



Innovation through Information Management

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Innovation through Information Management

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Overview

- Introduce the Centre for Service Research and myself
- Discuss how the role of the CIO has evolved over the last thirty years
- The CIO role and Information Management
- Summary and Key Messages



About me

- Computer Engineering, Patras
- Databases, Glasgow
- Information Systems, UMIST

- Twenty(+) years in Manchester
 - UMIST Computation
 - UoM Informatics
 - Manchester Business School

- Information Management
 - Evolution
 - Analytics
 - Governance

- The role of the CIO

- Research spin-offs

- football, fishing, old computers



Centre for Service Research

Supports organisations in their service provisioning to help them succeed in:

- Strategy and Innovation.
- Design, control and improve service.
- Develop an holistic view of services.
- Deliver services more effectively and efficiently.



- Service Innovation
- Service Marketing
- Service Operations
- Service System Design
- Socio-technical Design
- Emerging Service Skills
- Information Management
- Service Provision/Sectors

The CIO in the 1980s

CIO Outlook

- Information Resources
- Information Systems
- Operational Alignment
- Managerial Responsibilities
- Custom development

- *Competitive Advantage*

ICT Outlook

- Mainframes
- Multi-user
- Data Processing
- Departmental Focus
- PCs

- Email
- Client-Server

The CIO in the 1990s

CIO Outlook

- MIS (Infomate UP)
- Two-way Alignment
- Managerial Responsibilities
- Relationships / Networking
- End-User Focus
- **Passive -> Active Role**

ICT Outlook

- PCs
- Client-Server
- EDI
- Business Processes
- Email @ home/work
- **WWW**

The CIO in the 2000s

CIO Outlook

- Business Strategy
- Innovation
- More Relationships
- External Environment
- Customer Focus

ICT Outlook

- WWW
- Architecture (ERP)
- Mobile
- Vendor/Technology Independent (XML)

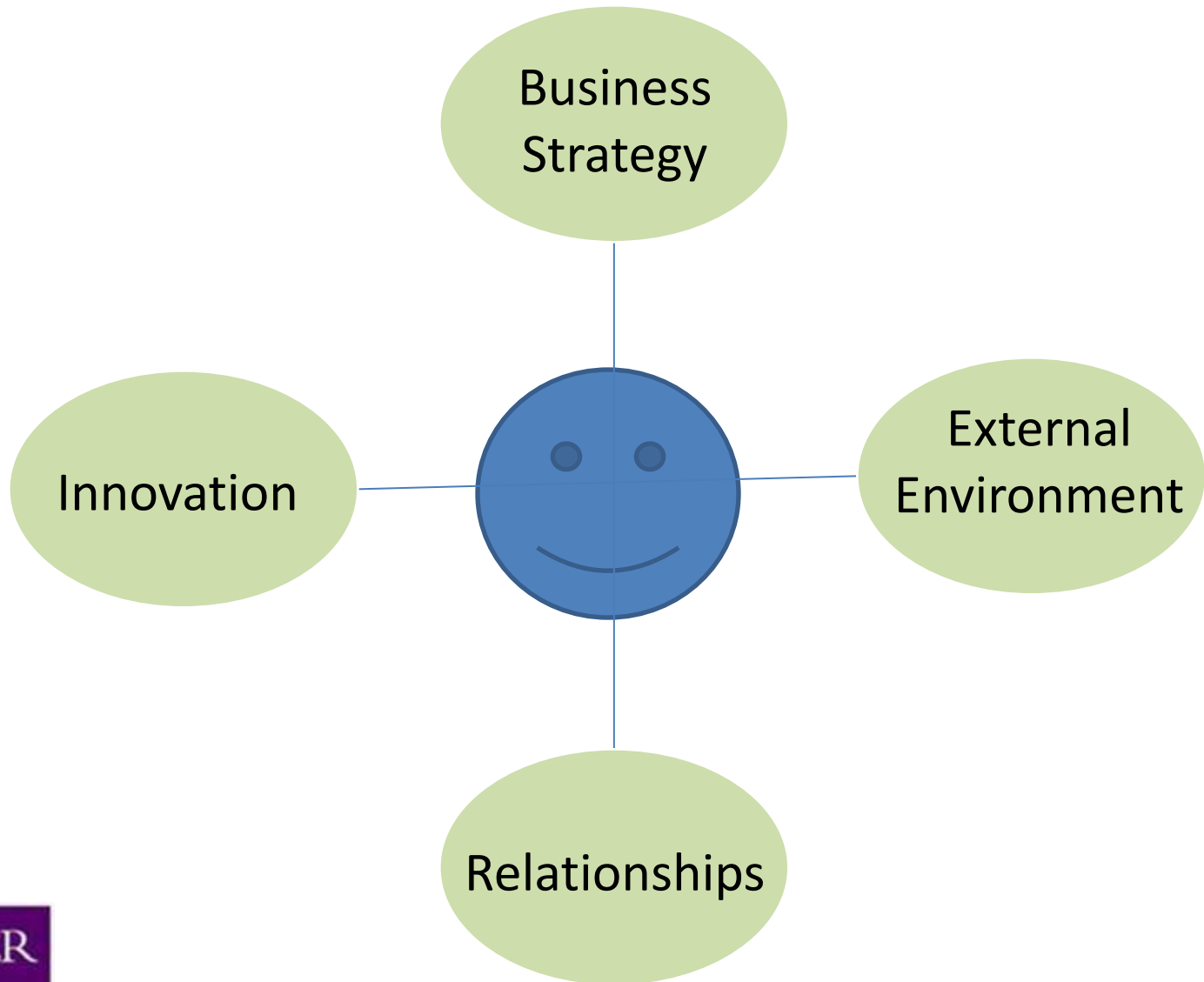
Summary

- CIO role is evolving, expanding and moving up
- CIO role contribution to business strategy
- CIO role contribution to innovation

Open Questions

- How the CIO role contributes to the organisation?
- What are the necessary skills and qualifications?

Research Model



Case Study Overview

- Cross-case analysis
- Stages
 - Collect information (interview, web site, etc)
 - Transcribe interviews
 - Extract and Classify
 - Synthesize and Analyse

Business Strategy

- Participation in strategic planning
- Alignment IT and business objectives
- Development and implementation of IT strategy
- Enable change management



Relationships

- Enables internal communication
- Improves communication effectiveness
- Enhances collaboration between organisational units
 - Facilitates consultations
 - Feedback and complaints handling
 - Manages stakeholder relationships

External Environment

- Partnerships
- Networking
- Technology awareness
 - Technology assessment and evaluation
- Best Practice Awareness

Innovation (incremental/radical)

- Improve existing products/services
- Reduce costs
- Introduce new products/services
- Problem solving

Innovation Through Information Management

- Getting the *right information* to the *right person* at the *right place* at the *right time* in a cost effective way (right price?).
- Information
 - Codified (data and content)
 - Source, destination, stakeholder
- Management
 - Structure, processing, delivery
- Organisational perspective



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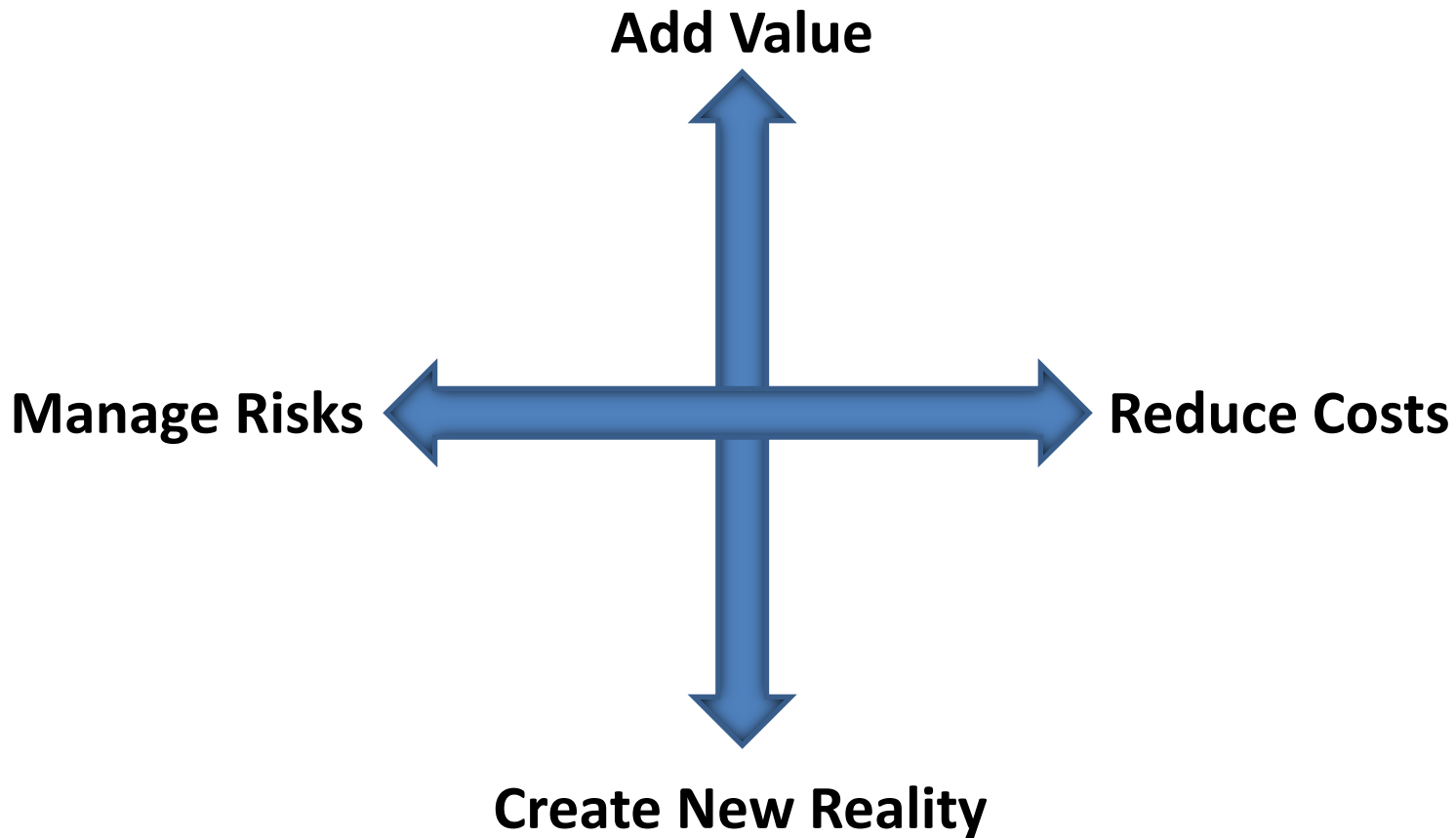
Examples of Innovation through IM

- Research Profile Repository
- Applicant and Student Portal
- Customer Data Integration
- Patient Records

Customer Data Integration

- Single Customer View
- Align with internal systems and with external systems such as ContactPoint, Tell Us Once, etc
- Innovation aspects
 - Reduce costs, improve planning, deliver transformed customer focused services
- Governance aspects
 - security, sharing, disclosure, ownership, costs

Information and Business Value



Summary and Key Messages

- The CIO role is still evolving
 - Innovation through IM
 - Active role in business strategy
- need to embrace new challenges
- Skills and Qualifications need to be revisited