



Editorial

It is our great pleasure to bring you the eighth number of IJISPM - International Journal of Information Systems and Project Management. The mission of the IJISPM is the dissemination of new scientific knowledge on information systems management and project management, encouraging further progress in theory and practice.

In this issue readers will find important contributions on enterprise information management, governance challenges on temporary organizations, and on sourcing challenges.

The first article, “Managing enterprise information: meeting performance and conformance objectives in a changing information environment”, presents the findings of an in-depth survey to examine the current status of enterprise information management (EIM) in organizations. The survey explores five key areas: drivers and capabilities of EIM; current status of EIM strategies; EIM content and technologies; EIM and compliance; and the changing role of the information professional. The survey reveals that the drivers for EIM cannot be simply reduced to a series of technical or organizational needs and that EIM is a complex sociotechnical phenomenon. As the authors Susan P. Williams, Verena Hausmann, Catherine A. Hardy and Petra Schubert state, a fine balance is required to achieve business performance objectives whilst at the same time also meeting conformance requirements. To date, few organizations have implemented enterprise-wide EIM strategies; however those who do have them are better able to keep track of, and achieve, performance objectives. In terms of technologies and content the landscape is complex with organizations focusing their efforts into managing and reducing this complexity. Finally information management work is changing; the survey reveals EIM as a multi-stakeholder activity requiring the combination of a wide range of professional groups, skills and knowledge. The survey findings provide the basis for further research investigations in supporting organization in their EIM initiatives.

The second article, “Governance challenges in temporary organizations: a case of evolution and representations”, is authored by Magali Simard and Danielle Laberge. According to the literature, formal project governance often stops at the steering committee, which is also identified as the main link between the permanent and temporary organizations. Generally, top managers play an active role as sponsors in this committee until the project is approved and launched. Afterwards, the project execution is usually delegated, enabling middle managers to participate in strategy operationalization. As such, they are likely to take part in the project governance and its operationalization. In this article, the authors are especially interested in the governance zone reporting to the steering committee. Within this zone, formal and informal governance is intertwined, and there is likely to be considerable overlap with the permanent organization. The article focuses on a specific liaison device within this zone: the Project Coordination Committee, which has rarely been studied. The authors explore how project governance evolves and is represented by project participants. The results show a surprising diversity in participants’ representations. This allows to identify a number of conclusions that go beyond the governance form issues and relate to the complexity of this governance zone and its influence on the disruptions between permanent and temporary governance structures within a large organization.

Michelle Antero, Jonas Hedman and Stefan Henningsson, in their article “Sourcing strategies to keep up with competition: the case of SAP”, apply the Red Queen theory to explain how organizations utilize various sourcing arrangements in order to compete in an evolutionary arms race where only the strongest competitors will survive. The case study incorporates competition, and views sourcing strategies as a means to improve the firm’s viability to survive competition in the marketplace. The study begins by positioning the Red Queen theory within the sourcing literature. It subsequently applies the framework to a case study of SAP AG to illustrate how sourcing strategies have changed over time in response to the logic of competition. The case study reveals that (a) organizations are adaptive systems and capable of learning to make strategic changes pertaining to sourcing arrangements; (b) organizations select the terms on which they want to compete by developing certain capabilities within the firm; (c) organizations are reflexive and over



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time develop competitive hysteresis which allows them to become stronger competitors. In the case of SAP AG, various sourcing arrangements were selected over its 40-year history to respond to technological and market changes.

We would like to take this opportunity to express our gratitude to the distinguished members of the Editorial Board, for their commitment and for sharing their knowledge and experience in supporting the IJISPM.

Finally, we would like to express our gratitude to all the authors who submitted their work, for their insightful visions and valuable contributions.

We hope that you, the readers, find the International Journal of Information Systems and Project Management an interesting and valuable source of information for your continued work.

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João Varajão is currently professor of information systems and project management at the *University of Minho*. He is also a researcher of the *Centro Algoritmi* at the *University of Minho*. Born and raised in Portugal, he attended the *University of Minho*, earning his Undergraduate (1995), Masters (1997) and Doctorate (2003) degrees in Technologies and Information Systems. In 2012, he received his Habilitation degree from the *University of Trás-os-Montes e Alto Douro*. His current main research interests are in Information Systems Management and Project Management. Before joining academia, he worked as an IT/IS consultant, project manager, information systems analyst and software developer, for private companies and public institutions. He has supervised more than 50 Masters and Doctoral dissertations in the Information Systems field. He has published over 250 works, including refereed publications, authored books, edited books, as well as book chapters and communications at international conferences. He serves as editor-in-chief, associate editor and member of the editorial board for international journals and has served in numerous committees of international conferences and workshops. He is co-founder of CENTERIS – Conference on ENTERprise Information Systems and of ProjMAN – International Conference on Project MANagement.

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