Chapter VI

Information Systems Success Theoretical Framework

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Abstract

This chapter deals with the qualitative theory of information systems success. First, the definition of success used in this research will be given. Then, the theory on diffusion of innovations and success of information systems will be discussed to reveal what factors determine the successful implementation of information systems as far as the product and the user are involved. The outcome of this part of the literature study will be used in the construction of the USE IT model, in Chapter IX.


**Definition of Success**

According to the *Collins Paperpack Dictionary* (1995) and Geerts, Heestermans, and Kruyskamp (1984), success can be defined as the achievement of an aim or the attainment of wealth, fame, or position. As will be argued in this chapter, the main aim of implementing an information system (IS) is to satisfy users, who use the IS when performing their daily tasks.

Berg (2001) offered different definitions of success: Success could mean the actual use of a system, but also the appreciation of this use by the users or their managers. When discussing success, it must be clear what criteria or parameters are used to measure success. He regarded success as a dynamic concept, since the view—and by that, the criteria—on what success is, might change in time.

The literature study that is presented in the next sections will lead to a list of factors that are considered to be essential in accomplishing a successful e-health implementation.

**The Innovation Process and the Product**

Different ways to look at the innovation process exist. The first way presented here is the view of Larsen (1998), because it gives a good overview of what factors and elements are involved. Larsen stated that “elements of IS innovations include technical issues, human concerns, managerial actions and knowledge, interactions among line employees and information technology (IT) experts, strategic, tactical and operational requirements, organizational elements, and vision.” This means that a holistic vision is needed to analyze IS success. “The quality of the IS/IT product is a necessary but not sufficient prerequisite for IS innovation success. The *people* within the organizations determine the outcome.”

The framework for IS innovation that Larsen (1998) presents is meant as a “checklist to map the elements actors include in their innovation undertakings and increase the awareness of IS innovation aspects yet not considered” (see Figure 1). The elements are categorized in five structures: the