EXECUTIVE SUMMARY
Running IT as a business always ranks at the top as the clear goal of both business and IT leadership. However, if you ask a business executive and the CIO what to do about it and how to get there, you’re likely to get two different answers. Both sides have significantly divergent views on the benefits of doing so. They also differ in what they see as the best route to take in order to achieve that goal of operating IT as a business. Both business and IT leaders focus on a similar set of factors and functions in pursuing that goal, but the extent to which those are prioritized and weighted differs significantly.

IDG Research Services recently conducted a global research study, sponsored by EMC and VMware, to examine the causes and the extent of the differing priorities and perceptions between business executives and IT leadership. The study concludes there has been significant progress made in bringing together the goals and perspectives of business and IT, yet significant challenges remain.

By aligning their perceptions and priorities, business executives and IT leaders can work together to explore new markets, new business opportunities, and refine product development processes. They can also streamline internal processes and expedite IT service delivery to increase efficiency and cut costs.
DUAL PERSPECTIVES:  
THE BUSINESS PERSPECTIVE

Sometimes it seems as if business executives and IT leaders are looking at completely different situations. Other times, it’s like they’re staring at the same event through precisely the same lens. While there is still more of the former than the latter, leaders from both the business side and the IT side tend to see things from a more similar perspective and work together more productively than they have over the last decade. True alignment seems like it could be on the verge of becoming a common reality.

There are differences of opinion regarding how much progress business and IT leaders have made toward real and lasting alignment. Some of the “traditional” disconnects and differences in perspective still linger. Of the business executives responding to the survey, 67 percent reported moderate or significant progress, while 83 percent of IT leadership indicated the same [ figure 1 ]. There has indeed been significant progress made in bringing together the perspectives of business and IT leadership, yet many challenges remain.

“[This disconnect has existed for as long as there has been IT],” says Tom Roloff, senior vice president in EMC’s global services business. Roloff maintains that disconnect still exists to varying degrees, and is indeed under a renewed pressure for two reasons.

“Most businesses are becoming more IT-centric. Business leaders need closer connection to their information and data. They’re looking to IT to help enable that,” he says. “Secondly is the so-called ‘Consumerization of IT.’ There’s a change of expectation in how accessible IT should be. Why is it so easy to do things on my phone, yet I still have to go through this complicated process with IT to get a new app deployed? These both raise the importance of IT and the expectations of the services IT should be providing.”

This actually creates a significant opportunity on the IT side, Roloff says. The changing role of IT and the shift in the way IT services are delivered represents part of that opportunity to increase efficiency and lower the costs of service delivery.

There are strategies for business and IT operations to work together more closely to help bridge this gap, most of which involve moving toward next-generation technologies like the cloud or big data. “[The business side] is asking us to do things the same way we used to, but we have to operate differently now,” says the CIO of a global automotive manufacturer. “We have to manage our stakeholders and they aren’t always happy about that. We’re like a consultancy or a service provider now.”

Roloff explains that if IT is providing the business units with certain workloads and services, and doing so in the fastest and least expensive way possible, it can create a seamless experience for the business. This would include services not centrally managed, or provided by an outside service provider, yet all held to the same standards as an external provider. IT must embrace the challenge of providing all those services, and acting as a broker of all internal and external services.

Constant communications, planning and follow-through are essential to getting business and IT leaders working together more closely and successfully. “The business is involved in the planning process and it goes right through to our budgeting process and how we manage the project,” says Phil Bertolini, CIO of Oakland County, Michigan. “There’s constant touch with the users. We also have liaisons out of IT who are constantly communicating with the customer groups. We meet every quarter and show them what we’re doing. Then as we deliver, we provide them with an invoice to show the work we’ve done.”

That improved quality and frequency of communication can only help create the desired business outcomes for business leadership. When asked to rank critical or important outcomes of

THE LONG ROAD TO ALIGNMENT

While both sides agree that getting IT to run like a business is essential, IT leaders ranked it higher as a critical or very important priority than business leaders, at 70 and 62 percent, respectively. On this point, there is minimal disconnect between the perspectives of business and IT leaders [ figure 2 ].

» FIGURE 1 DIFFERING OPINIONS REGARDING ALIGNMENT

Respondents reporting moderate or significant progress toward business and IT alignment

<table>
<thead>
<tr>
<th>BUSINESS EXECUTIVES</th>
<th>IT LEADERSHIP</th>
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<tbody>
<tr>
<td>67%</td>
<td>83%</td>
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» FIGURE 2 IMPORTANCE OF RUNNING IT LIKE A BUSINESS

Respondents who ranked the goal of running IT like a business as a critical or very important priority for their enterprise

<table>
<thead>
<tr>
<th>BUSINESS EXECUTIVES</th>
<th>IT LEADERSHIP</th>
</tr>
</thead>
<tbody>
<tr>
<td>62%</td>
<td>70%</td>
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</table>
running IT as a business, business leaders did indeed have slightly different priorities than IT executives. According to the business leaders surveyed, their most important priorities were improved data security and compliance, improved customer satisfaction, increased business efficiency, and improved employee productivity (the latter two are also highly ranked priorities by IT leaders).

**OPPORTUNITIES FOR IMPROVEMENT**

Business executives recognize IT’s efforts to improve data security and compliance efforts. They also see the IT function increasing the business’s operational efficiency. They aren’t quite as optimistic as their IT counterparts when it comes to IT’s ability to cut costs. This presents a significant opportunity for IT to better communicate to their business counterparts the myriad possibilities for cost savings and the associated benefits like accelerating the execution of business initiatives.

IT and business leaders generally agree the IT department has improved business operations over the past two years by increasing efficiency, and achieving better IT/business alignment and less application downtime [figure 3]. Business executives are fairly pleased with the “business literacy” of IT leadership. Overall, a combined 83 percent of IT leaders indicate they’ve made significant or moderate progress. Only a combined 67 percent of business leaders agree.

Business leadership can help bring IT closer to operating like a business in two ways, says VMware’s global technical alliance manager Joe Ruggiero. “The softer, gentler way is to align the metrics a lot more closely with the business. The other, harsher way from the business perspective is to say, ‘Look, we need these services and either you provide them or we will go outside to have it provided. And if we go outside, then we’ll make changes to the IT staff.’”

Another area of disconnect is when evaluating the room for improvement in terms of IT capabilities. Business executives are more likely to see significant room for improvement in understanding what the business wants, improving time to market, communicating a clear vision, gaining the trust of business stakeholders, informing the business of new services, articulating business value, enabling innovation and collaboration, and supporting mobility.

One possibility when there is room for improvement in the internal skill set is to bring in an outside service provider to bridge that gap, especially with respect to new and disruptive technologies like big data and cloud computing. “It’s an important time to learn from others. IT and business should get many perspectives on these changes,” says Roloff. “Getting a sense of ‘the art of the possible’ is an important part of these changes. There are disruptions around cloud and big data and security and the trust space. To expect IT to be on the leading edge of all these disruptions is unrealistic. So they should be encouraged to reach out and get other perspectives.”

**COSTS AND CAPABILITIES**

IT and business leaders are definitely not in sync regarding their concerns about potential roadblocks [figures 4-5] to deploying enterprise-wide systems like ITaaS, whether done entirely through internal IT or by working with an outside service provider. IT’s primary concerns are developing a pricing model, security and compliance issues, and resistance to change. Business executives see poor communication, challenges in streamlining business
processes, and a lack of confidence in their own IT department’s expertise as major ITaaS roadblocks [Watch video].

In examining the capabilities of the internal IT department, and evaluating the need for and choice of an outside service partner, both business executives and IT leaders share similar priorities. Leading the list was matching IT services (whether provided internally or brokered through an external service provider) to the business requirements, business process management (including communications and workgroup collaboration), understanding compliance and security requirements, increasing specific industry knowledge, and packaging and presentation of IT services.

Whatever lingering concerns there are on both the IT and business side, the factor of cost always looms large [Download report]. Business and IT leadership also have differing viewpoints on the cost models and obstacles toward moving to a different cost model such as pay-per-use. [Figure 6] Most IT leaders see three primary options available to them within their organizations, including:

- Project-based accounting (also called pay-per-project): In this default or more traditional model, costs are budgeted and charged on a per-project basis. Business units pay a flat fee regardless of usage levels (57 percent of IT leaders surveyed indicated this was available).
- Show back accounting: In this model, costs are accrued as IT provides services, but business units are not billed. Accounting shows value of services consumed (34 percent of IT leaders indicated this was available).
- Charge back accounting (also called pay-per-use): In this model, costs accrue and business units are charged as they consume IT services (35 percent of IT leaders indicated this was available).

While the cost-per-use model is most applicable when considering IT as a service provider, business leaders also reported obstacles within their organizational structure [Figure 6] toward moving to such a cost model. The leading obstacles were reported as:

- The IT department doesn’t offer pay-per-use IT services (45 percent of business executives reported encountering this obstacle).
- Accounting systems don’t support pay-per-use cost model (35 percent of business executives reported encountering this obstacle).
- Variances in pay-per-use models are too difficult to account for in budgeting (22 percent of business executives reported encountering this obstacle).

DISCONNECT: OBSTACLES TO ITaaS—Security and compliance concerns, change management, developing a pricing model, and lack of the right skills are the top concerns of IT executives regarding ITaaS implementation. When it comes to developing a better IT/business partnership, business executives are less concerned about management of data security and pricing models. They cite poor communication, lack of standardization, and lack of trust or confidence in IT as the biggest roadblocks to alignment.

FIGURE 4 DISCONNECT: IT: PRICING
Roadblocks faced by IT in implementing ITaaS (IT only)

<table>
<thead>
<tr>
<th>Roadblock</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Concerns about security and compliance</td>
<td>32%</td>
</tr>
<tr>
<td>Corporate culture averse to change</td>
<td>30%</td>
</tr>
<tr>
<td>Developing a pricing model for IT services</td>
<td>30%</td>
</tr>
<tr>
<td>Insufficient skills/experience</td>
<td>29%</td>
</tr>
<tr>
<td>Burden of legacy applications</td>
<td>27%</td>
</tr>
<tr>
<td>Insufficient budget for large-scale change</td>
<td>26%</td>
</tr>
<tr>
<td>Complicated internal politics</td>
<td>26%</td>
</tr>
</tbody>
</table>

FIGURE 5 DISCONNECT: BUSINESS: COMMUNICATION
Roadblocks to a more effective IT/business partnership (Business only)

<table>
<thead>
<tr>
<th>Roadblock</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poor communication between IT and lines of business</td>
<td>45%</td>
</tr>
<tr>
<td>Challenges in standardizing/streamlining business processes</td>
<td>36%</td>
</tr>
<tr>
<td>Lack of understanding about the value of IT</td>
<td>32%</td>
</tr>
<tr>
<td>Lack of trust/confidence in IT’s technical expertise among lines of business</td>
<td>31%</td>
</tr>
<tr>
<td>Lack of understanding about what is possible with new technology</td>
<td>27%</td>
</tr>
<tr>
<td>Not getting the metrics the business needs to make informed decisions</td>
<td>26%</td>
</tr>
<tr>
<td>Lack of transparency regarding IT cost per service</td>
<td>24%</td>
</tr>
</tbody>
</table>
This presents an opportunity for IT to better present its services and skills internally to business leadership. In fact, many IT leaders responding to the survey reported they are planning to take concrete steps over the next 12 to 24 months to enhance the role of IT as a service provider. Most reported already taking steps like hardware consolidation, standardization, streamlining processes, employing virtualization technology, improving IT’s knowledge of business processes and drivers, developing self-service interfaces for IT services, and changing IT operational roles and skill sets.

The leaders of IT organizations most likely to get in line with business expectations anticipate changing the way they deliver services over the next couple of years. Most expect to deliver the three leading categories of enterprise applications via a private or hosted cloud within two years. Those applications include business recordkeeping (such as financial, customer, and patient records), collaboration services (such as e-mail, Web services and social media), and transaction processing.

**GLOBAL ANOMALIES**

While there were discrepancies in how business and IT leaders reported priorities and progress made toward a shared vision and demonstrable progress in working together, there was an interesting spin on the international numbers. The outlook among EMEA and APAC business and IT leaders was a bit more optimistic. North America ranked significant or moderate progress toward running IT as a business at 66 percent. EMEA came in slightly higher at 74 percent, and APAC at a whopping 92 percent.

EMEA and APAC came in higher (as they do for other notable factors as well) in ranking the importance of running IT as a business. While North America ranked it as critical or very important at 54 percent, EMEA business and IT leaders ranked it at 70 percent and APAC at 76 percent.

**COME TOGETHER**

Clearly, business and IT leaders should come together to develop strategies to improve communication and alignment. Part of those efforts should involve getting IT leaders to think of how they deliver services. They should consider the services, not the platform.

“The biggest problem is actually putting a value on the service,” says a national retail chain CIO. “We have a specific service we give the business and have to associate the actual cost of that. The second part is educating the business to realize the business value to this service. It’s a big culture change.” Changing the communication and perception in this way helps change the mindset of IT from being a technological asset manager to a true service provider.
VMware’s Ruggiero agrees. “If IT starts to think of the enterprise platform or environment, and look at that truly as a service, then I think that will change,” he says. “Right now, IT doesn’t think of providing services. The services are secondary and the platform is primary. Once that flips, that will change.” He states some smaller, more technologically focused IT organizations are already experiencing this transformation [Download report].

On the other hand, business executives also need to consider how they speak of and ask for specific projects or services. “The business side needs to be accountable for not trying to architect an IT solution,” says Ruggiero. “They’re not the IT folks.” Just as the global marketplace is rapidly changing and becoming more connected, more mobile, and more virtual, so too must the roles and responsibilities of the IT function change to meet those new challenges. IT must work to match its skill sets to business requirements through training programs and additional hiring. This is the highest ranking missing aspect according to 41 percent of IT leaders and 45 percent of business leaders. Similarly, 35 percent of IT leaders and 38 percent of business leaders are looking for better business process management through communications and group collaboration [figure 7].

The old tales of alignment are changing. Business executives and IT leadership have indeed come together in many ways. But there are many challenges and opportunities remaining in terms of new technologies, service delivery, evolving expertise, cost savings, product design and development and the possibilities presented by working with outside service providers. [Knowledge and Skills Analysis] As business leadership changes to meet these challenges, IT leadership and the IT role must transform. This transformation is inevitable as IT endeavors to enhance service delivery to emerge not only as a business enabler, but as a business driver.

DISCONNECT: SKILL SET—Business executives would like to see the IT skill set focused less on compliance, security, and lifecycle management and more on marketing and sales. (Base: IT = 238, Business = 128)
DUAL PERSPECTIVES: THE IT PERSPECTIVE

The “disconnect” between how IT leaders and business unit leaders perceive the purpose and function of IT is an old story with many twists and turns. While it has ebbed and flowed over the last couple of decades, it is still an issue, albeit with a slightly different twist as businesses and IT organizations face a highly mobile, connected, and global market with technologies that were barely imagined just a few years ago.

While it may seem as if they’re speaking different languages when you speak with an IT director or a business unit leader, their goals are often the same—to support and drive business operations. IT leaders share in the business executives’ goals of truly getting IT to run as a business, but they often have different tactical priorities and ideas on how to get there. IT tends to focus more on aspects that can be directly affected by technology like improving efficiency and cost savings. Business leaders focus on more direct functions like time to market, staffing allocation, and product development.

Bringing perceptions and priorities into alignment is important for both business executives and IT leaders. In today’s increasingly competitive and global business climate, all aspects of business operations need to work together to identify new business opportunities and new markets, fine-tune product development processes, and streamline internal processes. As technology continues to advance, one other option is to shift the entire nature of the IT function to a service delivery model to increase efficiency and cut costs.

The Business of IT

With business’s increasing focus on technology, IT is no longer merely a supporting function within the enterprise. IT can and should function as a critical business partner. IT itself should indeed run like a business. This is something both business and IT leaders agree on; they just don’t necessarily agree on the benefits of doing so and how to actually make it happen.

When asked to rank the critical or important outcomes of running IT as a business, IT leaders had slightly different priorities than

— IT executives are more likely than business executives to highly rate the importance of each potential outcome of running IT as a business. (Base: IT = 238, Business = 128)
business executives. IT’s priorities were increased business efficiency, improved customer satisfaction (also a high-ranked business priority), faster IT service delivery, improved employee productivity (another highly ranked business priority), and better business/IT alignment [figure 8].

CIOs responding to the survey expressed concerns about ensuring solid project planning and governance processes. “It is very important that all the stakeholders that will be putting in time, influence, and effort understand how they are going to be able to do it,” says one CIO respondent. “We have to put together a plan and scope. Where is it going and how is it going to be implemented? What is the timeframe? What are the risks? What are the costs? What are the tradeoffs?”

Any IT executive working on any project has to ask these questions, but it’s particularly important to be completely clear and in sync with the business unit leaders when it comes to deploying technologies like virtualization, cloud, and big data [Watch video]. Specific technologies like virtualization can enable moving to next-generation platforms like cloud computing and big data. More than half of the IT leaders responding to the survey reported significant progress in deploying virtualization technology. This enabling technology will support future deployment of enterprise-wide platforms like cloud, other Web services, and complete service provision like IT as a Service (IaaS). Business leaders agree, with nearly half reporting very significant, significant, or some progress in deploying virtualization [Download report].

**HELP ON THE WAY**

IT and business leaders were quite close in reporting the frequency with which their business units turn to outside service providers, with 13% of IT and 12% of business leadership reporting they did so frequently (more than 50 percent of the time). Business leaders reported occasionally (between 25 and 50 percent) at 41 percent [figure 9] and IT leaders reported 46 percent. This shared willingness to involve outside partners can work in everyone’s favor, with the possibility of IT’s shifting role to act as an internal broker for external service providers.

If an organization moves to have IT services delivered by an external provider, there must be a precise and careful governance process established in advance. Choosing who will broker the relationship with the outside provider is also a critical decision. “If IT is making the decisions, then it has to be someone who speaks the language of business,” says Tom Roloff, senior vice president of global services for EMC. “If business is making the decision, it has to be someone with some technological savvy. Ideally, it’s someone who can straddle the line between business and IT.”
PROGRESS AND POSSIBILITIES

When it comes to the overarching goal of running IT as a business, IT executives are more optimistic about the progress made thus far, with a combined 83 percent reporting significant or moderate progress. Both sides see significant progress, but the view from the IT side is a bit rosier. IT executives need to work with business leadership to establish new organizational paradigms, develop full catalogs of service offerings, and put in place straightforward and sensible financial models to support covering the costs of providing those services.

The goal to run IT as a business is one part of a clear and concrete vision for the IT function. Clearly communicating and sticking to that vision all the way down the ladder is one step IT can take to ensure better alignment with the business side. “The senior executives on the IT side get it. There tends to be alignment there,” says Joe Ruggiero, global technical alliance manager for VMware. “Where it loses translation is the middle tier. The senior executives paint a nice vision, but that doesn’t exist down in the middle tier. They don’t understand what it takes to drive that vision. We need better translation and accountability in the middle tier to drive that vision and tie what they’re doing to that vision.”

IT executives are more likely than those in business to indicate IT does a good job of understanding what the business wants, improving time to market, communicating a clear vision, gaining the trust of business stakeholders, informing the business of new services, articulating business value, enabling innovation and collaboration, and supporting mobility. In this respect, there is a major disconnect between the IT and business leader perspective.

An area of agreement among business and IT leaders is that the IT department has indeed steadily improved business operations over the past two years by improving security and compliance, increasing efficiency, and achieving better IT/business alignment and less application downtime.

IT leaders are generally pleased with the level of “technical literacy” of their business counterparts, with a combined 70 percent ranking it as excellent or good. Business leaders rated themselves similarly, with a combined 58 percent ranking their own technical literacy as excellent or good.

There are concrete ways to get IT thinking more of the business rather than focusing specifically on IT operations. “We can force IT to become more business literate by changing the metrics, changing how they’re measured,” says Ruggiero. Right now, IT is most often measured on the platform by issues such as uptime, costs, and bandwidth. “If they’re measured on driving business, it will be different.”

Business executives indicated they are generally pleased with changes their IT departments have made over the last two years to enhance the department’s role as an internal service provider. Several of the top changes include streamlining internal processes, increasing standardization, consolidating hardware resources, and increased use of the public cloud or SaaS.

AT YOUR SERVICE

Some of the business areas in which IT expressed the greatest desire to generate significant improvement include making IT services easier to package and deliver, improving product time to market, and enabling business innovation.

IT and business leaders agreed on which services they are both looking to IT to provide. Top services include Web conferencing, industry-specific apps, data security solutions, big data and business analytic solutions, and Web-based line-of-business apps (like...
Salesforce.com). Curiously, IT leaders placed far more emphasis on mobile apps and content distribution, while business leaders were more concerned with social media integration; using sites like Facebook and LinkedIn to interact with potential customers. IT and business leaders are definitely not in sync regarding the potential roadblocks to deploying ITaaS. The primary concerns of IT leaders regarding the potential roadblocks to deploying ITaaS ([figures 4, 5]) are developing a pricing model, security and compliance issues, and resistance to change. Business executives are less concerned with those potential barriers and cited poor communication, challenges in streamlining business processes, and a lack of confidence in IT’s expertise as major ITaaS roadblocks.

The greatest challenges IT faces when business leaders consider using an outside services provider are data security, risk management, ensuring compliance, integrating the outside provider’s technology into their own, and the impact on the IT budget (figure 12). On the business side, the most attractive factors compelling them to seek out external service providers are faster services delivery and improved time to market, access to technical expertise that may be lacking in-house, reduced costs, improved application performance, and simpler “pay-per-use” pricing models (figure 13).

These types of changes affect both the business side and the IT side from the top down, so it’s essential to communicate and understand the impact of these impending changes. “It’s about understanding the change within the organization and how everybody has to change their mindset about their roles and our processes,” says one CIO of a global manufacturing enterprise. “We still have arguments about what we deliver and what’s a service. Communicating what we’re trying to do with the folks in the organization is a challenge. Not everyone in the organization is willing to change.”

The biggest shift that has to happen is in how IT thinks of itself and how it presents itself to business leadership. IT needs to think of itself as a service provider, not just a technology manager. “If IT starts to consider the platform of the enterprise or environment, and starts to truly think of it as a service, then I think [the disconnect] will change,” says VMware’s Ruggiero. “Right now, there are many reasons IT thinks about the platform. Services are secondary and the platform is primary. Once that flips, the disconnect [with business] will begin to change.”

Business leaders can help by being involved more closely with IT project conception and planning. This works well for Phil Bertolini,
CIO of Oakland County, Michigan. "We are in a constant cycle of communication with our users for new, different, or changing requirements," he says. "The communication starts right away. Is this a project we want? Is there a project plan we need to put together? Do we have to go for funding? What do we need to do? The conversations start very early."

Communication both ways goes a long way toward making this a smooth process. "We got [business leaders] involved in the process," says one CIO respondent. "We had to consider time and money. Once we implemented this, within two months we were able to see the ROI.

"We had to provide education for [the business] to understand that IT is a service they have to use and they have to buy," says one CIO of a large retail chain. "It’s not something that can just be expected. There is a value and a cost associated with everything we do."

Roadblocks are inevitable. How both the business and IT leaders respond to those roadblocks is a reliable indicator of success.

"Enterprises must build virtual infrastructures with relevant applications and services that create cloud-like capabilities and allow IT to become more service-oriented," he said.

The head of IT for a major Asian utility said there are challenges ahead. “We are on the road to positioning IT as a service provider and it’s very similar to being an external vendor in terms of approach, but there are many challenges in achieving this goal.”

Another CIO noted that business users have very high expectations of service quality and reliability and this will only get higher as they get exposed to even richer technology experiences in this era of technology consumerization.

The CIO of a construction firm agreed. “Users should expect technology to be intuitive, easy to use, and quick to deploy,” he said. “If corporate applications cannot be more like Dropbox and similar services, our users could become frustrated.”
everyone was able to see where we could benefit from this. We realized quite quickly that it freed up 20 IT hours per week.”

When working with an outside services provider, you must make sure everyone is on the same page before starting any projects. “Once IT and business leadership agree on the problems they’re looking to solve, create a governance process that lets both sides be very involved in what this partner is going to do,” says Roloff.

Moving to a service provider model can work well for both business executives and IT leadership. One CIO who responded to the survey says, “Our credibility with business leadership has gone pretty high because we’ve moved to an IT as a Service model.”

Among the many benefits to moving his IT to a service model has been a better relationship with business leadership. “A lot of it is about trust,” he says. “It’s not as much technical ability as developing the sourcing relationships and even trust between the teams within your own structure.”

The global marketplace presents a constantly changing landscape of challenges. This makes working together a truly essential aspect of the modern enterprise. Business executives and IT leadership have made significant advancements in aligning their goals and perspectives, but there are just as many newly revealed challenges and opportunities when considering new technologies like self-service delivery, innovative service delivery models, evolving expertise, increasing overall revenue, product design and development, and working with outside partners. There will be changing roles within the IT department as it faces these challenges.

As business moves ahead in this new age of cloud computing, big data, and IT and applications delivered as services, the role of IT is shifting. The new face of IT can present itself as more of a business driver than ever before.