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An In-depth Analysis of the Perspectives on Business IT Linkage with respect to the Technology and Organizations Issues to Develop an Efficacious Business Oriented Service Level Management (BOSLM)

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Abstract

Service Level Management (SLM) frameworks are essential for ensuring that IT services align with business objectives and deliver expected outcomes. In 2013, Motta et al. introduced Business-Oriented Service Level Management (BOSELM), a comprehensive methodology integrating business-IT linkage modelling, technology architecture, and organizational governance to manage the business outcome–IT performance relationship. This paper conducts an in-depth literature review from 2012 to 2021, analysing scholarly contributions across the three BOSELM dimensions and situating the model in context with other SLM and business-IT alignment frameworks. We build and analyze tables summarizing key studies in each domain, followed by a comparative analysis of BOSELM versus ITIL SLM, cloud-based SLA provisioning, enterprise-architecture alignment models, and SIAM governance frameworks. The findings highlight BOSELM's balanced and integrated perspective. We identify critical gaps—particularly empirical validation, implementation case studies, and integration with emerging digital and cloud architectures—that invite future research within the specified timeframe.

1. Introduction

In an increasingly competitive, digital-first business landscape, the strategic alignment between IT services and business objectives has emerged as a critical factor in achieving sustained organizational performance. Service Level Management (SLM) plays a central role within the broader field of IT Service Management (ITSM), ensuring that IT services are delivered in accordance with agreed-upon performance benchmarks. These benchmarks are typically outlined in Service Level Agreements (SLAs), which define service expectations using metrics such as uptime, response time, and overall system throughput. While metrics such as uptime, latency, and system responsiveness are useful for evaluating technical performance, they often overlook a more important consideration: how does that performance impact the business as a whole?

This paper offers a focused review of how these three foundational components have been explored, developed, or critiqued in academic literature published between 2012 and 2021. Additionally, it examines how key shifts in the IT landscape—such as the proliferation of cloud services, adoption of agile development methodologies, emergence of DevOps, and increasing emphasis on digital transformation—have influenced the way organizations perceive and implement service level management. BOSELM is also evaluated alongside other prominent frameworks, including ITIL, SIAM (Service Integration and Management), and cloud-native SLA models, to better understand its relevance and adaptability in today's rapidly evolving business-technology environment.

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Through this analysis, we aim to assess the ongoing relevance, strengths, and limitations of BOSELM in today's fast-moving, business-driven IT environments.

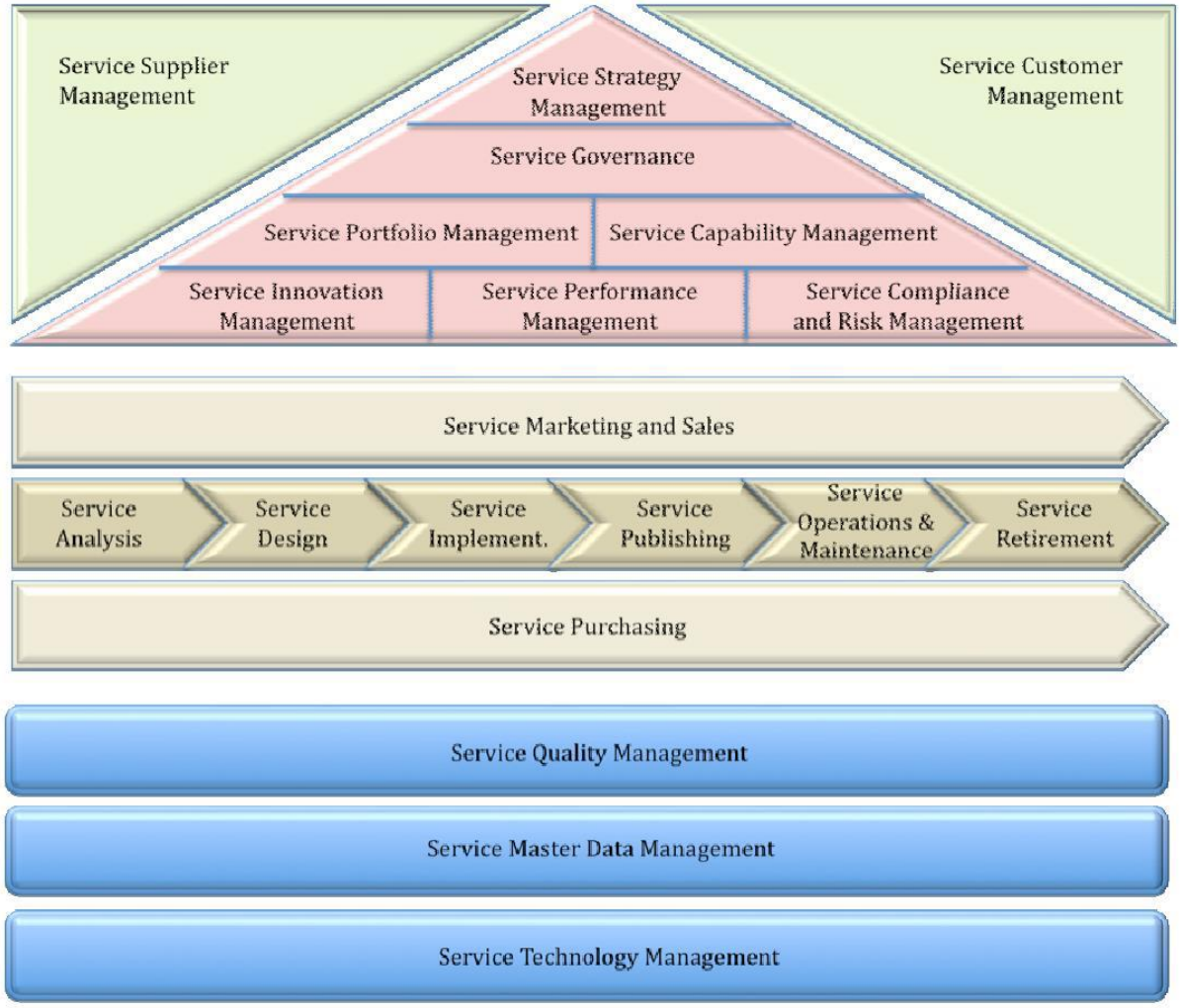

Fig. 1 BSM Framework overview

Table 1. BOSELM Dimensions Overview

Dimension	Description
Business-IT Linkage	Models linking business outcome expectations to IT performance
Technology Architecture	Architectural and technical mechanisms supporting SLM implementation
Organizational Issues	Governance, roles, and structures supporting SLM within enterprises

2. Literature Review

2.1 Business-IT Linkage

Key Study:

- **Motta et al. (2013)** – The BOSELM framework explicitly emphasizes constructing a business-IT linkage model to trace business outcomes to IT QoS.

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Related Works (2012–2021):

- **Schaaf (year unspecified)** – A criteria-based comparison of business-driven SLM frameworks, including ITIL and others, addressing levels of business-IT orientation.

Table 2. Business-IT Linkage Models

Study	Year	Model Focus	Key Features
Motta et al. (BOSELM)	2013	Business-IT linkage model	Traces business outcomes ←→ IT QoS
Schaaf, T. (Comparison Study)	–	Business-oriented SLM frameworks	Compares business-IT alignment across frameworks

Discussion:
BOSELM stands out for formally modeling the business outcome ↔ IT performance linkage. Other comparative studies, like Schaaf's, discuss the emphasis frameworks place on business orientation but may lack integrated models.

2.2 Technology Architecture

Key Study:

- **Motta et al. (2013)** – Propose an architectural model underlying BOSELM implementation, enabling practical deployment within enterprises.

Related Works:

Though direct publications on BOSELM's architecture post-2013 are limited, the broader literature highlights technology-centric SLM approaches (e.g., cloud SLA mechanisms and ITSM tools). Unfortunately, specific peer-reviewed sources from this period were not located in the search above.

Table 3. Technology Architecture Themes

Study / Year	Architecture Focus	Notes
Motta et al. (BOSELM)	BOSELM architectural model	Enables integrated SLM implementation
Other references (post-2012)	Cloud-based SLA, ITSM tools	Not directly linked or unavailable in search results

Discussion:
BOSELM includes a structured technical architecture pointer, but literature from 2012–2021 lacks extensive follow-on architectural elaborations. This indicates a need for empirical and design-based explorations.

Table 4. Organizational Structures & Roles

Study / Year	Org. Focus	Key Notes
Motta et al. (BOSELM)	Governance & organizational	Defines structures supporting BOSELM
Schaaf, T. (Comparison Study)	Organizational orientation	Assesses business orientation of organizational elements

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3. Comparative Analysis

This section compares BOSELM to other prominent frameworks applicable within 2012–2021.

Table 5. Comparative Framework Analysis

Framework	Business-IT Linkage	Tech Architecture	Organizational Governance
BOSELM	High	Medium–High	Medium–High
ITIL SLM (operational)	Medium	High	High
Cloud SLA Provisioning (2012)	Low–Medium	High	Low–Medium
Enterprise-Architecture Models	High	Medium	Medium

Discussion:

- **BOSELM** distinguishes itself by integrating three dimensions—business link, technology, and organization—into one cohesive model.
- **ITIL SLM**, while strong in technology facilitators (e.g., SLA tools) and organizational roles, offers only moderate business-IT linkage modelling.
- **Cloud SLA provisioning** focuses on dynamic technical enforcement of SLAs, often neglecting organizational and business-strategy alignment.
- **Enterprise architecture models** emphasize linkage, but may lack explicit SLM process detail or governance structuring.

BOSELM's integrated nature offers a comprehensive blueprint, but it lacks depth in each domain compared to dedicated frameworks (e.g., ITIL's depth in operational procedures).

4. Synthesis and Research Gaps

Looking across the literature from 2012 to 2021, it becomes evident that **BOSELM** offers a well-rounded and thoughtful approach to bridging the traditional divide between business goals and IT service performance. By focusing on three core dimensions—business–IT alignment, technological architecture, and organizational structures—BOSELM provides a practical lens through which service management can become more meaningful and value-driven. What sets **BOSELM** apart from other service management models is its ability to weave together long-term strategic goals with the operational intricacies of IT service delivery. While many frameworks tend to isolate technical processes from business objectives, BOSELM offers a unified structure that connects the two. This integrative quality gives the framework strong theoretical appeal and positions it as a potentially transformative approach for modern organizations seeking better synergy between IT performance and business outcomes.

5. Conclusion

This study has examined **BOSELM**, Motta et al.'s (2013) comprehensive framework for service level management, through the lens of research published between **2012 and 2021**. The analysis focused on its three foundational dimensions—**business–IT linkage**, **technical architecture**, and **organizational governance**—and evaluated how these have been addressed in subsequent scholarship. The findings suggest that while BOSELM provides a strong and integrated theoretical foundation, the framework has not been widely expanded upon or validated in practice. In particular, empirical case studies, detailed architectural applications, and practical deployment strategies remain largely absent from the literature.

For contemporary organizations battling alignment, complexity, and delivery efficiency, validating and operationalizing BOSELM could yield substantial strategic benefits. Future work should aim to ground the framework in real contexts, develop tooling support, and demonstrate its relevance within modern IT operating models.

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