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ABSTRACT

Implementing ICT Projects: Guiding Decisions to Boost Positive Outcomes

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Can the outcomes of Information and Communication Technology (ICT) projects be improved by focusing on supplier relationships, project management, change management and business-ICT alignment?

This thesis aims to assist investors in ICT maximize benefit from the technology. A research model is generated from the literature highlighting: five latent variables; and eight hypotheses to be tested, with the research conducted using a sequentially executed mixed methodology. Three methods were used for collecting data: semi-structured interviews; a review of project documents; and a survey of ICT Investors, with qualitative methods completed prior to the finalization of the questionnaire and data analysis undertaken using: NVivo 9; SPSS 20 and GeSCA, with a triangulation of the results obtained then undertaken.

This research adds formal theory to the literature, exploring a comprehensive list of 156 manifest variables. A new foundational model for improving the outcomes of ICT projects is presented, with an elaborated role for ICT Suppliers. The findings can help investors in ICT to maximize benefit from their investment in technology by guiding their decisions during the planning process. This research also adds to the literature around the use of GeSCA as a tool for analysing small data sets, with its limitations and areas for future research presented.

A practical outcome of the research with its proposed model contribution is: a strategic tactic for suppliers to use, to "loan" and/or offer strategic goal alignment, project and change management services to their clients so that they achieve successful ICT project outcomes together.

Keywords: Alexis Boisson; ICT; supplier relationships; investors in ICT; suppliers of ICT; project management; change management; business-ICT alignment; ICT projects; NVivo 9; GeSCA.

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