Information Technology: From the perspective of Business Management and Marketing

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Abstract. IT researchers need to know more about the concerns of IT within business areas at the same time as IT expands into them. In this literature review, we extensively look into articles published in Business Management and Marketing top journals to get a better understanding of the IT concerns of this two business areas. We make a selection of articles within both areas and extract the main concepts. Then, we inductively classify the concepts into different categories within Business Management: Governance, Implementation, Social interaction and Competitive Advantage and Marketing: Partnership, Firm performance, Acceptance and Internationalization. We present the concepts describing the categories and open a discussion that contributes to a better understanding of alignment between IT and business areas: how IT and business can challenge each other in the improvement of their mutual relationship and prepare to answer key issues within IT.

Key words: IT concerns, IT and business alignment, social dimension

1 Introduction

Nowadays firms concerns become how to be more dynamic to improvise new ideas and implement cross-functional interaction between Information Technology (IT) and business areas as stated by Van den Hooff [1]. Authors, such as Reich & Benbasat, Luftman and Henderson and Venkatraman consider that IT and business alignment plays a relevant role within organisations [2, 3, 4], as well as the development of IT capabilities, to improve the relationship between both areas proposed by Feeny and Willcocks [5]. Bassellier states that Management of IT requires trained IT professionals as well as shared responsibility between business and IT professionals to ensure alignment between IT and business objectives [6].

Engaging IT and business leaders with each other has shown positive results for the performance of organisations as presented by Hansen and Chan [7, 8]. At the same time, most of the business and IT leaders in a global scale, have identified IT and business alignment, business agility and speed to market as their main concerns in 2011-2012.[3]. The study conducted by Luftman
shows business leaders awareness of IT-related decisions and behaviours and the need for alignment with organisational goals [9]. Due to the complexity of IT and business alignment, in stead of aiming to target unreachable multifaceted overall alignment it is preferable to focus on specific components of alignment [8].

From a research perspective Reich & Benbasat and Chong have approached this topic [10, 2, 11]. Chan has clearly identified four dimensions of alignment: strategic/intellectual, which is to what extend the business strategy and plans and the IT strategy and plans complement each other, structural, which refers to the degree of structural fit between IT and the business, cultural, which refers to the type of informal structure that fosters alignment and the social dimension [12].

In this literature review we focus on the social dimension of alignment proposed by Reich & Benbasat. The authors set the focus not only on structural elements within organisations, but on contextual factors to establish the relationship between business and IT leaders, because they directly reflect how business and IT leaders understand each other and how they are committed to the business and IT mission, objectives and plans [2]. Reich & Benbasat and Peppard consider that the relationship between IT and business areas has influence on the social dimension of alignment, because it is not only about finding a shared solution to the mission, vision and objectives created by IT and business leaders, but about creating a shared understanding which ends up on the social and relational level between IT and business leaders [2, 13]. Campbell has observed the behaviours and the relationship established between IT and business areas in terms of how they understand the role of IT and business within organisations and how they establish a relation to each other [14]. As a consequence IT and business leaders need to develop relationship capabilities. Feeny and Willcocks consider that building the relationship between IT and business professionals based on the convincement of understanding goals, concerns, language and processes, that contribute to achieve common goals [15]. The development of capabilities allows the establishment of a relation between IT and business areas to create wider dialogues, trust and enabling cooperation between them [5]. We contribute to the discussion of the common understanding of IT and business leaders within the social dimension of alignment. Therefore the study of the relationship between them becomes useful and powerful to study organisations as analysed by Coughlan [16].

The growing interest on understanding alignment and the relationship of IT and business areas proposed by Chan and Feeny and Willcocks [8, 5] from the perspective of the social dimension [2, 11, 13] discussed by Reich & Benbasat, Chong and Peppard have been in the focus of the IT research literature. Hence, it is necessary to better understand the concerns about IT within business areas to improve alignment between IT and business areas. In this paper we conduct a literature review on Business Management and Marketing publications to know
the concerns about IT. Within the literature review we abstract concepts from a selection of articles and categorise the results. This can contribute to a better understanding between IT and business leaders in organisations. This motivates the research question: \textit{What are the main concerns of Business Management and Marketing about IT?}

Within the next sections of this article, we will describe in Section 2 the methodology of the literature review. In Section 3 we will present the findings obtained from the literature review. In Section 4 we will draw conclusion, present the limitations of this work and suggest future research.

2 Methodology

To answer to the research question on what the concerns about IT within the areas of Business Management and Marketing are, we based the research methodology on Websters and Watsons contribution, which emphasizes on the importance of a structured approach when intending to contribute with a high-quality literature review [17]. We list the steps we followed while conducting this literature review as shown in Figure 1. Following this, we describe each one of the steps in the process.

![Fig. 1. Literature Review Process](image)

2.1 Research boundaries

In this paper we focus in two IT intensive business areas as a preliminary approach to IT concerns within business areas. We defined the keywords focusing on IT and related terms. However, we have a specific selection of keywords following Okoli’s argument on well documented research boundaries to obtain high quality results [18]. The keywords used are: \textit{Information technology, IT, Information systems, IS, new technology/ies, Computer, PC, digitalization, information and communication technology/ies.}

We selected other parameters, such as a \textit{publication interval} defined as the last \textit{ten years} and the \textit{top ten best ranked journals} in each area. Furthermore we specified the selection criteria on an action card for a manual article selection process.
as proposed by Ulrich [19]. The four criteria are:

C1. Article within one of the areas: Business Management or Marketing  
C2. The article was published in at least one of the top ten journals of each area  
C3. The article abstract and/or title contains at least one of the keywords  
C4. The article abstracts main phenomena [20] concerns at least one of the keywords, focusing on the research and practice perspective of concerns about IT within both areas.

2.2 Journals selection

We selected the best ranked journals within each area. We consider that they offer a better understanding of the concerns about IT, because the discussions and contributions are recognised as valid scientific sources.

We conducted searches using Web Of Science and Scopus/Sci Verse with the queries best ranked journals and journal rankings within Business Management and Marketing. From the search results we obtained contributions such as Mingers, Harzing and Swanson. Mingers contribution focuses on the classification of journals within the area of Business Management [21], while Swanson focuses on rankings within the area of Marketing [22]. After, we conducted a backward-search [17] on the contributions made by Mingers, we found the Journal Quality List made by Harzing. It is an international ranking list over journals, which is continuously updated and includes rankings made by research institutions worldwide. Moreover, it includes journals organized by business areas and journal titles [23]. Table 1 shows the list of the top ten selected articles by area.

<table>
<thead>
<tr>
<th>Business Management</th>
<th>Marketing</th>
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<td>2. Administrative Science Quarterly</td>
<td>2. Journal of Marketing Research</td>
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Table 1. Top ten journals

2.3 Articles selection

Searches After defining research boundaries and search parameters we started researching for articles within Business Management and Marketing. First, we started by doing full text searches using the selected keywords on the database of Scopus/Sci Verse. After we limited the searches to the abstract and title of the publications, so that the number of results was limited to a smaller
amount of recognised contributions. The searches included variations on the search strings. The articles were selected from the results obtained using the Scopus/SciVerse database. We documented the search results into tables containing title, author and abstract for each article and the decision if the article was selected or not (YES/NO). The decision was based on the criteria in the Action card. After conducting the search we obtained 112 articles within Business Management and 76 within Marketing. At the end of the selection we obtained 21 articles within Business Management and 20 articles within Marketing.

2.4 Literature analysis

The literature analysis was conducted using a concept matrix. The concept matrix is a tool proposed by Webster and Watson [17]. It is a matrix table made out of authors on the rows and concepts contained within the articles on the columns. The concepts within the concept matrix are obtained from reading the full text articles. The focus here lies on the research and practice perspective of concerns about IT within Business Management and Marketing. The concepts contained in the articles are matched with different authors in the concept matrix. The concept matrix is used because it enables a visualization of the most discussed concepts throughout the different articles. Thereby the concept matrix enables an easier overview of the concerns about IT within Business Management and Marketing. Table 2 shows the list of concepts and authors obtained for Business Management and Marketing. Based on the results obtained with the concept matrix we elaborated a categorisation. Related concepts were grouped into superordinated terms. Each superordinated term defines a category. This step was taken to reduce the degree of granularity obtained within the concept tables. This means, the amount of concepts within the concept matrix. Thereby, to abstract the main concerns about IT within Business Management and Marketing.

3 Presentation of findings

In this section we introduce our findings. The findings are the results of the used methodology in the literature review to answer the research question, what the concerns about IT within the areas of Business Management and Marketing are. Following, we describe the categories and the concepts related to the selection of articles. Within each category we describe the perspective of IT research and then we introduce the concepts contained within our article selection.

3.1 Business Management categories

Governance and Strategy Within IT research authors, such as Weill and Rose consider governance the decision rights and accountability framework within organisations. This means who is in charge of decision making and who is responsible for the effects of the made decisions [9]. Further, we considered factors, such
as the technology, people and the processes considered by Pearlson to add value to the use of IT [65]. Other concepts within this category are discussed by Chen, within the discussion of the need for a development of a shared view of the IT role within organisations. A view that is shared by business and IT leaders [66].

Authors within the Business Management article selection Parent expresses his concern on how to manage IT in order to set up a clear and communicated governance and at the same time avoid risk on the investment in new IT [36], while Black and McAfee refer to the management of IT, focusing on the investment risks within the use of it. The responsibilities on IT governance are assigned to the board of business directors and the CIOs. They are supposed to work closely together, considering IT governance as a main concern within their leading roles. CIOs and the board of business directors are expected to ensure an effective communication between each other [27, 30]. Malone emphasizes the need for a clear understanding of IT. Inhere the focus is set up on the strategic way of thinking that business leaders have, when they make up IT-related decisions [43], while Selart focuses on the intuitive and analytical skills of the leaders for making IT-related decisions [41]. Carr sees IT as a strategical challenge, that can imply investment risks, when IT investment does not turn into the expected results. Such risks should be considered in advance [37]. Nolan considers different

Table 2. List of concepts and authors within Business Management and Marketing
forms of governance for IT, by classifying it in terms of the strategical understanding firms have of their IT organisations, as factory, support, strategic or turnaround mode. Managing IT depends on the type of organisational situation and needs an organisation has on IT [38]. Ho and Daneels focus on capabilities development in organisations [42, 35].

**Implementation** Within the definitions of implementation in the IT research literature we focus on the one proposed by Cooper, who considers it the organisational effort directed toward diffusing appropriate IT within a user community. Further, Cooper considers topics such as initiation, adoption, adaptation, acceptance, routinisation and infusion elements that influence the implementation of IT [67]. Orlikowski has also discussed elements within this category, such as the introduction of new IT, the creation and its influence on the use, by analysing the relationship building between different organisational roles and their interaction.[68]

Within the Business Management article selection authors discuss concepts of implementation of new IT. Malone analyses how adoption and implementation of IT imply the need for organisational change [43]. Black studied a case, where he analyses the relations between medical doctors and technologists in an implementation of a new CT-scanning technology. Hereby, doctors and technologists learn the new technology, share their knowledge and make decisions on patients diagnosis considering the results of CT-scannings [27]. Pai analyses the need for organisational readiness and the development of IT capabilities, so that IT can be implemented. The development of IT competences and organisational readiness directly affect the quality of the implementation of new IT. In a study of the quality of e-business strategies within manufacturing companies in Taiwan, the quality of implementation directly affects the e-business performance [34]. Upton focuses on modularity of the implementations of IT, ensuring the success of every step and increasing the efficiency [40]. Min Kim, Parent and Glaser are concerned about the risk of investment on IT, where the introduction of new IT may not always deliver the expected results. Usually IT represents low operational costs, and enables cost efficiency and the fulfilment of business goals, but it can also turn into extra costs for the firms because of not reaching the goals set-up, the user not using the system or not satisfied with it, by that not levering the expected return on the IT investment [39, 36, 29]. Parent and Glaser consider that business and IT leaders should have an understanding of the need of an incremental introduction of IT into the firms daily operations [36, 29].

**Social interaction** Authors in the IT research literature, such as Trauth analyse computer-supported forms of communication, collaboration and coordination, which intend to facilitate and enhance the development of new working environments [69]. Pauleen has discussed the relationship between members of teams [70]. Within this category concepts such as the use of IT and mediation are covered. This includes some aspects that involve contextual elements, which
can change the perspective of the use of IT. Orlikowsky analyses the process of structuring the technology in use, referring to the processes that exist when individuals manipulate IT to accomplish their work and how it can be reproduced or changed in particular social contexts [68].

Within the Business Management article selection authors as Chan focus on the influence of IT on the design of workplaces, including the workplace hardware, the physical facility and focusing on the workplace software, the social interaction between different areas in an organisation. IT allows non co-located teams to work together virtually and at the same time increase efficiency [28, 31]. Authors express their concern on how socialization within virtual teams is different than within co-located teams. Within virtual teams there is no direct interaction of the team members [31, 32]. They have to adapt themselves to new communication forms, regulations and norms and develop their knowledge within the group. Authors identify differences on the relation existing between teams newcomers, who request information and provide new ideas and established members, who provide information and knowledge [32, 24]. Other researches focus on the analysis of the relation between the technologists and medical doctors, such Black, in the case of health institutions. When introducing new technologies physicians focus on the relations with the patients and not the technology and technologists focus on the technology working [27]. A main focus within this category is the interaction between different organisational roles [27, 32, 37]. Authors propose the need for an engagement of IT leaders on the active communication with business leaders [38].

**Competitive advantage** Regarding competitive advantage Porter and Millar have brought a definition used in the IT research literature. They define competitive advantage, as the abilities gained through attributes and resources to outperform competitors within the same market, regarding operational effectiveness, differentiation, lowering costs, innovation and research and development [71, 72]. The concept of competitive advantage has been discussed through the research as link between the value creation and distribution. The value created in an economic exchange, is what scholars have called competitive advantage. The value created has to be greater that if the firm would not be part of an economic exchange. This complements the perspective of Piccoli, who considers that IT enables companies to launch many and varied competitive actions [73].

Authors within the Business Management article selection propose how to approach concerns within competitive advantage. Greve proposes the diffusion of new technologies by differentiation [33]. Ho proposes ambidexterity in the development of technological and design capabilities. Ho, Daneels and Malone consider that businesses can get benefits from technological capability development [42, 35, 43] and Berry considers the investment on research and development departments (R & D) outside the company to develop IT capabilities [25]. Other scholars analyse the difference between older and newer firms innovation. Kotha finds out that bigger companies can generate innovations in a easier way and by
that gain competitive advantage [26]. Min Kim analyses the difference between generic or specific IT systems, where specific IT can help companies to differentiate from its competitors [39]. Daneels sets the focus on de-linking (recognizing the technological competence) and re-linking (serving the customers) to improve technological capabilities and generate innovation [35]. Mc Lean focuses on the music industry, where the use of IT has changed the industry and improved the diffusion of commercial music [44]. Table 3 shows the categories within Business Management.

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
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<tbody>
<tr>
<td>Governance and strategy</td>
<td>Establishment of a clear governance, which is supported by a good communication between CIOs and business leaders. They are responsible for the strategic decisions.</td>
</tr>
<tr>
<td>Implementation</td>
<td>Incremental process when implementing IT - Training has an effect on the implementations. It implies organizational change and capabilities development.</td>
</tr>
<tr>
<td>Social interaction</td>
<td>The social impact on the use of IT. The socialization forms within co-located and non co-located teams and the share of information and knowledge.</td>
</tr>
<tr>
<td>Competitive advantage</td>
<td>Differentiation and diffusion of new products and the development of IT capabilities within the organization and on external R&amp;D departments as main sources of competitive advantage.</td>
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</table>

Table 3. Business Management categories description

### 3.2 Marketing categories

**Partnership** The IT research literature has covered concepts, such as the collaboration and the need to establish a close relationship between firms and suppliers, the establishment of partnerships as a result of efforts on establishing relationships that facilitate dialogue, understanding, trust and cooperation between the business and IT areas [71, 5] as covered by Porter and Feeny and Willcocks. Moreover, the relationship existing between clients and suppliers as has been discussed by Kern and Willcocks, here the focus has been set up on the management level and the behavioural characteristics of the parties involved within partnerships, which has been summed up into a model that compares the interactions between clients and suppliers [74].

Within the Marketing article selection Ruey-Jer approaches concerns within partnership and see IT as an enabler for establishing relationships between business-to-business on the market and the enhancement of their performance through the relationships with other firms and suppliers [47, 61]. Oeystein proposes that the establishment of partnerships with other companies helps to the generation of knowledge. The generation of knowledge impacts the ability to create products that differentiate from similar products offered by competitors [63]. Jayachandran, Ozimec and Kim consider that IT systems improve how the relationships with other firms and/or suppliers can be created, because they
offer information about the market, which is easier to access through different IT channels, such as internet, e-mail or the systems itself. IT offers information not only on the customers within the market, but also information about other firms and suppliers. Moreover, the use of IT allows direct access to the intermediaries through the IT systems [59, 52, 58]. Grewal considers community building as essential part of the IT governance on electronic markets [56], for example as part of the creation of relationships within the supply chain [58, 57] as proposed by Kim and Davis or Lee’s e-alliances [62]. Authors, such as Brady, Jayachandran and Davis consider IT an important factor in managing market information. IT allows an easier information flow, that generate knowledge and improves relationship building. IT improves information management, through the integration of the Marketing practice and the enhancement of the processes for managing the information [51, 59, 57].

**Performance** Authors within IT research, such as Porter, Weill and Rose and Li discuss performance elements, such as efficiency, the need for decision making processes and entities and the generation of comparative and competitive advantage and integration and the impact of IT implementation on the performance of firms, in terms of how competitive they can be compared to the competitors on the market [71, 75, 76]. On the other hand, the relationship between the development of capabilities and firm performance has been analysed focusing on the identification of the resources that contribute to the generation of competitive advantage, such as IT infrastructure, human IT skills and IT-enabled intangibles. Bharadwaj considers the need for analysis of the inconsistent statistical findings about the relationship between IT and firm performance, so that it is possible to improve the understanding on the existing relation and the improvement possibilities [77].

Scholars within the Marketing article selection mention how IT systems, such as CRM have a direct impact on the performance of the firm. Ahearne proposes that IT systems can improve the efficiency on sales of products [45]. Andersen considers that IT can improve the efficiency and performance of export markets, because it offers a more direct access to the market, due to IT systems connected to the Internet [46]. Hunter considers that IT makes sales more effective [50]. At the same time, Ahearne, Hunter and Andersen identify challenges to the interaction between IT and Marketing areas. They are concerned about a new reality of the contemporary marketing, which includes the assimilation of IT [45, 50, 46]. Sundaram focuses on the enhancement of individual performance which at the same time improves the total performance of the firms [53]. Ozimec considers that IT can improve decision making processes, because it allows a visual representation of e.g. the geographic situation on the market [52]. Ruey-HJer, Kim and Lee consider that firms are able to improve their learning from established relationships and at the same time improve their general performance, by the use of IT [61, 58, 62]. Di Benedetto analyses how technology transfer can generate new forms of perceiving IT and drive the development of capabilities to enable innovation within firms [48]. Brady, Nakata, Kim and Day found out that the
integration of IT within the Marketing area can be understood as a complementarity to generate innovation within the firms, so that they can react faster to the needs on the market and at the same time adapt to a contemporary reality, enable competitive advantage and enhance efficiency [51, 60, 58, 49].

**Acceptance/Intentions of use** The acceptance category focuses on concepts that have been studied by authors within the IT research literature such Davis, who has defined the acceptance as the perceived usefulness, perceived ease of use, the attitude toward using technology and the behavioural intention of using an IT system [78]. Cooper have discussed the importance of concepts such as adaption, acceptance, routinisation and infusion of IT [67]. Nevertheless within this category concepts, that have been discussed by Davis in terms of the technology acceptance model remain the main focus. The technology acceptance model presents the factors influencing the actual use of an IT system. It proposes links between external variables and the perceived usefulness and the perceived ease of use. At the same time the perceived usefulness has an influence on the behavioural intention to use IT and this last one ends up on the actual use of an IT system [78].

Scholars within our Marketing article selection raise concerns about acceptance. Homburg found out that the use of IT has a strong social influence at different levels within organisations. Sales managers will influence each other on the acceptance and perceived usefulness of IT. Further, they will influence the use, acceptance and perception of IT at sales level [54]. Sundaram focuses on the intentions of use of IT from the point of view of the frequency, how often a technology is used and the routinisation, how the technology is integrated within the daily work routine [53]. Jayachandran on the effect of CRM systems use [59]. Di Benedetto focuses on extensions of the technology acceptance model (TAM) and considers that introducing new IT will not blindly be accepted [48]. Homburg and Sundaram discuss how the acceptance of IT in the Marketing practice enhances the individual performance and the firm performance. The social influence is reflected on the use at different levels within a company [54, 53]. Ruey-Jer focuses on the development of capabilities that enhance the way IT is used within organisations, the electronic integration of IT systems, IT human resources, such a system development and managerial skills and the development of complementary organisational resources such as flexible culture, strategic planning and supplier relation that can be developed to accept and use IT within the Marketing discipline [47].

**Internationalization** Within the IT research literature Ives and Javernpaa have considered the use of IT across platforms, cultural environments, businesses and channels [79]. At the same time IT leaders have recognized that the speed to the market is one of the main key issues for IT. Speed to the market enables firms to put products on the market faster with the help of IT [3]. Saraswat considers that the role of globalisation within the industrial and economic activities, has moved firms to re-think the international perspectives and move into
other territories to expand their positions and take advantage, which can lead to expand their opportunities [80]

Within the Marketing article selection some authors identify internationalization concerns, that can be approached with the use of IT. IT systems help to improve the direct communication with suppliers on the market, enabling a faster and more effective way to access suppliers on new markets. As it has traditionally been done using intermediaries on foreign markets [46]. Other authors focus on the use of virtual export channels and Internet, as main ways to expand to new markets [64]. Grewal considers that the use of IT requires also the implementation of new governance mechanisms for electronic markets, that include monitoring, community building and self-participation of the markets makers, to ensure the success in accessing new electronic markets [56]. Furthermore, while Morgan-Thomas focuses on export using virtual exports channels [64] and the improvement of relations on international markets [63, 47]. On the other hand, authors reflect that the use of IT may probably not totally replace the use of intermediaries, because of the need of social relations and interpersonal trust building. However, IT offers a feature for organising international transactions, which the marketing discipline can make use of. Andersen considers that the diffusion of IT within other areas may become more popular in the near future, as well as hybrid forms using already existing channels and a combination with IT [46], as proposed by Mathews can improve the generation of knowledge and contribute to internationalization processes [55].

Table 4 shows the categories within Marketing.

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
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<tbody>
<tr>
<td>Partnership</td>
<td>Relationship building between businesses (competitors, suppliers) in the market with the use of technologies, such as CRM, SCM and GIS systems to support partnership building.</td>
</tr>
<tr>
<td>Firm performance</td>
<td>Impact of IT within the performance on individuals and whole organisations efficiency and effectiveness to the market and the gathering of market information.</td>
</tr>
<tr>
<td>Acceptance</td>
<td>Acceptance and intentions of use of IT and how the social relations have an influence on the intentions of use and perceive usefulness of IT.</td>
</tr>
<tr>
<td>Internationalization</td>
<td>Access to new markets through direct channels offered by IT, Internet, IT systems, virtual export channels and its use on export and internationalization processes.</td>
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</table>

Table 4. Marketing categories description

4 Concluding remarks

The purpose of this literature review was to find out the concerns about IT within the areas of Business Management and Marketing, to contribute to the alignment discussion. Despite our knowledge of the importance of the social dimension of alignment as analysed by Reich and Benbasat [2], we still know very
little about what it takes to reach to build a relationship between IT and business areas, that contributes to alignment. We argue that understanding better the concerns that have been identified within this paper, could be a way to better understand the relationship between IT and business leaders and the social dimension of alignment.

Within the practical implications we have that this literature review can help to understand how to establish a relationship between IT and business areas in practice. While in the Business Management article selection relationship building focused on the interaction between different organisational roles, discussed by Marler, Chan, Ahuja and Tippins [28, 31, 32, 24], within the Marketing article selection relationship building, focuses on the establishment of partnerships or e-alliances with different actors within the markets as discussed by Oeyestein, Kim, Davis and Lee [63, 58, 57, 62]. Understanding the concerns within Business Management, such as governance and strategy as stated by Black and Malone [27, 43], the development of capabilities analysed by Berry and Ho [25, 42], the social interaction analysed by Chan [28] or knowledge sharing within organisations as discussed by Ahuja and Tippins [32, 24] may help to improve alignment between IT and Business Management areas.

Within the research implications, the literature review and the obtained findings contribute to the better understanding of the analysis made by Reich and Benbasat on the social dimension of alignment between IT and business areas [10, 2] and the contextual elements that play a role on building the relationship between IT and business areas as discussed by Chong and Campbell [11, 14]. In order to be prepared to face the challenges that organisations have in regards of IT. Preliminary findings within this literature review suggest the importance of further studies within governance and strategy, competitive advantage and internationalization within Business Management and Marketing. The findings are the first step into a concrete representation of the concerns about IT within different business areas and the role of the different dimensions of alignment proposed by Reich and Benbasat and Chan [2, 8]. This can motivate future research works within the areas of concern.

This literature review has some limitations. The focus on only top journal publications narrows the pool of contributions to a smaller amount. Conference papers, in-proceedings and articles within other journals were not included. Furthermore, the criteria used within the selection of articles may exclude some contributions, because the keywords are narrowed down to a very specific selection. Future works within this topic could include other type of publications and some empirical data, such interviews, observations and surveys with stakeholders. This may improve the findings. Moreover, the number of categories obtained can be extended within Business Management and Marketing, as well as other business areas can be included to gain knowledge about the concerns about IT within other business areas.
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