

The use of IT value management practices in achieving financial firm performance from IT enabled investments

Information technology (IT) investments can support strategic objectives such as organisational growth, and can have a great impact on organisational performance. Despite the importance and increase in IT investments, the study field regarding value creation out of IT investments has always been open to discussion as manifested by contradictory and contesting results. The positive impact to organisations however, can only be obtained if they introduce sound value management practices required to enable the value creation from IT enabled investments.

More and more organisations recognise the importance of these value management practices and new IT value frameworks and models are emerging and promoted by both academics and advisory entities. However, while organisations do recognise its importance, they are still struggling with getting such IT value management practices implemented and embedded into their organisations. To meet this concern, empirical evidence is required that demonstrates a relationship between sound IT value management practices and the achievement of business value in terms of financial performance. The focus of this research therefore is twofold: how can contemporary organisations implement effective IT value management approaches and can we demonstrate the benefits of such value management approaches in terms of higher business (financial) value out of IT enabled investments.

Within the BENAIS Ideas Bazaar scope, I would like to focus on the first phase of my PhD research. An extensive literature review on IT value management practices has been executed last year of which the results are now critiqued and evaluated through case study research. Herein, a grounded theory approach is being employed to support theoretical rigor and replicability of the results. During the last two months, the interviews of the first case study have been performed and all interviews are transcribed. Furthermore, first order open coding has been fully carried out which are further grouped into categories. At the moment, I am writing a first draft of the case analysis through backward reasoning from codes to transcriptions. Anyway, a second coding phase called axial coding will still be necessary to look for additional explanation between code categories. Normally, this first case in a series of 4 to 6 will be completed when BENAIS Ideas Bazaar is held.

The future planning of my PhD research is also an interesting challenge. After the exploratory case research phase, literature findings as well as case study findings will be integrated and ultimately evaluated by means of a Delphi study. In a second stadium, a survey method will be applied to investigate the impact of IT value management practices on financial firm performance as well as the individual performance contribution of structures, processes and relational mechanisms within the IT value management capability. In the last year, in-depth case research will be performed to further investigate the survey results.

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