

**Proceedings of the  
10th European Conference on  
Information Systems Management  
The University of Evora  
Portugal  
8-9 September 2016**



**Edited by  
Paulo Silva, Rui Quaresma and António Guerreiro**

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The 10th European  
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**The University of Evora  
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**Edited by  
Dr Paulo Silva  
Dr António Guerreiro  
and  
Dr Rui Quaresma**

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## Preface

The 10th European Conference on Information Systems Management is being held at The University of Evora, Portugal on the 8-9 September 2016.

The Conference Chair is Paulo Silva and the Programme Chairs are Prof. Rui Quaresma and Prof. António Guerreiro.

ECISM provides an opportunity for individuals researching and working in the broad field of information systems management, including IT evaluation to come together to exchange ideas and discuss current research in the field. This has developed into a particularly important forum for the present era, where the modern challenges of managing information and evaluating the effectiveness of related technologies are constantly evolving in the world of Big Data and Cloud Computing. We hope that this year's conference will provide you with plenty of opportunities to share your expertise with colleagues from around the world.

The keynote speakers for the Conference are Carlos Zorrinho from the Portuguese Delegation and Isabel Ramos from University of Minho, Portugal.

ECISM 2016 received an initial submission of 84 abstracts. After the double-blind peer review process 25 academic papers, 7 PhD research papers, 3 Masters research paper and 5 work in progress papers have been accepted for publication in these Conference Proceedings. These papers represent research from around the world, including Belgium, Brazil, China, Czech Republic, Kazakhstan, Malaysia, New Zealand, Norway, Oman, Poland, Portugal, South Africa, Sweden, The Netherlands, UK and Vietnam.

We wish you a most interesting conference.

Dr Paulo Silva, Dr António Guerreiro and Dr Rui Quaresma

## Conference Committee

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## Biographies

### Conference Chair



**Dr Paulo Silva** is Vice-head of the Social Science School at the University of Évora, (Portugal). He holds a PhD in Management, where his specialization was Informational and Organisational Models in Public Universities. His current research interests include information management, knowledge management, IS acceptance and benefits, information modelling and architecture, change management and university management. He has published chapters for books as well as journal articles and conference papers. He was Programme Chair (2013) for the Conference of the Portuguese Association of Information.

### Programme Chairs



**Dr António Guerreiro** is currently Assistant Professor in the Department of Management, University of Évora (Portugal) and has been President of the Pedagogic Council of the School of Social Sciences (2013-2015). He has published in several international conferences and he is author of a book on IT Investments Management. He also has publications in the Portuguese Association of Information Systems Review and in the Portuguese Review of Management. He holds a Msc. in Organization & Information Systems and a PhD in Management from the University of Évora, and he has been research student at Queen's University at Belfast, UK (2003/2005).



**Dr Rui Quaresma** is Assistant Professor in the Department of Management, University of Évora (Portugal), and is member of the General Council of the University of Évora (since December 2012). He was President of the Assembly of Representatives of the School of Social Sciences of the University of Évora from March 2010 – January 2013. He has published in several international conferences and has articles published in international journals. He is author of 3 chapters in books in the field of information systems. He has been co-director of 2 doctoral theses in Portugal and 1 in Spain. He holds a Msc. in Management and Industrial Strategy (1997) from the Instituto Superior de

Economia e Gestão (ISEG)/University of Lisbon, and a PhD in Management (2005) from the University of Seville (Spain).

### Keynote Speakers



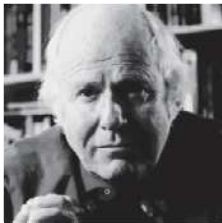
**Isabel Ramos** is Associate Professor (PhD, Habilitation) at the Department of Information Systems of the University of Minho in Portugal. Isabel Ramos is Director of the Doctoral Programme in Information Systems and Technologies and President of the Portuguese Association for Information Systems. She is President of the Portuguese Chapter of the Association for Information Systems and the Secretary of the Technical Committee 8 (Information Systems) of IFIP – International Federation for Information Systems, as well as the Portuguese representative. She is member of the AIS Communications Committee and the AIS LEO award Committee. She was awarded the IFIP Outstanding

Service Award and IFIP Silver Core Award. Isabel Ramos coordinates the research group Information Systems and Technologies for the Transformation of Organizations and Society (ISTTOS) and the Thematic Research Stream Resilience and Agility of Organizations of the ALGORITMI centre of the University of Minho.



**Carlos Zorrinho** is a Portuguese politician and university professor. Currently, he is the Head of the Portuguese Delegation and member of the S&D Group of the European Parliament. He graduated in Business Management at the University of Évora, which later awarded him a Doctorate Degree in Information Management. He pursued his academic career as a professor in the Department of Business Administration at the University of Évora. Member of the National Council of the Socialist Party since 1990, he was elected for National Parliament in 1995. From 2009 to 2011, he served as Secretary of State for Energy and Innovation, within the Ministry of Economy, Innovation and Development. In 2011, Carlos Zorrinho was elected Leader of the Socialist Party's Parliamentary Group and following the 2014 European elections, he was elected Member of the European Parliament, where he holds a number of positions including Head of the Portuguese Socialist Delegation, Member of the and member Research and Energy (ITRE) Committee.

### Knowledge Cafe



**Dr Dan Remenyi** has been a Visiting Professor specialising in research methodology at seven universities in four countries over the past 20 years. He continues to write, teach and research in both research methodology and the sociology of research. He conducts seminars on topics related to improving effective academic research and obtaining better research results. One of his areas of specialism is qualitative research and how it may be enhanced using a Grounded Theory approach. He is on the editorial board of a number of academic journals. He is also on the executive committees of several European and International conferences. His research has been published in some 50 peer reviewed papers and he has had some 30 text books published. Some of his books have been translated into Chinese, Japanese and Romanian. He holds a B Soc Sc, MBA and PhD.

### Mini-Track Chairs



**Dr Marian Carcary** is a senior lead researcher with the Innovation Value Institute, Maynooth University, Ireland. She has led a number of projects associated with development of IT-CMF. Marian also worked on a number of research projects with the Directorate General of Enterprise and Industry, European Commission. She previously taught in the University of Limerick, and has completed MSc and PhD.



**Dr Jacek Cypryjanski** is Associate professor in the Department of IT in Management, Faculty of Economics and Management at the University of Szczecin, Poland. In 1994 he received his Ph.D. from his home university.



**Dr Eileen Doherty** is a Research Fellow with the Innovation Value Institute, Maynooth University, Ireland. Her responsibilities include development of key aspects of IT-CMF. Prior to this position Eileen worked in the IT industry for almost 10 years. She has published 3 books and has published academic peer review journal papers in the area of SME, Innovation adoption and diffusion.



**Dr habil. Małgorzata Łatuszyńska** is a Professor at the University of Szczecin. She is author and co-author of about 160 publications, mainly in the area of simulation methods and tools of computer science in economics, management and transport.



**Dr habil. Eng. Kesra Nermend** is a Professor at the University of Szczecin. He is author and co-author of about 90 publications mainly in the area of using quantitative methods and tools for the analysis of economic phenomena.



**Tuan Yu** has been a lecturer at Kent Business School since 2000 where he lectures in E-Commerce and Organisational Management. His main areas of research interest and activity are: Technology and Organization; Technology and Education; Operations and Service Management and Business Intelligence/Analytics and Data Science.

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## **Contributing Authors**

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**Henrique Carreiro** is an invited lecturer at NOVA IMS, where it is also a PhD Candidate. Its research interests include technology adoption, cloud computing and mobility.

**Jacek Cyprijanski**, Ph.D. is a associated professor in the Department of IT in Management, Faculty of Economics and Management at the University of Szczecin, Poland. His current research interests include experimental economics, business intelligence and behavioural decision theory.

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**Amelie Fan**, doctoral student at Renmin University of China with a primary interest on record management and d-evidence. She worked on ISs design for two years in the City of Beijing and has been participating in several research projects on digital information management since 2014, including the Digital Records Management in Organizational Complex Systems project.

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**Susan Grant** research interests lie in the area of knowledge management across supply chain networks in manufacturing and service sectors. She is currently involved in a number of collaborative projects in the area,

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**Olinkha Gustafson-Pearce** is a module leader and lecturer in Graphic Communication in Design at Brunel University. Studied Graphic Information Design at Westminster University; completed her doctoral research work in Information Architecture at Brunel. Research work is Information Architecture emphasis on structure and navigation in Virtual Learning Environments, primarily virtual worlds. Researched into how to build effective virtual spaces for both education and public engagement. Founding member/fellow-Human Centred Design Institute.

**Lars-Erik Hansen** is since 2006 the Chief Archivist of The Swedish Archives of The White-Collar and Professional National Unions (TAM-Arkiv). He has also worked at the National archive of Sweden on the division for inspections and consultation. Added to this Lars-Erik is a doctor in history at the University of Stockholm. He share in the research and development of archival science at the Mid Sweden University and teach about document management.

**Miles Herrera** is IT Governance Consultant working in the Financial Industry in the Netherlands where he is currently involved in COBIT implementations and Lean Six Sigma Improvement programs. He also follows a part-time executive PhD program at the University of Twente. Miles holds a university degree in Business Administration from the university in Rotterdam in the Netherlands.

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**Kimberley Jackson** has worked as a Software Engineer in a range of blue chip companies across the UK since completing her degree in Artificial Intelligence at the University of Leeds, Leeds, UK. This research forms part of an industry funded Masters degree in Applied Computer Science undertaken at the University of Brighton.

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