



Editorial

The mission of the *IJISPM - International Journal of Information Systems and Project Management* is the dissemination of new scientific knowledge on information systems management and project management, encouraging further progress in theory and practice.

It is our great pleasure to bring you the second number of the eleventh volume of *IJISPM*. In this issue, readers will find important contributions on digitalization, military information technology projects, software development methods adoption, and agile portfolio management.

The first article, “Digitalization of revenue mobilization in an emerging economy: the new Institutional Theory perspective”, is authored by Nora Agyei-Ababio, Eric Ansong and Kwame Assa-Agyei. This article explores how the institutional environment comprising regulative, normative, and cognitive factors influences the use of technology in revenue mobilization in the public sector of an emerging economy. The study used the new institutional theory as a theoretical lens and a qualitative case study as a methodological stance. The study established that regulative, normative and cognitive factors influence the digitalization of revenue mobilization. With regards to the regulative pillar, it was revealed that legislation for a revenue authority with a focus on digitalization, legislation for taxpayer identification and legislation for electronic transactions, were laws that governed the use of the system and played essential roles in ensuring that the system was used effectively to realize its benefits fully. The cognitive pillar, on the other hand, revealed some challenges faced with implementing and using the digital system. The study contributes to the literature on the digitalization of revenue mobilization.

The title of the second article is “The characteristics of successful military IT projects: a cross-country empirical study”, which is authored by Helene Berg and Jonathan D. Ritschel. In the armed forces, successful digitalization is crucial to ensure effective operations. Much of the existing literature on project factors during the planning and execution phases of public Information Technology (IT) projects does not focus specifically on military sector projects. The paper aims to provide empirical insights into the characteristics of successful military IT projects. Data from such projects in NATO countries and agencies were collected through interviews and project documents. The findings relating to the main variable of interest, “delivery of client benefit,” supported previous findings on IT project performance. Medium-sized projects performed better than small and large projects, and the agile development method delivered more client benefits than traditional methods. Client involvement apparently had a positive effect on project success. Clearly specified objectives had a statistically significant effect on project success in terms of clients’ benefits. The paper contributes to the gap in research on military IT projects and broadens the project management literature’s focus on time and cost to include delivery of client benefit as a success variable.

The third article, authored by Tanja Elina Havstorm and Fredrik Karlsson, is entitled “Software developers reasoning behind adoption and use of software development methods – a systematic literature review”. When adopting and using a Software Development Method (SDM), it is important to stay true to the philosophy of the method; otherwise, software developers might execute activities that do not lead to the intended outcomes. Currently, no overview of SDM research addresses software developers’ reasoning behind adopting and using SDMs. Accordingly, this article aims to survey existing SDM research to scrutinize the current knowledge base on software developers’ type of reasoning behind SDM adoption and use. The authors executed a systematic literature review and analyzed existing research using two steps. First, they classified papers based on what type of reasoning was addressed regarding SDM adoption and use: rational, irrational, and non-rational. Second, they made a thematic synthesis across these three types of reasoning to provide a more detailed characterization of the existing research. They elicited 28 studies addressing software developers’ reasoning and identified five research themes and framed four future research directions.



“An agile portfolio management model for the insurance sector: the APMI model” is the fourth article and is authored by Vasco Franqueira Dias and Alexandra Tenera. As the authors mention, many insurance companies are seeking to increasingly adopt Agile practices to become more effective, faster, and leaner in their critical processes. On the other hand, several companies are strengthening their planning methodologies by implementing Portfolio Management models. These models enable them to manage their initiatives in a more integrated and efficient manner that is strategically aligned, minimizes complexity, and provides higher flexibility when responding to uncertainty. Given the limited scientific knowledge in combining Agile and Portfolio Management (PfM), particularly in the insurance industry, a new Agile Portfolio Management (APfM) model, the APMI – Agile Portfolio Management for insurers, was designed and tested, showing how Agile and Portfolio Management international practices can be conciliated with current insurance industry-specific practices. Results indicate that the proposed model can foster a greater strategic alignment, increase the organization’s strategic focus, promote transversal alignment and visibility, and support the organization’s capacity coordination.

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.

The Editor-in-Chief,

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João Varajão is currently a professor of information systems and project management at the *University of Minho*. He is also a researcher at the *ALGORITMI Research Center* 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 related to Information Systems and Information Systems Project Management success. 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 100 Masters and Doctoral dissertations in the Information Systems field. He has published over 300 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 on numerous committees of international conferences and workshops. He is the co-founder of CENTERIS – Conference on ENTERprise Information Systems and ProjMAN – International Conference on Project MANagement.