

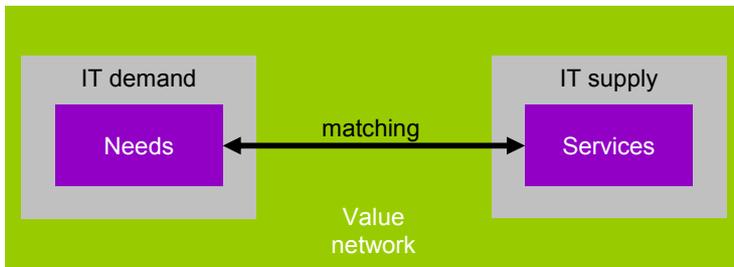


<http://www.vital-project.org>

VITAL project results

Project overview October 2006

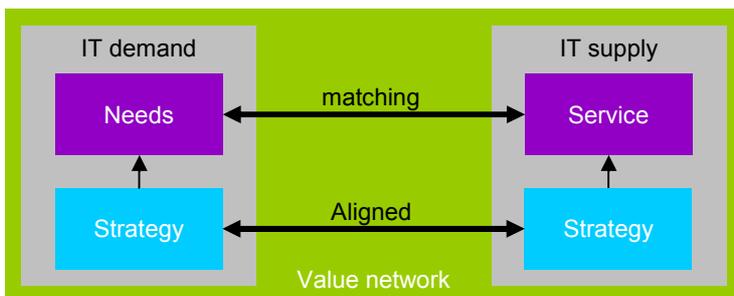
1 Business-IT alignment can be viewed as a commercially acting network of enterprises, consisting of IT-service suppliers that satisfy buyers' business needs. In VITAL IT-suppliers and buyers describe IT services and needs using a computer-processable model, with the ultimate aim to (semi-) automatically match service-offerings and needs to generate dynamic buyer-supplier networks.



Computer-enabled matching of IT-needs and IT services

- Case study: Malienet, with De Boer & Croon
- Results:
 - Model of IT service offerings & needs
 - (semi) automatic matching engine
- Usability
 - Tool for IT business development and network formation
 - Design of business networks satisfying complex IT needs

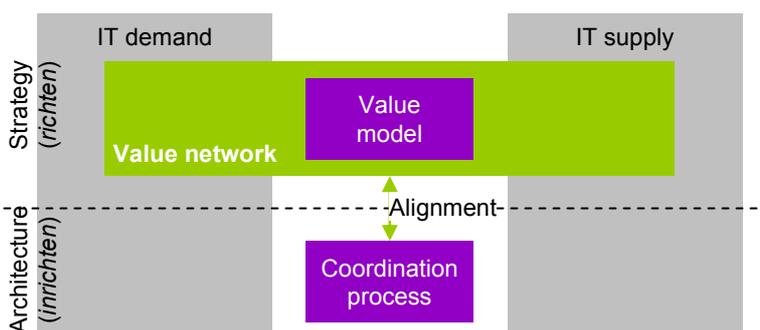
2 In a network, enterprises each have their own strategy that motivates their IT needs and offered services. Strategies of these enterprises should not conflict and preferably re-enforce each other. So, strategies are also described in a computer-processable model to (1) analyze impact on IT needs, services, and provisioning processes, and (2) analyze conflicts and synergy chances.



Business strategy modeling in value networks

- Case studies: Schiphol airport, energy supply
- Results:
 - Model of business strategies in a networked setting
 - Reasoning engine about e.g. goal-conflicts
- Usability:
 - Tool for strategy development, goal-conflict checking, synergy-opportunities, etc. for board-room business development

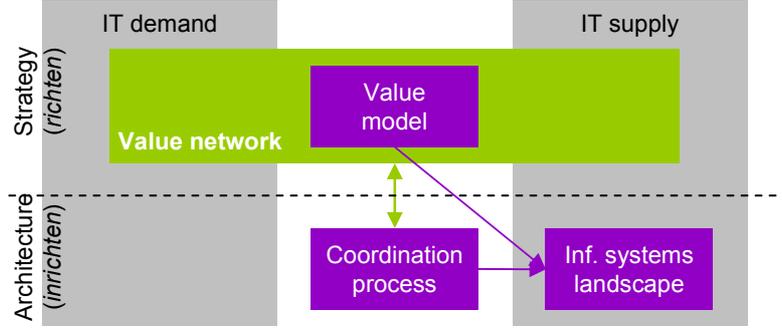
3 On the architecture level, a set of coordination processes describes how business partners exchange value objects. This set of coordination processes needs to be aligned with the value model. The challenge is to develop methods, tools and techniques to manage this alignment relation.



Consistency of value models and coordination processes

- Case study: a healthcare network
- Results:
 - Static notion of consistency, based on structures of value models and processes
 - Dynamic notion of consistency, based on feeding statistics on business transactions back into the value model
- Usability:
 - Tool for managing consistency between the coordination process model and value model

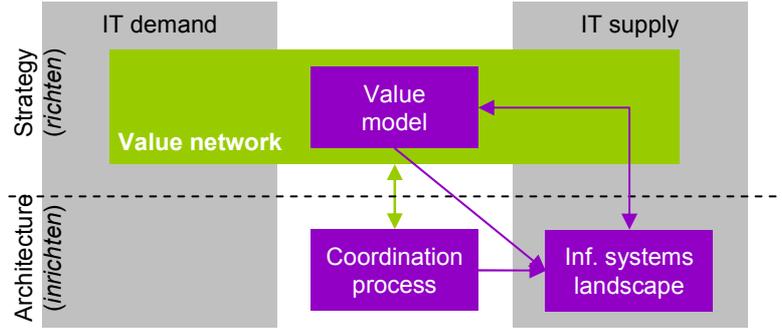
4 IT services are supported by business-specific information systems and generic IT infrastructure. Together, these constitute the information systems (IS) landscape. Methods for planning the IS landscape have been known for decades (e.g., Information Engineering). In VITAL, these methods are connected to coordination processes and the value model.



Information systems planning for value networks

- Case study: CIBIT/SERC
- Results:
 - Inter-organizational IS planning method that does not assume the existence of a central authority to resolve design conflicts
- Usability
 - Design of IT landscape that aligns with IT demand needs and IT supplier strategy

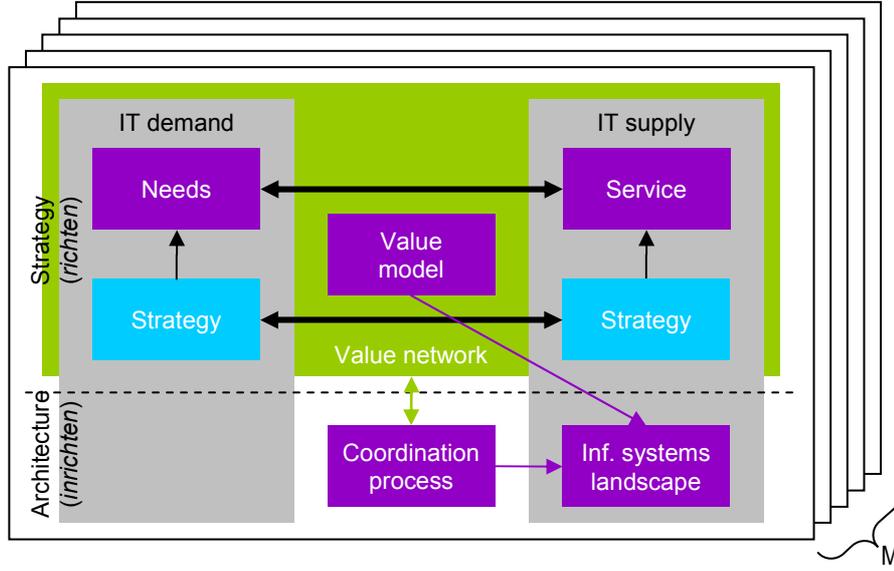
5 Value networks and information systems have many dependencies. For instance, IT always results in expenses that from a value perspective should be feasible. Also, the size of a value network in terms of the number of actors and services transferred requires a certain scale of the supporting information system. In VITAL, we look for such dependencies and how we can reason about them.



Alignment of e3value models and UML diagrams

- Case studies:
 - Distributed energy balancing (with ECN)
 - Tracking and tracing of sea-containers (with IBM)
- Results:
 - Dependencies between value and IS perspectives
 - Traceability of dependencies
 - Guidelines how to reason about these dependencies
- Usability
 - Support of informed high level executive decision making using value models and IS models

6 The results from items 1-5 above represent an ideal approach to business-IT alignment. In reality, no organization will have our approach in place fully and automatically. We address this by developing a maturity model for business-IT alignment in value networks. This model prescribes, for each of the five maturity levels from the well-known CMM, the alignment processes that need to be implemented.



Maturity model for business-IT alignment

- Case studies: KPN, NAF-WG A&PM
- Results:
 - Validated maturity model for alignment in value networks
- Usability:
 - Assessment and improvement advice for business-IT alignment