



Nordic IT Organisation 2007

SOA and Business-IT Alignment

How do Nordic companies achieve alignment between business and IT?

Does the use of Service-Oriented Architecture (SOA) help Nordic CIOs support business goals?

How common is SOA among Nordic companies and what are their plans?

- ***Methods for alignment of business and IT***
- ***Use and experience of SOA among Nordic companies***
- ***Key success factors for adopting SOA***
- ***Degree of IT organisation hierarchy and success in reaching key IT objectives***

Probably the most important challenge facing Nordic CIOs today is how to best link IT and business strategies and goals.

Aligning business and IT

The purpose of a company is to make money and it does so by serving the needs and wants of its customers profitably. In order to achieve this, the whole company must strive towards this goal, including the IT unit. Alignment between business and IT means that their strategies and goals must be in agreement, they must work in the same direction and in sync with each other. But how can this be achieved? There is more than one way to achieve alignment of business and IT in a company. Close cooperation between business and IT leaders is an obvious necessity. To establish good cooperation however, there are several strategies and requirements, such as ensuring that business and IT people are able to communicate in the same language and terms.

Using SOA to achieve business IT-alignment

SOA or *Service-Oriented Architecture* has been promoted as an important vehicle to improve business-IT alignment. SOA is a collection of services that communicate with each other. A service is a coherent block of functionality that represents a distinct function or activity within the business. SOA is thought to promote business-IT alignment for several reasons. One reason is better ability for IT to adapt to the changing needs of business, because SOA services can easily and quickly be organised and reorganised into new end-to-end solutions, reducing the risk of misalignment. Probably the most important reason however, is that since services are represented in high-level business terms, IT executives are encouraged to think in terms of business functions rather than IT functions.

The report maps out Nordic companies' approach to improving the alignment of business and IT in general and the use of SOA to do this in particular. This entails looking at such areas as the relative importance of different methods for improving alignment and the impact of SOA on

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About Waagstein Research

Waagstein Research is an independent research company that provides IT governance services. Our focus is on the business and financial aspects of corporate IT operations.

Our customers are large Nordic companies and organisations and our target audience is decision-makers such as IT managers, IT strategists, financial managers and controllers.

Waagstein Research's industry-specific analysis, competitive insight and strategic advice give businesses the tools they need to optimise their IT operations.

Waagstein Research AB

+46 31 811 910
info@waagstein.se
Drottninggatan 22
SE-411 14 Göteborg
Sweden

success with various IT goals. Furthermore, the report also looks at the key success factors for adopting a SOA strategy and the obstacles to implementing it.

The report is designed to:

- Help companies to determine what the best methods are for improving the alignment of business and IT by showing the experiences of other Nordic companies.
- Show what IT goals are most likely to be positively affected by implementing SOA.
- Provide a basis for deciding whether SOA would be a suitable option for the individual company.
- Aid the individual company to evaluate how it should prepare its organisation to best benefit from SOA.
- Show how the degree of hierarchy in the IT organisation affects the success in reaching various IT goals.

Method

The survey, which is quantitative, has been carried out by means of a survey of leading decision makers such as CIOs, IT strategists, CFOs and CEOs in 100 large (+500 employees) Nordic companies. The interviews were made in May 2007. The results from the survey is presented and analysed broken down by industry (Trade, Services, and Manufacturing).

Target Group

The report is written based on mainly the needs and requirements of the IT management of large Nordic companies. The target group of the report is primarily: CIO/IT managers, CFOs, Controllers, IT strategists, Consultants and CEOs. The report will however also be of interest for vendors of IT products and services in order to better understand their customers.

Price and delivery

The price of the report is EUR 1,950.

The report is delivered in both printed format and in a digital copy in PDF-format for free distribution within your organisation.

The report is ready for delivery.

Prices are excluding VAT.

To order or get more information contact John Karlsson at +358-40-5545333 or e-mail john@waagstein.se

www.waagstein.se

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