


Chapter 1

Strategic Information Systems Planning (SISP) Implementation and Use in a Developing Economy: The Case of Ghanaian Organizations

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ABSTRACT

The purpose of this chapter is to explore the nature of SISP implementation and also determine the factors that influence as enablers or inhibitors to the implementation and use of SISP in Ghanaian organizations. The methodology adopted was the qualitative method and underpinned by Earl and Lederer and Sethi's approaches to SISP development. The results indicated that many firms have applied Earl's approaches in their SISP implementation. The findings also revealed that factors such as IS alignment, awareness, environmental assessment, budget, and top management involvement are the critical success factors enabling the use of SISP in the organizations studied. Inhibitors to SISP implementation include budget constraint, regulatory requirements, absence of IT/IS steering committee, among others. The study highly recommends that the inhibiting factors are given the necessary attention by the government to enable firms to implement SISP with ease. The originality of this study lies in the dearth of literature about SISP implementation in sub-Saharan economies.

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INTRODUCTION

In recent times, technology has advanced which has made it possible for a lot of software tools developed for businesses of varying sizes. Some of the modern tools available include Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), Supply Chain Management (SCM), Business Intelligence (BI), Analytics, Big Data, Artificial Intelligence (AI), Internet of Things (IoT), and Blockchain, among others.

These novel tools are recently needed in modern organizations due to the data explosion. Acquiring data these days by firms is no longer a challenge but getting insights that will aid in management decision making (at the operational, tactical and strategic levels) is the issue. Although these tools and technologies could give organizations a competitive edge and help them remain in business to achieve their mission and vision, yet research (Hoque, Hossin & Khan, 2016) has proven that tools and technologies alone cannot help them remain competitive and prevent folding up. There's the need for policies and strategies to complement Information Systems (IS) Management to ensure compliance with best industry practices, standards, and guidelines which will also help them achieve their goals (Boateng, 2017).

Businesses of all sizes are obliged to navigate a labyrinth of uncertainties and complexities that arises in the business environment. Due to environmental complexities and uncertainties that businesses have to go through, business owners, as well as decision-makers, have to embrace an Information Systems that aligns with their operational strategy in order to gain competitive advantage and grow (Merali et al., 2012; Queiroz, 2018; Zubovic et al., 2014). Information Systems has been viewed as an important resource to successfully drive the business' strategy (Worthen, 2007; Hoque et al., 2016).

Strategic Information Systems Planning (SISP) is a process that supports businesses in attaining their strategic objectives and goals by aligning their business strategy with Information Technology (IT) (Kamariotou & Kitsios, 2017). SISP is intended to support the business goals and objectives using IS as a driving resource (Kamariotou & Kitsios, 2018). By implementing SISP in an organization, businesses tend to enhance customer relationships, cut down costs, develop new products and services, and innovate its operations (Kamariotou & Kitsios, 2015, Ullah & Lai, 2013). Through SISP, businesses are able to fit Information Technology (IT) with their business strategy which supports strategic business objectives and to help them achieve their set goals (Kamariotou & Kitsios, 2015; Kitsios & Kamariotou, 2016). In developing countries, it was confirmed that there should be a hybrid approach as to where SISP will fit best in organizations (Hoque et al., 2016).

As the world is now a global village and firms are competing with products from everywhere, having a SISP in place that can help your firm remain competitive is more than necessary. A survey of the IS literature shows a myriad of papers with examples and case studies from the developed world (Hoque et al., 2016; Kitsios & Kamariotou, 2016; Kamariotou & Kitsios, 2015). However, in the context of developing economies especially sub-Saharan Africa (SSA) countries, for example, Ghana, there is a paucity of research in terms of SISP adoption, implementation, and use. This study will attempt to fill this gap in the literature.

The study, therefore, aims to achieve the following:

1. To explore the nature of SISP implementation in Ghanaian firms
2. To explore the factors that influence as enablers or inhibitors to the adoption, implementation, and use of SISP in Ghanaian firms

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