

Special Issue on Enterprise Systems and Engineering/IT alignment, Intern. Journal of CIM, Vol 24, (2011)

V. Goepp, P.-A. Millet, *Editorial of Special Issue on Enterprise Systems and Alignment* addresses the need to align IT management with enterprise engineering and enterprise modeling. Understanding system alignment as harmonizing of complementary systems this special issue considers IT management, enterprise engineering and enterprise modeling as the main candidates for enterprise alignment. The following six papers (see below) selected and extended from sessions organized by IFAC TC5.3 at the ENIM/IFAC conference MOSIM'10 that address different aspect of these fields are briefly discussed.

Intern. Journal of CIM, Vol. 24, Nr. 10-12, pp 971-973

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L. Cuenca, A. Boza, A. Ortiz, *An enterprise engineering approach for alignment of business and information technology strategy* reviews strategic alignments and proposes enterprise engineering together with enterprise architecture and enterprise modelling for business and IT alignment in accordance with ISO 15704 and CEN/ISO 19439 and 19440. Starting with an elaborate state of the art review the authors concentrate on the alignment via enterprise architecture and discuss the two aspects: alignment sequence and involved domain. Incorporating IT strategy components into the enterprise architecture framework and the Strategic Alignment Model (SAM) enables the proposed alignment. Templates for IT strategy components are defined and a case study in a manufacturing company demonstrated the usefulness of the proposed alignment concept.

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Intern. Journal of CIM, Vol. 24, Nr. 1-3, pp 974-992

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O. Avila, V. Goepp, K. Kiefer, *ATIS: A method for complete alignment of technical information systems* proposes a four phase-approach considering alignment with both: system environment and evolution. ATIS (Aligning Technical IS) proposes 3 different concepts to be used to achieve complete alignment: (i) Extended Strategic Alignment Model (E-SAM), (ii) Multi-Screen model and (iii) ATIS complete alignment approach integrating the models and defining modular alignments and evolution sequences. An industrial case is presented highlighting the methods capabilities.

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J.-S. Ulmer, J.-P. Belaud J.-M. Le Lann, *Towards a pivotal-based approach for business process alignment* focuses on business process engineering with emphasis on business analysis and process implementation. The authors propose a pivotal meta-model-centric methodology to keep process model consistency from business model to IT model. They base their work on merging business process reengineering and model-driven engineering. An example illustrates the methodology

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O. Sakka, P.-A. Millet, V. Botta-Genoulaz, *An ontological approach for strategic alignment: a supply chain operations reference case study* presents knowledge formalisation as a means for strategic alignment. The work is based on the Supply Chain Operation Reference (SCOR) model that is analysed by transforming it into ontology. The advantages of ontology's are discussed.

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Qing Li, Cheng Wang, Jing Wu, Jun Li, Ze-Yuan Wang, *Towards the business-information technology alignment in Cloud computing environment: an approach based on collaboration points and agents*

reviews business-IT alignment problems and models in the Cloud Computing Environment (CCE). The authors propose a framework to integrate cloud applications and services with intra-IS together and a run-time platform with collaboration agent technique to realise the concept of collaboration point. A case study illustrates the implementation of the developed techniques.

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G. Neubert, C. Dominguez, B. Ageron, *Inter-organisational alignment to enhance information technology (IT) driven services innovation in supply chain: the case of radio frequency identification (RFID)* addresses inter-organisational alignment in supply chains with emphasis on adaption of information systems and implementation of IT-driven innovations. A case study of a RFID implementation project has been used to combine the RFID project framework with the Strategic Alignment Model (SAM) framework thereby providing answers to alignment dynamics and sequences. An extension of the SAM alignment perspectives is proposed as a result of a case study.

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