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gate the extent to which Business Intelligence implementations contribute to organisational performance. The research question formulated was: What is the impact of BI implementations on organisational performance? Previously, similar quantitative studies have been conducted to investigate similar questions. In this case as the study is dealing with the attitudes and perceptions of various employees of organisations a qualitative study is appropriate. The study conducted was a multiple, explanatory case study as various sources were used (e.g. interviews and technical documentation). Four organisations from diverse industries participated in the study. This enabled a cross comparison of results. The study indicated that Business Intelligence can have a positive influence on organisational performance. However, the influence might vary depending on the industry type. For example, a substantial increase in product sales was experienced whilst compliance in regulatory requirements from a risk management perspective was applicable in non-sales industries (for example banking). The most common influence across all four industries was the contribution to organisational sustainability. However, this contribution also varied across the industries. The findings of this study are of importance to both existing as well as prospective BI implementers. Organisations with existing BI implementations can expand their existing BI solution to include coverage of the areas in which the contribution was the most. Also, prospective BI implementers can focus their new implementations on these areas. From an academic perspective, this study contributes to the current body of knowledge from a qualitative perspective due to the majority of the studies in this field focusing on quantitative studies.

Keywords: business intelligence, organisational performance, risk management, performance management

Impact of IS/IT Investments on Firm Performance: Does Stakeholder Orientation Matter?

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Abstract: This research project addresses a central question in the IS business value field: Does IS/IT investments impact positively on firm financial performance? IS/IT investments are seen as having an enormous potential impact on the competitive position of the firm, on its performance, and demand an active and motivated participation of several stakeholder groups. Actual research conducted in the Information Systems field, relating IS/IT investments with firm performance use transactions costs economics and resource-based view of the firm to try to explain and understand that relationship. However, it lacks to stress the

importance of stakeholder management, as a moderator variable in that relationship. Stakeholder theory sees the firm as the hub centric to the spokes representing various stakeholders who were in essence equidistant to the firm, and survival and continuing profitability of the corporation depend upon its ability to fulfil its economic and social purpose, which is to create and distribute wealth or value sufficient to ensure that each primary stakeholder group continues as part of the corporation's stakeholder system. Stakeholder theory in its instrumental version, argues that if a firm pays attention to the stakes of all stakeholder groups (and not just shareholders), it will obtain higher levels of financial performance. With this premise in mind, the aim of this research project is to discuss and test the use of stakeholder theory in the IS business value stream of research, in order to achieve a better understanding of the impact of IS/IT investments on firm performance (moderated by stakeholder management). To achieve the expected impact from an IS/IT investment, it is argued that firms need a strong commitment from these stakeholder groups, which lead us to the need of a "stakeholder orientation". When firm financial performance is measured by returns on assets (ROA), returns on investments (ROI) and returns on sales (ROS), the results show that "stakeholder orientation" impact positively in the relation between IS/IT and firm performance, using a sample of Portuguese large companies.

Keywords: IS/IT investments, impacts, financial performance, stakeholder orientation

Towards a Model-Based Approach to Evaluate the Effectiveness of e-Learning

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Abstract: There is a lack of a standard based approach that can be used to evaluate the effectiveness of different e-learning models due to their diversity and complexity. This paper introduces a new evaluation approach to assess the effectiveness of e-learning models. This approach is derived using: (i) the ISO 25010 "Systems and software Quality Requirements and Evaluation (SQuaRE): System and software quality models" and (ii) the ISO 25012 "Systems and software Quality Requirements and Evaluation (SQuaRE): Data quality model". Hence, the proposed evaluation approach is based on the following three main models: (i) quality in use, (ii) product quality and (iii) data quality models. In this research the proposed evaluation approach has been applied to compare and evaluate capabilities of five different e-learning models. In addition to core qualities of ISO25010 and