Chapter III

Gathering and Organizing CIO Comments

Introduction

This chapter presents a description of the data gathering and organizing activities involved in the development of this book. The objective of this investigation was to document the comments of a CIO within their specific organization about their management experiences. Thus, a narrative inquiry approach was taken to conducting one-on-one interviews.

To begin, some background information is presented which serves to place the investigation within a contextual framework. This background information was employed to facilitate the development of a research question and the consequent adoption of an appropriate research method. Appendix A includes the interview protocol. Appendix B contains the informed consent form. The chapter also introduces the CIOs who participated, along with their organizations. Then a discussion follows about the approach taken to analyzing the comments obtained from the interviews. The process for identifying the themes is described. The chapter concludes with a discussion of some issues that were addressed and resolved during the initial data gathering process and subsequent organization of the CIO's comments to support the identification of themes relative to their management experiences.

Background

The information technology environment in which business is conducted continues to change, creating challenges and opportunities. New hardware and software technologies are influencing business processes, while the pervasive Internet is transforming how business is conducted. The properties of the Internet are changing the competitive landscape and the marketplace is no longer restricted by physical boundaries. Also, enterprise resource planning (ERP) software technologies are providing a cross-functional perspective for managing products, services, and customers. The advent of ERP concepts allows managers to focus on the effectiveness of business processes of the firm within its particular environment.

The challenges and opportunities created by the ever changing information technology environment require a response from senior management to facilitate the effective functioning of an organization. Thus, as senior management address the importance of information technology within the context of the organization, the formally recognized role performed by a "chief information officer" (CIO) emerges (Kishore & McLean, 2002). The emergence of this role can take on many forms and is contingent upon many factors. Some of the major factors may relate to some of the following items. First, the CIO role may be affected by environmental factors such as size, industry, or organizational structure. A second factor may relate to the level of maturity of the CIO role. Thus, the role in one firm may be contributing more to a firm's competitive advantage. Along with this factor is also the aspect of senior management's interpretation of the value of information technology to the overall operation of the firm. A third factor relates to industry-based government regulations that may exist and perhaps influence the role performed by the CIO in relation to the processes of gathering, retaining, and distributing information.

Table 1. CIO-related projects

Reference	Subject
Cannon and Woszczynski (2002)	Lessons learned from Y2K
Grant (2003)	Designing e-business initiatives
Groves (2003)	Internet security threats to organizations' information
Miller (2002)	Characteristics of successful change leaders
Ranganathan and Sethi (2003)	Shared domain knowledge
Reich and Benbasat (2000)	Business and information technology alignment
Sujitparapitaya, Janz, and Gillenson (2003)	Information technology governance related to data warehouse practice
Swartz (2003)	Knowledge management
Xu, Lehaney, Clarke, and Duan (2003)	Executive information systems

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