Executive Summary

Alignment has been a buzzword for decades. Among CIOs, alignment is hyped as the apex of effective IT and written off as jargon. Yet without the proper tools, CIOs are left to play a guessing game of what deliverables the business demands.

By taking part in the CEO-CIO Alignment Program, you have already taken the first steps to building IT-business alignment that optimizes IT and drives business value. This report shares insights from the survey component of our program. It will help you:

- Understand the CEO’s perception of and vision for IT in your business
- Identify and build core IT processes that automate IT-business alignment
- Create a plan to address alignment gaps impeding business growth
- Deliver your plan to demonstrate IT value and progress

Instead of producing an endless list to add to your backlog, the program brings clarity to what IT priorities need to be, how they are defined, and how their success is measured. It creates a tangible path to alignment and all of its associated benefits. Research reveals that companies with robust IT departments effectively aligned to business goals achieve higher growth compared to IT departments lacking alignment. For CIOs, effective alignment can be the tipping point in moving IT from supporting the business to enabling and transforming it.

Make your way through the report and then allow us to guide you through the results and insights. Invite your CEO to join us on the results call and start your alignment off right.
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Evaluating IT Fundamentals

Misalignment is easier to spot than alignment. It is most obvious when core activities – strategic planning, budget & staffing, and project management – are out of sync with business goals. Understand expectations around these core activities so you can determine where to focus IT business alignment efforts.

Overall Satisfaction

Overall satisfaction provides insight into the CEO’s perception of IT performance as a business partner. Keep in mind that the CEO is the most important business stakeholder.

Rate overall satisfaction with IT performance as a business partner.

IT Budgeting & Staffing

Account for available resources now and in the future by understanding IT budget and staffing expectations.

How much should the IT budget and headcount change in the next 3 to 5 years?

IT Strategic Planning

Partnership refers to the level of collaboration between IT and the business. Success refers to the benefits created by IT for the business.

Overall alignment is a key indicator identifying the extent to which IT operates in areas that support the business and meet business needs.
Degree of Project Success

While project failure is a reality in any organization, the proportion of successful projects should be maximized. Understand and address the issues that impede project success.

What percent of projects exceeded, met, or failed to meet business expectations? What percent were outright cancelled?

![Bar chart showing the distribution of project success and cancellation rates.]

- Projects exceeded business expectations: 5%
- Projects met business expectations: 50%
- Projects did not meet business expectations: 35%
- Projects were cancelled: 10%

Of projects that did not meet business expectations or were cancelled, how significant were the following issues?

- Failed to deliver expected benefit or value
- Low quality
- Breach of scope
- Project failed to be delivered on-time
- Over Budget

Other:

CEO Involvement

Consider the CEO’s capacity for involvement and establish regular collaboration on key activities.

How often should the CEO participate in these activities?

<table>
<thead>
<tr>
<th>Activity</th>
<th>Never</th>
<th>Less Than Annually</th>
<th>Annually</th>
<th>Semi-Annually</th>
<th>Quarterly or More</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vendor Management</td>
<td></td>
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<tr>
<td>IT Risk Assessment</td>
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<tr>
<td>IT Quality Management</td>
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<tr>
<td>IT Strategy</td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>IT Budgeting</td>
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<tr>
<td>IT Project Funding</td>
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<tr>
<td>Major IT Project Review</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Vendor Management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>IT Risk Assessment</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Strategic misalignment is the primary cause of dissatisfaction with IT. Solidify realistic expectations around core activities and plan for CEO involvement – on his or her terms. This will mitigate the consequences of unforeseen changes and foster a healthy IT-business partnership.
Keys to Effective Alignment

Effective alignment starts with effective IT. Goals need to be defined and success needs to be evaluated in a tangible way. Baking alignment into every layer of IT governance supports long-term success of the IT-business partnership. Use Info-Tech’s resources to build effective IT-business alignment in your business.

Rate your satisfaction with the following activities.

- In place, effective
- In place, not effective
- Not in place

### Understand business goals

**Align to Business Goals**

You are here. You’ve started. Continue to take advantage of the CEO-CIO Alignment Program by following up with our experts to ensure a successful follow-through.

### Define and align IT strategy

**Align IT Strategy**

The [IT Strategy workshop](#) has one goal: Provide clear, measurable improvements to your IT Strategy, in a week. It provides you with:

- A clear understanding of business objectives, risk awareness, and specific criteria to the relevance, costs, and benefits of IT investments

### Measure stakeholder satisfaction with IT

**Align with Stakeholders**

Stakeholder management is critical to IT success. The [CIO Business Vision](#) is a high impact program that requires little effort on your part. It provides you with:

- Detailed report cards on stakeholder satisfaction with IT and tools and indicators to improve your interaction with key stakeholders

### Align IT project approval process

**Align the Project Portfolio**

Establish discipline and transparency around IT investments and contribution to business goals with the [Portfolio Management workshop](#). It will provide you with:

- A streamlined process for requesting and allocating IT resources for projects and transparent project approval and prioritization procedures

### Align IT budget

**Align the IT Budget**

Align the IT Budget: The [Cost & Budget Management workshop](#) will get you to manage IT spending so that IT services align with business goals and objectives. It provides you with:

- A forecast for next year’s budget, cost improvement to optimize IT spend, and a comparison of key cost accounts to industry benchmarks

### Measure IT project success

**Align Indicators & Metrics**

Performance [Measurement & Assessment roadmap](#) guides you on how to use IT metrics to evaluate accountability and success. It provides you with:

- A Metrics Selection & Reporting tool and best practices for communicating IT metrics
Aligning with Business Goals

For IT to serve as a valuable business partner, IT leaders must direct resources toward supporting and achieving business goals. A CEO functions as the primary business stakeholder. Not only does the CEO need to be consulted on these big ticket items, but more importantly he or she must be understood. IT leaders ignore this reality at their own peril.

IT Role

Does IT struggle with, support, optimize, expand, or transform the organization? Understanding how the CEO defines the IT role is critical for the development of the IT mandate and a necessary precursor to building an IT strategy.

Describe the role of IT in your organization – now and in the future.

The role of IT needs to be defined by the business and realized by IT. Maximize value created by IT by ensuring that the CEO and CIO agree on how the IT role is defined so that IT effectively addresses business needs.
Goals of IT Innovation

Innovation is not simply about supporting or developing new products; it can touch any aspect of a business.

On a scale of 1 to 7, how strongly should IT innovation contribute to the business in the following areas? (1 = Not at all; 7 = Very strongly)

CEO Priorities

CEO priorities reflect organizational priorities. IT is responsible for servicing these key projects and department effectively.

Based on business priorities, identify the top 3 corporate projects and departments that are most critical for IT to support?

<table>
<thead>
<tr>
<th>Top Projects</th>
<th>Top Departments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CEO</strong></td>
<td><strong>CIO</strong></td>
</tr>
<tr>
<td>1. New Product Launches</td>
<td>1. Marketing</td>
</tr>
<tr>
<td>2. Marketing Blitzes</td>
<td>2. Sales</td>
</tr>
<tr>
<td>3. New Website</td>
<td>3. Operations</td>
</tr>
<tr>
<td><strong>CEO</strong></td>
<td><strong>CIO</strong></td>
</tr>
<tr>
<td>CEO Priorities reflect organizational priorities. IT is responsible for servicing these key projects and department effectively.</td>
<td>Based on business priorities, identify the top 3 corporate projects and departments that are most critical for IT to support?</td>
</tr>
</tbody>
</table>

Approach innovation as a process – not merely an ad hoc activity. Initiate this process with a sound understanding business expectations for IT-enabled innovation.
Enabling Innovation with IT

With effective processes in place, innovation offers the potential for IT to deliver transformative value to the business and create a source of sustained competitive advantage. It is critical to ensure that IT-enabled innovation supports business goals. Ensure innovation alignment continues down the correct path.

Areas for Innovation

From new processes to new markets, IT-enabled innovation can touch any aspect of a business.

On a scale of 1 to 7, how strongly should IT innovation contribute to the business in the following areas? (1 = Not at all; 7 = Very strongly)

Barriers to Innovation

Barriers to innovation need to be understood before they can be overcome.

On a scale of 1 to 7, how significant are the following barriers to IT-enabled innovation? (1 = Not at all a barrier; 7 = Significant barrier)

Identify which barriers are impeding growth in your business. Understand the IT barriers to innovation, address the business barriers to innovation with the most relevant stakeholders, and minimize the both sets of barriers.
**Appetite for Innovation Technology**

Understanding why the business wants to innovate with specific technologies is critical to successful implementation and user adoption.

*In 3 to 5 years, should the business adopt these technologies?*

**CONSIDER**

A CEO’s exposure to technology will differ from that of a CIO, but must be taken in consideration. Formally discuss this technology with the CEO to understand his or her reasoning.

**INVESTIGATE**

When both parties perceive a high need for adoption, initiate a formal investigation into the technology, and its business and industry impacts. Fast-track your investigation with Info-Tech’s set on how to **Exploit Disruptive Technology**.

- Employee Mobility
- Cloud Infrastructure
- Big Data Collection
- Social Marketing
- Collaboration Tools
- Customer Mobility
- Cloud Applications
- Big Data Analytics
- Social Engagement

**MONITOR**

Rapid technological development can threaten a business, while adoption can create a competitive advantage for a business that do so effectively. Keep in mind that the responsibility of staying up-to-date rests with IT and–ultimately–with the CIO.

- IoT Tracking
- IoT Product Ideas

**CONSULT**

Before implementing technology for which the CIO perceives as having a high need to adopt, consult with the CEO. Justify the technology for the business, not just IT.

Effective adoption of technology requires alignment between IT and the business before implementation.
**Establishing IT Performance Indicators**

Follow-through is critical. You may be operating a world-class IT department, but do you have the indicators to prove it? Are these indicators communicating IT performance transparently and effectively to the CEO? Delivering your results in a user-friendly format – typically the format the CEO demands – ensures that you will be understood and rewarded accordingly.

**IT Performance Metrics & Feedback**

You can't manage what you can't measure. Understand which metrics matter most to the business to optimize IT communication and reporting.

*Which indicators are used and which indicators should be implemented in your business?*

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Do not sell yourself or your IT department short. Ineffective indicators prevent you from identifying the root cause of serious issues and also fail to communicate your successes. Improve transparency by using effective indicators and metrics in areas that are important to the CEO. Ensure that the key metrics programs are built and optimized to keep the business happy.
Outline of the Cobit 5 Framework

What is COBIT 5?
COBIT 5 is a globally-accepted framework used by businesses to optimize IT value. It covers end-to-end business and IT activities enabling IT to be a more effective business partner.

Why is COBIT important?
COBIT 5 delineates specific IT priorities and IT processes that are necessary to achieve business goals. It outlines step-by-step guides complete with metrics providing a full solution for IT departments in any business.

Stakeholder Needs
Benefits Realization • Risk Optimization • Resource Optimization

Business goals are the translation of stakeholder needs into specific business objectives. They are the mission statements of the business.

IT priorities prescribe overall IT missions that support specific business goals. These priorities can be realized with processes and evaluated with metrics.

IT Process
IT processes function as end-to-end solutions for the governance and management of IT. Each process takes inputs from stakeholder needs, business goals, other processes, as well as policies and procedures to produce outputs such as products and services.

Effective processes are essential to the success of IT. By prioritizing business goals and identifying pain points, you ensure that you are focusing on the right processes for your business.
### How do I use this cascade?

#### Stakeholder Needs
Stakeholder needs encompass three governance objectives aimed at value creation: benefits realization, risk optimization, and resource optimization.

#### Business Goals
Info-Tech's survey design made it possible to provide a weighted importance of business goals. The business goals revealed here have been determined by your CEO.

1. Maximize stakeholder value
2. Offer competitive products & services
3. Improve customer experience
4. Make data-driven decisions
5. Respond to change with agility

#### IT Priorities
Your business goals can be used to determine which IT priorities are critical to achieving them. Focus on these priorities to strengthen the IT-business partnership.

1. Achieve IT-business alignment
2. Optimize IT service delivery
3. Generate benefits through IT investments
4. Secure executive commitment to IT
5. Optimize IT resources

#### IT Processes
IT priorities map to specific IT processes. This section expands on the top 10 IT processes that will automate IT-business alignment in your organization. Any processes emphasized in bold identify processes for which the CEO perceives a critical need to improve.

1. Ensure Benefits Delivery
2. Manage Human Resources
3. Ensure Governance Framework Setting and Maintenance
4. Manage Strategy
5. Manage Portfolio
6. Manage Programs and Projects
7. Manage Requirements Definition
8. Manage Relationships
9. Manage Innovation
10. Manage the IT Management Framework

#### Pain Points
To determine your most important processes, the CEO-CIO Alignment Program takes into account the severity of your pain points. We incorporate the CEO’s and CIO’s pain point severity scores to determine which IT processes are listed in this cascade. This ensures that the IT processes you focus on will simultaneously address business goals and minimize pain points.

1. Staff sufficiency, skill, and engagement issues
2. Senior management unwilling to sponsor IT
3. IT limits affecting business innovation and agility
4. Resource waste from duplication

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Use this personalized cascade as your guideline for strengthening IT’s alignment with business goals. The cascade reveals business goals, streamlines the definition of IT priorities and processes necessary to achieve business goals, and identifies pain points that impede IT effectiveness.

Refine the results with your CEO and remember not to use the cascade mechanically. Keep in mind that goals and their respective importance will change over time. Revisit and refine the cascade annually.
Distribution of Stakeholder Needs

The COBIT 5 framework balances benefits realization, risk optimization, and resource optimization. These areas make up stakeholder needs, which map directly to business goals.

Hierarchy of Business Goals

Goal alignment is critical if IT is to effectively contribute to the business.

Allocate 100 points across these top business goals by importance.

Goals selected by the CEO and not the CIO demonstrate areas requiring realignment. Larger discrepancies represent greater urgency to realign. Understand and address the gaps promptly. Target alignment efforts in areas with the largest discrepancies.
Aligning with Business Goals

IT Priorities

These IT priorities have been selected based on how strongly they map to the goals your business aims to achieve. This mapping uses the COBIT 5 framework as its foundation and incorporates the CEO’s allocation of points to business goals.

Top 5 IT Priorities:

1. Achieve IT-business alignment
2. Optimize IT service delivery
3. Generate benefits through IT investments
4. Secure executive commitment to IT
5. Optimize IT resources

<table>
<thead>
<tr>
<th>CEO Score</th>
<th>Business Goal</th>
<th>Related IT Priorities</th>
</tr>
</thead>
<tbody>
<tr>
<td>40</td>
<td>Maximize stakeholder value</td>
<td>• Optimize project delivery</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Secure executive commitment to IT</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Optimize IT service delivery</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Optimize IT resources</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Generate benefits through IT investments</td>
</tr>
<tr>
<td>20</td>
<td>Improve customer experience</td>
<td>• Optimize IT service delivery</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Achieve IT-business alignment</td>
</tr>
<tr>
<td>20</td>
<td>Offer competitive products &amp; services</td>
<td>• Support and enable business processes</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Implement agile IT</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Optimize IT service delivery</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Facilitate IT-enabled innovation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Generate benefits through IT investments</td>
</tr>
<tr>
<td>10</td>
<td>Make data-driven decisions</td>
<td>• Enable information-based decision-making</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Achieve IT-business alignment</td>
</tr>
<tr>
<td>10</td>
<td>Respond to change with agility</td>
<td>• Facilitate IT-enabled innovation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Optimize IT service delivery</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Achieve IT-business alignment</td>
</tr>
<tr>
<td>0</td>
<td>Manage risk</td>
<td>• Manage IT staff</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Manage IT-related security</td>
</tr>
<tr>
<td>0</td>
<td>Improve operational efficiency</td>
<td>• Satisfy IT products &amp; services support</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Implement agile IT</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Achieve IT-business alignment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Support and enable business processes</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Optimize IT service delivery</td>
</tr>
<tr>
<td>0</td>
<td>Ensure service continuity</td>
<td>• Manage IT-related risk</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Enable information-based decision-making</td>
</tr>
<tr>
<td>0</td>
<td>Manage people</td>
<td>• Manage IT staff</td>
</tr>
<tr>
<td>0</td>
<td>Comply with external regulation</td>
<td>• Comply with external regulations</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Manage IT-related security</td>
</tr>
</tbody>
</table>

Achievement of business goals requires IT-related outcomes. Generate the right outcomes by focusing on the right priorities.
## Pain Point Severity

CIOs will often be aware of pain points, but CEOs may experience different pains based on the nature of their role. Responsibility for minimizing these pains lies with IT – and ultimately the CIO.

❓ Rate the severity of the following IT pain points.

<table>
<thead>
<tr>
<th>Pain Point</th>
<th>CEO Score</th>
<th>CIO Score</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff sufficiency, skill, and engagement issues</td>
<td>Minor Pain</td>
<td>Major Pain</td>
<td>🟧 Non-negotiable – Resolve</td>
</tr>
<tr>
<td>Senior management unwilling to sponsor IT</td>
<td>Minor Pain</td>
<td>Minor Pain</td>
<td>🟧 Imminent – Strategize</td>
</tr>
<tr>
<td>IT limits affecting business innovation and agility</td>
<td>Minor Pain</td>
<td>Minor Pain</td>
<td>🟧 Imminent – Strategize</td>
</tr>
<tr>
<td>Resource waste from duplication</td>
<td>No Pain</td>
<td>Major Pain</td>
<td>🟧 Imminent – Strategize</td>
</tr>
<tr>
<td>Business frustration with IT failure to deliver value</td>
<td>Minor Pain</td>
<td>No Pain</td>
<td>🟧 Negligible – Monitor</td>
</tr>
<tr>
<td>Ineffective, late or over budget IT changes</td>
<td>No Pain</td>
<td>Minor Pain</td>
<td>🟧 Negligible – Monitor</td>
</tr>
<tr>
<td>Hidden and rogue IT spending</td>
<td>No Pain</td>
<td>No Pain</td>
<td>🟧 Negligible – Monitor</td>
</tr>
<tr>
<td>Audit-discovered IT issues</td>
<td>No Pain</td>
<td>No Pain</td>
<td>🟧 Negligible – Monitor</td>
</tr>
<tr>
<td>Failure to meet regulatory requirements</td>
<td>No Pain</td>
<td>No Pain</td>
<td>🟧 Negligible – Monitor</td>
</tr>
<tr>
<td>Outsourced SLAs not being met</td>
<td>No Pain</td>
<td>No Pain</td>
<td>🟧 Negligible – Monitor</td>
</tr>
<tr>
<td>IT-related business risk incidents</td>
<td>No Pain</td>
<td>No Pain</td>
<td>🟧 Negligible – Monitor</td>
</tr>
<tr>
<td>Complex IT operating models</td>
<td>No Pain</td>
<td>No Pain</td>
<td>🟧 Negligible – Monitor</td>
</tr>
</tbody>
</table>

Take prompt action where it is most necessary. Incorporate the CEO’s perspective to improve buy-in and create the sense of urgency within the business and IT that is necessary to kick off the implementation. A number of factors may signal a need for improvement in IT, but focusing on the solution – the recommended processes – will automate alignment.
## Critical IT Processes

This table defines the most important processes for your IT department. It outlines which IT priorities map to each process and which specific pain points are addressed by the process.

- 1 Non-negotiable – Resolve
- 2 Imminent – Strategize
- 3 Negligible – Monitor

### Mapping of Business Goals to IT Priorities

<table>
<thead>
<tr>
<th>Rank</th>
<th>Process</th>
<th>IT Priorities Supported</th>
<th>Pain Points Mitigated</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Ensure Benefits Delivery</td>
<td>• Achieve IT-business alignment&lt;br&gt;• Optimize IT service delivery&lt;br&gt;• Generate benefits through IT investments</td>
<td>1 Business frustration with IT failure to deliver value&lt;br&gt;1 Hidden and rogue IT spending&lt;br&gt;1 Resource waste from duplication&lt;br&gt;1 Senior management unwilling to sponsor IT</td>
</tr>
<tr>
<td>2</td>
<td>Manage Human Resources</td>
<td>• Achieve IT-business alignment&lt;br&gt;• Optimize IT resources</td>
<td>1 Business frustration with IT failure to deliver value&lt;br&gt;1 Staff sufficiency, skill, and engagement issues</td>
</tr>
<tr>
<td>3</td>
<td>Ensure Governance Framework Setting and Maintenance</td>
<td>• Achieve IT-business alignment&lt;br&gt;• Optimize IT service delivery&lt;br&gt;• Secure executive commitment to IT</td>
<td>1 Senior management unwilling to sponsor IT&lt;br&gt;1 Complex IT operating models</td>
</tr>
<tr>
<td>4</td>
<td>Manage Strategy</td>
<td>• Achieve IT-business alignment&lt;br&gt;• Optimize IT service delivery</td>
<td>1 Business frustration with IT failure to deliver value&lt;br&gt;1 IT limits affecting business innovation and agility&lt;br&gt;1 Ineffective, late or over budget IT changes&lt;br&gt;1 Senior management unwilling to sponsor IT&lt;br&gt;1 Complex IT operating models</td>
</tr>
<tr>
<td>5</td>
<td>Manage Portfolio</td>
<td>• Achieve IT-business alignment&lt;br&gt;• Generate benefits through IT investments</td>
<td>1 Business frustration with IT failure to deliver value&lt;br&gt;1 Resource waste from duplication&lt;br&gt;1 Ineffective, late or over budget IT changes</td>
</tr>
<tr>
<td>6</td>
<td>Manage Programs and Projects</td>
<td>• Achieve IT-business alignment&lt;br&gt;• Generate benefits through IT investments</td>
<td>1 Business frustration with IT failure to deliver value&lt;br&gt;1 Resource waste from duplication&lt;br&gt;1 Ineffective, late or over budget IT changes</td>
</tr>
<tr>
<td>7</td>
<td>Manage Requirements Definition</td>
<td>• Achieve IT-business alignment&lt;br&gt;• Optimize IT service delivery</td>
<td>1 Business frustration with IT failure to deliver value</td>
</tr>
<tr>
<td>8</td>
<td>Manage Relationships</td>
<td>• Achieve IT-business alignment&lt;br&gt;• Optimize IT service delivery</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Manage Innovation</td>
<td>• Generate benefits through IT investments&lt;br&gt;• Optimize IT resources</td>
<td>1 IT limits affecting business innovation and agility&lt;br&gt;1 Business frustration with IT failure to deliver value&lt;br&gt;1 Hidden and rogue IT spending&lt;br&gt;1 Senior management unwilling to sponsor IT&lt;br&gt;1 Complex IT operating models</td>
</tr>
<tr>
<td>10</td>
<td>Manage the IT Management Framework</td>
<td>• Achieve IT-business alignment&lt;br&gt;• Optimize IT resources</td>
<td></td>
</tr>
</tbody>
</table>

Effective IT processes strengthen the IT-business partnership and streamline the achievement of business goals. Focus on these processes to optimize alignment.