

DECISION SCIENCES INSTITUTE

IT-Business Strategies Alignment In Strategic Planning

Fillemon Johannes

Department of Computer Science, University of Liverpool, UK.

Email: fillemon25@gmail.com

Habib Ullah Khan* (Corresponding Author)

College of Business and Economics

Qatar University, Doha, Qatar/ Walden University, USA

Email: habib.khan@qu.edu.qa

ABSTRACT

Corporate success tops the list of organizational milestones, most of the organizations, Government agencies, ministries, private companies and civil-society organizations equally strive for nothing but success in what they do. Companies that are in profit making business, their success is observed through the customers' satisfaction and the profit margin realized. In governmental institution success is realized in the implementation of national projects and the level of satisfaction among citizens for the services delivered to them. The secret behind attaining success in any organization of any magnitude is the clear definition of the business purpose, have organizational strategic goals must be set and last but not least an effective management principles as well as a clear balance between the hard and soft innovation. De-spite acknowledging the fact that strong management principles may place the company on the success sit, it is also worth mentioning that management principles alone cannot sustain the status without paying attention to strategic alignment. Strategic alignment has a variety of importance, impact and benefits which will be vastly discussed throughout this paper.

KEYWORDS. IT Strategies, Strategic Planning, Technology Adoption, Alignment

INTRODUCTION

The department of Information Technology is charged with the responsibility of providing support, guidance and advice to all line functions/departments in the Organization, this support usually includes but not limited to the application and use of technology in business as well as innovation to improve business processes in the company with the aim of creating an enabling environment and maximizing business productivity (Cassidy, 2006). In addition, ICT units provide and manage ICT infrastructure and the same time collaborate with business units in order to fulfil their information sharing needs. This gives birth to the concept and the necessity to align business and IT strategies in-order to facilitate smooth operation across line functions.

This Research in a form of an assessment was undertaken among three (3) departments of National Planning Commission with the intent to:

- Measure the extent of the three (3) departments' business strategies are aligned to the Information Technology's strategy.

- Measure the different departments' performance in the current status.

- Develop a model that will serve as a guide during strategic planning.

The focus of the project was to gain knowledge on how business and IT/IS strategies should be aligned to each other and test the hypotheses through further research and analysis of the qualitative data to be collected. It is also worth mentioning that this project is a 100 percent academic initiative by a student researcher, supported by the academic staff as sponsors. The research has been conducted within National Planning Commission of Namibia, guided by the academic terms and conditions of the University of Liverpool and the information and deliverables produced by this undertake should be regarded as academic materials belonging to the University.

Due to time and budget constraints the model developed had no implement guidelines/manual developed for it. The need for an implementation guidelines/manual and the actual implementation of the model was acknowledged but one would agree with me that implementation is another process that requires intensive consultations with the affected departments as well as management sensitization in the organization. In the interest of time and other factors, it is worth indicating that the implementation guideline/manual and the actual implementation have been left out for future development.

According to Advanced Business Consulting (2015) strategic alignment refers to a business process re-design, a process in which you re-align your strategic goals, the business model and process, the company culture and the key business/strategic

objectives and core values. When employees in an organization fully understand and accept your organizational goals, they are likely to develop a sense of ownership and usually make it in achieving organizational goals which translates to an amazing organizational performance. While it is true that a good strategic alignment leads to a satisfactory performance, the opposite is also true for the lack of strategic alignment in an organization can result into a failure. It is believed that a misalignment of business processes and organizational culture are the factors identified to be contributing to company failure. A company failure that comes as a result of the employees loose of business focus may also result in the company losing customers as the customers have in one way or another lost faith in the company. Effective planning in IT units, the IT workforce can increase organizational productivity, through information systems that carry out the actually processing of resource and transform the resources into usable ideas.

Literature Review

The literature review looked at existing studies in the same area as the research area of this project. This includes evaluating the content, summarize and evaluate the stories told by other authors. Besides gathering so much information about that specific area, it also helps one to understand your idea and establish the nature of the project. Literature goes the mare search for information, literature reviews would also identify and articulate relationships between existing literature and ones' main research idea. What singles out an idea is identifying what has been done in that area and as a researcher you need to point out the gaps that exist in previous researches.

Bergeron, et al. (2003), believes it is very crucial to understand how a strategic alignment of IT and Business can translate to increased performance through Information Technology (IT) investments. Companies employ technology in their operations mostly in response to the rapidly changing world, Technology changes the ways of doing things either through a model or system solutions. The author also believes that Technology can be looked at as the mediating force between company processes, an important idea mentioned in this paper by Bergeron, et al. (2003). Is the alignment of strategies with the aim of achieving planning mechanisms and standardized applications development and implementation approaches; The research conducted by Bergeron, et el(2003), was a two-fold, on one side it looked at the relationship between IT and business strategies and on the other hand it analyzed the relationship between business and IT structure. The re-searcher's main objective was to establish the existence of the relationship between IT and Business strategy. Now that the existence has been established, I intend to take my efforts as further as identifying the relationship between IT/Business strategy alignment and company performance, develop a model that will serve as a guideline or a tool to be used by Government institutions.

Schwalbe (2014, pp. 146), echoed a similar concern of the challenge faced by organizations in sensitizing managers of line departments to understand the possibilities offered by technology as well as the limitation thereof. Understanding the importance of technology in the business operations leads to keeping the information technology professionals in tune with the changing business needs. Schwalbe

(2014), is equally a strong believer that Information Technology project selection should be guided by the strategic plan in place. IT has its focus on supporting the organization in achieving its business goals, and as a result a clear strategy on how to use IT to achieve the defined goals is a must do.

Revenaugh and Cook (2013) also looked at some issues world organizations face with regards to Information Systems implementation and business alignment, the authors used the Department of Defense as an example, the department had legacy systems and they authors explored the implementation of ERP systems in an attempt to determine the impact of ERP systems on the alignment of the Department business and IT strategy. The main objective was to carry out a study on the impact of the Department's goals of strategic alignment. Revenaugh and Cook pointed out how the world moved from the mentality of viewing Information Technology (IT) as an expense than seeing it as an enabler of business value. Like many other authors they strongly believed failure to leverage Information Technology may hamper company's performance.

In Australia a similar research was conducted with the aim to explore factors related to IT and Business alignment in organizations, this was carried out in five medium and large organizations with the intent to identify if and how I.T supported the organizational goals. Farrell (2003) indicated that the research was not intended on comparing the use of Information Technology against financial performance of the sampled organizations. Similar to that undertake is the approach to the data collection which used interviews with senior officials of respective firms in seek for a holistic opinion, differently this project aimed at identifying the extent to which National Planning Commission of Namibia has its Organizational and I.T strategies are aligned with the assumption that some alignment/link existed between these two important document/plans.

Tallon and Kraemer (2003) in a similar study investigated the relationship between strategic alignment and the benefits there of. An analysis was carried out on survey data from over sixty (60) companies and the study revealed the existence of a significant link between strategic alignment and the benefits from IT irrespective of the company's strategic orientation or the focus of their IT units. The authors also noted that despite the strive for strategic alignment for IT business value, executives have been cautioned to enforce this principle with care as it may lock the organization into inflexibility and will have difficulties in reacting to environmental issues.

REFERENCES

Askoul, R., Khan, H.U. and Madhavi Lalitha, V.V. (2016) 'Cross-functional integration of marketing and information services in banking: a cross-industry

comparison', International Journal of Process Management and Benchmarking, Vol. 6. No. 1. pp. 57-78

Awan, M. A., Khan H.U. and Zhang, W. (2012) 'A comparative study on Online Service Quality Perception of two Major Regional Economies', International Journal of e-Education, e-Business, e-Management and e-Learning(IJEEEE), Vol. 2, No.6, P.529-551.

Awan, M. A., Khan, H. U. & Ho, H. C. (2016), "Online Banking: A Comparative Study Of Chinese And Saudi Customers Perceptions Of Service Quality", Journal of Internet Banking and Commerce, vol. 21, no. S5, pp. 1-31.

Awan, M.A., and Khan, H.U. (2016), "Status of Internet Addiction among College Students: A Case of South Korea", First American Academic Research Conference on Global Business, Economics, Finance and Social Sciences (AAR16 New York Conference), New York, USA, May 25- May 28, 2016. (Conference Proceeding).

Bankole, O. A., Lalitha, M., Khan, H.U., Jinugu, A. (2017), "Information Technology In The Maritime Industry Past, Present And Future: Focus On Lng Carriers", 7th IEEE International Advance Computing Conference, Hyderabad, India, January 5 - 7, 2017. (Conference Proceeding).

Bashir, G. M., Khan, H.U (2016b), "FACTORS AFFECTING LEARNING CAPACITY OF INFORMATION TECHNOLOGY CONCEPTS IN A CLASSROOM ENVIRONMENT OF ADULT LEARNER", 15th International Conference on Information Technology Based Higher Education and Training (IEEE Conference), Istanbul, Turkey, September 8th - September 10, 2016. (Conference Proceeding).

Bashir, G. M., Khan, H.U., Fournier-Bonilla, S. D. (2016), "Applying Andragogy Theory to an Adult Multicultural Audience: How Cultural Factors Influence the Capacity for Adults to Learn Information Technology Concepts in a Classroom Environment", Northeast Decision Sciences Institute Conference, Alexandria, Virginia, USA, March 31st - April 2nd, 2016. (Conference Proceeding).

Bergeron, F., Raymond, L. and Rivard, S. (2003).Ideal patterns of strategic alignment and business performance.

Brock, V. F. and Khan H.U. (2017), "Are Enterprises Ready For Big Data Analytics? A Survey Based Approach", Int. J. of Business Information Systems, Vol.25, No.2, pp.256:277.

C. K. Ayo, J. O. Adewoye and A. A. Oni, "Framework for Mobile Money Implementation in Nigeria", Journal of African Research in Business & Technology, Vol. 2011, pp. 1-8, 2011.

Das, A. and Khan, H.U. (2016) "Security behaviors of smartphone users", Information and Computer Security, Information and Computer Security, Vol. 24, No.1, pp. 116-134

Dawson, C. W. (2009). Project in Computing and Information Systems: A Student's Guide. 2 edn. Harlow: Addison-Wesley.

E. A. Ambrose, "The effect of electronic banking on customer service delivery in Nigeria", International Journal of Marketing and Technology, Vol. 2, no. 5, pp. 34-45, 2012.

Ejike, A. C. , Khan, H.U., Fournier-Bonilla, S. D. (2016), "Possible Impact of Mobile Banking on Traditional Banking: A Case Study of Nigeria", Northeast Decision Sciences Institute Conference, Alexandria, Virginia, USA, March 31st - April 2nd, 2016. (Conference Proceeding).

Erfan Najmi, E., Hashmi, K., Malik, Z., Rezgui, A., Khan, H.U. (2015), "CAPRA: a comprehensive approach to product ranking using customer reviews", Computing, DOI 10.1007/s00607-015-0439-8.

Halabi A. E., Hachem A., Al-Akhrass L., Artail H., Khan H.U. (2014), "Identifying the linkability between Web servers for Enhanced Internet Computing", 17th IEEE Mediterranean Electrotechnical Conference MELECON 2014, 13-16 April, Beirut, Lebanon. (Conference Proceeding)

Hassan, I. M., Khan, H. U., and Lalitha, M. (2016), 'Pedagogical Potentials of IEEE 802.11 WLAN to Nigerian Universities: A Case Study of the University of Uyo', International Journal of Information and Education Technology, vol. 6, no. 4, pp. 256-261

Hassan, I. M., Khan, H. U., Zaitun, R., Mardini, G. (2015), "Pedagogical Potentials of IEEE 802.11 WLAN to Higher Educational Institutions: A Case Study of Nigerian based University", IEEE 9th International Conference on Semantic Computing (IEEE ICSC 2015), Anahaim, CA, USA, Feb.7 - 9, 2015. (Conference Proceeding).

Heang, J.F., and Khan, H.U. (2015), "The Role of Internet Marketing in the Development of Agricultural Industry: A Case Study of China", Vol. 14, Issue.1 , pp. 1-49.

Ho, H. C., Awan, M. A., & Khan, H. U. (2016), "Luxury brands and corporate responsibility: A perspective on consumers' preferences", Journal of International Management Studies, 16(1), 77-81.

<http://www.ibimapublishing.com/journals/JARBT/jarbt.html>

I. B. Oluwatayo, "Mobile Phones as Mobile Banks and Credit Outlets: The Experiences of Farming Households in Rural Southwest Nigeria", International Journal of Computing and ICT Research, Vol. 6, no. 1, pp 52-59, 2012.

J. Huang, E. Makoju, S. Newell and R. D. Galliers, "Opportunities to learn from 'failure' with electronic commerce: a case study of electronic banking", *Journal of Information Technology*, Vol. 18, pp. 17-26, 2003.

K. G. Akintola, R. O. Akinyede and C. O. Agbonifo, "Appraising Nigeria Readiness For Ecommerce Towards: Achieving Vision 20: 2020", *IJRRAS*, Vol. 9 no. 2, pp. 330-340, 2011.

K. J. Ringim, N. H. Osman, N. Hasnan, and M. R. Razalli, "Exploring the implementation", Vol. 9 no. 11, pp. 243-253, 2013.

K. Kaur and M. Kaur, "Adoption and Diffusion of Electronic Banking by Customers: Critical Analysis of Empirical Evidences", *International Journal of Financial Management*, Vol. 1, no. 1, pp. 29-46, 2011.
<http://www.bis.org/publ/ar98f01.pdf>

Khan H.U., Awan M.A.(2017), "Possible Factors Affecting Internet Addiction: A Case Study of Higher Education Students of Qatar", *Int. J. of Business Information Systems (IJBIS)*, Forthcoming.

Khan, H.U. (2012) 'Computer Mediated Communication, Quality of Learning, and Performance', *Journal of GSTF Business Review*, Vol. 1, No. 3, pp. 81-88.

Khan, H.U. (2013a) 'Use of e-learning tools to solve group work problems in higher education: A Case study of gulf countries', *The Advances in Computer Science: an International Journal*, Vol. 2, No. 3, pp.90-96.

Khan, H.U. (2013b) 'Role of Computer Mediated Communication in Affect Empowerment and Performance Improvement', *IFRSA's International Journal of Computing*, Vol.3, No.3, P.165-171.

Khan, H.U. (2016), "Possible effect of video lecture capture technology on the cognitive Empowerment of higher education students: a case study of gulf-based university", *International Journal of Innovation and Learning*, Vol.20, No. 1, pp. 68: 84.

Khan, H.U. and Adediji, O.A. (2017) 'Need for RADAR system utilisation for maritime traffic management: a case of Congo River Basin', *Int. J. Computational Systems Engineering*, forthcoming.

Khan, H.U. and Alhousseini, A. (2015), "Optimized Web Design in the Saudi Culture", *IEEE Science and Information Conference 2015*, London, UK, July 28 - 30, 2015. pp.906-915 [Co-sponsored by Springer]

Khan, H.U. and Ejike, A.C. (2017) "An assessment of the impact of mobile banking on traditional banking in Nigeria", *Int. J. Business Excellence*, Vol.11, No.4, pp.446:463.

Khan, H.U. and Fournier-Bonilla, S. D. (2016), "Technological Infrastructure Effects on Export Diversification: A Case Study of Qatar", Northeast Decision Sciences Institute Conference, Alexandria, Virginia, USA, March 31st - April 2nd, 2016. (Conference Proceeding).

Khan, H.U., Ahmed, S., Abdollahian, M. (2013) 'Supply chain technology acceptance, adoption, and possible challenges: A case study of service organizations of Saudi Arabia', 10th International Conference on Information Technology: New Generations (ITNG 2013), Las Vegas, Nevada, USA.

Khan, H.U., Artail, H., Malik, Z., Niazi, M.(2014a) 'Information Technology Adoption, possible challenges, and Framework of Supply Chain Management: A Case Study of a Leading Gulf Economy', 4th International Conference on International Conference on International Conference on Engineering Technology and Technopreneurship, Kuala Lumpur, Malaysia.

Khan, H.U., Awan, M.A., Ho. H.C. (2014), "How do Chinese and Saudi Customers Perceive Online Service Quality? A Comparative Study", The Journal of Business Inquiry, Vol. 13, No. 2.

Khan, H.U., Awan, M.A., Ho. H.C. (2014b), "How do Chinese and Saudi Customers Perceive Online Service Quality? A Comparative Study", The Journal of Business Inquiry, Vol. 13, No. 2.pp.142-157.

Khan, H.U., Bankole, O.A. and Alomari, M.K. (2017b) 'Possible effect of IT introduction into the election process: a case study of Nigeria', Int. J. Business Forecasting and Marketing Intelligence, Vol. 3, No. 2, pp.109-129.

Khan, H.U., Fournier-Bonilla, S. D., Jinugu, A., Madhavi Lalitha, V.V. (2016), "Possible Challenges of the Successful Implementation of CRM in the Service Sector: A Case Study of Saudi Arabia", Northeast Decision Sciences Institute Conference, Alexandria, Virginia, USA, March 31st - April 2nd, 2016. (Conference Proceeding).

Khan, H.U., Omonaiye, J.F., and Madhavi Lalitha, V.V. (2017a) "Employees' perception as internal customers about online services: A case study of banking sector in Nigeria", International Journal of Business Innovation and Research, Vol.13, No.2, pp.181:202.

Khan, H.U., Uwemi, S. (2017) "Possible Impact Of E-Commerce Strategies On The Utilization Of E-Commerce In Nigeria", International Journal of Business Innovation and Research, (forthcoming)

M. Karimzadeh and D. Alam, "Electronic Banking Challenges In India:of business process reengineering in banks", Asian Social Science An Empirical Investigation", Interdisciplinary Journal of Contemporary Research In Business, Vol. 4, no. 2, pp. 31-45, 2012.

Musa A., Khan, H.U., Alshare, K. (2015), "Factors influence consumers' adoption of mobile payment devices in Qatar", *International Journal of Mobile Communications*, Vol. 13, No. 6, pp. 670-689..

Najmi E., Hashmi K., Malik Z., Rezgui, A., Khan H.U.(2014), "ConceptOnto: An upper ontology based on Conceptnet", 11th ACS/IEEE International Conference on Computer Systems and Applications (AICCSA' 2014), November 10-13, 2014, Doha, Qatar ,PP.366-372 (Conference Proceeding)

Najmi, E., Hashmi, K., Malik, Z., Rezgui, A., Khan, H.U. (2015), "CAPRA: a comprehensive approach to product ranking using customer reviews", *Computing*, Vol. 97, No. 8, pp: 843-867.,

O. Bankole and E. Cloete, "Mobile Banking: A Comparative Study of South Africa and Nigeria", *IEEE Africon 2011 - The Falls Resort and Conference Centre, Livingstone, Zambia*, 13 - 15, September 2011.

Omonaiye, J.F., Madhavi Lalitha., Khan, H.U., Signh, R., Fournier-Bonilla, S. D. (2015), "Ability and hurdle to provide Banking online services: A case study of banking employees in Nigeria", 2015 IEEE 2nd International Conference on Cyber Security and Cloud Computing, New York,USA, November 03 - 05, 2015. (Conference Proceeding)

Schwalbe, K. (2014) *Information Technology Project Management*. 7 edn. Boston: Course Technology.

Struwig, F. W. and Stead, G. B. (2004). *Planning, designing and reporting research*. 3 edn. Cape Town: Hanli Venter.

S, L, Adeyemi and M. A. Aremu, "The strategic importance of internet banking in Nigerian Financial Institutions", *Adamawa State University Journal of Decision Analysis*, Vol. 1, no. 2, pp. 138-148, 2008.

S. A. Jimoh, "Educational Research in Nigeria: Some local forces inhibiting progress and the way forward", 1998.

<http://www.unilorin.edu.ng/journals/education/ije/sept1998/EDUCATIONAL%20RESEARCH%20IN%20NIGERIA%20SOME%20LOCAL%20FORCES%20INHIBITING%20PROGRESS%20AND%20THE%20WAY%20FORWARD.pdf>

Saied, D.E.E.L., Khan, H.U. (2017) 'Implementation of Health Information System-A case study of Magrabi hospitals, KSA', *Journal of Computer Science*, Vol. 13. No. 5., pp. 91-104.

Smuts, R.G., Lalitha, M., Khan, H.U. (2017), "Change Management Guidelines That Address Barriers To Technology Adoption In An HEI Context", 7th IEEE International Advance Computing Conference, Hyderabad, India, January 5 - 7, 2017. (Conference Proceeding).

T. C. Okeke and C. G. Okpala, "A discrete analysis of demography and electronic banking usage in Nigeria", *Journal of Internet Banking and Commerce*, Vol. 19, no. 2, pp. 1-14, 2014.

Uwemi, S., Khan, H.U. (2016), "E-commerce, Challenges, and Developing Countries", 2016 DSI Annual Meeting in Austin, TX, USA. November 19th - November 22nd, 2016. (Conference Proceeding).

Uwemi, S., Khan, H.U., Fournier-Bonilla, S. D. (2016), "Challenges of E-Commerce in Developing Countries: Nigeria As Case Study", Northeast Decision Sciences Institute Conference, Alexandria, Virginia, USA, March 31st - April 2nd, 2016. (Conference Proceeding).
