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.

Via

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

www.mbs.ac.uk/research/csr
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

- Business Strategy
- External Environment
- Innovation
- Relationships
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
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

Add Value

Manage Risks  Reduce Costs

Create New Reality

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