Developing Value through Organizational and Inter-organizational Alignment

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As organizational systems continue to evolve, information technology will play an ever increasing role in the organization, moving IT from a predominately support function in the value chain to a more central position. As this transition occurs, IT groups will be held increasingly accountable for their value contribution to the overall performance of the organization, rather than just being measured on internal performance.

The responsibility for realizing the benefits of IT investments and the success of these benefits is not just the responsibility of the IT organization. An IT project can be completed perfectly, on-time, and on-budget, which appears initially as a success, yet fails realize the intended business benefits that justified the initial investment. True IT benefit realization and investment return only occurs when organizations, business units, and IT work as partners with shared knowledge, joint commitment, and shared accountability for the success or failure for the project.

The Developing Value through Organizational and Inter-organizational Alignment minitrack focuses on the idea that the alignment of information technology with organizational and inter-organizational strategy is a vital component in realizing the value and the impact of IT. The research papers included in this Minitrack provide a broad array of topics and methods that explore how business value is created. The results as well as the conclusions that the authors draw are intriguing and will help provide a greater understanding of issues surrounding IT business alignment. The first paper, “Assessing the Risks of IT Infrastructure: A Personal Network Perspective” by Daniel J. Hinz and Jochen Malinowski combines social network analysis and IT risk management theory to explore the impact of problem solving in social networks on organizational risk management. The second paper, “ERP Acceptance: Organizational Change Perspective” by Kee-Young Kwahk studies at IS utilization behavior of an ERP system through the lens of individual’s attitude toward change and find that utilization behavior was highly dependent on usefulness, ease of use and attitude toward change. The third paper, “IT Business Alignment and IT Usage in Operational Processes: A Retail Banking Case” by Heinz-Theo Wagner, Daniel Beimborn, Jochen Franke, and Tim Weitzel uses a case study method and three branches of a retail bank to explore the impact of IT business alignment on usage behavior. The last paper, “Portal Information Integration and Ownership Misfits: A Case Study in a Tourism Setting” by Fredric Landqvist and Dick Stenmark also use a case study method to explore information quality and value of an information portal.