A

application software development 145
architectural review board 210

B

"big bucket" approach 80
Baan implementation and training services (BITS) team 60–61
billing support system (BSS) 125
business integration 166
intelligence (BI) promotion 146
system 137

C

capability maturity model integration (CMMI) 147, 242
change advisory forum (CAF) group 90

and communication skills 229, 237–239
and department reorganization 236–237
and senior management 264–265
alignment with CEO 264
business understanding 265
communication 265
expectation management 264
relationships 264
and system integration 236
and technical considerations 238–239
and technology acquisition 233–235
and the information systems department 262–263
communication 263
retention 263
staff 262
training 263
work environment 262
and user interaction 219
business functionality 219
continuous improvement 219
future strategy 219
and user relations 263–264
business understanding 263
change management 263
communication 263
patience 264
as business manager 93
characteristics 10
comments analysis 248–259
demographics 227
education 228
personal background 228
prior positions held 228
reasons for accepting CIO position 228
interviewee affiliations
New Zealand 46–48
Auckland University of Technology (AUT) 28, 47–48
Aukland University of Technology (AUT) 49–56
Fulton Hogan 28, 47–48, 70–82
MetService 28, 47–48, 95–102
Pumpkin Patch 28, 47–48, 83–94
Tait Electronics Limited 28, 47–48, 57–69
Taiwan
Chi Mei Optoelectronics (CMO) Corporation 29, 104–105, 128–132
China Steel 30, 104–105, 139–148
Compostar Technology Corporation 29, 103, 105, 114–118
EVA Airways 29, 103, 105
Eva Airways 106–113
Lite-On Technology Corporation 30, 104–105, 134–138
Taiwan Fixed Network (TFN) Company 119–127
Taiwan Fixed Network Company (TFN) 29, 104–105
United States of America
Installed Building Products 31, 150–151, 173–184
Libbey 32, 151, 213–223
Limited Brands 31, 151, 206–212
Mount Carmel Health System 31, 150–151, 197–204
Online Computer Library Center 162–171
Online Computer Library Center (OCLC) 30, 150–151
The Dispatch Companies 31, 150–151, 185–196
Worthington Industries 30, 149, 151, 152–161
interviewees
New Zealand 46–48
Bussen, Wendy 28, 47–48, 49–56
Elder, George 28, 47–48, 57–69
Gould, Rhys 28, 47–48, 70–82
Thesing, Zarina 28, 47–48, 83–94
Turner, Russell 28, 47–48, 95–102
Taiwan
Chuang, Lucas 29, 103, 105, 106–113
Ko, C. M. 29, 103, 105, 114–118
Lin, James 29, 104–105, 119–127
Tsai, C. K. 29, 104–105, 128–132
Wang, M. P. 30, 104–105, 139–148
United States of America
Dove, Jonathan 30, 149, 151, 152–160
Houk, Gary 30, 150–151, 162–171
Luffy, Marty 31, 150–151, 173–184
Mazzocco, Angelo 31, 150–151, 185–196
Sheets, Cindy 31, 150–151, 197–204
Starkoff, Kathleen 31, 151, 206–212
Zarb, John 32, 151, 213–223
leadership 258–259
mission 189
assimilation 12
corporate level aspects 14–15
emergence 61
environmental factors
industry 23
organizational structure 23
size 23
functions 10
level of maturity 23
phases 11
unit level aspects 16
client services 229, 230–232
CMM maturity model 154
core information systems capabilities 16
core capabilities
architecture planning 16
business systems thinking 16
contract facilitation 16
contract monitoring 17
informed buying 16
leadership 16
making technology work 16
relationship building 16
vendor development 17
general challenges
alignment 16
architecture 16
delivery 16
skill set
business skills 17
interpersonal skills 17
technical skills 17
CRM
Siebel 166
D
"Design & Buy" system 88
data
processing manager 3
warehouses 132, 244
delivery framework methodology 157
E
enterprise resource planning (ERP)
Baan system 60–61, 68
Blackberry 170
Fact system 58–60
JD Edwards (JDE) 75, 137, 217
ORACLE Solution
123, 130, 137, 156, 159–160, 169
People Soft 166
SAP 137, 211
software technology 23
TipTop 137
executive support analysts 203
F
facilities maintenance management systems (FMMS) 84
functional units
database unit 166
enterprise applications unit 166
governance unit 166
systems management unit 166
G
GIS system 123
group think 66
H
help desk service 54, 92, 143, 158, 180, 229, 230
Hofstede's dimensions of national culture 256–257
I
informatics directors 202
information systems (IS)
function
performance standards establishment 242
managers 10–11
plan 230
information technology (IT) 3–4
and business alignment 15
and business gap 110
and user gap 137
environment 23
steering committees 15, 67, 76, 99, 156, 192, 233

strategic directions
  convergence 193
digitization 193
  personalization 193

strengths, weaknesses, opportunities, and threats (SWOT) analysis 99

supplier relationship management system (SRM) 138

systems
  development
    user participation 231
  support business unit 109

T
"tomato plant" problem 181–182
technical support group 202

U
unstructured systems 123
user
  acceptance testing (UAT) 90
  expectations 157
  requirements 232

V
vendor managed inventory (VMI) 68, 243
virtual private network (VPN) 62
voice over Internet protocol (VOIP)
  55, 171, 241

W
"war room" concept 137, 148, 241
wireless network establishment 146
work breakdown structure 231
workforce morale 236

Y
Y2K 85, 147, 155, 190–191, 200, 235, 242