MSc Enterprise IT Management Thesis

Tobias Zeier

2026-02-22

Abstract

This thesis investigates the tension between traditional IT governance frameworks and the rapid adoption of cloud-native technologies within the UK financial sector. As organizations move toward 'As-a-Service' models, legacy alignment strategies often fail to address the complexities of hybrid-cloud environments. Using a mixed-methods approach, this research identifies key barriers to strategic alignment and proposes a modernized governance framework tailored for high-compliance IT environments.

Table of contents

Declaration

This thesis investigates the tension between traditional IT governance frameworks and the rapid adoption of cloud-native technologies within the UK financial sector. As organizations move toward 'As-a-Service' models, legacy alignment strategies often fail to address the complexities of hybrid-cloud environments. Using a mixed-methods approach, this research identifies key barriers to strategic alignment and proposes a modernized governance framework tailored for high-compliance IT environments.

I, [**Your Full Name**], confirm that the work presented in this thesis is my own. Where information has been derived from other sources, I confirm that this has been indicated in the thesis.

Signed: _____

Date: 22 Fabruary 2026

Acknowledgements

I would like to thank my supervisor, [Supervisor Name], for their invaluable guidance throughout this research. I also express my gratitude to the IT professionals who participated in the interviews and surveys, providing the empirical data that made this study possible.

Keywords

Preface

This thesis is submitted in partial fulfillment of the requirements for the degree of Master of Science (MSc) in Enterprise IT Management at the University of [Your University].

Chapter 1

Chapter 1: Introduction

Strategic Alignment in Enterprise IT

Chapter 2

Background

The landscape of Enterprise IT has shifted toward cloud-native architectures (Vom Brocke, Hevner and Maedche, 2020).

2.1 Problem Statement

This is a test that has been done (Vilas-Boas *et al.*, 2022).

Accordin gto Vilas-Boas *et al.* (2022), they have found that...

In another study where Vilas-Boas *et al.* (2022, p. 2) has said that...

Chapter 3

Chapter 2: Literature Review

Key Literature For This Project

Chapter 4

Introduction to the Literature

The purpose of this literature review is to evaluate the current state of Enterprise IT frameworks and their evolution in the context of cloud-native digital transformation.

Chapter 5

The Evolution of IT Governance

The shift from on-premise infrastructure to cloud-based services has fundamentally challenged traditional governance models. According to , legacy frameworks like COBIT 5 often lack the agility required for DevOps environments.

5.1 Strategic Alignment Models

Strategic alignment remains a cornerstone of IT management. The Henderson-Venkatraman model continues to be relevant, though recent scholars argue it must be adapted for the "as-a-service" economy.

5.1.1 Challenges in Hybrid Environments

One of the most significant themes in recent literature is the "complexity gap" in hybrid cloud management.

- **Security Latency:** Managing identity across multiple providers.
- **Cost Opacity:** The transition from CapEx to OpEx models.
- **Skill Shortages:** The lack of certified enterprise architects in the UK market.

Chapter 6

Theoretical Framework

For the purpose of this thesis, I will adopt the **Resource-Based View (RBV)** of the firm. This framework suggests that IT is not just a utility, but a strategic asset that provides a competitive advantage.

6.1 Conceptual Model

The relationship between governance and performance can be visualized in below:

"'{mermaid} %%| label: fig-lit-review-model %%| fig-cap: "Conceptual Model of IT Governance Alignment" graph LR A[Strategic Input] –> B(IT Governance Framework) B –> C{Decision Rights} C –> D[Operational Performance] C –> E[Strategic Value]

References

Vilas-Boas, A.A., Magalhães, D., Campos, D.A., Porretta, S., Dellapina, G., Poli, G., Istanbullu, Y., Demir, S., San Martín, Á.M., García-Gómez, P., Mohammed, R.S., Ibrahim, F.M., El Habbasha, E.S. and Pintado, M. (2022) "Innovative Processing Technologies to Develop a New Segment of Functional Citrus-Based Beverages: Current and Future Trends," *Foods*, 11(23), p. 3859. Available at: https://doi.org/10.3390/foods11233859.

Vom Brocke, J., Hevner, A. and Maedche, A. (2020) "Introduction to Design Science Research," in J. Vom Brocke, A. Hevner, and A. Maedche (eds.) *Design Science Research. Cases.* Cham: Springer International Publishing, pp. 1–13. Available at: https://doi.org/10.1007/978-3-030-46781-4_1.