Proofreading Sample: Revision less than 10%

Information Technology (IT) has become a vital and integral part of a business process in an enterprise. IT serves as an enabler and a support for ~~the~~ an enterprise to achieve a sustainable competitive advantage (Powell & Dent-Micallef, 1997; Drnevich & Croson, 2013). IT enables a business to perform its core and supporting activities in its value chains cost-effectively (Drnevich & Croson, 2013), differently (Melville *et al*., 2004), or efficiently (Powell & Dent-Micallef, 1997). An intelligent supply management system can facilitate low-cost leadership by directly linking consumer and market behaviour to production, supply chain, and distribution (Li *et al*., 2006; Trkman *et al*., 2007). An affective application of information system and technology encourages innovation in business (Powell & Dent-Micallef, 1997; Melville *et al*., 2004), e.g., strengthening relations with customer, ~~providing~~ encouraging product~~-~~/service innovation, and creating opportunities. Effective IT is a source of competitive advantages to create unique sets of skills, assets, and strategies that improve ~~a~~ performance above other enterprises~~s~~ in the same field (Bharadwaj *et al*., 1993; Powell & Dent-Micallef, 1997; Melville *et al*., 2004; Drnevich & Croson, 2013).

Creating competitive advantages requires an alignment between an IT strategy and business needs (Gupta *et al*., 1997; Bhatt *et al*., 2005). There are frameworks and methodologies to do this, such as Enterprise Architecture (EA) (Lankhorst, 2012; Shah & Kourdi, 2007), IT Governance (Bowen *et al*., 2007; Cater-Steel, 2009), and the IT-business alignment (Chan & Reich, 2007). Although these alignment methodologies include theoretical background, complete guidance, and practical step~~-~~-by-step instructions, the actual application remains an uphill struggle (Bernaert *et al.*, 2015). For example, most EA stakeholders ~~percept~~ consider EA content ~~as~~ too complicated to implement on a daily basis (Kruchten, 1999; Puspitasari, 2016). An EA model ~~also tends to be~~is usually large and over-engineered, making it difficult to implement (Balabko & Wegmann, 2006; Bernaert *et al.*, 2015). Meanwhile, COBIT 5 (formerly: Control Objective for Information and related Technology) used in Enterprise Governance of IT (EGIT), is a comprehensive framework whose ~~its~~ implementation involves a large number of objects, processes, and relations, resulting in highly complex models (Bartens et al 2015). Difficulties in an IT-business alignment arise especially in ~~the~~ small-medium enterprises (SMEs) whose ~~its~~ resources ~~is~~ are limited, and in ~~the~~ enterprises whose IT management is at the initial phase or has been running ineffectively for ~~quite some time~~an extended period of time. For the latter enterprises, fixing the existing IT management is more difficult than formulating ~~the~~a new IT strategy.

Given the above-mentioned challenges in enterprise IT management, this paper proposes an IT-based Competitive Strategy. The framework contains ~~a~~ practical and simplified guidance to align ~~the~~ an IT strategy with enterprise needs in order to create and sustain competitive advantages. At the initial phase of IT management, especially in SMEs, this framework serves as ~~the~~a shortcut in formulating an IT strategy. The framework facilitates ~~the~~a rapid development of an IT strategy using ~~the~~ simplified procedures and models. For ~~the~~ enterprises whose IT management is in a turmoil phase, the proposed framework can be used as a tool to reidentify the value driver of ~~its~~their IT implementation and to revise ~~its~~their IT strategy. The framework applications can subsequently be mapped and developed using other methodologies to suit enterprises with specific needs.

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