d'affaires)
 - Infrastructure et processus de l'entreprise
 - Stratégie des TI
 - Infrastructure et processus des SI
- D'autres domaines pourraient être intégrés; ex: culture d'entreprise

Stratégie commerciale, d'affaires

- Positionnement de la firme sur le segment produit-marché
 - Domaine de l'entreprise couples P/M
 - Compétences distinctives
 - Structuration du secteur, nature des relations de coopération, alliances stratégiques

Infrastructure et processus de l'entreprise

- Configuration interne servant appui aux positions de marché
 - Infrastructure administrative: structure d'organisation, rôles et responsabilités, relations de subordination
 - Processus: procédés, méthodes de mise en œuvre de la stratégie
 - Compétences clés

Stratégie de TI

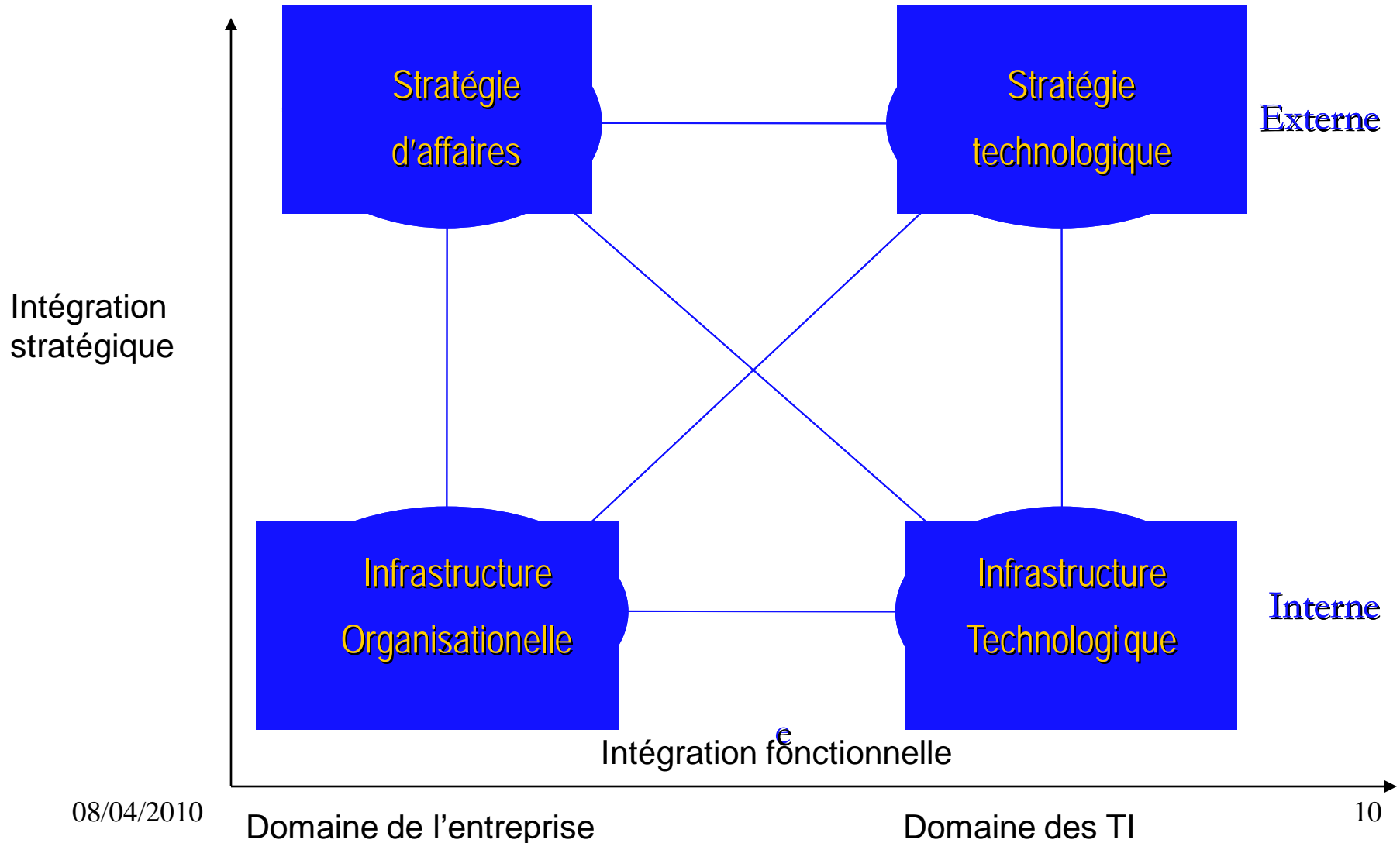
- Positionnement de la firme sur le marché des TI
 - Domaines des TI: éventail des possibilités de l'organisation en matière de TI comme par ex. traitement de l'image, réseaux monétiques, passerelles électroniques, intranet, extranet..)
 - Compétences distinctives: rapport coût/performance, fiabilité, sécurité
 - Pilotage des TI, nature de coopérations dans le domaine des TI , alliances

Infrastructure et processus des SI

- Dispositions internes qui déterminent l'infrastructure des données, des applications et de la technologie dont on a besoin pour fournir les produits et services informatiques
 - Infrastructure des applications: configuration matériel, logiciel,
 - Processus, conception et développement des systèmes
 - Compétences au sein de la fonction informatique pour mettre en œuvre la stratégie SI

Modèle d'alignement stratégique

Henderson et Venkatraman, 1993



IT Alignment

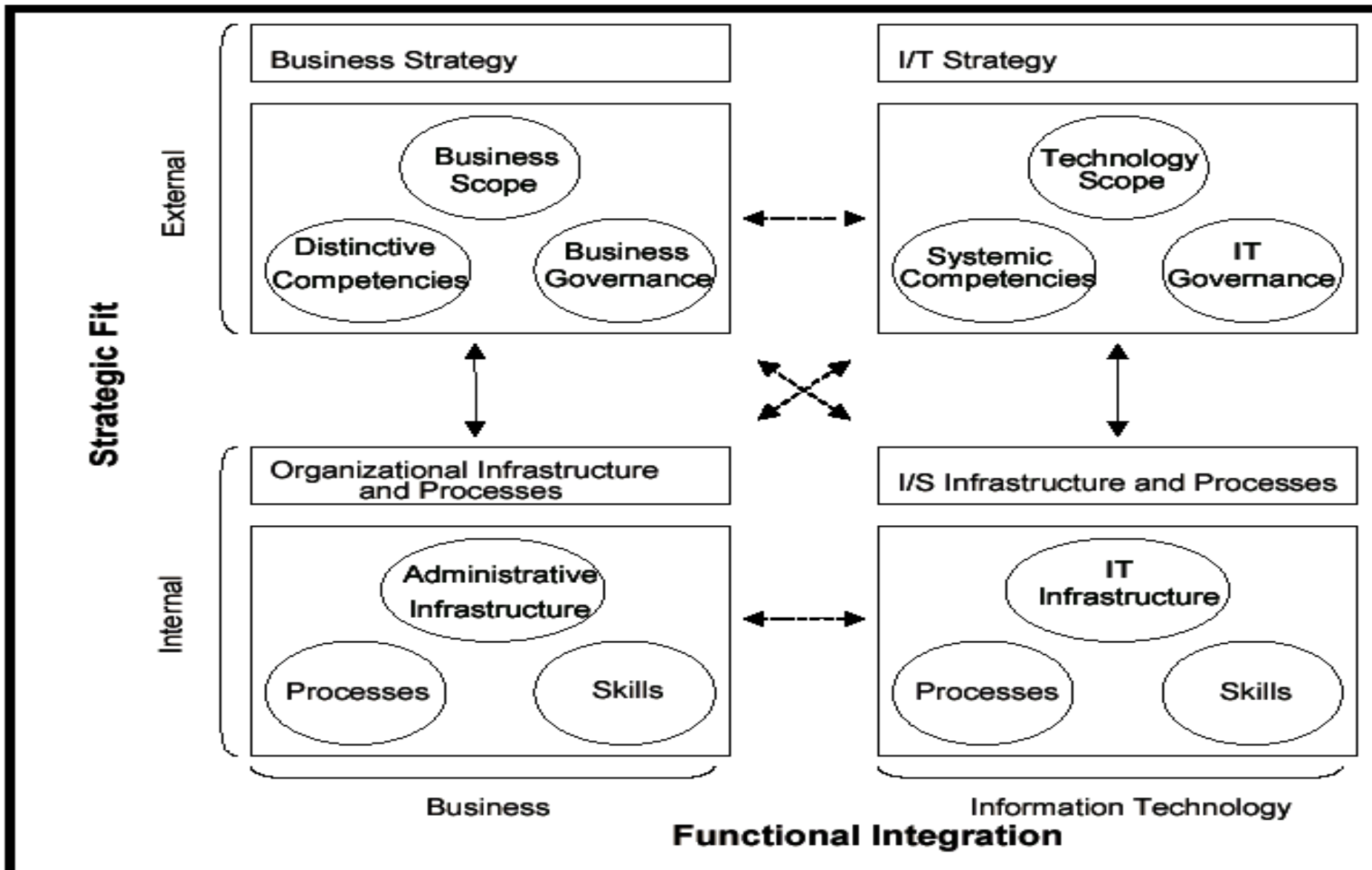


Figure 6. Strategic Alignment Model (Adapted from Henderson and Venkatraman 1993)

The Dynamics of Alignment: Insights from a Punctuated Equilibrium Model

Rajiv Sabherwal • Rudy Hirschheim • Tim Goles

ORGANIZATION SCIENCE, © 2001 INFORMS
Vol. 12, No. 2, March–April 2001, pp. 179–197

citation

Changes in the strategic IS management profile (which includes business strategy, IS strategy, business structure, and IS structure) over time are examined using a punctuated equilibrium model, involving long periods of relative stability, or evolutionary change, interrupted by short periods of quick and extensive, or revolutionary, change. Case studies of changes in business and IS strategies and structure over long time periods in three organizations suggest that the punctuated equilibrium model provides a valuable perspective for viewing these dynamics.

Table 1 Theory-Based Ideal Alignment Patterns

Type of Alignment		Dimension 1	Dimension 2	Supporting References
Business Alignment		Business Strategy	Business Structure	
	#1	Defender	Mechanistic, Centralized	Miles et al. 1978, Miles and Snow 1978, 1996; Jelinek and Schoonhoven 1990; Das et al. 1991.
	#2	Analyzer	Mechanistic, Centralized Semistructured,	
	#3	Prospector	Hybrid Organic, Decentralized	
Strategic Alignment		Business Strategy	IS Strategy^a	
	#1	Defender	Low Cost	Camillus and Lederer 1985, Segev 1989.
	#2	Analyzer	Low Cost AND Differentiation/Growth/ Alliance/Innovation	
	#3	Prospector	Differentiation/Growth/Alliance/Innovation	
Structural Alignment		Business Structure	IS Structure	
	#1	Mechanistic, Centralized	Centralized	Ein-Dor and Segev 1982, Jelinek and Schoonhoven 1990, Brown 1997.
	#2	Semistructured, Hybrid	Shared	
	#3	Organic, Decentralized	Decentralized	
IS Alignment		IS Structure	IS Strategy	
	#1	Centralized	Low Cost, Nonstrategic ^b	Camillus and Lederer 1985, Jelinek and Schoonhoven 1990, Brown 1997.
	#2	Shared	Low Cost AND Differentiation/Growth/ Alliance/Innovation	
	#3	Decentralized	Differentiation/Growth/Alliance/Innovation	
Cross-Dimensional Alignment 1		Business Structure	IS Strategy^c	
	#1	Mechanistic, Centralized	Low Cost	Camillus and Lederer 1985, Brown 1997, Brown and Magill 1998.
	#2	Semistructured, Hybrid	Low Cost AND Differentiation/Growth/ Alliance/Innovation	
	#3	Organic, Decentralized	Differentiation/Growth/Alliance/Innovation	
Cross-Dimensional Alignment 2		Business Strategy	IS Structure	
	#1	Defender	Centralized	Camillus and Lederer 1985, Tavakolian 1989, Das et al. 1991.
	#2	Analyzer	Shared	
	#3	Prospector	Decentralized	

^a“Nonstrategic” IS would have LOW alignment with any of the three business strategies.

^bThe relationship of nonstrategic IS with centralized IS structure is based specifically on Brown and Magill (1998).

^c“Nonstrategic” IS would have LOW alignment with any of the three business structures.

Figure 1 Strategic Information Systems Management Profile

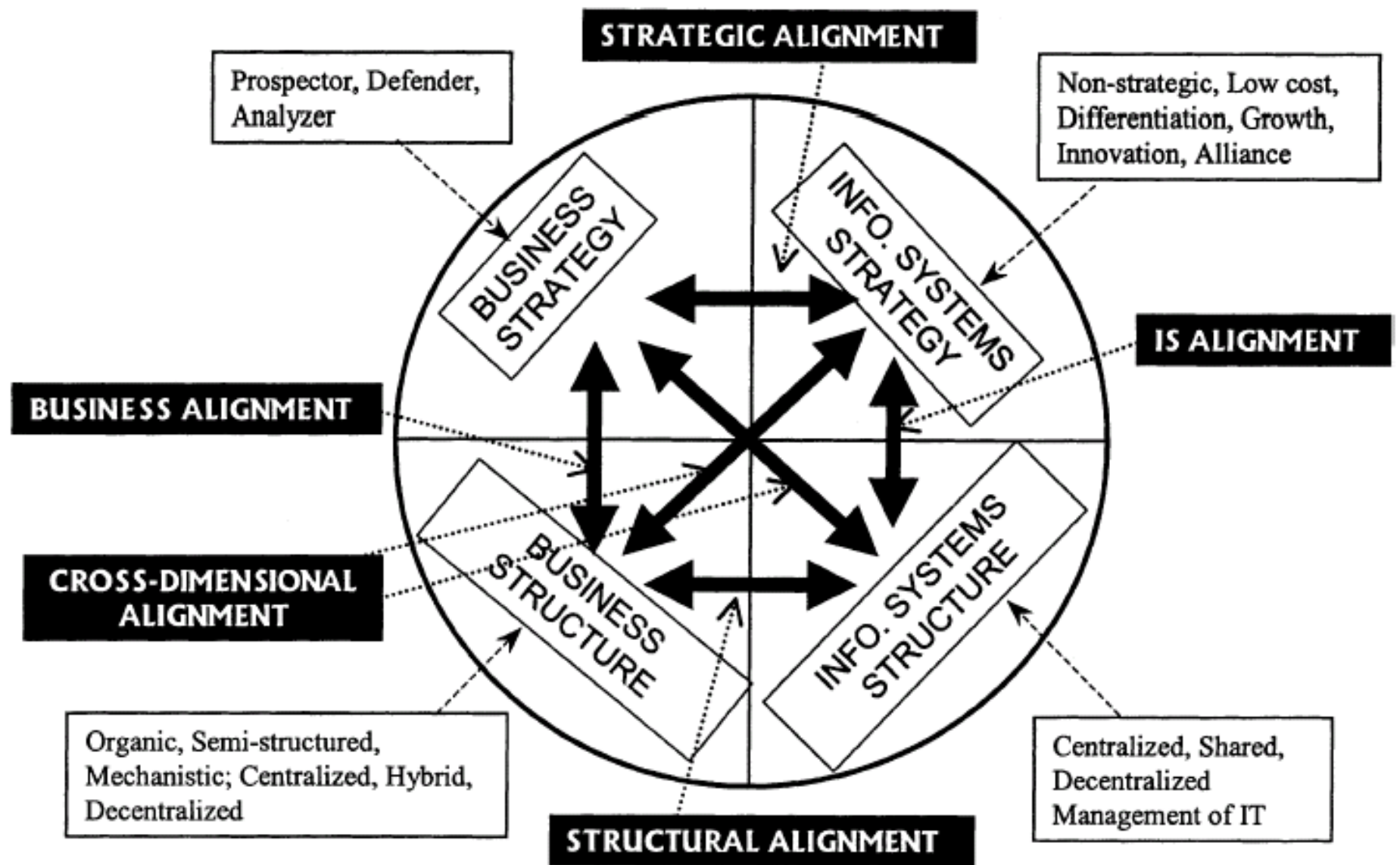


Figure 2 Evolutionary and Revolutionary Periods at LEASE

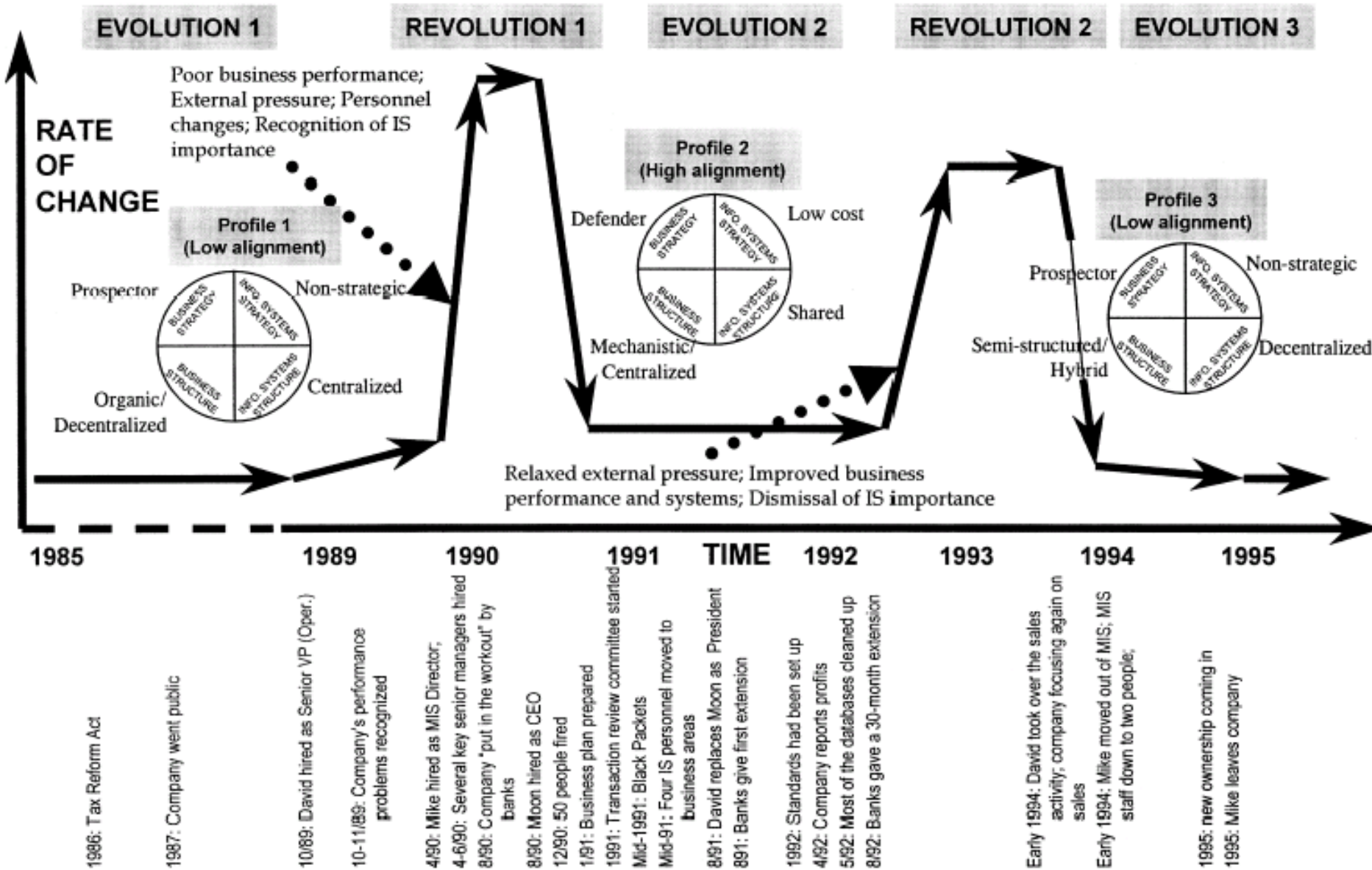


Figure 3 Evolutionary and Revolutionary Periods at DIVFIN

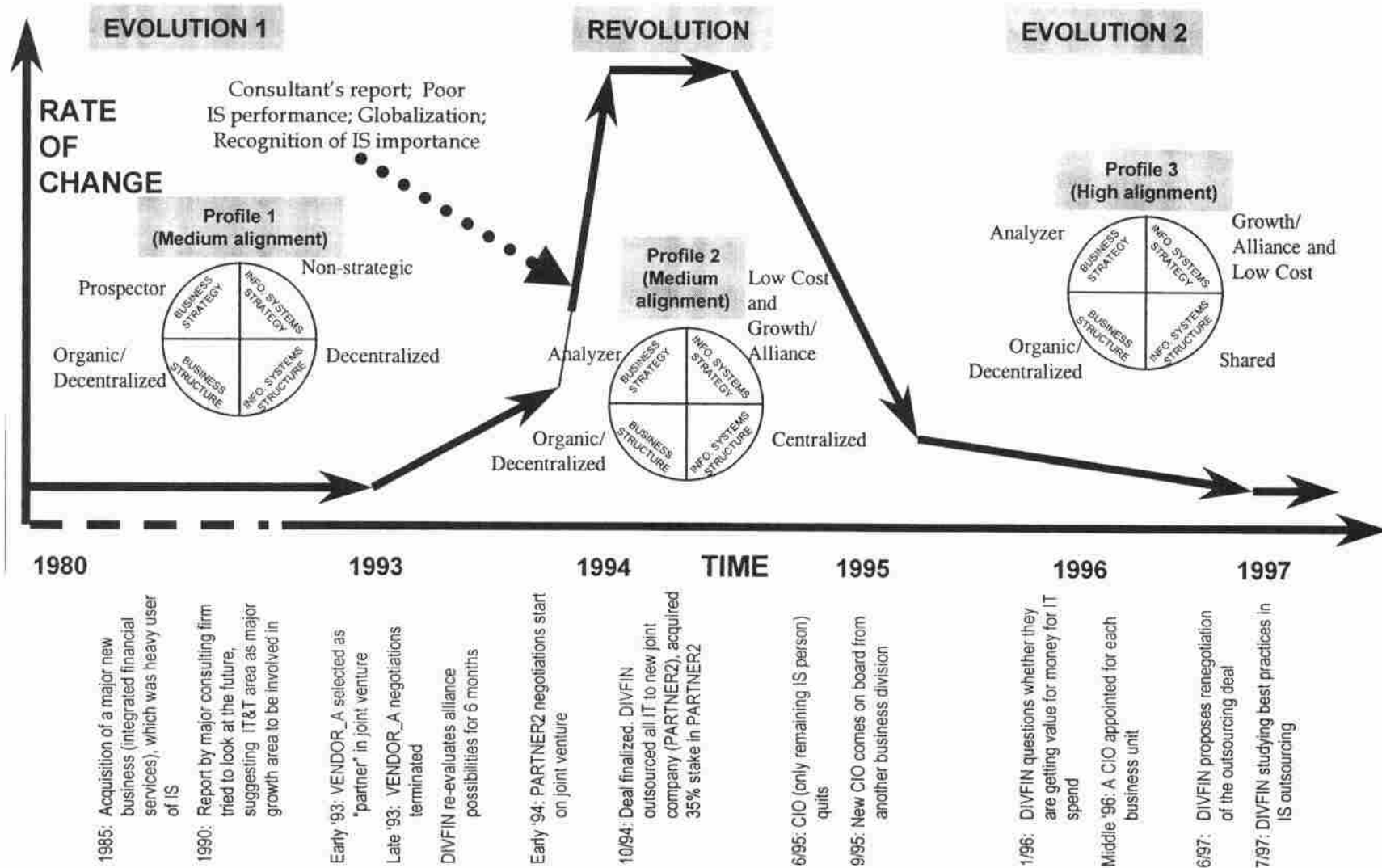
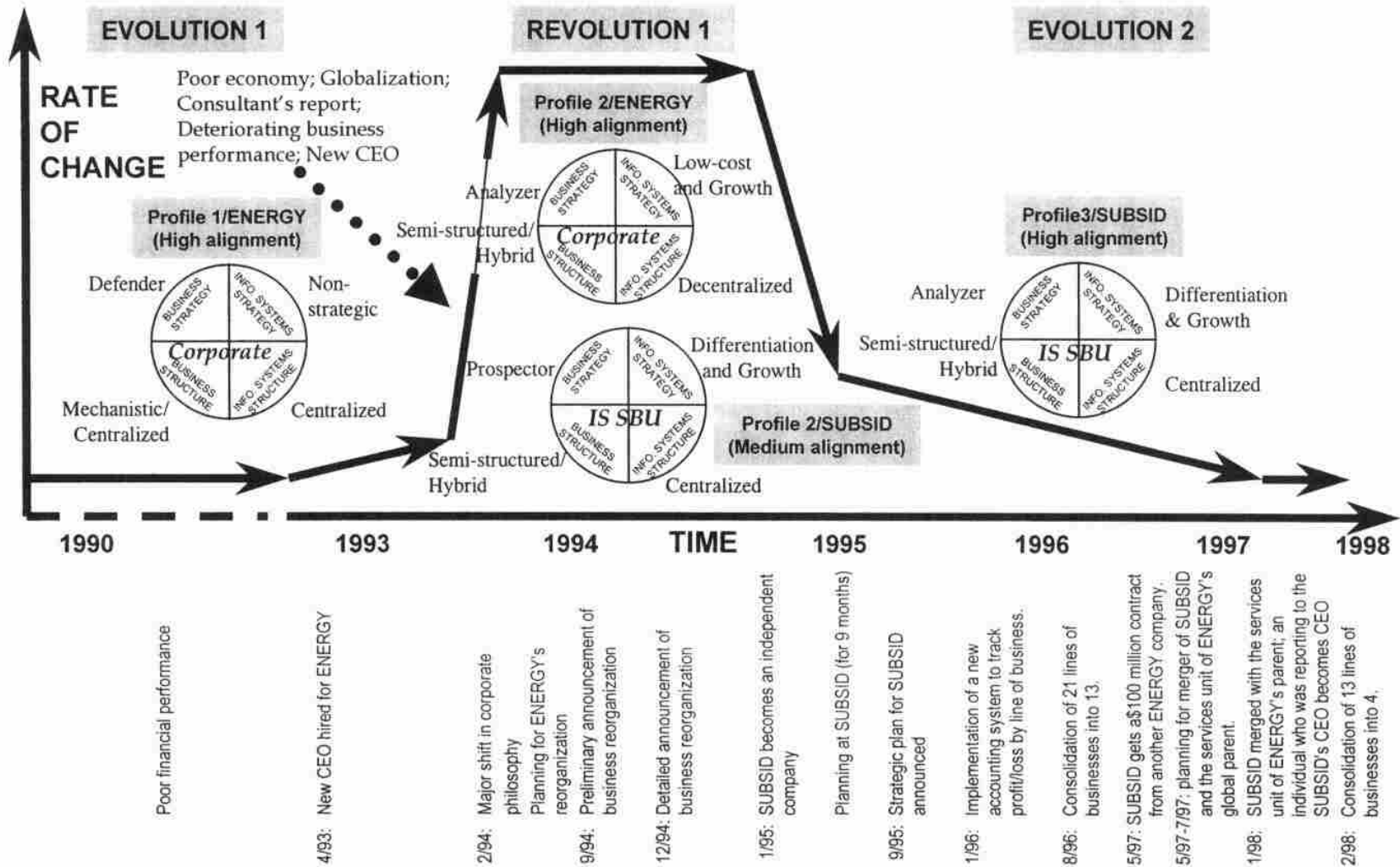


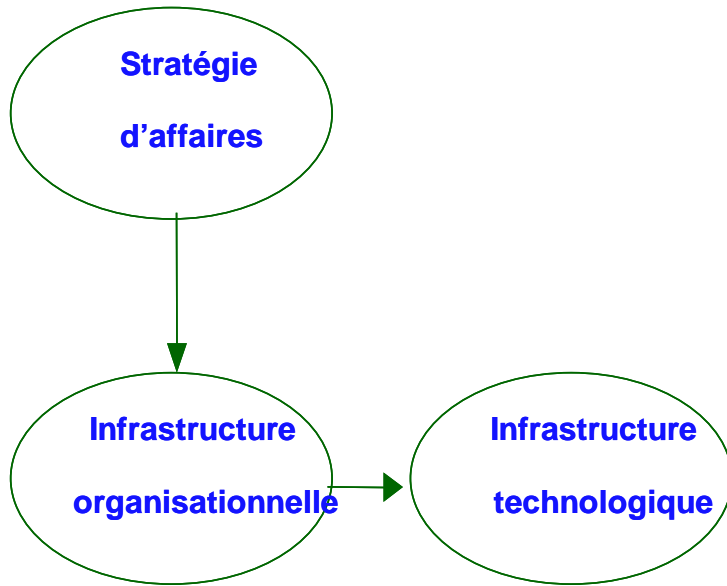
Figure 4 Evolutionary and Revolutionary Periods at ENERGY



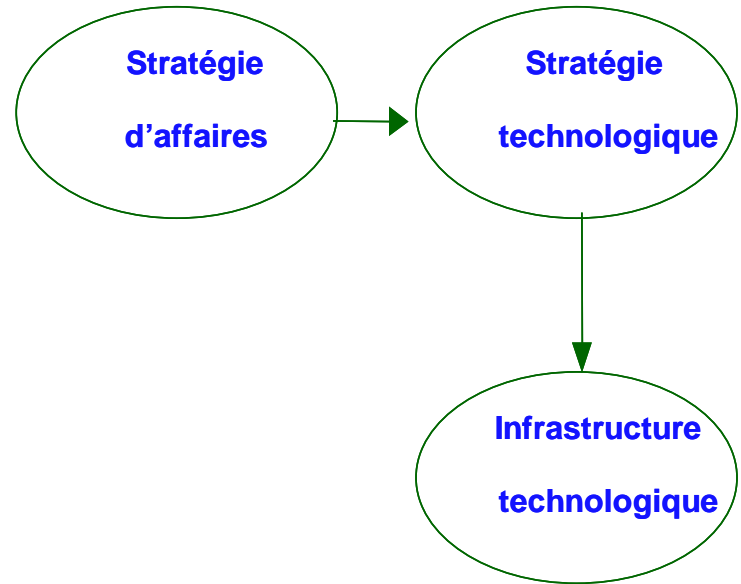
4 formes de co-alignement

- Potentiel concurrentiel
- Potentiel technologique
- Valeur pour l'entreprise
- Niveau de service

Perspectives déterminées par la stratégie d'affaires

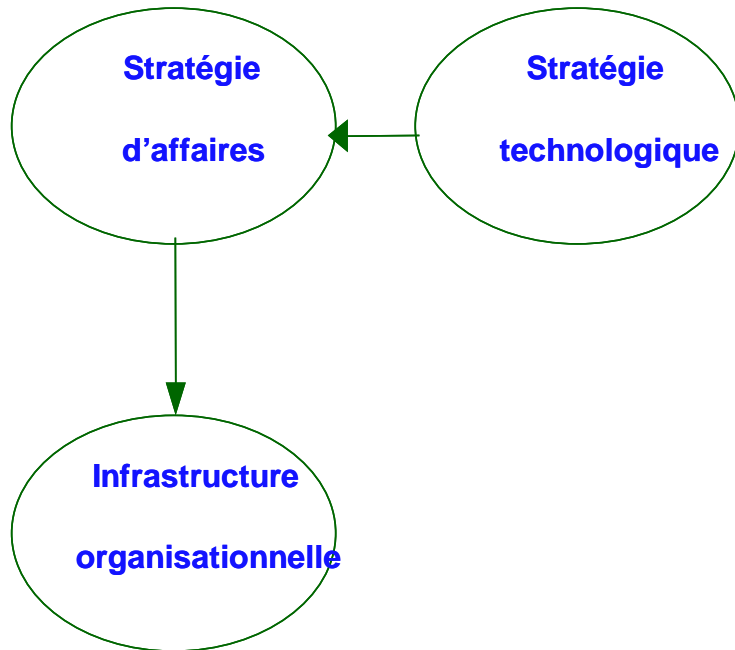


(1) Exécution de la stratégie

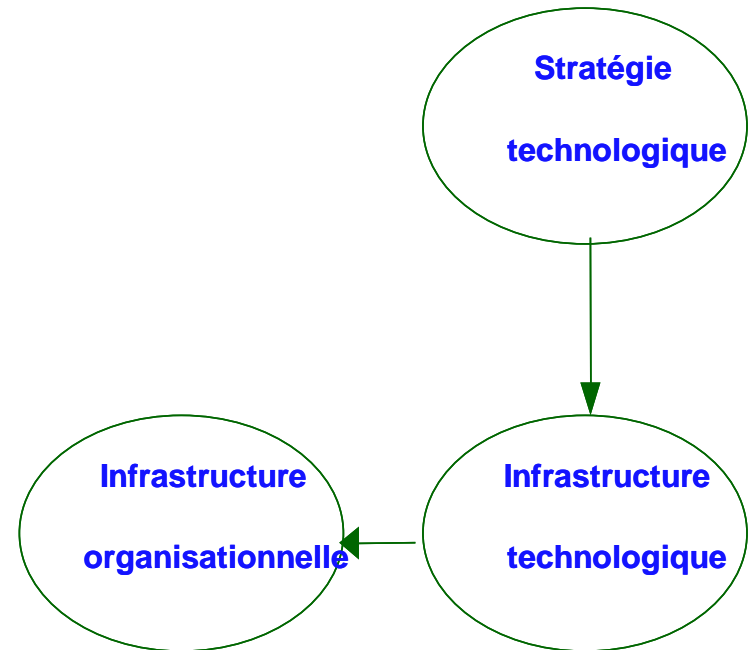


(2) Transformation technologique

Perspectives déterminées par la stratégie technologique



(3) Potentiel concurrentiel des TI

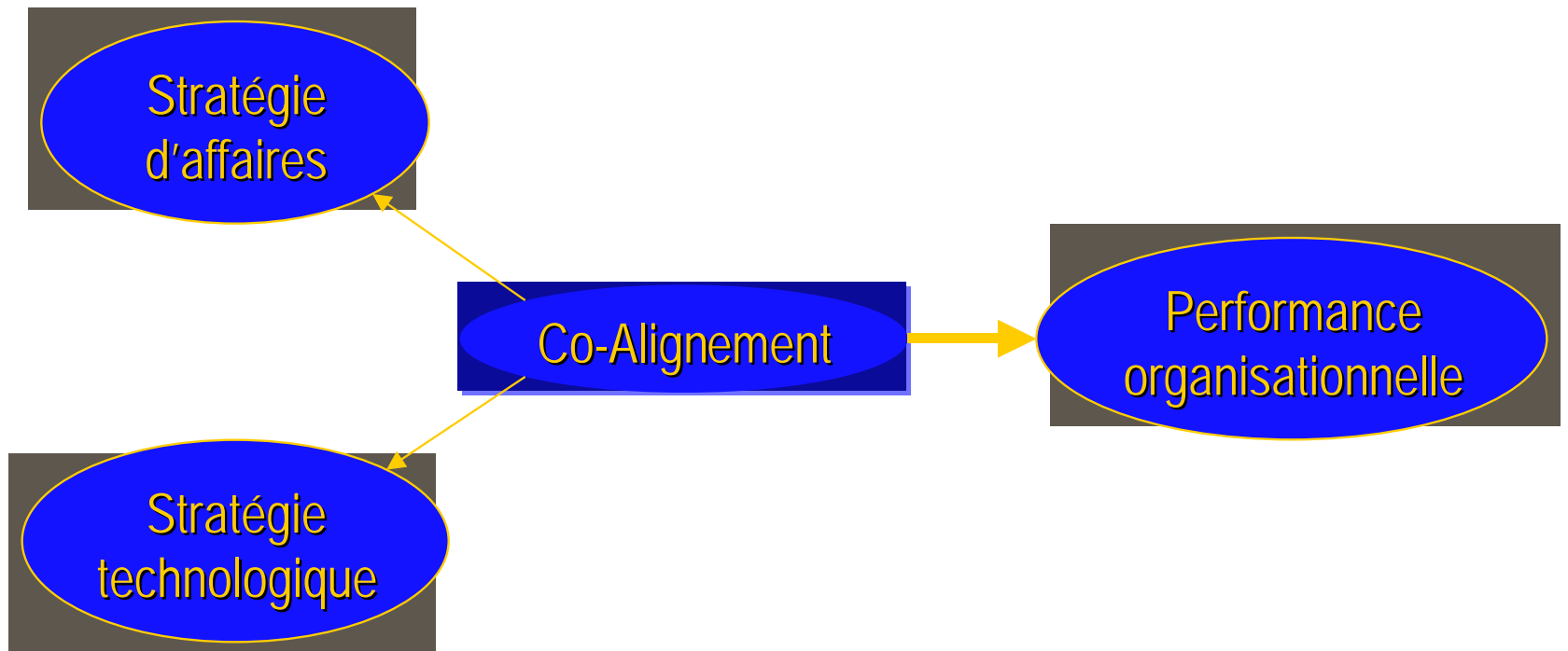


(4) Service technologique

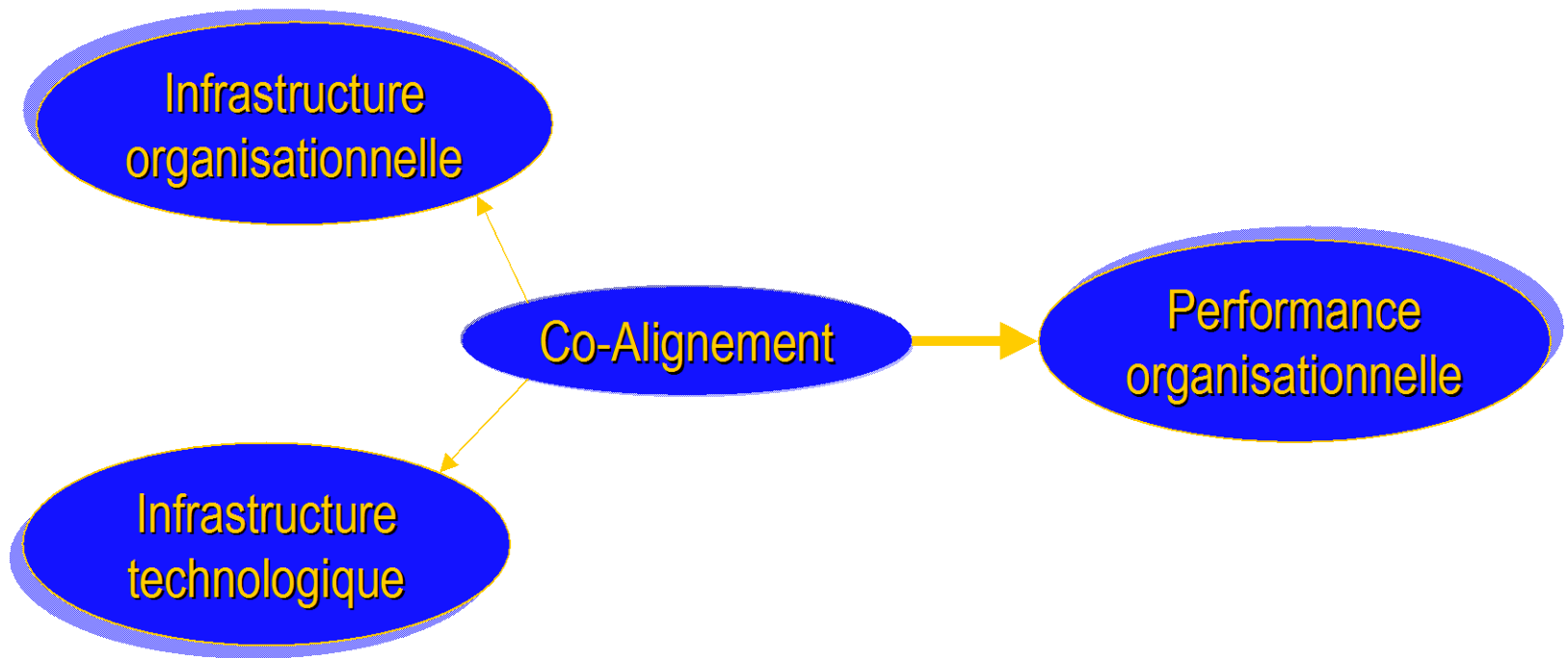
Résultats empiriques: CROTEAU, 2001 comportements stratégiques, choix et gestion des SI: contribution à la performance

- Typologie des stratégies de Miles et Snow (1978) identifie 4 types de comportements stratégiques:
 - Prospection: grande part de marché, innovation et introduction de nouveaux produits et services
 - Défensive: marché restreint, excellence, qualité de service
 - Analyse: dans deux marchés soit stable soit dynamique
 - Réactive: anticipent peu, ne prennent pas de risques, souvent des difficultés

Alignement externe (Croteau *et al.*, 2001)



Alignement interne (Croteau et al., 2001)



TI: 7 dimensions

- Architecture technologique: ouverte, structure télécom flexible, adaptation besoin, amélioration sécurité , performance
- Rôle stratégique département SI : impact, rôle, élément de différenciation, source avantage concurrentiel, participation comité direction, ...
- Veille technologique: colloque, revue, association professionnelle...
- Sources de développement des SI: interne/externe
- Centralisation SI: versus décentralisation
- Evaluation des SI: mesure ou non
- Style de gestion des projets SI: autoritaire/participatif

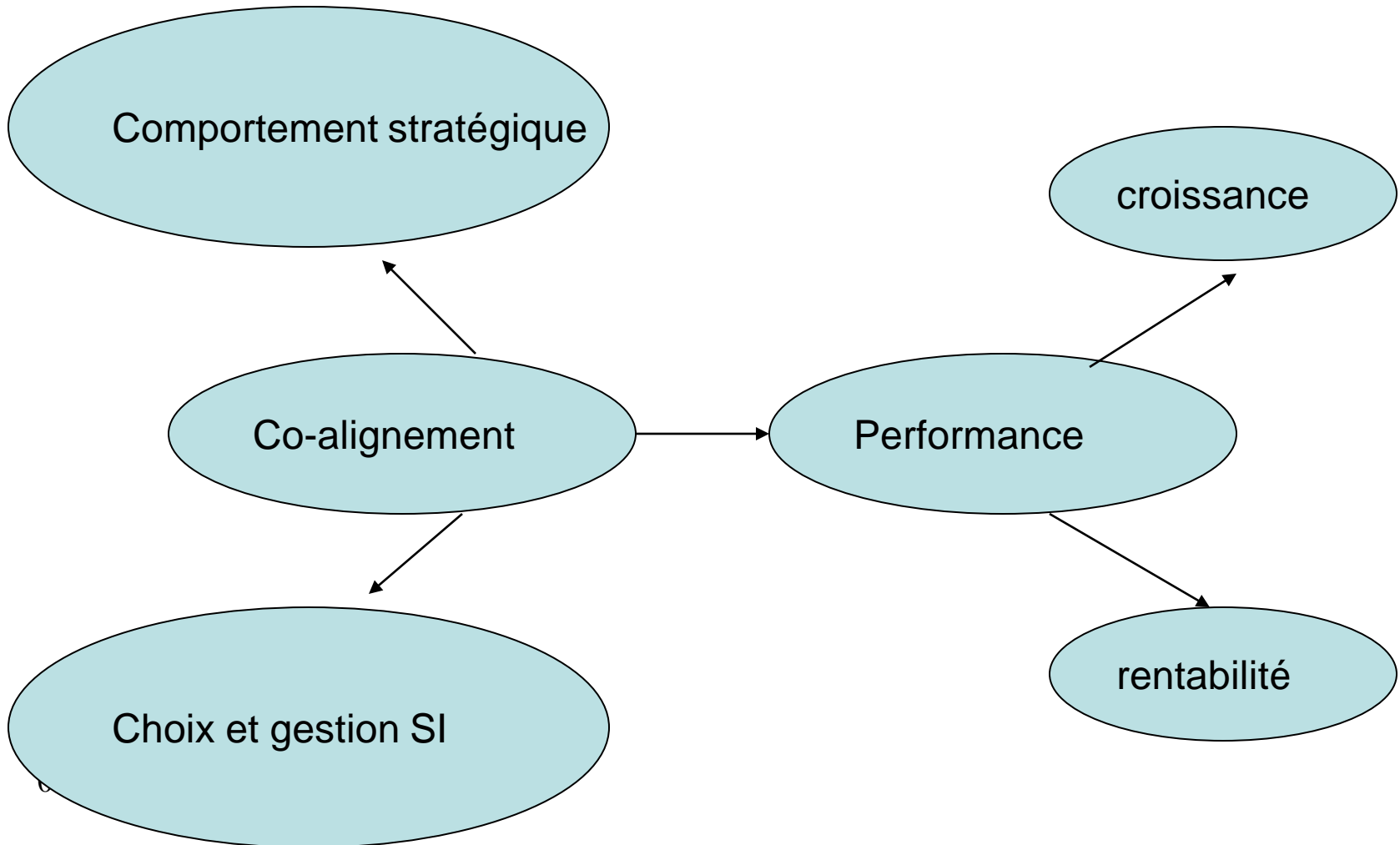
performance

- Objectives:
 - données financières
 - Opérationnelles: productivité
- Subjectives:
 - Rentabilité perçue par rapport à la concurrence

Question de recherche

- Les organisations qui co-alignent leur choix et leur gestion des SI avec leur comportement stratégique sont-elles plus performantes que celles qui ne le font pas?

Modèle de recherche



3 hypothèses

- Le co-alignement du choix et de la gestion des SI avec les comportements stratégiques de prospection contribue positivement à la performance organisationnelle.
-d'analyse
-de défense

méthodologie

- 2 questionnaires enquêtes postales à 1949 entreprises canadiennes de plus de 250 salariés
 - PDG: comportement stratégique et performance
 - Dr SI : choix et gestion des SI
- 243 questionnaires en retour (12,5%)

Explication taux réponse > pour grandes entr.

- Souci d'image / partenaires académiques
- Structuration plus grande
- Polyvalence + grande dans les petites
- Intérêt des questions organisationnelles croît avec la taille

Autres facteurs

- Proximité géographique
- Profil du répondant (autodidacte/diplomé)
- Intérêt du sujet
- Confidentialité du sujet
- Personnalisation de la demande

Résultats

- Pour les entreprises ayant des comportements stratégiques
 - de prospection et
 - d'analyse,
 - le co-alignement stratégique entre
 - comportement stratégique
 - choix et gestion des SI
 - contribue significativement à la performance organisationnelle

Choix stratégiques de l'entreprise étendue et déploiement technologique : alignement et performance

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Sommaire

- **Problématique**
- **Travaux de référence**
- **Méthodologie**
 - **Construction du modèle de recherche**
 - **Collecte des données**
 - **Analyse des données**
- **Résultats de la recherche**
- **Conclusion**

Problématique

- Les entreprises qui alignent leur stratégie d'entreprise avec leur stratégie TIC sont-elles plus performantes ?
- Etude de cas des entreprises qui optent pour les choix stratégiques de l'**externalisation** et/ou du **partenariat**

Problématique

- Nous supposons que le développement de **relations inter-organisationnelles** est l'une des spécificités des entreprises étendues
- Les mécanismes de fonctionnement inter-organisationnels peuvent avoir pour **support des outils TIC**

Problématique

Modalités du déploiement technologique de l'entreprise étendue



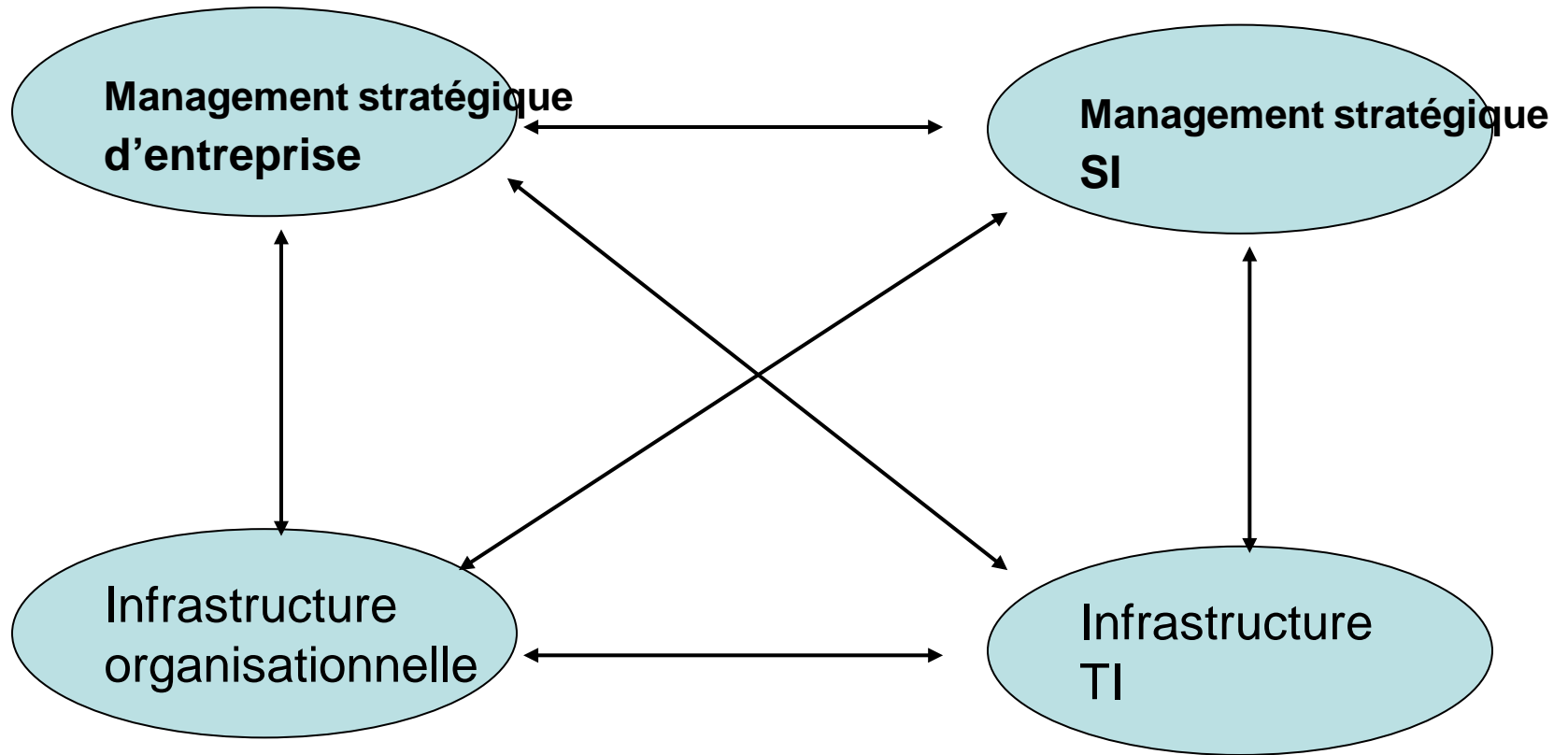
Quel déploiement technologique mettre en place ?

Problématique

- Définition des concepts et leur opérationnalisation
- Construction du modèle de recherche
- Etude empirique

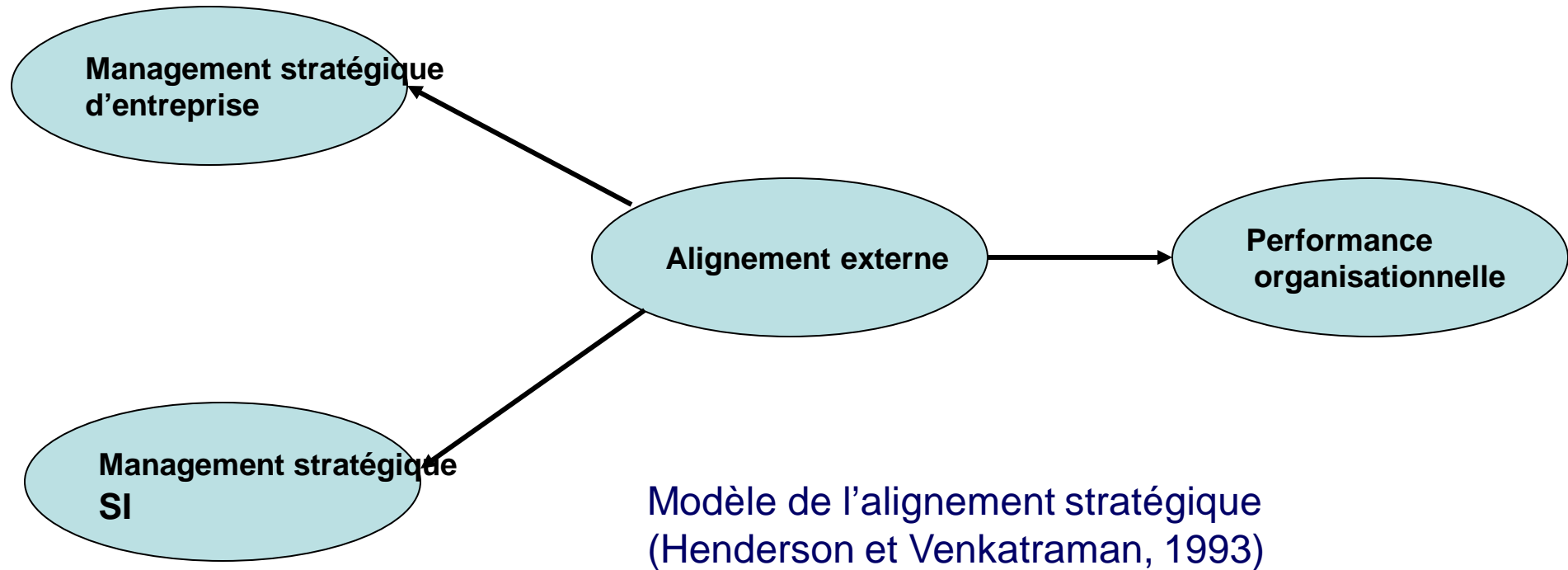
Travaux de référence

Modèle de l'alignement stratégique
(Henderson et Venkatraman, 1993)



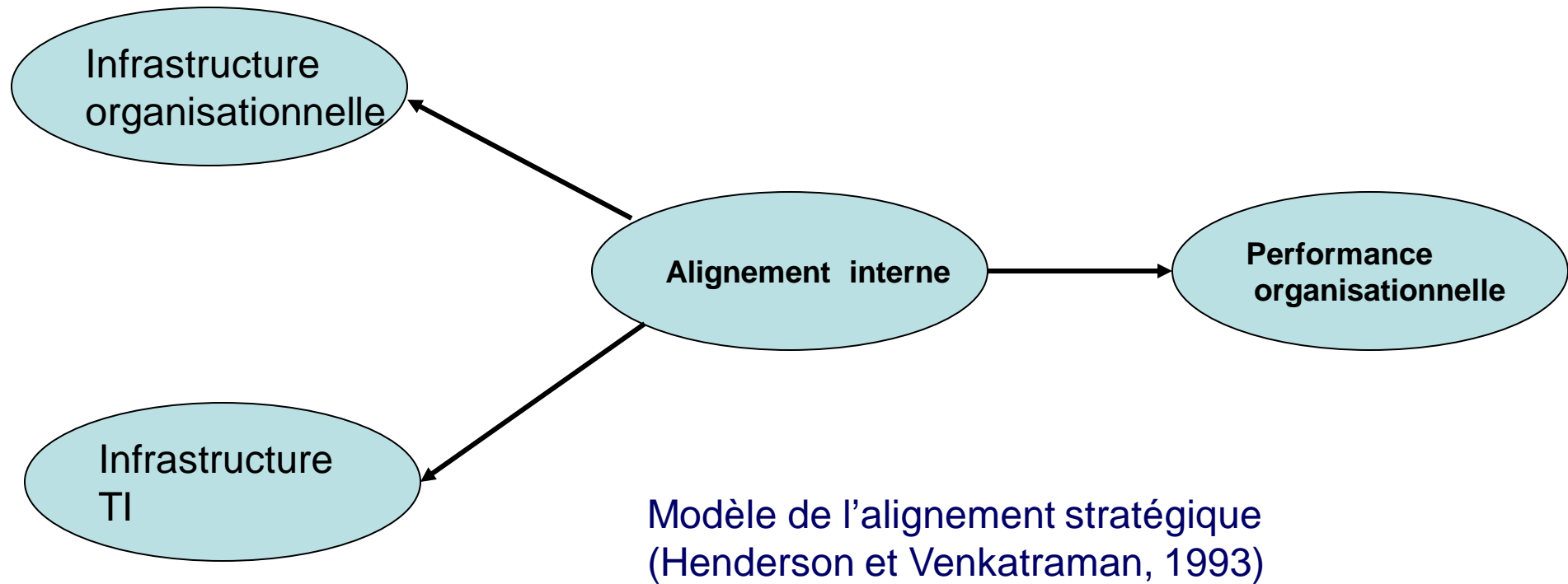
Travaux de référence

plan externe : le *fit* stratégique



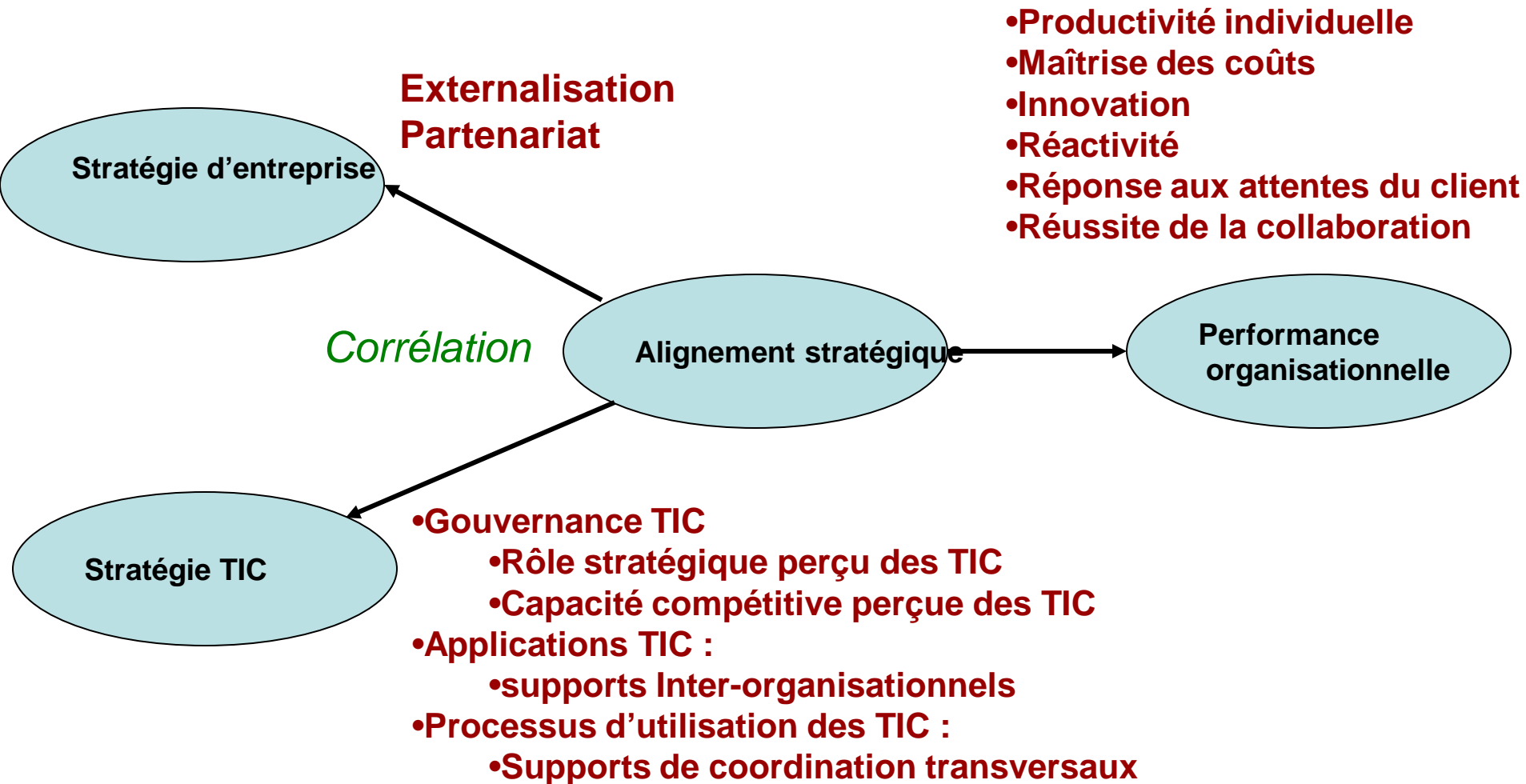
Travaux de référence

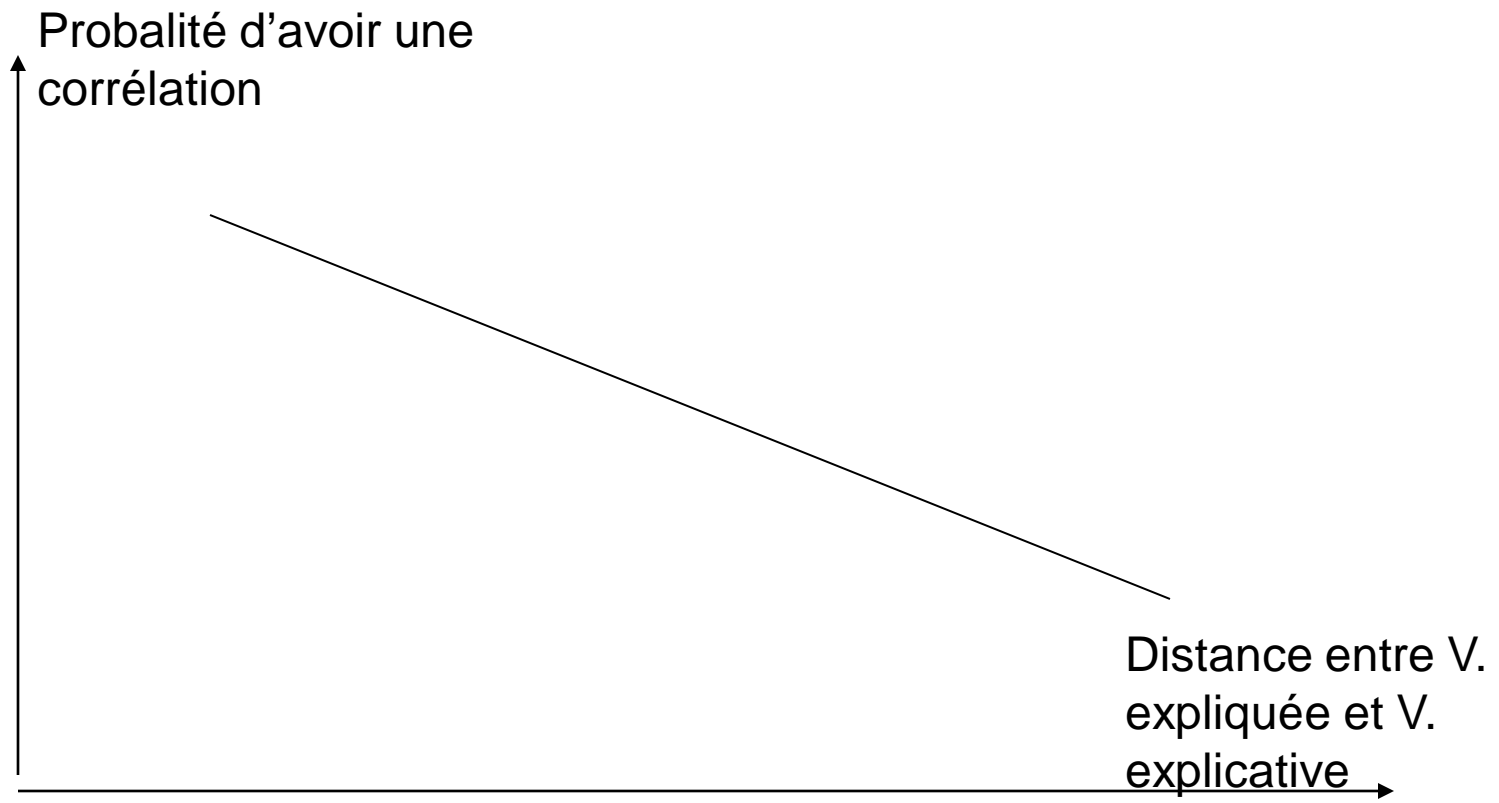
Plan interne : intégration fonctionnelle



Méthodologie

Construction du modèle de recherche

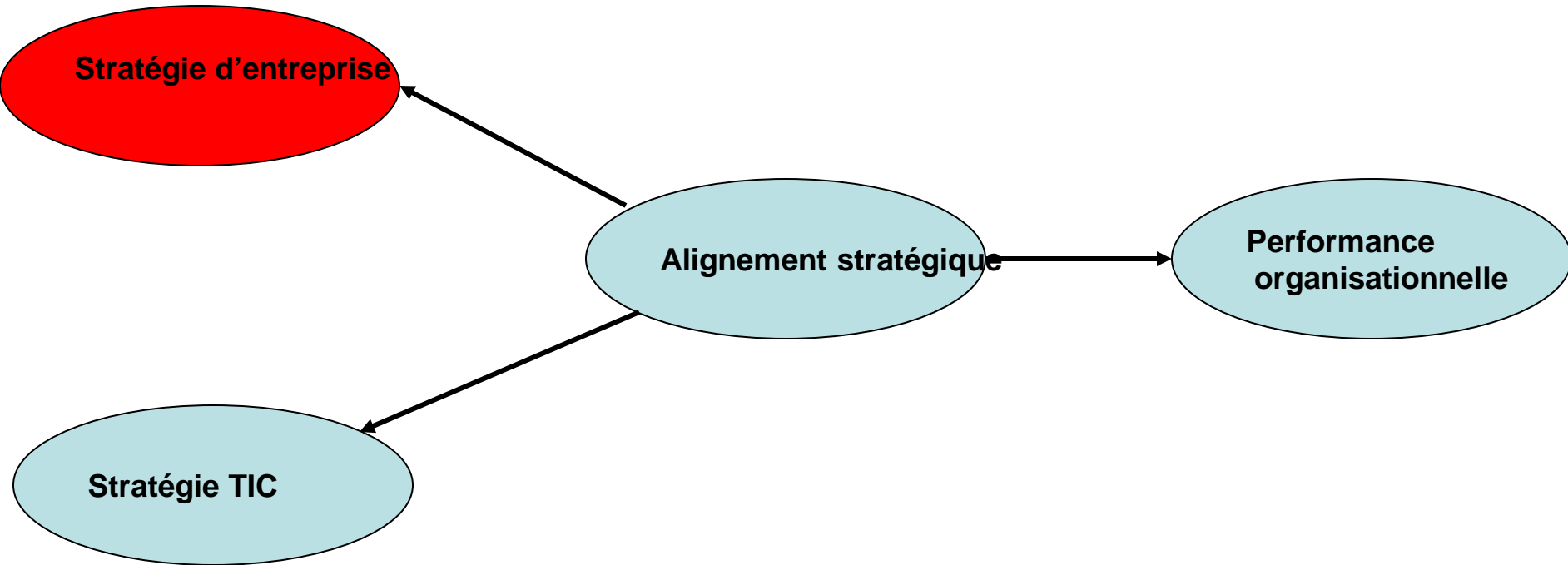




Méthodologie

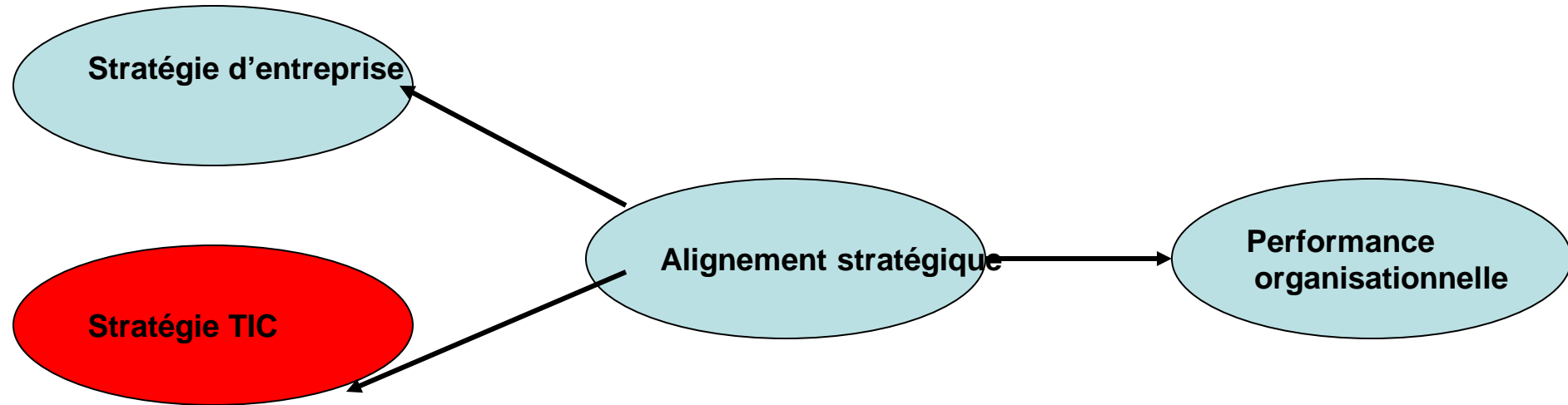
Variables & items

Externalisation: « le développement de votre entreprise s'appuie sur l'externalisation d'activités » (Q8B
Partenariat:).« le développement stratégique de votre entreprise s'appuie sur des partenariats » (Q8A).



Méthodologie

Variables & items



•Gouvernance TIC

•Rôle stratégique perçu des TIC:

« votre direction générale considère les nouvelles technologies de l'information comme un enjeu stratégique » (Q9)

•Capacité compétitive perçue des TIC: « les technologies de l'information et de la communication

constituent un avantage concurrentiel » (Q12)

•Applications TIC :

•**supports Inter-organisationnels:** « vous êtes engagés avec vos partenaires dans des coopérations qui s'appuient sur des outils de partage de l'information » (Q47).

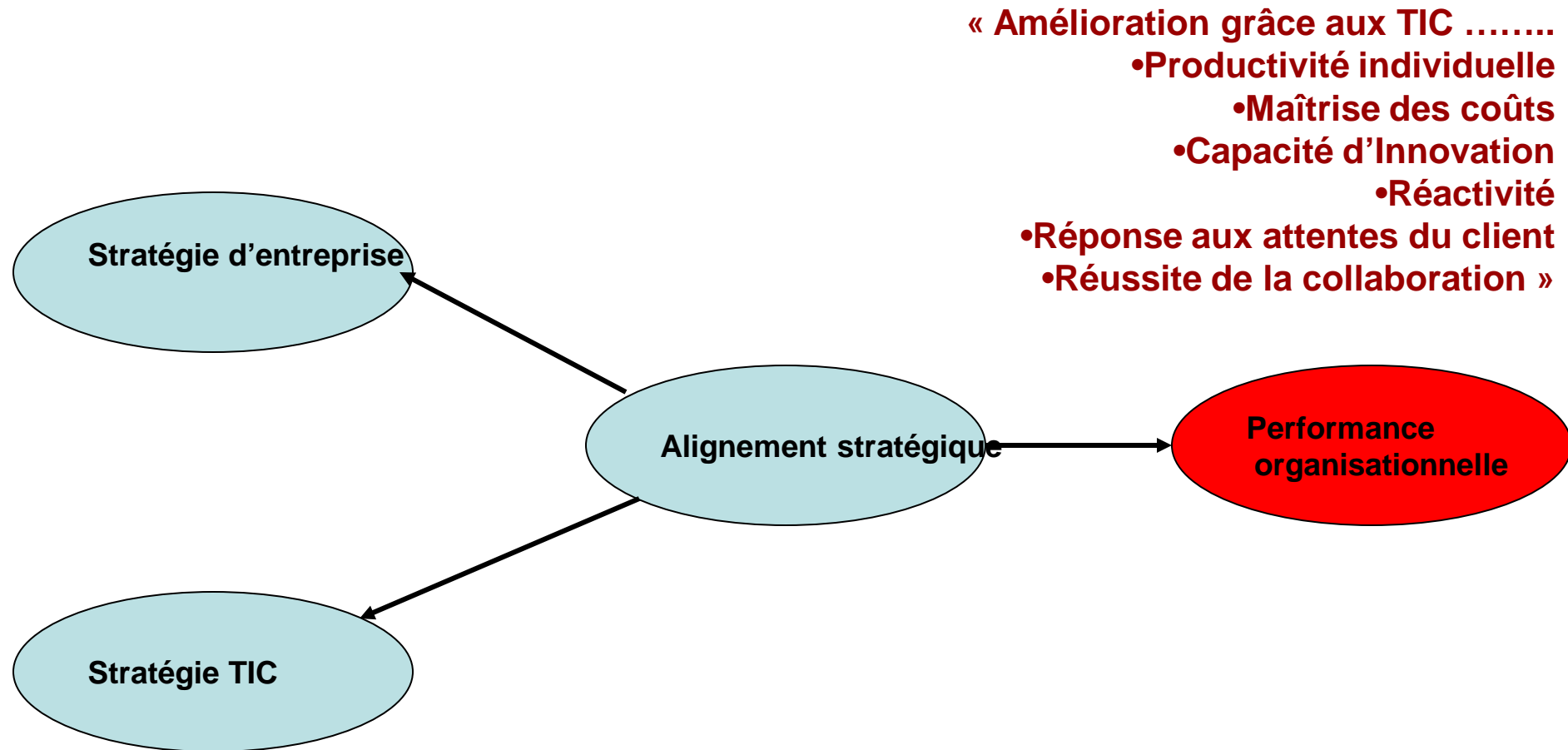
•Processus d'utilisation des TIC :

•Supports de coordination transversaux:

« Dans les groupes projet, la communication directe entre les membres est facilitée grâce aux TIC » (Q29).

Méthodologie

Variables & items



Méthodologie

Collecte des données dans le cadre de l'Observatoire Dauphine-Cegos du e-management (2 enquêtes annuelles: salarié, entreprises, www.observatoireemanagement.com)

- Enquête téléphonique (IPSOS) auprès d'un échantillon de 505 entreprises, 2002
- Questionnaire fermé (74 items), échelles d'accord/désaccord à 5 points
- Personnes interrogées
 - Direction générale : 30%
 - Responsable SI : 57%
 - Autres : 13%
- Taille : (>50)
 - 75% entre 50 et 500 salariés
 - 25% > 500 salariés
- Origine des entreprises:
 - 61% Française
 - 28% Européenne
 - 11% US

Méthodologie

Collecte des données

Echantillon de 505 entreprises

Bâtiment, travaux publics	3 %
Industrie	46 %
Commerce, distribution	9 %
Hôtellerie, restauration	2 %
Transports	3 %
Télécommunications, services informatiques	6 %
Activités financières et immobilières	4 %
Services aux entreprises	10 %
Services aux particuliers	17%

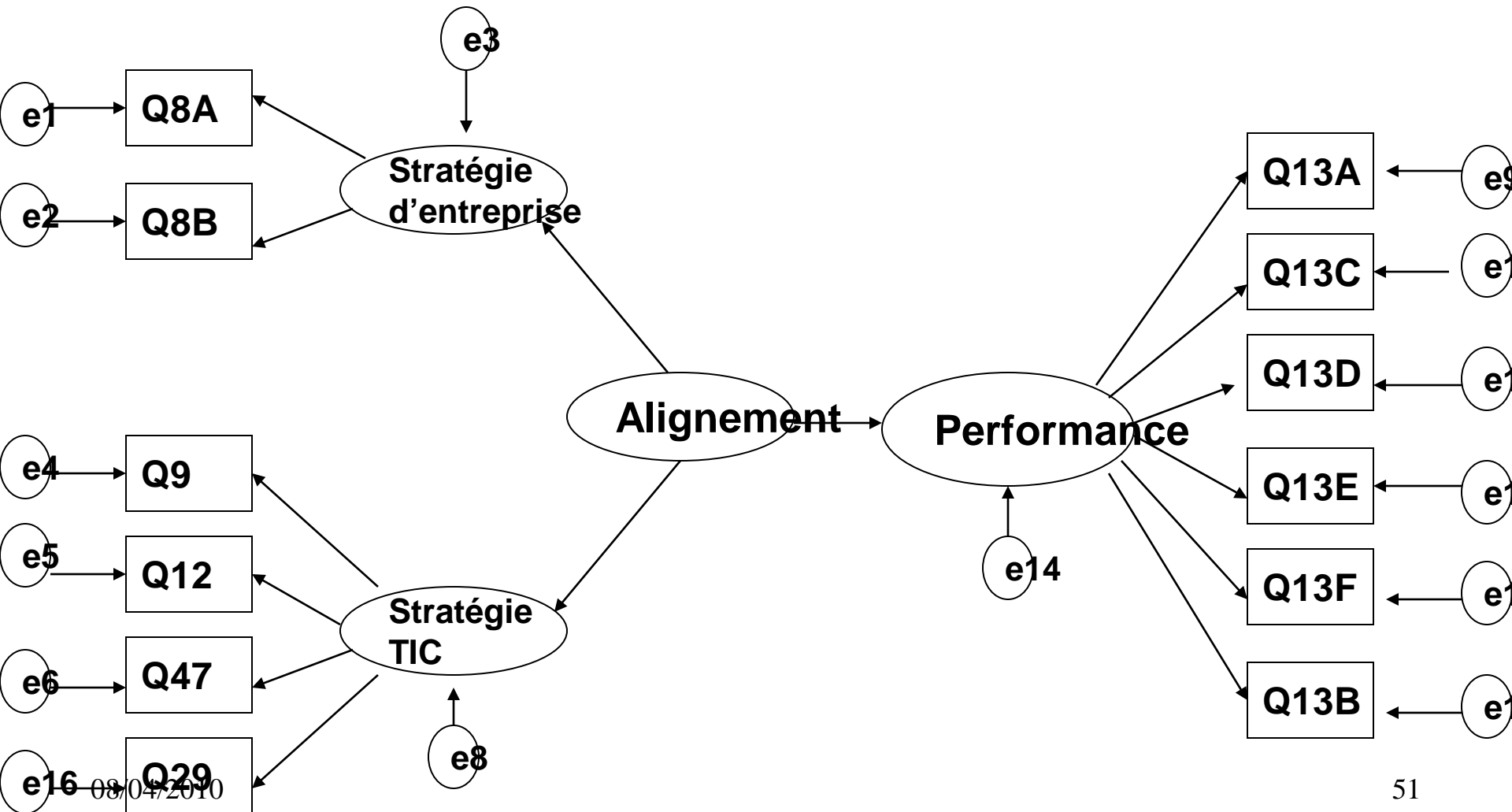
Méthodologie

• Limites méthodologiques:

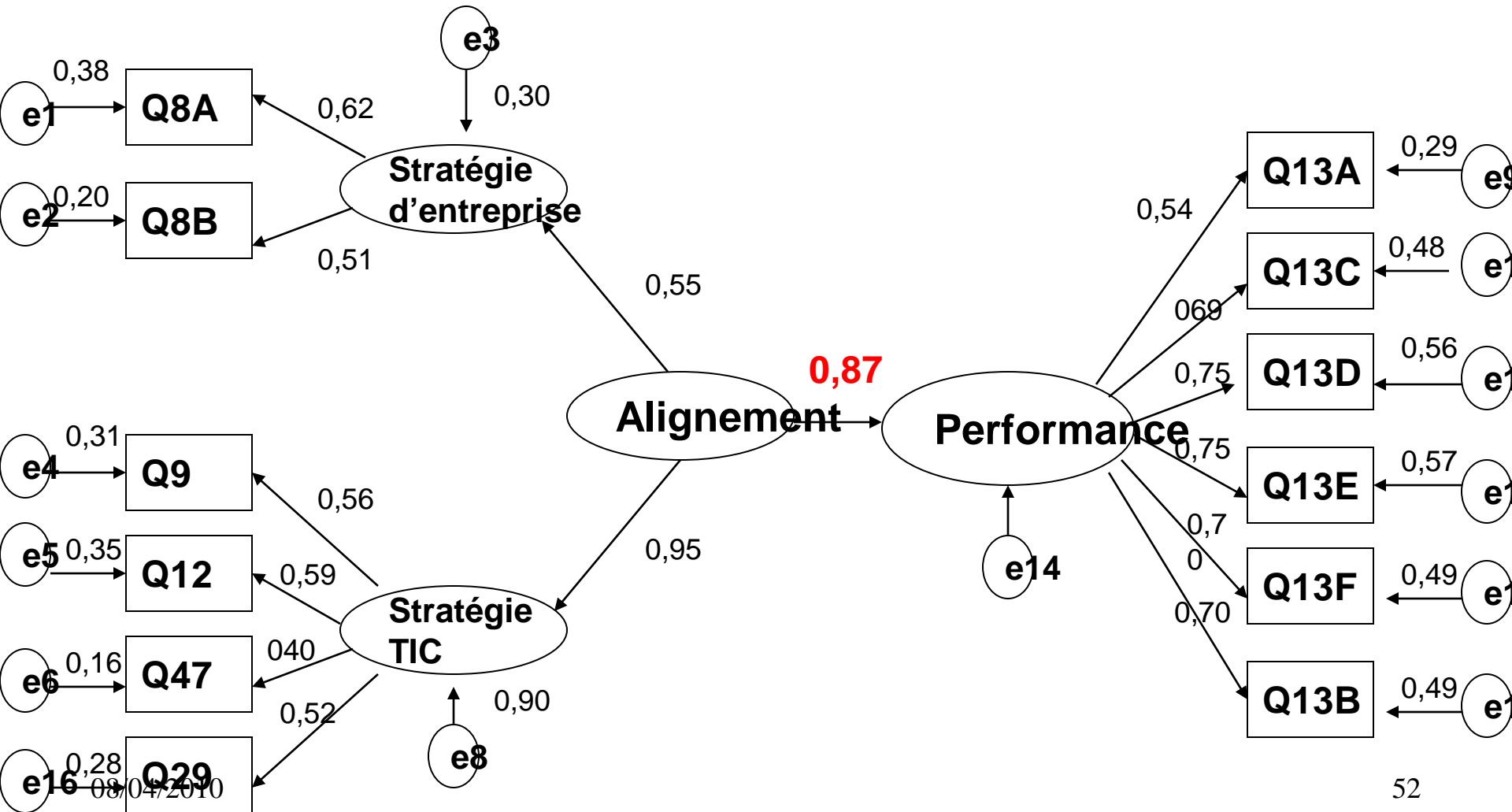
- les données collectées relèvent de la perception des phénomènes (stratégie, SI, performance,).
- les données collectées sont déclaratives
- le décalage temporel caractérisant l'alignement stratégique n'est pas appréhendé dans le modèle; les processus sont observés en coupe instantanée.

Méthodologie

Analyse des données : modélisation par les équations structurelles



Résultats de la recherche



Résultats de la recherche

la principale proposition de recherche de notre modèle est corroborée :

les entreprises étendues qui optent pour les choix stratégiques de l'externalisation et/ou du partenariat atteignent de hauts niveaux de performance lorsqu'elles répondent à un profil de déploiement technologique ou stratégie TIC comprenant de manière concomitante :

- (1) un style de gouvernance technologique où les TIC sont considérées comme un enjeu stratégique pour l'entreprise et où elles sont également perçues comme jouant un rôle important dans la construction d'avantages compétitifs ;
- (2) la mise en place d'une infrastructure permettant de fournir le support au déploiement des activités inter organisationnelles ;
- (3) des processus de coordination intra et inter organisationnels basés sur le partage de l'information entre l'entreprise et ses partenaires.

Conclusion

- **Intérêts :**

- Théoriques : approche contingente de l'étude des impacts des TIC sur la performance : le concept de l'alignement
- Managériaux : les choix stratégiques en matière d'externalisation et de partenariat doivent impérativement être associés à des investissements en TIC pour être des facteurs de performance

Limites des recherches sur S.A.M.

- Reposent en général sur des enquêtes instantanées qui ignorent la **dimension temporelle** de AS.
- Reposent sur des données totalement ou partiellement **déclaratives** susceptibles de **surestimer** AS.
- Le taux de réponse est influencé par la performance et donc peut-être par l'AS
- Ignorent les processus d'ajustement qui conduisent à un AS.
- Suggestion d'approches longitudinales intégrant la dimension temporelle et processuelle de AS.

IT-Enabled Business Processes *versus* Strategic Alignment :

An investigation into the drivers of organizational performance

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- IT-Enabled Organizational performance : what is the issue ?
- Theoretical Background :
 - Resource-Based Theory
 - Strategic Alignment
- Research Model :
 - Business processes *versus* IT-Business Alignment: how to predict strategic and operational performance ?
- Data collection and analysis
- Research results
- Discussion

Issue

- IT-driven Organizational performance : the topic is not new but is still under studied.

Theoretical background

- How to address the issue ?

Research Model

IT performance is a function of the extent to which IT resources have been channeled into the production of IT-business processes

(Melville et al., 2004)

Data

Results

The Alignment of IT and Business Strategies lead to higher organizational performance

(Luftman and McLean, 2004)

Discussion

Competing or complementary views ?

Issue

IT Investment Literature

Theoretical background

Research Model

Data

Results

Discussion

- Variance-based studies
- Cross-sectional data analysis
- Aggregated units of analysis and *mismeasurement* of the concepts (IT/Performance)
- Absence or limited use of control and context variables
- Lagged effect due to learning and adjustment, capital stock theory...

IT payoff studies produce abundant and convergent results

Issue

Resource-Based Theory

Theoretical background

The primary objective of a firm is to exploit and develop resources to maximize long term profits.

Research Model

(Penrose, 1959)

Data

“Resources include all assets, capabilities, organizational processes, firm attributes, information, knowledge, etc. Controlled by a firm that enable this firm to conceive of and implement strategies that improve its efficiency and effectiveness”.

Results

(Barney, 1991)

Discussion

Issue

Resource-Based Theory

Theoretical background

From an IT perspective, IT can become a source of competitive advantage through :

Research Model

- Cost reduction
- Product differentiation
- Proprietary technology
- IT skills
- Managerial skills

Data

Results

(Mata et Fuerst, 1995)

Discussion

Issue

Resource-Based Theory

Theoretical background

IT investment is enacted in the technology resources deployed by the organization.

Research Model

Like those realized in other areas and assets of the firm, these technology resources are integral part of the firm's attempt to attain competitive advantage.

Data

We argue that the technology itself does not lead to organizational performance. Rather, the technology resources lead to the development of IT-enabled business processes.

Results

The level of performance of these business processes can have an impact on organizational performance.

Discussion

Issue

Resource-Based Theory

Theoretical background

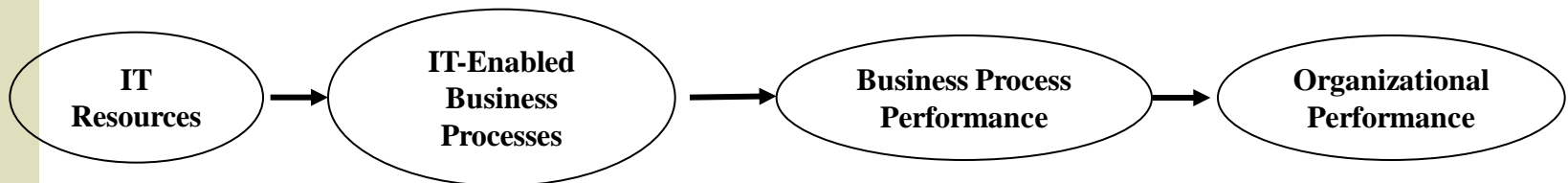
Based on RBT, a process-oriented view of the impact of IT resources on organizational performance, integrating the role played of processes is proposed.

Research Model

(Melville et al. 2004)

Data

Results



Discussion

Figure 1 : RBT Model of IT-Enabled Organizational Performance

Issue

Strategic Alignment

Theoretical background

According to a study commissioned by the Society for Information Systems (2003, 301 executives' responses), the top five management concerns are :

Research Model

Data

Results

Discussion

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

Issue

Strategic Alignment

Theoretical background

Besides this interest on strategic Alignment among practitioners, the topic is also widely used in the academic world since the early 1990's.

Research Model

Based on the original model of Henderson and Venkatraman (1993).

Data

Defining the concept :

Results

Alignment = fit = concordance = integration = harmonization...

Discussion

between business strategy and IT strategy

Issue

Strategic Alignment

Theoretical background

A consensus appears considering the necessity for executives in charge of making IT investment choices (executives and IT) to align their visions, priorities and decisions with one another in order for IT enabled organizational performance to be achieved.

Research Model

Data

Results

Discussion

Research Model

Based upon Porter (1996), we consider that organizational performance can be depicted on two components :

- Strategic performance : Long term and external foci

- Operational performance : short term and internal performance foci

Research Model

Strategic alignment is defined as a perceived co variation of the two components :

- IT
- Strategy

The extent to which top management is committed to aligning IT and business strategy for competitive advantage.

Issue

Research Model

**Theoretical
background**

Our research objective :

**Research
Model**

To understand the impact of IT-Enabled business processes and IT-Business alignment on the strategic and operational performance.

Data

Results

Discussion

Research Model

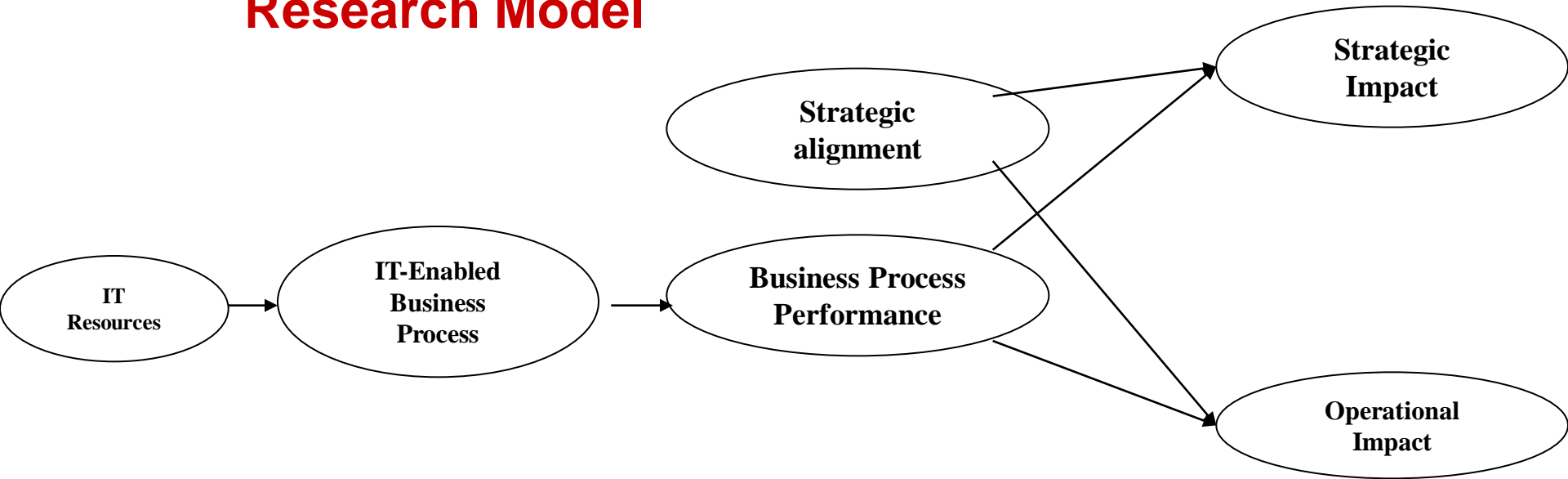


Figure 2 : The theoretical research model

Measurement

- Defining the six constructs
- Measuring them using survey items
- 5-point Likert scale

Construct	Definition of Construct	Translation of Construct to Items	Items	Construct Nature [Formative/ Reflective] (Years Modeled)
Technological IT Resources	Business applications that use global IT infrastructure (Broadbent and Weill, 1997)	Based upon Tallon, Kramer et Gurbaxani, 2000 and Tan, Gallupe, Diaz, 2003, we are interested in understanding the business applications in the following areas: <ul style="list-style-type: none"> .. Process planning and support: .. Supplier relations .. Functional operations .. Marketing/sales and Customer relations 	TIR1: A part of the purchases of the firm are made by e-procurement [measuring Supplier relations] TIR2: Customers on line orders feeds directly the IS [measuring Customer relations] TIR3: Count of the systems that the organization uses - yes/No responses to if your firm has... <ul style="list-style-type: none"> .. An ERP [measuring Process planning/support] .. CRM application [measuring customer relations] .. IS in HR Management [measuring Functional operations] .. e-learning support system [measuring Functional operations] .. Website [measuring marketing/sales] .. Intranet [measuring Functional operations] 	Reflective (2003)
IT-Enabled Business Process	The extent to which IT enables “the specific ordering of work activities across time and space, with a beginning, an end, and clearly identified inputs and outputs” (Davenport, 1993, p.5)	Based upon Davenport’s definition of business processes, we are interested in the extent to which the overall processes in the organization are validated and processed online, i.e. the online business processes	ITEBP1: Work procedures are available online ITEBP2: The steps of our functional processes are systematically validated using workflow system	Reflective (2003)
08/04/2010				71

Business Process Performance	“Operational efficiency of specific business processes” (Melville et al., 2004, p. 295)	Based upon Melville, et al (2004), we selected three of the four common measures of business process performance – flexibility (captured by the ability to coordinate), information sharing (captured directly), and inventory management (captured by anticipation capacity).	BPP1: IT generates better anticipation capacity to managers BPP2: IT generates better coordination between departments BPP3: Thanks to IT, information sharing is going better	Formative (2003)
IT-Business Alignment	Extent to which top management is committed to aligning IT and business strategy for competitive advantage [Fit as perceived co-variation, Venkatraman, 1989]	As perceived co-variation, we are interested in the perception of the management to being committed to IT and using IT as a competitive advantage	ITALIGN1: Top management is committed to the strategic use of IS/IT ITALIGN2: IT constitutes a competitive advantage	Formative (2003)
Organizational Performance	Overall firm performance, including productivity, efficiency, profitability, market value and competitive advantage (Melville, et al., 2004).	Based upon Porter (1996), we have divided in to strategic and operational success and defined items related to the strategic and operational success of the firm	<p style="text-align: center;"><u>Strategic Success</u></p> OPS1: IT has generated strategic changes OPS2: The introduction of IT has generated deep changes in organization of the firm	Reflective (2003 and 2004)
			<p style="text-align: center;"><u>Operational Success</u></p> OPO1: Thanks to IT, individual productivity is better OPO2: Thanks to IT, cost control is better OPO3: Thanks to IT, innovation capacity is better OPO4: Thanks to IT, reactive capacity is better OPO5: Thanks to IT, customer expectations is better	Reflective (2003 and 2004)
08/04/2010				72

Issue

Data collection

Theoretical background

Research Model

Data

Results

Discussion

- We used data from a database constructed in the DRM-CREPA (CNRS UMR7088) Paris Dauphine University: the e-management observatory.
- The e-management observatory is aimed at assessing the IT diffusion in French and European firms, with 500 questionnaires being collected each year.

For the needs of this study we used a sample of 58 firms.

Issue

Data collection

Theoretical background

Research Model

Table 1 Number of employees in firm

	50 to 500	500 to 10000	>10000
Number of employees	81%	9%	10%

Table 3 Location of Firm Headquarters

	Only in France	In Europe	Different Continents
Location of firm	47%	34%	19%

Data

Table 4 Sector of Firms

	Construction	Industry	Retail	Hotel/ Restaurant	Transportation	Technology	Financial	Services	Others
Sectors	5%	31%	12%	2%	3%	3%	2%	36%	6%

Results

Discussion

Data analysis

- We used structural equation modeling for data analysis.
- Given that the sample size for the data is small and the exploratory nature of the model, the partial least squares approach was chosen.
- PLS-Graph (version 3.00) software was selected and used.

Issue

Measurement Model

Theoretical background

- We examine the individual items reliabilities to determine adequacy of the measures.

Research Model

- Then the cross-loadings and the discriminant validity

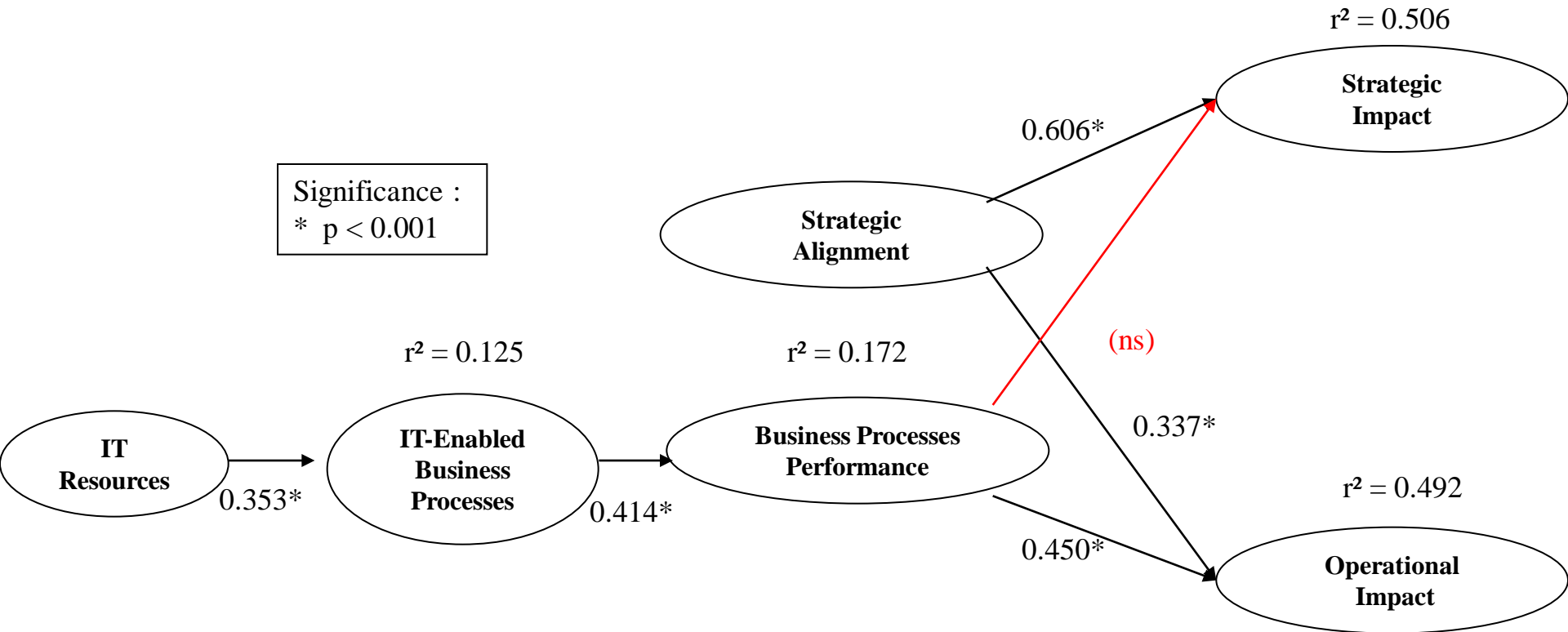
Data

Results

The results indicate that all the constructs are reliable.

Discussion

Structural Model



Issue

Structural Model

Theoretical background

Research Model

Data

Results

Discussion

- The results indicate that alignment is important for both strategic and operational performance.
- Of the two, alignment has stronger impact upon strategic than operational performance.
- In contrast, business process performance has an operational impact but not a strategic one.

Issue

Contributions

Theoretical background

From a conceptual perspective, the empirical support for our model attests to the pertinence of approaching the link between IT investment and performance by analyzing the way that the firm structures its business processes and perceived alignment.

Research Model

Data

The use of a process model which focuses on IT resources, IT-enabled business processes, business process performance and IT alignment gave strong results and hence justify the choice made.

Results

Discussion

Issue

Contributions

Theoretical background

We have also to notice that the perceived strategic alignment is a driver of organizational performance for both of the foci : the external/long term (as we defined the strategic impact); and the internal/short term (operational impact).

Research Model

Data

While business process performance is only correlated to the last one.

Results

Future studies, addressing the lagged effect, will be conducted by the researchers to corroborate or refute these results.

Discussion

Issue

Limitations

Theoretical background

- Small sample of data

Research Model

- 81% of firms of less than 500 employees, generalizability of the findings to larger firms.

Data

Results

- Data collected from one representative from each firm.

Discussion

Conclusion

Issue

Empirically the two theoretical approaches used in this study are not inherently in contradiction.

Theoretical background

The resource-based view and the understanding of IT-business alignment are rather complementary.

Research Model

According to Barney (1991), resources include capabilities and organizational processes. The practice of strategic alignment can though be considered as a capability : the capability to associate different capacities, those of strategy and those of IT.

Data

Results

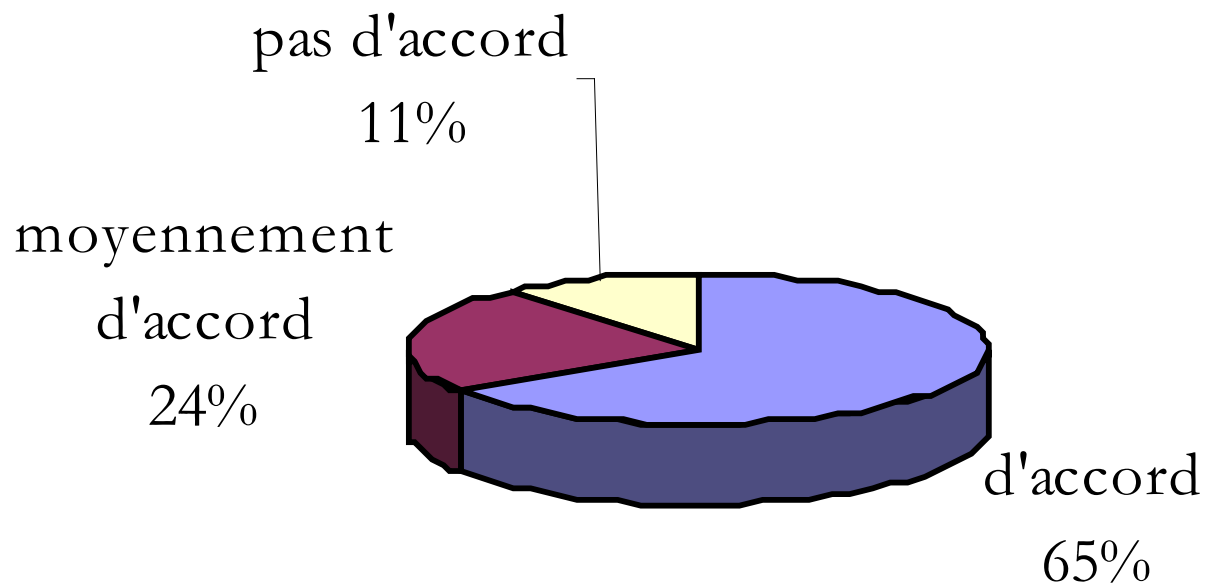
The concept of perceived strategic alignment measures the performance of this specific capability to associate strategy and IT.

Discussion

Problèmes majeurs

- Le temps: dans le cycle de vie, il y a deux moments où l'alignement est parfait:
 - Création
 - Disparition
- L'alignement est-il compatible avec l'instabilité de l'environnement?
- le non-alignement n'est-il pas source d'innovation?
- L'alignement est-il possible quand le rythme d'évolution des variables est différent (TI, stratégie)?
- La problématique majeure n'est-elle pas celle du changement organisationnel?

TIC, alignement stratégique





08/04/2010