

# Leveraging business-IT alignment through enterprise architecture—an empirical study to estimate the extents

## [Authors](#)

### [Authors and affiliations](#)

Morteza Alaeddini [Email author](#)

Hamed Asgari

Arash Gharibi

Mona Rashidi Rad

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- 3.
- 4.

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## Abstract

Achieving business-IT alignment (BITA) as a long-term and appraising management issue can be accomplished in a few ways, enterprise architecture (EA) being one of them. This paper attempts to give a critical understanding of the effects of performing EA on different aspects of BITA maturity through a global survey. A total of 236 respondents from 60 countries, a relatively large response for a survey, were selected. The main purpose of the research is to examine these impacts and to identify directions for innovative practices in the future, the unique contributions of this work. A questionnaire designed on the Luftman's maturity model as well as various other statistical methods, including PLS path modeling, Wilcoxon matched-pairs signed-ranks test and Mann-Whitney U test, are applied to understand how the EA can deliver benefits. The implications of our findings in this study as well as its limitations are discussed from different viewpoints to enable both academics and practitioners to detect the flaws in the existing EA frameworks and propose improvements.

## Keywords

Enterprise architecture (EA) Business-IT alignment (BITA) Luftman's maturity model Partial least squares (PLS)

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## Notes

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## Appendix 1: Frequencies of BITA maturity scores collected

Table 9 shows in detail the growth of the BITA maturity levels in this survey in all the measures, after performing EA and comparing them with the values before EA was implemented. This data was collected from 236 respondents around the world for two states: before performing EA and after it was implemented.

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